



Corporate

NO: C017

Report

COUNCIL DATE: October 17, 2005

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:
<p>➤ Urban design, policies, community services and processes that will advance the development of a "child and youth friendly City".</p>	<p><u>Short-term:</u></p> <ul style="list-style-type: none"> • 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. <p><u>Long-term:</u></p> <ul style="list-style-type: none"> • 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	Recommended Action Steps
<p>➤ 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.</p> <p>➤ 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.</p> <p>➤ Need for free or low-cost recreational opportunities or leisure time activities</p>	<p><u>Short-term:</u></p> <ul style="list-style-type: none"> • 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. <p><u>Long-term:</u></p> <ul style="list-style-type: none"> • Design recreation and library programs and services to address gaps identified through the short-term actions.

<p>for youth, (including ethno-specific youth services) to provide a range of engaging programs and services</p>	<ul style="list-style-type: none"> • 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.
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3. **Social Issue Element:** Initiatives to Encourage Citizen Engagement with Social Issues and Social Planning Activity

Identified Gaps:	Recommended Action Steps
<p>➤ Need for more initiatives and processes to increase citizen participation in addressing social issues.</p>	<p><u>Short- & Long-term:</u></p> <ul style="list-style-type: none"> • 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:	Recommended Action Steps
<p>➤ 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</p>	<p><u>Short-term:</u></p> <ul style="list-style-type: none"> • Study options and possible community partnerships for expanding and/or promoting programs such as: <ul style="list-style-type: none"> City Clean-up Program, Adopt-a-Street Program, Anti-Graffiti / Spirit of Youth Program, Partners in Parks Program, SHaRP Program. • Continue to enhance and implement standards in by-laws and plans for street and median

	<p>beautification.</p> <ul style="list-style-type: none"> • Use the new City of Surrey 'Green City Reserve Fund' to enhance the aesthetics of the City and build civic pride. <p><u>Long-term:</u></p> <ul style="list-style-type: none"> • 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.
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5. Social Issue Element: Ethno and Culturally Appropriate Services, Opportunities & Programming

Identified Gaps:	Recommended Action Steps:
<p>➤ 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.</p>	<p><u>Short-term:</u></p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ▪ 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. <p><u>Long-term:</u></p> <ul style="list-style-type: none"> • 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:

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	<ul style="list-style-type: none"> • 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.
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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 its 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>*

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
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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:	<ul style="list-style-type: none"> • Need to ensure equitable opportunities for

<p>Sufficient recreational and cultural programs and amenities for youths and children which are accessible and affordable.</p>	<p>program and recreation services for children and youth throughout the City, both in the geographic and economic sense.</p> <ul style="list-style-type: none"> • 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.
<p>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.</p>	<ul style="list-style-type: none"> • Need for more initiatives and processes to increase citizen participation in addressing social issues.
<p>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.</p>	<ul style="list-style-type: none"> • Need for enhanced public education and additional resources related to clean up issues, and civic pride.
<p>Ethno and Culturally Appropriate Services, Opportunities and programming: Services could include libraries, parks and other City services and programs</p>	<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 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, Klah-How-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 K1a-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 councilor, 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. BIA's 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 BIA's 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

A number of specific items were named by interviewees and respondents as potential items the City might consider in their work to address this gap.

- Developing a community inter-cultural consultation process that explores differences in communication styles/practices and reviewing the type of engagement opportunities that the City currently has available to members of different communities.
- Initiate a dialogue with the RCMP and the School District about settlement issues and planning for settlement of new arrivals so that police and education services are sufficient to meet future needs.
- Ensuring a complete range of partnerships with different community organizations reflective of Surrey's ethnocultural mosaic. Establishing a dialogue with community agencies would create a framework for intercultural understanding that could make the City more culturally competent in its provision of services.
- Initiating analysis of the linguistic accessibility of broad-based publications such as the Surrey's Leisure Guide. Where translating the entire guide may not be cost-effective, it was noted that the publication should be in plain-language.
- Partner with print media and local newspapers and publications (LINK, Indo-Canadian Times, etc.) for advertising and promotions geared to attract a more culturally diverse audience.
- Planning strategies and develop partnerships between the Parks, Recreation and Culture Department, Surrey Public Library, School District and community to enhance synergy around cultural experiences and to provide venues in schools, parks and leisure facilities for cultural sharing.
- Developing a strategic plan to foster the celebration of ethno-cultural diversity in Surrey – and exploring the use of celebrations and events to promote intercultural awareness and understanding. The rich diversity in Surrey was seen by many to present an ideal opportunity for well thought-out celebrations that would increase the opportunity for different cultural groups to learn from one-another.



Corporate Report

NO: C007

COUNCIL DATE: May 2/05

COUNCIL-IN-COMMITTEE

TO: Mayor & Council **DATE: April 27, 2005**

FROM: General Manager, Planning and Development **FILE: 5080-01**

SUBJECT: Status Report on the Preparation of the Plan for the Social Well-Being of Surrey Residents – Completion of the Gap Analysis and Responsibility Matrix

RECOMMENDATION

It is recommended that Council

1. Receive this report as information;
2. Authorize staff to hold a public open house to present the results of the Gap Analysis undertaken as the second phase 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 long term 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	Secondary Responsibility	Limited or No Responsibility
Housing and Homelessness		<ul style="list-style-type: none"> • Emergency Shelter Services for Youth • Emergency 	<ul style="list-style-type: none"> • Transitional Housing Services • Supported

		<p>Shelter Services for Adults incl. Aboriginal Adults</p> <ul style="list-style-type: none"> • Service Coordination Responsibilities (1-Stop Shopping) • Outreach Programs to the Homeless, Drop-In Centres 	<p>Housing Programs</p> <ul style="list-style-type: none"> • Low-Income Housing for the Homeless • Low-Income Housing for Families and Singles • Employment Programs as a Means to Prevent Homelessness
Substance Abuse and Addiction		<ul style="list-style-type: none"> • Residential Addiction Treatment for Youths • Outreach and Support Programs for At-Risk and Substance Users • Recovery Treatment Services 	<ul style="list-style-type: none"> • Alcohol and Drug Treatment for Youths • Pre-Natal and Support Programs re: Drug Use
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"> • Culturally Appropriate Childhood Education / Development Programs 	<ul style="list-style-type: none"> • 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
Crime and Public Safety	<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
Community Development and Diversity	<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
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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