



# SURREY POLICE BOARD

## ADMINISTRATOR

### Regular Meeting Agenda

Venue: Virtual  
Date: October 29, 2024  
Time: 1:00 PM

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	ITEM	PRESENTER
<b>A.</b>	<b>CALL TO ORDER</b>	Mike Serr
	The Surrey Police Board recognizes that our work takes place on the ancestral, traditional, and unceded territories of the Coast Salish Peoples.	
<b>B.</b>	<b>ADOPTIONS</b>	
	1. Adoption of the Agenda – October 29, 2024	Mike Serr
	2. Adoption of Minutes – September 18, 2024	Mike Serr
<b>C.</b>	<b>PRESENTATIONS/DELEGATIONS</b>	
	1. <b>Presentations</b>	
	a. 2024 Surrey Police Service Community Consultation: Executive Summary Dr. Curt Griffiths and Stephanie Johnston Dr. Eli Sopow (Presentation)	Chief Lipinski
	2. <b>No Delegation Requests</b>	
<b>D.</b>	<b>REPORTS</b>	
	<b>CHIEF CONSTABLE REPORTS</b>	
	1. <b>Financial Update - Year to Date Expenditures – September 30, 2024</b> Report 2024-R017 – For Information (Presentation)	Chief Lipinski Nathan Wong
	2. <b>Transition Updates</b> Verbal - For Information	Chief Lipinski
<b>E.</b>	<b>INFORMATION</b>	
	No information	
<b>F.</b>	<b>CORRESPONDENCE</b>	
	No correspondence.	

**G. NEW BUSINESS**

No new business.

**H. NEXT MEETING**

The next meeting of the Surrey Police Board is November 27, 2024.

Mike Serr

**I. MOTION TO HOLD A MEETING IN A CLOSED SESSION**

Mike Serr

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:

(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**

Mike Serr



# SURREY POLICE BOARD

## Regular Meeting Minutes

Venue: Virtual  
Date: September 18, 2024  
Time: 12:00 PM

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### **Present:**

Mike Serr, Administrator

### **Guests:**

Sheila Snell, SOBC  
Susan Wang, SOBC

### **Staff Present:**

Norm Lipinski, Chief Constable  
Mike LeSage, Deputy Chief  
Todd Matsumoto, Deputy Chief  
Cliff Chastellaine, Supt.  
Dale Quiring, Sgt.  
Sukh Sidhu, Inspector  
Melissa Granum, Executive Director  
Marion Chow, Executive Assistant  
Nicola Webb, Human Resources Consultant  
Gayle Wlasiuk, Executive Services Manager  
Nathan Wong, Director, Finance

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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 September 18, 2024, Regular Board meeting was called to order at 12:00 PM.

### **B. ADOPTIONS**

1. Adoption of the Agenda – September 18, 2024

The agenda for the September 18, 2024 Regular board meeting was approved.

2. Adoption of Minutes – July 31, 2024

The minutes of the July 31, 2024 Regular board meeting were approved.

### **C. PRESENTATIONS/DELEGATIONS**

1. **Presentation**

**Special Olympics BC** – Sheila Snell and Susan Wang  
Sgt. Dale Quiring, Surrey Police Service  
(Presentation)

Sgt. Quiring provided information on SPS's participation with the Surrey Club Fit program designed for Special Olympics athletes to improve their health and fitness outside of participation in other Special Olympics programs.

Sheila Snell presented on the background of Special Olympics BC and her involvement with the organization.

Ms. Snell thanked the Surrey Police Service for all the support received for the Club Fit program as well as support in the Polar Plunge fundraising, and other national events.

Susan Wang presented on details of her participation in Special Olympics and how the program has positively impacted her life.

The Surrey Police Board provided questions and comments on the presentation and thanked Ms. Snell, Ms. Wang and Sgt. Quiring for the presentation.

**2. No Delegation Requests**

**D. REPORTS**

**CHIEF CONSTABLE REPORTS**

**1. Hiring, Deployment and Diversity Update**  
Report 2024-R015 - For Information

The Chief Constable provided the Surrey Police Board with an update on hiring, deployment and diversity.

**2. Financial Update - Year to Date Expenditures – July 31, 2024**  
Report 2024-R016 – For Information  
(Presentation)

The Director, Finance provided the Surrey Police Board with year-to-date expenditures for the period ending July 31, 2024.

The Surrey Police Board provided their comments and thanked the Director, Finance for the presentation.

**3. Transition Updates**  
Verbal - For Information

The Chief Constable provided the Surrey Police Board with an update on the policing transition.

The Surrey Police Board thanked the Chief Constable for the update and for the efforts of the SPS team in working with all stakeholders to move this transition forward.

**E. INFORMATION**

1. No information

**F. CORRESPONDENCE**

1. Letter from Office of the Police Complaint Commissioner – re: Service or Policy Complaint of Mayor Brenda Locke – OPCC File No. 2024-25832  
Dated August 26, 2024

The Surrey Police Board received the above correspondence.

**G. NEW BUSINESS**

No new business.

**H. NEXT MEETING**

The next meeting of the Surrey Police Board to be on October 29, 2024.

**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:

- (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.

Motion approved.

**J. ADJOURNMENT**

The Surrey Police Board meeting adjourned at 12:30 PM.

Certified correct:

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Marion Chow, Executive Assistant

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Mike Serr, Administrator

# The 2024 Surrey Police Service Community Consultation: *Executive Summary*

*PREPARED BY*

Curt Taylor Griffiths, Ph.D.

Stephanie Dawson, Ph.D.

Eli L. Sopow, Ph.D.

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**October 2024**

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## **Background**

Surrey Police Service (SPS) initially conducted a community consultation as part of the transition from the RCMP to an independent police service in 2021. In preparation for becoming the Police of Jurisdiction (POJ) in November 2024, SPS conducted a second community consultation. Both consultations involved an online survey of Surrey residents, and interviews and focus groups with a broad range of community stakeholders. The second consultation was conducted between July and September 2024 with the objective of gathering information from a broad range of stakeholders and community residents to understand lived experiences of different groups and record their views on important issues, including challenges facing Surrey and how the police can address community needs and increase the safety and security of the community.

This report presents the findings from the community consultation that was conducted in 2024 and, as well, key findings from the initial consultation completed in 2021. The findings from the two consultations provide important insights into the perspectives of community residents and other stakeholders. This report contains the results of 60 interviews and focus groups that were conducted with a broad range of community stakeholders (Parts I and II, prepared by Curt T. Griffiths, Ph.D. and Stephanie Dawson, Ph.D.) and the findings from a survey of 808 community residents (Part III, prepared by Eli L. Sopow, Ph.D.).

## **Key Themes From The Community Consultation**

There were several key themes that emerged during the consultations with community stakeholders. The results were broken down into three parts: Part I details the most common themes that represent interviewee and focus group participants' perceptions of the main issues facing Surrey and the key elements they would like to see from the police to increase perceptions and safety and police legitimacy. Part II contains the themes that emerged from the interviews and focus groups relating to stakeholders' perceptions of a community policing approach. Part III outlines the findings from the community survey.

### **Part I**

#### **Positive Visibility**

Community stakeholders believe that increasing the police presence will contribute to increased feelings of safety, building trust and confidence in the police, and increased quality of life in Surrey. Community stakeholders want SPS to be proactively and positively visible in the community.

## Community Engagement

In addition to a strong police presence, community stakeholders want SPS to be connected to the community, actively engaged with community members, involved in regularly educating the community about what is happening and what the police are doing, and following through with promised actions.

## Challenges and Potential Solutions

Violent crime and organized gangs are among the top concerns that community stakeholders would like to see SPS address. As such, community stakeholders continued to view gang-specific programs as valuable. However, community stakeholders were also concerned with a rise in social issues, including homelessness, mental health issues, and drug use. Noting rapid changes in infrastructure, population and demographics, community stakeholders suggested that SPS will need to be innovative in addressing dynamic community issues.

## Addressing Perceptions of Safety

Perceptions of fear of crime and safety appear to differ based on geographic location and who the individual is. Most community stakeholders noted that Surrey is generally a safe city, but many still believe that certain types of crimes and social disorder are prevalent in Surrey. In order to increase feelings of safety, community stakeholders suggested that SPS work with the media to promote more positive happenings in the community.

## The Importance of Early Intervention

Community stakeholders want to see SPS focus on targeting at-risk youth and vulnerable community members through prevention and early intervention programs. There was strong support for properly implemented school-based programming. However, it will be important for SPS to develop evidence-based programs that will meet the needs of the community.

## Competent and Consistent Level of Service

Community stakeholders reported having high expectations in terms of the level of service they want to receive from *all* SPS employees. Ensuring that sworn and civilian employees of the service have the requisite training, skills and competencies to engage with the community and to successfully prevent and respond to crime and disorder within a problem-solving framework will help to ensure SPS can meet the community's service expectations.



## Part II

The desire of stakeholders is that SPS take a professional, human approach to service delivery that involves having the capacity to respond to the needs of youth, vulnerable and at-risk persons, and to have positive interactions with residents. There were several key elements that community stakeholders would like to see SPS implement as part of their community policing approach:

1. Ensuring community members are given a voice, so they feel seen, heard and respected.
2. Building sustainable partnerships through a commitment to ongoing dialogue and two-way communication, engagement, collaboration, building a positive SPS brand, taking a human approach to policing, and giving back to the community.
3. Ensuring there are proper accountability mechanisms in place, including a well-received police board and body-worn cameras.
4. Ensuring a wrap-around approach to addressing community issues that leverages expertise and resources from different sectors and agencies.
5. Addressing diversity by seeking regular input from diverse communities
6. Localizing the delivery of police services through the development of mini community police offices in each policing district and deploying officers within specific neighbourhoods to ensure community needs are addressed and police are able to develop relationships in each community.
7. Dedicating resources to ensure SPS can provide a timely response to calls for service.

## Part III

### Public Predictions for the Priority of Police Services

Public opinion and related expectations can have a significant impact on the future level of service, organization, and operations of SPS, which, as of November 29, 2024, becomes responsible for policing and law enforcement in Surrey rather than the Royal Canadian Mounted Police.

A 2024 survey of Surrey residents shows the public offering a far more pessimistic outlook in June 2024 than in June 2021 about the impact of key areas impacting crime and police services in the next 12 months. For example:

- **Organized crime gangs** is the top concern (66 percent) for the next 12 months for Surrey residents, as it was in 2021 (67 percent). This shows that over three years, the Surrey public feels no safer from organized crime.

- A “**growing population**” is an equally top future impact (66 percent) on policing services, a significant jump from the 50 percent recorded in 2021.
- Economic growth in Surrey is identified as having a high/very high impact on police services (35 percent in 2024 compared to 27 percent in 2021).
- Both the future impacts of **homelessness (57 percent) and mental health calls (56 percent)** are predicted to be greater on police services than in 2021.

## The Surrey Public’s Priority Today for Police Services

The data show overall similarities and significant differences between Surrey’s six communities and five embedded police districts. This *perception* of policing priorities is compared to *statistical crime and occurrence data* provided by the *B.C. Police Records Information Management System (PRIME)* and Statistics Canada.

- The highest public priority overall for policing in Surrey is **violent crimes** (81 percent) which ranges from a high of 82 percent in Cloverdale / Port Kells (District 4) to a low of 77 percent in Fleetwood (part of District 2 along with Guildford, where 79 percent rate violent crimes as the highest priority).
- By contrast, PRIME crime data shows that in the first half of 2024, **violent crimes accounted for 20 percent of all occurrences in Cloverdale / Port Kells while property crime accounted for 60 percent.**
- South Surrey (District 5) rated more police services as **above-average priority** amongst all.
- The **category of policing rated most frequently by all communities** is *non-violent property crime and police involvement in youth and school programs*, both achieving above-overall ratings in three communities, Newton (District 3), Cloverdale / Port Kells (District 4), and South Surrey (District 5).

## Fear of Victimization

Fear of walking alone at night in your neighborhood is an excellent measure of public safety and confidence in policing and the criminal justice system. The overall rating by Surrey residents differed by community and police district in 2021 and 2024.

- The person most afraid of walking alone at night in Surrey is a **woman between the ages of 18 and 24**, likely living in **Guildford** (District 2).
- All age groups feel about as safe walking alone at night in 2024 as they did in 2021 (less than half and over two-thirds of certain age groups do not feel safe).
- Residents between the age of 18-28 feel the most *unsafe* walking alone at night (48 percent), *a 19-percentage point decrease* over 2021 survey results.

## Choice of Having Service Contact / Visibility with Police

Residents were offered three choices of what approach or combination of approaches SPS could offer in service delivery: police patrols mostly on foot, police patrols mostly in vehicles, or police patrols on foot and in cars. The majority prefer a combination of foot and vehicle patrols (66 percent); however, some areas had a stronger preference for different policing styles. For example, many South Surrey residents prefer police patrolling in vehicles (30 percent):

- The rationale for the answers can be mixed, including crime rates, perceptions of crime, the presence of commercial outlets and population density within communities, as well as shopping and workplace locations for Surrey residents.
- For example, Fleetwood residents with the highest preference for a mixed model of police presence also reported the highest overall percentage of crime victimization (28 percent), the highest percentage of “financial scams” (7.8 percent), and a slightly higher than average priority rating (66 percent) for having a “frequent, visible presence of police.”

## Other Observations

- Based on a list of common crime incidents, 17 percent of Surrey residents reported being an overall victim of crime with the highest being “theft from auto” reported in Whalley / City Center (District 1) (27 percent) and Fleetwood (District 2)(21 percent.)
- Sixty-one percent reported their crime occurrence to police, and 39 percent did not, which indicates a significant level of “shadow” or unreported crime.
- The Surrey public continues to have strong support (84 percent) for SPS officers wearing body cameras.
- While almost half of survey respondent (42 percent) agree that SPS should have an equal number of male and female police officers, more people (60 percent) agree that SPS police officers should be fluent in more languages than English.

## Recommendations

**Recommendation #1:** In order to build a successful policing organization that is reflective of the community being served, it is recommended that SPS develop a community policing model that includes the following pillars:

- A. Community-focused policing as the foundation;
- B. Localized policing;
- C. Innovative, evidence-based, targeted programs;
- D. Authenticity;

- E. Engagement and communication;
- F. Building a positive police culture, which involves hiring the right officers, placing priority on evidence-based recruit and in-service training to meet the needs/demands of the community, and ensuring there is strong, quality leadership;
- G. Transparency and accountability;
- H. Multi-sector partnerships; and
- I. Prioritizing the health and well-being of sworn and civilian employees and ensuring a positive workplace culture.

**Recommendation #2:** The findings from the 2024 community consultation can be used to inform SPS policies and decision-making going forward.

**Recommendation #3:** Although a centrally coordinated organizational perspective is important, SPS needs to recognize the unique needs of each community and create a customized, collaborative community policing approach in each district.

**Recommendation #4:** SPS should undertake a comprehensive organizational review to ensure external environmental needs are aligned with internal organizational culture, structures and climate.

**Recommendation #5:** Ensure ongoing comprehensive external environmental scans and impact analyses are completed to assess for risk-impacts and community policing opportunities.



REPORT DATE: October 23, 2024

REGULAR

BOARD MEETING DATE: October 29, 2024

BOARD REPORT # 2024-R017

TO: Surrey Police Board Administrator

FROM: Chief Constable

FILE: 60550-20-03

SUBJECT: Financial Update – Year-To-Date Expenditures (September 30, 2024)

**RECOMMENDATION**

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

**PURPOSE**

This report summarizes 2024 year-to-date expenditures incurred up to September 30, 2024.

**BACKGROUND**

The 2024 Provisional Budget the board submitted to the City of Surrey Council for funding approval is summarized below and will be used as the reference amount for the budget vs. actual comparisons throughout this report.

**2024 Surrey Police Service Budget Summary**

	Provisional Budget
<b>SPS Operations</b>	
Salaries and Benefits	\$ 102,761,570
Other Operating Expenditures	16,758,285
<b>Total SPS Operations</b>	<b>119,519,855</b>
<b>Equipment/Capital Expenditures</b>	<b>6,636,383</b>
<b>Policing Transition Project Fund*</b>	<b>15,354,815</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 141,511,053</b>

\* In 2020, the City of Surrey ("CoS") committed \$63.68M as a one-time capital project fund for the policing transition. This fund was established to support SPS's initial startup costs and to build the IT infrastructure required by SPS to become the Police of Jurisdiction.

On May 6, 2024, Surrey Council approved a budget of \$221.58M for policing operations to be split between the RCMP and SPS. However, the specific amount/allocation for SPS is not specified.

In addition to a 2024 budget allocation from Surrey Council, the Province of BC has provided direct financial support to SPS. As of the date of this report, Provincial grants to SPS totalled \$4.17M.

The financial summaries below present consolidated SPS expenditures, using data from both the City's and SPS's financial management systems. (Appendix I presents the financial statements generated from SPS's financial management system.)

## DISCUSSION

### SPS Operations

As of September 30, 2024, year-to-date expenditures totalled \$70.87M (50.1% of the total provisional budget), presented below:

#### **2024 Year-to-Date Expenditures Summary (Budget vs. Actual)**

*As of September 30, 2024*

	<b>Provisional Budget</b>	<b>YTD Actual</b>	<b>% Spent</b>	<b>Remaining Amounts</b>
<i>SPS Operations</i>				
Salaries and Benefits	\$ 102,761,570	\$ 61,295,407	59.7%	\$ 41,466,163
Other Expenditures	16,758,285	5,466,469	32.6%	11,291,816
<b>Total SPS Operations</b>	119,519,855	<b>66,761,876</b>	55.9%	52,757,979
<b>Capital Expenditures</b>	6,636,383	<b>1,121,801</b>	16.9%	5,514,582
<b>One-Time Policing Transition Fund</b>	15,354,815	<b>2,988,592</b>	19.5%	12,366,223
<b>TOTAL SPS EXPENDITURES</b>	\$ 141,511,053	\$ <b>70,872,269</b>	50.1%	\$ 70,638,784

Year-to-date, SPS has spent \$61.30M on employee salaries and benefits and board remuneration, \$1.12M on capital expenditures, and \$5.47M on other operating expenditures. (Appendix II provides a breakdown of capital expenditures by category; Appendix III provides a breakdown of other operating expenditures in further detail by Bureau.)

At the end of September, we had 472 active employees: 411 sworn members, 54 regular/permanent civilians, and 7 temporary civilians. The temporary civilians were auxiliary/on-call staff for backfill and various other roles as part of the policing transition; their salaries and benefits are allocated to the One-time Policing Transition Project Fund.

SPS Operations include salaries and benefits of \$61.30M for 465 employees (411 sworn members and 54 civilians) engaged in policing and day-to-day business operations.

### One-Time Policing Transition Project Fund

In 2020, the City of Surrey committed \$63.68M to a one-time capital project fund for the policing transition. This fund was established to support SPS's initial startup costs and to build the IT infrastructure required by SPS to become the Police of Jurisdiction. As of the end of 2023, \$43.38M of the \$63.68M committed had been used. Our 2024 Provisional Budget identifies \$15.35M of expenditures related to the transition project fund this year.

As of September 30, 2024, year-to-date expenditures from the transition project fund totalled \$2.99M.

**One-Time Policing Transition Fund Summary**

*As of September 30, 2024*

	PROJECTED FUND USE	YTD ACTUAL EXPENSES	REMAINING AMOUNTS
	2024	2024	2024
<b><i>Project Summary</i></b>			
One-Time Policing Transition	\$ 15,354,815	\$ 2,988,592	\$ 12,366,223

Appendix IV presents the details of the policing transition project costs.

**CONCLUSION**

This report is presented for information.



Norm Lipinski, OOM, LLB, MBA  
Chief Constable

- Appendix I SPS Financial Management System Financial Statements – As of September 30, 2024
- Appendix II 2024 Capital Expenditure Summary – As of September 30, 2024
- Appendix III 2024 Year-to-Date Operating Line Items (Budget vs. Actual) – As of September 30, 2024
- Appendix IV One-time Policing Transition Project Fund Expenditures – As of September 30, 2024



# Statement of Operations

For the period ended September 30, 2024

Jan 24 - Sep 24

## Revenue

Provincial Government Funding	\$4,165,158.01
Municipal Government Funding	2,500,000.00
Training and Course Fees	3,600.00
Interest Earned	39,416.05
Deferred Revenue/Funding	(826,106.42)
<b>Total Revenue</b>	<b>5,882,067.64</b>

## Expenses

Salaries and Benefits - Sworn Members	4,701,896.22
Salaries and Benefits - Civilians	605,916.73
Consultants and Professional Services	47,437.50
Justice Institute of BC Recruit Training Fees	500,275.00
Training and Travel	1,697.69
Service Fees	1,414.17
Software and Application Licences	23,193.88
Supplies and Materials	236.45
<b>Total Expenses</b>	<b>5,882,067.64</b>

**Operating Surplus / (Deficit)**

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## APPENDIX II

### 2024 Capital Expenditure Summary

As of September 30, 2024

	<b>Provisional Budget</b>	<b>YTD Actual</b>	<b>% Spent</b>
<b>Capital/Equipment Category</b>			
Use of Force Equipment - Firearms	\$ 389,443	\$ 216,917	55.7%
Use of Force Equipment - Less Lethal	217,200	9,112	4.2%
Use of Force Equipment - Ammunition Inventory	1,102,000	178,251	16.2%
Personal Issue Equipment - Uniforms	987,620	170,662	17.3%
Personal Issue Equipment - Equipment	889,670	276,222	31.1%
Specialty Equipment - Operational	250,200	95,672	38.2%
Specialty Equipment - Training	219,250	49,920	22.8%
Facilities - Training Centre	106,000	125,045	118.0%
Fleet	2,475,000	-	-
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 6,636,383</b>	<b>\$ 1,121,801</b>	<b>16.9%</b>

## APPENDIX III

### SURREY POLICE SERVICE 2024 Year-to-Date Operating Line Items (Budget vs. Actual) As of September 30, 2024

	Police Board	Office of the Chief Constable	Community Policing	Investigative Services	Support Services	2024 YTD Total	2024 Provisional Budget	% Spent
<b>SALARIES AND BENEFITS</b>	\$ 392,304	\$ 2,700,423	\$ 39,528,823	\$ 4,934,750	\$ 13,739,105	\$ 61,295,407	\$ 102,761,570	59.6%
Recruitment	-	-	4,200	-	891,668	895,868	1,201,719	74.5%
Consultants and Contractors	135,334	110,983	35,057	552	1,600,116	1,882,042	2,021,529	93.1%
Communications and Public Engagement	6,785	102,798	-	-	155,613	265,197	535,500	49.5%
Telecommunications	366	12,615	88,018	6,599	253,875	361,472	1,088,225	33.2%
IT Maintenance	-	2,836	-	-	615,404	618,239	5,384,618	11.5%
Other Services and Expenditures	214	7,523	497	93	25,345	33,673	80,194	42.0%
Insurance	-	-	-	-	81,880	81,880	206,500	39.7%
Training and Travel	6,641	34,732	9,470	11,560	360,388	422,791	1,269,830	33.3%
Meetings and Events	130	6,322	490	686	6,149	13,777	135,305	10.2%
Professional Dues and Memberships Fees	2,133	12,740	5,474	7,417	9,788	37,552	58,406	64.3%
Leases and Rentals	-	-	10	10	71,437	71,457	558,670	12.8%
Repairs and Maintenance	-	1,409	29,451	5,167	94,157	130,184	1,806,900	7.2%
Supplies and Materials	1,364	54,457	107,779	7,316	481,421	652,337	2,410,889	27.1%
<b>OPERATING COSTS</b>	\$ 152,967	\$ 346,415	\$ 280,446	\$ 39,400	\$ 4,647,241	\$ 5,466,469	\$ 16,758,285	32.6%
<b>TOTAL OPERATING EXPENDITURES</b>	\$ 545,271	\$ 3,046,838	\$ 39,809,269	\$ 4,974,150	\$ 18,386,346	\$ 66,761,876	\$ 119,519,855	55.9%

**One-Time Policing Transition Fund**

*As of September 30, 2024*

	2020 - 2023 Expenditures	SEP YTD Expenditures
Recruitment, Assessment, and Training	\$ 8,649,594	\$ 86,769
Human Resources	2,194,521	345,109
Communications and Marketing	1,122,113	105,345
Financial Services	730,819	70,015
Legal	1,364,780	27,092
Strategy and Policy	782,059	-
Information Technology Systems and Capital	21,326,146	1,610,156
Armory, Outfit and Other Equipment Capital	4,786,189	276,522
Fleet Conversion, Capital, and Other Infrastructure	1,904,758	467,584
Facilities Improvement and Outfitting	517,815	-
<b>Total Expenditures:</b>	<b>\$ 43,378,794</b>	<b>\$ 2,988,592</b>

- Recruitment, Assessment, and Training expenses include costs incurred to support the recruiting surge for SPS, security clearances, candidate testing and assessment, and new hire training.
- Human Resources expenses include personnel in various temporary roles (auxiliary staff) and HR consultant(s) to support establishing SPS.
- Communications and Marketing expenditures include consultants managing public relations and brand development expenses to support the establishment of SPS.
- Financial Services expenses include outsourced financial service consultants and personnel to support setting up SPS’s finance and payroll systems and databases.
- Legal expenditures are specialized legal services for matters related to collective bargaining, human resources, trademarks, and other establishment legal costs.
- Strategy and Policy expenditures were for initiatives during the earlier stages of the transition and special projects to determine POJ requirements.
- Information Technology Systems and Capital costs include setting up IT operating systems, hiring external consultants for project management, building our technology infrastructure (data centre, dispatch systems, administrative systems), and procuring related assets.
- Armoury, Outfit, and Other Equipment Capital costs are related to firearms, uniforms, personal issue kits, and other specialty equipment for policing.
- Fleet Conversion, Capital, and Other Infrastructure expenditures include expenses to convert the incoming fleet of RCMP vehicles, initial SPS vehicles ordered in 2021, and temporary personnel costs allocated by the City to support building SPS’s infrastructure.
- Facilities Improvement and Outfitting expenditures include retrofit and furniture costs for SPS to occupy facilities owned or leased by the City of Surrey.