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	<b>ITEM</b>	<b>PRESENTER</b>
<b>A.</b>	<b>CALL TO ORDER</b>	Chair McCallum

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

<b>B.</b>	<b>ADOPTIONS</b>	
1.	Adoption of the Agenda – June 22, 2021	Chair McCallum
2.	Adoption of Minutes – May 18, 2021	Chair McCallum

<b>C.</b>	<b>DELEGATIONS</b>	
1.	Cathy Peters – "Be Amazing Campaign; to Stop Sexual Exploitation"	

<b>D.</b>	<b>REPORTS</b>	
	<b>CHIEF CONSTABLE REPORTS</b>	
1.	<b>Chief Constable Updates– Standing Report</b> Report No. 2021-R012 – For Information	Chief Lipinski
2.	<b>Strategic Plan Development Update - Community Consultation</b> Report No. 2021-R013 – For Information	Chief Lipinski
3.	<b>HR Policy Development</b> Report No. 2021-R014 – For Information	Chief Lipinski
4.	<b>SPS Recruiting for Diversity</b> Report No. 2021-R015 – For Information	Chief Lipinski

	<b>EXECUTIVE DIRECTOR REPORTS</b>	
1.	<b>Trademark Update</b> Report No. 2021-R016 – For Information	Melissa Granum
2.	<b>Surrey Police Board Per Diem – Quarterly Update</b> Report No. 2021-R017 – For Information	Melissa Granum

**COMMITTEE REPORTS**

**FINANCE COMMITTEE**

1. **One-time Policing Transition Project - Budget Update Year to Date Expenditures** Elizabeth Model  
Report No. 2021-FIN009 – For Information  
(Presentation)

**E. INFORMATION**

1. Memo – Director Brisard – Board Committees – For Information Melissa Granum
2. Letter to Director Sunner – Governance Committee – For Information Melissa Granum

**F. CORRESPONDENCE**

No correspondence.

**G. NEW BUSINESS**

No new business.

**H. NEXT MEETING**

The next meeting of the Surrey Police Board will be held on July 20, 2021.

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

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

- (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;
  - (d) a matter concerning information that a person has requested he or she be allowed to give in private to the board or committee.

- J. ADJOURNMENT** Chair McCallum

**Present:**

Doug McCallum, Chair  
Cheney Cloke  
Elizabeth Model  
Harley Chappell  
James Carwana  
Manav Gill  
Meena Brisard

**Regrets:**

Jessie Sunner

**Province:**

Mark Reder

**Staff Present:**

Norm Lipinski, Chief Constable  
Jennifer Hyland, Deputy Chief  
Michael LeSage, Deputy Chief  
Todd Matsumoto, Deputy Chief  
Terry Waterhouse, GM, Policing Transition  
Kyle Friesen, Legal Counsel  
Melissa Granum, Executive Director  
Marion Chow, Executive Assistant  
Forouzan Rezazadeh, IT Senior Project Mgr.  
Nicola Webb, Human Resources Consultant  
Gayle Armstrong, Executive Service Manager  
Lisa Eason, Communications Manager

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

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**A. CALL TO ORDER**

The May 18, 2021 Regular Board meeting was called to order at 4:00 PM.

**B. ADOPTIONS**

1. Adoption of the Agenda – May 18, 2021.

It was

Moved by James Carwana  
Seconded by Harley Chappell

That the agenda of the Surrey Police Board meeting of May 18 be adopted.

Carried

2. Adoption of Minutes – April 20, 2021

It was

Moved by James Carwana  
Seconded by Meena Brisard

That the minutes of the Surrey Police Board meeting of April 20, 2021 be adopted.

Carried

**C. DELEGATIONS**

No delegations.

**D. REPORTS**

**CHIEF CONSTABLE REPORTS**

**1. Chief Constable Updates– Standing Report**

Report No. 2021-R010 – For Information

It was

Moved by Harley Chappell  
Seconded by Elizabeth Model

That the Board receive the report for information.

Carried

**EXECUTIVE DIRECTOR REPORTS**

**1. OPCC Service or Policy Complaint**

Report No. 2021-R011 – For Information

It was

Moved by James Carwana  
Seconded by Meena Brisard

That the Board receive the report for information.

Carried

**COMMITTEE REPORTS**

**FINANCE COMMITTEE**

**1. Budget Update Year to Date Expenditures**

Report No. 2021-FIN007 – For Information  
(Presentation)

It was

Moved by Meena Brisard  
Seconded by Cheney Cloke

That the Board receive the report for information.

Carried

**2. Financial Procedures for Management of Major Capital Expenditures**

Report No. 2021-FIN008 – For Decision

It was

Moved by Manav Gill  
Seconded by Meena Brisard

That the Board endorse the recommendation in the report.

Carried

#### **GOVERNANCE COMMITTEE**

##### **1. Policy Development**

Report No. 2021-GOV010 – For Information

It was

Moved by Cheney Cloke  
Seconded by Harley Chappell

That the Board receive the report for information.

Carried

#### **E. INFORMATION**

1. Letter from Mayor McCallum to Surrey Police Board – City of Surrey 2021 Priorities, Goals and Objectives for Policing – For Information
2. Letter from Minister Farnworth to BCAPB – Approved Resolutions – For Information

It was

Moved by James Carwana  
Seconded by Harley Chappell

That the Board receive the above noted for information.

Carried

#### **F. CORRESPONDENCE**

No correspondence.

#### **G. NEW BUSINESS**

No new business.

#### **H. NEXT MEETING**

The next meeting of the Surrey Police Board will be held on June 22, 2021.

#### **I. MOTION TO HOLD A MEETING IN A CLOSED SESSION**

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

It was

Moved by James Carwana  
Seconded by Elizabeth Model

That the Board 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;
  - (d) a matter concerning information that a person has requested he or she be allowed to give in private to the board or committee.

Carried

**J. ADJOURNMENT**

It was

Moved by Manav Gill  
Seconded by Harley Chappell

That the May 18, 2021 Regular Board meeting be adjourned.

Carried

The Surrey Police Board meeting adjourned at 4:17 PM.

REPORT DATE: June 15, 2021

**REGULAR**

BOARD MEETING DATE: June 22, 2021

BOARD REPORT # 2021-R012

TO: **Surrey Police Board**

FROM: **Chief Constable**

FILE: **60550-20-03**

SUBJECT: **Chief Constable's Standing Report**

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## **RECOMMENDATION**

The Chief Constable recommends that the Surrey Police Board (the "Board") receive this report for information.

## **PURPOSE**

To provide an update to the Board on the current status of certain aspects of the development of the Surrey Police Service.

## **BACKGROUND**

The Chief Constable provides monthly updates to the Board on matters related to the progress of the Surrey Police Service. These topics will change monthly depending on work that has been completed.

## **DISCUSSION**

### **Hiring**

Response to SPS postings for positions at all levels has been extremely positive. Current needs for Staff Sergeant positions have been filled and the posting has closed. Current Sergeant positions have also been filled. Applications to these postings will be maintained on file for upcoming recruiting, but the postings are closed to new applications for now. Current staffing numbers:

- 34 sworn officers in place.
- 17 offers have been accepted, pending start dates ranging from Jun 14 – to end of August
- 9 additional offers pending
- 13 civilian staff in place, with 3 offers pending.

Total: 76 FTE hired/or starting in the coming weeks/months.

A new posting for Constables in the Community Policing Bureau went live on June 7<sup>th</sup> with an excellent response rate. The Transitional Recruiting Unit has finalized the processes and the applicant tracking system has been updated and reconfigured in preparation for the Constable pools.

## Training

The SPS Leadership Development team and Operational Skills teams have been researching and developing lesson plans related to mandatory training requirements, onboarding training and operational skills training. This training will eventually be provided to all SPS members, with priority to those deploying in the fall.

## Recruiting Information Sessions

SPS has hosted a series of virtual information sessions with more to come. These sessions are targeted toward either experienced officers or those considering a career with SPS. The online events have provided our Senior Leadership staff opportunities to share our values, outline our priorities, and provide updates on timelines, deployment plans and our commitment to employees.

The May 13 Information session was hosted by Chief Lipinski and the three Deputy Chiefs. This was a general information session on SPS, its Values and Priorities.

- Attended by 138 participants
- 513 additional views of the recorded video of the session (to June 10)

The May 27 session was targeted specifically to experienced officers and was hosted by DC Hyland and the three Bureau Superintendents.

- Attended by 185 participants
- 184 additional views of the recorded video of the session (to June 10)

The upcoming session planned for June 24 will target new recruits. This session will be hosted by the three Deputy Chiefs and the recruiting team. As with the others, this session will be recorded and posted to the SPS website.

Additionally, there were 3,103 unique visits to the Information Sessions webpage between May 1 – June 10.

## Budget Development

SPS is working with the City of Surrey to prepare the 2022 Operating Budget. Planning is underway to establish timelines and milestones in coordination with City Council processes. This work will be timed to ensure SPS and SPB meet their statutory requirements under Article 27 of the *Police Act*, to prepare and submit to City Council for its approval, a provisional budget for the following year on or before November 30.

## CONCLUSION

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



Norm Lipinski, OOM LLB MBA  
Chief Constable

**REGULAR**

**REPORT DATE:** June 11, 2021

**BOARD MEETING DATE:** June 22, 2021

**BOARD REPORT #** 2021-R013

**Surrey Police Board**

**FROM:** Chief Constable

**FILE:** 60550-20-03

**SUBJECT:** Strategic Plan Development Update - Community Consultation

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**RECOMMENDATION**

The Chief Constable recommends that the Board receive this report for information.

**SUMMARY**

The SPS is embarking on a community consultation plan that will culminate in the inaugural Strategic Plan in the fall of 2021. The Strategic Plan will become the roadmap for the development of the SPS service delivery model. Engaging citizens and important stakeholder groups will provide the community with opportunities to contribute their input and foster greater understanding, leading to strong relationships with the community.

**DISCUSSION**

The next phase of SPS strategic planning involves community engagement with a variety of stakeholders including, but not limited to, citizens of the City of Surrey, Indigenous communities, not-for-profit organizations, businesses, faith communities, social service agencies and others. The data collected from the community engagement series will become the foundation for the SPS Strategic Plan and inform the operating model as SPS begins to provide policing service in Surrey. The Plan will also take into consideration the priorities, goals and objectives of the provincial and local governments.

Engagement activities will commence in June and will involve surveys and stakeholder interviews. SPS Strategic Communications will ensure public awareness through traditional and social media channels. SPS has developed a stakeholder register to capture and identify groups that have particular interests in their relationship with policing. The stakeholder register will help to inform the interview process and will be continually updated as new contacts are identified through discussions.

SPS has engaged two well known and widely respected contractors to design and deliver surveys, targeted stakeholder interviews and focus groups. Dr. Curt Griffiths and Dr. Eli Sopow are renowned for their analytical work in the field of policing. They are experienced and knowledgeable in the design and delivery of public consultation, as well as the interpretation and application of results. Proven scientific research methodology will be employed in order to ensure the greatest possible degree of accuracy of the information collected.

It is expected that surveys will be distributed to approximately 1000 participants, and interviews will be conducted with approximately 100 stakeholder groups. With a representative sample size of 1000, surveys will yield a margin of error of +/- 3% which is considered statistically sound. Sample sizes over 1000 are not recommended in scientific research. It is anticipated that the focus groups will complement the results of the surveys, creating a rich field of data for the purposes of early planning prior to the SPS becoming operational.

Future planning will also involve Town Halls and requests for written submissions, and ongoing community engagement will continue to inform the evolving strategic direction of the SPS.

## **CONCLUSION**

Public engagement is a critical step toward understanding what is important to the community. The development of an inaugural Strategic Plan is an exciting opportunity for the Chief Constable and Police Board to work with Surrey's citizens to set the strategic vision of the SPS. In consultation with the community and other stakeholders, the Plan will become a foundational road map for the establishment and operationalization of the SPS.



Norm Lipinski, OOM, LLB, MBA  
Chief Constable

**REGULAR**

**REPORT DATE:** June 11, 2021

**BOARD MEETING DATE:** June 22, 2021

**BOARD REPORT #** 2021-R014

**TO:** Surrey Police Board

**FROM:** Chief Constable

**FILE:** 60550-20-03

**SUBJECT:** HR Policy Development

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## **RECOMMENDATION**

The Chief Constable recommends that the Board receive this report for information.

## **SUMMARY**

SPS Human Resources policies are being developed to specifically address issues of inclusivity and diversity, with respect to recruitment, training, and healthy and respectful workplace expectations. Recommendations from Justice M. Bastarache's report, "Broken Dreams, Broken Lives" will be incorporated into these policies to ensure harassment and discrimination are not tolerated in the organization. Recruitment policies will also reflect the necessity to assist applicants who may not have the same advantages as others and who may require additional support throughout the process. These policies will set the standard and expectation for the treatment of employees from their first contact with SPS recruiters and throughout their careers with SPS.

## **DISCUSSION**

Justice M. Bastarache's report, "Broken Dreams, Broken Lives", provides many recommendations to specifically address systemic issues and barriers that prevent the success of women and minorities in policing. SPS will establish our policies and organizational culture to remove these barriers and provide opportunities for all employees to succeed in their careers.

As SPS works on developing our entire suite of policies, it will be important to ensure that thorough research and planning is part of the process, and that cost implications are considered. Certain programs or initiatives, while ideal or preferred, may be cost prohibitive or create unintended consequences. SPS will strive to balance the best interests of employees within appropriate and achievable financial constraints.

Specific issues that will be addressed in the development of SPS HR policies include:

### **Recruitment**

- Encourage applications from diverse groups including women, LGBTQ2S+ people and racialized communities.
- Research programs to assist applicants to meet entry requirements, where necessary.

**Training**

- Evaluate, on an ongoing basis, all department training programs to ensure they meet the requirements of a modern police service

**Recruit Field Training**

- Develop best practices in RFT oversight and curriculum
- Include a confidential mechanism to report harassment or discriminatory conduct by the trainer

**Career Planning**

- Implement early and effective career planning for all members that continues throughout their careers with appropriate accountability for ensuring the employee is effectively supported

**Human Resources and Staffing**

- Develop a best practice Human Resources Department

**Maternity and Parental Leave**

- Develop best practices in Parental Leaves

**Employment Flexibility**

- Consider establishing daycare facilities or childcare options

**Mental Health**

- Research mental health assessments for all members
- Develop resources and programs to safely debrief following critical or disturbing incidents

**Promotions**

- Research the use of a rigorous “blind” process for promotions that does not disclose information about gender, race, or medical or other leave

**Leadership**

- Develop leadership training that supports the diversity goals, objectives and values of SPS.

**Civilian Employees**

- Inform SPS members of the importance of the roles played by civilian staff to address discrimination

**CONCLUSION**

SPS HR policies will be developed to address issues of inclusivity and diversity, starting from recruitment and throughout our members’ careers. Justice M. Bastarache’s recommendations and other best practices will be incorporated into these policies to ensure harassment and discrimination are not tolerated in the organization. Care will be taken in the development of these policies to ensure appropriate time and prioritization are given to the development of each of these important factors.

Updates will be provided as research and policy development progresses.



Norm Lipinski, OOM, LLB, MBA  
Chief Constable

**REGULAR**

REPORT DATE: June 11, 2021

BOARD MEETING DATE: June 22, 2021

BOARD REPORT # 2021-R015

TO: **Surrey Police Board**FROM: **Chief Constable**FILE: **60550-20-03**SUBJECT: **SPS Recruiting for Diversity**

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**RECOMMENDATION**

The Chief Constable recommends that the Board receive this report for information.

**SUMMARY**

SPS continues to hire sworn officers for the ongoing development of plans, policies, and infrastructure, as well as for anticipated deployment in Fall 2021 and beyond. As one of the core principles of SPS culture and values, we are striving for equity and diversity in recruiting and hiring practices. Our goal is to achieve organizational diversity that truly reflects the community. Targeted recruiting of women and minorities will help us to achieve a diverse organization reflective of the citizens of Surrey.

**DISCUSSION****Diversity in Leadership**

Conscious consideration has been taken in recruiting the SPS Leadership Team and those that will help to build the organization in the initial stages. Diversity is well reflected in leadership staff hired to date.

Group	Number	Female	Minority	Diversity
<b>Senior Leadership Team</b>	21	23%	38%	62%
<b>Staff Sergeants</b>	16	38%	50%	69%

**Recruiting Metrics**

Response to SPS postings for sworn officer positions has been extremely positive. Recent postings resulted in 498 applications. Of these applicants, 193 self-identified as ethnically diverse and 82 identified as female. 229 chose not to answer. The greatest gap in community representation is in female applicants. Through our recruiting efforts, SPS will continue to appeal to applicants who are representative of Surrey's diverse community.

The following table is a snapshot of sworn officer applicants from May 31, 2021:

Measure	Number	Percentage
<b>Indigenous</b>	26	5.22%
<b>Visible Minority</b>		
Asian	50	10.04%
Black	7	1.40%
Hispanic	1	0.20%
Middle Eastern	7	1.41%
South Asian	85	17.06%
Not a Visible Minority	102	20.48%
Other	17	3.41%
Unknown/Did not Answer	229	45.98%
<b>Gender</b>		
Female	82	16.47%
Non-Binary Gender Diverse	1	0.20%
Male	371	74.49%
Unknown/Did not Answer	44	8.84%
<b>Total Number of Applicants</b>	<b>498</b>	

### Strategies for Recruiting for Diversity

To attract women and minorities to apply to SPS, it is critically important to demonstrate that diverse people hold respected positions of rank and authority in the organization. Applicants with diverse factors will be encouraged to apply by the presence of people like them in public facing, high profile positions. The demonstration of inclusion clearly communicates that diversity is valued by the organization. Senior ranks of SPS represent a good degree of diversity, with 8 women, and several minority groups represented, including Indigenous and South Asian. It will be important for SPS to leverage the influence of these leaders in order to attract and build diversity in the organization.

Our Recruiting Unit will strive to make the composition of the SPS parallel the diversity that exists in the city of Surrey. The SPS is starting with a 'clean slate' so as we are established and build our reputation in the community, we will attract a wide range of applicants as we make policing history. We will not passively wait for diverse applicants to come to us, rather, we must take a proactive approach when it comes to recruiting women and visible minorities.

Some of our recruiting strategies will include:

- building positive relationships with diverse citizens;
- actively recruit in areas where women and minorities work, reside, go to school etc.;

- utilize our diverse police officers to act as recruiters as they are engaging the public through the course of their duties by providing recruiting information and encouraging women and minorities to apply;
- conduct recruiting information sessions that target women and minorities throughout the various districts in the city;
- attend formal job fairs where recruiters will engage women and minorities;
- advertise in ways that target diverse groups whether through video, print media, billboards, social media, etc.;
- set up recruiting booths at various community events such as festivals, sporting events, or faith-based events.
- develop programs to target youth in high schools such as Junior Police Academies;
- establish Reserve/Auxiliary/Community Safety Officer programs to create diverse hiring pools for regular member applications.

### **Supporting Leadership and Career Development**

SPS intends to focus on supporting those members who require training, experience, and opportunities to advance in their careers. In this way, we will also create internal strategies to achieve our diversity goals. Some planned strategies include:

#### ***Membership in BC Women in Law Enforcement***

British Columbia Women in Law Enforcement (BCWLE) is a non-profit organization whose vision is to strengthen, unite and promote women in law enforcement in the province of British Columbia. Their mission is to unite law enforcement personnel across British Columbia, to create opportunities for everyone to meet and discuss topical issues affecting women in policing, to provide training for issues specifically related to women, and to facilitate networking and mentoring opportunities. SPS supports and encourages personnel to join and actively participate in the BCWLE. Networks and relationships formed with this organization will also provide opportunities for recruiting.

#### ***SPS Women in Leadership Program***

An internally developed leadership program for women in SPS is in discussion. This is envisioned as a two-tiered program that will offer a Senior Advisory Committee for leaders in Executive and Management positions, and a Development Committee for those in lower ranks who wish to participate. These committees will meet monthly and provide a forum for discussion of issues and initiatives and opportunities for mentorship and career development.

### **CONCLUSION**

As one of the core principles of SPS culture and values, we will continue to strive for diversity in recruiting and hiring practices. Our goal is to achieve organizational diversity that truly reflects the community.



Norm Lipinski, OOM, LLB, MBA  
Chief Constable

**REGULAR**

**REPORT DATE:** June 11, 2021

**BOARD MEETING DATE:** June 22, 2021

**REPORT #** 2021-R016

**TO:** Surrey Police Board

**FROM:** Executive Director

**FILE:** 60550-20-02

**SUBJECT:** Trademark Update

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## **RECOMMENDATION**

The Executive Director recommends the Surrey Police Board receive this report for information.

## **SUMMARY**

On May 19, 2021, the marks "Surrey Police Board" and "Surrey Police Service" were published in the Canadian Trademarks Journal as official marks of the Surrey Police Board. These designations recognize Surrey Police Board being recognized as a "public authority" under the *Trademarks Act* and the marks meeting the criteria of use and adoption in Canada. A copy of the certificates issued are attached.

## **DISCUSSION**

To obtain protections of the marks "Surrey Police Board" and "Surrey Police Service" under Canadian trademark laws, applications were made under section 9 of the Canadian *Trademarks Act* to designate those marks as "official marks". The entitlement to this designation is limited to public authorities and the designation restricts any person in connection with a business from adopting a mark consisting of, or so nearly resembling as to likely be mistaken for, an official mark.

Going forward, in addition to registering additional marks as and when considered necessary, to protect the registered marks, staff will control usage of these marks through appropriate licenses for permitted third party use.

## **CONCLUSION**

These designations recognize Surrey Police Board being recognized as a "public authority" under the *Trademarks Act*.



Melissa Granum  
Executive Director

Attachments: Official Mark Certificates

# Surrey Police Board



Innovation, Sciences et  
Développement économique Canada  
Office de la propriété intellectuelle du Canada

Innovation, Science and  
Economic Development Canada  
Canadian Intellectual Property Office

## CERTIFICAT



## CERTIFICATE

**926583**

**Numéro de dossier  
File number**

Autorité publique / Public authority  
Surrey Police Board

Date d'avis public / Date of public notice  
19 mai/May 2021

*La présente certifie que, conformément à l'alinéa 9(1)n(iii) de la Loi sur les marques de commerce, le registraire des marques de commerce a donné un avis public de l'adoption et de l'emploi au Canada de la présente marque officielle.*

*This is to certify that the Registrar of Trademarks gave public notice under subparagraph 9(1)(n)(iii) of the Trademarks Act of the adoption and use in Canada of this official mark.*

**SURREY POLICE BOARD**

Registraire des marques de commerce, par intérim  
Acting, Registrar of Trademarks

**Canada**

## Surrey Police Service



Innovation, Sciences et  
Développement économique Canada  
Office de la propriété intellectuelle du Canada

Innovation, Science and  
Economic Development Canada  
Canadian Intellectual Property Office

**CERTIFICAT****CERTIFICATE****926582**

*Numéro de dossier  
File number*

Autorité publique / Public authority  
Surrey Police Board

Date d'avis public / Date of public notice  
19 mai/May 2021

*La présente certifie que, conformément à l'alinéa 9(1)n(iii) de la Loi sur les marques de commerce, le registraire des marques de commerce a donné un avis public de l'adoption et de l'emploi au Canada de la présente marque officielle.*

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**SURREY POLICE SERVICE**

Registraire des marques de commerce, par intérim  
Acting, Registrar of Trademarks

**Canada**

**REGULAR**

**REPORT DATE:** June 11, 2021

**BOARD MEETING DATE:** June 22, 2021

**BOARD REPORT #** 2021-R017

**TO:** Surrey Police Board

**FROM:** Executive Director

**FILE:** 60550-20-02

**SUBJECT:** Surrey Police Board Per Diem – Quarterly Update

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## **RECOMMENDATION**

The Executive Director recommends that the Surrey Police Board (the "Board") receive this report for information.

## **SUMMARY**

This report provides information to the Board regarding the status of per diems related to Board and Committee meetings, training sessions and other commitments for the period January to March, 2021.

## **BACKGROUND**

The Surrey Police Board Governance Manual outlines a per diem structure that is aligned with Vancouver and Delta Police Boards. The per diem is not to be considered 'payment' for board work, rather it is a recognition that Board members' commitments may take away from professional and personal time.

## **DISCUSSION**

The volume and frequency of Board meetings has declined from 2020 and is anticipated to reduce further once SPS reaches 'steady state'. The monthly average per diem payout (aggregate) in 2020 was \$22,114 and in Q1 of 2021, the monthly average has dropped to \$12,912.

Appendix I shows detailed per diem charges per Director. January to March, 2021 per diems totalled \$38,738.00, which is a result of the following:

Board Meetings:	3	
Special Board Meetings:	2	
Human Resources and Compensation Committee:	14	
Governance Committee:	4	
Finance Committee:	3	
Communications Committee:	2	
Workshops and Training:	2	**March 13/ Social Media Training,
Other:	5	**Provincial Check In (2), BCAPB Dialogue, AGM (3)
<b>TOTAL MEETINGS</b>	<b>35</b>	

\*\* some Directors participated in CABRO and other webinars (not included in training numbers above)

## CONCLUSION

Per diems will continue to be monitored and will be reported publicly on a quarterly basis.



Melissa Granum  
Executive Director

Appendix I – Detailed 2021 Per Diem by Director

**Detailed Per Diems by Director – January, 2021 – March, 2021**

Board Member	January	February	March	Total
Brisard, Meena	3,003	2,061	2,609	7,673
Carwana, James	3,003	1,938	2,088	7,029
Chappell, Harley	1,092	969	819	2,880
Cloke, Cheney	1,365	1,119	1,911	4,395
Gill, Manav	819	969	1,638	3,426
Model, Elizabeth	819	1,242	1,638	3,699
Rolls, Bob	1,365	1,242	0	2,607
Sunner, Jessie	3,003	1,938	2,088	7,029
Total				38,738

**REGULAR**

**REPORT DATE:** June 15, 2021  
**BOARD MEETING DATE:** June 22, 2021  
**BOARD REPORT #** 2021-FIN009

**TO:** Surrey Police Board

**FROM:** Finance Committee

**FILE:** 60540-20-04

**SUBJECT:** One-time Policing Transition Project - Budget Update Year to Date Expenditures

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## **RECOMMENDATION**

The Finance Committee recommends that the Surrey Police Board (the "Board") receive this report for information.

## **PURPOSE**

This report provides a summary of the expenditures incurred up to April 30, 2021.

## **BACKGROUND**

In December 2019, City Council adopted the 2020-2024 Financial Plan, which made provision for the One-time Policing Transition Project. One-time expenditures for the 2020 year were budgeted at \$25.2 Million, of which \$20.6 Million was not expended and carried forward into the 2021 fiscal year. One-time expenditures for the 2021 fiscal year were budgeted at \$23.1 Million. The total of \$43.7 Million is the available one-time budget for the current year. The Surrey Police Service (SPS) and the City of Surrey are working collaboratively with both the Province of BC and the Government of Canada on the transition. The specific timing of the implementation of SPS is dependent on decisions by all three levels of government which impacts the timing of expenditures.

This report provides a summary of the year-to-date expenditures incurred during the period ended April 30, 2021.

## **DISCUSSION**

The expenditures in Appendix I show both capital and operating expenses related to the establishment of the SPS. The unspent \$20.6 Million carried forward from 2020 has been reallocated for 2021 and future years based on the projects and priorities pertaining to the SPS establishment. Appendix I summarizes the expenditures incurred during the period ended April 30<sup>th</sup>, 2021. As in 2020, a year-to-date expenditures report will be provided to the Finance Committee monthly. The details of the budget allocations and corresponding expenditures are as follow:

- Legal includes expenditures for matters pertaining to collective bargaining, human resources, trademarks, and other establishment legal costs. Also, included in Legal is the cost of in-house legal counsel seconded from the City of Surrey. The year-to-date spend is \$128,115 with remaining budget available of \$393,030.
- Strategy and Policy includes consulting, research, and policy advice. A great deal of groundwork was done in 2020 and as such, no amount has been spent as of the end of April 2021. The total budget available is \$324,853.
- Financial Services includes external financial services advisors and accounting advice to support the establishment of SPS. Also, included in Financial Services are consultants and City of Surrey seconded staff supporting the financial management system. The year-to-date spend is \$106,230 with remaining budget available of \$500,107.
- Communications and Marketing includes consultants managing public relations required to support the establishment of SPS. Also, included is the City of Surrey staff to support the SPS websites, social media and communications activities with graphic design and videography. The year-to-date spend is \$132,690 with remaining budget available of \$525,429.
- Human Resources includes expenditures for consultants and City of Surrey seconded staff directly involved with the HR matters. The year-to-date spend is \$88,614 with remaining budget available of \$479,959.
- Recruitment, Assessment, and Training includes SPS employees hired to support surge recruiting for SPS. Also, included are testing and assessment of candidates and training for the new hires. The year-to-date spend is \$195,819 with remaining budget available of \$10,640,560.
- Infrastructure Operating includes fleet maintenance and management. Also, included is the City of Surrey seconded staff managing infrastructure. The year-to-date spend is \$29,814 with remaining budget available of \$640,886.
- Information Technology Operating includes maintenance of IT operating systems. Also, included is the City of Surrey seconded staff for IT project management. The year-to-date spend is \$165,883 with remaining budget available of \$4,439,049.
- Information Technology Capital includes expenditures for building the data centre, dispatch systems, administrative systems, and telecommunication assets. The year-to-date spend is \$2,745,082 with remaining budget available of \$14,215,957.
- Fleet Capital includes purchase of new vehicles. The year-to-date spend is \$70,096 with remaining budget available of \$1,046,904.
- Armoury and Outfit includes expenditures for guns, uniforms, and personal issue kit. No amount has been spent as of the end of April 2021. The total budget available for Armoury and Outfit Capital is \$7,823,827.
- Facilities Capital includes retrofit costs for SPS to assume occupancy of facilities currently owned or leased by the City and occupied by RCMP. The year-to-date spend is \$21,441 with remaining budget available of \$580,276.

As of April 30, 2021, expenditure in all areas remain underspent compared to the available budget. The projected spending for 2021 fiscal year will be approximately \$29.5 Million. Areas of significant expected spending include Information Technology and Recruitment, Assessment and Training. By the end of 2021, SPS expects to carry forward \$14.2 Million to 2022 and future years.

## **RISK ASSESSMENT**

The assessment of risk correlates with the effectiveness of the internal controls. The primary risk areas identified for the Finance Committee are as follows:

### *Accuracy and completeness*

Each month there are transactions recorded for this project by various departments. Due to the increasing volume of transactions, there is risk of unrecorded or inaccurately recorded transactions.

On a monthly basis, the Manager, Financial Services receives and reviews the report with details of all transactions posted to the project to ensure accuracy, completeness, and proper classifications.

### *Budget Variance*

The One-time Policing Transition Project spans over a 5-year period (2020 to 2024). The financial plan for this project was prepared in 2019. The total funding available for this project is \$63.7 Million. There is risk that if the expenditures are not monitored, the spending for this project could exceed the budgeted amount of \$63.7 Million.

On a monthly basis, the financial reports are reviewed by the Manager, Finance Services and the General Manager, Policing Transition to ensure the expenditures for the month are as expected. Where there are variances from expectations, the Manager, Finance Services follows up with the respective domain lead for analysis of the variance and for updates to the forecast for the year and for the entire span of the project.

## **CONCLUSION**

Expenditures to date supporting the One-time Policing Transition Project have been managed in accordance with the Council-adopted 2020-2024 Financial Plan. With this report, the Board is following through on a commitment to monthly public reporting on expenditures. Implementation of the SPS is well underway. Each project domain is moving forward. Expenditures for the period ended April 30<sup>th</sup>, 2021 were within the available budget for 2021.



Elizabeth Model  
Chair, Finance Committee

## APPENDIX I

### One-time Policing Transition Project Year-to-Date Budget Reconciliation - April 30, 2021

EXPENDITURES	BUDGET CARRIED FORWARD	CURRENT YEAR BUDGET	BUDGET AVAILABLE	CURRENT YEAR ACTUAL EXPENSE	YEAR-END PROJECTION	EXPECTED BALANCE CARRIED FORWARD
	2020	2021	2021	2021	2021	2022
	(a)	(b)	(a) + (b) = (c)	(d)	(e)	(c) - (e) = (f)
Legal	363,923	120,800	484,723	128,115	484,723	-
Strategy and Policy	244,853	80,000	324,853	-	274,853	50,000
Financial Services	544,350	19,400	563,750	106,230	348,750	215,000
Communications and Marketing	333,148	277,700	610,848	132,690	420,000	190,848
Human Resources	475,000	71,900	546,900	88,614	302,950	243,950
Recruitment, Assessment, and Training	7,082,876	3,692,132	10,775,008	195,819	3,429,927	7,345,081
Infrastructure Operating	350,050	320,650	670,700	29,814	670,700	-
Information Technology Operating	271,400	4,278,445	4,549,845	165,883	4,423,494	126,351
<b>SPS TRANSITION - OPERATION SUBTOTAL</b>	<b>9,665,600</b>	<b>8,861,027</b>	<b>18,526,627</b>	<b>847,165</b>	<b>10,355,397</b>	<b>8,171,230</b>
Information Technology Capital	4,354,563	11,296,150	15,650,713	2,745,082	15,575,713	75,000
Fleet Capital	592,000	525,000	1,117,000	70,096	1,117,000	-
Armory and Outfit Capital	5,799,215	2,024,612	7,823,827	-	1,890,748	5,933,079
Facilities Capital	222,829	377,211	600,040	21,441	600,040	-
<b>SPS TRANSITION - CAPITAL SUBTOTAL</b>	<b>10,968,607</b>	<b>14,222,973</b>	<b>25,191,580</b>	<b>2,836,619</b>	<b>19,183,501</b>	<b>6,008,079</b>
<b>TOTAL BUDGET BALANCE</b>	<b>20,634,207</b>	<b>23,084,000</b>	<b>43,718,207</b>	<b>3,683,784</b>	<b>29,538,898</b>	<b>14,179,309</b>

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TO: **Chair McCallum**

FROM: **Director, Meena Brisard**

DATE: **May 27, 2021**

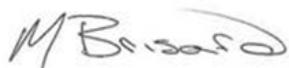
FILE: **60540-20-02**  
**60540-20-03**

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**Re: Appointment to two (2) Surrey Police Board Committees**

As a proud Director of the Surrey Police Board, I am writing to you today to request being removed from 1 of my 2 committee appointments. On March 4, 2021, you asked if I would accept an appointment to the Governance committee which I accepted. Since that time, my life circumstances have evolved, as I have accepted a new employment opportunity and will not have the time to devote to 2 committees. I would like to remain on the Human Resources and Compensation Committee and requesting to be replaced on the Governance committee by another board member.

Please feel free to contact me if you require any further information.



Meena Brisard  
Director – Surrey Police Board

c.c. - Melissa Granum, Executive Director

May 26, 2021

Dear Director Sunner,

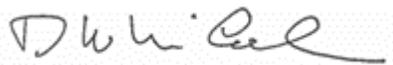
Since the Board came into being, you have served diligently on the Human Resources and Compensation Committee undertaking a significant amount of work to support hiring our chief constable and setting important human resources policies, amongst other things.

Your knowledge and experience in human resources has been integral to the Board's work, and I thank you for your commitment. The Board will now begin to undertake the important work of reviewing and approving Surrey Police Service policies, most of which will be presented to the Governance Committee prior to Board review and approval.

At this time, I ask that you transfer from the Human Resources and Compensation Committee to the Governance Committee to support the work of the SPS and the Board in policy review and approval. I believe your knowledge, skills and ability will benefit both the Governance Committee and the SPS. If you are agreeable, this change will come into effect following the June 22, 2021 Surrey Police Board Meeting.

Melissa Granum will follow up with you to orientate you to the work of the Governance Committee.

Sincerely,



Doug McCallum  
Chair, Surrey Police Board

cc: Surrey Police Board  
Melissa Granum, Executive Director

Attachment – SPB Governance Committee Terms of Reference

# GOVERNANCE COMMITTEE TERMS OF REFERENCE

## INTRODUCTION

Under the Police Act, the Board has primary oversight responsibility for the effective governance and oversight of SPS.

The purpose of the Governance Committee is to provide a focus on governance that will enhance the Board and SPS's performance, and to fulfil the Board's obligations and oversight responsibilities related to SPS's governance philosophies, structures, policies, and processes.

## COMPOSITION

The Committee is composed of at least three Board members appointed by the Board, with one Committee member designated as Chair by the Board.

## FREQUENCY OF MEETINGS

Committee members meet at least four times per year and as many other times as necessary to carry out their responsibilities. Meetings outside the regular meeting schedule are convened at the call of the Committee Chair.

## RESPONSIBILITIES

Subject to the powers and duties of the Board, the Committee has the following responsibilities:

### *BOARD GOVERNANCE*

1. At least every two years, review the Board Manual and related policies and recommend any changes to the Board.
2. Together with the Board Chair, Committee Chairs, and Executive Director, develop the annual work plan and calendar for the Board and Committees.
3. Update the Board on changes to applicable law, provincial policy, or relevant trends in police board and public sector governance that may affect the responsibilities of Board members.
4. Ensure programs are in place for new Board member orientation and ongoing Board member professional development, and regularly review and recommend any changes to the Board.

5. Develop and recommend for approval by the Board a process for evaluating the effectiveness of Board meetings, Committee meetings and the Board, and recommend any necessary changes to the Board.
6. Lead and support the annual review processes to evaluate the Board.
7. Annually review the composition of the Board as a whole, develop recommendations regarding necessary Board member competencies, and ensure that the Board's needs are communicated to the appointing bodies.

### ***COMPLIANCE***

1. Regularly review and ensure the adequacy of the Code of Conduct and report to the Board regarding compliance with such policy.
2. Oversee the function and work of, and relationship with, the Ethics Advisor and make recommendations to the Board as may be appropriate.
3. Oversee the process for responding to complaints made about the services or policies of SPS.
4. Ensure SPS has in place appropriate and effective procedures to address issues raised concerning alleged breaches of key administrative and policing policies, including alleged irregularities in respect of accounting, financial reporting, internal control, and workplace matters.

### ***EXTERNAL RELATIONSHIP MANAGEMENT***

1. Regularly review and consider reports in respect of SPS's relationships with City Council, jurisdictional police services, and other law enforcement agencies within Canada, and where appropriate, provide the Board with advice or recommendations regarding such reports.
2. Periodically review and assess SPS's relationships with and communication to its stakeholders and partners.
3. Recommend to the Board resolutions to be proposed at the annual general meetings of the Canadian Association of Police Governance and the BC Association of Police Boards.

***POLICY OVERSIGHT***

The Committee has responsibility to oversee the development, implementation and effectiveness of the following policies:

1. Policies contained within the Board Manual.
2. Policies relating to the general direction, management, and operation of SPS, except to the extent specifically delegated to other Committees pursuant to such Committee's Terms of Reference.

***OTHER***

1. Stay informed on current best practices in governance relevant to the mandate of all Committees and recommend any changes to the Board.
2. Review such other matters that the Committee or Board deems advisable and timely.