



## COMMITTEE REPORT

NO: P001

DATE: February 29, 2016

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**PUBLIC SAFETY COMMITTEE**

TO: Mayor &amp; Council

DATE: February 23, 2016

FROM: Director, Public Safety Strategies

FILE: 7450-30

SUBJECT: Public Safety Strategy Development – Update 1

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**RECOMMENDATION**

The City Manager's Department recommends that the Public Safety Committee receive this report and endorse the proposed Public Safety Strategy Development Framework.

**INTENT**

The purpose of this report is to update the Public Safety Committee on the City of Surrey Public Safety Strategy Development Framework.

**BACKGROUND**

The City of Surrey's Crime Reduction Strategy (CRS) was adopted in 2006 and officially implemented in 2007. Over the course of the following nine years the CRS became recognized as an award winning and a ground breaking document which effectively moved the City forward as a leader in the area of crime reduction and community safety. In May 2014, reviews of each of the 106 CRS recommendations was provided at the Community Safety Committee revealing that 90% of the recommendations were achieved (now form part of the City's or its partner's core function, were well underway, or were now on-going). The conclusion of this overview was that the CRS was essentially complete and the recommendation provided at that time was to begin to undertake a series of stakeholder engagement sessions with the goal of 'refreshing or revitalizing' the CRS.

After more extensive review, subsequent recommendations from Mayor and Council were to support the development of the next phase of the Crime Reduction Strategy through the development of a new, broader portfolio. This process began with the development of a staffing position to oversee this new direction resulting in the position of Director, Public Safety Strategies being created. On November 16, 2015, after a lengthy and comprehensive recruitment process, the Mayor's office announced the appointment of the successful candidate for the new role commencing on December 7, 2015. The intent of the new position is to provide additional focus to the integration of all public safety portfolios and City Departments in order to achieve results which align with Council's vision of managing Public Safety. Building on current service delivery models, work undertaken in this new approach will focus on enhancing program integration and effectiveness while also identifying and implementing new initiatives that reflect an innovative and progressive approach to public safety.

## DISCUSSION

The proposed Public Safety Strategy will build on current approaches in a collaborative model designed to utilize resources from across the City and link with external stakeholders. The Public Safety Strategy will be a best practices model utilizing a broad array of evidence-based strategic initiatives embedded in a “scorecard” approach that includes a clearly articulated vision, mission, and strategic themes that will be measurable with clear targets. The Strategy will clearly link to other strategic initiatives, specifically the Sustainability Charter, the Official Community Plan (OCP), and Surrey’s commitment to innovation as demonstrated by the IBM Smarter Cities Challenge and Innovation Boulevard.

The following draft definition of the term “public safety strategy” has been developed: *“An evidence-based, collaborative approach to enhance liveability by addressing issues related to crime, personal safety, emergencies, disasters, road safety, and persistent social challenges.”*

Governance and development of the strategy will be the responsibility of the Public Safety Committee and Mayor and Council based on the recommendation of the Public Safety Leadership Group. The development of the strategy will be the responsibility of the Public Safety Working Group. See attached Draft Terms of Reference - Appendix “I”. Figure 1 below outlines the Governance and Development Structure.

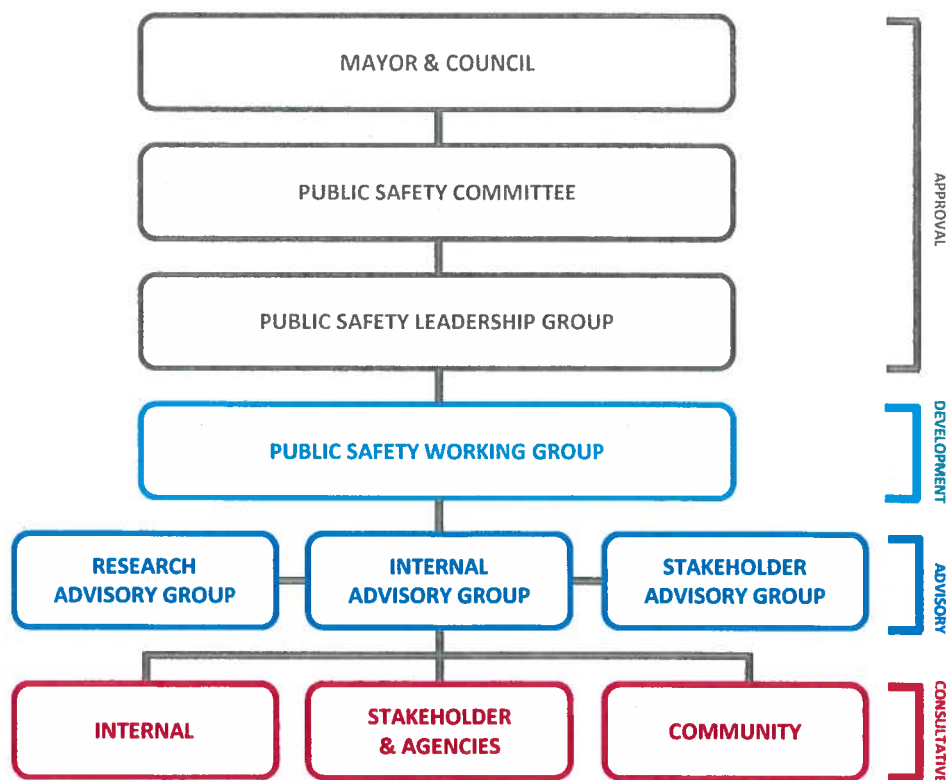


Figure 1- Public Safety Strategy Development Process – Governance Diagram

### *Public Safety Strategy Development Framework*

A comprehensive *Public Safety Strategy Development Framework* and work plan have been developed. The framework draws on best practices in change management and strategy development. Change management theory outlines three phases for implementing and sustaining significant organizational change - create the climate for change, engage and enable the organization, and implement and sustain the change.

Strategy development is in essence a change management project. The broad areas covered in strategy development include creating a high level vision and mission, determining strategic themes and objectives, engaging internal and external stakeholders, determining strategic initiatives and gauging impact through appropriate data measures and targets. Each of these aspects is built into the proposed *Public Safety Strategy Development Framework* (Appendix "II").

External stakeholders will be engaged to provide input into the strategy at the highest level. Stakeholder perspectives are valuable in determining our vision and mission, as well as the priorities of the community. Once external perspectives are received the Public Safety Working Group, supported by a work team, will build the strategy (see Appendix "III" for a description of the components of a strategy map). Progress updates will be provided at each meeting of the Public Safety Committee. Key aspects of the strategy development process include determining:

- Strategic Themes – *which outline our main areas of focus;*
- Objectives – *which describe our continuous improvement objectives;*
- Measures and Targets – *which will tell us if we are achieving desired results; and,*
- Strategic Initiatives –*which outline the strategic projects that will drive desired results.*

### *Work Plan and Timeline*

In order to address all of these components a work plan has been developed. Key tasks and timelines are as follows:

Initial Consultation (Internal and External)	Completed Dec. 2015 – Feb. 2016
Senior Management Team Review	Completed January 2016
Public Safety Leadership/Working Group Development	Completed February 2016
Public Safety Committee Review	February 29, 2016
SWOT Analysis	March 2016
Community Consultation	March – April 2016
Public Safety Committee Review	April 11, 2016
Strategy Development (Objectives, Measures, Initiatives)	April – September 2016
Public Safety Committee Update	June 20, 2016
Finalizing Strategy	July – August, 2016
Public Safety Committee Approval	September 19, 2016
Strategy Launch	October 2016

### **SUSTAINABILITY CONSIDERATIONS**

The development of the Public Safety Strategy supports overall objectives of the City's Sustainability Charter specifically, creating a safe and secure environment for the City's residents,

businesses and visitors. The priorities and objectives outlined in the framework are well aligned with the following Charter action items:

- SC5: Plan for the Social Well-Being of Surrey Residents
- SC11: Public Safety and Security; and
- SC17: Crime Reduction Strategy

## CONCLUSION

The development of the Public Safety Strategy for the City of Surrey will serve to optimize all public safety resources available to the City of Surrey. Additionally, it supports the development and implementation of an overall strategic vision ensuring the safety and well-being of all City residents.



Terry Waterhouse  
Director, Public Safety Strategies

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Appendix "I"     Public Safety Strategy Development DRAFT Terms of Reference  
                         Public Safety Leadership Group & Public Safety Working Group  
Appendix "II"    Public Safety Strategy Development Framework – Components  
Appendix "III"   Public Safety Strategy Map

## APPENDIX “I”

### Public Safety Strategy Development

#### DRAFT Terms of Reference

#### Public Safety Leadership Group & Public Safety Working Group

The Terms of Reference for the Public Safety Leadership Group (PSLG) are as follows:

- Determine a draft vision, mission, values, and principles for the public safety strategy.
- Provide initial input into the development of the strategic themes that will form the basis of the strategy development process.
- Receive reports and provide feedback to the Public Safety Working Group on a regular basis.
- Approve the Public Safety Strategy and forward to the Public Safety Committee for review and approval.

The members of the PSLG are:

- Vincent Lalonde, City Manager
- Terry Waterhouse, Director, Public Safety Strategies
- Bill Fordy, Chief Superintendent, OIC, Surrey RCMP Detachment
- Len Garis, Fire Chief, Surrey Fire Department
- Jas Rehal, Manager, By-Laws and Licensing
- Laurie Cavan, GM, Parks, Recreation & Culture

The Terms of Reference for the Public Safety Working Group (PSWG) are:

- Review and provide feedback on the draft vision, mission, values, principles and strategic themes of the public safety strategy development process.
- Conduct a SWOT situational analysis to determine the present situation and the environment in which the strategy will be developed.
- Develop an advisory process including internal representatives, stakeholders and research partners.
- Develop and conduct a community and stakeholder consultation process.
- Determine which current initiatives, will be included in the strategic framework.
- Determine related measures and targets for each strategic initiative.
- Ensure a balance of prevention and intervention programs are included in the strategy.
- Conduct a gap analysis to determine new strategic initiatives.
- Forward a Strategic Framework for review and approval to the Public Safety Leadership Group.

The members of the Public Safety Working Group are:

1. Senior Member, RCMP (Supt. Shawn Gill)
2. Staff, RCMP Support Services (Johan Brand)
3. Staff, Crime Reduction Strategy (Colleen Kerr)
4. Member, Surrey Fire Department (Larry Thomas)
5. Staff, Surrey By-Law Department (Harry Gill & Kim Marosevich)

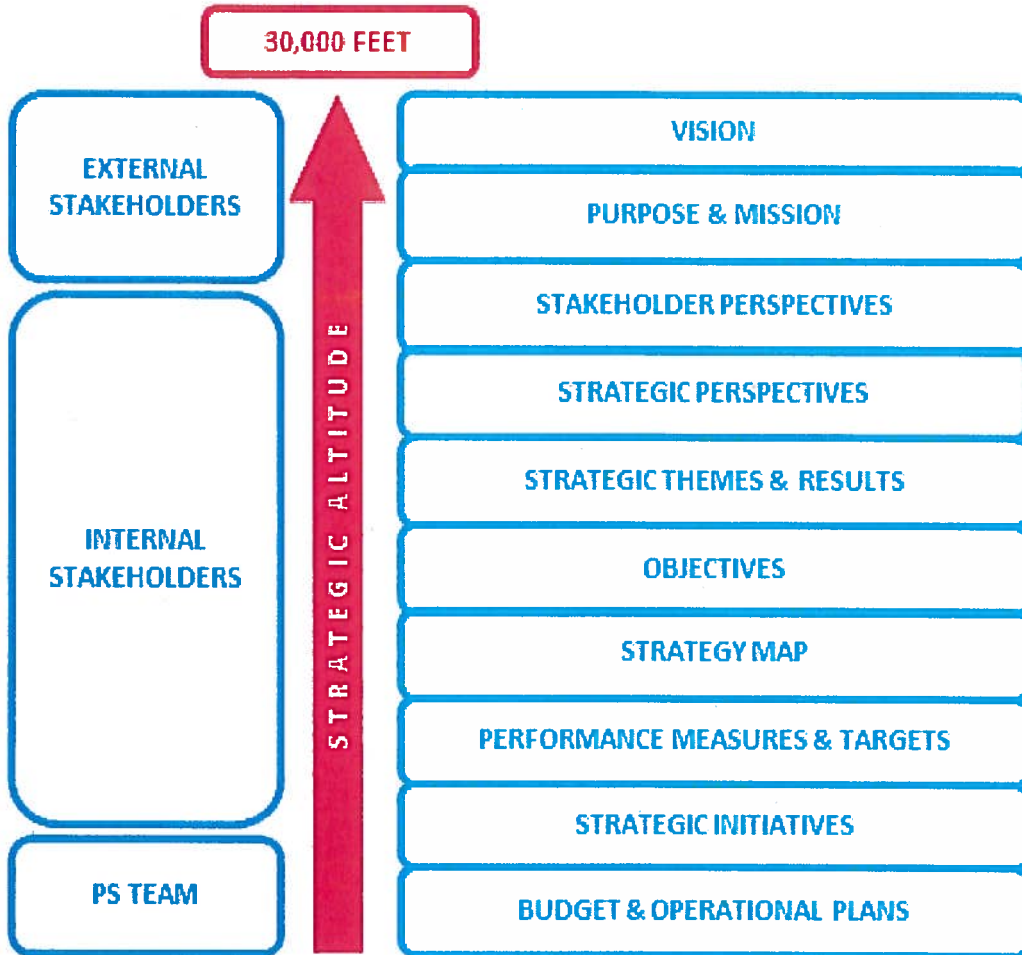
6. Staff, Social Planning (Aileen Murphy)
7. Staff, Sustainability (Anna Mathewson)
8. Staff, Library (April Cox)
9. Staff, Engineering (Jamie Boan)
10. Staff, Parks, Recreation and Culture (Owen Croy & Lisa White)
11. Staff, Human Resources (Joey Brar)
12. Staff, IT (Sean Simpson)

Logistical and planning support will be provided by Jacki Tokaryk. Additional resources will be provided to support the Working Group.

APPENDIX "II"

CITY OF SURREY

PUBLIC SAFETY STRATEGY DEVELOPMENT FRAMEWORK - COMPONENTS



APPENDIX “III”

PUBLIC SAFETY STRATEGY MAP – DESCRIPTION

# PUBLIC SAFETY STRATEGY MAP

<b>VISION</b>	<b>Concise statements of City’s long-term aspirational state</b>			
<b>MISSION</b>	<b>Our purpose—what our activities are focused towards</b>			
<b>STRATEGIC THEMES</b>	<b>Our main focus areas, our “pillars of strength”</b>			
<b>STRATEGIC RESULTS</b>	<b>The desired outcomes for our main focus areas</b>			
<b>STRATEGIC OBJECTIVE &amp; STRATEGY MAP</b>	<b>MEASURES</b>	<b>TARGETS</b>	<b>INITIATIVES</b>	
			<b>STRATEGIC</b>	<b>FOUNDATIONAL</b>
<b>STAKEHOLDERS</b> <b>How do we maximize value and effectiveness?</b>	<b>Data used to measure impacts against our objectives</b>	<b>The targets we will attempt to achieve over a prescribed period</b>	<b>1 Supported by the City 2 designed to enhance public safety 3 include targets, measures, monitoring plans</b>	<b>Designed to educate, inform and engage the community</b>
<b>STEWARDSHIP</b> <b>How well are we meeting the needs of our citizens?</b>				
<b>INTERNAL PROCESS</b> <b>How do we improve or develop internal processes for maximum efficiency?</b>				
<b>LEARNING &amp; GROWTH</b> <b>How can we support internal processes through skills, tools and technology?</b>				
<b>VALUES</b>				