



# SURREY POLICE BOARD

## Regular Meeting Agenda

Venue: SPS HQ - Boardroom

Date: June 17, 2026

Time: 2:00 PM

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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
<ol style="list-style-type: none"><li>1. Adoption of the Agenda – June 17, 2026</li><li>2. Adoption of Minutes – April 30, 2026</li><li>3. Adoption of Minutes – May 12, 2026 Special Board</li><li>4. Adoption of Minutes – May 29, 2026 Special Board</li></ol>	
<b>D. CONSENT ITEMS</b>	
No consent items.	
<b>E. PRESENTATIONS/DELEGATIONS</b>	
No delegations or presentations.	
<b>F. REPORTS</b>	
<b>BOARD CHAIR REPORT</b>	
Chair	
<b>COMMITTEE REPORTS</b>	
<b>FINANCE AND RISK COMMITTEE</b>	
<ol style="list-style-type: none"><li>1. <b>Acquisition of Mobile Workstations</b> Report 2026-FIN007 – FOR DECISION Director Duncan</li><li>2. <b>Assignment of Medical Services Agreement</b> Report 2026-FIN008 – FOR DECISION Director Duncan</li><li>3. <b>Amendment to Policy AD 8.9 – Delegation of Financial Authority and Appointment of Signing Officers</b> Report 2026-FIN009 – FOR DECISION Director Duncan</li><li>4. <b>Third-Party Use of SPS Headquarters (OCABC)</b> Report 2026-FIN010 – FOR DECISION Director Duncan</li><li>5. <b>Chair’s Updates – Verbal</b> Director Duncan</li></ol>	

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**GOVERNANCE COMMITTEE**

- |           |  |                 |
|-----------|--|-----------------|
| <b>1.</b> | <b>Service or Policy Complaint – File 2026-002</b><br>Report 2026-GOV008 – FOR DECISION                                  | Director Madsen |
| <b>2.</b> | <b>Service or Policy Complaint – File 2026-003</b><br>Report 2026-GOV009 – FOR DECISION                                  | Director Madsen |
| <b>3.</b> | <b>Executive Communications on Intergovernmental Affairs and Governance Matters</b><br>Report 2026-GOV010 – FOR DECISION | Director Madsen |
| <b>4.</b> | <b>Remuneration for Ad Hoc Committees</b><br>Report 2026-GOV011 – FOR DECISION   | Director Madsen |
| <b>5.</b> | <b>Chair’s Updates – Verbal</b>  | Director Madsen |

**HUMAN RESOURCES AND COMPENSATION COMMITTEE**

- |           |                                 |                 |
|-----------|---------------------------------|-----------------|
| <b>1.</b> | <b>Chair’s Updates – Verbal</b> | Director Thomas |
|-----------|---------------------------------|-----------------|

**CHIEF CONSTABLE REPORT**

- |           |  |                 |
|-----------|--|-----------------|
| <b>1.</b> | <b>Chief Constable’s Verbal Updates</b><br>FOR INFORMATION | Chief Matsumoto |
|-----------|--|-----------------|

**G. EMERGING RISKS**

**H. INFORMATION**

- |           |   |
|-----------|---|
| <b>1.</b> | <b>Year to Date Expenditures – April 30, 2026</b><br>Report 2026-FIN011 – FOR INFORMATION |
|-----------|---|

**I. NEW/OTHER BUSINESS**

No new business.

**Other Business**

- |                            |       |
|----------------------------|-------|
| <b>J. PUBLIC Q &amp; A</b> | Chair |
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|------------------------|-------|
| <b>K. NEXT MEETING</b> | Chair |
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The next meeting of the Surrey Police Board is September 9, 2026.

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| <b>L. MOTION TO HOLD A MEETING OF THE COMMITTEE OF THE WHOLE</b> | Chair |
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- |                       |       |
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| <b>M. ADJOURNMENT</b> | Chair |
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# SURREY POLICE BOARD

## Regular Meeting Minutes

Venue: SPS-HQ -Boardroom

Date: April 30, 2026

Time: 2:00 PM

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### **Present:**

Harley Chappell  
James Carwana  
Archie Johnston  
Rob Stutt  
George Duncan  
Hanne Madsen  
Jessie Sidhu  
Larry Thomas

### **Regrets:**

Perm Jawanda  
Gayle Wlasiuk, Executive  
Services Manager

### **Staff Present:**

Chief Norm Lipinski  
Deputy Chief Todd Matsumoto  
(Virtual) Deputy Chief Mike Procyk  
Deputy Chief Michael LeSage  
Jason Kuzminski, Executive Director  
Marion Chow, Executive Assistant  
Supt. Raj Mander  
Inspector Jag Khosa, Executive Officer

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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 April 30, 2026 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 (the “Board”).

### **C. ADOPTIONS**

#### 1. Adoption of the Agenda – April 30, 2026

It was

Moved by James Carwana  
Seconded by Archie Johnston

That the agenda of the Surrey Police Board meeting of April 30, 2026 be adopted.

Carried.

#### 2. Adoption of Minutes – March 12, 2026

It was

Moved by Archie Johnston  
Seconded by James Carwana

That the minutes of the Surrey Police Board meeting of March 12, 2026 be adopted.

Carried.

#### 2. Adoption of Minutes – March 27, 2026 Special Board

It was

Moved by Archie Johnston  
Seconded by James Carwana

That the minutes of the Surrey Police Board meeting of  
March 27, 2026 be adopted.

Carried.

**D. CONSENT ITEMS**

1. No consent items.

**E. PRESENTATIONS/DELEGATIONS**

**No delegations or presentations.**

**F. REPORTS**

**BOARD CHAIR REPORT**

The Chair the welcomed new directors to the Surrey Police Board (Board) and acknowledged how quickly they have completed orientation and began work in the various committees. Key priorities endorsed by the Board include continuing to focus on community concerns, completing the transition, and ongoing extortion response.

**CHIEF CONSTABLE REPORT**

1. Chief Constable's Verbal Updates  
FOR INFORMATION

The Chief Constable reported continuing progress in the addressing extortions in Surrey and the work of Project Assurance. These improvements reflect sustained enforcement, prevention efforts and community engagement. SPS is working collaboratively with many other agencies in the lower mainland and nationally. While trends are positive, the impact on victims remains serious and efforts must continue.

**COMMITTEE REPORTS**

**FINANCE COMMITTEE**

1. Patrol Vehicle Purchase  
Report 2026-FIN002 - FOR DECISION

It was

Moved by Archie Johnston  
Seconded by Rob Stutt

That the Surrey Police Board approve the recommendation  
for SPS to order up to 68 vehicles in 2026 from Mainland  
Ford Ltd.;

AND

It was Moved by Archie Johnston  
Seconded by Larry Thomas

That the Surrey Police Board establish an expenditure limit of \$7,684,000 for the acquisition of the vehicles;

AND

It was Moved by James Carwana  
Seconded by Hanne Madsen

That the Surrey Police Board authorize the Chief Constable to execute the necessary documents and agreements for the acquisition of the vehicles up to the total contract value.

Carried.

2. Payroll Build Contract  
Report 2026-FIN003 – FOR DECISION

It was Moved by Archie Johnston  
Seconded by Larry Thomas

That the Surrey Police Board approve the recommendation to extend the contract with PayTech Human Capital Management Consulting Inc. the expenditure limit of \$635,800 to complete the build project;

AND

It was Moved by James Carwana  
Seconded by Jessie Sidhu

That the Surrey Police Board delegate authority to the Chief Constable to execute the documents to effect the extension up to the expenditure limit.

Carried.

3. Renewal/Extension of Consulting Contracts  
Report 2026-FIN004 – FOR DECISION

It was Moved by Archie Johnston  
Seconded by Larry Thomas

That the Surrey Police Board approve the recommendation to extend the IT contracts for the additional terms and maximum fees as detailed in the report;

AND

It was Moved by Archie Johnston

Seconded by Hanne Madsen

That the Surrey Police Board delegate authority to the Chief Constable to execute the documents to effect the extensions and maximum fee amounts set out in the table in the report.

Carried

- (Report FIN005 deferred to future meeting)
4. Electronic Documents Records Management System  
Report 2026-FIN005 – FOR DECISION

5. Chair’s Updates – Verbal  
FOR INFORMATION

The Finance and Risk Committee (FRC) Chair provided the Board with information on the committee’s effort to thoroughly understand issues and improve current processes such as granting full signing authority upfront for the entire contract value once approved, to streamline operations and trust staff to complete the work efficiently, recommending staff review and bring forward proposed improvements to the committee for consideration.

The Chair expressed appreciation for staff and committee efforts, improved transparency, and the progress made so far.

#### GOVERNANCE COMMITTEE

1. Service or Policy Complaint Process  
Report 2026-GOV004 – FOR DECISION

It was

Moved by Hanne Madsen  
Seconded by Archie Johnston

That the Surrey Police Board approve the Service or Policy Complaint Process attached as Appendix I in the report.

Carried

2. Chair’s Updates – Verbal  
FOR INFORMATION

The Governance Committee (GC) Chair provided the Board with an update on current activities of the GC, which includes the PGOs approved by the Board on March 12, which focus on completing the Surrey policing transition, disrupting organized crime, improving community safety, reducing intimate partner violence, countering non-violent property crime, and increasing police visibility. These priorities align with the City’s goals and will be maintained, with the transition remaining the primary short-term focus. Most efforts have been dedicated to the policing transition, with positive progress noted—particularly the successful transition to District 4 and effective planning to maintain service coverage despite temporary staffing impact to certain units.

The GC also reviewed proposed scenarios and timelines for the future transition to District 2 and signalled the need for further discussion and support from the Board, the City, and the RCMP. .

HUMAN RESOURCES AND COMPENSATION COMMITTEE

1. Chair's Updates – Verbal  
FOR INFORMATION

The Human Resources and Compensation Committee (HRCC) Chair provided the Board with an update on current activities of the HRCC including the need to begin the upcoming budget process, particularly for human resources. This includes identifying anticipated SPS positions, the rationale for them, and associated budget requests, with an emphasis on starting soon at Finance's request. The committee also addressed collective bargaining matters involving CUPE and the SPU, as well as issues related to exempt employees.

G. EMERGING RISKS

The Executive Director advised the Board that a new standing agenda item on emerging risks has been introduced to proactively identify issues early, even when there may be nothing immediate to report. The intent is to keep potential risks visible and ensure they are delegated to the appropriate committee for follow-up when needed and to keep such risks front of mind to ensure they are addressed regularly rather than reactively.

H. SERVICE OR POLICY COMPLAINTS

The Board received a complaint after meeting materials were circulated, with the result being that the incoming correspondence could not be redacted prior to the meeting. In order to allow the complaint to be processed, the Executive Director recommended the Board formally receive the complaint and refer it to the Governance Committee to assess and return to the Board with recommendations.

It was

Moved by James Carwana  
Seconded by Jessie Sidhu

That the Surrey Police Board receive the complaint and delegate this to the Governance Committee for review. The Governance Committee will assess the complaint and return to the Board with recommended actions under Section 171 (1)(e) of the Police Act. .

Carried.

I. INFORMATION

1. Year to Date Expenditures – March 31, 2026  
Report 2026-FIN006 – FOR INFORMATION  
This report was received.

II. CORRESPONDENCE

1. Letter to Minister Krieger – Meeting Request to Review Surrey Policing Transition – Dated March 31, 2026

Correspondence received by the Board.

**K. NEW/OTHER BUSINESS**

No new business.

**Other Business**

No other business.

**L. PUBLIC Q & A**

There was no public present at this meeting.

**M. NEXT MEETING**

The next meeting of the Surrey Police Board is June 17, 2026.

**N. 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), (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.

It was

Moved by Larry Thomas  
Seconded by Archie Johnston

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

Carried.

**O. ADJOURNMENT**

It was

Moved by James Carwana  
Seconded by Rob Stutt

That the Surrey Police Board April 30, 2026 meeting be adjourned.

Carried.

The Surrey Police Board April 30, 2026 meeting adjourned at 2:37 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: SPS HQ/Via Teams

Date: May 12, 2026

Time: 2:30 PM

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### **Present:**

James Carwana  
Archie Johnston  
Rob Stutt  
George Duncan  
Hanne Madsen (virtual)  
Jessie Sidhu  
Larry Thomas

### **Regrets:**

Harley Chappell  
Perm Jawanda

### **Staff Present:**

Chief Norm Lipinski  
Deputy Chief Todd Matsumoto  
Deputy Chief Mike Procyk  
Deputy Chief Michael LeSage  
Supt. Lav Mangat  
Supt. Raj Mander  
Gayle Wlasiuk, Executive Services Manager  
Lisa Eason, Strategic Communications Manager  
Jason Kuzminski, Executive Director  
Marion Chow, Executive Assistant  
Amanda Wai, Finance Manager

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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 May 12, 2026 Special Board meeting was called to order at 2:31 PM.

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

No Board Directors declared any conflict of interest.

### **C. ADOPTIONS**

#### 1. Adoption of the Agenda – May 12, 2026

It was

Moved by Archie Johnston  
Seconded by George Duncan

That the Surrey Police Board adopt the agenda for the May 12, 2026 special board meeting.

Carried.

### **D. REPORTS**

#### 1. Amending of the Patrol Vehicle Purchase Authorization Resolution – Report 2026-FIN002 Amendment - FOR DECISION

It was

Moved by Jessie Sidhu  
Seconded by James Carwana

That the Surrey Police Board **rescind** the following part of the resolution approved on April 30, 2026:

That the Surrey Police Board establish an expenditure limit of \$7,684,000 for the acquisition of the vehicles;

and **replace it** with the following:

That the Surrey Police Board establish an expenditure limit of up to \$7,115,000 for the acquisition of the vehicles.

Carried.

AND

It was

Moved by James Carwana  
Seconded by Archie Johnston

That the Surrey Police Board refer the matter of the future purchases of vehicles/motorcycles to the Finance and Risk Committee for further discussion and review.

Carried.

2. Service or Policy Complaint File No. 2026-002  
Report GOV005 – FOR DECISION

It was

Moved by Hanne Madsen  
Seconded by Jessie Sidhu

That the Surrey Police Board request the Chief Constable to investigate and report on the complaint to the Board with particular attention paid to investigating and reporting on the complainant's questions regarding differential treatment of his child.

Carried.

3. Assumption of Responsibility for D2 and Risk Mitigation Options  
Report GOV006 – FOR DISCUSSION

It was

Moved by George Duncan  
Seconded by Larry Thomas

That the Surrey Police Board direct staff to send correspondence to the Director of Policing Services to request dates when the Director and any other provincial representatives will meet with the Board to discuss a target date for takeover of D2 by SPS, any resourcing relief the Province or other stakeholders can provide that may affect that date, and operational and public safety risks that require mitigations.

Carried.

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

It was

Moved by George Duncan  
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 labour and employment matters in accordance with Police Act, section 69 (2) (a),(c) and (d) of the Police Act.

Carried.

The Surrey Police Board regular meeting adjourned at 3:05 PM.

**ITEMS FROM CLOSED SESSION**

1. Update on Collective Bargaining

The Bargaining Team provided the Board with details on the status of bargaining with Surrey Police Union.

The Board provided their questions and comments and referred further discussion on these matters to the Human Resources and Compensation Committee.

Management will provide the Board with a copy of the presentation.

Amanda Wai left the meeting at 4:10 PM.

2. District 2 Operational Readiness Assessment

The Chief Constable provided the Board with information on scenarios for the takeover of District 2 and invited the Board to send any questions they may have on the report and documents provided.

The Board directed the Executive Director to prepare a letter from the Board to the Minister advising that the Board has requested assistance from the Superintendent of Policing to assist with policing in Surrey.

The closed session of the May 12, 2026 special meeting concluded at 4:35 PM.

All staff exited the meeting at 4:35 PM.

**F. RISE WITHOUT REPORT**

The Board went into a moved *In Camera*. No resolutions minuted.

**G. ADJOURNMENT**

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The May 12, 2026 Surrey Police Board special meeting adjourned at 4:35 PM.

Certified correct:

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Marion Chow, Executive Assistant

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Rob Stutt, Vice Chair



# SURREY POLICE BOARD

## Special Meeting Minutes

Venue: SPS HQ/Via Teams

Date: May 29, 2026

Time: 1:00 PM

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**Present:**

James Carwana  
Archie Johnston  
Rob Stutt  
George Duncan  
Perm Jawanda  
Hanne Madsen  
Jessie Sidhu  
Larry Thomas

**Regrets:**

Harley Chappell

**Staff Present:**

Jason Kuzminski, Executive Director  
Marion Chow, Executive Assistant

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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 May 29, 2026 Special Surrey Police Board (the “Board”) meeting was called to order at 1:00 PM.

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

No Board Directors declared any conflict of interest.

**C. ADOPTIONS**

1. Adoption of the Agenda – May 29, 2026

It was

Moved by Archie Johnston  
Seconded by Perm Jawanda

That the Surrey Police Board adopt the agenda for the  
May 29, 2026 special board meeting.

Carried.

**D. REPORTS**

1. Financial Reporting Requirements  
- FOR DECISION

It was

Moved by Archie Johnston  
Seconded by Jessie Sidhu

That the Surrey Police Board approve the following  
resolution:

THAT the Board directs the Chief Constable to provide FRC:

1. Monthly statements of financial position that include:
  - a. columns for the current month-end, prior month-end and prior end-of-year;
  - b. notes providing details of balances and changes from prior periods, using as main category headings: financial assets, liabilities, net financial assets, non-financial assets and accumulated surplus;
2. Monthly statements of financial operations that include:
  - a. the current month actual, prior month actual and year-end of the prior year; and
  - b. notes providing details of balances and changes from prior period.
3. Statements of financial operations with current month actual, year-to-date actual, budget monthly, year-to-date budget, and notes detailing variances from budget; and
4. Statements of financial operations showing forecasted actual versus approved budget and notes detailing variances between forecast and approved budget.

Carried Unanimously.

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

It was

Moved by James Carwana  
Seconded by George Duncan

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

Carried Unanimously.

The Surrey Police Board regular meeting adjourned at 1:07 PM.

**F. ITEMS FROM CLOSED SESSION**

1. SPS Communications on Intergovernmental Affairs and Governance Matters Report 2026-GOV007

It was

Moved by Hanne Madsen  
Seconded by George Duncan

That the Surrey Police Board direct staff to develop policy guidelines for public messaging about intergovernmental affairs and governance matters that clarifies roles, responsibilities and approval processes.

Carried Unanimously.

2. Update on Collective Bargaining

The HRCC Chair briefed directors on details of collective bargaining with Surrey Police Union, including the mandate, concessions sought above the mandate, concepts that have ongoing and compounding impacts, and comparison to regional bargaining outcomes.

The meeting went into recess from 1:55 p.m. to 2:00 p.m. When the meeting reconvened, the HRCC Chair advised that he will take the feedback into consideration for a report he is preparing for the next meeting of the HRCC.

3. Operational, Staffing and Governance Concerns

The Board reviewed recent email correspondence received from the SPU Union President advising of a number of membership's concerns in regard to impacts of the policing transition and other general concerns.

Directors commented on a need for the Province to assist with determining essential services, minimum staffing service levels, and what resources are required to expand services or provide relief to the members doing minimums, to enable the Board to take a position on a target date for the takeover of D2.

The closed session of the May 29, 2026 special meeting concluded at 2:49 PM.

All staff exited the meeting at 2:49 PM.

The Board moved *In Camera*.

4. Confidential Personnel Matter.

Confidential and privileged minutes are sealed and retained in a separate document.

**G. ADJOURNMENT**

The May 29, 2026 Surrey Police Board special meeting adjourned at 4:20 PM.

Certified correct:

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Marion Chow, Executive Assistant

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Rob Stutt, Vice Chair



# BOARD REPORT

## REGULAR

REPORT DATE: June 12, 2026

BOARD MEETING DATE: June 17, 2026

BOARD REPORT # 2026-FIN007

TO: **Surrey Police Board**

FROM: **Finance Committee and Risk Committee**

FILE: **60540-20-04**

SUBJECT: **Acquisition of Mobile Workstations**

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## RECOMMENDATION

The Finance and Risk Committee recommends the Surrey Police Board (“the “Board”) adopt a motion:

THAT the Surrey Police Board authorize the Interim Chief Constable to acquire and execute the necessary documents to purchase Panasonic Toughbooks (mobile workstations) (the “MWS”) up to an expenditure limit of **\$754,041.12** (the “**Expenditure Limit**”) in accordance with SPS procurement policies.

## SUMMARY

SPS’s accelerated pace of deployment necessitates the procurement of additional equipment, tools and supplies, including IT infrastructure, to support and enable resulting increased service delivery. When the police budget was prepared, the current district expansions were not contemplated and, therefore, the resulting impacts on acquisitions and expenditures are not accommodated in the City Council approved 2026 Police Budget.

SPS recently ordered 48 MWS, and an additional 102 units are required in 2026 to meet accelerated deployment requirements (bringing the total number of units purchased in 2026 to 150). Since the Chief Constable’s delegated authority limit is \$500,000, Board approval is required to proceed with this acquisition.

## DISCUSSION

### A. 2026 Planned and Budgeted Purchase

In April 2026, SPS ordered 48 MWS based on the approved expenditure limit allocated for that purpose set out in the 2026 council approved budget (\$360,000). This purchase supports the deployment of patrol cars originally scheduled for 2026 plus several additional units for remote docking, and inventory management. As a result of a long lead time, these units are expected to be delivered by end of July 2026, at which time they will be configured, connected to the SPS network and PRIME servers, and installed in vehicles. Multi-year plans projected the same budget allocation for the next two years as well, resulting in a total financial impact over 3 years of \$1.08M.

## **B. Additional Purchase**

### *1. Accelerated Expansions*

In mid-February, after the 2026 provisional budget was submitted to City Council in accordance with the *Police Act*, the Director of Police Services directed SPS to assume full responsibility for Cloverdale (District 4) effective April 1, accelerating SPS's deployment model. SPS responded by developing temporary operational adjustments to support a safe and seamless transition, which were approved by the Board.

#### **Procurement implications**

- The accelerated expansions have increased the need for equipment, tools, and supplies, and SPS staff are still assessing the full scope and financial impact.
- Some acquisitions have proceeded through normal purchasing processes when funding was available within the 2026 Police Budget.
- Because mobile workstations currently have a 3–4-month lead time, the order must be placed promptly to meet accelerated deployment timelines.
- If Board approval is granted, the order will need to be submitted immediately to support delivery in late September to mid-October and allow approximately six weeks for configuration and vehicle installation preparation.

### *2. Alignment with Vehicle Acquisitions*

The number of mobile workstations required is driven primarily by the number of police vehicles that must be equipped for service.

#### **Current allocation**

- The 48 MWS units already ordered are assigned to the 41 vehicles currently being outfitted and expected to arrive between now and November 2026.
- The remaining units will support inventory management, address service issues, and replace decommissioned devices as needed.

#### **Additional demand in 2026**

- At the April 30<sup>th</sup>, 2026, meeting, the Police Board approved expenditure to purchase patrol vehicles in 2026. Although exact delivery dates are not yet known, some are expected to arrive later this year, and each will require an MWS before entering service.
- SPS also expects to receive the remaining RCMP-branded cruiser fleet. While the number, age, mileage, and operational suitability of those vehicles are still unknown, SPS estimates that the request for 102 additional MWS units will be sufficient to equip the anticipated fleet through the end of 2026.
- This request also includes a small pool of devices to support, maintenance and repairs to the existing fleet and to provide additional mobile workstations for special events when operational demand increases.

#### **Timing and reserve capacity**

- Because manufacturer lead times remain constrained, MWS orders must be placed early to ensure units are available when both new vehicles and transferred RCMP fleet vehicles are ready for deployment.
- Additional units are needed to support service management, including replacements, maintenance, and upgrades, without taking vehicles out of service. These units are not discretionary; they represent a reasonable operating reserve to meet ongoing operational needs.

3. Price Volatility

Our supplier has advised that global events and market fluctuations are expected to increase the cost of these devices over the course of 2026. The vendor has extended the original pricing for the 48 mobile workstations for an additional 30 days, and that pricing would also apply to the order for the additional 102 units required. After the quote expires on June 25, 2026, pricing may increase with little or no notice, as it remains dependent on supply chain conditions and the technology components required to build the devices. As of May 25<sup>th</sup>, the vendor is anticipating up to a 50% increase in the cost of these devices by the end of 2026.

**RISK ASSESSMENT**

Mobile workstations are a required accessory for police cruisers and necessary for service delivery. Misalignment of workstation acquisition with vehicle acquisition may delay the ability to place vehicles into service. See also Options section.

**FINANCIAL IMPLICATIONS**

Total financial implication	Approx. <b>\$754,041.12</b>	
This item is within Chief Constable Signing Authority	Yes <input type="checkbox"/>	No <input checked="" 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 checked="" type="checkbox"/>	No <input type="checkbox"/>

Additional Information:

From a governance and financial authority perspective, if IT is unable to reprioritize its existing hardware and equipment budget to fund this requirement, and the Board does not have the authority under section 27(6) of the Police Act to reallocate funding between approved budget line items, the remaining option would be for the Board to formally request that the City authorize a reallocation within the approved policing budget.

Should the Board choose to proceed with such a request, it is recommended that the reallocation be sourced from the vehicle budget. Based on current delivery timelines, it has been identified that not all approved vehicles will be received within the current year, resulting in available budget capacity in this line item, as expenditures are recognized upon vehicle delivery.

**RESOURCE IMPLICATIONS**

The 2026 budget amount allocated for the purchase of MWS’s has been applied to the earlier order of 48 units.

**OPTIONS**

Option A – The Finance and Risk Committee recommends the Board approve the acquisition of 102 mobile workstations

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>aligns MWS acquisitions with vehicle delivery ensuring SPS would have the units available to meet immediate needs and</li> </ul>	<ul style="list-style-type: none"> <li>requires adjustment to budget to allocate additional funds to the acquisition</li> </ul>

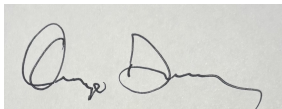
<p>vehicles can be deployed promptly to meet operational needs.</p> <ul style="list-style-type: none"> <li>• enables the implementation of prior Board direction to acquire additional vehicles which require installation of MWS's for service delivery.</li> <li>• supports accelerated D2 and D4 expansion.</li> <li>• provides an on-site stock for resource management enabling immediate replacement of defective or damaged equipment on little or no prior notice ensuring uninterrupted availability of MWS's and vehicles.</li> <li>• protects against future projected price increases.</li> <li>• reduces the risk of inventory shortages by events of force majeure at a later date if acquisitions are deferred or made on an "as and when required" basis.</li> </ul>	
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Option B – The Finance and Risk Committee recommends the Board approve the acquisition of 68 mobile workstations.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• aligns MWS acquisitions with vehicle delivery ensuring vehicles can be deployed promptly to meet operational needs.</li> <li>• enables the implementation of prior Board direction to acquire additional vehicles which require installation of MWS's for service delivery.</li> <li>• Whether purchased now or later, the same model would be acquired, ensuring ongoing compatibility.</li> </ul>	<ul style="list-style-type: none"> <li>• does not provide any inventory for any RCMP fleet received which could result in delayed deployment of operational vehicles</li> <li>• does not provide a reasonable surplus to respond to service or equipment issues, such as immediate replacements of damaged equipment</li> <li>• potential increased financial burden if further acquisition deferred if project price increase is realized.</li> </ul>

## CONCLUSION

The Finance Committee recommends the Board approve Option A as detailed in this report for the acquisition of Panasonic Toughbooks (mobile workstations) up to an expenditure limit of **\$754,041.12** in accordance with SPS procurement policies and authorize the Interim Chief Constable to execute the necessary documents to effect the acquisition of MWS's up to the Expenditure Limit.



George Duncan  
Chair, Finance and Risk Committee



# BOARD REPORT

**REGULAR**

**REPORT DATE:** June 12, 2026

**BOARD MEETING DATE:** June 17, 2026

**BOARD REPORT #** 2026-FIN008

**TO: Surrey Police Board**

**FROM: Finance and Risk Committee**

**FILE: 60550-20-04**

**SUBJECT: Assignment of Cell Block Medical Services Agreement from the City of Surrey to Surrey Police Service**

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This report is FOR DECISION

## **RECOMMENDATION**

The Finance and Risk Committee recommends to the Surrey Police Board (the “Board”):

THAT the Board approve the assignment of the medical services agreement between the City of Surrey and RockDoc Corrections Consulting Inc. (the “Medical Services Agreement”) from the City of Surrey to Surrey Police Service retroactively to May 21, 2026;

AND THAT the Board approve renewal of the Medical Services Agreement for a further term of one year;

AND THAT the Board authorize the Interim Chief Constable, or delegate, to approve and execute the necessary documents to effect the assignment and renewal of the Medical Services Agreement.

## **SUMMARY**

Surrey Police Service (SPS) operates a detention centre housing persons held in police custody. As part of its responsibility for detention services, SPS has assumed oversight over various services associated with the operation of the facility, including medical services provided by RockDoc Corrections Consulting Inc. (“RockDoc”) through the medical services agreement between the City of Surrey (the “City”) and RockDoc (the “Medical Services Agreement”). To align contract management with operational responsibilities, the City of Surrey is assigning the Medical Services Agreement to SPS for a direct link to the service provider.

The Medical Services Agreement commenced in September 2021 for an initial term of 5 years (ending September 19, 2026) with an option for 2 one-year renewals. Based on the contract terms, notice of renewal must be issued by June 19, 2026. Since the remaining contract value (including renewals) exceeds the Chief Constable’s delegated authority limit, Board approval is required to proceed with the assignment and renewals.

## DISCUSSION

SPS and the City share responsibility for the provision and operation of a detention facility within the municipality. Pursuant to the *Police Act*, the City of Surrey has a duty to provide facilities, equipment and supplies for the detention of persons held in police custody and for the care and custody of those persons. SPS is responsible for the provision of detention services.

Prior to SPS becoming police of jurisdiction, the City, following a competitive process, awarded a contract to RockDoc to provide medical services for persons held in police custody at the Surrey cells. It was the intention that upon SPS becoming police of jurisdiction SPS would assume responsibility for that contract. This enables SPS to more effectively manage day to day operations within the facility and to support its own duties and obligations with respect to detention services.

Although this deviates from the allocation of responsibilities which existed when the RCMP oversaw operations, the transfer of responsibility to SPS aligns with the current service model as between SPS and the City, where functions previously performed by or through the City have been redirected to SPS. This approach has been reflected in the Council approved 2026 Budget, which, with respect to medical services, includes funding for assuming responsibility for those services.

Since the transaction is an assignment, SPS has limited control over the terms and conditions and, as between SPS and RockDoc, SPS is bound to honour the terms of the City contract. Other than a prior contract amendment initiated by SPS through the City to incorporate references to SPS throughout the Medical Services Agreement, no changes are being proposed to the contract terms. The form of assignment agreement has been signed by RockDoc effective May 21, 2026 pending completion of the SPS approval process and therefore retroactive approval is sought to align the assignment with that date.

Since the funding has been approved in the 2026 Budget for these services, and SPS currently provides oversight over the provision of the services, all as planned as part of the transition process, the final step is to formally effect the transfer of responsibility by assigning the Medical Services Agreement to SPS.

## RISK ASSESSMENT

Medical services are an essential service to protect human life and provide for the care of persons held in police custody. It is essential those services continue uninterrupted through the assignment and renewal of the Medical Services Agreement.

## FINANCIAL IMPLICATIONS

Total financial implication	Approx. <b>\$850,000 per year</b>	
This item is within Chief Constable Signing Authority	Yes <input type="checkbox"/>	No <input checked="" 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"/>

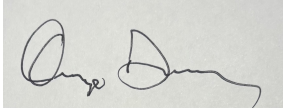
## RESOURCE IMPLICATIONS

The 2026 Budget includes an allocation of \$850,000 toward cell block medical services.

**CONCLUSION**

As medical services are an essential service and necessary part of detention services provided by SPS, there is no meaningful discretion to exercise to ensure the uninterrupted performance of those services. Nevertheless, because the contract value exceeds delegated authority, Board approval is required.

The Finance and Risk Committee recommends the Board adopt a motion as set out above in this report.

A handwritten signature in black ink on a light gray background. The signature is cursive and appears to read "George Duncan".

George Duncan  
Chair, Finance and Risk Committee



# BOARD REPORT

**REGULAR**

**REPORT DATE:** June 12, 2026

**BOARD MEETING DATE:** June 17, 2026

**BOARD REPORT #** 2026-FIN009

**TO:** Surrey Police Board

**FROM:** Finance and Risk Committee

**FILE:** 60550-20-04

**SUBJECT:** *Amendment to Policy AD 8.9 (Delegation of Financial Authority and Appointment of Signing Officers)*

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## RECOMMENDATION

The Finance and Risk Committee recommends the Surrey Police Board (the “Board”) approve a motion to amend Policy AD 8.9 (*Delegation of Financial Authority and Appointment of Signing Officers*) as updated and attached as Appendix “I” (the “Policy”).

## BACKGROUND

On November 27, 2024, under the Administrator, the Board approved the Policy which establishes delegated authority and their authorized spending levels to enter into legally binding commitments that would otherwise require Board approval. In practice, the Policy enables the Chief Constable and other delegated personnel to meet most of SPS’s requirements on a day-to-day basis and to procure the goods and services necessary for operations.

Since the Policy was initially approved, SPS has experienced significant changes to its workforce strength, organizational structure, service delivery and operational needs. Adjustments to designated roles in the existing delegation framework need updating to match the org chart and will assist in ensuring that day-to-day obligations and responsibilities can continue to be met and achieved and SPS personnel can perform the duties and functions of their position.

## DISCUSSION

### A. Authority Framework and Compliance Generally

The Policy establishes a framework for the exercise of delegated authority in accordance with authority levels, budgets and the plans approved by the Board but does not operate as a standalone and is supported by other procedures, guidelines and processes. The Procurement and Asset Management Unit and Financial Services Section have implemented internal processes to facilitate and ensure compliance with Board policy, provide oversight and document approvals for audit purposes. Board oversight continues to operate through budget controls, regular financial reporting and ongoing communications with the Board directly and through the Board Committees.

## **B. Establishing Authority Thresholds**

### *1. Staff Identification and Hierarchy Determination*

The Financial Authorities schedule (Schedule A to the Policy) proposes updates to include net new positions, reflect current titles and department names, and establish thresholds and hierarchies. Thresholds have been aligned with job function and budget accountabilities. This provides greater visibility to authority levels and facilitates approvals management, internal controls and electronic approval processes. Limits for several positions have been increased to reflect synergies between job function and budget responsibility, position equivalencies, or to better accommodate a tiered level of authority.

### *2. Recurring Costs – Renewals, Subscriptions, Extensions, etc.*

Currently, thresholds for exercising financial and signing authority are based on Total Contract Value, which is calculated to include the impact of renewals, contract extensions and annual subscriptions. Each year, recurring annual costs and renewals/ extensions increase the Total Contract Value. As SPS continues to age, Total Contract Value for agreements within the ordinary course of business and/or necessary for operations are beginning to exceed currently delegated authority thresholds. The number of affected contracts will continue to grow. By establishing financial and signing authority based on annual contract costs for recurring commitments, personnel having Financial Authority and appointed as Signing Officers could approve and sign renewals, extensions and subscriptions based on the annual expenditure amount without annual referral to the Board for each transaction based on the Total Contract Value.

Total Contract Value would continue to apply to determine applicable procurement thresholds directing form of procurement (direct award, informal competitive process or formal competitive process) but would reduce requirements for ongoing contract management. Referral to the Board would still occur on a case-by-case basis having regard to the nature and profile of the transaction but remain at the operational level for day-to-day matters within the ordinary course of business.

## **C. Impact of Policy Updates**

Proposed updates to the Policy provide multiple operational and organizational benefits, including:

1. *Contract Management* - Contracts can be managed at the operational level, and renewals and extensions can be processed as part of the ordinary course of business. Without policy amendment, the number of contracts requiring annual referral to the Board will continue to grow as the Total Contract Value increases each year.
2. *Resource Management* – SPS staff and the Board can focus on governance and ongoing service delivery without redirecting staff resources to the administrative function of presenting renewals and extensions to the Board and its Committees
3. *Lack of Meaningful Discretion* – The Board is not burdened with repeated approvals for matters critical to operations (some of which are regulated (such as PRIME)), which underpin SPS’s entire operation or reflect common platforms across all organizations (such as Microsoft suite of products or cell phone/internet services), where no meaningful discretion exists without detrimentally impacting the Board’s and SPS’s ability to meet statutory mandates or to function.
4. *Procedural Efficiency* – Contract continuity can be preserved, and documents can be processed within contracted timelines without additional scheduling for referral to the Board and its committees. Report preparation and agenda processes create long lead times, at times requiring report drafting well before contract review and decision-making has commenced or is required.

5. *Delay Risk* - Failure to be included on a Board agenda could delay implementation, which may occur after the expiration of the then current term of the contract. This creates a material risk that programs may be delayed, access to critical services and IT platforms may be restricted or shut down until the renewal is effected, or contractors providing key services seek alternate opportunities affecting service continuity.
6. *Preservation of Financial Oversight* - Eliminates the need for the Board to reconsider an approved service or expenditure multiple times (including through the budget review and approval process). The Board maintains the financial decision-making responsibilities through the budget and financial reporting processes with the implementation of those decisions being effected at the business and operational level. Internal procurement processes require written confirmation of funding availability before any renewal or extension is implemented to ensure compliance with *Police Act* budget and expenditure requirements.

#### **D. Implementation and Training**

Recognizing the materiality of the Policy to day-to-day operations and its relevance to financial stewardship, upon Board approval of the revised Policy a training course will be finalized for mandatory completion by all personnel delegated financial authority or appointed as Signing Officers as required by the Policy.

#### **E. Future Consideration – Chief Constable’s Authority Limit**

When the Board (represented by the Board Administrator) approved the Policy, the establishment of the Chief Constable’s authority level was deferred for determination by the new Board. As a result, the Chief Constable holds the same authority limit as the Deputy Constables - \$500,000. This has been reflected in the Policy tables. At this time, a change to that threshold is not being advanced.

The current updates recommended to the Policy are being prioritized to recognize the immediate need to make accommodation for net new staff positions and alignment of responsibilities, and to focus on the treatment of recurring costs for essential and other non-discretionary services. By implementing these updates to the Policy, SPS staff will be better positioned to assess the impact of the thresholds on day-to-day operations and determine whether recommendations for future changes to the approval limits, including the Chief Constables delegated authority threshold, are warranted. For reference, Vancouver Police Department, which provides the closest comparator to SPS in terms of size, scope and accountabilities, has established a \$2M authority limit for the Chief Constable.

Since SPS is still in its build stage and will face additional upfront costs to continue with the transition and district expansion, it is anticipated circumstances will arise where the thresholds need to be revisited on a case-by-case or project basis and will be referred to the Board at the relevant time. There is precedent for this approach which was adopted during the early stages of implementation when the Board delegated to the Chief Constable the authority to acquire equipment, tools and supplies up to a value of \$2.5 million to accommodate the scope of initial acquisitions. This authority expired December 31, 2023.

#### **RISK ASSESSMENT**

Revision to the Policy ensures SPS is capable of meeting its statutory mandate and the Chief Constable and designated staff can continue to fulfill their obligations under the *Police Act*. Implementing a robust authorities policy aligning thresholds with job functions and service delivery supports the management of risk for the organization since it ensures operational matters are advanced in an efficient, time sensitive and cost-effective manner. Costs associated with the exercise of delegated authority would still be subject

to Board oversight through the budget review and approval process, but the Board is not burdened with ongoing contract administrative matters.

To mitigate risk, as part of its procurement, finance and contract management processes, SPS has implemented checkpoints, and other policy provisions and procedures exist, to manage compliance and reduce risk, including the requirement that acquisitions be handled by the Business and Infrastructure Support Services Section (formerly Corporate Services Section) which, through the Procurement and Asset Management Unit, has established processes and procedures requiring operational and financial sign-offs before proceeding with contract execution or renewals.

### **FINANCIAL IMPLICATIONS**

Not applicable.

### **RESOURCE IMPLICATIONS**

Implementing the recommendations would streamline internal processes, creating efficiencies and enabling staff resources to focus on operational activities without jeopardizing financial and administrative oversight or burdening the Board with requests to continually approve already implemented and previously approved solutions.

### **OPTIONS**

Option A – Approve the Policy as recommended.

Advantages
<ul style="list-style-type: none"> <li>• Preserves a clear and visible financial control point by establishing defined limits for management authority.</li> <li>• Reinforces the Board’s governance role ensuring large expenditures are escalated to the Board without burdening the Board with frequent transactional approvals.</li> <li>• Balances operational flexibility with formal oversight, enabling the Chief Constable to manage ongoing and recurring requirements.</li> <li>• Reduces the number of referrals for recurring costs and essential services where no meaningful discretion or decision-making exists.</li> <li>• Promotes a practical approach to managing recurring costs ensuring service continuity and reducing risk of contract lapses, service interruptions, or cost escalation due to timing constraints outside of management’s control.</li> <li>• Supports the procurement framework which requires multiple internal sign-offs and provides procedural oversight to manage acquisitions.</li> <li>• Maintains alignment with the budgetary framework and compliance requirements.</li> <li>• Enhances public and stakeholder confidence by demonstrating that large-scale financial commitments remain subject to Board oversight rather than being delegated to management.</li> <li>• Supports audit and compliance expectations, as defined monetary limits and delegated authorities are more readily understood and assessed by external auditors, inspectors, and provincial oversight bodies.</li> </ul> <p>Maintains Board engagement on strategic capital and enterprise-level decisions, ensuring that the Board remains directly involved in decisions with long-term financial, operational, or risk implications.</p>
Disadvantages
<ul style="list-style-type: none"> <li>• Requires continued judgment to determine when aggregation, phasing, or contract structure triggers Board involvement versus remaining within delegated authority.</li> <li>• May provide insufficient authority for an organization of SPS’s current and projected size and complexity, resulting in frequent referrals to the Board for expenditures that are operationally</li> </ul>

routine and already budget-approved and creating avoidable administrative burden for staff and the Board.

- Does not align with prior Board precedent, which recognized the need for higher delegated authority to the Chief Constable during SPS's build-out and transition phase.

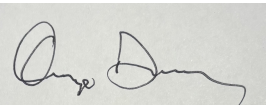
Option B – Defer approval of the updated Policy.

<b>Advantages</b>
N/A
<b>Disadvantages</b>
<ul style="list-style-type: none"> <li>• Fails to recognize SPS's organizational growth and reflect new positions and staffing levels</li> <li>• Provides insufficient authority for an organization of SPS's current and projected size and complexity, resulting in frequent referrals to the Board for expenditures that are operationally routine and already budget-approved</li> <li>• Creates avoidable administrative burden for staff and the Board and potential delays, particularly for time-sensitive contract renewals and extensions.</li> <li>• Potential for timing impacts where Board and committee scheduling is required for approval of expenditures.</li> <li>• Increases the number of referrals to the Board for recurring costs and essential services where no meaningful discretion or decision-making exists.</li> <li>• Jeopardizes service continuity and increases risk of contract lapses, service interruptions, or cost escalation due to timing constraints outside of management's control.</li> </ul>

## CONCLUSION

The Finance and Risk Committee recommends the Board approve Option A as detailed in the report. This option creates a balance between operational effectiveness and governance oversight reducing administrative burden, approval delays, and operational inefficiencies without diminishing Board oversight or accountability.

The proposed updates to Policy AD 8.9 reflect the maturation and scale of SPS following its transition to Police of Jurisdiction and support the effective administration of day-to-day operations. The revisions preserve appropriate Board oversight and financial control while reducing unnecessary administrative burden, improving procedural efficiency, and ensuring uninterrupted provision of critical services to SPS. Approval of the updated Policy will ensure delegated authorities remain aligned with organizational structure, accountability, and service delivery realities as SPS continues toward steady-state operations.



George Duncan  
Chair, Finance and Risk Committee

Appendix I: Policy AD 8.9 - Delegation of Financial Authority and Appointment of Signing Officers

<b>Policy Name:</b>	<b>DELEGATION OF FINANCIAL AUTHORITY AND APPOINTMENT OF SIGNING OFFICERS</b>		
<b>Policy #:</b>	AD 8.9	<b>Last Updated:</b>	XXX
<b>Issued By:</b>	OFFICE OF THE CHIEF CONSTABLE	<b>Approved By:</b>	SURREY POLICE BOARD
<b>Version:</b>	12.0	<b>Review Frequency:</b>	AS REQUIRED

**RELATED POLICIES**

- AD 2.3 Conflict of Interest
- AD 4.1.2 Temporary Vacancies (Acting) and While So Employed Non-Commissioned Officers (NCO)
- AD 4.1.3 Temporary Vacancies and Long-Term Acting (Commissioned Officers)
- AD 4.1.4 Overtime
- AD 8.3 Acquisition of Goods and Services
- AD 8.6 Expense Reimbursement
- AD 8.8 Business Travel
- AD 9.6 Forms Management

**1. PURPOSE**

- 1.1 **Delegation to Chief Constable.** This policy is made pursuant to Board direction delegating overall responsibility for the day-to-day management, administration, and operations of SPS to the Chief Constable, with the authority to further delegate certain aspects of the day-to-day operations to the Deputy Chief Constables and other Employees.
- 1.2 **Allocation of Responsibility.** This policy establishes the authorities and associated authority levels for the commitment of resources, and to enter into legally binding commitments and other third-party relationships on behalf of SPS, in the ordinary course of business, subject to compliance with the conditions applicable to exercising that authority, and the restrictions limiting the scope of that authority.
- 1.3 **Scope of Authority.** This policy delegates to Employees general, specific and/or special authority to:
  - (a) **initiate processes** - approve requisitions and initiate acquisitions and contracts having a financial impact;
  - (b) **approve payment** - approve expenditures and authorize the commitment of financial resources; and
  - (c) **sign documents** - enter into and execute legally binding commitments and other third-party relationships on behalf of SPS.

1.4 **Policy Objectives.** In addition to identifying authorities and associated levels of authority, this policy establishes internal controls and sound business practices to:

- (a) **provide oversight** - maintain appropriate oversight and diligence with respect to financial management and operational decision-making;
- (b) **manage risks** - minimize legal and operational risks and costs; and
- (c) **maintain integrity** - ensure highest level of personal and organizational integrity.

1.5 **Exclusion re: Operations.** The signing of documents by Constables as part of the performance of their operational duties is outside of the scope of this policy.

## 2. SCOPE

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

## 3. POLICY

### FINANCIAL AUTHORITY

#### 3.1. Delegation of Financial Authority.

- (a) Employees identified in Schedule A are delegated authority ("**Financial Authority**") to:
  - i. initiate processes having a financial impact; and
  - ii. approve payments;arising from departmental responsibilities and covering routine business.
- (b) By exercising Financial Authority through payment approval, the Employee, on behalf of Board members, is certifying the expenditure is an approved expenditure within the SPS Budget in accordance with section 27(5) of the *Police Act*.

3.2. **Scope of Authority.** An Employee delegated Financial Authority may only exercise that authority within the limits and subject to the constraints set out in Schedule A, subject to the terms and conditions of this policy and to Policy AD 8.3 (*Acquisition of Goods and Services*).

3.3. **Prohibition on Contract Execution.** An Employee granted Financial Authority does not have authority to execute contracts, agreements and/or other documents creating binding commitments or third-party relationships on behalf of SPS unless that Employee has been appointed a Signing Officer.

#### 3.4. Budget Restrictions.

- (a) **Limited Budget Authority.** Unless Financial Authority has been specifically delegated in Schedule A to be exercised against the SPS Budget, Employees with Financial Authority may only exercise that authority against their applicable bureau, section or unit budget.

- (b) **Exceeding Budgeted Amounts.** If, at any time, an expenditure or proposed expenditure exceeds or will exceed the amount allocated for that expenditure in the SPS Budget, the matter must be:
  - i. referred to the Director, Finance for confirmation there are sufficient funds available in the SPS Budget for that expenditure, and
  - ii. referred for consideration and pre-approval by the Chief Constable.
- (c) **Exceeding Original Level of Authority.** If, at any time, the revised Total Contract Value exceeds the authority level of the original Financial Authority approval, re-approval is required at the then appropriate Financial Authority level.

3.5. **Exercise of Authority.**

- (a) **Initiating Processes.** When approving requisitions or initiating acquisitions or contracts, standard form SPS approval documents should be used to document the exercise of Financial Authority. If no standard form SPS document exists for the subject matter or process, the exercise of the authority must be in writing referencing the subject matter and the facts applicable to the Financial Authority level being exercised to ensure a written record is maintained for compliance and auditing purposes.
- (b) **Authorizing Payment.**
  - i. **Evidence of Approval** - When approving expenditures, that approval must be:
    - (a) in writing, either on the request for payment itself or in a supplemental document attached or otherwise linked to the request for payment and maintained with that request for payment; or
    - (b) through an electronic approval process implemented for the purpose of payment approval.
  - ii. **Verification of Compliance** – Prior to payment approval, the Employee delegated Financial Authority must verify the expenditure for which payment is being made is valid and conforms to the terms and conditions with respect to which that expenditure arises.

3.6. **Police Board Contract Administration.** An Employee granted Financial Authority may review and approve the payment of expenditures arising from contracts entered into by the Board provided those expenditures have been included as SPS related expenses in the SPS Budget.

3.7. **Conditional Approval to Enable Procurement Process.** If the proposed Total Contract Value of an acquisition exceeds the Financial Authority of the Chief Constable, the Chief Constable:

- (a) may initiate the competitive procurement process, or, in the case of direct awards, commence negotiations with a potential vendor/supplier; and

- (b) must refer the proposed acquisition to the Board for contract award approval (following competition) or prior to contract execution (with respect to direct awards), unless otherwise directed by the Board in writing.

## SIGNING AUTHORITY

### 3.8. Appointment of Signing Officers.

- (a) **Delegation of Signing Authority.** Employees identified in Schedule B are appointed Signing Officers and delegated authority to execute contracts, agreements and other documents intended to legal bind or commit SPS (including renewals, contract amendments, memorandums of understanding and other relationship agreements) for and in the name of SPS, and including with respect to financial and non-financial transactions ("**Signing Authority**"), within the limits and subject to the constraints set out in this Policy or as identified in Schedule B.
- (b) **Prohibition on Signing.** No person shall sign documents on behalf of SPS unless that person has been appointed a Signing Officer, and then only within the limits of, and subject to the restrictions contained in, Schedule B.
- (c) **Authority Survives for the Term.** Subject to subsection 3.8(d) (*Increases to Total Contract Value*), and unless amendments to this Policy amend applicable thresholds or otherwise realign signing authorities set out in Schedule B, the level of authority applied upon the signing of the document remains applicable for the term of that document, and that Signing Officer position is the minimum level applied for signing renewals or amendments or granting waivers. In no event should amendments be signed at a level lower than that of the original Signing Officer.
- (d) **Increases to Total Contract Value.** Except to the extent otherwise permitted in the Schedules to this policy, if a proposed contract amendment increases the Total Contract Value beyond the authority of the original Signing Officer, the amendment must be signed by a Signing Officer having the authority over the increased Total Contract Value.

3.9. **Electronic Signatures and Digital Acceptance.** While original/"wet" signatures are preferred, Signing Officers may execute contracts electronically with the same effect as if that document had been originally signed. A Signing Officer remains accountable for the use of their electronic signature and is responsible for ensuring their electronic signature is prudently and appropriately managed to prevent unauthorized access or misuse. A Signing Officer is further responsible for ensuring documents signed electronically are maintained in compliance with SPS's records management policies and procedures.

3.10. **Police Board Contracts.** Nothing in this Policy grants any Employee the authority to execute contracts, agreements, amendments, letters of understanding and other documents for, on behalf of, or in the name of, the Board, or which are intended to legal bind or commit the Board (whether imposing an obligation or providing a benefit), unless and only to the extent:

- (a) delegated to an Employee as an exception to Reserved Authority in Schedule B; or

- (b) such authority has been granted by the Board in writing on a case-by-case basis.

### THRESHOLD DETERMINATION

- 3.11. **Prohibition on Splitting.** Projects, procurements, contracts, requisitions, invoices and other initiating or resulting documents cannot be subdivided to avoid policy or procedural compliance or to circumvent limits and restrictions.
- 3.12. **Total Contract Value.** Except to the extent otherwise permitted in the Schedules to this policy, Total Contract Value must be used when calculating monetary limits and determining thresholds.
- 3.13. **Currency.** For threshold determination, monetary amounts reflected in a foreign currency should be converted to Canadian currency at the applicable exchange rates as determined by the Financial Services Section.

### EXERCISE OF AUTHORITY

- 3.14. **Conditions and Restrictions.** A Signing Officer and Employees having Financial Authority:
- (a) **Preconditions** - may only exercise that authority provided that:
    - i. the Employee has received required training as a Signing Authority (see SPS Professional Skills Section for more information);
    - ii. required internal and external approvals have been obtained;
    - iii. funds required to meet resulting obligations are available or appropriated;
    - iv. all other organizational contracting requirements and policies, procedures, directives and guidelines have been satisfied;
  - (b) **No personal benefits** - may not exercise that authority in circumstances where they are the payee or could personally benefit;
  - (c) **Temporary delegation** - may temporarily delegate that authority in writing to those Employees appointed in an acting capacity during their absence in accordance with any procedures and guidelines established by the Financial Services Section.
- 3.15. **Supervisor Authority.** Supervisors and managers of a Signing Officer or an Employee having Financial Authority have, at a minimum, the same authority as their subordinates.
- 3.16. **Paramountcy.** General Authority should only be exercised if Specific Authority or Special Authority has not been granted based on subject matter as shown in Schedules A or B.
- 3.17. **Segregation of Duties.** Signing Authority must be adequately segregated from Financial Authority. In no circumstance should the same person initiate the process, sign the resulting document, and approve the expenditure.

- 3.18. **Exceptions.** The Chief Constable may either permanently, temporarily, or on a case-by-case basis:
- (a) revoke or rescind the authority of any Employee, or with respect to any subject matter; or
  - (b) require Signing Authority or Financial Authority to be exercised at a higher level than authorized by Schedules A or B.
- 3.19. **Additional Delegations by the Board.** The Board may either permanently, temporarily, or on a case-by-case basis delegate Signing Authority or Financial Authority to other persons with respect to a specific subject matter, an identified agreement or document, or generally. Any such delegations supersede and replace the designated authorization that would otherwise have applied under Schedule A or B.

## CONTRACTING

- 3.20. **Contract Requirements.** Any legally binding obligation to be entered into on behalf of SPS:
- (a) must be in writing; and
  - (b) should be signed by all parties prior to any liability being incurred or benefit received (or, in the case of emergency, as soon as possible thereafter).
- 3.21. **Standard Form Documents.**
- (a) **Use.** Standard form SPS documents (including forms, templates, forms of agreement, contract terms) should be used whenever possible.
  - (b) **Deviations.** Legal Counsel must be consulted when standard form SPS documents will not be used or when material changes are requested to standard form SPS documents.
  - (c) **Amendments.** Requests for modifications to a contract should be in writing and should identify the justification for the modification, and the financial implication if applicable and determinable.
  - (d) **Risk and Indemnity Provisions.** Amendments to indemnity and insurance provisions and use of non-SPS documents imposing or limiting liability must be approved in writing by Legal Counsel in consultation with the Director, Finance, and when applicable, the manager responsible for insurance and risk management at the City.
- 3.22. **Confidentiality Agreements.** Legal Counsel must approve contracts imposing confidentiality obligations on SPS.

#### 4. **POLICY AMENDMENTS**

4.1. The Executive Leadership Team may make minor, non-material amendments to the Schedules to ensure the information is current and accurate, aligns with the organizational structure approved by the Board and/or reflects naming conventions and position titles adopted by SPS or the Board. Such minor amendments will be effective without referral to the Board when this policy, with the updated Schedules, is published by SPS in a manner accessible to Employees. Any other changes, including additional delegations of authority or changes to threshold limits, require Board approval in accordance with the *Police Act* for enforceability.

#### 5. **PROCEDURE**

5.1. The Executive Leadership Team is responsible for developing any procedures, guidelines and practices required which conform to and supplement this policy and give effect to the provisions in this policy.

## **APPENDIX A: DEFINITIONS**

“BCPPS” means the British Columbia *Provincial Policing Standards* issued pursuant to the *Police Act*.

“Board” means the Surrey Police Board.

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

“City” means the City of Surrey.

“City Council” means the City Council for the City of Surrey.

“Constable” means a sworn police constable appointed by the Board.

“Employees” means all employees of the Board.

“Executive Officer” means Chief Constable or a Deputy Chief Constable.

“Executive Leadership Team” means Chief Constable and Deputy Chief Constables.

“Financial Authority” means the authority to initiate requests or contracting requirements, and approve expenditures, within designated limits.

“General Authority” means the authority to exercise Financial Authority or Signing Authority generally without regard to subject matter/purpose within threshold limits as shown in Schedules A or B, as the case may be, and provided that Specific Authority or Special Authority does not apply.

“Legal Counsel” includes SPS General Counsel and external legal counsel retained to represent SPS from time to time.

“Reserved Authority” means the authority retained by the Board, some of which is identified in Schedule B for the purpose of providing certainty and direction with respect to matters over which the Board and SPS senior leadership may have mutual interest and responsibility.

“Signing Authority” means the authority to execute contracts and otherwise enter into legally binding commitments or other third-party relationships on behalf of SPS within designated limits and established parameters.

“Special Authority” means the authority to exercise Financial Authority or Signing Authority with regard to limited subject matters/purposes, within threshold limits if applicable, as shown in Schedules A or B.

“Specific Authority” means the authority to exercise Financial Authority or Signing Authority with regard to specific subject matters/purposes, within threshold limits if applicable, as shown in Schedules A or B.

“SPS Budget” means the applicable budget which has been established by the Board and approved by City Council.

“Total Contract Value” includes proposed renewals, extensions, taxes, contingencies and other options applicable to the subject matter of the contract.

**APPENDIX B: REFERENCES**

*Police Act, R.S.B.C. 1996, c. 367*

**SCHEDULE A  
Financial Authority**

*(Internal Approvals - authority to approve requisitions, initiate contracts, and approve expenditures)*

**1. GENERAL AUTHORITY**

<b>POSITION</b>	<b>LIMIT <i>(per transaction)</i></b>	<b>CONDITIONS</b>
<b><i>EXECUTIVE LEADERSHIP TEAM</i></b>		
Chief Constable	\$	Against SPS Budget Subject to s. 3.5 of policy re: conditional approval to initiate procurement process
Deputy Chief Constable	\$500,000	Against SPS Budget
<b><i>SENIOR SUPERVISORS (sworn members)</i></b>		
Superintendent	\$200,000	Against Bureau Budget
Inspector		Against Division Budget
<b><i>SENIOR LEADERSHIP (civilian)</i></b>		
Director, Finance	\$500,000	Against SPS Budget
Director, IM/IT	\$200,000	Against Division Budget
General Counsel	\$50,000	Against Section Budget (Legal Services)
Strategic Communications Manager	\$50,000	Against Section Budget (Strategic Communications)
Manager, Corporate Services Section	\$200,000	Against SPS Budget
Executive Services Manager	\$50,000	Against SPS Budget
<b><i>SUPERVISORS (sworn members)</i></b>		
Staff Sergeant	\$5,000	Against Section Budget
Sergeant	\$2,500	Against Section Budget
<b><i>OTHER</i></b>		
Executive Assistant to Chief Constable	\$10,000	Against SPS Budget
Administrative Assistant to a Deputy Chief Constable	\$5,000	Against Bureau Budget
Procurement and Asset Manager	\$75,000	Against SPS Budget See also Specific Authority
Finance Manager	\$75,000	Against SPS Budget
Fleet Manager	\$20,000	Against SPS Budget
Administrative Services Manager	\$20,000	Against SPS Budget
<b><i>P-CARD HOLDERS</i></b>		
Persons issued an SPS purchasing card (P-Card)	Up to issued P-Card limit	Subject to limits and conditions set out in processes and procedures established by Director, Finance
<b><i>FURTHER SUB-DELEGATIONS</i></b>		
Other Employees designated in writing by the Chief Constable	Up to \$2,500	Subject to conditions/restrictions set out in the designation and as against bureau, division or section budget only

LEVEL	POSITION	LIMIT* (per transaction)	CONDITION
<b>EXECUTIVE AND SENIOR MANAGEMENT</b>			
A.	Chief Constable	\$500,000	Against SPS Budget
B.	Deputy Chief Constable	\$500,000	Against SPS Budget
	Director, Finance		Against SPS Budget
	Director, IM/IT		Against Division Budget
C.	Superintendent	\$200,000	Against Bureau Budget
	Director, Legal Services and General Counsel		Against Section Budget
	Sr. Manager, Bus. & Infrastructure Services		Against SPS Budget
	Sr. Manager, Strategic Communications		Against Section Budget
	Sr. Manager, Human Resources		Against Section Budget
	Sr. Manager, Info. & Evidence Management		Against Section Budget
	Sr. Manager, Information Technology		Against Section Budget
	Sr. Manager, Strategic Operations		Against Section Budget
	Manager, Strategic Mgmt. & Performance	Against Section Budget	
<b>OTHER</b>			
D.	Inspector	\$100,000	Against Division Budget
	Executive Services Manager		Against SPS Budget
	Finance Manager		Against SPS Budget
	Procurement and Asset Manager		Against SPS Budget
	Fleet Manager		Against Section Budget
	Facility/Administrative Services Manager		Against Section Budget
	IT Client Services Manager		Against Section Budget
	IT Infrastructure & Operations Manager		Against Section Budget
	IT Application Services Manager		Against Section Budget
	PRIME-BC Application Manager		Against Section Budget
E.	Executive Assistant to Chief Constable	\$10,000	Against SPS Budget
	Buyer (PAMU)		Against SPS Budget
	Fleet Services Supervisor		Against Section Budget
F.	Admin. Assistant to Deputy Chief Constable	\$5,000	Against Bureau Budget
	Staff Sergeant		Against Section Budget
	Sergeant Major		Against Bureau Budget
	Civilian Managers not listed above		Against Section Budget
G.	Sergeant	\$2,500	Against Section Budget
	Other Employees designated in writing by the Chief Constable		Subject to conditions set out in the designation and as against bureau, division or section budget only
H.	P-Card Holders	Up to issued P-Card limit	Subject to limits and conditions set out in business rules established by Financial Services Section

\*Authorization limits are based primarily on job function, organizational need and budget allocations responsibilities.

## 2. SPECIFIC AUTHORITY

TRANSACTION/EXPENDITURE	LIMIT <i>(per transaction)</i>	POSITION
<b>ADMINISTRATIVE</b>		
<b>EMPLOYMENT RELATED</b>		
Timesheets (Overtime)		See Policy 4.1.4 Overtime
Payroll (initiating employee payment)		Payroll Manager
Payroll Deduction Remittances (incl. statutory and voluntary deductions)		Payroll Manager
Employment Benefits (Employer Paid)	As per contract	Finance Manager
Training / Professional Development		See Policy Category AD 7 Training
Expense / Reimbursement Claims		See Policies: AD 8.6 Expense Reimbursement AD 8.8 Business Travel
<b>FINANCIAL ACTIVITIES</b>		
PST, GST and Tax Remittances		Finance Manager
External Audit		Finance Manager
<b>BANKING ACTIVITIES</b>		
Payment instruments and banking, accounting and financial instruments		See Schedule B ( <i>Signing Officers</i> )
<b>INFORMATION MANAGEMENT/INFORMATION TECHNOLOGY (IM/IT)</b>		
<u>Subscriptions and IT licence fees</u>	<u>As per contract</u>	<u>Manager, Infrastructure and Operations Unit</u>
<u>IT Consultant Fees – invoice approval</u>	<u>Up to Total Contract Value</u>	<u>Manager, Infrastructure and Operations Unit</u>
<b>INSURANCE</b>		
Insurance premiums, licences, plates and claims		Finance Manager, in cooperation with City's insurance / claims managers or finance managers as applicable
<b>PROCUREMENT - ACQUISITION OF GOODS AND SERVICES</b> (through competitive process or direct award)		
<b>Invoice Approval</b>		
Vehicles	Total Contract Value	Chief Constable or a Deputy Chief Constable
Other Goods, upon delivery	Total Contract Value	Procurement and Asset Manager, <u>Procurement Specialist or Buyer</u>
<b>Renewals and Extensions</b>		
<u>Renewals and extensions, including annual IT subscriptions</u>	<u>Value of renewal / extension</u>	<u>Apply General Authority based on value of renewal or extension</u>
<b>OPERATIONAL</b>		
<b>POLICING AND LAW ENFORCEMENT ACTIVITIES</b>		
Recurring contributions / payments re: integrated teams, joint task forces, etc.	As per contract	Finance Manager
Payments to policing / law enforcement agencies re: provision of services on an as required basis	As per contract	Deputy Chief Constable responsible for subject matter

## 3. SPECIAL AUTHORITY

POSITION	LIMIT <i>(per transaction)</i>	CONDITIONS
Chief Constable	Up to Total Contract Value	Acquisition of equipment, tools and supplies procured under Special Authority granted to Chief Constable (which authority expired December 31, 2023):

POSITION	LIMIT <i>(per transaction)</i>	CONDITIONS
		<ul style="list-style-type: none"><li>• to approve invoices and otherwise manage the contracts (including renewals, amendments, etc.) for the Total Contract Value for the duration of the contract term</li></ul>

**SCHEDULE B**  
**Signing Authority**  
*(Appointment of Signing Officers)*

**1. GENERAL SIGNING AUTHORITY**

DOCUMENT	SIGNING OFFICER
<p>Contracts, agreements, memorandums of understanding and other documents, for and in the name of SPS, with respect to <u>day-to-day operations</u> and/or <u>in the ordinary course of business</u>:</p> <ul style="list-style-type: none"> <li>• whether imposing an obligation, providing a benefit, establishing a relationship with third parties or supporting administrative or operational requirements; and/or</li> <li>• reflecting alignment and/or compliance with the SPS Strategic Plan approved by the Board;</li> </ul> <p><b><i>but excluding:</i></b></p> <ul style="list-style-type: none"> <li>• contracts, agreements and other documents for or in the name of the Board;</li> <li>• matters over which the Board retains authority, <u>unless</u> the Board has specifically granted an exception and has delegated Signing Authority as set out in the Reserved Authority section of this Schedule B.</li> </ul>	<p>Chief Constable</p> <p><u>OR:</u></p> <p><u>For documents imposing a financial obligation on, or a financial benefit to, SPS:</u></p> <ul style="list-style-type: none"> <li>• a Deputy Chief Constable <u>AND</u> the Director, Finance together</li> </ul> <p><u>For all other documents:</u></p> <ul style="list-style-type: none"> <li>• any two Deputy Chief Constables together</li> </ul>

## 2. SPECIFIC SIGNING AUTHORITY

DOCUMENT	RESTRICTIONS	SIGNING OFFICER
<b>ADMINISTRATIVE MATTERS</b>		
<b>Financial</b>		
Payment instruments/bills of exchange, including cheques, electronic funds transfers, money orders	Regardless of value	As per the designations established by the Board and provided to the financial institution.
Banking, accounting and financial documents, including certificates, attestations, directions, acknowledgements or other documents or instruments necessary for or related thereto	Regardless of value, including non-financial documents/transactions	Director, Finance
<b>Procurement (Acquisition of Goods and Services)</b>		
< \$10K - documents for the acquisition of goods and/or services under \$10,000	Up to \$10,000	Those persons delegated Financial Authority to the applicable level in Schedule A
> \$10k – documents for the acquisition of goods and/or services	Up to \$75100,000	Procurement and Asset Manager
	Up to \$200,000	Sr. Manager, Business and Infrastructure Services
	Up to \$500,000	Any Deputy Chief Constable
<u>Contract Renewals and Extensions including IT subscriptions</u>	<u>Based on value of extended term</u>	<u>Those persons delegated Signing Authority for Procurement matters, with preference to original Signing Officer</u>
<b>Amendments</b> - Contract amendments and change orders	<u>Based on Total Contract Value, taking into account impact of the amendment</u>	<u>Those persons delegated Signing Authority re: Procurement matters</u>
<b>Asset Management</b>		
Documents related to the disposition, disposal or exchange of assets (including bills of sale, auction related documents, salvage arrangements)	Regardless of value	Sr. Mgr., Business and Infrastructure Services
<b>Property/Use of Facilities</b>		
Leases, licenses, access and use agreements: <ul style="list-style-type: none"> <li>when the City is not a party to the agreement; and</li> <li>excluding purchase agreements</li> </ul>	Use of SPS facilities by policing / law enforcement agencies	For training purposes, one of: <ul style="list-style-type: none"> <li>Inspector, LDU;</li> <li>Inspector, OSU</li> </ul>
	Use of facilities by SPS	Short term or temporary <ul style="list-style-type: none"> <li>Sr. Mgr., Business and Infrastructure Services Section</li> </ul>
<b>Legal</b>		
Legal services retainers	Up to \$100,000	Any one of: <ul style="list-style-type: none"> <li>Deputy Chief Constable</li> <li>General Counsel</li> </ul>
	Over \$100,000	Chief Constable OR the Board

DOCUMENT	RESTRICTIONS	SIGNING OFFICER
<b>Human Resources / Personnel</b>		
Employment Offers, excluding for Chief Constable and Deputy Chief Constables, which are reserved for the Board	Provided: <ul style="list-style-type: none"> <li>position reflected on Board approved org chart ; or</li> <li>position included in hiring plan that informs the annual budget;</li> </ul> and <ul style="list-style-type: none"> <li>compensation conforms to Board approved strategy, structure and entitlements;</li> </ul>	Chief Constable or any Deputy Chief Constable
Service provider agreements re: benefits (medical, dental, insurance, etc.)	Provided benefits conform to Board approved compensation strategy, structure and entitlements	Deputy Chief Constable, Support Services Bureau
<b>Information Technology (IT)</b>		
Electronic Licence Agreements for software	Provided software has been acquired for use by SPS and IT has implemented the software application	Any Employee requiring access to the software may click the "I accept" button.
Electronic Terms of Use for Web Access		Any Employee requiring access to the software may click the "I accept" button.
<b>Revenue Producing Contracts</b>		
Grants, Contributions and Funding agreements, excluding "fees for services" agreements (see Operational Matters section)	Where SPS is the recipient	Director, Finance
<b>Other</b>		
Early termination of any agreements		As delegated by Chief Constable on a case-by-case basis.
<b>OPERATIONAL MATTERS</b>		
<b>Fee for Services Agreements – Short Term ("Contract Policing")</b>		
With policing and law enforcement agencies or other public bodies		Any Inspector
With other third parties (community organizations, etc.)		Any Inspector
<b>Training</b>		
Arrangements between SPS and other police / law enforcement agencies with respect to the receipt or delivery of training and/or participation in training exercises, simulations, etc.		Inspector responsible for the subject matter of training
<b>Other</b>		
Permits and Licences (including applications) to enable the performance of duties as part of normal operations, or documents granting authority for the conduct of regular or ongoing approved SPS programs, activities or undertakings.		Any Inspector or Senior Exempt Manager based on scope of assigned responsibilities.

3. **RESERVED AUTHORITY** – applicable to matters over which the Board retains authority (does not delegate authority to any SPS Employee), exceptions for limited delegations as shown in the table.

DOCUMENT/SUBJECT MATTER	LIMITED DELEGATIONS
<p><b>AGREEMENTS IN WHICH THE BOARD IS A SIGNATORY/PARTY</b></p>	<p><b>General Reservation:</b> The Board reserves <u>all</u> signing authority except as specifically delegated by the Board in writing on a case-by-case basis and subject to any conditions or restrictions set out with respect to that delegation</p>
<p><b>COLLECTIVE AGREEMENTS (Board is employer)</b> amendments, (including supplements, letters of understanding and interpretation bulletins)</p>	<p><b>General Reservation.</b> The Board reserves <u>all</u> signing authority with respect to the collective agreements and any amendments, save and except with respect to minor amendments as described in this Schedule B.</p> <p><b>Minor Amendments.</b> The Chief Constable is granted Signing Authority with respect to the following types of amendments:</p> <ul style="list-style-type: none"> <li>• housekeeping matters (formatting, updating references and similar amendments);</li> <li>• updating job position names/titles to reflect then current naming conventions;</li> <li>• changes to language to improve clarity, provided such changes do not alter meaning or scope of the agreement provisions;</li> <li>• establishment of processes and procedures to facilitate contract administration and implementation, provided such processes and procedures support the provisions and do not alter, expand or limit them;</li> </ul> <p>with the requirement that the Board be promptly informed of such amendments.</p> <p><b>Process for all other amendments.</b> All other amendments, including but not limited to:</p> <ul style="list-style-type: none"> <li>• amendments to, or affecting, compensation or benefits, including with respect to entitlement or calculation methodologies;</li> <li>• provisions that create or alter a financial obligation or which have not been included or contemplated in a Board approved budget;</li> <li>• provisions that impose a burden on resources or systems;</li> <li>• changes to third party benefits; etc.</li> </ul> <p>must be referred to the Board.</p>
<p><b>COLLECTIVE AGREEMENTS (Board is employer)</b> settlement of grievances</p>	<p><b>General Reservation:</b> The Board reserves <u>all</u> signing authority except as specifically delegated by the Board in writing on a case-by-case basis and subject to any conditions or restrictions set out with respect to that delegation</p>

**REGULAR**

REPORT DATE: June 11, 2026

BOARD MEETING DATE: June 17, 2026

BOARD REPORT # 2026-FIN010

TO: **Surrey Police Board**FROM: **Finance and Risk Committee**FILE: **60540-20-04**SUBJECT: **Organized Crime Agency of BC (OCABC) – Provincial Firearms Lab -Third Party Use**

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This report is FOR DECISION

**RECOMMENDATION**

The Finance and Risk Committee recommends to the Surrey Police Board (the “Board”)

THAT the Board approve entering into a licence agreement with the Organized Crime Agency of BC (OCABC) for continued use of space within SPS Headquarters premises, substantially on the terms and conditions set out in the draft licence attached as Appendix I to this report and subject to the finalization of negotiations among the parties;

AND THAT the Board authorize the Chair to approve the final version of the licence agreement and to execute the licence agreement on behalf of the Board;

AND THAT the Board delegate responsibility for day-to-day management of the licence agreement, including compliance, to the Chief Constable, with authority for the Interim Chief Constable to further subdelegate those responsibilities to SPS personnel.

**SUMMARY**

Prior to SPS becoming Police of Jurisdiction, OCABC occupied a portion of SPS Headquarters for the provincial firearms lab through an arrangement with the City of Surrey. No written licence agreement was ever executed by the parties. Since SPS moved into Headquarters, OCABC occupancy continued through a written lease agreement with the City. OCABC continues to pay rent.

Each of the City, OCABC and SPS desire that the use of premises by OCABC be documented through written agreement among the City, OCABC and the Board to provide certainty as to the duration of occupancy and the respective obligations of each of the parties with respect to that use. Approval in principle of the draft licence by the Board is being sought to enable negotiations with OCABC to be completed and to facilitate its execution by all parties.

**DISCUSSION**

SPS staff, together with City staff, are in the process of finalizing arrangements for the continued use of a portion of SPS Headquarters by OCABC, subject to confirmation from the Board as to the terms of that use.

The City, as landowner, has required they be a party to that agreement to protect their interest in and to the premises. The resulting draft licence reflects the City’s requirements and recognizes the mutual interest of the Board with respect to those requirements.

**RISK ASSESSMENT**

Since OCABC is a pre-existing occupant of SPS Headquarters, with security clearances and access rights to the police facilities without any known incidents, continued occupancy poses no known additional risks to SPS. SPS’s on-site presence and responsibility for day-to-day management of that occupancy would provide ongoing oversight and awareness, mitigating risks of third-party access to and use of police facilities.

**FINANCIAL IMPLICATIONS**

OCABC will pay rent for use of the premises, the amount of which has been assessed by the City as reflecting market rates. Although the licence agreement requires that rent to be paid to the City, SPS’s Director, Finance has confirmed SPS will budget for the rent revenue, and the City will allocate the payment back as part of the budgetary and financial processes.

**RESOURCE IMPLICATIONS**

Minimal. It is not anticipated OCABC use of the premises would create resource implications beyond those that would apply if those same premises were occupied by SPS (cleaning, utilities, etc.). The footprint of OCABC’s use is being expanded slightly to accommodate a larger trailer but that expansion has no impact on SPS operations and no material interference with SPS’s use of the site.

**OPTIONS**

Option A: Approve the licence agreement in principle and authorize the Board Chair to approve and sign the final negotiated version of that agreement.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Allows staff to finalize agreement negotiations in a timely manner without further referral to the Board as a whole, while maintaining Board responsibility for, and oversight over, matters within the Board’s authority.</li> <li>• Provides staff the necessary direction to continue engagement with OCABC and the City with the confidence that fundamental commercial terms align with Board expectations.</li> <li>• Provides certainty to OCABC and the City that the Board has been engaged in decision-making as part of the negotiation process.</li> <li>• Facilitates OCABC’s ability to make its budgetary submission by required deadlines to authorize expenditures associated with use of the premises.</li> </ul>	

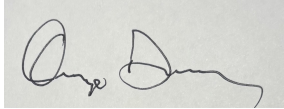
Option B: Defer approval of the licence agreement until a final negotiated version of that agreement is available.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Provides certainty to the Board as to all terms of the licence agreement, regardless of materiality.</li> </ul>	<ul style="list-style-type: none"> <li>• Defers consideration of material terms creating uncertainty as to ability of staff to finalize negotiations in a timely manner.</li> </ul>

<ul style="list-style-type: none"><li>• Maintains oversight by the Board as a whole instead of shifting reliance to a Board member to ensure Board expectations are met.</li></ul>	<ul style="list-style-type: none"><li>• Creates a potential chain of repeated referrals by all parties, who themselves are subject to their own internal processes.</li><li>• Deferral could jeopardize OCABC's ability to meet deadlines to obtain budgetary approvals for their expenditures with respect to their use of the premises, including infrastructure requirements.</li></ul>
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### **RECOMMENDATION/CONCLUSION**

The Finance and Risk Committee recommends the Board approve Option A as detailed in the report to proceed with the licence arrangement among the Board, the City and OCABC substantially on terms set out in Appendix I, and that authority be delegated to the Interim Chief Constable for the day-to-day management of the licence agreement.



George Duncan  
Chair, Finance and Risk Committee

Appendix I – Draft License Agreement

**LICENCE AGREEMENT**

**THIS AGREEMENT** dated the \_\_\_\_<sup>th</sup> day of March, 2026 (this “Agreement”)

**BETWEEN:**

**CITY OF SURREY**, having an office at  
13450 – 104 Avenue  
Surrey, B.C. V3T 1V8

(the "Landowner")

**AND:**

**SURREY POLICE BOARD**, having an office at  
14355 57 Avenue, Surrey B.C. V3X 1A9

(“SPB”)

**AND:**

**HIS MAJESTY THE KING IN RIGHT OF THE  
PROVINCE OF BRITISH COLUMBIA**, as represented by the  
**Minister responsible for the Organized Crime Agency of  
British Columbia**, having an office at  
14200 Green Timbers Way  
Surrey, B.C. V3T 6P3

("OCABC")

**WHEREAS:**

A. The Landowner is the registered owner of the lands more particularly described as:

Civic Address: 14355 57 Avenue, Surrey BC  
PID: 017-234-671  
Legal Description: Lot 2 Section 9 Township 2 New Westminster District Plan  
LMP21 Except Plans BCP42048 and BCP46372

(“Lot 2”)

Civic Address: 5845 144 Street, Surrey BC  
PID: 029-380-855  
Legal Description: Lot 3 Section 9 Township 2 NWD Plan EPP31096

(“Lot 3”)

(Lot 2 and Lot 3 together, the “Lands”).

B. Within the Lands are the following areas:

- (i) “Licence Area A” means those portions of the Building more particularly set out in Schedule “A” attached hereto, which area is approximately 1,756 square feet;
- (ii) “Licence Area B” means that portion of Lot 2 within the area outlined in black and labelled “Licence Area B” on Schedule “B” which area is approximately 3,900 square feet, enclosed by fence and cedar hedging, and which, as of the date of this Agreement, houses a single-wide trailer (the “Admin Trailer”), a single-wide sea-can (the “Lab Sea-Can”), and is expected to house a double-wide trailer (the “Additional Trailer”), each such additions subject to the terms of this Agreement; and
- (iii) “Licence Area C” means fourteen (14) standard size parking stalls within Lot 3, such lot outlined in black and labelled “Licence Area C” on Schedule “C” attached hereto; for clarity the parking stalls used by OCABC may be anywhere within Licence Area C, to a maximum of 14 stalls;

(collectively, the “Premises”).

- C. As of the date of this Agreement, SPB occupies and manages the Premises for the provision of policing services by SPS.
- D. OCABC wishes to occupy the Premises for the Permitted Use, a use which benefits the Landowner, SPB, SPS and City of Surrey residents and visitors.
- E. Notwithstanding any existing occupancy rights of SPB, the Landowner, together with SPB, wish to grant to OCABC a non-exclusive licence of occupation for the Premises on the terms and conditions set out herein.

**NOW THEREFORE THIS AGREEMENT WITNESSES** that in consideration of the mutual covenants and agreements contained in this Agreement and for other good and valuable consideration now paid by each of the parties hereto to the other (the receipt and sufficiency of which are hereby acknowledged), the Landowner, SPB, and OCABC hereby covenant and agree as follows:

1. **Definitions.** In this Agreement:

- (a) “**Additional Rent**” means the additional rent payable by OCABC pursuant to Section 4(b);
- (b) “**Base Rent**” means the base rent payable by OCABC pursuant to Section 4(a);
- (c) “**Building**” means that building on the southernmost portion of Lot 2 and known as SPB Headquarters;
- (d) “**Common Areas**” means:
  - (i) parking lot north of the Building;
  - (ii) locker room and showers within the Building;
  - (iii) firearms cleaning space outside of Licence Area A;

- (iv) shared amenities within the building such as the fitness facility, seating and lounge areas, and similar shared facilities and spaces; and
- (v) those areas, facilities, utilities, improvements, equipment, and installations within the Building which do not comprise part of the Premises and which include all corridors, hallways, lobbies, stairwells, walkways, sidewalks, and common washrooms;

but excluding the boardroom located immediately next to Licence Area A, except to the extent permitted in accordance with Section 7.

- (e) “**Extra Work**” means such work as defined in Section 16;
- (f) “**Improvements**” means any portables, sea-cans, or other moveable or immovable improvements situated on or within Licence Area B at any time during the Term, whether or not they were brought onto the Premises prior to or after the commencement of the Term and includes the Admin Trailer, and Lab Sea-Can, and will, if and when brought onto the Premises, subject to the terms of this Agreement, include the Additional Trailer;
- (g) “**Lands**” means those lands described in Clause A of Page 1 of this Agreement;
- (h) “**Licence Year**” means each 12-month period of the Term, the first licence year commencing on the Commencement Date and each subsequent licence year commencing on the anniversary thereof;
- (i) “**Maintenance**” means, in relation to any parts or components of the Premises and the Common Areas, excluding the Improvements, preventative maintenance performed on a cyclical basis; repair or replacement resulting from breakdown, failure, or normal wear and tear; and the provision of labour, materials, and equipment in relation thereto, all performed or obtained by either the Landowner or SPB;
- (j) “**Premises**” means those areas described in Clause B of Page 1 of this Agreement;
- (k) “**Realty Taxes**” means all real property taxes, rates, duties and assessments (including local improvement rates), impost charges or levies that are levied, charged or assessed from time to time by any lawful authority having jurisdiction, and any taxes payable by the Landowner which are imposed in lieu of, or in addition to, any such real property taxes, and any such real property taxes levied or assessed against the Landowner on account of its ownership of the Lands or its interest therein;
- (l) “**Rent**” includes Base Rent, Additional Rent, and all other sums payable by OCABC to the Landowner in accordance with this Agreement;
- (m) “**SPB Representative**” means, for the purpose of this Agreement, the Chief Constable of SPS or any other employee delegated responsibility by the Chief Constable over the subject matter of this Agreement from time to time, such representative to be advised by SPB to the Landowner and OCABC prior to the Commencement Date and immediately following any change in representative;
- (n) “**SPS**” means Surrey Police Service, being the police of jurisdiction of the municipality of the City of Surrey as of November 29, 2024, such police service employed and governed by SPB; and

- (o) “**Term**” means the period of time specified in Section 3.
2. **Grant of Licence.** The Landowner, together with SPB, hereby grant to OCABC and OCABC’s servants, agents, employees, invitees and contractors, the non-exclusive use and occupation of the Premises for the purposes of a provincially-funded firearms lab operated by OCABC and related operations (the “Permitted Use”) and non-exclusive use and occupation of the Common Areas, each on and subject to the terms and conditions of this Agreement.
3. **Term of Licence.** The term of this Agreement (the “Term”) shall commence on March \_\_\_\_, 2026 (the “Commencement Date”) and continue to and include [REDACTED].
4. **Licence Rent.** OCABC will pay Rent to the Landowner at the address described on page 1 of this Agreement, or at such other place as the Landowner may direct in writing, during the Term, in lawful money of Canada without any set-off, abatement, compensation or deduction whatsoever, on the days as specified in this Agreement. Rent will include the aggregate of the following sums:
- (a) Base Rent:
- \$54,000.00 per annum plus GST, payable in equal monthly installments of \$4,500.00 plus GST on or before the first of each month.
- (b) Additional Rent:
- Prior to the Commencement Date, the Landowner shall estimate the monthly additional rent expected to be paid pursuant to this Agreement and such amount will be payable monthly on or before the first of each month. OCABC acknowledges and agrees that any such estimate is an estimate only and in no way represents an accurate or final additional rent amount. As soon as practicable after the expiration of the first Licence Year and each subsequent Licence Year, or other period of time as determined by the Landowner in the Landowner’s sole discretion, the Landowner shall make a final determination of Additional Rent based on the actual costs incurred therefor by the Landowner or SPB, where on behalf of the Landowner, pursuant to this Agreement and shall notify OCABC of such determination, providing reasonable details as to the breakdown and calculation thereof. If there has been a shortfall in the amounts payable by OCABC for such period, OCABC shall pay such shortfall within twenty (20) days after delivery of the Landowner’s notice. Any overpayment may be paid by the Landowner to OCABC without interest, or credited to OCABC’s account and held by the Landowner without interest, to be applied to payments falling due under this Agreement.
- Any sums, costs, expenses or other amounts from time to time due and payable by OCABC to the Landowner or to any third persons under the provisions of this Agreement, including, without limitation, all amounts incurred by the Landowner or SPB in order to comply with their obligations in Sections 7 and 10, and all amounts payable by OCABC by way of indemnity, whether expressed in this Agreement to be Base Rent or Additional Rent or not shall be treated and deemed to be Rent and the Landowner shall have all remedies for the collection of such sums, costs, expenses or other amounts, when in arrears, as are available to the Landowner for collection of rent in arrears. Additional Rent includes without limitation, the following:
- (i) all Realty Taxes levied, rated, charged or assessed on or in relation to the Premises and the Common Areas, if applicable and not otherwise exempt or not assessed;

- (ii) all charges, costs, accounts and any other sums payable by reason of the supply of utilities and services to the Premises and the Common Areas including without limitation for water, gas, and electricity;
- (iii) all costs of the Landowner and SPB incurred in undertaking the Maintenance, the Extra Work, or any other of the Landowner and SPB's obligations hereunder; and
- (iv) all other sums, amounts, costs, cost escalations, and charges specified in this Agreement to be payable by OCABC; and
- (v) all costs and expenses incurred in connection with the management, maintenance, and operation of the Common Areas.

5. **Net Licence.** OCABC acknowledges and agrees that it is intended that this Agreement shall be a completely net licence for the Landowner and SPB except as shall be otherwise provided in the specific provisions contained in this Agreement, and that neither the Landowner nor SPB shall not be responsible during the Term for any costs, charges, expenses, and outlays of any nature whatsoever arising from or relating to the Premises, and OCABC, except as shall be otherwise provided in the specific provisions contained in this Agreement, shall pay all charges, impositions, and costs of every nature and kind relating to the Premises whether or not referred to herein and whether or not within the contemplation of the Landowner, SPB, or OCABC, and OCABC covenants with the Landowner and SPB accordingly.

6. **OCABC's Covenants.** OCABC covenants and agrees further with the Landowner:

- (a) to pay the Rent when due to the Landowner;
- (b) that the Premises shall be used by OCABC only for the Permitted Use and any other purpose directly and necessarily incidental to those purposes;
- (c) to maintain the Premises and the Improvements in good order and repair;
- (d) not to carry out any work of construction, clearing of land, cutting of trees, filling or raising of the land, replacement or improvement without the written consent of the Landowner, which consent may be arbitrarily withheld without giving any reasons to OCABC. OCABC further agrees not to erect any structures on or within the Premises without having first received approval from the Landowner;
- (e) that it will not deposit soil in or on the Premises;
- (f) that upon the termination of the rights hereby granted, it shall restore the Premises to a state of repair to the satisfaction of the Landowner including without limitation removing the Improvements in accordance with Section 15;
- (g) that it shall not assign or transfer this Agreement or otherwise part with possession of all or any part of the Premises or grant any further licence, right, interest or concession whatsoever within or relating to the Premises;
- (h) that it shall not make any alterations or improvements to the Premises unless and until it has obtained required approvals of the Landowner in accordance with this Agreement including but not limited to the requirements set out in Section 14;

- (i) that it shall not make any alterations or improvements to the Premises unless and until it has obtained required written approvals and permits from the City of Surrey in its capacity as municipal authority;
- (j) that it shall, as Additional Rent, bear any expenses of repairs, replacements, alterations to the Premises and the Common Areas, excluding to the Improvements, that are necessary, in the opinion of the Landowner or SPB, due to land, improvements, or other chattels being in a state of disrepair, damaged, or destroyed through the negligence, carelessness or misuse by OCABC or any of its employees, contractors, agents servants, or anyone permitted by it to be in the Premises or the Common Areas;
- (k) that neither the Landowner nor SPB has made any representations or warranties with respect to the suitability of the Premises or the Common Areas for OCABC or the Permitted Use and that the Premises are being provided to OCABC on an "as is, where is basis" including without limitation with respect to their environmental condition, except for as otherwise provided for in this Agreement. Prior to taking possession of the Premises under this Agreement, OCABC has performed such investigations of the Premises as it considered appropriate and is satisfied as to their suitability for its Permitted Use and satisfied as to their environmental condition;
- (l) that OCABC shall not use or permit to be used all or any part of the Premises for the sale, storage, manufacture, disposal, handling, treatment, generation, use, transport, refinement, processing, production, remediation, Release (as hereinafter defined) into the Environment (as hereinafter defined) of, or any other dealing with, any Contaminants (as hereinafter defined), without the prior written consent of the Landowner, which consent may be unreasonably and arbitrarily withheld. Without limiting the generality of the foregoing, OCABC shall in no event, and does not plan or intend to use the Premises to dispose of, handle, treat or Release a Contaminant in a manner that, in whole or in part, causes the Premises or any adjacent property to become a contaminated site under Environmental Laws (as hereinafter defined):
  - (i) "Release" includes any release, spill, leak, pumping, pouring, emission, emptying, discharge, injection, escape, leaching, migration, disposal or dumping;
  - (ii) "Contaminant" means any ammunition of any kind including all of its components, lead, lead-containing materials, radioactive materials, asbestos, asbestos-containing materials, urea formaldehyde, hydrocarbons, underground or above-ground tanks, lead, pollutants, polychlorinated biphenyls ("PCBs"), PCB-containing equipment or materials, contaminants, deleterious substances, dangerous substances or goods, hazardous, corrosive or toxic substances, hazardous waste, waste, pesticides, defoliants, fungi, or any other solid, liquid, gas, vapour, odour, sound, radiation, or combination of any of them, the storage, manufacture, handling, disposal, treatment, generation, use, transport, remediation or Release into the Environment of which is now or hereafter prohibited, controlled or regulated under Environmental Laws;
  - (iii) "Environment" includes the air (including all layers of the atmosphere), land (including soil, fill, lands submerged under water, buildings and improvements), water (including oceans, lakes, rivers, streams, groundwater and surface water), and all other conditions and influences, whether in the indoor or outdoor environments, under which humans, animals and plants live or are developed;

- (iv) "Environmental Laws" means any and all statutes, laws, regulations, orders, bylaws, standards, guidelines, protocols, criteria, permits, codes of practice and other lawful requirements of any federal, provincial, regional, municipal or other governmental authority having jurisdiction over the Premises now or hereafter in force with respect in any way to the Environment, environmental assessment, health, occupational health and safety, protection of any form of plant or animal life or transportation of dangerous goods, including the principles of common law and equity;
- (m) that it shall promptly and strictly comply, and cause any person for whom it is in law responsible to comply, with all laws, bylaws, ordinances, regulations and directives of public authorities having jurisdiction affecting the Premises or the use or occupation thereof, including, without limitation, Environmental Laws regarding the use and occupancy of the Premises under or pursuant to this Agreement, including without limitation obtaining all required permits or other authorizations and making all required registrations, filings and notifications;
- (n) to, as reasonably necessary and where such Contaminants were brought onto the Premises by OCABC whether during or prior to the Term, arrange for removal of Contaminants on a regular basis;
- (o) not use or occupy the Premises or the Common Areas or any part thereof for any unlawful purpose; and
- (p) to be wholly responsible for any and all maintenance, whether interior, exterior, or structural, of the Improvements, such maintenance to include, without limitation all repair and replacement, the provision of labour, materials, and equipment in relation thereto. For clarity, neither the Landowner nor SPB shall be responsible for any maintenance whatsoever of or to the Improvements.

7. **Common Areas.**

- (a) OCABC shall have the right of non-exclusive use in common with others of the Common Areas, provided that such use by OCABC shall always be subject to such reasonable rules and regulations as the Landowner and SPB may from time to time determine.
- (b) OCABC shall have the right to use the boardroom located immediately next to Licence Area A upon request to, and approval by, the SPS Representative from time to time and subject to such reasonable requirements and conditions as SPB may from time to time determine.

8. **Parking Entitlement.** Despite section 8 (*Common Areas*), OCABC's right to use of parking lot north of Building is limited as described in the definition of Licence Area C herein.

9. **SPB's Covenants.** SPB covenants and agrees further with OCABC as follows:

- (a) to provide and maintain electrical power as and where required, acting reasonably and having regard to the Permitted Use, to service the Premises and the Common Areas;
- (b) to use reasonable efforts to arrange for removal of ice and snow from all exterior parking spaces, roadways, walks, steps, and fire exits within the Premises and leading to and from the Premises and the Common Areas;

- (c) to, as reasonably necessary, arrange for removal of waste paper and garbage from the Premises and the Common Areas and to keep any common areas surrounding or forming part of the Premises and the Common Areas reasonably neat, tidy, and free and clear of any refuse, garbage, waste products and obstructing materials whatsoever;
- (d) to maintain the Premises, excluding the Improvements, in good and tenable repair as reasonably practicable having regard to any limitations of SPB to use, access, or control the Premises in connection with this Agreement;
- (e) to provide OCABC with a complete and current list of contact persons with contact details for contact at any time in the event of emergency or failure of any service provided pursuant to this Agreement or in accordance with the Premises, for the purpose of making repairs as may be required to restore such services; and
- (f) to provide janitorial and cleaning to service the Premises and the Common Areas.

10. **Landowner's Covenants.** The Landowner agrees:

- (a) to perform the Maintenance or to cause SPB to perform the Maintenance pursuant to any other applicable agreement between the Landowner and SPB.; and
- (b) to, in relation to any decision to be made under this Agreement in relation to OCABC including without limitation any case where OCABC requires the Landowner's consent, and recognizing SPB's rights with respect to the Lands pursuant to other applicable agreements or arrangements between the Landowner and SPB, consult and engage with SPB in its decision-making and prior to rendering any decision under this Agreement. Notwithstanding the foregoing, the Landowner shall not be required to consult with SPB:
  - (i) in a case where the subject matter does not overlap SPB's rights and obligations pursuant to other applicable agreements between the Landowner and SPS;
  - (ii) by reason of emergency; or
  - (iii) in the exercise of Section 24(c)

11. **Survival of Covenants.** The covenants and indemnities given by OCABC will survive the cancellation, expiration, surrender or other termination of this Agreement.

12. **Security and Access.** SPB, through SPS, shall manage and be in control of security of and access to the Premises and the Common Areas. Upon OCABC's request for access to the Premises or Common Areas by any individual and for the Permitted Use, OCABC shall provide SPS with all information reasonably required by SPS for SPS to assess and approve or deny the appropriate level of security clearance for that individual. SPB shall cause SPS to grant such individual access to the Premises or Common Areas once the required clearance has been approved, and such access shall continue until OCABC advises that the individual no longer requires access or SPS revokes the clearance for cause. OCABC shall not permit any individual who has not received the required security clearance to enter the Premises or Common Areas unless escorted by SPS.

13. **Security and Access of the Improvements.** OCABC shall be responsible for security and access to the Improvements and shall be responsible for any failure to secure or restrict access to the Improvements. OCABC acknowledges and agrees that SPB's security obligations in accordance with Section 12 relate to the Common Areas and the perimeter surrounding the Premises. SPB or

SPS may restrict access to the perimeter surrounding the Premises, but once such access is obtained, will not further secure or restrict access to the Improvements and is not under any obligation to do so.

14. **Alterations.** No changes, alterations, additions or improvements to the Premises of any kind are permitted by OCABC unless and until the consent of the Landowner and SPB is obtained in writing. Notwithstanding that the definition of Licence Area B herein contemplates the addition of the Additional Trailer to the Premises, such alteration and addition requires approval of the Landowner and SPB in accordance with this Section. Any alterations proposed by OCABC to the Landowner and SPB will require approvals of mechanical, electrical or structural consultants and architects as determined by the Landowner, at OCABC's costs. OCABC will pay to the Landowner the Landowner's reasonable out-of-pocket costs of having any such consultants or architects approve such drawings and specifications and any changes. Such work shall be performed by the Landowner or by qualified contractors engaged by OCABC (and approved by the Landowner). In case of work and contractors engaged by OCABC, only under a written contract approved in writing by the Landowner and subject to all reasonable conditions which the Landowner may impose, provided that the Landowner may, at its option, require that the Landowner's contractors be engaged for any structural, mechanical, or electrical work. Without limiting the generality of the foregoing, any work performed by or for OCABC shall be performed by competent workers. OCABC shall submit to the Landowner's reasonable construction supervision over construction and promptly pay to the Landowner or OCABC's contractors, as the case may be, when due, the cost of all such work and of all materials, labour and services involved therein and of all decoration and all changes to the Premises, its equipment or services, necessitated thereby.
15. **Ownership of Improvements and Damage to Premises.** All Improvements are the property of OCABC. Notwithstanding the foregoing, OCABC shall seek the Landowner's consent prior to removing any of the Improvements from the Premises, such consent not to be arbitrarily withheld. On expiry or earlier termination of the Term, OCABC is required to remove any and all Improvements from the Premises, unless otherwise agreed to by the Landowner, such removal will be at OCABC's sole cost and shall be completed on or before the end of the Term. OCABC shall, at its own expense, repair any damage caused to the Premises by the Improvements or removal thereof.
16. **Extra Work.** OCABC may from time to time request the Landowner perform work to the Premises for or on behalf of OCABC which, such work may include changes, alterations, or additions in accordance with Section 14 (the "Extra Work"). In such a case, the work requested by OCABC will be detailed on a demand work request and submitted to the Landowner. The Landowner will endeavour to prepare an estimate for the work requested by OCABC. OCABC agrees that there will be a cost associated with preparation of the aforementioned estimate, being 10% of the estimate if the work is undertaken by the Landowner. Upon written agreement between each of the Landowner and OCABC as to the terms of work including cost, the Landowner will perform the work as required, issue a corresponding invoice to OCABC, and OCABC will pay the Landowner as invoiced, constituting Additional Rent.
17. **Indemnification.** OCABC shall indemnify and save harmless the Landowner and SPB, their elected and appointed officials, directors, board members, employees, servants, agents, successors, and assigns, as applicable, from any and all manner of actions, causes of action, suits, damages, losses, costs, claims, and demands of any nature whatsoever relating to and arising during the Term and/or during such other times as OCABC occupies and uses the Premises or the Common Areas and including but not limited to:

- (a) any injury to person or persons, including death resulting at any time therefrom, occurring in or about the Premises or the Common Areas;
- (b) any damage to or loss of property occasioned by the use of the Premises or the Common Areas; and
- (c) any and all manner of actions, causes of action, suits, damages, losses, costs, builders' liens, claims, and demands of any nature whatsoever relating to and arising during the Term and/or during such other times as OCABC occupies and/or uses the Premises or the Common Areas out of any breach, violation, or non-performance of any covenant, condition, or agreement in this Agreement to be fulfilled, kept, observed and performed by OCABC.

18. **Insurance.**

- (a) OCABC covenants and agrees to effect and keep in force at its own expense at all times throughout the Term, Comprehensive General Liability insurance on an occurrence basis, in an amount not less than Five Million Dollars (\$5,000,000) inclusive per occurrence, against death, bodily injury and property damage occurring by virtue of OCABC's use and occupation of the Premises and the Common Areas or otherwise by virtue of this Agreement. This insurance shall include legal liability coverage. This insurance shall be endorsed to add the Landowner and SPB as additional insureds and shall include a cross liability provision such that the Landowner, SPB and OCABC are each insured as if each had purchased the policy of insurance.
- (b) The policies of insurance referred to above shall be in such form and with such companies as the Landowner may reasonably approve and shall contain the following:
  - (i) provisions that such policies shall be endorsed to provide the Landowner and SPB with thirty (30) days advance written notice of cancellation or material change;
  - (ii) provisions that the Landowner and SPB are protected notwithstanding any act, neglect or misrepresentation of OCABC which might otherwise result in the avoidance of a claim under such policies and that such policies shall not be affected or invalidated by any act, omission or negligence of any third party which is not within the knowledge or control of the Landowner or SPB; and
  - (iii) provisions that such policies and the coverage evidenced thereby shall be primary and non-contributing with respect to any policies carried by the Landowner or SPB.
- (c) OCABC shall provide the Landowner and SPB with evidence of all required insurance prior to the commencement of the Agreement, and shall provide a certificate of insurance covering the required insurance policies when requested by the Landowner or SPB.
- (d) OCABC hereby waives any right of recourse it may have or obtain against the Landowner, SPB, and their respective employees or agents, with regard to loss or damage to its property except where such loss or damage is caused by the negligence of the Landowner or SPB.
- (e) OCABC acknowledges that any requirement by the Landowner as to the amount of coverage under any policy of insurance will not constitute a representation by the Landowner or SPB that the amount required is adequate and OCABC acknowledges that it

is solely responsible for obtaining and maintaining policies of insurance in adequate amounts.

- (f) Notwithstanding sub-clause (a), the Landowner, acting reasonably, may from time to time notify OCABC that the amount of insurance posted by OCABC pursuant to that sub-clause be changed and OCABC shall, within sixty (60) days of receiving such notice, cause the amount of insurance posted pursuant to that sub-clause to be changed to the amount specified in the notice and deliver to the Landowner and SPB written confirmation of the change.
  - (g) If any insurance policy upon the Premises, or any part thereof, shall be cancelled or shall be threatened by the insurer to be cancelled, or the coverage thereunder reduced in any way by the insurer by reason of the use and occupation of the Premises or any part thereof by OCABC or by any assignee or sub-licensee of OCABC, or by anyone permitted by OCABC to be upon the Premises, and if OCABC fails to remedy the condition giving rise to cancellation or reduction of coverage within thirty (30) days after notice thereof by the Landowner or SPB, the Landowner or SPB may remedy the condition giving rise to such cancellation, threatened cancellation or reduction, and OCABC shall forthwith pay the cost thereof to the Landowner or SPB which cost may be collected by the Landowner as additional rent.
19. **Default.** If OCABC is in default or breach of any provision or condition of this Agreement, the Landowner or SPB may terminate this Agreement immediately unless OCABC:
- (a) has cured the default or breach to the Landowner's and SPB's satisfaction, acting reasonably; or
  - (b) demonstrates to the Landowner's or SPB's satisfaction that OCABC has commenced and is continuing diligently to cure the default or breach.
20. **No Waiver.** No condoning, excusing or overlooking by the Landowner or SPB of any default, breach or non-observance by OCABC at any time or times in respect of any covenant, proviso or condition herein contained shall operate as a condoning, excusing or overlooking of any continuing or subsequent default, breach or non-observance, or so as to defeat or affect in any way the rights of the Landowner or SPB herein in respect of any such continuing or subsequent default or breach, and no waiver shall be inferred from or implied by anything done or omitted by OCABC save only expressed waivers in writing. All rights and remedies of the Landowner and SPB in this Agreement contained shall be cumulative and not alternative.
21. **Compliance by OCABC.** OCABC shall, at its own expense, comply with the requirements of every applicable enactment, statute, regulation, law, by-law, direction and ordinance, and with every order or requirement of any competent body having jurisdiction with respect to any work or the administration, management, supervision, operation, condition, improvement, repair, maintenance, use or occupation of the Premises and the exercise of its rights and obligations under this Agreement.
22. **No Tacit Renewal or Overholding.** In the event OCABC continues to use the Premises after the end of the Term, and the Landowner accepts any money tendered, there shall be no tacit renewal of this Agreement. The new tenancy thereby created shall be a tenancy from month to month only, subject to all terms and conditions of this Agreement, except as to duration in the absence of a written agreement to the contrary.

23. **Builders' Liens.** OCABC shall forthwith pay off and cause to be discharged any builders' or similar liens that may be filed against the Premises during the Term in respect of any work or any materials or services provided or anything done, commenced or undertaken on the Premises by, or on behalf of or at the request of OCABC, provided that OCABC may contest the validity of any such lien on giving to the Landowner reasonable security to ensure payment and to prevent any sale, foreclosure or forfeiture of the Premises by reason of such non-payment and provided further that upon determination of the validity of any such lien OCABC shall immediately pay any final judgement in respect thereof rendered against OCABC or the Landowner with all proper costs and charges including costs incurred by the Landowner in connection with any such lien, and shall cause a discharge of such lien to be registered without cost to the Landowner. OCABC will allow the Landowner to post and keep posted on the Premises any notice that the Landowner may desire to post under the provisions of any applicable builder's lien legislation.
24. **Early Termination.** Notwithstanding any other termination rights herein, this Agreement may be terminated early in either of the following instances:
- (a) OCABC, the Landowner, or SPB may terminate this Agreement with three (3) months written notice, without refund of monies already paid by OCABC to the Landowner;
  - (b) the Landowner or SPB may terminate this Agreement immediately if OCABC fails to comply with any of the terms and conditions of this Agreement, in the opinion of the Landowner, without a refund of monies already paid by OCABC to the Landowner; or
  - (c) immediately upon SPB and SPS ceasing to occupy and manage the Premises

Notwithstanding the termination rights set forth in this Section, in the event that SPB elects to terminate this Agreement pursuant to (a) or (b), it shall consult and engage with the Landowner prior to making the decision to exercise such right.

25. **Further Assurance.** Each of the parties will at all times and from time to time and upon reasonable request do, execute and deliver all further assurances, acts and documents for the purpose of giving full force and effect to the covenants, terms, conditions, agreements and provisions in this Agreement.
26. **Notices.** Any notice hereunder shall be given either by personal delivery, registered letter, or by email addressed to the parties as set out below. Any such notice, if by personal delivery or email on a working day during working hours, having regard to the Landowner's City Hall hours, will be deemed to have been received that day or, if not a working day, on the following working day. If so delivered by registered mail, shall be deemed to have been served on the fifth working day following the date it is mailed, unless in the case of a total or partial postal strike in which case delivery by registered letter is not effective notice hereunder:

To the Landowner:

City of Surrey  
 Real Estate Services Division  
 13450 104 Avenue  
 Surrey, B.C. V3T 1V8  
 Attention: Real Estate Manager  
 Email: realestate@surrey.ca

To SPB:

c/o Surrey Police Service  
 14355 57 Avenue  
 Surrey, B.C. V3X 1A9  
 Attention: Superintendent, Training & Development  
 Email: allison.good@surreypolice.ca

To OCABC:

The Organized Crime Agency of British Columbia  
 14200 Green Timbers Way  
 Surrey, B.C. V3T 6P3  
 Attention: Asset Management Section  
 Email: \_\_\_\_\_

27. **Successors and Assigns.** This Agreement shall be binding upon and enure to the benefit of the parties hereto and their respective successors and permitted assigns.
28. **No Lease.** The parties hereto acknowledge and agree that this Agreement is a licence and is not a lease. Nothing herein contained shall be deemed or construed by the parties or by any third party as creating the relationship of landlord and tenant between the parties.
29. **Inspection of Premises.** OCABC covenants and agrees to permit the Landowner, SPB, or either of their authorized representatives, to enter upon the Premises at any time to inspect the Premises and any improvements thereon including without limitation to examine the state of repair of the Premises and any improvements thereon.
30. **No Interest in Land.** OCABC acknowledges that the rights granted in this Agreement are contractual only and do not give OCABC an interest in the Premises.
31. **No Partnership.** Nothing herein contained shall be deemed or construed by the parties or by any third party as creating the relationship of principal and agent nor of partnership nor of joint venture between the parties, it being understood and agreed that no provision contained herein or any act or acts of the parties shall be deemed to create any relationship between the parties other than the relationship of Landowner and Licensee.
32. **SPB Exercise of Rights.** SPB hereby acknowledges that any right, power, discretion or authority of SPB hereunder may be exercised and enforced by SPS, and accordingly any right or benefit conferred on SPB extends to SPS. The Landowner and OCABC are entitled to deal with the SPB Representative in connection with this Agreement.
33. **Execution in Counterparts and by Electronic Signature.** This Agreement may be executed in separate counterparts, each of which shall be deemed to be an original and such counterpart shall together constitute but one and the same Agreement. The signatures of the authorized signatories to this Agreement may be in electronic form (including by DocuSign or other similar electronic signature software) and will be binding on the applicable party or parties as if such signatures were in wet ink.

**IN WITNESS WHEREOF** the parties hereto have executed this Agreement by their proper officers or signatories duly authorized in that behalf.

**CITY OF SURREY**

by its authorized signatory

\_\_\_\_\_  
Print name:

**SURREY POLICE BOARD**  
by its authorized signatory

\_\_\_\_\_  
Print name:

**HIS MAJESTY THE KING IN RIGHT OF THE  
PROVINCE OF BRITISH COLUMBIA**  
by its authorized signatory

\_\_\_\_\_  
Print name:

**SURREY POLICE SERVICE** hereby acknowledges the terms and conditions of this Agreement.

\_\_\_\_\_  
CHIEF CONSTABLE

\_\_\_\_\_  
Date signed

**Schedule A**



# BOARD REPORT

REGULAR

REPORT DATE: June 10, 2026

BOARD MEETING DATE: June 17, 2026

BOARD REPORT # 2026-GOV008

TO: **Surrey Police Board**

FROM: **Governance Committee**

FILE: 60540-20-03

SUBJECT: **Service or Police File No. 2026-002**

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This report is FOR DECISION.

## SUMMARY

On May 12, 2026, the Surrey Police Board formally received a complaint by a parent about a call for service involving their child that is attached as **Appendix I** and, after review of the complaint, the Board passed a motion to request the Chief Constable investigate the complaint and report back to the Board.

Subsequently, SPS's Professional Standards Section advised that the complainant initiated two conduct complaints with the Police Complaint Commissioner that are related to the same underlying matter. As investigation and the outcome of a service or policy complaint may impact the OPCC process, the general practice of municipal police boards has been to put the service or policy complaint into abeyance pending the outcome of the OPCC process.

## RECOMMENDATION

After careful consideration of risk of impacting the OPCC process in which subject officers may face discipline against the inconvenience to the complainant of delaying the service or policy complaint process, the Governance Committee resolve to recommend the Board adopt the following motions:

THAT the Surrey Police Board ask the Chief Constable to suspend the investigation it requested by resolution at the May 12, 2026 meeting;

AND THAT the Surrey Police Board put SPC File No. 2026-002 into abeyance pending the outcome of the OPCC conduct complaint process;

AND THAT the Surrey Police Board communicate the foregoing decisions to the complainant, the Chief Constable and the Police Complaint Commissioner.

A handwritten signature in black ink, appearing to read "Hanne Madsen".

Hanne Madsen  
Chair, Governance Committee

Encl. Appendix I - Complaint received - March 6, 2026

**Conversation with S. 22(1)****S. 22(1)**

March 6, 2026 @12:30 pm

**Background details:**

- Last year, S. 22(1)
- S. 22(1) phone was stolen by fellow student, S. 22(1)
- S. 22(1) was fully aware and capable of taking the phone that was hidden inside of the desk. S. 22(1)
- S. 22(1)
- S. 22(1) made repeated calls to SPS non-emergency line, but calls were not immediately returned
- S. 22(1) pinged the phone's location and was finally able to provide that information to SPS S. 22(1)
- S. 22(1) also had information of the last location it was powered on and off which showed at the S. 22(1) residence
- S. 22(1) found that S. 22(1) was aggressive and rude to him, saying it was not a police issue, but a civil one.
- At some point later, S. 22(1) is believed to have attended the S. 22(1) house, knocked 3 times, but no one answered.
- S. 22(1) was advised by S. 22(1) that the file would be concluded, and to call back if they wanted anything else.
- But S. 22(1) insisted to keep the file open as the phone was still outstanding, and that investigative avenues were available. These avenues included speaking to S. 22(1), CCTV inquiry and speaking to others at the school that might have information about the phone.
- S. 22(1) was listening in on this call and advised S. 22(1) to put the phone on CPIC.
- On June 19, 2026, the phone was returned to S. 22(1) and the phone was destroyed.
- S. 22(1) concluded the file by speaking to S. 22(1) and advised S. 22(1) to settle civilly. S. 22(1) did not ask S. 22(1) how he wanted the file to be dealt with such as charge recommendation, restorative justice or civil restitution.
- S. 22(1) never compensated for the broken phone nor did S. 22(1) follow-up with S. 22(1) first.
- S. 22(1) phoned SPS for an update and spoke with S. 22(1)
- During this exchange, S. 22(1) describes S. 22(1) tone as aggressive and unhelpful
- Sometime after this (June 2025), while on lunch hour at S. 22(1) asked S. 22(1) if he could at least get the phone's case returned.
- S. 22(1) became angry and started to follow and threaten S. 22(1) with a metal memory stick and eventually attacked S. 22(1) with it.
- Clearly indicating in a video showed an object in S. 22(1) hand and S. 22(1) approaching to S. 22(1) to attack, in self-defence, S. 22(1) kicked S. 22(1) away. Video of this

altercation was captured by several witnesses in the school.

- Upon hearing of this incident, the S. 22(1) contacted SPS.
- Principal mentioned to S. 22(1) for "several hours there was no adult supervision with the incident." which is concerning on its own as it occurred during school hours.
- S. 22(1) was provided with one video of the incident from the principal, which only showed S. 22(1) kicking.
- S. 22(1) only obtained one video of the incident and did not investigate thoroughly or question the school of why there wasn't any supervision during school hours. S. 22(1) failed to speak to the other peers that were involved.
- Principal and Vice Principal emailed all parents and guardians of the school to delete any videos related to the incident rather than advising families to refrain from sharing.
- S. 22(1) attended, and arrested S. 22(1) for the assault on S. 22(1).
- S. 22(1) argued that his son is innocent based off the other videos obtained of the incident, which shows who initiated the incident.
- Other videos show it was S. 22(1) as the aggressor and initiated the attack and contributed to his own self harm and S. 22(1) DID NOT engage after defending himself. No mental health assessment was done on S. 22(1) despite evidence of self-harm.
- S. 22(1) did not view these videos before arresting S. 22(1)
- In July 2025, it is determined that no charges will be forwarded to Crown, although this information was not conveyed to S. 22(1) by SPS until the end of January 2026.
- Even though these charges were dropped by Crown, S. 22(1) did not inform S. 22(1) and still made S. 22(1) attend Probation and had S. 22(1) follow conditions that was not police enforceable.
- Conversation between S. 22(1) and S. 22(1) lawyer reveals that S. 22(1) was persistent on making S. 22(1) attend a court date and misinformed S. 22(1) lawyer about the restorative justice process via email
- If Crown did not want to proceed with charges, why was S. 22(1) lead to believe that charges were being forwarded.
- S. 22(1) mentioned to S. 22(1) lawyer via email that there's a court date even though the Crown dropped the case days before.
- In November 2025, a Youth advisor with SPS advised S. 22(1) that an alternate resolution was being sought and that it was unlikely that charges would be forwarded.
- S. 22(1) advised that S. 22(1) was "on probation" and that any further incident would result in charges
- S. 22(1) obtained FOIPPA which revealed that S. 22(1) advised S. 22(1) parent after finding the phone to deal with it civilly or contact
- FOIPPA also reported that S. 22(1) did not follow up with S. 22(1) in to take action nor press charges against the S. 22(1)
- S. 22(1) was not contacted by S. 22(1) on what should've been done but rather S. 22(1) allowing the perpetrators of mischief and theft to get away with the crime
- In a conversation with S. 22(1) regarding an update on the file, S. 22(1) threatened S. 22(1) that if S. 22(1) has another incident that he would go after S. 22(1) as he had a personal vendetta against S. 22(1) son.

- To date, neither S. 22(1) have been given the opportunity to give their account of the events.
- S. 22(1) family has publicly uploaded the incident with S. 22(1) image and with misinformation that resulted in threats from unknown people, while the case was on going.
- S. 22(1) family is unsure what dangers they'll face due to the publications the S. 22(1) family has falsely made against S. 22(1) Both kids still live in the same town.

### **Desired Outcome:**

- S. 22(1) is dissatisfied with SPS' handling of the file and wants a proper investigation
- S. 22(1) would like to know why S. 22(1) was not charged with theft and mischief. With proof that he did commit an offence under the Criminal Code of Canada.
- Additionally, S. 22(1) questions why his son S. 22(1) was pushed into being charged yet when spoken to S. 22(1) on charging S. 22(1) refused to because S. 22(1) is a "minor". Is there a difference between S. 22(1) who's also minor too?
- S. 22(1) wants the S. 22(1) Principal and Vice Principal (at the time of the incident) and the police officers involved to be held accountable for causing distress to the S. 22(1) family.
- The S. 22(1) should be charged with mischief and possession of stolen property.
- Charge the S. 22(1) family for defamation, as they uploaded several images and videos of a minor without consent and falsely accusing the minor of a violent crime.
- Have the school liaison officers investigate why there was a lack of supervision during the altercation to prevent any further incidents at the school.



## BOARD REPORT

REGULAR

REPORT DATE: May 11, 2026

BOARD MEETING DATE: May 12, 2026

BOARD REPORT # 2026-GOV005

TO: Surrey Police Board

FROM: Governance Committee

FILE: 60540-20-03

SUBJECT: Service or Policy File No. 2026-002

This report is FOR DECISION.

**SUMMARY**

On April 29, 2026, the Surrey Police Board received correspondence that is attached as **Appendix I**. The correspondence outlines complaints about service the complainant and his child received after reporting the theft of a cell phone and an altercation between his child and another child at school. The correspondence includes concerns about the conduct of individual officers, which falls under the jurisdiction of the Police Complaint Commissioner, school administrators and Crown Counsel, but it also alleges inadequate and/or inappropriate SPS service and asks a question about differential treatment of the complainant's child who is a minor and a racialized individual.

**ISSUE**

1. Do the allegations appear to raise concerns about the adequacy or appropriateness of SPS services as contemplated in *Police Act*, s. 168 (1)?;
2. Does the complainant's question about the different treatment of his child (who is racialized) from SPS's treatment of another child indicate discriminatory policies or practices or a nexus to a human rights issue?
3. If yes to either or both of these questions, what course(s) of action set out in *Police Act*, s. 171 (1) does the Governance Committee recommend the Board take to address the complaint?

**DISCUSSION**

Part 11, Division 5 of the *Police Act* sets out the process respecting complaints about the municipal police service and legal requirements of municipal police boards.

**Making a service or policy complaint**

168 (1) Subject to subsection (3), any person may make a complaint to the complaint commissioner about

- (a) the general direction and management or operation of a municipal police department, or
- (b) the inadequacy or inappropriateness of any of the following in respect of a municipal police department:
  - (i) its staffing or resource allocation;
  - (ii) its training programs or resources;

- (iii) its standing orders or policies
- (iv) its ability to respond to requests for assistance;
- (v) its internal procedures

\*\*\*

171 (1) On receiving a copy of a complaint... the board of the municipal police department concerned must promptly do one or more of the following:

- (a) request the chief constable of that municipal police department to 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 any of the grounds set out in subsection (2.1);
- (e) take any other course of action the board considers necessary to respond adequately to the complaint.

\*\*\*

(2.1) The board may dismiss a complaint if the board determines that any of the following apply:

- (a) the complaint is trivial, frivolous, vexatious or not made in good faith;
- (b) the complaint is filed for an improper purpose or motive;
- (c) the complaint concerns a policy or service matter that has been appropriately resolved;
- (d) the complaint is not about a policy or service matter that
  - (i) is under the general direction and management or operation of the municipal police department, or
  - (ii) is otherwise described in section 168 (1).

## ANALYSIS

A copy of the correspondence with highlighted sections that appear to raise service or policy concerns is attached as **Appendix II**. The Governance Committee does not determine whether any part of the correspondence is a service or policy complaint—only the full Board has this authority—but the committee’s role is review the allegations and make recommendations to the Board regarding whether the allegations meet the threshold set out in s. 168 (1) of the *Police Act* and, if so, to recommend a course of action to the Board that is among the options set out in s. 171 (1).

On the face of the highlighted sections, there are several allegations about inadequate or inappropriate training, policies and the ability to respond to a request for service. While allegations may not be substantiated after being investigated, the threshold for investigation or other action appears to be met. It is up to the Governance Committee, and ultimately the Board, to consider if any of the reasons for dismissing a complaint set out in s. 171 (2.1) apply, but staff’s assessment is that none do.

## RECOMMENDATION

The nature of the allegations in the complaint may be categorized as falling within human resources policies and practices. As such, an appropriate recommendation from the Governance Committee to the Board would be to request the Chief Constable to investigate and report on the complaint to the Board, with particular attention paid to investigating and reporting on the complainant’s question regarding differential treatment of his child.



Hanne Madsen,  
Chair, Governance Committee

## Conversation with S. 22(1)

S. 22(1)

March 6, 2026 @12:30 pm

### Background details:

- Last year, S. 22(1)
- S. 22(1) phone was stolen by fellow student, S. 22(1)
- S. 22(1) was fully aware and capable of taking the phone that was hidden inside of the desk. S. 22(1)
- S. 22(1)
- S. 22(1) made repeated calls to SPS non-emergency line, but calls were not immediately returned
- S. 22(1) pinged the phone's location and was finally able to provide that information to SPS. S. 22(1)
- S. 22(1) also had information of the last location it was powered on and off which showed at the S. 22(1) residence
- S. 22(1) found that S. 22(1) was aggressive and rude to him, saying it was not a police issue, but a civil one.
- At some point later, S. 22(1) is believed to have attended the S. 22(1) house, knocked 3 times, but no one answered.
- S. 22(1) was advised by S. 22(1) that the file would be concluded, and to call back if they wanted anything else.
- But S. 22(1) insisted to keep the file open as the phone was still outstanding, and that investigative avenues were available. These avenues included speaking to S. 22(1), CCTV inquiry and speaking to others at the school that might have information about the phone.
- S. 22(1) was listening in on this call and advised S. 22(1) to put the phone on CPIC.
- On June 19, 2026, the phone was returned to S. 22(1) and the phone was destroyed.
- S. 22(1) concluded the file by speaking to S. 22(1) and advised S. 22(1) to settle civilly. S. 22(1) did not ask S. 22(1) how he wanted the file to be dealt with such as charge recommendation, restorative justice or civil restitution.
- S. 22(1) never compensated for the broken phone nor did S. 22(1) follow-up with S. 22(1) first.
- S. 22(1) phoned SPS for an update and spoke with S. 22(1)
- During this exchange, S. 22(1) describes S. 22(1) tone as aggressive and unhelpful
- Sometime after this (June 2025), while on lunch hour at S. 22(1) asked S. 22(1) if he could at least get the phone's case returned.
- S. 22(1) became angry and started to follow and threaten S. 22(1) with a metal memory stick and eventually attacked S. 22(1) with it.
- Clearly indicating in a video showed an object in S. 22(1) hand and S. 22(1) approaching to S. 22(1) to attack, in self-defence, S. 22(1) kicked S. 22(1) away. Video of this

altercation was captured by several witnesses in the school.

- Upon hearing of this incident, the S. 22(1) contacted SPS.
- Principal mentioned to S. 22(1) for “several hours there was no adult supervision with the incident.” which is concerning on its own as it occurred during school hours.
- S. 22(1) was provided with one video of the incident from the principal, which only showed S. 22(1) kicking.
- S. 22(1) only obtained one video of the incident and did not investigate thoroughly or question the school of why there wasn’t any supervision during school hours. S. 22(1) failed to speak to the other peers that were involved.
- Principal and Vice Principal emailed all parents and guardians of the school to delete any videos related to the incident rather than advising families to refrain from sharing.
- S. 22(1) attended, and arrested S. 22(1) for the assault on S. 22(1).
- S. 22(1) argued that his son is innocent based off the other videos obtained of the incident, which shows who initiated the incident.
- Other videos show it was S. 22(1) as the aggressor and initiated the attack and contributed to his own self harm and S. 22(1) DID NOT engage after defending himself. No mental health assessment was done on S. 22(1) despite evidence of self-harm.
- S. 22(1) did not view these videos before arresting S. 22(1)
- In July 2025, it is determined that no charges will be forwarded to Crown, although this information was not conveyed to S. 22(1) by SPS until the end of January 2026.
- Even though these charges were dropped by Crown. S. 22(1) did not inform S. 22(1) and still made S. 22(1) attend Probation and had S. 22(1) follow conditions that was not police enforceable.
- Conversation between S. 22(1) and S. 22(1) lawyer reveals that S. 22(1) was persistent on making S. 22(1) attend a court date and misinformed S. 22(1) lawyer about the restorative justice process via email
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- To date, neither S. 22(1) have been given the opportunity to give their account of the events.
- S. 22(1) family has publicly uploaded the incident with S. 22(1) image and with misinformation that resulted in threats from unknown people, while the case was on going.
- S. 22(1) family is unsure what dangers they'll face due to the publications the S. 22(1) family has falsely made against S. 22(1) Both kids still live in the same town.

### **Desired Outcome:**

- S. 22(1) is dissatisfied with SPS' handling of the file and wants a proper investigation
- S. 22(1) would like to know why S. 22(1) was not charged with theft and mischief. With proof that he did commit an offence under the Criminal Code of Canada.
- Additionally, S. 22(1) questions why his son S. 22(1) was pushed into being charged yet when spoken to S. 22(1) on charging S. 22(1) refused to because S. 22(1) is a "minor". Is there a difference between S. 22(1) who's also minor too?
- S. 22(1) wants the S. 22(1) Principal and Vice Principal (at the time of the incident) and the police officers involved to be held accountable for causing distress to the S. 22(1) family.
- The S. 22(1) should be charged with mischief and possession of stolen property.
- Charge the S. 22(1) family for defamation, as they uploaded several images and videos of a minor without consent and falsely accusing the minor of a violent crime.
- Have the school liaison officers investigate why there was a lack of supervision during the altercation to prevent any further incidents at the school.

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- S. 22(1) advised that S. 22(1) was “on probation” and that any further incident would result in charges
- S. 22(1) obtained FOIPPA which revealed that S. 22(1) advised S. 22(1) parent after finding the phone to deal with it civilly or contact S. 22(1)
- FOIPPA also reported that S. 22(1) did not follow up with S. 22(1) to take action nor press charges against the S. 22(1)
- S. 22(1) was not contacted by S. 22(1) on what should’ve been done but rather S. 22(1) allowing the perpetrators of mischief and theft to get away with the crime
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- To date, neither S. 22(1) or S. 22(1) have been given the opportunity to give their account of the events.

- S. 22(1) family has publicly uploaded the incident with S. 22(1) image and with misinformation that resulted in threats from unknown people, while the case was on going.

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S. 22(1) family has falsely made against S. 22(1) Both kids still live in the same town.

### Desired Outcome:

- S. 22(1) is dissatisfied with SPS' handling of the file and wants a proper investigation

- S. 22(1) would like to know why S. 22(1) was not charged with theft and mischief. With proof that he did commit an offence under the Criminal Code of Canada.

- Additionally, S. 22(1) questions why his son S. 22(1) was pushed into being charged yet when spoken to S. 22(1) on charging S. 22(1) S. 22(1) refused to because S. 22(1) is a "minor". Is there a difference between S. 22(1) who's also minor too?

- S. 22(1) wants the S. 22(1) Principal and Vice Principal (at the time of the incident) and the police officers involved to be held accountable for causing distress to the S. 22(1) family.

-The S. 22(1) should be charged with mischief and possession of stolen property.

-Charge the S. 22(1) family for defamation, as they uploaded several images and videos of a minor without consent and falsely accusing the minor of a violent crime.

-Have the school liaison officers investigate why there was a lack of supervision during the altercation to prevent any further incidents at the school.

May 7, 2026

VIA EMAIL: S. 22(1)

Dear S. 22(1)

**Re: Surrey Police Board Service or Policy Complaint File No.**

This letter is to acknowledge receipt of your correspondence of April 29, 2026. The Surrey Police Board met the following afternoon, at which time notice of your complaint was shared with directors, and a copy of your correspondence was forwarded to Chief Constable Lipinski.

At the meeting, the Board had the following options for actions to address the matter that are set out in the *Police Act*, s. 171 (1):

- (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.

Because there was insufficient time between receipt of your correspondence and the meeting to redact personal information from the complaint, the Board received the complaint and relied on s. 171 (1)(e) to refer the complaint to its Governance Committee for further review and to make recommend a course of action to the Board when it next meets. The rationale for this decision was to ensure the complaint is reviewed as early as possible rather than delaying matters to the next scheduled board meeting.

Only the full Board has the authority to make decisions regarding the complaint, and decisions must be made in a public meeting. You will be notified of the meeting where the complaint will return to the Board so that you may attend in person or via live webcast. If you have any further questions or concerns, please contact Jason Kuzminski, Executive Director at [Jason.Kuzminski@surreypoliceboard.ca](mailto:Jason.Kuzminski@surreypoliceboard.ca).

Sincerely,



Harley Chappell  
Chair, Surrey Police Board

Encl.

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



# BOARD REPORT

REGULAR

REPORT DATE: June 10, 2026

BOARD MEETING DATE: June 17, 2026

BOARD REPORT # 2026-GOV009

TO: **Surrey Police Board**

FROM: **Governance Committee**

FILE: 60540-20-03

SUBJECT: **Service or Police File No. 2026-003**

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This report is FOR DECISION.

## SUMMARY

On May 28, 2026, the Surrey Police Board received correspondence from an individual who had been detained in SPS cells for a period of time that is attached as **Appendix I**. The complainant alleges that the cells were unsanitary and resulted in the complainant contracting illness.

## DISCUSSION

Part 11, Division 5 of the *Police Act* sets out the process respecting complaints about the municipal police service and legal requirements of municipal police boards.

### Making a service or policy complaint

168 (1) Subject to subsection (3), any person may make a complaint to the complaint commissioner about

- (a) the general direction and management or operation of a municipal police department, or
- (b) the inadequacy or inappropriateness of any of the following in respect of a municipal police department:
  - (i) its staffing or resource allocation;
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171 (1) On receiving a copy of a complaint... the board of the municipal police department concerned must promptly do one or more of the following:

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- (b) initiate a study concerning the complaint;
- (c) initiate an investigation into the complaint;
- (d) dismiss the complaint on any of the grounds set out in subsection (2.1);
- (e) take any other course of action the board considers necessary to respond adequately to the complaint.

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- (2.1) The board may dismiss a complaint if the board determines that any of the following apply:
- (a) the complaint is trivial, frivolous, vexatious or not made in good faith;
  - (b) the complaint is filed for an improper purpose or motive;
  - (c) the complaint concerns a policy or service matter that has been appropriately resolved;
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    - (i) is under the general direction and management or operation of the municipal police department, or
    - (ii) is otherwise described in section 168 (1).

The Governance Committee determined that the holding cells are part of facilities that fall within the general direction, management or operation of SPS, and maintenance and cleaning of the cells is or ought to be in accordance with policies and protocols, including internal policies. As such, the Governance Committee's advice to the Board is that the complaint meets the threshold for a service or policy complaint to be reviewed by the Board.

The Governance Committee noted that the complainant alleges the conditions of the holding cell facilities caused or contributed to them becoming ill but that the allegations falls outside the purview of a service or policy complaint and may be a civil law matter.

#### **RECOMMENDATION**

After careful consideration, the Governance Committee resolved to recommend to the Board that it pass a motion:

THAT the Surrey Police Board request the Chief Constable investigate records on the conditions of the holding cell facility on the date in question, including general conditions, standards set out in policy for regular care and maintenance of the facility, and whether any changes to the policy and practices are required.



Hanne Madsen  
Chair, Governance Committee

Appendix I - May 28, 2026 Correspondence from Complainant

**From:** [REDACTED]  
**Sent:** May 28, 2026 7:58 PM  
**To:** SPB Your Police Service; SPB Media  
**Subject:** Health & Safety || Poor Sanitation Health Risk

**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.**

Hi, good evening,

Location at Issue: HOLDING CELLS

Surrey Police Service (SPS) Headquarters, located at 14355 57 Avenue, Surrey, BC, V3X 1A9.

I am writing because I was detained for approximately 12 hours from May 19 2026 to May 20 2026. The recurring issue that needs to be properly investigated is the Health & Safety in cells - specifically poor sanitation issues.

About me: I was perfectly healthy and had no symptoms of illness until I had to stay in cells for approximately 12 hours at the headquarters location. Within 24 hours I became violently infected and bedridden. I am now on 2 antibiotics out of 3 that were prescribed to me. But due to lack of finances I was unable to take out the 3rd prescription antibiotic.

There is something serious unsanitary and dirty inside the cells. Someone is not cleaning the cells and properly and contaminating humans (janitors) OR the air quality is lacking and proper building maintenance is NOT being done (air filters, air quality control etc.) OR staff are coming into work aggressively sick and infecting the environment thru the spread of airborne bacteria.

Since my visit in cells, I have been 3 separate antibiotics. I was prescribed antibiotics for my Lungs, antibiotics for my sinuses and Antibiotics for a bacterial infection. Upon leaving cells, I became bedridden for at least 5 days as the infection from inside cells spread thru my bones.

I asked for blankets but staff did not bring and ignored my request as my body went into freezing shock. You forced me to remove my socks and walk barefoot on those dirt floors. If I had a knock or cut on my foot, you increased my risk of disease. Some of your practices are inhumane.

Please stop making people sick.

Please look into your maintenance crew, your cleaning crew or your police Crews because someone (poor staff) or something (poor building maintenance) in cells is infecting the community.

Please run swab tests of the facility because it is wrong inside those cells and by ignoring the issue you will continue to destroy lives by keeping poor sanitary areas and allowing illness/disease/bacteria to spread and contaminate the most vulnerable populations, like me.

Very poor sanitary. Very very poor. Now I have to pay the price for your negligence. Please take action immediately because this disturbingly low standard of filth and dirt costs human lives and costs humans like me money that I don't have to waste on recovering from bacteria.

Please update if the facilities are being investigated for serious air borne contaminants/viruses/bacteria.



**REGULAR****REPORT DATE:** June 11, 2026**BOARD MEETING DATE:** June 17, 2026**BOARD REPORT #** 2026-GOV010**TO:** Surrey Police Board**FROM:** Governance Committee**FILE:** 60540-20-03**SUBJECT:** Executive Communications on Intergovernmental Affairs and Governance Matters

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This report is FOR DECISION.

**EXECUTIVE SUMMARY**

- The Surrey Police Board has asked the Governance Committee to develop a governance rule for SPS communications that establishes guidelines for comment on governance matters and prohibits comments that reflect on intergovernmental affairs.
- The request for a governance rule arises from recent SPS communications on resourcing D4, temporary redeployment of the Gang Crime Unit to Project Assurance, and correspondence directly with the Mayor that attracted negative response from intergovernmental partners.
- The purpose of the governance rule is to ensure alignment between the Board and management, where SPS can continue communicating operational and service delivery facts and information and the Board can oversee messaging for areas of Board accountability.
- A draft governance rule has been prepared for the Board to consider.

**DISCUSSION**

Good governance depends on clear, consistent and appropriately managed organizational communications from management and/or the board to the community and other stakeholders. In the absence of formal policy guidelines, SPS management messaging on governance matters—especially where it reflects on intergovernmental affairs—can become misaligned with the board or be inconsistent and incomplete with strategic direction and legal obligations. This creates risks to transparency, accountability, and public and stakeholder trust. Establishing policy guidelines helps ensure governance-related communications are accurate, timely and aligned with the organization’s governance framework and positions of the board.

A draft governance rule for SPS executive communications regarding intergovernmental affairs and governance matters is attached as **Appendix I**.

**RECOMMENDATION**

The Governance Committee recommends the Board approve the following motion:

THAT the Surrey Police Board adopt the governance rule as set out in Appendix I.



Hanne Madsen  
Chair, Governance Committee

<b>GR – EXECUTIVE COMMUNICATIONS ON GOVERNANCE ISSUES AND INTERGOVERNMENTAL AFFAIRS</b>	
LEGISLATIVE AUTHORITY	<i>Police Act, section 28</i>
DATE APPROVED	
DATE REVIEWED	
DATE AMENDED	
DATE TO BE REVIEWED	
REPORTING REQUIREMENT	

**PURPOSE:**

To clarify when the Chief Constable and senior executives may comment publicly—including to media and community stakeholders—on matters related to police governance, oversight, board direction, organizational priorities (“Governance Issues”) and decisions of, or that involve, the provincial and municipal governments (“Intergovernmental Affairs”).

**PRINCIPLES**

Communications on Governance Issues and Intergovernmental Affairs are the purview of the Surrey Police Board, with the Board Chair as its designated spokesperson unless delegated otherwise. All communications on Governance Issues and/or Intergovernmental Affairs shall be:

- Accurate, evidence-based and timely;
- Respectful of the distinct roles and responsibilities of the Board and SPS executive;
- Consistent with legal and regulatory obligations, including privacy, public safety considerations and applicable legislation;
- Focused on informing, not influencing or critiquing governance decision-making;
- Transparent about role and authority to speak.

**SCOPE**

This policy applies to:

- The Surrey Police Board Chair and Directors
- The Chief Constable
- Deputy Chief Constables

- Designated SPS spokespersons
- Any senior executive authorized to speak on behalf of SPS.

## **OFFICIAL SPOKESPERSON**

- The Board Chair is the primary official spokesperson on Governance Issues, including organizational governance and strategy.
- The Chief Constable is the primary official spokesperson on operations, including emergency responses, complex investigations, specialized tactics, and crime prevention.
- The Chief Constable may be a spokesperson on Governance Issues where authorized by the Board.
- No Board Director or SPS executive may speak on Intergovernmental Affairs without prior authorization from the Board.

## **GOVERNANCE COMMENTARY**

### **Authorized Public Commentary**

The Chief Constable or their designate may comment publicly on Governance Issues only when:

- The Board has formally adopted a position;
- The communication is necessary to explain service delivery;
- Comments are consistent with communication protocols and approved by the Board, Chief Constable or Director of Communications.

### **Restrictions on Commentary**

The Chief Constable and senior executives must not:

- Publicly comment on Intergovernmental Affairs;
- Publicly criticize decisions of the Surrey Police Board, individual Directors, municipal or provincial government or officials;
- Offer personal opinions framed as organizational positions;
- Engage in speculative commentary about pending governance decisions;
- Undermine the role and authority of the Board, provincial or municipal governments or oversight bodies.

## **MEDIA & PUBLIC INTERACTION**

### **Media Requests**

- All media inquiries about Governance Issues and Intergovernmental Affairs should be routed through SPS's Communications Section.
- Communications staff shall coordinate with the Chief Constable and Board's Executive Director to provide approved messaging regarding Governance Issues.

- Communications staff shall refer all inquiries about Intergovernmental Affairs to the Board's Executive Director and refrain from comment.

### **Public Statements**

- Public statements should be fact-based, neutral in tone and not attempt to sway governance decisions.
- Where possible and appropriate, the Chief Constable and/or SPS executives will coordinate with the Board and any third-party governance or oversight bodies prior to issuing a public release on Governance Issues.

### **TRAINING AND COMPLIANCE**

The Chief Constable and SPS executives must complete periodic training on:

- Media relations;
- Governance roles, Governance Issues and legal boundaries;
- Organizational communications standards, including this policy.

Failure to comply with this policy may result in corrective action.



# BOARD REPORT

REGULAR

REPORT DATE: June 10, 2026

BOARD MEETING DATE: June 17, 2026

BOARD REPORT # 2026-GOV011

TO: **Surrey Police Board**

FROM: **Governance Committee**

FILE: 60550-20-03

SUBJECT: **Remuneration for Ad Hoc Committees**

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This report is FOR DECISION.

## EXECUTIVE SUMMARY

- The Surrey Police Board recognizes the time and work required of its directors is deserving of a level of remuneration that appropriately balances the professional nature of their contributions with the understanding the voluntary nature of service to the community.
- Remuneration policies are set out in the SPB Governance Manual (at pages 85-87) and contemplate a combination of monthly stipends, meetings fees for Board and committee meetings, and unpaid service.
- The policies will need to be reviewed at some point to confirm that remuneration is proportionate to the commitments they recognize, but there is an immediate need to clarify application of the policy to *ad hoc* commitments such as participation on the Advisory Budgetary Committee, Leadership Transition Committee and anticipated Executive Recruitment Committee.
- The Governance Committee proposes that the Board consider recommending motions for Board approval to recognize commitments of directors on *ad hoc* committees.

## BACKGROUND

At its most recent meeting, the Governance Committee initiated a review of the Surrey Police Board's remuneration policies. When the SPB Governance Manual was last updated on October 18, 2024, amendments to remuneration policies were approved to align with provincial Treasury Board Guidelines for Level 3 and Level 4 agencies, boards and commissions. While police boards are predominantly appointed by the provincial government, because they are funded by their municipality, the Treasury Board Guidelines do not apply but nevertheless provide a principled approach to recognize the professionalism and time commitment of volunteer contributions.

Unlike most agencies, boards and commissions, the Surrey Police Board in the building phase of the organization requires substantial time and work of directors to meet and oversee the organization. While this will likely change once SPS reaches a steady state, the frequency of committee meetings is higher than other police boards and most provincial entities, and directors are uniquely called upon to participate in joint Board-City of Surrey committees or *ad hoc* Board committees.

In recent months, a gap in the Board's remuneration policies has become evident. Specifically, the policies as they currently stand apply to board and standing committee meetings and workshops, but it is less clear if they apply equally to *ad hoc* committees or participation of designated directors to joint committees of the Board and other entities engaged in work that advances the Board's mandate and function. In principle, the commitment for these is the same as for board and standing committees and, as such, deserve the same or similar recognition. In practice, it would be beneficial for audit purposes to adopt a motion that authorizes the Executive Director to approve payments for these extraordinary committee commitments.

### **RECOMMENDATION**

The Governance Committee recommends the Board approve the following motion:

THAT the Surrey Police Board authorize the Executive Director to approve payments for:

- a. Meetings of the Advisory Budgetary Committee attended by the director designated by the Board;
- b. Attendance at meetings of directors appointed to the Leadership Transition Committee; and
- c. Attendance at meetings of directors appointed to the Executive Search Committee.



Hanne Madsen  
Chair, Governance Committee

Attachment: Governance Manual – Pages 85-87

	STEP	DETAILS	LEAD	TIMELINE
	information to Board members	Board Chair and Vice Chair position Descriptions to the Board		Chair and Vice Chair Selection
6.	Hold confidential vote for Board Chair and Vice Chair	<ul style="list-style-type: none"> <li>Each Board Chair candidate has the opportunity to speak for up to five minutes at a closed Board meeting to present how they meet the desired skills and attributes for the role.</li> <li>Board Members who are not candidates may meet in camera for general discussion prior to the vote.</li> <li>Following the <i>in camera</i> meeting, all Board Members (other than the current Board Chair, who is not eligible to vote) will cast an anonymous vote (on a paper ballot) for their preferred candidates for both Board Chair and Vice Chair.</li> </ul>	Current Board Chair	At selection meeting
8.	Appoint new Chair and Vice Chair	<ul style="list-style-type: none"> <li>Executive Director tallies the votes in the presence of the Board and announce the results.</li> <li>Board Members pass a resolution confirming the outcome to appoint the new Board Chair and Vice Chair for a 2-year term.</li> </ul>	Executive Director  Board members	At selection meeting

## 7. BOARD MEMBER REMUNERATION POLICY

### AUTHORITY

This policy is aligned with the Provincial Treasury Board Remuneration Guidelines.

### PURPOSE

An appropriate remuneration policy for work performed by Board Members supports good governance. The maximum remuneration level should underscore the importance and professional nature of the Board's work and attract and retain qualified individuals to serve at the same time as recognizing that service on the Board entails an element of public service, accountability and fiscal prudence.

The purposes of this policy are to:

1. Ensure a consistent and transparent approach to remuneration and expense reimbursement of Board members.
2. Affirm the importance and professional nature of the work that Board Members perform.
3. Establish proportionality of remuneration of the Board and comparable provincial agencies and boards, as well as police boards in other Canadian jurisdictions.
4. Attract and retain highly-qualified individuals who reflect the diverse communities of Surrey and the Board's commitment to diversity and inclusion and true and lasting reconciliation with Indigenous Peoples.
5. Enable fiscal prudence and public accountability.

## **REMUNERATION FRAMEWORK**

1. Remuneration amounts provided to Board members may be differentiated to recognize the time commitment required to fulfil different roles and responsibilities on the Board.
2. Remuneration cannot exceed the maximum amounts specified in the policy.
3. Remuneration must not exceed the budgeted amount approved by the Board in the provisional policing budget submitted to the City.

## ***RETAINERS***

Retainers are payable for overall service to the Board, including preparation and travel time for meetings, formal training, meetings with external interested parties, facility tours, orientation and educational presentations, participation in evaluation processes, social events and attendance at relevant conferences.

Retainers may be paid quarterly or annually for service rendered.

The following retainers are in effect:

- \$500 per month for each Board Member.
- An additional \$500 per month for the Board Chair.
- An additional \$150 per month for the Vice Chair who does not Chair a Committee.
- An additional \$150 per month for a Chair of each Committee.

## ***MEETING FEES***

Meeting fees are not paid for preparation time for Board meetings or Board Member education, formal training, meetings with external interested parties, participation in evaluation processes, facility tours,

orientation and educational presentations, social functions associated with Board business, or attendance at conferences.

Meeting fees will be paid for each meeting of the Board or Committees, including workshops, and to be paid a meeting fee, the Board Member must be present within 15 minutes of the call to order and until the meeting is adjourned, unless an absence during this period is approved by the Board Chair.

The following meeting fees in effect:

- \$450 for chairing a Board or Committee meeting.
- \$350 for attending, but not chairing, a Board or Committee meeting to which the Board Member is appointed.
- Each Board Member is limited to a maximum of 30 meeting fees in a year.

#### ***ANNUAL REVIEW OF POLICY AND BOARD COMPENSATION***

This policy and the amounts paid to Board Members are reviewed annually by the Human Resources and Compensation Committee who ensures such amounts paid remain appropriate and in line with similar boards.

#### ***RECORDS***

The Executive Director keeps records of all fees and expenses paid to Board Members. Board Member remuneration expenditures are reported publicly on an annual basis.

Remuneration paid to Board Members is subject to personal income tax withholding and is to be reported annually to the Canada Revenue Agency on a T4 Supplementary Slip.



# BOARD REPORT

**REGULAR**

**REPORT DATE:** June 12 2026

**BOARD MEETING DATE:** June 17, 2026

**BOARD REPORT #** 2026-FIN011

**TO:** Surrey Police Board

**FROM:** Finance and Risk Committee

**FILE:** 60540-20-04

**SUBJECT:** Financial Update – Year-to-Date expenditures (April 30, 2026)

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This report is FOR INFORMATION

## RECOMMENDATION

Finance and Risk Committee recommends the Surrey Police Board (the “Board”) receive this report FOR INFORMATION.

## EXECUTIVE SUMMARY

As of April 30, 2026, year-to-date net expenditures totalled \$77.85M, representing 27% of the total approved budget. Salaries and benefits remain the largest cost category, accounting for approximately 73% of operating costs incurred to date. Overall expenditures are trending below the pro-rated year-to-date budget, resulting in a favourable variance of \$5.33M at this stage. A number of variances are attributable to the timing of expenditures, particularly in relation to information technology, infrastructure projects, equipment purchases, and capital acquisitions, which do not occur evenly throughout the year.

At this time, there is no indication of a material deviation from the overall approved net budget. However, several areas warrant continued monitoring through the next reporting periods. Sworn overtime is trending above budget and remains a key cost pressure, although this is currently being partially offset by staffing vacancies. Auxiliary staffing and supplies and materials are also showing pressure relative to budget, in part because approved budgets in these areas were reduced below prior-year actual expenditures despite increased operational scale in 2026.

Budget uncertainty also remains with respect to SPOSU costs, as discussions between the City and the Province have not yet been resolved and the final amount chargeable remains unknown. Management will continue to monitor expenditure trends closely and manage pressures through prioritization, vacancy management, and offsetting variances where feasible.

## PURPOSE

This report summarizes 2026 year-to-date expenditures incurred up to April 30, 2026.

## BACKGROUND

The 2026 policing budget, as approved by the Board and adopted by the City, is summarized below.

### Approved SPS Budget

	2026
<b>Operating Costs</b>	
Board Remuneration	\$ 200,000
Salaries and Benefits	222,788,174
Lower Mainland Integrated Police Services	23,210,822
Other Operating Expenditures	49,938,117
	<b>296,137,113</b>
<b>Capital Assets and Equipment</b>	<b>8,835,000</b>
<b>Surrey Provincial Operations Support Unit</b>	<b>24,954,864</b>
	<b>329,926,977</b>
<b>Less:</b>	
External Revenues and Recoveries	(15,365,946)
Province of BC contribution	(30,000,000)
<b>Net/Total Policing Expenditures</b>	<b>\$ 284,561,031</b>

The 2026 budget presents policing costs under three main components: SPS Operating Costs, Capital Assets and Equipment, and the Surrey Provincial Operations Support Unit ("SPOSU") (RCMP members supporting SPS). The fundamental planning assumption underlying the budget is a targeted policing strength of 808 sworn members in 2026, including both SPS and RCMP members.

## DISCUSSION

As of April 30, 2026, year-to-date ("YTD") net expenditures totalled \$77.85M (27% of the total budget), as presented below. However, although the SPOSU contract cost is presented as a line item in the Surrey Police Board's budget, the Board does not direct the contract's cost or deliverables, as the agreement is between the federal government and the Province of BC. This line item is included in the Board's budget and reporting for presentation purposes only, to provide stakeholders with a consolidated view of Surrey's total policing expenditures. Because the actual cost of SPOSU is unknown to SPS staff, the expense is currently accrued in proportion to the budgeted amount.

### 2026 Budget vs. Actual - Summary

As of April 30, 2026

	2026 Budget	YTD Actual	% Utilized	Remaining Budget
<b>Operating Costs</b>				
Board Remuneration	200,000	31,536	16%	168,464
Salaries and Benefits	222,788,174	61,044,246	27%	161,743,928
Lower Mainland Integrated Police Services	23,210,822	7,736,941	33%	15,473,881
Other Operating Expenditures	49,938,117	14,336,854	29%	35,601,263
	<b>296,137,113</b>	<b>83,149,577</b>	<b>28%</b>	<b>212,987,536</b>
<b>Capital Assets and Equipment</b>	<b>8,835,000</b>	<b>1,650,467</b>	<b>19%</b>	<b>7,184,533</b>
<b>Surrey Provincial Operations Support Unit</b>	<b>24,954,864</b>	<b>8,118,290</b>	<b>33%</b>	<b>16,836,574</b>
	<b>329,926,977</b>	<b>92,918,334</b>	<b>28%</b>	<b>237,008,643</b>
<b>Less:</b>				
External Revenues and Recoveries	(15,365,946)	(5,064,588)	33%	(10,301,358)
Province of BC contribution	(30,000,000)	(10,000,000)	33%	(20,000,000)
<b>Net/Total Policing Expenditures</b>	<b>284,561,031</b>	<b>77,853,746</b>	<b>27%</b>	<b>206,707,285</b>

Overall, as of the end of April, the most significant expense category is salaries and benefits, which account for approximately 73% of total operating costs incurred to date (\$61.04M of \$83.15M).

When comparing YTD expenditures to the pro-rated budget to April 30, SPS's expenditures are trending below budget at 94%, resulting in a favourable variance of \$5.33M. This variance will fluctuate from month to month because the timing of expenditures does not always align with the monthly budget phasing, even though those expenditures remain within the approved annual budget.

### Year-To-Date Budget vs. Actual - Summary

As of April 30, 2026

	YTD Budget	YTD Actual	% Utilized	Remaining Budget
<b>Operating Costs</b>				
Board Remuneration	66,667	31,536	47%	35,131
Salaries and Benefits	62,595,777	61,044,246	98%	1,551,531
Lower Mainland Integrated Police Services	7,736,941	7,736,941	100%	-
Other Operating Expenditures	16,846,039	14,336,854	85%	2,509,185
	<b>87,245,424</b>	<b>83,149,577</b>	95%	4,095,847
<b>Capital Assets and Equipment</b>	<b>2,945,000</b>	<b>1,650,467</b>	56%	1,294,533
<b>Surrey Provincial Operations Support Unit</b>	<b>8,118,290</b>	<b>8,118,290</b>	100%	-
	<b>98,308,714</b>	<b>92,918,334</b>	95%	5,390,380
<b>Less:</b>				
External Revenues and Recoveries	(5,121,982)	(5,064,588)	99%	(57,394)
Province of BC contribution	(10,000,000)	(10,000,000)	100%	-
<b>Net/Total Policing Expenditures</b>	<b>83,186,732</b>	<b>77,853,746</b>	94%	5,332,986

### Key Variance Drivers

As of April 30, 2026, the 2025 and 2026 cost-of-living adjustments have not yet been implemented, as SPU and CUPE continue to bargain collective agreements that expired in 2024. Accordingly, salaries and benefits costs incurred to date do not yet reflect any retroactive adjustments. Overtime is currently trending higher than expected and may remain elevated due to operational requirements; however, these additional costs are currently being offset by vacancies.

IT-related costs are also trending lower than expected at this stage. However, IT and infrastructure project costs, equipment purchases, and capital expenditures are not incurred evenly throughout the year. As a result, current variances between budget and actual results are attributed primarily to transaction timing and project prioritization.

Appendices I and II present itemized budget-to-actual results (by full annual budget and by YTD budget, respectively), and Appendix III presents itemized budget-to-actual results for Board expenditures.

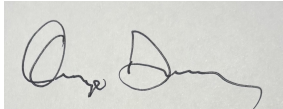
### COMPLIANCE

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

- WorkSafeBC – quarterly
- Municipal Pension Plan – within 15 days of each payroll date
- BC Provincial Sales Tax (PST) – monthly
- BC Employer Health Tax (EHT) – quarterly
- Canada Revenue Agency
  - Goods and Services Tax (GST) remittances – annually, with quarterly instalment payments
  - Payroll remittances – immediately following each payroll date

## CONCLUSION

The Finance and Risk Committee recommends that the Board receive this report for information.



George Duncan  
Chair, Finance and Risk Committee

- Appendix I Itemized 2026 Budget vs. Actual – April 30, 2026 and variance analysis
- Appendix II Itemized 2026 Year-To-Date Budget vs. Actual – April 30, 2026
- Appendix III 2026 Budget vs. Actual – Police Board – April 30, 2026
- Appendix IV Most recent prior forecast for 2026, prepared as of March 31, 2026

## Appendix I

## 2026 Budget vs. Actual

As of April 30, 2026

	2026 Approved Annual Budget	YTD Actual	% Utilized	Budget Remaining
<b>Operating Costs</b>				
Board Remuneration	200,000	31,536	15.8%	168,464
Salaries and Benefits	222,788,174	61,044,246	27.4%	161,743,928
Lower Mainland Integrated Police Services	23,210,822	7,736,941	33.3%	15,473,881
Consultants and Professional Services	9,852,921	2,970,265	30.1%	6,882,656
Justice Institute of BC Recruit Training Fees	2,495,430	1,288,000	51.6%	1,207,430
Training and Travel	2,593,500	545,572	21.0%	2,047,928
Other/External Police Agency Support	665,000	205,428	30.9%	459,572
Brand Development and Advertising	288,647	56,662	19.6%	231,985
Events and Meetings	137,900	37,928	27.5%	99,972
Facilities Operating Expenses	2,695,200	494,992	18.4%	2,200,208
Leases and Rental	2,611,100	912,420	34.9%	1,698,680
Memberships and Professional Dues	64,070	26,577	41.5%	37,493
Other Expenditures	325,500	2,292	0.7%	323,208
Risk Management and Insurance	1,502,520	156,939	10.4%	1,345,581
Repairs and Maintenance	4,927,189	984,514	20.0%	3,942,675
Service Fees	129,000	55,144	42.7%	73,856
Software and Application Licences	7,012,654	1,642,919	23.4%	5,369,735
Technology System Levies	5,211,049	1,528,731	29.3%	3,682,318
Telecommunications/Telephony	1,244,900	244,934	19.7%	999,966
Supplies and Materials	7,452,537	2,886,260	38.7%	4,566,277
City of Surrey Allocated Costs	729,000	297,277	40.8%	431,723
<b>Total Operating Costs</b>	<b>296,137,113</b>	<b>83,149,577</b>	28.1%	212,987,536
<b>Capital Assets and Equipment</b>				
Protective Equipment - Armour and Shields	910,000	325,436	35.8%	584,564
Use of Force Equipment – Firearms	720,000	-	0.0%	720,000
Use of Force Equipment – Non-Lethal	90,000	-	0.0%	90,000
Vehicles/Police Fleet	7,115,000	1,325,031	18.6%	5,789,969
<b>Total Capital Assets and Equipment</b>	<b>8,835,000</b>	<b>1,650,467</b>	18.7%	7,184,533
<b>Surrey Provincial Operations Support Unit</b>	<b>24,954,864</b>	<b>8,118,290</b>	32.5%	16,836,574
<b>Total Expenditures</b>	<b>329,926,977</b>	<b>92,918,334</b>	28.2%	237,008,643
<b>Less:</b>				
External Revenues and Recoveries	(15,365,946)	(5,064,588)	33.0%	(10,301,358)
Province of BC contribution	(30,000,000)	(10,000,000)	33.3%	(20,000,000)
<b>Net Policing Expenditures</b>	<b>284,561,031</b>	<b>77,853,746</b>	27.4%	206,707,285

### **Budget vs. Actual Variance Analysis**

In addition to the general explanation in the report above, specific line-item budget-to-actual variances of interest are outlined below. Please refer to the corresponding note numbers in the statement above.

1. The Justice Institute of BC's recruit training expenses are incurred 3 times a year for 3 cohorts; the fees for the second cohort in 2026 were paid in April. This variance is due to the timing of expenditures.
2. Training and travel costs are currently trending lower. Conference, courses, and training expenses are not incurred evenly throughout the year. Furthermore, recent discussions with the Training Section indicate that we will likely not fully spend the training budget, as we do not have sufficient backfill capacity to release members for training.
3. Brand Development and Advertising costs are trending lower primarily due to timing differences. Recruiting campaigns, marketing initiatives, and related expenditures are typically not incurred evenly throughout the year. In addition, some planned activities were postponed until after budget finalization and will occur in later quarters.
4. Facility projects, such as security upgrades, as well as ice and snow removal costs, have not yet been incurred but are expected in Q3 and Q4.
5. Membership fees are generally paid once per year. This variance is due to the timing of expenditures.
6. Most of the risk management and insurance costs in the budget are related to vehicle purchases. There are fleet insurance-related costs from the "City of Surrey Allocated Costs" line that should be reallocated here.
7. Repairs and maintenance expenses are not expected to be incurred evenly throughout the year; therefore, we expect this line item to fluctuate over and under budget from time to time. One of the main drivers for variability is vehicle damage.
8. Service fees increased due to unexpected terminal rental fees charged by Moneris for the RCMP districts. The impact is not expected to be significant relative to the overall SPS budget.
9. IT systems, infrastructure, and software costs are currently trending below expectations. The Financial Services Section is working with the IM/IT Division to determine whether this variance is related to project timing or changes in operational priorities.
10. Telecommunications and telephony costs are lower due to the lower number of employees at this point in the year and are expected to correlate with the hiring cadence over the coming months.
11. Supplies and materials include policing duty equipment, personal-issued equipment, uniforms, and ammunition, which are trending higher than the budget, reflecting current operational needs, resulting in slightly higher than expected spending to date. Management will continue to monitor these costs.
12. Body armour and shields are purchased in bulk to realize better economies of scale. This variance is due to the timing of expenditures.
13. Use of force equipment is purchased in bulk; these items are expected to be ordered later in the year. This variance is due to the timing of expenditures.
14. Vehicle costs are not recognized until delivery from the manufacturer. Most vehicles ordered in 2024 and 2025 are expected to be received later this year. It is unlikely that all our 2026 vehicle orders will arrive this year; therefore, this line item will potentially have a favourable budget variance.

## Appendix II

## 2026 Year-To-Date Budget vs. Actual

As of April 30, 2026

	YTD Budget	YTD Actual	% Utilized	Budget Remaining
<b>Operating Costs</b>				
Board Remuneration	66,667	31,536	47.3%	35,131
Salaries and Benefits	62,595,777	61,044,246	97.5%	1,551,531
Lower Mainland Integrated Police Services	7,736,941	7,736,941	100.0%	-
Consultants and Professional Services	3,284,307	2,970,265	90.4%	314,042
Justice Institute of BC Recruit Training Fees	831,810	1,288,000	154.8%	(456,190)
Training and Travel	864,500	545,572	63.1%	318,928
Other/External Police Agency Support	421,665	205,428	48.7%	216,237
Brand Development and Advertising	96,216	56,662	58.9%	39,554
Events and Meetings	45,967	37,928	82.5%	8,039
Facilities Operating Expenses	898,400	494,992	55.1%	403,408
Leases and Rental	870,367	912,420	104.8%	(42,053)
Memberships and Professional Dues	21,357	26,577	124.4%	(5,220)
Other Expenditures	108,500	2,292	2.1%	106,208
Risk Management and Insurance	500,840	156,939	31.3%	343,901
Repairs and Maintenance	1,642,397	984,514	59.9%	657,883
Service Fees	43,000	55,144	128.2%	(12,144)
Software and Application Licences	2,337,551	1,642,919	70.3%	694,632
Technology System Levies	1,737,016	1,528,731	88.0%	208,285
Telecommunications/Telephony	414,967	244,934	59.0%	170,033
Supplies and Materials	2,484,179	2,886,260	116.2%	(402,081)
City of Surrey Allocated Costs	243,000	297,277	122.3%	(54,277)
<b>Total Operating Costs</b>	<b>87,245,424</b>	<b>83,149,577</b>	<b>95.3%</b>	<b>4,095,847</b>
<b>Capital Assets and Equipment</b>				
Protective Equipment - Armour and Shields	303,333	325,436	107.3%	(22,103)
Use of Force Equipment – Firearms	240,000	-	0.0%	240,000
Use of Force Equipment – Non-Lethal	30,000	-	0.0%	30,000
Vehicles/Police Fleet	2,371,667	1,325,031	55.9%	1,046,636
<b>Total Capital Assets and Equipment</b>	<b>2,945,000</b>	<b>1,650,467</b>	<b>56.0%</b>	<b>1,294,533</b>
<b>Surrey Provincial Operations Support Unit</b>	<b>8,118,290</b>	<b>8,118,290</b>	<b>100.0%</b>	<b>-</b>
<b>Total Expenditures</b>	<b>98,308,714</b>	<b>92,918,334</b>	<b>94.5%</b>	<b>5,390,380</b>
<b>Less:</b>				
External Revenues and Recoveries	(5,121,982)	(5,064,588)	98.9%	(57,394)
Province of BC contribution	(10,000,000)	(10,000,000)	100.0%	-
<b>Net Policing Expenditures</b>	<b>83,186,732</b>	<b>77,853,746</b>	<b>93.6%</b>	<b>5,332,986</b>

Please refer to the variance analysis in Appendix I above for commentary.

## Appendix III

**2026 Budget vs. Actual - Police Board***As of April 30, 2026*

	<b>2026 Budget Police Board</b>	<b>YTD Actual</b>	<b>% Utilized</b>	<b>Budget Remaining (over)</b>
<b>Operating Costs</b>				
Board Remuneration	\$ 200,000	\$ 31,536	15.8%	168,464
Salaries and Benefits	397,016	132,698	33.4%	264,318
Consultants and Professional Services	255,661	55,184	21.6%	200,477
Training and Travel	11,000	330	3.0%	10,670
Events and Meetings	7,500	-	0.0%	7,500
Memberships and Professional Dues	5,000	2,263	45.3%	2,737
Other Expenditures	-	45	0.0%	(45)
Supplies and Materials	4,500	326	-	4,174
<b>Total Operating Costs</b>	<b>880,677</b>	<b>222,382</b>	25.3%	658,295

## Appendix IV

## 2026 Q1 Forecast

As of March 31, 2026

	2026 Approved Annual Budget	Q1 Forecast	Variance Over (Under) Approved budget
<b>Operating Costs</b>			
Board Remuneration	200,000	200,000	-
Salaries and Benefits	222,788,174	222,076,497	(711,677)
Lower Mainland Integrated Police Services	23,210,822	23,210,822	-
Consultants and Professional Services	9,852,921	9,852,921	-
Justice Institute of BC Recruit Training Fees	2,495,430	2,495,430	-
Training and Travel	2,593,500	2,317,768	(275,732)
Other/External Police Agency Support	665,000	831,217	166,217
Brand Development and Advertising	288,647	288,647	-
Events and Meetings	137,900	139,792	1,892
Facilities Operating Expenses	2,695,200	2,695,200	-
Leases and Rental	2,611,100	2,611,100	-
Memberships and Professional Dues	64,070	64,070	-
Other Expenditures	325,500	325,500	-
Risk Management and Insurance	1,502,520	1,502,520	-
Repairs and Maintenance	4,927,189	4,866,111	(61,078)
Service Fees	129,000	147,572	18,572
Software and Application Licences	7,012,654	7,012,654	-
Technology System Levies	5,211,049	5,211,049	-
Telecommunications/Telephony	1,244,900	1,244,900	-
Supplies and Materials	7,452,537	8,799,420	1,346,883
City of Surrey Allocated Costs	729,000	729,000	-
<b>Total Operating Costs</b>	<b>296,137,113</b>	<b>295,893,190</b>	<b>(243,923)</b>
<b>Capital Assets and Equipment</b>			
Protective Equipment - Armour and Shields	910,000	910,000	-
Use of Force Equipment – Firearms	720,000	720,000	-
Use of Force Equipment – Non-Lethal	90,000	90,000	-
Vehicles/Police Fleet	7,115,000	7,115,000	-
<b>Total Capital Assets and Equipment</b>	<b>8,835,000</b>	<b>8,835,000</b>	<b>-</b>
<b>Surrey Provincial Operations Support Unit</b>	<b>24,954,864</b>	<b>24,954,864</b>	<b>-</b>
<b>Total Expenditures</b>	<b>329,926,977</b>	<b>329,683,054</b>	<b>(243,923)</b>
<b>Less:</b>			
External Revenues and Recoveries	(15,365,946)	(15,365,946)	-
Province of BC contribution	(30,000,000)	(30,000,000)	-
<b>Other Revenues and Recoveries</b>	<b>(45,365,946)</b>	<b>(45,365,946)</b>	<b>-</b>
<b>Net Policing Expenditures</b>	<b>284,561,031</b>	<b>284,317,108</b>	<b>(243,923)</b>

**Budget vs. Q1 Forecast Variance Analysis**

There is currently no indication of any material variances in the overall net budget. The forecast is presented for information. As of the end of Q1, SPS is forecasting a possible year-end favourable variance of approximately \$244,000.

The projected favourable variance reflects two months of lean operations pending budget approval, as well as civilian vacancies and lower training-related costs, based on current spending trends. As the timeline for district takeovers becomes more aggressive and places additional pressure on staffing resources, training activity is likely to remain below budget as members focus on increasing caseloads and maintaining adequate patrol staffing levels.

SPS also currently forecasts that spending on supplies and materials may exceed the approved budget for that line item, as that budget was adjusted downward to an amount below the prior year's actual expenditures, despite SPS operating at a larger scale than in the prior year. However, this pressure is expected to be manageable through favourable variances in other budget line items.

Key spending areas to be monitored throughout Q2, which may have a material impact on the next forecast update, include:

- Overtime
- Auxiliary Staffing Cost
- Civilian Vacancies
- IT