

NO: P003

DATE: March 4, 2019

PUBLIC SAFETY COMMITTEE

TO: Mayor & Council

DATE: March 1, 2019

FROM: City Manager

FILE: 7400-01

XC: 8030-01

SUBJECT: Public Safety Strategy – Strategic Initiative Update

RECOMMENDATION

The City Manager recommend that Council receive this report for information.

INTENT

The purpose of this report is to provide Council with information on the delivery of strategic initiatives and key aspects of the Public Safety Strategy (the “Strategy”) and the departments responsible for each initiative.

BACKGROUND

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

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

On November 5, 2018, Council made a motion to move forward and focus on the Policing Transition Project (the “Project”) strategic direction set by Council. Council's decision to transition to a municipal police department as soon as possible is likely the single most ambitious project ever undertaken in the City of Surrey. A police services transition of this scale has never been done before in Canada.

To ensure a clear focus on this strategic priority, staff immediately realigned our public safety structure to allow for the required focus on the transition. To do so, we immediately moved the Bylaws Division from under Public Safety to the Corporate Services Department. We also created the Policing Transition Department in order to focus on Council’s key priority regarding public safety. Staff also undertook a review of the Public Safety Strategy to determine how to ensure the continued support of the key aspects of the Strategy while embarking on the Project.

On December 7, 2018, the Public Safety Committee received P003; 2018 Public Safety Strategy – Moving Forward on Integration and Alignment (report attached as Appendix “I”) and endorsed alignment of identified elements of the Public Safety Strategy within the Parks, Recreation & Culture Department. This realignment allows staff to progress on the Project, while ensuring the continued support of the key aspects within the Strategy, specifically the additional high priority Surrey Anti-Gang Family Empowerment (“SAFE”) Project which was announced on January 22, 2019. SAFE is an ambitious strategic initiative in keeping with Council’s direction. As with the policing transition it is ambitious, unique and tailored to the identified needs in our community.

DISCUSSION

To address public safety concerns within the City, it is critical to define the lead department responsible for each initiative defined in the Strategy. Through a collaborative approach, department leads have been identified for each initiative and program to ensure services are being seamlessly delivered in the community. A table providing more information on the Strategy’s initiatives and their status is as follows:

Part 1 - Current Strategic Initiatives

Program Name	Program Description	Lead Department	Status
City Centre Response Plan	Surrey Outreach Team – Established to respond to issues in the 135A Street area and to provide temporary modular housing for street entrenched individuals.	Corporate Services – Public Safety Operations	The team continue to provide enhanced bylaw enforcement and support with RCMP in the area.
City Centre – Supportive Housing	161 temporary modular units put in place on three leased sites in North Surrey to address immediate housing needs for 135A Street residents. 250 permanent modular homes to be put in place in 5 sites across the City before the lease on the temporary sites expires.	Planning & Development	Planning is identifying options for phase II sites across Surrey for presentation to Council in 2019.
Age Friendly Strategy for Seniors	The Age Friendly Strategy for Seniors provides a city-wide framework for programs that support seniors to remain actively engaged and safe in the community.	Parks, Recreation & Culture	A memo will be provided to Council in early 2019 indicating ongoing development of the strategy in 2019.

Block Watch	Block Watch is a Surrey RCMP led program that builds relationships between the police and the community they serve, by supporting residents to reduce opportunities for crime in their neighbourhoods.	Surrey RCMP	Block watch continues to develop and support new neighbourhood groups
Clayton Heights Activity Team (CHAT)	CHAT is a program that runs weekly at Clayton Hall where young people can participate in activities in a safe place and feel part of a group.	Parks, Recreation & Culture	Parks, Recreation & Culture continues to work with CHAT partners to look at opportunities to expand CHAT session frequency in 2019.
Code Blue/Mini Blue	Code Blue and Mini Blue proactively build positive police-youth relationships through fitness training programs that resemble police officer training and are led by Surrey RCMP officers.	Surrey RCMP	These programs continue to work with youth to build positive behaviours and relationships with police.
Cyber Security Outreach Program	"Be Safe Online" is a City led outreach program designed to help residents and businesses by providing access to cyber safety, online bullying and harassment education and information resources.	Corporate Services – Information Technology	The campaign continues online, and Surrey Libraries continues to deliver training.
Gang Exiting and Outreach Pilot	The Gang Exiting Pilot provides support to adult gang members (18+) to leave the gang lifestyle. Supports include, but are not limited to, clinical counselling, employment skill training, mental health and addictions support, life skills training and tattoo removal.	Combined Special Forces Enforcement Unit - BC	Combined Special Forces Enforcement Unit has bridging funding to continue the program to March 2019 and is applying for ongoing operational funding.
Action Plan on Gang Violence Prevention	The Action plan includes the Task Force on Gang Violence Prevention which published its final report in July 2018, an annual Award for Fostering Civic Responsibility, and the development of the Inadmissible Patrons Program.	Completed	

<p>WRAParound Program</p>	<p>Surrey School District partners with Surrey RCMP and the City of Surrey to deliver the WRAParound Program. This strategic initiative supports school aged children by providing youth with resources and builds positive life skills.</p>	<p>Parks, Recreation & Culture</p>	<p>Parks, Recreation & Culture continues to work with RCMP and School District 36 to deliver services under WRAP around program.</p>
<p>Yo Bro Yo Girl Initiative</p>	<p>Yo Bro Yo Girl focuses on youth outreach and support by intervening early with vulnerable youth. It specifically focuses on prevention of gang involvement, violence and substance use among youth. This program is delivered in the classroom, out of school and during school breaks.</p>	<p>Parks, Recreation & Culture</p>	<p>Yo Bro continues to expand its outreach with at risk youth and it has grown its service delivery especially to elementary schools. Yo Bro will receive \$50,000 in funding in 2019 from the City of Surrey and work is underway to identify future funding options to continue this important program.</p>
<p>Community Safety Supports</p>	<p>Surrey currently has three community-level safety programs in operation: Community Patrol Officers (CPO) comprised of City of Surrey Bylaw Enforcement employees, the RCMP Business Engagement & Safety Team (BEST) focused on business engagement and the Surrey Crime Prevention Society with their volunteer city-wide community safety tours. These programs focus on observing and reporting issues.</p>	<p>Corporate Services – Public Safety Operations</p>	<p>The program continues to deliver enhanced safety walks in target areas through Bylaws, RCMP and Surrey Crime Prevention Society volunteers.</p>
<p>Distressed Properties Response Program</p>	<p>The program identifies residential properties tipping towards a state of distress, and enables the City to take measures to address problems before they decline further and incur risk of crime or fire. Led by Surrey Fire Service and Bylaws the program reduces risks due to neglect and delinquency.</p>	<p>Surrey Fire Service</p>	<p>The program has reduced the risk of fire in abandoned properties significantly in the first year and will continue in 2019.</p>

Project IRIS	IRIS provides a service where residents, businesses and the City register the locations of cameras across the city. Equipped with the knowledge of locations of security cameras, police can more quickly and efficiently conduct their investigation when an incident occurs.	Surrey RCMP	IRIS has over 300 cameras registered and RCMP Support Services will continue to manage the service to support RCMP members.
Road Safety Education and Awareness	The program includes Cell Watch and Speed Watch. Both programs are supported by ICBC, the City, Surrey RCMP and Surrey Crime Prevention Society.	Engineering	This program is now part of the Vision Zero Strategy presented to Council.
Safe and Active Schools Program	The program has three main components: infrastructure improvements; promotion of walking and cycling to school amongst elementary school children (School Travel Planning); and sponsoring the training of elementary children in riding bikes and general road safety.	Engineering	This program is now part of the Vision Zero Strategy presented to Council.
Critical Hours Programming (MYzone)	Critical hours programs focus on providing support for young people in the afterschool hours. Typically, this time is when some middle year aged children (6-12 years old) do not have adult supervision and may become vulnerable to at-risk behaviour or victimization.	Parks, Recreation & Culture	MYZone will continue to deliver services for youth in 2019 and is considering expanded hours and locations.
Community Enhancement	Community Enhancement initiatives may include any number of unique and positive activities such as cleaning up litter along adopted streets, removing graffiti, participating in community picnics, planting bulbs for beautification of public space or reporting illegal dumping.	Parks, Recreation & Culture	Parks, Recreation & Culture will continue to deliver community enhancement programs and work with providers such as Surrey Crime Prevention Society volunteers and Partners in Parks participants.

<p>Diversity Outreach Program</p>	<p>The Diversity Outreach Program is led by the Surrey RCMP and has specialists focusing on areas of opportunity and needs of specific community groups. The team organizes and participates in community engagement activities and events, community presentations and safety training forums.</p>	<p>Surrey RCMP</p>	<p>RCMP continues to deliver community engagement at large scale sporting events concentrating on youth and families. Seniors and indigenous youth and families are also a priority.</p>
<p>Early Years Programming</p>	<p>This program brings together multiple partners in North Surrey and Guildford to support families to promote early years (0-5) education and development opportunities.</p>	<p>Parks, Recreation & Culture</p>	<p>The Early years programming is in transition from the United Way program to other services.</p>
<p>Girls Got Game</p>	<p>Options Community Services Society in partnership with the City delivers this program focused on improving the overall health and wellbeing of immigrant and refugee girls aged 9-13.</p>	<p>Parks, Recreation & Culture</p>	<p>The program saw a drop-in attendance in the latter part of 2018 and is reviewing opportunities to expand in 2019.</p>
<p>HomeSafe</p>	<p>The HomeSafe program provides support to seniors and other residents to assess fire risks in the home and ensure smoke alarms are installed and working in the event of a fire.</p>	<p>Surrey Fire Service</p>	<p>The program continues in 2019.</p>
<p>Surrey Emergency Program</p>	<p>The Surrey Fire Service delivers both personal and neighbourhood emergency preparedness programs to improve the resiliency of individuals and communities in Surrey.</p>	<p>Surrey Fire Service</p>	<p>The emergency program was refocusing some of the elements of service delivery and will be revamped in 2019.</p>
<p>Information Access and Literacy Support</p>	<p>Access to education and literacy support provides significant benefits for vulnerable communities, newcomers, families and children. Libraries support the community with a range of free programs and services.</p>	<p>Surrey Libraries</p>	<p>The program will continue in 2019.</p>

<p>Volunteerism: Building Community</p>	<p>Included in the initiative are volunteers from a range of programs and departments, such as Fire Service, Parks, Recreation & Culture, Healthy Communities, Surrey RCMP, Surrey Libraries and the Surrey Crime Prevention Society (SCPS).</p>	<p>Parks, Recreation & Culture</p>	<p>Parks, Recreation & Culture will continue to manage the volunteer program in 2019 and coordinate with RCMP, Libraries, Fire and SCPS.</p>
<p>Youth Mentorship Program</p>	<p>The Youth Mentorship Program is structured to support high school students and help them better understand appropriate workplace communication, attire, task management, punctuality and other important employment etiquette.</p>	<p>Corporate Services – Human Resources</p>	<p>HR will continue to coordinate SD36 mentorship students in 2019.</p>
<p>Inter-Agency Case Assessment Team (ICAT)</p>	<p>The Inter-agency Case Assessment Team (ICAT) mobilizes community partners and service agencies to assist the Surrey RCMP Domestic Violence Unit identify highest risk offenders of domestic violence, conduct risk assessments and create action plans associated to the management of that offender</p>	<p>Surrey RCMP</p>	<p>The program will continue to deliver targeted services for high risk domestic violence offenders in 2019.</p>
<p>Surrey Mobilization and Resiliency Table (SMART)</p>	<p>The program seeks to address community issues before they become police issues or require other emergency services. SMART is made up of professionals from a variety of disciplines including, law enforcement, corrections, housing, health, Surrey Schools, social services, income assistance and education. They meet weekly to review cases of acutely elevated risk and mobilize immediate response to lower the risk.</p>	<p>Parks, Recreation & Culture</p>	<p>SMART will be coordinated alongside the SAFE gang prevention programs in 2019.</p>

Opioid Crisis	The Opioid Overdose Research Project is led by the Surrey Fire Service and delivered in partnership with Statistics Canada. This project identified the risk factors for individuals who have died through opioid overdose in Surrey. The data will be operationalized by determining appropriate policy and program responses to reduce overdoses and deaths.	Surrey Fire Service	Advocating for the development of a provincial led plan. Planning an Opioid Summit/Data action to identify and operationalize social data linkages associated to overdose victims. Planning stage for a second responder pilot program. Piloting a take home naloxone program. Transitioning Surrey Community Action Team co-chairs.
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Part 2 - Previous Strategic Initiatives

Program Name	Program Description	Status
Business Safety Units	The Public Safety team hoped to bring together Business Improvement Associations to run consistent and statistically validated research to identify business safety issues and identify possible policy responses.	In 2017 the City funded training and support for BIAs to complete a consistent survey of businesses. There were challenges maintaining consistency in survey administration and analysis as the BIAs rely on summer students to complete the work. Three of four BIAs determined to discontinue the surveys, the Downtown Surrey BIA determined they would rather stick with their existing survey approach. The project was discontinued.
Community Safety Centre	The Surrey Community Safety Centre was planned as a physical centre to collocate community dialogue, consultation on public safety and program delivery for youth and early intervention initiatives, like the Calgary model.	The Centre was put on indefinite hold in 2018 by Council due to the significant unbudgeted capital investment required. The centre has been re-envisioned to the SAFE centre at KPU and funded through Federal Grants.
Community Services Portal	Early in the consultations for the Public Safety Strategy the idea of creating a web-portal was raised to help citizens find community services in Surrey.	Early work on the project identified that it would be more cost-effective and appropriate to assist the existing BC211 service to expand its content specific to Surrey and to use City communication channels to promote use of BC211 instead of creating a new portal. BC211 expanded its Surrey content and revamped its website to improve service accessibility. BC211 also provides services in multiple languages and via web, text and phone which the proposed Surrey portal would not have been able to achieve.

Data Driven Approaches to Crime and Traffic Safety (DDACTS)	This program anticipated that RCMP, Fire, ICBC and other stakeholders would use traffic safety data to proactively address traffic and crime enforcement in target areas.	After some problems with data collation and sharing across agencies, the program was folded into the Vision Zero Strategy led by the City's Engineering team.
Integrated Services Network (ISN)	A new model was developed for ISN, which would provide dedicated services for individuals who are chronic offenders and cycle through the justice system due to underlying and unaddressed mental health, substance use and homelessness issues.	Provincial Agencies (Attorney General, Mental Health and Addictions, and Health) are advancing work on a pilot in 2019 that will be evaluated to provide further support for the ISN model to be implemented with Provincial funding in the 2020 budget cycle or beyond.
Newton Safety Unit	This initiative sought to bring together Bylaws, RCMP, Business Improvement Association and other stakeholders to address safety issues in the Newton area.	This initiative is now managed and coordinated by the Newton Business Improvement Association and is supported by the City but no longer led under the Public Safety Strategy.
Network to Eliminate Violence in Relationships (NEVR)	The network was coordinated informally by academics at Kwantlen Polytechnic University to raise awareness and reduce the incidence of relationship-based violence in the community.	The elimination of relationship-based violence remains a priority for Surrey but this initiative is no longer managed by the Public Safety team and will continue to operate and be led by KPU.
Safe Mobility Plan	The Safe Mobility Plan was a strategy for traffic safety that pre-dated the Vision Zero Strategy	This initiative has now been subsumed by the Vision Zero Strategy led by the Engineering team.
Substance Use Awareness Team	This initiative brought together key partners to run events and promote factsheets and online information to address many forms of substance use.	This initiative was replaced by the Surrey Community Action Team – funded by the Provincial Government – to address the opioid crisis. As well the development of the Opioid Response project led by Surrey Fire Service took on the work of the Substance Use group and it was disbanded.

SUSTAINABILITY CONSIDERATIONS

The work of the Strategy supports the objectives of the City's Sustainability Charter 2.0. In particular, this work relates to Sustainability Charter 2.0 themes of Public Safety and Health & Wellness. Specifically, this project supports the following Desired Outcome ("DO") and Strategic Direction ("SD"):

- Public Safety DO5: Surrey is recognized and perceived as a leader in establishing and maintaining collaborative partnerships for community safety and wellbeing.

- Public Safety DO4: Local residents and businesses are connected and engaged within their neighbourhoods and with the broader community – including police, public safety partners and social service agencies – to enhance safety.
- Public Safety SD3: Ensure programs, policies and initiatives exist along the public safety continuum, and support the entire community.
- Health & Wellness DO5: Services and programs are responsive to shifting health and social needs, and local and external factors.

CONCLUSION

The City will continue to advance the Public Safety strategic initiatives in a collaborative, comprehensive and measurable approach. Responsibility for delivery of the programs and services have been clearly allocated to lead departments in the City. Alignment of Public Safety Program staff and the key initiatives in the Parks, Recreation & Culture department will ensure the SAFE project is successfully launched, implemented, monitored for success and embedded in the community.

Vincent Lalonde, P. Eng
City Manager

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Appendix "I" - P003; 2018 Public Safety Strategy – Moving Forward on Integration and Alignment

NO: **P003**

DATE: **December 10, 2018**

PUBLIC SAFETY COMMITTEE

TO: **Mayor & Council**

DATE: **December 7, 2018**

FROM: **General Manager, Policing Transition
General Manager, Parks, Recreation & Culture**

FILE: **7450-30**

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

RECOMMENDATION

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

1. Receive this report for information; and
2. Endorse the alignment of identified elements of the Public Safety Strategy within the Parks, Recreation & Culture Department and other departments as described in Appendix "III".

INTENT

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

BACKGROUND

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

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

- Implementing the City Centre Response Plan – Surrey Outreach Team. This initiative involved establishing the Surrey Outreach Team (24 hrs a day, 7 days a week) to respond to issues in the 135A Street area. The Surrey Outreach Team continues to monitor the area. The Corporate Services department – Public Safety Operations and RCMP lead this aspect of the initiative.
- Establish modular housing to provide services for street entrenched individuals experiencing homelessness. The housing aspects of this initiative are now led by the Planning and Development department.
- The Gang Exiting and Outreach Program, a pilot project in conjunction with the Combined Forces Special Enforcement Unit, (“CFSEU”) provides support to adult gang members seeking to leave the gang lifestyle. Supports include, but are not limited to, clinical counselling, employment skill training, mental health and addictions support, life skills training and tattoo removal. The pilot is almost complete, and CFSEU is seeking ongoing funding. The program will now be embedded in CFSEU and the City will no longer play an active role.
- The Opioid Overdose Research Project is led by the Surrey Fire Service and delivered in partnership with Statistics Canada. This project identified the risk factors for individuals who have died through opioid overdose in Surrey. The data will be operationalized by determining appropriate policy and program responses to reduce overdoses and deaths.
- Delivering the Task Force on Gang Violence Prevention in order to review the factors influencing the gang violence issues in Surrey and the region, and recommend direct actions to address these. This initiative has now concluded.
- Building on the Task Force on Gang Violence Prevention, the City and its partners developed a new suite of gang intervention programs - the Surrey Anti-Gang Family Empowerment (SAFE) Program. Federal and Provincial funding will be sought to support the SAFE Program.

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

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

DISCUSSION

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

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

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

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

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

- Merging all aspects of the communications role the Public Safety Strategy team currently provides with current structures in PRC. This includes responding to queries from community members, community agencies, the media and other levels of government;
- Moving all necessary information and resources to a community safety section on the City website. Given the move to program implementation the web presence will focus on community safety. The Public Safety Strategy documents will continue to be available on that section of the website, although new programs will not be branded as a "Public Safety Strategy".
- Inter-governmental liaison, advocacy and sourcing Provincial and Federal Funding for public safety priorities and programs;
- Tracking and maintenance of the performance measurement framework which tracks key performance indicators;
- Responding to community safety priorities and collaborating on community-wide responses;
- Developing new and innovative approaches to community safety;

- Delivery of any new community safety programs funded by the City by grants received from Federal or Provincial Government in the future; and
- Operation of all integrated services programs led by the City including Surrey Mobilization and Resiliency Table (“SMART”), the Community Action Team (“CAT”) on Opioids, Whalley Integrated Services Team (“WIST”), Newton Integrated Services Team (“NIST”).

SUSTAINABILITY CONSIDERATIONS

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

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

CONCLUSION

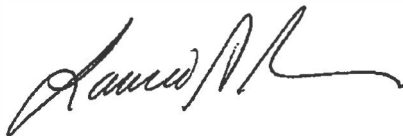
As stated, the Strategy was developed to evolve as initiatives were developed and priorities shifted. With the transition to an independent municipal police force underway, the recommendations contained within this report allow important aspects of the approach to be further integrated into City departments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

Therefore, it is recommended that the Public Safety Committee:

- Receive this report for information; and
- Endorse the alignment of identified elements of the Public Safety Strategy within the Parks, Recreation & Culture Department and other departments as described in Appendix “III”.



Terry Waterhouse
General Manager, Public Safety



Laurie Cavan
General Manager,
Parks, Recreation & Culture

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Appendix “I” – Public Safety Strategy (appendix available upon request)

Appendix “II” – Public Safety Progress Report (appendix available upon request)

Appendix “III” –Public Safety Strategy Strategic Initiatives Overview (appendix available upon request)