



Corporate Report

NO: R124

COUNCIL DATE: June 26, 2006

REGULAR COUNCIL

TO: **Mayor & Council** DATE: **June 22, 2006**
FROM: **General Manager, Parks, Recreation and Culture** FILE: **0115-20/P**
SUBJECT: **Parks, Recreation and Culture Strategic Plan 2007-2017**

RECOMMENDATION

It is recommended that Council receive this report as information.

INTENT

The purpose of this report is to provide information to Council regarding the preparation of the Parks, Recreation and Culture Strategic Plan (the Strategic Plan) for 2007-2017.

BACKGROUND

The City of Surrey is a leader in the delivery of parks, recreation and cultural services for its nearly 400,000 residents. Part of its success has resulted from thinking strategically and selecting the most appropriate direction in which to proceed. The Parks, Recreation and Culture Master Plan 1996-2006 has been an integral tool to ensuring that the needs of residents are met. However, the current plan will expire at the end of 2006. An updated plan and an alternate approach are required to ensure the City continues to be a leader in the upcoming decade.

In January 1996, Council adopted the Parks, Recreation and Culture Master Plan following 18 months of research, public consultation and data analysis. The Master Plan was considered a living document. To meet its commitment to keeping the Plan current, the Parks, Recreation and Culture Department completed updates of the Plan in 1998 and 2002. These updates included a “report card” review by the original Focus Group involved in the Master Plan.

Many components of the original Plan have been completed over the last 10 years. Several new facilities have been constructed or upgraded, including the Surrey Arts

Centre, Surrey Museum, and Community Centres in Guildford, Fraser Heights and South Surrey.

The population demographics of Surrey have changed since the 1996-2006 Master Plan was approved. Additional public consultation, a review of new or emerging trends and leisure requirements, and an analysis of existing facilities and services will position Surrey to continue to be responsive to community needs.

The 2007–2017 Strategic Plan will relate to other major City Plans, such as the Official Community Plan, the Surrey Transportation Plan, the Social Well Being Plan, the Greenways Plan and the Cultural Strategic Plan. The 2007-2017 Strategic Plan will complement, but not duplicate, the directions set out in these other documents. Similarly, the Strategic Plan will consider the Waterfront Plan Study, the Blueways Plan, the Playground Master Plan, the Dog Off-leash Master Plan and other plans and studies developed by the Parks Recreation and Culture Department following adoption of the 1996-2006 Master Plan.

DISCUSSION

The 2006 Census statistics will provide critical information about the age and cultural diversity of City residents. These statistics will be available in late 2006 or early 2007. Such information will assist in the development of The Strategic Plan.

Terms of Reference Summary

Approach and Timelines

The process of preparing The Plan will take approximately one year to complete. The project will be lead by a Parks, Recreation and Culture staff-working group, working under the broad guidance of a Steering Committee. The Steering Committee will include senior staff from various departments. The process will include the following phases. A flow chart that summarizes the proposed approach is attached as Appendix I.

Phase 1 – Engage a Consulting Team

The first step in the process is the issuing of a Request For Qualifications to consulting groups with expertise in public facilitation, and parks, recreation and culture planning. The intent is to pre-qualify teams that will be invited to submit detailed proposals. A team of consultants will be hired in the Summer of 2006.

Phase 2 – Provide a Status Report On Facilities and Programs

Staff and the consulting team will refine the Strategic Plan approach and develop a communications strategy to ensure that key stakeholders and the public are kept well informed. As one of the first components of the Plan, the consulting team will provide a status report on the City's existing recreation and culture facilities, parks and open spaces, programs and services and the Department's operational and service delivery model.

Phase 3 – Develop an Understanding of Needs

The consultant will review current trends and issues in leisure and park services and amenities, and will compile a list of best practices. Consideration will also be given to alternate forms of recreation such as dog off-leash parks.

Through public surveys, focus group meetings, six community forums and an analysis of the trends and issues, the consulting team will review, identify and document Surrey's parks, recreation and cultural needs in areas relevant to changing demographics, societal trends, and finances available through the City's Financial Plan.

There are many different public, private and not-for-profit agencies which partner with Surrey. There are other funding sources such as Provincial and Federal infrastructure renewal programs. Making contact with interest groups in this phase will help identify potential partnerships and collaborative efforts between these "players" in order to ensure the most effective solutions for future service delivery.

A status report will be provided to Council at the end of this phase to provide information.

Phase 4 - Craft a Vision and Guiding Principles

This phase involves working with Council and senior staff to create a collective vision on priorities for the Parks, Recreation and Culture Department, and strategies for success. This step will include a Council shirtsleeve working session following the community consultation in the late Fall of 2006.

Phase 5 – Understand the Issues and Identify Strategic Direction

In this phase, the team will evaluate the issues and inventory and make practical recommendations concerning priorities and directions in the terms of facilities, programs, and services. The focus will be to identify enhancements of services and programs for active living and children and youth, in keeping with the Department's Key Result Areas. Potential partnerships for capital requirements will also be identified and prioritized.

Provision standards by population for leisure facilities will be reviewed and recommendations developed. External comparisons and models will be reviewed. The work in this phase is critical because it includes a separation of demands from needs. City Council and the Department frequently receive public requests for major new facilities such as playing fields, ball diamonds, tennis courts and swimming pools. The decision-making framework refined in this phase will help the City manage expectations received outside the budget process and outline a response strategy and priority of facilities to respond to community needs.

The City has prepared General Land Use Plans and a number of Neighbourhood Concept Plans that contain urban park reserve areas. The Parkland Acquisition Program will be reviewed to consider a build-out scenario of parkland in the upcoming decade as land use and neighbourhood plans for urban reserve areas are completed. The park provision ratios will also be reviewed and updated. This phase of the project will provide recommendations on adjusting the Official Community Plan and other planning processes to adequately reflect current parks, recreation and culture guidelines and practices. The

draft Strategic Plan will include recommendations regarding the future parks, community open spaces and natural area systems, and wildlife management.

Phase 6 – Draft the Strategic Plan

A draft Strategic Plan will be prepared in 2007. It will include goals and directions for the Department's operations, service delivery priorities and principals, and steps to be taken to continue to provide high quality and relevant programs, services and facilities. Importantly, the Strategic Plan will set priorities for service provision and will identify partnerships for capital development connected to the 5-year Financial Plan. The Strategic Plan will establish strategic directions and priorities for the delivery of Park, Recreation and Cultural services.

Phase 7 – Public Consultation

A public Open House will be held to inform residents about the draft Plan and receive input in the Spring of 2007.

Phase 8 – Review and Adoption

The Plan will be revised as needed after the public Open House. Following a presentation to the Parks and Community Services, Agricultural, Development, and Environmental Advisory Committees, the 2007-2017 Parks, Recreation and Culture Strategic Plan will be brought to Council for consideration and adoption.

Summary of Council and Committee Involvement

Updates for information to Mayor and Council will be provided at key stages in the process. A status report following Phase 3 will inform Council of the findings to date, in advance of the Council shirtsleeve session in Phase 4.

The Parks and Community Services Committee will take an active role by participating in focus groups and receiving updates on the process at key milestones. The Agricultural Advisory Committee, the Environmental Advisory Committee and the Development Advisory Committee, will also be involved at appropriate points in the process.

CONCLUSION

The City of Surrey is in the last year of the 1996 – 2006 Parks, Recreation and Culture Master Plan. As the demographics of Surrey have changed dramatically during this time, there is a need to think strategically on how best to continue to serve the needs of residents during the next decade. A new Strategic Plan will assist Council in setting directions and priorities for the delivery of Parks, Recreation and Cultural Services to its 400,000+ residents. The Strategic Plan will be aligned with the City's Five-year Financial Plan and will assist in setting future capital priorities.

Based on the foregoing, it is recommended that Council authorize staff to proceed with the preparation of a Parks, Recreation and Culture Strategic Plan for 2007-2017, including a Council shirtsleeve session, based on the Terms of Reference Summary contained within this report.

Laurie Cavan
General Manager, Parks, Recreation and Culture

OCC:dlg
Appendix I – Proposed Approach Flow Chart

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STEP 1 - THE REPORT CARD – WHERE ARE WE TODAY?

- Inventory compared against existing provision guidelines
- Programs and services offered
- Operational model

STEP 1A - DIRECTION - CITY AND DEPARTMENT

Review Plans:

- OCP, Transportation, Social Well Being, PRC Master Plan and 2002 Report Card, Cultural Strategic Plan, Public Art Policy, Library, Department KRA'S, Council Directions

***Steering Committee**

- Review & revise Terms of Reference
- Provide oversight function to ensure key milestones are hit
- assist in adapting/revising Terms of Reference, if conditions of plan change

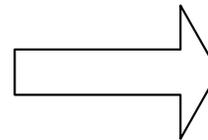
STEP 2 - WHAT DO WE EXPECT FROM THE FUTURE? (Environmental Scan)

- Trends and Issues (in sport, recreation, service trends and best practice)
- North America, Region, City, Community
- Operational models
- Socio-Demographics

STEP 3 - UNDERSTANDING THE NEED IN SURREY:

- **Public Survey** - mail, web based, intercept surveys
- **Focus Group Sessions** with organizations, special interest groups, business, staff
- **Community Forums**- consider hosting one per community

Agricultural Advisory Committee
Environmental Advisory Committee
Development Advisory Committee



STEP 4 - VISION STATEMENT AND GUIDING PRINCIPLES

- **Workshop and Visioning Session** with Council, SMT & P&CS Committee
- **Visioning Session** with Staff: Senior staff throughout PR&C & City

STEP 5 - WHAT'S MISSING

– analyse the 'gaps' in the system

STEP 6 - DRAFT MASTER PLAN

- Goals and strategic directions – policy related to #4 and 5
- Service delivery principles or strategies
- Priority actions and steps to be taken for programs and operating programs
- Priorities for facility provision and capital development, a basis for action, connected to 5 year financial plan – gives direction and sets priorities but is not a financial plan or an exhaustive wish-list
- Priorities for acquisition

"Spread the Word"

STEP 7 - PUBLIC OPEN HOUSE (2)

STEP 8 – REVIEW AND ADOPTION

- Revise plan as needed following open houses
- Present to Committee
- Present to Council for Adoption