



SURREY
POLICE SERVICE

2025 Strategic Plan

Approved by Surrey Police Board
November 27, 2024

Surrey Police Service 2025 Strategic Priorities

<p>Our People</p>	<p>Priority 1 focuses on the development of our employees including recruiting, training, and wellness and resilience programs to ensure that SPS employees, including civilian professionals, are prepared for all aspects of their roles. Change management principles will be respected as we support our civilian employees to transition from the City to the employment of the Police Board.</p> <ol style="list-style-type: none"> 1. Recruiting 2. Training 3. Wellness
<p>Our Organization</p>	<p>Priority 2 focuses on building the internal structures of the organization, ensuring that systems are in place to support our goal to develop SPS into a top performing police organization. Research, planning and reporting will be featured to ensure optimal growth and development.</p> <ol style="list-style-type: none"> 1. Policing Excellence 2. Technology 3. Financial 4. Deployment of Employees 5. Infrastructure
<p>Our Community</p>	<p>Priority 3 incorporates the importance of community consultation with the development of the SPS Community Policing Model, including ongoing engagement activities targeted to supporting the needs of the communities we serve. As SPS grows, we will seek to build long-term relationships with the community and introduce innovative ways for citizens to have their voices heard.</p> <p>Our Community Policing philosophy demonstrates our commitment to the community by embodying our values and ensuring accountability in order to establish public trust and confidence in SPS.</p> <ol style="list-style-type: none"> 1. Community Engagement 2. Community Wellness 3. Community Priorities

Priority 1: Our People

<p>Recruiting</p>	<ol style="list-style-type: none"> 1. Key Activity: Develop a recruit hiring plan according to budget allocation. Measurement: Recruiting targets met. 2. Key Activity: Develop an experienced officer hiring plan according to budget allocation. Measurement: Recruiting targets met. 3. Key Activity: Develop a civilian hiring plan according to budget allocation. Measurement: Recruiting targets met.
<p>Training</p>	<ol style="list-style-type: none"> 1. Key Activity: Deliver a Civilian Onboarding Training Program. Measurement: All Civilian employees Onboarded 2. Key Activity: Refine Supervisory Leadership Course. Measurement: Continue to implement the refined Leadership Program. 3. Key Activity: Develop multi-level Investigator Development Program. Measurement: Implement Investigator Development Course.
<p>Wellness</p>	<ol style="list-style-type: none"> 1. Key Activity: Research national and international best practices for police wellness initiatives. Measurement: Refine the SPS centric Wellness Program. 2. Key Activity: Continue to implement the refined Wellness Program. Measurement: Monitor impact of the refined Wellness Program.

Priority 2: Our Organization

<p>Policing Excellence</p>	<ol style="list-style-type: none"> 1. Key Activity: Seek national best practices in community policing. Measurement: In consultation with the community, develop an SPS Community Policing Plan. 2. Key Activity: Develop a Change Management Plan. Measurement: Implement the SPS Community Policing Plan / Change Management Plan
<p>Technology</p>	<ol style="list-style-type: none"> 1. Key Activity: Body Worn Camera deployment pilot. Measurement: Pilot Complete, assessment phase initiated. 2. Key Activity: RPAS (Drone) deployment pilot. Measurement: Pilot complete, assessment phase initiated. 3. Key Activity: Digital Evidence Management System (DEMS) implementation. Measurement: Ongoing assessment and expansion of application.
<p>Financial</p>	<ol style="list-style-type: none"> 1. Key Activity: Develop a 2025 Financial Plan that takes into account the RCMP demobilization. 2. Measurement: Financial Plan met audit requirements.
<p>Deployment of Employees</p>	<ol style="list-style-type: none"> 1. Key Activity: Develop a 2025 Frontline Deployment Plan in preparation for increased assumption of jurisdiction Measurement: Deployment objectives met. 2. Key Activity: Develop a 2025 Investigator Deployment Plan in preparation for increased assumption of jurisdiction. Measurement: Deployment objectives met. 3. Key Activity: Develop a 2025 Civilian Transition Plan. 4. Measurement: Implement the 2025 Civilian Transition Plan.
<p>Infrastructure</p>	<ol style="list-style-type: none"> 1. Key Activity: Conduct a needs analysis to inform Facilities and Asset Plan. Measurement: Implement the Facilities and Asset Plan. 2. Key Activity: Conduct internal environmental scan, unit by unit, program by program to assess need and efficacy. Measurement: Assessment complete, efficiencies and gaps identified.

Priority 3: Our Community

<p>Community Engagement</p>	<ol style="list-style-type: none"> 1. Key Activity: Review 2024 Community Engagement Research. Measurement: Community priorities identified and key recommendations implemented. 2. Key Activity: Develop a focused Community Engagement Plan for the Town Centres of Whalley and Newton Measurement: Implement focused Community Engagement Plan. 3. Key Activity: Refine Community Engagement Strategies for the town centres of Guildford, Fleetwood, Cloverdale and South Surrey in preparation for increased assumption of jurisdiction. Measurement: Implement refined strategies as jurisdiction is assumed.
<p>Community Wellness</p>	<ol style="list-style-type: none"> 1. Key Activity: Collate baseline crime trend statistics. Measurement: Develop localized strategies to address crime trends district by district. 2. Key Activity: Research baseline police response to nuisance non-criminal call trends. Measurement: Develop pro-active strategies to mitigate nuisance, non-criminal call trends. 3. Key Activity: Bolster partnerships with the City of Surrey and key stakeholders who assist the unhoused, mentally ill, and addicted. Measurement: Partnerships solidified and progressing on mandates. 4. Key Activity: Evaluate current suite of community-based programming to assess mandate, role, resourcing and partnership. Measurement: Bilateral communication with stakeholders is established.
<p>Community Priorities</p>	<ol style="list-style-type: none"> 1. Key Activity: In partnership with the City of Surrey and in consultation with the distinct communities, identify localized community priorities. Measurement: Develop and implement localized plans to address the community priorities.