



# PUBLIC SAFETY PROGRESS REPORT

June 2018



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**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.**

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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](http://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.

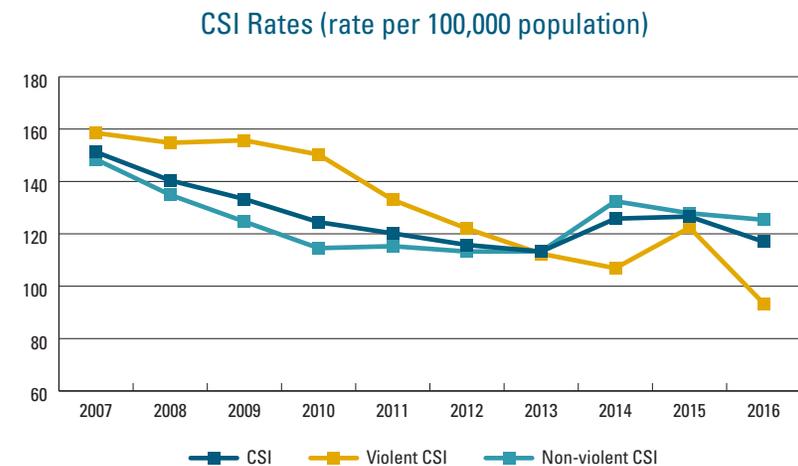


# AN ENCOURAGING PICTURE: 10 YEAR REVIEW OF CRIME TRENDS

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.



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.

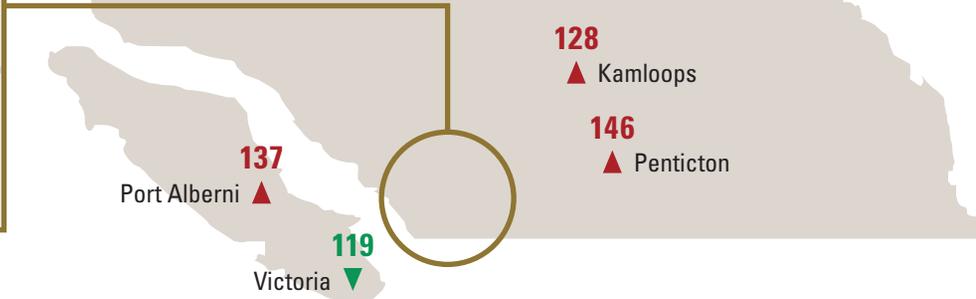
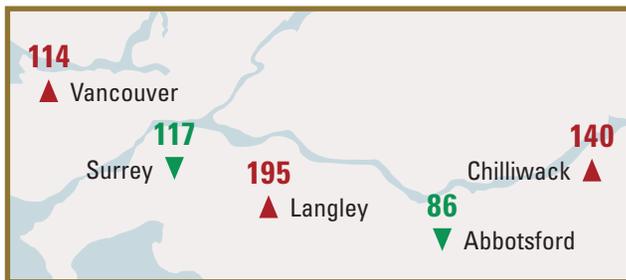
# BRITISH COLUMBIA

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.

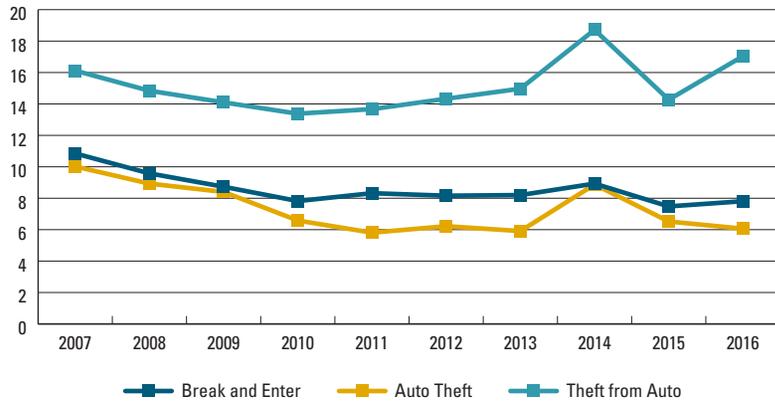
## Top 35 Canadian Cities by Crime Severity Index Ranking (2016)

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



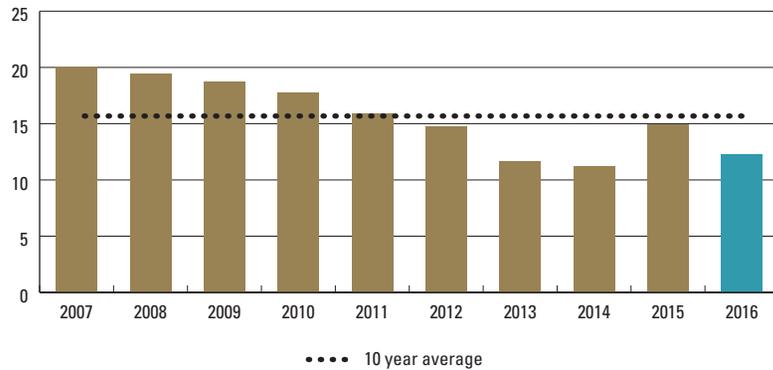
Crime rates vary by type in Surrey with theft from auto occurring more frequently than either auto theft or break and enter crimes (this includes both residential and business break and enters). Crime rates have been trending downwards except for a spike in 2014 and increase 2016.

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



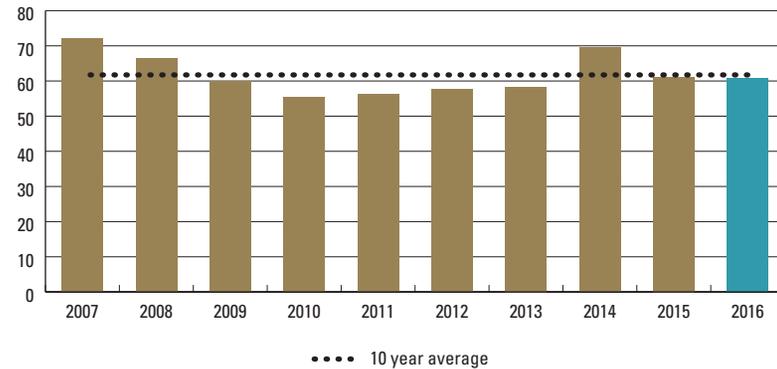
In terms of violent crime in Surrey, rates were declining significantly between 2007 and 2014 but spiked in 2015 before dropping again in 2016.

Violent Crime Rate (rate per 1,000 population)



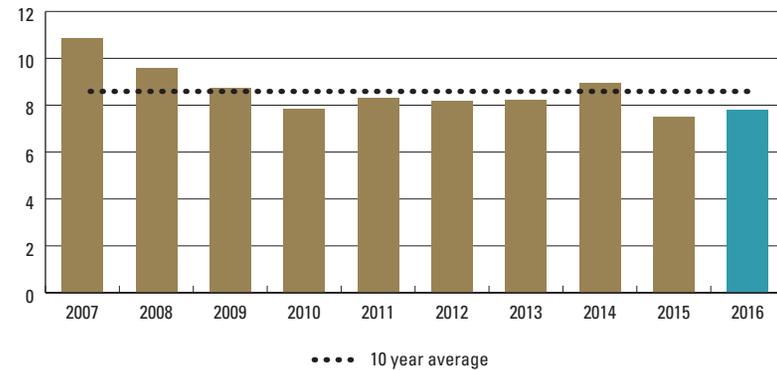
Property crime in total which includes breaking and entering, theft of a motor vehicle, fraud, mischief, and theft from auto has been fairly stable over the past 10 years.

Property Crime Rate (rate per 1,000 population)



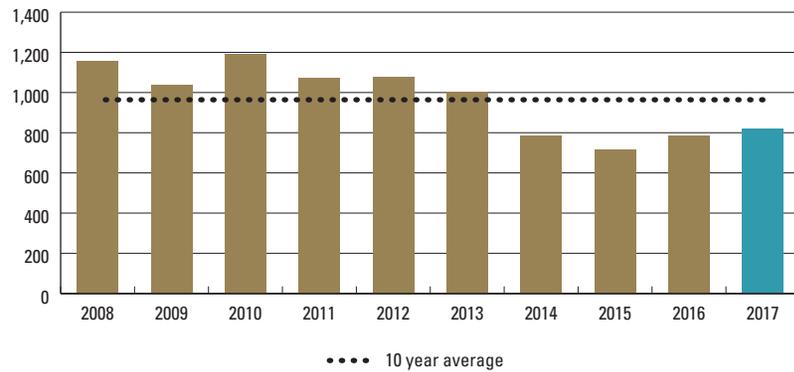
Looking specifically at break and enter (including both residential and business break and enter) incident rates have been lower in the past two years following a brief spike above the average rate in 2014.

Break & Enter Crime Rate (rate per 1,000 population)



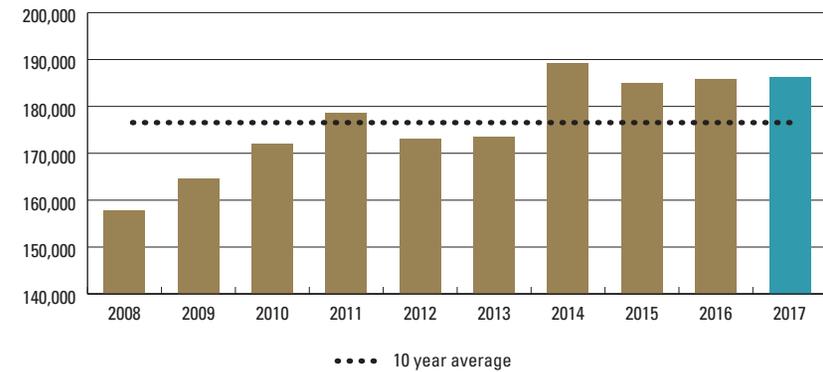
Traffic collisions continue to be a challenge in Surrey although there was a dip in 2015 below the average rate, in 2016, and 2017 there was a slight increase back towards the average rate for the past 10 years.

### Number of Fatal and Injury Collisions Attended by Police



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



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## Surrey is one of the fastest growing cities in Canada, and the fastest growing in Metro Vancouver.

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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.



800

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



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**

**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**



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

HELLO!

SAT SRI AKAL



1/2

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



186,000

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



60%

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

75%

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

2/3



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

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.

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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.

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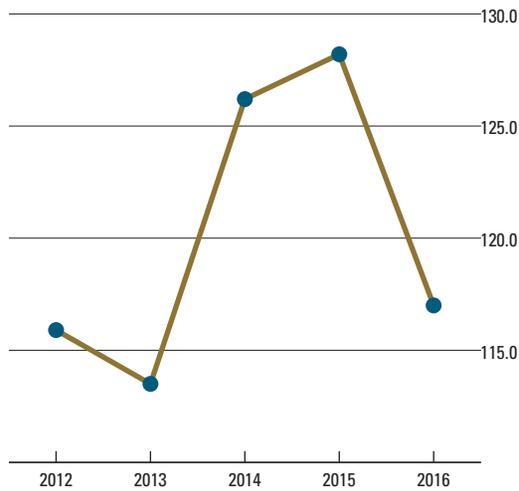
To understand the context in which the Public Safety Strategy is being delivered key performance indicators have been confirmed for each of the four priorities under the strategy. These priority level measures are presented in the Priority Scorecard. The measures selected relate to key community wide 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.

PRIORITY

Prevent and Reduce Crime

MEASURE

Crime Severity Index (CSI)



**CURRENT DATA** 117.0 (2016)

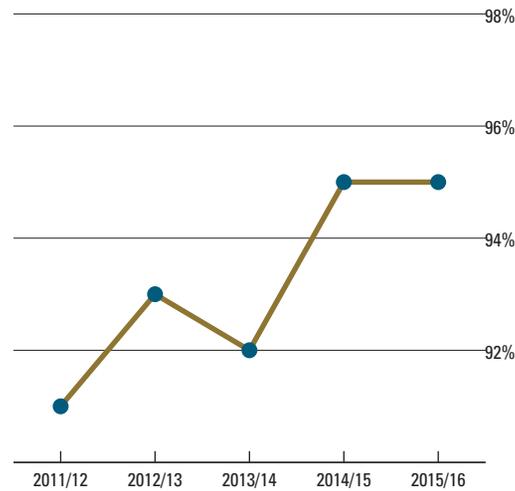
The CSI is a key indicator of reported crime and it provides a perspective on the relative seriousness of individual offences and tracks changes in crime severity over time. In 2016 the data suggests that the severity of crime in Surrey was lower than the previous two years. Surrey's rate was 2.2% higher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

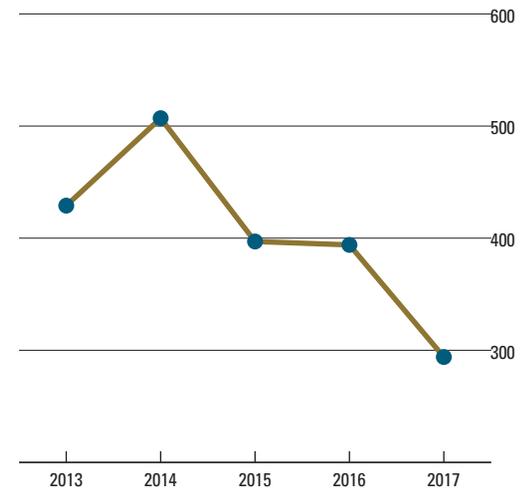
\*Day, D.M., & Wanklyn, S.G. (2012). *Identification and Operationalization of the Major Risk Factors for Antisocial and Delinquent Behaviour among Children and Youth*. NCPC Research Report. Ottawa, ON: Public Safety Canada.

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

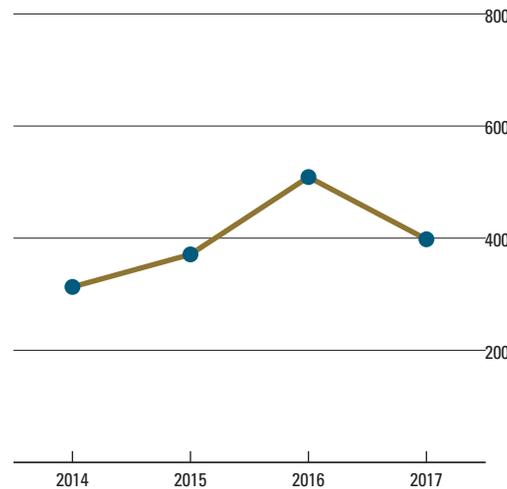
Understanding the degree to which crime impacts seniors in the community is the focus of this indicator. The measure tracks the percentage of criminal code violations where the identified victim was 65 years or older. In the 2017 baseline measurement, 7% (2,693) of criminal code violations involved seniors 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)

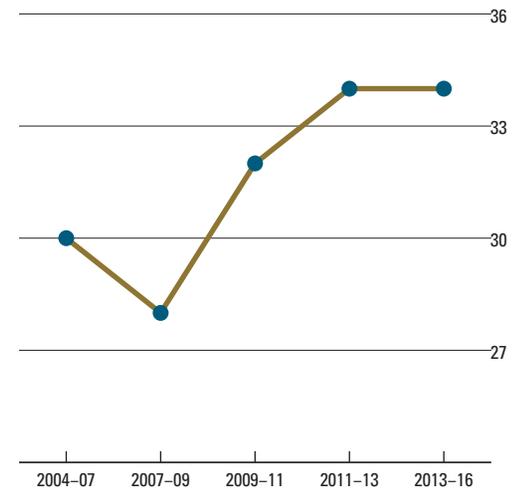
By providing grants and other in-kind support for community events of both small and large scale the City hopes to increase community connectedness and enhance neighbourhood participation. Tracking this measure gives a sense of the scale of activity initiated by community groups, neighbours and individuals. 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.\*

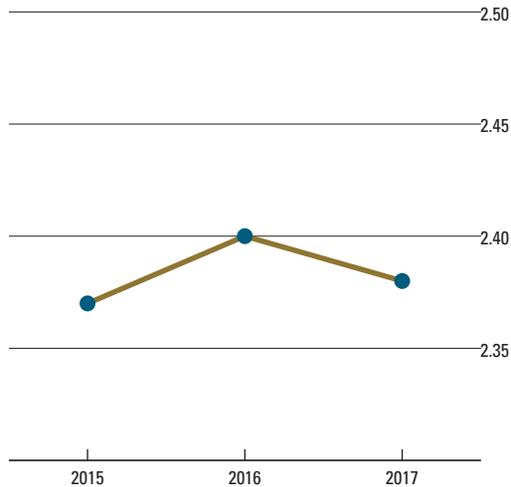
\*UBC Research suggests that it takes 7-10 years for population level changes in vulnerability to be evidenced following interventions.

PRIORITY

Build Community Capacity

MEASURE

Average Recreation Hours for Adults



**CURRENT DATA 2.38 (2017)**

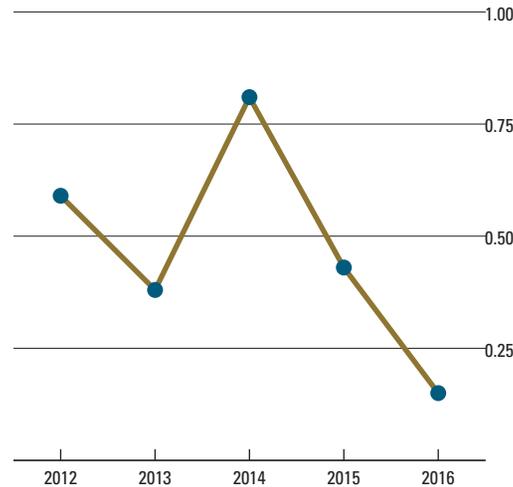
This measure tracks the average number of hours per week that adults in Surrey undertake formal recreation activity through City facilities. Health Canada recommends 2.5 hours of physical activity per week for adults.

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

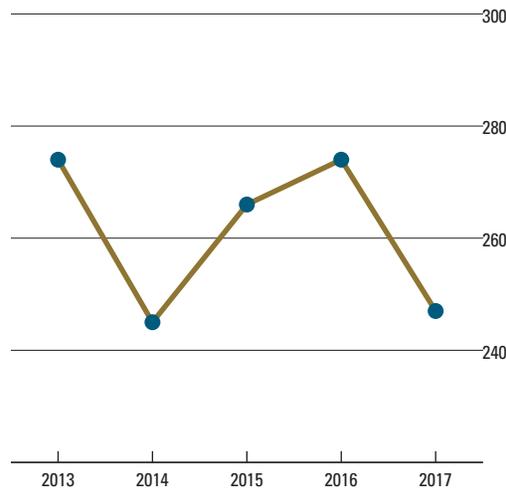
This measure is based on Statistics Canada analysis of population level data for Community Health and provides insight on the level of belonging experienced by residents of Surrey. Although the data is only collected in a two year cycle, this is instructive to monitor over time as many programs seek 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)

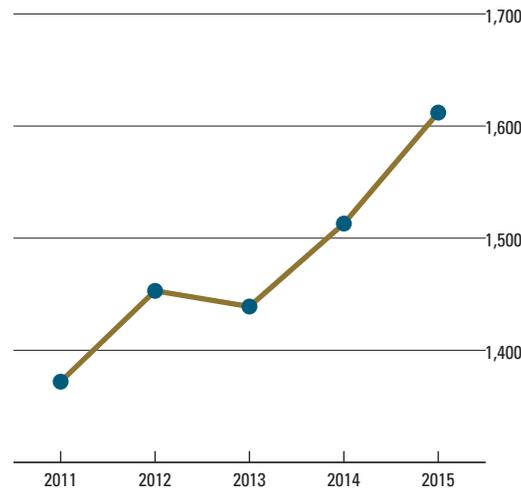
Break and enters in businesses is a proxy indicator of the impact of crime on Surrey's business community. Property crime accounts for roughly 60–70% of all offences in Surrey. The data suggests that the rate of break and enters targeted at business was rising slightly in recent years but 2017 saw a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

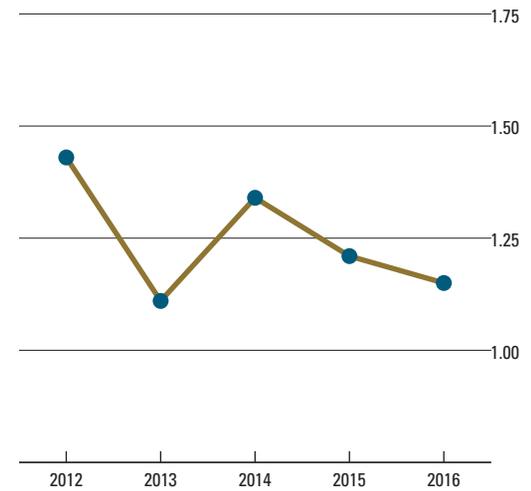
This measure includes all traffic collisions causing fatalities or injuries in Surrey, as a rate per 100,000 people. The lower the number the fewer residents are experiencing collisions which lead to fatalities or injuries. Note that data is being compiled for 2016/17 but there is a lag in receiving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

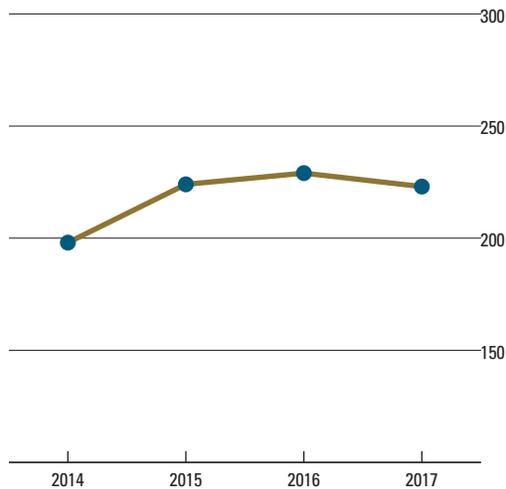
This measure establishes the rate of fire per 1,000 residential structures. It is a leading indicator of neighbourhood distress and will help to focus efforts to manage problem properties and reducing the risks they pose. The residential fire rate per 1,000 dwellings has decreased by 48% over the past 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)**

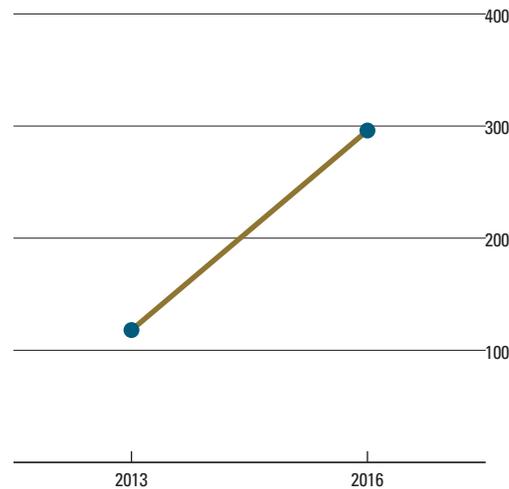
Protecting vulnerable citizens from violence in the home is a key focus under this priority. Therefore this measure was selected as a proxy for the incidence of domestic violence in the community. It counts the number of police files involving at least one Criminal Code offence where there is an indication 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)**

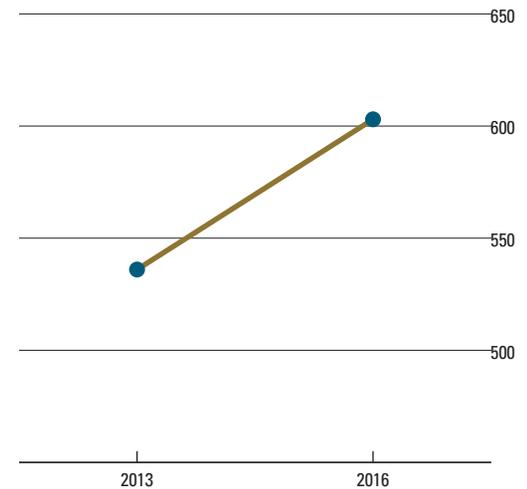
Rent supplements are provided to those who are homeless or at-risk of homelessness to assist them to secure rental accommodation in the private market. It is intended to bridge the gap between income (generally Income Assistance) and market rents.

**PRIORITY**

**Support Vulnerable People**

**MEASURE**

Transition and Supportive Housing Units for Homeless and At-Risk People



**CURRENT DATA 603 (2016)**

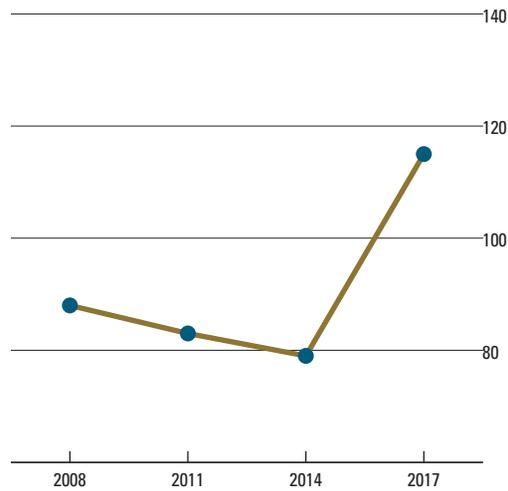
Supply of supportive housing units is an indicator of the services available to support vulnerable people in the population. Transition and supportive housing includes addictions and supportive recovery housing, transition housing for corrections and homeless/at-risk of homelessness, women’s second stage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

PRIORITY

Support Vulnerable People

MEASURE

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



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

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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 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**

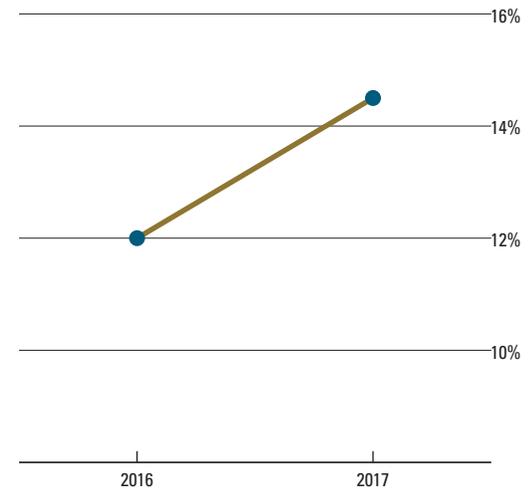
The Age Friendly Strategy initiatives focus on the prevention and awareness of elder abuse as well as promoting positive community participation. Engagement with seniors and the community through these initiatives create meaningful connections that provide a continuum of support for seniors, caregivers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

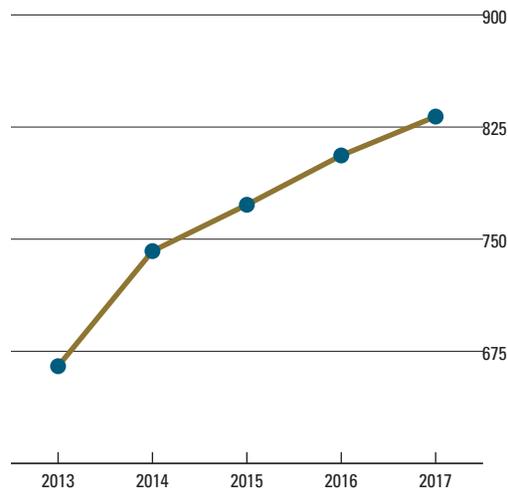
This measure tracks the level of participation in the community using the proxy of participation rates for community facilities managed by the City. It provides an indicator of how active seniors are and an increase will demonstrate positive community engagement by seniors. This provides a base from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

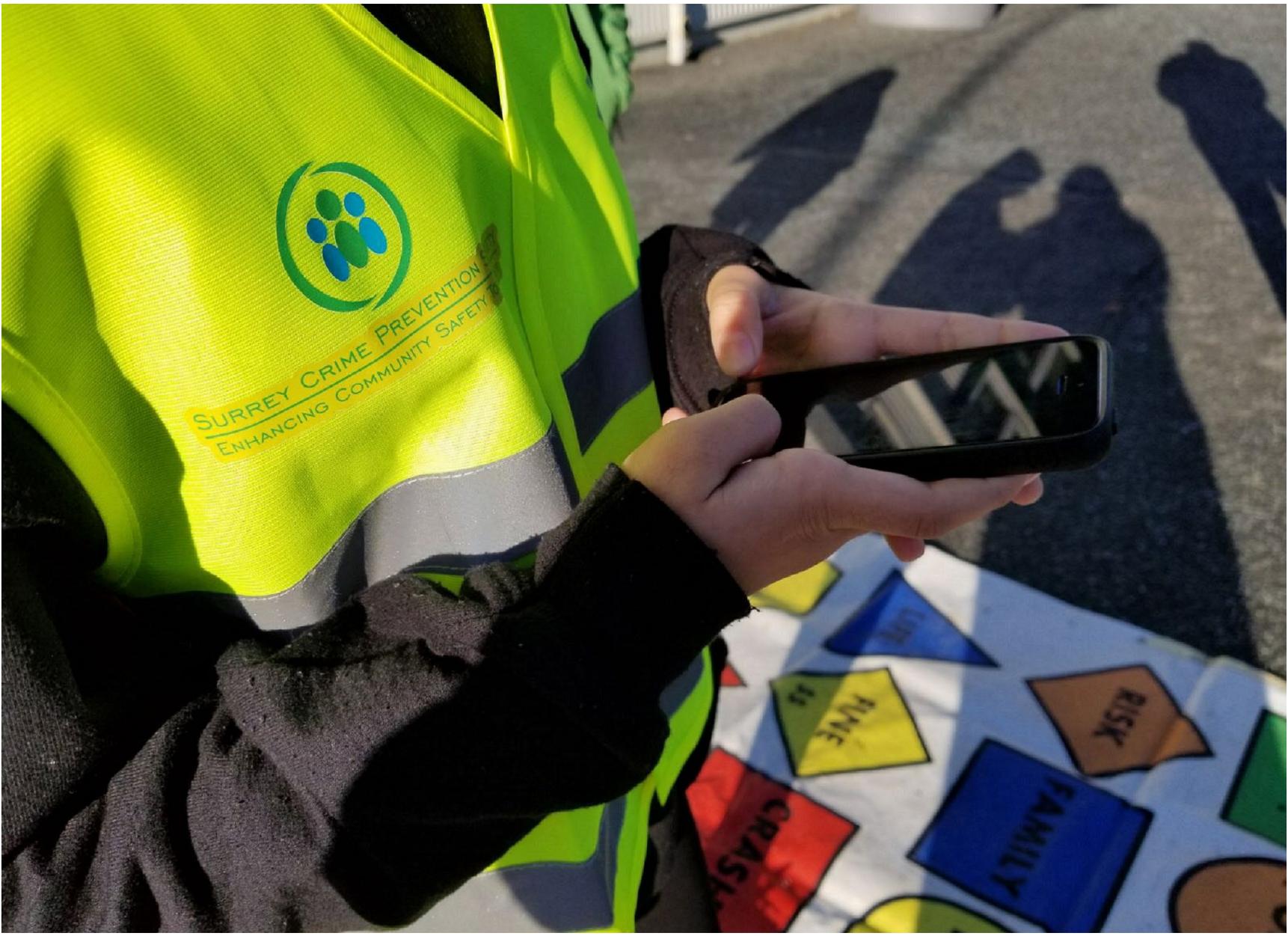
242

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 led 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

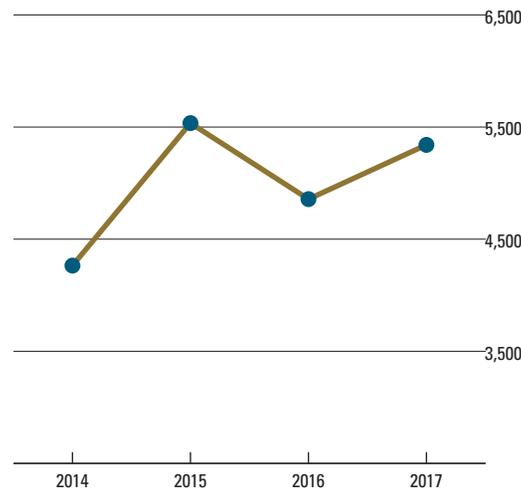
There are ten strategic initiatives under this priority. Initiatives in this priority area focus on increasing protective factors and community resilience. Measurement data is shown for each initiative in this section.

## 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 ●

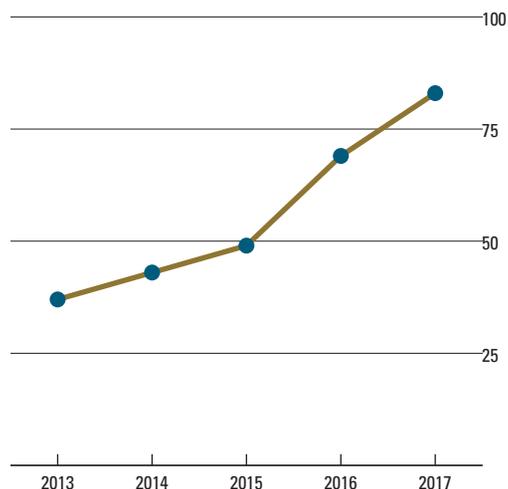
The MYzone program helps families of participants to identify and access supports available for them in the community. In the 2014 program over 80% of families with children in the program reported an increase in awareness of supports available.

STRATEGIC INITIATIVE

Diversity Outreach Program

MEASURE

Diversity Presentations Delivered



CURRENT DATA 83 (2017)

2018 TARGET 50 presentations

STATUS ●

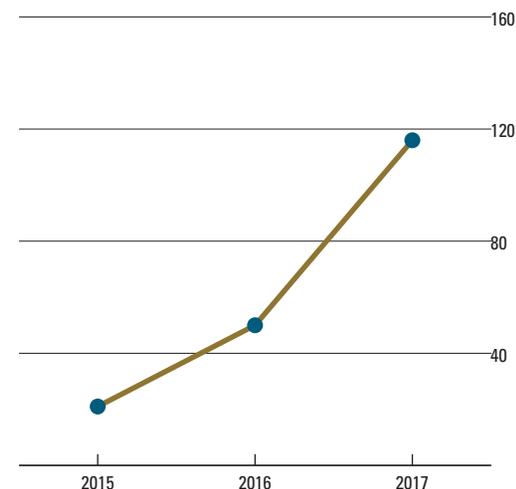
The Diversity Unit of the RCMP educates diverse groups on the role of police and delivers presentations to help individuals interact with the police in a trusting environment. In 2016 the Unit delivered 64 presentations to these groups.

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** ●

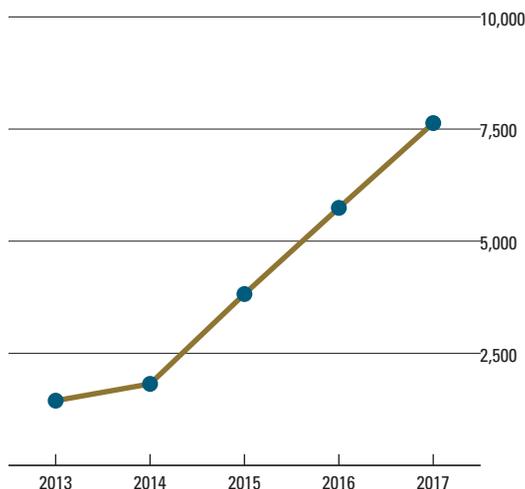
During the 2015 Home Safe campaign, personnel met with 1,909 individual households in food bank line-ups and 10,239 within tax line-ups. By the end of September 2015, over 14,411 individuals were visited by firefighters and volunteers with a message about fire prevention emphasizing that working smoke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

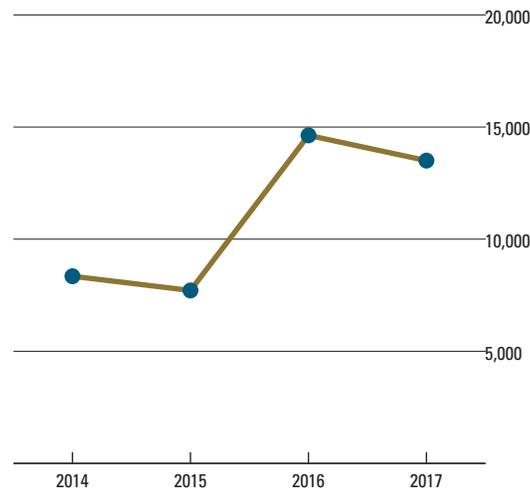
This measure tracks the supports provided to families to access licensed early learning programs. Access to these programs supports school readiness and overall healthy child development. It is targeted at more vulnerable populations such as low income and new Canadians and 2017 is the first year this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

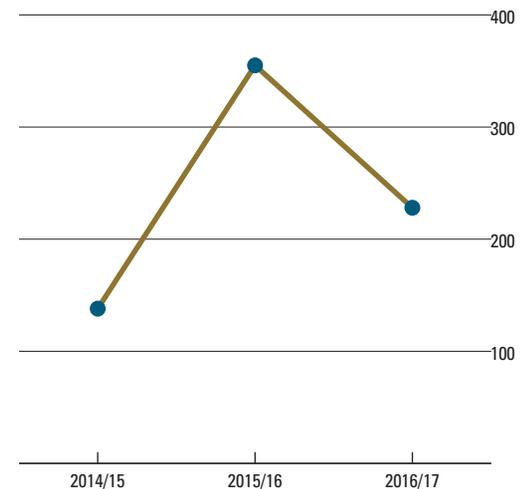
As well as disseminating information on emergency planning at specific events, the Fire service also participates in city wide fairs, festivals and special events to increase the awareness and preparedness for disasters in the community. Through these channels over 12,000 people have been reached in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

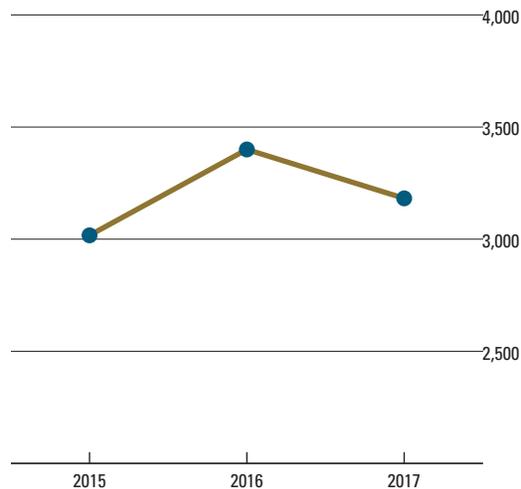
This initiative works to increase access to library services for vulnerable populations. By improving access and distributing special library cards to people with no fixed address or income we can improve resiliency and literacy and increase community capacity. From 2016 to 2017 228 individuals have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

## STRATEGIC INITIATIVE

Surrey Libraries Information  
Access and Literacy Support

## MEASURE

Vulnerable Populations Reached



**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

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## 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

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## 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** ●

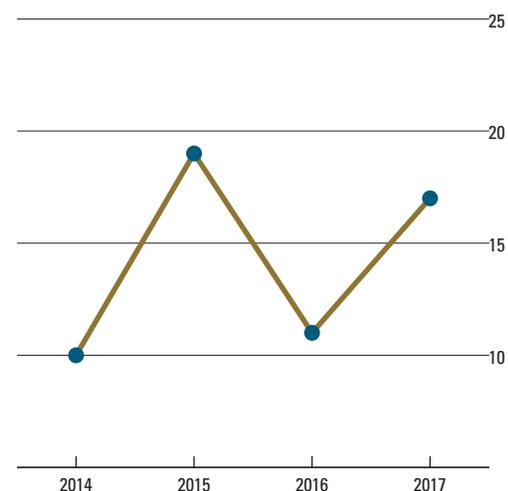
The Project IRIS camera registry was put in place in 2017 to assist RCMP with active investigations by locating possible camera footage in a given area. To date the RCMP has queried the program for 12 active investigations. Over time additional measures may be included as cases are closed based on evidence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

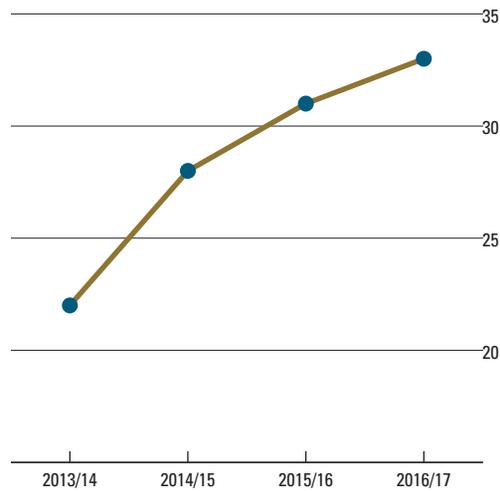
The program tracks the percentage of vehicles going over 10 km/h over the posted speed limit in specific areas. Working with the RCMP, SCPS uses these data to help raise awareness about speeding for vehicles in the location, and to track the prevalence of speeding over time.

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** 

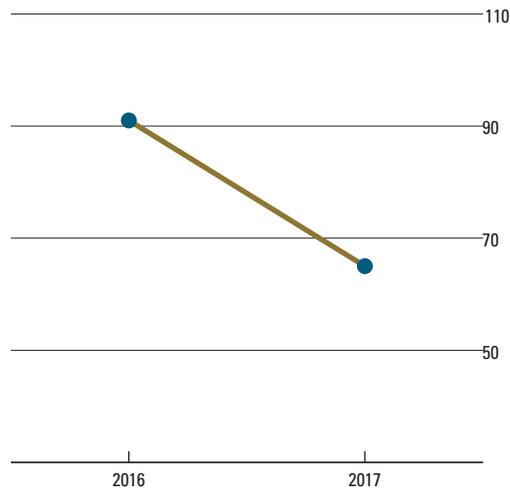
The program works to prevent future domestic violence by conducting presentations to grade 8 students in the Surrey School District. This helps to raise awareness and improve protective factors for young people to prevent future violence. In the year to date 50% of eligible grade 8 classes have received 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** ●

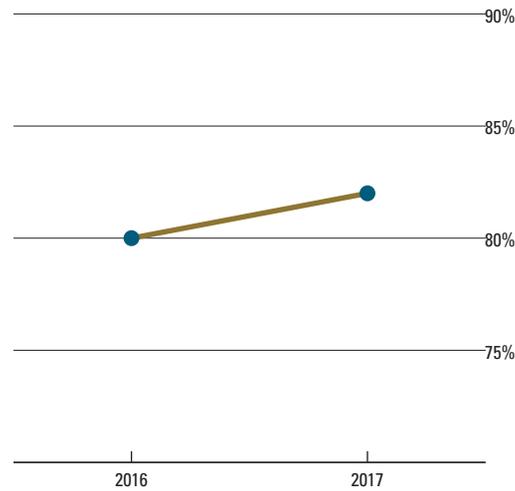
SMART supports vulnerable people and families that are at imminent risk of harms to self or others. This measure tracks the volume of referrals made for assessment and action for these individuals.

STRATEGIC INITIATIVE

Surrey Mobilization and Resiliency Table

MEASURE

SMART Interventions Completed



**CURRENT DATA** 82% (2017)

**2018 TARGET** 70%

**STATUS** ●

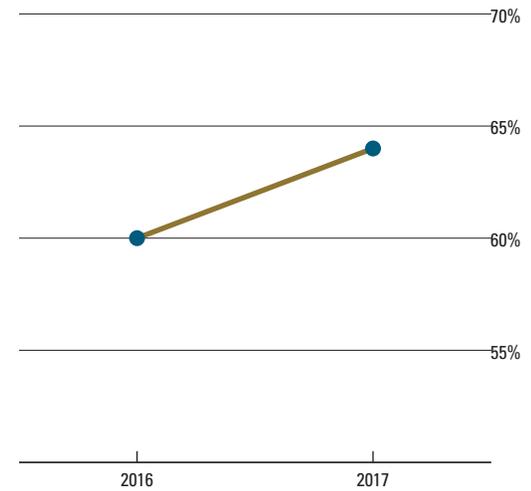
The SMART table is a forum to assess and take action for individuals at acute and imminent risk of harm. This measure tracks the percentage of cases that are closed successfully.

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

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

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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 launch 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.



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)	<ul style="list-style-type: none"> <li>Client Referrals for Supports</li> <li>Repeat Participation in Program</li> </ul>
	Gang Exit Pilot	<ul style="list-style-type: none"> <li>Average Client Risk Assessment Score</li> <li>Client Referrals Completed</li> <li>Clients Served by the Program</li> </ul>
	WRAParound Program	<ul style="list-style-type: none"> <li>Prosocial Engagement by Participants</li> </ul>
Build Community Capacity	Girls Got Game	<ul style="list-style-type: none"> <li>Access to Recreational Programs</li> <li>Program Attendance Rate</li> </ul>
Ensure Safe Places	Business Safety Surveys	<ul style="list-style-type: none"> <li>Businesses Participating in Surveys</li> <li>Business Experience of Victimization in the Past 12 Months</li> </ul>
	Safe and Active Schools Program	<ul style="list-style-type: none"> <li>Active School Travel Rate</li> </ul>
	Road Safety Education and Awareness	<ul style="list-style-type: none"> <li>Speed Reader Campaign Effectiveness</li> </ul>
	Data Driven Approaches to Crime and Traffic Safety (DDACTS)	<ul style="list-style-type: none"> <li>Casualty Collisions in DDACTS Locations</li> <li>Crime Rate in DDACTS Locations</li> <li>Property Crime in DDACTS Locations</li> <li>Collision Rate in DDACTS Locations</li> </ul>

## 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 led 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

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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.

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# 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
<p>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).</p>	<p>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.</p>
<p>Support Surrey Business Improvement Associations to deliver their core public safety mandate</p>	<p>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.</p>
<p>Expand partnership and program delivery with Metro Vancouver Crime Stoppers</p>	<p>Early discussions on a co-branded campaign with Crimestoppers were completed in 2017 with new activities planned for launch in 2018.</p>
<p>Convene a Public Safety Stakeholder Advisory Group of partner agencies to expand links between programs and service delivery providers</p>	<p>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.</p>
<p>Convene a Research Advisory Group to expand partnerships with researchers, academics, and all levels of government and maintain best practices</p>	
<p>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.</p>	<p>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.</p>

# Ongoing/In Development

RECOMMENDATION	ACTION UNDERWAY
<p>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.</p>	<p>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.</p>
<p>Review current resource allocation of all partners to determine where additional investment in after-school mentorship and parenting programs may further reduce risk factors.</p>	<p>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.</p>
<p>Review, and where possible, expand existing programs and initiatives that support positive youth development to ensure optimal reach in the community.</p>	
<p>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.</p>	<p>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.</p>
<p>Maintain accessibility of green spaces and development of green infrastructure to support community relationships, increase health benefits and contribute to public safety.</p>	<p>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.</p>

RECOMMENDATION	ACTION UNDERWAY
<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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</p>
<p>Support and extend links to City strategies with a focus on public safety (e.g., Walking Plan, Child &amp; Youth Friendly City Strategy, and Master Plan for Housing the Homeless).</p>	<p>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.</p>
<p>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.</p>	
<p>Support use of data analysis and information sharing for program design and delivery in all priority areas</p>	<p>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.</p>

RECOMMENDATION	ACTION UNDERWAY
Improve efficiency and effectiveness of City service delivery through new and existing technology	<p>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.</p> <p>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.</p>
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	

# 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
<p>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.</p>	<p>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.</p>
<p>Support a Task Force led by Fraser Health Authority, to align public health and public safety strategies and initiatives to improve collaboration.</p>	
<p>Publish public safety performance measures and targets on a new City Dashboard that provides access to measures across all themes of the Sustainability Charter</p>	<p>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.</p>
<p>Conduct bi-annual review of performance measures and targets for each priority area and strategic initiative in the Strategy</p>	<p>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.</p>
<p>Develop and conduct annual Public Safety and Quality of Life surveys to gather data to inform the future evolution of the Strategy</p>	<p>This is planned for the future to create a unified resource for gathering information about perceptions of safety among residents.</p>

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

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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](mailto: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.

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

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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

Appendix II Logic Models for Priorities and Strategic Initiatives

# 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.

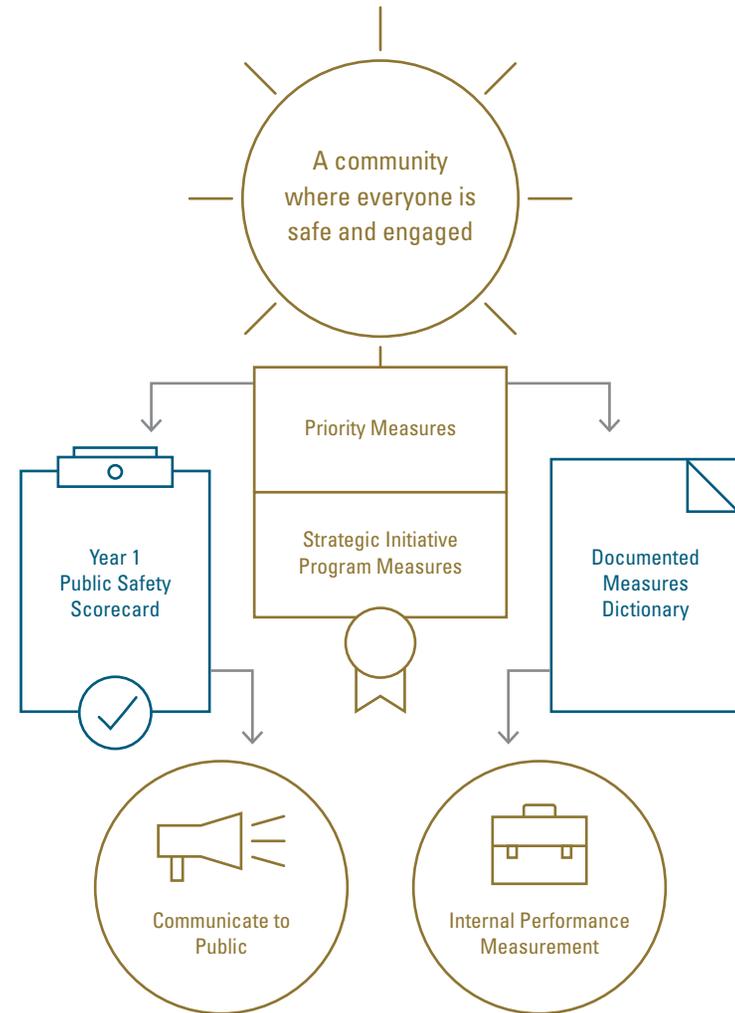


Figure 1. Performance Measurement Framework

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.

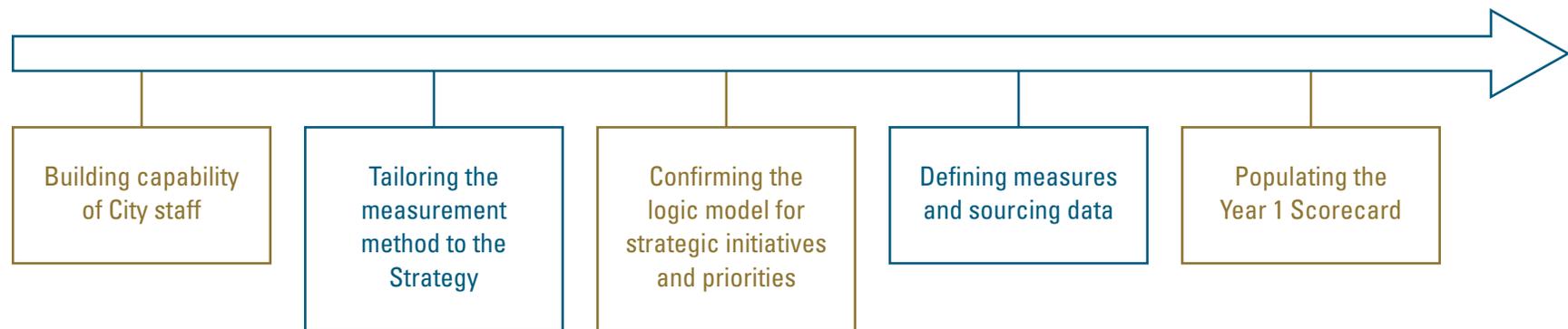


Figure 2. Processes to Build the Framework

## 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	
<ul style="list-style-type: none"> <li>• Prevent and Reduce Crime</li> <li>• Build Community Capacity</li> <li>• Ensure Safe Places</li> <li>• Support Vulnerable People</li> </ul>	<ul style="list-style-type: none"> <li>• Age Friendly Strategy for Seniors</li> <li>• Block Watch</li> <li>• Business Safety Surveys</li> <li>• Clayton Heights Activity Team (CHAT)</li> <li>• Code Blue / Mini Blue</li> <li>• Community Enhancement</li> <li>• Community Safety Support</li> <li>• Critical Hours (MYzone)</li> <li>• Cyber Security Outreach Program</li> <li>• Data Driven Approaches to Crime and Traffic Safety (DDACTS)</li> <li>• Distressed Properties Response Program</li> <li>• Diversity Outreach Program</li> <li>• Early Years Programming (Avenues of Change – Guildford West)</li> <li>• Gang Exiting and Outreach Pilot</li> </ul>	<ul style="list-style-type: none"> <li>• Girls Got Game</li> <li>• HomeSafe</li> <li>• Inter-Agency Case Assessment Team</li> <li>• Project IRIS</li> <li>• Road Safety Education and Awareness</li> <li>• Safe and Active Schools Program</li> <li>• Surrey Libraries Information Access and Literacy Support</li> <li>• Surrey Mobilization and Resiliency Table (SMART)</li> <li>• Volunteerism: Building Community</li> <li>• WRAParound Program</li> <li>• Yo Bro   Yo Girl Initiative</li> <li>• Youth Mentorship Program</li> </ul>

# 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
<p>Initiatives targeting populations at-risk of being victims of crime (seniors, neighbourhoods and other community members):</p> <ul style="list-style-type: none"> <li>• Age Friendly Strategy for Seniors</li> <li>• Cyber Security Outreach Program</li> <li>• Block Watch</li> </ul> <p>Initiatives targeting offenders and populations at-risk of becoming offenders:</p> <ul style="list-style-type: none"> <li>• Code Blue / Mini Blue</li> <li>• Clayton Heights Activity Team</li> <li>• Gang Exiting and Outreach Pilot</li> <li>• Mayors Action Plan</li> <li>• Substance Use Awareness Team</li> <li>• WRAP around program</li> <li>• Yo Bro   Yo Girl Initiative</li> </ul>	<p>Target groups receive crime prevention messages</p> <p>Program participants and volunteers receive training</p> <p>Facilities are improved to enhance safety (e.g., signage, bus shelters etc.)</p> <p>Youth participate in positive pro-social programs to lower vulnerability</p> <p>Individuals receive individualised support where appropriate (e.g., case management)</p> <p>Individuals, families and caregivers receive referrals to appropriate supports</p>	<p>Community members improve their knowledge of crime prevention measures (e.g., be safe online, elder abuse, block watch)</p> <p>Offenders and populations at-risk of becoming offenders complete referral to access services</p> <p>Youth experience positive role models, social connections and community engagement through pro-social programs</p>	<p>Community members are better prepared to prevent crime (e.g., have put crime prevention measures in place)</p> <p>Increased reporting of incidents or suspicious activities (e.g., block watch)</p> <p>Increased confidence and skills among youth</p> <p>Improved perception of police among youth (e.g., Code/Mini Blue)</p>	<p>Reduced victimization among community members (e.g., violent crime, fraud, property crime)</p> <p>Reduced number of offenders/ recidivism</p> <p>Youth become productive members of the community</p> <p>Increased positive social connections between community members (e.g., youth and seniors)</p>

# 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
<p>Programs and services:</p> <ul style="list-style-type: none"> <li>Seniors Connector – community resource.</li> <li>Senior Friendly streets – accessible bus shelters,</li> <li>Sidewalk realignment &amp; let downs</li> <li>Collaboration with Partners</li> <li>Better at Home</li> </ul> <p>Engagement with seniors:</p> <ul style="list-style-type: none"> <li>Isolated Seniors – Friendly Visitor program – Senior's Come share</li> <li>Mobile outreach in seniors communities</li> </ul> <p>Communication and promotion:</p> <ul style="list-style-type: none"> <li>Annual Seniors Conference</li> <li>Transportation Seminars</li> <li>Focus on Seniors Forms about Housing – rental, ownership &amp; transition</li> </ul>	<p>Recreation facility memberships</p> <p>Visits to recreation centre by those over 60 years</p> <p>Community Forums on Elder Abuse and Neglect</p> <p>Installing bold, large font street signs, increasing Intelligent crosswalks and upgrading intersections</p> <p>Expanded cycling network and adding bus shelters</p> <p>Elder Abuse Awareness training for staff</p> <p>Publish 2017 Healthy Active Aging Guide</p> <p>Update of the Seniors Resource Pocket Guide</p> <p>Rack cards</p>	<p>Develop partnerships and relationships with Government agencies, other city departments and not for profits organizations</p> <p>Improved awareness and connections for seniors (forum exit surveys)</p> <p>Development of an integrated system that supports and values all seniors to have the opportunity to be engaged in the community through volunteerism</p> <p>Surrey officially recognized by the World Health Organization as an 'Age Friendly City'</p>	<p>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</p> <p>Improved coping skills and strategies for caregivers</p> <p>Increase in participant satisfaction with support provided</p> <p>Increase awareness of volunteer programs and in turn more seniors volunteering</p>	<p>Age friendly strategies and guiding principles are imbedded in our culture</p> <p>Reduction in crimes against older persons</p> <p>Seniors report improved safety, health, wellness and mobility and improved access to facilities</p> <p>Use of City facilities and programs by those 60+ increases</p> <p>Increase of seniors participation in volunteer engagement within a strong framework that supports an integrated volunteer sector model in Surrey</p>

# 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
<p>Participants observe and report incidents to improve neighbourhood safety</p> <p>Provide training to participants on effective reporting procedures</p> <p>Provide communication both internally and externally on crime prevention and/or neighbourhood issues</p> <p>Conduct ongoing engagement both internally and with community partners to maintain active participation</p> <p>Promote Block Watch throughout city</p>	<p>Individuals participate in Block Watch</p> <p>Calls for service put in by Block Watch groups</p> <p>Neighbourhood Block Watch meetings held</p> <p>Accurate reporting of incidents by Block Watch group participants</p> <p>Sharing of crime stats relating to the area</p> <p>Marketing strategy to increase participation in Surrey (RCMP Support Services)</p>	<p>Increase understanding of Block Watch program and responsibilities of Block Watch Captain and participants</p> <p>Increase in number of households participating within existing Block Watch group(s)</p> <p>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</p> <p>Creation of new Block Watch groups</p>	<p>Effective reporting of incidents (i.e., provision of sufficient relevant details)</p> <p>Increased attendance at training sessions</p> <p>Stronger Block Watch networks</p> <p>Closer working relationship with RCMP &amp; City Public Safety Operations</p>	<p>Decrease in property crime (such as, residential break and enters, auto theft and theft from auto) in Block Watch areas</p> <p>Increased social capital and neighbourhood cohesion</p> <p>Safer neighbourhoods</p>

# 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
<p>Participants are referred by the School District and other referral sources. Participants can self-refer</p> <p>Participants are engaged in process of determining recreational activities &amp; outings</p> <p>Thursday night events are at Clayton Hall for three nights/month, 5:00 pm – 7:30 pm, including dinner plus one monthly outing</p> <p>Participants are connected to CRS and Recreation Centre</p> <p>City of Surrey CRS staff deliver specific programs at Clayton Hall &amp; as needed. PCRS staff connect youth to ReConnect and other resources for specific help</p>	<p>Youth attend weekly drop-in sessions</p> <p>Youth are connected to other resources (PCRS i.e. housing, family conflict, school, substance abuse, etc.)</p> <p>Youth sign up for CRS youth recreation centre membership or other City of Surrey services</p>	<p>Participants attend consistently</p> <p>Youth build meaningful relationships with staff</p> <p>Participants are willing to meet with staff one-to-one outside of weekly program</p> <p>Participants identify needs that the program can help address</p> <p>Participants experience safe, enjoyable programming</p> <p>Participants experience positive connection with City of Surrey Rec Services</p>	<p>Increase in life skills and job skills ( i.e. cooking, Food Safe, First Aid)</p> <p>Employability increases, (i.e. participant learns how to write a résumé, cover letter, how to job search, how to interview)</p> <p>Participants identify adult allies with whom they have a positive relationship</p> <p>Youth access other resources through PCRS</p>	<p>Truancy from school is reduced and/or youth re-engage with school</p> <p>Participants graduate from school</p> <p>Participants find employment</p> <p>Participants feel stronger sense of belonging and attachment to school and community</p> <p>Participants feel increased sense of confidence and hope for their futures</p> <p>Negative behaviours are reduced (nuisance, social disorder, criminal activity)</p>

# 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
<p>Code Blue:</p> <ul style="list-style-type: none"> <li>• After school fitness/mentor training program delivered on a drop in basis</li> <li>• Led by RCMP officer and designed to resemble officer exercise programs</li> </ul> <p>Mini Blue:</p> <ul style="list-style-type: none"> <li>• Fitness/mentor training program delivered during school hours</li> <li>• Led by RCMP officer and designed with teaching/discussion modules</li> </ul>	<p>Sessions held with target groups of students</p> <p>Students choose to participate in Code Blue</p> <p>School District selects students to participate in Mini Blue</p>	<p>Positive perception of police among youth</p> <p>Increased physical skills and health benefits of exercise</p> <p>Youth engage in pro-social after school activities</p>	<p>Increased self-confidence in youth participants</p> <p>Increased leadership skills in youth through training program</p>	<p>Improved resiliency of youth to negative social influences</p> <p>Improved decision-making skills for youth to avoid risk</p> <p>Positive perception and relationship with the Police</p>

# 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
<p>Provide downloadable resources and guides to prevent cyber-crime and cyberbullying</p> <p>Undertake public events and outreach to promote cyber safety messages</p> <p>Amplify “besafeonline.gc.ca” campaigns and promote resources available to target groups</p>	<p>Public download resources to prevent cyber-crime and cyber bullying</p> <p>Events and campaigns reach the target audience</p> <p>Businesses receive with targeted materials to help prevent fraud and cyber-crime</p>	<p>Increased awareness of cyber-safety issues</p> <p>Change perception of cyber bullying and online harassment to encourage people to get support</p> <p>Young people understand how to deal with cyber bullying and seek appropriate support</p> <p>Parents understand how to support their children or others who may be cyber bullied</p>	<p>Improved behaviours by target population to decrease their risk online (e.g., implementing advice in resources)</p>	<p>Decrease in victimisation among target groups</p> <p>Less criminal code violations among target population related to cyber-crimes</p>

# 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
<p>Weekly WRAParound case consults with Surrey Safe Schools and RCMP to plan a WRAParound for each youth on the caseload</p> <p>Provide 1:1 an individualized recreation plan to engage youth</p> <p>Provide 1:1 supervised volunteer positions for youth</p> <p>Allocate free space to the program to support youth access to recreation based activities</p> <p>Deliver Human Resources Job Readiness Training (1-Day Workshop)</p> <p>Reduce barriers through Leisure Access Pass: 1:1 Youth Support Program, and administer “Recreation 4 Youth” Pass program</p> <p>Plan and implement Acceptable Behaviour Agreements</p>	<p>Youth identified by Surrey Safe Schools team participate in the WRAParound Program</p> <p>Participants choose to engage in recreation activities with City of Surrey</p> <p>Participants use Leisure Access Pass Program, and</p> <p>“Recreation 4 Youth” passes</p> <p>Participants choose to volunteer with City of Surrey</p> <p>Participants attend Job Readiness Training</p>	<p>Increase in number of WRAParound Program participants being served</p> <p>Increase in WRAParound Program participants prosocial engagement</p>	<p>Decrease in truancy rates in the WRAParound Program from # at the start of the 2017 school year to # at the end of the school</p>	<p>Maintain or increase graduation rates for those participating in the WRAParound program</p> <p>Decrease in crime</p> <p>Increase in employment rates for those in WRAParound program</p>

# 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
<p>Deliver gang-prevention and exercise programs in Surrey high schools, alternate programs, and community centres</p> <p>Deliver Know means NO programs in current high schools served by YBYG</p> <p>Training Program Assistants and Youth Leaders</p> <p>New Pilot in elementary schools</p> <p>Community and/or parent forums</p> <p>Age-appropriate presentations for Grade 5, 6, &amp; 7 in feeder schools</p>	<p>Surrey schools invite Yo Bro Yo Girl program delivery into their school</p> <p>Know means No and other exercise, self-defence and skills programs delivered in high schools</p> <p>Program assistants and Youth Leaders receive training</p> <p>New pilots undertaken in elementary schools</p> <p>Community and parents receive information via presentations and in forums to help support Surrey youth</p>	<p>Build confidence and pro-social connections among participants</p> <p>Leadership skills for youth leaders</p> <p>Improve parent awareness of risks and prevention techniques for youth to avoid negative activities</p>	<p>Build positive developmental assets for youth in program</p> <p>Youth leaders remain involved and mentor peers</p> <p>Build positive social norms for those involved in program</p> <p>Expand reach of programs to additional schools</p> <p>Reduction in truancy</p>	<p>Youth improve long term resiliency and maintain pro-social connections and activities beyond program participation</p> <p>Reduce number of youth dropping out of school</p>

# 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
<p>Initiatives targeting community members:</p> <ul style="list-style-type: none"> <li>• HomeSafe</li> <li>• Surrey Emergency Program</li> <li>• Community Enhancement</li> <li>• Volunteerism: Building Community</li> <li>• Diversity Outreach Program</li> </ul> <p>Initiatives targeting families, children, and youth:</p> <ul style="list-style-type: none"> <li>• Early Years Programming (United Way Avenues of Change – Guildford West)</li> <li>• Critical Hours (MYzone)</li> <li>• Girls Got Game</li> <li>• Surrey Libraries Information Access and Literacy Support</li> <li>• Youth Mentorship Program</li> </ul>	<p>Participants have access to community building programs that enhance their skills</p> <p>Volunteer programs are coordinated to encourage participation</p> <p>Participants receive important safety messages (fire safety, home safety, emergency planning)</p> <p>Citizens, and especially children and youth, have opportunities to participate in events and City activities to build skill and community connections</p> <p>Diverse populations have informal opportunities to connect with police and city staff in a supportive environment</p>	<p>Improved sense of connection to community and responsibility for community</p> <p>Increased awareness about community services, supports, programs, and opportunities to engage</p> <p>Increased skills (e.g., emergency preparedness, home safety, parenting, job skills)</p>	<p>Increased responsibility for self and neighbourhood</p> <p>Increased leadership skills among participants (e.g., leading community members, initiating events)</p> <p>Improved confidence and wellbeing among families, children, and youth</p>	<p>Increased resilience (decreased vulnerability)</p> <p>Improved quality of life</p> <p>More engaged community</p> <p>Improved sense of community safety</p>

# 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
<p>Provide affordable, accessible and safe recreation opportunities for children ages 8–12 during the critical afterschool hours</p> <p>Recruit and train staff and volunteers to support children and families</p> <p>Engage program partners to enhance services/supports provided to children and families and build capacity within community</p> <p>Provide opportunities for children to develop healthy relationships with peers and program staff</p> <p>Provide opportunities for active play and recreation (structured and unstructured)</p> <p>Provide opportunities for leadership &amp; skill development</p> <p>Engage families in Town Centre &amp; City Wide events</p>	<p>Children have access to after school supports on a drop-in basis</p> <p>Program partners support MYzone delivery</p> <p>Volunteers participate in MYzone program</p> <p>Children and families have opportunities to use city facilities and participate in city events</p> <p>Staff and volunteers are trained by leads to support children</p>	<p>Increased participation in MYzone and registered programs</p> <p>Increased awareness of importance of supporting middle years children during afterschool hours</p> <p>Increased social interactions, physical activity, and age appropriate skill development (e.g. study skills, leadership skills, cooking) for children</p> <p>Increased awareness of services and supports available in the community by children and their families</p> <p>Staff and volunteers provide positive active play opportunities, role modelling, and social engagement for children</p>	<p>Children use afterschool time constructively</p> <p>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</p> <p>Staff and volunteers engaged and invested in supporting the program</p> <p>Increase in number of partners supporting the program</p> <p>Increased family access and participation in community</p>	<p>Increased number of services offered to families</p> <p>Community agencies / partners work together to support children / families</p> <p>Children are supported and resilient, active and healthy and engaged members of the community</p> <p>Families are connected to community and have increased sense of belonging</p>

# 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
<p>Manage programs to enhance community spaces (e.g., park stewardship programs, park beautification programs, grant funding for block parties &amp; community led beautification projects.)</p> <p>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)</p> <p>Respond to reported issues to clean up graffiti, littering and illegal dumping on public property. (Engineering)</p>	<p>Public has opportunities to participate in beautification and community projects (e.g. Community Picnics, Nature work parties, re-Leaf &amp; tree planting, Bulbs for Beauty, block parties etc.)</p> <p>Public has opportunities to volunteer for Adopt a Street and other community clean ups</p> <p>Public uses the Large Item Pick Up service to minimise illegal dumping</p> <p>Appropriate reporting process is promoted to the public</p>	<p>Residents choose to participate in beautification and community projects and events</p> <p>Increased uptake of Adopt-a-Street program to volunteer and demonstrate community engagement</p> <p>Increase in downloads of Surrey Request Application and use of the application to report incidents appropriately</p> <p>Increased use of Large Item Pick Up service</p>	<p>Decrease in litter and dumping in parks</p> <p>Decrease in recidivist reports (repeat offenders)</p> <p>Increase in number of people using the Surrey Request App to report issues appropriately</p> <p>Fewer public complaints about litter, illegal dumping, and cleanliness of public spaces</p>	<p>Increase in park use permits</p> <p>Increase in beautification projects &amp; grants</p> <p>Increase in block party grant funding and access of current funding</p> <p>Decrease in incidences being reported</p> <p>Decrease in total number of incidences occurring</p> <p>Increased activity in Surrey's communities</p> <p>Fewer city staff required to service litter and illegal dumping reports</p>

# 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
<p>Presentations to diverse groups on role of police, ways to report crime and other information to build trust</p> <p>Attendance at events to engage with the target communities in informal ways</p> <p>Newcomer tours of RCMP detachments</p> <p>Provide resources in multiple languages to serve specific communities</p> <p>Support RCMP members with training on dealing with diverse groups</p>	<p>Target groups have opportunities to attend presentations to better understand the police and build positive connections</p> <p>Target groups witness police engaging in community events and providing informal relationship building opportunities</p> <p>Newcomers have access to see how RCMP detachments work and understand where to go for help</p> <p>RCMP members receive support with resources to deal with special needs of diverse groups</p>	<p>Increased understanding of how and when to call police by target groups</p> <p>Increase comfort level of approaching police for help and assistance</p> <p>Increase satisfaction with police support</p> <p>RCMP members engagement with communities improves through training and resources</p>	<p>Increase trust of police by vulnerable communities</p> <p>Increased level of reporting and/or cooperation in police investigations</p> <p>Improved perception of safety among target groups</p>	<p>Stronger community in which all residents feel a sense of personal and community safety</p>

# 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
<p>Play boxes to facilitate physical activity and promote Live 5-2-1-0 messages</p> <p>Develop an Indigenous community engagement strategy</p> <p>Deliver licensed Preschool Subsidy Support Program</p> <p>Manage joint leadership team/ multi-sector partnership working to reduce barriers and improve services for children and families</p>	<p>Installation of 4 new Play Boxes in Guildford parks</p> <p>Number of new Play Box registrations</p> <p>Number of licensed preschool subsidy applicants</p> <p>Development and implementation of Indigenous Early Years Strategy</p> <p>Monthly West Coast Nights: Community gatherings for families with young children, particularly indigenous families in GW</p> <p>Meetings facilitated with joint management group to share information and reduce barriers</p> <p>Parent Questionnaires conducted in GW to measure parent efficacy and social connection</p>	<p>Increased physical activity through Playbox activity and events</p> <p>Increased awareness of local amenities and resources</p> <p>Promotion of indigenous children’s cultural and spiritual development through exposure to and celebration of traditional food, culture, land, protocol, and language</p> <p>Increased early learning opportunities for children through licenced preschool subsidies</p> <p>Increased awareness of Live 5-2-1-0 healthy living messages</p>	<p>Community supports and services meet the needs of children</p> <p>Increased participation in licensed preschool subsidy program</p> <p>Increased engagement of families in planning and participation of local programs and events</p> <p>Increased awareness of community services and other resources (e.g., doctors, dentists, care card etc.) available for children and families</p> <p>Increased levels of parents reporting feelings of social connection and confidence in their parenting skills</p>	<p>Improved school readiness rates for Guildford West children (reduced vulnerability) measured through EDI</p> <p>Expansion of licensed preschool subsidy to all town centres in Surrey</p> <p>Improved access to services for indigenous children and families</p> <p>Children 0–6 participate in high quality early development, learning and care programs</p> <p>Community networks and relationships support children and families</p>

# 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
<p>Deliver 45 minutes workshops on topics relevant to immigrant and refugee girls (e.g., inclusion, diversity, friends, confidence, self-esteem, bullying, and self-care)</p> <p>Deliver 45 minutes physical activity sessions (e.g., games, movement to develop physical literacy, soccer, volleyball, dancing, and yoga)</p> <p>Provide positive staff role models for target groups</p> <p>Use translation tools to assist participants who may not speak English or need assistance to understand</p>	<p>Target group has access to information and advice on relevant topics</p> <p>Target group can build physical skills, confidence, and social connections through physical activity</p> <p>Target group has access to positive staff role models</p>	<p>Participant have access to a recreation program and try new activities</p> <p>Increased development of physical literacy, confidence and skills</p> <p>Improved feeling of safety for target group in program space</p> <p>Increase in social connections between participants from different backgrounds and experiences</p> <p>Increased knowledge on relevant issues and services available</p>	<p>Participants attend and participate in activities regularly</p> <p>Girls will feel confident to try new activities and develop a willingness to learn</p> <p>Participants enjoy play and sport</p> <p>Positive connections to the recreation space/facility</p> <p>Positive connections with other girls</p> <p>Positive connections with leaders</p> <p>Participants make healthy choices</p>	<p>Participants seek out other recreational opportunities after the GGG program (17 weeks)</p> <p>Participants maintain their play, sports and exercise after program participation</p> <p>Participants continue to use recreation centre facilities after the program is completed</p> <p>Participants are able to make lasting friendships in their community</p> <p>Participants give back to their community</p>

# 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
<p>An on-duty career fire fighter-delivered, door-to-door public fire education and smoke alarm examination/installation campaign</p> <p>Identify and engage with residential areas at heightened risk of fire</p> <p>Volunteers are trained to assist with outreach activities</p> <p>Provide and install free smoke alarms for target groups</p> <p>Conduct public awareness raising and disseminate resources at city events</p>	<p>Site visits, smoke alarm verifications, and smoke alarm installations are completed</p> <p>Volunteers deliver safety messages at events and through structured campaigns</p> <p>Public has opportunity to access information and advice from Fire-fighters and volunteers</p>	<p>Increased awareness of the benefits of a working smoke alarm among the target groups</p> <p>Increased number of smoke alarms are distributed, tested, and installed</p> <p>Increased awareness of and preparedness for fire risk among target groups</p> <p>Volunteers improve skills in supporting the public with appropriate fire safety messages</p>	<p>Increased number of individuals and families protected by working smoke alarms and practicing fire safety preparedness</p>	<p>Reduced rate of fire and fire-related death and injury</p> <p>Working smoke alarm rates at residential fires equal to or greater than 75% over 5 years</p> <p>Maintaining or decreasing the current fire death and injury rates over 5 years</p> <p>Maintaining or decreasing the rate of residential structure fires per 10,000 dwellings</p>

# 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
<p>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</p> <p>Deliver presentations and train leaders and community mentors in emergency planning and post-disaster recovery</p> <p>Promote emergency planning through presentations and city events, and through partners</p> <p>Conduct practical disaster preparedness exercises (e.g., table-top emergency drills, etc.) with target groups</p>	<p>Presentations of the Personal Emergency Preparedness Program to residents target neighbourhoods</p> <p>Community members have access to information, resources and advice from life-safety professionals</p> <p>Events and presentations are delivered across the 6 town centres in Surrey</p> <p>A cadre of community leaders are in each Neighbourhood Emergency Preparedness Program (NEPP) community</p> <p>Training and mentoring are delivered to community engagement volunteers in the administration of NEPP policies and practices in the City</p>	<p>Increased awareness of the importance and value of personal and neighbourhood emergency preparedness</p> <p>Increased skills and expertise in post-disaster recovery among program participants</p> <p>Increased levels of community engagement throughout NEPP-defined communities of Surrey</p> <p>Increased levels of participation in table-top simulation with demonstrated satisfactory outcomes</p>	<p>Leaders are developed in the 6 NEPP communities each with a cadre of community engagement volunteers to build resilience</p> <p>Increased community capacity and resilience to address and respond to emergencies in the City</p> <p>Improved self-reliance among individuals and neighbourhoods participating in the program</p>	<p>Sustain a self-perpetuating program of evaluation and skills/training maintenance</p> <p>Sustain self-managed training and inclusion of new community members into the NEPP program</p>

# 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
<p>Deliver programs to support literacy skills, newcomer support, computer access and training, job-finding assistance, referrals to social services and volunteer opportunities</p> <p>Activity 1: Measure impact in a sample of library programs</p> <ul style="list-style-type: none"> <li>children's</li> <li>teen</li> <li>newcomer</li> <li>digital training</li> </ul> <p>Activity 2: Increase number of Surrey's vulnerable residents benefitting from library services and literacy skills</p>	<p>Activity 1:</p> <ul style="list-style-type: none"> <li>New program evaluation tool available for staff</li> <li>Increased numbers of programs being evaluated by participants</li> <li>Impact stories are recorded and communicated</li> </ul> <p>Activity 2:</p> <ul style="list-style-type: none"> <li>Outreach programs are delivered, including return visits after presentations</li> <li>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</li> </ul>	<p>Programming is better targeted to the needs of Surrey's residents of all ages</p> <p>Increased numbers of users from Surrey's vulnerable populations</p>	<p>Enhanced literacy and digital literacy skills across Surrey's population</p> <p>Impact stories and other communication activities increase awareness of the value of Surrey Libraries' programs</p>	<p>Every Surrey resident recognizes Surrey Libraries as a provider of Information and Literacy Skills</p>

# 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
<p>Deliver programs to support and encourage volunteerism in City programs (e.g., Fire, Parks Recreation &amp; Culture, RCMP, Surrey Libraries, Surrey Crime Prevention Society (SCPS))</p> <p>Support volunteers with training, mentoring and skills development</p>	<p>Individuals have opportunities to volunteer in City programs</p> <p>City programs are supported by contributions from volunteers, decreasing demand on City staff</p> <p>Program reach is extended through volunteer participation</p> <p>Volunteers receive training to improve skills, knowledge and possible employment opportunities</p> <p>City staff have opportunities to build their skills by mentoring volunteers</p>	<p>Increased awareness of opportunities and benefits of volunteering with City programs</p> <p>Volunteers and staff obtain, improve, and retain information, skills and knowledge</p> <p>Increasing the quality and diversity of volunteer opportunities offered</p>	<p>Increased awareness of available resources (for volunteers &amp; their families)</p> <p>Volunteers feel that their contributions are valued</p> <p>Leveraging of specialized skills/ talents of residents through volunteer involvement to strengthen, build and sustain the City's capacity</p> <p>Improved management systems and practices through shared learning and experiences</p>	<p>Increase in volunteers becoming mentors for the community</p> <p>Improved and increased community connections and civic participation through volunteering</p> <p>Increased sense of belonging and ties to the community</p> <p>Increased personal responsibility for community betterment</p> <p>Improved general well-being and a sense of safety among the community</p>

# 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
<p>Deliver on the job training and mentorship to youth nominated by the Surrey School District</p> <p>Coordinators and front line City staff mentor and support students assigned to the program</p>	<p>Surrey School District nominates program participants</p> <p>City Staff volunteer to be mentors</p> <p>HR monitors and tracks mentor placements throughout program</p> <p>Participants are surveyed and responses analysed to assess value of the program and make improvements over time</p>	<p>Program participants learn job skills (e.g., writing resumes and cover letters, workplace behaviours, attire etc.)</p> <p>Students improve awareness of employment opportunities and are encouraged to develop career plans</p> <p>Students improve ability and confidence to make better decisions</p> <p>Staff build skills through mentoring of students</p>	<p>Students are supported to identify their interests, future goals, and career plans</p> <p>Increased engagement in school and reduction in truancy and drop outs from high school</p> <p>Students recommend their peers participate in the program</p> <p>Participants report they are more optimistic about their career plans</p>	<p>Improved job skills among high school graduates</p> <p>Confident youth and young adults who contribute to society</p> <p>Increased graduation rates in program participants</p> <p>Improved community and social connections through mentoring (including lasting connections between students and mentors)</p>

# 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
<p>Initiatives focused on safer business areas and neighbourhoods:</p> <ul style="list-style-type: none"> <li>• Business Safety Surveys</li> <li>• Community Safety Support</li> <li>• Distressed Properties Response Program</li> <li>• Project IRIS</li> </ul> <p>Initiatives focused on safer roads:</p> <ul style="list-style-type: none"> <li>• Road Safety Education and Awareness</li> <li>• Safe and Active Schools Program</li> <li>• Data Driven Approaches to Crime and Traffic Safety (DDACTS)</li> </ul>	<p>Businesses participate in surveys</p> <p>Businesses register cameras on Project IRIS</p> <p>Distressed Properties are identified for action</p> <p>Schools and children participate in Safe travel planning programs</p> <p>Road safety partners collaborate to deliver programs</p> <p>Targeted enforcement of road safety laws</p>	<p>Increased awareness and education about road safety for target groups</p> <p>Increased sharing of data between public safety partners (e.g., DDACTS)</p> <p>Businesses provide feedback on their safety concerns to inform program delivery</p> <p>Businesses use security cameras to protect their business and register their cameras on Project IRIS</p> <p>Increased enforcement of bylaws related to distressed properties</p>	<p>Increased community stewardship (e.g., increased reporting of incidents by businesses and community members)</p> <p>Increased compliance with road safety laws</p> <p>Enhanced collaboration among public safety partners</p> <p>Reduction in distressed properties in Surrey</p>	<p>Safer neighbourhoods</p> <p>Safer roads</p> <p>Increased public health and safety (e.g., reduced fatalities and serious injuries)</p> <p>Enhanced public perception of safety</p> <p>Stronger partnerships among public safety partners</p>

# 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
<p>Work with BIAs to agree a standard survey instrument with support from experts</p> <p>Provide training for BIAs on survey methodology, and data analysis</p> <p>Conduct surveys with street level businesses across BIA zones</p> <p>Collate and analyse data to identify issues by BIA zone and for Surrey in aggregate</p> <p>Workshop with City staff and BIAs to identify programs and possible supports for issues identified</p>	<p>All BIAs participate in the survey project and adopt the consistent survey instrument and methodology</p> <p>Business at street level have opportunity to participate in survey and voice their concerns</p> <p>Expert advice informs the methodology and analysis</p> <p>BIAs prepare individual summaries of their data and provide raw data for aggregate analysis</p>	<p>Business perceptions of public safety issues identified</p> <p>BIA survey methodology is consistent based on expert advice</p> <p>Analysis identifies possible areas for support or solution</p>	<p>Increase in business participation in the survey due to perceived value/impact</p> <p>Businesses understand key security issues and consider new ways to protect safety</p> <p>Ideas for supporting businesses are advanced by BIAs and/or City departments as appropriate</p>	<p>Businesses report increased perception of safety</p> <p>Businesses experience reduced victimization from crime</p> <p>Programs are effectively implemented to reduce issues specific to BIA areas and across Surrey</p> <p>Policy and programs are informed by data collected through business surveys</p>

# 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
<p>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</p> <p>Conduct business visitations (CPOs and BEST members)</p> <p>Observe and report any incidents</p> <p>Work collaboratively with partners to develop solutions</p> <p>Promotion of City services &amp; programs (Surrey Report App, Project IRIS etc.)</p>	<p>Businesses and residents witness more uniformed street level presence of safety volunteers and officers</p> <p>Issues are identified and reported appropriately</p> <p>Information sharing between SCPS, BEST and Bylaws staff</p> <p>Coordinated reporting and tracking of incidents, and hours on safety walks</p> <p>Follow up by RCMP members and Bylaw Enforcement Officers as needed</p>	<p>Businesses and residents believe that there are more community safety supports in place through uniformed safety walks</p> <p>Increase businesses and residents; knowledge of reporting process and prevention strategies</p>	<p>Increased use of Surrey Request APP, RCMP APP, etc. to report incidents</p> <p>Enhanced relationships between City, RCMP and SCPS and businesses and residents in target areas</p> <p>Increased communication and collaboration among partners</p>	<p>Reduced crime and nuisance behaviour including break and enters, shoplifting, vandalism, graffiti, etc</p> <p>Increased perception of safety in target areas</p>

# 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
<p>Identifying target locations (locations with both higher collisions and higher crime)</p> <p>Targeted traffic enforcement undertaken in target locations</p> <p>Identifying contributing factors to collisions in the target locations and coordinating relevant education and awareness campaigns and engineering countermeasures at the target locations</p>	<p>Traffic stops made and violation tickets given by the RCMP in target locations</p> <p>Warnings issued at traffic stops in target locations</p> <p>Enforcement hours undertaken in target locations</p> <p>Public receives information and advice about road and crime safety in target locations</p> <p>Coordination meetings and joint campaigns delivered by traffic safety partners</p>	<p>Increased awareness of police presence and enforcement in target locations</p> <p>Increased awareness of traffic safety issues among the public</p> <p>Increased awareness among traffic safety partners about target locations and partner activities</p>	<p>Increased compliance to traffic safety laws:</p> <ul style="list-style-type: none"> <li>• Decreased red-light violations</li> <li>• Reduced speeding</li> <li>• Reduced distracted driving</li> <li>• Reduced impaired driving</li> <li>• Increased seatbelt use</li> </ul> <p>Increased compliance to other laws (reduced criminal behaviour)</p> <p>Traffic safety partners report improved efficiency and coordination of activities</p>	<p>Decrease in motor vehicles collisions in target locations</p> <p>Decrease in collisions with serious injuries and fatalities in target locations</p> <p>Decrease in crime in target locations</p> <p>Increased perception of road safety in target locations</p> <p>Increased perception of personal safety in target locations</p>

# 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
<p>Properties of interest will be assessed via on-site inspections</p> <p>Notify the owner about conditions that are in violation of fire code and City bylaws</p> <p>Focus on distressed properties, addressing the most at-risk structures for corrective action</p> <p>Provide educational and coaching opportunities to the owners of problem properties to secure voluntary compliance</p>	<p>Properties are assessed and appropriately classified for follow up action</p> <p>Bylaws and Fire inspections are completed as required</p> <p>Properties make a progressive transition to a more stable state</p> <p>Owners of distressed properties receive education on violations and the consequences of non-compliance</p> <p>Orders to remedy conditions (OTRCs) notices are issued to require property owners to secure structures that are in unsafe condition</p>	<p>Property owners learn about violations and consequences which motivates them to take action</p> <p>OTRCs are successfully acted upon by owners to bring them into compliance or agree to demolish the structure</p>	<p>Property owners change their behaviour and address these violations</p> <p>Greater levels of custodianship by property owners as verified by the following:</p> <ul style="list-style-type: none"> <li>• Fewer “order to remedy” notices issued</li> <li>• Fewer instances of calls for service, nuisance calls and life-safety calls within high risk locations</li> </ul>	<p>Properties transition to a more stable state and maintain stability</p> <p>Properties are safer, with fewer fires and other risky activities. Specifically, the following outcomes are achieved:</p> <ul style="list-style-type: none"> <li>• 85% of housing stock in Surrey is kept in a stable state</li> <li>• Reduced fire rate</li> <li>• Reduced fire injury and death rate</li> <li>• Fewer bylaw tickets issued</li> <li>• Fewer fire code violations</li> </ul>

# 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
<p>Provide education on the value of assisting police with their investigations by providing access to video footage</p> <p>Manage a voluntary database of camera locations across Surrey</p> <p>Operations Centre staff access information on the database at the request of RCMP members conducting investigations</p>	<p>Maintain database of registered camera locations</p> <p>RCMP members query database for potential evidence</p> <p>RCMP Support Services (Operation Control Centre) manage database queries on behalf of RCMP members</p>	<p>Business and residential camera owners choose to register their camera locations on the database</p> <p>Increase in number of camera locations registered</p> <p>Businesses and residents are willing to share potential evidence with RCMP</p> <p>RCMP Members understand the value, and know how to request query of the IRIS database</p> <p>Awareness of the database increases among target groups</p>	<p>Increase in use of database for location queries by RCMP members</p> <p>Investigations are assisted by camera footage located through the IRIS database</p> <p>Reduction in time to find potential evidence</p>	<p>Increase adoption of CCTV Systems by Businesses and Residents</p> <p>Improved Clearance Rates for cases using video evidence (Note-unable to directly link to Project IRIS)</p> <p>Increased deterrence through promotion of the use of cameras and registration on IRIS</p>

# 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
<p>Develop and deliver awareness campaigns for road safety e.g.,</p> <ul style="list-style-type: none"> <li>• Speed Watch</li> <li>• Cell Watch</li> <li>• Speed Reader Boards</li> </ul> <p>Share information between road safety partners to coordinate campaigns and educational activity</p> <p>Develop and disseminate resources for road safety awareness raising</p>	<p>Road users and members of the public witness visible safety campaigns</p> <p>Monitoring programs are completed for specific safety programs (e.g. speed watch, cell watch)</p> <p>Speed reader boards are installed in target locations to raise awareness and encourage reduced speed by motorists</p> <p>Volunteers are trained to deliver traffic safety campaigns</p> <p>Public can access online and printed resources promoting road safety</p>	<p>Increased public awareness of unsafe driving behaviours and road use</p> <p>Increase in the number of citizens exposed to safe driving messages</p> <p>Increased public awareness of enforcement actions being undertaken by volunteers and police</p> <p>Enhanced availability, collection, and sharing of data about high-risk locations between participating agencies</p>	<p>Increased coordination between education / awareness activities undertaken by road safety partners</p> <p>Decrease in the speed of vehicles in the target areas</p> <p>Decrease in distracted driving in the target areas</p> <p>Increased compliance to traffic safety laws among the general public</p>	<p>Reduction in motor vehicle collisions where speed and/or distracted driving is a factor</p> <p>Reduction in collisions with serious injuries and fatalities where speed and/or distracted driving is a factor</p>

# 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
<p>Deliver education on School Travel Planning (STP) for students, educators and families</p> <p>Educate motorists on safety in residential neighbourhoods and especially school zones</p> <p>Train children on safe methods to bike and walk to school</p> <p>Deliver campaigns such as Walk and Roll Week to provide incentives and raise awareness</p> <p>Install infrastructure improvements to improve pedestrian and road safety and facilitate active travel modes to school</p>	<p>Schools choose to participate in STP programs</p> <p>Students receive bike education and training and safe methods to walk and bike to school</p> <p>Schools participate in Walk and Roll Week to raise awareness and promote safe active travel</p> <p>Infrastructure projects are put in place around schools to improve safety</p>	<p>Increased awareness of road safety issues among students, families, and motorists</p> <p>Increased understanding of the benefits of active travel among students and families</p>	<p>Increased number of students choosing active travel modes to school</p> <p>Reduced traffic volume around schools</p> <p>Increased compliance to traffic laws around schools</p>	<p>Increased walking and cycling among the general public</p> <p>Reduced GHG emissions and air pollution</p> <p>Increasingly family-oriented neighbourhoods and a sense of community</p> <p>More engaged communities</p> <p>Improved public health</p> <p>Improved traffic safety around schools (reduced number of traffic incidents)</p>

# 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
<p>Deliver awareness raising and educational events and resources</p> <p>Coordinate interventions for specific target groups</p> <p>Provide referrals and access to services</p> <p>Coordinate and partner with social service agencies to improve access to support for target groups</p>	<p>People have access to key safety messages, and networking opportunities</p> <p>Social service agencies and other partners (e.g., BC Housing) provide supports through referrals to target groups</p> <p>High risk offenders are identified and interventions are designed appropriately to respond to risks</p> <p>Social organisations meet regularly to share information and case manages high risk individuals</p>	<p>Target group shows increased knowledge &amp; awareness of domestic violence</p> <p>Victims of domestic violence are connected to services</p> <p>Reduction in imminent risk of harm or offending for identified individuals</p> <p>Commitment for additional housing units to address demand from vulnerable people</p>	<p>Families and advocates identify and take appropriate action to prevent domestic violence incidents</p> <p>Reduction in assaults and other crimes against vulnerable people</p> <p>Increase in individuals completing case plan or other intervention</p> <p>Construction of additional shelter/housing units</p>	<p>Reduced vulnerability for target groups</p> <p>Number of days without incidents has decreased for HROs</p> <p>Decrease in domestic violence incidents</p> <p>Increased availability of shelters/housing units</p> <p>Reduced number of overdose deaths</p>

# 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
<p>Manage high risk offenders through multiple enforcement and prevention tools</p> <p>Conduct school training on domestic violence to grade 8 students</p>	<p>Reduce the risk of HROs re-offending</p> <p>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</p>	<p>HROs understand that they will be case managed by an inter-agency team</p> <p>Crisis intervention and safety planning are used to prevent (if possible) imminent risk of harm to family members and intimate partners of identified HROs</p> <p>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</p>	<p>HRO and victims/family members understand family norms and cycle of violence to prevent reoffending</p> <p>Victims are supported and their vulnerability (due to psychological or financial dependence on HRO) is reduced</p> <p>Reduce the number of occurrences of investigations relating to teen violence and child pornography</p>	<p>Prevent or minimize HROs from reoffending against their intimate partner or family member</p> <p>Family dynamics are improve to safe and secure relationships free from violence</p> <p>Break the cycle of violence for future generations</p> <p>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</p>

# 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
<p>Program participants are identified by members of the multi-agency table and referred for evaluation and identification of immediate interventions</p> <p>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)</p>	<p>SMART receives referrals of possible cases from stakeholder agencies</p> <p>SMART provides interventions for individuals in imminent risk of harm</p> <p>Cases are closed due to risk of harm being lowered (based on assessment tools)</p>	<p>Interventions are completed as per SMART recommendations</p> <p>Reduction in imminent risk of harms amongst individuals in the Whalley/City Centre target area</p> <p>Referrals are provided for individuals needing longer term support or assistance</p>	<p>Reduction of criminal activity/harm to identified individuals and their families</p> <p>Prevention of imminent injury, or emergency situation</p> <p>Increased inter-agency information sharing and collaboration</p>	<p>Improved mechanisms to identify risk factors and guide proactive and comprehensive intervention</p> <p>Coordinated interventions for prolific offenders/victims of harm</p> <p>Reduction in emergency calls for service in Whalley/ City Centre target area</p>



# PUBLIC SAFETY

STRATEGY TAKING ACTION TOGETHER

[surrey.ca/publicsafety](http://surrey.ca/publicsafety)

