



SURREY POLICE BOARD

Regular Meeting Agenda

Venue: SPS HQ - Boardroom

Date: November 13, 2025

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 – November 13, 2025	
2. Adoption of Minutes – October 9, 2025	
D. CONSENT ITEMS	
No consent items.	
E. PRESENTATIONS/DELEGATIONS	
1. Proposed 2026 Surrey Police Service Provisional Budget (Presentation)	Director Parmar Chief Lipinski
2. District 5 East Takeover Plan (Presentation)	Chief Lipinski Supt. Mangat Insp. D. Shepperd
3. No Delegation Requests	
F. REPORTS	
CHIEF CONSTABLE REPORTS	
1. Hiring and Diversity Update Report 2025–R029 – FOR INFORMATION	Chief Lipinski
2. Chief Constable’s Updates - Verbal FOR INFORMATION	Chief Lipinski
INTERIM EXECUTIVE DIRECTOR REPORTS	
1. Consultation on Board Policy Respecting Service or Policy Complaints Report 2025–R030 - FOR INFORMATION	Jason Kuzminski
2. Public Consultation Confirming “What We Heard” Report 2025–R031 - FOR INFORMATION	Jason Kuzminski

COMMITTEE REPORTS

Finance and Risk Committee

1. **Year-to-Date Expenditures – September 30, 2025** Director Parmar
Report 2025-FIN020 – FOR INFORMATION
2. **Proposed 2026 Surrey Police Service Provisional Budget** Director Parmar
Report 2025–FIN021 - FOR DECISION
Report withheld from publication at this time at the request of the City of Surrey to allow for review and comment pursuant to s. 69 (2) (d) of the Police Act.

Governance Committee

1. **Chair's Updates – Verbal** Director Stutt
FOR INFORMATION

Human Resources and Compensation Committee

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

G. SERVICE OR POLICY COMPLAINTS

No Service or Policy Complaints.

H. INFORMATION

No information.

I. CORRESPONDENCE

No correspondence.

J. NEW BUSINESS

No new business.

K. PUBLIC Q & A

Chair

L. NEXT MEETING

Chair

The next meeting of the Surrey Police Board is December 11, 2025.

M. MOTION TO HOLD A MEETING IN A CLOSED SESSION

Chair

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

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

N. ADJOURNMENT

Chair



SURREY POLICE BOARD

Regular Meeting Minutes

Venue: SPS-HQ -Boardroom

Date: October 9, 2025

Time: 2:00 PM

Present:

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

Staff Present:

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

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

A. CALL TO ORDER

The October 9, 2025 Regular Board meeting was called to order at 2:00 PM.

B. DECLARATION OF ANY CONFLICT OF INTEREST

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

C. ADOPTIONS

1. Adoption of the Agenda – October 9, 2025

It was

Moved by Archie Johnston
Seconded by Rob Stutt

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

Carried.

2. Adoption of Minutes – September 11, 2025

It was

Moved by Sarbjit Bains
Seconded by Archie Johnston

That the minutes of the Surrey Police Board meeting of September 11, 2025 be adopted.

Carried.

3. Adoption of E-Vote Minutes - September 12, 2025

It was

Moved by Rob Stutt
Seconded by Archie Johnston

That the minutes of the Surrey Police Board E-Vote meeting of September 12, 2025 be adopted.

Carried.

D. CONSENT ITEMS

1. Facilities Committee – Terms of Reference

Report 2025–GOV010 – FOR DECISION

The Surrey Police Board approved the above consent report.

E. PRESENTATIONS/DELEGATIONS

1. No Presentations
2. No Delegation Requests

F. REPORTS

CHIEF CONSTABLE REPORTS

1. Chief Constable's Updates - Verbal

FOR INFORMATION

- a. Surrey Outreach Team Engagement (Presentation)

Staff provided the Surrey Police Board with a presentation on the Surrey Outreach Team Engagement comprised of Surrey Bylaws, SPS and Lookout Outreach. This team's initiative is to assist the unsheltered population and to provide the clients with information on services that exist for them in the City.

The Chief Constable provided updates to the Surrey Police Board on the extortions issue and other activities.

COMMITTEE REPORTS

Finance and Risk Committee

1. Chair's Updates - Verbal

FOR INFORMATION

The Finance and Risk Chair provided updates on the work of the Committee and reports it reviewed at the last two meetings. Reports reviewed by the Committee included Community Safety Officers, an update on the NG911 system, year to date expenditures for the period ending August 31, 2025, and the progress on the preparation of the 2026 provisional policing budget.

Governance Committee

1. Chair's Updates – Verbal
FOR INFORMATION

The Governance Chair provided the Board with an update on the work of the Governance Committee.

Reports reviewed by the Governance Committee included work on the terms of reference for the ad hoc Facilities Committee and appointment of Directors Parmar and Bains to the new committee.

The Committee also reviewed the surveys conducted in 2024 and 2021, regarding what Surrey residents, businesses and community organizations wanted to see from their police service.

Human Resources and Compensation Committee

1. Chair's Updates - Verbal
FOR INFORMATION

The Human Resources and Compensation Chair provided the Board with an update on reports reviewed by the committee at their last meeting which included the proposal for community safety officers and other human resource matters.

Interim Executive Director

No reports.

G. SERVICE OR POLICY COMPLAINTS

- 1. Service or Policy File No. 2025-001**
Concluding Letter from Board Chair to Complainant –
Dated September 15, 2025
- 2. Service or Policy File No. 2025-002**
Concluding Letter from Board Chair to Complainant –
Dated September 15, 2025

The Surrey Police Board received the above items for information.

H. INFORMATION

- 1. SPS Media Relations Update**
Report 2025-R027 – FOR INFORMATION
- 2. NG911 Update**
Report 2025-R028 – FOR INFORMATION
- 3. Year-to-Date Expenditures – August 31, 2025**
Report 2025-FIN019 – FOR INFORMATION

The Surrey Police Board received the above items for information.

I. CORRESPONDENCE

1. Letter to Mayor – Thank you for your attendance – Dated September 9, 2025
2. Letter to Sgt. Ryan Buhrig – Acknowledging Award of IACP 40 Under 40 Award – Dated September 18, 2025

The Surrey Police Board received the above correspondence items.

J. NEW BUSINESS

The Board Chair provided the Board with information on an upcoming Indigenous Youth Justice Conference to be held on November 12-13, 2025. The Board will be advised on more details on the conference as it becomes available.

K. PUBLIC Q & A

There was no public in attendance at the meeting.

L. NEXT MEETING

The next meeting of the Surrey Police Board is November 13, 2025.

M. MOTION TO HOLD A MEETING IN A CLOSED SESSION

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

- (2) if it believes that any of the following matters will arise in a meeting or hearing held by it, a board or committee may order that the portion of the meeting during which the matter will arise be held in private:
 - (c) a matter concerning labour contract discussions, labour management relations, layoffs or another personnel matter; 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 Archie Johnston
Seconded by James Carwana

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

Carried.

N. ADJOURNMENT

It was

Moved by Sarbjit Bains
Seconded by Christine Mohr

That the October 9, 2025 board meeting be adjourned.

Carried.

The Surrey Police Board meeting of October 9, 2025 adjourned at 2:52 PM.

Certified correct:

Marion Chow, Executive Assistant

Harley Chappell, Chair

REGULAR**REPORT DATE:** November 3, 2025**BOARD MEETING DATE:** November 13, 2025**BOARD REPORT #** 2025-R029**TO:** Surrey Police Board**FROM:** Chief Constable**FILE:** 60550-20-03**SUBJECT:** SPS Q3 Hiring and Diversity Update

RECOMMENDATION

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

DISCUSSION**Experienced Officer Hiring**

As of September 30, 2025, SPS has 583 sworn officers, marking significant progress toward its goal of 860 officers by the end of the transition. Newly hired Experienced Officers (EO) attend six weeks of customized SPS training prior to their deployment. An EO class started at SPS on September 8, 2025, and will join other EO’s who have been recruited from various agencies across Canada, contributing to a wide array of skills, expertise, and perspectives that will be invaluable as the service continues to expand.

Recruit Hiring

As of September 30, 2025, 78 SPS recruits have graduated from the Justice Institute of BC (JIBC) Police Academy and have been deployed.

SPS currently has 43 recruits in training:

- **Recruit Class 9 (JIBC Class 176)** - 13 SPS recruits began training at the JIBC on January 13, 2025, and will graduate on November 3, 2025
- **Recruit Class 10 (JIBC Class 177)** - 11 SPS recruits began training at the JIBC on May 5, 2025, and will graduate on March 13, 2026
- **Recruit Class 11 (JIBC Class 178)** - 19 SPS recruits have been hired and began training at the JIBC on September 8, 2025, and will graduate on July 10, 2026
- SPS Recruiting Section is currently focused on selecting Recruit Class 12 (JIBC Class 179) that will begin training at the JIBC on January 12, 2026.

- SPS Recruiting Section has offered jobs to 14 candidates to date to fill the 20 seats available for class 179. Twelve Pre-recruits start on October 20 and the remaining eight will start on November 17.
- SPS Recruiting Section saw a significant increase in recruit applications in the month of September. A total of 46 Recruit applications were received, which is an increase of 20 applications from August.

DIVERSITY STATISTICS

SPS has made significant strides in hiring and deploying officers while maintaining a strong focus on diversity. The department continues to expand both in terms of total staffing numbers and diverse representation, which is vital for ensuring that SPS can effectively engage with and serve the community. Recruitment remains a priority, with ongoing efforts to ensure that the department remains representative of the community it serves.

Below are the current diversity statistics for the sworn officers and management roles:

- **Management (Sworn)**
 - **Male:** 27 (79.41%)
 - **Female:** 7 (20.59%)
 - **Non-visible minority:** 17 (50.00%)
 - **Visible minority:** 12 (35.29%)
 - **Indigenous:** 5 (14.71%)
- **Sworn Officers (Total)**
 - **Male:** 472 (80.96%)
 - **Female:** 111 (19.04%)
 - **Non-visible minority:** 307 (52.66%)
 - **Visible minority:** 255 (43.74%)
 - **Indigenous:** 21 (3.60%)
- **Sworn Officer Diversity (Self-Identified)**
 - **Asian:** 57
 - **South Asian:** 139
 - **Black:** 7
 - **Southeast Asian:** 8
 - **Hispanic:** 1
 - **Filipino:** 18
 - **Middle Eastern:** 5
 - **Other:** 17
 - **Not a visible minority:** 253
 - **Multiple visible minorities:** 3
 - **Blank (no identification):** 54

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

FINANCIAL IMPLICATIONS

Not applicable.

RESOURCE IMPLICATIONS

Not applicable.

CONCLUSION

Recruiting, hiring, and deployment of SPS officers are critical components of building SPS and the corresponding demobilization of the RCMP. Regular updates on the progress of recruitment, staffing, and diversity will continue to be provided.

The above matters are provided for the Board's awareness and information.

A handwritten signature in black ink, appearing to read 'Norm Lipinski', with a stylized flourish at the end.

Norm Lipinski, OOM, LLB, MBA
Chief Constable

REGULAR

REPORT DATE: November 6, 2025

BOARD MEETING DATE: November 13, 2025

BOARD REPORT # 2025-R030

TO: **Surrey Police Board**FROM: **Interim Executive Director**FILE: **60550-20-02**SUBJECT: **Consultation on Board Policy Respecting Service or Policy Complaints**

RECOMMENDATION

The Interim Executive Director recommends the Surrey Police Board (the “Board”) receive this report FOR INFORMATION.

SUMMARY

At the request of the Governance Committee, the Board Office has developed a plan to consult and obtain public feedback on the Board’s Service or Policy Complaint policy and procedure in early 2026, in order to comply with a legislative requirement and deadline of April 24, 2026.

DISCUSSION

Amendments to the *Police Act* in 2024 added section 173.1 (attached as **Appendix I**) which requires all municipal police boards to consult the public on the adequacy of their service or policy complaints policy and procedures. While police boards have some discretion over what to include in their policy and procedures, there are some mandatory elements. Provincial Policing Standard 6.1.1 (21) (attached as **Appendix II**) requires police board’s service or policy complaint policy and procedure include consideration whether a complaint alleges systemic discrimination of any policy or procedure. OPCC Guideline on Service or Policy Complaints (attached as **Appendix III**) encourage police board’s make available assistance to complainants who face barriers to participation in the complaints process.

The Board’s current service or complaint policy is attached as **Appendix IV** and achieves baseline compliance with the requirement for the Board to consider any potential systemic discrimination, but the policy and procedure does not incorporate the OPCC Guidance. As well, the current policy is located in the Board Manual and, as such, reads as written more for board directors than the public. The consultation requirement presents an opportunity to develop a policy and procedures in plain language that can be posted in a manner that is easier for the public to access, understand and follow.

Board Office staff has prepared a consultation draft that is attached as **Appendix V**. The draft outlines the purposes of the policy, including providing assistance to complainants to clarify concerns at intake

and also to address any barriers to equitable access to the process. The draft also establishes a procedure for complaints that complies with the *Police Act*, PPS 6.1.1 (21) and OPCC Guidance.

In accordance with direction from the Governance Committee, the draft will be posted to the Board's website in January 2026 along with an invitation for public feedback until the end of the first week in March. A media release will also be prepared and distributed to publicize the consultation, and letters attaching the draft policy and inviting feedback will be sent to targeted service organizations, faith-based and cultural communities, and advocacy organizations. Following the consultation period, feedback will be reviewed by the Governance Committee and incorporated into a final version of the policy that will be brought to the Board for consideration and approval at its April meeting.



Jason Kuzminski
Interim Executive Director

Appendix I	<i>Police Act</i> , section 173.1
Appendix II	Provincial Policing Standard 6.1.1 (21)
Appendix III	OPCC Guideline on Service or Policy Complaints
Appendix IV	Governance Manual – Current Service or Policy Complaints Policy
Appendix V	Draft Service or Policy Complaint Policy and Procedure

Duty of municipal police board to establish policy respecting service and policy complaints

173.1 (1) In this section:

"complaints policy" means the policies and procedures described in subsection (2);

"complaints policy guidelines" means the guidelines, if any, established by the police complaint commissioner under section 177 (4) (e.2) [general responsibility and functions of police complaint commissioner].

(2) A municipal police board must establish policies and procedures for handling, reviewing and responding to complaints made under this Division.

(3) A complaints policy must

(a) be established within the time period that the director specifies, and

(b) be consistent with the complaints policy guidelines, as those guidelines read on the date the director specifies.

(4) At least once every 4 years after establishing a complaints policy, a municipal police board must

(a) review the complaints policy, and

(b) if the complaints policy is not consistent with the complaints policy guidelines, amend the complaints policy to achieve consistency with those guidelines.

(5) Before establishing or amending a complaints policy, a municipal police board must provide an opportunity for members of the community to provide input respecting the complaints policy or amendments to the complaints policy.

(6) Promptly after establishing or amending a complaints policy, a municipal police board must post the complaints policy or amended complaints policy on a publicly accessible website maintained by or on behalf of the municipal police board.



PROVINCIAL POLICING STANDARDS

Section 6.0 – Promotion of Unbiased Policing	Page 1 of 1
Sub Section 6.1 – Community Partnerships and Equitable Policing	Effective: July 30, 2023 Revised: n/a
Subject 6.1.1 – Promoting Unbiased Policing	

Policies to guide a police board's response to Service and Policy Complaints

The Board must:

(21) Ensure that written policy governing the response to Service and Policy complaints requires consideration of whether the complaint includes allegations of discriminatory policies or practices when determining which course of action permitted by s. 171 (1) of the *Police Act* is necessary to respond adequately to a complaint, including at minimum whether to refer the matter to the Chief Constable as permitted by sub-section (a), or to initiate a study or investigation as permitted by sub-section (b) or (c).

To: All Municipal Police Chief Constables
Chief Officer – Metro Vancouver Transit Police (MVTP)
Chief Officer – Stl’atl’imx Tribal Police Service
Chief Officer – Combined Special Enforcement Units (CFSEU-BC) / Organized
Crime Agency (OCA-BC)

And to: All Professional Standards Officers
All BC Municipal Police Boards

From: Police Complaint Commissioner

Date: September 9, 2019 (Reissued March 2023) – **Revised: January 15, 2024**

Re: **Guideline on Service or Policy Complaints (Division 5 of the *Police Act*)**

PURPOSE

This Guideline confirms the processes relating to receiving and handling service or policy complaints. Section 177(2)(a) of the *Police Act* provides the Police Complaint Commissioner with the authority to create binding statutory guidelines to be followed by those receiving and handling service or policy complaints. This statutory Guideline is intended to provide guidance to police departments and police boards with respect to the processing of service or policy complaints pursuant to Division 5 of the *Police Act*.

RELEVANT LEGISLATION

This Guideline has been developed in accordance with existing relevant legislation and best practices. Part 11, Division 5 of the *Police Act* sets out the provisions regarding service or policy complaints, and section 28 establishes responsibilities for municipal police boards. Specifically, the process described aligns with sections 168, 169, 171, 172, and 173 of the *Police Act*.

In addition to the above noted sections of the *Police Act*, section 177 grants additional responsibilities and powers to the Police Complaint Commissioner, including the discretion to make recommendations:

- to police boards to examine and reconsider any policies or procedures that may have been a factor in conduct that was a subject of a complaint or investigation under Part 11, and

- that the Director of Police Services exercise one or more functions in relation to a service or policy complaint, pursuant to sections 40, 42 or 44 of the *Police Act*.

ROLE OF POLICE BOARDS - Part 11, *Police Act*

While the general roles and responsibilities of police boards are outlined in Part 5 of the *Police Act*, police boards also have statutory responsibilities pursuant to Part 11 of the *Police Act*. These responsibilities include the receiving and handling of service or policy complaints pursuant to Division 5 of the *Police Act*, and the chair of the board's responsibility of sitting as a Discipline Authority in relation to investigations initiated pursuant to Division 3 or 6 of the *Police Act* involving the Chief or Deputy Chief. Furthermore, police boards have a general responsibility to prevent neglect and abuse by its municipal constables pursuant to section 28 of the *Police Act*.

Service or policy complaints can serve as an opportunity for the police board to examine systemic or organizational concerns from the public in a manner that is transparent and affords discussion on issues that may impact public confidence in policing. As service or policy complaints can often intersect with complex social-policy matters, police boards may wish to seek external expertise when needed. The OPCC reviews all service or policy complaints and may make recommendations directly to police boards on matters of policy and procedure, aimed at preventing misconduct. The OPCC publishes an annual report that includes all recommendations made and any responses from police boards.

The OPCC has a general responsibility to inform, advise, and assist parties under the *Police Act*, and this includes police boards. The OPCC can be contacted directly by the board to answer general questions, procedural questions as it relates to service or policy complaints, or to seek clarity about recommendations.

This Guideline is intended to support police departments and police boards in managing their responsibilities, while efficiently processing service or policy complaints as outlined in Division 5 of the *Police Act*.

PROCESS - RECEIVING SERVICE OR POLICY COMPLAINTS

Pursuant to section 168(1) of the *Police Act*, any person may make a service or policy complaint about:

- The general direction and management or operation of a municipal police department¹, or
- The inadequacy or inappropriateness of any of the following relating to a municipal police department:
 - Staffing;
 - Resource allocation;

¹ Please note, the definition of "municipal police department" within the *Police Act* extends to all agencies with members who fall under OPCC jurisdiction.

- Training programs or resources;
- Standing orders or policies;
- Ability to respond to requests for assistance; or
- Internal procedures.

Pursuant to section 168(2) of the *Police Act*, a service or policy complaint may be made directly to the Police Complaint Commissioner, or directly to a member of a municipal police department who has been assigned to receive and register complaints, a designated individual pursuant to section 168(2)(b)(ii) of the *Police Act*, or the chair of a municipal police board.

Complaint received directly by the Office of the Police Complaint Commissioner (OPCC)

If the OPCC receives a service or policy complaint, that complaint will be forwarded to both the relevant chief constable and police board for processing. The Police Complaint Commissioner does not have the discretion to determine the admissibility of that complaint or assess its merits. The OPCC will review the complaint to ensure it meets the *prima facie* criteria of a service or policy complaint as defined in the *Police Act*.

Upon receipt, if it is unclear whether a complaint is intended as a service or policy complaint or a complaint about the conduct of a municipal police member², the OPCC will contact the person who made the complaint to seek clarification. If necessary, the OPCC may also provide necessary information and/or assistance.

Complaint received directly by an assigned member, designated individual, or chair of a police board

Section 169 outlines the responsibilities of police boards in receiving a complaint. Assigned members, designated individuals, or chairs of police boards that receive service or policy complaints must do the following:

- Record the complaint and the date and time of its receipt,
- Provide the person making the complaint with written acknowledgment of its receipt, and
- Forward a copy of the complaint, or, if the complaint was not made in writing, a copy of the record of complaint to:
 - the Chief Constable of the municipal police department concerned,
 - the board of that municipal police department, and
 - the Police Complaint Commissioner.

In addition, boards must provide the person making the complaint with any required assistance. Implementing processes that effectively reduce or eliminate barriers to participation helps promote equitable access to the complaints process for all individuals, regardless of language, disability, culture, mental health, or other complex social factors. This assistance also

² Please note, pursuant to Part 11 of the *Police Act*, the definition of “member” extends to all current and former members who, at the time of the conduct of concern, were members of a police agency that falls under OPCC jurisdiction.

includes ensuring the person who made the complaint can make an informed decision about whether to file a service or policy complaint or a registered complaint, pursuant to Divisions 3 and 5 of the *Police Act*.

Please refer to OPCC *Information Bulletin 13 – Receiving & Handling of Complaints & Questions/Concerns*, which provides additional advice regarding general principles for accessibility to the complaint process as it relates to receiving and handling complaints.

The record of the complaint is to be completed and forwarded using the OPCC *Complaint Form*³.

PROCESS – RESPONDING TO SERVICE OR POLICY COMPLAINTS

Pursuant to section 171 of the *Police Act*, police boards must respond to all service or policy complaints received. Upon receipt of a service or policy complaint, the police board must **promptly** do one or more of the options set out in section 171(1) of the *Police Act*.

Within **20 business days** of initiating a chosen response(s), the board must communicate this course of action to the person making the complaint, the Director of Police Services, and the Police Complaint Commissioner. Of note, this initial communication does not limit the board's ability to initiate any alternative course(s) of action at a later date.

If the board does not choose to initiate an investigation into a service and policy complaint pursuant to section 171(1)(c) of the *Police Act*, the Police Complaint Commissioner may recommend the board initiate an investigation pursuant to section 171(2) of the *Police Act*.

The board's response to a service or policy complaint is not intended to replicate or supplant investigations involving individual police misconduct that may be investigated pursuant to Division 3 or 6 of the *Police Act*. The scope of any investigation or study should be limited to the service or policy issue contained in the complaint. Additional guidance regarding the actions a board may take respecting service or policy complaints, as articulated in section 171(1)(a)-(e) of the *Police Act*, is as follows:

Section 171(1)(a) – Request a Chief Constable to investigate and report on the complaint

- The board can refer the complaint to the relevant municipal police department for investigation.

Section 171(1)(b)-(c) – Initiate a study or investigation concerning the complaint

- The board can seek the services of an independent contractor to complete this study or investigation.

³ The OPCC *Complaint Form* can be filled out and submitted [online](#), and a [PDF version](#) can also be forwarded via email to info@opcc.bc.ca.

Section 171(1)(d) – Dismiss the complaint with reasons

- If the board determines no other action is required to address the complaint, the board can dismiss the complaint; reasons for this decision must be provided.
- A complaint should not be categorized as “dismissed with reasons” if the board has undertaken an action to respond to the complaint.
 - *E.g., if the board refers the complaint back to the municipal police department for review, assessment or investigation so that it may report back to the board, the complaint should be categorized pursuant to section 171(1)(a) of the Police Act.*

Section 171(1)(e) – Take any other course of action the board considers necessary to respond adequately to the complaint

- The board’s response to a service or policy complaint is not confined to requesting the municipal police department initiate an investigation or study; the board may decide on any other course of action that would adequately respond to the complaint.

The OPCC notes that boards and committees have a responsibility to keep minutes of meetings, hearings and records of inquiries pursuant to section 71 of the *Police Act*, and that pursuant to section 69, the meetings and hearings of the board or committee must be open to the public, unless specific exemptions apply. For clarity, this requirement is inclusive of all meetings and discussions concerning service or policy complaints held by the board or any committee of the board.

PROCESS – CONCLUDING SERVICE OR POLICY COMPLAINTS

To maintain public trust in the administration of the police complaint process, it is important for responses to service or policy complaints to be completed in a timely manner. The OPCC may contact the board requesting status updates respecting outstanding responses to service or policy complaints or recommendations made by the OPCC.

To conclude a service or policy complaint, pursuant to section 172(1) of the *Police Act*, the police board must send a decision to the person who made the complaint, the Director of Police Services, and the Police Complaint Commissioner. This decision includes:

- an explanation for the board’s action(s) under section 171 of the Act, and
- if applicable, a detailed summary of the results of any investigation or study undertaken.

The board’s decision should thoroughly describe the action(s) undertaken, the results, and what, if any, changes are being made to staffing, resource allocation, training, policies or procedures as a result. If the board determines that no changes are necessary after an investigation, study or report, a detailed explanation should also be provided.

Upon receipt of the board’s decision, if dissatisfied with the board’s actions or results, the person who made the complaint has **20 business days** to request a review by the Police

Complaint Commissioner. It is therefore important for the board to confirm the person who made the complaint received its decision.

Whether or not a request for review is received, the Police Complaint Commissioner has **40 business days** to review the board's decision and may exercise one of the authorities granted by section 173(1) of the *Police Act*. Any recommendations that the Police Complaint Commissioner makes to the board or the director must be published in the OPCC's annual report. The Police Complaint Commissioner may also comment on the responses received from the board.

Original Signed By:

Police Complaint Commissioner

Chief Constable at each of its regular meetings on the implementation of the fundraising/sponsorship policy and the receipt of donated funds and sponsorships.

9. At each public Board meeting, the Chief Constable provides financial variance reports and financial statements to the Board and reports on SPS's progress against the budget. SPS may not make any extraordinary expenditures that are not contained within the approved budget without prior approval from City Council in accordance with the *Police Act*.⁴⁷ As such, the Board (through the Finance and Audit Committee) ensures all expenditures made by SPS are within the approved budget and discusses variations, future considerations, concerns, and methods of management with the Chief Constable. In doing so, the Finance and Audit Committee may apply principles of flexibility to ensure that such expenditures are made within the broad categories contemplated in the overall budget approved by City Council.
10. The Chief Constable implements any actions agreed upon by the Board, including seeking any required additional approval from City Council, and follows up with the Board as necessary.
11. At least annually, the Board (through the Finance and Audit Committee) reviews and, if necessary, provides guidance to the Chief Constable with respect to SPS's system of internal controls and risk management systems to ensure the integrity of SPS's financial statements.
12. Annually, the Chief Constable prepares financial statements and an annual report outlining SPS's performance and progress against the SPS priorities, goals, and objectives. The Finance and Audit Committee reviews and the Board approves the annual report and financial statements and annually reports to the Minister on SPS's performance.⁴⁸

8. SERVICE OR POLICY COMPLAINTS AND CONDUCT COMPLAINTS

The Board is responsible for taking action to respond to complaints made about the services or policies of SPS and certain conduct complaints. In overseeing complaints against SPS, the Board carries out the following activities:

SERVICE OR POLICY COMPLAINTS

1. Service or policy complaints are complaints made about the general direction, management, or operation of SPS, or about the inadequacy or inappropriateness of SPS's:
 - a. Staffing or resource allocation.

⁴⁷ Section 27(6) of the *Police Act*.

⁴⁸ S.4.2(2)(iii) of the *Police Act*

- b. Training programs or resources.
 - c. Standing orders or policies.
 - d. Ability to respond to requests for assistance.
 - e. Internal procedures.
- 2. Service or policy complaints may be made at any time directly to the Police Complaint Commissioner (or any person designated by the Commissioner), to the Board Chair, or any SPS constable on duty who is assigned to receive and register such complaints.⁴⁹
- 3. The Board approves a service and complaints policy for SPS taking into consideration the recommendations of the Governance Committee. At least annually, the Governance Committee reviews the service and complaints policy and recommends any needed changes to the Board for approval. In doing so, the Governance Committee ensures community members have had an adequate opportunity to provide input into such policy as required under the *Police Act* prior to it being finalized for recommendation to the Board.⁵⁰
- 4. Immediately upon a service or policy complaint being made, the Board receives a copy of such complaint and processes such complaint in accordance with the complaints process outlined in Part 11 of the *Police Act*.

When determining which of the available courses of action to take, and to respond adequately to a complaint, the Board is required to give consideration to whether the complaint includes allegations of discriminatory policies or practices, and whether, as a result, at a minimum the matter is to be referred to the Chief Constable for investigation, or for a study or investigation to be initiated.⁵¹

- 5. At least quarterly, the Board through the Chief Constable or a committee designated by the Chief Constable, receives and reviews service or policy complaints and investigation reports (including the status of any active investigations, actions taken, and other relevant information).
- 6. At least annually, the Board reviews the process for responding to service or policy complaints together with the Chief Constable and Executive Director and makes any adjustments or amendments as necessary.

⁴⁹ Part 11 of the *Police Act*

⁵⁰ Section 173.1 of the *Police Act* requires the Board to provide an opportunity for community members to provide input into SPS's service and complaints policy and any amendments to such policy.

⁵¹ Provincial Policing Standard 6.1.1: Promoting Unbiased Policing

CONDUCT COMPLAINTS AGAINST THE CHIEF CONSTABLE AND DEPUTY CHIEF CONSTABLES

1. Conduct complaints against the Chief Constable and Deputy Chief Constables may consist of a public trust complaint (a complaint alleging a breach of professional conduct regulation and any internal code of conduct for SPS's employees) or an internal discipline complaint (a complaint relating to the acts or omissions of a person that affects the relationship between the officer, as employee, and SPS, as the employer).
2. Pursuant to the *Police Act*,⁵² the Board Chair is the discipline authority for all conduct complaints made against the Chief Constable or a Deputy Chief Constable. The Board Chair processes such complaints in accordance with the complaints process outlined in Part 11 of the *Police Act*, unless the Police Complaints Commissioner determines a different course of action is required.
3. In processing any conduct complaints against the Chief Constable or Deputy Chief Constables, the Board Chair may retain the services of legal counsel as a resource.
4. The Board Chair seeks the approval of the Board, and ultimately the Office of the Police Complaints Commissioner, prior to concluding any investigation or imposing any discipline in connection with such conduct complaint.

CONDUCT COMPLAINTS

1. Pursuant to the *Police Act*,⁵³ the Chief Constable is the discipline authority for all conduct complaints made against other members of SPS (other than Deputy Chief Constables), unless any of sections 117(9), 113.1(2), 134 or 135(1) of the *Police Act* applies in which case, the discipline authority is the person permitted to be designated as such in the *Police Act*.⁵⁴
2. In processing such conduct complaints, the Chief Constable processes such complaints in accordance with the complaints process outlined in Part 11 of the *Police Act*.
3. The Chief Constable immediately notifies the Board of any serious or sensitive complaints against sworn members and at least monthly, provides the Board with a statistical analysis and summary of conduct complaints made against sworn members as well as an update on the status of any serious or sensitive complaints.

⁵² Section 76 of the *Police Act*

⁵³ Section 76 of the *Police Act*

⁵⁴ See section 76 "discipline authority" (a)(i-iv) for who can be the discipline authority under each of those sections.



SERVICE OR POLICY COMPLAINT POLICY AND PROCEDURE	
LEGISLATIVE AUTHORITY	Police Act, 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’s service 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 purposes of this policy are to:

- (1) Ensure that 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) Determine if a complaint meets the criteria to act promptly pursuant to section 171 (1) of the Police Act.
- (3) Enable the Board to seek external counsel, if required, to assist in forming a recommended course of action.
- (4) Provide 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) Request 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) Provide direction to SPS, where appropriate, to begin immediate remedial action to address the complaint, including but not limited to contacting the complainant.
- (7) Take any remedial action that is deemed adequate to respond to the complaint, including remedial action that may have already been undertaken.
- (8) Provide 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 {at EMAIL} or the Surrey Police Board Chair via info@surreypoliceboard.ca.
2. 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.
3. Complainants will be notified of the date and time of the regular meeting where their complaint will be received and considered by the Surrey Police Board.
4. Upon intake of a complaint, the Governance Committee will conduct a preliminary assessment of the complaint to review whether it alleges any discriminatory policies or practices, whether the complainant may require assistance to reduce or eliminate barriers to participation and make recommendations to the Surrey Police Board regarding admissibility and any remedial action or actions.
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 an SPS member to obtain more information from the complainant, or provide assistance to, the complainant.

6. 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.
7. 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.
8. Within 20 business days of doing any of the things described in 5 (a) to (e), the Surrey Police Board must notify the complainant, the Director of Police Services and the Police Complaint Commissioner of the course of action being taken and may update the complainant periodically as needed.
9. 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.

10. If the complaint is determined to be admissible, the Board must take one or more of the courses of action set out in Article 6 of this policy.
11. Once the investigation, study or any other action is completed, it will be reviewed by the Governance Committee for a final report and draft letter to the complainant for the Surrey Police Board to consider.
12. The Surrey Police Board may only conclude its consideration of a complaint once it has determined that sufficient action has been taken to address the service or policy complaint fairly, reasonably and adequately.
13. 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.
14. If the Surrey Police Board deems the complaint to be concluded, the Board Chair will advise the complainant, the Director of Police Services and the Police Complaint Commissioner in writing of the decision to conclude review of the complaint, the action or actions taken, and reasons for the decision, including a copy of any investigation or study report relied upon for the decision.
15. The Board Chair will provide written notice to complainants that if they are dissatisfied with the decision or any action of the Surrey Police Board, the results of any investigation or study, or the reasons given for the decision, they may request the Police Complaint Commissioner review the matter within 20 business days.
16. If the Police Complaint Commissioner recommends additional action or actions for the Surrey Police Board to consider, the Board Chair will notify the Police Complaint Commissioner in writing of any action taken in response to the recommendations or written reasons if no further action will be taken.



BOARD REPORT

REGULAR

REPORT DATE: November 10, 2025

BOARD MEETING DATE: November 13, 2025

BOARD REPORT # 2025-R031

TO: Surrey Police Board

FROM: Interim Executive Director

FILE: 60550-20-02

SUBJECT: Public Consultation Confirming "What We Heard"

RECOMMENDATION

The Interim Executive Director recommends the Surrey Police Board (the "Board") receive this report FOR INFORMATION.

SUMMARY

At its meeting on September 11, 2025, the Board resolved to move forward with public consultations to obtain feedback on a "What We Heard" summary of responses to surveys conducted in 2024 and 2021 and asked the Governance Committee to propose an engagement plan. The purposes of consultation are (1) to confirm that the priorities remain relevant to the community; (2) to assist the Board in defining outcomes for top public safety concerns that will be tracked and reported on regularly; and (3) to establish the Board's brand and presence.

At the Governance Committee's direction, "What We Heard" will be posted to the Board's website in the week following the November meeting, along with messaging that includes a call to action encouraging feedback on two or three questions focused on confirming that the priorities remain relevant and inviting suggestions. "What We Heard" and the survey will also be sent directly to Council, Semiahmoo First Nation, Surrey Schools, advocacy groups, leaders at places of worship, service organizations and business improvement associations. A deadline for responses will be set for mid-January.

A handwritten signature in black ink, appearing to read "Jason Kuzminski".

Jason Kuzminski
Interim Executive Director



BOARD REPORT

REGULAR

REPORT DATE: November 5, 2025

BOARD MEETING DATE: November 13, 2025

BOARD REPORT # 2025-FIN020

TO: Surrey Police Board

FROM: Finance and Risk Committee

FILE: 60550-20-04

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

RECOMMENDATION

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

PURPOSE

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

BACKGROUND

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

Surrey Police Service Budget Summary

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

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

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

DISCUSSION

As of September 30, 2025, year-to-date net expenditures totalled \$171.27M (60% of the total budgeted), as presented below. However, please note that at the time of writing, SPS has not received up-to-date financial data on the costs related to Lower Mainland Integrated Police Services or the Provincial Operations Support Unit. Therefore, the related expenditures are currently accrued/estimated based on a proportion of the budgeted amount.

2025 Budget vs. Actual - Summary

As of September 30, 2025

	2025 Budget	YTD Actual	% Utilized	Remaining Budget
SPS Operations				
Board Remuneration	\$ 200,000	\$ 93,625	47%	106,375
Salaries and Benefits	172,106,116	108,233,162	63%	63,872,954
Other Operating Expenditures	49,386,581	23,092,840	47%	26,293,741
Equipment, Inventory and Capital	19,391,373	8,918,797	46%	10,472,576
Total SPS Operations	241,084,070	140,338,425	58%	100,745,645
Lower Mainland Integrated Police Services	20,395,867	15,296,899	75%	5,098,968
Provincial Operations Support Unit *	35,029,374	27,574,610	79%	7,454,764
	296,509,311	183,209,933	62%	113,299,378
Less: Revenues/Recoveries/Transfers	(11,426,000)	(11,938,167)	104%	512,167
NET / TOTAL POLICING EXPENDITURES	\$285,083,311	\$ 171,271,766	60%	113,811,545

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

The most significant costs in SPS's budget and actual expenses are salaries and benefits, representing approximately 77% of year-to-date SPS Operations expenses (excluding expenses related to Lower Mainland Integrated Police Services and the Provincial Operations Support Unit). At the end of September, SPS had 1022 active employees on payroll: 582 sworn members, 329 full-time civilians, and 111 part-time civilians. (Some part-time civilians may be on-call auxiliary positions and may not have work shifted each month; therefore, the part-time civilian count may fluctuate each month.)

COMPLIANCE

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

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

CONCLUSION

This report is presented for information.



Sonia Parmar
Chair, Finance and Risk Committee

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

(APPENDIX I)
Statement of Revenues and Expenditures

For the period ended September 30, 2025

Jan 25 - Sep 25

Revenues

City of Surrey Funding	\$171,271,766.20
Provincial Government Funding	8,920,595.15
Federal Government Funding	151,896.17
Policing Service Recoveries	1,451,116.52
Training and Course Fees/Recoveries	17,076.50
Fees for Service	1,920,401.64
Interest Earned	63,318.71
Other Revenue	272,862.11
Deferred Revenue/Funding	(859,100.00)
Total Revenues	183,209,933.00

Operating Expenditures

Board Remuneration	93,625.00
Salaries and Benefits	109,328,197.19
Consultants and Professional Services	6,226,415.16
Justice Institute of BC Recruit Training Fees	1,047,206.70
Training and Travel	1,027,331.49
Lower Mainland Integrated Police Services	15,296,899.00
Other/External Police Agency Support	26,603,171.50
Brand Development and Advertising	83,636.34
Events and Meetings	57,388.95
Facilities Operating Expenses	1,171,022.60
Leases and Rental	1,955,876.47
Memberships and Professional Dues	37,323.86
Other Expenditures	79,150.56
Risk Management and Insurance	243,020.64
Repairs and Maintenance	1,777,964.61
Service Fees	132,396.93
Software and Application Licences	4,511,342.77
Technology System Levies	1,509,912.62
Telecommunications/Telephony	629,692.68
Supplies and Materials	2,479,560.76
Total Operating Expenditures	174,291,135.83

Equipment, Inventory and Capital Expenditures

IT Hardware/Equipment	805,967.90
Personal Issue Equipment - Policing Gear	1,197,688.74
Personal Issue Equipment - Uniforms	1,226,515.23
Specialty Equipment – Operational	795,907.74
Specialty Equipment – Public Order	5,858.25
Specialty Equipment – Training	57,852.17
Use of Force Equipment – Ammunition	235,722.29
Use of Force Equipment – Firearms	520,036.00
Use of Force Equipment – Non-Lethal	196,240.87
Vehicles/Police Fleet	1,504,198.17
Leasehold Improvements/Renovations	2,372,809.81
Total Equipment, Inventory and Capital Expenditures	8,918,797.17

Total Expenditures	183,209,933.00
Surplus / (Deficit)	\$0.00

(APPENDIX II)
Statement of Operating Expenditures by Bureau

For the period ended September 30, 2025

	Police Board	Office of the Chief Constable	Community Policing Bureau	Investigative Services Bureau	Corporate Services Bureau	Total
Operating Expenditures						
Board Remuneration	\$93,625.00	\$0.00	\$0.00	\$0.00	\$0.00	\$93,625.00
Salaries and Benefits	218,050.60	3,823,723.34	63,080,503.90	12,910,518.54	29,295,400.81	109,328,197.19
Consultants and Professional Services	174,843.39	880,285.97	663,377.59	117,128.74	4,390,779.47	6,226,415.16
Justice Institute of BC Recruit Training Fees	0.00	0.00	0.00	0.00	1,047,206.70	1,047,206.70
Training and Travel	4,388.64	46,092.87	19,855.69	41,491.75	915,502.54	1,027,331.49
Lower Mainland Integrated Police Services	0.00	0.00	0.00	15,296,899.00	0.00	15,296,899.00
Other/External Police Agency Support	0.00	0.00	132,644.85	18,006.88	26,452,519.77	26,603,171.50
Brand Development and Advertising	0.00	13,073.09	0.00	0.00	70,563.25	83,636.34
Events and Meetings	3,300.00	10,172.80	11,576.60	585.26	31,754.29	57,388.95
Facilities Operating Expenses	0.00	0.00	3,456.63	0.00	1,167,565.97	1,171,022.60
Leases and Rental	1,246.20	12,557.00	15,139.33	21.00	1,926,912.94	1,955,876.47
Memberships and Professional Dues	3,290.00	11,024.09	2,345.56	2,780.19	17,884.02	37,323.86
Other Expenditures	0.00	3,948.84	2,687.91	1,170.85	71,342.96	79,150.56
Risk Management and Insurance	0.00	2,223.40	435.00	0.00	240,362.24	243,020.64
Repairs and Maintenance	0.00	332.19	125,398.33	22,329.00	1,629,905.09	1,777,964.61
Service Fees	0.00	22,115.71	4.71	295.29	109,981.22	132,396.93
Software and Application Licences	0.00	11,181.56	2,411.50	23,585.65	4,474,164.06	4,511,342.77
Technology System Levies	0.00	0.00	0.00	0.00	1,509,912.62	1,509,912.62
Telecommunications/Telephony	0.00	0.00	0.00	0.00	629,692.68	629,692.68
Supplies and Materials	1,493.80	96,292.22	331,955.12	98,809.35	1,951,010.27	2,479,560.76
Total Operating Expenditures	\$500,237.63	\$4,933,023.08	\$64,391,792.72	\$28,533,621.50	\$75,932,460.90	\$174,291,135.83

FIN021 SPS Provisional Budget

Report withheld from publication at this time at the request of the City of Surrey to allow for review and comment pursuant to s. 69 (2) (d) of the Police Act.