



SURREY POLICE BOARD

Regular Meeting Agenda

Venue: SPS HQ - Boardroom

Date: April 30, 2026

Time: 2:00 PM

ITEM	PRESENTER
A. CALL TO ORDER	Chair
The Surrey Police Board recognizes that our work takes place on the ancestral, traditional, and unceded territories of the Coast Salish Peoples.	
B. DECLARATION OF CONFLICTS	Chair
C. ADOPTIONS	Chair
1. Adoption of the Agenda – April 30, 2026 2. Adoption of Minutes – March 12, 2026 3. Adoption of Minutes – March 27, 2026 Special Board	
D. CONSENT ITEMS	
1. No consent items.	
E. PRESENTATIONS/DELEGATIONS	
No delegations or presentations.	
F. REPORTS	
BOARD CHAIR REPORT	Chair
CHIEF CONSTABLE REPORT	
1. Chief Constable’s Verbal Updates FOR INFORMATION	Chief Lipinski
COMMITTEE REPORTS	
FINANCE COMMITTEE	
1. Patrol Vehicle Purchase Report 2026-FIN002 - FOR DECISION	Director Duncan
2. Payroll Build Contract Report 2026-FIN003 – FOR DECISION	Director Duncan
3. Renewal/Extension of Consulting Contracts Report 2026-FIN004 – FOR DECISION	Director Duncan

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

- 5. Chair’s Updates – Verbal**
FOR INFORMATION
- Director Duncan

GOVERNANCE COMMITTEE

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

- 2. Chair’s Updates – Verbal**
FOR INFORMATION
- Director Madsen

HUMAN RESOURCES AND COMPENSATION COMMITTEE

- 1. Chair’s Updates – Verbal**
FOR INFORMATION
- Director Carwana

- G. EMERGING RISKS** Chair

H. SERVICE OR POLICY COMPLAINTS

No service or policy complaints.

I. INFORMATION

- 1. Year to Date Expenditures – March 31, 2026**
Report 2026-FIN006 – FOR INFORMATION

J. CORRESPONDENCE

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

K. NEW/OTHER BUSINESS

No new business.

Other Business

No other business.

- L. PUBLIC Q & A** Chair

- M. NEXT MEETING** Chair

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

N. MOTION TO HOLD A MEETING IN A CLOSED SESSION

Chair

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

- (2) if it believes that any of the following matters will arise in a meeting or hearing held by it, a board or committee may order that the portion of the meeting during which the matter will arise be held in private:
- (a) a matter concerning public security, the disclosure of which could reasonably be expected to seriously impair effective policing or law enforcement;
 - (b) a matter concerning a person's financial or personal affairs, if the person's interest in the matter outweighs the public's interest in the matter;
 - (c) a matter concerning labour contract discussions, labour management relations, layoffs or another personnel matter; and
 - (d) a matter concerning information that a person has requested he or she be allowed to give in private to the board or committee.

O. ADJOURNMENT

Chair



SURREY POLICE BOARD

Regular Meeting Minutes

Venue: SPS-HQ -Boardroom

Date: March 12, 2026

Time: 2:00 PM

Present:

Harley Chappell
James Carwana
Archie Johnston
Rob Stutt

Regrets:

Guests:

Mohkam Singh Malik
Paul Dadwal
Glen Lewis

Staff Present:

Chief Norm Lipinski
Deputy Chief Todd Matsumoto
Deputy Chief Mike Procyk
Deputy Chief Michael LeSage
Jason Kuzminski, Interim Executive Director
Marion Chow, Executive Assistant
Gayle Wlasiuk, Executive Services Manager
Inspector Jag Khosa, Executive Officer

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 March 12, 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 – March 12, 2026

It was

Moved by James Carwana
Seconded by Rob Stutt

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

Carried.

2. Adoption of Minutes – December 18, 2025

It was

Moved by James Carwana
Seconded by Rob Stutt

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

Carried.

2. Adoption of Minutes – January 16, 2026

It was Moved by James Carwan
Seconded by Rob Stutt

That the minutes of the Surrey Police Board meeting of January 16, 2026 be adopted.

Carried.

3. Adoption of Minutes – February 19, 2026

It was Moved by James Carwana
Seconded by Rob Stutt

That the minutes of the Surrey Police Board meeting of February 19, 2026 be adopted.

Carried.

D. CONSENT ITEMS

1. No consent items.

E. PRESENTATIONS/DELEGATIONS

1. Delegations

- A. Mohkam Singh Malik

Mr. Malik joined the meeting at 2:04 PM. This delegation's presentation was deferred to be heard after the presentations listed on the agenda.

Mr. Malik provided the Board with a presentation on a proposed strategic realignment of resource allocation and targeted retasking of approved assets to shift the operational framework from a reactive investigation model to a proactive community protection to restore trust in the community in the ongoing extortions crisis.

The Board thanked Mr. Malik for his presentation and advised that further dialogue will take place with the Chief Constable to develop and support the thoughts of the community.

2. Presentations

- A. Community Advisory Group on Extortions – Paul Dadwal

Mr. Dadwal introduced himself and the Community Advisory Group on Extortions (CAG), describing extortions are a national and international policing issue.

The Board thanked Mr. Dadwal for his presentation and provided their comments.

- B. Policing Transition Update – ADM Glen Lewis

Mr. Lewis provided the Board with an update on the transition and stated that the directive for SPS to assume responsibility for District 4 (Cloverdale) is a top priority for Surrey of the Minister of Public Safety and Solicitor General. As Director of Policing Services, he provided assurance that adequate and effective policing will be maintained through RCMP assistance until SPS is able to add human resources to service the area on its own. T

Mr. Lewis exited the meeting at 2:23 PM.

**C. Governance Risks and Board Oversight of Transition
Report 2026 R001 – FOR DISCUSSION**

The Executive Director provided the Board with a presentation on the principal governance and enterprise risk associated with SPS takeover of policing D4 and to provide information to the Board with key oversight questions for fulfilling their public interest accountabilities and statutory responsibilities under the Police Act.

The Board provided their comments to staff.

F. REPORTS

BOARD CHAIR REPORT

The Chair acknowledged the great work done by past Directors Nerissa Allen, Sarbjit Bains, Christine Mohr, and Sonia Parmar, whose terms ended on January 31, 2026.

The Chair provided an update on recent activities of the Board and thanked the current directors for their hard work and dedication in the last couple of months. The Chair also expressed his hope that the new provincially appointed directors would be announced soon, in order for the Surrey Police Board to move forward with the important work of completing the transition in a timely manner.

CHIEF CONSTABLE REPORT

**1. Chief Constable’s Verbal Updates
FOR INFORMATION**

No further updates from the Chief Constable were provided the Board.

COMMITTEE OF THE WHOLE REPORTS

**1. Policing Priorities for Surrey
Report 2026-GOV001-REVISED – FOR DECISION**

It was

Moved by Archie Johnston
Seconded by Rob Stutt

That the Board approve Option A as recommended by the Governance Committee to approve the priorities as detailed in Report GOV001-REVISED.

Carried.

2. SPS 2026 Draft Strategic Plan
Report 2026-GOV002 – FOR DECISION

It was

Moved by Rob Stutt
Seconded by Archie Johnston

That the Board approve the 2026 SPS Strategic Plan attached as Appendix I in Report GOV002.

Carried.

3. Hiring and Diversity Update – Q4 2025
Report 2026 HRC001 – FOR INFORMATION

The Board received Report HRC001 for information.

4. Governance Rule – Incentives
Report 2026 R002 – FOR DECISION

It was

Moved by Archie Johnston
Seconded by Rob Stutt

That the Board approve the governance rule as a framework and to direct a Committee to further refine the governance rule to ensure continuity.

Carried.

G. SERVICE OR POLICY COMPLAINTS

1. SPS 2026-001

The Executive Director provided the Board with information on the service or policy complaint received.

It was

Moved by Rob Stutt
Seconded by James Carwana

That the Board will take any other course of action the Board considers necessary to respond adequately to the complaint as per s. 171(1) of the Police Act, to put this service or policy complaint in abeyance, to wait until the investigations are completed.

Carried.

H. INFORMATION

No information.

I. CORRESPONDENCE

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

J. NEW/OTHER BUSINESS

No new business.

Other Business

No other business.

K. PUBLIC Q & A

No public attendees at this meeting.

L. NEXT MEETING

The next meeting of the Surrey Police Board is April 23, 2026.

M. MOTION TO HOLD A MEETING IN A CLOSED SESSION

It is in order for the Board to pass a motion to close the meeting to the public pursuant to Section 69 (2)(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 James Carwana
Seconded by Rob Stutt

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

Carried.

N. ADJOURNMENT

It was

Moved by James Carwana
Seconded by Rob Stutt

That the March 12, 2026 Surrey Police Board meeting be adjourned.

Carried.

The Surrey Police Board meeting of March 12, 2026 adjourned at 3:14 PM.

Certified correct:

Marion Chow, Executive Assistant

Harley Chappell, Chair



SURREY POLICE BOARD

Special Meeting Minutes

Venue: Via Teams
Date: March 27, 2026
Time: 9:00 AM

Present:

James Carwana
Harley Chappell
Archie Johnston
Rob Stutt

Staff Present:

Jason Kuzminski, Executive Director
Marion Chow, Executive Assistant

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

A. CALL TO ORDER

The March 27, 2026 Special Board meeting was called to order at 9:03 AM.

B. DECLARATIONS OF ANY CONFLICT OF INTEREST

No Board Directors declared any conflict of interest.

C. ADOPTIONS

1. Adoption of the Agenda – March 27, 2026

It was

Moved by Rob Stutt
Seconded by Archie Johnston

That the Surrey Police Board adopt the agenda for the March 27, 2026 special board meeting.

Carried.

D. MOTION TO HOLD A MEETING IN A CLOSED SESSION

It was

Moved by James Carwana
Seconded by Rob Stutt

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) (c) of the Police Act.

Carried.

REPORT FROM CLOSED SESSION

1. Incentives Proposal - Report 2026-C006

It was

Moved by James Carwana

Seconded by Archie Johnston

THAT the Surrey Police Board approve increasing the experienced frontline officer signing bonus from \$20,000 to \$30,000 and require SPS to provide the Human Resources and Compensation Committee with monthly updates on amounts committed and spent on incentives.

Carried.

AND

It was

Moved by James Carwana

Seconded by Rob Stutt

THAT the Surrey Police Board approve increasing the experienced Investigation Services officer signing bonus from \$20,000 to \$30,000 and require SPS to provide the Human Resources and Compensation Committee with monthly updates on amounts committed and spent on incentives.

Carried.

AND

It was

Moved by James Carwana

Seconded by Rob Stutt

THAT the Surrey Police Board approve in principle an “Experienced Officer Continuity Program” incentive framework, the details of which to be approved by the Board.

Carried.

The closed session of the March 27, 2026 special meeting concluded at 9:29 AM.

It was

Moved by James Carwana

Seconded by Rob Stutt

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

Carried.

The March 27, 2026 special meeting returned to the public session of the meeting at 9:29 AM.

Director Stutt exited the meeting at 9:29 AM.

E. ADJOURNMENT

It was

Moved by James Carwana

Seconded by Archie Johnston

That the Surrey Police Board March 27, 2026 special board meeting be adjourned.

Carried.

The March 27, 2026 Surrey Police Board special meeting adjourned at 9:30 AM.

Certified correct:

Marion Chow, Executive Assistant

Harley Chappell, Chair



BOARD REPORT

REGULAR

REPORT DATE: April 27, 2026

BOARD MEETING DATE: April 30, 2026

BOARD REPORT # 2026-FIN002

TO: Surrey Police Board

FROM: Finance and Risk Committee

FILE: 60540-20-04

SUBJECT: Patrol Vehicle Purchase

This report is FOR DECISION.

RECOMMENDATION

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

1. Approve SPS to order up to 68 vehicles in 2026 from Mainland Ford Ltd. (the "Vehicles"):
 - a. 30 vehicles to be ordered during the Spring 2026 order bank; and
 - b. 38 vehicles during the Fall 2026 Ford order bank, unless additional new vehicles of different make/model are otherwise obtained in accordance with SPS procurement policy and procedures through arrangements with other vendors/suppliers.
2. Establish an expenditure limit of **\$7,684,000** for the acquisition of the Vehicles (including acquisition, accessories, customization, shipping, taxes, and contingency).
3. Authorize the Chief Constable to execute the necessary documents and agreements with Mainland Ford. for the acquisition of Vehicles up to the Total Contract Value.

SUMMARY

To support policing operations, SPS requires adequate supplies and equipment, which includes vehicles whose specifications meet certain standards for safety and frontline functional demands. To date, SPS's fleet inventory is comprised of vehicles transferred from the RCMP and vehicles procured in accordance with applicable policies and procedures. As SPS grows, it will need to procure additional vehicles not only to match increasing capacity but to replace vehicles that have reached the end of their serviceable life.

During consultations with the City of Surrey (through the Advisory Budgetary Committee), the fleet inventory and future requirements were discussed, with 68 new vehicles recommended and approved in the Council-approved 2026 financial plan. The City of Surrey recognizes the aging fleet needs to be replaced and that as SPS grows its authorized strength additional vehicles are required to equip SPS. High demand for these vehicles creates some urgency to initiate an order now, to improve the chance of delivery aligning with organization growth.

DISCUSSION

In October 2021, a formal procurement process for the purchase of police operational vehicles concluded with SPS awarding a contract for purchase of Ford Interceptor vehicles to Mainland Ford on an as and when required basis. The contract expires October 2026. Each vehicle costs approximately \$110,000. The cost of graphics/branding adds and additional cost of \$3,000 each, bringing the cost to approximately \$113,000 per vehicle. The cost of the vehicles becomes due when they are delivered.

Currently, there are 41 vehicles on order that are being outfitted. Delivery of these vehicles is expected between April and November 2026. The order bank for Ford PIU vehicles is now open and will close when the available vehicle bank is filled. Information received from the vendor is that demand is high and the bank will fill up quickly. As a result of the high market demand, it is advantageous to place an order early to ensure the number of vehicles needed for SPS operations can be reserved. Should SPS miss the spring order bank, the next order bank will not open until Fall 2026 delaying receipt of any new vehicles until late 2027.

SPS has informally signalled a request for 30 spots “in the queue” for the spring order bank. However, Mainland Ford cannot guarantee the hold without confirmation. If approval is received to place a reduced order in the spring cycle, it is likely that SPS vehicles may begin to arrive in early 2027. SPS will put in the remaining 38 vehicles into the Fall 2026 order bank.

To better align vehicle delivery with SPS operational need, SPS is canvassing other dealerships/vendors to determine availability of non-Ford options, including a Chevy model. While this alternate supplier would not impact on ordering 30 Ford vehicles during the spring 2026 order bank, it may accelerate the acquisition of the balance of the additional budgeted vehicles later throughout the year. Any further acquisition will comply with procurement policies and authority limits, and a request may be referred back to the Board for approval to proceed subject to availability of funds in the 2026 budget.

Price Validation:

Since SPS has acquired its current fleet of Ford Interceptors through competitive process, and, because of ongoing vehicle requirements, SPS staff monitor industry conditions, pricing impacts and market factors, SPS staff has knowledge as to pricing, pricing models, cost of add-ons/customization etc. These have been reviewed, considered and applied as a price validation tool to ensure costs associated with this proposed vehicle acquisition continues to provide good value to SPS.

Financial Approval:

The Chief Constable has primary responsibility for overall leadership and day-to-day management and operation of SPS. This includes the authority to commit resources and to enter into agreements in accordance with authority levels, budgets and the plans approved by the Board, and to undertake the processes necessary to meet organizational and operational requirements in a timely manner.

Since the Total Contract Value exceeds the Chief Constable’s financial authority, Board approval is required to support the acquisition. Although the financial obligation will not arise until vehicle delivery (expected early in 2027 for orders placed during the spring order period) and be included in the 2027 budget, to initiate the acquisition, approval is required by the Board as the holder of the appropriate level of financial authority pursuant to Policy AD 8.9 (*Delegation of Financial Authority and Appointment of Signing Officers*)

Contract Execution:

Upon approval by the Board, the Chief Constable will have the authority to execute an agreement with Mainland Ford to place an order for the vehicles.

Fleet Requirement, Current Inventory, and Transition Gap:

Fleet Management has advised that [REDACTED]

[REDACTED], before accounting for normal replacement pressures (collisions/write-offs, mechanical downtime, and planned decommissioning). [REDACTED pursuant to s. 69(2)(a)]

In terms of vehicles already committed and expected to arrive, SPS currently has 41 vehicles on order indicating these units are being outfitted and are scheduled to arrive between April and November 2026. Fleet further confirms these 41 units are comprised of 25 vehicles from the 2024 purchase and 16 vehicles from the 2025 purchase. Once these 41 arrivals are received, [REDACTED]

[REDACTED pursuant to s. 69(2)(a)]

Importantly, the fleet challenge is not solely growth to end-state; it is also sustaining and replacing an aging fleet. Of the [REDACTED] currently available, 225 are over five years old and 193 are under five years old. Fleet also reports 111 vehicles are over 10 years old, reflecting the inherited condition and mileage profile of vehicles adopted from the RCMP. SPS's practice is to decommission active police vehicles at approximately 10 years or 175,000 km, recognizing that it is not financially feasible to replace every vehicle exactly at the target age/mileage; however, the age creates ongoing pressure that must be planned for alongside transition growth. Achieving the end-state count does not automatically ensure operational readiness if a significant portion of the fleet is nearing end-of-life.

Against this context, the proposed 2026 Ford order bank is intended to close the remaining transition gap and to stabilize operational readiness. The report seeks Board approval to order up to 68 vehicles in 2026—with an initial **30 vehicles** in the Spring 2026 order bank and up to **38** in the Fall 2026 order bank—because Ford's production capacity is constrained and order banks can close quickly once filled. While delivery and payment are expected in 2027 (payment due upon delivery), placing orders in 2026 secures production slots and reduces the risk of delayed receipt until late 2027 if SPS misses the Spring window. Fleet also notes there is a potential opportunity to receive some vehicles earlier (in 2026) if authorization is obtained while the 2026 production order bank remains open, whereas a delay in authority risks deferring deliveries and limiting SPS' ability to replace outdated, underperforming, damaged, or written-off vehicles, and may constrain capacity for major events and surge demands.

In summary, the 2026 committed arrivals bring SPS to approximately 459 vehicles by late 2026, leaving [REDACTED] end-state requirement; the proposed order of up to **68 vehicles** is therefore a measured step toward closing that gap while also mitigating the operational impacts of an aging fleet and constrained manufacturer lead times. The request does not represent surplus purchasing; rather, it is a risk-managed approach to securing long-lead manufacturing capacity to address a quantified transition shortfall and the reality of replacement cycles. The order is staged (Spring/Fall) and payment is due on delivery, allowing SPS to adjust the Fall order if circumstances change, while still protecting the organization's ability to meet operational deployment requirements.

RISK ASSESSMENT

Operational:

There are operational risks to not having adequate police vehicles on the road to attend calls; for training; and to replace vehicles that have been written off, reached their life cycle, or have too many kilometers on them. High demand for police vehicles and limited capacity in order banks require early planning and ordering to meet current and future operational needs.

Financial:

Payment is not required until vehicle delivery, which is scheduled to occur in 2027. Although SPS would place orders in 2026, if circumstances change necessitating a reduction to the vehicle order, SPS has been advised by the vendor it could do so without financial penalty while the vehicle is in the assembly line until delivered for customization and branding. High demand for police vehicles enables the vehicles to be allocated to other agencies. Further, if the purchase order is split between the Spring and Fall order banks, SPS would have the option not to place, or reduce, the Fall order.

FINANCIAL IMPLICATIONS

Total financial implication	Approx. \$7,684,000	
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 type="checkbox"/>	No <input checked="" type="checkbox"/>
This item is a new funding request	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

RESOURCE IMPLICATIONS

Adequate resourcing of police vehicles is required to ensure proper coverage and deployment of police to files within established guidelines and response times. Vehicles are routinely taken off the road for periods of time for regular maintenance, repairs, and cleaning. A fully resourced fleet will ensure there are no gaps in service delivery.

OPTIONS

Option A – The Board approve the purchase of up to 68 police vehicles from Ford for approximately \$7,684,000, reserving the ability to secure vehicles, not to exceed the Authorization Limit, through a combination of vendors.

Advantages	Disadvantages
<ul style="list-style-type: none"> • A fiscally responsible approach to adding additional vehicles to the SPS fleet. Unforeseen circumstances to budget approval could be addressed later in the order process • Ensures minimum vehicle requirements may be placed in the queue now, with balance deferred to the Fall. • Takes into account receiving vehicles from SPOSU and balancing receipt of those vehicles with SPS needs • Giving long lead times associated with vehicle manufacture and the need to order early to obtain a spot in the manufacturing queue, allows ordering vehicles immediately and enabling spring order bank capacity issues being remedied in the Fall 2026 order window to ensure adequate number of vehicles are received and deployable in the future. 	<ul style="list-style-type: none"> • A split order or purchase deferral requires using vehicles transitioned over from the Surrey RCMP for a longer period, with missing vehicle history, and designed differently than vehicles that SPS has fitted up from the factory

<ul style="list-style-type: none"> • Reserves the ability for SPS to continue to canvass vehicle availability through other sources to meet operational need while maintaining budgetary limitations and controls. • Allows SPS to phase out former RCMP vehicles that have mileaged out, aged out, or have performance concerns. • Newer fleet has lower operating costs 	
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Option B– The Board approve the purchase of 30 vehicles immediately for approximately \$3,390,000.


Advantages	Disadvantages
<ul style="list-style-type: none"> • Same as Option A. 	<ul style="list-style-type: none"> • Does not meet operational needs • Requires using vehicles transitioned over from the Surrey RCMP for a longer period, with missing vehicle history, and designed differently than vehicles that SPS has fitted up from the factory • Defers future planned purchase of 38 additional vehicles, requiring additional staff resources and approvals be engaged again at a later date • Delays in future approval processes may jeopardize ability to meet future order windows.

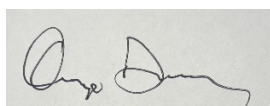
RECOMMENDATION

The Finance and Risk Committee recommends the Board approve Option A.

CONCLUSION

Approval is requested to authorize the acquisition of the Vehicles, approve the expenditure up to the Total Contract Value, and grant the Chief Constable signing authority to execute an agreement for the acquisition with Mainland Ford.

Corporate Services Bureau	Todd Matsumoto, Deputy Chief Constable 
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George Duncan
Chair, Finance and Risk Committee



BOARD REPORT

REGULAR

REPORT DATE: April 27, 2026

BOARD MEETING DATE: April 30, 2026

BOARD REPORT # 2026-FIN003

TO: Surrey Police Board

FROM: Finance and Risk Committee

FILE: 60540-20-04

SUBJECT: Extension of PayTech Payroll Build Contract

This report is FOR DECISION.

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

1. Approve extending the contractual relationship with PayTech Human Capital Management Consulting, Inc. (the “Contractor”) to complete the payroll build project in the amount of \$635,800.00 (the “Authorization Limit”); and
2. Delegate authority to the Chief Constable to execute the resulting documents to effect the extension up to the Expenditure Limit.

SUMMARY

In January 2024, the Administrator authorized SPS’s original contract with the Contractor to provide technical expertise and project management services to coordinate and facilitate implementation of DayForce as SPS’s payroll management solution. The project has been in multiple phases, with previous phases in the original contract coming within the Chief Constable’s delegated signing authority to approve. To complete the final phase and migrate SPS’s civilian employees from the City of Surrey’s system to DayForce requires extending the original contract to an amount that will exceed the Chief Constable’s delegated authority.

Board approval is required for payments above the amount authorized in the original contract. SPS is requesting Board approval at this time because the project is targeting July 2026 to go live with bringing all employees remaining of the City’s system onto DayForce, and delay prolongs the operational burden of running two separate payroll systems with two different workflows beyond July 2026. This, in turn, risks impacts to implementation of workforce management automation through the platform— including, integrated scheduling and timekeeping.

DISCUSSION

The Consultant is consulting firm specializing in global payroll and human capital management systems implementation. In January 2024, the Administrator authorized a direct award contract to the Consultant to assist with implementing DayForce as SPS’s payroll management solution in response to issues encountered with the City of Surrey’s payroll system in late December 2023. The procurement by direct award was in accordance with AD 8.3.25 and 8.3.26 (*Acquisition of Goods and Services*) and AD 8.9 (*Delegation of Financial Authority and Appointment of Signing Officers*).

AD 8.9 establishes financial and signing authority based on Total Contract Value (which includes financial impact of contract renewals and extensions) and sets the Chief Constable's authority limit at \$500,000. The additional work required to complete the payroll build project is a continuation of the original contract, not a new agreement, and it results in the Total Contract Value with the Contractor exceeding the Chief Constable's current level of financial and signing authority. As a consequence, Board approval is required to extend the contract.

RISK ASSESSMENT

This additional phase is the remaining piece of the core payroll build and will result in the Dayforce payroll management solution serving all SPS personnel. This will eliminate the use of multiple platforms and complete the transition of personnel into one solution. The implementation schedule and workflow have enabled the Contractor to dedicate personnel to the SPS project, maintaining continuity of service and leveraging expertise across the project phasing. A delay in advancing this next phase creates the risk of redeployment of key personnel impacting project completion and a resulting loss of expertise and efficiencies.

FINANCIAL IMPLICATIONS

Total financial implication	Approx. \$635,800.00	
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

Not applicable.

OPTIONS

Option A: Do Not Authorize Completion of the Final Phase of the Dayforce Payroll Project

If the Board does not approve the extension of the contract with PayTech Human Capital Management Consulting, Inc. and the Dayforce payroll implementation does not proceed to the final civilian/CUPE phase, SPS would continue operating with a split payroll environment: sworn members on Dayforce and civilian/CUPE staff on the City's legacy PeopleSoft system.

Costs / Risks

- **Operational inefficiency and sustainability risk:** Maintaining two parallel payroll systems is operationally inefficient, increases administrative burden, and is not sustainable over the medium to long term. It requires duplicated processes, reconciliations, and workarounds, increasing the likelihood of errors.
- **Governance and accountability risk:** City HR is not only providing payroll processing support but is also exercising governance over payroll decisions that directly affect Board employees. This arrangement is increasingly untenable and misaligned with the Board's governance role and accountability for SPS staff.
- **Increased compliance and error risk:** Dual systems heighten the risk of payroll discrepancies, delayed corrections, inconsistent application of collective agreement provisions, and audit findings.
- **Loss of project momentum and expertise:** Delaying or halting the final phase increases the risk that key Contractor personnel will be redeployed, resulting in loss of continuity, institutional

knowledge, and efficiencies gained through phased implementation. Restarting at a later date is likely to increase overall costs.

- **Employee experience impacts:** Inconsistent payroll systems across SPS may create confusion, perceived inequity, and dissatisfaction among staff, particularly where payroll practices or reporting differ.

Potential Benefits

- **Immediate cost avoidance:** Avoids the near-term expenditure of approximately \$635,800 associated with completing the final phase.
- **Short-term budget flexibility:** Preserves funding capacity in the current fiscal year that could be redirected to other priorities, recognizing that underlying payroll risks and inefficiencies would remain unresolved.

Option B: Authorize Completion of the Final Phase of the Dayforce Payroll Project

If the Board approves extending the contractual relationship with PayTech Human Capital Management Consulting, Inc. to complete the final civilian/CUPE phase of the Dayforce payroll build, enabling all SPS personnel to be transitioned onto a single, dedicated payroll platform.

Costs

- **Direct financial cost:** One-time project cost of approximately **\$635,800**, within the approved annual budget but exceeding the Chief Constable's delegated signing authority, requiring Board approval.
- **Change management effort:** Final transition activities will require coordination, testing, and staff engagement to ensure accurate migration and stabilization.

Benefits

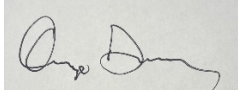
- **Single, integrated payroll solution:** Eliminates the need to operate and reconcile multiple payroll systems, significantly improving efficiency, accuracy, and sustainability.
- **Improved governance and independence:** Establishes payroll administration and decision-making fully aligned with SPS and Board governance, removing reliance on City HR governance over Board employee payroll matters.
- **Risk reduction:** Reduces payroll error risk, compliance exposure, and audit concerns associated with dual systems and manual workarounds.
- **Operational efficiency and cost avoidance over time:** Streamlined payroll processes reduce ongoing administrative effort and mitigate the risk of higher future costs associated with maintaining or re-initiating a stalled project.
- **Project continuity and value realization:** Leverages existing investment, maintains Contractor continuity, and completes the intended scope of the payroll transformation, ensuring the full benefits of the Dayforce implementation are realized.
- **Consistent employee experience:** Provides all SPS personnel with a consistent payroll platform, reporting, and support model.

RECOMMENDATION

The Finance and Risk Committee recommends **Option B** to extend the Contractor's services to complete the implementation of the payroll build to facilitate and support the payroll management project.

CONCLUSION

It is recommended the Board authorize the expenditure up to the Authorization Limit and grant the Chief Constable authority to execute the necessary documents to expand the Consultant's scope of work to implement the additional project phase and complete the payroll build.

A handwritten signature in black ink, appearing to read "George Duncan", is centered within a light gray rectangular box.

George Duncan
Chair, Finance and Risk Committee



BOARD REPORT

REGULAR

REPORT DATE: April 28, 2026

BOARD MEETING DATE: April 30, 2026

BOARD REPORT # 2026-FIN004

TO: Surrey Police Board

FROM: Finance and Risk Committee

FILE: 60540-20-04

SUBJECT: IT Consulting Contract Renewals/Extensions

This report is FOR DECISION

RECOMMENDATION

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

1. Extension of the contracts for the following IT consulting for the additional term, subject to final determination of operational need prior to commencement of the additional term:

Contractor	Additional Term	Maximum Fees - Add. Term
Counterpart Technologies Inc.	June 1, 2026 – December 31, 2026	\$175,000
SI Systems Partnership	July 1, 2026 – June 30, 2027	\$250,000
Lonsdale Consulting	August 8, 2026 – August 7, 2027	\$265,000
Quartech Systems Ltd.	September 1, 2026 – August 31, 2027	\$265,000
SI Systems Partnership	September 1, 2026 – December 31, 2026	\$100,000

2. Delegation of authority to the Chief Constable to execute the resulting documents to effect extensions of the above referenced consultants up to the additional term and the maximum fee amounts set out in the table above.

SUMMARY

SPS is requesting the Surrey Police Board approve extending contracts for IT consulting services for approved projects that are set to expire before the projects are completed. The reason why board-approval for the extensions is required is because under the existing delegation framework the consulting services are to continue the work of projects covered by original contracts and must be assessed as part of the **total contract value**, not as annual costs or as a contract for new services. As such, the total contract value for these consultants will exceed the Chief Constable’s authority and it is up to the Board to decide whether to authorize continued expenditure on these consultants and projects or to discontinue the projects.

DISCUSSION

Further information about the particular IT projects and consulting services provided by the consultants is provided below. By way of background, some of the contactors were engaged for, and have been involved in, building SPS's IT since before the Chief Constable was appointed. The duration of time reflects the complexity and specialization of the work required to build modern police IT systems from the ground up.

The projects and contract services

Counterpart Technologies is responsible for building SPS's cybersecurity and Azure cloud platforms in accordance with federal NCACR accreditation standards for a Category 1 police agency, in order to connect to national RCMP systems, including CPIC. The consultant is currently leading development of work that is of the highest sensitivity, highly specialized and tightly integrated into SPS's security architecture.

SI Systems Partnership is providing senior business analysis for SPS's data analytics platform that will be used to translate investigative and operational information into functional systems to inform and improve strategic and tactical decision-making.

Lonsdale Consulting is providing enterprise architect services, including mapping and integrating major future-state platforms such as Axon products, NG911 and digital forensics. Once completed, the project and services should ensure IT systems are integrated and remain interoperable.

Quartech Systems provides project management services for building the data analytics platform, including Visual Analyst and Visual Investigator functions that will support crime analysis and investigative work.

SI Systems Partnership is a second consultant providing project management services for integration of body-worn cameras, public safety cameras, fleet cameras, ALPR and campus connectivity. The integration of these products into a common system will directly support frontline policing and maintaining the integrity of evidence collected.

Why reliance on contractors rather than in-house expertise is needed

SPS advises that there are two principal reasons for continued reliance on contractors rather than in-house expertise. The first is that in-house expertise is limited at this point in time. Since the outset of the IT projects, SPS has not had internal capacity in highly specialized areas such as Azure cloud architecture, cybersecurity accreditation and advanced analytics platforms. This is beginning to change, as past and current consultants transfer knowledge to transition gradually to in-sourcing.

A second reason is persistent IT recruitment challenges due. Civilian employees of SPS must meet security clearance requirements that include polygraph testing not required by competitors for talent in the marketplace. Public sector pay and benefits is also a drawback compared to the private sector. As well, many of the roles that consultants fulfil would require experienced staff who can operate immediately in a live policing environment.

There currently are 10-12 IT positions that remain vacant, with 8-10 of those being critical operational roles such as telephony, systems analysts and network analysts. As SPS continues to mature, build up its infrastructure and continue its civilian recruitment efforts, maintaining the existing IT expertise through continued use of these consultants meets SPS's immediate needs for uninterrupted provision of IT services necessary to support SPS.

Financial Plan considerations

The full cost of the contract extensions was contemplated in IT cost centre of the 2026 Financial Plan submitted to, and approved by, Surrey Council. Based on Q1 YTD, there is adequate funds remaining to support the expenditure and remain on track for year-end.

RISK ASSESSMENT

Approving the continuation of services as set out in the tables above:

- ensures uninterrupted provision of services;
- maintains project milestones, timelines and deliverables at a critical time of SPS operations;
- recognizes the value and intrinsic benefit of maintaining consistency of expertise by preserving the relationship with the consultants,
- enables staff and management to focus on deployment with confidence that supporting IT functions are advanced simultaneously; and
- recognizes the ongoing need for critical IT solutions.

The services provided by the consultants are focused primarily on SPS implementation and transition period functions at a time when SPS does not have the internal capacity, resources or expertise to assume those roles/functions while still maintaining project timelines, milestones and deliverables.

FINANCIAL IMPLICATIONS

Total financial implication	Approx. \$1,055,000	
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

Consultants fill resource gaps as SPS continues to face challenges with civilian recruitment and focuses on sworn member recruitment to meet operational needs, accelerated deployment requirements and exigent circumstances throughout the municipality.

OPTIONS

The Board approve the renewal/extension of the subject consulting agreements for the reasons and risk mitigation set out above.

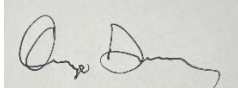
Recognizing the services provided by the consultants, recruitment challenges and the extensive expertise of these consultants based on their pre-existing experience building SPS, not renewing/extending the contracts is not a viable option from an operational perspective. The loss of that expertise could jeopardize or delay SPS project path and advancement of critical IT elements.

RECOMMENDATION/CONCLUSION

The Finance and Risk Committee recommends renewal/extension of the consulting contracts to the Board.

Continuation of the aforementioned contracts and services for an additional term will enable SPS to continue with implementation measures and operational requirements on an uninterrupted basis. It is therefore recommended that the Board:

- A. Approve the continuation of the above referenced contracts and services for the additional terms as shown.
- B. Authorize the Chief Constable to execute the resulting documents to renew/extend the consulting agreements.

A rectangular box containing a handwritten signature in black ink. The signature appears to be 'George Duncan' written in a cursive style.

George Duncan
Chair, Finance and Risk Committee

DEFERRED TO A FUTURE MEETING

Report FIN005 Electronic Documents Records Management System



BOARD REPORT

REGULAR

REPORT DATE: April 27, 2026

BOARD MEETING DATE: April 30, 2026

BOARD REPORT # 2026-GOV004

TO: Surrey Police Board

FROM: Governance Committee

FILE: 60550-20-02

SUBJECT: Service or Policy Complaint Procedure

This report is FOR DECISION.

EXECUTIVE SUMMARY

- Amendments to the *Police Act* in 2024 added section 173.1, which requires municipal police boards to consult the public on the adequacy of their service or policy complaints policy and procedure.
- The Surrey Police Board has a policy and procedure in place, but it requires updates to include consideration of whether the complaint alleges systemic discrimination of any SPS policy or procedure and for the Board to provide proactive assistance to complainants who face barriers to equitable access to the complaints process as mandated by the 2024 amendments.
- The 2024 amendments and Provincial Policing Standard 6.1.1 (21) also require that the Board engage the public on its service or policy complaint process as part of updating its policy and procedure,
- In order to meet a legislated deadline for an amended policy to be in place by the end of April, consultation on a revised version of the policy opened in February and closed on April 10, 2026.
- The consultation closed with only one stakeholder, the BC First Nations Justice Council, responding.
- The Executive Director recommends that the Governance Committee complete a final review of the Service or Policy Complaint Procedure and recommend it to the Board for approval.

Amendments to the *Police Act* in 2024 require all municipal police boards to conduct public consultations on their Service or Policy Complaint Policy and Procedure (“SPC Process”) by the end of April 2026. In November 2025, the Governance Committee drafted amendments to the SPC Process for consultation and a consultation plan that included posting the SPC Process to the website and direct engagement with community stakeholders that serve individuals who have had or are more likely to have interactions with Surrey Police Service (“SPS”).

The SPC Process is substantially the same as the current policy and procedure found in the Governance Manual but has been updated to include a requirement that the Surrey Police Board proactively assist complainants to overcome systemic barriers to equitable access to the process. To support equitable access, the SPC Process is written in plain language for an intended audience of complainants, and it will be posted as a standalone page on the website.

The consultation on the SPC Process closed on April 14, 2026 (achieving compliance with the *Police Act*) with one response that offered no substantive changes, and on April 22, 2026 the Governance Committee approved a final version to recommend for approval by the Surrey Police Board. The version is attached as **Appendix I**.

OPTIONS

A. Approve the SPC Process as set out in Appendix I.

Advantages

- Improved accessibility and transparency
- Enhanced accountability
- Compliance with *Police Act*

Disadvantages

- None

B. Direct further work on the SPC Process

Advantages

- None

Disadvantages

- Non-compliance with legislated deadlines

The Governance Committee recommends the Board approve Option A.



Hanne Madsen
Chair, Governance Committee



SERVICE OR POLICY COMPLAINT PROCEDURE	
LEGISLATIVE AUTHORITY	<i>Police Act</i> , Part 11, Division 5; Provincial Policing Standard 6.1.1; OPCC Guideline on Service or Policy Complaints
DATE APPROVED	
DATE REVIEWED	
DATE AMENDED	
DATE TO BE REVIEWED	

BACKGROUND

The Surrey Police Board (the “Board”) is the decision authority for complaints regarding Surrey Police Service (SPS) services or policies. These are complaints about:

- the general direction and management or operation of SPS, or
- the adequacy or appropriateness of any of the following:
 - SPS’s staffing or resource allocation;
 - SPS training programs or resources;
 - the Chief Constable’s standing orders or policies;
 - SPS’s ability to respond to requests for assistance; or
 - internal procedures.

Complaints about SPS’s service or policies are processed by the Board in accordance with Division 5 of the *Police Act* and are distinct from registered complaints about the conduct of a sworn member that are processed by the Police Complaint Commissioner.

PURPOSE

The purpose of this policy is to foster public trust in the administration of complaints about SPS services or policies by:

- (1) Ensuring complaints are reviewed in a fair and reasonable process that includes consideration of whether the allegations indicate discriminatory policies or practices or a nexus to a human rights issue.
- (2) Determining if a complaint meets the criteria to act promptly pursuant to section 171 (1) of the *Police Act*.

- (3) Enabling the Board to seek external counsel, if required, to assist in forming a recommended course of action.
- (4) Providing assistance to complainants, if necessary, to clarify the nature and scope of the complaint and to understand the process and procedure for reviewing complaints.
- (5) Requesting information from SPS regarding particulars of incidents or policies and practices associated with the complaint, to assist the Board in forming a recommended course of action.
- (6) Providing direction to SPS, where appropriate, to begin immediate remedial action to address the complaint, including but not limited to contacting the complainant.
- (7) Taking any remedial action that is deemed adequate to respond to the complaint, including remedial action that may have already been undertaken.
- (8) Providing complainants with any assistance required to reduce or eliminate barriers to participation, promote equitable access to the complaints process for all individuals regardless of language, disability, culture, mental health or other complex social factors, and ensure the complainant can make an informed decision about whether to file a service or policy complaint or a registered complaint.

PROCEDURE FOR SERVICE OR POLICY COMPLAINTS

1. Complaints may be sent to the Police Complaint Commissioner *via* Info@OPCC.ca, to the Surrey Police Board Chair *via* info@surreypoliceboard.ca or to an SPS officers who is on duty and assigned to receive and register complaints.
2. For a complaint made to the Board Chair or an on-duty SPS officers assigned to receive and register complaints, the Board Chair or SPS officer must assist the complainant to file the complaint by reducing barriers to equitable access and providing information about the process so the complainant may make informed decisions as to the type of complaint they wish to make.
3. Upon notice of a complaint, the Board Chair will
 - a. record the complaint, including date and time when notice was received;
 - b. provide the complainant written acknowledgment notice was received;
 - c. forward a copy of the complaint to the Police Complaint Commissioner, the Chief Constable and directors of the Surrey Police Board; and
 - d. place the matter on the agenda of the next regular meeting, or, if it is received after the regular meeting agenda has been published, on the agenda of the following regular meeting.

4. Within 20 business days of receiving a complaint, the Board's Governance Committee will conduct a preliminary assessment of the complaint to determine whether it fits within the criteria for a "service or policy complaint," including whether the complaint alleges any discriminatory policies or practices, and will make recommendations to the Board at the next regular public meeting.
5. If the Governance Committee determines that more information is required from the complainant or that the complainant requires assistance to reduce or eliminate barriers to participation, the Governance Committee will assign a representative, the Executive Director or SPS member to obtain more information from or provide assistance to the complainant.
6. Complainants will be notified in writing of the date and time of the regular public meeting where their complaint will be considered by the Board.
7. The Surrey Police Board is the ultimate decision-maker about the admissibility of a complaint and, when considering a complaint, must determine which of the following actions to take in accordance with section 171(1) of the *Police Act*:
 - a. Request that the Chief Constable 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 following grounds:
 - i. the complaint is trivial, vexatious or not made in good faith;
 - ii. the complaint is filed for an improper purpose or motive;
 - iii. the complaint concerns a policy or service matter that has been appropriately resolved;
 - iv. the complaint is not about a policy or service matter that is under the general direction and management or operation of SPS or otherwise described in section 168 of the *Police Act*.
 - e. Take any other course of action the Surrey Police Board considers necessary to respond adequately to the complaint.
8. When determining which course of action is necessary to take in order to respond adequately to the complaint, the Board must consider whether the complaint includes allegations of discriminatory policies or practices.
9. If the complaint is determined to be admissible, the Board must take one or more of the courses of action set out in Article 7 of this policy and within 20 business days provide

written notice to the complainant, the Director of Police Services and the Police Complaint Commissioner of the course of action being taken.

10. If the Surrey Police Board determines that the complaint is inadmissible, the Board Chair will notify the complainant, the Director of Police Services and the Police Complaint Commissioner in writing that the complaint is not admissible for one or more of the reasons set out in Article 6 of this policy, state the grounds for dismissal, and provide reasons for the decision.
11. If the Board's decision is to request that the Chief Constable investigate and report back to the Board regarding the complaint, the Chief Constable may seek guidance at any time from the Board Chair, Vice Chair or Governance Committee Chair in completing the investigation and report for the Board.
12. The Chief Constable's report should include as much information as possible to assist the Board in assessing the complaint, including:
 - a. Relevant facts regarding issues alleged in the complaint;
 - b. Copies of relevant SPS policies and Provincial Policing Standards relating to issues raised in the complaint;
 - c. Any corrective action already implemented by SPS that is relevant to the complaint or its subject matter;
 - d. Any stakeholder or public comments regarding the subject matter of the complaint; and
 - e. Any other information that would be of assistance to the Board in assessing appropriate action to resolve the complaint.
13. The Surrey Police Board will provide periodic updates to the complainant and Office of the Police Complaint Commissioner (OPCC) as may be necessary in the circumstances, and the OPCC may request the Board provide status reports to the complainants and OPCC.
14. The Surrey Police Board may only conclude consideration of a complaint at a regular public meeting and only after it has determined that sufficient action has been taken to address the service or policy complaint fairly, reasonably and adequately.
15. Once the Surrey Police Board deems the complaint to be concluded, within 20 business days the Board Chair will provide a written report to the complainant, the Police Complaint Commissioner, the Director of Police Services and the Chief Constable that includes the decision to conclude review, reasons for the decision, any

action or actions taken, and a copy of any investigation or study report relied upon for the decision.

16. Upon receipt of the written report, the complainant has 20 business days to request a review of the Board’s decision by the Police Complaint Commissioner.
17. The Police Complaint Commissioner has 40 business days to review the Board’s decision, comment on the Board’s response to the complainant or exercise one of the powers granted under the *Police Act*, section 173(1) and publish any recommendations to the Board to examine any policies or procedures that may have been a factor for the complaint in the OPCC Annual Report.
18. If the Police Complaint Commissioner or Director of Police Services requests a review of the Board’s decision, the Board’s Executive Director will advise the Board Chair, Vice Chair and Governance Committee Chair and place the request on the agenda of the next regular public meeting or the Board Chair may call a Special Meeting of the Surrey Police Board to deal with the request if circumstances require.
19. The Board must keep minutes and records of any of its meetings, hearings or inquiries conducted in dealing with a service or policy complaint. Meetings or hearings concerning service or policy complaint matters are required to be open to the public, unless the Board Chair determines that a meeting or hearing, or a portion of a meeting or hearing, would disclose matters of public security, labour relations, a person’s financial affairs or information otherwise requested to be discussed in private.

COMPLAINT ADMISSIBILITY TRIAGE TOOLKIT

20. The Governance Committee will assess each service or policy complaint and triage them in accordance with the Surrey Police Board’s Triage Toolkit:

	Assessment Factor	Key Considerations	Decision Guide
1	Jurisdiction/Type	Is it about service or policy, not an individual’s conduct	If yes, continue. If unclear, clarify with the complainant or consult the OPCC
2	Clarity & Specificity	Does the complaint specify issues like training, policies, resources, general services	If lacking clarity, request more detail and assist the complainant. Otherwise, proceed
3	Substance/Merit	Does the complaint raise a systemic issue (e.g training gaps, policy failure, unfair or discriminatory practices)	If yes, proceed to the next stage. If trivial or filed for an improper purpose, consider dismissing with reasons

4	Risk/urgency	Does the complaint involve risk to public safety or rights?	If risk is assessed as high, consider immediate study or investigation
5	Potential Action	Is it appropriate for the complaint to be investigated internally or does the complaint raise issues that require independent investigation?	Concerns about general administration of SPS service or policies may be investigated internally in most cases. It is recommended that the Board engage an independent reviewer for complaints involving special circumstances
6	Follow-up/Reporting	How will decisions and outcomes be reported to the complainant and OPCC?	All decisions must be in writing and provided to the complainant, OPCC and Director of Police Services within 20 business days, and the complainants informed of their right to ask the OPCC to review the decision within the prescribed time frame.

DRAFT



BOARD REPORT

REGULAR

REPORT DATE: April 28, 2026

BOARD MEETING DATE: April 30, 2026

BOARD REPORT # 2026-FIN006

TO: Surrey Police Board

FROM: Finance and Risk Committee

FILE: 60540-20-04

SUBJECT: Financial Update – Year-to-date expenditures (March 31, 2026)

This report FOR INFORMATION.

EXECUTIVE SUMMARY

As of March 31, 2026, year-to-date net expenditures totalled \$57.65M, representing 20% of the total budget. Salaries and benefits are the most significant expense category, representing approximately 76% of operating costs incurred to date. Several variances are timing-related, including fleet, IT, and project expenditures that are not incurred evenly throughout the year.

There is currently no indication of any material deviation from the overall net budget. As of the end of Q1, SPS is forecasting a year-end favourable variance of approximately \$244,000, reflecting lean operations in the months pending budget approval, civilian vacancies, and lower training-related costs based on current trends. Key spending areas to be monitored through Q2 include overtime, auxiliary staffing costs, civilian vacancies, and IT.

Budget risks and uncertainties include sworn overtime trending higher than expected and, while currently partially offset by vacancies, may increase during the summer period and in connection with FIFA-related operational requirements. Risks associated with FIFA-related overtime may be reduced if the City of Surrey agrees to cover the cost of these one-time events which were not incorporated in year-over-year budgeting. In addition, the approved budgets for auxiliary staffing and supplies and materials were reduced below prior-year actual expenditures, creating potential pressure as operational demands increase; these areas will be monitored and managed through prioritization and offsetting variances where feasible.

PURPOSE

This report summarizes 2026 year-to-date expenditures incurred up to March 31, 2026.

BACKGROUND

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

Approved SPS Budget

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

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 March 31, 2026, year-to-date net expenditures totalled \$57.65M (20% 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 has no oversight or control over 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 March 31, 2026

	2026 Budget	YTD Actual	% Utilized	Remaining Budget
Operating Costs				
Board Remuneration	200,000	18,686	9%	181,314
Salaries and Benefits	222,788,174	45,922,363	21%	176,865,811
Lower Mainland Integrated Police Services	23,210,822	5,802,706	25%	17,408,116
Other Operating Expenditures	49,938,117	9,519,915	19%	40,418,202
	296,137,113	61,263,670	21%	234,873,443
Capital Assets and Equipment	8,835,000	1,469,177	17%	7,365,823
Surrey Provincial Operations Support Unit	24,954,864	6,238,717	25%	18,716,147
	329,926,977	68,971,564	21%	260,955,413
Less:				
External Revenues and Recoveries	(15,365,946)	(3,821,785)	25%	(11,544,161)
Province of BC contribution	(30,000,000)	(7,500,000)	25%	(22,500,000)
Net/Total Policing Expenditures	284,561,031	57,649,779	20%	226,911,252

Overall, as of the end of March, the most significant expense category is salaries and benefits, which account for approximately 76% of total operating costs incurred to date. Other organizational expenditures have begun to trend closer to budget expectations following finalization of the 2026 budget; spending was leaner in the period leading up to budget approval.

As of March 31, 2026, 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, 2026 salaries and benefits costs do not yet reflect any retroactive adjustments. Overtime is currently trending higher than expected in Q1 and is anticipated to remain elevated due to operational requirements; however, these additional costs are currently being offset by vacancies.

Fleet-related expenses, including fuel, supplies, insurance, repairs, and maintenance, were below budget at the start of the year due to the timing of purchases, vehicle deliveries, and transfers. These costs are expected to increase later in the year.

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.

Appendix I presents itemized budget-to-actual results, and Appendix II presents itemized budget-to-actual results for Board expenditures.

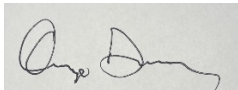
COMPLIANCE

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 – quarterly
 - Payroll remittances – immediately following each payroll date

CONCLUSION

This report is provided to the Board for information.



George Duncan
Chair, Finance and Risk Committee

Appendix I Itemized 2026 Budget vs. Actual – March 31, 2026 and variance analysis
Appendix II 2026 Budget vs. Actual – Police Board - March 31, 2026

Appendix I

2026 Budget vs. Actual

As of March 31, 2026

	2026 Approved Annual Budget	YTD Actual	% Utilized	Budget Remaining
Operating Costs				
Board Remuneration	200,000	18,686	9.3%	181,314
Salaries and Benefits	222,788,174	45,922,363	20.6%	176,865,811
Lower Mainland Integrated Police Services	23,210,822	5,802,706	25.0%	17,408,116
Consultants and Professional Services	9,852,921	2,148,247	21.8%	7,704,674
Justice Institute of BC Recruit Training Fees	2,495,430	544,482	21.8%	1,950,948
Training and Travel	2,593,500	372,644	14.4%	2,220,856
Other/External Police Agency Support	665,000	197,364	29.7%	467,636
Brand Development and Advertising	288,647	41,217	14.3%	247,430
Events and Meetings	137,900	36,367	26.4%	101,533
Facilities Operating Expenses	2,695,200	345,523	12.8%	2,349,677
Leases and Rental	2,611,100	662,934	25.4%	1,948,166
Memberships and Professional Dues	64,070	22,725	35.5%	41,345
Other Expenditures	325,500	1,311	0.4%	324,189
Risk Management and Insurance	1,502,520	121,570	8.1%	1,380,950
Repairs and Maintenance	4,927,189	768,998	15.6%	4,158,191
Service Fees	129,000	33,746	26.2%	95,254
Software and Application Licences	7,012,654	1,335,537	19.0%	5,677,117
Technology System Levies	5,211,049	651,117	12.5%	4,559,932
Telecommunications/Telephony	1,244,900	178,568	14.3%	1,066,332
Supplies and Materials	7,452,537	1,890,779	25.4%	5,561,758
City of Surrey Allocated Costs	729,000	166,786	22.9%	562,214
Total Operating Costs	296,137,113	61,263,670	20.7%	234,873,443
Capital Assets and Equipment				
Protective Equipment - Armour and Shields	910,000	268,563	29.5%	641,437
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	1,200,614	16.9%	5,914,386
Total Capital Assets and Equipment	8,835,000	1,469,177	16.6%	7,365,823
Surrey Provincial Operations Support Unit	24,954,864	6,238,717	25.0%	18,716,147
Total Expenditures	329,926,977	68,971,564	20.9%	260,955,413
Less:				
External Revenues and Recoveries	(15,365,946)	(3,821,785)	25%	(11,544,161)
Province of BC contribution	(30,000,000)	(7,500,000)	25%	(22,500,000)
Other Revenues and Recoveries	(45,365,946)	(11,321,785)	25.0%	(34,044,161)
Net Policing Expenditures	284,561,031	57,649,779	20.3%	226,911,252

Budget vs. Actual Variance Analysis

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

1. Training and travel costs are currently trending below budget. Conference, course, and training expenses are not incurred evenly throughout the year and are expected to increase later in the year.
2. External Police Agency Support is trending above budget, as external agency support is required for major cases and project assurance while SPS continues to build internal capacity.
3. Brand Development and Advertising costs are trending below budget, 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 are expected to occur in later quarters.
4. Facility-related projects, including security upgrades, as well as ice and snow removal costs, have not yet been incurred but are expected in Q3 and Q4.
5. Risk management and insurance costs are correlated with vehicle purchases. Delays in vehicle deliveries, therefore, also delay these costs. In addition, fleet insurance is incurred as a lump-sum expense at annual renewal.
6. Repairs and maintenance expenses are not expected to be incurred evenly throughout the year; accordingly, this line item may fluctuate above and below budget from time to time. One of the main drivers of this variability is vehicle damage.
7. 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.
8. 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.
9. This line item includes policing duty equipment, personally issued equipment, uniforms, and ammunition, which are currently trending above budget in response to operational requirements. However, total Supplies and Materials remains on budget due to lower spending in other subcategories within this line item.
10. Body armour is purchased in bulk to realize better economies of scale.
11. Capital asset and equipment expenditures are currently trending below budget, primarily due to earlier conservative spending before the budget was finalized. With the budget now approved, spending increased in March and is expected to continue increasing in the coming months as hiring ramps up and projects proceed.
12. While vehicle orders have been placed, the associated costs are not recognized until delivery is confirmed by the manufacturer. Most vehicles ordered in 2024 and 2025 are expected to be received later this year.

Appendix II

2026 Budget vs. Actual - Police Board*As of March 31, 2026*

	2026 Budget Police Board	YTD Actual	% Utilized	Budget Remaining (over)
Operating Costs				
Board Remuneration	\$ 200,000	\$ 18,686	9.3%	181,314
Salaries and Benefits	397,016	83,840	21.1%	313,176
Consultants and Professional Services	255,661	33,930	13.3%	221,731
Training and Travel	11,000	165	1.5%	10,835
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	142	-	4,358
Total Operating Costs	880,677	139,071	15.8%	741,606

March 31, 2026

VIA EMAIL

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

Dear Minister Krieger,

Re: Meeting Request to Review Surrey Policing Transition

I write on behalf of the Surrey Police Board to request a meeting with you and representatives of the Board. The purpose of meeting is to discuss lessons learned from how the provincial directive for Surrey Police Service to assume responsibility for District 4 (Cloverdale) has rolled out and plan more collaboratively and effectively for the next and final phase of the Surrey Policing Transition.

With regard to District 4 transition, at its meeting on March 12th the Board reviewed Surrey Police Service's operational plan. At the same meeting and in workshops since then, directors considered oversight of key governance risks and they will be managed. Risks identified include operational service levels (minimums, ensuring public and officer safety), human resources (recruiting, retention and employee wellness), reputation (public and political expectations), public trust, fiduciary, legal liability and other areas. Our primary objective throughout is to ensure safety of the public and SPS personnel as capacity is built to achieve the full scope and vision of community policing for Surrey.

The Board has approved a motion for SPS to proceed with the District 4 transition as directed by the Province and acknowledging the risks. The Board will continue overseeing risk treatments, recognizing that service demands and resourcing of District 4 may be managed through operational adjustments such as redeployment from other districts, temporary assistance from the RCMP, and pausing secondary services until capacity grows. The Board also recognizes, as we hope you do, that the resourcing needs for policing District 2, SPS capacity and its options for adding capacity are significantly and substantially greater will require patience and careful planning to ensure community safety and the safety of our people.

Thank you for considering our request to meet, which we hope will be scheduled before the Board's next regular meeting on April 30, 2026.

Sincerely,



Harley Chappell
Surrey Police Board

cc. Glen Lewis, ADM and Director of Policing Services, MPSSG
Norm Lipinski, Chief Constable, SPS