



# SURREY POLICE BOARD

## Regular Meeting Agenda

Venue: SPS HQ - Boardroom

Date: December 18, 2025

Time: 2:00 PM

ITEM	PRESENTER
<b>A. CALL TO ORDER</b>	Chair
The Surrey Police Board recognizes that our work takes place on the ancestral, traditional, and unceded territories of the Coast Salish Peoples.	
<b>B. DECLARATION OF CONFLICTS</b>	Chair
<b>C. ADOPTIONS</b>	Chair
1. Adoption of the Agenda – December 18, 2025	
2. Adoption of Minutes – November 13, 2025 Regular Board meeting	
3. Adoption of Minutes – November 26, 2025 Special Board meeting	
<b>D. CONSENT ITEMS</b>	
1. <b>SPS Policy AD 8.10 – Compensation Claims for Property Damaged by Police</b> Report 2025-GOV011 - FOR DECISION	Director Allen
<b>E. PRESENTATIONS/DELEGATIONS</b>	
1. <b>SPS EmpowerHer Team</b>	Chief Lipinski C. Vance
2. <b>No Delegation Requests</b>	
<b>F. REPORTS</b>	
<b>CHIEF CONSTABLE REPORTS</b>	
1. <b>Chief Constable's Updates - Verbal</b> FOR INFORMATION	Chief Lipinski
<b>COMMITTEE REPORTS</b>	
<b>Finance and Risk Committee</b>	
1. <b>Provisional 2026 SPS Budget Update – Verbal</b> FOR DISCUSSION	Director Parmar
2. <b>Third Party Use of SPS HQ</b> Report 2025-FIN022 – FOR DECISION	Director Parmar
3. <b>Chair's Updates - Verbal</b> FOR INFORMATION	Director Parmar

**Governance Committee**

- |  |                |
|--|----------------|
| <b>1. Update on Board Development of Priorities for SPS – Verbal</b><br>FOR DISCUSSION | Director Allen |
| <b>2. SPS 2026 Draft Strategic Plan</b><br>Report 2025-GOV012 – FOR DISCUSSION         | Director Allen |
| <b>3. Chair’s Updates – Verbal</b><br>FOR INFORMATION                                  | Director Allen |

**Human Resources and Compensation Committee**

- |  |                  |
|--|------------------|
| <b>1. Family Services Employee Assistance Programs (FSEAP) Contract</b><br>Report 2025-HRC011 - FOR DECISION | Director Carwana |
| <b>2. Chair’s Updates - Verbal</b><br>FOR INFORMATION  | Director Carwana |

**G. SERVICE OR POLICY COMPLAINTS**

No Service or Policy Complaints.

**H. INFORMATION**

- |  |                 |
|--|-----------------|
| 1. Year-to-Date Expenditures – November 30, 2025 - Report 2025-FIN023      | Director Parmar |
| 2. Enterprise Risk Management – Report 2025-FIN024                         | Director Parmar |
| 3. Letter to Constable Halina Kompa – JIBC Award – Dated November 20, 2025 |                 |
| 4. Letter to Constable Jason Kingra – JIBC Award – Dated November 20, 2025 |                 |

**I. CORRESPONDENCE**

Jason Kuzminski

- |  |  |
|--|--|
| 1. Letter to Ministers Anandasangaree and Krieger -re: Urgent Request for Coordinated Support to Address the Extortion Emergency – Dated November 18, 2025<br>a) Letter from MP Sukh Dhaliwal – Response to Chair’s letter – Dated November 18, 2025<br>b) Letter from Minister Anandasangaree – re: Response to Extortion Issue Dated November 20, 2025 |  |
| 2. Letter from ADM Lewis – re: District 5 East Mobilization – Dated November 18, 2025  |  |

**J. NEW BUSINESS**

No new business.

**K. PUBLIC Q & A** Chair

**L. NEXT MEETING** Chair

The next meeting of the Surrey Police Board is February 5, 2026.

**M. MOTION TO HOLD A MEETING IN A CLOSED SESSION** Chair

It is in order for the Board to pass a motion to close the meeting to the public pursuant to Section 69 (2) (b), (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:

- (b) a matter concerning a person's financial or personal affairs, if the person's interest in the matter outweighs the public's interest in the matter;
- (c) a matter concerning labour contract discussions, labour management relations, layoffs or another personnel matter; and
- (d) a matter concerning information that a person has requested he or she be allowed to give in private to the board or committee.

**N. ADJOURNMENT** Chair



# SURREY POLICE BOARD

## Regular Meeting Minutes

Venue: SPS-HQ -Boardroom

Date: November 13, 2025

Time: 2:00 PM

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**Present:**

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

**Regrets:**

Nerissa Allen

**Staff Present:**

Chief Norm Lipinski  
Deputy Chief Todd Matsumoto  
Deputy Chief Mike Procyk  
Deputy Chief Michael LeSage  
Supt. Lavinder Mangat  
Inspector Darin Sheppard  
Jason Kuzminski, Interim Executive Director  
Marion Chow, Executive Assistant  
Gayle Wlasiuk, Executive Services Manager  
Inspector Jag Khosa, Executive Officer  
Nathan Wong, Director, Finance

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

**A. CALL TO ORDER**

The November 13, 2025 Regular Board meeting was called to order at 2:00 PM.

**B. DECLARATION OF ANY CONFLICT OF INTEREST**

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

**C. ADOPTIONS**

1. Adoption of the Agenda – November 13, 2025

It was

Moved by Sonia Parmar  
Seconded by Rob Stutt

That the agenda of the Surrey Police Board meeting of November 13, 2025 be adopted as amended to remove item E1 from the agenda and to move item F2 to the closed meeting.

Carried.

2. Adoption of Minutes – October 9, 2025

It was

Moved by James Carwana  
Seconded by Christine Mohr

That the minutes of the Surrey Police Board meeting of October 9, 2025 be adopted.

Carried.

**D. CONSENT ITEMS**

No consent items.

**E. PRESENTATIONS/DELEGATIONS**

**1. Proposed 2026 Surrey Police Service Provisional Budget  
(Presentation)**

This item removed from the agenda.

**2. District 5 East Takeover Plan  
(Presentation)**

Surrey Police Service (SPS) staff provided the Surrey Police Board (the “Board”) with details of the upcoming District 5 East takeover scheduled for November 25, 2025.

The Surrey Police Board provided their questions and comments.

Supt. Mangat and Insp. Sheppard left the meeting at 2:11 PM.

**3. No Delegation Requests**

**F. REPORTS**

**CHIEF CONSTABLE REPORTS**

**1. Hiring and Diversity Update  
Report 2025–R029 – FOR INFORMATION**

The Surrey Police Board received the above report for information.

The Chief Constable advised the Board that two recruits from the recent JIBC graduation received awards.

Constable Halina Kompa received the Shield of Merit, also known as the Chief Constable’s Award. This award is selected by the instructors based on grades, attitude, effort and work habits, leadership, integrity, and dress and deportment. This is the first time an SPS Recruit has received this award.

Constable Jason Kingra was selected by his classmates as the Valedictorian, and he had the honour of speaking at the ceremony on behalf of Class 176. This is the second time an SPS Recruit has been named as Class Valedictorian.

**2. Chief Constable’s Updates – Verbal**

The Chief Constable provided the Board with an update on the work of the extortion task force and SPS’s extortion team, details on an upcoming CBC forum to be attended by stakeholders, SPS, and board directors. and next steps required to support the City’s request for resources from other levels of government to assist SPS in keeping the public safe.

It was

Moved by Rob Stutt  
Seconded by Bilal Cheema

That the Surrey Police Board send a letter to the federal government advocating for the request made by the Mayor for resources to assist in the extortion issues.

Carried.

Directors Bains and Cheema offered their assistance to attend with the Chief Constable at media events if required.

The Board provided their questions and comments and advised the extortion issues are a priority to the Board.

### **INTERIM EXECUTIVE DIRECTOR REPORTS**

**1. Consultation on Board Policy Respecting Service or Policy Complaints**  
Report 2025–R030 - FOR INFORMATION

The Surrey Police Board received the above report for information.

**2. Public Consultation Confirming “What We Heard”**  
Report 2025–R031 - FOR INFORMATION

The Surrey Police Board received the above report for information.

### **COMMITTEE REPORTS**

#### **Finance and Risk Committee**

**1. Year-to-Date Expenditures – September 30, 2025**  
Report 2025-FIN020 – FOR INFORMATION

The Surrey Police Board received the above report for information.

**2. Proposed 2026 Surrey Police Service Provisional Budget**  
Report 2025–FIN021 - FOR DECISION  
*Report withheld from publication at this time at the request of the City of Surrey to allow for review and comment pursuant to s. 69 (2) (d) of the Police Act.*

This item removed from the agenda and moved to the closed agenda.

#### **Governance Committee**

**1. Chair’s Updates – Verbal**  
FOR INFORMATION

The Surrey Police Board received the Governance Committee’s report for information.

**Human Resources and Compensation Committee**

**1. Chair's Updates - Verbal  
FOR INFORMATION**

The Surrey Police Board received the Human Resources and Compensation Committee's report for information.

**G. SERVICE OR POLICY COMPLAINTS**

No Service or Policy Complaints.

**H. INFORMATION**

No information.

**I. CORRESPONDENCE**

No correspondence.

**J. NEW BUSINESS**

No new business.

**K. PUBLIC Q & A**

There was no public in attendance at this meeting.

**L. NEXT MEETING**

The next meeting of the Surrey Police Board is December 18, 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)(a), (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:
- (a) a matter concerning public security, the disclosure of which could reasonably be expected to seriously impair effective policing or law enforcement;
  - (c) a matter concerning labour contract discussions, labour management relations, layoffs or another personnel matter; and
  - (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 James Carwana  
Seconded by Christine Mohr

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

**N. ADJOURNMENT**

It was

Moved by Rob Stutt  
Seconded by Christine Mohr

That the November 13, 2025 Surrey Police Board meeting be adjourned.

Carried.

The Surrey Police Board meeting of November 13, 2025 adjourned at 3:00 PM.

Certified correct:

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Marion Chow, Executive Assistant

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Harley Chappell, Chair





# SURREY POLICE BOARD

## Special Meeting Minutes

Venue: Via Teams  
Date: November 26, 2025  
Time: 3:00 PM

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**Present:**

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

**Regrets:**

Bilal Cheema

**Staff Present:**

Chief Norm Lipinski  
Deputy Chief Michael LeSage  
Deputy Chief Todd Matsumoto  
Jason Kuzminski, Interim Executive Director  
Marion Chow, Executive Assistant  
Nathan Wong, Director, Finance

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

**A. CALL TO ORDER**

The November 26, 2025, Special Board meeting was called to order at 3:02 PM.

**B. DECLARATIONS OF ANY CONFLICT OF INTEREST**

No Board Directors declared any conflict of interest.

**C. ADOPTIONS**

1. Adoption of the Agenda – November 26, 2025

It was

Moved by Nerissa Allen  
Seconded by Sarbjit Bains

That the Surrey Police Board adopt the agenda for the  
November 26, 2025 special board meeting.

Carried.

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

It was

Moved by James Carwana  
Seconded by Sarbjit Bains

THAT pursuant to *Police Act*, section 69 (2)(d) the Surrey Police Board move the meeting to a closed session at the request of the Advisory Budgetary Committee and to allow directors to coalesce as a Board on the provisional budget to submit to Council by November 30.

Carried.

**E. REPORT FROM CLOSED SESSION**

The Interim Executive Director reported that the following resolution was passed:

THAT the Board submit the provisional 2026 budget as set out in Report 2025–FIN021 to Council on or before November 30, 2025.

**G. ADJOURNMENT**

It was

Moved by Rob Stutt  
Seconded by James Carwana

That the Surrey Police Board special board meeting be adjourned.

Carried.

Director Johnston exited the meeting at 3:46 PM.

The November 26, 2025 Surrey Police Board special Meeting adjourned at 3:48 PM.

Certified correct:

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Marion Chow, Executive Assistant

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Harley Chappell, Chair



# BOARD REPORT

**REGULAR**

**REPORT DATE:** December 15, 2025

**BOARD MEETING DATE:** December 18, 2025

**BOARD REPORT #** 2025-GOV011

**TO:** Surrey Police Board

**FROM:** Governance Committee

**FILE:** 60540-20-03

**SUBJECT:** *SPS Policy AD 8.10 Compensation Claims for Property Damaged by Police*

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## RECOMMENDATION

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

- A. Receive this report FOR DECISION; and
- B. That the Board approve one of two options:
  - 1. Establish a Board Rule that requires SPS to have a Compensation Claims for Property Damaged by Police policy; OR,
  - 2. Recommend that all damage compensation claims of any amount be referred to the City of Surrey for consideration under the City's claims policy.

## SUMMARY

Surrey Police Service has developed an administration policy to authorize payment to property owners whose properties have been damaged by SPS police officers in the course of duty. Where police officers have damaged property, including private residences, businesses and vehicles, and:

- police have acted using reasonable force in the circumstances,
- police have acted in good faith, and
- police have the correct address for the call for service or execution of the search warrant,

police are not required in law to pay for damage to private property. However, where a property owner is not involved in the criminal offence(s) under investigation, the SPS Chief Constable has discretion to pay monetary compensation for damage and repairs. SPS also can apologize to property owners under the BC *Apology Act*, which encourages apologies without fear of incurring legal liability just for saying "sorry".

## DISCUSSION

### *Claims against the City of Surrey*

The City of Surrey does not pay compensation for damages caused by police personnel and other City employees in the ordinary course of business. This means that if police damage a door, lock and frame

during a forced entry, the City will not pay compensation for police actions where the force used was reasonable in the circumstances, police had the correct address, and there was no other reasonable option for entry that would have protected public safety and police officer safety. Unlike the Government of Canada for the RCMP, the City of Surrey does not pay “*ex gratia*” claims, where no fault is admitted but a goodwill payment may be made to the claimant. The City of Surrey may pay claims once they are in Court as part of the litigation settlement process. There are short timelines for making claims against the City and for starting legal actions against the City in Court:

- Claim: under the *Local Government Act* (BC), section 736(1), property owners and other claimants must give a written notice to the City of Surrey “***within 2 months from the date on which the damage was sustained***”.
- Court action: under the *Local Government Act* (BC), section 735, if the property owner or other claimant wishes to sue the City of Surrey, they must start their legal action in Court “***within 6 months after the cause of action first arose***”.

***Draft policy: AD 8.10 Compensation Claims for Property Damaged by Police***

SPS provided the City of Surrey Risk Manager with a draft policy in January 2025, and the Risk Manager replied with comments in August 2025. The City has proposed to control the minor compensation claims process within SPS, which is not recommended. SPS has prepared a revised edition (Appendix I), which balances SPS independence in the claims process with the need for consultation and coordination with the City.

**RISK ASSESSMENT**

SPS and the City of Surrey Risk Manager consult on all police-related claims to either party to avoid double claims and double compensation for each event. However, the City Hall and SPS processes are separate and independent.

**FINANCIAL IMPLICATIONS**

To date, SPS has paid \$1,664.00 to four persons whose property was damaged by SPS police officers while on duty. Many other claims have been declined, mostly because the damage incurred was reasonable and necessary in the circumstances for each police operational incident. Claims frequently arise for door breaches (damage to doors, locks, windows and frames for both external and internal doors) where police used force to enter under statutory authority or exigent circumstances. Damage also has occurred to the properties of innocent third parties, including a car paint scratch, a crushed tricycle, and broken fence panels.

**OPTIONS**

**Option 1      Adopt a Surrey Police Board Governance Rule and Surrey Police Service Policy**

The Surrey Police Board develop and adopt a governance rule that directs the Chief Constable to establish a Compensation Claims policy. Under the authority of the governance rule, SPS policy would authorize the Chief Constable to pay approved claims for damage to private property, up to \$10,000.00. Claims above \$10,000.00 would be referred to City of Surrey Legal Services for potential litigation action. The SPS policy would be separate from formal claims against the City of Surrey. Payment of this minor compensation is a “goodwill” gesture towards persons who have, through no fault or involvement of their own, suffered property damage. Here are suggested criteria for paying minor settlements:

1. The claimant was not involved in criminal offences or regulatory offences in relation to the police enforcement action and the resulting damage to property.

2. No compensation where the property damage occurred due to the actions of suspects. Example: a suspect has broken down a door and police arrive to arrest and remove the person.
3. The claimant will suffer undue hardship and/or further risk to property if the damage is not repaired promptly.
4. The claimant has property insurance that will pay for some of the damage, but not the deductible. SPS may choose to pay the insurance deductible.
5. The state of repair of the private property before the police enforcement action. Poor pre-existing condition of a fence, door or frame may result in reduced compensation opportunity.

Where SPS Members used excessive force that caused unreasonable and unnecessary damage to private property, or where SPS Members had the wrong address and/or wrong person in the search warrant or arrest warrant, including alleged use of excessive force, those claims must be referred to the City of Surrey Risk Manager. The SPB Rule and the SPS policy would not govern major compensation claims that must go to City of Surrey Legal Services within the 2-month and 6-month limits above.

SPS Members can provide property owners with a business card that provides the SPS file number, Member contact telephone number, and some information about claiming compensation for SPS-caused property damage. Members should not tell potential claimants that “*SPS will pay for the damage*”. If SPS approves a minor compensation, SPS Legal Services would prepare an agreement and waiver of liability that covers the Board, SPS and the City of Surrey.

This option will require budgetary approval to establish a fund for payments that may be made in accordance with the policy.

#### ***Advantages***

- SPS and City of Surrey Legal Services and Risk Management have made good progress in establishing separate but parallel compensation processes for property damage caused by SPS employees and City of Surrey employees.
- A Rule published by the Board would provide authority, through the SPS policy, for the SPS Chief Constable to respond promptly to claims for property damage. The Rule would protect the substantial independence of SPS from the City in financial matters, as reflected in the *Police Act*.
- Based on SPS’s experience with property damage claims, the Rule and SPS policy would promote goodwill with the residents of Surrey and encourage their continued cooperation with SPS.

#### ***Disadvantages***

- An independent SPS policy for damage compensation claims creates a two-tier compensation process in the City of Surrey: City claims versus SPS claims.
- Council may not provide budget approval for a fund to pay the claims.

### **Option 2      Refer all damage compensation claims to the City of Surrey**

The Board could direct SPS to refer all damage compensation claims to the City of Surrey for consideration under the City’s claims policy. The City of Surrey Risk Manager would still need to consult SPS Legal Services to determine what happened in each claim.

#### ***Advantages***

- Option 2 transfers all responsibility for claims to the City of Surrey, which is ultimately responsible for paying claims.
- With a City-only policy, there is no requirement for a line item in the SPS 2026 budget for claims.

***Disadvantages***

- Option 2 would direct all compensation claims to the City, which has a higher threshold for claims, likely resulting in refusal of most damage compensation claims.
- SPS would not be able to pay minor compensation to qualified claimants, thus removing an important source of goodwill and immediate accountability of SPS towards residents of the City of Surrey.

**RECOMMENDATION**

Staff recommends that the Governance Committee select Option 1 and bring this policy forward to the Board for approval.



Nerissa Allen  
Chair, Governance Committee

**POLICY MANUAL: ADMINISTRATION**

<b>Policy Name:</b>	<b>COMPENSATION CLAIMS FOR PROPERTY DAMAGED BY POLICE</b>		
<b>Policy #:</b>	AD 8.10	<b>Last Updated:</b>	2025-09-19
<b>Issued By:</b>	SUPPORT SERVICES BUREAU	<b>Approved By:</b>	SURREY POLICE BOARD
		<b>Review Frequency:</b>	2027

**RELATED POLICIES**

City of Surrey, *City Policy No. Q-22 – Claims Settlement Policy* (October 14, 1997) (see Appendix B)

**1. PURPOSE**

- 1.1 This policy establishes the process for handling enquiries to, and claims against Surrey Police Service for damage to Private Property caused by police action.
- 1.2 This policy protects against SPS incurring unsupported compensation payments.
- 1.3 This policy provides guidance to minimize liability that may arise when SPS damages Private Property in the lawful execution of SPS duties.

**2. SCOPE**

- 2.1. This policy applies to all SPS Employees and all bureaus, sections, teams and units.

**3. POLICY**

- 3.1 Not all claims for damage to Private Property will result in compensation to the owners and/or occupants.
- 3.2 SPS does not pay compensation for damage that may occur during the lawful execution of police duties. Examples include, but are not limited to damage caused:
  - a) during police enforcement actions where the owner or occupant of the damaged Private Property is a suspect or the intended target of police enforcement action;
  - b) by forced entry into a building or dwelling to execute a warrant (including search warrants, arrest warrants, *Feeney* warrants);
  - c) by forced entry into a building or dwelling to apprehend a person under sections 28, 39 or 41 of the *Mental Health Act*;

- d) to Private Property where the damage existed before or after police enforcement action;
  - e) by a physical altercation during arrest causing damage to a neighbouring house, yard, fence, vehicle or personal property;
  - f) by installation of surveillance equipment causing damage to Private Property;
  - g) by contamination of Private Property by police deployment of OC spray, tear gas, CS gas and other noxious substances;
  - h) by boxing and pinning a suspect vehicle fleeing from police or other traffic enforcement actions, causing damage to the pursued vehicle; and,
  - i) where the damage is reasonable in the circumstances, balanced with the need to minimize threats and risks posed to the public, the suspect and police officers.
- 3.3 SPS may consider goodwill payments for property damage by police or costs to secure the premises in cases where the City of Surrey would not otherwise approve payment under its *Claims Settlement Policy* but where it is deemed to be in public interest or necessary for security, operational continuity or community relations. However, no such compensation shall be considered:
- a) for claims involving bodily injury;
  - b) where total payment exceeds \$10,000; or,
  - c) where legal action has been filed.
- 3.4 The Chief Constable or designate may authorize a goodwill payment not exceeding \$10,000 where:
- a) damage occurred during the course of lawful police operations;
  - b) there is a compelling public interest, security consideration, or community relations benefit in offering compensation outside of the City of Surrey's claims process; and
  - c) the City is not required to pay under its *Claims Settlement Policy*.
- 3.5 SPS must not authorize any payment without:
- a) notifying City Risk Services in writing before communicating an offer to the affected party;
  - b) consulting the Risk Manager to confirm that payment will not prejudice the City's claims settlement process;
  - c) written approval of the Chief Constable or their designate; and
  - d) a signed Release and Waiver of claims by the affected party naming SPS, SPB and the City of Surrey as released parties.
- 3.6 All claims under this Policy which exceed \$10,000 must be referred to City Risk Services for handling under *City Policy No. Q-22 – Claims Settlement Policy*.



#### **4. MEMBERS AND EMPLOYEES**

- 4.1 Members will ensure that when they enter Private Property they:
  - a) have legal justification for the entry; and,
  - b) cause no more than reasonable damage in the circumstances, balanced with the need to minimize threats and risks posed to the public, the suspect and police officers.
- 4.2 When SPS Members damage Private Property, those Members must notify an SPS supervisor as soon as possible. The SPS supervisor will attend the scene, as soon as operationally possible.
- 4.3 Members must document the damage to Private Property with digital photographs, then send a timely report with photographs to the SPS General Counsel (Risk Manager).
- 4.4 If the owner or occupant of the damaged Private Property is present at the insecure premises, Members will turn the insecure premises over to the owner or occupant, once police enforcement action has been concluded and the premises have been made safe for entry by the owner or occupant.
- 4.5 If the owner or occupant is not present at the insecure premises and Members are unable to contact them, and if the Members are not able to secure the premises, Members will provide security until the insecure premises can be made secure or an owner or occupant can attend the scene. To avoid lengthy deployments of Members to guard insecure premises, Members should contact the Duty Officer to arrange for a property management service to secure the premises at the expense of the owner or occupant.
- 4.6 Members must make every reasonable effort to contact the property owner or authorized occupant to notify them of damage to the Private Property.
- 4.7 Members must provide property owners, occupants and claimants with an SPS file number.
- 4.8 If a complainant asks, Members will tell the property owner or occupant of their right to submit a compensation claim to SPS, and that an investigation may be conducted by SPS.
- 4.9 Members will explain the procedure for requesting compensation in a professional manner.
- 4.10 Members and Employees must not assume liability for SPS or the City, and must not offer or promise to pay compensation.
- 4.11 Members and Employees must not comment on the legitimacy of, or the expected outcome of, a claim or potential claim for compensation.
- 4.12 Members and Employees must immediately refer all claims for compensation to the Risk Manager (General Counsel, SPS Legal Services), who must immediately notify City Risk Services.
- 4.13 Where police enforcement action has caused damage to Private Property, Members will, before the end of their shift, attach a PRIME text page to the SPS file and provide details of the damage. The file must contain:
  - a) how and why the damage occurred;
  - b) full description of the damage;

- c) details of other parties that may have caused additional damage to Private Property, including fire, ambulance and other emergency services;
- d) photographs of the damage, where available; and,
- e) names and ranks of all SPS Members present when the damage occurred.

## **5. RISK MANAGER (SPS GENERAL COUNSEL)**

- 5.1 The Risk Manager will review each claim on its merits, including documents and invoices that establish the value of the damaged Private Property. See sections 3.2 and 3.3, above. Extenuating circumstances will be considered and may affect the status of a claim.
- 5.1 The Risk Manager will review and discuss potential goodwill claims with City Risk Services prior to a recommendation to the Chief Constable for payment.
- 5.2 The Risk Manager will conduct whatever investigation is required in the circumstances, and will deliver a compensation recommendation to the Chief Constable.

## **6. CHIEF CONSTABLE**

- 6.1 The Chief Constable will review the compensation recommendation from the Risk Manager for goodwill payments as described in sections 3.3 to 3.5 of this policy.
- 6.2 The Chief Constable has discretion to order a goodwill payment in accordance with sections 3.3 to 3.5 of this policy.
- 6.3 Subject to sections 3.5 and 3.6, the Chief Constable's decision is final.

## **7. CITY OF SURREY COMPENSATION CLAIMS**

- 7.1 Members should not discuss the City of Surrey City Policy No. Q-22 – *Claims Settlement Policy* compensation claim policy with property owners and occupants, other than to recommend reviewing the City of Surrey website.

## **APPENDIX A: DEFINITIONS**

“Chief Constable” means the Surrey Police Service Chief Constable.

“City” means the City of Surrey.

“Employees” means all employees of the Surrey Police Board.

“Member” means a Sworn Police Officer appointed by the Surrey Police Board.

“Private Property” includes real property (land, buildings, residences) and personal property (individual personal items, including vehicles).

“Risk Manager” means the General Counsel, SPS Legal Services.

“City Risk Services” means the City of Surrey Risk Management Team

“Warrant” includes search warrants, arrest warrants, *Feeney* warrants, and Form 21 *Director’s Warrant (Apprehension of Patient)* under the *Mental Health Act*.

## APPENDIX B: REFERENCES

*Local Government Act*, R.S.B.C. 2015, c. 1, sections 735 and 736:

### **6-month limitation period for Court actions against the City of Surrey:**

735. All actions against a municipality or regional district for the unlawful doing of anything that
- (a) is purported to have been done by the municipality or regional district under the powers conferred by an Act, and
  - (b) might have been lawfully done by the municipality or regional district if acting in the manner established by law
- must be commenced within 6 months after the cause of action first arose, or within a further period designated by the council or board in a particular case, but not afterwards.

### **2-month notice requirement respecting damages for claims to the City of Surrey:**

- 736(1) A municipality or regional district is in no case liable for damages unless notice in writing, setting out the time, place and manner in which the damage has been sustained, is delivered to the municipality or regional district, as applicable, within 2 months from the date on which the damage was sustained.
- 736(2) In case of the death of a person injured, failure to give the notice required by this section is not a bar to the maintenance of the action.
- 736(3) Failure to give the notice required by this section or its insufficiency is not a bar to the maintenance of an action if the court before whom it is tried, or, in case of appeal, the Court of Appeal, believes
- (a) there was reasonable excuse, and
  - (b) the defendant has not been prejudiced in its defence by the failure or insufficiency.

#### **City of Surrey, *City Policy No. Q-22 - Claims Settlement Policy* (October 14, 1997)**

- "1. The City does not accept responsibility for a claim unless it is the judgment of risk management and/or legal staff that the City would be held legally responsible for the injury or damage.
- 2. Council and staff will refer all potential injury and damage claims directly to the Risk Management Division without discussing City responsibility and the City's specific activities related to the incident."

FIN022 Third Party Use of SPS HQ



# BOARD REPORT

**REGULAR**

**REPORT DATE:** December 15, 2025

**BOARD MEETING DATE:** December 18, 2025

**BOARD REPORT #** 2025-GOV012

**TO:** Surrey Police Board

**FROM:** Governance Committee

**FILE:** 60540-20-03

**SUBJECT:** SPS 2026 Draft Strategic Plan

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## RECOMMENDATION

The Governance Committee recommends that the Surrey Police Board (the “Board”):

- A. Receive this report FOR DISCUSSION;
- B. Report to the Board on the development of the SPS 2026 Strategic Plan, and
- C. Provide feedback on the SPS 2026 Strategic Plan document for further development by SPS staff.

## SUMMARY

Respecting that SPS is still in the building stages, the SPS 2026 Draft Strategic Plan (Appendix I) covers a one-year period that focuses on the continued development of the organization to position SPS best to serve both the community and our employees as we complete the policing transition. The Board has a leading role in determining the priorities, goals and objectives for SPS, and the plan builds on previous research and survey data that has identified current and emerging public safety concerns and the priorities, goals and objectives of our community for their new police service. The Governance Committee will work with SPS to set key performance indicators that convert outputs into outcomes.

## DISCUSSION

Previous Strategic Plans developed by SPS incorporated organizational development goals, and the results and recommendations from the extensive community consultation conducted in the summer of 2024. They have also considered the priorities, goals and objectives provided by the Minister of Public Safety and Solicitor General, particularly establishing structures and training to address systemic racism, the 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. Priorities, goals and objectives provided by the Surrey Police Board and informed current public consultations and input from the City of Surrey will be incorporated into the 2026 plan as it is further developed.

The SPS 2026 Strategic Plan aims to demonstrate and confirm 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.

Five high level strategic priorities have been determined for 2026. These priorities are further broken down into strategies and actions for achieving goals and objectives attached to the particular priorities.

<b>Surrey Police Service 2026 Strategic Priorities</b>	
<b>Invest in Our People</b>	<ol style="list-style-type: none"> <li>1. <b>Recruiting</b></li> <li>2. <b>Training</b></li> <li>3. <b>Wellness</b></li> </ol>
<b>Complete the Transition</b>	<ol style="list-style-type: none"> <li>1. <b>Transition</b></li> <li>2. <b>Facilities</b></li> <li>3. <b>Assets</b></li> <li>4. <b>Communication</b></li> <li>5. <b>Financial</b></li> </ol>
<b>Optimize Technology</b>	<ol style="list-style-type: none"> <li>1. <b>Body Worn Cameras</b></li> <li>2. <b>Drones</b></li> <li>3. <b>Digital Evidence Management</b></li> <li>4. <b>Pole Cameras</b></li> <li>5. <b>Automated License Plate Readers</b></li> </ol>
<b>Optimize Community Engagement</b>	<ol style="list-style-type: none"> <li>1. <b>Community Engagement</b></li> </ol>
<b>Optimize Community Policing</b>	<ol style="list-style-type: none"> <li>1. <b>Crime Prevention</b></li> <li>2. <b>Community Safety</b></li> <li>3. <b>Traffic Safety</b></li> <li>4. <b>Customer Service</b></li> <li>5. <b>Emergency Preparedness</b></li> </ol>

## **RECOMMENDATION**

The Governance Committee recommends that the Board review the attached Draft 2026 Strategic Plan, and further report to the Board, requesting feedback on the development of the plan.

## **CONCLUSION**

The Strategic Plan is a commitment to reflect the community's values in our own and ensure accountability, public trust and confidence in SPS. Once approved by the Board, the finalized SPS 2026 Strategic Plan will be prepared to be released publicly, providing a clear illustration of SPS' plans, goals and commitments to the citizens of Surrey. This initial draft is provided for the Board's review. Feedback and suggestions will be incorporated into the next iteration, including updated priorities, goals, and objectives of the Board, the City, and the Province.



Nerissa Allen  
Chair, Governance Committee



**SURREY**  
**POLICE SERVICE**

# 2026 Strategic Plan

October 20, 2025



## Surrey Police Service 2026 Strategic Priorities

<b>Invest in Our People</b>	<ol style="list-style-type: none"> <li>1. Recruiting</li> <li>2. Training</li> <li>3. Wellness</li> </ol>
<b>Complete the Transition</b>	<ol style="list-style-type: none"> <li>1. Transition</li> <li>2. Facilities</li> <li>3. Assets</li> <li>4. Communication</li> <li>5. Financial</li> </ol>
<b>Optimize Technology</b>	<ol style="list-style-type: none"> <li>1. Body Worn Cameras</li> <li>2. Drones</li> <li>3. Digital Evidence Management</li> <li>4. Pole Cameras</li> <li>5. Automated License Plate Readers</li> </ol>
<b>Optimize Community Engagement</b>	<ol style="list-style-type: none"> <li>1. Community Engagement</li> </ol>
<b>Optimize Community Policing</b>	<ol style="list-style-type: none"> <li>1. Crime Prevention</li> <li>2. Community Safety</li> <li>3. Traffic Safety</li> <li>4. Customer Service</li> <li>5. Emergency Preparedness</li> </ol>

## Priority 1: Invest in Our People

The Surrey Police Service (SPS) is committed to building a modern, resilient organization by investing in the people who provide our service to the community. Through a strategic focus on recruiting, SPS will continue to attract a diverse, highly skilled workforce that reflects the community we serve and embodies our values of honour, integrity, respect, courage, compassion, and inclusiveness. We will strengthen our talent pipeline through targeted outreach, career pathway development, and professional civilian and sworn recruitment designed to meet the evolving needs of Canada's fastest-growing city.

Equally, SPS recognizes that recruitment alone is not enough—we must cultivate excellence through comprehensive training and support holistic wellness to sustain it. We will enhance training programs that prepare our members for the complexities of frontline policing, leadership roles, and emerging public safety challenges. At the same time, we will embed wellness into every stage of the employee lifecycle, advancing mental health supports, peer programs, and a culture of dignity and respect. Through these commitments, SPS will foster a professional environment where our people can thrive, grow, and deliver exceptional service to the residents of Surrey.

<b>Recruiting</b>	<ol style="list-style-type: none"> <li><b>Key Activity:</b> Hire 60 experienced officers; 75 recruits. <b>Measurement:</b> Recruiting targets met.</li> <li><b>Key Activity:</b> Hire 60 civilian positions. <b>Measurement:</b> Recruiting targets met.</li> </ol>
<b>Training</b>	<ol style="list-style-type: none"> <li><b>Key Activity:</b> Develop future leaders. <b>Measurement:</b> Number of police/civilian members trained.</li> <li><b>Key Activity:</b> Strengthen skill development. <b>Measurement:</b> Number of police officers trained in Investigative, Corporate and Community Policing Bureaus.</li> </ol>
<b>Wellness</b>	<ol style="list-style-type: none"> <li><b>Key Activity:</b> Continue the development of Wellness programs and resilience training. <b>Measurement:</b> Number of police/civilian members trained.</li> </ol>

## Priority 2: Complete the Transition

The Surrey Police Service (SPS) remains committed to completing the historic transition to a municipal policing model, ensuring a deliberate, district-by-district transfer of responsibilities from the RCMP through to the end of 2027. This priority reflects our responsibility to deliver a seamless and stable transition—one that strengthens local accountability, enhances service integration, and advances the vision of a modern police service built in and for the city of Surrey. Through disciplined planning and operational readiness, SPS will assume full policing jurisdiction with no compromise to public safety or community confidence.

To achieve this, SPS will advance key areas that support a successful transition: securing appropriate facilities and infrastructure, managing critical assets, implementing clear communication with all partners and the public, and exercising strong financial governance. This includes ensuring that our operational environments, tools, and technology align with the demands of a growing city, while maintaining transparency and fiscal responsibility. By completing the transition with purpose and precision, SPS will lay the foundation for a fully realized municipal police service that is ready, resilient, and accountable to the people of Surrey.

<b>Transition</b>	1. <b>Key Activity:</b> Develop a transition plan for Cloverdale District. <b>Measurement:</b> Plan drafted, approved by Police Board, and implementation underway.
<b>Facilities</b>	1. <b>Key Activity:</b> Develop a SPS Facilities Plan. <b>Measurement:</b> Plan drafted, approved by Police Board, and implementation underway.
<b>Assets</b>	1. <b>Key Activity:</b> Develop a Vehicle Plan. <b>Measurement:</b> Plan drafted, approved by Police Board, and implementation underway.
<b>Communication</b>	1. <b>Key Activity:</b> Keep employees informed through internal communications. <b>Measurement:</b> Plan drafted, approved by Police Board, and implementation underway.
<b>Financial</b>	1. <b>Key Activity:</b> Develop a 2026 Financial Plan that takes into account the RCMP demobilization. <b>Measurement:</b> Financial Plan met audit requirements.

## Priority 3: Optimize Technology

The Surrey Police Service (SPS) is committed to leveraging modern technology to enhance transparency, strengthen investigative capability, and improve the safety of both our officers and the community we serve. Through the adoption of body-worn cameras, SPS will reinforce public trust and accountability, ensuring interactions are documented with the highest standards of professionalism. Investments in drones, pole cameras, and automated license plate readers will expand our capacity to prevent and respond to crime with precision, enabling timely intelligence and enhanced situational awareness across Surrey's rapidly growing urban environment.

Central to this priority is the development of a robust digital evidence management framework that ensures secure, efficient, and lawful handling of digital information. By modernizing our technological infrastructure, SPS will not only support frontline operations but also provide prosecutors, partners, and the public with reliable, verifiable evidence. Optimizing technology at the Surrey Police Service is about integrating innovative capabilities in a way that advances community safety, strengthens investigations, and supports a future-ready municipal police service.

<b>Body Worn Cameras</b>	1. <b>Key Activity:</b> Continue to expand the Body Worn Camera deployment by 25. <b>Measurement:</b> Target achieved.
<b>Drones</b>	1. <b>Key Activity:</b> Continue to expand the drone deployment by 5. <b>Measurement:</b> Target achieved.
<b>Digital Evidence Management</b>	1. <b>Key Activity:</b> Fully implement Digital Evidence Management. <b>Measurement:</b> Target achieved.
<b>Pole Cameras</b>	1. <b>Key Activity:</b> Expand the Pole Camera Program by 3. <b>Measurement:</b> Target achieved.
<b>Automated License Plate Reader</b>	1. <b>Key Activity:</b> Purchase and develop an Automated License Plate Reader Program. <b>Measurement:</b> Target achieved.

## Priority 4: Optimize Community Engagement

The Surrey Police Service (SPS) is committed to deepening its relationship with the diverse communities it serves by advancing meaningful, accessible, and responsive engagement. Through a deliberate focus on community engagement, SPS will strengthen trust, enhance public dialogue, and ensure that local voices play an active role in shaping policing priorities. This includes meeting residents through neighbourhood outreach, youth engagement, cultural partnerships, or advisory forums. We want to ensure that every community in Surrey is heard, represented, and respected.

Optimizing community engagement means moving beyond traditional consultation and building ongoing, collaborative relationships rooted in transparency and accountability. SPS will implement engagement strategies that inform, empower, and educate, promoting shared responsibility for public safety. By fostering mutual understanding and open communication, SPS will reinforce its commitment to service legitimacy, inclusive policing, and the creation of safe, connected communities across Surrey.

<b>Community Engagement</b>	<ol style="list-style-type: none"> <li> <b>Key Activity:</b> With the Police Board, develop a comprehensive Community Engagement Plan.  <b>Measurement:</b> Target achieved.         </li> <li> <b>Key Activity:</b> Continue to engage with all community groups through presentations, focus groups, and needs assessments.  <b>Measurement:</b> Number of community engagements.         </li> <li> <b>Key Activity:</b> Continue to build partnerships with the City of Surrey and key stakeholders.  <b>Measurement:</b> Number of joint programs.         </li> <li> <b>Key Activity:</b> Continue to work with local land-based and urban indigenous populations to develop SPS's Indigenous Strategy.  <b>Measurement:</b> Completion of an Indigenous Strategy.         </li> <li> <b>Key Activity:</b> Develop a culturally responsive enhanced policing service agreement for Semiahmoo First Nation.  <b>Measurement:</b> Enhanced policing service agreement established.         </li> <li> <b>Key Activity:</b> Work with the Surrey School District, independent schools and local youth service agencies to develop a youth strategy.  <b>Measurement:</b> Youth Strategy developed.         </li> </ol>
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## Priority 5: Optimize Community Policing

The Surrey Police Service (SPS) is committed to delivering a community policing model that is proactive, visible, and deeply rooted in local needs. Through focused efforts in crime prevention, community safety, and traffic enforcement, SPS will work collaboratively with residents, businesses, schools, and partner agencies to reduce harm and enhance quality of life across Surrey's neighbourhoods. Our approach emphasizes early intervention, data-informed deployment, and evidenced-based strategies that address the root causes of crime and disorder before they escalate. Focus will be placed on key areas such as intimate partner violence, traffic safety, and organized criminality.

Optimizing community policing also means elevating the service experience for those who rely on police assistance. SPS will enhance customer service standards, ensure timely response, and strengthen public readiness through emergency preparedness initiatives. By combining prevention, engagement, and preparedness, SPS will help build communities that see their police service not only as responders in crisis, but as trusted partners in long-term public safety.

<b>Crime Prevention</b>	<ol style="list-style-type: none"> <li><b>Key Activity:</b> In collaboration with the City of Surrey, conduct an efficiency review of all crime prevention programs. <b>Measurement:</b> Review completed, and adjustments are made.</li> <li><b>Key Activity:</b> Enhance awareness of intimate partner violence. <b>Measurement:</b> Public awareness campaign.</li> </ol>
<b>Community Safety</b>	<ol style="list-style-type: none"> <li><b>Key Activity:</b> Employ strategies to reduce the Crime Severity Index below the provincial average. <b>Measurement:</b> Target achieved.</li> <li><b>Key Activity:</b> Continue to work with multiple law enforcement agencies and reduce the number of extortions and related shootings. <b>Measurement:</b> Reductions over 2025 metrics.</li> </ol>
<b>Traffic Safety</b>	<ol style="list-style-type: none"> <li><b>Key Activity:</b> With the City of Surrey, develop strategies to reduce the number of traffic fatalities below the provincial average (rate per 100,000). <b>Measurement:</b> Target achieved.</li> </ol>
<b>Customer Service</b>	<ol style="list-style-type: none"> <li><b>Key Activity:</b> Develop strategies to respond to all 911 calls within 8 minutes (90<sup>th</sup> percentile). <b>Measurement:</b> Target achieved.</li> <li><b>Key Activity:</b> Conduct a national review on response times for non-emergency call response and develop recommendations to the Police Board. <b>Measurement:</b> Recommendations assessed by Police Board and a plan is developed.</li> </ol>

<b>Emergency Preparedness</b>	<p>1. <b>Key Activity:</b> Develop a plan for enhanced emergency preparedness in regards to the FIFA World Cup.</p> <p><b>Measurement:</b> Plan developed and implemented.</p>
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# BOARD REPORT

**REGULAR**

**REPORT DATE:** December 15, 2025

**BOARD MEETING DATE:** December 18, 2025

**BOARD REPORT #** 2025-HRC011

**TO:** Surrey Police Board

**FROM:** Human Resources and Compensation Committee

**FILE:** 60540-20-02

**SUBJECT:** Family Services Employee Assistance Programs (FSEAP) Contract

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## RECOMMENDATION

The Human Resources and Compensation Committee recommends that the Surrey Police Board (the "Board"):

- A. Receive this report FOR DECISION; and
- B. Approve the contract between Family Services Employee Assistance Programs (FSEAP) and Surrey Police Board, to allow continuity of total benefits currently offered to employees of the Board.

## SUMMARY

At various previous meetings, the Surrey Police Board (the "Board") and the Committee of the Whole have received information and reports on work completed to establish a benefits structure. The purpose of this report is to provide further information on an additional benefit currently offered to employees of the Board called FSEAP.

Presently the City holds the contract with FSEAP; however, this contract will expire on December 31, 2025. The Board has established contracts and policies directly with service providers with respect to other benefits. To continue this specific benefit, a contract will need to be confirmed directly between FSEAP and the Board.

FSEAP is separate from benefits provided by Manulife. It is an important component of our current benefits package supporting wellness in the workplace.

## DISCUSSION

The contract between the Board and FSEAP will be effective from January 1, 2026 to December 31, 2026 with renewal options.



It is recognized that an employee's personal problems can seriously affect health and may adversely affect quality of life, work performance and safety. The FSEAP has been made available to help employees and their immediate family members deal effectively with these problems. The FSEAP will provide a comprehensive range of core services including clinical counselling services, integrated work/life services and web-based health and wellness resources. The services shall be provided in a professional and confidential manner without any prejudices.

The transition of the FSEAP contract from the City of Surrey to the Surrey Police Service (SPS) is being undertaken to ensure that employee assistance services are fully aligned with the operational independence of SPS. Confidentiality is a cornerstone of any employee assistance program. Employees must feel secure that their personal information, counselling records, and wellness concerns are protected and accessible only to qualified professionals within the program.

It is essential that only SPS Human Resource staff have access to SPS employee assistance files or information. This separation safeguards privacy, eliminates any perception of conflict of interest, and reinforces trust in the program. By maintaining strict confidentiality, SPS ensures that employees can seek help without hesitation or fear that sensitive matters could be shared outside the organization. Protecting this boundary is critical to fostering a culture of wellness, accountability, and professionalism within SPS.

## **RISK ASSESSMENT**

Not having a workplace wellness program can lead to increased healthcare costs, higher absenteeism, and lower employee morale and engagement. The risks include a less productive workforce, higher turnover, and a negative organizational culture that suggests a lack of care for employee well-being. Continuity is also important for the wellness of individual employees who have been receiving services through the contract currently held with the City.

## **FINANCIAL IMPLICATIONS**

Total financial implication	Approx. \$100,000	
This item is within Chief Constable Signing Authority	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
This item is within the annual approved budget	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
This item is a new funding request	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

Core FSEAP Services to Employees and Family Members are estimated at approximately \$100,000/year based on an estimated utilization rate of 20% for 1,000 employees. The utilization rate used is based on historical annual utilization of comparable organizations per FSEAP.

## **RESOURCE IMPLICATIONS**

The program is administered by FSEAP personnel. All fees for services rendered will be invoiced to the Board on a monthly basis.

## OPTIONS

Option A – The Board approves a contract to continue FSEAP benefits to employees.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Low cost, with high return on investment</li> <li>• Maintains continuity</li> <li>• Positive benefit to employee culture</li> </ul>	<ul style="list-style-type: none"> <li>• Marginal impact on costs</li> </ul>

Option B – The Board discontinues FSEAP benefits to employees.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Marginal cost-saving</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for higher absenteeism</li> <li>• Potential impacts on employee morale, health, productivity and turnover rates</li> </ul>

## RECOMMENDATION

The Human Resources and Compensation Committee recommends Option A to the Board.

## CONCLUSION

Approval is requested to confirm a contract between FSEAP and the Board to allow continuity of total benefits currently offered to employees of the Board.



James Carwana  
Chair, Human Resources and Compensation Committee



# BOARD REPORT

**REGULAR**

**REPORT DATE:** December 12, 2025

**BOARD MEETING DATE:** December 18, 2025

**BOARD REPORT #** 2025-FIN023

**TO:** Surrey Police Board

**FROM:** Finance and Risk Committee

**FILE:** 60540-20-03

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

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## RECOMMENDATION

The Finance and Risk 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 November 30, 2025.

## BACKGROUND

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

### Surrey Police Service Budget Summary

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

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

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

## DISCUSSION

As of November 30, 2025, year-to-date net expenditures totalled \$214.92M (75% of the total budgeted), as presented below. However, please note that at the time of writing, SPS has not received up-to-date financial data on the costs related to Lower Mainland Integrated Police Services or the Provincial Operations Support Unit. Therefore, the related expenditures are currently accrued or estimated as a proportion of the budgeted amount.

### 2025 Budget vs. Actual - Summary

*As of November 30, 2025*

	2025 Budget	YTD Actual	% Utilized	Remaining Budget
<b>SPS Operations</b>				
Board Remuneration	\$ 200,000	\$ 118,675	59%	81,325
Salaries and Benefits	172,106,116	137,115,996	80%	34,990,120
Other Operating Expenditures	49,386,581	28,662,914	58%	20,723,667
Equipment, Inventory and Capital	19,391,373	11,814,889	61%	7,576,484
<b>Total SPS Operations</b>	<b>241,084,070</b>	<b>177,712,473</b>	74%	63,371,597
<b>Lower Mainland Integrated Police Services</b>	<b>20,395,867</b>	<b>18,696,212</b>	92%	1,699,655
<b>Provincial Operations Support Unit *</b>	<b>35,029,374</b>	<b>31,273,837</b>	89%	3,755,537
	<b>296,509,311</b>	<b>227,682,522</b>	77%	68,826,789
Less: Revenues/Recoveries/Transfers	(11,426,000)	(12,760,107)	112%	1,334,107
<b>NET / TOTAL POLICING EXPENDITURES</b>	<b>\$285,083,311</b>	<b>\$ 214,922,415</b>	75%	70,160,896

*\* Please note that while the RCMP's Surrey Provincial Operations Support Unit's ("SPOSU") contract cost is a line item in the Surrey Police Board's budget, the Board has no oversight or control over the cost and deliverables of the contract, as the agreement is between the federal government and the Province of BC. This line item is added to the Board's budget and reporting for presentation purposes only, to provide interested stakeholders with a consolidated view of Surrey's total policing expenditures.*

The most significant costs in our budget and actual expenses are salaries and benefits, representing approximately 77% 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 November, SPS had 999 regular active employees on payroll, 619 sworn members, and 380 civilians, with an additional auxiliary pool of 105 active employees. (Auxiliary employees may not have work shifted each month; therefore, their employee count may fluctuate month over month.)

**COMPLIANCE**

All statutory remittances and reporting are currently up to date. Our reporting/remittance 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
  - Payroll remittances – immediately after each payroll (pay date)

**CONCLUSION**

This report is presented for information.



Sonia Parmar  
Chair, Finance and Risk Committee

Appendix I	Statement of Revenues and Expenditures – November 30, 2025
Appendix II	Statement of Operating Expenditures by Bureau – November 30, 2025



(APPENDIX I)

Statement of Revenues and Expenditures

For the period ended November 30, 2025

	Jan 25 - Nov 25
Revenues	
City of Surrey Funding	\$214,922,415.12
Provincial Government Funding	8,966,745.15
Federal Government Funding	204,924.44
Policing Service Recoveries	1,698,543.16
Training and Course Fees/Recoveries	39,576.50
Fees for Service	2,325,495.00
Interest Earned	107,789.15
Other Revenue	276,133.93
Deferred Revenue/Funding	(859,100.00)
Total Revenues	227,682,522.45
Operating Expenditures	
Board Remuneration	118,675.00
Salaries and Benefits	138,383,728.56
Consultants and Professional Services	7,833,503.83
Justice Institute of BC Recruit Training Fees	1,047,206.70
Training and Travel	1,468,305.80
Lower Mainland Integrated Police Services	18,696,211.64
Other/External Police Agency Support	30,168,772.33
Brand Development and Advertising	130,484.52
Events and Meetings	119,371.52
Facilities Operating Expenses	1,508,419.88
Leases and Rental	2,410,674.25
Memberships and Professional Dues	44,758.60
Other Expenditures	80,274.57
Risk Management and Insurance	406,391.49
Repairs and Maintenance	2,508,074.48
Service Fees	158,074.95
Software and Application Licences	5,394,978.54
Technology System Levies	1,847,064.04
Telecommunications/Telephony	682,554.53
Supplies and Materials	2,860,108.23
Total Operating Expenditures	215,867,633.46
Equipment, Inventory and Capital Expenditures	
IT Hardware/Equipment	1,558,631.29
Personal Issue Equipment - Policing Gear	1,387,793.58
Personal Issue Equipment - Uniforms	1,423,019.03
Specialty Equipment – Operational	917,802.36
Specialty Equipment – Public Order	5,858.25
Specialty Equipment – Training	74,567.98
Use of Force Equipment – Ammunition	318,591.41
Use of Force Equipment – Firearms	528,129.72
Use of Force Equipment – Non-Lethal	202,660.87
Vehicles/Police Fleet	2,959,696.34
Leasehold Improvements/Renovations	2,438,138.16
Total Equipment, Inventory and Capital Expenditures	11,814,888.99
Total Expenditures	227,682,522.45
Surplus / (Deficit)	\$-



(APPENDIX II)  
Statement of Operating Expenditures by Bureau  
For the period ended November 30, 2025

	Police Board	Office of the Chief Constable	Community Policing Bureau	Investigative Services Bureau	Corporate Services Bureau	Total
Operating Expenditures						
Board Remuneration	\$118,675.00	\$-	\$-	\$-	\$-	\$118,675.00
Salaries and Benefits	247,477.72	4,978,657.00	76,981,672.09	19,394,938.28	36,780,983.47	138,383,728.56
Consultants and Professional Services	256,154.99	1,106,953.69	820,996.32	127,205.68	5,522,193.15	7,833,503.83
Justice Institute of BC Recruit Training Fees	-	-	-	-	1,047,206.70	1,047,206.70
Training and Travel	7,449.17	60,224.27	26,930.96	83,425.27	1,290,276.13	1,468,305.80
Lower Mainland Integrated Police Services	-	-	-	18,696,211.64	-	18,696,211.64
Other/External Police Agency Support	-	-	173,717.44	65,753.78	29,929,301.11	30,168,772.33
Brand Development and Advertising	-	37,049.67	-	-	93,434.85	130,484.52
Events and Meetings	3,300.00	23,368.32	12,762.95	585.26	79,354.99	119,371.52
Facilities Operating Expenses	-	-	6,217.27	-	1,502,202.61	1,508,419.88
Leases and Rental	1,246.20	12,557.00	15,184.27	21.00	2,381,665.78	2,410,674.25
Memberships and Professional Dues	3,290.00	14,329.09	2,427.46	3,776.43	20,935.62	44,758.60
Other Expenditures	-	3,948.84	3,194.02	1,788.75	71,342.96	80,274.57
Risk Management and Insurance	-	2,223.40	2,214.60	-	401,953.49	406,391.49
Repairs and Maintenance	-	332.19	214,757.57	56,140.51	2,236,844.21	2,508,074.48
Service Fees	-	22,178.45	825.31	307.26	134,763.93	158,074.95
Software and Application Licences	-	13,378.98	2,411.50	32,911.39	5,346,276.67	5,394,978.54
Technology System Levies	-	-	-	-	1,847,064.04	1,847,064.04
Telecommunications/Telephony	-	-	-	-	682,554.53	682,554.53
Supplies and Materials	1,711.95	129,122.89	380,439.35	132,618.44	2,216,215.60	2,860,108.23
Total Operating Expenditures	\$639,305.03	\$6,404,323.79	\$78,643,751.11	\$38,595,683.69	\$91,584,569.84	\$215,867,633.46



# BOARD REPORT

## REGULAR

**REPORT DATE:** December 15, 2025

**BOARD MEETING DATE:** December 18, 2025

**BOARD REPORT #** 2025-FIN024

**TO:** Surrey Police Board

**FROM:** Finance and Risk Committee

**FILE:** 60540-20-04

**SUBJECT:** Enterprise Risk Management

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## RECOMMENDATION

The Finance and Risk Committee recommends that the Surrey Police Board (the "Board") receive this report FOR INFORMATION.

## SUMMARY

As SPS continues to build, the establishment of an Enterprise Risk Management (ERM) framework is essential. Working within an ERM structure will help SPS to identify areas of risk and establish metrics that will demonstrate growth and requirements for future planning. These metrics will result in regular assessments and reporting on a number of factors and occurrences related to organizational risk and administration.

The objectives of this approach are to establish a strong risk management function, leverage stronger internal risk management practices, create effective analysis and reporting structures that will help ensure consistent and regular risk management activities throughout the organization and support strategic and operational decision making.

## DISCUSSION

Analysis will begin with a select group of risk drivers across the organization, and the establishment of mitigation strategies and measurable statistics to track progress and/or performance relative to each:

- Grievances
- Lawsuits
- Complaints being investigated
- Complaints sustained
- Respectful Workplace complaints
- Human Rights Complaints
- IIO files
- Coroners Inquests
- Use of Force Incidents
- Long Term Sick
- Police vehicle collisions
- Major Policing Events (FIFA, Vaisakhi)
- Public Safety Threats (Extortions)
- Overtime
- Recruiting



Additionally, SPS will establish a Risk Management Unit and hire a Risk Manager in 2026, reporting to the Senior Manager, Strategic Operations. This unit will be responsible for the collection and analysis of risk related data, and monitoring and reporting of organizational risks across the organization.

## **CONCLUSION**

It is important that the Board has a full understanding of risks and reporting associated to the ongoing establishment of SPS, including policing operations and administration. SPS will establish an ERM framework and processes to assess and prioritize risks to ensure mitigation strategies and sufficient resources are in place. Reporting to the Board will be provided on a regular basis.

A handwritten signature in dark ink, consisting of a stylized 'S' followed by a loop and a horizontal line extending to the right.

Sonia Parmar  
Chair, Finance and Risk Committee

November 20, 2025

Cst. Halina Kompa  
Surrey Police Service

Dear Cst. Kompa,

I write on behalf of the Surrey Police Board. At our most recent meeting on November 13, 2025, Chief Lipinski informed the Board that you were awarded the Shield of Merit, also known as the Chief Constable's Award, while at the Justice Institute of BC. Congratulations!

As the first SPS recruit to be awarded the Shield of Merit, you should be especially proud but also know that the Surrey Police Board is proud you have been recognized and are starting your career with SPS. The basis for this award—grades, attitude, effort and work habits, leadership, integrity, and dress and deportment—set a standard for your peers and those recruits who follow in the months and years to come. Again, well done!

Once again, thank you for choosing SPS and helping to make a real impact on policing in our community. We wish you great success in your policing career with SPS.

Sincerely,



Harley Chappell  
Chair, Surrey Police Board

c.c. Chief Norm Lipinski

November 20, 2025

Cst. Jason Kingra  
Surrey Police Service

Dear Cst. Kingra,

I write on behalf of the Surrey Police Board. At our most recent meeting on November 13, 2025, Chief Lipinski informed the Board of your recent honour as being selected Valedictorian by your recruit classmates in Class 176 of the Justice Institute of BC. Congratulations!

Recognition by your peers and colleagues is special, especially at the start of your career. I am confident that we will celebrate your continuing achievements in years to come, but let me say for the moment that the Board is grateful you have chosen to begin your career with SPS and are demonstrating the character, attitude and values we hope of all who are part of the organization. I understand that you are a third generation police officer, following in the footsteps of your father and grandfather who undoubtedly fostered these traits in you. I am certain your family is proud of you, and we share in their pride.

Thank you for choosing SPS and helping to make a real impact on policing in our community. The Board wishes you much success in your policing career.

Sincerely,



Harley Chappell  
Chair, Surrey Police Board

c.c. Chief Norm Lipinski

November 18, 2025

The Honourable Gary Anandasangaree  
Minister of Public Safety  
Government of Canada

The Honourable Nina Krieger  
Minister of Public Safety and Solicitor General  
Province of British Columbia

Dear Ministers Anandasangaree and Krieger,

***Subject: Urgent Request for Coordinated Support to Address the Extortion Emergency***

On behalf of the Surrey Police Board, I write to convey deep concern about the escalating extortion emergency targeting residents and businesses in the City of Surrey and request urgent, coordinated support from both federal and provincial governments.

Over recent months, a flurry of extortion attempts has gripped our city, creating palpable fear among business owners, workers and residents, leaving many feeling vulnerable and anxious. This wave of criminal activity has emerged at a time when Surrey is in the midst of the largest and most complex policing transition in Canadian history.

Our city has recently held large public forums and community gatherings during which victims, often reluctantly, have stepped forward to share their harrowing and often personal, traumatic experiences. Their willingness to come forward and speak publicly arises from a sincere hope: that their stories generate collaboration, resources, and a unified response across all levels of government and law enforcement to address this crisis effectively and urgently.

In recent weeks, Mayor Brenda Locke made a direct appeal to the provincial government to act urgently to provide additional policing personnel, specifically requesting the deployment of Combined Forces Special Enforcement Unit (CFSEU) officers to bolster the efforts of our municipal officers. The Surrey Police Board is united with Mayor Locke in this matter. As Chair of the Surrey Police Board, and on behalf of my Board colleagues, I am writing not only to add our full support for this request but to call upon you and your governments to support this request as well.

Surrey Police Board directors serve on behalf of Surrey residents and are approached daily with their concerns, questions, and pleas for action. While we have immense faith in the professionalism, leadership, and dedication of Surrey Police Service, the severity and scale of the current emergency requires immediate reinforcement.

We therefore respectfully request an urgent meeting involving City of Surrey, local federal and provincial leadership, and senior leadership from all Lower Mainland law enforcement agencies participating in the Joint Task Force on extortions. This meeting is critical to confirm required levels of policing, assess intelligence needs, and determine coordinated operational responses to ensure we get ahead of the rapidly evolving threat.

Surrey is one of the fastest-growing cities in Canada and the second-largest city in British Columbia. What we are now facing—a significant extortion crisis that has emerged in just a few short years—demands swift, decisive, and collective action. No Canadian should live in fear, particularly at a time when residents are already struggling with affordability and other social pressures. The residents of Surrey are no different. We cannot allow this situation to deepen or further destabilize the safety of our communities.

The time to act is now.

The Surrey Police Board stands ready to support all immediate efforts to ensure safety and community confidence. Public safety remains the number one priority in Surrey. While we are committed to ensuring that Surrey Police Service receives every resource and level of support necessary to confront this crisis, this extortion crisis requires urgent and effective action from both senior levels of government. Canada and British Columbia must demonstrate that this wave of violence and threats will not stand in any Canadian community.

Thank you for your urgent attention to this matter. We look forward to your prompt response and to working together to protect the residents and businesses of Surrey.

Sincerely,



Harley Chappell  
Chair, Surrey Police Board

Cc: Mayor Brenda Locke  
Chief Constable Norm Lipinski  
Members of Parliament for Surrey  
Members of the Legislative Assembly for Surrey



HOUSE OF COMMONS  
CHAMBRE DES COMMUNES  
CANADA

*Sukh Dhalliwal*

Member of Parliament  
Surrey Newton

November 18, 2025

Mr. Harley Chappell  
Chair, Surrey Police Board

Dear Chair Chappell,

Thank you for your letter of November 18, 2025, expressing the Surrey Police Board's deep concern regarding the escalating extortion crisis affecting residents and businesses in our community. I appreciate the leadership you and the Board continue to demonstrate during this challenging time.

I want to assure you that your request for urgent, coordinated action is being taken very seriously. In response to the worsening situation, the Minister of Public Safety, the Hon. Gary Anandasangaree, the federal Pacific Caucus, and I have each written separately to the Premier of British Columbia and to the Minister of Public Safety and Solicitor General, the Hon. Nina Krieger. In all of our respective communications, we strongly urged the Province to immediately deploy CFSEU-BC resources to reinforce ongoing law enforcement efforts. We share the Board's view that this specialized support is essential to addressing the scale and complexity of the current threat.

In addition, I can confirm that an urgent multi-agency meeting, bringing together the City of Surrey, local federal and provincial elected officials, and senior leadership from all Lower Mainland law enforcement agencies participating in the Joint Task Force on extortions, is in active planning. This meeting is expected to take place within the next two weeks. Its purpose is precisely as you outlined: to determine required police resources, assess intelligence needs, and coordinate the unified operational response necessary to protect our community.

Public safety remains my highest priority. I share your view that no Canadian should live in fear, and I remain committed to ensuring that Surrey receives the full support needed from all levels of government to confront and stop this wave of extortions.

*Ottawa*

Room 350, Confederation Building  
Ottawa, Ontario K1A 0A6  
Tel.: 613-992-0666

*Constituency*

Unit 202 - 12992 76 Ave  
Surrey, British Columbia V3W 2V6  
Tel.: 604-598-2200

[sukhdhalliwal.liberal.ca](mailto:sukhdhalliwal.liberal.ca)



HOUSE OF COMMONS  
CHAMBRE DES COMMUNES  
CANADA

*Sukh Dhaliwal*

Member of Parliament  
Surrey Newton

Thank you again for your advocacy and dedication. I look forward to continued collaboration as we work together to safeguard the residents and businesses of Surrey.

Sincerely,

Sukh Dhaliwal, MP  
Surrey Newton

*Ottawa*

Room 350, Confederation Building  
Ottawa, Ontario K1A 0A6  
Tel.: 613-992-0666

*Constituency*

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Tel.: 604-598-2200

[sukhdhaliwal.liberal.ca](http://sukhdhaliwal.liberal.ca)

Minister of Public Safety



Ministre de la Sécurité publique

Ottawa, Canada K1A 0P8

November 20, 2025

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

Dear Mr. Chappell:

Thank you for your letter regarding the recent surge in extortion-related activity in Surrey and the broader Lower Mainland. I appreciate your leadership and the Surrey Police Board's commitment to public safety during this challenging time.

The Federal Government shares your concern about the severity and scale of this crisis. I fully support your call for an urgent, coordinated meeting involving federal, provincial, and municipal governments and law enforcement. A unified response is essential to ensure community safety and restore public confidence.

I am pleased to share with you that my team has been working with the provincial government to coordinate a meeting along these lines. Details are still being finalized, and you will be kept informed of next steps when we are ready to formally move forward. They are working to ensure that this happens in the very near future, while ensuring that it is done right.

I look forward to joining you and other leaders in Surrey to advance a collaborative and effective strategy to address this threat.

Thank you again for your continued efforts on behalf of Surrey residents.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Gary Anandasangaree'.

The Honourable Gary Anandasangaree, P.C., M.P.  
Minister of Public Safety





November 18, 2025  
Ref: 683210

Chief Constable Norm Lipinski  
Surrey Police Service  
14355 57 Avenue  
Surrey BC V3X 1A9  
Email: [Norm.Lipinski@surreypolice.ca](mailto:Norm.Lipinski@surreypolice.ca)

Surrey Police Board  
c/o Jason Kuzminski  
14355 57 Avenue  
Surrey BC V3X 1A9  
Email: [Jason.Kuzminski@surreypoliceboard.ca](mailto:Jason.Kuzminski@surreypoliceboard.ca)

Dear Chief Constable Lipinski the Surrey Police Board:

As the Director of Policing and Law Enforcement Services, it is my statutory responsibility to superintend policing in BC, and specifically to superintend the implementation of the Surrey Police Service (SPS) as the City of Surrey's police model.

I would like to thank Chief Constable Lipinski for his October 24, 2025, letter regarding the SPS' mobilization reporting for the eastern geographic area of District 5 (District 5-East) in the remaining area of South Surrey.

I am pleased to confirm that the necessary information has been provided regarding the SPS's upcoming assumption of all frontline policing and general investigative services in District 5-East, including:

- Special Victims Unit;
- Sophie's Place;
- Surrey Intimate Partner Violence Unit;
- General Investigations Unit;
- Serious Crime;
- Arson;
- Missing Persons Unit;

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- Legal Application Support Unit;
- Robbery;
- Economic/Financial/Cyber Crime;
- Digital Field Technical Services (DFTS);
- Strike Force Target Team;
- High Risk Target Team;
- NSOR & Repeat Violent Offenders checks;
- Criminal Intelligence Section;
- Surrey Gange Enforcement Team;
- Auto Crime Target Team;
- Property Crime Target Team;
- Drugs;
- Police Mental Health Outreach Team;
- Community Response Unit;
- Youth;
- School Resource Officer Program; and
- Mobile Street Enforcement Team.

Additionally, I can confirm that the relevant details were shared with my office to support the SPS' take over of the Criminal Crash Investigation (CCI) function for Districts 3 and 5.

Based on this information and the assessment conducted by my staff, I am satisfied that the SPS has met the requirements to assume the frontline and general investigative services in District 5-East, as well as CCI as specified, effective November 25, 2025.

I appreciate the collaboration and look forward to receiving more updates and documentation as the SPS prepares to take on policing responsibilities in Districts 4 and 2 starting in 2026.

Regards,



Glen Lewis

Assistant Deputy Minister

Director of Policing and Law Enforcement Services

Policing and Security Branch

Ministry of Public Safety and Solicitor General

pc: Jamie Lipp, Deputy Director, Indigenous, Core Policing, and Contract Management  
Brian Edwards, General Manager, Public Safety