



SURREY POLICE BOARD

Regular Meeting Agenda

Venue: Virtual
Date: June 1, 2022
Time: 4:00 PM

ITEM	PRESENTER
A. CALL TO ORDER	Chair McCallum

The Surrey Police Board recognizes that our work takes place on the ancestral, traditional, and unceded territories of the Coast Salish Peoples.

B. ADOPTIONS	
1. Adoption of the Agenda – June 1, 2022	Chair McCallum
2. Adoption of Minutes – April 27, 2022	Chair McCallum

C. DELEGATIONS

No Delegations.

D. REPORTS

CHIEF CONSTABLE REPORTS

1. Community Consultation Recommendations Report 2022-R012 - For Information	Chief Lipinski
2. SPS Training Records and Policy Attestations Report 2022-R013 - For Information	Chief Lipinski
3. SPS Employee Wellness and Supports Report 2022-R014 - For Information	Chief Lipinski
4. Hiring and Diversity Report 2022-R015 - For Information	Chief Lipinski

EXECUTIVE DIRECTOR

1. Police Research- Request to Participate Report 2022-R016 - For Decision	Melissa Granum
--	----------------

COMMITTEE REPORTS

FINANCE COMMITTEE

Elizabeth Model

1. **Year to Date Expenditures – One Time and Operational**
Report 2022-FIN005 - For Information
(Presentation)

E. INFORMATION

No information.

F. CORRESPONDENCE

No correspondence.

G. NEW BUSINESS

No new business.

H. NEXT MEETING

The next meeting of the Surrey Police Board will be held on July 6, 2022.

Chair McCallum

I. MOTION TO HOLD A MEETING IN A CLOSED SESSION

It is in order for the Board to pass a motion to close the meeting to the public pursuant to Section 69 (2) (c), and (d) of the *Police Act*, which states:

Chair McCallum

- (2) if it believes that any of the following matters will arise in a meeting or hearing held by it, a board or committee may order that the portion of the meeting during which the matter will arise be held in private:
 - (c) a matter concerning labour contract discussions, labour management relations, layoffs or another personnel matter;
 - (d) a matter concerning information that a person has requested he or she be allowed to give in private to the board or committee.

J. ADJOURNMENT

Chair McCallum



SURREY POLICE BOARD

Regular Meeting Minutes

Venue: Virtual
Date: April 27, 2022
Time: 4:00 PM

Present:

Doug McCallum, Chair
Cheney Cloke
Elizabeth Model
James Carwana
Jessie Sunner
Avtar Johl
Meena Brisard
Harley Chappell
Manav Gill

Regrets:

Staff Present:

Norm Lipinski, Chief Constable
Jennifer Hyland, Deputy Chief
Michael LeSage, Deputy Chief
Todd Matsumoto, Deputy Chief
Kyle Friesen, General Counsel
Melissa Granum, Executive Director
Marion Chow, Executive Assistant
Forouzan Rezazadeh, IT Senior Project Mgr.
Gayle Armstrong, Executive Service Manager
Lisa Eason, Strategic Communications Mgr.
Sukh Sidhu, S. Sgt.
Donna Smith, SPB Legal Counsel
Nathan Wong, Senior Manager, Finance
Nicola Webb, HR Consultant
Andrew Whitson, Communications Specialist

The Surrey Police Board recognizes that our work takes place on the ancestral, traditional, and unceded territories of the Coast Salish Peoples.

A. CALL TO ORDER

The April 27, 2022 Regular Board meeting was called to order at 4:00 PM.

B. ADOPTIONS

1. Adoption of the Agenda – April 27, 2022.

It was

Moved by Meena Brisard
Seconded by Jessie Sunner

That the agenda of the Surrey Police Board meeting of April 27, 2022 be adopted.

Carried.

2. Adoption of Minutes – March 30, 2022

It was

Moved by Cheney Cloke
Seconded by Meena Brisard

That the minutes of the Surrey Police Board meeting of March 30, 2022 be adopted.

Carried.

C. DELEGATIONS

No Delegations.

D. REPORTS

CHIEF CONSTABLE REPORTS

1. SPS IT Systems Progress

Report 2022-R008 - For Information

It was

Moved by Cheney Cloke
Seconded by Harley Chappell

That the Surrey Police Board receive the report for information.

Carried.

2. Officer Hiring and Deployment

Report 2022-R009 - For Information

It was

Moved by Manav Gill
Seconded by Harley Chappell

That the Surrey Police Board receive the report for information.

Carried.

3. Civilian Staff Transition to SPS

Report 2022-R010 - For Information

It was

Moved by Harley Chappell
Seconded by Manav Gill

That the Surrey Police Board receive the report for information.

Carried.

EXECUTIVE DIRECTOR

1. Board Administration Update

Report 2022-R011 - For Decision

It was

Moved by Cheney Cloke
Seconded by Manav Gill

That the Surrey Police Board receive the report for information and endorse the recommendation in the report.

Carried.

E. INFORMATION

No information.

F. CORRESPONDENCE

No correspondence.

G. NEW BUSINESS

No new business.

H. NEXT MEETING

The next meeting of the Surrey Police Board will be held on June 1, 2022.

I. MOTION TO HOLD A MEETING IN A CLOSED SESSION

It is in order for the Board to pass a motion to close the meeting to the public pursuant to Section 69 (2) (c), and (d) of the *Police Act*, which states:

It was

Moved by Meena Brisard
Seconded by Harley Chappell

That the Board close the meeting to the public pursuant to Section 69 (2) (c) and (d) of the Police Act, which states:

(2) if it believes that any of the following matters will arise in a meeting or hearing held by it, a board or committee may order that the portion of the meeting during which the matter will arise be held in private:

- (c) a matter concerning labour contract discussions, labour management relations, layoffs or another personnel matter;
- (d) a matter concerning information that a person has requested he or she be allowed to give in private to the board or committee.

Carried.

J. ADJOURNMENT

It was

Moved by Cheney Cloke
Seconded by Meena Brisard

That the April 27, 2022 Regular Board meeting be adjourned.

Carried.

The Surrey Police Board regular meeting adjourned at 4:19 PM.

Certified correct:

Marion Chow, Executive Assistant

Doug McCallum, Chair



REGULAR

REPORT DATE: May 24, 2022

BOARD MEETING DATE: June 1, 2022

BOARD REPORT # 2022-R012

TO: Surrey Police Board

FROM: Chief Constable

FILE: 60550-20-03

SUBJECT: Implementation of Community Consultation Recommendations

RECOMMENDATION

The Chief Constable recommends that the Surrey Police Board (the "Board") receive this report for information.

BACKGROUND

From June to October 2021, SPS undertook a three-part community consultation project to provide the foundation for the development of a community policing model and to inform the SPS's first strategic plan. In total, over 1,200 Surrey citizens and/or stakeholders were consulted as part of this process. The Executive Summary Report on the 2021 Community Consultations outlines the key findings along with 14 specific recommendations.

DISCUSSION

The SPS has initiated and/or completed work on most of the recommendations outlined in the Community Consultation Report, as documented in the attached Implementation Plan (Appendix I). Eight of the 14 recommendations were deemed highest priority (Priority 1), and therefore incorporated explicitly into the 2022 Strategic Plan (e.g., as specific Development Areas and corresponding Strategy/Actions). SPS will be reporting quarterly to the Board on the progress in these areas.

Other recommendations, while not directly incorporated into the Strategic Plan, were immediately initiated or actioned (Priority 2) given their relative importance and timeliness in terms of the overall development of SPS and efforts to be designated as the Police of Jurisdiction (POJ) in Surrey. Updates have been included in the attached Implementation Plan and there will be no regular ongoing reporting to the board on these items (unless a specific update is requested by the Board).

A couple of the recommendations were given lower priority (Priority 3) based on their relevance to SPS success during the initial phases of transition (i.e., working toward becoming Police of Jurisdiction) and will be actioned in the near future. SPS commits to reporting back to the Board on these items as they are actioned and significant milestones are reached.

The SPS will continue to track key metrics and performance indicators associated with the community consultation recommendations and the 2022 Strategic Plan in a strategic dashboard that will be shared with the Board on a quarterly basis.

CONCLUSION

The above matters are for the Board's awareness and information.

A handwritten signature in black ink, appearing to read 'N. Lipinski', written in a cursive style.

Norm Lipinski, OOM, LLB, MBA
Chief Constable

Appendix I - Community Consultation Recommendations Implementation Plan

Community Consultation Recommendations - Implementation Plan

Recommendation	Priority	Implementation Activity	Status	
R1	To reflect the diversity of Surrey while ensuring that all officers have the requisite competencies to be effective in a community policing service delivery model.	Priority 1	SPS Human Resource Plan and recruitment strategies have been tailored to attract a diverse pool of qualified candidates. Screening and selection processes ensure the best candidates are hired based on demonstrated experience and qualifications, including community policing competencies. The success of these strategies are evident in the demographics and experience of SPS hires to date, and will continue to be tracked moving forward.	Implementation Completed
R2	SPS can gain the trust of the community by being present, visible, proactive, and a good partner.	Priority 1	SPS is working to gain public trust through continued community engagement, open communication, and ongoing accountability and transparency. SPS is maintaining visibility and building relationships with the community through its operational deployment with the Surrey RCMP, but also through targeted, proactive outreach and consultation activities (e.g., presentations, meetings, event attendance, program participation, etc.) as part of 2022 Consultation Plan. SPS organizational structure, community policing model, and programming are also being developed to maximize community partnerships, accessibility and public trust.	Implementation Completed
R3	SPS should develop a holistic, multi-faceted communication strategy to facilitate and sustain partnerships with activities and outcomes.	Priority 2	SPS has developed an interim communication plan to guide information sharing and support transparency and accountability during Phase I of transition. Various communication mechanisms facilitate the delivery of key messages to target audiences, including the SPS website, social media platforms and traditional media. Information sharing is also being supported through localized community engagement and consultation activities. A new Communications Strategy will be rolled out to coincide with Phase II of transition (SPS as POJ).	Implementation Completed
R4	SPS should create a Community Safety Officer program or Special Municipal Constable program.	Priority 3	SPS has not yet commenced research and planning activities on these specialized employment programs, as focus has been on the initial deployment of sworn members under RCMP command and future requirements of the shared HR Strategy. Research and development of tiered policing programming will be initiated as SPS moves closer to achieving POJ status. SPS will provide updates to the Board at that time.	Not Started
R5	SPS officers must have the requisite skill sets and competencies to effectively interact with community residents, including diverse communities, Indigenous persons, and newcomers.	Priority 1	SPS recruitment strategy and hiring practices ensure candidates are diverse and have values based competencies to effectively perform operational and community policing duties. SPS has developed and embedded specific courses and presentations into onboarding (Officer Deployment) and In Service training curriculum to enhance cultural awareness and promote bias-free policing.	Implementation Completed

Community Consultation Recommendations - Implementation Plan

Recommendation	Priority	Implementation Activity	Status
R6 SPS should strive to put the right officers in the right positions.	Priority 2	SPS has established recruitment and selection processes to ensure officers match required competencies and are a good "fit" for posted positions (e.g., experience, interest, career goals). In Service training, performance assessment policy/practices, and processes for lateral and promotional competitions have also been developed and will ensure officer skill sets are aligned with position requirements.	Implementation Completed
R7 All SPS officers should be trained in the principles and application of trauma-informed policing and procedural justice policing and have cultural competencies.	Priority 1	SPS has developed and embedded specific courses and presentations into onboarding (Officer Deployment) and In Service training curriculum. All SPS officers complete the CPKN Trauma Informed Practice course as a mandatory training requirement. All SPS Recruits will also complete this training, in addition to any Trauma Resiliency training within their academy curriculum. Principles of Trauma informed policing practices are also embedded in various SPS policies.	Implementation Completed
R8 SPS should build on existing relationships/partnerships/initiatives that community groups have with the RCMP, ensuring that these are evidence-based and grounded in best practices.	Priority 3	SPS continues to build relationships and explore partnership opportunities with community stakeholders through targeted outreach and consultation, including with those currently working collaboratively with the Surrey RCMP. SPS has committed to maintaining the existing community policing programs and partnerships when it assumes POJ, but will also work to enhance programming and introduce new initiatives based on best practices research and program reviews.	Ongoing
R9 Police services will most effectively be delivered in a de-centralized, localized model.	Priority 1	SPS has been developing its org structure, Unit/Section mandates, staffing plans and policy to reflect and support a de-centralized, localized model. The development of Community Policing Model continues, based on community input and best practices, and will be fully implemented once SPS assumes POJ.	Ongoing
R10 Both qualitative and quantitative metrics should be used to assess the performance of SPS.	Priority 1	The 2022 Strategic Plan outlines specific strategy and actions that will be advanced during 2022, as well as metrics and performance reporting themes. SPS has developed processes and tools to assist with business planning and track performance across the Service as it relates to the Strategic Plan as well as operational imperatives. An internal CompStat meeting will be held each quarter to review progress and assess strategic performance based on both qualitative and quantitative metrics, and this information will also be shared with the Police Board each quarter.	Implementation Completed

Community Consultation Recommendations - Implementation Plan

Recommendation	Priority	Implementation Activity	Status
<p>R11 SPS should have a leading-edge research and analytics section with highly trained analysts to ensure that its policies and operations are best practice and evidence based.</p>	<p>Priority 2</p>	<p>Mandates have been developed for the Strategic Services Section and the research, policy and analytic Units within. Capacity of the Section will need to build over time; planning is underway for future staffing actions (e.g., research, data, and policy analysts). SPS is working with the City to procure and implement the enterprise level data infrastructure and analytical toolset required to support business analysis and data driven decision making. SPS is also piloting a subscription based service to provide employees with access to (full text) academic journals related to Criminal Justice, in support of best practice research and evidence-based decision making.</p>	<p>Ongoing</p>
<p>R12 Community stakeholders should have input into SPS strategic planning process.</p>	<p>Priority 1</p>	<p>SPS undertook a three-part community consultation project in 2021. In total, over 1,200 Surrey citizens/stakeholders were engaged in this process. The feedback received informed the development areas, strategies and actions outlined in SPS's 2022 Strategic Plan. The feedback also informs the development of departmental policies, operational strategies and the SPS community policing model. SPS continues to engage and consult with community stakeholders to gather input and build relationships and partnerships that will strengthen the SPS service delivery model and strategic planning efforts moving forward.</p>	<p>Implementation Completed</p>
<p>R13 The Surrey Police Board should develop a robust communication strategy to inform the community of its mandate and activities.</p>	<p>Priority 2</p>	<p>The Executive Director, in consultation with the Board's Communications Committee, developed a communications strategy that was presented to the Board. The strategy outlined the key communication objectives, as well as the mechanisms through which the Board would communicate with community stakeholders (e.g., SPB website, Board meetings, Twitter, news releases).</p>	<p>Implementation Completed</p>
<p>R14 The findings from this consultation should be made available to all SPS staff and widely disseminated in many languages through a variety of media platforms.</p>	<p>Priority 1</p>	<p>The detailed findings from the Community Consultation were distributed to every SPS employee for organizational awareness. Separate Reports were prepared for the two consultation stream results (i.e., survey vs focus groups and interviews) and posted to the SPS website. An Executive Summary covering all consultation activity results was also posted and available in five languages (English, Punjabi, Hindi, Chinese Simplified, and Filipino). The results were also emailed directly to community stakeholders who participated in the focus groups and interviews.</p>	<p>Implementation Completed</p>



REGULAR

REPORT DATE: May 24, 2022

BOARD MEETING DATE: June 1, 2022

BOARD REPORT # 2022-R013

TO: Surrey Police Board

FROM: Chief Constable

FILE: 60550-20-03

SUBJECT: SPS Training Records and Policy Attestations

RECOMMENDATION

The Chief Constable recommends that the Surrey Police Board (the "Board") receive this report for information.

BACKGROUND

The Surrey Police Service (SPS) uses a Learning Management System (LMS) offered by the Canadian Police Knowledge Network (CPKN) to track all classroom training, deliver online training, complete policy attestations, and manage conference attendance for both sworn and civilian staff.

DISCUSSION

The SPS Leadership Development Unit (LDU) is responsible for the SPS CPKN LMS. CPKN is a not-for-profit organization composed of agencies involved in public safety across Canada. CPKN is a secure environment used by many police agencies in Canada, including the Toronto Police Service, Vancouver Police Department, and Calgary Police Service. It is ideal to meet the training needs at SPS by enhancing our accountabilities for training and policies.

There are several benefits to using CPKN, including:

- CPKN is a Protected B environment and all CPKN staff hold active security clearances completed by the RCMP.
- Access to CPKN requires a password for every staff member, either sworn or civilian, who uses the LMS.
- All SPS training information is held on a separate, secure portal that is completely customizable. LDU and the Communications Section worked closely over the last few months to design an attractive user interface using established SPS branding (Appendix I).
- Since CPKN operates on a cost-recovery basis, any subscription or development fees for work requests by SPS are extremely reasonable. For example, their current rate for computer programming or coding work requested by SPS is billed at only \$85.00 per hour.
- All training and conference attendance, including online and in person, is tracked on an easy-to-read Training Record that is accessible to both LDU and the employee.

- Mandatory online training and over 100 elective online courses are offered to our members with the annual subscription fee. Once an online course is completed by a member, it immediately shows up on their training record. Every online course has been developed and validated by Subject Matter Experts (SMEs) from police agencies across Canada. Some course development was in partnership with the BC Provincial Government as it pertains to standardized training for BC police officers. LDU is piloting and integrating some of these online courses in blended training, including the Instructor Development Program (IDP).
- The course and conference request and approval processes are tracked through CPKN. All employees have access to elective classroom training offered by SPS and external training providers, such as the Justice Institute of British Columbia (JIBC) and Canadian Police College (CPC). CPKN offers the functionality for employees to sign up for courses, obtain supervisor and management approval, generate waitlists, send automatic e-mails, and has the potential to integrate with the inTime system to list course dates and times on an employee's schedule.
- The workflow to track classroom training attendance and course material is also completed through CPKN. After a course is finished, instructors complete a Microsoft Excel class list and course syllabus that will populate employee's training records on CPKN. This process ensures that the exact lesson plan and syllabus for each course taken follows each employee for certainty on exact training provided. This is critical when providing training material to the Office of the Police Complaints Commissioner (OPCC) and Independent Investigations Office (IIO). This streamlined process reduces risk of administrative errors and ensures information is available to internal and external stakeholders in a timely fashion.
- For mandatory training, including firearms, use of force, lateral neck restraint (LNR), and conducted emergency weapon (CEW), LDU employees can automatically determine all employee certification expiries each year. They can then ensure they are scheduled for and completed the required training by year end. This functionality will significantly mitigate any risk that employees will work with expired certifications.
- Supervisors are also able to search training records for any employee in their organizational chart branch. For several other police agencies, CPKN developed a link to connect CPKN with PeopleSoft. Once implemented, CPKN will automatically populate with the organizational chart from PeopleSoft, and this will significantly reduce staff time and administrative errors.
- Finally, PeopleSoft tracks all policy attestations. Once policies are approved by the Police Board, the Strategic Services Section (SSS) determines the policies that require attestation. LDU uploads the policies to CPKN, and an email notification of the new policy is sent to all employees. The attestation program allows employees to download the policy and check an "attestation box" confirming it was read. LDU and SSS can monitor compliance for policy attestations and send automatic e-mail reminders if an employee has not attested to the required policies. Supervisors can also view compliance of all employees in their organizational unit.

CONCLUSION

LDU continues to improve the SPS CPKN LMS and is planning to implement a training calendar feature that lists all training offered at SPS. CPKN effectively meets our training needs, ensures compliance with required training and policies, and reduces organizational risk.

The above matters are for the Board's awareness and information.

A handwritten signature in black ink, appearing to read 'Norm Lipinski', with a stylized flourish at the end.

Norm Lipinski, OOM, LLB, MBA
Chief Constable

Appendix I – Training Records and Attestations

Image 1: CPKN Login Page



Image 2: CPKN Homepage



Image 3: Sample of Online Course Catalogue Currently available for SPS Employees

SURREY POLICE SERVICE

Home > Sworn CPKN Catalogue

SWORN CPKN CATALOGUE

This catalogue lists all CPKN courses available to sworn members. You may register and complete any available courses.

- > Equity and Diversity
- ∨ Investigations
 - Basic Investigation Skills
 - Basic Online Investigations
 - Bill C-75
 - Children Involved in Sex Trade
 - Consent Law and Common Sexual Assault Myths
 - Counterfeit Currency Analysis

Image 4: Sample of Training Record

SURREY POLICE SERVICE

Surrey Police Service Training Record:

Title	Status	Completion Date	Mode
BC Emergency Vehicle Operation - Online Course	Passed	2021-11-12	Online
Fair and Impartial Policing	Passed	2018-11-13	Instructor
Legal Update 2021/2022	Passed	2022-01-19	Instructor
Missing Persons Investigations	Passed	2021-10-08	Instructor
Pistol Qualifications 2022	Passed	2022-01-26	Instructor
Use of Force Recertification 2022	Passed	2022-01-26	Instructor

(1 - 6 of 6)

SAFER. STRONGER. TOGETHER.

Legal Notice | Contact CPKN Technical Support

Image 5: Sample of Policy List

The screenshot shows the Surrey Police Service website's Policy Attestation page. The header includes the Surrey Police Service logo and navigation links for Home, Policy Attestation, and Surrey Police Service Policy - Administrative. A sidebar on the left contains icons for Home, Training Catalogues, Mandatory Training, Policy Attestation, Training Calendar, and Training Records. The main content area features a blue banner for 'POLICY ATTESTATION - ADMINISTRATIVE'. Below this, an information box states that members are accountable for knowledge and compliance with all policies. A note indicates that the system will mark policies as complete and that viewing time is tracked. A section titled 'Administrative Policies' lists four items: AD 2.2 Complaints and Professional Standards, AD 2.3 Conflict of Interest, AD 2.4 Internal Discipline, and AD 2.5 McNeil Disclosure, each with a 'Course Status' indicator and a dropdown arrow.

Image 6: Sample of Policy Attestation

AD 5.4 - Fit For Duty

 AD 5.4 Fit for Duty.pdf
826.1 KB



Policy Attestation

I confirm that I have read the above Surrey Police Service policy.

CONFIRM



REGULAR

REPORT DATE: May 24, 2022

BOARD MEETING DATE: June 1, 2022

BOARD REPORT # 2022-R014

TO: Surrey Police Board

FROM: Chief Constable

FILE: 60550-20-03

SUBJECT: SPS Employee Wellness and Supports

RECOMMENDATION

The Chief Constable recommends that the Surrey Police Board (the "Board") receive this report for information.

BACKGROUND

SPS continues to build a culture of wellness. May 2-8, 2022 was Mental Health Awareness Week and the SPS Wellness Team provided an update to all employees regarding the services and programs available to support their mental health and wellness.

DISCUSSION

Without attention to mental health and wellness, traumatic events or the cumulative effect of stress can eventually wear down an employee's health and wellbeing and their ability to cope. The attention provided to employee wellness and mental health by SPS is intended to help mitigate negative impacts of stress and trauma. One of the largest barriers to mental health care is the stigma associated with mental health issues and asking for help. Making mental health and wellness a priority and topic of regular conversation will break down this stigma.

Some of the supports currently in place and available to all SPS employees:

Dr. Lisa Kitt

Dr. Kitt is a registered practicing psychologist who is scheduled to attend SPS several days each month. She has the capacity to work with units that may benefit from her insight and group/ team sessions.

Peer Support Team

37 SPS employees have received our Peer Support Training with Dr Lisa Kitt and the Wellness Unit. The course provides members with tools on how to process trauma, the affects trauma may have on us and our peers, and how to support each other when faced with mental health struggles. There are both sworn and civilian employees on the team, ready to help. An additional course will be held in the fall.

Critical Incident Aftercare Team

This team is trained to respond to critical incidents affecting our sworn or civilian employees, and applies to any event serious in nature, or any event that elicits a strong emotional response. Call-outs are coordinated through the SPS watch commander or duty officer.

Family Services Employee Assistance Program

The FSEAP is available to all SPS employees as a confidential, no charge service that supports employees and their families with a variety of needs from counselling to financial planning.

Resources

A list of additional resources such as mental health care providers is maintained by the Wellness Unit. The list of service providers is updated regularly with registered psychologists and clinical counsellors who are available to take on new clients.

Wellness Lounge

Employees are encouraged to take the time to take a break and visit the Wellness Lounge space at West Main. The doors are always open, and this is a great spot to decompress.

CONCLUSION

The Wellness Unit continues to research and expand the services and supports provided to SPS employees. It is critically important to SPS to work together to build a trauma-informed culture of wellness and well mental health.

The above matters are for the Board's awareness and information.



Norm Lipinski, OOM, LLB, MBA
Chief Constable



REGULAR

REPORT DATE: May 24, 2022

BOARD MEETING DATE: June 1, 2022

BOARD REPORT # 2022-R015

TO: Surrey Police Board

FROM: Chief Constable

FILE: 60550-20-03

SUBJECT: Hiring and Diversity

RECOMMENDATION

The Chief Constable recommends that the Surrey Police Board (the "Board") receive this report for information.

BACKGROUND

SPS continues to attract and hire high quality applicants with diverse backgrounds, skills, and qualifications.

DISCUSSION

Experienced Officer Hiring and Deployment

As of May 16, 2022, SPS has hired 275 employees, comprised of 235 sworn and 40 civilian staff. Officers joining SPS have come from 20 different police agencies across Canada. Of the 235 sworn officers hired, 90 (38%) came from the RCMP.

On May 6th, 27 experienced SPS officers graduated from SPS's five-week onboarding course and joined staff already hard at work building the organization while they await their deployment into the municipal policing unit alongside the RCMP. The next cohort of SPS officers was deployed into Surrey Detachment on May 24th, bringing the total number of deployed officers to 85.

The newest class of 26 experienced officers began their SPS onboarding course on May 9th. Progress and momentum of hiring and deployment has been excellent and is in line with the joint SPS-RCMP HR Strategy and Plan.

Cadet Hiring and Recruiting

SPS has welcomed its first class of new recruits who have begun their training to become Constables with SPS. This is an historic event as this is the first group of police officers who will start their policing careers with SPS.

On April 25, 2022, 14 recruit officers started their two-week onboarding course with SPS, before they began their training at the Justice Institute of BC (JIBC) Police Academy on May 9th. Their training will include a total of 23 weeks of training at the JIBC, and 21 weeks of field training at SPS. In March 2023, the recruits will graduate as “Certified Municipal Constables” and join our significant contingent of SPS experienced officers.

SPS’s first class of new recruits is comprised of 11 males and three females, with an average age of 26.5. Nine of the recruits identify as being from a diverse community, and six speak a second language. All of these individuals have extensive volunteer backgrounds, and work experiences ranging from criminal justice to security to community outreach. The group includes a former Intelligence Officer with the Canadian Navy, police victim services workers, a national medalist in wrestling, and a shelter coordinator in Whalley.

The recent posting for the next cohort of SPS recruits to attend the fall JIBC class has been very active with 232 applications received to date, competing for 13 positions. This posting was open from May 2-May 23 and is expected to attract outstanding candidates, similar to our first class.

Diversity

The SPS Recruiting Unit strives to ensure that the composition of SPS reflects the diversity that exists in the city of Surrey. A diverse workforce will help SPS to engage with citizens and ensure that SPS hears and understands their concerns, perspectives and needs. SPS also believes it is important for the public and potential applicants to know about the organization and people that have chosen to work at SPS.

The role of law enforcement creates a very special need for understanding a multicultural society. It is SPS’s responsibility to share knowledge with all community members about personal safety, crime prevention, and when and how to call the police. Additionally, SPS will rely on the community to engage police at the start of a problem, for example calling police when suspicious behaviour is seen. This will help SPS to keep the community safe and to reduce and prevent crime. As one of the core principles of SPS culture and values, we continue to strive for diversity in recruiting and hiring practices. Our goal is to achieve organizational diversity that truly reflects the community.

The current composition of SPS sworn officers includes:

- **49% culturally diverse backgrounds, including:**
 - **7.11% Indigenous**
 - **20% South Asian**
- **17.5% female**
- **33 languages spoken**

CONCLUSION

The above matters are for the Board's awareness and information.



Norm Lipinski, OOM, LLB, MBA
Chief Constable



REGULAR

REPORT DATE: May 24, 2022

BOARD MEETING DATE: June 1, 2022

BOARD REPORT # 2022-R016

TO: Surrey Police Board

FROM: Executive Director

FILE: 60550-20-02

SUBJECT: Police Research – Request to Participate

RECOMMENDATION

The Executive Director recommends that the Surrey Police Board (the "Board") support Board participation in the research project outlined below.

DISCUSSION

On April 22, 2022, the Board received a research request through the Canadian Association of Police Governance. Dr. Tarah Hodgkinson (Wilfred Laurier University) and Dr. Tullio Caputo (Carleton University) are undertaking research related to criticism faced by boards regarding “the gap that exists between its objectives for the services and the way that they are carried out. Further criticisms have been levelled of the gap that exists for front-line delivery versus strategic aspirations. As policing is overwhelmingly about the front-line, translating principally strategic change into real difference is an important issue. There are now underlying social and cultural pressures that challenge all police services, both strategically and in practice.” (Appendix I)

This research may be of interest to the Board as SPS continues to build up to, and assume Police of Jurisdiction and operational strategic plans and associated metrics are developed. The recruitment letter outlines the three-stage research structure with a current focus on stage one. This stage includes semi-structured interviews with senior police governance leaders and their respective executive. The purpose is to gather information related to their perceptions about the ‘alignment gap’ how issues may be addressed. These interviews would take approximately one hour to complete.

Consent letters for each stage can be found in Appendices II, III and IV however at this stage the Board is asked only to consent to stage one (interview related to the alignment gap). The researchers will indicate which voluntary boards are asked to participate in stages two and three.

CONCLUSION

Police research is important to the advancement of policing in Canada, and the Board, SPS and the citizens served by SPS will benefit from the results of innovative and sophisticated research.



Melissa Granum
Executive Director

Appendix I	CAPG Recruitment Letter
Appendix II	Consent Letter – Interview
Appendix III	Consent Letter – Focus Group
Appendix IV	Consent Letter – Unit Level Strategic Planning



78 George Street, Suite 204
Ottawa, ON K1N 5W1
Ph: 613.344.2384 | www.capg.ca
Email: jmalloy@capg.ca

SENT ELECTRONICALLY

Surrey Police Board
13450 104 Avenue
British Columbia V3T 1V8

Date: April 22, 2022

Dear CAPG member,

A key role of any police board and commission is to set the strategy for its police service. Over the many years of its leadership in this area, CAPG has reinforced this role through its annual conferences and training webinars. One of the criticisms that is frequently directed at boards and commissions is the gap that exists between its objectives for the services and the way that they are carried out. Further criticisms have been levelled of the gap that exists for front-line delivery versus strategic aspirations. As policing is overwhelmingly about the front-line, translating principally strategic change into real difference is an important issue. There are now underlying social and cultural pressures that challenge all police services, both strategically and in practice.

Dr. Tarah Hodgkinson (Wilfrid Laurier University) and Dr. Tullio Caputo (Carleton University) have worked in the area of police strategic planning for many years. There has been frequent discussion at the national conference, work with individual boards and webinars. Throughout this, CAPG has supported better planning. The proposed project would move this into a new realm of determining the nature of the gap between plan and execution, how to use an appreciation analysis technology to determine the nature of that gap and what to do about it.

The proposed project is action research, in that it engages the participants in building tools arising from their findings to address the issues they identify. The project has been reviewed and approved by the Laurier Research Ethics Board (Reference # 7131).

It would have three stages:

1. The first stage involves semi-structured interviews with senior members of the CAPG and senior members from their respective police services (chiefs, deputies, etc.). The purpose of these interviews is to gather information from knowledgeable individuals about their perceptions of the alignment gap, its causes, and consequences as well as their insights into potential ways that it could be addressed. Ideas gleaned through these interviews will form the basis for conducting a focus group. The interviews would take place over zoom and would take approximately 1 hour to complete.
2. Stage two would consist of focus groups with up to 10 police services to provide an opportunity to further explore issues surrounding alignment gaps with a specific focus on developing tools to help

identify and respond to these gaps in an effective and timely manner. The focus group sessions would be conducted virtually using Zoom to reduce Covid-related concerns and would take approximately 1-2 hours.

3. On-site development in partnership with up to four boards or commissions to develop unit-level tools, test them, build local capacity, and make the tool available throughout the membership. Given the more intense and focused nature of this phase, there would be visits to each site (more detail will be provided at the end of focus groups in phase one).

We invite you to indicate if you are interested in receiving more information about participating in stage one of this research by contacting Dr. Tarah Hodgkinson (thodgkinson@wlu.ca) directly. Involvement in stage one does not require involvement in future stages and participants are welcome to determine their level of involvement.

Thank you for your interest,



Jennifer Malloy
Executive Director



WILFRID LAURIER UNIVERSITY INFORMED CONSENT STATEMENT

The Alignment Gap in Strategic Planning Execution for Police Organizations

Principal Investigator: Dr. Tarah Hodgkinson, Department of Criminology, Wilfrid Laurier University

Co-Investigator: Dr. Tullio Caputo, Department of Sociology and Anthropology, Carleton University

Research partner: Canadian Association of Police Governance

You are invited to participate in a research study. The purpose of this study is to identify and address the alignment gap in policing.

A key role of any police board and commission is to set the strategy for its police service. One of the criticisms that is frequently directed at police services boards and commissions is the gap that exists between the strategic plans they develop for their respective police services and the way that these strategic plans are implemented in practice (Rogers et al. 2020). Further criticisms have been leveled at the gap that often exists between the routine practices of front-line police officers and the aspirations for service delivery articulated on strategy and planning documents. As policing is overwhelmingly about the front-line, translating the goals and objectives reflected in strategic plans into actual differences in the way that police services are delivered is a serious and important issue for both police leaders and those providing oversight of police organizations.

Currently, various underlying social and cultural pressures are further challenging police services and oversight bodies regarding both strategic plans and their implementation. Demands to defund the police represent a prime example of this pressure (Vitale, 2017). The proposed project focuses specifically on these issues by directing attention to the nature and extent of any existing gaps between strategic plans and their execution.

The principal investigator, Dr. Tarah Hodgkinson is an assistant professor in the Department of Criminology at Laurier University. The co-investigator is Dr. Tullio Caputo, is an adjunct research professor in the Department of Sociology and Anthropology at Carleton University.

INFORMATION

You will be asked to participate in a semi-structured interview on zoom. The study will take about 30-60 minutes to complete. Data from approximately 20 research participants from police service boards, as well as senior police officers from CAPG member organizations, will be involved in this study.

RISKS

There are no known risks associated with this study. However, in discussing your organization, there is a potential risk that you may disclose sensitive information about non-participating organization members. To

mitigate this risk, the research team will not record any identifying information. You are free to discontinue the study at any time and to choose not to respond to any question.

BENEFITS

Participants may benefit from the participation in this research project by being able to share their experiences and understandings. The research will contribute to the body of literature/knowledge on strategic planning and the gap between strategic goals and front-line police behaviour.

CONFIDENTIALITY

The confidentiality of your data will be ensured by detailing and documenting all interviews by hand. These notes will then be transcribed into word document files. These files will not contain identifying information and will be kept in password protected files with Dr. Tarah Hodgkinson. The data will be stored on secure, and Laurier approved, OneDrive cloud storage.

- Once all participants have joined the zoom meeting, the meeting will be locked to ensure privacy and security.
- The de-identified data will be kept for 15 years and will then be destroyed by the principal investigator.
- Identifying information will be stored separately from the data and will be kept for 15 years and will then be destroyed by the principal investigator.
- Quotations from this interview may be included in future publications/presentations. Selected quotations will reflect general themes and concepts that emerge in the data and be de-identified.

COMPENSATION

There is no compensation associated with this study.

CONTACT

If you have questions at any time about the study or the procedures or you experience adverse effects as a result of participating in this study you may contact the researcher, *Dr. Tarah Hodgkinson*, at thodgkinson@wlu.ca.

This project has been reviewed and approved by the University Research Ethics Board (REB #7131), which receives funding from the [Research Support Fund](#). If you feel you have not been treated according to the descriptions in this form, or your rights as a participant in research have been violated during the course of this project, you may contact Jayne Kalmar, PhD, Chair, University Research Ethics Board, Wilfrid Laurier University, (519) 884-1970, extension 3131 or REBChair@wlu.ca.

PARTICIPATION

Your participation in this study is voluntary; you may decline to participate without penalty. If you decide to participate, you may withdraw from the study at any time without penalty. You have the right to refuse to answer any question or participate in any activity you choose.

If you withdraw from the study, you can request to have your data removed/destroyed by *March 1, 2022* until *December 31, 2022*.

FEEDBACK AND PUBLICATION

The results of this research might be published/presented in a thesis, course project report, book, journal article, conference presentation, class presentation. If you choose to provide your e-mail address for this purpose at the end of the study, the executive summary will be e-mailed to you by March 31, 2023.

CONFLICT OF INTEREST

This research is supported by a research grant provided by the Canadian Association of Police Governance (CAPG). As part of this research, CAPG will receive a report on the findings and future directions. All data will be de-identified and only aggregate findings will be included.

CONSENT

I have read and understand the above information. I have received a copy of this form. I agree to participate in this study.

Please check box that corresponds with your answer.

- Yes
 No

I consent to the use of my de-identified quotations in future publications and presentations.

Please check box that corresponds with your answer.

- Yes
 No

Participant's signature _____ Date _____

Investigator's signature _____ Date _____

Please sign, scan and return consent form by email to Dr. Tarah Hodgkinson at thodgkinson@wlu.ca



WILFRID LAURIER UNIVERSITY INFORMED CONSENT STATEMENT

The Alignment Gap in Strategic Planning Execution for Police Organizations

Principal Investigator: Dr. Tarah Hodgkinson, Department of Criminology, Wilfrid Laurier University

Co-Investigator: Dr. Tullio Caputo, Department of Sociology and Anthropology, Carleton University

Research partner: Canadian Association of Police Governance

You are invited to participate in a research study. The purpose of this study is to identify and address the alignment gap in policing.

A key role of any police board and commission is to set the strategy for its police service. One of the criticisms that is frequently directed at police services boards and commissions is the gap that exists between the strategic plans they develop for their respective police services and the way that these strategic plans are implemented in practice (Rogers et al. 2020). Further criticisms have been leveled at the gap that often exists between the routine practices of front-line police officers and the aspirations for service delivery articulated on strategy and planning documents. As policing is overwhelmingly about the front-line, translating the goals and objectives reflected in strategic plans into actual differences in the way that police services are delivered is a serious and important issue for both police leaders and those providing oversight of police organizations.

Currently, various underlying social and cultural pressures are further challenging police services and oversight bodies regarding both strategic plans and their implementation. Demands to defund the police represent a prime example of this pressure (Vitale, 2017). The proposed project focuses specifically on these issues by directing attention to the nature and extent of any existing gaps between strategic plans and their execution.

The principal investigator, Dr. Tarah Hodgkinson is an assistant professor in the Department of Criminology at Laurier University. The co-investigator is Dr. Tullio Caputo, is an adjunct research professor in the Department of Sociology and Anthropology at Carleton University.

INFORMATION

You will be asked to participate in a semi-structured focus group on zoom. The study will take approximately 60 minutes to complete. Data from approximately 10 police services across Canada will be involved in this study.

RISKS

There are no known risks associated with this study. However, in discussing your organization, there is a potential risk that you or other participants may disclose sensitive information about non-participating organization members. To mitigate this risk, we ask that all participants maintain confidentiality regarding these

discussions. In addition, the research team will not record any identifying information. You are free to discontinue the study at any time and to choose not to respond to any question.

BENEFITS

Participants may benefit from the participation in this research project by being able to share their experiences and understandings. The research will contribute to the body of literature/knowledge on strategic planning and the gap between strategic goals and front-line police behaviour.

CONFIDENTIALITY

The confidentiality of your data will be ensured by detailing and documenting all focus groups by hand. These notes will then be transcribed into word document files. These files will not contain identifying information and will be kept in password protected files with Dr. Tarah Hodgkinson. The data will be stored on secure, and Laurier approved, OneDrive cloud storage.

- Once all participants have joined the zoom meeting, the meeting will be locked to ensure privacy and security.
- The de-identified data will be kept for 15 years and will then be destroyed by the principal investigator.
- Identifying information will be stored separately from the data and will be kept for 15 years and will then be destroyed by the principal investigator.
- Quotations from this focus group may be included in future publications/presentations. Selected quotations will reflect general themes and concepts that emerge in the data and be de-identified.

COMPENSATION

There is no compensation associated with this study.

CONTACT

If you have questions at any time about the study or the procedures or you experience adverse effects as a result of participating in this study you may contact the researcher, *Dr. Tarah Hodgkinson*, at thodgkinson@wlu.ca.

This project has been reviewed and approved by the University Research Ethics Board (REB #7131), which receives funding from the [Research Support Fund](#). If you feel you have not been treated according to the descriptions in this form, or your rights as a participant in research have been violated during the course of this project, you may contact Jayne Kalmar, PhD, Chair, University Research Ethics Board, Wilfrid Laurier University, (519) 884-1970, extension 3131 or REBChair@wlu.ca.

PARTICIPATION

Your participation in this study is voluntary; you may decline to participate without penalty. If you decide to participate, you may withdraw from the study at any time without penalty. You have the right to refuse to answer any question or participate in any activity you choose.

If you withdraw from the study, you can request to have your data removed/destroyed by *March 1, 2022* until *December 31, 2022*.

FEEDBACK AND PUBLICATION

The results of this research might be published/presented in a thesis, course project report, book, journal article, conference presentation, class presentation. If you choose to provide your e-mail address for this purpose at the end of the study, the executive summary will be e-mailed to you by March 31, 2023.

CONFLICT OF INTEREST

This research is supported by a research grant provided by the Canadian Association of Police Governance (CAPG). As part of this research, CAPG will receive a report on the findings and future directions. All data will be de-identified and only aggregate findings will be included.

CONSENT

I have read and understand the above information. I have received a copy of this form. I agree to participate in this study.

Please check box that corresponds with your answer.

- Yes
 No

I consent to the use of my de-identified quotations in future publications and presentations.

Please check box that corresponds with your answer.

- Yes
 No

Participant's signature _____ Date _____

Investigator's signature _____ Date _____

Please sign, scan and return consent form by email to Dr. Tarah Hodgkinson at thodgkinson@wlu.ca



WILFRID LAURIER UNIVERSITY INFORMED CONSENT STATEMENT

The Alignment Gap in Strategic Planning Execution for Police Organizations

Principal Investigator: Dr. Tarah Hodgkinson, Department of Criminology, Wilfrid Laurier University

Co-Investigator: Dr. Tullio Caputo, Department of Sociology and Anthropology, Carleton University

Research partner: Canadian Association of Police Governance

You are invited to participate in a research study. The purpose of this study is to identify and address the alignment gap in policing.

A key role of any police board and commission is to set the strategy for its police service. One of the criticisms that is frequently directed at police services boards and commissions is the gap that exists between the strategic plans they develop for their respective police services and the way that these strategic plans are implemented in practice (Rogers et al. 2020). Further criticisms have been leveled at the gap that often exists between the routine practices of front-line police officers and the aspirations for service delivery articulated on strategy and planning documents. As policing is overwhelmingly about the front-line, translating the goals and objectives reflected in strategic plans into actual differences in the way that police services are delivered is a serious and important issue for both police leaders and those providing oversight of police organizations.

Currently, various underlying social and cultural pressures are further challenging police services and oversight bodies regarding both strategic plans and their implementation. Demands to defund the police represent a prime example of this pressure (Vitale, 2017). The proposed project focuses specifically on these issues by directing attention to the nature and extent of any existing gaps between strategic plans and their execution.

The principal investigator, Dr. Tarah Hodgkinson is an assistant professor in the Department of Criminology at Laurier University. The co-investigator is Dr. Tullio Caputo, is an adjunct research professor in the Department of Sociology and Anthropology at Carleton University.

INFORMATION

Participants will be asked to participate in several tasks as part of their participation in the project. These include:

1. You will be asked to participate in an appreciative inquiry process (similar to a focus group) to discuss what works well within your unit (approximately 1-2 hours)
2. You will be asked to participate in follow-up interviews (approximately 30-45 minutes as necessary). These will take place on zoom. You will be provided with a separate consent form for follow-up interviews.
3. You and participants from your unit will be asked to participate in a train the trainer session, in order to learn the appreciative inquiry process (approximately 1-2 hours) for two sessions (total 3-4 hours).

4. You and participants from your unit will also be asked to participate in follow-up focus group sessions regarding the train the trainer process (approximately 1 hour). (Total for 4 tasks: approximately 8 hours over 1 year period).

The study will involve 3 police services and three units within each service. This will involve the leadership team for these services (approximately 3-4 people including the chief, inspector, sergeant, and staff sergeant), members of the unit (usually 5-6 per unit) and members of the police services board (approximately 3-4). This totals approximately 20-26 people per service and a total of approximately 60-75 people for the project.

RISKS

There are no known risks associated with this study. However, in discussing your organization, there is a potential risk that you or other participants may disclose sensitive information about non-participating organization members. To mitigate this risk, we ask that all participants maintain confidentiality regarding these discussions. In addition, the research team will not record any identifying information. You are free to discontinue the study at any time and to choose not to respond to any question.

COVID-19 can result in severe illness. Leaving your home to participate in research does increase the risk of exposure to COVID-19 and subsequent transmission to you and other members of your household. To mitigate this risk, we are following guidelines set forth by Ontario Public Health and Occupational Health and Safety. During your study visit, you will be required to follow safety measures recommended by our local health authority, and/or required by the University:

- COVID-19 Pre-screening the day of each study visit (prior to your arrival).
- Required PPE if taking public transportation.
- Hand washing / sanitizing upon arrival to the service. Hand sanitizer or a hand washing station will be made available to you.
- Physical distancing will be maintained whenever possible.
- You and the researchers will be masked at all times.
- You will be asked to attend the study alone, if possible.

If you are not already taking these steps to avoid exposure to COVID-19, then having to do these things during this study may not be comfortable for you and may cause worry or distress. If you are not comfortable with these precautions, you should not participate in this study.

If you consider yourself or someone in your household to be vulnerable with respect to COVID-19 (e.g., if you or someone you live with are a senior, immune-compromised, are living with obesity or have a chronic health condition), it may be best that you do not participate in the study. You are under no obligation to participate and nothing bad will happen if you change your mind about participating in the research.

If you fall within a vulnerable population described above, but are fully vaccinated (i.e., you received a complete vaccine series ≥ 2 weeks ago), you are not considered a high-risk population in the context of COVID-19. All COVID-19 safety precautions listed above must be followed, even if you are fully vaccinated.

BENEFITS

Participants may benefit from the participation in this research project by being able to share their experiences and understandings. Participants will be involved in creating and carrying out the strategic goals of individual units that are relevant and highlight that unit's capability, importance and value. If implementation is successful, units may experience a reduction in the gap between strategic goals and organizational outcomes. Participants will also have the opportunity to improve efficiency and effectiveness of police organization while also improving organizational legitimacy. The research will contribute to the body of literature/knowledge on strategic planning and the gap between strategic goals and front-line police behaviour.

CONFIDENTIALITY

The confidentiality of your data will be ensured by detailing and documenting all discussions by hand. These notes will then be transcribed into word document files. These files will not contain identifying information and will be kept in an encrypted file with Dr. Tarah Hodgkinson. The data will be stored on secure, and Laurier approved, OneDrive cloud storage.

- The de-identified data will be kept for 15 years and will then be destroyed by the principal investigator.
- Identifying information will be stored separately from the data and will be kept for 15 years and will then be destroyed by the principal investigator.
- Quotations from this appreciative inquiry process may be included in future publications/presentations. Selected quotations will reflect general themes and concepts that emerge in the data and be de-identified.
- However, police services involved here will be identified more generally (for example: a unit from Toronto Police Service found that...)

We will collect and retain personal contact information in order to conduct contact tracing if there is any possibility that you may have been exposed to COVID-19 while taking part in this research study. Because we are retaining personal information for the purposes of contact tracing, we cannot guarantee anonymity in this study. Contact information will be kept separate from data collected during the study. The data collected during the study will be de-identified and kept in an encrypted file with Dr. Tarah Hodgkinson. The data will be stored on a password protected computer located at Wilfrid Laurier University. If you decide to withdraw from the study, and request that your data be destroyed, we will continue to maintain your contact information and will only use it for the purposes of contact tracing should there be any risk that you were exposed to COVID-19 while taking part in this research study.

COMPENSATION

There is no compensation associated with this study.

CONTACT

If you have questions at any time about the study or the procedures or you experience adverse effects as a result of participating in this study you may contact the researcher, *Dr. Tarah Hodgkinson*, at thodgkinson@wlu.ca.

This project has been reviewed and approved by the University Research Ethics Board (REB #7131), which receives funding from the [Research Support Fund](#). If you feel you have not been treated according to the descriptions in this form, or your rights as a participant in research have been violated during the course of this project, you may contact Jayne Kalmar, PhD, Chair, University Research Ethics Board, Wilfrid Laurier University, (519) 884-1970, extension 3131 or REBChair@wlu.ca.

PARTICIPATION

Your participation in this study is voluntary; you may decline to participate without penalty. If you decide to participate, you may withdraw from the study at any time without penalty. You have the right to refuse to answer any question or participate in any activity you choose.

If you withdraw from the study, you can request to have your data removed/destroyed by *March 1, 2022* until *December 31, 2022*.

FEEDBACK AND PUBLICATION

The results of this research might be published/presented in a thesis, course project report, book, journal article, conference presentation, class presentation. If you choose to provide your e-mail address for this purpose at the end of the study, the executive summary will be e-mailed to you by March 31, 2023.

CONFLICT OF INTEREST

This research is supported by a research grant provided by the Canadian Association of Police Governance (CAPG). As part of this research, CAPG will receive a report on the findings and future directions. All data will be de-identified and only aggregate findings will be included.

CONSENT

I have read and understand the above information. I have received a copy of this form. I agree to participate in this study.

Please check box that corresponds with your answer.

- Yes
 No

I consent to the use of my de-identified quotations in future publications and presentations.

Please check box that corresponds with your answer.

- Yes
 No

Participant's signature _____ Date _____

Investigator's signature _____ Date _____



REGULAR

REPORT DATE: May 25, 2022

BOARD MEETING DATE: June 1, 2022

BOARD REPORT # 2022-FIN005

TO: Surrey Police Board

FROM: Finance Committee

FILE: 60540-20-04

SUBJECT: Financial Update – Year-To-Date Expenditures (April 30, 2022)

RECOMMENDATION

The Finance Committee recommends that the Surrey Police Board (the "Board") receive this report for information.

PURPOSE

This report presents a summary of 2022 year-to-date expenditures incurred up to the period ended April 30, 2022.

BACKGROUND

The Five-Year Financial Plan 2022 – 2026 adopted by City Council in December 2021 provided 2022 budget allocations for policing services, which included the annual budget for SPS and the one-time policing transition project budget.

The City’s 2022 – 2026 operating budget for policing is presented in the following table (in thousands):

SUMMARY	2022 BUDGET	2023 BUDGET	2024 BUDGET	2025 BUDGET	2026 BUDGET
Policing Services Operating Budget	\$ 194,807	\$ 202,465	\$ 211,015	\$ 216,160	\$ 221,459

For 2022, \$72.53M was allocated to SPS, as proposed by the Police Board, \$96.66M for the RCMP, and \$25.62M for City Police Support Services. SPS’ budget is detailed as follows:

	<u>2022 Budget</u>
Remunerations, Salaries and Benefits	\$48,862,320
Other Expenditures	25,587,666
Federal Subsidy	(4,200,000)
2022 Capital	<u>2,275,000</u>
	\$72,524,986
2021 Capital Carry Forward/Reserve	<u>\$ 2,275,000</u>
Total Available	\$74,799,986

In addition to the budget for regular SPS operations above, \$63.68M has been allocated by the City for the one-time policing transition to SPS, presented in the following table (in thousands):

SUMMARY	2020 BUDGET	2021 BUDGET	2022 BUDGET	2023 BUDGET	2024 BUDGET	TOTAL
One-time Policing Transition Project	\$ 25,200	\$ 23,084	\$ 5,400	\$ 5,000	\$ 5,000	\$ 63,684

The available funds for one-time policing transition expenditures during 2021 was \$43.72M (including carried forward amounts from 2020), of which \$28.12M was unspent and carried forward into 2022. The 2022 budget allocation for the transition project is \$5.40M; a total of \$33.52M is available for 2022, presented in the Discussion section below.

SPS and the City of Surrey are working collaboratively with both the Province of BC and the Government of Canada on the policing transition. The specific timing of SPS becoming the police of jurisdiction is dependent on decisions made by all three levels of government, which may affect the timing of expenditures.

DISCUSSION

SPS Operations

As of April 30, 2022, year-to-date expenditures were \$6.36M favourable compared to budget. SPS incurred total expenditures of \$17.51M compared to \$23.87M budgeted, as presented in the following table:

Year-to-Date Expenditures Summary - April 30, 2022

	YTD BUDGET	YTD ACTUAL	VARIANCE	ANNUAL BUDGET
<i>SPS Operations</i>				
Board Remunerations	60,000	38,777	21,223	180,000
Salaries and Benefits	12,966,833	11,143,295	1,823,538	48,682,320
Lower Mainland Integrated Teams	5,534,512	5,534,512	-	16,603,537
Other Expenditures	2,278,323	356,598	1,921,725	8,984,129
Total SPS Operations	\$ 20,839,668	\$ 17,073,182	\$ 3,766,486	\$ 74,449,986
Capital Expenditures**	\$ 3,033,332	\$ 436,992	\$ 2,596,340	\$ 4,550,000
TOTAL SPS EXPENDITURES	\$ 23,873,000	\$ 17,510,174	\$ 6,362,826	\$ 78,999,986
Recovery - Federal/RCMP Subsidy	-	-	-	(4,200,000)
NET EXPENDITURES	\$ 23,873,000	\$ 17,510,174	\$ 6,362,826	\$ 74,799,986

** Capital Expenditures include a \$2.275M unused reserve carry forward from 2021 and an additional \$2.275M budgeted for 2022.

As of April 30, 2022, SPS incurred total expenditures of \$11.98M (excluding \$5.53M contributed to Lower Mainland Integrated Teams), of which \$39K was for board remuneration, \$11.14M for employee salaries and benefits, \$437K of capital expenditures, and \$357K of other expenditures. Appendix I provides a breakdown of expenditures by Bureau.

Lower Mainland Integrated Teams (LMIT) are funded by each jurisdiction within the region for their services, including:

- Integrated Homicide Investigation Team (IHIT)
- Emergency Response Team (ERT)
- Integrated Forensic Identification Services (IFIS)

- Integrated Police Dog Services (IPDS)
- Integrated Collision Analysis and Reconstruction Service (ICARS)

Surrey's contribution to LMIT was included in SPS' budget; as such, the associated costs are captured as part of SPS' expenditures. The LMIT budget and expenses also include contributions to the Real Time Intelligence Centre (RTIC) and the Independent Investigations office (IIO).

On April 30, 2022, there were a total of 247 SPS employees (210 sworn members and 37 civilians). Of these employees, 21 were assigned to temporary recruitment and security clearance positions, and other temporary roles required for the policing transition project; their salaries and benefits are currently allocated to the One-time Policing Transition Project fund.

Included in SPS Operations, are salaries and benefits of \$11.14M for 226 employees (198 sworn members and 28 civilians). These employees are engaged in the following initiatives:

- Community policing
- Development of policies and procedures
- Development of training programs, including operational and leadership skills development
- Procurement (equipment, uniforms, firearms, etc.)
- Tri-lateral coordination (human resources, asset transfer, facilities, etc.)
- Occupational health and safety development and organization
- Community engagement
- Staffing coordination and financial planning

Other expenditures of \$357K included: \$146K for supplies and materials; \$50K of telecommunication expenses; \$40K for training; \$92K for outsourced services; \$10K of publications and media expenses; \$13K of memberships and professional dues; \$4K of travel expenses; and \$2K for recruiting.

One-Time Policing Transition Project

The one-time policing transition project expenditures to date are summarized in the following table:

One-Time Policing Transition Fund Summary - April 30, 2022

	TOTAL FUND AVAILABLE	YTD ACTUAL EXPENSES	REMAINING FUND BALANCE	FORECASTED EXPENDITURES (Prepared Nov 2021)	PROJECTED FUND CARRY FORWARD
	2022	2022	2022	2022	2023
Project Summary					
One-Time Policing Transition**	\$ 33,524,926	\$ 4,103,626	\$ 29,421,300	\$ 26,250,306	\$ 7,274,620

** Total fund available in 2022 includes \$28.125M carried forward from 2021.

Appendix II presents the detail on the policing transition costs, related to establishing SPS. The unspent \$28.12M carried forward from 2021 has been reallocated to 2022 and future years based on the priority needs of the policing transition project. Year-to-date expenditures from the one-time fund as of April 30, 2022, totalled \$4.10M of the \$33.52M available; details of significance are presented below:

- Recruitment, Assessment, and Training expenses include employees assigned to support the recruiting surge for SPS, along with the costs related to security clearances, testing and assessment of candidates, and training of new hires. As of April 30, 2022, resources currently assigned to temporary recruitment and security clearance processing include 17 employees (12 sworn members and 5 civilians). The year-to-date expenditure totalled \$1.15M.

- Information Technology Operating costs include maintenance of IT operating systems, and external personnel for IT project management. The year-to-date expenditure totalled \$288K.
- Human Resources expenses include auxiliary personnel in various temporary roles to support establishing SPS; currently there are 4 civilians as of April 30, 2022. The year-to-date expenditure totalled \$49K.
- Communications and Marketing expenditures include consultants managing public relations required to support the establishment of SPS. The year-to-date expenditure totalled \$79K.
- Financial Services expenses include outsourced financial service consultants and personnel to support setting up SPS' financial systems and payroll database. The year-to-date expenditure totalled \$63K.
- Legal expenditures are for matters related to collective bargaining, human resources, trademarks, and other establishment legal costs. Also included in Legal, is the cost of in-house counsel seconded from the City of Surrey. The year-to-date expenditure totalled \$128K.
- Information Technology Capital expenditures are related to building the data centre, dispatch systems, administrative systems, and telecommunication assets. The year-to-date expenditure totalled \$1.45M.
- Armoury, Outfit, and Other Equipment Capital costs are related to firearms, uniforms, personal issue kits, and other speciality equipment required for policing. The year-to-date expenditure totalled \$873K.
- Facilities Capital include retrofit costs for SPS to occupy facilities currently owned or leased by the City of Surrey. The year-to-date expenditure totalled \$25K.

CONCLUSION

Expenditures to date, supporting SPS' operations and the One-time Policing Transition Project, are within the available funding for 2022.



Elizabeth Model
Chair, Finance Committee

Appendix I Surrey Police Service Year-to-Date Expenditures – April 30, 2022
Appendix II One-Time Policing Transition Project Fund Reconciliation – April 30, 2022

APPENDIX I**Surrey Police Service
Year-to-Date Expenditures - April 30, 2022**

	YTD BUDGET	YTD ACTUAL	VARIANCE	ANNUAL BUDGET
<i>Surrey Police Board</i>				
Board Remunerations	60,000	38,777	21,223	180,000
Salaries and Benefits	120,000	101,314	18,686	346,072
Other Expenditures	93,000	8,959	84,041	279,080
Surrey Police Board	\$ 273,000	\$ 149,050	\$ 123,950	\$ 805,152
<i>Office of the Chief Constable</i>				
Salaries and Benefits	877,845	845,140	32,705	2,538,477
Other Expenditures	121,081	54,319	66,762	395,555
Office of the Chief Constable	\$ 998,926	\$ 899,459	\$ 99,467	\$ 2,934,032
<i>Community Policing Bureau</i>				
Salaries and Benefits	6,935,215	6,117,180	818,035	27,262,420
Lower Mainland Integrated Teams	5,534,512	5,534,512	-	16,603,537
Other Expenditures	98,113	49,865	48,248	1,913,774
Community Policing Bureau	\$ 12,567,840	\$ 11,701,557	\$ 866,283	\$ 45,779,731
<i>Investigative Services Bureau</i>				
Salaries and Benefits	1,417,470	1,211,056	206,414	6,310,238
Other Expenditures	183,799	19,918	163,881	680,690
Investigative Services Bureau	\$ 1,601,269	\$ 1,230,974	\$ 370,295	\$ 6,990,928
<i>Support Services Bureau</i>				
Salaries and Benefits	3,616,303	2,868,605	747,698	12,225,113
Other Expenditures	1,782,330	223,537	1,558,793	5,715,030
Support Services Bureau	\$ 5,398,633	\$ 3,092,142	\$ 2,306,491	\$ 17,940,143
Total Operation Expenditures	\$ 20,839,668	\$ 17,073,182	\$ 3,766,486	\$ 74,449,986
Capital Expenditures**	\$ 3,033,332	\$ 436,992	\$ 2,596,340	\$ 4,550,000
TOTAL SPS EXPENDITURES	\$ 23,873,000	\$ 17,510,174	\$ 6,362,826	\$ 78,999,986
Recovery - Federal/RCMP Subsidy	-	-	-	(4,200,000)
NET EXPENDITURES	\$ 23,873,000	\$ 17,510,174	\$ 6,362,826	\$ 74,799,986

** Capital Expenditures include a \$2.275M unused reserve carry forward from 2021 and an additional \$2.275M budgeted for 2022.

APPENDIX II

**One-Time Policing Transition Project
Fund Reconciliation - April 30, 2022**

EXPENDITURES	FUND CARRIED FORWARD	CURRENT YEAR BUDGET (\$5,400,000)	TOTAL FUND AVAILABLE	YTD ACTUAL EXPENSES	FORECASTED EXPENDITURES (Prepared Nov 2021)	PROJECTED FUND CARRY FORWARD
	2021	2022	2022	2022	2022	2023
	(a)	(b)	(a) + (b) = (c)	(d)	(e)	(c) - (e) = (f)
Recruitment, Assessment, and Training	7,892,499	293,501	8,186,000	1,149,134	8,186,000	-
Infrastructure Operating	528,837	-	528,837	113	400,000	128,837
Information Technology Operating	3,805,151	-	3,805,151	288,045	1,190,434	2,614,717
Human Resources	390,944	-	390,944	49,258	50,400	340,544
Communications and Marketing	63,009	533,691	596,700	79,173	596,700	-
Financial Services	161,451	118,549	280,000	62,913	280,000	-
Legal	102,181	260,479	362,660	127,853	362,660	-
Strategy and Policy	222,213	-	222,213	-	100,000	122,213
SPS TRANSITION - OPERATION SUBTOTAL	\$ 13,166,285	\$ 1,206,220	\$ 14,372,505	\$ 1,756,489	\$ 11,166,194	\$ 3,206,311
Information Technology Capital	6,873,560	3,895,737	10,769,297	1,448,773	9,810,383	958,914
Armory, Outfit and Other Equipment Capital	6,918,046	-	6,918,046	872,959	4,001,256	2,916,790
Fleet Capital	949,043	298,043	1,247,086	-	1,247,086	-
Facilities Capital	217,992	-	217,992	25,405	25,387	192,605
SPS TRANSITION - CAPITAL SUBTOTAL	\$ 14,958,641	\$ 4,193,780	\$ 19,152,421	\$ 2,347,137	\$ 15,084,112	\$ 4,068,309
TOTAL BALANCE	\$ 28,124,926	\$ 5,400,000	\$ 33,524,926	\$ 4,103,626	\$ 26,250,306	\$ 7,274,620