

SURREY POLICE SERVICE COMMUNITY CONSULTATION

**FINDINGS FROM INTERVIEWS AND FOCUS GROUP SESSIONS
WITH COMMUNITY STAKEHOLDERS**

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October 22, 2021

TABLE OF CONTENTS

TABLE OF CONTENTS	2
ACKNOWLEDGEMENTS.....	4
CHAPTER 1: INTRODUCTION.....	5
PROJECT OVERVIEW	5
CHAPTER 2: THE INTERVIEWS.....	7
METHOD.....	7
BACKGROUND, EXPERIENCE AND ROLE OF THE INTERVIEWEE.....	8
Q: "To date, what type of interaction has your agency/organization had with the police?"	9
Q: "Would your agency/organization be interested in developing or strengthening a partnership with the police? If so, what is your vision as to what these relationships / partnerships might look like?"	12
COMMUNITY SAFETY AND WELLBEING IN SURREY.....	16
Q: In your view, what are the major challenges and opportunities today in the City of Surrey?	16
Q: What role should 1) the police; 2) the community / neighbourhoods; 3) communication associations; and, 4) the private sector play in addressing these challenges and exploring opportunities?.....	21
Q: "How do you think that Surrey residents feel about crime and safety in the community?"	24
Q: Who should be responsible for improving the quality of life in the community?	26
Q: In your view, are there any gaps in the way policing is currently done in Surrey and its neighbourhoods?	28
Q: "Would you support the City developing a Community Safety and Wellbeing Plan that would set out how to improve the quality of life in the community and how all of the stakeholders could work together to achieve this?"	31
THE SPS.....	33
Q: "How much do you know about the SPS? Have you visited the website, heard an interview, seen anything on social media? If yes, what have you heard/read?"	33
Q: "How can the SPS best maintain contact and communication with various communities to ensure there is ongoing dialogue?"	36
Q: What should the SPS do to develop sustainable partnerships in the community?"	39
Q: "What actions can the SPS take to gain the trust and confidence of the community?"	43
Q: "What initiatives would you like to see the SPS take to increase the quality of life in the City/your District/your neighbourhood?"	45
Q: "The SPS is committed to a community-based policing model of service delivery. What does that mean to you? What expectations do you have of the SPS and this model? How would you like to see this model implemented?"	47
Q: "How should the performance of the police be measured?"	50

Q: "In your view, what should be the priorities of the SPS? In your view, should community residents be involved in discussions about the priorities of the SPS?"	52
Q: "Should the SPS have as a priority recruiting a workforce that reflects the diversity of the City?"	55
Q: "How can the SPS best meet the needs of the 1) elderly; 2) vulnerable and marginal persons and persons in poverty; 3) youth and at-risk youth; 4) the homeless; 5) communities of diversity; 6) persons with addictions; 7) persons with mental illness; 8) the LGBTQ2S+ community; 9) religious communities; 9) newcomers; 10) racialized persons; and, 11) Indigenous persons?"	57
Q: "What activities should the police NOT be involved in?"	61
Q: "Do you think that multi-agency teams, including police officers, are an effective way to respond to the needs of specific groups in the community, e.g. persons who are homeless, persons with mental illness who are in conflict with the law?"	62
Q: The HUB model, or situation tables, involves the police working with other agencies to problem-solve and provide effective interventions for at-risk persons. Do you think this is a good approach?	63
Q: "In your view, how can the police best be held accountable?"	64
Q: "What are your views on body-worn cameras?"	65
Q: What do you think about a police service having Neighbourhood Partnership Officers who would work with the community to identify and solve problems?.....	68
Q: "What do you think about Gang Crime Units that proactively focus on persons involved in the gang lifestyle and that also patrol bars and restaurants?.....	69
Q: "What do you think about police services having a Diversity Advisory Committee that meetings regularly with the Chief and senior executive?	70
Q: "Are you aware that there is now a police board in Surrey? Do you know/would you like to know what the role and authority of the police board is?"	72
Q: What are your thoughts on School Resource Officer programs?	72
Q: Five years from now, how would you like to see the relationship between the SPS and the community?"	74
CHAPTER 3: THE FOCUS GROUP SESSIONS.....	77
CHAPTER 4: RECOMMENDATIONS.....	99
APPENDIX A: INTERVIEWEE INVITATION LETTER	102
APPENDIX B: INFORMED CONSENT FORM.....	103
APPENDIX C: INTERVIEW QUESTION SCHEDULE.....	104
APPENDIX D: AFFILIATIONS OF PERSONS INTERVIEWED	106
APPENDIX E: ORGANIZATIONS PARTICIPATING IN THE FOCUS GROUP SESSIONS.....	108

ACKNOWLEDGEMENTS

This in-depth community consultation could not have been accomplished in such a short time frame without the participation and support of many parties. The strength of this report is due to the contributions of the 100+ community stakeholders who agreed to be interviewed and the many people who participated in the focus group sessions. The project teams who conducted the field work appreciate the time that all the community participants took to participate in the consultations and their thoughtful responses to the interview questions and contributions to the discussions in the focus group sessions. The research teams were impressed with the depth of knowledge, expertise, and lived experience that all the participants brought to the discussion.

The materials presented in this report were gathered by two research teams, one directed by Dr. Curt Taylor Griffiths and the other by Superintendent Allison Good of the Surrey Police Service Community Policing Bureau. I would like to thank my research team members: Dr. Shereen Hassan and Joshua Murphy, Department of Criminology, Kwantlen Polytechnic University, Tyler Falk, University of the Fraser Valley, and Hilary Todd, School of Criminology, Simon Fraser University. A special thanks to Ashleigh Rajala for coordinating the interviews and the focus group sessions and assisting in the editing and formatting of the final report. The success of the project teams in completing the consultation was largely due to her sterling organizational skills.

This community consultation is the first of what will be an ongoing dialogue between the Surrey Police Service and stakeholders in Surrey. The perspectives that were shared with the research teams reflect a strong commitment to improving the quality of life for all community residents.

CHAPTER 1: INTRODUCTION

To provide the foundation for the development of a community policing model of service delivery and to inform the strategic planning process, the Surrey Police Service (SPS) undertook a community consultation during the months of May to October 2021. The objective of the project was to gather information from a broad range of stakeholders in the community to understand the lived experience of different groups, record their views on the challenges and opportunities facing Surrey, and solicit their suggestions for how to improve service delivery and increase the safety and security of the community.

This project was designed as the beginning of what will be an ongoing dialogue between SPS and the community. SPS is committed to establishing ongoing, substantive dialogue with all stakeholders going forward. The materials gathered during this community consultation will inform the SPS strategic planning process as well as departmental policies and operational strategies. The intent of SPS is to build a police service “from the ground up” and to ensure that community stakeholders are an integral part of the community policing model from Day One.

Additional interviews and focus group sessions are scheduled in the coming weeks and months as SPS continues its outreach and engagement with the community.

PROJECT OVERVIEW

The consultation consisted of three inter-related components:

- 1. Survey of 1,000 Surrey residents;**
- 2. Interviews with 100+ community stakeholders; and**
- 3. Twelve focus group sessions with representatives from stakeholder groups in the community.**

This report presents the results of the latter two components, the interviews with community stakeholders and focus group sessions. The results of the online survey of community residents are presented in a separate report.

This report presents extensive quoted materials from the stakeholders who participated in the interviews and in the focus group sessions. This is by design; it is important at this juncture in the development of SPS that communities be given voice, particularly given that SPS is a major urban police service being built “from scratch” that has set community policing and community engagement as core components of its organizational foundation.

The quoted materials provide important insights into how a broad range of community stakeholders view the challenges and opportunities facing Surrey, how the delivery of police services can be improved, and the potential for innovative police-community partnerships.

The interviews and focus group sessions also provided an opportunity for stakeholders to offer their perspectives on more specific topics, including body-worn cameras, gang crime units, the development of a Community Safety and Wellbeing Plan, School Resource Officer programs, a police Diversity Relations Unit, and SPS participation in multi-agency initiatives.

CHAPTER 2: THE INTERVIEWS

METHOD

A total of 106 interviews were conducted with a broad range of community stakeholders. Interviewees included persons in the private sector, the provincial and municipal governments, organizations that focus on housing and assisting persons experiencing housing challenges, food security, mental health and addictions, school officials, religious leaders, Indigenous persons, the LGBTQ2S+ community, and organizations involved in crime prevention, plus many others. Interviews were also conducted with representatives from organizations working with vulnerable and at-risk and persons re-entering the community following a period of incarceration.

To facilitate the completion of a large number of interviews within a short time frame, two interview teams were created, one of university-based researchers led by Dr. Curt T. Griffiths from Simon Fraser University; and another of SPS members led by Superintendent Allison Good of SPS Community Policing Bureau. In addition, Norm Lipinski, Chief Constable of SPS, conducted several interviews, assisted by an SPS member.

The list of potential interviewees was developed from input from a variety of sources. Persons were subsequently added to the list based on recommendations from stakeholder groups. To initiate the process, a letter of invitation was sent to prospective interviewees by the Chief Constable on June 14, 2021. A copy of the invitation letter is included as Appendix A. A follow up letter to additional persons recommended from stakeholder groups was sent on July 30, 2021.

The interviews were conducted via Microsoft Teams during the period mid-May to mid-September 2021 and ranged in length from 30 to 90 minutes. Established research protocols were followed in securing the consent of the interviewee and in the handling of the data that were gathered. The informed consent form, the provisions of which were relayed to the interviewee verbally, is included as Appendix B.

Each interviewee was assigned a code number to ensure the anonymity and confidentiality of the interviewee. Interviewees were given the option of being identified in the final report or remaining anonymous.

The interviews were structured in three parts:

- 1. Background, experience, and role of the interviewee;**
- 2. Community safety and well-being in Surrey; and**
- 3. The SPS.**

The interview question schedule is included as Appendix C. The interviews varied in length and in the topics that were covered from the interview schedule. What specific issues were discussed often turned on the position, role, and mandate of the interviewee. The affiliations of the persons interviewed for the consultation are listed in Appendix D.

In the following discussion, the responses of the interviewees are presented based on the question that was asked from the interview schedule. The 106 interviews that were conducted generated a large data set that was collated and analyzed. A primary task was to ensure that representative perspectives were included in the selected quotes and that the materials reflected the key themes evident in the interviewees' responses to the interview questions. To ensure the anonymity of the interviewees, only their general affiliation is noted, e.g. "representative, private sector"; "representative, community organization providing support and services to at-risk youth", etc.

The reader will note that this section of the report contains extensive quoted material from the interviews. The project team felt that this was necessary to "give voice" to the stakeholders who participated in the interviews and to ensure that the lived experiences and contributions that are presented represented a broad cross-section of Surrey. In collating the interview materials, the intent was to identify major themes in the responses to the interview questions, present selected quotes to illustrate the views of a range of stakeholders, as well as to include responses that proposed innovative approaches as well as comments that raised concerns about the issue at hand.

BACKGROUND, EXPERIENCE AND ROLE OF THE INTERVIEWEE

The first set of questions were focused on the interviewee's position and the activities of their organization as well as the services and programs of their organization. The interviewees' organizations are involved in a wide range of activities, from crime prevention, providing settlement services to newcomers, supporting vulnerable and at-risk populations, providing housing and front-line services, leading community associations, taking initiatives in the private sector, providing services for women, advocating for the LGBTQ2S+ community, leading Indigenous communities and services, conducting interventions for at-risk youth, and leading faith-based communities and communities of diversity, including the South Asian community. The project teams are confident that a representative cross-section of the municipality was interviewed for this initial SPS community consultation.

Q: "To date, what type of interaction has your agency/organization had with the police?"

Interviewees described a wide range of interaction with the current police service, from being involved in substantive, ongoing partnerships to having minimal or no contact with the police. Significantly, an equal number reported "minimal/none" interaction as those who indicated they had a partnership or a relationship. There is, however, a distinction to be made between a "partnership" and a "relationship."

Partnerships generally involve ongoing collaboration between the agency/organization and the police, in which there are shared initiatives designed to achieve specific goals. Partnerships include frequent interaction, the exchange of ideas, and often a sharing of resources. Partnerships often involve police officers being assigned to work with the agency/organization on an ongoing basis.

Relationships, on the other hand, may be more event-specific, for instance, involving police presence at a particular community event and generally do not involve a collaborative effort to address more macro-level issues, such as youth-at-risk. The relationships discussed by the interviewees varied from working relationships, to frequent calls to the RCMP for assistance.

PARTNERSHIPS

"Quite innovative. We have an RCMP liaison officer in our building once a week."
(representative, community organization providing settlement services)

"Deep and meaningful interaction with the RCMP. An amazing relationship."
(educator)

"We work closely with the Surrey RCMP Diversity Unit and with crime prevention."
(representative, multi-sector community services organization)

"Good relationships with the Surrey RCMP, deal with them during the SMART [Surrey Mobilization and Resiliency Table] tables, community consultation, [and have a] good experience with them."
(representative, organization providing services to persons with mental illness)

"We have had a positive relationship. We make a point to reach out, and vice versa, about issues in the community."
(representative, business sector)

"We connect with the police through the 50,000 kids in Surrey that we work with and through workshops and community engagement events."
(representative, community organization providing services to youth)

"We work in a partnership, but we are independent. I don't like how the RCMP are centralized which has removed the ability to have open communication."

(representative, community organization)

"Strong relationship and involvement with multi-agency approach, including RCMP."

(representative, organization providing services to youth)

"I have worked with all school programs involving the police, including the RCMP Youth Academy, the previous RCMP Ride-A-Long Work Experience program, and the previous RCMP Law Enforcement Prep program. I was responsible for organizing these programs at a district level."

(educator)

RELATIONSHIPS

"Traditionally, with the RCMP, it has been an excellent relationship. They had monthly community meetings with community people to see what was going on in the community. It has been very positive."

(representative, business sector)

"It's varied, often attend situations where a woman or child requires protection."

(representative, community services organization)

"We invite members out to be a part of tournaments, barbeques, community events."

(representative, youth and adult sports organization)

"Don't like how RCMP centralized everything which means everything had to go through one person. This removed the ability to have open communication. Want to have relationships to build engagement with each district instead of one person."

(representative, community organization)

MINIMAL/NONE

"Board members [of my organization] used to have meetings with RCMP officers but for the past few years they have not been contacted."

(representative, religious community)

"Pre-COVID we had started a youth initiative with the RCMP and occasionally they have some here and given some talks to the congregation. They have some here for some incidents but have not been very helpful or truthful."

(religious leader)

"The RCMP failed to connect and support [our] community."
(representative, religious community)

"No relationships with the police, only ever call for service."
(representative, community services organization)

"No direct contact with the police to date."
(religious leader)

"We have no relationship with the police."
(representative, community association)

"RCMP has visited the PFLAG booth at PRIDE. That's about it."
(representative, community organization)

"No direct partnerships; only in emergencies. Police are reactive, not proactive. We send reports to the police, and they don't treat anything like it's a priority. Want close relationship with police, maybe not a partnership; be able to take and communicate with the police. Have someone we can contact."
(representative, local charity organization)

"No partnerships. [The police] are not proactive; just reactionary. [They] only seem interested in helping after violence against [the community] has taken place."
(religious leader)

"Very minimal interaction with the police, nothing continual or regulated."
(representative, community association)

"Not much interaction, but when we do call they take a long time and they come after the fact and they don't do anything."
(religious leader)

"Not much interaction, unless there is a theft and the odd B&E, but we have never been followed up with. We do have a positive image of the police and have had a large event here before and the police were excellent in their cooperation."
(religious leader)

The comments of the interviewees reveal that, although the police currently have relationships/partnerships with some agencies and organizations in Surrey, others have had little, if any, proactive contact with the police. There is among these stakeholders, however, a keen interest in developing a dialogue. One religious leader who indicated that there was not currently any engagement with police offered to facilitate programs and host community information sessions.

Also notable is that the community associations appear not to have any ongoing relationships/communication with the police, although there is a high level of interest on their part for beginning this process. Of concern is that certain religious communities seem not to currently have any proactive collaboration with the police. Representatives from these communities commented that police presence was largely of a reactive nature.

Q: "Would your agency/organization be interested in developing or strengthening a partnership with the police? If so, what is your vision as to what these relationships / partnerships might look like?"

There was a strong consensus among all the representatives of stakeholder groups for developing and strengthening relationships with the police. The interviewees offered a variety of ideas on the opportunities that exist for relationships/partnerships. These are reflected in the following representative comments:

"We want to walk side by side with the new police force. We want to be involved in supporting integration and transition."

(mental health provider)

"Yes. The police could come here and do presentations to the youth and congregation and actually care or help when required to attend."

(religious leader)

"We would like to work in SMART tables and change the viewpoint that our clients have of the police."

(representative, community services organization)

"We want to work with youth and the police and keep them engaged in an active way."

(representative, community services organization)

"Our vision is to work with the police. Surrey Police Service is like bringing up a baby together. We need the best of all the programs that work. One size fits all programs sometimes don't work for multi-ethnic cities. We need community-based programs, whether it's anti-gang program, [or] school liaison officers."

(representative, community group supporting youth)

"There is a lot of opportunity to build a stronger community. The key is communication and relationships. We work a lot with our Indigenous communities in which we could include SPS to leverage each other's skills."

(representative, municipal department)

“Just being community partners.”

(representative, youth and adult sports organization)

“Going forward we would love to cooperate with the police as we provide services for a lot of international students.”

(representative, community service agency)

“Want trusting relationships to be built. Consistency is the key. Constant communication between police and the [...] community.”

(religious leader)

“We need to have input on the strategic planning process and to know what the police plans are in terms of programs, et cetera.”

(representative, private sector)

“We want to be close and connected. I’m concerned that the transition to the SPS will affect the relationships we worked years to develop. We want to find opportunities to develop new relationships.”

(educator)

“My vision would be that they [SPS] would be an equal partner along with other agencies, to provide input on what they are doing in the area of IPV [intimate partner violence]. We have students that will develop different things, students get to learn, and the police would be one of the agencies who would get a benefit. Work together to develop programs based on our research. There is lots we could do in a partnership.”

(university faculty member)

“We would absolutely love to. We’ve offered many times to come and speak with police across the province, but we don’t ever get taken up on it. But when I’ve given talks and police have been there, members will come and say that their viewpoint change about persons who are addicted, so we would love to work in cooperation with the police.”

(representative, community advocacy group)

The stakeholders identified several initiatives that could be instituted at the municipal and district levels, for instance, several interviewees mentioned their interest in working with SPS on the SMART tables.

Terms that were frequently used by stakeholders when discussing relationships/partnerships were “community engagement discussions”, “building trust”; “regular meetings”, and “collaboration”, for example, “Collaboration should be the top word coming out of the chief’s mouth.”

Interviewees also offered more specific suggestions for relationships/partnerships with SPS going forward, as discussed in the sections below.

TRANSPARENCY, COMMUNICATION, AND INFORMATION FLOW

There was an interest among several of the interviewees for regular meetings with SPS, with one representative from an agency that works with criminal justice-involved persons stating:

"I see having regular standing meetings with police just as more of a community partner rather than the reactive situation where the police only come on site to pick up residents, to avoid them from being triggered as this might re-traumatize them. If we have more regular contact that's more about re-integrating people into the community in a positive way rather than an intimidating kind of thing, that would be more positive for our clients that we work with."

VISIBLE, CULTURAL, AND RELIGIOUS COMMUNITIES

The importance of developing relationships/partnerships to meet the needs of visible, cultural, and religious communities was also identified as a key issue. As one representative from a community organization stated:

"The perception in our culture is that the police and others are on a different level and there is fear. People are not that comfortable going into police stations. We need common places to meet. Police should come regularly to [our organization] to meet them and open up so they feel safer."

These relationships/partnerships would assist in breaking down the barriers that have traditionally existed between certain groups and the police. One leader in a religious community commented:

"There needs to be a contact in the police service that can be contacted for specific concerns/updates. This contract would assure the community that the SPS is present because they care about the community's wellbeing, not being watched over or monitored because they are viewed as a threat."

NEWCOMERS

Meeting the needs of newcomers was identified as a priority by several of the interviewees. As one representative from an organization that works with this community stated:

"One thing that I am very aware of is the fact that refugees come from countries where the police are antagonistic. Maybe not from western countries but the majority come from Africa or the Middle East. They have had interactions previously and cagey relationships with the police so are not open to trusting the police unless they are actually a benefit to them, and then that changes."

Other comments included:

“New immigrants come to Surrey and face a lack of information and a lack of awareness.”
(representative, local charity organization)

“There is the perception that the police are there to penalize, not help, in India. In Canada, it is a social service. We need to change the mentality and social mentality and understanding.”
(religious leader)

DE-CENTRALIZED, LOCALIZED POLICING

There was also a widespread view that there should be provisions for police-community engagement at the district level. There is considerable enthusiasm about the potential for a more localized model of policing which was felt to be more facilitative of developing relationships/partnerships with community stakeholders and to maintain an ongoing dialogue. One suggestion was that SPS have community advisory committees for at-risk and vulnerable populations. Mention was made of an advisory committee composed of persons with the requisite expertise who advise the department’s Domestic Violence and Harassment Unit.

SPS OFFICER PRESENCE

In responding to this question, the interviewees reiterated their desire that SPS officers attend monthly meetings of community groups and organizations. Mention was frequently made of the value of having a liaison officer, with a representative from a community organization stating:

“Having a liaison officer or contact person would be very helpful. From the housing perspective, it would be great to have a key person to meet with ongoing to discuss some of the pressure points.”

COMMUNITY SAFETY AND WELLBEING IN SURREY

Q: In your view, what are the major challenges and opportunities today in the City of Surrey?

CHALLENGES

The most frequently mentioned challenges currently facing Surrey were the dynamic and high-growth nature of the community, persons without housing/affordable housing, mental illness and substance abuse, gangs, meeting the needs of at-risk youth, and property crime.

THE RAPID GROWTH AND SIZE OF THE MUNICIPALITY

Several interviewees identified the rapid growth and the size of Surrey as a major challenge. As one interviewee stated:

“With a growing city, everything else grows: housing affordability, homelessness. When you get this big, you get more addition, more mental health issues and, with that, comes crime.”

Others mentioned transportation challenges and the need to provide services and services to immigrants and refugees, with a representative of a community organization stating:

“Rapid population increase affects everything. People do not have the same roots in the community.”

ADDRESSING THE NEEDS OF VULNERABLE AND AT-RISK PERSONS

The importance of addressing the special needs of vulnerable and at-risk persons was frequently mentioned by interviewees. As one interviewee stated:

“We need to engage people that are in need and make them feel part of the community.”

Concerns were also expressed that the needs of specific groups needed to be met:

“Definitely in Surrey there is an issue with mental health and addiction issues, not having the supports they need. There needs to be more supportive housing in Surrey. Not something the police can achieve but it needs to be prioritized.”

(representative, community organization providing mental health services)

“The mark has been missed in supporting the vulnerable sector.”

(educator)

"One in three calls are for relationship violence. A major challenge is that we are a growing city in constant change. There are diversity challenges, not only by ethnicity but also socio-economic and gender diversity. We need people who are competent in all of these areas and this is a huge challenge. We expect the police to understand and deal with everything, but it's not easy. Your reaction must be tailored to whoever is in front of you and you can't make assumptions."

(university faculty member)

THE DIVERSITY OF THE COMMUNITY

The diversity of Surrey was viewed by several interviewees as both a challenge and an opportunity:

"Our diversity is a challenge as well as a positive. It brings challenges because people don't always understand one another and each other's perspectives, but I like to think we have youth being raised in a way that identifies better with different communities."

(representative, youth and adult sports organization)

"A major opportunity is the diversity that can be represented and the multicultural make-up of the city."

(representative, community organization)

"A major challenge is that people don't go outside of groups, so it's critical to help them feel safe and comfortable."

(representative, community organization)

One interviewee from a youth and adult sports organization lamented that:

"There is a fear, I think in Surrey, there is a fear of the diversity and the unknown around culture. Unfair that some things are categorized a certain way, and this leads to feelings of being unsafe."

One representative from a community organization stated that a top priority of SPS should be working with diverse communities and that officers should have cultural and language skills to:

"Assist in building bridges with the community and finding culturally appropriate solutions to issues. The police can't just be there when things are bad; they need to build relationships."

Ensuring the safety of residents was viewed as a major concern in communities of diversity. Additional comments about the importance of meeting the needs of communities of diversity included:

“With the police coming on, the main thing is finding the groups that we are not reaching, making certain they are aware of the police. They don’t know how safety will be provided to them. We can do better than just reducing the number of dead gang members and blown-up cars.”

(representative, community organization)

“The acceleration of the number of people coming in and the amount of refugees coming in are a major challenge. This is a perfect storm of pressures. We need to educate them about the police and their role. For example, when and when not to call 911. For those that don’t know English, they may not feel comfortable speaking to police. Newcomers are vulnerable to scams. There are significant challenges with the cost of living and residing in low income areas prone to drug dealing and crime.”

(representative, community organization providing services to newcomers)

“There are feelings of the LGBTQ2S+ community and trans [community] that they are being judged by police. Policing is not seen as a positive in the LGBTQ2S+ community. Police need more training with LGBTQ2S+ community and youth. LGBTQ2S+ youth homelessness is a challenge. The LGBTQ2S+ flag needs to be raised by city hall and show acceptance.”

(representative, community organization)

MOBILIZING THE COMMUNITY

Several interviewees referenced the opportunities provided by the creation of SPS to mobilize the community to address issues:

“There is an opportunity for communities to work together to tackle issues.”

(religious leader)

“A challenge is how do we bring people together on a consistent basis?”

(educator)

UNCERTAINTIES SURROUNDING THE TRANSITION AND THE NEW SPS

Concerns were raised by a few of the interviewees about the uncertainty surrounding the formation of SPS and the transition from the RCMP. A representative from a community organization stated:

"There are lots of units, teams and organizations in Surrey that are concerned about the transition from the RCMP to SPS and creating gaps for criminals and other negative elements."

A representative from a senior's group commented:

"The biggest concern is that we don't know what the Surrey Police will look like. It looks like they'll have fewer officers and that it will be very top heavy. Most are RCMP anyway, so why are we just switching their uniforms? Plus taxes have gone up and we don't know why we need it. No one has said, 'This is why we need it. They've just said that every large community has it."

It was also noted by several interviewees that the transition had been affected by politics.

PUBLIC SAFETY

Concerns with public safety are reflected in the following representative comments:

"My members aren't feeling safe going out. They shouldn't be walking around in the dark because there are not enough police. Everyone is concerned about this because there are shootings in broad daylight."

(representative, community organization supporting seniors)

"Everybody needs to feel safe. People want to be protected. If they are going out shopping, they need to know they are safe. This is hard when there are shootouts all times during the day times at malls."

(representative, community organization)

"There is the belief that all negative action happens in Surrey and that we are the shooting capital of North America. There is a perception that the gangs are not scared of police and this perception needs to go away."

(representative, community organization)

MEETING THE NEEDS OF YOUTH

Another key theme that emerged from the interviews was concern about youth in the community. This is reflected in the following representative comments:

"There needs to be a bigger wrap-around approach for youth. Keep kids active, provide access to gyms and nutrition. Invest in kids so they understand that there are people out there who care, not judge. Engage the kids with positive role models."

(representative, community organization supporting youth)

"Add mentors and role models for youth."

(representative, youth and adult sports organization)

"Students need to see the police as a benevolent force, not punitive. Elementary school children need to know the police are good people who they can turn to in times of crisis. High school students need the police to be positive when they are on campus and not intimidating. This will help with community safety and police will be seen as an agency of support versus enforcement."

(educator)

Another interview, an educator, was most concerned about vulnerable youth who were susceptible to becoming involved in gang activity, stating:

"A lot of the youth who are recruited are from affluent families that they struggle to connect with before they are recruited."

Comment was also made of a need to facilitate proactive, positive contact between the police and youth in Surrey, with a representative of a youth-focused community organization stating:

"A challenge is for the police to be able to authentically speak with the community and get young people involved in the city and with the police being a role model to youth. Youth are afraid to approach the police."

GANGS

A majority of the interviewees mentioned gang violence as a challenge for Surrey and a priority for SPS, with one commenting:

"The biggest thing is gang violence. The killing of our kids. Getting after this gang activity is the top priority."

OPPORTUNITIES

Among the opportunities mentioned by the interviewees were building relationships / partnerships, improving communication between the police and the community, and creating favourable conditions for collaboration:

"There are huge opportunities working in a police department where there is continuity and longevity of the police officers."

(representative, community organization supporting youth)

"Tell the Surrey Police Service story."

(Member of the Legislative Assembly)

"SPS needs to be part of the community fabric. We need members of different backgrounds to be part of the youth team."

(representative, youth-focused program)

"A lot of opportunity to help build a stronger community. Touch points for communication with SPS at the senior leadership level that would include managers at the local level and other SPS staff."

(representative, municipal department)

"More interaction and more members attending events on a regular basis."

(religious leader)

"SPS has an opportunity to get more people involved in a positive way."

(representative, school program)

There were also several suggestions made for creating innovative responses to address issues in the community, such as the development of an integrated team of paramedics and police to respond to persons in crisis, including cases of drug overdose.

Q: What role should 1) the police; 2) the community / neighbourhoods; 3) communication associations; and, 4) the private sector play in addressing these challenges and exploring opportunities?

The responses of the interviewees centered on several themes: partnerships, collaboration, building community pride, community engagement, community policing, and inclusiveness. The challenges facing Surrey were often described as requiring a community response, not just a police response. Representative comments include:

"Everyone has a different role, but we need to all get together and discuss matters."

(religious leader)

"All of them [the police] need to be aware of the challenges and then have the expertise to have workshops for their own staff so they know how to address the challenges. Especially diversity challenges but also in relationship violence."

(university faculty member)

"We need an all-inclusive, collaborative approach. More coordination and integration. We need to be proactive."

(representative, community organization providing settlement services)

"Visible minority clients have a lack of trust in the system, such as MCFD. Inappropriate language is used by the police. There is a lack of trauma-informed practice."

(representative, community organization providing services to women)

"All of them should focus on early intervention, education and prevention programs versus enforcement."

(educator)

"Schools and police should take the lead. Families aren't always able to manage."

(representative, community organization supporting youth)

"They all need to work together as one. Police, community, all levels of government need to work together to create programs that are meaningful, not just lip service. Focus on the roots of the issues."

(representative, parents advocacy group)

"There needs to be a team approach. We all have a role to play. It all boils down to communication."

(representative, private sector)

"In our view, we've asked too much of the police in the past. They are first responders, but we want them to deal with everything. We would like the police to do the policing and safety part of it but there should be backup resources that the police can access to deal with the addicted, homeless, and others that are easily accessible. We are burning the police out because we are asking a lot of them."

(representative, community advocacy group)

A religious leader also stated:

"[The police] need to demonstrate to the community that they care about the community, not just enforcing the law. They need to demonstrate they have high standards and are able to be held accountable to those standards."

The faith community was also identified as having a role to play here and one religious leader suggested that the police should also have a role in coordinating multifaith understanding and respect:

“Meet with the community outside of the detachment or outside of City Hall. Just get the police out there and visible in a non-threatening way having individual conversations. If SPS gets involved or starts driving it, there would be more of an uptake. Focus on the three or four big religious groups and get them together. Hindus, Sikhs, Muslims and Christians. Get them connected and talking.”

The private sector was also identified as having a role. An educator notes that Surrey schools currently receive a lot of support from the private sector, including funds that support activities for youth and the vulnerable sectors.

Strengthening police-non-profit relationships was also viewed as key to successfully addressing issues in the community, a municipal councillor stating:

“The SAFE program for youth at risk of gangs is a great way to discuss individual cases. To have a table that meetings once a month or where organizations and heads of departments can meet and just keep abreast of what’s going on, communication back and forth, and they can disseminate that information in their own areas. A forum on a regular basis where we can ask and answer questions, to all be on the same page of what is happening in the City of Surrey. I don’t think you can achieve the results in any other way.”

LOCALIZED POLICING

Frequent mention was made of the importance of maintaining the police offices in the districts. This would enhance police visibility and allow the delivery of services to be tailored to the specific needs of each district. A member of a community association noted:

“The local community prefers to attend a local office rather than going to headquarters.”

One municipal councillor offered several suggestions, including each district office having a committee composed of stakeholders chaired by the Inspector in Charge of the district, with more involvement from the private sector, including the Business Improvement Association (BIA) and member association, and strengthening the role of the community associations who, “must be proactive and must work on their outreach.”

Additional representative comments reflecting the focus on developing partnerships included:

“Partnerships would help build trust in the community. A partnership between agencies. Better communication between service providers. Wraparound services.”

(representative, community organization)

"You don't want the loudest voices to dictate what happens. Having a mixed model of consultation and findings way to have people share their thoughts. We need to work on generating community pride. We should all be standing proud and saying we are from the City of Surrey. I want the youth to be proud of the City too."

(representative, municipal department)

Another interviewee recalled that there used to be a task force that brought all of the stakeholders together, with:

"representatives from each of the stakeholders so they can all be on the same page."

This interviewee, a representing a community services organization, highlighted the importance of making certain that all organizations worked together and had a common plan.

The private sector was also identified as being a key player in these efforts, with a representative from a youth organization stating:

"The corporate sector can get active and volunteer in the community and provide funding."

Q: "How do you think that Surrey residents feel about crime and safety in the community?"

Interviewees were queried as to their perceptions of crime and safety in the community, including whether or not they felt that Surrey was a safe community. The majority of stakeholders interviewed felt that Surrey was a safe community, with some exceptions:

"Yes, I feel safe but I am a White woman with a good paying job."

(representative, provincial agency)

"Yes, but I'm a White male and privileged but other people might have a different perception."

(representative, community organization)

"I've lived here the past 20 years. Surrey is a safe community. All metropolitan cities have their problems. In our area [Fleetwood] we know everybody around. Some areas don't have that. This is where the problems are. They close their eyes and let things happen."

(member, community advocacy group)

"I feel it's safe, even with the issues that have happened close to my neighbourhood. Having a [police] presence in the community, having relationships with community partners would make a difference for those who may not feel safe."

(representative, multi-sector community services organization)

"I feel safe, but I am not happy with what is happening with our young people in terms of gang activity. I would like to see that curbed."

(municipal councillor)

Several of the interviewees noted that the reality of crime in the community was different than what many people perceived, the representative from a community organization commenting:

"The reality is that crime is low and the perception is that crime is high."

A representative from a municipal department stated:

"I think there is the perception that we have huge issues in Surrey. The community doesn't like the gangs and are fearful for the youth. People are concerned about violence against innocent people. I think it's a safe city."

Other interviewees expressed concern about safety in the community:

"I believe that during the day pockets of Surrey are safe. However, I wouldn't take my kids to certain parks. There is an obvious mental health and addiction clientele."

(representative, community services organization)

"No, it's not safe. It's volatile, all related to drugs."

(religious leader)

"Residents are very alarmed with everything that is going on. People don't feel safe to go out, which makes people miserable. People pay their taxes and do their part to support services, but the services don't do a good job."

(representative, community association)

"The public is concerned. There are serious issues with youth and gangs, drugs and alcohol, homelessness."

(representative, community organization)

"I think there is still a fear. Residents are hesitant as to whether the Surrey Police can actually deliver. You are going in with a challenge. There is so much hype and controversy around it."

(religious leader)

The variation in crime across the different districts in Surrey was also noted, with the representative of a community organization commenting:

"Everyone is aware of crime. Certain areas like Newton and Whalley have different issues. Whalley has a lot of drug trafficking and addiction, petty theft. Newton has a reputation of loitering, youth hanging around and harassing people. Clayton Heights has issues of petty theft. Guildford has issues with new immigrants and with congregating. South Surrey is mainly theft."

Many interviewees noted that being safe depended upon what district one lived in, a school administrator stating:

"There are areas of Surrey that are safer than others."

A variety of suggestions were offered for how to make Surrey safer, including:

"We need more police officers throughout the city, and they need to be more easily accessible."

(religious leader)

"There is a need for feedback. If there is an issue that has been communicated to the police, there needs to be proper follow-up back to the community members. "

(representative, community association)

Q: Who should be responsible for improving the quality of life in the community?

The consensus among the interviewees was that residents of Surrey and all agencies and organizations in the municipality have a role to play in improving the quality of life in the community. Representative comments included:

"We all have a role to play. Police have been given that role, but it should be community based! More community ownership is the way to go."

(representative, community services organization)

"Everyone. Every single resident, agency, government agency, non-profit, businesses, everyone."

(university faculty member)

"I think that's the responsibility of everyone. We need to look at what we need to do and not ignore our marginalized communities. They need to be involved in the discussion. A concern is that, politically, we receive positive answers, but action is hard to come by."

(representative, community advocacy group)

"There needs to be a partnership between the community and the police. The community needs to do their part. If they see something, they should do something about it. The perception needs to change and there needs to be accountability. If things are not changing, question the police about it and ask why it is not getting fixed."

(representative, community organization)

"I think it's a community partnership and everyone involved: City officials, community organizations, non-profits, and the people that work and live in the neighbourhoods. A collaborative approach. MLAs and MPs need to work collaboratively; they can't pass the buck to one person or organization to deal with it all. More people equal more ideas. Diversity plays a big role. Need input from all cultural backgrounds."

(representative, multi-sector community services organization)

"It's up to us as to how we want our neighbourhoods to look, how to feel safe. We all are [responsible], for our areas and for the whole city. The police need to have programs where they get involved in the community, not just as enforcers but as partners."

(representative, community advocacy group)

"Everybody needs to be at the table. You have to hear from everybody and what their concerns are. It is the responsibility of everybody."

(representative, private sector)

"Surrey is a community and requires multiple, different layers and actors to contribute and everyone has a responsibility."

(representative, youth-focused program)

"Police can't be the only resource to make it safer. It has to be a multi-agency collaboration. Fraser Health, BC Housing, police, addiction services all need to come on board."

(representative, community services organization)

"We need to engage individuals on how they can contribute through the organizations they are involved in."

(representative, municipal department)

Several interviewees emphasized the importance of officers have the requisite training, skill sets and competencies to effectively carry out their mandate, with one religious leader stating:

"You need to have specially-trained people to respond to specific problems."

Q: In your view, are there any gaps in the way policing is currently done in Surrey and its neighbourhoods?

Several themes emerged in the stakeholder responses to this question. One interviewee, a member of an advocacy group stated:

“Sure, but that’s maybe because the traditional police role has been one of first responders, but the social situation has exploded in unnecessary ways. So now we want the police to do everything but that’s not what they can do. Are there police gaps, or are there social [service] gaps?”

Another interviewee, a religious leader, stated:

“There are gaps in knowledge and information. We need more interagency communication and information.”

CURRENT LACK OF POLICE COMMUNICATION AND CONTACT WITH THE PUBLIC

“The current policing model isn’t working or addressing the concerns of neighbourhoods. They [Newton] were pleading for a change but it fell on deaf ears. The RCMP seemed out of touch with community needs and was not doing a good job of communicating. The kicker was the death of the hockey mom in Newton.”

(municipal councillor)

“There is a bit of a gap communicating with the community at large, especially in Newton and Whalley.”

(representative, community advocacy group)

“Lack of communication. No follow up if concerns arise. Very hard to get feedback regarding community issues.”

(representative, community association)

“When we first built [our facility] in Surrey nine years ago, a lot of community policing was happening. Tenants and residents really felt supported, saw them [the police] as friendly. Then, for whatever reason, it dropped off. In the last few years, no connection. Women feel less connected and supported by the police.”

(representative, community organization providing services to women)

“Definitely. It is just the group [RCMP] we had was meant for something else. [We] have tried to shift it but it hasn’t worked. They should focus on what they are good at. For Surrey, we will grow to 1 million people. We should get it right now in anticipation of what is to come. Fills the gaps with the community. Servants to the community. Then everything works better.”

(municipal councillor)

POLICE SERVICE LEVELS

"No follow up. You call non-emergency line. They come. They leave, There's no resolution or follow up. It feels like nothing is being done and they are wasting the police time."

(representative, community organization)

"There needs to be more engagement, not just the reactive side."

(representative, community organization)

"There is a huge gap on the policing side. People are dissatisfied with the level of policing. They don't feel streets are safe for their children. Not enough is being done. [...] There are no conversations with the public."

(representative, community organization)

LACK OF POLICE RESOURCES

A key theme in the responses of the interviewees was resources. Meeting the needs of the community by the police and other stakeholder groups was often hindered by a lack of resources and an acknowledgement that the police are often stretched too thin to effectively respond the demands made upon them. These concerns are reflected in the following representative comments:

"Too much is placed on the shoulders of the police. We need to reconfigure how we provide services."

(representative, community organization)

"Not enough boots on the ground. There needed to be more hired but [they] weren't."

(representative, community group)

"There used to be Car 67 but that piece is really stretched. There is too much of a demand for those services and there is a connectivity to the hospital, but I think that team was overstretched and didn't have the capacity of assist the clients beyond 'in the moment.'"

(representative, multi-sector community services agency)

"Our gap is that there are no officers on the ground in Fleetwood."

(representative, private sector)

"The amount of resources is lacking. Budgets hinder proper investigations."

(representative, community group)

POLICING APPROACHES

"Prevention and intervention need to be addressed and not just suppression and reactive policing."

(representative, community organization providing services to youth)

"The RCMP went away from the community and focused on crime stats which was detrimental. When 137th was shut down, the community support went away. Focus on relationship building. Nobody has come through to visit us for the past year and a half since we moved."

(representative, community organization)

"With the RCMP, it was very transitory. Lots of change with personnel. This made it hard to maintain relationships. SROs [school resource officers] worked business hours, but high-risk kids were out until 0200 every morning."

(youth outreach worker)

"It is more of a reactive system rather than proactive or collaborative. I would say that's a huge gap. Need more follow up like a liaison at the table between us and the police when there are new (person) releases into the community."

(representative, community organization assisting justice-involved persons)

"Not enough proactive work with new residents. This includes the capacity to support languages other than English."

(representative, community organization providing settlement services)

"Yes. Most people don't know who to call for help, besides calling 911."

(religious leader)

"The power relationship thing. People feel like the police are just coming in with their processes and controlling and not listening. The police need better communication skills and better processes on how to treat people. Give people respect no matter what. Understand there may be reasons why people act the way they do. Also, we have many immigrants that don't trust police."

(university faculty member)

Q: “Would you support the City developing a Community Safety and Wellbeing Plan that would set out how to improve the quality of life in the community and how all of the stakeholders could work together to achieve this?”

There was overwhelming support among the interviewees in all of the stakeholder groups for the development of a Community Safety and Wellbeing Plan (CSWB).

“Absolutely. Brilliant idea.”

(representative, community advocacy group)

“Yes, along with more SMART Tables and a number of other ways. We need a lot more than just a community plan of policing.”

(representative, community organization providing services to women)

“Yes, I would support that because it brings in the stakeholders and is a collaborative effort. Really important for overall community safety.”

(representative, multi-sector community services organization)

“Absolutely, but there must be a commitment beyond lip service. The same level of commitment should also be there on the community side.”

(representative, community organization providing counselling services)

“The City of Surrey is six distinct areas with distinct land uses and cultures. Each of these town centres is going to be evolving. It is incumbent for every stakeholder to acknowledge that each has to look at the macro level and community or micro level. Needs are so different.”

(representative, private sector)

“Yes. Most definitely. Every community should be the sum of the parts not just one part. All need to work together.”

(representative, private sector)

“Yes, definitely. I would like to be part of it. I think it’s important for people like me, whether as academia or non-profit, who understand root causes, have a variety of perspectives, who understand the relationships between crime, health and social determinants, to be part of it.”

(university faculty member)

“Of course, I would support it. When you need our input, I would make sure that someone from our team is available. We need connection on a regular basis and it needs to be more tangible.”

(representative, multi-sector community services organization)

"Yes, I'm a huge believer in disciplinary teams working collaboratively together because not everybody is an expert in everything, but they are experts in their field, so we all need to be at the table."

(representative, community organization assisting justice-involved persons)

Several suggestions were also made as to how the process should unfold:

"Before you develop a plan, it's important to speak to the stakeholders. Before you roll out anything, you need to include concerns and recommendations and roll it out through the public."

(representative, community organization involved in crime prevention)

"If it's inclusive of people that are criminalized, persons with substance abuse issues, and homelessness."

(representative, community organization providing services to women)

"Depends who is in it, why we are doing it."

(municipal councillor)

"So, the one thing is that the plan is not sufficient. It is the delivery of the plan. I have seen so many initiatives and seen some great stuff but just not followed through. So [I] agree but need implementation."

(representative, community services organization)

"It's a pretty big and ambitious project. Maybe it's already been done. See if there already is one and perhaps update and improve whatever is currently in place."

(municipal councillor)

"Absolutely, as long as there is follow through to the plan. Would suggest doing an evaluation."

(representative, community organization providing services to refugees and refugee claimants)

Several interviewees who supported the concept of a CSWB plan cautioned that the full costs of developing the plan should be stated upfront, with a representative from a neighbourhood society stating:

"Yes, but I would need more information on costs."

THE SPS

Q: “How much do you know about the SPS? Have you visited the website, heard an interview, seen anything on social media? If yes, what have you heard/read?”

There was considerable variation among the stakeholder interviewees with respect to their level of knowledge about SPS and what information they had received from various sources. Some stakeholders had little to no information about SPS, citing for instance, “not much,” “signs on the lawns, mainly,” “the mayor standing in front of a police car,” while others had visited the SPS website or read about SPS on social media.

As the representative from an organization that provides support and services to women and children stated:

“The only thing I have seen is ‘Keep the RCMP in Surrey’ and protests in front of City Hall.”

Others mentioned they had heard concerns about increased property taxes to pay for the new police service. Additional representative comments included:

“I know the Provincial government has okayed it and some are opposing it.”

(religious leader)

“Seen a little bit in the media, but not much.”

(representative, community organization that advocates for vulnerable persons)

“Mostly the negative stuff about the board and transition. The negative contagion about the lack of consultation.”

(representative, multi-sector community services organization)

Most interviewees knew of the transition from the RCMP to a municipal police service and several mentioned the controversy that had surrounded the creation of SPS. Some referred to it as “background noise,” while others noted that the politics and conflict on municipal council made it difficult to “get the truth” about what was going on. Several of the interviewees had seen the advertisements sponsored by the RCMP National Police Federation, with a representative from a municipal department noted observing:

“A lot of ads in the news paid for by RCMP federation. All about keeping them [the RCMP].”

Comments from interviewees who had some knowledge of SPS included:

“From what I know, it is a local policing system and Surrey would have more control over things. Easier to implement programs and they would cater to the needs of our community.”

(representative, organization that advocates for international students)

"I welcome the change to a more community-based police service, where there can be some long-term planning with the same members. Camaraderie and community within the police department itself."

(representative, community advocacy group)

"We have been working with the SPS on branding and working with the police board. I have a high level of optimism and support. You need to stay grounded in your vision and values."

(representative, municipal department)

"A lot."

(representative, community organization)

"I know various people who are joining the [SPS] team. Positive impression so far. Lots of politicking going on."

(representative, community organization providing services to youth)

"We followed it all the way from the start. Before the first meeting when people demanded it. At the rally, thousands of people raised their hands and demanded to have their own police force. In the next election it was on the platform and the people voted them in."

(representative, parents advocacy group)

"I have really tried to keep an open mind. We have a former member of our executive who moved from RCMP over to SPS and has great things to say. My perception of the approach of SPS is that they are trying to set the community up for success."

(representative, youth and adult sports organization)

"To be fair, Surrey SPS has been the talk of the town for the past three years since the election. There are two sides to the debate. One is talking about the RCMP and the other talks about SPS. The issue is how do we fix what we have regardless of if it is the RCMP or SPS. We just need our community to feel safe. SPS needs to be given a fair chance to come up with strategies and a plan. We welcome the plans and stop talking and get together and do something."

(representative, multi-sector community services organization)

Responses that spoke to the controversy that has surrounded the transition included:

"In the media, there is a lot about the transition. There is a sign of doing things better. This is all new. The political fire around the transition, but I've seen the Abbotsford transition and better engagement by the police service with the community."

(representative, community services organization)

"Social media is where I saw the polarization which is hard to avoid."

(representative, community organization providing counselling services)

"Not very much. Cautiously optimistic. Anything is better than the RCMP."

(religious leader)

"There is a lot of noise right now. Hard to hear what the truth really is."

(representative, community organization providing services to women)

Others had little or no information on SPS:

"I don't."

(religious leader)

"We are not getting the information. That is the biggest issue. The information isn't coming from the organization that should be giving the information. I don't know whether what I know is fact or fiction."

(community liaison worker)

"Nothing really. The City of Surrey needs a police that is community-specific. I'm excited by the opportunity for the police and the community. Looking forward to the longevity and investment."

(representative, youth-focused program)

"I have seen very little interaction on social media or anything around the plans. It is still something that is out there that somebody is dealing with."

(representative, community services organization)

"I know it exists, but not too much more."

(representative, community advocacy group)

Several of the interviewees had favourable opinions of SPS based on the information they had received thus far:

"SPS puts up with a lot of abuse on social media. I have confidence in the senior management team. The caliber of officers is excellent and very excited for the people they are hiring."

(representative, crime prevention organization)

A small number of interviewees offered negative responses to this question, stating:

"I'm all over it. I have listened to every interview Lipinski has granted. The first one with the Surrey Board of Trade was outrageous. He wasn't prepared. The second one wasn't much better. The information that's coming across doesn't inspire confidence."

(representative, community organization providing services to seniors)

"The police chief is the mayor's puppet right now. The transition is happening too quickly. We need to have a consultation and need a referendum, so people do have a voice."

(representative, community association)

Overall, most interviewees wanted more information and better communication from SPS about the transition and related activities.

Q: “How can the SPS best maintain contact and communication with various communities to ensure there is ongoing dialogue?”

Interviewees offered a range of suggestions for how SPS can maintain contact and communication with the community and stakeholders, including suggestions that SPS should be proactive, should have community liaisons, hire a diverse workforce, and provide outreach to specific groups. Representative comments included:

SPS SHOULD BE PROACTIVE

“Take the proactive approach. Get everyone in a room and see what we can do to mitigate these things.”

(representative, private sector)

“Boots on the ground.”

(representative, community group)

“Social media is one. Partner with SFU or KPU. We have space and are in your neighbourhood. Have community forums quarterly. Be very transparent. Develop a data base of e-mails that could be sent every time there’s a community event. Ask people, they can be champions. Communication is extremely important, but it can be done without big ticket items.”

(university faculty member)

“Town halls held electronically that people can join and connect with the police. That means a lot of people can become involved and informed. Regular meetings. I like community police departments where people can go visit police members versus mailouts. You need people who are good at social media.”

(representative, community advocacy group)

“Need a police section that continues ongoing dialogue with the community and keeps that connect and has a contact person.”

(religious leader)

“Personal and face-to-face interactions. I want to know who the NCO in Charge in my area is and be on a first-name basis. I would like to see members interact with our clientele.”

(representative, community services organization)

"Get to know one another. Who's leading what. Develop functional relationships. Structures are super helpful. Who do [we] connect with about what."

(representative, provincial mental health and substance abuse services)

"[Be] in person at events. There is no harm in asking them to attend religious ceremonies like in mosques and say a few words. If SPS can come to a place of trust, I think you have a good chance of building a relationship. Connect with the groups and make it safe for them to ask questions and provide an overview of what the [police] initiatives are. I see police as part of the religion. It is the way we live and has to be."

(religious leader)

"What you are doing [community consultation] is great. It is all communication. Meet with the people who are fearful they will get less for more cost. And, to be honest, the current mayor and council probably aren't the right people to send that message. It should be Chief Lipinski. There is distrust in mayor and council. So SPS needs to be separated from city council. The messaging needs to be separate."

(representative, private sector)

"Work with the Block Watches and Community Associations."

(representative, community association)

"Community meetings in the districts, not at City Hall."

(representative, community association)

"The SPS has to come and see us and make themselves more approachable."

(representative, community services association)

"Community engagement, partnerships, and consultations are helping."

(religious leader)

"Social media, Instagram, Tik Tok, emails, team meetings."

(representative, community organization providing services to youth)

"Community consultations are great and what you are doing right now is great."

(religious leader)

"I like the idea of focus group. I like the outreach part a lot. Dialogue has to be both ways. It only works if we all come together and find a way to build the community, being forward-looking about the issues of the day."

(representative, youth and adult sports organization)

"Appoint a liaison officer [for the religious communities]."

(religious leader)

"Use multiple platforms, social media, strong key messaging in communication team, making public aware of hiring, show diverse hiring process, positive messaging, collaborating with other agencies."

(representative, crime prevention organization)

"Town hall approach. People are tired of Zoom. Personal consultation. Going to a venue and listening to a panel. Seeing faces. Being able to ask questions and getting a response."

(representative, community association)

SPS COMMUNITY LIAISON

"Have a point person to create and maintain relationships in the community. Continue checking in and provide updates and opportunities for feedback. Reach out every month or two with a simple phone call, 'We've been thinking about you. We were thinking of implementing x, y, and z. What do you think?' Follow up with, 'This is what we have done.'"

(religious leader)

"Have community liaison officers."

(representative, community advocacy group)

"Have a list of SPS persons who can be contacted about various issues."

(representative, community organization providing services to youth)

"Need the right [police] person sitting at the table and building connection and able to influence change. The right rank."

(representative, regional health authority)

BEING A DIVERSE WORKFORCE

"One thing is with the language. Hiring diverse police officer who speak the languages. Let them know what is going on. When they see diversity, it makes things a lot easier. Being available for the community, festivities. There needs to be positive communication and conversation, especially with the youth, knowing that the police are there to support them and are not against them."

(representative, community organization providing services to youth)

OUTREACH TO SPECIFIC GROUPS

One interviewee offered a comprehensive description of how SPS can best maintain contact and communication with the communities within the municipality:

“It has to be at every level starting from elementary school and going up from there including the business community, community organizations, Surrey Board of Trade, business improvement committees, commerce, religious leaders, churches, temples. The police need to be role models that are approachable and make the community feel safe and engaged. They need to be part of the community and not just a police force. They need to have the image and commitment to the community that the buck stops with the SPS. Anyone should be able to pick up the phone and call and arrange a meeting with someone from the SPS. There needs to be no favouritism, and everyone should be treated fairly. There needs to be a reciprocal relationship and the ability for parents to feel safe and at ease when their daughter sits in a patrol car with a member knowing that there will not be any comments made toward her.”

(representative, multi-sector community services organization)

One religious leader also commented:

“You don’t always need to show up in uniform. Officers showing up to a mosque in civilian clothes and expressing interest to learn and understand would go a long, long way.”

Q: What should the SPS do to develop sustainable partnerships in the community?”

Interviewees offered several suggestions for how SPS can develop sustainable partnerships. These suggestions included improving communication with the community, increasing visibility of and access to the police, collaborating with the community, focusing on building relationships and ensure consistency in those relationships, and reinstating an auxiliary program within schools. Representative comments included:

COMMUNICATION

“A lot can be improved. It was a one-way communication with the RCMP. If SPS wants to change this, then be proactive and reach out to the community.”

(religious leader)

“Gradual and over time. But what you’re doing now, to me, connecting with community members and getting input was actually a bit shocking. Not used to police reaching out and asking opinions. This idea of connecting, putting faces to names, is brilliant. Over time and with openness, you will get that support. Not so much a top-down model, which is hard for the public to understand.”

(representative, community advocacy group)

“Weekly briefings to the public. Weekly updates on the website. What we [SPS] are improving and what initiatives we are taking.”

(representative, community organization)

“Walking and talking with people. Making personal contact.”

(representative, community association)

“In our experience, come to the building. To tenant meetings. Stay for the BBQ. Talk to the kids and mothers. Be available and answer questions. Showing that this is our community too. To show that we are all part of the community, not that the police are separate and disconnected.”

(representative, multi-sector community services organization)

VISIBILITY AND ACCESSIBILITY

“Be approachable.”

(representative, community organization providing services to refugees and refugee claimants)

“It [SPS] will have to be visible and accessible. Have a presence in the community. Continue with the WRAP [Surrey Wraparound] program and continue on the various social forums.”

(representative, municipal department)

“Each community should know that they [SPS] have a representative in each community. That would be the long-term goal so they know who to contact to get incidents dealt with. They [SPS] need to be able to change the narrative by sharing the facts. Until something hits people in their face, there is no engagement, but then it’s too late.”

(representative, private sector)

“Attend and meet with the community and just talk and not just meet for a negative interaction.”

(religious leader)

“The RCMP wasn’t as accessible and that’s why people weren’t comfortable coming forward with information.”

(representative, community organization providing counselling services)

"Just being out in the public. It is so huge. When a constable is walking down the street, if people know their name, that builds trust. The SPS is going to have to build their own brand and build trust in the community. Showing up to events. Putting a face to the SPS so people begin to recognize the constables."

(representative, private sector)

"Transparency, open houses, community forums. Welcome people in. Tour of facilities. Build trust. Think Fire department style of engagement with the community. Open dialogue. Giving back to the community that firefighters excel at such as charitable causes that build identity with the community. Demystify what the new force will be bringing."

(representative, provincial mental health and substance abuse services)

"We don't see the police unless it is bad. Celebrate successes, like a community engagement fair."

(representative, community services organization)

"They have to be open to talk about any topic and be open to listening from the community and what they need. Communicating on a regular basis and then action to follow that communication and listening are really important. It's easy enough to set up a table and say they were listening and then not take any action and nothing happens. This leads to frustration."

(representative, community organization assisting justice-involved persons)

COLLABORATION

"Have task forces. Having key players on the same team. Community service providers having a one-to-one relationship. Let agencies know how they can support the police or share information. Make sure police presence is felt in the community and connected to the community."

(representative, multi-sector community services organization)

"Engage the community before rolling out plans and initiatives. Critical that they follow through on commitment and ensure that they are collaborating."

(representative, crime prevention organization)

"Exactly what we are doing [in this interview]. Having communication and brain storming. Interviews like this. Going through the brainstorming. There will be a macro look, but we also need to look at the neighbourhoods. So this exercise is excellent now. Needs to be at the community level. Look at initiatives that can be done in a community, not just city-wide."

(representative, private sector)

RELATIONSHIPS

"Keep authentic relationships. Have meaningful relationships."

(youth outreach worker)

"Dialogue. Get involved with activities, especially with young people. Develop friendships. Everything changes when the heart is changed. So if we can somehow change the hearts of people."

(religious leader)

"Authenticity from the start. Open to 'yes' and 'no' and involve young people."

(representative, community organization providing services to youth)

"Be part of the community and care."

(municipal councillor)

"Being flexible and innovative and keeping the trust."

(representative, regional health authority)

CONSISTENCY

"We need a commitment to maintain relationships and need the same member. It should not be a revolving door of different police members."

(representative, community organization providing mental health services to women and children)

"Show up. Have the same members show up. Have upper management show up."

(representative, community organization providing services to youth)

AUXILIARY PROGRAM

"The SPS should remember the auxiliary program. It was dismantled. Not sure what happened. That was the best program. They can get more involved in the community, deeper than the police themselves."

(representative, parents advocacy group)

Q: "What actions can the SPS take to gain the trust and confidence of the community?"

The interviewees offered many suggestions for how SPS can gain the trust and confidence of the police. Many of the responses mirrored those that were given in replying to the previous questions on contact and communication and building sustainable relationships: engagement, honesty, openness, dialogue, trust, transparency, accessibility, and community-orientation.

ESTABLISH THE SPS BRAND

"Be different from the RCMP. They should have more people who they can trust. That they know and who are from the community. No one has time to read the pamphlets. They need to see programs that are made for this city, not brought in from other community which may not be a fit for our community."

(representative, community organization providing services to youth)

"Continued dialogue and follow through with commitments."

(religious leader)

"Don't over-commit and under-deliver. Engagement. Delivery. Trust."

(representative, community services organization)

"Being proud of being the SPS."

(municipal councillor)

"Going to need to let the political piece play out. Doesn't matter which uniform but who's inside the uniform. Need to showcase that the SPS is listening and removed from politics."

(representative, community organization providing services to youth)

"Boots on the ground."

(representative, municipal department)

"Sir Robert Peel's principles when making decisions."

(youth outreach worker)

"Develop a relationship with the community. Utilize school liaison officers in elementary schools. Visual presence in the schools is important. Engage with students to deliver fun messages versus punitive interactions."

(educator)

“Open consultation and contact. Visibility. Being in the community in a positive way. Community events, partnering with groups such as the BC Lions, having basketball tournaments with policing partners, community outreach, partnering with Surrey schools to reach out to the community.”

(educator)

RESPECTFUL BEHAVIOUR

“Respectful behaviour toward the community will be key.”

(representative, community services organization)

“The way SPS members work. Need to be sincere and listen to the community and follow through with suggestions.”

(religious leader)

“Avoid racial profiling. Don’t stereotype, being consciously aware of the impact of our behaviour on the other person. It has to start from the top, from the Chief and how he treats everyone underneath him. He needs to be working collaboratively and valuing everyone’s opinions and not coming down on people because they have a different idea. The top must participate and take action. Trust starts with respect and understanding from the very top.”

(university faculty member)

ACCOUNTABILITY

“It [SPS] has to admit to mistakes. When organizations try to hide those mistakes or they try to fluff it up in the media to say, ‘it’s not our fault’ or, ‘there was a misunderstanding’, I think that really breaks down trust in a police organization.”

(representative, community organization assisting justice-involved persons)

Q: “What initiatives would you like to see the SPS take to increase the quality of life in the City/your District/your neighbourhood?”

Among the responses to this question was the need for SPS to localize its service delivery, have a positive presence in the community, practice community policing, develop relationships, be involved in the community, and provide opportunities for face-to-face interaction with the public. It was also suggested that SPS expand beyond an enforcement role and become a partner in social development in the community. A community member from an Indigenous housing society felt that SPS having dedicated liaison officers for both youth and adults would be beneficial. Representative comments included:

NEIGHBOURHOOD PRESENCE / VISIBILITY

“More neighbourhood police and presence near schools and community centres.”
(religious leader)

“Presence. It is as simple as that. Our community is a reactive community. We get policing when there is an incident. If we have police walking into businesses on a Wednesday to introduce themselves and speaking with them about [anti-theft measures], we can put names to faces. This is the type of initiative we would like to see. Or a bike patrol on Saturday. It is purely presence.”
(representative, private sector)

“I would like to see the presence of police walking around neighbourhoods once in a while, engaging with the public at public events. It is so special that they are a ‘service’ and not a ‘force’.”
(municipal councillor)

“Initially a lot of repair work. Being visible. Getting out of the cars, doing introductions and relationship building. Putting faces to uniforms and creating a service delivery program.”
(representative, youth-focused program)

“We don’t see the police unless it is bad. Celebrate successes, like a community engagement fair.”
(representative, community services organization)

“An SLO [School Liaison Officer] program with officers who want to be involved in schools. Dedicated, passionate officers who want to be in the schools. Police leadership is integral to how the SLO program is administered and how effective it is.”
(educator)

DIVERSITY

"Making certain that who they [SPS] have are diverse enough to reach out to connect to all parts of the community. There are many languages in Surrey. It helps if they [SPS officer] speak the language, even just showing up to these places and events and communicating with them. This will be well-received and appreciated and they remember it. Then they [the community] are more likely to come to you with their concerns."

(municipal councillor)

TRANSPARENCY

"I think there's power in transparency. Letting people know what the plans are and how they're going to go about doing what they [SPS] are doing. It's not possible to let the public know everything, but as much as possible. Many members of the public, not just complainers, need to have an opportunity to discuss issues."

(representative, community advocacy group)

"Transparency and accountability. Having the strategic plan informed by all the people you talked about. Carrying it out. Monitoring it. Let's be evidence-based. If it's not working, nothing wrong with admitting it. There is a risk with creativity. If we work with those partners, we can work with root causes and create a safer community."

(university faculty member)

COMMUNITY SAFETY

"It's about safety. It is policing's principal role. When people feel safer that should be the benchmark."

(representative, community services organization)

PROGRAMS

"Keep the School Liaison Officers and Student Police Academy. Maintain work with the homeless and addicts and partnerships with the business community."

(educator)

Q: “The SPS is committed to a community-based policing model of service delivery. What does that mean to you? What expectations do you have of the SPS and this model? How would you like to see this model implemented?”

“We had a manhunt in the community about two years ago. That’s no uncommon. A bunch of kids causing problems. They can’t drive, so they’re not mobile, but they are problematic. There is a housing complex down the street. There was a gathering of officers outside. I said, ‘Have you looked at [housing complex]?’ And, the officer says, “Where’s that?” I said, “Are you kidding me?” This is why we get frustrated. It’s right down the bloody street. We know where the kids live. A local police officer will know.”

(municipal councillor)

LOCALIZED POLICING

“The RCMP officer shows up at your door. You don’t really know the person or the officer. Any municipal officer shows up, you know that they are one of your own. Officers know their neighbourhood and will approach it differently. They know the area.”

(representative, parents advocacy group)

“To me, community-based policing means understanding, knowing, and being involved in your community and working closely with them to see what is, and isn’t, working. And involving everyone. Not just the elites just because they’re head of an organization.”

(university faculty member)

“It means that there will be access to the police. The police will be visible and present in the community with district offices. Police will be open to connecting with people and will conduct foot patrols.”

(educator)

“Having community police stations. Members being more available to the public. More community presence not just for policing matters.”

(representative, community organization providing services to women)

“The Chief said every community’s needs will be met and this will encourage trust in the department. That is what we need. The Chief needs to tell residents how he understands Surrey and the needs of each community is different. Use the language that the City of Surrey currently demanding from the BIAs and Community Liaisons around creating six distinct town centres. Fleetwood Town Centre is very different from Newton Town Centre.”

(representative, private sector)

“A community police officer who will remain in the area, not move, and report back to us.”

(representative, community association)

"Understand the differences among the different areas. I would like to see the auxiliary program again for Surrey police and continue having officers in the schools."

(representative, community services organization)

"The understanding is that there is going to be local police hired. They will gain a better understanding of issues, have local connections and a local presence. They won't be members working here for a few years and then moving on. They will have more and a stronger commitment to the community. There will be more accountability locally and not from national Ottawa."

(representative, multi-sector community services organization)

"You have to have members and facilities that are in the community. Each area in Surrey needs to have services that are tailored to them because there are so many different communities."

(educator)

PROACTIVENESS /VISIBILITY

"Surrey Outreach Team, community presence, district offices, meetings in those offices. Love the display of officers in the community. Presence in vehicles, bikes, on foot. Want to see officers on the ground."

(representative, community organization providing services for housing and substance abuse)

"There is a need for cars to respond but need to be out of the cars to develop relationships. You can't solve a problem you don't know about. By the time the police are in response mode, it's too late. Needs to be proactive through relationships. This will bring in the community perspective which ultimately can reduce crime."

(representative, youth-focused program)

COMMUNITY ENGAGEMENT / FOLLOW THROUGH / BUILDING TRUST

"It means the community comes first and that's what I love. That is what I campaigned on and what I voted for and what I meant when we cancelled the RCMP. I expect that it is a police service that is trained exactly for Surrey, not cookie cutter, but top notch and specific for this city."

(municipal councillor)

"Partnerships. It is having a genuine interest in the community. You need officers who can engage at events. Polo shirts and slacks, not just vests and Tasers on legs."

(representative, community services organization)

"It means you are concerned with the welfare and well-being of all members of the community. Get to know the community so that they know and trust you. As a new entity, you have a great opportunity to build trust. I really like the fact that you reached out to us. We work with some of the most marginalized, but all people are worthy of dignity and fair treatment.

(representative, community advocacy group)

"Finding ways to make connections in the community. Like Community Safety Officers who engage at events. We don't want people just driving around."

(representative, municipal department)

"Community-based would mean to be open and listen to what the community is saying what they want and need. Being transparent. Having processes for recourse, a process apart from the police where issues can be examined in a neutral way. In cases of domestic violence and sexual assault, there needs to be a regular committee to go over domestic violence files. That happens in Vancouver. A separate committee to see if all sexual assault files are handled appropriately would be great."

(representative, community organization providing services to women)

"Two-way engagement and follow-through. Understanding the community's issues and understanding these will change, sometimes rapidly. We're expanding so quickly, keeping up will be important."

(representative, youth and adult sports organization)

"Having a representative that liaises with the community."

(representative, community organization providing counselling services)

"The expectation is to have them follow through with regular meetings, dialogue, listening to the community."

(representative, crime prevention organization)

"The community should be involved in discussions about the priorities of the SPS."

(religious leader)

"Don't want lip service and police must be willing to take feedback from the community and take it seriously."

(representative, community organization providing services to women)

"Taking advice and input from different community stakeholders. I know that not everyone is going to agree on how a city should be policed or should be served, but if people have a voice at the table, at least they feel like they're being heard and that their opinions or their input matters because they work and they live in the city."

(representative, community organization assisting justice-involved persons)

"Building that trust factor that has been missing for so long and will grow together as a community."

(representative, youth and adult sports organization)

One interviewee, a representative from the private sector, called out SPS with respect to the concept of community policing:

"It is a platitude. You could say every police department wants to be that. When I hear that, I check it out. I expect you to be community-based. I don't need you to tell me what it is you will do. I expect commitment from officers. It doesn't make me jump up in the air."

Q: "How should the performance of the police be measured?"

The question generated a wide range of suggestions from the stakeholders interviewed. There were concerns that crime statistics should not be the only measure and that more qualitative measures be used. However, several interviewees indicated that they were "not sure." Frequently mentioned performance measures included:

ORGANIZATIONAL FACTORS

"Quality of leadership."

(representative, community organization providing services to youth)

"Internal performance evaluations."

(representative, community organization providing services to international students)

"How that is done I leave up to the police service but knowing that it is done and run by a police board is much more effective than by a federal police. A model built from the ground up could be one of the best in the world."

(municipal councillor)

"The willingness of members to engage in training like mental health training, Indigenous relations and how those interactions go with the community members. A 360 sort of performance measurement so some input from the community members in terms of how their interactions have been with the service."

(representative, community organization assisting justice-involved persons)

OPERATIONAL FACTORS

"Community engagement and relationship building."

(representative, community organization providing services to women)

"Maybe track the types of initiatives and the things that were done. Other than crime stats. Conduct surveys around safety in the community and how people feel about it."

(representative, multi-sector community services organization)

"On the one hand, you have crime stats. That is a linear measurement. The other is satisfaction. Following up with people who have made a call to see if they are happy, if their situation was solved in a fair and quick manner. The hard data versus the feeling side of it."

(representative, private sector)

"Have discussions about what the community can expect. The RCMP and Canadian Forces have a negative image currently about systemic racism and sexual harassment of female personnel. SPS has a clean slate so come on strong against these."

(representative, multi-sector community services organization)

"How do community members feel about their interactions with the police? Are the police aware and present? Proactive instead of reactive?"

(university faculty member)

"Crime stats, community pride and community perception of safety."

(representative, municipal department)

"Measure if people feel that the police are responsive and can be trusted."

(representative, community organization providing counselling services)

"Community feedback on how they think the police are doing."

(representative, multi-sector community services organization)

"Increased visibility in the community."

(representative, community services organization)

"Setting expectations and putting the right people and processes in place. If you fail to deliver you will be judged accordingly."

(representative, youth and adult sports organization)

ANALYTICS

"Put a scorecard in place. 360-degree evaluations."

(representative, community organization)

"Create data to showcase a new narrative about how things get reviewed. This is an opportunity to [document] community engagement by how many festivals, how many school visits, and other things that are happening in the community"

(representative, private sector)

"Compstat policing. Share Compstat and be transparent so the public knows. When police don't provide information, the public fills in the blanks."

(youth outreach worker)

Q: "In your view, what should be the priorities of the SPS? In your view, should community residents be involved in discussions about the priorities of the SPS?"

There was a consensus among the stakeholders interviewed for the project that the community should be involved in discussions about the priorities of SPS. As a representative from a community organization offering counselling services to low-income persons stated:

"Citizens should have a voice to provide constant feedback to the police."

Several interviewees also stated that this process should be transparent, highlighting a key theme that emerged from the stakeholder interviews. Representative comments included:

"Regarding resident involvement, absolutely. Transparency is important."

(representative, private sector)

"Yes, there are a lot of good citizens with good ideas. Every six months, there should be a consultation."

(representative, community organization)

"Yes, absolutely. Broad consultations will provide broad feedback."

(educator)

"I think the first priority is to define your job/role. Where we are asking too much of you, we need to foster the resources to do those things so that the police can better do their jobs. Surrey has a lot of resources and there are a lot of non-profits out there. There is a need to collect data to see where the SPS can turn to and where are the gaps."

(representative, community advocacy group)

Resident input was viewed as a component of community engagement and the process of building relationships and trust. A representative from a community organization that provides housing support and services stated in support of community residents being involved:

"Yes, because the SPS can't do it all alone in a silo. We all have to work together to make it better for everybody."

BUILDING THE LEADERSHIP TEAM

"Number one needs to be getting the leadership team going. They need the right people. They need communication. Regarding public engagement, the problem with town halls is that the only people who come are the same people who say the same thing over and over again. It would be great if you could figure out a way to get the hard-working people to be involved with the police. That is the biggest challenge."

(municipal councillor)

YOUTH

"SPS needs to make a good first impression. A gang unit and presence in schools are the two most important things."

(representative, parents advocacy group)

"A big investment in youth."

(representative, community organization providing services to youth)

"Focus on young people under the age of 19 years old as they are a large population and police need to be more sophisticated and figuring out what needs to be done."

(representative, community services organization)

A FOCUS ON THE LESS PRIVILEGED

"SPS should focus on people who are less privileged such as refugees and seniors."

(representative, religious community)

COMMUNICATION AND DIALOGUE

"Surrey is multicultural and a lot of communities don't feel their input is valued. So get their input."

(youth outreach worker)

"To do what they can to achieve buy-in from the residents of Surrey. To live out and play out and work out up to the best model of policing, most evidence-based models that are unique to Surrey. It is a chance to start fresh. It can be new and forward thinking and exciting."

(municipal councillor)

"Share how they [SPS] work with others for the common good. Do features on different groups."

(representative, crime prevention organization)

"Listening to and having dialogue with the community."

(representative, community association)

"A community police officer who will remain in the area, not move, and report back to us."

(representative, community association)

Several interviewees, however, cautioned that the police should not have to consult with the community on every decision or every priority. Representative comments included:

"Yes, I think there should be some type of engagement, but they don't need to be at every meeting. Just gain information at meetings and then the police should figure out how to resolve the issue. If you ask the community all of the time, you will get 100 different answers."

(representative, community services organization)

"They [the community] can have their perspective, but policing has to be at arms-length from the community a little bit too. You can't have the teachers going out socializing with the students. Having the police board made up of members of the community is a top priority."

(municipal councillor)

VIOLENT CRIME

"Violent crime should be the focus. Everything else should take a back seat."

(representative, neighbourhood society)

BUILDING RELATIONSHIPS

"Building positive relationships with the people in the community. Proactive, dynamic relationship-building will lower crime rates. If you have a good relationship you have the programs and funding in place for getting people what they need."

(representative, community organization assisting justice-involved persons)

"To educate the public about what the police do. To be positive and develop relationships with business and community partners."

(educator)

"The priorities should focus on building relationships with the community and creating committees people can participate on. It would also be great if they were partnering with organizations that provide services to women who are victims of violence. The response to it needs to be a partnership between community organizations and the police."

(representative, community organization providing services to women)

"There is also a growing population of seniors and issues of senior abuse that need to be addressed. The police should go to the senior centres and speak to them. They do not like going to the detachment as they feel like victims."

(representative, multi-sector community services organization)

"Tailor actions to meet the needs of the client. Listen to the person in front of you, evaluate their needs. Don't just blindly follow the steps."

(university faculty member)

Consulting with community residents was also viewed as addressing the controversy that has surrounded the creation of SPS, with one representative, from a community organization that provides services to persons with mental health challenges, substance abuse issues, and housing challenges, stating:

"Yes, because there is such a mixed perception [of SPS] because there wasn't much consultation at the beginning. This will go a long way to correcting that. These interviews are great opportunities."

A community members of an Indigenous housing society cited the importance of building relationships through officers attending Pow-Wows and participating on canoe journeys. The Metro Vancouver Transit Police Blue Eagle Community Cadets program was also cited as an example of how police services can facilitate positive relationships with Indigenous youth.

Q: "Should the SPS have as a priority recruiting a workforce that reflects the diversity of the City?"

There was widespread support for SPS recruiting to reflect the diversity of the community. Responses often included the word "Absolutely."

"Absolutely, because if people can't communicate because they are of a different culture, sexual orientation, et cetera, then it is not going to help. It is important that SPS is reflective of the community they service."

(representative, community organization providing housing supports)

"Definitely, along with proper training."

(religious leader)

"Yes, it needs to and needs to ensure we reach the hard-to-reach people. We want to reflect the community."

(municipal councillor)

"Yes. There has to be structure. It can be 'just because.' The best applicant and those who fit the DNA [of SPS]."

(representative, community organization providing services to youth)

For many interviewees, the qualifications of recruits and officers were of paramount importance, a representative of a community association stating, "Qualifications come first." Similar views were expressed by other interviewees:

"I get it about diversity, but I also want to talk about characteristics and qualifications and background. I would like to see recruits who have a humanistic background, have worked with people, are interested in people. Not that they have just taken courses at the JI [Justice Institute of BC]. Who have the right personality to work with people. To me, that has to come before or alongside diversity. Diversity is powerful, but not the only characteristic."

(university faculty member)

"Yes, also needs to reflect languages and cultures. But this is not exclusive to caring officers and relationships that are built. People seeing themselves reflected in the police force is important."

(representative, community organization providing services to youth)

"Diversity should not just be symbolic. It should be taught to everybody, not just to look by the colour of the skin. We need to look for the role models, the quality of the officers first."

(representative, parents advocacy group)

"Absolutely. However, it should not be done without losing the quality of service."

(representative, community organization providing counselling services)

Q: “How can the SPS best meet the needs of the 1) elderly; 2) vulnerable and marginal persons and persons in poverty; 3) youth and at-risk youth; 4) the homeless; 5) communities of diversity; 6) persons with addictions; 7) persons with mental illness; 8) the LGBTQ2S+ community; 9) religious communities; 9) newcomers; 10) racialized persons; and, 11) Indigenous persons?”

A frequent response was that SPS needed to develop a comprehensive plan to address the needs of specific groups in the community in collaboration with stakeholders:

“First, understand their needs. If we have the large community group as our big advisory committee helping to formulate plans on how to help, evaluate constantly, and check in and report, I think we can address all those needs. First, we need to talk to all those people to have a good understanding of what the needs are. Ask them for ideas and try to integrate those ideas but if we don’t use them, we need to tell them why we do or don’t use them. If we don’t explain, we create more distrust.”

(university faculty member)

“It starts from your leadership, from the Police Board all the way down your ranks and having specialty units and a trauma-informed approach.”

(representative, community organization providing services regarding mental health issues)

“If you look at them in terms of specialized population groups, having people with lived experience would assist in relating to the groups. Connecting with the service groups that represent each of these population groups and having one-to-one conversations, especially if the [police] member identified with that group, e.g. Indigenous; LGBTQ2S+, et cetera. Front-line workers will be a good source of support to get the word out to the community about what the SPS can do. Asking the multi-sector service providers what they need and how the SPS can assist in meeting the needs of the community, e.g. the local BIAs and seeing what the needs are of the merchants and what they would like to see happen. Being present but maybe not uniform, i.e. for homeless. When it comes to cultural groups, reach out to the community leaders that have been very supportive of their communities and build relationships with those leaders. If you want plans to work and to impact all these areas, you need to explain. Otherwise, they’ll say ‘no one ever listens to us.’”

(representative, multi-sector community services organization)

It was pointed out by several interviewees that there is presently an extensive network of agencies and organizations that have as their mandate addressing the needs of specialized populations. A primary task for SPS and these stakeholders is to determine how SPS can contribute to these ongoing efforts through partnerships and collaboration.

As a representative of a community organization stated:

“SPS has to have knowledge of the community services, knowing who to turn to and have specific resources on call to attend.”

Specialized police units were also mentioned by several interviewees as an effective approach.

Key terms that were included in the responses of many of the interviewees included, “education”, “community engagement”, “empathy”, “collaboration” and “giving voice” and being “solution-oriented.” Several interviewees expressed doubt as to whether SPS could meet the needs of all these groups, with one representative of a youth-serving community organization stating:

“It will never happen. The objective is way too big. [That said,] getting active and having strategies for all of the groups, hearing them, and developing a collaborative approach. Find the right qualified person for each category.”

RECRUITMENT AND TRAINING

It was previously noted that there was a shared view that SPS should strive to reflect the diversity of the community. This is perceived to be a strength in effectively meeting the needs of diverse communities in Surrey. This is reflected in the following representative comments:

“A lot of it is the police department needs to reflect the community they are in, including LGBTQ persons, Indigenous, et cetera. So, you don’t have a group of old white guys.”

(representative, private sector)

“You’ve got to recruit the right people. Bring in the right people and provide the right training. [...] The opportunity to start from the beginning is refreshing. The entire force will be new, so they have the opportunity to construct a police force according to their vision.”

(municipal councillor)

“The SPS must have representation of all through their recruitment. The police must get appropriate training to deal with these groups. All police must come with a community first approach.”

(representative, community organization providing settlement services)

Several interviewees highlighted the need for SPS members to have training to effectively interact with the various communities in Surrey. This includes sensitivity training, conflict de-escalation training, cultural awareness training and training to effectively respond to the needs of persons with mental health and addictions issues.

In relation to this, an interviewee suggested that SPS needs to:

“Hire the right people; people that have faced hardships.”

This representative of a community advocacy group stated that what was required to meet the needs of the various groups in Surrey was:

“A lot of education and empathy and understanding and to treat all people well.”

Another interviewee stated:

“We work with a lot of vulnerable individuals and training and education for police responding to these situations can be effective. Just being able to engage in conversations and be willing and able to have some dialogue with social service agencies that work with some really challenging individuals that are going to be in contact with the police often.”

(representative, community organization assisting justice-involved persons)

Another interviewee provided the example of having specially trained officers to respond to the needs of the Indigenous residents in Surrey:

“We work with a large Indigenous population and there’s not enough services out there and it would be advantageous for the SPS to recognize that within Surrey there is a large Indigenous population and that the relationship with the police is very toxic and negative, so what is required to help change that narrative.”

(representative, community organization)

A community member of an Indigenous housing society noted that the current police service in Surrey is not trauma-informed and that SPS should ensure that its officers have this training, as well as an understanding of the impact of colonization and residential schools. An example provided of the lack of awareness of officers in the current police of jurisdiction is that they park on the Medicine Wheel which the society has outside their complex, a “completely inappropriate” action.

COMMUNICATION AND DIALOGUE

Communication and dialogue were viewed by interviewees as essential to establishing relationships of trust with communities. A representative of a community organization that offers counselling services noted that newcomers and refugees may have a fear of the police based on their life experiences and this requires that SPS “take time and establish trust.”

Other representative comments included:

“It all comes down to communication. They [SPS] need to make the effort to go out and meet them [the various communities] and ask what they need from them. This has to be an ongoing dialogue. Give people an opportunity to be involved.”

(representative, community organization providing services to women)

"The core of it is finding a way that everyone breaks down barriers and understands each other. Shares different experiences. Focusing on similarities and not differences. As a club, we are working on recognizing Indigenous communities. We have a big tournament coming up and are having kids playing based on their ethnic heritage versus just playing for their club. We are also having different elements. Indigenous youth are coming to drum."

(representative, youth and adult sports organization)

With respect to establishing a dialogue and relationships of trust with newcomers, a municipal councillor stated:

"It depends. Some newcomers, say from India, come as part of a family and there is a network already. If you don't have a network, how do we reach them? Do they come to the groups out there in Surrey that help with newcomers, or should the police do some outreach? Ask the not-for-profit groups and see what they suggest."

A representative of a community organization that operates a multi-faceted program of support and services for seniors, immigrants, and others noted the importance of SPS reaching out to the various groups:

"Most of these groups are at the bottom of the food chain and fall through the cracks. The onus is on the police force to reach out to them or they will always be low. There are many organizations that help them, so the police need to make sure and connect with these organizations."

The importance of de-stigmatization was also mentioned by a representative from a community organization that works with persons experiencing mental illness, addiction and housing challenges:

"The opportunity is around de-stigmatization. Cement the relationship with all persons even if they don't make it easy with us. How you show up as a force, and our positions on decriminalization. SPS has opportunities here where the RCMP doesn't."

An educator also noted the unique opportunity being presented to SPS, stating:

"Consultation with communities. Understanding that the work takes time and patience. The SPS has a golden opportunity to get ahead of some of the existing biases in policing."

A theme in many of the responses was that SPS should not try to do it all on its own, as a municipal councillor stated:

"You can't be all things to all people. You can't cater to everyone. The city is very multicultural and diverse. It's a great city that accepts immigrants and refugees and the Surrey police can't be trained for every single group. But we can have representatives in the police service to inform the police what each group needs/wants/believes."

ACCOMMODATION

"We need to accommodate all those groups. We need to be open-minded about everybody. Everybody should feel welcome in Surrey no matter what group they belong to. A mentally ill person shouldn't be afraid to go to the SPS to seek help and there should be someone there to help him. Same with an elderly person. Someone should be able to see what help he needs. We should be welcoming everyone's way of life."

(representative, parents advocacy group)

Q: "What activities should the police NOT be involved in?"

Many of the interviewees expressed uncertainty about the activities that SPS should not be involved in. Several interviewees stated that it was a "difficult question" to which they had no ready answer. The following representative comments illustrate the range of responses of the interviewees who did offer an opinion on the questions.

The most frequently mentioned area that the police should stay out of was politics:

"Politics."

(representative, community organization providing services to youth)

"Definitely should not have a political stance or be reflective of any political organization."

(representative, community services organization)

"The police should stay out of politics. They can't be political."

(municipal councillor)

"The SPS shouldn't be labelling one community, or group, as addicts or drug dealers or gang members. They should be open and fair to all. They should not be hostile. They should be there to protect and serve."

(representative, community advocacy group)

Specific concerns were expressed regarding the police response to persons with mental illness, substance abuse and those experiencing housing challenges:

"You want to have presence everywhere, but the police shouldn't be the primary mental health and domestic violence resource."

(representative, community organization providing counselling services)

"Drug use and mental health."

(religious leader)

“Police will sometimes give advice when uninformed. These should be referrals.”
(representative, community organization providing services to youth)

“Even if you have training with the police force for mental health, it is tough to make it that the police are the catch-all for everybody, for homeless people, people with addiction and mental health issues.”
(representative, community organization assisting justice-involved persons)

Other interviewees indicated that SPS should be extensively involved in all facets of the community, with a representative of a community organization providing support and services for persons without housing stating:

“The police are a community provider so they should be involved in most things.”

On the other hand, another representative of a community organization stated:

“The police should not partake in activities that involve work that is best suited for other organizations.”

Q: “Do you think that multi-agency teams, including police officers, are an effective way to respond to the needs of specific groups in the community, e.g. persons who are homeless, persons with mental illness who are in conflict with the law?”

There was strong support for to SPS working in multi-agency teams to address the needs of specific groups in the community. This is reflected in the following representative comments:

“Yes. That is a good concept. If you do not try it, you will not know if it works or not. Maybe those groups will be more comfortable reaching out and they will begin to trust.”
(representative, multi-sector community services organization)

“Yes. I have seen it. It is very effective.”
(municipal councillor)

“Yes, it increases community confidence to have multi-agency involvement.”
(educator)

“Yes. Fully agree. Each organization brings their own strengths and skill sets, which is important for creating a balanced response.”
(representative, regional health authority)

“When an addict goes for help at the police station, he should not be turned away because there’s no help for him. He should be taken care of or referred to someone who can help him. Working together is the best way to get things done.”
(representative, parents advocacy group)

"The problem is when the police do not understand the situation. Training and partnerships with the subject matter experts would help."

(religious leader)

"Yes, I do. It takes the community as a whole to respond to the problems we face."

(representative, community organization providing services to youth)

"You've got different backgrounds, experience, expertise. Bring them together to get more people who understand the issues."

(representative, youth and adult sports organization)

Among some supporters of multi-agency teams, there were still concerns:

"I'm in favour of multi-agency teams but want to know effectiveness and cost."

(representative, community association)

"Can't really say until we see the costs of the transition. Look at other police forces and see what they are doing and come up with a solution."

(representative, private sector)

"An amazing idea. Just need to be careful how it's done. When we have a team attend, we need to make sure they are not forever stigmatized."

(representative, community organization providing services to women)

"Yes, multi-agency teams are good. But police need to be mindful to ensure all partners are doing their part. Otherwise, if someone drops the ball, the police have to pick up the work."

(youth outreach worker)

"Training is key. Having the right resources for the right population."

(representative, community services organization)

Q: The HUB model, or situation tables, involves the police working with other agencies to problem-solve and provide effective interventions for at-risk persons. Do you think this is a good approach?

There was strong support for SPS participating in a HUB model and to participate in the established SMART (Surrey Mobilization and Resiliency Table) and CHART (Children and Youth At-Risk) tables.

"Better than what is happening now. Any approach that solves/attempts to solve the problem is better than talking. There is a need to break the Hubs down to the town centres. Plan needs to break it down to the neighbourhood level."

(representative, private sector)

"Yes. We are a community and the whole community has to be involved. It is not just about enforcing laws. It is about helping people."

(representative, private sector)

"The hub model is a good approach. It allows for communication and interaction and relationship building. It is a more coordinated approach."

(representative, community organization providing services to youth)

"To get the other agencies involved is the only way. The police cannot do the job by themselves alone. If a kid in the school is at risk, the teacher knows that more than the superintendent of schools. They can talk to the counsellor, can talk to the police service, the community, the parents. Everyone needs to get together to solve these problems."

(representative, parents advocacy group)

"Absolutely, I was part of the Hub 15 years ago and then the police left."

(representative, community organization offering counseling services)

"Yes. This is a good approach. There are agencies already helping those groups so they may have a better connection and reach into the community as the relationship already exists. It is better than everyone working in their own silos."

(representative, multi-sector community services organization)

The comment was also made that the Hub, or situation tables, should not be police-led. One interviewee indicated that they had been involved in the launch of the SMART table and stated that this program is, "100% something to be preserved."

Q: "In your view, how can the police best be held accountable?"

The interviewees offered several suggestions for how SPS can be held accountable. This included having a qualified and engaged Police Board, ensuring that SPS is transparent in its activities, and by having independent oversight agencies. With respect to transparency, a representative from a community organization providing community services stated:

"If you are clear about what you are doing and how you are measuring those results."

Other representative comments include:

"Delivering an annual report and reporting on statistics. Sharing the strategic plan."

(representative, municipal department)

"Through surveys and employee assessments."

(representative, community organization providing services to youth)

"A follow up should be conducted after the report is filed. The person reporting the incident should receive some sort of follow up from the investigating officer."

(religious leader)

"Treat it like a business and treat us like clients."

(religious leader)

"External bodies investigating police incidents and complaints."

(representative, community organization providing services to women and youth)

"Be as transparent as possible and as accessible as possible. If something goes bad, tell us."

(representative, community services organization)

"Demystify through communication."

(representative, community organization providing services to immigrants and refugees)

Having a robust complaint process was also mentioned as ensuring accountability:

"Have a strong way to address complaints. The community needs to know it will be dealt with and there will be consequences if warranted. The community should be able to question the police and the police need to be honest and discuss what they did, what, if anything, went wrong, and how they could improve and do better."

(representative, multi-sector community services organization)

Q: "What are your views on body-worn cameras?"

A large majority of the interviewees support SPS officers wearing body-worn cameras (BWCs), many using the terms "100%", "absolutely", and "no objection" in their comments. A common theme in the broad support for BWCs was that the technology protected both the officer and the public. This support is reflected in the following representative comments:

"I'm in complete favour of body-worn cameras."

(representative, community organization)

"I am supportive of body-worn cameras. There will need to be an education component to it."

(representative, community organization)

"Yes, wear them all the time. Mandate them."

(representative, regional health authority)

"If there is a good relationship with the community, people won't have any issues with police using them."

(representative, community organization providing services to women)

"It's a great accountability tool and the community does it through cell phones."
(representative, community services organization)

"I'm for it. Police officers need to be protected. It's for their safety and also the safety of the individuals in the city. Works both ways."
(representative, community advocacy group)

"Having body-worn cameras works both ways. It protects the officers from untrue and false allegations while protecting the civilians at the same time."
(representative, community organization providing counselling services)

"Body-worn cameras are an absolute must."
(representative, local charity organization)

"If there is nothing to hide, there is nothing to worry about."
(representative, community organization)

"Provides an independent eye."
(Member of the Legislative Assembly)

"I think it's a good thing. It holds everyone to account."
(municipal councillor)

"Everyone else has a camera, so they [the police] should do so for their own defense."
(municipal councillor)

Among the stakeholders who felt that, on balance, BWCs were a good idea, there were concerns:

"Follow the evidence and then decide to wear them or not."
(representative, community organization providing services to women and youth)

"It can be challenging when the police enter a shelter and no one has provided consent and are concerned about being recorded. If used from a crisis management perspective, then it is good. Clear policy and procedures needed. Make the public aware."
(representative, community organization providing housing supports)

"Don't know if we are going to be violating people's privacy. Has to be some sort of regulation and disclosure but I think the benefits outweigh the cons. In the transition house, for example, we wouldn't want the camera on because of the confidentiality of the other residents."
(representative, community organization)

"There is a fine line between building trust and Big Brother."
(educator)

"It holds people accountable in some ways. Not a perfect tool, but I'm in favour of them."
(representative, community organization providing services to women)

"Double-edged sword. There is fear of everything police do is filmed. Some of the public thinks it's an invasion of privacy. Tough to answer, but likely important with the current landscape."
(representative, community organization providing services to youth)

"Freedom and privacy are a concern, but there is the public safety perspective too."
(representative, youth and adult sports organization)

"May not go well with homeless people or other vulnerable persons. Will be helpful with other population groups."
(representative, community organization)

A small number of interviewees expressed concerns about BWCs:

"I'm not sure it captures the entire story. It's just a moment in time so not sure they are effective. Just part of a larger story that we don't know."
(representative, community organization providing housing support)

"Personally, I do not think they are necessary."
(Member of the Legislative Assembly)

"It's never impartial. It shows a small part of the situation. You don't always get a full picture."
(representative, community advocacy group)

"I think they can serve a function, but they can hinder the process as well. I think there's a lot of things that when you view the footage and surveillance of something you don't get the full picture of what actually happens especially if there isn't audio or you're only seeing it from the police officer's perspective and not from the other person's perspective so it can go both ways in terms of how the footage is viewed. I think that it's not the solution and people point to them as the be-all-and-end-all and I don't think that's the answer. Training of officers and better understanding of the needs of the community will go a long way in the overall success to ensure public safety."
(representative, community organization assisting justice-involved persons)

Interviewees did note that, if SPS adopted BWCs, it was important for them to educate the public about the technology, how it is used, how the videos are stored, who has access to the videos, and other considerations.

Q: What do you think about a police service having Neighbourhood Partnership Officers who would work with the community to identify and solve problems?

There was strong endorsement of the concept of Neighbourhood Partnership Officers (NPOs) by the interviewees, as reflected in the following illustrative comments:

"Love it."

(representative, youth and adult sports organization)

"That is a great idea."

(representative, community organization providing services to women)

"I think it is imperative. Is that not what community policing is? Having an allocated person during consultation phase is imperative. We need a name and a face in our community of Fleetwood. No one knows Fleetwood like we do. We need someone to understand where we are, how we got here, and where we are going."

(representative, private sector)

"I think it is a great idea. That is what we are missing. They understand the issues."

(representative, community organization)

"Yes, you want to enable the community and build connections."

(representative, community organization providing settlement services)

There were also suggestions as to how this program might be implemented:

"I would suggest that it be layered with social media engagement with the entire city."

(representative, municipal department)

"I think that would be good as long as they have the agency to do something. Not just to be an office where people go to complain."

(representative, community advocacy group)

A very small number of interviewees raised questions about an NPO program:

"It makes me nervous. It is like ratting out on your neighbour and it depends on the officer you get."

(representative, community organization providing services to women)

"People might feel safer but that depends on the person, how approachable they are and can they be trusted."

(representative, multi-sector community services organization)

"I would suggest to try it and not do a big bang approach. Start with a couple of neighbourhoods and try it and see what the impact is."

(representative, community services organization)

Q: "What do you think about Gang Crime Units that proactively focus on persons involved in the gang lifestyle and that also patrol bars and restaurants?"

There was strong support for a SPS Gang Crime Unit, as illustrated in the following representative comments:

"I love them. They should be doing a lot more"

(religious leader)

"I like it. It's nice seeing them around. If they're involved in the community, then what's there to fear? That's very important."

(representative, community organization)

"For sure. Yes! Yes!"

(representative, community association)

"I like it. It's a good idea. We need to get the message out that we don't want it [gangs] here."

(municipal councillor)

"Absolutely, good. I don't know a lot about criminal organizations, but police need to be more proactive."

(representative, community services organization)

"Yes. It provides safety and eyes on the street. I have little expectation [of] privacy in those areas."

(representative, community organization providing services for refugees)

Several interviewees noted that it would be important for the gang unit to work with other agencies. As well, it was stated that having a Gang Crime Unit should not distract from the importance of putting resources into school programs designed to prevent youth from becoming gang-involved.

Several interviewees expressed concerns about SPS establishing a Gang Crime Unit:

"Interesting. I'd have a lot of questions about how that would work, I think."

(representative, youth and adult sports organization)

"Not my expertise, but some people have been moved from that lifestyle and they still get kicked out [of bars and restaurants] and that's not fair. With more enforcement, it becomes more toxic."

(representative, regional health authority)

"Gang Units need the right people who have the experience and are willing to stay."

(youth outreach worker)

"I am not a huge fan of the Bar Watch program. I think having a proactive piece is important. I don't know that Bar Watch is necessarily the answer to that. I think that the proactive piece should be more about liaison in the schools. That is how proactive would look."

(youth outreach worker)

Q: "What do you think about police services having a Diversity Advisory Committee that meets regularly with the Chief and senior executive?"

There was strong support among the stakeholders for SPS to have a Diversity Advisory Committee. This is reflected in the following representative comments:

"Yes, we need to have a group that can do that. It reflects the closeness of working together with the police. Sometimes the police don't know what is happening in the community and they can be made aware of it."

(representative, community advocacy group)

"I would appreciate and support that. Community members would have eyes on the community so will know what is going on."

(representative, community organization providing housing support)

"I think in Surrey you absolutely have to have that."

(representative, youth and adult sports organization)

"I think that it is a wonderful idea as I was part of the RCMP diversity committee."

(representative, multi-sector community services organization)

"All organizations should have that committee, so yes, definitely. They should seek external training from experts in that area as well."

(representative, community organization providing services to women)

"Invaluable. We have to have that."

(representative, multi-sector community services organization)

Several suggestions were made as to how the committee could be made more effective:

"It's a great idea but only if they're going to do something and actually pay attention to the committee. I was on a committee like this for the city for 8-10 years. It was lip service. I'd bring the same things up and it wasn't acted upon. Don't have a committee if you're not going to do what the committee is recommending or explain why it wasn't done. Otherwise, you create distrust."

(university faculty member)

"I think that it is important that there is a genuine consultation role rather than just a token, like 'we're diverse' but we are not really."

(representative, community organization assisting justice-involved persons)

"You need to have the right people of diversity."

(representative, community organization providing services to youth)

"Good idea but needs to be representative of the community."

(representative, community association)

"Good idea if the committee is volunteer-based and comprised of well-known community leaders. Not a committee where people are paid just to be on the payroll."

(representative, local charity)

"It's good if it's authentic and has the power to address diversity issues."

(representative, community organization providing services to women)

"It needs clear objectives and parameters."

(representative, community organization providing services to youth)

"Often, people who become part of these groups believe that, if the Chief is involved, it is for optics and photo opportunities. I would want people in the community who are not at the top of the food chain. Someone who actually works in the environment."

(religious leader)

An Indigenous community member from a housing society felt that a first step for SPS would be to create an Indigenous Advisory Council, composed of community members and, potentially, representatives from land-based Nations.

A very few interviewees expressed doubt as to the utility of such a committee:

"It's a nice way to create optics of inclusiveness and diversity. Would be interested to see what the mandate is. Could be tokenism. Should be part of the overall mandate and ensure they have a goal and are accountable. They should have a goal and be accountable."

(representative, private sector)

"Don't think it's necessary all of the time unless there is an issue."

(educator)

"At some point, you have to do your job. I don't know how many more committees you need. It is already an evidence-based model."

(municipal councillor)

Q: "Are you aware that there is now a police board in Surrey? Do you know/would you like to know what the role and authority of the police board is?"

A majority of the interviewees were aware that there is a Surrey Police Board. Many expressed an interest in receiving more information about the board and its activities. Those who were not aware of the board, its role and activities also expressed an interest in receiving information.

Q: What are your thoughts on School Resource Officer programs?

A smaller number of interviewees were asked their views on school resource officer (SRO) programs. There was strong support for this program as revealed in the following representative comments:

"Builds relationships with youth. Youth will learn that the police are there to support the community. Need consistency with frequency [of presence in the schools] and of the assigned members to build relationships."

(member, Indigenous First Nation)

"We are supportive of SROs."

(representative, Surrey Fire and Rescue)

"The SROs are very important and they need to stay."

(representative, private sector)

"SROs create relationships with youth."

(Member of Parliament)

"I feel comfortable with police in the schools working with youth."

(representative, community advocacy group)

"There is value in the police being in schools. When the police are not present in schools, there is less trust in police among youth and there is no consistency in connections."

(university-based educator)

"SROs reduce gang engagement, support youth, and should remain in schools. The police need to reduce any challenges around race relations and problems that exist within policing."
(representative, child development centre)

"SROs are an incredible opportunity to save lives and prevent gang engagement. They build relationships with our youth."
(representative, community organization)

"I am supportive of SROs. I think it's good that youth can engage with the police. SROs need to be low key in schools and build relationships. We would like to assist with you if possible in the future."
(representative, community advocacy group)

Several interviewees supported a program of officers in the schools, but with the caveat that there was a need to reform current practice. The following representative comments illustrate the concerns:

"I'm in favour of keeping them [SRO programs] but perhaps the program needs to be adjusted and overhauled."
(Member of the Legislative Assembly)

"There is a need for a school program; however, it needs to be reworked from the current system."
(Member of the Legislative Assembly)

"The youth need to be a voice in SRO programs."
(representative, provincial agency)

"I am not supportive of police in uniform on school grounds. However, if SROs are assigned, there needs to be active/positive interactions between the police and youth. There needs to be officers who speak different languages to support youth and families, and there shouldn't be any weapons on school grounds."
(university faculty member)

Q: Five years from now, how would you like to see the relationship between the SPS and the community?"

The stakeholders offered a wide range of thoughts on their vision for the relationship between SPS and the community in 2026:

"I envision a city that is proud of its police, a city that has been involved in creating its police to whatever capacity they want. Voting for a team that implemented them, being proud of the fact that we have a fantastic brand-new police model."

(municipal councillor)

"Firstly, I hope and pray that the SPS is successful in their own right. I have no strong view either way for the RCMP or SPS, as long as they take on the responsibility of what they are supposed to do. In five years, I would like to see a police force that is reflective of the different communities within Surrey. I would also like to see stronger involvement in community activities and initiatives."

(representative, community organization)

"I am really looking forward to building a police force from the ground up. Designed for Surrey by the City of Surrey."

(municipal councillor)

"I would love to see a service that cares about the community. Would love transparency. Would love to see a service that values transparency."

(youth outreach worker)

"I think that it would be great to see more presence in the community that is not just speed traps and stops. I think it is really important to just be out there, talking with people in the community who are in vulnerable populations, talking with community partners, being present for those conversations and being open to listening which I think will really improve the police services in the Surrey area."

(representative, community organization assisting justice-involved persons)

"Trusting community relationships and a good understanding of community context. Officers connected to the city."

(educator)

"That you [SPS] be able to walk in and walk out of our buildings and that you have engaged the community."

(representative, multi-sector community services organization)

"Having those relationships built. Ongoing support and communication between the community and the police. That would be ideal. Consistency in the staff. Having those stronger relationships with different community resources. Doing purposeful hiring and recruiting to embrace the multicultural city that we live in."

(representative, multi-sector community services organization)

"I would like to see the SPS considered as one of the best police services out there compared to other municipalities. 'Look at what SPS has done for the city, turned it around, made it gang-free.' No gang recruitment in Surrey. That would be a wonderful thing."

(representative, community advocacy group)

"So good that every city would want their own city police force."

(religious leader)

"A two-way relationship. The consultative model is great. When my younger kids are teens, having them know they could go to the police if they through they were in trouble. Knowing there is a partnership there, that partnership model being integrated in the community in a different way."

(representative, youth and adult sports organization)

"Get to know our names. We trust them, our community trusts them. We hope that one of our youth graduates will become an SPS officer."

(religious leader)

"It will be a new entity. Getting over the resistance and gaining more familiarity and understand about what city police can do to support the residents of Surrey."

(representative, community organization)

"It would be nice to feel comfortable about picking up your phone and speaking with police and not just speaking about crime matters."

(representative, community organization providing settlement services)

"We are hoping they are going to be a great police force."

(religious leader)

"Would like to see them be more involved in the community than the RCMP is, that the members of the SPS live in Surrey, their kids go to school here, they coach their kids, so they become an integral part of the community."

(representative, private sector)

"I would like to see one that is trusting, open and accountable. Where everyone respects each other. Where the police are respected for upholding justice and knowing what's happening in the community and reporting it out. Clear communication. Everyone works together. No one hesitates to admit a mistake or offer an idea."

(university faculty member)

"I think you have the opportunity to be a lighthouse, a beacon, to show other communities the way. What's gone wrong but what can be done differently. Showing people how an efficient, but humane group of individuals who are seen by the residents as someone they can trust and go to, and by the criminals as someone they should be wary of, but that they will be treated fairly. Things need to be done differently."

(representative, community advocacy group)

"Would like to see it be trusting. People in the community should feel they can go to them, feel heard, feel they will be treated in a fair and equal way. I'd like the police to feel that the community is a welcoming place too."

(religious leader)

CHAPTER 3: THE FOCUS GROUP SESSIONS

To broaden out the consultation process with community stakeholders, and to explore the key foci of the project in greater depth, focus group sessions were held with 12 stakeholder groups in the community. Focus groups are an excellent forum for giving community stakeholders voice, to hear their lived experience, to gather information that can be used to inform SPS police, operations, and initiatives, build sustainable police-community partnerships, and to signal to the community that SPS is going to make community consultation a core principle of its community policing model.

The sessions are also an excellent way to capture the diversity of the community and to understand how residents view the “landscape” of their community and of their neighborhoods. This “landscape” includes perceptions of safety and security, challenges and opportunities to improve the quality of life in the neighbourhoods, and the role of the community and SPS as partners in this endeavour.

The groups included a variety of stakeholder organizations, including the private sector, seniors, community associations, the differentially abled, advocacy groups, the LGBTQ2S+ community, and community organizations providing a broad range of community programs and services for (among others) at-risk youth, newcomers, vulnerable and at-risk persons, youth, and crime prevention. The individuals interviewed carry out much of the frontline work in the community and are uniquely positioned to speak to the challenges and opportunities in Surrey as well as the potential for developing collaborative partnerships with SPS within a community policing model.

A list of the organizations that participated in focus group sessions are included as Appendix E. The sessions generally involved 10-12 persons and lasted from 1.5 to 2 hours in duration. Session participants were guaranteed anonymity and were self-managed in the degree to which they contribute to the discussion. The primary co-facilitators of the focus group sessions were Superintendent Allison Good, of the SPS Community Policing Bureau and Dr. Curt Griffiths. They were assisted by their respective team members.

The discussion sessions provided an opportunity for participants to share their lived experiences, to offer ideas on how the quality of life in Surrey can be improved, and how SPS can most effectively deliver police services in Surrey. The topics explored in the sessions reflected those asked of interviewees in the interview component of the project and were informed by the materials gathered in the interviews.

The discussion topics included, but were not limited to:

- 1. Participants' perceptions of the quality of life in Surrey and key issues of concern;**
- 2. Challenges and opportunities for improving community safety and well-being;**
- 3. How their organization/agency and others and SPS can best address these;**
- 4. How best to develop sustainable police-community partnerships;**
- 5. How the community can be involved in setting police priorities; and**
- 6. Strategies for creating and maintaining police-community communication and dialogue.**

This section is divided into key themes that emerged throughout the twelve focus group sessions.

THE POLICE AND PERSONS WITH MENTAL HEALTH ISSUES

A key requirement mentioned by many participants in the focus group was that SPS officers have training in mental health behaviour and communication strategies when interacting with persons with mental health issues. This is reflected in the representative comments of two staff members who work in community organizations:

"I think there is a lack of understanding by police with respect to mental health as there's a lot of trauma and police need to understand that and realize there's another side to it."

"There should be training programs for all police officers on how to interact with person with mental health issues."

YOUTH

The participants in several of the sessions focused on addressed the needs of youth in the community. This concern is reflected in the representative comments of two staff members who work with youth:

"Sometimes kids make mistakes, but they don't know who to tell someone and how to get help, need services for kids to have access to."

"Sometimes we can't get them [youth] services because there are mental health concerns, as they don't want the mental health help and because of that we can't get them in the other programs that they need due to the mental health."

The lack of coordination among the agencies and organizations providing services for youth was viewed as particularly problematic, with a youth worker in a community organization focused on at-risk youth stating:

"It's not coordinated properly. They don't start talking about gangs and drugs until high school, but it should start at an earlier age earlier in elementary school."

There was also an identified need for more resources and better coordination at the elementary school level.

In addition to the need for early intervention and more resources, it was also suggested that youth be involved in fashioning solutions to issues, and that efforts be made by the police to build trust with youth. Suggestions included having weekly meetings with students in schools at early age and providing volunteer opportunities for youth. A school resource officer program was viewed as an important component of police-youth relationships. One focus group participant who works with at-risk youth stated:

"It's about the kids feeling safe when seeing a police officer in uniform."

THE IMPORTANCE OF EARLY INTERVENTION WITH YOUTH

There was, among personnel who worked with at-risk youth, a concern that there was not sufficient early intervention. Mention was made of cases where a youth had sixty PRIME hits before being referred for further intervention. A concern, as one resource person noted, was that the youth:

"Must be in the system before they get support. There are some great systems and programs in BC. We need to use them."

ADDRESSING THE NEEDS OF YOUTH

There is an opportunity to involve youth in a substantive way. The important role of youth consultation committees was noted, as well as youth leadership training in the Grade 12 school curriculum. One focus group participant who works with at-risk youth stated:

"Youth are brilliant. Support young people and create that space for them to learn. Incorporate that into the SPS planning process."

Programs such as CHART (Children and Youth At-Risk Table) provide a framework within which the resources and expertise of multiple organizations can be leveraged in a collaborative effort to address the needs of youth and their families.

One group of persons who work with youth suggested that youth be “given voice” and be consulted on how best to reach them and how communication could best be established and sustained. Social media was viewed as one way to connect with youth, although there were concerns about its potential negative impacts.

Suggestions from the focus group of Surrey Indigenous leaders included SPS officers participating in youth programs, including sports, and officers spending time at the Fraser Region Aboriginal Friendship Centre (FRAFCA).

POLICE VISIBILITY

There was a consensus among the focus group participants that the police visibility, including foot patrol, was an important component of a community policing model. A representative from the private sector stated:

“If you don’t see police very often it becomes a negative perception. Visibility and presence lead to community trust and feelings of safety and security.”

COMMUNICATION WITH THE COMMUNITY

Police communication with the community and stakeholder groups was viewed by focus group participants as an essential component of SPS community policing model. Building strong relationships with the media, and the creative use of social media, were viewed as a key component of keeping the community informed and building trust.

COMMUNITY SAFETY OFFICER PROGRAM

Several participants in the focus group sessions mentioned the significant impact of the disbanded (in 2014) RCMP Community Safety Officer (CSO) program. The view was that the CSOs did valuable work in the community and in forging relationships with stakeholder groups. A participant in a private sector focus group stated:

“They would sit in when we were doing an event and provide information. To know they were there and could help. Just to know that they are there and part of the community and at the table planning the event made them be part of the community.”

INVOLVEMENT OF THE PRIVATE SECTOR

The private sector representatives expressed an interest in developing collaborative programming with SPS, one stating:

“[Have] programs we can work together on. You have more knowledge of what programs are out there and working that we can maybe help with or take over.”

There was also the view that more BIAs were needed in Surrey, including in Strawberry Hill, Guildford and South Surrey, as well as a need for more information-sharing between the police and private sector organizations. This is reflected in the representative comments of two persons from the private sector:

"The RCMP is like a separate operating silo. In certain situations, I don't get answers that I feel would be normal to get an answer for. Trying to get information on a recent situation, I was just told it was an ongoing investigation. I understand privacy, but as a stakeholder we can be of value on the ground."

"Central City spends more money than any of us on their bike patrol, we are always willing to share info with the other people, but there isn't the same kind of sharing the other way. We give, they take. Probably the way most police services do it, but I feel that there has to be a little more of the sharing."

For the private sector, continuity of officer involvement was also an issue, one representative stating:

"I had a good experience with an RCMP officer, but he's gone. Someone leaves, now what? In business if someone leaves there's a bounce-back email - not with the RCMP." Another representative echoed this concern: "In business, if someone left and someone takes their job they continue with the same job. If they aren't going to do that in the RCMP, they should inform the people."

DE-CENTRALIZED, LOCALIZED POLICE SERVICE DELIVERY

A key component of the SPS community policing plan is the decentralization of service delivery to the district police stations. The intent is to assign an Inspector to oversee the operations of each community station and to have the senior officers and patrol officers and staff actively engaged with the community. This approach is designed to facilitate building relationships of trust, officer knowledge of the issues in the district, crime prevention and crime response strategies, and collaborative partnerships.

Comments were made by focus group participants supporting a de-centralized, localized approach to service delivery. A member of a community association commented that:

"We have a little district station, but I don't know what they do."

Another member noted:

"I like the idea of districts, seems like every area has different issues. It makes sense to police based on the needs of each region. A town centre police station, with maybe a sub-office, is really important but there isn't one in Fleetwood. I have a good relationship with our district Sergeant [RCMP]. What we have done is implemented Zoom calls with the Sergeant and the community on there. It's gone great but I've found it's always in our hands to reach out. They're always available, but if they haven't talked to us in six months, they should be reaching out. Not always us."

A representative from the private sector noted that the SPS strategic plan needed to address the unique needs of each of the districts, stating:

"Every town centre is its own, and there needs to be a plan for each as they develop. Break down the strategic plan into communities, based on where they are today and what they need in the future."

The use of Zoom was suggested as a way to increase public participation in discussions about issues in the district and, in particular, a good strategy for attracting youth to the discussions.

A member of a community association commented:

"The one thing I find desirable in the new model is that many [officers] live in the community. Desirable to have that real connection. Looking forward to good things."

Another member of a community association stated:

"Having a district office that is active is really good. I've never been into mine. I don't know what they do there. Consistency is really good. I did connect with someone once, but he was on the way out. Nice to be able to have a relationship and consistency."

A representative of the private sector recalled that, in one district, the Staff Sergeant would meet twice a year with the private sector, the Chamber of Commerce and the public:

"[He] would go over the stats of what had been happening, questions, concerns, what to watch out for. It was really good. People felt that they were getting involved. They would attend. But of course when [he] left, the next person had one meeting and then it fell apart."

In addition to the widespread support for the SPS community policing model, there was also an interest in districts sharing information and ideas, with one representative from the private sector stating:

"I like having a multi-disciplinary approach. I like this kind of a setting where you bring different experts from different fields together. It's nice talking to people from different communities too, to hear about different areas, some issues are the same and some are very different."

CONTINUITY OF OFFICERS AND PROGRAMS

Familiarity with officers and officer continuity were cited by focus group participants as a current challenge. For example, while private sector participants from two districts indicated that they could call the police and get a response "any time," a representative from another district stated:

"I've been finding over the last three years it's been difficult to connect. We hardly know who it is. The Staff Sergeant we had has been on [parental] leave twice in past three years. Monthly meetings are getting cancelled. I sit on numerous other committees [such as] temporary housing. There are RCMP on the committees as well, but it's a different person every meeting. So not forming that relationship."

To improve the continuity of programs, one private sector representative suggested that effective programs be imbedded into the police service. This person recounted their experience with the police and programs:

"I have felt personally that the best programs that we have introduced have been introduced by a specific sergeant or staff sergeant. They want to get recognized for a promotion. Once they get it started, they move on and it fizzles. I'd like to see that when there is a program, even if it's started as a pilot, it should be adopted throughout so that it becomes ingrained. Not specific to one police officer. We worked with the RCMP, came up with ideas and wanted a games day at Holland Park on Fridays. It was working well. Students came for three summers in a row so it was able to carry on. The RCMP wanted it, we helped them with it but then that RCMP officer got transferred and no one else wanted to take it on."

CONTINUITY OF CURRENT RELATIONSHIPS WITH THE POLICE

Focus group participants cited several current partnerships with the RCMP that they would like to see continued with SPS:

"There is a meeting where all different organizations come together. Nightshift, Lookout Society, and others will attend those meetings. Great initiative that I'd like to see continue."

"There was a SMART meeting today. The RCMP was on the call. When we are trying to find someone, we ask them when was the last police contact and they share that information. RCMP also attends Fraser Health meetings about prolific mental health clients, discuss monthly, how many contacts, how many hospital visits, how much police time."

"We're used to having RCMP providing services at the SMART table. They know our clients by their first names. Hope that service continues. The mental health unit would step in with people with mental health issues that needed to be found. Hope that continues."

LEVERAGING TECHNOLOGY

Focus group participants offered some suggestions on how technology could be used to improve the prevention and response to crime, with one person suggesting the use of an app that could be used to report crimes, personal offences or property crime, noting:

"If a person sees break-ins to vehicles, they can't report that through the app, but no one wants to spend 40 minutes on hold for the police."

However, there were concerns with this use of technology, a representative from a community organization that assists person in poverty cautioning:

"Involving an app, there is a lot of value, but I can see an app like that being abused by [someone] who may be just afraid of someone who doesn't look like them or doesn't understand their behaviour."

SUPPORT AND SERVICES FOR PERSONS IN NEED

The ongoing challenges of housing and persons without housing were a focal point of discussion the focus group sessions. A representative of a community organization working on this issue observed:

“There is a real lack of resources, a lack of affordable housing which puts a huge strain on homeless folks. You have to be prepared for that. If you’re coming across homeless and low income [individuals], it’s not even a matter of getting them connected to services. The solution [housing] just doesn’t exist right now. That said, we have a good relationship with RCMP Police Mental Health Outreach Team [PMHOT]. They will sometimes be first on scene, will know the person, can spend time in the area when it’s not necessarily just responding to a call and putting someone in the car. That familiarity has led to a decrease in conflict between police and homeless folks which is good. But some of the police who aren’t part of that team, we’ve had issues recently which has caused us to look back at our privacy and confidentiality.”

This representative continued:

“It would be a huge success if SPS could take a balanced approach to this. Lots of people end up in shitty housing situations. Our most frequent interaction is also with by-laws. Every morning police and by-laws come along and clean up, move people and their belongings. The solution to that is outside of police control. It’s a housing issue. We want to partner with you and with other agencies for solutions. We are just one cog in the wheel. No greater success than all putting voices together and paddling in the same direction.”

Another focus group participant stated:

“The current involvement of RCMP is they are just moving people along. Number one issue is housing. There is an extreme lack of housing. Has to do with things not being zoned, supportive and affordable housing. A lot of services in the City Centre are being pushed away because of new construction, away from where people have their community and supports. Current RCMP spends lots of time moving people to nowhere. A business will call about homeless people: move them along, but to where? Frustrating for police and for the homeless. The person isn’t doing anything wrong, they just have nowhere to go, shelters are full, no housing. Officers come to our door at the shelter, that look on their face which says, ‘Today’s my day to not be the bad guy,’ and they want us to take someone, but then we end up having to kick someone else out of shelter to make space, which we aren’t going to do.”

A representative from a community organization that provides services and support for women commented:

“The police don’t have the solution, but maybe SPS can lend their voice to affordable housing and other solutions. I’m all for trauma-informed policing, relationship building and trust building. Treating people as a person first and not a criminal. Doesn’t have to be an aggressive approach. What’s worked well is having co-located staff. Our staff embedded in the RCMP’s DVU/SVU [Domestic Violence Unit/Special Victims Unit]. Relationships with police that we trust.”

There was also interest in exploring the Navigator program operated by the Edmonton Police Service. The role of navigators is to assist persons who have come to the attention of the police and who are in need connect with resources.

SPS PERFORMANCE METRICS

There was discussion in several of the focus groups about how the effectiveness of SPS should be measured. A variety of suggestions were made, including this one from a participant:

“As you’re building this organization, set appropriate measures of success for the police force. I suggest you try to avoid ‘adding X number of officers’ as a measure of success. If you don’t need more police officers, don’t add them. Do a little less. Housing is a huge issue. Don’t add more police to fix, when we know the solution isn’t more police; it’s more housing. Not necessarily a direct relationship between the police budget and housing, which is provincial responsibility, but NIMBY-ism is an issue. Having the police voice added to the mix, calling for housing, saying this can be done safely...would be one of the biggest things.”

OPPORTUNITIES FOR COLLABORATION

“Work with us. We can make a difference.”

(staff member, community organization)

“*Nothing About Us Without Us* should be the philosophy.”

(member, LGBTQ2S+ community)

A key theme that emerged from the focus group discussions was the potential for collaboration between community organizations and agencies and SPS going forward. There was widespread support for an integrated approach to addressing the needs of community residents, responding to crime and disorder, and improving the quality of life in Surrey. This is reflected in the following representative comments from persons working on the front-line in various community organizations:

“Our organization has a diverse group of volunteers. You can tap into them to learn how to connect with those communities.”

“It’s all about authenticity, relationships, consistency.”

“You have to leverage organizations like ours that already have 500 volunteers, mentoring programs, relationships in the schools. You’ve got roadblocks in some community members already, so these partnerships will help bring legitimacy. If you want to build roots into the community, start with the partnerships with the existing community organizations.”

POLICE OFFICER IN THE SCHOOL PROGRAM

Similar to their counterparts who were interviewed, there was in the focus group sessions strong support for the development of a police officer in the school program. One youth worker described the program as, “super-critical.” The caveats raised in the discussions were that the program must be, “the right officer with the right training,” so that youth, “will see them as mentors rather than adversaries.”

Also, the continuity of having the same officer in the same schools for an extended period of time, similar to the SRO program operated by the Delta Police Department, was viewed as critical to its success.

An officer in the school program was viewed as being particularly beneficial for at-risk youth and youth who come from countries where the police are not trusted. It was also suggested that officers in plain clothes could interact with youth in a wide variety of activities in a non-enforcement capacity. Members of the Surrey Youth Indigenous Probation Team suggested that SPS place SROs in alternative school programs to facilitate interaction with youth in these programs.

Staff from organizations who work with at-risk youth commented:

“I feel like it’s really needed. I feel like every school should have an SLO. Loved my relationship with SLO’s. They got to know our students. Now it’s watered down, but I feel like it should be a priority, with the right people in those roles.”

"It is really important to have a program, even if not actively interacting, just to allow kids to be okay with a police car in the school, just get them used to see it. Media portrayal of cops with guns wanting to shoot people. Just need cops walking around in uniform, smiling, even if not interacting directly. Need to install values in young kids of respect. Helps instill positive values in kids. Get those values into kids at earlier age, make sure they're comfortable."

"It's not just having a police liaison, it's having the right police liaison. Important to have that presence in the schools. We have kids as young as six in our STARR [Services to Access Recreation and Resources] program. They want to be police officers after having that positive interaction."

"Speaking as someone who lives/grew up in Delta, Delta PD made an effort to come out. I had multiple interactions with the DPD. One of my first interactions at age six. The constable saw me playing alone in playground. He came to talk to me, handed me a McDonalds ice cream coupon for a free cone. Little things like that stuck with me for a long time. Got to know him well after that. It made a lasting impression."

ALL GRADE LEVELS

"By grade 5 the teachers know, [which kids are in trouble]. Police should talk to the teachers as much as to the students to identify kids who need extra attention."

"I think we should start younger, as low as possible. By grade 5 will have the greatest impact, start in K-1-2, solidifies respect which dissipates in teenage years due to media and social media influences."

"The perception in the elementary schools is that if we can build trust, they would speak to us about issues they're having, [such as] drugs in the playground. They're comfortable enough for us to disclose that to us."

CONTINUITY OF SRO OFFICERS

Indigenous leaders felt that school resource officers should remain in the same schools for five years to provide consistency and to assist in the development of relationships with families and youth. The importance of officer continuity is also reflected in the representative comments of other focus group participants:

"The program has to be a long-term thing, not a rotation of a person in and out."

"A school liaison program is really crucial. It seems like a rotational thing. I've only been out of school for four years. I only had three interactions from K to 12 only: One in Grade 7 and 9, and one where the officer was walking around high school. Those were the only interactions."

EXPANDING POLICE CAPACITIES

The suggestion was made that SPS consider expanding its capacities through the hiring of civilian social service professionals, with one participant offering that the department should prioritize the hiring of Registered Clinical Social Workers (RCSWs) for community policing positions:

“Because an RCSW has clinical, systems-based, and holistic biopsychosocial training, as well as outreach community based social work experience. Registered Social Workers are also good because they deal with a lot of social disturbances such as domestic violence and child protection issues and have a history of collaborating with the police. Other professionals such as nurses and clinical psychologists are good, but their orientation and training are really heavily based on the medical model, which really limits the scope of their practice in a community outreach capacity.”

A COMMUNITY POLICING MODEL WITH A FOCUS ON NEIGHBOURHOOD POLICING

There was strong support among the participants in the focus group sessions for the implementation of a community policing model centered on the districts and neighbourhoods in Surrey. This is reflected in the following representative comments:

“The concept of district-style policing; officers who are dedicated to their district, allows everyone, including people and businesses, to get to know their officers.”

“Hearing from the community directly as well, some mechanism where they can provide their experiences and suggestions is really important.”

“Authenticity in relationships and communication. Representation means more than just the police officers. It means the management and decision makers as well. It can't just be tokenism.”

“It's humanizing police officers. As they move into Surrey to be part of Surrey, be known in their neighbourhood. Most neighbours don't know their own neighbours. [It is of] benefit for people to learn who you are, regular human, not someone special or crazy, just another person with a career in policing. Just being more involved outside of the uniform in the community: 'I'm a regular person and I serve the community.' It brings calmness. Brings the human aspect.”

“I also volunteered with Delta PD. They would have coffee with a cop day, invite the community to come and chat at Tim Horton's, grab a coffee and share their concerns. Host small events like an Easter egg hunt at a local park.”

“Get involved with immigrant community associations. A lot of these organizations have events. When there are events, make sure you have a positive presence. Fusion Festival, have a booth. Vaisakhi, Lunar New Year, etc. Assign cops to neighbourhoods; people will get to know those cops. I brought stuff home from school and shared with my parents (immigrants). If you get the kids young enough they will influence their parents.”

“One thing we hear often is a lack of willingness to call police. They [newcomers and others] won’t call it in but building relationships will help with this. Will make it easier for people to report information and being less concerned about being exposed, if they know a kid in their community is involved in a gang or having issues they can report, creating an environment to make people comfortable to report.”

A ROBUST VOLUNTEER / MENTORSHIP PROGRAM

Volunteers and mentoring programs were viewed as important components of a community policing model, as revealed in the following representative comments:

“It is important to have volunteers from various backgrounds. We [Surrey Crime Prevention Society] have over 500 volunteers of various backgrounds. We need to work together.”

“One program that we [Surrey Crime Prevention Society] runs the mentorship program. Teachers ID youth with problems and they are paired with a mentor. It would be good to set up a system where there is an intentional interaction with a police officer. We’ve already ID’ed this child, let’s not only pair with a mentor but also a positive interaction with an officer. It’s too much to ask police to be everywhere all the time but have a good positive interaction and some good guidance. One person saved is a huge success. They have influence in their friend groups.”

“We have an at-risk youth mentorship program, where we pair a youth with a mentor to do volunteer work in the community, work with school district and Pacific Community Resources Society and the and Ministry. If we start young, positive interactions with police, 500 volunteers who are motivated to make a difference in the world.”

In a focus group for differentially abled persons, the young adults shared their lived experiences in the community. There were concerns with safety and a desire that there be more police officers and increased visibility of police. Suggestions were made that the City should improve lighting to increase feelings of safety at night and that officers received training on how to interact positively with people.

WORKING WITH VULNERABLE AND MARGINAL PERSONS

“They [the homeless] view the police as an obstacle to their life, so if they see police they run away. Having an education system to help the homeless, speaking with police, workshops, speak with police, to foster relationship, building a bridge, doesn’t solve it but they see a lot of the crime, if they have that relationship, they may be willing to report.”

COMMUNITY EDUCATION

“The education factor of why the police don’t attend every call in Surrey. Explain why we don’t have resources to attend every call. Allows the public to understand the reality of policing. What people don’t understand is what the obstacles are that prevent police from responding the same way everywhere. Education as to the value of police and how resources are spent and what the limitations are.”

THE NEED FOR TRAUMA INFORMED POLICING

“Lots of persons in this community struggle with mental health issues/addictions and trauma from growing up and not being accepted for who they are or being able to express outwardly who they are. We want the police officers to show compassion and actually allow them to be listened to and heard. The police should provide suggestions for resources and try to help and change people as opposed to straight to enforcement.”

(member, LGBTQ2S+ community)

A DIVERSE, APPROPRIATELY TRAINED SPS WORKFORCE

“There should be an emphasis on the acceptance of everyone.”

(member, LGBTQ2S+ community)

Another key theme from the focus group sessions was the importance of SPS reflecting the diversity of the community. Having an SPS workforce that reflects the diversity of the community was viewed as essential for developing relationships with the community. As one focus participant stated:

“It builds a stronger connection when people see themselves in the police.”

It was also suggested that SPS create a Diversity Unit composed of police officers and staff with lived experience as BIPOC, LGBTQ2S+, and other traditionally underrepresented groups. A staff member from an organization providing services and support to the newcomer community stated:

“In a city as large and diverse as ours, the inclusion of diverse members. Especially in the last few years, so many people from Asia, South Asia, Africa. Police may be brutal where they’re coming from. So having a force that represents that diversity, and they can appeal to those people, see officers who look like them who are here to help, not to drag you away from your family.”

There was also a widely shared view among focus group participants that SPS should hire for diversity, including South Asians, Indigenous, LGBTQ2S+ persons, to ensure that officers and staff in the department reflect the community being policed. And that SPS members should receive ongoing education to effectively partner with and provide support to these communities.

THE INDIGENOUS COMMUNITIES

Participants in the Indigenous leaders focus group felt it was important that SPS officers learn about the OCAP (Ownership, Control, Access, and Possession) principles which can inform SPS operations. It was also suggested that SPS connect and develop a working relationship with the Surrey Aboriginal Group of Elders (SAGE) Society. Similarly, a focus group of representatives from an Indigenous housing society felt that the most important work to be done was to establish a police member protocol and to increase communication with SPS and its members.

The purpose of the protocol and increased communication would be to end community members being re-traumatized by police presence in the community. Among the provisions of the protocol would be:

- 1. Outside of an emergency situation requiring immediate response, the requirement that a heads-up call be made to a designated person or elder that there is a call for service at one of the housing communities;**
- 2. Having the designated person/elder facilitate contact with the police;**
- 3. A call-back from the police following attendance to a housing community;**
- 4. Proactive police engagement with the community, including speaking with the elders and engagement with youth; and**
- 5. Culture-based training for SPS members which would include the involvement of Elders.**

NEWCOMERS

Participants in the focus group sessions highlighted the importance of SPS developing relationships with the newcomer community that would facilitate engagement and relationships. It was noted that, for many newcomers, the lack of information often resulted in persons not understanding the role of the police and not trusting the police, based on their experiences in their countries of origin.

Suggestions included SPS-sponsored orientation programs to explain the role and mandate of the police, SPS making joint presentations with organizations such as PICS [Progressive Intercultural Community Services] for immigrants, and a program on domestic violence for new immigrants to explain how to be safe, how to receive benefits, and how to access support services.

A staff member from an organization providing services for newcomers commented:

“When immigrants come to Canada, they are scared of police. They see police at someone’s house, they think they’re doing something bad. Immigrants are hesitant to complain if there is an issue with the police. They are scared that police will get revenge. If someone can explain the police role to the immigrant population that would be good. We have four radio stations in Canada for South Asian population. You can reach thousands of people. Men I deal with, they complain about how they were arrested, how they were treated by police. They don’t understand the processes here. We need police to come and talk about how things work. A police officer did come and talked about her own experience in domestic violence, that was good. [Police need] to remove the fear, not just attend the Vaisakhi parade this year. Would be good if the police could just go to the park and talk to the old South Asian men at the park. Friendly conversation. They will talk about what’s happening in the community. I go for a haircut to the barber he explains what’s happening in the community because people are coming to see him, and they tell him everything. Make connections there. Police can do friendly interactions with the community. Understanding different cultures. Serve with good intentions and an open heart when dealing with immigrant cultures.”

Another focus group participant stated:

“Due to the different cultures, it’s hard to provide help for domestic violence victims because they won’t speak about it. So, we need services for them, so they will speak up and feel comfortable.”

A representative from an agency providing employment services also noted:

“Seeing someone in uniform can be very traumatizing for immigrant populations. This is where we can be your ally. Orientation and community integration with SPS members. We already collaborate with RCMP by providing information about immigrants and refugees. It is important to us that you come to our centres and see how things are. Casual visits would be really appreciated.”

NEED FOR A MASTER DATABASE OF SERVICES

Among the service providers in the focus groups there was a feeling that they often work in silos. In addition to competing with one another for funding, they are often unaware of services outside of their own organization. There was a suggestion that a master database be built containing all of the local services and resources.

ADDRESSING MENTAL HEALTH ISSUES

Developing timely, effective, and collaborative responses to persons with mental health challenges was a significant topic in the focus group sessions. There was strong support for an integrated approach and for a continuation, and even expansion, of the Car 67 program.

A staff member of an organization providing housing services for in-need persons described the current response to persons experiencing mental health challenges:

"I'm happy with the service we have received from RCMP. Rarely do we have a not-so-good interaction. Usually, they are very understanding of the population we are supporting and have always acted appropriately. Only example I have of a not great interaction was a team that didn't have as good an understanding of some of the mental health challenges some of our clients face [and] used interrogative techniques rather than CID [Crisis Intervention and De-escalation]. Car 67 is very valuable, hope to keep that current and valuable. Possibly expanded, because when we need the service it's outside of hours or there is already such a demand that they can't respond to us. Winter shelters we have RCMP come by quite frequently, doing drive-bys and stopping in to say hi and see how things are going. We appreciate that support, it gives presence and may de-escalate even before issues start. The real key piece is understanding the lens through which we view the clients that we are supporting. Understanding their co-occurring disorders. Mental Health, addictions, and trauma. The trauma piece is not understood as well and how people react because of how much trauma they have experienced. Seeing a uniform might trigger them. It's been good, generally no one jumps the gun and over-reacts, just taking that casual and conversational approach to de-escalate."

UNDERSTANDING THE MANDATE OF COMMUNITY ORGANIZATIONS

The staff of organizations providing support and services to in-need persons highlighted that the police need to understand their mandate. An example was provided by a staff member who works in a shelter that operates under “low barrier” principles:

“Most street-entrenched people in our shelters. We accept people where they are and the things that they do to survive. Clients engage in illicit activities, sex work, drug dealing. We know these things are happening with our clients, yet our mandate is to try to remove the barriers to service that are often in place so that we can try to make a connection and support them so that they can be permanently housed. Our shelter workers are cognizant that illicit activities may be happening and that we have to find a balance between turning a blind eye and alerting authorities when something more serious is happening. It’s a challenge that we face every day. We don’t support them undertaking those activities, but we are trying to support them for the greater good of society, by transitioning them into a stable environment where they don’t have that desperation in them. We get great [police] response where we need help and need to report something. [...] It is more about having the police have that awareness that we are operating in a way where we are supporting those individuals regardless of what they might be doing.”

GAPS IN CURRENT SERVICE DELIVERY

There were several gaps in current service delivery identified by focus group participants. These include cases where people “fall through the cracks” because organizations don’t know their backgrounds and may not have a specific mandate to address their issues. It was suggested that an “early warning system” be developed in partnership with the police so that an integrated plan could be developed for the person much earlier than often occurs at the present time.

A resource worker provided a case study where a person who comes out of the corrections system and is sent to a shelter. There is often a lack of integrated information flow between the agencies that are providing services.

INFORMATION SHARING

The importance of SPS sharing information with its community partners was identified by several persons in the focus group sessions, particularly those working on the “front lines” with at-risk and vulnerable persons. The view that having information on individuals would assist resource workers in being more effective in their interventions. A resource worker noted:

“We [Surrey] are rapidly growing. In about two months we are going to be seeing a few hundred more refugees. Share data with the community, trends, what are you seeing, what can we do from a preventive approach.”

As with their community stakeholder counterparts who were interviewed, participants in the focus groups noted the importance of having consistency in the officers who are involved in collaborative initiatives and programs. Focus group participants who work on the front lines in delivering social services and justice programs shared their experiences with this issue, as revealed in the following representative comments:

“You need consistency in the same district. [Right now] officers get connected and then they move around. Continuity is huge.”

“Police presence comes and goes. We make a connection with somebody (i.e. a specific police officer) but then they move on. Would like a relationship, a name, face, a contact number.”

“I have a liaison officer but haven’t seen her since COVID.”

“Movement/transfers have created challenges. We need big picture thinking and officers who are driven to do the right thing not as a promotion opportunity. Less transient officers who are dedicated to and supportive of prevention and education. Shift hours to after school programming. No youth section in summer which is crazy.”

“We work closely with MCFD and police. A few years ago, one of the challenges was maintaining that relationship [with police]. Often you’d establish the relationship and then the police officer would move on to a new role. We’d have a great relationship and then you’d have to start over.”

SUPPORT FOR PARENTS

Several persons who work with organizations providing support and services to youth and families noted that parents are often seeking advice and assistance on managing issues such as how to keep their kids off social media, how to know if their children are being groomed for abuse, and other challenges that could be in a tool kit for parents.

Comments made by focus group participants who worked in organizations and agencies providing support and services to families included:

"If parents can get help from police and school on how to communicate and the types of things to speak about, they can then speak to their kids better."

"PICS has radio talk shows with parents and answer questions and provide solutions, along with the participation of other programs."

"Police should try to get all family members involved in any community plans and take a cultural approach."

TRAINING

There were concerns about the limitations of the training and courses currently offered at the JIBC [Justice Institute of BC], and the suggestion was made by several focus group participants that SPS develop an in-house training program for its officers. One participant noted:

"I took TIP [trauma-informed practice] training at the JIBC, but they didn't teach how to use it in practice. A lot of focus on theory but not on how to apply it."

Another participant suggested that behavioural crisis intervention training would be of great value in providing officers with the competencies to de-escalate situations:

"Carefully think about types of training police get is important. Really look at deep anti-racist training and types of officers. I hear of negative interactions with police where the police could have de-escalated, but they did the opposite. The Mandt system is a great evidence-based system. Focuses on nonviolent crisis intervention and de-escalation."

There was also a widespread view that SPS officers should receive training in trauma-informed policing, procedural justice policing, training to effectively interact with newcomers, persons experiencing mental health challenges, as well as various community policing strategies. Some of this training could be provided by outside persons with expertise in specific areas.

Speaking to the importance of officers having competencies in trauma-informed policing, a youth resource staff member stated:

“Understanding reasons why people are the way they are. Understand the diversity. Have other people on your team to inform your practice. Have a good understanding. Be trauma informed. Understand diversity. This can’t be stagnant. Continue to research and be current to trends and have pulse on that.”

Similarly, procedural justice training was deemed to be important, a staff member in a community organization that provides support services for persons in need commented:

“A lot of the bad taste of the shelter staff come from those interactions where police don’t have the respect for those spaces. They come in with the ‘whether you like it or not’ mentality. Staff, especially those with their own past trauma, it’s triggering for them. When they see police bulldoze staff, that’s where they come from. PMHOT [Police Mental Health Outreach Team] is fantastic. Need to keep that. Can communicate with people who understand. We’ll have an expert come in and talk to a client with you. If I need someone to leave a transitional housing program, I need police presence, but better to have someone with mental health/substance experience so that we can mediate them out instead of kicking them out. Those are prevalent across the board with shelters. We love that you’re [the police] around when someone is aggressive or causing property damage, but when it comes to that enforcement it’s understanding that there can be a soft touch as well. More education of community is needed – yes there is a homeless and opioid crisis, but we aren’t the cause and it can’t be fixed by yelling at the local shelter.”

“Compassionate policing” was the phrase used by several focus group participants to describe an approach that SPS could practice.

CHAPTER 4: RECOMMENDATIONS

The findings from the interviews and focus group sessions provide the basis for several recommendations that can guide the SPS strategic planning process, the development of policies, and its operations.

- 1. There is among a broad range of community stakeholders a strong interest in developing partnerships and collaborating with SPS to respond to the challenges of a growing, diverse city and to improve the quality of life for all residents.**
- 2. For community stakeholders, a community policing model means that SPS listens to the community, is engaged in an ongoing dialogue with the community, and works to develop and enhance partnerships and collaborative arrangements.**
- 3. The SPS workforce should reflect the diversity of Surrey while ensuring that all officers have the requisite competencies to be effective in a community policing model of service delivery.**
- 4. SPS can gain the trust of the community by being present, being visible, being proactive, and being a good partner.**
- 5. SPS should develop a holistic, multi-faceted communication strategy to facilitate and sustain partnerships with stakeholder groups, ensure transparency, and to keep the community apprised of its priorities, activities, and outcomes.**
- 6. The findings from the community consultation should be widely disseminated in many languages through a variety of media platforms.**
- 7. It is important that SPS officers have the requisite skill sets and competencies to effectively interaction with community residents, including communities of diversity, Indigenous persons, and newcomers.**
- 8. SPS should strive to put the right officers in the right positions.**
- 9. All SPS officers and Community Service Officers/Special Municipal Constables should be trained in the principles and application of trauma-informed policing and procedural justice policing.**
- 10.SPS should build on existing relationships/partnerships/initiatives that currently exist with community stakeholders and the RCMP, with the view that these are evidence-based and grounded in best practices.**
- 11.Police services will most effectively be delivered in a de-centralized, localized model.**

- 12. Both qualitative and quantitative metrics should be used to assess the performance of SPS.**
- 13. SPS should have a leading-edge research and analytics section with highly trained analysts to ensure that its policies and operations are best practice and evidence based.**
- 14. Community stakeholders should have input into SPS strategic planning process.**
- 15. There is strong support for SPS to partner in multi-sector initiatives to respond to the needs of vulnerable/marginal/at-risk persons.**
- 16. The development of a youth strategy and the creation of an SPS youth section is viewed by stakeholders as essential to address the needs of at-risk youth in the community and to facilitate partnerships and collaborative initiatives with community service organization and provincial agencies.**
- 17. SPS should create a Community Safety Officer program or Special Municipal Constable program.**
- 18. For community stakeholders, SPS community policing would be manifested in SPS being "a good listener," officers being involved in the community, attending events, having proactive time to interact with residents, practicing procedural justice policing and trauma-informed policing, and having the requisite skill sets to effectively interact with all community residents.**
- 19. The police board should develop a robust communication strategy to inform the community of its mandate and activities.**
- 20. The findings from this consultation should be made available to all SPS officers and civilian staff.**

More specifically, the materials gathered during the project reveal strong, broad-based support for:

- 1. The City of Surrey developing a Community Safety and Wellbeing Plan that would provide a framework for multi-sector collaboration in addressing the current and future needs of the community.**
- 2. SPS officers being equipped with body-worn cameras.**
- 3. An SPS school resource officer program informed by best practice programs in other jurisdictions and tailored to the needs of Surrey schools and students**
- 4. The deployment of Neighbourhood Partnership Officers attached to police offices in the districts.**

- 5. The creation of a meaningful (not token) Diversity Advisory Committee.**
- 6. The deployment of a Gang Crime Unit that would have, as part of its mandate, high visibility, and proactive participation in the Bar/Restaurant Watch program.**
- 7. The creation of an SPS Diversity Relations Unit and, potentially, other specialized liaison units, e.g. Indigenous Liaison Unit, LGBTQ2S+ Liaison Unit.**

Key concepts that should guide SPS and be components of its organizational DNA include: diversity, engagement, compassion, empathy, trauma-informed policing, procedural justice policing, localized policing, outside-the-box thinking, evidence-based and best practice driven, collaborative, consultation, leadership, training and de-escalation.

Throughout the study, the project teams were struck by the vast expertise and experience among community stakeholders, as well as their enthusiasm to be involved in the creation of impactful relationships with SPS. There was broad support for the SPS community policing model and a desire to play an active role in its implementation and operation. SPS has an opportunity to become a key partner in programs and initiatives that will improve the quality of life in the community and, as well, to be a good corporate citizen.

This initial community consultation reflects the commitment of SPS to “walk the talk” and to do policing differently. SPS is presented with a unique opportunity to develop and implement a model of policing that, in many jurisdictions, is only spoken about.

APPENDIX A

INTERVIEWEE INVITATION LETTER


SURREY
POLICE SERVICE

June 14, 2021

13450 104 Avenue
Surrey BC
Canada V3T 1V8
604-591-4084
surreypolice.ca

Dear Community Stakeholder,

I would like to invite you to participate in the first community consultation being conducted by the new Surrey Police Service (SPS). The service is being built on a community policing model which prioritizes engagement with the community, the development/enhancement of police-community partnerships, and a collaborative approach to public safety and well-being.

A key component of this initial consultation is interviews with key stakeholders, and we would like to invite you to participate. The interview portion of the consultation is being directed by Dr. Curt Taylor Griffiths of the School of Criminology at Simon Fraser University – Surrey Campus. Together with the SPS, Dr. Griffiths and his research team will be conducting interviews, via Zoom from mid-June until the end of July. It is anticipated that the interview will be one hour in length. Should you wish, your identity will not be divulged in the final report.

The interviews will be centered on the challenges and opportunities in Surrey, the role of the police and the community in addressing these challenges, your views on what the priorities of the SPS should be and how best these can be achieved, and how the SPS can gain the trust and confidence of the community.

The creation of the SPS provides a unique opportunity to build a community-centric model of policing. Your experience, expertise, and insights will make a valuable contribution to creating a strong foundation for police-community relationships.

To participate, please respond to this email by June 25th and a member of the project team will contact you to arrange a convenient time for the interview.

We hope you are able to participate in this phase of our community consultation as we work to build a local, progressive, community-based police service for Surrey.

Thank you.

Yours truly,



Norm Lipinski, OOM, LLB, MBA
Chief Constable

SAFER. STRONGER. TOGETHER.

APPENDIX B

INFORMED CONSENT FORM

Date/Time of Interview: _____

Name of Interviewer(s): _____

"This interview collects information that may reveal your identity. Where you provide such "personal information", the Surrey Police Service and its community consultation contact partner collect it under section 26(c) of the *Freedom of Information and Protection of Privacy Act*. Under section 30 of the FOIPP Act, the Surrey Police Service must protect personal information in its custody or under its control by making reasonable security arrangements against such risk as unauthorized access, collection, use, disclosure, or disposal.

If you do not want the final report on community consultation to include your name and other identifying personal information, please check this box: ____."

APPENDIX C

INTERVIEW QUESTION SCHEDULE

Interviewee Background

- “Can you tell me a little about your position and the activities of your organization?”
- “What services/programs/etc. is your organization involved in?”
- “To date, what type of interaction, if any, has your agency/organization had with the police?”
- “Would your agency/organization be interested in developing or strengthening a partnership with the police?”

Community Safety and Well-Being in Surrey

- “In your view, what are the major challenges and opportunities today in the City of Surrey/your neighbourhood?”
- “How best can the quality of life and community safety and well-being be improved?”
- “In your view, who should be responsible for improving the quality of life in Surrey and its neighborhoods?”
- “In your view, is Surrey a safe community?” If it isn’t, why not? “What is needed to make it safe?”
- “What role should the police play in addressing the challenges and opportunities?”
- “What role should the community play in addressing these challenges and opportunities?”
- “How do you think Surrey residents feel about crime and safety in the community?”
- “Do you think that the City needs a community safety and well-being plan that would set out how to improve the quality of life in the community and how all of the stakeholders could work together to achieve this?”

The SPS

- “How much do you know about the SPS? Have you visited the website, heard an interview, seen anything on social media, read anything in the print media?”
- “How can the SPS best maintain contact and communication with communities to ensure that there is ongoing dialogue?”
- “In your view, what should be the priorities of the SPS?”
- “What type of relationship/partnership would you like to have with the SPS?”
- “What should the SPS do to development partnerships with the community?”
- “What actions can the SPS take to gain the trust and confidence of the community?”
- “What initiatives would you like to see the SPS take to increase the quality of life in the City/your neighbourhood?”

- The SPS is committed to a community policing model of service delivery.
 - What does this mean to you?
 - What expectations do you have of the SPS and this model?"
 - How would you like to see this model implemented?"
- "How should the performance of the police be measured?"
- "The SPS is committed to a community policing model. How would you like to see this model implemented?"
- "Do you think that the community play a role in setting the priorities of the SPS?"
- "What strategies should the police use to improve service delivery to: 1) elderly, 2) vulnerable and marginal persons; 3) youth and at-risk youth; 4) the homeless; 5) working with communities of diversity?"
- "What activities should the police NOT be involved in?"
- "Are you aware that there is now a police board in Surrey? Do you know/would you like to know what the role and authority of the police board is?"
- "In your view, how can the police best be held accountable?"
- "How can it be assured that SPS officers will be fair and non-biased in their activities?"
- "Would you support SPS officers being equipped with body-worn cameras?"
- "How can the SPS best meet the needs of a) Indigenous persons; b) persons in racialized groups; c) Newcomers; d) persons in communities of diversity, e.g. the LGBTQ2S+ community; and, e) others?"
- "Would you support SPS officers working in multi-agency teams to address the needs of vulnerable persons, e.g. the homeless, persons with addiction and/or mental health issues?"
- "Would you support the creation of an SPS Gang Crime Unit that would include a proactive Bar Watch/Restaurant Watch program?"
- "Should the SPS establish a Diversity Advisory Committee" that would meet regularly with the Chief and senior executive?"
- "5 years from now, how would you like to see the relationship between the SPS and the community?"

APPENDIX D

AFFILIATIONS OF PERSONS INTERVIEWED

Katzie First Nation	Downtown Surrey Business Improvement Association
Semiahmoo First Nation	Elizabeth Fry Society of Greater Vancouver
Surrey Urban Indigenous Leadership Committee (SUILC)	Fiji Islamic Centre
Parliament of Canada	Fleetwood Community Association
BC Legislative Assembly	Fleetwood Business Improvement Association
Surrey Municipal Council	Fraser Health Authority
ACT Now Surrey	Friends of Semiahmoo Bay Society
All Saints Community Church	Green Timbers Heritage Society
Ambulance Paramedics Of BC	Guildford Islamic Cultural Centre
Atira Women's Society	Gurdwara Dukhnivaran Sahib
BC Housing	Gurdwara Sahib Brookside
C.A.R.P. A New Vision of Aging in Canada	Guru Nanak Sikh Gurdwara
The Centre for Child Development & Sophie's Place	Heritage Woods Advisory Group
City of Surrey	Immigrant Services Society of BC
Cloverdale Business Improvement Association	Jamaican Canadian Cultural Association of BC
Cloverdale Community Association	Jesus is Lord Church Canada
Cloverdale District Chamber of Commerce	John Howard Society of BC
Crescent Beach Property Owners' Association	Kekinow Native Housing Society
District Social Worker - Surrey Schools	Kerala Christian Fellowship
DIVERSECity Community Resources Society	KidsPlay Foundation
	Kwantlen Polytechnic University
	Lookout Housing + Health Society

Métis Family Services	Sri Guru Singh Shabha
Ministry of Social Development and Poverty Reduction	St. Andrew Kim Catholic Church
Moms Stop the Harm (MSTH)	S.U.C.C.E.S.S.
MOSAIC	Surrey Board of Trade
Moving Forward Family Services	Surrey Crime Prevention Society
Muslim Food Bank & Community Services	Surrey Fire Service
Muslim Youth In Motion	Surrey Food Bank Society
Newton Business Improvement Association	Surrey PFLAG
NightShift Street Ministries	Surrey Pride Society
Oak Avenue Neighbourhood Hub	Surrey School District #36
Ocean Park Community Association	Surrey United Soccer Club
Options Community Services	Surrey Urban Mission
Pacific Community Resources Society (PCRS)	Surrey Vulnerable Women and Girls Working Group
The Phoenix Society	Surrey Women's Centre Society
Progressive Intercultural Community Services (PICS)	Surrey Wraparound Program (WRAP)
Secondary School Principals - Surrey Schools	Surrey Youth Indigenous Probation Team
Semiahmoo Residents Association	Umoja Operation Compassion Society
Simon Fraser University	UNITI and Semiahmoo House Society
Sources Community Resources Society	Wake-Up Surrey
South Meridian Residents Association	West Panorama Ridge Ratepayers Association
SPARK Foundation	Yo Bro Yo Girl Youth Initiative
	Youth Diversity Liaison - Surrey Schools
	YWCA

APPENDIX E

ORGANIZATIONS PARTICIPATING IN THE FOCUS GROUP SESSIONS

Surrey Urban Indigenous Leadership Committee (SUILC)

Business Improvement Associations (BIAs)

Children and Youth At-Risk Table (CHART)

Community Associations

Fraser Health Authority Harm Reduction

Immigrant Services Society of BC (ISS of BC)

LGBTQ2S+ Community

Options Community Services

Pacific Community Resources Society (PCRS)

Progressive Intercultural Community Services (PICS)

Self-Advocates of Semiahmoo (SAS)

Surrey Crime Prevention Society

Surrey Mobilization and Resiliency Table (SMART)