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COMMITTEE REPORT

PUBLIC SAFETY COMMITTEE

TO: **Mayor & Council**   DATE: **December 7, 2018**

FROM: **General Manager, Policing Transition**   FILE: **7450-30**
            General Manager, Parks, Recreation & Culture

SUBJECT: **Public Safety Strategy – Moving Forward on Integration and Alignment**

RECOMMENDATION

The General Manager, Policing Transition and the Parks, Recreation & Culture Department recommend that the Public Safety Committee:

1. Receive this report for information; and

2. Endorse the alignment of identified elements of the Public Safety Strategy within the Parks, Recreation & Culture Department and other departments as described in Appendix "III".

INTENT

The purpose of this report is to inform the Public Safety Committee of the current structure of the Public Safety Strategy (the "Strategy") and recommend the alignment of identified elements of the Strategy within the Parks, Recreation & Culture Department.

BACKGROUND

The Public Safety Strategy was launched in 2016 (Appendix "I"). The intent of the Strategy was to bring together all City departments and partners from across the community (government and non-profit agencies) to collaboratively approach and respond to four strategic priorities - Preventing and Reducing Crime, Ensuring Safe Places, Building Community Capacity and Supporting Vulnerable People. During the formation of the Strategy, 34 strategic initiatives were developed and embedded within various City departments, aligned under the four priorities and jointly managed by a Public Safety Working Group. Performance measures to track the progress of each initiative were also developed and reported on publically, along with updates on progress on the Strategy (Appendix "II").

The Strategy was designed to respond and adapt to the City's public safety priorities that change over time. As strategic initiatives were developed and operationalized they transitioned into core operations within partner organizations or City departments. Other strategic initiatives were intentionally time bound with specific goals. Examples of the time bound strategic initiatives are outlined below.

- Implementing the City Centre Response Plan – Surrey Outreach Team. This initiative involved establishing the Surrey Outreach Team (24 hrs a day, 7 days a week) to respond to issues in the 135A Street area. The Surrey Outreach Team continues to monitor the area. The Corporate Services department – Public Safety Operations and RCMP lead this aspect of the initiative.

- Establish modular housing to provide services for street entrenched individuals experiencing homelessness. The housing aspects of this initiative are now led by the Planning and Development department.

- The Gang Exiting and Outreach Program, a pilot project in conjunction with the Combined Forces Special Enforcement Unit, ("CFSEU") provides support to adult gang members seeking to leave the gang lifestyle. Supports include, but are not limited to, clinical counselling, employment skill training, mental health and addictions support, life skills training and tattoo removal. The pilot is almost complete, and CFSEU is seeking ongoing funding. The program will now be embedded in CFSEU and the City will no longer play an active role.

- The Opioid Overdose Research Project is led by the Surrey Fire Service and delivered in partnership with Statistics Canada. This project identified the risk factors for individuals who have died through opioid overdose in Surrey. The data will be operationalized by determining appropriate policy and program responses to reduce overdoses and deaths.

- Delivering the Task Force on Gang Violence Prevention in order to review the factors influencing the gang violence issues in Surrey and the region, and recommend direct actions to address these. This initiative has now concluded.

- Building on the Task Force on Gang Violence Prevention, the City and its partners developed a new suite of gang intervention programs - the Surrey Anti-Gang Family Empowerment (SAFE) Program. Federal and Provincial funding will be sought to support the SAFE Program.

In addition to the initiatives embedded in the Public Safety Strategy, most departments offer initiatives designed to enhance safety across the City. For example, the Parks, Recreation & Culture Department leads a number of community development and enhancement initiatives, such as:

- Early Years Festival (connecting families to resources);
- Positive parenting workshops;
- Youth leadership development;
- Neighbourhood engagement;
- Youthfest;
- Band Aid(youth music mentorship);
- Youth Speak Up;
- Volunteer recruitment and training; and
- Seniors Safety Forums.

DISCUSSION

Within the City structure, the Public Safety Strategy has been managed by the Public Safety Department, alongside Public Safety Operations (responsible for Bylaw and Community Enforcement, Licencing, Animal Control and Corporate Security), and RCMP Support Services Division. Each of these three divisions reported to the General Manager, Public Safety.

The Public Safety Strategy was established as a mechanism to address public safety challenges in a comprehensive, collaborative and measurable manner. As initiatives were developed they have been, from the start, integrated into core operations of various City departments. It is now timely to fully integrate the various aspects of the Strategy into City operations.

Further, as the strategic priorities of the City shift to focus on the transitioning from the Surrey RCMP to an independent municipal police department, it is necessary to ensure the City structures and resources are aligned to deliver on this priority while maintaining the strong elements of the Public Safety Strategy. To accommodate this, in November 2018, initial organizational changes were announced. This included assigning the General Manager, Public Safety as the General Manager, Policing Transition. It also included moving Public Safety Operations into the Corporate Services Department.

As a next step, and to allow for the alignment and integration of necessary programs within the Strategy, staff recommends moving the initiatives and activities of the Strategy into core operations of various City departments. This will allow sufficient resources and attention be dedicated to the policing transition project. Appendix "III" outlines which departments would be responsible for all aspects of each of the strategic initiatives, including maintaining current performance measures which track program effectiveness.

Staff further recommends that several key initiatives, as well as the management of necessary aspects of the Strategy be integrated in the Parks, Recreation & Culture Department. This would include:

- Merging all aspects of the communications role the Public Safety Strategy team currently provides with current structures in PRC. This includes responding to queries from community members, community agencies, the media and other levels of government;

- Moving all necessary information and resources to a community safety section on the City website. Given the move to program implementation the web presence will focus on community safety. The Public Safety Strategy documents will continue to be available on that section of the website, although new programs will not be branded as a "Public Safety Strategy".

- Inter-governmental liaison, advocacy and sourcing Provincial and Federal Funding for public safety priorities and programs;

- Tracking and maintenance of the performance measurement framework which tracks key performance indicators;

- Responding to community safety priorities and collaborating on community-wide responses;

- Developing new and innovative approaches to community safety;

- Delivery of any new community safety programs funded by the City by grants received from Federal or Provincial Government in the future; and

- Operation of all integrated services programs led by the City including Surrey Mobilization and Resiliency Table ("SMART"), the Community Action Team ("CAT") on Opioids, Whalley Integrated Services Team ("WIST"), Newton Integrated Services Team ("NIST").

SUSTAINABILITY CONSIDERATIONS

The Public Safety Strategy supports the objectives related to the Sustainability Charter 2.0. In particular, this work relates to Sustainability Charter 2.0 theme of Health & Wellness. Specifically, this project supports the following Desired Outcome ("DO"):

- Health & Wellness DO5: Services and programs are responsive to shifting health and social needs, and local and external factors.

CONCLUSION

As stated, the Strategy was developed to evolve as initiatives were developed and priorities shifted. With the transition to an independent municipal police force underway, the recommendations contained within this report allow important aspects of the approach to be further integrated into City departments to allow for continued success.

Therefore, it is recommended that the Public Safety Committee:

- Receive this report for information; and

- Endorse the alignment of identified elements of the Public Safety Strategy within the Parks, Recreation & Culture Department and other departments as described in Appendix "III".

Terry Waterhouse
General Manager, Public Safety

Laurie Cavan
General Manager,
Parks, Recreation & Culture

TW/mc
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Appendix "I" – Public Safety Strategy
Appendix "II" – Public Safety Progress Report
Appendix "III" –Public Safety Strategy Strategic Initiatives Overview

PUBLIC SAFETY

STRATEGY TAKING ACTION TOGETHER

WWW.SURREY.CA/PUBLICSAFETY

CITY OF SURREY

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Thank you to all the nearly 1,600 individuals and organizations that participated in consultations and contributed to the development of innovative solutions for public safety. Their support for our community is truly inspiring. The proposed Public Safety Strategy represents a shared commitment to work together to address our safety challenges and enhance our quality of life. It is fitting that the strategy was created through a spirit of collaboration, energy, and cooperation amongst City staff, community organizations, and many residents of Surrey.

Message from the Mayor

On behalf of City Council, I am pleased to present the City of Surrey's new Public Safety Strategy: Taking Action Together. This comprehensive report outlines a new strategy and specific action plan for working together with all stakeholders to ensure public safety objectives are met. It provides the framework for moving forward in an evidence-based, collaborative approach to enhance liveability by addressing issues related to crime, personal safety, emergencies, disasters, road safety, and persistent social challenges.

This is a living document that was built through extensive consultation and serves to capture not only what was heard, but also what research has proven works. It outlines a number of strategic initiatives that contribute to our four key priorities: Prevent and Reduce Crime, Ensure Safe Places, Build Community Capacity, and Support Vulnerable People. We will continue to foster new partnerships and create innovative programs to address issues related to public safety.

The involvement of the City and our various departments, the Surrey RCMP, Surrey Fire Service, Surrey Libraries, and almost 1600 individuals and agency representatives who took part in our consultation process have helped to inform this work. Our extensive stakeholder engagement process that helped build the themes will also help shape coming initiatives. With that said, I would like to thank all of the stakeholders and City staff who have contributed to the initial implementation of this strategy. Thank you to everyone for all of your support and dedication to this on-going and important work.

I am confident that together we will build a city where everyone is safe and engaged.

Sincerely,

Linda Hepner

Linda Hepner, *Mayor*

| Councillor Tom Gill | Councillor Bruce Hayne | Councillor Vera LeFranc | Councillor Mary Martin | Councillor Mike Starchuk | Councillor Barbara Steele | Councillor Judy Villeneuve | Councillor Dave Woods |

The City of Surrey is guided by core values that underpin this strategy.

Community

We care about and contribute to the broader wellbeing of the community. We strive to make Surrey a great place for our residents to live, work, invest, play and raise a family.

Integrity

We are honest. We are accountable for our decisions. We meet our commitments. We are forthright in our communications. We understand and comply with all laws, regulations and policies.

Teamwork

We support each other. We trust each other. We respect each other. We take a City-wide view of the challenges we face. We value everyone's ideas.

Innovation

We welcome change. We actively look for leading-edge initiatives and welcome new approaches and original thinking. We are committed to continuous improvement; we recognize all experiences as important learning opportunities.

Service

Customers are important to us. We want to help our customers. We seek to understand our customers' needs, and actively work to achieve responsive, balanced solutions.
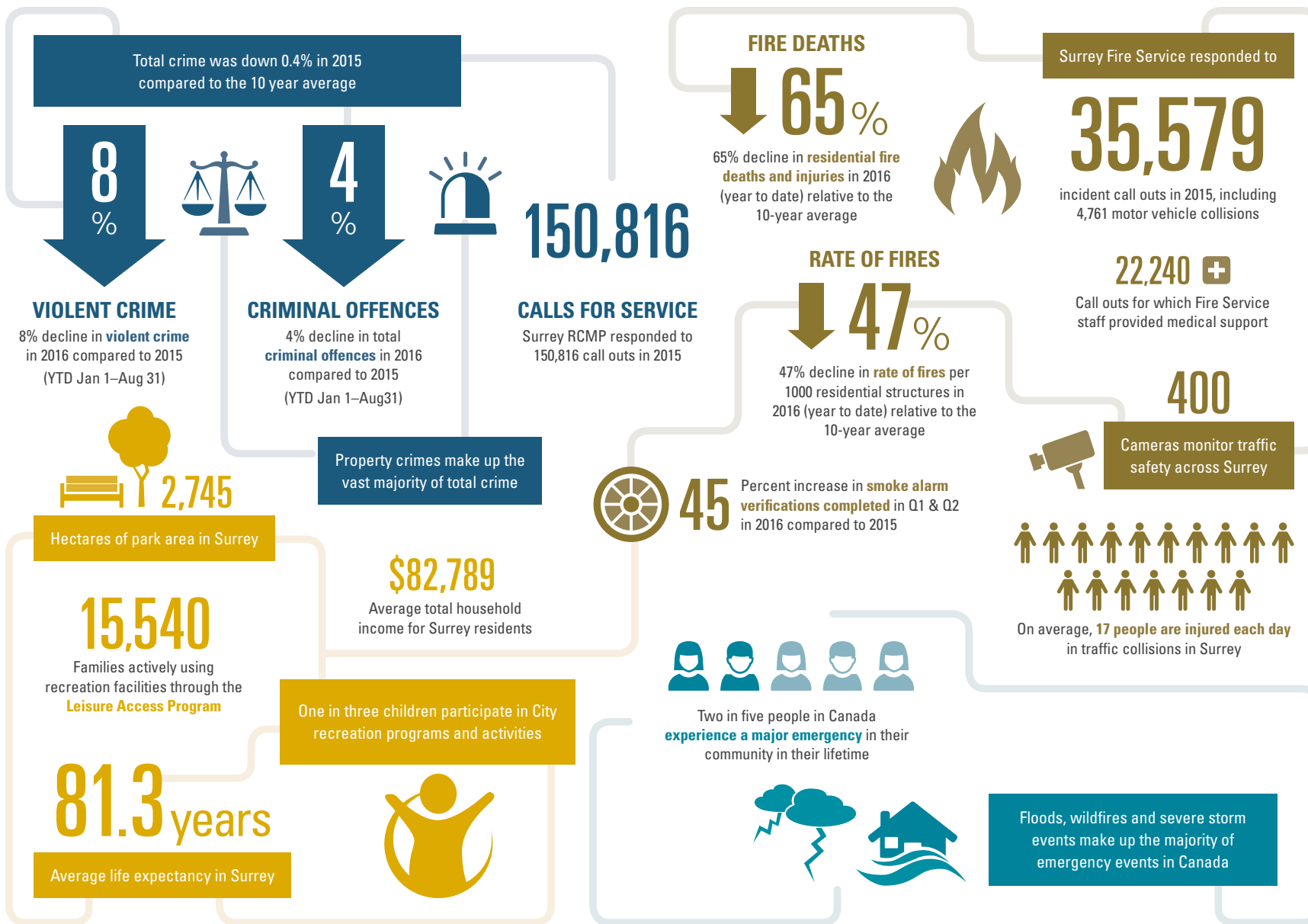
Surrey Today

Surrey is a city on the move. It is one of the fastest growing cities in Canada, and the fastest growing in Metro Vancouver. We have a population of over 516,650 and welcome approximately 800 new residents each month. Surrey's population is projected to increase by an additional 250,000 people in the next 30 years. By 2041, one in five Metro Vancouver residents will live in Surrey. Surrey has a very diverse community; over 43% of our residents have a first language that is not English. We are centrally located in the region, 40 minutes from Vancouver and at the crossroads of the Pacific Rim, Greater Vancouver and the USA.

Incorporated in 1879, Surrey has a rich history of diverse ethnic backgrounds that have come together to make Surrey one of British Columbia's most unique communities. In September 1993, Surrey officially became a city. Since then, we've undergone tremendous change and growth and the overall quality of life has risen to new and impressive heights. Surrey is made up of a number of neighbourhoods and includes six town centres: Fleetwood, Whalley / City Centre, Guildford, Newton, Cloverdale and South Surrey.

Innovation and a commitment to service are hallmarks of Surrey's governance model. This has enabled Surrey to evolve from a relatively small bedroom community of the 1960s into a vibrant home to more than half a million people. Decisions made today affect our lifestyle tomorrow. Opportunity lies in Surrey to build a sustainable city where residents live, work, play and enjoy a high quality of life. In order to accomplish this goal, the City must be forward-thinking to ensure that the infrastructure, the economy, and its communities are built to best serve its growing population.

Public Safety Trends in Surrey

Total crime was down 0.4% in 2015 compared to the 10 year average

8%

VIOLENT CRIME

8% decline in **violent crime** in 2016 compared to 2015 (YTD Jan 1–Aug 31)

4%

CRIMINAL OFFENCES

4% decline in total **criminal offences** in 2016 compared to 2015 (YTD Jan 1–Aug31)

150,816

CALLS FOR SERVICE

Surrey RCMP responded to 150,816 call outs in 2015

Property crimes make up the vast majority of total crime

2,745

Hectares of park area in Surrey

15,540

Families actively using recreation facilities through the **Leisure Access Program**

$82,789

Average total household income for Surrey residents

One in three children participate in City recreation programs and activities

81.3 years

Average life expectancy in Surrey

FIRE DEATHS

65%

65% decline in **residential fire deaths and injuries** in 2016 (year to date) relative to the 10-year average

RATE OF FIRES

47%

47% decline in **rate of fires** per 1000 residential structures in 2016 (year to date) relative to the 10-year average

45 Percent increase in **smoke alarm verifications completed** in Q1 & Q2 in 2016 compared to 2015

Two in five people in Canada **experience a major emergency** in their community in their lifetime

Surrey Fire Service responded to

35,579

incident call outs in 2015, including 4,761 motor vehicle collisions

22,240 Call outs for which Fire Service staff provided medical support

400

Cameras monitor traffic safety across Surrey

On average, **17 people are injured each day** in traffic collisions in Surrey

Floods, wildfires and severe storm events make up the majority of emergency events in Canada

Executive Summary

Our vision is a community where everyone is safe and engaged
Our mission is to work together across sectors to create measurable results

Surrey is a city in on the move. One of the fastest growing municipalities in Canada, we are a large city covering more than 315 square kilometres including more than 7,000 acres of parks. Surrey has a wide array of developing urban neighbourhoods, suburban communities and rural areas. With over one third of residents under the age of 18 and almost half identifying English as a second language, Surrey has a rich cultural fabric which includes young families and individuals with diverse socio-economic backgrounds.

We believe our size and diversity are strong assets and are dedicated to meeting the needs of all residents while addressing the opportunities and challenges as we transition from a bedroom community to a thriving urban centre. While crime rates are down over the last decade, the Public Safety Strategy signals our commitment to an evidence-based and ambitious plan to do even more to respond to shifting trends that have impacted our region and our community.

Our issues are not unique; we face the challenges of all fast growing urban centres. We are taking action on crime, traffic safety and social issues in our city through a comprehensive, collaborative Public Safety Strategy that includes 10 new initiatives and 24 enhanced programs. Public safety is not solely about responding to crime. It is about building safe, healthy, resilient communities that are not only free from the negative impacts of crime and other forms of social disorder, but also able to respond effectively to emergencies and crises.

We listened to our community's concerns, learned from international best practice, and we are taking action to address our challenges and keep Surrey a great place to live, work and raise a family.

Transportation safety is an important element, as more than 30,000 people are affected by collisions in Surrey each year. Increasingly, our society is grappling with persistent social challenges related to mental health and substance use. Ensuring services are available for vulnerable people is an enduring challenge across the province which must be met in partnership with all levels of government. In addition, our young population requires pro-social engagement through prevention programs, as well as recreation and cultural opportunities.

Surrey is a dynamic community that strives for balance between its agricultural heritage and its emergence as a major urban centre. Achieving our vision for public safety is ultimately about people and community. Citizens feel safe when they can move about their city with confidence. Public safety is enhanced when we continue to aggressively and professionally respond to crime as part of our commitment to public safety, while continually enhancing prevention programs and the development of healthy and vibrant neighbourhoods.

The Public Safety Strategy serves as a comprehensive roadmap to the future. Ultimately, the test of a successful strategy is whether it contributes to one or more of our three guiding goals for public safety:

1. Increased feelings of safety in our community
2. Improved quality of life for everyone
3. Increased opportunities for civic participation

The Strategy outlines both existing and enhanced programs currently underway, as well as introduces new initiatives supporting the following four key priorities:

• Prevent and Reduce Crime
• Ensure Safe Places
• Build Community Capacity
• Support Vulnerable People

These priorities are guided by leading approaches to crime reduction, situational crime prevention, safe transportation, road safety, early intervention, capacity building and education initiatives, as well as integration of services that address the root causes of vulnerability in the community. The priorities also encompass personal safety, emergency preparedness, disaster response and persistent social challenges. Embedded across the priority areas are 34 strategic initiatives. These initiatives form the heart of the Public Safety Strategy.

To build our new model for public safety, it was important and necessary to mobilize all City departments, bring together a diverse set of stakeholders and consult with as many members of the community as possible. Due to the expansive nature of public safety, not every initiative—such as programs already well embedded in City operations and those of our partner organizations—are included in the Strategy.

To measure these goals, track the impacts of our priority area initiatives, and inform citizens about public safety programs, services and initiatives, the Strategy includes the development of an online City Dashboard. The Dashboard, will allow us to publish data that shows how the City is performing on a range of indicators, and it will provide an accessible, engaging "scorecard" of progress for public safety, as well as other City priorities.

While the Dashboard will provide a comprehensive measurement tool, it is important to note that positive social change in terms of public safety does not happen overnight. The Public Safety Strategy outlines our rationale for public safety and the broad vision, mission, priorities and initiatives that will guide us over the next several years.

Meeting public safety challenges requires the entire community to come together to better understand our strengths, our challenges, and our shared commitment. Working together collaboratively and recognizing that our growing and diverse community is an asset, we are dedicated to our new VISION: A community where everyone is safe and engaged.

Strategy Highlights

To implement our new approach to public safety we have developed 10 new initiatives as well as enhancing 24 existing programs. For example:

End Gang Life – BC Gang Exit Pilot is the first of its kind in Canada. Based on best practices in the United States and Britain, this project will support gang members (and their families) committed to ending their criminal lifestyle. The project is being piloted in Surrey but will have far reaching consequences beyond our community.

Integrated Services Network (ISN) program—a first in Canada and an innovative alternative to community courts—will provide evidence-based integrated services that address the risks and needs of offenders with significant social challenges who are caught up in a revolving cycle of the criminal justice system.

A **Community Safety Centre** will be developed to deliver prevention and intervention programs. It will be a place where children, youth and the entire community can come to learn more about key public safety issues like bullying, substance use, cybercrime and more.

Project IRIS is a flagship situational crime prevention initiative. It will be a voluntary database of all residential and business closed circuit television (CCTV) assets across the City.

Summary of Strategic Initiatives

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 – BC Gang Exit Pilot	Data Driven Approaches to Crime and Traffic Safety (DDACTS)	Volunteerism: Building Community	Surrey Mobilization and Resiliency Table (SMART)
Clayton Heights Activity Team (CHAT)	Safe Mobility Plan	Early Years – United Way Avenues of Change – Guildford West	Newton Safety Unit
Age Friendly Strategy for Seniors	Community Safety Patrols	Surrey Safe Schools Partnership	Inter-agency Case Assessment Team (ICAT)
Code Blue – Elementary and Secondary Schools	Community Enhancement Program	Diversity Outreach Program	Network to Eliminate Violence in Relationships (NEVR)
Business Safety Audits	Block Watch	Surrey Libraries Information Access and Literacy Support	
Substance Use Awareness Team	Safe and Active Schools Program	Youth Mentorship Programs	
Critical Hours Programming	Traffic Safety Campaigns	Girls Got Game	
YoBro, YoGirl Initiative			

01 | BUILDING OUR PUBLIC SAFETY MODEL

1.1 Moving Forward

Our Public Safety Strategy is an opportunity to retain our sense of community connection while proactively responding to the challenges all major cities face.

Transition to Major Urban Centre

Our official community plan helps us balance growth with maintaining neighbourhood identities.

Crime Trends

Responding to evolving challenges through crime prevention and law enforcement best practices is critical.

Increasing demands on Social Infrastructure

Ensuring the social infrastructure has the capacity to support a growing population helps to address the root causes of vulnerability.

Addressing Urgent Issues

First and foremost public safety is about responding to our most pressing concerns. For us in Surrey today that means making sure we respond to critical issues right now - like the shootings, drug overdoses, and the related street disorder that concern all of us. These types of incidents undermine our sense of safety. Through the Public Safety Strategy we want to make sure our entire City is involved in all public safety issues – whether that is through police responses to crime or integrated services or prevention programs. The most direct responses to these urgent issues will continue to be led by law enforcement and public health agencies. The Surrey RCMP, along with Provincial law enforcement groups will continue to take the lead on gun violence and shootings as part of their operational mandate. Fraser Health and many agencies are addressing substance use and overdose issues. The City of Surrey will continue to support these frontline agencies to tackle these issues head on. We are making a difference, but there is much more we can and will do.

A Broad View

In building the Public Safety Strategy, we have taken a broad view of public safety. Building safe, vibrant, and engaged communities is about so much more than crime. Meeting public safety challenges requires the entire community to come together to better understand our strengths, our challenges, and our shared commitment. Public safety is enhanced when we continue to aggressively and professionally respond to crime as part of our commitment to public safety, while continually enhancing prevention programs and the development of healthy and vibrant neighbourhoods. Further, citizens are made safe when they can move about their city with confidence. Transportation safety is an important element of the Public Safety Strategy, as more than 30,000 people are affected by collisions in Surrey each year. Increasingly our society is grappling with persistent social challenges related to mental health and substance use and all levels of government and the non-profit sector need to work together to provide supports to vulnerable populations.

A Strategic Approach

Our Public Safety Strategy is built on best practices in strategy development. The term strategy is often used to refer to any activity designed to address a challenge. More accurately, strategy is the process we undertake to achieve a hoped for future state. It is how we move deliberately from where we are now, to where we want to be in the future. Strategies are ambitious; they aspire to make a difference for an organization or, in our case, a community. A strategy is not the implementation of a single program, rather it is about the choices we make to develop and strengthen a variety of programs that will help us achieve our vision.

The development of a strategy forces us to prioritize actions around agreed upon criteria. In developing the strategic framework for public safety, we have been guided by the work of a host of experts in the areas of prevention and strategy development. We learned from approaches that are well coordinated, responsive to local needs and concerns, and build on existing strengths and best practices. In our approach, we merge the best practices in integrated strategic planning with performance measurement. This will enable us to:

- Communicate our vision, mission and values clearly to our entire community

- Build the plan with the community by consulting effectively to support design and implementation

- Prioritize specific prevention initiatives that address the City's needs and strengths

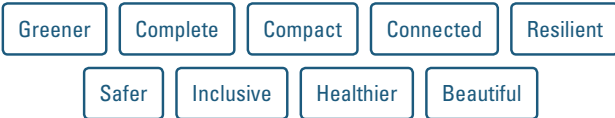- Embed data and evaluation into every level of the Strategy in a way that is transparent and accountable

The Strategy allows us to move into the next era, building on successes to date and making sure that we stay on top of emerging challenges. First and foremost, it recognizes that we can't solve today's problems with yesterday's assumptions and processes. We need innovation and a focus on continuous improvement. This new era also allows the City and its partners to move forward by broadening our scope and maintaining our collaborative approach.

The following diagram shows the alignment between public safety and the guiding documents for the City of Surrey. More information on the connection to public safety across key City documents is included in Appendix I.
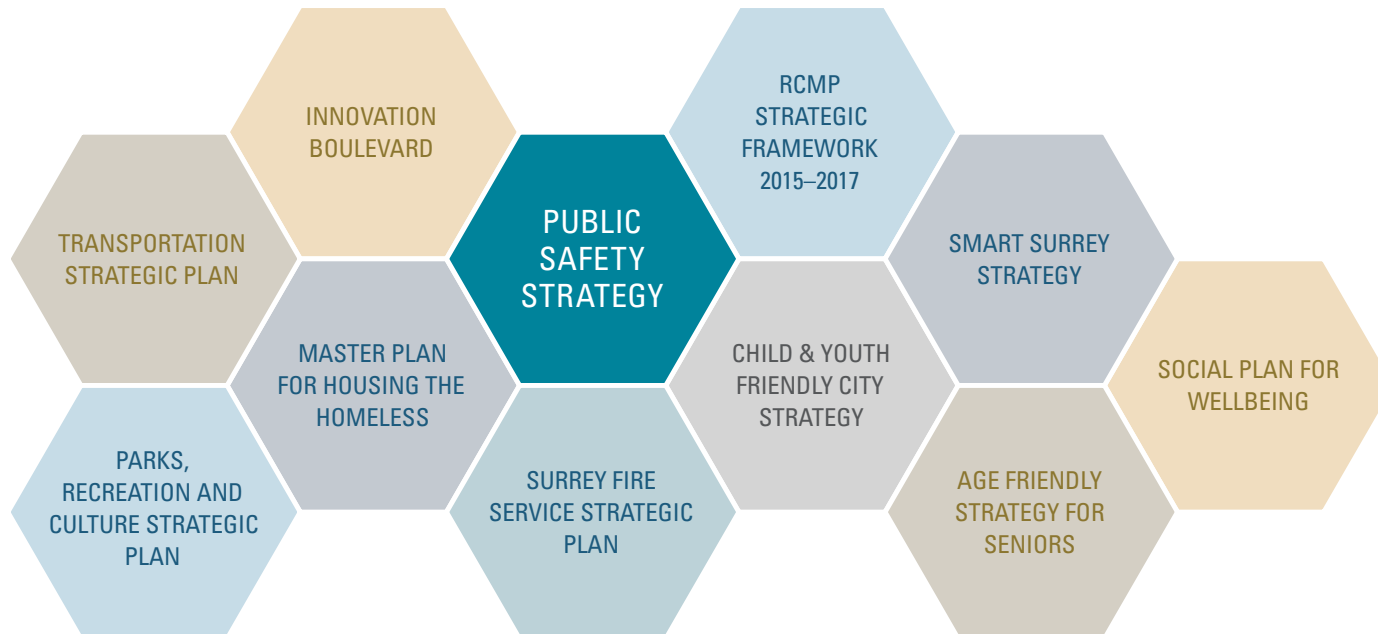
> "We can't solve today's problems with yesterday's solutions and processes."

Alignment with City Documents

OFFICIAL COMMUNITY PLAN

Greener | Complete | Compact | Connected | Resilient

Safer | Inclusive | Healthier | Beautiful

SUSTAINABILITY CHARTER 2.0

Inclusion | Public Safety | Ecosystems | Health & Wellness

Infrastructure | Education & Culture | Economic Prosperity & Livelihoods

Built Environment & Neighbourhoods

TRANSPORTATION STRATEGIC PLAN

INNOVATION BOULEVARD

PUBLIC SAFETY STRATEGY

RCMP STRATEGIC FRAMEWORK 2015–2017

SMART SURREY STRATEGY

MASTER PLAN FOR HOUSING THE HOMELESS

CHILD & YOUTH FRIENDLY CITY STRATEGY

SOCIAL PLAN FOR WELLBEING

PARKS, RECREATION AND CULTURE STRATEGIC PLAN

SURREY FIRE SERVICE STRATEGIC PLAN

AGE FRIENDLY STRATEGY FOR SENIORS

"An ounce of prevention
is worth a pound of cure"

Benjamin Franklin

Purpose

The purpose of the Public Safety Strategy is to develop, implement and monitor results-focused, evidence-based strategic initiatives to ensure that over time we achieve our vision of a safe city. In doing so, we will continue to consult and expand our dialogue with stakeholders and community members to find innovative solutions to complex public safety challenges.

The scope of the Strategy is broad and ambitious. It is comprehensive in nature and addresses issues of crime, personal safety, emergency preparedness, disaster response, road safety, and persistent social challenges.

Scope

Not every aspect of public safety is built into this document. Operational plans for responding to crime by the police, for example, are out of the scope of this document. How police investigate incidents of crime, or respond to crime trends such as gang violence, and the techniques they use and how they are prioritized is not in scope. To do so would compromise both the operational independence of the police and potentially investigations themselves. The proactive response of police to pressing public safety issues is within the scope of the Strategy and is outlined in the Surrey RCMP 2015-17 Strategic Framework which is included in Appendix III.

1.2 Defining Public Safety

Public safety is about responding to crime, while we also build safe, healthy, resilient communities free from the negative impacts of crime, traffic collisions, and other forms of social disorder.

The Public Safety Strategy is built on several factors that must be addressed to positively impact public safety. Appendix II provides a broad outline of our theoretical framework and examples of best practice research on public safety.

Factor 1 – Always Respond to Today's Urgent Issues

More than anything Public Safety is about ensuring prompt response to those issues that most impact our sense of safety right now, like violence and the current tragedy related to drug overdoses. Responding effectively means we respond right now, whether that is the police, the fire department, or bylaw officers engaging the community directly on a daily basis, or other front line service providers in hospitals or social service agencies. It means knowing who is most at risk and responding urgently. All of these efforts are job one. Once the urgent responses are taken care of we know that we need sustained attention and investment as the underlying causes of these issues are complex and long standing. Coordinated efforts that move beyond a singular agency response to crises are core to what works in developing public safety in any community.

Factor 2 – Prevention is the Heart of Public Safety

There is a tendency in society to focus primarily on the disruptive or offending behaviour of the individual. To best understand how to build prevention into public safety strategies, we must understand prevention through at least three different lenses – all of which are important in devising an effective Public Safety Strategy.

The Spectrum of Prevention

According to this view, prevention exists at six levels. The Spectrum of Prevention encourages us to move beyond the perception that prevention is something taught to children in school. These levels are complementary and, when used together, produce a synergy that results in greater effectiveness than would be possible by implementing any single activity.

1. Strengthening individual knowledge and skills enhances individual capability.

2. Promoting community education helps us reach groups of people with information and resources.

3. Educating providers creates a positive cycle of influence where education spreads more rapidly and widely.

4. Fostering coalitions and networks allows us to have greater impact through collaboration.

5. Developing responsive regulations and processes helps us change organizational practices.

6. Ultimately influencing policy and legislation embeds and creates incentives for change at the highest level.

The Three Levels of Prevention – Primary, Secondary and Tertiary

When developing prevention programs, it is important to consider the target group for the prevention activity. Primary Prevention focuses programs and initiatives on early intervention, proactively preventing the development of risk factors that can be problematic later. Secondary Prevention allows us to identify individuals and situations most at risk and then take the necessary actions to reduce or eliminate the existing risk. Tertiary Prevention is critical in eliminating existing problems. The goal is to minimize harm to the victim and to create the conditions which will decrease the likelihood of a recurrence of the behaviour by the offender. As such, Tertiary Prevention focuses on the individuals involved and directly affected by crime.

Crime Prevention

Crime prevention has become an increasingly important component of many national strategies on public safety and security. It has several components that are embedded in our Public Safety Strategy. Social Crime Prevention includes a range of social, educational, health and training programs, such as those that target at-risk children or provide families with support and child-rearing skills. Community Crime Prevention involves creating programs specific to the needs of a neighbourhood or community. Such programs work to increase sense of safety and security of local residents. Situational Crime Prevention aims to modify contextual factors to limit the opportunities for offenders to engage in criminal behaviour.

Factor 3 – The Community Must Be Engaged in Public Safety

Communities – including community associations, local businesses and community residents – all play a vital role in building safe communities. Community members must be engaged in both determining and responding to the issues of most importance to them. The participation of community members helps ensure that the chosen approach meets their needs. Engaging communities requires a commitment to action on multiple levels. It is only through true engagement that community members will buy in and want to find the solutions that work best for them. Often this means working at the neighbourhood level.

Factor 4 – All Levels of Government Must Play a Role in Public Safety

The Public Safety Strategy complements and is supported by work at both the federal and provincial level. Collaborating across all levels of government can make our communities safer and more efficient.

Local governments and cities are the first line of defense against crime and violence. It is through cities that cost-effective measures can be implemented and maintained, ensuring that they address local issues and are not simply an application of a "one-size-fits-all" approach. Cities can ensure that neighbourhood approaches match solutions to the most important challenges and collect important data to support their objectives.

The Ministry of Justice and the Ministry of Public Safety and Solicitor General are government agencies responsible for the BC oversight of justice and public safety. The ministries work together strategically to address a number of factors related to crime and justice. There is a strong focus on addressing service delivery demands and increasing costs which needs to be balanced with the national dialogue on improving access to justice, especially for vulnerable groups. The Community Safety and Crime Prevention Branch leads the development of crime prevention programs in three key areas: preventing youth involvement in gangs, preventing sexual exploitation of children and youth, and restorative justice.

The federal government, primarily through Public Safety Canada, plays a significant role in enhancing public safety. Public Safety Canada, via the National Crime Prevention Centre (NCPC), provides national leadership on effective and efficient ways to reduce crime. The NCPC supports the Canadian Municipal Network on Crime Prevention (CMNCP), and Surrey is one of the founding members. The CMNCP is a community of practice which seeks to build capacity and mobilize Canadian municipalities to prevent and reduce crime and foster community safety and wellbeing.

Factor 5 – Social Service Agencies Are Vital – Governments Cannot Go It Alone

Social service agencies are truly on the front line of any community's public safety efforts. Non-governmental agencies provide a broad array of services, including counselling, outreach, advocacy for victims, substance use treatment, supportive housing and shelters for the homeless, educational programs and more. Service providers also assist with research on best practices and emerging trends; enhance efforts to build strong, safe, resilient communities; and provide front-line services to residents.

Factor 6 – The Business Community Is At The Front Line Of Public Safety

The business sector also plays a vital role as front line service providers and stakeholders with a vested interest in their community. Business Improvement Associations (BIA) provide services critical to a vibrant neighbourhood and business environment, including security, area maintenance, beautification/ public improvements, advocacy and public safety. BIAs often provide an early warning system for ongoing and/or systemic issues affecting consumer and visitor safety. Organizations such as the Surrey Board of Trade also play an important role in advocacy for policing reform to enhance safety and crime prevention.

Factor 7 – Integrated Services Are Required to Support Vulnerable Populations

Collaboratively addressing risk factors via partnerships has proven effective in producing results. The benefits of working together collaboratively are numerous. For example, clients don't have to shop around for multiple services, communities become more resilient, and professionals can draw on skills and strengths developed in other disciplines. All in all, integration and collaboration is vital because a lack of interagency collaboration can have devastating, negative impacts on vulnerable populations (e.g., ad hoc service delivery can lead to gaps in services).

Factor 8 – Public Safety Must Utilize Big Data

Access to vast quantities of data plays an increasingly important role in public safety. By using crime and traffic crash data, we can learn how to better deploy public safety resources so that they can deter crime and reduce traffic dangers. Geo-mapping allows us to identify hot spots where crimes and crashes occur most in a city. We can then proactively respond to them by making changes which enhance safety either through engineered solutions or stepped up enforcement. We can also use new techniques like Social Network Analysis (SNA) to better understand complex social challenges, such as drug use, in order to make decisions about which policy decisions will have the greatest positive impact. SNA allows us to answer questions such as how people access services, how service providers work together, and what barriers to effective service delivery exist.

Factor 9 – Resilient Cities Can Bounce Back

Cities have always faced risks and found ways to enhance their resiliency – some more successfully than others. City Resilience is a term that emerged in the 1970s to describe the capacity of a system to maintain or recover in the event of unpredictable circumstances, whether they are chronic stressors such as violence and crime, or sudden shocks like earthquakes. Increasingly, cities are seeing that enhancing public safety means enhancing the capacity of individuals, communities, businesses and organizations to survive and build their resilience. Resilient systems withstand, respond to, and adapt more readily to shocks and stresses so they can emerge stronger after tough times, and live better in good times.

To build our new model for public safety, it was important and necessary to mobilize all City departments, bring together a diverse set of stakeholders, and consult with as many members of our community as possible. The model is built on best practices from research on all aspects of public safety, as well as best practices in change management, performance measurement, and strategy development.

1.3   Listening to the Community

Our Public Safety Strategy was built as a collaborative process with community members, key stakeholder groups, and City departments and partners. Consultation helped to set the vision of what a safe city looks like, identify public safety concerns and issues, and consider innovative new solutions that responded directly to these specific public safety challenges.

The consultation process used was robust and multilayered to ensure we heard from all interested parties. It included focus groups, online surveys, social media outreach, meetings, and Innovation Forums. In addition, over 165,000 households received information on the strategy and consultation process to encourage participation. In all, almost 1600 individuals participated in the consultation process that helped to build the Strategy.

Simon Fraser University's Surrey Campus was a key consultation partner, providing space and staff support throughout the development process. The expertise of Dr. Joanna Ashworth, an engagement specialist and independent facilitator, was secured to ensure the development of a consultation process that was highly participatory and allowed for open dialogue. Consultation sessions took place between April and July 2016 and were held at various locations across the City. Sessions were standardised as much as possible around three key questions. What does a safe city look like? What are your public safety issues and concerns? What initiatives and solutions do you suggest? These guiding questions enabled an open forum discussion on the important issues and best responses.

Innovation forums were held to focus on innovative approaches to cross-cutting issues such as responding to distressed properties and their associated impact on safety, assessing the importance of safe public spaces in a livable city, and the role of Business Improvement Associations (BIA) in delivering public safety programs for the business community.

Nearly 1600 community members, stakeholders and partners came together to collaborate on innovative solutions to respond to our public safety challenges.

"The sessions were very well organized, engaging, and interactive. Well thought out and creative process."

Consultation Participant

"Participants took keen interest in the problems for the community and offered their own ideas in solving such problems."
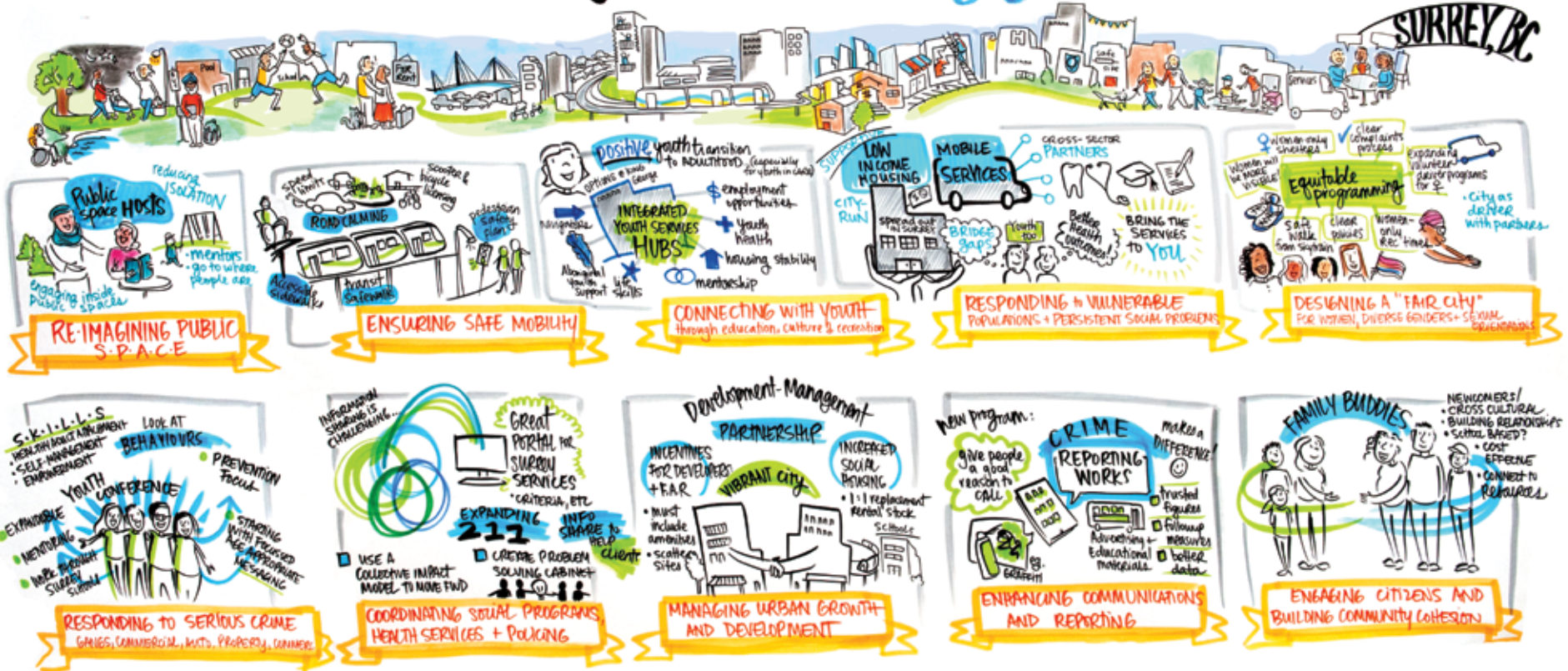
Consultation Participant

DIAGRAM 1 | Captures the key themes that emerged from the consultation process. Drawing and photo by Sam Bradd.

Consultation Themes

Feedback gathered throughout the consultation process was clustered into the following 10 themes.

Reimagining Public Spaces

Green spaces deepen family and community relationships and increase overall health. Enhancement and accessibility of public and green spaces are critical to a thriving safe community with strong civic engagement.

"How can I be part of the solution? I love my city. I want to help."
– Consultation Participant

Ensuring Safe Mobility

Mobility is a key safety issue, especially for seniors and those with disabilities. Concerns were raised about speeding and heavy traffic in residential areas, distracted driving and the "lack of personal responsibility" around road safety for both drivers and pedestrians.

"There needs to be more awareness. People need to be able to walk home and feel safe."
– Consultation Participant

Managing Urban Growth and Development

Balance the demand for development to keep up with our growing population and design residential and public spaces that enhance the sense of community and connectedness rather than diminish it. There was concern of a loss of neighbourhood connection and safe walking in communities.

"Build sidewalks on every street, ticket the cars parked on walking areas and ticket homeowners with bushes growing over sidewalks."
– Consultation Participant

Responding to Vulnerable People and Persistent Social Problems

Substance use, mental health issues and homelessness clearly impact the public's sense of safety. As well, all people matter and deserve support in a thriving, safe community. Expanding and improving access to services are priorities to enhance public safety by supporting vulnerable people in the community.

"The issues affecting all of us seem to stem from the same place, drug/alcohol addiction and mental health."
– Consultation Participant

Connecting Youth through Education, Culture and Recreation

More effective anti-bullying programs, more innovative solutions to address youth crimes, support and education for parents, and increased investment in proactive programs for youth are priorities if we are to help youth become thriving, connected members of the community.

"Better resources for parents are needed as well as proactive youth gang prevention programs."
– Consultation Participant

Planning for a Fair-shared City

Increasing safety and ease of movement for all citizens, and especially for women and LGBTQ2 residents and visitors can happen through improved design of public spaces, lighting and transit, and through programming that responds to the needs of these citizens more effectively.

"Nobody has the right to cat-call me. I have the right to walk down the street without being harassed."

– Consultation Participant

Coordinating Social Programs, Health Services, and Policing

Focusing on delivery of a coordinated response by service agencies, police, and healthcare to incidents will ensure more effective delivery and support for victims and those whose public safety is threatened. A commitment to genuine coordination of services by service providers, police and fire services improves public confidence in safety programs.

"More knowledge of resources, make information available for residents."

– Consultation Participant

Responding to Crime

Proactive prevention programs to address gang violence, grow operations, property crime, and increased surveillance in public spaces are all critical to responding effectively to crime. Increased use of data analysis and intelligence will enhance effectiveness of crime prevention programs and services.

We need police doing foot and bike patrols, engaging with business and more CCTV cameras covering high density areas."

– Consultation Participant

Enhancing Communication and Reporting

Improving reporting of crime and especially non-emergency safety issues requires an effective, well understood and easy system for citizens to use. Developing innovative ways to report issues as well as accelerating awareness of reporting methods and building confidence that reports will be followed up, will help improve public safety.

"Many of us are 'battle weary' and crime is underreported."

– Consultation Participant

Engaging Citizens and Building Community Cohesion

Creating an environment where citizens feel that their concerns are heard and actively addressed helps to breakdown the climate of apathy that may exist, especially for entrenched issues of poverty, homelessness, etc. Improving connectedness at the neighbourhood level is a way to build cohesion through proactive programs that bring neighbours together around common goals and interests.

"Not all solutions are expensive.For example, safety is an attitude – encourage community engagement, communication, and responsibility."

– Consultation Participant

Through these themes it is clear that citizens and stakeholders alike feel that Public Safety is more than the absence of crime; it is also the feeling of connectedness, belonging, civic pride, and wellbeing. Safety is as much about enforcement as it is about smart urban planning, access to health care services for people with mental health and substance use issues, traffic calming, timely responses to emergencies, street crime, natural disasters, interventions with youth-at-risk and 'safe schools' programming, as well as the protection of the natural environment.

It was also noted that the perception of safety is as important as actual safety. Knowing what is really going on, rather than what people think is going on is key to the overall feeling of safety in our City. This further supports an evidence-based approach where measures in the Strategy are transparent and accountability is clear.

"By increasing the enforcement of the law and promoting and upholding community standards of behaviour and pride of place and working collaboratively with government and all stakeholders, there is a possibility for a safe city."

Consultation Participant

02 | OUR PUBLIC SAFETY STRATEGY

2.1 Our Strategic Framework

Our organizing framework for the Public Safety Strategy is outlined in the following diagram. At the heart is the vision of a safe Surrey. The mission emphasises collaboration across City departments, but also between the City and its partners, as a key success factor.

OUR PRIORITIES

OUR GOALS

OUR MISSION

OUR VISION
A community where everyone is safe and engaged

Working together across sectors to create measurable results

Improve Quality of Life

Prevent and Reduce Crime • Ensure Safe Places • Build Community Capacity • Support Vulnerable People

Increase Feeling of Safety • Increase Opportunities for Civic Participation

Our Vision – A Community Where Everyone is Safe and Engaged

Our vision is a simple statement with deep meaning for our City. The concept of community was a core recurring theme throughout our consultations and represents not only a physical location where people live and gather, but speaks to the deep connections that people have and want to have within the City of Surrey. The sense of connection between individuals, families, and neighbourhoods is at the heart of this vision of a "connected" community. Inclusion is critical to the vision; our residents and stakeholders see a future where everyone has a place and everyone is welcome. Inclusion of people from diverse cultural and socio-economic backgrounds is a strength in building a safe community. Ultimately the vision focuses us on a future where our citizens are engaged and are active participants in their community. Together, these ideas of community connection, inclusion and engagement lead us to a safe future.

Our Mission – Working Together Across Sectors to Create Measurable Results

We will achieve our vision by working together across sectors to create measurable results. This mission statement places the emphasis on breaking down barriers to work more closely together. Through collaboration across the spectrum of public safety stakeholders and City departments, we will achieve the results that will drive us to our vision. As well, we will demonstrate those results by measuring our progress at every stage.

Our Goals

Ultimately the test of whether the initiatives in each priority area are successful is whether they contribute to one or more of our three guiding goals for public safety:

1. Increase feeling of safety

2. Improve quality of life

3. Increase opportunities for civic participation

Goal 1 - Increase Feeling of Safety

Feeling safe involves personal safety at home, in the community, on the streets, and on transit or roadways. A safe city provides a sense of personal safety and security for those who live there, creating a sense of comfort and enjoyment at home and in the community, with a sense of security of person and property.

TRACKING PROGRESS
Residents and business owners have improved feeling of safety.
Residents and business owners rank their top five most important safety issues.

Goal 2 - Improve Quality of Life

Quality of life is most often measured by the degree to which people are able to meet their needs, and experience satisfaction, happiness, and wellbeing in physical, emotional, spiritual, social and economic terms. Improving public safety helps reduce factors that negatively affect quality of life such as the likelihood that someone will be a victim of crime. A safe city is better able to support increased quality of life for its residents.

Goal 3 - Increase Opportunities for Civic Participation

Public safety is enhanced when local residents and community members are involved, engaged, and care about where they live. Opportunities for civic involvement provide ways for community members and community organizations to participate in activities, community events and decision-making processes that connect them to local government and initiatives that affect their quality of life and personal safety in their community.

TRACKING PROGRESS
Decrease in rates of victimization from crime
Recreational and Cultural facility usage and participation rates in exercise and wellness programs demonstrate positive wellbeing
Decrease in injury rates for youth and adults
Increase in percentage of the labour force in employment
Decrease in poverty rates

TRACKING PROGRESS
Increase in community members' participation in City committees, advisory groups, task forces, and consultation
Increase in rate of volunteerism across City and partner programs
A majority of residents report having a strong sense of community belonging

Our Priorities

The Public Safety Strategy groups all of our objectives and intiatives by one of four priorities. Our four priorities represent challenges or opportunities we face in achieving our vision. Working together, these four priority areas will organize a diverse set of programs and services and ensure we stay focused on the things that will make the most difference to public safety.

1. **Prevent and Reduce Crime**
   Protecting people and property in the various communities of Surrey is a priority under the Strategy. This involves effective enforcement, timely response, and the diligent and collaborative efforts of multiple stakeholders, community organizations, and criminal justice professionals.

2. **Ensure Safe Places**
   An important element of the plan is ensuring that people feel safe and can enjoy the variety of physical spaces where they spend their lives. This includes design considerations for the use of transit sites and roadways, commercial areas, residential neighbourhoods, and public spaces and parks, as well as place-based crime prevention initiatives. Ensuring safe places is part of creating a vibrant, inclusive, thriving community.

3. **Build Community Capacity**
   Building capacity of the individuals and the systems in the community increases resilience and reduces vulnerability. Working through early intervention and education programs for children and youth, as well as ensuring individuals and neighbourhoods are prepared for emergencies, it is possible to increase the ability of the community to prevent and respond to crime, crises and vulnerabilities.

4. **Support Vulnerable People**
   When vulnerable persons receive support and develop increased capacity for healthy, safe living, this often leads to a reduction in criminal activity and reduced demand on social services and policing. Addressing some of the underlying root causes of vulnerability, such as persistent social challenges like housing and income insecurity, mental health issues, and substance use will support vulnerable people to make positive life changes and become contributing members of our inclusive community.

The initiatives grouped under each priority have been developed based on specific criteria. Initiatives must have measures in place or be developing performance measures to ensure that an evidence base exists to justify investment. Priority was also given to those initiatives that represent a collaboration between departments and/or service providers and provide some level of integration to maximize efficiency and effectiveness in service delivery. The initiatives profiled are a mix of new innovations and programs which have a track record of success in addressing specific issues.

Our Objectives

Initiatives under each priority area also contribute directly to our program objectives. The objectives in each priority area help to define the desired outcomes for the programs in that priority area.

Priority: Prevent and Reduce Crime

Objective 1: Increase general prevention programs

General prevention programs include a wide range of activities or interventions aimed at preventing harms from occurring, or reducing risks or threats to health and wellbeing. They target either the entire community, or large sub-groups within the community, providing education and awareness.

Objective 2: Increase targeted prevention programs

Targeted prevention programs are focused on specific groups of people who will benefit most from the program activities and interventions because they are more at risk than the general population. Targeted prevention may provide education and awareness to prevent harm and to promote wellbeing, or the program may be designed to increase safety and protection to help prevent further harms from occurring.

Priority: Ensure Safe Places

Objective 1: Increase situational prevention programs

Situational prevention programs are designed for specific places that are vulnerable to crime, fire, or other public safety risks. Situational prevention employs specific and site-based techniques and mechanisms that deter crime, or make it more difficult for crimes or other harms to occur.

Objective 2: Improve transportation safety

Transportation safety is concerned with the protection of life and property through well-managed vehicle traffic, all forms of transit, and includes safety for pedestrians and cyclists. This form of public safety allows people to move easily and safely from place to place using a variety of well-supported mechanisms for transportation.

Priority: Build Community Capacity

Objective 1: Improve community resilience

Community resilience involves the ability to respond to and recover from adverse situations and circumstances. Implying the ability to "spring back," resilient people and communities have the capacity to cope with stressors without suffering permanent harms. Building resilience involves developing capacities, strengths, assets and skills that will reduce risks and increase protective factors. Community resilience also includes the sustained ability to access and utilize available resources to respond to, withstand, and recover from emergencies, natural disasters, community crises, or fire.

Objective 2: Increase education and early intervention

Education is a critical factor that influences quality of life. Early years programs are focused on building skills and knowledge for children and families which will improve their capacity later in life and bring them into a higher level of engagement with the community. Building capacity of our youngest citizens and their families through education initiatives and raising awareness of public safety issues supports this priority area.

Priority: Support Vulnerable People

Objective: Increase integration of services

Integrated service implies the collaborative effort of multiple partners, service providers, and stakeholders to address specific community problems in a holistic, comprehensive and coordinated way. Integrated services are most often provided to those with multiple and complex problems, requiring the involvement and cooperation of multiple service providers to adequately address the service recipients' needs and challenges.

A Shared Commitment to Public Safety

Core to the public safety model for Surrey is recognition that all City departments have a shared commitment to public safety and a role to play in achieving our vision. The diagram below is a representation of this commitment. Each City department plays a role in delivering our strategic initiatives.

Maintains and extends programs that support education and crime prevention among youth, and improves safety for seniors and other target groups.

PARKS, RECREATION & CULTURE

Develops transportation and other infrastructure to enhance public safety through design and delivers traffic safety programs.

ENGINEERING & TRANSPORTATION

Enhances bylaw policy and enforcement to implement strategic initiatives and improve public safety outcomes.

BYLAWS

Manages social planning and urban development through neighbourhood revitalization, place-making, and supports social sustainability for issues specific to housing, substance use, poverty and other social vulnerabilities.

PLANNING & DEVELOPMENT

PUBLIC SAFETY
TAKING ACTION TOGETHER

LIBRARIES

Maintains programs to support vulnerable populations and enhances education opportunities and literacy skills.

SUSTAINABILITY

Oversees implementation of Sustainability Charter themes and manages City Dashboard to report on performance.

SURREY RCMP

Maintains and enhances policing programs to accelerate crime prevention among target populations.

FIRE SERVICES

Develops, extends, and evaluates programs to enhance fire prevention and emergency preparedness in the community.

2.2 Evidence-Based Approach

In building the Public Safety Strategy, we are committing to an evidence-based approach for the City of Surrey. First we are guided by the evidence regarding best practices in public safety such as those outlined in the Defining Public Safety section.

Our second source of evidence will come through our data-driven approach. Data collected by the City currently provide a rich source of information. We can use this available data, and where necessary, create new sources of data, to monitor progress at every level of our strategy. Establishing reliable baseline data enables us to track progress over time. It will also be important to have a mix of specific and general trend data to develop a comprehensive picture of safety in Surrey.

At the highest level we will use data that illustrates change over time for our community goals. We want to know if our citizens are reporting feeling safer, are engaged in city life, and are indicating an enhanced quality of life.

At the level of our priorities we can use measures to show whether we are trending in the intended direction. Assessing our progress to Prevent and Reduce Crime is possible by tracking municipal level crime data to see if crime is trending down, in a range of categories, across Surrey as a whole. Our priority to Ensure Safe Places can be measured by assessing the frequency of incidents in public spaces and perceptions of safety on transit, and at the neighbourhood level. Determining if we are effective at Building Community Capacity may require collection of City wide data relating to programs designed to build the skills of our citizens and as well as citizens' perceptions of their own resiliency and awareness regarding public safety. For our priority to Support Vulnerable People it may be possible to measure progress by tracking changing trends in demand for services for our most vulnerable citizens and tracking recidivism rates and rates of change in behaviour for those receiving support.

At the initiative level we can use a variety of data measures to monitor effectiveness. Initiatives will be tracked both in terms of the outcomes they are seeking to achieve, and the reach and scope of the program. Program reach and scope can be measured by an increase in the number of participants and the number/scale of services delivered. In cases where increasing the number of participants is not a goal, the measure may be maintaining the number of participants or ensuring the program is at full capacity given the resources available. Outcomes may be tracked using the following types of measures.

- Increase/decrease in the number of incidents specific to the program participants targeted

- Increases in positive behaviours/attitudes of participants and increase in benefits received by participants

- Decrease in negative or anti-social behaviours and attitudes among participants

- Increase in positive perceptions of participants regarding satisfaction, value, and/or effectiveness of program

- Increases in skills/awareness among program participants

2.3   Taking Action Together – Our Strategic Initiatives

Achieving our vision relies on the mix of existing and new strategic initiatives outlined here. These initiatives have been grouped in terms of the priority area they address and the objectives to which they most directly relate.

To find the most strategic initiatives that will have the greatest impact, we considered over one hundred ideas and programs. These possible solutions came from our staff, our community partners, and the members of the public that attended our consultations.

The strategic initiatives outlined below were chosen for one or more of the following reasons.

• They were genuinely innovative and new ideas.

• They had a track record of success and still had potential to expand their focus or to become more strategic.

• They were not yet integrated into the City's core operations.

• They incorporated measures and targets and enabled us to track progress against our goals and objectives over time.

Taking action together through these initiatives will help us achieve our vision of a community where everyone is safe and engaged.
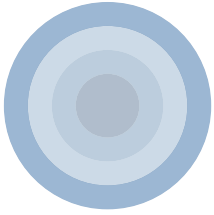
Prevent and Reduce Crime

Objective 1: Increase General Crime Prevention

General prevention programs include a wide range of activities or interventions aimed at preventing harms from occurring, or reducing risks or threats to health and wellbeing. They target either the entire community, or large sub-groups within the community, providing education and awareness.

Initiatives

i.   Community Safety Centre

ii.   Cyber Security Outreach Program

iii.   Age Friendly Strategy for Seniors

iv.   Code Blue – Elementary and Secondary Schools

v.   Business Safety Audits

vi.   Substance Use Awareness Team

Objective 2: Increase Targeted Crime Prevention

Targeted prevention programs are focused on specific groups of people who will benefit most from the program activities and interventions because they are more at risk than the general population. Targeted prevention may provide education and awareness to prevent harm and to promote wellbeing, or the program may be designed to increase safety and protection to help prevent further harms from occurring.

Initiatives

i.   End Gang Life – BC Gang Exit Pilot

ii.   Clayton Heights Activity Team (CHAT)

iii.   Critical Hours Programming

iv.   YoBro, YoGirl Initiative

NEW ▸ ## Community Safety Centre

The Community/Youth Safety "Village" model has been implemented in other parts of North America. Safety initiatives of this sort typically involve facilities and educational programming designed to deliver safety messages to youth (e.g., grades K–8) in an engaging and interactive way. The Community Safety Centre (CSC) concept being proposed in Surrey builds on the traditional Safety Village model. The Surrey RCMP, in partnership with the City, Surrey School District and other community partners, is taking steps to develop an integrated service centre through which public safety partners could deliver programming that contributes to public safety outcomes.

As a mixed use facility, the Surrey CSC would support the delivery of a wide range of activities, programs or services by participating agencies, including community engagement and outreach, education and prevention, early intervention and support. Through co-location, the facility would bolster proactive initiatives that keep individuals safe, minimize their involvement in the justice system (as victims or offenders) and help treat underlying causes of criminal behaviour.

Activities delivered through the CSC might include hosted community dialogues and consultation on public safety, educational programs for children and youth, early intervention initiatives (e.g. SMART), as well as restorative justice and social development programs. Victim support services and youth and parent counseling may also be delivered through the new CSC model. The Surrey CSC model is in development, with identification of funding opportunities and program design early priorities under the Strategy.

As the scope and terms of the new CSC are still being defined performance measures and targets for the Centre will be added over time.

TIMELINE

Design		Implement		Review
2016	2017	2018	2019	2020

Cyber Security Outreach Program

Cyber security is an important and emerging issue in personal safety. The ubiquity of social media, personal communication devices, and changes in perceptions about privacy of data create new risks to personal safety in terms of virtual space. Addressing cyber security concerns for youth, residents, and businesses is an important aspect of the Public Safety Strategy.

There is a need for improved awareness and understanding of the risk factors with regard to online security and improved and easily accessible tools and resources for individuals to take responsibility for their safety, as well as the security of their children. Be Safe Online is a new City outreach program designed to help residents and businesses by providing access to cyber security education and information resources. It provides support to individuals and business owners to increase their awareness of cyber security and learn how to protect themselves and their businesses. The goal is to reduce the incidence of cybercrime in Surrey by ensuring that individuals and businesses are not only aware of the risks, but that they implement actions to improve their safety online.

TIMELINE

Design		Implement		Review	Renew
2016	2017	2018	2019	2020	2021

POTENTIAL MEASURES

Increase in the unique visitors to the cyber security website

Increase in the number of downloads of cyber security resources

Increase in the number of education sessions on cyber security delivered to stakeholders

Decrease in rate of cybercrime victimization among program participants

Age Friendly Strategy for Seniors

Safety for Surrey's senior residents is a priority under the Strategy. Reducing harm and victimization among seniors, as well as improving their emergency preparedness and ability to be resilient when faced with challenges, will enhance their personal safety and the sense of safety in the community. The City's planning team has a strategy in place to provide a range of services supporting the senior community. The Age Friendly Strategy for Seniors provides a city-wide framework for working together to ensure seniors are supported and can remain actively engaged and safe in our community.

Under the strategy, there are several service delivery elements with a direct connection to enhancing safety. These include support for urban planning that improves accessibility for those with mobility challenges, as well as specific education and resources to reduce the risk of elder abuse and neglect. The neighbourhood focused elements of the Strategy also support the "age in place" principle in the Strategy. This enables Surrey's seniors to age with dignity in their homes as long as possible, while staying connected to their community and receiving support for their health and wellbeing.

POTENTIAL MEASURES

Decline in the victimization rate of seniors

Increase in participant satisfaction with support provided

Increase in the number of seniors volunteering in programs

Increase in the number of seniors participating in City programs and facilities

TIMELINE

Implement				Review	Renew
2016	2017	2018	2019	2020	2021

Code Blue – Elementary and Secondary Schools

The Surrey RCMP has a multi-pronged approach to tackling youth issues and preventing youth from becoming involved in criminal and nuisance activities. Code Blue is a proactive endeavour that helps to build positive police-youth relationships. Code Blue is an after school fitness training program that resembles police officer training and is led by Surrey RCMP officers. The youth engagement program is currently offered at six Surrey secondary schools with an average of 40 students attending the drop-in program each week. It is envisioned that this program will also be introduced to Surrey elementary schools during 2017.

Aside from the physical benefits of this activity, the real value of the program is the self-confidence gained by participants and the leadership skills learned. Code Blue instructors do the workouts with the youth, push them to go the extra mile, and give them encouragement along the way. The program builds a sense of accomplishment as the youth realize their physical abilities, and the value of team work. From the perspective of public safety, this helps to build resiliency in young people while also helping them to build positive relationships with the police. This increases their protective factors and reduces their risks of later involvement in crime, gangs, and other anti-social behaviours. Positive engagement with young people through programs like Code Blue helps mitigate other influences that can increase vulnerability for youth.

POTENTIAL MEASURES
Increase in participants reporting improved confidence after program participation
Improved perception of police among youth completing the program
Increase in the number of youth participating
Increase in the number of schools participating

TIMELINE				
Implement			Review	Renew
2016	2017	2018	2019	2020

Business Safety Audits

Since 2006, the Downtown Surrey Business Improvement Association (DSBIA) has conducted yearly Safety Audits with member businesses to track changes regarding perceptions of safety in their area, document their main safety concerns, and gather recommendations for improving safety within the commercial areas of downtown Surrey. It also tracks reporting practices when crimes or nuisance activities occur. The audit focuses on ground-level businesses, due to the effects of street level activity on their daily experiences of safety.

This program uses student interns to conduct surveys with business owners and managers to gather data. Interviews are collated and compiled into a summary report on trends, which is shared with all members of the DSBIA. The data is vital to understanding specific street level issues regarding public safety in the downtown area, and helps inform the development of new initiatives.

Through the audit process, businesses increase their knowledge of situational crime prevention strategies to improve the safety of property, employees and customers. They also understand better how to report and manage crime and nuisance incidents. The DSBIA also shares their data with partner organizations such as the City and the RCMP to identify emergent safety issues.

POTENTIAL MEASURES
Reduction in the number of crime/nuisance incidents from previous year for businesses participating
Increase in the number of businesses that adopt safety practices
Increase in the number of businesses participating in the annual survey

TIMELINE				
Implement	Review	Renew		
2016	2017	2018	2019	2020

Substance Use Awareness Team

Substance use was consistently identified in the research and in our consultations as a major contributing factor to public safety issues in Surrey. Fraser Health's core mandate includes responsibility for providing support for substance use programs from a health care perspective. As well, the Surrey RCMP has many operational strategies and activities in place to address drug related offenses. Recent increases in overdoses and exposure to fentanyl among the substance use community are being addressed on a number of fronts. The City is collaborating with Fraser Health, RCMP and other partners on a specific response plan to this issue that will be reported and managed outside the Strategy.

The Substance Use Awareness Team (SUAT) provides the City's specific support to these issues by coordinating public awareness campaigns, promoting safe use of legal substances and gaming, empowering youth to make positive choices about substance use, and providing resources such as fact sheets. SUAT brings together a team of community experts to provide a coordinated response to emerging trends and support vulnerable populations and the general community. Public Safety will be improved when there is better understanding of the underlying causes and treatments for substance use.

Team members include: Alcohol-Drug Education Services; BC Responsible and Problem Gambling Program; DIVERSEcity Community Resources Society; Moving Forward Family Services; Lookout Society; Native Courtworker and Counseling Association of BC; Options Community Services; Pacific Community Resources Society; SOURCES Community Resource Centres; Surrey Area Network of Substance Users (SANSU); Surrey Mental Health and Substance Use Services (Fraser Health Authority); Surrey RCMP; and the Surrey School District.

POTENTIAL MEASURES

Increase in the number of participants in the Habit Change Challenge

Increase in the number of educational resources distributed

Increase in the number of agencies distributing substance use awareness resources

TIMELINE

Implement	Review	Renew		
2016	2017	2018	2019	2020

End Gang Life – BC Gang Exit Pilot

Concerns about gang involvement and violence associated with gangs were a consistent theme in our consultation sessions. While police and other agencies have a direct mandate to respond to violent crime and gang related offences, there is a role for the City and its partners to play in supporting gang exiting programs. End Gang Life – BC Gang Exit Pilot is a province wide program that provides support for individuals to limit their risk of gang participation and to help those already involved in the gang lifestyle to make positive changes and exit the gang. This new pilot brings together City and Provincial partners to deliver an expanded program focused on assisting entrenched adults who want to exit the gang lifestyle.

In support of the Premier's announcement of a dozen new and expanded initiatives to the Province's Guns and Gangs strategy, staff from the Ministry of Public Safety and Solicitor General have engaged key stakeholders to partner in the development of a two-year Gang Exiting and Outreach Pilot. The Pilot will enhanced education and outreach to families, friends, and communities and will build on the Combined Forces Special Enforcement Unit's (CFSEU) "End Gang Life" campaign. Project partners include: The City of Surrey, The Ministry of Public Safety and Solicitor General, CFSEU, Surrey RCMP, Surrey School District, and Fraser Health.

Modeled after similar initiatives in Canada and the United States, this pilot will use an evidence-based approach, using outreach workers, public education campaigns and other interventions to reduce incidents of gang violence. It will adopt an integrated case management approach to provide exiting support to adult gang members (18+) while also providing outreach to gang members' family, friends and communities. This will support education, prevention and help people exit gang life.

POTENTIAL MEASURES

Increase the number of participants in End Gang Life programs

Increase collaboration on research projects in BC on effective gang intervention and preventions activities

Increase number of mobilization programs specifically tailored to needs of local communities

Increase collaboration with Surrey RCMP and the City of Surrey on the development of prevention and intervention programs

TIMELINE

Implement	Review	Renew		
2016	2017	2018	2019	2020

POTENTIAL MEASURES

Increase in the number of participants that report improved sense of connection and confidence

Reduction in the number of calls for service related to nuisance incidents in the area

Reduction in participants' truancy from school

Increase in the number of participants who secure employment or enter training programs

TIMELINE

Design	Implement			Review	Renew
2016	2017	2018	2019	2020	2021

NEW — Clayton Heights Activity Team (CHAT)

Creating opportunities for positive mentoring and social interaction among young people helps to reduce anti-social behaviour and improves confidence, resiliency and the feeling of connection to their community. This is especially true of young people that do not gravitate towards sports or other activities and may feel disconnected from their neighbourhood. This initiative was developed locally in Clayton Heights to provide a safe space for these young people in the afternoons and evenings. CHAT is a weekly support program at Clayton Hall where young people can participate in activities in a safe place while spending time together and feeling part of a group. It provides opportunities to build relationships with caring adults who provide mentoring, as well as peer-to-peer support from young adult volunteers.

The program connects youth to support that is designed to increase their confidence, life skills, employability, health and sense of belonging. The program is currently delivered through a partnership between Pacific Community Resource Society, Parks Recreation and Culture, and the Clayton Heights Trademark Group of Companies. Through this partnership, young people become more engaged in school and experience improved graduation rates. Creating a safe space helps to connect the youth to work experience programs, job shadowing and social services where needed. By building trust in a safe place, volunteers are better able to connect youth with the support they need.

Critical Hours Programming – MyZone

From a public safety standpoint, "critical hours" programs focus on providing support for young people in the afterschool hours. Typically this time is when some middle year aged children (6–12 years old) do not have adult supervision and may become vulnerable to at-risk behaviour or victimization. By providing support during this important time their risks are reduced.

MyZone is a drop-in program during the critical afterschool hours (Monday to Friday from 3pm-6pm) that provides safe, affordable and high quality programming for middle years children. It creates a safe and nurturing environment and supports the principles of a healthy child development. The program provides affordable and accessible opportunities for active play and recreation, and facilitates civic engagement. Children have the opportunity to, receive assistance with homework, build positive relationships, develop social-emotional skills, develop leadership skills and feel a sense of belonging to their community.

POTENTIAL MEASURES

Increase in the number of participants reporting that the program helped them feel better about themselves

Increase in the number of participants reporting that they got involved in group activities through the program

Program operates at capacity given resources available

Increase in the number of families following up on referrals provided through MyZone

TIMELINE

Implement			Review	Renew
2016	2017	2018	2019	2020

Yo Bro, Yo Girl Initiative

This targeted crime prevention initiative also focuses on youth outreach and support to improve public safety by intervening early with vulnerable youth. Early identification of risk factors and outreach to those most vulnerable to criminal or gang involvement has been proven to be an effective crime prevention technique. Since 2009, the City has supported the Yo Bro, Yo Girl Initiative. It specifically focuses on prevention of gang involvement, violence and substance use among youth.

This program has now developed a range of impactful, life-changing programs delivered in the classroom, out of school, and during school breaks. It reaches boys (Yo Bro) and girls (Yo Girl), aged 12 to 18 years, and allows older program participants to play a mentorship role as alumni of the program. The program currently supports over 450 youth each week with educational and recreational activities that focus on improving school and community engagement, positive social interactions, and improved individual confidence and autonomy. The initiative is delivered at both the elementary and high school level to reach the target audience.

Innovative program design and engaging delivery of material (e.g., Taking it to the Streets, Keep it Real, Respectful Relationships, No means No) help connect with youth on their level, in a way that respects their situation and recognizes their needs. This program has demonstrated significant value in diverting young people vulnerable to the gang lifestyle or other precursors to criminal activity.

POTENTIAL MEASURES
Increase in the number of participants reporting positive social and skill development
Increase in the number of alumni volunteering to support the program
Program operates at capacity given available resources
Increase in the percentage of participants that complete the program(s)

TIMELINE					
Implement				Review	Renew
2016	2017	2018	2019	2020	2021

Actions to Prevent and Reduce Crime

These recommendations will create measurable results for the priority of preventing and reducing crime and support the specific strategic initiatives in this priority area.

- 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.
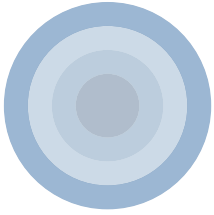
Priority: Ensure Safe Places

Objective 1: Increase Situational Crime Prevention

Situational crime prevention programs are designed for specific places that are vulnerable to crime, fire, or other public safety risks. Situational prevention employs specific and site-based techniques and mechanisms that deter crime, or make it more difficult for crimes or other harms to occur.

Initiatives

i.   Distressed Properties Response Program

ii. Project IRIS – CCTV Registry

iii. Community Safety Patrols

iv. Community Enhancement Program

v.   Block Watch

Objective 2: Increase Transportation Safety

In Surrey, on average 17 people are injured each day due to traffic collisions and the average annual direct cost of collisions is over $380 million. A safe transportation system enables people of all ages and abilities to move comfortably and safely throughout the City, irrespective of their mode of travel.

Initiatives

i.   Data Driven Approaches to Crime and Traffic Safety (DDACTS)

ii. Safe Mobility Plan

iii. Safe and Active Schools Program

iv. Traffic Safety Campaigns

NEW ◀ ## Distressed Properties Response Program

The Distressed Properties Response Program has been developed to identify residential and/or commercial properties tipping towards a state of distress, and enables the City to take measures to address problems before they decline further and incur risk of crime or fire.

Under this initiative, a Distressed Properties Action Team (DPAT) willl be formed to address and monitor immediate issues, and develop long-range strategies to prevent the decline of properties. Problem oriented properties will be dealt with using existing tools, such as the abandoned property, fire service, and nuisance property bylaws. As well, a property tax review will be completed and fire and property data will be compiled to identify properties that are at a higher risk of neglect and delinquency.

By taking early action, the DPAT can reduce the risk of these properties becoming locations for illegal and nuisance activities, and can prevent overall neighbourhood decline.

POTENTIAL MEASURES

Decrease in the number of bylaw violations for unsightly and nuisance properties
Decrease in the number of abandoned properties identified
Increase in successful remediation or other action (type per property)
Increase in landlord/owner compliance with bylaws

TIMELINE

Design		Implement		Review
2016	2017	2018	2019	2020

Project IRIS – CCTV Registry

Surveillance technologies such as closed circuit television (CCTV) cameras have proven instrumental in aiding police with investigations. They are also a necessary and important tool in situational crime prevention. Historically, when an incident occurs, RCMP officers will manually canvass surrounding properties and businesses to identify locations that may potentially have private camera footage that might have captured vital evidence.

The Project IRIS (Integrated Resources for Investigations and Safety) initiative will provide a camera registry that identifies specific locations of City facilities, residents and businesses' cameras. Equipped with the knowledge of locations of security cameras, police can more quickly and efficiently conduct their investigation when an incident occurs.

The initiative has two ways of collecting the location data for CCTV cameras. In the first instance the City has created a database of all camera resources on City-owned land. The second way is through residents and businesses voluntarily signing up to a new public camera registry.

The registry is a voluntary mechanism for residents and businesses to register the location of premises they own that have security cameras which record footage. By registering their cameras and helping speed up investigations, citizens and businesses play a direct role in supporting public safety.

Robust protocols are in place to ensure the privacy of the information supplied in the registry. The Surrey RCMP will directly contact camera owners to determine if they are willing to share their footage. Project IRIS provides a way to speed up this process dramatically and assist RCMP with their investigations.

POTENTIAL MEASURES

Increase in the number of RCMP cases using CCTV footage obtained from the cameras in the registry

Decrease in time taken to identify CCTV resources

Increase in the number of cameras identified in registry

TIMELINE

Design	Implement			Review	Renew
2016	2017	2018	2019	2020	2021

Community Safety Patrols

Surrey currently has three community-level safety patrols in operation and one under development. These include community Patrol Officers (CPO) who are City of Surrey employees in the Bylaw Department and are currently dedicated to Newton Town Centre area patrol; the Newton Business Development (BIA) and Downtown Surrey Business Improvement (DSBIA) self-funded Community Patrols; and the Cloverdale Business Improvement Association (CBIA) "Safe Cloverdale" patrol, which is current under development. Surrey Crime Prevention Society also complements these Community Patrols with volunteer safety tours across the City.

Although funded and managed through different channels, these community safety patrols share a common goal of providing uniformed, street-level support for specific community town centres. These patrol teams collaborate and share information to ensure coverage of key town centre locations. They engage with members of the public to address safety concerns, make referrals to service providers, liaise with local community organizations and businesses and flag enforcement issues for follow up. Working together, these partners have demonstrated the effectiveness of street-level uniformed patrols in deterring criminal and anti-social activity. They also play a key role in engaging with the community and early identification of safety concerns at the local level.

Under the Public Safety Strategy we will support future coordination and expansion of community patrols across Surrey.

POTENTIAL MEASURES
Increase in the number of business reporting satisfaction with program and experience of safety
Increase in the number of service requests received
Increase in the number of referrals made to social services, RCMP, Fire, Bylaws
Decrease in repeat incidents with individuals

TIMELINE

Review	Implement			Review	Renew
2016	2017	2018	2019	2020	2021

Community Enhancement Program

Creating public spaces that are welcoming, accessible and safe is a core part of situational crime prevention. Enhancing spaces through beautification and graffiti removal increases the protective factors and reduces the risk of crime and anti-social behaviour. The City has numerous programs to enhance and beautify public spaces. For example, the Surrey Crime Prevention Society (SCPS) manages the Community Enhancement Program on behalf of the City to remove graffiti from public spaces and pick up litter on adopted streets. The work is completed by individuals who have been assigned court appointed community service. This provides a service to the local area and encourages those who have been through the criminal justice system to reconsider their role in the community.

SCPS partners with BC Probation Services and other agencies to identify participants for the program. Many of the clients are first-time young offenders and are mentored by program staff on community engagement and positive behaviours. Beyond allowing clients to complete their court appointed community service hours, there are many benefits for public safety from this work. Through the program, the City receives improved notification of problem issues and graffiti. Civic pride in Surrey is also increased as residents and businesses see the City taking action to make their community more beautiful and welcoming. SCPS volunteers regularly support community clean up campaigns across the City, and report issues in the Surrey Request App.

POTENTIAL MEASURES
Increase in the percentage of participants completing community service in program
Increase in total hours of community enhancement activities completed
Increase in the number of graffiti reports received
Increase in residents' perception of safety in public spaces

TIMELINE

Implement			Review	Renew
2016	2017	2018	2019	2020

Block Watch

The consultation process for the Strategy had a very strong focus on neighbourhood level programs including citizen driven crime prevention. Participants made direct connections between their concept of public safety and feeling safe to walk and play in their community and being connected to their neighbours. Neighbourhood level programs are therefore a critical part of the Strategy as they strengthen the fundamental unit of community cohesion, the local neighbourhood.

Block Watch is a well-established program that improves relationships between the police and the community they serve while building neighbour relationships, which in turn helps reduce opportunities for crime. The main objective of Block Watch is to aid in building safer neighbourhoods by encouraging residents to take a proactive approach to crime prevention and safety. Through education on situational crime prevention tactics like target hardening, property marking and reporting suspicious activity, Block Watch provides an avenue for the community to take responsibility for its own safety by reducing the opportunity for crime. Neighbourhood participants involved in the program report feeling engaged in their community and this makes it easier to detect suspicious behaviour that can undermine public safety.

POTENTIAL MEASURES
Increase in participants' satisfaction with the Block Watch Program
Increase in the number of Block Watch groups

TIMELINE				
Implement				Review
2016	2017	2018	2019	2020

NEW

Data Driven Approaches to Crime and Traffic Safety (DDACTS)

Implementing effective responses to traffic safety requires sustained focus in a difficult environment. Demands on the traffic system are always increasing and conflict can exist between various modes of transportation (e.g., cyclists, motorists, pedestrians) but the system must safely accommodate all users. From a public safety standpoint, the role of coordinated traffic management and enforcement is critical in minimizing risks of crime and collisions in the traffic system. As well, vehicle stops are an opportunity for enforcement officials to gain valuable safety intelligence, identify problems early and apprehend offenders.

Data Driven Approaches to Crime and Traffic Safety (DDACTS) is an operational model developed in the US that uses the integration of location-based crime and traffic data for effective and efficient deployment of law enforcement resources. Surrey would be among only a few Canadian cities to implement this new, innovative approach and the first in BC. By saturating locations experiencing high crime and crash incidents with highly visible traffic enforcement, DDACTS communities fight crime while also reducing traffic crashes and violations.

Collaboration between Engineering, Fire Service and RCMP is critical for the collection and analysis of traffic safety and crime data to enable optimal deployment of resources. Community outreach and awareness is a critical element of the DDACTS model. Effective enforcement through new processes and technology improves transportation safety and reduces crime by targeting high risk areas and deploying specific responses. Being a data-driven process, the final element of the initiative is evaluation and reassessment.

POTENTIAL MEASURES

Decrease in total traffic collisions in target areas

Decrease in total injuries and fatalities from collisions in target areas

Increase in the number of partners reporting improved efficiency and coordination using DDACTS

Increase in perception of traffic safety among residents

Decrease in crime in target areas

TIMELINE

Design	Implement			Review	Renew
2016	2017	2018	2019	2020	2021

Safe Mobility Plan

Within the transportation safety objective, the City's Engineering Department delivers a range of core activities that promote and support public safety. The City of Surrey's Safe Mobility Plan provides a framework for new and enhanced approaches to reduce the number of fatalities, injuries and property damage from motor vehicle collisions in Surrey. The program is evidence-based and targeted to focus on key areas of traffic safety for vehicles, cyclists and pedestrians. The Mobility Plan envisions partnerships with law enforcement and educational providers – and agreements with the provincial government – to enhance enforcement and safety across the transport system.

The goal of the plan is to move towards a future with zero traffic fatalities and injuries in Surrey. It will improve practices within and between agencies and implement better approaches to decision making. Safety analysis of reliable collision data will improve deployment of enforcement tools and resources. Along with existing programs that educate the public about traffic safety and that use volunteers to monitor key areas within Surrey, the Plan seeks to increase an individuals sense of "ownership" with regard to safe mobility.

POTENTIAL MEASURES

Reduction in the number of collisions (per 1000 residents)
Reduction in the number of fatalities and injuries from collisions (per 1000 residents)
Reduction in pedestrian involved injuries or fatalities

TIMELINE

Implement			Review	Renew
2016	2017	2018	2019	2020

Safe and Active Schools Program

This transportation safety initiative relies on partnerships with the Surrey School District, ICBC and RCMP to target education and outreach to children and youth. By reaching these young people early with positive messages and training in cycling and walking safely to school, the program helps build confidence and life skills for young people that improves their personal safety. Established in 2009, the program has completed 150 school safety and operational reviews and 650 infrastructure improvements to date to support safety in and around schools. In 2016, 35 infrastructure improvements are underway at a cost of $5.8 million.

The program has four main components: infrastructure improvements; safety assessments of school neighbourhoods; promotion of walking and cycling to school amongst elementary school children (School Travel Planning); and providing support for training of elementary children in riding bikes and general road safety. The program team works intensively with 3–4 schools per year to deliver this support and 30 percent of Surrey's elementary schools have participated since 2009. As well, over 16,000 children have received bicycle safety training. The program has also been collaborating with the University of British Columbia Centre for Hip Health and Mobility to gather data on health impacts of cycling/walking on youth.

POTENTIAL MEASURES

Increase in participants reporting safety in school zones has improved as a result of the program
Investment in infrastructure improvements (per annum) are consistent with the Safe Mobility Plan
Total schools participating in Travel Planning for students
Decrease in traffic incidents involving children in school zones
Increase in the number of students receiving training

TIMELINE

Implement	Review	Renew		
2016	2017	2018	2019	2020

Traffic Safety Campaigns

Public awareness campaigns and monitoring traffic safety can have a significant impact on behaviour in the transport system, and it requires dedicated effort and coordination. Two specific road safety programs conducted in Surrey are the Cell Watch and Speed Watch programs. Both programs are supported by ICBC, the City, Surrey RCMP and Surrey Crime Prevention Society. Surrey RCMP and Surrey Crime Prevention Society volunteers participate in these programs to help create a culture of safe driving in the City, which ultimately results in a decrease of preventable motor vehicle collisions and injury.

Speed Watch is a program designed to raise awareness and reduce incidents of speeding. Volunteers monitor vehicle speeds in school and playground zones, high crash zones, and neighbourhood streets, giving motorists instant feedback on how fast they are driving. A police officer will attend whenever possible in order to issue warnings or tickets to drivers. Information collected is forwarded to police and ICBC, who use it to identify high risk locations. Additionally, the City is increasing deployment of speed-reading boards in target areas. The Cell Watch program is an educational initiative aimed at reducing distracted driving, such as talking and texting while behind the wheel. Information gathered is used to better understand the issue at a local level and to develop initiatives to reduce distracted driving. The high visibility of these programs and the equipment used to support these efforts encourage drivers to slow down and/or put their phones away so they can focus on driving thereby improving road safety.

TIMELINE

				Review	Renew
Implement					
2016	2017	2018	2019	2020	2021

POTENTIAL MEASURES

Increase in the number of citizens exposed to safe driving messages at events

Increase in the number of volunteers trained to promote traffic safety

Increase number of speed Watch / Cell Watch shifts completed

Decrease in average speed of vehicles in target areas

Actions to Ensure Safe Places

These recommendations will create measurable results for the priority of ensuring safe places and support the specific strategic initiatives in this priority area.

- 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.
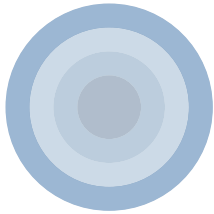
Priority: Build Community Capacity

Objective 1: Increase Community Resilience

Community resilience involves the ability to respond to and recover from adverse situations and circumstances. Implying the ability to "spring back," resilient people and communities have the capacity to cope with stressors without suffering permanent harms. Building resilience involves developing capacities, strengths, assets and skills that will reduce risks and increase protective factors. Community resilience also includes the sustained ability to access and utilize available resources to respond to, withstand and recover from emergencies, natural disasters, community crises or fire. Surrey has developed a Climate Adaptation Strategy to ensure our long-term resilience and prepare for climate change impacts. The Adaptation Strategy will help the City anticipate and respond to changes in flood management, infrastructure, health and safety, and food security.

Initiatives

i.   Emergency Planning

ii.   Home Safe

iii. Volunteerism: Building Community

iv.   Girls Got Game

Objective 2: Increase Education and Early Intervention

Growing the community's ability to respond to change with early intervention and education supports children, youth and their family networks.

Initiatives

i.   Early Years – United Way Avenues of Change – Guildford West

ii.   Surrey Safe Schools Partnership

iii. Diversity Outreach Program

iv.   Surrey Libraries Information Access and Literacy Support

v.   Youth Mentorship Programs

Emergency Planning

Building a strong and resilient community requires education, resources and support on multiple levels. Helping individuals to understand potential crisis events and how they can best respond to maintain their personal safety contributes to public safety. This initiative focuses on outreach and resources to support residents, businesses and families to build their emergency preparedness capability. This is particularly important due to climate impacts such as the increase in storms and longer, hotter summers with less rainfall.

There are many elements to Surrey's emergency planning response including rapid response to crises through the Emergency Social Services (ESS) program and education and outreach led by the Surrey Fire Service. The ESS program is a City program that provides for the short term needs of evacuees and response workers in a disaster or emergency situation. This program provides for the physical and emotional wellbeing of evacuees in the first 72 hours of a crisis event.

The Surrey Emergency Program (SEP) program, managed by Surrey Fire Service, makes sure our City is as prepared as possible in the event of an earthquake, flood, major fire or other disaster. The Personal Emergency Preparedness Program (PEPP) supports groups at a personal level with training and resources so they are prepared for a 72-hour disruption to critical infrastructure and services. The Neighbourhood Emergency Preparedness Program (NEPP) focuses on the principle of "neighbours helping neighbours," identifying the skills and resources that would be useful in a disaster, and teaching how to respond safely and effectively in organized teams. The Business Emergency Planning Program (BEPP) was established to help business owners with emergency preparedness planning and business continuity. The Disaster Recovery Toolkit was added to the SEP for survivors of fires and other disasters. It is distributed by Emergency Social Services and is intended to alleviate some of the difficulties faced by survivors in the aftermath of tragic events.

TIMELINE

Implement				Review	Renew
2016	2017	2018	2019	2020	2021

POTENTIAL MEASURES

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

Increase in the number of participants receiving emergency planning support and training

Increase in the number of emergency preparedness training materials distributed

Increase in the number of participants that report taking action (e.g., have emergency kit in place) after participation

ESS response activities are delivered according to the plan to provide support in 72 hours

Home Safe

Personal safety in the home was a recurring theme for many consultation participants. One of the primary risks to safety in the home is fire risk. This initiative focuses resources on providing support to seniors and other residents to assess fire risks in the home and ensure smoke alarms are installed and working in the event of a fire. Since 2008, the Surrey Fire Services has delivered this support through the Home Safe fire prevention home visitation initiative. The program involves Surrey firefighters, with the support of local volunteers, going door-to-door in high fire risk neighbourhoods to distribute fire prevention information to residents and conduct checks to confirm homes are fitted with working smoke alarms. Free smoke alarms are installed in homes where the detectors are absent or non-functioning.

The Home Safe Teams also coach individuals on fire prevention and escape planning, talk with youth and seniors about kitchen fire safety, watch for signs of other risks factors, and meet with individual households at food bank and tax lineups to raise awareness about fire safety and emergency resiliency. Using the opportunity of a direct home visit enables the teams to broaden their discussion beyond fire prevention to other aspects of personal and public safety and creates opportunities for proactive interventions.

TIMELINE					
Implement				Review	Renew
2016	2017	2018	2019	2020	2021

POTENTIAL MEASURES

Decrease in the number of residential fires with working smoke alarm present at 75% or higher over five years

Increase in the number of site visits completed in target areas

Increase in the percentage of homes where smoke alarms are validated in site visits

Decrease in the rate of fire deaths and injuries in target populations

Volunteerism: Building Community

An important part of a healthy community is active and engaged residents. Residents' increased connection to community positively impacts perceptions of a neighbourhood and perceptions of crime, while increasing safety. Getting involved as a volunteer creates opportunities to increase residents' community attachment and sense of belonging. The City strives to help build a healthy, cohesive community by involving volunteers that are reflective of our diverse community.

Many City departments and programs, as well as City funded initiatives, rely on a passionate group of volunteers. Young people in particular demonstrate significant civic engagement and community spirit through volunteering. Volunteering is a win-win relationship for all participants as it helps to build confidence, life skills and community connections for the volunteers, while supporting City goals for public safety, community building and civic participation.

This initiative coordinates a range of opportunities for people to achieve their personal goals through volunteering. Training and support are provided to volunteers across City programs leading to personal and professional development. Using an evidence-based approach, the City will track total volunteer participation in community safety initiatives to recognize the contribution to building a safe Surrey.

POTENTIAL MEASURES
Increase in the percentage 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
Increase in the number of volunteers across city programs
Increase in the number of volunteer opportunities offered

TIMELINE				
Implement	Review	Renew		
2016	2017	2018	2019	2020

NEW **Girls Got Game**

Building resilience amongst diverse populations helps to strengthen community cohesion and increase a sense of wellbeing. Options Community Services Society in partnership with the City of Surrey is developing a new program focused on improving the overall health and wellbeing of immigrant and refugee girls aged 9–13.

The 'Girls Got Game' program is an afterschool initiative that provides positive recreation experiences and group workshops which help to develop physical literacy, build confidence and strengthen connections with other girls and the community. The program is funded by the Canadian Women's Foundation on a four-year term and will take place in two locations within Surrey.

POTENTIAL MEASURES

Increase in the number of participants reporting improvement increase in confidence and wellbeing.

Increase in the percentage of participants attending regularly

Increase in participants' sense of connection with peers and the community

TIMELINE

Design	Implement			Review
2016	2017	2018	2019	2020

Early Years – United Way Avenues of Change – Guildford West

Early years education has been demonstrated in best practice research to be a critical intervention period. From a public safety standpoint, reaching children and families at the earliest opportunity helps to build a durable relationship within communities and this contributes to increased capacity for growth and pro-social engagement. With pilot funding from United Way, the Avenues of Change initiative is an innovative, responsive and courageous approach to support early childhood development. Resourced through a significant five-year investment, the deeply collaborative, place-based initiative serves to enhance children's wellbeing and reduce chronic childhood vulnerability.

This program is a new way of delivering place-based service and support for families. It is a collaboration of the City, Fraser Health, Ministry of Children and Families, Surrey School District, Surrey Libraries, United Way of the Lower Mainland and community agencies. It seeks to address the root causes of Guildford West's early childhood vulnerability. Working through a network structure, initiative partners promote the wellbeing of young children and families with a focus on shared resources, measurement and learning. Online mapping of community based early years resources helps parents to connect effectively with available support services and demonstrates commitment to community engagement. As well, direct support for children and parents in the most formative years improves public safety by strengthening protective factors and ultimately improving outcomes for children and families. The program is strongly evidence-based with tracking of a variety of metrics for program outcomes and proactive surveys of parents to target services at the areas of greatest need.

TIMELINE				
Implement			Review	Renew
2016	2017	2018	2019	2020

POTENTIAL MEASURES
Increase in the number of parents reporting improved access to services, knowledge and feeling of empowerment
Increase in the number of successful referrals of parents and children to community resources
Improved use of assessment tools to assess changes in child wellbeing

POTENTIAL MEASURES

Increase in the number of participants reporting
improved social development outcomes

Decrease in truancy rates from school among program participants

Increase in the number of participants in WRAP and Girls Group (per annum)

TIMELINE

Implement			Review	Renew
2016	2017	2018	2019	2020

Surrey Safe Schools Partnership

Schools are a critical community hub and provide a major point of contact for many public safety programs. As part its relationship with the Surrey School District, the City and Surrey RCMP provide support for the Surrey Wraparound Program (WRAP) and the Girls Group Program. These strategic initiatives target support at school aged children by providing opportunities for participation in activities, empowerment, and skills development

The WRAP program provides youth with resources, pro-social opportunities and builds positive life skills. It focuses on prevention through education and intervention in a variety of languages. RCMP staff provides support and mentoring for youth through the program. Parents, caregivers and/or guardians are included in goal setting. Participants also have access to City Job Readiness Training to give youth tangible job skills and knowledge, and use of facilities through the Leisure Access Program. Finally, the program enables young people to volunteer to build their skills and confidence

The Girls Group Program operates at select high schools in Surrey. Two-hour weekly sessions, which run from 2–4 pm, help the students build confidence, provide them with support and give them mentors. The program engages young girls in positive pro-social activity and provides positive adult role models to connect them to resources and networks in Surrey. Typically, the girls taking part would not be otherwise involved in extra-curricular activities so the Girls Group gives them the chance to gain experiences outside of school. These school programs help to positively attach youth to their school, their community and their home by building trusting and positive relationships.

Diversity Outreach Program

Surrey embraces the values of diversity and recognizes the importance of working with our diverse communities to promote public safety. The City welcomes newcomers and has several programs targeted at supporting people from a variety of cultural, social and economic backgrounds. The Diversity Outreach Program is led by the Surrey RCMP to expand the ability of community police officers to connect with the City's diverse communities. The team has specialists focusing on areas of opportunity and needs of specific groups.

The Diversity Outreach team is responsible for local community engagement with different cultural and socio-economic groups within Surrey. The team organizes and participates in community engagement activities and events, community presentations and safety training forums. The outreach program supports diverse communities to access services and provides positive and proactive engagement with the police. This supports public safety by increasing the likelihood that members of diverse communities feel engaged with the wider community and they are more likely to report crime or other issues when they occur. Through the Diversity Outreach team, the RCMP can provide specific support for people from different backgrounds, including services in languages other than English. Connecting with people on common cultural ground rapidly improves their willingness to engage with authority figures, such as the police.

POTENTIAL MEASURES

Increase in positive perception of police among target groups

Increase in the number of participants in events and forums for diverse populations

Increase in the number of resource materials available in multiple languages

TIMELINE

Implement			Review	Renew
2016	2017	2018	2019	2020

Surrey Libraries Information Access and Literacy Support

Access to education and literacy support provides significant benefits for vulnerable communities, newcomers, families and children in Surrey. Research in the United States and Canada has shown that low literacy is strongly related to crime, unemployment, and youth disengaging from school. A high proportion of prison inmates are functionally illiterate. Literacy is a fundamental skill that opens the door to learning, access to services, and personal development. Breaking the cycle of low literacy leading to future vulnerability and anti-social behaviour is a key focus of this initiative.

Libraries are an important hub for information and support for vulnerable people and help build capability and resilience for these individuals. Surrey Libraries strive to instill the value of literacy in parents through the "Read to Baby" program in partnership with Fraser Health, and early years story time programs. Libraries further support the community with a range of free programs and services including: literacy skills, newcomer support, computer access and training, job-finding assistance, referrals to social services, vulnerable population outreach and barrier elimination, volunteer opportunities, and print and non-print collections.

Throughout the library network staff encourage community uptake in these programs and services to improve access to, and awareness of, information. Surrey Libraries' vision is "Where the power of knowledge inspires people to build a better future." These services provide significant benefits to the community by enhancing community cohesion and connections. Direct outreach to vulnerable people identifies and targets services to those in the greatest need. Literacy support and training also helps vulnerable people make positive changes in their lives, which may reduce their risks of being victims or offenders as well as contact with the justice system.

POTENTIAL MEASURES

Increase in participant satisfaction with programs

Increase in the number of participants in literacy and Access Card programs

Increase in the number of users demonstrating use of Card with no delinquency of services

Increase in the number of return visits by Card users tracked via drop-box prize chances

Increase in the number of outreach visits by library staff

TIMELINE

Implement			Review	Renew
2016	2017	2018	2019	2020

POTENTIAL MEASURES

Increase in the percentage of participants completing the minimum three month SCPS program

Increase in the percentage of mentors completing orientation process and one year commitment to program

Increase in the satisfaction rate of mentors and mentees with regard to program participation

Increased in the number of participants that report improved understanding and interest in work from CUPE 402 job-shadowing

Total number of places for mentors and mentees in the program are at capacity given program resources

TIMELINE

Implement			Review	Renew
2016	2017	2018	2019	2020

Youth Mentorship Programs

Public safety programs for youth often have a mentorship or capacity building component. Mentoring is a powerful tool for building confidence, leadership skills and engagement with youth, which improves their personal safety, increases their engagement with the community and reduces risks of anti-social behaviour. The City supports a variety of mentoring programs including a Community Safety Youth Leadership and Mentorship Program managed by Surrey Crime Prevention Society (SCPS) and a Student Mentorship Program coordinated by the Human Resources department of the City in collaboration with the Surrey School District and CUPE Local 402.

In the City's program, students gain hands-on work experience and a greater understanding of potential career options. Young people have remarked that these work experiences have increased their focus, renewed their commitment to graduate, and helped them gain confidence for the future. The School District also reports that the program helps young people connect with their community by increasing their understanding of municipal government. The SCPS Leadership and Mentorship Program provides opportunities for participants between the ages of 12 and 18 to be mentored by volunteers and program staff, and build important life skills. It is a 12-week program that focuses on the delivery of leadership and mentorship training between SCPS Mentors and Mentees in the community.

Actions to Build Community Capacity

These recommendations will create measurable results
for the priority of building community capacity and support
the specific strategic initiatives in this priority area.

- 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).
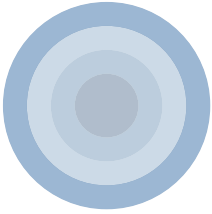
Priority: Support Vulnerable People

Vulnerability, the susceptibility to harm, results from an interaction between the resources available to individuals and communities and the life challenges they face. Vulnerability results from complex interactions between factors such as disadvantaged social status, personal incapabilities, inadequacy of interpersonal networks and supports, degraded neighbourhoods and environments.

Every city has vulnerable people; those that need multiple supports to address personal challenges such a poor physical and mental health, addictions, homelessness and interpersonal violence. Ensuring that vulnerable people receive timely, effective and coordinated services in an integrated manner is critical to public safety and wellbeing. By addressing the needs of vulnerable people, we can avoid the growing social and economic costs of negative outcomes in the future.

Integrated service delivery involves the collaborative effort of multiple service providers and stakeholders to address specific community issues in a holistic, comprehensive and coordinated way. Vulnerable populations with multiple and complex challenges, benefit greatly from such approaches.

Initiatives

Objective: Increase Integration of Services

i.   Integrated Services Network (ISN)

ii.   Community Services Web Portal

iii. Surrey Mobilization and Resiliency Table (SMART)

iv.   Newton Safety Unit

v.   Inter-agency Case Assessment Team (ICAT)

vi.   Network to Eliminate Violence in Relationships (NEVR)

The ICAT and NEVR initiatives have a specific focus on coordinated support for those dealing with relationship based violence.

NEW > ## Integrated Services Network (ISN)

While crime has consistently gone down in Surrey year over year, there still remain a core of offenders who commit a high level of crime as a direct result of their underlying challenges and concurrent disorders. Crime is an issue for the whole community and requires a long-term collaborative and integrated approach to resolve it. The realization that a disproportionate amount of crime (in particular property crime) is committed by a small number of recidivist offenders who suffer from a multiplicity of underlying issues such as chronic addictions, mental health and homelessness means that an integrated response has the best chance of success.

As a new initiative, the Integrated Services Network (ISN), targets 'social chronic' offenders – those whose intersection with the criminal justice system (both as offenders as well as victims) is as a result of their substance use, mental health and housing challenges. Research shows that effective programming must be based on accurate assessments of offender risk, needs and responsivity. The ISN is a multi-agency partnership between justice, social service and health agencies to work collaboratively in providing wrap-around support services for offenders.

The Surrey ISN aims to reduce recidivism amongst social chronic offenders as well as decreasing the severity of new charges. By breaking the cycle of criminal justice involvement, the ISN will lead to improved outcomes for vulnerable populations and increased safety for all Surrey residents. The model uses a rigorous evidence-based research framework to ensure that outcomes are measured and tracked at every stage of the intervention. The model is in development and expected to begin implementation in 2017.

POTENTIAL MEASURES

Decrease in recidivism amongst ISN clients

Increased alternatives to incarceration for non-violent offenders

Decrease in the number of accused persons going on remand before case disposition.

Increase in service retention

Increase in compliance with court orders and treatment plans

TIMELINE

Design	Implement			Review
2016	2017	2018	2019	2020

POTENTIAL MEASURES

Increase in the number of users that indicate the web portal led to increased access to services

Increase in the number of unique visits to the Community Services Portal

Increase in the number of available services that are included on the Portal

Increase in the number of respondents reporting they are aware of the portal as a way to access information on services

TIMELINE

Design	Implement			Review
2016	2017	2018	2019	2020

NEW

Community Services Portal

When vulnerable residents are connected to services they are less likely to become victims or perpetrators of crime. This in turn builds public safety for the whole community. Recognizing that access to services has been identified as a challenge for vulnerable populations, Surrey Libraries have provided clear links and referrals to services through their existing website. This well utilized service is now being expanded to create a more comprehensive resource which builds on the information provided, through a new Community Services Portal located on the City of Surrey website. The Portal will provide contact information and links to relevant services in an accessible way.

The Community Services Portal responds to recommendations noted in a variety of the City's social plans and initiatives (e.g. Surrey Poverty Reduction Plan, Vulnerable Women & Girls, Local Immigration Partnership). Several of these identify a need to increased awareness services and supports available in Surrey for residents struggling with a range of vulnerabilities. New immigrants and refugees, low-income residents and youth are just a few of the groups that will benefit from the portal.

POTENTIAL MEASURES

Increase in the number of participants receiving SMART support that report improved access to support services

Total number of referrals to SMART, especially for youth (ages 6–15, 16–24)

Expansion of program reach through implementation of SMART across City locations

TIMELINE

Implement		Review	Renew	
2016	2017	2018	2019	2020

Surrey Mobilization and Resiliency Table (SMART)

Service integration that supports public safety and wellbeing comes in a variety of forms ranging from co-location of services and shared resources, to virtual teams. Since 2015, Surrey has been piloting an innovative approach to cross agency collaboration via the Surrey Mobilization and Resiliency Table (SMART). The program seeks to address community issues before they become police issues or require other emergency services. SMART is made up of professionals from a variety of disciplines including, law enforcement, corrections, housing, health, social services, income assistance and education. These agencies work together to mitigate risk before crises can occur in the lives of individuals and families in Surrey's City Centre. This in turn expedites critical access to services and breaks down silos between organizations by encouraging a collaborative approach to public safety.

Each week, the SMART group meets to review cases where there is a high risk of harm, victimization or criminality for an individual or family. If the group determines this is a situation of elevated risk that requires multi-agency intervention, the appropriate agencies will develop and execute a rapid response intervention plan within 24–48 hours. Spearheaded by the Surrey RCMP, SMART represents a paradigm shift in public safety and wellness by recognizing that the police alone are not responsible for public health and safety of community.

Newton Safety Unit

The Newton Safety Unit initiative is a collaborative partnership between the Newton BIA, Surrey RCMP, City of Surrey Bylaws Department Community Patrol Officers, Surrey Crime Prevention Society, Hyland House, and other community stakeholders. During the weekly Newton Safety Unit meetings hosted by the BIA, a discussion of current and emerging issues impacting the area is followed by the development of an action plan. Examples of collaborative initiatives include the development of a response strategy for discarded needles. The Safety Unit provides a timely opportunity for information sharing about hot spots, prolific offenders and other concerns. It increases communication and effectiveness in addressing street disorder and crime within the Newton town centre. Through this improved collaboration, the Unit can proactively flag individuals causing repeated disturbance, and assist RCMP and other officials with addressing ongoing issues. The Unit identifies patterns and trends in order to build multiagency coordinated responses to incidents.

POTENTIAL MEASURES
Reduction in the number of break and enter incidents in the target area (per annum)
Reduction in the number of shoplifting incidents in the target area (per annum)
Reduction in the number of calls for service and street disorder incidents

TIMELINE				
Implement			Review	Renew
2016	2017	2018	2019	2020

Inter-agency Case Assessment Team (ICAT)

Domestic Violence presents very specific and far reaching challenges for personal and public safety. Domestic violence can take many forms, including mental, sexual and physical. These initiatives focus on those cases that require criminal justice system involvement.

The Inter-agency Case Assessment Team (ICAT) mobilizes community partners and service agencies to assist the Surrey RCMP Domestic Violence Unit identify highest risk offenders of domestic violence, conduct risk assessments, and create action plans associated to the management of that offender. Member organizations of ICAT encourage information sharing and the implementation of referral and case management strategies. They also maintain awareness within the community and their agencies of safety planning and the principles and practices of risk assessment. Through a collaborative, cross agency approach, proactive support is provided to reduce the barriers to service, keep victims and offenders safe, and reduce domestic violence offenses.

POTENTIAL MEASURES

Increase in the number of high-risk domestic violence cases where a multi-agency case management approach is used

Decrease in recidivism rates of domestic violence

Increase in the number of clients and families that report high degree of satisfaction with case management

TIMELINE

Implement				Review	Renew
2016	2017	2018	2019	2020	2021

Network to Eliminate Violence in Relationships (NEVR)

While enhancing integrated responses to violence in relationships is an effective way to improve public and personal safety, there also needs to be adequate community supports in place for victims to assist them in removing themselves from abusive relationships. Violence can happen within any intimate personal relationship. It occurs across cultures and socio-economic groups. Creating a safe Surrey for all our residents means providing supports for those struggling in relationships and making it clear that violence is never acceptable.

The Network to Eliminate Violence in Relationships (NEVR) campaign collaborates with community stakeholders and partners, in order to advocate, educate and work to eradicate violence in relationships. The campaign's focus is driven by strong research and evidence gathered from family violence courts, the Ministry of Child and Family Development and other research. NEVR, along with its partners, organizes events and conferences, and creates education materials in various languages that: promote healthy relationships; help to increase identification of relationship violence; increase intervention by citizens; and increase awareness programs for men, resulting in a decrease in domestic violence incidents.

POTENTIAL MEASURES
Increase in the number of total participants in education and awareness forums
Increase in the number of toolkits/resources distributed
Increase in the number of referrals and requests for service from participating agencies

TIMELINE				
Implement				Review
2016	2017	2018	2019	2020

Actions to Support Vulnerable People

These recommendations will create measurable results
for the priority of supporting 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.

2.4   Actions Supporting All Priorities

While each priority in the Strategy has specific initiatives and actions designed to deliver measurable results in that priority area, there are also several cross-cutting opportunities and challenges that require action. These support different aspects of the Strategy across all priority areas.

- 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).

03 | CONCLUSION

Surrey is a rapidly growing and dynamic community that strives for balance between its agricultural heritage and its emergence as a major urban centre. The City of Surrey is the second largest city in British Columbia, with a population of over 516,650. It's set to become the most populated city in Metro Vancouver by 2020, as people from around the world continue to move to one of the youngest and most culturally diverse cities in Canada. With that growth, Surrey will experience many opportunities, as well as challenges.

The City of Surrey has risen to its challenges with confidence and has proven itself to be an innovative leader, demonstrating an eager ability that is combined with a realistic and positive attitude for tackling complex issues. Public Safety is one of these complex issues. The City remains committed to issues of community safety and wellbeing. The success of these efforts over the course of this work has been well documented. In keeping with our desire for continuous improvement, the City's leadership has recognized that it is time to take this work to the next level — to evolve from a place that has been awarded as leading edge, to a new era that embeds an evidence-based performance measure focused approach. We are confident that our new public safety model and Strategy creates the foundation for this new era.

As part of the delivery of the Strategy, there is a need to publish data that is accessible and engaging for Surrey citizens. To do this, an enhanced City Dashboard is in development. This platform will replace the existing Sustainability Dashboard and create a new mechanism for citizens to find out about how the City is performing on a range of indicators. The City Dashboard will create an accessible, engaging "scorecard" of progress for public safety, as well as the other themes under the City's Sustainability Charter 2.0. The Dashboard will not only communicate key performance data across City teams, it will also inform citizens about the Public Safety programs, services and initiatives outlined in the Strategy. We are committed to building high performing and resilient teams that support a new performance measurement culture.

Achieving our vision for public safety is ultimately about people and community. Working together collaboratively and recognizing that our rapidly growing and diverse community is an asset, we are dedicated to our new VISION: A community where everyone is safe and engaged.

APPENDIX I:
PUBLIC SAFETY STRATEGY FIT WITHIN
CITY OF SURREY GOVERNING DOCUMENTS

DOCUMENT TITLE	RELEVANCE TO PUBLIC SAFETY
Sustainability Charter 2.0	• Public Safety is a core theme of the charter and ensuring public safety is a precondition for achieving the vision of a thriving, green, inclusive community.
Official Community Plan	• Vision includes "Safer' as a precondition for healthy sustainable community. • Safe and active neighbourhoods and public spaces that are also perceived as being safe by children, seniors, women and persons with disabilities. • Streets, greenways and multi-use pathways that support traffic safety and that reduce accidents and injuries. • Emergency response and emergency management plans that support a safe and protected community.
Innovation Boulevard	• Innovation Boulevard is a partnership of organizations working together toward a common goal. Through collaboration, entrepreneurship and new technology it will develop solutions to some of the most pressing challenges in the health care system. • Coordination of health care innovation improves public safety. The model for the Innovation Boulevard also has the potential to be replicated for other sectors in the future.
Smart Surrey Strategy	• Guides improvements in infrastructure and technology to improve community connectedness and inclusion which is a protective factor for public safety. • Links to Innovation Boulevard to ensure high tech infrastructure is in place to support the innovation hub.
Surrey RCMP 2015 – 2017 Strategic Framework	• Focuses operational and strategic responses on "Safe Homes and Safe Communities" to prevent and reduce crime in the City of Surrey. • Enhances safety in the community through intelligence-led policing. • Seeks to enhance community understanding and involvement in addressing public safety issues. • Prioritizes community engagement to support operational and strategic programs.
Parks, Recreation and Culture Strategic Plan	• CPTED principles for audit of structures • Standards for sanitation services (public washrooms) • Park signage – use after dark • Play field infrastructure • Enhance outdoor programs and play parks • Youth stewardship and outreach programs (youth safety) • Upgrade playgrounds (CPTED) • Dog walking in parks (bylaws) • Facilities in Green Timbers (CPTED) • Introduction of new facilities in City

DOCUMENT TITLE	RELEVANCE TO PUBLIC SAFETY
Greenways Plan	• Improving community connectivity through greenways planning and public space design and management.
Climate Adaption Strategy	• Helps the City anticipate and respond to climate change impacts in areas such as flood management, and disaster response, urban landscaping, human health and safety, and food security.
Master Plan for Housing the Homeless	• Aims to identify and respond to the needs for housing and support services for people who are homeless or at risk of becoming homeless.
Urban Aboriginal Social Innovation Strategy	• Objective is to improve the economic participation, educational attainment, and health outcomes for the Aboriginal population in Surrey. The project is also an opportunity for the City to build stronger relationships with Aboriginal governments and organizations. The initiative is being guided by the Surrey Aboriginal Leadership Committee.
Child and Youth Friendly City Strategy	• Neighbourhood connections • Reducing drugs, gang activity and better safety at night and in public places • Youth survey 30% want community to be safer • Traffic cycling and pedestrian safety • Safe waiting areas for transit, improve driving training for youth • Safe places to hang out
Age Friendly Strategy for Seniors	• Health and wellness – importance for safety • Education on crime prevention, fire safety and personal safety • Mobility issues – driving and pedestrian safety • Housing instability – being safe in your home • CPTED – outdoor spaces and buildings safety
Transportation Strategic Plan	• Casualty reduction plans • Education and road safety programs • Personal safety issues
Walking Plan	• Bylaws for sidewalks, urban design and creating walkways • Objective 4 – create a pedestrian environment that is safe, comfortable and interesting

DOCUMENT TITLE	RELEVANCE TO PUBLIC SAFETY
Cycling Plan	• Informal mountain biking in unauthorized areas • Cycle safety and youth education • Safer Healthier Communities initiative – engineering solutions for cyclist safety • Action for Change – audits of road projects
Surrey Libraries Strategic Plan	• Focuses on the role of literacy, civic engagement, and outreach to vulnerable populations. • Endorses the importance of creating welcoming safe spaces in local neighbourhoods for fostering safety.
Environmental Design Guidelines CPTED	• The design, development, and operations of parks should be monitored and evaluated for natural environment values, energy efficiency, safety, and more efficient management strategies. • CPTED – Opportunities to provide environmental design education and training to staff and residents should be promoted.
Surrey Cultural Plan Strategy	• Role of heritage in enhancing urban planning • Using art to reinforce town centre culture • Cultural grants for local artists
Surrey Poverty Reduction Plan	• The Plan provides a comprehensive set of recommendations to move toward the eradication of poverty in Surrey. • Recommended actions are focused on four broad policy areas: transportation, housing, income, and supports. • The Surrey Poverty Reduction Coalition is responsible for guiding and implementation of the Plan.
Surrey Immigrant Integration Strategy	• Guided by the Surrey Local Immigration Partnership, the strategy aims to support a coordinated approach to immigrant and refugee settlement and integration.

APPENDIX II:
PUBLIC SAFETY DEFINED

Public safety, it is about building safe, healthy, resilient communities, free from the negative impacts of crime and other forms of social disorder. It requires us to come together as a community to better understand our strengths, our challenges and our shared commitment. The Public Safety Strategy recognizes that while we must continue to aggressively and professionally respond to crime as part of our commitment to public safety, at the same time we must work on prevention and build neighbourhoods, and an entire city, that is safe for all.

Public safety is very much linked to what has been learned about prevention in the field of public health where it has long been known that violence can spread, like other diseases, through social forces. When we tackle the risk factors for violence using the public health disease model we can reverse, reduce or mitigate their impact. The best approaches respond to these risk factors early. In short, a public health approach allows us to understand that violence is preventable, not inevitable.

Public safety envisions a new role for all stakeholders in the criminal justice system, including the courts. As in other areas of the criminal justice system, the judicial system in North America has begun to recognize that courts can and must stop re-victimization and recidivism. Increasingly courts have recognized that when given the right tools, the justice system can aid victims, change offender behaviour and improve public safety.

Prevention in its Many Forms

There is a tendency in society to overemphasize the role of individual factors in creating prevention programs, by focusing on the disruptive or offending behaviour of individuals involved in youth gangs, for example. This leads to a neglect of the wider social forces which are more difficult to address. A well-planned public safety strategy will work to address both individual and social challenges that exist in communities.

Prevention is at the heart of public safety. While it is true, prevention is actually a complex endeavour. To better understand how to build prevention into public safety strategies we must understand prevention through at least three different lenses – all of which are important in devising a public safety strategy.

The Spectrum of Prevention

According to this view, prevention exists at six levels. The Spectrum of Prevention (see below) identifies multiple levels of intervention and encourages people to move beyond the perception that prevention is something taught to children in school. These levels are complementary and when used together produce a synergy that results in greater effectiveness than would be possible by implementing any single activity. Effective prevention efforts must include activities at several levels.

Influencing Policy & Legislation	LEVEL **6**	Developing strategies to change laws and policies to influence outcomes
Changing Organizational Practices	LEVEL **5**	Adapting regulations and shaping norms to improve health and safety
Fostering Coalitions & Networks	LEVEL **4**	Convening groups and individuals for broader goals and greater impact
Educating Providers	LEVEL **3**	Informing providers who will transmit skills and knowledge to others
Promoting Community Education	LEVEL **2**	Reaching groups of people with information and resources to promote health and safety
Strengthening Individual Knowledge & Skills	LEVEL **1**	Enhancing an individual's capability of preventing injury or illness and promoting safety

Source: Adapted from the Prevention Institute, The Spectrum of Prevention.

The Three Levels of Prevention
Primary, Secondary and Tertiary

When developing prevention programs – regardless of the issue at hand – it is important to consider the target of the prevention activity. The three levels of prevention suggest that interventions vary depending on to whom we are providing services. When the "target" of our intervention is all citizens, we are engaged in primary prevention. When the target is an identified group we are engaged in secondary prevention. When working with high-risk individuals we are providing Tertiary Prevention.
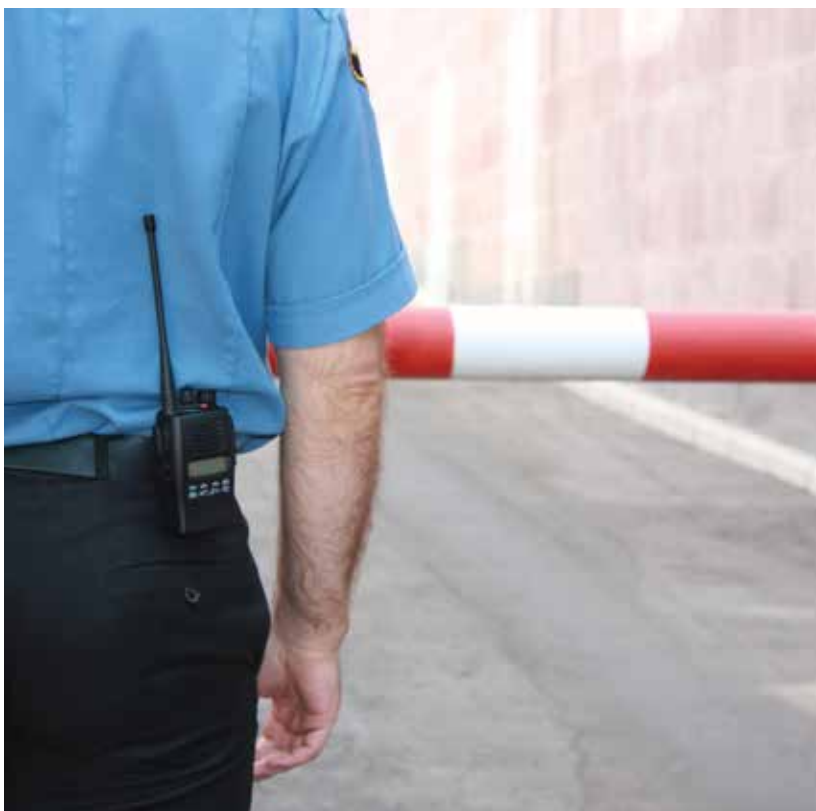
Primary Prevention – involves programs or initiatives aimed at intervening early, before the problem occurs with a goal of preventing the development of risk factors that can be problematic later. Primary prevention programs are usually aimed at the general population, often school-aged children, to educate them about risks associated with issues like bullying or substance use. Primary prevention can also enhance protective factors, assets, skills or awareness, such as providing parenting programs or emergency preparedness training.

Secondary Prevention – involves identifying individuals and situations most at risk and then taking the necessary actions to reduce or eliminate the risk. Secondary prevention is specifically targeted to those individuals identified as needing intervention by the social services or justice sector. The goal is to identify the problem and prevent it from continuing or worsening. These programs might provide violence prevention skills and strategies, or they might provide training for victims to enhance their resilience. It can also include situational crime prevention programs.

Tertiary Prevention – involves responding after the problem has occurred. Activities at this stage involve elimination of the immediate problem. The goal is to minimize harm to the victim and to create the conditions which will decrease the likelihood of a recurrence of the behaviour by the offender. Integrated services that address the multiple challenges that offenders face have been shown to hold great promise and would be considered Tertiary Prevention.

Crime Prevention
Links to Public Safety

Crime prevention has become an increasingly important component of many national strategies on public safety and security. Traditional crime prevention concepts and programs are a key aspect of public safety. Still, it is important to note that terms are not synonymous. Public safety includes activities and initiatives not commonly thought of in most crime prevention schemes – neighbourhood engagement, emergency planning, community resiliency, for example. Well designed and implemented crime prevention programs often have impact far beyond "crime." The use of the term sometimes can be interpreted as indicating that crime prevention "belongs" to the police or the criminal justice sector and may exclude agencies or members of the community that identify themselves as engaged in community development and health promotion. Part of the rationale for the use of the term public safety is to deliberately cast a wide prevention net.

The concept of prevention is grounded in the notion that any activity which negatively impacts people or their community is driven by many causal or underlying factors. These are the result of a wide range of issues and circumstances that influence the lives of individuals and families as they grow up, and of local environments, and the situations and opportunities that facilitate victimization and offending.

"….what is important, regardless of the terminology preferred, is the use of a strategic approach that enables policymakers and practitioners to tailor interventions to the problems they confront, selecting from a wide range of interventions, finding a balance between the need for short-term and longer-term outcomes, as well as protecting human rights."

Consultation Participant

Four Types of Crime Prevention

Social Crime Prevention – also called General or Universal Prevention	This type of crime prevention can take many forms. It includes a range of social, educational, health and training programs, such as those that target at-risk children or families when the children are very young. Other examples include education projects in schools, or recreation and skills training projects for children and young people in the community, that attempt to increase awareness and resilience as they grow up and develop.
Community Crime Prevention – also called Targeted Crime Prevention	Community crime prevention involves creating programs specific to the needs of a specific neighbourhood or community. Such programs work to increase the sense of safety and security of local residents. The goal is usually to increase services and social cohesion in the neighbourhood. Community crime prevention usually involves the participation of citizens and organizations in those communities. Such groups can help identify local challenges and solutions.
Situational Crime Prevention	Situational crime prevention aims to modify contextual factors to limit the opportunities for offenders to engage in criminal behaviour. We know that situational crime prevention works best when it is targeted at a specific crime problem in a specific context. Situational crime prevention often includes the following five mechanisms, which in turn include 25 techniques (see table below). • Increase the effort of offending; • Increase the risk of offending; • Reduce the reward of offending; • Reduce the provocations for offending; and • Remove the excuses for offending. Source: Centre for Problem Oriented Policing (2016)
Re-integrative Crime Prevention	Re-integrative programs are very much like Tertiary Prevention. They usually involve initiatives to help participants become successful in the community. This can include interventions which decrease recidivism, or lower risk factors of highly vulnerable individuals so that they do not enter the criminal justice system. The programs can take place in community treatment facilities or involve job creation or life skills.

Situational Crime Prevention Matrix

INCREASE THE EFFORT	INCREASE THE RISKS	REDUCE THE REWARDS	REDUCE PROVOCATIONS	REMOVE EXCUSES
Harden Targets e.g., steering column locks, anti-robbery screens, tamper proof packaging	**Extend Guardianship** e.g., take routine precautions, go out in groups at night, leave signs of occupancy, carry phone, "cocoon" neighbourhood watch	**Conceal Targets** e.g., off street parking, gender-neutral phone directories, unmarked bullion trucks	**Reduce Frustration and Stress** e.g., efficient queues and polite service, expanded seating, soothing music and muted lighting	**Set Rules** e.g., rental agreements, harassment codes, hotel registration
Control Access e.g., entry phones, electronic card access, baggage screening	**Assist Natural Surveillance** e.g., improve lighting, defensible space design, support whistleblowers	**Remove Targets** e.g., removable car radio, women's refuges, pre-paid cards for phones	**Avoid Disputes** e.g., separate enclosures for rival soccer fans, reduced overcrowding in pubs, fixed cab fares	**Post Instructions** e.g., "No Parking," "Private Property," "Extinguish Campfires"
Screen Exits e.g., ticket needed for exit, export documents, electronic merchandise tags	**Reduce Anonymity** e.g., taxi driver ID cards, "How's my driving?" decals, school uniforms	**Identify Property** e.g., property marking, vehicle licensing and parts marking, cattle branding	**Reduce Emotional Arousal** e.g., controls on violent pornography, enforce good behaviour on soccer field, prohibit racial slurs	**Alert Conscience** e.g., roadside speed displays, signatures on customs declarations, "Shoplifting is Stealing" signs
Deflect Offenders e.g., street closures, separate bathrooms for women/men, disperse pubs	**Use Place Managers** e.g., CCTV for double-deck buses, two clerks on duty, reward vigilance	**Disrupt Markets** e.g., monitor pawn shops, controls on classified ads, license street vendors	**Neutralize Peer Pressure** e.g., "Idiots Drink and Drive", "It's OK to say NO", disperse troublemakers at school	**Assist Compliance** e.g., easy library checkout, public lavatories, litter bins
Control Tools/Weapons e.g., "smart" guns, disabling stolen cell phones, restrict spray paint sales	**Strengthen Formal Surveillance** e.g., red light cameras, burglar alarms, security guards	**Deny Benefits** e.g., ink merchandise tags, graffiti cleaning, speed humps	**Discourage Imitation** e.g., rapid repair of vandalism, V-chips in TVs, censor details of modus operandi	**Control Drugs and Alcohol** e.g., breathalysers in pubs, server intervention, alcohol-free events

Source: Adapted from the Centre for Problem Oriented Policing (2016)

No specific prevention approach should be considered superior to the others. Effective approaches intended to have a broad impact within a community must include all aspects of prevention in a strategic and balanced plan. Rather than choosing one prevention approach or aspect, the advantages and disadvantages of each approach in the particular context should be considered. The important consideration is not to choose the one right approach; rather consideration should be given right up front as to how the interventions can be demonstrated to be effective and sustained over time.

Engaging the Community in Public Safety

Communities have a vital role to play in building safe communities. Community associations, local businesses and community residents all play a part. Community members must be fully engaged in determining and responding to the issues of most importance to them. The participation of community members helps ensure that the chosen approach meets their needs. Engaging communities requires a commitment to action on multiple levels. It is only through true engagement that community members will buy-in and want to find the solutions that work best for them. Often this means working at the neighbourhood level.

Engagement occurs in many ways and on many levels. Depending on the activity the engagement will look different. The most widely used framework for this is the International Association for Public Participation (IAP2) Spectrum of Public Participation. The spectrum is designed to assist organizations with the selection of the level of participation that defines the public's role in any community engagement program. The important consideration is to tie the level of community engagement with the goals, time frames and resources.

Any effective public safety strategy must address all aspects of the spectrum. The City is developing its own engagement model based on best practice and models such as the IAP2 Spectrum.

IAP2 Spectrum of Public Participation
International Association for Public Participation

Increasing Level of Public Impact →

Public Participation Goal

Inform	Consult	Involve	Collaborate	Empower
To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/ or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.

Source: International Association for Public Participation (2007)

In Manitoba, Canada, Neighbourhoods Alive! supports specified high-needs neighbourhoods with community driven efforts in employment and training, education and recreation, safety and crime prevention, and housing and physical improvements. Since 2000, this long-term community-led strategy has shown success in community safety and pride, affordable housing and cultural acceptance. For example, Neighbourhoods Alive! provided funding to Spence neighbourhood's boarded-up houses and overgrown lots, which reduced the number of boarded-up houses by 65% and helped develop mini-parks as well as community parks. These renovations have brought the community together, and physically and socially transformed the neighbourhood. Thus, literally fixing broken windows can help clean up a community and increase a city's economic status.
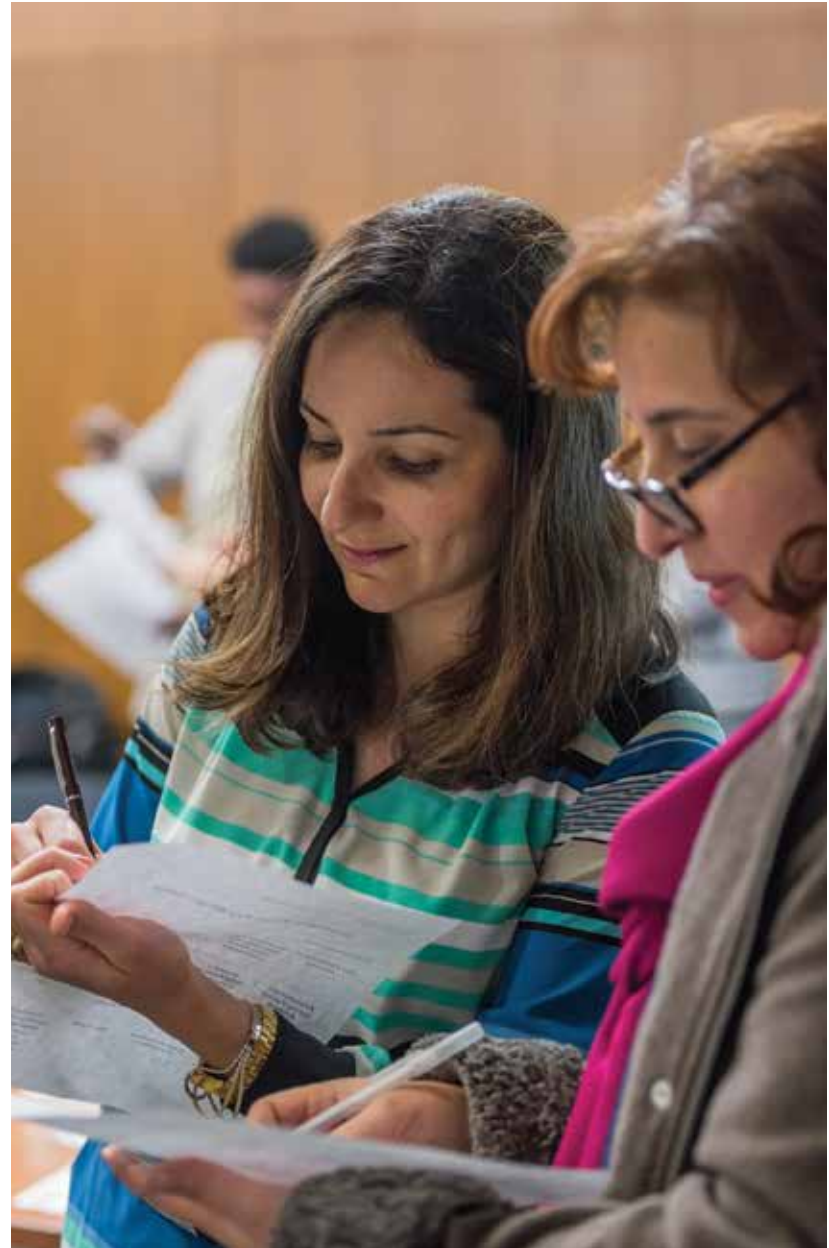
Role of Government in Public Safety

All levels of government play a role in public safety. The Strategy complements and is supported by work at both the federal and provincial level. Collaborating across all levels of government can make our communities safer and more efficient.

The Role of the Federal Government

The federal government plays a significant role in enhancing public safety. Public Safety Canada ensures coordination across all federal departments and agencies responsible for national security and the safety of Canadians. This includes the National Crime Prevention Centre (NCPC) which provides national leadership on effective efficient ways to reduce crime by addressing key risk factors.

The NCPC supports the Canadian Municipal Network on Crime Prevention (CMNCP) which was launched in 2015. Surrey is one of the founding members and the CMNCP is a key partner in our approach to public safety, allowing for networking and coordination. The CMNCP is a community of practice which seeks to build capacity and mobilize Canadian municipalities to prevent and reduce crime and foster community safety and wellbeing. CMNCP aims to increase investment in effective, evidence-based and collaborative prevention strategies in municipalities. Members represent Canadian municipalities from across Canada. They enable the stakeholders and the public in their municipalities to:

• Access the accumulated evidence on what has worked to prevent crime;

• Share good practice in successful crime prevention; and

• Learn from the practical experiences of other members.

The Role of the Provincial Government

In British Columbia, the Ministry of Justice and the Ministry of Public Safety and Solicitor General comprise the justice and public safety sector.

The Ministries work together strategically to address a number of factors related to crime and justice. There is a strong focus on addressing service delivery demands and increasing costs which needs to be balanced with the national dialogue on improving access to justice, especially for vulnerable groups. The Ministries also share information and strategic approaches in response to mental health and substance use as one of the underlying contributing factors to harm reduction and public safety. At present there is also an increasing focus on the over-representation of Aboriginal people in the justice system as both victims and offenders. Relationship-based violence and violence against women in particular also remain a significant concern despite generalized declines in crime.

A key component of the province's commitment to public safety is delivered through the Community Safety and Crime Prevention Branch which leads the development of crime prevention programs in three key areas: preventing youth involvement in gangs, preventing sexual exploitation of children and youth, and restorative justice.

Role of the Provincial Government
Ministry of Justice and Ministry of Public Safety and Solicitor General

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL

- Consumer protection

MINISTRY OF JUSTICE

- Family, civil and administrative justice services
- Family maintenance enforcement
- Legal advice/services to government
- Legal aid

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL

- Civil forfeiture
- Correctional services
- Restorative justice
- Victim services

MINISTRY OF JUSTICE

- Court services
- Prosecution services

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL

- Coroners service
- Crime prevention
- Criminal record checks
- Policing
- Regulation of private security industry
- Road safety

Administration of Justice

Protection of Rights

Public Safety

Source: Adapted from the 2016/17 - 2018/2019 Service Plan of the Ministry of Justice and Ministry of Public Safety and Solicitor General

The Role of Local Government

Effective public safety requires efforts at all levels of government. However, best practice models such as the UNITY Roadmap suggest cities can play a key role by providing staff to coordinate activities, communicating across sectors, and supporting the creation of multi-sectoral collaborations.

Cities are in fact the first line of defense against crime and violence. It is through cities that cost-effective measures can be implemented and maintained, ensuring that they address local issues and are not simply an application of a "one-size fits all" approach. Cities can ensure that neighbourhood approaches match solutions to the most important challenges. They can see that the type of data collected matches their objectives.

International research supports locally-based approaches to crime prevention because local communities understand local problems and the surrounding context.

EXAMPLES OF CITY BASED PUBLIC SAFETY INITIATIVES

Bogotá Columbia	Cut their murder rate by 70%. The city had leadership from three consecutive mayors who established a crime prevention office to analyze the risk factors that cause violence and then recommended action to tackle those risk factors.
Glasgow	Established a Violence Reduction Unit to institute a public health strategy to diagnose ways to reduce knife and gang violence among young men. The VRU included health, social work, schools and police representatives. They reduced the homicide rate by more than 50% through implementation of youth and family outreach, counselling assistance to victims in emergency rooms and focused police action. Glasgow applied a comprehensive municipal crime prevention strategy involving planning and data collection.
Minneapolis	Developed a comprehensive youth violence prevention program that included mentoring, early intervention and changing the culture of violence. They demonstrated a 62% reduction in youth crime.
Winnipeg	Took on the issue of auto theft after gaining notoriety for having the highest rate of auto theft in Canada. They established a three-pronged plan that included intensive supervision, compulsory immobilizers and youth programming to address root causes. Auto theft fell by 76% over six years.

Beyond Government

The Role of Social Service Agencies

Social service agencies are truly on the front line of any community's public safety efforts. Non-governmental agencies provide a broad array of services including counseling, outreach, advocacy for victims, substance use treatment, supportive housing and shelters for the homeless, educational programs and more. Service providers' contributions include:

- Assisting in conducting research on best practices and emerging trends;

- Working with governments to identify needs and strategic approaches;

- Enhancing community capacity to build strong, safe, resilient communities;

- Providing front-line services to citizens; and

- Reducing community demands on policing by investing and delivering services and programs in prevention efforts.

The Role of the Business Community

The business sector also plays a vital role in partnership with cities given the fact that they are front-line service providers and stakeholders with a vested interest in their community.

Business Improvement Associations (BIA) provide services critical to a vibrant neighbourhood and business atmosphere, including security, area maintenance, beautification/public improvements, advocacy and public safety. BIA's often provide an early warning system for all layers of government of ongoing and/or systemic issues affecting consumer and visitor safety. BIAs also strategically collaborate with other non-profit and government organizations to address these challenges and find innovative solutions fit for purpose to their local environments.

Businesses have immense capacity in not only providing leadership, but by also directing their donation efforts, advocacy for effective policy development, supports in volunteerism, and in the promotion of public safety efforts within their organizations. Through membership bodies such as the Surrey Board of Trade and local Chambers of Commerce, business people also influence public safety policy and stimulate legislative changes to improve their operating environments and address safety issues.

Integrated Services for Vulnerable Populations

Increasingly, approaches which collaboratively address risk factors via partnerships have not only become popular, but have been proven effective in producing results. The benefits of working together collaboratively to address risk factors via partnerships are numerous – clients don't have to shop around for multiple services, communities become more resilient, and professionals can draw on skills and strengths developed in other disciplines. Overall service delivery is enhanced. All in all, integration and collaboration is vital because a lack of interagency collaboration can have devastating negative impacts on vulnerable populations.

There are also several potential barriers including lack of time, funding, perceived loss of control, and the complexities involved in information sharing, as a few examples. In addition, stakeholders may not always agree on the prioritization of a problem or even strategies for addressing the problem. Overall, however, the evidence suggests that integrated services can reduce harm and meet the diverse needs of at-risk individuals.

Scottish Violence Reduction Unit (VRU)

A national centre of expertise on violence targets violence through a public health approach, treating violence as an infection which can be cured. The VRU believe violence is preventable – not inevitable. The initiative started in 2005. At the time, Glasgow was branded the murder capital of Europe. Determined to tackle the city's addiction to violence, Strathclyde Police decided they needed a new approach. Treating it like a disease, the VRU sought to diagnose the problem, analyze the causes, examine what works and for whom, and develop solutions, which once evaluated, could be scaled up to help others.

To achieve this, the unit teamed up with agencies in the fields of health, education and social work. The aim was to create long-term attitudinal change in society rather than a quick fix. The VRU also focused on enforcement, seeking to contain and manage individuals who carried weapons or who were involved in violent behaviour. In April 2006 the unit was extended nationwide. Funded by the Scottish Government, the unit's job is to tackle violence in all its forms – from gang fighting to domestic abuse and bullying in schools and the work place.

The HUB model – Prince Albert Saskatchewan

The HUB is one aspect of a Community Mobilization Prince Albert (CMPA) model. The HUB provides immediate, coordinated and integrated responses though the mobilization of resources to address situations facing individuals and/or families with acutely elevated risk factors, as recognized across a range of service providers. Members of the HUB represent several government Ministries and the police. They meet twice a week to discuss cases in specific detail in order to collaboratively determine solutions. Many other communities in Saskatchewan and across Canada have begun implementing the model. The CMPA model also includes a Centre of Responsibility (COR) which is focused on broader community safety issues. The COR gathers research, provides liaison, mobilizes other community solutions and compiles data.
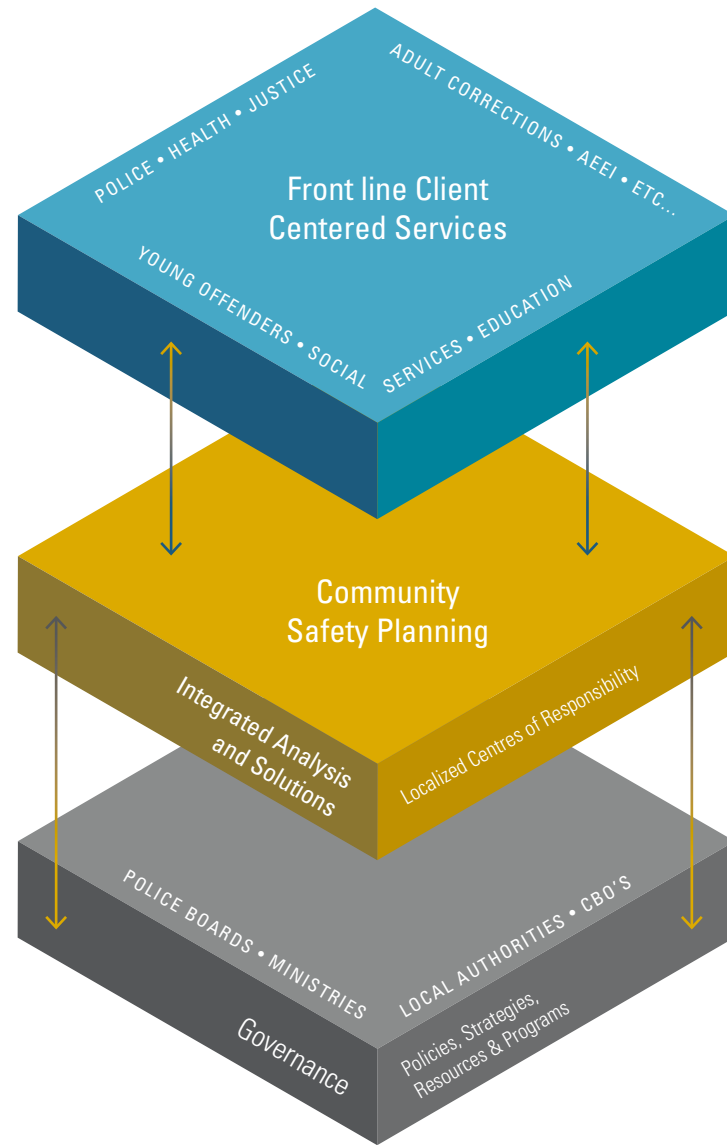
CPA Model Structure

Source: Adapted from the Government of Saskatchewan, Building Partnerships to Reduce Crime (2011)

POLICE • HEALTH • JUSTICE
ADULT CORRECTIONS • AEEI • ETC...

Front line Client Centered Services

YOUNG OFFENDERS • SOCIAL
SERVICES • EDUCATION

Community Safety Planning

Integrated Analysis and Solutions
Localized Centres of Responsibility

POLICE BOARDS • MINISTRIES
LOCAL AUTHORITIES • CBO'S

Governance
Policies, Strategies, Resources & Programs

Boston – Operation Ceasefire

One of the earliest examples of risk-driven collaborative approaches builds on the idea of focused deterrence involving police and partner agencies directly interacting with offenders, usually gang members, to encourage compliance and a non-offending pathway to avoid significant consequences for continued criminal activity. One of the first examples was Boston's Operation Ceasefire which reached out directly to gang members to inform them that violence would not be tolerated, but that if they cooperated everything conceivable would be done to help them exit gang life. The approach has shown success in having offenders abstain from further crime and violence. It has been replicated in many communities across the United States.

Big Data and Public Safety

Big data is the next frontier for innovation, competition, and productivity… many public safety organizations are harnessing big data to strengthen their decision making and efficiency—and they're achieving impressive results.

Access to vast quantities of data plays an increasingly important role in public safety. By using crime and traffic crash data we can learn how to better deploy public safety resources so that they can deter crime and traffic dangers through highly visible deployment of public safety professionals. Using geo-mapping allows us to identify hot spots where crimes and crashes mostly occur in a city. We can then proactively respond to them by making changes which enhance safety either through engineered solutions or increased enforcement.

We can also use new techniques like Social Network Analysis (SNA) to better understand complex social challenges such as drug use in order to make decisions about which policy decisions will have the greatest positive impact. SNA allows us to answer questions such as how people access services, how service providers work together, and what barriers to effective service delivery exist. By accumulating data from a number of sources new technologies allow us to better understand these networks and our responses to them. Law enforcement can also use this technique to disrupt criminal organizations.

Cyber security has become an issue on the increase. As we rely less and less on paper files, we are increasingly reliant on digital records. Personal data, financial data and even intellectual property must be distributed across the internet. Widespread access leaves this sensitive information open to threats. New technologies and human surveillance are both important aspects of combating these new and ever evolving threats. Public safety plans today must address how we best protect ourselves.

The Resilient Cities Approach

Cities have always faced risks and found ways to enhance their resiliency, some more successfully than others. City resilience is a term that emerged in the 1970s to describe the capacity of a system to maintain or recover in the event of unpredictable events, whether they are chronic stressors such as violence and crime, or sudden shocks like earthquakes. Increasingly cities are seeing that enhancing public safety means enhancing the capacity of communities, businesses, organizations that make up a city to survive and enhance their resilience. Improving the individual systems that make up a city will increase the resilience of the city overall. Resilient systems withstand, respond to, and adapt more readily to shocks and stresses to emerge stronger after tough times, and live better in good times.

The resilient cities approach recognizes that all individuals and systems have protective factors that help to build or strengthen the community. They include factors such as well-governed cities with low levels of inequality, and effective and fair leadership, effective and transparent criminal justice systems, adequate funding for social, environmental and economic programs and citizen engagement.

The Rockefeller Foundation is a leader in this endeavour. Their model for Resilient Cities is built on four dimensions – Health & Wellbeing, Economy & Society, Infrastructure & Environment and Leadership & Strategy. Their research shows that when cities develop seven key qualities, they are more likely to be resilient.

City Resilience describes the capacity of cities to function, so that the people living and working in cities – particularly the poor and vulnerable – survive and thrive no matter what stresses or shocks they encounter.

Rockefeller Foundation
City Resilience Framework, April 2014

The Seven Qualities of Resilient Cities

QUALITIES	DESCRIPTION
Reflective	Individuals and institutions that are reflective use past experience to inform future decisions, and will modify standards and behaviours accordingly. For example, planning processes that are reflective are better able to respond to changing circumstances.
Resourceful	Resourceful people and institutions are able to recognize alternative ways to use resources at times of crisis in order to meet their needs or achieve their goals
Inclusive	Inclusive processes emphasize the need for broad consultation and 'many seats at the table' to create a sense of shared ownership or a joint vision to build city resilience.
Integrated	Integrated processes bring together systems and institutions and can also catalyze additional benefits as resources are shared and actors are enabled to work together to achieve greater ends. For example, integrated city plans enable a city to deal with multidisciplinary issues like climate change, disaster risk reduction or emergency response through coordination.
Robust	Robust design is well-conceived, constructed and managed and includes making provision to ensure failure is predictable, safe, and not disproportionate to the cause. For example, protective infrastructure that is robust will not fail catastrophically when design thresholds are exceeded.
Redundant	Redundancy refers to spare capacity purposively created to accommodate disruption due to extreme pressures, surges in demand or an external event. It includes diversity where there are multiple ways to achieve a given need.
Flexible	Flexibility refers to the willingness and ability to adopt alternative strategies in response to changing circumstances or sudden crises. Systems can be made more flexible through introducing new technologies or knowledge, including recognising traditional practices.

Source: Arup (2015) City Resilience Framework.

APPENDIX III:
RCMP STRATEGIC FRAMEWORK
2015-2017

Surrey RCMP
Strategic Framework
2015-2017

2015-2017 Strategic Framework

Overview

Developed as a guiding document for the Surrey RCMP Detachment, the Strategic Framework establishes the direction of the organization over the long-term.

It helps lay the groundwork for a multi-year planning approach that better aligns Detachment activities and deployment of resources with key policing priorities identified by our clients, partners and stakeholders.

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Mounted Police du Canada

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Our Strategic Goal

The ultimate goal of the Detachment is to ensure "*Safe Homes and Safe Communities*" and reduce crime in the City of Surrey.

The Surrey RCMP is committed to ongoing consultation to solicit community input and developing collaborative problem-solving approaches.

By working in partnership with the City of Surrey and community stakeholders, and by focusing on strategic priorities, objectives and initiatives, the Surrey RCMP Detachment is determined to provide a world class police service as we pursue our goal of *Safe Homes, Safe Communities*.

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Strategic Priorities

In order to achieve *Safe Homes, Safe Communities*, and to support an overall crime reduction strategy, considerable focus will be placed on the following strategic priorities:

- Public Safety
  - To enhance safety in the community through intelligence-led policing
- Community Engagement & Mobilization
  - To enhance community understanding and involvement in identifying and addressing public safety issues
- Organizational Development
  - To focus on continuous improvement in all aspects of police operations and service delivery

> *Our commitment is to the safety and prosperity of our residential and business communities, the development and well being of our staff, and the vision and objectives of the City of Surrey.*

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Public Safety

Champion: Community Services Officer (Supt. Gill)

Strategic objectives:

- To effectively respond to calls for service
- To reduce crime
- To enhance crime reduction strategies
- To reduce the incidence and impact of domestic violence
- To enhance the safety of vulnerable persons
- To enhance road safety

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Public Safety - Measures & Targets

To effectively respond to calls for service	Measure: Average response time to Emergency Calls Target: <8.5 minutes (2015), <8 minutes (2016), <7 minutes (2017)
To reduce crime	Measure: Violent Crime rate Target: 2% reduction per year
	Measure: Property Crime rate Target: 5% reduction per year
	Measure: Auto Crime rate (Theft of Auto/Theft from Auto) Target: 5% reduction per year
	Measure: Business B&E Crime rate Target: 2% reduction per year
	Measure: Residential B&E Crime rate Target: 2% reduction per year
To reduce the incidence and impact of Domestic Violence	Measure: Domestic Violence rate (number of intimate partner incidents per 1000 population) Target: 2% reduction per year
To enhance road safety	Measure: Traffic Fatality rate (traffic collisions causing death per 1000 population) Target: 5% reduction per year
	Measure: Traffic Injury rate (traffic collisions causing serious injury per 1000 population) Target: 5% reduction per year

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Community Engagement & Mobilization

Champion: Community Support & Safety Officer (Insp. LeClair)

Strategic objectives:

- To enhance communication of key messages regarding policing and public safety issues
- To enhance outreach and foster dialogue with the community, inclusive of First Nation people and other diverse populations
- To promote positive interactions with the public and increase community involvement in police programs and partnerships
- To develop and expand community safety programs

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Community Engagement & Mobilization - Measures & Targets

To enhance communication of key messages regarding policing and public safety issues	Measure: Increase internet traffic to Detachment website (# of Page Views) Target: 5% increase per year
	Measure: Engagement on Surrey RCMP Twitter account (# of Twitter Engagements) Target: 5% increase per year
	Measure: Engagement on the Surrey RCMP Facebook page (# of Engaged Users) Target: 5% increase per year
	Measure: # of public announcements, advisories and/or other public releases Target: 260 per year
To enhance outreach and foster dialogue with the community, inclusive of First Nation people and other diverse populations	Measure: # of presentations targeted to new immigrants, refugees, English Language Learners Target: 15 per year
	Measure: # of Detachment led community consultative meetings Target: 60 per year
	Measure: # of speaking engagements/presentations at community led events Target: 12 per year
	Measure: # of Detachment led community dialogue forums (e.g., Neighbourhood Safety events) Target: 15 per year
To promote positive interactions with the public and increase community involvement in police programs and partnerships	Measure: # of active Block Watch groups Target: 5% increase per year
	Measure: # of crime prevention and traffic safety workshops Target: 75 per year

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Organizational Development

Champion: Operations Support Officer (Supt. Bradley)

Strategic objectives:

- To ensure operational readiness
- To increase training and career development
- To provide a healthy, respectful workplace
- To promote the well being of employees
- To enhance communication of information and updates regarding police operations and business activity across the Detachment
- To improve the management & utilization of financial and material resources
- To leverage innovative technologies & best practices to enhance effectiveness
- To ensure efficient and effective deployment of human resources

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Organizational Development - Measures & Targets

To increase training and career development	Measure: # of training hours per member Target: Average of 30 hours per year
	Measure: # members receiving supervision or leadership training Target: 100 per year
	Measure: # of rotational (development opportunity) positions Target: 15 in 2015, 20 in 2016, 25 in 2017
	Measure: Personal; Development Plan (PDP) compliance rate among eligible employees Target: 100% Compliance
To provide a healthy, respectful workplace	Measure: Respectful Workplace Training Compliance rate (for members & municipal employees) Target: 100% compliance
To promote the well being of employees	Measure: # of employees trained on best practices in managing employee health & wellness Target: 50 per year
To enhance communication of information and updates regarding police operations and business activity across the Detachment	Measure: # of Detachment Town hall meetings held Target: 2 per year
To leverage innovative technologies and best practices to enhance effectiveness	Measure: # of (valid) reports received via online reporting Target: 5% increase per year
To ensure efficient and effective deployment of human resources	Measure: # of Calls for Service handled by Telephone Reporting Team (TRT) Target: 5% increase per year

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Mission, Vision and Core Values

RCMP Mission

The RCMP is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our communities.

Surrey RCMP Mission Statement

To provide a sensitive, responsive, professional policing service, cooperatively with the community, to enhance the level of security and liveability in the City of Surrey, within a healthy work environment.

Royal Canadian Mounted Police   Gendarmerie royale du Canada

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Mission, Vision and Core Values

RCMP Vision

- We will be a progressive, proactive, and innovative organization

- We will provide the highest quality service through dynamic leadership, education and technology in partnership with diverse communities we serve

- We will be accountable and efficient through shared decision-making

- We will ensure a healthy work environment that encourages team building, open communication and mutual respect

- We will promote safe communities and demonstrate leadership in the pursuit of excellence

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Mission, Vision and Core Values

RCMP Core Values

Recognizing the dedication of all employees, we will create and maintain an environment of individual safety, well-being and development guided by:

- Honesty
- Integrity
- Professionalism
- Compassion
- Accountability
- Respect

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Mission, Vision and Core Values

City of Surrey Values

The City of Surrey's values serve to guide how we do our work are fundamental to the relationships we have with each other and with those we serve.

- Community
- Innovation
- Integrity
- Service
- Teamwork

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RCMP Commitment to Communities

- Unbiased and respectful treatment of all people

- Accountability

- Mutual problem solving

- Cultural sensitivity

- Enhancement of public safety

- Partnerships and consultation

- Open and honest communication

- Effective and efficient use of resources

- Quality and timely service

APPENDIX IV:
A NEW ERA IN PUBLIC SAFETY

The relationship between crime and broader social issues is complex and interconnected. Recognizing this, in 2006 Surrey City Council endorsed the Crime Reduction Strategy (CRS) in order to reduce and address the root causes of crime. The Strategy recognized that a cooperative approach between the City, the RCMP, the provincial and federal governments as well as private sector agencies was required in order to make real and effective change.

For almost a decade, the Crime Reduction Strategy served as a key corporate document. The Strategy was highlighted within the Provincial Blue Ribbon Panel and was widely recognized as a leading best practice. The Panel highlighted the Mayor's Task Force on Crime and the "High Risk Location Initiative" (HRL), as excellent examples of coordinated initiatives.

The CRS included four specific strands.

1. **Prevent and Deter Crime:** focused on the actions that could be taken to prevent and deter priority crime and anti-social behaviour in Surrey.

2. **Apprehend and Prosecute Offenders:** aimed to detect crime, and apprehend and prosecute offenders, particularly the most prolific ones. It focused on directing offenders to appropriate rehabilitative services.

3. **Rehabilitate and Reintegrate Offenders:** included strategies to address root causes of crime, such as substance abuse, mental health challenges, disability issues, homelessness, and job skills.

4. **Reality and Perceptions of Crime:** The Reality and Perception of Crime strand – priority focused on addressing the fear of crime and the promotion of feelings of safety.

Comprehensive annual reports and regular corporate reports were provided to Mayor and Council with updates on the Crime Reduction Strategy recommendations. These reports are available on the City of Surrey website or on request.

In 2015, City staff reviewed the progress made under the Crime Reduction Strategy and determined that recommendations had largely been completed. Staff recommended a broader new approach to public safety, taking into consideration the need to ensure a best practices approach that included performance measurement.

The Crime Reduction Strategy served to engage hundreds of individuals representing over seventy community agency and government partners who remain committed to the City. The work undertaken through the Crime Reduction Strategy has laid a very strong foundation for moving forward into a new focus on Public Safety.

To create a strategy for public safety that took the Crime Reduction Strategy to the "next level" it was necessary to put in place a robust change management process. Change Management in this context was a three phase process. First, it was necessary to create the climate for change.

Once the City and its partners were "primed" for change, it was necessary to create the conditions that enabled change to happen by engaging with departments and partners on multiple levels simultaneously. Finally the plan will focus on outlining the pathway to implement and sustain the change.

Implementing and Sustaining Change

8 MAKE IT STICK

7 BUILD ON THE CHANGE

Engaging and Enabling the Organization

6 CREATE QUICK WINS

5 EMPOWER ACTION

4 COMMUNICATE THE VISION

Creating the Climate for Change

3 CREATE A VISION FOR CHANGE

2 FORM A POWERFUL COALITION

1 CREATE URGENCY

STRATEGIC VIEWPOINT	External Stakeholders	VISION
		MISSION
		STAKEHOLDER PERSPECTIVES
	Internal Stakeholders	GOALS
		PRIORITIES
		STRATEGY MAP
		PERFORMANCE MEASURES AND TARGETS
		STRATEGIC INITIATIVES
	Public Safety Team	PROGRAMS AND SERVICES
		BUDGET AND OPERATIONAL PLANS

To date we have concentrated on the first two phases – creating the climate for change and engaging and enabling the organization. Upon launch of the Strategy we will continue to work on those aspects but also work on step 7 – build on the changes by making a series of recommendations for next steps, and step 8 – make it stick by further embedding the strategy into all aspects of the City.

A "scorecard approach" is a multi-faceted strategy development tool. It has several key aspects and we wanted to build each of these into the Strategy. A scorecard allows us to:

• communicate our vision, mission and a comprehensive strategy;

• align the daily work and our key strategic initiatives to our vision;

• provide an overall framework that brings discipline to strategy;

• build performance measures and targets into our approach so that we can measure progress over time;

• communicate, measure and prioritize our initiatives; and

• make strategy everyone's job.

The components of a scorecard are outlined in the following figure which illustrates what we have to do on multiple levels to build the strategy. Each of these pieces is built into a strategy map which is a one page high level guidance document that summarizes each aspect of the strategy.

Governance Structure

One of the first steps in the process was to create a governance structure that would allow us to develop, implement and monitor the Strategy. Ultimately the strategy development and implementation process required that we engage a great number of stakeholders – both internally and external to City Hall – and be endorsed by Mayor and Council.

Putting the team together to build the strategy had two components – a leadership group and a working group. Recognizing that public safety requires integration and collaboration we wanted to bring together all of the key departments involved in the public safety mission. While each has a unique core mission and mandate, each also contributes to the public safety mission. It is only through effective collaboration that we can deliver on our public safety vision of a safe city to all of our citizens.

MAYOR & COUNCIL

PUBLIC SAFETY COMMITTEE

PUBLIC SAFETY LEADERSHIP GROUP

PUBLIC SAFETY WORKING GROUP

RESEARCH ADVISORY

INTERNAL ADVISORY

STAKEHOLDER ADVISORY

INTERNAL

STAKEHOLDER & AGENCIES

COMMUNITY
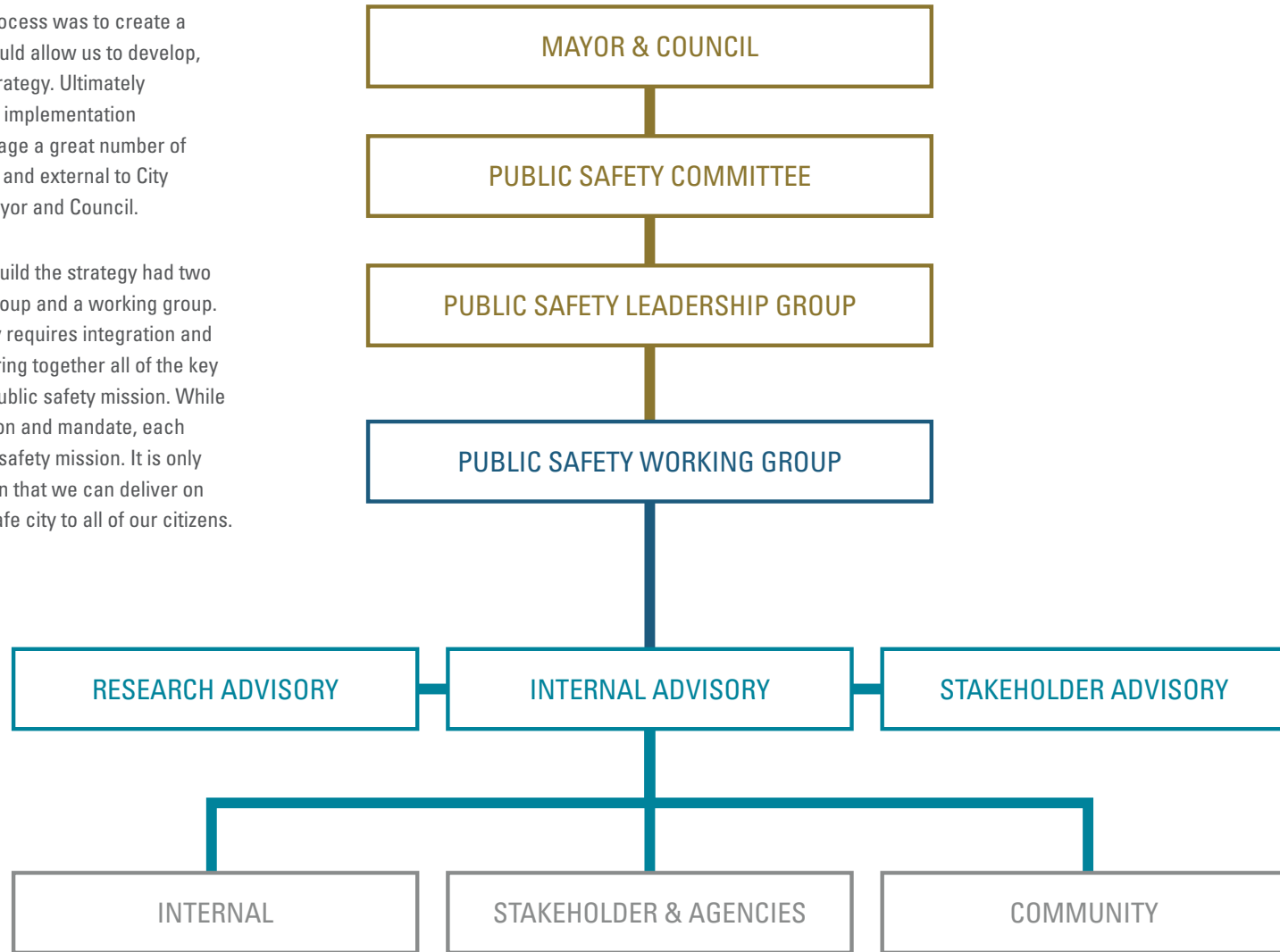
APPENDIX V:
PERFORMANCE MEASUREMENT

PRIORITY AREA	STRATEGIC INITIATIVE	POSSIBLE MEASURES FOR STRATEGIC INITIATIVES		
		POPULATION LEVEL MEASURES	OUTCOME MEASURES	PARTICIPATION MEASURES
Prevent and Reduce Crime	Community Safety Centre	In Development		
	Cyber Security Outreach Program		Decrease in the rate of cybercrime victimisation among program participants	Increase in unique visitors to the cybersecurity website Increase in the number of downloads of cybersecurity resources Increase in the number of education sessions on cybersecurity delivered to stakeholders
	Age Friendly Strategy for Seniors	Decline in the victimisation rate among seniors	Increase in the number of participants reporting satisfaction with support provided	Increase in the number of seniors participating in City programs and facilities Increase in the number of seniors volunteering in programs
	Code Blue		Increase in the number of participants reporting improved confidence after program participation Improved perception of police among youth completing the program	Increase in the number of youth participating Increase in the number of schools participating

PRIORITY AREA	STRATEGIC INITIATIVE	POSSIBLE MEASURES FOR STRATEGIC INITIATIVES		
		POPULATION LEVEL MEASURES	OUTCOME MEASURES	PARTICIPATION MEASURES
Prevent and Reduce Crime	Business Safety Audits		Increase in the number of businesses that adopt safety practices Reduction in the number of crime/nuisance incidents from previous year for businesses participating	Increase in the number of businesses participating in the annual survey
	Substance Use Awareness Team		Increase in the number of participants in the Habit Change Challenge	Increase in the number of educational resources distributed Increase in the number of agencies distributing substance use awareness resources.
	End Gang Life – BC Gang Exit Pilot			Increase the number of participants in End Gang Life programs Increase collaboration on research projects in BC on effective gang intervention and preventions activities Increase number of mobilization programs specifically tailored to needs of local communities Increase collaboration with Surrey RCMP and the City of Surrey on the development of prevention and intervention programs

PRIORITY AREA	STRATEGIC INITIATIVE	POSSIBLE MEASURES FOR STRATEGIC INITIATIVES		
		POPULATION LEVEL MEASURES	OUTCOME MEASURES	PARTICIPATION MEASURES
Prevent and Reduce Crime	Clayton Heights Activity Team (CHAT)		Increase in the number of participants that report improved sense of connection and confidence Reduction in the number of calls for service related to nuisance incidents in the area Reduction in participants' truancy from school Increase in the number of participants who secure employment or enter training programs	
	Critical Hours Programming – MyZone		Increase in the number of participants reporting the program helped them to feel better themselves Increase in the number of participants reporting that they got involved in group activities through the program	Program operates at capacity given resources available Increase in the number of families following up on referrals provided through MyZone
	YoBro, YoGirl Initiative		Increase in the number of participants reporting positive social and skill development Increase in the number of alumni volunteering to support the program	Program operates at capacity given resources available Increase in the percentage of participants that complete the program(s)

PRIORITY AREA	STRATEGIC INITIATIVE	POSSIBLE MEASURES FOR STRATEGIC INITIATIVES		
		POPULATION LEVEL MEASURES	OUTCOME MEASURES	PARTICIPATION MEASURES
Ensure Safe Places	Distressed Properties Response Program	Increase in landlord/owner compliance with bylaws	Decrease in the number of bylaw violations for unsightly and nuisance properties Decrease in the number of abandoned properties identified	Increase in the number of successful remediation or other action (type per property)
	IRIS – CCTV Registry		Increase in the number of RCMP cases using CCTV footage obtained from cameras in the registry Decrease in the time taken to identify CCTV resources	Increase in the number of cameras identified in the registry
	Community Safety Patrols		Increase in the number of businesses reporting satisfaction with program and experience of safety Decrease in repeat incidents with individuals	Increase in the number of service requests received Increase in the number of referrals to social services, RCMP, Fire, Bylaws
	Community Enhancement Program		Increase in residents' perception of safety in public spaces	Increase in the number of graffiti reports received Increase in the percentage of participants completing community service in the program Increase in total hours of community enhancement activities completed

PRIORITY AREA	STRATEGIC INITIATIVE	POSSIBLE MEASURES FOR STRATEGIC INITIATIVES		
		POPULATION LEVEL MEASURES	OUTCOME MEASURES	PARTICIPATION MEASURES
Ensure Safe Places	Block Watch		Increase in participants' satisfaction with the Block Watch Program	Increase in the number of Block Watch groups
	Data Driven Approaches to Crime and Traffic Safety (DDACTS)	Increase in perception of traffic safety among residents	Decrease in total traffic collisions in target areas Decrease in crime in target areas Decrease in total injuries and fatalities from collisions in target areas Increase in the number of partners reporting improved efficiency and coordination using DDACTS	
	Safe Mobility Plan	Reduction in the number of collisions (per 1000 residents) Reduction in the number of fatalities and injuries from collisions (per 1000 residents) Reduction in pedestrian involved injuries or fatalities		

PRIORITY AREA	STRATEGIC INITIATIVE	POSSIBLE MEASURES FOR STRATEGIC INITIATIVES		
		POPULATION LEVEL MEASURES	OUTCOME MEASURES	PARTICIPATION MEASURES
Ensure Safe Places	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 Decrease in traffic incidents involving children in school zones	Increase in the number of students receiving training Investment in infrastructure improvements per annum are consistent with the Safe Mobility Plan Increase in the number of schools participating in Travel Planning for students
	Traffic Safety Campaigns		Decrease in average speed of vehicles in target areas	Increase in the number of citizens exposed to safe driving messages at events Increase in the number of volunteers trained to promote traffic safety Increase in the number of Speed Watch and Cell Watch shifts completed

PRIORITY AREA	STRATEGIC INITIATIVE	POSSIBLE MEASURES FOR STRATEGIC INITIATIVES		
		POPULATION LEVEL MEASURES	OUTCOME MEASURES	PARTICIPATION MEASURES
Building Community Capacity	Emergency Planning		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 Increase in the number of participants receiving emergency planning support and training Increase in the number of emergency preparedness training materials distributed Increase in the number of participants that report taking action (e.g., have emergency kit in place) after program participation ESS response activities are delivered according to the plan to provide support in the first 72 hours
	Home Safe	Decrease in the number of residential fires with working smoke alarm present at 75% or higher (over 5 years) Decreasing in the rate of fire deaths and injuries in target populations		Increase in the number of site visits completed in target areas Increase in the percentage of homes where smoke alarms are validated in site visits

PRIORITY AREA	STRATEGIC INITIATIVE	POSSIBLE MEASURES FOR STRATEGIC INITIATIVES		
		POPULATION LEVEL MEASURES	OUTCOME MEASURES	PARTICIPATION MEASURES
Building Community Capacity	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 Increase in the number of volunteers across city programs
	Girls Got Game		Increase in the number of participants reporting improvements in confidence and well-being Increase in the percentage of participants attending regularly Increase in participants' sense of connection with peers and the community	
	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	Increase in the number of successful referrals of parents and children to community resources Improved use of assessment tools to assess changes in child wellbeing

PRIORITY AREA	STRATEGIC INITIATIVE	POSSIBLE MEASURES FOR STRATEGIC INITIATIVES		
		POPULATION LEVEL MEASURES	OUTCOME MEASURES	PARTICIPATION MEASURES
Building Community Capacity	Surrey Safe Schools Partnership		Increase in the number of participants reporting improved social development outcomes Decrease in truancy rates from school among program participants	Increase in the number of participants in WRAP and Girls Group (per annum)
	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 Increase in the number of resource materials distributed in multiple languages
	Surrey Libraries Information Access and Literacy Support		Increase in participant satisfaction with programs	Increase in the number of participants in literacy and Access Card programs Increase in the number of users with no delinquency of services Increase in the number of return visits by Card users Increase in the number of outreach visits by Libraries' staff

PRIORITY AREA	STRATEGIC INITIATIVE	POSSIBLE MEASURES FOR STRATEGIC INITIATIVES		
		POPULATION LEVEL MEASURES	OUTCOME MEASURES	PARTICIPATION MEASURES
Building Community Capacity	Youth Mentorship Programs		Increase in the percentage of participants completing the minimum 3 month SCPS program Increase in the percentage of mentors complete orientation process and 1 year commitment to program Increase in the satisfaction rate of mentors and mentees with regard to program participation Increase in the number of participants reporting improved understanding and interest in work from CUPE 402 job-shadowing	Total number of places for mentors and mentees in the program are at capacity given program resources

PRIORITY AREA	STRATEGIC INITIATIVE	POSSIBLE MEASURES FOR STRATEGIC INITIATIVES		
		POPULATION LEVEL MEASURES	OUTCOME MEASURES	PARTICIPATION MEASURES
Support Vulnerable People	Integrated Services Network (ISN)		Decrease in recidivism amongst ISN clients Increased alternatives to incarceration for non-violent offenders Decrease in the number of accused persons going to remand before case disposition Increase in service retention 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	Increase in total unique visits to the Community Services Portal Increase in the number of services that are included on the portal Increase in the number of respondents reporting that they are aware of the portal as a way to access information on services

PRIORITY AREA	STRATEGIC INITIATIVE	POSSIBLE MEASURES FOR STRATEGIC INITIATIVES		
		POPULATION LEVEL MEASURES	OUTCOME MEASURES	PARTICIPATION MEASURES
Support Vulnerable People	Surrey Mobilization and Resiliency Table (SMART)		Increase in the number of participants receiving SMART support that report improved access to support services	Increase in the number of referrals to SMART, especially for youth (6-15, 16-24)

Expansion of program reach through implementation of SMART across City locations |
| | Newton Safety Unit | | Reduction in the number of break and enter incidents in the target area (per annum)

Reduction in the number of shoplifting incidents in the target area (per annum) | Reduction in the number of calls for service and street disorder incidents |
| | Inter-agency Case Assessment Team (ICAT) | Increase in the number of high risk domestic violence cases where a multi-agency case management approach is used | Decrease in recidivism rates of intimate partner violence

Increase in the number of clients and families that report high degree of satisfaction with case management | |
| | Network to Eliminate Violence in Relationships (NEVR) | | | Increase in the number of participants in education and awareness forums

Increase in the number of toolkits/ resources distributed

Increase in number of referrals and requests for service from participating agencies |

APPENDIX VI:
SUMMARY OF FINDINGS FROM PUBLIC CONSULTATION

SURREY PUBLIC SAFETY STRATEGY

SUMMARY OF FINDINGS FROM PUBLIC CONSULTATION MEETINGS

April to June, 2016

Dr. Joanna Ashworth and Associates
July 18, 2016

QUOTES FROM PUBLIC CONSULTATION PARTICIPANTS

We are dealing with the same struggles.

By increasing the enforcement of the law and promoting and upholding community standards of behavior and pride of place and working collaboratively with government and all stakeholders, there is a possibility for a safe city.

We are pleased that the city is listening and wanting to help.

The consultation was a great opportunity to meet fellow residents and discover a cross-section of perspectives held by them. Many participants felt strongly that the city needs to create more opportunities for residents to contribute directly to community concerns.

TABLE OF CONTENTS

1. INTRODUCTION

This report is prepared by Dr. Joanna Ashworth and Associates, an independent consulting firm, on behalf of the City of Surrey's Office of Public Safety The report provides a summary of the vision, values, issues, themes and suggestions for action that were generated in the public safety consultation process held between early April to mid June 2016.

The report is organized around the three key questions asked in a consultation process that involved more than 1600 people. The results were analyzed around ten key themes and the related issues, concerns and ideas for action. Detail for each of these consultation meetings are documented in the public consultation reports found in Appendix 1. The feedback from participants about their experiences in these consultations is found in Appendix 2. Participants identified a number of specific location of concern that involved lighting, traffic infrastructure, transportation, persistent social problems, and parks. These locations are documented in Appendix 3. Data were also reviewed from reports prepared by the City of Surrey's Office of Public Safety with specific stakeholder groups including city staff, women's organizations, health authorities, business organizations, the RCMP, other service groups and online surv.

2. PUBLIC CONSULTATION PROCESS

The Office of Public Safety organized numerous face-to-face meetings held in community centres, libraries, universities and City Hall in various locations around the city. Of those meetings, 10 were designed and facilitated by the consultant and her team. Between the community consultation sessions, data from online survey questionnaires, partner outreach events, RCMP forums, and internal meetings, the Office of Public Safety has connected with close to 1600 stakeholders, city staff and citizens. Data from all these meetings has been taken into consideration in this report. Assistance in note taking and small group moderation was provided by Simon Fraser University student volunteers. The format and process was standard across these meetings.[1] The meetings were 90 minutes in duration, with groups of approximately 15-30 people, who were organized in small groups with a table host and a note taker and systematically asked to talk about three questions:

1. What does a safe city look like?
2. What are your public safety issues and concerns?
3. What initiatives or solutions do you suggest?

The responses to each of these questions were discussed in small groups and then in a plenary report-out session. Issues and concerns as well as ideas for action were posted on a wall in the meeting room for all to see and discuss. In this manner the meetings were highly participatory and inclusive as well as open and transparent with all findings. A city staff person was always present to

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[1] With one exception being a meeting with 160 participants that used the same questions but in shorter time frame (45 minutes).

provide the context and background for the meeting, highlighting the long standing crime-reduction strategy at the City of Surrey and sharing the vision of a new approach to public safety that is more holistic and inclusive and includes reference to emergency preparedness, disaster response, personal safety, crime, persistent social challenges, and road safety.

See below a sample consultation agenda:

CONSULTATION SESSION
PROGRAM AGENDA

PUBLIC SAFETY

Vision

THE CITY OF SURREY'S VISION OF A SAFE CITY: A city in which all people live, work, learn and play in a safe and engaged community.

THE PUBLIC SAFETY STRATEGY IS: An evidence-based, collaborative approach to enhance livability by addressing issues related to crime, personal safety, emergencies, disasters, road safety, persistent social challenges and other issues and solutions that are identified.

Purpose of the Community Consultation

To identify and document the issues, concerns brought forward by community members to inform the development of a public safety strategy.

Process

5:30	Registration and Coffee
6:00	Welcome & Overview of the Public Safety Strategy Consultation — City of Surrey
6:05	Overview of Agenda/Guidelines for Dialogue — Facilitator
6:10	Small Group Exercise — What does a safe city look like? · Silently write a word, words, a phrase and/or image at on the large paper at your table that reflects what makes you, your family, street, or community feel safe in the city? (5mins) · Take turns introducing yourself; share your word, phrase or image and what means to you · Notice what words or images connect or stand alone. · Give your vision a title
6:25	Small Group Debrief in Plenary — What does a safe city look like?
6:35	Small Group Conversation — What are your public safety issues and concerns? · Record one issue per Post-It Note (all issues and concerns are noted)
6:55	Plenary Report Out — Your issues and concerns and shared themes · According to your table mates, what are your most important public safety issues and concerns? · Sort and observe themes
7:10	Small Group Round Robin — What Public Safety Initiatives would you like to see?
7:20	Popcorn Responses with Initiatives
7:25	Closing Observations of Issues and Themes — Facilitator · Next Steps – City of Surrey
7:35	End

SHIFTING FOCUS: Building a Public Safety Strategy

SFU SIMON FRASER UNIVERSITY

SURREY

3. VISION AND VALUES

The first of the three questions, "What does a safe city look like?" was designed to begin the consultation in a manner that allowed everyone to introduce themselves in their small group and offer a positive vision for a safe city. The question was answered first through individual drawings and then with each participant writing a word, phrase or drawing an image on a large piece of flip chart paper that is shared with their tablemates. The group was then encouraged to come up with a title for their overall vision. Many of these visions were similar and included to: walk and play safely in public spaces; engage with friendly neighbours who know each other and are willing to help each other out; have clean, well cared for yards and parks; for there to be safety on the roads and in traffic, responsive policy and bylaws officers when crime occurs; to have knowledge about where to report crimes and other concerns; for engaged youth, and seniors to be well supported and for homeless and mentally challenged people to be cared for. Particular attention to safety for women was noted on various illustrations.

These drawings and the conversations revealed many shared values among participants including the importance of respect, trust, community pride, community connection, and two-way communication, i.e., between City government and citizens.

Public safety was seen as multidimensional and included the following values:
- Collaboration among Agencies, Government, Private Sector and Citizens
  - Bring in drug users, street people and businesses together to find share solutions
  - Welcome diversity and newcomers
  - Demonstrate that people are equally valued and accepted
  - Show friendliness, kindness, compassion, insight
  - Build trust. "If we trust each other we will feel safer"
- Knowledge about How to Access Resources for Community Needs
  - Provide information about "where to go for help"
  - Remove barriers to services; allow for easier access to services, i.e., fees, referrals and wait times
  - Have a clear plan to address substance use and addiction
- Safe Mobility
  - Instill a sense of freedom to move
  - Ensure safe streets and transit
  - Reduce fear of harm while moving through the city on foot, bike, wheelchair or car
  - Design infrastructure and buildings to foster safety, i.e., lighting, surfaces, visibility
- Inclusion and Compassion for Differences in Lifestyle and Cultural Background
  - Harm reduction and treatment for drug users
  - Demonstration of compassion and care for mentally ill and distressed people
- Responsiveness in Emergencies
  - Quick response from police, fire department and city re: traffic, unsightly properties, speeding cars, fire and other anti-social and criminal activities

4. PUBLIC SAFETY THEMES, ISSUES AND IDEAS FOR ACTION

This section of the report documents the many the issues and concerns expressed at the in-person meetings conducted by the consultant in the 10 community sessions, as well as the additional stakeholder groups conducted by City staff. The data generated was clustered into ten key themes. Each theme area captures the felt issues and concerns and offers particular suggestions for action. The ten themes are: public space; mobility; youth; citizen engagement; vulnerable populations and persistent social problems; coordination of social, health and policing services; fair shared city for women and other vulnerable citizens; urban growth and development; responding to crime; and communications/reporting.

1. REIMAGING PUBLIC SPACE

A public space is a social space that is generally open and accessible to people. Roads (including the pavement), public squares, parks and beaches are typically considered public space. Public space promotes human contact and social activities, is safe, welcoming, and accommodating for all users, has design and architectural features that are visually interesting and promotes community involvement, reflects the local culture or history, relates well to bordering uses, is well maintained and has a unique or special character. It is also accessible by transit, walking and bicycles. Revitalization and place making in public areas support safety and inclusion.

Many of the public consultations participants expressed concerns over the physical state of many of the public spaces in the city. These issues and concerns related to street lighting in public places, the presence of needles, condoms and other garbage, the lack of upkeep of public green spaces, the unsafe use of adjacent parking areas and the lack of access for cyclists, pedestrians and people in wheel chairs to use public spaces and sidewalks.

Many of the participants suggested that they value "walkability" in public spaces and desire more social connections between Surrey residents. Session participants indicated repeatedly that if the city invested in improved lighting more people would be comfortable gathering in more public spaces, and this interaction would contribute to deepening bonds between the citizens of Surrey. They reasoned that this would also discourage loitering of those who pose a threat to public safety. Similarly, during two open sessions at SFU Surrey held on April 22 and May 31, participants suggested a positive correlation between the presence of green spaces and deepening family and community relationships. There was an overall sense that optimal enhancement of public spaces was a critical step toward a thriving community with a strong civic ethic.

While there are significant concern regarding drug use in proximity to schools in a number of sessions, at the Newton session in particular, there were quite a few people that openly called for measures to ensure "our kids can play freely around our neighbourhoods." Some called for increased police and surveillance around schools. In several public consultation sessions, as well as through the City's internal consultation, initiatives such as increased security, including more community police station, CCTV cameras as well as resources that would assist the marginalized and homeless populations. Ongoing community-based initiatives were also encouraged to invite the publics' ideas about how they might like to improve public spaces.

Issues and Concerns:

- Lack of street lighting, e.g., Holland Park, King George Highway to 148th, and 139th St. and 68th Ave.
- Street lights are needed between 88th Ave. and 90th Ave. down 192 St. toward the dead end and at the former Turf Farm spanning from 90th Ave. & 192 St. toward the end of the street (many mail box break-ins as a result of poor lighting)
- The disappearance of green spaces
- Additional concerns related to public parks and also to creating regulations for citizens to upkeep their lawns so that everyone can play their role in "greening public space."
- People are camping in public parks due to the lack of overnight, safe spaces to stay for the homeless
- Concern over transient/marginalized loitering, e.g., liquor store on King George Highway and 108th Street means lots of transients as well as clusters of prostitutes in other areas (such as 105 and 132nd) (King and 84th) (Dominion Park next to Newton Elementary)
- Open use of drugs in public places, e.g., walkway to SFU Surrey campus; also near bike park and nearby several schools
- People who are intoxicated on public transit
- Children outside of their schools are exposed to needles as well as the threats of gang members

Ideas for Action

- Host an Instagram photo contest: pictures that show Surrey's natural beauty, or architecture/design, or cultures to promote and affirm civic pride.
- Host public celebrations and events, community gatherings throughout the year
- Commission public art to promote pride in the civic realm, integrated into benches and street furniture, etc.
- Hold neighbourhood meetings in parks to discuss safety
- Address lack of overnight, safe spaces to stay for the homeless
- Address concerns over transient/marginalized loitering
- Discourage open use of drugs in public places, e.g., walkway to SFU Surrey campus; also near bike park and nearby several schools
- Respond in a timely way to people who are intoxicated on public transit
- Consider children who experience open exposure to needles as well as threat of gang members
- Set up "no littering" campaigns in public spaces

2. ENSURING SAFE MOBILITY

Safe mobility refers to the many ways that citizens move around the city on roadways, sidewalks, bike lanes and paths. Typical road users include pedestrians, cyclists, motorists, vehicle passengers, and passengers of on-road public transport (mainly buses and other public transit). Issues of mobility and road safety were often discussed in the context of limited city infrastructure investment in cross walks and signaling to support walking along busy intersections. Many seniors participated highlighted that cross walk signaling timing provided a limited time to cross streets and that more investment were necessary to regulate crossing signaling to accommodate those in wheelchairs, as well as seniors.

Another participant noted that there are many major intersections "without crosswalks altogether" and interpreted this as showing limited concern for pedestrians of any age group. He indicated that a concerted effort will be required to allocate resources to remedy this problem. Another participant noted that there was an additional concern faced by drivers and pedestrian alike that reflected what he referred to as, a "lack of personal responsibility" where "texting and driving" is prevalent. The concern about distracted driving was shared by many across all the public meetings.

Issues and Concerns:
- Speeding cars in residential neighborhoods
- Heavy traffic in residential areas discourages walking, encourages pollution and accidents
- Traffic congestion causing road rage and car accidents
- School zones are missing signs, e.g., there is no sign at the Simon Cunningham Child Development Center on 140th St. and 93rd Ave.
- Walkability in Cloverdale is challenging and it's too far for seniors to walk to services and retail shops
- Density in South Newton creates a situation where houses are built right to the edge of the property. This means there are no yards and cars are parked right up to driveways and intersections making it difficult to see and navigate safely
- Sidewalks are missing and damaged sidewalks, e.g., on 125A St. and poorly engineered sidewalks, e.g., lamp posts in the middle of the sidewalk on 102nd St. going east after crossing West Whaley Ring Road. This means scooters and wheelchairs have to back up
- Physical obstructions on the roadways
- Roads are inadequate for both driving cars and walking safely
- Crosswalks are inadequate in major intersections, e.g., 160th St. and 80th Ave. as well as within residential areas
- Crossing signals, e.g., there are very poor school crossing signs at 132 St. and Old Yale Road; hard to cross to new park on 64th Ave. between 166 to 152. It is also difficult for pedestrians crossing from Central City Plaza to parking lot. Cars proceed for far too long/not enough time to cross
- Cycling infrastructure is limited
- Intersection lights are urgently needed at 150 St. and 60th Ave. and 146th St. and 60th Ave.

Ideas for Action
- Create a pedestrian safety plan which includes "crosswalk protocols" because the current system does not ensure safe pedestrian crossings
- More wheelchair accessibility and support for the disabled and elderly, e.g., crosswalk signals do not accommodate the time it takes disabled/seniors to cross the street
- Enforce speed limits
- Use traffic calming methods
- License bicycle and motorized units
- Install sidewalk ramps between 90 and 94th on the west side of King George Blvd.
- Address signaling issues/pedestrian concerns, e.g., on King George and 100th St.(pedestrians believe the seconds showing on the cross signal refer to pedestrians). The public need to be educated that the signal is connected to cars. There are regularly many near misses
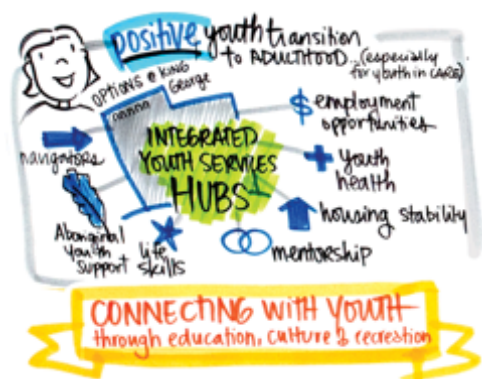
3. CONNECTING YOUTH THROUGH EDUCATION, CULTURE AND RECREATION

Youth is a period of transition from the dependence of childhood to adulthood's independence. People in this category may be experiencing any number of concerns ranging from gang violence, bullying, substance use, conflict at home, educational difficulties, sexual identity, eating disorders, anxiety and depression, grief and loss, and lack of work prospects.

The consultations on May 19 and June 11 provided a platform specifically for youth voice and generated important perspectives on social issues that directly effect the youth demographic. Participants suggested more effective anti-bullying measures from elementary through high school would help to provide a safer climate where people can share sexual assault experiences and other concerns. But it wasn't just youth who recognized the importance of investing in non-profit, after school programs for at-risk youth; many citizens, including youth, strongly advocated for the establishment of widely available community initiatives for those deeply impacted by drugs, violence in general and gang-related concerns. Participants also suggested that at-risk youth would benefit from the establishment of community gardens and other recreational programs who currently don't have after school programs.

For example, on May 19, many of the youth that came to the consultation as part of the "Yo Bro/Yo Girl" youth program and they spoke highly about their mentor, Joe Calendino. They noted the impact he has had on their lives and discussed the importance of having committed and respected adult role models. They indicated that an increased number of such programs are needed so that more young people can benefit the way they have. The youth at the June 11 consultation spoke about their great concern for gang violence and gang recruitment, citing the lack of services for youth and families as a central issue. Lack of accessible and affordable recreation activities for youth, lack of family and parent education and program that support youth and families in crisis were identified as reasons why youth are vulnerable, and more susceptible, to involvement in negative behaviour. They also expressed deep concern over how people with mental health problems are left untreated, and how people, including youth are impacted by the lack of affordable housing.

Issues and Concerns:
- Not enough centres devoted to youth (beyond athletic centres)
- More Surrey school district staff needed to grapple with "out of control" development/population growth and the number of additional children coming to the municipality (also related to the theme - Urban Growth and Development)
- City planners and developers need to work together to ensure that parks and other amenities are built alongside new developments, providing children and other members of the community with more places to play and congregate safely
- Parent and child relations are challenging
- Youth prevention – there are many high risk kids in high schools
- Open drug use in parks near schools and residential neighborhoods with young children nearby
- Shootings, children having access to firearms, accidental mishaps
- No accountability for youth crimes
- "Wanna be" gangsterism from low-self-esteem young male youth in the inner city

Ideas for Action

- Engage youth through after school educational programming to avoid long term impact on social services and justice system
- Improve access to counselling services and conflict resolution skills training for youth in elementary schools and early high school
- Provide an open and safe culture for children and youth to tell adults when they're being bullied or have other problems
- Offer police information sessions at elementary schools to encourage pro-social behaviours and build positive relationships with police
- Support and enhance program like "Surrey Safe Schools"
- Youth community center (similar to the Greg Moore Youth Center in Maple Ridge)
- Kid's play foundation, i.e., Kal Dosanjh
- Big Brothers
- Volunteer opportunities for youth
- Active mentorship programs
- Promote and develop youth programs like "The Wrap" and "YoBro" programs that give at-risk youth a sense of belonging and strong mentors
- Offer creative arts programs in town centres for youth
- Offer low barrier recreation programs and membership to organized sports teams

4. ENGAGING CITIZENS AND BUILDING COMMUNITY COHESION

Citizen engagement is the meaningful involvement of individual citizens in policy or program development. To put it simply, citizens are "engaged" when they play an active role in defining issues, considering solutions, and identifying resources or priorities for action.

Community building is a field of practices directed toward the creation or enhancement of community among individuals within a regional area (such as a neighborhood) or with a common interest.

Both disillusionment and optimism were expressed when talking about the role of community and citizen engagement in promoting a safer city. Some participants pointed to an atmosphere of general disinterest to be engaged prevalent among a large proportion of Surrey residents. During one open session at SFU Surrey on April 22, a participant characterized this as a "climate of apathy." This sentiment was echoed by an elderly gentleman at the Newton library session on June 4 session who drew attention to what he termed, "a sense of entitlement" pervading the Surrey populace. He indicated that people were both indifferent and, in some cases, contributed to social problems by speeding and leaving their homes in disrepair.

This sense of disillusionment was countered by an expressed belief that things could get better if attention is given to remedying certain specific problems. Examples of this point of view came from the May 18 session at the Chuck Bailey Recreational Centre, during the "What does a safe city look like?" exercise. In the report back one group highlighted the important civic values of neighbours knowing each other, and of having empathy and trust in their fellow citizens. It was clear that they wanted problems to be addressed in a way that might enhance these values and improve the civic climate. As they expressed these values, many noted that they felt their mutual concerns were appreciated and they recognized each others shared interests.

On May 31 at SFU Surrey Campus during the "What does a safe city look like?" exercise, a group shared similar values and suggested that an increase in the number of community events around the

city would contribute to their "empowerment" to "do something themselves" and therefore affect change, rather than being dependent on public institutions. When suggesting initiatives, they called for "mandatory civic engagement programs for all age groups" throughout the city.

Issues and Concerns:
- Bring in users, street people and businesses together to find shared solutions
- Seek and welcome diversity in all planning
- Welcome newcomers
- Ensure all members of the community feel equally valued and accepted
- Encourage friendliness, kindness, compassion, insight, knowing where to go if help is needed
- Recognize the "climate of apathy" and lack of interest in public involvement and support initiatives that help people know one's neighbours
- Host forums to adequately highlight community issues leading to effective initiatives
- Stimulate community based initiatives and encourage a culture of community responsibility: such initiatives might help to overcome community divisions rooted out of fear, reduce social stigmas and feelings of isolation and invisibility, lack of sense of community within neighborhoods and misperceptions of youth, homeless, working poor, mentally challenged, seniors, those with criminal records etc.
- Increase channels of communication between residents, e.g., Peace Arch Newspaper should be widely distributed again as it is no longer being delivered
- Develop strategies to bring various communities together; very little joint programming involving Surrey and White Rock
- Find ways to initiate increased involvement of faith communities
- Offer mandatory civic engagement programs for all age groups

Ideas for Action
- The City should hold regular meetings with the public to address key concerns. This allows for deeper community bonds to be realized while solutions are generated
- Surrey needs a culture shift so that more people take personal responsibility for contributing to the community
- Community ambassadors program
- More capacity building for grassroots community leaders to help them initiate projects
- Engage retired people (seniors) to share their expertise, knowledge and experience, i.e., meaningful volunteerism, intergenerational programs
- Promote civic pride: videos that show what inclusive, connected pride looks like; neighbourhood days
- Get better at telling and selling our stories and successes
- Public celebrations and events, community gatherings throughout the year
- More community dinners: www.citylab.com/politics/2016/04/dinner-at-the-longest-table-helps-tallahassee-break-down-barriers/477714

5. RESPONDING TO VULNERABLE POPULATIONS AND PERSISTENT SOCIAL PROBLEMS

Vulnerability results from developmental problems, personal incapacities, disadvantaged social status, inadequacy of interpersonal networks and supports, degraded neighborhoods and environments, and the complex interactions of these factors over the life course. The priority given to varying vulnerabilities, or their neglect, reflects social values. Vulnerability may arise from individual, community, or larger population challenges and requires different types of policy interventions—from social and economic development of neighborhoods and communities, and educational and income policies, to individual medical interventions.[2]

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[2] Adapted from From Mechanic and Tanner, 2007.

Persistent social problems include: mental illness, unemployment, poverty, substance use, chronic offenders, sex trade, drug dealing, homelessness, and also includes social isolation of seniors, and vulnerable youth transitioning from education to work.

Participants expressed both a sense of compassion for, and a discomfort with, persistent social problems such as homelessness, drug abuse, mental illness and others who are considered part of the vulnerable population. At SFU Surrey on April 15, the group spoke about the need for better access to services and "more dialogue between the homeless and educated people." There was an emphasis on the need for all groups to play a role in improving the city's living standards (including culturally diverse groups and the LGBTQ community). On April 22 there was a call for health service agencies and community organizations to better publicize their work so that those in need had a clearer understanding of where to access services when required. People also felt that the government could improve "funding for resources" to address the most pressing community needs including widespread open drug use, increased population, domestic/sexual violence and mental health services.

In the June 4th session at Newton Public Library, a considerable amount of resentment was directed toward the homeless population. While participants spoke of resources needing to be in place to alleviate homelessness, several people spoke of them as a disturbance, where "homeless people find their way onto community residents' properties." Another group expressed a deep level of discomfort vis-à-vis marginalized people. Participants referred to "135A Street" as "another downtown eastside" (Vancouver) with the prevalence of homelessness and drug abuse.

Issues and Concerns:
- People need to be treated as human beings, not homeless, drug users, etc.
- Participation of community begins with asking homeless people of their problems
- Homelessness is increasing (and an adequate housing strategy needed)
- Create rewarding jobs/careers for homeless and help by creating an environment that is uplifting, community oriented and positive and not a slum/ghetto/tenement
- Respect diversity
- Anti-Racism, sexism and homophobia education is needed
- Stop violence against women
- Support needed for sex workers
- Addicts can't access services
- Harm reduction for drug users
- Drug dealing in many spots around the city
- Untreated mental illness, e.g., lack of mental health support services in society in general as well as within the school system (especially limited after 19 years of age)
- Tent city lived in by people with mental health issues, lack of health care funding
- Poverty and housing issues
- Access to basic needs lacking, e.g., food, clothing, shelter, community
- Employment options and financial support resources
- Lack of commitment to a quality housing standard - many community houses not kept properly and contributes to crime
- Unregulated halfway houses with inadequate living conditions/support staff - need for more resources for halfway houses for marginalized people
- Refugee/immigrant settlement services need to be expanded

Ideas for Action:

- Consult people living in poverty/homelessness on policy that would benefit them
- Host "Inclusive Community" forums that respect sexual orientation, cultural diversity and other groups whose voices are not always heard
- Increase visibility of existing social programs to help the vulnerable meet basic needs
- Increase funding to address public health issues, e.g., removal of drug needles from parks
- Increase education, awareness and programs for those with mental health issues
- Have a prominent centre for victims of assault and sexual violence
- Provide affordable housing and homeless shelters year round
- Provide drug rehabilitation services in each neighbourhood
- Train police and transit police re: how to work with vulnerable people
- Put more emphasis on prevention and harm reduction strategies rather than just policing
- Address panhandling by providing day labour and meals for panhandlers, e.g., City of Albuquerque began a campaign to curb panhandling, called "There's a Better Way." The goal of the campaign is to give panhandlers a chance at a change in life and provide caring members of the community with a better way to donate their money
- Locate services for the disadvantaged away from main public & buildings areas
- Revamp the court system, i.e., resources for addictions, housing, national housing innovation
- Create a culture where immigrants feel welcomed
- Create services that reflect that culture (easing transition)

6. COORDINATING SOCIAL PROGRAMS, HEALTH SERVICES AND POLICING

In mental health and other public safety emergencies, police services are often required to collaborate with other agencies to provide a coordinated response. When the Police work collaboratively with various agencies across multiple sectors, including community mental health services, hospitals, corrections organizations, and consumer/survivor organizations the outcomes will improve.

Many participants expressed deep concern about the number of people in the city who are repeat offenders, homeless and clearly mentally unwell. There was general agreement that improvements are needed in the way that social agencies and health care providers work with law enforcement to address these issues more effectively. There are many views on the current state of delivery of social, health and police services. Some think the answer is more policing. On June 4 at the Newton library during the "What does a safe city look like?" exercise the group stated, "I want my neighbourhood back" and explained that there is a "need for policemen on every corner to address the widespread issue of break-ins."

On May 12 at the South Surrey Field House, the group generally felt it would be beneficial if police officers communicated more openly and generally had a more sensitive disposition toward the community. Some seemed to indicate that the police needed more training to enhance their communications skills.

Issues and Concerns:

- Need more police presence to discourage social concerns such as prostitution and drug dealing (and in locations such as public parks)
- Police duty should be designated within specific areas so that they can get to know the community (including local businesses)

- Lack of response by social services and health services, particularly for people living with mental health and homelessness
- Housing policy needed to address cost of housing and lack of basic shelter

Ideas for Action

Health, Social Services and Policing Coordination
- Car 67: police and psych nurses working together
- Safe injection site
- Mobile Health (and Mental Health) Services

Social Services
- More publicity about available services for homeless, poverty, and housing

Policing
- Revisit 1950 neighbourhood style policing, community policing and better engagement with citizens
- Assign two police officers per car
- Initiate programming designed to improve greater openness and communication between police and citizens
- Have police on walking patrol (more direct action needed in troubled areas)
- Host semi-regular public forums to help police identify problem areas
- Expand the role of RCMP Auxiliaries to address service gaps
- Continue and expand the Newton Safety patrol bylaws group, this is a wonderful initiative and supports the BIA in Newton in their efforts
- More communication on positive stories of police and safety work

7. MANAGING URBAN GROWTH AND DEVELOPMENT

According to the City of Surrey's website, "Surrey is a rapidly growing community that balances its agricultural heritage with its emergence as a major urban centre. We're the second largest municipality in BC, and are expected to accommodate a large majority of the growth in the Lower Mainland in the coming years." The rapid pace of property development was identified by many participants as a great concern and what they believed to be the source of many of the persistent social problems, particularly homelessness. Participants also noted that community needs are compromised when there are inadequate partnerships between the city and local developers. They felt that such partnerships would mitigate some of the already troubling issues that appeared as a result of what some felt was "unmonitored growth."

During the youth focused consultation, participants felt that money invested in property development could be diverted to improving roadway infrastructure (including more sidewalks, expanding roads and addressing traffic issues). One woman expressed a lot of emotion as she noted that the benefits allotted to those living in community housing were scaled back considerably in recent years as a result of "unchecked growth." She said because of all of this, "my son can't make ends meet beyond the cost of rent." Others seemed to share this view, and what they saw as the troubling property development trends. One participant said that "all of the affordable rental apartment complexes were being torn down" and replaced by condominiums. Another participant went as far as saying that there was an "overt lack of interest in needs of marginalized people" across the lower mainland. He believed that there was a deliberate campaign to "drive people out."

Issues and Concerns:
- Disparities between communities (Fraser Heights/South Surrey vs. Newton/Whalley)
- Rapid growth, more high-rises means more traffic and road congestions, e.g., King George Hwy/100
- Lack of affordable housing
- Proliferation of unoccupied property
- Lack of infrastructure development to adapt to increased population growth, e.g., public safety measures such as earthquake and fire procedures

Ideas for Action
- More Surrey school district staff needed to grapple with "out of control" development/population growth (especially the number of additional children) coming to the municipality
- Property development needs to take place at a slower rate and be planned carefully in order not to disrupt community development
- Rent control and housing policy in place would make it affordable for the next generation
- Legislation in place to make it hard to speculate on property for an expended period of time unless there is a high enough standard to maintain neighborhoods so that they can continue to contribute to the Surrey community
- Balance planning policy to address a variety of community concerns with the increase in population density (beyond the concerns of developers, i.e., profits through housing development can be allotted to public sector to address a spectrum of pubic safety initiatives)
- City planners and developers work together to ensure that parks are built alongside new developments, providing children with more places to play

8. RESPONDING TO CRIME

Crime is defined as acts or omissions prohibited by law and punishable by sanctions. Although crime is sometimes viewed broadly as the equivalent of antisocial, immoral and sinful behaviour or as a violation of any important group standard, no act is legally a crime unless prohibited by law.

Crime is categorized as: violent personal crime, e.g., murder, sexual assault, child molesting; property crime (shoplifting, cheque forgery); occupational crime (see White-Collar Crime); political crime (treason, sedition, espionage); public-order crime (drunkenness, vagrancy, gambling, drug addiction); conventional crime (robbery, larceny); organized crime (racketeering); and professional crime (confidence games, forgery, counterfeiting).

Participants at the May 31 meeting at SFU Surrey spoke of the "glamorization of gang culture" and were troubled by the extent to which guns are readily available. One participant suggested that a film should be made exposing the "realities of crime" and the impact of "being involved in gangs."

At the May 12 meeting at the South Surrey Field House, participants suggested that increased surveillance in public spaces might contribute to an atmosphere where they "did not feel concerned for their safety" when walking (especially at night). This point was echoed by participants at the May 19 Youth session at the City Centre Library. Many felt that more cameras and/or lighting were also needed at bus stops and parking lots where similar problems exist. Just as the idea of an emergency

button at transit stations was mentioned when discussing themes, there was a suggestion about the value of creating a texting phone App so that police will make a timely response to distress calls.

Many issues and concerns below were drawn from the Surrey RCMP Neighborhood Meeting Response and the large scale meeting with the Surrey Public Safety:

- Violent crimes against women and children where there is gang involvement and more
- Burglaries, e.g., those guys that drive around on bikes in the night w/ trailers/backpacks – houses w/ obvious 'action' in the night (Port Kells District)
- Grow-Op's
- Mail theft and personal property theft around homes and within community centres
- Frequent drug drop offs and "Dial a Dope" in Fleetwood area
- Neighbourhoods feel helpless to stop gang fights
- Not enough of a crackdown on illegal drug dealing, drive by dealings daily in area of Falkirk Drive & 92A
- High number of people on parole concentrated in certain areas
- High rate of shootings in Newton
- Drug dealing inside and outside of schools and around community centres
- Gang members speeding through residential neighborhoods
- Sophisticated predatory gang members targeting youth (including recruitment and sexual assault)
- (Lack of) trust of agencies tasked with dealing with crime and disorder
- Negative image of Surrey, gangs, crime, shoot outs, drugs
- Residents are not informed as to issues around neighbourhood criminal activity
- The current justice system promotes message: "If you do the crime, you do the time"
- Need more attention to preventative programs as opposed to intervening with band aid solutions
- Unlicensed drug rehab houses in neighbourhood location
- Gun control-not registration for unregistered guns
- Need for a shift in perception, lack of meetings with police that would help reduce fears of actual versus perceive crime
- Continuous cycle of crime – mental health issues leading to drug addictions, leading to criminal activity
- Not enough surveillance cameras
- Inadequate communication between agencies, i.e., silo dynamic
- Implementation of a rapid response team drawn from various agencies to respond to crises as they arise
- Lack of funding for services (for maintenance and enhancement – especially in community outreach; long waitlists)
- Matching resources to needs
- Absence of a long-term plan of action
- Lack of proactive response to safety threats/emerging trends, thereby preventing the social unrest that develops when local problematic issues are not addressed in an effective, timely manner, or when left unattended
- Overreliance on judicial system
- Overall flawed measurement of public safety issues

Ideas for Action
- Offer preventative programs
- Recognize and reduce fear of sharing information about family members involved in gangs
- More anti-gang education at an earlier age
- More support for adolescents needed as a preventative crime measure
- Gun control- need registration system for unregistered guns
- Shift perception via meetings with police to help reduce fears of actual versus perceived crime
- Address the continuous cycle of crime, e.g., mental health issues leading to drug addictions, leading to criminal activity

- Parent and intergenerational education programs to help families develop parenting skills, communicate with their kids and help identify at risk behaviour
- More cameras/surveillance needed in public and private locations
- Improve communication and coordination between agencies, business, town centres (address the silo dynamic)
- Implement a rapid response team drawn from various agencies to respond to crises
- Bar Watch Program (to prevent gang members from entering night clubs)

9. PLANNING FOR A "FAIR SHARED" CITY

There are alarmingly high rates of gender-based violence against girls and women in both private and public spaces. The "gender-safety" gap, a measure of how physically secure men and women feel, is experienced globally and locally. When asked the question, "Is there anywhere near where you live where you would be afraid to walk at night?" most women respond affirmatively. Transit hubs, dark streets, simply walking home at night from work or school are concerns more for women than for men. Planning cities for women and other vulnerable people is about "bringing people into spaces where they didn't exist before or felt they had no right to exist" and increasing safety and ease of movement that are priorities for all. This is a fair shared city.

"Nobody has the right to cat-call me. I have the right to walk down the street without being harassed."
– Transgendered Person, Public Consultation

Ideas for Action
- Educate for awareness regarding self-protection measures in potentially dangerous situations
- See: How to Design a City for Women: www.citylab.com/commute/2013/09/how-design-city-women/6739/
- Redesign parks, routes to transit, housing and lighting to take gender into account and increase safety for women and girls
- Analyze how different people use different kinds of public space, audits and mapping
- Example: learn from experiments in urban planning for women such as Women-Work-City, a series of apartment buildings surrounded by courtyards with circular, grassy areas, allowing parents and children to spend time outside without having to go far from home. The complex has an on-site kindergarten, pharmacy and doctor's office. It also stands in close proximity to public transit to make running errands and getting to school and work easier.

10. ENHANCING COMMUNICATION AND REPORTING

With so many people witnessing and experiencing almost daily incidents in their city, a growing number of officials realize the potential benefits of including citizens in public safety initiatives. "Crowdsourcing," involves engaging and enabling private citizens to help public safety professionals address daily hazards and suspicious activities, natural disasters, terror attacks, crime or vandalism by reporting information in a convenient and accessible way using their smartphones.

In many programs, citizens can submit such reports anonymously using a laptop or desktop computer. Leveraging "eyes on the street" helps to create more engaged citizens, while also gaining intelligence from the public on incidents not limited to 911 emergencies. This improves situational awareness and incident response across a range of incidents. Around the world, crowdsourcing initiatives are being implemented in the form of "see something, report something" campaigns, Amber Alert tips, post-incident evidence gathering and more.

Surrey residents know they can report less serious crimes to police online and that for serious crimes, they can call 911. Crimes that can be reported online are ones with unknown suspects in cases of theft under $5,000, vandalism, theft from autos, noise complaints and traffic violations. [3]

At the outset of the public consultation at SFU Surrey on April 15, several people spoke about a "culture of fear" clouding people's perceptions of public safety. While certain threats are real, many participants indicated that little is done to give them a clear sense of what actual crime is taking place. The idea was expressed that it would be helpful for the Police to hold forums clarify what are real threats to public safety and unnecessary fears around crime. Participants emphasized the importance of a "feeling of safety," and of personally feeling comfortable. Safety, in this sense, is both an internal state and external reality.

Another important issue raised was the dilemma families have who have been victimized by crime. A participant noted that while they wanted to report an incident perpetrated by a gang, they feared that their names would be leaked and the family would be further endangered. The lack of trust extends to a marked resentment that exists by some who feel that the police do not respond to their complaints when they are made, particularly the enforcement of city bylaws.

Unclear communication between citizens and authorities was cited as a frequent issue. People want to know what is going on in their neighbourhood. Businesses want to share information among themselves more effectively, and overall, better two way and multidirectional communication would be appreciated.

Issues and Concerns
- Lack of reported crime reports provided well after incident takes place
- Ineffective police response time, e.g., 911 needs to be revisited
- Too many organizations operating in silos
- Need to do a security inventory (Newton)
- No alert system for businesses who don't get told about neighbouring break-ins and robberies (Newton)
- News reporting and public perception of violence (Newton)
- Limited use of technology for reporting crimes; for example, creating Apps (Newton)
- The process to contact authorities or report a crime in onerous (Cloverdale/Clayton)
- Cyber-crime and online bullying affect all of Surrey. The Surrey Chamber of Commerce has taken a leadership role in bringing this issue forward to the Municipalities Association (South Surrey)

Ideas for Action
- Do a security inventory in each of the town centres, e.g., work across silos
- Develop an alert system for businesses about neighbouring break-ins and robberies
- Communicate actual events rather than perceptions of violence
- Use technology for reporting crimes, e.g., App or smartphone for reporting
- Make the process to contact authorities or report a crime less onerous
- Make cyber-crime and online bullying a priority for Surrey. Note: the Surrey Chamber of Commerce has taken a leadership role in bringing this issue forward to the Municipalities Association
- Provide more operators to take non-emergency calls
- Provide notices at Surrey parking lots with contact information to report crime "as it happens"

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[3] Source, adapted from new article published in NOW, Feb 14, 2014.

5. CONCLUSION

After engaging with more than 1600 citizens, business, health and social service leaders in this series of public consultation meetings from April to June, 2016, the answers to the questions, "What does a safe city look like?" and "What can be done to make the City of Surrey safer?" reveal some very specific suggestions and a set of basic principles for moving forward. Public safety, it seems, is more than the absence of crime, it is also a feeling of connection, belonging, civic pride and well-being.

What we learned in this process is that making the City of Surrey safe is not only about policing and bylaw enforcement. It is also about smart urban planning, sanitation services in public places, access to health care services for people with mental health and substance use issues, traffic calming, timely responses to emergencies, street crime and natural disasters, interventions with youth-at-risk and 'safe schools' programming, as well as the protection of the natural environmental.

To realize this vision of a safe city, those we consulted suggested, quite wisely, that collaboration on safety is critical. Systems of health, education, social services, fire and policing services need to work together. Representatives from government, business and the community must collaborate to plan and respond to threats to safety and security. Citizens particularly seem to want more connection with local police, and want to see them out in their neighbourhoods, visible and engaged with residents. At the same time, they recognize that it is not only the police who have the authority and expertise to respond. They want social services and health providers to get innovative and mobile to reach out to where vulnerable people are congregating. Many of those we spoke with pointed out that by addressing the conditions that underlie crime and disorder problems, particularly substance use and mental health issues, police and others will be able to prevent and control related problems such as home and car break-ins. More serious and complex issues such as gang violence, affordable housing and youth disenfranchisement will require even greater coordination. That the Office of Public Safety is developing a plan for a citywide collaborative response, is heartening to citizens.

Finally, it was noted that the perception of safety is really important. Knowing what is really going on, rather than what people think is going on, is a strong preference for many. The challenge will be for city leaders to address this perception and communicate plans and progress on safety through specific, visible and concrete actions in both the short, medium and long term.

It is not surprising that most of the images of what a safe city looks like relate to beauty and peace. Clean, well-kept parks and private properties, well-maintained roads and sidewalks, well-lite walk ways, and the presence of healthy, helpful and respectful people are all part of the picture. It will be on all of these fronts that progress on public safety will be made.

Public Safety Summit Strategy: Stakeholder Summit
City of Surrey, June 2016

LIVE GRAPHIC RECORDING | Drawing Change
Sam Bradd
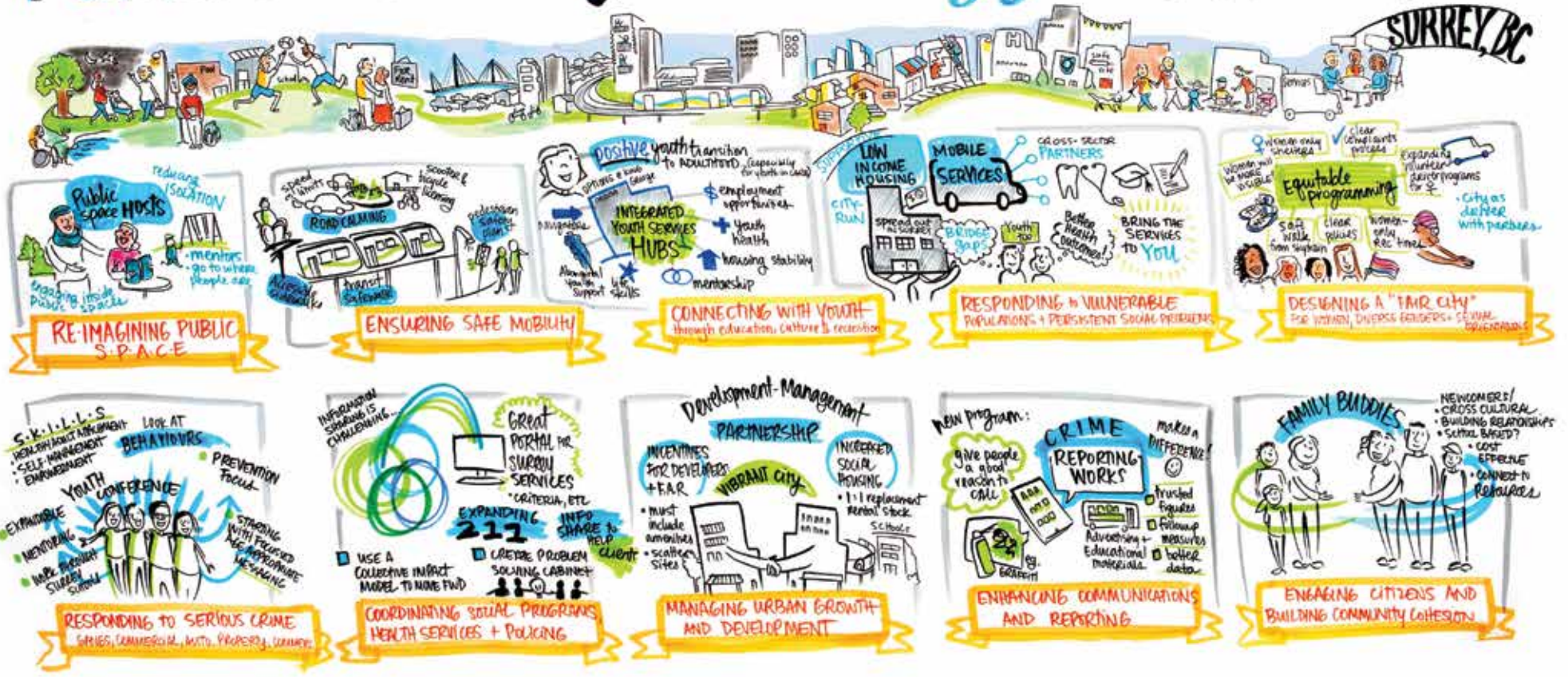
APPENDIX VII:
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APPENDIX VIII:
PUBLIC SAFETY PARTNERS

Partners

A

Alcohol and Drug Education Services

ATIRA Women's Centre

B

BC Corrections

BC Housing

BC Hydro

BC LIONS

British Columbia's Institute of Technology (BCIT)

C

Cloverdale Business Improvement Association

Canadian Municipal Network on Crime Prevention (CMNCP)

Canadian National Rail Police

Children of the Street Society

Coast Mountain Bus Company

Combined Forces Special Enforcement Unit (CFSEU BC)

Commercial Vehicle Compliance Enforcement

Community Associations (Various)

Community Corrections

Community Living BC

Crime Stoppers

CUPE 402

D

DIVERSECity Community Resources Society

Downtown Surrey Business Improvement Association (DSBIA)

E

Elizabeth Fry Society

Ending Violence Association of BC

F

Federal Corrections

Fortis BC

Fraser Health

Friends of the Grove

G

Government of BC

I

ICBC

Impark

Interfaith Ministries

J

John Howard Society

John Volken Society

K

Kwantlen Polytechnic University (KPU) – Surrey Campus

L

Lookout Society

M

Ministry of Children and Family Development

Ministry of Health

Ministry of Justice

Ministry of Social Innovation and Social Development

Ministry of Transportation and Infrastructure

Moving Forward Family Services

N

Native Courtworkers and
Counseling Association of BC

Network to Eliminate Violence
in Relationships (NEVR)

Newton Business
Improvement Association

Nightshift Ministries

O

OMNI TV

OPTIONS Community
Resources Society

P

Pacific Community
Resources Society (PCRS)

Phoenix Society

Police Agencies (Various)

R

Rogers Communications

S

SALI's Farm

SHAW

Simon Fraser University
(SFU) – Surrey Campus

Skytrain

Sophie's Place

SOURCES Community
Resources Society

Surrey Board of Trade

Surrey Crime Prevention Society

Surrey Fire Services

Surrey Food Bank

Surrey Libraries

Surrey Pretrial Service
Centre (SPSC)

Surrey RCMP

Surrey School District

Surrey Urban Mission

Surrey Women's Centre

T

Telus

Trademark Group of Companies

Transit Security

Translink

U

University of British Columbia

University of the Fraser Valley

W

WorkSafe BC

Y

YoBro/YoGirl

PUBLIC SAFETY

STRATEGY TAKING ACTION TOGETHER

#SAFERTOGETHER

CITY OF
SURREY
the future lives here.

16283

PUBLIC SAFETY PROGRESS REPORT

June 2018

PUBLIC SAFETY
STRATEGY *TAKING ACTION TOGETHER*

CITY OF SURREY

Contents

01 | EXECUTIVE SUMMARY

The first year of implementation of the Public Safety Strategy has been focused on making significant progress on new initiatives and accelerating work on existing programs.

The City has been able to leverage additional Provincial Government funding for a pilot program to support adults exiting the gang lifestyle, and increased support for the Yo Bro | Yo Girl Initiative and Wraparound (WRAP) programs, both of which target vulnerable youth. Significant supports are being put in place for vulnerable people through the funding of new transitional supportive housing units. Seven new programs have been implemented and will begin reporting data in 2018 and all recommendations have either been completed, have actions underway or planned for 2018. Under the Public Safety office we have begun to develop a comprehensive framework for responding to cannabis legalization.

Surrey is facing many of the same issues of other growing municipalities and it has chosen to take a proactive and comprehensive approach to addressing public safety. When the City put in place its Public Safety Strategy in 2016 it committed to use evidence-based decision making to identify solutions and prioritize resources where they would make the most impact. The Strategy was published in October 2016 with possible measures that would be used to track performance of the strategic initiatives. Over the first year of implementation the priority has been to put in place the 11 new initiatives endorsed by Council and to confirm measures for each initiative by developing a comprehensive Performance Management Framework. This work has culminated in this Public Safety Strategy Progress Report.

Over the past year the Public Safety office has coordinated significant work across City departments and partner agencies such as Surrey RCMP, to ensure implementation of the strategic initiatives and recommendations outlined in the Strategy.

Highlights

- Surrey Outreach Team won the Arnold Silzer Community Policing Initiative of the Year award at the Surrey Board of Trade Police Officer of the Year awards.

- Two new initiatives were added to the Strategy: the Mayor's Action Plan on Gang Violence Prevention and the City Centre Response Plan (Surrey Outreach Team).

- Eight new strategic initiatives have been implemented, and three new initiatives are planned for launch in 2018.

- Five strategic initiatives have been substantially advanced and will be managed outside the strategy going forward.

- 11 recommendations were completed, 13 have been substantially advanced and will continue with ongoing work, and 11 have undergone further scoping and action is planned in 2018.

As part of the roll out of the Public Safety Strategy, the Public Safety team, with the support of 35 City and community agency partners, held a series of six major town centre interactive events across Surrey in spring 2017. As well, Public Safety was profiled at 16 City events. Working with partner agencies enabled the team to extend the reach of the communications messages and engage community members on multiple levels. The events were extremely successful with stakeholders stating how pleased they were with the overall organization of the events and the level and depth of interaction with the community. They also acknowledged and appreciated the benefits of engaging with other community stakeholders and learning more about the work they do.

The Public Safety town centre events reached over 4,000 Surrey residents directly, providing advice about how to keep their neighbourhoods safe while encouraging them to explore a variety of interactive booths on topics such as crime prevention, personal safety, transportation safety, emergency preparedness, child and youth programs, volunteer opportunities and various community services. Feedback received from the community was positive with most residents noting that they learned something new about public safety and were happy to see so many agencies out talking to the public about topics important to them.

The report outlines the progress to date in implementing the Public Safety Strategy and is organised into sections. Each section outlines an important component of the Strategy and provides data on performance in year one, and program implementation updates.

Priority Scorecard

To understand the context in which the Public Safety Strategy is being delivered key performance indicators have been confirmed for each of the four priorities under the strategy.

- Prevent and Reduce Crime

- Build Community Capacity

- Ensure Safe Places

- Support Vulnerable People

These priority level measures are presented in the Priority Scorecard. They outline community wide trends in each priority area that are impacting the programs being delivered under the Strategy. It is important to note that the City's ability to influence these wider trends is limited as they are driven by many complex factors. The Priority Scorecard is presented to provide context and to create a baseline of information that the City considers when developing and implementing initiatives.

DID YOU KNOW?

4,000

community members participated
in the Public Safety Strategy
roll out events in spring of 2017

Strategic Initiative Scorecard

Performance measures have been confirmed for each of the initiatives under the strategy and the results for these are outlined in the Strategic Initiative Scorecard. This is supported by narrative outlining the key trends or changes in the program over the first year. Twenty-one strategic initiatives are outlined in the scorecard and have baseline performance data to report. A further eight initiatives have had performance measures identified in the report and baseline data will be reported for these measures in the 2018 performance measurement report.

New and Evolving Strategic Initiatives

As the Strategy is dynamic and responsive to changing conditions in our community, some initiatives have been re-scoped to connect to different priorities. Some initiatives have been further developed to the point where our community partners will manage these outside the framework of the Strategy.

Recommendations Update

The Public Safety Strategy outlined over 30 recommendations which did not fall under a specific strategic initiative. The report outlines progress to date made on specific recommendations and further actions planned for 2018.

Evolving the Strategy

The City is committed to ensuring the Strategy remains dynamic and responsive to changing conditions for our community. As such this section outlines how the City will ensure that there is a process for initiatives to mature and move into core operations, or to be managed by our community partners, and for new initiatives to be identified and brought under the Strategy.

Next Steps

The Public Safety Strategy Progress Report informs the public on progress made towards the City's public safety goals. It is not intended for mass distribution but will be published as a resource on www.surrey.ca/publicsafety and will be part of the update to the City's Dashboard of key indicators in 2018. Content from the report will also be amplified through other communication channels to highlight the positive work being undertaken to improve safety in the community.

The data included in the scorecard will be used to inform program development and identify new tactical responses to our challenges.

AN ENCOURAGING PICTURE:
10 YEAR REVIEW OF CRIME TRENDS

This report provides an overview of measures specific to the Public Safety Strategy, but it is important that these measures are seen in the context of overall trends in crime data for the City.

The Surrey RCMP recently compiled data on trends over the last 10 years, and this is reflected below to understand the general trends for major categories of crime in Surrey. The Crime Severity Index (CSI) is a standardized national measure of the criminal incidents coming to the attention of police. Statistics Canada collects and reports, on an annual basis, changes in police-reported crime rates across the country. The index is expressed as a rate per 100,000 population to enable comparisons across communities of different sizes. The CSI tracks both the frequency and seriousness of crime. Different types of crimes are assigned a weighting to highlight the level of seriousness. Therefore, an increase in the CSI represents an increase in the overall rate of serious crime in a given period.

Over the last ten years the Crime Severity Index (CSI) has been steadily declining with the exception of 2015. At the same time, Surrey's CSI is on a par with Vancouver and is much lower than many BC municipalities.

CSI Rates (rate per 100,000 population)

CSI — Violent CSI — Non-violent CSI
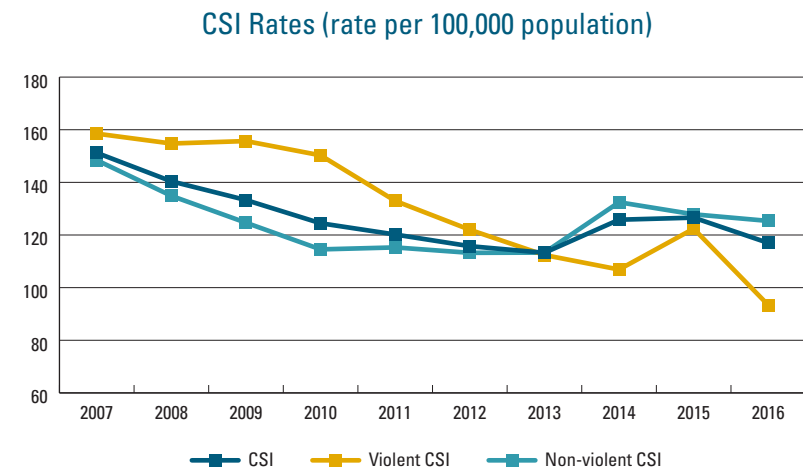
The map on page 8 shows the CSI rate for communities in BC. The arrow beside the number shows whether the CSI increased or decreased relative to the previous year.

BRITISH COLUMBIA

Numbers on the map show the 2016 CSI rate for each BC city.

Arrows indicate if the CSI rate is higher or lower than the previous year.

122 Fort St John ▼

146 Dawson Creek ▼

147 ▲ Terrace

121 ▼ Prince Rupert

154 Prince George ▲

222 ▲ Williams Lake

128 ▲ Kamloops

146 ▲ Penticton

137 ▲ Port Alberni

119 Victoria ▼

114 ▲ Vancouver

117 Surrey ▼

195 ▲ Langley

140 Chilliwack ▲

86 ▼ Abbotsford

Top 35 Canadian Cities by Crime Severity Index Ranking (2016)

1. Northern Battleford
2. Thompson
3. Prince Albert
4. Williams Lake
5. Red Deer
6. Langley City
7. Portage la Prairie
8. Wetaskiwin
9. Vernon
10. Selkirk
11. Prince George
12. Grand Prairie
13. Yorkton
14. Lloydminster
15. Terrace
16. Penticton
17. Dawson Creek
18. Chilliwack
19. Port Alberni
20. Regina
21. Cold Lake
22. Saskatoon
23. Kamloops
24. Hinton
25. Temiskaming
26. Lethbridge Region
27. Fort St John
28. Prince Rupert
29. Spruce Grove
30. Victoria
31. Edmonton
32. Surrey
33. Moose Jaw
34. Kelowna
35. Vancouver

Crime rates vary by type in Surrey with theft from auto occurring more frequently than either auto theft or break and enter crimes (this includes both residential and business break and enters). Crime rates have been trending downwards except for a spike in 2014 and increase 2016.

Select Crime Rates by Crime Type (rate per 1,000 population)

Break and Enter   Auto Theft   Theft from Auto
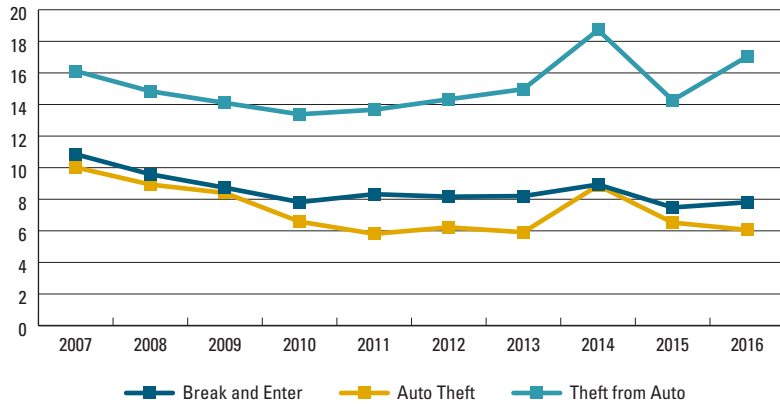
In terms of violent crime in Surrey, rates were declining significantly between 2007 and 2014 but spiked in 2015 before dropping again in 2016.

Violent Crime Rate (rate per 1,000 population)

•••• 10 year average
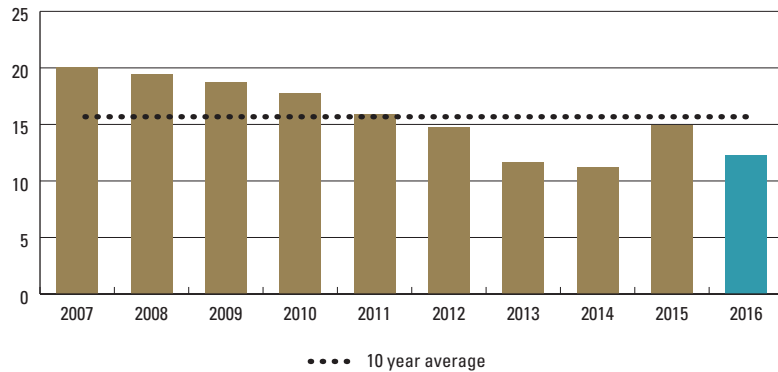
Property crime in total which includes breaking and entering, theft of a motor vehicle, fraud, mischief, and theft from auto has been fairly stable over the past 10 years.

Property Crime Rate (rate per 1,000 population)

•••• 10 year average
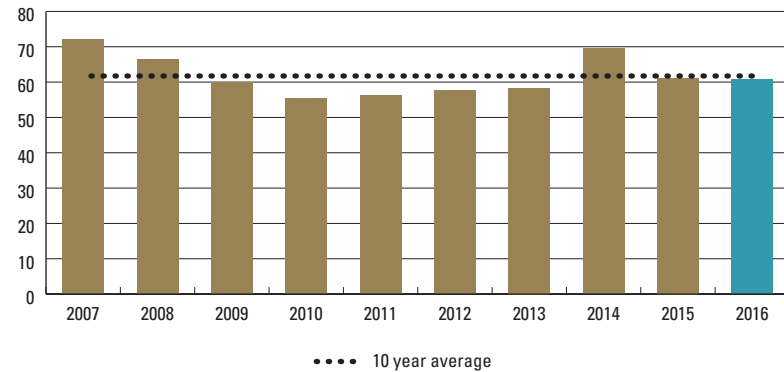
Looking specifically at break and enter (including both residential and business break and enter) incident rates have been lower in the past two years following a brief spike above the average rate in 2014.

Break & Enter Crime Rate (rate per 1,000 population)
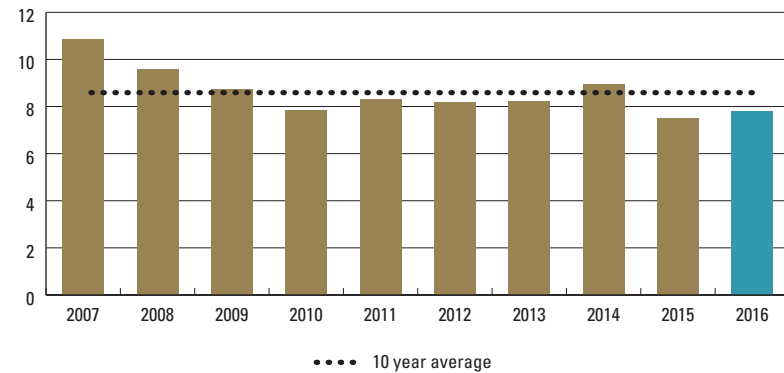
•••• 10 year average

Traffic collisions continue to be a challenge in Surrey although there was a dip in 2015 below the average rate, in 2016, and 2017 there was a slight increase back towards the average rate for the past 10 years.

Number of Fatal and Injury Collisions Attended by Police
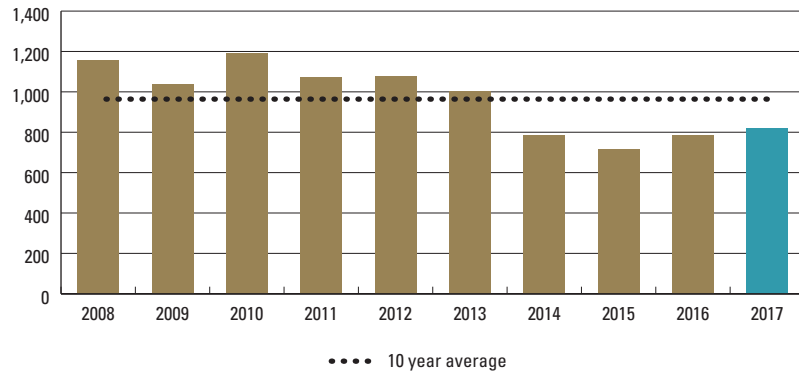
•••• 10 year average

Demand for police services continues to increase with the past four years surpassing the 10 year average for calls for service in Surrey. In 2016 an additional 100 officers were recruited to address the high demand for services in Surrey. As reporting is low in many cities, the Surrey RCMP undertook a campaign to encourage citizens to report crime using the 911 and non-emergency reporting services. As well, in November of 2017 the RCMP App was launched to enable citizens to receive alerts and notifications on trends, missing persons, and persons of interest that RCMP is trying to locate.

Number of Police Calls for Service

•••• 10 year average

03 | SURREY TODAY
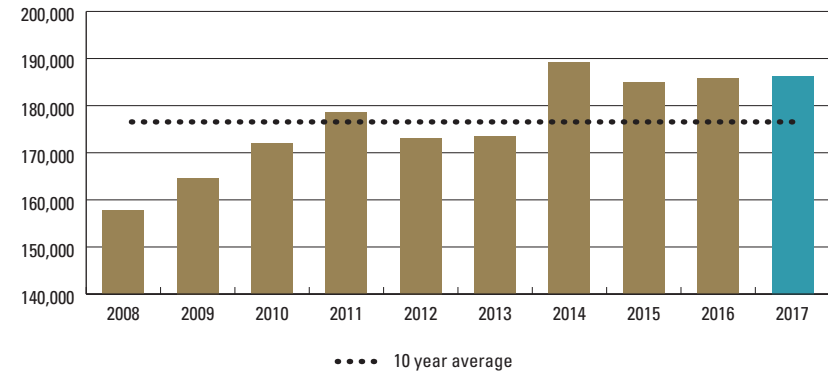
Surrey is one of the fastest growing cities in Canada, and the fastest growing in Metro Vancouver.

We have a population of over 525,220 and welcome approximately 800 new residents each month. Surrey's population is projected to increase by an additional 250,000 people in the next 30 years. By 2041, one in five Metro Vancouver residents will live in Surrey. Surrey has a very diverse community; over 43% of our residents have a first language that is not English. We are centrally located in the region, 40 minutes from Vancouver and at the crossroads of the Pacific Rim, Greater Vancouver and the USA.

Incorporated in 1879, Surrey has a rich history and in September 1993, Surrey officially became a city. Since then, we've been a city in transition from a suburban and rural community to a major metropolitan hub that includes suburban and rural neighbourhoods. Surrey is a city of neighbourhoods and includes six distinct town centres: Fleetwood, Whalley / City Centre, Guildford, Newton, Cloverdale and South Surrey. Surrey has evolved from a relatively small bedroom community of the 1960s into a vibrant home to more than half a million people.

Decisions made today affect our lifestyle tomorrow. Opportunity lies in Surrey to build a sustainable city where residents live, work, play and enjoy a high quality of life. In order to accomplish this goal, the City must ensure that as it builds a strong economy and liveable environments, it must also embed a focus on public safety and social wellbeing for our citizens. The Public Safety Strategy was built through collaboration to put in place comprehensive and measurable initiatives that help promote safety in our City, and address the persistent social challenges that are plaguing communities across British Columbia and the rest of Canada. Issues such as gang-related violence, homelessness, and the opioid crisis are not unique to Surrey but are at the forefront of the actions being taken under the Public Safety Strategy.

2.5%

Surrey has one of the largest urban aboriginal populations in the Lower Mainland — **2.5% of our population identify as Aboriginal**

45%

45% of married couples in Surrey have **2 children**

800

516,650 people call Surrey home with **800 people joining our community each month.**

19 YEARS OLD

1/4 of Surrey's population is under 19 yrs old

Over 25% of Surrey's total immigrant population of 187,840 is **under 25 years old**

25 YEARS OLD

800

Our school district adds **800 students a year**

186,000

Over 186,000 Surrey residents have **post-secondary qualifications**

HELLO!

SAT SRI AKAL

1/2

Languages other than English are spoken at home by almost 1/2 of Surrey's population

60%

60% of Surrey's population is **actively in the labour force**

2/3

Almost 2/3 of our youth do **volunteer work**

75%

75% of people in Surrey over 15 years old are in **full time work**

04 | MEASURING PERFORMANCE

Measuring the work undertaken as part of the Public Safety Strategy is a core commitment made by the City when the Strategy was launched in 2016. This is connected closely to the broader City efforts to monitor progress towards the Sustainability Charter 2.0 vision (of a thriving, green, inclusive city), through the Sustainability Dashboard in place since 2012.

In order to ensure that the investment made in the strategic initiatives is both effective and efficient, the City is tracking what is being delivered and whether it is having the intended effects. The list of performance measures reported here is not exhaustive. Many additional performance indicators are tracked by specific programs to ensure they are operationally efficient and effective.

The measures selected for inclusion in the performance measurement framework are a mix of indicators that demonstrate progress towards our objectives for these initiatives and demonstrate the scale and reach of activities that are being delivered. Some are leading indicators, in that they can be used to see where there might be opportunities or stresses in the system that need to be addressed. Some are lagging indicators that show what influence our actions may be having on the desired outcomes.

> " "
>
> Not everything that counts can be counted, and not everything that can be counted counts.
>
> Albert Einstein

The City undertook a systematic approach to decide on the measures that were the most meaningful and appropriate for each initiative (Appendix I). Measures have been selected that show progress towards our goals for public safety in Surrey. This is why there are two scorecards included in the report. The first of these is the Priority Scorecard which looks at the city-wide trends in Surrey from the perspective of our four strategic Priorities. These indicators provide a sense of the trends and context in which the Strategy is being delivered. The City has some influence on these broader trends but cannot attribute a change in these metrics solely to the actions the City takes. These indicators are influenced by very complex and different factors in society. However, they provide a context in which to understand the outcomes we are seeking to influence through the work of the strategic initiatives. These are captured in the second Strategic Initiatives Scorecard which includes the specific measures for each initiative grouped by priority area.

If you can't measure it, you can't improve it.

Peter Drucker

For many of the programs the measures selected for this framework are new and as such, they have included the data they have available to start a baseline. These baselines will continue to build over time to create a trend line of future progress. For those programs that had data in place trend lines are provided. In addition, some measures have been selected and because the programs are brand new or have been significantly redesigned it will take some time to collect and report on the data associated with these measures. For these measures, the report includes these indicators that will be tracked and the data will be provided for these in future Public Safety Strategy progress reports.

Over time, as the Public Safety Strategy data set continues to build it will be used for more than just reporting out our progress. Performance measurement is just the first step in a bigger process of performance management. Once data is in place it's possible for the City to evaluate programs and determine where changes may be needed to expand the reach of a program or increase its influence on our desired outcomes. This assists the Strategy to be dynamic and responsive to the evidence we have and drives continuous improvement.

05 | PRIORITY MEASURES SCORECARD

Each priority area under the Strategy is governed by a logic model that defines the target outcomes for initiatives in that priority and outlines a theory of change for that priority area. The priority logic models help to define the scope of the activities under each priority and assisted in the selection of priority level measures.

To understand the context in which the Public Safety Strategy is being delivered key performance indicators have been confirmed for each of the four priorities under the strategy. These priority level measures are presented in the Priority Scorecard. The measures selected relate to key community wide trends in each priority area. It is important to note that the City's ability to influence these wider trends is limited as they are driven by many complex factors. The Priority Scorecard is presented to provide context and to create a baseline of information that is relevant for the City when developing and implementing initiatives. The priority measures provide a "temperature check" of key indicators of crime and social wellbeing in Surrey. As such they are impacted by many factors and it would not be appropriate to set targets for these measures. For our Strategic Initiative Scorecard targets have been set to articulate progress towards our goals.

Prevent and Reduce Crime

MEASURE

Crime Severity Index (CSI)
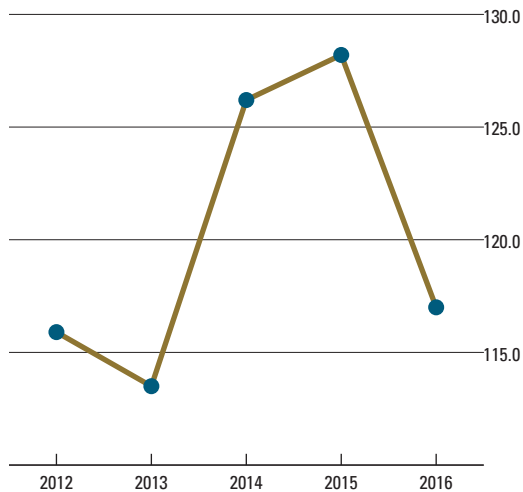
CURRENT DATA 117.0 (2016)

The CSI is a key indicator of reported crime and it provides a perspective on the relative seriousness of individual offences and tracks changes in crime severity over time. In 2016 the data suggests that the severity of crime in Surrey was lower than the previous two years. Surrey's rate was 2.2% higher than Vancouver and 1.3% lower than Victoria in 2016.

PRIORITY

Prevent and Reduce Crime

MEASURE

High School Graduation Rate
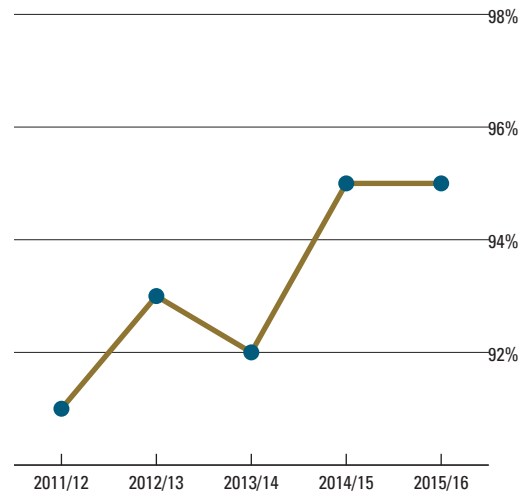
CURRENT DATA 95% (2015/16)

Completing high school is a leading indicator of pro-social behaviour in youth, and represents a proxy for their social wellbeing. Research by Public Safety Canada highlights that poor school attendance, including dropping out, is correlated to risk factors for antisocial and delinquent behaviour.[*] This measure is a good indicator that youth that make it to grade 12 are getting a high school graduation.

* Day, D.M., & Wanklyn, S.G. (2012). *Identification and Operationalization of the Major Risk Factors for Antisocial and Delinquent Behaviour among Children and Youth.* NCPC Research Report. Ottawa, ON: Public Safety Canada.

PRIORITY

Prevent and Reduce Crime

MEASURE

Residential Break and Enter Rate
(per 100,000 population)
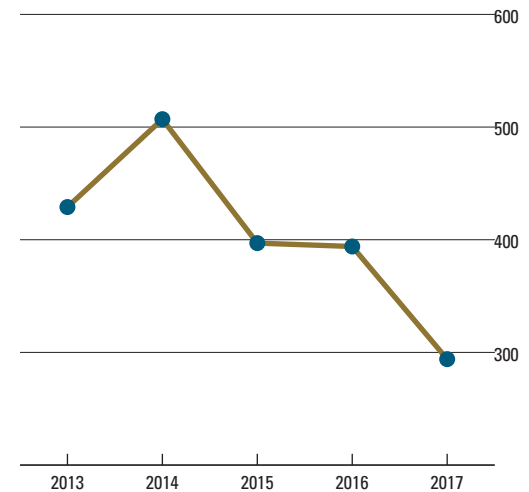
CURRENT DATA 294 (2017)

This indicator was selected as a proxy for community safety as the vast majority of crime in Surrey is property crime. Residential break and enter rates are a key element of this trend. Monitoring this provides insight into the level of crime in the home experienced by Surrey residents The number for the past two years has been fairly static and down on 2014 data.

PRIORITY

Prevent and Reduce Crime

MEASURE

Seniors as Victims of Crime

7%

2017

Understanding the degree to which crime impacts seniors in the community is the focus of this indicator. The measure tracks the percentage of criminal code violations where the identified victim was 65 years or older. In the 2017 baseline measurement, 7% (2,693) of criminal code violations involved seniors as victims; this is much lower than their proportion of the population as a whole. Seniors are 14% of the population.

PRIORITY

Build Community Capacity

MEASURE

Applications for Community Events and Grants
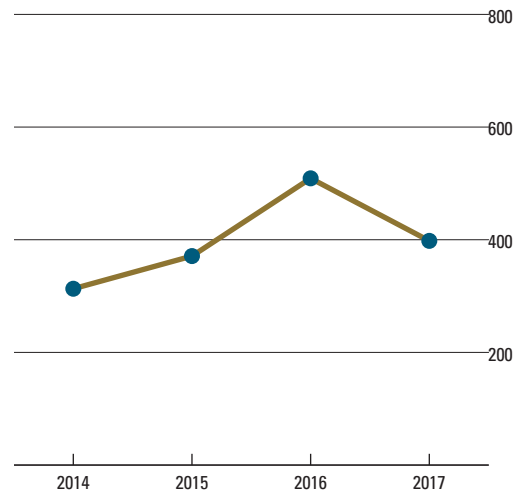
CURRENT DATA 398 (2017)

By providing grants and other in-kind support for community events of both small and large scale the City hopes to increase community connectedness and enhance neighbourhood participation. Tracking this measure gives a sense of the scale of activity initiated by community groups, neighbours and individuals. 2016 was a significant year for community based activities with 509 applications received, in 2017 this fell to 398 but further growth is expected in 2018.

PRIORITY

Build Community Capacity

MEASURE

Early Development Instrument
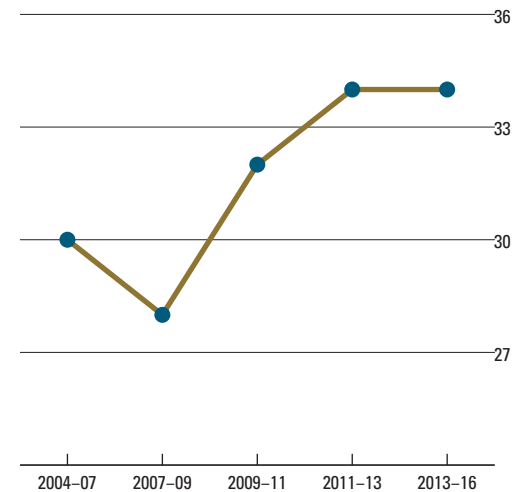
CURRENT DATA 34% (2013–2016)

Tracking the vulnerability of young children and infants is an indicator of the overall health of the community. Research indicates that reducing vulnerability in the early years has significant long term benefits in terms of health, social, economic and educational outcomes later in life. The indicator is tracked in two year periods. The most recent data suggests this has plateaued at 34% of children scoring as vulnerable on the index.[*]

[*] UBC Research suggests that it takes 7–10 years for population level changes in vulnerability to be evidenced following interventions.

PRIORITY

Build Community Capacity

MEASURE

Average Recreation Hours for Adults
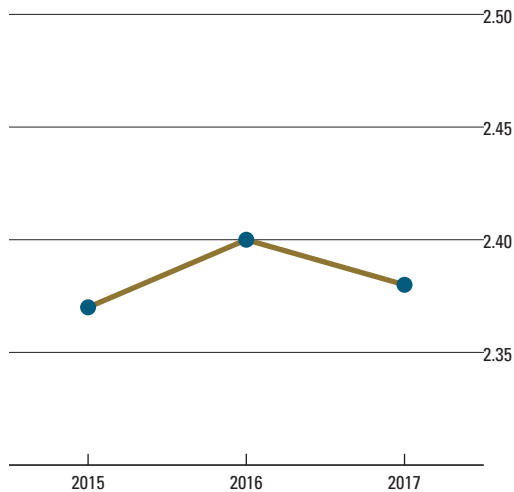
CURRENT DATA 2.38 (2017)

This measure tracks the average number of hours per week that adults in Surrey undertake formal recreation activity through City facilities. Health Canada recommends 2.5 hours of physical activity per week for adults.

PRIORITY

Build Community Capacity

MEASURE

Residential Fire Rate of Death and Injury (per 10,000 population)
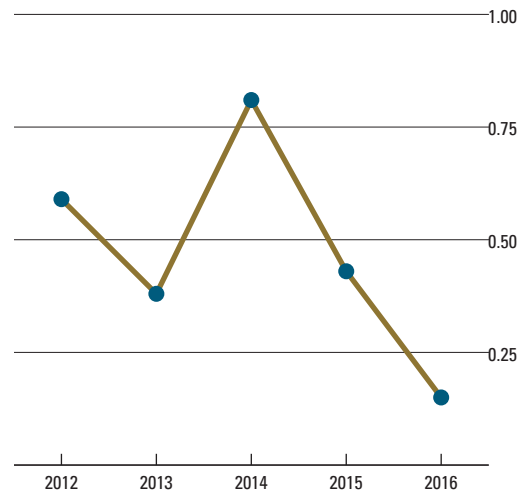
CURRENT DATA 0.15 (2016)

A reduction in the residential fire rate of death and injury in the City is a positive outcome of targeted and sustained fire prevention efforts. The residential fire rate of death and injury per 10,000 population has decreased by 87% over the last 10 years from 1.16 in 2006 to 0.15 in 2016.

PRIORITY

Build Community Capacity

MEASURE

Sense of Belonging to Community

67%

2014/15

This measure is based on Statistics Canada analysis of population level data for Community Health and provides insight on the level of belonging experienced by residents of Surrey. Although the data is only collected in a two year cycle, this is instructive to monitor over time as many programs seek to impact community participation and belonging. Data from 2014/15 indicates that over two-thirds of Surrey residents feels a somewhat strong or very strong sense of belonging in their community.

PRIORITY

Ensure Safe Places

MEASURE

Business Break and Enter Rate
(per 100,000 population)
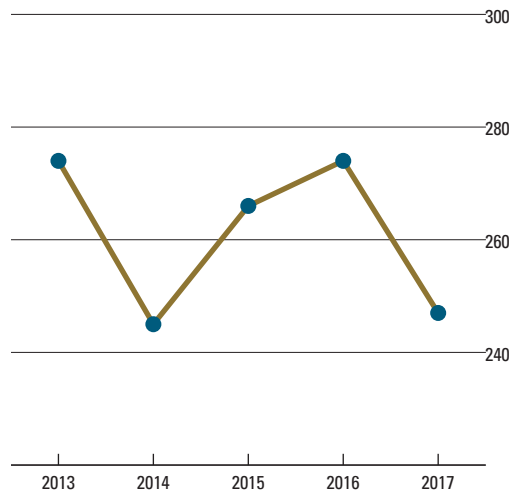
CURRENT DATA 247 (2017)

Break and enters in businesses is a proxy indicator of the impact of crime on Surrey's business community. Property crime accounts for roughly 60–70% of all offences in Surrey. The data suggests that the rate of break and enters targeted at business was rising slightly in recent years but 2017 saw a decline to 247 incidents per 100,000 population.

PRIORITY

Ensure Safe Places

MEASURE

Casualty Collision Rate
(per 100,000 population)
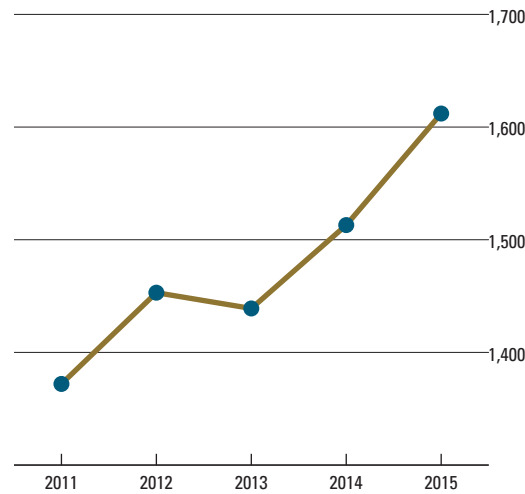
CURRENT DATA 1,612 (2015)

This measure includes all traffic collisions causing fatalities or injuries in Surrey, as a rate per 100,000 people. The lower the number the fewer residents are experiencing collisions which lead to fatalities or injuries. Note that data is being compiled for 2016/17 but there is a lag in receiving this. 2017 will be the benchmark year for comparisons.

PRIORITY

Ensure Safe Places

MEASURE

Rate of Fire per 1,000 Residential Structures
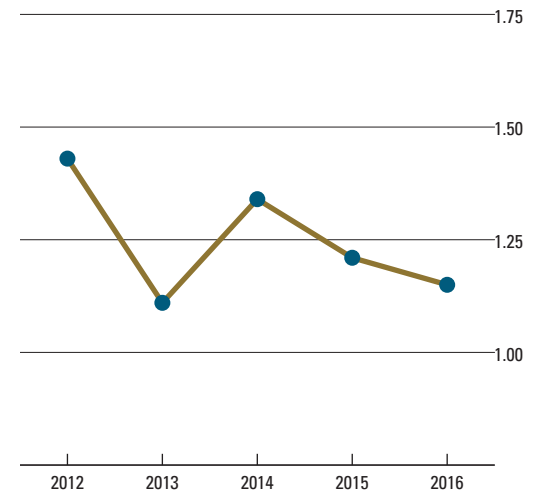
CURRENT DATA 1.15 (2016)

This measure establishes the rate of fire per 1,000 residential structures. It is a leading indicator of neighbourhood distress and will helps to focus efforts to manage problem properties and reducing the risks they pose. The residential fire rate per 1,000 dwellings has decreased by 48% over the past 10 years from 2.23 in 2006 to 1.15 in 2016.

PRIORITY

Support Vulnerable People

MEASURE

Rate of Domestic Violence Incidents (per 100,000 population)
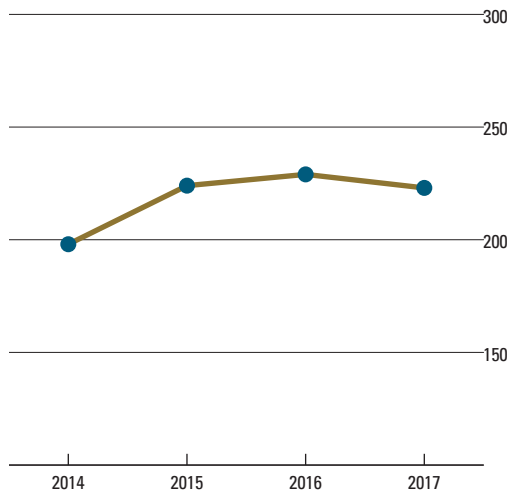
CURRENT DATA 223 (2017)

Protecting vulnerable citizens from violence in the home is a key focus under this priority. Therefore this measure was selected as a proxy for the incidence of domestic violence in the community. It counts the number of police files involving at least one Criminal Code offence where there is an indication that domestic violence was an associated element or characteristic and expresses this as a rate per 100,000 people. From 2015–2016 the rate of incidents fell by 5%.

PRIORITY

Support Vulnerable People

MEASURE

Rent Supplements for Homeless and At-Risk People
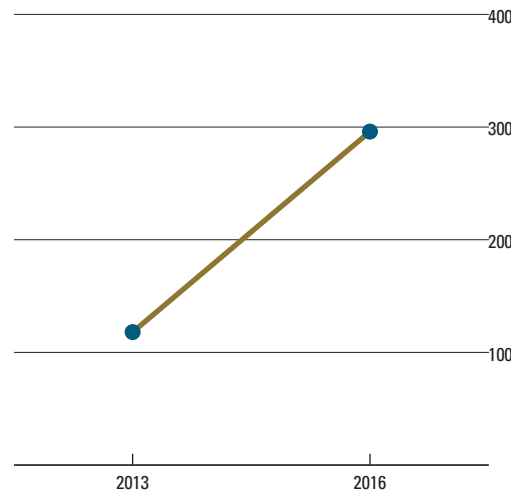
CURRENT DATA 296 (2016)

Rent supplements are provided to those who are homeless or at-risk of homelessness to assist them to secure rental accommodation in the private market. It is intended to bridge the gap between income (generally Income Assistance) and market rents.

PRIORITY

Support Vulnerable People

MEASURE

Transition and Supportive Housing Units for Homeless and At-Risk People
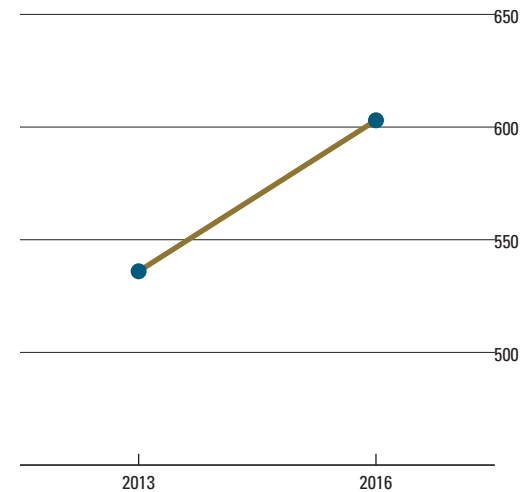
CURRENT DATA 603 (2016)

Supply of supportive housing units is an indicator of the services available to support vulnerable people in the population. Transition and supportive housing includes addictions and supportive recovery housing, transition housing for corrections and homeless/at-risk of homelessness, women's second stage housing, youth transition housing and long-term supportive housing.

Support Vulnerable People

Total Homeless Count
(rate per 100,000 population)
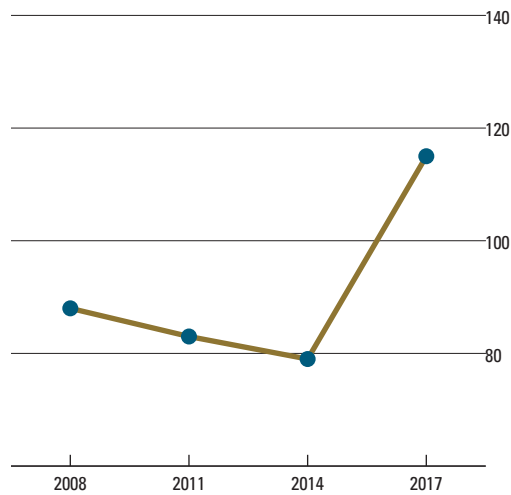
CURRENT DATA 115 (2017)

This measure tracks rate of growth of homelessness in Surrey per 100,000 people. It is important to correct for population growth due to the rate at which new residents are migrating to Surrey each year. This is a leading indicator of the demand for social services and helps determine the degree to which programs are successful in providing supports to vulnerable people. Homelessness has increased by 31% in the period between 2014–2017. Calculated on a 3-year cycle.

Case Study

Yo Bro | Yo Girl Initiative (YBYG)

"When I was 18, I was in a motorbike accident and almost died," Brandon says. "The doctors put me on OxyContin and it was the beginning of a downward slide." OxyContin led to opioids. Opioids led to street heroin. And his addiction to street heroin led to Brandon entrenching himself in the criminal lifestyle of the drug trade. Upon his release, Brandon went to school at Vancouver Community College to be a youth social worker and, during his practicum he met Joe Calendino of the YBYG Initiative. "The first time I came to YBYG, it was like family," he remembers.

Today, Brandon is the Program Coordinator + Outreach Worker at the YBYG Initiative. As Joe's right hand man, Brandon has a vast array of responsibilities but the one he takes most seriously is his role as a mentor. Brandon sees the desire to belong in the youth that come to YBYG. "They're just looking for a place where people will watch out for them," he explains. "We keep them engaged and in a safe environment—a place where they're building up friendships, mentors and trust. Ultimately, we're giving them a family—a place to belong."

"

When I was in jail, I realized that everyone I knew had gotten into the criminal lifestyle because they were looking for a family… they were looking for a place to belong.

Brandon

06 | STRATEGIC INITIATIVES SCORECARD

The Public Safety Strategy is framed around the four priorities, but the core of the work is undertaken through our strategic initiatives.

Strategic initiatives are programs and projects that have been selected to have the greatest impact on improving safety in the community. The strategic initiatives were chosen through an extensive community consultation in 2016 and have evolved over the first year of implementation. The strategic initiatives all support one or more aspects of the strategy, are measurable, and are focused on the key outcomes sought for public safety in our community. Taking action together through these initiatives will help us achieve our vision of a community where everyone is safe and engaged.

Performance measures have been confirmed for the each of the initiatives under the strategy and the results for these are outlined in the Strategic Initiative Scorecard. This is supported by narrative outlining the key trends or changes in the program over the first year.

- 19 strategic initiatives are outlined in the scorecard and have baseline performance data to report.

- Eight initiatives have had performance measures identified in the report and baseline data will be reported for these measures in the 2018 performance measurement report.

Strategic Initiative Status Indicators

- Target achieved by deadline
- Moving toward desired outcome
- Moving away from desired outcome
- Target not achieved by deadline

Priority: Prevent and Reduce Crime

There are nine strategic initiatives under this priority. Initiatives under this priority target different aspects of crime prevention. Measurement data is shown for each initiative in this section.

STRATEGIC INITIATIVE

Age Friendly Strategy for Seniors

MEASURE

Seniors' Participation in Events

2,171

Participants in 2017

2018 TARGET 25% increase

STATUS ◐

The Age Friendly Strategy initiatives focus on the prevention and awareness of elder abuse as well as promoting positive community participation. Engagement with seniors and the community through these initiatives create meaningful connections that provide a continuum of support for seniors, caregivers and their families. In 2016 these program reached 3,000 seniors.

STRATEGIC INITIATIVE

Age Friendly Strategy for Seniors

MEASURE

Seniors' Participation in Wellness Programs
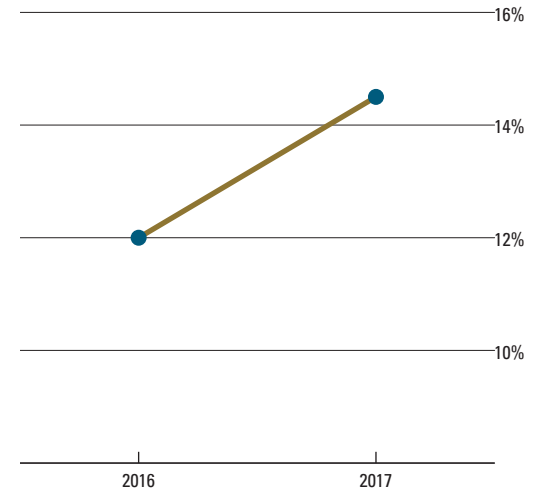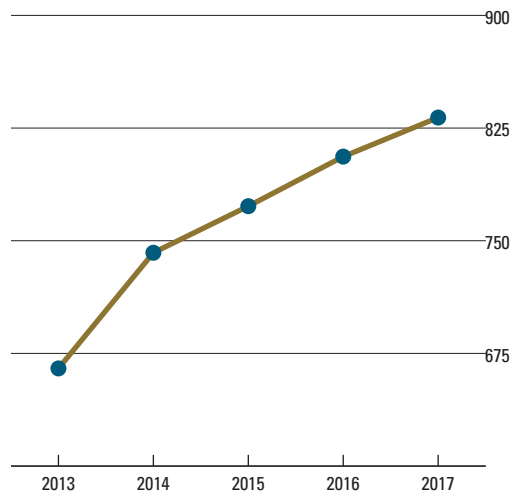

2018 TARGET 25% increase

STATUS ◐

This measure tracks the level of participation in the community using the proxy of participation rates for community facilities managed by the City. It provides an indicator of how active seniors are and an increase will demonstrate positive community engagement by seniors. This provides a base from which to grow participation in the programs.

STRATEGIC INITIATIVE

Block Watch

MEASURE

Neighbourhood Participation in Block Watch

CURRENT DATA 832 (2017)

2018 TARGET 5% net increase

STATUS

An increase in Block Watch groups in residential neighbourhoods increases social capital and safe places while discouraging crime. This measure includes the aggregated total of Block Watch groups in Surrey operating in a given year (and is corrected for any groups which are disbanded).

STRATEGIC INITIATIVE

Code Blue / Mini Blue

MEASURE

Total Hours of Student Engagement Completed

3,226

Hours in 2016/17

2018 TARGET 10% increase

STATUS

This measurement tracks the Code Blue and Mini Blue program reach to determine how many hours of positive engagement have been completed with students. This includes exercise and positive role modeling with RCMP members. In 2016/17 baseline year the program had an average of eight students per session in Code Blue and 30 per session in Mini Blue. This lead to a total number of over 3,000 hours of positive programming for students.

STRATEGIC INITIATIVE

Code Blue / Mini Blue

MEASURE

Total Number of Sessions Delivered

242

Sessions in 2016/17

2018 TARGET 10% increase

STATUS

Tracking the number of one-hour-long training sessions delivered is a proxy indicator of the program's reach with young people. Over the past year the program has increased the focus on elementary school sessions, leading to a slight decrease in high school sessions delivered. Both aspects of the program seek to increase youth involvement in positive interaction and education with police. In 2016/17 almost 250 sessions were delivered with Surrey students.
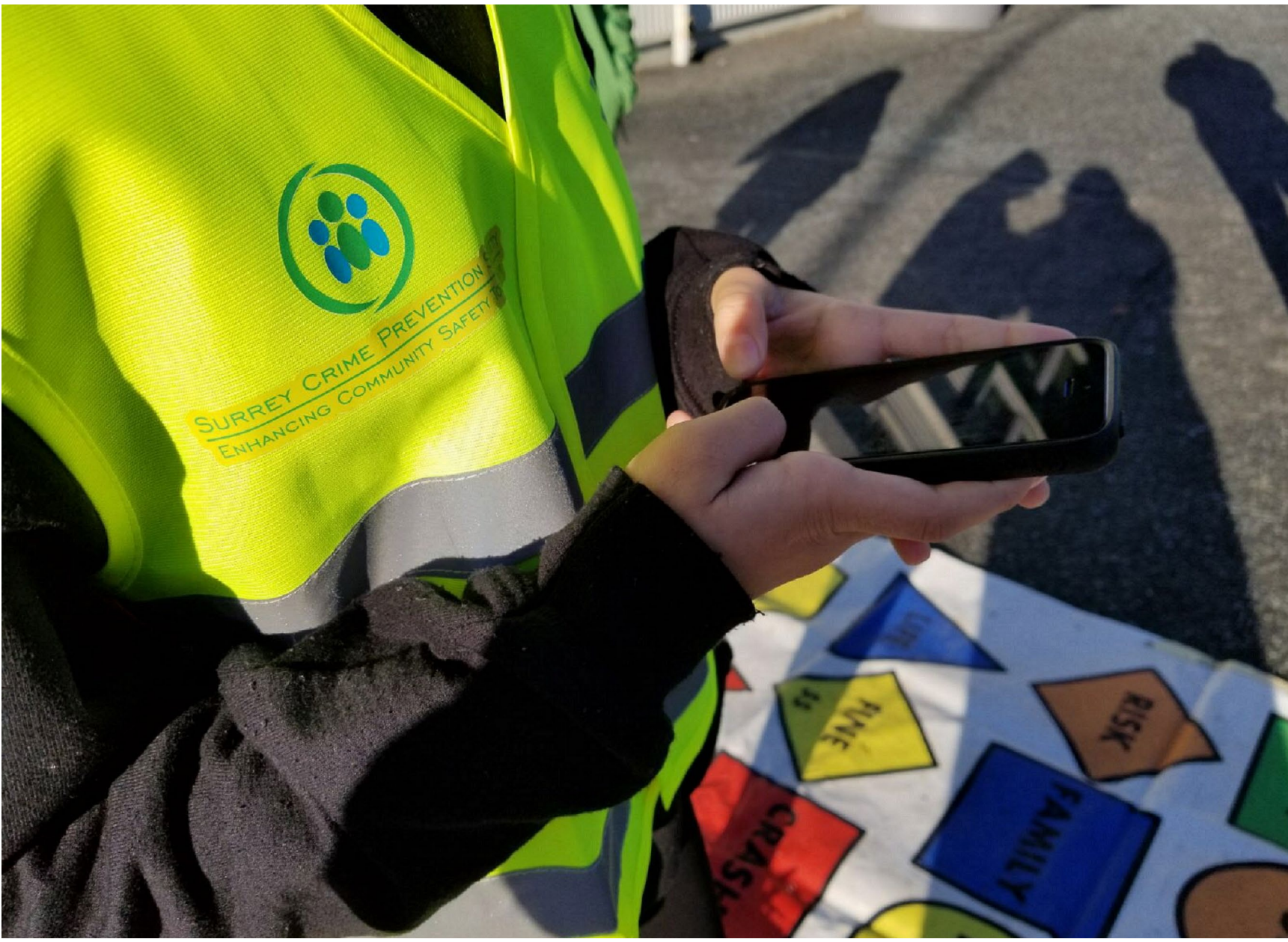
STRATEGIC INITIATIVE

Cyber Security Outreach Program

MEASURE

Downloads of Resources

22,582

Downloads in 2017

2018 TARGET 15% increase per annum

STATUS 🟢

A key goal of the program is to increase awareness about safety online. This is achieved in part by providing a variety of resources available for the public based on key topics. Tracking this indicator provides a proxy for reach of program materials to members of the public for the outcome of raising awareness. 2017 was the first year of operation for the initiative and results indicate that resources have been downloaded over 20,000 times by the public.

STRATEGIC INITIATIVE

Cyber Security Outreach Program

MEASURE

Events and Awareness Raising Activities Completed

11

Events in 2017

2018 TARGET 5% increase per annum

STATUS 🟢

As well as providing online resources, the Cyber Security team also delivers training and information sessions through Surrey Libraries, and local business associations and events. In 2017, the first year of the program 11 cyber security awareness raising events were completed.

STRATEGIC INITIATIVE

WRAP Program

MEASURE

Participant Graduation Rate

100%

2015/16

2018 TARGET 100%

STATUS 🟢

WRAP program participants are proactively supported by Surrey School staff, City Youth Engagement team and RCMP staff to stay in school and graduate and to foster pro-social behaviours, confidence and leadership. The goal is for 100% of program participants to complete high school. High school graduation is correlated with lower rates of anti-social and delinquent behaviour.

STRATEGIC INITIATIVE

WRAP Program

MEASURE

At-Risk Youth Participation

85

Youths in 2016/17

2018 TARGET Reduce or eliminate waitlist
STATUS ◐

This measure tracks the total number of at-risk youth that participate in the WRAP program in each school year. The number of students depends on the number identified by Surrey School district as meeting the definition of "at-risk" or "vulnerable" and being recommended for program engagement. In 2017 the Ministry of Education announced longer term funding for WRAP and one-time funding to reduce waitlists for youth needing services.

STRATEGIC INITIATIVE

Yo Bro | Yo Girl Initiative

MEASURE

Building Positive Social Norms

81%

2016

2018 TARGET 90%
STATUS ◐

This measure tracks, based on surveys of participants, the percentage of individuals that indicate that the program encourages them to build positive social behaviours and connections. In 2016 the first evaluation of participants was completed and over 80% of participants indicated that the program helped to encourage them to build positive social connections and behaviours.

STRATEGIC INITIATIVE

Yo Bro | Yo Girl Initiative

MEASURE

Schools Participating in the Program

16

Schools in 2017

2018 TARGET 1 additional school per annum
STATUS ●

In 2017 the program received additional funding to expand its efforts in Surrey. This lead to the program working in nine schools across the City. This measure will be tracked over time to determine the growth of the program.

STRATEGIC INITIATIVE

Yo Bro | Yo Girl Initiative

MEASURE

Total Program Reach in Surrey

710

Young People in 2017

2018 TARGET 10% increase

STATUS 🟢

2017 is the baseline year for the program as they received additional funding to expand the program in Surrey. In 2017, 710 young people received support from the Yo Bro | Yo Girl Initiative programs in Surrey. The program also delivered presentations to 1,485 additional participants.

Case Study

Gang Exiting and Outreach Pilot

Shortly after the launch of the Gang Exit Pilot Program, "Tony", a young man in his mid-20s contacted the program for support in exiting the gang life. Tony was introduced to the gang lifestyle at the age of 15 when he left home due to the growing tensions between his parents. With nowhere to live, his gang-involved relatives took him in and quickly had him work a drug line. Tony never finished school, instead recruiting his friends to sell dope.

One day Tony had to watch as his best friend got beaten relentlessly as punishment for drugs being confiscated by the police. After being connected with the Gang Exiting Program of CFSEU Tony shared his desire to reunite with his family and get a job that would help him to support his son whom the Ministry of Children & Family Development took custody of due to his gang ties. With the help of Gang Exiting support workers Tony is now working a legitimate job, has been drug free for over 7 months and regularly sees a clinical counsellor for support. Gang Exit Pilot program staff advocated for this young man to be able to have a relationship with his son.

Today, he is reunited with his family and is slowly re-building relationships which were broken years ago. Most importantly, he is no longer involved in drug trafficking or the gang lifestyle. As a result of his participation in this program, he hopes to one day work with youth and educate them to stay away from gang life.

" "

Thank you for guiding us yesterday. I really, really love your caring and understanding and your advice. You are so supportive. From my heart I big thank you for touching my soul and helping my son.

Mother of Gang Exit Pilot Client

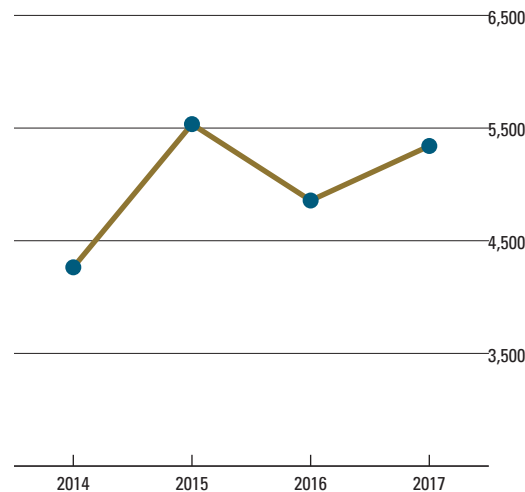# Priority: Build Community Capacity

There are ten strategic initiatives under this priority. Initiatives in this priority area focus on increasing protective factors and community resilience. Measurement data is shown for each initiative in this section.

STRATEGIC INITIATIVE

Community Enhancement

MEASURE

Attendance at Parks Related Events

CURRENT DATA 5,341 (2017)

2018 TARGET 10% increase

STATUS ◑

Participation by members of the community in specific parks events is a proxy indicator of community engagement and interest in enhancement of the city park environments. This measure tracks the work of the Park Stewardship and Parks Beautification programs and shows the degree to which individuals are willing to take time to undertake parks projects to enhance the environment.

STRATEGIC INITIATIVE

Community Enhancement

MEASURE

Rate of Program Completion by Youth

60%

2016

2018 TARGET 70% completion

STATUS ◑

Surrey Crime Prevention Society (SCPS) collaborates with agencies who work with youth needing to fulfill court-appointed community service hours. Clients are able to participate in this program by either removing graffiti from public spaces or picking up litter on streets. This measure tracks the percentage of youth that complete their assignment through the program. 2016 is the first year this program has full year data to report. 60% of youth completed their assignment.

STRATEGIC INITIATIVE

Community Enhancement

MEASURE

Reports Received Related to
Nuisance Incidents

9,176

Reports in 2017

CURRENT DATA 9,176 (2017)

2018 TARGET 10% increase (long term decline)

STATUS ◐

This measure tracks the public's use of the Surrey
Request App, phone and email to report non-park
related issues of graffiti, illegal dumping, and litter.
The degree to which members of the public are willing
to report issues and encourage clean up in their
community is a good indicator of engagement and
participation.

STRATEGIC INITIATIVE

Critical Hours – MYzone

MEASURE

Participant Resiliency Rate

67%

2017

2018 TARGET 80% resilience

STATUS ◐

The MYzone program provides support for children
during afterschool hours to reduce vulnerability
to at-risk behavior or victimization and fosters
resiliency in middle childhood. Tracking resiliency
using established indicators, such as the ability to
resolve conflict and set goals, will provide a measure
of program influence on protective factors in middle
childhood. 67% of children (62 of 93 responses)
entering the program had a positive score in resiliency.

STRATEGIC INITIATIVE

Critical Hours – MYzone

MEASURE

Rate of Child's Awareness
of Supports Available

58%

2017

2018 TARGET 80% awareness

STATUS ◐

Helping children identify and access peer and mentor
support is a key part of the MYzone program. In the
year to date, almost 60% of the participants (54 of 93
responses) reported that they are well informed about
services available to support them.

STRATEGIC INITIATIVE

Critical Hours – MYzone

MEASURE

Rate of Families' Awareness
of Services Available

82%

2014

2018 TARGET 85% awareness

STATUS ◑

The MYzone program helps families of participants to identify and access supports available for them in the community. In the 2014 program over 80% of families with children in the program reported an increase in awareness of supports available.

STRATEGIC INITIATIVE

Diversity Outreach Program

MEASURE

Diversity Presentations Delivered
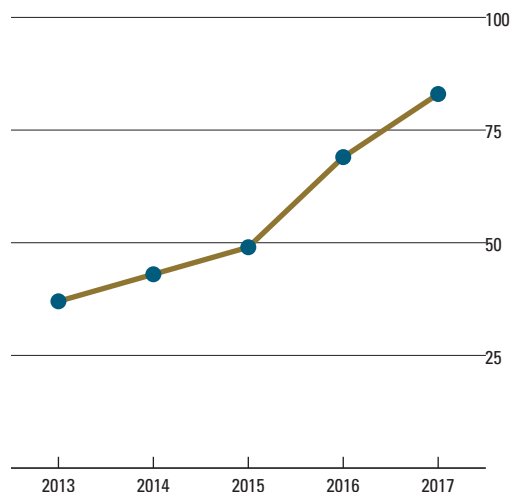
CURRENT DATA 83 (2017)
**2018 TARGET** 50 presentations
STATUS ●

The Diversity Unit of the RCMP educates diverse groups on the role of police and delivers presentations to help individuals interact with the police in a trusting environment. In 2016 the Unit delivered 64 presentations to these groups.

STRATEGIC INITIATIVE

Diversity Outreach Program

MEASURE

Program Reach Through Events
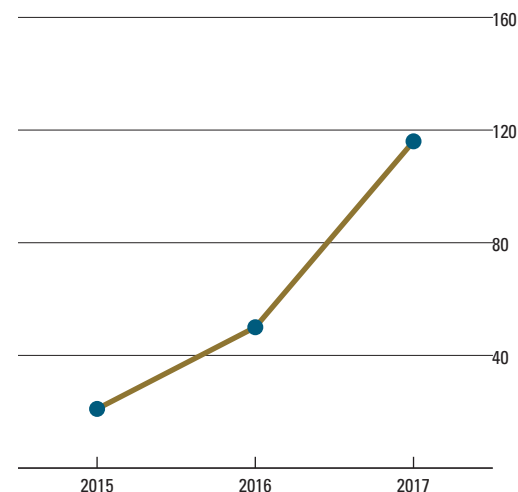
CURRENT DATA 116 (2017)
2018 TARGET 50 events
STATUS ●

Many Surrey residents do not have English as a first language in the home, or may be new Canadians or members of a vulnerable group. This program targets outreach towards these individuals to demystify perceptions of the police and encourage positive relationships. This will increase the chances that vulnerable populations will ask for help and report crime. In 2016 the program held 53 different events.

STRATEGIC INITIATIVE

HomeSafe

MEASURE

Individuals Receiving Home
Fire Safety Information

28,900

Points of Contact in 2015

**2018 TARGET** 2% increase

STATUS ◐

During the 2015 Home Safe campaign, personnel met with 1,909 individual households in food bank line-ups and 10,239 within tax line-ups. By the end of September 2015, over 14,411 individuals were visited by firefighters and volunteers with a message about fire prevention emphasizing that working smoke alarms save lives. Overall, 28,900 points of contact were made in 2015.

STRATEGIC INITIATIVE

HomeSafe

MEASURE

Smoke Alarm Verifications
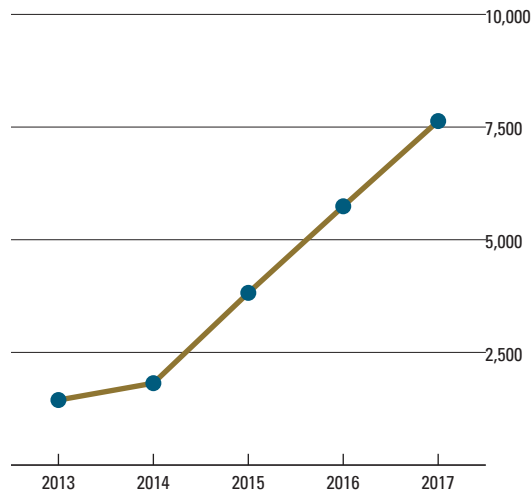
CURRENT DATA 7,633 (2017)

2018 TARGET 3,600 verifications per annum

STATUS ●

Working smoke alarms have been demonstrated to save lives, reduce fire-related injury, and reduce the spread and damage of fires. On-duty career fire fighters verify and record the presence of working smoke alarms at residential properties to ensure fire safety coverage. The year to date 2017 has surpassed the number of verifications completed in 2016 (5,764).

STRATEGIC INITIATIVE

Early Years Programming
(Avenues of Change – Guildford West)

MEASURE

Playbox Registrations

165

Registrations in 2017

2018 TARGET 350 registrations

STATUS ◐

This indicator reflects the level of access to community Play Boxes in local parks as a measure of increased community connection and belonging. In the year to date 137 families in Guildford have accessed recreational resources (Playboxes) in local parks to encourage play and connection to outdoors and community. This is the first year the program has been in place.

STRATEGIC INITIATIVE

Early Years Programming
(Avenues of Change – Guildford West)

MEASURE

Family Preschool Subsidies Provided

27

Subsidies in 2017

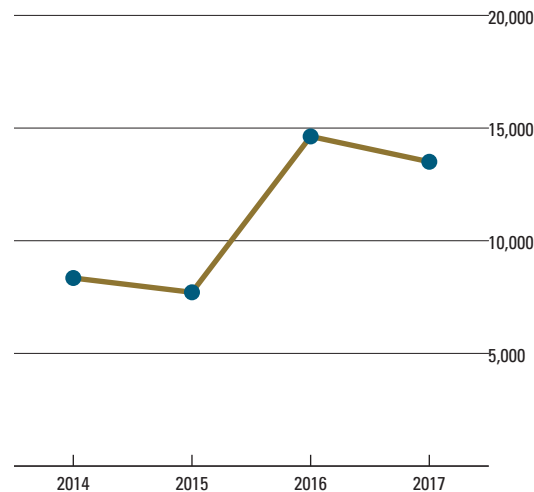**2018 TARGET** 5% increase

STATUS ◖

This measure tracks the supports provided to families to access licensed early learning programs. Access to these programs supports school readiness and overall healthy child development. It is targeted at more vulnerable populations such as low income and new Canadians and 2017 is the first year this measure has been tracked.

STRATEGIC INITIATIVE

Surrey Emergency Program

MEASURE

Individuals Receiving Emergency Preparedness Information

CURRENT DATA 13,504 (2017)
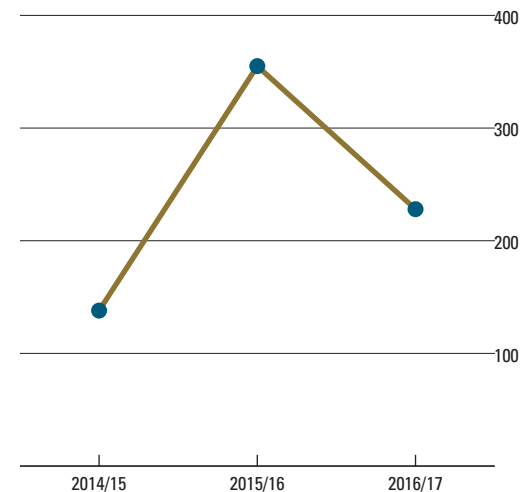
2018 TARGET 10% increase

STATUS ●

As well as disseminating information on emergency planning at specific events, the Fire service also participates in city wide fairs, festivals and special events to increase the awareness and preparedness for disasters in the community. Through these channels over 12,000 people have been reached in the year to date.

STRATEGIC INITIATIVE

Surrey Libraries Information Access and Literacy Support

MEASURE

Access Cards Distributed

CURRENT DATA 228 (2016/17)

**2018 TARGET** 5% increase

STATUS ●

This initiative works to increase access to library services for vulnerable populations. By improving access and distributing special library cards to people with no fixed address or income we can improve resiliency and literacy and increase community capacity. From 2016 to 2017 228 individuals have received special access cards.

STRATEGIC INITIATIVE

Surrey Libraries Information
Access and Literacy Support

MEASURE

Vulnerable Populations Reached

2015   2016   2017
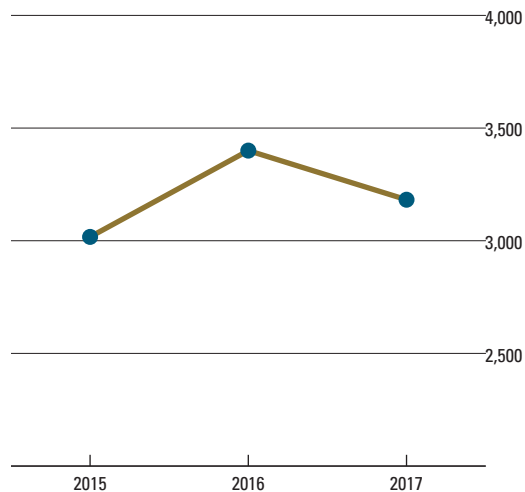
CURRENT DATA 3,182 (2017)
2018 TARGET Maintain level
STATUS 🟡

This initiative seeks to improve access to literacy support and other library services through targeted outreach programs. Access to literacy support for vulnerable populations through outreach library programming is a key service in Surrey. To date in 2017 over 2,324 individuals have been assisted through outreach programming.

STRATEGIC INITIATIVE

Volunteerism

MEASURE

Volunteer Hours Completed

112,895

Volunteer Hours in 2016

2018 TARGET 5% increase
STATUS 🟢

The contribution made by volunteers is a key indicator of the level of community engagement and civic participation. It is an indicator of community wellbeing and connectedness. In 2017 a new initiative was put in place to track the total number of volunteer hours in selected City programs to take a city-wide view of volunteering. The data shows that in 2016 over 100,000 hours of volunteer time was contributed by the community.

STRATEGIC INITIATIVE

Volunteerism

MEASURE

Volunteer Participation

5,526

Volunteers in 2016

2018 TARGET Maintain level
STATUS 🟢

It is clear that there is a high degree of community engagement and participation with over 5,000 individuals participating as volunteers in City programs (note this includes Fire and RCMP volunteers).

Case Study

Libraries

Libraries are often at the front line of services for our most vulnerable residents and their approach can set the tone for how our citizens feel about city services. One citizen noted, "I am currently 'homeless' at this time and have been for several months. I am also unemployed due to my disabilities… I would just like to thank the library staff and security staff for always treating me with dignity, respect and genuine concern… I was given a library card for the internet which is the only way I can talk with my daughters, I'm very grateful."

" "

I would just like to thank the library staff and security staff for always treating me with dignity, respect and genuine concern.

Library Patron

Case Study

Community Enhancement

Holding music concerts in parks is a unique way to bring people into parks and learn a little bit more about what Surrey parks have to offer. There are a variety of different music acts throughout the summer so there's something for everybody in the concert series. All the bands and musicians are from this region so there are Surrey musicians and musicians from neighbouring municipalities as well. Families travel to each concert across the city weekly. Sirikun Faichai and her family listened to a concert in Hawthorne Park last summer and decided to enjoy the concert series again this year. "The music is really nice," she said. "There's families and dancing… My kids like it too."

Priority: Ensure Safe Places

There are seven strategic initiatives under this priority. Initiatives in this area focus on design and monitoring of public spaces and transportation to maximize safety. Measurement data is shown for each initiative in this section.

STRATEGIC INITIATIVE

Community Safety Support

MEASURE

Hours of Uniformed Street Level Walks in City

18,454

Hours of Patrols in 2017

2018 TARGET 3% increase

STATUS 🟢

This measure aggregates all the hours invested in visible uniformed street level walks by bylaws Community Patrol Officers, SCPS volunteers and RCMP volunteers. These street level walks provide enhanced uniformed presence to observe and report crime and contribute to increased perception of safety in the community. This is the first year of the combined initiative and already over 18,000 hours of patrols have been completed.

STRATEGIC INITIATIVE

Community Safety Support

MEASURE

Events with Community Safety Support Presence

108

Events in 2017

2018 TARGET Stable or increasing

STATUS 🟢

This measure demonstrates the reach of the program in terms of the number of events where uniformed patrols are in attendance to observe and report incidents. This includes City of Surrey Community Safety Patrol officers and SCPS volunteers.

STRATEGIC INITIATIVE

Project IRIS

MEASURE

Camera Locations Registered

226

Registrations in 2017

2018 TARGET 300 total registrations

STATUS ◐

This initiative provides a registry of camera locations in Surrey where camera owners are willing to assist RCMP with locating evidence from camera footage. The measure tracks the total number of unique camera locations registered on the database. 2017 was the first year of operation for the database and 226 unique camera locations have been registered to date.

STRATEGIC INITIATIVE

Project IRIS

MEASURE

RCMP Database Queries to Identify Cameras

27

Queries in 2017

2018 TARGET 10% increase
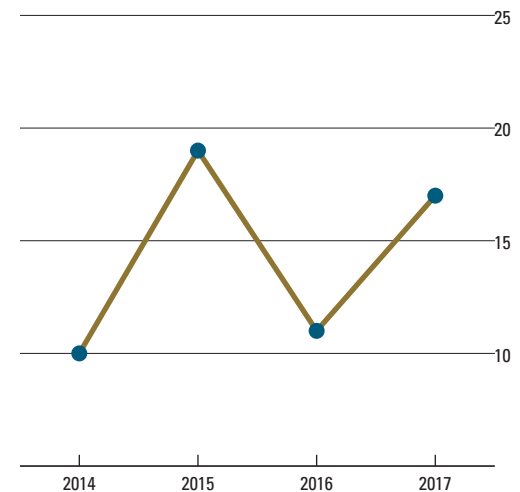
STATUS ◐

The Project IRIS camera registry was put in place in 2017 to assist RCMP with active investigations by locating possible camera footage in a given area. To date the RCMP has queried the program for 12 active investigations. Over time additional measures may be included as cases are closed based on evidence gathered through the program.

STRATEGIC INITIATIVE

Road Safety Education and Awareness

MEASURE

Vehicles Speeding in Program Areas

CURRENT DATA 16.8% (2017)

**2018 TARGET** 2% reduction

STATUS ●

The program tracks the percentage of vehicles going over 10 km/h over the posted speed limit in specific areas. Working with the RCMP, SCPS uses these data to help raise awareness about speeding for vehicles in the location, and to track the prevalence of speeding over time.

STRATEGIC INITIATIVE

Safe and Active Schools Program

MEASURE

School Travel Planning Participation
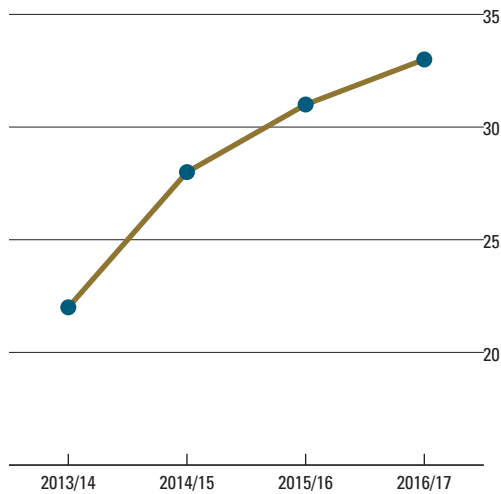
CURRENT DATA 33 (2016/17)

2018 TARGET Increase of 3 per annum

STATUS ◑

School Travel Planning raises awareness of road safety issues for all road users, identifies infrastructure projects to improve pedestrian and road safety, and encourages school-led road safety education. Over the past 4 years the program has steadily increased the number of times the program has been delivered in schools, and has targeted a growth rate of 3 additional programs delivered per year.

Case Study

Project IRIS

A member of the community reached out to the Public Safety Office via email to suggest that the City install surveillance cameras "like they do in the UK" on every public street to make their neighbourhood safer. The team advised the person that, due to privacy rules, this wasn't a viable option for Surrey but made them aware of the Project IRIS database and encouraged them to register and tell their friends and neighbours. The community member advised that they were going to "encourage every person on my street to get a camera and register it on the IRIS database" so they could take action to make themselves safer.

Priority: Support Vulnerable People

There are four strategic initiatives under this priority. Initiatives in this area focus on collaboration between agencies to support our most vulnerable. Measurement data is shown for each initiative in this section.

STRATEGIC INITIATIVE

Inter-Agency Case Assessment Team

MEASURE

High Risk Offender Recidivism

11%

2016

2018 TARGET 10%

STATUS ◑

The program seeks to reduce the incidence of domestic violence through identification of high risk offenders and interventions to reduce the rate of re-offences by known perpetrators. The current recidivism rate for domestic violence offences is 11%. The Domestic Violence Unit is targeting a steady reduction over time based on the identification of high risk offenders.

STRATEGIC INITIATIVE

Inter-Agency Case Assessment Team

MEASURE

Domestic Violence Prevention Outreach

50%

2017

2018 TARGET 60% of grade 8 classes reached

STATUS ◑

The program works to prevent future domestic violence by conducting presentations to grade 8 students in the Surrey School District. This helps to raise awareness and improve protective factors for young people to prevent future violence. In the year to date 50% of eligible grade 8 classes have received presentations from RCMP on this issue. The target for 2018 is to reach 60% of grade 8 classes.

STRATEGIC INITIATIVE

Surrey Mobilization and Resiliency Table

MEASURE

Approved Referrals to SMART
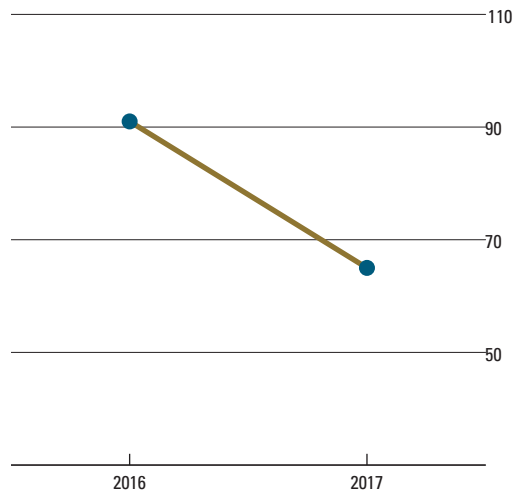
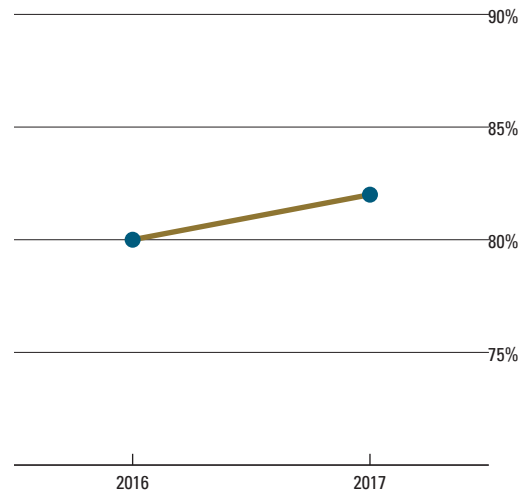**CURRENT DATA** 65 (2017)
2018 TARGET 80
STATUS 🟡

SMART supports vulnerable people and families that are at imminent risk of harms to self or others. This measure tracks the volume of referrals made for assessment and action for these individuals.

STRATEGIC INITIATIVE

Surrey Mobilization and Resiliency Table

MEASURE

SMART Interventions Completed

CURRENT DATA 82% (2017)
2018 TARGET 70%
STATUS 🟢

The SMART table is a forum to assess and take action for individuals at acute and imminent risk of harm. This measure tracks the percentage of cases that are closed successfully.

STRATEGIC INITIATIVE

Surrey Mobilization and Resiliency Table

MEASURE

Cases Closed with Lowered Risk
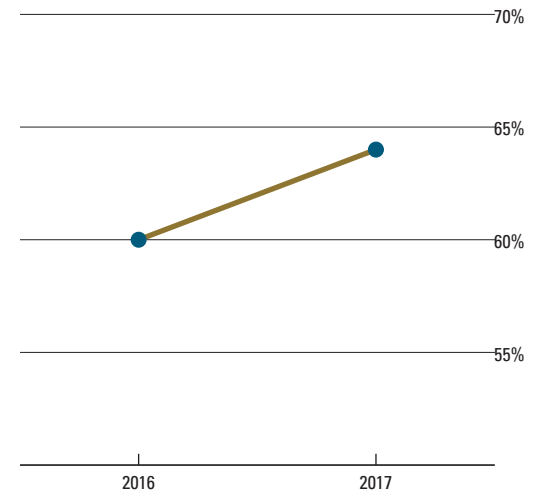
CURRENT DATA 64% (2017)
2018 TARGET 65%
STATUS ◑

SMART also tracks the level of risk for individuals on its database. This measure tracks the percentage of cases where the level of risk for those individuals was lowered.

Case Study

Girls Got Game

Lisa joined the Girls Got Game program and had only been living in Canada just over a month. She was born and raised in Syria and her family had recently come to Canada. Lisa didn't speak any English so communication was difficult at first. During the gym play component the group played soccer. As soon as the game started Lisa seemed uncomfortable and when the girls on her team would try to pass her the ball she would run from it and yell out "NO!" The program leader took her to the side and decided to show her a video on YouTube of girls playing soccer. Lisa watched in awe. She decided to try soccer again, and although she still seemed to be a bit unsure she started to join in with her team and play.

Katie was born in Syria and had moved to Canada with her family when she was very young. Her family was very friendly and one day after the program, during pick up time, Katie's father arrived and asked if he could speak with a program leader. He thanked the team for everything they had taught Katie. He said that all she does is talk about how excited she is to come to the program and hang out with the team and the other girls. Katie's father also mentioned that she had been more focused in school and was trying new things like hockey and soccer.

" "

This group has taught her things that I never could, and I've seen a real change in her since she joined the program.

Katie's Father

07 | NEW AND EVOLVING STRATEGIC INITIATIVES

Eleven of the initiatives outlined in the 2016 Public Safety Strategy were new programs.

These programs have been refined and developed over 2017 and in some cases have begun full operation only part way through the year. As well there are some initiatives that were in place prior to the lunch of the Public Safety Strategy and these have evolved under the new approach, and new measures have been developed to track the reach and impact of these programs.

Mapping Strategic Initiatives to Priority Areas

During the implementation of strategic initiatives and the selection of measures each program completed a logic model to outline the key outcomes the program was seeking to effect (Appendix II). Many of the strategic initiatives under the Strategy have an impact on more than one priority; however, for clarity they are grouped by the priority for which the most significant impact is intended. This process of redefining the logic behind each program highlighted some areas where programs needed to be realigned to a new priority area. Figure 1 outlines how initiatives have been reorganised under each priority area to reflect this. Bolded initiatives were added to the strategy after the launch in October 2016.

Prevent and Reduce Crime

- Age Friendly Strategy for Seniors
- Block Watch
- Clayton Heights Activity Team (CHAT)
- Code Blue/Mini Blue

- Cyber Security Outreach Program
- Gang Exit Pilot
- **Mayor's Action Plan**
- WRAParound Program
- Yo Bro | Yo Girl Initiative

Build Community Capacity

- Critical Hours (MYzone)
- Community Enhancement
- Diversity Outreach Program
- Early Years Programming (Avenues of Change – Guildford West)
- Girls Got Game
- HomeSafe

- Surrey Emergency Program (formerly known as Emergency Planning)
- Surrey Libraries Information Access and Literacy Support
- Volunteerism: Building Community
- Youth Mentorship Program

Ensure Safe Places

- Business Safety Surveys
- Community Safety Support (formerly known as Community Safety Patrols)
- Data Driven Approaches to Crime and Traffic Safety (DDACTS)

- Distressed Properties Response Program
- Project IRIS
- Road Safety Education and Awareness (formerly known as Traffic Safety Campaigns)
- Safe and Active Schools Program

Support Vulnerable People

- **City Centre Response Plan (Surrey Outreach Team)**
- Inter-Agency Case Assessment Team (ICAT)

- Integrated Services Network (ISN)
- Surrey Mobilization and Resiliency Table (SMART)

Figure 1. Strategic Initiatives Mapped to Priority Areas

Measures for New Initiatives

These initiatives are outlined separately from the scorecard as they do not yet have baseline data on which to track progress. Results for these initiatives will be reported in the 2018 Progress Report. The Youth Mentorship strategic initiative underwent some evolution in 2017 and measures will be put in place for this in 2018. The City's Distressed Properties Response Program is also developing measures that will be implemented in 2018.

PRIORITY	INITIATIVE	MEASURE FOR 2018
Prevent and Reduce Crime	Clayton Heights Activity Team (CHAT)	• Client Referrals for Supports • Repeat Participation in Program
	Gang Exit Pilot	• Average Client Risk Assessment Score • Client Referrals Completed • Clients Served by the Program
	WRAParound Program	• Prosocial Engagement by Participants
Build Community Capacity	Girls Got Game	• Access to Recreational Programs • Program Attendance Rate
Ensure Safe Places	Business Safety Surveys	• Businesses Participating in Surveys • Business Experience of Victimization in the Past 12 Months
	Safe and Active Schools Program	• Active School Travel Rate
	Road Safety Education and Awareness	• Speed Reader Campaign Effectiveness
	Data Driven Approaches to Crime and Traffic Safety (DDACTS)	• Casualty Collisions in DDACTS Locations • Crime Rate in DDACTS Locations • Property Crime in DDACTS Locations • Collision Rate in DDACTS Locations

New Initiatives

After the launch of the Public Safety Strategy in 2016 two new strategic initiatives were added to the strategy, the Mayor's Action Plan on Gang Violence Prevention and the City Centre Response Plan. These initiatives have been developed over the first year of operations and measures will be put in place for these in 2018.

Mayor's Action Plan on Gang Violence Prevention

In August 2017, Mayor Hepner announced the Mayor's Action Plan on Gang Violence Prevention. This initiative is driven by the concern that gang related violence, namely in the form of random, periodic incidents of gun shots fired, is plaguing our region. Low level gang members from Vancouver to the Eastern Fraser Valley engage in this activity as a method of seeking revenge, controlling "turf" or intimidating rivals. The goal of this initiative is to ensure that all possible actions are taken in our community, region and province for the prevention of gang violence, examples are included below.

- **Mayor's Task Force on Gang Violence Prevention**

  The City has put in place a Task Force of community stakeholders who will, over a period of six months, review the existing programs in place for prevention of gang involvement and gang violence, and make recommendations as to additional programs, enhancements to existing programs or other actions that the City and its partners can take to make meaningful reductions in gang related violence over time.

- **Award for Civic Responsibility**

  Effectively responding to gang violence requires actions by the entire community. In order to encourage civic responsibility in all of our citizens, and especially with our youth, the Mayor has established the Mayor's Award for Fostering Civic Responsibility. 2018 will be the first year in which the City will provide a $10,000 award for Civic Responsibility to a school, community group or agency that makes an outstanding contribution to instilling civic responsibility among Surrey's youth. The award was launched in early 2018 with the winner being announced in mid-2018 to coincide with the release of the Task Force recommendations.

- **Inadmissible Patrons Program**

  An initial review of programs was completed in 2017 to look at ways in which access to bars and restaurants could be monitored and possibly restricted for known gang-affiliated individuals. Work will continue in 2018 to determine an appropriate model for Surrey and encourage a pilot in selected entertainment venues. The goal of the initiative is to improve public safety at entertainment venues known to be frequented by gang-affiliated individuals while also creating social limitations on these individuals to make it more difficult for them to recruit new members and undertake illicit activity in public venues.

City Centre Response Plan (Surrey Outreach Team)

In December 2016 the Mayor announced new work to support Surrey's most vulnerable populations under the City Centre Response Plan. This three phase plan encompasses, housing solutions, increased support and outreach through the Surrey Outreach Team in the 135A Street area, and improved education and engagement on social issues by the City. Over the first year of implementation the following outcomes have been achieved.

- Housing: The City successfully put in place emergency winter shelter beds for the 2016/17 winter season which was one of the harshest winters in the city in some time. As well the City successfully advocated for 160 transitional housing units to address the immediate needs of the campers in the 135A Street area and a further 250 supportive housing modular units for longer term social housing in the City.

- Surrey Outreach Team: The City and RCMP put in place a temporary office on 135A Street to provide a 24 hours a day, 7 days a week response to public safety issues in the area. Working with Lookout Housing and Health Society, and Fraser Health Authority the City supported public health outreach to the local residents and put in place a new model for engagement and outreach by RCMP members, Bylaw Enforcement Officers and other City staff. In recognition of this work the Surrey Outreach Team won the Arnold Silzer Community Policing Initiative Award at the 2017 Surrey Board of Trade Police Officer of the Year Awards.

- Education and Engagement: Under the City Centre Response Plan the City is hosting a new working group to coordinate responses to the most vulnerable people in the City. Work also continues with the Social Planning team and other stakeholders to ensure that approaches to public education and engagement regarding vulnerable populations is collaborative, measurable and comprehensive in their approach.

Integrated Services Network (ISN)

The Integrated Services Network is not yet implemented. The Government of British Columbia and the City of Surrey have led the creation of a business case and model to integrate services for recidivist offenders whose offending behavior is driven by their underlying concurrent disorders. The model will reduce recidivism, improve outcomes for vulnerable populations, and decrease the sustained and intense demand on the justice, health and social services system. The Provincial Government is expected to announce specific support for the ISN in spring 2018. Following this announcement an implementation plan for ISN in Surrey will be finalized.

Evolving Strategic Initiatives

Through the process of implementing the initiatives outlined in the 2016 Public Safety Strategy some initiatives were identified as being more appropriately managed outside the Strategy going forward, in many cases under the leadership of our community partners. The following initiatives will continue to make important contributions to public safety in Surrey but will not be formally part of the Public Safety Strategy.

Community Safety Centre

A feasibility study was completed for a pilot Community Safety Centre in Surrey. This lead to a Council determination to halt the project at this time to allow increased focus on other priorities.

Community Services Portal

When vulnerable residents are connected to services they are less likely to become victims or perpetrators of crime. This in turn builds public safety for the whole community. Recognizing that access to services has been identified as a challenge for vulnerable populations, Surrey Libraries have provided clear links and referrals to services through their existing website. This well utilized service has been broadened with additional methods of access. The City has entered into a partnership with bc211 to improve access to information for our most vulnerable residents. The bc211 service provides information and advice to citizens to help them identify services that meet their needs. Their operators can deliver services in dozens of languages, which is critical given almost half of Surrey residents speak, a language other than English as their home language. Through bc211 website, text messaging service and 211 phone line Surrey's citizens are able to access information about community services all in one place, making information access simple, convenient and engaging. The bc211 service covers everything from housing, to addiction support services, to services specific for Aboriginal peoples, seniors and youth. City staff works closely with bc211 ensuring that the bc211 service has up to date, comprehensive and accurate information on the service providers available across the City. This initiative will be managed under a Memorandum of Understanding with bc211.

Newton Safety Unit

This initiative is managed and coordinated by the Newton Business Improvement Association (BIA) and involves RCMP, SCPS, Bylaws staff and other stakeholders that meet on a weekly basis to coordinate local responses to public safety operational issues. This work will continue to be led by Newton BIA and does not require oversight by the Public Safety Strategy.

Network to Eliminate Violence in Relationships (NEVR)

The elimination of relationship based violence remains a priority for Surrey as for many regions. Following a review this initiative will no longer be defined as a strategic initiative. It will continue to be led by Kwantlen Polytechnic University to promote positive relationships and will be managed outside the Strategy. In 2018 Surrey will investigate alternative programs to identify alternative opportunities to support positive relationship messaging and targeting a reduction in domestic violence incidents.

Safe Mobility Plan

The Safe Mobility Plan is a strategic document which outlines the overarching approach of the City to move towards the concept of a Vision Zero for Surrey. The Plan incorporates an evidence led approach for achieving a significant and sustained reduction in fatalities and injuries on the City's' roads. Through enhanced strategic partnerships and collaborations leveraging the broader road safety community, the City will embrace a Safe Systems Approach as a guiding principle to examine all factors contributing to safer roads. The success of the Plan will be measured in a number of ways including the use of specific performance measures relating to initiatives such as the Data Driven Approach to Crime and Traffic Safety and Safe & Active Schools Program. These measures will be reported out as specific Strategic Initiatives within the Public Safety Strategy. This initiative was included in the 2016 strategy to highlight the work needed to put in place a coordinated and comprehensive approach to mobility as regards public safety. The Safe Mobility Plan has undergone considerable development in 2017 and will be launched as a stand-alone strategy in 2018.

Substance Use Awareness Team

The work of the substance use awareness team will continue to be advanced by the city outside the Public Safety Strategy. It will be dovetailed with new work on the Opioid Response and the Community Action Team for the Overdose Crisis.

Case Study

Youth Mentorship

The City's Youth Mentorship program matches high school students selected by the Surrey School District with City staff for job shadowing and work experience placements. The goal is to provide real world experience for the students that match their interests, and provide mentors from City staff working in that field. Students shadow their mentor for a 3 week period and get to participate on City projects.

" "

My mentor helped me stay focused on my schooling and was very encouraging. I spent three weeks learning about her role as an Engineer.

Youth Mentorship Program Participant

" "

The City's Student Mentorship Program helped me get to where I am today. In May 2014 I graduated from BCIT and am now working as a regular full-time employee with the City's Planning Department.

Youth Mentorship Program Participant

08 | RECOMMENDATIONS UPDATE

The Public Safety Strategy outlined several recommended actions for each priority area, and some cross-cutting recommendations that supported all priorities. Many of these have been completed in 2017, require ongoing support or are in development, or are planned for implementation in 2018.

Completed

RECOMMENDATION	ACTION TAKEN
Enhance Bylaws Department public safety programs, including, but not limited to, Recovery Home Operations.	In 2017 the City undertook a reorganisation to bring the bylaws division under the auspices of the Director Public Safety and renamed this division Public Safety Operations. As well a review of recovery homes was completed and advocacy with the Provincial Government for clearer rules and enhanced licencing is underway.
Increase alignment between Surrey Crime Prevention Society (SCPS) program objectives and outcomes, and the City's public safety priorities and goals.	The Public Safety office has worked extensively with SCPS to refine and enhance their programs and put in place new performance measures to guide implementation that improves the alignment between SCPS and the Public Safety Strategy.
Support the further development of a City-wide committee, to build a comprehensive model for Volunteerism across City departments.	Through the Public Safety Working Group, the city has created a framework to improve alignment and measurement of volunteers within all City departments.
Support partners and stakeholders to develop coordinated responses to emerging issues, such as needle distribution and disposal.	Discarded needles remain an issue in some areas of the City, and the Public Safety office has worked with local social service agencies contracted to collect discarded needles to expand and improve their activities and to create resources to help members of the public understand how the issue is being addressed. As well the City worked with Fraser Health to promote the existing resources available and distribute new fact sheets for members of the public.
Support Surrey Libraries' role in community outreach to vulnerable populations and newcomers.	Surrey Libraries continue to take a leadership role in outreach programming for vulnerable populations. In 2017 new measures were developed to track the reach of this work and inform program evolution over time.
Promote and support adoption of integrated services models to address public safety issues.	The City supports RCMP integrated services teams delivered in the town centres and continues to advocate for a new model for an Integrated Services Network in Surrey. This is anticipated to be presented in the Provincial Government early in the new year to secure pilot funding for 2018.

RECOMMENDATION	ACTION TAKEN
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).	In 2017 over 30 staff from across City departments participated in training in performance measurement and data analysis to support the development of the performance measurement framework and integrate this knowledge in their daily operations. This will support implementation of the D3M project when this is brought online.
Support Surrey Business Improvement Associations to deliver their core public safety mandate	The City has worked closely with the Business Improvement Associations to date to help them define and measure the impact of their safety activities. In 2017 the associations came together for the first time to improve collaboration and provide a "city-wide" view of the business safety surveys.
Expand partnership and program delivery with Metro Vancouver Crime Stoppers	Early discussions on a co-branded campaign with Crimestoppers were completed in 2017 with new activities planned for launch in 2018.
Convene a Public Safety Stakeholder Advisory Group of partner agencies to expand links between programs and service delivery providers	To maximize efficiency and link these tasks we have formulated an issues-based advisory approach. In year one we have struck stakeholder and research groups related to the City Centre Response Plan, the Mayor's Task Force on Gang Violence Prevention, and Business Improvement Association Surveys.
Convene a Research Advisory Group to expand partnerships with researchers, academics, and all levels of government and maintain best practices	
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.	This project has been advanced with a key partner, Options Community Services, taking the lead on development of a service hub for youth. They have been meeting with community service providers and groups that may have an interest in being part of a Youth Hub at the corner of 81St Street and King George Boulevard. The vision for the facility is an integrated service hub for youth, including but not limited to: Life Skills training, 1-1 Youth Transitioning Support, Housing Support, Employment Support, Youth Justice Support, Alternative Schooling, Clinical Counselling, Culturally Safe and Relevant Services, Therapeutic Programming, Primary Health Care, and Parenting/Teen Mediation support. Options is uniquely positioned to lead this initiative as an experienced multi-service agency. They are working with many partner organisations to bring together the optimal mix of service providers and funders.

Ongoing / In Development

RECOMMENDATION	ACTION UNDERWAY
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.	Through local integrated services teams (e.g., Whalley Integrated Services Team – WIST, and Newton Integrated Services Team – NIST) the public safety office supports RCMP coordination of information sharing and planning at the local level.
Review current resource allocation of all partners to determine where additional investment in after-school mentorship and parenting programs may further reduce risk factors.	Increased funding support provided to the Yo Bro | Yo Girl initiative and WRAP programs, as well as ongoing program enhancements to MYzone programs for youth and young adults. The Mayor also launched the Task Force on Gang Violence Prevention and Civic Responsibility Award to identify programs that are having the greatest impact and continue to foster civic responsibility in our youth. Other programs will continue to be reviewed to look for opportunities for expansion and enhancement.
Review, and where possible, expand existing programs and initiatives that support positive youth development to ensure optimal reach in the community.	
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.	The Parks, Recreation and Culture team has significant place-based initiatives delivered in partnership with local business improvement associations and other community partners to support this recommendation. In addition the public safety office and RCMP support specific initiatives such as the Newton Safety Unit and Community Enhancement activities.
Maintain accessibility of green spaces and development of green infrastructure to support community relationships, increase health benefits and contribute to public safety.	This remains a priority of the parks team at the City. Completion of the new 10 year Parks, Recreation and Culture Strategic Plan also outlines a continued focus on community wellness and accessibility of green space.

RECOMMENDATION	ACTION UNDERWAY
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.	The Surrey Fire Service has worked in 2017 to expand and enhance the Emergency Planning initiatives to implement new elements such as Neighbourhood Disaster Exercises. The Home Safe and other programs will continue to expand and evolve based on evidence of success and changing community needs.
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.	Significant work on the opioid crisis was undertaken in 2017. The city developed the City Centre Response Plan and the Surrey Outreach Team, endorsed the opening of two Supervised Consumption Services, partnered with several agencies to develop enhanced data collection, partnered with Fraser Health and the Surrey School District to deliver Opioid Overdose Response Training and distribute take home naloxone kits. Advocacy for enhanced responses to the 80% of overdoses and deaths in private residences is ongoing
Support and extend links to City strategies with a focus on public safety (e.g., Walking Plan, Child & Youth Friendly City Strategy, and Master Plan for Housing the Homeless).	The Public Safety office is working closely with the Social Planning division to ensure that implementation of existing strategies as well as future iterations of those initiatives are informed by a focus on public safety and aligned to the directions set by Council.
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.	
Support use of data analysis and information sharing for program design and delivery in all priority areas	Establishment of the Performance Measurement Framework and training completed with City staff was the first phase of this approach to integration of data analysis in program delivery. This will be an ongoing element of the approach of the Public Safety office through the Public Safety Working Group.

RECOMMENDATION	ACTION UNDERWAY
Improve efficiency and effectiveness of City service delivery through new and existing technology	This work is ongoing, with early success in 2017 through the new RCMP application for phones, computers and tablets, and the online Project IRIS camera registry. These tools enable citizens' improved access to information and enables direct reporting of incidents from their mobile devices. As well the City manages over 400 traffic cameras to manage road safety and traffic flow and provide assistance to RCMP with investigations. The City is also undertaking a review of its closed circuit camera resources to upgrade security cameras on City property.
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	As well as the dedicated promotional activity related to the specific new initiatives, the Public Safety office focused promotions through the town centre roll out events across the city on the My Surrey Request Application which allows for ease of access to reporting of incidents.

Planned for 2018

RECOMMENDATION	ACTION PLANNED
Build on work with stakeholders to advocate for enhanced substance use treatment options, especially for youth.	The Substance Use Awareness Team stepped up efforts in 2017 to improve outreach to youth, continuing its partnership with Fraser Health and the Surrey School District will lead to additional activities in 2018
Support further enhancements to specific RCMP programs including, but not limited to, Crime Free Multi-Housing and Restorative Justice.	Initial investigative work was completed in 2017 which will be further advanced in 2018 as the RCMP Strategic Framework is updated following consultation in late 2017.
Expand opportunities for citizen engagement through committees, consultation and engagement processes, and participation on decision-making bodies.	The City has been developing a new engagement model for outreach to citizens and this is scheduled for review and implementation from 2018 onwards to inform new approaches for citizen participation in City programs.
Create additional opportunities for meaningful and timely citizen and stakeholder involvement in decision making, priority setting, program development and service delivery.	
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 additional crime prevention and education initiatives targeting early years (6 and under) children and their families.	The Healthy Communities team is currently developing a new model for early years programming which will build on the success of the Avenues of Change early years pilot in Guildford West.

RECOMMENDATION	ACTION PLANNED
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.	The Public Safety office has been building a strong partnership with Fraser Health around substance use and mental health issues in 2017. In 2018, these efforts will expand to ensure improved alignment of interventions by the City and its partners such as Fraser Health.
Support a Task Force led by Fraser Health Authority, to align public health and public safety strategies and initiatives to improve collaboration.	
Publish public safety performance measures and targets on a new City Dashboard that provides access to measures across all themes of the Sustainability Charter	2017 saw the development of the content for the performance measurement framework outlined in this report. A City Dashboard will be one way in which this information is shared with stakeholders and the public. The Dashboard project is anticipated to be advanced in 2018.
Conduct bi-annual review of performance measures and targets for each priority area and strategic initiative in the Strategy	Now that measures have been put in place for each strategic initiative and priority area, the Public Safety office will be creating a plan in 2018 for reviews of programs at a minimum of every two years.
Develop and conduct annual Public Safety and Quality of Life surveys to gather data to inform the future evolution of the Strategy	This is planned for the future to create a unified resource for gathering information about perceptions of safety among residents.

09 | EVOLVING THE STRATEGY

Remaining responsive to changing conditions in the city is a key focus of the Public Safety office.

When the strategy was launched in 2016 it was clear that the strategic initiatives and approaches would need to evolve over time to ensure it was a living document that reflects the changing needs of our community.

The data included in the scorecard will be used to inform program development and identify new tactical responses to our challenges. Continuous improvement of our strategic initiatives will be based on evidence gathered through these and other measures.

The strategy has already undergone significant changes in the first year of implementation. Two major new initiatives were added; the Mayor's Action Plan on Gang Violence Prevention, and the City Centre Response Plan. As well, five initiatives were re-scoped and will continue to be advanced outside the formal framework of the strategy; Safe Mobility Plan, Newton Safety Unit, Network to Eliminate Violence in Relationships, Substance Use Awareness Team and Community Services Portal. After completion of the feasibility study the Community Safety Centre initiative was put on indefinite hold by Council so that the City could focus its efforts on short and medium term priorities.

Consultation with the public will continue to be a priority for the Public Safety office to ensure an open and frequent dialogue with community groups, stakeholders and individuals with an interest in advancing new ideas to support public safety in Surrey. The City has already received many new ideas direct from individuals via the publicsafety@surrey.ca email and responses to the regular eNewsletter. In 2017 the Public Safety office also supported Progressive Intercultural Community Services (PICS) with their consultations on public safety issues with the South Asian community in Surrey.

As the needs of the city continue to evolve so will the City's Public Safety Strategy.

New issues will also be addressed as these arise such as the pending federal legislation on the recreational use of cannabis which has many public health and safety considerations that must be taken into account as the legislation is implemented. The Public Safety office is leading a cross departmental working group on this issue and presented a model for B.C. municipalities in February 2018 to inform new programs and initiatives in 2018.

These examples demonstrate the commitment of the City to ensure its Public Safety Strategy adapts to changing public safety concerns in the community. A formal review of the strategy will also be planned at the end of 2018 for implementation in 2019 including further public consultation.

10 | APPENDICES

Appendix I: Defining a Performance Measurement Framework

Performance measurement refers to the process by which the City collects, analyses and reports on data in order to demonstrate the effectiveness of the Public Safety Strategy. The performance measurement framework allows for shared understanding on how data is tracked, and provides a standardized method to assess the degree to which initiatives are delivering the intended results.

Building a Public Safety Performance Measurement Framework

The publication of the Surrey Public Safety Strategy in 2016 signalled a new approach to the issues and a commitment to deliver programs that are collaborative comprehensive and measurable. Working in collaboration with strategic initiatives leaders in all City departments, and with the RCMP, the Public Safety Working Group has developed a framework to ensure an evidence based approach is embedded in the Strategy implementation at every level.

The framework model is outlined in Figure 1. The purpose of the framework is to determine the extent to which the vision of the Public Safety Strategy—"A community where everyone is safe and engaged"—is being realised through our investment in strategic initiatives under each of the priority areas.

To determine this, it is necessary to build from the base of outputs and outcomes of each of the strategic initiatives. Each initiative has determined set measures which will be reported annually for that specific project or program. These are supported by a set of Priority Area measures for each of the four priorities under the strategy— Prevent and Reduce Crime; Ensure Safe Places; Build Community Capacity and Support Vulnerable People.

A community where everyone is safe and engaged

Priority Measures

Year 1 Public Safety Scorecard

Strategic Initiative Program Measures

Documented Measures Dictionary

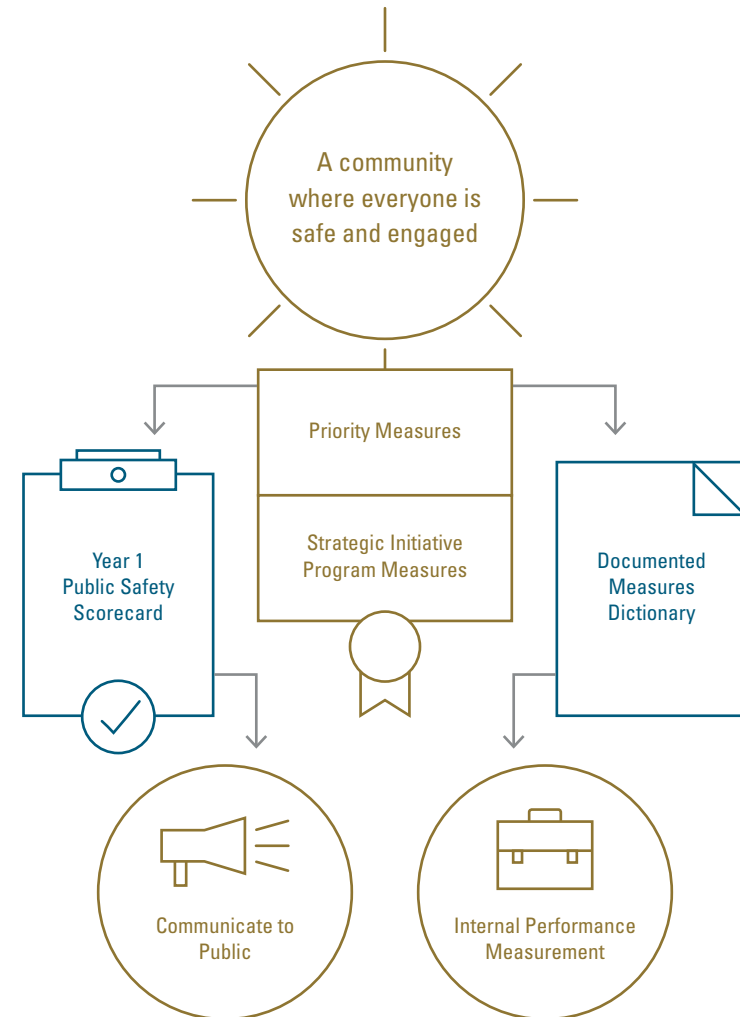Communicate to Public

Internal Performance Measurement

Figure 1. Performance Measurement Framework

This allows the City to go beyond the specific measures most directly tied to activities to consider at a higher level what trends may be emerging in terms of trends in crime, safety in public spaces, and reductions in social challenges for vulnerable people. These Priority Measures paint a picture of how Surrey is progressing for that topic area as a whole. It is important to note that Priority Measures are not entirely attributable to the actions taken under the Strategy but provide an indication of overall progress made for the City as a whole.

Once the framework is in place it serves a dual purpose, helping the City to communicate progress to the public via the Scorecard, and providing data to allow effective performance management and continuous improvement within City programs.

Steps to Build the Framework

To build this framework it was necessary to undertake the process outlined in Figure 2. Completion of these steps ensured the implementation of a new approach to public safety performance measurement and provided a robust method to identify results from the Public Safety Strategy.
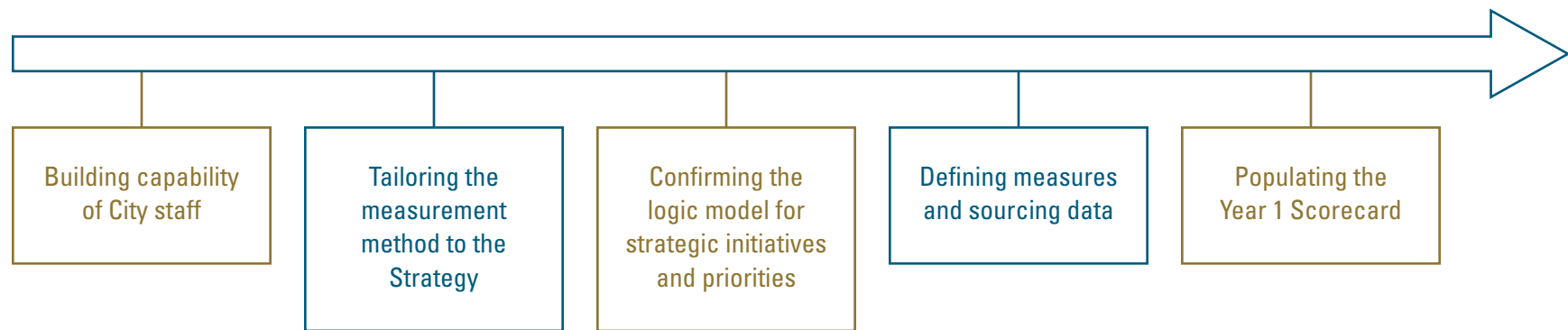
| Building capability of City staff | Tailoring the measurement method to the Strategy | Confirming the logic model for strategic initiatives and priorities | Defining measures and sourcing data | Populating the Year 1 Scorecard |

Figure 2. Processes to Build the Framework

Developing Measure Teams

Measure teams were put in place for each of the four priorities under the Strategy (Prevent and Reduce Crime, Ensure Safe Places, Build Community Capacity, and Support Vulnerable People). These measures teams were comprised of staff from across City departments with responsibility for initiatives. They were tasked with:

- reviewing and populating the logic models for each of the initiatives;

- identifying potential measures for each priority and initiative;

- defining the measures in a Public Safety Measure Dictionary (to ensure consistent documentation of the specifics of each measure);

- sourcing data and collecting anecdotal information on success stories and barriers for initiatives; and

- reporting back to the Public Safety Working Group with content for the Public Safety Scorecard.

Developing Logic Models

A logic model is a simple representation of the intended objectives, target groups, and outcomes of each program or priority. It outlines the connections between the activities undertaken and the short, medium and longer term results that might occur as an outcome of those activities. Once the logic models were developed it was possible to see what measures should be tracked to determine the progress made towards the intended results.

Defining Measures and Sourcing Data

The next step for the performance measures teams was to create detailed definitions of measures that have been documented in a Public Safety Measures Dictionary. This step is important to ensure that the specific aspects of each measure are captured and the institutional knowledge is retained. This also ensures consistency of understanding of what the measure is actually tracking.

Best practices in measurement suggest that missing this step is where errors in understanding and reporting are most likely to occur as individuals may interpret the meaning of a measure differently if this is not clearly documented. The dictionary captures the specifics for each measure.

Building the Year 1 Scorecard

The final step in the process to build the performance measurement framework is the Public Safety Scorecard. The Scorecard section of the report provides an "at-a-glance" update on progress for each priority. Narrative elements support these scorecard snapshots with more detail on key success stories and challenges and outline changes to the Strategy in the first year of implementation.

Appendix II: Logic Models for Priorities and Strategic Initiatives

A logic model is a one page representation of the intended objectives, target groups, and outcomes of each strategic initiative and each priority.

It outlines the connections between the activities undertaken and the short, medium and longer term results that might occur as an outcome of those activities. The following logic models are included.

PRIORITIES	STRATEGIC INITIATIVES	
• Prevent and Reduce Crime • Build Community Capacity • Ensure Safe Places • Support Vulnerable People	• Age Friendly Strategy for Seniors • Block Watch • Business Safety Surveys • Clayton Heights Activity Team (CHAT) • Code Blue / Mini Blue • Community Enhancement • Community Safety Support • Critical Hours (MYzone) • Cyber Security Outreach Program • Data Driven Approaches to Crime and Traffic Safety (DDACTS) • Distressed Properties Response Program • Diversity Outreach Program • Early Years Programming (Avenues of Change – Guildford West) • Gang Exiting and Outreach Pilot	• Girls Got Game • HomeSafe • Inter-Agency Case Assessment Team • Project IRIS • Road Safety Education and Awareness • Safe and Active Schools Program • Surrey Libraries Information Access and Literacy Support • Surrey Mobilization and Resiliency Table (SMART) • Volunteerism: Building Community • WRAParound Program • Yo Bro | Yo Girl Initiative • Youth Mentorship Program

PRIORITY: PREVENT AND REDUCE CRIME

PRIORITY OBJECTIVE

To prevent offenders and youth from engaging in criminal activities and to empower populations who are at risk to better protect themselves from becoming victims of crime.

TARGET GROUP(S)

Populations at-risk of being victims of crime (seniors, neighbourhoods and other community members) as well as offenders and youth populations at-risk of becoming offenders.

STRATEGIC INITIATIVES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Initiatives targeting populations at-risk of being victims of crime (seniors, neighbourhoods and other community members): • Age Friendly Strategy for Seniors • Cyber Security Outreach Program • Block Watch Initiatives targeting offenders and populations at-risk of becoming offenders: • Code Blue / Mini Blue • Clayton Heights Activity Team • Gang Exiting and Outreach Pilot • Mayors Action Plan • Substance Use Awareness Team • WRAP around program • Yo Bro | Yo Girl Initiative	Target groups receive crime prevention messages Program participants and volunteers receive training Facilities are improved to enhance safety (e.g., signage, bus shelters etc.) Youth participate in positive pro-social programs to lower vulnerability Individuals receive individualised support where appropriate (e.g., case management) Individuals, families and caregivers receive referrals to appropriate supports	Community members improve their knowledge of crime prevention measures (e.g., be safe online, elder abuse, block watch) Offenders and populations at-risk of becoming offenders complete referral to access services Youth experience positive role models, social connections and community engagement through pro-social programs	Community members are better prepared to prevent crime (e.g., have put crime prevention measures in place) Increased reporting of incidents or suspicious activities (e.g., block watch) Increased confidence and skills among youth Improved perception of police among youth (e.g., Code/Mini Blue)	Reduced victimization among community members (e.g., violent crime, fraud, property crime) Reduced number of offenders/ recidivism Youth become productive members of the community Increased positive social connections between community members (e.g., youth and seniors)

Age Friendly Strategy for Seniors

PROGRAM OBJECTIVE

Older adults and seniors enjoy lifelong activity and engagement. Reduction in victimisation and neglect of seniors and older adults.

TARGET GROUP(S)

Older adults and seniors: 14% (approx. 70,000) of the City's population is over 65 years. Caregivers are also a focus. Many of the strategies and actions will benefit all community members, especially vulnerable populations and those with mobility challenges.

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Programs and services: • Seniors Connector – community resource. • Senior Friendly streets – accessible bus shelters, • Sidewalk realignment & let downs • Collaboration with Partners • Better at Home Engagement with seniors: • Isolated Seniors – Friendly Visitor program – Senior's Come share • Mobile outreach in seniors communities Communication and promotion: • Annual Seniors Conference Transportation Seminars • Focus on Seniors Forms about Housing – rental, ownership & transition	Recreation facility memberships Visits to recreation centre by those over 60 years Community Forums on Elder Abuse and Neglect Installing bold, large font street signs, increasing Intelligent crosswalks and upgrading intersections Expanded cycling network and adding bus shelters Elder Abuse Awareness training for staff Publish 2017 Healthy Active Aging Guide Update of the Seniors Resource Pocket Guide Rack cards	Develop partnerships and relationships with Government agencies, other city departments and not for profits organizations Improved awareness and connections for seniors (forum exit surveys) Development of an integrated system that supports and values all seniors to have the opportunity to be engaged in the community through volunteerism Surrey officially recognized by the World Health Organization as an 'Age Friendly City'	Coordinated resources and actions from all levels of government, not for profit, and corporate organizations that focus on community level age friendly supports and services Improved coping skills and strategies for caregivers Increase in participant satisfaction with support provided Increase awareness of volunteer programs and in turn more seniors volunteering	Age friendly strategies and guiding principles are imbedded in our culture Reduction in crimes against older persons Seniors report improved safety, health, wellness and mobility and improved access to facilities Use of City facilities and programs by those 60+ increases Increase of seniors participation in volunteer engagement within a strong framework that supports an integrated volunteer sector model in Surrey

Block Watch

PROGRAM OBJECTIVE

The Block Watch program discourages and prevents crime at the local level through residential involvement.

TARGET GROUP(S)

Residents in city neighbourhoods

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Participants observe and report incidents to improve neighbourhood safety Provide training to participants on effective reporting procedures Provide communication both internally and externally on crime prevention and/or neighbourhood issues Conduct ongoing engagement both internally and with community partners to maintain active participation Promote Block Watch throughout city	Individuals participate in Block Watch Calls for service put in by Block Watch groups Neighbourhood Block Watch meetings held Accurate reporting of incidents by Block Watch group participants Sharing of crime stats relating to the area Marketing strategy to increase participation in Surrey (RCMP Support Services)	Increase understanding of Block Watch program and responsibilities of Block Watch Captain and participants Increase in number of households participating within existing Block Watch group(s) Existing and new BW Captains and Co-captains participate in the key programs and campaigns such as Observe It, Report It, Protect It Lock It Keep It, home and personal safety Creation of new Block Watch groups	Effective reporting of incidents (i.e., provision of sufficient relevant details) Increased attendance at training sessions Stronger Block Watch networks Closer working relationship with RCMP & City Public Safety Operations	Decrease in property crime (such as, residential break and enters, auto theft and theft from auto) in Block Watch areas Increased social capital and neighbourhood cohesion Safer neighbourhoods

Clayton Heights Activity Team (CHAT)

PROGRAM OBJECTIVE

To offer marginalized youth in the Clayton area an opportunity to build trusting relationships with adult allies, to become connected to community resources and support, to receive help to reduce housing instability or homelessness, and to receive support for school completion and developing employability.

TARGET GROUP(S)

Youth 13–18 years of age (Specifically at-risk or marginalized youth in the Clayton Heights Community)

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Participants are referred by the School District and other referral sources. Participants can self-refer Participants are engaged in process of determining recreational activities & outings Thursday night events are at Clayton Hall for three nights/month, 5:00 pm – 7:30 pm, including dinner plus one monthly outing Participants are connected to CRS and Recreation Centre City of Surrey CRS staff deliver specific programs at Clayton Hall & as needed. PCRS staff connect youth to ReConnect and other resources for specific help	Youth attend weekly drop-in sessions Youth are connected to other resources (PCRS i.e. housing, family conflict, school, substance abuse, etc.) Youth sign up for CRS youth recreation centre membership or other City of Surrey services	Participants attend consistently Youth build meaningful relationships with staff Participants are willing to meet with staff one-to-one outside of weekly program Participants identify needs that the program can help address Participants experience safe, enjoyable programming Participants experience positive connection with City of Surrey Rec Services	Increase in life skills and job skills (i.e. cooking, Food Safe, First Aid) Employability increases, (i.e. participant learns how to write a résumé, cover letter, how to job search, how to interview) Participants identify adult allies with whom they have a positive relationship Youth access other resources through PCRS	Truancy from school is reduced and/or youth re-engage with school Participants graduate from school Participants find employment Participants feel stronger sense of belonging and attachment to school and community Participants feel increased sense of confidence and hope for their futures Negative behaviours are reduced (nuisance, social disorder, criminal activity)

Code Blue / Mini Blue

PROGRAM OBJECTIVE

Prevent youth from becoming involved in criminal and nuisance activities and create positive police-youth relationships. Program designed to foster peer leadership skills and self-confidence.

TARGET GROUP(S)

Code Blue is targeted at secondary school students (average of 40 students drop in per week). Mini Blue is targeted at elementary school students, specifically grades 5 to 7.

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Code Blue: • After school fitness/mentor training program delivered on a drop in basis • Led by RCMP officer and designed to resemble officer exercise programs Mini Blue: • Fitness/mentor training program delivered during school hours • Led by RCMP officer and designed with teaching/discussion modules	Sessions held with target groups of students Students choose to participate in Code Blue School District selects students to participate in Mini Blue	Positive perception of police among youth Increased physical skills and health benefits of exercise Youth engage in pro-social after school activities	Increased self-confidence in youth participants Increased leadership skills in youth through training program	Improved resiliency of youth to negative social influences Improved decision-making skills for youth to avoid risk Positive perception and relationship with the Police

Cyber Safety Outreach Program – Be Safe Online

PROGRAM OBJECTIVE

Reduce victimization from cyber-crime, scams and inappropriate online bullying etc, raise awareness of how citizens and businesses can protect themselves online.

TARGET GROUP(S)

General Public – but with specific resources for small and medium businesses as well as, youth and seniors.

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Provide downloadable resources and guides to prevent cyber-crime and cyberbullying Undertake public events and outreach to promote cyber safety messages Amplify "besafeonline.gc.ca" campaigns and promote resources available to target groups	Public download resources to prevent cyber-crime and cyber bullying Events and campaigns reach the target audience Businesses receive with targeted materials to help prevent fraud and cyber-crime	Increased awareness of cyber-safety issues Change perception of cyber bullying and online harassment to encourage people to get support Young people understand how to deal with cyber bullying and seek appropriate support Parents understand how to support their children or others who may be cyber bullied	Improved behaviours by target population to decrease their risk online (e.g., implementing advice in resources)	Decrease in victimisation among target groups Less criminal code violations among target population related to cyber-crimes

Gang Exiting and Outreach Pilot

PROGRAM OBJECTIVE

To reduce the volume of gang related activity in the Lower Mainland by providing a pathway for already entrenched gang members to exit gangs.

TARGET GROUP(S)

Adult gang members (over 18 years old), living in the Lower Mainland. Must be motivated and willing to change lifestyle.

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Client referral or self-identification Undertake intake assessments Develop individual case management plans Liaison with family, friends, peer networks Referral to support services (address criminogenic risk factors) Follow-up/case plan monitoring Transition plan	Referrals made for individuals seeking assistance Target clients receive supports and service Intake assessments completed and case management plans developed Participants complete mandated activities in plans	Development of employment skills, resiliency through counselling and other interventions Reduction in substance use (where relevant) Increased interest among participants in finding meaningful pro-social activities	Decrease in negative police contacts (for participants) Positive employment and social connections for program participants	Demonstrated detachment from gang lifestyle and associates(no negative police contacts over time)

WRAParound Program

PROGRAM OBJECTIVE

To work collaboratively in a wrap-around approach to provide youth with resources, pro-social opportunities and skills. The program helps youth 13–18 years old divert from a negative lifestyle and gang associated behaviour. It focuses on prevention through education and intervention.

TARGET GROUP(S)

Youth 13–18 years old

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Weekly WRAParound case consults with Surrey Safe Schools and RCMP to plan a WRAParound for each youth on the caseload Provide 1:1 an individualized recreation plan to engage youth Provide 1:1 supervised volunteer positions for youth Allocate free space to the program to support youth access to recreation based activities Deliver Human Resources Job Readiness Training (1-Day Workshop) Reduce barriers through Leisure Access Pass: 1:1 Youth Support Program, and administer "Recreation 4 Youth" Pass program Plan and implement Acceptable Behaviour Agreements	Youth identified by Surrey Safe Schools team participate in the WRAParound Program Participants choose to engage in recreation activities with City of Surrey Participants use Leisure Access Pass Program, and "Recreation 4 Youth" passes Participants choose to volunteer with City of Surrey Participants attend Job Readiness Training	Increase in number of WRAParound Program participants being served Increase in WRAParound Program participants prosocial engagement	Decrease in truancy rates in the WRAParound Program from # at the start of the 2017 school year to # at the end of the school	Maintain or increase graduation rates for those participating in the WRAParound program Decrease in crime Increase in employment rates for those in WRAParound program

Yo Bro | Yo Girl Initiative

PROGRAM OBJECTIVE

To provide a variety of programs for youth outreach and support to intervene early with vulnerable youth and promote positive pro-social lifestyle choices – currently in high schools and alternate programs with the goal to expand into elementary schools in September 2017.

TARGET GROUP(S)

Children and Youth (elementary and high school aged children are eligible to participate the program)

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Deliver gang-prevention and exercise programs in Surrey high schools, alternate programs, and community centres Deliver Know means NO programs in current high schools served by YBYG Training Program Assistants and Youth Leaders New Pilot in elementary schools Community and/or parent forums Age-appropriate presentations for Grade 5, 6, & 7 in feeder schools	Surrey schools invite Yo Bro Yo Girl program delivery into their school Know means No and other exercise, self-defence and skills programs delivered in high schools Program assistants and Youth Leaders receive training New pilots undertaken in elementary schools Community and parents receive information via presentations and in forums to help support Surrey youth	Build confidence and pro-social connections among participants Leadership skills for youth leaders Improve parent awareness of risks and prevention techniques for youth to avoid negative activities	Build positive developmental assets for youth in program Youth leaders remain involved and mentor peers Build positive social norms for those involved in program Expand reach of programs to additional schools Reduction in truancy	Youth improve long term resiliency and maintain pro-social connections and activities beyond program participation Reduce number of youth dropping out of school

PRIORITY: BUILD COMMUNITY CAPACITY

PRIORITY OBJECTIVE

To create a more engaged and resilient community by providing opportunities to engage, empowering community-members to learn new skills and lead others, and fostering positive relationships with families, children, and youth.

TARGET GROUP(S)

Community members, families, children, and youth.

STRATEGIC INITIATIVES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Initiatives targeting community members: • HomeSafe • Surrey Emergency Program • Community Enhancement • Volunteerism: Building Community • Diversity Outreach Program Initiatives targeting families, children, and youth: • Early Years Programming (United Way Avenues of Change – Guildford West) • Critical Hours (MYzone) • Girls Got Game • Surrey Libraries Information Access and Literacy Support • Youth Mentorship Program	Participants have access to community building programs that enhance their skills Volunteer programs are coordinated to encourage participation Participants receive important safety messages (fire safety, home safety, emergency planning) Citizens, and especially children and youth, have opportunities to participate in events and City activities to build skill and community connections Diverse populations have informal opportunities to connect with police and city staff in a supportive environment	Improved sense of connection to community and responsibility for community Increased awareness about community services, supports, programs, and opportunities to engage Increased skills (e.g., emergency preparedness, home safety, parenting, job skills)	Increased responsibility for self and neighbourhood Increased leadership skills among participants (e.g., leading community members, initiating events) Improved confidence and wellbeing among families, children, and youth	Increased resilience (decreased vulnerability) Improved quality of life More engaged community Improved sense of community safety

Critical Hours Programming – MYzone

PROGRAM OBJECTIVE

To provide support for children during the afterschool hours to reduce vulnerability to at-risk behaviour or victimization and to provide affordable and accessible opportunities for recreation and civic engagement.

TARGET GROUP(S)

Children ages 8–12 and their families.

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Provide affordable, accessible and safe recreation opportunities for children ages 8–12 during the critical afterschool hours Recruit and train staff and volunteers to support children and families Engage program partners to enhance services/supports provided to children and families and build capacity within community Provide opportunities for children to develop healthy relationships with peers and program staff Provide opportunities for active play and recreation (structured and unstructured) Provide opportunities for leadership & skill development Engage families in Town Centre & City Wide events	Children have access to after school supports on a drop-in basis Program partners support MYzone delivery Volunteers participate in MYzone program Children and families have opportunities to use city facilities and participate in city events Staff and volunteers are trained by leads to support children	Increased participation in MYzone and registered programs Increased awareness of importance of supporting middle years children during afterschool hours Increased social interactions, physical activity, and age appropriate skill development (e.g. study skills, leadership skills, cooking) for children Increased awareness of services and supports available in the community by children and their families Staff and volunteers provide positive active play opportunities, role modelling, and social engagement for children	Children use afterschool time constructively Children demonstrate increased; connections to peers and staff, goal setting ability, ability to resolve conflict, confidence in active play, positive identity and sense of belonging Staff and volunteers engaged and invested in supporting the program Increase in number of partners supporting the program Increased family access and participation in community	Increased number of services offered to families Community agencies / partners work together to support children / families Children are supported and resilient, active and healthy and engaged members of the community Families are connected to community and have increased sense of belonging

Community Enhancement

PROGRAM OBJECTIVE

Reduce the risk of crime and anti-social behaviour by enhancing spaces through beautification and graffiti removal. Also, provide opportunities for public participation in reducing graffiti, litter, and unsightly premises, and participation in increasing reporting of incidents

TARGET GROUP(S)

General public, youth

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Manage programs to enhance community spaces (e.g., park stewardship programs, park beautification programs, grant funding for block parties & community led beautification projects.) Track and monitor incidents decreasing community safety and beauty (e.g., graffiti and unsightly property complaints to bylaws, and illegal dumping complaints managed by engineering) Respond to reported issues to clean up graffiti, littering and illegal dumping on public property. (Engineering)	Public has opportunities to participate in beautification and community projects (e.g. Community Picnics, Nature work parties, re-Leaf & tree planting, Bulbs for Beauty, block parties etc.) Public has opportunities to volunteer for Adopt a Street and other community clean ups Public uses the Large Item Pick Up service to minimise illegal dumping Appropriate reporting process is promoted to the public	Residents choose to participate in beautification and community projects and events Increased uptake of Adopt-a-Street program to volunteer and demonstrate community engagement Increase in downloads of Surrey Request Application and use of the application to report incidents appropriately Increased use of Large Item Pick Up service	Decrease in litter and dumping in parks Decrease in recidivist reports (repeat offenders) Increase in number of people using the Surrey Request App to report issues appropriately Fewer public complaints about litter, illegal dumping, and cleanliness of public spaces	Increase in park use permits Increase in beautification projects & grants Increase in block party grant funding and access of current funding Decrease in incidences being reported Decrease in total number of incidences occurring Increased activity in Surrey's communities Fewer city staff required to service litter and illegal dumping reports

Diversity Outreach Program

PROGRAM OBJECTIVE

The initiatives undertaken focus on education and engagement. Increasing awareness among RCMP staff about issues related to supporting diverse populations is a focus. As well education and outreach with the public to understand the role of police and create confidence and trust, by reducing fear and misconceptions among target populations.

TARGET GROUP(S)

Diverse populations include: new residents to Canada, refugees, LGBTQ+ community, other visible minorities, seniors, special abilities (e.g., autism and developmental disabilities), indigenous community, youth, English language learners

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Presentations to diverse groups on role of police, ways to report crime and other information to build trust

Attendance at events to engage with the target communities in informal ways

Newcomer tours of RCMP detachments

Provide resources in multiple languages to serve specific communities

Support RCMP members with training on dealing with diverse groups | Target groups have opportunities to attend presentations to better understand the police and build positive connections

Target groups witness police engaging in community events and providing informal relationship building opportunities

Newcomers have access to see how RCMP detachments work and understand where to go for help

RCMP members receive support with resources to deal with special needs of diverse groups | Increased understanding of how and when to call police by target groups

Increase comfort level of approaching police for help and assistance

Increase satisfaction with police support

RCMP members engagement with communities improves through training and resources | Increase trust of police by vulnerable communities

Increased level of reporting and/or cooperation in police investigations

Improved perception of safety among target groups | Stronger community in which all residents feel a sense of personal and community safety |

Early Years Programming: Avenues of Change (AoC) – Guildford West (GW)

PROGRAM OBJECTIVE

Decrease vulnerability of children 0–5 years in Guildford West (pilot area) and over time across the City.

TARGET GROUP(S)

Children (0–5 years old) and their families

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Play boxes to facilitate physical activity and promote Live 5-2-1-0 messages Develop an Indigenous community engagement strategy Deliver licensed Preschool Subsidy Support Program Manage joint leadership team/ multi-sector partnership working to reduce barriers and improve services for children and families	Installation of 4 new Play Boxes in Guildford parks Number of new Play Box registrations Number of licensed preschool subsidy applicants Development and implementation of Indigenous Early Years Strategy Monthly West Coast Nights: Community gatherings for families with young children, particularly indigenous families in GW Meetings facilitated with joint management group to share information and reduce barriers Parent Questionnaires conducted in GW to measure parent efficacy and social connection	Increased physical activity through Playbox activity and events Increased awareness of local amenities and resources Promotion of indigenous children's cultural and spiritual development through exposure to and celebration of traditional food, culture, land, protocol, and language Increased early learning opportunities for children through licenced preschool subsidies Increased awareness of Live 5-2-1-0 healthy living messages	Community supports and services meet the needs of children Increased participation in licensed preschool subsidy program Increased engagement of families in planning and participation of local programs and events Increased awareness of community services and other resources (e.g., doctors, dentists, care card etc.) available for children and families Increased levels of parents reporting feelings of social connection and confidence in their parenting skills	Improved school readiness rates for Guildford West children (reduced vulnerability) measured through EDI Expansion of licensed preschool subsidy to all town centres in Surrey Improved access to services for indigenous children and families Children 0–6 participate in high quality early development, learning and care programs Community networks and relationships support children and families

Girls Got Game

PROGRAM OBJECTIVE

The objective of the Girls Got Game program is to improve the overall health and well-being of immigrant and refugee girls (ages 9–13) in a free afterschool program. It provides positive recreation experiences and group workshops and activities allowing the newcomer girls to be physically active in a safe place and feel a sense of empowerment.

TARGET GROUP(S)

Direct: 9–13 years old girls. Indirect: Girl's families.

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Deliver 45 minutes workshops on topics relevant to immigrant and refugee girls (e.g., inclusion, diversity, friends, confidence, self-esteem, bullying, and self-care) Deliver 45 minutes physical activity sessions (e.g., games, movement to develop physical literacy, soccer, volleyball, dancing, and yoga) Provide positive staff role models for target groups Use translation tools to assist participants who may not speak English or need assistance to understand	Target group has access to information and advice on relevant topics Target group can build physical skills, confidence, and social connections through physical activity Target group has access to positive staff role models	Participant have access to a recreation program and try new activities Increased development of physical literacy, confidence and skills Improved feeling of safety for target group in program space Increase in social connections between participants from different backgrounds and experiences Increased knowledge on relevant issues and services available	Participants attend and participate in activities regularly Girls will feel confident to try new activities and develop a willingness to learn Participants enjoy play and sport Positive connections to the recreation space/facility Positive connections with other girls Positive connections with leaders Participants make healthy choices	Participants seek out other recreational opportunities after the GGG program (17 weeks) Participants maintain their play, sports and exercise after program participation Participants continue to use recreation centre facilities after the program is completed Participants are able to make lasting friendships in their community Participants give back to their community

APPENDICES

HomeSafe

PROGRAM OBJECTIVE

To reduce the residential rate of fire as well as fire-related death and injury among the fire vulnerable population of Surrey by providing information and door-to-door outreach services about fire safety.

TARGET GROUP(S)

Populations vulnerable to fire risk in Surrey, specifically: (1) families with children under the age of 6 years; (2) population aged over 64 years; (3) lone parent families; (4) lived at current residence less than a year; and (5) unemployed residents. The HomeSafe target population is identified and treated in cohorts or groups of people and properties located in high risk neighbourhoods.

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
An on-duty career fire fighter-delivered, door-to-door public fire education and smoke alarm examination/installation campaign Identify and engage with residential areas at heightened risk of fire Volunteers are trained to assist with outreach activities Provide and install free smoke alarms for target groups Conduct public awareness raising and disseminate resources at city events	Site visits, smoke alarm verifications, and smoke alarm installations are completed Volunteers deliver safety messages at events and through structured campaigns Public has opportunity to access information and advice from Fire-fighters and volunteers	Increased awareness of the benefits of a working smoke alarm among the target groups Increased number of smoke alarms are distributed, tested, and installed Increased awareness of and preparedness for fire risk among target groups Volunteers improve skills in supporting the public with appropriate fire safety messages	Increased number of individuals and families protected by working smoke alarms and practicing fire safety preparedness	Reduced rate of fire and fire-related death and injury Working smoke alarm rates at residential fires equal to or greater than 75% over 5 years Maintaining or decreasing the current fire death and injury rates over 5 years Maintaining or decreasing the rate of residential structure fires per 10,000 dwellings

Surrey Emergency Program

PROGRAM OBJECTIVE

Provide individuals, neighbourhoods and businesses with training and resources to increase emergency preparedness and improve post-disaster resilience and recovery.

TARGET GROUP(S)

This program focuses on the general public as a whole with consideration for vulnerable segments of the population specifically seniors, children and youth, and the disadvantaged and or people with mobility challenges. These members of society will require additional support in post-disaster recovery.

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Provide information, resources (e.g., workbooks, guides, fact sheets, and checklists) and advice to assist target groups, including businesses, with emergency preparedness, post-disaster resilience and recovery Deliver presentations and train leaders and community mentors in emergency planning and post-disaster recovery Promote emergency planning through presentations and city events, and through partners Conduct practical disaster preparedness exercises (e.g., table-top emergency drills, etc.) with target groups	Presentations of the Personal Emergency Preparedness Program to residents target neighbourhoods Community members have access to information, resources and advice from life-safety professionals Events and presentations are delivered across the 6 town centres in Surrey A cadre of community leaders are in each Neighbourhood Emergency Preparedness Program (NEPP) community Training and mentoring are delivered to community engagement volunteers in the administration of NEPP policies and practices in the City	Increased awareness of the importance and value of personal and neighbourhood emergency preparedness Increased skills and expertise in post-disaster recovery among program participants Increased levels of community engagement throughout NEPP-defined communities of Surrey Increased levels of participation in table-top simulation with demonstrated satisfactory outcomes	Leaders are developed in the 6 NEPP communities each with a cadre of community engagement volunteers to build resilience Increased community capacity and resilience to address and respond to emergencies in the City Improved self-reliance among individuals and neighbourhoods participating in the program	Sustain a self-perpetuating program of evaluation and skills/training maintenance Sustain self-managed training and inclusion of new community members into the NEPP program

Surrey Libraries Information Access and Literacy Support

PROGRAM OBJECTIVE

To offer enhanced access to information and literacy skills to the community with the goal of building resilience, confidence, and skills among target groups

TARGET GROUP(S)

Adults, Seniors, Youth, Children, Families, Newcomers

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Deliver programs to support literacy skills, newcomer support, computer access and training, job-finding assistance, referrals to social services and volunteer opportunities Activity 1: Measure impact in a sample of library programs • children's • teen • newcomer • digital training Activity 2: Increase number of Surrey's vulnerable residents benefitting from library services and literacy skills	Activity 1: • New program evaluation tool available for staff • Increased numbers of programs being evaluated by participants • Impact stories are recorded and communicated Activity 2: • Outreach programs are delivered, including return visits after presentations • Access cards are distributed to vulnerable residents are these are used by these target groups to check out resources or gain access to the internet	Programming is better targeted to the needs of Surrey's residents of all ages Increased numbers of users from Surrey's vulnerable populations	Enhanced literacy and digital literacy skills across Surrey's population Impact stories and other communication activities increase awareness of the value of Surrey Libraries' programs	Every Surrey resident recognizes Surrey Libraries as a provider of Information and Literacy Skills

APPENDICES

Volunteerism: Building Capacity

PROGRAM OBJECTIVE

To build a strong community by engaging the very people who live in Surrey. The purpose is to build a strong network of community members that will become the leaders in the development of this city.

TARGET GROUP(S)

Community Members, General Public, and Staff

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Deliver programs to support and encourage volunteerism in City programs (e.g., Fire, Parks Recreation & Culture, RCMP, Surrey Libraries, Surrey Crime Prevention Society (SCPS)) Support volunteers with training, mentoring and skills development	Individuals have opportunities to volunteer in City programs City programs are supported by contributions from volunteers, decreasing demand on City staff Program reach is extended through volunteer participation Volunteers receive training to improve skills, knowledge and possible employment opportunities City staff have opportunities to build their skills by mentoring volunteers	Increased awareness of opportunities and benefits of volunteering with City programs Volunteers and staff obtain, improve, and retain information, skills and knowledge Increasing the quality and diversity of volunteer opportunities offered	Increased awareness of available resources (for volunteers & their families) Volunteers feel that their contributions are valued Leveraging of specialized skills/talents of residents through volunteer involvement to strengthen, build and sustain the City's capacity Improved management systems and practices through shared learning and experiences	Increase in volunteers becoming mentors for the community Improved and increased community connections and civic participation through volunteering Increased sense of belonging and ties to the community Increased personal responsibility for community betterment Improved general well-being and a sense of safety among the community

Youth Mentorship Program

PROGRAM OBJECTIVE

Provide opportunities for mentoring to build confidence, leadership skills and engagement with youth, which improves their personal safety, increases their engagement with the community and reduces risks of antisocial behaviour

TARGET GROUP(S)

Youth from the Surrey School District (SD36)

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Deliver on the job training and mentorship to youth nominated by the Surrey School District Coordinators and front line City staff mentor and support students assigned to the program	Surrey School District nominates program participants City Staff volunteer to be mentors HR monitors and tracks mentor placements throughout program Participants are surveyed and responses analysed to assess value of the program and make improvements over time	Program participants learn job skills (e.g., writing resumes and cover letters, workplace behaviours, attire etc.) Students improve awareness of employment opportunities and are encouraged to develop career plans Students improve ability and confidence to make better decisions Staff build skills through mentoring of students	Students are supported to identify their interests, future goals, and career plans Increased engagement in school and reduction in truancy and drop outs from high school Students recommend their peers participate in the program Participants report they are more optimistic about their career plans	Improved job skills among high school graduates Confident youth and young adults who contribute to society Increased graduation rates in program participants Improved community and social connections through mentoring (including lasting connections between students and mentors)

PRIORITY: ENSURE SAFE PLACES

PRIORITY OBJECTIVE

To increase the safety of roads, business areas, and neighbourhoods by raising awareness about safety issues, laws, and bylaws among community members, and improving data and information sharing among public safety partners

TARGET GROUP(S)

Businesses, homeowners, general public, road users and others in "hot spot" places (i.e., places with higher risk of public safety issues). Public safety partners (e.g., RCMP, Engineering, Parks, Fire Service, etc.)

STRATEGIC INITIATIVES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Initiatives focused on safer business areas and neighbourhoods: • Business Safety Surveys • Community Safety Support • Distressed Properties Response Program • Project IRIS Initiatives focused on safer roads: • Road Safety Education and Awareness • Safe and Active Schools Program • Data Driven Approaches to Crime and Traffic Safety (DDACTS)	Businesses participate in surveys Businesses register cameras on Project IRIS Distressed Properties are identified for action Schools and children participate in Safe travel planning programs Road safety partners collaborate to deliver programs Targeted enforcement of road safety laws	Increased awareness and education about road safety for target groups Increased sharing of data between public safety partners (e.g., DDACTS) Businesses provide feedback on their safety concerns to inform program delivery Businesses use security cameras to protect their business and register their cameras on Project IRIS Increased enforcement of bylaws related to distressed properties	Increased community stewardship (e.g., increased reporting of incidents by businesses and community members) Increased compliance with road safety laws Enhanced collaboration among public safety partners Reduction in distressed properties in Surrey	Safer neighbourhoods Safer roads Increased public health and safety (e.g., reduced fatalities and serious injuries) Enhanced public perception of safety Stronger partnerships among public safety partners

Business Safety Surveys

PROGRAM OBJECTIVE

Identify key issues of concern specific to public safety in each BIA zone and identify common issues across Surrey as a whole. Create a consistent methodology and approach to surveying public safety with local businesses. Improve collaboration between BIAS and City departments to identify solutions and programs to support issues identified in surveys.

TARGET GROUP(S)

Street Level Businesses will understand security issues and make improvements to Business Improvement Associations (BIAs)

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Work with BIAs to agree a standard survey instrument with support from experts Provide training for BIAs on survey methodology, and data analysis Conduct surveys with street level businesses across BIA zones Collate and analyse data to identify issues by BIA zone and for Surrey in aggregate Workshop with City staff and BIAs to identify programs and possible supports for issues identified	All BIAs participate in the survey project and adopt the consistent survey instrument and methodology Business at street level have opportunity to participate in survey and voice their concerns Expert advice informs the methodology and analysis BIAs prepare individual summaries of their data and provide raw data for aggregate analysis	Business perceptions of public safety issues identified BIA survey methodology is consistent based on expert advice Analysis identifies possible areas for support or solution	Increase in business participation in the survey due to perceived value/impact Businesses understand key security issues and consider new ways to protect safety Ideas for supporting businesses are advanced by BIAs and/or City departments as appropriate	Businesses report increased perception of safety Businesses experience reduced victimization from crime Programs are effectively implemented to reduce issues specific to BIA areas and across Surrey Policy and programs are informed by data collected through business surveys

Community Safety Support

PROGRAM OBJECTIVE

To promote reporting, gather information about issues/concerns, and act as a referral point to appropriate "handlers" of specific problems throughout the city

TARGET GROUP(S)

Street level businesses in patrol areas. General Public

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Conduct uniformed street level walks by RCMP Business Engagement Safety Team (BEST) members, Bylaws – Community Safety Patrol members, and Surrey Crime Prevention Society (SCPS) Volunteers Conduct business visitations (CPOs and BEST members) Observe and report any incidents Work collaboratively with partners to develop solutions Promotion of City services & programs (Surrey Report App, Project IRIS etc.)	Businesses and residents witness more uniformed street level presence of safety volunteers and officers Issues are identified and reported appropriately Information sharing between SCPS, BEST and Bylaws staff Coordinated reporting and tracking of incidents, and hours on safety walks Follow up by RCMP members and Bylaw Enforcement Officers as needed	Businesses and residents believe that there are more community safety supports in place through uniformed safety walks Increase businesses and residents; knowledge of reporting process and prevention strategies	Increased use of Surrey Request APP, RCMP APP, etc. to report incidents Enhanced relationships between City, RCMP and SCPS and businesses and residents in target areas Increased communication and collaboration among partners	Reduced crime and nuisance behaviour including break and enters, shoplifting, vandalism, graffiti, etc Increased perception of safety in target areas

Data-Driven Approach to Crime and Traffic Safety (DDACTS)

PROGRAM OBJECTIVE

To reduce motor vehicle collisions and crime, and to increase awareness of enforcement activities and encourage safe road use through a coordinated, data-driven approach

TARGET GROUP(S)

General public, road users, individuals involved in crime, traffic safety partners (Engineering, By-laws, Fire Service, RCMP, ICBC, Surrey Crime Prevention Society)

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Identifying target locations (locations with both higher collisions and higher crime) Targeted traffic enforcement undertaken in target locations Identifying contributing factors to collisions in the target locations and coordinating relevant education and awareness campaigns and engineering countermeasures at the target locations	Traffic stops made and violation tickets given by the RCMP in target locations Warnings issued at traffic stops in target locations Enforcement hours undertaken in target locations Public receives information and advice about road and crime safety in target locations Coordination meetings and joint campaigns delivered by traffic safety partners	Increased awareness of police presence and enforcement in target locations Increased awareness of traffic safety issues among the public Increased awareness among traffic safety partners about target locations and partner activities	Increased compliance to traffic safety laws: • Decreased red-light violations • Reduced speeding • Reduced distracted driving • Reduced impaired driving • Increased seatbelt use Increased compliance to other laws (reduced criminal behaviour) Traffic safety partners report improved efficiency and coordination of activities	Decrease in motor vehicles collisions in target locations Decrease in collisions with serious injuries and fatalities in target locations Decrease in crime in target locations Increased perception of road safety in target locations Increased perception of personal safety in target locations

Distressed Properties Response Program

PROGRAM OBJECTIVE

To reduce the number of residential properties in Surrey classified in a "distressed" state through targeted fire service and bylaw enforcement inspections, as well as through the provision of educational opportunities to property owners. The intent is to reduce the frequency and severity of service calls to distressed properties in order to reduce public safety risks in the City.

TARGET GROUP(S)

Owners of properties classified as distressed to reduce repeat calls-for-service and reduce risk to public safety and community well-being.

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Properties of interest will be assessed via on-site inspections Notify the owner about conditions that are in violation of fire code and City bylaws Focus on distressed properties, addressing the most at-risk structures for corrective action Provide educational and coaching opportunities to the owners of problem properties to secure voluntary compliance	Properties are assessed and appropriately classified for follow up action Bylaws and Fire inspections are completed as required Properties make a progressive transition to a more stable state Owners of distressed properties receive education on violations and the consequences of non-compliance Orders to remedy conditions (OTRCs) notices are issued to require property owners to secure structures that are in unsafe condition	Property owners learn about violations and consequences which motivates them to take action OTRCs are successfully acted upon by owners to bring them into compliance or agree to demolish the structure	Property owners change their behaviour and address these violations Greater levels of custodianship by property owners as verified by the following: • Fewer "order to remedy" notices issued • Fewer instances of calls for service, nuisance calls and life-safety calls within high risk locations	Properties transition to a more stable state and maintain stability Properties are safer, with fewer fires and other risky activities. Specifically, the following outcomes are achieved: • 85% of housing stock in Surrey is kept in a stable state • Reduced fire rate • Reduced fire injury and death rate • Fewer bylaw tickets issued • Fewer fire code violations

Project IRIS

PROGRAM OBJECTIVE

To improve the speed and efficiency of finding potential video evidence for criminal investigation.

TARGET GROUP(S)

Owners of businesses or residences that have cameras that record footage, and are willing to register their location on a secure database

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Provide education on the value of assisting police with their investigations by providing access to video footage Manage a voluntary database of camera locations across Surrey Operations Centre staff access information on the database at the request of RCMP members conducting investigations	Maintain database of registered camera locations RCMP members query database for potential evidence RCMP Support Services (Operation Control Centre) manage database queries on behalf of RCMP members	Business and residential camera owners choose to register their camera locations on the database Increase in number of camera locations registered Businesses and residents are willing to share potential evidence with RCMP RCMP Members understand the value, and know how to request query of the IRIS database Awareness of the database increases among target groups	Increase in use of database for location queries by RCMP members Investigations are assisted by camera footage located through the IRIS database Reduction in time to find potential evidence	Increase adoption of CCTV Systems by Businesses and Residents Improved Clearance Rates for cases using video evidence (Note-unable to directly link to Project IRIS) Increased deterrence through promotion of the use of cameras and registration on IRIS

Road Safety Education and Awareness

PROGRAM OBJECTIVE

To educate the public on issues related to road safety, promote messaging on safe and positive behaviours for all road users, and improve road safety coordination

TARGET GROUP(S)

General public, all road users (drivers, pedestrians, cyclists, transit users), road safety partners (Engineering, By-laws, Fire Service, RCMP, ICBC, Surrey Crime Prevention Society)

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Develop and deliver awareness campaigns for road safety e.g., • Speed Watch • Cell Watch • Speed Reader Boards Share information between road safety partners to coordinate campaigns and educational activity Develop and disseminate resources for road safety awareness raising	Road users and members of the public witness visible safety campaigns Monitoring programs are completed for specific safety programs (e.g. speed watch, cell watch) Speed reader boards are installed in target locations to raise awareness and encourage reduced speed by motorists Volunteers are trained to deliver traffic safety campaigns Public can access online and printed resources promoting road safety	Increased public awareness of unsafe driving behaviours and road use Increase in the number of citizens exposed to safe driving messages Increased public awareness of enforcement actions being undertaken by volunteers and police Enhanced availability, collection, and sharing of data about high-risk locations between participating agencies	Increased coordination between education / awareness activities undertaken by road safety partners Decrease in the speed of vehicles in the target areas Decrease in distracted driving in the target areas Increased compliance to traffic safety laws among the general public	Reduction in motor vehicle collisions where speed and/or distracted driving is a factor Reduction in collisions with serious injuries and fatalities where speed and/or distracted driving is a factor

Safe and Active Schools Program

PROGRAM OBJECTIVE

To create a safe and friendly environment for children and teenagers to walk or cycle to school. To raise awareness about travel planning by walking and cycling to improve wellness. To promote safe methods of walking and cycling to school.

TARGET GROUP(S)

Surrey students in kindergarten through grade 12, their families, and motorists in residential neighbourhoods

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Deliver education on School Travel Planning (STP) for students, educators and families Educate motorists on safety in residential neighbourhoods and especially school zones Train children on safe methods to bike and walk to school Deliver campaigns such as Walk and Roll Week to provide incentives and raise awareness Install infrastructure improvements to improve pedestrian and road safety and facilitate active travel modes to school	Schools choose to participate in STP programs Students receive bike education and training and safe methods to walk and bike to school Schools participate in Walk and Roll Week to raise awareness and promote safe active travel Infrastructure projects are put in place around schools to improve safety	Increased awareness of road safety issues among students, families, and motorists Increased understanding of the benefits of active travel among students and families	Increased number of students choosing active travel modes to school Reduced traffic volume around schools Increased compliance to traffic laws around schools	Increased walking and cycling among the general public Reduced GHG emissions and air pollution Increasingly family-oriented neighbourhoods and a sense of community More engaged communities Improved public health Improved traffic safety around schools (reduced number of traffic incidents)

PRIORITY: SUPPORT VULNERABLE PEOPLE

PRIORITY OBJECTIVE

Addressing social challenges. Helping vulnerable people become contributing members of the community. Improving coordination of supports for vulnerable people. Prioritization of services for high risk populations.

TARGET GROUP(S)

Vulnerable people including victims of domestic violence, the homeless, those with substance use and mental health challenges or other disorders which increase their vulnerability (e.g., High Risk Offenders (HROs), families and victims of domestic violence, social service agencies

STRATEGIC INITIATIVES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Deliver awareness raising and educational events and resources Coordinate interventions for specific target groups Provide referrals and access to services Coordinate and partner with social service agencies to improve access to support for target groups	People have access to key safety messages, and networking opportunities Social service agencies and other partners (e.g., BC Housing) provide supports through referrals to target groups High risk offenders are identified and interventions are designed appropriately to respond to risks Social organisations meet regularly to share information and case manages high risk individuals	Target group shows increased knowledge & awareness of domestic violence Victims of domestic violence are connected to services Reduction in imminent risk of harm or offending for identified individuals Commitment for additional housing units to address demand from vulnerable people	Families and advocates identify and take appropriate action to prevent domestic violence incidents Reduction in assaults and other crimes against vulnerable people Increase in individuals completing case plan or other intervention Construction of additional shelter/housing units	Reduced vulnerability for target groups Number of days without incidents has decreased for HROs Decrease in domestic violence incidents Increased availability of shelters/housing units Reduced number of overdose deaths

Inter-Agency Case Assessment Team (ICAT)

PROGRAM OBJECTIVE

Identify highest risk offenders (HRO) of domestic violence, and create action plans associated to the management of that offender. Provide proactive support to reduce the barriers to service and prevent HRO from re-offending against spouse or other family members.

TARGET GROUP(S)

High risk offenders (already in the police system usually). Victims of domestic violence. School aged children (specifically grade 8 children). Social support agencies

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Manage high risk offenders through multiple enforcement and prevention tools Conduct school training on domestic violence to grade 8 students	Reduce the risk of HROs re-offending Provide education and advice to grade 8 students to identify inappropriate relationship based behaviour and understand what to do if they witness or experience these behaviours	HROs understand that they will be case managed by an inter-agency team Crisis intervention and safety planning are used to prevent (if possible) imminent risk of harm to family members and intimate partners of identified HROs Grade 8 (12 and 13 year old) children understand age-appropriate information on healthy relationships and criminal offences. They understand how to identify and prevent extortion for sex and the consequences of providing naked photos through social media	HRO and victims/family members understand family norms and cycle of violence to prevent reoffending Victims are supported and their vulnerability (due to psychological or financial dependence on HRO) is reduced Reduce the number of occurrences of investigations relating to teen violence and child pornography	Prevent or minimize HROs from reoffending against their intimate partner or family member Family dynamics are improve to safe and secure relationships free from violence Break the cycle of violence for future generations Provide education and understanding to prevent children from accepting domestic violence as normal and understanding resources available to them should they be exposed to unsafe situations

Surrey Mobilization and Resiliency Table (SMART)

PROGRAM OBJECTIVE

To proactively intervene in cases of acute risk of imminent harm and if possible prevent harm.

TARGET GROUP(S)

Individuals, families, or groups that have an elevated and imminent risk of harm to themselves or others. The priority focus is on the Whalley/City Centre area. Target population are often known to police or social service agencies and in situations that may be escalating to create a risk of imminent harm.

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
Program participants are identified by members of the multi-agency table and referred for evaluation and identification of immediate interventions Agency leads respond immediately developed to provide short term supports (e.g., RCMP follow up, domestic violence or victim services support services, counselling, referral to shelter or safer housing options)	SMART receives referrals of possible cases from stakeholder agencies SMART provides interventions for individuals in imminent risk of harm Cases are closed due to risk of harm being lowered (based on assessment tools)	Interventions are completed as per SMART recommendations Reduction in imminent risk of harms amongst individuals in the Whalley/City Centre target area Referrals are provided for individuals needing longer term support or assistance	Reduction of criminal activity/ harm to identified individuals and their families Prevention of imminent injury, or emergency situation Increased inter-agency information sharing and collaboration	Improved mechanisms to identify risk factors and guide proactive and comprehensive intervention Coordinated interventions for prolific offenders/victims of harm Reduction in emergency calls for service in Whalley/ City Centre target area

PUBLIC SAFETY

STRATEGY TAKING ACTION TOGETHER

17513

Public Safety Strategy Strategic Initiatives Overview

Program Name	Program Description	Proposed Lead Department
City Centre Response Plan	Surrey Outreach Team – Established to respond to issues in the 135A Street area and to provide temporary modular housing for street entrenched individuals.	Corporate Services – Public Safety Operations
City Centre – Supportive Housing	161 temporary modular units put in place on three leased sites in North Surrey to address immediate housing needs for 135A Street residents. 250 permanent modular homes to be put in place in 5 sites across the City before the lease on the temporary sites expires.	Planning & Development
Age Friendly Strategy For Seniors	The Age Friendly Strategy for Seniors provides a city-wide framework for programs that support seniors to remain actively engaged and safe in the community.	Parks, Recreation and Culture
Block Watch	Block Watch is a Surrey RCMP led program that builds relationships between the police and the community they serve, by supporting residents to reduce opportunities for crime in their neighbourhoods.	Surrey RCMP
Clayton Heights Activity Team (CHAT)	CHAT is a program that runs weekly at Clayton Hall where young people can participate in activities in a safe place and feel part of a group.	Parks, Recreation and Culture
Code Blue/Mini Blue	Code Blue and Mini Blue proactively build positive police-youth relationships through fitness training programs that resemble police officer training and are led by Surrey RCMP officers.	Surrey RCMP
Cyber Security Outreach Program	"Be Safe Online" is a City led outreach program designed to help residents and businesses by providing access to cyber safety, online bullying and harassment education and information resources.	Corporate Services - IT
Gang Exiting and Outreach Pilot	The Gang Exiting Pilot provides support to adult gang members (18+) to leave the gang lifestyle. Supports include, but are not limited to, clinical counselling, employment skill training, mental health and addictions support, life skills training and tattoo removal.	Combined Special Forces Enforcement Unit - BC
Action Plan on Gang Violence Prevention	The Action plan includes the Task Force on Gang Violence Prevention which published its final report in July 2018, an annual Award for Fostering Civic Responsibility, and the development of the Inadmissible Patrons Program.	COMPLETED
WRAParound Program	Surrey School District partners with Surrey RCMP and the City of Surrey to deliver the WRAParound Program. This strategic initiative supports school aged children by providing youth with resources and builds positive life skills.	Parks, Recreation and Culture
Yo Bro | Yo Girl Initiative	Yo Bro | Yo Girl focuses on youth outreach and support by intervening early with vulnerable youth. It specifically focuses on prevention of gang involvement, violence and substance use among youth. This program is delivered in the classroom, out of school and during school breaks.	Parks, Recreation and Culture

Community Safety Supports	Surrey currently has three community-level safety programs in operation: Community Patrol Officers (CPO) comprised of City of Surrey Bylaw Enforcement employees, the RCMP Business Engagement & Safety Team (BEST) focused on business engagement and the Surrey Crime Prevention Society with their volunteer city-wide community safety tours. These programs focus on observing and reporting issues.	Corporate Services – Public Safety Operations
Distressed Properties Response Program	The program identifies residential properties tipping towards a state of distress, and enables the City to take measures to address problems before they decline further and incur risk of crime or fire. Led by Surrey Fire Service and Bylaws the program reduces risks due to neglect and delinquency.	Surrey Fire Service
Project IRIS	IRIS provides a service where residents, businesses and the City register the locations of cameras across the city. Equipped with the knowledge of locations of security cameras, police can more quickly and efficiently conduct their investigation when an incident occurs.	Surrey RCMP
Road Safety Education and Awareness	The program includes Cell Watch and Speed Watch. Both programs are supported by ICBC, the City, Surrey RCMP and Surrey Crime Prevention Society.	Engineering
Safe and Active Schools Program	The program has three main components: infrastructure improvements; promotion of walking and cycling to school amongst elementary school children (School Travel Planning); and sponsoring the training of elementary children in riding bikes and general road safety.	Engineering
Critical Hours Programming (MYzone)	Critical hours programs focus on providing support for young people in the afterschool hours. Typically this time is when some middle year aged children (6–12 years old) do not have adult supervision and may become vulnerable to at-risk behaviour or victimization.	Parks, Recreation and Culture
Community Enhancement	Community Enhancement initiatives may include any number of unique and positive activities such as cleaning up litter along adopted streets, removing graffiti, participating in community picnics, planting bulbs for beautification of public space or reporting illegal dumping.	Parks, Recreation and Culture
Diversity Outreach Program	The Diversity Outreach Program is led by the Surrey RCMP and has specialists focusing on areas of opportunity and needs of specific community groups. The team organizes and participates in community engagement activities and events, community presentations and safety training forums.	Surrey RCMP
Early Years Programming	This program brings together multiple partners in North Surrey and Guildford to support families to promote early years (0-5) education and development opportunities.	Parks, Recreation and Culture
Girls Got Game	Options Community Services Society in partnership with the City delivers this program focused on improving the overall health and wellbeing of immigrant and refugee girls aged 9–13.	Parks, Recreation and Culture
HomeSafe	The HomeSafe program provides support to seniors and other residents to assess fire risks in the home and ensure smoke alarms are installed and working in the event of a fire.	Surrey Fire Service

Surrey Emergency Program	The Surrey Fire Service delivers both personal and neighbourhood emergency preparedness programs to improve the resiliency of individuals and communities in Surrey.	Surrey Fire Service
Information Access and Literacy Support	Access to education and literacy support provides significant benefits for vulnerable communities, newcomers, families and children. Libraries support the community with a range of free programs and services.	Surrey Libraries
Volunteerism: Building Community	Included in the initiative are volunteers from a range of programs and departments, such as Fire Service, Parks, Recreation & Culture, Healthy Communities, Surrey RCMP, Surrey Libraries and the Surrey Crime Prevention Society.	Parks, Recreation and Culture
Youth Mentorship Program	The Youth Mentorship Program is structured to support high school students and help them better understand appropriate workplace communication, attire, task management, punctuality and other important employment etiquette.	Corporate Services – Human Resources
Inter-Agency Case Assessment Team (ICAT)	The Inter-agency Case Assessment Team (ICAT) mobilizes community partners and service agencies to assist the Surrey RCMP Domestic Violence Unit identify highest risk offenders of domestic violence, conduct risk assessments and create action plans associated to the management of that offender	Surrey RCMP
Surrey Mobilization and Resiliency Table (SMART)	The program seeks to address community issues before they become police issues or require other emergency services. SMART is made up of professionals from a variety of disciplines including, law enforcement, corrections, housing, health, Surrey Schools, social services, income assistance and education. They meet weekly to review cases of acutely elevated risk and mobilize immediate response to lower the risk.	Parks, Recreation and Culture