



# 2022 Strategic Plan

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## Surrey Police Service



# Message from the Chief Constable

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On behalf of the Surrey Police Service, I am pleased to present Surrey Police Service's (SPS) first strategic plan, since the Service was established by the Surrey Police Board in August 2020.

Building a modern, responsive police service from the ground up is no easy task; it requires careful planning, input from interested and affected parties, and hard work. Our 2022 Strategic Plan will guide us in the continuing development of SPS and allow us to focus our energies on the areas that have been identified as priorities over the next year.

This strategic plan has been primarily informed by the community consultation project that SPS undertook from June to October 2021. Through a public opinion survey, stakeholder interviews, and a series of focus groups, input was gathered from over 1,200 Surrey residents and local organizational representatives. We also obtained feedback and ideas from our senior leadership team and the Board.

Three goals were identified for 2022: develop SPS, develop our employees, and develop our community policing model. The theme, of course, is “development” – of our organization, our people, and a community policing model. Throughout this plan, you will see a focus on hiring the right people, training and wellness, researching best practices, youth and Indigenous communities, and planning for the next phases of the policing transition.

In 2021, SPS reached a number of milestones, including our first deployment into policing operations, as part of the phased, integrated policing transition. Over the next twelve months, we will work on implementing the actions outlined in this strategic plan.

The key to our success, as always, will lie within the community we serve. As our motto states, we believe we are “Safer. Stronger. Together.” I encourage you to stay connected with SPS as, together, we continue this once in a lifetime opportunity to build a police service that is tailored to Surrey.

**Chief Constable Norm Lipinski**



# Letter from Surrey Police Board

Since the creation of the Surrey Police Board in 2020, we have seen significant progress in the development of Surrey's own independent municipal police service. This strategic plan outlines the next chapter for Surrey Police Service (SPS) in 2022, as the board and SPS leadership team work with the community and other stakeholders to further develop SPS, our people, and our community policing model.

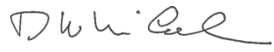
The value of an independent police service for the City of Surrey is apparent in the creation of the first strategic plan. The priorities, recommendations and anticipated outcomes that you will see outlined in this plan are a direct result of the comprehensive community engagement completed by SPS throughout 2021.

It is this approach to the community that sets SPS apart, making this both an exciting and fundamentally different police service. As SPS grows and becomes the police of jurisdiction for Surrey, strategic plans will continue to be the cornerstone of this organization. And as a Board, we will continue to rely on the community's input to drive SPS priorities and strategies now and into the future.


Surrey is one of the most diverse and fastest growing cities in Canada, and its residents deserve a modern, and progressive police service. It is our role to provide civilian oversight of SPS through this policing transition and beyond, holding SPS accountable to the commitments made to Surrey's citizens and business owners.

This implementation of this first strategic plan begins an important new chapter between the police and the community, one that puts an emphasis on local community-based policing, values diversity and accountability, and champions public safety.

Respectfully,



**Doug McCallum, Chair**



**Meena Brisard**



**James Carwana**



**Chief Harley Chappell**



**Cheney Cloke**



**Manav Gill**



**Elizabeth Model**



**Jessie Sunner**



**SURREY  
POLICE BOARD**

# SPS Strategic Planning Considerations

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The Surrey Police Service (SPS) 2022 Strategic Plan was developed to reflect the building stage that we are currently in as we work to establish our organization as the police service for the City of Surrey. The plan reflects the extensive community consultation conducted in 2021, which helped SPS to understand the concerns and wishes of the community. Also taken into consideration are the priorities, goals and objectives communicated by the municipal and provincial governments. These priorities include ensuring an orderly and timely transition of policing services in Surrey, the integration of services with local partners, and working to support vulnerable and marginalized populations through unbiased and inclusive policing services.

Respecting that SPS is in the building stages prior to becoming the police agency of jurisdiction for Surrey, this plan covers a one-year period that focuses on developing our organization and establishing the strong foundation that will put SPS in the best position to serve both the community and our employees.

The community stakeholder input provided during our community consultation work will be used to develop the community policing service delivery model for SPS, which will be operationalized when SPS becomes the official police agency of jurisdiction for the City of Surrey.

SPS is committed to continued community engagement. As the Community Policing Bureau grows, we will continue to build long-term relationships with the community and introduce innovative ways for citizens to have their voices heard. Citizens can expect community engagement in various forms to be an integral part of SPS's approach.



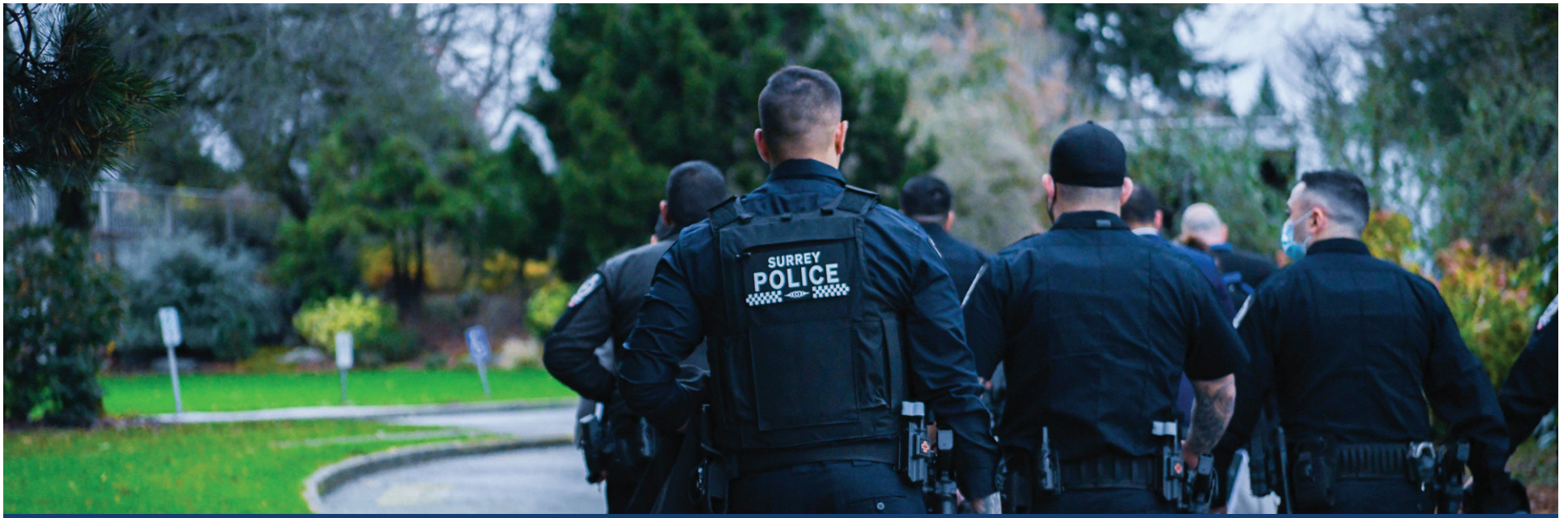
# Peel's Principles

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SPS is guided by Sir Robert Peel's nine principles of policing. Most significantly, Peel's seventh principle is used by SPS to guide their operations and decision making: *To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.*

This important principle informs and guides our philosophy of community policing and the culture of care within our organization.

**“To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police”**





# SPS Vision and Values

## Vision

SPS is a progressive, community-based police service that values diversity, partnerships, and accountability as it works to enhance public safety and community well-being.



## Values

### Honour

We serve our community with pride and can be depended on to uphold the public's trust in everything we do.

### Integrity

We are honest, ethical, and accountable, committed to doing what is right and to guarding the rights and security of others.

### Respect

We recognize each person's inherent dignity and worth, and work to build strong, healthy, collaborative relationships within our community and team.

### Courage

We respond to the moral and physical challenges of policing with purpose and determination—persevering in the face of adversity and fear.

### Compassion

We work to listen, understand, and help, responding to the suffering of others with empathy, humility, and concern.

### Inclusiveness

We welcome and celebrate diverse peoples, cultures, and ideas, knowing that—together—we can achieve more.

# Community Consultation

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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 SPS's first strategic plan. This project consisted of a survey, interviews, and focus groups, with the goal of gathering information from a broad range of stakeholders who live and work in Surrey. The three components were designed by independent research experts to help SPS understand the lived experience of different groups, the challenges and opportunities currently facing Surrey, and how to improve service delivery and increase the safety and quality of life for all residents in the community.

The materials gathered during this community consultation have informed the SPS strategic planning process and will continue to influence departmental policies and operational strategies as they are developed. Ongoing community consultation forms a part of SPS's commitment to ensuring that interested and affected parties are an integral part of the community policing model from day one.

## Recommendations

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Combined, these reports made fourteen recommendations which have informed our strategic planning process and will continue to be considered as we build our community policing model. From the recommendations, four key themes emerged: diversity, community, skills and competencies, and communication.

| Theme                   | Focus   |
|-------------------------|---|
| Diversity               | Internal and external   |
| Community               | Community policing model, trust, involvement                                      |
| Skills and Competencies | Evidence based, trauma informed, cultural awareness, best practices, and training |
| Communication           | Internal and external, research, analytics and reporting, transparency            |

# Summary – Strategic Priorities

Three high level priorities were determined through the strategic planning process. These priorities are further grouped into strategies and actions to operationalize the plan. Finally, anticipated outcomes and ways to measure and report on our progress are articulated.

## Strategic Priority

## Anticipated Outcome

- |          |                                      |  |
|----------|--------------------------------------|--|
| <b>1</b> | Organizational Development           | A diverse and skilled organization                                   |
| <b>2</b> | Employee Development and Wellness    | A progressive, prepared and resilient organization                   |
| <b>3</b> | Community Policing Model Development | A locally based community policing model with strong community input |





# Priority 1: Organizational Development

| Area of Development   | Strategy and Actions  |
|-----------------------|---|
| Human Resources Plan  | <ul style="list-style-type: none"> <li>• Recruit and hire a number of high priority officers based on the Joint SPS-RCMP Human Resources Strategy</li> <li>• Refine ongoing new recruit hiring process</li> <li>• Hire highly qualified recruits and experienced officers with the correct skillsets in alignment with the Joint SPS-RCMP Human Resources Strategy</li> </ul> |
| Operational Readiness | <ul style="list-style-type: none"> <li>• Research implementation of body-worn cameras</li> <li>• Research best practices in community programs, i.e.: School Resource Officer program</li> <li>• Develop Operational and Administrative Policy Manuals</li> <li>• Develop a file transfer strategy</li> </ul>   |
| Risk Mitigation Plan  | <ul style="list-style-type: none"> <li>• Conduct a risk and opportunity analysis</li> <li>• Establish a risk management framework</li> <li>• Implement the framework</li> </ul>   |
| IT Plan               | <ul style="list-style-type: none"> <li>• Implement SPS administrative systems</li> <li>• Research and prepare for 'steady state' IT systems</li> <li>• Research and develop future IT requirements</li> </ul>   |

## Anticipated Outcomes

A diverse and skilled organization

## Metrics and Reporting

- Demographic makeup of SPS is reflective of the community
- 26 new recruits begin training at the Justice Institute of British Columbia in 2022
- Hiring targets for both new recruits and experienced officers met
- Number of policies approved by the Police Board
- IT Systems in place to support SPS needs

# Priority 2: Employee Development and Wellness

| Area of Development              | Strategy and Actions  |
|----------------------------------|---|
| Deployment Training              | <ul style="list-style-type: none"><li>• Refine officer safety training requirements</li><li>• Refine Leadership training</li><li>• Refine Community Policing training</li><li>• Develop SPS Field Training Officer program</li></ul>      |
| In-Service Training              | <ul style="list-style-type: none"><li>• Research annual training requirements</li><li>• Develop ongoing training plans</li><li>• Implement In-Service Training Plan</li></ul>   |
| Wellness and Resilience Training | <ul style="list-style-type: none"><li>• Research wellness and resilience training best practices</li><li>• Develop SPS specific Wellness and Resilience Training Plan</li><li>• Implement Wellness and Resilience Training Plan</li></ul> |
| Investigative Training           | <ul style="list-style-type: none"><li>• Research investigative best practices</li><li>• Develop SPS specific Investigative Training Plan</li><li>• Implement SPS Investigative Training Plan</li></ul>                                    |

## Anticipated Outcomes

A progressive, prepared, and resilient organization

## Metrics and Reporting

- Evaluation of best practices and training requirements completed
- Number/percentage of members trained in each category
- Develop and implement the Wellness and Resilience Plan
- Develop and implement an Investigative Training Plan

# Priority 3: Community Policing Model Development

| Area of Development                    | Strategy and Actions   |
|--|--|
| Community Consultation Recommendations | <ul style="list-style-type: none"><li>• Prioritize and assess recommendations</li><li>• Develop implementation plan</li><li>• Implement recommendations as appropriate</li></ul>   |
| 2022 Community Consultation Plan       | <ul style="list-style-type: none"><li>• Develop 2022 consultation plan</li><li>• Implement the consultation plan</li><li>• Report out on consultation findings</li></ul>   |
| Indigenous Strategy                    | <ul style="list-style-type: none"><li>• Develop an Indigenous Community Consultation Plan with local Indigenous groups</li><li>• Develop an Indigenous Strategy Action Plan</li><li>• Commence implementation</li></ul>                              |
| Youth Strategy                         | <ul style="list-style-type: none"><li>• Research best practices in youth strategies</li><li>• Develop SPS specific youth strategy, focusing on gang prevention, intervention, and community partnerships</li><li>• Commence implementation</li></ul> |

## Anticipated Outcomes

A locally based community policing model with strong community input

## Metrics and Reporting

- Regular reporting on progress toward each recommendation
- Develop and implement a Youth strategy
- Develop and implement an Indigenous Community Consultation Plan
- Develop and report on a Community Consultation Plan



# Going Forward

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The SPS 2022 Strategic Plan outlines our direction and commitments to our community and employees, and positions SPS for success as we continue to build a local, modern police service for Surrey.

Maintaining the spirit of collaboration, we will embody our values and report on our progress to ensure accountability to the community. We will work hard to establish public trust and confidence in our service and develop capable, healthy employees who are equipped with the training and resilience they need to best face the demands of their work.

Concurrent to the considerable work that is required to build SPS into an organization that is ready to take on all aspects of policing for the City of Surrey, we will continue to work with the RCMP to deploy our officers into the existing municipal policing unit. 2022 will see SPS add an additional 175 officers working alongside the RCMP to serve our community.

Citizens of Surrey can expect to see and hear evidence of our progress toward achieving our priorities in regular reports to the community, public Surrey Police Board reports, and through the SPS website and social media channels. Ongoing reporting will demonstrate our commitment to transparency and accountability.

We commit to our motto of **Safer. Stronger. Together.** as we build our organization to serve the City of Surrey.

