



# SURREY POLICE BOARD

## Regular Meeting Agenda

Venue: Virtual  
Date: November 30, 2021  
Time: 4:00 PM

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ITEM	PRESENTER
<b>A. 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. ADOPTIONS**

1. Adoption of the Agenda – November 30, 2021	Chair McCallum
2. Adoption of Minutes – October 26, 2021	Chair McCallum
3. Adoption of Minutes – November 18, 2021 – Special Regular meeting	Chair McCallum

**C. DELEGATIONS**

1. No Delegations.

**D. REPORTS**

**CHIEF CONSTABLE REPORTS**

1. <b>Chief Constable Updates - Verbal</b> - For Information (Presentation)	Chief Lipinski
2. <b>Presentation to the Special Committee on Reforming the Police Act</b> Report No. 2021-R030 – For Information	Chief Lipinski

**COMMITTEE REPORTS**

**FINANCE COMMITTEE**

1. <b>Budget Update Year to Date Expenditures</b> Report No. 2021-FIN026 – For Information (Presentation)	Elizabeth Model
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**E. INFORMATION**

No information.

**F. CORRESPONDENCE**

1. Letter to BCAPB from ADM Rideout – Watson Advisors

**G. NEW BUSINESS**

No new business.

**H. NEXT MEETING**

The next meeting of the Surrey Police Board to be determined.

Chair McCallum

**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



# SURREY POLICE BOARD

## Regular Meeting Minutes

Venue: Virtual  
Date: October 26, 2021  
Time: 4:00 PM

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### **Present:**

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

### **Regrets:**

### **Province:**

Mark Reder

### **Staff Present:**

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

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### **A. CALL TO ORDER**

The October 26, 2021 Regular Board meeting was called to order at 4:00 PM.

### **B. ADOPTIONS**

1. Adoption of the Agenda – October 26, 2021.

It was

Moved by James Carwana  
Seconded by Meena Brisard

That the agenda of the Surrey Police Board meeting of October 26, 2021 be adopted.

Carried

2. Adoption of Minutes – September 28, 2021

It was

Moved by James Carwana  
Seconded by Jessie Sunner

That the minutes of the Surrey Police Board meeting of September 28, 2021 be adopted.

Carried

**C. DELEGATIONS**

No Delegations.

**D. REPORTS**

**CHIEF CONSTABLE REPORTS**

- 1. SPS Communications Update – Q3 2021**  
Report No. 2021-R026 – For Information

It was

Moved by Jessie Sunner  
Seconded by Meena Brisard

That the Board receive the report for information.

Carried

- 2. SPS Hiring and Diversity**  
Report No. 2021-R027 – For Information

It was

Moved by Jessie Sunner  
Seconded by Meena Brisard

That the Board receive the report for information.

Carried

- 3. Surrey Police Service FOI Report**  
Report No. 2021-R028 – For Information

It was

Moved by James Carwana  
Seconded by Cheney Cloke

That the Board receive the report for information.

Carried

- 4. Chief Constable Updates – Verbal**  
– For Information  
(Presentation)

It was

Moved by Meena Brisard  
Seconded by Harley Chappell

That the Board receive the verbal report for information.

Carried

**EXECUTIVE DIRECTOR REPORTS**

- 1. Surrey Police Board FOI Report**  
Report No. 2021-R029 – For Information

It was Moved by James Carwana  
Seconded by Harley Chappell

That the Board receive the report for information.

Carried

**COMMITTEE REPORTS**

**FINANCE COMMITTEE**

- 1. Budget Update Year to Date Expenditures (One-time and Operational)**  
Report No. 2021-FIN021 – For Information  
(Presentation)

It was Moved by James Carwana  
Seconded by Cheney Cloke

That the Board receive the report for information.

Carried

**E. INFORMATION**

No information.

**F. CORRESPONDENCE**

1. Thank You Letter – from CAPG – Annual Conference Sponsorship

It was Moved by James Carwana  
Seconded by Manav Gill

That the Board receive the correspondence for information.

Carried

**G. NEW BUSINESS**

No new business.

**H. NEXT MEETING**

The next meeting of the Surrey Police Board will be held on November 30, 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 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 Harley Chappell  
Seconded by James Carwana

That the October 26, 2021 Regular Board meeting be adjourned.

Carried

The Surrey Police Board regular meeting adjourned at 4:24 PM.

Certified correct:

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Marion Chow, Executive Assistant

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Doug McCallum, Chair



# SURREY POLICE BOARD

## Special Regular Meeting Minutes

Venue: Virtual  
Date: November 18, 2021  
Time: 4:00 PM

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### Present:

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

### Regrets:

Jessie Sunner  
Harley Chappell

### Guests:

Dr. Curt Griffiths  
Dr. Eli Sopow  
Mark Reder

### Staff Present:

Norm Lipinski, Chief Constable  
Jennifer Hyland, Deputy Chief  
Michael LeSage, Deputy Chief  
Todd Matsumoto, Deputy Chief  
Sukh Sidhu, S. Sgt.  
Kyle Friesen, General Counsel  
Melissa Granum, Executive Director  
Marion Chow, Executive Assistant  
Gayle Armstrong, Executive Service Manager  
Lisa Eason, Strategic Communications Mgr.  
Forouzan Rezazadeh, IT Senior Project Mgr.

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

### **B. ADOPTIONS**

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

It was

Moved by Meena Brisard  
Seconded by James Carwana

That the agenda of the Surrey Police Board special regular board meeting of November 18, 2021 be adopted.

Carried

### **C. DELEGATIONS**

1. **Results of the Community Consultation**

Dr. Curt Griffiths and Dr. Eli Sopow presented the results of the community consultations.

### **D. NEXT MEETING**

The next meeting of the Surrey Police Board will be held on November 30, 2021.

**E. 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) (d) of the *Police Act*, which states:

It was

Moved by James Carwana  
Seconded by Meena Brisard

That the Board close the meeting to the public pursuant to Section 69 (2) (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:

(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

**F. ADJOURNMENT**

It was

Moved by James Carwana  
Seconded by Cheney Cloke

That the November 18, 2021 Special Regular Board meeting be adjourned.

Carried

The Surrey Police Board Special regular meeting adjourned at 4:39 PM.

Certified correct:

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Marion Chow, Executive Assistant

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Doug McCallum, Chair





**REGULAR**

**REPORT DATE:** November 23, 2021  
**BOARD MEETING DATE:** November 30, 2021  
**BOARD REPORT #** 2021-R030

**TO:** Surrey Police Board

**FROM:** Chief Constable

**FILE:** 60550-20-03

**SUBJECT:** Presentation to the Special Committee on Reforming the Police Act

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## **RECOMMENDATION**

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

## **BACKGROUND**

On December 9, 2020, the Legislative Assembly appointed the Special Committee on Reforming the Police Act to examine, inquire into, and make recommendations to the Legislative Assembly on: reforms related to the modernization and sustainability of policing under the *Police Act* (R.S.B.C. 1996, c. 367); the role of police with respect to complex social issues including mental health and wellness, addictions and harm reduction; the scope of systemic racism within BC's police agencies; and whether there are measures necessary to ensure a modernized *Police Act* is consistent with the United Nations Declaration on the Rights of Indigenous Peoples (2007).

## **DISCUSSION**

Chief Constable Lipinski has been invited to present to the Committee on November 30, 2021. He will provide a 15-minute presentation, followed by 15 minutes for questions from Committee Members. The proceedings will be broadcast publicly as well as recorded and transcribed by BC Legislature Hansard Services.

The Committee has heard from several police departments and Indigenous communities and is interested in learning more about the development of the Surrey Police Service, in particular any philosophies, training approaches, or alternate response models that were considered during this process. Also of interest will be the structure of the Surrey police transition and how legal instruments can best support future similar projects.

**CONCLUSION**

The Special Committee will consider all input and make recommendations to the Legislative Assembly in a report that will be released in April 2022. Further information about the Special Committee is available on its website: [www.leg.bc.ca/cmt/rpa](http://www.leg.bc.ca/cmt/rpa).

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



Norm Lipinski, OOM, LLB, MBA  
Chief Constable



**REGULAR**

**REPORT DATE:** November 25, 2021

**BOARD MEETING DATE:** November 30, 2021

**BOARD REPORT #** 2021-FIN026

**TO:** Surrey Police Board

**FROM:** Finance Committee

**FILE:** 60540-20-04

**SUBJECT:** Budget Update Year to Date Expenditures

**RECOMMENDATION**

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

**PURPOSE**

This report presents a summary of the 2021 year-to-date expenditures incurred up to the period ended September 30<sup>th</sup>, 2021.

**BACKGROUND**

The Five-Year Financial Plan 2021 – 2025 endorsed by Council in December 2020 provided budget allocation for policing services which includes one time establishment costs for SPS and general annual operating funding.

The 2021 operating budget (per the 2021 – 2025 Financial Plan) is presented in the following table:

<i>(in thousands)</i>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>DEPARTMENT SUMMARY</b>	<b>BUDGET</b>	<b>PLAN</b>	<b>PLAN</b>	<b>PLAN</b>	<b>PLAN</b>
SPS Operating	<b>61,142</b>	148,036	192,567	198,218	204,034
City Policing Support Services	<b>26,028</b>	8,252	2,326	2,326	2,326
RCMP Contract	<b>96,892</b>	33,112	-	-	-
<b>Total Police</b>	<b>184,062</b>	<b>189,400</b>	<b>194,893</b>	<b>200,544</b>	<b>206,360</b>

For 2021, SPS was allocated operating budget of \$61.1M, which was based on the deployment of 242 sworn members. At the time that the budget was prepared and presented to Council, it was unknown how much of the policing services would be provided by the RCMP and how much would be provided by SPS when it is approved for operations by the Province. As such, the City of Surrey estimated a 75/25 split, assuming 75% would be provided by the RCMP, and 25% by SPS. The exact proportion of the funding was to be determined during the year based on the final SPS deployment model approved by the SPTTC.

In the addition to the operating budget, the total budget of \$63.7M proposed for the capital/one-time transition to SPS is presented in the following table:

<b>SUMMARY</b>	<b>2020 BUDGET</b>	<b>2021 BUDGET</b>	<b>2022 BUDGET</b>	<b>2023 BUDGET</b>	<b>2024 BUDGET</b>	<b>TOTAL</b>
<b>Police Transitional One-Time Funding</b>	<b>\$ 25,200</b>	<b>\$ 23,084</b>	<b>\$ 5,400</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 63,684</b>

The one-time expenditures for the 2020 year were budgeted at \$25.2M, of which \$20.6M was not expended and carried forward into the 2021 fiscal year. The one-time expenditures for the 2021 fiscal year were budgeted at \$23.1M. The total of \$43.7M is the available one-time budget for the current year.

The 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.

## DISCUSSION

### SPS Operations

As of September 30<sup>th</sup>, 2021, year-to-date expenditures are \$9M favourable compared to budget. The SPS has incurred a total of \$16.6M of operating expenditures compared to budgeted \$25.6M as presented in the table below:

	2021					
	BUDGET	SEPT YTD ACTUAL	VARIANCE	PROJECTED ACTUAL	ANNUAL BUDGET	PROJECTED VARIANCE
<i>Operations Summary</i>						
Salaries and Benefits	12,436,107	4,440,095	7,996,012	12,096,200	39,341,000	27,244,800
Lower Mainland Integrated Teams	11,854,500	11,965,500	(111,000)	15,806,000	15,806,000	-
Other Expenditures	1,358,134	192,569	1,165,565	3,263,800	5,995,000	2,731,200
<b>Surrey Police Service Operations</b>	<b>25,648,741</b>	<b>16,598,164</b>	<b>9,050,577</b>	<b>31,166,000</b>	<b>61,142,000</b>	<b>29,976,000</b>

As of September 30<sup>th</sup>, 2021, SPS has incurred \$4.6M in total expenditures (excluding the ongoing contribution to Lower Mainland Integrated Teams), of which \$4.4M is for Salaries and Benefits and \$0.2M in Other Expenditures. Appendix I provides the breakdown by division of the year-to-date expenditures.

Lower Mainland Integrated Teams (LMIT) provide services throughout the Lower Mainland and is funded by each of the jurisdictions within the region. The following services are provided to support work of police in the Lower Mainland District:

- Emergency Response Team (ERT)
- Integrated Collision Analysis and Reconstruction Service (ICARS)
- Integrated Forensic Identification Services (IFIS)
- Integrated Homicide Investigation Team (IHIT)
- Integrated Police Dog Services (IPDS)

When the 2021 budget was prepared the total allocation for LMIT was allocated to the SPS budget. As such, the total cost associated with the LMIT is part of SPS spend.

Year to date, \$12M has been spent with \$0.1M unfavourable variance due to timing.

On September 30<sup>th</sup>, 2021, there were a total of 120 SPS employees (104 sworn members and 16 civilian staff). Of these employees, 23 employees were part of the recruitment unit and the salaries of these employees are allocated to the One-time Policing Transitional Project as establishment costs.

Included in SPS Operations, are Salaries and Benefits of \$4.4M for 97 employees (84 sworn members and 13 civilian staff). These employees are engaged in the following initiatives:

- Development of policies and procedures
- Development of training programs, including operational and leadership skills development
- Procurement (equipment, uniforms, firearms, etc.)
- Tri-lateral coordination (human resources, asset transfer, facilities, etc.)
- Occupational health and safety development and organization
- Community engagement
- Staffing coordination and budget planning

Other Expenditures of \$0.2M comprise primarily of \$53k of supplies, \$27k of communications, \$25k of training, \$23k of relocation costs, \$19k of legal, \$10k memberships and professional dues and \$6k of equipment rental.

SPS presents a favourable variance of \$9M year-to-date and expects to spend \$31.2M by the end of 2021 (including \$15.8M for Lower Mainland Integrated Teams).

### ***Police Transitional One-Time Funding***

The transitional one-time expenditures for 2021 are summarized in the table below:

	<b>BUDGET AVAILABLE</b>	<b>SEPT YTD ACTUAL</b>	<b>AVAILABLE AS OF SEPT</b>	<b>2021 FORECAST</b>	<b>EXPECTED CARRYFWD</b>
<i>Transition Project Summary</i>					
One-time Policing Transition Project**	43,718,207	10,300,191	33,418,016	17,200,836	26,517,371

\*\* Budget Available includes 2020 carryforward unused budget amount of \$20.6M.

Appendix II presents the details on the spending related to the establishment of the SPS. The unspent \$20.6M carried forward from 2020 has been reallocated for 2021 and future years based on the projects and priorities pertaining to the SPS establishment. Appendix II presents the total expenditures of \$10.3M incurred year-to-date September 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 \$262k with remaining budget available of \$223k.
- Strategy and Policy includes consulting, research, and policy advice. A great deal of groundwork was done in 2020 and \$8k has been spent as of the end of September 2021. The total budget available is \$325k.

- Financial Services includes external financial services advisors and accounting advice to support the establishment of SPS. The year-to-date spend is \$269k with remaining budget available of \$295k.
- 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 \$460k with remaining budget available of \$150k.
- Human Resources includes expenditures for consultants and City of Surrey seconded staff directly involved with the HR matters. The year-to-date spend is \$144k with remaining budget available of \$403k.
- Recruitment, Assessment, and Training includes SPS employees hired to support surge recruiting for SPS. As of September 30<sup>th</sup>, 2021, the recruitment unit includes salaries for 23 SPS employees (20 sworn members and 3 civilian employees). Also, included are expenditures related to testing and assessment of candidates and training for the new hires. The year-to-date spend is \$1.8M, of which salaries for the recruitment unit are \$1.4M. As of September 30, 2021, there is \$9M remaining budget available.
- Infrastructure Operating includes fleet maintenance and management. Also, included is the City of Surrey seconded staff managing infrastructure. The year-to-date spend is \$141k with remaining budget available of \$530k.
- 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 \$333k with remaining budget available of \$4.2M.
- Information Technology Capital includes expenditures for building the data centre, dispatch systems, administrative systems, and telecommunication assets. The year-to-date spend is \$6.5M with remaining budget available of \$9.1M.
- Fleet Capital includes purchase of new vehicles. The year-to-date spend is \$70k with remaining budget available of \$1.0M.
- Armoury and Outfit includes expenditures for guns, uniforms, and personal issue kit. The year-to-date spend is \$167k with remaining budget available of \$7.7M.
- 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 \$139k with remaining budget available of \$461k.

As of September 30<sup>th</sup>, 2021, SPS has incurred \$10.3M in total expenditures and the project remains underspent compared to the available budget. The projected spending for 2021 fiscal year will be approximately \$17.2M. Areas of significant expected spending include Information Technology and Recruitment, Assessment and Training. By the end of 2021, SPS expects to carry forward \$26.5M to 2022 and future years.

**CONCLUSION**

Expenditures to date supporting the SPS Operations and the One-time Policing Transition Project have been managed in accordance with the Council-adopted 2021-2025 Financial Plan. Implementation of the SPS is well underway. Each project domain is moving forward. Expenditures for the period ended September 30<sup>th</sup>, 2021 were within the available budget for 2021.



Elizabeth Model  
Chair, Finance Committee

Appendix I      Surrey Police Service Operations - Year-to-Date Expenditures – September 30, 2021  
Appendix II     5 Year Policing Transition Project - Year-to-Date Budget Reconciliation – September 30, 2021

## APPENDIX I

### Surrey Police Service - Operations

#### Year-to-Date Expenditures - September 30, 2021

	BUDGET	SEPT YTD ACTUAL	VARIANCE	ANNUAL BUDGET
<i>Surrey Police Board</i>				
Salaries and Benefits	323,250	<b>230,188</b>	93,062	431,000
Other Expenditures	122,250	<b>29,614</b>	92,636	163,000
<b>Surrey Police Board</b>	<b>445,500</b>	<b>259,802</b>	<b>185,698</b>	<b>594,000</b>
<i>Office of the Chief Constable</i>				
Salaries and Benefits	946,894	<b>803,598</b>	143,296	2,414,000
Other Expenditures	147,414	<b>13,758</b>	133,656	195,000
<b>Office of the Chief Constable</b>	<b>1,094,308</b>	<b>817,356</b>	<b>276,952</b>	<b>2,609,000</b>
<i>Community Policing Bureau</i>				
Salaries and Benefits	3,901,346	<b>1,548,613</b>	2,352,733	20,354,000
Lower Mainland Integrated Teams	11,854,500	<b>11,965,500</b>	(111,000)	15,806,000
Other Expenditures	795,916	<b>18,225</b>	777,691	2,045,000
<b>Community Policing Bureau</b>	<b>16,551,762</b>	<b>13,532,338</b>	<b>3,019,424</b>	<b>38,205,000</b>
<i>Investigative Services Bureau</i>				
Salaries and Benefits	1,886,363	<b>651,067</b>	1,235,296	10,338,000
Other Expenditures	166,635	<b>5,182</b>	161,453	937,000
<b>Investigative Services Bureau</b>	<b>2,052,998</b>	<b>656,249</b>	<b>1,396,749</b>	<b>11,275,000</b>
<i>Support Services Bureau</i>				
Salaries and Benefits	5,378,254	<b>1,206,628</b>	4,171,626	5,804,000
Other Expenditures	125,919	<b>125,791</b>	128	2,655,000
<b>Support Services Bureau</b>	<b>5,504,173</b>	<b>1,332,419</b>	<b>4,171,754</b>	<b>8,459,000</b>
<b>Surrey Police Service Operations</b>	<b>25,648,741</b>	<b>16,598,164</b>	<b>9,050,577</b>	<b>61,142,000</b>



## APPENDIX II

### One-time Policing Transition Project Year-to-Date Budget Reconciliation - September 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	261,655	383,000	101,723
Strategy and Policy	244,853	80,000	324,853	7,550	100,000	224,853
Financial Services	544,350	19,400	563,750	268,860	444,100	119,650
Communications and Marketing	333,148	277,700	610,848	460,461	610,848	-
Human Resources	475,000	71,900	546,900	143,549	246,900	300,000
Recruitment, Assessment, and Training	7,082,876	3,692,132	10,775,008	1,795,381	3,191,200	7,583,808
Infrastructure Operating	350,050	320,650	670,700	141,152	193,025	477,675
Information Technology Operating	271,400	4,278,445	4,549,845	333,007	1,000,000	3,549,845
<b>SPS TRANSITION - OPERATION SUBTOTAL</b>	<b>9,665,600</b>	<b>8,861,027</b>	<b>18,526,627</b>	<b>3,411,615</b>	<b>6,169,073</b>	<b>12,357,554</b>
Information Technology Capital	4,354,563	11,296,150	15,650,713	6,512,356	8,500,000	7,150,713
Fleet Capital	592,000	525,000	1,117,000	70,096	270,000	847,000
Armory and Outfit Capital	5,799,215	2,024,612	7,823,827	167,032	1,661,723	6,162,104
Facilities Capital	222,829	377,211	600,040	139,092	600,040	-
<b>SPS TRANSITION - CAPITAL SUBTOTAL</b>	<b>10,968,607</b>	<b>14,222,973</b>	<b>25,191,580</b>	<b>6,888,576</b>	<b>11,031,763</b>	<b>14,159,817</b>
<b>TOTAL BUDGET BALANCE</b>	<b>20,634,207</b>	<b>23,084,000</b>	<b>43,718,207</b>	<b>10,300,191</b>	<b>17,200,836</b>	<b>26,517,371</b>



October 26, 2021  
Ref: 622304

Charla Huber  
President, BCAPB  
c/o 1127 Fort Street  
Victoria BC V8V 3K9

Dear Charla Huber:

Under section 39 of the *Police Act*, it is my responsibility as the Director of Police Services to superintend policing and law enforcement functions in British Columbia (BC). As part of that responsibility, I recognise the important role of training in strengthening the police governance framework and overall effectiveness of police boards in carrying out their governance and civilian oversight functions.

Accordingly, I am pleased to announce the Ministry has entered a long-term partnership with Watson Advisors Inc. (WATSON), a Vancouver-based governance consultancy, to develop and deliver a police board training program unique to BC. The program will align with the Province's priorities for policing and law enforcement and with emerging trends in police reform.

WATSON brings extensive understanding of governance, and experience working with boards across Canada. More specifically, they have a well-practised methodology of designing governance education focused on the practical application of governance and will ensure the program design reflects the unique context and responsibilities of police boards in BC. This will be further enhanced by WATSON's previous experience working with police boards and members of their faculty who are police board alumni.

To optimize the effectiveness and practical application of the program I am assembling an advisory group (Advisory Group) made up of key partners in the police governance framework that will work with WATSON to assist with its development. As subject matter experts, members of the Advisory Group can expect to hear from WATSON to contribute to program design and content through surveys, interviews and other forms for collecting input and feedback.

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Ministry of Public Safety and  
Solicitor General

Policing and Security Branch

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As a valued partner, I would like to invite the BC Association of Police Boards (BCAPB) to represent police boards on the Advisory Group. As such, I kindly request BCAPB provide the names of three to four individuals that represent the broad experience and diversity of police boards that would be willing to join the Advisory Group.

I have asked Artem Kuznetsov, Sr. Governance Advisor, to contact you regarding BCAPB's representation on the Advisory Group and to arrange an introduction to the WATSON team.

This is an exciting opportunity to collaborate on a first-of-its-kind in Canada police board training program.

Thank you for your assistance in this matter. I look forward to continuing the Ministry's strong partnership with BCAPB.

Regards,



Wayne Rideout  
Assistant Deputy Minister  
And Director of Police Services  
Policing and Security Branch

pc: Veronica Bandet, Secretary, BCAPB  
Suzie Cho, Practice Lead, Watson Advisors Inc.  
Chairs, Municipal and Designated Police Boards  
David Pilling, A/Executive Director, Municipal Police Governance and Oversight