



SURREY POLICE BOARD

Regular Meeting Agenda

Venue: SPS HQ - Boardroom

Date: June 12, 2025

Time: 2:00 PM

ITEM	PRESENTER
A. CALL TO ORDER	Chair Chappell
The Surrey Police Board recognizes that our work takes place on the ancestral, traditional, and unceded territories of the Coast Salish Peoples.	
B. DECLARATION OF ANY CONFLICT OF INTEREST	Chair Chappell
C. ADOPTIONS	Chair Chappell
1. Adoption of the Agenda – June 12, 2025	
2. Adoption of Minutes – May 15, 2025	
D. PRESENTATIONS/DELEGATIONS	
1. Presentations	
a. Strategic Plan Mid-Year Update Report 2025–R017– For Information (Presentation)	Chief Lipinski Deputy Chiefs
2. No Delegation Requests	
E. CONSENT ITEMS	
1. Motion – Compliance with Police Act s. 28 Report 2025–R018– For Decision	Jason Kuzminski
2. Financial Update – Year-to-Date Expenditures (April 30, 2025) Report 2025–FIN008 - For Information	Director Parmar
3. Body Worn Cameras Report 2025–FIN009 – For Information	Director Parmar
F. REPORTS	
CHIEF CONSTABLE REPORTS	
1. Chief Constable’s Updates - Verbal For Information	Chief Lipinski

COMMITTEE REPORTS

Finance Committee

- | | | |
|----|--|-----------------|
| 1. | Board Procurement and Delegation of Signing Authority Policy
Report 2025–FIN010 - For Decision | Director Parmar |
| 2. | Travel and Expense Authorization and Reimbursement Policy
Report 2025-FIN011 – For Decision | Director Parmar |
| 3. | Finance Committee – Terms of Reference Amendment
Report 2025-FIN012 – For Decision | Director Parmar |

G. INFORMATION

No information.

H. CORRESPONDENCE

Jason Kuzminski

1. Letter from RCMP Commanding Officer McDonald – Response to Surrey Police Board Letter of May 16, 2025 - Re: Invitation to Meet with Board – Dated May 26, 2025
 - a. Letter to RCMP Commanding Officer McDonald from Surrey Police Board Chair – Dated May 16, 2025

I. SERVICE OR POLICY COMPLAINTS

Jason Kuzminski

1. OPCC Closing Letter – OPCC File No. 2024-26953 – Dated June 5, 2025
2. OPCC Closing Letter – OPCC File No. 2024-26954 – Dated June 5, 2025
3. OPCC Closing Letter – OPCC File No. 2025-000011 – Dated June 5, 2025

J. NEW BUSINESS

No new business.

K. PUBLIC Q & A

L. NEXT MEETING

Chair Chappell

The next meeting of the Surrey Police Board is July 10, 2025.

M. MOTION TO HOLD A MEETING IN A CLOSED SESSION

Chair Chappell

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

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

- (a) a matter concerning public security, the disclosure of which could reasonably be expected to seriously impair effective policing or law enforcement;
- (b) a matter concerning a person's financial or personal affairs, if the person's interest outweighs the public's interest in the matter; and
- (c) a matter concerning labour contract discussions, labour management relations, layoffs or another personnel matter.

N. ADJOURNMENT

Chair Chappell



SURREY POLICE BOARD

Regular Meeting Minutes

Venue: SPS-HQ -Boardroom

Date: May 15, 2025

Time: 3:00 PM

Present:

Nerissa Allen
Sarbjit Bains
James Carwana
Harley Chappell
Bilal Cheema
Archie Johnston
Christine Mohr
Sonia Parmar
Rob Stutt

Guests:

Katie Charlton, Province
Michelle Trelenberg, Province

Staff Present:

Chief Norm Lipinski
Deputy Chief Todd Matsumoto
Deputy Chief Mike Procyk
Deputy City Michael Lesage
Supt. Allison Good
Sgt. Dale Quiring
Jason Kuzminski, Interim Executive Director
Marion Chow, Executive Assistant
Gayle Wlasiuk, Executive Services Mgr.
Inspector Jag Khosa, Executive Officer
Nathan Wong, Director, Finance
Lisa Eason, Senior Strategic
Communications Manager

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

A. CALL TO ORDER

The May 15, 2025 Regular Board meeting was called to order at 3:02 PM.

B. DECLARATION OF ANY CONFLICT OF INTEREST

No director declared a conflict with any business before the Board.

C. ADOPTIONS

1. Adoption of the Agenda – May 15, 2025

It was

Moved by Nerissa Allen
Seconded by Christine Mohr

That the agenda of the Surrey Police Board meeting of
May 15, 2025 be adopted.

Carried.

2. Adoption of Minutes – April 17, 2025

It was

Moved by Sonia Parmar
Seconded by Bilal Cheema

That the minutes of the Surrey Police Board meeting of
April 17, 2025 be adopted.

Carried.

D. PRESENTATIONS/DELEGATIONS

1. Presentation

- a. Community 1st
(Presentation)

Sgt. Dale Quiring provided the Surrey Police Board with a presentation on activities of the Community 1st Unit.

The Board provided questions and comments and thanked Sgt. Quiring for the presentation.

Sgt. Quiring exited the meeting at 3:23 PM.

2. No Delegation Requests

E. CONSENT ITEM

EXECUTIVE DIRECTOR REPORT

- 1. Victim Services Contract Change**
Report 2025-R016 – For Decision

The Surrey Police Board received the report and adopted a resolution authorizing the Board Chair to sign a letter notifying the Province that the Victim Services programs delivered by police services transitioned when SPS became Police of Jurisdiction and future agreements should be with the Surrey Police Board rather than City of Surrey.

F. REPORTS

CHIEF CONSTABLE REPORTS

- 1. Community Programs Summary**
Report 2025 – R015 – For Information

The Surrey Police Board received the report for information and provided their questions and comments to staff.

- 2. Chief Constable's Updates – Verbal**
For Information

The Chief Constable provided the Surrey Police Board with updates on recruiting and current SPS activities.

COMMITTEE REPORTS

Finance Committee

- 1. Year-to-Date Financial Expenditures – March 31, 2025**
Report 2025-FIN006 – For Information
(Presentation)

The Surrey Police Board received the report for information.

2. Vehicle Procurement Update

Report 2025-FIN007 – For Decision

It was

Moved by Nerissa Allen

Seconded by James Carwana

That the Surrey Police Board receive the report and authorize the Chief Constable to enter into agreement for the purchase of 60 vehicles for 2025.

Carried.

G. INFORMATION

No information.

H. CORRESPONDENCE

No correspondence.

I. SERVICE OR POLICY COMPLAINTS

No Service or Policy Complaints

J. NEW BUSINESS

No new business.

K. PUBLIC Q & A

No questions received.

L. NEXT MEETING

The next meeting of the Surrey Police Board is June 12, 2025.

M. MOTION TO HOLD A MEETING IN A CLOSED SESSION

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

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

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

It was

Moved by Sonia Parmar

Seconded by James Carwana

That the Surrey Police Board close the meeting to the public pursuant to Section 69 (2) (c) and (d) of the Police Act.

Carried.

N. ADJOURNMENT

It was

Moved by Nerissa Allen
Seconded by Sonia Parmar

That the May 15, 2025 board meeting be adjourned.

Carried.

The Surrey Police Board meeting of May 15, 2025 adjourned at 3:45 PM.

Certified correct:

Marion Chow, Executive Assistant

Harley Chappell, Chair



REGULAR

REPORT DATE: June 5, 2025

BOARD MEETING DATE: June 12, 2025

BOARD REPORT # 2025-R017

TO: Surrey Police Board

FROM: Chief Constable

FILE: 60550-20-03

SUBJECT: 2025 Strategic Plan Mid Year Update

RECOMMENDATION

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

ISSUE

The SPS 2025 Strategic Plan (the “Plan”) was approved by the Board Administrator in November 2024 (Appendix I). The primary focus of the Plan is on the continued development and growth of SPS as the police agency of jurisdiction (POJ) for the City of Surrey. The attached report (Appendix II) will provide a mid-year update on the status of the work associated to the goals and activities identified in the Plan.

DISCUSSION

The 2025 Strategic Plan incorporates SPS’ organizational development goals, and the results and recommendations from the extensive community consultation conducted in the summer of 2024. While the Board still has work to do to determine priorities, goals and objectives for policing and law enforcement in Surrey, the Strategic Plan considers the priorities set out by the Minister of Public Safety and Solicitor General, to complete the policing transition, establish structures and training to address systemic racism, concerns of First Nations communities, safety issues involving mental health and addictions, and programs to help address repeat offenders and youth and gang related issues.

Respecting that SPS is in the building stages, the SPS 2025 Strategic Plan covers a one-year period that focuses on the continued development of the organization that will put SPS in the best position to serve both the community and our employees as we complete the policing transition.

The SPS 2025 Strategic Plan demonstrates and confirms SPS’ commitment to continued community engagement. As SPS grows, we are committed to building long-term relationships with the community and to introduce innovative ways for citizens to have their voices heard. Community engagement in various forms will continue to be an integral part of SPS’s approach.

Three high-level priorities were determined through the strategic planning process. These priorities are further broken down into strategies and actions to operationalize the plan. The information provided in the Mid-Year Update provide an overview of the work and achievements toward the goals articulated in the Strategic Plan.

Priority 1: Our People

Priority 1 focuses on the development of our employees including recruiting, training, and wellness and resilience programs to ensure that SPS employees, including civilian professionals, are prepared for all aspects of their roles.

Priority 2: Our Organization

Priority 2 focuses on building the internal structures of the organization, ensuring that systems are in place to support our goal to develop SPS into a top performing police organization.

Priority 3: Our Community

Priority 3 incorporates the importance of community consultation with the development of the SPS Community Policing Model, including ongoing engagement activities targeted to supporting the needs of the communities we serve.

FINANCIAL IMPLICATIONS

Not applicable.

CONCLUSION

The Strategic Plan is a commitment to the community to embody our values and ensure accountability in order to establish public trust and confidence in SPS. Significant work and success is reflected in the Mid-Year Update report. Preparation is underway to begin development of Strategic Plans for 2026 and beyond, with the guidance of the Board.

Office of the Chief Constable	 Gayle Wlasiuk, Executive Services Manager
-------------------------------	---



Norm Lipinski, OOM, LLB, MBA
Chief Constable

Appendix I - 2025 SPS Strategic Plan FINAL
Appendix II - 2025 Strategic Plan - Mid Year Update



SURREY
POLICE SERVICE

2025 Strategic Plan

Approved by Surrey Police Board
November 27, 2024

Surrey Police Service 2025 Strategic Priorities

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

Priority 1: Our People

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

Priority 2: Our Organization

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

Priority 3: Our Community

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

Priority 1: Our People

	Key Activity	Measurement	Update
Recruiting	Develop a recruit hiring plan according to budget allocation.	Recruiting targets met.	For new recruits, targets have been met with all allocated SPS seats filled at JIBC. For January, 13 seats have been filled, and for May, 11 seats were filled. For September 2025, 18 seats are allocated and are on track to fulfill.
	Develop an experienced officer hiring plan according to budget allocation.	Recruiting targets met.	For Experienced Officers, targets have been met, however future hiring projections are conservative and may require the implementation of hiring incentives. This year, there will be 5 onboarding intakes. At each intake so far, (Jan, March, June), there have been an average of 28 experienced officers with a January intake of 32 members.
	Develop a civilian hiring plan according to budget allocation.	Recruiting targets met.	We have developed and implemented a hiring cadence to support the recruitment of approximately 140 civilian positions across 2025. Most of these positions are currently filled with auxiliary employees. We are on track to meet our quarterly recruiting cadence, and overall recruiting targets for the year are being met. However, it is important to note that some positions are not yet operational due to pending RCMP security clearance processes. While candidates have been successfully recruited for these roles and cleared by SPS DSS, they cannot begin shared duties until clearances are finalized.
Training	Deliver a Civilian Onboarding Training Program.	All Civilian employees Onboarded	Work is underway with the Canadian Police Knowledge Network (CPKN) to redesign the Learning Management System (LMS) architecture to support training course access for all civilian staff. Current focus is on building the necessary permissions, workflows, and technical structure of the LMS that is required to properly manage civilian users. LMS architecture development timelines pending CPKN resource assignment to SPS project. 500 + civilian user profiles to be onboarded once system readiness is achieved.
	Refine Supervisory Leadership Course.	Continue to implement the refined Leadership Program.	SPS currently offers NCO Foundations training for operational police officers to develop their leadership knowledge and skills. A further enhancement to a fulsome Leadership Development Program involves collaboration with local post-secondary institutions in Surrey that have established accredited courses that can be customized for all SPS' employees in leadership positions. 33 officers completed the NCO Foundations 2-day in-person course in May 2025. Expand NCO Foundations training from 2-day to 4-day in-person course for 2026 and increase # of Constables successfully completed. Develop framework for SPS Leadership certificate program in collaboration with local post-secondary institution for civilian and sworn employees in supervisory positions.

	Develop multi-level Investigator Development Program.	Implement Investigator Development Course.	Enhanced Investigator Skills Program (EISP) within SPS Advanced Skills Program has been created and implemented. Career enhancement and in service training. EISP has 4 levels which address trauma informed practice, risk effective decision making, survivor/client community approach with all levels with Major Case Management (MCM) principles embedded. Feedback has been collected for program improvements. 13 participants completed EISP 100 certificates in October 2024 and 11 participants completed it in May 2025. 1 SPS member completed EISP 300 certificate.
Wellness	Research national and international best practices for police wellness initiatives.	Refine the SPS centric Wellness Program.	Critical Incident Aftercare Policy drafted. Annual Peer Support training completed. Recruiting New Peer Support Members in progress, with training scheduled in June. Peer Support Team business practices being drafted. Business case for Peer Support Tracking App completed. Completed business case to host Critical Incident Defusing Training in the fall. Working with IACP to build and maintain family support team. Care Providers have been identified and contracted: Dietitian, Fitness Coordinator, Clinical Counsellor, Preventive Health blood testing service.
	Continue to implement the refined Wellness Program.	Monitor impact of the refined Wellness Program.	Work plans have been developed for the Wellness Team for 2025. This includes training, business practice development, and program development. A Strategic plan has been developed to capture all activities in SPS related to the development and enhancement of Wellness activities. Status updates are provided regularly by the program managers on the progress of their assigned projects.

Priority 2: Our Organization

	Key Activity	Measurement	Update
Policing Excellence	Seek national best practices in community policing.	In consultation with the community, develop an SPS Community Policing Plan.	Liaised with various agencies across the country last few months to assist in the development of the CPB Community Programs Strategy which was presented at the May SPS Board Meeting. Other best practices learned, resulting in ie. District Action Tables, Youth Advisory Tables, Anti-Hate Strategy.
	Develop a Change Management Plan.	Implement the SPS Community Policing Plan / Change Management Plan	Community stakeholder analysis chart developed and aligned with SPS management engagement levels. CPB managers engaging counterparts on new and existing initiatives.

Technology	Body Worn Camera deployment pilot.	Pilot Complete, assessment phase initiated.	SPS has procured 20 BWC and related equipment. Within the Special Projects Office we have formed a BWC Committee, conducted a risk assessment for the Surrey Police Board, and completed draft oversight documents. The Connected Officer Program is working with a single officer in the Road Safety Section to build a training platform for the pilot project set to launch in October.
	RPAS (Drone) deployment pilot.	Pilot complete, assessment phase initiated.	SPS procured two DJI Matrice M30T RPAS. Continuing with 2024 goals pilots were trained in Q1/2 of 2025. Seven pilots have been certified. This involved online training to meet federal statutory requirements and in person training with a flight review. The inaugural launch saw SPS deploy the two RPAS on April 19, 2025 at the Vaisakhi Parade. Since the event RPAS has been deployed in Frontline operations leading to arrests for a break and enter investigation and several files which assisted in overhead searches.
	Digital Evidence Management System (DEMS) implementation.	Ongoing assessment and expansion of application.	DEMS implementation is complete. The Access Permission feature is 80% complete so that NCOs and users understand how to provide permissions to users outside their group. External sharing feature is 60% complete so that users are able to share evidence with external agencies and processes are implemented. The feature supporting deletion of digital evidence is 60% complete.
Financial	Develop a 2025 Financial Plan that takes into account the RCMP demobilization.	Financial Plan met audit requirements.	The 2025 SPS budget was approved by the Board and the City, and takes into account RCMP demobilization.
Deployment of Employees	Develop a 2025 Frontline Deployment Plan in preparation for increased assumption of jurisdiction	Deployment objectives met.	The Plans for both phases of District 5 have been developed and the key dates for assuming command of District 5 have been set. Coordination with the Recruiting team is on-going to ensure deployment requirements are met related to frontline hires (Recruits + Experienced Officers).
	Develop a 2025 Investigator Deployment Plan in preparation for increased assumption of jurisdiction.	Deployment objectives met.	Successfully responded to range of serious crimes in Districts 1 and 3 and have continued investigative functions previously performed by Surrey RCMP. Investigative capacity will continue to expand with the identification of 22 additional resources in preparation for District 5 expansion. SPS assumed conduct of all complex investigations in District 1 and 3 in March 2025. SPS continues to recruit experienced investigators and train junior investigators.
	Develop a 2025 Civilian Transition Plan.	Implement the 2025 Civilian Transition Plan.	The 2025 Civilian Transition Plan was developed and finalized at the end of 2024. Implementation is complete. The HR team continues to work closely with bureaus to ensure that transitioned civilian positions remain aligned with operational needs. We are also evaluating whether additional resources are required to support evolving priorities and ensure the long-term success of the civilian members.

Infrastructure	Conduct Needs analysis to inform a Facilities and Asset Plan.	Implement the Facilities and Asset Plan.	Created and distributed to all Divisions/Sections/Units/Teams space planning template to inform space planning needs. Collated responses and mapped SPS phased accommodations plan. Established Facilities Projects/Renovation list with proposed timeline and have begun to prioritize and complete required work. Asset transfer is dependent on agreement between the provincial and federal governments and is still in progress.
	Conduct internal environmental scan, unit by unit, program by program to assess need and efficacy.	Assessment complete, efficiencies and gaps identified.	Organization wide gap analysis has been conducted. Work is now underway to prioritize identified resource, equipment and training needs.

Priority 3: Our Community

	Key Activity	Measurement	Update
Community Engagement	Review 2024 Community Engagement Research.	Community priorities identified and key recommendations implemented.	Community Programs Strategy developed and implemented. Findings from community consultations helped shape the new strategy.
	Develop a focused Community Engagement Plan for the Town Centres of Whalley and Newton	Implement the focused Community Engagement Plan.	SPS District Inspectors engaging various district stakeholders to identify priorities and strategies, consistent with Community stakeholder analysis chart.
	Refine Community Engagement Strategies for the Town Centres of Guildford, Fleetwood, Cloverdale and South Surrey in preparation for increased assumption of jurisdiction.	Implement the refined strategies as jurisdiction is assumed.	SPS District offices/Inspectors revising community meetings to better serve individual districts. Meetings to be more action oriented and structured, new terms of references developed, stakeholder analysis being conducted, and future meetings being planned.
Community Wellness	Collate baseline crime trend statistics.	Develop localized strategies to address crime trends district by district.	Developed a Compstat Dashboard which tracks the 28-day crime statistics by District.
	Research baseline police response to nuisance non-criminal call trends.	Develop pro-active strategies to mitigate nuisance, non-criminal call trends.	SPS staff have conducted research on how several police agencies in Canada have worked with community stakeholders to address nuisance and loitering type incidents proactively. SPS is currently reviewing those options.
	Bolster partnerships with the City of Surrey and key stakeholders who assist the unhoused, mentally ill, and addicted.	Partnerships solidified and progressing on mandates.	SPS chairing the Surrey Outreach Team (SOT) weekly meetings, which include various City and community partners. SPS liaised with external agencies to identify best practices. SPS currently revising the meeting structure and objectives to be more action orientated and effective.
	Evaluate current suite of community-based programming to assess mandate, role, resourcing and partnership.	Bilateral communication with stakeholders is established.	Full gap analysis conducted of all community-based police programs delivered in Surrey. Compared with crime trends, community consultations, discussions with other agencies, and research. Various programs improved, changed and new programs developed (ie Newcomer strategy)
Community Priorities	In partnership with the City of Surrey and in consultation with the distinct communities, identify localized community priorities.	Develop and implement localized plans to address the community priorities.	SPS representative on the City of Surrey Community Safety and Wellbeing (CSWB) working group. District Action Tables (DAT) are currently being reorganized with an improved focus. DAT's are community based with shared objectives and prioritization and have links to the City's CSWB priorities.

REGULAR

REPORT DATE: May 30, 2025

BOARD MEETING DATE: June 12, 2025

BOARD REPORT # 2025-R018

TO: Surrey Police Board

FROM: Interim Executive Director

FILE: 60550-20-02

SUBJECT: Compliance with Police Act s. 28

RECOMMENDATION

The Interim Executive Director recommends that the Surrey Police Board (the “Board”)

- A. Receive this report for decision; and
- B. Adopt a resolution that the Chief Constable is directed to establish standards, guidelines and policies for the administration of SPS, the prevention of neglect and abuse by SPS constables, and the efficient discharge of duties and functions by SPS and SPS constables.

DISCUSSION

At the direction of the Board, the Governance Committee (the “Committee”) met to consider what is required for compliance with section 28 of the *Police Act*:

- 28 (1)** A municipal police board must make rules consistent with this Act, the regulations and the director’s standards respecting the following:
 - (a) the standards, guidelines and policies for the administration of the municipal police department;
 - (b) the prevention of neglect and abuse by its municipal constables; and
 - (c) the efficient discharge of duties and functions by the municipal police department and the municipal constables.
- (2)** A rule under subsection (1) is enforceable against any person only after it is filed with the director.

The Committee received and reviewed information provided by the Interim Executive Director that differentiates between minimal compliance and effective compliance with section 28. Minimal compliance requires a rule directing the Chief Constable to establish standards, guidelines and policies for the substantive areas set out in subsections (1) (a), (b) and (c). It is understood that the Chief Constable has, in fact, already established the required standards, guidelines and policies and no further action would be required of SPS at this time. Effective compliance may involve the Board amending the rule to add further requirements for monitoring, reporting or other measures to clarify and enhance governance and oversight.

After careful consideration, the Committee resolved to recommend the Board achieve minimal compliance at this time and allow the Committee to continue studying what may be required and recommend any action that may be required for effective compliance with section 28.

RECOMMENDATION AND CONCLUSION

The Committee recommends the following motion:

THAT the Board adopt a rule directing the Chief Constable to establish standards, guidelines and policies for the administration of SPS, the prevention of neglect and abuse by SPS constables, and the efficient discharge of duties and functions by SPS and SPS constables.



Jason Kuzminski
Interim Executive Director



REGULAR

REPORT DATE: May 29, 2025

BOARD MEETING DATE: June 12, 2025

BOARD REPORT # 2025-FIN008

TO: Surrey Police Board

FROM: Finance Committee

FILE: 60540-20-04

SUBJECT: Financial Update – Year-To-Date Expenditures (April 30, 2025)

RECOMMENDATION

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

PURPOSE

This report summarizes 2025 year-to-date expenditures incurred (and accrued) up to April 30, 2025.

BACKGROUND

The 2025 policing budget approved by the Board and City of Surrey (the “City”) is summarized below.

Surrey Police Service Budget Summary

	2025 Budget
SPS Operations	
Board Remuneration	\$ 200,000
Salaries and Benefits	172,106,116
Other Operating Expenditures	49,386,581
Equipment, Inventory and Capital	19,391,373
Total SPS Operations	241,084,070
Lower Mainland Integrated Police Services	20,395,867
Provincial Operations Support Unit	35,029,374
	296,509,311
Less: Revenues/Recoveries/Transfers	(11,426,000)
NET / TOTAL POLICING EXPENDITURES	\$285,083,311

The 2025 budget presents policing costs broken out into three main components: SPS Operations, Lower Mainland Integrated Police Services, and Provincial Operations Support Unit (RCMP supporting SPS).

Core assumptions used to build the budget were developed through discussions of the Advisory Budget Committee, which consists of collaborating members representing the City, the Board and SPS and has common goals of optimizing Surrey's policing budget and utilizing taxpayer resources most efficiently. The fundamental planning assumption in the budget is based on Surrey's targeted policing strength of 810 sworn members in 2025 (combined between SPS and RCMP members).

DISCUSSION

As of April 30, 2025, year-to-date net expenditures totalled \$74.63M (26% of the total budgeted), presented below. However, at the time of writing SPS has not received financial data on the costs related to Lower Mainland Integrated Police Services and the Provincial Operations Support Unit. Therefore, the related expenditures are currently accrued/estimated based on a proportion of the amount budgeted; some revenue items were also accrued based on the budget.

2025 Budget vs. Actual - Summary

As of April 30, 2025

	2025 Budget	YTD Actual	% Utilized	Remaining Budget
SPS Operations				
Board Remuneration	\$ 200,000	\$ 37,625	19%	162,375
Salaries and Benefits	172,106,116	46,767,445	27%	125,338,671
Other Operating Expenditures	49,386,581	7,088,763	14%	42,297,818
Equipment, Inventory and Capital	19,391,373	3,281,476	17%	16,109,897
Total SPS Operations	241,084,070	57,175,309	24%	183,908,761
Lower Mainland Integrated Police Services	20,395,867	6,798,622	33%	13,597,245
Provincial Operations Support Unit	35,029,374	13,952,760	40%	21,076,614
	296,509,311	77,926,691	26%	218,582,620
Less: Revenues/Recoveries/Transfers	(11,426,000)	(3,299,536)	29%	(8,126,464)
NET / TOTAL POLICING EXPENDITURES	\$285,083,311	\$74,627,155	26%	210,456,156

The most significant costs in the budget and actual expenses are salaries and benefits, representing approximately 82% of year-to-date SPS Operations expenses (excluding expenses related to Lower Mainland Integrated Police Services and the Provincial Operations Support Unit). At the end of April, SPS had 977 active employees on payroll: 546 sworn members, 317 full-time civilians, and 114 part-time civilians. (Some part-time civilians may be on-call auxiliary positions and may not have work shifted each month; therefore, the part-time civilian count may fluctuate each month.)

At the end of April, approximately 33% of the year has passed. YTD accrued expenses for the Provincial Operations Support Unit are at 40% of the budgeted amount, due to more RCMP members in the unit earlier in the year (front-loaded cost) and will gradually decrease from demobilization throughout the year.

COMPLIANCE

All statutory remittances and reporting are currently up to date. Reporting frequencies are as follows:

- WorkSafe BC – quarterly
- Municipal Pension Plan – 15 days after each payroll (pay date)
- BC Provincial Sales Tax (PST) – monthly
- BC Employer Health Tax (EHT) – quarterly
- Canada Revenue Agency:
 - Federal Goods and Services Tax (GST) payments/remittances – annual

- Federal Goods and Services Tax (GST) public services bodies rebate claim – semi-annually
- Payroll remittances – immediately after each payroll (pay date)

CONCLUSION

This report is presented for information.

A handwritten signature in black ink, appearing to be 'S. Parmar', with a stylized loop and a horizontal stroke extending to the right.

Sonia Parmar
Chair, Finance Committee



REGULAR

REPORT DATE: May 30, 2025

BOARD MEETING DATE: June 12, 2025

BOARD REPORT # 2025-FIN009

TO: Surrey Police Board

FROM: Finance Committee

FILE: 60540-20-04

SUBJECT: Body Worn Camera Risk Management Plan

RECOMMENDATION

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

SUMMARY

At its most recent meeting the Finance Committee (the "Committee") was briefed by SPS regarding the history of body worn cameras ("BWCs") policy, procurement and the plan for a pilot in 2025. The Chief Constable now advises that SPS is ready to begin piloting the Axon product, having completed an initial report on the use of Public Recording Devices and having complete an internal BWC training evaluation.

BACKGROUND

In recent years, attitudes and public policy have undergone a shift toward increasing appreciation of BWCs and the benefits for police and public safety. In 2023, a coroner's jury into the death of Myles Gray recommended the Vancouver Police Department implement BWCs and, in a 2025 court decision in Alberta, a trial judge suggested drawing an adverse inference from police not using BWCs. In September 2021, the BC Association of Chiefs of Police (BCACP) struck a Special Purpose Committee to evaluate the use of BWCs, which identified best practices, provided guidance to ensure consistency in standard operating procedures, policies, and disclosure procedures across the province, and consulted with other agencies impacted by the introduction of BWC.

BWCs are currently being used by frontline police officers in Delta and Vancouver. For the past two years, the Delta Police Department (DPD) has been utilizing a phased approach to implement a wider BWC program. The program has evolved from selective deployment in criminal interdiction programs and civil disobedience events to utilization in frontline policing duties including traffic enforcement and patrol. The DPD had 21 BWCs in operation at the end of 2023 and introduced another 16 in early 2024. Vancouver Police Department (VPD) launched a six-month BWC Pilot Project on January 4th, 2024. The VPD trained and equipped 85 front-line officers with BWCs, with pilot participants working in the downtown core, east Vancouver, and the Traffic Services Section.

Other police agencies, such as the Toronto Police Service and Calgary Police Service, are already using BWCs broadly among front line patrol service. RCMP has announced it will commence rolling out BWCs and a Digital Evidence Management System (DEMS) to frontline members across the country.

Based on the experience of other police forces, police and the public in BC can expect to see:

- Reduction in the number of public complaints.
- Reduction in the time required to resolve public complaints.
- Increased usage of video evidence in court proceedings resulting in quicker resolutions.
- Increased public trust

Since 2021, SPS has done work to develop its own BWC program. In May 2022, the Board reviewed a privacy impact assessment and SPS policies for use and training as required by Provincial Policing Standard 4.2.1. On October 29, 2024, the Board Administrator approved the purchase of 20 Axon Body Worn Cameras to have ready for the project start in 2025. at a cost of \$1,050 per unit for a total cost of \$21,000. Procurement was in accordance with policy, and it should be noted that the Axon product interfaces with the provincially mandated DEMS system which will result in further benefits. Work is underway to develop information that will be available on SPS's website as required by Provincial Policing Standard 4.2.1 (2).

DISCUSSION

Body Worn Camera Risk Management Plan

SPS will launch a six-month BWC pilot project in October 2025. This pilot follows consultation, planning, testing, and performance. SPS will manage BWC organizational risk through project management, testing, training, phased implementation, policy development, and addressing the combination of community and legal expectations.

Organizational risk includes the workload increase to current resources. Studies from outside law enforcement agencies noted staffing increases after pilot projects. This included increases in civilian resources, specifically transcription services, crown liaison clerks, and disclosure teams. Larger police agencies have developed BWC Units to manage the workload. One local large police organization is preparing to hire 17 new civilians to manage the workload. Smaller agencies are exploring automated transcriptions services to find cost efficiency; however, court required transcripts require at least one person check AI-generated documents for accuracy.

SPS proposes for recording and evidence management within DEMS parameters to be managed by the officers using the BWCs, resulting in no extra cost burden on committed wages within police officer deployment. Processing the DEMS product for disclosure purposes will have an impact on efficiency within civilian committed cost. Court services will need to transcribe audio into paper documents to meet required legal disclosure. Freedom of Information requests can be made to disclose video and ensure adherence to FOIPPA legislation. Both forms of public disclosure will result in resources being tasked beyond current workload.

SPS managers who have oversight of related civilian resources in transcription, court liaison, and FOI functions are aware of the upcoming increased workload and are part of the SPS BWC implementation working group. Keeping the pilot project to a smaller number of 20 cameras within one operational section, as detailed in the risk management strategy below, will allow current SPS resources to function and the project team to examine the impact a full implementation will have on future resource requirements.

Risk Management Strategy 1: Project Management Application

Senior SPS leadership combined with veteran IT resources experienced in project management, research, and business analysis, provide strategic direction toward BWC implementation. The team is comprised of an Inspector, two civilian IT managers and is overseen by a Deputy Chief. The plan has a defined scope and

budget. There is a BWC Committee with input from the Operational Skills Unit, Road Safety officers and Strategic Communications. The team has certification in business and project management. A project management software system is used to track timelines.

Risk Management Strategy 2: Testing and Training

Testing began in 2021 when SPS Operational Skills Unit utilized 16 BWC in closed training environment where only SPS employees were present. The first test phase formed an evaluation of the BWC in terms of how it recorded with user controls. The BWC training captured video data with the upload and management of it within Digital Evidence Management Systems legislated by the Province of B.C.

Project managers will conduct further testing prior to the BWC pilot launch in Q4 2025. IT services has installed BWC docking stations which upload data. There is a wireless upload option which project managers want to examine. The purpose is to have the BWCs ready to begin live environment testing in a small user group. Training for a small user group will begin in September 2025. The testing will be in line with the selected BWC product and ELT approved usage operational direction.

Risk Management Strategy 3: Phased Implementation

SPS will conduct incremental application of BWC deployment. The Road Safety Unit will utilize the BWC technology in both daily Motor Vehicle Act enforcement and impaired driving investigations. Using a small sample size within SPS allows Project Managers to assess risk. Using the smaller group lessens risk by lowering the organizational impact of BWC and the likelihood of incorrect usage. Where larger law enforcement organizations deployed up to 100 cameras across multiple sections, SPS has decided to limit the pilot to 20 cameras within one operational section.

Risk Management Strategy 4: Policy Development

SPS has draft policy for BWC. In examining current Law Enforcement use, SPS noted the Vancouver Police used a BWC Pilot Directive which functioned as policy with ELT change authority during the project. SPS Project Managers drafted and submitted a Pilot Directive to ELT for BWC Pilot use.

Risk Management Strategy 5: Address Community and Legal Expectations

SPS Information, Privacy and Disclosure Unit (IPDU) operates under SPS Legal Services Section. In May 2022, IPDU completed a Privacy Impact Assessment specific to BWC (the “PIA”) which was reviewed by the Board. The PIA analysis indicated the use of BWCs has a high impact for the organization with a low likelihood of risk. Further information may be found in the Risk Mitigation Table below.

Risk Mitigation Table				
	Risk	Mitigation Strategy	Likelihood	Impact
1.	<i>Employees could access personal information and use or disclose it for personal purposes</i>	<ul style="list-style-type: none"> <i>Recordings are not viewable on the BWC devices themselves.</i> <i>Any employee who uses the DEMS interface in an attempt to record the video footage while viewing it on the platform would be captured via the audit and logging capabilities of the system, which record all system access by individual user accounts.</i> 	Low	High

		<p><i>A series of existing standards, policies and training regimes exist to mitigate the likelihood of this occurring, including:</i></p> <ul style="list-style-type: none"> • <i>Oath of Employment;</i> • <i>BC Police Act;</i> • <i>SPS policy;</i> • <i>SPS BWC training sessions</i> • <i>Enhanced Security Screening by all users and awareness of systems audit and tracking functions.</i> 		
2.	<i>Unauthorized collection, use or disclosure by external parties (Malicious attempts to access or compromise the system)</i>	<ul style="list-style-type: none"> • <i>Data on devices is encrypted while on the device.</i> • <i>Data is encrypted while being uploaded to the storage platform.</i> 	Low	High
3.	<i>Personal information may be compromised if a BWC is lost or stolen</i>	<ul style="list-style-type: none"> • <i>The data on the BWC and device is immediately encrypted during recording.</i> • <i>If a device is lost or stolen the data contained on it cannot be viewed.</i> 	Low	High
4.	<i>Client's personal information is compromised when transferred to the storage platform</i>	<ul style="list-style-type: none"> • <i>Transmission is encrypted during the transfer process</i> 	Low	High
5.	<i>Personal information is lost due to mechanical / software failures in the BWC device</i>	<ul style="list-style-type: none"> • <i>BWC recordings are meant to augment and enhance SPS officers' current process of collecting this information in their notebooks.</i> • <i>Depending on the nature of the malfunction, recovery of the recording may be possible with service provider support.</i> 	Low	High

Community survey data indicates that Surrey residents are in favour of BWCs. Community consultations indicated strong public support of the idea that BWCs should be mandatory for SPS with surveys revealing the community felt it was 90% somewhat/very important in 2021 and 84% agree/strongly agree with usage in 2024. SPS's use of BWCs is part of a larger group of public recording devices, which include remote piloted aircraft systems, police vehicle cameras with automated licence plate recognition, and pole cameras.

FINANCIAL IMPLICATIONS

None at this time, however a budget plan for full implementation has been developed and previously approved.

RECOMMENDATION

After an internal evaluation SPS is ready to begin a pilot project. SPS would start on a smaller scale and expand as required. AXON is the vendor for the provincially mandated DEMS system and using the AXON BWC product for the trial has advantages in efficiency.

CONCLUSION

The public rightfully demand more transparency and accountability from their police services. Body-worn cameras provide a first-person view of what a police officer encounters, often in highly dynamic and tense situations. Policing is a partnership between the public and the communities served, and Body Worn Cameras are one tool by which we can increase accountability.

A full use case report with recommendations will be provided to the Board at a future date.

A handwritten signature in black ink, appearing to be 'S. Parmar', with a stylized flourish extending to the right.

Sonia Parmar
Chair, Finance Committee



REGULAR

REPORT DATE: May 29, 2025

BOARD MEETING DATE: June 12, 2025

BOARD REPORT # 2025-FIN010

TO: Surrey Police Board

FROM: Finance Committee

FILE: 60540-20-04

SUBJECT: Board Procurement and Delegation of Signing Authority Policy

RECOMMENDATION

The Finance Committee (the "Committee") recommends that the Surrey Police Board (the "Board"):

- A. Receive this report for decision; and
- B. Adopt a resolution that repeals the interim Delegated Authority for Expenditures Policy and replaces it with the Expenditure Approval and Delegated Signing Authority Policy as set out in **Appendix I**.

SUMMARY

In 2020, the Board approved a Delegated Authority for Expenditures (attached as **Appendix II**) as a temporary measure to facilitate necessary and urgent procurement of goods and services in the early part of the initial phase of transition to SPS. The limits delegated by the Board to the Executive Director and Finance Committee Chair are significantly higher than typical policy for most other police boards, reflecting the unique circumstances of the organization during its start-up phase. Now that SPS is Police of Jurisdiction and circumstances no longer require or support such extraordinary limits, the Committee recommends the Board reconsider appropriate delegation levels.

DISCUSSION

The substance of the 2020 policy states that the Board authorizes:

- i. For expenditures up to \$100,000: the Executive Director to incur expenditures up to \$100,000 which are part of the approved budgets, and that the Executive Director enter into the resulting contracts, on behalf of the Board; and
- ii. For expenditures over \$100,000: the Chair of the Finance Committee or their delegate is authorized to incur expenditures over \$100,000 which are part of the approved 2020 and 2021 policing transition budgets, and that the Chair Finance Committee or their delegate enter into the resulting contracts, on behalf of the Board;

The Committee received and reviewed a draft policy prepared by the Interim Executive Director that is based on similar policies of comparable police boards. After careful consideration of the draft, the Committee recommends substantive changes that reduce the amounts delegated by the Board as follows:

1.3 The Finance Committee Chair is authorized to approve an expenditure or agreement on behalf of the Board, where the total consideration does not exceed:

- (a) \$100,000, with the solicitation of competitive offers;
- (b) Subject to paragraph (c), \$5,000, without the solicitation of competitive offers; and
- (c) \$50,000, without the solicitation of competitive offers, where the agreement relates solely to the provision of legal or consulting services.

1.4 The Executive Director is authorized to approve an expenditure or agreement on behalf of the Board, where the total consideration does not exceed:

- (a) \$10,000, with the solicitation of competitive offers; and
- (b) \$5,000, without the solicitation of competitive offers.

The proposed policy introduces a cap to the limit to the Finance Committee Chair's delegated authority, as well as reduces the amount that the Executive Director has authority to spend. The Committee is of the opinion that the amounts referenced in the proposed policy strike an appropriate balance between efficient and effective procurement and Board accountability and oversight of larger expenditure.

RECOMMENDATION AND CONCLUSION

The recommends the following motion:

THAT the Board repeal the interim Delegated Authority for Expenditures Policy adopted in 2020 and replace it with the Expenditure Approval and Delegated Signing Authority Policy as set out in **Appendix I**.



Sonia Parmar
Chair, Finance Committee

Appendix I Expenditure Approval and Delegated Signing Authority Policy - Draft
Appendix II Board's Current Delegated Authority for Expenditures – Report 2020-FIN001



EXPENDITURE APPROVAL AND DELEGATED SIGNING AUTHORITIES	
LEGISLATIVE AUTHORITY	<i>Police Act, ss. 27 and 28</i>
DATE APPROVED	
DATE REVIEWED	
DATE AMENDED	
DATE TO BE REVIEWED	2027
REPORTING REQUIREMENT	Periodic reporting to Finance Committee Periodic reporting to the Surrey Police Board

PURPOSE:

This policy protects the interests of the Surrey Police Board (the “Board”), the public and persons participating in procurement processes by providing a clear statement of how goods and services may be procured, specifying signing authorities of the Board, and ensuring monitoring and reporting of expenditures. Procurement made in compliance with the policy is consistent with the Board’s priorities, goals and objectives for objective, fair, transparent and efficient stewardship of public funds.

POLICY

- 1.1 No contract will be made, no debt will be incurred, no expenditure will be made and no account will be paid by or on behalf of the Board, except with Board approval or in accordance with the provisions of this policy and in compliance with any other legal requirements.
- 1.2 The Board delegates its authority to approve agreements to purchase goods or retain services incidental to day-to-day operations of the Finance Committee Chair and/or Executive Director as set out in this policy, and where the category of expenditure is expressly included in an approved budget and the process conforms with the Board’s and City of Surrey’s procurement and hiring policies, procedures, standards and guidelines.
- 1.3 The Finance Committee Chair is authorized to approve an expenditure or agreement on behalf of the Board, where the total consideration does not exceed:
 - (a) \$100,000, with the solicitation of competitive offers;
 - (b) Subject to paragraph (c), \$5,000, without the solicitation of competitive offers; and

- (c) \$50,000, without the solicitation of competitive offers, where the agreement relates solely to the provision of legal or consulting services.

1.4 The Executive Director is authorized to approve an expenditure or agreement on behalf of the Board where the total consideration does not exceed:

- (a) \$10,000, with the solicitation of competitive offers; and
- (b) \$5,000, without the solicitation of competitive offers.

1.5 The Finance Committee Chair must, before each meeting of the Finance Committee:

- (a) Prepare and present a report that sets out the particulars of agreements made under delegated authority since the last meeting of the committee, including, if an agreement is entered into without the solicitation of competitive offers, the reasons for doing so; and
- (b) Report the same to the Board at the next available opportunity.



COMMITTEE REPORT

REPORT DATE: September 23, 2020

BOARD MEETING DATE: October 13, 2020

REPORT # 2020-FIN001

TO: Surrey Police Board

FROM: Finance Committee

FILE: 60540-20-04

SUBJECT: Interim Financial Measures

RECOMMENDATION

The Finance Committee recommends that the Surrey Police Board (the "Board"):

- A. endorse the Finance Committee Chair to sign a Memorandum of Understanding, substantially in the form attached as Appendix I, with the City of Surrey (the City) to agree to the terms by which the 2020 budget and 2021 provisional budget for policing operations will be adopted and expenditures managed, consistent with the Board and the municipality's obligations under the *BC Police Act* [RSBC 1996] (the *Police Act*).
- B. authorize the following interim expenditure limits until such time as a delegation and/or signing authority policy has been approved by the Board:
 - a. For expenditures up to \$100,000: the Executive Director is authorized to incur expenditures up to \$100,000 which are part of the approved budgets, and that the Executive Director enter into the resulting contracts on behalf of the Board; and
 - b. For expenditures over \$100,000: the Chair of the Finance Committee or their delegate is authorized to incur expenditures over \$100,000 which are part of the approved 2020 and 2021 policing transition budgets, and that the Chair of the Finance Committee or their delegate enter into the resulting contracts on behalf of the Board.

SUMMARY

This report provides information to the Board regarding an independent legal review of the September 15, 2020 Board report, "Surrey Police Transition – Interim Financial Procedures" (2020-R006).

BACKGROUND

At the September 15, 2020 Board meeting, the General Manager, Policing Transition presented a report, including a Memorandum of Understanding ("MOU") to the Board. The Board referred the report to the Finance Committee for review. The Executive Director retained Jon McCullough, Bennet Jones, LLP to conduct an independent review of the MOU to ensure it meets the Board's interests.

DISCUSSION

Upon review, Mr. McCullough advised that the MOU in its substantial form does meet the needs of the Board, save for minor points including:

1. The addition of language that clarifies the MOU covers the 2020 and 2021 budget cycles and does not bind the Board to the 2022, 2023 or 2024 City of Surrey budget projections for the Surrey Police Service.
2. Recognition that while it is framed as a Memorandum of Understanding, it is a binding legal agreement.

Mr. McCullough advised that the MOU allows the Board to request and review detailed financial decision related to the SPS to date and that it is a generally acceptable agreement.

CONCLUSION

The Finance Committee is satisfied with Mr. McCullough's review of the MOU and the requirement to authorize signing authority to the Executive Director and the Finance Committee Chair to manage expenditures until such time a Chief Constable assumes the majority of this responsibility.



Elizabeth Model
Chair, Finance Committee

Appendix I: Financial Responsibility Memorandum of Understanding (revised)
Appendix II: SPB Report R006: Surrey Police Transition – Interim Financial Procedures



REGULAR

REPORT DATE: May 29, 2025

BOARD MEETING DATE: June 12, 2025

BOARD REPORT # 2025-FIN011

TO: Surrey Police Board

FROM: Finance Committee

FILE: 60550-20-02

SUBJECT: Travel and Expense Authorization and Reimbursement Policy

RECOMMENDATION

The Finance Committee recommends that the Surrey Police Board (the "Board"):

- A. Receive this report for decision; and
- B. Adopt a resolution to endorse the Finance Committee recommendation that the Board approve the Travel and Expense Authorization and Reimbursement Policy as set out in **Appendix I**.

SUMMARY

For its travel and expenses policies, the Board currently adheres to SPS policies which themselves are based on City of Surrey Policy Q-26. These policies reference approval authorities within SPS and City management. A standalone Board policy would clarify who from the Board is authorized to approve travel and oversee and approve expense reimbursement, while substantially mirroring the rest of SPS and City policies. As well, a standalone Board policy could be posted to the website, making it easier for directors and staff to reference in managing Board-related travel and expenses and will enhance transparency and public confidence.

DISCUSSION

At its most recent meeting, the Finance Committee (the "Committee") reviewed a draft travel and expense authorization and reimbursement that states the purpose of the policy, its scope and to whom it applies, policies which mirror SPS and City of Surrey travel and expense policies, and procedures that apply to the Board context. Under the draft policy, travel must for Board-related business and requires approval by the Board, unless delegated or it falls within the limited scope of the Executive Director's delegated authority. The draft follows SPS and City of Surrey policies regarding which expenses are eligible for reimbursement and costs that are not eligible for reimbursement. The draft also includes procedure for submitting expense claims and public disclosure.

After careful consideration of the draft policy, the Committee proposed minor changes and approved the version of the policy that is attached as **Appendix I**.

RECOMMENDATION AND CONCLUSION

The Committee recommends the following motion:

THAT the Board approve the Travel and Expense Authorization and Reimbursement Policy as set out at Appendix I.

A handwritten signature in black ink, appearing to be 'S. Parmar', with a stylized, looping initial 'S' and a horizontal line extending to the right.

Sonia Parmar
Chair, Finance Committee

Appendix I Travel and Expense Authorization and Reimbursement Policy



TRAVEL AND EXPENSE AUTHORIZATION AND REIMBURSEMENT	
LEGISLATIVE AUTHORITY	N/A
DATE APPROVED	
DATE REVIEWED	
DATE AMENDED	
DATE TO BE REVIEWED	2027
REPORTING REQUIREMENT	Periodic reporting to the Finance Committee Annual reporting to the Board

PURPOSE:

This policy is intended to establish standards for approval and reimbursement of reasonable travel expenses incurred by Surrey Police Board (the “Board”) directors and staff while tending to Board business through a procedure that controls costs, is fair to the traveller and respects public resources.

The objectives of the policy are to ensure:

- Travel is properly authorized by the Board
- The traveller has exercised care to minimize costs to the public
- Equal opportunities to engage in Board business are offered to all directors
- Directors and staff are fairly reimbursed for out-of-pocket expenses
- Reasonable expenses and reimbursements are properly authorized
- Risks to the Board and traveller are minimized by ensuring appropriate insurance coverage and itineraries are known in case of emergency or travel disruptions
- The process for reimbursement is efficient and easy to administer

SCOPE

- 1.1 This policy applies to the Board Chair, Vice Chair, Directors, the Executive Director and Board Office staff.
- 1.2 This policy provides a baseline for reasonable expenses and procedures for reimbursement when they are incurred.

POLICY

- 2.1 The Board will reimburse reasonable travel and expenses resulting from authorized business travel and where the expense incurred was determined to be necessary or required.

Approval Authorities

- 3.1 Business-related travel expenses of the Board Chair, Vice Chair, Directors and the Executive Director require pre-approval by Board resolution, unless delegated by the Board.
- 3.2 Business-related travel expenses of Board Office staff, if under \$2,000, require pre-approval of the Executive Director or pre-approval of the Board if \$2,000 or more.

Authority to Approve Exceptions

- 3.3 The Board authorizes the Chair of the Finance Committee to approve exceptions to the policy and report these exceptions to the Board on a discretionary basis.

Eligible Expenses

4.1 Airfare

The cost of airfare for a direct return flight (where possible) booked at the lowest available economy class fare at the time of booking, (taking into consideration reasonable and convenient time for travel), airport improvement fees, standard seat selection, fees for one checked bag, cancellation insurance, and airport parking or transportation to and from airports at both points of departure and destination.

4.2 Alternative Travel

4.2.1 Use of a personal vehicle is eligible for reimbursement for the distance travelled at the established rate per kilometre that is in effect for SPS, parking, ferry charges, and highway tolls, but total reimbursement must not exceed the cost of air travel (economy class) to the same destination.

4.2.2 Vehicle rental to travel to approved business may be eligible, if no other reasonable ground transportation (public transit, shuttle, taxi, ride-share, etc.) is available or feasible and the cost of the vehicle rental is anticipated to be less than the other reasonable ground transportation options.

The rental vehicle must be a compact, unless three or more travellers from the Board are travelling together, in which case an intermediate or full-size car will be permitted.

Travellers booking a rental vehicle must purchase collision waiver insurance and third-party liability insurance offered by the rental agency, and these associated costs will be paid or reimbursed by the Board.

4.3 Excess Medical Insurance for Travel Outside Canada

The Board will reimburse a traveller for premiums associated with pre-travel purchase of excess medical insurance for any approved out-of-country travel.

4.4 Registration Fees

Registration fees to attend at approved conference will be paid by the Board at the time of registration.

4.5 Accommodations

Where procured by Board Office staff, the Board will pay for hotel accommodation and hotel parking fees located within a reasonable distance to the business location and at the lowest available rate.

When attending a conference and special conference rates are in effect, the traveller may select the hotel of their choice provided the rate does not exceed the conference rate being provided by the host hotel. If the traveller books a hotel with a higher rate, the traveller will pay any cost exceeding the conference rate.

4.6 Meals and Incidentals

The cost of meals, gratuities, wi-fi, cell phone charges and other incidental expenses will be paid in accordance with eligible *per diem* allowances paid to SPS senior executives, updated annually on April 1 and which are currently as follows:

Breakfast	\$28.40
Lunch	\$27.40
Dinner	\$57.70
Incidentals	\$17.50
Total	\$131.00

Per diem claims must be adjusted to deduct amounts for meals included in conference registration fees or provided at a business-related event.

4.7 Combining Business Travel with Personal Travel

Travellers who wish to combine personal travel with business travel may do so at their own expense and will be required to pay any additional expenses beyond those applicable to business-related travel. The Board will pay the lower of:

- (i) The actual cost incurred for airfare (including seat selection and baggage fees at the time of booking); or
- (ii) The cost of a direct return flight to and from the business destination, based on the lowest fare on the date of booking and that includes seat selection and baggage fees.

Costs Not Eligible for Reimbursement Without Board Approval

5.1 Travellers will not be reimbursed for:

- (i) Entertainment
- (ii) Liquor, tobacco or cannabis purchases
- (iii) Upgrades to higher classes of service

- (iv) Personal items
- (v) Overnight accommodation costs within Surrey
- (vi) Traffic fines or parking tickets
- (vii) Vehicle repair, towing or accident costs
- (viii) Childcare, house-minding or security costs
- (ix) Lost wages, income or opportunity costs
- (x) Transportation costs within Surrey, except as provided by other applicable policy
- (xi) Costs reimbursed by another organization or source
- (xii) Spouse or partner travel costs
- (xiii) Any expense claim which the Finance Committee determines to be in excess of policy limits or standards, or lack adequate documentation, or are beyond the scope, spirit and intent of the policy.

PROCEDURE

- 6.1 Travellers claiming for reimbursement of expenses must submit the claim on the appropriate expense claim form and signed attestation that the claim is in compliance with the policy, along with original receipts or acceptable substitutes to the Board Office within 45 calendar days of return from travel.
- 6.2 The Board Office will ensure that the claim and attestation has been signed and that the expenses are authorized or that any exceptions are reviewed for authorization from the Finance Committee.
- 6.3 Travel-related purchases and reservation charges should be based on the cost of the services provided and not the identity of any provider (including airline or car rental agency) or the ability to collect ancillary personal benefits (such as frequent flier miles, lounge access, etc.).
- 6.4 Detailed audits of some claims will be performed on a regular basis.
- 6.5 Travel expense claims will be reviewed periodically by the Finance Committee and annually reported on the Board's website.
- 6.6 *Per diem* amounts and mileage rates in this policy will be reviewed annually, and the policy will be reviewed at least once every three years or as requested by the Board.



REGULAR

REPORT DATE: May 30, 2025

BOARD MEETING DATE: June 12, 2025

BOARD REPORT # 2025-FIN012

TO: Surrey Police Board

FROM: Finance Committee

FILE: 60550-20-02

SUBJECT: Amended Finance Committee Terms of Reference

RECOMMENDATION

The Finance Committee recommends that the Surrey Police Board (the "Board"):

- A. Receive this report for decision; and
- B. Adopt a resolution that the Finance Committee's mandate be expanded to include risk oversight and its terms of reference amended as set out in **Appendix I**.

SUMMARY

Reviewing areas of risk is increasingly becoming a way boards structure agendas and performance monitoring to maintain a focus on governance. To better fulfil its mandate of overseeing and managing risk, the Surrey Police Board (the "Board") should reconsider the governance rules and the Board's and Finance Committee's terms of reference to clarify and enhance roles and responsibilities.

DISCUSSION

Currently, the Board has the following responsibilities associated with risk:

1. Develop and oversee an enterprise risk management approach to identify, assess and manage both the strategic and operational risks associated with SPS.
2. Develop, review, and approve SPS's risk appetite statement for key areas of enterprise-wide risks.
3. With input from the Chief Constable, understand and regularly review SPS's key enterprise risks to SPS achieving its priorities, goals and objectives.
4. Oversee and monitor SPS's plans and systems for identifying and managing risks.

The Board has delegated certain responsibilities primarily associated with financial risk oversight to the Finance Committee, whose terms of reference include requiring it to:

1. Receive regular reports from the Chief Constable on the material financial and operational risks to SPS.
2. Review and approve SPS's insurance coverage of material organizational risks and uncertainties.
3. Review any litigation, claim, or contingency that could have a material financial effect to SPS.

At its most recent meeting, the Finance Committee received and reviewed a report from the Interim Executive Director which states that while it is appropriate for the Board ultimately to be accountable for risk management, it is impractical to develop a proper risk management framework at the Board level. In keeping with the Board's developing practice of using its standing committees to preview reports and issues before they are placed on board agendas, the Interim Executive Director has recommended that the Board to apprise itself of areas of risk and prioritize the risks to monitor through reports but delegate the more intensive work of developing risk frameworks, policies and proactive risk reviews to the Chief Constable and a committee.

Only the Board has the authority to approve amendments to terms of reference and delegation of its responsibilities.

RECOMMENDATION AND CONCLUSION

The Committee recommends the following motion:

- A. THAT the Board expand the Committee's mandate regarding risk oversight and approve amending the Committee's terms of reference as set out in **Appendix I**.



Sonia Parmar
Chair, Finance Committee

Appendix I Terms of Reference - Redline and Final

9. FINANCE AND AUDIT COMMITTEE TERMS OF REFERENCE

INTRODUCTION

Under the Police Act, the Board has primary oversight responsibility for SPS's operational plans and budgeting process, financial reporting, accounting systems, internal controls, compliance, and financial and operational risk management. The purpose of the Finance and Audit Committee is to assist the Board in fulfilling this oversight responsibility.

The Chief Constable has day-to-day responsibility for SPS's budget development, financial reporting, information systems, risk management, and internal controls.

COMPOSITION

Ideally the Committee will be composed of three Board Members, with one Board Member elected by the Committee to be chair. On an annual basis the Committee will elect a chair.

Ideally, a majority of the Committee members are "financially literate" and at least one member has "accounting or related financial expertise."

Administrative duties are delegated to the Executive Director, who works with the Committee Chair to establish meeting dates and agenda content. In addition to the Chief Constable, SPS senior finance staff will attend meetings as required.

FREQUENCY OF MEETINGS

Committee meets as often as necessary to carry out their responsibilities. Meetings outside the regular meeting schedule are convened at the call of the Committee Chair.

RESPONSIBILITIES

Subject to the powers and duties of the Board, the Committee assumes the following responsibilities:

BUDGET DEVELOPMENT AND FINANCIAL PLANNING

1. Review and make recommendations to the Board in respect of the budget development process and guidelines for SPS.
2. Provide input and feedback to the Chief Constable during the annual budget development process, including:
 - a. Review underlying assumptions that have been used in the annual budget, including budget risks and uncertainties.

- b. Review the annual budget for consistency with SPS's strategic and financial plans.
3. Recommend the annual and multi-year budgets (if applicable) to the Board for approval.
4. Annually assess the SPS Human Resource Information Systems (payroll, etc.) to ensure compliant reporting and audits are completed.

BUDGET MONITORING AND FINANCIAL REPORTING

1. Ensure the Board receives timely, meaningful reports that keep it properly informed of SPS's financial situation.
2. On behalf of the Board, review expenditures and agreements to make expenditures using principles of flexibility and pragmatism to ensure that they are made within the broad categories contemplated in the overall budget approved by City Council (and/or the Director, as the case may be) and within the Chief Constable's spending authority.
3. Review financial statements and any other internal financial reports prior to receipt by the Board.
4. Review and recommend for approval to the Board, financial information that will be forwarded to City Council or made publicly available, including the financial content of the annual report and any reports required by the Board, City Council, or the Province.
5. Understand the impact of any new or pending developments in general accounting and reporting standards that may affect SPS.
6. Determine whether appropriate accounting methods are being applied.
7. Monitor actual Board spending relative to the annual Board budget.
8. At least annually, review the expenses of the Board Chair, Board Members, and the Chief Constable.

FINANCIAL AUDIT

1. Discuss with the Chief Constable and the external auditor:
 - a. All proposed changes in accounting policy.
 - b. The impact and presentation of all significant risks or uncertainties.
 - c. Compliance with accounting standards.
 - d. Significant adjustments and presentation issues arising out of the audit process.
 - e. All estimates or judgments of management that may be material to financial reporting.

2. Review and recommend for approval by the Board the audited annual financial statements in conjunction with the report of the external auditor and ensure they are understandable, accurate, and properly reflect the financial position of SPS.
3. Oversee the external audit process including:
 - a. Reviewing the terms of the external auditor's engagement and reasonableness of the proposed audit fees.
 - b. Determine whether the performance of the external audit is satisfactory, effective, and meets SPS's requirements.
 - c. Determining whether the Chief Constable has provided full and open disclosure to the external auditor's inquiries.
 - d. Reviewing problems, if any, experienced by the external auditor in performing the audit.
 - e. Reviewing any recommendations of the external auditor and responses of the Chief Constable.

LEVEL OF SPENDING AUTHORITY FOR MANAGEMENT AND THE BOARD

1. Together with the Chief Constable, develop and recommend for Board approval a comprehensive statement of delegated authorities for contract signing and approval of expenditures.

EXPENDITURES

1. Review major capital expenditure requests and any expenditures outside the Board-approved budget or Chief's delegated spending authority, and recommend for Board approval.
2. Oversee SPS's plans and expenditures to ensure they provide sufficient facilities and equipment for SPS.

INTERNAL CONTROLS

1. Through discussions with the Chief Constable as well as the external and internal auditors, obtain reasonable assurance that SPS's financial and operational risk management, internal control systems, and information systems are appropriately designed, reliable and operating effectively.
2. Oversee SPS's internal audit function and the internal audit relationship with the internal auditor.

RISK MANAGEMENT

1. Ensure the Chief Constable has established an enterprise risk management process in which risk identification, risk appetite, risk tolerance and risk mitigation is determined, registered, monitored and reported.
2. Review and assess the effectiveness of SPS's Integrated Risk Management processes and framework.
3. Review and recommend to the Board SPS's Corporate Risk Profile and subsequent mitigation plans.
4. Ensure SPS reports on risks identified within SPS's Corporate Risk Profile and other risk assessments, and ensure the annual audit plan considers one or more of the risks.
5. Review significant risks affecting SPS's ability to fulfil its mandate and ensure that appropriate risk mitigation plans have been implemented.
- ~~1-6.~~ Receive regular reports from the Chief Constable on the management of material enterprise, financial and operational risks to SPS.
- ~~2-7.~~ Review and approve SPS's insurance coverage of material organizational risks and uncertainties.
8. Review any litigation, claim, or contingency that could have a material financial effect to SPS.
- ~~3-9.~~ Receive assurances of compliance with employer and statutory remittance requirements.

POLICY OVERSIGHT

1. Ensure organizational policies meet the Director's policing standards, and to provide oversight over such policies, particularly those related to financial, information and risk management.
2. Confirm that appropriate policies and procedures are in place to monitor compliance with applicable laws and regulatory obligations and ascertain their adequacy and levels of compliance.

OTHER RESPONSIBILITIES

1. Stay informed on emerging best practices in governance relative to the Committee's mandate and recommend any changes to the Governance Committee.
2. Review such other matters that the Committee or the Board deems advisable or timely.

9. FINANCE AND AUDIT COMMITTEE TERMS OF REFERENCE

INTRODUCTION

Under the Police Act, the Board has primary oversight responsibility for SPS's operational plans and budgeting process, financial reporting, accounting systems, internal controls, compliance, and financial and operational risk management. The purpose of the Finance and Audit Committee is to assist the Board in fulfilling this oversight responsibility.

The Chief Constable has day-to-day responsibility for SPS's budget development, financial reporting, information systems, risk management, and internal controls.

COMPOSITION

Ideally the Committee will be composed of three Board Members, with one Board Member elected by the Committee to be chair. On an annual basis the Committee will elect a chair.

Ideally, a majority of the Committee members are "financially literate" and at least one member has "accounting or related financial expertise."

Administrative duties are delegated to the Executive Director, who works with the Committee Chair to establish meeting dates and agenda content. In addition to the Chief Constable, SPS senior finance staff will attend meetings as required.

FREQUENCY OF MEETINGS

Committee meets as often as necessary to carry out their responsibilities. Meetings outside the regular meeting schedule are convened at the call of the Committee Chair.

RESPONSIBILITIES

Subject to the powers and duties of the Board, the Committee assumes the following responsibilities:

BUDGET DEVELOPMENT AND FINANCIAL PLANNING

1. Review and make recommendations to the Board in respect of the budget development process and guidelines for SPS.
2. Provide input and feedback to the Chief Constable during the annual budget development process, including:
 - a. Review underlying assumptions that have been used in the annual budget, including budget risks and uncertainties.

- b. Review the annual budget for consistency with SPS's strategic and financial plans.
3. Recommend the annual and multi-year budgets (if applicable) to the Board for approval.
4. Annually assess the SPS Human Resource Information Systems (payroll, etc.) to ensure compliant reporting and audits are completed.

BUDGET MONITORING AND FINANCIAL REPORTING

1. Ensure the Board receives timely, meaningful reports that keep it properly informed of SPS's financial situation.
2. On behalf of the Board, review expenditures and agreements to make expenditures using principles of flexibility and pragmatism to ensure that they are made within the broad categories contemplated in the overall budget approved by City Council (and/or the Director, as the case may be) and within the Chief Constable's spending authority.
3. Review financial statements and any other internal financial reports prior to receipt by the Board.
4. Review and recommend for approval to the Board, financial information that will be forwarded to City Council or made publicly available, including the financial content of the annual report and any reports required by the Board, City Council, or the Province.
5. Understand the impact of any new or pending developments in general accounting and reporting standards that may affect SPS.
6. Determine whether appropriate accounting methods are being applied.
7. Monitor actual Board spending relative to the annual Board budget.
8. At least annually, review the expenses of the Board Chair, Board Members, and the Chief Constable.

FINANCIAL AUDIT

1. Discuss with the Chief Constable and the external auditor:
 - a. All proposed changes in accounting policy.
 - b. The impact and presentation of all significant risks or uncertainties.
 - c. Compliance with accounting standards.
 - d. Significant adjustments and presentation issues arising out of the audit process.
 - e. All estimates or judgments of management that may be material to financial reporting.

2. Review and recommend for approval by the Board the audited annual financial statements in conjunction with the report of the external auditor and ensure they are understandable, accurate, and properly reflect the financial position of SPS.
3. Oversee the external audit process including:
 - a. Reviewing the terms of the external auditor's engagement and reasonableness of the proposed audit fees.
 - b. Determine whether the performance of the external audit is satisfactory, effective, and meets SPS's requirements.
 - c. Determining whether the Chief Constable has provided full and open disclosure to the external auditor's inquiries.
 - d. Reviewing problems, if any, experienced by the external auditor in performing the audit.
 - e. Reviewing any recommendations of the external auditor and responses of the Chief Constable.

LEVEL OF SPENDING AUTHORITY FOR MANAGEMENT AND THE BOARD

1. Together with the Chief Constable, develop and recommend for Board approval a comprehensive statement of delegated authorities for contract signing and approval of expenditures.

EXPENDITURES

1. Review major capital expenditure requests and any expenditures outside the Board-approved budget or Chief's delegated spending authority, and recommend for Board approval.
2. Oversee SPS's plans and expenditures to ensure they provide sufficient facilities and equipment for SPS.

INTERNAL CONTROLS

1. Through discussions with the Chief Constable as well as the external and internal auditors, obtain reasonable assurance that SPS's financial and operational risk management, internal control systems, and information systems are appropriately designed, reliable and operating effectively.
2. Oversee SPS's internal audit function and the internal audit relationship with the internal auditor.

RISK MANAGEMENT

1. Ensure the Chief Constable has established an enterprise risk management process in which risk identification, risk appetite, risk tolerance and risk mitigation is determined, registered, monitored and reported.
2. Review and assess the effectiveness of SPS's Integrated Risk Management processes and framework.
3. Review and recommend to the Board SPS's Corporate Risk Profile and subsequent mitigation plans.
4. Ensure SPS reports on risks identified within SPS's Corporate Risk Profile and other risk assessments, and ensure the annual audit plan considers one or more of the risks.
5. Review significant risks affecting SPS's ability to fulfil its mandate and ensure that appropriate risk mitigation plans have been implemented.
6. Receive regular reports from the Chief Constable on the management of material enterprise, financial and operational risks to SPS.
7. Review and approve SPS's insurance coverage of material organizational risks and uncertainties.
8. Review any litigation, claim, or contingency that could have a material financial effect to SPS.
9. Receive assurances of compliance with employer and statutory remittance requirements.

POLICY OVERSIGHT

1. Ensure organizational policies meet the Director's policing standards, and to provide oversight over such policies, particularly those related to financial, information and risk management.
2. Confirm that appropriate policies and procedures are in place to monitor compliance with applicable laws and regulatory obligations and ascertain their adequacy and levels of compliance.

OTHER RESPONSIBILITIES

1. Stay informed on emerging best practices in governance relative to the Committee's mandate and recommend any changes to the Governance Committee.
2. Review such other matters that the Committee or the Board deems advisable or timely.



Royal Canadian Mounted Police Gendarmerie royale du Canada

Commanding Officer Commandant divisionnaire

May 26, 2025

Surrey Police Board
14355 57 Avenue
Surrey, BC V3X 1A9

Via Email: [Jason.Kuzminski@SurreyPoliceBoard.ca]

Dear Mr. Chappell,

Subject: Invitation to meet the Surrey Police Board

Thank you for your letter dated May 16, 2025, which extended an invitation for representatives from the RCMP and the Province to meet the Surrey Police Board (the Board) as it determines policing priorities in Surrey.

The BC RCMP welcomes the opportunity to meet the Board. Please have Jason Kuzminski reach out to my executive assistant, [REDACTED], to arrange a date and time that will be mutually agreeable to all parties involved. She can be reached at [REDACTED] or via email at [REDACTED]

Regards,

Dwayne McDonald
Deputy Commissioner
Commanding Officer, BC RCMP

cc: Assistant Commissioner John Brewer, Criminal Operations Officer, BC RCMP
Talal Dakalbab, Senior Assistant Deputy Minister, Public Safety Canada
Deputy Commissioner DeAnna Hill, RCMP
Glen Lewis, Assistant Deputy Minister and Director of Police Services, Province of BC
Chief Constable Norm Lipinski, Surrey Police Service
Chief Superintendent Wendy Mehat, OIC SPOSU, BC RCMP

May 16, 2025

VIA EMAIL: Dwayne.McDonald@rcmp-grc.ca

Deputy Commissioner Dwayne McDonald
Commanding Officer, RCMP "E" Division
14200 Green Timbers Way
Mailstop #308
Surrey, BC V3T 6P3

Dear Deputy Commissioner McDonald,

Thank you for your letter of February 11, 2025, expressing the RCMP's commitment to advancing a safe and orderly transition of policing services in the City of Surrey.

The Board is informed that the Joint Implementation Table has resumed meeting and it, along with additional working groups overseen by a Steering Committee of senior representatives from the Federal and Provincial governments, RCMP, SPS and the City of Surrey, are addressing the operational issues raised in your letter. The Board takes interest in the discussions and decisions of these working groups that impact SPS, and Chief Constable Lipinski regularly reports the progress being made, but direct involvement of the Board in discussions about operational matters is not only outside the Board's purview, it would likely be counterproductive.

The Provincial and Federal governments entered into an agreement that established the RCMP Surrey Provincial Operations Support Unit (SPOSU). The Board is not party to the agreement and has no contractual relationship, control or direct influence over policing services provided by SPOSU to the Province. Just as SPS is overseen and governed by the Board, SPOSU is overseen and governed by the Province. As such, it would be best to address governance-related concerns the RCMP has by bringing them to the Province, which should have the first opportunity to address them but may in turn engage the Board as appropriate to resolve matters of governance. Working within this governance model respects existing working relationships and avoids confusion among partners in the policing transition.

The Board considers the RCMP to be an important part of the community and a key stakeholder. Provincial Policing Standard 6.1.2 (5) requires the Board seek input from stakeholders on the priorities for policing and law enforcement it must determine pursuant to section 26 of the *Police Act*. In this regard, the Board would be delighted to hear from you and extends an invitation for representatives of the RCMP and the Province to meet the Board as it determines policing priorities in Surrey, including beyond the transition. Meeting via MS Teams may be more convenient for scheduling a time that can accommodate directors, RCMP and Provincial representatives. Please email Jason.Kuzminski@SurreyPoliceBoard.ca, and he will make the necessary arrangements.

Sincerely,



Harley Chappell
Chair, Surrey Police Board

cc. Chief Constable Norm Lipinski, SPS
Glen Lewis, Assistant Deputy Minister and Director of Police Services, PSSG
Talal Dakalbab, Senior Assistant Deputy Minister, Public Safety Canada
Deputy Commissioner DeAnna Hill, RCMP
Assistant Commissioner John Brewer, RCMP
Chief Superintendent Wendy Mehat, RCMP

June 05, 2025

OPCC File No. 2024-26953

Harley Chappell
Chair, Surrey Police Board
13450 104 Avenue
Surrey, BC V3T 1V8


Dear Harley Chappell,

Re: Service or Policy Complaint of [REDACTED]

On April 1, 2025, the Office of the Police Complaint Commissioner received a copy of your concluding letter to [REDACTED] dated the same day. Your letter detailed the steps taken with respect to the complaint submitted by [REDACTED] and provided reasons for your decision.

As well, you advised [REDACTED] of his right to request a review of the matter by our office if he disagreed with your decision. To date, our office has not received such a request from [REDACTED]

Having had the opportunity to examine the Board's decision, this office is satisfied with the outcome and will not be making any recommendations for further investigation, study, courses of action or changes to service or policy respecting this particular matter. Accordingly, our file will now be closed.



Alysha Girn
Investigative Analyst

cc: [REDACTED]
Chief Constable Norm Lipinski, Surrey Police Service

June 05, 2025

OPCC File No. 2024-26954

Harley Chappell
Chair, Surrey Police Board
13450 104 Avenue
Surrey, BC V3T 1V8

Dear Harley Chappell,

Re: Service or Policy Complaint of [REDACTED]

On April 1, 2025, the Office of the Police Complaint Commissioner received a copy of your concluding letter to [REDACTED] dated the same day. Your letter detailed the steps taken with respect to the complaint submitted by [REDACTED] and provided reasons for your decision.

As well, you advised [REDACTED] of his right to request a review of the matter by our office if he disagreed with your decision. To date, our office has not received such a request from [REDACTED].

Having had the opportunity to examine the Board's decision, this office is satisfied with the outcome and will not be making any recommendations for further investigation, study, courses of action or changes to service or policy respecting this particular matter. Accordingly, our file will now be closed.



Alysha Girn
Investigative Analyst

cc: [REDACTED]
Chief Constable Norm Lipinski, Surrey Police Service

June 05, 2025

OPCC File No. 2025-000011

Harley Chappell
Chair, Surrey Police Board
13450 104 Avenue
Surrey, BC V3T 1V8

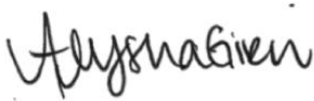
Dear Harley Chappell,

Re: Service or Policy Complaint of [REDACTED]

On April 1, 2025, the Office of the Police Complaint Commissioner received a copy of your concluding letter to [REDACTED] dated the same day. Your letter detailed the steps taken with respect to the complaint submitted by [REDACTED] and provided reasons for your decision.

As well, you advised [REDACTED] of her right to request a review of the matter by our office if she disagreed with your decision. To date, our office has not received such a request from [REDACTED].

Having had the opportunity to examine the Board's decision, this office is satisfied with the outcome and will not be making any recommendations for further investigation, study, courses of action or changes to service or policy respecting this particular matter. Accordingly, our file will now be closed.



Alysha Girm
Investigative Analyst

cc: [REDACTED]
Chief Constable Norm Lipinski