

**MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
POLICING AND SECURITY BRANCH
DECISION BRIEFING NOTE**

PURPOSE: For **DECISION** of Mike Farnworth,
Minister of Public Safety and Solicitor General.

ISSUE: Recommendations related to the Surrey Police Board appointments.

SUMMARY:

- On February 27, 2020, the Minister of Public Safety and Solicitor General (the Minister) pursuant to s. 23 of the *Police Act*, approved the City of Surrey's (Surrey) request to provide policing and law enforcement under s. 15 of the *Police Act* by means of a municipal police department governed by a municipal police board.
- Pursuant to s.40.1(d) the *Police Act*, the Director of Police Services (the Director) is recommending to the Minister seven (7) provincial appointees to the inaugural Surrey Police Board (the Board) with the competencies, skills and attributes commensurate with the priorities, role and workload of the Board in the establishment of the Surrey Police Department (the Department) and the transition from the RCMP to an independent municipal policing model.

BACKGROUND:

- In a letter dated February 27, 2020, the Minister pursuant to s. 23 of the *Police Act* approved Surrey's request to provide policing and law enforcement under s. 15 by means of a municipal police department governed by a municipal police board.
- Once established, the Surrey Police Board will be responsible for a number of tasks and priorities relating to the establishment of the Department and transition (Board Priorities). These are summarized in Appendix A, and include: hiring the Chief and Deputy Chief Constables; negotiating the collective agreements for civilian and sworn staff; with the Chief and through extensive stakeholder engagement, developing the priorities, goals and objectives for the Department; ensuring and signing off on a comprehensive set of Department policies.
- With the addition of the Surrey, there will be 12 municipal police departments in British Columbia serving the following communities: Abbotsford, Delta, Central Saanich, Nelson, New Westminster, Oak Bay, Port Moody, Saanich, Vancouver, Victoria and Esquimalt, and West Vancouver. The RCMP serves all other British Columbia municipalities.
- Under s.24.2(a) of the *Police Act*, an appointment term to a police board cannot be longer than four years however, under s.24.2(b) and s.24.3, board members may be reappointed to serve up to six consecutive years.
- Appointment process guidelines and general qualifications for police board members are attached in Appendix B.

- On October 19, 2019, the Council of the City of Surrey passed a resolution nominating Mr. Bob Rolls as the Council Appointee to the Surrey Police Board upon its establishment (Appendix C).

Surrey Police Board

Position	Name	Proposed Start Date	Expiry Date
Chair - PT	His Worship Doug McCallum	Statute	At Pleasure
Council Appointee	Mr. Bob Rolls (TBC by OIC)	07-08-2020	07-08-2021
Member - PT	VACANT	07-08-2020	07-08-2021
Member – PT	VACANT	07-08-2020	07-08-2021
Member - PT	VACANT	07-08-2020	07-08-2021
Member - PT	VACANT	07-08-2020	07-08-2021
Member - PT	VACANT	07-08-2020	01-08-2022
Member - PT	VACANT	07-08-2020	01-08-2022
Member - PT	VACANT	07-08-2020	01-08-2022

RECOMMENDATION

- The Mayor of Surrey proposed that the initial membership of the Board consist of five provincial appointees, with two more to be appointed within 6 months.
- Given the significant amount of work and timelines facing the Board and the training and support to be provided to the Board once established, the Director recommends the appointment of all seven at once, with staggered terms set out in the table above.
- In addition to the general qualifications for board members set out in Appendix B, Police Services developed a specific competency matrix (the Matrix) to assess candidates throughout the screening process against a number of skills and competencies, including the following preferred skills and competencies (the Preferred Skills) designed to align with the Board Priorities identified above:
 - Finance/Accounting** – preferably mid-senior level corporate and strategic experience.
 - Legal** – Preferably mid-senior level experience with contracts, labour relations.
 - Human Resources/Labour relations** – Preferably including employment policies, labour agreement negotiations, hiring and strategic planning.
 - Strategic Planning, Management, Organizational Change** – Preferably experience with mid-large organizations.
 - Community leader/connection with community** (cultural, social, health, business).
 - Stakeholder engagement**
- Candidates were also assessed against other attributes in the Matrix, including: ethical standards, willingness and ability to devote the time and energy required, interpersonal relations, commitment to the police board's role in police oversight and representation of and connection with the community.
- Of the 76 applicants, Police Services in collaboration with CABRO conducted 25 interviews to identify candidates for the Surrey Police Board and to establish an eligibility

list for future appointments. Candidates' biographies are attached in Appendix D.

- The Director conducted secondary interviews with 11 candidates and recommends the following candidates, s.13
s.13

s.13; s.22 Elizabeth Model s.13; s.22
s.13; s.22

s.13; s.22 James Carwana s.13; s.22 Jaspreet Sunner.

s.13; s.22 Meena Brisard s.13; s.22 Elizabeth Model, s.13; s.22
s.13; s.22 James Carwana. s.22

s.13; s.22 Elizabeth Model s.13; s.22
s.13; s.22 Cheney Cloke, s.13; s.22

s.13; s.22 Manav Gill, s.13; s.22 Meena Brisard.

s.13; s.22 Cheney Cloke, s.13; s.22 Elizabeth Model, s.13; s.22
Meena Brissard.

- The Director also recommends the appointment of the Chief Harley Chappell from the Semiahmoo First Nation (see below).

INDIGENOUS PEOPLES CONSIDERATIONS:

- Representation of Indigenous people on municipal and designated police boards supports the ability of boards and their police agencies to work effectively with First Nations on reducing the numbers of Indigenous people involved in the justice and public safety sector and recognizes Indigenous culture for its role in rehabilitation and reconciliation.
- The Semiahmoo First Nation (SFN) currently receives day-to-day policing services from Surrey RCMP and has a Community Tripartite Agreement for enhanced First Nation policing services. SFN is the only First Nation with lands that fall within the Surrey municipal boundary.
- Under its Municipal Policing Services Agreement and s. 15.1 of the *Police Act*, Surrey has an obligation to provide policing and law enforcement to all lands within the municipality, including SFN Indian Reserve No. 569.

s.16

- To ensure SFN's interests are represented and to support the Province's commitment to

reconciliation, the Director recommends the appointment of Chief Harley Chappell as a provincial appointee to the Board.

- Earlier this year Chief Ken Baird of the Tsawwassen First Nation was appointed as a provincial appointee to the Delta Police Board.

OPTIONS:

Option 1 – (Recommended)

- Appoint the following seven (7) candidates to form the Surrey Police Board with staggered terms as set out in the table above:
 - Chief Harley Chappell, Semiahmoo First Nation;
s.13; s.22
 - James Carwana^{s.13; s.22}
 - Meena Brisard^{s.13; s.22}
 - Elizabeth Model^{s.13; s.22}
s.13; s.22
 - Cheney Cloke^{s.13; s.22}

Option 2

- Appoint seven (7) candidates from the list below to form the Surrey Police Board with staggered terms as set out in the table above:
 - Chief Harley Chappell, Semiahmoo First Nation; and
 - To reflect diversity and the each of the Preferred Skills, six of the following:
 - s.13; s.22 Elizabeth Model,^{s.13; s.22}
 - s.13; s.22 James Carwana, Jaspreet Sunner.
 - s.13; s.22 Meena Brisard, Elizabeth Model,^{s.13; s.22}
 - s.13; s.22 Cheney Cloke,^{s.13; s.22} Elizabeth Model,
 - s.13; s.22 Cheney Cloke,^{s.13; s.22}
 - s.13; s.22 Manav Gill,^{s.13; s.22} Meena Brisard.
 - s.13; s.22 Cheney Cloke,^{s.13; s.22} Elizabeth Model,
 - Meena Brissard, Jaspreet Sunner

Option 3

- Do not appoint, direct the Director to make new recommendations.

OTHER MINISTRIES IMPACTED/CONSULTED:

- None

OPTION APPROVED: 2


Honourable Mike Farnworth
Minister of Public Safety and Solicitor General

16/01/2020
Date

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Assistant Deputy Minister
And Director of Police Services
Policing and Security Branch
250 387-1100

Approved June 8, 2020 by:
Mark Sieben
Deputy Solicitor General

Attachment(s)

Appendix A – Surrey Police Board Priorities
Appendix B – Appointment Guidelines
Appendix C – Council Resolution
Appendix D – Candidate Biographies

APPENDIX A

SURREY POLICE BOARD PRIORITIES

1. Education and Training of Police Board Members

Police boards play a crucial role in a policing system that employs civilian oversight. Also providing oversight functions for police are the Office of the Police Complaint Commissioner (OPCC) and the Independent Investigations Office (IIO). To this end, Board Members will need to learn the important governance role of a municipal police board in BC, and their interaction with other oversight bodies, as set out in the *Police Act*. Further, it will be valuable to understand the history of policing in Canada, particularly with respect to the principles of police independence, as well as the complex legal framework in which police agencies in Canada operate. Finally, given the unprecedented circumstances, initial members of the Surrey Police Board (the Board) will be challenged with making many critical decisions on complex issues in their first year.

For these reasons, it will be essential for the Board to proactively seek out as much training and education as is practicable at the earliest opportunity. There are a variety of resources available on these topics. They include:

- The *Police Act* itselfⁱ;
- A comprehensive Police Board Handbookⁱⁱ;
- Orientation and training sessions for new Police Board members administered by the Policing and Security Branch;
- Provincial and national police board and/or governance associations, such as the British Columbia Association of Police Boardsⁱⁱⁱ, the Alberta Association of Police Governance^{iv}, the Ontario Association of Police Service Boards^v, and the Canadian Association of Police Governance^{vi}, Canadian Association of Civilian Oversight of Law Enforcement^{vii}, amongst others;
- Important reports regarding police governance and accountability, including the 2012 “Independent Civilian Review into Matters Relating to the G20 Summit”^{viii} and the 2018 “Independent Police Oversight Review” in Ontario.^{ix} In the latter report, Justice Tulloch describes the concepts of “policing by consent” and civilian oversight as important philosophical approaches in Canadian policing:

6. “*Policing by Consent*” involves giving considerable authority to police officers with the consent of the public, thereby providing officers with the powers and legal defences unavailable to other citizens. In essence, the police are simply citizens in uniform who ensure the welfare of the community. ...

8. *Policing by consent* recognizes that the exercise of special powers by the police depends on public approval, also known as legitimacy. The public’s

acceptance of the police's role in society as legitimate is based on public trust and requires the respect and cooperation of the public. ...

35. The public's voluntary conferral of powers on the police comes with a commensurate right to ensure that those powers are being used properly and effectively. This requirement of accountability has led to the increased adoption of various models of civilian oversight of police around the world. While in many jurisdictions police initially resisted civilian oversight, most police today recognize its value.

- The websites of the OPCC and IIO^x;
- Experts in the field of police governance and various aspects of policing, including current and former police board members, current and former senior police officers, academics specializing in policing, and representatives of the OPCC and IIO. The Board may wish to seek advice on experts they may want to take advantage of in familiarizing themselves as quickly as possible with their responsibilities, and the complicated legal and social contexts in which municipal policing operates in Canada.

2. Hiring the Chief Constable

Hiring a Chief Constable is one of the most important tasks a municipal police board will undertake in operationalizing the Surrey Police Department (SPD). The new Chief Constable will need to be an extraordinary police leader, and capable of playing a key role in the transition from the RCMP to the SPD. Further, the Chief Constable, in consultation with the Board, will be responsible for developing a policing style and organizational culture consistent with the “policing by consent” concept that underpins the philosophy of policing in Canada.

Some guidance on hiring a Chief Constable is provided in the Police Board Handbook (page 11). The Board is encouraged to seek additional advice on developing a comprehensive process for selecting the SPD's first Chief Constable. Local resources include other Police Boards in B.C. with recent experience in selecting a Chief Constable, professional recruiting firms, and written materials.

There is surprisingly little literature in Canada and the U.S.^{xi} on selecting a police chief; however, Canada's model of policing is rooted in the United Kingdom and has adopted a philosophical approach to policing similar to that which exists in the UK, where some relevant material exists. For example, for your consideration an 81-page document entitled “Guidance for appointing chief officers”, which is available on the College of Policing website^{xii}. Furthermore, the document “Selection and appointment of Chief Officers” is endorsed by the Home Office of the Government of the United Kingdom^{xiii}.

3. Hiring the Deputy Chief Constable for the Support Services Division

As the Report of the Provincial Municipal Policing Transition Committee (PMPTC) identified, after hiring a Chief Constable, priority must be placed on hiring the Deputy Chief Constable for the Support Services Division. This person will play a key role in overseeing the negotiation of a Collective Agreement with the BC Police Association (acting as a proxy for a future SPD Police Union). Additionally, this Deputy Chief Constable will be responsible for leading a substantial recruiting drive for sworn and civilian staff with the necessary knowledge, skills and abilities to provide excellent policing and maintain public and police officer safety in the SPD. Further, the DCC for Support Services will play a key role in negotiating various Memorandums of Understanding with multiple stakeholders, as well as leading the development and implementation of in-service training.

The senior police officer who fills this position will need extensive experience with collective bargaining and working collaboratively with a police union, the skills and knowledge necessary to lead the development of units responsible for recruiting, training and other human resources matters, and the skills and knowledge necessary for developing budgets and negotiating complex MOUs with significant financial implications.

4. Developing a Board Strategic Plan and a Board Policies and Procedures Manual

The new Board will have a substantial amount of varied work to complete in order to ensure a smooth transition from the RCMP to the new SPD. Furthermore, the Board is required to consult with the Chief Constable, the community, and the Minister of Public Safety and Solicitor General to set the priorities, goals and objectives for the police department in compliance with the *Police Act*, and BC Provincial Policing Standards (BCPPS). These requirements are listed in detail in Appendix B. The *Police Act* and other Provincial Policing Standards require that the Board ensure that:

- It makes rules consistent with the *Police Act*;
- The SPD is reflective of the community it serves and promotes diversity;
- The SPD has written policies and procedures that promote a healthy work environment free of bullying and harassment;
- The Board prepares and submits a provisional annual operating and capital budget;
- The Board has processes in place for managing internal (e.g., staff, municipal council) and external (e.g., local community, First Nations, provincial and federal ministries, BC Association of Police Boards) stakeholder relations;
- The Board has written policies and procedures consistent with the *Police Act* and BCPPS, as applicable, governing:
 - Management of service and policy complaints;
 - Potential conduct complaints against the chief constable or deputy chief constable(s);

- Co-operation with the Independent Investigations Office and Office of the Police Complaint Commissioner;
- Promoting unbiased policing, including community engagement and outreach and seeking community input on priorities and objectives;
- Measuring community satisfaction through citizen surveys;
- Receiving information about the diversity of communities served;
- Police stops/street checks; and
- Qualification and certification of constables.

To guide this work, the Board will work with the Chief Constable to create an initial high-level strategic plan setting out the priorities for the Board/SPD and the philosophical underpinning for the new SPD based on policing best practices. Further, the Board must develop a Policies and Procedures Manual to guide board activities and ensure compliance with its responsibilities, as set out in the Police Board Handbook. There are examples of Board manuals available for your review, such as the Vancouver Police Board’s manual^{xiv}.

5. Developing SPD Policies and Procedures Compliant with Provincial Policing Standards

The Board must ensure the SPD has a comprehensive policy manual, as well as a system for developing and updating written policies and procedures, consistent with the *Police Act* and BCPPS^{xv}. Written policies and procedures must address, at a minimum, the issues consolidated and summarized in Appendix B of this package, to comply with BCPPS.

6. Negotiating MOUs and Other Agreements with the RCMP and Other Stakeholders

Once the Chief Constable and Deputy Chief Constable have been hired, it must be a priority that they work with the Board to negotiate any MOUs with Public Safety Canada and the RCMP necessary for the success of the proposed phased Integrated Transition Model, including terms for the Integrated Command Structure, and the process to transition investigative files without compromising investigations, prosecutions and victims’ interests.

Further, agreements must be developed with the RCMP, Public Safety Canada, and Shared Services Canada to ensure the SPD is able to meet requirements with respect to the delivery of Information Technology/Information Management. The Board must also oversee other necessary negotiations with the provincial and federal governments for agreements addressing access to JUSTIN, PRIME-BC, CPIC, E-COMM, and NPSNet.

Finally, the Board must oversee the analysis of current agreements and MOUs between the Surrey RCMP and its multiple stakeholders. This is necessary to ensure a seamless transition to the SPD regarding the provision of services to Indigenous communities, as well as addressing numerous other “business impacts,” as described in Chapter 9 of the PMPTC Report.

7. Negotiating Collective Agreements

As described above, negotiating collective agreements for sworn and civilian staff will be a high priority for the Board, as they must be in place before any hiring for the SPD can begin; indeed, without a collective agreement in place setting out salaries and working conditions, potential applicants will likely be unwilling to seriously consider a career with the SPD. The Board will need to make fundamental decisions about key features of the collective agreements, for example, the Board and Executive must decide whether there will be a separate union for the Inspector rank (as exists in the Vancouver Police Department).

In addition, the Board must determine whether it will require the collective agreements to deviate from typical municipal police agreements, which allow for hiring only at the rank of constable, and do not provide for any transfer of previous police seniority. The PMPTC report contemplates that experienced police officers would be able to bring both their seniority and rank with them to reduce barriers to recruiting. While the Metro Vancouver Transit Police collective agreement allows for hiring at any rank, it is believed that allowing applicants to be credited with their previous seniority would be unprecedented in municipal policing in BC and may therefore pose a challenge for negotiating a collective agreement. Nevertheless, it must be a priority to negotiate a collective agreement as soon as is practicable as this will be imperative to operationalizing the SPD. This requirement underscores the importance of selecting an exceptional candidate with extensive relevant experience for the position of Deputy Chief Constable in Support Services.

8. Developing a Budget Compliant with s. 27 of the *Police Act*

The Board is required, on or before November 30 in each year, to prepare and submit for approval to Surrey City Council (the Council) a provisional SPD budget for the following year to provide policing and law enforcement in the municipality. Any changes to the provisional annual budget must be submitted to the municipal council on or before March 1 of the year in which the provisional budget relates. Further, the Board is responsible for presenting the provisional annual operating and capital budget of the SPD to the Council as part of the municipal budget process. In order to support this process, the Board must ensure the SPD articulates processes for developing the provisional budget in a timely manner, and to support the proposed budget to the Council.

Given that salaries, overtime and other benefits will likely constitute more than 85% of the SPD's costs, it will be impossible to finalize a budget until a collective agreement has been negotiated. Nevertheless, beginning work with the City of Surrey in developing a budget as is required by section 27 of the *Police Act* must proceed expeditiously in order to comply with the statutory requirements.

LIST OF REFERENCES

Education and Training of Police Board Members

- ⁱ Police Act: http://www.bclaws.ca/civix/document/id/complete/strateg/96367_01
- ⁱⁱ The Police Board Handbook: <https://www2.gov.bc.ca/assets/gov/law-crime-and-justice/criminal-justice/police/boards/bc-police-board-handbook.pdf>
- ⁱⁱⁱ Columbia Association of Police Boards: <https://bcapb.jibc.ca/>
- ^{iv} Alberta Association of Police Governance: <https://aapg.ca/>
- ^v Ontario Association of Police Service Boards: <https://oapsb.ca/>
- ^{vi} Canadian Association of Police Governance: <http://capg.ca/>
- ^{vii} Canadian Association of Civilian Oversight of Law Enforcement: <http://www.cacole.ca/>
- ^{viii} <http://www.tpsb.ca/g20/ICRG20Mordenreport.pdf>
- ^{ix} https://www.attorneygeneral.jus.gov.on.ca/english/about/pubs/police_oversight_review/
- ^x Websites of OPCC and IIO: <https://opcc.bc.ca/> <https://iiobc.ca/>
- ^{xi} While the U.S. system of policing is different than Canada's, a publication co-authored by the International City/County Management Association and the Police Executive Research Foundation entitled *Selecting a Police Chief: A Handbook for Local Government* may be of some interest. It is available at <https://icma.org/documents/selecting-police-chief-handbook-local-government>.

Hiring of the Chief Constable

- ^{xii} College of Policing website: <https://www.college.police.uk/What-we-do/Support/Recruitment/chief-officers/Pages/default.aspx>.
- ^{xiii} Selection and Appointment of Chief Officers (This document is endorsed by the Home Office of the Government of the United Kingdom): <https://www.gov.uk/government/publications/circular-0132018-selection-and-appointment-of-chief-officers/selection-and-appointment-of-chief-officers>

Developing a Board Strategic Plan and a Board Policies and Procedures Manual

- ^{xiv} Vancouver Police Board's manual: <https://vancouver.ca/police/policeboard/manual.htm>
- ^{xv} The BC Provincial Policing Standards to date are available on-line at <https://www2.gov.bc.ca/gov/content/justice/criminal-justice/policing-in-bc/policing-standards>, others are pending. Detailed descriptions of current and pending standards will be provided by Police Services Division.

APPENDIX B: Appointment Guidelines

Overview of Police Boards

- There are 11 municipal police departments in British Columbia (BC) 12 counting Surrey, serving the following communities: Abbotsford, Delta, Central Saanich, Nelson, New Westminster, Oak Bay, Port Moody, Saanich, Vancouver, Victoria and Esquimalt, and West Vancouver. The RCMP serves all other British Columbia municipalities.
- In addition, there are three Designated Policing Units: South Coast BC Transportation Authority Police Service (SCBCTAPS), Stl'atl'imx Tribal Police Service (STPS), and the Organized Crime Agency of British Columbia (OCABC) with police boards. The SCBCTAPS and OCABC boards are appointed by the Minister under the *Police Act* while the STPS board is appointed by the ten individual band councils whose communities are served by the STPS.

Qualifications of Police Board Members

- The Director recommends appointments under the overriding principle of merit. This is an objective assessment of the fit between the skills and qualifications of the prospective candidate and the needs of the board as identified by the chair and by PSB in their role of superintending policing. Generally prospective board members should possess the following personal attributes:
 - willingness to submit to a criminal record review and personal interview;
 - knowledge about, and interest in, the community;
 - ability to understand the complexities of policing;
 - high ethical standards and integrity in professional and personal dealings;
 - able and willing to raise potentially controversial issues in a manner that encourages dialogue;
 - capable of a wide perspective on issues;
 - ability to listen and work as a team member;
 - no direct or indirect conflict of interest with the member's responsibility to the organization;
 - strong reasoning skills;
 - commitment to protecting fairness, avoiding conflict of interest and maintaining neutrality and objectivity; and
 - willingness, ability and availability to meet time commitments (10-40 hours a month, varies by board) related to board duties.
- Preference is for board members to have a residence and/or business interests in the municipality served by the board.
- Collectively, the board should comprise the following core competencies relevant to the operation of the department including:
 - strategic management and organizational change;
 - operations;
 - internal control and accounting;
 - technology;

- communications;
 - public sector administration;
 - human resources;
 - governance;
 - labour relations;
 - risk management;
 - financial expertise;
 - legal expertise;
 - knowledge of government and the public sector environment;
 - knowledge of current and emerging issues affecting the organization and its industry or sector; and
 - knowledge of the community served by the organization.
- Consideration is also given to promotion of diversity of gender, cultural background, community make-up and knowledge of the communities served by the department.
 - In addition, the Director will consider any specific attributes and qualifications identified by the Minister.

Appointment Term

- Under s.24.2(a) of the *Act*, an appointment term to a police board cannot be longer than four years however, under s.24.2(b) and s.24.3, board members may be reappointed to serve up to six consecutive years.
- To support continuity in strong police governance and succession planning the Director makes recommendations on the term of appointments to boards. Generally, terms are broken down as follows: one year, two years, and three years.

Appointment Process

- When a vacancy is identified either by resignation, member reaching maximum term or appointment not renewed, PSB drafts a Notice of Position (NOP) to be posted on the Crown Agency and Board Resourcing Office (CABRO) website.
- PSB liaises with the board chair to determine skillset and competencies required of the board for the appointment and notifies the board when the NOP is posted.
- Candidates recommended by the Minister must submit their applications through the NOP. Once the NOP has closed, CABRO routes all applications to PSB for screening and to identify suitable candidates to interview.
- PSB staff interview candidates and provide a short-list of recommendations to the Director, who then conducts secondary suitability interviews.
- Police Record Checks are conducted and the Director then makes a recommendation to the Minister pursuant to section 40(1) (d) of the *Police Act*.

- Once approved by the Minister, the Lieutenant Governor in Council may appoint the candidate.

Reappointment Process

- 6 months prior to appointment expiration, the Director of Police Services notifies the police board chair in writing of the upcoming expiries and requests the following:
 - Advise PSB if the incumbent is interested in being reappointed;
 - If willing to serve, the chair will complete a performance appraisal on whether the person has performed satisfactorily and is recommended for reappointment;
 - If municipal council appointment, resolution from municipal council conveying support for reappointment is required.
 - Factors that should be addressed include the following:
 - Appointee's contribution to the police department's goals, objectives and priorities;
 - Core competencies and skill set required by the board;
 - Number of extra committees served on, attendance rates, other accomplishments as a board member.

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the future lives here.

November 7, 2019

File: 7400-01

CONFIDENTIAL

Dear Minister Farnworth:

Re: Appointment of the City's Representative on the Surrey Police Board

At the October 21, 2019 Closed Council meeting, Council passed the following resolution:

"That Council:

Endorse the Mayor's recommendation of Mr. Bob Rolls as the City's appointee on the Surrey Police Board; and

Direct the City Clerk to notify the Minister of Public Safety and Solicitor General of the City's appointee to the Surrey Police Board."

Yours truly,

A handwritten signature in cursive script, appearing to read "JFicocelli".

Jennifer Ficocelli
City Clerk

JF/rc