| NO: P001 | | DATE: | **January 30, 2017** |
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**PUBLIC SAFETY COMMITTEE**

| TO: | **Mayor & Council** | DATE: | **January 26, 2017** |
|---|---|---|---|
| FROM: | **Director, Public Safety Strategies** | FILE: | **7450-30** |
| SUBJECT: | **Public Safety Strategy – Update 4** | | |

**RECOMMENDATION**

The City Manager's Department recommends that the Public Safety Committee receive this report as information and endorse the attached Public Safety Strategy Implementation and Monitoring Plan.

**INTENT**

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

**BACKGROUND**

On September 19, 2016 the Public Safety Committee endorsed the launch of the Public Safety Strategy and associated communications plan. The Strategy was launched by Mayor Hepner on October 24, 2016 at an event at City Hall with Minister Morris, Minister of Public Safety. The launch event received significant media coverage and communications were successfully rolled out across multiple platforms as planned.

Following the release of the Public Safety Strategy, Mayor Hepner also spoke at the launch of two of the flagship initiatives under the Strategy. The first of these was the launch of the, End Gang Life Adult Outreach Pilot Program at the City Operations Yard on November 2, 2016. As well, the City launched Project IRIS on November 22, 2016 at Surrey RCMP Main Detachment in collaboration with the Surrey RCMP launch of a new mobile device application.

The momentum created by these events has succeeded in creating positive media coverage for the City and for the Public Safety Strategy. To ensure that momentum on the Strategy is maintained, the Public Safety Office has prepared the Public Safety Strategy Implementation and Monitoring Plan (Appendix "I"). The plan outlines the core elements of the strategy and how they will be moved forward over the next year through the Public Safety Office, Surrey RCMP and City departments. It also highlights the reinvigorated governance and implementation role for the Public Safety Leadership Group and Public Safety Working Group.

**DISCUSSION**

**Moving from Strategy Development to Implementation and Monitoring**

The Public Safety Strategy was developed over 10 months culminating in the launch on October 24, 2016.  It is now necessary to transition the focus of the Public Safety Office, the Public Safety Leadership Group and the Public Safety Working Group and City teams to implementation phase of the Strategy.

This requires clear and detailed outline of priority actions under the strategy as well as forward looking planning for deployment of new initiatives, and enhancement of existing programs.  The strategic initiatives included in the Strategy span across almost all City departments.  There are some that will be managed out of the Public Safety Office but for the majority of initiatives the existing departmental teams now need to a plan to move the initiatives forward over the coming months.  The implementation plan includes the following core elements.

GOVERNANCE
- Public Safety Leadership Group and Public Safety Working Group

STRATEGIC INITIATIVES
- Delivering on proposed changes and enhancements to existing initiatives and launch of new initiatives (e.g., Community Safety Centre, Distressed Properties Response Program)

PERFORMANCE MEASUREMENT
- Critical for successful implementation and for publishing via the City Dashboard

COMMUNICATIONS
- Updated communications activities to support implementation

ADVISORY GROUPS
- Establishing Research and Stakeholder Advisory Groups was a key recommendation of the Strategy

RESEARCH
- New surveys to track public safety perceptions and trends

STAKEHOLDER ENGAGEMENT
- Enhancing relationships and working with government, education providers, BIAs, non-profit service delivery agencies, and other existing stakeholders to deliver on the recommended actions and initiatives in the strategy

REPORT RECOMMENDATIONS
- Reviewing and creating work plans to implement additional recommendations under each priority area

CITY DASHBOARD
- Complete implementation of the City Dashboard in line with previous approvals from Public Safety Committee

SPECIAL PROJECTS
- undertaking specific public safety projects which are related to the Public Safety Strategy but may meet other City objectives (e.g., City Centre Response Plan on 135A Street, Fraser Health Engagement)

STRATEGY 2.0 PLANNING AND REPORTING
- Work will be initiated in mid-2017 for updates to the Public Safety Strategy and development of an Annual Report on progress to be delivered in January 2018.

**Revised Terms of Reference**

In keeping with the collaborative, comprehensive and measurable approach of the Strategy, the Public Safety Working Group is meeting to refocus its efforts around a revised Terms of Reference (Appendix "II"). This new phase of the Strategy continues the important advisory and governance role of the Working Group while making explicit the need for Working Group members to lead and/or be actively involved in implementation of specific elements of the strategy including some strategic initaitives.

**Strategic Initiative Update**

The Public Safety Office will provide a forward schedule for updates to the Public Safety Committee on specific strategic initiatives in the Strategy. The first updates provided as separate Committee Reports are:

a) Community Safety Centre
b) Integrated Services Network

**Communications Update**

The Public Safety Office is also transitioning focus of the communications activity from launch of the Strategy to promotion of specific initiatives and activities. For example, the social media, and press conference events related to the End Gang Life Adult Outreach Pilot and Project IRIS launches in November 2016. Video footage of community partners and stakeholders is also ready for deployment on social media and the www.surrey.ca/publicsafety online presence. Partners will be linking to these video resources and to the City's web page. The video resources are an important way to maintain momentum and continue to use external partners to validate the strategy and initiatives. The communications plan has also been updated and is a key element of the Public Safety Implementation Plan.

Community Engagement

Maximising opportunities for community engagement is a key aspect of the Public Safety Communications Plan. Throughout spring 2017 the Public Safety Office will be holding a series of six town centre interactive events across Surrey to promote the Strategy and encourage participation in strategic initiatives. There are many ways for residents and the business community to get involved in public safety activities and the City will be partnering with stakeholder groups and non-profit organisations to foster engagement in programs under the Strategy. As well the Strategy will be promoted through a series of partner events where public safety messaging can be profiled. By working with partner agencies we can extend the reach of the communications messages and engage community members on multiple levels.

Supporting Vulnerable People – Information Series

Public Safety will be improved when there is better understanding of the underlying causes, impacts and responses to substance use, mental health and housing. The City of Surrey Public Safety Office in collaboration with various partners has begun preliminary planning of an

information series to be held in spring 2017.  The purpose of the series is to create awareness and increase public knowledge about the effects, responses and emerging trends related to these issues.

Substance use, mental health, and homelessness issues were consistently identified in the research and consultations for the Public Safety Strategy.  Under the priority to *Support Vulnerable People,* it is proposed that the City host an information series where experts can share perspectives on these issues as they relate to the Surrey context, and members of the public can participate and share ideas about the impact of these issues in their neighbourhoods and ideas to address these.  These information sessions would also be a forum where the City can provide an update to the public on strategic initiatives under the *Support Vulnerable People* priority.

**Implementation Process**

Appendix "I" includes the Public Safety Strategy Implementation and Monitoring Plan.  At a high level the Plan groups activities around each of the four priorities in the Strategy and outlines how initiatives will be taken forward across City teams.  As well the plan focuses on monitoring of performance based on the measures outlined in the strategy.  Monitoring of the 10 new and 24 enhanced initiatives in the Strategy is critical to deliver the Strategy and to create an evidence-base for review and evaluation of the initiatives.

**Monitoring and Reporting**

Data gathered through the implementation plan will be assessed to evaluate program delivery and make adjustments as required.  As well, it will be used to publish and promote program results on the City Dashboard.  The City Dashboard project is expected to be in place for Summer/Fall 2017 following strategic planning sessions with staff.  Measurement data collected under the plan, as well as communications content will be published on the Dashboard and its launch will be aggressively promoted in 2017.

**SUSTAINABILITY CONSIDERATIONS**

Implementation of the City of Surrey Public Safety Strategy will support full implementation of the **Public Safety** theme in the Sustainability Charter 2.0 allowing us to significantly deliver on all related Desired Outcomes and Strategic Directions outlined in the Sustainability Charter 2.0.

The Public Safety Strategy also supports the **Health and Wellness** theme.  Specifically the strategy supports the following **Wellness and Recreation** Desired Outcomes:

- Residents participate in a wide range of recreation and leisure opportunities.
- Residents feel a sense of belonging and connectedness, and have opportunities for social interaction in their neighbourhoods and community.

**CONCLUSION**

Effectively delivering on the initiatives outlined in the Public Safety Strategy and maintaining momentum in the media and across City teams requires a detailed Public Safety Implementation and Monitoring Plan.  It is recommended that the Public Safety Committee review and endorse the attached Public Safety Implementation and Monitoring Plan.

Terry Waterhouse
Director, Public Safety Strategies

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Appendix "I" –  Draft Public Safety Strategy Implementation Plan
Appendix "II" – Public Safety Working Group Terms of Reference

**PUBLIC SAFETY** STRATEGY

TAKING ACTION TOGETHER

# Implementation & Monitoring Plan

# Contents

# Purpose

The Public Safety Strategy was officially launched on October 24, 2016. The Strategy outlines a vision, mission and three goal statements. The purpose of this document is to define an implementation plan for the Strategy. There are several elements that need to be implemented to ensure the Strategy is successful in creating positive change for public safety in Surrey.

Without a clear implementation and monitoring plan success is not assured. This plan will be used to define the elements needing implementation and set out accountabilities, sequencing and budgets for the specific activities. Periodic assessment of project and activity status will ensure the plan remains a living document and tactics can evolve to meet changing project dynamics.

# Background

The diagram below outlines the key elements of the public safety strategy.  The projects outlined in the strategy will be implemented under each of the four priority areas.
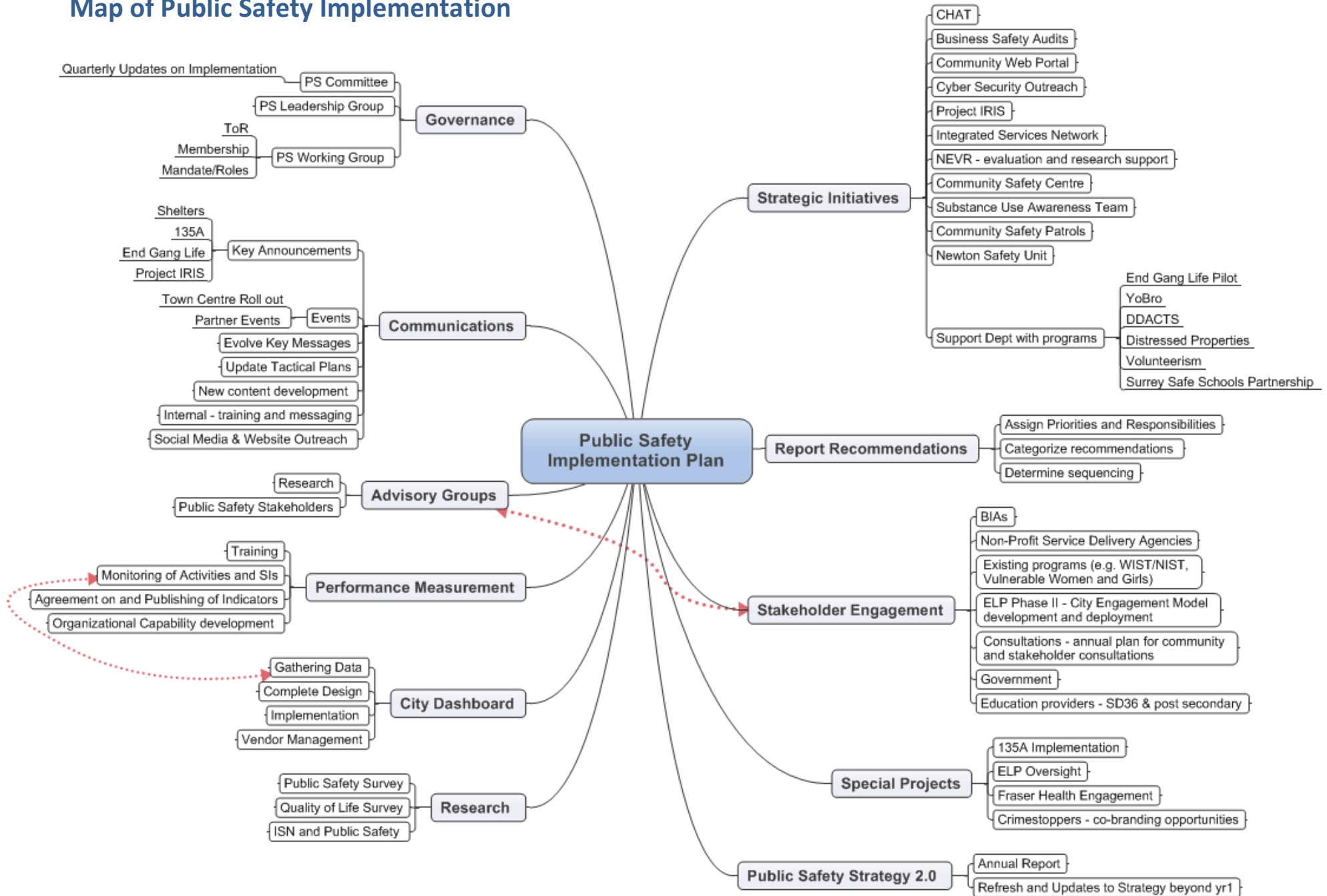
Projects will be implemented under the four priority areas outlined in the Strategy.

| PRIORITY | PRIORITY | PRIORITY | PRIORITY |
|---|---|---|---|
| **Prevent and Reduce Crime** | **Ensure Safe Places** | **Build Community Capacity** | **Support Vulnerable People** |
| Community Safety Centre | Distressed Properties Response Program | Emergency Planning | Integrated Services Network (ISN) |
| Cyber Security Outreach Program | Project IRIS – CCTV Registry | Home Safe | Community Services Web Portal |
| End Gang Life Program | Data Driven Approaches to Crime and Traffic Safety (DDACTS) | Volunteerism: Building Community | |
| Clayton Heights Activity Team (CHAT) | Safe Mobility Plan | Early Years – United Way Avenues of Change – Guildford West | Surrey Mobilization and Resiliency Table (SMART) |
| Age Friendly Strategy for Seniors | Community Safety Patrols | Surrey Safe Schools Partnership | |
| Code Blue – Elementary and Secondary Schools | Community Enhancement Program | Diversity Outreach Program | Newton Safety Unit |
| Business Safety Audits | Block Watch | Surrey Libraries Information Access and Literacy Support | Inter-agency Case Assessment Team (ICAT) |
| Substance Use Awareness Team | | | |
| Critical Hours Programming | Safe and Active Schools Program | Youth Mentorship Programs | |
| YoBro, YoGirl Initiative | Traffic Safety Campaigns | Girls Got Game | Network to Eliminate Violence in Relationships (NEVR) |

There are also several foundational activities and recommendations from the Strategy which need to be addressed for successful implementation.

# Map of Public Safety Implementation

**Governance**
- Quarterly Updates on Implementation — PS Committee
- PS Leadership Group
- PS Working Group
  - ToR
  - Membership
  - Mandate/Roles

**Strategic Initiatives**
- CHAT
- Business Safety Audits
- Community Web Portal
- Cyber Security Outreach
- Project IRIS
- Integrated Services Network
- NEVR - evaluation and research support
- Community Safety Centre
- Substance Use Awareness Team
- Community Safety Patrols
- Newton Safety Unit
- Support Dept with programs
  - End Gang Life Pilot
  - YoBro
  - DDACTS
  - Distressed Properties
  - Volunteerism
  - Surrey Safe Schools Partnership

**Communications**
- Key Announcements
  - Shelters
  - 135A
  - End Gang Life
  - Project IRIS
- Events
  - Town Centre Roll out
  - Partner Events
- Evolve Key Messages
- Update Tactical Plans
- New content development
- Internal - training and messaging
- Social Media & Website Outreach

**Public Safety Implementation Plan**

**Report Recommendations**
- Assign Priorities and Responsibilities
- Categorize recommendations
- Determine sequencing

**Advisory Groups**
- Research
- Public Safety Stakeholders

**Performance Measurement**
- Training
- Monitoring of Activities and SIs
- Agreement on and Publishing of Indicators
- Organizational Capability development

**Stakeholder Engagement**
- BIAs
- Non-Profit Service Delivery Agencies
- Existing programs (e.g. WIST/NIST, Vulnerable Women and Girls)
- ELP Phase II - City Engagement Model development and deployment
- Consultations - annual plan for community and stakeholder consultations
- Government
- Education providers - SD36 & post secondary

**City Dashboard**
- Gathering Data
- Complete Design
- Implementation
- Vendor Management

**Special Projects**
- 135A Implementation
- ELP Oversight
- Fraser Health Engagement
- Crimestoppers - co-branding opportunities

**Research**
- Public Safety Survey
- Quality of Life Survey
- ISN and Public Safety

**Public Safety Strategy 2.0**
- Annual Report
- Refresh and Updates to Strategy beyond yr1

# Project Sequencing

| Swim Lane | Projects | Activities | 2016 Nov | 2016 Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Governance** | PS Committee | Quarterly updates | ■ | | | | | | | | | | | | | |
| | PS Leadership Group | | ■ | | | ■ | | | | ■ | | | | ■ | | |
| | PS Working Group | | | | ■ | | ■ | | ■ | | | ■ | | ■ | | ■ |
| **Communications** | Key Announcements | 135 A | | | ■ | | | | | | | | | | | |
| | | Shelter beds | | ■ | | | | | | | | | | | | |
| | | Project IRIS | ■ | | | | | | | | | | | | | |
| | | End Gang Life Pilot | ■ | | | | | | | | | | | | | |
| | Events | Town centre roll out | | | | ■ | ■ | ■ | ■ | | | | | | | |
| | | Partner events | | | | ■ | ■ | ■ | ■ | | | | | | | |
| | Evolve Key Messages and Channels | | | | | ■ | | | | | ■ | | | ■ | | |
| | Update Tactical Plans | | | ■ | ■ | | | | | | | | | | | |
| | New content development | | | | | | | | | | ■ | | | | | |
| | Social Media and website outreach | | ■ | ■ | | | | | | | | | ■ | ■ | ■ | ■ |
| | Internal Training and Messaging | | | | ■ | | | | | | | ■ | ■ | | | |
| **Advisory Groups** | Establish Research Advisory Group | | | | ■ | ■ | | | | ■ | | | | ■ | | |
| | Establish Public Safety Stakeholder Group | | | | | | | | | ■ | | | | | | |
| **Performance Measurement** | Training | | | | ■ | | | | | | | | | | | |
| | Monitoring of Activities and SIs | | | | | | | | ■ | | | | | ■ | | |
| | Organisational Capacity Development | | | | ■ | | | | ■ | | | | | ■ | | |
| | Agreement on and Publishing of Indicators | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| **Strategic Initiatives** | Clayton Heights Activity Team (CHAT) | | | ■ | | ■ | | | | ■ | | | | | | |
| | End Gang Life | | ■ | | | ■ | | | | ■ | | | | | | |
| | Business Safety Audits | | | | ■ | | | | | | | | | ■ | | |
| | Community Web Portal | | ■ | | | ■ | | | | ■ | | | | | | |
| | Cyber Security Outreach Program | | ■ | | | ■ | | | | ■ | | | | | | |
| | Project IRIS | | ■ | | | ■ | | | | ■ | | | | | | |
| | Integrated Services Network (ISN) | | ■ | | | ■ | | | | ■ | | | | | | |
| | NEVR | | ■ | | | ■ | | | | ■ | | | | | | |
| | Community Safety Patrols | | ■ | | | ■ | | | | ■ | | | | | | |
| | Newton Safety Unit | | ■ | | | ■ | | | | ■ | | | | | | |
| | Community Safety Centre | | ■ | | | ■ | | | | ■ | | | | | | |
| | Substance Use Awareness Team Evolution | | ■ | | | ■ | | | | ■ | | | | | | |
| | Support Departments with Programs | Yo Bro | ■ | ■ | | ■ | | | | ■ | | | | | | |
| | | DDACTS | ■ | ■ | | ■ | | | | ■ | | | | | | |
| | | Surrey Safe Schools P'ship | ■ | ■ | | ■ | | | | ■ | | | | | | |
| | | End Gang Life Pilot | ■ | ■ | | ■ | | | | ■ | | | | | | |
| | | Distressed Properties | ■ | ■ | | ■ | | | | ■ | | | | | | |
| | | Volunteerism | ■ | ■ | | ■ | | | | ■ | | | | | | |

| Swim Lane | Projects | Activities | 2016 Nov | 2016 Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Report Recommendations | Prioritize actions | | | ● | | | | ● | ● | ● | | | | | | |
| | Assign responsibilities | | | ● | | | | ● | ● | ● | | | | | | |
| | Determine Sequencing | | | ● | | | | ● | ● | ● | | | | | | |
| Stakeholder Engagement | BIAs | | ● | ● | ● | ● | | | | | | | | | | |
| | Government | | ● | ● | | | | | | | | | | | | |
| | Consultation - annual plan for community and stakeholder consultations | | | ● | ● | ● | | ● | ● | | | | | | | |
| | Education (SD36 & post secondary) | | | ● | ● | ● | | ● | ● | | | | | | | |
| | Non-profit service delivery agencies | | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| | Existing programs | WIST/NIST | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| | | Vulnerable Women and Girls | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Special Projects | City Centre Response Plan (135A) | | ● | ● | ● | ● | ● | ● | ● | ● | | | | | | |
| | ELP Oversight | | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | | | |
| | Fraser Health Engagement | | ● | ● | ● | | | | | | | | ● | ● | | |
| | Crimestoppers - cobranding opportunities | | | | | ● | ● | | | | | | | | | ● |
| City Dashboard | Gathering Data | | | | | | | ● | ● | ● | | | | | | |
| | Complete Design | | | | | | | ● | ● | ● | | | | | | |
| | Implementation | | | | | | | | | | ● | ● | ● | ● | ● | ● |
| | Vendor Contract Management | | | | | | | ● | ● | ● | | | | | | |
| Research | Public Safety Survey | | | | | ● | ● | ● | | ● | ● | | | | ● | |
| | Quality of Life Survey | | | | | ● | ● | ● | | ● | ● | | | | ● | |
| | ISN and Public Safety research | | | ● | ● | | ● | ● | ● | ● | | | | | | |
| Public Safety Strategy 2.0 | Annual Report | | | | | | | ● | ● | | | | ● | ● | | ● |
| | Refresh and Updates to Strategy | | | | | | | ● | ● | | | | ● | ● | | ● |

## Monitoring Performance

### Priority: Prevent and Reduce Crime

| Strategic Initiative | Measures | Action Needed |
|---|---|---|
| Community Safety Centre | | Need to develop measures as part of program design |
| Cyber Security Outreach Program | • Decrease in the rate of cybercrime victimisation among program participants<br>• Increase in unique visitors to the cybersecurity website<br>• Increase in the number of downloads of cybersecurity resources<br>• Increase in the number of education sessions on cybersecurity delivered to stakeholders | Search for existing data sources<br>Design program tracking mechanisms<br>Collect Data<br>Report via dashboard |
| Age Friendly Strategy for Seniors | • Decline in the victimisation rate among seniors<br>• Increase in the number of participants reporting satisfaction with support provided<br>• Increase in the number of seniors participating in City programs and facilities<br>• Increase in the number of seniors volunteering in programs | Connect with PRC re: existing tracking mechanisms<br>Support development of new data collection<br>Source external data (e.g., victimisation rate – BC or RCMP) |
| Code Blue | • Increase in the number of participants reporting improved confidence after program participation<br>• Improved perception of police among youth completing the program<br>• Increase in the number of youth participating<br>• Increase in the number of schools participating | Work with RCMP to determine gaps in existing data streams<br>Establish new tracking instruments |
| Business Safety Audits | • Increase in the number of businesses that adopt safety practices<br>• Reduction in the number of crime/nuisance incidents from previous year for businesses participating | Work with DSBIA on methodology for audits<br>Define new survey instruments and methodology<br>Work with additional business groups to increase reach<br>Determine timeline for audits and process for collating and |

| | | reporting data<br>Publish and communicate data |
|---|---|---|
| Substance Use Awareness Team | • Increase in the number of participants in the Habit Change Challenge<br>• Increase in the number of educational resources distributed<br>• Increase in the number of agencies distributing substance use awareness resources. | Develop plan for evolution of substance use program and team terms of reference<br>Ensure monitoring systems in place for existing activities |
| End Gang Life Outreach Pilot Program | • Increase in number of participants that exit gang lifestyle as a result of program interventions<br>• Decrease in total number of police contacts with target participants<br>• Increase in number of participants in training and/or substance use programs<br>• Increase in number of participants securing employment following participation in the program | Work with CFSEU and other partners to determine tracking mechanisms and responsibilities |
| Clayton Heights Activity Team (CHAT) | • Increase in the number of participants that report improved sense of connection and confidence<br>• Reduction in the number of calls for service related to nuisance incidents in the area<br>• Reduction in participants' truancy from school<br>Increase in the number of participants who secure employment or enter training programs | Work with City Teams and Trademark Group to create program design documentation<br>Establish evaluation methods<br>Set up tracking mechanisms<br>Implement program evolution under PSS |
| Critical Hours Programming (MyZone) | • Increase in the number of participants reporting the program helped them to feel better themselves<br>• Increase in the number of participants reporting that they got involved in group activities through the program<br>• Program operates at capacity given resources available<br>• Increase in the number of families following up on referrals provided through MyZone | Work with PRC MyZone team on gathering existing data and augmenting tracking where needed<br>Establish reporting timeframes |
| YoBro, YoGirl | • Increase in the number of participants reporting | Work with program staff to ensure tracking mechanisms in |

|  | positive social and skill development | place and being consistently implemented |
|  | • Increase in the number of alumni volunteering to support the program | Establish reporting timeframes |
|  | • Program operates at capacity given resources available |  |
|  | • Increase in the percentage of participants that complete the program(s) |  |

## Priority: Ensure Safe Places

| Strategic Initiative | Measures | Action Needed |
|---|---|---|
| Distressed Properties Response Program | • Increase in landlord/owner compliance with bylaws<br>• Decrease in the number of bylaw violations for unsightly and nuisance properties<br>• Decrease in the number of abandoned properties identified<br>• Increase in the number of successful remediation or other action (type per property) | Work with Fire on program design parameters<br>Determine data sources<br>Work with Bylaws on tracking mechanism<br>Determine reporting timeframes |
| Project IRIS | • Increase in the number of RCMP cases using CCTV footage obtained from cameras in the registry<br>• Decrease in the time taken to identify CCTV resources<br>• Increase in the number of cameras identified in the registry | Establish tracking mechanisms with RCMP and City staff when go live for registry |
| Community Safety Patrols | • Increase in the number of businesses reporting satisfaction with program and experience of safety<br>• Decrease in repeat incidents with individuals<br>• Increase in the number of service requests received<br>• Increase in the number of referrals to social services, RCMP, Fire, Bylaws | Work with RCMP, Bylaws, Fire to track referrals from safety patrols<br>Meet with patrol leads to ensure tracking is in place<br>Establish reporting timeframes |
| Community | • Increase in residents' perception of safety in public | Determine responsibilty for tracking data |

| | | |
|---|---|---|
| Enhancement Program | spaces<br>• Increase in the number of graffiti reports received<br>• Increase in the percentage of participants completing community service in the program<br>• Increase in total hours of community enhancement activities completed | Ensure mechanisms are consistently implemented |
| Block Watch | • Increase in participants' satisfaction with the Block Watch Program<br>• Increase in the number of Block Watch groups | Work with RCMP and Block Watch leaders to determine how and when data will be collected and communicated to CoS. |
| Data Driven Approaches to Crime and Traffic Safety (DDACTS) | • Increase in perception of traffic safety among residents<br>• Decrease in total traffic collisions in target areas<br>• Decrease in crime in target areas<br>Decrease in total injuries and fatalities from collisions in target areas<br>• Increase in the number of partners reporting improved  efficiency and coordination using DDACTS | Meet with Engineering and Fire to assess tracking mechanisms<br>Confirm external data sources (e.g., ICBC)<br>Determine reporting timeframes |
| Safe Mobility Plan | • Reduction in the number of collisions (per 1000 residents)<br>• Reduction in the number of fatalities and injuries from collisions (per 1000 residents)<br>• Reduction in pedestrian involved injuries or fatalities | Confirm data sources with Engineering and confirm timeframes for reporting |
| Safe and Active Schools Program | • Increase in the number of participants reporting that safety in school zones has improved as a result of the program<br>• Decrease in traffic incidents involving children in school zones<br>• Increase in the number of students receiving training<br>Investment in infrastructure improvements per annum are consistent  with the Safe Mobility Plan<br>• Increase in the number of schools participating in Travel Planning for students | Confirm data sources with Engineering and confirm timeframes for reporting |
| Traffic Safety Campaigns | • Decrease in average speed of vehicles in target areas | Work with SCPS and RCMP Auxilliaries to confirm data |

| Strategic Initiative | Measures | Action Needed |
|---|---|---|
| | <ul><li>Increase in the number of citizens exposed to safe driving messages at events</li><li>Increase in the number of volunteers trained to promote traffic safety</li><li>Increase in the number of Speed Watch and Cell Watch shifts completed</li></ul> | tracking mechanism and if necessary update tools for tracking.<br>Confirm reporting timeframes and process. |

## Priority: Build Community Capacity

| Strategic Initiative | Measures | Action Needed |
|---|---|---|
| Emergency Planning | <ul><li>Increase in the number of participants reporting improved ability to prepare for emergencies based on sessions attended Increase in the number of sessions facilitated with target groups</li><li>Increase in the number of participants receiving emergency planning support and training</li><li>Increase in the number of emergency preparedness training materials distributed</li><li>Increase in the number of participants that report taking action (e.g., have emergency kit in place) after program participation</li><li>ESS response activities are delivered according to the plan to provide support in the first 72 hours</li></ul> | Work with Fire, Bylaws and other departments to determine leads on elements of program to assign tracking responsibilities<br>Confirm availability of existing data sources |
| Home Safe | <ul><li>Decrease in the number of residential fires with working</li><li>smoke alarm present at 75% or higher (over 5 years)</li><li>Decreasing in the rate of fire deaths and injuries in target populations</li><li>Increase in the number of site visits completed in</li></ul> | Confirm data sources and timelines for reporting with Fire |

| | | |
|---|---|---|
| | • target areas<br>• Increase in the percentage of homes where smoke alarms are validated in site visits | |
| Volunteerism: Building Community | • Increase in the number of participants reporting positive self-esteem and community connections as a result of the program Increase in the number of volunteer hours contributed by participants<br>• Increase in the number of volunteers across city programs | Determine leads who will be responsible for data collection<br>Establish tracking mechanisms<br>Confirm data collection and reporting timelines |
| Girls Got Game | • Increase in the number of participants reporting<br>• improvements in confidence and well-being Increase in the percentage of participants attending regularly<br>• Increase in participants' sense of connection with peers and the community | Connect with program staff to ensure data collection mechanisms in place and reporting timelines clear |
| Early Years – United Way Avenues of Change – Guildford West | • Increase in the number of parents reporting improved access to services, knowledge, and feeling of empowerment<br>• Increase in the number of successful referrals of parents and children to community resources<br>• Improved use of assessment tools to assess changes in child wellbeing | Work with program staff to gather existing data |
| Surrey Safe Schools Partnership | • Increase in the number of participants reporting improved social development outcomes<br>• Decrease in truancy rates from school among program participants<br>• Increase in the number of participants in WRAP and Girls Group (per annum) | Work with RCMP, PRC and others to confirm existing data sources and timeframes, and determine if new mechanisms are needed. |
| Diversity Outreach Program | • Increase in positive perception of police among target groups Increase in the number of participants in events and forums for diverse populations<br>• Increase in the number of resource materials distributed in multiple languages | Request confirmation of data sources from RCMP Diversity Unit<br>Ensure tracking mechanisms in place<br>Design new survey instrument if needed |
| Surrey Libraries | • Increase in participant satisfaction with programs | Confirm Libraries is able to supply data for existing |

| Information Access and Literacy Support | • Increase in the number of participants in literacy and Access Card programs<br>• Increase in the number of users with no delinquency of services<br>• Increase in the number of return visits by Card users<br>• Increase in the number of outreach visits by Libraries' staff | measures.<br>Design new instruments if needed |
|---|---|---|
| Youth Mentorship Programs | • Increase in the percentage of participants completing the minimum 3 month SCPS program<br>• Increase in the percentage of mentors complete orientation process and 1 year commitment to program<br>• Increase in the satisfaction rate of mentors and mentees with regard to program participation<br>• Increase in the number of participants reporting improved understanding and interest in work from CUPE 402 job-shadowing<br>• Total number of places for mentors and mentees in the program are at capacity given program resources | Work with SCPS and HR to confirm consistent tracking instruments are used for mentorship programs<br>Confirm responsibilities and reporting timelines. |

## Priority: Support Vulnerable People

| Strategic Initiative | Measures | Action Needed |
|---|---|---|
| Integrated Services Network (ISN) | • Decrease in recidivism amongst ISN clients<br>• Increased alternatives to incarceration for non-violent offenders<br>• Decrease in the number of accused persons going to remand before case disposition<br>• Increase in service retention | Once model is approved,include tracking mechanisms in program design stages as business case is developed |

| | | |
|---|---|---|
| | • Increase in compliance with court orders and treatment plans | |
| Community Services Portal | • Increase in number of users that indicate the web portal is useful and led to increased access to services<br>• Increase in total unique visits to the Community Services Portal<br>• Increase in the number of services that are included on the portal<br>• Increase in the number of respondents reporting that they are aware of the portal as a way to access information on services | Confirm existing tracking by project stakeholder teams<br>Determine where new survey instruments may be needed<br>Implement project tracking timelines |
| Surrey Mobilization and Resiliency Table (SMART) | • Increase in the number of participants receiving SMART support that report improved access to support services<br>• Increase in the number of referrals to SMART, especially for youth (6-15, 16-24)<br>• Expansion of program reach through implementation of SMART across City locations | Confirm dates for data collection<br>Collate data and submit for reporting on City Dashboard |
| Newton Safety Unit | • Reduction in the number of break and enter incidents in the target area (per annum)<br>• Reduction in the number of shoplifting incidents in the target area (per annum)<br>• Reduction in the number of calls for service and street disorder incidents | Work with Newton BIA to develop data sources and clear timelines for reporting results |
| Inter-Agency Case Assessment Team (ICAT) | • Increase in the number of high risk domestic violence cases where a multiagency case management approach is used Decrease in recidivism rates of intimate partner violence<br>• Increase in the number of clients and families that report high degree of satisfaction with case management | Work with Surrey RCMP to confirm available data from PRIME or other sources.<br>Confirm timeline for data collection and reporting |
| Network to Eliminate Violence in Relationships | • Increase in the number of participants in education | Connect with NEVR to assess possible data sources and whether new survey instruments are needed. |

| (NEVR) | and awareness forums<br>• Increase in the number of toolkits/ resources distributed<br>• Increase in number of referrals and requests for service from participating agencies | |

## Recommended Actions

The Public Safety Strategy outlined several recommendations for each priority area which fall outside the strategic initiatives. The recommended actions are a mix of general program areas or concepts which should receive support or further research as well as specific deliverables under the strategy. In some cases specific recommendations fit within a dedicated swimlane in the implementation plan as they require dedicated resourcing and planning.

1. Actions Supporting All Priorities

- Publish public safety performance measures and targets on a new City Dashboard that provides access to measures across all themes of the Sustainability Charter
- Conduct bi-annual review of performance measures and targets for each priority area and strategic initiative in the Strategy
- Convene a Research Advisory Group to expand partnerships with researchers, academics, and all levels of government and maintain best practices
- Support Surrey Business Improvement Associations to deliver their core public safety mandate
- Support use of data analysis and information sharing for program design and delivery in all priority areas
- Develop and conduct annual Public Safety and Quality of Life surveys to gather data to inform the future evolution of the Strategy
- Improve efficiency and effectiveness of City service delivery through new and existing technology
- Support communication systems and tools that provide ease of access to data and encourage reporting and information sharing
- Increase promotion of the Surrey Request App (and other similar apps) to encourage reporting of concerns/problems/issues using existing channels
- Expand partnership and program delivery with Metro Vancouver Crime Stoppers
- Convene a Public Safety Stakeholder Advisory Group of partner agencies to expand links between programs and service delivery providers
- Develop and implement, where possible, initiatives recommended by community stakeholders under the ten themes that emerged through the public safety consultation process.
- Design and conduct a public survey to collect data that support priority area and initiative measures

- Create and deliver training for all City staff in evidence-based decision making and performance management and support this with business analysis tools through the data driven decision making project (D3M).

## 2. Actions to Prevent and Reduce Crime

- Work collaboratively with justice and police partners to develop neighbourhood specific plans and responses to address priority issues including, but not limited to, gang or drug related violence and offences, domestic violence and property-related crimes.
- Review current resource allocation of all partners to determine where additional investment in after-school mentorship and parenting programs may further reduce risk factors.
- Build on work with stakeholders to advocate for enhanced substance use treatment options, especially for youth.
- Support further enhancements to specific RCMP programs including, but not limited to, Crime Free Multi-Housing and Restorative Justice.
- Expand opportunities for citizen engagement through committees, consultation and engagement processes, and participation on decision-making bodies.
- Review, and where possible, expand existing programs and initiatives that support positive youth development to ensure optimal reach in the community.
- Support additional crime prevention and education initiatives targeting early years (6 and under) children and their families.
- Support community agencies in the development of a pilot youth integrated centre in Surrey that would provide a wide array of services to address prevention, clinical intervention, and social supports.

## 3. Actions to Ensure Safe Places

- Place-based responses will be developed in partnership with a wide range of partners to address neighbourhood level challenges including, but not limited to, the Newton and City Centre town centres.
- Maintain accessibility of green spaces and development of green infrastructure to support community relationships, increase health benefits and contribute to public safety.
- Evolve and expand, where possible, Surrey Fire Service specific programs including, but not limited to, emergency response initiatives and interventions provided through the Home Safe program, such as health checks and fire prevention education.
- Enhance Bylaws Department public safety programs, including, but not limited to, Recovery Home Operations.

- Increase alignment between Surrey Crime Prevention Society program objectives and outcomes, and the City's public safety priorities and goals.

4. Actions to Build Community Capacity

- Surrey, as with the rest of British Columbia, is experiencing a significant rise in opioid related overdoses, both fatal and non-fatal. The need for a comprehensive and detailed action plan, which works across the spectrum of prevention to treatment and recovery, is not only necessary, it is urgent. The City will collaborate with Fraser Health and other key partners to develop a comprehensive and proactive Overdose Strategy, built on scientific evidence to support specific actions to address the health and public safety challenges in Surrey.
- Create additional opportunities for meaningful and timely citizen and stakeholder involvement in decision making, priority setting, program development and service delivery.
- Support the further development of a City-wide committee, to build a comprehensive model for Volunteerism across City departments.
- Convene a City-wide Engagement Strategy Working Group with the goal of strengthening neighbourhood engagement and community development objectives, and establishing best practice engagement approaches across City teams.
- Support and extend links to City strategies with a focus on public safety (example: Urban Aboriginal Social Innovation Strategy, Walk-ability Plan, Child & Youth Friendly City Strategy, Poverty Reduction Plan, Master Plan for Housing the Homeless, Local Immigration Partnership).

5. Actions to Support Vulnerable People

- The City will work with key partners in the areas of health, social service and justice to ensure that Surrey's social infrastructure is sufficiently developed to meet the needs of our growing city.
- Collaborate with Fraser Health Authority and other public safety partners to create an integrated public health and public safety model for the City that develops effective responses to challenges related to violence, substance use, and mental health.
- Support a Task Force led by Fraser Health Authority, to align public health and public safety strategies and initiatives to improve collaboration.
- Support partners and stakeholders to develop coordinated responses to emerging issues, such as needle distribution and disposal.

- Support expansion of Surrey Libraries' role in community outreach to vulnerable populations and newcomers.
- Promote and support adoption of integrated services models to address public safety issues.

## Developing Organizational Capacity

While not explicitly included in the published Public Safety Strategy, there are a five core organisational objectives and two stewardship objectives related to delivery of the strategy.
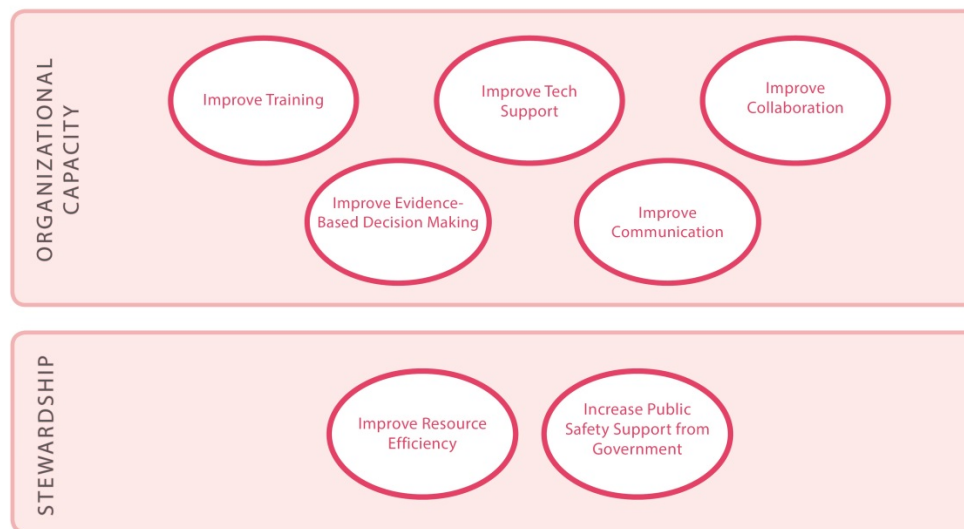


These objectives require dedicated implementation plans and measures need to be established for each to enable monitoring of success.  Some of these objectives are more tangible and able to be measured through program delivery under the strategy (e.g., Evidence Based Decision Making, and increase Public Safety Support from Government). For some objectives it may be more difficult to measure success as they require City-wide organization training and change management processes to be in place.

First priority for the organizational capacity objectives is the "Improve Training" objective.  Supporting teams that will be implementing strategic initiatives through performance measurement training is a priority of the Public Safety Office in 2017. Improving technical support, communication, and collaboration may be advanced jointly through leadership of the Public Safety Working Group as new processes are put in place to drive collaboration and cross-team communication in implementing strategic initiatives and recommendations under the strategy.

# Reporting

To ensure effective monitoring of the implementation plan the following report format has been developed for each project.  An Annual Report will be drafted for publication in January 2018 to review the entire year of Public Safety Strategy Implementation.  The following Status Reports will be filled in by the assigned lead for that "swim lane" of the Plan.  The reports will be gathered on a quarterly basis to track effective implementation.  Below are two samples of possible status reports that teams will use to track progress under the implementation plan.

**Sample Report:**

**PUBLIC SAFETY** STRATEGY
TAKING ACTION TOGETHER

## Implementation and Monitoring Plan

### Swim Lane Status Report

| Swim Lane | Strategic Initiative X | | |
|---|---|---|---|
| **Project Lead** | Terry Waterhouse | | |
| **Activities / Projects** | **Budget Variance Y/N** | **Status** | **Description /Notes if scope change required** |
| Activity 1 Description | N | ON PLAN | |
| Activity 2 Description | Y | ON HOLD | Over budget by $2,000 on hold till scope change approved |
| Activity 3 Description | N | OFF PLAN | Activity has been delayed due to partner resources being unavailable.  Will not meet reporting deadline. |

**Sample Summary Status Report:**

| Public Safety Strategy Implementation Plan | | | | | | |
| Sample Summary Report | | | | | | |
| | | | | | **Status** | |
| **Swim Lane** | **Projects** | **Activities** | **Lead** | ON PLAN | ON HOLD | OFF PLAN |
|---|---|---|---|---|---|---|
| Governance | PS Leadership Group | | | green | | |
| | PS Working Group | | | green | | |
| Communications | Key Announcements | 135 A | | green | | |
| | | Shelter beds | | | orange | |
| | | EGL | | green | | |
| | Town Centre Events | 6 events | | | | red |
| | | Partner participation | | green | | |
| | Evolve Key Messages and Channels | | | green | | |
| | Update Tactical Plans | | | green | | |
| | Phase II - Maintaining Momentum | | | green | | |
| | Internal Training and Messaging | | | green | | |
| Advisory Groups | Establish Research Advisory Group | | | | orange | |
| | Establish Public Safety Stakeholder Group | | | | orange | |
| Performance Measurement | Training | | | | orange | |
| | Monitoring of Strategic Initiatives | | | green | | |
| | Publishing Indicators | | | | orange | |
| Strategic Initiatives | Clayton Heights Activity Team (CHAT) | | | green | | |
| | End Gang Life | | | green | | |
| | Business Safety Audits | | | | | red |
| | Community Web Portal | | | green | | |
| | Cyber Security Outreach Program | | | green | | |
| | Project IRIS | | | green | | |
| | Integrated Services Network (ISN) | | | green | | |
| | NEVR | | | green | | |
| | Community Safety Centre | | | green | | |
| | Substance Use Awareness Team Evolution | | | green | | |
| | | Yo Bro | | green | | |
| | | DDACTS | | green | | |
| | | WRAP | | green | | |

**PUBLIC SAFETY** STRATEGY

TAKING ACTION TOGETHER

**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
- Dwayne McDonald, Chief Superintendent, OIC, Surrey RCMP
- 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 future evolution and refinement of the Public Safety Strategy (PSS).
- Develop and support a process to bring input forward to the Working Group from internal representatives, experts, stakeholders and research partners.
- Support public engagement processes for the PSS, including participation at events and staffing to support activities and communications campaigns.
- Manage, where necessary, and contribute where needed, to specific Strategic Initiatives under the PSS.
- Confirm measures and targets for each Strategic Initiative, and where appropriate, lead of monitoring and reporting for specific Strategic Initiatives.
- Provide input to a gap analysis to determine new strategic initiatives and to support future evolution of the strategy.
- Support development of proposals and recommendations for review and approval to the Public Safety Leadership Group.
- Attend a minimum of 12 monthly meetings per year and support additional sub-group work meetings where needed.

The members of the Public Safety Working Group are:

1. Chair – Director, Public Safety Strategies (Terry Waterhouse)
2. Staff, Public Safety (Colleen Kerr)
3. Senior Member, RCMP (Supt. Shawn Gill)
4. Staff, RCMP Support Services (Johan Brand)
5. Member, Surrey Fire Department (Larry Thomas)
6. Staff, Surrey Bylaw Department (Kim Marosevich)
7. Staff, Social Planning (Aileen Murphy)
8. Staff, Sustainability (Anna Mathewson)
9. Staff, Library (April Cox)
10. Staff, Engineering (Jamie Boan)
11. Staff, Parks, Recreation and Culture (Owen Croy & Lisa White, Stacey Rennie, Daljit Gill-Badesha)
12. Staff, Human Resources (Joey Brar)
13. Staff, IT (Sean Simpson)

Additional staff may sometimes back up the lead Working Group member from each division when they are unavailable to attend meetings or where specific advice or support is needed including:

- Philip Bellefontaine (Engineering)
- Arjen Ordeman (RCMP Support Services)

- Alex Tyakoff (Surrey Fire Service)
- Ilona Stachura (Libraries)

Public Safety Team Members will attend all meetings as observers and contribute where required.
- Jacki Tokaryk
- Phillipa Sanderson
- Shabnem Afzal