

PUBLIC SAFETY

STRATEGY TAKING ACTION TOGETHER

ABRIDGED VERSION



Table of Contents

Thank You	2
Message from the Mayor	3
Surrey Today	4
Executive Summary	6
1. Building our Public Safety Model	9
1.1 Moving Forward	10
1.2 Defining Public Safety	11
1.3 Listening to the Community	13
2. Our Public Safety Strategy	15
2.1 Our Strategic Framework	16
2.2 Our Priorities	19
2.3 Our Strategic Initiatives	20
2.4 Actions Supporting All Priorities	23
2.5 Evidence-Based Approach	28
3. Conclusion	30

Thank you to all the 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 nearly 1,600 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, 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

Surrey Today

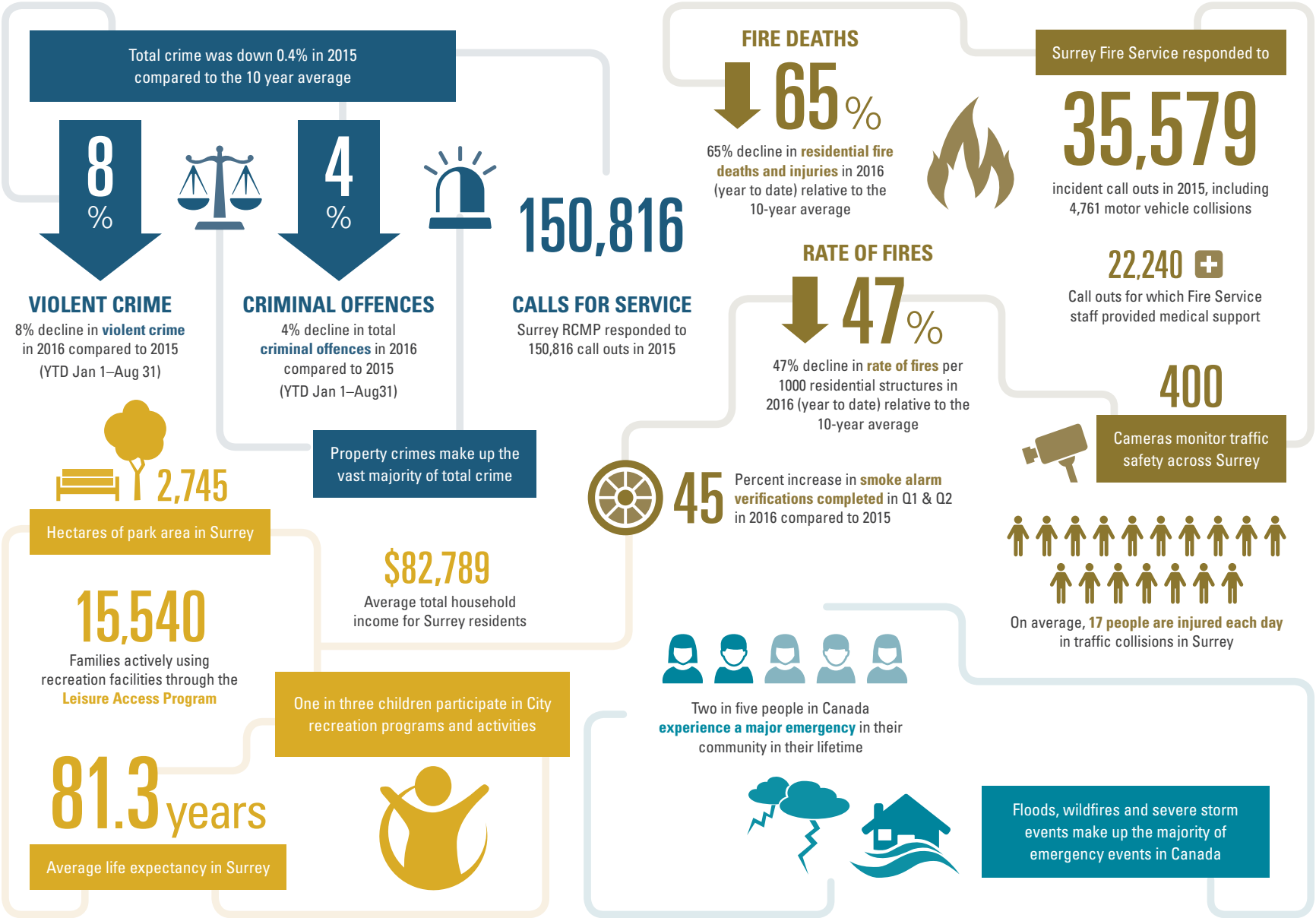
Surrey is a city on the move. It is one of the fastest growing cities in Canada, and the fastest growing in Metro Vancouver. We have a population of over 516,650 and welcome approximately 800 new residents each month. Surrey's population is projected to increase by an additional 250,000 people in the 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



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.

For more detail on the specific strategic initiatives and a copy of the full Public Safety Strategy please visit www.surrey.ca/publicsafety.

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:

Integrated Services Network (ISN) program — is 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.

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.

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 traffic collisions, disasters and other forms of social disorder. The Public Safety Strategy is built on several factors that must be addressed to positively impact 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. All of these efforts are job one. 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

To best understand how to build prevention into public safety strategies, we must design responses that address issues across the spectrum of prevention and it is important to consider the target groups 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 to decrease the likelihood of a recurrence of the behaviour by the individual offender.

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.

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. Cities are the first line of defense against crime and violence, ensuring that they address local issues and are not simply an application of a “one-size-fits-all” approach. 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 federal government, primarily through leadership provided by Public Safety Canada, also plays a significant role in enhancing public safety.

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

Social service agencies are critical for any community's public safety efforts. Non-governmental agencies provide a broad array of services, including counselling, outreach, and 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

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. 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 Relies on Accurate Data

Access to accurate and timely 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 reduce risk and target their enforcement activities. Geomapping 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.

Factor 9 – Resilient Cities Can Bounce Back

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.

1.3 Listening to the Community

Our Public Safety Strategy is 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, nearly 1,600 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 to enable 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) and Surrey Board of Trade in delivering public safety programs for the business community.

Nearly 1,600 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

PUBLIC SAFETY Strategy

STAKEHOLDER SUMMIT

June 29, 2016

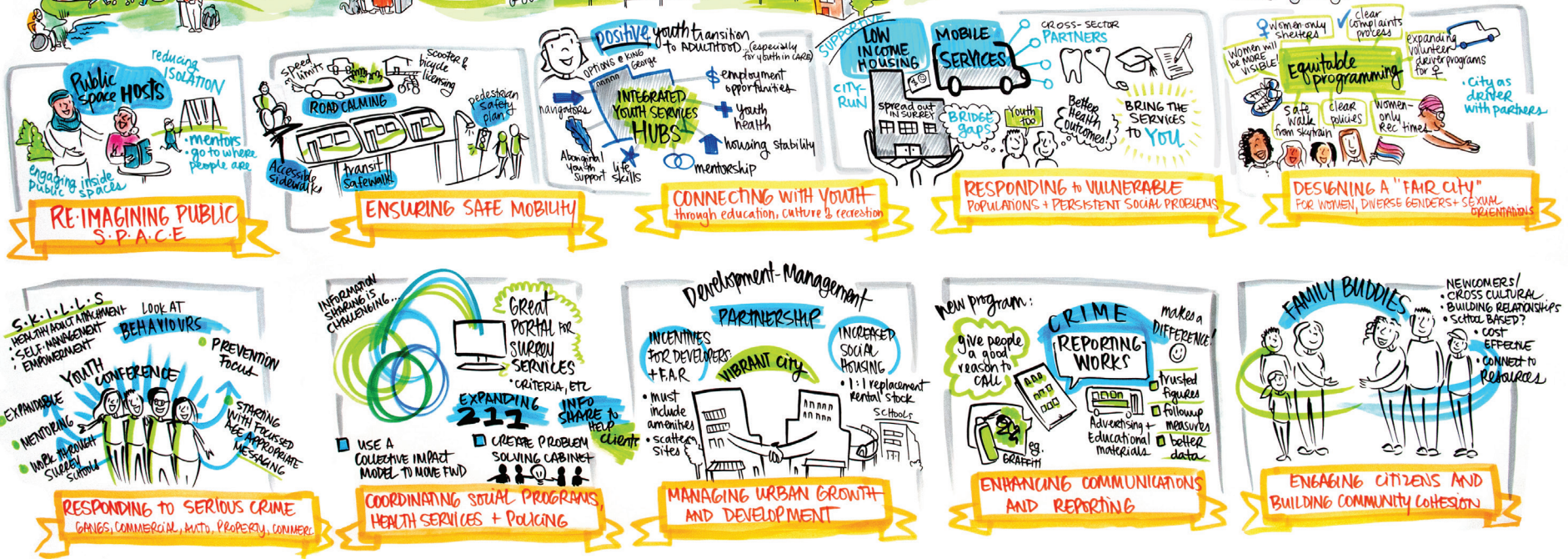


DIAGRAM 1 | Captures the key themes that emerged from the consultation process. Drawing and photo by Sam Bradd.

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 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 in a community 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 victims by crime. A safe city is better able to support increased quality of life for its residents.

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

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
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



2.2 Our Priorities

The Public Safety Strategy groups all of our objectives and initiatives 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.

2.4 Our Strategic Initiatives

Achieving our vision relies on the mix of existing and new strategic initiatives outlined in the Strategy. These initiatives are grouped in terms of the priority area they most directly address. To find the strategic initiatives that have the greatest impact we considered over one hundred ideas and programs. Ideas came from City departments, community organisations, partner agencies and members of the public that attended our consultations. A brief summary of the initiatives is included here, for a more detailed outline of each initiative please visit www.surrey.ca/publicsafety to review the full Public Safety Strategy document.



Our Strategic Initiatives

PRIORITY
Prevent and Reduce Crime
<p>Community Safety Centre – a new education facility designed to bring safety messages to grades K -8 in an exciting and interactive way and to coordinate youth safety initiatives.</p>
<p>Cyber Security Outreach Program - a community-wide public outreach program that will provide citizens and businesses access to education and information resources for staying safe online.</p>
<p>End Gang Life Program - This comprehensive gang education, prevention, and awareness initiative uses bold, emotional, and visually impactful images and messages to: engage the public about gangs; provide material that educates the public about gangs; prevent youth and young adults from joining gangs; and encourage those involved in gang life to exit</p>
<p>Clayton Heights Activity Team (CHAT) - a weekly support program at Clayton Hall for at-risk youth providing activities, a safe place to spend time, and opportunities to build relationships with caring adults providing mentoring and peer-to-peer support.</p>
<p>Age Friendly Strategy for Seniors - a city-wide framework for supporting older adults and seniors to remain active and engaged in their community. The strategy also prioritises support for “aging in place”.</p>
<p>Code Blue – Elementary and Secondary Schools - a multi-pronged approach to tackling youth issues and preventing youth from getting involved in crime. Code Blue is a proactive endeavour that helps to build positive police-youth relationships through an after school, drop-in fitness training program led by RCMP officers.</p>
<p>Business Safety Audits – an annual survey of businesses to track changes regarding perceptions of safety in their area, to document their main safety concerns, and to gather recommendations for improving safety within commercial areas.</p>
<p>Substance Use Awareness Team - a team of community experts that facilitate a coordinated response to educate the public about substance use, gambling and process addictions, and promote the safe use of legal substances.</p>
<p>Critical Hours Programming - a drop-in program provided during the critical hours (Monday – Friday, 3:00pm to 6:00pm) to create safe, affordable and high quality programming for the middle years children (ages 6-12).</p>
<p>YoBro, YoGirl Initiative – a positive program delivered in the classroom during the school day and after school and during school breaks. Focused on high risk neighbourhoods with vulnerable youth to support active lifestyles and educational success.</p>

PRIORITY
Ensure Safe Places
<p>Distressed Properties Response Program - a new program that reviews property tax data and fire and property crime data, to develop recommendations to address distressed properties and the risks associated with them.</p>
<p>Project IRIS – CCTV Registry - an online registration portal for members of the public and business community to register the location of CCTV cameras. The registry will keep contact information for participants to speed identification of potential CCTV evidence for criminal investigations.</p>
<p>Data Driven Approaches to Crime and Traffic Safety (DDACTS) - a new way of operating to integrate temporal and location based crime and traffic data to deploy law enforcement and other resources more effectively.</p>
<p>Safe Mobility Plan – a strategic policy document that guides efforts to reduce the number of fatalities, injuries and property damage from motor vehicle collisions in Surrey. It establishes partnerships with enforcement and educational agencies and will develop a culture of continuous improvement and innovation in traffic safety.</p>
<p>Community Safety Patrols – Bylaws, BIA and Volunteer community patrols provide a uniformed presence to deter criminal and nuisance activity and track incidents.</p>
<p>Community Enhancement Program – provides opportunities for those required to do community service to undertake beautification and clean-up operations across the city, supervised by Surrey Crime Prevention Society.</p>
<p>Block Watch - helps neighbours to work together to prevent and deter crime with support and training from the RCMP. Residents get involved in discouraging and preventing crime at the local level.</p>
<p>Safe and Active Schools Program - The program has four main components; infrastructure improvements; safety assessments of school neighbourhoods; promotion amongst elementary school children of walking and cycling to school; and general road safety.</p>
<p>Traffic Safety Campaigns – Volunteers work with RCMP and ICBC to monitor and raise awareness of traffic safety issues including speeding in school zones, and high risk crash sites and distracted driving.</p>

P R I O R I T Y
Build Community Capacity
<p>Emergency Planning – a multipronged approach to help individuals, neighbourhoods and businesses plan for disasters and crisis events and build their resiliency. Provides advice and toolkits for emergency planning.</p>
<p>Home Safe - On-duty firefighters & volunteers go door to door in high risk neighbourhoods to distribute fire prevention information, check and install smoke alarms, and coach individuals on fire risks, fall prevention and safety in the home.</p>
<p>Volunteerism: Building Community - Residents' increased connection to community positively impacts perceptions of a neighbourhood, perceptions of crime and increases safety. The City is developing an enhanced model to expand volunteer opportunities across City programs.</p>
<p>Early Years – United Way Avenues of Change – Guildford West - a pilot of a new way of delivering place-based early years education and support for families. The pilot will demonstrate that coordinated multi-sectoral early years support for children and families delivers better outcomes in terms of community engagement and inclusion.</p>
<p>Surrey Safe Schools Partnership - The program provides youth with resources, pro-social opportunities and skills to divert from a negative lifestyle and gang associated behaviour. It focuses on prevention through education and intervention in a variety of languages.</p>
<p>Diversity Outreach Program - RCMP provides support services through a team of individuals dedicated full time to local community engagement with different cultural and socio-economic groups within Surrey. Provides resources in multiple languages.</p>
<p>Surrey Libraries Information Access and Literacy Support - Supports 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 and volunteer opportunities.</p>
<p>Youth Mentorship Programs - includes a variety of mentoring programs such as the 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.</p>
<p>Girls Got Game - a program focused on improving the overall health and wellbeing of immigrant and refugee girls aged 9–13. This afterschool initiative provides positive recreation experiences and group workshops to develop physical literacy, build confidence, and strengthen connections within the community.</p>

P R I O R I T Y
Support Vulnerable People
<p>Integrated Services Network (ISN) - a multi-agency partnership of justice, social service and health agencies to work collaboratively in providing a holistic, wrap-around approach to reduce recidivism of social chronic offenders.</p>
<p>Community Services Web Portal - provides resources, information and links to the services that are available to support vulnerable populations in Surrey.</p>
<p>Surrey Mobilization and Resiliency Table (SMART) - a mechanism for RCMP to coordinate with City staff and specialist resources to rapidly intervene to address individuals or situations of elevated risk.</p>
<p>Newton Safety Unit - a collaboration between the Newton BIA, Surrey RCMP, Surrey Crime Prevention Society, Bylaws Department, Hyland House, and other community stakeholders to create weekly targets and initiatives to increase communication and effectiveness in addressing street disorder and crime within the Newton town centre.</p>
<p>Inter-agency Case Assessment Team (ICAT) – led by RCMP, the team is made up of representatives of service agencies that respond to incidents of domestic violence and work to appropriately share information through coordinated risk identification, management and safety planning.</p>
<p>Network to Eliminate Violence in Relationships (NEVR) - The NEVR campaign collaborates with community stakeholders and partners, in order to advocate, educate, & work to eradicate violence in relationships.</p>

2.5 Actions Supporting All Priorities

While each priority in the Strategy has specific initiatives and recommended actions designed to deliver measurable results in that priority area, there are also other issues that require actions. These will support all of the priority areas and help create a path to achieve our vision of a safe, engaged community for everyone.

- 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
- Deploy technology to improve efficiency and effectiveness of City service delivery
- 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).

Actions to Prevent and Reduce Crime

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



Actions to Ensure Safe Places

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



Actions to Build Community Capacity

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



Actions to Support Vulnerable People

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



2.6 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.

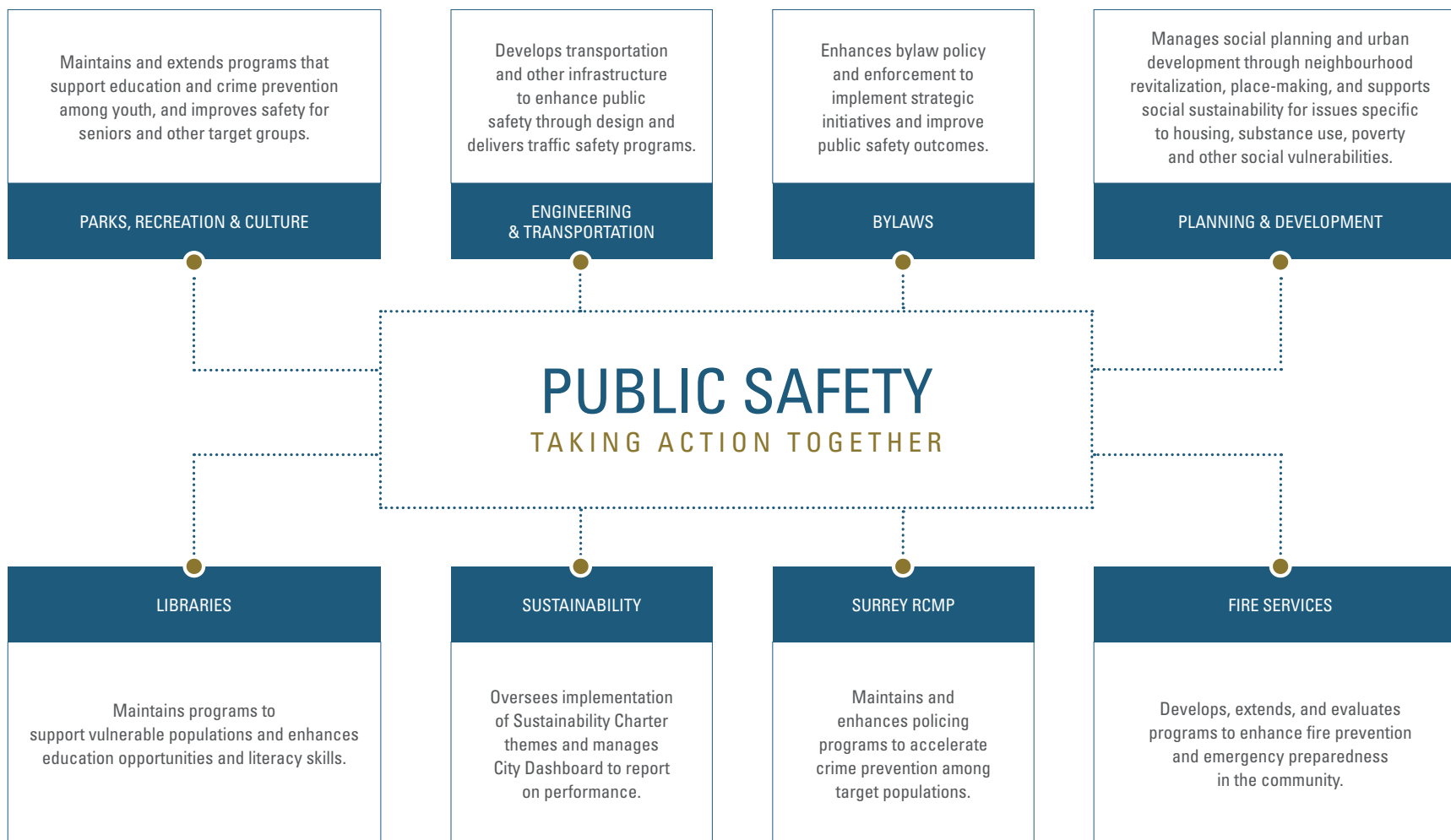
At the level of our priorities we can use measures to show whether we are trending in the intended direction. Assessing our progress to Prevent and Reduce Crime is possible by tracking municipal level crime data to see if crime is trending down, in a range of categories, across Surrey as a whole. Our 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

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.



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 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.



PUBLIC SAFETY

STRATEGY TAKING ACTION TOGETHER

#SAFERTOGETHER