

SURREY POLICE BOARD REGULAR MEETING AGENDA

	ITEM	PRESENTER	TIME
A.	CALL TO ORDER	Chair McCallum	5 minutes
	The Surrey Police Board recognizes that our work takes place on the ancestral, traditional, and unceded territories of the Coast Salish Peoples.		
B.	ADOPTIONS		
1.	Adoption of the Agenda – September 15, 2020	Chair McCallum	5 minutes
2.	Adoption of Minutes – August 6, 2020	Chair McCallum	5 minutes
C.	DELEGATIONS		
	No delegations.		
D.	REPORTS		
1.	Establishing the Surrey Police – A Framework for Critical Decisions – For Information Report No. 2020-R004 <i>(Presentation available)</i>	Terry Waterhouse	15 minutes
2.	Communicating the City of Surrey Priorities, Goals and Objectives for Policing Report No. 2020-R005 – For Information <i>(Presentation available)</i>	Terry Waterhouse	15 minutes
3.	Surrey Policing Transition – Interim Financial Procedures Report No. 2020-R006 – for Decision <i>(Presentation available)</i>	Terry Waterhouse	20 minutes
4.	Procedural Change – Approval of Delegations Report No. 2020-R007 – For Decision	Melissa Granum	5 minutes
5.	Freedom of Information Overview Report No. 2020-R008 – For Information	Melissa Granum	5 minutes
6.	Association Memberships – For Decision Report No. 2020-R009	Melissa Granum	10 minutes
E.	INFORMATION		

No information.

Memos

- | | | |
|--|----------------|-----------|
| 1. Election Results of Vice Chair Position –
For Information
Memo No. 2020-M002 | Melissa Granum | 5 minutes |
| 2. Meeting Location Options –
For Information
Memo No. 2020-M003 | Melissa Granum | 5 minutes |

F. CORRESPONDENCE

- | | | |
|--|----------------|-----------|
| 1. Letter from Surrey Urban Indigenous Leadership
Committee and Mayor's response. | Melissa Granum | 5 minutes |
|--|----------------|-----------|

G. NEW BUSINESS

No new business.

H. NEXT MEETING

The next meeting of the Surrey Police Board will be held on October 13, 2020.

I. MOTION TO HOLD A MEETING IN A CLOSED SESSION

It is in order for the Board to pass a motion to close the meeting to the public pursuant to Section 69 (2) (b), (c), and (d) of the *Police Act*, which states:

Chair McCallum

- (2) if it believes that any of the following matters will arise in a meeting or hearing held by it, a board or committee may order that the portion of the meeting during which the matter will arise be held in private:
 - (b) a matter concerning a person's financial or personal affairs, if the person's interest in the matter outweighs the public's interest in the matter;
 - (c) a matter concerning labour contract discussions, labour management relations, layoffs or another personnel matter;
 - (d) a matter concerning information that a person has requested he or she be allowed to give in private to the board or committee.

J. ADJOURNMENT

Chair McCallum

Present:

Doug McCallum, Chair
Bob Rolls
Cheney Cloke
Elizabeth Model
Harley Chappell
James Carwana
Jessie Sunner
Manav Gill
Meena Brisard

Regrets:**Staff Present:**

Terry Waterhouse, GM, Policing Transition
Melissa Granum, Executive Director
Marion Chow

A. CALL TO ORDER**1. First Nation Welcome****2. Opening Remarks****3. Oath of Office**

Memo 2020-M001 -Inauguration
Oath of Office, Surrey Police Board

Judge Therese Alexander administered the oaths of office to the Surrey Police Board.

4. Motion to Create the Surrey Police Service:

That the Surrey Police Board, pursuant to its authority under section 26(1) of the Police Act, hereby establishes a municipal police department to be known as the “Surrey Police Service” to provide policing and law enforcement in the City of Surrey.

It was

Moved by Elizabeth Model
Seconded by Bob Rolls

That the motion to create the Surrey Police Service be approved.

Carried

B. ADOPTIONS**1. Adoption of the Agenda – August 6, 2020**

It was

Moved by Bob Rolls
Seconded by Jessie Sunner

That the agenda of the Surrey Police Board regular meeting of August 6, 2020 be adopted.

Carried

C. DELEGATIONS

No delegations.

D. REPORTS

1. Surrey Police Transition Process to Date

Report No. 2020-R001 – Receive for Information

It was

Moved by Bob Rolls
Seconded by Jessie Sunner

That the Board receive this report for information.

Carried

2. Category 1 Status for Surrey Police Service

Report No. 2020-R002 – For Decision

It was

Moved by Board Member Jim Carwana
Seconded by Board Member Jessie Sunner

That the Board receive the report and endorse the recommendations as outlined in the report.

Carried

3. Board Committee Assignments

- a. Governance
 - b. Human Resources
 - c. Finance
 - d. Freedom of Information
- Report No. 2020-R003 – For Decision

It was

Moved by Board Member Bob Rolls
Seconded by Board Member Cheney Cloke

That the Board receive this report for information and deal with the appointment of committee members for the FOI committee in “New Business”.

Carried

E. INFORMATION

No information.

F. CORRESPONDENCE

No correspondence.

G. NEW BUSINESS

Discussion on FOI committee appointments to appoint someone at this time or wait for a couple of meetings. The Board is satisfied with Executive Director's response that these requests will be dealt with expeditiously, and not being held until the next Board meeting.

Motion to the table is carried.

H. NEXT MEETING

The next meeting of the Surrey Police Board will be held on September 15, 2020.

I. MOTION TO HOLD A MEETING IN A CLOSED SESSION

It is in order for the Board to pass a motion to close the meeting to the public pursuant to Section 69 (2) (b), (c), and (d) of the *Police Act*, which states:

It was

Moved by Elizabeth Model
Seconded by Manav Gill

That the Board close the meeting to the public pursuant to Section 69 (2) (b), (c), and (d) of the *Police Act*, which states:

- (2) if it believes that any of the following matters will arise in a meeting or hearing held by it, a board or committee may order that the portion of the meeting during which the matter will arise be held in private:
- (b) a matter concerning a person's financial or personal affairs, if the person's interest in the matter outweighs the public's interest in the matter;
 - (c) a matter concerning labour contract discussions, labour management relations, layoffs or another personnel matter;
 - (d) a matter concerning information that a person has requested he or she be allowed to give in private to the board or committee.

Carried

J. ADJOURNMENT

It was

Moved by Elizabeth Model
Seconded by Manav Gill

That the August 6, 2020 Surrey Police Board meeting be adjourned.

Carried

The Surrey Police Board meeting adjourned at 10:49 AM.

Certified correct:

Melissa Granum, Executive Director

Doug McCallum, Chair

REGULAR

REPORT DATE: September 10, 2020

BOARD MEETING DATE: September 15, 2020

BOARD REPORT # 2020-R004

TO: Surrey Police Board

FROM: General Manager, Policing Transition

FILE: 7400-01

SUBJECT: Establishing the Surrey Police – A Framework for Critical Decisions

RECOMMENDATION

The General Manager, Policing Transition recommends that the Board receive this report for information.

PURPOSE

This report outlines a framework for the key critical decisions which will take place in coming months to establish and operate the Surrey Police Service (SPS).

BACKGROUND

On August 6, 2020, the Board adopted a motion to create the SPS. The *BC Police Act* [RSPC 1996] (the *Police Act*) defines roles and responsibilities for the Board, the Chief Constable, the municipality and others in making decisions regarding a municipal police service. Decision-making on issues related to the establishment and operation of the SPS must be consistent with the *Police Act*.

Creating a municipal police service requires multiple complex and interrelated decisions and the *Police Act* provides guidance as to the appropriate authorities for decision making on several issues. However, the *Police Act* does not provide explicit direction for the transfer of policing responsibilities from a contracted policing model under the Municipal Police Unit Agreement (MPUA) to an independent municipal police service. Therefore, the critical decisions required in coming months are derived from the *Police Act* as well as the practical considerations required during a transition of this type.

DISCUSSION

A corresponding City of Surrey Corporate Report has also been prepared and forwarded to Council for the September 14, 2020 Council meeting.

Broadly speaking, the *Police Act* defines the decision-making authority of the Board regarding matters of governance, accountability and transparency. Specifically, the Board's powers include:

- Employing all sworn and civilian staff of the SPS;
- Setting policy and providing direction to the Chief Constable;
- Overseeing the budget; and

- Authority for Service or Policy Complaints against the SPS¹.

Similarly, the *Police Act* defines the decision-making authority of the Chief Constable as focused on operational and organizational matters regarding how policing services are delivered. Specifically, the Chief Constable's powers include:

- Exercising powers and performing duties assigned to the Chief Constable;
- Ensuring compliance with the Director of Police Services' standards as they relate to a municipal police department;
- Performing the duties and functions respecting the preservation of peace, the prevention of crime and offences against the law; and
- Overseeing the operation of the municipal police department².

The *Police Act* also defines the decision-making authority of the municipality as focused on matters regarding funding of police services. Specifically, the municipality's authority includes:

- Bearing the expenses necessary to generally maintain law and order in the municipality;
- Providing adequate accommodation, equipment and supplies for the operation of and use by the municipal police service and the detention of persons in police custody³; and
- Providing to the Board advice on the municipality's priorities, goals and objectives⁴.

The specific authorities under the *Police Act* imply decision-making authorities for the parties, however the practicalities of establishing a department while still delivering services through a contracted policing model require a nuanced and proactive approach to implementing these authorities. More importantly, each party needs to understand each other's specific authorities and how they will be used to create the municipal police service.

In addition to the above noted responsibilities embedded in the *Police Act*, the Province, the Federal Government and the RCMP are important stakeholders, and on some issues, decision makers. To confirm and facilitate resolution of those issues, the Surrey Police Transition Tri-Lateral Committee (the "committee") is being formed. It includes senior representatives from Public Safety Canada, the Ministry of Public Safety and Solicitor General, and the City of Surrey. The committee held its inaugural meeting on September 4, 2020. It is anticipated that several critical decisions will come forward to the Board as a result of the work of the committee. City staff will provide regular updates to the Board and Council on the work of the committee.

Draft Framework for Decision Making

To support the Board, the Chief Constable and the municipality in making the necessary decisions that will give effect to the Board's motion to create the SPS, a draft critical decision matrix has been created. The matrix outlines several major decisions that have been identified to date, categorizes these by topic area, and indicates the anticipated roles of the parties in confirming the decisions. The matrix will be reviewed by the Chief Constable and will be updated as progress is made on the topics indicated. Table 1

¹ Part 5, *BC Police Act* s.23-30

² Part 7 *BC Police Act* (s.34)

³ Part 4 *BC Police Act* (s.15)

⁴ Part 5 *BC Police Act* (s. 26)

below shows the structure of the draft matrix and provides a sample of decisions that will need to be considered. The draft matrix is included as Appendix I and will be updated as new issues are identified.

Table 1. Sample of Draft Critical Decision Matrix

Topic Area	Decision / Direction Required	Board	Chief Constable	City of Surrey
Financial Management	Five-year forecast for capital infrastructure to support policing	Endorse	Collaborate with the Board and City	Approve

In some cases, one of the parties has sole authority and holds the responsibility for the decision (e.g., appointment of the Chief Constable is the sole authority of the Board). In other cases, the primary decision maker is identified and other parties may have a role in collaborating with or otherwise supporting that party to make the final decision (e.g., confirming the five-year budget forecast for the SPS for inclusion in the City’s Five-Year Financial Plan will require collaboration between the Board and the Chief and approval by the municipality).

Items will be brought forward to the Board and/or the Chief Constable, for decision or further direction consistent with their authorities under the *Police Act*. A collaborative approach will be maintained which provides early notice to the Board of work underway that may lead to future decisions.

The draft critical decision matrix provides the Board with advanced notice of the items identified to date requiring decision or further direction prior to implementation. The matrix is sorted by type of decision in alphabetical order. At this stage, it is provided for information only and each item will be brought forward formally for input from the Board as necessary. It should be noted that items may change in scope as more information becomes available.

CONCLUSION

The Board, the Chief Constable and the municipality all have key roles to play in making the multiple, complex, and interrelated decisions required to establish the SPS. Additional responsibilities involve the federal and provincial governments. Ensuring that all parties clearly understand their roles and responsibilities and decision-making authorities is important to ensure effective collaboration. Early notice of key decisions that will be brought forward is also useful to help the Board prioritize consideration of issues requiring early attention. The draft critical decision matrix provides a framework for these decisions.



Terry Waterhouse
General Manager, Policing Transition

Draft Critical Decision Matrix – Roles and Responsibilities

Topic Area	Description	Board Responsibility	Chief Constable Responsibility	City of Surrey Role
Financial Management	Confirm the policing operations budget model and confirm the Surrey Police five-year operations budget forecast	Collaborate with the City	Collaborate with the Board and City	Collaborate with the Board
Financial Management	Confirm the five-year forecast for capital infrastructure to support policing	Endorse	Collaborate with the Board and City	Approve
Financial Management	Review and confirm the proposed budget for SPS in the City of Surrey's 2021-25 Five Year Financial Plan	Collaborate with the City	Collaborate with the Board and City	Approve
Human Resources Management	Strike Executive Recruitment Committee for Chief Constable	Approve	No role	No role
Human Resources Management – Civilian Transition	Confirm the draft civilian transition plan for the existing civilian employees of the City who will transfer to employment with Surrey Police	Endorse	Collaborate with the City	Approve
Human Resources Management	Confirm the SPS organizational structure	Collaborate with the Chief Constable	Approve	No role
Human Resources Management	Confirm the draft recruitment plan for sworn and new civilian positions in Surrey Police	Endorse	Collaborate with the Board and City	Provide Support

Topic Area	Description	Board Responsibility	Chief Constable Responsibility	City of Surrey Role
Human Resources Management	Confirm the hiring sequence and timing for open of online recruitment to begin	Collaborate with the Chief Constable	Approve	Provide Support
Human Resources Management	Confirm draft plan for Transitional Recruitment Unit to support hiring during the establishment phase	No role	Approve	Collaborate with the Chief Constable/ Dept
Human Resources Management	Confirm pension transfer process for eligible new police members	Endorse	Collaborate with the Board and City	Provide Support
Information Technology	Confirm the draft information management/ information technology plan to support the establishment and operational phases of the Surrey Police	Endorse	Collaborate with the City	Provide Support / Approve
Information Technology	Confirm capabilities and systems required to support operation of the Department	Receive for information	Collaborate with the City	Collaborate with the Chief Constable/ Dept Approve
Infrastructure - Equipment	Confirm specifications of required equipment to support the Surrey Police	Support	Approve	Collaborate with the Chief Constable/ Dept

Topic Area	Description	Board Responsibility	Chief Constable Responsibility	City of Surrey Role
Infrastructure - Equipment	Confirm approach to transfer equipment assets from Government of Canada to City under the terms of the Municipal Police Unit Agreement	Support	Collaborate with the City	Approve
Infrastructure - Facilities	Confirm draft facilities plan including options for establishment and operational phase	Support	Collaborate with the City	Approve
Infrastructure - Facilities	Confirm budget approval for fit-up of approved spaces to accommodate the phased recruiting model	Collaborate with the City	Collaborate with the Board and City	Approve
Infrastructure - Fleet	Confirm preferred specifications and requirements for fleet to service Surrey Police operating model	Support	Approve	Collaborate with the Chief Constable/ Dept
Infrastructure - Fleet	Confirm approach to transfer fleet assets from Government of Canada to City under the terms of the Municipal Police Unit Agreement	Support	Collaborate with the City	Approve
Infrastructure - Fleet	Confirm decisions regarding insurance provisions for fleet assets	No role	Collaborate with the City	Approve

Topic Area	Description	Board Responsibility	Chief Constable Responsibility	City of Surrey Role
Operational Police Matters	Confirm the approach for the phased Integrated Transition Model and Integrated Command Structure	Collaborate with the Chief Constable	Approve	Provide Support
Operational Police Matters	Determine the operating model for frontline policing	No role	Approve	No role
Operational Police Matters	Confirm approach to file continuity for active investigations	No role	Approve	No role
Operational Police Matters	Confirm approach for fleet sharing arrangements (potential) between Surrey Police and Surrey RCMP subject to negotiations on the proposed phased Integrated Transition Model	Collaborate with the Chief Constable	Approve	Collaborate with the Chief Constable/ Dept
Police Board Operations	Confirm working draft of Board Policy Manual	Endorse	No role	No role
Police Board Operations	Assignment of Committees of the Board	Approve	No role	No role
Police Board Operations	Confirm agreements for secondments of municipal staff and shared services agreements to support establishment of SPS	Approve	No role	Approve

Topic Area	Description	Board Responsibility	Chief Constable Responsibility	City of Surrey Role
Purchasing and Asset Management	Confirm draft purchasing and asset management plan including early procurement needs for the Department	Support	Collaborate with the City	Collaborate with the Chief Constable/ Dept Approve
Strategic Communications	Confirm continued use of the provisional Surrey Police Board and Surrey Police Service branding during the establishment phase.	Endorse	Collaborate with the Board	Provide Support

REGULAR

REPORT DATE: September 10, 2020

BOARD MEETING DATE: September 15, 2020

BOARD REPORT # 2020-R005

TO: Surrey Police Board

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

FILE: 7400-01

SUBJECT: Communicating the City of Surrey Priorities, Goals and Objectives for Policing

RECOMMENDATION

The General Manager, Policing Transition and the General Manager, Parks, Recreation & Culture recommend that the Board receive this report for information.

PURPOSE

This report provides an update on the City of Surrey's priorities, goals and objectives for policing in Surrey.

BACKGROUND

The *BC Police Act* [RSBC 1996] (the *Police Act*) requires the municipality to provide their priorities, goals, and objectives for policing to the police board. Section 2 of the *Police Act* provides authority to the Minister of Public Safety to establish priorities, goals and objectives for policing and law enforcement in British Columbia. Under s.24(4.1) (b) of the *Police Act* the municipality shall provide input to the Board on the "priorities, goals and objectives" of the municipality. The *Police Act* also requires that, "In consultation with the chief constable, the municipal police board must determine the priorities, goals and objectives of the municipal police department," as per S.26 (4).

DISCUSSION

The City of Surrey (the City) has completed several activities in recent years to determine the priorities, goals, objectives and programs for policing and public safety. They are outlined here to provide preliminary information to the Board.

Citizen Engagement

During the early phases of the police transition (April – June 2019), the City undertook a citizen engagement strategy. The City collected both qualitative and quantitative data from in-person events and an online survey. Over 12,000 pieces of data were received and analysed, and more than 4,000 people attended the 23 events between May and June 2019 to provide their input. Translators were made available at events to assist those for whom English is not the language spoken at home. Translators provided support in Mandarin, Punjabi, and Farsi. An independent consultation expert was

contracted to help develop the citizen engagement strategy, conduct the events and analyze the findings which they summarized in a report. The report on the findings was presented to Council (see Corporate Report R164; 2019 attached as Appendix I).

The report provides a detailed summary of both the approach and the broad mix of feedback collected from citizens. The report uses thematic analysis to group like responses into key themes based on the qualitative feedback received. When asked about the priority issues that they want their police department to address the most frequently chosen issues were:

- Reducing gang activity (91%);
- Reducing drug trafficking (87%);
- Reducing gun-related crime (86%);
- Expanding youth programs (79%); and
- Reducing property crime (17%).

Several other issues were also identified with much lower frequency of responses such as: improving traffic safety, keeping public order, reducing cybercrime and cyberbullying, and expanding community outreach programs. All respondents who answered the question wanted police to be able to respond quickly to emerging issues and trends.

The findings from the consultation are consistent with previous research undertaken by the City in 2016 as part of the Public Safety Strategy.

Best Practices in Community Responsive Policing

As part of developing the rationale for the Surrey Police Service (SPS) and to support the City's work on the Provincial Municipal Policing Transition Study Committee (PMPTSC), the City also undertook research and prepared a report "*Building the Surrey Police Department: Applying a best practices in policing approach*" (Appendix II). This report brings together multi-disciplinary research on policing to provide background on best practices in:

- History of policing;
- Governance;
- Community responsive policing;
- Operational policing (e.g., hot spots policing, problem-oriented policing, predictive policing, focused deterrence strategies and integrated policing);
- Law enforcement recruitment, including hiring for diversity;
- Recruit training;
- Policing information management and information technology; and
- Organizational health and well being in police organizations.

This report assisted the PMPTSC in coming to consensus around the proposed model for the SPS and provides important background information to support the Chief Constable in determining the operating model.

Public Safety Strategy

Launched in 2016, the City's Public Safety Strategy was a comprehensive, collaborative and measurable approach to identifying and implementing strategic initiatives for public safety around four priority areas:

- Preventing and reducing crime;
- Ensuring safe places;
- Building community capability; and
- Supporting vulnerable people.

The strategy involved every department of the City and many social service agencies and other parties. Built and delivered through a collaborative process, in 2018 a report was provided to City Council on the measures associated with the strategic initiatives (see Corporate Report R149; 2018 attached as Appendix III). The strategy was then embedded within City departments and a community safety team was established in the Parks, Recreation and Culture Department to continue this work.

SAFE Program

In addition to the multitude of programs developed by the City and many community partners as part of the Public Safety Strategy, the City has continued to develop and launch programs tailored to the most important issues facing our community. An example of this is the Surrey Anti-Gang Family Empowerment (SAFE) program. The City leads a team of 10 agencies and government organizations to deliver 11 programs targeted at early intervention with youth in Surrey to ensure they are not on the pathway to future gang involvement. The programs are a combination of one-on-one support to youth and family support and intervention programs. The program is funded by Public Safety Canada and represents an \$7.5M investment in crime prevention with youth and their families. A presentation was recently provided to City Council on the program activities to date (Appendix IV).

Next Steps

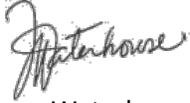
As shown, the City of Surrey has done a great deal of work to determine priorities, goals and objectives for policing and public safety in Surrey, and to develop best practices programs that directly address those priorities. The City will continue this work. Further work will be done in coming weeks and months to update the priorities, goals and objectives of the City through Council. As those are confirmed they will be forwarded to the Board to assist in the strategic planning and priority setting of the Surrey Police Board and the SPS.

A corresponding City of Surrey Corporate Report has also been prepared and forwarded to Council for the September 14, 2020 Council meeting.

CONCLUSION

Setting priorities, goals and objectives for the SPS is a responsibility of the Board. The City is responsible for providing feedback to the Board on the priorities, goals and objectives of the municipality.

Early groundwork completed by the City can inform this work and should be augmented by the SPS's own research and engagement with the community. This report outlines other considerations for the Board in confirming its priorities, goals and objectives for the SPS.



Terry Waterhouse
General Manager, Policing Transition



Laurie Cavan
General Manager, Parks, Recreation & Culture

- Appendix I Corporate Report R164;2019 to City Council on Citizen Engagement
- Appendix II Building the Surrey Police Department: Applying a best practices in policing approach
- Appendix III Corporate Report R149; 2018 to City Council on Public Safety Strategy
- Appendix IV Presentation on SAFE program to City Council



CORPORATE REPORT

NO: R164

COUNCIL DATE: July 22, 2019

REGULAR COUNCIL**TO: Mayor & Council****DATE: July 18, 2019****FROM: General Manager, Policing Transition****FILE: 7400-01****SUBJECT: Policing Transition - Citizen Engagement Strategy Update****RECOMMENDATION**

The Policing Transition Department recommends that Council receive this report for information.

INTENT

The intent of this report is to inform Council of the results of the Citizen Engagement Strategy for the Policing Transition project.

BACKGROUND

On November 5, 2018, Council unanimously endorsed a Motion presented to Council, (RES. R18-2087) that directed staff to “take all appropriate steps to immediately create a Surrey Police Department in accordance with the BC Police Act. Council further directs staff to notify the Federal and Provincial governments that the City of Surrey is terminating its contract for the RCMP municipal police service”.

Following the motion, the City created the Policing Transition Department and took several actions, including:

- Notification of intent to terminate the Municipal Police Unit Agreement (“MPUA”) to the Province of British Columbia and the Government of Canada;
- Creating an Internal Management Committee to oversee the transition process and guide the Transition Team;
- Forming an internal Transition Team;
- Signing a Technical Assistance Agreement (“TAA”) with the City of Vancouver and the Vancouver Police Department (“VPD”) to secure expert advice and technical support to build the Transition Plan;
- Holding regular meetings and ongoing liaison with the Solicitor General – Police Services Division;
- Submitting on May 22, 2019, the Surrey Police Transition Plan (the “Plan”) to the Solicitor General for review and approval; and

- Publicly releasing the Transition Plan on June 3, 2019.

DISCUSSION

Consultation with citizens on the issues related to establishing a city police department was a critical aspect of the policing transition. Therefore, the City launched the Citizen Engagement Strategy (the “Strategy”) to provide a forum for citizens to share their perspectives and insights on the development of the new Surrey Police Department.

Given the nature of the Council motion, citizens were not asked to indicate if they supported the motion; rather the consultation sessions focused on providing information to citizens on the transition and asking for their input and perspectives on priority community safety issues and the type of policing approaches they want to see in their community.

As part of the Strategy, the City undertook 23 consultation events across the community from May 17 – June 23.

The objectives of the consultation were to:

- a) Inform citizens about the rationale and aspects of the transition process;
- b) Obtain data on citizens’ perspectives about issues that matter to them;
- c) Build citizens’ sense of ownership and pride in the new Surrey Police Department; and
- d) Create confidence in the process of the transition and confidence that the future Surrey Police Department will deliver tangible benefits to citizens.

Engagement Approach

The Citizen Engagement Strategy was used to structure the consultation process and involved both branding and marketing and engagement events. A Surrey Police brand identity was created and shared with the public at events and used to create a coherent look and feel for all transition communications and events. This included a logo and a consultation vehicle, printed banners and collateral. The engagements took three main forms:

1. full open-house style consultation events with multiple activities, kids stations with colouring and Lego to allow caregivers time to review materials and provide feedback, survey kiosks and printed collateral elements to share all the available information on the transition;
2. pop-up kiosks with key information on printed banners and information boards and the survey kiosks; and
3. survey stations with staff using iPads to encourage survey participants in key locations.

Over the five weeks of the consultation period, 23 different events in locations across all six of the city’s town centres were completed. Consultation events were held at different times of the day (both early mornings starting at 7am – to later evenings finishing at 10pm) and on different days of the week (including Saturday and Sunday and public holidays) in order to maximize availability for the public to attend an event in their area.

The consultation events began with an informational booth at the Cloverdale Rodeo from May 17-21, 2019, which focused on promoting attendance at future events.

A survey was developed to anchor the consultation events around questions regarding community safety and policing approaches and to gather consistent data across the different engagement approaches (attached as Appendix “I”). The intent of the survey was to gauge perspectives on policing issues and citizens sense of personal safety. The survey was designed to be anonymous and confidential, and as a result no personal information was collected on survey respondents. This is a standard approach for perception surveys to ensure the anonymity of respondents.

The survey was available on the website (www.surreypolice.ca) 24 hours a day, 7 days a week from May 17, 2019 – June 24, 2019. In addition, the survey was completed in person at events on iPad kiosks. The questions on the survey were optional, participants could complete only one question, or could complete all questions, or they could choose to just complete the open comment field at the end of the survey. This means that the data was analysed based on the total number of respondents per question as this varied significantly across the survey questions. This is a standard approach in survey design when questions are optional.

In total, 11,103 surveys were completed, 1,083 surveys were completed at consultation events and a further 10,020 completed the survey online on their own time. In addition, participants in the survey and at the consultation events were able to provide open ended feedback. There were 1,180 comments received throughout the consultation period. In total, 12,283 pieces of input were received and analysed for the final report.

Approximately 4,000 people attended events in person. At these events, the role of staff was to encourage participation from members of the public, answer questions and explain the information available as required and assist individuals for whom English was not their primary language. Individuals for whom English was not their primary language were encouraged to complete the card in their own language and the City had this feedback translated after the event to include it in the analysis. At most events, the City had staff who could converse in Punjabi, Hindi, Mandarin, and Arabic. These staff were also available to translate the printed materials and banners and answer any questions in the individual’s home language.

The first ten events occurred prior to the release of the Transition Plan, and 13 events were completed after citizens had a chance to review the details published in the Plan. This had some impact on the findings with citizens’ perspectives being stronger at the outset about issues of process and transparency with less feedback on this being received after the Plan was made public. In general, the earlier events received a higher turnout of citizens on average with less attending each event on average after June 3, 2019.

Preliminary Findings

Key findings from the survey and other feedback received during the consultation period are summarized in the Report on Citizen Engagement Strategy (the “Report”) and attached as Appendix “II”. The report provides a detailed summary of both the approach and the broad mix of feedback collected from citizens. The report uses thematic analysis to group like responses into key themes based on the qualitative feedback received. The results of the survey provide a broad array of the perspectives of citizens that will be used to inform the Implementation Plan for the Surrey Police Department.

When asked about the priority issues that they want their police department to address the most frequently chosen issues were:

- Reducing gang activity (91%);
- Reducing drug trafficking (87%);
- Reducing gun-related crime (86%);
- Expanding youth programs (79%); and
- Reducing property crime (17%).

Several other issues were also identified with much lower frequency of responses such as: improving traffic safety, keeping public order, reducing cybercrime and cyberbullying, and expanding community outreach programs.

When asked about the key aspects of policing that they want to see in Surrey, citizens who completed these questions supported the policing approaches outlined in Table 1.

Policing Approach	Percentage			
	Strongly Agree	Agree	Disagree	Strongly Disagree
I want a police department that is locally led	90	3	2	5
I want police officers that build their career in Surrey and know the community well	92	6	2	0
I want increased uniformed patrols in their neighbourhood	92	5	2	1
I believe that police priorities should be based on issues important to Surrey citizens	92	6	1	1
I want a proactive police department focused on solving crime	93	6	1	0
I want police officers from diverse backgrounds to represent our community	92	7	1	0
Our police service should balance effort between crime prevention and enforcement of laws	91	8	1	0
Our police department should focus more on violent crime than property crime	88	7	4	1
I want a police department that emphasizes crime prevention programs	66	30	3	1

Table 1. Support for Key Policing Approaches

All respondents who answered the question wanted police to be able to respond quickly to emerging issues and trends. In addition, questions focused on citizens' perceptions of safety, responses to these questions are outlined in Table 2.

Personal Safety	Percentage			
	Strongly Agree	Agree	Disagree	Strongly Disagree
I feel safe in my home	8	8	83	1
I feel safe in my neighbourhood	6	7	3	84

I feel comfortable in Surrey's public spaces at night	3	6	6	85
I feel fine letting my children play outside in my neighbourhood	4	7	4	85

Table 2. Responses Regarding Personal Safety

The report also summarizes the analysis of the open comment fields in the survey and the physical comment cards submitted by people attending events. The report groups this qualitative feedback into two parts: suggestions received from citizens regarding policing; and concerns raised about establishing a police department and/or about the transition process. It is important to note that a given comment card or open comment field on a survey could include multiple suggestions or concerns which makes it inappropriate to quantify these cards beyond grouping them by theme. Feedback was analysed to assess key themes that can help inform the transition process and inform the future operation of the Surrey Police Department.

The report provides more detail on each suggestion and concern, the main areas of feedback are listed in Table 3 below.

Suggestions from Citizens	Concerns or Issue Raised
Address drug and gang prevalence	Concerns about phasing out the RCMP
Eliminate gun violence	Concerns about tax increase
Reduce crime	Concerns about the City being able to afford a Surrey Police Department
Emphasize community engagement	
Engage youth/create more youth & school programs	Keep the police independent from politics
Ensure police presence in the community	Create a transparent cost projection
Shorten police response times	Hold a referendum
Hire more officers	
Ensure police officers are local	
Address homelessness	
Avoid racial profiling	
Address sex crimes	
Reduce the number of sex workers on the streets	
Make crime statistics more public	

Table 3. Summary of Open Comment Feedback

Next Steps

The key findings outlined in the report provide important feedback for the City as it moves from planning to implementation of the Surrey Police Department. Suggestions provided by citizens can be used to inform the Implementation Plan for the Surrey Police Department. In addition, feedback on the transition process will be considered as the City moves forward with communications regarding the transition.

The City's Policing Transition team is now refining the implementation plan based on work underway across City departments and based on the key findings of the Citizen Engagement

Strategy. The Implementation Plan will guide the next phase of the project once approval is received from the Solicitor General to establish the Surrey Police Department.

SUSTAINABILITY CONSIDERATIONS

The work of the Citizen Engagement Strategy supports the objectives of the City's Sustainability Charter 2.0. In particular, this project supports the Sustainability Charter 2.0 theme of Public Safety. Specifically, this project supports the following Desired Outcome ("DO") and Strategic Direction ("SD"):

- 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.

CONCLUSION

Citizen engagement is a core element of the policing transition process. A key rationale for the transition to a municipal police service is that this enables policing to be responsive to local needs and issues. Through a coordinated public information and engagement campaign, the City gathered input to priorities for the new Surrey Police that will inform implementation and operation of the new department. The feedback outlined in the Report on Citizen Engagement Strategy will help inform the deployment model and help set initial priorities for the new Surrey Police Department.



Terry Waterhouse
General Manager, Policing Transition

TW/mc

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Appendix "I" – Survey Questions

Appendix "II" – Final Report on Citizen Engagement Strategy

Appendix “I”

Survey Questions

1. What neighbourhood do you live in?

- City Centre/Whalley
- Newton
- Fleetwood
- South Surrey
- Cloverdale
- Guildford
- I do not live in Surrey
- I work in Surrey but live somewhere else
- I do not live or work in Surrey

2. I think the **five** most important things for the Surrey Police Department to address are...
(please pick up to five)

- Reducing gang activity
- Reducing drug trafficking,
- Reducing property crime,
- Reducing gun related crime,
- Improving traffic safety,
- Expanding community outreach programs,
- Expanding youth programs,
- Reducing human trafficking
- Proactively solving crimes
- Countering extremism
- Keeping public order
- Supporting individuals with mental illness or substance use disorders to access services
- Reducing Cyber-crime (including cyberbullying, identity theft etc.)

3. Please indicate the degree to which you agree with the following statements by checking the box that matches

	Strongly Agree 	Agree 	Disagree 	Strongly Disagree 
I want a police department that emphasizes crime prevention programs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I want increased uniformed police patrols in my neighbourhood.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our police department should focus more violent crime than property crime.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel safe in my home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It's time that Surrey had a police department that is locally led.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I believe our police department should prioritize its efforts based on what is important to Surrey citizens.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our police department should balance effort between crime prevention and enforcement of laws.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel comfortable in Surrey's public spaces at night.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our police officers should come from diverse backgrounds and represent our community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I want a police department that works proactively to solve crimes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel fine letting my children play outside in my neighbourhood.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I want police officers to build their career in Surrey so they know the community well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being able to respond quickly to emerging issues (e.g., opioid crisis, crime trends) is important for our police service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel safe in my neighbourhood.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. What do you think is important for the City to consider as we move forward to establish a new Surrey Police Department? (open comment field)

Final Report on the Citizen Engagement Strategy



Acknowledgments

The City of Surrey would like to thank the people who took time to attend an event or provide feedback via our survey. We appreciate the Surrey residents who shared their ideas and perspectives on the establishment of a city police department.

Introduction

Addressing Crime in Surrey

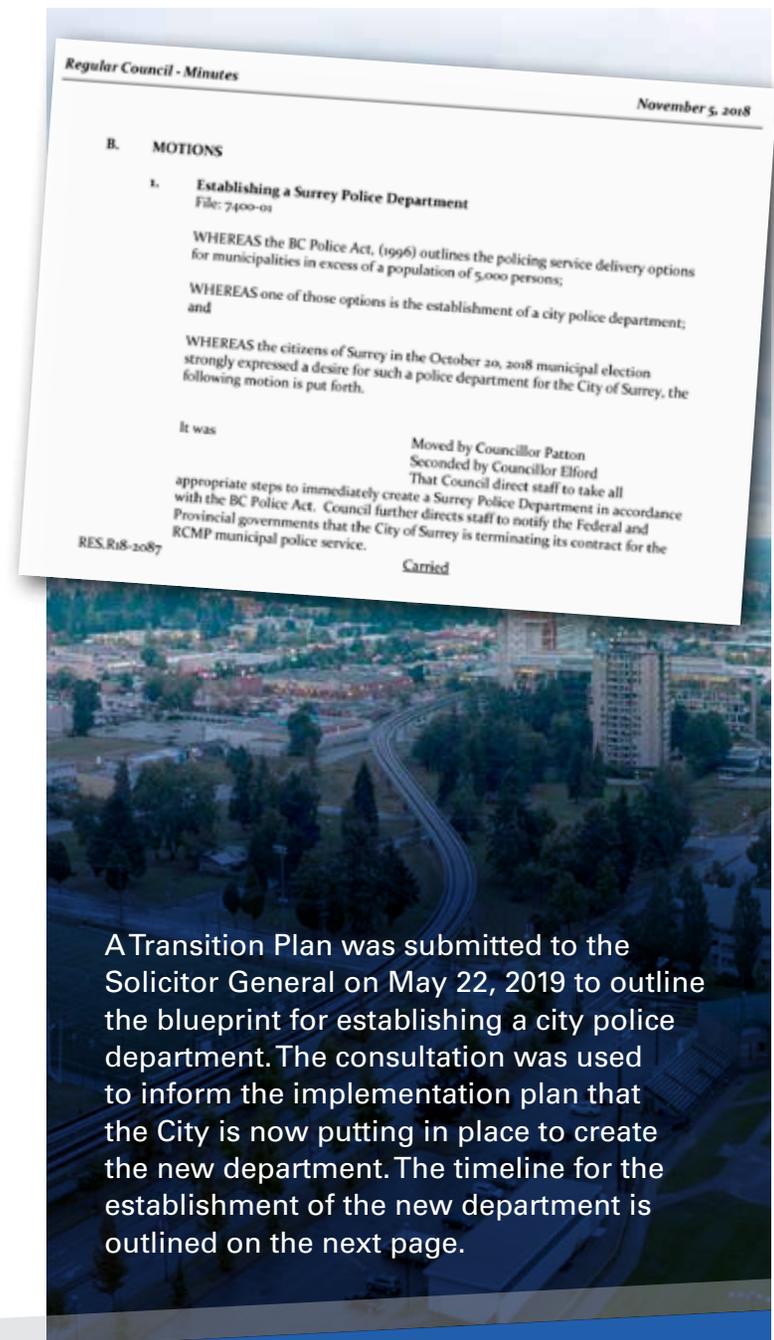
With over 500,000 people, Surrey is the second largest populated city in the province and is the fastest growing municipality in Canada. Seeing this rapid growth, crime has been a major issue for residents and businesses. Addressing crime and ensuring public safety is key to maintaining an inclusive and sustainable city.

Meeting the Demands of a Growing Community

The City of Surrey is 28 times larger than the average community policed by the RCMP, making it an outlier among RCMP jurisdictions and major Canadian cities. By having an independent city police department, Surrey residents will have a local police board that is made up of local representatives that are responsive to the changing conditions and demands from a growing community.

The Process

On November 5, 2018, Surrey City Council unanimously approved a motion directing staff to take all appropriate steps to create a Surrey Police Department. This led to the activation of the termination clause of the Municipal Policing Unit Agreement. The City then began communication with the province and the Federal government to seek support for the transition from RCMP to Surrey Police. To engage citizens on the transition to a new police, the City of Surrey created the citizen engagement strategy.



A Transition Plan was submitted to the Solicitor General on May 22, 2019 to outline the blueprint for establishing a city police department. The consultation was used to inform the implementation plan that the City is now putting in place to create the new department. The timeline for the establishment of the new department is outlined on the next page.

Timeline to Establish the Surrey Police Department

1

Council Motion
Initiates
Transition

NOVEMBER 5, 2018

2

Launch
Surrey Police
Brand

MAY 7, 2019

3

Transition Plan
Completed

MAY 2019

4

Citizen
Engagement
Launches

MAY – JUNE 2019

5

Report on
Citizen Input
to Council

JULY 2019

6

Interim Police
Transition
Advisory Committee
Established

7

Transition Plan
Approval

8

Appointment
of Police Board

9

Recruit Chief
Constable

10

Officer
Recruitment +
Infrastructure

11

Surrey Police
Department
Established

12

Municipal
Agreement
Terminates

Vision for the Future

Transition Plan

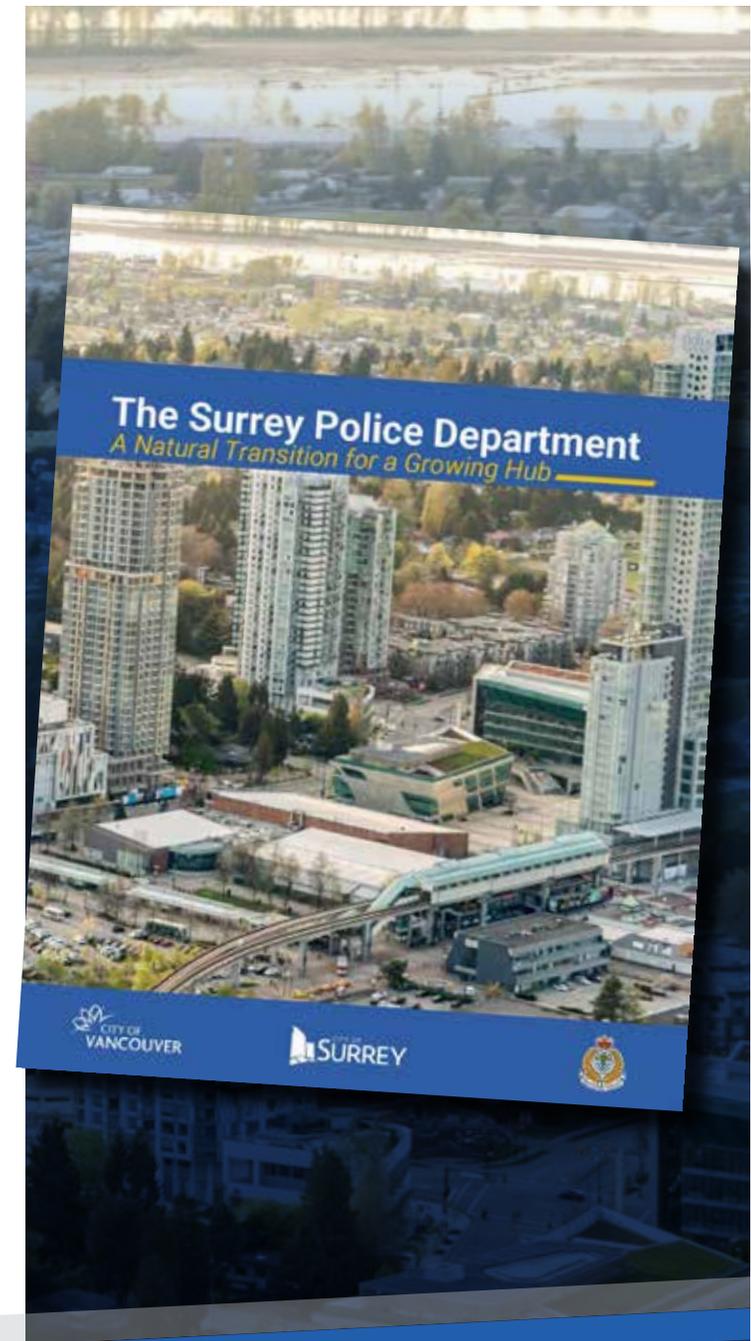
A city policing model will provide Surrey residents with a police organization that will be highly responsive to the City's specific policing needs and will reflect the City's diverse population. To do this, the Surrey Police transition plan was created as a framework to establish the new department.

The Surrey Police Department operating model includes a 5% increase in overall staff, resulting in 805 police officers, 325 civilian positions, and 20 Community Safety Personnel. These Community Safety Personnel will take on lower priority, lower risk, and lower complexity policing tasks in order to better leverage frontline sworn resources.

Of all the officers, 84% will be constables, and more than 64% of all sworn members will deploy in uniform and interact with the public on a regular basis. The model will have a strong investigative capacity, a flexible patrol model to ensure faster response to calls for service, and focus on intelligence-led policing to proactively combat gang crime and violent crime.

The Plan was submitted as requested to the Province on May 22, 2019. Once approved by the Province, the implementation of the Surrey Police Department will begin.

The entire Surrey Police Transition Plan is available at www.surreypolice.ca.

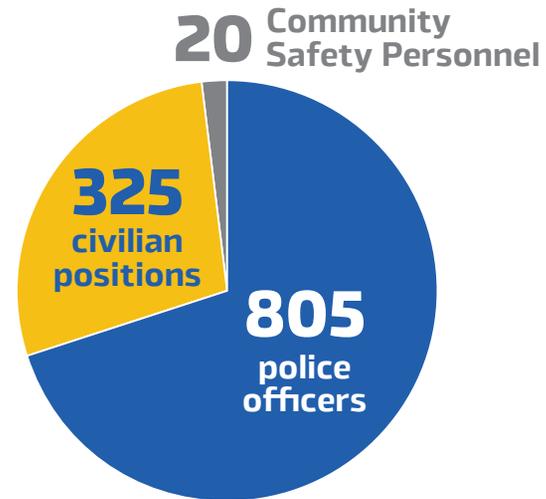




Implementation Plan

Following completion of the Transition Plan, the City moved to develop a detailed implementation plan that will guide the development and execution of the new city police department. The Implementation Plan is informed by the Citizen Engagement Strategy and feedback received during the consultation. The cost projections for the implementation of the city police department and the proposed staffing levels are outlined on the next page.

The Surrey Police Department costs estimates are based on a total staffing level of 1,150 employees. The staffing level is outlined in the diagram below.

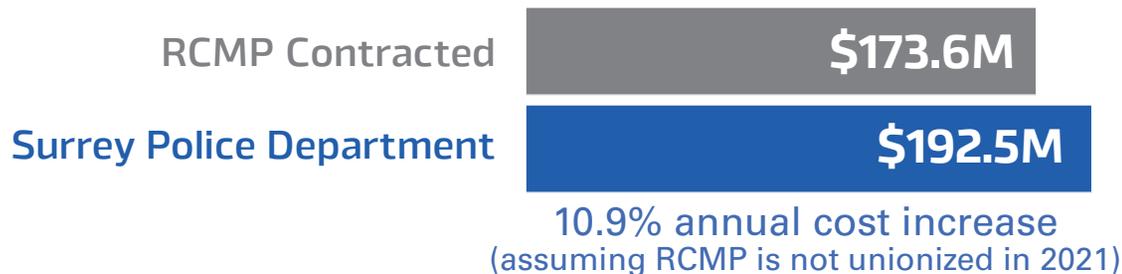


The implementation of the Surrey Police Department will take place over three separate City budget years: 2019, 2020, and 2021. This will support the transition for the municipal police department to “go live” on April 1, 2021.

Implementation Cost Projection

Implementation of the new Surrey Police Department will require one-time capital investment similar to any major city infrastructure project. Costs in the plan are outlined in terms of major areas of expenditures such as recruitment costs, IT systems and facilities costs, and costs to transition the vehicle fleet. In addition, the costs outlined include the phases of staff costs as new hires join the department. Below is a comparison of the anticipated annual operating cost for Surrey Police Department when compared to annual operating cost of the current contracted policing with RCMP. This estimate assumes that the RCMP is not unionized by 2021, however the City is aware that the RCMP members are proceeding with efforts to unionize in the near future. If the RCMP were to unionize by 2021 the cost differential between contracted policing and the Surrey Police Department would be eliminated.

Operating Cost Comparison in 2021



Investments between 2019–2022

Recruit and Equip New Staff	\$11.8M
IT Systems and Facilities	\$7.6M
Vehicle Transition	\$0.4M

Phased Staff Transition

2019	\$3.3M
2020	\$8.7M
2021	\$7.1M
2022	\$0.3M

Engagement Summary

Citizen Engagement Strategy

The objective of the strategy was to inform the implementation plan for the Surrey Police Department by engaging residents on the transition and ensuring they had multiple opportunities and methods to provide feedback. The purpose of the consultation was to hear values, interests and priorities related to the transition to a new police department, rather than request input on whether or not to transition. It would not have been appropriate to include questions that asked if citizens supported the establishment of a city police department or not as this would not be consistent with the direction received in the unanimous Council motion of November 5, 2018.

Branding

The City developed a preliminary design of the new police branding which was showcased as a police vehicle prototype and in other display materials. The City also requested feedback from citizens on this preliminary design.

Of those providing feedback on the brand, 80% of respondents either strongly agreed or agreed with the branding approach. 20% did not agree with the branding proposed.



Citizen Engagement

Gathering Feedback

The purpose of the Surrey Police Transition Citizen Engagement Strategy was to increase public awareness and receive feedback about people's vision and priorities for the new city police department. The feedback was designed to help inform implementation of the new department.

The City of Surrey held 23 citizen engagement events spanning from May 17 to June 23, 2019 in six town centres.

- Whalley/City Centre
- Fleetwood
- Guildford
- Newton
- Cloverdale
- South Surrey



Citizen Engagement Events

The citizen engagement events included Community Consultation Sessions, Pop-Up Kiosks, and Survey Stations.

- **Community Consultation Session:** These were open house-style events with modular displays and interactive activities. A station was set up for kids to draw, colour and play lego, giving parents time to ask questions and provide input. Community Consultation Sessions were held at high-traffic locations such as recreation and community centres, libraries, and parks.
- **Pop-Up Kiosk:** These were visual displays providing key information about the transition and an opportunity for citizens to ask staff questions. Pop-Up Kiosk events were designed to help share information and to encourage survey participation.
- **Survey Station:** Teams were dispatched to high-traffic areas across the City with iPads to introduce the plan and encourage members of the public to complete a survey.

This consultation program was one of the most comprehensive the City has ever run for any major initiative. Only the consultation completed for the Parks, Recreation and Culture 10Year Strategic Plan undertook more events and created more points of direct engagement with citizens. The City's consultation approach is to create multiple types of events and pathways for citizen engagement. As with LRT, Skytrain and other projects, the City's consultation sessions tend to be an open house, informational style of format rather than presentation style events with a keynote speaker. Using this drop-in approach makes consultations more accessible for busy residents and enables them to work through information at their own pace.

TOTAL COMPLETED
SURVEYS

11,103

Citizen Engagement Events Completed

Date	Facility Name	Type of Event	Attendance*
May 17-21	Cloverdale Rodeo	Pop-Up Kiosk	1,000
May 23	Cloverdale Recreation Centre	Consultation Session	300
May 24	Grandview Heights Aquatic Centre	Pop-Up Kiosk	150
May 27	Holland Park	Survey Station	25
May 28	Fraser Heights Recreation Centre	Pop-Up Kiosk	50
May 29	Fleetwood Community Centre	Consultation Session	50
May 30	Bear Creek Skateboard Park	Survey Station	10
May 31	Central City Courtyard	Pop-Up Kiosk	120
June 1	Punjab Banquet Hall - Payal Business Centre	Consultation Session	10
June 2	Gurdwara Sahib Dasmesh Darbar	Pop-Up Kiosk	600
June 5	Surrey Sports & Leisure Complex	Consultation Session	100

Date	Facility Name	Type of Event	Attendance*
June 7	Bear Creek Pavilion	Pop-Up Kiosk	75
June 8	Bridgeview Community Centre	Consultation Session	10
June 11	Scott Road Park and Ride	Survey Station	60
June 12	King George Station	Survey Station	60
June 13	Crescent Beach	Survey Station	150
June 14	Surrey Museum	Pop-Up Kiosk	35
June 15	South Surrey Recreation & Arts Centre	Consultation Session	250
June 16	Newton Athletic Park	Pop-Up Kiosk	550
June 17	Guildford Recreation Centre	Consultation Session	35
June 19	Newton Recreation Centre	Consultation Session	35
June 21	Chuck Bailey Recreation Centre	Consultation Session	10
June 23	Guru Nanak Sikh Gurdwara	Pop-Up Kiosk	500

* estimated number of attendees

Engagement Notification and Outreach

Webpage and Video

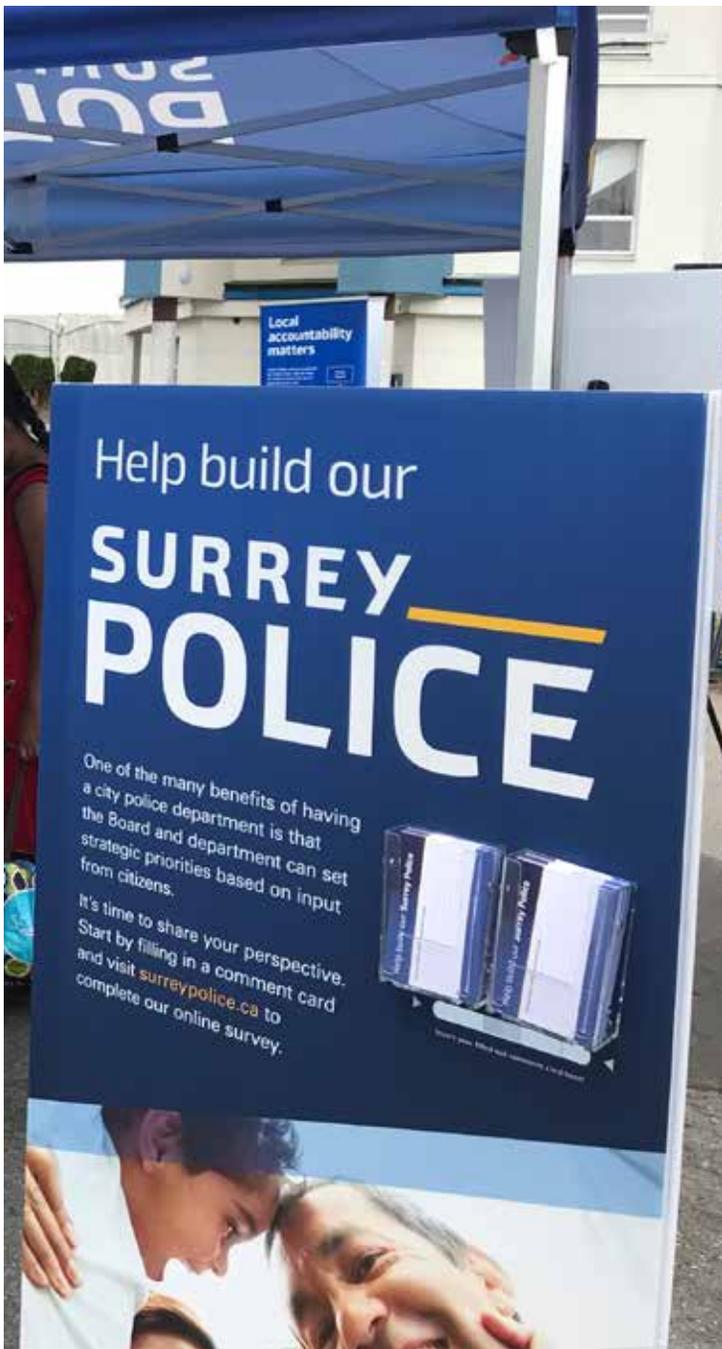
Information related to the engagement program timeline, the online survey, and a video about the new Surrey Police was made available on www.surreypolice.ca. The video received 4,181 views.

Media and Outreach

The Surrey Police Citizen Engagement received significant media coverage, with local news stations often attending and reporting on engagement events. The upcoming engagement events were promoted over four days at the Cloverdale Rodeo to 100,000 attendees.

Digital Displays

Digital displays featured Surrey Police Citizen Engagement Program information on screens at community centres and libraries. Information was also shown on three large outdoor digital billboards in Surrey.



Online Survey Design and Implementation

The City published an online survey which could be accessed 24 hours a day 7 days a week, and which could also be completed in-person at consultation events on iPad kiosks or with staff assistance and translation services.

Surveys were anonymous and confidential. No identification was needed to be eligible to complete a survey. The survey did ask respondents to identify where they lived by choosing a neighbourhood in Surrey, by indicating they worked but did not live in Surrey, or by saying they did not work or live in Surrey.

Questions were grouped into four main areas:

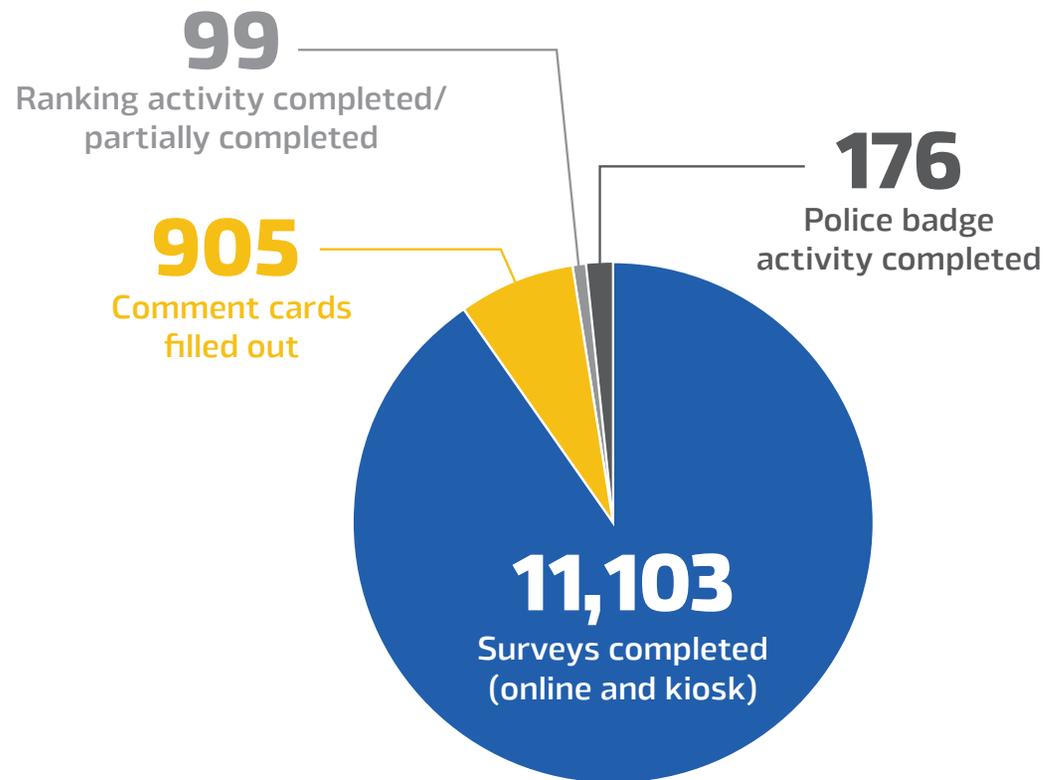
- a) Ranking of safety priorities;
- b) Perceptions of personal safety;
- c) Policing approaches that citizens would like to see in their community; and
- d) An open comment field for any other citizen feedback.

All questions were optional and individuals chose to answer the questions that were relevant for them. For this reason all percentages relate to the number of people choosing to answer that question rather than number of responses for the survey as a whole.



Input Received

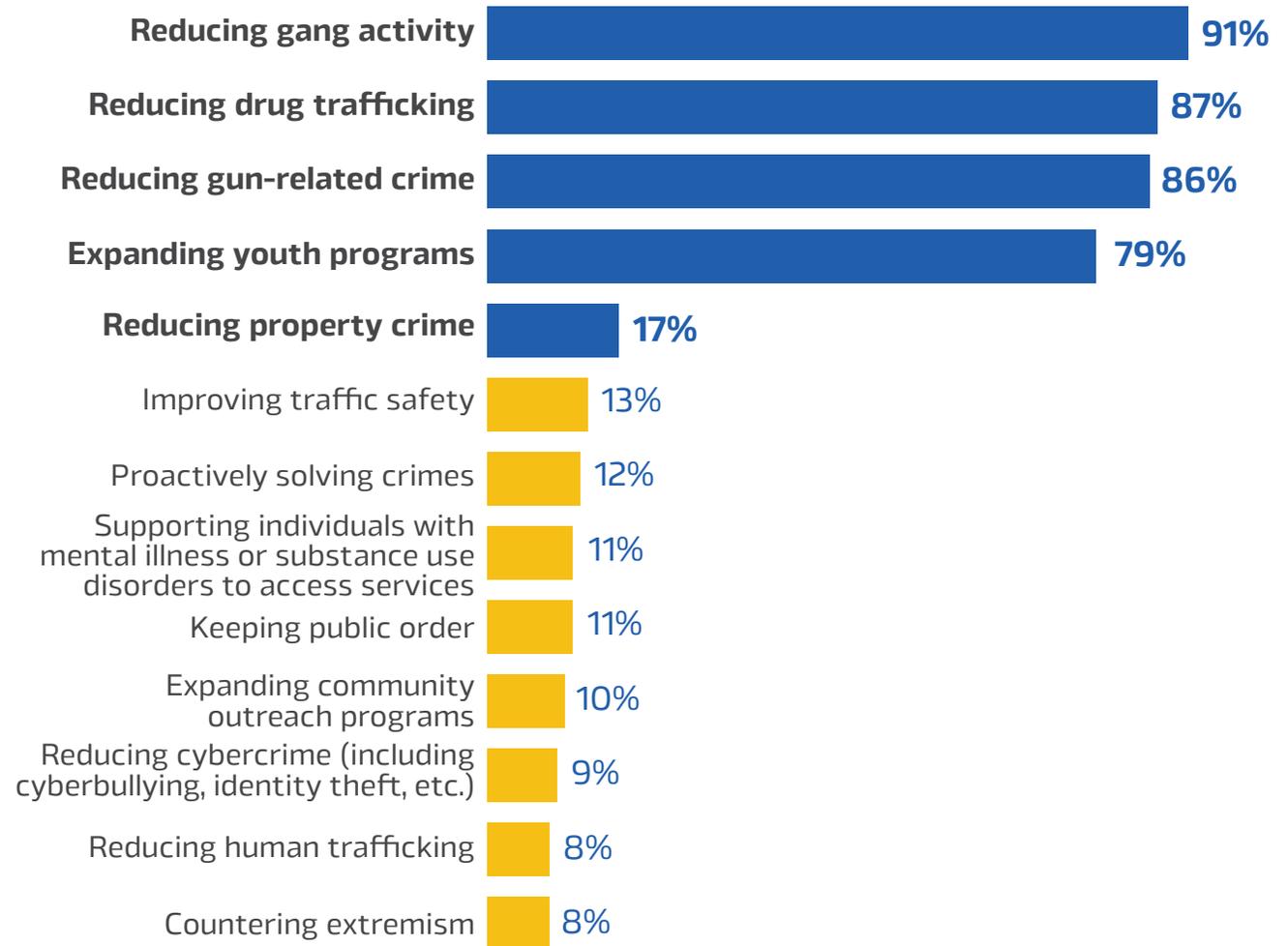
As shown below, 12,283 pieces of input were received from our citizens through our online survey and other activities at the events.



Key Findings

Priority Issues

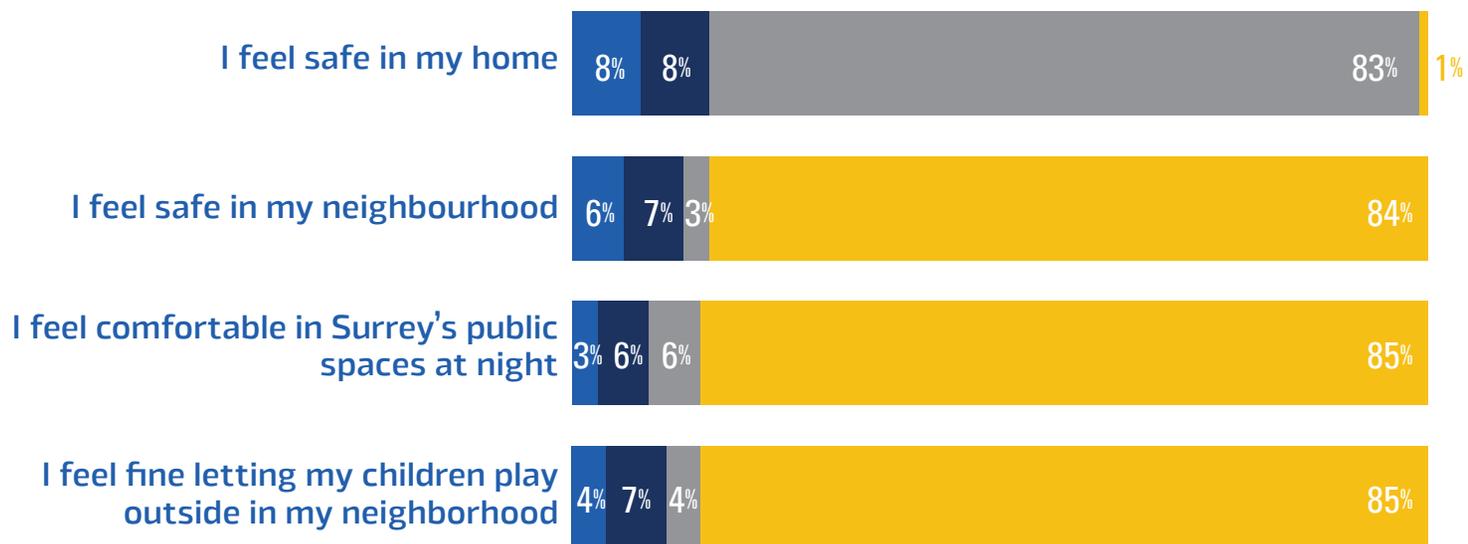
The online survey asked people to note the top five most important things for the new Surrey police to address:



Key Findings

Personal Safety

The online survey asked people to rate how much they agreed or disagreed with the following statements:

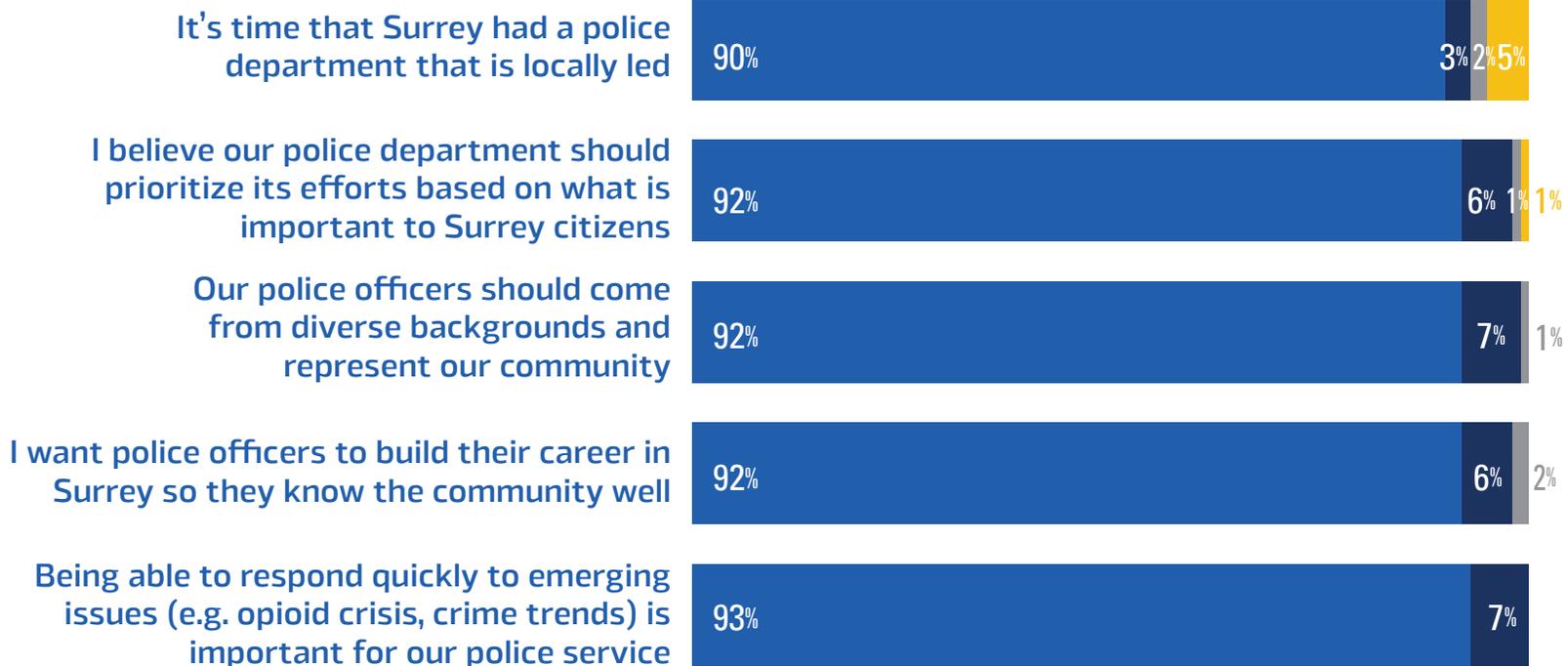


Note: The data displayed is based on the number of responses per question. Each question was optional.

Key Findings

Policing Approaches

The online survey asked people to indicate the extent to which they agree or disagree with the following statements:

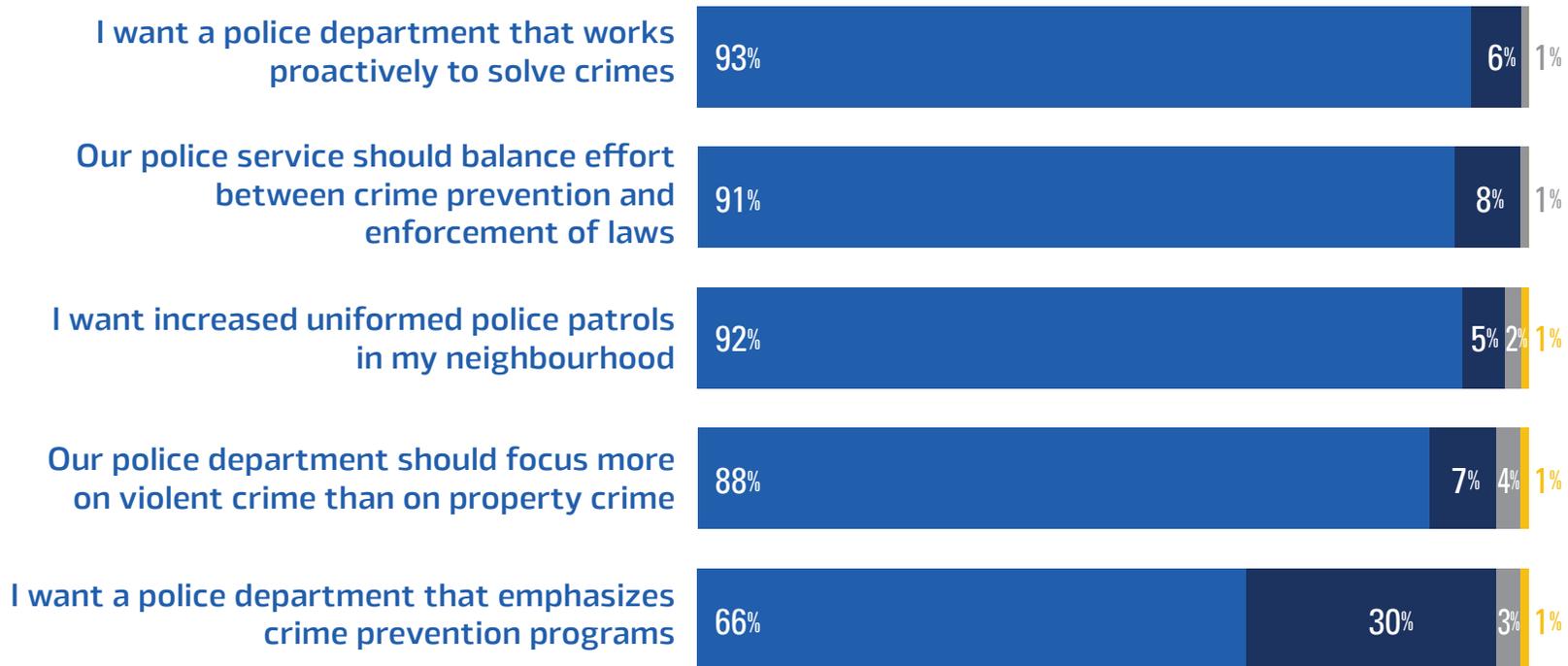


Note: The data displayed is based on the number of responses per question. Each question was optional.

Key Findings

Policing Approaches

The online survey asked people to indicate the extent to which they agree or disagree with the following statements:



Note: The data displayed is based on the number of responses per question. Each question was optional.

Suggestions from Citizens

From feedback collected from the online survey comments as well as comment cards collected at the events, 14 themes of suggestions related to a new Surrey Police Department emerged.

A. Eliminate Gun Violence

Many comments mentioned feeling unsafe due to gun violence and want to see police actively work to address gun violence and prevent targeted shootings.

"I feel very unsafe in my neighbourhood as I've heard gunfire on my street."

B. Emphasize Community Engagement

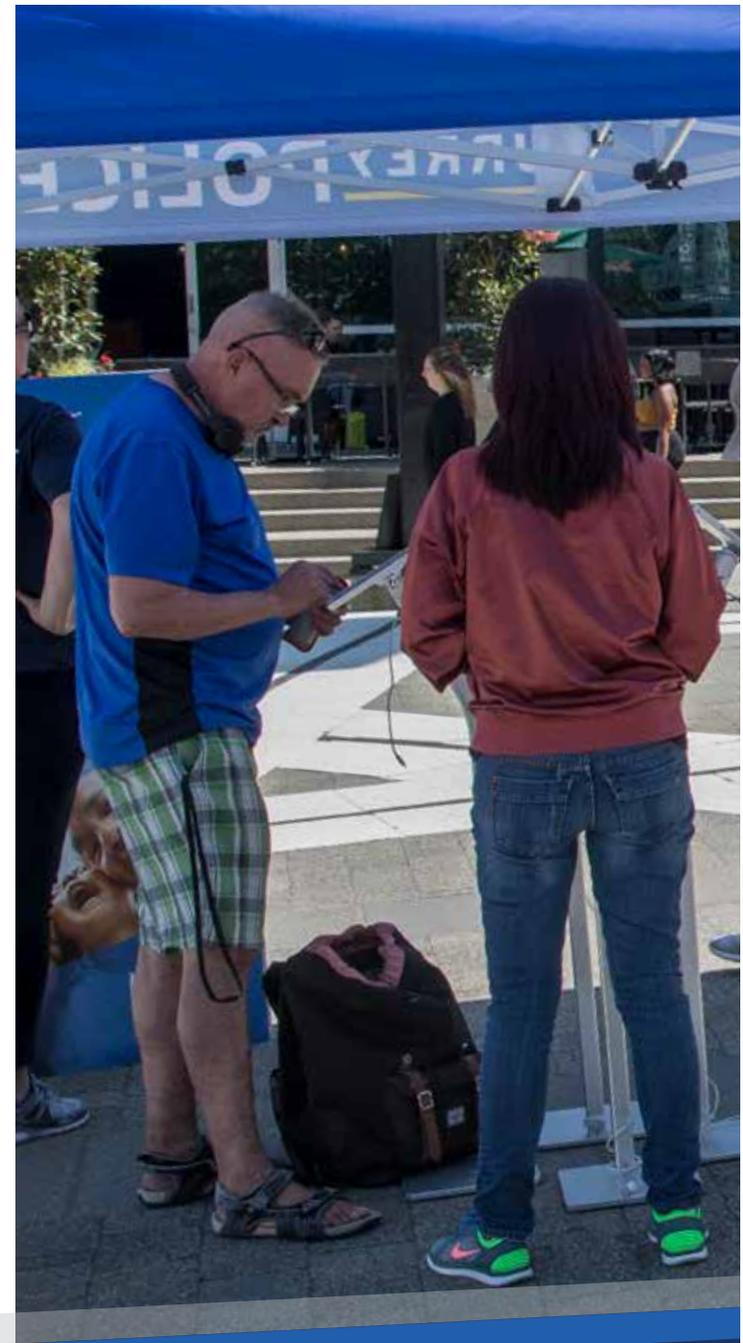
Much of the feedback provided asked for an emphasis on community engagement through outreach events and youth programming to foster a stronger sense of community. Feedback also suggested that an emphasis on community engagement would create mutual trust and reliability between police officers and members of the community.

"Surrey police should focus to engage local community in order to reshape their community. More local officers should be hired and more local youth should be involved in programs run by Surrey Police."

C. Ensure a Strong Police Presence in the Community

Many comments suggested that there should be a strong police presence in the community and public spaces such as libraries and community centres, as well as on the streets to prevent crime. Positions such as Community Safety Officers and Neighbourhood Liaisons were suggested for monitoring residential areas.

"The police should be out on the streets proactively dealing with criminals, not reacting to crime after the fact."





D. Shorten Police Response Times

Reducing police response times was a key theme identified from the feedback received. Many would like to see police respond to local issues quickly and deal with incidents in a fast and responsible manner.

"We want to have a better and faster police department to fight all the crime in Surrey. They should patrol streets and alleys all night."

E. Hire More Officers

Much of the feedback provided stated that there needs to be more police officers hired in Surrey. Comments stated concerns surrounding the number of current officers are not enough for Surrey's population.

"I feel the current staffing levels in relation to our population is very low. We need more police. There has been too much violent crime happening. Police need the technology and tools."

F. Ensure Police Officers are Local

Many comments suggested that police officers who are local to Surrey would result in a better understanding of what the community needs and stronger relationships with the residents.

"We will reap the benefits down the road with local, home grown officers."

G. Address Sex Crimes

Concerns were raised about how there should be more of an effort made to prevent and deal with sex crimes. Comments suggested providing more support for victims and doing more to charge those accused.

"Please work on reforming the way we deal with sex crimes. We need more support for victims and more of an attempt made to charge accusers. These issues need to be taken more seriously."

H. Reduce the Number of Sex Workers on the Streets

Reducing the number of sex workers on the streets was a concern raised in the feedback received. Comments suggested more uniformed and undercover police presence in concentrated areas.

"More uniformed and undercover police patrolling city centre for drug trafficking and prostitution. This area is a mess."

I. Engage Youth/Create More Youth School Programs

Many comments suggested that the Surrey Police should focus on engagement with youth in the community and in school to address drug and gang prevention. Programs could be for both youth and their caregivers to build relationships with local police officers. Implementing School Liaison Officers in elementary and high schools was also suggested.

"I think it's important to have a strong focus on preventative programs that involve our youth. Being seen as approachable and friendly through programs that begin as early as elementary can help students build relationships with officers."

J. Address Drug and Gang Prevalence

Much of the feedback provided discussed the problems with drugs and gangs in Surrey. Many comments stated concern about youth being recruited into gangs, illicit drug use in public spaces, and drug trafficking. Suggestions from the feedback to address these issues include having more uniformed officers on foot at night and offering gang prevention programs for youth and their caregivers.

"Focus on gang violence. Surrey's had a horrible reputation for decades. It's time to change that."





K. Address Homelessness

Concerns were raised about the number of people experiencing homelessness in Surrey and the lack of support services offered to marginalized people.

“Focus on building community connections and being a conduit for support services rather than punishing marginalized people. Ensure the positive shifts being made with the current RCMP working with health services in regards to homelessness continues.”

L. Avoid Racial Profiling

Concerns were raised about police using race as an identifier when profiling individuals and that this type of profiling should stop.

“Stop selectively picking what type of people you are going after.”

M. Make Crime Statistics More Public

Some comments stated that crime statistics in Surrey should be made more publicly available so that the community can be better informed on things happening in local neighbourhoods.

“Have a TV channel that runs 24 hours broadcasting updates on crime committed daily in the city.”

N. Reduce Crime

Much of the feedback received discussed the amount of crime in Surrey and the need to reduce it. Comments stated that with the current levels of crime community safety is at risk and there needs to be more police officers working to actively prevent crime.

“I think it is important for the City to realize that we need police officers to be able to actively solve crime and be active members in our community by being involved with understanding our community.”

Concerns Identified

From feedback collected from the online survey comments as well as comment cards at the events, six themes of concern emerged.

Concerns were grouped by how many times they were mentioned out of the 12,283 input points received.

The most significant concerns raised were related to costs and about moving from contracted service delivery by RCMP to a city police department.

A. Concerns about moving from contracted service by RCMP to a city police department

Comments expressed concern about phasing out the RCMP. Some stated that they currently feel very safe with the RCMP because they already know the community they work in. Others suggested giving the RCMP more resources to address the issues instead of transitioning to a new police model.

Throughout the engagement program a group of residents attended the events to collect signatures from citizens to petition the City to keep the RCMP in Surrey.

"How will Surrey Police differ? Hire more RCMP officers to patrol Surrey. They need RESOURCES not a new police force. Spend money on funding RCMP! Changing the patch will not change anything!"

Approximately 6% of responses mentioned this.





B. Create a Transparent Cost Projection

Concerns were raised about a lack of transparency in the cost projections for transitioning from the RCMP to a Surrey Police Department. Feedback stated that information such as equipment and facilities costs, impact on property taxes, and the City's debt load should be made available. Many comments suggested that there was not enough information available to make an informed decision about the transition from RCMP to a Surrey Police Department.

"It is critical that the public have true consultation with full access to the report recently completed about the plans and true costs to implement a new police force. We can all want things but we also have to understand what the cost is!"

Approximately 1.5% of responses mentioned this.

C. Concerns About the City Being Able to Afford a Surrey Police Department

When the projected costs of the RCMP to Surrey Police transition were published, this brought many comments expressing concerns about cost and how the budget was being spent.

"Creating a new police force will cost millions of dollars that are much better spent elsewhere in the City such as on transportation, infrastructure and parks."

Approximately 1% of responses mentioned this.

D. Hold a Referendum

Comments suggested holding a referendum to determine whether or not to transition from RCMP to Surrey Police. Much of the feedback received suggests that people do not feel that their opinions are being heard with regard to this matter.

"A referendum with full details of costs and implications (positive and negative) is necessary to determine if the Surrey residents want to move from RCMP to Municipal."

Less than 1% of responses mentioned this.

E. Concerns About a Tax Increase

Comments expressed concern about a tax increase in relation to transitioning from the RCMP to Surrey Police, as well as the cost related to supporting more officers.

"Consider how much of a tax increase will be needed to pay for a police force the size that Surrey needs. How are we going to pay for the number of officers we will need, the cost of all the needed equipment and facilities and vehicles?"

Less than 1% of responses mentioned this.

F. Keep the Police Independent from Politics

Concerns were raised about the potential for police board decisions to be political.

Less than 1% of responses mentioned this.





Building the Surrey Police Department: Applying a Best Practices in Policing Approach

This document is based on considerable empirical and grey literature research and a full reference list is available on request.

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1. INTRODUCTION

1.1 Introduction

Under the British Columbia *Police Act*, the council of a municipality with a population over 5,000 is responsible for the expenses necessary to generally maintain law and order in the municipality. They may choose to police their community by means of a municipal police department governed by a municipal police board or to contract with the Province to provide the services of the RCMP. In November 2018, Surrey City Council unanimously passed a motion directing staff “to take all appropriate steps to create a Surrey Police Department in accordance with the BC *Police Act*.” The City then informed the Province that, as per the Municipal Police Unit Agreement (MPUA), they would terminate the contract for RCMP services on March 31, 2021.

Since then the City of Surrey has been working with stakeholders to put the necessary plans in place to ensure an orderly transition of police services. The purpose of this document is to outline the necessary best practices in policing that will be core to the development and operation of the Surrey Police.

2. THE HISTORY OF POLICING

2.1 The Legacy of Peel’s Principles

To best understand Canada’s modern system of policing and governance, a quick outline of its roots is instructive. The current system of policing in Canada can trace its roots back to England. During the period of industrialization, as English towns grew and highways were constructed, the nature of community changed significantly as they became more diversified, more complex, and more ridden with strife. By the mid-1700s, cities like London had swelled to over 640,000 people and by 1800, over 1,000,000.

In 1751, Henry and John Fielding, local London magistrates, thought that London would benefit from trained officers paid to patrol the streets. The “Bow Street Runners” have been called London’s first police force. They patrolled in uniform, on foot, and armed only with truncheons. Officers were trained in rudimentary aspects of law and were held accountable for their actions by the magistrates.

In 1822, Robert Peel, the famed reformer and home secretary, was credited with Britain’s most significant move towards a new policing model. In fact, Peel is known by every serving police officer in Canada and is seen as the founder of policing in all Commonwealth countries.

A series of murders in London’s Wapping District in 1811 increased England’s realization of its social decay, and Robert Peel’s ideas for reforms were heard. Peel had two policing models to choose from: Fielding’s Bow Street Runner model and the Royal Irish Constabulary, a cavalry-like unit of armed, uniformed men on horseback. Peel, fearing a

strong back-lash from the public about having what looked like a military force patrolling the streets of London, adopted Fielding's model.

In 1829, the London Metropolitan Police (the "Met") was formed. Peel was responsible for establishing a set of principles under which the police should operate, three of which are relevant to this report.

2. To recognize always that the power of the police to fulfil their functions and duties is dependent on public approval of their existence, actions and behaviour, and on their ability to secure and maintain public respect.

5. To seek and preserve public favour, not by pandering to public opinion, but by constantly demonstrating absolutely impartial service to law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws, by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing, by ready exercise of courtesy and friendly good humour, and by ready offering of individual sacrifice in protecting and preserving life.

7. To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.

These principles emphasized the conditional nature of police authority where police require public approval (not approval by the State), impartial service to law (independent of political policy), and accountability to the public.

After 1829, police governance was a tripartite arrangement comprised of selected citizens, appointed commissioners, and the Office of the Home Secretary, all of whom were responsible for overseeing the police. This type of governance arrangement continued in Britain until approximately 2011, when Britain introduced police commissioners. An enduring element of this model has been a commitment to the original premise that the "public" should govern the police. A variation of this model is in today's system of governance among municipal police departments in British Columbia. From 1829 to the present, the responsibilities of the common law constable have remained broadly the same. The police are:

- agents of the community;
- officers of the court, which sets them apart from the average citizen in the eyes of the judiciary;
- members of a horizontal constabulary, wherein despite the hierarchical appearance of police departments today, the power of individual police officers is the same as any other. In other words, police rank does not have the privilege of greater power over citizens;

- accountable to the judiciary, which harkens back to Fielding’s idea that the Bow Street Runners report to the independent body of the judiciary; and,
- sworn to prevent crime, which emphasizes that the performance of police should be measured by the absence of crime, not their ability to detect it.

2.2 Policing in Canada

Early Canadian municipalities modeled their own police after the London “Met” model. In 1873, Canada needed a national police force to help develop Western Canada. Since there was a lot of terrain to cover, it was decided that the adopted model should involve uniformed, armed officers mounted on horseback, which was very similar to the Royal Irish Constabulary. These constables did not report to municipal governments but instead directly to Parliament. There was no effective, independent control at the local level of the Northwest Mounted Police, Royal Northwest Mounted Police, or its current iteration, the Royal Canadian Mounted Police. They were conceived as a federal police force and have been effectively “detached” from a governance perspective, from the communities they serve. In fact, to this day, RCMP offices are referred to as “detachments” indicating their enduring connection to the federal command structure.

The development of policing was just a small part of a larger struggle from the 1800s between the liberal ideologies of the Enlightenment period and global movements to embrace democratic values. Liberal values emphasized freedom and a general wariness of giving too much authority to government whereas democratic values tended to emphasize a more popularized view where the opinions of the consensus of people determined individual freedoms. Tensions only increased when considering who was asking the questions, whose voice should be heard, what was to be done with the information, and how it would impact individual freedoms. This struggle continues today as some embrace populist movements in which decisions made through consensus mean that the outcomes are good for all. Police governance has struggled with these same issues since 1829. In fact, experts have summarized the situation by stating that the principles of policing that emerged in the early nineteenth century in Britain gave shape to the belief that police are both empowered with expertise and authority, which insulates them from excess government control, but which also provides constraints through limited powers and restricted intervention into the lives of citizens.

2.3 Three Historic Eras of Policing – Political, Professional, and Community

Since its original introduction in the mid-1700s, policing has been characterized by three defining eras: political, professional, and community policing. The previous section detailed the early “political” era of policing wherein some members of Parliament, the nobility, the elites, and many citizens were not enthralled with the idea that their freedoms could be curtailed by these officers. During this era, a significant amount of corruption, abuse of power, and political sway over police appointments and activities occurred. Police were essentially an extension of the local government.

Dissatisfaction with “political” methods of policing led to a paradigm shift towards the “professional” era of policing in the late 19th and early 20th centuries. This era focused on providing in-depth training and skill development to police officers, the development of police academies, and centralization of policing. Success was primarily measured by quantitative assessments, such as clearance rates, crime rates, arrest rates, and response time to calls. However, during this era, the police grew increasingly distant from the community both intentionally, through an increasing amount of professional neutrality, and unintentionally as a result of changing technology, such as the introduction of police vehicles, which further contributed to a lack of police-community interaction. The police became primarily a reactive force tasked with responding to calls for service and investigating crimes, rather than focusing on crime prevention. This contributed to police beginning to identify as “crime-fighters” or “law-enforcement” officers focused on crime control.

The end of this era came about in the mid-1900s when increasing crime rates and fear of crime led to concerns about the effectiveness of and methods used by police. Allegations of heavy-handed police responses to a growing climate of civil rights movements in the mid-1900s, along with increasing concerns about the inability of the police to effectively control crime and disorder through traditional reactive patrol methods of the day, especially in large urban centres, led to the ushering in of a new era of community policing in the 1980s and 1990s. This was occurring just as there was increasing fear of crime among the public, largely due to well publicized violent crime which had increased significantly in the post-war decades. This trend towards community policing occurred concurrently in the United States and Canada.

The era of “community” policing emphasized a more positive connection between police and the communities they served and aimed to achieve results from improved integration of community-led initiatives and community-involved crime prevention. It recognized that, while police cannot do it all, their functions go beyond crime control and reactive policing to include police attention to non-law enforcement issues, such as providing solutions to social and physical disorder.

Community policing became an entrenched principle in Canadian and American policing with the introduction of the *Violent Crime Control and Law Enforcement Act* (1994) in the United States, one objective of which was to achieve a closer working relationship between the police and community. Still, it is difficult to clearly define “community” policing as it is interpreted and implemented differently by police agencies.

Substantial Change Continues

Policing changed significantly through the course of the three eras. The demands on civic government to be more transparent coincided with demands for police accountability and improved governance. At the same time, police became increasingly involved in complex social issues. Nowadays, police departments are forming partnerships with public, for-profit, and not-for-profit agencies who are assisting the homeless, the addicted, and people with mental health issues. Estimates in 2012 revealed that approximately 20% of

police resources are spent on dealing with files involving people with mental illness. It is well documented that those with mental illness, particularly when concurrently struggling with addiction issues and housing insecurity, are at an increased state of vulnerability. One Vancouver Police Department study showed that such individuals are 23 times more likely than the general public to be victims of violent crime. These, and other social challenges, require police to develop trusting relationships with service providers and community members who need services over the long term. They are not policing assignments that officers can conduct over a couple of shifts, but rather assignments that require long-term commitments spanning many years by the entire police organization. Such requirements can be compromised by frequent transfers of members who have developed these relationships out of specialized units to other sections, or even other detachments.

Additionally, policing often entails cross-jurisdictional investigations involving diversified criminal enterprises. Combatting these enterprises requires long-standing relationships with police in other jurisdictions—not institution to institution but person to person. Similarly, policing now requires departments to investigate cyber-crimes, cyber-bullying, and the spreading of expressions of hate. The expertise required to properly prevent and investigate these offences requires specific expertise and technical skills. Simply adding more officers is not the answer. Serving police officers will attest that conducting routine investigations simply takes longer than twenty years ago due to the added complexity of files, increasing sources of available evidence, Charter rules and restrictions, and judge-made laws affecting policy and practice.

Researchers have indicated four broad areas in which there are changing demands on police organizations.

1. **Demanding legal (constitutional challenges) and regulatory changes** – which results in more time-consuming case preparation prior to prosecution.
2. **Advances in technology** – which results in the demand for more in-depth statistical analyses requiring uniquely skilled police officers (skills and local knowledge that is lost when officers are transferred).
3. **Community demands for more police accountability** – which result in thorough inquiries such as the Arar and Ipperwash inquiries, the Oppal Commission into Policing in BC, the Murdered and Missing Indigenous Women Task Force, and the Dziekański incident at the Vancouver airport. In addition, incident reviews via the Coroners Service and the Independent Investigations Office, which conducts investigations into officer-related incidents of death or serious harm have increased community demands for accountability.
4. **Global crime trends** – which involve cyber-crime, fraud, money laundering, drug importation, and the exploitation of vulnerable people through human trafficking.

Murphy (2007:23) summarized the impacts of these demands:

The increasing cost of public policing has a variety of implications. It will inevitably produce increasing political and public pressure to manage the costs of policing more carefully. More fiscal and operational accountability will require more evidence that police provide value for money. In addition to the use of performance measurement, there will be strong pressures to increase the cost efficiency of policing by managing costly police operations more effectively.

3. BEST PRACTICES IN GOVERNANCE

Citizens consistently call for enhanced accountability by police organizations, and indeed the governments responsible for their funding and oversight. Policing is one of the few arenas in which all three levels of government play an extremely important and hands-on role. However, it is local government that must determine the most appropriate policing model for their community and fund the chosen model. In BC, municipalities are given two options—contracting with the Province for RCMP services (the current model in Surrey) or establishing an independent municipal police service (the intended model in Surrey). The governance and accountability mechanisms in each are very different. As will be shown, governance and accountability mechanisms which allow local control are much more clearly defined with the municipal model through the BC *Police Act*. First, however, it is important to provide some context and working definitions.

3.1 Governance Defined

The literature is filled with articles defining “governance,” with many of the articles reporting variations of five key themes:

Legitimacy and Voice	Are the police perceived as having the legal authority to act on behalf of the people, and do they represent the people’s views?
Direction	Are there short- and long-term goals that consider social, cultural political, legal and economic factors?
Performance	Are all stakeholders consulted and are there adequate resources to accomplish the goals?
Accountability	Is there transparency? Is the public included in some way during various processes? Are there mechanisms in place to hold people responsible (accountable) for what it is they do?

Fairness

Is there an adherence to the law? Are there ways to determine equity?

For the purposes of the transition plan, the City sees governance as involving three key processes: policy formation, resource allocation, and external relations with government and other bodies, thus allowing for formal accountability.

3.2 Accountability Defined

Increasingly, public organizations are held accountable by the people they serve. In the language of governance, defining “accountability” has been challenging. Governance and accountability are often used inter-changeably, but are mutually inclusive and interdependent involving two key concepts:

1. financial reporting accountability; and
2. strategic decision transparency (“strategic” meaning those decisions that have significant effects or implications on the interests of the shareholders and other major stakeholders).

Accountability is then essentially a matter of disclosure, transparency, and of explaining corporate policies and actions to stakeholders.

The process of defining accountability often results in a highly contextualized and seemingly circular concept in that it refers to concepts that are often used as synonyms for each other: *governance*, *accountability*, *transparency*, *fairness*, and *integrity*. The word ‘accountability’ is often used as a modifier as in political accountability, financial accountability, and social accountability. Public accountability is also descriptive of a virtue, for example, “We are accountable to our shareholders, stakeholders, and the public.” Accountability is a normative process that requires measuring things and making judgments about performance.

Finally, one other type of accountability to mention is one based on relationships. Relational accountability suggests that, based on a positive relationship between the parties, the party receiving the service “trusts” what they are receiving is satisfactory. It is not until something dramatic occurs that the recipient of the service might begin asking questions or attempting to hold the other party accountable. It is obvious that this is not really accountability in an objective sense, but rather accountability based on faith or tradition.

For our purposes, accountability can be defined as “the relationship between the principal (in Surrey’s case the community) and the agent (the police department), where the latter is held responsible for its actions, especially as they relate to realizing its mission, strategic goals and objectives, and financial management.”

In short, if the municipality is “accountable” or seen as responsible to ensure crime receives an adequate amount of attention, they must have the necessary and standardized governance structures that support such accountability. This is a critical aspect of accountability in Surrey, where successive mayors are regularly and uniquely called upon to answer the question of “why” crime is occurring and “what” they will do about it.

Stenning further points out that the context of, and call for, enhanced governance is changing for reasons such as:

- changing conceptions of democracy with public demands for more input into government;
- neo-liberalism, which has resulted in leaner governments and a desire for governments to let the free-market establish order;
- reforms in the public service which have led to more fixed-term contracts, more performance reviews, and a more service-oriented approach to professions;
- changing attitudes towards professionalism, such as increased training for police leaders and greater reliance on associations of police leaders like the International Association of Chiefs of Police to set standards; and
- the impact of increased data and technology, big data, and the ever-present cell phone videos of police action.

The outcomes of these trends are a public cry for more openness and transparency, plus increased demands for accountability by the public, politicians, and commissions of inquiry. In short, the public is demanding reforms, such as proposed in the Surrey civic election in 2018.

3.3 Best Practices in Police Governance

Governance involves the processes by which public decisions are made, the mobilization of public and private resources to implement them, and the evaluation of their substantive outcomes. There is a paradox to police governance. How is police independence ensured in a democratic, civil society that demands accountability, responsiveness, and inclusiveness?

One interesting governance question that was not fully resolved until 1955 was a reference in the *Metropolitan Police Act* of 1829 to the *office of police*, later referred to as the *office of constable*. The impression was left that police are in some way unique from other civil servants. It was not until *Attorney-General for New South Wales v. Perpetual Trustee Co. 1955 (Ltd.)* that it was decided that police officers are not in a master-servant relationship with the State or their employers. The “office of constable” is independent. Constables have power that is bestowed upon them as holders of that office and their power cannot be delegated or transferred. In short, no one (a government, a Chief Constable, a Board, a Commissioner or a citizen) can order constables to exercise their

statutory power of arrest, search, and seizure. This creates a dilemma for politicians who, respecting the decision of the courts, also do not want unnecessary surprises. So, as politicians examine the activities of the police, the idea of police independence gets raised again to insulate the constable and police from overzealous politicians.

History is full of examples of politicians attempting to influence policing.

In 1984, during the miner's strike in Britain, the Conservative government led by Margaret Thatcher wanted an end to it. The Chief Constable vigorously deployed officers against the strikers, who remained defiant. Local Police Authority then ordered the Chief Constable to disband the Mounted Police Unit, under the auspices of financial restraints. The Chief Constable refused the order and took the matter to the courts, where the judge upheld the right of the Chief Constable to refuse the order because it infringed on the right of Chief Constables to manage operational decisions within the force.

- In 2006, RCMP Commissioner Zaccardelli resigned as a result of misleading the parliamentary committee which was reviewing the Commission of Inquiry into the Arar case.
- In 2008, Sir Ian Blair, London Police Commissioner, was forced to resign because of a perceived too cozy relationship with the Labour government.

Other examples exist where the line between independence and appropriate oversight and governance becomes blurred, such as:

- politicians wanting to know details of police investigations before they are complete;
- politicians and high-profile community members attempting to get police to intervene in certain criminal investigations or wanting the police to ignore the enforcement of certain laws; and
- commissioners and politicians wanting favourable reports of crime trends.

Politicians attempting to influence policing becomes a more interesting situation in the United States where Chiefs, Sheriffs, and Board members are often elected to their positions. Johnson (2012) interviewed senior police leaders in the United States and found a laundry list of efforts by politicians to politically influence both police operations and policing policy:

- tailoring crime policies during election campaigns;
- altering police deployment in certain neighbourhoods;
- conducting arrests, or not, during public protests;
- promoting certain officers;
- prosecuting government officials cancelling or limiting money for crime prevention projects;

- altering traffic patterns;
- campaigning for senior officials; and
- funneling all police media communication through the Office of the Mayor.

All of these examples highlight a question about the degree of police independence. In 1968, Lord Denning, in *R. v. Commissioner of Police, ex parte Blackburn (No. 2) [1968] 2 Q.B. 150, 154 (Court of Appeal)* wrote:

“I have no hesitation, however, in holding that like every constable in the land, [the Commissioner of the London Metropolitan Police] should be, and is, independent of the executive. He is not subject to the orders of the Secretary of State, save that under the Police Act 1964 ...”

Denning’s ruling resulted in considerable debate among politicians, commissioners, and members of police boards in the Commonwealth, who either wanted more input into how policing was done in their communities or better clarity on the boundaries of their independence.

In 1999, the *Patten Report* in Ireland differed slightly from Lord Denning’s interpretation about the limits of police independence by saying that police independence was restricted to “operational” matters. In other words, police can use their discretion to guide decisions about their specific strategies and services but, in all instances, police behaviours and actions must be carried out within the oversight of the community. While they make decisions about their operational strategies and priorities and act accordingly, neither police officers nor their senior leaders are beyond reproach, and they operate with the implied consent of the people within the oversight of the police board.

Canadian courts have also tested the concept of police independence, in cases such as *R. v. Campbell, [1999] 1 SCR 565, 1999 CanLII 676 (SCC)*. In this case, the Supreme Court of Canada reiterated that police operate outside of the direct control of the executive government, although within their oversight and conforming to expected standards of behaviour.

Despite superior courts from three Commonwealth countries weighing in on the issue, there is still some confusion about police independence. Perhaps the best that can be said is that the meaning of “police independence” is fluid and relational, which may be little consolation for police board members seeking clarity on boundaries. Both “operational responsibility” and “operations” remain undefined. As a practice, though, most Chief Constables will not permit Board members to inquire about investigations or make comments about what ought to or ought not to be investigated. The problem then becomes what is considered an investigation.

When disagreements surface between boards and police, there are only the following options: the Board defers to the expertise of the police and their definition of “operational responsibility,” the police recognize there might be a political issue which they cannot win, or, more likely, the two parties negotiate a compromise. From the point of view of a

liberal and civil society, those negotiations should likely be more transparent and inclusive of members of the citizenry.

Stenning points out the tendency, by some, to see the principles of accountability and independence as opposite ends of a continuum. Instead, he suggests they are separate as illustrated in the figure below. This orientation allows us to see that there are situations with more or less accountability and independence, depending on which governance group was looking at which issue.



Figure 1. Accountability and Independence Ranges

For example, it is quite reasonable for police boards to have final say (accountability) on approving budgets but less accountability when considering how the budgets will be operationally dispersed. Similarly, police may have very little independence on deciding whether they have harassment policies, whereas the provincial government may have final authority on what those harassment policies might look like.

This conceptualization by Stenning opens the door for a more nuanced understanding of how power, governance, accountability, and independence are negotiated in policing. For example, Bayley and Stenning examine the scope of police independence in Table 2 below. As can be seen, the Board would have little authority on items 7 and 8; yet they would play a significant role on items 1–6. Without Board and governance mechanisms, local authorities have no means of ensuring local needs and concerns are addressed.



Figure 2 – Independence for Police Operations, Accountability for the Board

3.4 Police Governance in British Columbia

In better understanding the role of governance in policing generally, and Canada specifically, it is important to recognize that in the federal system of government, the *British North America Act 1867* assigned the administration of justice to the provinces (section 92:14 and 15). This meant that each province could establish systems of justice that were quite different from each other.

Over time, Canada developed a confusing mixture of policing services:

- municipal police departments (like Vancouver, Abbotsford, Calgary, Winnipeg, Toronto, and Montreal);

- provincial police forces (Royal Newfoundland Constabulary, Quebec Provincial Police, Ontario Provincial Police, and, at one time, BC Provincial Police);
- regional policing (New Brunswick, Nova Scotia, Ontario, Quebec, Alberta); and
- RCMP conducting policing of matters that saw them
 - exclusively taking responsibility for matters deemed the jurisdiction of the federal government (immigration, espionage, drug enforcement),
 - contracted to provide policing to large unincorporated areas of provinces,
 - taking on international policing responsibilities, and
 - providing policing services to municipalities under tripartite agreements between the Province (who had the legislative requirement to provide policing for its citizens), the municipality (who had the option to develop its own municipal police force or contract with the Province), and the federal government.

Many jurisdictions adopted similar models of governance. Most Provinces had Police Commissions, which were an arm of the provincial government with responsibility for broad policy issues such as what weaponry was authorized, what uniforms would look like, and how police chases ought to be handled. Most provinces also had Police Services Branches, which were responsible for administering non-municipal and some municipal policing matters in the province. Police Services also tended to overlap their responsibilities with those of Police Commissions.

Tracking the changes in responsibility for police governance in British Columbia sees governance resting in various hands over the last 150 years:

- completely in the hands of the Province in 1881;
- total control by police in 1886;
- police commissioners and council in 1888;
- introduction of judges in 1893;
- removal of judges in 1899;
- the introduction of provincial appointees in 1896;
- Mayors becoming *ex officio* between 1917 and 1974; and
- greater introduction of provincial appointees beginning in 1974.

In BC, two pathways for police organization and police governance emerged and have remained essentially unchanged for decades. In the first pathway, municipalities established their own police department and created police boards, the composition of which varied slightly but generally consisted of the Mayor as Chair and citizens appointed

by the Province. In the second pathway, municipalities opted to use the RCMP and, therefore, did not have the option of a police board. Instead, provincial legislation allowed for municipal governments to establish advisory committees whose duties were not governance oriented. Advisory committees often were asked to “promote good relations” between the police and the community, bring to the attention of the minister any issues, and make general recommendations (*BC Police Act 1998 Chapter 367*).

The duties of advisory committees in RCMP jurisdictions are in stark contrast with those of municipal police boards, where there is clear governance language. Municipal police boards are responsible for hiring and firing, ensuring that the criminal, provincial, and municipal laws are enforced, encouraging crime prevention, approving budgets, ensuring appropriate standards and policies are established by the police department, conducting studies, and, to a limited extent, overseeing disciplinary matters.

In 1992 the Province of British Columbia began an inquiry into policing that examined all elements of policy, including police governance. The *Oppal Commission of Inquiry* (1994:6) summarized the entire issue of governance and the independence of police when it stated that two principles are critical in Canadian policing: civilian oversight and operational independence of the police.

The first is that police who enforce our laws are ultimately responsible to civilian authorities. The second is that the police must be independent in all operational matters. They must, upon reasonable grounds, be free to investigate anyone without any political interference or any fear of political interference. It is my view that a legislative statement, enunciating the principle of police independence, is necessary.

3.5 Best Practices in Police Accountability

Police boards are often presented with a dizzying array of metrics about crime trends, arrests, clearance rates, traffic enforcement patterns, numbers of officers, deployment of officers, call response time etc., all of which represent measurements that provide data, but which often fail to get at the heart of the issue of whether the police agency is actually performing well or whether the organization is on track to achieve its goals and objectives. Police boards should know that changes in most of these statistics have very little to do with how well the police department is performing because the underlying factors that cause crime, such as poverty, homelessness, addictions, and community social disorganization are outside the control of the police.

Performance measures such as the ones described above are easy to acquire, but in order to really understand what is working or not, police boards need to undertake a far more complex level of inquiry, one that few boards have the skill or time to conduct. At a minimum, police boards can ask probative questions, since the authors of these metrics are often present at the board meetings.

Police boards represent the best way to operationalize governance and accountability mechanisms. According to Bayley and Stenning (2016:192), Boards, by way of their

membership, provide opportunities for the public to review, question, and seek further clarification on policing activities, and their successes and failures.

3.6 Accountability Applied in Policing

Determining police performance measures as an accountability mechanism

A debate often arises when looking at accountability as to whether to focus on *processes* or *outcomes*. Process accountability tends to focus only at what employees can control. For example, in a factory that makes widgets, it is possible to look at metrics like the number of widgets produced in a given time, quality of the widget produced, number of faulty widgets, speed with which the widgets are produced, time from production to market etc. In policing, a similar example would be the number of traffic tickets issued and for what types of offences, the numbers of people checked or carded, the numbers of arrests, and charges filed.

The factory that produces widgets might also be interested in looking at their percentage of the market share, the degree to which they have broadened market share, and profitability, all of which are accountability outcomes. In policing, outcome accountability might result in police boards looking for the departments to demonstrate the following results of their initiatives:

- reduced criminal victimization;
- reduced fear of crime and enhanced personal security;
- increased safety in public spaces;
- fair, efficient, and effective use of financial resources;
- legitimate, fair, and effective use of force and authority; and
- satisfaction of citizen demands for prompt, effective, and fair service¹.

Outcome accountability represents a better understanding of how well the police department is performing. Furthermore, outcome measures more closely represent the strategic priorities, goals, and objectives of the department than do process measures. Determining performance measures is not a dichotomous process. A hybrid model is perhaps best. For example, “reducing criminal victimization” will involve the counting of arrests (process accountability) but to be genuinely effective, the department would also need to determine what caused a reduction in crime (outcome accountability). Table 1 outlines an instructive, fictional, example.

¹ Canadian Police Board Views on the Use of Police Performance Metrics.

<https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/plc-vws-prfrmnc-mtrcs/index-en.aspx>

Problem	<p>A two-block stretch of the downtown core has a very high incidence of thefts, assaults and drunken behaviour.</p> <p>The cost to City and Province to respond to this area is approximately \$1,000,000 each year (resource costs for police, fire and ambulance).</p>
Goals	<ul style="list-style-type: none"> • To reduce criminal victimization in this area • To reduce the cost of responding to incidents in the area
Strategies	<ul style="list-style-type: none"> • Increased patrols • Working with bar owners to stagger closing times • Better lighting • Improved access to public transportation • Better liaison with Crown prosecutors to accelerate charge approval
Performance Measures	<p><i>Financial accounting or resources used by police, fire and ambulance over 1 year</i></p> <ul style="list-style-type: none"> • Number of reported incidents of thefts, assaults, and drunkenness • Time delay between arrest and charge approval and court • Assessment of lighting • Ridership on public transportation • Interviews with bar owners over the outcome of the imposed strategies

Table 1 – Fictional Performance Measure Example

By implementing and reporting on these measures, police enable the Board to better determine the effectiveness and efficiency of the intervention than if the police simply said the number of crimes in the two-block area has decreased. There is an opportunity to link cause and the effect but determining where that link ought to be is difficult.

3.7 Conclusion

Following a review of governance and accountability the authors of the report conclude that:

- Policing and police governance is a response to increasingly diverse social, cultural, political, and economic complexities of communities;
- Civil and democratic societies need to find a balance between the freedoms of individuals and the desire to implement order;
- A paradox naturally occurs when looking at independence, governance, and accountability;

- Society has tried to resolve the paradox through imperfect institutions; and
- Accountability measures in policing are challenging to develop, but a diligent governance structure will go a long way to ensure transparency and accountability.

When examining both police governance and accountability it becomes clear that they are indeed intertwined. In short without clear legislative mechanisms for governance, local accountability will always rely on “relational accountability” (described earlier) via the relationship between the Mayor and the officer in charge. In a City such as Surrey, that is growing and often criticized for failing to control crime, it is imperative that a best practices model for police governance is established. That model relies on the transition to an independent municipal police service.

This section of the report has demonstrated that ‘enlightened’ models exist that are consistent with civil, democratic societies while at the same time adhering to best practices of governance and accountability. Inserting community and community governance mechanisms into policing is vital. Bayley and Stenning tout the tripartite model, currently used by municipal police departments in most of Canada, including British Columbia. This model allows for police independence on operational matters while at the same time holding police accountable for achieving outcomes that the community believes are important to them. Bringing governance of the police back to the community allows for better control over budgets and resourcing. Implementing a police board in Surrey will allow a vibrant city to determine its future and the type of policing best for the citizens of one of Canada’s fastest growing communities.

4. BEST PRACTICES IN POLICING

4.1 Best Practices in Community Policing: Towards Community Responsive Policing

Broadly speaking, the term “community policing” refers to a philosophy of policing where the community is viewed as a valued partner in crime prevention and reduction.

In this model, the community plays a central role in problem-solving. Police agencies that are effective at community policing encourage the public to share responsibility for the safety of their community. They achieve this through consultation that leads to adaptation of operations to local conditions, mobilizing volunteer resources, and fostering collaborative problem-solving.

Community policing was born from the recognition that the police cannot and should not be expected to independently solve all community problems that lead to crime. Rather, police must form strategic partnerships with a variety of community members and agencies to best detect and define community issues and problem solve appropriate solutions. Beyond creating partnerships, community policing also emphasizes that the community should play a key role in identifying and prioritizing community issues for police and their partners to solve. These issues include crime, but typically also include indicators of social and physical disorder that contribute to fear of crime and reduced quality of life.

Community policing is a well-known policing philosophy and it has been widely adopted across the world. For example, recent research reports that nearly all larger agencies in the U.S. have embraced community policing in some fashion. While most police agencies in Canada have implemented community policing, they have done so in different ways. There are a great number and variety of initiatives and strategies that have been implemented under the guise of community policing. The community policing initiatives typically include:

- public education programs;
- specialized units for a minority group;
- neighbourhood watch programs;
- neighbourhood town meetings;
- storefront mini stations;
- special problem-solving units;
- fixed patrol assignments;
- auxiliary volunteer programs; and
- community newsletters or websites.

A specific example is the Vancouver Chinese Community Policing Centre, established in 1992 to offer a specialized unit to support the Chinese community in Vancouver.

Community policing embraces the principles of problem-oriented policing. Rather than being a primarily reactive institution that responds to calls for service and attempts to resolve them at a single incident level, problem-oriented policing encourages police to take a step back to view patterns between calls for service and to identify the underlying conditions contributing to the “symptoms” of crime. Further, it promotes assessment of interventions to determine what worked, and why it worked.

Community policing involves the community as a prominent partner in identifying community-level concerns, developing strategic responses, and implementing problem-oriented strategies. It requires an organizational shift towards decentralization of police, wherein front-line officers are provided with more discretion and decision-making power in their work with the community, enabling them to identify problems and design appropriate solutions collaboratively. With its focus on identifying emerging problems within the community, this approach typically results in the police agency being proactive as opposed to reactive. Overall, community policing reflects a more systematic and strategic orientation towards community-based crime prevention.

Yet, despite the sweeping popularity of the community policing approach, research indicates that police agencies have had difficulty in shifting their mindset from a crime control-oriented philosophy to one of problem-solving and community engagement. For reasons that will be discussed in a later section of this report, policing is a notoriously difficult area within which to manage change and building a community-oriented police service presents several particularly unique challenges.

4.2 Challenges in Community Policing: An Unfinished Transition

Research has identified limited effects of community policing on a number of desirable outcomes, including reductions in crime, reductions in fear of crime, and more positive police-community relations. A study which examined the impact of community policing on crime, disorder, fear, legitimacy, and citizen satisfaction, found only a small impact on violent crime, a nonsignificant impact on property crime, and a small effect on fear of crime. Thus, community policing was only weakly related to reducing crime, at least in the short term. However, more research is required to determine whether community policing has a more significant long-term positive relationship on crime through increased perceptions of police legitimacy and community satisfaction with police services.

At the same time, it is important to acknowledge several major limitations regarding community policing research, namely, varying conceptualizations of, and operational approaches to, community policing, as well as poorly designed research studies. Researchers have described community policing as a generic term that means many different things to many different people, rendering it difficult to effectively measure the impacts of this policing orientation.

While some police agencies appear to have successfully reformed into community policing oriented mindsets, a review of common examples of community policing initiatives suggests that what is being implemented does not meet the true intention of community policing. Whereas community policing should involve the community in identifying crime and disorder problems and in developing community-driven solutions to said problems. Common examples of community policing initiatives include bike and foot patrols, basketball drop-ins, assigning officers to police specific neighbourhoods, engaging in neighbourhood clean ups and community outreach, such as attending community events, hosting 'townhalls,' or supporting neighbourhood watch programs. These are generic programs that can be easily implemented in any community and which provide increased access to police and potentially improved police-community relationships. However, in its intended form, community policing should not simply involve a selection from a drop-down list of generic programs. Rather, the initiatives implemented should vary widely across and even within cities as they should be responsive to unique community concerns and rely on the community to play a strong role in designing appropriate responses using community-specific resources, such as local programming and expertise. These programs do not reflect what many believe to be the true goals of community policing, which are to engage collaboratively with the community to identify crime, disorder, and other community concerns and to collaboratively problem solve, thereby having a measurable impact on crime and improving community-police perceptions and relationships.

Community policing has also been hampered by implementation challenges. While wholeheartedly promoted by many police chiefs, its implementation among the rank and file has frequently been met with derision. Research suggests that some rank and file officers believe that community policing is not a "real" form of police work and is an ideal place to "dump" ineffective officers. For these reasons it is difficult to shift a police agency away from a "crime fighting" orientation. In fact, research has shown that opposition can occur at each level of policing, with front-line officers perceiving that community policing is not a real form of police work, and various levels of management facing difficulty with the loss of hierarchical control that occurs when front-line officers are empowered to work with the community directly to make problem solving decisions. Further, another challenge exists when members of management do not fully understand the principles and nature of community policing, having never policed that way themselves.

Research in Turkey identified that officers who supported community policing within their own unit tended to have a strong service orientation and good relationships with citizens and had received training or already engaged in community policing. In other words, they supported community policing as they were already practising this orientation in their approach to their job. Similar characteristics identified officers who supported community policing in general, but not specifically within their own department. In this case, a strong service orientation, a good relationship with citizens, higher education (college degree), and those who are already engaged in community policing were more likely to show support for this approach.

Stronger police buy-in could be created by the provision of training that exposes police to examples of community policing, and which clearly exemplifies the purpose, methods, and potential benefits of a community policing approach. However, organizational values must also emphasize and value the role of the community as a collaborator, and the officer must internalize this orientation in order to make sense of their role as a community focused crime prevention worker as opposed to a crime fighter.

Beyond creating police 'buy-in,' there is the additional concern of successfully facilitating community buy-in. Creating genuine relationships between police and community can be quite difficult in jurisdictions with a historically poor relationship between the two. It can be difficult to convince the community to trust that the police are seeking their input and involvement, and that it is worth taking the risk to be a police partner, particularly in high-crime areas.

Breaking down the walls that sometimes separate police and the community will take time and effort. Police need to be exposed to the community in ways that allow them to build trust and confidence. Conversely, the community will need to be actively encouraged and provided with meaningful opportunities to engage in partnerships with the police; simply providing opportunities to volunteer with police is an insufficient way to internalize the role of the community in policing.

While there are documented challenges to effectively implementing community policing, clarity of definition about what it means to be community responsive can help to more appropriately shape the goals and methods of a community-oriented police agency. Transitioning away from a view of policing *of* the community to one that values policing *with* the community will start the conversation regarding transformation of a police service to one that exhibits the true intention of community policing: a community responsive agency.

As can be seen, the concept of "community policing" is problematic for several reasons. First, it is too broad and abstract a concept, resulting in inconsistent interpretations and applications. It does not strongly enough convey that policing priorities and initiatives should be community led. Many of the current examples of community policing initiatives continue to be police driven rather than truly responsive to the community's concerns and needs. Therefore, a more precise term moving forward is "community responsive" policing.

Community responsive policing more strongly conveys that the police are community led in their approaches to crime prevention and crime reduction. It provides a stronger role for the community voice in identifying issues of concern and solution design and implementation in systematic and meaningful ways. It provides opportunities for citizens to be meaningfully integrated in shaping police priorities and strategic planning. To achieve a community responsive police service requires structural reorganization, a shifting of attitudes and perceptions, and the opening of police culture.

4.3 Building a Community Responsive Police Department

While change can be difficult to achieve amongst police, there are a variety of approaches that can be used to transition a service to one that is more community responsive. Citizens should become more involved in policing by sitting on advisory councils and volunteering with the police. Broadly speaking, citizens can be ‘mobilized’ by police through volunteerism. When citizens are well integrated with the police it again opens communication pathways and enables police to hear about local concerns and issues, then work together with citizens to develop appropriate responses. Unfortunately, research with community policing volunteers indicates that these positions, while valued, are often no more than lip service positions, that volunteers are more likely to be in communication with a civilian employee than they are to have access to a sworn police officer, and that the activities they engage in are not truly community led nor uniquely reflective of that community’s crime and disorder issues. Police agencies must consciously provide meaningful opportunities for volunteerism and use their volunteers strategically to fulfil their mandate.

Researchers have shown that while a great deal of attention has been paid to the role of the police in community policing, much less attention has been paid to the education and involvement of citizens. In building a community responsive police force, a more concerted effort must be made to institutionalize the involvement and contributions of citizens. For instance, their role can be prioritized and validated through restructuring the organization and creating a position for a civilian community responsiveness coordinator who works alongside a sworn officer to coordinate and lead change. While the initiatives and problem-solving activities should primarily occur at the front-line level, the citizen and police community responsiveness coordinators can lead the process of driving and maintaining change, providing community responsive training to those in need, engaging in the feedback loop regarding challenges and successes, and collecting and reviewing evaluation measures to adjust when required. While there is limited information available regarding the effectiveness of this approach, one example of this approach can be found in the Austin Police Department, which created a senior management position—a deputy chief of staff—who was dedicated to implementing community policing and problem-solving. Mechanisms such as this can lead to truly responsive community policing by finding meaningful ways for community involvement in the real-world issues that affect the police and hamper community safety. For example, how various communities, such as the homeless community, the mental health community, minority communities, the business community, and indigenous communities, are represented and active in community responsive policing can make a big difference in effectively identifying and addressing the specific relevant issues that impact these sub-communities.

Numerous policing experts have stated that for community responsive policing to be successful, it must be fully integrated into the underlying philosophy of the organization, as opposed to an “add-on” strategy. Integration is essential, as officers are otherwise too busy responding to calls for service to pay much attention to trying to get ahead of those calls. The organization must commit to dedicating resources to the new orientation and

provide the accompanying supervisory support to allow officers to focus on crime prevention through community engagement, rather than being called away or temporarily assigned to support other units.

Change is much more likely to be successfully implemented when it becomes an underlying philosophy practised by all members of a department. Research on leadership in policing emphasizes the importance of demonstrating the desired concepts all the way from the officer in charge through all levels of senior management. Officers also need to be provided with the authority and ability to make decisions at the ground level. For many agencies, this implies a need to restructure the organization from one that is hierarchical in nature to one that diffuses decision making responsibility among the rank and file officers.

Furthermore, this must be integrated into the methods of performance assessment. If officers are not being evaluated on the degree to which they are implementing the new community responsive policing strategies, they will continue to fall back on the more traditional methods of policing, such as by focusing on making arrests and clearing their calls for service. Therefore, the organization must build in new outputs and desired outcomes, such as the creation of new relationships and extended partnerships, creativity and innovation in problem-solving, and strong community connections.

Community Responsive Policing in Action

Research on the success of police reform towards a more community-oriented model of policing has identified several factors that either impeded the transition or which were critical to its success. Research suggests that changing attitudes regarding community-oriented policing is an essential step towards successful transformation, given that attitudes influence behaviours. Moreover, the overall likelihood of success will hinge upon being aware of and changing the underlying beliefs, attitudes, and assumptions held by those working in the organization.

Challenges with Change Management

While many police agencies strive to be innovative, change management attempts within policing have been described as “akin to bending granite.” Change can be especially difficult for police when it is led by civilians, or ‘outsiders’ who police feel do not truly understand the nature of policing. Change is also difficult to occur when it is implemented from the top-down without the solicitation of input from those who would be most affected by the change, traditionally the rank and file officers. Effective and insightful leadership is therefore a critical element in successfully introducing and implementing long-term change within policing. Effective police leaders go beyond simply preparing the organization for the coming change. They also build capacity for change within their personnel, such as by introducing new systematic ways of thinking that reflect on the new values and methods of policing, providing training opportunities for the development of the new required skill sets, and by changing the conversation around the norms and values that are emphasized within the agency. These practices not

only create support for pending change, but also enhance the momentum and sustainability of that change.

Given the need to engage in consultations and create feedback loops to build internal support, change can take many years to implement properly. Change also rarely occurs in a straightforward fashion due to unanticipated consequences or unforeseen issues arising as new partnerships are formed, attitudes are shifted, resources are re-deployed, and new training and assessment protocols are implemented.

Models of change management can facilitate change strategically, while encouraging organizational commitment, which reflects the degree to which current employees feel dedicated to the organization and desire to remain a part of it. When engaging in reform, it is strategic and essential to include the insights and perspectives of the rank and file as this will provide them with opportunities to believe in, accept, and uphold the new organizational values, goals, and methods. Participatory change should be used by police agencies when implementing organizational reform. Strong leadership and frequent communication about what change is needed and why it is also essential for successful change management. It is important for those affected by change to understand the underlying rationale and to be provided with clarity on how the organization will support that change.

These principles are evident in one of the most well-known models of change management, proposed by Kotter. This eight-step model, outlined in Figure 3, focuses on developing opportunities for participation in shaping the direction of the change, celebrating successes resulting from the change, and finally, institutionalizing the change.



Figure 3: Kotter's Eight-Step Model of Change Management

Establishing the need for change involves creating a sense of urgency, perhaps by providing evidence of the disconnect between organizational goals and performance or outcome measures. With respect to policing, this may be accomplished by comparing the organization's crime reduction goals with traditional metrics, such as arrest rates, clearance rates, and crime rates, which, as previously noted, tell only a limited story about the organization's ability to achieve its mandate. Still, failure to achieve meaningful change on these metrics can provide a foundation for arguing that change is necessary.

In forming a powerful guiding coalition, Kotter's model emphasizes the need to develop working partnerships that work together to define the problem, identify the likely causes, and develop potential solutions. Establishing a working group or task force with a clear mandate and identified leader is a necessary second step towards introducing change.

Once the working group has been created, the third step involves creating a vision. Here, the working group is tasked to provide an outline of what the change will look like and what the anticipated outcomes are of that change. Seeking the input of others in this step is critical for creating buy-in, as those who will be affected by the change may need to be convinced that there is value in doing things differently. But beyond simply making the case that what is being done now is not working, they need also to be provided with a vision of where success can take them. In this third step, the working group should develop a strategic vision that clearly outlines what change is needed and why, and what outcomes it is intended to produce.

The fourth step is to communicate this vision. Communication is one of the most critical factors in successful change and is especially relevant when the strategic vision seeks to move police into non-traditional roles that shift their policing orientation from one of crime-fighter to crime prevention and community responsiveness. Genuine opportunities to provide insight and credible communication of the results of that feedback can inspire others to support the vision. Conversely, ineffective communication can lead to cynicism and resistance to change, and a perceived lack of credibility amongst those leading the change.

Once input has been solicited and the strategic vision has been developed and clearly communicated, the next step is to empower others to act on the vision. This can involve the provision of physical and human resources to support the new practices. Psychological empowerment may also be needed at this stage. This may involve re-connecting with those affected by the change to assess how the change is going, and to solicit more feedback on unintended consequences of the change or previously undetected or unanticipated issues. This feedback loop can help to further reduce psychological resistance to change.

Step 6 in Kotter's change management model is to plan for and create opportunities for short term wins. This is another method of psychological empowerment, as it gives confidence to those implementing and affected by the change that the new methods are working, and it provides credibility to the change process. In particular, the working group should develop manageable goals that can be achieved within the first 12 months

of implementation. Celebrating short-term successes can not only help to reduce more resistant psychological barriers to change but can also contribute towards a greater sense of teamwork and collaboration.

Step 7 involves reflecting on change and introducing new change that responds to the progress made to date. This step uses the momentum gained in the short-term goal achievement to empower personnel to continue pushing forward. At this stage, reflecting not only on the wins achieved to date but also soliciting input on the continuing challenges can help change agents to adjust their activities to further meet and propel the strategic vision forward. This stage should also involve evaluation, where information on the successes and challenges experienced to date with program implementation is collected and analyzed before being used to formulate new initiatives to further carry out the change.

Evaluating and further refining the new approach contributes towards the final step of institutionalizing, or making permanent, the new approach. Once the vision has been implemented, short term successes have been realized and disseminated, and the approach has been adjusted as required, the new practices are ready to become the common way forward. Institutionalizing the new approach involves developing internal values and methods of performance assessment that entrench the change and make it common practice.

Successful Change Management

One researcher examined the experience of a Michigan police department transitioning into a community responsive policing agency. Notably, rather than adding on a unit dedicated to community responsive policing, this agency sought to weave a community responsive orientation throughout the entire department. They shifted police thinking away from incident response to thinking more broadly about the police role in quality of life issues, such as managing indicators of social and public disorder. Moreover, they decentralized decision making and empowered the rank and file officers to make decisions. Through these processes, community responsive policing became entrenched and institutionalized. This transformation was therefore a success, and the success was even more significant due to the cynical beliefs shared by personnel at the outset of the transformation on the likelihood that this new change would be successful, given their routine experiences of past change efforts that had failed. Given the hostile attitudes towards change, a slow process of change management was adopted, to allow for enough time to fully research the needs and issues within the department.

Creating buy-in to any new initiative is also critical for its success. As an example of soliciting input, in the transition to a community responsive policing agency in Michigan, the Chief created a committee with membership from throughout the lower ranks and then sought feedback from these personnel on their existing prescriptive policy documents and, specifically, how to reduce these down to a manageable number of more value-oriented documents. The committee's recommendations were then implemented without interference from senior management, which created confidence amongst the

front-line officers and supervisors that they could play an important contributory role to introducing and facilitating change within the organization.

A planning team with representation from approximately 25% of the department was created to envision and map out methods to achieve change. This team was composed of several volunteer officers alongside several handpicked representatives, some of whom were intentionally selected as they had shown resistance to change. The team was divided into smaller groups who were each tasked with specific parts of the plan. Although the planning team met over the course of a full year, the participants felt that their involvement was valuable and worthwhile, as they were able to help shape the practices of their organization.

When developing the ideal outcomes that would flow from their new strategic vision, input from multiple levels of personnel was actively sought and integrated. These committee members were first provided with a course on community-oriented policing before being asked to use that new knowledge to help identify and design achievable target outcomes for their agency. One identified outcome they desired to measure in the coming years was “a majority of the citizens will know the names of the officers assigned to their area.” Essentially, they were asked to identify the outcomes that would help the organization to assess whether they had met their change management goals. The outcomes that the group created were therefore more meaningful to the organization and helped to motivate them to support the planned change.

The same policy of seeking input from those affected by the change was followed when it came to implementation. Again, input was sought from an implementation team, composed of various agency personnel, who were tasked with providing strategies to implement the identified six recommendations for change. They created strategies to clearly define the roles and responsibilities of officers under the new orientation, developed strategies to maintain communication between the various units following implementation as well as with their external stakeholders, and created training opportunities in community policing and problem-solving.

Rather than provide the personnel with a list of new job expectations and requirements as determined by management, the methods by which change would be introduced to the organization came from deep within the organization itself, by those who would be directly affected by the change. Therefore, the change was much more genuine in nature, and it gave members in the agency the confidence that they could effectively problem solve. For instance, one year following the implementation of their defined geographical areas, data collected during the monitoring stage indicated that a disproportionate number of calls were occurring within particular areas. The members reviewed the issue and problem-solved by creating solutions that would provide additional resources while reducing the affected area by redistributing the geographical boundaries. Thus, the agency approached this agency with same orientation as they now do for every individual call—with a problem-solving perspective.

In addition to speculating on the potential benefits and outcomes, in the Michigan transition to a community responsive policing agency, members of the working group were asked to map out anticipated barriers to successful change. Once they had completed this task, they brainstormed ways to manage the anticipated challenges. This further sold the message that the input of those most affected by the change was not only actively sought but also valued and that change would not just simply be imposed upon them by senior management.

As was evidenced in the Michigan example, for change to be long-lasting in nature, those bringing change to an organization must sell an overall vision as opposed to a singular objective. In the Michigan transition to community responsive policing, the perceived benefits and outcomes from shifting to a community responsive approach were collected from personnel working at all levels in the agency. During a series of meetings, these indicators were condensed into an overarching vision statement identifying a clear vision and mission, which emphasized the important role of the community in working together with police to engage in collaborative problem-solving, along with eight core value statements.

Transitioning into an Enhanced Community Responsive Police Service

Change in any public agency is difficult; often even more so for the police, due to the nature of police culture. Building an enhanced community responsive police organization will require change in the typical structure and organization, as well as amongst the attitudes held by officers and civilian staff. It will require decentralization and the development of policies and practices that emphasize and articulate how the new philosophy is to be carried out, and training that ensures front-line officers and civilian staff, as well as managers and leaders, are all prepared to implement a community responsive approach to policing.

Building a police culture which truly emphasizes crime reduction and community responsiveness, and collaborative problem-solving, will require some strategic approaches to be built into the organization. It will require that the agency and its leaders:

- Philosophically merge crime fighting and crime prevention and sell the value of doing so in partnership with the community.
 - Key messages include the fact that police cannot do it all, and that strategic partnerships and systematic problem-solving approaches to crime and disorder will lead to crime reduction, thereby freeing them up to focus on the more major issues in society.
- Operationally merge the different cultures that can be created in the “crime-fighting” and “crime-preventing” parts of the organization by weaving community responsiveness throughout the agency in order to systematize the community responsiveness model and its processes. Having a senior civilian who shares responsibility for community responsiveness within the organization will institutionalize the role of the community in shaping police practices.

- Consult broadly internally and externally before making any decisions on how community responsiveness is developed, implemented, monitored, and reported through newly developed performance indicators that are reflective of this new orientation.

It is thought that community policing could be successfully combined with other types of policing, such as hot-spots and problem-oriented policing, to more effectively targeted identified problem areas or developing issues within a community. Some experts have noted that rather than adopt general and generic community-policing programs, community policing should focus on dealing with hot spot locations in a collaborative and transparent way. This has the potential to improve police-community relations and enhance the legitimacy of the police and of the community policing philosophy.

4.4 Best Practices in Operational Policing: Doing What Works

Police departments everywhere are striving to optimize their resources. While no single standardized formula for each individual policing agency exists, the literature does identify a series of operational models which are considered, to varying degrees, to be best practices within policing in Canada and the U.S. in terms of helping police reach their goals of crime reduction and crime prevention through evidence-based and information-led practices.

Hot Spot Policing

Hot spots policing can be defined as “identifying and working to reduce crime in small geographical areas in which crime is concentrated,” Proponents of hot spot policing, or place-based policing, state that crime is not only typically concentrated in urban areas, but that areas within four to five street segments (intersection to intersection) can produce up to 50% of documented crime. As such, while the specific tactics used by police who engage in this type of policing vary, hot spot policing prioritizes the locations where crime is highly concentrated when it comes to the deployment of policing resources.

One hot spot policing strategy involves increasing police presence in designated hot spots, as was the case in the 1995 Minneapolis Hot Spots Patrol Experiment. In this study, hot spots that were not on the receiving end of intensified police patrols experienced a greater increase in citizen calls to police than in the locations with increased police attention. There also was less observed disorder in the hot spots that received heightened police attention. One potential reason for these effects is displacement, as the concentration of police resources in a hot spot may encourage the temporary shifting of criminal activity to other zones in the community. Longer term reductions in crime in hot spots requires a more problem oriented approach. For example, in 1995, Jersey City adopted a three-step approach which included identifying and analyzing problems, developing tailored responses, and maintaining crime control gains in order to reduce criminal activity at drug hot spots.

The effectiveness of hot spot policing has been recognized for some time and there is an empirical basis for its utility in crime reduction. The National Research Council review of police effectiveness noted in 2004 that "studies that focused police resources on crime hot spots provided the strongest collective evidence of police effectiveness that is now available." Rigorous evaluations have supported this statement, indicating that police departments can achieve varying degrees of success in combating crime and disorder when they focus on small units of geography with high rates of crime.

For example, findings from the Minneapolis Hot Spots Patrol Experiment indicated that there was between a 6% to 13% reduction in total crime calls with a more significant reduction in disorder at high crime hot spots. A different study in Lowell, Massachusetts found, among other results, that social disorder was alleviated at 14 of the 17 (82.4%) hot spot locations relative to the control areas. Further, a systematic review by researchers arrived at a similar conclusion; while not every hot spot study they reviewed showed statistically significant findings, 20 of 25 studies did, signaling that when police identify hot spots and focus their attention and resources on these locations, they can significantly and beneficially impact the level of crime in these areas. Very importantly, it was noted that there was very little evidence to suggest that crime moved from hot spots to nearby areas. The researchers concluded that "evaluation research seems to provide fairly robust evidence that hot spot policing is an effective crime prevention strategy."

Hot Spot Policing in Action

Toronto

Toronto, the fourth largest city in North America, has a growing population of just over six million people. This is forecasted to rise by 13.3% over the coming 15 years, reaching seven million people by 2035. As Toronto's population has grown, so too has crime. As such, in 2018, the Toronto Police Service (TPS) announced that they would be increasing their use of hot spot policing in response to ongoing community concerns in the eastern part of the downtown core, specifically in neighbourhoods such as Yonge-Dundas, Sherbourne and Dundas, Cabbagetown, St. Jamestown, and Regent Park. These neighbourhoods fall under Division 51 of the TPS which currently polices the highest volume of crime in Toronto. As part of the hot spot initiative, the TPS planned to deploy one extra detective and three additional uniformed officers to hot spot neighbourhoods within Division 51. The program also combined aspects of problem-oriented policing as it included commitments for improved outreach to the homeless as well as employing six park ambassadors who would primarily be tasked with working in conjunction with outreach staff to provide services and supports to the homeless.

Los Angeles

Prior to the implementation of Operation Cul-de-Sac, gang involvement had nearly doubled from approximately 15,000 in 1980 to 27,000 in 1988. Worse still, gang member participation in crimes such as homicide, robbery, and rape increased by 26% while nearly one-quarter of all murders in the city were gang-related. In response to this

worsening situation, the Los Angeles Police Department launched, among other programs, Operation Cul-de-Sac, which was designed to reduce drive-by shootings and assaults in high-crime areas. The LAPD examined data on gang violence to determine which locations produced especially high volumes of violent crimes. The analysis identified that the vast majority of drive-by shootings occurred on residential streets on the periphery of the city, likely because these peripheral streets connected to major roadways allowing for quick and easy exit routes by offenders. As such, the LAPD targeted peripheral streets in hot spot areas and installed traffic barriers to block access to and from certain streets by car. This initiative significantly reduced the number of drive-by shootings and reduced predatory crime by 37% after just the second year of operation.

Florida

Another effective use of hot spot policing is combining it with problem-oriented policing. A recent experiment in Jacksonville compared different hot spot strategies to provide some clarity on which hot spot mechanisms might be the most effective. As part of the experiment, one area received a more standard saturation patrol while a second hot spot area received a problem-oriented policing response involving a tailored strategy to that area. The results showed that the standard saturation of hot spots did result in less crime (although not a statistically significant reduction) during the experiment period. In the problem-oriented policing hot spots, while no significant crime reduction was recorded during the 90-day experimental period, in the following 90-day period, street violence declined by a statistically significant 33%. It was concluded that in employing hot spots policing it may be more beneficial in the long run to incorporate problem-oriented policing principles with hot spots policing as opposed to simply increasing the presence of law enforcement in the area, which is generally not a sustainable solution.

Problem-oriented Policing

In 1979 Herman Goldstein coined a then emerging policing model, known as problem-oriented policing (POP). There was a sense at the time that traditional policing was too reactive and that this new approach offered promise for proactive policing. The philosophical orientation of this approach was built upon the identification of pre-existing problems in order to reduce crime at its roots as opposed to focusing on a single incident, typically a call for police service. Goldstein maintained that a one-size-fits-all policing model was ill-advised and to be more effective, police needed to incorporate a wider array of strategies to the range of problems commonly underlying crime trends within their communities.

POP can be defined as “a policing approach that emphasizes the use of analysis and assessment to address crime and disorder problems.” Analysis, study, and evaluation are at the core of POP as this approach requires that each new problem be individually examined and a unique response developed. This policing approach is often used in conjunction with the Scanning, Analyzing, Responding, and Assessing (SARA) model, a broader analytic model used in many fields and one that has become popular with police

departments employing POP. As was the case with community policing, POP can also be used in collaboration with other policing models. For example, the community can often be a valuable source for identifying problems for which the police can then collaboratively develop a response.

However, the evidentiary basis for POP remains limited. Of the more rigorous and well-designed studies that do exist, some found a modest but statistically significant impact of POP on crime and disorder. Notably, some of the reviewed studies in which produced weaker statistical evidence also reportedly experienced implementation issues. In other words, the more successfully implemented studies tended to show stronger effects. This speaks to the importance of collaborating with other partners who can effectively identify the underlying problems, design an appropriate response, and implement the solution(s). Other researchers have concluded that POP has significant promise to improve crime and disorder problems broadly when:

- hot spot policing and POP are employed collaboratively;
- the police organization is committed to the model and buys into its value;
- program expectations are realistic, and departments avoid the pitfall of hoping for too much too soon; and
- cooperation with outside criminal justice agencies is emphasized.

There have also been some individual program evaluations which have supported the effectiveness of POP. For example, a review of the Milwaukee Homicide Review Commission, which employs POP principles in its efforts to reduce homicides and non-fatal shootings, reported a statistically significant reduction of 52% in the monthly count of homicides in the chosen districts. Another example, this time in Oakland, which used a specialized multi-agency response team implementing POP strategies to reduce drug-related problems, found that almost half of the identified areas experienced improvements. The mean number of people arrested at sites lowered from 3.7 in the year before implementation to 1.5 in the year following—59% decrease. At an individual level then, there appear to be some successful examples of POP in practice.

Problem-Oriented Policing in Action

San Diego

In the 1990s the San Diego Police Department had jurisdiction over the sixth largest city in the U.S., serving a population of just over 1.1 million. Its proximity to the Mexican border, among other factors, was thought to contribute to the growing presence of drugs in the city. One mechanism which the San Diego police department employed to confront the growing drug issue was called the Drug Abatement Response Team (“DART”). The aim of the program was to reduce drug exchanges in residential settings, and the main strategy of the program was to promote and enforce enhanced property management practices in order to see a reduction in residential drug dealings. The program sought to utilize the authority of civil law with the view to coerce landlords into confronting issues

at their rental units where drugs problems have been identified. The predominate enforcement activity was a search-warrant-based raid. Other tools included knock-and-talk events (police requested permission to search the premises for drugs); buy-bust events (an undercover officer made a buy, which led to an arrest); parole searches; and Fourth Amendment waiver actions². Over one hundred properties were included in the program and those that received the full intervention benefited the most, recording a significant reduction in crime at rental units with drug problems and more drug offender evictions.

Stockton

In 1997 Stockton implemented both a community-oriented and problem-oriented policing program. Operation Peacekeeper, modelled on Operation Ceasefire in Boston, was designed to confront gun violence and gang involvement among youth aged 10 to 18 years old. Operation Ceasefire relied on the work of Youth Outreach Workers to communicate with vulnerable youth about the consequences of gang involvement and healthy alternative options to the lifestyle. Youth Outreach Workers, who served as role models, were streetwise young men and women trained in community organization, mentoring, mediation, and conflict resolution. The program was associated with a significant reduction in the monthly number of gun homicides.

Predictive Policing

Predictive policing is one of the newer policing models. It can be defined as “taking data from disparate sources, analyzing them, and then using the results to anticipate, prevent and respond more effectively to future crime.”ⁱ There are four primary categories of predictive policing methods:

1. methods for predicting crimes
2. methods for predicting offenders
3. methods for predicting perpetrators' identities
4. methods for predicting victims of crime

Methods for predicting crime and offenders are more established than the remaining two methods. Nonetheless, each category offers approaches to both large and small departments with varying needs. Available methods range from basic common-sense techniques to sophisticated, cutting-edge mathematical models. Predictive policing shares similarities with hot spots policing. However, predictive policing seeks to predict future crimes, offenders, and victims rather than just responding to past/ongoing concentrations.

Predictive policing is growing in popularity and usage. In the U.S., 20 of the 50 largest police departments now use predictive technology. Closer to home, the Vancouver Police

² The Fourth Amendment of the U.S. Constitution refers to the right of the people to be secure in their persons, houses, papers, and effects, against unreasonable searches and seizures by the government.

Department, in 2016, became the first department in Canada to adopt such technology. At present, predictive policing lends itself best to identifying property crime. Predictive technologies typically use three data points—time, place, and type of crime—to draw up boundaries in which crimes are most likely to occur, and then assign local police patrol these areas. Most units who employ some form of predictive policing software (PredPol, Hunchlab, Civisscape, or Crime Scan) do so to prevent residential break-ins. However, some police departments such as Los Angeles Police Department and Chicago Police Department have taken the software one step further and are using it to identify offenders future behaviour.

Many have praised predictive policing technologies as a mechanism for reducing crime, maximizing scarce resources, and substituting human biases with hard data. Yet, predictive policing is criticized by privacy and racial justice groups for its potential impact on poor and minority communities and implications for civil liberties due to implicit biases in the algorithms underlying the technology.

There is not yet sufficient robust evidence to support or refute the effectiveness of predictive policing as it is still largely in its infancy. To date, there has been only one independent study of a place-based predictive-policing system which found the software had no statistically significant impact on property crime in Shreveport, Louisiana. There was no statistically significant change in property crime in the experimental districts that applied the predictive models compared with the control districts. Therefore, overall, the intervention was deemed to have no effect.

Many departments in Canada have been slower to adopt and invest in predictive policing technologies than their American counterparts. But perhaps, the recent example of the Vancouver Police Department acquiring and employing predictive technology illustrates that it is worth the investment. Vancouver has implemented predictive technology and demonstrated that it reduced property crime by as much as 27% in areas where it was tested, compared to the previous four years.

Predictive Policing in Action

Pennsylvania

New predictive technology has been implemented by the Pennsylvania Sentencing Commission. The commission has been employing a risk assessment, with success, to highlight individuals for alternatives to prison time. To alleviate fears over racial bias and profiling the commission has operated transparently in terms of assessing the technology's success and has held 11 individual hearings to invite feedback on the algorithm.

Vancouver

The Vancouver Police Department recently introduced a city-wide predictive policing technology after a successful six-month trial. The new technology is the first to be implemented in Canada and will exclusively focus on predicting, and thus hopefully

preventing, break-ins. The software works by examining historical records of break-ins around the city and can generate where future break-ins are likely to occur over two-hour intervals, within a 100 to 500 metre radius. Preliminary data during the trial indicated that the system reduced property crime by as much as 27%, compared to the previous four years. The system is thought to be about 80% accurate, but more research is required to establish this parameter.

Chicago

The Chicago Police Department has gone one step further with predictive technology as it uses predictive policing software to identify both offenders and victims. The technology uses an array of factors to generate the infamous Strategic Subjects List (SSL) which details the individuals estimated to be at highest risk of being involved in gun violence. Specifically, an algorithm is used to analyze data such as gang affiliations, criminal records, past shootings, and previous contact with police. The police then use the generated data and list to approach individuals on the list to try and intervene before a crime is committed. Additionally, the police engage community members and social service groups to also connect with identified individuals. The list is approximately 400 names long and the police department states that the people on the list are responsible for the majority of crime in Chicago. The software also allocates a number to each name. The higher the number, the greater the chance that the individual will be involved in criminal activity. Advocates of the model contend that one of the benefits of the model is that it does not use race, gender, ethnicity, or geography. Racial and social justice groups are much less convinced as they say the system for generating the list is often kept secret and it is not clear whether implicit biases are embedded in the algorithms.

Focused Deterrence Strategies

Focused deterrence involves “assigning officers to a particular area and freeing them from responding to calls for service so they can engage in proactive investigation and enforcement of suspicious activities.” Focused deterrence strategies are predominantly concerned with equipping police departments with the capability to increase the reliability, speed, and intensity of punishment via a number of mechanisms, often by engaging with offenders directly to convey to them the consequences of non-compliance and motivation for refraining from illegal behaviour. This model of policing usually focuses on high rate offenders such as gang members or drug traffickers.

Operation Ceasefire in Boston in 1996 offers a good example of this policing model. During Operation Ceasefire, gangs were identified and explicitly told by police and prosecutors that violence was no longer going to be tolerated and that should any violence occur after the explicit message every available legal lever would be pulled to bring an immediate and certain response. This is known as the ‘pulling levers’ framework which was popularized during this ceasefire and which empowered police departments to act swiftly and seriously. Typically, this message of zero tolerance is issued alongside a message of help, highlighting alternative options to criminal activity and the availability of social and employment services.

To date, empirical evidence has shown focused deterrence strategies to be effective in lowering crime, particularly violent crime. One recent study reviewed 24 eligible studies and identified strong positive findings for focused deterrence approaches. Programs which focused on gang violence tended to have stronger effects than programs focused on drug market violence. There have also been some individual program evaluations which have supported the effectiveness of focused deterrence strategies. For example, a study of the High Point Drug Market Intervention in North Carolina in 2012 found that targeted census blocks (the treatment group) experienced a 7.9% decrease in violence, which was considered to have a statistically significant reduction. If a focused deterrence strategy is to have a chance of success it must at least create a credible deterrent threat. Creating a credible threat is achieved, to some degree, by narrowing the focus of intent to specific offenders or locations. Operation Ceasefire was considered credible because gang members believed the police could effectively target members who were offending in small geographic areas.

Focused Deterrence Policing Strategies in Action

Seattle

The Seattle Police Department has employed the Drug Market Initiative (DMI), a focused deterrence strategy, on three occasions. Similar to Operation Ceasefire in Boston, drug dealers were advised during a call-in meeting that should they continue to engage in criminal activity they would be arrested and prosecuted. The offenders were also alerted to the alternative options and services that existed for them to access. In the case of the Seattle DMI, low-risk drug dealers were the focus of this operation. The Seattle Police Department is also operating a program called Law Enforcement Assisted Diversion (LEAD) which focuses on low-level drug and prostitution offenders. Similar, to DMI, the LEAD program aims to connect offenders with treatment and services. Low-risk offenders can avoid charges if they engage with and complete the program of services. The evaluation suggests several positive outcomes from LEAD, including reduced recidivism and criminal justice system costs.

New Orleans

New Orleans implemented the Group Violence Reduction Strategy (GVRS), a focused deterrence strategy, which aims to confront persistent, citywide patterns of violence. The intervention engages interagency partnerships and data analysis to highlight key offenders who are responsible for a disproportionate percentage of violence in the city. In addition to pinpointing high-risk individuals, GVRS is also designed to inform them of available social services and that if they choose not to engage with the services and continue to commit crimes they will be arrested and prosecuted without hesitation. Upon evaluation, statistically significant reductions in homicide were reported, as were reports of gang member-involved homicides, and firearms assault.

Integrated Policing

Integrated policing is “a philosophy that recognizes the value of bringing together the resources of different law enforcement agencies to combat a particular crime problem.” Integrated policing is typically employed when the nature of a crime is costly, time-consuming, complex to investigate, and impacting multiple jurisdictions. A number of integrated policing teams operate across Canada and British Columbia addressing a range of issues. Teams can be integrated at the federal, provincial, or regional level. Examples of some provincially integrated teams in British Columbia include the Combined Forces Special Enforcement Unit, Hate Crime Task Force, Real Time Intelligence Centre, and the Integrated Technological Crime Unit. Integrated teams rely on formal agreements to guide their partnerships, ensuring that member partners contribute to agreed staffing levels, equipment, infrastructure, and operational expenses. Governments may also assist by providing funds to cover salaries, infrastructure, and other expenses. Jurisdictions generally share the cost of these units based on a pre-determined funding formula.

The benefits of integrated policing are well recognized and include economies of scale, access to specialized equipment, information sharing, eliminating duplication of work, enhanced training and personnel, and increased effectiveness in addressing criminal activity that affects more than one community or geographic region. Smaller police departments have reported gratitude for integrated police teams. However, some larger districts have, at times, demonstrated a reluctance to join and invest in integrated teams, particularly if they feel they are simply subsidising other police departments by sending resources to an integrated team.

Integrated Teams in Action

Victoria

The integration of teams is expanding beyond just police collaboration. A recent report highlighted the success of the integration of the Victoria Police Department with the healthcare based Assertive Community Treatment (ACT) program. While ACT began in the early 1990s to help people living with complex mental illnesses and substance use disorders, police officer integration on ACT teams was largely uncommon. More recently, in Victoria, police officers have been integrated into ACT with success. The report's findings have far-reaching implications, as it documents for the first time the strengths and challenges of a police presence within the ACT approach.

Halifax

The Halifax Regional Police are integrated with the RCMP based on an assessment of empirical evidence that indicated the most effective way to share resources. Their analysis revealed that integration was most effective for high-level criminal investigations, such as homicides, sexual assaults, and fugitive offenders. As such, they formed a single integrated unit which became known as the Criminal Investigation Division. Approximately 30 RCMP officers and 90 officers from the Halifax Regional Police

were deployed to the unit. The Officer in Charge of the division is originally from the Halifax Regional Police while the second in command is an RCMP member, which allows for close cooperation and collaboration. The result has been flexible, cohesive law enforcement for the busy capital of Nova Scotia.

British Columbia

Joining and forming integrated teams is not always welcomed by all police departments. For example, while BC has an Integrated Homicide Investigation Team (IHIT), not all police departments are members of this team. To date, the Vancouver and Delta Police departments have not joined while West Vancouver Police Department was late to join. The premise for such reluctance is rooted in the belief that not many homicides are committed in these locations and yet these departments would be expected to pay into the IHIT leaving some departments feeling that they may simply be subsidizing other units. Table 3 summarizes the key aspects of modern urban policing models that have been deployed across jurisdictions. It outlines the advantages and challenges of implementing these models and highlights those that have proven effective.

Typology	Locations Implemented	Predictive Element	Advantages	Challenges	Effective
Hot Spot Policing	Toronto Los Angeles Florida	Yes	Effectively targets geographic areas which typically produce a disproportionate level of crime in cities	Positive outcomes in terms of crime reduction might only be achieved because police officers patrol the identified high crime areas. Suggesting that hot spot policing doesn't solve the root problem but just deters illegal activity so long as officers are focused on a given area.	Yes
Community Policing	Seattle Halton Calgary	No	Works to bring the community together to prevent and solve crime, to educate them, to involve them in decision making and enhance community trust in the local police department	Community policing (CP) might work best when combined with other approaches. CP is also expensive and labour intensive. In implementing CP, must be conscious not to signal a retreat from the prosecution of organized crime and sophisticated white-collar criminals.	Insufficiently responsive to community.
Problem-Oriented Policing	San Diego Stockton, California	No	Attempts to solve the root cause of problems in the community which benefits them in the long-term. Typically uses mediation and negotiation skills to resolve issues as opposed to blunt force.	POP has been labelled by some as impractical because of limited police resources and this model requires significant time and personnel input. Additionally, it has been queried whether police officers have the analytical ability to conduct sophisticated problem-solving projects.	The studies to date have signalled moderate effectiveness. More research is needed.
Predictive Policing	Pennsylvania Vancouver Chicago	Yes	Has the potential to focus scarce resources in areas which require the most police attention	Predictive policing software can be expensive. It also raises issues of racial profiling and has yet to be conclusively proven as effective.	More research is needed.
Focused Deterrence Policing Strategy	Seattle New Orleans	No	Effectively used to target high-level offenders	Requires the cooperation of repeat offenders to engage in the program. It is also labour intensive, and results are unlikely to be seen instantly.	Yes
Integrated Teams	Victoria Halifax British Columbia	No	Shared resources, avoid duplication of work, economies of scale	Some departments may be unwilling to join forces and allocate personnel and resources to the integrated unit.	Yes

Table 3 – Comparison of Policing Models

One of the underlying factors that can affect the success of these modern policing strategies is the degree to which they are built on accurate and current information. Given this, it is essential that police pay significant attention to building an effective and reliable information management framework.

4.5 Best Practices in Law Enforcement Recruitment

Recruitment, selection and training have become critically important issues for police departments around the world in large part because of significant changes in the philosophy and nature of policing, higher expectations by their constituencies and continuing professionalization of the police. Police departments must ensure their recruitment plan is in line with key best practice approaches including:

- Consideration of a broad range of post-secondary education for both experienced hires and recruit candidates;
- Hiring for resiliency to support positive mental health and employee wellbeing, and appropriate screening of applicants using psychological testing and assessment of emotional intelligence;
- Recruitment outreach and promotion using proven approaches that recruit for diverse applicants that are representative of the city;
- Screening of candidates based on knowledge of big topics and trends in policing with a focus on community-responsive and problem-oriented policing; and
- Recruitment processes that support and guide applicants through each step of the process.

The following outlines some detail on each of these areas of best practice.

Post-Secondary Education

In 2018, according to Statistics Canada data, there were over 99,000 police officers in Canada. Approximately half of existing officers and 60% of recruits have completed college, obtaining an appropriate diploma, certificate, degrees or graduate education program. Given the increasing demand for post-secondary education in law enforcement and increasing professionalism of policing in general, it is important to ensure that the quality and content of post-secondary programs marketed to students as appropriate for a policing career, matches the needs of potential employers.

Recent studies of post-secondary programs have demonstrated that not all programs marketed for policing careers are sufficiently evaluated to determine their efficacy for preparing recruits to meet departments' current and future needs. Research findings are mixed as to the utility of current college and university-based programs that seek to produce individuals with the knowledge, attitudes and skills desirable in police recruits. In addition, a 2018 study by Huey, Peladeu and Kalyal found that criminology and criminal justice degree holders should not be privileged in the recruiting process over

applicants from other disciplines. A police department will need to recruit candidates with appropriate post-secondary education from a range of disciplines to ensure the broad depth of skills, knowledge and experience needed to support a community-responsive policing model.

Hiring for Resiliency & Applicant Screening Tools

A major trend in police recruitment is attention to issues of resiliency and the mental health of applicants. The nature of police work is continually evolving and officers today work within complex task and decision-making environments that require them to have understanding of police operations and administration, and different anti-crime strategies and technologies, but also the ability to function at peak performance in an environment of increasing public scrutiny, organizational and operational stress.

This makes it more important than ever that recruitment process focus on employee mental health and wellbeing and hire for resiliency and stress management skills. The American Psychological Association defines resiliency as the process of adapting in the face of adversity, trauma, tragedy, threats or significant sources of stress. As the number and variety of challenges facing law enforcement continues to increase, the law enforcement profession must hire for candidates that demonstrate resiliency. There is significant research examining stress in law enforcement and among first responders. Some studies have focused on how to screen for candidates that have increased innate resiliency and/or aptitude to be trained in stress management and resilience.

A University of Pennsylvania study found that several characteristics can be examined during the recruitment process through psychological assessments and interview techniques to increase the chances of hiring a resilient workforce for policing. These include individuals demonstrating characteristics such as:

- High self esteem
- Optimism
- Flexibility
- Ability to move on from traumatic events/hard times
- Ability to build and maintain strong social support networks

Studies have also shown significant correlations between emotional intelligence and police job performance. After controlling for general abilities and personality traits, emotional intelligence has been found to explain additional incremental variance in predicting police job performance.

Hiring for Diversity

First responders, including law enforcement, serve a crucial role in the safety and wellbeing of the community. Members of the public and officials are placing renewed focus on ensuring that the police have strong relationships with their local communities,

in part by ensuring that police reflect the populations they serve. The potential benefits of increasing diversity and moving towards greater representation could also provide more rewarding employment opportunities to historically underrepresented populations.

There is considerable research in this area and several promising recruitment practices have been identified. These include population specific outreach, partnerships with colleges and high schools, and incentivising recruits with multiple language skills. Information sessions and community engagement activities provide opportunities for recruit candidates to learn more about policing careers while also fostering a positive image in the community for the department, particularly among previously underrepresented populations. In addition, there are research studies proving the efficacy of non-traditional outreach methods including use of social media, online processing recruitment software tools, and promotional collateral and approaches that focus attention on the service orientation of potential recruits. Events also provide opportunities for candidates and their families to learn about the department's culture.

Screening for Knowledge

Recent research has also demonstrated the importance of selection of candidates based in part on their knowledge of the big topics and trends in modern urban policing. The nature of police work is being fundamentally altered as a result of the ever-increasing array of challenges that police organizations face. Police organizations today must attract and retain a dynamic and flexible workforce that understand issues such as problem-oriented policing, focused deterrence strategies, hot-spot policing, predictive policing, integrated policing and use of policing technologies.

As community-responsive and problem-oriented policing have become the accepted philosophy for law enforcement, the selection of sworn employees who are attracted to service and problem-solving becomes important. While psychologists, arguably, have difficulty validating factors that reflect attributes and abilities necessary for effective performance, it is possible to screen for problem-solving, decision-making and the ability to gain new knowledge, technology, and procedures.

Such knowledge will be useful for future recruits in developing a clear understanding of the challenges and realities of modern policing, but it will also lead to time and cost savings in terms of training and development when recruitment processes are attuned to the existing knowledge base of recruits and experienced hires.

Experienced sworn employee applicants that demonstrate awareness of and experience in big topics in policing will have advantages over candidates who are focused on traditional enforcement oriented policing approaches.

Supportive Recruitment Processes

Another key trend in recruitment best practices is the structure and design of the recruitment process itself. Recent studies have also demonstrated the efficacy of mentoring candidates through the process, a role that early hires to the Training and HR Sections can participate in to support the TRU.

Studies have shown that if the process drags on, or candidates do not receive timely updates and communications at various stages, they may lose interest or grow impatient, as police recruitment is, by design, a multi-stage process. Assigning a mentor to candidates may help keep applicants aware of their progression throughout the recruitment steps.

4.6 Best Practices in Recruit Training

Principles for Best in Class Recruit Training

Police agencies and educational institutions are continually striving to improve how police training, research and education are delivered. Innovative and creative change requires an understanding of how to integrate training to meet the future demands of the profession. In Canada, the enforcement of the federal criminal code is the same throughout all provinces and territories. Therefore, police training, police practices, and investigative policies are standardized regardless of a police officer's location in the country.

In British Columbia, all municipal, transit, and tribal police recruits are trained at the JIBC Police Academy. In 2016, the police academy implemented a recruit-training program that is centred on the development and assessment of the Police Sector Council (PSC) National Framework of Constable Competencies. The core aspects of this program include: integrated delivery of materials focused around common patrol-level calls, application and performance through case-based and scenario-based learning activities, development of individualized training plans with instructors mentoring recruits over the course of training, performance-based assessment exam scenarios, and assessment portfolios at the end of each component of training. This is the first police recruit training program in Canada to directly integrate the PSC competencies.

The Canadian Association of Police Educators (CAPE) is a national organization dedicated to fostering collaboration among police educators to ensure police service training representatives along with university and community college criminal justice program researchers, professors, and administrators collaborate to innovate in recruit training best practices.

In addition, the Canadian Police Knowledge Network (CPKN) and Canadian Society for Evidence Based Policing (CANSEBP) work to improve the professionalism of police training nationally. The Police Research Lab at Carleton University, University of Toronto (HART Lab), Wilfred Laurier University and Simon Fraser University are a few of the Canadian institutions conducting important, timely police related research and improving the professionalism of police training and education.

A 2017 study *Preparing Police Recruits of the Future: An Educational Needs Assessment* at Western University provides important insights into a review of Ontario police recruitment programs. The study noted some key recommendations of relevance to recruit training:

- a) Applied college diploma programs should consider increasing analytical content to build critical reasoning skills;
- b) Post-secondary education programs that are marketed to students as appropriate for a policing career should match the needs of the future employer;
- c) University-based degree programs should implement skills-based course work that build the professional skills of students (i.e., communication, teamwork, leadership and ethics);
- d) College-university hybrid programs should combine practical, applied aspects of police work with broader skills and knowledge, such as critical thinking;
- e) Development of experiential learning modules place students within different communities as a means of learning to respect and value diversity; and
- f) Criminal justice programs should also include a range of instructional methods, from e-learning and simulation/role play exercises to student placements, professional mentorships and internships.

Canadian Police Training Models

The majority of police recruit training programs in Canada still operate under a traditional educational model, which does not align with best educational practices. The traditional model has a strong emphasis on instructor-led instructional methodology, with a heavy focus on lectures, which often have an instructor reading to recruits from a PowerPoint presentation. Lectures leave the recruits as passive learners, rather than as active participants in their own learning and development. Lectures and inflexible lesson plans have all recruits doing the same activity at the same time, which leaves the recruits to be developing at the instructor's or program's pace, and not the learner's pace.

The ability for recruits to practise demonstrating the skills they will be required to develop to work through scenarios and simulations is infrequent. Inflexible scheduling means that recruits often have to move on before actually mastering the learning outcome or competency that is required of them. Learning in this way also requires additional resources for 'remediation' when recruits fall behind. Many agencies noted that they dedicated thousands of dollars in remediation per class.

Research has identified that individuals may indeed approach learning from distinct patterns, but a large majority of police training is conducted in a very uniform manner, consistent with behaviorism, with little regard for individual differences in learning (Birzer, 2003). Consistent with the research, police training environments should be free of fear (Birzer, 2003).

How Adults Learn

Studies that measure effective practices in adult education typically base their analysis on Knowles' (1980) basic tenants of andragogy: (a) the adult learner wants to self-direct his or her own learning, (b) the adult learner wants to call upon life experiences as an asset to learning, (c) the adult learner wants to align their learning needs to their roles in society, (d) the adult learner wants to apply knowledge immediately, and (e) the adult learner is internally motivated (McIntyre-Hite, 2016). Training should be oriented to a mission and align to what police officers need to know in order to do their job effectively (Birzer, 2003). The learning environment should mirror the on-the-job environment as much as possible.

To this extent, learning environments can be set up so that learners can engage in self-directed group discussion and active debate, in a comfortable environment—both physically and psychologically. Recruits should work out differences and develop strategies for effective communication and collaboration on perspectives. This would mirror what police officers would encounter on the job, with the many voices, perspectives and varied problem-solving strategies (Birzer, 2003). Instructors then can manage the classroom by allowing participants to share their experiences and knowledge, integrate new knowledge, and provide strategies that will allow transfer of learning back to the job (Zemke and Zemke, 1998 in Birzer, 2003).

Casey and Sturgis (2018) have identified several tenets of how adults learn:

- Learning is an activity that is carried out by the learner. Students do not simply absorb information and skills. Rather, learning requires active engagement and effort and effort is influenced by motivation. People learn new knowledge optimally when their prior knowledge is activated. Learners need to have structures to organize and retrieve information. Thus, attaching new information to what they already know in a context where that knowledge is accessible, relevant and responsive to cultural understanding can be helpful in mastering new ideas and skills.
- Acquiring new knowledge and skills requires effective feedback. Effective feedback focuses on the task (not the student) and on improving (rather than verifying performance). Assessing student learning, identifying misconceptions or gaps in understanding and providing feedback are critical steps in the learning process. Assessment information is as important to helping teachers to adjust their teaching strategies or improve their skills as it is for helping students adjust their learning strategies.
- Learning is a social process. Learning occurs in a socio-cultural context involving social interactions. Students need opportunities to observe and model behaviors—both from adults and peers—to develop new skills. Dialogue with others is needed to shape ways of thinking and constructing knowledge. Discourse and

collaborative work can strengthen learning when they allow students to assist each other and take on expert roles.

- Learning occurs through interaction with one's environment. The human brain, and therefore learning, develops over time through exposure to conditions, including people, experiences and environmental factors. A person's culture may also serve as "context" that influences learning. Learning occurs best in conditions that support healthy social, emotional and neurological development. Students will be more motivated in schools when they believe that they are accepted, belong and respected. Optimal learning environments eliminate status differences and social hierarchies so that students do not feel marginalized, ostracized or threatened.

Competency-based Education

Competency-based education has ties to the industry that students are being prepared for. Competencies are often anchored to external expectations, such as those of employers. To pass a competency, students must generally perform at a level considered to be proficient or exceeding expectations on the job (Gulikers, 2004). In competency-based education, the focus is on authentic learning and authentic assessment, with authentic reflection what is required on the job. Acquiring skills and knowledge is important, but a competency requires students to process learning in a way that enables them to apply it in a variety of situations (Gervais, 2016). One of the key benefits of competency-based education is that learning centres on real-world skills development needed for a career (McIntyre-Hite, 2018). A competency can be defined as the application of knowledge, skills, and behaviors used in performing specific job tasks.

True competency-based education combines an intentional and transparent approach to curricular design with an academic model in which the time it takes to demonstrate competencies varies and learning is held constant. Learners acquire and demonstrate their knowledge and skills by engaging in learning exercises, activities and experiences that align with clearly defined programmatic outcomes. Learners receive proactive guidance and support from faculty and staff. Learners can progress by demonstrating mastery through multiple forms of assessment, often at a personalized pace (McIntyre-Hite, 2016).

The foundational tenets of competency-based education include that it be learner centred; learners can progress at an individualized and flexible pace upon demonstration of mastery of competencies. The benefit of a competency-based education system is its ability to better bridge the gap between academia and employer needs. Transitioning away from seat time, in favor of a structure that creates flexibility, allows students to progress as they demonstrate mastery of academic content, regardless of time, place, or pace of learning. Competency-based strategies provide flexibility that provide students with personalized learning opportunities. This type of learning leads to better student engagement because the content is relevant to each student and tailored to their unique needs (McIntyre-Hite, 2018).

Applied Learning and Skills Training

As police officers will be practitioners, it is essential that they acquire not only the knowledge required for the role, but that they are then given situations in which they can apply their knowledge in the various ways that will be expected of them on the job. As traditional education has a long-established tradition of focusing on information transfer, the processes needed to develop skills are different from those used to accumulate information (Gervais, 2016). While information can be learned very quickly, skills development takes repetition, structure and regular feedback (Gervais, 2016). Looking at how an individual learns, must include examination of the neuropathways for learning. There are two separate memory systems within the human mind, episodic and semantic memory, that encode information, and a third, procedural memory, that is critical for skills learning (Joordens, 2018).

Procedural memories build up via repeated practise of skills, preferably in a structured environment that provides as much feedback as possible (Joordens, 2018). That is, one learns a skill by performing that skill, poorly at first, but with repeated structured practice in a feedback rich environment the performance of the skill improves and continues to improve with more such practice (Joordens, 2018). Skills development is enhanced by regular feedback that encourages the “student” to reflect on their abilities (Joordens, 2018).

Mindshift Change: Instructor-Led to Learner-Centered Instruction

In a traditional classroom, instructor-led, instructor-centred, or direct instruction implies that instructors are the formal authority and expert, and their role is to pass on knowledge and information to a passive audience (the students) (Bergmann and Sams, 2012). The instructors ‘teach’ by offering information through the way of guided reading activities, informational lectures, demonstrations, or video presentations. The students then watch, listen, and take notes. Homework is then assigned, based on the information taught by the instructor with the direct intention to have students independently practise skills, rehearse, or expand on the information presented by the instructor at home, or under no direct supervision. The instructor then would follow up with an assessment of the student.

Although direct instruction can have its place in education and learning, the literature is clear that adult learners do not learn in this capacity as effectively as in other techniques (Wheller and Morris, 2010). Instructor-led instruction limits the student’s ability to interactively engage with their own learning. This traditional technique is not aligned with the best practices in how students learn, and how adult learning techniques can be applied (Gervais, 2016). Traditional education has its many challenges and issues. One such issue is that traditional education generally teaches to the masses, time is fixed, and learning is the variable. This allows students to advance with gaps in key knowledge areas and does not prioritize real mastery of holistic success skills. This type of education is unlikely to actually prepare learners for the future or close equity or knowledge gaps (Klein-Collins, 2012). A technique that is more in line with adult learning principles is

increasing student engagement with their learning, a key concept of learner-centred instruction.

Police education has long been criticized for its instructor-centred focus and for failing to promote effective communication, critical thinking and problem-solving skills required for effective police operation (Davies and Kelly, 2014). An increasing shift has occurred in which learner-centred techniques are being encouraged in police education to deeper learning with a higher level of cognitive engagement among police students (Davies and Kelly, 2014). One of the fundamental tenets of learner-centred education enables students to be active learners who do more work in class than a traditional lecturer would, creating a shift in the power relationship between student and the instructor (Davies and Kelly, 2014). This paradigm shift has shown progress in many educational institutions, and police education has started to adopt this shift internationally (Davies and Kelly, 2014).

Best Practices in Instructional Design and Development

A review of the literature reveals that there are a number of established best practices for the design and development of instruction. The detailed planning and development of mechanisms for delivery of instruction are essential for ensuring quality in education (Goksu, et al., 2017). The emergence of new technologies has had a significant impact on instructional design.

Advancements in educational and instructional strategies have highlighted the shortcomings in the design of traditional instructional models. In higher education, the principle of constructive alignment for devising teaching, learning activities and assessment tasks is the underpinning concept in instructional design and development to achieve intended learning outcomes (Ali, 2018). Many instructional designs are modeled on ADDIE and Problem Based Learning (PBL) approaches which have been shown to improve academic success (Ali, 2018). Creating a learning environment in which deep learning can occur is the responsibility of the curriculum developer who ensures that there is synergy between formative and summative assessment (Ali, 2018).

Critical Issues Surrounding Police Recruit Training

The broad range of demands that are made on the police within the dynamic environments in which officers work requires that recruit training provides officers with the knowledge and competencies necessary to be effective in their work. It is critical that police officers have the requisite competencies, including cultural competencies, to effectively carry out their role.

Despite the importance of recruit training, recruit training programs, and curricula, the methods used to deliver training have rarely been subjected to either internal or independent evaluation (Huey, 2018). There are few evaluations of the efficacy of recruit training or on how recruit training affects the attitudes and behaviours of officers once they are deployed. As one police scholar has observed, "In reality, there is little research to date on the impact of any police training, we rarely evaluate, we rarely obtain structured feedback on outcomes measured on the street, and thus we never understand

whether training is achieving our intended goals” (Mitchell, 2016:22-23). More specifically, there is a lack of research on whether police academies provide recruits with the core competencies to be effective in carrying out mandated and assumed responsibilities.

Concerns have been expressed about the “absence in the police training literature on concrete, empirically supported instructional strategies that can be incorporated into training to promote the long-term retention and transfer of learned skills and knowledge” (Lum, 2016; Mugford, Corey and Bennell 2011: 314). This makes it difficult to determine the effectiveness of police training both in developing core competencies and in preparing officers for a successful career in policing. The absence of a body of research on police recruit training is due, in part, to the historical divide that has existed between the police and university-based police scholars (Griffiths, Murphy, and Snow, 2013) where police training has been viewed as training for a craft and, therefore, there was no need for training to be research informed (Stanko and Dawson, in Huey, 2018).

Further, even the best recruit training program cannot prepare officers for all of the situations in which they will become involved. This reinforces the importance of an effective recruiting process. As one senior police leader stated, “Who you hire to do the job makes a difference” (Lantigua-Williams, 2016:5).

Police scholars have also raised concerns that recruit training has not kept pace with the changing models of policing, more specifically, the implementation of community policing (Werth, 2011). A related concern is that police training is still oriented toward the warrior role of the police and reflects “an authoritarian-based model geared to produce a student who obeys orders without question and provides the appropriate response (i.e. regurgitates) as provided within policy, procedures, or during the lectures” (Vander Kooi and Palmer, 2014:176). This approach “does not facilitate an environment for reflective learners who analyze, evaluate, consider alternatives, and then respond” (Vander Kooi and Palmer, 2014: 176).

It is imperative to understand the return on investment that training brings to a police service and the communities they serve. Training programs exist to enhance officers’ knowledge, attitudes, skills, and behaviors. The challenge is to determine whether training programs are producing police officers with the required core competencies to function effectively as police officers. One challenge is in determining the applicability of best practice training approaches used in other professions, such as the field of medicine. This field has been at the forefront of innovation in the use of simulations and scenarios, case-based and problem-based learning, and in the use of a variety of methodologies to assess the competencies of medical students.

This could provide a model for police recruit training, although the extent to which this can be replicated in police academies remains to be determined, as are the capacities that police training facilities would require to effectively utilize these strategies. Research comparing problem-based learning and traditional approaches to instruction in police academies found that while both instructors and recruits favoured problem-based

approaches, there were few statistical differences in learning outcomes between the two approaches (Vander Kooi and Palmer, 2014). This suggests the need to study the dynamics of the learning environments in police academies, as well as the capacities of recruit training facilities, including the quality of instruction, how the various learning approaches interface with one another, and other qualitative dimensions of the recruit learning experience.

Another important consideration is the research finding that the training recruits receive in the police academy may account for as little as 10% of the performance variance in the field training program (Caro, 2011:357). This relates to the concept of “learning transfer,” wherein police recruits are able to apply the knowledge and skills learned in the police academy once they are in the field. It also highlights the important requirement for a seamless thread of continuity and for alignment between the academy and the recruit’s field training.

In discussing the current state of research on police training, and the extent to which police recruit training is evidence-based, a police scholar stated:

“There is little research to date on the impact of any police training. Policing has done a poor job of evaluating any of its training methods, from academy and in-service training, to specialized training such as Crisis Intervention Training, Implicit Bias Training, or Diversity Training (to mention a few examples). Policing as a profession continues to create new training programs to address contemporary problems without ever firmly establishing whether the training is the appropriate solution” (Mitchell, 2016:22).

When properly designed and delivered, training increases both the effectiveness and efficiency of employees (Birzer, 2003). However, there appears to be a lack of information on what constitutes best practice in police training. With the inclusion of curriculum developers, police agencies and training academies are now relying on experts in education to help reshape their training programs, and to provide an educational environment that is grounded in educational best practices.

Police-training programs have often struggled to move away from the traditional militaristic environment (Birzer, 2003). Many have argued that the paramilitary model of policing has promoted a warrior-like mentality and has created a myriad of problems not only in the training environment but also in the general culture of the organization (Birzer, 2003). The ideal police recruit training environment would incorporate adult educational methodologies and learning strategies (Birzer, 2003). This, however, requires a paradigm shift in how police recruits are taught.

Among the findings of a review of recruit training in 13 Canadian police academies was the ‘clients’ (receiving departments) appreciation of the proficiency level being achieved in academies is lower than the academies perceive (Hay Group, 2011:26). The report noted that “there is significantly more competency development that needs to be done in field training and through on-the-job experience” (Hay Group, 2011:26).

Many police training academies focus a considerable amount of attention on crime-fighting and enforcement, to the exclusion of time spent training officers in community engagement skills and self-care. Commenting on police training at the Ontario Police College as part of a review of street checks in Ontario, Mr. Justice Tulloch stated:

“The majority of police work involves dealing with issues of social discord rather than responding to actual crimes. Yet only two hours of Ontario Police College training is spent on community policing and two hours on interactive policing. In other words, as recounted by several police stakeholders, 90% of police training is for what officers do 10% of the time” (2018:174).

As a Canadian police scholar has stated:

“There is a need to develop a stronger evidence base through research and evaluation to identify which models are more effective than others. In the meantime, when choosing a training or research model for either corrections or policing, organizations may be best served by reflecting upon their values, mandate, structure, and what they hope to accomplish. These considerations will likely lead to the training and research models best suited to their needs” (Jewell, 2013: vii).

Regardless of the model of police training, recruits often struggle to retain all of the information that is provided to them during their time at the training academy. One officer described the challenges of attempting to absorb all of the materials being presented during recruit training as akin to “drinking from a firehose” (Griffiths, Montgomery, and Murphy, 2018:250).

It has been noted that in Canada “There is no single, standard, nation-wide model for how constables are trained. The process can take a few weeks or a few years, depending upon where you live, the Police Training Academy (PTA) where you train, and the police service that you eventually join” (HayGroup, 2011:1). Concerns have been raised about the differences in recruit training, and questions have been asked about whether all recruits are receiving training in the core competencies set out by the Police Sector Council (HayGroup, 2011:6).

Many traditional educational programs in policing have not been developed with the rigour of an instructional design model. Reviews of police training often recommend the involvement of an instructional designer/curriculum designer who can assist with the development of instructional practices. As a consequence, police services are giving increasing attention to ensuring continuity between the training a recruit receives in the academy and the supervision provided once the new recruit has moved into operational policing.

The recruit’s field training may have as significant an impact on the subsequent performance of a recruit as the academy (Caro, 2011; Engelson, 1999). There is some evidence, though, that in some cases field training may negate the recruit’s positive attitudes toward various aspects of policing, including community policing and problem solving (Haar, 2001). Given the role of field training in moulding the attitudes and

perceptions of new recruits, it is important for police services to select FTOs carefully and to monitor their approach to that role (Novakowski, 2004).

A review of the literature reveals a several best practice recruit training programs operating in other jurisdictions, most notably in the U.S.A. The operant model in recruit field training is problem-based learning (PBL). This approach provides an opportunity for police recruits to apply the knowledge gained in the academy to real-world situations to demonstrate problem-solving and critical thinking (Makin, 2015:4).

The Current State of Police Recruit Training

A review was conducted of police recruit training programs in England, Wales, Australia, and New Zealand, as well as across Canada. Best practices in specific areas of police recruit training are discussed throughout this report. For example, best practices in field training are included in the field training segments. The following discussion considers leading practices in recruit training programs and police academies in England, Wales, Australia and New Zealand. The discussion is based on interviews with senior police officials, university-based police scholars, recruit training staff, administrative staff, and a review of documents.

Peter Fahy, former chief constable, Greater Manchester Police and specialist advisor to House of Commons Home Affairs Committee Policing for the Future said: "It is unfair to ask police to do a complex job with increased levels of scrutiny and accountability without the relevant depth of training needed to do that job."

There has been a move in England, Wales and in some states in Australia to a blended university/police academy training program for police recruits. This segment examines the drivers of change for police recruit training in these jurisdictions and provides some limited examples of the changes that have been introduced, particularly as they relate to the use of standards, and joint academic-police-community program development, delivery and assessment.

Police Recruit Training Standards

The College of Policing in the United Kingdom is a statutory body mandated to set police training, professional development, skills and qualifications standards, and codes of practice for policing in England and Wales. It was established by the Anti-social Behaviour, Crime and Policing Act (2014) and the Crime Act (2017). The College develops professional policing practice standards, learning standards for the national policing curriculum for recruit and specialized learning, fitness standards for recruits and specialist roles, and standards for police training roles. It maintains a register of approved training providers, has developed professional profiles that describe generic roles for police officers and police specific staff roles, and has developed a competency and value framework. It also provides associated products to support developmental reviews, promotions, assessment of competence and provides support and guidance for assessors (College of Policing website).

In Australia and New Zealand, the Police Advisory Agency (ANZPAA) was established by the Australasian Police Ministers Council (now known as the Law, Crime and Community Safety Council) to carry out the work of the Australia New Zealand Council of Police Professionalization (ANZCoPP), the body responsible for police education and training in Australia and New Zealand. ANZCoPP is comprised of the police commissioners and the police union presidents of Australia and New Zealand, who collectively make decisions on police professionalization and jointly fund work that has been agreed upon by members.

ANZPAA developed the Australia New Zealand Policing Profession Framework to guide its work on police education and training. Its focus is on building a flexible, professional, capable workforce; professional development; developing a body of knowledge to drive informed, evidence-based decision-making; and fostering innovation in cooperation with jurisdictions, universities and the Australian Institute Project.

A New Model of Police Training for England and Wales

Changes in police recruit training in England and Wales accelerated in 2008 after a BBC reporter went undercover as a new recruit and found that racism pervaded the training process. This, coupled with increased complexity, more expectations, increased scrutiny through the use of cameras and social media and a more robust stance by investigative bodies, led to increased calls for accountability and prompted increased emphasis on ensuring police officers understand and incorporate accountability as a critical component of professional policing in police training and practice.

Reviews found that police recruit training was not sufficiently comprehensive to address needs in new and evolving environments and did not incorporate consideration of local needs (Independent Police Commission, 2013: 31-34). Issues raised about officers' expertise included questions about their ability to meet expectations and requirements if they did not understand theory and doctrine. These and other issues prompted calls for a new police education training model to meet these needs. Research highlighted the need for a combined academic and practical program, informed by input from police chiefs, politicians and unions.

In 2018 the College of Policing introduced a new entry requirement that specifies that police officers in England and Wales must have a minimum academic degree qualification. The new Policing Education Qualification Framework (PEQF) requires that recruits have either an academic degree or a degree in policing, or that they join policing and obtain a degree qualification through an apprentice degree program (Rogers, 2016). They conducted research which found that, to be effective, police learning must be tailored to adult learning styles, and that theoretical and practical components must be properly integrated to ensure they can be sufficiently enshrined to withstand the influences of occupational culture (Mayor of London Office for Policing and Crime, 2018).

The report cautioned that failing to develop and adhere to a strategic roadmap that connected theory and practice in program delivery could be the downfall of a recruit

training program. Additionally, a parliamentary inquiry recommended a number of changes to police training in the UK, including increased training in online fraud, child sexual abuse, safeguarding vulnerable people, and mental health training for police officers.

The new training program is focused on providing entry level police officers with foundational knowledge and the skills and the ability to quickly recognize and call on specialists when needed. Foundations blend theory and practice in a way that requires officers to reflect on what they are doing and evaluate and assess why they are doing it. Accountability is incorporated throughout to ensure officers can articulate the theory, doctrine, and practice that backs up their actions. Programs can differ from one department to another, based on local police and community needs.

Historically, police recruit training in the UK focused on rote learning and regular testing. This model lost credibility over time as reviews found that police officers knew what to do and how to do it, but were not able to articulate why they were taking or not taking actions in complex situations, and did not understand the necessary theoretical foundations for decision-making in investigations. For example, they did not understand the value of, or how, victimology and risk assessment needed to be considered and incorporated into domestic violence investigations (interview with Advisor to House of Commons Home Affairs Committee Policing for the Future [UK]).

In the UK police officers at all levels are now required to evaluate intelligence and the impacts of what they are doing based on potential threat, harm and risk. They are being held accountable for their actions and are being taught, at all levels, to record decisions made, as well as the rationale for those decisions, to assist them in responding to questions and to help them make better decisions.

Each of the 43 police forces in the UK are responsible for providing practical training for recruits that meets the standards set by the college. They are required to identify and work with a College of Policing qualified and authorized academic institution to incorporate the theoretical and academic components into the learning process. In some cases, the programs are fully integrated; in others they are not. For example, the South Wales Police Force and University of South Wales/Gwent police recruit training program fully integrates the policing stream and the academic stream.

The University of South Wales, a College of Policing approved learning centre, in cooperation with the local police, provides training for police recruits in the Degree Apprenticeship Program and the Police Constable Degree Program, as mandated by the College of Policing. The university is revalidated every five years to maintain its qualification. Modules and programs are reviewed annually. The university is equipped with simulation suites, crime scene house and all other facilities needed for recruit training.

Recruits are employed at the beginning of the program as trainees. The part-time, three-year program combines academics and skills building. Practical training, including officer

safety training, is jointly provided. The university provides centralized quality control through development of an academic blueprint. Police training officers work with the university team members to ensure the centre program is recognized and can be accredited.

The program is modern and immersive. For example, academics teach laws and authorities and why an officer should or should not arrest. This learning is complemented by practical sessions taught by a police instructor on how to conduct an arrest and arrest related processes. In another example, when working with crime scenes, academics teach the criminal law, and powers of search and seizure, while police specialists teach crime scene awareness, evidence preservation and scene protection. The instructors work together to build not just legal skills, but also critical thinking and articulation skills that enable recruits to think about what they have to do and why, in a way that incorporates ethics, decision making processes, and presentation of facts.

Requests for additions or changes to the program can be made by the university or the police. Once developed and approved at the university level, proposals are signed off by the deputy chief of police. Within the past year, modules on cyber/digital policing and counter terrorism have been added to the recruit training program. For example, they have added play stations, memory sticks shaped like chess pieces and, cell phones to crime scenes to teach recruits how to recognize and preserve potential digital and physical evidence. Sub-topics on the theme of counter-terrorism have been integrated with cultural competency training and now include what officers should look for, unintended consequences and impacts of these crimes, strategies and techniques to reduce barriers to connections with communities, and how and where to access services for victims.

Both parties maintain a close relationship to ensure currency with recruit progress and are involved in providing feedback to students. Assessments are integrated and are carried over several days. For example, a case could involve an intensive scene simulation. The simulation does not stop after the recruits interact with the subject at the incident scene. Rather, the model extends to include the recruit going to the hospital, and finally going to court. Most often, a simulation begins with a one-hour lecture. Recruits are then split into groups and rotate through two 20-minute pre-recorded video Q&A sessions, and then work through a tutorial to do a knowledge check and set the scene for a discussion. Only then is the simulation started and at the conclusion there is a debrief.

Many of the pre-course activities include readings, videos of lectures, and on-line group discussions. Students are encouraged to watch videos together in large comfortable rooms with big screens rather than by themselves. Offering the program at the university encourages blended learning. The school is able to use the university's media team to make video recordings which are used in learning sessions. Both parties feel that there are benefits in this model. For example, if students watch a video about a theft, and then participate in a lecture or discussion, instructors can replay pieces of the video repeatedly to help students understand how they need to think about what is going on, what they

see, what they hear, what is not being said, their rights, their responsibilities and what they need to consider. This ensures they have solid foundational knowledge before they move on to a simulation.

Canadian Police Training Models

The majority of police recruit training programs in Canada still operate under a traditional educational model, which does not align with best educational practices. The traditional model has a strong emphasis on instructor-led instructional methodology, with a heavy focus on lectures, which often have an instructor reading to recruits from a PowerPoint presentation. Lectures leave the recruits as passive learners, rather than as active participants in their own learning and development. Lectures and inflexible lesson plans have all recruits doing the same activity at the same time, which leaves the recruits to develop at the instructor's or program's pace, and not the learner's pace.

The ability for recruits to practice and demonstrate required skills through training scenarios and simulations is infrequent. Inflexible scheduling means that recruits often have to move on before actually mastering the required learning outcome or competency. When recruits fall behind, it This may require additional resources for 'remediation.' Many agencies noted that they dedicated thousands of dollars in remediation per class.

Consistency and Sequencing of Curriculum

In many recruit training programs, there is little documentation or evaluation of lessons and lectures delivered to recruits. Lessons are often not sequenced to ensure that longitudinal themes can be taught throughout and to ensure there is not a siloed approach to teaching and learning. Most recruit training programs are not utilizing a curriculum map that identifies and links all elements of the program and aligns required competencies and job tasks with program outcomes, lesson outcomes, content, instructional strategies and assessment methods.

At JIBC, lesson plans are documented, and consistency of content is an expectation for the instructors. A curriculum map has been built to align competencies to job tasks, and the major elements of the program. JIBC has stated future development plans would include documenting all aspects of the program in the curriculum map.

Instruction

Many of the Canadian police recruit training programs do not have certified instructors and standardized instructor selection processes. Instructors or subject matter experts (SMEs) may be brought in to teach specific content areas. Having a variety of SMEs often does not align with their desired program outcomes.

Ideally, instructors should be trained, certified, and re-certified to ensure they are able to effectively teach in order to develop the recruits' core competencies. JIBC instructors are expected to follow lesson plans and be able to teach holistically in a variety of content areas utilizing a longitudinal themed approach.

The Block Training Structure

There is variability in how recruit training programs across Canada are structured. Most offer an intense 'recruit training program' for approximately six months, followed by field training. In these programs, the recruits do not return to the recruit training program upon the completion of field training.

Some agencies offer a period of experiential learning in which their recruits go out with a supervisor to watch and learn from a field training officer (FTO). The recruits are not in uniform during these weeks as they have not passed qualification for firearms, so their engagement is limited to observing an FTO. In contrast, the JIBC recruit training program is centred on three blocks of training: Block I for 13 weeks, Block II for 21 weeks, and Block III for eight weeks. Block I is designed to prepare recruits with the foundational and fundamental knowledge in order for them to be actively engaged in actual police work. The recruits are not meant to be passive observers. They work with a field training officer/instructor to help mentor and guide them in the context of 'real world' policing situations. This model reflects best practice in learning and "learning by doing." In this model, recruits have opportunities to learn from their FTOs and be in a developmental environment in which they have opportunities to make mistakes, reflect on their performance, and devise a plan with their FTO to overcome any development deficiencies they may have.

This level of engagement at the developmental level is crucial and avoids a lot of "pretend practice time" that may be present if the recruits were to stay in the JIBC for the duration of their training. The recruits spend enough time in Block II to appreciate the reality of on-the-street policing. They then return to Block III to check their skills, evaluate their competencies and advance their development.

The Vancouver Police Department currently provides recruits with 27 days of supplemental training. Of note is that this is an increase of 10 days over the 17 days of supplemental training it provided for recruits in 2017 (German and Rolls:2017). Delta, New Westminster and Port Moody have partnered to cooperatively provide their recruits with a nine-day "Core Patrol Tactics" program, which was specifically designed to fill gaps in the JIBC training. The program includes Conducted Energy Weapon (CEW) and carbine training, as well as Arwen, Taser, and cover and control training. Other agencies offer no supplemental training. West Vancouver participates in some of their training. There is variation in the content of this supplemental training. For example, Delta, New Westminster, and Port Moody require that all police officers are CEW trained; other agencies do not.

4.7 Best Practices in Policing IM/IT

Information is the currency of law enforcement. To be effective and efficient in their operations and investigations, police need access to information that is accurate and current. Police departments must foster a robust and secure information management and knowledge sharing environment that allows for information to be accessed,

analyzed, and shared in a timely fashion between public safety agencies, many of whom are dealing with the same clientele. Information management concerns the sources of information, the processes by which information is collected, and the technologies and methods by which it is stored, analyzed, communicated, and otherwise used by police to achieve the organization's strategic goals. In other words, to develop a strong information management system, police leaders must create an environment in which the collection of information is valued and used effectively and is shared with others to further their operations in a way that respects and protects the accuracy and privacy of that information.

While British Columbia has made progress in information management platforms and policies amongst public safety agencies, particularly compared to other Canadian provinces and territories, challenges to effective information management both between police agencies, and between police and other public safety sectors more broadly continue to exist.

The Role of Information Management in Policing

Accurate and current information is essential to all policing activities. A successful information management environment increases the effectiveness and performance of policing services. It reduces time and resources for data collection and entry, providing access to information held by different organizations working in the field of public safety, and by enabling knowledge to transfer securely, rapidly, and effectively. Information collected by police and other public safety agencies can be collated and analyzed to improve decision-making, resource allocation, and the development of evidence-based policies and practices. Through analysis, information is turned into intelligence, identifying links, patterns, or trends that can enable the prediction of future criminal behavior and the prevention of crime.

Shared National and Provincial Systems and their Interoperability

British Columbia is unique in that police agencies across the province access and utilize shared information management systems which inform their ongoing operational files, assist investigations, enhance communications, and provide timely access to data. PRIME is the integrated Records Management System (RMS) of British Columbia. PRIME consists of various platforms that connect all police agencies in British Columbia with each other, regardless of whether they are municipally contracted RCMP or independent municipal agencies, allowing for rapid entry and access to information. PRIME contains information on police calls for service, individuals involved in criminal and non-criminal files, and file clearance. The information held in PRIME on criminal events is shared with Statistics Canada for the purposes of calculating and analyzing crime rates and clearance rates. PRIME is accessible by all sworn law enforcement members in BC, as well as law enforcement organizations with broader access to the Police Information Portal (PIP). The RMS also connects to JUSTIN, another integrated system collating court data, which makes up the provincial Criminal Justice Information Management System (CJIMS).

As PRIME is a key source of information for police, and informs the development of crime statistics in Canada, it is essential that the information collected within this information management system is accurate and timely. For the information contained in systems such as PRIME to be used effectively and be reliable, it is important that common standards and governance processes are developed and maintained by all agencies, so that the full benefits of information sharing can be realized in ways that maintain the integrity of the data and the privacy of the information that is collected.

All Canadian police agencies access the National Police Services Network, which is managed federally by the RCMP. The systems that comprise this network include the Canadian Police Information Centre (CPIC), PIP, Real-Time Identification (RTID), the National Sex Offender Registry (NSOR), the Violent Crime Linkage Analysis System (ViCLAS), and Canadian Real Time Identification Services (CCRTIS). These systems provide police with access to investigative, identification, intelligence, and supplementary data banks and communications systems, based on permissions and regulatory requirements that all police agencies must meet and maintain.

Accessing these systems enables police to have access to information that can shape their response to a call for service, assist them to make informed decisions about public safety, guide their investigations, help them work with other agencies to effectively manage prolific offender populations, and problem solve community-level issues and crime trends. It is therefore necessary that the information contained in these systems be as accurate and current as possible to support police in making decisions in real-time.

Challenges to Information Management and System Interoperability

While information management is an essential component of policing, several significant factors can challenge effective information management and limit knowledge sharing between public safety agencies.

Privacy

In BC, the collection, storage, use, and exchange of personal information, including personal identifiers (e.g., name, date of birth, social insurance number, driver's license number) and demographic information (e.g., ethnicity, age) are regulated by the *Freedom of Information and Protection of Privacy Act* (FIPPA). The requirements of the Act apply to all independent municipal police agencies. Section 30 of FIPPA specifically states that "a public body must protect personal information in its custody or under its control by making reasonable security arrangements against such risks as unauthorized access, collection, use, disclosure or disposal." Privacy legislation does not prohibit the sharing of personal information between public safety agencies. However, it does place some restrictions on the nature of the information that can be shared, who it can be shared with, and how it can be shared.

Processes and Technology

Access to the shared information held in multiple technical systems, databases, and programs available to police can be restricted by government and agency policies and processes that govern information transmission and limit the sharing of certain forms of information. From a technological perspective, limited access to shared technology via portals, systems and platforms that do not talk to each other, and levels of security or encryption required by some organizations, can also make information difficult or impossible to retrieve efficiently. Each of these factors can hinder information flow, increase instances of duplication of work, and decrease stakeholder interest in contributing information to the database(s), particularly if the main purpose of entering that information is for use by other agencies.

When information is difficult to access and agencies resort to creating duplicate entries, it increases the potential for data entry errors to occur. Information management environments rely on correct and complete data reporting and entry to create an effective master name index (MNI) that can be used to identify which agencies are holding relevant information about persons of interest. However, these programs rely upon information being recorded accurately and consistently. Common issues involve misspelling of an individual's full name and date of birth, which can result in multiple and unlinked entries of the same person.

While there are technological programs that can search unlinked databases for duplicate entries, these programs rely upon the information about that entity being recorded correctly. The ability to access an MNI and create a file attached to that individual reduces the chances that multiple entities will be created for a single individual, and enhances the accuracy of the information, as the attached files are linked to each other.

Individual or Organizational Unwillingness to Share Information

Even when the technology supports accurate data entry and efficient information sharing, there are individuals or units who are reluctant to share knowledge or input data into an electronic environment for reasons of privacy, fear of legal repercussions, maintaining the perceived security of sensitive information, or a belief that what they know gives them an advantage in some competitive way. While providing technological solutions to information sharing facilitates knowledge transfer, police departments must also challenge ingrained beliefs or opinions in the interest of more consistent information sharing.

Police leaders can support greater engagement in information sharing by providing more clarity and direction. Providing flowcharts indicating which, with whom and how information can, and should be, shared can effectively reduce barriers to information sharing that stem from the fear of sharing something that should be kept private, or sharing it in a way that threatens the security of that information. However, changing attitudes towards information ownership can be more challenging, as these attitudes

and beliefs can form part of the internal philosophy or identity of an individual or team. Police leaders can help to address such concerns by expressly demonstrating the value and benefits of information sharing, in particular, as it relates to more effective workload management.

Workload-Information Overload

Information management systems that enable information sharing can reduce workload by reducing the need for duplicate data entry, providing access to information that would otherwise need to be collected by a public safety agency, and by providing up-to-date information on an entity's status or conditions, enabling more rapid and informed decision-making. Simultaneously, as an information management environment makes it possible for significant amounts of information to be accessed, these systems can also lead to workload or information overload, given that they can create a large quantity of data to sort through and evaluate when making decisions, particularly when time is of the essence. Time is also a barrier as too often individuals are working under time constraints, or have multiple on-going investigations, making the volume of data entry work arduous, which creates a disincentive for staff, particularly frontline personnel, to use and contribute to the system.

Moreover, information overload is also an issue in intelligence gathering, as the desire to 'catch everything' in a database leads to a 'more is worse' situation, where so much information is captured that it becomes impossible to process it in any meaningful way. This is particularly true during investigations, when all pieces of information must be investigated as to their potential role in the event and processed for disclosure purposes.

Organizational Structure

The way an organization or agency is structured can impact the internal information management and knowledge sharing practices utilized within the agency. For example, specialty units may intentionally hold information out of the shared system to reduce the likelihood of the information being used erroneously or for other purposes. Unintentional information silos can also exist between personnel and units that are caused by physical location, hierarchical structure, or different responsibilities and mandates. These factors can intentionally or unintentionally break down information sharing and effective communication within an agency's structure, resulting in personnel 'working blind.'

Risk Management

All information must be handled with attention to privacy legislation. However, sensitive investigative information must be further protected and secured within the information management environment to avoid unauthorized breaches, inappropriate data access, and information getting into the wrong hands, which could jeopardize investigations or court proceedings, endanger individuals, risk public trust and confidence, or result in

liability and lawsuits. This is more likely to be a consideration of specialty units, such as those managing confidential informants or who are investigating homicides. While done with good intentions, withholding data in this way can inhibit effective decision-making by police or other public safety agencies who may be dealing with that entity for other purposes. When law enforcement agencies are working on similar files or events, deconfliction practices can reduce the likelihood that agencies or personnel without access to the relevant information are working at cross-purposes with other agencies or personnel; however, this requires a strong information management system that will 'flag' potential conflicting interests and trigger a notification process.

Forming a Strong Information Management Framework

While there is no single method to reduce barriers to information sharing within and across agencies, efforts should be made to mitigate these barriers when forming philosophical and technological frameworks for effective information management and knowledge sharing within an agency. To do so, police agencies must consider adopting strategies such as those outlined below.

Create a Culture Valuing Information Management

Police officers should be encouraged and supported by their organization to accurately document information in the first instance, educated in efficient methods to do so, and provided with resources that help them with this (e.g., transcription via digital voice recorders or administrative assistants that can type up their voice dictation into a more detailed PRIME synopsis).

Agencies should incorporate a training program that will inform police officers early in their career of the concepts and processes of the system. Having a clear understanding about the system, the potential application and security of the data, and the ability of shared information and knowledge to benefit their own investigations as well as that of others, will assist in their engagement with the system and encourage them to appropriately and fully document their work in detail. Having an understanding about the potential uses and application of the data, the ingrained security of the system, and the benefits of shared information and knowledge to their own investigations will assist in their willingness and ability to record, use, and disseminate accurate and current information.

When addressing issues of data quality, so that information can be used and managed effectively, agencies should incorporate a systems-focused training program, incorporate knowledge about the importance of accurate and timely information collection for criminal justice purposes as part of entry-level training, direct common data-entry standards, and provide the best devices, technology, or mechanisms for data entry at the street level to assist police officers in their work. A timely quality assurance process for data-validation must also be implemented, ensuring systems and interfaces

maintain the integrity of information and develop an architecture and data standards of operation for all to follow.

Stakeholder involvement and engagement is recommended for system users to involve them in planning the information management structure and to better understand what the information is used for and how the information can be securely stored, accessed, and shared. This information, in addition to clear flowcharts and memorandums of understanding, when necessary, may initiate a shift in mindset to be more supportive towards information and knowledge sharing.

By creating an organizational culture that encourages accuracy in data, builds trust within and across units, and considers information sharing to be a significant benefit to both the organization and individual workloads, leaders can enhance the information management and knowledge sharing capacity of an agency.

Address Data Security and Manage Risk

Policies and procedures regarding the appropriate handling and securing of data have been well established and legislated in British Columbia but they rely upon each individual agency to comply with those policies. Rigour in the business practices of each individual agency must be applied and quality assurance measures implemented, to ensure all standards are upheld. Data handling, sharing and security protocols must be strictly complied with to minimize risk and allow users to work responsibly within the environment. Providing a strong policy and technological framework for information collection, use, and dissemination will enable these concerns to be mitigated.

4.8 Best Practices in Officer and Organizational Health and Wellbeing

Occupational Stress Injuries and Risks to Officer Health and Wellbeing

Research has clearly established that policing is a dangerous job, both physically as well as psychologically. Occupational Stress Injuries (OSIs) are described as psychological injuries that occur as a result of workplace factors and operational duties. Occupational, or organizational, stress is driven by the structure and functioning of the workplace environment, and can include shift work, paperwork, understaffing, criminal justice system frustrations, and high-performance expectations combined with limited resources.

One review study examining sources of police stress concluded that the major sources of stress for police came from the organization. In contrast, operational stress reflects the typical activities engaged in during the job, such as executing an arrest, responding to fatal accidents, making next of kin notifications, or investigating cases of child abuse. Occupational and operational sources of stress are both detrimental to officer wellbeing. Consistent exposure to occupational stress depletes the officer's internal resources, leaving them underprepared emotionally and psychologically to manage an unexpected crisis.

Critical Incident Exposure

A critical incident has the potential to overwhelm an individual emotionally, either while at the scene or afterward. Some of the earlier research into stress related to critical incidents with police officers from a midsized urban department reported that officers experienced an average of 3.41 traumatic events over six months on the job. Notably, 21% of these officers reported six or more traumatic incidents in the past six months. In this study, traumatic or critical events were broadly defined as including domestic violence calls for service, which was the most commonly identified source of trauma, as well as child abuse/neglect, using force, confronting an aggressive crowd, confronting an individual with a gun, or involvement in a high-speed chase in the city. Research has also documented that police respond to on-the-job stress with physiological changes and that these changes can occur while preparing to go on shift. In addition to routine stress that occurs over the duration of a typical shift, police officers exhibit measurable levels of anticipatory stress at the outset of their shift. Essentially, putting on the uniform triggers a visceral reaction among officers as they begin to prepare themselves mentally for what's to come. Officers start their shifts with elevated blood pressure and heart rate, indicating comparatively high levels of stress even before responding to their first call for service. As well, research has shown that officers who have been traumatized continue to exhibit high levels of cortisol production even beyond the critical incident, to the point where it becomes a regular pattern. This is likely due to both the occupational and organizational stressors associated with policing.

Burnout in Policing

Burnout is a common outcome of OSIs. Burnout can occur when individuals become consistently overwhelmed and fatigued, leading to workplace dissatisfaction, reduced efforts at work, low frustration tolerance, and increased absenteeism and turnover. Several authors have argued that burnout is common in policing as recruits are not sufficiently prepared for the frequency and range of stress-inducing operating conditions. Further, the police culture, which expects officers to be naturally resilient to trauma and workplace stress, prevents officers from seeking help when struggling.

Shift Work and Officer Fatigue

Certain types of rotating shifts between days and nights contributes towards excessive levels of fatigue. In the late 1990s, Bryan Vila and colleagues conducted a large-scale study on 'tired cops' using four municipal law enforcement agencies from across the United States. Their groundbreaking research identified that while uncontrolled overtime shifting was a major cause of dangerous levels of police fatigue, shift length was also a contributing factor.

In a large multi-national study with 4,957 municipal police officers in the United States and Canada, sleep apnea was a commonly identified condition among officers, with one-third (33.6%) screening positive for this condition. These researchers identified significant associations between sleep apnea and mental and physical conditions, including

depression, burnout, and cardiovascular disease. Notably, they were also significantly more likely to experience workplace issues, including administrative errors, safety violations, falling asleep while driving, uncontrolled anger towards citizens or suspects, citizen complaints, and absenteeism from work. In a separate study, officers on night shift were 72% more likely to experience an injury. Interestingly, the likelihood of experiencing an on-shift injury was also greater on the first shift of the rotation. In a Canadian study, police officers involved in a motor vehicle collision while on duty were overwhelmingly (91%) on their first shift of their cycle and yet reported only an average of five hours of sleep in the 24-hours prior to their shift.

One experimental study with 275 police officers from two American departments found evidence favouring a 10-hour shift. Shift models that follow an equal number of officers assigned to each watch, rotating through a four-on, four-off shifting pattern are not only apparently detrimental to the physical and mental wellbeing of officers, but they are also not informed by the patterns of calls for service, which typically drop substantially overnight, picking up in the early morning hours as people rise for the day. Shifting patterns that follow the patterns in calls for service are better able to accommodate calls for service as they allocate a greater number of officers into shifts where they are in demand.

Attending to officer fatigue is critical from an organizational health perspective. Moreover, it is essential to attend to officer fatigue given that the potential outcomes of tired officers include poor decision making and judgment calls, possibly including increased use of force or officer misconduct, as well as an increased likelihood of police motor vehicle incidents.

Police Culture Stigmatizes Help-Seeking

Police culture has long been one that has resisted interference from outside supports, but which also admires itself for being strong and impervious, and which sees occupational violence as an expected routine part of the job. While it is now well known that police officers are routinely exposed to critical incidents, and that their capacity to effectively manage their emotional response to those incidents is affected by organizational sources of stress, the police culture is still largely resistant to help-seeking behaviours. Officers who may otherwise express a desire for psychological support fear being alienated from their colleagues who they fear may perceive them as weak and undependable in a crisis.

In addition to inhibiting help-seeking behaviours, the police culture itself can also be a source of stress. In one study using data from 1,632 officers across 51 American police agencies, officers who defined themselves as being outside of the police culture exhibited higher levels of occupational stress than officers who closely identified with the police culture. The nature of police culture not only inhibits help-seeking behaviour by officers for fear of stigmatization it has direct impacts on lost productivity and cost to the police organization. Research has estimated that the annual cost per officer of untreated mental health conditions (PTSD, alcohol abuse, or depression) is around \$4,489 USD.

The failure to seek help following exposure to trauma has led some officers to manage their post-traumatic stress symptoms in less effective and potentially dangerous ways, such as via alcohol abuse or suicide. Police officers have higher rates of suicidal ideation, planning, and attempts, as well as completed suicides as compared to the general population. A recently released review study on law enforcement suicide summarized that suicide was commonly attributed to workplace stress, with sources of stress including lack of organizational support, exposure to critical or traumatic incidents, shift work, mental health stigma, and police culture.

Increasing Resilience and Wellbeing Among Officers

There is a clear need to enhance police resilience to both occupational and operational sources of stress. Resilience reflects an individual's ability mentally or emotionally to overcome adversity. In policing, this is interpreted as the ability to withstand continuous threats to psychological and physical wellbeing posed by workplace stressors. Protective factors, such as job satisfaction and higher levels of self-esteem, coping self-efficacy, and social support, affect how individual officers respond to exposure to critical incidents and organizational stress, but it is not yet well understood how best to promote protective factors via the work environment. There are currently no agreed upon "best" practices for police when it comes to promoting wellness, enhancing resilience, and intervening post-exposure to trauma to reduce the development post-traumatic stress symptoms. However, there are several programs that show promise as potential prevention or intervention strategies.

Critical Incident Stress Management

While police officers are trained to react during a critical incident, exposure to challenging situations, such as abuse of a child, witnessing a death, or being involved in a shooting can overwhelm an individual. Critical Incident Stress Management, or CISM, is a program that has been implemented in other fields, including health care and social work, to both prepare officers for exposure by increasing their resilience and recognition of normal responses to trauma, as well as by responding post-critical incident through a debriefing process. The debriefing is primarily led by peer facilitators and provides psychological and emotional support by psychologists and triggers further interventions when needed. CISM is a seven-step "group crisis intervention technique" that uses education regarding critical incidents and trauma combined with psychological support to educate officers about common responses to trauma and reduce the likelihood that officers will develop PTSD following a critical incident. CISM has been implemented as a mandatory program to bypass the stigma towards help-seeking behaviours that are commonly found in police cultures. Involving peer facilitators improves perceived authenticity as those involved are from within the police culture rather than perceived outsiders.

CISM is distinct from Critical Incident Stress Debriefing (CISD), which is usually a single-point debriefing following a critical incident and does not involve the peer support and follow up of the seven step CISM program. As organizational health and wellbeing has garnered more attention in recent years, some departments have implemented CISD,

however usually without the additional elements of CISM. Research indicates that a single intervention point via debriefing following a critical incident is not an effective method to reduce the likelihood of developing PTSD following a critical incident, and in fact may even increase the risk that an officer will develop more post-traumatic symptoms. Comprehensive CISM programs have not yet been widely implemented to date in police settings and therefore there is limited data on its effectiveness outside health care settings, however many of the occupational and organizational stressors in health care have parallels to policing.

Peer Support

Social support is identified as one of the more effective protective factors when it comes to reducing the likelihood of developing PTSD following critical incident exposure. Social support can include emotional/informational support, tangible support, affectionate support, and positive social interaction. Support can include recognition of contributions from supervisors and police leaders, as well as advice and emotional care from colleagues. A study of Korean police officers concluded that providing officers with sources of organizational support, as well as tools to enhance their coping self-efficacy skills, would increase officer resilience to critical incidents. Similarly, other researchers have suggested that greater access to social support can reduce the effect of organizational stress and recommended the development of police peer mentoring programs.

Peer support programs seek to normalize an officer's response to a traumatic incident through discourse and counselling. These models provide employees with paraprofessionals (e.g., current or retired officers who receive some mental health training) who they speak with confidentially regarding their experiences, sources of stress, and psychological distress. While increasingly provided by law enforcement agencies, there is little research available on their effectiveness.

Employee Assistance and Health and Wellness Programs

While Employee Assistance Programs (EAP) are increasingly common in corporate and government organizations, data suggests that these are not as effective in a policing context when it comes to mental health concerns. This is due in part to the fact that use of EAP services is voluntary and there are concerns by employees that information shared with service providers may be disclosed back to the organization, which officers fear could result in their being pulled off the road. One study on mental health help-seeking among 150 American police officers indicated that of those who sought programming for mental health conditions, 35.7% chose non-EAP options, whereas those seeking help for non-mental health conditions were much more likely to proceed with the EAP program (75%). Nearly 47% of officers with either PTSD, alcohol abuse, or depression expressed concerns with using their department's EAP, with the most common concerns involving perceived confidentiality (35.0%), potential negative impact on their career (16.7%), and perceived stigma with help-seeking (13.3%).

Some law enforcement agencies have entrenched health and wellness within their organization by introducing health and wellness programs or units. This might involve providing opportunities for nutrition education, fitness training, mindfulness, yoga, or massage. While voluntary, health and wellness programming provides officers with opportunities to enhance their resilience, locating paraprofessionals within these units may also be a helpful approach in reducing stigma towards mental health supports and encourage greater use of these types of resources.

A more recent development in wellness programming has been the release of mobile applications that individuals can use to screen themselves for symptoms of psychological distress and trauma. One study evaluated the Smart Assessment on your Mobile (SAM) application as it pertained to accurately screening for PTSD and depression. Among a sample of 89 police officers, the SAM was demonstrated to be a valid screening tool for these mental health issues. The SAM can therefore provide officers with a quick, accurate, and anonymous assessment of their own levels of mental health issues. Similarly, researchers evaluated the PTSD Coach application among a sample of 45 veterans in treatment for PTSD. Their participants rated PTSD Coach as very easy to use and helpful in understanding and managing their PTSD symptoms and engaging in coping strategies when their symptoms threatened to overwhelm them. While these programs do not reduce the stigma typically associated with health seeking behaviours, they enable officers to take the first step in identifying when they may need to seek mental health supports, and they appear to increase the number of individuals who are willing to complete mental health screening assessments. The apps can also enhance mental health literacy by linking in information and resources that officers can click on if they desire more information about where and how to seek assistance to deal with these symptoms.

Mindfulness-based interventions are an increasingly popular approach to countering stress and psychological distress and promoting resilience. In one of the few studies focusing on mindfulness practice among police officers, police recruits in Australia with higher self-reported mindfulness levels exhibited lower levels of depression. Similarly, another study with a sample of 183 police officers showed that self-reported mindfulness was associated with lower levels of PTSD symptoms. One group of researchers implemented an eight-week mindfulness-based intervention with 43 police personnel and found that participants experienced reductions in stress, burnout, emotional dysregulation, anger, fatigue, and sleep problems, while also experiencing increases in mental and physical health. Similarly, a review study on mindfulness found that mindfulness practices by participants expressing suicidal ideation reduces suicidal thoughts, reduces abnormal stress response (e.g. consistently high levels of cortisol production), and increases problem solving skills and attentional controls. It appears then that mindfulness is a skill that can be taught to officers in order to enhance their internal resilience to workplace stressors and assist them in coping with symptoms of post-traumatic stress and other related mental health conditions.

Community Responsive Policing Reduces Social Isolation

In a review of occupational violence in policing, social isolation was identified as a factor that prevents officers from help-seeking following a traumatic incident. Social isolation was referring to police culture and the tendency to create an “us versus them” mentality, wherein only other officers are perceived as being able to understand what police experience. Programs like CISM and peer support networks have attempted to build this mentality into their program delivery approach by using paraprofessionals. However, shifting the organization towards a community responsive mentality can also help to reduce social isolation and increase officer access to social supports, which is a key protective factor in enhancing resilience to critical and traumatic incidents. Connecting more closely with the surrounding community reduces the sense that the community and police are distinct entities. Whereas police culture is typically associated with the suppression of emotional reactions or expressions, when an organization is practising community responsive policing, they naturally show empathy when interacting with the community in more positive ways than when they are engaging with the community for enforcement purposes.

CASE STUDY: The San Diego Police Department Wellness Unit Program³

The best practice program on officer wellness, operated by the San Diego Police Department (SDPD) is an exemplar (Police Executive Research Foundation, 2018). It outlines a process of normalization.

“The heart of training for wellness is reaching new officers early and often to normalize wellness services. Normalizing means trying to ensure that SDPD officers and other employees see nothing unusual in asking for these services, just as they would apply for any other benefits of employment” (2018:47).

The program has a number of components, including “Emotional Survival Training” offered to recruits in the training academy.

“The goal of Emotional Survival Training is to equip new officers with tools to recognize and manage the unique stressors that are associated with a career in law enforcement. The Wellness Unit and the SDPD’s help services providers deliver the training in the academy. It is offered near the end of officers’ time in the academy so that they are more aware of law enforcement culture and can relate more directly to the training material” (2018:48).

Following is a description of how the materials are delivered:

“The training began with a discussion of Dr. Gilmartin’s book, *Emotional Survival for Law Enforcement* and a discussion among the new officers about how they have changed since entering the academy. Recruits were asked to identify different coping strategies such as engaging in physical activity, talking with friends and family, investing in hobbies, and using the resources of the Wellness Unit. The instructor also discussed how hypervigilance and repeated exposure to critical

³ Reference: Police Executive Research Forum. 2018. Building and Sustaining an Officer Wellness Program. Lessons from the San Diego Police Department. Washington, D.C. <https://www.policeforum.org/assets/SanDiegoOSW.pdf>

incidents can induce symptoms of PTSD. Warning signs of stress such as social isolation, infidelity, and procrastination in off-duty decision-making were also presented. The training also addressed the leading causes of death among police officers, including heart disease and suicide. The importance of physical fitness and regular exercise to mitigate these risks is stressed. The training concluded with the recruits dividing into small groups to discuss the symptoms and long-term effects of stress and anger, followed by suggested coping strategies” (2018:48).

“Psychological Preparedness Training for New Officers” also referred to as Wellness Day, is a 10-hour session that includes officers and their families. The goal is:

“To set realistic expectations about the emotional impact that police work may have on officers and to underscore the importance of wellness and utilizing wellness services to long-term career success. The Wellness Day gives help service providers an opportunity to reach officers’ family members, familiarize them with the wellness services the department offers, and establish direct lines of communication with officers’ loved ones” (2018:49).

“Effective Interactions Training” is mandatory for all new officers.

“The goal of the training is to help officers develop their emotional intelligence to make them more successful in their work and better able to manage the stressors associated with policing. The Wellness Unit developed the initial iteration of its Effective Interactions training in partnership with Dr. Daniel Blumberg, a police psychologist who is developing strategies for agencies to prevent and respond to police misconduct” (2018:50).

Following is a description of a half-day session offered as part of the training.

“The latter half of the first day was dedicated to interactive breakout sessions that demonstrated the effects of stress, exhaustion, and hypervigilance on the mind and body. Then, students were presented with tools to mitigate these effects in the course of their duties. The class was divided into five groups, which rotated among stations at which facilitators discussed one of five topics:

- Self-awareness
- Self-management
- Social awareness
- Relationship management
- Communication with peers” (2018:52)

In addition to helping build a healthy team mentality, the benefits of PT on the physical and mental health of police officers are well-established. Physically fit police officers are also better prepared to handle contingencies that may arise in the field and assist in

ensuring the safety of officers, victims, and community residents. Physically fit police officers also incur less injuries during recruit training, have greater physical literacy, and are less likely to injure others or themselves during critical movements when they are exercising force.

CASE STUDY: Vancouver Police Department Officer Health Program

The Vancouver Police Department (VPD) offers several prevention and intervention strategies focused on overall health and has developed dedicated units for these purposes. Several of the intervention approaches discussed previously are being implemented by the VPD including:

- Employee Assistance Program;
- CISM Team;
- Peer Support Member Team;
- Recruit Wellness Program; and
- Athletic Therapy and Wellness Unit.

In addition, VPD has developed its own Road to Mental Readiness program, an Early Intervention program, Employee Wellness Committee, High Stress Debriefing Program, and Concussion Protocol to go further in supporting officer health and wellbeing.

Under the VPD Employee Family Assistance Program, officers, as well as their immediate families, can access funded independent psychological services. Unlike other EAP programs, however, additional services under VPDs program include legal services, childcare and parenting, eldercare, and nutrition. The CISM team work not only with personnel, but also the families of officers who are involved in critical incident. By debriefing following a critical incident, the VPD believes it is helping officers to manage their emotional response to the incident, which will reduce the likelihood that they will develop more severe psychological problems at a later point. The Road to Mental Readiness program trains employees about mental health issues and creates awareness about stigma regarding mental health issues and help-seeking behaviours. The VPD also recognizes the importance of peer support, and has developed a Peer Support Member Support Team, which provides confidential outreach services to officers and their family members. Their services may include emotional support, mentorship, crisis risk assessment, and/or referrals to other programming.

The Early Intervention program is an organization wide effort that identifies employees who are struggling through an assessment of particular behaviours. Specifically, officers use of sick hours, excessive leave, overtime earned, involvement in motor vehicle collisions, use of force incidents, and complaints are tracked and officers scoring within certain parameters are flagged for discussion. If the discussion amongst program managers (Inspectors) concludes that an intervention may be warranted, the Human Resources Unit reaches out to the officer to offer supports and intervention services.

A similar program focusing more on physical health is the Employee Wellness Committee. This committee, composed of personnel from the Union, Human Resources, and other units, meet four times a year to discuss wellness initiatives that they wish to plan and/or implement to better promote employee wellness. The VPD also has a Police Employee Relations and Advisory Unit composed of sergeants and disability case managers who work with personnel submitting WorkSafe claims for OSIs or other issues. They provide supportive services, such as a High Stress Debriefing program, wherein officers working in high stress areas, such as those working child sexual assault files, have mandatory yearly (or more) appointments with an independent psychologist who is paid by the VPD for their services, but who keeps the disclosed information confidential. Similarly, VPD offers chaplain services for those officers who would prefer to talk confidentially about their concerns or challenges. The Unit also provides 'resiliency' sessions, which act as a booster to the Road to Mental Readiness Training. These sessions focus on techniques to manage stress and enhance resilience and discusses stigma to mental health treatment.

Recruit Wellness educates new recruits about the importance of wellness and creating positive habits, such as physical health, self-care, financial health, and avoiding or managing common work-related injuries. At the other end of the career trajectory, this unit also provides retirement planning and transition coaching services to help retiring personnel exit safely out of the profession and into a comfortable retirement. In addition to financial planning, employees nearing retirement are offered retirement coaching sessions, which encourages them to think about how things will change post-retirement and how to effectively manage the change in identity and cope with this major change in life.

The VPD specifically acknowledges that mental and physical health are closely connected, and so, in addition to psychological health, three programs focus on the physical health of officers. Personnel are offered medical examinations which focus on screening individuals for the purpose of catching issues early and preventing them from becoming more serious problems. The VPD also operates a concussion protocol to help personnel returning to work post-concussion do so in a way that is safe and reduces the risk of further injury. The protocol also involves increasing awareness of the signs of concussion to encourage help-seeking behaviours. A separate unit, the Athletic Therapy and Wellness Unit, focuses on providing access to physical health by managing on-site gyms and providing fitness classes and physiotherapy. While none of these programs or strategies have been formally evaluated, it is encouraging to see a large urban police organization take a strong stance on promoting resilience and officer wellness. Moreover, by recognizing that physical and mental wellness are connected and that it is important to attend to both in order to be healthy, the VPD is not only providing better care for its members, but it may also be reducing stigma around help-seeking behaviours and thereby changing the police culture.

The combination of a lack of sleep, poor overall nutrition, lengthy shifts in the car, rotating shift work, and routine exposure to critical and traumatizing incidents makes

policing one of the most dangerous professions, and it is essential that healthy practices are put in place to both model and promote wellness among employees. Yet while exposure to critical or traumatic incidents can trigger the development of post-traumatic stress symptoms, it is important to acknowledge that the literature on police wellness typically concludes that the most common threats to officer wellbeing come from the police organization itself. Organizational stress increases psychological distress among police officers and reduces their job satisfaction, increasing the likelihood of absenteeism, early retirement, and the development of physical and mental health issues.

Organizations can better prepare officers for workplace stressors and can modify the work environment to reduce some of the more common sources of psychological distress. By modifying several occupational sources of stress, the organization can enhance an officer's internal resources and resilience, increasing the likelihood that they can avoid developing conditions such as anxiety, depression, or PTSD. For instance, one of the most well-known researchers on fatigue amongst police officers, Bryan Vila, recommended policy changes to restrict the use of overtime, reducing off-duty attendance at court, and adopting different shifting models that are more in tune with natural biological rhythms. Increasing the number of civilian staff in the police force is one method of reducing workplace stress on police and may also have a beneficial effect on the police culture.

It is essential that the workplace culture shifts to one that is less stigmatizing towards help-seeking behaviours. By creating a culture that promotes wellness, police leaders, who have a critical role to play in leading this change, can enhance officer resilience to sources of occupational and organizational stress. Further, organizations can entrench police officer wellness by introducing Health and Wellness Units, which can be tasked with providing workshops and seminars on physical and mental health, conducting annual fitness (physical and mental) assessments, and providing access to programming. While the research is still in the early stages, there are promising practices that can be implemented by police leaders to better support the mental and physical health of their officers.

NO: R149

COUNCIL DATE: June 25, 2018

REGULAR COUNCIL**TO: Mayor & Council****DATE: June 21, 2018****FROM: Director, Public Safety****FILE: 7450-30****SUBJECT: Public Safety Strategy Progress Report – Introducing Performance Measures**

RECOMMENDATION

The Public Safety Division recommends that Council receive this report for information.

INTENT

The purpose of this report is to provide the Public Safety Strategy Progress Report (the “Report”) to Council for their review.

BACKGROUND

The development of a Public Safety Strategy was announced by Council in 2015. Staff consulted broadly across the community and launched a comprehensive Public Safety Strategy (the “Strategy”) in October 2016, following endorsement by the Public Safety Committee. Publication of the Strategy signalled the City’s commitment to transparent performance measurement. The Strategy was built with a focus on three core principles of being collaborative, comprehensive and measurable. All of the strategic initiatives embedded in the Strategy are delivered in partnership across City departments and with community organizations and not-for-profit agencies. The initiatives under the strategy are grouped into four priority areas – Preventing and Reducing Crime, Ensuring Safe Places, Building Community Capacity and Supporting Vulnerable People.

On May 14, 2018 the Public Safety Committee endorsed the release of the Report (attached as Appendix “1”).

DISCUSSION

The Report provides a comprehensive overview of performance measurement data on the public safety program delivery and outcomes, as well as data on crime trends in Surrey over time. The Report also provides insights into the first year of implementation of the Strategy and evolution of Strategic Initiatives, including the addition of new initiatives such as the Mayor’s Action Plan on Gang Violence Prevention. For some measures, data collection does not occur on an annual basis so the data period covered varies between indicators. Measurement data for the full year of 2017 is provided where possible.

Priority Measures Scorecard

To understand the context in which the Strategy is being delivered, measurement data is provided for indicators in each of the four strategic priorities (Table 1). Priority measures track trends related to the areas in which Strategic Initiatives are delivered. Table 1 outlines data for the current year, however, the Report shows the trend line on each of these measures over the last several years where this is available. It is important to note that priority level indicators cannot be only and directly attributed to the work of the Public Safety Strategy. Instead, they provide context on trends in the community regarding each of the priority areas. These trends are driven by multiple complex factors. Importantly, they provide a snapshot of our current status on several key community safety issues.

Table 1 – Priority Scorecard Measures

Priority Area	Measures	Current Data
Prevent and Reduce Crime	Crime Severity Index	117.2 (2016)
	High School Graduation Rate	95% (2015/16)
	Residential Break and Enter Rate (per 100,000 population)	294 (2017)
	Seniors as Victims of Crime	7% (2017)
Build Community Capacity	Applications for Community Events and Grants	398 (2017)
	Early Development Instrument	34% (2013-16)
	Average Recreation Hours for Adults	2.38 (2017)
	Residential Fire Rate of Death and Injury (per 10,000 population)	0.67(2017)
	Sense of Belonging to the Community	67% (2014/15)
Ensure Safe Places	Business Break and Enter Rate (per 100,000 population)	247 (2017)
	Casualty Collision Rate (per 100,000 population)	1,612 (2015)
	Rate of Fire per 1,000 Residential Structures	1.60 (2017)
Support Vulnerable People	Rate of Domestic Violence Incidents (per 100,000 population)	223 (2017)
	Rent Supplements for Homeless and At-Risk People	296 (2016)
	Transition and Supportive Housing Units for Homeless and At-Risk People	603 (2016)
	Total Homeless Count (per 100,000 population)	115 (2017)

Strategic Initiative Scorecard

Performance measures have been confirmed for each of the Strategic Initiatives under the Strategy and these are outlined in Section 6 of the Strategy, “Strategic Initiatives Scorecard”. Each measure in the Report is supported by a narrative outlining key trends or changes in the program over the first year. The icons showing the status of indicators is outlined in the key in Figure 1. Twenty (20) Strategic Initiatives are outlined in the scorecard and have baseline data to report (Table 2). It is important to note that Strategic Initiative measures are more directly attributable

to actions taken under the Public Safety Strategy. These relate to the specific outputs and outcomes of our initiatives.

For this progress report, targets are still being assessed for some indicators as it is necessary to understand a baseline of performance before setting targets. Once baselines and targets are set these icons will provide a quick status check for the program leaders and enable the working group to provide additional support or review to assess why the program is, or is not, meeting the targets. Where indicators are yellow (moving away from desired outcome) or red (not achieving target) our related activities and the initiative itself will be reviewed and adjusted as necessary to ensure success of the initiative.

Figure 1 – Key for Status of Indicators

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

Table 2 – Strategic Initiatives Scorecard Indicators

Strategic Initiative	Indicator	Current Data	Status
Age Friendly Strategy for Seniors	Seniors’ Participation in Events	2,171 (2017)	
	Seniors’ Participation in Wellness Programs	14.2% (2017)	
Block Watch	Neighbourhood Participation in Block Watch	832 (2017)	
Code Blue/Mini Blue	Total Hours of Student Engagement Completed	3,226 (2016/17)	
	Total Number of Sessions Delivered	242 (2016/17)	
Cyber Security Outreach Program	Downloads of Resources	22,582 (2017)	
	Events and Awareness Raising Activities Completed	11 (2017)	
WRAP Program	Participant Graduation Rate	100% (2015/16)	
	At-Risk Youth Participation	85 (2016/17)	
Yo Bro Yo Girl Initiative	Building Positive Social Norms	81% (2016)	
	Schools Participating in the Program	16 (2017)	
	Total Program Reach in Surrey	710 (2017)	
Community Enhancement	Attendance at Parks Related Events	5,341 (2017)	
	Rate of Program Completion by Youth	60% (2016)	
	Reports Received Related to Nuisance Incidents	9,176 (2017)	
Critical Hours – MYzone	Participant Resiliency Rate	67% (2017)	
	Rate of Child’s Awareness of Supports Available	58% (2017)	
	Rate of Families’ Awareness of Supports Available	82% (2017)	

Diversity Outreach Program	Diversity Presentations Delivered	83 (2017)	
	Program Reach Through Events	116 (2017)	
HomeSafe	Individuals Receiving Home Fire Safety Information	28,900 (2015)	
	Smoke Alarm Verifications	7,633 (2017)	
Early Years Programming	Playbox Registrations	165 (2017)	
	Family Preschool Subsidies Provided	27 (2017)	
Surrey Emergency Program	Individuals Receiving Emergency Preparedness Information	13,504 (2017)	
Surrey Libraries Information Access and Literacy Support	Access Cards Distributed	228 (2016/17)	
	Vulnerable Populations Reached	3,182 (2017)	
Volunteerism	Volunteer Hours Completed	112,895 (2016)	
	Volunteer Participation	5,526 (2016)	
Community Safety Support	Hours of Uniformed Street Level Walks in City	18,454 (2017)	
	Events With Community Safety Support Presence	108 (2017)	
Project IRIS	Camera Locations Registered	226 (2017)	
	RCMP Database Queries to Identify Cameras	27 (2017)	
Road Safety Education and Awareness	Vehicles Speeding in Program Areas	16.8% (2017)	
Safe and Active Schools Program	School Travel Planning Participation	33 (2016/17)	
Inter-Agency Case Assessment Team (ICAT)	High Risk Offender Recidivism	11% (2016)	
	Domestic Violence Prevention Outreach	50% (2017)	
Surrey Mobilization and Resiliency Table (SMART)	Approved Referrals to SMART	65 (2017)	
	SMART Interventions Completed	82% (2017)	
	Cases Closed with Lowered Risk	64% (2017)	

A further eight initiatives have performance measures identified in the Report.

- Clayton Heights Activity Team (CHAT)
- Gang Exiting and Outreach Pilot
- WRAParound Program
- Girls Got Game
- Business Safety Surveys
- Safe and Active Schools Program
- Road Safety Education and Awareness
- Data Driven Approaches to Crime and Traffic Safety (DDACTS)

Baseline data for these new measures are currently being collected for inclusion in the 2018 Progress Report.

SUSTAINABILITY CONSIDERATIONS

Implementing the performance measurement framework for the City of Surrey Public Safety Strategy supports the Public Safety theme in the Sustainability Charter 2.0 allowing significant delivery on all related Desired Outcomes and Strategic Directions outlined in the Sustainability Charter 2.0.

The Public Safety Strategy also supports the Health and Wellness theme. Specifically the strategy supports the following Wellness and Recreation Desired Outcome (DO):

- DO3: Residents feel a sense of belonging and connectedness, and have opportunities for social interaction in their neighbourhoods and community.

CONCLUSION

When the City established the Public Safety Strategy, staff set out to develop and implement an approach which was comprehensive, collaborative and measurable. As indicated in the full report significant progress has been made on all three of those aspects of the strategy. It comprehensively addresses three strategic priorities - Prevent and Reduce Crime; Build Community Capacity; Ensure Safe Places; and Support Vulnerable People. It is collaborative and includes every internal department in the City and more than 75 external partners. The various aspects of the Strategy have engaged thousands of citizens. The Public Safety Strategy Progress Report outlines the success in measuring the performance of our strategic initiatives. It establishes benchmark performance data for each of the four priorities and each of the strategic initiatives.

Therefore, based on the above, the Public Safety Division recommends that Council receive this report for information.



Terry Waterhouse
Director, Public Safety

TW/mc



Appendix "I"

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.

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

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

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

Highlights

- Surrey Outreach Team won the Arnold Silzer Community Policing Initiative of the Year award at the Surrey Board of Trade Police Officer of the Year awards.
- Two new initiatives were added to the Strategy: the Mayor's Action Plan on Gang Violence Prevention and the City Centre Response Plan (Surrey Outreach Team).
- Eight new strategic initiatives have been implemented, and three new initiatives are planned for launch in 2018.
- Five strategic initiatives have been substantially advanced and will be managed outside the strategy going forward.
- 11 recommendations were completed, 13 have been substantially advanced and will continue with ongoing work, and 11 have undergone further scoping and action is planned in 2018.

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

The Public Safety town centre events reached over 4,000 Surrey residents directly, providing advice about how to keep their neighbourhoods safe while encouraging them to explore a variety of interactive booths on topics such as crime prevention, personal safety, transportation safety, emergency preparedness, child and youth programs, volunteer opportunities and various community services. Feedback

received from the community was positive with most residents noting that they learned something new about public safety and were happy to see so many agencies out talking to the public about topics important to them.

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

Priority Scorecard

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

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

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

DID YOU KNOW?

4,000

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



Strategic Initiative Scorecard

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

New and Evolving Strategic Initiatives

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

Recommendations Update

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

Evolving the Strategy

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

Next Steps

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

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

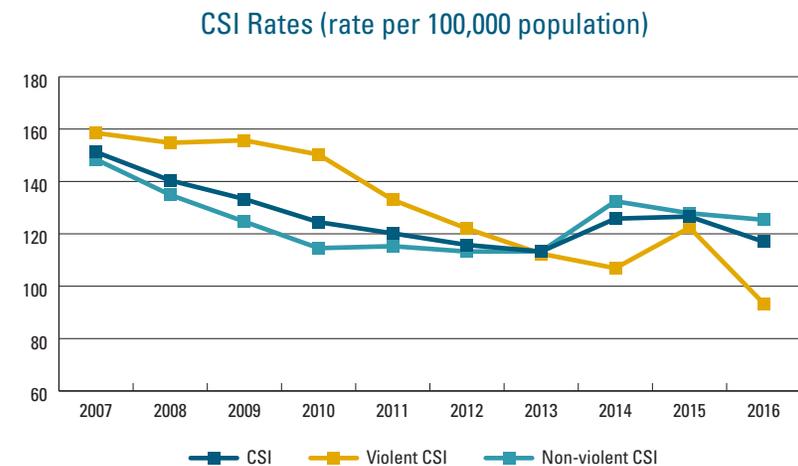


AN ENCOURAGING PICTURE: 10 YEAR REVIEW OF CRIME TRENDS

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

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

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



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.

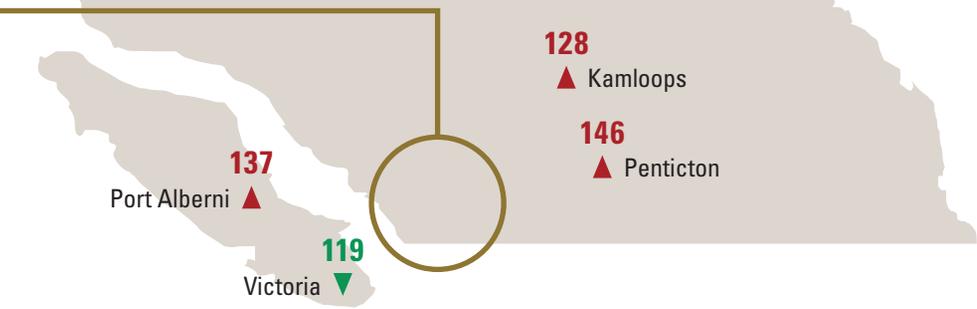
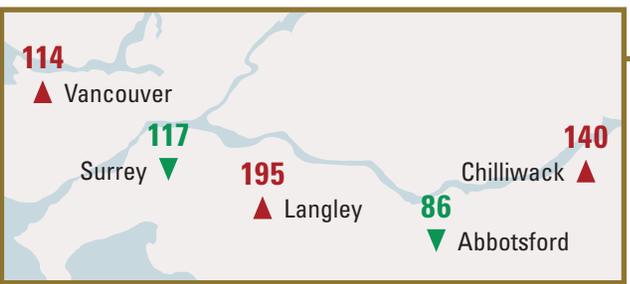
BRITISH COLUMBIA

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.

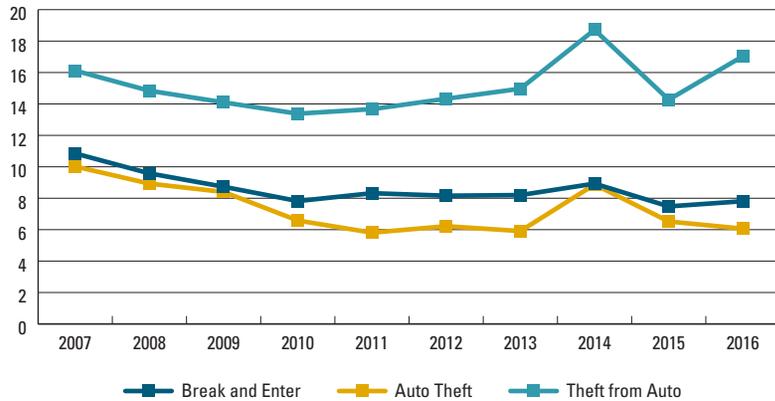
Top 35 Canadian Cities by Crime Severity Index Ranking (2016)

- | | |
|------------------------|-----------------------|
| 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 |



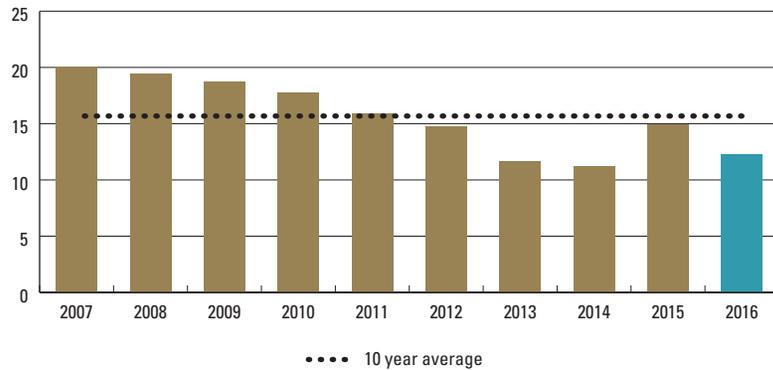
Crime rates vary by type in Surrey with theft from auto occurring more frequently than either auto theft or break and enter crimes (this includes both residential and business break and enters). Crime rates have been trending downwards except for a spike in 2014 and increase 2016.

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



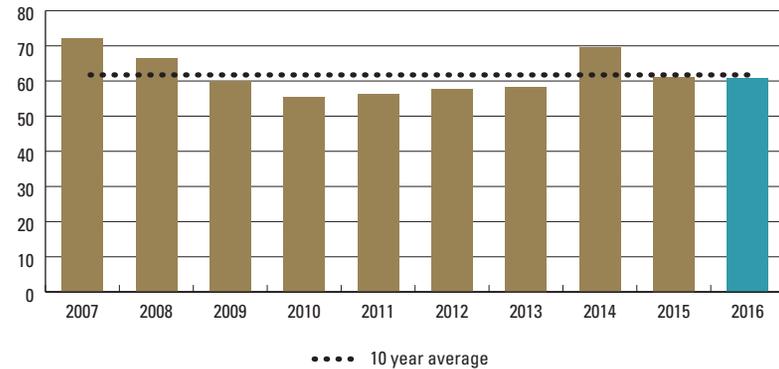
In terms of violent crime in Surrey, rates were declining significantly between 2007 and 2014 but spiked in 2015 before dropping again in 2016.

Violent Crime Rate (rate per 1,000 population)



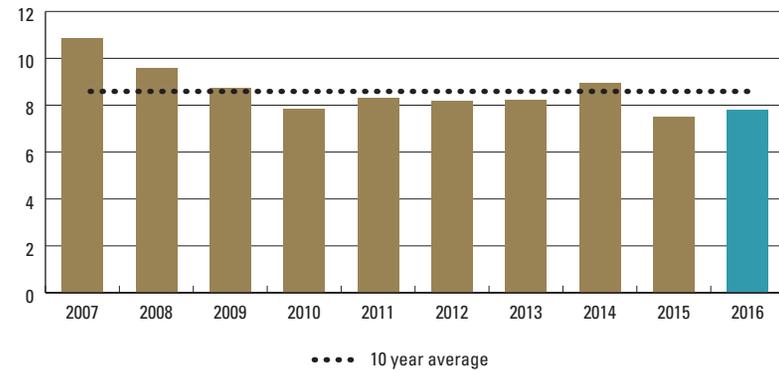
Property crime in total which includes breaking and entering, theft of a motor vehicle, fraud, mischief, and theft from auto has been fairly stable over the past 10 years.

Property Crime Rate (rate per 1,000 population)



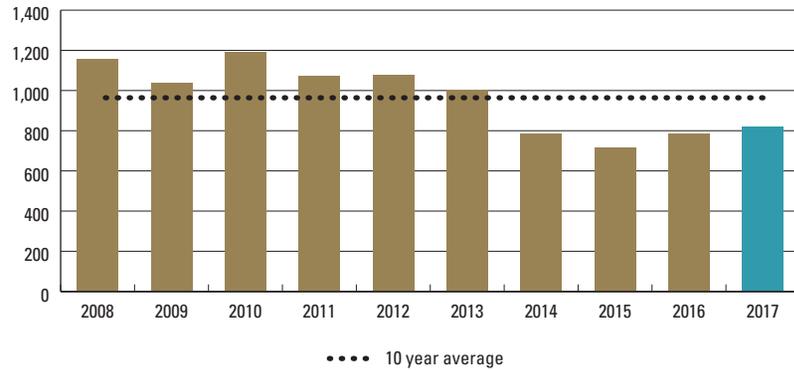
Looking specifically at break and enter (including both residential and business break and enter) incident rates have been lower in the past two years following a brief spike above the average rate in 2014.

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



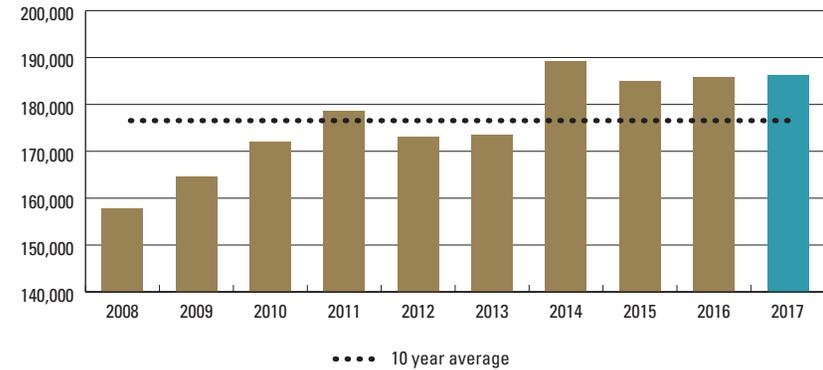
Traffic collisions continue to be a challenge in Surrey although there was a dip in 2015 below the average rate, in 2016, and 2017 there was a slight increase back towards the average rate for the past 10 years.

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



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

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

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

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



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



800

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.

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

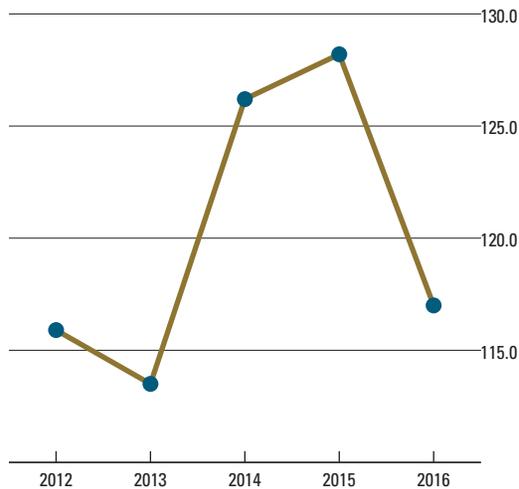
To understand the context in which the Public Safety Strategy is being delivered key performance indicators have been confirmed for each of the four priorities under the strategy. These priority level measures are presented in the Priority Scorecard. The measures selected relate to key community wide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

PRIORITY

Prevent and Reduce Crime

MEASURE

Crime Severity Index (CSI)



CURRENT DATA 117.0 (2016)

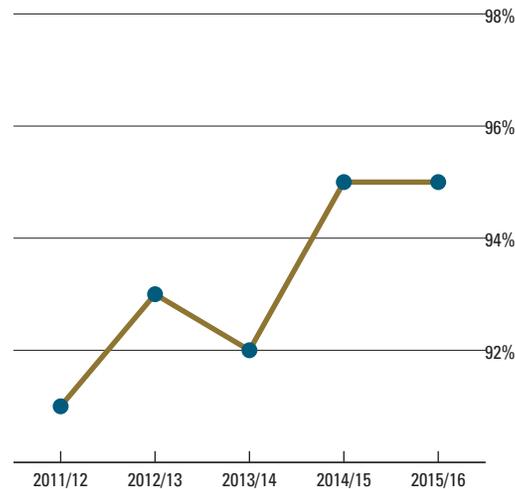
The CSI is a key indicator of reported crime and it provides a perspective on the relative seriousness of individual offences and tracks changes in crime severity over time. In 2016 the data suggests that the severity of crime in Surrey was lower than the previous two years. Surrey's rate was 2.2% higher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

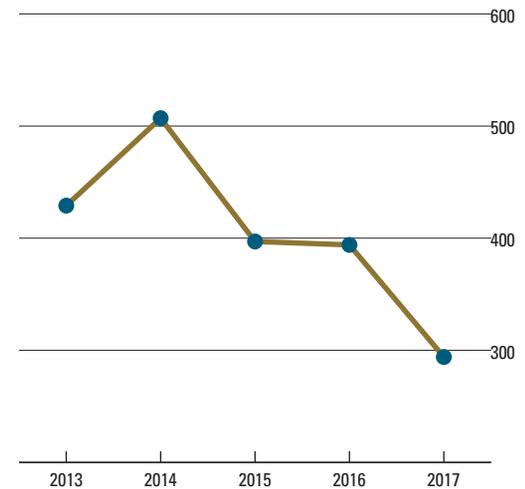
*Day, D.M., & Wanklyn, S.G. (2012). *Identification and Operationalization of the Major Risk Factors for Antisocial and Delinquent Behaviour among Children and Youth*. NCPC Research Report. Ottawa, ON: Public Safety Canada.

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

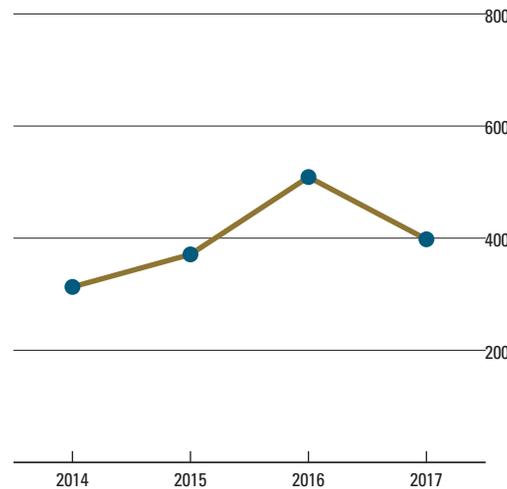
Understanding the degree to which crime impacts seniors in the community is the focus of this indicator. The measure tracks the percentage of criminal code violations where the identified victim was 65 years or older. In the 2017 baseline measurement, 7% (2,693) of criminal code violations involved seniors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

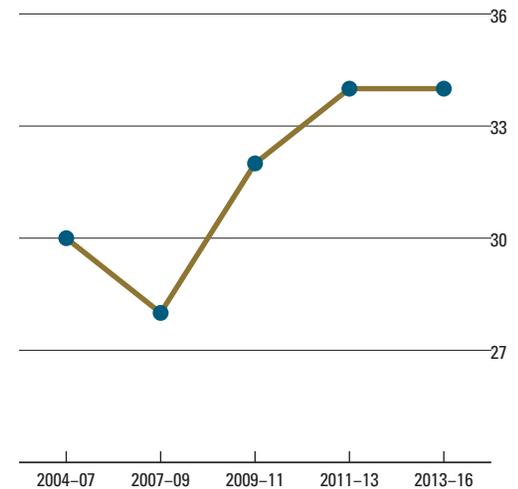
By providing grants and other in-kind support for community events of both small and large scale the City hopes to increase community connectedness and enhance neighbourhood participation. Tracking this measure gives a sense of the scale of activity initiated by community groups, neighbours and individuals.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

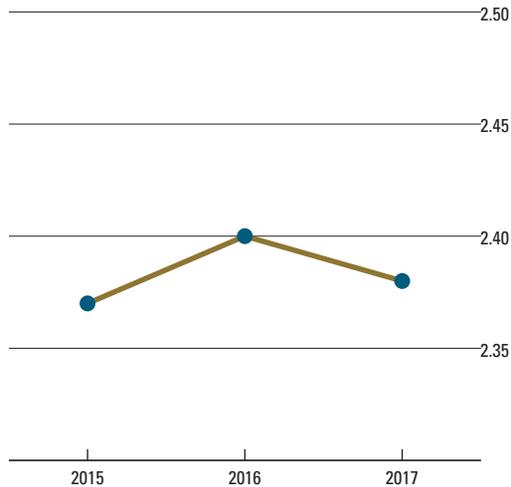
*UBC Research suggests that it takes 7-10 years for population level changes in vulnerability to be evidenced following interventions.

PRIORITY

Build Community Capacity

MEASURE

Average Recreation Hours for Adults



CURRENT DATA 2.38 (2017)

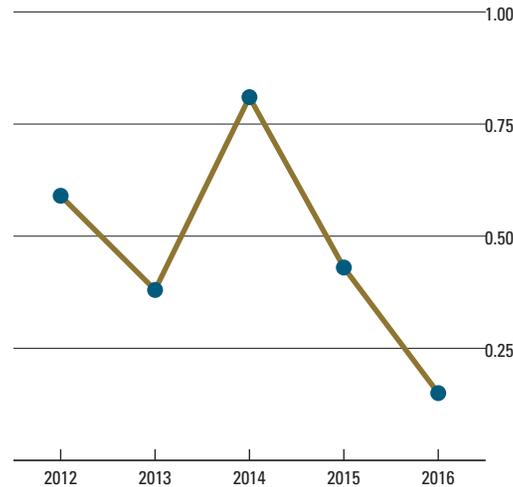
This measure tracks the average number of hours per week that adults in Surrey undertake formal recreation activity through City facilities. Health Canada recommends 2.5 hours of physical activity per week for adults.

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

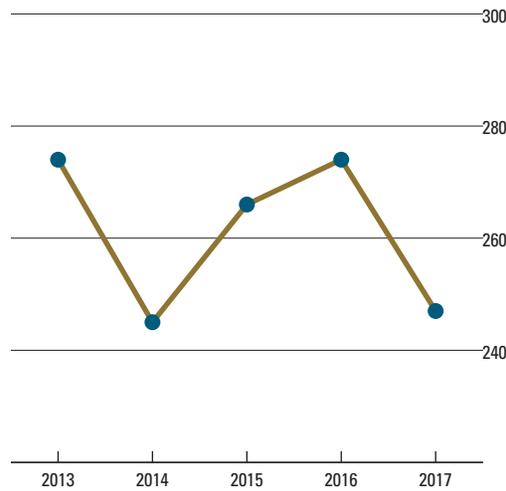
This measure is based on Statistics Canada analysis of population level data for Community Health and provides insight on the level of belonging experienced by residents of Surrey. Although the data is only collected in a two year cycle, this is instructive to monitor over time as many programs seek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

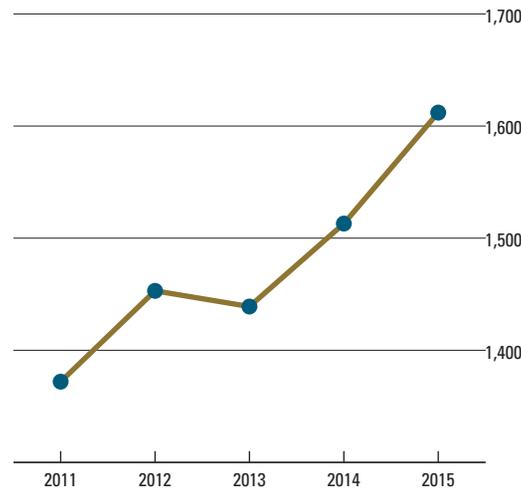
Break and enters in businesses is a proxy indicator of the impact of crime on Surrey's business community. Property crime accounts for roughly 60–70% of all offences in Surrey. The data suggests that the rate of break and enters targeted at business was rising slightly in recent years but 2017 saw a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

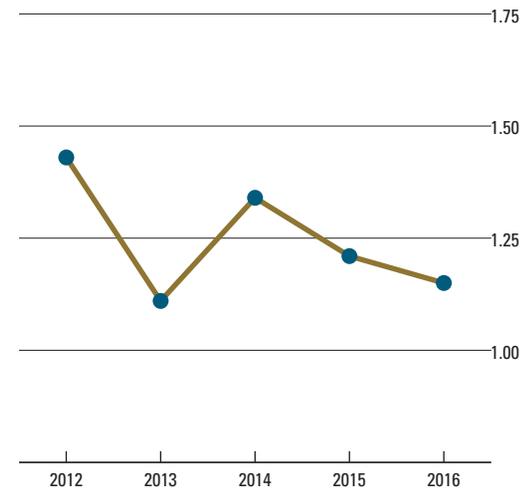
This measure includes all traffic collisions causing fatalities or injuries in Surrey, as a rate per 100,000 people. The lower the number the fewer residents are experiencing collisions which lead to fatalities or injuries. Note that data is being compiled for 2016/17 but there is a lag in receiving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

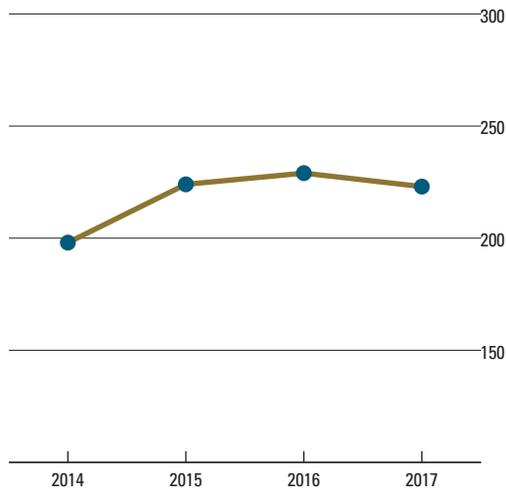
This measure establishes the rate of fire per 1,000 residential structures. It is a leading indicator of neighbourhood distress and will help to focus efforts to manage problem properties and reducing the risks they pose. The residential fire rate per 1,000 dwellings has decreased by 48% over the past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

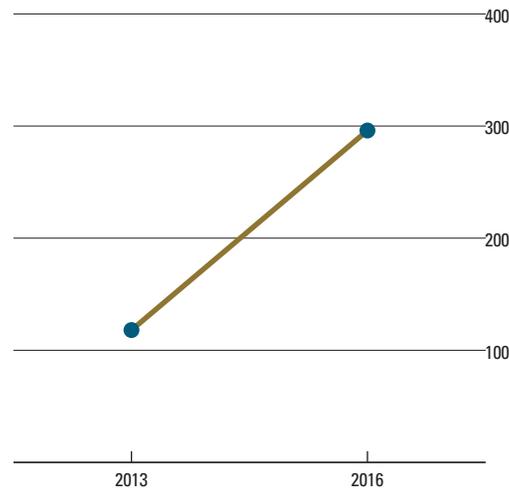
Protecting vulnerable citizens from violence in the home is a key focus under this priority. Therefore this measure was selected as a proxy for the incidence of domestic violence in the community. It counts the number of police files involving at least one Criminal Code offence where there is an indication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

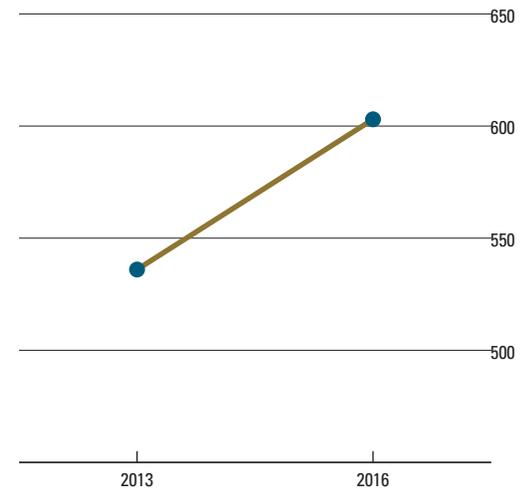
Rent supplements are provided to those who are homeless or at-risk of homelessness to assist them to secure rental accommodation in the private market. It is intended to bridge the gap between income (generally Income Assistance) and market rents.

PRIORITY

Support Vulnerable People

MEASURE

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



CURRENT DATA 603 (2016)

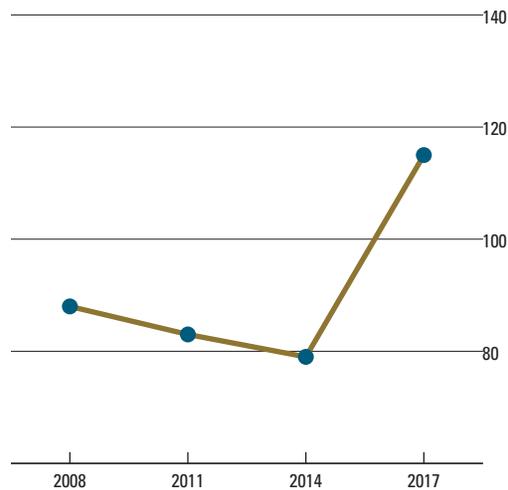
Supply of supportive housing units is an indicator of the services available to support vulnerable people in the population. Transition and supportive housing includes addictions and supportive recovery housing, transition housing for corrections and homeless/at-risk of homelessness, women’s second stage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



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

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

Performance measures have been confirmed for 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

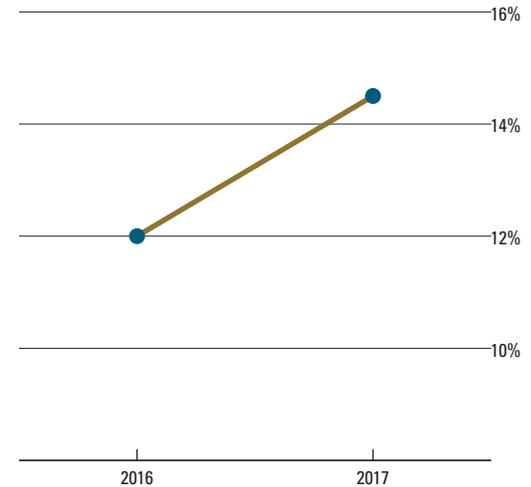
The Age Friendly Strategy initiatives focus on the prevention and awareness of elder abuse as well as promoting positive community participation. Engagement with seniors and the community through these initiatives create meaningful connections that provide a continuum of support for seniors, caregivers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

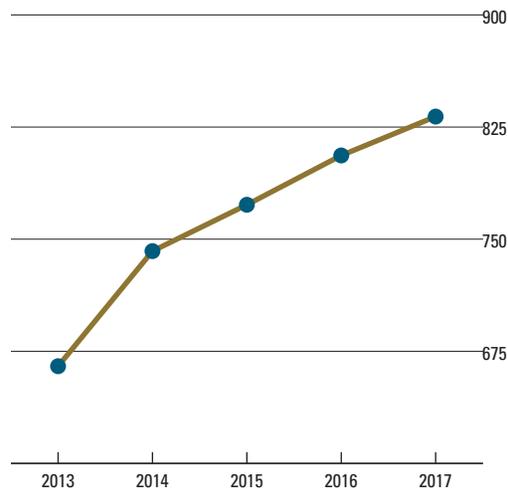
This measure tracks the level of participation in the community using the proxy of participation rates for community facilities managed by the City. It provides an indicator of how active seniors are and an increase will demonstrate positive community engagement by seniors. This provides a base from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

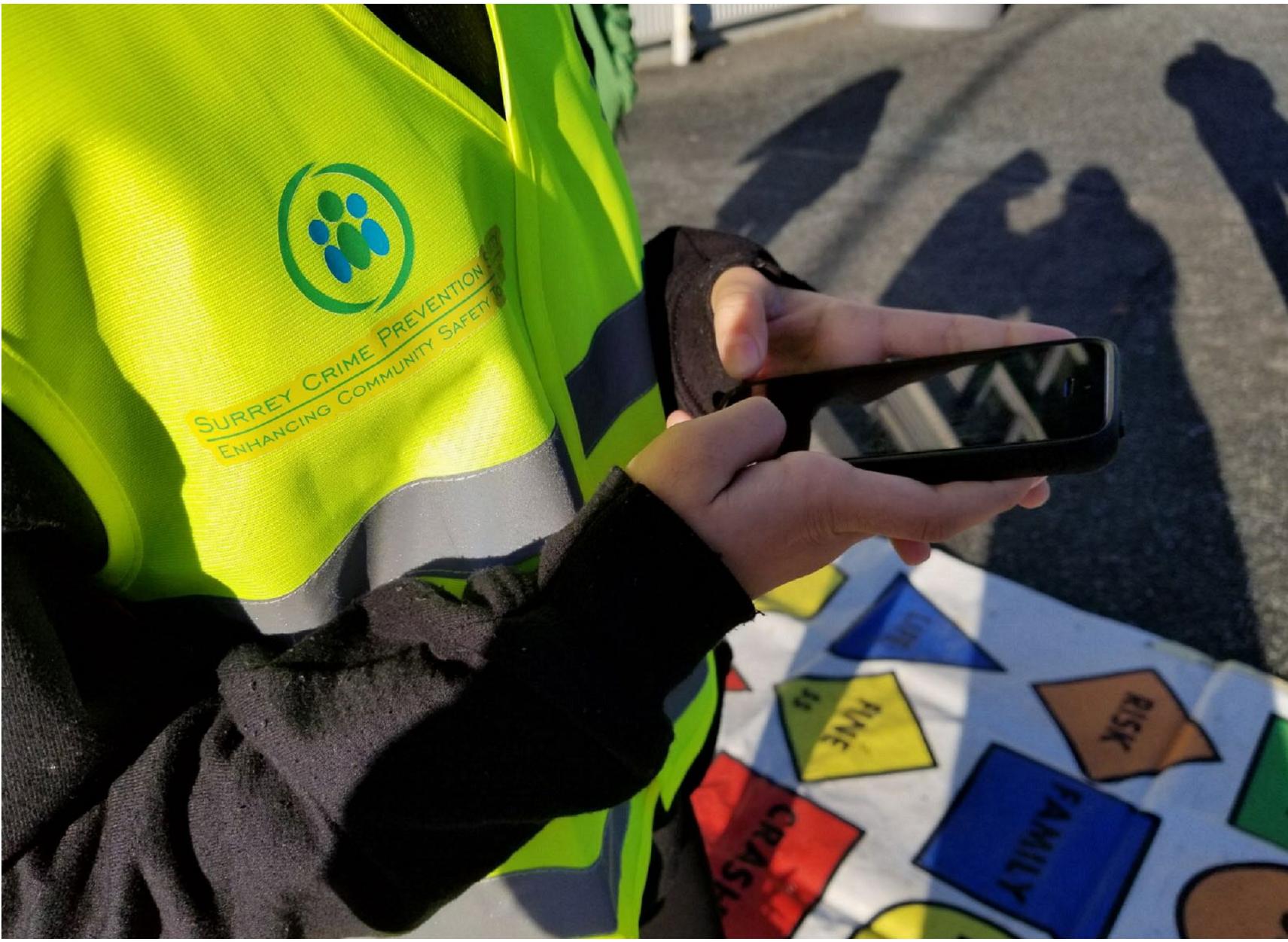
242

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

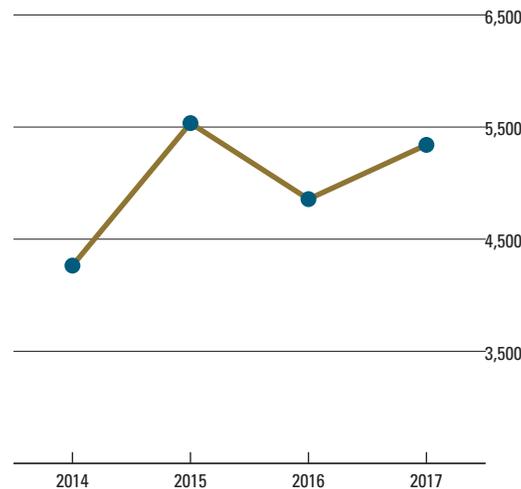
There are ten strategic initiatives under this priority. Initiatives in this priority area focus on increasing protective factors and community resilience. Measurement data is shown for each initiative in this section.

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 ●

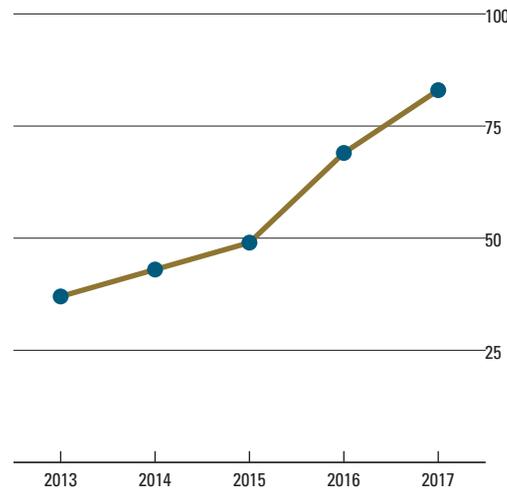
The MYzone program helps families of participants to identify and access supports available for them in the community. In the 2014 program over 80% of families with children in the program reported an increase in awareness of supports available.

STRATEGIC INITIATIVE

Diversity Outreach Program

MEASURE

Diversity Presentations Delivered



CURRENT DATA 83 (2017)

2018 TARGET 50 presentations

STATUS ●

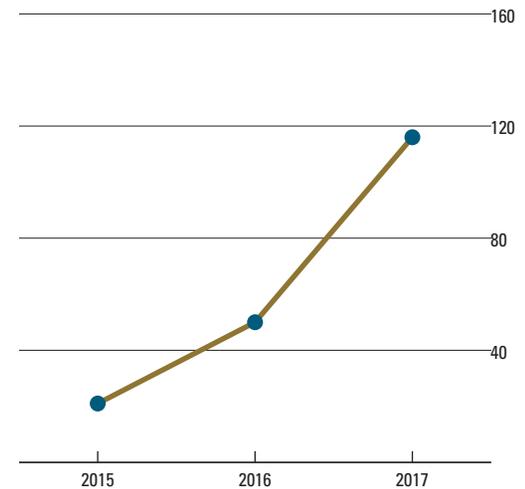
The Diversity Unit of the RCMP educates diverse groups on the role of police and delivers presentations to help individuals interact with the police in a trusting environment. In 2016 the Unit delivered 64 presentations to these groups.

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 ●

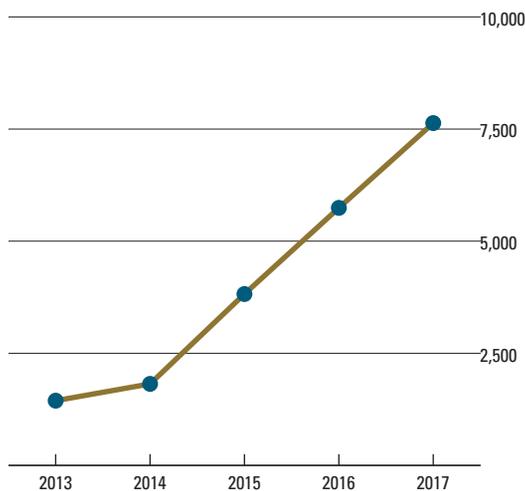
During the 2015 Home Safe campaign, personnel met with 1,909 individual households in food bank line-ups and 10,239 within tax line-ups. By the end of September 2015, over 14,411 individuals were visited by firefighters and volunteers with a message about fire prevention emphasizing that working smoke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

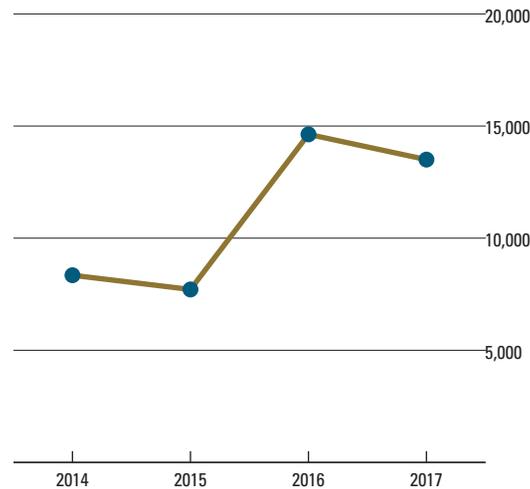
This measure tracks the supports provided to families to access licensed early learning programs. Access to these programs supports school readiness and overall healthy child development. It is targeted at more vulnerable populations such as low income and new Canadians and 2017 is the first year this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

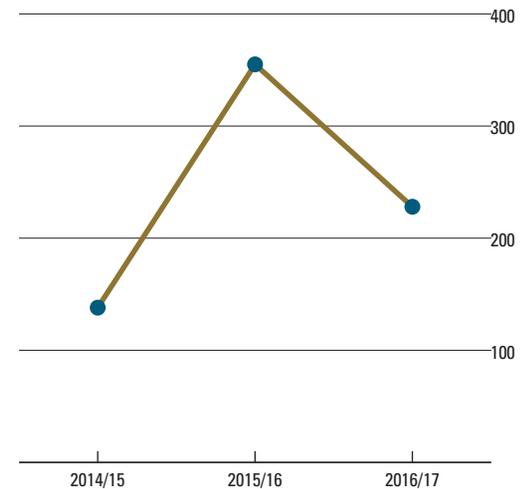
As well as disseminating information on emergency planning at specific events, the Fire service also participates in city wide fairs, festivals and special events to increase the awareness and preparedness for disasters in the community. Through these channels over 12,000 people have been reached in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

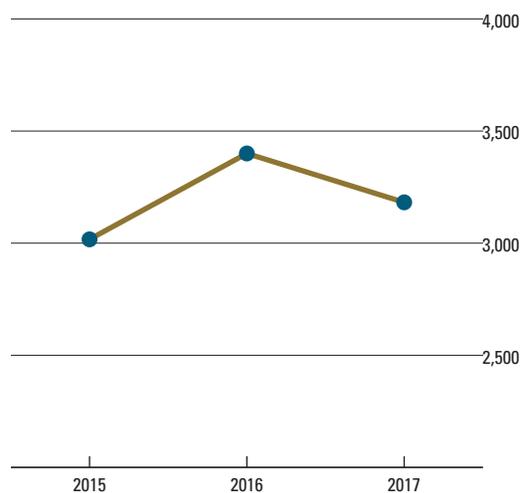
This initiative works to increase access to library services for vulnerable populations. By improving access and distributing special library cards to people with no fixed address or income we can improve resiliency and literacy and increase community capacity. From 2016 to 2017 228 individuals have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

Libraries

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

“ ”

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

Library Patron

Case Study

Community Enhancement

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



Priority: Ensure Safe Places

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

STRATEGIC INITIATIVE

Community Safety Support

MEASURE

Hours of Uniformed Street Level Walks in City

18,454

Hours of Patrols in 2017

2018 TARGET 3% increase

STATUS ●

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

STRATEGIC INITIATIVE

Community Safety Support

MEASURE

Events with Community Safety Support Presence

108

Events in 2017

2018 TARGET Stable or increasing

STATUS ●

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

STRATEGIC INITIATIVE

Project IRIS

MEASURE

Camera Locations Registered

226

Registrations in 2017

2018 TARGET 300 total registrations**STATUS** ●

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

STRATEGIC INITIATIVE

Project IRIS

MEASURE

RCMP Database Queries to Identify Cameras

27

Queries in 2017

2018 TARGET 10% increase**STATUS** ●

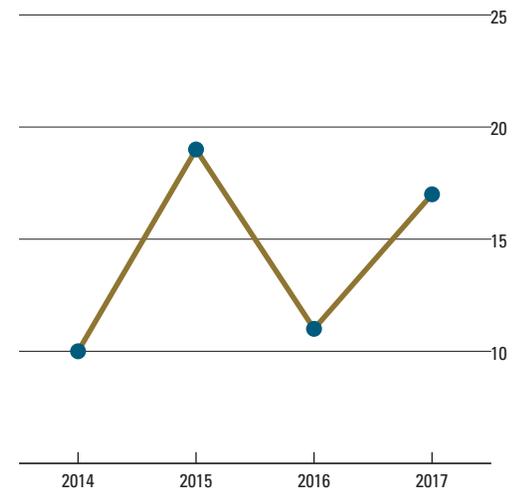
The Project IRIS camera registry was put in place in 2017 to assist RCMP with active investigations by locating possible camera footage in a given area. To date the RCMP has queried the program for 12 active investigations. Over time additional measures may be included as cases are closed based on evidence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

STRATEGIC INITIATIVE

Road Safety Education and Awareness

MEASURE

Vehicles Speeding in Program Areas

**CURRENT DATA** 16.8% (2017)**2018 TARGET** 2% reduction**STATUS** ●

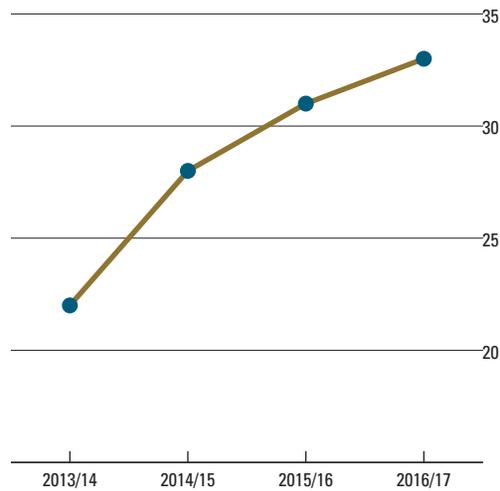
The program tracks the percentage of vehicles going over 10 km/h over the posted speed limit in specific areas. Working with the RCMP, SCPS uses these data to help raise awareness about speeding for vehicles in the location, and to track the prevalence of speeding over time.

STRATEGIC INITIATIVE

Safe and Active Schools Program

MEASURE

School Travel Planning Participation



CURRENT DATA 33 (2016/17)

2018 TARGET Increase of 3 per annum

STATUS

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



Case Study

Project IRIS

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

Priority: Support Vulnerable People

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

STRATEGIC INITIATIVE

Inter-Agency Case Assessment Team

MEASURE

High Risk Offender Recidivism

11%

2016

2018 TARGET 10%

STATUS 

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

STRATEGIC INITIATIVE

Inter-Agency Case Assessment Team

MEASURE

Domestic Violence Prevention Outreach

50%

2017

2018 TARGET 60% of grade 8 classes reached

STATUS 

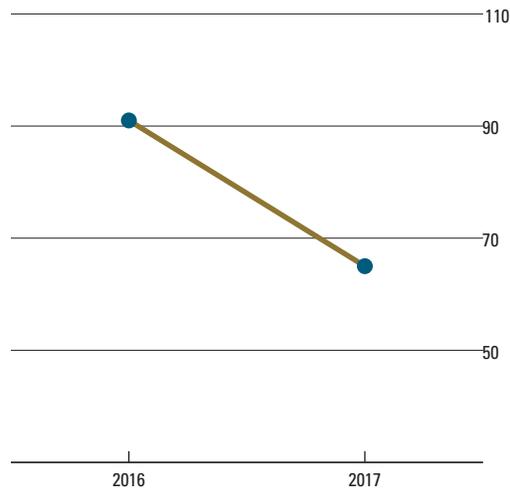
The program works to prevent future domestic violence by conducting presentations to grade 8 students in the Surrey School District. This helps to raise awareness and improve protective factors for young people to prevent future violence. In the year to date 50% of eligible grade 8 classes have received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

STRATEGIC INITIATIVE

Surrey Mobilization and Resiliency Table

MEASURE

Approved Referrals to SMART



CURRENT DATA 65 (2017)

2018 TARGET 80

STATUS ●

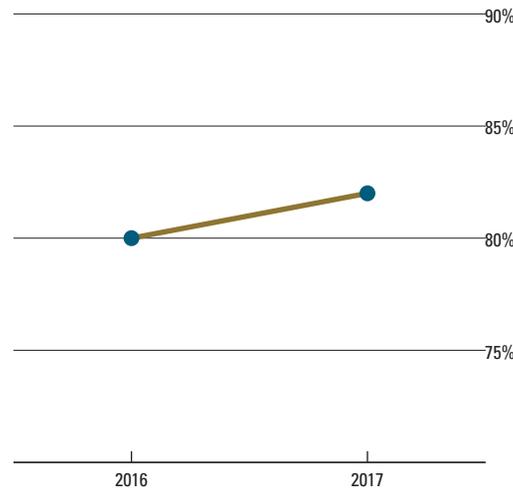
SMART supports vulnerable people and families that are at imminent risk of harms to self or others. This measure tracks the volume of referrals made for assessment and action for these individuals.

STRATEGIC INITIATIVE

Surrey Mobilization and Resiliency Table

MEASURE

SMART Interventions Completed



CURRENT DATA 82% (2017)

2018 TARGET 70%

STATUS ●

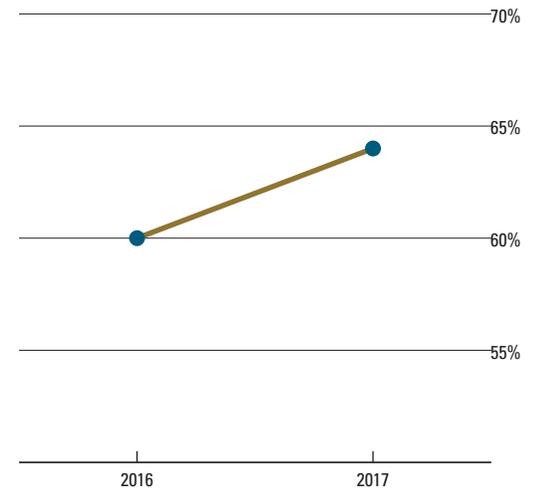
The SMART table is a forum to assess and take action for individuals at acute and imminent risk of harm. This measure tracks the percentage of cases that are closed successfully.

STRATEGIC INITIATIVE

Surrey Mobilization and Resiliency Table

MEASURE

Cases Closed with Lowered Risk



CURRENT DATA 64% (2017)

2018 TARGET 65%

STATUS ●

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

Case Study

Girls Got Game

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

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

“ ”

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

Katie's Father

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

These programs have been refined and developed over 2017 and in some cases have begun full operation only part way through the year. As well there are some initiatives that were in place prior to the 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"> Client Referrals for Supports Repeat Participation in Program
	Gang Exit Pilot	<ul style="list-style-type: none"> Average Client Risk Assessment Score Client Referrals Completed Clients Served by the Program
	WRAParound Program	<ul style="list-style-type: none"> Prosocial Engagement by Participants
Build Community Capacity	Girls Got Game	<ul style="list-style-type: none"> Access to Recreational Programs Program Attendance Rate
Ensure Safe Places	Business Safety Surveys	<ul style="list-style-type: none"> Businesses Participating in Surveys Business Experience of Victimization in the Past 12 Months
	Safe and Active Schools Program	<ul style="list-style-type: none"> Active School Travel Rate
	Road Safety Education and Awareness	<ul style="list-style-type: none"> Speed Reader Campaign Effectiveness
	Data Driven Approaches to Crime and Traffic Safety (DDACTS)	<ul style="list-style-type: none"> Casualty Collisions in DDACTS Locations Crime Rate in DDACTS Locations Property Crime in DDACTS Locations Collision Rate in DDACTS Locations

New Initiatives

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

Mayor's Action Plan on Gang Violence Prevention

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

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

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

- **Award for Civic Responsibility**

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

- **Inadmissible Patrons Program**

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

City Centre Response Plan (Surrey Outreach Team)

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



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

- **Surrey Outreach Team:** The City and RCMP put in place a temporary office on 135A Street to provide a 24 hours a day, 7 days a week response to public safety issues in the area. Working with Lookout Housing and Health Society, and Fraser Health Authority the City supported public health outreach to the local residents and put in place a new model for engagement and outreach by RCMP members, Bylaw Enforcement Officers and other City staff. In recognition of this work the Surrey Outreach Team won the Arnold Silzer Community Policing Initiative Award at the 2017 Surrey Board of Trade Police Officer of the Year Awards.
- **Education and Engagement:** Under the City Centre Response Plan the City is hosting a new working group to coordinate responses to the most vulnerable people in the City. Work also continues with the Social Planning team and other stakeholders to ensure that approaches to public education and engagement regarding vulnerable populations is collaborative, measurable and comprehensive in their approach.

Integrated Services Network (ISN)

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

Evolving Strategic Initiatives

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

Community Safety Centre

A feasibility study was completed for a pilot Community Safety Centre in Surrey. This 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

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

Completed

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

RECOMMENDATION	ACTION TAKEN
<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 & 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>

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

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

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

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

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

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

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

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



10

APPENDICES

Appendix I Defining a Performance Measurement Framework

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.

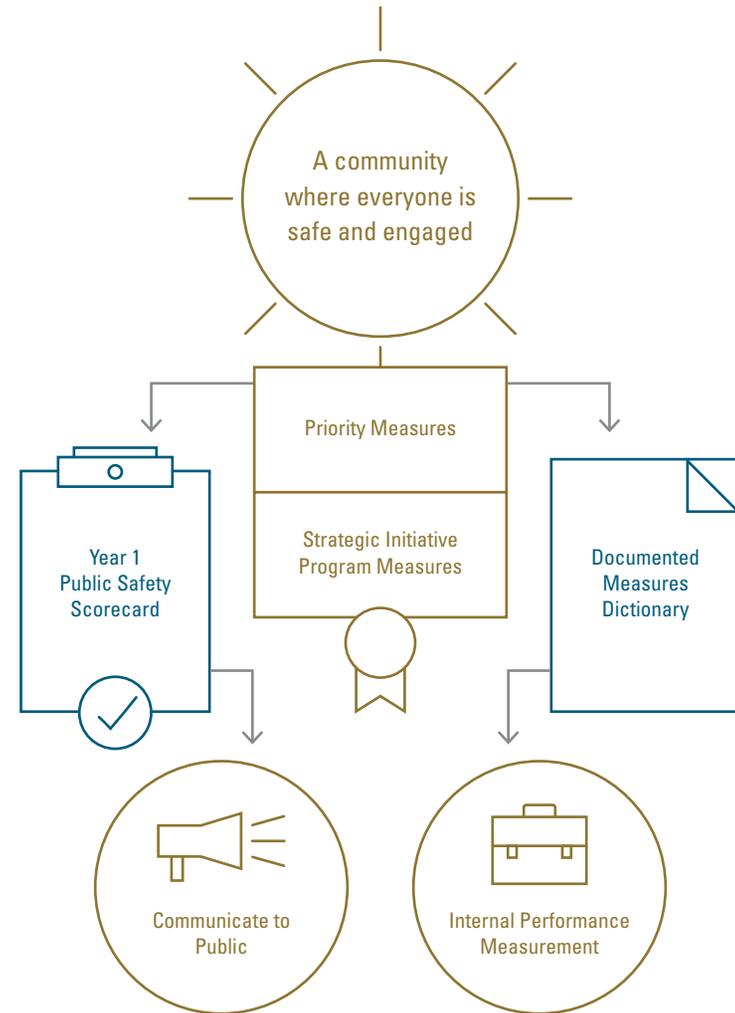


Figure 1. Performance Measurement Framework

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.

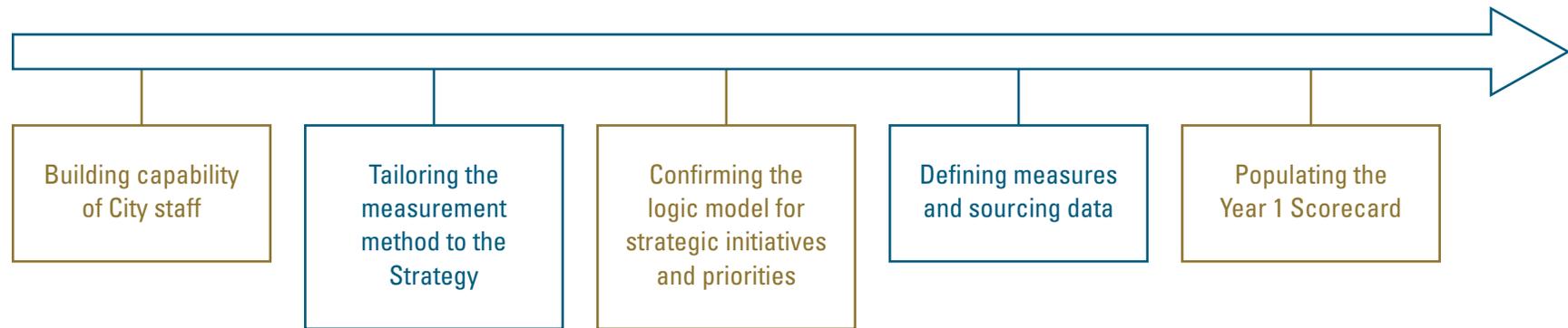


Figure 2. Processes to Build the Framework

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

PRIORITY: PREVENT AND REDUCE CRIME

PRIORITY OBJECTIVE

To prevent offenders and youth from engaging in criminal activities and to empower populations who are at risk to better protect themselves from becoming victims of crime.

TARGET GROUP(S)

Populations at-risk of being victims of crime (seniors, neighbourhoods and other community members) as well as offenders and youth populations at-risk of becoming offenders.

STRATEGIC INITIATIVES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
<p>Initiatives targeting populations at-risk of being victims of crime (seniors, neighbourhoods and other community members):</p> <ul style="list-style-type: none"> • Age Friendly Strategy for Seniors • Cyber Security Outreach Program • Block Watch <p>Initiatives targeting offenders and populations at-risk of becoming offenders:</p> <ul style="list-style-type: none"> • Code Blue / Mini Blue • Clayton Heights Activity Team • Gang Exiting and Outreach Pilot • Mayors Action Plan • Substance Use Awareness Team • WRAP around program • Yo Bro Yo Girl Initiative 	<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"> Seniors Connector – community resource. Senior Friendly streets – accessible bus shelters, Sidewalk realignment & let downs Collaboration with Partners Better at Home <p>Engagement with seniors:</p> <ul style="list-style-type: none"> Isolated Seniors – Friendly Visitor program – Senior's Come share Mobile outreach in seniors communities <p>Communication and promotion:</p> <ul style="list-style-type: none"> Annual Seniors Conference Transportation Seminars Focus on Seniors Forms about Housing – rental, ownership & transition 	<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 & 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 & 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 & 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"> • After school fitness/mentor training program delivered on a drop in basis • Led by RCMP officer and designed to resemble officer exercise programs <p>Mini Blue:</p> <ul style="list-style-type: none"> • Fitness/mentor training program delivered during school hours • Led by RCMP officer and designed with teaching/discussion modules 	<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
Deliver gang-prevention and exercise programs in Surrey high schools, alternate programs, and community centres Deliver Know means NO programs in current high schools served by YBYG Training Program Assistants and Youth Leaders New Pilot in elementary schools Community and/or parent forums Age-appropriate presentations for Grade 5, 6, & 7 in feeder schools	Surrey schools invite Yo Bro Yo Girl program delivery into their school Know means No and other exercise, self-defence and skills programs delivered in high schools Program assistants and Youth Leaders receive training New pilots undertaken in elementary schools Community and parents receive information via presentations and in forums to help support Surrey youth	Build confidence and pro-social connections among participants Leadership skills for youth leaders Improve parent awareness of risks and prevention techniques for youth to avoid negative activities	Build positive developmental assets for youth in program Youth leaders remain involved and mentor peers Build positive social norms for those involved in program Expand reach of programs to additional schools Reduction in truancy	Youth improve long term resiliency and maintain pro-social connections and activities beyond program participation Reduce number of youth dropping out of school

PRIORITY: BUILD COMMUNITY CAPACITY

PRIORITY OBJECTIVE

To create a more engaged and resilient community by providing opportunities to engage, empowering community-members to learn new skills and lead others, and fostering positive relationships with families, children, and youth.

TARGET GROUP(S)

Community members, families, children, and youth.

STRATEGIC INITIATIVES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
<p>Initiatives targeting community members:</p> <ul style="list-style-type: none"> • HomeSafe • Surrey Emergency Program • Community Enhancement • Volunteerism: Building Community • Diversity Outreach Program <p>Initiatives targeting families, children, and youth:</p> <ul style="list-style-type: none"> • Early Years Programming (United Way Avenues of Change – Guildford West) • Critical Hours (MYzone) • Girls Got Game • Surrey Libraries Information Access and Literacy Support • Youth Mentorship Program 	<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 & skill development</p> <p>Engage families in Town Centre & 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 & 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 & 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 & 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"> children's teen newcomer digital training <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"> New program evaluation tool available for staff Increased numbers of programs being evaluated by participants Impact stories are recorded and communicated <p>Activity 2:</p> <ul style="list-style-type: none"> Outreach programs are delivered, including return visits after presentations Access cards are distributed to vulnerable residents are these are used by these target groups to check out resources or gain access to the internet 	<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 & 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 & 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"> • Business Safety Surveys • Community Safety Support • Distressed Properties Response Program • Project IRIS <p>Initiatives focused on safer roads:</p> <ul style="list-style-type: none"> • Road Safety Education and Awareness • Safe and Active Schools Program • Data Driven Approaches to Crime and Traffic Safety (DDACTS) 	<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 & 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"> • Decreased red-light violations • Reduced speeding • Reduced distracted driving • Reduced impaired driving • Increased seatbelt use <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"> • Fewer “order to remedy” notices issued • Fewer instances of calls for service, nuisance calls and life-safety calls within high risk locations 	<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"> • 85% of housing stock in Surrey is kept in a stable state • Reduced fire rate • Reduced fire injury and death rate • Fewer bylaw tickets issued • Fewer fire code violations

Project IRIS

PROGRAM OBJECTIVE

To improve the speed and efficiency of finding potential video evidence for criminal investigation.

TARGET GROUP(S)

Owners of businesses or residences that have cameras that record footage, and are willing to register their location on a secure database

ACTIVITIES	OUTPUTS	OUTCOMES		
		SHORT-TERM	INTERMEDIATE	LONG-TERM
<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"> • Speed Watch • Cell Watch • Speed Reader Boards <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 & 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



SAFE

Surrey Anti-Gang Family Empowerment Program

SUPPORTED BY:



Public Safety
Canada

Sécurité publique
Canada

Canada 

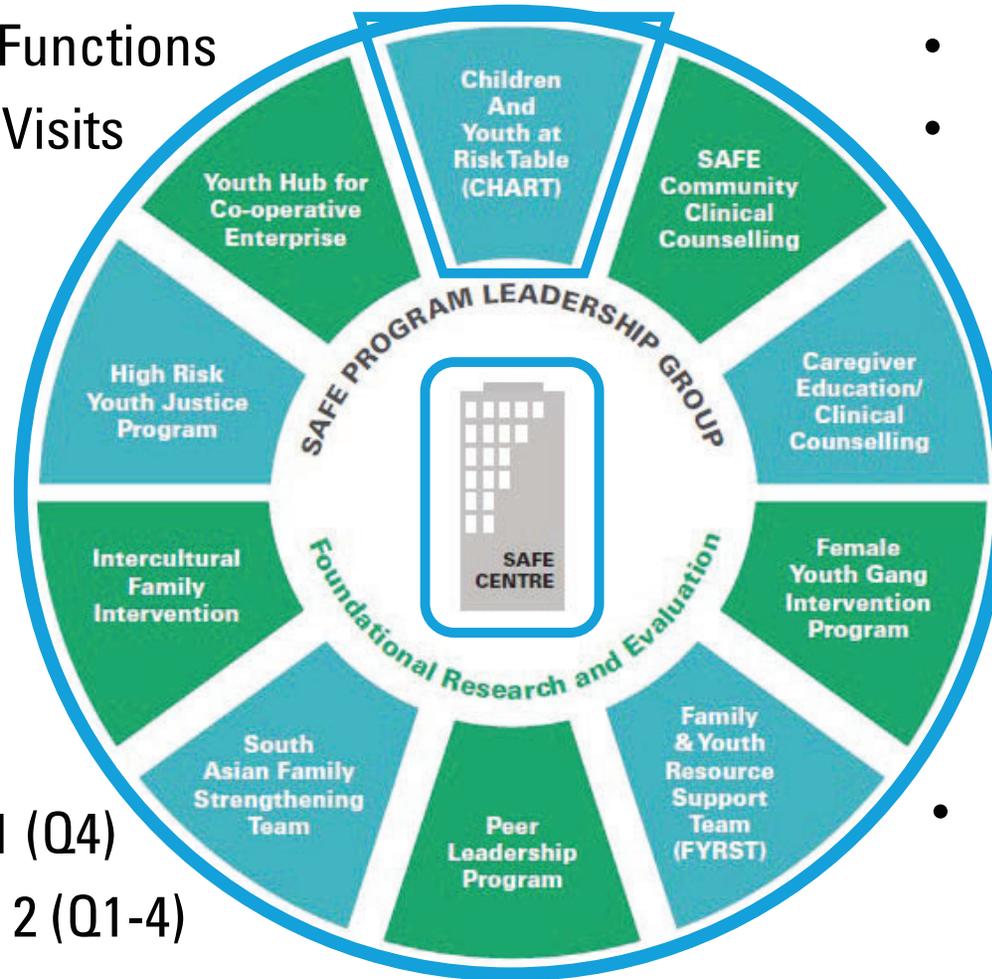
IN PARTNERSHIP WITH:



CITY OF SURREY — PRC — Community Safety



- **159** Collaboration Functions
- **2015** Professional Visits
- Hired Evaluator



- **47** Meetings | **180** Cases
- Dashboard Implemented

- **158** clients | Year 1 (Q4)
- **1357** clients | Year 2 (Q1-4)

- **2** conferences | **~500** professionals from Canada | USA | Australia

SAFE Highlights Up To March 31, 2020

SAFE

Surrey Anti-Gang
Family Empowerment
Program



Children & Youth At-Risk Table (CHART)

COMMUNITY SAFETY - CHART ACTIVITY UPDATE

198

Cases

28

Cases with Siblings

126

Male Cases

71

Female Cases

14

Average Age

108

Closed Cases

21

Avg Risk Factor

4

Min-RiskFactors

46

Max-RiskFactors

Year

- 2019
- 2020

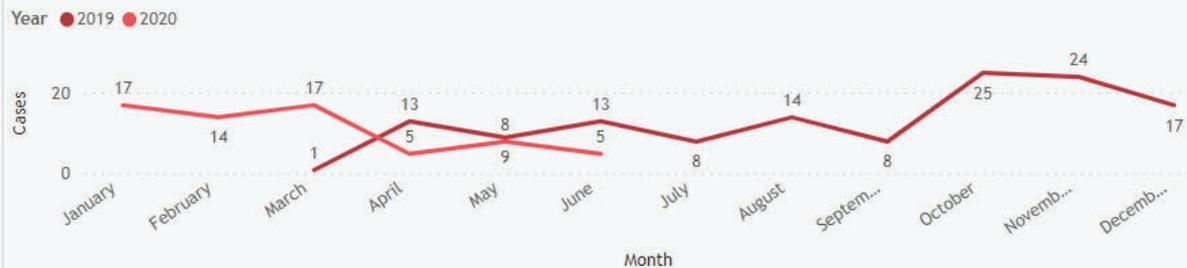
Agency

- Alex House
- CFSEU
- City of Surrey
- DIVERSEcity
- FRAFCA
- MCFD
- Options
- PCRS
- PICS
- RCMP FYRST
- SD36
- SD36-Wrap
- SFU

Supporting Agencies

All

Cases by Month and Year



Reasons for Closure

Connected to Services

59

Declined Services

26

Single agency mandate

10

Moved Outside of Surrey

8

Incapacitated/ Injured

2

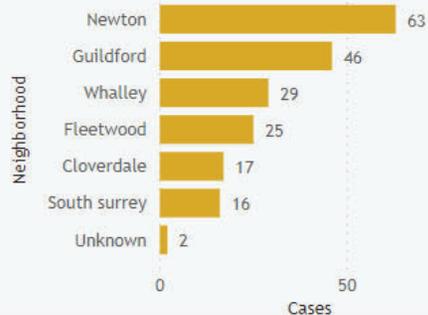
Unable to Locate

2

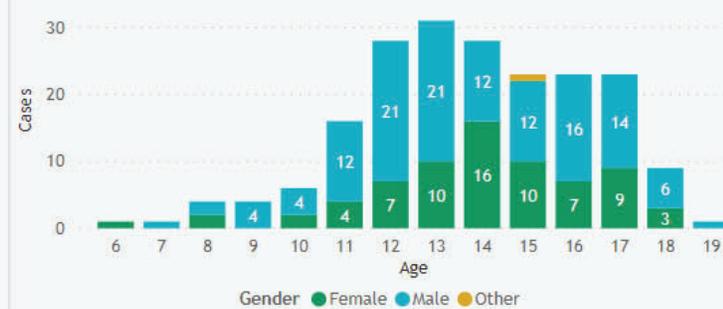
Unknown (Duplicate case)

1

Cases by Neighborhood



Cases by Age



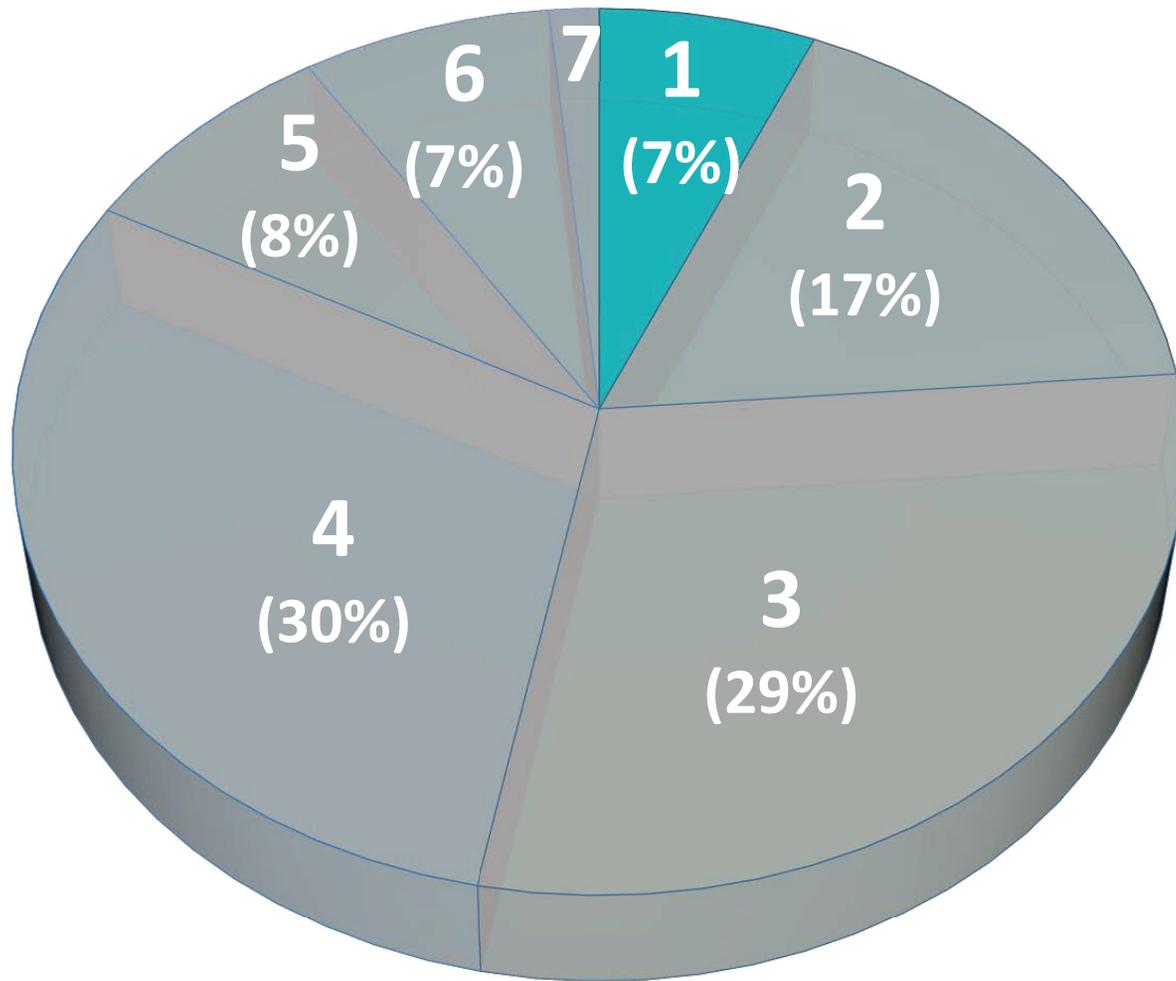


CHART Partners Per Case

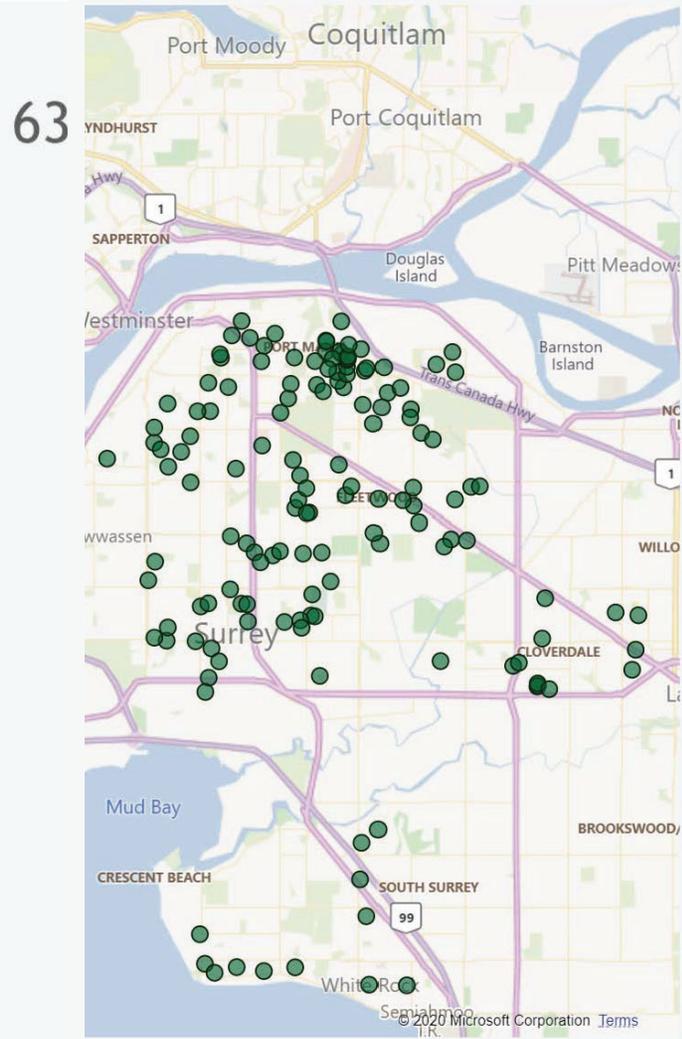
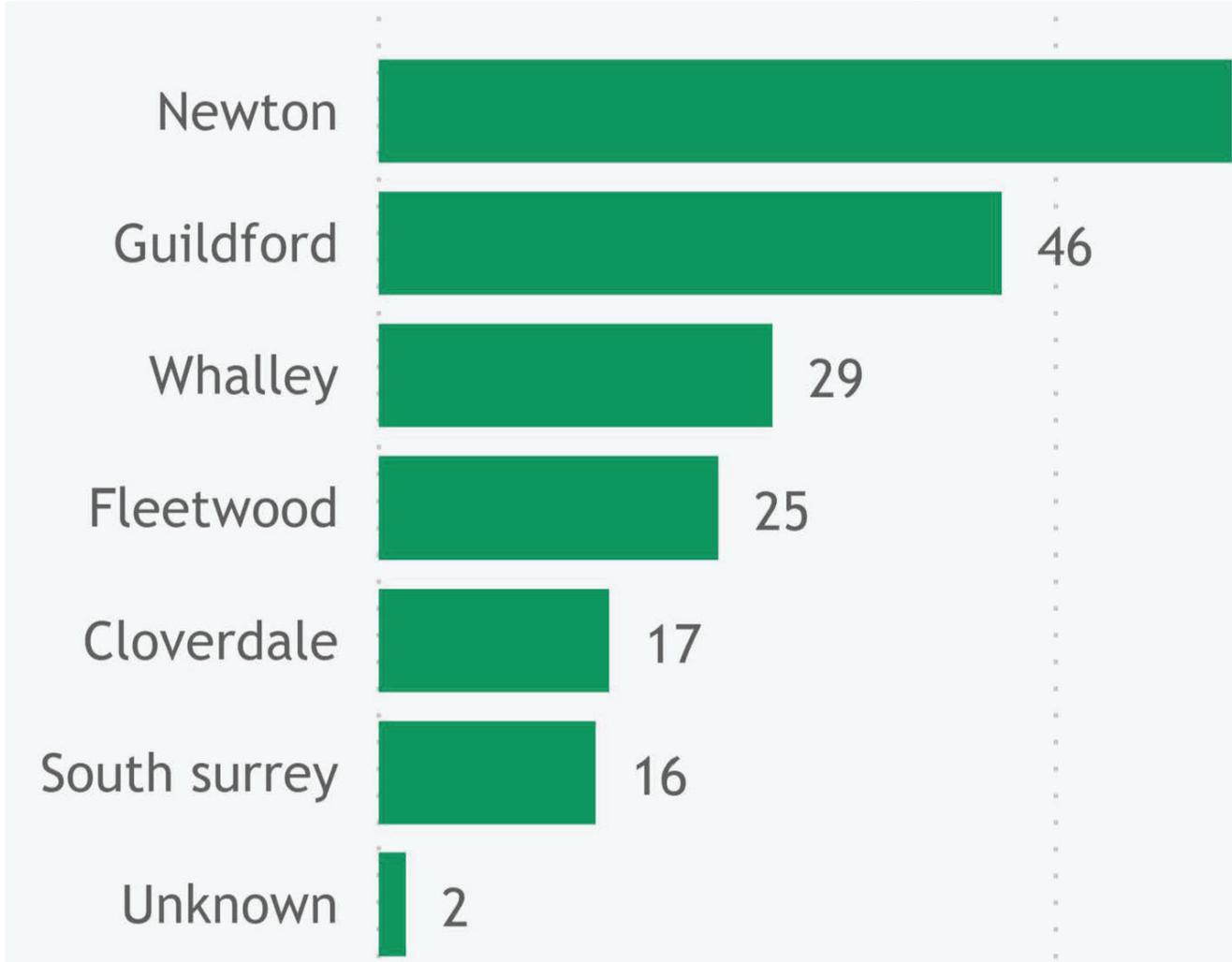
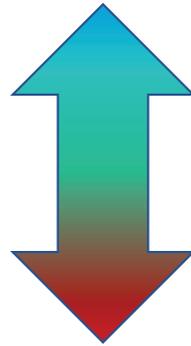


CHART Cases by Neighbourhood

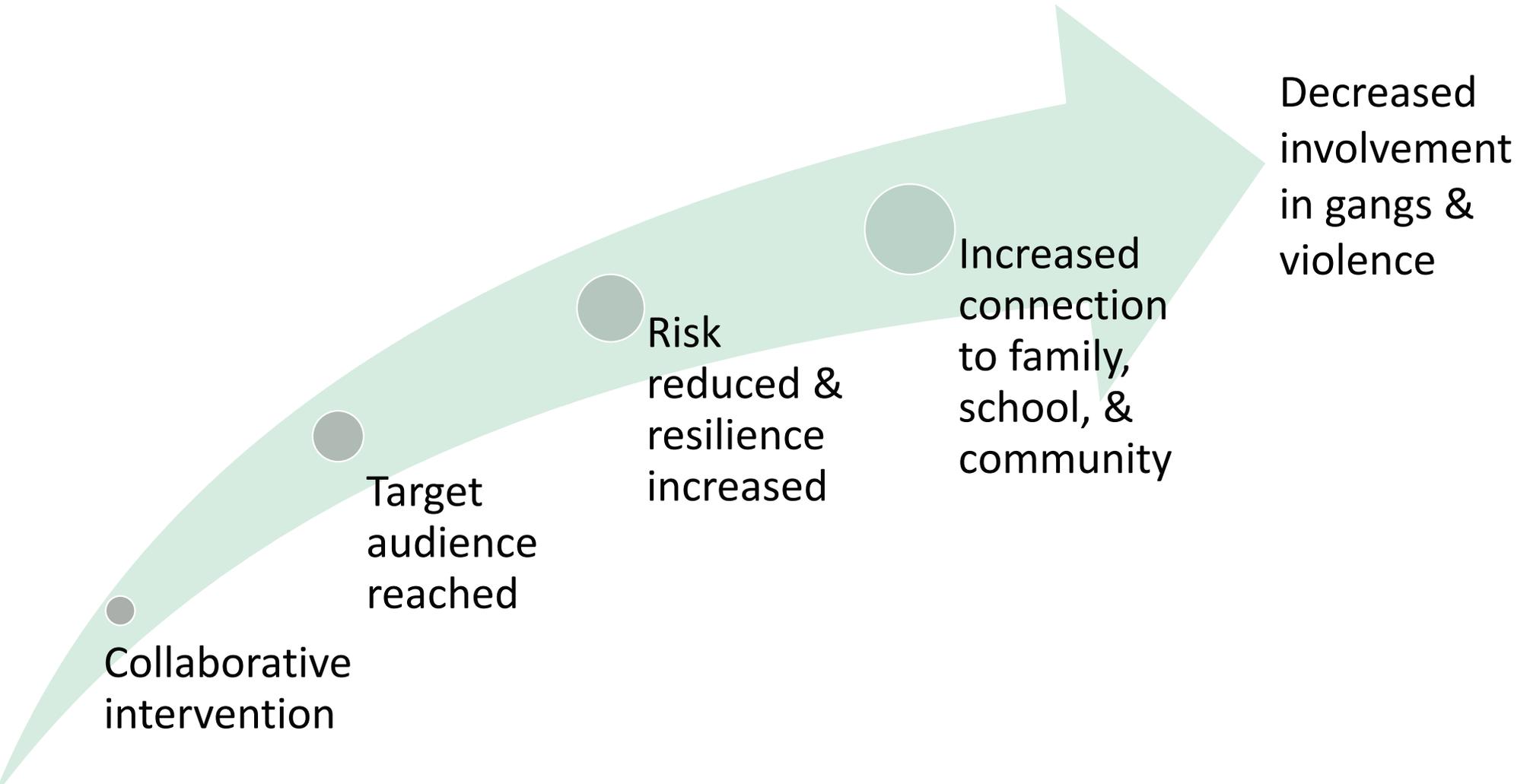
CHART

**Children & Youth
At-Risk Table**

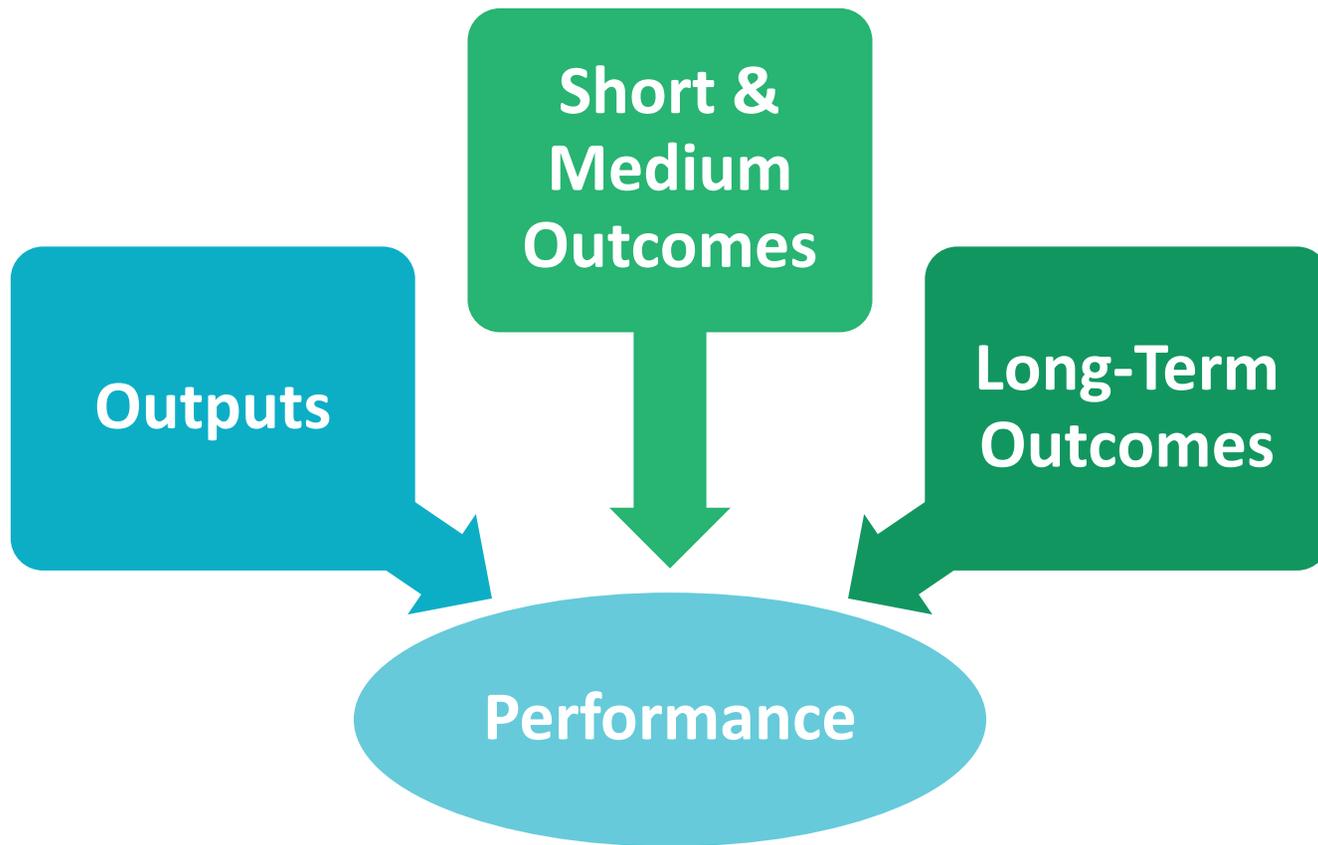


SMART

**Surrey Mobilization
& Resiliency Table**



Theory of Change



SAFE Measurement

Correct Approach to Service

- 66% have been victimized
 - 23% possess weapons
- Trauma-informed approach



\$115,000
per year to
incarcerate

4,000
vulnerable
for gangs

400
potential for
incarceration

OFFICE OF THE PARLIAMENTARY BUDGET OFFICER
BUREAU OF THE PARLIAMENTARY BUDGET

$$400 \times \$115,000 = \$46M$$

Average **5,587**

Potential Quantitative Savings



Qualitative Savings

COME, LET'S TALK

CHALO BAAT KAREIN



New Proactive Initiatives



TECHNATION^{CA}



SIMON FRASER
UNIVERSITY



Pacific Community
Resources Society



Complementary Research



← Engage

Empower →



“E2”

#SAFERTOGETHER

A Presentation Series

SAFE
Program

CHART

Community
Safety

Empower

SAFE

The Surrey Anti-Gang
Family Empowerment Program



surrey.ca/safe



communitysafety@surrey.ca



236-598-3016

REGULAR

REPORT DATE: September 10, 2020
BOARD MEETING DATE: September 15, 2020
BOARD REPORT # 2020-R006

TO: Surrey Police Board

FROM: General Manager, Policing Transition
General Manager, Finance
General Manager, Corporate Services

FILE: 7400-01

SUBJECT: Surrey Policing Transition – Interim Financial Procedures

RECOMMENDATION

The General Manager, Policing Transition, General Manager, Finance and General Manager, Corporate Services recommend that the Board:

- A. endorse the Chair, or a delegate, to sign a Memorandum of Understanding, substantially in the form attached as Appendix III, with the City of Surrey (the City) to agree to the terms by which the 2020 budget and 2021 provisional budget for policing operations will be adopted and expenditures managed, consistent with the Board and the municipality's obligations under the *BC Police Act* [RSBC 1996] (the *Police Act*).
- B. authorize the following interim expenditure limits until such time as a delegation and/or signing authority policy has been approved by the Board:
 - a. For expenditures up to \$100,000: the Executive Director is authorized to incur expenditures up to \$100,000 which are part of the approved budgets, and that the Executive Director enter into the resulting contracts on behalf of the Board; and
 - b. For expenditures over \$100,000: the Chair of the Finance Committee or their delegate is authorized to incur expenditures over \$100,000 which are part of the approved 2020 and 2021 policing transition budgets, and that the Chair of the Finance Committee or their delegate enter into the resulting contracts on behalf of the Board.

PURPOSE

This report outlines a series of interim financial procedures, including a Memorandum of Understanding (MOU), for adoption and management of the 2020 and 2021 budgets as well as a proposed delegation of authority for expenditures, that will assist the Board and the City to meet their respective obligations under the *Police Act*.

BACKGROUND

A corresponding City of Surrey Corporate Report has also been prepared and forwarded to Council for the September 14, 2020 Council meeting.

The motion of City Council on November 5, 2018 to establish an independent municipal police service has unique implications for several budget years during the 'transition' phase while the Surrey Police Service (SPS) is being operationalized and contract policing by the RCMP is proportionately reduced.

Since the 2018 motion of City Council, the City has managed separate budgets for the RCMP contract, civilian support services and the policing transition team. In 2019, City Council approved the 2020-2024 Financial Plan for all of the above elements to continue, as well as one-time transition costs related to the establishment of the SPS (Appendix I).

The Provincial Municipal Policing Transition Study Committee (PMPTSC), chaired by the Honourable Wally Oppal in 2019, recommended a phased Integrated Transition Model and the establishment of a multi-party committee to manage specific aspects of the transition from a contract policing model to an independent municipal police service. To address this, on September 4, 2020, a tri-lateral committee (the committee) held a kick-off meeting. The committee has senior representatives from Public Safety Canada, the Ministry of Public Safety and the Solicitor General and the City of Surrey. A working group to support the committee will also be established. The committee is now working to confirm the Terms of Reference and a workplan. The committee will develop and promote an Integrated Transition Model. As a result, a budget model which incrementally scales the funding for the RCMP contract and SPS operations is required for 2021.

Effective July 6, 2020 when the Board became an independent entity established by the Province of BC, it acquired responsibilities and obligations under the *Police Act*, including for budgeting and financial management (Appendix II).

Both the Board and the municipality have specific and distinct obligations for financial matters under the *Police Act*.

- Section 15 of the *Police Act* imposes the obligation on the municipality to fund policing and law enforcement in the city, which includes providing funds for sufficient number of personnel and adequate accommodations, equipment and supplies.
- Section 27(1) of the *Police Act* states that, "*on or before November 30 in each year, a municipal police board must prepare and submit to the council for its approval a provisional budget for the following year to provide policing and law enforcement in the municipality*".

In 2020, funds to support the establishment of the SPS have been managed by the City within the budget for policing approved in the City's 2020-2024 Financial Plan. Further, costs related to the contracted policing model (by which the Province provides policing services through the RCMP) are the responsibility of the municipality and are governed by the Municipal Police Unit Agreement (MPUA).

As the Board begins the complex task of creating the SPS and during the early parts of the transition phase, the Board will not have the personnel and other resources in place to independently develop a provisional budget within the timelines prescribed by Section 27 of the *Police Act*. Therefore, there is a need to recognize the unique nature of this transition phase and advance a financial model

and build a relationship that recognize and preserve the separate and distinct roles of the Board and the municipality while addressing the practical need for collaboration and interdependence.

DISCUSSION

Interim Financial Procedures - Memorandum of Understanding

In 2020, the City has managed the expenditures related to policing within the City's 2020 budget approved by City Council. It has incorporated four financial components of these expenditures (RCMP contract, civilian support staff, establishment of the SPS, and one-time costs) into a unified budget. It is recommended that the Board adopt the approved components of the City's 2020 budget applicable to the Board's/SPS' costs as the Board's budget for the remainder of 2020. To ensure seamless policing and recognizing the interdependencies between the RCMP contract costs and SPS establishment costs (based on the pace of SPS implementation), it is proposed that this unified budget approach continue in 2021. This can be achieved by the Board adopting the proposed amounts set out in the City's 2020-2024 Financial Plan for 2021 as the Board's 2021 provisional budget, with the understanding that the Board and the City will continue to work cooperatively to implement cost control measures and to refine the 2021 budget as more information becomes available and there is greater certainty with respect to project progress, including shifting allocations based on impacts of increases and decreases to deployment of SPS and RCMP personnel, respectively. The City will be working on its 2021 – 2025 Financial Plan in early fall and will present this to Council for review as part of the annual budget cycle.

The attached MOU effects the adoption of the budgets by the Board for the remainder of 2020 and for 2021 and provides a mechanism for continuous expenditure management throughout the transition phase to ensure costs are maintained within the budgeted amounts.

The MOU further provides the Board access to all supporting documents used to prepare the budgets and provides for the municipality to continue to provide ongoing support to the Board to implement and manage the approved budgets.

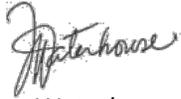
Interim Delegation of Authority

In 2020, the City has budgeted for several services that the Board and SPS require and, to date, has procured services and authorized the resulting expenditures in accordance with City policies.

To enable the Board to immediately procure services and incur expenses, it is recommended that authority to incur expenditures up to \$100,000 be delegated to the Executive Director, who is currently the sole employee of the Board. It is further recommended that authority to incur expenditures that are over \$100,000 be delegated to the Chair of the Finance Committee of the Board or their delegate. The above recommendations will ensure the Board have oversight over expenditures. Upon hiring of a Chief Constable, replacement or supplemental delegations of authority will be required to empower the Chief Constable.

CONCLUSION

The Board and the municipality have distinct obligations under the *Police Act*, and given the scope of work to create the SPS and the prescriptive timelines in the *Police Act*, it is necessary to agree to interim financial procedures by which the Board and the City can fulfil their legal obligations while managing existing financial commitments.



Terry Waterhouse
General Manager, Policing Transition



Kam Grewal
General Manager, Finance



Robert Costanzo
General Manager, Corporate Services

- Appendix I City Council Approved 2020-2024 Financial Plan – Policing Budget
- Appendix II Excerpt of Section 27 *BC Police Act* [RSBC 1996]
- Appendix III Draft Financial Responsibility Memorandum of Understanding

Appendix I

City Council Approved 2020-2024 Financial Plan – Policing Budget

Policing budget (millions)

	2020 - 2024 Financial Plan					TOTAL
	2020	2021	2022	2023	2024	
Policing - RCMP Contract	141.9	35.6				177.5
Policing - Surrey Police operating, including civilian support services	24.2	153.1	199.4	203.4	209.4	789.5
Office of Policing Transition	0.8	0.8	-	-	-	1.6
Operating Investments in Policing	166.9	189.5	199.4	203.4	209.4	968.6
One-Time Transition Costs	25.2	19.6	0.4			45.2
TOTAL	192.1	209.1	199.8	203.4	209.4	1,013.8

Excerpt of Section 27, *BC Police Act* [RSBC 1996]

Estimates and expenditures

- 27** (1) On or before November 30 in each year, a municipal police board must prepare and submit to the council for its approval a provisional budget for the following year to provide policing and law enforcement in the municipality.
- (1.1) If a municipality has entered into an agreement referred to in section 66.2 (1.1) (b) with a treaty first nation, or an agreement referred to in section 66.2 (1.11) (b) with the Nisga'a Nation, for the duration of the agreement, the reference in subsection (1) of this section to "municipality" must be read as including the treaty lands of the treaty first nation or Nisga'a Lands, as applicable.
- (1.2) If a municipality is a specialized service provider, the reference in subsection (1) to "municipality" must be read as including areas within the specialized service area that are outside the municipality.
- (2) Any changes to the provisional budget under subsection (1) must be submitted to council on or before March 1 of the year to which the provisional budget relates.
- (3) If a council does not approve an item in the budget, the director, on application by the council or the municipal police board, must
- (a) determine whether the item or amount should be included in the budget, and
 - (b) report the director's findings to the municipal police board, the council and the minister.
- (4) Subject to subsection (3), a council must include in its budget the costs in the provisional budget prepared by the municipal police board.
- (5) On certification by the municipal police board members that an expenditure is within the budget prepared by the municipal police board, the council must pay the amount of the expenditure.
- (6) Unless the council otherwise approves, a municipal police board must not make an expenditure, or enter an agreement to make an expenditure, that is not specified in the board's budget and approved by the council.

Appendix III

FINANCIAL RESPONSIBILITY MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING (“MOU”), made effective as of _____, 2020

BETWEEN:

CITY OF SURREY, 13450 104th Avenue, Surrey, BC V3T 1V8 (the “City”)

AND:

SURREY POLICE BOARD, 13450 104th Avenue, Surrey, BC V3T 1V8 (the “Police Board”)

WHEREAS:

A. The City, in preparation for the establishment of the Police Board, and to assist and support the Police Board in meeting its statutory obligations, including the creation of a municipal police department, has undertaken preliminary work, including financial modelling, forecasting, budget creation and budget approval.

B. The parties enter into this Memorandum of Understanding for:

1. the Police Board to adopt, as its budget allocation, the amounts which have been approved by the council of the City (“City Council”) as part of the City’s 2020 – 2024 Financial Plan;
2. the parties to establish a framework to collaboratively refine cost allocations and budget details to recognize changing circumstances and their financial impacts for 2021; and
3. the parties to manage policing expenditures within budgeted amounts based on the evolving allocation of police personnel between Surrey Police Service (SPS) and the Royal Canadian Mounted Police (RCMP) until the SPS is fully operational.

NOW THEREFORE in consideration of the sum of \$1.00 and other good and valuable consideration (the receipt and sufficiency of which is hereby acknowledged), the parties hereby covenant and agree as follows:

1. *Budget Adoption*

- (a) The Police Board hereby adopts, at its budget allocation for the balance of 2020 and for 2021, the amounts which have been approved by City Council as part of the City’s 2020 – 2024 Financial Plan, as shown in Schedule A (*Approved Budgets*) to the extent of, and with respect to, the expenditures necessary for and applicable to the role, responsibility and authority of the Police Board pursuant to the *Police Act* (the “**Approved Budgets**”); and
- (b) The Police Board and the City agree the Approved Budgets are, for the purposes of the *Police Act*, the Police Board’s budget for 2020, and the Police Board’s provisional budget for 2021 to the extent of, and with respect to, the expenditures necessary for and applicable to the role, responsibility and authority of the Police Board pursuant to the *Police Act*, despite the Approved Budgets not having been prepared by the Police Board and, with respect to 2021, subject to ongoing adjustment and refinement pursuant to section 3 (*2021 Provisional Budget*);.

2. *Effect of Budget Adoption* – The parties acknowledge and agree:
- (a) subject to section 3 (*2021 Provisional Budget*), section 4 (*Expenditure Management*) and section 6 (*Ongoing Advice and Support*), the Police Board may make any expenditure, and enter into any agreement to make an expenditure, included in the Approved Budgets without requiring further approval from City Council;
 - (b) nothing herein contained will limit City Council’s authority to approve changes to the Approved Budgets, or approve additional expenditures; and
 - (c) The City remains, at all times, responsible for the costs associated with the contracted policing services provided by the RCMP, an estimate of which costs have been included in Schedule A (*Approved Budgets*) based on original projections of the timing and scope of deployment of SPS personnel, and which costs will increase, and result in a corresponding decrease to projected SPS deployment costs, based on the impact of changes to the transition plan and schedule.

3. *2021 Provisional Budget* – Recognizing:
- (a) the preliminary, preparatory and continuing work undertaken by the City to establish a municipal police department and to support, assist and advance the mandate of the Police Board until the Police Board is fully operational (which work includes financial modelling, budget drafting and resource allocation); and
 - (b) the limited time and resources available to the Police Board given its recent establishment;
 - (c) the obligation of the Police Board to have financial oversight to meet its statutory obligations; and
 - (d) the mandatory requirement for the Police Board to create and submit its 2021 provisional budget to City Council for approval by November 31, 2020;

the parties agree to work together on an ongoing basis to detail the cost components, expenditures and line items used to inform, and applicable to, the 2021 Approved Budget, and to effectively manage that Approved Budget and the expenditures thereunder, utilizing City staff, resources and data.

4. *Expenditure Management* – The parties acknowledge the Approved Budgets incorporate consolidated policing costs (RCMP contract, civilian support staff, establishment of the SPS, and one-time transition costs), which have been forecast by, among other things, incrementally scaling RCMP contract costs and SPS costs until SPS is fully operational and by applying infrastructure and other costs as per the Surrey Policing Transition Plan dated May 2019. Since the precise budget details and exact timing and transitional impacts are not currently fully determinable and are dependent on the pace of implementation, making it unrealistic for the City to separate out Police Board/SPS costs with certainty, the parties agree to collaborate on budget management to balance and adjust the allocations across all budget line items as required, and implement appropriate cost control measures, to ensure consolidated policing costs for the City are maintained within the Approved Budgets, unless otherwise approved by the City in accordance with the *Police Act*.
5. *Use of and Access to Budget Records* - The City shall share with the Police Board, as and when requested, the applicable data, inputs and other information and records owned, used or applied by the City to create the Approved Budgets and/or to support the assumptions made in the Approved Budgets (collectively, the “**Supporting Documents**”). Each party is entitled to use the Supporting Documents to the extent, and in the manner, required by such party to meet its statutory obligations and organizational purposes.

6. *Ongoing Advice and Support* – The City agrees to provide ongoing support and assistance to the Police Board as necessary to enable the Police Board to implement and manage the Approved Budgets and to interpret the Supporting Documents.
7. *Confidentiality* –The parties acknowledge the Supporting Documents contain or may contain policy advice and recommendations, public body confidences, legal advice, business, technical or other proprietary and confidential information. Each party agrees to maintain the confidentiality of the Supporting Documents and to provide sufficient notice to the other party if a request is made for third party disclosure of any of the Supporting Documents to enable the other party to restrict access to, or disclosure of the affected records to the extent permissible by law.
8. *FOIPPA* – The parties acknowledge they are both subject to the *Freedom of Information and Protection of Privacy Act (“FOIPPA”)* and this MOU and the documents shared hereunder may be subject to disclosure under FOIPPA.
9. *Further Assurances.* The parties will execute and deliver such further transfers, instruments, agreements and other documents to do such further acts and things as may be necessary or desirable to give effect to the terms and conditions of this MOU.
10. *Counterparts* – This MOU may be executed electronically and in counterparts, all of which taken together will constitute one single agreement.

IN WITNESS WHEREOF the parties hereto have executed this MOU as of the date first above written.

CITY OF SURREY

SURREY POLICE BOARD

Name:
Title:

Name:
Title:

**SCHEDULE A
APPROVED BUDGETS**

City Council Approved 2020-2024 Financial Plan – Policing Budget

Policing budget (millions)

	2020 - 2024 Financial Plan					
	2020	2021	2022	2023	2024	TOTAL
Policing - RCMP Contract	141.9	35.6				177.5
Policing - Surrey Police operating, including civilian support services	24.2	153.1	199.4	203.4	209.4	789.5
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Operating Investments in Policing	166.9	189.5	199.4	203.4	209.4	968.6
One-Time Transition Costs	25.2	19.6	0.4			45.2
TOTAL	192.1	209.1	199.8	203.4	209.4	1,013.8

REGULAR**REPORT DATE:** September 10, 2020**BOARD MEETING DATE:** September 15, 2020**BOARD REPORT #** 2020-R007**TO:** Surrey Police Board**FROM:** Executive Director, Surrey Police Board**FILE:** 60550-20-02**SUBJECT:** Procedural Change – Approval of Delegations**RECOMMENDATION**

The Executive Director recommends that the Board endorse a procedural change related to approval of delegations.

PURPOSE

This report provides an explanation of how the Board may wish to accept delegations at official Board meetings.

BACKGROUND

In the working draft of the Surrey Police Board Manual (the Manual), “a Delegate that wishes to address the Board at an open session of a Board meeting may do so by making a written request to the Executive Director at least seven days in advance of the Board meeting, specifying the topic on which the Delegate wishes to speak.”

DISCUSSION

A Delegate may address the Board at an open session of a Board meeting (time permitting) on any topic that meets the following criteria:

1. Relates to SPS police services or policies.
2. Affects a segment of the community, as opposed to a single individual.
3. Relates to a strategy of policing, as opposed to a single action by one or more officers.
4. Relates to the Board’s oversight mandate, as opposed to day-to-day police operations.

Delegates may not address the Board with a substantial repeat of information presented by the Delegate to the Board within the previous six months. The Executive Director keeps track of such matters and if appropriate, refers the Delegate to the appropriate oversight body.

Recognizing that the Board may want to consider delegation requests in its official capacity, it is recommended that the language in the Manual be changed to reflect that:

“a Delegate that wishes to address the Board at an open session of a Board meeting may do so by making a written request to the Executive Director specifying the topic on which the Delegate wishes to speak. The Board will consider the request at the next Board meeting and the Executive Director will advise the applicant of the Board’s official decision.”

CONCLUSION

The working draft of the Manual will be updated to reflect the Board’s wishes on this matter.

A handwritten signature in cursive script, appearing to read "Melissa Granum".

Melissa Granum
Executive Director

REGULAR**REPORT DATE:** September 10, 2020**BOARD MEETING DATE:** September 15, 2020**BOARD REPORT #** 2020-R008**TO:** Surrey Police Board**FROM:** Executive Director, Surrey Police Board**FILE:** 60550-20-02**SUBJECT:** Freedom of Information Overview – Surrey Police Board**RECOMMENDATION**

The Executive Director recommends that the Board receive this report for information.

PURPOSE

This report provides an overview of the ownership of records for the purposes of the *Freedom of Information and Protection of Privacy Act* (FOIPPA).

BACKGROUND

Consistent with its obligations under FOIPPA, all associated City of Surrey (City) records are currently under the custody and control of the City. When the Police Board became operational on July 6, 2020 through Provincial Order-in-Council, it began operating as a separate and distinct entity from that of the City. Subsequently created records will thus be maintained separately. When a Chief Constable is hired, the Surrey Police Service (SPS) will also be separate and distinct and have its own obligations under FOIPPA.

DISCUSSION

The City, the Board and SPS, each have responsibilities and compliance requirements under FOIPPA for records management and disclosure, upon request. The City has a well-established process to manage requests for information under FOIPPA and will continue to do so for records that relate to the City's role in the project and records existing prior to the creation of the Police Board.

Transparency and accountability are important principles for the Board, the City and the SPS. Demonstrating that these principles are carried out through policies and practices builds public trust and confidence in the SPS. Ensuring that there are robust systems in place to collect, manage, store and disclose records, both proactively and in response to freedom of information (FOI) requests, is a priority for the SPS.

Public bodies subject to FOIPPA designate a "Head", which is the person authorized to lead the public body. The Head is responsible for compliance with FOIPPA obligations and may delegate their authority to another individual to coordinate FOIPPA activities, subject to section 66(1), to enable effective day-to-day management of FOI requests and records disclosures.

For purposes of FOIPPA, the Board Chair is “Head” for all information requests for records that directly concern or relate to the Board, Board matters or Board members. With delegated authority by the Chair, the Executive Director will coordinate FOIPPA activities as per legislative requirements.

Further details on the specific roles, responsibilities and process related to FOIPPA are outlined in the working draft Police Board Governance Manual. Until such time as a Freedom of Information Committee is formed, the Board as a whole will be consulted prior to release of records.

The Chief Constable, by virtue of their position is the Head for information requests related to the SPS. At a later date, the Chief Constable will also designate a FOIPPA Coordinator.

A corresponding City of Surrey Corporate Report has also been prepared and forwarded to Council for the September 14, 2020 Council meeting.

CONCLUSION

This report provides an overview of how FOI requests will be managed by the Board and the SPS to ensure transparency and accountability for citizens.

A handwritten signature in cursive script, appearing to read "Melissa Granum".

Melissa Granum
Executive Director

REGULAR

REPORT DATE: September 9, 2020

BOARD MEETING DATE: September 15, 2020

BOARD REPORT # 2020-R009

TO: Surrey Police Board

FROM: Executive Director, Surrey Police Board

FILE: 60550-20-02

SUBJECT: Association Memberships

RECOMMENDATION

The Executive Director recommends that

- A. the Board join the Canadian Association of Police Governance and the BC Association of Police Boards as a member organization; and
- B. The Board assign a member to represent Surrey Police Board on the BC Association of Police Board Executive.

PURPOSE

This report provides an overview of the role of the BC Association of Police Board (BCAPB) and the Canadian Association of Police Governance (CAPG) in police board training, as resources in governance best practices and as general resources to the Surrey Police Board.

DISCUSSION

BCAPB

The BCAPB represents 13 municipal independent police boards from throughout British Columbia. Participating boards include:

- Abbotsford
- Central Saanich
- Delta
- Nelson
- New Westminster
- Oak Bay
- Port Moody
- Saanich
- South Coast BC Transportation Authority
- Stl'atl'imx Tribal Police
- Vancouver
- Victoria Esquimalt
- West Vancouver

The BCAPB Executive has representatives from each police board and Surrey will assign a representative to the Executive. The key roles of the BCABP are to promote public understanding of police boards and their role in the community, and act as a liaison and advocate with senior levels of government on policing and public safety issues. And invitation of membership can be found in Appendix I.

The cost for the BCAPB membership will be prorated for 2020, for a total of \$275. Annual dues are \$875 (subject to change for 2021).

CAPG

The CAPG represents approximately 80% of municipal police service oversight bodies throughout Canada. Appendix II outlines the benefits of membership with CAPG including online learning portals and webinars, advocacy, and invitations to summits and conferences on various timely and topical issues regarding police services in Canada and internationally.

The CAPG will charge a marginal fee to the Surrey Police Board (\$312) for a starting annual membership, which will increase to \$4,000 per year once SPS comes to full strength.

CONCLUSION

Provincial and national Police Board associations are an excellent resource for the Board as it discharges its governance duties. Both the BCAPB and CAPB are worthwhile associations and mutual benefits would be realized by becoming a member organization.



Melissa Granum
Executive Director

- Appendix I BC Association of Police Boards - Invitation of Membership
- Appendix II Canadian Association of Police Governance – 2020-2021 Membership Benefits



VIA EMAIL

August 10, 2020

Mayor Doug McCallum
Chair, Surrey Police Board
13450 104 Avenue
Surrey, BC V3T 1V8

Dear Mayor McCallum:

Re: BC Association of Police Boards – Invitation of Membership

On behalf of the BC Association of Police Boards, I would like to extend an invitation of full membership to the Surrey Police Board.

The purposes of the BCAPB are to: 1) promote the public's understanding of police boards and their role in the community; 2) to develop, foster and guide police services in an informed and progressive manner for the benefit of our communities and our police services; 3) to develop and maintain the highest standards of professionalism and accountability on the part of police boards in British Columbia in the performance of their duties; and 4) to liaise with the Ministry of Public Safety and Solicitor General on policing issues.

Benefits of full membership include access to training, the annual BCAPB conference and AGM, the BCAPB website and CAPB privileges. With full membership, you will appoint an authorized representative from your police board and an alternate member to attend our BCAPB executive meetings. The Association Executive meets four times per year. In usual times, the January, May and September meetings are held in Delta (town hall) and the November meeting is held virtually.

The cost associated with membership will be prorated for the number of months that your board become full members (\$68.75 per month) for 2020 calendar year followed by an annual invoice at an amount to be determined at the next BCAPB Executive Meeting (2020 dues were \$825.00).

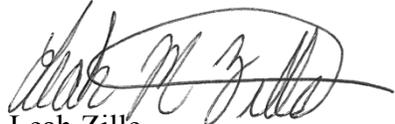
If you would like to proceed with membership, please send the name and contact info for your representative and alternate member to Veronica Bandet (BCAPB Executive Assistant) at

bcapbs@gmail.com. We will then send you an invoice for the membership dues for 2020. Our next meeting will be held on September 18 via Zoom and we would love for you to send your representative to this meeting.

If you require further information or have any questions I can be reached at 604-808-3809 or by email to bcapbs@gmail.com.

We look forward to welcoming the Surrey Police Board to our association.

Sincerely,

A handwritten signature in black ink, appearing to read "Leah Zille", written over a horizontal line.

Leah Zille
President, BCAPB

Canadian Association of Police Governance

2020 - 2021 Membership Benefits



What Members are saying about CAPG

CAPG is a strong, relevant national voice for civilian governance of policing. It works collaboratively and proactively with members and partners to enhance civilian governance of policing in Canada. The CAPG represents its members' views to the federal government, through members' resolutions and federal lobby days. It facilitates information exchange, education and advocacy for municipal police governing bodies and First Nations police governing authorities.

A significant recent CAPG initiative, for example, is the development of the CAPG First Nations Police Governance Council which should have an impact on the shaping of a new First Nations Policing Program in collaboration with Public Safety Canada.

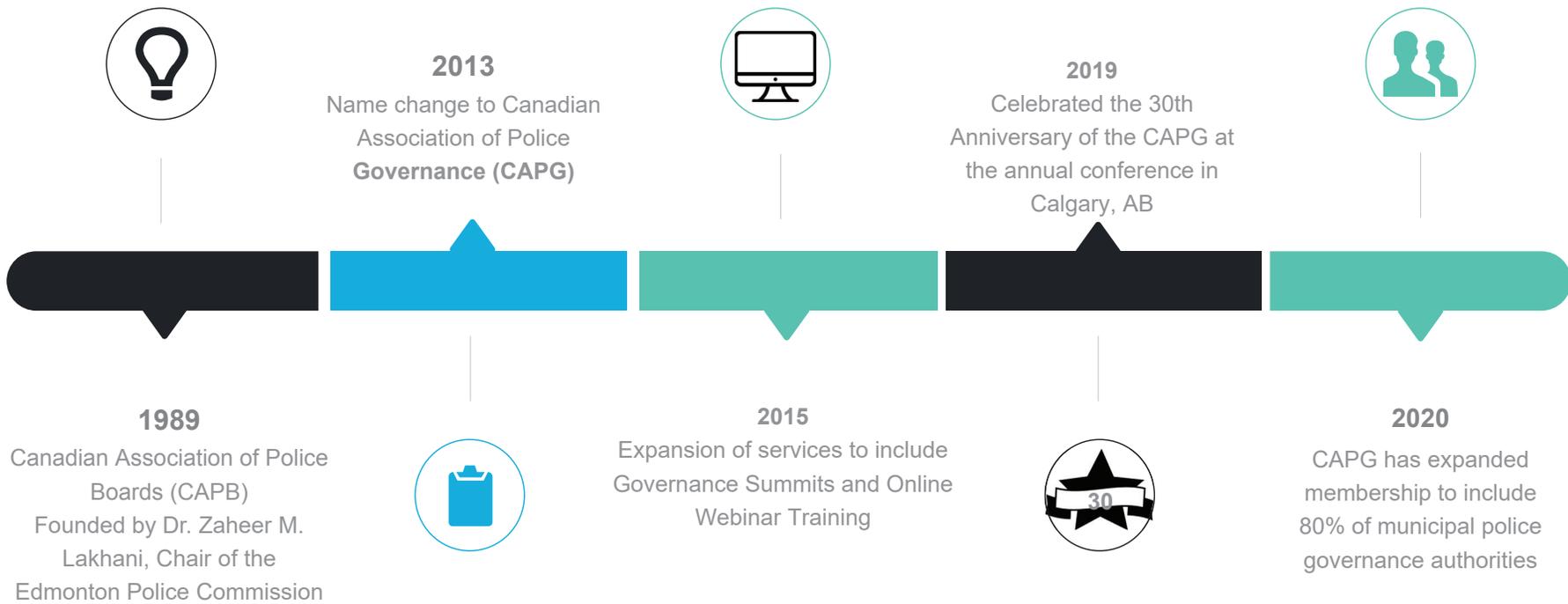
The CAPG collaborates with other police services sector stakeholders across the nation, including police leaders, police sector associations, provincial, federal and municipal governments and their departments, police learning organizations, and business partners.

The Vancouver Police Board has been a member of the CAPG since its inception. Our Board members derive significant value from the various CAPG services. I believe CAPG is the collective voice of its members and partners in Ottawa on policing and public safety.

Barj Dhahan, Vancouver Police Board, Past CAPG Board Member



A Brief History



Core Values

Mission

The Canadian Association of Police Governance works collaboratively and proactively with members and partners to enhance civilian governance of policing in Canada.

Vision

The Canadian Association of Police Governance is a strong, national voice and resource for civilian governance of policing in Canada.

Strategic Directions

Updated at the CAPG Board Retreat in 2015

INFORM

Ensure members have independent access to the information and insights needed to be effective as police governance organizations.

CONNECT

Bring members and partners together on a regular basis to share knowledge and develop deeper connections.

FOCUS

Articulate a common national voice on priority issues in police governance and community safety, and advocate for change.

BUILD

Stimulate thought leadership and contribute to evidence-based research and initiatives that fill gaps in our current knowledge on police governance.

The CAPG will:



- 1 collect, assemble, synthesize, and disseminate best practices as a tool kit/resources for members;
- 2 convene groups to knowledge share and build common perspectives on civilian governance;
- 3 be a national voice to influence public policy on civilian governance of policing and community safety;
- 4 partner with thought-leaders to further the discussion on emerging evidence-based community safety and policing issues.

CAPG Membership



80%

Municipal police service oversight bodies throughout Canada.

75

Police Boards/Commissions/Advisory Committees

12

Non-Police Board Organizations

Member Benefits



Content-Rich Communications and Networking

Up-to-date news, research, events and opportunities from the police governance sector.

The CAPG Learning Portal

Exclusively for [CAPG Members](#)



SEARCHABLE DATABASE

The library of reports, studies, and presentations can be searched using keywords.



POLICY LIBRARY

The Policy Library contains a collection of policies used by police governance authorities across Canada.



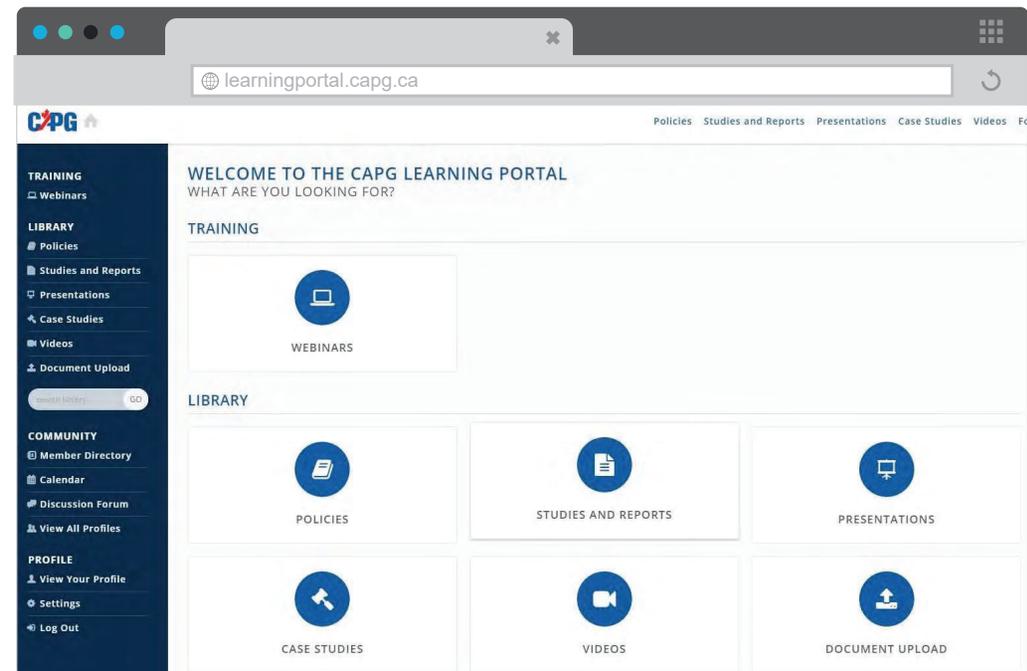
DOCUMENT UPLOADS

Members can share their policies and other resources by uploading directly to the Learning Portal.



DISCUSSION FORUM

Members are able to pose questions and engage with other CAPG members through the discussion forum.



Online Webinars



Accessible online training based on needs assessment survey from CAPG membership

Past topics include

- The Evolution of Police Governance
- Citizen Engagement
- Evaluating Chiefs and Deputy Chiefs
- Best Practices in Police Board Policy Development
- Understanding Police Budgets and What it all Means for Police Governance Bodies

Annual Conferences & Governance Summits

Police Governance [Learning & Networking Opportunities](#)



Images from CAPG Conference 2014 held in Halifax, NS



Police Governance Summits

A one-day comprehensive workshop style forum to engage, network and discuss burning issues related to policing and police governance.



Annual Conferences

Held over a four day period with engaging plenary and group discussions led by thought leaders and field experts as well as skill building workshops to help delegates develop concrete skills in the field of police governance.

Advocacy

Representing the Voice of [Police Governance in Canada](#)



2019 Advocacy Issues



- DEVELOP NATIONAL TRAINING AND EDUCATION FOR POLICE BOARDS/ COMMISSIONS AND ADVISORY COMMITTEES
- TRAINING MODULES FOR FIRST NATIONS POLICE GOVERNANCE AUTHORITIES
- CAPG MEMBERS' RESOLUTIONS

REGULAR

2020-M002

TO: **Surrey Police Board**

FROM: **Executive Director, Surrey Police Board**

DATE: **September 10, 2020** FILE: **60550-20**

Re: Election Results of Vice Chair Position

The Police Act requires the Board to elect a Vice Chair when the Chair is not present or able to act in his official capacity. The Surrey Police Board determined that it is appropriate to expand on the legislative requirement and elect a standing Vice Chair on an annual basis.

At the August 6, 2020 Closed Board meeting, the Board discussed the role of Vice Chair and who may best be suited to the position. Recognizing that as an inaugural Board in the unique situation of governing the creation of the Surrey Police Service, it was decided that a 1st, 2nd and 3rd Vice Chair be elected.

As a result, Bob Rolls, Cheney Cloke and Jessie Sunner have been elected as 1st, 2nd and 3rd Vice Chairs, respectively. The Vice Chairs will work together in a variety of capacities to support the Chair in his role and the Executive Director in the administration of Board work.

In their first meeting the Vice Chairs determined that the division of duties will be considered on a case-by-case basis.



Melissa Granum
Executive Director

REGULAR**2020-M003**

TO: Surrey Police Board

FROM: Executive Director, Surrey Police Board

DATE: September 10, 2020 **FILE: 60550-20**

Re: Board Meeting Location Options

At the August 6, 2020, the Board requested the Executive Director to provide information on options for alternative locations for board meetings. Venues such as City of Surrey facilities, hotels, or universities were considered, along with cost considerations for offsite meetings that require livestreaming.

Researched options are listed below as well as the reasons why these venues cannot be considered at this time.

Facility/Venue	Reason the facility is not suitable
Surrey Arts Centre	Facility is currently closed.
City of Surrey Recreation Centres	Facilities are currently closed, dates to reopen in late fall.
Simon Fraser University	Facility is currently closed and no reopening date has been determined.
City Centre Library	Currently closed, only open for pick up of items ordered online.
Civic Hotel	Hotel rates apply.

Until such time as COVID-19 restrictions are removed, it is recommended that the Board conduct virtual meetings with livestreaming in order to be fiscally responsible while ensuring public access to Board meetings.

Conclusion

Based on the information presented, the Executive Director is recommending that Board meetings be held virtually until further notice.



Melissa Granum
Executive Director



April 9, 2020

Honourable Mike Farnworth
Minister of Public Safety and Solicitor General
PO Box 9010 Stn Prov Govt
Victoria, BC V8W 9E2

Mayor Doug McCallum
13450 104 Avenue
Surrey, BC V3T 1V8

Dear Minister Farnworth and Mayor McCallum,

We are writing to seek your commitment to engage the Surrey Urban Indigenous Leadership Committee (SUILC) in the next step of the transition to a municipal police force in Surrey.

As the report by the Provincial/Municipal Policing Transition Study Committee noted,

The large Indigenous off-reserve population of Surrey should be identified as a priority group for engagement regarding the policing transition.

SUILC is well positioned to support this engagement. SUILC is a coalition of Indigenous organizations (and some non-Indigenous organizations) based in Surrey. Our mission is to be a collective voice for urban Indigenous people living in Surrey. We advocate on behalf of all urban Indigenous people in Surrey and work collaboratively with other governments, organizations, and individuals that are committed to understanding and achieving our vision.

Over the years, we have noted many concerns of the urban Indigenous community as it relates to policing and public safety. In particular, improving the physical safety of Indigenous women, children, and youth has been consistently raised as a concern. Our fear is that without a commitment to engagement, the police transition will result in even greater levels of violence and tragedy for this vulnerable sub-set of our population.

With our commitment, focus and attention, however, we can ensure that the new Surrey Police has an appropriate mandate, an effective strategy, and is equipped to meet the needs of our young, growing, urban Indigenous community.

We understand that creating a municipal police force is a priority for Surrey and that the goal is to have the new police force operational by April 2021. As such, we urgently request your guidance on two matters. First, how and when will urban Indigenous people be able to provide input to this



critical work and second, who will provide the resources to ensure that our coalition can support an appropriate engagement with the urban Indigenous community?

We look forward to a quick response.

All Our Relations,

Joanne Mills
Co-Chair SUILC &
Executive Director
Fraser Region Aboriginal
Friendship Center

Keenan McCarthy
Co-Chair SUILC &
President Nova Métis

CITY OF SURREY

OFFICE OF THE MAYOR

May 13, 2020

Joanne Mills
Co-Chair SUILC & Executive Director
Fraser River Aboriginal Friendship Centre

Keenan McCarthy
Co-Chair SUILC & President Nova Metis

Email: indigenousleadership@surrey.ca

Dear Mr. Mills and Mr. McCarthy:

Re: Police Transition

Thank you very much for your April 9, 2020 correspondence identifying the importance of engaging with the off-reserve indigenous population in Surrey.

As you know, we have made significant process on establishing an independent municipal police service for the City of Surrey. In giving the City of Surrey confirmation on February 27, 2020 that he was authorizing the establishment of the Surrey Police Board, Minister Farnworth put in place the mechanism required to ensure local leadership, governance and accountability for policing in our City.

As per the Police Act, five of the seven appointments to the Board must be appointed by the Province. The other two are the Mayor, who serves as the Chair and one other appointee as determined by the municipal Council. The process to confirm those individuals is currently underway and we anticipate the naming of the Board members in the next few weeks.

I appreciate your offer to support the engagement with Surrey's indigenous off-reserve community. This engagement will be a priority for the Board. I want to assure you that your offer of support will be communicated to the Board directly. It will be the Board that determines the timing and nature of the engagement.



P 604 591 4126 MAYOR@SURREY.CA

13450-104 AVENUE SURREY BRITISH COLUMBIA CANADA V3T 1V8

WWW.SURREY.CA

I will follow up on behalf of the Board as soon as possible.

Sincerely,

A handwritten signature in black ink, appearing to read "D. McCallum". The signature is fluid and cursive, with a long horizontal stroke at the end.

Doug McCallum
Mayor
City of Surrey

cc: Minister Farnworth