



Corporate Report

NO: C004

COUNCIL DATE: February 20, 2006

COUNCIL-IN-COMMITTEE

TO: Mayor and Council DATE: February 16, 2006
FROM: General Manager, Planning and Development FILE: 5080-01
SUBJECT: A Plan for the Social Well-Being of Surrey Residents – Stage 2 Action Plan:
Social Service Gaps for Which the City has Secondary, Limited or No
Responsibility

RECOMMENDATION

The Planning and Development Department recommends that Council:

1. Receive this report as information;
2. Approve the recommended actions documented in the "Plan for the Social Well-Being of Surrey Residents - Stage 2 Action Plan: Social Service Gaps for Which the City has Secondary, Limited or No Responsibility" included as a table in the body of this report (and as documented in Appendix "A");
3. Authorize staff and the consultant to hold a public information open house to present to the public and other key stakeholders the completed Action Plan (Stage 1 and Stage 2); and
4. Authorize the City Clerk to forward a copy of this report, together with Council's resolution, to appropriate senior officials in the Provincial and Federal governments, the Greater Vancouver Regional District, the Fraser Health Authority and other key community agencies to apprise them of the recommendations within the Action Plan.

INTENT

The purpose of this report is to:

- Present to Council the Consultant's report entitled "Plan for the Social Well Being of Surrey Residents – Stage 2 Action Plan: Social Service Gaps for Which the City has Secondary, Limited or No Responsibility" (Stage 2 Action Plan), attached as Appendix "A" to this report;
- Provide an overview of the public consultation process associated with the preparation of the Stage 2 Action Plan; and
- Obtain Council authorization to hold a public meeting/open house to present to the public and other key stakeholders the completed draft Action Plan (i.e., both the draft Stage 2 Action Plan as well as the earlier submitted Stage 1 Action Plan) related to the Plan for the Social Well-Being Plan of Surrey Residents;

BACKGROUND

At the Council-in-Committee meeting of October 17, 2005, Council considered Corporate Report No. C017, "Plan for the Social Well-Being of Surrey Residents – Stage 1 Action Plan: Social Service Gaps for Which the City has Primary Responsibility". A copy of that report is attached as Appendix "B" to this report. The Background Section of that report applies to this report as well. That report addressed the first component of the Action Plan (i.e., issues for which the City has primary responsibility) in relation to the implementation of the Plan for the Social Well-being of Surrey Residents. The purpose of the Action Plan is to identify and establish actions the City should take to support

the social well being of Surrey residents.

In the report, staff advised Council of the **two-stage approach for developing the Action Plan**. The Stage 1 Plan focused on those issues for which the City has primary responsibility. Bringing that Plan forward separately enabled the City to take action in advance of the completion of the full Plan. Stage 1 focused on those social service elements, which are within the City's mandate and scope to directly influence and shape. The following five elements were addressed in the recommendations of the Stage 1 Action Plan:

- Creating a child and youth friendly City;
- Programs and recreation opportunities for children and youth;
- Initiatives to encourage citizen engagement with social issues and social planning activity;
- City clean-up programs and civic pride initiatives; and
- Ethno- and culturally appropriate services, opportunities and programming.

The Stage 1 Action Plan and the Stage 2 Action Plan will together constitute the Action Plan for Plan for the Social Well-Being for Surrey Residents.

DISCUSSION

Stage 2 Action Plan – Social Service Elements for which the City has Limited, Indirect or no Responsibility.

Stage 2 of the Action Plan, which is the subject of this report, focuses on 25 social service elements for which senior levels of government and community organizations have primary responsibility, and for which the City has secondary, limited or no responsibility. The recommended actions in Stage 2 focus on the how the City can influence those with primary responsibilities for these elements. A copy of the complete Stage 2 Action Plan is attached as Appendix "A" to this report. A list of the social service elements included in Stage 2 of the Action Plan is attached as Appendix III to Appendix "A".

Stage 2 Action Plan –Public Consultation Process and Plan Overview

The consultation process, conducted by SPARCBC, for the Stage 2 Action Plan took place between August and November 2005, overlapping in part with the public consultation for the Stage 1 component.

The consultant, SPARCBC, held small and large focus group sessions, as well as individual interviews involving a wide range of community organizations, business groups, social service agencies and staff from various City Departments. This included the Public Open House/Workshop held May 26, 2005, the Youth Focus held in June 2005, and a series of interviews and focus groups with community organizations, key stakeholders and youth. In addition worksheets/comments sheets were available on the City's website for residents to provide written input on how to address the identified gaps. The comments and ideas received through the public consultation process form the basis for both the Stage 1 and Stage 2 components of the Action Plan.

The consultant has prepared a set of recommended actions for each of the social service elements included in the Stage 2 Action Plan. These recommendations are based on the following roles of the City in relation to facilitating solutions to social issues, which are primarily the responsibility of other levels of government.

City Roles in Relation to Social Issues that are Primarily the Responsibility of Other Levels of Government

The City has three primary roles in relation to facilitating solutions in the social service elements, which are outside the direct mandate of the City. These roles are:

- A. **Understanding** - i.e. acquiring and maintaining current knowledge about the issues affecting the City by:
1. **Organizing forums, where necessary**, with social service providers, other key stakeholders and other orders of government to facilitate dialogue;
 2. **Participating on local and regional roundtables, taskforces and other information sharing processes** involving social service providers, other key stakeholders and other orders of government; and
 3. **Reviewing studies, bulletins and reports as they become available** to stay abreast of emerging trends and opportunities in relation to needs, capacities, potential solutions, and funding opportunities relative to the social service issues in the City of Surrey.
- B. **Advocating** to seek resolution to issues in the City of Surrey by:
1. **Sharing information, discussing needs, assisting in developing solutions and establishing priorities** with other orders of government, potential funders, and key community stakeholders through

means such as organizing, where necessary, and by participating in appropriate forums; and using other means to share information.

C. **Supporting** the implementation of solutions to social service issues through actions that are within the City's mandated responsibilities, including such actions as:

1. **Providing planning support** to ensure solutions are effective in addressing the social service gaps and in meeting broader community expectations;
2. **Developing locational guidelines** for different types of social service facilities;
3. **Establishing suitable zoning provisions** to accommodate needed facilities;
4. **Facilitating the implementation of needed programs and projects** through the development and building permit review and approval processes, and business licensing application process; and
5. **Providing some seed money/other resources, under certain circumstances**, towards the start-up, design, and/or implementation of a program or project focussed on addressing a social service gap.

The following table documents the identified gaps (needs) and the recommended actions with respect to each of the 25 social service elements included in the Stage 2 Action Plan.

The "Recommended Actions" in the third column of the table are coded from **A1** through to **C5** which correspond to the numbering the various roles that the City can play, as documented above.

Key Issue Area: Housing and Homelessness

SOCIAL SERVICE ELEMENT	KEY GAPS	RECOMMENDED ACTIONS
<p><u>Emergency Shelter Services for Youth: Also Aboriginal Youth</u></p> <p>Low Barrier Shelter for Youths up to 30 days. Aboriginal shelter for aboriginal youths is operated and designed by aboriginal people, also up to 30 days.</p> <p><u>Emergency Shelter Services for Adults (year round): Also for Aboriginal Adults</u></p> <p>An emergency shelter provides short-term housing for people who are homeless. Clients can usually access a shelter for up to thirty days, beyond which they will move into longer-term housing. In the case of shelters serving aboriginal homeless persons, cultural awareness is necessary, and shelters operated and staffed by aboriginal people are preferred.</p> <p><u>Transitional Housing Services</u></p> <p>Housing services for people reintegrating into mainstream society (30 days – 2 years). Some support provided. Also includes second stage housing for women & children fleeing abuse.</p>	<ul style="list-style-type: none"> • No readily accessible shelter beds for youth, approximate amount needed: 25 – 50 beds • Need for temporary shelter for youth that is accessible without Ministry referral, as well as other forms of assistance for teens considered too old for Ministry support • Estimated need for 100 additional year-round shelter beds for adults • Need for 300 additional transitional housing units, including approximately 25 units for aboriginal families, 50 – 100 units for young women leaving the sex trade, and 40-50 units for adult men and women. The need for units for youths and culturally appropriate/specific units were also identified 	<p>A2 Continue to participate on the:</p> <ul style="list-style-type: none"> • Surrey Homelessness and Housing Taskforce; • Regional Steering Committee on Homelessness; and • Other related forums (i.e. the Mayor's Taskforce on Homelessness) <p>A2 Encourage public education around homelessness and solutions to homelessness.</p> <p>A2 Encourage the establishment of a Housing and Homelessness Foundation.</p> <p>A3 Monitor funding opportunities and policy directions by other levels of government and others in relation to the identified gaps (i.e. the proposed New Canadian Housing Framework) and inform appropriate taskforces and roundtables.</p> <p>B1 Facilitate the establishment of an intergovernmental roundtable to address, among other issues, the social service gaps related to housing and homelessness.</p> <p>C2 Develop locational guidelines for shelters and transitional housing projects.</p> <p>C3 Review zoning provisions in order to accommodate and integrate needed facilities in the City.</p> <p>C3 Identify opportunities to further</p>

<p><u>Supported Housing Programs</u> Supported housing programs for people dealing with addiction, abuse, mental illness and AIDS. No limits on length of stay.</p> <p><u>Low Income Housing for the Homeless, also Families and Singles</u> Housing affordability initiative for low-income families (including single parents) and singles, also for the homeless and street involved. Also affordable housing development and planning.</p>	<ul style="list-style-type: none"> • Approximately 200 supportive housing units were required for persons with concurrent disorders (mental illness and addiction) • Gap in purpose-built affordable housing, Approximately 5,000 additional units are needed 	<p>encourage affordable housing development and preserve affordable housing stock, including secondary suites, and maintaining stock preservation initiatives and zoning support.</p> <p>C4 When locational guidelines are developed, include them in the terms of reference for the Neighbourhood Concept Plan planning process.</p> <p>C6 Develop a policy and program to provide some seed money towards the implementation of solutions for housing gaps (e.g., Phoenix House), possibly using the Affordable Housing Reserve Fund as a source of funding.</p>
<p><u>Service Coordination Responsibilities (1 stop-service)</u> Service coordination responsibilities/contact centre for homeless & low income (1 stop services)</p> <p><u>Outreach Programs to the Homeless, Drop-in Centres, Youths</u> Outreach programs to identify and support homeless individuals in escaping the street. Drop-in centres to engage with homeless individuals and provide information and access to services. Youth drop-ins and outreach specifically focused on youths.</p> <p><u>Employment Programs as a Means to Prevent Homelessness</u> Employment programs provide a continuum of services, including resume support, job search training, career planning and pre-employment training. In many cases, employment programs are privately operated, with funding from either the provincial or federal governments.</p>	<ul style="list-style-type: none"> • Need for one-stop service/information resource including outreach services to build awareness of available programs for person on low-income, at risk of losing shelter • Participants reported a lack of programs specific to homeless men and women experiencing personal and health related challenges • Shortfall exist with after-hours services, and particular for after-hours youth drop-in centre and outreach services • Pre-employment programs require additional capacity to reduce current long wait lists; there is also a need to increase awareness and education about available programs. 	<p>B1 Advocate to other levels of government the need to provide additional resources to:</p> <ul style="list-style-type: none"> • Support the establishment of a one stop service/information resource for persons on low-income, at risk of losing shelter; • Provide adequate outreach programs and drop-in centres as an entry point for homeless persons seeking assistance; • Expand pre-employment programs by: <ul style="list-style-type: none"> a. Involving the private sector, through projects such as Project Comeback, and a coordinating group such as a Housing and Homelessness Foundation; and b. Increased provincial program funding.

Key Issue Area: Substance Abuse & Addiction

SOCIAL SERVICE ELEMENT	KEY GAPS	RECOMMENDED ACTIONS
<p><u>Substance Abuse & Addiction Residential Addiction Treatment for Youths</u></p>	<ul style="list-style-type: none"> • Need for approximately 140 substance abuse youth beds in Surrey and 	<p>A1, A2, B1 Facilitate the establishment of a</p>

<p>Services and facilities for residential based addiction and substance misuse treatment - 30 days or longer</p> <p><u>Alcohol & Drug Treatment for Youths (non-residential)</u></p> <p>Programs to help with substance misuse and addictions for youths (in-school, drop-in, support groups). Includes culturally sensitive alcohol & drug treatment for immigrant and aboriginal youths.</p> <p><u>Recovery Treatment Services</u></p> <p>Recovery beds and recovery houses for those dealing with addictions and substance misuse concerns. Long-term recovery housing.</p> <p><u>Outreach and Support for At-risk and Substance Users</u></p> <p>Outreach programs to identify and connect with adults at-risk of addiction, or currently suffering from addiction. Support programs to help at-risk and substance users deal with addiction.</p> <p><u>Prenatal Education and Support Programs Re: Drug Use</u></p> <p>Parental education and support programs about drug-misuse and the effects of fetal alcohol spectrum disorder (FASD).</p>	<p>approximately 500 for the Fraser Health Region</p> <ul style="list-style-type: none"> • More services needed for substance abuse counselling, services/treatment linked with education, and drug abuse prevention programs designed and implemented with a youth perspective. • Absence of regulations, capital and operating funding for recovery houses • More treatment and recovery services are needed for women and families. Also, more public education is required • Need outreach and support programs for at-risk and substance users that work <ol style="list-style-type: none"> a) with women and men in the sex trade in Surrey, and b) assist gambling addicts. • Need to provide supportive housing for pregnant women with substance abuse concerns • Need to address current wait lists (six weeks to two months) for existing prenatal education and support programs, as well as a need to extend the postnatal support period, and to provide supportive housing for pregnant women 	<p>Roundtable that includes Fraser Health, the Ministry to Health and other government and community stakeholders to facilitate a proactive dialogue towards understanding and determining a continuum of programs and services:</p> <ol style="list-style-type: none"> a. For youth - addiction treatment and reintegration of affected individuals as productive members of the community so that all gaps are addressed; b. For adults - effective programs and regulations for support recovery houses to assist affected adults in achieving recovery and reintegration as productive members of the community; c. Pre-natal education and support programs for at-risk women; and d. Outreach and support programs for adults at risk of addiction or currently suffering from addiction. <p>C1, C2, C3, C4, C5</p> <ul style="list-style-type: none"> • Provide support as required based on the results of the round table discussions.
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Key Issue Area: Children and Youth

SOCIAL SERVICE ELEMENT	KEY GAPS	RECOMMENDED ACTIONS
<p><u>Culturally Appropriate Early Childhood Education / Development Programs Including Special Needs</u></p> <p>Initiatives to ensure that there are sufficient culturally appropriate ECE and ECD programs (excluding kindergarten), that these programs are ethno-culturally sensitive and have the capacity to deal with children with special needs</p>	<ul style="list-style-type: none"> • Lack of awareness by many residents, especially new immigrant families, of existing childcare and early childhood development programs • There is a specific gap in childcare and early childhood development for families with seasonal 	<p>A2</p> <ul style="list-style-type: none"> • Participate at the "Make Children First" community planning table. • Support initiatives that address capacity deficiencies on a neighbourhood/community basis. • Encourage community organizations; such as the Make First Children community planning table and others, to raise awareness about

<p><u>Affordable, Accessible Quality Licensed Childcare, Pre-school Programs and Family Resource Programming</u></p> <p>Moving from a fee-based towards publicly funded, affordable child-care programs and services.</p>	<p>workers</p> <ul style="list-style-type: none"> • Shortfall in senior government funding for affordable and accessible childcare, early childhood development and education services. Need for extended hours, ethno-specific and ESL childcare programs and services 	<p>existing child care resources and early childhood development programs and services, with a special focus on the needs of immigrant families.</p> <p>B1</p> <ul style="list-style-type: none"> • Encourage the other orders of governments to continue to support and expand, as a high priority, the development of family resource centres. <p>C1, C2, C3, C4</p> <ul style="list-style-type: none"> • Provide support as required based on the results of the discussions at the Make Children First community planning table, and provincial funding for additional family resource centres. • Develop and review the zoning by-law and locational guidelines for childcare related facilities to support their development, proper distribution and effective integration in the City. • Where locational guidelines are developed include them in the Terms of Reference for the NCP planning processes.
<p><u>Child Poverty Alleviation</u></p> <p>Initiatives to reduce the incidence and depth of child poverty and assisting families to help combat the effects of poverty on children</p> <p><u>Counselling and Support Services for Families and Children with Behavioural and Mental Health and Attachment Issues</u></p> <p>Counselling services for families and children to help address and deal with behavioural and mental health issues. Also, counselling and support services to help families deal with attachment issues in children.</p>	<ul style="list-style-type: none"> • Advocacy by municipal government to champion the issues/problems related to child poverty and the long-term impact on child/adult development • Shortage of in-patient beds for youth with mental health issues, an estimated 20 additional beds required. • Other gaps were identified in early intervention and family counselling services. 	<p>B1</p> <p>Facilitate the establishment of an intergovernmental roundtable to address, among other issues, the social service gaps related to:</p> <ul style="list-style-type: none"> • Child poverty; and • Additional in-patient beds for youth with mental health issues.

Key Issue Area: Crime & Public Safety

SOCIAL SERVICE ELEMENT	KEY GAPS	RECOMMENDED ACTIONS
<p><u>Initiatives Dealing with Seniors Abuse</u></p> <p>Developing materials and initiatives to foster security and safety for the elderly – whether living on their own, as part of an extended family, or in a senior’s care facility.</p>	<ul style="list-style-type: none"> • Need for focused outreach and dissemination of materials on elder abuse, especially to immigrant and ethnic communities 	<p>B1, C1, C5</p> <ul style="list-style-type: none"> • Research available information on ways to foster safety and security for the elderly. • Raise awareness on elder abuse including information on

		<p>immigrant and ethnic communities by making information available on the City's website and at community facilities, particularly in the areas where seniors programs are provided.</p> <ul style="list-style-type: none"> • Continue providing opportunities for seniors' peer counselling through the Parks, Recreation and Culture Dept.
<p><u>Initiatives Dealing with Family Violence</u> Developing materials and initiatives to foster security for family members in abusive situations – to discourage abusive situations, to mitigate the sense of isolation that it fosters, and to create safe spaces where abusive situations can be reported and action can be taken.</p>	<ul style="list-style-type: none"> • Need for additional/renewed funding to women's centres and legal aid societies. 	<p>B1</p> <ul style="list-style-type: none"> • Prepare a UBCM resolution for Council consideration advocating that senior governments restore funding to support Women's Centres and Legal Aid; and that senior governments complete the appropriate studies to understand the needs in this regard in the City of Surrey.
<p><u>Peer Support Programs to Deter Crime</u> Creating support programs and other prevention-based initiatives, particularly for youth, that creates safe pathways for growth and development. Stopping crime before it starts.</p>	<ul style="list-style-type: none"> • More free or low-cost recreational opportunities activities for youth, (including ethno-specific youth services) to provide a range of engaging programs and services. 	<p>N/a</p>
<p><u>Initiatives Targeting Gangs, Gang-Violence and Related Criminal Activity</u> Initiatives to target gang-related components of organized crime, including ethnic and youth gang activity</p>	<ul style="list-style-type: none"> • Better use of existing community resources (i.e. Block Watch) and better coordination and information exchange between community organizations and agencies dealing with CRIME (including gang activity) and crime prevention. 	<p>A1, B1</p> <ul style="list-style-type: none"> • Approach the Surrey School District and Surrey RCMP to discuss and support initiatives that mitigate and prevent youth involvement in gang-related activities. • Through the Parks, Recreation and Culture Dept and Public Library, provide programming and opportunities for healthy alternative activities for youth during a broad range of hours. • Work with the RCMP, community organizations, and neighbourhoods to ensure reasonable coordination of crime prevention projects in Surrey.

Key Issue Area: Community Development and Diversity

SOCIAL SERVICE ELEMENT	KEY GAPS	RECOMMENDED ACTIONS
<p><u>Public Transportation and Access</u> Transportation services sufficient to allow access to community services and the city at large – not only for low-income citizens but also the whole community.</p>	<ul style="list-style-type: none"> • Insufficient public transit services, including lack of services and intercommunity connections and poor coordination with services outside of Surrey. • Lack of sufficient HandiDart 	<p>A1, B1</p> <ul style="list-style-type: none"> • Work with TransLink as part of the South of Fraser TransLink Review to address the identified gaps. <p>C3, C4</p> <ul style="list-style-type: none"> • Review traffic engineering

	<p>services result in limited options for persons with disabilities.</p> <ul style="list-style-type: none"> • Other transportation gaps include taxis equipped with baby car seats, more park-and-ride services, and better signage for the municipal roadways 	<p>policies in partnership with TransLink to allow transit services to be implemented efficiently and effectively in all neighbourhoods in the City.</p> <ul style="list-style-type: none"> • Apply transit friendly policies in the NCP planning processes.
<p><u>Life Skills and Educational Training</u></p> <p>Training opportunities for adults that have not completed high school.</p>	<ul style="list-style-type: none"> • Need for life skills programs, supported education and employment, particularly for persons with learning disabilities and mental health concerns 	<p>B1</p> <ul style="list-style-type: none"> • Request the School District and appropriate provincial ministries to complete studies to better understand the gaps in life skills training for adults that have not completed high school; and • Request that the appropriate Provincial ministries implement the needed life skills programs, education and employment opportunities, particularly for persons with learning disabilities and mental health concerns.
<p><u>Community Economic Development Initiatives</u></p> <p>Initiatives to stimulate local economic development including grants, lending & leasing programs.</p>	<ul style="list-style-type: none"> • Lack of municipal support and networks for home-based businesses and lack of support for entrepreneurialism • Need for banking services for low income persons 	<p>A 1, A2, B1</p> <ul style="list-style-type: none"> • Engage with the Surrey Chamber of Commerce and other interested individuals/entities in developing a 'small business' lens on city zoning and licensing regulations. <p>C1, C2, C3, C4, C5</p> <ul style="list-style-type: none"> • Undertake amendments to City By-laws and policies as required, within the City's mandated responsibilities and resources, based on the results of the work with the Surrey Chamber of Commerce and interested individuals/entities.
<p><u>Nutrition and Food Programs</u></p> <p>Information services, community kitchens, community gardens, and food banks to assist with food security.</p>	<ul style="list-style-type: none"> • There is a need to ensure sufficient capacity of food banks and food/nutrition programs, the need for affordable meal programs and for ethno-specific food service options 	<p>A2</p> <ul style="list-style-type: none"> • Participate in community planning process/networks such as the Surrey Food Policy Network to address the needs for adequate distribution of food resources to those in need. <p>C1, C2, C3, C4, C5</p> <ul style="list-style-type: none"> • Provide support as required, within the City's mandated responsibilities

		and resources, to implement the results of the recommendations from the Surrey Food Policy Network and other forums.
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Next Steps – Public Open House

Subject to Council approval in principle of the recommendations in this report, it is proposed that a Public Open House/Meeting be held to share information on both the Stage 1 and Stage 2 of the Action Plan with the public and key stakeholders that have been involved in the process of preparing the Plan.

Plan Implementation

The Staff Task Force, which includes representation from all City Departments as well as from the RCMP, will continue to meet to coordinate the implementation of the Stage 1 and Stage 2 Action Plans. Staff will prepare an annual report on the implementation of the Action Plan and as otherwise needed to seek Council endorsement or direction on specific actions or initiatives related to the Action Plan.

It is recognized that the actions being recommended in the Action Plan will require additional staff resources. A second Social Planner position has recently been approved by Council to assist with the roll out of the Action Plan, amongst other things. Staff will monitor the use of resources and report to Council, as necessary, in relation to any other resources that are needed to provide for a reasonable implementation schedule for the Action Plan.

CONCLUSION

The Stage 2 Action Plan of the Plan for the Social Well Being of Surrey Residents focuses on those social service elements that are primarily the responsibility of other levels of government and community organizations and where the City has only limited or supportive responsibilities.

Based on the above discussion, it is recommended that Council:

1. Approve, in principle, the recommended actions documented in the "Plan for the Social Well-Being of Surrey Residents - Stage 2 Action Plan: Social Service Gaps for Which the City has Secondary, Limited or No Responsibility", included as a table in the body of this report (and as documented in Appendix "A");
2. Authorize staff and the consultant to hold a public information open house to present to the public and other key stakeholders the completed Action Plan (Stage 1 and Stage 2); and
3. Authorize the City Clerk to forward a copy of this report, together with Council's resolution, to appropriate senior officials in the Provincial and Federal governments, the Greater Vancouver Regional District, the Fraser Health Authority and other key community agencies to apprise them of the recommendations within the Action Plan.

Murray Dinwoodie
General Manager
Planning and Development

JM/kms/saw

Attachments:

Appendix "A"-Plan for the Social Well Being of Surrey Residents: Stage 2 Action Plan - Social Service Gaps for Which the City has Secondary, Limited or No Responsibility prepared by SPARC BC

Appendix "B"-Corporate Report No. C017, Plan for the Social Well Being of Surrey Residents: Stage 1 Action Plan - Social Service Gaps for Which the City has Primary Responsibility prepared by SPARC BC, September, 2005

Plan for the Social Well Being of Surrey Residents

Stage 2 Action Plan

Social Service Gaps
for Which the City of Surrey has Secondary, Limited or No Responsibility

SPARC BC

January 2006
Table of Contents

Introduction	3
Overview of Surrey Social Well Being Plan Process	4
Outline of Action Plan Methodology	5
Stage 2 – Gaps for Which the City of Surrey Has Secondary, Limited or No Responsibility	6
Stage 2 – Overview and Summary of Action Steps	12
Housing & Homelessness	14
o <i>Emergency Shelter Services for Youth</i>	
o <i>Emergency Shelter Services for Adults, including Aboriginal Adults</i>	
o <i>Transitional Housing Services</i>	
o <i>Supported Housing Programs</i>	
o <i>Low Income Housing for the Homeless, Families and Singles</i>	
o <i>Service Coordination Responsibilities</i>	
o <i>Outreach Programs to the Homeless, Drop-In Centres</i>	
o <i>Employment Programs as a Means to Prevent Homelessness</i>	
Substance Abuse & Addiction	26
o <i>Residential Addiction Treatment for Youths</i>	
o <i>Recovery Treatment Services</i>	
o <i>Outreach & Support Programs for At-Risk & Substance Users</i>	
o <i>Alcohol & Drug Treatment for Youths</i>	
o <i>Pre-Natal Education & Support Programs re: Drug Use</i>	
Children & Youth	34
o <i>Culturally Appropriate Childhood Education/Development Programs</i>	
o <i>Affordable, Accessible, Quality Licensed Childcare, Pre-School and</i>	

Family programming

- *Child Poverty Alleviation*
- *Counselling & Support Services for Families & Children with Behavioural, Mental Health & Attachment Issues*

Crime & Public Safety **41**

- *Initiatives to Deal with Seniors Abuse*
- *Initiatives to Deal with Family Violence*
- *Peer Support Programs to Deter Crime*
- *Initiatives Targeting Gangs, Gang-Violence and Related Criminal Activity*

Community Development & Diversity **47**

- *Public Transportation & Access*
- *Life Skills & Educational Training*
- *Community Economic Development Initiatives*
- *Nutrition & Food Programs*

Conclusion **56**

Appendix A **57**

Examples of Potential Actions to Address Gaps Identified through the Public Consultation Process

Introduction

This report presents Stage 2 of the Action Plan component of the Plan for the Social Well-Being of Surrey Residents. It identifies proposed actions for the City of Surrey to take to address service and policy shortfalls in the twenty-four social service elements for which the City has secondary, limited or no responsibility.

Based on the Constitution of Canada, the Local Government Act and the Community Charter, the Federal and Provincial governments are responsible for the delivery of social programs and services to the citizens of Surrey. These services include health, welfare, social assistance, housing, etc. Local governments, including the City of Surrey, have very limited mandates for social service programs and services. This is also reflected in the significantly greater resources that are available to the senior levels of government in comparison to local government both in terms of absolute amounts as well as on a per capita basis.

Areas where services have traditionally been delivered by municipalities, and where municipalities have taken on a strong role, have been in the delivery of parks, recreational, cultural and library services, and in the planning of communities and regulation of development to foster a safe, clean, efficient and healthy living environment.

Despite this limited mandate, municipal governments are on the 'front-lines' of numerous social service issues and concerns. Not only does local government enjoy a physical proximity to its residents - its boundaries often reflect the catchment areas of the social service agencies, school boards and other organizations that work on issues of social well-being. For this reason, the roles and responsibilities of local government in dealing with social issues often seem blurred. Indeed, one of the major goals behind the present research was to clarify the various roles and responsibilities of different stakeholders (including municipal and senior levels of government) in addressing social issues.

This report documents the process to date along with key methodological considerations that have guided the research. The focus of this report is on the social issue elements over which the City has secondary, limited or no responsibility. A previous report, *Plan for the Well-Being of Surrey Residents: Action Plan Stage 1*, outlined the steps the City could take regarding social services and related gaps for which it holds primary responsibility. The format of both reports is similar – each documents key gaps in a set of social service areas, outlines any initiatives that are currently being undertaken, and reviews potential opportunities and possible areas for collaboration. Recommendations for each gap are presented 'up front' along with actions that could or should be taken by the City. Recommendations are followed by supporting discussion that explains the rationale behind each of the proposed action steps.

The Stage 1 and Stage 2 Reports, taken together, will constitute the complete Action Plan component of the Plan for the Social Well-Being of Surrey Residents.

Overview of Surrey Social Well-Being Plan Process

The development of the Action Plan component represents the final stage in a process that was initiated in July 2004. The process began with a review of documents and reports covering five main issue areas:

- Housing and Homelessness
- Substance Abuse and Addiction
- Children and Youth
- Crime and Public Safety
- Community Development and Diversity

Over 150 potential social service elements (or sub-issues) were identified in the various documents that were reviewed, which SPARC researchers then clustered into 90 distinct elements. Based on dialogue with the City regarding the resources available for the project and the complexity of the subject matter, it was agreed that the Plan would focus on the 30 elements that are considered to have the highest priority in the City of Surrey.

An initial stakeholder meeting was held in October 2004, where members of the community, social service agency representatives and City staff undertook an exercise to prioritize the 90 elements and to select the key elements in each of the main issue areas. The purpose of limiting the Plan to priority elements was to be able to implement an achievable number of actions. At the end of the meeting, a total of 31 elements were selected.

A social responsibility matrix and inventory of existing services for each of the 31 elements was developed by SPARC BC. The matrix identified the degree of mandated responsibility each level of government (federal, provincial and municipal), as well as community agencies, held with regard to each element. The inventory identified existing services for each of the elements.

In February 2005, community workshops were held to discuss each of the elements, one workshop for each of the five main issue areas. At these workshops the public was invited to comment and suggest amendments to the documents and, most importantly, to help identify the type and scope of key gaps in service in each social service element. A youth workshop was also held to provide younger residents an opportunity to participate in the process.

The completed Gap Analysis, along with the social services inventory and responsibility matrix, were presented to the public at a meeting in May 2005. At that meeting, the public was informed about the next phase of the project, which would be the development of an Action Plan.

In June through August 2005, SPARC researchers conducted consultations with key stakeholders aimed at exploring the best ways to “fill the gaps” that were identified in the earlier components of the Plan. The work began by focusing on those elements and gaps for which the City has primary responsibility – to allow the City to commence work in these areas as soon as possible. The other, larger group of social service elements – the ones over which the City has secondary, limited or no responsibility – were the subject of consultations held between August and November 2005. The results of that research are presented in this document.

Outline of Action Plan Methodology

Key consultations were held with a variety of stakeholders in the community. Stakeholders include various community organizations, business groups, social service agencies, and staff from various Departments in the City of Surrey. Every effort was made to make the process as inclusive as possible. In addition to consultations, an advertisement was posted in the local newspaper and work-book/comment sheets were available on-line and in paper format for citizens who wished to provide written input on the gaps in the elements and/or possible opportunities for addressing the gaps.

In each case interviewees and respondents were asked a series of key questions pertaining to a given gap. These questions included:

- What can the City do to help address this gap, within its mandate and capacity?
- What is currently planned or in the works for this gap? (i.e. Are there short and long-term projects or funding processes of which you are aware that might help to address this gap?)
- Are there any opportunities on the horizon? (i.e. Are there any funding, planning or partnership opportunities that may

- be arising in the future that could help to address this gap?)
- Who in the community should be involved with addressing this gap?
- What Provincial or Federal Agencies/Ministries should be involved in addressing the gap?
- What are the most important next steps for the City to take?

Information derived from these consultations forms the basis of this report. The next section lists the 26 elements and the related gaps that form the basis of the Stage 2 Action Plan.

Stage 2 - Gaps for Which the City of Surrey has Secondary, Limited or No Responsibility

Twenty-six social service elements (out of the total of 31 social service elements) are in areas for which the City does not have primary responsibility. The City does have some involvement and responsibilities in each of the elements discussed, and can opt to take on a variety of potential roles in seeking to have the identified gaps addressed. Against these twenty-six elements are a set of key gaps that were identified through the research and public consultation process. The following table outlines each element and the key gaps related to that element:

Housing & Homelessness

Social Issue Element / Definition	Key Gap(s)
<p><u>Emergency Shelter Services for Youth: Also Aboriginal Youth</u></p> <p>Low Barrier Shelter for Youths up to 30 days. Aboriginal shelter for aboriginal youths is operated and designed by aboriginal people, also up to 30 days.</p>	<ul style="list-style-type: none"> • No readily accessible shelter beds for youth, approximate amount needed: 25 – 50 beds • Need for temporary shelter for youth that is accessible without Ministry referral, as well as other forms of assistance for teens considered too old for Ministry support
<p><u>Emergency Shelter Services for Adults (year round): Also for Aboriginal Adults</u></p> <p>An emergency shelter provides short-term housing for people who are homeless. Clients can usually access a shelter for up to thirty days, beyond which they will move into longer-term housing. In the case of shelters serving aboriginal homeless persons, cultural awareness is necessary, and shelters operated and staffed by aboriginal people are preferred.</p>	<ul style="list-style-type: none"> • Estimated need for 100 additional year-round shelter beds for adults
<p><u>Transitional Housing Services</u></p> <p>Housing services for people reintegrating into mainstream society (30 days – 2 years). Some support provided. Also includes second stage housing for women & children fleeing abuse.</p>	<ul style="list-style-type: none"> • Need for 300 additional transitional housing units, including approximately 25 units for aboriginal families, 50 – 100 units for young women leaving the sex trade, and 40-50 units for adult men and women. The need for units for youths and culturally appropriate/specific units were also identified
Social Issue Element / Definition	Key Gap(s)
<p><u>Supported Housing Programs</u></p> <p>Supported housing programs for people dealing with addiction, abuse, mental illness and AIDS. No limits on length of stay.</p>	<ul style="list-style-type: none"> • Approximately 200 supportive housing units were required for persons with concurrent disorders (mental illness and addiction)
<p><u>Low Income Housing for the Homeless, also Families and Singles</u></p> <p>Housing affordability initiative for low income families</p>	<ul style="list-style-type: none"> • Gap in purpose-built affordable housing, Approximately 5,000 additional units are needed

(including single parents) and singles, also for the homeless and street involved. Also affordable housing development and planning.

Service Coordination Responsibilities (1 stop-service)

Service coordination responsibilities/contact centre for homeless & low income (1 stop services)

- Need for one-stop service/information resource including outreach services to build awareness of available programs for person on low-income, at risk of losing shelter

Outreach Programs to the Homeless, Drop-in Centres, Youths

Outreach programs to identify and support homeless individuals in escaping the street. Drop-in centres to engage with homeless individuals and provide information and access to services. Youth drop-ins and outreach specifically focused on youths.

- Participants reported a lack of programs specific to homeless men and women experiencing personal and health related challenges
- shortfall exist with after-hours services, and particular for after-hours youth drop-in centre and outreach services

Employment Programs as a Means to Prevent Homelessness

Employment programs provide a continuum of services, including resume support, job search training, career planning and pre-employment training. In many cases, employment programs are privately operated, with funding from either the provincial or federal governments.

- Pre-employment programs require additional capacity to reduce current long wait lists; there is also a need to increase awareness and education about available programs

Substance Abuse & Addiction

Social Issue Element / Definition	Key Gap(s)
<p><u>Residential Addiction Treatment for Youths</u></p> <p>Services and facilities for residential based addiction and substance misuse treatment - 30 days or longer.</p>	<ul style="list-style-type: none"> • Need for approximately 140 substance abuse youth beds in Surrey and approximately 500 for the Fraser Health Region
<p><u>Recovery Treatment Services</u></p> <p>Recovery beds and recovery houses for those dealing with addictions and substance misuse concerns. Long-term recovery housing.</p>	<ul style="list-style-type: none"> • Absence of regulations, capital and operating funding for recovery houses • More treatment and recovery services are needed for women and families. Also, more public education is required
<p><u>Outreach and Support for At-risk and Substance Users</u></p> <p>Outreach programs to identify and connect with adults at-risk of addiction, or currently suffering from addiction. Support programs to help at-risk and substance users deal with addiction.</p>	<ul style="list-style-type: none"> • Need outreach and support programs for at-risk and substance users that work a) with women and men in the sex trade in Surrey, and b) assist gambling addicts.
<p><u>Alcohol & Drug Treatment for Youths (non-residential)</u></p> <p>Programs to help with substance misuse and addictions for youths (in-school, drop-in, support groups). Includes culturally sensitive alcohol & drug treatment for immigrant and aboriginal youths.</p>	<ul style="list-style-type: none"> • More services needed for substance abuse counseling, services/treatment linked with education, and drug abuse prevention programs designed and implemented with a youth perspective.

Prenatal Education and Support Programs Re: Drug Use

Parental education and support programs about drug-misuse and the effects of fetal alcohol spectrum disorder (FASD).

- Need to provide supportive housing for pregnant women with substance abuse concerns
- Need to address current wait lists (six weeks to two months) for existing prenatal education and support programs, as well as a need to extend the postnatal support period, and to provide supportive housing for pregnant women

Children & Youth

Social Issue Element / Definition	Key Gap(s)
<p><u>Culturally Appropriate Early Childhood Education / Development Programs Including Special Needs</u></p> <p>Initiatives to ensure that there are sufficient culturally appropriate ECE and ECD programs (excluding kindergarten), that these programs are ethno-culturally sensitive and have the capacity to deal with children with special needs</p>	<ul style="list-style-type: none"> • Lack of awareness by many residents, especially new immigrant families, of existing childcare and early childhood development programs • There is a specific gap in childcare and early childhood development for families with seasonal workers
<p><u>Affordable, Accessible Quality Licensed Childcare, Pre-school Programs and Family Resource Programming</u></p> <p>Moving from a fee-based towards publicly funded, affordable child-care programs and services.</p>	<ul style="list-style-type: none"> • Shortfall in senior government funding for affordable and accessible childcare, early childhood development and education services. Need for extended hours, ethno-specific and ESL childcare programs and services
<p><u>Child Poverty Alleviation</u></p> <p>Initiatives to reduce the incidence and depth of child poverty and assisting families to help combat the effects of poverty on children</p>	<ul style="list-style-type: none"> • Advocacy by municipal government to champion the issues/problems related to child poverty and the long-term impact on child/adult development
<p><u>Counseling and Support Services for Families and Children with Behavioral and Mental Health and Attachment Issues</u></p> <p>Counseling services for families and children to help address and deal with behavioural and mental health issues. Also, counseling and support services to help families deal with attachment issues in children.</p>	<ul style="list-style-type: none"> • Shortage of in-patient beds for youth with mental health issues, an estimated 20 additional beds required. • Gaps in early intervention and family counseling services

Crime & Public Safety

Social Issue Element / Definition	Key Gap(s)
<p><u>Initiatives Dealing with Seniors Abuse</u></p> <p>Developing materials and initiatives to foster security and safety for the elderly – whether living on their own, as part of an extended family, or in a senior's care facility.</p>	<ul style="list-style-type: none"> • Need for focused outreach and dissemination of materials on elder abuse, especially to immigrant and ethnic communities

Initiatives Dealing with Family Violence

Developing materials and initiatives to foster security for family members in abusive situations – to discourage abusive situations, to mitigate the sense of isolation that it fosters, and to create safe spaces where abusive situations can be reported and action can be taken.

Need for additional/renewed funding to women's centers and legal aid societies

Peer Support Programs to Deter Crime

Creating support programs and other prevention-based initiatives, particularly for youth, that creates safe pathways for growth and development. Stopping crime before it starts.

- More free or low-cost recreational opportunities activities for youth, (including ethno-specific youth services) to provide a range of engaging programs and services

Initiatives Targeting Gangs, Gang-Violence and Related Criminal Activity

Initiatives to target gang-related components of organized crime, including ethnic and youth gang activity

- Better use of existing community resources (i.e. BlockWatch) and better coordination and information exchange between community organizations and agencies dealing with CRIME (including gang activity) and crime prevention

Community Development & Diversity

Social Issue Element / Definition	Key Gap(s)
<p><u>Public Transportation and Access</u></p> <p>Transportation services sufficient to allow access to community services and the city at large – not only for low-income citizens but also the whole community.</p>	<ul style="list-style-type: none"> • Insufficient public transit services, including lack of services and intercommunity connections and poor coordination with services outside of Surrey. • Lack of sufficient HandiDart services result in limited options for persons with disabilities. • Other transportation gaps include taxis equipped with baby car seats, more park-and-ride services, and better signage for the municipal roadways
<p><u>Life Skills and Educational Training</u></p> <p>Training opportunities for adults that have not completed high-school.</p>	<ul style="list-style-type: none"> • Need for life skills programs, supported education and employment, particularly for persons with learning disabilities and mental health concerns
<p><u>Community Economic Development Initiatives</u></p> <p>Initiatives to stimulate local economic development including grants, lending & leasing programs.</p>	<ul style="list-style-type: none"> • Lack of municipal support and networks for home-based businesses and lack of support for entrepreneurialism • Need for banking services for low income persons
<p><u>Nutrition and Food Programs</u></p> <p>Information services, community kitchens, community gardens, and food banks to assist with food security.</p>	<ul style="list-style-type: none"> • There is a need to ensure sufficient capacity of food banks and food/nutrition programs, the need for affordable meal programs and for ethno-specific food service options

Stage 2 - Action Plan Overview and Summary of Action Recommendations

The Stage 2 Action Plan focuses on actions related to social service elements for which the City has limited or no direct mandate or legislative responsibility. Recommended actions are divided into the three primary roles that the City could play in facilitating solutions to the identified issues/opportunities.

- A. **Understanding** (i.e. acquiring and maintaining current knowledge about) the issues affecting the City in each of the social service issue areas by:
1. **Organizing forums, where necessary**, with social service providers, other key stake holders and other orders of government to facilitate dialogue;
 2. **Participating on local and regional roundtables, taskforces and other information sharing processes** involving social service providers, other orders of government and other key stakeholders; and
 3. **Reviewing studies, bulletins and reports as they become available** to stay abreast of emerging trends and opportunities in relation to needs, capacities, potential solutions, and funding opportunities relative to the social service issues in the City of Surrey.
- B. **Advocating** to seek resolution to issues in the City of Surrey by:
1. **Sharing information, discussing needs, assisting in developing solutions and establishing priorities** with other orders of government, potential funders, and key community stakeholders through means such as organizing, where necessary, and by participating in appropriate forums; and using other means to share information.
- C. **Supporting** the implementation of solutions to social service issues through actions that are within the City's mandated responsibilities, including such actions as:
1. **Providing planning support** to ensure solutions are effective in addressing the gap and in meeting broader community expectations.
 2. **Developing locational guidelines** for different types of social service facilities;
 3. **Establishing suitable zoning provisions** to accommodate needed facilities;
 4. **Facilitating the implementation of needed programs and projects** through the development and building approval permit application review and approval processes, and business licensing application process;
 5. **Providing some seed money/other resources, under certain circumstances**, towards the start-up, design, and/or implementation of a program or project focused on addressing a social service gap.

Participants were clear during the consultations that they want the City of Surrey to take a more active role in collaboration with the community to promote the Social Well Being of Surrey residents. The general roles noted above were frequently raised during the consultations on many of the gaps discussed below. In addition, more specific recommend actions were identified during the consultation.

In order to avoid duplication, some elements and their gaps have been grouped together where there are common actions steps. As noted earlier, the recommend actions are presented "up-front" using the numbering framework from **A1** through to **C5**, which correspond to the various roles that the City can play as documented above. The findings supporting the proposed action steps are provided following the recommendations.

Housing & Homelessness

Issue Element: Emergency Shelter Services for Youth

Key Gap(s): No readily accessible shelter beds for youth, approximate amount needed: 25-50 beds. Need for a temporary shelter for youth that is accessible without Ministry referral, as well as other forms of assistance for teens considered too old for Ministry support.

Issue Element: Emergency Shelter Services for Adults (year round); Also for Aboriginal Adults

Key Gap(s): Estimated need for 100 additional year-round shelter beds for adults.

Issue Element: Transitional Housing Services

Key Gap(s): Need for 300 additional transitional housing units, including approximately 25 units for aboriginal

families, 50 – 100 units for young women leaving the sex trade, and 40-50 units for adult men and women. The need for units for youths and culturally appropriate/specific units were also identified.

Issue Element: Supported Housing Programs

Key Gap(s): Approximately 200 supportive housing units were required for persons with mental health and other issues, including a particular need for units serving people with concurrent disorders (mental illness and addiction)

Issue Element: Low Income Housing for the Homeless, Families and Singles

Key Gap(s): Gap in purpose build affordable housing. Approximately 5000 additional units are needed in Surrey.

The following action plan identifies the common key roles that the city could undertake concerning the development of physical structures to address housing and homelessness in Surrey.

Action plan - key roles for the City of Surrey concerning the development of shelter and housing

- A2** Continue to participate on the:
 - Surrey Homelessness and Housing Taskforce;
 - Regional Steering Committee on Homelessness; and
 - Other related forums (i.e. the Mayor's Taskforce on Homelessness)
- A2** Encourage public education around homelessness and solutions to homelessness.
- A2** Encourage the establishment of a Housing and Homelessness Foundation.
- A3** Monitor funding opportunities and policy directions by other levels of government and others in relation to the identified gaps (i.e. the proposed New Canadian Housing Framework) and inform appropriate taskforces and roundtables.
- B1** Facilitate the establishment of an intergovernmental roundtable to address, among other issues, the social service gaps related to housing and homelessness.
- C2** Develop locational guidelines for shelters and transitional housing projects.
- C3** Review zoning provisions in order to accommodate and integrate needed facilities in the City.
- C3** Identify opportunities to further encourage affordable housing development and preserve affordable housing stock, including secondary suites, and maintaining stock preservation initiatives and zoning support.
- C4** When locational guidelines are developed, include them in the terms of reference for the Neighbourhood Concept Plan (NCP) planning process.
- C6** Develop a policy and program to provide some seed money towards the implementation of solutions for housing gaps (e.g., Phoenix House), possibly using the Affordable Housing Reserve Fund as a source of funding.

Interview and Workshop Process

SPARC BC conducted a series of interviews and a focus group with key stakeholders to identify opportunities and action steps that the City of Surrey can take to address the above four elements and gaps. Participants included representatives from the Surrey Homelessness and Housing Task Force, Service Canada, Phoenix Drug and Alcohol Recovery Society, K'la-How-Eya Aboriginal Centre, Atira Women's Services, Servants Anonymous Society Surrey, Pacific Community Resources, The Newton Advocacy Group Society, Options Services to Communities Society, Peace Arch Community Services and the City of Surrey.

The stakeholders identified a number of common opportunities that may help address these gaps.

Opportunities that may help address these gaps

The federal government is currently holding consultations regarding a new federal housing framework. They have been taking place since the fall, 2004 and are nearing their conclusion. The consultations are national in scope, and include discussions with Provinces and preparations for new project funding. Communities with plans in place may benefit from any funding announcements. The National Homelessness Initiative: Supporting Communities Partnership Initiative (SCPI) and Urban Aboriginal Homelessness Initiative programs were extended for another year on November 22nd, 2005, which means that further funds will be provided by the federal government for homelessness oriented projects.

The 2010 Olympics and the upcoming World Urban Forum may provide some opportunities for community projects and funding. Failing that, the events are likely to increase the profile of the region, and provide opportunities to advocate for funding and capital projects in Surrey.

Canadian Business for Social Responsibility (CBSR) has reportedly identified Surrey as a pilot community for their 'Seeing is Believing' program, and there may be opportunities to leverage that into some affordable housing projects.

The stakeholders also identified current and existing work and potential collaborators for each of the gaps. A more detailed description of each the gaps, particular populations of concern, and current work and potential collaborators are discussed below.

Youth Shelters

Gaps

It was reported that the absence of low barrier youth shelter beds, serving a range of sub-populations, is a clear gap in the Surrey area. Previous research suggested this need, and the consultation process served to emphasize the urgency of this gap. Consultation participants estimated the scope of the gap in services to be between 15 and 100 beds, with the consensus being between 25-50 youth shelter beds in Surrey. Of particular importance in both the broad public consultation and the youth consultation was the need to spread emergency shelter services around the city to ensure the need is met in each neighbourhood of the City.

Populations

It was identified in previous research, and confirmed in the consultation process, that any beds created in Surrey will need to be focused on a variety of populations. In many cases, members of vulnerable populations do not feel safe accessing 'mainstream' services, and to effectively address the service gap it will be important to address those concerns. Beds for young men and women, GLBTQ (Gay, Lesbian, Bisexual, Trans-gendered and Questioning) youths, youths with mental health and dual diagnosis issues, and aboriginal specific youth beds need to be created to meet the needs of these populations. Also identified in previous research is a need for shelter beds appropriate for young women with children. (Gap Analysis, Pages 13-14).

Current and existing work – What is currently being done by the City and others to help meet this gap?

Kla-How-Eya Aboriginal Centre has recently received funding from the Ministry of Children and Families to open a six bed facility for 14-18 year olds in the Green Timbers area, which was planned to open in December of 2005. Concurrently, Servants Anonymous Society has 2-3 new beds that are reserved for sexually exploited youths. Phoenix House is currently under construction, which will have 28 beds for people with addictions that may be available to youths over 18.

Focus group participants noted that a number of existing service providers have the potential to expand their services with relative ease, if the funding and licensing were to become available. The groups include Options Services to Communities Society, Phoenix Drug and Alcohol Recovery Society, Kla-How-Eya Aboriginal Centre and Atira Women's Services.

Potential Collaborations

Focus group and interview participants agreed that youth shelters are complex, difficult projects. To be successful, they need the involvement of all three levels of government, as well as representatives of the community sector, including faith groups, foundations and other funders, service providers and the business community.

Of particular importance are the provincial Ministries, including the Ministry of Children and Families, the Ministry of Community Services, the Fraser Health Authority, BC Housing, the Ministry of Employment and Income Assistance, and the Ministry of Education. At the federal level, the National Health Institute and Western Economic Diversification may be valuable partners, as well as Service Canada, Health Canada and Heritage Canada.

Adult Shelters

Issues

There are no minimum barrier shelter services for adults in Surrey between the months of March and November. Previous research, as well as the public consultations, identified a need to ensure that minimum barrier shelter beds are open year round in Surrey. It was suggested that this could mean opening the Gateway shelter beds for the rest of the year in Whalley, and adding additional beds in the rest of the city.

Gaps

Participants at the public consultation estimated that 100-500 emergency shelter beds for adults were needed in Surrey. The majority of consultation participants were supportive of approximately 100 beds, in addition to opening the Gateway shelter beds year round. Of particular importance was a need to ensure that new shelter services are opened in all neighbourhoods of Surrey, including Cloverdale, South Surrey, Guildford, Newton and Fleetwood.

Populations

The consultation process underlined a need for some shelter beds to serve specific populations, including low barrier shelter beds for crystal methamphetamine users, beds for homeless persons with mental health issues, and shelter beds for adults with children (families). (Gap Analysis, Page 14).

Current and existing work

Phoenix House is currently under construction, and it will include 28 beds for addiction treatment and 36 transitional housing suites. Options Services to Communities Society is currently working to develop a new shelter in the Cloverdale area.

Focus group participants noted that a number of existing service providers have the potential to expand their services with relative ease, if the funding and licensing were to become available. The groups include Options Services to Communities Society, Phoenix Drug and Alcohol Recovery Society, Kla-How-Eya Aboriginal Centre and Atira Women's Services.

Potential Collaborations

A number of community agencies are currently involved in providing shelter services in Surrey, and would be valuable partners in developing additional capacity. Faith groups would also be important partners in seeking to address the issue, as well as the business community, neighbourhood groups, and all three levels of government.

Provincial Ministries and agencies that should be involved in developing shelters include the Ministry of Community Services, the Ministry of Employment and Income Assistance, the Fraser Health Authority, and BC Housing. At the federal level, Service Canada, Western Economic Diversification, and Health Canada should be involved with developing solutions to the gap.

Transitional Housing

Gaps

Participants estimated that approximately 300 additional units of transitional housing are needed in Surrey, spread out through the various neighbourhoods.

Populations

Of the 300 units that were recommended, population specific service needs include approximately 25 aboriginal specific transitional housing units, as well as 50-100 additional transitional units for young women leaving the sex trade. Also needed are approximately 40-50 additional units for adult men and women, the creation of youth units, and some culturally appropriate or specific units for the Indo-Canadian community. (Gap Analysis, Page 17).

Current and existing work

Servants Anonymous Society Surrey has 2-3 new beds, reserved for sexually exploited youths. Phoenix House is currently under construction, and will include 36 transitional units (studio suites), with secondary withdrawal management capabilities and the ability to support individuals with concurrent disorders. Options Services to Communities Society is working to develop a new facility in Cloverdale that may provide some transitional housing. Atira Women's Services is planning to provide some transitional housing for women in a later stage of the Maxxine Wright place project.

Potential Collaborations

Existing service providers in Surrey may be able to expand the inventory of transitional housing in the city, given appropriate funding. Existing funders, as well as the business and faith communities would be valuable participants in finding solutions to this gap. BC Housing, the Ministry of Children and Family Development, the Ministry of Community Services, the Fraser Health Authority, Service Canada and Western Economic Diversification should all be engaged in seeking to address this gap.

Supported Housing

Gaps

Participants in the public consultation supported the creation of more supported housing units in Surrey. Estimates of the size of the gap varied, but most agreed that approximately 200 additional supported housing units are presently needed in Surrey, serving persons with mental health and other issues. A particular need for supported housing targeting people with concurrent disorders (mental illness & addiction) was identified. (Gap Analysis, Page 16).

Current and existing work

Community representatives who participated in the consultations were unaware of anything currently in development to help address this gap. Options Services to Communities Society is developing a facility in Cloverdale that is planned to have some supported housing for homeless clients. Phoenix House, currently under construction, will have some transitional facilities, but nothing specifically for persons with concurrent disorders. Stakeholders agreed that operating costs of supportive housing can be very high, which can function as a significant barrier to the creation of facilities.

Potential Collaborations

A number of community groups and agencies could be valuable partners in working to address this gap. These include, but are not limited to, Semiahmoo Community Services, Atira Women's Services, Options Services to Communities Society, Kla-How-Eya, Hope Health and Housing, South Fraser Community Services Society, Phoenix Society, faith groups and the YMCA. In the provincial government, the Fraser Health Authority would be an essential partner in working to address this gap, as well as BC Housing, the Ministry of Children and Family Development, and the Ministry of Community Services. At the federal level, Health Canada, Service Canada and the Canadian Centre for Substance Abuse might be valuable partners.

Low Income Housing

Gaps

Consultation participants agreed that affordable housing is a significant gap in Surrey. In other research, Statistics Canada estimates that 4085 renter households are 'In core housing Need and spending At Least Half' of their household income for shelter in Surrey. Participants expressed strong support for the creation of additional affordable housing units in Surrey, and many cited excessively long wait-lists (of over 2 years) for existing housing as a significant service gap in the city.

Estimates of the scope of the gap ranged from 500-60,000 units, though most suggestions were closer to 5,000, which is very close to the INALHM number of households in core housing need. Any additional units created would need to serve a variety of populations, including homeless youths and adults, families, single adults and people with disabilities. Other comments identified a need to spread the affordable units across Surrey, and not to concentrate them in one area, creating a 'slum'. (Gap Analysis, Page 15).

Current and existing work

At present, consultation participants were aware of no new affordable housing units under development in Surrey. Hope, Health & Housing has developed some proposals for Affordable Dwelling Units (ADUs), which are like secondary suites, but have additional help with loans. These are specifically designed to help individuals with mental health concerns.

Potential Collaborations

Representatives of several community agencies expressed interest in participating in developing solutions to this gap, including, but not limited to, Options Services to Communities Society, faith groups, South Fraser Community Services Society, Kikano Native Housing, Kla-How-Eya, neighbourhood groups.

At the provincial government level, BC Housing needs to be involved in developing affordable housing solutions for Surrey. The Ministry of Children and Families, the Ministry of Employment and Income Assistance, the Ministry of Community Services could all have a role in bringing about increases in the affordable housing stock. Federally, the Canadian Mortgage and Housing Corporation, Industry Canada, Western Economic Diversification, and Service Canada could all be engaged to identify and

contribute to solutions.

Issue Element: Service Coordination Responsibilities

Key Gap(s): Need for one-stop service/information resource including outreach services to build awareness of available programs for persons with low-income and at-risk of homelessness

Issue Element: Outreach Programs to the Homeless, Drop-In Centres, Youth

Key Gap(s): Participants reported a lack of programs specific to homeless men and women experiencing personal and health related challenges. There was also a shortfall for after-hours services, and particular for after-hours youth drop-in centre and outreach services

Issue Element: Employment Programs as a Means to Prevent Homelessness

Key Gap(s): Pre-employment programs require additional capacity to reduce current long wait lists; there is also a need to increase awareness and education about available programs

Action plan - roles for the City of Surrey concerning support services / resources on housing and homelessness.

B1 Advocate to other levels of government the need to provide additional resources to:

- Support the establishment of a one stop service/information resource for persons on low-income, at risk of losing shelter;
- Provide adequate outreach programs and drop-in centres as an entry point for homeless persons seeking assistance;
- Expand pre-employment programs by:
 - a. Involving the private sector, through projects such as Project Comeback, and a coordinating group such as a Housing and Homelessness Foundation; and
 - b. Increased provincial program funding.

Service Coordination

Interview and Workshop Process

SPARC BC conducted consultations on service coordination with representatives from the Information and Referral Taskgroup, the United Way, Options Services to Communities Society and Peace Arch Community Services.

Gaps

A need for one-stop service coordination was identified at the October 27th community consultation. At present, no such service exists serving all of Surrey, although Crescent Beach Community Services, in partnership with Peace Arch Community service and the Ministry of Children and Family Development operate a one-stop program serving South Surrey. In other ways, the Surrey Homelessness and Housing Task Force provides some coordination and planning, but does not in itself function as a one-stop service provider.

The public consultation on this topic confirmed the need for one-stop services and information provision in Surrey. This service would need to be available in every neighbourhood in Surrey, and have an outreach component to build awareness of available programs. (Gap Analysis, Page 18).

Current and existing work

The United Way of the Lower Mainland is currently working with a number of partners on the 'BC 211' Initiative, which is intended to provide an easy to remember telephone number which can connect people to services in their area. The BC 211 Initiative is expected to be in place within a year. In a parallel but more localized process, the Information and Referral Taskgroup is working to develop and distribute information and posters that provide people with information and contacts. The IRTG has also provided free training for service providers on information and referral, to lessen the 'run around' experience identified as a barrier by many Surrey residents.

Youth Services in Surrey (funded by the Ministry of Children and Family Development) are now provided through two youth resource centres with offer 'one stop shopping.' Surrey Community Services develops and maintains the 'Grey Book,' a listing of

community services. In the past, Surrey Social Futures has developed neighbourhood resource guides for distribution, but that has since ended. Options Services to Communities Society operates a multilingual outreach line as well.

Opportunities that may help address this gap

The Surrey Community Services Grey Book is a valuable tool in the community for information and referrals, and could benefit through expanded support. Fund Info Services Vancouver provides funding for a number of projects and grants, and may be a good source of funding for increased information referral services in Surrey. The United Way provides grants to community agencies for particular projects, including information and referral programs. The Provincial government provides funding for Inquiry BC, which in turn funds some specific information lines and may be a valuable partner in developing information services in Surrey.

Potential Collaborations

Information services and referrals would necessarily involve as inclusive a list of community service providers as possible. At the provincial and federal levels, all agencies providing services to at-risk populations should be engaged with in developing service information and one-stop services. These include the BC Housing, the Ministry of Health, Ministry of Children and Family Development, Ministry of Community Services, Attorney General, Ministry of Employment and Income Assistance, and Fraser Health Authority. At the federal level, Service Canada and Health Canada would be particularly valuable, as well as Heritage Canada.

Outreach Programs

Interview and Workshop Process

SPARC BC conducted consultations on outreach programs with representatives from the Surrey Homelessness and Housing Task Force, Service Canada, Phoenix Drug and Alcohol Recovery Society, Kla-How-Eya Aboriginal Centre, Atira Women's Services, Servants Anonymous Society Surrey, Pacific Community Resources, The Newton Advocacy Group Society, Options Services to Communities Society, Peace Arch Community Services and the City of Surrey.

Issues

The Community consultation identified a few issues that relate to the development and operation of outreach and drop-in programs in Surrey. A need for outreach services 'after-hours' was identified (like the Dusk to Dawn program in Vancouver), as well as a need to ensure that services are delivered throughout Surrey, rather than concentrated in one neighbourhood.

Gaps

Consultation participants identified a need for after-hours services, and particularly an after-hours youth drop-in centre and outreach services. (Gap Analysis, Page 19).

Current and existing work

A number of programs currently exist in the city that offer outreach and drop-in services for people in need. Most of these are outlined in the *Inventory of Existing Services*. New programs include a project that Servants Anonymous Society Surrey (SASS) is working to develop with Service Canada relating to employment, two new employment related outreach programs at Kla-How-Eya, and an outreach component to the new facility that Options Services to Communities Society is developing in Cloverdale. The Pacific Community Resource Society is adding two social workers on a 2-10 evening shift to work with sexually exploited youths.

Opportunities that may help address this gap

SASS is working on a proposal to add some outreach workers to their programs. If successful they will start in January 2006. There has been some development towards an after hours emergency services number (see the BC 211 project described on page 22 under *Service Coordination*), which would indirectly help address the gap.

Potential Collaborations

Addressing the gap in outreach and drop-in programs, particularly for homeless and at-risk individuals experiencing personal or health related problems, requires the participation of community agencies across Surrey. These include Options, SASS, Kla-How-Eya, Progressive Intercultural Community Services (PICS), Pacific Community Resource Society, Surrey Delta Immigrant Services (SDIS), Peace Arch Community Services (PACS), and South Fraser Community Services (SFCSS). The local business community could also be a valuable partner in developing solutions to this gap.

Government involvement in developing solutions to this gap should include the provincial Ministry of Children and Family Development (MCFD), the Ministry of Employment and Income Assistance (MEIA), the Ministry of Community Services, BC Housing, and the Attorney General's office. Surrey School Board, the Fraser Health Authority (particularly the street nurses program), and the RCMP could also bring valuable information and resources to developing solutions to this gap, as could federal ministries, particularly Health Canada and Service Canada.

Employment Programs

Interview and Workshop Process

SPARC BC conducted consultations on employment programs with representatives from the Whalley and Cloverdale Business Improvement Associations, the Surrey Homelessness and Housing Task Force, Service Canada, Phoenix Drug and Alcohol Recovery Society, K'la-How-Eya Aboriginal Centre, Atira Women's Services, Servants Anonymous Society Surrey, Pacific Community Resources, The Newton Advocacy Group Society, Options Services to Communities Society, Peace Arch Community Services and the City of Surrey.

Issues

A large number of programs exist to help people move into employment. These include referral-based and self referral programs. Location of programs and transportation availability are a factor in the accessibility of the programs. Several programs are open to anyone legally allowed to work in Canada, but homeless and at-risk persons may not be aware of them.

Gaps

Consultation participants identified specific gaps in employment services around the provision of pre-employment programs. One service provider noted a 200 person waitlist for their pre-employment program. Participants noted a particular need for multi-barriered homeless men and women (those facing a combination of challenges, such as low-income, low-education, mental-health or disability concerns, addiction issues and other barriers). Some service providers suggested that programs are defined by the goals of the funders, which preclude the service providers from directly meeting some of the specific needs of some clients. Participants also identified a need for more awareness of the currently available programs. (Gap Analysis, Pages 17-18).

Current and existing work

The Newton Advocacy Group Society (NAGS) has recently begun *Project Comeback*, in partnership with the Surrey business community. The project provides pre-employment programming, housing and support for the working homeless. The project provides individuals with enough to pay their damage deposit and rent, which then helps people get past the initial barriers to escaping homelessness and keeping paid employment.

A particular challenge with pre-employment programming is that the specific barriers to employment for individuals can be widely varied. As a result, it can be difficult to access funding for these programs.

Opportunities that may help address this gap

Participants were not aware of any significant opportunities that might help address this gap in the near future. There may be an opportunity for organizations to access funds through the new national housing strategy, or the recently announced Supporting Communities Partnership Initiative (SCPI) funds.

Potential Collaborations

Employment and pre-employment programs could benefit from a broad partnership in the community. Of particular importance are the business community and employment service providers such as Peace Arch Community Services, Landell and Associates, NAGS, Phoenix Society, Options Services to Communities Society, Progressive Intercultural Community Services, Pacific Community Resources Society, and Surrey Delta Immigrant Services. Cloverdale has an Integrated Community Services Group that is organized by the local RCMP, which could provide a valuable contribution to efforts seeking to address this gap. Consultation participants also strongly encouraged participation by members of the community at-large.

At the provincial government, it would be essential to engage with the Ministry of Employment and Income Assistance. Participants noted some challenges that arise with current funding models for employment programs, and partnering with the Ministry to identify constructive approaches to pre-employment programs would be very valuable. Federally, Service Canada could provide some valuable input and support for identifying solutions as well. Relating to advocacy, participants recommended engaging with the local MLAs and MPs to push for improved funding for pre-employment programs.

Action Steps to Address these Gaps

Appendix A includes a variety of possible action steps suggested by respondents as approaches the City could take to address the gaps in the issue area of housing and homelessness.

Substance Abuse & Addiction Action Steps

Issue Element: Residential Addiction Treatment for Youths

Key Gap(s): Need for approximately 140 substance abuse youth beds in Surrey and approximately 500 for the Fraser Health Region

Issue Element: Recovery Treatment Services

Key Gap(s): Absence of regulations, capital and operating funding for recovery houses. More treatment and recovery services are needed for women and families. More public education is also required

Issue Element: Outreach & Support Programs for At-Risk & Substance Users

Key Gap(s): Need outreach and support programs for at-risk and substance users that work a) with women and men in the sex trade in Surrey, and b) assist gambling addicts.

Issue Element: Alcohol & Drug Treatment for Youths

Key Gap(s): More services needed for substance abuse counseling, services/treatment linked with education and drug abuse prevention programs designed and implemented with a youth perspective.

Issue Element: Prenatal Education & Support Programs re: Drug use

Key Gap(s): Need to address current wait lists (six weeks to two months) for existing prenatal education and support programs, as well as a need to extend the postnatal support period and to provide supportive housing for pregnant women

Action plan - roles for the City of Surrey concerning substance abuse and addictions.

A1, A2, B1

Facilitate the establishment of a Roundtable that includes Fraser Health, the Ministry to Health and other government and community stakeholders to facilitate a proactive dialogue towards understanding and determining a continuum of programs and services:

- a. For youth - addiction treatment and reintegration of affected individuals as productive members of the community so that all gaps are addressed;
- b. For adults - effective programs and regulations for support recovery houses to assist affected adults in achieving recovery and reintegration as productive members of the community;
- c. Pre-natal education and support programs for at-risk women; and
- d. Outreach and support programs for adults at risk of addiction or currently suffering from addiction.

C1, C2, C3, C4, C5

Provide support as required based on the results of the round table discussions.

Interview and Workshop Process

SPARC BC conducted a series of consultations with key stakeholders to identify opportunities and action steps that the City of Surrey can take to address the five elements and related gaps concerning substance abuse and addictions. Consultation participants included representatives from Progressive Intercultural Community Services (PICS), Phoenix Drug and Alcohol Recovery Society, the Community Action Network, Atira Women's Resources, the Ministry of Children and Family Development (MCFD), the City of Surrey, Servants Anonymous Society Surrey (SASS), and the Elizabeth Fry Society.

Representatives from the Fraser Health Authority, the Early Years and Healthiest Babies programs at Options Services to Communities Society, the Make Children First Learning Initiatives Group and the STARR program at Surrey Community Services were also consulted to discuss the element concerning prenatal education.

Residential Addiction Treatment - Youth

Issues

Consultation participants identified a few important issues related to the topic of residential treatment for youths. At present, unless a youth is involved in the criminal justice system, there is very little available. One participant described sending youths to other parts of the province (Vancouver, Terrace, and Prince George) to receive treatment, which is away from their family and social support systems. Importantly, when a youth seeks treatment and is unable to access it, the opportunity to help the youth escape addiction has often been missed.

Gaps

Consultation participants estimated the demand for youth residential treatment beds in Surrey at approximately 140, and a total of approximately 500 beds in the entire Fraser Health Authority.

Populations

Of the beds created, a small number would need to serve young parents with children. Residential treatment would need to serve young men and young women, likely in separate facilities. (Gap Analysis, Page 22).

Current and existing work

Pacific Community Resources Society (PCRS) and BC Housing are currently involved with the *Portage* project, which is being built near Langley, and will serve the region with upwards of sixty youth treatment beds. MCFD is also funding three new clinical detox beds to get sexually exploited youths between sixteen and eighteen off the streets in Surrey through the Servants Anonymous Society. Also, Elizabeth Fry Society recently opened a new facility that outside Surrey with six youth beds. These facilities will serve the region. Also in the region, consultation participants suggested that the Sto:lo nation is in the process of licensing a facility for youth addiction treatment.

Opportunities that may help address this gap

Consultation participants suggested that the provincial government has expressed a willingness to support programs targeting youths. Also the federal Supporting Communities Partnership Initiatives (SCPI) was recently extended for another year, and there may be opportunities to access funding through that program.

Potential Collaborations

Addictions are a complex issue, and require a careful collaboration between government and community groups to address effectively. Consultation participants recommended that all the community service providers in the addictions field be involved in identifying solutions, as well as MCFD, the Ministry of Employment and Income Assistance (MEIA), the Surrey School Board, the Ministry of Health and the Fraser Health Authority (FHA). Other potentially valuable partners include the RCMP, the native bands in the area, and youth representatives from the community.

Recovery

Issues

The consultation process identified significant issues relating to the regulation and operation of recovery houses. Since many of them operate 'under the radar' and unlicensed, it is difficult to enforce any safety or operating standards. However, the cost of meeting licensing standards mean that many existing recovery houses would be unable to operate. In many cases, this would create a significant gap in services, more so than already exists. Consultation participants noted that a workable, licensed model requires at least 10 residents, while bylaws and regulations prevent operating at that level.

As a result of this confusion, there is no base set of operating standards for most recovery houses. This leaves many outreach and counselling services in a difficult position, as they do not have a means to determine which programs would be appropriate for referrals. It also constitutes a safety risk.

Gaps

Consultation participants identified the absence of provincial recovery home regulation, in conjunction with the lack of appropriate capital and operating funding, as a significant gap. A further gap exists around a need for public education about recovery homes and their role in the treatment of addictions.

Populations

Consultation participants identified a specific need for recovery treatment facilities for women and families. (Gap Analysis, Page 23).

Current and existing work

Currently, many recovery houses are unregulated and unlicensed facilities, and operate outside of official knowledge. Consultation participants attribute the current situation to a combination of strict zoning bylaws and difficulty accessing the funding required to acquire an operating license. Participants also underlined a tension that exists in this area, pointing out that should existing recovery houses be shut down, many of their residents would have nowhere to go and become homeless. Opinions were mixed in the consultations as to the best direction the City could take on this issue. The City of Surrey has made significant efforts in the past to address these concerns in policies and bylaws, but has had some difficulty in coordinating with other levels of government – specifically the need for provincial licensing and regulation.

There are a small number of licensed recovery facilities in development. Atira Women's Resources has entered into a partnership with the Phoenix Society to open eleven stabilization beds. Phoenix has also offered to give Atira their old facility when the new Phoenix project is completed, which will mean that the twelve beds that are currently there will remain in operation.

Opportunities that may help address this gap

Consultation participants did not know of any opportunities on the horizon to help address this issue. One participant suggested that many of the residents of recovery homes are receiving Income Assistance, and there may be an opportunity for regulation through the shelter allowances that are paid to the facilities. The National Centre for Crime Prevention has regular funding processes that may be of some use in helping to address this gap.

Potential Collaborations

Participants suggested that existing recovery homes should be involved in helping to address this gap. BC Housing, the Ministry of Employment and Income Assistance, the City of Surrey and the many community agencies who provide residential addiction recovery services could all be engaged in developing solutions to the existing gap.

Participants also suggested engaging with the business community in developing treatment and recovery services for women and families.

Outreach for Substance Users

Issues

Addictions are a complex issue, closely linked to a variety of other social concerns such as homelessness, poverty, abuse and prostitution. Consultation participants stressed the links between addictions and prostitution in particular, and a need to address both issues.

Gaps

Consultation participants identified a need for outreach programs that work with women and men in the sex trade in Surrey. Participants also identified a gap in outreach programs for gambling addicts. (Gap Analysis, Page25).

Current and existing work

New programs include a project that Servants Anonymous Society Surrey (SASS) is working to develop with Service Canada relating to employment, two new employment-related outreach programs at Kla-How-Eya, and an outreach component to the new facility that Options Services to Communities Society is developing in Cloverdale. The Pacific Community Resource Society is adding two social workers on a 2-10 evening shift to work with sexually exploited youths. This social service element has significant overlap with *Outreach Programs to the Homeless, Drop In Centres, Youth* discussed on page 30.

Opportunities that may help address this gap

At the time of the consultation, SASS was working on a proposal to add some outreach workers to their programs. If successful they will start in January 2006.

Potential Collaborations

Potential partners is working to address this gap include Options Services to Communities Society, SASS, Kla-How-Eya, Progressive Intercultural Community Services (PICS), Pacific Community Resource Society, Surrey Delta Immigrant Services (SDIS), Peace Arch Community Services (PACS), South Fraser Community Services (SFCSS).

Government involvement in developing solutions to this gap should include the provincial Ministry of Children and Family Development (MCFD), the Ministry of Employment and Income Assistance (MEIA), the Ministry of Community Services, BC Housing, and the Attorney General's office. Surrey School Board, the Fraser Health Authority (particularly the street nurses program), and the RCMP could also bring valuable information and resources to developing solutions to this gap, as could federal ministries, particularly Health Canada and Service Canada.

Alcohol and Drug Treatment - Youth

Issues

In addition to the need for more services, consultation participants identified transportation barriers as an issue for youths seeking to access non-residential addiction treatment. Youths generally do not have a network of people with vehicles to access or borrow, and the vehicles to which they do have access are often controlled by unhealthy people in their lives. At the same time, the bus is expensive for a person living in poverty, and taxi service is out of reach entirely. One participant framed the issue in this way: "If bus passes are not provided, youths cannot attend programs, even if they want to."

Gaps

In the continuum of addiction services for youths, consultation participants identified residential treatment as the more urgent priority. However, participants noted that current service levels are not yet sufficient to meet demand for non-residential treatment either. At present, youths seeking addiction and substance abuse counselling face a minimum two-week wait, which may reduce the success rate.

Populations

Participants identified a need to link treatment programs with education, to provide youths (and particularly young men) with access to educational services while they address their addictions. In general, participants suggested additional programs similar to the Servants Anonymous Society ASK Learning program for young women. No numbers on the specific quantity of spaces or programs were discussed.

Consultation participants stressed that any youth drug education programs should be designed and implemented with a youth perspective. Youth participants asserted that it is more effective to have people with real street experience giving talks and warnings about the hazards of substance use, rather than representatives of the police or other adult authorities. (Gap Analysis, Page 24).

Current and existing work

Pacific Community Resources Society is working to develop some new programs relating to substance abuse counselling and prevention. SASS is including counselling services and education in their new program that works with youths leaving the sex trade. A number of existing programs in Surrey are working to identify what barriers they are currently placing in the way of marginalized people, in the hopes of removing those barriers and making programs more accessible.

Opportunities that may help address this gap

In working to address this gap in programming, the 2010 Olympics might offer a means for leveraging funding and programs. The National Centre for Crime Prevention also has a regular funding process that may support programs to address this gap.

Potential Collaborations

All of the community agencies listed above would be valuable partners in working to address this gap, through expanding existing programs or building on existing capacity by creating new programs. In discussion of youth addiction treatment and prevention education, the Surrey School Board was identified as a potential partner. The neighbourhood associations and business community could also be valuable partners in addressing this gap and helping to facilitate the development of new

programs.

Provincially, MCFD, the Fraser Health Authority and the Ministry of Employment and Income Assistance have a role in working to address this gap. At the federal level, Health Canada and Service Canada are potentially valuable partners.

Prenatal Education

Gaps

Consultation participants identified a need to reduce the waitlist for existing outreach and support programs, which a service representative identified as being six weeks to two months long. Participants also noted a need to continue supporting women after childbirth, with postnatal care, as well as a need to develop housing for at-risk pregnant women. To underline this gap, one participant reported that at any given time, between three and five newborn children at Surrey Memorial Hospital are receiving care for exposure to addictive substances.

Populations

Consultation participants identified a clear gap in prenatal education and support services around the effects of drug use for the Indo-Canadian community in Surrey. (Gap Analysis, Page 25).

Current and existing work

Atira Women's Resource Society is moving ahead with plans to complete the temporary housing for women at Maxxine Wright Place, though they note a need for long-term care to be created for women after they leave the program. A project in Vancouver, *The Genesis Program*, is being created that will have six beds for women and children, and will serve the region. The Elizabeth Fry Society offers priority access to pregnant women at their six bed resource for women on a methadone program.

The Fraser Health Authority has made a decision to focus on first-time mothers in prenatal education, and particularly immigrant first-time mothers. However, prenatal education is no longer free, and fees may be a barrier for some participants.

Opportunities that may help address this gap

Aside from the ongoing plans for the Maxxine Wright Place facilities, consultation participants were unaware of any other opportunities that might help address this gap. The books for babies program, a partnership between Surrey Public Libraries, the School District, teachers and others was identified by consultation participants as a valuable program that relates to this gap.

Consultation participants reported that the federal government is currently negotiating with the Province to hand over responsibility and funding for prenatal programs and an opportunity may become available to advocate with the Province to help address this gap in Surrey.

Potential Collaborations

All of the community agencies that work in Surrey with people who have addictions could have a role in developing solutions to these gaps, and particularly Atira Women's Resource Society and the Elizabeth Fry Society. The Healthiest Babies Possible, Infant Development Programs and Emergency Daycare programs in Surrey would also be valuable partners. This gap could also benefit by partnering with the business community and faith groups in Surrey as well as medical professionals and the School District.

Provincially, MCFD has an important role to play in addressing these issues, as well as the Fraser Health Authority. Participants indicated that the Ministry of Health has responsibilities for early childhood and prenatal education, and will be holding the Health Authorities accountable for those program results. Federally, Health Canada has some resources that might be able to help address the gap, particularly in partnership with the Province and City.

Action Steps to Address these Gaps

Appendix A includes a variety of possible action steps suggested by respondents as approaches the City could take to address the gaps in the issue area of substance abuse and addictions.

Children & Youth: Action Steps

Issue Element: Culturally Appropriate Early Childhood Education/Development Programs

Key Gap(s): Lack of awareness of existing childcare and early childhood development programs by many residents, especially new immigrant families. There is a specific gap in childcare and early childhood development for families with seasonal workers

Issue Element: Affordable, Accessible Quality Licensed Childcare, Pre-school Programs and Family Resource Programming

Key Gap(s): Shortfall in senior government funding for affordable and accessible childcare, early childhood development and education services. Need for extended hours, ethno-specific and ESL childcare programs and services

Action plan - roles for the City of Surrey concerning early childhood education and childcare.

A2

- Participate at the "Make Children First" community planning table.
- Support initiatives that address capacity deficiencies on a neighbourhood/community basis.
- Encourage community organizations; such as the Make First Children community planning table and others, to raise awareness about existing childcare resources and early childhood development programs and services, with a special focus on the needs of immigrant families.

B1

Encourage the other orders of governments to continue to support and expand, as a high priority, the development of childcare resources.

C1, C2, C3, C4

- Provide support as required based on the results of the discussions at the Make Children First community planning table, and provincial funding for additional childcare resources.
- Develop and review the zoning by-law and locational guidelines for childcare related facilities to support their development, proper distribution and effective integration in the City.
- Where locational guidelines are developed include them in the Terms of Reference for the NCP planning processes.

Interview and Workshop Process

SPARC BC conducted consultations on these two child care elements and gaps with community members and participants from Atira Women's Services, the Fraser Health Authority, the Early Years and Healthiest Babies programs at Options Services to Communities Society, the Make Children First Learning Initiatives Group, the STARR program at Surrey Community Services, and the Elizabeth Fry Society.

Early Childhood Education

Gaps

According to consultation participants, in many cases, people are unaware of existing ECD and childcare services. This is particularly the case for new immigrants in the first two years after arrival, who may not know that such services are available. Consultation participants identified a number of gaps in ECD services, particularly for new immigrant families. These include ethno-cultural parenting groups, ESL ECD services, and outreach and informational programs about existing services.

Participants also identified a strong need for childcare and ECD services for families with seasonal workers, who often work from 4 am – 9pm. An appropriate space and culturally appropriate staff training would help address this gap. (Gap Analysis, Page 28).

Current and existing work

Participants agreed that these gaps exist, but did not know of any specific work being done to address it outside ongoing childcare services.

Opportunities that may help address this gap

Consultation participants noted the ongoing federal-provincial consultations on child care, and that a national child care plan is in development. If successful, there may be support available to focus on this gap in Surrey.

Potential Collaborations

Consultation participants asserted that all child care providers in Surrey work with the immigrant communities, and therefore would need to be involved in developing solutions to this gap. Community agencies that could provide valuable inputs and partnerships include Progressive Intercultural Community Services (PICS), Surrey Delta Immigrant Services (SDIS), and SUCCESS. The Make Children First Initiative is a community collaborative process that is already underway, and could provide some valuable insights and support to addressing this gap. Surrey Public Libraries, the Parks, Recreation and Culture Department and the Surrey School Board could also be valuable partners.

Provincially, the Ministry of Children and Family Development have a key role in supporting child care programs. If the national child care plan is successfully implemented, the Ministry in charge of it will also be an important partner in addressing the specific needs of Surrey's population. In the case of seasonal workers, the Ministry of Agriculture could be a useful partner.

Childcare

Issues

Despite the number of providers, there is a considerable shortage of licensed childcare spaces in Surrey. Currently the ratio of children to spaces is roughly 1 to 15 (versus 1 to 7 nationally). For particular age groups, such as infants and toddlers, there is almost no licensed childcare available – and the only service available is through Family Care programs. Funding cuts in recent years have exacerbated this shortfall in childcare and ECE/ECD programming. In addition, ethno-specific and ESL childcare programs – though needed – are non-existent in Surrey.

The numbers of new families with young children in Surrey is rapidly surpassing Vancouver's – yet it was suggested that existing services in Surrey lag far behind. Where Vancouver has 18 Family Place centres (via the City's network of Neighbourhood Houses), Surrey has only one – and it is currently in danger of being closed owing to the age and condition of the building.

Gaps

The most critical gap identified by the participants is the overall shortfall of Federal and Provincial funding for childcare, ECD and ECE services. Lack of funding means that childcare is cost-prohibitive for many families in Surrey – and not even available for some age groups and areas of the city. Where childcare is needed, participants also noted that it was important that it is offered in appropriately designed (child-friendly) spaces. One option noted by the participants would be for the Parks and Recreation Department to provide low-cost space for child care and/or additional ECD programming.

Participants identified a particular shortage in licensed childcare that is open between the hours of 7am and 7pm, given that many people in Surrey commute to work (outside of the municipality) and there is a need for childcare that is open for extended hours.

Similarly, there is also a shortfall in other types of childcare and ECE/ECD programming. Workshop participants identified particular shortages in half-day pre-school programs. Other workshop attendees noted that there are few, if any, ESL pre-school and language appropriate programs for children – and that Surrey's many ethnic communities require a similar diversity in services.

Finally, participants noted that Surrey could also benefit from a more integrated network of agencies and neighbourhood houses such as currently exists in Vancouver. (Gap Analysis, Pages 29-30).

Current and existing work

Participants were unaware of any specific day care or early childhood programs in development in Surrey. Members of the Surrey White Rock Make Children First Initiative have developed a proposed child care strategy for Surrey, which could inform the development of new facilities.

Opportunities that may help address this gap

Consultation participants noted the September 29, 2005 federal/provincial 'agreement in principle' on a publicly funded child care program in British Columbia as a potential aid to addressing the shortage of adequate child care facilities in Surrey.

Potential Collaborations

The Surrey White Rock Make Children First Initiative is an ongoing community based group that has put considerable work into developing and advocating for child care and other child related issues in Surrey. Existing day care providers would also be essential partners for developing solutions to this gap. Consultation participants also suggested that Translink could have a role in helping families to access childcare, as transportation is a particular challenge for many individuals.

Provincially, the Ministry of Children and Family Development, as well as any other Ministries involved with the implementation of the national child care plan, would be essential partners in addressing this gap.

Issue Element: Child Poverty Alleviation

Key Gap(s): Advocacy by municipal government to champion the issues/problems related to child poverty and the long-term impact on child/adult development

Issue Element: Counselling and Support Services for Families and Children with Behavioural and Mental Health and Attachment Issues

Key Gap(s): Shortage of in-patient beds for youth with mental health issues, an estimated 20 additional beds required. Other gaps were identified in early intervention and family counseling services

Action plan - roles for the City of Surrey concerning child poverty and counselling services.

B1

Facilitate the establishment of an intergovernmental roundtable to address, among other issues, the social service gaps related to:

- Child poverty; and
- Additional in-patient beds for youth with mental health issues.

Child Poverty

Interview and Workshop Process

SPARC BC conducted consultations with key stakeholders to identify opportunities and action steps that the City of Surrey can take to address this gap. Participants included community members, Food for Kids, the Surrey School Board and School Meal Program, the Surrey Food Bank, the Surrey White Rock Food Bank, Atira Women's Services, the Fraser Health Authority, the Early Years and Healthiest Babies programs at Options Services to Communities Society, the Make Children First Learning Initiatives Group, the STARR program at Surrey Community Services, and the Elizabeth Fry Society.

Issues

As with poverty in general, child poverty impacts on a number of areas – including the availability of shelter, food and opportunities for advancement. Participants at the workshop noted that housing was a particular area of concern – particularly in terms of the availability of (a) temporary shelter for youths that don't require MCFD/MHR referrals and (b) supported housing for single mothers (see the Housing and Homelessness Issue Area for further details).

Gaps

As per the Issues noted above, key gaps were noted around the availability of temporary shelters that don't require MCFD/MHR referrals, and additional supported housing for single mothers.

Participants also noted that 16 and 17 year olds who experience poverty for the first time are often considered "too old" to get a social worker from MCFD.

Participants felt that local government could be proactive in raising these issues with senior levels of government. They felt there was a gap in the advocacy role played by the City in championing the issues (and problems) associated with child-poverty, the

lowering of the working age, and other related issues. (Gap Analysis, Page 33).

Current and existing work

Consultation participants noted that Campaign 2000 recently released a report identifying British Columbia as having the highest rate of child poverty in Canada. Other reports are released on this issue regularly, and the City could use this ongoing research as a tool for advocating with higher levels of government to address the issue.

The City of Surrey Parks, Recreation and Culture department offers the Leisure Access Card, which provides access to recreational programming for members of low-income families.

The Make Children First Initiative has created a fold-out business card listing services for lower-income families, that will help improve awareness and accessing of programs. A number of other programs are in operation to help alleviate child poverty in Surrey, though participants emphasized that they were little more than a 'Band-Aid' solution to deeper problems, are stretched to their limits, and lack the capacity to deal with existing community needs. These projects include the Surrey and Surrey White Rock food banks, the school meal programs, and a few community kitchens in the City.

Opportunities that may help address this gap

Participants were unaware of any specific opportunities that might help address the gap, aside from ongoing advocacy campaigns such as Campaign 2000.

Potential Collaborations

A number of existing community initiatives are working to address this issue, including the Surrey White Rock Make Children First Initiative, Campaign 2000, and Firstcall BC. Also important in this field are the food banks, community service agencies and the Surrey School Board. At the provincial level, participants recommended engaging with local MLAs and cabinet ministers to take action on the issue, and to push for programs to address child poverty.

Counselling and Support Services

Interview and Workshop Process

Consultation participants included representatives from Progressive Intercultural Community Services (PICS), Phoenix Drug and Alcohol Recovery Society, the Community Action Network, Atira Women's Resources, the Ministry of Children and Family Development (MCFD), the City of Surrey, Servants Anonymous Society Surrey (SASS), and the Elizabeth Fry Society.

Issues

Surrey is a rapidly growing community, and participants noted that capacity to address mental health issues is under strain as programs and health providers try to keep up with the growth.

Gaps

Participants noted a significant shortage of inpatient beds for adolescents 'presenting' with mental health issues – they estimated approximately twenty additional beds would help meet the need. Participants also identified gaps in early intervention and family counselling services.

Populations

Consultation participants noted a need for counselling for South Asian Youths and families, and also noted a need for bicultural family counselling services to help address cross cultural issues. (Gap Analysis, Page 28).

Current and existing work

The Ministry of Children and Family Development has recently hired some additional staff and counselors for youths with mental health concerns. The Ministry is in the process of increasing funding for youths and their families where mental health is a concern. SASS is currently exploring the possibility of a third housing unit having a mental health component included, which is projected to open in the Spring of 2006 and focus on young women leaving the sex trade.

Consultation participants underlined the current absence of mental health in-patient beds for youths in Surrey as a source of desperation for service providers.

Opportunities that may help address this gap

Participants noted increases in provincial funding for mental health programming, and an opportunity may exist to advocate for Surrey to receive its appropriate share of this funding.

Potential Collaborations

Consultation participants emphasized that the Fraser Health Authority and Ministry of Children and Family Development are essential to have as partners in any efforts to address this gap. Other recommended partners included the Surrey School Board, faith groups, social service agencies such as Deltassist and Surrey Community Services Society, Kla-How-Eya, Options Services to Communities Society, SASS, Atira Womens Resources, and Surrey Delta Immigrant Services Society.

Action Steps to Address the Gap

Appendix A includes a variety of possible action steps suggested by respondents as approaches the City could take to address the gaps in the issue area of children and youth.

Crime & Public Safety Action Steps

Issue Element: Initiatives to Deal with Seniors Abuse

Key Gap(s): Need for focused outreach and dissemination of materials on elder abuse, especially to immigrant and ethnic communities

B1, C1, C5

- Research available information on ways to foster safety and security for the elderly.
- Raise awareness on elder abuse including information on immigrant and ethnic communities by making information available on the City's website and at community facilities, particularly in the areas where seniors programs are provided.
- Continue providing opportunities for seniors' peer counselling through the Parks, Recreation and Culture Dept.

Seniors Abuse

Interview and Workshop Process

Participants in the consultations included Seniors Support Services, the Newton Regency Come Share Adult Services, the RCMP, the BC Coalition to Eliminate the Abuse of Seniors (BC CEAS), and the Surrey Crime Prevention Society.

Issues

Key issues identified by the workshop participants concerned the general need to foster a better understanding of what senior's abuse is – and assisting people (seniors, their families and others) with recognizing the signs of elder abuse. In addition, there was the related concern about a lack of ethno-specific information and outreach connected to seniors' well-being and elder abuse.

Gaps

Participants felt there is a need for focused outreach and dissemination of materials on elder abuse to immigrant communities, ethnic communities and seniors whose first language is not English. Participants were also concerned that additional capacity to undertake such work must be sustainable.

There was also a feeling that seniors' abuse in general is still not well understood – and that additional public education about elder abuse is critical. Participants in the workshop noted that there are often significant barriers to recognizing elder abuse in all its forms (physical, emotional and financial), and that there needs to be a better, more sustained way of engaging with the public on this issue. Increased promotion of existing resources, as well as the development of new outreach tools could both be possible solutions to addressing this gap. (Gap Analysis, Page 43).

Current and existing work

The Community Response Network in Surrey, a partnership of several community agencies, is working to deal with self-neglect

and abuse of elders. They have just recently created a policy for the region, and have produced a brochure explaining the issue and key telephone numbers. The brochure has been created in English, and a Punjabi version is in development.

BC CEAS has an ongoing campaign to reduce seniors' abuse. They are currently working on partnerships in a new program that will focus on training the staff of community organizations on senior abuse and neglect issues, and to reach out to seniors through organizations that already work in the community. Partners include the Surrey Delta Immigrant Services Society.

The Surrey RCMP has a community policing constable that does some speaking on the issue of seniors' abuse, and the RCMP diversity section is in the process of getting some pamphlets translated and printed into various languages.

Opportunities that may help address this gap

The National Centre for Crime Prevention has a regular funding process that could potentially be accessed to support filling this gap. The RCMP also has a small amount of granting capacity that could help, and consultation participants suggested that there may be small funding opportunities with the provincial Community Response Network.

The federal government provides funding for seniors programs through Heritage Canada, and may be a source of funding for programs to help address seniors abuse provincially, the Premiers Council on Aging is developing recommendations about what seniors in the province need, and may develop some programs or supports to help address this gap. The Fraser Health Authority does provide community grants for health related initiatives, and might be receptive to projects seeking to reduce seniors' abuse.

Potential Collaborations

In Surrey, the community agencies that work in the community would be important partners in helping to address this issue, including Deltassist, BC CEAS, Surrey Delta Immigrant Services Society (SDISS), the Community Response Network, the Seniors Housing Information Program, Seniors Support Services, the Newton Regency Come Share Adult Services, the RCMP, and the Surrey Crime Prevention Society.

Provincially, the Ministry of Community Services would be an important partner, as well as the Premier's Council on Aging and the Fraser Health Authority. Local funders such as the Vancouver Foundation and the Law Foundation would be valuable partners in seeking to address this gap. The Ministry of Justice and the Attorney General would also be valuable partners.

Heritage Canada provides funding for seniors programs, and would be a valuable partner in addressing this gap. Health Canada would be another important partner, along with the Solicitor General.

Issue Element: Initiatives to Deal with Family Violence

Key Gap(s): Need for additional/renewed funding to women's centers and legal aid societies

B1

Prepare a UBCM resolution for Council consideration advocating that senior governments restore funding to support Women's Centres and Legal Aid; and that senior governments complete the appropriate studies to understand the needs in this regard in the City of Surrey.

Interview and Workshop Process

SPARC BC conducted consultations on family violence with participants from the RCMP, the Surrey Crime Prevention Society, and the Atira Women's Resources Centre.

Gaps

The main issue that participants at the workshop noted was the effect of cuts to family violence related programs. Provincial funding to women's resource centres has been largely eliminated, and significant cuts were made to legal aid – both of which have had a considerable impact on the ways in which people can deal with family violence and its effects. The major gap identified was around the need for additional funding to women's centres and legal aid services. (Gap Analysis, Page 44).

Current and existing work

The RCMP has a partnership with women's transition houses known as the Domestic Violence Emergency Response System, which uses an alarm system to improve responses to domestic violence issues. The RCMP also makes referrals to existing Womens Support Services when they encounter domestic violence.

At present there are few other projects underway to help address this gap. Participants in the current and past consultations on

this topic agreed that the need exists, and identified cuts to funding for programs as a significant issue in dealing with family violence. Participants also agreed that cuts to Legal Aid have had a significant impact on family violence and other situations for many people.

Opportunities that may help address this gap

The National Centre for Crime Prevention has a regular funding process that may help to support Womens Centres in Surrey. The 2010 Olympics and upcoming World Urban Forum may also present opportunities to rebuild support of Womens Centres through advocacy.

Potential Collaborations

The RCMP would be a good partner in working to address this gap. Community agencies who work with persons experiencing family violence should also be involved, as well as the Ministry of Community Services.

Issue Element: Peer Support Programs to Deter Crime

Key Gap(s): More free or low-cost recreational opportunities activities for youth, (including ethno-specific youth services) to provide a range of engaging programs and services

This gap originates from the Crime and Public Safety Issue Area. Because the City has primary responsibility for many youth recreational activities, the recommendations and suggestions for this social service element are listed in the report 'Plan for the Social Well-Being of Surrey Residents: Stage 1 Action Plan' (see pages 12-18).

Issue Element: Initiatives Targeting Gangs, Gang-Violence and Related Criminal Activity

Key Gap(s): Better use of existing community resources (i.e. BlockWatch) and better coordination and information exchange between community organizations and agencies dealing with CRIME (including gang activity) and crime prevention

A1, B1

- Approach the Surrey School District and Surrey RCMP to discuss and support initiatives that mitigate and prevent youth involvement in gang-related activities.
- Through the Parks, Recreation and Culture Dept and Public Library, provide programming and opportunities for healthy alternative activities for youth during a broad range of hours.
- Work with the RCMP, community organizations, and neighbourhoods to ensure reasonable coordination of crime prevention projects in Surrey.

Interview and Workshop Process

Participants in this issue element included community members, the RCMP, and the Surrey Crime Prevention Society.

Issues

A number of issues were raised by workshop participants. Youth gangs were identified as a point of concern. Some participants suggested that much of the "gang" activity was from boredom, and noted that much activity occurred during summer-time, when the students were out of school.

A number of participants also discussed bullying as an issue. Though not necessarily a gang-related activity, there was the suggestion that the dynamics of both bullying and youth gang activity were similar and required a combined approach.

The issue of racism was raised. Participants also noted concerns about the experience of new Canadians and the role of ethno-specific gangs in attracting disenfranchised youth to join them.

Finally, questions were raised during the workshop of how different groups could work together on this issue. Members of the business community mentioned that they do some monitoring of organized crime issues. The issue of greater coordination was raised.

Gaps

Participants felt that there is the need for more no and low-cost programs and spaces to divert youth and give them something to do. An ethno-specific component to this gap was also identified, with a specific need for programs for new immigrants (such as ESL supports, job training)

Workshop attendees suggested that there needs to be geographic restrictions for people convicted of criminal activities (gangs, etc.), with no-go areas that they must stay away from (no areas identified).

The City and RCMP were also encouraged to make good use of existing community resources such as local BlockWatch captains, and neighbourhood watch programs. Currently, there is some collaboration, but participants in both the Crime and Public Safety (and the youth workshops) felt that it could be improved.

Finally, workshop attendees suggested that better coordination and information exchange between different community organizations and agencies would also be an effective way to tackle gang activity. (Gap Analysis, Page 45).

Current and existing work

The RCMP representative who participated in the consultation asserted that, counter to the previous gap report, Surrey's BlockWatch program is a very successful program. A number of committees exist in the community, and they coordinate regularly with the RCMP and crime prevention efforts.

Opportunities that may help address this gap

The federal government has recently announced a large new funding program to address gang violence. Surrey may be well situated to access these funds. The National Centre for Crime Prevention has regular funding cycles, and may be a good source of funds to support programs helping to address this gap as well.

Potential Collaborations

In working to address this gap, the RCMP, Surrey Crime Prevention Society, and Surrey School District would be essential partners. Also important would be community service agencies that work with youths, and particularly Options Services to Communities Society, K'la-How-Eya, Surrey Delta Immigrant Services, Peace Arch Community Services, Progressive Intercultural Community Services, South Fraser Community Services Society, and Atira Womens Resource Society.

The RCMP is involved in a number of committees in Surrey, including the Crystal Meth Taskforce, an Auto theft strategy team, Crime Free Multihousing, an Adult Guardianship committee, and the Cold Wet Weather Strategy Committee. Each of these committees are ongoing and in a position to contribute to solutions to gang violence in Surrey.

Action Steps to Address the Gap

Appendix A includes a variety of possible action steps suggested by respondents as approaches the City could take to address the gaps in the issue area of crime and public safety.

Community Development and Diversity Action Steps

Issue Element: Public Transportation and Access

Key Gap(s): Insufficient public transit services, including lack of services and intercommunity connections and poor coordination with services outside of Surrey. A lack of sufficient HandiDart services resulting in limited options for persons with disabilities. There is also a need for taxis equipped with baby car seats, more park-and-ride services, and better signage for the municipal roadways

A1, B1

- Work with TransLink as part of the South of Fraser TransLink Review to address the

identified gaps.

C3, C4

- Review traffic engineering policies in partnership with TransLink to allow transit services to be implemented efficiently and effectively in all neighbourhoods in the City.
- Apply transit friendly policies in the NCP planning processes.

Interview and Workshop Process

SPARC BC consulted with representatives of Translink, Semiahmoo House, Seniors Support Services, and Newton Regency Come Share Adult Services specifically on the issue of public transportation. Informally, participants in most of the other consultations for this project also identified issues related to transportation and provided input into solutions to address these gaps.

Issues

One of the key points of discussion at the workshop centred on the availability and accessibility of bus transit. There was concern that the number of buses in Surrey was insufficient to provide timely and efficient service. At the same time, there was recognition that demand for services was inconsistent, and that the overall design and geography (including density, street-shaping, etc.) of the city meant that public transit can't always function effectively.

Some participants were vocal about future residential design and how it could help or hinder public transit. Current cul-de-sac designs used in subdivisions were felt to inhibit the use of public transit because buses can't navigate the streets. This means that people who want to live in these areas and want to use the bus have to walk prohibitively long distances to the nearest bus stop. On-street parking was also identified as an issue, particularly as roadways become more congested. The increase in multi-car households and parking on residential streets were seen as a potential hazard for emergency vehicles.

Participants also suggested that there was a lack of an integrated system that allowed for movement between cities, as well as between different transit types. This problem is particularly acute for those individuals requiring disabled access. HandiDart services do not cross municipal boundaries so someone with a disability wanting to take a trip outside of Surrey has to switch HandiDart providers near the municipal border.

Gaps

The major gap was not enough public transit resources, and that buses came too infrequently to provide an effective alternative to cars. There was also a significant gap in the accessibility of communities within Surrey (owing to transit un-friendly design) and outside of Surrey (because of a lack of cross boundary coordination of services). There is a notable gap in the provision of inter-municipal HandiDart services and participants felt limitations in the capacity of HandiDart compromised the range of options for people with a disability.

Participants noted a gap in the lack of comprehensive/linked public transit, and that there is a need to allow for inter-modal options – such as buses that are equipped to take bikes.

Other gaps include baby friendly taxies with car seats; park-and-ride services; and better signage throughout Surrey. (Gap Analysis, Pages 35-36).

Current and existing work

Translink has received funding through a Transport Canada initiative to implement the Surrey City Centre Transit Village Project, a demonstration project focusing on how to improve the walkability and transit accessibility of the community. Translink is working with the City of Surrey Engineering and Planning Department. There is a potential to expand it to other sites if the project is successful.

Seniors Support Services currently has a partnership with Peace Arch Community Services and a volunteer drivers program that helps increase the mobility of people in the community, as well as mitigating some of the high demand for Handi-Dart services.

Opportunities that may help address this gap

Consultation participants did now know of any new opportunities, outside potential expansion of existing services.

Potential Collaborations

Translink is a necessary partner in addressing transportation needs in the region. At the provincial level, the Ministry of Transportation, as well as the Ministry of Community Services and the Ministry of Employment and Income Assistance could be valuable partners in working to address transportation barriers, particularly for people at-risk or in need of extra supports. The Fraser Health Authority also has a role in helping to meet the needs of seniors and persons with disabilities.

Federally, Transport Canada has a role in addressing local transportation needs. Health Canada is another important Ministry that may have the capacity to support addressing the transportation needs of persons with disabilities.

Locally, the business community could have an important role to play in identifying and developing solutions to transportation barriers. Community representation from transportation advocates such as Better Environmentally Sound Transportation (BEST) could also help in developing innovative solutions.

Issue Element: Life Skills and Educational Training

Key Gap(s): Need for life skills programs, supported education and employment, particularly for persons with learning disabilities and mental health concerns

B1

- Request the School District and appropriate provincial ministries to complete studies to better understand the gaps in life skills training for adults that have not completed high school; and
- Request that the appropriate Provincial ministries implement the needed life skills programs, education and employment opportunities, particularly for persons with learning disabilities and mental health concerns.

Interview and Workshop Process

This element and gap is closely related to the '*Employment Programs as a Means to Prevent Homelessness*', and much of the discussion was closely linked. Participants in the consultation included representatives from the Surrey Homelessness and Housing Task Force, Service Canada, Phoenix Drug and Alcohol Recovery Society, K'la-How-Eya Aboriginal Centre, Atira Women's Services, Servants Anonymous Society Surrey, Pacific Community Resources, The Newton Advocacy Group Society, Options Services to Communities Society, Peace Arch Community Services, the Whalley and Cloverdale Business Improvement Associations, and the City of Surrey.

Issues

Training and life skills opportunities, though present throughout Surrey are not equally available to different communities. Those citizens who are newcomers, have low-income, or who have disabilities are all at a disadvantage in terms of accessing these programs and opportunities.

Participants suggested that ESL services should be explicitly identified as being part of Life Skills and Education Training – and further suggested that one of the key gaps in this element was connected to the lack of higher-level ESL courses. Currently ESL services in BC do not train students to a job-ready level of proficiency.

Other participants discussed the difficulties posed by training and minimum wages and suggested that it is difficult for those who are acquiring life skills and employment training to support themselves on such wages.

Gaps

Participants noted a gap between entry-level jobs and existing pre-employment training. Current training programs do not provide a complete set of tools for beginning level positions, meaning that it is often difficult for people who have completed the training to actually find work – without having to take additional fee-based courses.

Some employment training programs also have prerequisites that aren't covered as part of the subsidized program. For example, EI training packages do not always cover grade 12 upgrading pre-requisites. It was reported that such pre-requisites are offered on a fee-for-service basis, meaning that those that can't pay are left out.

Participants also noted the absence of enough life skills programs for people with learning disabilities and the need for supported education and supported employment opportunities those with learning disabilities and those with mental health concerns.

In addition, there is the need for life skills programs that also have child-care supports so that they can be accessed by parents

with children.

Finally, participants felt that there was a gap in the amount of on-going training offered by employers in Surrey, and that such training was necessary to ensure that the local workforce was able to remain competitive. (Gap Analysis, Page 40).

Current and existing work

The Newton Advocacy Group Society (NAGS) has recently begun *Project Comeback*, in partnership with the Surrey business community. The project provides pre-employment programming, housing and support for the working homeless. The project provides individuals with enough to pay their damage deposit and rent, which then helps people get past the initial barriers to escaping homelessness and keeping paid employment.

Opportunities that may help address this gap

Participants were not aware of any significant opportunities that might help address this gap in the near future. There may be an opportunity for organizations to access funds through the new national housing strategy, or the recently announced Supporting Communities Partnership Initiative (SCPI) funds.

There are funding processes in place that involve life skills training programs, and are often attached to employment placements. Consultation participants referred to these programs as available to some populations, particularly youths.

Consultation participants noted that as the economy and employment situations improve, they are working with an increased number of people with multiple barriers to employment. Some clients can take as many as two or three years before they are fully ready for employment and independent living.

Potential Collaborations

Life skills and pre-employment programs could benefit from a broad partnership in the community. Of particular importance is the business community, as well as employment service providers such as Peace Arch Community Services, Landell and Associates, NAGS, Phoenix Society, Options Services to Communities Society, Progressive Intercultural Community Services, Pacific Community Resources Society, and Surrey Delta Immigrant Services. Also important would be organizations that work directly with persons with disabilities or mental health issues. The Surrey School District is another important potential partner, particularly with youth related issues.

Cloverdale has an Integrated Community Services Group that is organized by the local RCMP, which could provide a valuable contribution to efforts seeking to address this gap. Consultation participants also strongly encouraged participation by members of the community at-large.

At the provincial government, it would be essential to engage with the Ministry of Employment and Income Assistance (MEIA), as well as the Ministry of Children and Family Development and Ministry of Community Services. The Fraser Health Authority would be an essential partner when working to find opportunities and life skills training for persons with mental health and disability issues. Participants noted some challenges that arise with current funding models for employment programs, and partnering with MEIA to identify constructive approaches to pre-employment programs would be very valuable.

Federally, Service Canada could provide some valuable input and support for identifying solutions as well. Relating to advocacy, participants recommended engaging with the local MLAs and MPs to push for improved funding for pre-employment and life skills programs.

Issue Element: Community Economic Development Initiatives

Key Gap(s): Lack of municipal support and networks for home-based businesses and lack of support for entrepreneurialism; lack of banking services for low-income persons

A 1, A2, B1

- Engage with the Surrey Chamber of Commerce and other interested individuals/entities in developing a 'small business' lens on city zoning and licensing regulations.

C1, C2, C3, C4, C5

- Undertake amendments to City By-laws and policies as required, within the City's mandated responsibilities and resources, based on the results of the work with the Surrey Chamber of Commerce and interested individuals/entities.

Interview and Workshop Process

Participants in the consultation on these gaps included the Whalley and Cloverdale Business Improvement Associations and representatives of the Surrey Homelessness and Housing Task Force.

Issues

There was a discussion about Living Wages, with participants making the point that “just getting people \$8/hr jobs is not community economic development.” In other words, CED involves the creation of meaningful employment that generates enough income to allow people a decent standard of living, as well as the opportunity to participate in the local economy.

It was noted that many residents of Surrey commute to work outside of the City and that CED could focus on developing local employment opportunities, so that more people wouldn't have to leave the City for work.

There was the suggestion that the municipality should become more responsive to changing situations and try to capitalize on opportunities provided by tourism and the High Tech sectors and, in particular, events like the Olympics.

Gaps

While a number of services were noted in the inventory, participants were concerned that the municipality does not seem to have sufficient support services or networks for home-based businesses. They identified support for entrepreneurialism as a gap that should be addressed.

Participants also expressed concern about the lack of banking services for the poor. Many low-income people have to rely on cheque-cashing facilities that charge a high interest rate. There is the need for a legitimate financial institute that low income can access for banking services. (Gap Analysis, Page38).

Current and existing work

The business improvement associations, North Fraser Community Resources, and the Chamber of Commerce in Surrey do work with home-based businesses, and provide some services for people seeking to start a business. Service Canada also provides support and funding for potential new business owners, including home-based businesses.

The Cloverdale business community is involved with a roundtable known as 'Safety, Security and Crime Prevention.' Through that group, some discussion has arisen about the possibility of developing banking services for low-income people, among other topics.

Opportunities that may help address this gap

Participants were unaware of specific new opportunities that might help address this gap. They did indicate that the provincial and federal governments continue to express support for small businesses, and are potentially a good source of programs and funding.

Vancity Credit Union is currently operating 'Pigeon Park Savings', a low-income banking service in downtown Vancouver. It may be possible to work with Vancity to expand that program.

Potential Collaborations

The Safety, Security and Crime Prevention Roundtable, as well and the Whalley and Cloverdale Business Improvement Associations and the Surrey Chamber of Commerce would be important partners to help address this gap. Community service providers, and particularly those serving new immigrant communities, could also be valuable partners.

The Provincial Ministry of Economic Development also provides some supports for small businesses, and would be an important partner. Similarly, the federal Ministry of Industry, Western Economic Development and Service Canada both have important roles in fostering new enterprises.

Issue Element: Nutrition & Food Programs

Key Gap(s): There is a need to ensure sufficient capacity of food banks and food/nutrition programs, the need for affordable meal programs and for ethno-specific food service options

A2

- Participate in community planning process/networks such as the Surrey Food Policy Network to address the needs for adequate distribution of food resources to those in need.

C1, C2, C3, C4, C5

- Provide support as required, within the City's mandated responsibilities and resources, to implement the results of the recommendations from the Surrey Food Policy Network and other forums.

Interview and Workshop Process

Participants involved in the consultation on these gaps included community members and representatives from Food for Kidz, the Surrey School Board and School Meal Program, the Surrey Food Bank, the Surrey White Rock Food Bank, Atira Women's Services, the Fraser Health Authority, the Make Children First Learning Initiatives Group, and the STARR program at Surrey Community Services.

Issues

Key food security concerns in Surrey fall under the categories of (a) hunger, (b) health, and (c) food sustainability (including local farming and agriculture). At the workshop it was reported that the demand for food services is increasing. User numbers for the Surrey food-bank have been climbing for a number of years and the overall capacity to serve the residents of Surrey is being compromised. Instances of child hunger have been identified as a special cause for concern. Broadly speaking, there is a significant need to ensure both low and (where necessary) no-cost food options are available throughout the City.

As well, participants at the workshop suggested that there was a need to ensure that existing food and nutrition programs were well coordinated and that there is sufficient information to link the various services for both the public and providers.

Finally, the issue of basic affordability of food was raised. Workshop participants pointed out that the price of basic goods also varies throughout Surrey and that the cost of groceries is not wholly equitable across the City. In addition, various service providers such as Meals on Wheels are coming across more people who can't afford their services.

Gaps

There is the need to ensure that there is sufficient capacity at the food banks and food and nutrition programs to provide for the residents of Surrey. There is also the related need to ensure a sufficient degree of information about and coordination between the various food programs that are available to residents – including postings of information at local community spaces.

It was suggested that there is a shortage of community nutritionists in Surrey, and that additional capacity with the services that they offer would be helpful.

There were also a few specific gaps raised around the issue of affordability, with participants suggesting that a subsidy program for Meals on Wheels would be useful. Another possibility that was identified was the potential weekly publication of standard grocery store items to help offset concerns around price differentials in staple goods.

Finally, there was some discussion about the need for ethno-specific and specialty-diet (e.g. diabetic) food service options, so that residents from different cultural backgrounds and health needs can access food that is familiar and/or required. (Gap Analysis, Page 37).

Current and existing work

The Surrey White Rock Food Bank has a 'kids snack' program that they offer in addition to their family basket, which provides an extra 5-6 items per week of nutritious, sugar free food. The Surrey Food Bank has expanded into two new satellite depots in Delta and Newton, so clients do not always have to go to Whalley to access help. The Surrey Food Bank also operates a small teaching kitchen program and a small number of community garden plots. They are planning a new satellite service in Guildford, and are looking at applying for funding to begin a delivery service for persons with disabilities.

Consultation participants had mixed views on the role of food banks in providing community services, emphasizing that they are emergency food services and not a solution to poverty in the short or long term.

The Surrey School Board 'School Meal Program' works to being in healthy foods for children in Surrey, but at present it

struggles with funding limitations.

Opportunities that may help address this gap

Credit unions in British Columbia are reported to be looking for meaningful ways to invest in charitable causes. Participants suggested that the credit unions could be encouraged to embrace and support food security, particularly in the case of children in school.

The Dieticians Report, an annual report on the cost of eating in BC, was released on December 1, 2005. This report might be of use in advocating for effective food security policy and funding capacity in Surrey.

The Fraser Health Authority has decided to provide some grants for food and nutrition programs, but is still deciding how to dispense them. An opportunity could exist for the municipality to take part in the discussions on policy development for the grants.

Potential Collaborations

Consultation participants expressed interest in a roundtable of community and government representatives to develop a comprehensive food security policy. Partners could include the Surrey School Board, Food Banks, City of Surrey, the faith community, parents and teachers and the local farming and business community, Food For Kidz, neighbourhood associations.

Provincial Ministries could include the Ministry of Children and Family Development, Ministry of Employment and Income Assistance, Ministry of Health, Ministry of Education and Ministry of Community Services. Federally, Health Canada and the Ministry of Agriculture could be important partners, as well as Service Canada.

Action Steps to Address the Gap

Appendix A includes a variety of possible action steps suggested by respondents as approaches the City could take to address the gaps in the issue area of community development and diversity.

Conclusion

The present report comprises the last of two Action Plan components for the Plan for the Social Well-Being of Surrey residents. Combined, the Action Plan reports provide a range of options and steps that can be taken by the City to improve the social well-being of Surrey residents. In the case of gaps for which the City has secondary, limited or no responsibility, it is important for the City to articulate the needs of the community, and take a role in advocating and championing the needs of Surrey residents. It is also important for the City to review its internal policies for ways in which it can facilitate the creation of needed services.

Both reports imply a new direction for the City, and a renewed, clearly defined relationship with social issues. As such, it is important that the City also have a means of tracking its progress – so that achievements can be celebrated and areas of difficulty can be identified and revisited. To assist with a self-evaluation, the City should consider producing an annual report to Council on the actions taken in relation to the Social Well-Being Plan. Through this means the various action steps and benchmarks that have been identified can be clearly reviewed in terms of the progress in meeting them. This higher-level recommendation is intended to span both Action Plan reports.

General Recommendation for the City of Surrey:

- **Develop an Annual Report to Council on the implementation of the Action Plan** in order to communicate what has been achieved and to seek Council endorsement or direction on specific future actions on the implementation of the Plan.

Appendix A - Examples of Possible Action Steps to Address the Gap which were Identified through the Consultation Process

A number of specific actions were suggested by consultation participants as potential approaches the City could take to

address the identified gaps. The following potential action steps are suggestions and options for consideration as the City moves to implement the Action Plan.

Housing & Homelessness: Action Steps

Issue Element: Emergency Shelter Services for Youth

Key Gaps: No readily accessible shelter beds for youth, approximate amount needed: 25-50 beds. Need for a temporary shelter for youth that is accessible without Ministry referral, as well as other forms of assistance for teens considered too old for Ministry support.

Examples of Potential Actions

- Explore options around developing a non-profit 'Housing Foundation Board' similar to the Calgary foundation.
- Explore opportunities to use the Surrey Affordable Housing Fund to leverage larger funding from senior levels of government for specific projects
- Explore making meeting spaces available at low to zero cost to facilitate meetings and collaboration between service providers
- Explore options of providing land or leases for use in shelter projects
- Ensure sufficient staff capacity to engage with the issue in the community, and advocate to senior levels of government about the needs of Surrey residents.
- Hire additional staff and designate an individual whose responsibility it would be to address homelessness and housing related issues in Surrey
- Ensure staff resources available to help service agencies navigate the development approval process, and build community support of new projects
- Explore the possibility of providing tax breaks for social developments
- Initiate and support roundtables in the City to build networks and collaboration
- Take a role in public education around homelessness and solutions to homelessness in Surrey

Issue Element: Emergency Shelter Services for Adults (year round); Also for Aboriginal Adults

Key Gap(s): Estimated need for 100 additional year round shelter beds for adults

Examples of Potential Actions

- Explore the possibility of providing tax breaks for social developments
- Initiate and support roundtables in the City to build networks and collaboration
- Explore options around developing a non-profit 'Housing Foundation Board' similar to the Calgary foundation.
- Explore opportunities to use the Surrey Affordable Housing Fund to leverage larger funding from senior levels of government for specific projects
- Explore making meeting spaces available at low to zero cost to facilitate meetings and collaboration between service providers
- Explore options of providing land or leases for use in shelter projects
- Ensure sufficient staff capacity to engage with the issue in the community, and advocate to senior levels of government about the needs of Surrey residents.
- Ensure staff resources available to help service agencies navigate the development approval process, and build community support of new projects
- Take a role in public education around homelessness and solutions to homelessness in Surrey
- Provide financial support to the Homelessness and Housing Taskforce to enable it to undertake and advisory, advocacy, capacity building, collaboration, education, planning and research activities
- Hire additional staff and designate an individual whose responsibility it would be to address homelessness and housing related issues in Surrey

Issue Element: Transitional Housing Services

Key Gap(s): Need for 300 additional transitional housing units, including approximately 25 units for aboriginal families, 50 – 100 units for young women leaving the sex trade, and 40-50 units for adult men and women. The need for units for youths and culturally appropriate/specific units were also identified

Examples of Potential Actions

- Explore the possibility of providing tax breaks for social developments
- Initiate and support roundtables in the City to build networks and collaboration
- Explore options around developing a non-profit 'Housing Foundation Board' similar to the Calgary foundation.
- Explore opportunities to use the Surrey Affordable Housing Fund to leverage larger funding from senior levels of government for specific projects
- Explore making meeting spaces available at low to zero cost to facilitate meetings and collaboration between service providers
- Explore options of providing land or leases for use in shelter projects
- Ensure sufficient staff capacity to engage with the issue in the community, and advocate to senior levels of government about the needs of Surrey residents.
- Hire additional staff and designate an individual whose responsibility it would be to address homelessness and housing related issues in Surrey
- Ensure staff resources available to help service agencies navigate the development approval process, and build community support of new projects
- Explore the possibility of providing tax breaks for social developments
- Take a role in public education around homelessness and solutions to homelessness in Surrey
- Provide financial support to the Homelessness and Housing Taskforce to enable it to undertake and advisory, advocacy, capacity building, collaboration, education, planning and research activities

Issue Element: Supported Housing Programs

Key Gap: Approximately 200 supportive housing units were required for persons with mental health and other issues, including a particular need for units serving people with concurrent disorders (mental illness and addiction)

Examples of Potential Actions

- Identify opportunities to reduce costs for development of facilities, using in-kind donations, property, loans, leasing or fee waivers
- Ensure sufficient staff capacity to advocate and support the community in developing solutions to this gap
- Hire additional staff and designate an individual whose responsibility it would be to address homelessness and housing related issues in Surrey
- Foster an ongoing community dialogue around social inclusion for individuals with mental illness and concurrent disorders
- Explore the possibility of providing tax breaks for social developments
- Explore options around developing a non-profit 'Housing Foundation Board' similar to the Calgary foundation.
- Provide financial support to the Homelessness and Housing Taskforce to enable it to undertake and advisory, advocacy, capacity building, collaboration, education, planning and research activities

Issue Element: Low Income Housing for the Homeless, Families and Singles

Key Gap(s): Gap in purpose build affordable housing. Approximately 5000 additional units are needed in Surrey.

Examples of Potential Actions

- Engage with local post-secondary institutions to make Surrey a leader in developing innovative affordable housing solutions
- Engage with the school district to identify options for the use of City and School Board lands to facilitate affordable housing development
- Create and maintain an inventory of existing affordable and low-cost housing in Surrey, to track increases and losses over time
- Ensure that adequate staff are available to assist developers in navigating the zoning and licensing process for affordable housing
- Hire additional staff and designate an individual whose responsibility it would be to address homelessness and housing related issues in Surrey
- Repurpose some or all of the Surrey Affordable Housing Reserve Fund to leverage new affordable housing stock
- Play a role in public education around homelessness and solutions to homelessness in Surrey
- Explore options around developing a non-profit 'Housing Foundation Board' similar to the Calgary Foundation.
- Incorporate a certain percentage of affordable housing in new developments, purchase and renovate older homes for local individuals and families, and consider other models such as smaller housing units for single adults who are homeless or living in poverty

- Provide financial support to the Homelessness and Housing Taskforce to enable it to undertake and advisory, advocacy, capacity building, collaboration, education, planning and research activities
- Preserve and enhance the existing stock of affordable, market rental housing in Surrey.

Issue Element: Service Coordination Responsibilities

Key Gap(s): Need for one-stop service/information resource including outreach services to build awareness of available programs for persons with low-income and at-risk of homelessness

Examples of Potential Actions

- Provide information distribution services through City publications (i.e. Leisure Access Guide)
- Initiate a round table of service providers and governmental agencies to build collaboration and improve information and referral services, as well as one-stop services for at-risk individuals
- Develop information and referral training for front-line City staff and facilities, including libraries and recreation centres
- Consider support for community organizations providing information and referral services, through grants, space provision or other means
- Consider a partnership with the Chamber of Commerce or other organizations to run information booths
- Support the ongoing implementation of the Grey Book
- Explore options around developing a non-profit 'Housing Foundation Board' similar to the Calgary foundation.
- Provide financial support to the Homelessness and Housing Taskforce to enable it to undertake and advisory, advocacy, capacity building, collaboration, education, planning and research activities

Issue Element: Outreach Programs to the Homeless, Drop-In Centres, Youths

Key Gap(s): A lack of programs specific to homeless men and women experiencing personal and health related challenges. Shortfall in after-hours services, particularly for an after-hours youth drop-in centre and outreach services

Examples of Potential Actions

- Explore the provision of space for programs and offices in City facilities at low or no cost
- Work with business and residents associations to mitigate community concerns about new and existing programs
- Facilitate consultation with service providers and the homeless population to develop a more integrated spectrum of programs in Surrey, and to identify and remove barriers to accessing programs for individuals
- Take a role in public education around homelessness and solutions to homelessness in Surrey
- Explore options around developing a non-profit 'Housing Foundation Board' similar to the Calgary foundation.
- Provide financial support to the Homelessness and Housing Taskforce to enable it to undertake and advisory, advocacy, capacity building, collaboration, education, planning and research activities

Issue Element: Employment Programs as a Means to Prevent Homelessness

Key Gap(s): Pre-employment programs require additional capacity to reduce current long wait lists; there is also a need to increase awareness and education about available programs

Examples of Potential Actions

- Work with service providers to help identify specific barriers to employment that the City could help address, such as transit tickets and program locations
- Consider repurposing the affordable housing fund to leverage money for programs and projects in Surrey
- Facilitate business license applications for shelters and other facilities that include pre-employment programming
- Provide links and contact information to employment and pre-employment programs on the City website and in City publications
- Explore options around developing a non-profit 'Housing Foundation Board' similar to the Calgary foundation.
- Provide financial support to the Homelessness and Housing Taskforce to enable it to undertake and advisory, advocacy, capacity building, collaboration, education, planning and research activities

Substance Abuse & Addiction: Action Steps

Issue Element: Residential Addiction Treatment for Youths

Key Gap(s): Need for approximately 140 substance abuse youth beds in Surrey and approximately 500 for the Fraser Health Region

Examples of Potential Actions

- Take a role in public education around homelessness and solutions to homelessness in Surrey
- Explore using City land for leases, gifts or grants to support the creation of facilities
- Engage with the community and service providers to address and mitigate 'Not-In-My-Back-Yard(NIMBY)' concerns for new facilities
- Explore using the Affordable Housing Fund to leverage funding from senior levels of government
- Ensure adequate staffing resources to support and participate in community development and capacity building processes and tables

Issue Element: Recovery Treatment Services

Key Gap(s): Absence of regulations, capital and operating funding for recovery houses. More treatment and recovery services are needed for women and families. More public education is also required

Examples of Potential Actions

No specific action steps were suggested in the consultations, aside from those outlined in the main body of the Action Plan.

Issue Element: Outreach & Support Programs for At-Risk and Substance Users

Key Gap(s): Need outreach and support programs for at-risk and substance users that work a) with women and men in the sex trade in Surrey, and b) assist gambling addicts.

Examples of Potential Actions

- Explore the provision of space for programs and offices in City facilities at low or no cost
- Work with business and residents associations to mitigate community concerns about new and existing programs
- Facilitate consultation with service providers and the homeless population to develop a more integrated spectrum of programs in Surrey, and to identify and remove barriers to accessing programs for individuals
- Take a role in public education around homelessness and solutions to homelessness in Surrey

Issue Element: Alcohol & Drug Treatment for Youths

Key Gap(s): More services needed for substance abuse counseling, services/treatment linked with education and drug abuse prevention programs designed and implemented with a youth perspective.

Examples of Potential Actions

- Engage with the community to address resident concerns about new programs and facilities, and facilitate the smooth development of new services
- Make key contact numbers and information available in City facilities, as well as the City website
- Ensure adequate staff capacity to support development and licensing of new programs in Surrey

Issue Element: Pre-Natal Education & Support Programs re: Drug Use

Key Gap(s): Need to address current wait lists (six weeks to two months) for existing prenatal education and support programs, as well as a need to extend the postnatal support period, and to provide supportive housing for pregnant women

Examples of Potential Actions

- Work with other partners to explore ways to build awareness and support for pregnant women with addictions. Work with the

community to address the cultural and social stigmas related to pregnancy and addiction, to support women in trying to escape addiction

- Consider using tools such as density bonusing and levies to develop funds and facilities for programs to address this gap
- The Surrey Public Libraries and Parks, Recreation & Culture Departments could develop and provide programs relating to prenatal education programs

Children & Youth: Action Steps

Issue Element: Culturally Appropriate Childhood Education/Development Programs

Key Gap(s): Lack of awareness by many residents, especially new immigrant families, of existing childcare and early childhood development programs. There is a specific gap in childcare and early childhood development for families with seasonal workers

Examples of Potential Actions

- Explore the possibility of providing temporary child care spaces in City facilities in the summer months
- Hire a child care advocate to work with the community and senior levels of government to meet Surrey's needs
- Integrate the recommendations of the Make Children First Child Care Task Group into advocacy efforts for child care in Surrey
- Advocate to ensure that any new child care is affordable and accessible to families

Issue Element: Affordable, Accessible, Quality Licensed Childcare, Pre-School and Family programming

Key Gap(s): Shortfall in senior government funding for affordable and accessible childcare, early childhood development and education services. Need for extended hours, ethno-specific and ESL childcare programs and services

Examples of Potential Actions

- Explore the possibility of providing temporary child care spaces in City facilities in the summer months
- Hire a child care advocate to work with the community and senior levels of government to meet Surrey's needs
- Integrate the recommendations of the Make Children First Child Care Task Group into advocacy efforts for child care in Surrey
- Advocate to ensure that any new child care is affordable and accessible to families

Issue Element: Child Poverty Alleviation

Key Gap(s): Advocacy by municipal government to champion the issues/problems related to child poverty and the long-term impact on child/adult development

Examples of Potential Actions

- Take steps to increase awareness and useage of the Leisure Access Program
- Engage with the Surrey School Board to find ways to expand the school meal programs
- Work with community groups to build awareness of child poverty in the community, as well as awareness of the impacts of child poverty
- Engage with provincial and federal elected officials to encourage them to address the issue

Issue Element: Counselling & Support Services for Families and Children with Behavioural, Mental Health & Attachment Issues

Key Gap(s): Shortage of in-patient beds for youth with mental health issues, an estimated 20 additional beds required. Other gaps were identified in early intervention and family counseling services

Examples of Potential Actions

- Provide information and referral resources through City publications and website
- Train relevant staff in Parks, Recreation and Culture department, as well as Surrey Public Libraries, to assist with early intervention and referral services
- Explore the provision of space in City facilities for early intervention and family counselling services at low or no cost

Crime & Public Safety: Action Steps

Issue Element: Initiatives to Deal with Seniors Abuse

Key Gap(s): Need for focused outreach and dissemination of materials on elder abuse, especially to immigrant and ethnic communities

Examples of Potential Actions

- Provide space in City publications and facilities to awareness building and outreach efforts around seniors abuse
- Advocate with the Provincial government to restore funding to Legal Aid
- Work with the RCMP to improve training capacity regarding senior abuse and fraud
- Support and participate in the work of the Community Response Network in Surrey

Issue Element: Initiatives to Deal with Family Violence

Key Gap(s): Need for additional/renewed funding to women's centers and legal aid societies

Examples of Potential Actions

- Provide small amounts of seed money for grant applications
- Explore the possibility of providing in-kind space or donations to Women's Centre programs
- Provide support letters to funding applications for Womens Centres

Issue Element: Peer Support Programs to Deter Crime

Key Gap(s): More free or low-cost recreational opportunities activities for youth, (including ethno-specific youth services) to provide a range of engaging programs and services

This gap originates from the Crime and Public Safety Issue Area. Because the City has primary responsibility for many youth recreational activities, the recommendations and suggestions for this social service element are listed in the report 'Plan for the Social Well-Being of Surrey Residents: Stage 1 Action Plan.'

Issue Element: Initiatives Targeting Gangs, Gang-Violence and Related Criminal Activity

Key Gap(s): Better use of existing community resources (i.e. BlockWatch) and better coordination and information exchange between community organizations and agencies dealing with CRIME (including gang activity) and crime prevention

Examples of Potential Actions

- Provide seed funding for specific projects
- Work with the RCMP to build community involvement in Blockwatch and other programs
- Use City publications and facilities to distribute information about existing programs and processes and build awareness of potential solutions

Community Development & Diversity: Action Steps

Issue Element: Public Transportation & Access

Key Gap(s): Insufficient public transit services, including lack of services and intercommunity connections and poor coordination with services outside of Surrey. Lack of sufficient HandiDart services result in limited options for persons with disabilities. Need taxis equipped with baby car seats, more park-and-ride services, and better signage

for the municipal roadways

Examples of Potential Actions

- Advocate for funding to service providers, seniors groups and disability organizations so they can transport clients
- Review bylaws relating to taxi services to encourage an increased number of taxis equipped with car seats

Issue Element: Life Skills & Educational Training

Key Gap(s): Need for life skills programs, supported education and employment, particularly for persons with learning disabilities and mental health concerns

Examples of Potential Actions

- Work to develop public education and awareness of life skills and barriers to employment
- Offer space for programs in City facilities at low or no cost
- Facilitate engagement between the business community and service providers in Surrey to develop supported employment options for people with multiple barriers to employment.

Issue Element: Community Economic Development Initiatives

Key Gap(s): Lack of municipal support and networks for home-based businesses and lack of support for entrepreneurialism. Lack of banking services for low income persons

Examples of Potential Actions

- Engage with the Safety, Security and Crime Prevention roundtable in Cloverdale to help develop local solutions

Issue Element: Community Economic Development Initiatives

Key Gap(s): There is a need to ensure sufficient capacity of food banks and food/nutrition programs, the need for affordable meal programs and for ethno-specific food service options

Examples of Potential Actions

- Provide letters of support for nutrition and food security program funding applications
- Explore the potential of a 'rebranding' campaign based on food, as the 'salad bowl' of the province
- Utilize the 20% by 2010 Campaign to develop healthy nutrition and food policies in the City

Appendix "B"



Corporate Report

NO: C017

COUNCIL DATE: Oct. 17/05

COUNCIL-IN-COMMITTEE

TO: **Mayor & Council** DATE: **October 11, 2005**
FROM: **General Manager, Planning and Development** FILE: **5080-01**
SUBJECT: **A Plan for the Social Well-Being of Surrey Residents – Stage 1 Action Plan:
Social Service Gaps for Which the City has Primary Responsibility**

RECOMMENDATION

It is recommended that Council:

1. Receive this report as information;
2. Approve, in principle, the action steps documented in the "Plan for the Social Well-Being of Surrey Residents – Stage 1 Action Plan: Social Service Gaps for Which the City has Primary Responsibility"; and
3. Direct staff to review the funding requirements and necessary resources to implement the Stage 1 Action Plan and bring forward recommendations, in this regard, for Council's consideration as part of the budget approval process for the City's 2006 budget.

INTENT

The purpose of this report is to:

- Present to Council the consultant's report entitled "Plan for the Social Well Being of Surrey Residents – Stage 1 Action Plan: Social Service Gaps for Which the City has Primary Responsibility" (Stage 1 Action Plan), attached as Appendix I to this report;
- Provide an overview of the public consultation process associated with the preparation of the Stage 1 Action Plan;
- Advise Council of the next steps required to complete the preparation of the Stage 2 Action Plan, related to the Plan for the Social Well-Being Plan for Surrey Residents; and
- Seek authorization for staff to review the funding and resource requirements to implement the Stage 1 Action Plan and to bring forward recommendations for Council's consideration as part of the 2006 annual budgeting process.

BACKGROUND

At the Council-in-Committee meeting on May 2, 2005, Council considered Corporate Report No. C007, entitled "Status Report on the Preparation of the Plan for the Social Well Being of Surrey Residents – Completion of the Gap Analysis and Responsibility Matrix" (copy attached as Appendix II). The report advised Council of the status of work with respect to the preparation of the Plan, including:

- The public consultation process involved in the preparation of the first two phases of the Plan;
- The results of the Gap Analysis and the social service needs in the community, the Social Service Inventory and Social Responsibility Matrix for each social service element included in the Plan;
- A proposed public open house to present the Gap Analysis and to begin discussion, regarding possible actions to address the Gaps; and
- The proposed two-stage approach for developing the Action Plan component of the Plan.

DISCUSSION

Two Stage Approach for Developing the Action Plan

The Action Plan is the third and final Phase in the process of preparing the Plan for the Social Well-Being of Surrey Residents and builds on the research and results of the previous two phases, the Social Responsibility Matrix and the

Gap Analysis.

The purpose of the Action Plan is to identify and establish actions the City should take to support the social well being of Surrey residents. The consultant, SPARC BC, working with the City in the preparation of the Plan, suggested that the Action Plan be developed in two stages to enable the City to take action in advance of the completion of the full Plan. This strategy will also bring focus to those issues for which the City has primary responsibility.

The first stage of the Action Plan focuses on those social service elements, which are within the City's mandate and scope to directly influence and shape. From the list of 30 social service elements included in the Plan, five of these elements have been identified as being within the City's primary responsibility area.

The following social service elements are included in the Stage 1 Action Plan:

- Creating a child and youth friendly City;
- Programs and recreation opportunities for children and youth;
- Initiatives to encourage citizen engagement with social issues and social planning activity;
- City clean-up programs and civic pride initiatives; and
- Ethno and culturally appropriate services, opportunities and programming.

Stage 2 of the Action Plan will focus on the remaining 25 social service elements for which senior levels of government and community organizations have primary responsibility and for which the City has secondary, limited or no responsibility. These social service elements, which will be addressed as part of Stage 2 of the Action Plan, will require joint strategies and approaches to address specific needs and will focus on the City's shared or supportive responsibilities in these areas. A list of the social service elements to be included in Stage 2 of the Action Plan is attached as Appendix III.

Public Consultation Process Related to Stage 1 of the Action Plan

The consultation process for Stage 1 of the Action Plan involved a public open house and workshop, as well as interviews and focus groups by the consultant with community organizations, key stakeholders and youth. The comments, ideas and aspirations documented through the public consultation process form a basis for the Action Plan.

• Public Open House/ Workshop – May 2006

On May 26, 2005, the consultant and City staff held a public open house to present the results of the Gap Analysis and to receive initial input to the preparation of the Action Plan. Those present were asked to provide input on the steps and possible strategies to address the identified gaps. The open house was advertised in the local newspapers and participants of previous workshop sessions were contacted and invited to attend.

At the open house, participants had the opportunity to review the social service gaps across all five key issue areas (30 social service elements) that were identified through workshops held in February, 2005. The open house portion of the evening was followed by a workshop session facilitated by the consultant. Participants were asked to identify ways to address the gaps and to record ideas using worksheets prepared by the consultant. Approximately 35 persons attended the event, held at the Surrey Sport and Leisure Complex. Participants included Surrey residents, representatives of community organizations and representatives of other levels of government.

Information on the Gap Analysis and the Action Plan worksheets was also available on the City's website.

• Youth Focus Group – June 2005

The consultant reconvened a youth focus group previously brought together during the earlier phases of the Plan preparation process, with assistance by the Parks, Recreation and Culture Department. The purpose of this workshop was to engage and hear directly from youth, aged 13 to 18 years, on those social services elements affecting youth in the areas of homelessness, substance abuse and addiction, children and youth programs and crime and public safety. Approximately 15 youth participated in the workshop. The results are incorporated in the consultant's report.

• Focus Group sessions and key stakeholder interviews

Over the summer, the consultant held focus group sessions and conducted interviews with key stakeholders in government, health services, business and community service sectors, on the range of social service elements being addressed by the Plan, with particular focus on the issues pertaining to Stage 1 of the Action Plan. The consultant developed a series of questions to guide the consultation process and to capture information on new and emerging opportunities, ideas and areas for collaboration. The results of this consultation process are incorporated in the consultant's report.

Overview of Stage 1 Action Plan

The consultant's report, entitled "Plan for the Social Well-Being of Surrey Residents – Stage 1 Action Plan – Social Service Gaps for which the City of Surrey has Primary Responsibility" is attached as Appendix I. The report documents those social service elements where the City has primary responsibility and makes recommendations regarding City programs and services, to more effectively meet the needs of Surrey residents, with respect to these elements.

For each of the five social service elements included in the Stage 1 Action Plan, the consultant has prepared a set of actions divided into each of short-term and long-term timeframes.

Short-term actions are those initiatives that can be started immediately or in the near future. Some of these actions can be completed within one year, while others are a prerequisite step for further action defined under long-term actions.

Long-term actions are initiatives that will take more time to complete or are intended as follow-up actions to the short-term actions.

Each of the recommended actions is followed by a description of the social service Gap being addressed, and a summary of the comments and suggestions received through the consultation process with respect to that Gap.

The five social service elements being addressed by the Stage 1 Action Plan and the respective recommended actions are summarized in the table below.

To assist in with the implementation and monitoring of the Action Plan, the consultant has recommended that an annual report on the Status of the Social Well-Being Plan be prepared for Council's consideration. The annual report would provide information on the progress, to date, in implementing the Plan and on the challenges with respect to each of the social service elements. A similar recommendation will be included in the pending Stage 2 Action Plan report.

Stage 1 Action Plan – Summary of Recommended Action Steps

The following table documents the identified gaps (needs) and the recommended actions with respect to each of the five social service elements included in the Stage 1 Actions related to Social Well Being Plan.

1. Social Issue Element: **Creating a Child and Youth-Friendly City**

Identified Gap:

Recommended Action Steps:

- Urban design, policies, community services and processes that will advance the development of a "child and youth friendly City".

Short-term:

- **Prepare (a) terms of reference for and commence a process towards developing policies** that will assist in ensuring that child and youth friendliness is a key objective pursued in the decisions about the continuing development of and services delivered by the City.
- **Promote the Surrey "20% by 2010" Campaign** with a particular focus on children and youth.

Long-term:

- **Amend the Official Community Plan, other plans and appropriate City by-laws** to include "child and youth friendly" policies and provisions developed through the process identified in the short-term actions and as approved by Council.

- **Develop a communication strategy** to promote the enhanced child and youth policies and provisions being implemented by the City.
- **Implement "child and youth friendly" features in civic facilities** and infrastructure and continue to enhance the delivery of child and youth friendly programs and services.

2. Social Issue Element: **Programs and Recreation for Children and Youth**

Identified Gaps

- Need to ensure equitable opportunities for access to programs and recreation services for children and youth throughout the City, both in the geographic and economic sense.
- **Need for recreation programs, and library programs inclusive to the specific needs of Surrey's diverse population, including ethno-specific programs for children, youth and families.**
- Need for free or low-cost recreational opportunities or leisure time activities for youth, (including ethno-specific youth services) to provide a range of engaging programs and services

Recommended Action Steps

Short-term:

- **Commence a process to identify cultural and ethnic, geographic, and socio-economic groups experiencing a gap** in recreation, leisure and library programs and services currently offered by the City, and
- **Commence development of a strategy to enhance programs and services** provided by Parks, Recreation and Culture Department and the Surrey Public Library to address the gaps identified in the aforementioned process. The strategy should build on existing, as well as new partnerships with the Surrey School District, community agencies, the private sector and senior governments to maximize the resources and benefits to the community.

Long-term:

- **Design recreation and library programs and services** to address gaps identified through the short-term actions.
- **Develop outreach and awareness building approaches that focus on the new opportunities in recreation, leisure and library services** where gaps have been identified and changes in programming have been made; and develop a process for community feedback and on-going monitoring.
- **Explore the potential for neighbourhood hubs/houses/family resource centres** based on community partnerships.
- **Continue to build partnership arrangements between the City and the Surrey School District around the use of all public facilities** to ensure effective use of all facilities and to maximize community benefit.

3. Social Issue Element: Initiatives to Encourage Citizen Engagement with Social Issues and Social Planning Activity

Identified Gaps:

- Need for more initiatives and processes to increase citizen participation in addressing social issues.

Recommended Action Steps

Short- & Long-term:

- **Continue to support and enhance youth engagement processes** in which youth have a meaningful and on-going role in providing input to City services and programs and policy development of interest to youth.
- **Communicate current initiatives** in youth engagement.
- **Maintain and expand consultation with the community** on issues related to the social well being of Surrey residents, and in the development of social policies relevant to the City's mandate and resources.
- **Review the City's current approaches and staff resources** with respect to its ability to maintain and enhance its dialogue with social service organizations, social interest groups and processes.
- **Develop a communication strategy to share information with stakeholders and the general public** on issues and City responses affecting the well being of Surrey residents, and on the City's efforts and involvement in these areas. Ensure that this communication strategy takes into account the diversity of languages spoken in Surrey.

4. Social Issue Element: City Clean-Up Programs & Civic Pride Initiatives

Identified Gap:

- Need For Public Education on Clean-Up Issues and Civic Pride, as well as additional resources for existing programs to facilitate

Recommended Action Steps

Short-term:

- **Study options and possible community partnerships** for expanding and/or promoting programs such as:
City Clean-up Program, Adopt-a-Street Program, Anti-Graffiti / Spirit of Youth Program, Partners in Parks Program, ShaRP Program.

significant clean-up projects

Continue to enhance and implement standards in by-laws and plans for street and median beautification.

- **Use the new City of Surrey 'Green City Reserve Fund'** to enhance the aesthetics of the City and build civic pride.

Long-term:

- **Expand the City clean-up programs** based on the evaluation of the options identified under short-term actions.
- **Communicate with citizens** around existing and enhanced clean-up programs and opportunities for disposal of unwanted materials, recyclable and garbage.
- **Explore additional ways to foster citizen engagement** in maintaining and enhancing the ambience of neighbourhoods throughout the City.
- **Develop a "civic pride" program.**

5. **Social Issue Element: Ethno and Culturally Appropriate Services, Opportunities & Programming**

Identified Gaps:

- Need for more culturally sensitive approaches to service delivery and greater promotion of the benefits of cultural and ethnic diversity within municipal programs and services.

Recommended Action Steps:

Short-term:

- **Expand the Terms of Reference for the Cultural Opportunities Working Group** (made up of staff representatives from each City department) to develop and assist in implementing culturally sensitive approaches to City services and work place practices, including but not limited to:
 - Establishing approaches and recruitment practices to foster a City workforce that is reflective of the diverse population of the community;
 - Ensuring the City's communications are accessible and easily read and understood by those Surrey residents which are the intended audience of the communication;
 - Ensuring a welcoming environment for all residents regardless of ethnicity;
 - Celebrating religious/cultural events important to Surrey residents and staff; and
 - Developing training initiatives to increase diversity awareness for City staff.
- **Ensure that the Cultural Opportunities Working Group** produces an annual report that details its activities and progress for Council.
- **Improve outreach communications and networking** with ethno-cultural communities and organizations.

Long-term:

- **Develop and implement policies and budgeting practices** that ensure that the City operates in a culturally sensitive manner.
- **Develop a strategic plan** to foster ethno-cultural inclusiveness in Surrey.

General Recommendation:

- **Prepare an Annual Report to Council on the Status of Actions related to the Social Well-Being Plan** to communicate what has been achieved and where the City is going with social-well-being initiatives.

Next Steps – Preparation of Stage 2 Action Plan: Social Services for which the City has limited or shared responsibilities

The next phase in completion of the Social Well-being Plan is Stage 2 of the Action Plan. Stage 2 of the Action Plan will examine the remaining 25 social service elements for which the City has shared limited or no direct responsibility. The Stage 2 component will document and recommend approaches for the City to take to motivate other levels of government and community organizations to address specific gaps within the mandated responsibilities of these other organizations. This next component of the Action Plan will provide direction with respect to the City's role as an advocate and/or champion to other levels of government on issues important to Surrey residents.

The consultant is currently completing the focus group and stakeholder consultation for Stage 2 of the Action Plan. It is expected that the Stage 2 component of the Action Plan will be presented to Council later this year.

Following Council's approval of the Stage 2 Action Plan, the consultant and staff intend to hold a series of public open houses early in the new year to present and discuss the completed Social Well-Being Plan with the public and key stakeholders.

Social Well-Being Plan – Implementation and Funding Considerations

A primary objective of the Social Well-Being Plan is to enable the City to better position its programs and services to support the well-being of Surrey residents. As part of the 2005 annual budget process, Council established a budget for the Social Well-Being Plan to support the implementation of the Plan through new and expanded City programs and services. The budget for 2005 was \$150,000. At the same time, in the 5 Year Financial Plan, Council allocated \$200,000 in each of 2006, 2007, 2008 and 2009.

A number of initiatives have been approved and are being implemented in 2005, to address gaps identified in the Plan.

The following joint programs between the Surrey Library and the Parks, Recreation and Culture Department, have been implemented using the funding available in 2005:

- Early Literacy Project
 a parenting program on reading to children \$10,320.00
 - Reading Buddies
 a program to encourage reading by young children \$2,700.00
 - Celebration of Cultural Events \$10,000.00
- Total funding for joint programs \$23,020.00

In addition, the following items are under consideration in relation to assisting the Surrey Public Library in addressing gaps identified in the Social Plan:

- Sunday opening for Strawberry Hill and Fleetwood branches – Sunday is a day that working families can come to the library; increasing opportunities for the multicultural community to access services;
- Additional children's librarian hours at Cloverdale and Newton; and
- Additional hours for multi-lingual services librarian (outreach to our diverse community and exploring partnerships to improve program and service delivery to meet needs of diverse population).

The recently completed Cultural Opportunities Work Plan will assist the City in achieving an integrated corporate policy to create a welcoming environment for all cultures at civic facilities, including City Hall, and to enhance the City's ability to service it's customers. The costs of the consultant work associated with the development of the Cultural Opportunities Work Plan amounted to \$7,500, which was within the scope of the Social Well-Being budget.

It is expected that the funds allocated in this year's budget, will in majority be utilized before the end of the year.

Additional Funding

Given the breadth of elements covered by the Plan, including both the recommended action steps in the Stage 1 Action Plan and the further recommendations that will come from the Stage 2 Action Plan, it is anticipated that additional funding will be required beyond what has already been identified in the 5 Year Financial Plan. It is important that sufficient funding be made available to effectively move forward in addressing gaps and realigning the City's services and programs, particularly, in those areas where the City has primary responsibility. Staff will provide specific recommendations with respect to the funding requirements following the completion of the Stage 2 component of the Action Plan. These recommendations will be forwarded to Council for consideration as part of the 2006 budget approval process.

CONCLUSION

The Stage 1 Action Plan of the Plan for the Social Well Being of Surrey Residents focuses on those social elements which are within the City's mandate and scope to shape and influence. The companion Stage 2 Action Plan will focus on the other social service elements included in the Plan that are primarily the responsibility of other levels of government and community organizations and where the City has limited or supportive responsibilities.

Based on the above discussion, it is recommended that Council:

- Approve, in principle, the action steps documented in the "Plan for the Social Well-Being of Surrey Residents – Stage 1 Action Plan: Social Service Gaps for Which the City has Primary Responsibility"; and
- Direct staff to review the funding requirements and necessary resources to implement the Stage 1 Action Plan and bring forward recommendations for Council's consideration as part of the budget approval process for the City's 2006 budget.

Murray Dinwoodie
General Manager,
Planning and Development

BB/kms/saw

Attachments:

- Appendix I Plan for the Social Well Being of Surrey Residents: Stage 1 Action Plan – Social Service Gaps for Which the City has Primary Responsibility prepared by SPARC BC, September, 2005.
- Appendix II Corporate Report C007, May 2, 2005 (*without Appendices)
- Appendix III Stage 2 Action Plan – Social Service Elements

**A full copy of Corporate Report C007, including Appendices, is available in the Councillor's Library, on table and on the City's website at <http://surrey.ihostez.com/contentengine/launch.asp>*

Appendix I

Plan for the Social Well Being of Surrey Residents

Stage 1 Action Plan

Social Service Gaps
for Which the City of Surrey has Primary Responsibility

SPARC BC

September 2005
Table of Contents

Introduction	2
Overview of Surrey Social Well Being Plan Process	3
• Outline of Action Plan Methodology	4
Action Steps – Gaps for Which the City of Surrey has Primary Responsibility	6
• <i>Child and Youth Friendly City</i>	7
• <i>Programs and Recreation for Children and Youth</i>	12
• <i>Initiatives to encourage citizen engagement</i>	19
• <i>Public Education on Clean-Up Issues and Civic Pride</i>	22
• <i>Ethno and Culturally Appropriate Services, Opportunities and Programming</i>	26
Conclusion	31

Appendix A – Examples of Potential Actions to Address Gaps Identified through the Public Consultation Process **32**

Introduction

This report presents Stage 1 of the Action Plan component of the Plan for the Social Well-Being of Surrey Residents. It details proposed actions for the City of Surrey to address service and policy shortfalls in the seven social service elements for which the City has primary responsibility.

Based on the Constitution of Canada, the Local Government Act and the Community Charter, the Federal and Provincial governments are responsible for the delivery of social programs and services to the citizens of Surrey. These services include health, welfare, social assistance, housing, etc. The mandate of local governments, including the City of Surrey, in relation to social service programs and services, is very limited. This is also reflected in the significantly greater resources that are available to the senior levels of government in comparison to local government both in terms of absolute amounts as well as on a per capita basis.

Areas where services have traditionally been delivered by municipalities, and where municipalities have taken on a strong role, have been in the delivery of parks, recreational, cultural and library services, and in the planning of communities and regulation of development to foster a safe, clean, efficient and healthy living environment.

Despite this limited mandate, municipal governments are on the ‘front-lines’ of numerous social service issues and concerns. Not only does local government enjoy a physical proximity to its residents, its boundaries often reflect the catchment areas of the innumerable social service agencies, school boards and other organizations that work on issues of social well-being. For this reason, the roles and responsibilities of local government in dealing with social issues often seem blurred. Indeed, one of the major goals behind the present research was to clarify the various roles and responsibilities of different stakeholders (including municipal and senior levels of government) in the social planning arena.

The report documents the process to date along with key methodological considerations that have guided the research. The focus of this report is on the social issue elements over which the City has primary responsibility. A second, forthcoming report will focus on elements over which the City has secondary or limited responsibility. The format of both reports is similar – each documents key gaps in a set of social service areas, outlines any initiatives that are currently being undertaken, and reviews potential opportunities and possible areas for collaboration. Recommendations for each gap are presented ‘up front’ and are divided into steps that should be taken by the City in the short term (initiatives to be undertaken or started within a one year frame) and longer term (initiatives to be undertaken within a 3 year time frame). Recommendations are followed by supporting discussion that explains the rationale behind each of the proposed action steps. These two reports taken together will constitute the complete Action Plan component of the Plan for the Social Well-Being of Surrey Residents.

Overview of Surrey Social Well-Being Plan Process

The development of the Action Plan component represents the final stage in a process that was started in July 2004. The process began with a review of documents and reports covering five main issue areas:

- Housing and Homelessness
- Substance Abuse and Addiction
- Children and Youth
- Crime and Public Safety
- Community Development and Diversity

Over 150 potential social service elements (or sub-issues) were identified in the various documents that were reviewed, which SPARC researchers then clustered into 90 distinct elements. Based on dialogue with the City regarding the resources available for the project and the complexity of the subject matter, it was agreed that the Plan would focus on the 30 elements that are considered to have the highest priority in the City of Surrey.

An initial stakeholder meeting was held in October 2004, where members of the community, social service agency representatives and City staff undertook an exercise to prioritize the 90 elements and to select the key elements in each of the main issue areas. The purpose of limiting the Plan to priority elements was to be able to implement an achievable number of actions. At the end of the meeting, a total of 31 elements were selected.

A social responsibility matrix and inventory of existing services for each of the 31 elements was developed by SPARC BC. The matrix identified the degree of mandated responsibility each level of government (federal, provincial and municipal) as well as community agencies held with regard to each element. The inventory identified existing services for each of the elements.

In February 2005, community workshops were held to discuss each of the elements, one workshop for each of the five main issue areas. At these workshops the public was invited to comment and suggest amendments to the documents and, most importantly, to help identify the type and scope of key gaps in service in each social service element. A youth workshop was also held to provide younger residents an opportunity to participate in the process.

The completed Gap Analysis, along with the social services inventory and responsibility matrix, were presented to the public at a meeting in May 2005. At that meeting, the public was informed about the next phase of the project, which would be the development of an Action Plan.

In June – August 2005, SPARC researchers conducted interviews and workshops with key stakeholders aimed at exploring the best ways to “fill the gaps” that were identified in the earlier components of the Plan. The work began by focusing on those elements and gaps for which the City has primary responsibility – to allow the City to commence work in these areas as soon as possible. The other, larger group of social service elements – the ones over which the City has secondary or limited responsibility – will be the subject of interviews and workshops being held between August and October 2005.

Outline of Action Plan Methodology

Key interviews and workshops were held with a variety of stakeholders in the community. Stakeholders include various community organizations, business groups, social service agencies, and staff from various Departments in the City of Surrey. Every effort was made to make the process as inclusive as possible. In addition to interviews and workshops, an advertisement was posted in the local newspaper and work-book/comment sheets were available on-line and in paper format for citizens who wished to provide written input on the gaps in the elements and/or possible opportunities for addressing the gaps.

In each case interviewees and respondents were asked a series of key questions pertaining to a given gap. These questions included:

- What can the City do to help address this gap, within its mandate and capacity?
- What is currently planned or in the works for this gap? (i.e. Are there short and long-term projects or funding processes of which you are aware that might help to address this gap?)
- Are there any opportunities on the horizon? (i.e. Are there any funding, planning or partnership opportunities that may be arising in the future that could help to address this gap?)

- Who in the community should be involved with addressing this gap?
- What Provincial or Federal Agencies/Ministries should be involved in addressing the gap?
- What are the most important next steps for the City to take?

Information derived from these interviews and workshops forms the basis of this report. Recommended actions are divided into short term and medium term time frames and are focused on the following objectives:

- To establish the types and level of programs and services the City should be providing relative to community expectations and the City's mandate and resources; and
- To facilitate the delivery of the City's core services and programs in a manner that supports the social well being of Surrey's residents and the vision of the Official Community Plan.

Short term recommendations represent those initiatives that SPARC felt were logical beginning points, or that represented things on which people could get started right away. Long-term initiatives might also be started in the first year, but could potentially take longer (i.e. 3 years) to complete. In the process of consultation, respondents suggested a wide variety of potential actions that the City could take to address these gaps. Specific suggestions and ideas for approaches the City might take are listed in Appendix A.

Action Steps – Gaps for Which the City of Surrey has Primary Responsibility

Five elements (out of the total of 31 social service elements) are linked directly to a primary level of municipal responsibility. Against these five elements are a set of seven key gaps that were identified through the research and public consultation process. The following table outlines each element and the key gaps related to that element:

Social Issue Element / Definition	Key Gap(s)
Creating a Child and Youth-Friendly City: Fostering aspects of healthy development for Youth and Children – including identity, sense of self-worth, education, recreation and a sense of inclusion.	<ul style="list-style-type: none"> • Need for resources to identify the urban design, policies, community service and processes that help advance the development of a “child and youth friendly City”
Programs and Recreation for Children and Youth: Sufficient recreational and cultural programs and amenities for youths and children which are accessible and affordable.	<ul style="list-style-type: none"> • Need to ensure equitable opportunities for program and recreation services for children and youth throughout the City, both in the geographic and economic sense. • Need for recreation and library programs and services responsive to the specific needs to Surrey's diverse population, including ethno-specific programs for children, youth and families. • More free or low-cost recreational opportunities for youth (including ethno-specific youth services) as a means to foster positive activities.
Initiatives to Encourage Citizen Engagement With Social Issues and Social Planning Activity: Initiatives geared to encouraging citizen engagement with the Plan for the Social Well-Being of Surrey and involving citizens in their community and at all levels of government.	<ul style="list-style-type: none"> • Need for more initiatives and processes to increase citizen participation in addressing social issues.
City Clean-Up Programs & Civic Pride Initiatives: Fostering a sense of ownership and pride in public spaces that encourages people to tend to them, to keep them tidy and to aid in beautification initiatives.	<ul style="list-style-type: none"> • Need for enhanced public education and additional resources related to clean up issues, and civic pride.
Ethno and Culturally Appropriate Services, Opportunities and programming: Services could include libraries, parks and other City services and	<ul style="list-style-type: none"> • Need for more culturally sensitive approaches to service delivery within municipal programs and services and greater promotion of the

programs

benefits of cultural and ethnic diversity

The action steps are presented for each of the social issue elements and the corresponding gaps. Recommendations to address the gaps in each element are presented as the short-term (to be undertaken within approximately a 1 year time frame) and longer term (to be undertaken within a 3 year time frame) action steps that the City should take. The findings supporting the proposed action steps are then provided.

Issue Element: Creating a Child and Youth-Friendly City

Key Gap(s): Need for resources to identify urban design, policies, community services and processes that will advance the development of a “child and youth friendly City”

Recommendations – Short-term:

- **Prepare (a) terms of reference for and commence a process towards developing policies** that will assist in ensuring that child and youth friendliness is one of the key objectives pursued in the decisions about the continuing development and services delivered by the City. The process should:
 - Engage the community, City-based committees, and youth;
 - Build on processes that are currently underway in defining and implementing child and youth friendly objectives; and
 - Build awareness of existing practices that promote a child and youth friendly City.
- **Promote the Surrey “20% by 2010” Campaign** with a particular focus on children and youth.

Recommendations – Long-term:

- **Amend the Official Community Plan, other plans and appropriate City by-laws** to include “child and youth friendly” policies and provisions developed through the process identified in the short-term actions and as approved by Council.
- **Develop a communication strategy** to promote the enhanced child and youth policies and provisions being implemented by the City
- **Implement “child and youth friendly” features in civic facilities** and infrastructure and continue to enhance the delivery of child and youth friendly programs and services.

This gap originates from the Child and Youth Issue Area. Under this topic, the earlier Gap Analysis component of the research noted the following gaps:

In response to concerns around urban design, participants noted that there has been some discussion at the municipal level about developing a set of child and family friendly design guidelines for new housing developments (current status to be clarified). Participants felt that they would make a favorable contribution to supporting this element.

There is also a need to support, create and/or maintain additional amenities and programs for youth. New initiatives could include things like an “Action-based learning Adventure Centre”, youth-driven programs (for and about youths), and courses that help parents talk to their kids.

Existing facilities also need to be supported and maintained – including the City's skate parks and youth drop-in centres. Some participants felt that there should also be more of these centres created because some areas of the city have a notable lack of amenities for youth.

Finally, participants in both the Children and Youth and Youth-specific workshops noted that in other communities the idea of Youth and child-friendly cities involved youth councils – which are designed to give young people greater representation and involvement in local decision-making. It was suggested that this would be one area of activity that the City could further explore. (Gap Analysis, Page 31).

Interview and Workshop Process

SPARC BC conducted a series of interviews and small workshops with key stakeholders to identify opportunities and action steps that the City of Surrey can take to address this gap. Interviews with city staff included representatives of the Planning Department, the Parks, Recreation and Culture Department, the Surrey Public Library, the Engineering Department, and the Staff Taskforce responsible for the Social Well-Being Plan. Interviews with community members included representatives of the Make Children First Learning Initiative, Progressive Intercultural Community Services, Surrey Delta Immigrant Services, Kla-How-Eya Aboriginal Centre, the Whalley and Cloverdale Business Improvement Associations, Community and Neighbourhood Associations, and the Child and Youth Friendly Staff Committee of the Parks, Recreation and Culture Department. The topics were also discussed at the youth workshop organized to explore possible actions to address the gaps identified in the Plan.

The following summarizes the comments from stakeholders and key informants.

Current and existing work – *What is currently being done by the City and others to help meet this gap?*

According to the participants, the City of Surrey is currently taking a number of steps to make Surrey more child and youth-friendly. A Parks, Recreation and Culture Department staff committee is currently working on strategies to increase the safety of community programming and developing positive messages for parents. As well, the Surrey/White Rock Make Children First (community partnership), has also undertaken to develop a draft set of guidelines to foster a ‘child and youth friendly’ lens for development and planning decisions. This committee is currently finalizing a draft checklist of questions for consideration when assessing design and planning issues. This work may ultimately be presented to the City for consideration.

The Official Community Plan recognizes that the City's population has a higher proportion of younger people in comparison to the provincial average. The City's Parks, Recreation and Culture Department programming includes a broad range of programs that are focused on children and youth. The City's policies for parkland acquisition and development focus on providing a relatively high standard of park accessibility for all age groups including youth across the City. In addition, the City has engaged in an active parkland acquisition program that has seen the inventory of designated City parkland double since the early 1990's.

Surrey Public Library is promoting early literacy as one of its four strategic priorities, and provides a wide range of programs for children and youths. Similarly, the Parks, Recreation and Culture Department works to provide a wide range of programs for children and youth, and helps to ensure access for residents that are economically disadvantaged through the Leisure Access program.

The City has developed programs such as traffic calming and pedestrian friendly design approaches to traffic planning and engineering, particularly near schools and other facilities that serve children and youths.

What makes a Community ‘Child & Youth Friendly’?

Discussion in the workshops focused on the aspects of a child and youth friendly community that the City of Surrey could address, within its mandate and capacities. ‘Child and youth friendly’ reflects a variety of considerations, which are summarized in the statement ‘A child and youth friendly city is active, has places to play, and is safe, inclusive, walkable, and visually appealing to all ages.’

- Active, in this statement, means that there are numerous opportunities for physical recreation and activity;
- A friendly city has plenty of playgrounds and outdoor spaces for children and youth to enjoy themselves and their community;
- A safe community is designed in such a way that children both feel and are secure; play areas are safe, and people have a sense of personal safety;
- An inclusive community is accessible to all residents, regardless of economic status; it is physically accessible to people with strollers or mobility impairments;
- It is geographically accessible, meaning that facilities are available in each community throughout the City; and it is

inclusive of all citizens and cultural groups;

- It ensures that children and youth are given opportunities in decision-making to provide their perspectives and to participate in community life;
- A walkable community has commercial and public services within walking distance of most residential areas that minimizes the need to use motor vehicles and the need for roads; and
- To create a visually appealing community, there needs to be an emphasis on aesthetic considerations in land-use and design decisions and public art and green spaces should be fundamental to the development of the community.

Opportunities that may help address this gap

At present, there is a significant amount of discussion related to childcare and child-focused activities at the federal and provincial levels. According to some participants in the interviews, if the City is willing to provide some leadership and indicate interest to other governments, there is a significant chance of success in accessing funding and other supports. There is general consensus among the participants that other levels of government would be strongly interested in 'being at the table'.

The Canadian Council on Learning has a Youth Engagement Knowledge Centre. One respondent suggested that there might be some research funds available from this Centre for a youth engagement project, if an interesting youth engagement project could be developed. It would be useful to explore this in partnership with a community agency or committee.

The 20% by 2010 Challenge, which is a provincial government initiative to increase physical activity in BC communities by 20% before 2010, may be an opportunity to leverage funds available from the Provincial government towards programs or facilities that would contribute to making Surrey more child and youth friendly. Partnering with a community agency, or possibly the Surrey/White Rock Make Children First (community partnership), could be a fruitful avenue to explore in this context.

Potential Collaborations

Respondents noted that the Surrey School District could be a very valuable partner in developing solutions to this gap. Linked to the School District is a District Student Council, which has connections in each of the high schools and the district student council could provide input and support to the development of a child and youth friendly City.

At the provincial and federal government levels, there may be opportunities to build networks with the Ministry of Children and Family Development (MCFD), the Ministry of Community Services (MCS, formerly MCAWS), the Ministry of Aboriginal Relations and Reconciliation (MARR), the Ministry of Education (MOE), Attorney General's Office – Multiculturalism Branch (AG) and Canadian Heritage. If the City is engaged in community discussions regarding the issues, respondents suggested that other levels of government will have an incentive to be involved as well, and may provide input and support.

Surrey has a number of organizations and stakeholders already engaged with the issues of children and youths. These include the Surrey/White Rock Make Children First (community partnership), a 'School Age Children' committee, and a number of youth-serving community agencies.

Community agency representatives expressed that they and others are very willing to engage in partnerships with each other and government partners at all levels, particularly in community building processes such as working towards a child and youth friendly city. These include Options Services to Communities Society, Pacific Community Resources Society, Klahow-Eya Aboriginal Centre, and Metis Family Services. There are also a number of organized youth groups in the City, such as Scouts and Cadets, which could provide input and opportunities to engage with youths.

Action Steps to Address the Gap

Respondents suggested that the activities of the Surrey/White Rock Make Children First (community partnership) represents a strong opportunity for the City to engage with child and youth friendly issues by endorsing and encouraging its work. The other committees and agencies with an interest in children and youth could also be encouraged to participate in developing a child and youth friendly city. Appendix A includes a variety of possible action steps suggested by respondents as approaches the City could take to address this gap.

Issue Element: Programs and Recreation for Children and Youth

Key Gap: Need to ensure equitable opportunities for programs and services for children and youth throughout the City, both in the geographic and economic sense.

Key Gap: Need for recreation programs, and library programs and services inclusive of the specific needs of Surrey's diverse population, including ethno-specific programs for children, youth and families.

Key Gap: More free or low-cost recreational opportunities activities for youth, (including ethno-specific youth services) to provide a range of engaging programs and services

Recommendations – Short-term:

- **Commence a process to identify cultural and ethnic, geographic, and socio-economic groups experiencing gaps** in recreation and library programs and services currently offered by the City, and
- **Commence development of a strategy to enhance programs and services** provided by Parks, Recreation and Culture Department and the Surrey Public Library to address the gaps identified in the aforementioned process. The strategy should build on existing, as well as new partnerships with the Surrey School District, community agencies, the private sector and senior governments to maximize the resources and benefits to the community.

Recommendations – Long-term:

- **Design recreation and library programs and services** to address gaps identified through the short-term actions.
- **Develop outreach and awareness building approaches that focus on the new opportunities in recreation and library services** where gaps have been identified and changes in programming have been made; and develop a process for community feedback and on-going monitoring.
- **Explore the potential for neighbourhood hubs/houses/family resource centres** based on community partnerships.
- **Continue to build partnership arrangements between the City and the Surrey School District around the use of all public facilities** to ensure effective use of all facilities and to maximize community benefits.

These gaps originated in both the Children and Youth Issue Area and the Crime and Public Safety Issue Area. The original text from the Gap Analysis Report noted the following shortfalls:

The public suggested that there is a need to ensure that there are equitable opportunities for children and youth throughout the City, and that existing programs and services are accessible to the community – both in a geographic and an economic sense. It was suggested that certain neighbourhoods or communities have less amenities than others and that ensuring an equitable distribution of civic amenities is an important consideration. With regard to cost of such amenities, there is also the need to ensure that fee-waivers are available for a full-range of programs and services, and that there is a sufficient degree of awareness about these waivers so that those that need them know how to access them in a safe and non-threatening or stigmatizing fashion.

Currently, many programs are at capacity. Workshop participants noted that there is often a shortage of trained staff to run them. There is also the need to ensure that there are sufficient programs accessible to specific populations – for example, young children and parents, street youth, ethno-specific communities, the Gay, Lesbian, Bi-sexual, Transgendered and Queer (GLBTQ) communities and gender-specific programming. There was also a request for more youth-friendly facilities for skate-boarding, dances, playing music (with instruments available to be signed out). (Gap Analysis, Page 29-30).

The three gaps discussed in this section reflect very similar issues and are being addressed as a group. The social service element priorities reflected in these gaps include 'Programs and Recreation for Youths and Children', as well as the element titled 'Initiatives Targeting Gangs, Gang Violence and Related Criminal Activity'.

It is important to note that recreation can encompass a range of activities. For the City of Surrey, one definition of recreation that is reflective of the variety of programs offered by Parks, Recreation and Culture comes from the Canadian Parks and Recreation Association (CPRA). It states:

The term "recreation" includes those activities in which an individual chooses to participate in their leisure time including sport, physical activity, arts and cultural activities.

Interview and Workshop Process

A series of interviews and discussions were completed with representatives of the Parks, Recreation and Culture Department, Surrey Public Library, the RCMP and the Planning Department. Community representatives included social service representatives such as K'la-How-Eya Aboriginal Centre, Progressive Intercultural Community Services, Surrey Delta Immigrant Services, the Surrey/White Rock Make Children First (community partnership), the Focus Group on Early Childhood Development, as well as a youth workshop. The interviews and workshops were focused on identifying existing programs, current and potential opportunities, and potential collaborations that may help the City address these gaps.

Currently the City provides a wide range of programs relating to this gap, primarily through the Parks, Recreation and Culture Department and Surrey Public Library. The analysis is divided into these two categories.

Parks, Recreation & Culture

Current and existing work – *What is currently being done by the Parks, Recreation and Culture Department, and others, to help meet this gap?*

The Parks, Recreation and Culture Department has a vast array of programs, services and facilities across the city, including recreation centres, hundreds of parks, sports fields, cultural destinations and other facilities. The Department delivers a wide range of services, including thousands of recreation programs, educational and artistic courses, cultural and heritage opportunities and sports programs for all ages.

The Department is currently working to expand a model of community leisure service program delivery that was initially tested in Whalley (as part of the Whalley Improvement Initiative – a revitalization project combining a number of capital projects, programming and community development initiatives). Here, the Parks, Recreation and Culture Department's program delivery model includes innovative programming at satellite locations across the community. Interview respondents indicated that this approach has proven to be successful and accessible, particularly for new immigrant and refugee households. There appeared to be support for expanding this program delivery model to other areas of the City.

Some of the other programs the Department is currently involved with that relate to this gap include the United Way 'Action for Neighbourhood Change' project, the 'Right from the Start' parenting program (also with the United Way), the Mother Goose program (in partnership with Surrey Public Library and Options: Services to Communities Society), Family Place Resource Networks, and a variety of community festivals and special events – including the Children's Festival, Youth Week and the Dhiwali festival. A complete list of current programs and facilities is available in the Surrey Leisure Guide, which is published by the Department and delivered to households throughout the City on a seasonal basis.

The Department is currently expanding its facilities in a number of neighbourhoods, and plans further expansions in the future to reflect on-going growth in the City's population. New facilities currently under construction include the Fraser Heights Recreation Centre, a new South Surrey Recreation Centre, a Learning and Discovery Campus that includes a new Museum and City Archives in the 1912 municipal hall, an enhancement to the North Surrey Recreation Centre, and renovations to the Fleetwood Community Centre. Also presently under construction or planned are an outdoor track in South Surrey, three new synthetic turf fields, a youth park at Fraser Heights Community Park, and other developments outlined in the Parks, Recreation and Culture Master Plan.

The Parks, Recreation and Culture Department is currently developing a late night basketball program for youths, and operates several low-cost or free youth centres across the city. The Department is working with the community to set up family neighbourhood centres, such as Tom Binnie Family Place, and Whalley Family Place. The Department is also involved with the Oak Avenue Neighbourhood Hub Society to provide some neighbourhood based recreation and library

programs in the 102 Avenue (Oak Avenue) and 128 Street area.

The primary program offered by the City to ensure equitable access to recreation facilities and programs is the Leisure Access Program which allows for economically disadvantaged persons to access services. People who are deemed eligible receive free or “lower than normal” cost access to recreational programs and facilities. Community respondents were supportive of this program as it was seen as helping to address disparities, though they suggested more outreach and awareness building would increase program utilization.

There are also several other low cost and no cost services and programs available. Programs through the Youth Centres foster leadership roles and offer a variety of low cost and no cost programs and services. The City Archives is a free service and has hours of operation geared to after-school use and weekend access. Heritage Services works with the School District to mentor youth in various short-term and career-development placements (both volunteer and seasonal jobs) in the Museum, Heritage Services and City Archives.

The Parks, Recreation and Culture Department is continuing to develop an intercultural marketing plan to build awareness of programs and facilities with members of the diverse communities in Surrey. This includes working to ensure communications are in the various languages that are prevalent within the community, as well as working to ensure that hiring practices result in a staffing composition that reflects the diversity of the City. The Department currently has a translation partnership with Options: Services to Communities Society.

Opportunities that may help address this gap

The Parks, Recreation and Culture Department currently accesses a wide range of external funding sources to supplement City resources available for the operation of programs. These other sources include direct cash contributions, in-kind donations, gifts and services, capital donations, supplier relationships, bequests, fund-raising drives, naming rights and grants. These combine to support marketing of the Department and delivery of its programs, capital developments, and specific programs and recreational activities.

Opportunities for additional resources identified through the interviews and consultations include the Legacy 2010 program currently being developed and implemented by the Provincial government, which may provide some financial support for cultural or recreational programs. One Arts-based program, entitled ArtsNow, is a \$12 million Provincial fund to encourage arts programs and activities – due to wind down in 2007. Other Legacy 2010 initiatives include ‘ActNow’ and the ‘BC Babies’ program, which encourage parents to do physical activities with their children. One respondent indicated that if Surrey were to show interest, it may have an opportunity to be a pilot site for the program. Sport BC has a range of *Kidsport* grants that could also be explored for potential funding support. The Federal government also has grant programs that support multi-cultural programs, hiring of culturally diverse populations and support for cultural initiatives that are inclusive of visible minorities.

Other funding opportunities the Department may be able to access, or other opportunities to build upon existing funding relationships, include the Bell Canada fund, the RCMP Surrey Crime Prevention Grant, the National Centre for Crime Prevention funding program, Vancouver Foundation funding and the Coast Capital youth funding program.

Potential Collaborations

A number of opportunities and potential collaborations could help the Parks, Recreation and Culture Department address this gap, as it applies to their services. Collaboration may be possible with Canadian Heritage to build and promote cultural events. Canadian Heritage also operates the Urban Multipurpose Aboriginal Youth Centres program, which might be an interesting potential opportunity for the department to explore, perhaps in collaboration with a community organization such as Kla-how-eya Aboriginal Centre or other aboriginal service agencies in the City. The federal department, Canadian Heritage operates Young Canada Works summer job initiatives through the Canadian Museums Association, Canadian Heritage Foundation and the Archives Council of Canada. It also operates the Museum's Assistance Program that funds projects related to technology, access and programs. Several other grant programs that encourage youth support and access exist through Veterans Affairs and Multiculturalism Canada. Also at the federal level, Health Canada could be a valuable partner in promoting and developing recreational programs – particularly given their wealth of information resources.

The provincial Ministry of Community Services and/or the Ministry of Aboriginal Relations and Reconciliation may be potential partners for the development of aboriginal youth programs, particularly if local aboriginal agencies could be engaged in the process. The Ministry of Children and Family Development may also be a partner for some recreational programs, particularly as many of the children and youths most in need of support and recreational opportunities are involved with that Ministry. At the provincial level, the Ministry of Health and the Fraser Health Authority may be partners

for some program development and implementation.

Several respondents suggested working with the Ministry of Employment and Income Assistance (formerly the Ministry of Human Resources) to expand utilization of the City's Leisure Access Program. Suggestions included training of employment assistance workers about the availability of the program, and developing tools to broaden access to the program, particularly for families and individuals who, according to respondents, may be uncomfortable revealing personal financial information.

Several respondents suggested engaging with the Surrey School District to develop and implement programs in schools throughout the community, particularly in neighbourhoods where existing recreation facilities are distant or less accessible. Existing partnerships with the School District could be expanded upon, to help ensure that all children and youths have full access to recreational programs and facilities. Outreach into the school system from the arts, heritage and recreation offices already exists but may be expanded to increase contact and participation in leisure time opportunities.

Community agencies are another area where partnerships could help address the identified gap. To develop culturally appropriate recreation programs, respondents suggested that it could be productive to engage with organizations that work in different cultural communities, such as Kla-How-Eya Aboriginal Centre, Progressive Intercultural Community Services, Surrey-Delta Immigrant Services, and Metis Family Services. One respondent suggested building partnerships with private fitness clubs for lower-cost youth memberships in neighbourhoods where civic recreational facilities are limited.

Respondent suggestions about potential steps the City of Surrey Parks, Recreation and Culture department could take to address these gaps are outlined in Appendix A.

Surrey Public Library

Current and existing work – *What is currently being done by the Surrey Public Library and others to help meet this gap?*

Surrey Public Library has recently developed a new 'Facilities Master Plan 2006-2025', which is designed to address library services in the city. At present, there are nine libraries in the various town centres of Surrey, with services tailored to reflect the needs of each community.

The Library offers free story-times and literacy programs and a range of fee-based courses (such as genealogy and computer classes). It provides some low-cost classes for seniors, as well as children and youth. Many of the library branches provide free one-to-one computer assistance for people who need it. Surrey Public Library does not, at present, have a fee waiver program comparable to the Parks, Recreation and Culture Leisure Access Program. Most programs are free and the ones with fees are on a cost-recovery basis. In addition, in locations where economic challenges are more prevalent, the Library is offering drop-in story-times where children and caregivers receive a nutritious snack at each session and a free book when the series is complete (thanks to donations).

Surrey Public Library works to serve the diverse population that lives in Surrey, including ethnic minorities, persons with disabilities and others. There is presently a part-time librarian who focuses on multicultural collections. Currently the Library is focused on literacy, and particularly early literacy programs. The Library does not charge for children's programs, and works to ensure that it is accessible to all Surrey residents.

Opportunities that may help address gaps

The provincial strategic plan for libraries focuses on literacy, and particularly on marginal reading groups. This focus will occur over the next three years, and it provides four dollars of Provincial funding for every dollar in matching funding for programs, including some funding earmarked to technology. There may also be an opportunity to access federal-provincial infrastructure funding for future facilities (funded on a 1/3 matching formula between the municipality, the province and the federal government).

The Library currently operates an extensive fundraising campaign each year, and submits a large number of grant applications. These have been particularly successful with children's services. There may be opportunities to expand these sources of revenue by exploring the programs offered by senior levels of government such as Canadian Heritage, Human Resources and Services Development Canada, as well as the provincial Ministry of Multiculturalism. Respondents indicated that it might be particularly advantageous to seek out funding for resources that could help the print-disabled population access library services.

Potential Collaborations

A number of potential opportunities for collaboration exist for Surrey Public Library. There may be opportunities to work with community and cultural agencies, such as Kla-How-Eya Aboriginal Centre, Options: Services to Communities Society, Progressive Intercultural Community Services, and Surrey Delta Immigrant Services, Simon Fraser University and Kwantlen University College to develop programs and ensure that existing services are culturally appropriate and relevant.

Respondent suggestions about potential steps the Surrey Public Library could take to address these gaps are outlined in Appendix A.

Issue Element: Initiatives to Encourage Citizen Engagement with Social Issues and Social Planning Activity

Key Gap: Need for more initiatives and processes to increase citizen participation in addressing social issues

Recommendations – Short-term & Long-term:

- **Continue to support and enhance youth engagement processes** in which youth have a meaningful and on-going role in providing input to City services and programs and policy development of interest to youth.
- **Communicate current initiatives** in youth engagement
- **Maintain and expand consultation with the community** on issues related to the social well-being of Surrey residents, and in the development of social policies relevant to the City's mandate and resources.
- **Review the City's current approaches and staff resources** with respect to its ability to maintain and enhance its dialogue with social service organizations, social interest groups and processes.
- **Develop a communication strategy to share information with stakeholders and the general public** on issues and City responses affecting the well-being of Surrey residents, and on the City's efforts and involvement in these areas. Ensure that this communication strategy accounts for the diversity of languages spoken in Surrey.

This gap originates from the Community Development and Diversity Issue Area. Community consultations determined the following areas of shortfall and perceived gap:

There was general agreement that more initiatives to increase citizen participation with social issues would be good. Identifiable gaps were not that easy to identify. One participant felt that the Neighbourhood House model should be extended across Surrey. Another identified the need to engage local and ethnic media in a meaningful way. Finally, another individual suggested that there was a need to have a social planning process that was modeled after the official community planning process. (Gap Analysis, Page 41)

Interview and Workshop Process

A series of interviews and workshops were conducted with community stakeholders. These included interviews with representatives of the City Planning and Development Department, Surrey Public Library, and the Parks, Recreation and Culture Department, and the Cultural Opportunities Working Group. Community interviews included representatives of the Surrey Association for Sustainable Communities, the Whalley and Cloverdale Business Improvement Associations, Progressive Intercultural Community Services Society, Surrey Delta Immigrant Services Society, and Kla-How-Eya Aboriginal Centre, and a workshop with youths from across the city. As one interview participant framed it, “the citizen engagement gap connects all the other primary issues – otherwise people will only ever get together when there is a problem.”

Current and Existing Work

According to respondents, there are citizen engagement processes underway within City of Surrey departments. One such example is the Citizens Advisory Committees that are established for each of the many planning processes taking place across the City. The Citizen Advisory Committees consist of neighbourhood representatives nominated by the area residents themselves. The committees typically meet monthly to discuss the planning process, plan options and community concerns and visions.

The Surrey Public Library has a board of trustees that consists of eight citizens and one councillor, which is a citizen's council that provides strategic guidance to the Library. The Library also conducts a customer satisfaction survey every two years and holds open houses and focus groups as means to engage with the public. Other City departments hold community consultations, open houses, public meetings and forums when considering land-use or infrastructure implementation decisions or other changes to the urban environment. Public notices in the newspapers and or by mail are also used as a means to inform the public about issues or opportunities.

The Parks Recreation & Culture Department has several community processes in place to enable and encourage citizen input into decision-making. Facility planning and development processes regularly include community consultation. Heritage Services has a representative Heritage Advisory Commission that meets monthly to provide input into the identification and evaluation of annual programs and services. (There are many advisory committees set up to provide input, comment and guidance to the City: e.g. Parks and Community Services Committee of Council; and the Outdoor Sport Advisory Committee; Urban Forest Advisory Committee; and Partners in Park Advisory Committee; etc to the Parks, Recreation and Culture Department).

Several groups, committees and neighbourhood associations have formed as the result of on-going community building efforts of interested citizens. These include the Surrey Association for Sustainable Communities, which functions as an umbrella group for local community associations. They have conducted forums to encourage citizen participation, and are developing materials to explain ways that people and groups can engage with the City.

Opportunities that may help address this gap

Interview respondents indicated that the City might have an opportunity to facilitate increased citizen engagement by promoting the creation and support of small community groups through the Cities and Communities agenda currently underway at the federal level.

Potential Collaborations that may help address this gap

Respondents identified a potential for collaboration with the Surrey Association for Sustainable Communities, which can bring together community associations and groups to promote citizen engagement. There are also a large number of committees focused on different issues in Surrey that could be fertile partnerships, particularly as a way of focusing citizen engagement into productive avenues and towards the appropriate governments and agencies. Committees exist on a wide range of topics. Examples include the Surrey/White Rock Make Children First (community partnership), the Focus Group on Early Childhood Development, and the Homeless and Housing Task Force.

The City of Surrey may be able to act as a facilitator for community level groups dealing with higher levels of government. Through a partnership process, citizen engagement with public policy processes at all levels of government could be developed and encouraged. This process could also help to build understanding and awareness of the roles and responsibilities of each level of government. The interviews with community agency representatives indicated that they would also be interested in developing engagement through partnerships with the many committees that currently operate in Surrey.

Respondents indicated that the Surrey School District could also be a potential partner, particularly in the area of youth engagement. Collaboration with the School District to encourage youth involvement in policy processes and community events could be valuable.

Respondent suggestions of possible actions the City of Surrey could take to address this gap are in Appendix A.

Issue Element: City Clean-Up Programs & Civic Pride Initiatives

Key Gap: Need for enhanced public education and additional resources for clean-up initiatives and civic pride.

Recommendations – Short-term:

- **Study options and possible community partnerships** for expanding and/or promoting programs such as:
 - City Clean-up Program
 - Adopt-a-Street Program
 - Anti-Graffiti / Spirit of Youth Program
 - Partners in Parks Program
 - ShaRP Program
- **Continue to include and enhance standards** in by-laws and plans for street and median beautification.
- **Use the new City of Surrey ‘Green City Reserve Fund’** to enhance the aesthetics of the City and civic pride

Recommendations – Long-term:

- **Expand the City clean-up programs** based on the evaluation of the options identified under short-term actions.
- **Communicate with citizens** around existing and enhanced clean-up programs and opportunities for disposal of unwanted materials, recyclables and garbage.
- **Explore additional ways to foster citizen engagement** in maintaining and enhancing the ambience of neighbourhoods throughout the City.
- **Develop a “civic pride” program.**

This gap originates from the Crime and Public Safety Issue Area. There was consensus that this element was a topic of concern that needed addressing; however, the specific gaps that were identified were fewer in number than with other elements. The Gap Analysis contains the following reference:

Participants noted that existing programs such as Adopt-a-Street and the Surrey Crime Prevention Society graffiti program have too few resources to take on significant clean-up initiatives. Another identified gap was around public education on clean-up issues and in programs to encourage the value of civic beautification. (Gap Analysis, Page 47)

Interview and Workshop Process

Civic beautification and civic pride were seen by respondents as very broad issues. Interviewees expressed a desire for Surrey to be a City that would be a source of pride. Encouraging this sense of Surrey connects to very specific acts – ranging from the urban design process to garbage pick-up to by-law enforcement.

Civic pride is also something that exists at multiple levels. Surrey is a very large community, and as a result, respondents see civic pride as more diffuse than it would be in smaller communities. One respondent suggested that many people desire a sense of local neighbourhood pride in addition to a sense of City pride.

The workshop and interview process to identify action steps for this gap included a youth workshop, interviews with the Whalley and Cloverdale Business Improvement Associations (BIAs), Surrey Association for Sustainable Communities, the Fleetwood Community Association, and the Safe and Clean City Campaign.

Current and existing work – What is currently being done by the City and others to help meet this gap?

The City is engaged in various waste-removal and recycling programs for its residents. It is also responsible for enforcing by-laws related to commercial waste removal, the clean up of unsightly properties and other related areas. The City is also responsible for the maintenance of municipal properties, infrastructure and facilities. Most recently, the City created a Green City Reserve Fund as a means of allocating monies for future environmental and beautification initiatives.

A number of interviewees suggested that existing gaps in service – around waste removal – have been getting worse. There was a general sense among interviewees that garbage and litter-pick-up had not kept pace with increases in street-waste. The Business Improvement Associations (BIAs) and a number of community groups and service organizations are working on clean-up programs. One respondent suggested that “the business community is taking up the slack in local clean-up efforts.” Elsewhere in Surrey, the City hires members of the Surrey Association for Community Living to assist with the clean up of the Town Centre area. This once-a-week service is considered “good but not sufficient.”

Surrey Crime Prevention Society supports the anti-graffiti project, provides support for clean-up, and has initiated an award-winning Spirit of Youth Mural project on public buildings to encourage the positive outlet for artistic expression in youth. BIAs are also working on graffiti clean-up programs – including the hiring of anti-graffiti services and community patrols.

The City formerly had a Clean-Up/Re-Use day where residents could put out whatever they liked on one day or weekend each year for collection. Although seen as a good initiative, it was reported that the annual event had a number of logistical problems. A new program enabling residents to place a request with the City to pick up large unwanted items up to four times a year has replaced the Clean-up/Re-use program.

The Parks, Recreation and Culture Department currently undertakes several initiatives to beautify and enhance City spaces including a public art and community art initiative that seeks to encourage the development of various installation pieces throughout the City. As well, Heritage Services works with the Heritage Advisory Commission and community partners to foster civic pride – primarily through the identification and promotion of significant heritage sites through signage and through walking tour pamphlets. Designated heritage properties are also eligible for grants for maintenance and repair.

The City's Partners in Parks Program, is an extensive municipal, community-based volunteer program, which covers a wide range of opportunities for public involvement through Park Operations and Urban Forestry & Environmental Services. This umbrella program is supported by different kinds of partnerships and volunteer activities. The program is designed to foster and encourage community initiatives in the City's parks and open spaces and to offer the opportunity for groups and individuals to take on a more active role in enhancing their environment. The following lists the range of volunteer opportunities related to City parks:

- *Park Care*
- *Park Cleanups*
- *Environmental Programs*
- *Let's Stop Graffiti*
- *School Partnerships*
- *Regular Park Clean-Up*
- *ReLeaf Tree Planting*
- *Park Education Workshop*
- *Guide and Scout Partnerships*
- *Binkeepers*
- *Bulbs for Beauty*

Finally, the City has now launched their 10th consecutive summer of environmental stewardship and public education through 2005 Salmon Habitat Restoration Program (ShaRP). Over its 10-year history, ShaRP has evolved into a comprehensive and multi-faceted program that addresses watershed, agricultural, and industrial issues in the environment. ShaRP's legacy is perpetuated by offering career-oriented employment and training to local post-secondary and high school students, raising environmental awareness in the school system and providing hands-on experience in the environmental field. The City of Surrey continues to provide core funding for ShaRP, with financial partnerships developed with organizations including Human Resources Development Canada, the BC Ministry of Environment and the Surrey School District.

Opportunities that may help address this gap

One interviewee felt that the City should advocate for an additional tax or levy to be put on fast-food containers that could

then be channeled into municipal waste-reduction and anti-littering programs.

One local BIA noted that they were currently working on getting funding from the Federal government for clean-up work, and further noted the possibility of a partnership with the federal Ministry of Human Resources and Skills Development to do a job-creation project based around clean-up and beautification work.

Potential Collaborations that may help address this gap

It was reported that a number of organizations had, in the past, expressed willingness to work on matters of civic engagement, clean-up and pride. These include Community Associations and the Surrey Association for Sustainable Communities, BIAs, and local media – who could be engaged with to promote clean-up initiatives.

Other potential partners could include '*StreamKeepers*', which is an organization whose work focuses on stream and waterway rehabilitation, existing Strata Councils and condominium associations, school Parent Advisory Committees, and existing Adopt-A-Street partners (it was reported that “over 30,000 people are already involved in this program”). Some respondents indicated that the city should partner with groups where possible, but not ‘rely on volunteers to do its job’.

Respondent suggestions about possible actions the City of Surrey could take to address this gap are in Appendix A.

Issue Element: Ethno and Culturally Appropriate Services, Opportunities and Programming

Key Gap: Need for more culturally sensitive approaches to service delivery within municipal programs and greater promotion of the benefits of cultural and ethnic diversity

Recommendations – Short-term:

- **Expand the Terms of Reference for the Cultural Opportunities Working Group** (made up of staff representatives from each City department) to develop and assist in implementing culturally sensitive approaches to City services and work place practices, including but not limited to:
 - Establishing approaches and recruitment practices to foster a City workforce that is reflective of the diverse population of the community;
 - Ensuring the City's communications are accessible and easily read and understood by those Surrey residents which are the intended audience of the communication;
 - Ensuring a welcoming environment for all residents regardless of ethnicity;
 - Celebrating religious/cultural events important to Surrey residents and staff;
 - Developing training initiatives to increase diversity awareness for staff
- **Ensure that the Cultural Opportunities Working Group** produces an annual report that details its activities and progress for Council
- **Improve outreach communications and networking** with ethnocultural communities and organizations

Recommendations – Long-term:

- **Develop and implement policies and budgeting practices** that would ensure that the City operates in a culturally sensitive manner.
- **Develop a strategic plan** to foster ethno-cultural inclusiveness in Surrey

This gap originates from the Community Development and Diversity Issue Area. The Gap Analysis report detailed the following observations based on community input:

It was reported that there is a need for more of an inter-cultural approach that links services and promotes the greater values of culture and ethnic diversity. One suggestion was to build on the diversity that exists within Surrey communities by having more intercultural festivals (similar to those held in Regina, Saskatoon and Winnipeg).

In relation to this, participants suggested that there is a need to link cultural and ethnic programs to other types of diversity, including intergenerational programs, and programs that celebrate all populations that live in the City. In this regard, it was suggested that the City should consider creating a position of Diversity Coordinator – similar to the position in the City of Vancouver – and that this position might be the type of coordinating function that was required to fill the other gaps that were identified. It should be noted that the City recently struck a committee (the Cultural Opportunities Committee) that will be looking at a number of the issues covered by this element. (Gap Analysis, Page 39)

Interview and Workshop Process

Workshops and interviews were conducted with representatives of the City of Surrey's Planning and Development Department, Parks, Recreation and Culture Department, Surrey Public Library, Cultural Opportunities Working Group, and City Clean-up Campaign. Respondents from the community included a youth workshop, interviews with the Whalley and Cloverdale Business Improvement Associations (BIAs), the Surrey Association for Sustainable Communities, the Fleetwood Community Association, Surrey Delta Immigrant Services Society, Progressive Intercultural Community Services Society, and the Kla-How-Eya Aboriginal Centre.

Current and existing work – What is currently being done by the City and others to help meet this gap?

The City of Surrey has recently created the Cultural Opportunities Working Group, a staff group, with the mandate is to review the degree of ethnocultural awareness in the provision of municipal services, as well as look at the degree of cultural representation present in municipal staffing. Currently, this working group is establishing ways to increase the cultural awareness of City staff, and making City staff more reflective of the diverse community.

There are a number of specific programs that relate to this gap that are being offered by the Parks, Recreation and Culture Department and the Surrey Public Library. These include specific activities designed around principles of ethnocultural diversity – such as the women's only swim times at the North Surrey Recreation Centre, the children's art festival, and a number of library events and museum or gallery exhibits and programs with a cultural focus. Surrey's Leisure Guide includes contacts for Options: Services to Community Society that provides translation services to the community to interpret the Guide. The Parks, Recreation and Culture Department and the Surrey Public Library are currently developing outreach approaches to different communities using promotional posters that include different languages. Within the Library system, there is a designated part-time multicultural librarian who does outreach work with different ethnic communities, and is involved with local heritage/cultural festivals.

It is unclear if the activities of the Cultural Opportunities Working Group are well known in the community. Much of their work is in its early stages, and concrete recommendations were not yet available at the time this report was prepared. It is not surprising, under these circumstances, that many interviewees and respondents were unaware of the activities of the working group, and this suggests that the City needs to be proactive around engaging with this gap and communicating its work. One interviewee stated that the City needed to better “acknowledge the gap” so that it could actually deal with it in a substantive fashion. Some respondents acknowledged that some City Departments seem to be ‘further ahead’ than others in incorporating the values of ethnocultural diversity, but were concerned that the City as a whole is not responsive to the implications of this gap.

Outside of municipal activities, it was noted that there is work being done by various agencies in the City, including Options: Services to Communities Society, Surrey Delta Immigrant Services Society (SDISS) and Progressive Intercultural Community Services Society (PICS) and Kla-How-Eya Aboriginal Centre. There are several distinctive cultural celebrations held in Surrey related to specific cultural groups and organizations. Aboriginal Days and Potlatch programs exist in the Schools and with the First Nations organizations. Dhiwali, Vashaki, Indo-Canadian Women's Celebration, Ukrainian Festivals, Celtic Fairs, etc are seasonal community-wide attractions.

Opportunities that may help address this gap

Interview participants identified a number of areas of opportunity for the City – suggesting that these provided a range of options that would respond to this gap.

In keeping with the work of the Cultural Opportunities Working Group, human resources and staffing was considered to be a key area for potential change by several respondents, though they recognized the limitations of a relatively slow turnover of staff. While acknowledging it was more difficult, some interviewees also commented on the need to foster a more diverse Council, so that the composition of elected officials also reflected the community.

Finally, the need for diversity in representation extends to the various community-related boards and committees that are established by the City (such as the Surrey Public Library Board). There is an opportunity to develop a selection process or outreach/recruitment activities that better promotes diversity amongst members.

Many respondents felt that there were opportunities for the City to explore ways to better engage with Asian, South Asian, Philipino and other ethnic communities. Respondents perceive there was limited consultation with ethno-cultural groups on community issues, and suggested that there needs to be a better consultation process in place to bring in different cultural groups.

The City may have an opportunity to engage in a networking venture with different settlement and immigrant-serving agencies. Currently, it was reported that these agencies “haven't been able to get together well” – suggesting that there may be a role for the City to play in linking groups together to the common end of promoting intercultural understanding and diversity. A challenge that comes with this idea of linking groups is the sense of flux that currently surrounds them owing to the uncertain nature of provincial funding. One interviewee noted that there is a “need to wait a bit until those concerns get sorted out.”

With regard to the provision of municipal programs and services, there are opportunities for additional and on-going cultural sensitivity training and education, particularly for front-line staff. One interviewee noted that there may be an opportunity to pursue funding from the Federal government in this regard.

There may also be a role for the City to play as a bridge between different groups. One interviewee noted that there is a “definite need to foster better intercultural understanding as a means to avoid bigotry.” In this regard, they suggested that there was an opportunity for the City to position itself as a facilitator of understanding between cultures and groups. Respondents noted real problems with racism and bigotry, and reported that some communities (particularly black and aboriginal populations) are experiencing significant racism in their communities.

Other Existing Programs and Other Levels of Government

Interviewees noted a number of programs that are potential areas for collaboration – and suggested the possibility of dialogue with various federal departments, including Canadian Heritage and Immigration Canada because of their role in developing multicultural programming, as well as current immigration and settlement policies. The Urban Aboriginal Strategy, another federal level initiative, has provided funding for different programming areas related to fostering awareness of aboriginal cultures and may represent an opportunity for potential collaboration. Western Economic Diversification has a number of “matching fund” programs that might be accessible for ethno-cultural initiatives.

At the provincial level, the Ministry of Community Services and the Minister Responsible for Multiculturalism, as well as the Ministry of Children and Families Development, could be potential sources of funding for ethno-cultural diversity initiatives. The Arts Council may also be an opportunity to access funding, particularly for cultural activities.

Potential Collaborations that may help address this gap

A number of potential collaborations were identified, including social service agencies and groups such as Options: Services to Communities Society, Surrey Delta Immigrant Services, Progressive Intercultural Communities Society and Kla-How-Eya Aboriginal Centre. Many of the cultural groups represented in Surrey have organizations that actively represent them in various issues. These should be included in any dialogue on ethno-cultural issues. The community associations in each of the town centres could be partners in promoting diversity and awareness. Various service clubs such as the Rotary Club and the Lions Club have participated in funding programs in the past, and might be partners in helping to address this gap, as well as business associations like the BIAs and the Chamber of Commerce.

Respondents suggested that the Surrey School District could be a partner, because that organization is engaged with various ethno-cultural communities through the education system.

Respondent ideas about possible specific action steps that the City of Surrey could take to address this gap are in Appendix A.

Conclusion

The present report comprises the first of two Action Plan components for the Plan for the Social Well-Being of Surrey residents. The second report, forthcoming, will provide a similar lens with which to look at the remaining elements over which the City has secondary or limited responsibility.

Both reports imply a new direction for the City, and a renewed, clearly defined relationship with social issues. As such, it is important that the City also have a means of tracking its progress – so that achievements can be celebrated and areas of difficulty can be identified and revisited. To assist with a self-evaluation, the City should consider producing an annual report to Council on the state of the Social Well-Being Plan. Through this means the various action steps and benchmarks that have been identified can be clearly reviewed in terms of the City's progress in meeting them. This higher-level recommendation is intended to span both Action Plan reports.

General Recommendation:

- **Develop an Annual Report to Council on the status of the recommended actions related to the Social Well-Being Plan** in order to communicate what has been achieved and where the City is going with the social-well-being initiatives.

Appendix A – Examples of Possible Action Steps to Address the Gap which were Identified through the Consultation Process

A number of specific items were named by interviewees and respondents as potential approaches the City could take to address the identified gaps. The following potential action steps are suggestions and options for consideration as the City moves to implement the Action Plan.

Issue Element: Creating a Child and Youth-Friendly City

Key Gap(s): Need for resources to identify urban design, policies, community services and processes that will advance the development of a “child and youth friendly City”

The following examples represent specific activities suggested by respondents that the City might consider in engaging with this gap.

Examples of Potential Actions

- Examining options to make municipal buildings more welcoming to children – such as creating play areas for use while parents are visiting, or expanding technology access for youth in libraries, museums and art gallery settings;
- Engaging with the Planning and Development Department's Development Advisory Committee to encourage child and youth friendly perspectives in land development;
- Initiating a youth engagement process and committee in which youths would have a meaningful role in developing child and youth friendly guidelines and policies;
- Working with youth to identify shortfalls in the appearance and upkeep of youth centres, and assign resources to address them;
- Reviewing space usage policies and practices to explore the possibilities of creating youth or child specific spaces, in order to create a sense of ownership in those who access them; and
- Further exploring opportunities to create more integrated pathways and bike lanes throughout the City to encourage active forms of transportation, particularly for youths.

Issue Element: Programs and Recreation for Children and Youth

Key Gap: Need to ensure equitable opportunities for programs and services for children and youth throughout the City, both in the geographic and economic sense.

Key Gap: Need for recreation programs, and library programs and services inclusive of the specific needs of Surrey's diverse population, including ethno-specific programs for children, youth and families.

Key Gap: More free or low-cost recreational opportunities activities for youth, (including ethno-specific youth services) to provide a range of engaging programs and services

Examples of Actions that can be taken to address the gap – Parks, Recreation & Culture Department

The proposed action steps for the Parks, Recreation and Culture Department were identified by respondents in the workshop and interview process.

- Reviewing the geographic coverage of programs and facilities in the City to identify where 'facility' gaps exist and where satellite programs would be most needed. Conduct an inventory of *all* spaces that are available for potential programming opportunities, including public and private facilities.
- Developing and expanding a comprehensive outreach program to communities (geographic and cultural) that are not currently accessing Parks, Recreation and Culture Department facilities and programs.
- Identify and take action with respect to outreach and awareness building opportunities to increase usage of the Leisure Access Program, particularly with employment assistance workers of the Ministry of Human Resources.
- Expand the Whalley Improvement Initiative into other communities and include recreation, arts and heritage facilities.
- Study the potential for additional partnerships with non-profit associations that administer neighbourhood hubs (i.e. similar to the existing involvement with the Oak Avenue Neighbourhood Hub)
- Study options for providing transportation support to youths and adults who are unable to access programs outside their neighbourhoods and take actions in accordance with the findings of such a study.
- Develop a strategy to work with developers and the community to leverage the creation of community spaces, including parks and facilities. Encourage developers to provide voluntary contributions to the development of community recreation and leisure facilities.

Example Actions that could be take to address the Gap – Surrey Public Library:

- Ensuring that residents are aware of the many initiatives that the City has planned through the development of a communications strategy to build awareness of the 20-year Facilities Master plan, and how it plans to meet the needs of Surrey residents
- Continuing to explore ways to make Surrey Public Library more inclusive and accessible – such as expanding hours of operation and increased diversity in programming and services
- Developing and expanding programs in literacy, particularly for newcomer Canadians
- Developing strategies and approaches to 'get out of the facilities' and into the community, like in the Oak Avenue Neighbourhood Hub, schools and community agencies
- Develop a long-term staffing strategy to help ensure that the diversity of Library staff reflects the diversity of the community

Issue Element: Initiatives to Encourage Citizen Engagement with Social Issues and Social Planning Activity

Key Gap: Need for more initiatives and processes to increase citizen participation in addressing social issues

Examples of Action Steps to Address the Gap

The following represent some of the ways in which the City might consider working to address this gap. These ideas were generated during the research and community consultation process.

- Exploring possible community partnerships to encourage public engagement with civic issues, particularly through existing committees and community associations. With regard to planning issues, assign resources to engage with committees and resident associations early on in the process and allow for multiple opportunities for feedback. Ensure that the results of those committee activities are built back into city decision-making processes.
- Having departments, such as Parks, Recreation and Culture work with the School District to initiate a youth engagement process where youths will have a meaningful role in policy development and decision making regarding the implementation of new programs and services for youth in the area of parks and recreation.
- Expanding community processes with the Surrey Public Library – and exploring the possibility of developing advisory or consultation committees to reflect the different needs of the community. For example, a multicultural services advisory committee could potentially encourage citizen engagement, and help to ensure that the Library reflects the needs and wishes of the various larger ethnic groups represented in the City's population.
- Reviewing the Community Grants program to identify options for supporting citizen engagement through committees and community groups
- Expanding the 'neighbourhood hub' approach to community facilities as a way of developing community engagement at the neighbourhood level
- Developing and implementing a strategy in relation to City staff participating on committees in the community and other community level processes in support of more direct informal dialogue occurring between City representatives and the citizens of the City.

Issue Element: City Clean-Up Programs & Civic Pride Initiatives

Key Gap: Need for enhanced public education and additional resources for clean-up initiatives and civic pride.

Example Actions to Address the Gap

A number of examples of potential actions were identified as part of this process. These have been distilled into the recommendations contained above. The individual examples contained here showcase several possible ways that the City might consider working on the identified gaps.

- Exploring assigning additional funding to expand clean-up work done through the current partnership with the Community Living Association.
- Expanding outreach and promotion around existing waste-removal options and clean-up issues.
- Exploring the use of existing communications infrastructure (City web-site, e-mail bulletins, newspaper) to communicate with citizens around issues of civic pride and beautification.
- Doing a waste or litter audit to determine where additional waste or recycling receptacles might be deployed; Audit the efficacy of existing waste-manage services to determine the scope of short-falls in pick-up and disposal services.
- Developing a means to communicate the existing Public Art policy and public art installations so that more citizens are aware of the City's work in this regard.
- Exploring the creation of designated 'Art-walls' and other means of encouraging murals through designated spaces where spray-paint artists can engage in the creation of quality art rather than destructive graffiti. As a means of doing this, consider supporting the expansion of the Surrey Crime Prevention Society's "Spirit of Youth" Initiative.
- Hiring additional by-law enforcement officers to ensure clean-up related by-laws are being met.
- Studying the potential merits of creating small community level transfer stations so they are more accessible to Surrey residents in all neighbourhoods.

Issue Element: Ethno and Culturally Appropriate Services, Opportunities and Programming

Key Gap: Need for more culturally sensitive approaches to service delivery within municipal programs and greater promotion of the benefits of cultural and ethnic diversity

Examples of Action Steps to Address the Gap

in the development of the Plan for the Social Well-Being of Surrey Residents (the "Plan") and to receive initial input from the public and other stakeholders on steps and possible strategies to address the identified gaps in preparation for the development of the third and final phase of the Plan, being an Implementation/Action Plan; and

3. Authorize the City Clerk to forward a copy of this report, together with Council's resolution, to appropriate senior officials in the Provincial and Federal governments, the Greater Vancouver Regional District ("GVRD"), the Fraser Health Authority and other key community agencies to apprise them of the results of the Gap Analysis and to invite their participation in the upcoming open house and preparation of the Implementation/Action Plan.

INTENT

The purpose of this report is to:

- present to Council the Consultant's report entitled "Social Well-Being Plan – A Gap Analysis";
- provide an overview of the Plan preparation process and the public consultation sessions which have been completed in support of the preparation of the Gap Analysis;
- seek Council authorization to hold a public open house to present the Gap Analysis to the public and other stakeholders; and
- advise Council about the third and final phase in the development of the Plan, which is the development of the Implementation/Action Plan.

BACKGROUND

At the Council-in-Committee meeting of December 13, 2004, Council considered Corporate Report No C013 entitled "Plan for the Social Well-Being of Surrey Residents – Status Report". The report, attached as Appendix 1, advised Council of the following:

- the social service elements selected as priority issues under each of the five key issue areas to be addressed by the Plan;
- the steps to be followed in the preparation of the social responsibility matrix, social service inventory, and Gap Analysis for each of the social service elements; and
- the proposed broad public consultation to be undertaken with development of that phase of the Plan.

The work associated with preparing the social responsibility matrix, social service inventory and gap analysis, related to each of the selected social service elements, is now essentially completed.

DISCUSSION

Preparation of Draft Social Service Inventories and Responsibility Matrices

Following the selection of the priority social service elements, SPARC BC (the "Consultant"), the consultant assisting the City in the development of the Plan, developed a preliminary inventory of social services available in the City under each element and a draft social responsibility matrix.

The inventory identifies the social services and programs currently available for Surrey residents with respect to each of the selected social service elements. The inventory not only serves as a comprehensive reference for services, but also provides the basis for determining the gaps or needs that remain to be met under each element. The Gap Analysis is intended to document the disparities and the duplications or overlaps in programs and services for the selected elements.

Each social responsibility matrix identifies the responsibilities of the various levels of government, other agencies and community organizations with respect to the delivery of services in relation to each social service element. The levels of government are identified as either having primary responsibility, secondary responsibility or limited or no responsibility for each of the services under each of the elements. The level of responsibility attributable to any level of government varies, depending on the stage of the development of the particular social service (i.e., the planning,

construction or operational stage of the social service). The responsibilities for each level of government are further classified into the functional areas of legislative, financial or implementation responsibility.

The draft inventories and matrices were completed in February and forwarded to Council members as information and for review. A copy of the transmittal memorandum advising City Council of the completed inventories and matrices is attached for reference as Appendix 2.

Public Consultation Process – Open Houses/Workshops

The draft Social Service Inventories and Responsibility Matrices formed the basis for broad public consultation in February of this year. The purposes of the open house/workshop sessions were to:

- Share information about the preparation of the Plan with Surrey residents;
- Confirm the completeness and accuracy of the Social Service Inventories and Responsibility Matrices; and
- Determine the type and amount of specific gaps in relation to each of the social service elements in discussion with open house/workshop participants.

The open house/workshop sessions were organized around the five Key Issue Areas and held in different locations across the City, over a two week time period, as follows:

- Housing and Homelessness Issue Area – February 8, 2005;
- Substance Abuse and Addictions Issue Area – February 9, 2005;
- Children and Youth Issue Area – February 10, 2005;
- Community Development and Diversity Issue Area – February 15, 2005; and
- Crime and Public Safety Issue Area – February 16, 2005.

A separate Youth-only workshop was held on February 21, 2005. The purpose of this workshop was to directly engage and hear from youth, aged 13 to 18 years, on those social services elements affecting youth, in the five issue areas noted above.

A total of approximately 210 persons participated in the open house/workshop sessions. Participation included representatives of:

- Community service organizations;
- Provincial government;
- Fraser Health Authority;
- GVRD;
- Surrey School Board;
- Neighbourhood groups; and
- Surrey residents.

The format for the sessions involved both an open house component and a facilitated workshop component. During the open house portion, participants had the opportunity to review a series of display boards that summarized the Social Service Inventories and Social Responsibility Matrices for the Issue Area being addressed at the session. Participants were encouraged to indicate additional services or changes to the information by placing post-it notes directly on the relevant display boards. Representatives of SPARC BC, the Consultant, and City staff were on hand to answer questions and discuss issues with the participants.

During each workshop session the consultant engaged the participants in a discussion with respect to each of the social service elements. The discussion included a review of the current service levels for each element and consideration of the underlying or contributing social issues. The primary focus of each workshop was to arrive at a reasonable assessment of the overlaps or gaps in social services for each element. An estimate of the size of the gap would then be discussed in relation to any identified gaps in the social service elements.

Overview of Gap Analysis

The Consultant has completed the Gap Analysis study, which includes a detailed assessment of each social service element and supporting documents, which include the Social Service Inventories and workshop summary for each

Issue Area. For each of the 31 social service elements, the Consultant's report includes a brief description of the element, the current service levels in relation to that element in the City of Surrey, and an assessment of the general deficiency or gap in the services based on research and the discussion at the related workshop. A copy of the report is attached as Appendix 3. The key findings of the Gap Analysis are summarized below and act to identify the primary social service needs of Surrey residents in the five key issues areas. These primary social service needs will be addressed in the development of the final phase of the Plan, being the Implementation/Action Plan.

Issue Area: Housing and Homelessness Gaps

- There are currently no existing readily accessible shelter beds for youth. The opinions of participants related to the appropriate number of youth beds needed ranged between 25 and 50 beds;
- There is an estimated need for approximately 100 additional year-round shelter beds for adults, in addition to changes in the Business Licensing By-law that would allow the Gateway shelter to be open year round;
- There appears to be a significant gap in purpose-built affordable housing. Approximately 5,000 additional units are needed to address the gap at this time. The estimated gap is similar to recent census data;
- It was suggested that approximately 200 supportive housing units were required for persons with concurrent disorders (mental illness and addiction);
- There is a need for approximately 300 additional transitional housing units, including approximately 25 units for aboriginal persons, 50 – 100 units for young women leaving the sex trade, and 40 to 50 units for adult men and women. The need for units for youths and culturally appropriate/specific units was also identified;
- Pre-employment programs require additional capacity, to reduce current long wait lists, and to increase awareness and education about available programs;
- Participants reported a lack of programs specific to homeless men and women experiencing personal and health-related challenges;
- There is a need for a one-stop service/information resource, including outreach services to build awareness of available programs for persons on low-income, at risk of losing shelter;
- Areas of shortfall exist in the area of after-hours services, and, in particular, for after hours youth drop-in centres and outreach services; and
- Common to all gaps, is the need to consider the requirements of different sub-groups within the homeless population; and that new services or beds be distributed and accessible in all parts of the City, not just one community.

Issue Area: Substance Abuse and Addiction

- There is an estimated need for approximately 140 youth beds in Surrey and approximately 500 beds in the Fraser Health Region;
- Participants expressed concern about the absence of regulations for recovery houses to ensure a minimum level of service or residents; concerns were also voiced about the absence of capital and operating funding for recovery houses to meet specific operational requirements;
- More treatment and recovery services are needed for women and families. Also more public education is required about recovery houses and their role in the treatment of addictions;
- Participants suggested that more services are needed in the area of substance abuse counselling, services/treatment linked with education, and drug abuse prevention programs designed and implemented with a youth perspective;
- There is a need to address current wait lists (six weeks to two months) for existing prenatal education and support programs, as well as a need to extend the postnatal support period, and a need to provide more supportive housing for pregnant women; and
- Participants identified a gap in outreach and support programs for at-risk and substance users that work: (a) with women and men in the sex trade in Surrey; and (b) to assist gambling addicts.

Issue Area: Children and Youth

- It was suggested that there is a significant shortage of in-patient beds for youth with mental health issues, with an estimated 20 additional beds required. Also gaps were noted in early intervention and family counselling services;
- Participants commented that there is a lack of awareness by many residents, especially new immigrant families, of existing childcare and early childhood development programs;
- There is a specific gap in childcare and early childhood development for families with seasonal workers;
- There is a related need to ensure equitable opportunities for programs and recreation services for children and youth throughout the City, both in a geographic and economic sense. Opportunities exist for more recreation programs that are responsive to the specific needs of Surrey's diverse population, including ethno-specific programs for children, youth and families;
- It was reported that there is a critical shortfall in senior government funding to achieve affordable and accessible childcare, early childhood development and education services. Such services require extended hours, ethno-specific and ESL childcare programs and services;
- Participants commented on a need for resources to identify urban design, policies, community services and processes that will advance the development of a "child and youth friendly City";
- To prevent youth from "falling through the cracks", it was suggested that there is a need for a temporary shelter for youth that is accessible without Ministry referral, and other forms of assistance for teens considered too old for Ministry support; and
- There is a lack of advocacy by municipal government with senior levels of government to champion the issues/problems related to child poverty and the longterm impacts on child/adult development.

Issue Area: Community Development and Diversity

- Insufficient public transit services were identified as a major gap, including lack of services and inter-community connections and poor coordination with services outside of Surrey;
- There is a lack of sufficient and coordinated HandiDart services that results in limited options for persons with disabilities. Other transportation gaps include taxis equipped with baby car seats, more park-and-ride services and better signage related to municipal services;
- There is a need to ensure sufficient capacity of food banks and food/nutrition programs, the need for affordable meal programs and for ethno-specific food service options;
- Participants reported a lack of municipal support and networks for home-based businesses and lack of support for entrepreneurialism;
- Opportunities to create banking services for low income persons was also identified;
- There is a need for more culturally sensitive approaches to service delivery and greater promotion of the benefits of cultural and ethnic diversity within municipal programs and services;
- Opportunities exist for more life skills programs, supported education and employment, particularly for persons with learning disabilities and mental health concerns; and
- It was suggested that there is a need for more initiatives and processes to increase citizen participation in addressing social issues.

Issue Area: Crime & Public Safety

- Participants identified a need for focused outreach and dissemination of materials on abuse of the elderly, especially to immigrant and ethnic communities;

- The need for additional/renewed funding to women's centres and legal aid societies was noted;
- It was noted that there should be better use of existing community resources (i.e. BlockWatch) and better coordination and information exchange between community organizations and agencies dealing with crime (including gang activity) and crime prevention;
- It was suggested that more free or low-cost recreational opportunities for youth, (including ethno-specific youth services) would help in the reduction of petty crime and vandalism; and
- Participants also reported on a need for public education on clean-up issues and civic pride, as well as additional resources for existing programs to facilitate significant clean-up projects.

Updated Social Service Inventory

Each social service element is associated with a range of social services and programs. One of the challenges in preparing the inventories was the fact that social services and programs are not static. They are continually changing in response to changing needs and growth in the population groups they serve, changing government and community funding support and their physical location and distribution across the City. Consequently, a social service inventory can seldom capture every aspect of an element and should be considered a snapshot or a work in progress. The Consultant's diligent research and extensive consultation has resulted in a unique and valuable compilation of information for Surrey residents and community service providers alike. The information will be posted on and available through the City's website and City staff are prepared to periodically update the inventories in response to information received from the community and service providers related to new, expanded or discontinued social services relative to the elements included in the Plan.

The Social Responsibility Matrices – A reference tool for the Action Plan

As noted earlier in this report, the Social Responsibility Matrices developed by the Consultant identify the government and community organizations with mandated responsibilities with respect to each of the social service elements. A summary of each of the matrices was provided on display boards at the open houses/workshops and full copies of the matrix tables were available on the city's web page and at the open house. These tables remained unchanged through the consultation process, as the focus of the open houses/workshops was on the specific social needs and gaps in the community. Discussion and consideration of responsibilities by the various levels of government and agencies, as defined through this process, will become more useful and appropriate in the development of the Implementation/Action Plan

Next Steps – Preparation of the Implementation/Action Plan

SPARC BC has been retained to assist the City with the preparation of the final phase of the Plan, being the Implementation/Action Plan, the third phase of the Plan.

The Consultant is proposing a two-stage approach for the development of the Implementation/Action Plan. The initial phase of the work of developing the Action Plan will focus on those social service elements for which the City appears to have primary or lead responsibility. The Consultant has identified five out of the 31 social service elements that fall within the City's direct ability to shape and influence.

With respect to the remaining 26 elements, the primary responsibility rests with either senior levels of government or community organizations, and the City has either secondary or limited or no responsibility. In these cases, the City has shared or supportive responsibilities, which will require joint strategies and approaches to address specific needs. The broad classification of responsibility areas for the City are summarized in the following table:

Issue Area	Primary Responsibility	Limited or No Responsibility
Housing and Homelessness	<p style="text-align: center;">Secondary Responsibility</p> <ul style="list-style-type: none"> • Emergency Shelter Services for Youth • Emergency Shelter Services for Adults incl. Aboriginal Adults • Service Coordination 	<ul style="list-style-type: none"> • Transitional Housing Services • Supported Housing Programs • Low-Income Housing for the Homeless

Substance Abuse and Addiction		<ul style="list-style-type: none"> Responsibilities (1-Stop Shopping) Outreach Programs to the Homeless, Drop-In Centres 	<ul style="list-style-type: none"> Low-Income Housing for Families and Singles Employment Programs as a Means to Prevent Homelessness 	
	Children and Youth	<ul style="list-style-type: none"> Programs and Recreation for Children and Youth Creating a Child and Youth-Friendly City 	<ul style="list-style-type: none"> Residential Addiction Treatment for Youths Outreach and Support Programs for At-Risk and Substance Users Recovery Treatment Services Culturally Appropriate Childhood Education / Development Programs 	<ul style="list-style-type: none"> Alcohol and Drug Treatment for Youths Pre-Natal and Support Programs re: Drug Use Affordable, Accessible Quality Licensed Childcare, Pre-school and Family Programming Child poverty Alleviation Counselling & Support Services for Families and Children with Behavioural and M.H. and Attachment Issues
		<ul style="list-style-type: none"> City Clean-up Programs 	<ul style="list-style-type: none"> Initiatives to Deal with Seniors Abuse 	<ul style="list-style-type: none"> Initiatives to Deal with Family Violence Peer Support Programs to Deter Crime Initiatives Targeting Gangs, Gang-Violence and Related Criminal Activity
	Crime and Public Safety	<ul style="list-style-type: none"> Ethno and Culturally Appropriate Services Initiatives to Encourage Citizen Engagement 	<ul style="list-style-type: none"> Public Transportation & Access 	<ul style="list-style-type: none"> Life Skills & Educational Training Community Economic Development Initiatives Nutrition & Food Programs
Community Development and Diversity				
No. Of Elements	5	10	16	

It is anticipated that the first stage of the Action Plan will provide recommendations to the City with respect to its primary responsibilities and will document means by which to improve City programs and services to more effectively meet the social needs of Surrey residents in those areas.

The second stage of the Action Plan will examine those social service elements for which the City has shared or limited responsibility. This stage will consider opportunities for City collaboration and partnership and will identify steps and strategies to enable the City to better position itself in making progress on gaps in these social service areas. This stage of the Plan preparation will involve discussion with focus groups and stakeholder meetings with community organizations, government representatives and interested Surrey residents.

It is anticipated that the first stage of the Action Plan will be completed by late June or early July, 2005 (i.e., with respect to those areas for which the City has primary responsibility). The full and complete Action Plan addressing the gaps in all of the social service elements covered by the Plan should be completed by late summer or early fall, 2005.

The Action Plan is intended to document actions that the City can and should take in relation to social service areas where it has primary responsibilities to provide social services to Surrey residents, and in relation to encouraging others who have primary responsibility for delivering social services to Surrey residents to more fully meet the needs of Surrey residents in those particular services. Actions will be segregated into three categories, including those that should be undertaken within six months, within two years and within five years, so that annual budgets can be structured to recognize related resource needs.

CONCLUSION

This report provides Council with the results of the Gap Analysis for the social service elements selected to be included in the Plan. The Gap analysis is based on an assessment of the existing level of services and programs

available to Surrey residents at this time, and an analysis of the additional services and programs identified as being needed to meet current and emerging demand. The analysis has involved extensive public consultation in the form of a series of open/houses and workshops with Surrey residents and organizations, including a workshop with youth aged 13 – 18. The full description of the Gap Analysis, including the public consultation process, is included in the attached consultant's report. The consultant also has prepared a social responsibility matrix for each of the social service elements included in the Plan, which documents the responsibilities of the various levels of government and community organisations, with respect to each social service element. The social responsibility matrices will be used as a reference tool for the development of the Action Plan, which will be the next and final phase of the Plan.

Based on the above, it is recommended that Council:

- Authorize staff to hold a public open house to present the results of the Gap Analysis and to receive initial input from the public and other stakeholders on steps and possible strategies to address the identified gaps in preparation for the development of the third and final phase of the Plan, being an Implementation/Action Plan; and
- Authorize the City Clerk to forward a copy of this report, together with Council's resolution, to appropriate senior officials in the Provincial and Federal governments, the GVRD, the Fraser Health Authority and other key community agencies to apprise them of the results of the Gap Analysis and to invite their participation in the upcoming open house and preparation of the Implementation/Action Plan.

Original signed by

Murray Dinwoodie
General Manager,
Planning and Development

BB:saw

Attachments: (*without Appendices)

Appendix 1 Corporate Report No. C013, December 2004

Appendix 2 Memorandum to Mayor and Council, dated February 3, 2005, entitled "Draft Social Service Inventories and Social Responsibility Matrices"

Appendix 3 Report entitled "Plan for the Social Well-being of Surrey Residents – Gap Analysis prepared by SPARC BC, April 2005

*A full copy of Corporate Report C007, including Appendices, is available in the Councillor's Library, on table and on the City's website at <http://surrey.ihostez.com/contentengine/launch.asp>

Appendix III

Stage 2 Action Plan – Social Service Elements

The next stage of the Action Plan includes those elements for which the City has limited, shared or no responsibility and are the primary responsibility of other levels of government or community organizations. The following social service elements will be addressed in the Stage 2 Action Plan.

Key Issue Area: Housing and Homelessness

1. Emergency shelter services for youths (year round), also aboriginal youths;
2. Low income housing for the homeless;
3. Emergency shelter services for adults (year round), also aboriginal adults;
4. Low income housing for families and singles;
5. Supported housing programs;
6. Employment programs as means to prevent homelessness;
7. Service coordination responsibilities (one-stop services);
8. Transitional housing services; and
9. Outreach programs to homeless persons, drop in centres, and youth.

Key Issue Area: Substance Abuse/Addiction

10. Alcohol and drug treatment for youths;
11. Residential addiction treatment for youths;
12. Prenatal education and support programs re: drug use;
13. Outreach and support programs for at-risk and substance users; and
14. Recovery treatment services.

Key Issue Area: Children and Youths

15. Counselling and support services for families and children with behavioural, mental health and attachments issues;
16. Culturally appropriate early childhood education/development programs, including special needs;
17. Affordable, accessible quality licensed childcare, preschool programs and family resource programming; and

Key Issue Area: Crime and Public Safety

18. Initiatives to deal with seniors abuse;
19. Initiatives dealing with family violence;
20. Initiatives targeting gangs, gang-violence and related criminal activity;
21. Peer support programs to deter crime; and

Key Issue Area: Community Development and Diversity

22. Public transportation and access;
23. Nutrition and food programs;
24. Community economic development initiatives; and
25. Life skills and educational training.

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