

NO: R112

COUNCIL DATE: May 28, 2018

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## REGULAR COUNCIL

TO: **Mayor & Council** DATE: **May 11, 2018**  
FROM: **General Manager, Parks, Recreation & Culture** FILE: **6140-20/P**  
SUBJECT: **Parks, Recreation & Culture Strategic Plan 2018-2027**

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## RECOMMENDATION

The Parks, Recreation & Culture Department recommends that Council:

1. Receive this report for information; and
2. Approve the Parks, Recreation & Culture (PRC) Strategic Plan 2018-2027 attached as Appendix "I" and as described in this report.

## INTENT

The purpose of this report is to seek Council approval of the final Parks, Recreation & Culture (PRC) Strategic Plan 2018-2027 (the "Plan").

## BACKGROUND

Surrey is a City abundant with parks, recreational facilities, and a vibrant arts, cultural and heritage community. The Parks, Recreation & Culture Department helps to plan and operate many of these amenities. To build on these assets, and to meet the needs of a diverse and growing community, the City has developed a new 10 year PRC Strategic Plan, replacing the previous 2008 PRC Strategic Plan.

Over the past year, staff have worked closely with residents and community groups to develop ideas for parks, recreation and culture facilities, programs and services for the next 10 years. These ideas have been used to create a forward looking strategy that identifies the greatest needs and opportunities for our residents. The Plan presents a vision of a healthy, green, inclusive community, where individuals, culture, and the environment thrive. To achieve this vision, the Plan outlines important funding, infrastructure and program decisions, including where and how money should be spent.

## **DISCUSSION**

The Plan, attached as Appendix “I”, was developed using an evidence-based decision-making approach, combining thorough community and stakeholder consultation with a research-based needs assessment process. The best available information was gathered through consultation, research, observation, and other sources, to support a systematic and rational approach to decision-making. The outcome is a Plan that reflects community and stakeholder input while prioritizing service and program delivery in a responsive and equitable manner.

### **Community Consultation**

A comprehensive community engagement program was launched in March 2017 to generate ideas and establish priorities for the Plan. More than 5,000 residents, businesses and community stakeholders provided their ideas via a variety of forums, with demographic and geographic representation of participants that provide statistically relevant results. Community engagement activities included seven open houses, 11 stakeholder workshops, four surveys and numerous stakeholder interviews, focus groups, community meetings and pop-up events.

The following emerged as the community’s top priorities:

- Nature conservation and stewardship;
- Inclusion and access;
- Variety in programs and events;
- Engaging community spaces;
- Intercultural appreciation and connection; and
- Parks, recreation and culture destinations.

These priorities served to inform the decisions and recommendations reflected in the Plan.

### **Needs Analysis**

A comprehensive needs assessment was also undertaken using a variety of methods and data sources, with the purpose of identifying and forecasting gaps and opportunities within PRC facilities and services. The scope of this work supported the evidence-based approach of the Plan. Analysis methodologies included:

- Review of trends and best practices;
- Review of comparable communities;
- Review of existing facilities and infrastructure;
- Gap analysis & GIS mapping analysis;
- Demographic & population analysis; and
- Plan and policy review.

The needs assessment identified key opportunities and challenges that affect the overall delivery of PRC services. Coupled with the outcomes of the community consultation, they provide important context and rationale for the strategic objectives and recommendations within the Plan.

## **Themes & Priorities: Parks, Recreation & Culture**

Careful consideration was taken to ensure that the Plan aligns with the City's vision of a thriving, green, inclusive city. The Plan is organized into five key themes in support of this vision:

### *Key Themes*

- High quality parks and facilities for all
- Engaged and healthy community
- Vibrant and creative City
- Leader in environmental stewardship
- Effective management of resources

There are 23 strategic objectives within the Plan that respond to these key themes, each with a number of supporting recommendations. In total the Plan presents 184 recommendations developed to address issues, opportunities and priorities identified through the needs assessment and community consultation processes. Recommendations encompass capital projects, programs and services, policies and supplementary plans related to the Parks, Recreation & Culture Department.

## **Recommendations & Major Capital Projects**

Major projects outlined within the Plan include new community centres in Clayton and Grandview Heights, expansions to Fleetwood and Chuck Bailey Community Centres, new ice rinks in North Surrey and Cloverdale, an expansion to the Museum of Surrey, a new Interactive Arts Museum in City Centre, a performing arts facility in South Surrey and an Indigenous ceremony and gathering space.

The Plan also outlines the development or expansion of 45 parks across the City including 25 new neighbourhood level parks, new athletic parks in Grandview Heights and Fleetwood, a new riverfront park along the Nicomekl River and new urban parks in Newton, Guildford and Fleetwood Town Centres.

In addition to major capital projects, the Plan also outlines investments in new programs and services including new community and wellness programs, emerging sports and recreational programs, an expansion of the cultural grants program, new early childcare development spaces and services, increased park maintenance and a new park ranger program.

## **Measurement & Reporting**

Key measures have been identified to gauge the Plan's progress; these measures will be reported out on the City of Surrey's website within the 'City Dashboard' at [www.surrey.ca/dashboard](http://www.surrey.ca/dashboard). Two updates of this Plan will be undertaken: an initial review in late 2020 at the end of the 'short term (2018-2020)' time frame, and a second in late 2023 at the end of the 'medium term (2021-2023)' time frame. It is anticipated that adjustments may be made to strategic objectives and recommendations during the Plan updates, and that new priorities may emerge.

## **FUNDING**

Significant funds will be required to implement the initiatives recommended within the Plan, estimated at \$357 million (current dollar value) in total one-time capital and \$26 million in new annual operating funding over 10 years. This includes the costs for planning, development and operating of all facilities, infrastructure, parks, programs and services within the Plan. Of the \$357 million in capital, \$208 million is identified in the approved 5-Year Capital Financial Plan, \$51 million is self-funded from Neighbourhood Concept Plans (NCP) and amenity contributions, and \$98 million is unfunded. It is expected that continued growth and annual property tax rate increases, supplemented by an additional tax increase of 0.75% in 2020, will generate sufficient funding to implement the Plan from an operating perspective. It is important to note that \$98 million in external borrowing is likely required to finance the unfunded portion of the Plan. The external borrowing process may also require a counter-petition.

## **SUSTAINABILITY CONSIDERATIONS**

The Plan is a comprehensive strategy that supports all of the themes in the Sustainability Charter 2.0, and allows the City to significantly deliver on the following Desired Outcomes:

### **Inclusion**

- DO 3: Residents have opportunities to build social connections with people from different backgrounds
- DO 6: Residents with disabilities are supported and able to participate fully in community life.
- DO 7: Surrey's Urban Aboriginal community is thriving with high educational outcomes, meaningful employment and opportunities for cultural connections.
- DO 21: All residents have opportunities to be meaningfully engaged in civic issues and to contribute to community life.
- DO 25: Surrey has a strong social infrastructure that supports the needs of its diverse and growing population.

### **Built Environment and Neighbourhoods**

- DO 3: Trees, green spaces and natural areas are integrated into all neighbourhoods.
- DO 8: The built environment enhances quality of life, happiness and well-being.
- DO 9: All aspects of planning, design and construction include climate change impacts, greenhouse gas (GHG) mitigation, adaptation, and resiliency strategies.
- DO 15: All new buildings, public places and outdoor spaces are welcoming, safe and universally accessible

### **Economic Prosperity and Livelihoods**

- DO12: The City is a destination for visitors, which generates tourism revenue.

### **Ecosystems**

- DO1: Parks, natural areas, urban forests and habitat corridors are interconnected throughout Surrey and the region, creating healthy places for people and wildlife.
- DO 2: Surrey actively protects, enhances and restores its natural environments and habitats
- DO 12: Surrey protects ecosystem services and manages natural assets in order to build resilience and adapt and thrive in a changing climate

### **Education and Culture**

- DO 3: Meaningful and accessible early childhood learning opportunities are in place for children and families.
- DO 7: An enviable and vibrant arts and heritage sector contributes to Surrey's citizen engagement, enrichment, economy, community livability and civic pride.
- DO 8: Arts, heritage and entertainment spaces are incorporated throughout the city.
- DO 9: Surrey supports and celebrates its diverse artists, cultures and community heritage through inclusive festivals, programming and events.
- DO 10: Surrey celebrates, protects and promotes its natural and built heritage sites.
- DO 11: Public art is visible in diverse forms throughout the community and brings art into the daily lives of Surrey residents.
- DO 12: Surrey nurtures a unique participatory community-based arts scene.

### **Health and Wellness**

- DO 1: Surrey has a full range of high quality, community-based health and social services and programs that address health and wellness.
- DO 6: Residents participate in a wide range of recreation and leisure opportunities.
- DO 8: Residents feel a sense of belonging and connectedness, and have opportunities for social interaction in their neighbourhoods and community.
- DO 10: Surrey celebrates, protects and promotes its natural and built heritage sites.
- DO 11: Public art is visible in diverse forms throughout the community and brings art into the daily lives of Surrey residents.
- DO 12: Surrey nurtures a unique participatory community-based arts scene.

### **Infrastructure**

- DO 1: City facilities and infrastructure systems are well managed, adaptable and long lasting, and are effectively integrated into regional systems.
- DO 5: Public art and heritage are integrated into Surrey's infrastructure.

## **CONCLUSION**

The Plan presents a 10-year vision and strategy to support the continued development of Surrey into a vibrant, green and inclusive City. Recommendations were developed using an evidence-based decision-making approach, combining thorough community and stakeholder consultation with a research-based needs assessment process. The outcome is a Plan that reflects community and stakeholder input while prioritizing service and program delivery in a responsive and equitable manner.

Based on the above discussion it is recommended that Council approve the Parks, Recreation & Culture Strategic Plan 2018-2027, as attached in Appendix "I".

Laurie Cavan  
General Manager  
Parks, Recreation & Culture

Appendix "I" –Parks, Recreation & Culture Strategic Plan 2018-2027

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**PARKS, RECREATION & CULTURE  
STRATEGIC PLAN 2018 – 2027**





WE SERVE OUR COMMUNITY TO IMPROVE THE QUALITY OF LIFE  
FOR EVERYONE THROUGH EXCEPTIONAL DELIVERY OF  
**PARKS, RECREATION AND CULTURE**  
AMENITIES, PROGRAMS AND SERVICES.



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## MAYOR'S MESSAGE

The City must be forward-thinking to ensure that its infrastructure, economy and communities are built to best serve you and our growing population. With a commitment to sustainable living and a proactive approach to economic and social development, Surrey is destined for a prosperous future.

The Parks, Recreation & Culture 10-year Strategic Plan has been developed with the diligence and foresight needed to guide important funding, amenities and program decisions for you and our Surrey community. Parks, recreation and culture amenities are cornerstones of a flourishing, livable city, and essential for providing a high quality of life for our citizens as the City continues to grow over the next 10 years.

On behalf of Council, I would like to acknowledge and thank the more than 5,000 individuals and organizations who provided their input to inform the Plan's recommendations. Together we will realize our shared vision of a thriving, green and inclusive city.

Sincerely,

A handwritten signature in black ink that reads "Linda Hepner". The signature is written in a cursive, flowing style.

**Linda Hepner, Mayor**



Councillor  
Tom Gill



Councillor  
Bruce Hayne



Councillor  
Vera LeFranc



Councillor  
Mary Martin



Councillor  
Mike Starchuk



Councillor  
Barbara Steele



Councillor  
Judy Villeneuve



Councillor  
Dave Woods

# EXECUTIVE SUMMARY



As one of the fastest growing cities in Canada, Surrey is committed to planning responsibly with foresight to ensure that its infrastructure, economy, and communities are built to best serve its increasing population. The programs, facilities and services of the Parks, Recreation & Culture Department are key components of this planning; accordingly, this Parks, Recreation & Culture (PRC) 10-year Strategic Plan provides a blueprint for determining PRC facility and service decisions over the next decade. This Plan has two primary purposes: to set direction and to guide investment.

The PRC Strategic Plan was developed using an evidence-based decision-making approach, combining thorough community and stakeholder engagement with a research-based needs assessment process. The best available information was gathered through consultation, research, observation, and other sources, to support a systematic and rational approach to decision-making. Out of this approach, the following were identified as the community's top priorities: nature conservation and stewardship; inclusion and

access; variety in programs and events; engaging community spaces; intercultural appreciation and connection; and parks, recreation and culture destinations. These priorities served to inform the decisions reflected in this Plan.

Careful consideration was taken to ensure that this Plan aligns with the City of Surrey's two guiding policy documents that share a vision of a thriving, green, inclusive city: the Official Community Plan (OCP) and the Sustainability Charter. The Plan is organized into five overarching themes (goals) to form its key pillars in support of this vision:

- High quality parks and facilities for all
- Engaged and healthy community
- Vibrant and creative city
- Leader in environmental stewardship
- Effective management of resources



There are 23 strategic objectives within the Plan, each with a number of supporting initiatives and/or recommendations. These strategic objectives have been developed specifically to address issues and opportunities identified through the needs assessment and community engagement processes. This approach ensures that the Plan addresses the community's needs and priorities while connecting to the overarching vision of the City.

Significant funds will be required to implement the initiatives within the Plan, estimated at \$357 million (2018) in new one-time capital (inclusive of \$51 million in self-funded sources), and \$26 million in new annual operating over 10 years. This includes the costs for planning, development and operating of all facilities, infrastructure and parks. The City's 2018 5-year Financial Plan accounts for approximately 60% of the Plan's capital requirements, leaving \$98 million to be funded in the final 5 years of the Plan.

Major capital projects outlined within the Plan include new community centres in Clayton and Grandview, expansions to Fleetwood and Chuck Bailey Community Centres, new ice rinks in Whalley and Cloverdale, the Museum of Surrey expansion, an Interactive Arts Museum in City Centre, a performing arts facility in South Surrey and the construction or expansion of 45 new and existing parks.

This Plan is intended to be a working document to be reviewed annually alongside the development of each year's PRC Service Delivery Plan. Key measures have been identified to gauge the Plan's progress; these measures will be reported out on the City of Surrey's website within the 'City Dashboard'. Two updates of this Plan will be undertaken: an initial review in late 2020, and a second in late 2023. It is anticipated that adjustments may be made to the Plan during these updates, and that new priorities may emerge.







# 01 INTRODUCTION

Surrey is a city abundant with parks, recreational facilities, and a vibrant arts, cultural and heritage community. The Parks, Recreation & Culture (PRC) Department plans and operates many of these amenities.

Parks, recreation and culture amenities and services are essential elements to a complete community. Research has shown that access to green spaces, social spaces, active spaces and cultural spaces, support overall emotional health and well-being of citizens.<sup>1</sup> Additionally, parks, recreation and culture programs and services foster community connectedness, inclusion, and resilience. Embodied within these amenities and services is a vision, supported by the Official Community Plan and Sustainability Charter, to become a healthy, green, inclusive community, where individuals, culture, and the environment thrive.



# 1.1 PURPOSE OF THE PLAN

The Parks, Recreation & Culture Strategic Plan provides a blueprint for determining PRC facility and service decisions over the next 10 years. It guides future decision making while allowing the City to be responsive to changing needs and demographics. Specifically, this Plan has two purposes:

## SET DIRECTION

Identify needs and opportunities related to facility and service delivery, and set direction for the next decade by reflecting community values and defining the service delivery role of the Department.



## GUIDE INVESTMENT

Determine and prioritize funding and resourcing for new facilities and services.

# 1.2 POLICY FRAMEWORK

Surrey’s two guiding policy documents are its Official Community Plan (OCP) and Sustainability Charter. In recent years Surrey has also adopted a number of supplementary plans and strategies. This Plan is aligned with these guiding documents to provide clear direction on a shared vision of a thriving, green, inclusive city.

<b>OVERARCHING PLANS</b>	Sustainability Charter	Official Community Plan
<b>STRATEGIC PLANS</b>	PRC Strategic Plan	Biodiversity Conservation Strategy
	Transportation Strategic Plan	Public Safety Strategy
	Climate Adaptation Strategy	
<b>SUPPLEMENTAL PLANS</b>	Surrey Cultural Plan	Surrey Sport Tourism Strategy
	Children and Youth Friendly Strategy	Natural Area Management Plan
	Age-Friendly Strategy for Seniors	Smart Surrey Strategy
	Social Plan for Wellbeing	Public Art Plan
	Greenways Master Plan	Sport Tourism Strategy
	Blueways Master Plan	Shade Tree Management Plan
	Walking Plan	Community and Recreation Services Strategy (2017-2020)
	Dog Off-leash Area Strategy	
	Playground Master Plan	Environmental Design Guidelines







# 02 | CONTEXT



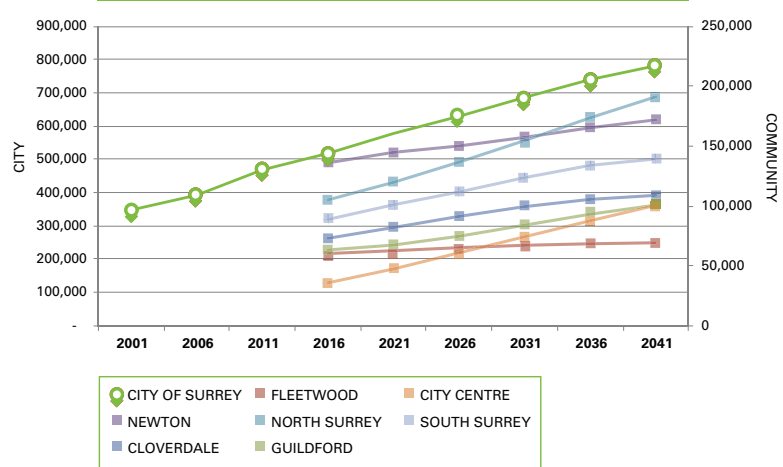
# 2.1 SURREY TODAY

Surrey is one of the fastest growing cities in Canada, and the fastest growing in Metro Vancouver. With a population nearing 520,000 in 2017, the city welcomes approximately 800 new residents each month. Its population is projected to increase by an additional 250,000 people in the next 30 years. By 2041, one in five Metro Vancouver residents will call Surrey home.

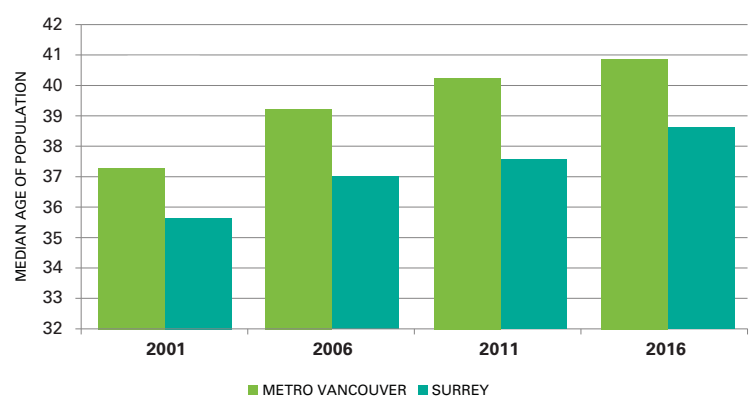
At over 316 square kilometers in size, Surrey is the largest city in the region, and is a place where contemporary urban development meets an abundance of green spaces, parks and farmland. Home to six distinct communities, Surrey comprises state-of-the-art recreational, community, arts and heritage facilities featuring an array of diverse programming and public services. It offers active, affordable and accessible lifestyles for its residents serviced with modern amenities. As an inclusive and welcoming community, the city embraces all people and cultures.

The City of Surrey continues investing in capital infrastructure to keep pace with the needs of its growing population. With a commitment to sustainable living and a proactive approach to economic and social development, the City is destined for a prosperous future as it develops into Metro Vancouver’s second metropolitan centre. In order to accomplish this goal, the City must be forward-thinking to ensure that its infrastructure, economy, and communities are built to best serve a growing and increasingly diverse population.

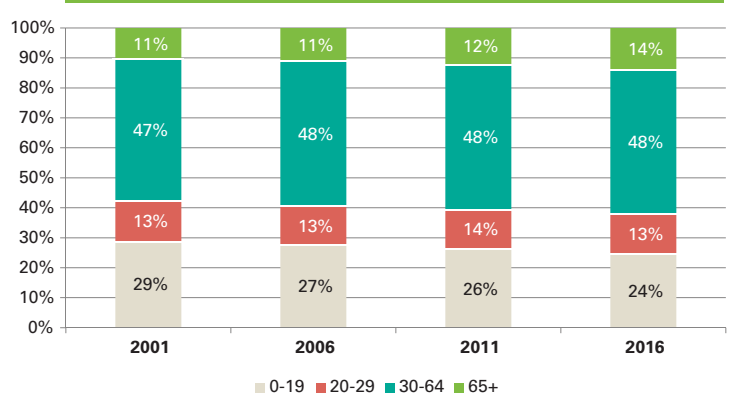
**POPULATION GROWTH IN SURREY**



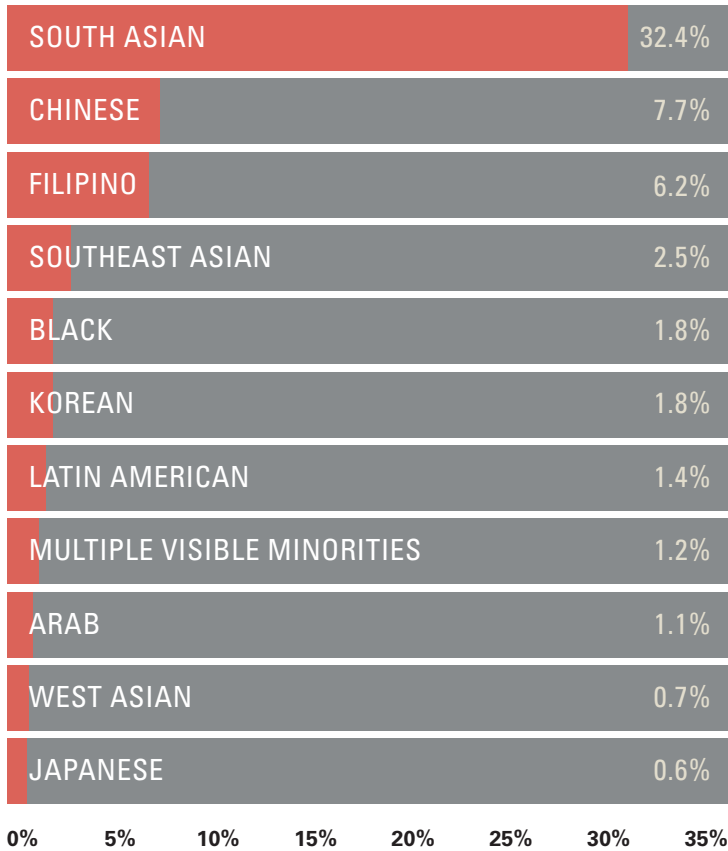
**MEDIAN AGE OF POPULATION METRO VANCOUVER AND SURREY**



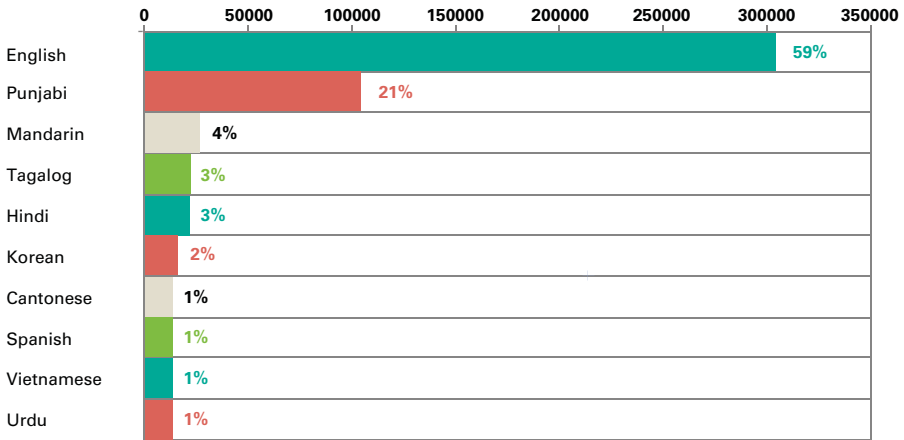
**SHARE OF POPULATION BY AGE**



## PERCENTAGE OF POPULATION AS VISIBLE MINORITIES



## LANGUAGE MOTHER TONGUE - 2016 (TOP 10)



Percent of Surrey residents that do not speak English



Growth of visible minority community (2011 - 2016)

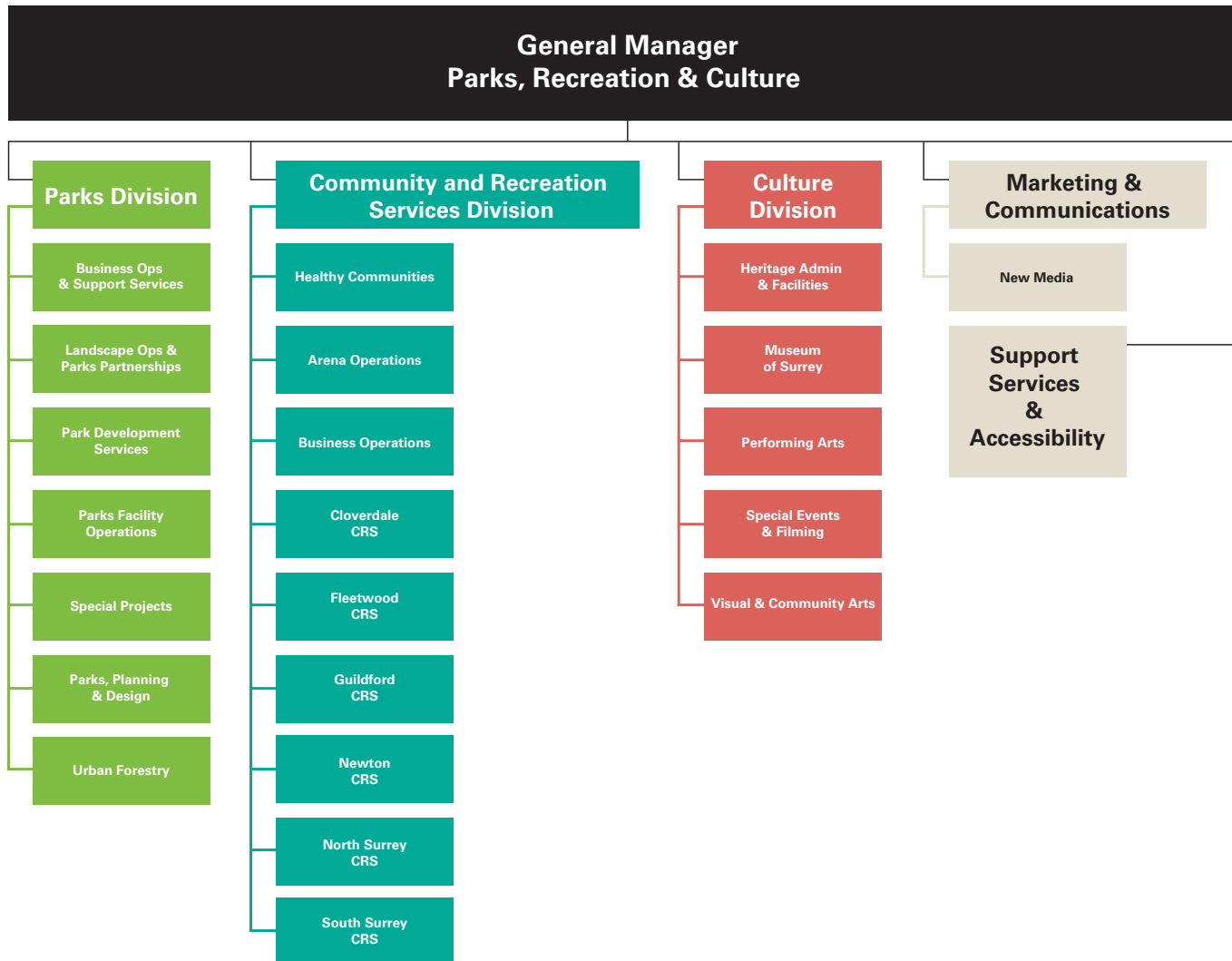


Percent of Surrey residents of aboriginal ancestry



# 2.2 DEPARTMENT OVERVIEW

The programs, facilities and services of the Parks, Recreation & Culture Department support people working together to improve recreation opportunities, protect the natural environment, and enhance the quality of life for residents of Surrey. The department is organized into three core service divisions, each responsible for a variety of services and facilities:



**PARKS DIVISION**

The Parks Division plans, develops and maintains the City's extensive park system. The Division plays a key role in the stewardship of the natural environment and the engagement of our residents, through the delivery of a variety of outdoor programs, services and events, including active recreation and play amenities.

**CULTURE DIVISION**

The Culture Division is responsible for the operation of a variety of arts, heritage and cultural facilities as well as the delivery of programs, services and special events to support a vibrant and engaged community. The Division also plays a key role in supporting the development of Surrey's cultural groups and creative industries.

**COMMUNITY AND RECREATION SERVICES DIVISION**

The Community & Recreation Services Division is responsible for the operation of a variety of community and recreation facilities, as well as the delivery of programs and services to support lifelong health, well-being and engagement.



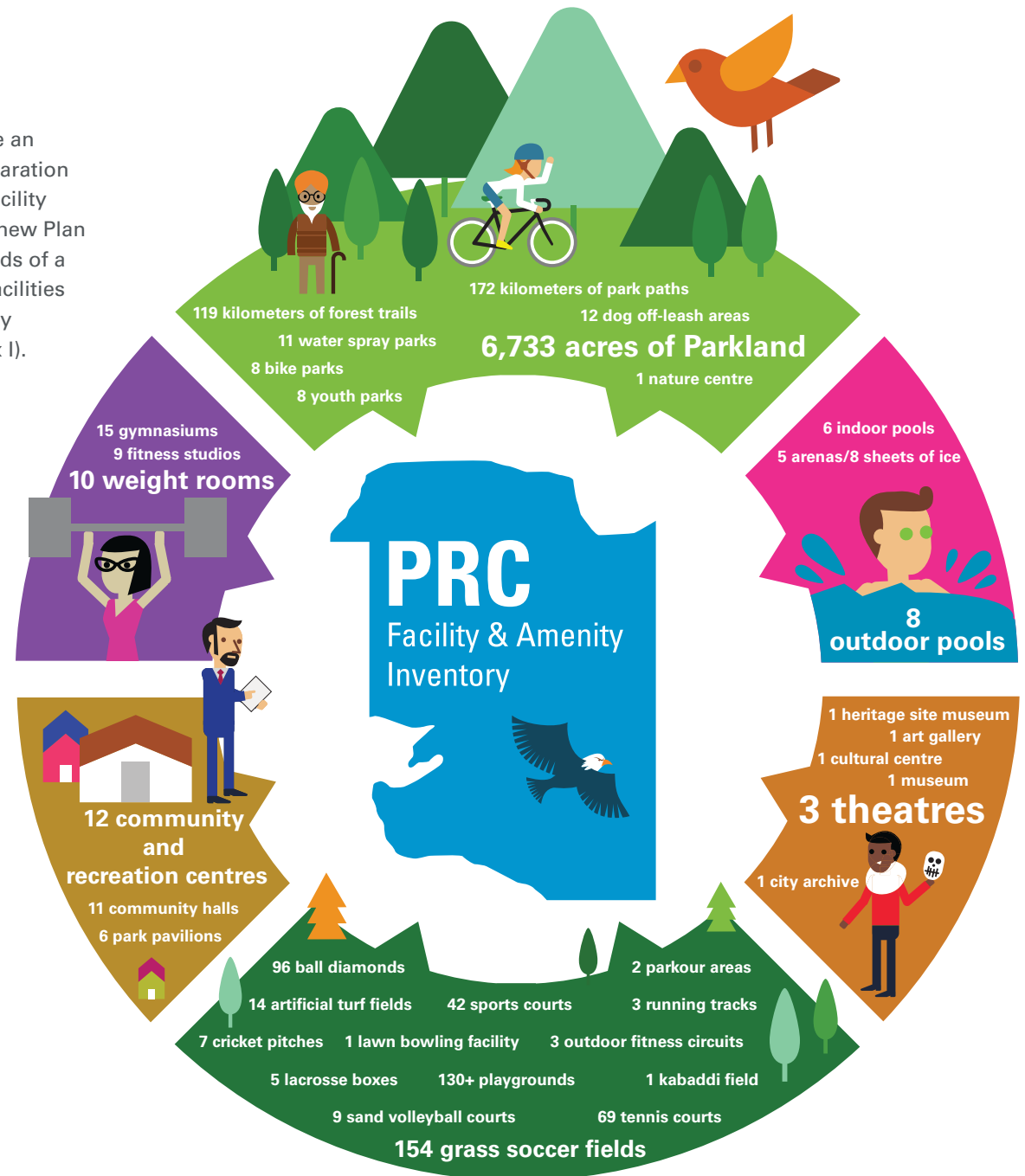
## 2.2.1 Current Facilities & Services

The facilities, amenities and programs offered by PRC are an integral part of the daily lives of Surrey residents. In preparation for the development of this Plan a comprehensive PRC facility and amenity inventory was developed (Appendix I). This new Plan builds on these assets to meet the current and future needs of a diverse and growing city. The highlights of current PRC facilities and amenities are included here. See the 2016 PRC Facility Inventory for a more comprehensive overview (Appendix I).

## 2.2.2 Strategic Partnerships

A number of services and programs offered to residents are currently delivered through strategic partnerships with community organizations and service providers. These relationships offer opportunities to leverage resources and expertise that may not otherwise be available. Partnerships are used to deliver a variety of key services, including:

- Recreation & Wellness (e.g. YMCA, Surrey Tennis Centre, Sports Clubs and Associations)
- Community & Social (e.g. Options Community Services Society, DIVERSEcity, United Way)
- Culture (e.g. Arts Council of Surrey, Semiahmoo Arts Council, Surrey Historical Society)
- Environmental Stewardship (e.g. Surrey's Natural Area Partnership, Environmental Extravaganza)
- Institutional (e.g. Surrey School District, SFU, Metro Vancouver)



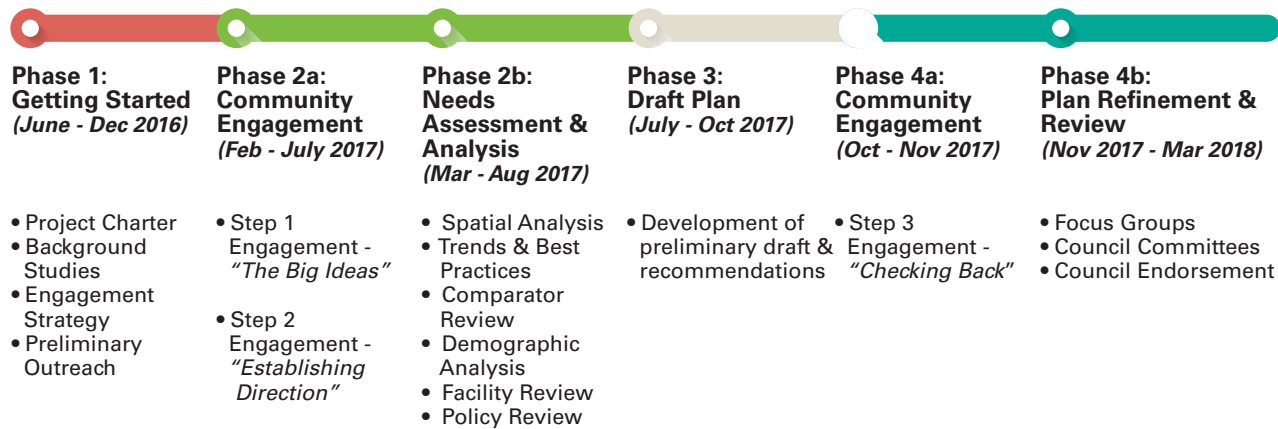


# 03

# PLANNING PROCESS

This Plan was developed using an evidence-based decision-making approach, combining thorough community and stakeholder consultation with a research-based Needs Assessment. The best available information was gathered through consultation, research, observation, and other sources, to support a systematic and rational approach to decision-making.

The planning process was led by a staff working group with support from a senior management steering committee. Background research, including a PRC Facility Inventory (Appendix I) and a Community Profile, were supported by independent consultant analyses, including a Community Engagement Report (Appendix II), Needs Assessment Report (Appendix III), and Heritage Services Review (Appendix IV). The outcome is a plan that reflects community and stakeholder input while prioritizing service and program delivery in a responsive and equitable manner.



## 3.1 COMMUNITY & STAKEHOLDER ENGAGEMENT

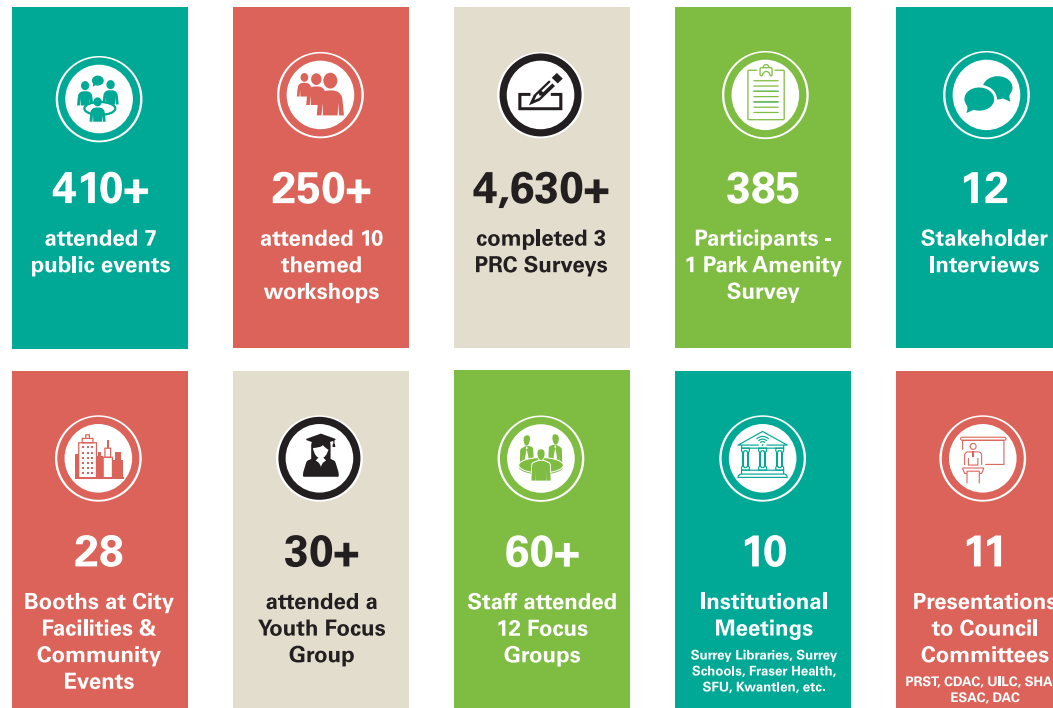
A comprehensive community engagement process was used to identify and prioritize the service demands and requests of Surrey residents and stakeholders. This process was guided by a Engagement and Communications Strategy that was developed in collaboration with key stakeholders to clearly define the scope, objectives and methods of engagement. Efforts were taken to ensure a broad range of residents across geographic areas and demographic groups were consulted, by way of ideas fairs, online surveys, thematic workshops, pop up events, focus groups and community meetings. In total, feedback from over 5,000 individuals and more than 250 community groups was considered in creating this Plan. Highlights of this process are included below and within the content chapters, with a comprehensive overview available in Appendix II (Community Engagement Report).





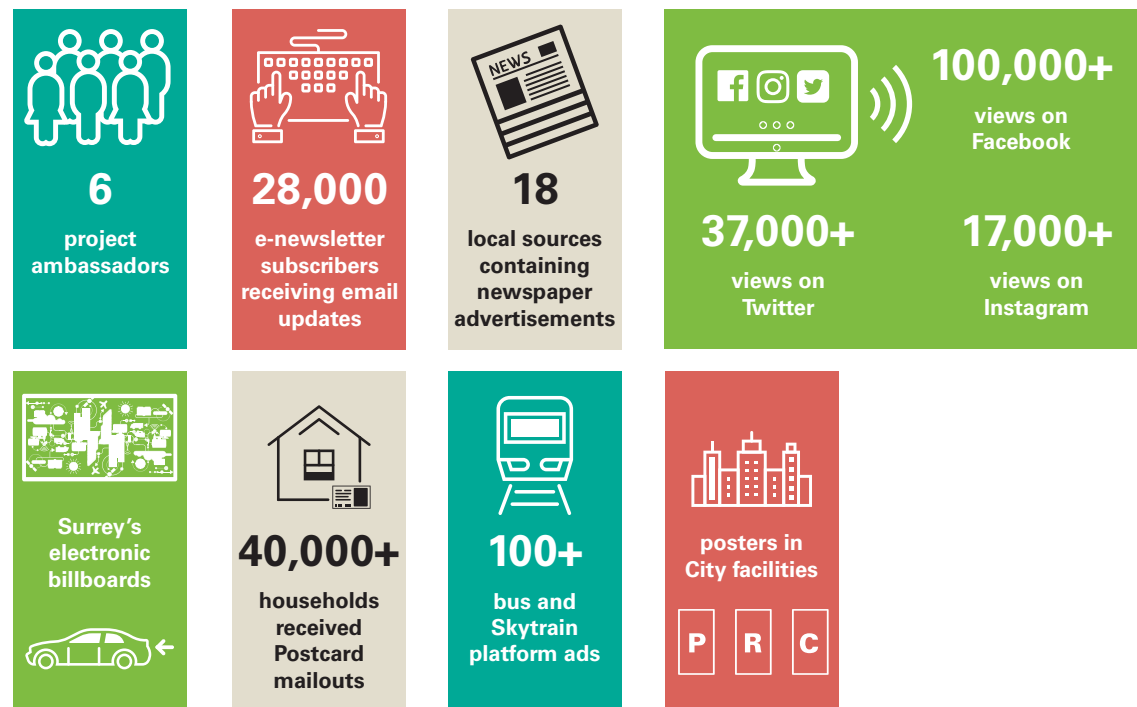
### 3.1.1 Overview

A variety of events and activities were offered over the phased ten month consultation process, starting in February 2017 with ideas fairs and workshops and surveys, and concluding in November 2017 with an open house and Committee presentations.



### Promotion & Outreach

A wide range of people were engaged through a variety of print, online and in-person communications. Specific effort was made to reach out to youth, seniors, First Nations and non-English speakers as well as key stakeholders and groups in arts, heritage, sports, parks, environmental stewardship, and community services. Formal events and activities were supplemented by an ambassador program, with six multi-lingual project ambassadors to generate outreach and host 'pop up engagements' across the City.

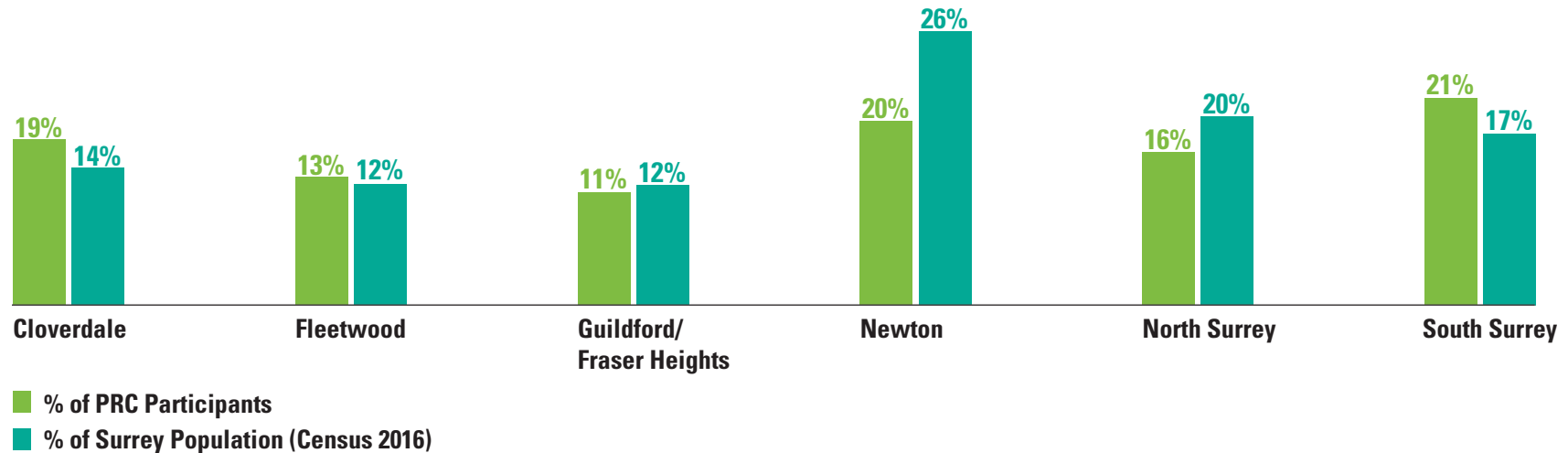




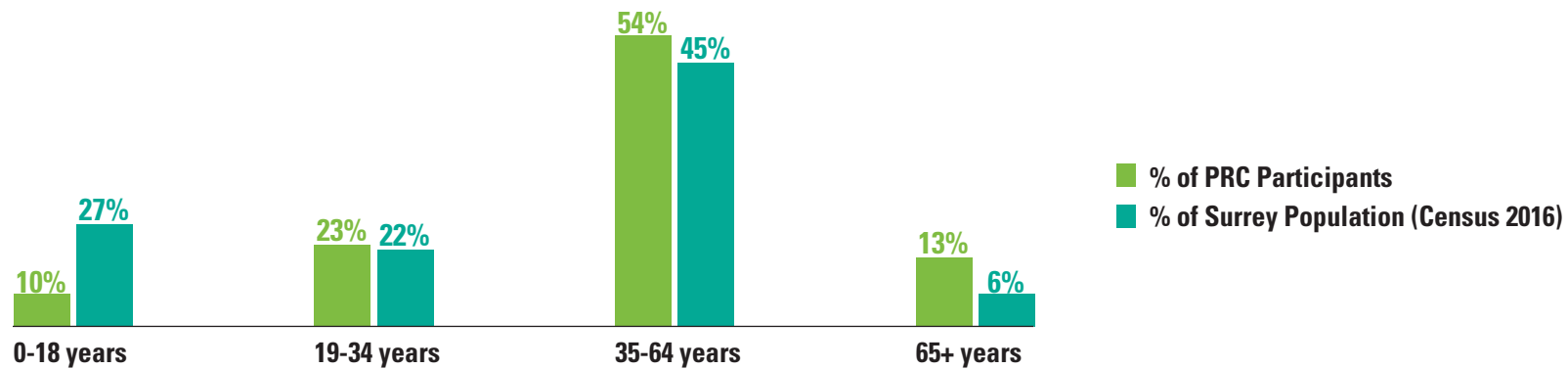
### 3.1.2 Who Participated

Over 5,000 people contributed to the development of this Plan through attending workshops, open houses, community meetings or by completing a survey. Overall, these participation rates provide meaningful insight into community sentiment.

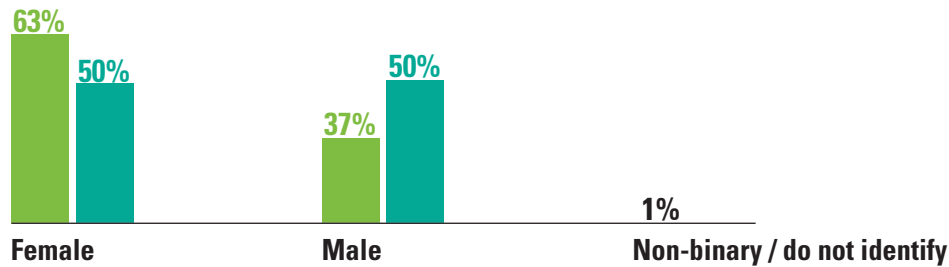
**By location:** The majority of participants (92%) were Surrey residents, of which 80% have lived in the city for more than five years. Of those from Surrey, participants came from all over the city, with representation fairly proportional to Surrey's geography. Of the non-resident participants, many indicated they regularly visited Surrey for work, school or leisure and often visit PRC facilities and events.



**By age:** A range of people of all different ages participated. The participation of seniors was relatively proportional to Surrey's population; however, youth (0-18 years) participation was less representative.

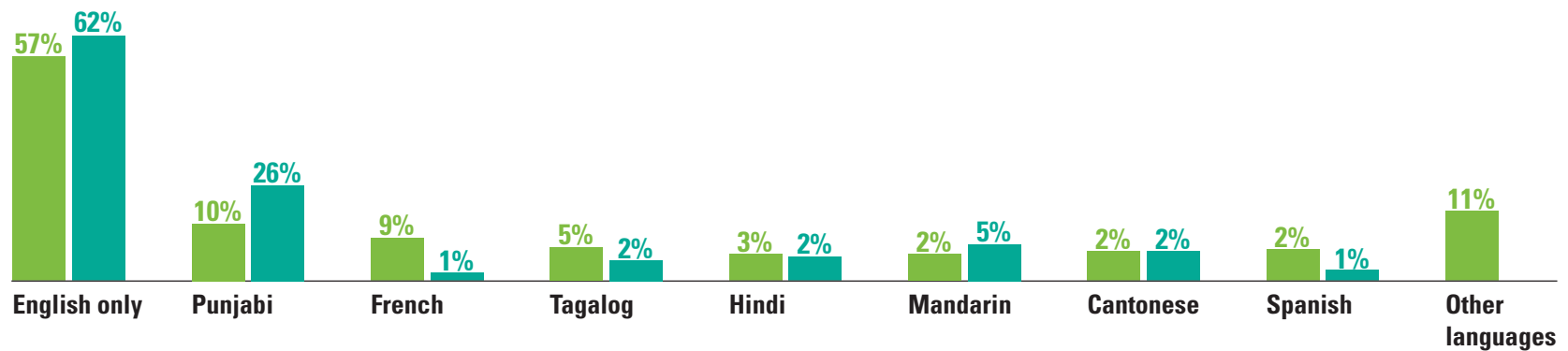


**By gender:** The proportion of females who participated was considerably higher than the proportion of males and therefore, not as representative of the overall population. There were also a number of people who did not report their gender or did not identify as male or female.



■ % of PRC Participants  
 ■ % of Surrey Population (Census 2016)

**By language:** Approximately 43% of participants spoke at least one language other than English. The most common other languages participants spoke were Punjabi, French, Tagalog and Hindi.



■ % of PRC Participants  
 ■ % of Surrey Population (Census 2016)

### 3.1.3 What We Heard





In Step 1 of engagement, the focus was on big ideas and priorities for the future. In Step 2, input was gathered and organized into a set of draft objectives, which residents and stakeholders commented on and prioritized. During this time early initiatives and recommendations were developed and incorporated into a draft Plan. In Step 3 the draft plan was presented for additional review, to confirm if content reflected input received through earlier consultation.

A comprehensive overview of the consultation process and outcomes is provided within the Community Engagement Summary (Appendix II). The following section provides a summary of feedback received, including a high-level overview of key themes and priorities.

**Nature conservation and stewardship:** People want more ways to connect and interact with nature. It is therefore vital to preserve, maintain and increase our parks and natural areas as we continue to grow.

**Inclusion and access:** There was clear request for our facilities, parks, programs and events to be inclusive and accessible for everyone.

This includes those with physical and developmental disabilities, as well as financial costs, hours of service and transportation considerations.

**Variety of programs and events:** People want a range of all-ages programs and events as well as age-specific activities for children, youth, young adults and seniors.

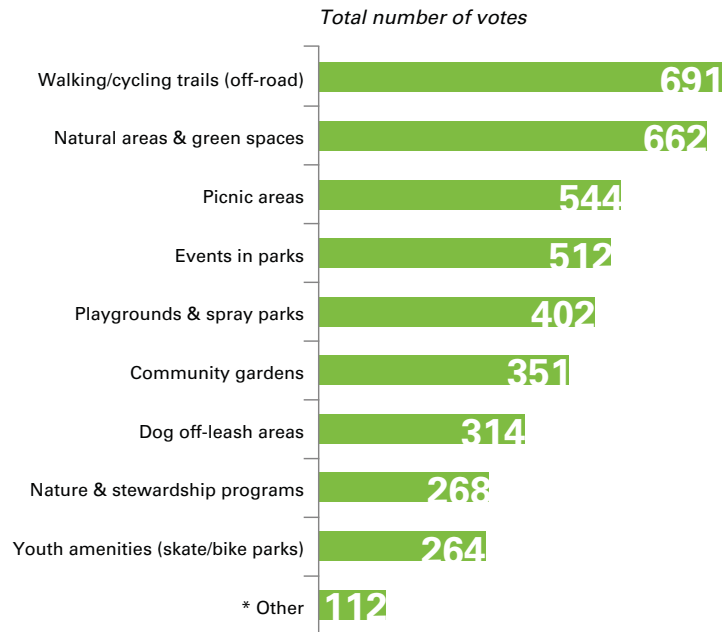
**Engaging community spaces:** The need was communicated for more affordable and flexible community spaces to bring people together and support local organizations and people of all ages.

**Intercultural appreciation and connection:** Residents want more opportunities to learn about and celebrate the many diverse cultures of our unique community and heritage.

**Parks, recreation and culture destinations:** Surrey residents are proud of their city. They share a desire to make Surrey a destination location for parks, facilities and amenities, and for the city to stay at the forefront of new and emerging trends and innovation.



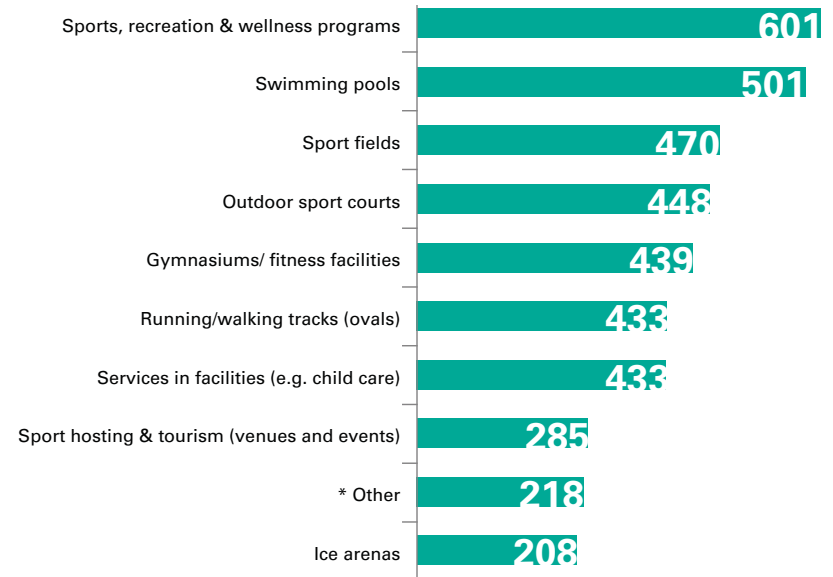
## PARKS PRIORITIES



**“We need to protect our green spaces... let’s keep Surrey as the ‘City of Parks’”**

– Workshop Participant

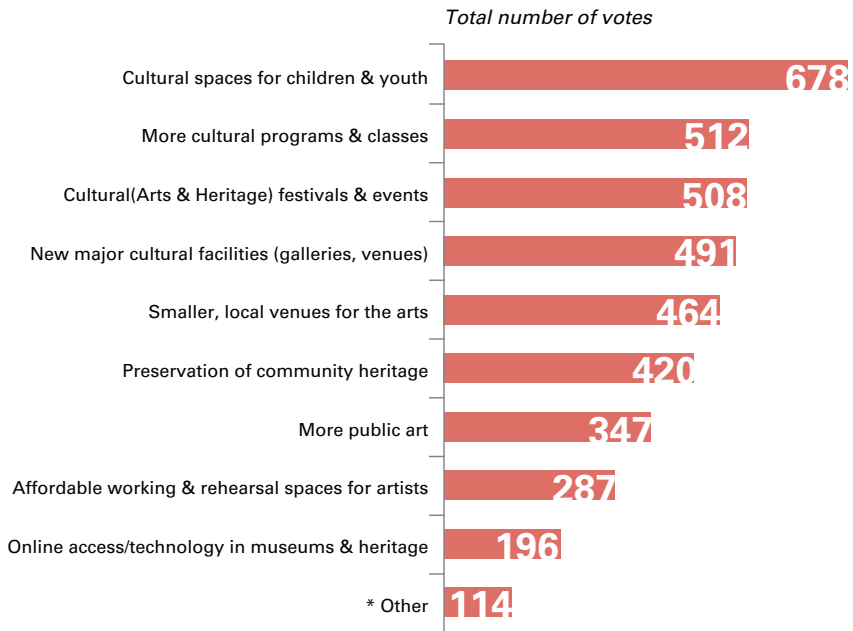
## RECREATION PRIORITIES



**“Let’s think big but start small and realistic”**

– Workshop Participant

## CULTURE PRIORITIES



**“We want Surrey to be a City where artists can live, work and thrive. We need more of everything...everywhere”**

– Workshop Participant

**“We need to make it easy...heritage should be fun and accessible, and more integrated in our communities.”**

– Workshop Participant

## PARKS

### POPULAR TRENDS

Nature Play: integrating play spaces with nature and natural materials

Rails to Trails: converting old, unused railway corridors to public pathways

Green Infrastructure: supporting nature through the design of infrastructure (e.g. rain gardens)



Self-paced Fitness: free, outdoor fitness circuits in parks

Emerging Sports: sports such as pickleball, disc golf and parkour

Therapeutic Services: therapeutic pools and programs aimed at rehabilitation

## CULTURE

Cultural Tourism: combining recreation and heritage, such as interpretive trails and tours

Interactive Arts: performances and celebrations that invite people to participate

Maker Labs: drop-in spaces where people can learn and create anything



## RECREATION



### 3.1.4 Ongoing Consultation

Success in delivering the strategic objectives of this Plan relies on the continued involvement of the public and stakeholders as partners. Surrey's residents expect delivery of the facilities and amenities earmarked in this Plan, and also a Plan that is adaptable and responsive to evolving community needs. A sustained dialogue with stakeholders, through regular monitoring and updating of the Plan, will assist the City in meeting current and future stakeholder needs and expectations. Refer to chapter 9 for more information on implementation, monitoring and updating the Plan.



PRC Workshop

## 3.2 NEEDS ASSESSMENT

A comprehensive needs assessment was undertaken using a variety of methods and data sources, with the purpose of identifying and forecasting gaps and opportunities within PRC facilities and services. The scope of this work supports the evidence-based approach of the Plan. A complete overview of research methodologies and findings is provided within the Needs Assessment and Heritage Services Reports (Appendix III & IV). A summary of methodologies and key Department-wide challenges and opportunities are noted below.

### 3.2.1 Analysis & Methodologies

**Trends & best practices:** Trends in parks, recreation and culture are always evolving, based on new activities, changing cultural interests and advancing technology. Relevant trends and practices were collected and reviewed to help Surrey remain progressive and competitive in facility and service delivery.

**Comparable communities:** Research on comparable communities provides context that helps to identify where our services are excelling, and where improvement is needed. Six communities were selected for comparison with Surrey based on population size, growth rate, geography, metropolitan layout and reputation for innovation. The six cities include Calgary, Laval, Minneapolis, Mississauga, Portland and Vancouver.

**Facility & infrastructure review:** An inventory of existing facilities and amenities was established to provide context and support a broader facility review (see Appendix I). This review benchmarked the condition, functionality and lifespan of existing infrastructure to help determine what resources need to be set aside for renewal and replacement.

**Spatial analysis:** Geographic Information Systems (GIS) mapping helped identify the locations of facilities and services in relation to where people live and their demographics. This enabled the identification and forecasting of gaps in service delivery in relation to current and future population and demographics, as well as the density of service delivery in relation to facilities.

**Demographic & population analysis:** The projection of future growth and resulting populations and demographics helps to understand where new amenities and services will be needed. Population projections and analysis, based on community profile and Census, were used to forecast important changes, such as age, income and family size for the term of the plan.

**Plan & policy review:** There are many departmental plans and policies that help to guide the planning, management and operation of parks, recreation and culture facilities and services. Some of these are new and others are in need of updating. A thorough internal review identified opportunities to create new plans and policies, as well as which plans require update and renewal.

### 3.2.2 Departmental Challenges

This section highlights key issues and challenges that affect the overall delivery of PRC services. They provide important context and rationale for the strategic objectives and initiatives that are presented within the Plan. Additional key issues and opportunities are explored within the Divisional chapters of the Plan.

**Geographic size:** Surrey is the third largest city by land area in BC. For context, Vancouver, while slightly larger than Surrey in population, is approximately one-third Surrey's geographic size. This presents unique challenges in providing adequate facilities and services, particularly for residents in older lower density neighbourhoods and in areas with limited transit service.

**Rapid population growth:** Surrey is a rapidly growing city, adding an average of 10,000 new residents annually, with a population forecasted to exceed 625,000 residents by the end of this Plan.<sup>2</sup> The scale of this growth highlights the increasing demand on civic infrastructure and programs while emphasizing the need for new facilities, parks and services. Population density will present an increasing challenge to the parkland provision ratios. The geography of new growth also provides an indication where future facilities and services will be needed.

**An aging population:** Surrey's population is aging, with a median age of 38.7 in 2016, up from 37.5 in 2011. The total number of residents over 65 years is also growing quickly, over 14% of total population in 2016<sup>3</sup>. Meeting the needs of older residents requires a diversity of programs and facilities, including opportunities to play and participate in sports, therapeutic services, cultural activities and social events.

**Demographic change:** Half of Surrey residents have a mother tongue language other than English, and 33% of households speak a language other than English at home<sup>4</sup>. As the City continues to welcome new residents, it will need to ensure its facilities and services remain inclusive and accessible to all, while recognizing and celebrating the unique needs and interests of community and cultural groups.

**Income disparity:** Despite an expanding middle class and increasing overall wealth, the disparity between low and high income earners is growing. In 2015, 14.8% of Surrey residents were low income (Statistics Canada Low Income Measure, after tax), up from 13.6% in 2005. Conversely, in 2015, 19.5% of people earned a high income (\$60,000 and over), up from 9.0% in 2005<sup>5</sup>. Although median income is also growing, increasing income disparity remains a concern, and a challenge for the equitable and inclusive provision of services.

**Public health:** People are increasingly aware of the physical and mental health benefits of activity, nutrition and social participation. Conversely, barriers to service, such as access, language and cost, contribute to increased stress and lower overall public health. This is particularly significant in Guildford, Whalley and Newton, where these barriers are most notable. The provision of welcoming and inclusive recreational and community services is an important role of the City which can increase community wellbeing and improve overall public health.

**Aging infrastructure:** Surrey has a number of aging facilities which may require major renovation or replacement in the coming years. Capital costs and maintenance considerations for existing infrastructure is considerable and will impact the City's ability to support new facilities and services. Understanding and planning for the life cycle of infrastructure is key to ensuring resilience and sustainability.

**Climate change:** Climate change is having significant impacts on our community, including increased occurrences of flooding and drought, greater temperature extremes, and sea level rise. To address these challenges Surrey's infrastructure and services will need to be increasingly resilient and adaptable, and designed to minimize emissions and energy use. Planning for climate change is an immediate and ongoing challenge that requires action.

**Social isolation:** Approximately one-in-four residents across Metro Vancouver find themselves alone more often than they would like.<sup>6</sup> What's more, participation in almost every community related activity has dropped since 2012.<sup>7</sup> Fostering social connections and providing relevant and accessible community programming will remain a challenge over the next decade.



**Changes in volunteerism:** Volunteerism in Surrey has changed over the years with general declines in participation. The nature of volunteering is also changing, as young people increasingly see it as a means for career preparation while seniors view it as service to their community. These changes will continue to impact volunteer driven organizations and participation in City programs.

**Cost of land:** With Surrey's growth projected to continue, and demand for land remaining strong, the cost of land for future facilities and parks will remain a challenge. Advanced planning and regular analysis will be required to ensure available funding is reflective of land prices and acquisition objectives.

### 3.2.3 Departmental Opportunities

This section highlights the high level opportunities that have been considered in the development of this Plan. These opportunities provide important context and rationale for the strategic objectives and initiatives that are presented within the Plan. Additional key issues and opportunities are explored within the Divisional chapters of the Plan.

**Operational successes:** The PRC Department has been successful in delivering high quality and efficient facilities and services, in some cases leading the region with best practices in service delivery. The Department will continue to lead the way by building on key operational successes, such as sport hosting and special events, digital and interactive arts and natural area preservation (i.e. Fergus Watershed Biodiversity Preserve).

**Cultural diversity:** Surrey is a community that values and embraces diversity. As new residents from around the world settle in Surrey they add to the cultural resources available within the City. This presents an opportunity for the City to foster and embrace cultural diversity and build unique programs and services. Surrey has seen success through cultural programming that celebrates the City's diversity, particularly through its festivals.

**Indigenous collaboration:** Surrey recognizes the traditional territories of the Coast Salish Peoples. Surrey also acknowledges the many Indigenous nations who are represented within the urban Indigenous population, which makes up 2.7 percent of Surrey's population. It is Surrey's responsibility to build and strengthen relationships at all levels of the community to improve the economic, social and health well-being for all Indigenous people.

**Urban development:** The land development process provides an opportunity to realize community benefits, such as key natural area preservation, park amenity contributions and public art. Over the next decade urban development will continue to present opportunities for community benefits, particularly in areas of new growth and urban centres.

**Light Rail Transit (LRT):** Surrey LRT presents a unique city building opportunity. Future LRT lines in Surrey will play an important role in how residents move around the city and access parks, recreation and culture facilities. LRT will also present an opportunity to focus the development of new facilities and services to enable access to more residents.

**Partnerships:** As Surrey grows and develops, the demand for new facilities and services will continue to increase, along with constraints on resources. New partnership opportunities will need to be explored to address community needs and deliver services in a sustainable and cost effective way. Cultivating partnerships will increasingly allow for opportunities to broaden services, leverage expertise and expand reach into the community.

**The creative economy:** Surrey has an abundance of creative and cultural resources, and an emerging creative industry. Fostering growth in sectors such as film production, architecture, design, digital media and the arts will catalyze the development of jobs, investment, entrepreneurship and innovation within the city.

**Technology:** Changes in technology and data usage will impact the future of service delivery, facility operation and administration. From new apps and web portals to the development of adaptable and innovative facilities, technology will increasingly be a critical component in making PRC services more accessible and engaging.





# 04

# VISION FOR THE FUTURE

Surrey is a healthy, green, inclusive community, where individuals, culture and the environment thrive.



# 4.1 CORE VALUES



The City of Surrey's five core values guide the way we serve our residents, engage with our community and work with each other.

# 4.2 GUIDING PRINCIPLES

In addition to the City's five core values, the foundation of PRC service delivery is based on five guiding principles.

- 1 DIVERSITY
- 2 INCLUSION
- 3 CREATIVITY
- 4 RESPONSIVE
- 5 RESILIENCY





## 4.3 MISSION

We serve our community to improve the quality of life for everyone through exceptional delivery of parks, recreation and culture amenities, programs and services.



## 4.4 THEMES

Five overarching themes (goals) form the key pillars of the Plan and support the vision of a healthy, green, inclusive community.





- High quality parks and facilities for all
- Engaged and healthy community
- Vibrant and creative city
- Leader in environmental stewardship
- Effective management of resources

## 4.5 STRATEGIC OBJECTIVES

There are 23 strategic objectives within the Plan, each with a number of initiatives or plan recommendations. Objectives are thematically organized within the main content chapters of the Plan (Parks, Community & Recreation, Culture and Department-Wide).

These strategic objectives have been developed to specifically address issues and opportunities identified through the needs assessment and community engagement processes, for the purpose of advancing the Plan's five themes. This approach ensures that through implementation the Plan addresses the community's needs while connecting to the overarching vision of the Department and City.

**Implementation Timeframes:** Each initiative is categorized into one of the following implementation timeframes, referenced to January, 2018:

-  short (1-3 years)
-  medium (4-6 years)
-  long (7-10 years)
-  all (throughout plan)

## 4.6 MEASURING SUCCESS

It is important to monitor how the Plan contributes to the wellbeing of Surrey residents, and the realization of a shared vision for the City. Key performance measures have been selected to gauge success in implementing the Plan, and to guide future updates of the Plan. These measures, detailed in Section 9.1 (Monitoring the Plan), are organized under the Plan's five overarching themes.



# 05

# PARKS

“Nature surrounds us, from parks and backyards to streets and alleyways. Next time you go out for a walk, tread gently and remember that we are both inhabitants and stewards of nature in our neighborhoods.” – David Suzuki

Surrey’s parks are foundational to the realization of our City’s vision; to become a thriving, green, inclusive City. They are the places where we socialize, play and relax daily. These places are also set aside for the conservation of biodiversity and enhancement of the natural environment.

Central to the role of the Parks Division is the creation of beautiful, engaging and vibrant public spaces, and the activation of these spaces with amenities, programs and services for residents. These amenities and services contributes to the wellbeing, health and safety of our residents, and are vital to the image we project to attract new residents and businesses.

The Parks Division is responsible for the planning, development, operation and maintenance of approximately 2,700 hectares of parkland, a civic marina and three cemeteries. It oversees the stewardship of the natural environment, trails and paths, street trees, nature programs, the use of outdoor athletic facilities and community gardens.



# 5.1 TRENDS & BEST PRACTICES

Trends in parks and park services are rooted in the protection, design and use of public landscapes. Understanding current trends and best practices, including new and emerging outdoor activities and sports, establishes context for future planning and the allocation of resources. Relevant trends and practices were collected and reviewed to help Surrey remain progressive and competitive in parkland development and service delivery. A comprehensive overview of trends and best practices is outlined in Appendix III (Needs Assessment Report), with highlights summarized below:

**Quality of Life:** Neighbourhoods are enhanced by their parks that serve to create social connections and neighbourhood identity. The mental and physical health benefits for people using parks are well documented and provide a great return on investment for communities. In Surrey, the social use of parks is increasingly prevalent with notable increased demand for passive amenities such as park shelters, picnic areas and pavilions.



**Tom McCall Waterfront Park, Portland**  
Tom McCall Waterfront Park provides important social spaces and opportunities for un-programmed use and relaxation, including sunbathing, jogging, fountain play, picnicking and fireworks viewing. It is also home to a variety of festival, markets and events that bring together and celebrate community.

**Green Infrastructure:** More parks are being protected and designed to address climate change related issues and provide ecosystem services, including those related to sea level rise, river flooding, storm water runoff, and waste water treatment. Combining investment in open space within civic infrastructure can create both efficient and attractive solutions.



**Tasinge Plad, Copenhagen**  
To address issues with frequent flooding this park was redeveloped to collect and store rainwater with ponds, bio swales and other landscape infrastructure. The park also serves as an educational resource to educate visitors on the impacts of climate change.

**Innovation in Play:** Rich and immersive play opportunities, particularly nature based, are central to the healthy physical and social development of children. The use of natural materials such as wood, rock and water, as well as the inclusion of artistic elements, create a layer of visual interest and abstraction that challenges young minds.



**Terra Nova Park, Richmond**  
Terra Nova adventure play incorporates sustainable design practices with landforms and wood structures in a natural setting, rather than conventional metal and plastic products. The resulting nature play area provides opportunity for positive risky play and connection with nature.

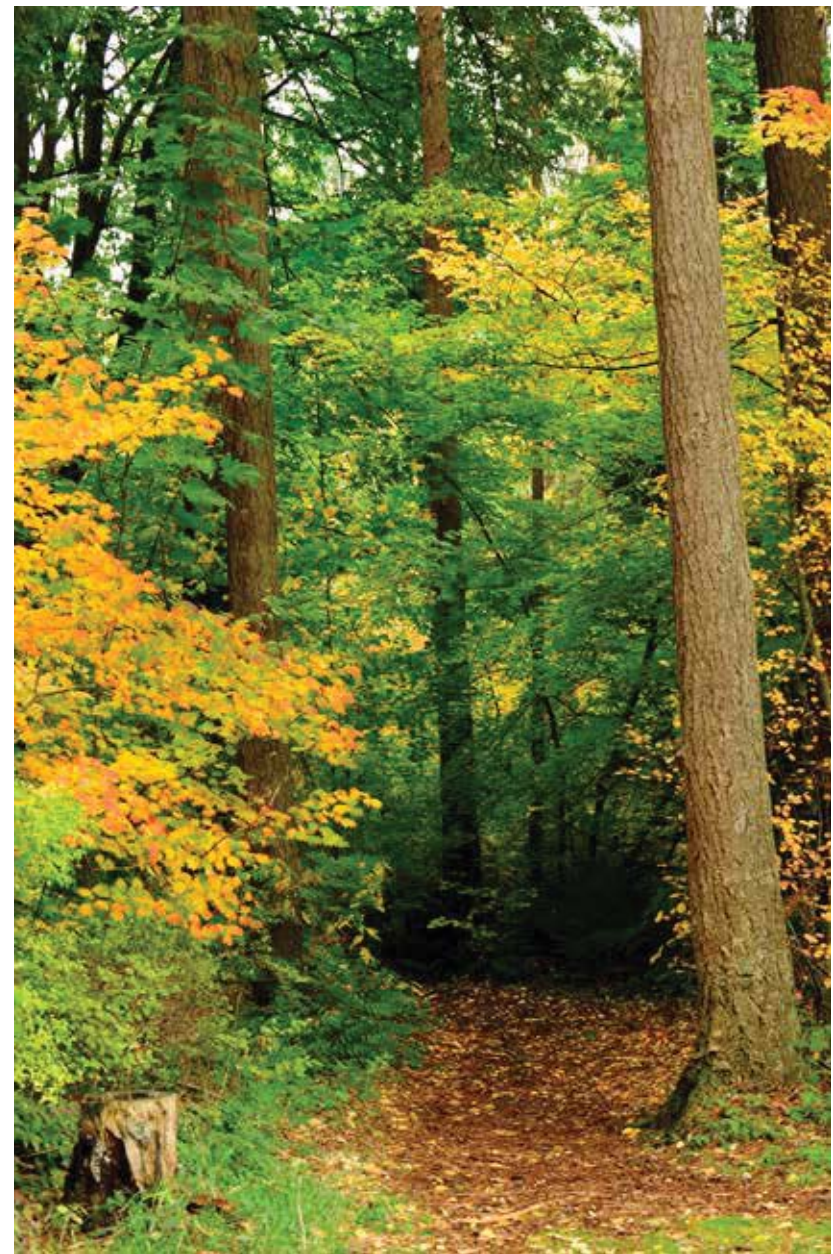
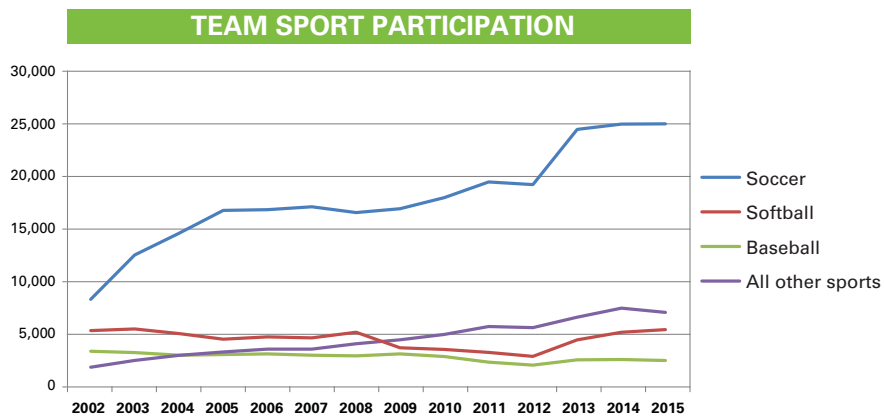
**Emerging Outdoor Activities:** Increasingly people are engaging in a wider range of outdoor sports and activities, both as sole pursuits and team based. Successful municipalities are addressing the evolving interests of residents and are investing in new and emerging sports facilities and programs, such as pickle ball, parkour, disc golf, sport climbing and trail running.



**Riverside Park Pickleball, Kamloops**

Riverside Park in Kamloops is home to a dedicated outdoor pickleball facility with multiple courts suitable for hosting league and small tournament play. The courts are available for public use, with dedicated times for local clubs.

**Team Sport Participation:** Long term changes in participation levels are important indicators for facility planning and operations. For example, from 2005 to 2015 participation in baseball and softball declined by 14% and 7% respectively, while participation in soccer increased by 43%. Monitoring of participation trends in sports provides rationale for resourcing facilities and amenities.



Crescent Park

## 5.2 KEY ISSUES & OPPORTUNITIES

The enormous scale of Surrey's park system, with over 290 active parks and more than 1,500 hectares of natural areas, presents an overarching issue for the delivery of outdoor amenities and services. Ensuring the necessary resources to acquire, maintain, and program such an extent and variety of parkland will be a growing challenge for the next decade. This key issue, as well as those drawn from the development of this plan, provides the context and rationale to support the strategic objectives and initiatives of this chapter. Key issues are highlighted below with a comprehensive overview detailed in Appendix III (Needs Assessment Report):

**Climate Change Mitigation:** Parks will play an increasing role in the mitigation of the impacts of climate change by providing green infrastructure to help convey storm water, recharge groundwater systems, reduce urban heat island effects and abate rising sea levels. Recognizing and incorporating the green infrastructure provided by parkland into policy and practice is a key issue for Parks to lead.

**Biodiversity and Habitat Connectivity:** Surrey has a significant and wide array of natural areas and biologically diverse ecosystems, ranging from large forested areas to rare raised bogs and estuary habitats. Surrey is also home to a variety of wildlife species. Protection of important ecosystems and habitats is a key priority for the City, and the foundation of Surrey's Biodiversity Conservation Strategy (BCS) and Sustainability Charter. Surrey's environmental assets and strategic approach to conservation has positioned it to become a leader in stewardship and conservation.

**Park Maintenance:** Surrey's park system is large and diverse, ranging from local neighbourhood parks to large urban forests. This diversity in parkland brings with it challenges in providing well maintained amenities and spaces. Increasing urbanization and demographic shifts continue to reshape residents' demands and service level expectations. Meeting current service demands while updating and expanding a comprehensive park system is a key issue over the next ten years.

**Amenities for All:** Park amenities and passive open spaces provide important social and health benefits to all residents. They foster social engagement, provide opportunities for play, contribute to physiological and mental wellness and support active transportation. In a growing urban environment it is increasingly challenging to provide a balance of adequate and accessible park amenities within walking distance of all residents.



## 5.3 PARKLAND CLASSIFICATION SYSTEM

Parkland within Surrey is organized within a classification system relative to size, function and program. Parks within the system range from large city parks and urban forests to local walkable neighbourhood open spaces. Each classification plays a key role within an integrated network, supporting the healthy and active lifestyle of Surrey residents while protecting habitat and providing green infrastructure services.

The parkland classification system has been updated to address changing needs and demographics, with the continued commitment of providing 4.2 hectares of parkland per 1,000 residents, and a goal of parkland within walking distance (500m) of all residents. The system also acknowledges the importance of Surrey's biodiversity as a key foundation of a sustainable community.

### City Parks

City parks embody the identity and image of the City and are recognizable by residents as places for city-wide celebration and activity, or of unique natural significance. Destination festivals and cultural events occur in these parks while also providing opportunities for day-to-day use. City parks are also home to large natural areas, including urban forests. Bear Creek Park, Holland Park and Green Timbers Urban Forest are examples of this classification.

- **Provision ratio:** 1.2ha/1000 residents, on a city-wide basis

### Community Parks

Community parks provide a variety of amenities that attract residents from outside their immediate neighbourhood. These parks are home to community festivals and celebrations as well as a variety of community level amenities including water parks, display gardens and bike parks, as well as large natural areas. They also feature a variety of sports and athletic facilities including major athletic parks. Fleetwood Park, Crescent Park and Newton Athletic Park are examples of this classification.

- **Provision ratio:** 1.0ha/1000 residents, on a community-wide basis

### Neighbourhood Parks

Neighbourhood parks are typically smaller, local parks that serve the open space needs of local residents and include amenities such as passive grass, playgrounds and natural areas. Many are located adjacent to elementary schools. These parks fill in the gaps between city and community parks to provide a network of parkland within walking distance of all residents. The minimum size for a neighbourhood park is 1.0 ha (2.5 acres). Panorama Park, Walnut Park and Blumsen Park are examples of typical neighbourhood parks. This class also includes mini-parks/plazas that are intended for high density urban areas.

### Mini-Parks/Plazas

Mini-parks are intended for town centres and other urban areas where provision ratios and/or minimum neighborhood park sizes are unrealistic due to population density or geographic constraints. They are used to provide contemporary open spaces and to realize the goal of providing parkland within walking distance of all residents. Mini-parks should not be smaller than 2,850 sq. meters (0.7 acres) and not larger than 1.0 hectares (2.5 acres). West Village Park is an example of this classification.

- **Provision ratio:**

- For New Growth Areas (NCP's/LAP's)

- All new and amended neighbourhood and local plan areas (new growth areas) should provide 1.2 ha/1000 residents of neighbourhood park, regardless of current provisions within the broader community.

- For Urban Infill Areas /Town Centres

- Urban areas should provide neighbourhood parkland within a 10 minute walkshed (500m) of all residents.



Bose Forest Park

### Habitat Corridors

Habitat Corridors, including those identified within the Biodiversity Conservation Strategy, are intended to protect the intrinsic value of natural areas with a focus on ensuring habitat connectivity between larger ecosystems. These parks are predominantly sensitive ecosystems, such as creeks and riparian areas, and as such park amenities are limited to forest pathways and viewing areas. The size and location of Habitat Corridors are dependent on the significance of the natural area and ecosystems they protect. North Creek Park and Serpentine Headwaters Park are examples of this classification.

- **Provision ratio:** No specific ratio, although combined with Biodiversity Preserves this classification of parkland contributes to (but is not limited by) the overall goal of 4.2 ha/1000 residents.

### Biodiversity Preserves

Biodiversity Preserves are used to protect the City's largest and most ecologically sensitive ecosystems, and to protect large areas for wildlife habitat. These parks often include notable natural features such as wetlands, creeks and old field meadows. Public access is limited to forest trails, boardwalks and viewing platforms, and only in less sensitive areas or by means outlined within a site specific management plan. In all cases, public access is used as an opportunity to educate residents about Surrey's natural ecosystems. And, in all cases dogs are prohibited. The size and location of Biodiversity Preserves are dependent on the location of the sensitive ecosystems they serve to protect. Godwin Farm Biodiversity Preserve and Fergus Watershed Biodiversity Preserve are examples of this classification.




- **Provision ratio:** No specific ratio, although combined with Habitat Corridors this classification of parkland contributes to (but is not limited by) the overall goal of 4.2 ha/1000 residents.

## 5.4 PARKS OBJECTIVES & INITIATIVES

Parks recommendations are organized under six strategic objectives intended to advance the themes of the Plan by addressing key issues and identified needs.

### Objective P1: Provide parkland to match the pace of growth

As a rapidly urbanizing City, Surrey must plan to acquire and develop new parkland to address its growth and ensure equitable access to parkland and park amenities for residents. Careful planning and adequate funds are essential to delivering and operating a sustainable level of parkland over the next decade and beyond.

P1.1 	<p><b>Ensure the provision of outdoor amenity space in multi-family developments</b></p> <p>Coordinate with the Planning Department to ensure the delivery of outdoor amenity space in multi-family development is consistent with the Zoning By-Law and OCP to provide meaningful and functional open space for residents.</p>
P1.2 	<p><b>Advocate the provision of publicly accessible outdoor space through private development</b></p> <p>Coordinate with the Planning Department to support publicly-accessible outdoor spaces in private developments in town centres (e.g. corner plazas) to supplement parkland.</p>
P1.3 	<p><b>Review and adjust parkland DCC rates (contributions from developers)</b></p> <p>Annually review and adjust parkland DCC rates to ensure funding reflects land prices and parkland acquisition needs.</p>

 short (1-3 years)  medium (4-6 years)  long (7-10 years)  all (throughout plan)

### P1.4

#### Develop new parks to accommodate growth

Surrey will continue to grow rapidly over the next decade, highlighting the importance of a well-planned and comprehensive park system. This plan envisions the development of at least 29 new parks, and the major renovation or expansion of 17 existing parks to accommodate the growing and changing needs of residents. New parks are key to developing an attractive, engaging and vibrant place to live.

#### SHORTTERM (1-3 YEARS)

##### Cloverdale

West Clayton, Park H  
 Cloverdale Athletic Park Expansion

##### Fleetwood

Walnut Park Expansion  
 Francis Park, Redevelopment

##### Guildford & Fraser Heights

North Surrey Community Park

##### Newton

Edmund Drive Park  
 Newton Urban Park  
 Newton Athletic Park Expansion

##### South Surrey

Mountain View Park  
 Orchard Grove Park  
 Nicomekl Riverfront Park  
 The Glades Park Expansion  
 Sunnyside Heights Park B (Saddle Club Park)

##### Whalley

West Village Park  
 Quibble Creek Park  
 Hawthorne Park Expansion  
 North Slope Park



<p>P1.4 a u</p>	<p><b>MEDIUM TERM (4-6 YEARS)</b></p> <p><b>Cloverdale</b> East Clayton (TOA) Park Aloha Estates Park West Clayton Park B West Clayton Park C West Clayton Park E McLellan Creek Park</p> <p><b>Fleetwood</b> Fleetwood Athletic Park</p> <p><b>Guildford &amp; Fraser Heights</b> Abby Ridge Park (Lyncean Dr)</p> <p><b>Newton</b> Colebrook Park (Phase 2) Woodward Hill Park McLeod Park Expansion South Newton Neighbourhood Park</p> <p><b>South Surrey</b> Sunnyside Heights Park C Grandview Heights Athletic Park</p> <p><b>Whalley</b> Rowberry Park (City Centre)</p>
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<p>P1.4 a l</p>	<p><b>LONG TERM TERM (7-10 YEARS)</b></p> <p><b>Cloverdale</b> West Clayton Park D Clayton Park (redevelopment)</p> <p><b>Fleetwood</b> Fleetwood Town Centre Park Godwin Biodiversity Preserve Expansion</p> <p><b>Newton</b> Unwin Park Expansion</p> <p><b>South Surrey</b> Nicomekl Riverfront Park (Phase 2) Campbell Heights Linear Park NCP 3 (Darts) Neighbourhood Park Fergus Biodiversity Preserve</p> <p><b>Whalley</b> Forsyth Park (Phase 2) Bolivar Ravine Park Holland Park Expansion Nature Centre Grounds Expansion</p>
<p>P1.5 S</p>	<p><b>Review existing park classifications</b> Review existing parks to ensure they align with the current classification system of parkland, including city, community and neighbourhood level parks, as well as Biodiversity Preserves and Habitat Corridors.</p>
<p>P1.6 S</p>	<p><b>Develop an amenity contribution program to fund non-NCP parkland development</b> Develop a clear and consistent process to obtain amenity contributions for new park amenities for development activity outside of approved secondary land use plan areas.</p>

### Objective P2: Acquire and preserve natural areas

The City is committed to supporting healthy, protected and well-maintained ecosystems and biodiversity. Parks, natural areas, urban forests and habitat corridors are interconnected throughout Surrey and the region, creating healthy places for people and wildlife. These lands, including those identified within the Biodiversity Conservation Strategy (BCS), need to be funded, acquired and then carefully managed.

## P2.1

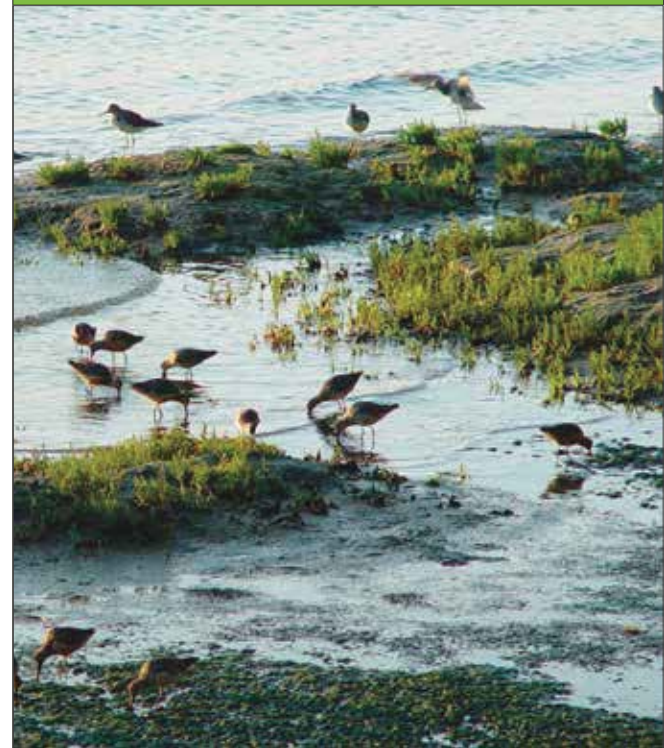
### a


#### Plan, designate and manage key sensitive ecosystems as Biodiversity Preserves

Biodiversity Preserves are a new designation of parkland intended to protect and manage our most sensitive ecosystems hubs. The Fergus Watershed and Godwin Farm Biodiversity Preserves are the first two parks with this designation.

Potential sites for new Biodiversity Preserve designation include:

- Charles Richardson Nature Reserve
- British Manor & Enver Creek (south) Parks, at the confluence of Bear Creek, Enver Creek & Price Creek
- Bothwell & Fern Parks



<p>P2.2 <b>a</b></p>	<p><b>Encourage the conveyance of riparian areas and other sensitive environmental areas</b> Coordinate with the Planning Department to require sensitive ecosystems be conveyed to the City for preservation and management through the subdivision and development process in compliance with the Sensitive Ecosystems Development Permit process.</p>
<p>P2.3 <b>S</b></p>	<p><b>Implement the Biodiversity Conservation Strategy</b> The Biodiversity Conservation Strategy (BCS) recognizes Surrey's biodiversity as a key foundation of a healthy, livable and sustainable City. It identifies the minimum critical environmentally sensitive lands for preservation, protection and enhancement. The implementation of the BCS is centered on a strategy for the acquisition of these lands to ensure long term, high quality protection and management. The parks Division will work with other departments to develop and implement the BCS land acquisition program.</p> 
<p>P2.4 <b>m</b></p>	<p><b>Investigate the formation of a non-profit land trust and partner with land conservancy groups</b> As a way to secure and preserve sensitive lands and ecosystems.</p>
<p>P2.5 <b>m</b></p>	<p><b>Develop an ecological gift or life estate dedications program</b> To supplement Canada's Ecological Gifts Program and provide further incentives for residents with ecologically sensitive land to protect nature and leave a legacy for future generations.</p>



Crescent Park



### Objective P3: Foster environmental stewardship and nature connectedness

Fostering connections to the natural environment is beneficial to determining overall community health, well-being and resilience. Parks and green spaces improve air quality, reduce the urban heat island effect, provide access to nature, inspire active transportation and encourage a healthy lifestyle. Indirect benefits include better self-esteem, more energy, reduced stress, and living independently with age, as well as increased creativity in young people.

P3.1 <b>a</b>	<b>Create more opportunities for visual and physical access to nature</b> Establish new trail systems and viewpoints that connect people with natural areas.
P3.2 <b>a</b>	<b>Integrate environmentally sustainable design features into parks</b> Incorporate more sustainable and environmental design features into the development of new parkland (e.g. bioswales, raingardens etc.).
P3.3 <b>a</b>	<b>Strategically grow Surrey's urban tree canopy</b> Work in cooperation with other departments to develop an Urban Forest Management Plan while continuing to implement the Shade Tree Management Plan and Natural Area Management Plan.
P3.4 <b>S</b>	<b>Update the Blueways Master Plan</b> To promote canoeing, kayaking and other recreational opportunities on Surrey's waterways.
P3.5 <b>S</b>	<b>Update and deliver the Surrey Nature Centre Concept Plan</b> To expand our delivery of environmental education and programming.

### P3.6 **S**

#### Increase opportunities to experience the City's main waterways

Surrey is home to a number of beautiful rivers, creeks and lakes, as well as a significant amount of Pacific oceanfront. These are important ecosystems that need to be carefully protected. They are also defining features of our City that offer a unique set of recreational and educational opportunities. Through careful planning, including an update to the Blueways Master Plan, we will provide meaningful opportunities to enjoy our waterways, beginning with new riverfront parkland and trail systems along the south bank of the Nicomekl River.



### P3.7 **m**

#### Develop an Urban Forest Stewardship & Engagement Plan

Create a strategy to encourage the stewardship and exploration of Surrey's urban forests.

### P3.8 **m l**

#### Increase nature stewardship opportunities and programs

Work with community partners to increase natural stewardship education, outreach and programs, with a focus on programming and services for children and youth.

### P3.9 **l**

#### Develop a new nature pavilion in South Surrey

Develop a satellite nature pavilion in South Surrey to support the expansion of Surrey Nature Centre programming and services.

**Objective P4: Provide amenities that are well-maintained and resilient**

Responsible asset management, including inventorying, operations and replacement, is a priority for the City of Surrey. Investing in the maintenance of our parks and infrastructure ensures beautiful, clean, and safe public spaces for our residents, while extending the life and resiliency of our assets.

**P4.1**

**a**

**Increase park maintenance funding to:**

- a) Increase public satisfaction in key service areas;
- b) Increase the life-cycle of park assets, and,
- c) Improve public safety

The condition and aesthetics of Surrey parks contribute to the wellbeing, health and safety of our residents. Service levels are also central to the image we project to attract new residents and businesses. Over the last decade, budget challenges along with rapid growth have resulted in reduced park maintenance, to levels below minimum standards. By increasing park maintenance funding, we aim to increase the life-cycle of park assets and improve the attractiveness and safety of our neighbourhoods.









P4.2 <b>a</b>	<p><b>Tie operating costs of new parks to capital development</b></p> <p>To ensure the full maintenance and operating costs of new parks are considered in their development.</p>
P4.3 <b>S</b>	<p><b>Establish a system to monitor the timely delivery of service requests</b></p> <p>In order to understand real-time service levels and public satisfaction levels.</p>
P4.4 <b>S</b>	<p><b>Link existing park maintenance budgets to population growth</b></p> <p>Establish a program to link maintenance budgets to population growth to reflect the increased intensity of use and the need for increased maintenance.</p>
P4.5 <b>S</b>	<p><b>Update the Park Construction Standards</b></p> <p>With a focus on sustainability, resiliency and aesthetics of park amenities and infrastructure.</p>
P4.6 <b>S</b>	<p><b>Establish Joint Use Agreements (JUAs) with Surrey Schools</b></p> <p>To better develop, program and maintain our shared sports, play facilities and parking lots.</p>
P4.7 <b>S</b>	<p><b>Expand the scope of park volunteer programming</b></p> <p>To enable volunteers to undertake a greater variety of maintenance work (i.e. mowing, painting, planting) and increase volunteerism through partnerships (e.g. Lend-a-hand Program).</p>

<p>P4.8 </p>	<p><b>Study the feasibility of a recycling program</b> Focusing on reducing waste generation in Community and City level parks.</p>
<p>P4.9 </p>	<p><b>Update the Tree Risk Management Program</b> To update maintenance and operational practices and key environmental consideration (e.g. tree risks and species decline associated with climate change).</p>
<p>P4.10 </p>	<p><b>Develop a Park Ranger Program</b> Parks Ranger programs are used to balance enforcement and education for issues related to public safety and environmental protection. Surrey's environmental community has been advocating for Park Rangers to assist in biodiversity protection by enforcing dog off leash penalties and educating park users about ecologically sensitive areas. Park Rangers can also play a key role in public safety by providing a uniformed presence at busy parks and community festivals.</p> 

### Objective P5: Create welcoming, relaxing, playful spaces

Park spaces and amenities are utilized and enjoyed by citizens in a variety of ways, supporting an engaged, healthy and connected community. As Surrey grows and becomes more diverse, the design of parks and park amenities will need to evolve to reflect the changing needs of its citizens.

<p>P5.1 </p>	<p><b>Incorporate more amenities for walking in parks</b> Develop new pathways and amenities (walking loops, benches, viewing platforms etc.) to encourage walking in parks.</p>
<p>P5.2 </p>	<p><b>Develop more nature playgrounds and natural play features in parks</b> Create more opportunities to advance the physical and mental health benefits of children's play and exploration in nature.</p>
<p>P5.3 </p>	<p><b>Develop more outdoor park pavilions and shelters</b> To support social gathering, interaction and other community uses.</p>
<p>P5.4 </p>	<p><b>Increase opportunities to enjoy food in parks</b> For example: picnic and BBQs areas, food truck locations and community concessions.</p>
<p>P5.5 </p>	<p><b>Increase opportunities to learn about and experience agriculture</b> For example: a working farm park and more community gardens.</p>
<p>P5.6 </p>	<p><b>Provide more amenities and spaces in parks for quiet relaxation and reflection</b> Spaces or amenities that support relaxation (e.g. meditation, council circles, benches with views, story-walks).</p>



<p>P5.7 <b>a</b></p>	<p><b>Expand community building programs in parks</b> For example: park games, movies in the park, park build events and flower bulb plantings.</p>
<p>P5.8 <b>S</b></p>	<p><b>Provide washroom facilities in all community and city level parks</b> Develop new washroom facilities in community and city level parks where currently deficient.</p>
<p>P5.9 <b>S</b></p>	<p><b>Grow horticultural garden parks</b> Expand horticultural gardens at The Glades Park and create a new horticultural garden in Clayton Park.</p>
<p>P5.10 <b>m</b></p>	<p><b>Update the dog off-leash strategy</b> To balance the needs of dog owners with other park users, and to advance new off-leash areas and amenities across the City.</p>
<p>P5.11 <b>m</b></p>	<p><b>Update the Greenways Master Plan</b> Coordinate with the Engineering Department to update the Greenways Master Plan to reflect new cycle-track standards and to recognize new opportunities such as City controlled dikes for recreation.</p>
<p>P5.12 <b>m</b></p>	<p><b>Update the Playground Master Plan</b> To identify gaps in the provision of playgrounds as well as a strategy to replace aging play infrastructure.</p>
<p>P5.13 <b>m</b></p>	<p><b>Develop a parks wayfinding strategy</b> Create a common system of directional and amenity wayfinding for Community and City level parks.</p>
<p>P5.14 <b>I</b></p>	<p><b>Renovate the West Cape Cod Building at the Surrey Nature Centre</b> Renew the building's interior to accommodate future programming and public use.</p>



### Objective P6: Increase accessibility and participation in outdoor sports

Access to outdoor sporting infrastructure and amenities is critical to keeping a community active, healthy and connected. With continued growth expected over the next decade, Surrey will need to invest in its outdoor sporting infrastructure and amenities to keep pace and provide programs for existing sports and emerging trends.

<p>P6.1 <b>a</b></p>	<p><b>Develop more partnerships with sports associations</b> To better utilize existing facilities and amenities, and to explore opportunities to better fund and manage sports fields.</p>
<p>P6.2 <b>s</b></p>	<p><b>Develop new athletic fields at the new Sunnyside Saddle Club Park and within Clayton Park</b> Create new sports fields to support community athletics and team sports in Grandview and Clayton Heights.</p>
<p>P6.3 <b>m</b></p>	<p><b>Develop two new community athletic parks</b> Surrey has a national reputation for excellent outdoor athletic facilities and is home to outstanding community sports and athletic groups. Ongoing investment in Newton, South Surrey and Cloverdale Athletic Parks has elevated these parks to prime sport tournament destinations. Over the next decade Surrey will develop two new athletic parks in Grandview Heights and Fleetwood to meet growth and continue to lead the country in outdoor sports facilities.</p> 

P6.4  
**s m**

### Expand athletic amenities in Cloverdale Athletic Park and Newton Athletic Park

Develop additional athletic and field capacity in two of our busiest athletic parks.

P6.5  
**l**

### Develop a strategy to deliver popular youth amenities

Surrey has one of the largest youth populations in Canada, with projections for continued growth over the coming decade. To ensure Surrey's youth are engaged and active for life long success, Parks will plan and deliver a variety of popular youth sports amenities across the City, with a focus on skateboarding, longboarding, parkour, BMX and mountain biking.







Quidditch in Newton Athletic Park





## 06

# COMMUNITY AND RECREATION

“Building healthy communities where all people can be active and engaged”<sup>10</sup>

Community and Recreation Services (CRS) operates diverse, state of the art facilities across Surrey where individuals, families and the community gather for improved health and well-being through social, educational, recreation and fitness opportunities. Its purpose is to provide quality, accessible health and wellness programs where participants build relationships and learn. By working collaboratively with stakeholders and partners, CRS helps children and youth reach their full potential, supports families with services, connects and engages with seniors and enables individuals to thrive. Priority focus areas include: fostering active living, increasing inclusivity, encouraging engagement and building capacity.



# 6.1 TRENDS & BEST PRACTICES

An understanding of emerging trends and best practices helps establish context for future planning and ensure our facilities and services remain progressive and competitive. In recreation and community services, trends and best practices are centered on changing interests and activities, new and emerging sports, public health and social and physical wellbeing. Key trends and best practices are summarized below, with a comprehensive overview outlined in Appendix III (Needs Assessment Report):

**Innovation in Facility Design:** Facilities that integrate multiple uses and bring together recreational, cultural and civic services, along with greenspaces, helps break down barriers to participation and offers residents a true centre of community life. New facilities should emphasize an integrated approach in design and service delivery, and be a model for energy efficient design within the community.



**Fala Park - Wolsztyn, Poland**  
Fala Park is recreation centre that features rooftop tennis, bowling alleys, squash courts, a climbing wall, gymnasium, fitness space, children’s play area and cafe. The facility was designed to create an inviting and energetic public space with lots of social spaces and amenities to appeal to users of all ages.

**Welcoming Community Spaces:** Spaces that are intentionally designed with a welcoming aesthetic, and are comfortable and inclusive, increase social relationships within the community. As example, lobby spaces can act as community living rooms and become important community social space that builds capacity and support.



**Hillcrest Community Centre, Vancouver**  
Hillcrest’s integrated community space provides open and engaging recreation and wellness facilities, including a library, pool, skating and curling rink, gymnasium and wellness spaces. The result is a bustling hub and a joyful gathering place for children, families and community members.

**Lifelong Participation:** Meeting the unique needs of different age groups while ensuring their active participation continues through all stages of life. Success means a variety of purposefully designed spaces and programs, from early childhood development to youth, family, adult, seniors and intergenerational opportunities.



**Eastman Community Association, New Hampshire**  
Eastman Community Association focuses on programs that foster intergenerational interaction and encourages involvement from all ages. Opportunities bring together youth and seniors to work on programs and projects that impact their community, including community gardens and the operation of a cafe.

**Community Collaboration:** Partnerships with community organizations, non-profits, private partners, and school districts are an effective way to offer innovative programs and services to the community, and to develop spaces that would otherwise be unavailable through municipal service delivery.



**Tong Louie Family YMCA, Surrey**

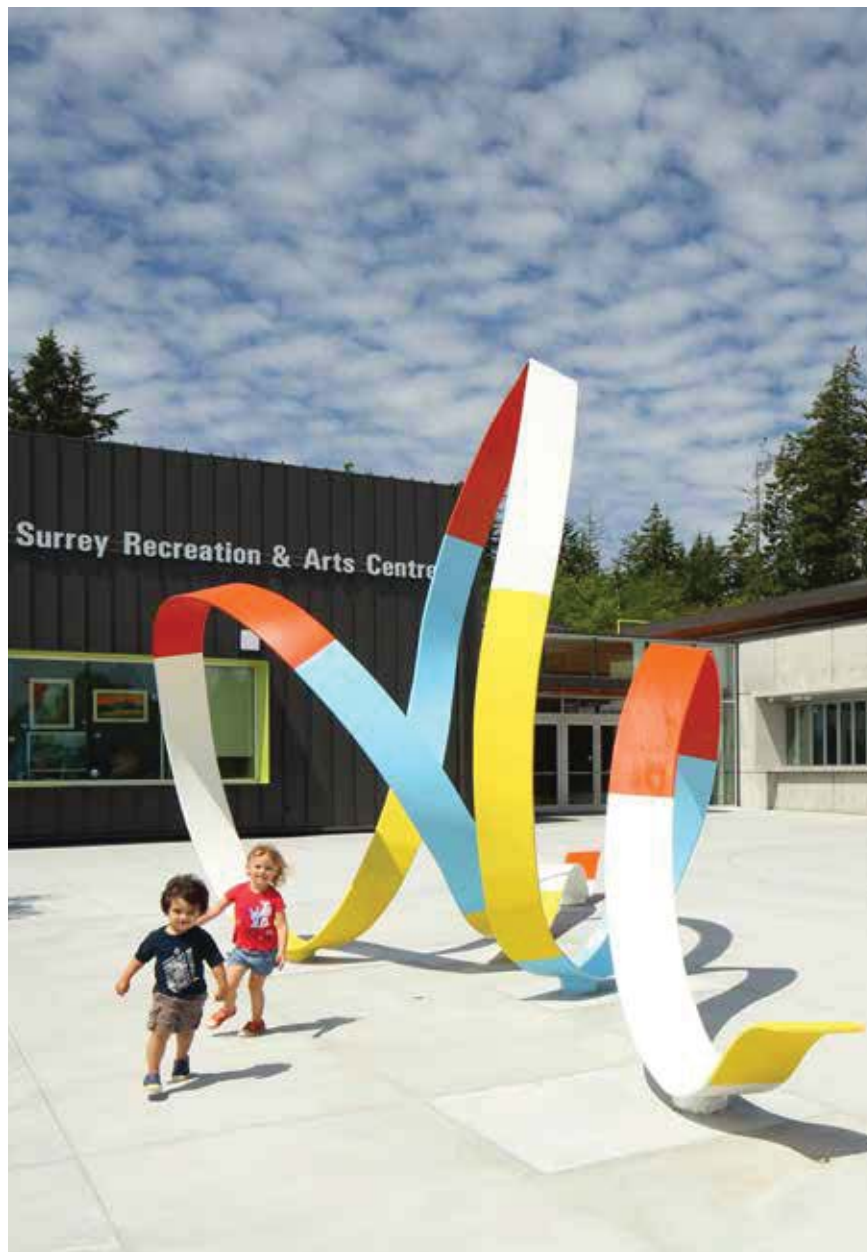
In partnership with the City of Surrey, Tong Louie Family YMCA offers a wide range of programs and services to help families and community thrive. Through supporting youth and newcomers, to offering high level childcare – the YMCA is building strong communities.

**Inclusion and Accessibility:** Access by design and the ability for all to participate without barriers is a central tenant to municipal service delivery. Inclusive and accessible facilities and programs also help build capacity for future employment through volunteer opportunities, and programs centred on skill development for youth and young adults.



**Aquatic Wheelchairs, City of Calgary**

The City of Calgary introduced aquatic wheelchairs to facilities and programming to remove barriers and allow residents of all abilities to play together.



South Surrey Recreation Centre & Arts Centre



## 6.2 KEY ISSUES & OPPORTUNITIES

There are a number of key opportunities and challenges that have been drawn from the development of this plan, and used to provide context and rationale for its recommendations. For community and recreation services these issues relate to our goal of building healthy communities where all people can be active and engaged. Ensuring the necessary balance of resources to achieve this goal will be a growing challenge for the next decade. Key issues are highlighted below with a comprehensive overview detailed in Appendix III (Needs Assessment Report):

**Aging Facilities:** Some facilities are nearing the end of their life-cycle and need infrastructure improvements or decommissioning, such as the North Surrey Recreation Centre and the Newton Arena. Timely renovation, redevelopment or replacement of aging facilities is a costly but necessary consideration to ensure the efficient and equitable delivery of services, and the establishment of places for the community to gather and recreate.

**Community Engagement:** Meaningful consultation and engagement fosters community connections and contributes to a sense of wellbeing and inclusion. With an increasingly diverse and complex demographic, the importance of effective engagement and collaboration is emphasized. Recognizing service gaps while building staff competencies and developing engagement resources is a key issue.

**Improve Partnerships:** With rising costs, a growing population and a large geographic area to serve, strategic partnerships with community groups and non-profit agencies offer resources and program delivery opportunities that may otherwise be unavailable. Openness to innovative service delivery models and facility development approaches will offer flexibility and efficiencies.

**Inclusion and Accessibility:** Community facilities need to create welcoming environments for all residents, and provide active spaces that foster a sense of connection, fun and belonging. Similarly, recreational programs should support a diverse population by creating opportunities that are accessible and inclusive for all residents. The design and development of new spaces and programs should be reflective of current demographics.




# 6.3 COMMUNITY AND RECREATION OBJECTIVES & INITIATIVES

Community and recreation service recommendations are organized under four strategic objectives intended to advance the themes of the Plan by addressing key issues and identified needs.

**Objective CRS 1: Increase equitable access for all to participate and be active.**

Equitable access is grounded on the belief that everyone has the right to participate in and benefit from recreational opportunities. Barriers to recreation will be reduced through providing opportunities for people who are not currently participating, and by developing programs that are responsive to the needs of communities of people.

<p>CRS1.1 <b>a</b></p>	<p><b>Ensure recreation passes and programming are accessible to all people</b> Identify and reduce barriers to recreation for all residents, with a focus on increased access to the Leisure Access Program for families in need.</p>
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<p>CRS 1.2 <b>a</b></p>	<p><b>Increase active and engaging afterschool opportunities for students</b> Afterschool hours, between 3-6 pm, are a critical time to engage children in positive, nurturing and supportive activity. The expansion of accessible and affordable afterschool programming is foundational to fostering a healthy community, and to advancing the core principles of child development. Program growth will result in more recreation activities, homework support, increased knowledge of social-emotional issues, and an increased sense of community for children.</p>
	
<p>CRS1.3 <b>a</b></p>	<p><b>Identify and address barriers to programs for key groups with lower participation</b> Identify and reduce participation barriers for youth, lower income households, Indigenous children and seniors.</p>

**S** short (1-3 years) **M** medium (4-6 years) **L** long (7-10 years) **a** all (throughout plan)

CRS1.4 <b>a</b>	<b>Develop more opportunities and amenities for people to be active on a drop-in basis</b> Address time as a key barrier to program participation by creating more unstructured or flexible recreation and wellness opportunities.
CRS1.5 <b>s</b>	<b>Develop an allocation and usage policy for recreation facilities and services</b> To ensure access to facilities for community programs and services.
CRS1.6 <b>s</b>	<b>Expand parking at the Grandview Aquatic Centre</b> To provide more capacity and access to this busy facility.
CRS1.7 <b>s m</b>	<b>Provide more programs for different age-groups and skill levels to meet growing needs</b> Grow recreation and wellness programming across the City.
CRS1.8 <b>s l</b>	<b>Create programs to encourage residents to try new and emerging sports and activities</b> For example: Acro-yoga, pickle ball, beach tennis and disc golf.
CRS1.9 <b>m</b>	<b>Develop and implement a strategy for increasing Indigenous youth participation in sport</b> To identify and address key barriers to participation and new program opportunities to increase participation.
CRS1.10 <b>m</b>	<b>Pilot water-based sport programming in Surrey's waterways</b> For example: kayaking, canoeing and stand-up paddle boarding.
CRS1.11 <b>l</b>	<b>Develop an outdoor recreation program</b> To offer more formal recreation and wellness services in parks, such as yoga classes and tai chi.





**Objective CRS 2: Create new facilities that are welcoming and supportive.**

A key component to offering inclusive opportunities is the experience that the public has in our facilities, spaces and programs. Creating facilities and supportive programs that are welcoming and accessible for all Surrey residents is a priority. Inclusive experiences will be achieved by creating environments that are inviting and support healthy development and social wellbeing for all.

<p>CRS2.1 <b>a</b></p>	<p><b>Increase adequate, licensed and affordable childcare (0-12 years) and preschool spaces</b> Work with community partners and other levels of government to increase childcare and preschool spaces.</p>
<p>CRS2.2 <b>a</b></p>	<p><b>Provide more affordable and flexible community meeting spaces</b> To support the local needs of community groups and residents.</p>
<p>CRS2.3 <b>a</b></p>	<p><b>Increase after-school and weekend multi-purpose use of schools</b> Work in partnership with SD36 to increase after-school and weekend multi-purpose use of schools for local neighbourhood activities.</p>

CRS  
2.4  
**S**

**Develop a new community centre in the Clayton Heights community**  
Clayton Heights will continue to be a fast growing community with a large proportion of families and children. A new Community Centre, located within Clayton Park, will provide facilities and services for recreation and sport, wellness, arts and library services. This new centre, coupled with an expansion of Clayton Park, will create a new social, cultural and recreational hub that will bring together residents of Clayton and the surrounding community.







<p>CRS2.5 <b>S</b></p>	<p><b>Deliver the North Surrey Sport &amp; Ice Complex</b> Develop three new ice sheets, multipurpose space and outdoor recreation amenities to replace the aging North Surrey Arenas.</p>
<p>CRS2.6 <b>S</b></p>	<p><b>Deliver the Cloverdale Sport &amp; Ice Complex</b> Develop two new ice sheets, multipurpose space and outdoor recreation amenities in the growing Cloverdale community.</p>
<p>CRS2.7 <b>m</b></p>	<p><b>Support the development of a new YMCA in City Centre</b> Contribute to the development of a new community centre, including a new pool, fitness centre and community amenities to replace the aging North Surrey Community Centre.</p>
<p><b>CRS 2.8</b> <b>m</b></p>	<p><b>Develop a new Community Centre in the Grandview Heights community</b> Grandview Heights, like Clayton, will be the focus of ongoing development which will result in continued population growth. To address this growth, a new Community Centre will be developed near the Grandview Aquatic Centre to provide facilities and services for recreation and sport, wellness, arts and library services. This new centre, coupled with the development of a new athletic park, will create a new social, cultural and recreational hub for the residents of the broader Grandview Heights community.</p> 

<p>CRS2.9 <b>m</b></p>	<p><b>Expand the Fleetwood Community Centre</b> Expand the Fleetwood Community Centre with additional recreation and fitness facilities and dedicated community arts space. See A 2.9 for more information.</p>
<p>CRS2.10 <b>l</b></p>	<p><b>Expand the Chuck Bailey Community Centre</b> Surrey City Centre is in the midst of significant transformation; what was once a suburban town centre, is being transformed into a vibrant and walkable downtown. To support this transformation, the City is investing in new facilities, including an expansion to the Chuck Bailey Community Centre. New amenities will include a second gymnasium, fitness facility and social spaces. Combined with the new YMCA, North Surrey Sport and Ice Complex and Interactive Art Museum, these new facilities will provide the programs and services needed to replace the ageing North Surrey Recreation Centre, which has reached its functional life span.</p> 
<p>CRS2.11 <b>l</b></p>	<p><b>Plan for a new ice complex in Grandview Heights and the replacement of the Newton Ice Arena</b> Identify potential locations, building program and preliminary costs for the future development (10+ years) of new ice sheets in Grandview and Newton. Capital construction not anticipated during the scope of this Plan.</p>
<p>CRS2.12 <b>l</b></p>	<p><b>Refurbish all six outdoor pools</b> To increase the attractiveness, function and safety of our outdoor pools.</p>

### Objective CRS 3: Strengthen our approach to community engagement.

Encouraging engagement is a CRS strategic focus area. Its goal is to deepen staff commitment to engagement, and to further develop systems and supports to create effective engagement and collaboration with the community. Developing staff competencies and community engagement resources is essential to increasing and deepening engagement with customers and other stakeholders.

CRS3.1 	<b>Increase support for community led initiatives and events</b> Such as neighbourhood grants and other programs to support community level projects.
CRS3.2 	<b>Provide meaningful opportunities for public consultation</b> Especially with groups who are often under-represented or new to the City.
CRS3.3 	<b>Support program delivery through partnerships</b> Develop recreational and leisure programs through public agencies, non-profit organizations and private businesses.
CRS3.4 	<b>Increase community development programs, events and celebrations</b> Aimed at connecting and engaging residents, celebrating diverse cultures and building community identify.
CRS3.5 	<b>Increase community engagement and leadership training for staff</b> To increase the knowledge, capacity and expertise of staff.

CRS3.6 	<b>Support the creation of a new family services facility in Guildford</b> Work with community partners to increase services targeting families, young adults and seniors.
CRS3.7 	<b>Streamline programming and services that welcome and support newcomers to Surrey</b> Establish a partnership with Surrey Libraries and Surrey Schools to collaborate on programming and services that welcome and support newcomers.
CRS3.8 	<b>Establish programming to support and connect new parents</b> Enhance opportunities for parents and guardians to connect, share and learn about parenting.
CRS3.9 	<b>Develop a new community family services facility in Guildford</b> Create new purpose build space in Guildford for childcare, as well as family support services (i.e. new space for Options Community Services).



#### Objective CRS 4: Develop recreational leadership capacity.

Building staff and volunteer leadership capacity is essential to delivering high quality community and recreation opportunities. Key to meeting this objective is attracting and retaining qualified team members, who support our core values, are passionate about what they do, and are committed to building strong, healthy communities.

<p>CRS4.1 <b>a</b></p>	<p><b>Increase competency-based professional development programs for staff and volunteers</b> To increase the knowledge, capacity and expertise of staff.</p>
<p>CRS4.2 <b>a</b></p>	<p><b>Partner with LGBTQ community to incorporate and support relevant policy, programming, training and planning</b> Create new procedures to ensure the views and perspectives of the LGBTQ community are considered and integrated into new programs and services.</p>
<p>CRS4.3 <b>S</b></p>	<p><b>Make it easier for people to learn about and get involved in community volunteer opportunities</b> Explore way to streamline volunteer services, expand volunteering opportunities and acknowledge those that choose to volunteer their time.</p>
<p>CRS4.4 <b>S</b></p>	<p><b>Pilot an employment and job skill development program</b> Trial new job skills training and employment services for at-risk youth, young adults and newcomers.</p>



A young child with dark hair, wearing a red protective apron over a blue shirt, is focused on painting a large canvas. The child is using a yellow-handled brush to apply dark paint to a green rectangular area on the canvas. The canvas is mounted on a wooden frame and is surrounded by other colorful paint splatters and brushes. The background is a soft, out-of-focus pinkish-red wall.

## 07

# CULTURE

Cultural Services stewards a wide range of facilities and programs that provide heritage, arts and culture learning and engagement opportunities. This Division operates the City's arts and heritage facilities including the Surrey Art Gallery, Surrey Civic Theatres, Museum of Surrey, Surrey Archives and the Historic Stewart Farmhouse. Cultural Services is also responsible for the City's public art and community art programs, the cultural grants program and filming and special events. Surrey's arts and heritage facilities, programs and events serve hundreds of thousands of residents every year.





## 7.1 ARTS SERVICES

*“Arts and culture make considerable and necessary contributions to the well-being of communities. Arts and culture are powerful tools with which to engage communities in various levels of change. They are a means to public dialogue, contribute to the development of a community’s creative learning, create healthy communities capable of action, provide a powerful tool for community mobilization and activism, and help build community capacity and leadership.”<sup>8</sup>*

Investing in the arts and developing a robust, mature arts community is integral to Surrey’s transformation into a vibrant, complete, metropolitan city. From economic growth to social cohesion, the value of the arts comes in many forms including: personal and community health and wellness, increased cognitive capabilities and economic benefits such as job creation, an increased tax-base and economic spin-off effects. Ultimately, engagement in the arts and arts education promotes social interaction and the longevity of social bonds, which leads to healthy, inclusive, tolerant and diverse communities.

### 7.1.1 Trends & Best Practices

Trends and best practices in arts are always evolving, based on new activities and practices, changing cultural interests, world events and advancing technology. Often they are inspired by new ideas and designs, successful innovations and forms of expressions. Examples of relevant trends and practices were collected and reviewed to inform this plan and ensure Surrey remains progressive and competitive in its facility development and service delivery. A comprehensive overview of trends and best practices is outlined in Appendix III (Needs Assessment Report), with highlights summarized below.

**Flexible & Innovative Facilities:** Successful arts facilities anticipate and enable a diverse range of practices and programs and can accommodate a variety of scales of production, exhibition and performance. These spaces can be customized to accommodate audiences, from passive sitting to active participation. New facilities will need to be carefully planned to allow for innovative and flexible programs and uses.



#### **Yerba Buena Centre for the Arts (YBCA), San Francisco**

YBCA’s work spans the realms of contemporary art, civic engagement, and public life. By using culture as an instrument for social change, YBCA is reimagining the role an arts institution can play in the community it serves.

**Creative Hubs:** Creative hubs provide a range of spaces and resources that grow the capacity of artists and art organizations in support of creating art and learning. These spaces bring together cultural and community services which help break down barriers and contribute to building a resilient, tolerant and empathetic community.



#### **Ateliers Créatifs, Montreal**

A creative hub that provides resources and space centered on the value and importance of keeping artists and creators in the neighbourhoods they help revitalize.



**Interactive Arts:** Interactive art and venues are purposefully designed to engage audiences and communities through technology, providing opportunities for audience participation. The creation and exhibition of digital and interactive art forms broadens the range of possibilities for art exhibiting, and offers creative and innovative experiences for residents. Surrey is a municipal leader in digital and interactive arts, which presents a unique opportunity to build upon.



#### **Surrey Urban Screen, Surrey**

Canada's largest non-commercial outdoor urban screen dedicated to presenting digital and interactive art, which can be viewed from the Expo SkyTrain line.

**Maker Spaces:** Maker spaces are studios equipped to enable artistic creation, experimentation and expression not typically available at home. Often integrated into art centres and community facilities, these spaces are critical to the encouragement of creative industries and entrepreneurial start-ups. Dedicated maker spaces grow the capacity of artists and art organizations.



#### **MakerLabs, Vancouver**

MakerLabs is a makerspace in Vancouver that provides the tools, space, and skills to support the creation of almost anything.

**Grant Funding:** Grant programs which invest in artists and art organizations enhance organizational capacity and sustainability, support the development of cultural programs, and enable the production of exhibitions and events that serve to engage residents and contribute to the overall wellbeing of communities. Surrey's existing Cultural Grant Program has the opportunity to grow and support additional capacity.



#### **Streetchip Hip Hop Society, Surrey**

Streetchip Hip Hop Society is a platform where youth and people of all backgrounds can develop their creative potential through the artistic elements of Hip Hop culture.

## 7.1.2 Key Issues & Opportunities

Evolving needs, interests and practices in the arts have created a number of focus areas that will drive investment and program development over the next decade. For a comprehensive overview, refer to the arts section within Appendix III (Needs Assessment Report). Related issues and opportunities were drawn from the needs assessment and community consultation process to frame the strategic arts objectives and initiatives. Key issues and opportunities are summarized below:

**Resource Development:** The Arts community in Surrey is limited by a shortage of supportive resources. This has challenged the capacity of artists and art organizations to deliver services, expand programming and offer events. Investments in resource initiatives, such as cultural grants for organizational stability and the creation of supportive and affordable live work spaces, will enable artists and art organizations to address organizational needs and expand capacity.

**Purpose-Built Facilities:** In addition to capacity constraints, Surrey's artists and art organizations are challenged with a shortage of dedicated arts facilities and spaces to develop artists, produce artwork and exhibit or perform. This facility deficit limits the ability to showcase Surrey's cultural community and offer programming, inhibiting the development of creative industries. Over the next decade a range of facilities are needed to support skill development and learning, production, exhibition and performance.

**The Cultural Corridor:** Surrey envisions the creation of a cultural corridor by centralizing arts investments along King George Boulevard, with a focus on City Centre, Newton and Semiahmoo Town Centre. The Cultural Corridor will grow a critical mass of facilities and amenities that will attract investment and entrepreneurs, allow for collaboration with artists and art groups, and develop arts programming and services. The challenge will be to develop the Cultural Corridor as a focal point for investment while also providing a balance of services for all residents.

**Creative Placemaking:** Public art and artistic placemaking shape community identity by creating vibrant and meaningful public spaces. These spaces demonstrate the value of the arts to city building, encourage community activity and contribute to a sense of place which in turn encourages nearby investment and development. Continued growth and development emphasizes the need to create meaningful and engaging public spaces.



'Together' by Studio Roso, Surrey City Hall

### 7.1.3 Arts Objectives & Initiatives

Recommendations for arts services are organized under four strategic objectives intended to advance the themes of the Plan by addressing key issues and identified needs.

#### Objective A1: Grow the capacity of local artists and art organizations

In order to strengthen and grow Surrey's cultural sector, it is imperative to support and nurture local artists and arts organizations, and increase their capacity, stability and sustainability. Investing in Surrey's artists and arts organizations will enhance the City's long-term strategy to support and retain professional artists, thereby diversifying our social, cultural, and economic opportunities.

A1.1  
a

#### Grow the Cultural Grant Program

The Cultural Grants Program is a foundational tool to support the sustainability and capacity of arts organizations, artists and educators. The growth of this program, to over \$1 million in annual grants by 2027, will raise the city's artistic profile and attractiveness, create opportunities for residents to engage in art programming and provide artists with the required resources necessary to practice, produce, and present their work.



**S** short (1-3 years) **m** medium (4-6 years) **l** long (7-10 years) **a** all (throughout plan)

A1.2 a	<b>Support the growth of key non-profit partners</b> Partner with arts organizations to establish venues and expand programming.
A1.3 a	<b>Develop more artist live/work units</b> Collaborate with the Planning Department to encourage the development of live/work units in higher density neighbourhoods
A1.4 m	<b>Develop affordable art studio and rehearsal space</b> Provide dedicated artists spaces within City facilities, focusing on venues in Town Centre's and along the Cultural Corridor.
A1.5 m	<b>Integrate art space as a Community Amenity Contribution (CAC)</b> Collaborate with the Planning Department to incentivise the creation of community arts spaces through private development.
A1.6 m	<b>Create a City Arts Liaison</b> To support and grow local artist and organizational capacity and facilitate networking and partnerships (e.g. access grant funding, establish new programs, host events, connect artists).






**Objective A2: Promote learning and engagement with the arts**

Arts programs serve to foster learning, nurture innovation, inspire creativity, and create community connections. The arts offer rewarding ways to explore ideas and relevant contemporary issues, which encourages meaningful engagement in civic and community life. Undertaking this in a collaborative environment will promote social sustainability and resiliency.

<p>A2.1 <b>a</b></p>	<p><b>Create specialized spaces to support new mediums of art</b> Incorporate purpose-built spaces within civic facilities to support new and specialized art mediums (e.g., digital art lab, ceramics studios).</p>
<p>A2.2 <b>a</b></p>	<p><b>Develop affordable ‘maker lab’ spaces</b> Support the creation of maker labs within each town centre to encourage creativity, grow new artists and spur creative industry development.</p>
<p>A2.3 <b>a</b></p>	<p><b>Support new academic facilities and programs to advance the arts</b> Collaborate with post-secondary institutions to develop new facilities and programs for arts training and education, focusing on performing, digital arts and leadership in the arts.</p>
<p>A2.4 <b>S</b></p>	<p><b>Integrate community art space within the new Clayton Community Centre</b> Including visual art studios, rehearsal space, community performance and exhibition space. <i>See CRS 2.4 for more information.</i></p>
<p>A2.5 <b>S</b></p>	<p><b>Establish a Surrey Art Laureate program</b> Create an artist-in-residence program to raise the profile of the arts and artists in Surrey by establishing increasing civic interactions, demonstration, community projects and similar initiatives.</p>

<p>A2.6 <b>S</b></p>	<p><b>Develop a strategy to advance music in Surrey</b> Work with artists, community partners and educational institutions to develop a strategy to advance music in Surrey.</p>
<p>A2.7 <b>S I</b></p>	<p><b>Increase programs and services for youth and young adults</b> Expand community art programming focusing on youth and young adults in Guildford, Newton and Cloverdale.</p>
<p>A2.8 <b>m</b></p>	<p><b>Integrate community arts space within the new Grandview Community Centre:</b> Including music and visual art studios and rehearsal space, community performance and exhibition space. <i>See CRS 2.8 for more information.</i></p>
<p>A2.9 <b>m</b></p>	<p><b>Develop new community arts space within an expansion of the Fleetwood Community Centre</b> Fleetwood Town Centre is a growing community and a focal point for services, shops and civic life. With investments in rapid transit the area will continue its transformation into a vibrant and walkable urban core. To support this transformation the City is investing in an expansion to the Fleetwood Community Centre. New amenities will include studios and rehearsal space to support programming in performing and visual arts, new community and recreation amenities and space for community groups.</p> 

<p>A2.10</p> 	<p><b>Increase flexible community art programs</b> Develop strategies and methods to encourage residents to try new activities or mediums (e.g. trial classes, short workshops).</p>
<p>A2.11</p> 	<p><b>Develop new community art space in Newton</b> Including space to support community arts programming, visual arts studios and a screening room.</p>
<p>A2.12</p> 	<p><b>Plan for a new community arts space in Guildford</b> Identify potential locations, program and preliminary costs for the future development (10+ years) of a community art centre in Guildford. Capital construction not anticipated during the scope of this Plan.</p>




Surrey International Children's Festival







**Objective A3: Support and showcase art and performance**

Purpose-built exhibition and performance venues provide inspiring as well as safe and effective environments for making and presenting art, for both artists and audiences. Arts facilities are the bricks and mortar foundation of a sustainable arts sector and key to establishing a vibrant and creative city. The development of new arts facilities will reflect community demand for exhibits and performances, as well as the emerging organizational capacity of the arts groups that will program and use these spaces.

<p>A3.1 <b>a</b></p>	<p><b>Create new outdoor community performance spaces</b> Explore opportunities to create or enhance outdoor community performance space in Francis Park and at Crescent Beach/Blackie Spit.</p>
<p>A3.2 <b>S</b></p>	<p><b>Develop a Surrey Art Gallery Business Plan</b> Create a long term business plan to support the relocation of the Surrey Art Gallery into the operation of the new Interactive Art Museum (IAM).</p>
<p>A3.3 <b>S</b></p>	<p><b>Advance opportunities for public art at transit stops</b> Work with partners to advance opportunities for public art at transit stops, focusing on Surrey's Frequent Transit Network (SkyTrain, LRT and B-Lines).</p>
<p>A3.4 <b>S</b></p>	<p><b>Update the Public Art Master Plan</b> With a focus on opportunities to engage and animate key public spaces.</p>
<p>A3.5 <b>S</b></p>	<p><b>Develop a Surrey Civic Theatres Business Plan</b> Including a long term focus on capacity development and new facility development in South Surrey and City Centre.</p>

<p>A3.6 <b>m</b></p>	<p><b>Develop a new Interactive Art Museum (IAM) in City Centre</b> The Interactive Art Museum (IAM) will be a national leader in making, learning and experiencing contemporary art, culture and technology. As a hub for imaginative works designed to captivate audiences, this purpose-built arts facility will raise Surrey's profile and inspire residents to engage with art and creative pursuits. The IAM will be a cutting edge interactive art hub with a program that includes several exhibition halls, studio and laboratory spaces, classrooms and maker spaces, media library, theatre space and programmable atrium spaces.</p> 
<p>A3.7 <b>m</b></p>	<p><b>Develop a new contemporary art gallery and Café in South Surrey</b> This venue, proposed to be operated in partnership with an arts organization, will be dedicated to providing programming including exhibitions, art making and dialogue about contemporary issues and ideas.</p>
<p>A3.8 <b>m</b></p>	<p><b>Establish an iconic public art installation within the Civic Plaza (Surrey City Centre)</b> An art installation at a world-class scale, located within the core of City Centre, to inspire residents and visitors, energize</p>
<p>A3.9 <b>m</b></p>	<p><b>Increase developer contributions to the Private Development Public Art Program</b> Increase the percentage contribution of total project construction cost for public art to advance the City's vision and benefits of the Public Art Program.</p>



<p>A3.10</p> 	<p><b>Renovate the Surrey Arts Centre into a dedicated centre for performing arts</b></p> <p>After the relocation of the Surrey Art Gallery to the IAM, the Surrey Arts Centre will be repurposed to become a centre for performing arts, with increased capacity to support performing arts organizations' learning, production and presentation.</p>
<p>A3.11</p> 	<p><b>Develop a new performing arts centre in South Surrey</b></p> <p>A new performing arts centre on the Semiahmoo Peninsula, including a 300-400 seat theatre, rehearsal hall, classrooms and offices will be a regional theatre providing South Surrey and surrounding communities with space to present, practice, and produce cultural and artistic works. The performing arts space will become a hub for community engagement and will promote the development of social capital in South Surrey.</p> 
<p>A3.12</p> 	<p><b>Plan for the longer term development of a new performing arts centre in City Centre</b></p> <p>Plan long term (10+ years) for a future destination performing arts centre in City Centre, including a feasibility study and business case. Capital construction not anticipated during the scope of this Plan.</p>

<p>A3.13</p> 	<p><b>Grow philanthropic contributions around facility development</b></p> <p>Explore non-commercial opportunities, including naming rights and other formal acknowledgements, to increase philanthropic contributions to facility development and expansion projects.</p>
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**Objective A4: Foster community connections through the arts**

Active participation in the arts creates relationships within communities and contributes to sustainability, social resiliency and cultural appreciation. Increasing arts-based activities will provide greater opportunities to develop and strengthen community connections, inclusion and a sense of civic pride, particularly within underserved populations, such as new Canadians, low-income residents and youth. The inherent social nature and shared experience of learning and making art contributes to a positive sense of place, and making our communities safer and more attractive.

<p>A4.1 <b>a</b></p>	<p><b>Support Indigenous art in public spaces</b> Collaborate with local First Nations and Indigenous leadership to increase Indigenous art in public spaces.</p>
<p>A4.2 <b>a</b></p>	<p><b>Host and promote more community cultural events</b> Hosts events that focus on art, music, writing, dance and performance as a way to bring people together.</p>
<p>A4.3 <b>a</b></p>	<p><b>Deliver more arts programs and services through partnerships</b> Explore opportunities to deliver more arts programs and services through partnerships with community organizations and institutions, including Surrey Libraries and Surrey Schools.</p>
<p>A4.4 <b>m</b></p>	<p><b>Create cultural incubator spaces in Guildford Town Centre</b> Develop specialized spaces, such as visual and culinary arts space, with an aim to foster and share forms of cultural expression and help settle and welcome new residents.</p>

<p>A4.5 <b>m</b></p>	<p><b>Develop a Community Art and Youth Engagement Plan</b> To explore and develop new opportunities that better connect youth with the arts.</p>
<p>A4.6 <b>m</b></p>	<p><b>Develop a Creative Industry Strategy</b> To better understand how Surrey can support the growth of cultural business and industry.</p>



## 7.2 HERITAGE SERVICES

*“One sign of a healthy community is its simultaneous ability to preserve and invent its culture—that is, to conserve its history and heritage while developing new expressions for current times. Often, the concept of preservation is interpreted as meaning stagnation when, in fact, heritage and history can be the basis for innovation and advancement. Moreover, heritage and history are frequently essential sources of meaning that give a place character and resonance.”*

*- American Planning Association<sup>9</sup>*

The City’s heritage facilities, programs and services form an important part of preserving, presenting and celebrating its rich histories and cultures. Bringing the past, present and future together through shared stories and cultural experiences is foundational to creating a unique sense of place that evolves as the city grows. Looking ahead to the next decade, the City of Surrey has a great opportunity to build on its past while working creatively with the private sector, non-profit organizations and community groups to make cultural resources an accessible and integral part of civic life.

### 7.2.1 Trends & Best Practices

Trends and best practices in heritage services are rooted in the contemporary application and interpretation of history, with the recognition that contemporary cultures and practices form the basis for future community identity and wellbeing. New and emerging practices and services provide context when planning for the future, and help ensure a progressive and competitive approach to facility and service delivery. A comprehensive overview of trends and best practices is outlined in Appendix III (Needs Assessment Report) and Appendix IV (Heritage Services Review), with highlights summarized below.

**Collaboration with Indigenous Communities:** Indigenous Reconciliation is an important issue for all Canadians. At the municipal level, the first step in reconciliation is to acknowledge the past, and move towards collaborative relationships with local First Nations and urban Indigenous peoples.



#### **c̓əsnaʔəm, the city before the city, Musqueam First Nation**

The Musqueam First Nation, Museum of Vancouver and Museum of Anthropology’s exhibition “c̓əsnaʔəm, the city before the city” is a benchmark example of a collaborative cultural heritage project.

**Connecting Heritage to the Present:** Integrating heritage features into new community facilities can introduce the concept of heritage to a new generation and bring a range of stakeholders together. Contemporary representation can also bridge traditional heritage services with more urban cultural trends.



#### **#MuseumSelfie, Royal BC Museum**

Visitors are encouraged to use the #MuseumSelfie hashtag on social media in order to create dialogue around visitors’ experiences and to empower visitors to interact with content in ways they desire. This example demonstrates how museums can better connect to the present by encouraging visitors to use various social media platforms to augment their visit.



**Technology Integration:** Online and digital technology can enhance access to archives and museum collections, programs and exhibits while engaging new audiences with innovative and interactive activations and services. Examples include digital and interactive displays, virtual or augmented reality and holographic projections.



#### **The Story of M, City of Mississauga**

The Story of M is a digital storytelling initiative that seeks to engage with residents to share community stories and memories, which helps influence exhibits and programming at museums and heritage sites.

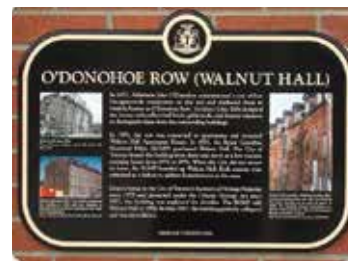
**Immersive Heritage Experiences:** Understanding that heritage can be experienced in many different ways, heritage programs are increasingly using new and innovative methods to educate and engage residents in immersive experiences such as re-enactments, maker spaces, digital visuals and projections and heritage reconstructions.



#### **Historic Stewart Farm, Surrey**

Historical re-enactments, water pump demonstrations, butter churning and Maypole activities provide visitors with valuable hands-on experiences.

**Community Partnerships:** Recognizing that heritage facilities and programs are often implemented through multiple stakeholders, municipalities are increasingly using strategic community partnerships to deliver heritage and cultural programming and services, including partnerships with Indigenous communities, non-profit organizations, Business Improvement Associations and individuals.



#### **Heritage Toronto, Toronto**

The City of Toronto works at arms-length with Heritage Toronto to enhance cultural heritage programming and services, including the operation of a commemorative plaque program and awards programs.

**Decentralization:** Municipalities are increasingly expanding heritage services beyond traditional museums and heritage buildings and engaging new audiences through innovative programming and exhibits in unexpected places such as pop-up exhibits in malls, walking tours and murals.



#### **Roundhouse Community Arts and Recreation Centre, Vancouver**

The Roundhouse in Vancouver incorporates heritage amenities and features within a Community Centre to enhance accessibility to heritage, and introduce heritage to new generations.

## 7.2.2 Key Issues & Opportunities

Heritage services in Surrey have traditionally been limited to areas with existing built heritage features and cultural facilities, such as Cloverdale Town Centre and Elgin Heritage Park. This centralization of assets and services presents a challenge when planning for service delivery in a city as large as Surrey. This key issue, as well as those drawn from the development of this plan, provide the context and rationale to support the strategic objectives and initiatives of this chapter. Key issues are highlighted below with a comprehensive overview detailed in Appendix III (Needs Assessment Report) and Appendix IV (Heritage Services Review).

**Centralized Services:** Heritage facilities and services are predominately located in Cloverdale and South Surrey, creating a notable gap in service delivery. This is particularly significant for children, families and seniors who live in other areas of Surrey. Recognizing service gaps when building new facilities and programs is a key issue for heritage services for the next ten years, as is addressing the physical and financial accessibility of facilities and programs.

**Technical Infrastructure:** Demand for contemporary heritage and cultural services is growing, particularly online with digital access to heritage resources and archives, and more interactive and immersive in-person experiences. Strategic planning to support digital access and content is required to address current and future needs of Surrey residents.

**Community Capacity:** Surrey's communities have strong heritage and cultural traditions with a wealth of expertise and knowledge. The limited organizational capacity of heritage groups has, however, constrained efforts to realize these advantages. Over the next ten years Heritage Services must cultivate partnerships and collaborations as a means to broaden and decentralize heritage experiences and services.



Butter churning demonstration, Historic Stewart Farm.

### 7.2.3 Heritage Objectives & Initiatives

Recommendations for heritage services are organized under four strategic objectives intended to advance the themes of the Plan by addressing key issues and identified needs.

#### Objective H1: Promote and celebrate Surrey’s heritage & cultures

A healthy community benefits from opportunities to come together in celebration and reflection of its shared past, present and future. As a large city, Surrey requires both large scale and neighbourhood-level events and programs to bring people and communities together. Events and programs which celebrate Surrey’s heritage, as well as the diverse heritage of its many residents, provide the public with opportunities to engage, share stories, learn about other cultures and have fun. Community heritage and cultural celebrations help build social cohesion and foster community identity and civic pride.

H1.1 <b>a</b>	<b>Host and promote more community cultural events</b> Hosts more community events that celebrate Surrey’s diverse cultures and heritage.
H1.2 <b>a</b>	<b>Develop and promote cultural tourism activities</b> Support community partners to develop and promote a wider range of cultural tourism activities (e.g. river boat tours, guided canoe tours or hikes).
H1.3 <b>a</b>	<b>Retain and enhance historically and culturally significant features</b> Coordinate with the Planning Department and Parks Division to protect significant views and focal points, and develop landmarks, interpretative signage and other amenities to acknowledge these key features.

H1.4 <b>S</b>	<b>Host more guided tours and talks</b> Develop more opportunities for residents to connect with Surrey’s history and identity.
H1.5 <b>m</b>	<b>Develop a “Surrey Cultural Membership” program</b> Develop a program to cross-promote and access City and partner heritage and cultural attractions and services (e.g. discounted access, cross-promotions, featured attractions).
H1.6 <b>m</b>	<b>Integrate heritage in creative ways</b> Host local and regional events and attractions that integrate heritage in creative ways (e.g. cycling races on historic trails, concerts at museums and heritage sites).



**S** short (1-3 years) **m** medium (4-6 years) **l** long (7-10 years) **a** all (throughout plan)



## Objective H2: Support and showcase heritage and culture across the city

A thriving city needs spaces where residents gather to learn about and discuss important issues in civic life, past, present and future. Additional heritage spaces and programs throughout the city will enable residents to learn about the city and each other, support meaningful engagement and increase access to heritage.

### H2.1 S

#### Expand the Museum of Surrey

The Museum of Surrey expansion will showcase Surrey's communities and cultures with dynamic and changing exhibits and programs that are hands-on, participatory, family-friendly and fun. The new Feature Gallery, Kids Explore Zone, Indigenous Hall and program areas will be places where visitors can learn about Surrey, share and contribute their stories, connect with each other and be engaged. Two relocated heritage buildings, the 1891 Anniedale Schoolhouse and the 1881 Town Hall, will complement the Museum expansion to create a vibrant and dynamic cultural district and community hub.




### H2.2 S

#### Develop more interpretive trails

Collaborate with the Parks Division on opportunities to illustrate Surrey's built, natural and cultural heritage, such as the Nicomekl Waterfront Park and the Hazelmere Greenway.

<p><b>H2.3</b> <b>S</b></p>	<p><b>Renovate the Strawberry Hill Farmers Institute Hall</b> The 1909 Strawberry Hill Farmers Institute Hall was developed and used by early farmers who settled the agricultural uplands of the Strawberry Hill neighbourhood. The Hall was recently acquired by the City and incorporated into R.A. Nicholson Park. Its renovation will retain a valuable heritage structure and enable cultural programming in the surrounding neighbourhood.</p>
	
<p>H2.4 <b>S</b></p>	<p><b>Develop conservation and management plans for City-owned heritage sites</b> Develop and implement plans to guide the long term conservation of City-owned heritage sites.</p>
<p>H2.5 <b>S</b></p>	<p><b>Refurbish the Museum of Surrey satellite exhibition at Green Timbers</b> Refurbish the museum exhibit “From Forest to Farm to Urban Forest” at the Surrey Nature Centre in collaboration with community groups and stakeholders.</p>

<p>H2.6 <b>m</b></p>	<p><b>Study the feasibility of a municipal mural program</b> Explore opportunities to animate key public spaces with historical images and stories depicted through murals.</p>
<p>H2.7 <b>m</b></p>	<p><b>Integrate heritage re-enactments &amp; performances into special events and festivals</b> Special events, such as Canada Day and Fusion Festival, provide opportunities to celebrate the City’s rich histories and cultures.</p>
<p><b>H2.8</b> <b>I</b></p>	<p><b>Integrate additional heritage &amp; cultural displays and services across the City</b> Today, Surrey’s heritage and museum services are concentrated in Cloverdale and South Surrey. Surrey’s many community facilities and parks offer opportunities to decentralize heritage services and create a wider presence in the lives of Surrey residents. The development of new programs and amenities in underserved areas, such as heritage storyboards, exhibit and program spaces in existing facilities, lecture series and workshops will increase cultural access and connectivity within Surrey’s communities.</p>
	
<p>H2.9 <b>I</b></p>	<p><b>Study the feasibility of a new museum or interpretive centre in North Surrey</b> With a focus on long term opportunities for children and youth, immigration and/or the region’s natural history.</p>

**Objective H3: Develop partnerships to engage people in Surrey’s heritage**

Partnerships are essential to share community voices, experiences and stories: they enable museums and heritage sites to share new and diverse information with the public; support capacity and sustainability within community and cultural groups; and are cost efficient. Key partnerships include Indigenous communities, cultural groups, community groups and traditional heritage and historical societies.

<p>H3.1 <b>a</b></p>	<p><b>Recognize local First Nations and urban Indigenous peoples’ heritage and culture</b> Collaborate with local First Nations and Indigenous leadership to better learn and understand ways to recognize their connections to their heritage and cultures (e.g. heritage sites, signage, events, exhibits, activations etc.).</p>
<p>H3.2 <b>s</b></p>	<p><b>Create a Surrey Heritage Network</b> Develop a formal network of local heritage groups, academics and interested residents to support their collaboration on program development, events, lecture series and other heritage initiatives.</p>
<p>H3.3 <b>s</b></p>	<p><b>Establish an official working committee between Heritage Services and Surrey Libraries</b> As a way to collaborate on opportunities that will enhance learning, research, public outreach and joint ventures in providing heritage services.</p>
<p>H3.4 <b>m</b></p>	<p><b>Engage more students and young adults with local heritage programming and curriculum</b> Partner with Surrey Schools and post-secondary institutions to engage more students with local heritage, Indigenous and cultural programming and curriculum support for educators (e.g. course-based internships, heritage-related studio projects).</p>

<p>H3.5 <b>m</b></p>	<p><b>Develop a Membership program at the Museum of Surrey</b> To provide incentive for members to register for programs and visit special exhibits, etc.</p>
<p>H3.6 <b>l</b></p>	<p><b>Explore an extension of the historic BC Electrical Railway</b> Collaborate with the Fraser Valley Heritage Railway Society, Province of BC and Translink to explore the extension of seasonal service of the historic BC Electrical Railway from Sullivan Station to Newton Town Centre.</p>
<p>H3.7 <b>l</b></p>	<p><b>Partner with other municipalities to develop regional attractions, tours and events</b> Celebrate commonalities such as agriculture or the Fraser River and collaborate to fulfill regional needs such as a Children’s Museum or Fraser Valley Heritage Passport.</p>
<p>H3.8 <b>l</b></p>	<p><b>Develop partnerships with Cemetery Services</b> In order to deliver heritage programming through Surrey’s cemeteries.</p>






**Objective H4: Use technology to engage people in Surrey's heritage**

Technology will be a cornerstone of service delivery for Heritage Services over the next decade. The foundational goal behind this objective is to provide residents with improved access to innovative learning opportunities about the city's past, present and future. Creative use of technology benefits a large city like Surrey, as it can deliver heritage digitally into physical spaces (rec centres, libraries, etc.) through unique exhibits and online services (blogs, social media, podcasts). Interactive exhibits at museums, mobile heritage apps, online access to archives and collections and digital forums for dialogue all depend on enhanced and effective use of new technologies.

<p><b>H4.1</b> S</p>	<p><b>Develop an Interactive Technology Strategy for the Museum of Surrey</b> The use of new and emerging technology will be central to how we share and present our stories in the future. This will be particularly important for the Museum of Surrey, as it expands to become a regional attraction. An Interactive Technology Strategy will explore ways to integrate innovative technologies into programs, special events and exhibitions, such as interactive and tactile displays, virtual reality, digital and holographic projections and increased online access to content.</p>
	

<p><b>H4.2</b> S</p>	<p><b>Develop a Digital Strategy</b> Technology will increasingly be at the core of enhancements in service delivery for Heritage Services. A thorough and robust strategy will ensure citizens can learn, connect and engage more with Surrey's heritage in the digital realm, across various platforms.</p> 
<p>H4.3 m</p>	<p><b>Explore the development of a Surrey Heritage app</b> As a way to enable self-guided walking tours and online GPS referenced heritage content.</p>
<p>H4.4 I</p>	<p><b>Create interactive and immersive heritage displays in the community</b> Explore opportunities to leverage post-secondary students and technology companies to create interactive and immersive heritage displays and amenities.</p>
<p>H4.5 I</p>	<p><b>Use digital tools to celebrate local history</b> To enable the sharing of stories and promotion of online access and awareness of Surrey heritage (e.g., local history podcast, blogs, social media, walking tour apps).</p>
<p>H4.6 I</p>	<p><b>Leverage digital marketing to encourage community participation</b> To enhance attendance and involve the community in initiatives such as crowd-sourced photo galleries and exhibits.</p>

## 7.3 SPECIAL EVENTS

Over the last decade, Surrey has cultivated a reputation as an “eventful” city. This is a result of the myriad community events offered each year. In addition to dozens of smaller-scale events, five major community festivals are produced annually: Party for the Planet in April, Surrey International Children’s Festival in May, Surrey Canada Day, Fusion Festival in July and the Tree Lighting Festival in late November.

### 7.3.1 Special Events Objectives & Initiatives

Special event recommendations are organized under a single strategic objective intended to advance the themes of the Plan by addressing key issues and identified needs.

#### Objective S1: Host vibrant events & celebrations

Delivering accessible large scale community festivals is a key strategy in building a vibrant, dynamic, and socially cohesive city. Events are important in creating a community identity and establishing a positive sense of place. Special events provide opportunities for residents to connect, celebrate and foster civic pride.

<p>S1.1 <b>a</b></p>	<p><b>Grow sponsorships and partnership involvement in special events</b> Develop sponsorship opportunities to increase the profile and reach of larger scale special events.</p>
<p>S1.2 <b>a</b></p>	<p><b>Increase Indigenous programming at special events and festivals</b> Collaborate with local First Nations and Indigenous leadership to increase Indigenous programming at special events and festivals.</p>

<p>S1.3 <b>S</b></p>	<p><b>Develop a Special Events Strategy</b> Create a strategy to establish a long term vision for event hosting opportunities and increased event attendance in Surrey.</p>
<p>S1.4 <b>S</b></p>	<p><b>Investigate the development of a multi-sport festival in Surrey</b> Explore opportunities for a new festival to promote sports in Surrey, featuring tournaments, demonstrations, sport promotion and related retail.</p>
<p>S1.5 <b>S</b></p>	<p><b>Develop a Surrey International Children’s Festival Strategic Plan</b> Create a strategy that establishes and implements a long term vision for the Festival.</p>
<p>S1.6 <b>S</b></p>	<p><b>Explore opportunities for new special event venues in South Surrey</b> Investigate, and develop if appropriate, new venues to support the growth of outdoor special events in South Surrey.</p>
<p>S1.7 <b>I</b></p>	<p><b>Explore opportunities to co-host larger special events with neighbouring municipalities</b> Work with other municipalities to advance opportunities for regional, national and international festivals and sporting events.</p>





Canada Day 2017 Celebrations



A photograph of a woman and two children tending to purple flowers in a garden. The woman is wearing a white t-shirt with the text "y chic!" and a straw hat. The children are looking down at the flowers. The scene is outdoors with green foliage in the background.

## 08

# DEPARTMENT-WIDE FOCUS AREAS

There are a number of focus areas that impact the entire department or in some cases other areas in the City. This chapter highlights key issues that affect the overall delivery of initiatives and services that connect cross-divisionally and/or inter-departmentally.

# 8.1 DEPARTMENT-WIDE OBJECTIVES & INITIATIVES

Department-wide recommendations are framed around the challenges and opportunities outlined within Sections 3.2.2 and 3.2.3. They are organized under four strategic objectives intended to advance the themes of the Plan, as well as the corporate goals of the Official Community Plan (OCP) and Sustainability Charter.

## Objective D1: Maximize infrastructure sustainability and renewal.

Maximizing facilities and infrastructure systems requires careful maintenance and adaptability to ensure long-term sustainable use. Facilities and infrastructure will be thoughtfully designed to foster healthy living and support safe, reliable, and affordable services.

D1.1 <b>a</b>	<p><b>Consider climate change in new facilities and park design</b></p> <p>Participate in the development of the City’s Climate Adaptation Strategy and incorporate the initiatives of that strategy into the design of facilities and parks on the basis of environmental sustainability and structural resiliency.</p>
D1.2 <b>a</b>	<p><b>Design new facilities and parks to be universally accessible</b></p> <p>Integrate multiple amenities and community services (e.g., recreation, cultural and library space), and ensure access for all. Where universal accessibility is not possible in certain park areas, ensure meaningful opportunities for participation within the overall park design.</p>

D1.3 <b>S</b>	<p><b>Establish a procedure to review new facilities and park design from a public safety perspective</b></p> <p>Create new procedures to ensure the design of facilities and parks are considerate of public safety.</p>
D1.4 <b>m</b>	<p><b>Undertake program and amenity use audits of major parks</b></p> <p>To identify opportunities for the redevelopment, renovation or decommissioning of underutilized facilities and amenities.</p>
D1.5 <b>l</b>	<p><b>Undertake life-cycle audits of major PRC facilities</b></p> <p>To understand capital implications for renovations, redevelopment or decommissioning of facilities.</p>

**S** short (1-3 years) **m** medium (4-6 years) **l** long (7-10 years) **a** all (throughout plan)



**Objective D2: Advance sports tourism and hosting.**

Sport tourism boosts economic benefits and sport development opportunities; thus, the City of Surrey will be advanced as a premier sport tourism destination in the Pacific Northwest and Canada. Investment into sport tourism will include celebrating sport, developing local athletes and building and maintaining supporting infrastructure.


D2.1 <b>a</b>	<p><b>Explore corporate partnerships and sponsorship opportunities</b> Develop partnerships and opportunities to financially support sporting events, tournaments and conferences.</p>
D2.2 <b>a</b>	<p><b>Advance bids for more regional, national and international sporting events</b> Working with related groups, advance bids for Surrey to host professional tour events &amp; tournaments, Indigenous sporting events, youth and women's sporting events.</p>
D2.3 <b>a</b>	<p><b>Develop new facilities for emerging sports</b> The popularity of sports and recreational activities is constantly changing. Successful municipalities adapt to these changes and provide new amenities and facilities to support residents and community groups. New facilities are needed to support the development of leagues and tournaments in a variety of emerging sports, including:</p> <ul style="list-style-type: none"> <li>• Pickle ball</li> <li>• Disc Golf</li> <li>• Beach volleyball</li> <li>• Long boarding</li> <li>• Master's sports</li> <li>• Parkour</li> </ul> 

D2.4 <b>a</b>	<p><b>Work with community partners to advance opportunities for new indoor facilities</b> Explore opportunities, through partnerships, to create new facilities for indoor gymnastics, track and field, volleyball, squash, basketball, tennis and futsal.</p>
D2.5 <b>s</b>	<p><b>Explore the feasibility of developing multi-purpose outdoor and indoor stadiums</b> Venues capable of hosting sporting and leisure events and activities, music concerts, trade shows, and tournaments, including e-sports.</p>
D2.6 <b>s</b>	<p><b>Increase cultural activities and food vending at sporting events</b> Enhance sporting events by providing music, performances, food trucks etc.</p>
D2.7 <b>m</b>	<p><b>Improve the capacity and comfort of existing outdoor facilities</b> Build more spectator seating, food and beverage services, washrooms/change rooms, lighting, and other amenities.</p>



**Objective D3: Achieve the City’s vision for Indigenous collaboration.**





Surrey’s vision for Indigenous collaboration includes a commitment to learn from local First Nations and Indigenous Peoples and to work together towards a city where everyone has the opportunity to achieve their full potential. This vision will be advanced through advocacy on behalf of all urban Indigenous people in Surrey, and collaboration with local First Nations, other governments, organizations and individuals who share this vision and are committed to achieving it.




D3.1 <b>a</b>	<p><b>Increase the visibility of traditional Coast Salish place names in Surrey</b> Work in partnership with local First Nations and Indigenous leadership to explore meaningful place naming opportunities.</p>
D3.2 <b>a</b>	<p><b>Incorporate Indigenous perspectives into policy, programming and planning</b> With the publication of the Truth and Reconciliation Commission’s report, and the federal government adoption of the UN Declaration of the Rights of Indigenous Peoples, it is increasingly important to consider how facilities, programs and services respect Indigenous cultures and satisfy the needs of urban Indigenous people. As Surrey is home to the largest Indigenous population in Metro Vancouver, the Parks Recreation &amp; Culture Department acknowledges a call to action to incorporate Indigenous perspectives into the development of new facilities and services.</p>
	

D3.3 <b>a</b>	<p><b>Acknowledge traditional Coast Salish peoples in formal events, festivals and meetings</b> A territorial or land acknowledgement is an act of reconciliation that involves making a statement recognizing the traditional territory of the Indigenous people who called the land home before the arrival of settlers.</p>
D3.4 <b>a</b>	<p><b>Collaborate with local First Nations and Indigenous leadership in the development of new parkland</b> Share knowledge in the planning and design process of notable new parks.</p>
D3.5 <b>m</b>	<p><b>Support public awareness and education regarding Indigenous Reconciliation &amp; collaboration</b> Through community events, keynote speeches and presentations.</p>
D3.6 <b>m</b>	<p><b>Deliver staff inclusion training</b> Aimed at building better local government relationships and understanding with Indigenous communities.</p>
D3.7 <b>m</b>	<p><b>Create new spaces for Indigenous ceremony and use</b> Indigenous gathering places provide opportunity for people to engage in traditional and contemporary Indigenous cultural activities such as craftwork, celebration, activism and collaboration. Spaces like this build community, provide deeper understanding, foster creative learning and promote Indigenous cultures. The collaborative development of Indigenous spaces will provide First Nations with employment and entrepreneurial opportunities.</p>
	

**Objective D4: Increase efficiencies in administration and management.**

An effective department is well managed, efficient and innovative. This section includes a number of department wide procedural, communications and management initiatives which seek to realize positive and productive efficiencies across divisions.

D4.1 	<p><b>Explore opportunities for private public partnerships (P3)</b> Many opportunities to partner in the provision of facilities and services will arise. Resources are required to investigate and facilitate these opportunities.</p>
D4.2 	<p><b>Plan for the future using evidence based decision making processes</b> Review future PRC strategies, including secondary strategy and plan for new services and facilities, using evidence and data based decision making processes.</p>
D4.3 	<p><b>Develop and implement a new PRC Management System (Perfect Mind)</b> A central departmental asset and resource management system.</p>
D4.4 	<p><b>Implement a process for continuous service improvement</b> Annually identify service areas for review with the goal of improving service, function and/or efficiency.</p>
D4.5 	<p><b>Invest in labour scheduling technology to more efficiently manage staff resources</b> Implement new labour scheduling software to improve staff and facility management.</p>

D4.6 	<p><b>Review the City’s Dashboard</b> Review and revise the dashboard indicators based on the findings of this Plan to ensure appropriate progress monitoring.</p>
D4.7 	<p><b>Develop clear and consistent tools and methods for sharing information with people across the City</b> Through online, e-newsletters, information hubs, apps.</p>
D4.8 	<p><b>Support the development and implementation of dynamic online communication tools</b> Develop opportunities for two-way dialogue through the City’s website and community based social media channels.</p>



National Indigenous Peoples Day Celebration





# 09 IMPLEMENTATION



# 9.1 MONITORING THE PLAN

Monitoring and evaluation is key to supporting implementation, and to assessing whether the Plan has fulfilled its intent in realizing the Plan's five overarching themes. Key measures are the quantified and specific data measurements that have been selected to gauge success. Given this Plan's alignment with the Sustainability Charter, many of the key measures have been selected from the City (formerly "Sustainability") Dashboard. Additional key measures have been developed to supplement those shared with the Dashboard.

As part of the implementation of this Plan, there is an opportunity to create new indicators (key measures) that will assist in monitoring the effectiveness of the Plan as well as the Sustainability Charter. The following key measures will be reported annually within the City Dashboard and the annual PRC Service Delivery Plan.

## 9.1.1 Key Measures

### THEME I: HIGH QUALITY PARKS AND FACILITIES FOR ALL

#### Proximity Of Homes To Amenities

The proximity of residents to amenities (% of homes within 400m), such as parks, trails and community facilities, is a measure of the livability of Surrey's neighbourhoods.

#### Facilities That Offer City Programs

Parks, recreation and cultural services are essential to people's lives. The total area (sq. feet) of facilities that support PRC services is a measure of how well the City is providing service and addressing growth.

#### Total Parkland

Parks contribute to public health by providing places for recreation, exercise and leisure. Total park area (hectare) by type is a measure of how well the City is maintaining its parkland provision ratio and providing outdoor space for all residents.

### THEME II: ENGAGED AND HEALTHY COMMUNITY

#### Participation In City Programs

Recreation, sports and arts programs are vital to the development of children and youth and to building healthy communities. Total participation in City programs is a measure of an engaged and healthy community.

#### Total City Volunteers

Volunteers help create a stronger city by offering their time, and make it possible to run important projects, programs and events. The total number of annual volunteers is an indirect measure of the engagement of Surrey residents.

#### Community & Special Events\*

Events are important to providing citizens with opportunities to connect and engage with their community. The total number of community-led event applications is an indicator of civic engagement.

#### Community Gardens

Community gardens enhance community food security by allowing urban residents to grow their own food. Total number of garden plots is an indicator of civic engagement and neighbourliness.

### **THEME III: VIBRANT AND CREATIVE CITY**

#### **Employment In Arts, Culture & Recreation**

The arts, culture and sports industries are economic drivers in the community that support jobs, generate revenue and support tourism. Percent of the labour force employed in arts, culture or recreation is an indication of a balanced and creative economy.

#### **Arts & Culture Groups**

Cultural activities are recognized as an important way for individuals to contribute to their communities. The total number of cultural groups represents growth in capacity of the cultural sector.

#### **Spending On Public Art**

Public art is any work of art that is created specifically for a public space. Public art pieces are components of a community's identity and unique character. Annual spending on public art is a measure of the City's commitment to the Arts.

#### **Cultural Grants**

The Cultural Grants program supports the development of local arts and heritage organizations, and aims to stimulate new programs and activities that will make Surrey a cultural destination. Total annual cultural grants is a measure of the commitment to a vibrant and creative City.

### **THEME IV: LEADERS IN ENVIRONMENTAL STEWARDSHIP**

#### **Participation In Environmental Programs**

Environmental programs educate children, youth, and adults on how natural systems function and how they can take action to protect wildlife, maintain environmental quality and live sustainably. Total participation in environmental programs is a measure of leadership in environmental stewardship.

#### **Trees Planted**

Trees provide many benefits for people and wildlife. The total number of trees planted in parks and on streets is a measure of the City's commitment to the environment and the protection of overall tree canopy.

#### **Green Infrastructure Network (GIN) Protected**

Surrey's Green Infrastructure Network (GIN), identified within the Biodiversity Conservation Strategy (BCS) is an interconnected system of natural areas and open spaces that conserves the City's most sensitive ecosystems. Total GIN protected as parkland is a measure of the City's commitment to the BCS.

#### **Active Transportation Infrastructure**

Greenways, pathways and separated bicycle lanes provide convenient and safe connections throughout the City. Total KMs of active transportation routes, including greenways and park pathways is a measure of the City's commitment to providing active and healthy transportation options.

### **THEME V: EFFECTIVE MANAGEMENT OF RESOURCES**

#### **Corporate GHG Emissions**

The City is committed to fighting climate change, which begins with leadership in our own operations, including the reduction of total emissions and energy consumption. Annual corporate GHG emissions from PRC facilities and fleet vehicles are a measure of effective management of resources.

#### **Online PRC Transactions\***

The move to digital platforms for service delivery and program registration presents an opportunity for efficiency. Annual number of online PRC-related transactions is a measure of the effective management of resources.



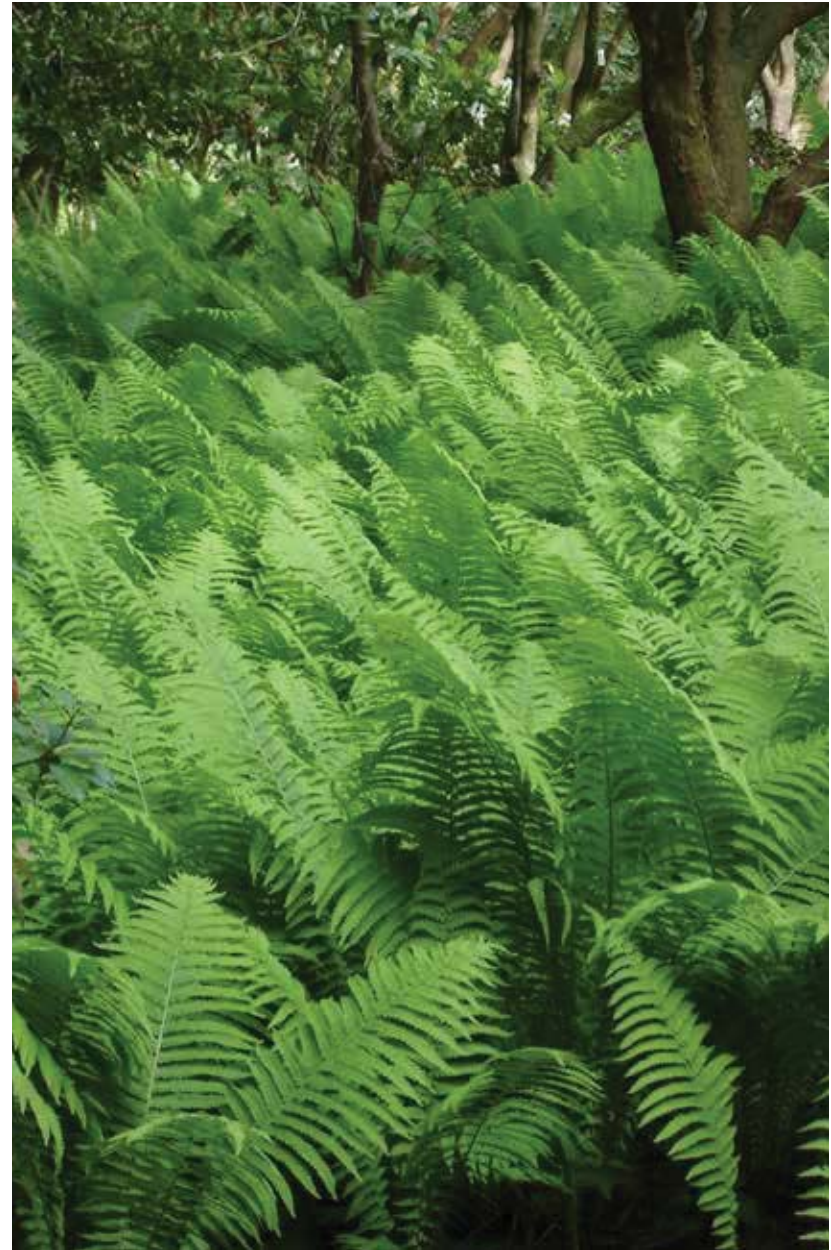
**Park Maintenance Funding\***

The condition and aesthetics of Surrey parks contribute to the wellbeing, health and safety of residents, and is central to the image Surrey projects to attract new residents and businesses. Park maintenance funding (\$ per hectare of parkland) is a general indicator of the City's commitment to an evidence based approach to service levels, life-cycle asset management and neighbourhood beautification.

**Service Request Time\***

The time it takes to respond to a service request is an indicator of resource availability and management. Understanding real-time service levels and public satisfaction levels demonstrates a commitment to responsive government.

*\*Denotes measures that are not currently (2018) included within the Sustainability Dashboard, and may be considered in a review.*



The Glades Park

## 9.2 UPDATING THE PLAN

This Plan is intended to be a working document, to be reviewed annually with the development of each year's PRC Service Delivery Plan. Each annual Service Delivery Plan will outline the objectives and initiatives within this document to be implemented in that calendar year, organized under the five overarching themes of the Plan. The Service Delivery Plan will also report on the success of the Plan through a summary of key measures in Section 9.1.1.

In addition to annual reviews, two updates of this Plan should be undertaken: an initial review in late 2020 at the end of the "short term" time frame, and a second in late 2023 at the end of the "medium term" time frame. It is anticipated that adjustments may be made to strategic objectives and initiatives during these Plan updates, and that new priorities may emerge. Particular attention to ensuring equitable distribution of resources is critical for the plan's success. The department should engage with residents and community stakeholders during plan updates to ensure that changing needs are addressed. Costing forecasts in sections 9.3.2 and 9.3.3 should also be refined during these updates to reflect inflation, construction and other costs considerations.



PRC Workshop

## 9.3 FINANCING THE PLAN

Significant funds will be needed to implement the initiatives recommended within the Plan. This section outlines the financial considerations and systems, including parkland acquisition, one-time capital costs and annual operational costs needed for plan implementation.

### 9.3.1 Parkland Acquisition

This Plan forecasts the development of at least 29 new parks, and the major renovation or expansion of 17 existing parks, in addition to the ongoing conveyance of sensitive ecosystem areas. Many of these park projects will require the acquisition of new parkland before development can occur. Parkland acquisition will need to be strategic, prioritizing the land necessary to deliver the parks identified within the Plan. This prioritization should be reflected within an up-to-date parkland acquisition strategy, which will balance land acquisition needs with funding. Typical parkland acquisition will be supplemented with a Biodiversity Conservation Strategy (BCS) land acquisition strategy, aimed at acquiring key properties identified within the BCS.

The cost of land, like the demand for new parks, increases with population growth and development. With Surrey's growth projected to continue through the decade, the cost of land will remain a challenge. To ensure sufficient funding for land acquisition, funding sources should be reviewed annually to confirm available funding is reflective of land prices and parkland acquisition objectives. The following tools will enable the City to ensure an effective and efficient parkland acquisition strategy:

**Development Cost Charges (DCCs):** DCCs are funds levied upon subdivision or development application approval and are set by bylaw. They are the largest funding source for parkland acquisition, and the tool that offers the most responsiveness to changing land prices. With rising land prices, DCCs will need to be reviewed and adjusted annually to ensure adequate funding. In some cases, area specific DCCs or levies can also be applied to secure additional lands.

**Five Percent (5%) Subdivision Dedication:** Provincial legislation requires the dedication of unencumbered parkland, either as 5% of the total site area or equal cash value, during a subdivision of land that results in the creation of three or more new lots. In some cases, such as gross density zoning, additional parkland dedication can be achieved. This tool, although not as flexible as DCCs, will continue to generate funds and be an important component of an effective parkland acquisition system.

**Density Bonus & Plan Amendments:** Major amendments to the OCP and other secondary land use plans, such as density increases or changes to land use designations, present an opportunity for the conveyance of parkland to address community impact. These opportunities should be explored wherever possible to secure parkland or to provide supplementary funding for future land acquisition.

**Donations & Eco Gifts:** Private donations from individuals or families have significantly contributed to Surrey's park system, including Darts Hill Garden and the Godwin Farm Biodiversity Preserve. Parkland eco gifting or life estate dedications, including those through the Canadian Ecological Gift Program, will continue to contribute to the parkland system.





**Sensitive Ecosystem Conveyance:** The Sensitive Ecosystem Development Permit is a tool to protect sensitive ecosystems through the development process. Through its application, riparian areas and other encumbered sensitive environmental areas should be conveyed to the City to ensure the consistent management of natural environmental values. Sensitive ecosystem lands conveyed through this manner are protected and not intended for use as active parkland, nor suited for inclusion within the 5% subdivision dedication requirement.

In addition to the above noted tools, the plan has identified the need to develop a long-term financial strategy to implement the Biodiversity Conservation Strategy (BCS). The acquisition of land identified within the BCS is above and beyond typical parkland acquisition methods, and will require new funding sources. This has been included as a key initiative within the plan (see P2.3).





### 9.3.2 Capital Considerations

The Plan is estimated to require \$357 million (2017 dollar value) in new one-time capital funding over 10 years. This includes the costs for planning, design and development of all facilities, infrastructure and parks within the Plan. Major capital projects include new community centres in Clayton and Grandview, expansions to Fleetwood and Chuck Bailey Community Centres, new ice rinks in Whalley and Cloverdale, the Museum of Surrey expansion, an Interactive Arts Museum in City Centre, a performing arts facility in South Surrey and the construction or expansion of 45 parks.

Of the \$357 million in capital, \$51 million is self-funded from Neighbourhood Concept Plans (NCPs) and amenity contributions. The remaining \$306 million is general capital funded through the City's annual Capital Financial Plan. The 2018 5-Year Capital Financial Plan identified \$208 million in general capital funding for the implementation of this Plan. The remaining \$98 million in general capital is to be considered in future annual Capital Financial Plans.

Note that parkland acquisition costs are not included within the following calculations as their costs are variably tied to land price and should be considered self-funded (see Section 9.3.1). The following spreadsheet provides an overview of the total capital costs projections associated with this Plan. Note that these are estimates only, based on 2017 costs, and subject to change.



Holland Park

YEAR	Short Term			Medium Term			Long Term				TOTAL (000's)
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
<b>General Capital</b>	88,445	30,537	16,600	22,250	48,300	44,400	9,800	21,400	6,800	17,300	<b>305,832</b>
<b>Self-Funded Capital*</b>	1,550	5,800	1,250	5,650	2,350	6,650	4,300	11,000	6,250	6,650	<b>51,450</b>
<b>All New Capital</b>	89,995	36,337	17,850	27,900	50,650	51,050	13,100	32,400	13,050	23,950	<b>357,282</b>

\* Includes NCP funding and community amenity contributions

## Capital Funding Sources

It is expected that continued growth, typical annual property tax rate increases, City reserve funds and internal borrowing will generate the majority of general capital funding over the life of the Plan. External borrowing may be required to finance portions of the unfunded general capital, estimated at \$98 million in 2018. External borrowing may require a counter-petition process.

Funding sources will be reviewed and revised annually to reflect the capital needs of the Plan, including potential increases to capital revenue sources. Necessary considerations will be outlined within the City's Annual Financial Plan.

Capital revenue sources include:

- Capital Parcel Tax, including the business Capital Parcel Tax
- Annual property tax
- NCP/Community Amenity Contributions
- Proceeds from Gaming Revenue, SCDC Dividends and Tree Replacement Revenue
- City Reserves & Reserve Funds
- Borrowing & Debt Financing
- Senior Government Grants
- Donations, Sponsorships

In some cases, facility development can be delivered through a partnership or entirely through third party. Examples are the Tong Louie Family YMCA and the Surrey Tennis Centre. The City should continue to investigate opportunities to fund facility and amenity development through partnerships.



### 9.3.3 Annual Operating Considerations

The Plan is estimated to require \$26 million (2017) in new annual operating funding over 10 years. This includes the costs to operate facilities and deliver programs and services. Major initiatives requiring new annual funding include the Cultural Grants Program, parkland maintenance and operations, a Park Ranger program, new services to engage children and youth, as well as of the operation of the new facilities, parks and capital projects identified within the Plan. The following spreadsheet provides an overview of new annual operating costs associated with this plan. The following are estimates only, based on 2017 costs, and subject to change:

TIMEFRAME	Short Term 2018 - 2020	Medium Term 2021 - 2023	Long Term 2014 - 2027	TOTAL (000's)
NEW ANNUAL OPERATING	7,950	8,761	9,049	25,760

#### Operating Funding Sources

The majority of operating funding comes from annual property taxes and sales and services revenue. It is expected that continued growth and typical annual property tax rate increases, supplemented by an additional tax increase of 0.75% in 2020, will generate sufficient operating funding to implement the Plan. Necessary considerations and revisions to operating revenue sources will be outlined within the City's Annual Financial Plan and reflected in the evaluation of taxation and sales and services rates.

Operating revenue sources include:

- Annual property tax
- Sales and Service Revenues
- Senior Government Grants

#### Operational Efficiencies

In addition to the growth of operational revenue sources, this plan necessitates the reallocation of current operational funding from the medium term decommissioning of the North Surrey Recreation Centre and North Surrey Arenas, as well as from the longer term decommissioning and replacement of the existing Cloverdale and Newton arenas. Additional operating efficiencies will be assessed annually and may be reflected in future updates to the Plan.

## 9.4 SUMMARY OF RECOMMENDATIONS

The summary of recommendations provides a list of all initiatives included within the Plan. Initiatives are organized by service area and strategic objective, along with the applicable timeframe for implementation. Each initiative is also linked to the overarching theme(s) of the Plan.

The following is a reference for the summary of recommendations.

### INITIATIVE

The plan includes 185 recommendations related to the delivery of Parks; Community and Recreation; Cultural; and, Department-Wide services. Each initiative includes a reference number (e.g. A1.1) which pertains to the relevant service area and objective.

### TIMEFRAME

There are three timeframes associated with the implementation of this plan.

- S = Short-term (2018 –2020)
- M = Medium-term (2021 – 2023)
- L = Long-term (2024 – 2027)
- All = For the duration of the Plan

### THEME

Each initiative advances one or more of the Plan’s five strategic directions.

- I High quality parks and facilities for all residents
- II An engaged & healthy community
- III A vibrant and creative city
- IV Leaders in environmental stewardship
- V Effective management of resources

SERVICE AREA: PARKS		TIME FRAME	THEME
<b>P1</b>	<b>PROVIDE PARKLAND TO MATCH THE PACE OF GROWTH</b>		
P1.1	Facilitate more publicly-accessible outdoor spaces in private urban area developments	ALL	V
P1.2	Advocate for the delivery of outdoor amenity space in private multi-family developments	ALL	II, V
P1.3	Review and adjust parkland DCC rates (contributions from developers)	ALL	V
P1.4	Develop new parks to accommodate growth	ALL	I, II, IV
P1.5	Review existing park classifications	S	I, V
P1.6	Develop an amenity contribution program to fund non-NCP parkland development	S	I, V
<b>P2</b>	<b>ACQUIRE AND PRESERVE NATURAL AREAS</b>		
P2.1	Plan, develop and manage key sensitive ecosystems as Biodiversity Preserves	ALL	IV, V
P2.2	Encourage the conveyance of riparian areas and other sensitive environmental areas	ALL	IV, V
P2.3	Implement the Biodiversity Conservation Strategy	S	IV, V
P2.4	Investigate the formation of a non-profit land trust and partner with land conservancy groups	M	IV, V
P2.5	Develop an ecological gift or life estate dedications program	M	IV, V
<b>P3</b>	<b>FOSTER ENVIRONMENTAL STEWARDSHIP AND NATURE CONNECTEDNESS</b>		
P3.1	Create more opportunities for visual and physical access to nature	ALL	I, II, IV
P3.2	Integrate environmentally sustainable design features into parks	ALL	IV, V
P3.3	Strategically Grow Surrey's urban tree canopy	ALL	IV
P3.4	Update the Blueways Master Plan	S	I, II, V
P3.5	Update and deliver the Nature Centre Concept Plan	S	I, IV
P3.6	Increase opportunities to experience the City's main waterways	S	I, II, IV
P3.7	Develop an Urban Forestry Stewardship & Engagement Plan	S	IV, V
P3.8	Increase nature stewardship opportunities and programs	M & L	II, IV
P3.9	Develop a new nature pavilion in South Surrey	L	I, IV
<b>P4</b>	<b>PROVIDE AMENITIES THAT ARE WELL-MAINTAINED AND RESILIENT</b>		
P4.1	Increase park maintenance funding	ALL	I, V
P4.2	Tie operating costs of new parks to capital development	ALL	V
P4.3	Establish a system to monitor the delay of service requests	S	V
P4.4	Link existing park maintenance budgets to population growth	S	I, V
P4.5	Update the Park Construction Standards	S	I, V
P4.6	Establish Joint Use Agreements (JUAs) with Surrey Schools	S	V



SERVICE AREA: PARKS		TIME FRAME	THEME
P4.7	Expand park volunteer programming	M	II, IV
P4.8	Study the feasibility of a recycling program in community and city level parks	M	IV, V
P4.9	Update the Tree Risk Management Program	M	V
P4.10	Develop a Park Ranger Program	L	II, IV, V
<b>P5</b>	<b>CREATE WELCOMING, RELAXING AND PLAYFUL SPACES</b>		
P5.1	Incorporate more amenities for walking in parks	ALL	I, II
P5.2	Develop more nature playgrounds and natural play features in parks	ALL	I, II
P5.3	Develop more outdoor park pavilions and shelters	ALL	I, II
P5.4	Increase opportunities to enjoy food in parks	ALL	I, II
P5.5	Increase opportunities for residents to learn about and experience agriculture	ALL	II, IV
P5.6	Provide more amenities and spaces in parks for quiet relaxation and reflection	ALL	I, II
P5.7	Expand community building programs in parks	ALL	II
P5.8	Provide washroom facilities in all community and city level parks.	S	I, III
P5.9	Grow horticultural garden parks	S	I
P5.10	Update the dog off-leash strategy	M	I, V
P5.11	Update the Greenways Master Plan	M	I, V
P5.12	Update the Playground Master Plan	M	I, V
P5.13	Develop a parks wayfinding strategy for community and city level parks	M	V
P5.14	Renovate the West Cape Cod Building at the Surrey Nature Centre	M	I, V
<b>P6</b>	<b>INCREASE ACCESSIBILITY AND PARTICIPATION IN OUTDOOR SPORTS</b>		
P6.1	Develop more partnerships with sports associations	ALL	I, V
P6.2	Develop new athletic fields at the new Sunnyside Saddle Club Park and within Clayton Park	S	I, II
P6.3	Develop new community athletic parks	M	I, II
P6.4	Expand athletic amenities in Cloverdale Athletic Park and Newton Athletic Park	S & M	I, II
P6.5	Develop a strategy to deliver popular youth amenities	L	I, V

SERVICE AREA: COMMUNITY & RECREATION		TIME FRAME	THEME
<b>CRS1</b>	<b>INCREASE EQUITABLE ACCESS FOR ALL TO PARTICIPATE AND BE ACTIVE</b>		
CRS1.1	Ensure recreation passes and programming are accessible to all people	ALL	II
CRS1.2	Increase active and engaging afterschool opportunities for students	ALL	II
CRS1.3	Identify and address barriers to programs for key groups with notably lower participation	ALL	II
CRS1.4	Develop more opportunities and amenities for people to be active on a drop-in basis	ALL	I, II
CRS1.5	Develop an allocation and usage policy for recreation facilities and services	S	V
CRS1.6	Expand Parking at the Grandview Aquatic Centre	S	I
CRS1.7	Provide more programs for different age-groups and skill levels to meet growing needs	S & M	II
CRS1.8	Create programs to encourage residents to try new and emerging sports and activities	S & L	I, II
CRS1.9	Develop and implement a strategy for increasing Indigenous youth participation in sport	M	II, V
CRS1.10	Pilot water-based sport programming in Surrey's waterways	M	II
CRS1.11	Develop an outdoor recreation program	L	II
<b>CRS2</b>	<b>CREATE WELCOMING AND SUPPORTIVE SPACES</b>		
CRS2.1	Increase adequate, licensed and affordable childcare (0-12 years) and preschool spaces	ALL	II, V
CRS2.2	Provide more affordable and flexible community meeting spaces	ALL	II
CRS2.3	Increase after-school and weekend multi-purpose use of schools	ALL	II, V
CRS2.4	Develop a new community centre in the Clayton Heights community	S	I, II
CRS2.5	Deliver the North Surrey Sport & Ice Complex	S	I, II
CRS2.6	Deliver the Cloverdale Sport & Ice Complex	S	I, II
CRS2.7	Support the development of a new YMCA in City Centre	M	I, II, V
CRS2.8	Develop a new Community Centre in the Grandview Heights community	M	I,II
CRS2.9	Expand the Fleetwood Community Centre	M	I, II
CRS2.10	Expand the Chuck Bailey Community Centre	L	I, II
CRS2.11	Plan for a new ice complex in Grandview Heights and the replacement of the Newton Ice Arena	L	I, II, V
CRS2.12	Refurbish all six outdoor pools	L	I, V
<b>CRS3</b>	<b>STRENGTHEN OUR APPROACH TO COMMUNITY ENGAGEMENT</b>		
CRS3.1	Increase support for community led initiatives and events	ALL	II, V
CRS3.2	Provide meaningful opportunities for public consultation	ALL	II, V
CRS3.3	Support program delivery through partnerships	ALL	II, V
CRS3.4	Increase community development programs, events and celebrations	M	II, III

SERVICE AREA: COMMUNITY & RECREATION		TIME FRAME	THEME
CRS3.5	Increase community engagement and leadership training for staff	S	II, V
CRS3.6	Support the creation of a new family services facility in Guildford	S	II
CRS3.7	Streamline programming and services that welcome and support newcomers to Surrey	S	II, V
CRS3.8	Establish programming to support and connect new parents	M	II
CRS3.9	Develop a new community family services facility in Guildford	L	I, II, V
<b>CRS4</b>	<b>DEVELOP RECREATIONAL LEADERSHIP CAPACITY</b>		
CRS4.1	Increase competency-based professional development programs for staff and volunteers	ALL	V
CRS4.2	Partner with LGBTQ community to incorporate and support relevant policy, programming, training and planning	ALL	II, V
CRS4.3	Make it easier for people to learn about and get involved in community volunteer opportunities	S	II, V
CRS4.4	Pilot an employment and job skill development program	S	II, V



SERVICE AREA: CULTURE		TIME FRAME	THEME
<b>ARTS</b>			
<b>A1</b>	<b>GROW THE CAPACITY OF LOCAL ARTISTS AND ART ORGANIZATIONS</b>		
A1.1	Grow the Cultural Grant Program	ALL	III, V
A1.2	Support the growth of key non-profit partners	ALL	I, III
A1.3	Development more artist live/work units	ALL	III
A1.4	Develop affordable art studio and rehearsal space	M	III
A1.5	Integrate art space as a Community Amenity Contribution (CAC)	M	I, III
A1.6	Create a City Arts Liaison	M	III
<b>A2</b>	<b>PROMOTE LEARNING AND ENGAGEMENT WITH THE ARTS</b>		
A2.1	Create specialized spaces to support new mediums of art	ALL	II, III
A2.2	Develop affordable 'maker lab' spaces	ALL	II, III
A2.3	Support new academic facilities and programs to advance the arts	ALL	I, III
A2.4	Integrate community art space within the new Clayton Community Centre	S	I, III
A2.5	Establish a Surrey Art Laureate program	S	III
A2.6	Develop a strategy to advance music in Surrey	S	III, V
A2.7	Increase programs and services for youth and emerging adults	S & L	II, III
A2.8	Integrate community art space within the new Grandview Community Centre	M	I, III
A2.9	Develop new community arts space within an expansion of the Fleetwood Community Centre	M	I, III
A2.10	Increase flexible community art programs	M & L	II, III
A2.11	Develop new community arts space in Newton	L	I, III
A2.12	Develop new community art space in Guildford	L	I, III
<b>A3</b>	<b>SUPPORT AND SHOWCASE ART AND PERFORMANCE</b>		
A3.1	Create new outdoor community performance spaces	ALL	I, III
A3.2	Develop a Surrey Art Gallery Business Plan	S	III, V
A3.3	Advance opportunities for public art at transit stops	S	III
A3.4	Update the Public Art Master Plan	S	III, V
A3.5	Develop a Surrey Civic Theatres Business Plan	S	III, V
A3.6	Develop a new Interactive Art Museum (IAM) in City Centre	M	I, III
A3.7	Develop a new contemporary art gallery and Café in South Surrey	M	I, III
A3.8	Establish an iconic public art installation within the City Centre Civic Plaza	M	III

SERVICE AREA: CULTURE		TIME FRAME	THEME
<b>ARTS</b>			
A3.9	Increase developer contributions to the Private Development Public Art Program	M	III, V
A3.10	Renovate the Surrey Arts Centre into a dedicated centre for performing arts	L	I, III, V
A3.11	Develop a new performing arts centre in South Surrey	L	I, III
A3.12	Plan for the longer term development of a new performing arts centre in City Centre	L	I, III, V
A3.13	Grow philanthropic contributions around facility development	L	III, V
<b>A4</b>	<b>FOSTER COMMUNITY CONNECTIONS THROUGH THE ARTS</b>		
A4.1	Support Indigenous art in public spaces	ALL	II, III
A4.2	Host and promote more community cultural events	ALL	II, III
A4.3	Deliver more arts programs and services through partnerships	ALL	II, III, V
A4.4	Create cultural incubator spaces in Guildford Town Centre	M	II, III
A4.5	Develop a Community Art and Youth Engagement Plan	M	III, V
A4.6	Develop a Creative Industry Strategy	M	III, V
<b>HERITAGE</b>			
<b>H1</b>	<b>PROMOTE AND CELEBRATE SURREY'S HERITAGE</b>		
H1.1	Host more guided heritage tours and talks	ALL	II, III
H1.2	Develop and promote cultural tourism activities	ALL	III
H1.3	Retain and enhance historically and culturally significant features	ALL	III
H1.4	Host and promote more community cultural events	S	II, III
H1.5	Develop a "Surrey Cultural Membership" program	M	III, V
H1.6	Integrate heritage and sport in creative ways	M	III
<b>H2</b>	<b>SUPPORT AND SHOWCASE HERITAGE ACROSS THE CITY</b>		
H2.1	Expand the Museum of Surrey	S	I, III
H2.2	Develop more interpretive trails	S	I, III
H2.3	Renovate the Strawberry Farmers Institute Hall	S	I, III, V
H2.4	Develop conservation and management plans for City-owned heritage sites	S	III, V
H2.5	Refurbish the Museum of Surrey satellite exhibition at Green Timbers	S	I, III, V
H2.6	Study the feasibility of a municipal mural program	M	III, V
H2.7	Integrate heritage re-enactments & performances into special events and festivals	M	II, III
H2.8	Integrate additional heritage & cultural displays and services across the City	L	I, II, III
H2.9	Study the feasibility of a new museum or interpretive centre in North Surrey	L	III, V

SERVICE AREA: CULTURE		TIME FRAME	THEME
<b>HERITAGE</b>			
<b>H3</b>	<b>DEVELOP PARTNERSHIPS TO ENGAGE PEOPLE IN SURREY'S HERITAGE</b>		
H3.1	Recognize local First Nations and urban Indigenous peoples' heritage and culture	ALL	II, III
H3.2	Create a Surrey Heritage Network	S	III, V
H3.3	Establish an official working committee between Heritage Services and Surrey Libraries	S	V
H3.4	Engage more students and young adults with local heritage programming and curriculum	M	II, III
H3.5	Develop a Membership program at Museum of Surrey	M	II, III, V
H3.6	Explore an extension of the historic BC Electrical Railway	L	III, V
H3.7	Partner with other municipalities to develop regional attractions, tours, and events	L	III, V
H3.8	Develop partnerships with Cemetery Services	L	II, III, V
<b>H4</b>	<b>USE TECHNOLOGY TO ENGAGE PEOPLE IN SURREY'S HERITAGE</b>		
H4.1	Develop an Interactive Technology Strategy for the Surrey Museum	S	II, III, V
H4.2	Develop a Digital Strategy	S	II, III, V
H4.3	Explore the development of a Surrey Heritage app	M	III, V
H4.4	Create interactive and immersive heritage displays in the community	L	III, V
H4.5	Use digital tools to celebrate local history	L	III, V
H4.6	Leverage digital marketing to encourage community participation	L	III, V
<b>SPECIAL EVENTS</b>			
<b>S1</b>	<b>HOST VIBRANT SPECIAL EVENTS</b>		
S1.1	Grow sponsorships and partnership involvement in special events	ALL	III, V
S1.2	Increase Indigenous programming at special events and festivals	ALL	II, III
S1.3	Develop a Special Events Strategy	S	II, III, V
S1.4	Investigate the development of a multi-sport festival in Surrey	S	II, III
S1.5	Develop a Surrey International Children's Festival Strategic Plan	S	V
S1.6	Explore opportunities for new special event venues in South Surrey	S	III
S1.7	Explore opportunities to co-host larger special events with neighbouring municipalities	L	III, V



SERVICE AREA: DEPARTMENT WIDE		TIME FRAME	THEME
<b>D1</b>	<b>MAXIMIZE INFRASTRUCTURE SUSTAINABILITY &amp; RENEWAL</b>		
D1.1	Consider climate change in new facilities and park design	ALL	IV, V
D1.2	Design new facilities and parks to be universally accessible	ALL	I, II, V
D1.3	Establish a procedure to review new facilities and park design from a public safety perspective	S	I, V
D1.4	Undertake program and amenity use audits of major parks	M	I, V
D1.5	Undertake life-cycle audits of major PRC facilities	L	I, V
<b>D2</b>	<b>ADVANCE SPORT TOURISM &amp; HOSTING</b>		
D2.1	Explore corporate partnerships and sponsorship opportunities	ALL	V
D2.2	Advance bids for more regional, national and international sporting events	ALL	II, III, V
D2.3	Develop new facilities for emerging sports	ALL	I, II
D2.4	Work with community partners to advance opportunities for new indoor facilities	ALL	I, II, V
D2.5	Explore the feasibility of developing multi-purpose outdoor and indoor stadiums	S	I
D2.6	Increase cultural activities and food vending at sporting events	S	III
D2.7	Improve the capacity and comfort of existing outdoor facilities	M	I
<b>D3</b>	<b>ACHIEVE THE CITY'S VISION FOR INDIGENOUS RECONCILIATION</b>		
D3.1	Increase the visibility of traditional Coast Salish place names in Surrey	ALL	III
D3.2	Incorporate Indigenous perspectives into policy, programming and planning	ALL	II, III, V
D3.3	Acknowledge traditional Coast Salish peoples in formal events, festivals and meetings	ALL	II, V
D3.4	Collaborate with local First Nations and Indigenous leaders in the development of new parkland	ALL	I, II, V
D3.5	Support public awareness and education regarding Indigenous Reconciliation	M	II, V
D3.6	Deliver staff inclusion training	M	II, V
D3.7	Create new spaces for Indigenous ceremony and use	M	I, III
<b>D4</b>	<b>INCREASE EFFICIENCIES IN ADMINISTRATION &amp; MANAGEMENT</b>		
D4.1	Explore opportunities for private public partnerships (P3)	ALL	V
D4.2	Plan for the future using evidence based decision making processes	ALL	V
D4.3	Develop and implement a new PRC Management System (Perfect Mind)	S	V
D4.4	Implement a process for continuous service improvement	S	V
D4.5	Invest in labour scheduling technology to more efficiently manage staff resources	S	V
D4.6	Review the City's Sustainability Dashboard	S	V
D4.7	Develop clear and consistent tools and methods for sharing information with residents	M	II, V
D4.8	Support the development and implementation of dynamic online communication tools	M	II, V







# APPENDICES

I. PRC Facility & Amenities Inventory   II. Community Engagement Report   III. Needs Assessment Report   IV. Heritage Services Review



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