

# NEWTON:

SUSTAINABILITY IN ACTION



# Action Plan

# Contents

|  |    |
|--|----|
| Acknowledgements                               | 3  |
| Introduction                                   | 4  |
| Engagement                                     | 6  |
| Action Plan                                    | 8  |
| Built Environment and Neighbourhoods           | 9  |
| Economic Prosperity and Livelihoods            | 12 |
| Ecosystems                                     | 14 |
| Education and Culture                          | 17 |
| Health and Wellness                            | 20 |
| Inclusion                                      | 23 |
| Infrastructure                                 | 26 |
| Public Safety                                  | 29 |
| Appendix A: Engagement Summary                 | 31 |
| Appendix B: City of Surrey List of Departments | 32 |
| Appendix C: Glossary of terms                  | 33 |



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## Steering Committee members:

- Philip Aguirre
  - Korine Deol
  - Deirdre Goudriaan
  - Deb Jack
  - Ellen Pond
  - Fiona Stevenson
  - Liz Walker
  - Steve Webster
  - Tracy Blagdon
- 
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# Sustainability 2.0 CHARTER



## Introduction

The City of Surrey adopted its Sustainability Charter 2.0 in 2016. This updated Charter includes an updated vision for the City that aligns with the vision in the Official Community Plan, goals and desired outcomes for each of eight community systems, and strategic directions that will guide priority actions for focus.

As the Sustainability Charter 2.0 represents a vision for the community, the City wished to more deeply engage residents to identify and implement initiatives that would meet the goals and desired outcomes articulated in the Charter. The City applied for, and received, funding from the Federation of Canadian Municipalities (FCM) Sustainable Neighbourhood Action Plan (SNAP) program to undertake a neighbourhood engagement project that would result in a sustainable neighbourhood action plan. The Newton neighbourhood was identified as a strong neighbourhood for this project because of its existing active community organizations and leaders, as well as current City planning initiatives that would align with implementation of the Charter. Newton: Sustainability in Action (NSIA) was selected as the neighbourhood project.

This plan addresses the FCM requirements of delivering social, environmental and economic impacts, and addressing FCM's priorities of land use, transportation, planning, waste and water management, and energy use. The plan includes indicators for each of the actions, and targets where appropriate.

The NSIA action plan aligns with other higher level City plans, including the Sustainability Charter (structured by the same themes and goals, but describes Newton-specific desired outcomes). It supports goals and policies of the City's Official Community Plan, the Biodiversity Conservation Strategy, and the Community Climate Action Plan, and integrates a number of the actions identified in the EcoNewton process, a project led by Kwantlen Polytechnic University to identify actions to support greater environmental sustainability in a Newton business area.

While the NSIA action plan was created by stakeholders, the community and the Steering Committee over the course of two years, it is the intent that the plan is iterative, and all residents and community organizations are invited to participate in one of the identified actions, or to identify a new action to implement.

## PROJECT GOALS

The goals of the Newton: Sustainability in Action project were to:

- Raise awareness of Surrey's Sustainability Charter 2.0
- Engage Surrey's residents, in Newton and beyond, in identifying and implementing actions that help meet the Charter's goals and desired outcomes
- Increase community social connections and social capital

## PROCESS

Newton: Sustainability in Action was organized into five phases:

1. Prepare for planning
2. Create sustainability vision (goals and desired outcomes)
3. Assess current situation
4. Develop action plan
5. Develop implementation and monitoring strategy



# Engagement

The development of the action plan involved engagement with stakeholders and the Newton community. A Steering Committee guided the development and delivery of the project over two years. Community engagement activities took place in Phase 2 (creation of the sustainability vision) and Phase 4 (development of action plan), and included:

- ✓ Community event at a Newton Day celebration at The Grove
- ✓ City Speaks online survey
- ✓ I Love Newton walls
- ✓ Pop-up conversation stations
- ✓ Stakeholder action planning meetings
- ✓ Kwantlen Polytechnic University student engagement
- ✓ City Transportation Forum
- ✓ City staff implementation meetings

The action ideas generated from the public and stakeholders were provided to City staff and other stakeholder led organizations, who reviewed, refined and confirmed the actions.

**The Engagement Summary report is attached as Appendix A.**



## KWANTLEN POLYTECHNIC UNIVERSITY (KPU) ENGAGEMENT, STRAWBERRY HILL LIBRARY

We worked with one of the Steering Committee members, a Policy Studies instructor at KPU, to engage her students in this project. Five of the students participated as part of their class project assignment by hosting an I Love Newton Wall at two locations on the KPU campus and hosting a pop-up station at Strawberry Hill library. Participants were asked to indicate their favourite places in Newton with a sticker and add comments on what they love and what they would like to see in the neighbourhood. 85 comments and 41 stickers were filled out at the student lounge wall, 24 comments and 25 stickers were filled out at the campus library, and 33 comments were collected at the Strawberry Hill Library.

## STEERING COMMITTEE

Steering Committee members represented key organizations in the Newton community and provided guidance and advice over the course of the project. Steering Committee members were:

|                   |   |
|-------------------|---|
| Philip Aguirre    | Newton BIA                              |
| Korine Deol       | Fraser Health Authority                 |
| Deirdre Goudriaan | Seeds of Change Surrey                  |
| Deb Jack          | Surrey Environmental Partners           |
| Ellen Pond        | Kwantlen Polytechnic University         |
| Fiona Stevenson   | DIVERSEcity Community Resources Society |
| Liz Walker        | Newton Community Association            |
| Steve Webster     | The PLOT Community Garden               |
| Tracy Blagdon     | Surrey Schools                          |

## CITY OF SURREY STAFF

The Steering Committee was coordinated by the City's Sustainability Office: Anna Mathewson (Manager, Sustainability), Erin Desautels (Sustainability Planner) and Tjasa Demsar (Project Management Assistant).

City staff from Engineering, Parks, Recreation and Culture, and Planning and Development also participated on the Steering Committee to provide ongoing direction and support. Many of the actions were recommended to City of Surrey departments, and the relevant departments and divisions are listed in the Action Plan. The City's list of departments is provided in Appendix B for reference.

**Appendix C is a glossary of terms used in this document.**





# How the Action Plan is Organized

The NSIA action plan is organized by the eight themes of the Surrey Sustainability Charter. Each theme includes:

- the community goal from the Sustainability Charter;
- desired outcomes specific to Newton;
- a description of the current reality related to that theme (strengths and weaknesses and a brief neighbourhood summary – compiled from Census 2016 data and input from the online CitySpeaks survey);
- the list of identified actions and responsibilities that will further Newton's progress as part of a thriving, green and inclusive Surrey; and
- the relevant indicators to measure progress. Indicators marked with a " \* " are ones that are currently being monitored on the **Surrey Sustainability Dashboard ([surrey.ca/dashboard](http://surrey.ca/dashboard))**.



# BUILT ENVIRONMENT AND NEIGHBOURHOODS

## GOAL

A beautiful, accessible and well-connected city of distinct and complete neighbourhoods that are walkable, engaging and resilient.

## DESIRED OUTCOMES FOR NEWTON

- Newton is a walkable community with a complete bicycle path network, making access and proximity to important amenities easy and enjoyable for people to get around without cars.
- Plenty of parks and trees are found throughout all neighbourhoods.
- A clean, safe, and fun town square creates an important gathering place for the community.
- Neighbourhoods within Newton are unique and diverse.
- Buildings are more energy efficient and sustainable.
- The Newton Town Centre supports a higher density of residents.

## BRIEF DESCRIPTION OF CURRENT REALITY

### NEIGHBOURHOOD SUMMARY:

- A higher proportion of Newton residents (74%) live in a more land-efficient style of housing such as a row-house or low-rise apartment than residents in the city of Surrey as a whole or in the Vancouver CMA (Census Metropolitan Area).
- Like residents of the rest of Surrey, about 63% of Newton residents feel they have amenities within walking distance; however, only 48% of Newton residents feel they see a lot of people walking or biking.
- While there are hubs of walkability in Newton such as Newton Town Centre (according to local walk scores), there is little consistency across the community.
- Surrey residents' greenhouse gas emissions totaled 2.5 million tonnes in 2012, with 30% of those emissions from buildings and 65% from transportation and getting around.
- Modelling estimates show that the greatest source of building emissions are from buildings to the west of King George Boulevard.

**Strengths:** There is a diversity of housing in Newton. The Town Centre is well-defined, and there is available land for revitalization.

**Challenges:** Residents feel there is a lack of connectedness within the community, including a lack of spaces for social connections, sidewalks and accessibility to transit. There are abandoned/vacant industrial buildings that could be re-purposed or re-developed.

## ACTIONS

| #  | Name   | Description  | Lead                               | Support   |
|----|--|--|------------------------------------|---|
| 1a | <b>Build upon placemaking initiatives – in parks</b>   | Implement and build upon current City of Surrey PRC (Parks, Recreation & Culture) placemaking initiatives, planning and design of spaces/ amenities, and public art in parks in Newton.  | PRC: Parks (Parks Planning)        | <ul style="list-style-type: none"> <li>• PRC: Parks (Parks Development Services)</li> <li>• PRC: Culture (Public Art and Heritage Services)</li> <li>• Fraser Health</li> <li>• Newton BIA</li> <li>• KPU</li> </ul>  |
| 1b | <b>Build upon placemaking initiatives - in public realm and streetscape</b>  | Identify areas for expanding and building upon existing placemaking initiatives in Newton.   | PRC: Parks (Community Enhancement) | <ul style="list-style-type: none"> <li>• PRC: Culture (Cultural Services)</li> <li>• Newton BIA</li> <li>• KPU</li> </ul>   |
| 2a | <b>Increase the total number and area of public green spaces and maintain, enhance, or steward public green assets</b> | Identify spaces to increase green assets such as pocket parks, more trees, beautification, rain gardens, raised gardens, planting events. Consider “green keeping” to ensure maintenance of green assets (e.g. “The Plot”).  | PRC: Parks (Parks Planning)        | <ul style="list-style-type: none"> <li>• PRC: Parks (Parks Development Services)</li> <li>• PRC: Parks (Urban Forestry)</li> <li>• PRC: Parks (Park Partnerships)</li> <li>• Engineering: Utilities (Environment)</li> <li>• Fraser Health</li> <li>• Surrey Schools</li> <li>• Newton BIA</li> </ul> |
| 2b | <b>Encourage an increase and maintenance of private green spaces and assets</b>  | Work with property owners to identify spaces to increase green assets such as outdoor amenity space, trees and rain gardens.   | P&D: Buildings (Trees & Landscape) | <ul style="list-style-type: none"> <li>• P&amp;D: Area Planning (South)</li> <li>• Engineering: Utilities (Environment)</li> </ul>  |
| 3  | <b>Increase greening in Newton Town Centre development</b>   | Develop a plan to include the enhancement of greenspace, parks and green infrastructure in Newton Town Centre. Plan Newton Town Centre public open space to highest level of ecological standards.   | PRC: Parks (Parks Planning)        | <ul style="list-style-type: none"> <li>• P&amp;D: Community Planning, and Buildings (Trees &amp; Landscape)</li> <li>• Engineering: Utilities (Environment)</li> <li>• PRC: Parks (Urban Forestry)</li> </ul>   |
| 4  | <b>Reduce building energy use and GHG emissions</b>  | Explore opportunities to reduce GHG emissions in buildings. This will primarily be achieved through new building design (e.g. citywide application of the BC Energy Step Code including consideration of onsite renewables, future district energy opportunities, etc.) and for existing buildings through retrofits and behavior change programs. Promote energy efficiency programs such as through utilities. | Sustainability Office              | <ul style="list-style-type: none"> <li>• Engineering: Utilities (District Energy)</li> <li>• P&amp;D: Building</li> <li>• BC Hydro</li> <li>• Fortis BC</li> </ul>  |



## INDICATORS

- Number of Neighbourhood Enhancement Grants\*
- Number of Community Event and Grant Applications\*
- Number of City Cultural Grants\*
- Number of shade trees planted on public property\*
- Hectares of parkland by type\*
- Number of city volunteers\*
- Tree canopy coverage\*
- Community greenhouse gas emissions\*
- Please add to each Indicators page:

\* refers to indicators that are currently being monitored on the Surrey Sustainability Dashboard ([surrey.ca/dashboard](https://surrey.ca/dashboard)).



# ECONOMIC PROSPERITY AND LIVELIHOODS

## GOAL

Continued prosperity and thriving livelihoods and a strong, equitable and diverse economy.

## DESIRED OUTCOMES FOR NEWTON

- Newton provides many opportunities for employment, including for those residents certified in other countries.
- Many businesses choose to locate in Newton.
- Everyone is able to earn a living wage.
- Diverse and integrated food production opportunities exist within the community.
- Newton is known for fostering clean-tech innovation and businesses that integrate sustainable practices.

## BRIEF DESCRIPTION OF CURRENT REALITY

### NEIGHBOURHOOD SUMMARY:

- Newton hosts 46,500 jobs or just over 25% of all the jobs in Surrey, and 32% of the industrial jobs in the city; industrial land area is an essential land base for these jobs.
- While median household (all types) incomes are about the same as other regions in the Lower Mainland, median family (those related by blood or marriage) incomes tend to trail the incomes in other areas of Surrey and Vancouver CMA.
- Despite higher educational attainment level, a higher proportion of immigrants and recent immigrants compared to Canadian-born residents (2011) were unemployed, earning less income and were more likely in a low income category.
- Within Newton 26% of the land base is in food production but missing from the area are farmers' markets and u-pick farm areas.

**Strengths:** The Newton Business Improvement Association is widely perceived to be a major asset for the neighbourhood. Other assets include good transportation access to major highway corridors, the large number of businesses, employers, retail stores and services, and South Asian cultural shopping area.

**Challenges:** A lack of positive Newton branding is a challenge for the community, as is the existing poverty and the perception of both crime and a lack of safety. There are currently no major hotels in the community, and few restaurants and retail within a comfortable active transportation (walking/cycling) distance.

## ACTIONS

| # | Name   | Description   | Lead                                  | Support   |
|---|--|---|---------------------------------------|---|
| 1 | <b>Promote vacant business space in Newton</b>                                   | Promote and utilize Invest Surrey Site Selector Tool to promote vacant space in Newton.   | Economic Development                  | <ul style="list-style-type: none"> <li>• PRC: Marketing</li> <li>• Newton BIA</li> </ul>  |
| 2 | <b>Enhance the identity of Newton through the creation of placemaking themes</b> | Engage residents and local businesses to define Newton characteristics that will influence placemaking projects to draw community together, and attract visitors, customers and investors.  | PRC: Marketing                        | <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• P&amp;D: Community Planning</li> <li>• PRC: Culture</li> <li>• PRC: Parks (Community Enhancement)</li> <li>• Newton BIA</li> <li>• Surrey Libraries</li> </ul> |
| 3 | <b>Develop educational materials and support for greener business practices</b>  | Develop resources for businesses on how to reduce waste, water and energy use. Materials could include how-to guides, templates and tools on corporate sustainability and self-audit tool, case studies, green building retrofit and energy audit guide and self-audit checklist or tool.   | Sustainability Office                 | <ul style="list-style-type: none"> <li>• Engineering: Utilities (Water)</li> <li>• Engineering: Operations (Solid Waste)</li> <li>• Newton BIA</li> </ul>   |
| 4 | <b>Further develop and support an Industrial Symbiosis Program</b>               | An industrial symbiosis program helps businesses identify value-added opportunities for their waste products, whether as feedstocks for existing businesses or as part of a new product. A NISP (National Industrial Symbiosis Program) program has launched in Canada via Lighthouse; workshop was held in Surrey in early 2018 and second workshop held January 2019. | Engineering: Operations (Solid Waste) | <ul style="list-style-type: none"> <li>• Sustainability Office</li> <li>• Economic Development</li> <li>• Newton BIA</li> </ul>   |

## INDICATORS

- Businesses by sector\*
- Availability of employment\*
- Community greenhouse gas emissions\*
- Community waste\*

\* refers to indicators that are currently being monitored on the Surrey Sustainability Dashboard ([surrey.ca/dashboard](http://surrey.ca/dashboard)).



# ECOSYSTEMS

## GOAL

Healthy, protected and well-maintained ecosystems and biodiversity.

## DESIRED OUTCOMES FOR NEWTON

- Urban forests and wildlife corridors, including riparian areas, rivers, and watercourses, are lush and healthy.
- Stewardship programs and activities educate residents, and get them outdoors more.
- Public and private lands contribute to the urban forest, and the tree canopy is restored.

## BRIEF DESCRIPTION OF CURRENT REALITY

### NEIGHBOURHOOD SUMMARY:

- Compared to other neighbourhoods in Surrey and Lower Mainland jurisdictions, residents of Newton are less likely to say they have “many attractive natural sites around.”
- Mapping visualizations show that despite 60 parks in the Newton community, there are very few in the Newton Town Centre.
- There is very little ‘high quality’ habitat with large continuous landmasses in the area, especially in the Newton Town Centre.
- One quarter of Newton is in the Agricultural Land Reserve.

**Strengths:** Newton residents value the natural assets in the area, including the variety of natural spaces and park areas such as The Grove and the Newton Pond.

**Challenges:** Challenges in the neighbourhood include protection of the agricultural lands, the increasing footprint of new homes and paving-over of existing private yards, and subsequent increased impermeability of the land, and the need for greater connectivity between parks, as well as more parks in general.

## ACTIONS

| #  | Name  | Description  | Lead   | Support  |
|----|---|--|--|--|
| 1  | <b>Fully implement Biodiversity Conservation Strategy (BCS)</b>                     | Review the BCS and identify the needs for action in Newton.  | PRC: Parks (Urban Forestry)                                  | <ul style="list-style-type: none"> <li>• Engineering: Realty Services</li> <li>• PRC: Parks (Parks Development Services)</li> <li>• Engineering: Utilities (Environment)</li> <li>• PRC: Parks (Parks Planning)</li> <li>• P&amp;D: Area Planning</li> </ul> |
| 2  | <b>Enhance SNAP (Surrey's Natural Areas Partnership) Program</b>                    | Increase SNAP's presence in Newton by prioritizing tree care and outreach teams' initiatives.  | PRC: Parks (Urban Forestry) & Green Timbers Heritage Society |  |
| 3  | <b>Develop inventory of ecosystem services (pilot projects)</b>                     | In conjunction with the inventory, investigate options to evaluate natural capital value of green infrastructure; promote greening of infrastructure to maximize biodiversity over time; educate the public and elected officials on ecosystem value.      | Engineering: Utilities (Environment)                         | <ul style="list-style-type: none"> <li>• Engineering: Utilities (Drainage)</li> <li>• P&amp;D: Community Planning (GIS)</li> <li>• PRC: Parks (Urban Forestry)</li> </ul>  |
| 4a | <b>Develop a tree planting and maintenance communications program (public land)</b> | Develop a communication plan related to care of public trees (watering, pruning). Pursue opportunities to remove impervious surfaces (e.g. on boulevards) and plant more trees.  | PRC: Parks (Urban Forestry)                                  | <ul style="list-style-type: none"> <li>• P&amp;D: Buildings (Trees and Landscapes)</li> <li>• KPU</li> <li>• PICS</li> <li>• SEP</li> </ul>  |
| 4b | <b>Develop a tree planting and maintenance incentive program (private land)</b>     | Expand incentive program for residents to plant trees on private property. Create private property tree maintenance resources.   | P&D Buildings (Trees and Landscapes)                         | <ul style="list-style-type: none"> <li>• PRC: Parks (Urban Forestry)</li> <li>• KPU</li> <li>• PICS</li> <li>• SEP</li> </ul>  |
| 5  | <b>Create a Watershed and Stream Awareness Education Campaign</b>                   | Adapt the SaM program for Newton and educate businesses about the area's Integrated Stormwater Management Plan (ISMP), Surrey's bylaws, and best practices. Develop and distribute educational materials. Partner with clean tech businesses to implement. | Engineering: Utilities (Environment)                         | <ul style="list-style-type: none"> <li>• Engineering: Utilities (Drainage)</li> <li>• Newton BIA</li> </ul>  |
| 6  | <b>Develop a Parks Stewardship Program for Schools</b>                              | Develop programs to involve schools in environmental stewardship of nearby parks in Newton.  | PRC: Parks (Urban Forestry)                                  | <ul style="list-style-type: none"> <li>• SD 36</li> </ul>  |



|   |   |   |  |
|---|---|---|--|
| 7 | <b>Reclaim public boulevards with plantings and trees</b> | <p>Identify areas/streets for projects. Provide space to plant trees. Involve residents in reclaiming boulevard space for pocket rain gardens, tree plantings, edible landscaping, etc., including an education and awareness campaign to change attitudes. The City can consider implementing a utility fee adjustment for those who have paved a boulevard. Create a fun street-by-street program and implement a pilot program as a competition.</p> | <p>PRC: Parks (Urban Forestry)</p> <ul style="list-style-type: none"> <li>• PRC: Parks (Landscape Operations and Park Partnerships)</li> <li>• P&amp;D: Building (Trees and Landscapes)</li> <li>• Engineering: Utilities (Drainage)</li> <li>• Engineering: Utilities (Environment)</li> <li>• Engineering: Transportation (Transportation Planning)</li> <li>• Newton BIA</li> <li>• Friends of the Grove</li> <li>• Fraser Health</li> <li>• KPU</li> <li>• Seeds of Change Surrey</li> </ul> |
|---|---|---|--|

## INDICATORS

- Green Infrastructure Network parkland protected\*
- Participation in environmental programs\*
- Tree canopy coverage\*
- Shade trees planted on private property
- Water quality in streams\*
- Number of schools participating in environmental stewardship programs

\* refers to indicators that are currently being monitored on the Surrey Sustainability Dashboard ([surrey.ca/dashboard](http://surrey.ca/dashboard)).



# EDUCATION AND CULTURE

## GOAL

Access to diverse, high quality learning opportunities, and vibrant arts, heritage and cultural experiences for all Surrey residents.

## DESIRED OUTCOMES FOR NEWTON

- Expanded learning infrastructure and programs are available in Newton including multi-language courses, extra-curricular activities, schools, libraries, and life-long learning opportunities.
- Arts and culture experiences, including multi-cultural, inter-cultural, and Indigenous events, are widely accessible.
- Public art, community spaces, and festivals are abundant throughout the community.
- Newton has a distinct identity and brand.

## BRIEF DESCRIPTION OF CURRENT REALITY

### NEIGHBOURHOOD SUMMARY:

- Newton residents (excluding Panorama Ridge residents) are less likely to have attained a higher education level compared to other areas of Surrey and the Vancouver CMA.
- The Surrey School District has approximately 68,000 students in 125 schools and is in great need of additional schools to match the student-aged population and expected growth.
- A total of eleven public art pieces are located in Newton in parks, facilities and along streets.
- There are a number of prime heritage sites in Newton as well as a number of neighbourhood projects where neighbours and family create interesting, fun and beautiful outdoor spaces and streets, and host block parties, street celebrations or local events.

**Strengths:** Newton is home to early years through to post-secondary educational institutions, including Kwantlen Polytechnic University (KPU), which offers a tremendous amount of open access learning. School leadership groups, strong faith communities, and two community libraries are also strengths for Newton.

**Challenges:** A growing younger population is creating a shortage of school space, and there is a need for a greater number and variety of activities for youth and kids. There is a lack of integration of cultural diversity. There is a need for more education about Newton's heritage.

## ACTIONS

| # | Name  | Description  | Lead                  | Support  |
|---|---|--|-----------------------|--|
| 1 | <b>Create a World Literature Hub</b>  | Develop and implement a strategy to raise awareness about Newton Library's existing multicultural collections, programs and services and explore new ideas to increase uptake.   | Surrey Libraries      | <ul style="list-style-type: none"> <li>• PRC: Culture</li> <li>• Sustainability Office</li> <li>• MOSAIC</li> <li>• Options</li> <li>• DIVERSEcity</li> <li>• KPU</li> <li>• SFU</li> <li>• Surrey International Writers' Conference</li> <li>• Arts Council of Surrey</li> </ul>    |
| 2 | <b>Review City's existing integrated sustainability education opportunities</b> | Working with the program delivery contractor, review and enhance sustainability educational programs (elementary, high school, ELL) to improve environmental awareness and action about natural resources, including information on water, waste, energy. Assess the need for additional educational outreach within Newton. | Sustainability Office | <ul style="list-style-type: none"> <li>• Engineering: Utilities (Water)</li> <li>• Engineering: Operations (Solid Waste)</li> <li>• SD 36</li> <li>• Settlement services organizations</li> </ul>  |
| 3 | <b>Develop collaborative community arts and heritage programming</b>            | Working with local community stakeholders and partners, envision, develop and implement collaborative arts and heritage programs in Newton. This may include arts outreach activities, pop-up art projects, place-naming initiatives, public art, heritage and community enhancement features.                               | PRC: Culture          | <ul style="list-style-type: none"> <li>• PRC: Parks (Community Enhancement)</li> </ul>   |
| 4 | <b>Create a Newton event series</b>   | Create and deliver a series of branded cultural events at various places, in various forms, connecting people and places in Newton, highlighting its uniqueness and character. Start with alley activations.   | Newton BIA            | <ul style="list-style-type: none"> <li>• PRC: Parks (Community Enhancement)</li> <li>• Fraser Health (Healthier Communities Partnership)</li> <li>• SD36</li> <li>• Post-secondary institutions</li> <li>• Arts Council of Surrey</li> <li>• Youth Arts Council of Surrey</li> </ul> |
| 5 | <b>Develop a strategic plan for enhanced arts and culture infrastructure</b>    | Develop a strategic plan to enhance existing and provide additional arts and culture infrastructure. This can be done by, for example, reviewing City's density bonus program; conducting a cultural inventory study; creating terms of reference for granting amenity space and contribution agreements/terms of reference. | PRC: Culture          | <ul style="list-style-type: none"> <li>• P&amp;D: Community Planning</li> <li>• Surrey Libraries</li> </ul>  |
| 6 | <b>Create opportunities for lifelong learning</b>                               | Work with educators and administrators to achieve mutually beneficial goals of creating opportunities for access to lifelong learning for local residents.   | KPU                   | <ul style="list-style-type: none"> <li>• Surrey Libraries</li> <li>• SD 36</li> </ul>  |



## INDICATORS

- Number of City Cultural Grants\*
- Number of arts and culture groups\*
- Participation in City programs\*
- Number of new arts, culture and heritage programs
- Number of Community Enhancement grants in Newton\*
- Number of community events and grant applications\*
- Facilities that offer City Programs\*
- Post-secondary certification\*

\* refers to indicators that are currently being monitored on the Surrey Sustainability Dashboard ([surrey.ca/dashboard](http://surrey.ca/dashboard)).



# HEALTH AND WELLNESS

## GOAL

A community in which all residents are healthy, active and connected.

## DESIRED OUTCOMES FOR NEWTON

- Newton offers a variety of activities, events, and programs that connect people.
- Sports programs, facilities, and events are affordable to all.
- Healthy local food and community gardens are available throughout the community.
- All residents have access to mental health support and health care providers.
- Convenient access to parks and nature promotes health and well-being.

## BRIEF DESCRIPTION OF CURRENT REALITY

### NEIGHBOURHOOD SUMMARY:

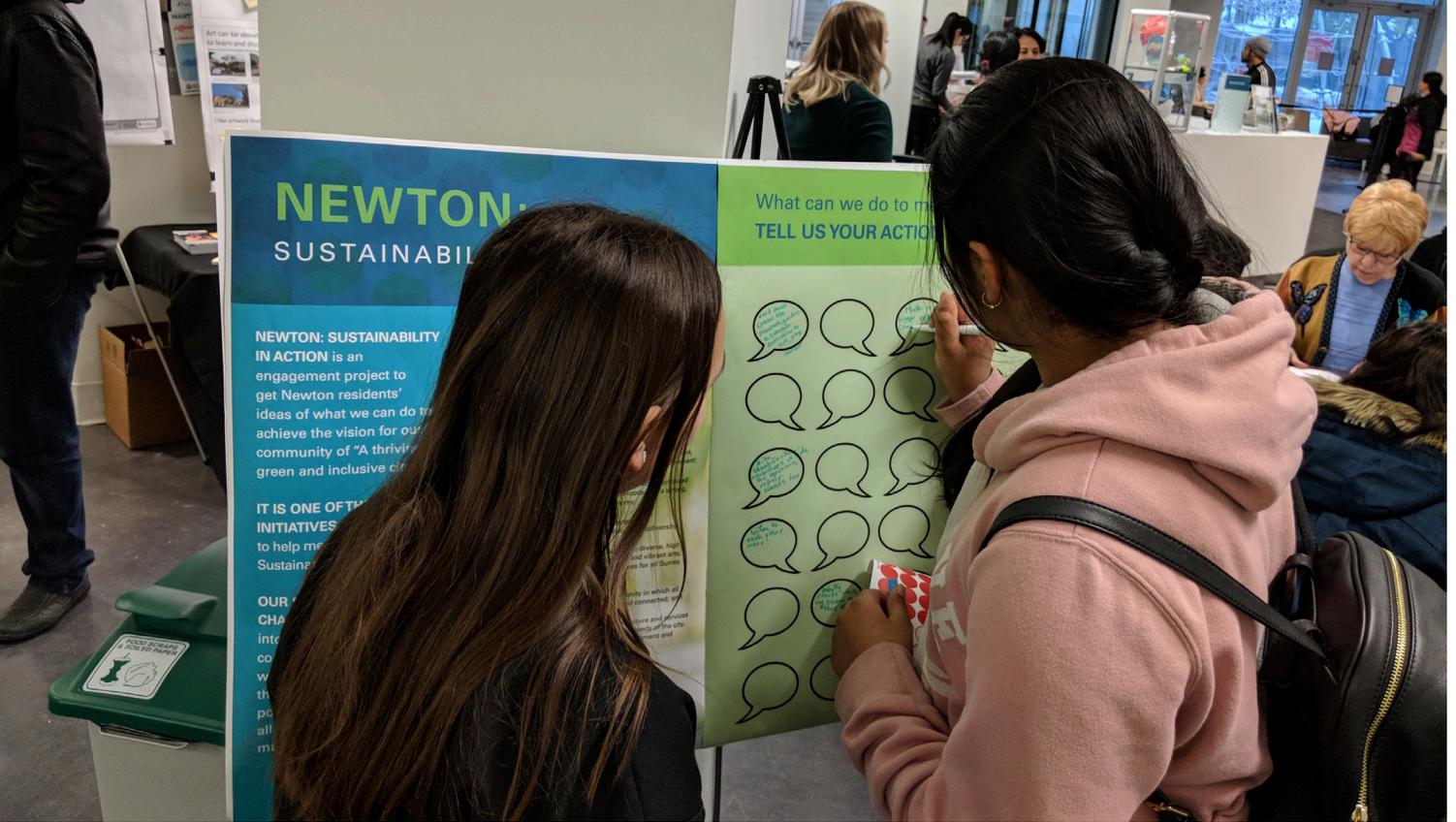
- The Surrey School District population is ranked 22<sup>nd</sup> out of 57 in the province on a social wellbeing index rating system. The ranking placement was driven by higher economic hardship and crime results (2012 BC Stats report).
- Newton residents' healthy behaviours around 'fruit and vegetable consumption' and 'smoking' are worse off than the Metro area average. Residents also rate their overall health as lower than the region average.
- 91% of Newton residents feel they have adequate access to healthy and safe food, but they generally feel less food secure than other neighbourhoods in Surrey due to financial constraints.
- The Fraser Health Region, Surrey and specifically Newton have proportionally higher rates of the population identifying as South Asian when compared to the rest of the province. South Asian seniors (65 years of age and over) were significantly less likely to report excellent or very good health and mental health.
- Newton recreation facilities include two outdoor pools, one major indoor recreation facility, a seniors' centre and an aging ice arena.

**Strengths:** Newton has a number of indoor and outdoor recreation facilities and services such as the Recreation Centre and Wave Pool, sports fields/courts, playgrounds/trails, and the stand-alone Seniors' Centre, that are closely co-located and accessible by everyone. There are also great outreach programs and services. Newton is home to more than 60 parks.

**Challenges:** There remain challenges in accepting and dealing with, as well as providing adequate support services for, people with mental health issues, addictions and homelessness.

## ACTIONS

| # | Name   | Description  | Lead  | Support   |
|---|--|--|---|---|
| 1 | <b>Create an outdoor park in Newton Town Centre</b>    | Identify location for new park and include in Newton Town Centre Plan.   | PRC: Parks (Parks Planning)                         | <ul style="list-style-type: none"> <li>• P&amp;D: Community Planning</li> <li>• Fraser Health</li> </ul>  |
| 2 | <b>Develop a Newton Food Hub</b>                       | Establish a Food Hub in Newton that will provide food-related employment and job skills opportunities and services for low-income and vulnerable residents.  | Seeds of Change Surrey                              | <ul style="list-style-type: none"> <li>• PRC: Community and Recreation (Healthy Communities)</li> <li>• Sustainability Office</li> <li>• DIVERSEcity</li> <li>• Sources</li> </ul>  |
| 3 | <b>Create a Recipe Share program</b>                   | Develop a program or mechanism for trading community recipes to promote healthy cooking and eating, fostering cultural exchanges, raising awareness of environmental impact of food, exploring alternatives to meat.   | Fraser Health                                       | <ul style="list-style-type: none"> <li>• P&amp;D: Community Planning</li> <li>• South Asian Health Institute</li> <li>• DIVERSEcity</li> </ul>  |
| 4 | <b>Develop a physical activity event days calendar</b> | Develop a calendar of physical activity event days, organize and promote. Event days could include inviting the community to a local park, school or recreation centre and encourage biking, walking; relay races; quick easy sports; use of play boxes; multicultural playbook; incorporation of games/activities that reflect the community. | PRC: Community and Recreation (Newton Recreation)   | <ul style="list-style-type: none"> <li>• PRC: Community and Recreation (Healthy Communities)</li> <li>• PRC: Parks (Landscape Operations &amp; Park Partnerships)</li> <li>• Fraser Health (Healthier Communities Partnership)</li> <li>• SD36</li> </ul> |
| 5 | <b>Enhance the Leisure Access Pass Program</b>         | Promote awareness and reduce barriers to participation for the Leisure Access Pass Program. Work with the Newton community, City staff and partner organizations to streamline access and ensure all low-income Surrey families have the opportunity to participate in PRC programs.   | PRC: Community and Recreation                       | <ul style="list-style-type: none"> <li>• PRC: Marketing</li> <li>• PRC: Community and Recreation (Healthy Communities)</li> <li>• PRC: Community and Recreation (Newton Recreation)</li> <li>• Settlement services organizations</li> </ul>               |
| 6 | <b>Promote Live 5-2-1-0 in Newton</b>                  | Promote program resources and information by exploring options for reaching more Newton residents (e.g. translation of offline materials into other languages, development of a multicultural games playbook to add to play boxes).  | PRC: Community and Recreation (Healthy Communities) | <ul style="list-style-type: none"> <li>• PRC: Parks (Landscape Operations &amp; Park Partnerships)</li> <li>• PRC: Parks (Community Enhancement)</li> <li>• MOSAIC</li> <li>• Options</li> <li>• DIVERSEcity</li> <li>• FRAFCA</li> </ul>                 |



|   |   |  |   |   |
|---|---|--|---|---|
| 7 | <p><b>Increase greening of industrial and commercial lands through beautification</b></p> | <p>Create information package to let manufacturing/ industrial businesses know of resources available that can be used for beautification projects that increase greenery. Build interest and capacity of the industrial community of Newton to beautify and green their lands for the benefit of employees and the community.</p> | <p>PRC: Parks (Community Enhancement)</p> | <ul style="list-style-type: none"> <li>• Sustainability Office</li> <li>• Newton BIA</li> </ul> |
|---|---|--|---|---|

## INDICATORS

- Total parkland area\*
- Businesses by sector\*
- Median income for immigrants\*
- Number of residents engaged in program\*
- Participation in City programs\*
- Number of clients in programs
- Number of community enhancement grants\*

\* refers to indicators that are currently being monitored on the Surrey Sustainability Dashboard ([surrey.ca/dashboard](http://surrey.ca/dashboard)).



# INCLUSION

## GOAL

A caring community that encourages a sense of belonging and access to opportunity for all Surrey residents to realize their full potential.

## DESIRED OUTCOMES FOR NEWTON

- Newton is a welcoming place, and is felt by residents and visitors to be safe and clean.
- More safe, accessible, and communal places are available for people to grow close to family and friends.
- More diverse festivals, arts, events, and food choices are available and accessible to everyone.
- Newton welcomes people of all cultures and religions.
- There is a better understanding of Indigenous cultures through Indigenous-focused art and activities, and through Reconciliation.
- There is equal opportunity for everyone to access the programs, support, and information they need.
- Everyone has access to affordable housing, and there is less homelessness.

## BRIEF DESCRIPTION OF CURRENT REALITY

### NEIGHBOURHOOD SUMMARY:

- There is a higher prevalence of low incomes impacting children/youth than in Vancouver CMA.
- Low income and housing needs impact the Indigenous and recent immigrant communities at a greater rate than others.
- Housing affordability for Newton residents who own their property is generally worse than in the regional average, but slightly better than average for those residents who rent.
- Of Newton households, 6,300, or 19%, are in core housing need. A core housing need is based on a definition from the Canadian Mortgage and Housing Corporation (CMHC) and means that the current home requires major repairs, is unaffordable, unsuitable or inadequate, and that the household income levels do not allow for alternative suitable or adequate housing in the community..
- Measures of community connections and socio-economic indicators (such as income and education levels) in Newton score less favourably than all of Surrey and Metro Vancouver.
- Central and northern Newton indicators of social, economic and community wellbeing tend to score less favourably than the Panorama Ridge area.

**Strengths:** Newton is a diverse, multicultural neighbourhood, with a strong South Asian community and urban Indigenous population. Neighbourhood assets such as the Plot, the Grove, community gardens, the Seniors' Centre and the Vaisakhi Parade help to make the community unique.

**Challenges:** Despite the diversity, there is a lack of integration and interaction between different community and cultural groups. Some members of the community such as single parents and senior women experience social isolation, and youth find that there is a lack of appropriate opportunities for them to gather, recreate or entertain in evening hours.

A new group—the gNAT (greater Newton Action Team)—has been created as a result of the NSIA process. The gNAT is a coalition of representatives from community associations in Newton, with a purpose of providing an outlet for coordinating community impact and a voice for Newton residents. The Newton BIA will play a facilitating role to get this new group up and running.

## ACTIONS

| # | Name  | Description  | Lead                                       | Support  |
|---|---|--|--|--|
| 1 | <b>Promote use and access to Newton-specific information</b>      | Look for opportunities to include more Newton-specific content on the MySurrey app and City of Surrey website to increase awareness of community services and events; determine mechanisms to increase Newton resident use of the app and website.   | PRC: Marketing (Web Team)                  | <ul style="list-style-type: none"> <li>IT</li> <li>PRC: Community and Recreation (Newton Recreation)</li> </ul>  |
| 2 | <b>Create a Nosh Out Newton event</b>                             | Create an educational food and cultural exchange experience at a local neighbourhood or promote to local restaurants and community groups to lead. Open to all. Could tie into self-employment programming.  | DIVERSEcity                                | <ul style="list-style-type: none"> <li>Sustainability Office</li> <li>Newton BIA</li> <li>Seeds of Change Surrey</li> </ul>  |
| 3 | <b>Develop and host Reconciliation events</b>                     | Develop an event or events to raise awareness of Reconciliation in Newton, for example, Orange Shirt Day, film fest, speakers, public art by Indigenous artists, National Indigenous Peoples Day. Explore alignment with KPU Pow Wow.  | DIVERSEcity                                | <ul style="list-style-type: none"> <li>PRC: Culture</li> <li>P&amp;D: Community Planning (Social Planning)</li> <li>PRC: Community and Recreation (Healthy Communities)</li> <li>KPU</li> <li>SD 36</li> <li>FRAFCA</li> </ul>   |
| 4 | <b>Develop a Community Space Inventory and booking system</b>     | Develop an online inventory for community partners to itemize, identify and book spaces for programming (e.g. schools, amenity rooms, church, temple, stores, BIA, strata management).   | PRC: Community and Recreation              |  |
| 5 | <b>Better connect youth with community</b>                        | Organize a meeting between youth services providers to identify better ways to coordinate services and events and centralize their promotions. Develop a shared calendar. This may be more appropriate at a City-wide level given the number of meetings that social service organizations participate in. | Pacific Community Resources Society (PCRS) | <ul style="list-style-type: none"> <li>P&amp;D: Community Planning</li> <li>PRC: Parks (Urban Forestry)</li> <li>PRC: Community and Recreation</li> <li>Surrey Leadership Youth Council</li> <li>Surrey Libraries</li> <li>SD 36</li> <li>Surrey Youth Sustainability Network</li> </ul> |
| 6 | <b>Offer language programs</b>                                    | Offer programming and a space to learn Punjabi, Hindi and Indigenous languages. Highlight Surrey Libraries' existing language-learning resources, such as dual-language books, newspapers, databases and computer classes.   | Not yet confirmed                          | <ul style="list-style-type: none"> <li>PRC: Culture</li> <li>Surrey Libraries</li> </ul>   |
| 7 | <b>Organize an annual meeting of Newton-serving organizations</b> | Organize an annual meeting that invites all Newton-serving organizations to determine how to share information about activities to better serve Newton's needs. Use this meeting as a check-in opportunity for the NSIA Steering Committee.  | Newton BIA                                 | <ul style="list-style-type: none"> <li>P&amp;D: Community Planning (Social Planning)</li> <li>DIVERSEcity</li> <li>KPU</li> </ul>  |



## INDICATORS

- Online registration for City programs\*
- Participation in City programs\*
- MySurrey app usage
- Number of people engaged at events
- Number of arts and culture groups\*
- Number of events held

\* refers to indicators that are currently being monitored on the Surrey Sustainability Dashboard ([surrey.ca/dashboard](http://surrey.ca/dashboard)).



# INFRASTRUCTURE

## GOAL

Effective infrastructure and services that meet the current and future needs of the city, while protecting the natural environment and supporting urban growth.

## DESIRED OUTCOMES FOR NEWTON

- Consistent, connected, frequent, and affordable transit encourages and enables Newton residents to use public transportation more readily.
- Accessible transportation options exist and are utilized by those who experience barriers to mobility.
- Safer sidewalks and bicycle infrastructure throughout the community encourage more active transportation.
- Water is clean and abundant, and is used efficiently by residents and organizations.
- Newton residents consciously reduce their waste and dispose of it responsibly.
- Natural areas have priority for protection.

## BRIEF DESCRIPTION OF CURRENT REALITY

### NEIGHBOURHOOD SUMMARY:

- Like residents of the rest of Surrey, about 63% of Newton residents feel they have amenities within walking distance; however only 48% of Newton residents feel they see a lot of people walking or biking.
- A greater percentage of Newton residents, compared to residents of other Surrey neighbourhoods, live within a 5 minute walk to transit.
- Newton residents are more likely than regional residents to commute by car to work and for errands.
- Of Newton commuters, 30% commute longer than 45 minutes to work.
- Surrey residents' greenhouse gas emissions (including from transportation) amount to 5.36 tonnes/person for a total of 2.5 million tonnes in 2012. Of those emissions about 30% are from buildings and 65% are from transportation and getting around.
- As of 2016, Surrey residents are diverting 75% of solid waste from the landfill.

**Strengths:** Access to major transportation corridors, public transit routes and bus loops is good in Newton. Surrey has been recognized with awards for its green buildings and district energy system.

**Challenges:** Major arterial roads through the community create a physical division between neighbourhoods, as well as challenges for walking and cycling. There is a high reliance on cars for transportation.

## ACTIONS

| # | Name   | Description   | Lead  | Support   |
|---|--|---|---|---|
| 1 | <b>Reduce parking minimums in Newton developments</b>                              | Reduce parking minimums in multi-unit residential buildings in areas adjacent to frequent transit in the Newton Town Centre planning area.  | Engineering: Transportation (Parking Services)        | <ul style="list-style-type: none"> <li>• P&amp;D: Area Planning (South)</li> </ul>  |
| 2 | <b>Implement real-time bus information with rapid transit</b>                      | Explore infrastructure upgrades to the 96 B-Line when upgraded to Rapid Bus status.   | Translink   | <ul style="list-style-type: none"> <li>• Engineering: Transportation (Transportation Planning)</li> </ul>   |
| 3 | <b>Develop and implement multi-functional street and parking design guidelines</b> | Review existing street and engineering design criteria to ensure they include green features and all ages and abilities multi-modal elements – applied through development applications. Develop street design guidelines that include multi-modal connectivity and green infrastructure for Newton Town Centre (NTC). Develop custom cross-sections for the NTC plan.  | Engineering: Transportation (Transportation Planning) | <ul style="list-style-type: none"> <li>• Engineering: Utilities (Drainage)</li> <li>• P&amp;D: Community Planning</li> <li>• Fraser Health</li> </ul> |
| 4 | <b>Develop strategic walking and cycling network</b>                               | <p>Determine most common routes and destinations for walking and cycling around Newton in order to prioritize routes for better infrastructure.</p> <p>Identify cycling routes as part of the Newton Town Centre Plan Update.</p> <p>Develop Strategic All Ages and Abilities Cycling Network as part of Transportation Strategic Plan Update.</p>                      | Engineering: Transportation (Transportation Planning) | <ul style="list-style-type: none"> <li>• SD 36</li> <li>• BEST</li> </ul>   |
| 5 | <b>Explore a heritage rail connection in Newton</b>                                | Staff will help to facilitate discussions between Southern Rail and Fraser Valley Heritage Rail as they work towards the opportunity of connecting the heritage rail with rapid transit at Newton/King George Boulevard, identifying a location for a potential future station, and ensuring the option for implementation can be protected through future development. | Engineering: Transportation (Transportation Planning) | <ul style="list-style-type: none"> <li>• PRC: Culture</li> <li>• Fraser Valley Heritage Rail</li> <li>• Southern Railway of BC</li> </ul>             |
| 6 | <b>Expand car share in Newton</b>  | Expand the current carshare program into Newton and promote.  | Modo and other car share providers                    | <ul style="list-style-type: none"> <li>• Engineering: Transportation (Parking Services)</li> </ul>  |
| 7 | <b>Increase pervious surfaces to improve stormwater management</b>                 | Implement green infrastructure, source controls, and best management practices for stormwater management of new and re-development areas according to local watershed ISMP or NCP stormwater management strategy.   | Engineering: Utilities (Drainage)                     | <ul style="list-style-type: none"> <li>• PRC: Parks (Urban Forestry)</li> <li>• Engineering: Utilities (Environment)</li> </ul>                       |
| 8 | <b>Develop a 'Water, A Valuable and Scarce Resource' program</b>                   | As part of city-wide initiatives, engage major City facilities in Newton to work together to reduce water consumption. Include water conservation awareness materials and highlight the City's conservation actions as an inspiration for community actions.  | Engineering: Utilities (Water)                        |   |



## INDICATORS

- Mode of travel to work\*
- Community greenhouse gas emissions\*
- Kilometers of active transportation infrastructure\*
- Proximity to amenities\*
- Green Infrastructure Network parkland protected\*
- Hectares of Parkland\*
- Water quality in streams\*
- Number of users engaged in water education programs
- Number of buildings engaged in water programs

\* refers to indicators that are currently being monitored on the Surrey Sustainability Dashboard ([surrey.ca/dashboard](https://surrey.ca/dashboard)).



# PUBLIC SAFETY

## GOAL

A city in which all people live, work, learn and play in a safe and engaging environment.

## DESIRED OUTCOMES FOR NEWTON

- Newton is a vibrant, clean, safe, and friendly community.
- Ample police services, community programs, and people on the street help to create a welcoming neighbourhood.
- Public perception of Newton is improved.
- Supports and services are in place to mitigate and reduce gang and drug problems.
- Newton's green infrastructure help promote feelings of safety and well-being.
- Newton is well-prepared for climate change and is resilient to major disasters and emergencies.

## BRIEF DESCRIPTION OF CURRENT REALITY

### NEIGHBOURHOOD SUMMARY:

- All categories of crime (violent, property and other) in Newton decreased from 2013-2017, especially property crime, which fell from a high in 2014 of 10,111 reported offences to 6,657 in 2017. Crime rates per 1,000 community members are generally slightly lower than the average Surrey rates and are as follows: violent crime 11, property crime 47, other 12. (Crime data for District 3 - Newton)
- Residents of Newton (excluding Panorama Ridge residents) feel less safe walking after dark compared to residents living in Surrey as a whole and the Metro Vancouver area.
- Newton residents indicated a low preparedness for emergency situations with only 25% having emergency supplies for 3 or more days.

**Strengths:** City of Surrey has made great efforts at improving public safety, and the community is engaged in improving safety. There are increased numbers of patrols and police officers.

**Challenges:** There is still a perception of significant crime and a lack of safety and security in the community, especially after dark. Frequent turnover of RCMP staff is a concern for residents, as is the need for a better connection between residents and the RCMP.



## ACTIONS

| # | Name  | Description   | Lead                                   | Support  |
|---|---|---|--|--|
| 1 | <b>Expand BlockWatch</b>                                    | Translate BlockWatch materials into different languages to make participation accessible to more residents of Newton.   | RCMP                                   | <ul style="list-style-type: none"> <li>Social service agencies</li> </ul>  |
| 2 | <b>Increase safety and security in parks during the day</b> | Increase safety and security in parks through various park design features, without compromising the integrity of the ecosystems and natural habitats within the parks. | PRC: Parks (Parks Planning and Design) | <ul style="list-style-type: none"> <li>PRC: Parks (Park Development Services)</li> <li>Fraser Health</li> <li>Surrey Crime Prevention</li> </ul> |

## INDICATORS

- Residential break and enter rate\*
- Crime rate\*
- Number of bike thefts
- Percentage of stolen bikes returned to owners

\* refers to indicators that are currently being monitored on the Surrey Sustainability Dashboard ([surrey.ca/dashboard](http://surrey.ca/dashboard)).

# Appendix A: Engagement Summary

To view this document, please visit <https://www.surrey.ca/files/NewtonSustainabilityEngagementSummary.pdf>

# Appendix B: City of Surrey List of Departments

## CITY DEPARTMENTS:

- City Manager's Office
- Engineering (includes Design and Construction; Land Development; Operations; Realty; Transportation; Utilities)
- Finance
- Fire Service
- Corporate Services (includes Information Technology (IT), Bylaws)
- Planning and Development (P&D; includes Area Planning and Development; Building; Civic Facilities; Community Planning)
- Public Safety
- Parks, Recreation and Culture (PRC; includes Parks, Community and Recreation Services; Culture; Marketing, Communications, and Web Team). Sustainability Office is currently embedded within this department.
- Investment and Intergovernmental Relations (includes Economic Development)

The City also governs and is responsible for these two public entities:

- Surrey RCMP
- Surrey Libraries

# Appendix C: Glossary of terms

**BEST:** Better Environmentally Sound Transportation, a non-profit organization dedicated to promoting and supporting more sustainable transportation and alternatives to the private automobile.

**BCS:** Biodiversity Conservation Strategy, adopted in 2014, recognizes Surrey's biodiversity as a key foundation of a healthy, livable and sustainable City. The goal of the Strategy is to preserve, protect and enhance Surrey's biodiversity in the long-term.

**CMA:** Census Metropolitan Area is an area consisting of one or more neighbouring municipalities situated around a core; must have a total population of at least 100,000, of which 50,000 or more live in the core.

**DIVERSEcity:** DIVERSEcity Community Resources Society is a registered not-for-profit agency offering a wide range of services and programs, with a focus on supporting refugees and new immigrants.

**DCC:** Development Cost Charges are used to fund the costs to provide road, drainage, water and sewer services for the projected growth in population that's expected to occur within the next 10 years, as outlined in the City's 10-Year Servicing Plan.

**EcoNewton:** An initiative established in 2015 to transform the West Newton Industrial Area into a hub for clean technology.

**FRAFCA:** Fraser Region Aboriginal Friendship Centre Association.

**GHG:** Greenhouse gases.

**GIS:** Geographic Information Systems.

**The Grove:** A forested area in Newton that hosts a number of community events. The Friends of the Grove is a group of Newton neighbours that has animated the area and advocates for its protection.

**KPU:** Kwantlen Polytechnic University, offering a range of degree, diploma, certificate and citation programs.

**MOSAIC:** A registered charity serving immigrant, newcomer and refugee communities in Greater Vancouver for the past 40 years.

**Newton BIA:** The Newton Business Improvement Association, a group of property and business owners who are passionate about improving the opportunities for businesses in the Newton Town Centre by taking leadership and revitalizing the area.

**NTC:** Newton Town Centre is a neighbourhood shopping centre located in the heart of Newton at 72nd Avenue and 138th Street.

**OCP:** Official Community Plan - A statement of objectives and policies to guide decisions on planning and land use management, within the area covered by the plan, respecting the purposes of local government.

**Options:** Options Community Services is a non-profit society and registered charity dedicated to making a difference. Options is committed to empowering individuals, supporting families and promoting community health

**PICS:** Progressive Intercultural Community Services (PICS) Society is a registered non-profit organization. PICS Society provides a broad spectrum of programs and services that includes Employment Programs, Settlement Services, Language Services, Social Programs and Housing Services. Services assist new immigrants, seniors, farm workers, women and youth.

**The Plot:** A community sharing garden near the Newton bus loop.

**SaM:** Surrey's Salmon Marshall program.

**SD 36:** School District 36, of which Surrey is a part.

**Seeds of Change Surrey:** Seeds of Change Surrey is a collaborative, community-based leadership team that works together to increase food security across Surrey specifically in the Guildford, South Surrey and Newton Town Centre areas.

**SEP:** Surrey Environmental Partners.

**SFU:** Simon Fraser University.

**Sustainability Charter:** The City of Surrey's overarching policy document containing a vision and goals for sustainability, strategies for meeting the vision and goals, and indicators for measuring performance.

