



CITY OF SURREY

HERITAGE STRATEGIC REVIEW IMPLEMENTATION PLAN UPDATE

DECEMBER 2016

DONALD LUXTON
AND ASSOCIATES INC 

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EXECUTIVE SUMMARY

The *Heritage Strategic Review Implementation Plan Update 2016* builds upon previous work to provide a renewed vision for Surrey's Heritage Program. It outlines a vision, goals and prioritized strategies for Surrey's Heritage Program. It provides a background of past heritage awareness and planning initiatives, reviews key components of the existing program, defines a vision, goals and strategies for the program, and proposes an Implementation Plan to execute the Strategies and Actions that will help the City realize this renewed vision. This will enable the Heritage Program to be more effective in conserving, interpreting and celebrating Surrey's rich heritage legacy.

In **Section 2** of this report, the following Vision for the next seven years of Surrey's Heritage Program has been developed in conjunction with city staff and the Surrey Heritage Advisory Commission:

SURREY HERITAGE PROGRAM: VISION 2017-2024

Located south of the Fraser River on unceded First Nations territory, Surrey is a growing, diverse and progressive community that takes pride in its rich history and heritage legacy. The City of Surrey recognizes the important role that heritage conservation plays in enhancing both cultural and economic vitality, and as we plan for Surrey's future growth, we will respect our past, and provide a balance for new development that recognizes the importance of our heritage resources, our intangible cultural heritage and our natural landscapes.

The conservation of Surrey's heritage resources supports the development of complete communities and provides long-term benefits to the residents and visitors of Surrey. Enabled by proactive management, community collaboration, incentives, and heritage education and awareness programs, we will conserve and celebrate Surrey's built, cultural and natural heritage. Through community collaboration, we will achieve a broader understanding of our past, it's meaning to the present, and our vision for the future.

Four Goals were defined to support this Vision:

GOAL 1: *City Heritage Stewardship Strategies & Actions*

GOAL 2: *Heritage Planning Strategies & Actions*

GOAL 3: *Heritage Education and Awareness Strategies & Actions*

GOAL 4: *Collaboration Strategies & Actions*

Supporting Strategies and Actions have been recommended to implement the Plan, and have been summarized in a prioritized Implementation Plan in **Section 3** of this report. The Implementation Plan Update provides a roadmap for the City's conservation initiatives, and is integrated with other civic plans and objectives.

1. INTRODUCTION

Heritage, as a continuum, includes not only our past, but also our present and our future. Surrey has a significant heritage legacy, beginning with First Nations who have inhabited the land for thousands of years; settlers from Europe, who first arrived in the mid-1800s; the settlement's incorporation as a municipality in 1879; and continuing through the transition to a City in 1993.

Heritage is both the starting point that we come from, and the link to the future that we construct. It is what we are given to explore, and what we filter into what we use to move forward. Heritage is tied to culture, identity, our cultural perspectives, collective consciousness and sense of place. In Surrey, heritage translates into a distinct mix of cultures, ideas, values, and the built resources that represent them. This facet of our identity provides us with variety in neighbourhood design and architecture, expresses various social values, and provides an invaluable resource that is distinctly our own.

Surrey has a long history of heritage planning, dating back to its first heritage designation in 1970. The city's community heritage includes built, natural, cultural and transportation resources that have been – and continue to be – important to the development of the City as a complete community. These heritage resources have been formally recognized, and their conservation has been the focus of Surrey's Heritage Program for more than forty years.

This *Heritage Strategic Review Implementation Plan Update* provides a renewed vision for Surrey's Heritage Program, in order to enable it to be more effective in conserving, interpreting and celebrating Surrey's heritage.



Crescent Beach, 1918 (City of Surrey Archives 180212)

1.1 THE HERITAGE STRATEGIC REVIEW PROCESS

In 2010, Donald Luxton & Associates Inc. was retained by the City of Surrey to undertake a *Heritage Strategic Review*. This process brought together community stakeholders and City staff in a series of workshops with the goal of developing a renewed vision for Surrey's Heritage Program. The resulting report, which was approved by Surrey Heritage Advisory Commission in late 2010, included an implementation plan that outlined a number of actions to be taken over a five-year period (2011 -2015). The implementation period for the *Heritage Strategic Review* has passed, and most of the work plan priorities have been completed, are ongoing, or are no longer a priority.

This updated Implementation Plan identifies priorities for 2017-2024. As part of the consultative process, SHAC and city staff were asked to assess Surrey's current Heritage Program. This discussion, and the analysis contained within this report, determined the recommendations for the Strategic Review. In general, there was consensus that the current Heritage Program is very effective. The Heritage Program has a long history, deep roots in the community, and has made strong and steady progress in the identification, evaluation and management of Surrey's heritage resources. The recommendations build upon the strong foundation of heritage work in Surrey, address the gaps and weaknesses of existing program initiatives, and provide direction for the future of heritage conservation in Surrey.

This *Heritage Strategic Review Implementation Plan Update* outlines the vision, goals and prioritized strategies for Surrey's Heritage Program. It provides a background of past heritage awareness and planning initiatives, reviews key components of the existing program, defines a vision, goals and strategies for the program, and proposes an Implementation Plan to execute the Strategies and Actions that will help the City realize this renewed vision. This Plan provides a roadmap for the City's conservation initiatives, and is integrated with other civic plans and objectives.



EE's Farm Honey Stand, 1965 (City of Surrey Archives 1992_036_3725)

1.2 HERITAGE ACHIEVEMENTS 2011-2015

For almost fifty years, Surrey's heritage has been researched, documented, protected and interpreted for the residents and visitors of the City. This solid foundation, built upon the work of the Surrey Historical Society dating from 1969, the original Surrey Heritage Advisory Committee dating from 1976, and continuing today through the dedicated work of a variety of heritage organizations, has provided Surrey with a rich understanding of its past as it seeks to define the future direction of its heritage program. The following sections outline past and current heritage initiatives and review the components currently in place that constitute the City of Surrey's Heritage Program.

Heritage planning work is undertaken by the Community Planning Division. Heritage Services is responsible for the operation of the Surrey Museum, City of Surrey Archives and Stewart Farm. This division reports to and is funded by the City's Parks, Recreation and Culture Department. Heritage Services develops school programs, public workshops, courses, demonstrations, tours and special events. Education and awareness initiatives are an integral part of Surrey's Heritage Program.

Summary of City of Surrey Heritage Achievements 2011-2015

- **18** Sites Protected by HRA/Designation By-law (63 since 1978)
- **\$80,000** invested in privately owned heritage buildings through Building Preservation Program
- **\$177,000** invested in privately owned heritage buildings through Tax Exemption Program
- **± \$100,000** invested in restoration/maintenance of City owned heritage buildings
- **7** Neighbourhood Heritage Studies completed (1 underway)
- **2** properties added to the Heritage Register
- **8** plaques produced
- **11** storyboards produced



Boundary Treaty Centennial celebration at the Peace Arch border crossing, 1946 (City of Vancouver Archives 1184-2342)

1.3 OFFICIAL COMMUNITY PLAN HERITAGE POLICIES

Surrey's Official Community Plan, *Plan Surrey 2013*, contains specific policies that relate to the management of heritage resources:

Theme F8 Culture: Heritage / Protect and Celebrate Community Heritage

F8 Policies: General

- F8.1 Employ tools under the authority granted through the *Local Government Act*, *Community Charter* and *Heritage Conservation Act* (as amended) to identify, retain, preserve, re-use, protect, integrate, maintain and revitalize built, natural and cultural sites, features, and landscapes that have important historical, architectural or cultural significance.
- F8.2 Refer issues and matters of heritage designation and preservation of buildings, sites and features to the Surrey Heritage Advisory Commission (SHAC) for input and advice.
- F8.3 Work with the Provincial Government and community groups, including the Surrey Heritage Advisory Commission, to implement Surrey's *Heritage Strategic Review*.
- F8.4 Collaborate with cultural and heritage organizations in Surrey to further the conservation of heritage resources within the city.
- F8.5 Provide opportunities for citizen engagement in the planning and development of heritage policy, through the Surrey Heritage Advisory Commission, and the maintenance and management of heritage facilities.
- F8.6 Prohibit the destruction, excavation or alteration of archaeological sites without a permit as specified in the Provincial *Heritage Conservation Act* (as amended).
- F8.7 Integrate heritage resources into the physical development and evolution of Surrey to create a highly-desired urban environment and strong Sense of Place.
- F8.8 Enhance Surrey's historical resources by encouraging development to sensitively incorporate the preservation of heritage resources and artifacts into their heritage projects.
- F8.9 Maintain and regularly update Surrey's Heritage Register in accordance with provisions of the *Local Government Act*, *Heritage Conservation Act* and *Community Charter* (as amended)
- F8.10 Evaluate buildings, sites and features on Surrey's Heritage Register on an on-going basis. Work with owners of Register properties to develop Heritage Revitalization Agreements (HRAs), Conservation Covenants and Heritage Designation By-laws.
- F8.11 Maintain and update an evaluation framework to more concisely review the heritage value of a property and to help serve as a guideline for determining how heritage resources should be managed.
- F8.12 Incorporate heritage assessments and planning into the development review of secondary plans, park plans, transportation plans and the construction and maintenance of City infrastructure and capital projects.
- F8.13 Ensure the preservation and retention of heritage resources takes place equally throughout the entire city.
- F8.14 Wherever possible, preserve heritage buildings in their original location. Where this is not possible, and as a last resort, encourage relocation and restoration on an appropriate alternative site.

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- F8.15 Retain historically and culturally-significant view corridors, focal points, trails, view-points, landmarks and vistas at a city-wide and neighbourhood level.
- F8.16 Protect Farmland as a source of heritage for Surrey as a distinct landscape within the community.
- F8.17 Protect identified heritage and significant trees, such as along King George Boulevard and Semiahmoo Trail, particularly during road works projects.

F8 Policies: Interpretation

- F8.18 Work toward increasing community awareness of Surrey's heritage resources through heritage interpretation programs, events, heritage storyboards, signage and markers.
- F8.19 Support museums and other heritage sites in the stewardship of Surrey's heritage resources, artifacts and archival documents.
- F8.20 Support heritage tourism as a substantial and significant component of Surrey's economy.
- F8.21 Identify and mark historic street names throughout the city to help connect with Surrey's past and help create unique identities and a Sense of Place.

F8 Policies: Implementation

- F8.22 implement the Surrey Cultural Plan (as amended) as an effective tool in establishing and maintaining heritage programs, services and facilities in Surrey.
- F8.23 Use tax exemptions, as established in the Community Charter (as amended), as a heritage conservation tool. Continue to use financial assistance programs to support owners maintaining, restoring and protecting heritage sites.
- F8.24 Use application prioritization where there are heritage resources on a proposed development site. Use multiple heritage conservation techniques including heritage zone overlays, setback adjustments and land use relaxations, as authorized in the *Local Government Act* (as amended).
- F8.25 Investigate using Heritage Conservation Areas (HCAs) as a means to conserve identifiable areas with buildings, sites and features that have significant heritage value worthy of preservation.
- F8.26 Support, develop and grow a strong heritage community by using cultural granting programs and by employing and using new technologies to provide remote access to heritage information and resources.

In addition, heritage conservation relates to the broader range of OCP Policies, including:

POLICIES – CITY STRUCTURES

- Theme A: Growth Management
- Theme B: Centres, Corridors and Neighbourhoods
- Theme C: Infrastructure and Facilities

POLICIES – SUSTAINABILITY PILLARS

- Theme D: Ecosystems
- Theme E: Economy
- Theme F: Society and Culture

1.4 RELATED CITY POLICIES

The following City policies also provide guidance for the ongoing integration of the Heritage Program with other civic initiatives; please refer to **Appendix A** for further information.

- *Sustainability Charter 2.0*
- *Surrey Cultural Plan*
- *Economic Plans and Strategies*
- *All Our Relations*
- *Smart Surrey Strategy*



Cloverdale Station, 1912 (City of Surrey Archives 20524)

2. RENEWED VISION, GOALS, STRATEGIES & ACTIONS

2.1 A NEW VISION FOR SURREY'S HERITAGE PROGRAM

The following new Vision for the next seven years of Surrey's Heritage Program was developed in conjunction with city staff and the Surrey Heritage Advisory Commission. This summarizes the consensus on the renewed direction for Surrey's Heritage Program:

SURREY HERITAGE PROGRAM: VISION 2017-2024

Located south of the Fraser River on unceded First Nations territory, Surrey is a growing, diverse and progressive community that takes pride in its rich history and heritage legacy. The City of Surrey recognizes the important role that heritage conservation plays in enhancing both cultural and economic vitality, and as we plan for Surrey's future growth, we will respect our past, and provide a balance for new development that recognizes the importance of our heritage resources, our intangible cultural heritage and our natural landscapes.

The conservation of Surrey's heritage resources supports the development of complete communities and provides long-term benefits to the residents and visitors of Surrey. Enabled by proactive management, community collaboration, incentives, and heritage education and awareness programs, we will conserve and celebrate Surrey's built, cultural and natural heritage. Through community collaboration, we will achieve a broader understanding of our past, its meaning to the present, and our vision for the future.



G.N.R. Locomotive in Cloverdale, 1923 (City of Surrey Archives 20527)

2.2 GOALS OF SURREY'S HERITAGE PROGRAM

In order to implement the Vision, four broad Goals are recommended: City Heritage Stewardship, Heritage Planning, Heritage Education and Awareness, and Community Collaboration. Each Goal supports the realization of the renewed vision of Surrey's Heritage Program.

GOAL 1: CITY HERITAGE STEWARDSHIP

- *Provide leadership in heritage conservation through a policy of City heritage stewardship.*
- *Integrate the management of heritage resources within the broad civic planning policy framework.*
- *Foster economic development through long-term investment in heritage resources, cultural facilities and programs, and cultural tourism initiatives.*

GOAL 2: HERITAGE PLANNING

- *Identify, conserve, protect and support Surrey's heritage resources.*
- *Develop a Heritage Program framework that links to broader civic goals of sustainability, economic development and neighbourhood planning, while providing significant and sustainable development opportunities.*
- *Plan for the development of healthy, vibrant and sustainable neighbourhoods by building on existing land use patterns, historic infrastructure and community identity.*
- *Support sustainable urban development by conserving and interpreting significant heritage resources that illustrate the city's complex history and culturally diverse traditions.*

GOAL 3: HERITAGE EDUCATION & AWARENESS

- *Inspire residents and visitors to access, celebrate and learn about Surrey's rich heritage legacy.*
- *Continue to make information about Surrey's rich heritage legacy widely available.*

GOAL 4: COMMUNITY COLLABORATION

- *Celebrate the rich and diverse First Nations and multicultural heritage of Surrey.*
- *Bring together diverse community groups throughout Surrey.*
- *Connect past, present and future through the conservation of heritage resources, commemoration of community history and traditions, and the creation of community heritage partnerships.*

2.3 STRATEGIES FOR SURREY'S HERITAGE PROGRAM

The Goals can be implemented through associated Strategies and Actions, and many of these can work in concert with each other. The Implementation Plan provides guidance on the anticipated timeline, group lead, support organizations and also the implication of each strategy.

GOAL 1:

CITY HERITAGE STEWARDSHIP STRATEGIES & ACTIONS

The City of Surrey should set, by example, the standard for other owners of heritage properties. The City has the opportunity to adopt a leadership role, by establishing stewardship policies for the management of its own heritage resources. The outcome will be an enhanced approach to heritage conservation at all levels. In order to achieve success, a commitment to a Heritage Stewardship Policy will require an allocation of human and financial resources. Given current budgetary constraints, this presents a challenge, although these initiatives can start out with low-cost initiatives that will coordinate existing initiatives and set new directions, while other initiatives can be implemented over time as resources allow.

STRATEGY 1.1: ENHANCE MUNICIPAL LEADERSHIP

In co-operation with key community partners, should set, by example, the standard for other owners of heritage properties. Fully operationalize the policies for the management of the City's own heritage resources, including the highest standards in the conservation and stewardship of heritage sites under the City's direct control.

ACTION 1.1.1: Protect City-Owned Heritage Sites

Initiate designation bylaws for City-owned heritage sites. This will demonstrate the City's commitment to the long-term protection of its heritage resources.

ACTION 1.1.2: Identify the Broad Range of Other City-Owned Heritage Sites

Municipal planning best practices now recognize a broader understanding of what constitutes community heritage. An excellent example is the City of Montreal's Heritage Policy, adopted in 2005, which embraces a broad concept of heritage as "any asset or group of assets, natural or cultural, tangible or intangible, that a community recognizes for its value as a witness to history and memory". More specifically, the Heritage Policy focuses on seven areas of stewardship: (1) built heritage, i.e. buildings, infrastructure; (2) archaeological heritage; (3) landscape heritage; (4) public art; (5) movable heritage, i.e. collections; (6) archival heritage, e.g. plans, photographs, written documents; and (7) intangible heritage. Through this policy, the City of Montreal is establishing a vision for an integrated heritage strategy. Any such vision rests on a set of strategic goals that should include marketing communications, internal and external partnerships, a supportive institutional framework (e.g. incentives and funding), educational outreach and innovative programs. The City of Surrey should identify sites of heritage value other than buildings that are under City-ownership and/or management. This could include, but is not limited to sites such as parks, street trees, and other cultural and natural landscape features, as well as a broad range of other resources of heritage value.

ACTION 1.1.3: Develop Conservation Plans for City-Owned Heritage Sites

Develop Conservation Plans that will guide the long-term conservation and management of individual City-owned heritage sites. This should include cyclical maintenance plans that will also guide ongoing maintenance. This aligns with best practice of other cities such as Richmond, which has completed Conservation Plans for all City-owned heritage sites, and Maple Ridge, where this process is underway.

ACTION 1.1.4: Identify Budgets for Conservation of City-Owned Heritage Sites

As part of the annual civic budget process, identify budgets for the implementation of Conservation Plans for each site, as well as ongoing maintenance budgets.



Municipal Hall, 1912 (British Columbia Archives c_02027)

GOAL 2:

HERITAGE PLANNING STRATEGIES & ACTIONS

The City of Surrey recognizes the value of heritage conservation and has over time dedicated substantial resources to heritage conservation initiatives. The Community Planning Division of the Planning and Development Department is responsible for heritage planning, but a variety of City Staff may encounter situations that involve heritage issues. It will increase the effectiveness of the Heritage Program if the heritage information base is clearly organized, if resources are properly evaluated and if Staff members are properly trained and educated. This builds upon existing successful heritage planning initiatives.

Heritage planning at the City of Surrey is built upon a strong foundation. For more than forty years, the City has been completing heritage projects and today, the City has undertaken heritage initiatives to identify, evaluate, manage and protect Surrey's heritage resources. The following actions describe how the City can make its Heritage Program even more effective.

STRATEGY 2.1: INTEGRATION WITH MUNICIPAL PLANNING

Ensure that the civic planning framework fully recognizes the importance of heritage conservation, and that heritage conservation is included as a key goal in emerging policy documents. Adopt a consistent definition of what constitutes "heritage" and ensure that the City's policy framework integrates references to heritage conservation as required.

ACTION 2.1.1: Link Heritage with Sustainability

Heritage conservation is an inherently sustainable activity, and supports social, environmental and economic sustainability. The linkage between heritage and sustainability is both strong and beneficial and should be developed and promoted for the advancement of Surrey's Heritage Program. Heritage conservation is a desirable, more sustainable form of development for the following reasons:

- Building rehabilitation is an exceptional economic stimulant.
- Property renewal attracts new businesses and residents, and takes advantage of existing infrastructure.
- Building rehabilitation uses less than half the energy of new construction.¹
- The property values of a majority of designated heritage properties are better than or equal to the average property value trend.²

The benefits of heritage conservation in terms of social, environmental and economic sustainability include the following:

Social Sustainability

- Conserves communities and identities
- Provides affordable housing
- Fosters urban revitalization

Environmental Sustainability

- Reduction of waste and materials sent to landfill
- Conserved embodied energy

¹ The Heritage Canada Foundation: <<http://www.heritagecanada.org/eng/services/advocacy.html>>

² Dr. Robert Shipley Study, University of Waterloo: <http://advocacyaction.org/english/pays/canadian_case_studies.htm>

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- Reused and recycled buildings and material
- Reduced sprawl and impact on infrastructure

Economic Sustainability

- Reduced development costs
- Increased property value
- Less wasteful, based on life cycle costing models
- Supports local economies

The City of Surrey has formulated a *Sustainability Charter* that will help guide the development and operations of the City in a more sustainable fashion. Heritage conservation is inherently sustainable and therefore a natural fit in such a document. The inclusion of heritage conservation goals in the *Charter* (found in Part 3) supports the mandate of the document, and also raises awareness of heritage, both in terms of sustainability and City development. The current *Charter*, however, does not go far enough in explaining the overarching importance of heritage conservation in achieving sustainability goals. As the *Charter* evolves, opportunities for the further elaboration of heritage conservation strategies should be explored. The City's Sustainability Office should collaborate with the Cascadia Green Building Council and SHAC to determine how to more fully integrate heritage conservation into the *Charter*. Eventually, using the *Charter* as the foundation, heritage and sustainability should be linked together in Surrey's *Official Community Plan*.

ACTION 2.1.2: Link Heritage with Economic Development

Economic development is critical to the overall development of any city. Within economic development, tourism, and specifically cultural tourism, which includes visiting historic sites, plays a crucial role. Cultural tourism is the fastest growing segment of the tourism industry. Canadians spent more than \$5 billion on cultural tourism in 2007³ and so many tourists now come to Canada to visit historic places that their conservation and interpretation is now a major factor in sustaining the tourism industry. Although it is more difficult to measure the impact at the local level, heritage is without question a driving factor in the booming cultural tourism industry. Surrey's heritage initiatives should, therefore, be linked to this growing sector so that both heritage conservation efforts and economic development are mutually promoted and fostered.

ACTION 2.1.3: Promote Heritage Tourism

Tourism Surrey, Heritage Services and the City's Economic Development Office should collaborate to consider the inclusion of additional heritage attractions and to determine the most effective methods of promoting heritage tourism. The Surrey Board of Trade, Business Improvement Associations (both Downtown and Cloverdale), and local heritage groups should also be consulted.

ACTION 2.1.4: Integrate Heritage Conservation into Neighbourhood Planning initiatives

As Town Centre Plans (TCPs) are updated and Neighbourhood Concept Plans (NCPs) are developed, integrate heritage context, policies and information on significant heritage sites to allow for more effective management of these resources.

³ Canadian Heritage: <http://www2.pch.gc.ca/pc-ch/org/sectr/inter/econ_impct2007/104-eng.cfm>

STRATEGY 2.2: REVIEW DEVELOPMENT AND FINANCIAL INCENTIVES

Existing City heritage conservation incentives should be reviewed and updated to ensure that they are aligned with the renewed focus of the *Heritage Policy and Program Review*. A revised program of effective incentives should be available that will strategically encourage authentic conservation and rehabilitation, by encouraging owners to invest in their properties. The amount of incentives should be directly related to the level of heritage conservation, and should be offered in exchange for legal protection.

Any proposed work on the site should be compatible with, and sympathetic to, the character and context of the heritage site, as evaluated based on a Statement of Significance and as assessed against the *Standards and Guidelines*.

ACTION 2.2.1: Review Surrey's Heritage Incentives Programs

It is important to remember that incentives should ensure the long-term financial viability of each heritage conservation project and that the application of incentives is subject to the following conditions:

- All properties on the Heritage Register, or eligible for the Register, should be considered for financial incentives, but legal protection, in the form of a heritage designation, Heritage Revitalization Agreement, or a covenant, should be a pre-requisite before any municipal heritage incentive is granted.
- The amount of incentives offered should be directly related to the level of conservation, and should reflect a good conservation outcome. The heritage character-defining elements of the site are to be maintained.
- The proposed work on the site would be compatible with, and sympathetic to, the character and context of the heritage site, according to the *Standards and Guidelines for the Conservation of Historic Places in Canada*.
- For larger incentives, proof of financial necessity may be required through a *pro forma* economic analysis.

In addition, review other opportunities for the provision of incentives to promote conservation:

- Develop a policy for the Restricted Reserve for Future Expense (currently sits at ± \$277K)
- Initiate a technical review of opportunities to support categories of threatened heritage resources (e.g., immediate focus: replacement of heritage houses with new single family dwellings and inability to offer development incentives for heritage retention in the ALR)

STRATEGY 2.3: CONTINUE THE DEVELOPMENT OF A VALUES-BASED APPROACH TO THE HERITAGE PROGRAM

The City has developed a values-based framework for the evaluation of heritage resources. This, in conjunction with the use of the *Standards and Guidelines for the conservation of Historic Places in Canada*, has moved the Heritage Program towards what is now considered best practice in heritage conservation. Another key stage in this evolution would be the development of a Heritage Context Statement and Thematic Framework, based on best practice.

A number of communities throughout British Columbia have adopted this approach and are actively developing a values-based heritage evaluation framework. Municipal planning best

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practices now support the development of thematic frameworks as the basis of heritage planning, thus enabling better integration of heritage within community planning. In Canada, the City of Victoria has led the way with the development of the first comprehensive civic thematic framework in 2008-2010, developed by drilling down from the *National Historic Sites of Canada System Plan* to forge a deeper understanding of historic forces at the local level. This is being used as a tool to determine the value of neighbourhoods and individual sites; update and evaluate the Victoria Heritage Register; and inform the development of neighbourhood plans. This process has articulated the heritage values associated with heritage assets that link to the evolution of the city, and describes the types of resources that make up the city's heritage, including implications for municipal heritage management. In Vancouver, the development of historic context statements has been undertaken in certain neighbourhoods and for certain categories of resources such as postwar heritage. A city-wide thematic framework has been developed as part of the *Vancouver Heritage Action Plan*, and will be released in 2017.

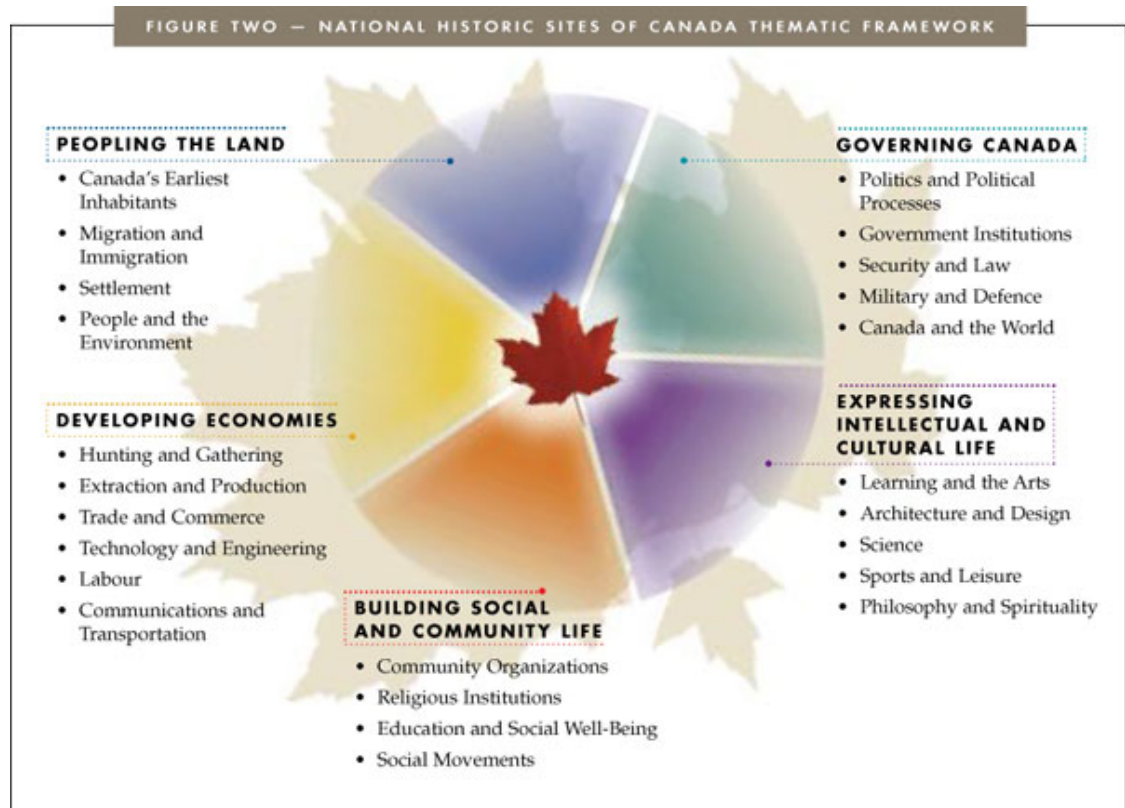
The City of Surrey has already started this process. A historic context statement was undertaken for Surrey schools in 2007-2008. The City should undertake the development of a comprehensive city-wide thematic framework and a historic context statement that will support the evaluation of Surrey's heritage resources. This new evaluation framework will allow for a better understanding of the broad range of potential heritage resources located throughout the entire city, ground the identification and evaluation of heritage resources in a solid, defensible academic footing and assist in the integration of heritage resources within the planning for each neighbourhood, based on local identity and character.

ACTION 2.3.1: Develop a Surrey Historic Context and Thematic Framework

A thematic framework organizes and defines historical themes that identify significant sites, persons and events. Historical themes provide a context within which heritage significance can be understood, assessed and compared. Themes help to explain why a site exists, how it has changed over time and how it relates to other sites linked by the theme. Historical themes can be comprehensively identified once a thematic history is prepared. This can also provide a framework for a more effective evaluation of which sites represent important themes, and the values that they represent.

As part of a thematic framework, a historic context statement is developed that provides a framework for understanding and evaluating historical resources. The significance of an individual site can be judged and explained by providing information about patterns and trends that define community history. Each site should be considered in the context of the underlying historical influences that have shaped and continue to shape settlement and development. Historic context may be organized by theme, geographic area, or chronology, and is associated with a defined area and an identified period of significance. In this way, common, ever-present and representative historic sites, as well as interesting, rare or exceptional examples, can be identified and placed in context.

Parks Canada has undertaken the development of a thematic framework, the *National Historic Sites of Canada System Plan*, which provides a comprehensive way of looking at Canadian history and identifies sites of national significance. This overarching thematic framework can inform and support the development of a civic historic context and the development of a local thematic framework.



Parks Canada *National Historic Sites of Canada Thematic Framework*

STRATEGY 2.4: HERITAGE REGISTER UPDATE

The City has undertaken the development of a new values-based framework to evaluate heritage resources. Sites on the Heritage Register can be analysed as to how they illustrate the Historic Context Statement and Thematic Framework, and any sites considered for the Heritage Register should be evaluated or considered within this new values-based framework.

ACTION 2.4.1: Review Register Sites

As required, Heritage Register sites should be reviewed when redevelopment is considered or when new information becomes available that deepens our understanding of heritage value. Future heritage site evaluations should utilize this established evaluation methodology as well as be considered in the context of the new Thematic Framework. Within the Register, heritage resources should be grouped according to the following categories in the Standards and Guidelines:

- Archaeological Sites
- Cultural Landscapes
- Buildings
- Engineering Works

ACTION 2.4.2: Review Inventory Sites

The City's Heritage Inventory includes a list of sites in Surrey that have potential heritage value or character. A Heritage Inventory is not enabled under the *Local Government Act*, and has no legal status; given the confusion that it generates, the Heritage Inventory should be eliminated. The Inventory sites are currently in limbo, not fully recognized as having

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heritage value but are still officially flagged by the City. There are no specific policies relating to Heritage Inventory sites. In the *Heritage Strategic Review 2010* it was recommended that the Heritage Inventory sites should be fully evaluated, and those determined to have significant heritage value and heritage integrity should be included on the Heritage Register. Heritage Inventory sites that do not have significant heritage value or that have lost their heritage integrity should be removed from the list. Following this final evaluation of these sites, the Heritage Inventory can be eliminated.

STRATEGY 2.5: HERITAGE TRAINING & EDUCATION

Providing heritage workshops and courses on such topics as the *Standards and Guidelines for the Conservation of Historic Places in Canada* would raise the overall level of heritage knowledge within the City. Heritage Planning Staff and members of SHAC should also regularly attend heritage workshops and conferences in order to continually increase their knowledge base. These actions will ensure that heritage issues are addressed with the specialized technical knowledge they require.

ACTION 2.5.1: Provide Heritage Training & Education to City Staff and SHAC

- Support City Staff (training opportunities, conferences, etc.)
- Support SHAC (orientation packages, training courses, conferences, etc.)
 - Provide training in *Standards and Guidelines*
 - City to provide orientation package for new SHAC members
 - SHAC to produce an annual report (Report Card)



Moore's Café, 1935 (City of Surrey Archives 180175A)

GOAL 3:

HERITAGE EDUCATION & AWARENESS STRATEGIES & ACTIONS

A successful heritage program reaches out to the community in order to gain support. In turn, heritage knowledge and awareness will be raised, which will then encourage community members to contribute to ongoing heritage efforts. This is a cyclical process, as the community grows and new residents want to be involved, and learn more about the unique identity of where they live.

STRATEGY 3.1: ESTABLISH A FOCUSED COMMUNICATIONS STRATEGY

A communications strategy is an essential part of a heritage program. Communication regarding heritage matters is necessary not only between the City and residents of Surrey, but also between heritage groups and the media. Align this strategy with the *Smart Surrey Strategy*.

ACTION 3.1.1: Update Heritage Information on the City's Website

The provision of heritage information on the City's website is currently the best method of public communication. Heritage webpages should be monitored and updated as needed in order to provide the public with the most accurate and relevant heritage information. As the City of Surrey develops its new website, the organization and layout of heritage information should be reviewed and revised, as necessary. For example, it should be very simple for heritage property owners to find out what resources and incentives are available to them. The wording on individual webpages should also be clear and direct for the intended audience, including heritage property owners.

ACTION 3.1.2: Maintain a Positive Public Relations Image

It is important to work proactively with the media in order to champion initiatives, increase heritage awareness and explain the complete story on heritage issues in Surrey. It is important to show the positive side of heritage conservation, and the numerous benefits it affords to the larger community, rather than get stuck on the occasional reverses that inevitably occur.

STRATEGY 3.2: PROMOTE HERITAGE EDUCATION AND INCREASE HERITAGE AWARENESS

Heritage awareness begins with education. An understanding of what heritage encompasses is essential to the appreciation of the different heritage assets in Surrey. Heritage does not simply involve "old" buildings; it involves resources that illustrate the city's development, including: natural sites, such as farms and forests; cultural assets, such as churches and meeting halls; transportation corridors, such as roads and railways; as well as significant buildings including municipal halls, houses and schools.

The City should continue to actively support heritage education and awareness initiatives, through community partnerships and as resources allow. This will provide leadership in heritage communication that will raise the profile of heritage by broadly supporting community partners that can inform a wide audience, including community associations, museums and the educational community. The City's Heritage Program could also support the development of a network to exchange knowledge and practices between 'key heritage stakeholders'. Proactively communicating a pro-heritage message through local media should also be a priority.

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- Explore and promote Intangible Cultural Heritage
- Explore and promote “authentic experiences”
- Implement new street naming policy
- Establish Better Communications
 - Continue to update website
 - Positive public relations
 - Take advantage of new technologies
- Promote Heritage Education / Increase Heritage Awareness
 - Education for residents and professionals
 - School programs
 - Foster heritage at neighbourhood level
 - Training in Standards and Guidelines
- Advance Heritage Research

ACTION 3.2.1: Provide Heritage Education to Residents and Professionals

Establishing a foundational knowledge of heritage is important for the development and sustainability of heritage programs. This can be executed in a variety of ways, including courses, workshops, and community events, such as heritage tours. Advertising educational opportunities is necessary to keep residents informed of the full range of heritage information that is available.

Heritage Services currently offers a variety of public programs throughout the year at the Surrey Museum, Surrey Archives and Historic Stewart Farm. Heritage Services also offers a range of presentations that can be booked by community groups. These outreach tools are an effective way to increase heritage education in Surrey, and future programs should be built upon their success.

Heritage education should also be promoted and offered to development and design industry professionals so that they are more prepared to work with heritage issues. Linking these courses with those offered to City Staff would increase efficiency and provide networking opportunities.

ACTION 3.2.2: Offer Heritage Education Programs for Schools

Offering heritage education programs in schools not only introduces the importance of heritage to young residents of Surrey, it also raises the overall level of heritage awareness in the community, as teachers and administrators learn about the programs. Much like the programs described above, school programs can take different forms, including workshops, education kits for classrooms, presentations and tours, depending on how they can best be integrated into the curriculum.

There may also be significant opportunities to involve the increasing number of post-secondary institutions that are locating in Surrey. These growing institutions will likely be receptive to opportunities to integrate with the community and may be able to direct resources towards an understanding of their local context.

ACTION 3.2.3: Foster Heritage at the Neighbourhood Level

Heritage education should also be delivered at the neighbourhood level because that is where residents can become most engaged and knowledgeable. When neighbourhood heritage is researched and made available to its residents, they are more likely to take pride in it and foster heritage as an integral part of their neighbourhood's development. Once residents understand their neighbourhood heritage, they can come together across the city and tell their stories, thereby increasing overall heritage awareness in Surrey. Students can be involved through research, discussion and analysis of local history.

ACTION 3.2.4: Broaden the Definition of Heritage

The City should seek, through leadership and partnerships, to identify, protect and celebrate a broad range of potential heritage resources for the valuable contribution that they make toward a complete understanding of Surrey's history. The City's Heritage Program should be inclusive of different types of heritage resources, both tangible and intangible. Aspects of Intangible Cultural Heritage that should be considered include:

- First Nations
- Agricultural Heritage
- Multicultural heritage (community events such as Vaisakhi, etc.)
- Other cultural events and festivals



Whalley Variety Store, 1947 (City of Surrey Archives 180720)

GOAL 4:

COMMUNITY COLLABORATION STRATEGIES & ACTIONS

Working with other heritage groups and associated organizations in strong collaborative partnerships will increase the reach and audience for Surrey's Heritage Program. This will increase the number of people and resources working toward the common goal of heritage conservation. Linking heritage with sustainability and economic development will establish heritage in these compatible initiatives and further the overall goals of each individual program, as well as build capacity of community heritage organizations. The Heritage Services Community Advisory Board is the most appropriate organization to coordinate different heritage groups throughout Surrey. Many heritage and heritage-affiliated organizations are already represented on the Committee. Adding additional representatives or adjusting the Committee mandate to include a coordination role should be considered in order to determine how best to partner the multiple heritage groups in Surrey.

Once the heritage organizations in Surrey are linked through a coordination function, each organization will become more familiar with the work of the other organizations, thereby increasing the awareness and understanding of the different heritage initiatives and events occurring throughout Surrey. This, in turn, will help streamline the vision and goals of the different groups into a cohesive framework that will support the future of Surrey's Heritage Program. Opportunities for joint programming and marketing should also be explored, and communications between the different groups should become more fluid and dynamic.

STRATEGY 4.1: DEVELOP HERITAGE COLLABORATIONS

Develop a full range of partnership opportunities, including with senior levels of government, community organizations and key heritage stakeholders.

ACTION 4.1.1: Develop Community Heritage Collaborations

Through leadership and partnerships, forge collaborations with groups with heritage mandates throughout Surrey. Continue to host networking meetings and encourage community heritage groups to submit applications for the Cultural Grants Program.

ACTION 4.1.2: Pursue Civic Collaborations

Seek opportunities to integrate heritage conservation with a broad range of civic initiatives, such as neighbourhood planning and public art initiatives. This may include heritage interpretation and installations at public locations such as transit stations and bus shelters, as well as other place-making opportunities within developing new neighbourhoods.

ACTION 4.1.3: Pursue Public Sector Partnerships

There are indications that the Federal Government is pursuing a renewal of the Historic Places Initiative. The City should continue to work with senior levels of government to develop and integrate the municipal Heritage Program with evolving broader initiatives.

3. IMPLEMENTATION PLAN

TIMELINES:

The timeline for the Implementation Plan is based on Immediate (1-2 years), Medium (2-5 years) and Long Term (5-7 years) implementation. Some strategies also should be considered on an Ongoing basis.

- Immediate 1-2 years
- Medium 2-5 years
- Long 5-7 years
- Ongoing

ACTION LEADS:

The following is a list of groups and organizations that could lead or support the proposed strategies. This does not exclude other community partners that may also be identified:

- City of Surrey: City Council (“City”)
- City of Surrey: Heritage Planning (“HP”)
- City of Surrey: Heritage Services (“HS”)
- City of Surrey City Clerk (“City Clerk”)
- Surrey Heritage Advisory Commission (“SHAC”)
- Heritage Services Community Advisory Board (“CAB”)
- City of Surrey: Economic Development Office (“EDO”)
- City of Surrey: Sustainability Office (“SO”)
- Cascadia Green Building Council (“GBC”)
- Surrey Board of Trade (“Trade”)
- Surrey School District (“School”)
- Tourism Surrey (“Tourism Surrey”)
- Community Heritage Partners (“Community”):
 - Community Associations
 - Surrey Heritage Society
 - Surrey Historical Society
 - Fraser Valley Heritage Rail Society
 - Agricultural Advisory Committee
 - Green Timbers Heritage Society
 - Friends of the Semiahmoo Trail
 - Local Colleges and Universities (e.g., Simon Fraser University, Kwantlen Polytechnic University and Douglas College)
 - Business Improvement Associations (Downtown, Cloverdale, Newton and Fleetwood)
 - Friends of the Museum & Archives Society
 - Surrey Public Library

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GOAL ONE: CITY HERITAGE STEWARDSHIP					
Strategy 1.1: Enhance Municipal Leadership	OCP #	TIME	LEAD	SUPPORT	OUTCOME
Action 1.1.1 Protect City-owned Heritage Sites	F8.1	Immediate	City	HP / HS / SHAC	Lead by example; civic stewardship; increased community pride; improved conservation outcomes.
Action 1.1.2 Identify the Broad Range of other City-owned Sites (e.g. Parks, street trees, etc.)	Theme B; F8.1; F8.15; F8.16; F8.17; F8.25	Ongoing	HP / SHAC	HS / City Departments	Broader understanding of Surrey's heritage legacy; better heritage conservation; broader understanding of Surrey's heritage legacy.
Action 1.1.3 Develop Conservation Plans for City-owned Heritage Sites	F8.1	Immediate	HP / HS	Budget by City	Improved conservation outcomes; greater certainty in the conservation process.
Action 1.1.4 Identify Budgets for Conservation of City-owned Heritage Sites	F8.1	Ongoing	City	HP / HS	Better long-term conservation outcomes through ongoing investment.



Fleetwood Nurseries, 1964 (City of Surrey Archives 1992_036_2326)

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GOAL TWO: HERITAGE PLANNING					
Strategy 2.1: Integration With Municipal Planning	OCP #	TIME	LEAD	SUPPORT	OUTCOME
Action 2.1.1 Link Heritage with Sustainability	Theme D; F8.8; F8.16	Ongoing	HP / HS / SO	SHAC / City Depts. / GBC	Civic stewardship; improved sustainability outcomes.
Action 2.1.2 Link Heritage with Economic Development	Theme E; F8.8; F8.23; F8.24; F8.26	Ongoing	HP / HS / EDO	SHAC / City Depts. / Trade / Community	Enhanced economic development; improved conservation outcomes; greater investment in heritage; improved leverage of private investment.
Action 2.1.3 Promote Heritage Tourism	Theme E; F8.18; F8.19; F8.20; F8.26	Ongoing	HS / HP / Tourism Surrey	SHAC / CAB & other civic committees	More effective public communication of Surrey's heritage legacy; enhanced economic development.
Action 2.1.4 Integrate Heritage Conservation into Neighbourhood Planning Initiatives	Theme A; Theme B; F8.1; F8.6; F8.7; F8.8; F8.12; F8.15; F8.17; F8.24; F8.25	Ongoing	HP / City Departme nts	SHAC	Better understanding of neighbourhood contexts; development of more complete communities; improved community place-making.
Strategy 2.2 Review Development and Financial Incentives	OCP #	TIME	LEAD	SUPPORT	OUTCOME
Action 2.2.1 Review Surrey's Heritage Incentives Program	F8.1; F8.23; F8.24	Immediate	HP	SHAC	Improved incentives; improved conservation outcomes; increased heritage protection; greater investment in heritage; improved leverage of private investment.
Strategy 2.3: Continue the Development of a Values-Based Approach to the Heritage Program	OCP #	TIME	LEAD	SUPPORT	OUTCOME
Action 2.3.1 Develop a Surrey Historic Context Statement and Thematic Framework	F8.5; F8.9; F8.11	Immediate	HP / HS	SHAC / Community / First Nations	Better information base for Heritage Program; improved assessment and evaluation of heritage sites; enhanced public communication of historic context and legacy.
Strategy 2.4 Heritage Register Update	OCP #	TIME	LEAD	SUPPORT	OUTCOME
Action 2.4.1 Review Register Sites	F8.1; F8.9; F8.10; F8.11	Immediate	HP / HS	SHAC	Better information base for Heritage Program; clarity of heritage value of individual sites.
Action 2.4.2 Review Inventory Sites	F8.1; F8.9; F8.10; F8.11	Medium	HP / HS	SHAC	Better information base for Heritage Program; clarity of heritage value of individual sites; removal of confusing aspects of the Heritage Program.
Strategy 2.5 Heritage Training & Education	OCP #	TIME	LEAD	SUPPORT	OUTCOME
Action 2.5.1 Provide Ongoing Heritage Training and Education to City Staff and SHAC	F8.2	Ongoing	Clerk	HP / HS / SHAC	Better understanding of heritage policies; better conservation outcomes; improved city process and communication.

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GOAL THREE: HERITAGE EDUCATION & AWARENESS					
Strategy 3.1: Establish a Focussed Communication Strategy	OCP #	TIME	LEAD	SUPPORT	OUTCOME
Action 3.1.1 Update Heritage Information on the City's Website	F8.18; F8.26	Ongoing	HP / HS	SHAC	Enhanced heritage awareness; improved public communication.
Action 3.1.2 Maintain a Positive Public Relations Image	F8.19; F8.22; F8.26	Ongoing	HP / HS / SHAC	Partners	Improved public communication.
Strategy 3.2: Promote Heritage Education and Increase Heritage Awareness	OCP #	TIME	LEAD	SUPPORT	OUTCOME
Action 3.2.1 Provide Heritage Education to Residents and Professionals	F8.4; F8.18; F8.19; F8.22; F8.26	Ongoing	HS	HP / SHAC	Improved heritage information and communication; better conservation outcomes.
Action 3.2.2 Offer Heritage Education Programs for Schools	F8.4; F8.5; F8.18; F8.19; F8.26	Ongoing	HS	Community / School	Improved heritage information and communication; long-term investment in community development.
Action 3.2.3 Foster Heritage at the Neighbourhood level	F8.8; F8.10; F8.12; F8.13; F8.21	Ongoing	HS	SHAC	Better understanding of neighbourhood history and heritage; long-term investment in community development.
Action 3.2.4 Broaden the Definition of Heritage	F8.5; F8.8; F8.10; F8.22	Ongoing	HP / HS	SHAC	Better understanding of Surrey's heritage legacy; improved community engagement; better conservation outcomes.



Bank of Montreal, Cloverdale, circa 1910 (City of Surrey Archives 180140)

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GOAL FOUR: COMMUNITY COLLABORATION					
Strategy 4.1: Community Collaboration	OCP #	TIME	LEAD	SUPPORT	OUTCOME
Action 4.1.1 Develop Community Heritage Collaborations	F8.3; F8.4; F8.5; F8.18; F8.19; F8.23; F8.26	Ongoing	HS	SHAC / CAB / Community	Build community capacity / improved community relationships and communication; long-term investment in community development.
Action 4.1.2 Pursue Civic Collaborations	F8.7; F8.12	Ongoing	HS	HP / SHAC / CAB / Public Art	Improved heritage communication and interpretation opportunities; development of more complete communities; improved community place-making.
Action 4.1.3 Pursue Public Sector Partnerships	F8.3	Ongoing	HS	HP / SHAC	Development and integration of local and senior heritage initiatives / cross-jurisdiction cooperation in achieving heritage objectives.



Crescent Beach, 1920 (City of Surrey Archives 180214)

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City of Surrey Staff:

- Erin Schultz, Planner, Community Planning
- Ryan Gallagher, Manager, Heritage Administration & Facilities, Parks, Recreation & Culture

Surrey Heritage Advisory Commission

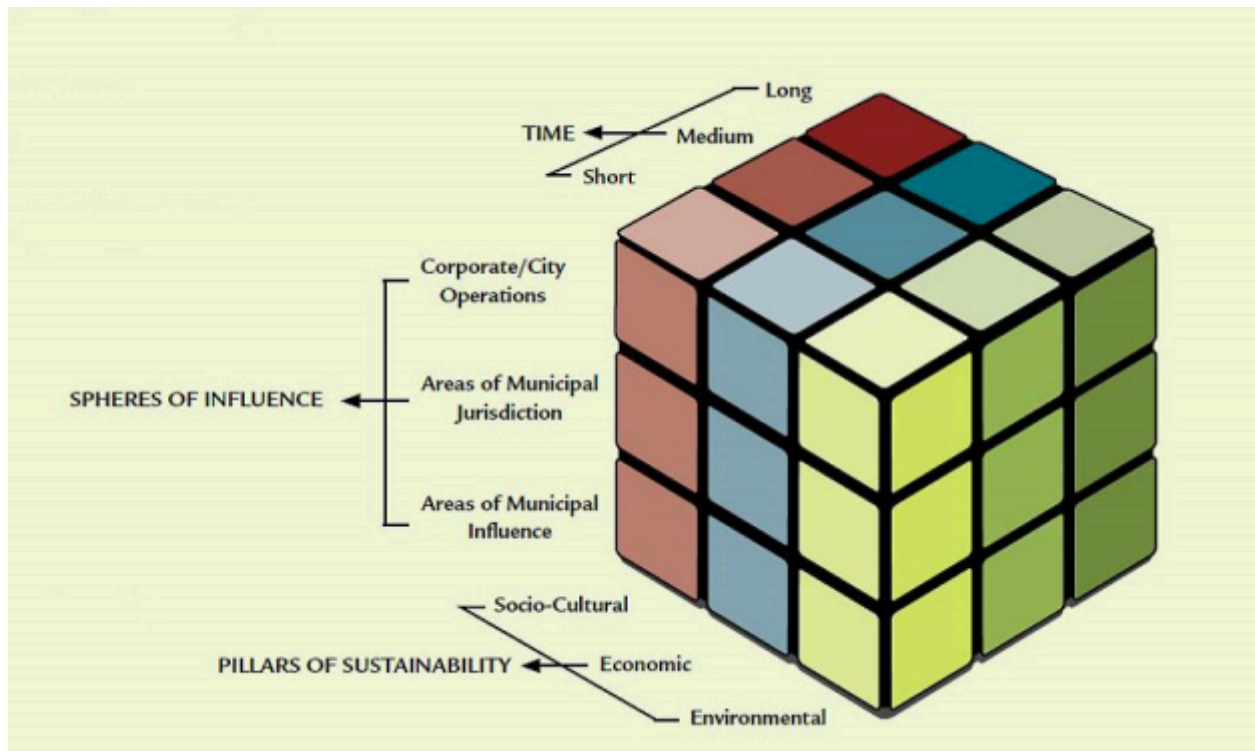
- Councillor Dave Woods
- Penny Priddy
- Daniela Evans
- David Plug
- Bert Hol

APPENDIX: RELATED CITY POLICIES

The following City policies also provide guidance for the ongoing integration of the Heritage Program with other civic initiatives:

A.1 SUSTAINABILITY CHARTER 2.0

Surrey's *Sustainability Charter 2.0* is a 50-year vision for sustainability in Surrey: to become a thriving, green, inclusive city.



Sustainability Charter Structure

One of the eight themes of the *Sustainability Charter* is:

Education and Culture: Access to diverse, high quality learning opportunities, and vibrant arts, heritage and cultural experiences for all Surrey residents;

Desired Outcomes:

Arts and Heritage

- An enviable and vibrant arts and heritage sector contributes to Surrey's citizen engagement, enrichment, economy, community livability, and civic pride.
- Arts, heritage and entertainment spaces are incorporated throughout the city.

CITY OF SURREY HERITAGE STRATEGIC REVIEW: IMPLEMENTATION PLAN UPDATE 2016

- Surrey supports and celebrates its diverse artists, cultures and community heritage through inclusive festivals, programming and events.
Surrey celebrates, protects and promotes its natural and built heritage sites.
- Public art is visible in diverse forms throughout the community and brings art into the daily lives of Surrey residents.
- Surrey nurtures a unique participatory community-based arts scene.

Strategic Directions:

Arts and Heritage

- Support the growth of a diverse arts sector through the development of Surrey's cultural corridor.
- Support the development of local artists of all ages and through all stages.
- Encourage arts, heritage and cultural expression for youth in the community.
- Create better access to arts, heritage and cultural facilities and services at the neighbourhood level.
- Develop community-based arts and heritage space and programming throughout the City.
- Protect natural and built heritage sites.

Indicators:

- Protected heritage sites

Heritage is also included under other sections of the Sustainability Charter, such as Infrastructure (*Public art and heritage are integrated into Surrey's infrastructure*). Heritage sites are also included on the City's Sustainability Dashboard, which lists the following Action Items: Heritage Planning; Heritage Facilities and Services; and Heritage Storyboards and Tours.

A.2 SURREY CULTURAL PLAN

Surrey's Parks, Recreation and Culture Department has developed a *Surrey Cultural Plan: Enhancing Urbanization through Arts and Heritage*. Throughout the plan, heritage objectives have been integrated. The objectives of the Cultural Plan are:

- Assess feasibility and service needs for cultural facility space for South Surrey.
- Reassess the functional space plan and needs for a phase II expansion of the Surrey Museum.
- Develop 6 community Public Art Plans, identifying sites and themes for public art in Cloverdale, South Surrey, Newton, Surrey City Centre, Guildford and Fleetwood.
- Compile an inventory of public and private sector cultural assets, services and facilities in Surrey; identifying evident gaps and needs.
- Identify needs, opportunities, space and operational requirements for a decentralized model of arts and heritage City-wide services.
- Identify space and resource requirements for the growth and preservation of City material cultural and art collections.
- Assess needs and roles for effective communication of cultural values and benefits by public and community stakeholders.
- Identify cultural spaces and amenities in City Centre development plans.

A.3 ECONOMIC PLANS AND STRATEGIES

There are several key documents that guide Surrey's economic development issues, including *The Economic Diversification Strategy* and *Surrey City Centre*. Heritage intersects with economic development in a number of key areas, including community cultural initiatives, heritage tourism, neighbourhood development, the film industry and job creation.

A.4 ALL OUR RELATIONS

Surrey is located on the traditional territories of the Semiahmoo, Katzie, Kwikwetlem, Kwantlen, Qayqayt and Tsawwassen First Nations, and many nations are represented by the urban Indigenous population in Surrey. The Truth and Reconciliation Commission of Canada (TRC) exposed the terrible legacy of the Indian Residential School System and the on-going trauma for survivors. With Surrey having the largest urban Aboriginal population in Metro Vancouver, the City is taking a proactive response to the call to action by the TRC. Guided by the Aboriginal Leadership Committee, the City is developing a Surrey Urban Aboriginal Strategy. The objective of the Strategy is to build and strengthen relationships at all levels of the community so as to improve the economic participation, educational attainment and health outcomes for the Aboriginal population in Surrey. The *All Our Relations* report is Phase I of the Social Innovation Strategy, the first step toward reconciliation with the Aboriginal community.

A.5 SMART SURREY STRATEGY

The *Smart Surrey Strategy* guides how technology and innovation are considered in decisions made for existing and future plans, programs and infrastructure. Using new and existing technologies and information, it identifies and implements systems and programs to inform decision-making, create efficiencies and optimize our resources leading to cost-savings.

The Strategy strives for excellence and deployment of international best practices using technological advancements and innovation to enhance life and work within Surrey. Using new and existing technologies and information, it identifies and implements systems and programs to inform decision-making, create efficiencies and optimize the effectiveness of City resources leading to cost-savings.

Four key areas of action have been developed to deliver on its vision. Each action item serves to meet the criteria of one of the four following areas:

1. *Social Engagement & Connectivity*: A socially engaged and connected community is one where residents actively participate in decision making and the City of Surrey is both transparent and accountable.
2. *Economic Growth*: The local economy in a smart city is prosperous and resilient. It achieves a one-to-one ratio of jobs-to-resident work force and a balanced tax base. New jobs are created in knowledge-based and high-growth industries by local entrepreneurs. The City has a world class network of partners to enable growth.
3. *Service Delivery Innovation*: Service delivery in a smart city is easy, convenient, and efficient for residents to do business with the City. Residents have multiple methods to do business, either digitally or in person. The City's service delivery is customer-focused, efficient, and cost effective.
4. *Smart City Infrastructure*: Smart City Infrastructure consists of optimized methods of construction, operation, and maintenance. The City uses leading-edge technology and new approaches to find efficiencies, coordinate activities, and collect data to do more with less.