



SURREY POLICE BOARD

Regular Meeting Agenda

Venue: SPS HQ - Boardroom

Date: March 12, 2026

Time: 2:00 PM

ITEM	PRESENTER
A. CALL TO ORDER	Chair
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 CONFLICTS	Chair
C. ADOPTIONS	Chair
1. Adoption of the Agenda – March 12, 2026	
2. Adoption of Minutes – December 18, 2025	
3. Adoption of Minutes – January 16, 2026 Special Board	
4. Adoption of Minutes – February 19, 2026 Special Board	
D. CONSENT ITEMS	
1. No consent items.	
E. PRESENTATIONS/DELEGATIONS	
1. Delegations	Jason Kuzminski
A. Mohkam Singh Malik	
2. Presentations	
A. Community Advisory Group on Extortions – Paul Dadwal	
B. Policing Transition Update – ADM Glen Lewis	
C. Governance Risks and Board Oversight of Transition Report 2026 R001 – FOR DISCUSSION	Jason Kuzminski
F. REPORTS	
BOARD CHAIR REPORT	Chair
CHIEF CONSTABLE REPORT	
1. Chief Constable’s Verbal Updates FOR INFORMATION	Chief Lipinski

COMMITTEE OF THE WHOLE REPORTS

- | | |
|---|------------------|
| 1. Policing Priorities for Surrey
Report 2026-GOV001-REVISED – FOR DECISION | Jason Kuzminski |
| 2. SPS 2026 Draft Strategic Plan
Report 2026-GOV002 – FOR DECISION | Jason Kuzminski |
| 3. Hiring and Diversity Update – Q4 2025
Report 2026 HRC001 – FOR INFORMATION | Director Carwana |
| 4. Governance Rule – Incentives
Report 2026 R002 – FOR DECISION | Jason Kuzminski |

G. SERVICE OR POLICY COMPLAINTS Jason Kuzminski

1. SPS 2026-001

H. INFORMATION

No information.

I. CORRESPONDENCE

1. Letter to Mayor Locke from Board Chair – re: Request for Extortion Resources
– Dated January 20, 2026

J. NEW/OTHER BUSINESS

No new business.

Other Business

No other business.

K. PUBLIC Q & A Chair

L. NEXT MEETING Chair

The next meeting of the Surrey Police Board is April 23, 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)(a), (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:

- (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 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: December 18, 2025

Time: 2:00 PM

Present:

Nerissa Allen
Sarbjit Bains
James Carwana
Bilal Cheema (Virtual)
Archie Johnston
Christine Mohr
Sonia Parmar
Rob Stutt

Regrets:

Harley Chappell

Staff Present:

Chief Norm Lipinski
Deputy Chief Todd Matsumoto
Deputy Chief Mike Procyk
Deputy Chief Michael LeSage
Sgt. Cindy Vance
Jason Kuzminski, Interim Executive Director
Marion Chow, Executive Assistant
Gayle Wlasiuk, Executive Services Manager
Inspector Jag Khosa, Executive Officer
Nathan Wong, Director, Finance

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 December 18, 2025 Regular Board meeting was called to order at 2:03 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 – December 18, 2025

It was

Moved by Rob Stutt
Seconded by James Carwana

That the agenda of the Surrey Police Board meeting of December 18, 2025 be adopted.

Carried.

2. Adoption of Minutes – November 13, 2025

It was

Moved by James Carwana
Seconded by Nerissa Allen

That the minutes of the Surrey Police Board meeting of November 13, 2025 be adopted.

Carried.

2. Adoption of Minutes – November 26, 2025

It was Moved by James Carwana
Seconded by Nerissa Allen

That the minutes of the Surrey Police Board meeting of November 26, 2025 be adopted.

Carried.

Director Parmar advised she will have to cede the chair to another director when the Finance and Risk Committee's (FRC) reports are to be presented on the agenda. A motion for Director Carwana to act as chair was approved.

D. CONSENT ITEMS

1. SPS Policy AD 8.10 – Compensation Claims for Property Damaged by Police
Report 2025-GOV011 - FOR DECISION

It was Moved by Rob Stutt
Seconded by Sarbjit Bains

That Policy AD 8.10 be deferred to the Governance Committee to confirm that the City's Solicitor is in agreement with the terms of Policy AD 8.10 to ensure compliance and confirm indemnification issues.

Carried.

The Vice Chair advised the Surrey Police Board that Report FIN022 on the agenda will be moved to the Closed meeting per Sec. 68(2) (b).

It was Moved by James Carwana
Seconded by Nerissa Allen

That Report FIN022 on the agenda be moved to the Closed meeting.

Carried.

Director Stutt opposed.

E. PRESENTATIONS/DELEGATIONS

1. SPS EmpowerHer Team

Sgt. Vance briefed the Board on the SPS EmpowerHer program.

The Surrey Police Board provided their questions and comments on the program and thanked Sgt. Vance for her presentation. The Board requested that written information be provided to the Board to circulate the program to the community.

2. No Delegation Requests

The Vice Chair provided information on a delegation request received on December 16, 2025 from Mohkam Singh Malik regarding ongoing extortion threats and funding to police extortions.

It was

Moved by Bilal Cheema

Seconded by James Carwana

That the delegation request be approved and the delegation be scheduled to appear before the Board at a future board meeting.

Carried.

F. REPORTS

CHIEF CONSTABLE REPORTS

1. Chief Constable's Updates - Verbal FOR INFORMATION

The Chief Constable provided the Board with updates on extortions, District 5 East takeover and recruiting.

The Board provided their questions and comments.

COMMITTEE REPORTS

Director Carwana took over chair duties for Director Parmar to present as Finance Chair.

Finance and Risk Committee (FRC)

1. Provisional 2026 SPS Budget Update – Verbal FOR DISCUSSION

The FRC Chair provided a verbal update on the status of the provisional 2026 SPS budget.

2. Third Party Use of SPS HQ Report 2025-FIN022 – FOR DECISION

This report was referred to the Closed meeting.

3. Chair's Updates - Verbal FOR INFORMATION

The FRC Chair provided an update on the committee's work and reports reviewed at the last meetings. The reports are provided in the agenda in greater detail.

Director Carwana turned back Chair duties to Vice Chair Parmar.

Governance Committee

1. Update on Board Development of Priorities for SPS – Verbal FOR DISCUSSION

The Governance Chair provided an update on the board’s development of priorities for SPS and advised on next steps.

2. SPS 2026 Draft Strategic Plan
Report 2025-GOV012 – FOR DISCUSSION

The Governance Chair provided an update on the development of the SPS strategic plan and next steps.

The Board provided their questions and comments.

3. Chair’s Updates – Verbal
FOR INFORMATION

The Governance Chair provided an update on the committee’s work and reports reviewed at the last meeting. The reports are provided in the agenda in greater detail.

Human Resources and Compensation Committee

1. Family Services Employee Assistance Programs (FSEAP) Contract
Report 2025-HRC011 - FOR DECISION

It was

Moved by James Carwana
Seconded by Nerissa Allen

That the Surrey Police Board 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.

Carried.
Director Stutt opposed.

2. Chair’s Updates - Verbal
FOR INFORMATION

The Human Resources and Compensation Chair provided an update on the committee’s work and reports reviewed at the last meeting.

G. SERVICE OR POLICY COMPLAINTS

No Service or Policy Complaints.

H. INFORMATION

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

4. Letter to Constable Jason Kingra – JIBC Award – Dated November 20, 2025

The Surrey Police Board received the above information.

I. CORRESPONDENCE

1. Letter to Ministers Anandasangaree and Krieger -re: Urgent Request for Coordinated Support to Address the Extortion Emergency – Dated November 18, 2025
 - a) Letter from MP Sukh Dhaliwal – Response to Chair’s letter – Dated November 18, 2025
 - 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

The Surrey Police Board received the above correspondence.

J. NEW BUSINESS

No new business.

K. PUBLIC Q & A

A member of the public asked questions about extortions and resourcing. The individual requested the delegation that was approved by the Board and the question was taken on notice to consider further when the delegation is presented.

L. NEXT MEETING

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

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) (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.

It was

Moved by James Carwana
Seconded by Nerissa Allen

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

Carried.

N. ADJOURNMENT

It was

Moved by James Carwana
Seconded by Nerissa Allen

That the December 18, 2025 Surrey Police Board meeting be adjourned.

Carried.

The Surrey Police Board meeting of December 18, 2025 adjourned at 3:23 PM.

Certified correct:

Marion Chow, Executive Assistant

Sonia Parmar, Vice Chair



SURREY POLICE BOARD

Special Meeting Minutes

Venue: Via Teams
Date: January 16, 2026
Time: 11:15 AM

Present:

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

Staff Present:

Chief Norm Lipinski
Jason Kuzminski, Interim Executive Director
Marion Chow, Executive Assistant

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 January 16, 2026 Special Board meeting was called to order at 11:20 AM.

B. DECLARATIONS OF ANY CONFLICT OF INTEREST

No Board Directors declared any conflict of interest.

C. ADOPTIONS

1. Adoption of the Agenda – January 16, 2026

It was

Moved by James Carwana
Seconded by Sarbjit Bains

That the Surrey Police Board adopt the agenda for the January 16, 2026 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 the Surrey Police Board adjourn the public portion of the special meeting to move to a closed session to discuss the following matter in accordance with Police Act, section 69 (2) (a), (b) and (c) of the Police Act.

Carried.

E. REPORT FROM CLOSED SESSION

1. Board Review of Information Related to Publicly-Reported Matter.
Report 2026-C001 – FOR DISCUSSION

Chief Lipinski provided the Board with details for information released to the publicly-reported matter.

The Board provided their questions and comments and discussed the next steps.

It was Moved by James Carwana
Seconded by Sarbjit Bains

That the Surrey Police Board allow the OPCC to finalize their investigation into the allegations before any further steps are taken by the Board and direct the Interim Executive Director to assist the Chair in drafting a media release to advise the public that the Board met to begin reviewing this matter.

Carried.

AND

It was Moved by James Carwana
Seconded by Christine Mohr

That the Governance Committee develop guidelines for managing requests from politicians to ensure the Chief Constable and SPS are buffered from any real or perceived influence over police operations. Once guidelines are developed, the Governance Committee will bring forward to the Board for review at a future board meeting.

Carried.

AND

It was Moved by James Carwana
Seconded by Sarbjit Bains

That the Board approve providing Surrey's Ethics Commission a copy of the redacted FOI records produced to Global News.

Carried.

Chief Lipinski exited the meeting at 11:52 AM.

Director Johnston exited the meeting at 12:40 PM.

The closed session of the January 16, 2026 special meeting concluded at 12:42 PM.

The January 16, 2026 special meeting returned to the public session of the meeting at 12:42 PM.

F. ADJOURNMENT

It was

Moved by Sarbjit Bains
Seconded by Christine Mohr

That the Surrey Police Board January 16, 2026 special board meeting be adjourned.

Carried.

The January 16, 2026 Surrey Police Board special meeting adjourned at 12:44 PM.

Certified correct:

Marion Chow, Executive Assistant

Harley Chappell, Chair



SURREY POLICE BOARD

Special Meeting Minutes

Venue: Via Teams
Date: February 19, 2026
Time: 11:30 AM

Present:

James Carwana
Harley Chappell
Archie Johnston
Rob Stutt

Staff Present:

Chief Norm Lipinski
DC Todd Matsumoto
Jason Kuzminski, Interim Executive Director
Marion Chow, Executive Assistant
Nathan Wong, Director, Finance
Lisa Eason, Sr. Manager, Strategic Comms

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 February 19, 2026 Special Board meeting was called to order at 11:32 AM.

B. DECLARATIONS OF ANY CONFLICT OF INTEREST

No Board Directors declared any conflict of interest.

C. ADOPTIONS

1. Adoption of the Agenda – February 19, 2026

It was Moved by Archie Johnston
Seconded by James Carwana

That the Surrey Police Board adopt the agenda for the February 19, 2026 special board meeting.

Carried.

MOTION TO HOLD A MEETING IN A CLOSED SESSION

It was Moved by Archie Johnston
Seconded by James Carwana

That the Surrey Police Board adjourn the public portion of the special meeting to move to a closed session to discuss a matter in accordance with Police Act, section 69 (2) (a), (b) and (c) of the Police Act.

Carried.

The closed session of the February 19, 2026 special meeting concluded at 11:35 AM.

It was Moved by Archie Johnston
Seconded by James Carwana

That the Surrey Police Board adjourn the closed portion of the special meeting and reconvene with the public session of the meeting.

Carried.

The February 19, 2026 special meeting returned to the public session of the meeting at 12:05 PM.

D. PROVISIONAL BUDGET ADJUSTMENTS

- 1. 2026 Provisional SPS Budget**
Report 2026-FIN001 – FOR DECISION

Chief Lipinski provided the Board with comments on the proposed adjustments to the 2026 Surrey Police Service Provisional budget and acknowledged the Board’s comments that if additional funding is required for 2026, SPS can make application to the City for the additional funding.

The Board provided their comments and confirmed that support would be provided by the Board if additional funding is required for 2026 per Sec.15 of the Police Act.

It was

Moved by Archie Johnston
Seconded by Rob Stutt

That the Surrey Police Board approve adjusting the 2026 SPS provisional budget to \$284,561,031; and

That this adjusted budget be submitted to City Council on or before March 1, 2026.

Carried.

E. ADJOURNMENT

It was

Moved by Archie Johnston
Seconded by Rob Stutt

That the Surrey Police Board February 19, 2026 special board meeting be adjourned.

Carried.

The February 19, 2026 Surrey Police Board special meeting adjourned at 12:11 PM.

Certified correct:

Marion Chow, Executive Assistant

Harley Chappell, Chair



BOARD REPORT

REPORT DATE: March 4, 2026

REGULAR

BOARD MEETING DATE: March 12, 2026

BOARD REPORT # 2026-R001

TO: **Surrey Police Board**

FROM: **Executive Director**

FILE: **60550-20-02**

SUBJECT: **Governance Risks and Board Oversight of Transition**

This report is FOR DISCUSSION.

PURPOSE

To outline the principal governance and enterprise risks associated with SPS takeover of policing D4 and to provide directors with key oversight questions for fulfilling their public interest accountabilities and statutory responsibilities under the *Police Act*.

CONTEXT

Municipal police boards in British Columbia are responsible for ensuring adequate and effective policing while maintaining governance oversight of strategic direction, financial stewardship, policy approval, and accountability. Expansion into a new geographic area constitutes material governance and risk management decisions. As the Surrey Police Board (the "Board") and SPS prepare for takeover of D4, it is imperative for the Board to consider risk exposure, fiscal commitments, service expectations, and accountability relationships and measures to mitigate and manage risks.

While the Board's role is not operational management, it owns legal liability for the organization and must ensure risks are identified, mitigated, monitored and managed, and transparently communicated. The risks discussed below may be eliminated or reduced as operational plans and mitigation strategies are implemented.

KEY GOVERNANCE RISKS AND OVERSIGHT QUESTIONS

1. Duty of Care and Fiduciary Oversight

Risk Overview

Board directors have a legal and ethical obligation to ensure that SPS can and does deliver services safely and competently. The duty of care requires directors to act prudently, on an informed basis, and in the best interests of the public and SPS. In a transition, this includes operational readiness, risk mitigation and lawful service delivery.

Governance Concerns

- Adequate staffing levels for both sworn and civilian employees
- Response times and coverage models
- Continuity of emergency service and dispatch levels
- Access to specialized services (major crime, forensics, tactical, cybercrime)

- Avoiding preferential treatment in districts

Questions Directors Should Ask

- Is there a documented operational readiness plan with clear milestones?
- Have staffing models been independently validated?
- What are the projected response times in the new territory?
- Are there contingency plans if recruitment targets are not met?
- Has a simulation exercise tested transition-day readiness?

2. Statutory and Regulatory Risk

Risk Overview

Expansion may create ambiguity regarding policing authority, reporting relationships, or compliance obligations, especially where another police agency is providing assistance. Unclear agreements or legislative authority may expose the Board to legal challenge or service gaps.

Governance Concerns

- Limits of legislative authority for expansion
- Inter-agency agreements and indemnification
- Scope and confirmation of provincial approvals and regulatory compliance

Questions Directors Should Ask

- What does the statutory authority to permit expansion allow and what not?
- Has independence legal counsel confirmed compliance with all provincial requirements?
- What MOUs or service agreements are required, and who bears liability under them?

3. Operational Risk

Risk Overview

Integration challenges can disrupt service delivery. Staffing and other resourcing, as well as differences in geography (e.g., rural, remote, highway) may alter response models and increase complexity.

Governance Concerns

- Clarification of core services and secondary services
- Service-level impacts in both existing and new districts
- Response times and deployment models
- Emergency management implications

Questions Directors Should Ask

- Will service levels decline in current jurisdictions as resources shift?
- If response to service calls is adjusted or popular secondary services are pared back or paused, what is the plan for restoration at steady-state?
- What performance benchmarks will demonstrate success?
- What operational risks for core and secondary services have been identified in the transition phase + how will these be mitigated?
- If implementation is phased, what are the decision milestones?

4. Human Resources and Labour Relations Risk

Risk Overview

Expansion places a strain on recruitment, training, supervision and leadership capacity and may risk impacts on retention of talent.

Governance Concerns

- Workplace planning and supervisory ratios
- Training capacity and onboarding timelines
- Collective bargaining implications
- Cultural integration and morale

Questions Directors Should Ask

- Does SPS have sufficient supervisory and command capacity?
- What are recruitment timelines and risks of accelerated hiring?
- Has SPU been formally consulted?
- Will expansion require incentives that have not been costed or budgeted?
- If additional resources are required for an aggressive experience-officer hiring plan, would the Province consider providing one-time targeted funding support?
- What is the impact on organizational culture and leadership stability?

5. Accountability and Public Trust Risk

Risk Overview

New communities may have distinct expectations, demographic profiles and/or historical experiences with policing. Failure to engage early and adequately (from the community's perspective) may erode trust.

Governance Concerns

- Community representation in governance decisions
- Transparency of decision-making
- Alignment with community safety priorities
- Reporting capacity and appropriate management and oversight of complaints

Questions Directors Should Ask

- Have community stakeholders been consulted and their concerns addressed?
- Are Indigenous and EDI considerations addressed?
- How will performance reporting reflect and be reflected in the expanded territory?
- How will community expectations be managed if transition requires service adjustments and/or popular secondary programs to be pared back or paused temporarily?
- What reputational risks have been assessed and how will they be mitigated and managed?

6. Legal Liability and Risk Management Exposure

Risk Overview

Expansion increases exposure to civil claims, complaints about inadequate or ineffective service delivery, oversight scrutiny, insurance risks and legal vulnerability.

Governance Concerns

- Insurance adequacy and indemnification
- Enterprise risk management framework
- Complaint process system and capacity
- Oversight and policies to prevent or reduce operational risks (e.g. use of force, minimums, etc.)

Questions Directors Should Ask

- Have enterprise risks been formally assessed?
- Is insurance coverage adequate?
- Can existing complaints processes manage increased volume?
- What additional oversight reporting will the Board receive?

7. Reputational and Strategic Risk

Risk Overview

Expansion can dilute strategic focus or create perception of over-reach/over-extension. Failure to execute effectively and meet expectation may result in public or political criticism.

Governance Concerns

- Alignment with Board-approved policing priorities and strategic plan
- Clarity of strategic rationale
- Political and intergovernmental dynamics
- Measurable success criteria

Questions Directors Should Ask

- What problems does expansion at this time solve, and what problems does it create?
- What are the measurable outcomes and timelines?
- What would constitute a failure, and what is the contingency/mitigation plan?
- Have we defined a formal post-implementation review process?

8. Documentation and Decision Process

Risk Overview

If proceeding with expansion despite uncertainty, the Board should ensure there is a record of questions, comments and recommendations that objectively demonstrates directors discharged their governance responsibilities.

Governance Recommendations

- Document risk discussions thoroughly
- Record dissenting views
- Ensure legal counsel input
- Adopt formal resolution acknowledging risk
- Require milestone reporting post-launch

CONCLUSION

Territorial expansion materially increases fiduciary exposure, complexity of oversight, and accountability expectations under the *Police Act*. Directors must ensure that expansion and implementation is legally sound, financially sustainable, operationally achievable, and publicly defensible. Robust questioning, disciplined risk assessment, and transparent governance processes will be essential to safeguarding both the Board and the communities it serves.



Jason Kuzminski
Executive Director



BOARD REPORT

REGULAR

REPORT DATE: March 5, 2026

BOARD MEETING DATE: March 12, 2026

BOARD REPORT # 2026-GOV001-REVISED

TO: Surrey Police Board

FROM: Governance Committee

FILE: 60540-02-03

SUBJECT: Policing Priorities for Surrey

The Governance Committee recommends the Surrey Police Board (the "Board") receive this report is FOR DECISION.

EXECUTIVE SUMMARY

- In November 2025, the Board directed the Governance Committee (the "GC") to confirm the priorities, goals and objectives identified in earlier surveys continue to be relevant to the community and stakeholders (the "PGOs").
- A "What We Heard" document was posted to the Surrey Police Board website from December to January 12, 2026, and sent directly to educational, Indigenous, business, faith-based, cultural and service organizations inviting feedback.
- At the close of the consultation period, several of those organizations communicated that they received the document, with most saying that they had no comment and a handful forwarding survey reports of their members or organizations.
- The consultation feedback does not materially change or impact the priorities that were previously identified and used by the Chief Constable to inform SPS's next strategic plan.

DISCUSSION

A core responsibility of municipal police boards in British Columbia is determining the priorities, goals and objectives of the police service. Once the priorities are established, they provide a framework for a strategic plan that sets out goals and objectives for achieving the priorities and KPIs to measure progress toward desired outcomes, and board meeting agendas can be structured around review of whether the goals and objectives are working.

The process for determining Surrey's priorities is led by the Surrey Police Board, in consultation with the Chief Constable, and requires the Board to take into consideration the Minister of Public Safety's priorities, goals and objectives for policing and law enforcement and Surrey Council's priorities, goal and objectives. The Minister's priorities were set out in a June 29, 2023 letter to chairs of municipal police boards that is attached as **Appendix I** and include Surrey's policing transition, addressing repeat and violent offending, and combatting gangs and criminal organizations. In May 2025, Surrey Council communicated its priorities and will soon finalize and forward its public safety priorities.

In accordance with *Police Act*, s. 26 (4) and Provincial Policing Standard 6.1.2 (5), the Board conducted community surveys seeking public input regarding top public safety priorities and goals for SPS. In 2025, shortly after it was reinstated, the Board reviewed the survey data and took steps to confirm that the

priorities to address organized criminal gangs, intimate partner violence, road safety and the transition had not changed. A consultation paper was posted publicly in December and sent to Indigenous leaders, educational institutions, business associations, faith-based and cultural communities and service organizations. In its January meeting, the Governance Committee reviewed feedback that expanded organized criminal gangs to include extortion threats that emerged over the course of 2025.

After careful consideration, the Governance Committee recommended the Board confirm the following strategic priorities: (1) completing the policing transition; (2) policing organized criminal gangs and extortion; (3) reducing intimate partner violence; (4) improving road safety; and (5) countering repeat offenders.

Strategic goals the public identified for improving public safety and feelings of safety include: (1) takeover of districts remaining under the command of RCMP; (2) a more visible presence of SPS in the community; (3) early intervention and prevention programs; (4) proactive public education about SPS, the municipal policing model and community policing; (5) regular opportunities for the public to engage the Surrey Police Board on shaping direction of SPS; and (6) involving diverse community partners in policing programs and initiatives as they are being developed.

To achieve these priorities and goals, stakeholders confirmed as their objectives (1) developing SPS officers and staff to be resilient listeners who are responsive to ideas for improving policing and safety that come from the grassroots of the community and are not top-down; (2) intercultural competency, bias-free and trauma-informed policing; and a workforce that is healthy, engaged, satisfied with the work and who make their career with SPS.

OPTIONS

A. Endorse the Governance Committee recommendation to approve the priorities.

Advantages

- Meets planned deadline for this year
- Results are consistent with PSSG priorities and CoS data
- Keeps on track for SPS strategic plan
- Allows a shift to focusing on a Board-led process for the next PGOs

Disadvantages

- None

B. Not endorse the priorities and direct staff to do work further on the priorities.

Advantages

- Enables further outreach and engagement on the current version of PGOs

Disadvantages

- Delays delivery of a key board accountability and delivery of SPS's 2026 strategic plan
- Contradicts GC's previous resolution to conclude this year's exercise and focus on a Board-led process for the next PGOs

RECOMMENDATION AND CONCLUSION

The Executive Director recommends the Board approve Option A.



Jason Kuzminski
Executive Director



BRITISH
COLUMBIA

VIA EMAIL

Ref. 653258

June 29, 2023

Dear Chairs of Municipal Police Boards:

I am writing to provide you with my policing and law enforcement priorities, goals and objectives to support public safety across British Columbia, in accordance with Sections 2.1, 26(4.1) and (4.2) of the *Police Act*. Municipal police boards must take these into account when determining the priorities, goals and objectives of their municipal police departments (Section 26(4.1)). To support the mandate given to me by the Premier of BC on December 7, 2022, the Province is launching measures to help keep British Columbians safe. My priorities are as follows:

- Address systemic racism through various initiatives;
- Implement the [BC First Nations Justice Strategy](#);
- The City of Surrey's police model transition.
- Collaborate with community partners on safety issues including mental health and addictions;
- Address repeat and violent offending;
- Increase use of Restorative Justice;
- Target proceeds of crime for high level organized criminals, in line with the [Cullen Commission recommendations](#);
- Combat gangs and criminal organizations that fuel the toxic drug supply;
- Support service delivery recommendations identified in the Special Committee on Reforming the Police Act; and

All policing and law enforcement agencies must engage with Indigenous communities and organizations in a respectful and culturally appropriate manner to improve the experience of Indigenous Peoples within the justice system, and to decrease the overrepresentation of Indigenous Peoples in the justice system. As outlined in the BC First Nations Justice Strategy, I expect police agencies across BC to work toward Reconciliation with Indigenous Peoples, support victims of violence, especially women and girls, co-developing policies, programs, and processes that are culturally appropriate and responsive, and participate in the comprehensive implementation of [Gladue principles](#). I expect that all cases of missing and murdered Indigenous women and girls are duly investigated and that police officers take seriously all reports of

.../2

missing Indigenous women and girls, and treat reportees with respect, compassion and empathy. Please ensure your police board and agency is in compliance with [BC Provincial Policing Standards](#) on the Promotion of Unbiased Policing, which begin to take effect July 30, 2023 (see 6.1, 3.2.5 and 3.2.6). Implementation may require the development of new policies and procedures, audits or reporting processes, ensuring officers have completed the required training on or before the effective dates, and keeping records of training. I encourage police boards to be engaged throughout the development process for all new Standards and to support implementation at the local level.

Premier David Eby announced the [Safer Communities Action Plan](#) in November 2022, which includes more mental health crisis response teams, new response teams to manage repeat violent offenders, and going after luxury goods of organized criminals. Police agencies should work with community partners to support the expansion of peer assisted care teams (PACT) in jurisdictions that currently have, or are planning to pilot, these programs. All police agencies should prioritize coordination and integration with health, mental health, and social service organizations to appropriately respond to mental health crisis calls.

The Province is working to help police reposition substance use as a health care issue, stressing the importance of evidence-based interventions, and the need for a trauma-informed and culturally safe approach to interactions with people who use drugs in our communities. Decriminalization is a first-of-its kind change to Canadian drug policy, and we must work together, including police leadership, to ensure that the framework is implemented in a safe and effective way. Decriminalization will allow police agencies to focus their efforts on organized crime, drug trafficking and illegal production and importation that is contributing to an increasingly toxic drug supply. The first phase of Decriminalization – police training – has launched, which most officers in the Province have completed (nearly 85 per cent). It will be important for agencies to prioritize the delivery of phase two training in 2023.

Addressing repeat violent offenders was further emphasized by the Province in March 2023, through the introduction of the Repeat Violent Offending Intervention Initiative (ReVOII) and Specialized Investigation and Target Enforcement Program (SITE). ReVOII enhances cooperative efforts between police, dedicated prosecutors and probation officers to focus on improving public safety by coordinating responses to and better outcomes for violent offenders, while SITE provides dedicated funding for police investigative and enforcement efforts to curb repeat, violent offending. I encourage every effort to collaborate across sectors to protect the most vulnerable members of our society from violence and exploitation, including human trafficking and online child exploitation, by using education, intervention, and enforcement strategies. Please continue to support your agency's efforts to prevent crime and increase participation in Restorative Justice.

I will continue to support police efforts to combat gangs and criminal organizations, including increasing support for initiatives that are proven to prevent and reduce serious crime and efforts to implement the recommendations of the Commission of Inquiry into Money Laundering in BC. In line with these recommendations, police agencies should prioritize efforts to pursue money laundering and proceeds of crime charges and to consider money laundering and proceeds of crime issues at the outset of the investigation, and whenever possible, identify criminal assets for seizure and/or forfeiture. It is important that police agencies support provincial initiatives aimed at addressing and preventing such crimes, including amendments to the *Civil Forfeiture Act*. Recently, the Province announced the creation of unexplained wealth orders (UWO). These orders will require people to explain how they acquired their assets if there is suspicion of unlawful activity. This is a powerful tool that will help pierce common money-laundering techniques, such as hiding assets with family members or associates, and removing the benefits of organized crime.

As you are aware, the Special Committee on Reforming the Police Act released its report with recommendations in April 2022. The recommendations are based on extensive analysis and input and reflect today's challenges, including addressing systemic racism, mental health, and harm reduction. Your police board is invited to participate in the BC Police Board Training Program, to address the needs expressed by the Committee to strengthen police board governance and oversight. Additionally, representatives of the Policing and Security Branch will be reaching out to the BC Association of Police Boards to advance the work of the Special Committee and engage on policies to inform new policing legislation.

To ensure police agencies can meet these priorities, goals and objectives, police boards and agencies may wish to enhance business intelligence practices through data-led and performance-led strategies. To protect public safety and officer safety, staffing levels must be managed effectively, including maintaining full authorized strength.

Lastly, as you know, the City of Surrey recently made decisions pertaining to its police model transition. As Minister, it is my responsibility to ensure that an adequate and effective level of policing is maintained in Surrey and across the province. The Surrey Police Board and their participation and collaboration in effecting the City's policing model transition, remains a priority for government.

Pursuant to Section 26(4.2) of the *Police Act*, municipal police boards must submit their priorities, goals and objectives to the Director of Police Services within thirty days of their establishment, or change. Please find enclosed a tool to assist municipal police board compliance with Sections 26(4.1) and (4.2). If you have any questions, please contact the Director of Police Governance, David Pilling at David.Pilling@gov.bc.ca.

Thank you to all police board members, officers and civilian staff for their commitment to public safety. I understand the complexity of policing and law enforcement in the current context and thank you for your commitment to collaboration as we move forward together in modernizing policing in BC. I appreciate your continued efforts to address challenges with innovative approaches and strategies to keep our communities safe.

Sincerely,

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

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

Attachment

pc: Rebecca Barley, Chair, Stl'atl'imx Tribal Police Board
Marnie Larson, Chair, SCBCTA Police Services Board(s)
Chief Adam Palmer, Chair, Organized Crime Agency BC
Glen Lewis, Assistant Deputy Minister and Director of Police Services
Megan Harris, Assistant Deputy Minister, Public Safety Transformation Taskforce
Colleen Spier, Assistant Deputy Minister, Indigenous Justice Secretariat
David Pilling, Director, Policing and Security Branch



BOARD REPORT

REGULAR

REPORT DATE: January 28, 2026

BOARD MEETING DATE: February 5, 2026

BOARD REPORT # 2026-GOV002

TO: Surrey Police Board

FROM: Governance Committee

FILE: 60540-20-03

SUBJECT: SPS 2026 Draft Strategic Plan

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

- A. Receive this report FOR DECISION; and
- B. Approve the 2026 SPS Strategic Plan attached as Appendix I.

SUMMARY

At its February meeting, the Board will consider approval of policing priorities for Surrey. In anticipation that the priorities will be approved, the Chief Constable has developed a strategic plan that sets our goals and objectives for measured progress of SPS advancing and achieving the priorities. Drafts of the strategic plan have been reviewed by the Governance Committee throughout the last quarter of 2025, and recommendations by the committee, including key performance indicators, have been incorporated into the version that is attached as Appendix I.

DISCUSSION

Recognizing that SPS is still in a build phase, the SPS 2026 Draft Strategic Plan covers a one-year period and focuses on the continued development of the organization to complete the policing transition. The plan is based on research and data from community surveys and takes into account input from the Minister of Public Safety and Solicitor General and Surrey City Council. Highlights of the goals and objectives for five organizational strategic priorities are as follows:

Surrey Police Service 2026 Strategic Priorities	
Invest in Our People	<ol style="list-style-type: none"> 1. Recruiting 2. Training 3. Wellness
Complete the Transition	<ol style="list-style-type: none"> 1. Transition 2. Facilities 3. Assets 4. Communication 5. Financial

Optimize Technology	<ol style="list-style-type: none"> 1. Body Worn Cameras 2. Drones 3. Digital Evidence Management 4. Pole Cameras 5. Automated License Plate Readers
Optimize Community Engagement	<ol style="list-style-type: none"> 1. Community Engagement
Optimize Community Policing	<ol style="list-style-type: none"> 1. Crime Prevention 2. Community Safety 3. Traffic Safety 4. Customer Service 5. Emergency Preparedness

OPTIONS

The Board has the following options:

A. Endorse the 2026 SPS Strategic Plan at Appendix I.

Advantages

- Provides guidance to SPS for 2026
- Links SPS operations and planning for the year to Board-approved policing priorities
- Supports good governance

Disadvantages

- None

B. Direct staff to do further work.

Advantages

- None

Disadvantages

- Creates uncertainty for organizational planning and key deliverables
- No clear rationale for delaying the plan

RECOMMENDATION AND CONCLUSION

The Governance Committee recommends Option A.



Nerissa Allen
Chair, Governance Committee



SURREY
POLICE SERVICE

2026 Strategic Plan

January 12, 2026

Surrey Police Service 2026 Strategic Priorities

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

Priority 1: 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.

Transition	1. Key Activity: Develop a Transition Plan for Cloverdale District. Measurement: Plan drafted, approved by Police Board, and implementation underway.
Facilities	1. Key Activity: Develop a SPS Facilities Plan. Measurement: Plan drafted, approved by Police Board, and implementation underway.
Assets	1. Key Activity: Develop a Vehicle Plan to support service delivery. Measurement: Plan drafted, approved by Police Board, and implementation underway.
Communication	1. Key Activity: Keep employees informed through internal communications. Measurement: Plan drafted, approved by Police Board, and implementation underway.
Financial	1. Key Activity: Develop a 2026 Financial Plan that takes into account the RCMP demobilization. Measurement: Develop Financial Plan in consultation with the Board and City of Surrey.

Priority 2: Optimize Community Policing

The Surrey Police Service (SPS) is committed to delivering a community policing model that is proactive, visible, and rooted in local needs. Through focused efforts in crime prevention and community safety, SPS will work collaboratively with residents, businesses, schools, and other partners 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.

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

Priority 3: Optimize Community and Business 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 and business engagement, SPS will strengthen trust, enhance public dialogue, and ensure that local voices play an active role in shaping policing priorities and safety outcomes. 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 and business 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.

<p>Community Engagement</p>	<ol style="list-style-type: none"> 1. Key Activity: With the Police Board, develop a comprehensive Community Engagement Plan. Measurement: Target achieved. 2. Key Activity: Continue to work with local land-based and urban indigenous populations to develop SPS’s Indigenous Strategy. Measurement: Completion of an Indigenous Strategy. 3. Key Activity: Develop a culturally responsive enhanced policing service agreement for Semiahmoo First Nation. Measurement: Enhanced policing service agreement established. 4. Key Activity: Work with the Surrey School District, independent schools and local youth service agencies to develop a Youth Strategy. Measurement: Youth Strategy developed.
<p>Business Engagement</p>	<ol style="list-style-type: none"> 5. Key Activity: Continue to engage with all community groups and businesses through presentations, focus groups, and needs assessments. Measurement: Number of engagements. 6. Key Activity: Continue to build partnerships with the City of Surrey, business community, and other key stakeholders to support coordinated responses to ongoing extortion-related issues and other emerging crimes. Measurement: Number of joint programs.

Priority 4: 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.

Recruiting	<ol style="list-style-type: none"> Key Activity: Hire experienced officers and recruits. Measurement: Number of officers hired as per 2026 budget. Key Activity: Hire civilian positions. Measurement: Number of civilians hired as per 2026 budget.
Training	<ol style="list-style-type: none"> Key Activity: Develop future leaders. Measurement: Number of police/civilian members trained. Key Activity: Strengthen skill development. Measurement: Number of police officers trained in Investigative, Corporate and Community Policing Bureaus.
Wellness	<ol style="list-style-type: none"> Key Activity: Continue the development of Wellness programs and resilience training. Measurement: Number of police/civilian members trained. Key Activity: Track and report staff vacancy numbers. Measurement: Maintain vacancy rate at or below the established industry benchmark. Key Activity: Track and report employee long term sick leave usage. Measurement: Maintain sick leave usage at or below the established industry benchmark.

Priority 5: Optimize Technology

The Surrey Police Service (SPS) is committed to leveraging modern technology to enhance efficiency and 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, 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.

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



BOARD REPORT

REGULAR

REPORT DATE: January 29, 2026

BOARD MEETING DATE: February 5, 2026

BOARD REPORT # 2026-HRC001

TO: Surrey Police Board

FROM: Human Resources and Compensation Committee

FILE: 60540-20-02

SUBJECT: SPS Q4 Hiring and Diversity Update

The Human Resources and Compensation Committee (the "HRCC") recommends the Surrey Police Board (the "Board") receive this report FOR INFORMATION.

BACKGROUND

At the HRCC meeting of January 19, 2026, the Chief Constable provided a briefing on SPS recruitment and hiring of sworn officers as of year-end 2025. The information provided to the committee indicates that SPS hiring is meeting plan targets, including SPS goals for a culturally diverse workforce.

DISCUSSION

Experienced Officer Hiring

As of December 31, 2025, SPS reports that it has 618 sworn officers, marking significant progress toward its goal of 860 officers by the end of the transition. Newly hired Experienced Officers (EO) attend six weeks of customized SPS training prior to their deployment. EO classes started at SPS in October and November 2025. They will join other EOs who have been recruited from various agencies across Canada, contributing to a wide array of skills, expertise, and perspectives that will be invaluable as SPS continues to expand.

Recruit Hiring

As of December 31, 2025, 91 SPS recruits have graduated and are now deployed. SPS currently has 51 recruits in training:

- **Recruit Class 9 (JIBC Class 176)** - 13 SPS recruits began training at the JIBC on January 13, 2025, and graduated on November 3, 2025
- **Recruit Class 10 (JIBC Class 177)** - 11 SPS recruits began training at the JIBC on May 5, 2025, and will graduate on March 13, 2026

- **Recruit Class 11 (JIBC Class 178)** - 19 SPS recruits have been hired and began training at the JIBC on September 8, 2025, graduating on July 10, 2026
- **Recruit Class 11 (JIBC Class 179)** - 21 SPS Recruits have been hired and began training at the JIBC on January 12, 2026.
- SPS Recruiting Section received 33 Recruit applications in October, 37 Recruit applications in November and 32 Recruit applications in December.

DIVERSITY STATISTICS

SPS has made significant strides in hiring and deploying officers while maintaining a strong focus on diversity. The department continues to expand both in terms of total staffing numbers and diverse representation, which is vital for ensuring that SPS can effectively engage with and serve the community. Recruitment remains a priority, with ongoing efforts to ensure that the department remains representative of the community it serves. It was noted at the recent HRCC meeting that close to half of the recent new recruit class were female.

Below are the current diversity statistics for the sworn officers and management roles, which illustrate the efforts made to ensure the workforce reflects our diverse community:

- **Management (Sworn)**
 - **Male:** 26 (78.79%)
 - **Female:** 7 (21.21%)
 - **Non-visible minority:** 17 (51.52%)
 - **Visible minority:** 11 (33.33%)
 - **Indigenous:** 5 (15.15%)
- **Sworn Officers (Total)**
 - **Male:** 492 (79.61%)
 - **Female:** 126 (20.39%)
 - **Non-visible minority:** 325 (52.59%)
 - **Visible minority:** 271 (43.85%)
 - **Indigenous:** 22 (3.56%)
- **Sworn Officer Diversity (Self-Identified)**
 - **Asian:** 62
 - **South Asian:** 149
 - **Black:** 7
 - **Southeast Asian:** 8
 - **Hispanic:** 1
 - **Filipino:** 18
 - **Middle Eastern:** 7
 - **Other:** 17
 - **Not a visible minority:** 271
 - **Multiple visible minorities:** 2
 - **Blank (no identification):** 54

Languages Spoken: A total of **36 languages** are spoken among SPS sworn officers, further demonstrating the diversity and cultural competence of the workforce.

FINANCIAL IMPLICATIONS

Not applicable.

RESOURCE IMPLICATIONS

Not applicable.

CONCLUSION

Recruiting, hiring, and deployment of SPS officers are critical components of building SPS and the corresponding demobilization of the RCMP. Ensuring that our workforce is representative of the community it serves is an important part of this process. Regular updates on the progress of recruitment, staffing, and diversity will continue to be provided.

The above matters are provided for the Boards awareness and information.

A handwritten signature in black ink, appearing to read 'James Carwana', with a long horizontal stroke extending to the right.

James Carwana
Chair, Human Resources and Compensation Committee



BOARD REPORT

REPORT DATE: March 6, 2026

REGULAR

BOARD MEETING DATE: March 12, 2026

BOARD REPORT # 2026-R002

TO: Surrey Police Board

FROM: Executive Director

FILE: 60550-20-02

SUBJECT: Governance Rule - Re: Incentives

This report is FOR DISCUSSION.

EXECUTIVE SUMMARY

- The Surrey Police Board recognizes that the current market for experienced police officers is highly competitive and may require incentives to attract experienced officers who can quickly add operational capacity, enhance community safety and strengthen the Surrey Police Service (SPS).
- As SPS expands into the next districts of the Surrey policing transition, the organization will need a significant increase in the number of qualified experienced officers before the end of 2026.
- As SPS meets this recruitment challenge, the Surrey Police Board is committed to ensuring that use of incentives is limited, targeted to address gaps, temporary and budgeted.
- To these ends, the Surrey Police Board's Human Resources and Compensation Committee has directed that a policy be developed to set out the guiding principles and a procedure by which proposals for incentives will be considered and evaluated.

DISCUSSION

Over the past few years, the labour market for qualified experienced police officers has grown in pressure. Several police agencies across Canada, and most of the police services that compete with SPS for talent have introduced a variety of recruiting incentives to attract experienced officers to their organizations. Some examples of recruiting incentives are a one-time signing bonus, retire-rehire benefits, and carry-over of vacation credits and/or other benefits earned at previous employment.

In addition to the same labour market pressures all police agencies face, SPS is faced with the unique pressure of needing to quickly add a significant number of experienced officers for capacity to take over command of District 4 (Cloverdale) and District 2 (Guildford-Fleetwood). An aggressive recruiting campaign may be required to have the operational capacity to ensure and enhance community safety as new recruits graduate from the police academy and qualify as sworn officers, but such campaigns present risks that should be mitigated by guiding principles set out in clear, transparent rules and policy.

A draft governance rule is attached as **Appendix I**. The purpose of the governance rule is to provide guidance from the Surrey Police Board to the Chief Constable for SPS policy and procedures. In particular, the draft rule clarifies what is required for Board approval of incentive proposals, and the principles that apply to incentive proposals. Specifically, incentives may only be approved if there is a demonstrated need that cannot be addressed otherwise; the incentives are targeted to address the need; the incentives are time-limited; and there is approved budget resources for the incentives.

The draft rule also proposes eligibility criteria, outlines some concepts for different incentive options, sets out some conditions for repayment, and reporting requirements regarding payments made, retention rates and other metrics.

CONCLUSION

The draft governance rule has not been previewed by the Surrey Police Board or any of its committees. It is recommended that the Board refer the draft rule to the Governance Committee or Committee of the Whole for substantive review and to recommend a final version for Board approval at the April meeting.



Jason Kuzminski
Executive Director

Appendix I – Draft Governance Rule - Incentives



GR – INCENTIVES	
LEGISLATIVE AUTHORITY	<i>Police Act, section 28</i>
DATE APPROVED	September 11, 2025
DATE REVIEWED	
DATE AMENDED	
DATE TO BE REVIEWED	2027
REPORTING REQUIREMENT	Annual reporting as set out in s. 4 of the rules

PURPOSE:

As employer of SPS, the Surrey Police Board strives for wages and benefits to remain competitive with comparable police services in the region and capable of attracting talent. The Board recognizes that from time to time, particularly during the policing transition, the demand to attract, recruit and experienced police officers whose skills and background support SPS’s mission, improve community safety and strengthen organizational capacity requires incentive payments. This police outlines the principles, eligibility criteria, types of incentives and accountability standards for recruiting experienced officers.

In accordance with section 28 of the *Police Act*, the Surrey Police Board (the “Board”) is responsible for establishing rules consistent with the *Act*, its regulations and the director of policing respecting the standards, guidelines and policies for the administration of the Surrey Police Service (“SPS”) and the efficient discharge of duties and functions of SPS and its sworn employees.

GUIDING PRINCIPLES

This recruitment and retention incentive policy is grounded on the following core principles:

- Incentives are to be resorted to reluctantly;
- Proposed incentives must be targeted to address a specific need for capacity;
- Approved incentives must be time-limited; and
- The cost of the incentives is budgeted.

Recruitment must prioritize experienced officers who demonstrate a commitment to service and community engagement, reflecting SPS’s mission to serve and protect all members of the community equitably.

Integrity must be evident in how incentives are offered and administered.

Decisions on recruitment incentives must be based on qualifications, experience and organizational needs, not on arbitrary factors. All criteria, incentives and processes are to be communicated clearly to candidates and stakeholders.

The policy supports efforts to build a workforce that reflects the diversity of Surrey and to remove barriers that may disproportionately affect applicants from under-represented groups.

Recognizing that experienced officers bring immediate operational capacity, reduce training costs and time and enhance institutional knowledge, incentives should acknowledge and reward these benefits to the organization.

DEFINITIONS

Experienced Officer means a candidate who has served at least **X** years with a recognized police service and meets provincial certification standards.

Incentive means monetary or non-monetary benefit offered as part of recruitment (e.g., signing bonus, relocation support, vacation credit).

Baseline salary means the standard compensation for a sworn member of SPS.

ELIGIBILITY CRITERIA

The qualify as an Experienced Officer under this policy, a candidate must:

1. Hold current certification or meet provincial policing standards;
2. Have a minimum of **X** years of sworn law enforcement experience;
3. Pass all standard recruitment vetting, background checks, and fitness assessments;
4. Provide verifiable service records from previous agencies; and
5. Be willing to serve in an identified area requiring increased capacity.

INCENTIVE COMPONENTS

The Board will consider a proposal for an incentive program which may include:

1. A one-time signing/recruitment bonus payable upon successful appointment;
2. Placement of experienced officers at a higher step or rank within the pay scale based on years of verifiable experience;
3. Reimbursement of reasonable relocation costs associated with moving to serve in Surrey;
4. Enhanced leave and/or benefits.

CONDITIONS

1. Incentives may require a minimum service commitment and requirement for a candidate who leaves before the end of the commitment period repay all or a prorated amount of the incentive.
2. An incentive program is subject to available budget and board approval.
3. All incentive offers must be documented in the Experienced Officer's appointment letter.

ACCOUNTABILITY AND REPORTING

Recruitment outcomes and incentive expenditures will be reported annually to the Board.

Metrics to track include:

- Number of Experienced Officers recruited
- Retention rates
- Diversity outcomes

EVALUATION AND REVIEW

This policy shall be reviewed every 2 years (or sooner if required) to ensure alignment with organizational needs, labour market conditions, and equity considerations

From: S. 22(1)

Sent: December 26, 2025 3:48 PM

To: Conduct <Conduct@surreypolice.ca>; mayor@surrey.ca; SPB Info <info@surreypoliceboard.ca>

Cc: letters@surreynowleader.com

Subject: please stop running over your own citizens

CAUTION: This message came from a sender that is outside the SPS. Please try to avoid opening links or attachments from external senders unless you are absolutely sure it is safe to do so. BE CAREFUL - if you are unsure please phone the IT Service Centre.

Hello

I would like a response on this.

I know you're a new police department figuring things out.

But just in case you weren't aware, running over and killing your innocent citizens isn't a great way to instill trust and confidence in your police force.

2 completely preventable deaths at the hands of your officers is absolutely disgusting.

Please have a safety meeting with your officers about staying off their laptops and phones while driving.

Please let me know what is being done to prevent these tragedies in the future.

regards

S. 22(1)

December 30, 2025

VIA EMAIL: S. 22(1)

Dear S. 22(1)

This letter is to acknowledge receipt of your December 26, 2026 email correspondence to the Surrey Police Board, a copy of which is attached.

The matters referenced in your letter have been reported to the Independent Investigations Office (IIO), which is the civilian-led police oversight agency responsible for conducting investigations into police-involved incidents of death or serious harm. In both [Fatal Motor Vehicle Incident in Surrey \(2025-286\)](#) and [Fatal Motor Vehicle Incident in Surrey \(2025-296\)](#), the IIO has asserted jurisdiction and is conducting its investigations. Your correspondence has also been forwarded to the Office of the Police Complaint Commissioner (OPCC) which has independent oversight of municipal police complaints.

To protect the integrity of the IIO and OPCC processes, the Board will await the outcome of their reviews and correspond with you further in due course.

Sincerely,



Harley Chappell
Chair, Surrey Police Board

cc. Prabhu Rajan, Police Complaint Commissioner
Glen Lewis, Assistant Deputy Minister of Public Safety and Director of Police Services
Chief Constable Norm Lipinski, Surrey Police Service
Jason Kuzminski, Surrey Police Board

March 3, 2026

VIA EMAIL: **S. 22(1)**

Dear **S. 22(1)**

Re: Surrey Police Board Service or Policy Complaint File No. S. 22(1)

This letter is to acknowledge receipt of your email expressing concern about the adequacy and appropriateness of SPS training and policies regarding motor vehicle operations. In accordance with the *Police Act*, s. 169 (1)(c), a copy of your letter has been forwarded to Chief Constable Lipinski and to the Police Complaint Commissioner and will be placed on the agenda of the Board's next meeting on March 12, 2025.

At the meeting, the Board may decide to take any of the following actions set out in the *Police Act*, s. 171 (1) to address the matter:

- (a) Request the Chief Constable of SPS investigate and report on the complaint;
- (b) Initiate a study concerning the complaint;
- (c) Initiate an investigation into the complaint;
- (d) Dismiss the complaint on grounds set out elsewhere in the Act; or
- (e) Take any other course of action the Board considers necessary to respond adequately to the complaint.

The meeting starts at 2:00 p.m. and can be attended in-person or viewed by live-webcast. A link to the webcast will be available on the Board's website: www.surreypoliceboard.ca. The agenda and a redacted copy of your letter and attachments will also be available online on the Board's website prior to the meeting. The Board Office will notify you in writing of any decision that is made at the meeting.

If you have any further questions or concerns, please contact Jason Kuzminski, Executive Director at Jason.Kuzminski@surreypoliceboard.ca.

Sincerely,



Harley Chappell
Chair, Surrey Police Board

cc. Prabhu Rajan, Police Complaint Commissioner
Chief Constable Norm Lipinski, SPS
Jason Kuzminski, Surrey Police Board

January 20, 2026

VIA EMAIL

Mayor Brenda Locke
Surrey City Hall
13450 – 104 Avenue
Surrey, BC V3T 1V8

Dear Mayor Locke,

Following up on our conversation this weekend, Chief Lipinski has written Assistant Deputy Minister and Director of Policing Lewis formally calling for extortion resources that were announced but have not yet been mobilized. I am forwarding you a copy of the Chief Constable's letter.

As we discussed, there is an opportunity for the City of Surrey and Surrey Police Board to advocate jointly on matters like these and amplify our voices through collective action.

Sincerely,



Harley Chappell
Board Chair
Surrey Police Board

cc. Chief Constable Norm Lipinski, SPS
Jason Kuzminski, SPB Interim Executive Director