

NO: **P007**

COMMITTEE DATE: **June 19, 2017**

PUBLIC SAFETY COMMITTEE

TO: **Mayor & Council**

DATE: **June 15, 2017**

FROM: **Dwayne McDonald, Assistant Commissioner
Officer in Charge, Surrey RCMP**

FILE: **7400-01**

SUBJECT: **Surrey RCMP Strategic Framework 2018-2022**

RECOMMENDATION

The Surrey RCMP recommends that the Public Safety Committee receive this report as information.

INTENT

The purpose of this report is to provide information to Council regarding the preparation of the Surrey RCMP Strategic Framework ("strategic plan") for 2018-2022.

BACKGROUND

In July 2015, the Police Committee received the 2015-2017 Strategic Framework as information. The 2015-2017 Framework built upon the 2013-2017 Strategic Framework that was initially adopted, but was updated as a result of a series of new developments, consultation, research and analysis. At the July 2015 Police Committee meeting, staff was requested to review and refine the strategic performance measure methodology. In December 2015, the Public Safety Committee (nee Police Committee) approved the revised Surrey RCMP strategic performance measures and targets in support of the detachment's 2015-2017 Strategic Framework.

The Surrey RCMP 2015-2017 Strategic Framework expires at the end of the year. The Detachment has mapped out a process to develop a new long-term Strategic Framework to ensure the Surrey RCMP continues to deliver quality police services. The new multi-year plan will meet the City's requirements and expectations for long term planning pursuant to the Community Charter, and also align with critical corporate plans and priorities (including the City's Sustainability Charter and Public Safety Strategy, as well as the RCMP EDIV CO's Performance Plan). The Framework will be developed based on broad based input from our clients and stakeholders, as well as a thorough review and analysis of environmental realities. It will also support and demonstrate a detachment commitment to annual (strategic) business planning processes and performance management.

DISCUSSION

The planning process will involve a number of key phases to roll-out over the course of the year.

Community engagement/Public consultation

The strategic framework will reflect key issues and policing priorities identified by our clients, partners and stakeholders. Over the next 6 months, residents and stakeholder groups are being invited to share their thoughts and ideas to help shape the future of policing in Surrey. Community input will be solicited through a number of mechanisms, including comment cards, an online survey, idea galleries and dialogue workshop sessions. This consultation will be specific to the role of policing within the larger context of public safety, and will help ensure alignment with the Public Safety Strategy and previous public engagement efforts.

The online survey was the first step in the consultation and outreach process, and was started in May and is continuing until the end June. The survey is being communicated through various City and RCMP channels (including websites and social media). The online survey is supplemented by a hard copy ballot card containing many of the same questions, which will be promoted at police offices and at special events. Subsequent focus group sessions will build off key themes identified in the surveys.

Situational Analysis/Needs identification

As part of the environmental scanning process, a number of activities will be initiated to review current trends and issues as they relate to crime, policing and public safety, including best practices and emerging practices (innovations). Review and analysis of detailed information compiled from various sources will be undertaken to better understand the landscape in which we operate and factors that impact/influence police service delivery. This information includes local, regional and provincial crime stats and trends, operational workload measures (e.g., calls for service data), demographic and technological trends, changes in legislation and governance, and socio-economic trends.

Internal Stakeholder Engagement

A number of mechanisms will be used to engage detachment staff (regular members and municipal employees) and solicit input on policing priorities and opportunities to enhance our programs, services and service delivery model. The detachment will also look to engage and consult City partners and stakeholders, including the City Manager and senior management team (SMT). Mayor and Council will also be engaged to solicit their early input on policing via the Public Safety Committee. The feedback received through the engagement and consultation processes will be incorporated into a draft Strategic Framework, and shared with the Public Safety Committee for final input prior to implementation.

OIC Planning Workshops

At these workshops Surrey RCMP Senior Leadership Team (SLT) will work with staff representatives from across the various business lines to review and discuss the priorities and issues identified during the consultation and environmental scanning activities. The team will

undertake a facilitated direction setting process and run through a number of exercises to assess strategic issues/opportunities, identify and analyze options and organizational capacity, and determine priorities for action (i.e., strategic priorities and objectives). At this point the team will also initiate discussion around strategic performance indicators (measures/targets) and initiatives.

Project Timeline

The overall project timeline is as follows:

- Process planning | Dec 2016 - Feb 2017
- Environmental scanning | Jan - Sept 2017
- Consultation (External and Internal) | May - Sept 2017
- OIC strategic planning workshops | Oct - Nov 2017
- Draft report writing, presentation and approvals | Nov - Dec 2017
- Public Safety Committee adoption | Jan 2018

SUSTAINABILITY CONSIDERATIONS

The Surrey RCMP Strategic Framework refresh process relates to the Sustainability Charter themes of Public Safety and Inclusion. Specifically, they support the following Desired Outcomes:

- Public Safety DO1: Residents are safe and have a strong sense of security in all neighbourhoods and throughout the City.
- Public Safety DO2: Police and fire services provide timely and reliable responses across the City.
- Public Safety DO3: There are minimal community safety issues in the city, and the public is fully engaged in preventing and reducing crime.
- Public Safety DO4: Local residents and businesses are connected and engaged within their neighbourhoods and with the broader community - including police, public safety partners and social service agencies - to enhance safety.
- Public Safety DO5: Surrey is recognized and perceived as a leader in establishing and maintaining collaborative partnerships for community safety and well-being.
- Inclusion DO21: All residents have opportunities to be meaningfully engaged in civic issues and to contribute to community life.

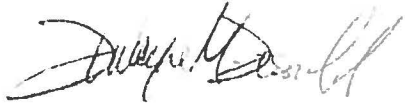
OTHER STRATEGIC CONSIDERATIONS

The Surrey RCMP 2018–2022 Strategic Framework will complement and align with other City plans and strategies, including the Public Safety Strategy, Official Community Plan, SMART Surrey Strategy, Transportation Strategic Plan, Safe Mobility Plan, Social Well Being Plan, and Surrey Excels.

CONCLUSION

The Surrey RCMP is in the last year of its 2015-2017 Strategic Framework (strategic plan). A new Strategic Framework will assist the Detachment in meeting Council's vision and corporate priorities for public safety, as well as address key public safety challenges identified by other

clients, partners and stakeholders. The Strategic Framework will be aligned with the City's Five-year Financial Plan and will assist in setting future capital priorities. With Council's endorsement, staff will continue with the development of a Surrey RCMP 2018-2022 Strategic Framework, as per process described within this report.

A handwritten signature in black ink, appearing to read "Dwayne McDonald". The signature is fluid and cursive, with the first name "Dwayne" being more prominent than the last name "McDonald".

Dwayne McDonald Assistant Commissioner
Officer in Charge (OIC)
Surrey RCMP