

	ITEM	PRESENTER	TIME
A.	CALL TO ORDER	Chair McCallum	5 minutes
	<p>The Surrey Police Board recognizes that our work takes place on the ancestral, traditional, and unceded territories of the Coast Salish Peoples.</p>		
B.	ADOPTIONS		
	1. Adoption of the Agenda – December 15, 2020	Chair McCallum	5 minutes
	2. Adoption of Minutes – November 20, 2020	Chair McCallum	5 minutes
C.	DELEGATIONS		
	1. Questions and Answers - Emails from Citizens No questions.		
	2. Presentations Surrey Vulnerable Women and Girls	Michelle Ninow	10 Minutes
D.	REPORTS		
	CHIEF CONSTABLE REPORTS		
	1. Chief Constable Report – Standing Report Report No. 2020-R011 – For Information	Chief Lipinski	15 minutes
	COMMITTEE REPORTS		
	FINANCE COMMITTEE		
	1. Policing Transition – Expenditures to Date - October, 2020 Report No. 2020-FIN010 – For Information	Elizabeth Model	10 minutes
	HUMAN RESOURCES AND COMPENSATION COMMITTEE		
	1. Delegation of Authority to the Chief Constable Report No. 2020-HRC007 — For Decision	James Carwana	10 minutes
E.	INFORMATION		
	No Information.		

F. CORRESPONDENCE

- | | | |
|--|----------------|-----------|
| 1. Letter from President of BC Association of Police Boards – Congratulations to Chief Constable Lipinski | Melissa Granum | 5 minutes |
|--|----------------|-----------|

G. NEW BUSINESS

No new business.

H. NEXT MEETING

The next meeting of the Surrey Police Board will be held on January 19, 2021.

I. MOTION TO HOLD A MEETING IN A CLOSED SESSION

It is in order for the Board to pass a resolution to close the meeting to the public pursuant to Section 69 (2) (c), and (d) of the <i>Police Act</i> , which states:	Chair McCallum	5 minutes
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(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;
- (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
Bob Rolls
Cheney Cloke
Elizabeth Model
Harley Chappell
James Carwana
Jessie Sunner
Manav Gill
Meena Brisard

Regrets:**Staff Present:**

Terry Waterhouse, GM, Policing Transition
Melissa Granum, Executive Director
Marion Chow, Executive Assistant
Forouzan Rezazadeh, IT Senior Project Mgr.
Norm Lipinski, Chief Constable

A. CALL TO ORDER

The November 20, 2020 Regular Board meeting was called to order at 1:32 PM.

The Chair welcomed Chief Constable Norm Lipinski to the meeting.

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

B. ADOPTIONS**1. Adoption of the Agenda – November 20, 2020**

It was

Moved by Elizabeth Model
Seconded by Jessie Sunner

That the agenda of the Surrey Police Board meeting of November 20, 2020 be adopted.

Carried

2. Adoption of Minutes – October 13, 2020

It was

Moved by Bob Rolls
Seconded by James Carwana

That the minutes of the Surrey Police Board meeting of October 13, 2020 be adopted.

Carried

C. DELEGATIONS

Delegations.

Q & A: The Executive Director read the follow questions:

1. Since the Surrey Police transition is going forward, is there a way to finally put the campaign to keep the RCMP to rest? I understand that everyone have a right to their own opinions, however the people behind that campaign have created a lot tension and friction within our community. Their scare tactics, hence childish behaviour has escalated and needs to stop.

Director Cloke provided a response to this question.

2. Whenever I've called the RCMP to ask for help, their call takers give me the run around and play 20 questions. By the time RCMP arrive, the suspects are long gone. Will the new Surrey Police Department become more responsive if I need to ask for help?

Director Cloke provided a response to this question. Chief Constable Norm Lipinski also proved a comment on this question.

3. Given the following crime statistics that show a 7% drop in violent crime, which were recently published in the Surrey Now Leader, why do we need to replace the RCMP with a neophyte untested police force?

WHY would we want to lose these valuable officers?

Director Model provided a response to this question. Chief Constable Norm Lipinski also proved a comment on this question.

The Executive Director advised there are a number of questions that came in through Twitter, which can be found on our handle @SPSBoard

No Delegations.

D. REPORTS

1. **Provincial Reporting Requirements**
Report No. 2020-R010 – For Information

It was

Moved by James Carwana
Seconded by Jessie Sunner

That the Board receive the report for information.

Carried

COMMITTEE REPORTS

FINANCE COMMITTEE

1. **Policing Transition – Expenditures to Date (On Table Report)**
Report No. 2020-FIN004 – For Information
(Presentation available)

It was

Moved by Manav Gill
Seconded by Elizabeth Model

That the Board receive the report for information.

Carried

2. Spending Authority – Surrey Police Service Chief Constable

Report No. 2020-FIN005 – For Decision
(Presentation available)

It was

Moved by Manav Gill
Seconded by James Carwana

That the Board receive the report for information and approve the recommendations in the report.

Carried

3. Surrey Police Service Chief Constable Expense Policy

Report No. 2020-FIN006 – For Decision
(Presentation available)

It was

Moved by James Carwana
Seconded by Manav Gill

That the Board receive the report for information and approve the recommendation in the report.

Carried

GOVERNANCE COMMITTEE

1. Information Ownership & Records Management

Report No. 2020-GOV003 — For Decision

It was

Moved by Elizabeth Model
Seconded by Harley Chappell

That the Board endorse the recommendations in the report.

Carried

E. INFORMATION

1. PRIMECorp 2019-2020 Annual Report Published.

It was

Moved by Jessie Sunner
Seconded by James Carwana

That the Board receive the information on PRIMECorp's publishing of their 2019-2020 Annual Report.

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 December 15, 2020.

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 Cheney Cloke

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 James Carwana
Seconded by Jessie Sunner

That the November 20, 2020 Surrey Police Board regular meeting be adjourned.

Carried

The Surrey Police Board regular meeting adjourned at 1:57 PM.

Certified correct:

Marion Chow, Executive Assistant

Doug McCallum, Chair



REGULAR

REPORT DATE: December 11, 2020
BOARD MEETING DATE: December 15, 2020
BOARD REPORT # 2020-R011

TO: Surrey Police Board

FROM: Chief Norm Lipinski

FILE: 60550-20-03

SUBJECT: Chief Constable Report

RECOMMENDATION

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

PURPOSE

To update the Board on identified priorities.

BACKGROUND

The Chief Constable was appointed on December 14, 2020. The monthly report outlines early short- and mid-term priorities for the development of the Surrey Police Service.

DISCUSSION

The following are the top three priorities:

Communication and Relationship with the RCMP

A strong working relationship with the RCMP both in Surrey and Provincial "E" Division are integral to the timely and effective development of the Surrey Police Service. Early engagement with the RCMP executive team will ensure open lines of communication, collaboration and efficiencies as SPS builds up to a critical mass.

Development of the Surrey Police Heraldic Badge

Establishing the SPS brand is dependent on the development of a Heraldic Badge, designed by the Canadian Heraldic Authority. The Badge will include artistic elements that establish the SPS' relationship with Indigenous peoples, affirm long-established principles of community-based policing and demonstrate SPS's commitment to the citizens of Surrey.

The Badge is currently in the design phase with the Heraldic Authority and will be made public when complete. For more information on the Heraldic process, visit the [website](#).

Building the Executive Team

An early emphasis is being placed on recruiting a diverse executive team. Currently, the SPS has postings for three Deputy Chiefs: Community Policing Bureau, Investigative Services Bureau and Support Services Bureau. Support Services Bureau is a key position due to the need to develop the requisite administrative systems, recruiting structure and policy development capacity to meet provincial requirements to be established as an operational police service. Postings close for the positions December 18 and interviews will commence immediately.

CONCLUSION

Recognizing the significant amount of work ahead, the key focus for in the coming month includes: building a relationship with the RCMP, establishing a brand by which we communicate with the citizens of Surrey, and recruiting an executive team that is energetic, diverse and motivated by this opportunity to make history.



Norm Lipinski, OOM, LLB, MBA
Chief Constable

REGULAR

REPORT DATE: December 9, 2020

BOARD MEETING DATE: December 15, 2020

BOARD REPORT #: 2020-FIN010

TO: Surrey Police Board

FROM: Finance Committee

FILE: 60540-20-04

SUBJECT: Expenditures to Date – October 31, 2020

RECOMMENDATION

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

PURPOSE

This report provides a summary of the expenditures incurred up to October 31, 2020 and estimated forecasted expenditures for the remainder of 2020.

BACKGROUND

In December 2019, City Council adopted the 2020-2024 Financial Plan, which made provision for the policing transition project. One-time expenditures for the 2020 year were budgeted at \$25.2 Million.

On August 6, 2020, the Board adopted a motion to create the Surrey Police Service (SPS). The *BC Police Act* [RSPC 1996] (the *Police Act*) defines roles and responsibilities for the Surrey Police Board (the Board), the Chief Constable, the municipality, and others in making decisions regarding a municipal police service. Decision-making on issues related to the establishment and operation of the SPS must be consistent with the *Police Act*.

A memorandum of understanding (MOU) was drafted to support collaboration between the Board and the City of Surrey (the City) with regard to financial matters in 2020 and 2021, including ratification of the City of 2021 SPS operating budget in the City of Surrey 2021-2025 Financial Plan. The MOU was authorized by the Board on October 13, 2020 and by Council on September 14, 2020.

On October 13, 2020, the Board authorized that a monthly year-to-date financial report be brought forward to the Board. On November 20, 2020, the Board received an update on expenditures up to September 30, 2020 (FIN004). The report updates the expenditures to date report up to October 31, 2020.

DISCUSSION

The budgeted and year to date (YTD) expenditures in Appendix I show both capital and operating expenses related to the establishment of the SPS.

The updated budget reflects expenditures to October 31, 2020 and includes updated forecasts of expenditures for November and December 2020 that have been adjusted since the Board received a report on expenditures to September 30, 2020 (FIN004).

The forecasted total expenditure at year end have been reduced due to delays which will see these expenses incurred in 2021. Examples include:

- IT operating expenditures forecast was reduced by \$250,000;
- Forecast costs for the Transitional Recruiting Unit were reduced by \$21,000 due to a later than expected start to hire these staff; and
- Anticipated costs for end-user computing (desktops and laptops) was reduced by \$130,000.

Items not allocated in 2020, will carry forward into the 2021 budget year and are represented in Appendix I as "SPS Unallocated Budget", the revised total for which is now showing as \$14.0 million.

In addition, the forecast for expenditures in November and December 2020 have increased as some items were able to be brought forward or required increased investment beyond that forecast. For example:

- \$5,615 in additional expenditures for financial planning and budgeting support to complete the 2021-2025 Policing Operations budget model;
- \$1,068.04 in minor additional fleet management expenses; and
- \$9,379 for additional IT equipment purchases.

The budget summary reflected in Appendix I shows an increase in the projected favourable variance at year end of \$254,519 due to the revised forecast for expenditures in November and December 2020. These funds will be carried forward to support expenditures in future years.

CONCLUSION

Expenditures to date included in this report reflect adjustments to the forecasted expenditures for 2020. The projected favourable variance at year-end will result in a carry forward to future years of \$16.7 million to support the establishment and operation of the Surrey Police Service and the operation of the Surrey Police Board.



Elizabeth Model
Chair, Finance Committee

2020 Policing Transition Budget Reconciliation to October 31, 2020

	CURRENT YEAR BUDGET	CURRENT YEAR ACTUAL EXPENSE (OCTOBER MONTH- END)	REMAINING MONTHS' EXPECTED SPEND	TOTAL FORECASTED SPEND	BUDGET CARRIED FORWARD
	2020	2020	2020	2020	2021 AND ONWARDS
	(a)	(b)	(c)	(b) + (c) = (d)	(a) - (d) = (e)
Police Board	122,719.00	205,095.04	65,016.90	270,111.94	(147,392.94)
Policing Transition Team	1,487,510.00	997,116.34	218,901.48	1,216,017.82	271,492.18
Legal & Policy Advice	1,116,730.00	652,978.70	40,427.83	693,406.53	423,323.47
Executive Officer & Executive Team	996,505.00	0.00	10,000.00	10,000.00	986,505.00
Media/Communications	190,000.00	47,650.64	234,120.00	281,770.64	(91,770.64)
Financial Services	135,000.00	65,125.00	20,615.00	85,740.00	49,260.00
Recruitment	823,846.00	152,603.33	49,288.39	201,891.72	621,954.28
Fleet Management	7,200.00	12,931.96	1,068.04	14,000.00	(6,800.00)
Armory	3,242.00	0.00	0.00	0.00	3,242.00
Miscellaneous Costs	0.00	28,722.45	19,569.38	48,291.83	(48,291.83)
IT Operating	371,463.00	1,250.00	356,433.00	357,683.00	13,780.00
SPS TRANSITION - OPERATION SUBTOTAL	5,254,215.00	2,163,473.46	1,015,440.02	3,178,913.48	2,075,301.52
Fleet Capital	200,000.00	35,009.00	0.00	35,009.00	164,991.00
Armory & Outfit Capital	225,000.00	0.00	0.00	0.00	225,000.00
Facilities Capital	592,163.00	96,856.85	76,000.00	172,856.85	419,306.15
Information Technology Capital	4,891,614.00	1,140,553.08	3,965,216.97	5,105,770.05	(214,156.05)
SPS TRANSITION - CAPITAL SUBTOTAL	5,908,777.00	1,272,418.93	4,041,216.97	5,313,635.90	595,141.10
SPS Unallocated Budget	14,037,008.00	0.00	0.00	0.00	14,037,008.00
SPS UNALLOCATED BUDGET SUBTOTAL	14,037,008.00	0.00	0.00	0.00	14,037,008.00
TOTAL BUDGET BALANCE	25,200,000.00	3,435,892.39	5,056,656.99	8,492,549.38	16,707,450.62

Note: Negative amounts will be funded out of SPS Unallocated Budget at the end of the year

REGULAR

REPORT DATE: December 10, 2020

BOARD MEETING DATE: December 15, 2020

REPORT # 2020-HRC007

TO: Surrey Police Board

FROM: Human Resources and Compensation Committee **FILE:** 60540-20-02

SUBJECT: Delegation of Authority to the Chief Constable

RECOMMENDATION

The Human Resources and Compensation Committee (the “Committee”) recommends that the Surrey Police Board (the “Board”):

- A. Receive this report for information;
- B. Delegates authority to the Chief Constable to guide the Surrey Police Service (SPS) as detailed in **Appendix I**, including authority to further delegate those authorities to the extent necessary and proper;
- C. Delegates signing authority to the Chief Constable to enter into contracts for, and in the name of, the Surrey Police Service with respect to those matters which fall within the authority and responsibility of the Chief Constable; and
- D. Provides the Chief Constable with interim hiring authority in advance of an approved SPS organization chart subject to the requirement to obtain approval of the Committee of the Chief Constable’s immediate staffing and hiring plans until the Board approves the SPS organizational structure.

SUMMARY

This report outlines a delegation of authority from the Board to the Chief Constable to enable the Chief Constable to lead, supervise, and command the Surrey Police Service (SPS), including to exercise the powers and perform the duties assigned in the *Police Act*, and to ensure compliance with the standards established by the Director of Police Services as they relate to the SPS. It brings together in one report all requested delegations of authority. It is developed in alignment with the *Police Act* and has been legally reviewed.

DISCUSSION

Delegation of Authority

The primary responsibility of the Board is to provide independent civilian oversight, governance, and strategic leadership to SPS, ensuring SPS carries out its mandate in a manner that is consistent with the *Police Act* and is reflective of the needs, values, and diversity of Surrey's communities.

The Chief Constable has the primary responsibility for the overall leadership and day-to-day management and operation of SPS, and for ensuring SPS's priorities, goals, and objectives are realized within the parameters set by the Board, financial and operational objectives are attained, and SPS's mandate is achieved.

Since the Chief Constable is the sole authority for police operations, it is necessary to ensure he has the requisite control over operational and leadership matters to effectively supervise and command the SPS and that the Board maintains its governance and oversight focus. The delegation of authority to the Chief Constable not only ensures an alignment between governance and operational responsibility of the Board and the Chief Constable, respectively, but empowers the Chief Constable to fulfill the mandate, authority and responsibilities imposed on the Chief Constable by applicable law (including the standards established by the Director of Police Services), and to perform the duties, roles and functions inherent in the position of the Chief Constable contained in the Chief Constable's job description approved by the Board (**Appendix I**).

Over time, many of the Chief Constable's duties and functions, and the corresponding authority applicable to those duties and functions, will be documented in policies contained in the Board Manual, and the administrative and operational policies of the SPS, which are approved by the Board and filed with the Director of Police Services. Until these policies are established, the proposed delegations of authority will support the Chief Constable's role in the creation of the SPS and support their command of the SPS and their exercise of the Chief Constable's duties and powers under the *Police Act*.

These proposed delegations will be in force until superseded or replaced by subsequent delegations of authority. These are interim measures which will be later formalized through the Surrey Police Board Manual and the Surrey Police Service policies.

Hiring Authority

In the absence of a Board approved organization structure for the SPS, and in anticipation of the need for the Chief Constable to permanently fill some positions in advance of that approval, the Board is being asked to delegate such hiring authority to the Chief Constable, subject to the Chief Constable obtaining approval from the Committee of the Chief Constable's immediate staffing and hiring plans, until the Board approves the SPS organizational structure.

Previous Delegations

At its meeting on November 20, 2020, the Board granted the Chief Constable spending authority up to \$500,000.00. That authority continues in effect and is not replaced by the delegations contained in this Report.

At its meeting on October 13, 2020, the Board delegate expenditure and signing authority to the Executive Director for expenditures up to \$100,000, and for larger expenditures, to the Finance Committee of the Board or its delegate. Those delegations continue in effect for Board matters and larger expenditures and will operate in conjunction with the authority delegated to the Chief Constable hereunder for matters under the Chief Constable's purview. These delegations do not preclude the Board from delegating authority on a case by case basis for specific matters.

CONCLUSION

This report is intended to clarify the authorities delegated to the Chief Constable in keeping with the Police Act and with Board policies and practices.

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

James Carwana
Chair, Human Resources and Compensation Committee

Appendix I Powers, Duties and Authority of the Chief Constable

POWERS, DUTIES AND AUTHORITY OF THE CHIEF CONSTABLE

The Chief Constable has overall responsibility for the Surrey Police Service (SPS) and provides leadership and vision to the SPS, with the authority to guide the department, direct police operations, control administration processes, generally supervise and command the SPS, and manage and decide all matters affecting the SPS within the parameters set by the Director of Police Services (the Director), the Surrey Police Board (the Board), and provincial and federal legislation, other than those matters required to be dealt with directly by the Board. This authority includes, but is not limited to, the following:

- (a) Exercise the powers and perform the duties and functions assigned to a chief constable under and in accordance with the *Police Act*, and other enactments;
- (b) Manage the day to day affairs and operation of the SPS in accordance with applicable laws (including the standards established by the Director of Police Services) and the strategic plan, the annual plans and budgets and the objectives and policies approved by the Board;
- (c) Serve as the “Head” for the purposes of the *Freedom of Information and Protection of Privacy Act (FOIPPA)*, subject to any written designation to another person, and the conditions or restrictions contained therein, of any duty, power or function of the “Head”, except the power to delegate, made in accordance with FOIPPA;
- (d) Delegate authority to the extent such delegation is considered proper and appropriate, subject to the proviso that such delegation does not diminish or affect the Chief Constable’s control over, or responsibility for, the operations and activities of the SPS;
- (e) Designate a person to act during absences; and
- (f) Exercise any other authority or responsibility as set out in the Chief Constable’s role profile (attached) and Employment Agreement with the Board.

CHIEF CONSTABLE'S ROLE PROFILE

POSITION SUMMARY

The first Chief Constable of the Surrey Police Service (SPS), working under the direction of the Surrey Police Board (SPB), is responsible for the successful foundation of SPS. Leading a team of over 1,000 employees (including sworn police officers and civilian staff), the Chief Constable will work with key stakeholders and partners to support and implement a policing model that best serves the community.

The Chief Constable will be challenged to strategically build the organization, while sustaining and cooperatively leading outstanding police services as the City of Surrey transitions from policing provided by the RCMP to its own municipal police service.

The Chief Constable reports to and works with the SPB on creating SPS's vision, strategy, and values to build public and organizational trust and enable the delivery of professional, effective, and efficient policing services. The Chief Constable is committed to a community-based policing model that looks beyond immediate issues and searches for realistic longer-term answers to complex community and social issues and emerging risks and trends.

The Chief Constable is accountable for the operational delivery of policing services, and the effective command and leadership of SPS to create and maintain public safety. The Chief Constable is the "face" of SPS and has direct responsibility for the overall leadership and operation of the newly created SPS within the parameters set by the Director of Police Services, the SPB, provincial and federal legislation, the annual budget, and the strategic plans.

The Chief Constable models the mission, vision, and values of SPS through unquestioned integrity and through a visible, credible, inclusive, and respected profile for SPS.

The Chief Constable works with the City of Surrey's chief administrative officer (CAO) to develop and implement comprehensive public safety strategies, programs, and initiatives. The Chief Constable will participate with the City of Surrey's Senior Management Team and work closely and in collaboration with the City Manager.

MAJOR ACCOUNTABILITIES

1. Strategic Planning

- In consultation with the Board and key stakeholders and partners, participate in the development and implementation of the strategic planning process, in alignment with SPS's vision, mission and values and with standards of policing excellence, to build the rolling five-year SPS strategic plan.
- Communicate, support, and implement the SPS strategic plan.
- Develop and implement annual division plans to support the strategic plan.
- Build organizational and personal objectives/metrics to measure SPS's progress against the strategic plan and annual division plans. Regularly report to the SPB, the public, and key stakeholders on these metrics.
- Recommend modifications the strategic plan to respond to and reflect, among other things, environmental, operational, and organizational change and emerging risk and trends in crime and policing.

2. Surrey Police Board Relationship

- Build strong working relationships with the SPB and its committees, including their respective chairs.
- Maintain open, proactive, regular, and timely communications with the SPB.
- Proactively inform the SPB of strategic, operational, administrative, and financial matters relevant to the strategic plan, the annual budget, and SPS policies.

- Regularly report to the SPB on established public safety metrics (both organizational and personal), presenting strategic options to enhance SPS's success.
- Proactively inform the SPB of policing or public safety issues and community concerns.
- Act as the primary link between senior management and the SPB and its committees.
- Attend meetings of the SPB, and other meetings as requested by the SPB.
- Meet on a regular basis with the SPB Chair.
- Report to the SPB on matters addressed in, or in relation to or in accordance with the *Police Act*.

3. RCMP Transition

- Establish strong relationships with the RCMP and other policing and law enforcement agencies at all levels to develop, support, and implement the phased integrated transition model.
- Work with the SPB, key stakeholders, and partners on the policing services offered to the residents of Surrey during the transition, to manage expectations and to overcome challenges.
- Develop strategies and work plans to support the transition, with appropriate contingency plans and flexibility.
- Ensure sustainable establishment of the agreed upon policing services in the enduring integrated model.

4. Community Engagement / Communications

- Build inclusive, credible relationships with the community to foster a climate of openness and trust.
- Lead the development, implementation, and sustainment of a proactive public engagement model and communications model.
- Implementing the Indigenization Strategy approved by the Surrey Police Board.
- Proactively inform the SPB of policing or public safety issues and community concerns with respect to policing and law enforcement expressed by the community, staff, the City, or other key stakeholders and partners.
- Speak on behalf of SPS, directly or through a designated spokesperson, on SPS activities and operational policing matters, following consultation with the Chair of the SPB, as needed and as appropriate, to ensure the proper coordination, timing, and dissemination of information to meet particular circumstances.
- Develop appropriate relationships with the media.

5. Human Resources

- Provide leadership to staff (including sworn police officers and civilian staff) and engage staff in the development and sustainment of an inclusive, supportive, and safe workplace.
- Provide leadership and guidance to the senior management team, ensuring roles, responsibilities and deliveries are clearly defined and authorities are clearly established.
- Develop and maintain an effective organizational structure, with management succession planning, and effective employee training and development programs.
- Foster a culture that promotes ethical practices and encourages individual integrity and accountability.
- Develop, for SPB approval, human resources policies and practices that reflect SPS values.
- Ensure sustainable recruitment, development, and retention plans are developed and implemented.
- Build a workforce that reflects the community SPS serves.
- Ensure excellence in occupational health and safety with a commitment to employee well-being and success.
- Maintain and encourage a climate of constructive engagement with the appropriate unions.
- Regularly evaluate the SPS and individuals against established performance metrics, and proactively and fairly respond to and address exemplary performance and under-performance.

6. External Relationships

- Sustain open, collaborative, and constructive working relationships with the City of Surrey and City Council. Work with other City leaders on initiatives of mutual benefit and overlapping accountabilities.
- Sustain good working relationships with all levels of government and policing and law enforcement agencies locally, provincially, nationally, and internationally, as required, including to keep current with the activities of policing and emerging risks, threats, and trends.
- Sustain good working relationships with other police departments in Metro Vancouver, Vancouver Island, and with police associations across Canada to keep current with the activities of policing in Canada.
- Identify and form relationships/working partnerships with other external stakeholders and partners (e.g. Fraser Health, Surrey School District, not-for-profits, etc.) to deliver on the objectives and goals of the strategic plan.
- Sustain collaborative and constructive relationships with Indigenous communities, leaders, organizations, and members.
- Sustain collaborative and constructive partnerships with the business community, businesses, and its representatives.

7. Administration

- Establish effective control, coordination, and measurement systems for all SPS operations and activities.
- Ensure the integrity of internal control and management systems.
- Identify the principle risks to SPS, review these risks with the SPB regularly, and implement appropriate systems to manage the risks.
- Authorize the commitment of resources and enter into agreements in accordance with authority levels, budgets and the plans approved by the SPB; and provide the SPB with regular and timely reports with respect to this exercise of authority.
- While respecting SPS's independence, explore opportunities to share resources with the City of Surrey, and enter into relationships with other policing and law enforcement organizations to enhance and expand operational efficiency and effectiveness.
- Ensure SPS activities are conducted in accordance with laws, regulations, standards, and requirements established by the Ministry and the Director of Police Services, sound business practices, and SPB approved rules and policies, including the *Code of Conduct*.
- Integrate employee performance plans with organizational plans and systems.
- Ensure departmental programs and policies reflect applicable laws, regulations, and policing standards and are consistent with the strategic plan.
- Assist the SPB in developing best-practice financial and operational governance.
- Ensure SPS's reporting requirements are met in a timely and appropriate manner.
- In consultation with the City, and on behalf of, and in consultation with the SPB, develop the annual SPS budget for SPB approval and present the SPB approved budget, and any subsequent amendments, to Surrey City Council for approval.
- Implement the annual budget and report progress against the budget to the SPB on a regular basis.

8. Police Act Complaints

- In accordance with the *Police Act*, act as discipline authority for conduct complaints made against members.



December 5, 2020

Chief Constable Norm Lipinski
13450 104 Avenue
Surrey, BC V3T 1V8

Dear Chief Constable Lipinski:

On behalf of the Executive Board of the British Columbia Association of Police Boards (BCAPB), congratulations on your recent appointment as Chief Constable of the Surrey Police Department.

The leadership you have provided in policing at the municipal, provincial, and federal levels will have you well prepared for the enormous task ahead of you in Surrey. We look forward to continuing to collaborate with you and the Surrey Police Board as you assume your new responsibilities. Please reach out if we can be of assistance to you in any way.

Wishing you much success in your new role.

Sincerely,

Leah Zille
President, BC Association of Police Boards