

NO: R121

COUNCIL DATE: July 10, 2023

REGULAR COUNCIL

TO: **Mayor & Council**

DATE: **July 6, 2023**

FROM: **General Manager, Community Services
General Manager, Corporate Services
General Manager, Finance**

FILE: **7400-01**

SUBJECT: **Maintaining the RCMP as the Police of Jurisdiction – Progress Report**

RECOMMENDATION

The Community Services Department, the Corporate Services Department and the Finance Department recommend that Council receive this report for information.

INTENT

The purpose of this report is to provide Council with a progress report regarding Council's decision to maintain the RCMP as the Police of Jurisdiction ("POJ") in Surrey.

BACKGROUND

In November 2018, the transition of the City's policing model from the RCMP to an independent municipal police service was initiated by Council motion.

On November 14, 2022, Council directed staff to prepare a plan, to be endorsed by Council, to maintain the RCMP as the POJ.

On December 12, 2022, Council endorsed *Policing Surrey: A Plan to Retain the RCMP as the Police of Jurisdiction in Surrey* (the "Plan"), that was subsequently forwarded to the Minister of Public Safety (the "Minister") on December 15, 2022. The RCMP restaffing plan was included in the City's December 15, 2023 submission.

On April 28, 2023, the Province publicly released a redacted version of the *City of Surrey's Police Model Transition and Decision to Retain the RCMP: Director of Police Services' Report to the Minister of Public Safety and Solicitor General* (the "Director's Report"), attached as Appendix "I". On May 23, 2023, a minimally redacted version of the Director's Report was made available to Council and select staff, contingent on signing a Confidentiality Agreement. The Director's Report outlined a number of binding conditions the City must meet in order to maintain the RCMP as the POJ.

On June 15, 2023, the Mayor announced the decision of Council to maintain the RCMP as POJ in Surrey following consideration of a confidential report prepared by staff. On June 19, 2023, following Council direction, staff's confidential report was forwarded to the Province for review.

Staff are currently working with all parties to prepare a redacted version of the confidential report, which contains highly sensitive police information, for public release. The redacted version will be released publicly once available.

DISCUSSION

As of July 2023, the RCMP will provide the City with a monthly update to the restaffing plan. The July 2023 update is attached as Appendix "II" and is based on the RCMP's own information and analysis and has been provided by the RCMP to the City for public release. Key elements of the July 2023 update include:

- Updated figures and additional details regarding the RCMP's plan to re-staff the Surrey RCMP;
- Confirmation that the plan has been approved by the Commanding Officer, "E" Division;
- A structured cadence for the onboarding of SPS Officers and recruits, RCMP cadets, and other experienced police officers over an 18-month period;
- An update on the number of total projected hires of 232 through the restaffing plan; and
- A July 2023 staffing update confirming that the following individuals are in process as part of the restaffing plan:
 - 8 RCMP cadets - joining Surrey detachment by August 2023;
 - 15 SPS Officers - currently in the hiring process, or hired;
 - 2 experienced police officers ("EPO") - transferring to the Surrey RCMP; and
 - 81 SPS Officers - indicating they will join the RCMP.

The Surrey RCMP is the POJ in Surrey. Beyond core policing duties, the RCMP continue to provide a variety of community safety activities which have together led to a reduction of the crime rate in Surrey for the last ten years. Appendix "III" provides a *Surrey Police Operations and Activities Update*. Appendix "IV" provides an update on the *Surrey RCMP Public Safety Programs and Partnerships*.

Given Council's direction to maintain the RCMP as the POJ in Surrey, staff have developed and implemented plans to support Council's direction. Staff prepare weekly status reports outlining the progress made to date to ensure compliance with the Minister's binding conditions. The most recent update from July 6, 2023, is attached as Appendix "V". Key elements of the July 6, 2023, update include confirmation that:

- The two required RCMP staff resources to provide support to the project have been appointed;
- An updated RCMP restaffing plan complying with the binding requirements has been provided to the City;
- The binding requirement for the City to provide Individualized HR Plans for Surrey Police Service members falls outside the authority of the City and requires an adapted process to allow the City to comply with the binding requirement; and
- Staff continue to advocate for the creation of a collaborative process with the Province to move forward on Council direction.

Finance Review

The Finance Department has reviewed this report. The RCMP restaffing plan is in alignment with the adopted City of Surrey 2023 – 2027 Five Year Financial Plan.

Legal Services Review

Legal Services has reviewed this report.

CONCLUSION

Following the release of the Director's Report and Council's confirmation to maintain the RCMP as POJ in Surrey, staff have developed and implemented plans to support Council's decision and satisfy the Minister's binding conditions. The RCMP provides the City with monthly updates to their restaffing plan and staff prepare a weekly progress report outlining the progress made to date to maintain the RCMP as the POJ in Surrey.

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Appendix "I": *City of Surrey's Police Model Transition and Decision to Retain the RCMP: Director of Police Services' Report to the Minister of Public Safety and Solicitor General*

Appendix "II": RCMP Updated Restaffing Plan - July 2023

Appendix "III": Surrey RCMP Police Operations and Activities Update

Appendix "IV": Surrey RCMP Public Safety Programs and Partnerships

Appendix "V": City of Surrey Weekly Status Report - July 6, 2023

City of Surrey's Police Model Transition and Decision to Retain the RCMP

Director of Police Services' Report to the
Minister of Public Safety and Solicitor General

Policing and Security Branch

Ministry of Public Safety and Solicitor General

April 2023

City of Surrey's Police Model Transition and Decision to Retain the RCMP: Director of Police Services' Report to the Minister of Public Safety and Solicitor General

The Director of Police Services is responsible for superintending policing and law enforcement in British Columbia. This Director's Report was developed for the purposes of informing and providing advice and recommendations to the Minister of Public Safety and Solicitor General, consistent with the Director's functions under *Police Act* sections 40(1)(c) and 40(1)(e)(iii).

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Executive Summary

Sections 3(2) and 15 of the *Police Act* require municipalities greater than 5,000 population to provide, and bear the necessary expenses for, policing and law enforcement within their municipal boundaries. These municipalities must provide policing by one of three models:

- establishing their own municipal police department,
- contracting with a municipality that has a municipal police department, or
- contracting for Royal Canadian Mounted Police (RCMP) municipal police services.

In November 2022, newly elected Mayor and Council of the City of Surrey made a decision to retain RCMP municipal police services as its model. This decision would effectively require reversing the steps already taken in the City's current police model transition to the Surrey Police Service (SPS) which began resultant from a decision by the City in November 2018, and approved by the Minister in February 2020.

Broadly, implementation of Surrey's current police model transition to the SPS is two-pronged: 1) establishment of the SPS, and 2) the integrated police model transition period. Combined, implementation of these two components would culminate in the SPS being the City's police agency of jurisdiction (POJ), fully staffed with SPS officers and all transition provisions completed.

Since July 2020, with the establishment of the Surrey Police Board and subsequent creation of SPS in August 2020, the Surrey Police Board (SPB) and the SPS have been carrying out the necessary work to establish the police agency, including:

- Executive leadership team hired and in place,
- Hiring of over 390 sworn officers and civilian staff,
- Collective Agreement with Surrey Police Union negotiated and ratified,
- Community engagement for development of SPS Strategic Plan and future programming,
- Select and incremental acquisition of assets, equipment, facilities, and information management and technology, and
- Departmental policies and procedure manual(s) [REDACTED]

As of the end of January 2023, 205 SPS officers had been operationally deployed to policing operations within the Surrey RCMP Municipal Police Unit (MPU) and 165 RCMP Regular Members (RMs) had been demobilized as part of phase 1 implementation. Currently, it is estimated that SPS officers comprise over 25% of Surrey RCMP's total local detachment strength, and 50% of its front-line officers.² The remaining SPS officers and civilian staff that are not deployed within the Surrey RCMP MPU are performing management/supervisory roles, functions required to continue to establish SPS, and/or are awaiting deployment.

As a result of this transition progress, the current state of the City's police model transition to the SPS sees Surrey policed by a mix of both RCMP and SPS police officers, under RCMP

¹ Source Appendix E: SPS submission – *SPS POJ Status Report*, December 22, 2022.

² Calculations from (1) RCMP submission – *RCMP Re-Staffing Surrey RCMP's Plan*, December 21, 2022; (2) SPS submission – *SPS POJ Status Report*, December 22, 2022.

command, with the Surrey RCMP MPU as POJ. Neither the Surrey RCMP MPU nor the SPS can provide policing for the City independently without the resources of the other.

Provincial Responsibilities to Oversee and Superintend Policing

The retention of RCMP municipal policing as the City's police model may have impacts to policing locally in Surrey and province-wide, including staffing issues. On behalf of the provincial government, the Minister of Public Safety and Solicitor General (the Minister) is responsible for public safety and policing matters in BC. Foundational to the provincial role in overseeing policing, section 2 of the *Police Act* imposes a statutory duty upon the Minister to ensure that an adequate and effective level of policing and law enforcement is maintained. The Director of Police Services (the Director), on behalf of the Minister and subject to the direction of the Minister, is responsible for superintending policing and law enforcement (section 39).

It is for the Minister to determine what is required to maintain adequate and effective policing in Surrey and throughout the province, taking into account all of the relevant information. As such, upon becoming aware of the City's intention to make a decision to retain the RCMP, the Minister requested the City develop a detailed proposal and transition reversal plan to support decision-making processes and for provincial consideration. On behalf of the Minister, the Director similarly requested a plan from the BC RCMP outlining how, if retained, the Surrey RCMP MPU would be re-staffed in consideration of RCMP staffing needs throughout the province. To provide contextual information on the transition to the SPS, the Director also requested SPS to provide a status report on its progress towards becoming POJ.

Subsequent to Ministry staff's comprehensive review of the initial submissions and a request by the Director for additional information and/or clarification, the City, the RCMP, and the SPS provided supplemental submissions to the Ministry. The Ministry also received submissions from other entities and agencies that were not requested.

The Director undertook the necessary work to provide information, advice, and recommendations to the Minister on whether an adequate and effective level of policing can be maintained in Surrey and throughout the province, if the Minister supports the City's proposed plan to retain the RCMP as its service provider and to reverse the transition to the SPS.

Summary of PSB Staff's Review and Analysis

The Ministry's Policing and Security Branch (PSB) staff conducted a comprehensive review and analysis of the City's and the RCMP's submissions for: 1) impacts to an adequate and effective level of policing in the City of Surrey; 2) impacts to an adequate and effective level of policing across the province; and 3) robust methodology and supporting data and evidence. PSB staff also conducted a comprehensive review and analysis of SPS' submission to provide information and contextual considerations regarding the SPS and remaining work, should the transition to the SPS continue. PSB staff's analysis of the matter also identified additional considerations relating to a transition reversal that may be relevant to the Minister's considerations.

To retain the Surrey RCMP, PSB's analysis recommends that a minimum of 161 RCMP RMs are required. The City and RCMP propose to re-staff the detachment [REDACTED] while SPS officers are gradually demobilized.

The City's Plan is largely focused on presenting a financial analysis and providing information on the benefits of retaining the Surrey RCMP MPU. The Plan identifies a \$235 million cost to continuing with the transition to the SPS and additionally, that a steady state SPS would annually cost \$30 million more than RCMP contract policing. The City's Plan, supported by the RCMP's Plan, proposes to re-staff the Surrey RCMP MPU with 161 RMs over an [REDACTED] while SPS officers currently operationally deployed within the Surrey RCMP are gradually demobilized. PSB's analysis observed a lack of sufficient detail to support the high-level costs depicted in the financial assessment, making it unclear if the City's assessment is based on comparable models. The City's Plan does not provide detailed information on certain key elements as requested by the Minister to inform how a transition reversal would take place. For example, how and when SPS will be dissolved, SPS officer and/or civilian support staff's role in the dissolution of SPS. The City's plan does not identify strategies to ensure the SPS remains intact during the [REDACTED] re-staffing period [REDACTED]

The RCMP's plan outlines there are over 1,500 soft/hard vacancies across the BC RCMP. The RCMP provides a 5-year modelling chart identifying incoming RM source pools and allocations to the Surrey RCMP and the rest of the BC RCMP. The RCMP's Plan projects to re-staff the Surrey RCMP MPU's 161 RMs through: (1) SPS officer "patch-overs" to the RCMP [REDACTED]; and (2) RCMP cadets and other experienced RMs new to the RCMP [REDACTED]. Overall, PSB analysis suggests the strategy the RCMP outlines in its Plan to re-staff the Surrey MPU is ambitious but feasible only when considered in isolation of the RCMP resource g pressures and needs across the province. [REDACTED]

[REDACTED] The RCMP's Plan does not appear to adequately address the critical vacancy issue in BC [REDACTED]

As a result of vacancies, the RCMP has been forced to over-rely on overtime and/or draw RMs from specialized service areas, or between BLs, to fill gaps in service. [REDACTED]

The RCMP's Plan identifies several mitigation strategies should it not realize RM source targets; [REDACTED]

PSB's review of the SPS' Report indicates that SPS has accomplished considerable work towards becoming Surrey's POJ, reporting it has completed over [REDACTED]. The SPS estimates it could become the City's POJ [REDACTED]. However, PSB analysis suggests much work is still required which is dependent on and must coincide with [REDACTED] multi-party collaborative work required to continue the transition [REDACTED]. It is unlikely this estimated timeframe is realistic.

Further, SPS estimates [REDACTED] for a fully staffed, stand-alone police agency, [REDACTED].

SPS estimates that it could meet its staffing target [REDACTED]; however, PSB analysis suggests it could take another 3 years for SPS to staff up without de-stabilizing policing in BC.

Summary and Recommendation of the Director of Police Services

The transition to its own municipal police department, the SPS, as the City's police model is already approved. The creation of the SPS is unprecedented in modern Canadian policing history. A transition of this magnitude has never been undertaken and it has taken the collective efforts of three levels of government, a new Police Board, officers in both the SPS and RCMP, and dedicated teams working over multiple years to reach the current state of SPS providing 50% of front-line policing in Surrey.

The decision by the new City Council to reverse the transition is similarly unprecedented. It is not based on a failure by police to deliver adequate and effective policing nor a failure in public safety. Quite the opposite is true, front-line officers in the SPS and RCMP are working hard to serve those who reside in and visit Surrey. The City's December 2022 Plan was insufficient, as evidenced by the lack of forethought on timing and maintaining policing stability. This Plan, supported by the RCMP's December 2022 Plan, risked public safety – and continues to do so – and required the Director to request additional information and more realistic timelines.

In my view as Director of Police Services, the plans submitted by the City and the RCMP present risks to the RCMP's ability to adequately resource Surrey RCMP and broader RCMP staffing needs across the province, due to:

- prioritizing re-staffing of Surrey RCMP over other critical BC RCMP resourcing needs;
- a significant reliance on SPS officers patching over to the RCMP to re-staff Surrey; without sufficient medium to long term mitigation strategies if targets are not met;
- the compounding effect that re-staffing Surrey RCMP will have on other RCMP Business Lines (BLs); and
- the continued instability of the SPS throughout the Surrey RCMP re-staffing period remains unmitigated.

While SPS has accomplished considerable work towards becoming Surrey's police of jurisdiction (POJ) [REDACTED] much work is still required, and it could take upwards of 3 years for SPS to be a stand-alone police agency.

In addition, the media and public discourse regarding Surrey's police model transition presents risks to public confidence in policing and in governments' responsibility to provide and make decisions about policing.

In summary, it is my view that the City's and RCMP's Plans to retain and re-staff the Surrey RCMP present significant risk to adequate and effective levels of policing in Surrey and province, and the potential destabilization of policing through the likelihood of cascading police resourcing impacts to the Provincial Police Service (PPS) and other RCMP BLs. These risks do not appear adequately mitigated in the plans.

In consideration of the information and analysis presented, the Director of Police Services recommends the Minister not support the City's decision and its transition plan as presented unless the following conditions are met:

- A Strategic Implementation Advisor is appointed to oversee the transition and resolve issues,
- Individualized HR plans are put in place to ensure ongoing SPS deployment throughout Surrey RCMP re-staffing and SPS dissolution,
- The City provides a revised plan, supported by an RCMP Plan, that does not prioritize Surrey RCMP re-staffing over other BC RCMP BLs, and includes transition reversal components and updated costs,
- Establishment of a Senior Contract Officer position within the BC RCMP to ensure the above condition is met, and
- The RCMP appoint a Senior Transition Leader for Surrey (not involved in operations) with the authority to support RCMP decision-making.

I further recommend that if the City's Plan is not supported by the Minister, and the transition to the SPS continues, that a Strategic Implementation Advisor is appointed to oversee the transition and resolve issues; provincial oversight of SPS hiring plans is aligned with guidance provided by the Director to ensure the stability of policing is maintained in the City, the region, and across the province; and a Senior Transition Leader within the RCMP to facilitate transition related decision making is appointed.

These conditions are required to ensure an adequate and effective level of policing can be maintained in Surrey and throughout the province.

Purpose

In November 2022, newly elected Mayor and Council of the City of Surrey received a corporate staff report on the police model transition and subsequently made a decision to retain the Royal Canadian Mounted Police (RCMP) as its police service provider, which would effectively reverse the City of Surrey's current police model transition to the Surrey Police Service (SPS).

The retention of RCMP municipal policing as the City's police model may have impacts to policing locally in Surrey and province-wide, including staffing issues. As a result, and in light of the City's recent decision, the Minister of Public Safety and Solicitor General (the Minister) requested the City develop and submit a detailed transition reversal plan for provincial consideration. On behalf of the Minister, the Director of Police Services (the Director) also requested a plan from the RCMP outlining how it would re-staff the Surrey RCMP, if retained. The Director also requested the SPS to provide a status report on its work towards becoming Surrey's police agency of jurisdiction (POJ).

This Director's Report outlines the Ministry of Public Safety and Solicitor General (the Ministry), Policing and Security Branch (PSB) staff's comprehensive review and analysis of the City's and the RCMP's submissions for: 1) impacts to an adequate and effective level of policing in the City of Surrey; 2) impacts to an adequate and effective level of policing across the province; and 3) robust methodology and supporting data and evidence.

PSB staff's review and analysis of SPS' submissions is also outlined to provide information and contextual considerations regarding the SPS and remaining work, should the transition to the SPS continue. This Director's Report is not a comparative assessment of the two police models. It is also not intended to provide a comprehensive assessment of the impacts of continuing with the current police transition to the SPS.

This Director's Report provides relevant background information including outlining responsibilities for policing in BC, relevant authorities and legislation, and an overview of the Surrey police model transition to date. The Director's Report also includes additional considerations.

Consistent with the Director's functions under the *Police Act*, the purpose of this Director's Report is to provide information, advice, and recommendations to the Minister on whether an adequate and effective level of policing can be maintained in Surrey and throughout the province if the Minister supports the City's proposed plan. It is for the Minister to determine what is required to maintain adequate and effective policing in Surrey and throughout the province, taking into account all of the relevant information; the analysis and recommendations provided in this Director's Report are not binding on the Minister's decision.

1. Background

a. Overview of Responsibilities to Provide Policing

Responsibility for policing services in BC is shared by federal, provincial, and municipal governments. Under the *Constitution Act*, 1867, the federal government is responsible for providing a federal police service throughout Canada, including within BC. These responsibilities include enforcing federal statutes, providing national security, financial crimes, and international policing. The RCMP serves as Canada's federal police service.

The *Constitution Act*, 1867, also delegates responsibility for the administration of justice, which includes policing, to provincial governments. BC's *Police Act* is the legislative authority and sets the terms by which policing is governed in the province. The *Police Act* includes provisions specific to the responsibilities of the provincial government and municipalities for providing policing and law enforcement.

Under section 3(1) of the *Police Act*, the provincial government is responsible for providing policing and law enforcement to unincorporated/rural areas and municipalities under 5,000 population – this includes many small, isolated northern communities and remote First Nation and Indigenous communities spread across large geographic areas. The Province signed a 20-year agreement with the federal government, the *Provincial Police Service Agreement (PPSA)*, contracting the RCMP to act as BC's Provincial Police Service (PPS). The BC RCMP PPS additionally maintains the capacity and expertise to respond to the highest risk incidents; target organized crime, gang and gun violence, and serial crimes; and respond to large scale provincial emergencies or events. This capacity also includes capital-intensive equipment such as boats and aircraft.

Sections 3(2) and 15 of the *Police Act* require municipalities greater than 5,000 population to provide, and bear the necessary expenses for, policing and law enforcement within their municipal boundaries. This includes those municipalities whose populations grow to exceed 5,000 population, which then must assume policing responsibility from the Province.

Per section 3(2), these municipalities must provide policing by one of three models:

- establishing their own municipal police department,
- contracting with a municipality that has a municipal police department, or
- contracting for RCMP municipal police services.

Currently, there are 80 municipalities in BC responsible for providing policing services within their municipal boundaries. Twelve municipalities are policed by municipal police departments and 66 municipalities contract for RCMP municipal police services – at the time of writing, two additional municipalities are finalizing their agreements with the Province to contract RCMP municipal services. To contract RCMP municipal police services, the municipality must enter into a *Municipal Police Unit Agreement (MPUA)* with the provincial government.³

³ In addition to the PPSA, the provincial and federal governments signed the *Municipal Police Service Agreement (MPSA)*, a master agreement which enables the provincial government to “sub-contract” the BC RCMP PPS to municipalities and describes the terms and conditions for the provision of RCMP municipal police services. The MPSA and MPUAs outline the terms and conditions by which the RCMP provides municipal policing in BC.

Supplemental and/or Designated Policing

In addition to policing services which the federal, provincial, and municipal governments are required to provide, in BC there are also several police agencies that provide supplemental or “designated” policing in the province. That is, these police agencies are mandated to provide policing in geographic areas already served by provincial or municipal police agencies but for a specific purpose. For example, the South Coast British Columbia Transit Authority Police Service (SCBCTAPS) is a designated police unit that provides policing on and around the transit system in BC’s Lower Mainland, supplemental to the jurisdictional police.

As another example, through the federal First Nations and Inuit Policing Program (FNIPP), participating First Nations communities in BC receive enhanced, culturally responsive policing services, in addition to the policing services they receive from their jurisdictional police. These communities have entered into a Community Tripartite Agreement (CTA) with the federal and provincial government and receive augmented police resources who are dedicated to the community 100 percent of the time.

b. Overview of RCMP National, Contract, and Indigenous Policing

Established under the *RCMP Act*, the RCMP is Canada’s national police agency. The RCMP provides federal policing and Specialized Policing Services⁴ across Canada. Since 1906 the RCMP has also provided contract policing services to provinces and territories. Currently, the RCMP provides contract policing services to eight provinces, three territories, and over 150 municipalities.

Contract policing is a national policing model to address the cross jurisdictional (i.e., municipal, provincial, territorial, national, and international) and evolving nature of crime. It is further recognized that Canada and contract partners (provinces, territories, and municipalities) receive mutual benefits from the RCMP acting as their police service. Over 60% of RCMP resources and over 70% of RCMP Members are assigned to contract policing, servicing about 22% of Canada’s population in about 75% of the geographic land mass.⁵

Across Canada, the RCMP is organized into Divisions which correspond to the province or a territory where they are located (with the addition of National Headquarters Division in Ottawa and Depot Division providing recruit training in Regina). With the exception of Ontario and Quebec which have their own provincial police services, the Divisions are also responsible for contract policing in the province or territory where they are located. BC’s “E-Division” is the largest of the divisions and its contract policing responsibilities represent a significant proportion of the RCMP’s overall commitment to contract policing.

Each contract jurisdiction has a Police Service Agreement (e.g., the PPSA, MPSA) that governs the terms under which the RCMP provide policing in that jurisdiction.⁶ A national Contract

⁴ Specialized Policing Services includes: Criminal Intelligence Service Canada, Canadian Firearms Program, Forensic Science and Identification Services, and Technical Operations. <https://www.rcmp-grc.gc.ca/sps/index-eng.htm>

⁵ Public Safety Canada. Briefing Book for the Minister of Public Safety Canada 2019-11-20. <https://www.publicsafety.gc.ca/cnt/trnsprnc/brfng-mtrls/trnstrn-bndrs/20191120/index-en.aspx>

⁶ These agreements are between the contract jurisdiction and Public Safety Canada for the use of the RCMP as the jurisdiction’s police service provider. Noted above, BC is an exception to this contractual arrangement in that the Province maintains a master agreement (the MPSA) with Public Safety Canada, and municipalities contract with the Province through an MPPA for RCMP municipal services.

Management Committee (CMC), made up of provincial, territorial, and federal representatives, meet regularly to discuss issues broadly related to the governance, cost, and quality of police services or RCMP programs. In BC, the Local Government Contract Management Committee (LGCMC) is a forum made up of local government representatives, the Union of BC Municipalities (UBCM), and the Director to discuss governance, cost, and quality issues at the local level.

Although the RCMP provides policing services to provincial, territorial, and municipal governments across Canada, as a federal organization the RCMP must adhere to nationally set policing policies and procedures as well as federal government policies (e.g., asset or capital procurement and disposal policies).

c. Provincial Responsibilities to Oversee and Superintend Policing

On behalf of the provincial government, the Minister is responsible for public safety and policing matters in BC. The *Police Act* includes authorities and responsibilities by which the Minister oversees and superintends policing and law enforcement in BC.

Foundational to the provincial role in overseeing policing, section 2 of the *Police Act* imposes a statutory duty upon the Minister to ensure that an adequate and effective level of policing and law enforcement is maintained. The Minister may establish priorities, goals and objectives for policing and law enforcement in BC (section 2.1). The Minister also has the authority to make recommendations for regulations to enhance, provide or reorganize policing and law enforcement in any or all areas of the province, including municipalities responsible for policing (section 4).

The Director, on behalf of the Minister and subject to the direction of the Minister, is responsible for superintending policing and law enforcement (section 39). The Director's functions and authorities include: establishing provincial policing standards; inspecting and reporting on the quality of policing and law enforcement services delivery; monitoring and evaluating for compliance with the Director's standards; assisting in the coordination of policing and law enforcement; ensuring effective police board functioning; investigating and preparing reports on matters of policing; and, making recommendations to the Minister (see also Part 8 of the *Police Act*).

2. Surrey's Police Model Transition

a. City of Surrey Decision to Transition to a Municipal Police Department

In 2018, Surrey City Council made a decision to establish a municipal police department. On November 6, 2018, then Mayor Doug McCallum wrote to the Minister to advise of the City's intention to transition to its own municipal police department and also provided notice to terminate its MPUA for RCMP municipal services.

The Mayor's letter did not include a plan for its proposed policing model, nor how it intended to transition away from RCMP policing to its own municipal police department. [REDACTED]

[REDACTED] PSB identified the components required for that plan as well as recommendations and considerations for the City.

In May 2019, the City submitted its *Surrey Policing Transition Plan* to the Minister for provincial consideration and released it publicly on June 2, 2019.⁹ The City provided a supplemental submission to the Ministry on July 18, 2019, following a request for additional information and/or consideration. [REDACTED]

In August 2019, the Provincial Municipal Policing Transition Study Committee (PMPTSC) was established under the authority of the Director to conduct specified studies and ensure remaining key areas of Surrey's proposed policing model and transition process were addressed.¹¹ The PMPTSC submitted its final report¹² to the Director on December 23, 2019.

Upon review and evaluation of materials including the City's 2019 Plan (with supplemental submission) and the PMPTSC report, the Director made a recommendation to the Minister and on February 27, 2020, the Minister granted approval to the City to provide its policing and law enforcement by means of a municipal police department, governed by a municipal police board. Approval under section 23(1) of the *Police Act* was a key milestone enabling the City to initiate implementation of its decision, beginning with the establishment of the Surrey Police Board (SPB).

b. Surrey Police Model Transition To-Date

Broadly, implementation of Surrey's police model transition is two-pronged: 1) establishment of the SPS, and 2) the integrated police model transition period. Combined, implementation of these

[REDACTED]

⁹ *Surrey Policing Transition Plan*. (May 2019).

<https://www.surrey.ca/sites/default/files/media/documents/SurreyPolicingTransitionReport.pdf>

[REDACTED]

¹¹ The PMPTSC was comprised of representatives from the City of Surrey and PSB, subject matter experts, and chaired by the Honourable Wally Oppal.

¹² *Surrey Policing Transition: Report of the Provincial Municipal Policing Transition Study Committee*. (December 2019). A redacted copy of the PMPTSC report is available publicly at <https://www2.gov.bc.ca/assets/gov/law-crime-and-justice/criminal-justice/police/publications/government/surrey-policing-transition-plan.pdf>

two components would culminate in the SPS being the City's POJ, fully staffed with SPS officers and all transition provisions completed.

Establishment of the Surrey Police Service

Effective July 2, 2020, the SPB was established through provincial Order in Council by the Lieutenant Governor in Council. SPB's inaugural meeting took place on August 6, 2020, when the SPB passed a motion to create the SPS. A number of priority areas of work to establish the SPB and the SPS were identified, among them hiring SPS' Chief Constable. By November, the SPB appointed Norm Lipinski as SPS' first Chief Constable, who then assumed office on December 14, 2020.

Since late 2020, the SPS and the SPB have been carrying out the necessary work to establish the police agency including: hiring staff; developing departmental policies and procedures; establishing contract/agreement relationships for goods and services; acquiring equipment and information management/technology (IM/IT) infrastructure; and building those IM/IT platforms. Highlights of this work includes:

- Executive leadership team hired and in place,
- Hiring of sworn officers and civilian staff to support the establishment of the service and continued hiring for operational deployment during the integrated transition period,
- Collective Agreement with Surrey Police Union negotiated and ratified,¹³
- Processes and planning for specialized services such as covert and undercover operations, cybercrimes, sex crimes, and road safety,
- Community engagement for development of SPS Strategic Plan and future programming,
- Select and incremental assets and facilities acquisition such as equipment (firearms, etc.) fleet vehicles, and occupying several city buildings,
- Select and incremental IM/IT procurement of hardware (computers, servers, etc.) and building and/or procuring access to necessary software or systems (PRIME-BC, CPIC, human resource systems, etc.), and
- Departmental policies and procedure manual(s) [REDACTED]

The SPS has hired over 390 sworn officers and civilian support staff. Of these, about 330 are sworn officers, including new recruits currently in various stages of training.¹⁵

Before the SPS can become the City's POJ per section 3(2) of the *Police Act*, the SPS and SPB must be able to demonstrate, to the Director's satisfaction, that they meet the statutory and practical requirements to operate as a police agency and in compliance with the *Police Act*, other applicable legislation, and the BC Provincial Police Standards. PSB staff developed an evaluation of SPS to inform the Director's consideration of this matter. [REDACTED]

¹³ SPS officers have formed two unions certified by the BC Labour Relations Board – the Surrey Police Union as well as the Surrey Police Inspectors' Association (which represents all SPS officers at the Inspector rank). CUPE 402 represents SPS' unionized civilian support staff.

¹⁴ Source Appendix E: SPS submission – *SPS' POJ Status Report*, December 22, 2022.

¹⁵ Numbers are from SPS as of January 23, 2023 <https://www.surreypolice.ca/news-events/news/surrey-police-service-deploys-additional-frontline-officers>.

[REDACTED]

The Integrated RCMP/SPS Transition Period

To guide the transfer of policing services from the RCMP to the SPS, the Surrey Policing Transition Trilateral Committee (SPTTC) was established in September 2020. The purpose of the SPTTC is to support the development, negotiation, and implementation of the phased 'integrated RCMP/SPS transition' and related formal legal agreements, as required.¹⁷ The SPTTC generally agreed that the integrated RCMP/SPS transition period would take place in two phases, colloquially known as "blue under red" (phase 1) and "red under blue" (phase 2).

Currently, the integrated transition period is in phase 1 where SPS officers are gradually operationally deployed into the Surrey RCMP Municipal Police Unit (MPU), and RCMP officers are demobilized. During this phase, the City's MPUA remains in effect and the Surrey RCMP MPU is the City's POJ. This was planned to continue until phase 2 implementation which would see SPS become POJ, augmented with RCMP police resources until SPS is fully staffed.

Phase 1 formally began on November 29, 2021, with the deployment of the first SPS officers within the Surrey RCMP MPU. A Human Resources Strategy and Plan (HR Plan)¹⁸ was jointly developed by the RCMP and SPS and endorsed by the SPTTC to guide SPS officer deployments and RCMP demobilization until May 2023. The HR Plan also highlighted the requirement for a field training plan for SPS recruits, prompting the RCMP and SPS to develop a plan to enable SPS recruits to work alongside their SPS field trainers within the Surrey RCMP MPU.

As of the end of January 2023, 205 SPS officers had been operationally deployed to policing operations within the Surrey RCMP MPU and 165 RCMP Regular Members (RMs) had been demobilized as part of phase 1 implementation.

[REDACTED].¹⁹ Currently, it is estimated that SPS officers comprise over 25% of Surrey RCMP's total local detachment strength, and 50% of its front-line officers.²⁰ The remaining SPS officers and civilian staff that are not deployed within the Surrey RCMP MPU are performing management/supervisory roles, functions required to continue to establish SPS, and/or are awaiting deployment.

¹⁷ The SPTTC is comprised of senior executives from the City of Surrey, Public Safety Canada, and the Province. The RCMP (nationally and locally), the SPS, and the SPB also attend and participate in the SPTTC forum, its Working Group, and subject matter expert groups.

¹⁸ *Human Resources Strategy and Plan: Report to the Surrey Policing Transition Trilateral Committee*. (April 5, 2022). <https://www.surreypolice.ca/sites/surreypolice/files/media/documents/HR%20Strategy%20and%20Plan%202022.pdf>

¹⁹ For the purposes of phase 1 of the integrated RCMP/SPS transition, key metrics were identified to monitor and ensure minimum Surrey RCMP MPU resource levels (734 combined SPS/RCMP FTE utilization and headcount) – see also *Human Resources Strategy and Plan: Report to the Surrey Policing Transition Trilateral Committee*. These metrics are not a count of the total number of RCMP RM/SPS officers currently assigned to the Surrey RCMP MPU as they do not include, for example, those officers on leave or other administrative absences.

[REDACTED]

As the RCMP and SPS implemented phase 1's HR Plan, the SPTTC developed the plans required for phase 2 of the transition period, encompassing considerations regarding operations, infrastructure, [REDACTED] and financial components. Work began on implementing these plans where possible and based on the priorities set out by the SPTTC.

Prior to the 2022 municipal election and the recent City decision, SPS was targeting [REDACTED] as the anticipated timeframe it could achieve POJ and move into phase 2 of the integrated transition period. PSB staff and SPTTC transition timelines were aligning towards this targeted goal, [REDACTED]

[REDACTED]

The current state of the City's police model transition sees Surrey policed by a mix of both RCMP and SPS police officers, under RCMP command and the Surrey RCMP MPU as POJ. Neither the Surrey RCMP MPU nor the SPS can provide policing for the City independently without the resources of the other.

c. Challenges with Surrey's Police Model Transition

The City's 2018 decision to establish its own municipal police department and notice to terminate its MPUA created a novel situation.²¹ Surrey is the largest municipal RCMP contract jurisdiction not only in BC, but in Canada. At the time of the City's 2018 decision, the Surrey RCMP MPU had a total authorized strength of 843 Members,²² supported by 302 municipal employee civilian support staff. For context, with a total strength of 319 Member positions, the City of Burnaby is BC's second largest municipal RCMP jurisdiction.²³

The City had a significant undertaking to plan and build what would become BC's second largest municipal police department, including transferring equipment, assets, files, and physical property from the Surrey RCMP MPU to the new municipal police department. A police model

²¹ Only one other known municipality in BC's recent history has made a similar decision. Effective January 1, 1995, Matsqui Police Department took over policing of Abbotsford from the RCMP and policed to the amalgamated Matsqui/Abbotsford. Its name was changed to the Abbotsford Police Department and had a total strength of 127 officers.

²² Authorized strength is the total number of Member positions the RCMP is authorized to fill, per Annex A of the City's MPUA. [REDACTED]

²³ Includes Burnaby RCMP MPU's authorized local detachment strength as well as Burnaby's proportional contribution to the Lower Mainland District Integrated Teams for the provision of specialized policing functions. Source: *Police Resources in British Columbia*. (2021). <https://www2.gov.bc.ca/assets/gov/law-crime-and-justice/criminal-justice/police/publications/statistics/bc-police-resources-2021.pdf>

transition of this size and scope was unprecedented, incredibly complex, and the change was not clearly contemplated in any of the *Police Act*, the RCMP Agreements (MPSA and MPUA), or existing policy frameworks.

It took 15 months and significant provincial involvement (e.g., establishment of the PMPTSC) subsequent to the City's 2018 decision to produce a sufficient plan to support formal Ministerial approval of the City's municipal police department under section 23(2) of the *Police Act*. Progress on the transition has been further challenged by the need to develop and build new or unique pathways to support the integrated transition period implementation and/or to resolve barriers. This has required extensive consultation and collaboration by all parties, and in particular, through the SPTTC. Collaboration at this level was critical for preserving public safety and to support the highly complex and unprecedented nature of the police model transition.

[REDACTED]

[REDACTED]

Lastly, progress on the transition has also been moderated by provincial intervention to ensure the stability of policing in Surrey, the region, and the province. For example, to mitigate potential resourcing impacts including officer attrition from other BC police agencies, the Director provided guidance to SPS and SPB on setting an appropriate target (175 to 200 officers) for their 2022 hiring plan. In addition, the Director also provided a target number for SPS officer deployment into the Surrey RCMP MPU (175 officers in 2022). In the latter instance, the Director additionally considered factors such as: the ability and pace with which the RCMP could on-board incoming SPS officers, demobilize RMs, and maintain stability within the MPU; the need to maintain an appropriate level of momentum for the transition; and the City's ability to pay for two police services.

d. City of Surrey Decision to Reverse Transition

Municipal elections were held in BC during the fall of 2022. Surrey elected a new mayor, Brenda Locke, and Council on October 15, 2022. Mayor Locke campaigned on a platform to end the current transition to the SPS and retain RCMP municipal policing as the City's police model. At its first meeting on November 14, 2022, Surrey's new City Council passed a motion to retain the Surrey RCMP MPU and City staff were directed to initiate the necessary work and draft a plan.

[REDACTED]

This decision by the City, which would effectively require halting a police model transition during implementation and reversing the steps already taken to return to and re-establish the previous police model, is also unprecedented in BC.

3. The City, RCMP, and SPS Submissions

a. Request for Plans and Report

After becoming aware of the City's intention to make a decision to retain the RCMP, the Minister wrote to the City identifying the need for a detailed proposal and transition reversal plan to support decision-making processes and for provincial consideration. In this correspondence, the Minister also identified the key components to be included in the transition reversal plan.²⁶ On behalf of the Minister, the Director similarly requested a plan from the BC RCMP Commanding Officer outlining how, if retained, the Surrey RCMP MPU would be re-staffed in consideration of RCMP staffing needs throughout the province.²⁷

The Director, to assist in informing the Minister's consideration, also requested that the SPS Chief Constable provide a status report on their progress towards becoming Surrey's POJ including: SPS' general advancement to date; completion of the provincial POJ requirements; and timelines towards becoming POJ.²⁸

The Province received the City's Plan, the RCMP's Plan, and the SPS' Report on or before the dates requested (by December 15, and on or before December 22, respectively).

PSB staff conducted a comprehensive review of the submissions and identified that, taken together, the submissions provided by the City, the RCMP, and the SPS only partially addressed the areas of information requested for the Minister's consideration. PSB analysis outlined that the submissions contained inconsistencies, lacked supporting data and evidence, and required clarification and/or further information in certain areas. Prioritizing areas directly related to adequate and effective level of policing, the Director wrote to each party requesting additional information and/or clarification.²⁹ Supplemental submissions from the City, the RCMP, and the SPS were received on or before February 16, 2023. Table 1 below provides an overview of the areas of information requested from the City, the RCMP, and the SPS. All letters for requested information from each party are available in Appendix A.

Table 1. Overview of Information Requested from the City, RCMP, and SPS by the Province.

Party	Information Requested
City	<p>The Minister requested the City provide a detailed transition reversal plan outlining important considerations and impacts, including:</p> <ul style="list-style-type: none"> • Human resource impacts and projected number of RCMP members required to re-staff Surrey RCMP, • Union and collective agreement impacts, • Pension impacts, • IM/IT impacts, • Mechanisms/pathways for SPS and SPB dissolution, • Mechanisms/pathways for retaining RCMP, and • Continued role of SPS or SPS officer demobilization from the Surrey RCMP detachment.

²⁶ Source Appendix A: Letters from Minister to City, October 19, and November 18, 2022.

²⁷ Source Appendix A: Letter from Director to RCMP, October 21, and November 18, 2022.

²⁸ Source Appendix A: Letter from Director to SPS, November 18, 2022.

²⁹ Source Appendix A: Letters from Director to City, RCMP, and SPS, January 26, 2023, respectively.

Party	Information Requested
RCMP	<p>On behalf of the Minister, the Director requested that the RCMP prepare a comprehensive plan outlining how the RCMP would re-staff the Surrey Municipal Police Unit while also addressing existing priority RCMP staffing needs throughout the province, including:</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> • RM sources, • Mechanisms/pathways for retaining RCMP as Surrey MPU, • Minimum Surrey MPU resource levels; re-staffing targets and SPS assigned officer reductions, • Shared-cost changes, • Vehicles, equipment, and infrastructure, and • Mitigation strategies.
SPS	<p>To inform the Minister's considerations, the Director requested that the SPS prepare a report outlining the current status and remaining work toward becoming POJ, including:</p> <ul style="list-style-type: none"> • POJ advancement to date, • Outstanding work and mitigation strategies, • Funding and resourcing requirements, • Advancing human resources and recruiting, and <p>[REDACTED]</p>

In addition, PSB received submissions from other entities and agencies that were not requested.

[REDACTED]

The City's Plan is in Appendix C, the RCMP's Plan is in Appendix D, and the SPS' Report is in Appendix E.

PSB drafted guidelines to support its analysis of the submissions submitted based on the information requested [REDACTED]. The guidelines included some examples to guide and support review; however, the examples were not exhaustive, nor were reviewers restricted to the examples or bound by the guidelines. Appendix F provides further details on these guidelines. PSB staff conducted two phases of analysis: first, the submissions provided to the Ministry in December 2022, and second, the supplemental submissions following the Director's January 26, 2023 requests. PSB staff assessed:

- The City's Plan and the RCMP's Plan for: 1) impacts to adequate and effective level of policing in the City of Surrey; 2) impacts to adequate and effective level of policing across the province; and 3) robust methodology and supporting data and evidence. This analysis is set out in sections 4a and 4b below.
- The SPS' Report for a contextual understanding of the remaining work required for their POJ status and estimates towards transition completion. This analysis is in section 4c below.

PSB's analysis is not a comparative assessment of the two police models. It is also not intended to provide a comprehensive assessment of the impacts of continuing with the current police model transition to the SPS.

PSB's analysis also identifies additional considerations relating to a transition reversal that may be relevant to the Minister's considerations (addressed in section 4d below). Impacts that a

transition reversal may have on other agencies are also outlined in Appendix G, such as the Office of Police Complaint Commissioner (OPCC), the Independent Investigations Office of British Columbia (IIO), and the Justice Institute of British Columbia – Police Academy (JIBC-PA).

b. Summary of Submissions

The City's Plan

Financial Implications

The City's Plan presents financial implications of continuing the transition to the SPS and concludes there is a financial advantage/savings to keeping the RCMP. The City compares the costs of the two police models and concludes that continuing the transition would cost \$235 million over five years, and additionally, that a steady state SPS would cost \$30 million more per year than the RCMP contract policing model.

The City's financial depictions of the two models account for various re-staffing implications, including severance impacts of terminating SPS officers,³⁰ re-staffing 161 RMs, and potential outstanding financial obligations arising from the City's responsibility for legal indemnification of SPS employees.

The City's Plan also identifies increased oversight mechanisms for its RCMP policing moving forward, including executive oversight of the MPUA to ensure transparency and reporting, identifying priorities, goals, and objectives for the Surrey RCMP MPU, and the establishment of police committee structure including exploring the establishment of a Local Police Committee per section 31 of the *Police Act*.

Re-staffing and Civilian Staff

The City's Plan defers to and echoes the RCMP's Plan when it comes to re-staffing the Surrey RCMP MPU and commits to ensuring funding to support re-staffing 161 RMs and to maintaining minimum resource levels.³¹ The City's Plan also acknowledges its responsibility to fund up to its current total authorized strength, per Annex A of its MPUA (or 843 Members, of which 785 is the local Detachment strength) and outlines that the full dedicated funding would be in place by 2024.

The City's Plan identifies legal/agreement instrument impacts, including the need to extend the MOUs and Assignment Agreements required to support SPS officer assignment during the Surrey RCMP re-staffing period. The City also identifies that it will need to revoke its Notice to Terminate its MPUA to the Province and rescind its request under the MPUA to reduce the Surrey RCMP MPU's authorized strength.

³⁰ The City's Plan is based on 315 SPS officers as of December 2022. This number will be higher going into 2023 resulting from hiring completed previously and as required for implementation of phase 1 of the integrated RCMP/SPS transition period.

³¹ For the purposes of phase 1 implementation of the integrated RCMP/SPS transition period, the RCMP identified that maintaining a minimum of 734 operational police officers, as measured by combined RCMP/SPS FTE utilization/headcount was required to ensure an adequate and effective level of policing.

The City's Plan also outlines that civilian staff who transferred to support SPS/SPB from the Surrey RCMP MPU will be re-employed by the City, to again support Surrey RCMP MPU. Those civilian staff that are 'net new' to SPS/SPB, will be assessed on a case-by-case basis for potential employment with the City.

Tasks and Workplan

The City's Plan identifies various tasks and milestones to be completed to reverse the transition to the SPS and retain the RCMP as the POJ. The City's Plan attaches an implementation plan (City Plan Appendix G) and a workplan (City Plan Appendix H) which list several tasks to develop plans for the work required to reverse the steps already taken to date in the transition to the SPS, such as the dissolution of the SPS and SPB. [REDACTED]

[REDACTED] the City states its position that certain transition reversal plans should be developed in collaboration with the Province, subsequent to receiving the Minister's support of the City's Plan.

The RCMP's Plan

RCMP Resourcing Needs

According to the RCMP's Plan, of the total 785 authorized local detachment Member positions, [REDACTED].³² The RCMP advises it requires 161 RMs to re-staff the Surrey RCMP MPU to reach 734 operational or roadable RMs, which is the minimum resource level it identified as necessary to ensure public safety in Surrey for phase 1 implementation of the integrated RCMP/SPS transition.

The RCMP's Plan also outlines that there are a total of approximately 1,525 RM vacancies across federal, provincial, municipal, and FNIPP business lines. [REDACTED]

To address these projected resourcing needs, the RCMP's Plan identifies several RM candidate source pools, including cadet allocations from Depot Division, Experienced Police Officers (EPOs) and returning ex-RCMP, SPS "patch-overs" to RCMP [REDACTED]

³² There are various terms and definitions regarding police strength. The City's/RCMP's Plans and SPS' Report all variously referred to this as "operational", "roadable", or "active" officers – each having what appeared to be similar definitions and data measurement sources (that is, FTE utilization/headcount a calculation that removes officer leaves/vacancies greater than 30 days). [REDACTED]

³⁴ The RCMP often refers to the distinct areas it is the service provider for as "Business Lines" or "BLs." These include Federal (FBL), Provincial (PBL), Municipal (MBL), and Indigenous policing as well Specialized Policing Services and National Policing.

RM source pool target number [REDACTED]

[REDACTED] and
changes to various HR policies and strategies to attract and expedite SPS "patch-overs."

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Surrey RCMP MPU re-staffing is identified to take place [REDACTED] with RMs gradually increasing as SPS officers are demobilized. The RCMP's Plan acknowledges that SPS officers currently comprise over 50% of Surrey RCMP MPU's front-line resourcing and emphasis will be placed on ensuring appropriate staffing in these areas.

To achieve the 161 RMs, the RCMP projects [REDACTED] RMs needed will come from SPS "patch-overs" to RCMP, and the remaining [REDACTED] from existing RCMP RM production sources. The RCMP's Plan suggests SPS "patch-over" targets are conservative

[REDACTED]

[REDACTED]

[REDACTED]

RCMP Oversight Mechanisms during Surrey RCMP MPU Re-staffing

The RCMP's Plan also acknowledges the need for continuous internal monitoring during plan implementation, with necessary provincial-municipal oversight, [REDACTED]

[REDACTED]

[REDACTED]

The RCMP's Plan includes mitigation strategies in the event re-staffing RM source estimations are not realized [REDACTED]

[REDACTED]

[REDACTED]

Security Clearances

Security clearances will be required for some SPS "patch-overs" and EPOs. The RCMP's Plan identifies it intends to keep the SPS Security Clearance Project Team, currently working under the RCMP (DSS), in place to process security clearances for SPS "patch-over" officers that do not already have one.

The SPS' Report

SPS Police and Civilian Strength

The SPS' Report provides staffing metrics as of December 2022⁴⁰ and notes that SPS has hired 375 sworn officer and civilian positions; 315 sworn police officers and 60 civilian support staff. The SPS also outlines that their sworn officers have an extensive background of experience, [REDACTED] and an array of specialized investigative skills and experienced officer skillsets.

The SPS' Report identifies a total hiring target of [REDACTED] for an end-state, stand-alone police agency that is no longer reliant on RCMP resources.⁴¹ The SPS estimates that it could meet this staffing target [REDACTED]

[REDACTED]

[REDACTED] However, it is important to note that SPS unavailability during the re-staffing period could result from SPS officer attrition and/or administrative leaves.

⁴⁰ Noted above in section 2b of this report SPS now employs over 390 officers and civilian support staff.

⁴¹ Noted above, phase 2 of the integrated RCMP/SPS transition would see SPS becoming POJ with RCMP officers providing police officer resources in support of SPS operations.

Progress Towards POJ

The SPS' Report uses four categories for reporting on the work towards completing the provincial POJ requirements: completed, substantively completed, in-progress, and not started.

[REDACTED]

In addition to the provincial POJ requirements, the SPS outlines that it has established or made progress on: community engagement, administrative processes for employees, and special operations. SPS has also purchased/acquired incremental and select assets, equipment, and facilities, including IM/IT.

Due to the City's November 2022 decision to retain the RCMP, and the SPTTC's re-prioritization of resources and work in light of that decision, [REDACTED]

[REDACTED]

Mitigation Strategies

[REDACTED]

[REDACTED]

4. PSB Staff Analysis

a. City Planning and Police Model Transition Reversal

The City's Plan is largely focused on presenting a financial analysis and providing information on retaining the Surrey RCMP MPU.⁴⁵ PSB's analysis notes that the City's Plan outlines transition reversal components in a high-level manner and does not provide sufficient information to inform how a transition reversal would take place.⁴⁶ Of significant importance, the City's Plan lacks detail on how and when the SPS will be dissolved, SPS officer and/or civilian support staff's role in the dissolution of SPS, and the number of SPS employees anticipated to be impacted. PSB staff analysis notes that [REDACTED]

[REDACTED] these components are vital to ensuring an appropriate transition reversal plan is in place and appropriately supports further planning and decision-making processes.

According to the Plan submitted by the City, and combined with the RCMP's Plan, SPS officers are proposed to remain operationally deployed for the re-staffing period. PSB staff anticipates that, at minimum, this necessitates SPS to also maintain management and executive functions during this period. PSB staff also anticipate that additional SPS officers and civilian support staff will be required for certain SPS dissolution elements or to support the SPS functioning during the re-staffing period. The extent and manner of these HR impacts are not accounted for in the City's Plan.

In addition, [REDACTED]

[REDACTED] PSB staff's review of the ESA also highlights section 64(3) outlines the timelines required for termination notification dependent on the size of the group, for example, 50-100 employees require 8 weeks' notice, and 101-300 employees require 12 weeks' notice. Therefore, it is unclear how section 64 of the ESA may impact the proposed group terminations as the City does not account for or address these considerations. PSB staff note there is potential the ESA could impact demobilization timelines should the RCMP's re-staffing cadence change if the estimates on available RM sources are not realized. PSB staff suggests further analysis by the City, and in conjunction with the RCMP, is required.

As the City's Plan does not address the requested key elements for a transition reversal, the financial assessment outlined in the City's Plan likely does not fully depict the anticipated costs. PSB's analysis also observed a lack of sufficient detail to support the high-level costs depicted in the financial assessment, making it unclear if the City's assessment is based on comparable models [REDACTED]

⁴⁵ Under section 15 of the *Police Act*, over 5,000 population municipalities must pay for policing and law enforcement within their municipal boundaries. This includes costs associated with police model transitions. As such, total costs and the financial implications of policing models and the costs of police model transitions are a key consideration for municipalities. It is important to note; however, PSB's analysis was focused on the robustness of the City's response to the requested areas of information and assessing impacts to adequate and effective policing. As a result, PSB's analysis on City-depicted costs is limited and there is no assessment regarding total costs as this is a municipal matter.

⁴⁶ Noted above, the City's Plan instead identifies these plans to be developed subsequent to receiving the Minister's support for its plan to retain the RCMP.

[REDACTED]

[REDACTED] updated financial implications and/or analysis [REDACTED] were not included in the City's supplemental submission. As a result, PSB staff analysis suggests that more work is likely required by the City to appropriately address its budgetary requirements.

b. RCMP Approach to Addressing Resourcing Needs

RCMP Resourcing Challenges: Analytic Background

PSB staff analysis notes that the RCMP has been historically challenged to produce the necessary number of RMs required to address attrition and growth in contract policing. In 2012, the federal government implemented the Deficit Reduction Action Plan (DRAP) which resulted in reduced funding for federally administered policing and programs, and collateral consequences from an RCMP resourcing perspective. Combined with impacts resulting from the provincial budget delegation [REDACTED] PSB analysis submits that this has led to the RCMP vacancy situation in BC and current risks to an adequate and effective level of policing in this province. [REDACTED]

A multi-year analysis [REDACTED] over the past five years (2018 to 2022) shows that:

- Federal Policing in BC averaged [REDACTED] vacancy (hard/soft) rate,
- PPS vacancy rate generally increased, [REDACTED]
- Municipal RCMP vacancy rate grew [REDACTED]

National Production and Allocation Issues

The historic federal funding cuts impacted the RCMP's national recruiting and training programs, limiting their ability to increase troop gate⁵⁰ at Depot. This impacted the RCMP's ability to produce the number of RMs required to meet attrition rates and growing demand for police officers and put contract partners and all RCMP BLs in competition for resources.

Depot troop gate numbers eventually increased over time, [REDACTED] nationally, the RCMP made additional efforts to address the need for RMs. For example, the RCMP has made amendments to the national recruiting program to shorten the recruitment process timelines (in 2016) and piloted programs to supplement RM production sources, such as Direct Entry (2018); Experienced Police Officer (EPO) (2018); and Francophone Troop (2019). The reduction in recruitment timelines was a significant accomplishment. The RCMP continues to evaluate these programs; [REDACTED]

⁴⁸ The City's initial submission to the Province identified SPS terminations effective April 1, 2023. [REDACTED]

⁵⁰ 'Troop gate' refers to the number of troops or classes of cadets running at Depot. Typically, each troop has up to 32 cadets. In 2012, Depot had funding for an 18-troop gate.

[REDACTED] With the RCMP's Collective Agreement and greater wage parity, the RCMP reports greater interest in the EPO.

In a briefing note prepared in November 2019, however, Public Safety Canada confirmed that there were systemic sustainability challenges impacting the entire RCMP organization. It was disclosed at that time that:

- Demand for contract officers outstrips the RCMP's capacity to recruit and train,
- Under-resourcing is resulting in officer health and wellness concerns,
- Federal policing responsibilities have been and continue to be eroded to meet contract demands, and
- Since 2010, contract officers increased by 17% and federal officers decreased by 30%.⁵²

Depot was forced to close for a short period due to Covid-19 Pandemic restrictions. Although Depot has since begun to recover, it has yet to reach pre-pandemic production. BC and provincial/territorial contract partners continue to express significant concerns regarding the current and future state and sustainability of the program and resultant RM production levels.

Federal Policing Re-organization and Vacancy Impacts

Since the implementation of DRAP in 2012, the RCMP federal police service has also gone through substantive organizational changes. Called the "Federal Transformation Initiative", the RCMP shifted its federal policing to focus only on the most serious and complex criminal threats, including threats to national security, serious cybercrime, and transnational and serious organized crime. This resulted in reduced federal participation on integrated policing teams with mandates deemed outside the revised federal scope and each province was left to either absorb the costs of the positions or, in many cases, units were disbanded entirely and remaining provincial and municipal members were realigned under other programs/areas.

For example, from 1990 to 2012, the RCMP maintained Integrated Proceeds of Crime (IPOC) units within each province. In 2012, the federal government disbanded the IPOC units, leading to a strategic shift away from money laundering investigations to focus on other priority areas. These units were responsible for the most serious money laundering and proceeds of crime investigations.⁵⁵ The *Commission of Inquiry into Money Laundering in BC* found these changes contributed to "conditions that have allowed money laundering to thrive" and "staggering

⁵² *Briefing Book for the Minister of Public Safety Canada*. (November 20, 2019).

<https://www.publicsafety.gc.ca/cnt/tmstpmc/brfng-mtrls/tmstn-bndrs/20191120/>

⁵⁴ Public Safety Canada: First Nations and Inuit Policing Program. (2022). <https://www.publicsafety.gc.ca/cnt/cntrng-crm/plcng/brgnl-plcng/plcng-prgrm-en.aspx>

⁵⁵ *Commission of Inquiry into Money Laundering in British Columbia: Final Report*. (June 2022). <https://cullencommission.ca/files/reports/CullenCommission-FinalReport-Full.pdf>

amounts of illicit funds” to be laundered and operating in BC.⁵⁶ As a result, the Commission made several recommendations for additional resources at both the provincial and federal level.

Looking specifically at the past five years, the BC RCMP’s federal footprint decreased

[REDACTED]

[REDACTED]

BC RCMP Provincial and Municipal Vacancy Picture

With respect to provincial policing, the BC RCMP PPS has had a total authorized strength of 2,602 Member positions since 2012. Vacancy rates in the PPS have generally increased over the past five years,

[REDACTED]

⁵⁶ Ibid, pg.2

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Hard Vacancies

[REDACTED]

[REDACTED] Over time, insufficient RM production and allocation has resulted in increased hard vacancy rates in the PPS (and MBL).

Increasing demands, operational requirements, and associated costs⁷² have also strained the RCMP's ability to provide provincial policing within the Province's funding delegation and contributed to the PPS' vacancy picture.

[REDACTED]

In November 2022, the Ministry was successful in securing sufficient funds and announced an unprecedented, multi-year investment of approximately \$230 million to the PPS, which is intended to address the PPS' hard vacancy issues by providing the RCMP funding [REDACTED] to reach its full authorized strength of 2,602.

[REDACTED]

⁷² Some of these costs are non-negotiable operating expenditures to deliver certain services and maintain existing IM/IT infrastructure and services.

[REDACTED]

Soft Vacancies

[REDACTED]

[REDACTED] soft vacancies in the PPS increased over the past five years. Soft vacancies [REDACTED] as a significant issue impacting BC RCMP policing and police resources levels.

The BC RCMP's MBL is the largest in BC, with a total combined authorized strength of over 4,000 RM positions.⁷⁵ Municipal RCMP contract jurisdictions [REDACTED]. Similar to the PPS, soft vacancies in the MBL as a whole have increased over the past five years [REDACTED].

[REDACTED]

[REDACTED]

Concerns about BC RCMP provincial and municipal contact resourcing have been consistently raised at various forums such as Union of British Columbia Municipalities (UBCM) Conventions (including the most recent 2021 and 2022 Conventions) and at the First Nations Leadership Gatherings (including the most recent in 2022). [REDACTED]

[REDACTED]

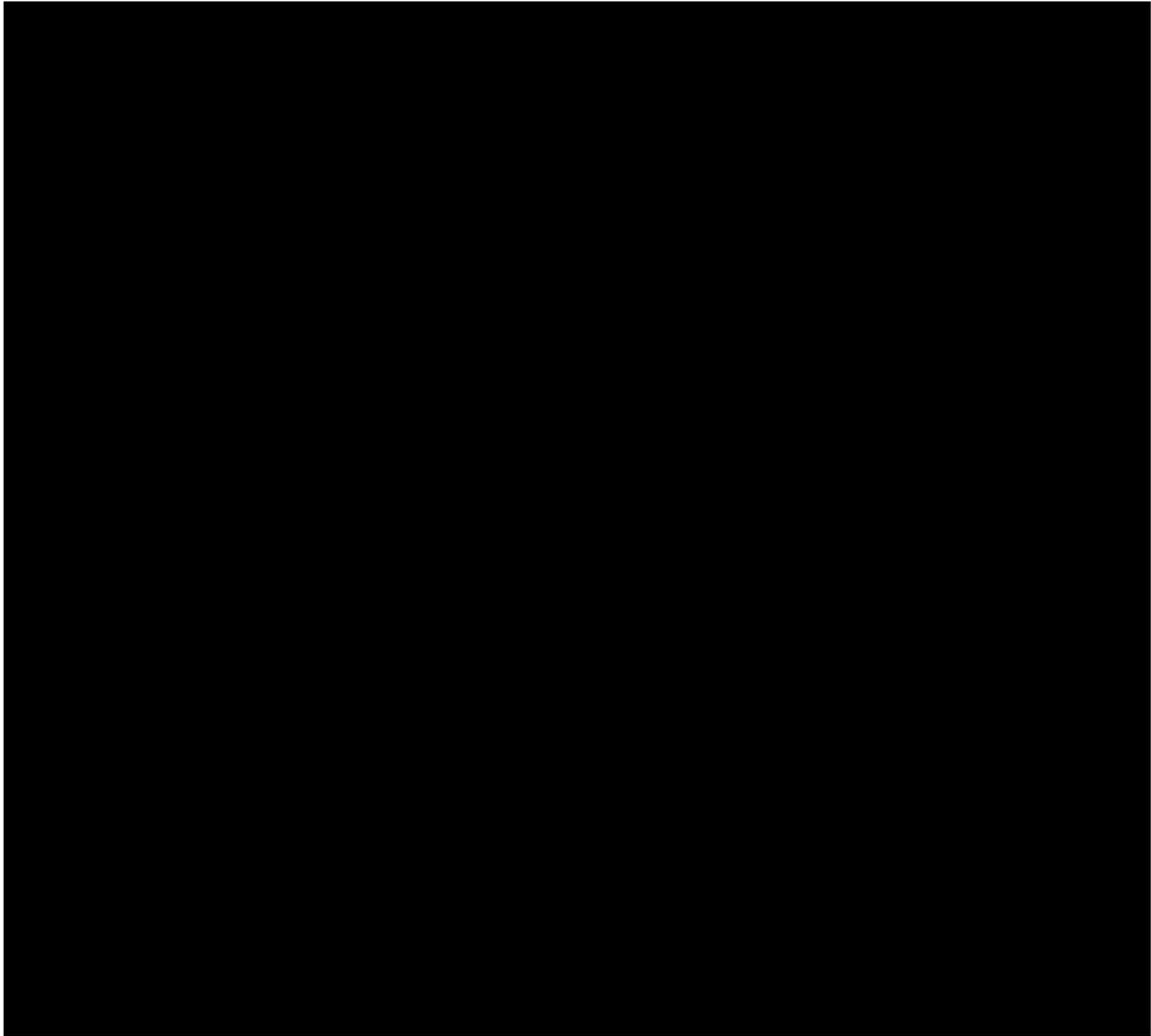
The Province recognizes vacancy issues impact police resourcing across the BC RCMP, and cannot be addressed through local, detachment-level action alone. Policies related to staffing (such as ODS or vacancy management) are within the internal management and control of the

[REDACTED]

⁷⁵ Police Resources in British Columbia, 2021 (Note: Surrey MPU's total authorized strength is include in this number. Noted in this report, RCMP Members have been demobilized from the Surrey MPU as part of phase 1 of the transition, however, Surrey's authorized strength has yet to be formally reduced.)

[REDACTED]

RCMP. PSB staff continue to work with the RCMP both at the provincial and national levels to address these concerns.



vacancies and reductions in federal policing have had a significant negative effect on BC RCMP BLs, risking the adequate and effective level of policing in the province. This is especially problematic in rural areas where RCMP Members must cover expansive geographic areas and remote communities, some of which can only be accessed by plane or boat. The BC RCMP PPS also faces additional demands created by states of emergencies and civil disobedience connected to natural resource extraction and/or anti-government protests



Surrey RCMP Re-staffing and E-Division RM Modeling

Overall, the strategy the RCMP outlines in its Plan to re-staff the Surrey MPU is ambitious but feasible only when considered in isolation of the RCMP resourcing pressures and needs across the province. However, the RCMP's re-staffing and candidate pool estimations appear high, do not appear sufficiently supported by data/evidence, [REDACTED]

Surrey RCMP MPU Re-staffing Target

The Plans submitted by the RCMP and the City indicate 161 RMs are required to reach the 734 "operational" officers. [REDACTED]

[REDACTED] Further, noted above, the metric of 734 "operational" officers is measured by the calculation of FTE utilization/headcount⁸¹ and therefore, PSB analysis suggests the proposed 161 RMs may not appropriately account for vacancies during the re-staffing period.

Further, the 734 metric was identified for the purposes of phase 1 of the RCMP/SPS integrated transition and may not be reflective of or flexible to current minimum operational resource needs for the remainder of 2023 or moving forward to the end of [REDACTED] re-staffing period. As a result, PSB staff recommends 161 is the minimum number of RMs required to re-staff the Surrey RCMP.

PSB's analysis also notes that the RCMP's Plan is reliant on SPS "patch overs" [REDACTED]

[REDACTED] The strategies and process/policy changes outlined by the RCMP's Plan to attract SPS officers and facilitate "patch over" processes are untested and PSB staff are unable to verify their potential success. In addition, the RCMP's estimates are also based on anecdotal evidence; [REDACTED]

[REDACTED] Further, 95% of Surrey Police Union's membership stated that they have no intention of joining the RCMP⁸² – this provides contradictory information to the RCMP's estimations, though likewise unverifiable. PSB staff analysis suggests that the conflicting information and lack of verifiable support creates risk and uncertainty to these estimations.

Incoming RM Candidate Pools

The RCMP supports RM candidate pool estimates with historical Depot figures, anecdotal interests expressed to E-Division (EPOs [REDACTED] subjective assessment of changes to various HR policies and strategies intended to boost incoming RMs and expedite processes.

PSB [REDACTED] and notes that this number was still impacted due to the constraints of COVID-19 restrictions. In addition, th [REDACTED]

⁸¹ FTE Utilization is a defined term in the MPSA and MPUA which is used for the purposes of invoicing per Article 11 of the MPSA and MPUA. It is a stock calculation that reflects Member days worked (including vacation time and statutory holidays) in the work year expecting any leave greater than 30 days.

⁸² Information collected in a sworn pledge conducted by the Union. Source: Non-requested submission: Surrey Police Union letter, December 22, 2022, and Appendix E: SPS submission – *SPS POJ Status Report*, December 22, 2022.

[REDACTED]

However, PSB staff is unable to validate the remaining RM candidate source pool estimations. These estimations were either not supported by sufficient data and/or are new strategies/HR changes that are untested at this time.

BC RCMP HR Modelling & Soft vacancies

The RCMP's Plan roughly aligns with PSB's depiction of BC RCMP vacancies above – there are approximately 1,500 vacancies in total [REDACTED]

[REDACTED] The RCMP also identifies a need to address RM attrition, and growth in the MBL.

However, PSB's analysis notes that the RCMP's approach to modelling prioritizes incoming RM's to re-staffing Surrey and [REDACTED]

[REDACTED] PSB's analysis suggests that the RCMP targets for reductions in soft vacancies [REDACTED] are insufficient for reducing the vacancy impact on the PPS and across the BC RCMP's BLs. [REDACTED]

Mitigation Strategies offered by the RCMP and the City

The RCMP's Plan identifies several mitigation strategies should it not realize projected RM source targets for re-staffing Surrey RCMP MPU [REDACTED]

[REDACTED] While these strategies may provide immediate and short-term relief, they are not sustainable as they create additional impacts to the PPS and municipal contract areas. Further, the strategies do not address source shortages and the potential impacts to RCMP's HR modelling [REDACTED] in its entirety. That is, the RCMP's Plan does not identify any mitigation strategies to protect RM allocations to, or the staffing needs of, the PPS or other BLs.

The reliance on deployed SPS officers during the re-staffing period, while necessary, raises concern about the stability of SPS. Should the Minister make a determination that supports the City's Plan, SPS officers may begin to leave for other employment opportunities, leave policing altogether, and/or take leave entitlements. The City's Plan does not identify strategies to ensure SPS remains intact and SPS officers remain available for continued deployment within the Surrey RCMP MPU for the re-staffing period and/or SPS dissolution. The City's Plan does identify the role of severance in SPS officer termination which PSB staff assumes is being relied upon for this purpose. [REDACTED]

[REDACTED] The lack of explicit plan could result in a void or loss of SPS officers, creating a void of police resources in Surrey. [REDACTED]

[REDACTED] due to the lack of supporting and/or verifiable data on RM pool candidate estimates, PSB staff cannot validate the likelihood of additional incoming RMs to the province.

c. SPS as the City's Police Agency of Jurisdiction

SPS Timeline to Achieving POJ

The SPS' Report indicates a considerable amount of work has been completed towards POJ status, and further estimates a revised POJ timeline [REDACTED]. PSB's analysis suggests, however, that significant work remains to satisfy the provincial POJ requirements. Further, this work is dependent on [REDACTED], multi-party collaborative work required to continue with the transition [REDACTED]. It is likely that more time will be required for SPS to become the City's POJ as it is unknown how the current state of uncertainty following the City's November 2022 decision will have impacted transition momentum [REDACTED].

To prevent delays in timelines, SPS proposes mitigation strategies [REDACTED]. Despite this, making progress on an integrated transition will still rely on extensive multi-party collaboration, leaving SPS POJ timelines difficult to estimate.

If the integrated RCMP/SPS transition to the SPS as POJ were to proceed, then it is likely that [REDACTED] challenges will continue. [REDACTED]

Surrey Police Service Post POJ

The SPS' Report also estimates that a fully staffed, stand-alone SPS would likely require [REDACTED]. Per the SPTTC planning, phase 2 would see SPS become POJ augmented with RCMP RM resources until they are fully staffed.

The SPS' Report estimates it could hire the remaining officers it requires for a stand-alone SPS [REDACTED] citing data on experienced and new recruit applications. However, in consideration of previous guidance the Director provided to the SPB and SPS regarding its 2022 hiring plan, PSB analysis suggests it could take another 3 years for SPS to fully staff up without destabilizing policing in BC.

d. Additional Considerations

PSB staff's analysis also identifies the following matters as important information related to the broader context and consideration of adequate and effective policing in the City and the province.

Transition Reversal Processes

Similar to how the integrated RCMP/SPS transition broader was the first of its kind, requiring all parties to develop, plan, and implement a custom transition process to reverse a police model transition mid-implementation has also never occurred. Reversing the transition to the SPS is likely to require extensive multi-party collaboration across all levels of government, and both police agencies, to ensure adequate and effective policing can be maintained in the City and throughout the province. PSB staff anticipate that there will be unforeseen challenges, some of which may require the Director's review and approval.

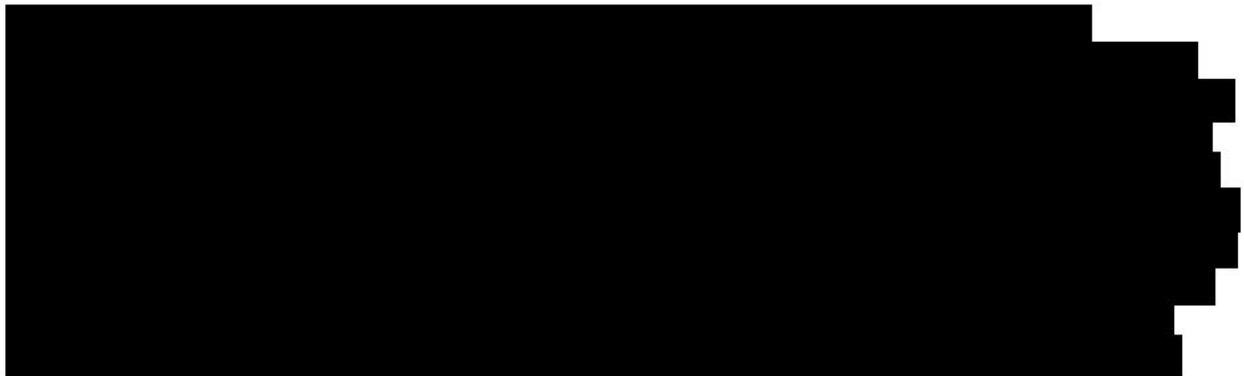


Indigenous Considerations

The traditional territories of Semiahmoo, Katzie, Kwantlen, Tsawwassen, and Qayqayt First Nation run through the City of Surrey. Pursuant to the *Police Act*, the City is responsible for providing policing within its municipal boundaries, which includes these traditional territories as well as reserve lands governed by Semiahmoo First Nation (SFN). Surrey is also home to the largest off-reserve urban Indigenous population in BC, with an annual growth rate higher than that of Vancouver.

PSB staff reviewed the submissions from the City, the RCMP, and the SPS for Indigenous considerations, and in particular those related to SFN. PSB staff's analysis notes that:

- The City's Plan does not outline whether or how it consulted or engaged SFN as a part of its decision to retain the RCMP as its policing model or in the development of its plan.
- The City's Plan identifies it will expand its focus on community engagement, emphasizing Indigenous peoples, and identifying this as a goal for its RCMP policing model. Consultation with Indigenous communities (Semiahmoo and Katzie First Nations) is identified as an implementation task in the Plan.
- The RCMP's Plan does not include discussion related to SFN or other Indigenous considerations.
- The SPS' Report outlines its Indigenous Strategy including collaboration on training, establishing an Indigenous Advisory Council, committing to the development of an Indigenous self-determined alternative justice model, and various Indigenous community engagement.



[REDACTED]

Modernizing Policing

Special Committee on Reforming the *Police Act*

In BC, the Legislative Assembly established the Special Committee on Reforming the Police Act (SCRPA) in response to the dynamic changes and needs of public safety. SCRPA recommended that the Province transition to its own BC Provincial Police Service, which would amalgamate police services on a regional basis and enable stronger information sharing and file collaboration between multiple POJ.⁸⁴ A BC PPS would be governed by a new *Community Safety and Policing Act* which would have numerous implications for the RCMP.

Work is underway with the first phase of the Policing and Public Safety Modernization Initiative (PPSM), which includes the Province's response to the SCRPA recommendations.

[REDACTED]

[REDACTED]

[REDACTED]

Reviews of RCMP Contract Policing

Federal funding constraints and RCMP vacancy issues have raised questions about the sustainability of contract policing. Sustainability and resourcing capacity challenges are impacting the whole of the RCMP, not solely contract policing. As such, federal, provincial, and municipal governments are re-examining how policing services are delivered.

Notably, one of the federal Minister of Public Safety Canada's mandate commitments is to "conduct an assessment of contract policing in consultation with provinces, territories, municipalities, Indigenous partners and stakeholders."⁸⁵

[REDACTED]

At the same time, many provincial and municipal contract jurisdictions are considering their current and future policing needs and how best to achieve public safety within their jurisdictions.

⁸⁴ *Transforming Policing and Community Safety in BC: Special Committee on Reforming the Police Act*. (April 2022). https://www.leg.bc.ca/content/CommitteeDocuments/42nd-parliament/3rd-session/rpa/SC-RPA-Report_42-3_2022-04-28.pdf

⁸⁵ Minister of Public Safety Mandate Letter. (December 16, 2021). <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-public-safety-mandate-letter>

For example, Alberta is examining its existing RCMP policing and exploring the establishment of their own Alberta Police Service. Reviews considering how to transition services have been underway since 2020, including a Transition Study completed in April 2021, and on-going engagement sessions on the policing model.⁸⁶ Some provinces are also examining and/or have developed innovative alternative service delivery options. For example, Saskatchewan, Manitoba, and Ontario have Community Safety Officer programs to supplement public safety in First Nations, under the FNIPP. As another example, under their Police Act, Alberta has granted Wildlife Officers authority to take on some “policing-type” duties.



Additional reviews of the RCMP and policing have been conducted, including the Mass Casualty Commission which examined the April 19, 2020, mass casualty in Nova Scotia. The Mass Casualty Commission's Report⁸⁷ states that extensive reform to the RCMP is necessary as many efforts for change have been unsuccessful. For example, the Report notes that efforts to reform the RCMP's contract policing service model “to be more responsive to the needs of contracting partners” have “largely failed to resolve long-standing criticisms.”⁸⁸ The Commission also notes the RCMP's historical vacancy issues stating it has: “longstanding issues with soft vacancies and challenges with recruitment,” resulting in provinces/territories not receiving the number of RMs that have been contracted for.⁸⁹

Public Confidence in Policing and Governments' Responsibility for Policing

Public confidence is integral to ensuring an adequate and effective level of policing is maintained in BC. Policing effectiveness and public confidence are in a precarious state in BC. Policing is changing in BC, Canada, and globally and public confidence is essential to support this change.

There has been extensive public and media discourse throughout Surrey's police model transition to the SPS and during the 2022 municipal elections. Much of this has depicted adversarial relationships, contradictory and/or disputed information, and the perception of indecisiveness by the City of Surrey. This type of public and media discourse can erode public confidence in both policing generally and in the governments who are responsible for providing policing and making decisions about policing. Further, discourse of this sort (which may be amplified during a municipal election) can lead to a perception that police model transitions are unsafe or too difficult to complete. As a result, there is a risk to public confidence



⁸⁶ No decisions have yet been made by Alberta at this time about proceeding with an Alberta Police Services. <https://www.alberta.ca/alberta-police-service-transition-study.aspx>

⁸⁷ Mass Casualty Commission. *Turning the Tide Together Final Report of the Mass Casualty Commission: Executive Summary and Recommendations*. <https://masscasualtycommission.ca/final-report/>

⁸⁸ Ibid pg. 258

⁸⁹ Ibid pg. 257

5. Director's Advice and Recommendations

The transition to its own municipal police department, the SPS, as the City's police model is already approved. The creation of the SPS is unprecedented in modern Canadian policing history. A transition of this magnitude has never been undertaken and it has taken the collective efforts of three levels of government, a new Police Board, officers in both the SPS and RCMP, and dedicated teams working over multiple years to reach the current state of SPS providing 50% of front-line policing in Surrey.

The decision by the new City Council to reverse the transition is similarly unprecedented. It is not based on failure by police to deliver adequate and effective policing nor a failure in public safety. Quite the opposite is true, front-line officers in the SPS and RCMP are working hard to serve those who reside in and visit Surrey. The City's December 2022 Plan was insufficient, [REDACTED] and required the Director to request additional information and more realistic timelines.

PSB's analysis of the City's Plan, supported by the RCMP's Plan, to re-staff the Surrey RCMP MPU can feasibly be achieved, so long as the RCMP reaches its estimated targets for identified candidate source pools and the SPS remains stable throughout the [REDACTED] re-staffing period. However, in my view, reversing the transition and re-staffing the Surrey RCMP MPU presents significant risk to an adequate and effective level of policing in Surrey and across the province, [REDACTED]

The RCMP's Plan prioritizes re-staffing the Surrey RCMP MPU by directing RMs to the MPU in an escalated manner that could otherwise be utilized to address the critical vacancy and resourcing needs of the PPS and other BC RCMP BL's. Further, mitigation strategies outlined by the RCMP's Plan do not appear to adequately mitigate risks nor protect PPS or other BC RCMP BL resourcing needs. [REDACTED]

[REDACTED] Normalizing this as a vacancy management approach is untenable. It creates not only gaps in the provision of public safety and adequate and effective service levels [REDACTED] adds additional stress and demands on active members, adversely impacting their well-being.

Due to the lack or unavailability of verifiable supporting data, PSB cannot validate or provide a confident assessment of the RCMP's incoming RM source pool estimates. [REDACTED]

[REDACTED] Historically, the RCMP has struggled to produce the number of RMs to fulfil the national requirements for new members to carry out its contract policing mandate. This was highlighted recently in the report from the Mass Casualty Commission. Impacts resulting from federal and provincial budget constraints, coupled with [REDACTED] exacerbated vacancies across the province, [REDACTED]. This will take time to rectify.

Further, the reliance on SPS “patch-overs” as a source candidate pool to re-staff the Surrey RCMP MPU cannot be validated by PSB staff. [REDACTED]

It is for the Minister to determine what is required to maintain adequate and effective policing in Surrey and throughout the province, taking into account all of the relevant information. This Director’s Report is an attempt to summarize and analyze that information, and to provide advice in order to inform the Minister’s ultimate decision.

If the Minister supports the City’s Plan, it is my view that a successful City Plan would be dependent upon clear implementation requirements. In particular, a revised Plan should ensure re-staffing Surrey RCMP MPU is not prioritized over other BC RCMP BLs, have clear strategies to ensure SPS remains in-tact for the re-staffing period, and have updated costs.

There are also challenges to continuing with the transition to the SPS. Despite the considerable amount of work SPS has completed, there is still significant work to do and much of it depends on all parties [REDACTED] continuing with the transition will require [REDACTED] complex, multi-party collaboration required for SPS to become POJ makes the SPS’ projected [REDACTED] POJ timeline unlikely. Further, while SPS anticipates it could reach its fully staffed hiring target [REDACTED] by the [REDACTED] continued provincial intervention will likely be required to moderate this growth to prevent destabilizing policing in BC. I estimate that a fully staffed SPS that is no longer reliant on RCMP resources could take upwards of three years.

If the City’s Plan were not supported by the Minister, and the transition to the SPS continues, it is my view that this path would also be dependent on clear implementation requirements. This would include a Strategic Implementation Advisor appointed to oversee the transition and resolve issues; provincial oversight of SPS hiring plans that align with guidance provided by the Director to ensure the stability of policing is maintained in the City, the region, and across the province; and a Senior Transition Leader within the RCMP to facilitate transition related decision making.

In summary, it is my view the City’s Plan to retain and re-staff the Surrey RCMP MPU, as supported by the submissions of the City and the RCMP, may result in the destabilization of policing in Surrey and across the province. [REDACTED]

[REDACTED] I am of the further view that this plan presents significant risks to the maintenance of the adequate and effective level of policing in Surrey and across the province, and that the submissions of the City and the RCMP do not adequately address mitigation of these risks.

[REDACTED]

In addition, public confidence is integral to ensuring an adequate and effective level of policing is maintained. Media and public discourse with respect to the City's police model transition demonstrate the potential threat and erosion of public confidence in policing. [REDACTED]

[REDACTED]

In consideration of the information and analysis presented, the Director of Police Services recommends the Minister not support the City's decision and its transition plan as presented unless the following conditions are met:

- A Strategic Implementation Advisor is appointed to oversee the transition and resolve issues,
- Individualized HR plans are put in place to ensure ongoing SPS deployment throughout Surrey RCMP re-staffing and SPS dissolution,
- The City provides a revised plan, supported by an RCMP Plan, that does not prioritize Surrey RCMP re-staffing over other BC RCMP BLs, and includes transition reversal components and updated costs,
- Establishment of a Senior Contract Officer position within the BC RCMP to ensure the above condition is met, and
- The RCMP appoint a Senior Transition Leader for Surrey (not involved in operations) with the authority to support RCMP decision-making.

I further recommend that if the City's Plan is not supported by the Minister, and the transition to the SPS continues, that a Strategic Implementation Advisor is appointed to oversee the transition and resolve issues; provincial oversight of SPS hiring plans is aligned with guidance provided by the Director to ensure the stability of policing is maintained in the City, the region, and across the province; and a Senior Transition Leader within the RCMP to facilitate transition related decision making is appointed.

These conditions are required to ensure an adequate and effective level of policing can be maintained in Surrey and throughout the province.

Appendix A. Letters from the Minister and Director Requesting Information from the Parties

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BRITISH
COLUMBIA

VIA EMAIL

Ref. 635242

October 19, 2022

Brenda Locke
Mayor-elect, City of Surrey
13450 - 104 Avenue
Surrey BC V3T 1V8
Email: Brenda.locke@surrey.ca

Dear Mayor-elect Locke:

I would like to extend my congratulations to you on the recent municipal election results and best wishes as you prepare to take up the responsibilities and challenges of the office of Mayor for the City of Surrey.

As you know, in 2018 Surrey City Council made a decision per s.3(2) of the *Police Act* (the Act), opting to have its policing provided by means of a municipal police department. My approval of that decision was provided in February 2020, resulting from the ministry's review of the City's transition plan, the Provincial Municipal Policing Transition Study Committee report, and other materials. Since this time, the City's policing model transition has well advanced and is currently implementing Phase 1 of the integrated RCMP/Surrey Police Service (SPS) transition period.

As Minister of Public Safety and Solicitor General, it is my responsibility to ensure adequate and effective policing is maintained not only in the City, but across British Columbia (BC). The Director of Police Services has the statutory responsibility to superintend policing, including ensuring policing is provided and governed in accordance with the Act. Public safety is our top priority, and the stability of policing is a fundamental principle in ensuring our provincial responsibilities. I appreciate that reversing the City's policing model transition was a key component of your election platform. Respecting that this may be a future consideration and potential decision by the newly elected City Council, I am writing to outline the Province's expectations with respect to policing and public safety in Surrey.

Before I can consider a municipal decision whereby the City maintains the Surrey RCMP Municipal Police Unit as its police of jurisdiction, the City must first develop a detailed proposal, including a transition plan, in support of reaching that decision. This proposal must then be submitted to the Ministry for review. I have also asked the Director of Police Services to follow

.../2

Mayor-elect Locke
Page 2

up with the BC RCMP Commanding Officer regarding a detailed plan for how the RCMP would intend to re-staff the Surrey Municipal Police Unit, while maintaining priority RCMP staffing needs throughout the province.

In the meantime, it is my expectation that the City will continue to ensure a minimum of 734 combined SPS/RCMP officer headcount/FTE utilization is maintained. This minimum level of police resourcing was identified by the RCMP and agreed to through the work of the Surrey Policing Transition Trilateral Committee (SPTTC) as the requisite number of officers required to maintain public safety during the transition. Accordingly, the continued implementation of the SPTTC's Human Resources Strategy and Plan must proceed in order to maintain this resource level.

In addition, once you take office you become Chair of the Surrey Police Board. Under the Act the Board is responsible for performing four main governance functions: the employer of all sworn and civilian members of the department; financial oversight of the department; the establishment of policies and direction of the department; and acting as the authority for service and policy complaints, with the Chair being responsible for discipline matters related to the Chief Constable and Deputy. The Board is also responsible for establishing the Surrey Police Service.

In British Columbia, municipal police boards are created independently from municipal councils and the provincial government. The primary purpose of this is to shield the board and the police from partisan politics. As Mayor and Chair of the Surrey Police Board, you must manage this potential conflict of interest and ensure the Board is able to carry out its functions, free from political interference. As Chair, you will play a vital leadership role on the Board facilitating meetings and supporting its mandate. This includes ensuring the Board does not interfere with operational matters, decisions are made in the best interest of the department and public safety, and that it speaks with a collective voice. It is my expectation that you will manage these roles accordingly. Additionally, in accordance with the Act, I expect that the Board will submit a provisional budget to the City for approval by November 30, and that this provisional budget supports the City's obligation to ensure minimum police resource levels.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mike Farnworth". The signature is stylized and cursive.

Mike Farnworth
Minister of Public Safety and Solicitor General
and Deputy Premier

pc: Wayne Rideout, Director of Police Services, Policing and Security Branch



BRITISH COLUMBIA

VIA EMAIL

Ref. 635822

November 18, 2022

Her Worship Brenda Locke
Mayor of the City of Surrey
13450 – 104 Avenue
Surrey BC V3T 1V8
Email: Brenda.locke@surrey.ca

Dear Mayor Locke:

I am writing as a follow-up to my October 19, 2022 letter to you. I am advised that Surrey City Council has made a municipal decision to reverse the City's policing transition and maintain the Surrey RCMP Municipal Police Unit as its police of jurisdiction. I am further advised that City staff have been directed to proceed with development of a transition reversal plan for provincial consideration.

I understand that the City intends to have a completed plan by the end of the month. Accordingly, I would request that the City submit its transition reversal proposal and detailed plan for ministerial review by no later than December 15, 2022. I have also asked the Director of Police Services to follow-up with the Commanding Officer of the BC RCMP similarly requesting their detailed re-staffing plan by December 22, 2022.

To support fulsome analysis, I expect that the City's transition reversal plan will give consideration to and address the following key components at a minimum:

- human resource impacts
- union and collective agreement impacts
- officer pension impacts
- information management & information technology
- the mechanisms, pathways, for dissolving the SPS and its Board
- the mechanisms, pathways, and timelines for retaining the RCMP
- financial impacts and projections related to each component.

.../2

Her Worship Brenda Locke
Page 2

As indicated in my October 19, 2022 letter, Surrey Police Services (SPS) officer deployments play a critical role in the Surrey RCMP Detachment's resourcing levels at this time and must be maintained. A transition reversal plan will need to consider the continued role of SPS officer assignments to maintain public safety as well as contemplate the role SPS officers would need to play in dissolving the SPS.

Both the City's and RCMP's detailed plans along with the Director's recommendation will support provincial analysis and decisions. With these timeframes in mind, I am hopeful to be in a place where a decision can be made by mid-January 2023.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mike Farnworth". The signature is fluid and cursive, with a large, stylized initial "M" and "F".

Mike Farnworth
Minister of Public Safety and Solicitor General
and Deputy Premier

Pages 50-62

REDACTED

Appendix B. Submissions to PSB

Table A breaks down submissions received by PSB as introduced and discussed in section 3a.

Table A. Submissions to PSB for review and scope assessment

	Submission	Date Received	Scope	Rationale for Assessment of In/Out of scope
Requested	The City of Surrey. (December 15, 2022). <i>Policing Surrey, A Plan to Retain the RCMP as the Police of Jurisdiction in Surrey.</i>	December 15, 2022	In scope	• Requested
	The City of Surrey. (February 15, 2023). <i>Policing Surrey, A Plan to Retain the RCMP as the Police of Jurisdiction in Surrey – Supplemental Information.</i>	February 15, 2023	In scope	• Requested
	RCMP. (December 21, 2022). <i>A Plan to Retain Surrey RCMP.</i>	December 21, 2022	In scope	• Requested
	RCMP. (February 10, 2023). <i>A Plan to Retain Surrey RCMP – Supplemental Submission.</i>	February 10, 2023	In scope	• Requested
	SPS. (December 22, 2022). <i>Surrey Police Service, Policing Transition Progress Report.</i>	December 22, 2022	In scope	• Requested
	SPS. (February 10, 2023). <i>Supplemental to the Surrey Police Service POJ Transition Progress Report.</i>	February 10, 2023	In scope	• Requested
	Not Requested	[REDACTED]	[REDACTED]	[REDACTED]
Surrey Police Board: <i>Surrey Police Service: The Future of Public Safety in Surrey</i> , December 2022		December 22, 2022	In scope	[REDACTED]

Submission	Date Received	Scope	Rationale for Assessment of In/Out of scope
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Appendix C. City of Surrey Plan and Supplemental Submission to Retain the RCMP

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Policing Surrey

A Plan to Retain the RCMP as the Police of Jurisdiction in Surrey.

DECEMBER 2022



Royal Canadian Mounted Police
Gendarmerie royale du Canada



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1. Executive Summary

This document responds to the October 17, 2022, direction of the Minister of Public Safety and Solicitor General, and subsequent resolution by Surrey City Council (Council) for a Plan which provides for the retention of the Royal Canadian Mounted Police (RCMP) as Police of Jurisdiction (POJ) in Surrey.¹

In 2018, the previous Council passed a motion to develop an independent municipal police service. Following provincial approval, the Surrey Police Board (Board) and the Surrey Police Service (SPS) were created. Despite best efforts and almost four years of co-operative work with three levels of government and the police agencies, significant work is left to be done to complete the transition to a municipal police service, including development of the necessary legal agreements.

Currently, the SPS has less than half the officers required to police Surrey and only approximately 168² of those officers are operational (Operational SPS Officers). The RCMP remains Surrey's police of jurisdiction and retains command and control of policing in Surrey.

The initial phase of the transition agreement will expire in May 2023 and requires renewal by all stakeholders. No agreement is in place to enter the second phase of the transition, leaving most issues involving critical infrastructure and equipment unsorted. The legal mechanisms necessary to continue with a transition are yet to be negotiated. No formal notice that Surrey will be exiting from its contract for RCMP services has been provided to the Federal Government. The Surrey Municipal Police Unit Agreement (MPUA) remains in place.

Even if SPS could staff up to fifty per cent of Surrey's authorized complement of police, there is no legal mechanism for RCMP members to remain in Surrey under SPS command and control, which would likely be necessary for a period of years.

Compounding the foregoing issues is the continuing financial impact as the transition continues. This includes over 119³ SPS officers (Non-Operational SPS Officers) who are assigned to administrative tasks and are not deployed with Surrey RCMP.

The Province has an overarching responsibility to ensure "adequate and effective" policing in British Columbia. What occurs in a large municipality, such as Surrey, has potential impacts elsewhere. The Province requested a retention plan from the City by December 15, 2022. This Plan responds to that request.

In addition, the commander of the Provincial RCMP ("E" Division) will advise the Minister of Public Safety and Solicitor General, by December 22, 2022, what impact, if any, there may be on the Provincial Police, by Surrey retaining the RCMP as its municipal police.

¹ See Appendix "A" for Abbreviations and Acronyms used in this Plan.

² This figure does not include 19 previously deployed SPS officers no longer operational.

³ This number does include 19 previously deployed SPS officers no longer operational.

Both the City and the RCMP have a shared commitment to the actions in this Plan and their implementation in a timely manner. The City also recognizes its commitment to the Province under the MPPA. These commitments will ensure the continuation of the high quality of policing to which citizens of Surrey have become accustomed and, indeed, deserve.

In addition to its primary focus on public safety, at the core of this Plan are the four pillars of people, finances, community, and governance.

The people-centric approach encourages SPS officers and civilian staff to continue working within Surrey and to ensure that they are treated with fairness and respect.

The focus on finances ensures that this Plan will be implemented in a cost-effective manner, befitting the role of a municipal government and its police.

The focus on community engagement and outreach continues and builds on the long-standing work performed by Surrey RCMP in the community, with particular emphasis on supporting persons at risk, people experiencing homelessness, and others in need of specialized support, and Indigenous peoples.

The focus on governance outlines the mechanisms in place, and proposed, which ensure that the police are accountable to the community and are responsive to the needs of City Council.

This Plan also requires that the City work collaboratively with the Province, and with the Board, which is the employer of SPS members, and the federal government (Canada), which is the employer of RCMP members.

Following approval by the City and Province, implementation of this Plan will require numerous actions. A project team is already in place, comprised of representatives from the RCMP and the City. This project team will manage the tasks outlined in [Appendix "G."](#)

All tasks and activities outlined in this Plan and its Appendices have been incorporated into a proposed joint workplan for the City, the RCMP, the Board, and SPS. Contingent on Ministerial approval, the workplan will be reviewed, updated, and implemented in a timely manner to maintain high policing standards and minimize costs. It is found at [Appendix "H."](#)

The City and the RCMP are committed to a timely resolution of any outstanding issues with respect to maintaining the RCMP as POJ and will collaborate with all parties to satisfy provincial expectations and legal obligations.

2. Background

In British Columbia, municipalities with a population of more than 5,000 residents are responsible for providing municipal police services within their jurisdiction. They have three options, or models, to choose from:

1. To form an independent police department (independent option);
2. To partner with an existing municipal police department (partner option); or
3. To contract with the Province for the services of the RCMP (contract option).

In options one and two, a municipality's authorities and duties derive from the Police Act. In the contract model, they derive from the Municipal Police Unit Agreement (MPUA).

In options one and two, a municipality bears the total cost of its policing. In the contract model, Canada underwrites approximately ten per cent of the cost.

Regardless of the model chosen, a municipality must provide buildings and facilities, assets and equipment required to deliver policing services, plus cover the associated operating and maintenance costs.

In all the models, a municipality is required to provide civilian support staff to the police. This is done directly under the contract model but through a police board in the other models.

In options one and two, the Police Act directs that a municipality provide priorities, goals, and objectives to the Board, which must in turn, determine the priorities, goals, and objectives of the municipal police department. Under the contract model, the mayor and council set priorities, goals, and objectives for the municipal police unit (MPU) that are consistent with those of the provincial police service.

Governance under options one and two falls to the Board, as employer. Under the contract model, a municipality is free to create its own, customized process which may involve a public safety or police committee, composed of councillors and citizen representatives. Whether governance is by a police board or by a council, each is required to represent the interests of the community and be fiscally prudent.

The RCMP has been Surrey's POJ since May 1, 1951. The Surrey RCMP continues to grow in parallel to the City and is the largest RCMP detachment in Canada.

Despite the unprecedented events of the last few years, Surrey RCMP continues to serve the citizens of Surrey with pride. It has acted as a training ground for hundreds of RCMP officers over the past 71 years. It has also been the site of numerous unique and innovative specialist police units and programs. Five RCMP officers have made the ultimate sacrifice while serving in the City.

The RCMP continues to demonstrate fiscal responsibility in these uncertain times. Its long-standing relationship with the City ensures that the City is fully aware of its expenditures. All new expenditures are communicated and negotiated to confirm that they fit within the City's Five-Year Financial Plan.

Due to the emergency authority contained within the contract for the RCMP's services, the Surrey RCMP has benefitted from outside assistance in times of crisis and likewise, has supported other municipalities.

Municipalities that contract with the RCMP pay a sum, per member, for common services.⁴ Not only is this an efficient way of funding these services but Surrey's large complement of members creates a much greater pool, to the benefit of all contract municipalities in the Lower Mainland. Conversely, the loss of Surrey RCMP from this pool would increase the cost to the others and to the Province.

Among the many common services provided by the RCMP to its municipal partners, underwriting the cost of recruit training and indemnifying municipalities from liability for the actions of RCMP members are of great significance.

Mayors from across the region have demonstrated support for the RCMP remaining as POJ in Surrey. See [Appendix "E."](#)

The Last Four Years

On November 5, 2018, Surrey City Council approved a move to create an independent municipal police department. The motion directed staff to notify Canada and the Province that the City was terminating its contract for RCMP services.

The termination notice was sent to the Province on November 6, 2018, indicating that the MPUA would terminate on March 31, 2021. The City later rescinded the termination date pending the development of alternative legal agreements to govern the transition. As a result, the RCMP continues as Surrey's police of jurisdiction.

Certain milestone activities did, however, take place, including the establishment of the Board and the SPS. In September 2020, the Surrey Police Transition Trilateral Committee (SPTTC) was established by Canada, the Province, and the City to oversee an effective and efficient transition of police services. The SPTTC endorsed a phased, integrated model that contemplated two distinct phases.

Phase One, beginning in November 2021, witnessed the deployment of SPS officers with Surrey RCMP and under RCMP command and control.

Phase Two would see SPS assume command and control of policing in Surrey and effect an asset transfer. That Phase has not occurred and as noted below, significant issues impact the ability to negotiate and implement Phase Two, including the Council Motion of November 14, 2022, to maintain the RCMP as POJ.

In August 2021, the SPTTC directed all partners to focus on hiring and deploying the "first 50" SPS officers to the RCMP. The first 50 SPS officers were deployed in November 2021. The Joint SPS-RCMP Human Resources Strategy & Plan (HR Plan) contemplated 295 SPS officers being

⁴ Commonly referred to as "Div. Admin."

deployed with the RCMP by May 2023. Given the extreme instability that would result, the RCMP will not intake further SPS officers after May 2023 unless an agreement is in place with respect to Phase Two.

Full operational and administrative authority over Surrey RCMP continues to reside with the RCMP. All RCMP policies and procedures continue to be utilized. The MPUA remains in place. Furthermore, all critical infrastructure, including information technology, equipment, exhibits and files, are supplied by and remain under RCMP control.

There is no agreement in place which allows the SPS to deploy additional officers to the RCMP after May 1, 2023, and none to deal with critical infrastructure issues. Most of the work required to plan and deliver on Phase Two remains to be negotiated. This includes the following:

- Phase Two HR Plan;
- File Audit and Transfer;
- Exhibit Audit and Transfer;
- Facilities and Equipment Transfer; and
- Change of Command Requirements.

Completion of the foregoing would require approval by all parties, including endorsement from both Canada and the Province. It is highly unlikely that a fully endorsed and signed transition agreement could be in place before the end of Phase One. Based on experience to date, it is anticipated that confirmation of such an agreement would take a minimum of nine months to complete, after direction was given, and would require all parties to be willing to engage for a common purpose, a pre-condition which simply does not exist.

Critical to the foregoing is the absence of any legal mechanism by which RCMP members could remain in Surrey under SPS command and control. All potential transition models require that a considerable number of RCMP members would be required to supplement SPS as POJ for an extended period.

Given that both the RCMP and the SPS are unionized, extensive consultation with the unions would be required prior to any change in command.

Should the transition continue, the City of Surrey, via subsequent Council motions, would be required to take several steps, including:

1. Council would be required to take formal steps to terminate the current MPUA, providing for RCMP services;
2. Council would be required to endorse, and the Mayor would have to sign, a transition agreement for Phase Two, which would include a provision which directs RCMP members to work under the command of the SPS; and
3. Council would have to endorse, and the Mayor would have to sign, extensions to the existing memorandum of understanding and assignment agreement for Phase One, until the Phase Two transition agreement was developed.

Council Meeting - November 14, 2022

Following the 2022 municipal elections, at a meeting on November 14, 2022, Surrey's new City Council was presented with a staff report that outlined two options for policing: continuing to transition to an independent model or retaining the RCMP as police of jurisdiction.

City Council directed staff to prepare a Plan to maintain the RCMP and requested that the Board and SPS halt further hiring and new expenditures. See [Appendix "D."](#)

At the same meeting, Council endorsed the following principles to guide the development of the Plan:

1. The City will always uphold its responsibility to provide adequate and effective policing services to the City of Surrey whether through combined provision of services by the RCMP and the SPS or by one of these police agencies.
2. The provision of public safety services that meet the current and future needs of our community members is of the highest priority as is the preservation of officer safety and officer well-being.
3. The City will continue its person-centred approach, recognizing the highly impactful nature of this work on the well-being, morale, and livelihoods of the civilian and sworn staff of the City, the Board, the SPS and the RCMP.
4. Timeliness is a priority to minimize uncertainty for impacted staff and the community as a whole and to give effect to Council direction as soon as practicable given legal, financial, and other constraints.
5. Due process will be respected, such that the City and its partners are able to fulfil their legal obligations and exercise their respective authorities to undertake work within their discretion and available resources.

Council Meeting - November 28, 2022

At its meeting on November 28, 2022, Surrey City Council endorsed a framework for construction of the Plan to maintain the RCMP as POJ. That framework was used to develop this Plan. Council also endorsed priorities, goals, and objectives for policing Surrey in 2023, found at [Appendix "C."](#)

Priority One called for the retention of the RCMP as POJ. Goals include developing a Plan for Council endorsement and submission to the Minister of Public Safety and Solicitor General. It also requested a staffing plan, which provides employment opportunities, where possible, within the City, or the RCMP, for SPS police officers and civilian staff. A third goal called for development and implementation of an infrastructure plan which would allow SPS assets to be repurposed by the City.

To achieve the foregoing priorities and goals, Council endorsed maintaining a service level of 734 members⁵ (Operational Officers), thereby ensuring adequate and effective policing. A second objective called for the development and implementation of a plan for SPS to continue deploying officers to support the municipal policing unit, until such time as Surrey RCMP has returned to full strength.

At the same meeting, Mayor and Council endorsed priorities, goals and objectives for crime prevention and community safety in 2023. It called for Surrey RCMP, in collaboration with the City and community partners, to continue to prevent and reduce crime and maintain public safety.

Formulating This Plan

This Plan is built on four pillars of people, finance, community, and governance. Figure 1 outlines the pillars and their importance to collaborative implementation of the Plan.

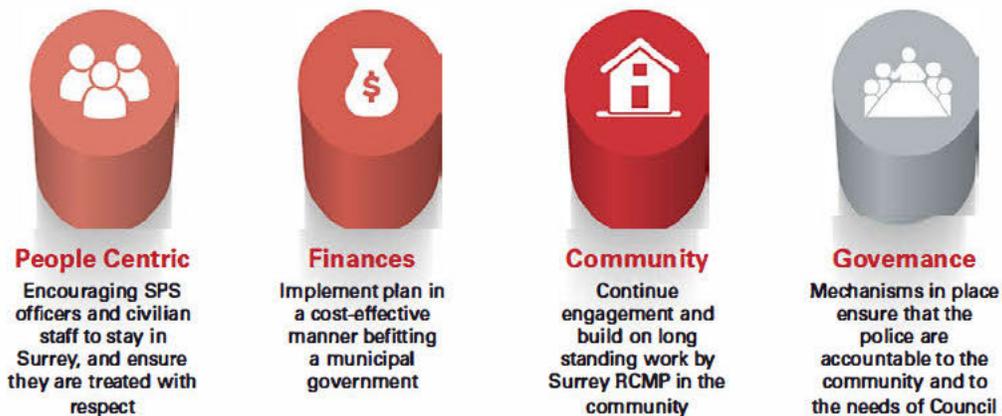
The City and the RCMP will take a people-centric approach that encourages SPS officers and civilian staff to continue working in Surrey and to ensure that they are treated with fairness and respect.

The City, in ongoing collaboration with the RCMP, will implement this Plan in a fiscally prudent manner.

The City will expand its focus on community engagement and build on the long standing work performed by Surrey RCMP in the community, with particular emphasis on Indigenous peoples and individuals experiencing homelessness and other vulnerabilities.

There are mechanisms in place to ensure transparency, accountability, and governance. These ensure that the police are accountable to the community and are responsive to the needs of Council.

Figure 1: The Four Pillars of the Plan



The City and RCMP are prepared to begin work immediately on the tasks and activities supporting this Plan (see detailed workplan in [Appendix "H"](#)).

⁵ The MPUA provides for 843 RCMP members as the authorized strength included in Annex A of the MPUA, 58 of whom serve Surrey through the Lower Mainland District's integrated teams. 785 are on strength to Surrey Detachment, of which 734 are funded by the City. Approval of the HR Plan was contingent on achieving and maintaining a minimum of 734 combined SPS/RCMP complement of officers for adequate and effective policing in Surrey.

3. Human Resources

The key element of this plan involves the strategies the RCMP will use to return to 734 operational RCMP members in Surrey.⁶ This section and [Appendix “I”](#) provide significant detail on the staffing plan and how it will be accomplished.⁷ The 734 number serves as the baseline for the purposes of this report. In subsequent years, additional resources will be required and requested in future budget submissions.

Police Officers

In November 2022, the MPU had its fully funded complement of 734 Operational Officers serving Surrey. Exact resource numbers fluctuate on an almost daily basis. On November 30, 2022, the MPU’s composition was the following:

Operational RCMP members	573
Operational SPS officers	168
TOTAL	741 (7 over 734 target)

Critical to the success of this Plan is the ability of the RCMP to maintain 734 Operational Officers, while replacing the SPS officers currently deployed to Surrey RCMP with RCMP members. How it will accomplish this task is described on the following page.

It is significantly less challenging and less costly to Surrey taxpayers compared to continuing the transition to SPS. SPS would be required to hire substantially more police officers than the RCMP, to maintain a count of 734 Operational Officers, as depicted in the following table.

	CURRENT NUMBER OF POLICE OFFICERS	ADDITIONAL HIRING REQUIRED	TOTAL
RCMP	573	161	734
SPS	315	419	734

The burden on SPS is exacerbated by active hiring which is taking place in other municipal police forces in the Lower Mainland, which will only increase with the Vancouver Police Department’s stated intention to hire 100 additional police officers.

Due to SPS officers already being deployed within Surrey RCMP, a phased replacement of them with RCMP members can occur, as SPS officers opt to either join the RCMP or depart for other opportunities. The RCMP is satisfied that it can staff up to its full complement by December 31, 2023, even after factoring in normal attrition.

6 Referred to contractually as FullTime Equivalent Utilization (FTE Utilization). Whenever the figure “734” is used in this plan it refers to the contractual obligation to maintain a 734 FTE Utilization rate, as per the MPUA. See Appendix “B” for details on the staffing terminology used in this report.

7 Also, see Appendix “B” for the definitions of Key RCMP Staffing Terms.

It will accomplish this through multiple staffing processes, including the following:

- Operational SPS Officers deployed to the Surrey RCMP;
- Non-operational SPS Officers who are not currently deployed to the RCMP;
- SPS recruits;
- RCMP cadets; and
- Experienced Police Officers (EPOs).

These categories are discussed below.

Operational SPS Officers Deployed to the Surrey RCMP

There were 168 Operational SPS Officers as of November 30, 2022.

Priority staffing of SPS Officers who are currently deployed with Surrey RCMP affords an immediate resource pool. The decision to join the RCMP is an individual decision which each SPS officer must make, based on their unique career interests and personal considerations.

Joining the RCMP affords SPS officers with several career opportunities:

- Remain at Surrey RCMP for the balance of their career;
- Most can continue working in their current positions;
- Participate in local training (no need for these officers to attend at the RCMP's Training Academy in Regina);
- Pension portability;
- RCMP leave allowance matched to service;
- Negotiated rank (case by case basis); and,
- Explore numerous RCMP career progression opportunities within Surrey, and if desired, in "E" Division, across Canada, and abroad.

If all SPS officers currently deployed were to bridge over to the RCMP, there would be no further resource requirement, other than that of normal attrition. If none, or some, were to join the RCMP, the balance would be staffed from the following categories.

Non-Operational SPS Officers

In November, SPS reported having 315 police officers. That number appears to be composed as follows:

- 168 Operational SPS Officers;
- 28 SPS Recruits; and
- 119 Non-Operational SPS Officers.

The 119 Non-Operational SPS Officer group is a significant financial liability to the City as they are not engaged in operational activities. The RCMP will provide targeted hiring opportunities to these officers through the Experienced Police Officer Program (EPOP), described below.

SPS Recruits

There were 28 SPS recruits as of November 30, 2022.

The SPS recruits comprise two classes currently training at the Justice Institute of British Columbia (JIBC). The RCMP will honour its existing agreements with SPS to facilitate JIBC's training requirements for recruits whose training is in progress. The RCMP will also provide these recruits with employment opportunities, and any training equivalencies required to deploy as an RCMP Member. Should a third class of SPS Recruits begin JIBC training, the RCMP will work with those recruits to assess the best path forward to complete their police training.

It is imperative that the Board and SPS end further hiring of recruits, as Surrey RCMP anticipates replacing the existing SPS deployments with RCMP Members and cadets by the end of 2023.

RCMP Cadets

Surrey RCMP normally accepts approximately 75 cadets each year from the RCMP training academy in Regina. This practice was discontinued in 2021 due to the transition. Under this Plan, cadets will once again be posted to Surrey, with 67 committed for 2023.

The RCMP will undertake enhanced cadet recruitment activities in Surrey to bolster the number of cadets sent to the RCMP's training academy. Furthermore, the RCMP will pre-post cadets back to the Lower Mainland, allowing Surrey residents to return to the City.

Experienced Police Officers

The RCMP's EPOP is an expedited process, allowing police officers from other agencies to join the RCMP and bypass cadet training.

The August 2021 collective agreement between the RCMP and the National Police Federation (NPF) was a historic milestone for the RCMP. It resulted in rates of pay and benefits for RCMP members which compare favourably with police agencies across Canada.

A by-product of this agreement has been an unprecedented interest by experienced police officers wishing to join the RCMP. Equitable compensation combined with unique policing opportunities are considered the primary drivers of this development.

As of December 2022, EPOP hiring will become the responsibility of "E" Division. A target of 140 candidates entering the EPOP has been set for 2023.

The combination of intake streams described above is anticipated to produce more resources than are required by Surrey RCMP. These excess resources can, however, be accommodated within

“E” Division and these details will be the subject of correspondence from the Commanding Officer of “E” Division to the Minister of Public Safety and Solicitor General.

Civilian Staff

The City currently funds 302 regular, full-time (32 exempt and 270 unionized) positions which provide direct support to Surrey RCMP, and another 120 auxiliary, unionized personnel. All these positions will be maintained moving forward. The civilian CUPE employees within Police Support Services currently report directly to civilian managers, who themselves report to the General Manager, Community Services.

The employees hold positions in the following functional areas:

POLICE SUPPORT SERVICES FUNCTIONAL AREAS	NUMBER OF RFT EMPLOYEES
Office of the Manager of Police Support Services	3
Operations	117
Information Management & Technology	98
Corporate Services	55
Strategic Management	21
Finance	8
Total	302

The primary focus for the City in terms of human resources in this Plan is to find opportunities for the civilian staff currently working with SPS. These individuals include City staff who moved to SPS, auxiliary City employees, and civilian staff hired by the Board and SPS.

Career opportunities for these categories of civilian staff will, in most cases, be found within the City, or the City’s Police Support Services. Many of these individuals previously worked within Surrey RCMP and are expected to seamlessly reintegrate. All union Police Support Services staff who have already transitioned to the SPS will, under the successorship agreement, have the opportunity to return to their previous positions. A similar opportunity will be afforded to Exempt staff who transitioned.

Staffing decisions around civilian positions (CUPE and Exempt) that were net-new to the SPS will be made on an individual basis, considering individual skills and the availability of positions within the City. The following will also occur:

- Managing severance and notice requirements in collective agreements, to which the City is not a party;
- Ensuring necessary security clearances and other elements related to transfer of staff between organizations are in place; and
- Adjustments to information systems utilized for SPS human resource processes.

Security Clearance

“E” Division has established a project team within its Departmental Security Section to expedite security screening and the timely issuance of federal, Enhanced Reliability clearances for officers and civilians assigned to the MPU. This team will continue its work until this Plan is fully implemented and the MPU is fully staffed with RCMP members.

4. Finances

The financial analysis to determine the fiscal implications related to either continuing the transition to the SPS or retaining the RCMP as POJ is extremely complex. Using available information, recognizing inherent limitations, and applying assumptions where necessary, financial analysis was completed to provide estimates on the financial implications for the five-year period spanning 2023 to 2027, aligned with the City's required budgetary cycle. In addition, financial consideration has been given to the funding impact on the remaining four years of the adopted 2022 – 2026 Financial Plan.

Overall, the financial analysis concluded that maintaining the RCMP as POJ would cost the City \$924.8M over the years 2023-2027, whereas continuing to build out and finalize the transition to SPS would cost \$1,160.2M over the same time period, representing a difference of \$235.4M.

ESTIMATED FIVE-YEAR POLICING COSTS (\$MILLIONS)	2023	2024	2025	2026	2027	5 YEAR TOTAL
Scenario#2 Retaining RCMP as POJ	\$257.2	\$158.9	\$164.7	\$169.6	\$174.4	\$924.8
Scenario #3 Continuing Transition to SPS	\$262.2	\$262.1	\$218.7	\$205.6	\$211.6	\$1,160.2
Difference – Cost/(Savings)	(\$5.0)	(\$103.2)	(\$54.0)	(\$36.0)	(\$37.2)	(\$235.4)

See [Appendix "F"](#) for the detailed financial analysis.

Financial Accountability - RCMP

Surrey RCMP has remained within budget for many years, long before City Council's 2018 move to establish an independent municipal police service. Its fiscal prudence has continued over the past four years, despite the challenges of the recent pandemic and the transition. Under this plan, the RCMP will continue to provide multi-year financial plans, and monthly financial forecasting to City staff. The RCMP is subject to Canada's Financial Administration Act which affords a significant, additional layer of financial control.

5. Community

Surrey RCMP will ensure that its strategic priorities align with the 2023 priorities, goals, and objectives of the City as they have in the past. Furthermore, its commander will continue to operationalize these priorities and will regularly report to City Council on their implementation.

Adequate and Effective Policing

Under the Police Act, the Province must ensure that residents receive “adequate and effective” police service. The RCMP has not faltered in its delivery of this level of service to Surrey during the past 71 years, including throughout the recent pandemic and policing transition.

Surrey RCMP continues to deliver policing tailored to Surrey, to a degree which exceeds “adequate” and can more properly be referred to as effective and efficient. Surrey has witnessed reduced crime rates, year over year, since 2019, despite numerous challenges. In fact, the crime rate in 2021 was the lowest it has been in the past ten years. This trend continues in 2022.

Surrey RCMP is committed to maintaining its effective and efficient model of policing during the process of staffing up to a full complement of RCMP Members. This includes continuing the wide array of programs and services which it provides to the community and to victims, some of which are described below.

Growth

The City estimates that Surrey is growing by 1,000 to 1,500 new residents each month. This estimate has remained steady since 2018.

As the city grows, Surrey RCMP will work with the City to recommend increases in police officer and civilian staff, when required, and to develop and implement sustainable and focused programs and services, which align with City priorities, goals, and objectives.

Programs, Initiatives, and Partnerships

Many adaptive, responsive, and community focused programs, initiatives, and partnerships were created by the RCMP during its seventy years of service to residents of Surrey, and continue to the present, despite the recent pandemic and the policing transition.

The innovative strategies implemented by Surrey RCMP to address significant social issues, including child abuse, intimate partner violence, gangs and guns, emergency operations, mental health, and homelessness, are considered best practices that have been adopted by other jurisdictions.

Surrey RCMP is committed to working with the community to reduce crime using a service delivery model anchored in three delivery streams: outreach, intervention, and enforcement. Officers and staff deliver these services to the community in over fifty languages and dialects.

A full list of Surrey RCMP's programs and services is found on its website,⁸ with the following being examples.

Youth Programs

Surrey RCMP's long-term strategy to address youth involvement in gangs and the drug trade is intended to promote positive choices at an early age and to provide accessible support and guidance to parents.

With the largest population of youth in the Lower Mainland, Surrey RCMP's long-standing partnership with the Surrey School District has been instrumental in building over a dozen programs that engage with youth across the City. Programs include the following.

- **Shattering the Image** is an anti-gang presentation that is tailor-made for Surrey youth, parents, educators, and community groups. This presentation is delivered by officers from the Gang Enforcement Team to thousands of youth, with the goal of shattering the glamorized image of gangs, and helping youth make positive choices.
- The **Surrey RCMP Basketball Classic** is one of the largest and longest running basketball tournaments in British Columbia. It encourages youth to come together through sport. Several RCMP members participated in the Classic when they were high school students and return each year to participate and support the athletes.
- The **Citizen and Youth Police Academy** provides fifty candidates with a comprehensive nine week overview of policing programs in Surrey. Participants meet weekly to investigate a mock police file from start to finish, while hearing from various specialized police units. Feedback from participants highlights a greater understanding of police work, and how youth and other community members can contribute to public safety.
- The **Surrey RCMP Parent Helpline** provides guidance for parents / guardians who believe their child is involved in, or at risk of becoming involved in criminal activity. Youth officers provide resources, information, and intervention services to help protect the children from embarking on a criminal lifestyle.

Supporting Vulnerable People

Each year, Surrey RCMP officers administer hundreds of doses of life-saving Naloxone, and attend thousands of calls that involve suicidal people, or individuals suffering from a mental health crisis. Supporting vulnerable people requires a response that extends beyond policing and includes close collaboration with partner agencies and the community. Examples include:

- The **Police Mental Health Outreach Team** is a made-in-Surrey, enhanced policing model that uses a specialized team to assist vulnerable citizens suffering from mental health, addictions, or homelessness who have contact with police or require an emergency response. Surrey was the first RCMP detachment to operate a Car 67 program, which has now been operating for

8 <https://bc-cb.rcmp-grc.gc.ca/ViewPage.action?siteNodeld=69&langugeld=1&contentId=-1>

over 25 years. Car 67 pairs a police officer with a Fraser Health nurse to respond to police calls that involve significant mental health issues.

- **Sophie's Place** provides a safe space for Surrey's youngest, most vulnerable victims, who have experienced child abuse and trauma. Specially trained police officers work with a multi-disciplinary team to investigate incidents of abuse in the least intrusive and most supportive way possible. Officers from the Surrey RCMP Special Victims Unit work at Sophie's Place in close partnership with collaborating agencies, including the Centre for Child Development, Ministry of Children and Family Development, City of Surrey, and the Ministry of Public Safety and Solicitor General (Victim Services and Court Support).
- **Surrey's Intimate Partner Violence Unit** works closely with community partners such as the Surrey Women's Centre to reduce incidents of domestic violence and repeat victimization affecting victims and family members. In addition to investigating domestic violence incidents and monitoring offenders, officers work alongside victim services workers to offer support to victims and families through referrals, safety planning, and guidance with the court process.
- **Surrey Detachment's Cell Block** operations include registered nurses working within the Cell Block, the first RCMP detachment in Canada to do so. Recognizing that many prisoners who are brought to the Cell Block have very complex medical, mental health, and / or addictions issues, this integration has been instrumental in enhancing support to prisoners.

Emergency Operations

Surrey RCMP's Emergency Operational Planning Unit plays an integral role in ensuring continuity of policing operations during major events, such as natural disasters, large scale protests, and the recent COVID-19 pandemic. This unit developed in-house processes and systems for managing the impact of several COVID variants on staffing levels, while carefully monitoring core-policing operations. Surrey RCMP was then able to schedule its operational resources in a manner that ensured an effective policing response throughout the pandemic.

These programs and initiatives are but a few examples of the locally designed, community-focused programs that have reduced crime rates in Surrey over the past decade.

Supporting Provincial Direction

Surrey RCMP will continue to collaborate with the City and community stakeholders to align community safety and crime prevention programs with the Provincial Safer Communities Action Plan. Coordination between law enforcement, community organizations, health providers and the justice system are critical to addressing complex social issues, such as mental health, homelessness, and addiction, and to effectively manage repeat offenders, while also providing client-centred and culturally appropriate support to Indigenous people.

6. Governance

Independent oversight plays a crucial role in policing within a democracy. A key aspect of this Plan is enhanced transparency, governance, and accountability of Surrey RCMP. It is anchored in the renewal of governance mechanisms to support the evolution of policing in Surrey. The three-level framework below is intended to provide accountability and good governance, with appropriate and proportionate roles for Mayor and Council plus strong community representation.

It is important to note that this governance structure provides an appropriate and critical role for the Mayor of the City.

Level One – Executive Oversight

Articles 7 and 16 of the MPPA, allow the Mayor as the Chief Executive Officer (CEO) of a municipality to request such information and reporting as may be required from the detachment commander to ensure transparency in the operation of the MPU. This includes matters related to human resources, organizational planning, financial management and accountability, and other agreed upon information.

The City of Surrey and the RCMP will participate in or institute the following additional mechanisms to ensure superior collaboration between both entities.

Local Government Contract Management Committee – This Committee is provided for in Article 18 of the MPPA. It oversees contract policing for British Columbia municipalities and is co-chaired by the provincial Director of Police Services and by a Union of British Columbia Municipalities executive. The City can bring forward issues to the committee and / or seek to be appointed to the Committee.

Operational Effectiveness Assessments – Article 17 of the MPPA requires a municipality to undertake operational effectiveness assessments of its MPU in collaboration with the detachment commander. The parties agree to the frequency, scope, and subject matter of these assessments, with a view to continuous improvement in administration of the MPPA and service delivery by the RCMP.

Reporting and Transparency – The MPPA allows the City to receive reports on the work of the MPU. This mechanism will be enhanced within Surrey, to ensure regular, transparent reporting on key issues arising from the work of the RCMP. This will aid in the administration of the MPU and further develop positive collaboration between the City and the RCMP.

Selection of the Detachment Commander – The Commanding Officer of “E” Division must consult with the City prior to appointing a detachment commander. The City may request broader, community consultation. In practice, the RCMP provides prospective candidates from within its senior ranks and mutual agreement occurs on a selection process, with the final determination of a detachment commander being left to the City.

Level Two – Council Priorities, Goals, and Objectives for Policing

Under the MPUA, the City may provide Surrey RCMP with Council’s priorities, goals, and objectives. These result from an interactive process involving the RCMP and City staff making a recommendation to Council. It is an opportunity for collaboration on policing priorities and service delivery. As noted above, on November 28, 2022, City Council endorsed its policing priorities, objectives, and goals for 2023. This process will be repeated on an annual basis.

Level Three – Surrey’s Police Committee Structure

Section 142 (1) of British Columbia’s *Community Charter* states that “A Council may establish and appoint a select committee to consider or inquire into any matter and to report its findings and opinion to the council.”

Council adopts Terms of Reference for each select committee, including its mandate, term, and composition. In Surrey, select committees are composed of Council members (as Chair and Vice-Chair) and residents. Their mandate is to provide information and make recommendations to Council on issues of concern to the public and the City.

For many years, the City provided regular oversight of policing through a committee of Council. The previous City Council abolished this process. The current City Council intends to develop enhanced oversight mechanisms.

The City will establish select committees early in 2023 to provide advice and support to Council with respect to policing and public safety. The RCMP will play an active role, helping support transparency, governance, and accountability for Surrey residents. Other public safety partners, including the Surrey Fire Service and the City Bylaws division, along with social service agencies, and citizens will play key roles in these committees. The Police Board structure does not provide for this integrated Public Safety approach, which historically has worked extremely well for the City.

Additionally, the City will seek to collaborate with the Province on the establishment of a Local Police Committee, as provided for in section 31 of the *Police Act*. The duties of the Local Police Committee may include promoting good relations between residents and police, advising the Minister and police on matters concerning the adequacy of policing and law enforcement in the City, and other duties that the Minister may specify.

Appendix "A" Abbreviations and Acronyms

Board	Surrey Police Board
Canada	Government of Canada
CEO	Chief Executive Officer
City	City of Surrey
Council	Surrey City Council
"E" Division	Provincial RCMP
EPO	Experienced Police Officer
EPOP	Experienced Police Officer Program
FTE Utilization	Full Time Equivalent Utilization
HR Plan	Human Resources Strategy & Plan
IM / IT	Information Management / Information Technology
JIBC	Justice Institute of B.C.
MPU	Municipal Police Unit
MPUA	Municipal Police Unit Agreement
NPF	National Police Federation
POJ	Police of Jurisdiction
Province	Government of British Columbia
RCMP	Royal Canadian Mounted Police
SPS	Surrey Police Service
SPTTC	Surrey Police Transition Trilateral Committee
STE	Surplus to Establishment

Appendix “B” Key RCMP Staffing Terms

Key terms used when referring to the contract strength of an MPU include the following.

- **Authorized strength** refers to the number of RCMP members allocated to the MPU and is documented in Annex A of the MPUA. The agreement provides a mechanism by which the municipality can request increases or decreases to its authorized strength.
- **Full Time Equivalent Utilization and Combined Headcount** refers to a point in time calculation, which considers several factors, to determine the actual complement of RCMP members assigned to the MPU. This term is primarily used for budgeting and forecasting.
- **Funded Strength** is a simplified term for Full Time Equivalent and Combined Headcount. The City uses it to indicate the number of police officers that are budgeted for annually, and in keeping with Annex A of the MPUA.
- **Integrated Teams** refers to the allocation of funding and / or RCMP members to support Lower Mainland District Integrated Teams, in addition to those assigned to duties within the MPU.
- **Overtime** refers to a mechanism by which a detachment commander can ensure staffing levels are maintained, if RCMP members are sick or on other forms of leave, or to address other spikes in demand.
- **Surplus to Establishment (STE)** refers to additional RCMP members deployed in the MPU to fill short term vacancies or specialist duties, for a time limited period.
- **Unfunded vacancies** refers to positions within the Authorized Strength that are not supported in the City’s Multi-Year Financial Plan and budget and are therefore not currently staffed with an RCMP Member.

With implementation of this Plan, the City and the RCMP will ensure that the authorized strength of 843 positions at Surrey RCMP is maintained. This includes the equivalent of 58 positions allocated to the Lower Mainland Integrated Teams and 51 unfunded vacancies, leaving Surrey Detachment’s strength at 734.

This Plan seeks to maintain 734 as the MPU’s Strength, thereby ensuring adequate and effective policing in Surrey. The detachment commander will utilize STE deployments and Overtime, as reasonably required, to maintain the MPU strength.

Appendix "C" Council Priorities, Goals and Objectives

The priorities goals and objectives for policing services in 2023.

Priority 1

That the Surrey RCMP be maintained as the POJ in the City of Surrey.

Goals

1. Confirm and implement a Revitalization Plan to maintain the RCMP as POJ, for Council endorsement and submission to the Solicitor General for the necessary approval for maintaining the RCMP in Surrey.
2. Develop and implement a Staffing Plan to provide employment opportunities, where possible, to civilian and sworn SPS staff integrated into the Surrey RCMP or the City of Surrey to allow for continued and enhanced career development opportunities.
3. Develop and implement an Infrastructure Plan which will see the current information systems and equipment assets purchased on behalf of the SPS, repurposed by other entities within the City of Surrey.

Objectives

1. Maintain a minimum service level of 734 RCMP Members as soon as possible to ensure adequate and effective policing in 2023 and beyond.
2. Develop and implement a plan for SPS to provide Assigned Officers to support the operation of the MPU as RCMP staffs up to full funded strength consistent with an agreed staffing plan.

The priorities goals and objectives for crime prevention and community safety in 2023

Priority 2

That Surrey RCMP, in collaboration with the City of Surrey and community partners, continue to prevent and reduce crime and maintain public safety.

Goals

1. Enhance delivery of community safety and crime prevention programs across Surrey through collaboration with the City and other partners.
2. Align community safety and crime prevention programs with the Provincial Safer Communities Action Plan.
3. Identify opportunities to incorporate an Indigenous focus, perspective and/or enhanced participation in existing and new programs to support the Truth and Reconciliation Commission recommendations.

Objectives

1. Maximize efficiency and reach of crime prevention and community safety programs in Surrey through ongoing coordination.
2. Collaborate with the City of Surrey in determining opportunities for new or enhanced community safety and crime prevention programs.

Appendix "D" City Council Resolution

REGULAR COUNCIL – PUBLIC HEARING MINUTES
MONDAY, NOVEMBER 14, 2022

G. CORPORATE REPORTS

The Corporate Reports, under date of November 14, 2022, were considered and dealt with as follows:

Item No. R199 Police Transition Update
File: 7400-01

The General Manager, Community Services, General Manager, Finance, and General Manager, Corporate Services, submitted a report to provide Council with a status update on the police transition and to seek Council's endorsement of the guiding principles contained in this report as it relates to policing and public safety in the City. This report also seeks Council direction on next steps on the police transition.

The Mayor called for division of the question.

It was	Moved by Councillor Bains Seconded by Councillor Kooner That Council receive Corporate Report R199
for information.	
RES.R22-2057	<u>Carried</u>

It was	Moved by Councillor Kooner Seconded by Councillor Hepner That Council endorse the guiding principles
set out in this report for the next phase of work to advance policing and public safety in the City.	
RES.R22-2058	<u>Carried</u>

It was	Moved by Councillor Bains Seconded by Councillor Stutt That Council:
--------	--

REGULAR COUNCIL – PUBLIC HEARING MINUTES
MONDAY, NOVEMBER 14, 2022

1. Select Option 1 - maintain the RCMP as Police of Jurisdiction; and
2. Direct staff to prepare a plan to be endorsed by Council which would be forwarded to the Minister of Public Safety and Solicitor General for approval; and
3. Further direct staff to issue a letter on behalf of Council to the Surrey Police Board to pause all new hiring and expenditure spending further Council direction.

An amendment was

Moved by Councillor Annis
Seconded by Councillor Bose
That Council receive current information
then consult the public through a

regarding the policing transition and referendum process.

amendment motion Defeated
With Mayor Locke, Councillors Bains,
Elford, Hepner, Kooner and Stutt opposed.

RES.R22-2059

main motion Carried
With Councillors Annis, Bose, Elford and
Nagra opposed.

As Council approved Option 1 as outlined in the Corporate Report, Option 2 was out of order.

Appendix “E” Letter from Regional Mayor



November 24, 2022
Our File: 01-0400-20/PSS1/2022-1
Doc #: 4663647.v1

Hon. Mike Farnworth
Minister of Public Safety and Solicitor General
Parliament Buildings
Room 128 – 910 Government Street
Victoria, BC V8V 1X4 Email: mike.farnworth.mla@leg.bc.ca

Mayor Brenda Locke
City of Surrey
Mayor@Surrey.ca

Dear: Hon. Mike Farnworth and Mayor Brenda Locke,

**RE: Surrey City Council Desire & Recent Decision to Retain RCMP
Letter of Support – LMD RCMP Mayors' Forum**

This Letter of Support is with respect to Surrey City Council's discussions regarding the possibility of retaining the RCMP as their police force.

The ***LMD RCMP Mayors' Forum***, which has been operating for many years, is comprised of the Mayors from RCMP jurisdictions ranging geographically from Hope to Whistler. Other participants and attendees include the Province (Police Services), “E” Div. & LMD RCMP Command, CAOs who are often the “principle policing contacts”, Detachment Commanders, as well as Chiefs of Police from those municipal departments participating in the integrated units.

The Mayors' Forum members continue to generally support the RCMP as our preferred and competent police force of jurisdiction. Representing very small detachments to the largest in Canada (Surrey, Burnaby, Richmond), we also acknowledge the importance of both the Provincial and Federal contract contributions that apply (70/30 and 90/10%) as well as the access to additional and/or specialized RCMP and integrated resources in times of need.

City of Coquitlam
3000 Guildford Way
Coquitlam, BC Canada V3B 7N2
Mayor's Office: 604-927-3001 | Fax: 604-927-3015
 [cityofcoquitlam](https://www.cityofcoquitlam.ca) | [coquitlam.ca](https://www.coquitlam.ca)

When Surrey City Council made the decision to transition to a municipal Surrey Police Service (the "SPS") 3 years ago, the Mayors' Forum raised significant concerns to the Province and the RCMP, as reflected in the minutes as well as this issue becoming a "standing agenda item".

The following attached correspondence refers to these representations:

- Letter dated February 25th, 2020 from the Mayors' Forum to the Hon. Wally Oppal, Chair of the Provincial/Municipal Policing Transition Study Committee seeking to be consulted;
- Letter dated March 9th, 2020 from ADM Brenda Butterworth-Carr, Director of Police Services Policing and Security Branch that included the comment, ***"The Ministry is aware that there are areas for potential impacts to policing in the region and throughout the province that may result from the City of Surrey's transition from RCMP to a municipal police department....As you can appreciate, this is a complex transition with many aspects that will need to be addressed as the new department is established."*** The letter also indicated that the transition committee had now been concluded.
- Letter dated March 4th, 2021 from Mayor Richard Stewart (Co-Chair of the LMD RCMP Mayors' Forum) to the President of UBCM outlining concerns with the transition.
- Correspondence from the RCMP National Police Federation dated April 20, 2021 who presented to the Mayors' Forum; and,
- The LMD Mayors' Forum minute example, dated June 22nd, 2022, which refer to the discussions under agenda item D.

Concerns raised throughout the transition period by the Mayors' Forum included:

- the potential and likely increases to Division Administrative costs (levy per member in B.C. to pay for admin/"E" Division);
- the need to downsize "E" Div. FTE levels with the elimination of approx. 900 members in Surrey (many at "E" Division with rank, some accommodated);
- likely impacts on the Pacific Region Training Centre and training at "E" Div. HQ (staffing levels, costs, reduced instructor/mentoring cadre, course training standard development in "E" Division and across Canada, etc.);

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- the concern over the financial liability and burden of large annual leave banks with exiting Surrey members;
- potential increases associated to the integrated units; and,
- deteriorating morale with:
 - lateral and some promotional moves out of Surrey at all levels blocking promotional opportunities for deserving members and impacting on livelihoods/pensions (including "E" Division, Provincial Business Line, Federal Business Line, Municipal Business Line, as well as potentially outside of "E" Division); and,
 - SPS being in the top percentile within the Canadian Police Universe as it relates to pay and benefits which raises issues of equity/fairness, attraction and retention, and "affordability" as the SPS levels push increases across the country.

Aside from public commitments that Surrey will be responsible for the annual leave banks that are in excess of the carry-forward limits (which is still likely to result in the maximum carry forward of leave for most members departing Surrey being absorbed by other local governments – especially in light of COVID and few newer members), the Mayors' Forum has yet to receive more accurate financial information on costs that may impact on local governments in the LMD or throughout B.C. The Mayors' Forum was not consulted on the original request/approval to move to the SPS, nor to our knowledge was a detailed impact assessment completed as it relates to other local governments, operational impacts or morale/productivity.

If the SPS transition continues with a final green light, given the opportunity for officers to "double dip", receive higher pay, promotional opportunities, etc., the potential draw/pressure on all detachments and departments will continue for many years given the HR/recruitment environment - especially for the more experienced/competent officers. For those Surrey RCMP members wanting to stay in the Force, they will seek out both lateral and promotional opportunities at detachments and in both the Provincial and Federal units thus stagnating both lateral and promotional opportunities for others. The reverse assumption is that if the Province gives the OK for the RCMP to remain as the police force of jurisdiction in Surrey, then there will once again be career investments in Surrey Detachment and in other municipal departments that are also seeking out additional officers.

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If the transition to SPS moves forward, we remain particularly concerned around the uncertainty with financial implications to local governments throughout BC (unless there is an ongoing funding commitment by senior levels of government), operational impacts, training/development gaps, morale/productivity outcomes, and public safety implications. **As such, we continue to support the retention of the RCMP in Surrey.**

If government is contemplating continuing with the transition to the SPS, the Mayors' Forum wishes to be considered a strong stakeholder deserving of proper consultation with regard to the significant impacts of that decision on communities representing the majority of Lower Mainland residents.

Sincerely,



Richard Stewart
Mayor, City of Coquitlam



Bill Dingwall, *BGS, LL.B., CPHR*
Retired, Mayor of Pitt Meadows (2022)
Chair LMD RCMP Mayors' Forum
Past Co-Chair LMD RCMP Mayors' Forum
(2019-2022)

c.c. Assistant Deputy Minister Wayne Rideout
Director of Police Services Policing and Security Branch
Ministry of Public Safety and Solicitor General
PO Box 9285 Stn Prov Govt, Victoria, B.C. V8W9J7

A/Commr. Maureen Levy
LMD RCMP District Commander EMAIL: Maureen.levy@rcmp-grc.gc.ca

A/Commr. Brian Edwards
Officer-in-Charge, Surrey RCMP Detachment
EMAIL: Brian.edwards@rcmp-grc.gc.ca

LMD RCMP Mayors' Forum
Surrey City Council
Attach.

File #: 01-0400-20/PSS1/2022-1 Doc #: 4663647.v1

Appendix “F” Financial Analysis

The financial analysis to determine the fiscal implications related to either continuing the transition to the SPS or retaining the RCMP as POJ is extremely complex. Using currently available information, recognizing inherent limitations, and applying assumptions where necessary, financial analysis was completed to provide estimates on the financial implications for the five-year period spanning 2023 to 2027, aligned with the City’s required budgetary cycle. In addition, financial consideration has been given to the funding impact on the remaining four years of the adopted 2022 – 2026 Financial Plan.

A key driver of the financial impact will be the necessary Provincial approval to retain the RCMP as POJ, or conversely, Provincial direction to stay the course with the ongoing transition to the SPS. The timing of this decision by the Province and the implementation timeline will have material financial implications for the City’s 2023 and future budgets. Furthermore, the fiscal consequences of the various scenarios under consideration are driven by multiple parties (e.g., Canada, BC, RCMP, Surrey Police Board, and the City) and until the Province makes a binding decision in relation to SPS or RCMP, each party is empowered to make impactful decisions. Currently, in the absence of Provincial direction, these decisions are independent of the City and each other, potentially resulting in significant financial ramifications for the City.

The following three scenarios were considered within this analysis:

1. Comparison of Annual Steady State Policing Costs Between SPS and RCMP;
2. Retaining the RCMP as POJ and Ultimate Dissolution of SPS and Board; and
3. Continuing the Transition to SPS with No Municipal RCMP Policing.

1) Comparison of Annual Steady State Policing Costs Between SPS and RCMP

Analysis was undertaken to determine the City’s estimated operating cost of policing under both the SPS and the RCMP under a steady state of 734 sworn members for each force, excluding integrated team member strength of 58 and City Police Support Services. Since 2018, the City’s funded policing strength has been 734 Members, excluding Integrated Teams. Accordingly, this is an appropriate basis of comparison between the policing costs of both agencies on a like-for-like basis over a 12-month period at a steady state (i.e., no transition costs included). Key assumptions and facts that were utilized include:

- a) 734 sworn members for each police force on day one of the 12-month period.
- b) SPS fiscal year January 1 to December 31 and RCMP fiscal year April 1 to March 31.
- c) RCMP costs and staffing composition based on preliminary Multi-Year Financial Plan data provided by RCMP.

- d) SPS costs and staffing composition based on Provisional 2023 Budget information received from SPS, with assumptions applied to reflect a steady state of 734 sworn members.
- e) Salaries and benefits costs based on compensation rates as of January 1, 2023 for SPS and April 1, 2023 for RCMP.
- f) Costs for City Police Support Services are excluded (assumed to be equal under both police forces).
- g) Costs for Integrated Teams are excluded (assumed to be equal under both police forces).
- h) Costs for capital expenditures and transfers to capital reserves are excluded for both SPS and RCMP (assumed to be consistent under both police forces).
- i) SPS One-Time Transition spending is excluded (funded outside of the annual Policing Operations budget).
- j) SPS civilian staff salaries and benefits are included (additional civilian staff over and above City Police Support Service staff).
- k) Estimated SPS ongoing risk and claims costs are included for consistency with RCMP operating costs.
- l) Estimated cost increases for E-Comm levy & other information technology enhancements are included for RCMP for consistency with SPS operating costs.
- m) 10% Federal Government subsidy for RCMP policing costs is included.

Table 1: Estimated Steady State Policing Costs

ESTIMATED STEADY STATE POLICING COSTS OVER A 12-MONTH PERIOD - SCENARIO 1 (\$ MILLIONS)	SPS FTE @ 734	RCMP FTE @ 734	DIFFERENCE (\$)	DIFFERENCE (%)
Sworn Member Base Salary	\$93.6	\$84.0	\$9.6	11.4%
Operational, Administrative, &				
Other Personnel Costs	\$86.5	\$80.0	\$6.5	8.1%
Subtotal Operating Costs	\$180.1	\$164.0	\$16.1	9.8%
Estimated SPS Ongoing Risk and Claims Costs ¹	\$3.0	\$0.0	\$3.0	100.0%
Estimated Increase in E-Comm Levy & Other Information Technology Enhancements ²				
Subtotal Other Costs	\$3.0	\$4.0	(\$1.0)	(25.0%)
Federal Government 10% Subsidy	\$0.0	(\$16.8)	\$16.8	(100.0%)
Total	\$183.1	\$151.2	\$31.9	21.1%
Cost per Officer (734 total)	\$249,460	\$205,990	\$43,470	21.1%

Notes:

1 – As per assumption (k) above

2 - As per assumption (l) above

The analysis calculates a 12-month total policing cost of \$183.1M for SPS and \$151.2M for the RCMP, resulting in a \$31.9M (21.1%) difference per year. It is reasonable to expect that any further addition to policing resources above a member strength of 734 would further increase the steady state cost difference, given currently available information.

It is reasonable to assume key drivers of the steady state cost difference for policing services include, but are not limited to, higher salary compensation rates for SPS staff as shown in Graph 1 and 2, mix of sworn members and the 10% Federal Government subsidy deducted from the RCMP's costs.

Graph 1 provides a comparison between the publicly available average base salaries for SPS and RCMP sworn members.

Graph 1: SPS vs. RCMP Average Base Salary Comparison



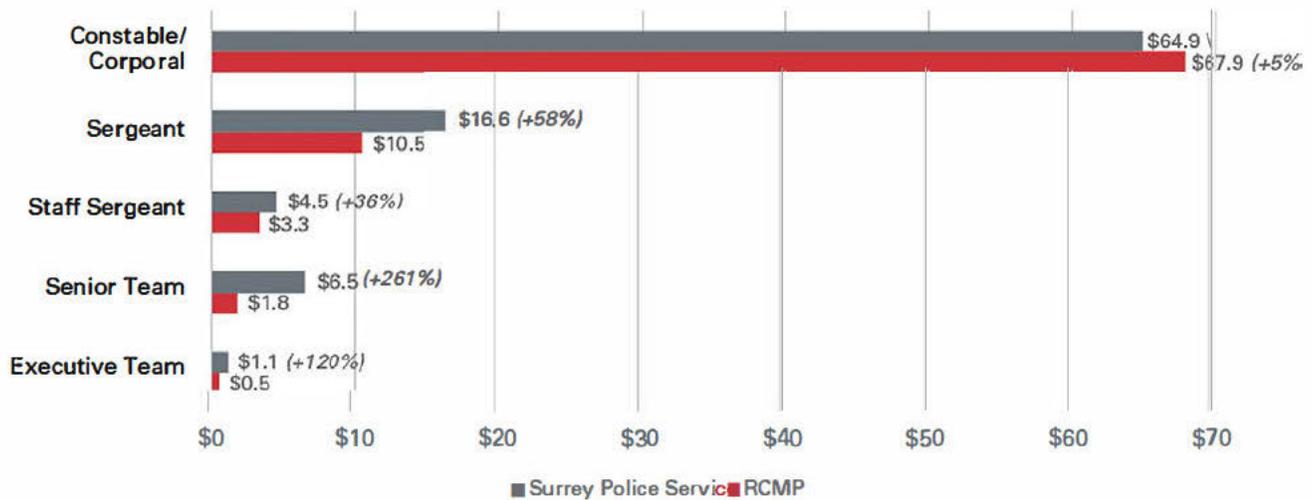
Sources:

SPS - <https://www.surreypolice.ca/sites/surreypolice/files/media/documents/SWORN%20MEMBER%20SALARIES%202023.pdf>

RCMP - <https://www.rcmp-grc.gc.ca/en/regular-member-annual-rates-pay>

Graph 2 provides a comparison of the cost mix within the Sworn Member Base Salary costs included in Table 1 of \$93.6M for SPS and \$84.0M for RCMP.

Graph 2: SPS vs. RCMP Sworn Member Steady State Base Salary Costs



Generally speaking, the Graph 2 shows the RCMP has higher base salary costs for constables and corporals, while SPS has higher base salary costs for senior sworn members.

From Scenario 1, it can be inferred that SPS policing services would result in an additional annual cost to the City of approximately \$31.9M per year for policing operating costs, or conversely, an annual savings of an equal amount for RCMP policing services.

Certain costs specifically related to the start-up of the SPS are currently funded from the One-Time Transition budget (e.g., transition related salaries, recruitment, assessment, training, consulting, etc.) and are excluded from this comparison as they fall outside of the Policing Operations budget. Conversely, certain operating costs within the SPS Provisional 2023 Budget may reflect start-up costs, which may not translate into ongoing costs. These factors may potentially affect the \$31.9M cost differential in steady state operations between the two police forces.

It is important to note that this analysis incorporates costs as of a specific point in time, as outlined in the assumptions above. It is reasonable to assume that the SPS cost premium, or RCMP discount, may increase or decrease over time as any changes to personnel, operational, and administrative costs are compounded into the future.

2) Retaining the RCMP as POJ and Ultimate Dissolution of SPS and Board

Analysis was undertaken to determine an estimate for the financial requirements to retain the RCMP as POJ and restore sworn member strength to 734. Key assumptions and facts that were utilized include:

- a) RCMP demobilization under Phase One HR Plan ceased November 14, 2022.

- b) SPS continues hiring in advance of sworn member deployment requirements (based on Provisional 2023 Budget information received from SPS, inclusive of ongoing capital requirements).
- c) Provincial decision to approve the City's request to retain the RCMP as POJ received January 31, 2023, commencing the dissolution of SPS policing operations and the Surrey Police Board.
- d) SPS ceases all hiring and deployment as of January 31, 2023.
- e) Surrey Police Board provides 60-day notice of intent to terminate employment to all SPS sworn members and civilian staff effective February 1, 2023 at regular pay rates with full benefits (included within SPS Operating Costs in Table 2).
- f) RCMP budget predicated on Member utilization of 734 on April 1, 2023 (as per preliminary Multi-Year Financial Plan data provided by the RCMP, inclusive of ongoing capital requirements).
- g) SPS unionized sworn members' severance calculation effective April 1, 2023, assumptions include elements from union employment agreements in place:
 - i. 18-months severance calculation includes base salary and benefits.
 - ii. Severance payments are subject to any previously agreed upon compensation increases scheduled to take effect after the notice of termination date.
 - iii. Unionized sworn members who obtain work as a police officer with alternate police agencies are subject to a 50% reduction on all remaining severance payments subsequent to the hire date with their new employer.
 - iv. 50% of unionized sworn members will obtain alternate employment as police officers and receive a reduced severance of nine months.
 - v. All unionized sworn members are hired with "Recognized Policing Service"
- h) SPS non-unionized sworn members and civilian staff severance calculation effective April 1, 2023.
 - i. Non-unionized sworn member severance of 18-months.
 - ii. Civilian staff average severance of 2 months .
 - iii. SPS civilian staff who obtain subsequent employment with the City will be posted into existing vacant positions, with no incremental cost impact.
- i) Starting 2024, salary and benefits increase of 3% each year (equal for both police forces).
- j) Legal and consulting costs for City's due diligence activities regarding retention of RCMP as POJ included.
- k) Potential contractual obligations, with consideration for recoveries, to address in-stream and potential procurement activities included.

In addition to the SPS operating budget, One-Time Transition funding of \$63.7M was established in 2019 to support the unique costs incurred during the SPS start-up phase. The analysis assumes that based on the SPS provided forecast, \$38.0M of this funding will be spent by December 31, 2022, leaving a balance of \$25.7M. Of this remaining balance, \$20.9M will be utilized to offset the forecasted year-end unfavourable variance for 2022 total Policing Operations as detailed in Corporate Report No. R208; 2022 Quarterly Financial Report – Third Quarter – 2022. The analysis also assumes that SPS will proceed with their One-Time Transition expenditure plan until a Provincial Government decision is received on January 31, 2023. Incorporating this assumption, the analysis arrives at an estimated spend of \$1.8M for January 2023, resulting in a remaining balance of \$3.0M in One-Time Transition funding at the end of January 2023. Under this scenario, the remaining One-Time funding balance would be redirected to the Policing Operations budget and applied as an offset against 2023 SPS expenditures.

Table 2: Estimated Costs for Policing – Retaining RCMP as POJ

ESTIMATED COSTS FOR POLICING – RETAINING RCMP AS POJ - SCENARIO 2 (\$MILLIONS)	2023	2024	2025	2026	2027	5 YEAR TOTAL
SPS Operating Costs	\$27.1	\$0.0	\$0.0	\$0.0	\$0.0	\$27.1
SPS Severance Costs ¹	\$80.9	\$0.0	\$0.0	\$0.0	\$0.0	\$80.9
Potential Contractual Obligations ¹	\$6.0	\$0.0	\$0.0	\$0.0	\$0.0	\$6.0
Remaining One-Time Transition Funding	(\$3.0)	\$0.0	\$0.0	\$0.0	\$0.0	(\$3.0)
Subtotal SPS Costs	\$111.0	\$0.0	\$0.0	\$0.0	\$0.0	\$111.0
RCMP Operating Costs	\$143.7	\$158.9	\$164.7	\$169.6	\$174.4	\$811.3
City Legal & Consulting Costs	\$2.5	\$0.0	\$0.0	\$0.0	\$0.0	\$2.5
Subtotal RCMP Costs	\$146.2	\$158.9	\$164.7	\$169.6	\$174.4	\$813.8
Total	\$257.2	\$158.9	\$164.7	\$169.6	\$174.4	\$924.8

Notes:

¹ – Timing of obligations is unknown, 100% of potential severance and contractual obligations have been attributed to fiscal 2023

3) Continuing the Transition to SPS with No Municipal RCMP Policing

Analysis was undertaken to determine an estimate for the forward-looking financial requirements to finalize the police transition to the SPS with a sworn member strength of 734. Key assumptions and facts that were utilized include:

- a) Provincial direction to the Surrey Police Board to complete the transition is received by the Board by January 31, 2023.
- b) SPS continues staff hiring in advance of sworn member deployment requirements (based on Provisional 2023 Budget information received from SPS, inclusive of ongoing capital requirements).
- c) The Phase One HR Plan to May 31, 2023 remains in effect.

- d) On June 1, 2023, no further RCMP member demobilization and SPS deployment during a nine-month approval process while the Phase Two HR Plan is finalized and agreed upon by all parties (a nine-month approval timeline is consistent with how long it took to negotiate the Phase One HR Plan). SPS hiring continues during this period.
- e) After the nine-month approval process, RCMP demobilization and SPS deployment resumes on March 1, 2024.
- f) SPS sworn member hiring of 734 achieved by March 31, 2024.
- g) RCMP demobilization to zero remaining members is staggered over 20 months and fully completed by October 31, 2025 (demobilization rate of approximately 40 members every two months, consistent with Phase One HR Plan).
- h) Starting 2024, salary and benefits increase of 3% each year (equal for both police forces).
- i) RCMP costs based on preliminary Multi-Year Financial Plan data provided by RCMP (inclusive of ongoing capital requirements), adjusted for the declining member strength of RCMP.
- j) Restore \$20.9M of SPS One-Time Transition funding as described below.

It is important to note that SPS has planned for full utilization of the \$63.7M One-Time Transition budget discussed in Scenario 2 (except for a small currently unallocated contingency of \$0.3M). If Scenario 3 were to proceed, it is reasonable to assume that SPS would request the City to restore \$20.9M of One-Time funding used to fund the forecasted year-end unfavourable variance for 2022 total Policing Operations. Although One-Time funding falls outside of the Policing Operations budget, this additional \$20.9M cost is included within fiscal 2023 in this scenario to reflect a more accurate representation of the financial requirements to finalize the police transition to the SPS.

Table 3: Estimated Costs for Policing – Continuing the Transition to SPS

ESTIMATED COSTS FOR POLICING CONTINUING THE TRANSITION TO SPS – SCENARIO 3 (\$MILLIONS)	2023	2024	2025	2026	2027	5 YEAR TOTAL
SPS Operating Costs	\$141.1	\$183.7	\$196.6	\$202.3	\$208.2	\$931.9
Estimated SPS Ongoing Risk and Claims Costs ¹	\$3.0	\$3.1	\$3.2	\$3.3	\$3.4	\$16.0
One-Time Transition Funding	\$20.9	\$0.0	\$0.0	\$0.0	\$0.0	\$20.9
Subtotal SPS Costs	\$165.0	\$186.8	\$199.8	\$205.6	\$211.6	\$968.8
RCMP Operating Costs	\$97.2	\$75.3	\$18.9	\$0.0	\$0.0	\$191.4
Total	\$262.2	\$262.1	\$218.7	\$205.6	\$211.6	\$1,160.2

Notes:

1 – Included in the City's budget for policing related costs for SPS, increasing by 3% each year

It is important to note that there is potential for considerable variability in the expected timeline for the Phase Two HR Plan approval and full RCMP demobilization. Prolonging the timeline beyond the nine-month approval process period and 20-month demobilization period would result in the total amount being higher than shown in Table 3.

Summary of Comparative Five-Year Policing Operating Costs

Comparing the results of Scenario 2 and 3, the analysis shows that retaining the RCMP as POJ provides estimated policing operating cost savings to the City of \$235.4M over the next five years, as opposed to continuing the transition to SPS. As noted earlier, the analysis includes ongoing capital expenditures and transfers to capital reserves, however, major capital funding requests are excluded. Both RCMP and SPS have the ability to submit major capital funding requests to the City through the annual budget process. The five-year cost vs. savings analysis could be significantly impacted through any one major capital funding approval for either police force (e.g., major facility construction or renovation). Due to the uncertainty and lack of information surrounding potential future major capital funding approvals, this element of cost has been excluded from the analysis to provide a consistent basis of comparison.

Table 4: Estimated Five-Year Costs for Policing

ESTIMATED FIVE-YEAR POLICING COSTS (\$MILLIONS)	2023	2024	2025	2026	2027	5 YEAR TOTAL
Scenario 2 Retaining RCMP as POJ	\$257.2	\$158.9	\$164.7	\$169.6	\$174.4	\$924.8
Scenario 3 Continuing Transition to SPS	\$262.2	\$262.1	\$218.7	\$205.6	\$211.6	\$1,160.2
Difference – Cost/(Savings)	(\$5.0)	(\$103.2)	(\$54.0)	(\$36.0)	(\$37.2)	(\$235.4)

Table 4 shows an annual cost savings of \$36.0M in 2026, increasing to \$37.2M by 2027, in retaining the RCMP as POJ. This result is consistent with Scenario 1’s estimated RCMP steady state cost savings of \$31.9M, extrapolated forward with reasonable assumptions for future year increases to personnel, operational, and administrative costs. It is reasonable to assume that the cost savings of \$37.2M in 2027 will continue in perpetuity into future years, subject to growth.

It is important to highlight that the 2023 Policing Operations budget within the City’s currently adopted 2022-2026 Five-Year Financial Plan does not provide adequate funding for 2023 costs under either Scenario 2 or 3, resulting in a significant funding shortfall which must be addressed and will be discussed in the following section.

City Budget Impact 2023-2026

The Policing Operations budget in the 2022-2026 Five-Year Financial Plan was fundamentally predicated on an estimated plan for SPS hiring and deployment and RCMP demobilization available in late 2021, prior to the finalization and approval of the Phase One HR Plan in May 2022. The Policing Operations budgets for 2023-2026 were built upon the 2022 budget and incorporated the best information available at the time.

Tables 2, 3 and 4 in the analysis considered the five-year impact for the different scenarios. In the following budget impact discussion, a four-year timeframe is utilized as budget figures for fiscal 2027 are outside the range of the currently adopted 2022-2026 Financial Plan.

Incorporating Integrated Teams and City Police Support Service costs back into both Scenario 2 and 3 provides a full costing of the City's estimated Policing Operations budget for 2023-2026.

Table 5: Estimated Policing Services Funding Requirement – Scenario 2 Retaining RCMP as POJ

ESTIMATED POLICING SERVICES FUNDING SHORTFALL RETAINING RCMP AS POJ – SCENARIO 2 (\$MILLIONS)	2023	2024	2025	2026	4 YEAR TOTAL
SPS Operating Costs	\$111.0	\$0.0	\$0.0	\$0.0	\$111.0
RCMP Operating Costs	\$146.2	\$158.9	\$164.7	\$169.6	\$639.4
Subtotal Operating Costs	\$257.2	\$158.9	\$164.7	\$169.6	\$750.4
Integrated Teams	\$16.5	\$16.9	\$17.3	\$17.8	\$68.5
City Police Support Service	\$25.1	\$25.8	\$26.6	\$27.4	\$104.9
Federal Government 10% Subsidy on SPS Deployed Members ¹	(\$0.6)	\$0.0	\$0.0	\$0.0	(\$0.6)
Subtotal Other Costs	\$41.0	\$42.7	\$43.9	\$45.2	\$172.8
Total Funding Requirement	\$298.2	\$201.6	\$208.6	\$214.8	\$923.2
Total Policing Operations Budget²	\$202.5	\$211.0	\$216.2	\$221.5	\$851.1
Total Funding Excess/(Shortfall)	(\$95.7)	\$9.4	\$7.6	\$6.6	(\$72.1)

Notes:

- 1 – The Federal Government 10% subsidy for SPS members deployed under the MPUA is credited against the City Police Support Service budget. The 10% subsidy ends on April 1, 2023 in Scenario #2 and June 1, 2023 in Scenario #3.
- 2 – Based on the adopted 2022-2026 Five-Year Financial Plan

Under Scenario 2, there is a significant funding requirement in 2023 of \$298.2M, with a resulting one-year funding shortfall of \$95.7M, which then stabilizes for the remaining years as SPS operating costs drop off. Overall, this scenario requires an additional \$72.1M in funding over the next four years, as compared to the current adopted Financial Plan.

Table 6: Estimated Policing Services Funding Requirement – Scenario 3 Continuing Transition to SPS

ESTIMATED POLICING SERVICES FUNDING SHORTFALL - SCENARIO 3 CONTINUING TRANSITION TO SPS (\$MILLIONS)	2023	2024	2025	2026	4 YEAR TOTAL
SPS Operating Costs	\$144.1	\$186.8	\$199.8	\$205.6	\$736.3
One-Time Transition Funding	\$20.9	\$0.0	\$0.0	\$0.0	\$20.9
RCMP Operating Costs	\$97.2	\$75.3	\$18.9	\$0.0	\$191.4
Subtotal Operating Costs	\$262.2	\$262.1	\$218.7	\$205.6	\$948.6
Integrated Teams	\$16.5	\$16.9	\$17.3	\$17.8	\$68.5
City Police Support Service	\$25.1	\$25.8	\$26.6	\$27.4	\$104.9
Federal Government 10% Subsidy on SPS Deployed Members ¹	(\$2.9)	\$0.0	\$0.0	\$0.0	(\$2.9)
Subtotal Other Costs	\$38.7	\$42.7	\$43.9	\$45.2	\$170.5
Total Funding Requirement	\$300.9	\$304.8	\$262.6	\$250.8	\$1,119.1
Total Policing Operations Budget²	\$202.5	\$211.0	\$216.2	\$221.5	\$851.1
Total Funding Excess/(Shortfall)	(\$98.4)	(\$93.8)	(\$46.5)	(\$29.4)	(\$268.0)

Notes:

1 - The Federal Government 10% subsidy for SPS members deployed under the MPUA is credited against the City Police Support Service budget. The 10% subsidy ends on April 1, 2023 in Scenario 2 and June 1, 2023 in Scenario 3.

2 - Based on the adopted 2022-2026 Five-Year Financial Plan

Although it is not part of the Policing Operations budget, Scenario 3’s requirement for an additional \$20.9M to restore SPS One-Time Transition funding has been included in Table 6 to determine the overall 2023 funding shortfall.

Under Scenario 3, the largest funding requirements are expected in 2023 and 2024 of \$300.9M and \$304.8M, respectively, resulting in funding shortfalls of \$98.4M (2023) and \$93.8M (2024). Overall, this scenario would require an additional \$268.0M in funding over the next four years, as compared to the current adopted Financial Plan.

The City Budget Impact analysis indicates a significant funding shortfall under both Scenario 2 and 3. Through the forthcoming 2023-2027 Five-Year Financial Plan budgeting process, this shortfall will be presented within the wider context of the City’s overall operating budget. Staff will work with Mayor and Council to identify potential funding mechanisms to ensure an overall balanced budget for the City over the full five-year scope of the financial plan.

SPS Actual Expenditures

The following table summarizes total expenditures for SPS (excluding Integrated Teams) from its inception to October 31, 2022, along with a forecast to December 31, 2022.

Table 7: SPS Actual Expenditures

SPS ACTUAL EXPENDITURES (\$MILLIONS)	INCEPTION TO DATE OCT 31, 2022	FORECAST NOVEMBER & DECEMBER 2022	FORECASTED INCEPTION TO DATE TO DECEMBER 31, 2022
Operating Costs	\$48.2	\$15.2	\$63.4
Capital Expenditures	\$1.7	\$0.8	\$2.5
One-Time Transition Spending	\$31.0	\$7.0	\$38.0
Total	\$80.9	\$23.0	\$103.9

Summary of Scenario Analysis

Scenario 1 - Comparison of Annual Steady State Policing Costs Between SPS and RCMP

SPS policing services would result in an annual cost premium to the City of approximately \$31.9M per year for policing operating costs, or conversely, an annual savings of an equal amount for RCMP policing services, assuming the current staffing level of 734 was maintained.

Scenario 2 - Retaining the RCMP as POJ and Ultimate Dissolution of SPS and Board

The total five-year policing costs for retaining the RCMP as POJ are estimated at \$924.8M, which includes policing costs, including potential severance and contractual obligations.

Scenario 3 - Continuing the Transition to SPS with No Municipal RCMP Policing

The total five-year policing costs for continuing the transition to SPS are estimated at \$1,160.2M, which includes an additional \$20.9M in one-time transition costs.

Conclusion of Financial Analysis

The financial analysis conducted within this report does not assign a monetary value to potential contingencies due to variances relative to the assumptions used. Any additional funding requirements for contingencies will need to be considered as part of the 2023-2027 Five-Year Financial Plan budgeting process.

Overall, the financial analysis conducted in this report, based on the assumptions described for each scenario, concludes that maintaining the RCMP as POJ would cost the City \$924.8M over the years 2023-2027, whereas continuing to build out and finalize the transition to SPS would cost \$1,160.2M over the same time period, representing a difference of \$235.4M.

This analysis does not contemplate the qualitative aspects of either SPS or RCMP policing services. Justification to support the “value for money” received by the City under either police force’s service delivery model is beyond the scope of this financial analysis.

Appendix “G” Implementation

The following are tasks required to implement this Plan. The City and the RCMP will work with partners, including Canada, the Province, the Board, and SPS, to ensure that the various tasks, and others identified by the parties, are completed.

- Cessation of new hiring by the Board;
- Cessation of further SPS deployments under the HR Plan;
- Amending the Terms of Reference for the SPTTC, allowing it to oversee the process for retaining the RCMP as POJ;
- Subsequent dissolution of the SPTTC;
- Plan for the progressive withdrawal of deployed SPS officers from the MPU;
- Manage outstanding contracts and other agreements in place with the SPS;
- Amend, rescind, or otherwise manage legal instruments and agreements and remaining legal responsibilities;
- Termination of Phase One MOUs and Assignment Agreement;
- Cessation of all new procurement activities by the Board, beyond those required for maintenance of its employees and operations during implementation of this Plan;
- Revision of the Board’s provisional budget for 2023 to ensure alignment with this Plan;
- Discharge of Board obligations under its collective agreement with the SPS;
- Repurpose, recycle, or otherwise dispose of equipment and information management and information technology in possession of the Board and SPS, including appropriate disposal of use of force equipment;
- Dispose, store, or transfer records created by the Board and the SPS, with initial emphasis on current investigative files, which will continue to be monitored by supervisors and readers;
- Return City owned or leased facilities presently occupied by the Board and SPS;
- Termination of all contracts and other agreements held solely by the Board and the SPS;
- Consult and provide timely updates to the public and stakeholders, including Indigenous communities, in particular, the Semiahmoo and Katzie First Nations, on implementation of this Plan;
- Confirmation from Canada and the Province respecting the authorized strength of the Surrey MPU;
- Confirmation by Canada of the revocation of the request to reduce and terminate the MPUA;
- Collaboration between Canada and the RCMP to ensure that the RCMP’s obligations under this Plan are met, including all necessary authorities;
- Collaboration among federal agencies and departments to address implications arising from the maintenance of RCMP as POJ; and
- Eventual dissolution of the Board and the SPS.

An 'all of government' approach to implementing this Plan will be utilized within the City, including engagement by the following departments, in the manner described.

Legal –The City's Legal Services Division will be involved in a support function on key aspects of financial, equipment, infrastructure, and information technology work, ensuring that the City's legal obligations are clearly articulated and met. A focus will be on the following key areas of work:

- Developing and implementing a Governance and Accountability Framework for Council endorsement to encompass steps to enhance administration and oversight of the MPU, as outlined above, and in the creation of the new Committees;
- Communicating the MPU's authorized and funded strength to the Solicitor General; and
- Management of outstanding legal obligations.

Financial – Given that policing consumes a sizable portion of the City's annual budget, as well as the shortfall anticipated in 2022 and potentially in 2023, the careful management of costs will be a priority for the City, to ensure it is prepared to meet its obligations under the Policing Agreements and the Police Act. The City will continue to manage budget allocations for the RCMP, the SPS, and the Board, including the following:

- Review and update the RCMP Multi-Year Financial Plan to align with this Plan;
- Require the Board to adjust its provisional budget for 2023, to align with this Plan;
- Estimate the one-time impact on the policing operations budget of potential severance payments and potential costs to terminate contractual agreements associated with the dissolution of the SPS;
- Finalize the City's 2023 policing operations budget, in alignment with the timing of the RCMP and the City's patriation and repatriation of SPS officers and civilian staff; and
- Establish a team consisting of City, RCMP and SPS staff to monitor the monthly policing operations budget variances in 2023 and reallocate funding to ensure that the overall policing operations budget envelope is managed responsibly during implementation of this Plan.

Human Resources - The primary focus for the City in terms of human resources is to find opportunities for civilian staff currently working with SPS. These individuals include City staff who moved to SPS, auxiliary City employees, and civilian staff hired by the Board and SPS.

Career opportunities for these categories of civilian staff will, in most cases, be found within the City, or the City's Police Support Services. Many of these individuals previously worked within Surrey RCMP and are expected to seamlessly reintegrate.

Staffing decisions will be made on an individual basis, considering individual preferences and skills, and the availability of positions. The following will also occur:

- Managing severance and notice requirements in collective agreements, to which the City is not a party.
- Ensuring necessary security clearances and other elements related to transfer of staff between organizations are in place; and
- Adjustments to information systems utilized for SPS human resource processes.

Information Management and Information Technology (IM/IT) – The City’s IM/IT team will wind down the hardware and software applications installed for SPS, dispose or re-purpose material to the City, and terminate contracts where necessary. In addition, the team will plan for the management of information and storage of Board and SPS records. The following specific tasks refer:

- Removal from SPS and repurpose stand alone hardware to Surrey RCMP;
- Terminate SPS-related contracts for services with third party vendors;
- Cease all one-time expenditures and project planning for new policing software and applications, currently in development for SPS, which are not of use to Surrey RCMP;
- Continue outfitting and support for deployed SPS officers, until the last officer is withdrawn from deployment to the MPU;
- Decommission and recycle or dispose of SPS hardware and equipment, and file management support once SPS is dissolved; and
- Create an information management plan in consultation with relevant partners to ensure the management and storage of Board and SPS records.

Infrastructure and Accommodation – The City will focus on ensuring that its owned and leased facilities are returned to sole RCMP occupancy and control, and that equipment purchased on behalf of the SPS is repurposed, recycled, or disposed of in accordance with legislation. The disposal of use of force equipment will require management in accordance with the law and policing standards. Included in the category of Infrastructure and Accommodation are the following:

- Vehicles, equipment, and furniture procured for SPS;
- Vacating facilities occupied by SPS and retrofitting these for use by the City or Surrey RCMP;
- Recycling or disposing of furniture and fittings in facilities occupied by SPS; and
- Cessation of ongoing procurement, fueling, maintenance, and storage of equipment (including vehicles) for the Board and SPS.

High Level Tasks	Month-Year													
	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
City Human Resources, Legal, Financial and Infrastructure Implementation, cont'd														
Financial:														
Review and update RCMP Multi-year Financial Plan to align to Plan														
Request, receive and review Board provisional budget to ensure alignment to Plan														
Obtain a plan from the SPB re: maintenance of SPS Assigned Officers for agreed upon period and demobilization from MPU														
From City legal and HR team, obtain the timing and terms of termination of the SPS members, timing and terms of transfer or termination of civilian positions and timing and impact of the termination of vendor contracts, in alignment with the Plan, to estimate the financial impact on policing operations budget														
From various City departments, obtain any details to estimate financial impacts associated with facilities retrofitting and asset transfer plan, including any repurposing, recycling or disposal of assets														
Finalize City budget processes for 2023 (legislated requirement by May 15, 2023) to align with the Plan - utilizing RCMP MYFP, temporary maintenance of SPS Assigned officers, resolution of transfers of SPS staff from MPU, and utilizing the information about severance for members, transfer or severance for civilian staff and contract termination and disestablishment of the SPS board														
Provide quarterly reports to Council detailing impacts of the Policing Transition budget														
Establish monthly budget monitoring group with RCMP and the SPS to ensure close management of variance to City Adopted Budget and any budget reallocations, if required														
Undertake analysis and plan for outstanding financial obligations arising from the City's responsibility for legal indemnification of SPS employees.														
Infrastructure:														
Removal, repurposing and recycling or disposal of data centre hardware														
Decommissioning and repurposing or disposal of SPS equipment (cellphones, laptop, etc)														
Wipe/reset hardware configurations before repurposing or disposal of equipment														
Terminate SPS related contracts for services with third party vendors														
Continue outfitting and support for deployed SPS officers until the last officer is withdrawn from MPU deployment														
Creating an information management plan for records transfers and disposal and storage in collaboration with SPS														
Provide limited support for RCMP IM/IT as needed														
Separate and store SPS content from City systems (FMS, Peoplesoft, etc) when SPS dissolved and consistent with information management plan														
Develop plan for repurposing, recycling or disposal of vehicles, equipment and furniture as SPS is decommissioned														
Cancel contracts for procurement and maintenance of equipment purchased for SPS														
Implement vehicle transfer or recycling plan														
Develop a facilities transfer plan to see the progressive return of all city owned or leased facilities to sole occupancy by the RCMP as POJ														
Implement refitting of facilities per plan to repurpose furniture and other equipment for City/RCMP use in facilities														
Collaborate with SPS to support their disposal or recycling of use of force and other SPS branded equipment unable to be transferred														
Support removal of access control for segregated facilities to return to RCMP control														
Ongoing maintenance and support for facilities														

Appendix "I" RCMP Workplan and Timeline

The following workplan outlines specific recruitment targets and related timelines for each of the following candidate pools:

- Operational SPS Officers;
- Non-Operational SPS Officers,
- SPS recruits;
- RCMP cadets; and
- Experienced Police Officers.

Recruitment Targets

The total potential number of recruited candidates from these various hiring pools exceeds 500. The RCMP has established conservative recruitment targets for each pool, based on existing data. If recruitment tactics in these areas only results in 27% of that pool hired, Surrey RCMP will have more than 161 members hired in Surrey and will exceed its 734 requirements.

Any hires over and above the target of 161 will provide additional resourcing to Surrey detachment and other RCMP units and detachments in "E" Division. Although Surrey detachment requires 161 members to offset the current complement of Operational SPS Officers, the recruitment targets for these initiatives are expected to provide significantly more members coming into Surrey and potentially other detachments and units in the LMD.

The following table outlines the breakdown of the total potential available candidates and the conservative target the RCMP has established for each candidate pool.

CANDIDATE POOL	POTENTIAL OFFICERS	HIRING RANGE	ESTIMATED HIRES
Operational SPS Officers	168	27 - 50%	45 - 84
Non-Operational SPS Officers	119 ⁹	27 - 50%	32 - 60
Other EPOs	140 (est.)	10 - 15%	14 - 21
RCMP Cadets	67	100%	67
SPS Recruits	28	27 - 50%	8 - 14
TOTALS:	522		166 - 246

⁹ This figure includes 19 previously operational SPS officers that have completed all onboarding requirements.

Estimated Hiring Ranges

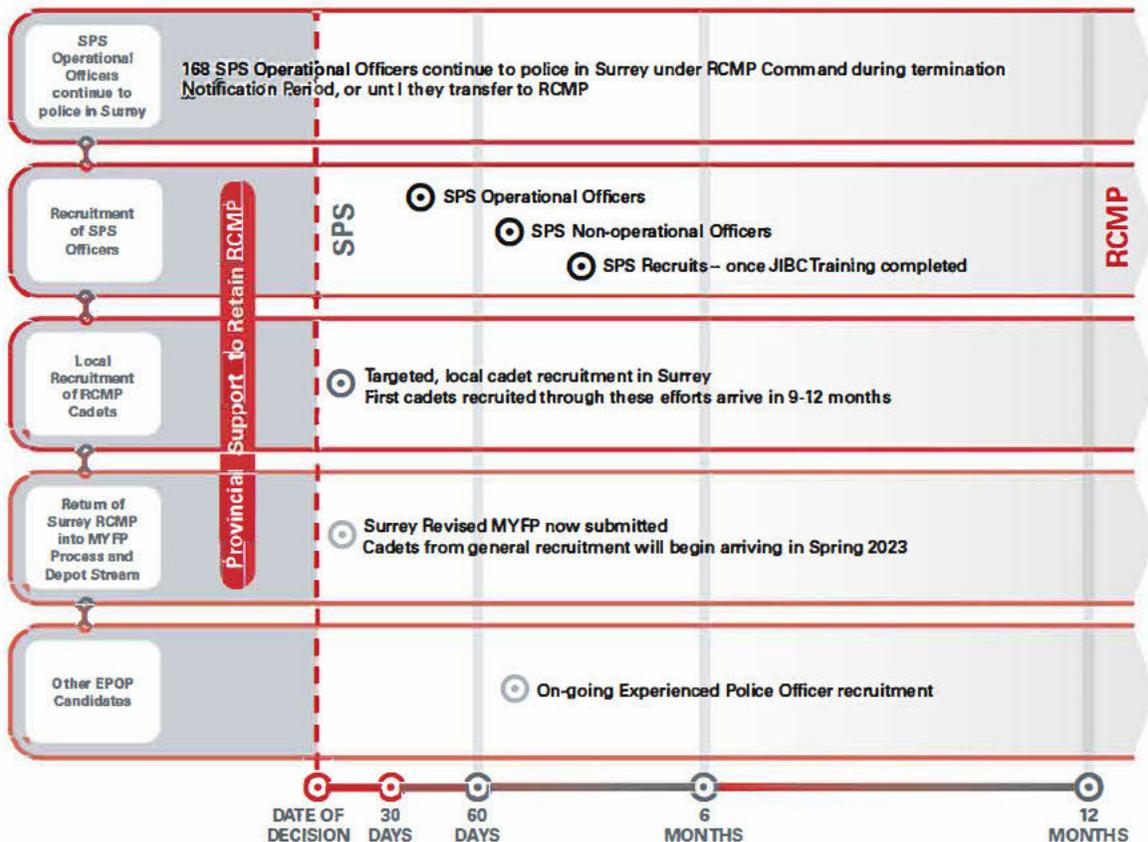
Establishing the estimated hiring ranges for each of the five candidate pools considered the following:

- enhancements in the RCMP's EPOP (streamlining);
- leveraging the work completed to deploy SPS officers into Surrey RCMP detachment;
- commuting and logistical advantages for officers;
- familiarity with RCMP work environment, policies, and processes;
- recruiting initiatives of other LMD municipal police departments;
- the highly competitive RCMP Collective Agreement; and
- promotional and career opportunities in the RCMP generally and in RCMP Surrey detachment specifically.

Implementation Plan

Surrey RCMP is committed to ensuring a timely conclusion to transition-related activities in the detachment. The target timeframe to have hiring obligations completed for Surrey is within 12 months after hiring processes commence (see Figure 2 below).

Figure 2: RCMP Staffing Initiatives and Hiring Timeline



Hiring plans include four main components that will be undertaken throughout 2023:

1. Outreach;
2. Application Processes;
3. Confirmation of Employment Offer; and
4. Onboarding Timelines.

Outreach

Immediate actions will be taken to:

- Establish communication with SPS Officers to discuss positions and initiate the EPOP hiring processes. All Operational SPS Officers will be personally contacted by an RCMP representative. All Non-Operational SPS Officers will be contacted as well.
- Advertise cadet recruitment sessions over multiple platforms (conventional and social media channels).
- Expand existing marketing initiatives for EPOs over established contact platforms.
- Contact SPS recruits to confirm plans for the remainder of their training and potential interest in becoming an RCMP member in Surrey.

Application Processes

All SPS Officers will be hired through the BC RCMP's EPOP which has been streamlined for efficiency.

These enhancements include:

- Hiring processes are established by the Commanding Officer of "E" Division RCMP, allowing for streamlining to increase efficiencies.
- Appointing RCMP ambassadors to every EPO candidate to ensure each candidate is provided individual support to navigate the hiring process.
- Increased efficiencies for security clearances.
- Appointing RCMP pension experts to provide clarity for EPO candidates.
- Providing EPO transition training at Surrey Detachment and the Pacific Region Training Centre in BC.

Additional efficiencies for SPS Operational Officers can be applied to the EPO processes:

- SPS Operational Officers hold a valid Government of Canada security clearance.
- Surrey RCMP have fit-tested all SPS Operational Officers for their current assigned positions.
- SPS Operational Officers have completed specific RCMP training requirements to ensure alignment with RCMP operational policies and procedures.
- SPS Operational Officers are already immersed into their working environment eliminating orientation and mentoring requirements.

RCMP will also provide targeted hiring opportunities to SPS Non-Operational Officers through the EPOP program and will consider SPS officers at all ranks. Security clearances for approximately 36% of the 119 SPS Officers in this hiring pool have already been completed and can be utilized for the EPOP processes as well.

The first class of SPS Recruits will graduate as constables in March 2023. The second class will graduate in July 2023. The RCMP will provide employment opportunities for these recruits which will include any additional training requirement to deploy as an RCMP Member. This training will be completed locally.

Surrey RCMP will begin accepting cadets immediately.

Confirmation of Employment Offer and Onboarding

Once the applicant has completed all the hiring requirements, a verbal confirmation of the employment offer will be issued, followed by a letter of offer and related materials to initiate employment.

A start date and schedule for relevant training requirements will be confirmed with each candidate.

Any required documentation or confirmations will be shared with SPS as they fulfill their demobilization obligations.

The RCMP is committed to a 30-day turn around in this process.

Hiring Timelines

- RCMP will have capacity to intake 25-30 SPS Officers per month.
- RCMP will arrange to align hiring of SPS Recruits immediately upon completion of their JIBC training to ensure seamless entry into the MPU.
- RCMP Cadets will be received into the detachment immediately, and will continue through specific Surrey cadet recruitment initiatives.
- Other EPOs will join Surrey RCMP as required.



Pages 120-159

REDACTED

Appendix D. RCMP's Plan and Supplemental Submission to Re-Staff Surrey RCMP

This page is intentionally blank; subsequent pages are Appendix D.

Pages 161-281

REDACTED

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

It is more than reasonable to assume that the three actions listed above would be sufficient to fulfil the requirement of 73 incremental police officers. [REDACTED]

[REDACTED] Should these actions take longer than 60 days to come to fruition, the RCMP would look to the mitigation strategies outlined earlier in this report to maintain adequate and effective policing levels at Surrey Detachment. This would include:

- Offering OT to members across the Lower Mainland (explained above);
- Temporarily shift in mandates for Surrey Detachment frontline support units (explained above); and,
- Temporary transfers from other detachments in “E” Division. The mayors in the Lower Mainland have been vocal in their support for the retention of the RCMP in Surrey, understanding that it makes both operational and fiscal sense for Surrey to continue with the RCMP. As a result, the RCMP expects other municipal jurisdictions in BC would be open to short-term, temporary transfers to Surrey Detachment in order to support the re-staffing of Surrey Detachment. Should

it be required, the RCMP could entertain transferring members for 1-6 months into Surrey Detachment, with a promise to return them back to their home detachment, once all other strategies facilitate the permanent placement of incremental officers into Surrey Detachment.

Pages 284-305

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Ministry of Public Safety and Solicitor General
Policing and Security Branch

Police Resources in British Columbia, 2021

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Date Prepared: December 2022

Effective Jan 1, 2019, new CCJS scoring rules and provincial PRIME policy changes were introduced regarding how incidents are categorized. Incidents of crime that could not be substantiated when followed up by the police are no longer considered “unsubstantiated,” unless police find evidence to show the offence did not occur. Consequently, more crimes are now being categorized as “founded,” contributing to increases in the number of occurrences for many jurisdictions beginning in 2019.

***Caution should be used in comparing police jurisdiction
crime data, policing costs, authorized strengths, or case loads.**

Variations in crime statistics in recent years may be attributable in part to changes in reporting practices and as a result of the COVID-19 pandemic.

Please refer to the Police Resource Definitions and Data Qualifiers on page 27.

Additional police and crime statistics information can be found on the PSB website:
<https://www2.gov.bc.ca/gov/content/justice/criminal-justice/policing-in-bc>



Police Resources in British Columbia, 2021

Structure of Policing in British Columbia

Policing in Canada is a shared responsibility between federal, provincial/territorial, and municipal governments. Under the *Constitution Act, 1867*, the federal government has the exclusive authority to enact legislation regarding criminal law and procedure. In addition, the federal government is responsible for providing a federal police service to enforce federal statutes and to protect national security. The *Constitution Act, 1867*, delegates responsibility for the administration of justice, which includes policing, to provincial governments. Each province has a Police Act that sets out the terms by which police are governed. Provinces may delegate responsibility for policing within municipal boundaries to the municipality. Under the BC *Police Act*, municipalities 5,000 population and over are responsible for providing police services within their municipal boundaries.

In BC, policing is provided mainly by the RCMP (federal, provincial and municipal services), municipal police departments, and one First Nations self-administered Police Service. Notably, there are integrated teams operating throughout the province; these teams provide specialized policing services and are funded and/or resourced from two or more policing jurisdictions or agencies.

In addition, there are also several agencies that provide supplemental policing in BC; that is, they are mandated to provide policing in geographic areas already served by provincial or municipal police agencies but for a specific purpose. For example, in the Lower Mainland area of the province, the South Coast British Columbia Transportation Authority Police Service (SCBCTAPS) provides policing on and around the transit system which is supplemental to the jurisdictional police. Similarly, the Canadian National and Canadian Pacific railway police agencies provide specialized law enforcement on any property within 500 metres of lands that the railway company owns, possesses or administers.

RCMP Federal Service

The Royal Canadian Mounted Police (RCMP) is Canada's national police service. Established under the *RCMP Act*, the RCMP serves as the federal police service across Canada including within British Columbia. The RCMP falls within the portfolio of the Minister of Public Safety Canada and operates under the direction of the RCMP Commissioner. As the federal police service, the RCMP enforces federal statutes across the province and is responsible for border integrity, national security, drugs and organized crime, financial crime and international policing.

In 2021, the authorized strength of the federal service in British Columbia was 957 member positions which included 130 protective policing positions.

RCMP Provincial Service

Under the *Police Act*, the provincial government must provide policing and law enforcement to rural/unincorporated areas and municipalities under 5,000 population. Effective April 1, 2012 the Province signed a new 20-year *Provincial Police Service Agreement* (PPSA) with the Government of Canada to contract the RCMP as BC's Provincial Police Service. Under the terms of the PPSA, the provincial government pays 70% of the cost-base described in the Agreement with the federal government paying the remaining 30%¹.

A portion of the provincial cost is recovered through the Police Tax. In 2007, municipalities under 5,000 population and unincorporated areas began to pay the Police Tax which covers a portion of the costs of the General Duty and General Investigative Services (GD/GIS) provided by the RCMP Provincial Service. In 2021, the Police Tax raised a total of \$33M which was 31 per cent of the Province's estimated 70 per cent share of rural and small community GD/GIS costs. Revenues go into the Province's Consolidated Revenue Fund.

The RCMP Provincial Service can be broken into two main categories: detachment policing and the provincial police services. Detachment policing provides local police services to municipalities under 5,000 population and unincorporated areas throughout the province by means of uniformed patrols, response-to-call duties, investigative services, community-based policing, traffic enforcement, and administrative support to provincial detachments. In addition to detachment policing, the Provincial Service maintains the capacity and expertise to resolve the highest

Police Resources in British Columbia, 2021



risk incidents; target organized crime, gang & gun violence, and serial crimes; and respond to large scale, provincial emergencies or events. This would also include capital-intensive equipment such as boats and aircraft.

In 2021, 808 member positions were assigned to provide GD/GIS at provincial detachments, serving a population of 698,548 including 85 municipalities with populations below 5,000 persons in addition to unincorporated areas. The total authorized strength of BC's Provincial Police Service was 2,602.

Municipal Policing

Under the BC *Police Act*, a municipality is responsible for providing its police services when its population exceeds 5,000 persons. The municipality also becomes responsible for bearing all the costs relating to its municipal police services. These municipalities may choose to form their own municipal police department, contract with an existing municipal police department, or contract with the provincial government for RCMP municipal police services.

In 2021, there were 77 municipalities in BC responsible for providing police services within their municipal boundaries. Twelve municipalities were policed by municipal police departments and 65 were policed by the RCMP.

Municipal Police Departments

Twelve municipalities in BC are policed by eleven municipal police departments as established under section 23 of the *Police Act*. The municipal police departments are: Vancouver, Victoria (which polices the municipalities of Victoria and Esquimalt), Saanich, Central Saanich, Oak Bay, Delta, Abbotsford, New Westminster, West Vancouver, Nelson and Port Moody.

These municipal police departments are governed by a police board, whose role is to provide general direction to the department, in accordance with relevant legislation and in response to community needs. Each police board consists of civilians and is chaired by the municipality's mayor; one board member is appointed by the municipal council and up to seven people appointed by the provincial government. Municipalities which provide their policing by means of a municipal police department pay for 100% of their policing costs.

In 2021, the total authorized strength of all the municipal police departments was 2,496 officer positions (*Note: Includes adjusted strength figures for municipalities participating in Lower Mainland District Integrated Teams*).

RCMP Municipal Services

In addition to the *Provincial Police Services Agreement*, the provincial and federal governments signed the *Municipal Police Service Agreement* (MPSA), a master agreement which enables the provincial government to sub-contract the RCMP Provincial Service to municipalities and describes the terms and conditions for the provision of RCMP municipal police services. To contract RCMP municipal services, each municipality must sign a *Municipal Police Unit Agreement* (MPUA) with the provincial government.

The terms of the MPSA and the MPUA require that municipalities between 5,000 and 14,999 population pay 70% of the RCMP cost-base; municipalities 15,000 population and over pay 90%. The remaining 30% and 10%, respectively, are paid by the federal government¹. Municipalities are responsible for 100% of certain costs, such as accommodation (i.e., the detachment) and support staff.

The RCMP operates regional and integrated detachments in many areas of the province. An integrated detachment is comprised of two or more provincial and/or municipal police units. For example, the North Vancouver Detachment houses three policing units: two municipal (North Vancouver District and North Vancouver City) and one provincial (North Vancouver Provincial). The detachment works on a post-dispatch system which means members respond to calls in any of the three policing jurisdictions regardless of whether the member is assigned to the North Vancouver City Municipal Unit or the North Vancouver Provincial Unit etc. In integrated detachments, RCMP members from each policing unit report to one detachment commander.

The regional detachment structure adds another layer to integration. Regional detachments offer a central point of management, coordination and comptrollership for multiple integrated or stand-alone detachments in the area. For



Police Resources in British Columbia, 2021

example, the Kelowna Regional Detachment is located in the City of Kelowna and the Kelowna Municipal Unit is the only policing unit that works out of that building. However, the West Kelowna Integrated Detachment (consisting of the West Kelowna Municipal Unit, the Peachland Municipal Unit and the Kelowna Provincial Unit) and the Lake Country Detachment (Lake Country Municipal Unit) fall under the umbrella of the Kelowna Regional Detachment. These types of arrangements allow for specialized and/or administrative police services to be delivered regionally.

In 2021, there were 65 municipalities in BC that contracted with the provincial government for RCMP municipal police services. The total authorized strength of the RCMP municipal services was 4,018 members.

There were 31 municipalities 15,000 population and over with RCMP municipal services and a total strength of 4,057 member positions. There were 34 municipalities between 5,000 and 14,999 population with RCMP municipal services, with a total strength of 471 member positions. (*Note: Includes adjusted strength figures for municipalities participating in Lower Mainland District Integrated Teams*).

Surrey Transition

In February 2020, Ministerial approval was provided in support of the City of Surrey's decision to transition its policing from RCMP contract policing to its own municipal police department. The Surrey Police Board was subsequently formed and the Surrey Police Service (SPS) was created in August 2020. SPS's first Chief Constable was hired effective December 14, 2020. In 2021, the Surrey Police Board and SPS continued to build the agency and hire staff; a total of 140 officers were hired by the end of the year.

First Nations Self-Administered Policing

Stl'atl'imx Tribal Police is the only First Nation self-administered Police Service in British Columbia and is governed by a police board whose members are selected from each of the ten communities it serves. Police officers recruited by the police board are either experienced officers or graduates of the Justice Institute of British Columbia, Police Academy. All officers are appointed under the *Police Act*. In 2020, the Stl'atl'imx Tribal Police renewed their agreement and increased their authorized strength to 14 police officer positions.

Enhanced Policing to First Nations Communities

Through the First Nations and Inuit Policing Program (FNIPP), both the federal and provincial governments provide funding to support culturally responsive policing services in addition to the level of policing already provided to the community. The FNIPP was established in 1991 to enhance policing that is professional, dedicated and responsive to First Nations and was designed to enable greater input over the delivery of policing services within their communities.

First Nations Community Policing Services (FNCPS)

In April 2020, the Framework Agreement between the federal government and the provincial government for RCMP FNCPS in British Columbia was amended, with an increase in member positions. Communities who were successful in their submissions to Canada for additional resources are in the process of signing amendments to their Community Tripartite Agreements to reflect additional resources to their communities. In 2021, the total authorized strength for First Nations policing under this Agreement is 117.5 member positions through 59 Community Tripartite Agreements (Renewal of 55 CTAs, 4 Former ACCP Agreements being transitioned to CTAs, 1 Program Administrator and 1 Recruiter position). Each FNCPS Unit is established under a tripartite agreement between the provincial government, the federal government and the participating First Nation communities. The provincial share of funding the FNCPS is 48% and the federal share is 52%. See page 7 and 8 for a listing of FNCPS positions by Community and RCMP Detachment.

Integrated First Nations Police Units

In 2007, a policing agreement was signed by the provincial government, the West Vancouver Police Board, and the Squamish and Tsleil-Waututh First Nations to create the Integrated First Nations Policing Unit. This Unit is comprised of a total of five positions staffed by members within the RCMP and the West Vancouver Police Department and one member funded under the FNIPP. This policing arrangement provides enhanced, dedicated services to reserve lands located in North Vancouver, West Vancouver and the Squamish Valley.

Police Resources in British Columbia, 2021



Tsawwassen Quadripartite Agreement

In 2019, a new five year policing agreement was signed between the federal government, the provincial government, the City of Delta, and the Tsawwassen First Nation (TFN) to enable the Delta Police Department to deliver enhanced policing to the Tsawwassen First Nation. The funding of this agreement is shared by the provincial and federal governments, 48% and 52% respectively. There is currently one member providing enhanced policing under this Agreement.

Integrated Teams in BC

There are a number of integrated teams in the province. These teams may be “integrated” in one or more ways:

- They are comprised of police officers from more than one police agency or members from at least two levels of policing (i.e. federal, provincial, municipal); and/or
- Multiple governments (i.e. federal, provincial, municipal) contribute to funding the team.

In addition, integrated teams provide services to more than one policing jurisdiction. In BC, there are three broad categories of integrated teams: federal, provincial and regional/municipal.

Federal Integrated Teams: includes members from municipal, provincial, and/or other federal agencies (Canadian and US) which are funded primarily by the federal government. Most Federal integrated teams are managed under the Federal Policing program. Such multi-disciplined groups deal with National Security, Transnational Organized Crime, Money Laundering, Integrated Market Enforcement, Drug Enforcement and Border Integrity.

Provincial Integrated Teams: may include members from municipal, provincial, and/or federal agencies but are funded primarily by the provincial government. The provincial teams include Combined Forces Special Enforcement Unit (CFSEU), Hate Crime Task Force, Integrated Sexual Predator Observation Team (ISPOT), Integrated Witness Protection Services, and the Unsolved Homicide Unit.

Regional Integrated Teams: may include members from municipal, provincial, and/or federal police agencies. These teams are formed to provide specialized services to specific regions of the province and are funded by the participating jurisdictions according to predetermined funding formula. For example, the Lower Mainland District (LMD) Police Dog Service provides service to all RCMP municipal and provincial policing jurisdictions in the RCMP Lower Mainland District, as well as Abbotsford, Delta, New Westminster, and Port Moody Police Departments.



Police Resources in British Columbia, 2021

British Columbia Policing Jurisdictions

MUNICIPAL POLICE DEPARTMENTS

Abbotsford Mun
 Central Saanich Mun
 Delta Mun
 Nelson Mun
 New Westminster Mun
 Oak Bay Mun
 Port Moody Mun
 Saanich Mun
 Vancouver Mun
 Victoria Mun
 West Vancouver Mun

RCMP ISLAND DISTRICT

Alert Bay Prov
 Campbell River Mun
 Campbell River Prov
 Colwood Mun
 Comox Mun
 Comox Valley Prov
 Courtenay Mun
 Duncan Prov
 Gabriola Island Prov
 Ladysmith Mun
 Ladysmith Prov
 Lake Cowichan Prov
 Langford Mun
 Nanaimo Mun
 Nanaimo Prov
 Nootka Sound Prov
 North Cowichan Mun
 North Saanich Mun
 Oceanside Prov
 Outer Gulf Islands Prov
 Parksville Mun
 Port Alberni Mun
 Port Alberni Prov
 Port Alice Prov
 Port Hardy Prov
 Port McNeill Prov
 Powell River Mun
 Powell River Prov
 Quadra Island Prov
 Qualicum Beach Mun
 Saltspring Island Prov
 Sayward Prov
 Shawnigan Lake Prov
 Sidney Mun
 Sidney Prov
 Sooke Mun
 Sooke Prov
 Texada Island Prov

Tofino Prov
 Ucluelet Prov
 View Royal Mun
 West Shore Prov

RCMP LOWER MAINLAND DISTRICT

Agassiz Prov
 Boston Bar Prov
 Bowen Island Prov
 Burnaby Mun
 Chilliwack Mun
 Chilliwack Prov
 Coquitlam Mun
 Coquitlam Prov
 Hope Mun
 Hope Prov
 Kent Mun
 Langley City Mun
 Langley Township Mun
 Maple Ridge Mun
 Mission Mun
 Mission Prov
 North Vancouver City Mun
 North Vancouver District Mun
 North Vancouver Prov
 Pemberton Prov
 Pitt Meadows Mun
 Port Coquitlam Mun
 Richmond Mun
 Ridge Meadows Prov
 Sechelt Mun
 Squamish Mun
 Squamish Prov
 Sunshine Coast Prov
 Surrey Mun
 Surrey Prov⁵³
 University Prov
 Whistler Mun
 Whistler Prov
 White Rock Mun

RCMP NORTH DISTRICT

Alexis Creek Prov
 Anahim Lake Prov
 Atlin Prov
 Bella Bella Prov
 Bella Coola Prov
 Burns Lake Prov
 Chetwynd Prov
 Dawson Creek Mun
 Dawson Creek Prov
 Dease Lake Prov

Fort St. James Prov
 Fort St. John Mun
 Fort St. John Prov
 Fraser Lake Prov
 Houston Granisle Prov
 Hudson's Hope Prov
 Kitimat Mun
 Kitimat Prov
 Lisims/Nass Valley Prov
 Mackenzie Prov
 Masset Prov
 McBride Prov
 New Hazelton Prov
 Northern Rockies Prov
 One Hundred Mile House Prov
 Prince George Mun
 Prince George Prov
 Prince Rupert Mun
 Prince Rupert Prov
 Queen Charlotte City Prov
 Quesnel Mun
 Quesnel Prov
 Smithers Mun
 Smithers Prov
 Stewart Prov
 Takla Landing Prov
 Terrace Mun
 Terrace Prov
 Tsay Keh Dene Prov
 Tumbler Ridge Prov
 Valemount Prov
 Vanderhoof Prov
 Wells Prov
 Williams Lake Mun
 Williams Lake Prov

RCMP SOUTHEAST DISTRICT

Armstrong Mun
 Armstrong Prov
 Ashcroft Prov
 Barriere Prov
 Castlegar Mun
 Castlegar Prov
 Chase Prov
 Clearwater Prov
 Clinton Prov
 Coldstream Mun
 Columbia Valley Prov
 Cranbrook Mun
 Cranbrook Prov
 Creston Mun
 Creston Prov

Elkford Prov
 Enderby Prov
 Falkland Prov
 Fernie Mun
 Fernie Prov
 Golden Prov
 Grand Forks Prov
 Kamloops Mun
 Kaslo Prov
 Kelowna Mun
 Kelowna Prov
 Kimberley Mun
 Kimberley Prov
 Keremeos Prov
 Lake Country Mun
 Lillooet Prov
 Logan Lake Prov
 Lumby Prov
 Lytton Prov
 Merritt Mun
 Merritt Prov
 Midway Prov
 Nakusp Prov
 Nelson Prov
 Oliver Prov
 Osoyoos Mun
 Osoyoos Prov
 Peachland Mun
 Penticton Mun
 Penticton Prov
 Princeton Prov
 Revelstoke Mun
 Revelstoke Prov
 Salmo Prov
 Salmon Arm Mun
 Salmon Arm Prov
 Sicamous Prov
 Slocan Lake Prov
 Spallumcheen Mun
 Sparwood Prov
 Summerland Mun
 T'Kumlups Prov
 Trail & Greater District Prov
 Trail Mun
 Vernon Mun
 Vernon Prov
 West Kelowna Mun

FIRST NATIONS SELF-ADMINISTERED POLICE SERVICE

Stl'at'imx Tribal Police

*Mun = Municipal
 Prov = Provincial*

Police Resources in British Columbia, 2021



First Nations Community Policing Services Statistics, 2021

FIRST NATIONS COMMUNITIES POLICED BY DETACHMENT

Detachment	Auth.Strength	Detachment	Auth.Strength
Agassiz & Chilliwack - Upper Fraser Valley²	7	Dease Lake	2
Chehalis First Nation		Dease River First Nation	
Sto:lo (Scowlitz First Nation)		Iskut First Nation	
Kwantlen First Nation, Soowahlie First Nation, Shxw'ow'hamel First Nation, Seabird Island First Nation, Chawathil First Nation, Kwaw-kwaw-Apilt First Nation, Cheam First Nation)		Tahltan Council	
Ahousaht / Tofino	2	Enderby	1
Ahousaht First Nation		Spallumcheen	
Alert Bay	2	Fort St. James	4
Da'Naxda'xw First Nation		Nak'azdli First Nation	
Gwawaenuk First Nation		Tl'az't'en First Nation	
Namgis First Nation		Fort St. John	3
Tlowitsis First Nation		Blueberry River First Nation	
Tsawataineuk First Nation		Doig River First Nation	
Alexis Creek	3	Halfway River First Nation	
Alexis Creek First Nation		Kamloops	4
Stone First Nation		Kamloops First Nation	
Xeni Gwet'in First Nation		Skeetchestn First Nation	
Anaham First Nation		Whispering Pines / Clinton First Nation	
Anahim Lake	1	West Kelowna	3
Ulkatcho First Nation		Westbank First Nation	
Bella Bella	2	Kitimat	1
Heiltsuk First Nation		Kitimaat First Nation (Haisla)	
Oweekeno First Nation		Ladysmith	1
Bella Coola	1	Chemainus First Nation	
Nuxalk First Nation		Lake Cowichan	1
Burns Lake	3	Didiabt First Nation	
Burns Lake First Nation		Lisims/Nass Valley	3
Cheslatta Carrier First Nation		Nisga'a	
Lake Babine Nation		Lytton	2
Nee-Tahi-Buhn First Nation		Cooks Ferry Indian Band	
Skin Tyee First Nation		Kanaka Bar Indian Band	
Wet'su'wet'en First Nation		Lytton First Nation	
Campbell River	1	Nicomien Indian Band	
Campbell River First Nation		Siska Indian Band	
Cape Mudge First Nation (We Wai Kai)		Skuppah Indian Band	
Homalco First Nation		Mackenzie	1
Chase	1	McLeod Lake Indian Band	
Little Shuswap Lake		Masset	2
Neskonlith		Old Masset Village Council	
Chetwynd		Merritt	4
Saulteau	0.5	Coldwater Council	
West Moberly First Nation	0.5	Lower Nicola Council	
Cranbrook	3	Nooaitch Council	
Akisqu'nuk First Nation		Shackan Council	
Lower Kootenay First Nation		Upper Nicola Council	
St. Mary's First Nation		Nanaimo	
Tobacco Plains Indian Band		Nanoose First Nation	0.5
		Snuneymuxw Council	1.5

Police Resources in British Columbia, 2021

FIRST NATIONS COMMUNITIES POLICED BY DETACHMENT, CONTINUED

Detachment	Auth.Strength	Detachment	Auth.Strength
New Hazelton	2	Quesnel	2
Gitanmaax First Nation		Alexandria Council	
Gitanyow First Nation		Kluskus Council (Lhoosk'uz Dene Govt)	
Gitsegukla First Nation		Nazko Council	
Gitwangak First Nation		Red Bluff Council (Lhtako Dene Nation)	
Glen Vowell First Nation		Sidney / North Saanich	2
Hagwilget First Nation		Pauquachin First Nation	
Kispiox First Nation		Tsartlip First Nation	
North Cowichan	4	Tsawout First Nation	
Cowichan Tribes		Tseycum First Nation	
North Vancouver	1	Smithers	2
Burrard (Tsleil-Waututh) First Nation		Moricetown First Nation	
Squamish First Nation		Fort Babine First Nation	
Northern Rockies	2	Sunshine Coast	2
Fort Nelson First Nation		Sechelt Council	
Prophet River First Nation		Surrey	1.5
Oliver	2	Semiahmoo First Nation	
Lower Similkameen First Nation		Takla Landing	2
Osoyoos First Nation		Takla Lake First Nation	
One Hundred Mile House	1	Terrace	1
Canim Lake Council		Kitselas First Nation	
Penticton	2	Kitsumkalum First Nation	
Penticton Indian Band		Tsay Keh Dene	2
Port Alberni		Kwadacha First Nation	
Hupacasath First Nation	2	Tsay Keh Dene First Nation	
Tseshah First Nation		Ucluelet	1
Huu-ay-aht First Nation	2	Toquaht First Nation	
Uchucklesaht First Nation		Yuulu?il?ath First Nation	
Port Hardy	2	Vanderhoof	1
Gwa'Sala-Nakwaxda'xw First Nation		Saik'uz First Nation	
Kwakiutl First Nation		Vernon	1
Quatsino First Nation		Okanagan First Nation	
Port McNeil (Tahsis)	1	Westshore	1
Ka:'yu:'k't'h / Che:k:ties7et'h' First Nation		Esquimalt Council	
Powell River	1	Songhees Council	
Sliammon Council		Williams Lake	
Prince Rupert		Canoe Creek First Nation	2
Gitxaala First Nation	3	Esk'etemc First Nation	
Gitga'at First Nation		Soda Creek Council	2
Kitasoo First Nation	2	Williams Lake Council	
Lax-kw'alaams First Nation	3	"E" Division	
Queen Charlotte	2	Program Administrator	1
Skidegate Council		Recruiter	1

Police Resources in British Columbia, 2021



Municipal Police Statistics, 2021

RCMP MUNICIPAL UNITS: 15,000 POPULATION AND OVER

Municipality	Population	Auth. Strength	Adjusted Strength ³	Pop Per Officer	CCC Offences	Crime Rate	Case Load	Total Costs ⁴	Cost Per Capita
Burnaby Mun ³	260,918	301	319	817	13,671	52	43	\$69,549,748	\$267
Campbell River Mun	37,118	45	45	825	4,748	128	106	\$10,136,460	\$273
Chilliwack Mun ^{3,5}	100,298	143	155	646	11,598	116	75	\$33,898,331	\$338
Colwood Mun	19,709	20	20	1,006	1,000	51	51	\$4,535,371	\$230
Coquitlam Mun ^{3,5}	154,449	168	176	876	7,258	47	41	\$38,246,463	\$248
Courtenay Mun	29,003	31	31	924	4,340	150	138	\$5,574,453	\$192
Cranbrook Mun	21,647	28	28	773	2,212	102	79	\$6,981,490	\$323
Fort St. John Mun	22,238	38	38	585	2,645	119	70	\$7,900,583	\$355
Kamloops Mun	101,603	142	142	716	13,379	132	94	\$30,472,021	\$300
Kelowna Mun	149,703	222	222	674	20,191	135	91	\$47,983,935	\$321
Langford Mun	47,286	58	58	815	2,249	48	39	\$11,567,181	\$245
Langley City Mun ⁵	28,957	51	56	514	4,783	165	85	\$13,158,061	\$454
Langley Township Mun ^{3,5}	138,057	155	166	832	8,765	63	53	\$35,680,733	\$258
Maple Ridge Mun ^{3,5}	95,041	103	112	849	7,628	80	68	\$23,786,800	\$250
Mission Mun ³	43,270	53	58	751	4,104	95	71	\$13,633,928	\$315
Nanaimo Mun ⁵	102,380	151	151	678	12,800	125	85	\$35,357,930	\$345
North Cowichan Mun	32,861	32	32	1,027	2,423	74	76	\$6,513,548	\$198
North Vancouver City Mun ^{3,6}	60,228	68	68	881	4,010	67	59	\$15,822,482	\$263
North Vancouver District Mun ^{3,6}	94,335	87	87	1,084	3,202	34	37	\$20,854,548	\$221
Penticton Mun	36,362	48	48	758	7,462	205	155	\$10,008,200	\$275
Pitt Meadows Mun ^{5,52}	20,112	23	25	816	1,048	52	43	\$5,546,534	\$276
Port Alberni Mun	19,101	34	34	562	3,111	163	92	\$9,555,794	\$500
Port Coquitlam Mun ^{3,5}	63,911	76	80	796	3,474	54	43	\$16,678,744	\$261
Prince George Mun	82,304	142	142	580	17,106	208	120	\$30,058,118	\$365
Richmond Mun ^{3,7}	216,280	284	289	748	11,351	52	39	\$68,806,815	\$318
Salmon Arm Mun	19,831	20	20	992	1,609	81	80	\$4,543,318	\$229
Squamish Mun ^{3,5}	22,740	26	28	819	1,805	79	65	\$5,122,200	\$225
Surrey Mun ^{3,8,9,10}	614,781	843	843	729	39,729	65	47	\$185,684,600	\$302
Vernon Mun	44,893	56	56	802	5,853	130	105	\$12,567,776	\$280
West Kelowna Mun	38,311	30	30	1,277	2,178	57	73	\$6,343,772	\$166
White Rock Mun ³	21,522	25	26	835	1,651	77	64	\$5,816,875	\$270
Total	2,739,249	3,503	3,586	764	227,383	83	63	\$792,386,812	\$289

RCMP MUNICIPAL UNITS: 5,000 TO 14,999 POPULATION

Municipality	Population	Auth. Strength	Adjusted Strength ³	Pop Per Officer	CCC Offences	Crime Rate	Case Load	Total Costs ⁴	Cost Per Capita
Armstrong Mun ¹¹	5,524	4	4	1,381	249	45	62	\$570,861	\$103
Castlegar Mun	8,576	13	13	660	982	115	76	\$1,734,198	\$202
Coldstream Mun	11,750	7	7	1,679	338	29	48	\$1,127,301	\$96
Comox Mun	15,206	12	12	1,311	478	31	41	\$1,772,650	\$117
Creston Mun ¹²	5,620	7	7	803	478	85	68	\$1,120,711	\$199
Dawson Creek Mun	13,087	25	25	523	2,077	159	83	\$3,590,579	\$274
Fernie Mun ¹¹	6,203	6	6	1,034	266	43	44	\$801,497	\$129
Hope Mun ³	6,767	13	14	475	1,302	192	91	\$2,247,158	\$332
Kent Mun ³	6,635	6	7	1,015	352	53	54	\$1,188,294	\$179
Kimberley Mun	8,308	8	8	1,039	244	29	31	\$1,190,917	\$143

Police Resources in British Columbia, 2021

RCMP MUNICIPAL UNITS: 5,000 TO 14,999 POPULATION, CONTINUED

Municipality	Population	Auth. Strength	Adjusted Strength ³	Pop Per Officer	CCC Offences	Crime Rate	Case Load	Total Costs ⁴	Cost Per Capita
Kitimat Mun	8,564	20	20	428	987	115	49	\$2,802,075	\$327
Ladysmith Mun	9,231	8	8	1,154	492	53	62	\$1,194,582	\$129
Lake Country Mun ¹²	16,238	18	18	902	718	44	40	\$2,214,811	\$136
Merritt Mun	7,611	17	17	448	1,323	174	78	\$2,633,095	\$346
North Saanich Mun	12,500	11	11	1,136	353	28	32	\$1,717,787	\$137
Osoyoos Mun ¹¹	5,596	6	6	933	425	76	71	\$926,151	\$166
Parksville Mun	13,803	17	17	812	1,385	100	81	\$2,296,258	\$166
Peachland Mun	6,043	4	4	1,511	269	45	67	\$578,696	\$96
Powell River Mun	14,024	20	20	701	1,351	96	68	\$3,122,036	\$223
Prince Rupert Mun	13,177	36	36	366	2,012	153	56	\$5,944,388	\$451
Qualicum Beach Mun	9,387	8	8	1,173	273	29	34	\$1,131,739	\$121
Quesnel Mun	10,122	23	23	440	2,323	230	101	\$4,609,737	\$455
Revelstoke Mun	8,429	14	14	602	426	51	30	\$2,077,105	\$246
<i>Sechelt Mun³</i>	10,966	11	12	930	937	85	79	\$1,948,416	\$178
Sidney Mun	12,279	15	15	819	480	39	32	\$2,389,327	\$195
Smithers Mun	5,697	10	10	570	892	157	89	\$2,188,187	\$384
Sooke Mun	15,539	13	13	1,195	841	54	65	\$2,235,441	\$144
Spallumcheen Mun	5,490	4	4	1,373	179	33	45	\$629,490	\$115
Summerland Mun	12,883	9	9	1,431	884	69	98	\$1,708,988	\$133
Terrace Mun	13,125	28	28	469	2,432	185	87	\$4,413,505	\$336
Trail Mun	8,168	14	14	583	1,022	125	73	\$2,245,644	\$275
View Royal Mun	12,034	12	12	1,003	625	52	52	\$2,198,551	\$183
<i>Whistler Mun³</i>	13,918	25	25	557	773	56	31	\$4,511,675	\$324
Williams Lake Mun	11,505	25	25	460	2,394	208	96	\$4,582,596	\$398
Total	344,005	469	471	730	30,562	89	65	\$75,644,446	\$220

MUNICIPAL POLICE DEPARTMENTS⁸

Municipality	Population	Auth. Strength	Adjusted Strength ³	Pop. Per Officer	CCC Offences	Crime Rate	Case Load	Total Costs ⁴	Cost Per Capita
<i>Abbotsford Mun^{3,5}</i>	165,198	211	218	758	7,989	48	37	\$59,523,741	\$360
Central Saanich Mun	18,522	23	23	805	462	25	20	\$5,272,456	\$285
<i>Delta Mun^{3,5,13}</i>	114,678	194	197	583	4,337	38	22	\$45,153,978	\$394
Nelson City Mun	11,733	18	18	652	782	67	43	\$4,243,300	\$362
<i>New Westminster Mun³</i>	82,866	113	115	719	5,199	63	45	\$30,197,278	\$364
Oak Bay Mun	18,930	27	27	701	438	23	16	\$5,220,664	\$276
<i>Port Moody Mun³</i>	35,956	52	54	671	936	26	17	\$12,714,888	\$354
Saanich Mun	124,639	166	166	751	4,847	39	29	\$36,495,442	\$293
Vancouver Mun ³	694,959	1,348	1,348	516	42,496	61	32	\$357,915,838	\$515
Victoria Mun ¹⁴	113,654	249	249	456	12,131	107	49	\$64,795,626	\$570
<i>West Vancouver Mun^{3,5}</i>	48,806	79	81	602	2,025	41	25	\$18,581,472	\$381
Total	1,429,941	2,480	2,496	573	81,642	57	33	\$640,114,683	\$448

Participating LMD Integrated Team municipalities and their adjusted strength figures are *italicized* in the Municipal Police Statistics, 2021 table. The adjusted strength has been used to calculate population per officer and case load.

See *Endnotes and Police Resource Definitions and Data Qualifiers* on page 22 and page 27, respectively for additional explanatory notes.

Police Resources in British Columbia, 2021



Provincial Police Statistics, 2021

FIRST NATIONS SELF-ADMINISTERED POLICE SERVICES

Policing Jurisdiction	Population	Auth. Strength	CCC Offences	Crime Rate	Case Load
Stl'atl'imx Tribal Police Service	3,062	14	363	119	26
Total	3,062	14	363	119	26

JURISDICTIONS POLICED BY THE RCMP PROVINCIAL SERVICE

Policing Jurisdiction	Population	Assigned GD/GIS	CCC Offences	Crime Rate	Case Load
Agassiz Prov	4,014	9	649	162	72
Alert Bay Prov	1,275	4	217	170	54
Alexis Creek Prov	1,549	6	143	92	24
Anahim Lake Prov	685	4	90	131	23
Armstrong Prov ¹⁵	523	3	40	76	13
Ashcroft Prov	3,858	6	470	122	78
Atlin Prov	532	3	74	139	25
Barriere Prov	4,185	4	250	60	63
Bella Bella Prov	1,769	5	256	145	51
Bella Coola Prov	2,174	4	193	89	48
Boston Bar Prov	687	3	145	211	48
Bowen Island Prov	4,222	3	93	22	31
Burns Lake Prov	5,936	12	945	159	79
Campbell River Prov	5,907	8	860	146	108
Chase Prov	8,921	9	718	80	80
Chetwynd Prov	5,573	10	443	79	44
Chilliwack Prov	6,195	9	814	131	90
Clearwater Prov	4,502	6	276	61	46
Clinton Prov	1,960	4	103	53	26
Columbia Valley Prov	10,933	11	794	73	72
Comox Valley Prov	30,517	19	1,306	43	69
Coquitlam Prov	3,305	3	86	26	29
Cranbrook Prov	7,410	4	287	39	72
Creston Prov	8,626	6	359	42	60
Dawson Creek Prov	7,652	6	328	43	55
Dease Lake Prov	1,240	7	129	104	18
Duncan Prov	15,884	26	2,765	174	106
Elk Valley Prov ¹⁶	9,742	13	417	43	32
<i>Elkford</i>	2,866	3	78	27	26
<i>Fernie</i>	2,197	4	100	46	25
<i>Sparwood</i>	4,679	5	239	51	48
Enderby Prov	7,539	8	566	75	71
Falkland Prov	3,059	3	107	35	36
Fort St. James Prov	4,536	14	1,299	286	93
Fort St. John Prov	14,760	10	651	44	65
Fraser Lake Prov	2,777	5	176	63	35
Gabriola Island Prov	4,685	3	206	44	69
Golden Prov	7,721	11	382	49	35
Hope Prov	1,633	5	269	165	54
Houston Granisle Prov ¹⁷	4,741	11	736	155	67
Hudsons Hope Prov	1,294	3	56	43	19
Kelowna Prov	17,961	16	2,005	112	125
Keremeos Prov ¹⁸	5,261	6	338	64	59

Police Resources in British Columbia, 2021

JURISDICTIONS POLICED BY THE RCMP PROVINCIAL SERVICE, CONTINUED

Policing Jurisdiction	Population	Assigned GD/GIS	CCC Offences	Crime Rate	Case Load
Kimberley Prov	2,457	2	66	27	33
Kitimat Prov	505	4	45	89	11
Kootenay Boundary Regional ¹⁹	54,658	53	2,808	51	53
<i>Castlegar</i>	6,484	3	312	48	104
<i>Grand Forks</i>	9,234	10	671	73	67
<i>Kaslo</i>	2,508	3	137	55	46
<i>Midway</i>	2,848	4	219	77	55
<i>Nakusp</i>	3,677	4	243	66	61
<i>Nelson</i>	13,006	6	471	36	79
<i>Salmo</i>	2,826	4	189	67	47
<i>Slocan Lake</i>	2,064	3	119	58	40
<i>Trail & Greater District</i>	12,011	8	447	37	56
Ladysmith Prov	6,882	5	446	65	89
Lake Cowichan Prov	6,903	10	585	85	59
Lillooet Prov	2,988	7	321	107	46
Lisims-Nass Valley Prov	1,843	5	335	182	67
Logan Lake Prov	2,869	3	167	58	56
Lumby Prov	6,652	5	272	41	54
Lytton Prov	1,881	4	97	52	24
Mackenzie Prov	3,844	10	455	118	46
Masset Prov	1,943	7	370	190	53
McBride Prov	1,812	4	86	47	22
Merritt Prov	3,888	5	257	66	51
Mission Prov	5,018	5	290	58	58
Nanaimo Prov	15,622	8	820	52	103
New Hazelton Prov	5,807	12	902	155	75
Nootka Sound Prov	1,893	6	132	70	22
North Vancouver Prov ²⁰	50	2	405	8,100	203
Northern Rockies Prov ¹¹	4,937	16	1,039	210	65
Oceanside Prov	28,296	12	1,172	41	98
Oliver Prov ¹⁸	10,333	11	834	81	78
One Hundred Mile House Prov	14,544	14	1,060	73	76
Osoyoos Prov ¹⁸	2,639	4	186	70	50
Outer Gulf Islands Prov	5,152	5	137	27	27
Pemberton Prov	4,950	9	233	47	26
Penticton Prov ¹⁸	12,692	8	869	68	112
Port Alberni Prov	8,377	8	377	45	47
Port Alice Prov	733	2	55	75	28
Port Hardy Prov	5,605	13	1,269	226	98
Port McNeill Prov	4,451	9	290	65	32
Powell River Prov	5,952	5	300	50	60
Prince George Prov ²¹	14,679	7	537	37	77
Prince Rupert Prov	1,815	8	185	102	23
Princeton Prov	5,775	7	481	83	69
Quadra Island Prov	4,024	4	180	45	45
Queen Charlotte City Prov	2,582	5	185	72	37
Quesnel Prov	13,568	10	679	50	68
Revelstoke Prov	662	2	61	92	31
Ridge Meadows Prov ^{22,23}	11	3	26	2,364	9

Police Resources in British Columbia, 2021



JURISDICTIONS POLICED BY THE RCMP PROVINCIAL SERVICE, CONTINUED

Policing Jurisdiction	Population	Assigned GD/GIS	CCC Offences	Crime Rate	Case Load
Salmon Arm Prov	10,332	5	509	49	102
Saltspring Island Prov	12,276	8	525	43	66
Sayward Prov	791	3	58	73	19
Shawnigan Lake Prov	20,128	11	752	37	68
Sicamous Prov	4,066	6	258	63	43
Sidney Prov	3,880	4	219	56	55
Smithers Prov	7,689	6	508	66	85
Sooke Prov	5,569	4	347	62	87
Squamish Prov ^{24,25}	2,161	6	123	57	21
Stewart Prov	432	4	59	137	15
Sunshine Coast Prov	21,341	22	1,071	50	49
Surrey Prov/ Bamston Island Prov ⁵³	200	1	11		
T'Kumlups Prov ²¹	10,279	9	109	11	12
Takla Landing Prov	204	2	408	2,000	204
Terrace Prov ²¹	8,062	8	46	6	6
Texada Island Prov	1,090	2	765	702	383
Tofino Prov ²⁶	4,001	8	558	139	70
Tsay Keh Dene Prov	594	4	360	606	90
Tumbler Ridge Prov	2,273	5	100	44	20
Ucluelet Prov	2,765	4	252	91	63
University Prov	18,095	17	1,319	73	78
Valemount Prov	1,701	6	175	103	29
Vanderhoof Prov	8,916	13	1,063	119	82
Vernon Prov	12,797	9	567	44	63
Wells Prov	348	3	35	101	12
West Shore Prov	10,095	5	315	31	63
Whistler Prov	297	4	23	77	6
Williams Lake Prov ⁵⁴	13,131	9	637	49	71
Total	698,548	808	50,227	72	62

See *Endnotes and Police Resource Definitions and Data Qualifiers* on page 22 and page 27, respectively for additional explanatory notes.

Police Statistics Summary, 2021

Policing Jurisdiction	Population	Auth. Strength ²⁷	Pop. Per Officer	CCC Offences	Crime Rate	Case Load
RCMP MUNICIPAL SERVICES TOTAL	3,083,254	4,057	760	257,945	84	64
<i>15,000 Population and Over</i>	2,739,249	3,586	764	227,383	83	63
<i>Between 5,000 and 14,999 Population</i>	344,005	471	730	30,562	89	65
MUNICIPAL POLICE DEPARTMENTS	1,429,941	2,496	573	81,642	57	33
RCMP PROVINCIAL DETACHMENTS	698,548	808²⁸	865	50,227	72	62
FIRST NATIONS SELF-ADMINISTERED POLICE SERVICES	3,062	14	219	363	119	26

See *Endnotes and Police Resource Definitions and Data Qualifiers* on page 22 and page 27, respectively for additional explanatory notes.

Police Resources in British Columbia, 2021



Government Contributions to Policing, 2021

Type of Service ²⁹	Auth. Strength ²⁷	Population ³⁰	Total Police Costs Paid By:			Total
			Mun Govt ³¹	Prov Govt ³²	Fed Govt ³³	
11 Municipal Police Departments³⁴						
Total	2,496	1,429,941	\$640,114,683	-	\$851,290	\$640,965,973
...						
RCMP Municipal Services³⁵						
31 Units 15,000 Population and Over	3,586	2,739,249	\$792,386,812	-	\$71,712,640	\$864,009,452
34 Units 5000 to 14,999 Population	471	344,005	\$75,644,446	-	\$25,721,221	\$101,365,667
Total	4,057	3,083,254	\$868,031,258	-	\$97,433,861	\$965,465,119
RCMP Provincial Service³⁶						
Total	2,602	-	-	\$456,561,554	\$192,885,044	\$649,446,598
First Nations Self-Administered Police Services³⁷						
Total	14	3,062	-	\$1,324,932	\$1,435,343	\$2,760,275
First Nations Community Policing Services^{38,39}						
Total	117.5	-	-	\$11,230,947	\$12,166,859	\$23,397,806
BRITISH COLUMBIA TOTAL	9,286	5,214,805	\$ 1,508,145,941	\$ 469,117,433	\$304,772,397	\$2,282,035,771

See Endnotes and Police Resource Definitions and Data Qualifiers on page 22 and page 27, respectively for additional explanatory notes.

Police Resources in British Columbia, 2021

British Columbia Authorized Strength⁴⁰ by Responsibility 2012-2021

POLICING RESPONSIBILITY	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
RCMP DIVISION ADMINISTRATION⁴¹	109	97	111	103	101	99	99	99	98	98
RCMP FEDERAL SERVICE	1,028	1,021	1,058	1,038	1,050	1,059	1,044	1,038	965	957
<i>Federal Criminal Law</i>	888	886	906	905	918	928	911	903	835	827
<i>Protective Policing</i>	140	135	152	133	132	131	133	135	130	130
RCMP PROVINCIAL SERVICE⁴²	2,602	2,602	2,602	2,602	2,602	2,602	2,602	2,602	2,602	2,602
<i>Provincial, District & Specialized Resources</i>	1,833	1,834	1,830	1,830	1,827	1,829	1,829	1,827	1,801	1,794
<i>Provincial Detachments – General Duty & Investigations</i>	769	768	772	772	775	773	773	775	801	808
RCMP MUNICIPAL SERVICE	3,388	3,429	3,468	3,606	3,672	3,730	3,799	3,876	3,931	3,972
MUNICIPAL POLICE DEPARTMENTS	2,404	2,407	2,405	2,407	2,422	2,429	2,440	2,447	2,478	2,480
FIRST NATIONS COMMUNITY POLICE SERVICES³⁸	108.5	108.5	108.5	108.5	108.5	108.5	108.5	112.5	117.5	117.5
FIRST NATIONS SELF-ADMINISTERED POLICE SERVICES	8	9	10	10	10	10	10	12	14	14
SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY POLICE⁴³	167	167	167	167	167	175	183	183	183	183
VANCOUVER INTERNATIONAL AIRPORT⁴⁴	27	27	27	27	27	27	27	30	30	30
VICTORIA INTERNATIONAL AIRPORT⁴⁵	2	0	0	0	0	0	0	0	0	0
BRITISH COLUMBIA TOTAL	9,844	9,868	9,958	10,070	10,159	10,239	10,312	10,400	10,418	10,454

See Endnotes and Police Resource Definitions and Data Qualifiers on page 22 and page 27, respectively for additional explanatory notes.

Police Resources in British Columbia, 2021



Authorized Strength by Jurisdiction, 2012-2022

Policing Jurisdiction ⁴⁶	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Abbotsford Mun	208	209	204	204	204	206	210	212	213	211
Agassiz Prov ⁴⁶	7	8	8	8	8	8	8	8	8	9
Alert Bay Prov	3	3	4	4	4	4	4	4	4	4
Alexis Creek Prov	5	5	5	5	6	6	6	6	6	6
Anahim Lake Prov	4	4	4	4	4	4	4	4	4	4
Armstrong Mun ⁴⁶	--	--	--	--	--	3	3	4	4	4
Armstrong Prov ⁴⁶	5	5	6	6	6	3	3	3	3	3
Ashcroft Prov	5	5	5	5	5	5	5	5	5	6
Atlin Prov	3	3	3	3	3	3	3	3	3	3
Barriere Prov	4	4	4	4	4	4	4	4	4	4
Bella Bella Prov	5	5	5	5	5	5	5	5	5	5
Bella Coola Prov	3	3	4	4	4	4	4	4	4	4
Boston Bar Prov	3	3	3	3	3	3	3	3	3	3
Bowen Island Prov	3	3	3	3	3	3	3	3	3	3
Burnaby Mun	277	277	277	277	277	277	285	297	301	301
Burns Lake Prov	11	11	11	11	11	11	11	11	12	12
Campbell River Mun	43	43	43	43	43	43	45	45	45	45
Campbell River Prov	7	7	7	7	7	7	7	7	8	8
Castlegar Mun	13	13	13	13	13	13	13	13	13	13
Central Saanich Mun	23	23	23	23	23	23	23	23	23	23
Chase Prov	9	9	9	9	9	9	9	9	9	9
Chetwynd Prov	10	10	10	10	10	10	10	10	10	10
Chilliwack Mun	106	107	107	108	110	120	125	132	138	143
Chilliwack Prov	8	8	8	8	8	8	8	8	8	9
Clearwater Prov	5	6	6	6	6	6	6	6	6	6
Clinton Prov	4	4	4	4	4	4	4	4	4	4
Coldstream Mun	7	7	7	7	7	7	7	7	7	7
Columbia Valley Prov	11	11	11	11	11	11	11	11	11	11
Colwood Mun	17	17	17	17	17	17	17	18	18	20
Comox Mun ⁴⁷	12	12	12	12	12	12	12	12	12	12
Comox Valley Prov	19	19	19	19	19	19	19	19	19	19
Coquitlam Mun	152	152	152	156	162	162	162	166	168	168
Coquitlam Prov	3	3	3	3	3	3	3	3	3	3
Courtenay Mun	30	30	30	30	30	30	30	31	31	31
Cranbrook Mun	26	26	26	26	26	26	26	26	26	28
Cranbrook Prov	4	4	4	4	4	4	4	4	4	4
Creston Mun ⁴⁶	7	7	7	7	7	7	7	7	7	7
Creston Prov	6	6	6	6	6	6	6	6	6	6
Dawson Creek Mun	25	25	25	25	25	25	25	25	25	25
Dawson Creek Prov	4	4	4	4	4	4	4	4	6	6
Dease Lake Prov	6	6	7	7	7	7	7	7	7	7
Delta Mun	170	170	173	173	180	185	190	191	194	194
Duncan Prov	23	23	23	23	23	23	23	23	25	26

Authorized Strength by Jurisdiction, 2012-2021, Continued

Policing Jurisdiction ⁴⁶	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Elk Valley Detachment ^{46,48}	18	18	18	18	18	13	13	13	13	13
<i>Elkford Prov</i>	3	3	3	3	3	3	3	3	3	3
<i>Fernie Prov</i>	9	9	9	9	9	4	4	4	4	4
<i>Sparwood Prov</i>	5	5	5	5	5	5	5	5	5	5
Enderby Prov	6	6	8	8	8	8	8	8	8	8
Falkland Prov	3	3	3	3	3	3	3	3	3	3
Fernie Mun ⁴⁶	--	--	--	--	--	5	5	6	6	6
Fort St. James Prov	13	13	13	13	13	13	13	13	14	14
Fort St. John Mun	34	34	34	36	36	38	38	38	38	38
Fort St. John Prov	10	10	10	10	10	10	10	10	10	10
Fraser Lake Prov	5	5	5	5	5	5	5	5	5	5
Gabriola Island Prov	3	3	3	3	3	3	3	3	3	3
Golden Prov	11	11	11	11	11	11	11	11	11	11
Hope Mun	13	13	13	13	13	13	13	13	13	13
Hope Prov	5	5	5	5	5	5	5	5	5	5
Houston Granisle Detachment ⁴⁹	6	6	9	9	9	9	9	9	11	11
Hudsons Hope Prov	3	3	3	3	3	3	3	3	3	3
Kamloops Mun	124	124	124	136	136	136	142	142	142	142
Kelowna Mun	174	177	179	185	191	191	195	203	214	222
Kelowna Prov ⁴⁶	15	15	15	15	15	15	15	15	16	16
Kent Mun ⁴⁶	5	5	6	6	6	6	6	6	6	6
Keremeos Prov ¹⁸	6	6	6	6	6	6	6	6	6	6
Kimberley Mun	8	8	8	8	8	8	8	8	8	8
Kimberley Prov	2	2	2	2	2	2	2	2	2	2
Kitimat Mun	15	15	16	18	18	18	18	18	20	20
Kitimat Prov	2	2	2	2	2	2	2	2	4	4
Kootenay Boundary Regional Detachment ¹⁰	53	53	53	53	53	53	53	53	53	53
<i>Castlegar Prov</i>	3	3	3	3	3	3	3	3	3	3
<i>Grand Forks Prov</i>	10	10	10	10	10	10	10	10	10	10
<i>Kaslo Prov</i>	3	3	3	3	3	3	3	3	3	3
<i>Midway Prov</i>	4	4	4	4	4	4	4	4	4	4
<i>Nakusp Prov</i>	4	4	4	4	4	4	4	4	4	4
<i>Nelson Prov</i>	6	6	6	6	6	6	6	6	6	6
<i>Salmo Prov</i>	4	4	4	4	4	4	4	4	4	4
<i>Slocan Lake Prov</i>	3	3	3	3	3	3	3	3	3	3
<i>Trail & Greater District Prov</i>	8	8	8	8	8	8	8	8	8	8
Ladysmith Mun	7	7	7	7	7	7	7	7	8	8
Ladysmith Prov	5	5	5	5	5	5	5	5	5	5
Lake Country Mun	12	12	12	12	12	12	13	13	18	18
Lake Cowichan Prov ⁴⁶	10	10	10	10	10	10	10	10	10	10
Langford Mun	28	29	30	30	38	42	42	51	53	58
Langley City Mun	50	50	50	50	50	51	51	51	51	51
Langley Township Mun	134	134	135	138	140	140	144	145	155	155
Lillooet Prov	7	7	7	7	7	7	7	7	7	7

Police Resources in British Columbia, 2021



Authorized Strength by Jurisdiction, 2012-2021, Continued

Policing Jurisdiction ⁴⁶	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Lisims-Nass Valley Prov	4	4	4	4	4	4	4	4	5	5
Logan Lake Prov	3	3	3	3	3	3	3	3	3	3
Lumby Prov	5	5	5	5	5	5	5	5	5	5
Lytton Prov	4	4	4	4	4	4	4	4	4	4
Mackenzie Prov ⁴⁶	10	10	10	10	10	10	10	10	10	10
Maple Ridge Mun	89	93	94	96	97	101	102	102	103	103
Masset Prov	7	7	7	7	7	7	7	7	7	7
McBride Prov	3	4	4	4	4	4	4	4	4	4
Merritt Mun	15	15	15	15	15	15	15	15	17	17
Merritt Prov	5	5	5	5	5	5	5	5	5	5
Mission Mun	50	50	50	50	51	52	53	53	53	53
Mission Prov	5	5	5	5	5	5	5	5	5	5
Nanaimo Mun	140	145	145	145	145	145	145	145	148	151
Nanaimo Prov	6	7	7	7	7	7	7	7	7	8
Nelson City Mun	17	17	17	19	19	19	18	18	18	18
New Hazelton Prov	10	10	10	10	11	11	11	11	12	12
New Westminster Mun	108	108	108	108	110	110	112	112	113	113
Nootka Sound Prov	5	6	6	6	6	6	6	6	6	6
North Cowichan Mun	31	31	31	31	31	31	32	32	32	32
North Saanich Mun	11	11	11	11	11	11	11	11	11	11
North Vancouver City Mun	64	64	64	64	64	65	66	68	68	68
North Vancouver District Mun	91	91	91	91	91	90	89	87	87	87
North Vancouver Prov	2	2	2	2	2	2	2	2	2	2
Northern Rockies Mun ⁴⁶	--	11	11	11	11	--	--	--	--	--
Northern Rockies Prov ⁴⁶	15	4	4	4	4	15	15	15	16	16
Oak Bay Mun	23	23	23	23	23	23	23	23	23	27
Oceanside Prov	12	12	12	12	12	12	12	12	12	12
Oliver Prov ^{18,46}	10	9	9	9	10	10	10	10	11	11
One Hundred Mile House Prov	13	13	13	13	13	13	13	13	13	14
Osoyoos Mun ⁴⁶	--	--	--	--	--	5	5	6	6	6
Osoyoos Prov ^{18,46}	8	9	9	9	9	4	4	4	4	4
Outer Gulf Islands Prov	4	5	5	5	5	5	5	5	5	5
Parksville Mun	16	16	16	16	16	16	17	17	17	17
Peachland Mun ⁴⁶	4	4	4	4	4	4	4	4	4	4
Pemberton Prov	9	9	9	9	9	9	9	9	9	9
Penticton Mun	45	45	45	45	45	45	46	47	47	48
Penticton Prov ¹⁸	7	7	7	7	7	7	7	7	8	8
Pitt Meadows Mun	22	23	22	22	22	23	23	23	23	23
Port Alberni Mun	35	34	34	34	34	34	34	34	34	34
Port Alberni Prov	7	7	7	7	7	7	7	7	8	8
Port Alice Prov	2	2	2	2	2	2	2	2	2	2
Port Coquitlam Mun	67	67	67	67	71	74	74	76	76	76
Port Hardy Prov	12	12	12	12	12	12	12	12	13	13
Port McNeill Prov	8	8	9	9	9	9	9	9	9	9
Port Moody Mun	50	50	51	51	51	51	52	52	52	52

Authorized Strength by Jurisdiction, 2012-2021, Continued

Policing Jurisdiction ⁴⁶	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Powell River Mun	18	18	18	18	19	19	19	19	20	20
Powell River Prov	5	5	5	5	5	5	5	5	5	5
Prince George Mun	128	128	128	135	138	140	142	142	142	142
Prince George Prov	7	7	7	7	7	7	7	7	7	7
Prince Rupert Mun	36	36	36	36	36	36	36	36	36	36
Prince Rupert Prov ⁵⁰	6	6	6	6	6	6	6	6	8	8
Princeton Prov	7	7	7	7	7	7	7	7	7	7
Quadra Island Prov	4	4	4	4	4	4	4	4	4	4
Qualicum Beach Mun	8	8	8	8	8	8	8	8	8	8
Queen Charlotte City Prov	5	5	5	5	5	5	5	5	5	5
Quesnel Mun	21	21	21	21	21	21	21	23	23	23
Quesnel Prov	9	9	9	9	9	9	9	9	10	10
Revelstoke Mun	12	12	12	12	12	13	13	14	14	14
Revelstoke Prov	2	2	2	2	2	2	2	2	2	2
Richmond Mun ⁴⁴	211	211	212	212	224	235	251	270	270	284
Ridge Meadows Prov	3	3	3	3	3	3	3	3	3	3
Saanich Mun	154	156	156	157	161	161	161	161	166	166
Salmon Arm Mun	19	19	19	19	19	19	19	19	20	20
Salmon Arm Prov	5	5	5	5	5	5	5	5	5	5
Saltspring Island Prov	8	8	8	8	8	8	8	8	8	8
Sayward Prov	3	4	3	3	3	3	3	3	3	3
Sechelt Mun	11	11	11	11	11	11	11	11	11	11
Shawnigan Lake Prov	11	11	11	11	11	11	11	11	11	11
Sicamous Prov	6	6	6	6	6	6	6	6	6	6
Sidney Mun	14	14	15	15	15	15	15	15	15	15
Sidney Prov	4	4	4	4	4	4	4	4	4	4
Smithers Mun	9	9	9	9	9	9	9	9	10	10
Smithers Prov	6	6	6	6	6	6	6	6	6	6
Sooke Mun	11	11	11	11	12	13	13	13	13	13
Sooke Prov	4	4	4	4	4	4	4	4	4	4
Spallumcheen Mun ⁴⁶	3	3	3	3	3	3	3	4	4	4
Squamish Mun	25	25	25	25	25	25	25	25	26	26
Squamish Prov ^{24,25}	7	7	7	7	7	7	7	6	6	6
Stewart Prov	3	4	4	4	4	4	4	4	4	4
Summerland Mun	9	9	9	9	9	9	9	9	9	9
Sunshine Coast Prov ⁴⁶	22	22	22	22	22	22	22	22	22	22
Surrey Mun ^{8,9}	661	673	703	803	819	831	843	843	843	843
Surrey Prov/ Barnston Island Prov ⁵³										1
T'Kumlups Prov	8	8	8	8	8	8	8	8	9	9
Takla Landing Prov	1	1	1	1	1	1	1	1	2	2
Terrace Mun	25	25	25	25	25	25	25	28	28	28
Terrace Prov	7	7	7	7	7	7	7	7	8	8
Texada Island Prov	2	2	2	2	2	2	2	2	2	2
Tofino Prov	8	8	8	8	8	8	8	8	8	8

Police Resources in British Columbia, 2021



Authorized Strength by Jurisdiction, 2012-2021, Continued

Policing Jurisdiction ⁴⁶	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Trail Mun	14	14	14	14	14	14	14	14	14	14
Tsay Keh Dene Prov	2	2	3	3	3	3	3	3	4	4
Tumbler Ridge Prov	5	5	5	5	5	5	5	5	5	5
Ucluelet Prov	4	4	4	4	4	4	4	4	4	4
University Prov	17	17	17	17	17	17	17	17	17	17
Valemount Prov	4	6	6	6	6	6	6	6	6	6
Vancouver Mun	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,348	1,348
Vanderhoof Prov ⁵¹	9	9	9	9	10	10	10	13	13	13
Vernon Mun	56	56	56	56	56	56	56	56	56	56
Vernon Prov	12	12	9	9	9	9	9	9	9	9
Victoria Mun ⁴⁶	243	243	243	243	245	245	245	249	249	249
View Royal Mun	8	8	9	9	10	10	10	11	12	12
Wells Prov	3	3	3	3	3	3	3	3	3	3
West Kelowna Mun ⁴⁶	23	23	23	23	24	26	28	29	29	30
West Shore Prov	5	5	5	5	5	5	5	5	5	5
West Vancouver Mun	81	81	80	79	79	79	79	79	79	79
Whistler Mun	24	24	24	24	24	24	24	24	25	25
Whistler Prov	4	4	4	4	4	4	4	4	4	4
White Rock Mun	23	23	23	23	23	23	25	25	25	25
Williams Lake Mun	24	24	24	24	24	25	25	25	25	25
Williams Lake Prov	9	9	9	9	9	9	9	9	9	9

Adjusted strength figures are not available for depictions of 10-year trend data. As a result, only authorized strengths and assigned GD/GIS for the Provincial Service are used in this table.

See *Endnotes and Police Resource Definitions and Data Qualifiers* on page 22 and page 27, respectively for additional explanatory notes.

Endnotes

1. The federal government's contribution is in recognition of the benefits it receives as a result of the RCMP agreements.
2. Members are based out of the Upper Fraser Valley Regional Detachment.
3. There are 6 Lower Mainland District (LMD) Integrated Teams that provide regional police services to participating LMD RCMP Municipal Police Service, RCMP Provincial Police Service and Municipal Police Department: 1) Integrated Homicide Investigation Team (IHIT); 2) Integrated Emergency Response Team (IERT); 3) Integrated Police Dog Service (IPDS); 4) Integrated Forensic Identification Services (IFIS); 5) Integrated Collision Analyst Reconstruction Section (ICARS); and 6) Integrated Internal Investigator (III). **Adjusted strength** is a calculation that adjusts a municipal police agency's authorized strength to account for Integrated Team members who are assigned on a regional basis. For 2020, adjusted strength applies to LMD Integrated Teams participation only. This adjustment is based on a proportional allocation of Full-Time Equivalent (FTE) utilization attributable to each municipality's financial contribution to LMD Integrated Teams for the fiscal year 2020/2021. See page 25 for the definition of authorized strength. Some LMD municipalities' authorized strength already includes or accounts for a portion of Integrated Team members; therefore, not all adjustments are a simple addition to authorized strength. The values reported have been rounded up to the nearest whole number after making the adjustments using exact values from the source data.
4. Total Costs refer to actual costs as reported by each municipality. For RCMP municipal services, total costs include the municipality's share of RCMP contract costs (70% or 90%, depending on population) including integrated team costs, as well as any costs that are borne 100% by the municipality (e.g. accommodation costs). Total costs for municipal police departments refer to 100% of policing costs. As such, comparisons between municipal agencies should be made with caution.
5. Population figures include First Nations reserve populations.
6. The municipalities of North Vancouver City and North Vancouver District include three First Nations reserve lands within their boundaries. The designated land title names for these reserve lands are: Mission 1 (North Vancouver City); and, Seymour Creek 2 and Burrard Inlet 3 (North Vancouver District). Due to inconsistencies in scoring crime data to the appropriate jurisdictions the populations for these reserve lands were assigned to North Vancouver Prov (from 2006 to 2018); prior to 2006 the populations were assigned to North Vancouver District. In 2020, the populations for the reserve lands were realigned from North Vancouver Prov and added to the appropriate municipality. This realignment may result in changes in reporting; crime statistics should be used with caution.
7. In 2021, there were 30 member positions dedicated to airport security at the Vancouver International Airport. These members are administered through the Richmond RCMP Detachment. The strength and cost data for these 30 members is excluded from Richmond because the Vancouver Airport Authority reimburses 100% of the cost to the City of Richmond. Total Vancouver Airport 2021 costs were \$4,811,127.
8. The community constables previously reported in the authorized strength for the City of Surrey have all been converted to regular members in 2020.
9. Phase 1 of the City of Surrey's integrated RCMP/SPS transition period began November 29, 2021. In this phase, the Surrey RCMP Municipal Unit remains the City's police of jurisdiction, and SPS officers are gradually operationally deployed within Surrey Mun. As of December 31, 2021, 29 SPS officers were assigned into Surrey Mun, comprising a portion of its total authorized strength. SPS was staffed with an additional 111 officers who were responsible for building and managing the SPS. The 2021 Surrey Mun costs are inclusive of RCMP policing costs (\$156,466,625) and the start up expenses to establish SPS including operational SPS officer deployment totalling a SPS cost of \$29,217,975.
10. Authorized strengths and their associated costs for the municipal departments have been adjusted to exclude secondments to other agencies (e.g., Justice Institute of British Columbia Police Academy, CFSEU-BC) as cost for these secondments would be borne by the seconded agency.
11. According to the 2016 Canada Census, the municipalities of Armstrong, Fernie and Osoyoos went over 5,000 population, and as a result, became responsible for providing policing within their municipal boundaries. Each of these municipalities signed a *Municipal Police Unit Agreement* with the provincial government for the provision of RCMP Municipal services effective April 1, 2017. Conversely, the population of Northern Rockies Regional Municipality went under 5,000 and, as a result, returned to being a provincial responsibility as of April 1, 2017, therefore it is no longer responsible for policing their municipal boundaries.
12. BC Stats population estimates are used for the purpose of the publication; however, the Canada Census is used for determining policing responsibility under the Police Act. As a result, a municipality may show a population below or above the population range in their respective RCMP Municipal Unit cost share categories.
13. Population figures include Tsawwassen First Nation (TFN) land populations. Since 2007, TFN lands are policed by Delta Police Department under a Police Service Agreement between the City of Delta, Delta Police Board and TFN and not included in reported costs. For consistency with previous reporting, Delta Police Department's authorized strength includes one officer position to deliver enhanced, dedicated policing funded under the FNIPP, under an agreement with Canada, the Province of BC, City of Delta, Delta Police Board and TFN.
14. The Victoria and Esquimalt Police Departments were amalgamated in 2003. In 2021, the population of Victoria was 94,890 persons and Esquimalt's was 18,764 persons. Of the total costs in 2021, \$8,993,989 (14.7%) was paid by Esquimalt for its policing services under the Agreement.
15. The jurisdictional boundaries for Armstrong Prov were realigned when the municipality of Armstrong became responsible for providing policing within their municipal boundary. This may have resulted in inaccurate reporting; therefore, the crime statistics should be used with caution.
16. The Elk Valley Detachment includes Elkford Prov, Fernie Prov, and Sparwood Prov. The Elk Valley Detachment authorized strength total includes one GIS member assigned to the detachment as a whole.

Endnotes, continued

17. In July 2014, Houston Prov and Granisle Prov were formally amalgamated. Prior to this amalgamation, Houston/Granisle operated in an informally amalgamated manner from two Detachment offices; the main office in the District of Houston and the second in the Village of Granisle. The Granisle office remains and functions as a Community Policing Office.
18. In 2003, Oliver and Osoyoos Prov detachments were restructured into the integrated South Okanagan Detachment. From 2006 to 2012, additional GIS positions were assigned to the Detachment as a whole (in 2012, there were 4 GIS positions assigned to the South Okanagan Detachment). Effective 2013, South Okanagan Detachment de-integrated and Oliver Prov and Osoyoos Prov operate as stand-alone detachments and are reflected in this document as separate entities as they currently exist. The additional 4 GIS positions previously assigned to the South Okanagan Detachment continued to provide services to the wider region. In 2016, one of the 4 GIS shared positions was converted to a GD position and specifically assigned to Oliver. The remaining 3 GIS positions service the wider region and were split equally by adding 0.75 to the authorized strengths of Keremeos Prov, Penticton Prov, Oliver Prov and Osoyoos Prov.
19. The Kootenay Boundary Regional Detachment includes: Castlegar Prov, Grand Forks Prov, Kaslo Prov, Midway Prov, Nakusp Prov, Nelson Prov, Salmo Prov, Slocan Lake Prov, and Trail & Greater District Prov. The Kootenay Boundary Regional Detachment authorized strength total includes eight shared GD/GIS (3 officers in charge and 5 GIS) members assigned to the detachment as a whole.
20. The municipalities of North Vancouver City and North Vancouver District include three First Nations reserve lands within their boundaries. The designated land title names for these reserve lands are: Mission 1 (North Vancouver City); and, Seymour Creek 2 and Burrard Inlet 3 (North Vancouver District). Due to inconsistencies in scoring crime data to the appropriate jurisdictions, the populations for these reserve lands were assigned to North Vancouver Prov (from 2006 to 2018). In 2020, the populations for the reserve lands were realigned from North Vancouver Prov and added to the appropriate municipality. This realignment may result in changes in reporting; crime statistics should be used with caution.
21. In addition to the assigned GD/GIS outlined, the Provincial Support Team was created to be based at Prince George, Terrace and Kamloops as part of the Front-Line Resource Re-allocation initiative in 2020. These 14 positions (PST added an additional 2 positions in 2021) are intended to provide temporary, mobile relief to Provincial Detachment Units throughout the Province.
22. The crime rate has not been included because it is not a meaningful indicator for Ridge Meadows Prov (due to the small residential population and the relatively large amount of crimes occurring within the Provincial Parks).
23. The integrated Ridge Meadows RCMP Detachment is comprised of the following contract jurisdictions: the City of Maple Ridge; the City of Pitt Meadows; and, the Ridge Meadows provincial policing jurisdiction. In 2013/14 the RCMP revised the map boundaries that reside in PRIME-BC for each of the jurisdictions within the Ridge Meadows Detachment. This realignment of jurisdictional boundaries likely resulted in changes in reporting; as a result, CCC volumes and crime rates prior to 2014 for these individual jurisdictions should be used with caution.
24. Squamish Prov includes 1 shared GD/GIS position that is assigned to the Sea-to-Sky Regional Detachment – an RCMP organizational structure that includes Whistler, Pemberton and Bowen Island in addition to Squamish.
25. Previously shown as a provincial GD position, 1 member position provides enhanced dedicated services to the Squamish First Nation reserve lands out of the Squamish Detachment. Due to RCMP changes in reporting lines, this position was re-aligned under the Integrated First Nations Unit, resulting in (-1) to Squamish Prov in 2020.
26. Tofino Prov includes 2 provincial GD positions located in Ahousaht satellite office.
27. Authorized strength includes adjusted strength figures for jurisdictions participating in Lower Mainland District Integrated Teams.
28. Provincial Service represents the number of members assigned to GD/GIS functions at a detachment and does not include members assigned to specialized functions such as traffic enforcement, forensic identification or major case crimes, etc. See data qualifier on page 27.
29. Data for the South Coast British Columbia Transportation Authority Police Service (SCBCTAPS) is not included in this table. In 2021, SCBCTAPS had an authorized strength of 183 positions and cost \$43,716,976 (paid for by TransLink, a private company).
30. Total Population includes 698,548 persons residing within municipalities with populations below 5,000 or unincorporated areas, served by the RCMP Provincial Service in 2021. This figure is not specified within the table under RCMP Provincial Service because it only represents rural/unincorporated detachments. The Provincial Service also provides services to populations served by the entire province.
31. Total Costs for municipalities refer to actual costs for calendar year 2021 as reported by each municipality. For further information, see the Total Costs definition on page 26.
32. Police costs paid by the provincial government represent actual costs paid in fiscal year 2021/22.
33. Police costs paid by the federal government represent actual costs paid in fiscal year 2021/22 for their share of municipal police department integrated homicide investigative team (IHIT), municipal and provincial policing costs only; these figures only represent their share of the contract costs and exclude costs borne by the federal government which are over and above the contract costs. These figures also do not include the costs to Canada for Federal Service members operating in BC.
34. Total Costs for municipal police departments represent 100% of policing costs. Note: IHIT costs (70% cost share) were added to their policing costs.
35. Total Costs for RCMP municipal services include the municipality's share of RCMP contract costs (70% or 90%, depending on population) as well as any costs that are borne 100% by the municipality (e.g. accommodation costs, support staff). Data for dedicated airport security positions at the Vancouver International Airport is not included in this table.

Endnotes, continued

36. Total Costs paid by the provincial government include funding for the Front-Line Resource Re-allocation initiative. Authorized strength at impacted jurisdictions have been updated in this year's publication. The Provincial Support Team provides service throughout Province, and is not included in jurisdiction-specific figures. See endnote 21.
37. Total Costs paid by the provincial government include additional funding for police equipment, contract services and professional fees.
38. Authorized strength includes Aboriginal Community Constable Program members, which are gradually being converted to Community Tripartite Agreement under the First Nations Community Policing Services (FNCPS).
39. In 2021, the authorized strength was 117.5. Costs associated with enhanced police services provided by Delta Police Department to Tsawwassen First Nation (TFN), which are shared by the provincial and federal governments (48% and 52% respectively), are not included within this table. In 2021/22, the provincial government contributed \$95,083 and the federal government contributed \$103,006 for the position providing this enhanced service to TFN. The position is included in the authorized strength for Delta Police Department.
40. Adjusted strength figures are not available for depictions of 10-year trend data. As a result, only authorized strengths are used in this table. See page 27 for the definition of authorized strength.
41. Due to an RCMP calculation error, the 10-Year authorized strength figures for the RCMP Division Administration have been adjusted. See data qualifier 8 on page 28.
42. In 2012, the number of authorized strength positions under Annex A of the *Provincial Police Service Agreement* (PPSA) was adjusted upon signing the 2012 Agreement.
43. The South Coast British Columbia Transportation Authority Police Service (SCBCTAPS) was formed as a transit security department in October 2004 and converted to a designated police unit under the *Police Act* on December 4, 2005.
44. Vancouver Airport Authority signed a supplemental agreement to Richmond's *Municipal Police Unit Agreement* in 2012. At that time, the City of Richmond assumed the administrative and financial functions for payment of enhanced RCMP policing services to the airport through the Richmond RCMP detachment. The airport authority reimburses Richmond 100% of the cost for the airport police. Authorized strength data for Richmond does not include Vancouver International Airport positions.
45. Victoria Airport Authority signed a supplemental agreement to North Saanich's *Municipal Police Unit Agreement* in 2006. At that time, the District of North Saanich assumed the administrative and financial functions for payment of enhanced RCMP policing services to the airport through the North Saanich RCMP detachment. The airport authority reimbursed North Saanich 100% of the cost for the airport police. Effective April 2013, the Victoria Airport Authority agreement for dedicated police services ended and was not continued.
46. The following policing jurisdictions have been opened or closed subsequent to Canada Census results or detachment/departmental amalgamations. Where jurisdictions have been amalgamated, the data shown reflect the total reporting for both the present jurisdiction and the absorbed jurisdiction up to and including the year in which the jurisdictions were amalgamated.
 - 2003: Sparwood Prov, Fernie Prov and Elkford Prov were restructured into Elk Valley Detachment.
Oliver Prov and Osoyoos Prov were restructured into South Okanagan Detachment.
Sechelt Prov and Gibsons Prov amalgamated into Sunshine Coast Prov.
Esquimalt Police Department amalgamated with the Victoria Police Department.
 - 2004: Ditidaht First Nations Self-Administered Police Service (FNSAPS) was closed and Lake Cowichan RCMP provincial detachment assumed policing responsibilities for the area.
 - 2007: As a result of the 2006 Canada Census, the Township of Spallumcheen and the District of Mackenzie went under 5,000 population. Spallumcheen reverted to a provincial service jurisdiction effective April 1, 2007. Mackenzie reverted to a provincial service jurisdiction on April 1, 2008.
 - 2009: The District of West Kelowna incorporated in 2007 with a population exceeding 15,000. The District continued to be policed by the provincial service as part of Kelowna Prov until they signed a *Municipal Police Unit Agreement* effective April 1, 2009. According to the 2006 Canada Census, the District of Kent went over 5,000 population. The District was policed by Agassiz Prov until they signed a *Municipal Police Unit Agreement* effective April 1, 2009.
 - 2010: The former Northern Rockies Regional District incorporated as the first regional municipality in BC in 2009. The Northern Rockies Regional Municipality continued to be policed by the provincial service as part of Fort Nelson Prov until they signed a *Municipal Police Unit Agreement* effective April 1, 2010. The municipality was policed by Northern Rockies Mun from April 1, 2010 to March 31, 2012 (see also below) and the remaining area was policed by Northern Rockies Prov during this time (for the purposes of this table "Fort Nelson Prov" figures are reported under "Northern Rockies Prov").
 - 2012: According to the 2011 Canada Census, the municipalities of Creston, Peachland and Spallumcheen went over 5,000 population and, as a result, became responsible for providing police services within their municipal boundaries. Each of these municipalities signed a *Municipal Police Unit Agreement* with the provincial government for the provision of RCMP municipal services effective April 1, 2012. Prior to 2012, Creston was policed by Creston Prov; Peachland was policed by Kelowna Prov; and Spallumcheen was policed by Armstrong Prov. In addition, due to 2011 Canada Census results, Northern Rockies Regional Municipality (NRRM) fell below 5,000 population, and responsibility for policing the municipality reverted back to the provincial service (Northern Rockies Prov) effective April 1, 2012.

Endnotes, continued

- 2013: NRRM appealed their Census population figure with Statistics Canada. An investigation was conducted and Statistics Canada revised NRRM's Census count to 5,290. As a result, NRRM again became responsible for policing within its municipal boundaries effective April 1, 2013.
- 2017: According to the 2016 Canada Census, the municipalities of Armstrong, Fernie and Osoyoos went over 5,000 population and, as a result, became responsible for providing policing within their municipal boundaries, effective April 1, 2017. In addition, due to 2016 Canada Census results, Northern Rockies Regional Municipality (NRRM) fell below 5,000 population, and responsibility for policing the municipality reverted back to the provincial service (Northern Rockies Prov) effective April 1, 2017.
- 2022: According to the 2021 Canada Census, the municipalities of Duncan, Metchosin and Oliver went over 5,000 population and, as a result, became responsible for providing police services within their municipal boundaries, effective April 1, 2022. Prior to 2012, Duncan was policed by Duncan Prov; Metchosin was policed by West Shore RCMP; and Oliver was policed by Oliver Prov. These changes in policing responsibility will be reflected in the Police Resources in British Columbia, 2022.
47. In 2017, Comox Mun reduced its authorized strength to 11.3 to reflect the deeming of civilian members into the Federal public service. The deeming date has been postponed and therefore, the authorized strength remains at 11.6 (shown as 12).
48. The Elk Valley Detachment includes three provincial policing jurisdictions: Elkford Prov, Fernie Prov, and Sparwood Prov. Starting in 2010, the Elk Valley Detachment authorized strength total included one GIS member assigned to the detachment as a whole.
49. In July 2014, Houston Prov and Granisle Prov were formally amalgamated. Prior to this amalgamation, Houston/Granisle operated in an informally amalgamated manner from two Detachment offices; the main office in the District of Houston and the second in the Village of Granisle. The Granisle office remains and functions as a Community Policing Office.
50. In 2010, the Coastal Policing Unit in Prince Rupert took over policing of the Kitasoo/Klemtu area; increasing its authorized strength by two members.
51. In 2020, Vanderhoof Prov increased by 3 members; 1 converted from a specialized position and 2 officers reallocated from within the Provincial Service.
52. In March 2020, the City of Pitt Meadows initiated a process to seek to de-integrate from the Ridge Meadows RCMP Detachment and to have the Pitt Meadows RCMP Municipal Unit operate from a stand-alone detachment. Upon completion of a review by RCMP "E" Division and the development of a transition plan, the Ministry approved the City's request in October 2021 with the changes to take full effect upon completion of the detachment building (estimated late 2024).
53. Barnston Island Prov (formerly Surrey Prov), a provincial jurisdiction, currently receives service from Surrey RCMP Detachment. With the City of Surrey's transition to the Surrey Police Service, the Province is working towards a new service delivery model for continued provision of service to Barnston Island under the terms of the Provincial Police Service Agreement. Historically, Surrey Prov statistics were included in Surrey Mun results. Reporting adjustments will be addressed in subsequent publications.
54. Cariboo Chilcotin Crime reduction resources became permanent in June 2021. This includes 6RM and 2.5PSE working out of North District Headquarters.

Key Impacts on Crime Statistics

Comparisons of crime statistics between jurisdictions, provinces, and years should be made with caution, as many factors influence police-reported crime statistics other than actual changes in crime, such as: global events, demographic changes, social and economic trends, police reporting practices, public reporting practices to police, technological advancements, legislative amendments, local police service priorities, and social perceptions and attitudes towards certain crimes.

Impact of the Global COVID-19 Pandemic

Many shifts in crime trends in 2021 may be attributable to the global COVID-19 pandemic, as was also the case for 2020. The decreases in property crime first observed in 2020 continued throughout 2021 with people tending to stay home more often, reducing contact with others, and using the Internet more often than prior to the pandemic.

In contrast, violent crime incidents increased in 2021 after falling in 2020. While the violent crime rate did not change substantially from 2020, the Violent Crime Severity Index did increase considerably, indicating an increase in the number of serious violent crimes relative to other types. In particular, the number of incidents of sexual assault level 1 increased. This increase may have been partially attributable to more opportunities for strangers to commit sexual assaults in 2021 compared to 2020, as pandemic restrictions on gatherings were relaxed. The loosening of pandemic restrictions may also have made it easier for victims to come forward and for third parties to be able to identify signs of abuse.

More analyses of the impact of the COVID-19 pandemic and other factors influencing the 2021 police reported crime statistics can be found at:

<https://www150.statcan.gc.ca/n1/pub/85-002-x/2022001/article/00013-eng.htm>

Impact of Uniform Crime Reporting (UCR) Scoring Rule Changes

In January 2018, Statistics Canada updated the definition of “founded” incidents to improve the tracking of offences with complex characteristics, such as sexual assault, and to address broader inconsistencies in how crime statistics were reported in the Uniform Crime Reporting (UCR) survey.

Police agencies across BC implemented these scoring rule changes in January 2019 which may have affected BC’s crime data for 2019. It is anticipated that police services will become increasingly accustomed to the new standards and, as they do so, data should become more comparable.

More information about the UCR Survey and these scoring rule changes can be found at:

<https://www150.statcan.gc.ca/n1/pub/85-002-x/2018001/article/54973-eng.htm>

<https://www150.statcan.gc.ca/n1/pub/85-002-x/2020001/article/00010-eng.htm>

Police Resource Definitions and Data Qualifiers

- Population figures** are estimates prepared annually by BC Stats, based on the results of the Canada Census which is conducted every five years. These estimates reflect only the permanent residential population of a jurisdiction. Where a jurisdiction serves as a resort, business or entertainment centre, it may have substantial “part-time” or transient/seasonal populations in addition to its permanent resident population, such as tourists, cabin owners, commuters, students, and seasonal staff. These temporary populations groups are counted in population figures within the jurisdiction of their place of residence and not the jurisdiction in which they may be temporarily visiting or working. Note: the 2021 population estimates provided by BC Stats were based on the Statistics Canada 2016 Census boundary geographies adjusted in accordance with current police jurisdiction boundaries.
- Authorized strength** represents the maximum number of positions that the detachment or department has been authorized to fill as of December 31st of each calendar year. The authorized strength for both municipal RCMP services and municipal police department jurisdictions (Mun) represents the number of sworn officers/members and sworn civilian officers/members assigned to a detachment or department, but does not include non-sworn civilian support staff, bylaw enforcement officers, the RCMP Auxiliary program or municipal police department reserve police officers. The authorized strength for Provincial Service jurisdictions (Prov) represents the number of sworn members assigned to General Duty and General Investigation Service (GD/GIS) functions at a detachment but does not include members assigned to specialized functions such as traffic enforcement, forensic identification or major case crimes, etc. The assigned strengths for provincial service jurisdictions are obtained from RCMP “E” Division Headquarters. The authorized strengths for RCMP municipal jurisdictions are obtained from Annex A of each municipality’s *Municipal Police Unit Agreement* (MPUA). (**Note:** *Due to inconsistencies in counting Integrated Team members some Lower Mainland District (LMD) municipalities’ authorized strengths are not comparable and may reflect some, none or all integrated team members. Policing and Security Branch is working with the RCMP and LMD municipalities to achieve consistency in Annex A, authorized strengths. For 2021, a separate “adjusted strength” figure for these municipalities has been calculated to show the net adjustment to authorized strength to account for Integrated Team members. Adjusted strength figures are not included in tables showing ten year authorized strength trends*). Authorized strengths for municipalities policed by municipal police departments are collected annually from each department. The exact values from the source data was used, however values reported have been rounded up to the nearest whole number, unless otherwise shown. Due to the differences in the organizational structure of each type of unit and methods of collecting authorized strength data, comparisons between RCMP provincial, RCMP municipal, and municipal police jurisdictions should be made with caution.
- Adjusted strength** is a calculation that adjusts a municipal authorized strength to account for Integrated Team members who are assigned on a regional basis. For 2021, adjusted strength applies to LMD Integrated Team participation only. The Integrated Teams member adjustment is based on a proportional allocation of Full-Time Equivalent (FTE) utilization attributable to each municipality’s financial contribution to the LMD teams for the fiscal year 2021/2022. Some LMD municipalities’ authorized strength already includes or accounts for a portion of Integrated Team members; therefore, not all Integrated Teams’ adjustments are a simple addition to authorized strength. The values reported have been rounded up to the nearest whole number after making the adjustments using exact values from the source data.
- Case loads** are defined as the number of *Criminal Code* offences (excluding drugs and traffic offences) per authorized strength. They represent the workload per officer, and as a result, are often a better indicator of the demand for police services than either a jurisdiction’s population or its crime rate. The case load is calculated by dividing the total number of *Criminal Code* offences in the calendar year by the authorized strength as of December 31st of the same calendar year. (**Note:** *The adjusted strength has been used to calculate the case loads for municipal units participating in Lower Mainland District Integrated Teams*). Please refer to recent changes in the impact on UCR scoring rules on page 24.

Police Resource Definitions and Data Qualifiers, Continued

5. **Total Criminal Code Offences** includes property, violent, and other crimes (excluding drugs and traffic offences). **Number of offences** represents only those crimes reported to, or discovered by the police which, upon preliminary investigation, have been deemed to have occurred or been attempted; these data do not represent nor imply a count of the number of charges laid, prosecutions conducted, informations sworn or convictions obtained. These data have been recorded by the police utilizing the Uniform Crime Reporting 2 (UCR2) Survey scoring rules and guidelines. If a single criminal incident contains a number of violations of the law, then only the most serious violation is counted for purposes of this statistic. Please refer to recent changes in the impact on UCR scoring rules on page 24.
6. **Crime rate** is the number of *Criminal Code* offences or crimes (excluding drugs and traffic) reported for every 1,000 persons. It is a better measure of trends in crime than the actual number of offences because it accounts for population differences. A high crime rate may indicate that a municipality is a “core city”, i.e., a business and/or entertainment centre for many people who reside outside, as well as inside, the municipality. As a result, “core cities” may have large part-time or temporary populations which are excluded from both their population bases and their crime rate calculations. Please refer to recent changes in the impact on UCR scoring rules on page 24.
7. **Total Costs** refer to actual costs as reported by each municipality, collected annually from the PSB administered Municipal Police Expenditure Survey. For municipalities policed by the RCMP, total costs include the municipality’s share of RCMP contract costs, including integrated team costs, (i.e., either 70% or 90% depending on population) plus those costs borne 100% by the municipality which are over and above the contract costs, such as support staff and accommodation. Total costs do not include costs for bylaw enforcement or victim services programs, capital expenditures (such as major construction projects), or revenues. There is some variation between jurisdictions with respect to the cost items that are included in their policing budgets and reflected in total costs, so caution should be used if comparisons are being made. As a result of variances in reporting practices, in 2017, the Municipal Policing Expenditure Survey was amended to include amortization/depreciation costs as part of the Accommodation costs. Previous iterations of the survey and scoring rules did not specifically articulate the inclusion of the amortization/depreciation costs and was added to standardize practices from all municipalities.
8. The data contained in this report may vary when compared with previous reports produced by Policing and Security Branch. Where variances occur, the report produced at the latest date will reflect the most current data available.
9. Populations, crime rates and case loads are only three of the many factors used to determine the strength and organization of a police agencies. A number of other factors, such as size and accessibility of the area to be policed and traffic volume are also taken into consideration. In addition, case loads and crime rates do not reflect the time spent by police providing general assistance to the public, participating in crime prevention programs, or enforcing traffic laws.
10. Comparisons between municipal police departments, RCMP municipal and RCMP provincial services should be made with caution.

DATA SOURCES:

Crime:	Statistics Canada. 2021. Incident-based crime statistics, by detailed violation and police services, British Columbia, annual, 1998 to 2021 (Table 35-10-0184-01). Released and accessed on August 3, 2022. https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510018401
Populations:	BC Statistics, Ministry of Labour, Citizens' Services and Open Government, BC.
Police Costs and Resources:	Royal Canadian Mounted Police, “E” Division; Policing and Security Branch; Municipal Police Departments; Municipalities.
DATE:	December 2022

Appendix E. SPS' Report and Supplemental Submission on Current Status and Remaining Work Towards Becoming Police of Jurisdiction

This page is intentionally blank; subsequent pages are Appendix E.

Pages 335-503

REDACTED

Appendix F. Guideline Breakdown

PSB guidelines to support analysis of the submissions by the City, the RCMP, and the SPS. The examples included were intended to guide and support review; however, they were not exhaustive, nor were reviewers restricted to the examples or bound by the guidelines.

Table B: Guidelines for Review of City of Surrey Plan

Guidelines		Examples
Phase 1 Guidelines	1. Human Resource Impacts	<ul style="list-style-type: none"> Total SPS officers (by rank). SPS Assigned Officers. Total civilian/support staff (new hires vs those transferred from). RCMP demobilization to date; re-staffing #'s required. Civilian/support staff (transfers requiring reversal).
	2. Union and Collective Agreement Impacts	<ul style="list-style-type: none"> Collective Agreement to be terminated; timing outlined. Severance payouts.
	3. Pension Impacts	<ul style="list-style-type: none"> SPS officer pensions transferred. Relationships or agreements required to broker transfers.
	4. IM/IT Impacts	<ul style="list-style-type: none"> SPS IM/IT outlined to date (incl. costs). Disposition of IM/IT infrastructure, equipment, contracts. Rules/Agreements/external party relationships governing proper disposition and management. Recoverable vs non-recoverable costs.
	5a. Mechanisms/pathways for SPS dissolution	<ul style="list-style-type: none"> Equipment/Infrastructure purchased outlined. Destruction and/or transferring of all items, assets, equipment, and infrastructure acquired during the transition. Understanding of disposition requirements, rules, and/or legislation Agreements/pathways required.
	5b. Mechanisms/pathways for SPB dissolution	<ul style="list-style-type: none"> Tasks/timelines
	6. Mechanisms/pathways for retaining RCMP	<ul style="list-style-type: none"> Revocation of MPUA termination notice (provincial review and action required). Revocation of MPUA, Article 5 reduction request (provincial consideration and action required). MOUs for SPS Interim Assignment extension. Assignment Agreement extension.
	7. Continued Role of SPS (linked to 1 and 5a)	<ul style="list-style-type: none"> SPS officers required for SPS dissolution purposes (#, rank, type). SPS Assigned Officer ramp down (# and cadence).
Phase 2 Guidelines	8. Projected number of RCMP Members required to re-staff the Surrey RCMP Detachment.	<ul style="list-style-type: none"> Acknowledge and adequately depict authorized strength Adequately account for soft vacancies and/or attrition (over the course of the re-staffing period) in identifying the total number of Members required to re-staff Surrey RCMP MPU

Guidelines		Examples
	9. SPS officer demobilization from the Surrey RCMP detachment	<ul style="list-style-type: none"> • Clarification and/or further information regarding the termination effective date(s) of SPS sworn officers • Outlines the detailed number, cadence, and timing of SPS officer demobilization from the Surrey RCMP MPU
Other	Other	<ul style="list-style-type: none"> • As applicable, in addition to linkages noted above, and to phase 1 guidelines.

Table C: Guidelines for Review of RCMP's Plan

Guidelines		Examples
Phase 1 Guidelines	1. Current staffing situation by BC RCMP business line	<ul style="list-style-type: none"> • MBL/PBL/FBL and FNIPP depicted; Surrey MPU detailed • Authorized/established positions by Unit • Actual strength vs hard/soft vacancies
	2. [REDACTED]	<ul style="list-style-type: none"> • Total number by business line identified • Small detachments/provincial units servicing rural/remote/Indigenous • Critical specialized function units • Provincial priorities • MBL Units with outstanding Annex A increases requiring staffing
	3. RM sources	<ul style="list-style-type: none"> • Sources identified • Projected numbers by RM source (verifiable, supported by multi-year) • RM demand including attrition vs growth • Distribution of RMs to PBL, MBL, FBL, FNIPP, Surrey MPU • Timelines to re-staff Surrey MPU • Timelines to re-staff PBL • Rank/function needs by BL
	4. Mechanisms/pathways for retaining RCMP as Surrey MPU	<ul style="list-style-type: none"> • MOU extension(s) • Assignment Agreement extension • MPUA Notice to terminate revoked (City/Prov) • Annex A reduction request revoked (City/Prov/Fed) • Identification of policy/legal mechanisms/resource augmentations to accommodate changes/workload e.g., security clearance needs; experienced officer program enhancements, etc.
	5. Surrey MPU minimum resource levels	<ul style="list-style-type: none"> • [REDACTED] • Timelines to staff Surrey MPU • Number and cadence of MPU RM restaffing; SPS demobilization • Rank/function needs of Surrey MPU • Administrative support staff requirements
	6. Shared-cost changes	<ul style="list-style-type: none"> • Divisional Administration cost impact projections, across BL's, outlined.

Guidelines		Examples
Phase 2 Guidelines	7. Vehicles, Equipment, infrastructure	<ul style="list-style-type: none"> Engagement of contract partners on changes Identification of any equipment/infrastructure required, evergreening gap(s) Requirements/pathways for purchasing IT/equip/vehicles from SPS/Surrey (connection to #4)
	8. Current vacancies and anticipated growth	<ul style="list-style-type: none"> Adequately explains and accounts for authorized strength [REDACTED] Hard/soft vacancies for all BL, including accounting for RMs, CMs, and Special Constables. Anticipated growth
	9. Re-staffing targets and SPS Assigned Officer reductions	<ul style="list-style-type: none"> Clarification of auth/funded strength 'Reverse HR plan': Numbers, cadence, and timing of RCMP officer restaffing Numbers, cadence, and timing of SPS officer demobilization from the Surrey MPU <p>Linked with City plan / City Guideline # 9</p>
	10. Mitigation strategies	<ul style="list-style-type: none"> Outlines manner in which resourcing and/or staffing needs of BL's is maintained if RM source target numbers not achieved. Addresses RM sources Addresses timelines / cadence, etc. Utilizes existing programs, Established new programs,
Other	Other	<ul style="list-style-type: none"> As applicable, in addition to linkages noted above, and to phase 1 guidelines.

Table D: Guidelines for Review of SPS POJ Status Report

Guidelines		Examples
Phase 1 Guidelines	1. POJ advancement to date	<ul style="list-style-type: none"> Officers/support staff employed Equipment/infrastructure obtained Completion of POJ provincial evaluation requirements to date
	2. Outstanding work and mitigation strategies	<ul style="list-style-type: none"> Identifies components and outlines dependencies to other parties/agencies. Mitigation strategies outlined for dependency based taskings Projected timelines
	3. Funding & resourcing requirements	<ul style="list-style-type: none"> Identification of any changes impacting POJ timelines, if applicable.
	4. Advancing human resources and recruiting	<ul style="list-style-type: none"> Changes/adaptations to HR impacting POJ timelines, if applicable. POJ versus end-state stand-alone SPS complete.

Guidelines		Examples
Phase 2 Guidelines	5. Mitigation Strategies	<ul style="list-style-type: none"> Strategies less reliant on external parties Projected timelines
	6. SPS' anticipated total strength once fully operational	<ul style="list-style-type: none"> Clarification and/further information of end state SPS staffing projections [REDACTED]
Other	Other	<ul style="list-style-type: none"> As applicable, in addition to linkages noted above, and to phase 1 guidelines.

Table E: Additional Review Considerations

Additional Review Considerations	Examples
1. Indigenous Engagement and Considerations	<ul style="list-style-type: none"> Semiahmoo First Nation consultation RCMP FNIPP resourcing FNLG 2022 themes
2. Assessment of adequate/effective policing in Surrey, region, and province	<ul style="list-style-type: none"> Stability of policing
3. Other impacts and/or considerations	<ul style="list-style-type: none"> OPCC, IIO, etc.
4. Other transition-related impacts	<ul style="list-style-type: none"> Feasibility of projections/plans not address in above

Appendix G. Other Reversal Implications

Office of Police Complaint Commissioner

Part 9 of the *Police Act* establishes the OPCC as the province's independent civilian oversight agency that oversees and monitors the complaints and investigations involving municipal police in BC. The OPCC oversees the handling of complaints involving all municipal police departments and designated police units in BC but does not have jurisdiction over complaints involving the RCMP.

Although the SPS is not yet an operational POJ, it is a municipal police department comprised of over 330 municipal police officers, including officers deployed into policing operations within the Surrey RCMP MPU. As such, the SPS and its municipal police officers fall within the jurisdiction of the OPCC.

Transitioning from the Surrey RCMP (not under OPCC jurisdiction) to the SPS has resulted in workload and resourcing impacts for which the OPCC have been planning and are in the process of implementing.⁹⁰

In the 2021/22 fiscal year, the OPCC opened 12 files in relation to SPS.^{91,92} The SPS' Professional Standards Section is additionally operational and has conducted "external investigations for other agencies as ordered by the OPCC."⁹³

Reversing the City of Surrey's police model transition to the SPS and retaining the RCMP as its service provider may result in impacts to the OPCC requiring an adjustment to its operations and potentially a reduction in staffing levels that it planned for and/or implemented to date.

Independent Investigations Office of British Columbia

The IIO is BC's civilian-led police oversight agency responsible for conducting investigations into incidents of death or serious harm that may have been the result of the actions of a police officer, whether on or off duty. The IIO has jurisdiction over all of BC's policing agencies, including the municipal police departments, the RCMP, the South Coast BC Transportation Authority Police Service, and the Stl'atl'imx Tribal Police Service.

Similar to the OPCC, SPS and its municipal police officers fall under the jurisdiction of the IIO. As of January 2021, SPS is also a signatory on the *Memorandum of Understanding Respecting Investigations* between the IIO and all of the BC policing agencies.

Reversing the City of Surrey's police model transition to the SPS and retaining the RCMP as its service provider may have impacts to IIO operations. However, as the IIO is responsible for

⁹⁰ In the Fall of 2021, the OPCC submitted a request for additional resources. Source: Select Standing Committee on Finance and Government Services Interim Report on Statutory Offices (June 2022).

⁹¹ Office of the Police Complaint Commissioner: Annual Report 2021/2022

⁹² For context - SPS sworn officer strength began with the Chief Constable assuming office in December 2020. As the SPB and SPS began to establish the police agency, SPS sworn officer strength grew gradually in 2021 and deployment of SPS officers to policing operations within the Surrey RCMP began on November 29, 2021.

⁹³ Source Appendix E: SPS submission – *SPS POJ Status Report*, December 22, 2022. pg. 13.

conducting investigations inclusive incidents involving the RCMP, these impacts may be minimal.

Justice Institute of BC – Police Academy

The JIBC-PA is the only entity authorized by the Director⁹⁴ to administer provincially approved recruit training for municipal constables, designated constables, and enforcement officers. In the last 5 years, a variety of factors have increased police agency recruiting demand, including a large retirement cycle, exacerbated by pension improvements, and the creation of the SPS. To accommodate increased seat demand, the JIBC PA increased class sizes in January of 2017 and then again in September of 2021. It has continued to offer three classes per year.

SPS began sending new recruits to the JIBC-PA in May 2022. Currently, there are 39 SPS recruits at various stages of their training; 14 have recently attained the status of 'qualified municipal constable.'

The JIBC PA has also engaged with police agencies about projected hiring for the next 5 years (2023 to 2027) to inform recruit training demand. [REDACTED]

A reversal of the transition to the SPS will have impacts to the JIBC-PA to adjust for the discontinued requirement for SPS new recruit training. This could result in impacts to the JIBC operating budget which will require adjustments to accommodate for the removal of Surrey's forecasted contributions.

Katzie First Nation

The Surrey RCMP MPU historically provided policing services to the unincorporated area of Barnston Island, which includes Katzie First Nation reserve lands. As a result of implementing Surrey's policing model transition to the SPS, the BC RCMP were required to develop options for a future policing arrangement for this area of provincial policing responsibility. Through this process, the BC RCMP consulted Katzie First Nation and representatives from Metro Vancouver – Electoral Area [REDACTED]

⁹⁴ Provincial Policing Standard 2.1.1 Recruit and Advanced Training
<https://www2.gov.bc.ca/gov/content/justice/criminal-justice/policing-in-bc/policing-standards>

Reversal of the City's policing model transition and retaining the Surrey RCMP as the City's policing model may have impacts or considerations to this service delivery and organizational structure change. In this event, Katzie First Nations will need to be consulted on the matter.

■ End of document

SURREY RCMP RE-STAFFING PLAN

Update to Surrey City Council

July 5, 2023

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OVERVIEW

The following information provides updated figures and additional details regarding the RCMP's plans to re-staff the Surrey Detachment, including plans to illustrate readiness to immediately advance hiring processes as well as additional evidence to support the effectiveness of the RCMP's various hiring strategies.

BC's Director of Police Services Report

On April 28, 2023, BC's Director of Police Services released a redacted version of his report on the City's plan to retain the RCMP. The *"City of Surrey's Police Model Transition and Decision to Retain the RCMP"* Report (Report) to the Minister of Public Safety and Solicitor General included an analysis of the RCMP's submissions in support of the City's decision regarding its policing model.

In his public statements responding to the Report, the Commanding Officer of "E" Division reiterated his support for RCMP's plans for Surrey, and the feasibility of simultaneously addressing RCMP resourcing requirements throughout the province.

Engagement with BC's Policing and Security Branch

The Report indicated several conditions that must be met in order for the Director to confirm a plan to retain the RCMP in Surrey. The RCMP has discussed these conditions with the province and will continue to engage with Policing and Security Branch staff to ensure satisfaction that the conditions have been fulfilled. In addition, the RCMP remains committed to advance the re-staffing plan with consistent and detailed monitoring mechanisms, providing relevant information on progress against targets to key stakeholders as the plan progresses.

Oversight and Governance of RCMP Plans

The RCMP's plans for Surrey have been approved by the Commanding Officer of "E" Division. The plans will be managed with precise oversight at the detachment and divisional levels, and will ensure consistency of expertise from the RCMP's project team for the transition.

The Officer in Charge (OIC) of Surrey Detachment will continue to oversee all operational and administrative matters for the detachment through the implementation of the staffing plans. The OIC will direct the required work at the detachment level to end transition-related initiatives while advancing progressive work with the City regarding public safety priorities for the Surrey community.

In addition, as part of the conditions set out by the province, the RCMP has confirmed the appointments of two positions to ensure efficient governance of the plans and appropriate involvement with all project partners. This includes a Senior Contracts Officer, assigned from the RCMP's Project Transition team, and a Senior Transition Leader, assigned from the Commanding Officer's Executive team. These two individuals will work in alignment with the OIC and the RCMP's transition team to facilitate the staffing plans for Surrey and the end of the transition.

The OIC, Surrey Detachment personnel and the two confirmed senior RCMP resources will continue to receive dedicated support from the RCMP's project team for the transition in order to ensure consistency of processes and to leverage established relationships with critical project partners as the transition winds down.

SURREY RCMP STAFFING PLAN

The RCMP's plan to re-staff Surrey with a full complement of RCMP members remains substantively unchanged since the OIC's presentation to City Council on November 28, 2022. However, these plans are more informed as the RCMP has progressed work over the past several months to prepare for implementation. The plans now account for the changing dynamics of SPS personnel within the detachment, which provides for efficiencies in recruitment and stability through the demobilization timeframes.

Surrey Detachment: Staffing Requirements

The initial staffing plan, developed in November 2022, used 734 as the operational requirement for the detachment. Based on the data at that time, the staffing plan required 161 members to be hired into the detachment. Since that original determination, certain developments have been considered to confirm an updated hiring requirement of 182 officers, which equates to the number of SPS operational officers in the detachment as of June 2023. These developments include:

- RCMP has released members since December 2022 in anticipation of a timely decision from the province;
- Deployment of additional SPS Officers into the detachment, including graduates from JIBC;
- Reduction of deployed SPS Officers due to both hard and soft vacancies.

To facilitate the end of the SPS policing transition, the RCMP will implement its re-staffing strategy, hiring a minimum of 182 police officers over the course of 18 months. Any hires additional to the 182 can be distributed elsewhere within the Division if required. This will achieve the following in the Surrey Detachment:

- A gradual replacement or patch over of operational SPS Officers;
- A structured cadence to the demobilization of SPS Officers to ensure a gradual decrease in the number of SPS Officers working on assignment;
- Opportunities for SPS Recruits who wish to continue their careers policing in Surrey;
- Resumption of RCMP cadets being placed in Surrey, including field training programs to support their training as police officers;
- Hiring for 25 newly funded positions in FY 23/24; and,
- Lateral transfers or promotions for existing Surrey RCMP members.

Administrative Management of Surrey Detachment

The implementation of plans to transition to SPS necessitated changes in the typical administrative functions for Surrey Detachment. This included significant changes to managing staffing actions for Surrey RCMP members, changes to the complement of municipal employees assigned to Surrey RCMP, contemplations regarding facilities management, as well as equipment considerations. All decision-making regarding these administrative matters has required transition-related considerations. As the transition winds down, there will continue to be certain considerations for the Senior Leadership Team at the detachment to contemplate.

A key element of the staffing plan is the resumption of normal staffing actions for Surrey RCMP members, which includes the intake of RCMP cadets to the detachment and facilitating a regular cadence of lateral and promotional opportunities to/from and within the detachment.

It is imperative to acknowledge that for the past several years, a large number of RCMP members working at the detachment have been adversely impacted by the transition. RCMP members have remained loyal to Surrey despite the persistent uncertainty regarding Surrey’s policing model for the last several years. As such, it is critical that the detachment’s plans satisfy opportunities for both existing Surrey RCMP members and all newly recruited RCMP members to Surrey.

The re-staffing plan will be monitored on a consistent basis from an operational perspective to ensure any lateral transfers, promotions or newly deployed members are implemented in a gradual and structured manner to minimize impacts to operations.

Candidate Pools and Hiring Ranges

The Surrey RCMP Staffing Plan focuses on five (5) distinct candidate pools, as outlined in Table 1 below.

Table 1: Candidate Pools

CANDIDATE POOL	DESCRIPTION
SPS Operational Officers	Working on assignment in the RCMP detachment
SPS Non-Operational Officers	Those working in administrative positions, or waiting for deployment
SPS Recruits	New-to-policing candidates completing their JIBC training requirements
RCMP Cadets	Hired by RCMP and trained at the RCMP’s National Training Centre (Depot)
Other Experienced Police Officers	Hired into RCMP, but not from SPS

The Projected Hiring Summary table below incorporates updated data for all candidate pools and identifies the target hiring range for each candidate pool, as well as an estimated hiring timeline over an 18-month period. It should be noted that the RCMP revised its timelines to re-staff the detachment at the request of the province to ensure a more gradual conversion of SPS Officers. However, the RCMP is confident it can re-staff the detachment within a 12-month timeframe.

Table 2: Projected Hiring Summary

Candidate Pool	Pool Total	Target Range	2023		2024				2025			Total Hired	
			Sept- Oct	Nov- Dec	Jan-Feb	Mar- Apr	May- June	July- Aug	Sept- Oct	Nov- Dec	Jan-Feb		Mar- Apr
SPS Operational	182	50%	10	20	20	10	10	6	5	5	5	0	91
SPS Non-Operational	58	50%	0	5	5	5	5	2	2	2	2	1	29
SPS Recruits	29	50%	6	6	0	3	0	0	0	0	0	0	15
RCMP Cadets	67		6	5	5	10	10	10	5	5	5	6	67
Other EPOs	140	15%	2	2	2	2	2	2	2	2	2	3	21
Total Projected Hires			24	38	32	30	27	20	14	14	14	10	223

Hiring Projections

The projected hires are the established, realistic hiring expectations for each candidate pool. As the chart indicates, using a 50% hiring range of the candidate pools for SPS Officers and Recruits, the RCMP will exceed the requirements for Surrey. Rationale for these projected hires is provided in detail below.

Recruiting SPS Officers

The RCMP's submissions to the Province reported Surrey RCMP detachment line-officers and supervisory personnel had been confidentially approached by SPS deployed personnel who stated their intention to join the RCMP if a decision to retain the RCMP was made. Presently, and unsolicited, 81 SPS Officers have confidentially confirmed they intend to join the RCMP if the province confirms the City's decision to retain the RCMP. This figure should not be considered determinative of the final number of SPS Officers likely to join the RCMP, as all communication has been unsolicited from SPS Officers to RCMP colleagues.

Cited reasons for choosing to patch over to the RCMP are as follows:

- Desire to remain in current roles – SPS Officers have indicated a preference to remain in current roles within Surrey Detachment rather than return to previous agencies or front-line duties.
- Commute – many SPS Officers have cited the commute to Surrey Detachment as preferable to their previous commute.
- Rank – SPS Officers have indicated a preference to retain rank if possible. Many cited an inability to return to previous employer with rank.
- Ex-Regular Members – Many SPS are ex-out of province Regular Members with the RCMP. These officers have indicated that a transfer to SPS was to relocate back to BC from an out of province posting and are willing to return to RCMP and remain within Surrey.

Although proactive recruiting of SPS Officers has not commenced, the RCMP has already started receiving unsolicited applications from SPS Officers. Until recently, the RCMP has delayed processing these applications out of respect for the current status of the transition and in anticipation of a decision on a path forward. However, since the release of the Director's Report, and the resulting continued lack of clarity, several SPS Officers have accepted positions with other municipal police agencies. The RCMP determined it could no longer remain idle while other agencies were actively recruiting SPS Officers away from Surrey. As a result, the RCMP has advanced 15 SPS applications and intends to hire in the coming weeks when those processes are complete. Three of those hires have recently been confirmed.

The information provided to the RCMP by SPS Officers, combined with the demonstrated actions of SPS Officers advancing their applications to the RCMP contradicts the information released publicly from the Surrey Police Union and rebroadcast by the Surrey Police Service claiming that SPS Officers will not engage with the RCMP.

Additionally, the RCMP has made accommodations for SPS Officers who intend to patch over. This includes:

- leave top up to match seniority;
- ability to remain in current positions;
- stay in Surrey with no expectation to move;
- no requirement to attend Depot for training; and,
- ability to negotiate rank.

The RCMP is also willing to consider officer-level entrants but will do so on a case-by-case basis.

There will be approximately 300 SPS police officers seeking employment if the transition is cancelled. It is a reasonable prediction that a large percentage of those officers will actively pursue opportunities to continue working in the same positions they currently occupy, working in Surrey, the same community they were hired to serve. To suggest that SPS Officers would not choose the RCMP for a viable career in policing is inconsistent with the demonstrated actions of those who are currently in the hiring process. It is also regularly noted that numerous SPS Officers have informally indicated to their colleagues they simply intend to continue their work in Surrey, regardless of who the employer is, and are waiting for a clear decision regarding the policing transition.

EXECUTING THE STAFFING PLAN

Both of the RCMP's submissions to the province provided significant details regarding implementation of the re-staffing plans. These implementation mechanisms remain unchanged, but additional work has been completed to prepare for the recruitment of SPS Officers. This includes the following:

- Assigning dedicated Recruiters to Surrey Detachment to allow for surge capacity;
- Training of these recruiters to engage with candidates, field questions and process applications;
- Confirming all policy exemptions required to facilitate hiring of SPS Officers;
- Confirming process efficiencies for SPS hiring processes;
- Increased efficiencies for security clearances;
- Appointing RCMP pension experts to provide clarity for EPO candidates; and,
- Providing EPO transition training at Surrey Detachment and the Pacific Region Training Centre in BC.

Outreach

As stated, the RCMP has not initiated proactive recruiting for any SPS Officers. All current applications and indications from SPS Officers is based on the individual, personal decisions made by each SPS Officer.

Should the province confirm the City's plan to retain the RCMP, the RCMP will take immediate steps to establish communication with Operational SPS Officers to discuss positions and initiate the EPO Program hiring processes. All Operational SPS Officers will be personally contacted by an RCMP representative. All Non-Operational SPS Officers will be contacted as well. The RCMP will also contact SPS recruits to ensure they can complete their JIBC training and to confirm their interest in becoming an RCMP member in Surrey.

STAFFING UPDATE: JULY 2023

As previously indicated, the RCMP is now processing unsolicited applications received by SPS Officers. The RCMP is also advancing postings of cadets and other non-SPS EPOs into the detachment to fulfill the targets for those two candidate pools. In addition to the 15 SPS EPOs either hired or currently advancing through the hire stage, RCMP cadets will be posted to Surrey Detachment in July and August, as well as non-SPS EPOs who have indicated a preference to be posted to Surrey Detachment. They will be starting in Surrey in the coming weeks.

Updated hiring data for July 2023 includes the following:

- 8 RCMP cadets that will join Surrey Detachment by August
- 15 SPS Officers currently in hiring process, or hired
- 2 EPO's transferring into Surrey
- 81 SPS Officers who will join the RCMP

This equates to an anticipated **106 officers** that will be realized within the first few months of the Surrey RCMP staffing plan.

The RCMP remains fully committed to its re-staffing plans for Surrey and will work with all stakeholders to ensure it succeeds.

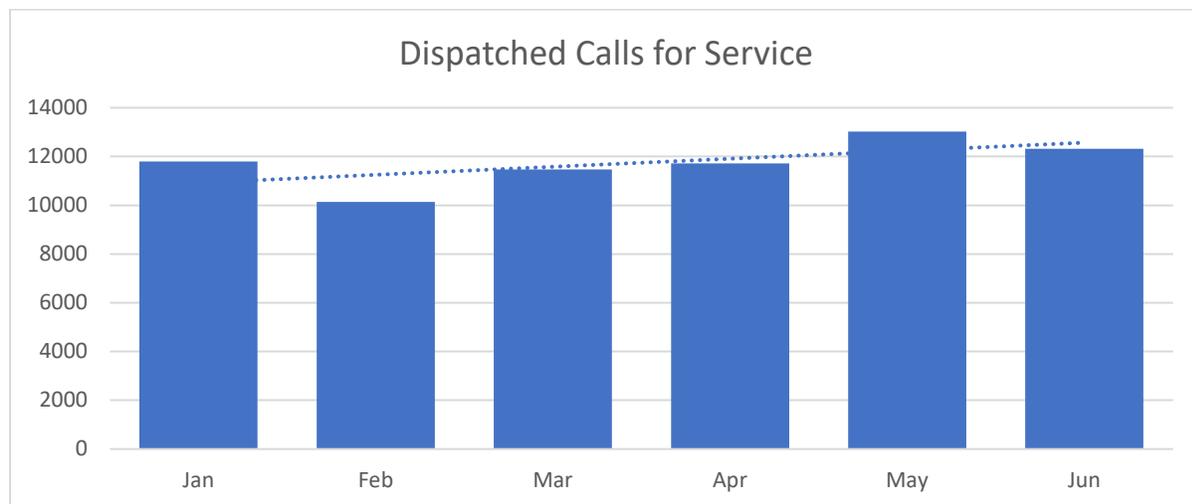
Surrey RCMP Police Operations and Activities Update

Introduction

Adequate and effective policing is critical to maintaining public safety. The Surrey RCMP, as the Police of Jurisdiction (“POJ”) in Surrey, continues to pursue crime reduction and address public safety issues, both proactively and reactively, through a balanced approach that includes prevention, outreach, intervention and enforcement efforts. The effectiveness of the Surrey RCMP policing model is demonstrated in part by the continued downward trend in crime over the last 10 years. Ongoing and evolving police activities, programs and partnerships have contributed to this positive trend (see Appendix “V” for an overview of Surrey RCMP public safety programs and partnerships). Some highlights of police operations in June are presented below.

Calls for Service

During June, police were dispatched to 12,321 calls for service. In terms of total calls dispatched, June was the second busiest month of 2023 (see chart below). The average response time to the Priority 1 calls in June (n=187) was 6 minutes and 50 seconds. In terms of the distribution of dispatched calls in June across Surrey, 29% were in District 1 (Whalley/City Centre), followed by 28% in District 3 (Newton), 20% in District 2 (Guildford/Fleetwood), 13% in District 5 (South Surrey) and 10% in District 4 (Cloverdale/Port Kells).



Interdiction Projects and Investigations

The Surrey Gang Enforcement Team (“SGET”) continued to deliver gang prevention and education programming to community stakeholders with most of the presentations occurring in schools. During June, SGET delivered seven *Shattering the Image* presentations reaching 476 participants. SGET also continued with targeted enforcement and interdiction efforts, including the Inadmissible Patrons Program (“IPP”) which discourages and deters violent criminal activity in and around participating

restaurants and licensed establishments. SGET conducted 125 proactive IPP checks during June, resulting in the ejection of 7 inadmissible patrons. SGET maintains relationships with law enforcement partners and participates in several collaborative initiatives targeting subjects involved in the BC Gang Conflict and their activities. SGET also conducted 32 curfew checks on known offenders and 54 checks on Outlaw Motorcycle Gang clubhouses. SGET enforcement efforts resulted in ten vehicle seizures and 12 arrests or charges in June.

The Police Mental Health Outreach Team (“PMHOT”) continued to support those facing challenges with homelessness, addiction and mental health issues in the City. During June, PMHOT took conduct of 593 files; Car 67 provided assistance on 107 files. PMHOT also conducted 147 outreach checks at homeless encampments and made 541 referrals to community partner agencies during the month. PMHOT also attended 20 meetings with community partners to support cross agency collaboration and connect individuals with critical supports and interventions.

The Surrey RCMP Traffic Unit stepped up enforcement in June to coincide with the start of summer. The Traffic team targeted several hot spots for various traffic safety issues, including impaired driving, speeding and other dangerous driving practices. During June, the Traffic Unit issued 968 violation tickets to unsafe drivers and issued 40 Immediate Roadside Prohibitions (“IRP”) with associated vehicle impoundments and six 215 suspensions. The Traffic Unit also conducted a special enforcement operation in June targeting a known street racing and stunting location in Campbell Heights. In total, 21 violation tickets were served for speeding, vehicle defects and other traffic infractions. Five of the tickets were for excessive speed which is accompanied by an automatic 7-day vehicle impoundment. One driver was found to be under the influence and received a 3-day Immediate Roadside Prohibition with vehicle impoundment.

Special Events Planning & Community Engagement

The Detachment was very busy in June supporting community events and conducting community engagement. The Emergency Operations Planning Unit (“EOPS”) developed operational plans to ensure public safety at four large scale events coordinated through the City of Surrey’s Festival & Event Support Team (FEST): the 5X Block Party, National Indigenous Peoples Day celebrations, the Surrey PRIDE Festival and a local Kabaddi Tournament. EOPS also coordinated an enhanced police (operational) presence at unscheduled, emerging events such as a series of anti-SOGI protests, an anti-Caste system protest and a funeral procession for a recently deceased leader of a local Gurdwara. In addition to operational presence, EOPS coordinated Surrey RCMP community outreach and engagement at 14 community events: the Halal Ribfest, Surrey Block Party Food Truck Wars, TS3 Inspires, Car Free Day, Boat for Hope, Surrey Downtown Festival, 5x Block Party, Park Hopper Engagement, Indigenous Carving Centre and National Indigenous Peoples Day celebration events, a Red Serge Fundraiser event, the Surrey RCMP Open House and Musical Ride events, Cloverdale Market Days, and the Miri Piri Soccer Tournament.

Service Delivery Innovation

In May, Surrey RCMP launched the HealthIM mobile app for Frontline response to mental health calls for service. HealthIM is an application police officers access when attending mental health calls. Officers answer 33 questions directly on the app which forms a risk assessment and assists with making an informed apprehension or a support referral. HealthIM also interfaces in real time with Fraser Health professionals to assist in the medical triage and assessment process. This innovative approach to serving

vulnerable clients is being used by a few other police agencies in Canada to streamline and improve response to acute mental health crisis events. Some of the goals of HealthIM include: to improve the safety of persons in crisis, as well as police and hospital personnel, and reduce paperwork and hospital wait times. During June, Surrey RCMP members utilized HealthIM for 264 mental health related calls involving 237 individuals.

The Mobile Street Enforcement Team (“MSET”) recently designed a Collaborative Bike Patrol program with the City of Surrey’s Bylaws Department. This high-visibility bike patrol program will target sensitive areas, including parks, green spaces, remote locations, and areas not easily accessible by vehicles, in the Newton and City Center neighborhoods. The bike patrols will increase the visibility and presence of both the Surrey RCMP and Bylaw Services Division. Officers will proactively patrol in identified problem areas to conduct enforcement and respond to complaints, as well as attend special events and high traffic areas to conduct outreach and engagement with the public. During May, RCMP certified bicycle instructors delivered a two-day bike course training to Bylaw personnel, in preparation for the launch of the collaborative patrols this summer.

With the increase in high risk police calls, especially with those related to firearms and/or other weapons, barricaded persons, suicide by cop phenomenon and others (e.g., mass casualty events), there is a recognized need for a comprehensive response and the control of these extremely volatile fluid situations. In June, the Detachment launched a new training program designed to elevate the Frontline supervisors’ skill set in responding to high risk calls requiring a coordinated, tactical response. The new Tactical Response Training focuses on the steps and procedures that should be employed in quick succession as critical incident calls unfold. The interactive, scenario-based training simulates the real-time response to various critical incident situations.

Conclusion

The Surrey RCMP continues to pursue crime reduction and address public safety issues through a balanced approach that includes prevention, outreach, intervention and enforcement efforts. The Surrey RCMP continues to deliver an effective police service delivery, from call response and investigations to special events planning, crime reduction and prevention, and community engagement and outreach. Maintaining a reliable service to the community and police clients and partners contributes to public trust and confidence in policing and ensures public safety in Surrey.



Surrey RCMP Public Safety Programs & Partnerships

Youth Programs

School Resource Officer Program

The School Resource Officer program is a partnership with the Surrey School District. School Resource Officers (SROs) are assigned to a specific region of schools and work closely with their assigned schools, the School District and Safe School liaisons to provide enforcement, intervention, and education at local schools. SROs foster relationships with both students and administration at secondary and elementary schools and facilitate many different programs and initiatives designed to promote positive choices for youth, including sports programming. They also provide accessible support and guidance to parents.

School Sports Program

The Surrey RCMP School Sports Program connects police officers with Grade 7 students in elementary schools across the city. Team RCMP consists of a group of officers who volunteer their time to accept the invitation to visit and compete with students at local schools. The goal is to foster a positive relationship with students before they enter high school, and have fun while doing so.

Mini Blue

The Mini-Blue program positively engages youth in grades 5, 6, and 7 (critical ages prior to grade 8 entry) with Surrey RCMP officers. The program is delivered in partnership with Surrey School District's Community Schools Partnership Unit and focuses on relationship building and mentoring through fun physical activities, interactions and a short talking point. This gives participants a body and brain boost that sets them up for an afternoon of learning. Mini-Blue sessions are held once per week at various Surrey elementary schools during the school lunch hour. In 2023, Mini Blue will be piloting an Indigenous program and inviting Indigenous Elders from the local communities to speak with the youth.

RCMP Basketball Classic

The Surrey RCMP Basketball Classic is a high school basketball tournament that was created by the Surrey School District and Surrey RCMP to help foster positive interschool competition and create a healthy relationship between the RCMP and students. The tournament, which involves hundreds of students from Surrey high school and junior high schools, has been taking place in Surrey since 1992.

Project Lavender

Project Lavender is a program which aims to empower youth to make positive choices and understand the importance of engaging in healthy relationships. This program was developed by the Surrey RCMP in collaboration with female youth from across the Surrey School District. Project Lavender is a one-hour presentation geared towards students in grades 5-10, however it can be adapted to suit community groups and organizations who engage with youth. The presentation touches on topics such as texting and sexting, online safety, understanding sexual exploitation, drug and alcohol awareness, and healthy relationships.

Restorative Justice Program

The Restorative Justice (RJ) Program provides an alternative to the formal court system for young, first-time offenders of less serious crime. Restorative Justice seeks to repair the harm caused by crime through the facilitation of respectful dialogues between victims and those responsible for harm. It creates opportunities for accountability, understanding, problem solving and healing, while avoiding lengthy and costly court processes and a criminal record.

Youth Intervention Program

Youth Intervention Program (YIP) provides counselling support to youth involved in conflict or crime, to help reduce future criminality. The program works with an average of 300 at-risk youth per year. It has three full time counsellors who provide counselling, family support, and referrals to youth who have been involved in conflict or crime. Referrals to the program are made by police officers who encounter youth during their calls for service. The goal of the program is to provide early intervention services to reduce criminal behavior among young people in Surrey.

Yankee 30

Yankee 30 (Y30) Car is an intervention program that pairs a Surrey RCMP Youth officer and a Ministry of Children and Family Development (MCFD) Youth Probation officer. The Car Y30 team ensures Surrey youth (ages 12-18) who are on probation comply with their court ordered conditions. They support youth and their parents/guardians by providing access and referrals to other programs and services for high risk youth and their families. The Y30 team also provides specialized knowledge and resources to front-line police officers on issues relating to youth and the criminal justice system.

WRAP

The Surrey Wrap Program is a partnership between the Surrey School District, the City of Surrey and the Surrey RCMP. It offers a comprehensive and collaborative support program for students who exhibit signs of gang associated behaviour. Surrey RCMP officers, along with our School District partners and various support workers in the community, work directly with at-risk students to ensure they get the support and attention to help them stay out of gangs and the criminal lifestyle. Wrap clients are connected and supported through pro-social activities, their legal processes, school placements, and employment.

Family & Youth Resource Support Team

The Family & Youth Resource Support Team (FYRST), comprised of one police officer and one youth counsellor, provide support to youth aged 9-13 who exhibit signs of criminal and gang involvement, and their families. FYRST works with youth at the prevention and early intervention stage, when they first start to exhibit signs of poor decision making and need to find attachment to community resources and supports. The program has the goal of enhancing resiliency in the youth and their families to be able to better cope with the risk factors they are facing. FYRST also conducts school visits, delivery presentations designed for grade 6-7 students covering social media and relationships, substance use and truancy, positive decision making, and healthy conflict management.



Parent Helpline

The Surrey RCMP Parent Helpline is a resource for parents who are concerned about their children becoming involved in illegal activities. Through this helpline, parents can get in touch with the Surrey RCMP's specialized youth officers and youth counsellors who will be able to assist them with other resources, police information, and intervention services.

Shattering the Image

The 'Shattering the Image' anti-gang presentation is tailor-made for Surrey youth, parents and educators by the Surrey Gang Enforcement Team (SGET). Shattering the Image is made up of two modules that shatter the glamorized image of gangs, and provide youth with valuable information on how to avoid the gang lifestyle. Both modules are facilitated by SGET members and can be adapted to suit both youth and adult audiences. Shattering the Image aims to give the hard facts on gangs and drugs so Surrey youth are equipped to make better choices, and adults know how to talk to kids about these topics and identify warning signs.

Community Engagement & Crime Prevention Programs

Citizen and Youth Police Academy

The Citizen and Youth Police Academy is a 9-week course designed to give Surrey residents and youth an inside look into policing. This interactive learning series aims to foster a better understanding between Surrey citizens and the RCMP and explore what the community can do together to enhance public safety.

Block Watch

Block Watch is a program to help neighbours watch out for neighbours. It aims to get citizens involved in discouraging and preventing crime at the local level, as well observing and reporting suspicious activity to police. Block Watch participants are provided with information to better understand public safety risks and trends in the community, and tools to better protect themselves and their property.

Crime Free Multi-Housing

The Crime Free Multi-Housing Program (CFMH) is designed to help owners, managers and residents keep illegal and nuisance activity off rental property. Certified rental properties mean that the building owners and managers have taken positive steps to promote effective management to improve the health of the multi-unit building or complex, and the quality of life for residents by developing an environment where crime cannot flourish.

Project Entry

Project Entry is a partnership between the police and building strata and rental companies to reduce delays in police response during emergencies. Buildings that have a programmable digital entry phone panel can participate to provide police a quick, secure method of entry, should a resident of the building need immediate assistance. Police are only given access to the public spaces of the building such as the lobby, elevators, and floors, not to private dwellings.



Project IRIS

Project IRIS (Integrated Resources for Investigation and Safety) is a voluntary program that allows residents and businesses to register their closed-circuit television (CCTV) cameras in a secure, online database that is managed by the City of Surrey. If a criminal incident occurs, police can view the list of nearby registered addresses and then contact registered camera owners to request access to recorded video footage. A partnership between the City of Surrey, businesses, police and the community, Project IRIS is intended to help expedite criminal investigations and solve crimes.

Catalytic Converter Etching Program

The “You Etch It. We Catch It” program launched in April 2023, and is aimed at reducing catalytic converter theft and deterring thieves. Participating auto shops and automotive businesses in the city of Surrey will etch the last eight digits of a vehicle’s identification number (VIN) onto the owner’s catalytic converter free of charge while other servicing is being completed. This distinctive marking can help to identify when a catalytic converter has been stolen by connecting it to a victim, and may also help to prevent the theft in the first place.

Inadmissible Patrons Program

The Inadmissible Patrons Program (IPP) is a partnership with the City of Surrey, BC Restaurant and Food Services Association (BCRFA) and Restaurants Canada. Modelled after VPD’s Restaurant Watch program, the IPP was developed by the Surrey Gang Enforcement Team (SGET) to help prevent violent criminal activity in and around licensed establishments and to deter gang members from conducting their criminal activities in Surrey. Licenced bars and restaurants that choose to join the program sign an Inadmissible Patron Agreement (IPA) that authorizes the Surrey RCMP to act on the establishment’s behalf to identify and remove persons whose lifestyle, associations and/or activities pose a risk to public safety from the premises.

Crime Prevention Presentations and Events

The Surrey RCMP provides presentations to a variety of groups throughout the year on crime prevention topics such as Identity Theft, Pedestrian/Bike Safety, and Home/Business Security, and Auto Theft. The Detachment also attends community events to provide crime prevention materials and advice to attendees. The community can request Surrey RCMP attendance at their event, or attend a workshop hosted by the Detachment at a police office or delivered virtually.

Volunteer program

The Surrey RCMP Volunteer program provides opportunities to local to community members to contribute their time to get involved with community policing that enhance public safety. The volunteers help support crime prevention and traffic safety programs delivered in partnership with ICBC, such as Speed Watch, Cell Watch, Lock Out Auto Crime and the Stolen Auto Recovery program, and also attends numerous community events where they host information booths, talk to people about public safety, and answer questions.



Vision Zero

The Surrey RCMP is an active participant of the Vision Zero Action Team led by the City of Surrey. The objective of Vision Zero is to incrementally reduce injuries and deaths on Surrey roads to zero. Representative from the Traffic Unit and Community Programs attend regular working group meetings to discuss road safety issues and develop collaborative approaches towards harm reduction on Surrey roadways for all road users. These approaches include safer road designs, safe vehicle speeds, safe road user behaviours, and safe and well-maintained vehicles.

Community Outreach

The Surrey RCMP attends local community events to provide a proactive police presence and to engage directly with members of the community to build relationships and public trust. This includes large scale events hosted across the City (e.g., the Cloverdale Rodeo, Canada Day, Fusion Fest, Vaisakhi, etc.), but also smaller sport tournaments and community gatherings in each of the police districts. The Detachment also hosts meetings and special events to engage with the community (e.g., annual Open House, Coffee with a Cop, Iftar dinner, etc.).

Diversity and Indigenous Peoples Unit

The Diversity and Indigenous Peoples Unit (DIPU) proactively reaches out to newcomers in our community. DIPU delivers Introduction to Policing workshops, the Unit focused on fraud/scam prevention as well as traffic safety and drug and gang awareness. Outreach and education is at the forefront on the units mandate and continues to be the focus of activities with community groups in 2022. The Unit also worked closely with local land-based Nations to support community celebrations, such as National Indigenous Peoples Day and Semiahmoo Days, as well as reconciliation events like the Walk for Truth and Reconciliation.

Victim & Client Support Programs

Victim Services

The Victim Services Unit provides victims and witnesses of a crime or traumatic event with information, emotional support and referrals. Victim Services workers provide clients with information and relevant service referrals pertaining to the crime that has affected them. Victim Services also assists victims and witnesses in preparing for criminal proceedings and navigating their involvement in the criminal justice system. The Victim Services also has an Accredited Facility Dog embedded within the Unit. Cambria, a Labrador-Golden Retriever cross raised and trained by Pacific Assistance Dogs Society, provides a calming presence for people who have experienced trauma. Her duties include supporting community and Critical Incident Stress debriefs, child and adult police statements, court meetings and hearings, and targeted community engagement opportunities such as deployments of the Surrey RCMP Neighbourhood Incident Response Support Team (NIRST).

Sophies Place

Sophie's Place Child Advocacy Centre provides a safe space for children under 10 who have experienced abuse. Officers from the Surrey RCMP Special Victims Unit work directly at Sophie's Place in close partnership with collaborating agencies: The Centre for Child Development, Ministry of Children and



Family Development, City of Surrey, Ministry of Public Safety and Solicitor General (Victim Services & Court Support). This allows officers to investigate incidents of child abuse in the least intrusive and most supportive, compassionate way possible. Officers who work at Sophie's Place are trained in the Step-Wise interview technique, which facilitates the child's recall of events while minimizing trauma.

Police Mental Health Outreach Team

The Police Mental Health Outreach Team (PMHOT) is dedicated to responding to police clients who are dealing with mental health or other quality of life issues such as homelessness or addiction. PMHOT works collaboratively with Fraser Health, City of Surrey Bylaws, and other local health and community partners to assist vulnerable citizens who come into contact with police and/or require an emergency response. The focus of the team is on building relationships with these clients, assisting with connections to appropriate local services and supports, and increasing the safety of those who live and work in the city. PMHOT attends several meetings a month with over 20 agencies, and also works closely with Bylaws to identify homeless encampment locations and conduct proactive outreach.

Car 67

Car 67 is a partnership between Surrey RCMP and Fraser Health. The program pairs a specially trained police officer with a Fraser Health clinical nurse to respond to police calls that involve significant mental health issues. The Car 67 team will drive in an unmarked police vehicle to enhance privacy of the individuals and families that they serve. The nurse provides emotional and mental health assessments and referrals, while the officer provides crisis intervention and ensures the safety of the nurse and clients.

HEALTH IM

Surrey RCMP has implemented the HealthIM mobile app for Frontline response to mental health calls for service. HealthIM is an application police officers access when attending mental health calls and supporting individuals in acute crisis due to mental health challenges. Officers answer 33 questions directly on the app which forms a risk assessment and assists with making an informed apprehension or a support referral. HealthIM also interfaces in real time with Fraser Health professionals to assist in the medical triage and assessment process.

SMART/CHART Situation Tables

The Surrey RCMP participates in two situation tables coordinated by the City of Surrey's Community Services Department. The Surrey Mobilization and Resiliency Table (SMART) involves over 20 agencies that meet weekly to refer and review cases where there is an acutely elevated risk of harm, victimization or criminality for an individual or family. If the group determines there is a situation that requires multi-agency intervention, the appropriate agencies will develop and execute a rapid response intervention plan within 24-48 hours. The Children and Youth At-Risk Table (CHART) involves 15 partner agencies collaborating weekly to identify at-risk children and youth and support them as well as their family with a tailored and coordinated intervention plan.



Community Partners

In addition to our law enforcement partners, Surrey RCMP works with many local organizations and businesses on a wide variety of public safety initiatives, including:

- BC Corrections
- BC Housing
- BC Prosecution Service
- Block Watch Society of BC
- Canadian Border Services Agency
- Central City Shopping Centre
- The Centre for Child Development
- City of Surrey Bylaws Division
- City of Surrey Community Services Department
- City of Surrey Fire Department
- Cloverdale Business Improvement Association
- Cloverdale Chamber of Commerce
- Combined Forces Special Enforcement Unit - BC
- DIVERSEcity Community Resources Society
- Douglas College
- Downtown Surrey Business Improvement Association
- E-Comm 911
- Federation of Independent School Associations in BC
- Fleetwood Business Improvement Association
- Fraser Health Authority
- Fraser Heights Community Association
- Fraser Region Aboriginal Friendship Centre Association
- Guildford Town Centre
- ICBC
- Immigrant Services Society of BC
- Katzie First Nation
- Kwantlen First Nation
- Kwantlen Polytechnic University
- Lookout Emergency Aid Society
- Metro Vancouver Crime Stoppers
- Metro Vancouver Transit Police
- Ministry of Children & Family Development
- Ministry of Public Safety & Solicitor General
- Ministry of Social Development and Social Innovation
- MOSAIC
- Newton Business Improvement Association
- NightShift Street Ministries
- Options Community Services
- Pacific Community Resources Society
- Port Kells Community Association
- Progressive Intercultural Community Services
- Realty Watch
- Rec 4 Kids
- Semiahmoo First Nation
- Semiahmoo House Library
- South Fraser Search and Rescue
- Simon Fraser University
- South Surrey Chamber of Commerce
- S.U.C.C.E.S.S.
- Surrey Board of Trade
- Surrey Crime Prevention Society
- Surrey Libraries
- Surrey Police Service
- Surrey School District
- Surrey Urban Mission Society
- Surrey Women's Centre
- Umoja Operation Compassion Society



Topic	Maintaining the RCMP as POJ in the City of Surrey - Weekly Status Report
For the Period	July 6, 2023 – Report 2

This Weekly Status Report provides the City Manager an update on progress to date relative to Council’s decision to maintain the RCMP as Police of Jurisdiction. It includes information related to joint City of Surrey/Province of BC planning as well as on the binding conditions set out in the Director’s Report. In addition, the City is moving forward to resource a cross-departmental team to support the work and this will be informed by the joint planning work noted below. Future reports will provide more detail on each element provided in this update.

	Description	Status	City Actions	Provincial Requirements/Action
BINDING CONDITION 1	A Strategic Implementation Advisor is appointed to oversee the transition and resolve issues.	In progress	<ul style="list-style-type: none"> The City has met with provincial staff to confirm the characteristics needed for this position and affirmed the City’s understanding that it will fund this resource. The City has outlined a proposed governance structure for this and roles and responsibilities. The City has stated that this work should be done jointly and, given, it is required for both position should be undertaken immediately. 	<ul style="list-style-type: none"> The City requires the province to engage on the requirements, process, funding and timing for the appointment of this position.
BINDING CONDITION 2	Individualized HR plans are put in place to ensure ongoing SPS deployment throughout Surrey RCMP re-staffing and SPS dissolution.	Clarification Required	<ul style="list-style-type: none"> This requirement is outside the City’s authorities and cannot be fulfilled at this time without a collaborative work around being identified and undertaken by all parties, or through additional authorities provided to the municipality to seek such information. 	<ul style="list-style-type: none"> The City is fully prepared to meet this requirement; however, require collaboration with the Province to confirm how it can be accomplished given legal limitations.

BINDING CONDITION 3	The City provides a revised plan, supported by an RCMP Plan, that does not prioritize Surrey RCMP re-staffing over other BC RCMP BLs, and includes transition reversal components and updated costs.	In progress	<ul style="list-style-type: none"> The RCMP has begun monthly updates to Council on the status of their restaffing plan. The July 2023 Monthly update is attached. In addition, the OIC will provide regular updates via regular reporting to the Mayor to fulfill contractual (Municipal Police Unit Agreement – MPUA). 	<ul style="list-style-type: none"> Monthly updates will be provided to the Director, Police Services.
BINDING CONDITION 4	Establishment of a Senior Contract Officer position within the BC RCMP to ensure the above condition is met.	Complete	<ul style="list-style-type: none"> Trent Rolfe appointed. Initial Meeting with City of Surrey held July 5, 2023. 	<ul style="list-style-type: none"> This information was provided to the Province.
BINDING CONDITION 5	The RCMP appoint a Senior Transition Leader for Surrey (not involved in operations) with the authority to support RCMP decision-making.	Complete	<ul style="list-style-type: none"> A/Comm. John Brewer appointed. 	<ul style="list-style-type: none"> This information was provided to the Province.

Joint CoS/BC Planning	Status	City Actions	Provincial Requirements/Action
Establishment of <i>Collaborative Planning Table</i> to plan and monitor progress prior to establishment of necessary governance mechanisms	Not started	<ul style="list-style-type: none"> Reach out to advocate for meetings occurred. 	<ul style="list-style-type: none"> Confirmation of initial and subsequent meetings.