

CITY OF SURREY

PARKS, RECREATION AND CULTURE
STRATEGIC PLAN



FINAL REPORT

JULY 2008

Professional Environmental Recreation Consultants Ltd.



P E R C

ACKNOWLEDGEMENTS

IT IS A PLEASURE TO PRESENT the City of Surrey with the final version of the Parks, Recreation and Culture Strategic Plan. The document has been prepared by Professional Environmental Recreation Consultants Ltd., in cooperation with E. Lees and Associates Ltd., Bruce Carscadden Architect Inc., Don Hunter Management Consultants, and Ruth Malli, CMC.

The consultants would like to express appreciation to the many interested residents and organizations who participated in the planning process, as well as to City Council, the Parks and Community Services Committee, senior staff members from several city departments, and a Working Group from the Parks, Recreation and Culture Department. These groups met with the consultants on several occasions, and provided valuable insights and suggestions related to the Plan's directions and recommendations.

We trust that the report accurately reflects the needs of the community, and that the implementation of the Plan will ensure the continued effective delivery of leisure services in the community.

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EXECUTIVE SUMMARY

IN JANUARY OF 2007, THE CITY OF SURREY retained the services of Professional Environmental Recreation Consultants Ltd. (PERC) to develop a Strategic Plan for Parks, Recreation and Cultural Services. PERC assembled a team that included E. Lees & Associates Ltd., Bruce Carscadden Architect Inc., Don Hunter Management Consultants and Ruth Malli, CMC to work on the Plan, and to assist in related research and the preparation of the final report.

BACKGROUND RESEARCH

A key component of the planning process involved the completion of extensive background research to establish a foundation and framework for the Plan. This work included a review of the 1996-2006 Parks, Recreation and Culture Master Plan and subsequent updates, as well as a number of other reports and planning documents, including the department's inventory of parks and open space, facilities and programs; a review of current trends in parks, recreation and culture; and an analysis of demographic information provided by the city and the 2006 Census.

PUBLIC INVOLVEMENT

The participation of Surrey residents was critical to the success of the planning process. A survey was mailed to 3,000 residents, resulting in 1,173 completed questionnaires, and an overall level of confidence of 95% +/-2.9%, which is very high for this type of research. The survey was also available to the general public through the city's web site. In addition, interviews were conducted with a large number of community organizations and agencies, the public was invited to discuss parks, recreation and cultural issues at Community Forums in each of the six Communities, and the consultants hosted two Public Open Houses following a presentation of the draft report to City Council. Comments and suggestions raised during these events were considered prior to the preparation of the final report.

PLAN ORGANIZATION

The Plan is organized as follows:

- The **Summary of Recommendations and Strategic Directions**, presented in the **Executive Summary** provides an overview of each of the recommendations included in the Plan.
- The **Introduction** addresses the purpose and objectives of the Plan, the study methodology, demographic information, trends in the field of parks, recreation and culture, and activities undertaken by the department since the completion of the 1996 Master Plan and subsequent Plan Updates.
- The **Planning Methods** section of the report focuses on a "basis on which to plan", discusses the project methodology, summarizes the data collected during the research phase of the study, and assesses the need for improved or increased levels of service.
- Sections related to **Parks and Open Space, Cultural Services, Recreation Services, and System-Wide Issues** are presented, along with the identification of a number of strategic directions and recommendations.

EXECUTIVE SUMMARY

- The **Implementation** section includes a Summary of Recommendations within each of the Strategic Directions and addresses annual operating costs, one-time capital costs, service and funding level classifications, and a timeframe related to the initiation of each.

KEY RESULTS

While the report includes a variety of recommendations, it is important to note that the public is generally satisfied with parks, recreation and cultural services, and makes extensive use of recreation and cultural programs, parks and facilities. In fact, with recent adjustments in the city's policies related to fees and charges, and greater awareness of the importance of personal health and fitness, there has been a significant increase in overall levels of participation in recreation and cultural services. As Surrey's population continues to grow over the next decade, the challenge will be to ensure that the city is able to accommodate a growing interest in parks and leisure services. In this regard, there are a number of areas in which service levels should be addressed. These include:

- The continued development of the city's trail system
- The provision of additional or improved indoor facilities
- Continued efforts to ensure access to recreation and cultural programs for new residents to the community and to residents on low incomes
- Continued investment and presentation of the city's diverse arts and heritage mosaic
- Ensuring that the quality of maintenance, in facilities and parks, remains high
- Continued attention to the personal safety of patrons utilizing parks and facilities
- Ensuring that resources are available to address the interests of a growing population
- Continued acquisition and development of parks and open space
- A continued emphasis on the retention of the city's natural areas
- The provision of services in cooperation with other organizations, including the School District, Simon Fraser University, non-profit organizations and the private sector
- Continuing efforts to enhance the marketing of leisure services and the importance of physical activity
- The provision of events and festivals that celebrate the city's diversity

THE FUTURE

Since the completion of the 1996 Parks, Recreation and Culture Master Plan, the city's population has grown from approximately 300,000 residents to approximately 450,000 – an increase in excess of 25%.

As in the past, many of these residents have moved to the community from other areas of Metro Vancouver, British Columbia and Canada, as well as from other countries. This growth and diversity is expected to continue, and the population of the city could be as high as 530,000 by 2018.

This suggests that the current Strategic Plan must recognize what has transpired since the completion of the 1996 Master Plan, assess the current delivery of services, and chart a course to fine tune the existing system over the next decade. The Plan, therefore, focuses on what is needed to protect existing services and infrastructure (which requires some reinvestment), and suggests the improvement of a number services to ensure that current and future residents are equitably served. Only then does it address increased service levels, which are identified and recommended in several key areas.

The Plan is based on the adoption of a Benefits Based Approach, which are measured in units of public benefit (also called public good), and demonstrates how to use this approach to update and fine-tune the document on an annual basis.

FUNDING SOURCES

It is recognized that significant funds will need to be accessed in order to implement the various recommendations presented in the Plan. It would be unrealistic to suggest that local taxpayers be expected to bear the entire cost, however there are several alternate approaches that could be used. Some examples include: Development Cost Charges; Neighbourhood Concept Plan funding; partnerships; and grants from senior levels of government. These and other sources of funding are described in the Implementation Chapter.

FINANCING THE PLAN

There are 57 recommendations within the Plan (some have several parts so there are 74 statements in total) under five Strategic Directions. The recommendations displayed in Figure Nine in the Implementation Chapter of the report fall within four funding categories:

- Ten recommendations can be funded **within existing resources**. Their financial requirements are negligible or quite small, or they have already been funded within existing budgets. Implementing these will have no appreciable effect on the city's budget. They amount to approximately \$1.1 million in operating costs and \$33 million in capital investment.
- Three recommendations should be funded through **alternate funding sources**, including partnerships with the private and non-profit sectors, and should not require any investment from the city.
- Thirty-six recommendations can be funded **within existing spending levels per capita** over the next ten years. In other words, if the City of Surrey continues to levy taxes equal to \$64 per capita to operate parks, recreation and cultural services in real terms (i.e. net of inflation), growth in the city would be sufficient to fund these recommendations. Another 100,000 residents over the next ten years all paying the same level of taxes as current residents (with increases only for inflation), would create another \$6.4 million dollars annually by the end of the decade which could be used for the delivery of these services. That money could be used to finance at least thirty-five of the recommendations. These recommendations account for just under \$2.9 million in annual operating costs and another \$8.6 million in one time capital costs.

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- Twenty-five recommendations cannot be funded within existing spending per capita levels. They **require an increase in per capita spending**, either from within the City of Surrey or from other investors. These recommendations amount to approximately \$74.8 million in current capital dollars and would result in assets requiring an additional \$2.9 million in operating funds. A Financing Strategy for the Strategic Plan has been developed to ensure that adequate capital is available over the ten-year timeframe of the Plan.

In the past ten years, the city spent \$67million on the development and upgrading of recreation and cultural facilities (it is estimated that these same facilities would cost \$177 million in 2008 dollars), \$78 million on parkland development, and \$153 million on parkland acquisition. It should be noted that these figures are actual expenditures, as opposed to estimates in 2008 dollars. The level of building recommended over the next ten years is similar to past investments. The biggest challenge is cost escalation in construction resulting in capital costs for new facilities that are double the cost from five years ago.

SUMMARY OF RECOMMENDATIONS

A figure detailing the recommendations and strategic directions in the order they are presented in the report is included below. A more detailed financial table is included in the Implementation Chapter with details related to annual costs, one time capital costs and the proposed timeline for implementation.

The following is intended to assist the reader in reviewing the information.

- **Strategic Directions** There are 5 Strategic Directions, each including a number of recommendations; the Strategic Directions are listed below:

 - I Invest in Planning and Management
 - II Invest in Programs and Services
 - III Invest in Human Resources
 - IV Invest in Existing Infrastructure
 - V Invest in new Infrastructure

- **Recommendations** The report includes 57 recommendations (some contain multiple statements) addressing issues related to parks and open space (P); cultural services (CS); recreation services (RS); and system-wide (SW) concerns

SUMMARY OF RECOMMENDATIONS AND STRATEGIC DIRECTIONS

Recommendation No.		Description	Strategic Direction No.
P-1		Approve updated parks classification system	I
P-2		Revise parkland acquisition strategy	I
P-3		Review the Parks Acquisition criteria and amend the DCC by-law to ensure adequate funds for park acquisition	I
P-4		Develop and implement an Integrated Pest Management Plan	I
P-5	a	Update and complete the new Greenway/Blueway Master Plan in consultation with the Engineering and Planning Departments	I
P-5	b	Continue the development of a city-wide trail system in new and existing parks	IV
P-6		Perform an audit of structures and infrastructures in parks including inventory, condition, maintenance and replacement plans	IV
P-7		Improve standards for park sanitation services	IV
P-8		Increase maintenance budget for street trees	IV
P-9		Create new horticultural displays in each Community	IV
P-10		Develop and implement a parks signage replacement program	IV
P-11		Update the Natural Areas Strategic Management Plan	I
P-12		Update the Street and Shade Tree Management Plan	I

EXECUTIVE SUMMARY

Recommendation No.		Description	Strategic Direction No.
P-13		Update a Park Priority Management and Acquisition Plan related to riparian requirements and wildlife corridors in cooperation with the Planning and Engineering Departments	I
P-14		Update Parks Environmental Guidelines and expand appropriate areas into policy	I
P-15	a	Build 3 new synthetic turf surfaces	V
P-15	b	Build 2 new synthetic turf surfaces	V
P-16		Update playfield infrastructure	IV
P-17	a	Develop park infrastructure to meet expanding community needs	V
P-17	b	Develop park infrastructure to meet expanding community needs	V
P-17	c	Deliver maintenance standards related to ongoing park acquisition	V
P-17	d	Deliver maintenance standards related to ongoing park acquisition	V
P-17	e	Deliver maintenance standards related to ongoing park acquisition	V
P-18		Enhance outdoor programming and nature play in parks	IV
P-19		Enhance youth stewardship and outreach programs	II
P-20	a	Replace outdated playgrounds	IV
P-20	b	Replace outdated playgrounds	IV
P-20	c	Replace outdated playgrounds	IV
P-21		Address dog walking issues in parks	V
P-22	a	Operate facility and manage parkland at Green Timbers	V
P-22	b	Develop facilities at Green Timbers in order to establish environmental programs	V
P-23	a	Continue construction of park infrastructure	V
P-23	b	Continue construction of park infrastructure	V
CS-1	a	Provide arts and crafts studios and performing art rehearsal spaces	V
CS-1	b	Provide arts and crafts studios, heritage display spaces and performing arts rehearsal areas	V
CS-1	c	Provide arts and crafts studios, heritage display spaces and performing arts rehearsal areas	V
CS-2		Provide additional arts and heritage programming in each Community	II
CS-3		Enhance the public art program by providing more substantial art in higher profile locations and explore a broader base of funding	II
CS-4		Commission an interpretive plan for programs and exhibitions at the Stewart Farm site	II
CS-5		Develop Phase Two of the Surrey Museum, including improvements to the Plaza	V
CS-6		Incorporate an enhanced touring program of art and artifacts into the city's annual operating budget	II

Recommendation No.		Description	Strategic Direction No.
CS-7		Work with non-profit partners (e.g., SFU, the Surrey Arts Council, Klahow-eya Aboriginal Centre) and the private sector to ensure improved arts and heritage initiatives within the City Centre	II
CS-8		Invest annually in artifact display infrastructure	V
RS-1		Plan for and develop a multi-purpose community recreation centre in Cloverdale	V
RS-2		Initiate advance planning and build a new aquatic centre	V
RS-3		Initiate advance planning for the construction of a multi-purpose community recreation centre in Grandview	V
RS-4		Assess the condition of outdoor pools to determine if current infrastructure will be appropriate for future needs	IV
RS-5	a	Invest in the existing outdoor pools to keep them functional	IV
RS-5	b	Invest in the existing outdoor pools to keep them functional	IV
RS-6	a	Add gymnasium to Newton community recreation complex	V
RS-6	b	Add multi-purpose space to the Newton community recreation complex	V
RS-7		Add gymnasium and multi-purpose space to the Fleetwood community recreation centre	V
RS-8	a	Add fitness facilities in South Surrey	V
RS-8	b	Add fitness facilities to the Fraser Heights community recreation centre	V
RS-9		Replace existing arena with a new twin arena complex in North Surrey	V
RS-10		Renovate and expand the North Surrey community recreation centre	V
RS-11	a	Plan and construct three covered sport courts for lacrosse, basketball, roller hockey, skateboarding and other activities	V
RS-11	b	Plan and construct three covered sport courts for lacrosse, basketball, roller hockey, skateboarding and other activities	V
SW-1		Update the condition assessment of all indoor facilities	I
SW-2		Enhance the Facility Lifecycle Management Program	I
SW-3		Standardize and improve existing facility maintenance standards	IV
SW-4		Continue to partner with SD #36 to better meet local leisure needs	II
SW-5		Develop a formal staff training program with a focus on community development and intercultural services through the Human Resources Department	III
SW-6	a	Work with organizations to develop other facilities and spaces (e.g. Stadium, Performing Arts Centre)	V
SW-6	b	Work with community organizations to assist in the development of program opportunities and facilities (e.g. tennis and squash courts, lawn bowling greens)	II
SW-7		Enhance communication with the Parks and Community Services Committee and staff to ensure awareness of the department's mandate and scope	I
SW-8		Develop online archival catalogue system	II
SW-9		Implement full GIS and Amanda functionality to meet current park planning practices	I

EXECUTIVE SUMMARY

Recommendation No.	Description	Strategic Direction No.
SW-10	Enhance web based communication and marketing initiatives	II
SW-11	Conduct an analysis to ensure that investment in infrastructure and program staffing levels are appropriate	III
SW-12	Place higher priority on regulatory enforcement in parks	III
SW-13	Ensure the availability of specialized training in building systems maintenance and the operation of heritage buildings	III
SW-14	Increase resources for the coordination of Intercultural Services	III
SW-15	Review and expand the existing volunteer program and ensure greater inter-department coordination	III

The Plan should be reviewed by the department each year. Adjustments may be made in the recommendations, and an individual recommendation may be moved from one level of priority to another. The department should ensure that regular communication occurs with the general public and stakeholders regarding the status of the various recommendations.

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1. BACKGROUND

EARLY IN 2007, THE CITY OF SURREY retained the services of Professional Environmental Recreation Consultants Ltd. (PERC) to prepare a long-range plan for the provision of parks, recreation and cultural services. PERC assembled a team of consultants which worked throughout the year to prepare the Strategic Plan for the next 10 years.

1.1 PURPOSE AND OBJECTIVES OF THE PLAN

The Plan is intended to provide a framework for decision-making and to set direction for the decisions over the next decade. More specifically, it is intended to:

- Identify demands, needs and issues regarding the delivery of parks, recreation and cultural services
- Provide a decision making framework within which to prioritize needs
- Assess and prioritize all identified needs
- Chart a path forward to meet the most important needs
- Include an Implementation Plan which clearly outlines the financial implications for the city if the recommendations are adopted and implemented

The Plan is intended to be a working document, and should be reviewed by the department each year. It is anticipated that adjustments may be made in the recommendations, and that an individual recommendation may be moved from one level of priority to another. The department should ensure that regular communication occurs with the general public and stakeholders regarding the status of the various recommendations.

1.2 STUDY METHODOLOGY

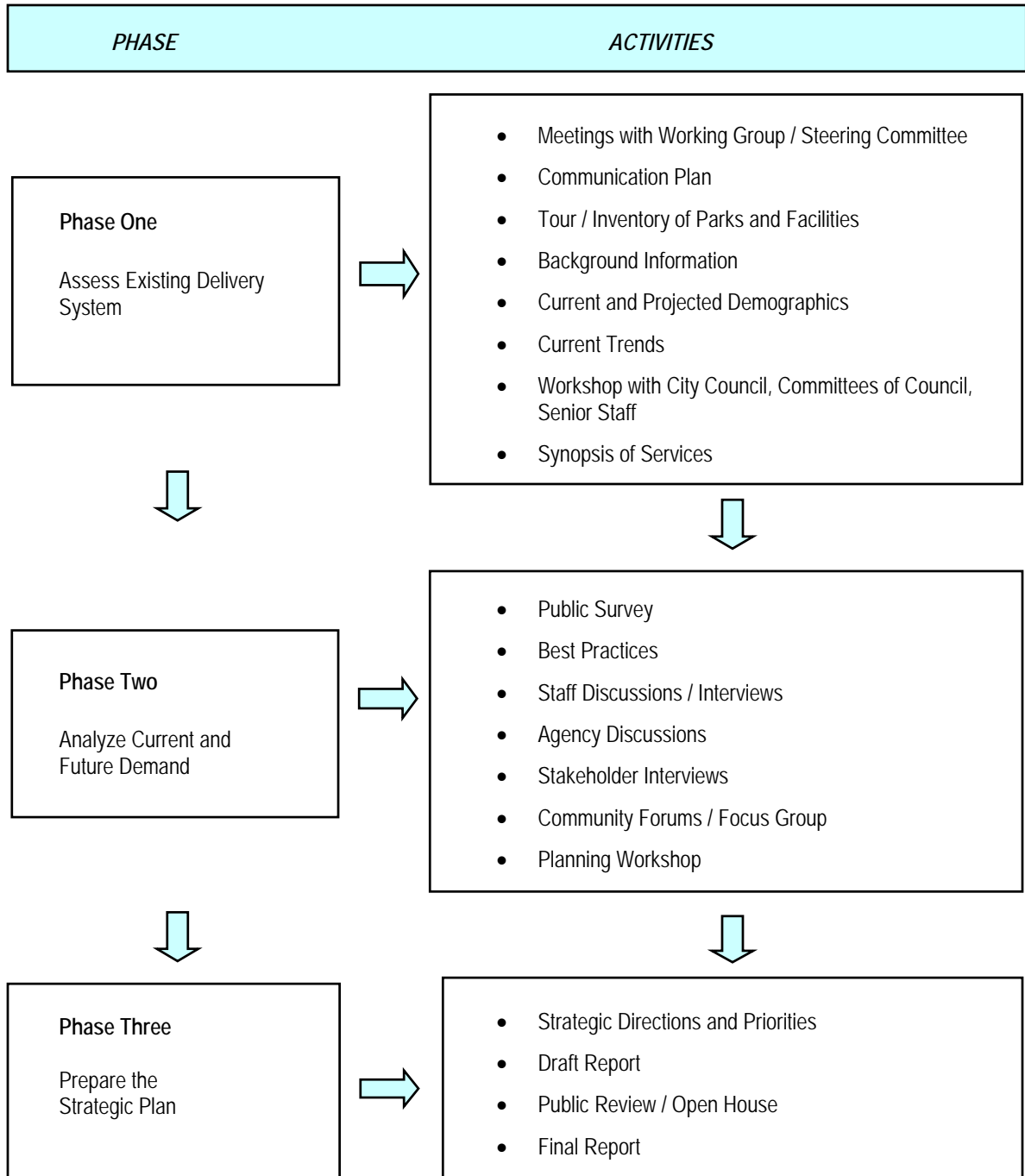
In order to achieve the project objectives, the consultants used a three-phase process that is outlined in **Figure One**. It begins with an assessment of the existing system, proceeds to identify and analyze future demand, and finally, results in a Plan that includes an implementation process. The process was meant to:

- Involve as much public input as reasonably possible, including both organized elements within the community, as well as input from the general public
- Deal with the issue of equity of service delivery, in order that barriers to accessing public parks, recreation and cultural services are reduced as far as is reasonably possible
- Establish priorities based on the assumption that everything people wanted could not possibly be afforded within the constraints of limited public resources
- Focus on a public sector version of a cost benefits model for making decisions in which the degree of public benefit per dollar of public resource is maximized

BACKGROUND

Figure One summarizes the tasks undertaken by the consultants in completing the study.

FIGURE ONE
PROJECT METHODOLOGY



1.3 COMMUNITY PROFILE AND DEMOGRAPHIC INFORMATION

1.3.1 COMMUNITY OVERVIEW

Surrey was incorporated as a District Municipality in 1879, and became a city in September 1993. The area's history goes back much further, however, to permanent and seasonal habitation by the Semiahmoo and Kwantlen First Nations, at least 6,000 years ago. Their villages and camps were focused around the mouths of the Nicomekl, Serpentine and Campbell Rivers and in the sheltered bends of the Fraser River.

The largest BC city in size, at 317.2 sq. km., and second in population to Vancouver, Surrey will continue to grow because of a number of features. It has significant land available for development, a growing industrial and commercial base, and a high quality of life. Surrey has over 2,600 hectares of open space, and an increasing number of recreational and cultural amenities. Existing open spaces include several large parks, a greenway/bikeway system, and rivers and creek systems that have remained largely unchanged despite development. The city's open space is supplemented by 560 hectares of Provincial Park, Provincial Wildlife Area, and Metro Vancouver Regional Parks (i.e. Surrey Bend Regional Park and Tynehead Regional Park), much of which is extremely valuable from a conservation perspective.

Six communities located in Whalley, Guildford, Newton, Fleetwood, Cloverdale and South Surrey, are a significant part of Surrey's history, identity, and current and future growth patterns. The City Centre, in the heart of Whalley, has assumed a new identity and now hosts the Surrey campus of Simon Fraser University. In addition to SFU, Surrey has Kwantlen University College, BC's largest public School District and population with 125 schools, and 23 independent schools.

Surrey's land uses are diverse. In 2001, the uses in order of size were: residential 38.7%; agriculture 29.0%; open and undeveloped 11.0%; recreation and protected natural 8.5%; transportation, communications and utilities 4.8%; industrial 3.5%; commercial 2.4%; and institutional 2.1%. The proportion of agricultural land is twice that of Metro Vancouver (GRVD) as a whole.

Surrey has one of the most diverse populations in Canada. This diversity has broadened as individuals and families from other regions of the world make Surrey their home.

1.3.2 DEMOGRAPHIC SOURCES AND LIMITATIONS

- **Statistics Canada Census:** The only actual count of the population is done by Statistics Canada every five years. This information provides detailed *Community Profiles* that outline population demographics, as well as household and economic characteristics of Canadian municipalities and regions.

The most recent Census count was done on May 16, 2006, and the results are being released throughout 2007 and 2008. Because of the timing of this report, only data from the first three of the 8 releases, (March 13 - population and dwellings, July 7 – age and gender, and September 12 – marital status, families and households, housing and shelter), are included in this document. This means that some areas in the report only include 2001 Census data. The city should update these areas as future releases take place.

In terms of the actual Census count, Statistics Canada has estimated that the count does not capture all Canadians; they estimate a 3.1% under-coverage figure and may actually be higher. Statistics Canada does

BACKGROUND

provide ongoing population projections, but only on a national and provincial/territorial basis, and not at the community level. Local projections for BC communities and Regional Districts are provided by BC Stats.

- **BC Stats:** BC Stats use the Statistics Canada Census data as its base, and then provide ongoing projections for population growth based on a variety of information sources, such as residential construction patterns, within its P.E.O.P.L.E. model.

Current projections are up to the end of 2006, although they also do longer-term estimates. BC Stats assumes a 4.37% under-coverage estimate in their projections, rather than Statistics Canada's 3.1%. While the Stats BC projections are generally fairly accurate, its projection of 10.3% total growth between 2001 and 2006 was less than the actual growth of 13.6%.

- **City Documents and other Sources:** There were a number of other local information sources used in this report. These included: the Official Community Plan; demographic information provided by the Planning and Development Department, including community and sub-area profiles; as well as planning studies carried out by the city. A meeting was also held with the North and South Area Division Managers of the Planning and Development Department who identified likely growth patterns and areas, significant neighbourhood characteristics, and major planning initiatives.
- **Metro Vancouver (GVRD) Statistics:** Metro Vancouver (the former GVRD) provides a considerable amount of comparative data for its 21 member municipalities based on Statistics Canada, BC Stats, and provincial and municipal information sources. The types of information include: employment, business, housing activity, population, education, income, transportation, and land use.

1.3.3 POPULATION GROWTH PATTERNS AND PROJECTIONS

The following information provides a summary of Surrey's population growth patterns over the past 15 years, and projected growth between 2006 and 2022. Additional details are presented in **Appendix One**.

- The city's population increased from 245,173 in 1991 to 394,976 in 2006.
- The 2006 Census count does not represent the actual population. Statistics Canada uses a 3.1% under-coverage factor to provide a truer estimate; this would make Surrey's actual population closer to 407,220. Based on an annual growth estimate of 2.5%, the December 2007 estimate would be 417,000.
- Surrey remains a very young community and has higher proportions of children, youth and younger adults than the province as a whole. The Surrey School District reports that it is one of very few Districts in BC that has a growing enrolment. In spite of a declining birth rate provincially and nationally, the number of pre-school children (age 0-4) in Surrey grew from 23,470 in 2001 to 24,555 in 2006. The number of school-aged children (age 5-19) grew from 76,475 to 83,325. The city's median age is 3.8 years less than BC's. While the proportion of adults age 65+ remained lower than the province as a whole, the actual number grew from 36,685 to 45,390 between 2001 and 2006.
- The Planning and Development Department has estimated overall five-year growth patterns of 10.65% (2006-11), 9.7% (2011-20), and 8.91% (2016-21). Based on the population estimate of 407,220 the city's overall population could grow to 537,505 (1.75% per year); 559,015 (2.0% per year), or 584,200 (2.5% per year). The Official Community Plan estimates a 2021 population of 545,000, which is consistent with moderate (2.0%) annual rate of growth.

While growth will slow slightly over this 15-year period, it will remain strong in South Surrey, Whalley, Cloverdale and Newton. The type of growth will vary from one community to another, with high-rise development in the City Centre (Whalley), and a greater mix of development in other areas, with multi-unit complementing single family residential.

- Surrey is known for its diversity and heritage. Of the total population in 2001, 33.2% were foreign born (compared to 26.1% in BC as a whole). Of those immigrants, 41.0% came to Surrey after 1991 in comparison to the BC proportion of 36.7%. This wave of new immigrants has continued and diversified, and is most evident in visible minority populations, but also includes new residents from Eastern Europe and other areas. The South Asian population is the largest and makes up almost 60% of those from a visible minority. In Newton, the South Asian community makes up 78.8% of the total visible minorities and 41.4% of the total community population. Chinese are the second largest group overall, and are the largest visible minority group in Guildford and South Surrey.
- Statistics Canada tends to report “median” rather than “average” or mean income. Median income is the mid-point, and is not distorted by very high incomes. Statistics Canada also provides median incomes for both household as well as family units.

The median income for all households in Surrey was \$53,957 (based on 2000 income). This was higher than the household income of \$46,802 for BC as a whole. Lone-parent families earn roughly one-half of “couple” families, even when many couple families may only have one wage earner.

Metro Vancouver (GVRD) uses “average” or mean income to identify the respective income levels of Lower Mainland communities. The average income level for Surrey (2000) was \$63,197; this was slightly over the GVRD average of \$63,003. Average incomes in Whalley, Guildford and Newton are somewhat less than the city average.

1.3.4 DEMOGRAPHIC IMPLICATIONS

The implications of Surrey's demographics are reviewed more specifically in chapters addressing parks and open space, cultural services and recreation services. There are, however, some broad demographic implications that will influence all areas of service delivery.

- **Rate of Growth:** Surrey adds the equivalent of a small city to its population annually. An average of 9,400 new residents was added each year between 2001 and 2006, and high levels of growth will clearly continue. While this growth occurs in different areas of the city, its magnitude places pressures on the need for additional services and facilities, new open spaces and natural area preservation, and enhanced community connectivity. The projected growth in the Grandview Heights area alone has the potential to create the equivalent of a new Town Centre over the next 20 years, necessitating long range planning and land acquisition.
- **Diversity:** Surrey is one of Canada's most diverse cities, and each year welcomes new residents from around the world. The proportion of visible minorities alone is growing by over one percent annually. The Parks, Recreation and Culture Department has played a significant role in ensuring that all residents are aware of services and opportunities, and that the unique needs and interests of ethno-cultural groups are recognized and celebrated. Meeting the needs of new immigrants will be a specific challenge.
- **A Young City:** The median age in Surrey is almost four years younger than that of BC. The numbers of children are growing, not declining as is the norm in most BC communities. Surrey is also a city of young families and this will continue with ongoing immigration, job growth, and relatively affordable housing.

- **Income Disparities:** Overall, Surrey has a high proportion of affluent households. There are areas, however, where many residents have limited incomes and face challenges in accessing opportunities and services. The department has played a lead role in creating access and will need to continue to do so.

1.4 TRENDS IN PARKS, RECREATION AND CULTURE

This section provides an overview of a number of trends that are affecting leisure lifestyles, and parks, recreation and cultural services across Canada, with more specific references to Surrey.

Trends are observable patterns of change, some obvious and others more subtle, in areas as diverse as demographics, consumer preferences, economics, organizations and the environment. In this section, the trends are grouped under the following categories and sub-sections: demographic, behavioural, organizational, workplace, infrastructure and environmental

1.4.1 DEMOGRAPHIC TRENDS

- **Population Cohorts:** David Foot, Canada's leading demographer, has written two books, *Boom, Bust & Echo* and *Boom, Bust & Echo 2000*. He identifies that it is too simplistic to view Canada as aging uniformly, and that there are significant differences between age cohorts and their respective impacts on society – especially the Baby Boom generation. Beginning with those born in 1930, Foot identifies the following age cohorts:
 - **Depression Babies 1930-1939:** These individuals will be between 69 and 78 in 2007. Many have more traditional values in comparison with succeeding generations, have a sense of duty and citizenship (they almost all vote), and are often suspicious of change. Others of this generation are more open to new ideas, travel and continued learning. Whatever their perspectives, this group had large families and were the parents of the major bulge in the Baby Boom born from the mid-50's to mid-60's.
 - **World War II Pre-Boomers 1940-1946:** This relatively small cohort will be between 62 and 68 this year, so are either retired or about to retire. They were or still are the key leaders in many fields, including parks and recreation, assuming senior positions fairly early in their careers and staying there. They will be less likely to join senior's centres as they age and will continue to use mainstream facilities. They could be a great source of volunteers because of their organizational abilities.
 - **Baby Boom 1947-1966:** Some demographers use 1946-1964 to describe the Baby Boom years, while Foot uses 1947-1966 as being more representative of Canadian population shifts. This cohort makes up over one-third of the Canadian population. At the height of the Boom in 1959, there were 479,000 births in Canada; that was more than 135,000 more births than annually occur now. The oldest Boomers turn 61 in 2008 and the youngest will be 42, but based on the peak birth years, the "average" Boomer is only between 45 and 55. This means that the 65+ population won't really peak until 2026 at 20%, and then grow more slowly to 23% by 2041. As a whole, Boomers are more affluent, and tend to be more active than preceding generations. As they age, Boomers are shifting from activities such as tennis and aerobics to less strenuous ones such as walking, cycling, tai chi and yoga.

- **Baby Bust 1967-1979:** The decrease in the birth rate began in 1964, but there was a sharper drop in the birth rate and the number of children born between 1967 and 1979. These individuals will be 30 to 42 in 2008 and the term "Generation X" is now commonly used to describe those in their mid-twenties to mid-thirties. This drop in birth rate led to elementary school closures in many communities across Canada in the early 1980's. The Baby Busters tend to seek work-life balance and are more loyal to the team they work with than the organization itself.
- **Baby Boom Echo 1980-1995:** The fertility rate remained low entering the 1980's in terms of family size, but the number of births expanded as the Baby Boomers began to have children. This second swelling in the Canadian population, the Echo, was far smaller than the Boom but still led to increased demands for school and university places as the Echo generation matured. Their presence has kept middle and secondary school populations relatively high and has made university acceptance more difficult because of the size of the cohort. The Echo cohort, aged 12-27, are a major consumer force, are wired technologically, are risk-takers recreationally, and often consider their friends as "family".
- **Millennium Busters 1996-2010:** Just as the Baby Boomers created the smaller Echo by having children, the smaller cohort of those born after the 1959-61 peak of the Boom and the Baby Bust generation, produced far fewer children. The number of births hit a 55 year low in 2000 and is now growing very slowly. The 2005 birth rate of 1.54 children is less than half the 3.6 rate in 1947. The Millennium Busters aged 11 and under in 2007, have resulted in declining elementary school populations and school closures across British Columbia and Canada. In British Columbia in 2006, there were 16,000 more grade 11 students than in grade 1. This decline will also likely be reflected in drops in swim lesson demand and minor sport participation in the future. As a very young community, Surrey has not been affected by these patterns, except in very stable neighbourhoods such as Port Kells and areas in South Surrey, where fewer children have led to local elementary school population declines.

The demographic patterns identified by Foot are evident in Surrey, but the high level of immigration has given Surrey a much younger age profile - both in terms of the proportion of children and in the proportion of younger adults. There is a clear interplay between demographics and other community characteristics.

- **An Aging Population:** The most significant shift in the Canadian population as a whole is that it is aging. Every five years, the median age of the Canadian population increases by approximately 2.1 years. Some provinces age faster than others, depending largely on the out or in-migration of young people and their families. Alberta is the youngest Canadian province because of strong job growth and relatively affordable housing. The three territories are younger still; the birth rates remain higher there and in Nunavut, for example, 45% of the population is under the age of 15. **Table One** shows the projected shifts of age group proportions in BC from 2006 to 2031 as the fertility rate remains stable and the population ages.

TABLE ONE
CANADIAN AGE GROUP DISTRIBUTION BY PERCENTAGE

Age Groups	2006 Census	2016 Projected	2031 Projected
0-14	16.5	14.2	13.1
15-24	13.1	11.1	9.8
25-44	27.4	28.1	25.3
45-64	28.2	29.2	27.4
65+	14.6	17.5	24.1

Almost a quarter of BC residents will be 65+ in 2031 and the number of those who are 80+ will increase from 4.0% in 2001 to 6.7% in 2031. The median age in the province has moved from 30.6 years in 1981 to 40.8 in 2006. Surrey remains significantly younger with a median age of 37.0 years and a 65+ proportion of 11.5% in 2006. Continuing immigration to Surrey will keep Surrey relatively young in the future, but the 65+ population will grow in size. These new “seniors”, however, may be quite different than preceding older generations in their leisure choices. They will be more active and will likely stay in mainstream facilities rather than designated seniors centres.

- **The Changing Family:** In Canada, the mix of family types shifted between 2001 and 2006. The number of married-couple families grew by only 3.5%, lone-parent families went up by 7.8%, while common-law-couple families shot up by 18.9%. Surrey showed different patterns, with much higher growth in married-couple families of 15.5%, and lower growth in lone-parent families of 6.9% and common law-couples of 16.2%. The proportion of common-law couples in Canada (15.5%) and BC (12.2%) remained significantly higher than the 7.7% in Surrey. Canada also saw a higher growth of male-led as opposed to female-led lone-parent families of 14.6% and 6.3% respectively; this didn't occur in Surrey with growth rates of 4.2% of male-led and 7.5% of female-led lone-parent families. Other Canadian trends were an increase of one-person households, and more young adults living with their parents. In 2006, 43.5% of young people aged 20-29 still lived at home, in contrast to 41.1% in 2001 and 32.1% in 1986.
- **Increasing Diversity:** Communities, especially large urban centres, have become increasingly ethnically diverse and Surrey is one of the most diverse cities in BC and Canada. In 2001, 26.1% of BC residents were foreign born, a percentage that continues to grow. Just over 50% of these immigrants came from Asia, another 35% from Europe, and the remaining 15 from other regions of the World. The proportion of visible minorities also continued to grow, moving from 17.9% in 1996 to 21.6% in 2001 as BC's population has become more diverse. By contrast, the proportion for Canada was 13.1%. While many of these individuals were Canadian born, immigration has played a significant role in the increase. Surrey experienced a 7.9% increase in the proportion of the population who are visible minorities between 1996 and 2001 and it can be anticipated that that the proportion will grow in the 2006 Census. There are also increasing numbers of individuals from Eastern Europe, and other world regions and language groups. Parks, recreation and cultural services need to ensure that facilities and services are welcoming, address language barriers appropriately, and recognize the needs and interests of various cultures when the demand and need is there. Surrey has generally been a leader in ethno-cultural inclusion.
- **Personal Economics – Growing Gaps between Haves and Have-Nots:** There has been a general shift in North America to a growing gap between the haves and the have-nots from a personal economic perspective. Young families with children are now twice as likely to live in poverty as defined by the Low Income Cut-off (LICO). Fee rates, however, still generally favour older adults more than young families. There is a need to re-examine accessibility and pricing policies, and to implement measures that support all individuals with low income, but especially young families and their children. As identified earlier, Surrey has a relatively high proportion of households with incomes of \$100,000 and more, (25% in South Surrey, 22.5% in Fleetwood and 19.9% in Cloverdale). Surrey also has a large number of low-income households, especially in the City Centre and other areas.

1.4.2 BEHAVIOURAL TRENDS

- **Toward Informal and Individual Activities:** There has been a clear shift from formal and organized activities to more individualized and informal. People are increasingly choosing activities that can be done

individually or in small groups, at a time of the individual's choosing, and often near or at the individual's home. This is reflected in the top five favourite physical activities for adults and youth in Canada as identified in the Canadian Community Health Survey. For adults, favourite activities tend to be walking, gardening, home exercise, swimming and cycling; while for youth, favoured activities include walking, cycling, swimming, running/jogging and basketball.

With the exception of swimming, these activities can be done close to or at home. They can all be carried out at a personally convenient time and are generally unstructured. The only team sport found in either list is basketball; however, its inclusion is largely based on informal play rather than on formal organized team activity. In fact, registered sport participation levels fell to 34% in 1998 from 45% in 1992. In the case of swimming, most aquatic activity is drop-in water play or lap swimming.

It should be noted that the Parks, Recreation and Culture Department has made efforts to ensure that lap swimming and drop-in can occur at times throughout the day. There is an increased interest in outdoor activities. New trail development consistently ranks at or near the top of public surveys in terms of preferred new facilities, including the survey for this plan. Young families are also looking for inexpensive, informal activities that can be enjoyed as a family unit.

- **Changing Preference and Expectations:** Another clear trend is the shift toward the experiential aspect of activities. People are seeking personal growth and meaning in the activities they choose. For example, the two fastest growth areas in tourism are cultural learning and ecotourism. Registration in classes has increased as people seek lifestyle skills. People not only have high expectations for achieving personal benefits, but also that there will be a high quality of service in terms of quality of instruction, customer service, and facility cleanliness and appearance.

As the Baby Boomers age, they continue to have an interest and commitment to being active, but will turn away from more strenuous activities such as tennis and jogging to more moderate activities such as walking and yoga. Boomers are also showing an increased interest in culture, both in terms of attending performances and cultural venues, and in actual participation in art activities.

- **Time Segmentation:** Geoff Godbey, a former Professor Emeritus at the Pennsylvania State University, and an author of numerous books related to leisure behaviour, has noted the general feeling that many people feel rushed, and that their discretionary time is available in smaller chunks. This is reflected not only in the shift to more individual activities, but also to shorter periods of activity that involve "time deepening" where people multi-task during both work and leisure activities, (e.g. reading a report while on a treadmill). While many individuals report that they value their leisure time more than work, they may still be challenged to integrate leisure into their lifestyles by finding or creating time.
- **Volunteerism:** Canada lost a million volunteers between 1997 and 2000, going from 7.5 to 6.5 million (Stats Canada). The greatest drop-off in volunteerism was found for the 35-49 age group; these individuals are perhaps most affected by time segmentation and having to juggle work and family obligations with leisure and volunteerism. As Baby Boomers begin to retire, they may create an excellent pool of skilled volunteers. They will likely have to be actively recruited to become a volunteer in the community. Because of time pressures, individuals will more likely be willing to volunteer for shorter-term projects and tasks, as opposed to long-term commitments. Examples of short-term projects are trail building and invasive species removal days in parks, and special event planning in recreation. This trend is termed "episodic volunteering". While the Parks, Recreation and Culture Department has experienced significant growth in the number of volunteers, several local organizations identified volunteer recruitment and retention as a significant issue.

- **Wellness and Chronic Disease:** People are increasingly aware of the health benefits of activity and nutrition. This interest in personal wellness is reflected in the proportion of Canadian adults who are active enough to achieve health benefits. BC is the most active province in Canada with 58% of the population active enough to receive health benefits (2003 / 04 Canadian Community Health Survey). The proportion for Canada has risen from 24% in 1881 to the current 49%. While Canadian adults are generally more active, they are also becoming more overweight; approximately 15% of the adult population is now obese. A lack of activity, coupled with fast foods and trans-fats intake, are responsible; community wellness initiatives will need to include a healthy eating component along with physical activity.

Older adults are becoming increasingly active, but activity levels still go down as people age. There is also a 15% discrepancy between older men and women in terms of activity levels with men being more active. The male-female gap is very small for mid-age adults, so the current discrepancy may disappear as the Baby Boomers age. There is also the “fourth generation”. These are individuals who are impacted by chronic diseases such as Type 2 Diabetes as they age. Activity, however limited, will be an integral part of chronic disease management for these individuals.

- **Children and Youth Activity:** Inactivity levels for children and youth are considered to be a greater problem. Obesity rates tripled for children between 1981 and 1996, and children’s overweight levels grew from 15% for both genders to 29.2% for girls and 35.4% for boys. Children now spend 3-5 hours daily in front of a television and less time playing outside. This challenge will require a coordinated effort by recreation, health, education and parents. There is also a 16% gap between male and female teens in activity levels. Inactivity and obesity levels in children and youth are resulting in the increasing early diagnosis of chronic diseases in the young, potentially resulting in a lower life expectancy than the current levels.

1.4.3 ORGANIZATIONAL AND WORKPLACE TRENDS

- **Leadership Shifts and Gaps:** The early Baby Boomers who have led parks and recreation organizations are soon going to retire. There are a number of capable people to replace them at the senior levels, but there appears to be a gap at the entry level with fewer younger people being attracted to the field or having had a chance to advance. There are also issues with attracting program, instructional and technical staff in areas as diverse as aquatics and arena plant maintenance. This is especially evident in smaller and mid-size communities. Larger communities like Surrey still face challenges in recruiting staff because of the smaller pool, but have a larger group of potential staff to draw from in many areas. Entry-level leadership issues are also evident for non-profit society management. A concerted effort will need to be made by post-secondary institutions and the field to address leadership gaps. Individual departments may need to develop and train their own staff in technical and program areas when there is a short supply.
- **The Benefit Movement:** The 1992 and 1997 Benefits Catalogues published by the Canadian Parks and Recreation Association have had a subtle but profound affect. They have helped the field become more outcomes focused, and to broaden its mandate from the delivery of traditional services to the creation of individual and community benefits. In the 1990’s the Benefits Movement and approach largely focused on using the evidence of the benefits of parks and recreation as advocacy and communication tools – aimed at municipal councils, other institutions and citizens. The shift now is toward using the Benefits approach as a key-planning tool. Departments are increasingly defining outcomes in their strategic planning processes, and then directing new strategies to achieve those outcomes.

- **Partnering:** Parks, recreation and culture has always functioned within a mixed delivery system model and has worked closely with other voluntary sport, culture and recreation organizations in the delivery of services. The most significant shift is the extension of these partnerships beyond the voluntary sector. Newer partners include the health system, social services, justice, education, the corporate sector, and community service agencies. This reflects both a broader interpretation of the mandate of parks and recreation agencies, and the increased willingness of other sectors to work together to address community issues. The relationship with health will be vital in promoting wellness. The traditional relationship with education, the sharing of facilities through joint-use agreements, is evolving into cooperative planning and programming aimed at addressing youth inactivity levels and community needs.

There has also been a growth in internal partnerships within municipalities. There are closer relationships with Police Departments around public safety and youth initiatives, and there are closer relationships with Planning and Engineering Departments in the development of greenway and active transportation systems. This has clearly been the case in Surrey, but there are opportunities for greater development in this area.

- **Alternative Delivery Systems:** Municipal parks, recreation and culture structures and delivery systems have changed and more alternative methods of delivering services are evident. There is more contracting out of certain services, and more cooperative agreements with non-profit groups and other public institutions. Surrey has used contracting out in a number of areas, including areas of parks operations, the outdoor pools and until recently, the Surrey Sport and Leisure Complex. Generally, contracting out works best for simple services that are easy to define and evaluate, while more complex services and operations are more effectively operated in house. There are also more public-private partnerships involving either the construction of new facilities, or the inclusion of private operations within publicly operated facilities. The successful public private partnerships have been based on strong and comprehensive agreements and ongoing communication.
- **Expanding Service Demands:** Throughout British Columbia, local parks, recreation and culture departments are increasingly asked to be an integral part of addressing a myriad of social issues, responding to homelessness, drug-use for youth and young adults, child care needs, and other issues traditionally responded to by provincially sponsored programs. In many communities, recreation personnel are working more closely on internal integrated service teams, and with social service personnel in responding to these needs. The inter-disciplinary approach in Whalley is a good example of this approach. This often requires new and different skills, different programs and services design, and the re-allocation of resources. Funding issues aside, leisure is becoming more widely recognized as a tool for social change. Its potential for improving the quality of life for local citizens is significant. There is a growing trend to advocate the use of leisure programs and services to reduce crime, to reduce risk factors for youth at risk, and to break down ethnic divisions and create better understanding between different cultures.

In the area of culture, trends suggest an overall interest in community cultural development, whereby staff will work closely with community organizations and individuals with a goal of increasing levels of participation and increasing the support of cultural initiatives in the city. This implies that there may be an interest in alternative approaches to service delivery, using a number of different approaches, including fee for service agreements with non-profit organizations, contracts with private interests, and public-private partnerships. Each of these approaches has advantages and disadvantages, and generally requires comprehensive agreements and thorough monitoring.

- **Accountability:** Another clear shift is that political decision makers and volunteer boards are increasingly demanding that local departments measure and demonstrate their impact on the community. This demand for accountability through performance measures doesn't necessarily

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result in outcomes focused organizations, because outputs are still far easier to measure. In the coming decade, the field will need to develop its capacity to ensure that sound performance measurement systems are in place, and have a balance between output and outcome measures. The field also has to become better at communicating the outcomes and benefits at a local, provincial and national level.

- **Technology:** Parks, recreation and culture has increasingly embraced greater use of technologies. This includes bar-coded entry systems for pass holders, computer and web-based program registration systems, user tracking systems, collections information and virtual exhibit access, as well as enhanced communications with both users and colleagues. These high tech capacities will compliment, but never replace the need for human contact, engagement with real objects and documents, and personal attention.

In the parks area, the use of digitized aerial photography has changed mapping systems and has allowed for easier overlays of Geographic Information System (GIS) mapping levels. Many of these maps, including trails, are available to the public on the city web site. Parks maintenance staff carry a hand-held personal digital assistant that they can record work information on, and send directly to payroll and other computerized maintenance management systems. These will soon all be voice activated.

In the field of archives, information access to collections, the ability to download documents, photographs and even oral history information is an expected standard of research services. Museums and Art Galleries preserve and present collections and information about artists and history through the use of the worldwide web. Exchange of information, comparison of data, and exchange of ideas across international boundaries creates global communication to enhance local context and understanding of cultural collections.

- **Broad Workplace Shifts:** A large proportion of new jobs in the Canadian economy are self-employed or part-time, and a number of full-time jobs have more become more flexible in time patterns. This has contributed to an increase in weekday use of recreation facilities and open spaces, especially drop-in casual use. Job descriptions are becoming obsolete in many fields as individuals often find themselves working in teams and on tasks outside of their normal roles. Younger staff members, especially the Baby Busters, are less loyal to the organization than they are to the team and achieving goals; they expect to be part of the planning and decision-making processes of the organization.

1.4.4 INFRASTRUCTURE TRENDS

- **Aging Infrastructure:** Many of Canada's facilities are aging. The 2005 British Columbia Recreation and Parks Association Community Infrastructure Report - Phase 1 identified that almost 75% of ice arenas in BC are 25 years or older, along with 82% of curling rinks and 91% of outdoor pools. Just over half of BC's indoor pools were 25 years of age or more in 2004. Many early facilities were built as Centennial projects in 1967, while others were built in a second wave of facility construction in the 1980's. Many older facilities are deteriorating more rapidly than necessary because of limited preventative maintenance programs. These facilities now have envelope, code, mechanical, and slab problems. The multi-purpose recreation centres built in the 1980's are in better shape, but need work, particularly in the pool component. While many of Surrey's facilities are relatively new or have been renovated, the outdoor pools and many of the arenas are older and showing their age. In addition, the main North Surrey arena is clearly near the end of its life span.

Surrey's historical buildings and places comprise a small portion of the infrastructure of recreation and cultural facilities. Some of these buildings are actually designated as heritage sites and the needs for

specialized maintenance of these structures and systems, including the buildings at Stewart Farm, Elgin Hall and School, and the historic 1912 City Hall, are as critical as older purpose-built facilities.

- **Infrastructure Funding Programs:** Many provinces had their own community facility infrastructure funds in the 1980's and 1990's that provided either a half or third of a project's capital cost. As a result, a large number of new facilities were built and others renovated. Most of these funds were discontinued in the mid to late 90's, with the funding generally being redirected to health.

The Canada Infrastructure Program was not as accessible for community facilities, and it is unclear whether its successor programs will be more supportive through the New Deal for Communities. BC recently signed a Memorandum of Understanding with the Federal government for the Municipal Rural Infrastructure Fund. The new gas tax rebate will positively impact on recreation through active transportation projects and perhaps indirectly by freeing up other municipal funds. It is highly likely that a number of new provincial infrastructure funds will be re-established in the coming 5 years across Canada to address the infrastructure deficit that has been built up.

The Canada BC Infrastructure Program (Green component) has been available for facility development, and the Canada Cultural Spaces Program also exists specifically to support both building and equipment needs in cultural (arts and heritage) facilities. The difference between the old program and the current program is that the funding formula is no longer 1/3 from each of the Federal, Provincial and municipal governments – the current formula is a maximum of \$1 million dollars from each of the two senior levels of government regardless of the project.

- **Historical Facility Shifts:** A large number of community recreation facilities were built across Canada at the time of the 1967 Centennial. Many of those facilities were stand alone arenas and curling rinks that catered to children and youth. The second wave of recreation facility construction in the 1980's saw a shift to multi-purpose, multi-generational facilities that combined a number of uses. There was also a shift to constructing free-form leisure pools to complement traditional rectangular pools within these complexes beginning in the mid to late '80s.
- **Senior and Youth Oriented Facilities:** A more recent shift has been a trend to including both senior and youth related spaces within multi-generational facilities rather than as stand-alone buildings. Individuals now entering their 60s are more likely to remain within mainstream facilities than to join designated seniors centres. If they do join, it is often to take advantage of program discounts rather than to become a social member. The memberships in the three stand-alone senior's centres (Cloverdale, Newton and Whalley) declined from 2,779 in 2002/03 to 2,185 in 2006/07. It is becoming more common to add older adult oriented social and program spaces within a multi-purpose complex, and to balance these with existing stand-alone senior's centres. These multi-purpose facilities still need social and program spaces that are older adult oriented. The memberships in the multi-generational facilities (Fleetwood and Guildford) grew from 406 in 2002/03 to 713 in 2006/07, with another 261 seniors members in the new South Surrey Recreation Centre. In terms of youth facilities, small stand-alone facilities have proven to be less successful than those that are part of a larger facility with gymnasium, fitness and other program spaces. The Guildford Recreation Centre is a good example of a large multi-generation facility with seniors and youth-focused components.
- **Expanded Facility Roles:** Community leisure facilities are taking on a greater role in attracting tourism and in economic development. In particular, games and tournaments, cultural events, and heritage and agricultural activities are regarded as a means for economic growth and development. In fact, larger events have the benefit of providing the impetus and funding for facility construction and renovation. A growing

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trend will be the inclusion of partners from other fields in combined facilities. This may include public health units, libraries and social services.

1.4.5 ENVIRONMENTAL TRENDS

- **Growing Sense of Stewardship:** The environment has remained on the agenda of individual British Columbians and other Canadians. This is evidenced by the public support given to the preservation and protection of natural areas, and the current pressures on the Province to upgrade provincial parks that are perceived to have deteriorated. On a personal level, 88% of Canadians recycle or compost. This and other environmentally friendly behaviours do not appear to extend to reducing fossil fuel consumption in vehicles use. The average car produces 4 tonnes of Green House Gases annually, and public active transportation and public transit systems will need to be improved to reverse this pattern. Environics found that 85% of Canadians think the environment will get worse, especially in terms of air and water quality.
- **Environmentally Sensitive Practices:** Parks and recreation agencies will be challenged on their stewardship practices, and will need to have sound urban forest management and Integrated Pest Management (IPM) policies and practices in place. Surrey has developed a sound IPM policy as well as a Natural Areas Management Plan that may be considered a best practice. Surrey has also evaluated its water use levels and employed automated irrigation systems.
- **Interest in the Environment:** There is heightened interest in environmental activities and learning, including an interest in learning about local flora and fauna. Growing activities include birding; over 70 million North Americans collectively now spend approximately \$5.5 billion annually. While interest in camping remains high, there is a growing trend towards shorter-term, but more intensive environmental experiences such as wilderness hiking. People are also investing more in their individual environments as gardening and home landscaping grow in popularity. Municipal parks and recreation departments should look at increasing environmental and outdoor education opportunities. While Surrey offers many opportunities for environmental education and provides outdoor skills programs, this is an area where further emphasis should be considered, especially given the range of natural features in the city.
- **Climate Change:** While there is no common agreement on the causes, there is agreement that global warming is occurring. In the 20th century, the average global temperature rose 1 degree Fahrenheit; the expected increase in the 21st century is 5-8 degrees F. A rise of this magnitude will impact snow levels and glacial melting, sea levels and eco systems. The only safe prediction appears to be that weather will become more unpredictable. The number of extreme weather events in this decade in Canada has doubled over those 30 years ago, and Surrey has been impacted by major windstorms and tree damage. Surrey has also carried out some early review of the impact of climate change on plant selection and maintenance practices.

1.5 1996 MASTER PLAN / SUBSEQUENT MASTER PLAN UPDATES

The 1996 Master Plan and subsequent Master Plan Update included a large number of recommendations related to parks and open space, recreation and cultural facilities, and the provision of recreation and cultural programs. The following information provides a summary of the action that was taken on each of the recommendations contained in those reports.

- **Administration and Policy**

- Developed goals and objectives consistent with the department's mission, values and principles / goals and objectives are updated annually
- Increased the profile of the Parks, Recreation and Culture Commission / established a Parks and Community Services Committee to replace the Commission
- Developed a definition of Community Development – "A process of meaningful citizen participation in decision-making, in actively helping to carry out those decisions and in the evolution of the community" / placed greater emphasis on community development in the department's activities
- Developed policies to ensure consistent and appropriate opportunities to participate in decision making (examples include the Outdoor Sports Advisory Committee, the Pool Allocation Committee and the Sunnyside and Green Timbers Urban Forest Advisory Committees)
- Developed a new joint use agreement with School District #36, designed to address how the city and the School District can best meet the needs of the community by sharing resources
- Established partnerships with organizations such as the Metro Vancouver (GVRD), the YMCA, the RCMP, the Outdoor Sports Community and others in order to ensure greater communication and cooperation
- Prepared formal guidelines to assist in the development of agreements with the private and non-profit sectors, leading to agreements with the National Training Rinks for the construction of two 2/3 size ice rinks, a new partnership with Tennis BC, and contracts with the private sector for the operation of several of the city's aquatic facilities
- Adopted an acquisition strategy related to park acquisition, and an inter-department committee involving Parks, Recreation and Culture, Planning and Development and Engineering to manage the acquisition program
- Initiated continuing involvement with the city's Environmental Advisory Committee
- Participated in the development of environmentally sensitive area mapping. An Environmental Management Strategy is now being developed and will be incorporated into the Official Community Plan
- Conducted an assessment of selected parks – Fleetwood, Green Timbers, Sunnyside Acres, Mound Farm, Elgin Heritage Park and Blackie Spit – prior to the successful 1996 Park Dedication Referendum
- Created an Environmental Programs Coordinator position to play a leadership role in education and awareness
- Reviewed and revised policies related to fees and charges, and completed a re-alignment of facility rentals, drop-in admissions and programs, ensuring improved access to city services for all city residents
- Undertook improvements to various facilities to ensure that physical barriers to participation are regularly assessed and minimized wherever possible

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- Adopted a comprehensive Marketing Plan / introduced a variety of new methods of informing the public of parks, recreation and cultural services / developed techniques to gather information from the public regarding various services
 - Initiated cooperative efforts with citizen groups to address issues related to public safety and security / participated in the development of the Mayor's Strategy for Crime Prevention
 - Established an intercultural inclusivity task force / conducted a comprehensive survey of community needs in several languages / identified current barriers to participation / developed initiatives designed to ensure greater participation by all age groups, ethnic minorities and individuals with disabilities
 - Completed an assessment of the condition and life span of all parks, recreation and cultural facilities which has been used to assist in determining capital projects
- **City Services**
 - Continued the planning and development of the city's Greenways network, with the assistance of internal funding, as well as financial support from Translink, the Federal-Provincial Infrastructure program, BC Hydro, BC Gas and community organizations
 - Improved access to the city's rivers through the construction of Brownsville Bar Park and the first phase of the Tannery Park
 - Completed a Blueways Master Plan which designates canoe / kayak routes along the Nicomekl, Serpentine and Fraser Rivers
 - Developed a waterfront plan related to the future of the city's waterfront
 - Continued pathway improvements along the Nicowynd Golf Course east of Elgin Heritage Park, and completed the Blackie Spit Master Plan
 - Continued discussions with local Dyking Commissions to improve access to dykes along the city's rivers
 - Completed the city's Cultural Strategic Plan including policy, governance and facility improvements
 - Completed the construction of a new city museum and archives, and installed several exhibits in new and existing recreation facilities
 - Continued to enhance and expand the city's successful volunteer initiatives, increasing the number of active volunteers from 600 in 1996 to over 3,000 by the end of 2007
 - Developed community gardens in North and South Surrey
 - **Community Services**
 - **Whalley:** Completed the Bear Creek Youth Park; completed improvements to the North Surrey Recreation Centre, including an expanded youth centre and the addition of leisure facilities at the

aquatic centre, re-located the youth centre to Tom Binnie Park, completed a new water park in Bridgeview

- **Guildford:** Completed construction of the Guildford Recreation Centre; completed construction of the Guildford Youth Park; completed the construction of the Fraser Heights Recreation Centre
- **Newton:** Completed renovations to the Newton Wave Pool, to include an expansion to the fitness centre and improved change rooms; worked with the Surrey YMCA to build a new indoor swimming pool and community facilities in the South Newton area
- **Fleetwood:** Completed construction of the Surrey Sport and Leisure Complex, including a 50 meter pool and leisure pool, as well as two ice arenas and multi-purpose space; initiated construction of a third ice arena in 2007; developed a youth park immediately adjacent to the SSLC
- **Cloverdale:** Constructed a youth park at the Cloverdale Fairgrounds site and a water park at the Cloverdale Athletic Park; initiated development of Mound Park
- **South Surrey:** Completed construction of the South Surrey Recreation Centre, including 2½ gymnasiums and multi-purpose space; expanded the fitness centre at the South Surrey Aquatic Centre; completed the construction of the 400 meter South Surrey Running Track
- Completed construction and improvement of numerous sports fields throughout the city, several of which include all weather synthetic playing surfaces
- Played a significant role in the development and implementation of the City's Social Well-being Plan and the Crime Prevention Strategy.

1.6 RECENT ACHIEVEMENTS

It should be noted that the city has received significant recognition in recent years for its various initiatives in the area of parks, recreation and culture. A partial list of awards and achievements is presented below.

- Outstanding City in North America for improving Public Spaces for Recreation and Promoting Physical Activity - Pan American Health Organization and Centre for Disease Control and Prevention (2002)
- Award for Excellence for Environmental Stewardship – Natural Areas Plan – BCLNA (2002)
- Park Design of the Year – Chapel in the Woods – INPRA (2002)
- Tourism Excellence – Bear Creek Park, Surrey Sport and Leisure Complex – Surrey Tourism Advisory Committee (2002)
- Community Heritage Storyboard Signs – Heritage Society of BC (2002)
- Excellence in the Field of Heritage Conservation for the Rehabilitation of the 1921 Elgin School – Heritage Society of BC (2002)
- Environmental Leadership – Natural Areas Management Plan – BC Recreation & Parks Association (2002)
- Facility Excellence Award – Guildford Recreation Centre – BC Recreation and Parks Association (2003)
- The Bill Woycick Outstanding Facility Award for the Guildford Recreation Centre – Recreation Facility Association of BC (2003)

BACKGROUND

- Cultural Diversity Award for Business for the Surrey Arts Centre – Surrey Delta Immigrant Services Society (2003)
- Gold Award for Excellence to Proscenium Architecture Inc. for the Surrey Arts Centre Redevelopment – Interior Designers Institute of BC (2003)
- Landscape Award of Excellence for Public Space: Fleetwood Gardens (2004)
- Program Excellence Award for REMIXX.sur.RE – BC Recreation & Parks Association (2006)
- Environmental Leadership Award for Environmental Extravaganza – BC Recreation & Parks Association (2007)
- Program Excellence Award for Urban Reality – BC Recreation and Parks Association (2007)
- Keeping it Personal Award for Operation Remembrance – International Cemetery, Cremation and Funeral Association (2007)
- Outstanding Achievement for Rehabilitation of 1912 Municipal Hall – Heritage Society of BC (2007)
- Cultural Capital of Canada for “Fusion 2008” – Department of National Heritage (2007)
- Tree Canada Award for restoration of the historic Green Timbers Arboretum – Green Streets Canada (2007)
- Museums in Motion Award, recognizing the Surrey Museum’s achievements in “planning, developing and operating a new facility that is a model for the 21st Century” – BC Museum Association (2007)
- Museum in Motion Award – BC Museums Association (2007)
- Facility Excellence Award for the South Surrey Recreation Centre – BC Recreation and Parks Association (2008)
- Program Excellence Award for the Greenbrook Kids Clubhouse - BC Recreation and Parks Association (2008)
- Service Excellence Award for High Five and Quest - BC Recreation and Parks Association (2008)

2. PLANNING ACTIVITIES

THIS CHAPTER ADDRESSES INFORMATION RELATED TO A SUGGESTED basis on which to plan for the future of Surrey's Parks, Recreation and Cultural Services, and also addresses a number of key steps taken during the data collection phase of the study.

2.1 A BASIS ON WHICH TO PLAN

In the spring of 2007, the consultants facilitated a workshop with City Council to discuss the future delivery of Surrey's Parks, Recreation and Cultural Services. The primary focus of the workshop was related to a Benefits Based Approach to the provision of Parks, Recreation and Cultural Services. There was consensus on the value of this approach and agreement that it be used as the basis for the Strategic Plan. That agreement is summarized herein.

2.1.1 A BENEFITS BASED APPROACH

The benefits based approach recognizes that public goods are focused on indirect benefit to all citizens, rather than the direct benefit to users of services. In other words, a City of Surrey public leisure service, in addition to providing some direct benefit to users, must clearly demonstrate that there is some indirect benefit to the entire community, even if some community members haven't used the service. This indirect benefit to all citizens, from which they cannot escape, is defined as "public good" and justifies public sector involvement in the delivery of the service. In this type of approach, decisions are focused on achieving the greatest amount of public good or indirect benefit, at the least possible cost to the taxpayer.

It should be noted that the benefits discussed below are based on the following Vision and Mission for Parks, Recreation and Cultural services, which were originally developed in 1996 and have been updated from time to time since then.

Surrey Parks, Recreation and Culture Vision and Mission

Vision

Creating a Community Where Individuals, Culture and the Environment Thrive

Mission

We enhance the quality of life in our communities by working together to:

- Provide and facilitate the development of high quality parks, facilities and services
- Celebrate diversity and community identity
- Ensure accessibility and inclusivity
- Champion environmental stewardship
- Promote individual and community wellness
- Preserve, develop and deliver cultural, informational and educational resources and services

PLANNING ACTIVITIES

2.1.2 THE BENEFITS

Generally, there are two categories of benefits which could be labeled as goals. They are as follows:

- **To use leisure services to foster a sense of community identity, spirit, pride and culture**

City sponsored parks, recreation and cultural services should be used as a vehicle to connect local citizens more positively to their community and enhance their sense of comfort. Where such initiatives require tax support, it will be considered in terms of the amount of public good created in relation to the cost to the taxpayers.

The success of such initiatives will clearly benefit all citizens. The city helps connect people to their community in a positive way. Community is a concept that exists on a variety of levels: one's community can be their neighbourhood or their city of residence; or it can be a community of interest that does not have geographic boundaries.

- **To use leisure services to foster the growth of individuals to reach their full potential**

City sponsored parks, recreation and cultural services can help individuals to grow physically, emotionally, morally and creatively. Where tax support is needed to ensure such success, it will be considered within the cost/benefit framework referred to above. Healthier, more responsible citizens will be better contributors to community life; better leaders in the community; will require less social service, health service and justice service supports; and as a result, there is clear benefit to the entire community.

2.1.3 SERVICE OBJECTIVES

The following service objectives are consistent with the two categories of benefits outlined above. They may be considered as specific public leisure service objectives for achieving the goals. All city sponsored parks, recreation or cultural initiatives directed toward achieving the two goals could be justified under one or more of these objectives, or by supporting other initiatives that do. They result in both direct and indirect benefits, and they contribute to the public good, economically, environmentally, personally and socially.

It should be noted that the summary labels "leisure services" and "leisure opportunities" are used as shorthand to refer to all sport, fitness, recreation, arts, special events, heritage, parks and environmental services provided by the city.

- **Sense of Community**
 - **Encourage Special Events and Celebrations:** Special events (e.g. carnivals, fairs, tournaments) can contribute to a feeling of community identity and spirit. The city should be involved in organizing special events directly and participating in special events organized by others to the extent necessary to foster a sense of community identity, spirit, pride and culture.
 - **Support Local Groups:** Local clubs, groups and agencies organize and sponsor a variety of leisure opportunities. This "people doing things for themselves" aspect of community life is socially worthwhile and desirable. The city should support such groups in their efforts to the extent necessary to achieve this good. Support may occur in a number of ways, including subsidized access to facilities, assistance in problem solving and helping with promotion.

- **Facilitate Spectator and Participatory Experiences at Sporting Events:** Community identity, spirit and culture can be fostered through the environment generated by spectators at athletic events. In such events, sport can be closely linked with community identity and pride. The “activity” can be informal as well as formal. It can be spectators at a lacrosse tournament or casual watching of disc golfers. It can be the team spirit and sport and community identity that arises through group activities.
- **Facilitate Spectator and Participatory Experiences at Arts Events:** Artistic endeavors (both performing and visual) represent one of the most significant aspects of developing a culture in any community. Through exposure to and participation in the arts, local residents can develop a better understanding and appreciation of their community and the cultural aspects of it. The “activity” may be informal viewing of art exhibits or theatre or formal participation in community art or cultural celebrations.
- **Facilitate Opportunities for Social Interaction:** Because social functions are a valuable vehicle to use in developing community cohesion and identity, the city should strive to ensure that such opportunities exist. It might sponsor some itself, while others may be supported through coordination of services, through a referral role, or through the provision of facilities.
- **Protect Natural Resources:** The identification and protection of natural and aesthetic features, vistas, natural phenomenon and ecosystems, and the provision of public access to such features will contribute to a greater understanding of and pride in the community and, therefore, contribute to community identity and spirit.
- **Preserve Historic Resources:** The preservation of historic values, artifacts, documents and the built, natural and cultural heritage of the city will contribute to a greater understanding of and pride in the community and, therefore, contribute to community identity, character and civic spirit.
- **Beautify the Community:** The extent to which a community is seen by its residents as being visually pleasing is directly related to the potential for creating community identity, spirit and culture. Ensuring that the community is increasingly attractive is a worthwhile social objective worthy of tax support. While many agencies in the private and non-profit sector will enhance the beauty of Surrey, the city has a role to play through its parks system and public art in fostering the beauty of our city.
- **Support Family Oriented Leisure Opportunities:** The family unit is an integral building block of community growth. The city should provide opportunities and supports for families to pursue leisure as a family unit in a way that fosters family cohesiveness and development.
- **Integrate Generations in the Community:** Community spirit can be fostered through increased contact between people of varying age groups within the community. The more contact and interchange between seniors and younger adults and children, the greater the potential for understanding in way that builds a sense of community. Therefore, in the provision of leisure services, attempts should be made to provide such contact and interchange among different age groups with a view toward transmitting cultural heritage, tolerance and understanding across the generations.
- **Celebrate Cultural Diversity:** Community character and identity can be fostered through the integration of various ethnic groups so that each better understands and appreciates the difference and strengths of the other. Multicultural leisure services can be used as a vehicle in making the community more cohesive.
- **Foster Inclusivity:** Community spirit can be fostered by integrating individuals with various special needs into mainstream programming and/or by providing unique support services as needed to recognize their special requirements. This removes barriers and helps to create a city where all are valued and supported.

PLANNING ACTIVITIES

- **Foster Communication regarding Leisure Opportunities:** A communication / information system should be maintained whereby all residents are made aware of the leisure opportunities that are available to them and how they can gain access to all leisure opportunities in the community.
- **Individual Growth**
 - **Foster and Promote Fitness and Overall Well Being:** Fitness, in this context, is used broadly as a synonym for wellness, and refers to mental and emotional, as well as physical fitness. Efforts should be made to increase the level of fitness of every Surrey resident, with a variety of opportunities that meet individual needs. The city should ensure that fitness and wellness opportunities are available for people at all levels of ability. And fit and well community will benefit everyone in it.
 - **Foster and Promote Pre-School Leisure Opportunities:** An opportunity should exist for every pre-school aged child to participate with other children in a variety of leisure experiences, in order to expose the child to social settings, foster gross motor development, provide an atmosphere where growth can occur, teach basic safety skills and attitudes, and celebrate their natural creative tendencies. The city should be one of the players providing leadership to ensure this happens.
 - **Foster and Promote Basic Leisure Skill Development for School Aged Children:** Working in partnership with the School District and other service providers, the city should provide opportunities for basic proficiency in a variety of leisure pursuits in such areas as sport, performing arts, visual arts, heritage awareness and outdoor nature oriented skills in order to provide exposure to skills which may form the basis for enjoying lifetime leisure activities, contribute to gross motor and fine motor physical development, provide social settings in which social and emotional growth can be fostered, provide the basis for leisure education (i.e. the wise use of leisure time), and explore creative potential.
 - **Foster and Promote Advanced Leisure Skill Development for School Aged Children:** Opportunities should be provided for those children who wish to further develop their interest and skills in a wide variety of leisure pursuits beyond the basic level. The city will be one of the providers or supporters of such opportunities.
 - **Foster and Promote Social and Leadership Opportunities for Teens:** The city should provide opportunities for teenagers to learn about themselves and how they will react to various social settings and pressures, develop positive social/emotional/moral skills and principles, foster positive citizenship attitudes, engage in mentorship and learning opportunities that may shape future career options and develop positive leisure lifestyle patterns that will remain with them through adulthood.
 - **Foster and Promote Basic Leisure Skills for Adults:** The city should be a player in the provision of a range of leisure opportunities for adults who wish to be exposed to such endeavors or services and learn some basic skills in each.
 - **Foster and Promote Advanced Leisure Skills for Adults:** The city should also be involved in providing leisure opportunities for those adults who wish to further develop their interests and abilities in a variety of leisure skills beyond a basic proficiency level.
 - **Foster and Promote Leisure Opportunities for Seniors:** Opportunities should be provided by the city for senior citizens to participate in the leisure and cultural activities of their choice in order to maintain overall fitness levels, maintain social contacts and continue to be involved in social environments, and provide a continuing sense of worth and meaning of life through continuing personal growth.
 - **Interpret the Environment:** Opportunities should be provided for everyone in the community to learn about, understand, relate to and experience all aspects of their environment.

- **Provide Access to City History:** Presentation and interpretation of Surrey's historical collections and access to archival documents enhances personal knowledge, shares information about Surrey's past and builds common understanding, values and community pride. Opportunities should be provided for residents to access the collections of civic history.
- **Foster Reflection and Escape from Urban Form:** Personal development can occur through escape, reflection, contact with nature and relaxation in a natural environment. Opportunities should be provided for residents to experience nature within the city.
- **Educate Citizens about Leisure Opportunities and Use of Leisure Time:** All residents should understand how available opportunities can contribute to public good and how participating in them can be valuable. They should also be aware of how best to use their leisure time.
- **Foster Volunteerism:** Public leisure services can be used to model and teach appropriate behaviour. Volunteering one's time is one such behaviour. In fact, many would say that volunteering one's time is the highest form of recreation. To the extent that the public leisure service system can be successful at encouraging volunteerism, everyone in the community will benefit.

In order to achieve the objectives listed above, the city should provide leadership and coordination where necessary. It may also provide services directly where no other agency is able or willing to provide the service. In addition, the city should monitor the infrastructure necessary for success in achieving the objectives.

2.1.4 IMPLEMENTATION OF THE MANDATE

The previous information is intended to justify public sector involvement in the delivery of parks, recreation and cultural services on the basis of contributing to the greater good of the entire community. It should be noted, however, that other agencies in the community are also working toward achieving similar or identical objectives. If a park, recreation or cultural service is provided without city subsidy (i.e. the subscribers to the service pay the entire cost of the service, or if another agency subsidizes it) and is provided in such a way that there is still significant benefit to the community as a whole, then the city's objectives can be at least partially achieved without the need for its direct involvement or tax subsidy.

In implementing this mandate for parks, culture and recreation services, a proactive approach to leisure service delivery is assumed.

The city should:

- Operate within the philosophical foundation for the delivery of publicly sponsored public leisure services which is embodied in the Benefits Based Approach as described above and articulate the two goals or benefits headings.
- Adopt the service objectives, which give meaning to and are consistent with the goals and provide direction for service delivery and accountability.
- Generally accept responsibility for achieving the goals and objectives in the most cost-effective manner possible and within the bounds of available public resources.
- Monitor the provision of all parks, recreation and cultural services and activities available to local residents, and determine which of the objectives are being appropriately met, at least in part, by other agencies, and not duplicate their efforts, but rather coordinate all parties' efforts to the common good of the city.

PLANNING ACTIVITIES

- Be concerned at all times with obtaining the greatest amount of benefit at the least possible net cost to the taxpayer, and constantly engage in such cost/benefit analysis.

Annually, the above implementation of the Mandate can be achieved through a three-step process.

2.1.5 STEP ONE: ANNUAL ASSESSMENT

The first step in a comprehensive program of using the benefits based approach would be to assess the existing system and show what kinds of benefits are being realized as a result. **Figure Two** is provided for that purpose.

In addition to the information in **Figure Two**, it would also be appropriate to discuss which of the objectives are being well served by other agencies or providers of service in the community. While the city is not currently spending money to achieve a specific objective, this doesn't mean it isn't being achieved.

The results of the assessment show which of the Service Objectives are being achieved to a higher or lower degree. This assessment should be done annually by staff.

The consultants have scored Surrey at a reasonably high level under all twenty-six service objectives. All of Surrey's scores range from 3 to 4.5 on a five-point scale, so all objectives are being achieved within the top half of the evaluation scale. This demonstrates that most services are good to very good. It should, however, be noted that some of the lowest scores could be in areas that Council does not think are a high priority and therefore, may not justify efforts to increase the scores. In other areas, there may be low scores in areas that Council sees as a high priority, and it is those areas that warrant most attention.

FIGURE TWO
CONSULTANTS' ASSESSMENT OF CITY'S PARKS, RECREATION AND CULTURAL SERVICES

	Service Objective	The degree to which the City is successful in achieving the objective	Comments
Foster a Sense of Community			
1.	Special Events & Celebrations	4	There is a broad array of special events throughout the city. The department provides a variety of supports to these events and has initiated events such as the Children's Festival and Environmental Extravaganza. A few gaps have been noted (e.g. Summer events in North Surrey).
2.	Support Local Groups	3	Supports are provided to a number of organizations, and a number of partnership projects have been carried out, particularly with field sport groups and heritage organizations. Arts organizations have a good relationship with the Surrey Arts Centre, but generally feel they receive less civic support than many other communities.

	Service Objective	The degree to which the City is successful in achieving the objective	Comments
3.	Spectator Participatory Sports	3	The two major events that draw spectators to Surrey, the Cloverdale Rodeo and Canada Cup Softball, are run entirely by outside organizations, although the department provides some direct assistance to the Canada Cup. Other events include provincial field sport championships and aquatic events at SSLC. These are run by local organizations with department support. Extending this role would require new major spectator oriented facilities such as a large arena or stadium.
4.	Spectator Participatory Arts	3.5	The department directly provides the SAC theatre, gallery and arts/crafts workshop spaces – these attract significant audiences and participants. The department also played a key role in launching the Children’s Festival at the BC Festival of the Arts. The Bell and Chandos auditoriums provide the larger venues. More decentralized art display spaces are required for local artists, and rehearsal spaces are at a premium.
5.	Social Interaction	4	Open spaces and facilities provide a significant opportunity for social interaction for various age groups and families and design elements and amenities reflect interaction. One gap appears to be adequate group picnic areas, especially considering the diverse ethno-cultural groups.
6.	Protecting Natural Resources	3	The department has been able to acquire, preserve and protect a number of significant natural areas. It also attempts to manage urban forests, riparian zones, and other natural areas well. Limited land acquisition resources and competing needs, (greenways, local open space), makes the protection of additional Environmentally Sensitive Areas (ESA) an overall city concern at the development process stage.
7.	Preserve Historic Resources	3	The department acquires historical artifacts and records and provides secure storage and documentation. Historic sites such as Stewart Farm, Elgin Hall, and 1912 City Hall have been acquired, restored and operated/used. The city plays an active role in supporting the preservation of collections and the operation of city-owned heritage sites but ongoing maintenance of civic heritage resources needs to be examined.
8.	Beautify the Community	3	There are some special horticultural features and areas in Surrey, as well as some public art. A number of streetscapes have been upgraded in recent years. Additional features should be considered, (e.g. a feature area(s) in each Community), but need ongoing maintenance funding. Additional landscape requirements for business would also help beautify the community. More impactful public art is also needed.
9.	Family Leisure Services	4	There are many opportunities for family sessions in facilities, many opportunities in parks, and many opportunities in programming such as special events. The city has made some effort to involve low-income families.
10.	Integrate Generations	4	Both stand alone and integrated seniors facilities and services exist and programming is in leisure and cultural facilities to integrate seniors with youth and to share knowledge and experiences such as the annual Remembrance Day services hosted by the Museum.
11	Celebrate Cultural Diversity	4	The city has been a leader in creating and facilitating services for the culturally diverse community through supporting cultural celebrations, parades, specialized sports events, museum and art gallery exhibits.

PLANNING ACTIVITIES

	Service Objective	The degree to which the City is successful in achieving the objective	Comments
12	Foster Inclusivity	4	The city has attempted to reduce language and other barriers (e.g. women's only swims). It has also revamped its leisure access policy and provided a number of services aimed at low-income individuals. Support is provided for residents with special needs.
13	Foster Communication about Leisure Opportunities	4	The city, the School District and local media provide a wide variety of high quality means of getting information about local leisure opportunities. The city uses excellent marketing strategies.
Foster Individual Growth			
1	Fitness and Well Being	4.5	Surrey's "Active City" initiative served as the model for the Provincial Active Communities program. The initiative has been supported by facility, greenway, bikeway and trail development, an awareness campaign, and programs aimed at the sedentary. What the city does is augmented by not for profit partners (e.g. the YMCA) and private providers of service. The city should ideally work in a more integrated approach with School District #36 on child inactivity.
2	Pre-school Opportunities	4	There are many organized programs, drop in opportunities available for pre-schoolers and many other agencies, such as day cares, make use of Surrey parks and public leisure facilities.
3	Basic Skills for Children	4	The department provides a wide variety of programs for basic skill development in a wide range of recreational and cultural programs. Additional decentralized programs in children's art programs could be added through a partnership between the SAC and recreation programmers.
4	Advanced Skills for Children	3.5	For many activity categories (e.g. swimming clubs, gymnastics, performing arts, heritage camps, and field sports) there are opportunities for athletes and artists to go as far as they are able to go. However, this is not the case for all forms of recreation (e.g. diving).
5	Social Opportunities for Teens	4	Surrey has a well developed youth team three year work plan and provides a number of services, with youth being involved in the process. Additional "learn-to" programs could be added. In addition to the youth centres, Surrey has a number of youth parks that provide a variety of opportunities. There are a number of placements for youth volunteers and seasonal work or internship opportunities that support positive youth development.
6	Basic Skills for Adults	3	Adults are able to obtain basic skills in many categories of leisure including fitness, sport, art, research, and general interest; albeit, not as many categories as school aged children.
7	Advanced Skills for Adults	3.5	There are some categories of leisure activity where Surrey adults can proceed to quite high levels of skill (e.g. art, yoga and martial arts, art and history lectures) but not as many as for school aged children.
8	Recreation for Seniors	4	With the trend to younger seniors staying in mainstream facilities, the department has balanced providing stand-alone seniors centres with the inclusion of senior's rooms and social spaces within multi-purpose facilities. Seniors engage in cultural pursuits using the Art Gallery, Theatre, Museum and Heritage sites. . The services are of high quality and seniors also play a significant role in planning processes and providing volunteer time.

	Service Objective	The degree to which the City is successful in achieving the objective	Comments
9.	Interpret the Environment	3	Surrey has had a strong environmental education component in the parks area, resulting in the Surrey Nature Centre, Environmental Extravaganza and other programs. This area could benefit from greater emphasis and the development of additional interpretive signage in parks and where appropriate integrate the message on Surrey's natural heritage. (Similar to signage for Semiahmoo Trail and Brownsville Bar.)
10.	Provide Access to History	3.5	Surrey opened a new Museum in 2005 and re-housed the City Archives collections in 2006. In addition, the Historic Stewart Farm interprets Surrey's agricultural heritage. These facilities provide public access to historical information through displays, tours, programs and reference services. This access could benefit through the use web technologies to extend public access to collections information, a service that is commonly found in other museums and archives.
11.	Reflection and Escape	3	Surrey has a number of significant assets for reflection and escape such as Green Timbers, Blackie Spit, Redwood Park, and others. Some of the unique areas are more remote, and there are a number of urbanized areas where opportunities for respite from urban form are minimal. The Art Gallery, the Museum and the Theatres are also traditional venues for contemplation.
12.	Educate Residents about Leisure Opp.	3	With some exceptions, (e.g. Active City's awareness program, personal fitness counseling, and benefits information in the Leisure Guide), more could be done in this area.
13.	Foster Volunteerism	3.5	The city has worked hard to foster volunteerism within a general environment of declining numbers of volunteers. It has a sophisticated database and a program for utilizing and rewarding volunteers. Volunteer initiatives will become increasingly important in future years.

2.1.6 STEP TWO: SETTING PRIORITIES

The second step would be to review and adjust the list of benefits for the following year. Staff, the Parks and Community Services Committee or Council could add, modify or delete from the list of objectives and then prioritize them to determine which might require greater effort or results.

2.1.7 STEP THREE: STRATEGIZE TO BETTER ACHIEVE HIGHER PRIORITY BENEFITS

The final step would be to render the city's activities more effective at meeting the objectives, and more specifically the highest priority service objectives. This effort would be incorporated into an annual budgeting and work planning exercise.

At one level, the process could be used annually to create budgets and workplans. At another level it can be used in a more long-term context as the basis for this Strategic Plan. The consultants have used it for that purpose also, and it has been used to justify all recommendations and to set long term priorities.

2.2 PUBLIC SURVEY

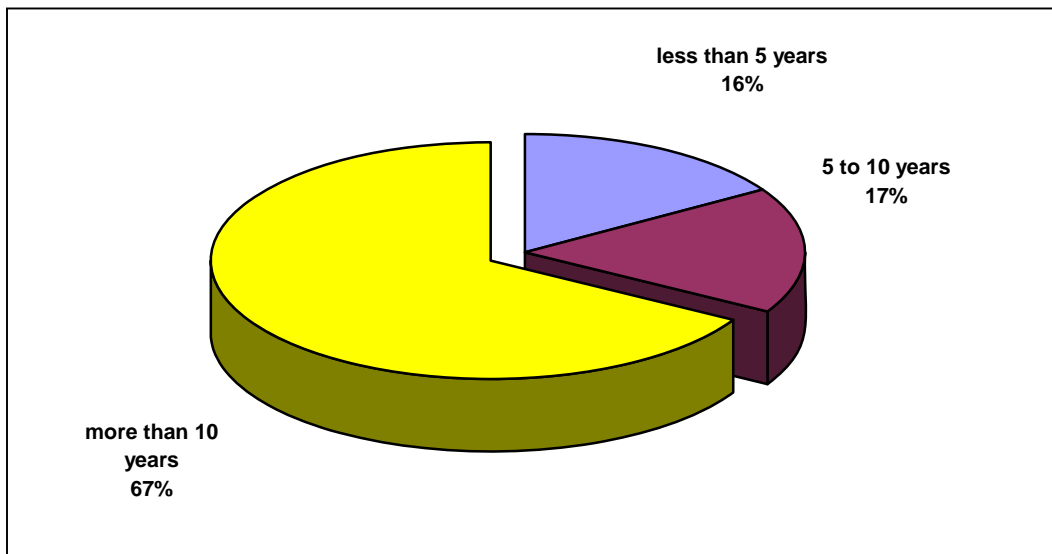
In the spring of 2007 the consultants conducted a survey of local residents to obtain opinions concerning current and future parks, recreation and cultural services. The survey was a mail out / mail return questionnaire that was sent to 3,000 households. A total of 1,173 completed and returned surveys were received, representing a response rate of 39%, and a 95% level of confidence that the results are within +/-2.9% of the actual views of the entire population.

The questionnaire consisted of both closed and open-ended questions. A complete transcript of all the quantitative and qualitative data is included in **Appendix Two**.

2.2.1 ABOUT THE RESPONDENTS

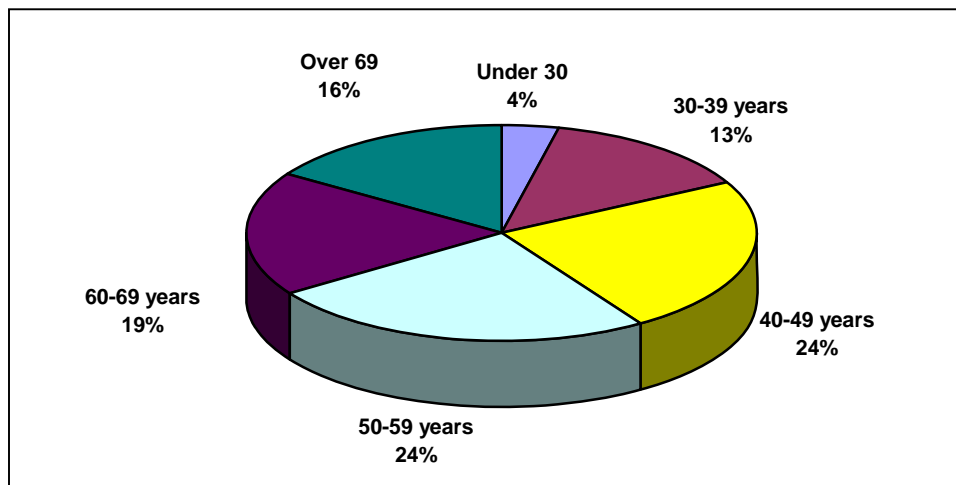
The characteristics of the 1,173 respondents are depicted in **Tables Two to Six**.

TABLE TWO
LENGTH OF RESIDENCE



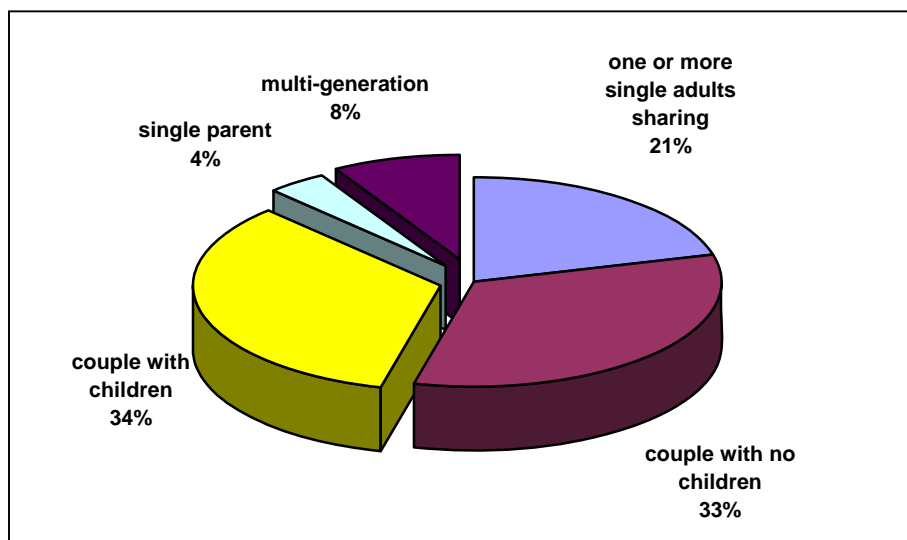
- The majority of respondents (67%) have lived in Surrey for more than ten years.
- Age is an obvious determining factor related to length of residency. Younger respondents (under 40 years of age) are more likely to have lived in Surrey less than five years than older respondents (40 years of age or older).
- Residents who generally speak a language other than English in the household are more likely to have lived in Surrey less than 5 years.

TABLE THREE
AGE GROUPS



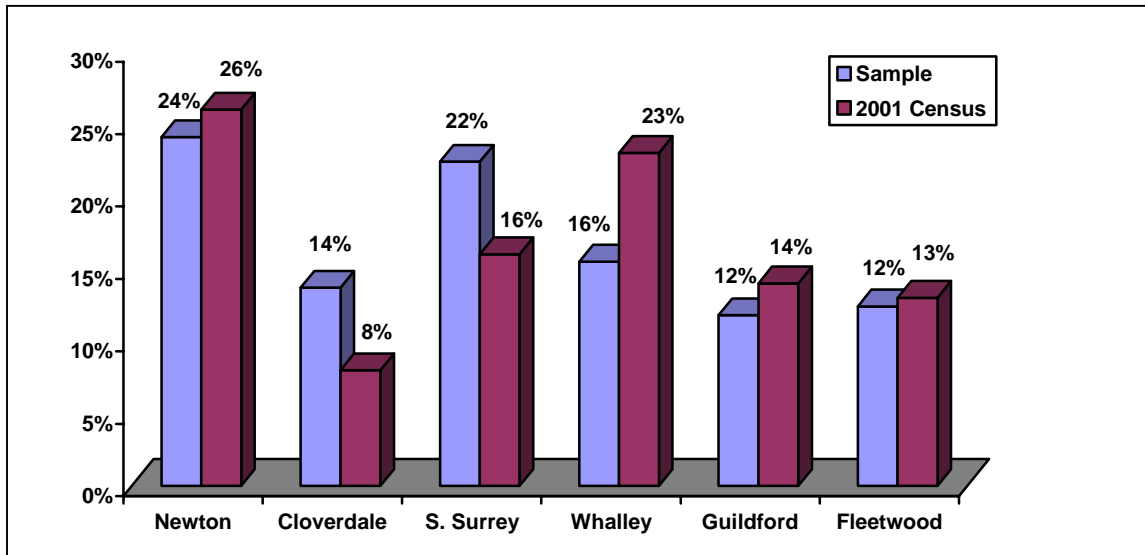
- Respondents 50 years of age and over comprise 59% of the sample. This is higher than the 2006 Census Data published by Statistics Canada (37%) and indicates opinions of older residents are over-represented in the sample whereas the opinions of those under 40 years of age are under-represented.

TABLE FOUR
HOUSEHOLD COMPOSITION



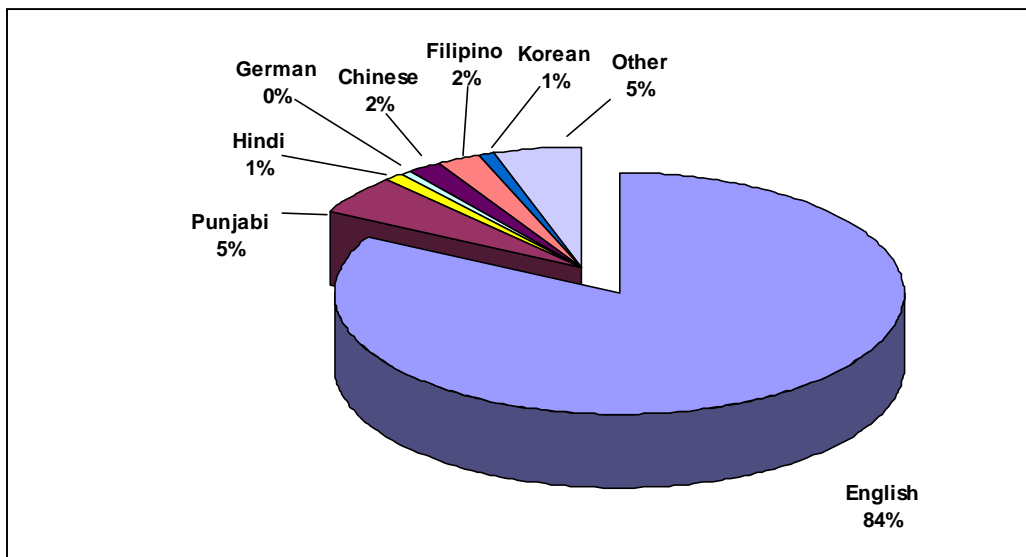
- Table Four confirms that Surrey has more households with dependent children than other areas in the Province. Just more than one-half (54%) of the households have no children. Statistics Canada reports the population of Surrey aged 14 and under is 21% and the Provincial population aged 14 and under is 27%.

TABLE FIVE
AREA OF RESIDENCE



- Table Five shows the breakdown of the sample by Surrey's six major communities (Whalley and City Centre are combined). Census data from 2001 indicates that Cloverdale and South Surrey are slightly over-represented in the sample and Whalley slightly under represented.

TABLE SIX
LANGUAGE GENERALLY SPOKEN

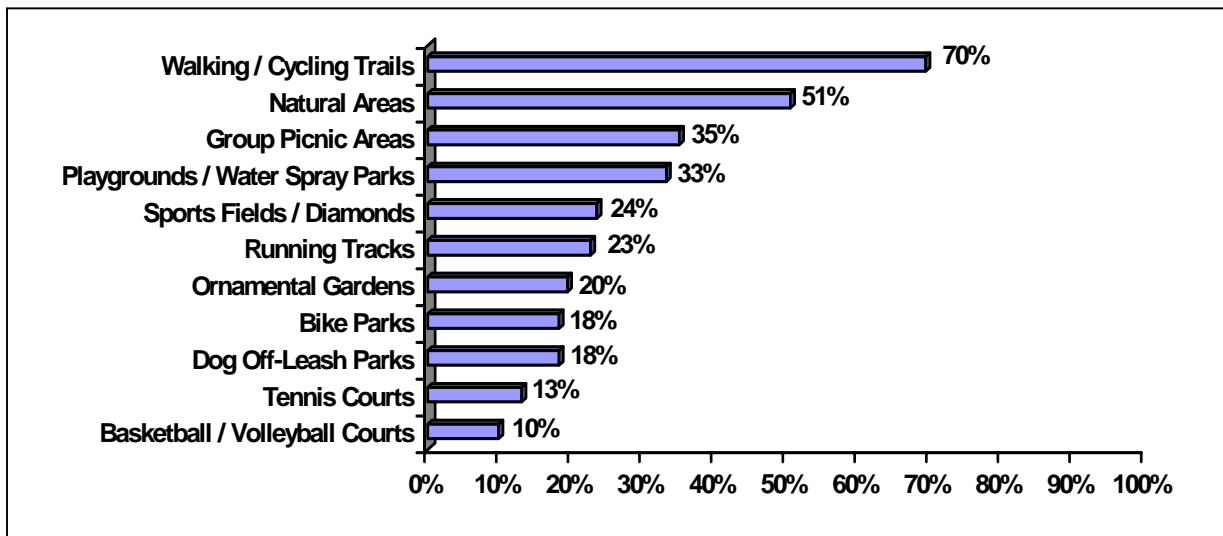


- Eighty-four percent (84%) of respondents indicated that English was the language generally spoken in their home. The opinions of non-English speaking households are accurately represented in the sample as the 2001 Census data reported that 83% of households in Surrey most often spoke English at home.

2.2.2 PARKS AND OUTDOOR FACILITIES

- Eighty-nine percent (89%) of the respondents or a member of their household currently use at least one City of Surrey park or outdoor area.
- The use of parks and outdoor areas drops off as age increases, and those over 69 years of age are less likely to currently use these areas than those 69 years of age or younger.
- Of respondents that use parks and outdoor areas the most used areas were walking / cycling trails (70%), natural areas (51%), group picnic areas (35%) and playgrounds / water spray parks (33%).
- Basketball / volleyball courts and tennis courts were the least used outdoor areas.

TABLE SEVEN
BREAKDOWN OF PARKS AND OUTDOOR AREA USAGE

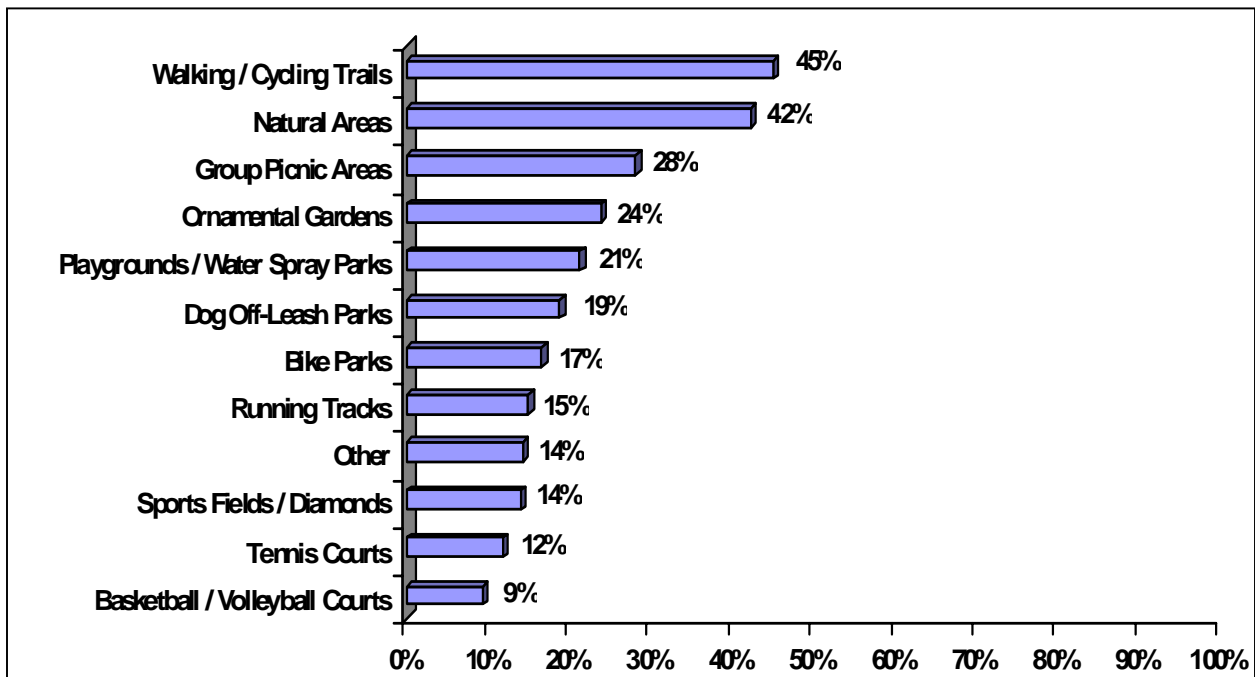


- Use of certain parks and outdoor areas varies between demographic sub groups. For example, couples with children are far more likely than households with no children to use playgrounds and water spray parks. Those under 30 years of age are less likely than all other age groups to use walking / cycling trails. Households where the language generally spoken is non-English are less likely than English speaking households to use natural areas but more likely to use running tracks.
- When asked which new or improved parks or outdoor recreation areas are needed in Surrey, 82% of the respondents indicated at least one new or improved area was needed. This percentage did not differ significantly amongst the various demographic subgroups.

2.2.3 THE ENVIRONMENT

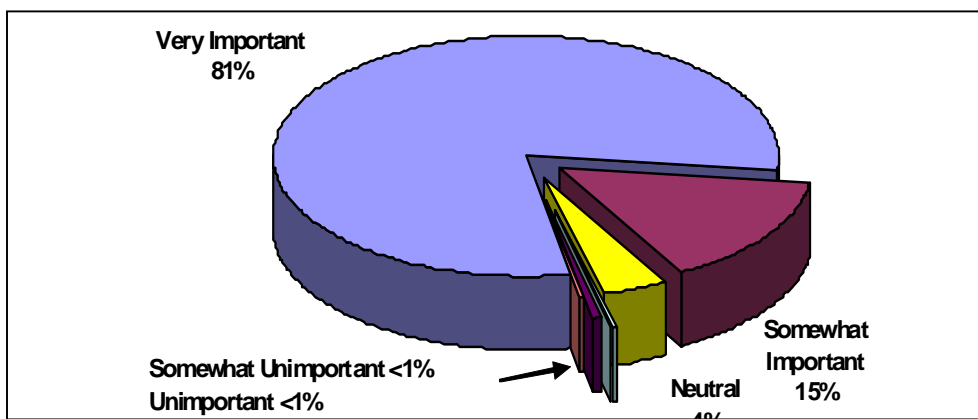
- Eighty-one percent (81%) of the respondents felt the protection of Surrey’s native wildlife and habitat was very important.
- The importance of Surrey’s native wildlife and habitat was universal across all demographic sub groups. No demographic sub group had fewer than 70% of its members feel the protection of Surrey’s native wildlife and habitat was very important.

TABLE EIGHT
NEED FOR NEW OR IMPROVED PARKS OR OUTDOOR RECREATION AREAS



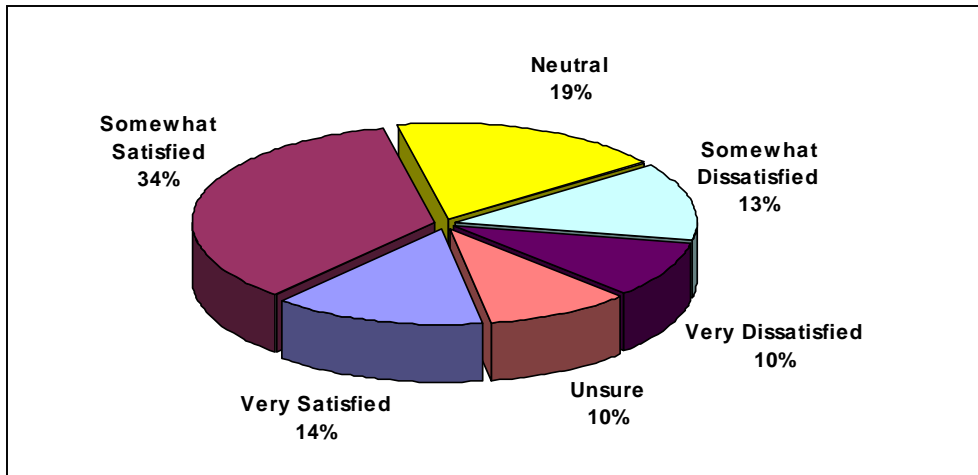
- Of those respondents who identified a needed improvement or addition, walking / cycling trails (49%) and natural areas (42%) were the top priorities.
- Despite the varied use of parks and outdoor areas by different demographic sub groups there is significant agreement about the need for improvements or additions in the city.
- Although the need for basketball / volleyball courts was relatively low overall, they were requested by 22% of respondents under 30 years of age. Those under 30 were also more likely (42%) to see a need for new or improved playgrounds / water spray parks. This is significant in that this age group is under represented in the sample.

TABLE NINE
IMPORTANCE OF PROTECTING SURREY'S NATIVE WILDLIFE AND HABITAT



- Close to half the respondents (48%) were either satisfied or very satisfied with the land set aside for wildlife habitat protection. Just less than one quarter of the respondents (23%) were somewhat or very dissatisfied.

TABLE TEN
SATISFACTION WITH QUANTITY OF PROTECTED LANDS

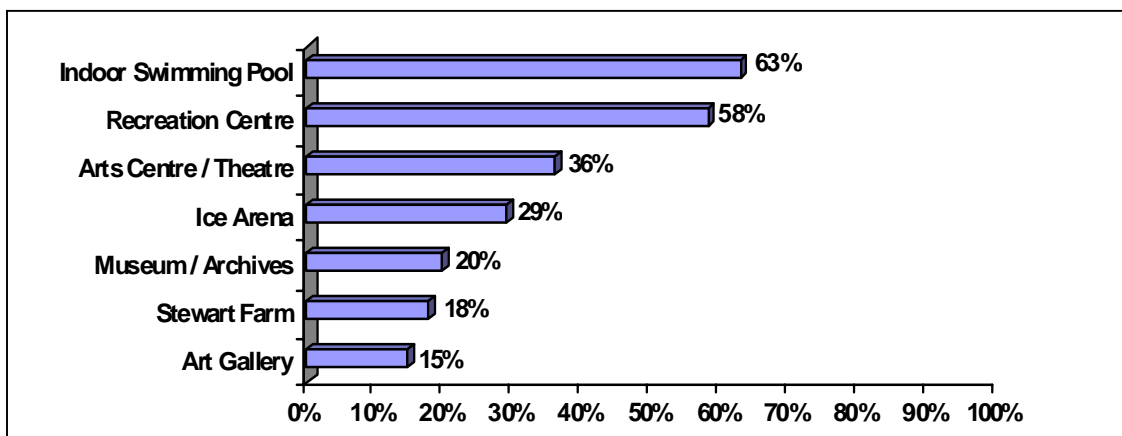


- Satisfaction levels varied very little between demographic sub groups.

2.2.4 RECREATION, ARTS AND HERITAGE FACILITIES

- Eighty one percent (81%) of the respondents or a member of their household currently use at least one City of Surrey recreation, arts or heritage facility.
- Single parents with dependent children (98%) were more likely than other household types to use city facilities.
- Respondents over the 69 years of age were less likely (71%) to use recreation, arts or heritage facilities than other age groups.

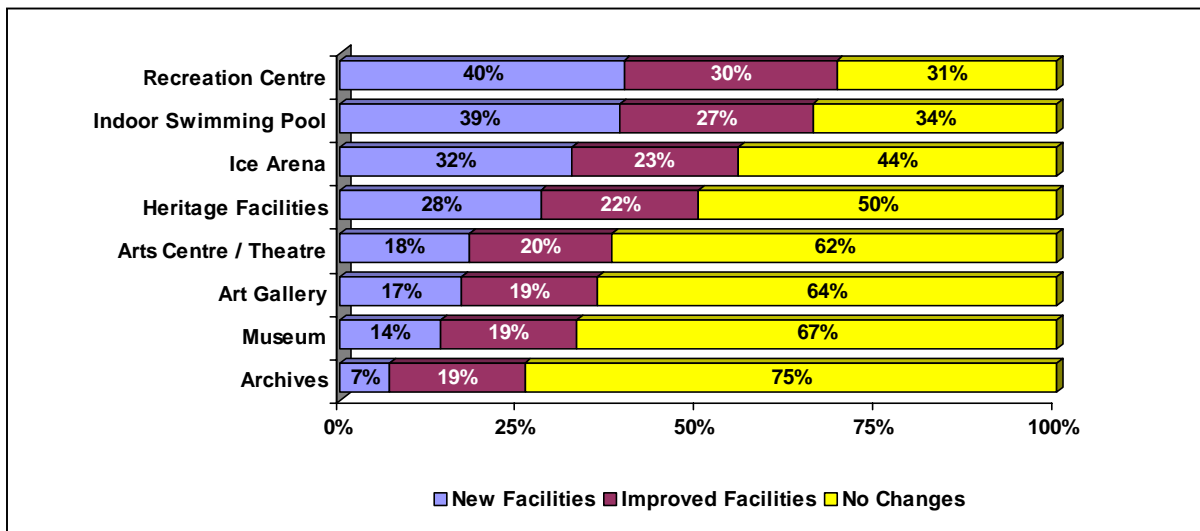
TABLE ELEVEN
BREAKDOWN OF RECREATION, ARTS AND HERITAGE FACILITY USAGE



PLANNING ACTIVITIES

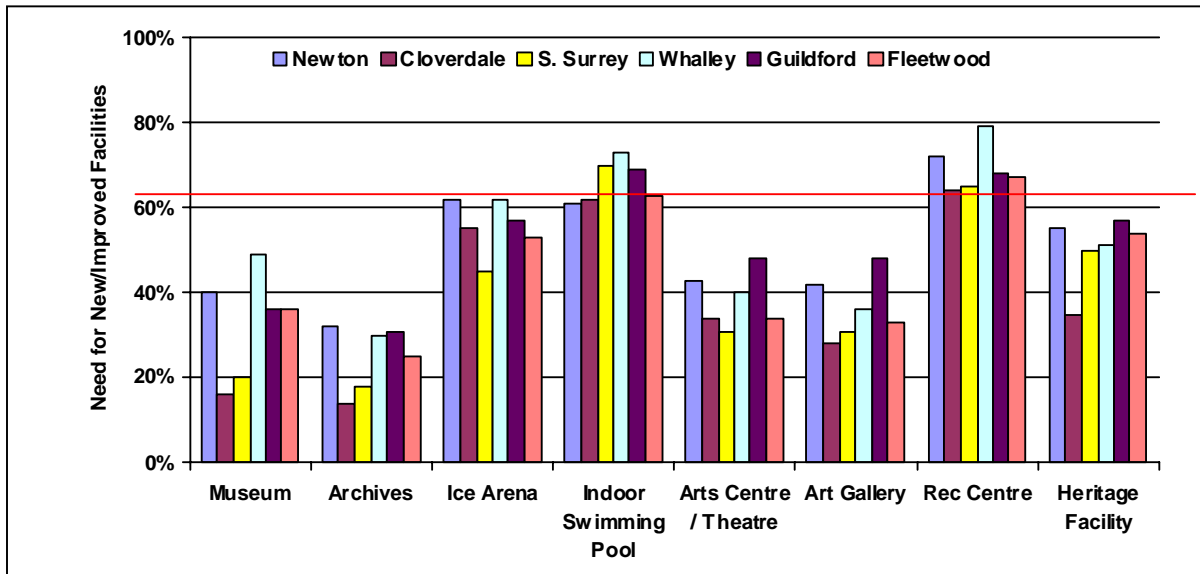
- Of respondents who use recreation, arts or heritage facilities the most used faculties were indoor swimming pools (63%), recreation centres (58%), the Arts Centre / Theatre (36%) and ice arenas (29%).
- Ice arenas and indoor swimming pools are more likely to be used by households with dependent children than households with no dependent children. Surrey's arenas and indoor pools are also more likely to be used by respondents, or members of their household, who are less than 50 years of age.
- Respondents from Cloverdale are more likely to use the museum / archives (37%) than those from other areas within Surrey.
- South Surrey respondents are most likely to have visited the Stewart Farm (40%), whereas those living in Whalley (7%) or Guildford (6%) are least likely to have this amenity.
- Respondents from Fleetwood, Guildford and Whalley were more likely than those living in Newton, South Surrey or Cloverdale to have visited a city recreation centre.

**TABLE TWELVE
NEED FOR NEW OR IMPROVED RECREATION, ARTS AND HERITAGE FACILITIES**



- Table Twelve shows three facilities (recreation centre, indoor swimming pool and ice arena) where over 50% of respondents felt change (a new facility or improvements to the existing facility) is needed.

TABLE THIRTEEN
NEED FOR NEW OR IMPROVED FACILITIES



Don't know' responses have been treated as missing variables)

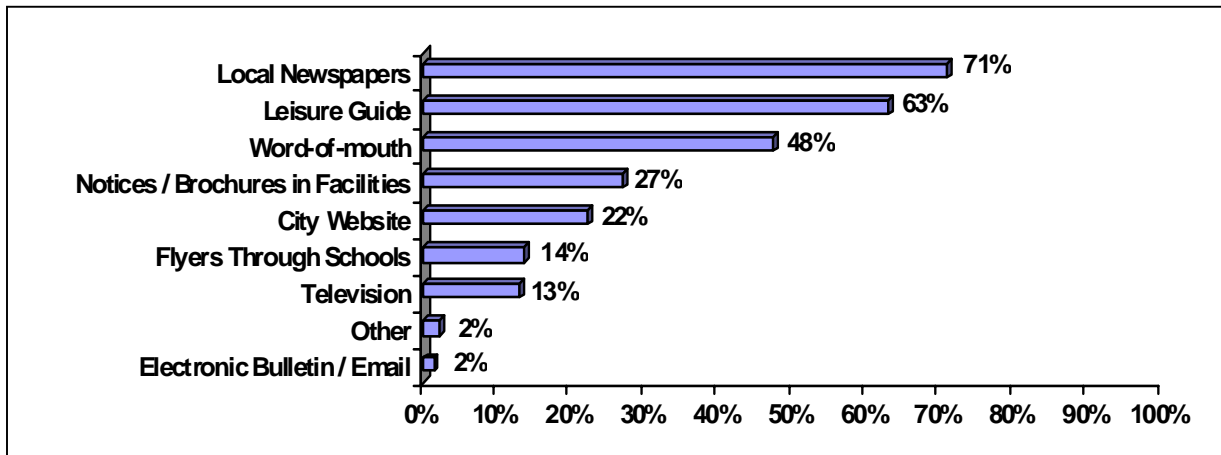
- **Table Thirteen** combines the demand for both new and improved facilities by area, and indicates that respondent's opinions towards some form of change did not differ substantially between areas of residence.
- Non-English speaking households were more likely to see a need for an improved Arts Centre / Theatre, Art Gallery and Recreation Centre.

2.2.5 PARKS, RECREATION AND CULTURAL SERVICES

- The majority of respondents learn about parks, recreation and cultural services and opportunities through local newspapers (71%) or the Leisure Guide (63%). Just more than one in five respondents (22%) learns about services and opportunities through the city website.
- Couples with dependent children were more likely to have used the city website (34%) and Leisure Guide (76%).

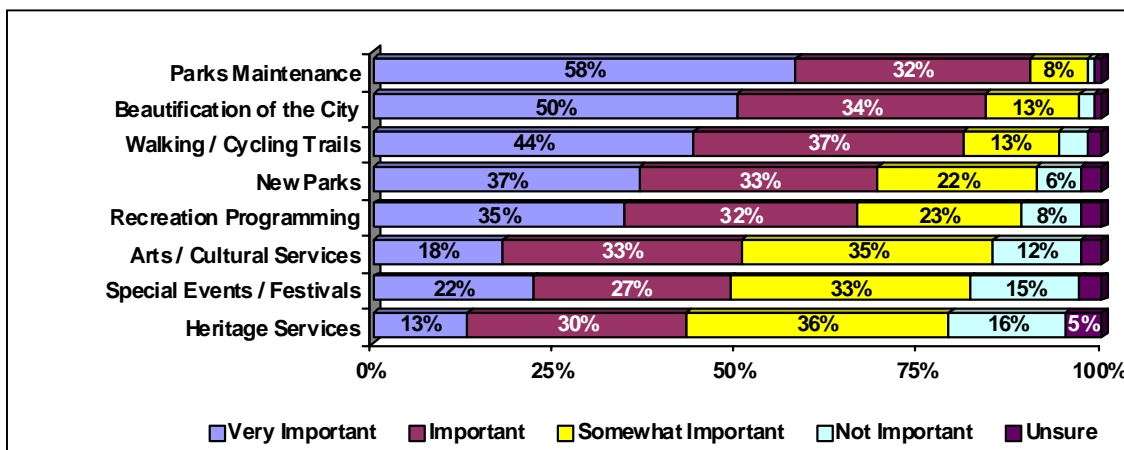
PLANNING ACTIVITIES

TABLE FOURTEEN
HOW DO YOU LEARN ABOUT SERVICES?



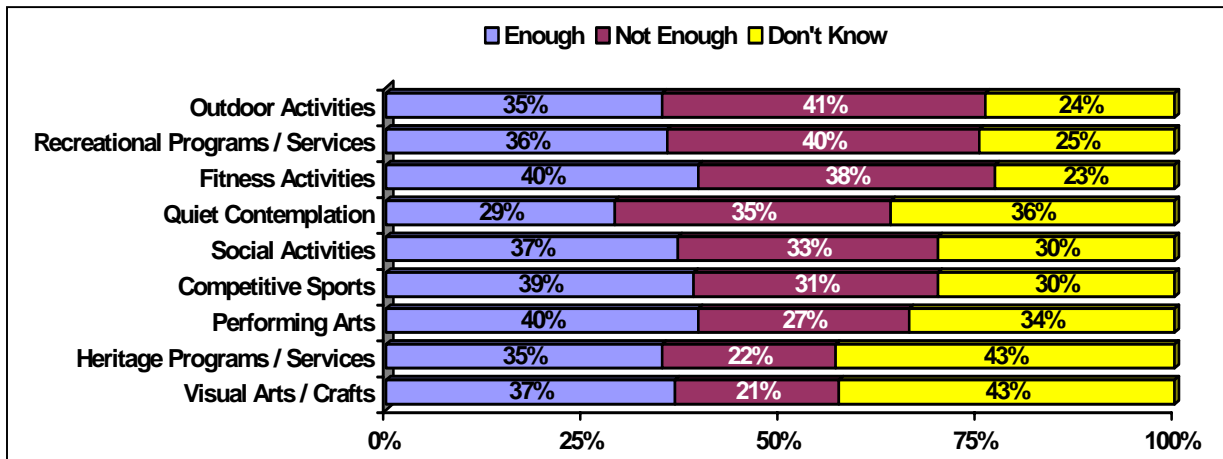
- Age is a determining factor in the way respondents learn about services and opportunities. The city website and electronic bulletins / email are more likely to be used as a source of information by younger respondents. Older respondents are more likely to use the local newspaper or notices / brochures in facilities to learn about services.

TABLE FIFTEEN
IMPORTANCE OF PARKS, RECREATION AND CULTURAL SERVICES



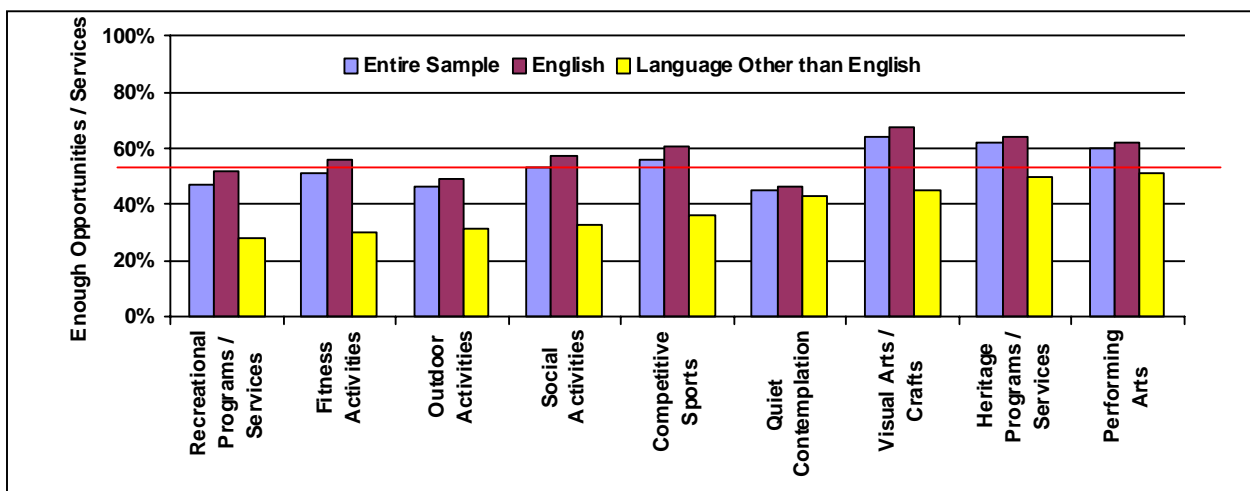
- In terms of relative importance parks and related services were more important to respondents than recreation, cultural and heritage services. This relative ranking was consistent across all demographic sub groups although recreation programming was more important than new parks to households with children than to households with no children.

TABLE SIXTEEN
ENOUGH PROGRAM OPPORTUNITIES / SERVICES?



- Respondents were asked if there were enough opportunities and services in the areas listed in Table Sixteen. There were three areas where more respondents felt there were not enough offerings than felt there were enough offerings; quiet contemplation, outdoor activities, and recreational programs / services.
- Respondents less than 30 years of age were more likely to feel there were not enough social activities (55%), outdoor activities (55%) and recreational programs / services (58%).
- Table Sixteen shows how the language generally spoken in the home influences respondent's opinions on the services and opportunities offered in Surrey.

TABLE SEVENTEEN
ENOUGH OPPORTUNITIES / SERVICES BY HOME LANGUAGE



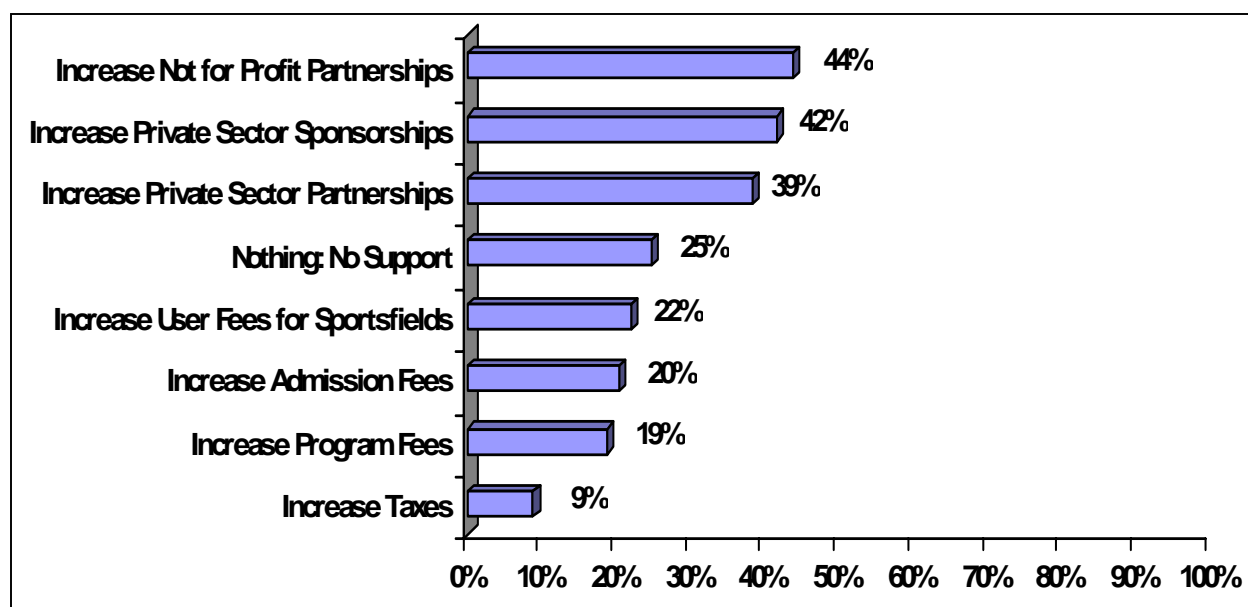
*('Don't know' responses have been treated as missing variables)

PLANNING ACTIVITIES

2.2.6 SUPPORT FOR FUNDING OPTIONS

- When asked what options they would support in order to improve the delivery of City of Surrey parks, recreation and cultural services respondents were most in favour of increasing partnerships with non-profit organizations (44%) and private sector organizations (39%), and increasing the number of private sector sponsorships (39%). Not surprisingly they were least in favour of any option that would directly increase fees or taxation.
- The ranking of options was largely consistent across all demographic sub-groups.

TABLE EIGHTEEN
SUPPORT FOR FUNDING OPTIONS

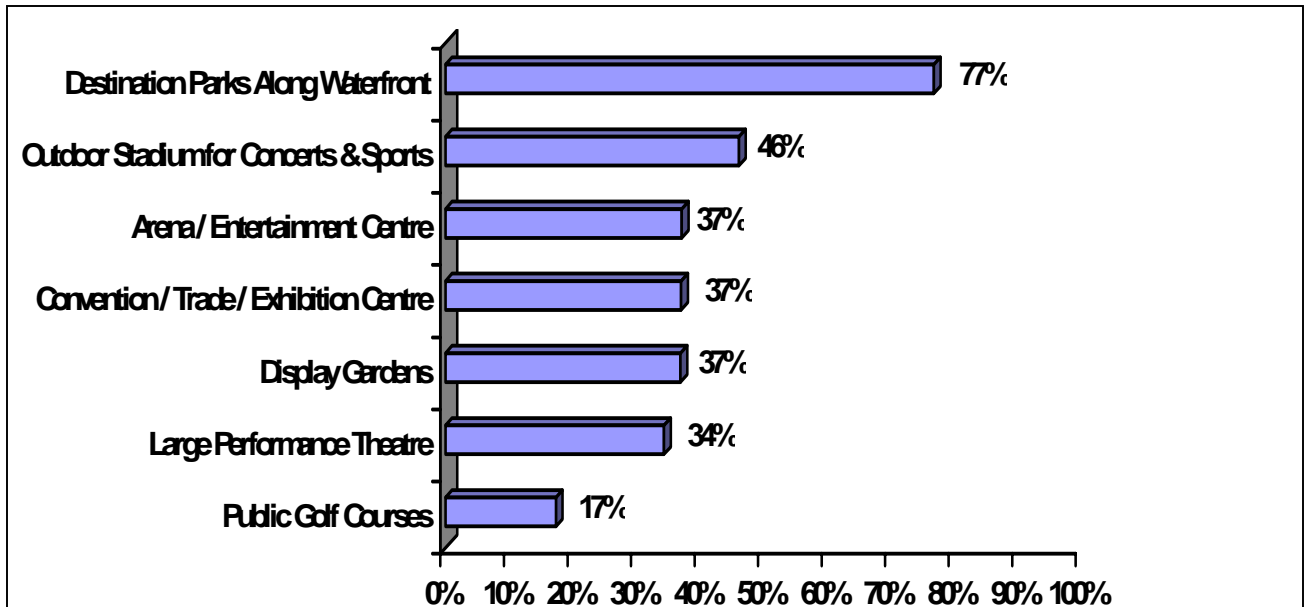


- Respondents over 69 years of age, those under 30 years of age, and those whose home language was other than English were less likely than other groups to support any of the funding options presented in the survey.

2.2.7 REGIONAL FACILITIES

- The last question in the survey dealt with the need for additional regional facilities in Surrey in the next 10 years. **Table Nineteen** on page 39 shows destination parks, along the waterfront (77%) and an outdoor stadium for concerts and sports (46%) were the top priorities among respondents. The need for destination parks along the waterfront was ranked first among all demographic sub-groups.
- Respondents from South Surrey were less likely to indicate a need for an outdoor stadium (39%), arena / entertainment centre (28%) and convention centre (28%).

TABLE NINETEEN
NEED FOR REGIONAL FACILITIES IN SURREY IN THE NEXT 10 YEARS



- Respondents whose home language was other than English were more likely to see a need for display gardens (48%).
- Respondents under 30 years of age were more likely than other age groups to want an arena / entertainment centre (49%), and much more likely to see a need for an outdoor stadium (73%). Younger respondents were in agreement with other age groups in their desire for destination parks along the waterfront (73%).

2.3 STAKEHOLDER AND STAFF INTERVIEWS

More than 200 community groups and agencies provided input to the consultants through a series of focus groups, meetings and interviews. In addition, the consultants met on a regular basis with a Project Steering Committee and a Parks, Recreation and Culture Working Group, and also met with City Council and a number of Council Advisory Committees. While the input, which is summarized in Appendix Two, is too diverse to reproduce herein, a number of themes were evident as various groups expressed a desire for increased investments in their respective facilities and areas of interest. Some of this interest was related to increasing the quality of existing services, while some focused on improving the quality of services. In a few cases, there was also interest in providing services that do not currently exist in the community.

These same groups often also expressed a desire for additional support of various kinds, including organizational support, better coordination of efforts, and financial assistance for individual organizations.

Many staff members identified concerns related to human resources, including staffing levels, and staff supports.

PLANNING ACTIVITIES

- There were some concerns raised by staff, community groups and committees regarding the clarification of mandates within the city structure.
- There were a great many general concerns regarding maintenance standards within the parks system, and to a lesser extent, within indoor facilities.
- A number of concerns were mentioned regarding the need for new or improved recreation facilities.
- Arts and heritage groups had concerns about “a level playing field”, believing that the city pays less attention to the needs of arts and heritage than it does to the needs of sport, recreation and open spaces.

The consultants attempted to assess these needs and demands and respond to the most compelling of them in the strategic directions and specific recommendations presented later in the report. It should be noted, however, that an expressed need is only one part of the equation – a significant amount of technical assessment of all demands was also necessary, as well as a prioritization process to determine which of the issues and needs are most important.

2.4 COMMUNITY FORUMS

The consultants planned and facilitated a number of Community Forums (one in each of the six communities), which were advertised as an opportunity for anyone interested in the study to provide input directly to the project team. A total of 100 people attended the events. A summary of that input is provided below.

2.4.1 NEWTON

Residents who attended the Newton Community Forum emphasized the need for enhancements to existing parks in the area, as well as an interest in the protection of the environment and natural areas, and suggested the development of a nature preserve similar to a facility in Richmond. In addition, the continued development of bicycle and walking trails was requested, along with improved parking at the Newton Wave Pool for individuals with a disability.

With reference to recreation programs, mention was made of the need for programming that addresses the local habitat, as well as an interest in improvements to the existing financial assistance program.

A particular concern, mentioned by several Forum participants, addressed the extension of 84th Avenue at the south end of Bear Creek Park.

2.4.2 SOUTH SURREY

In South Surrey, residents expressed an interest in increased signage in parks regarding litter and garbage, as well as the continued provision of sufficient open space in the area, the addition of a community garden, greater focus on the preservation of natural areas, and consideration of incentives to developers for green space and parkland. There was mention, also, of the interest in ensuring the availability of a naturist beach in the Crescent Beach area.

As in other areas of the city, Forum participants expressed a continuing need for walking and cycling trails, as well as for horseback riding, and an interest in the development of a trail system connecting White Rock and Crescent Beach along the existing Burlington Northern rail line. The city was also encouraged to continue to work with landowners and others toward the use of dykes along the local rivers.

With reference to indoor facilities, there was mention of the need for a new indoor aquatic centre, possibly in the Grandview area, the possibility of a partnership related to the improvement / development of Camp Alexandra, and partnerships with the business community regarding arts facilities. Continued cooperation with the City of White Rock

and the Surrey School District were also suggested in the development and delivery of recreation and cultural programs.

2.4.3 FLEETWOOD

Forum participants from the Fleetwood area mentioned a need for additional parks and open space east of Surrey Lake, as well as the extension of existing trails from the Lake to the Fleetwood Community Centre.

With reference to recreation facilities, it was suggested that additional space is needed at the Fleetwood Community Centre for seniors, in particular, as well as for other age groups. Interest was also expressed in a lawn bowling green on the south side of the centre.

Throughout the data collection phase of the study, the need for an indoor tennis centre was mentioned, and in Fleetwood, the preferred location appears to be at the site of the Surrey Sport and Leisure Centre.

2.4.4 CLOVERDALE

Several participants at the Cloverdale Forum expressed concern regarding the loss of natural areas and potential park sites as a result of the significant development and population growth that is currently occurring in the Cloverdale and Clayton Hills areas. It was also suggested that the city should give early consideration to the development of Mound Farm Park, and ensure the development of a trail system throughout the Cloverdale and Clayton area that connects with Tynehead Park.

Mention was also made of the need for a comprehensive recreation centre in Cloverdale that could, at some point, include one or more new ice sheets, an indoor aquatic centre that would complement the Surrey Sport and Leisure Centre and multi-purpose spaces. A centre for seniors was also suggested, but not necessarily as part of the proposed recreation centre.

2.4.5 CITY CENTRE / WHALLEY

Participants at the Surrey City Centre Forum expressed a number of concerns related to parks and open space. These included the need to address issues related to safety and security in parks, improved communication between residents and park personnel during the planning of new and existing park sites, the need for additional dog parks and the development of additional parks in the community.

There were several positive comments regarding the Partners in Parks program, and a number of comments related to the need for a greater variety of amenities in various park locations.

With reference to indoor recreation facilities, there was mention that the North Surrey Recreation Centre should remain at its current location, and that there should be a "connection" between the centre, Sunrise Pavilion and the library; and other suggestions encouraging the city to ensure public participation in any discussions related to the construction of new facilities in other parts of the City Centre.

Comments related to recreation and cultural programming were limited to concerns regarding admission fees, and the scheduling of programs and activities at the aquatic centre.

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2.4.6 GUILDFORD / FRASER HEIGHTS

Participants at the two Forums in the Guildford area commented on the need for additional parks and open space in the area, and the interest in improved access to the Fraser River and other local waterways, as well as to Langley and Fort Langley.

There was also mention of the need for an indoor swimming pool at the Guildford Recreation Centre, and for a large health and fitness area in Fraser Heights.

2.5 OPEN HOUSES

Following the completion of the draft report, the consultants conducted two Public Open Houses – one at the Surrey Sport and Leisure Centre, and one at the South Surrey Recreation Centre. These events were advertised in the local media, on the city's web site, and through personal invitations to local organizations.

Approximately 60 people attended the two events to review the draft, ask questions regarding the various recommendations, and respond to a survey addressing the major components of the Plan.

Including responses to the web site, approximately 200 completed surveys were received. Responses were varied, with the following needs being mentioned most often:

- Continued protection of land in the Agricultural Land Reserve, natural areas and the environment
- Continued development of the city's trail system, in order to ensure safe walking and cycling at the neighbourhood and community level
- The provision of an additional indoor aquatic facility. (It should be noted that the majority of Open House comments focused on the need for a pool, particularly in the South Surrey area)
- Continued equity in the provision of services – this suggestion refers to financial access to recreation programs and services, as well as the equitable provision of facilities across the city.
- The provision of squash courts and an indoor tennis facility. (With the exception of courts at the Sandcastle Club in South Surrey, there are no squash courts in the city; and only one indoor tennis club, located at the Hazelmere Golf and Tennis Club)
- A strong interest was expressed for a new lawn bowling green in the Fleetwood area (replacing the existing Clayton facility), and in South Surrey
- The public expressed general support for partnerships between the city, local organizations and agencies, and the private sector, provided that the benefits of the partnerships address the best interests of the public
- Concerns, from the arts community, regarding the need for additional facilities and services for the arts
- The provision of comprehensive multi-purpose facilities in each community.

Comments and suggestions arising from the Open Houses also included a number of specific suggestions regarding individual parks, recreation, cultural and heritage program opportunities and facilities. This information has been compiled as a separate document for the city's review and action.

2.6 NEEDS ASSESSMENT

The following information provides a summary of the needs and demands that were raised by interest groups, local agencies and staff, as well as by the general public, either through surveys or during the Community Forums and

Open Houses. The needs and demands have been categorized under each of the major headings that follow in Chapter Three through Chapter Seven.

It should be noted that demands are not necessarily reflective of community need; demands must be analyzed and prioritized against established criteria to determine how they relate to need. This information is summarized in **Figure Three**.

2.6.1 Parks and Open Space

- Improved park maintenance
- Continued development of walking and cycling trails and green connections
- Greater protection of natural open space
- Improved and more consistent life cycle maintenance
- Clarity of the future of Mound Farm Park
- An outdoor education and interpretation centre
- More protection of natural assets and biodiversity
- Increased safety / perception of safety in park areas around facilities
- More fields, diamonds, courts and pitches of all kinds
- Additional facilities to accommodate activities such as cricket, field lacrosse and ultimate frisbee
- An outdoor, covered and lighted lacrosse box / sport court
- Improved management of dogs in parks
- Improved management of the use of dykes
- Additional lawn bowling facilities

2.6.2 Cultural Services

- More protection of heritage assets
- Additional outreach heritage displays touring throughout the city
- More effective public art
- Additional arts studio space
- Additional live/work space for artists
- Additional art gallery space
- Additional emphasis on art and heritage instruction and appreciation in the school system
- Improved marketing of heritage assets
- Clarity of the future interpretive focus of Stewart Farmhouse
- Clarity of the future interpretive focus of Thomas Brown House
- Improved use of the plaza at the new museum

PLANNING ACTIVITIES

- Closer working relationship between the Museum, Archives and Library
- Museum expansion
- Additional rehearsal space
- Online searchable archives
- An 800 seat theatre

2.6.3 Recreation Services

- Public indoor tennis courts
- More indoor pool capacity, with specific mention of the need for a 50 meter competition pool and at least one 25 meter pool
- Improvements to the city's outdoor pools, including enhanced swimming opportunities
- A large gymnastics training facility
- Additional community meeting space
- Additional administrative space for community organizations
- Tennis courts north of Highway # 1
- Improved and more consistent life cycle maintenance
- Enhanced volunteer program
- Public indoor squash courts
- Additional indoor ice sheets / upgrades to existing ice sheets
- Year round roller hockey surface
- Improved fitness capacity in some areas
- Greater gymnasium capacity
- Additional multi-purpose space
- Indoor lawn bowling green(s)

2.6.4 System Wide Issues

- Additional staff resources in all areas of the Parks, Recreation and Culture Department
- Greater cooperation and coordination with service providers
- Closer working relationship with School District # 36
- Involvement of youth in internships and career building opportunities
- Enhanced use of technology for operations and customer service

2.7 THEMES

The list of needs and demands was further synthesized into a number of recurring themes:

- Coordination and cooperation between providers of service, groups using services and other community organizations that support community activity
- Greater advocacy and focus on the arts, heritage and natural park areas
- Increased lifecycle maintenance of all assets; generally in public open spaces and indoor facilities, but also more specifically, in specialty maintenance services in heritage sites, archives, arenas and pools that have specialized environmental requirements
- Greater support for non profit organizations
- Improved marketing in areas such as heritage assets and services
- Continued attention to volunteer initiatives
- Additional focus on arts and heritage services
- New indoor recreation facilities and sports fields

The above list can be categorized into the following four headings:

- **Operating Issues:** These include increased cooperation, clarification of mandates, specialty maintenance requirements, and staffing levels
- **Maintaining Existing Service Levels:** There are some needs which relate to simply protecting existing service levels, where existing service levels will decline unless something is done
- **Extending Current Service Levels:** Other issues have been identified in which residents are unable to easily access services as well as other residents (e.g. more tennis courts north of Highway # 1); or where growth will require more services simply to ensure access at the same level as they are now (e.g. new neighbourhood playgrounds in developing areas)
- **Increasing Service Levels:** Some of the demands are for services which are not currently available (e.g. indoor lawn bowls, indoor tennis, covered lacrosse boxes, 10 meter diving towers at indoor pools) or are considered to be lacking in the community (e.g. horseshoe pitches)

The consultants have addressed the most important of the operating issues, and have identified the second and third categories above as important and requiring investment; in most cases before existing service levels are increased.

Needs in the fourth category, namely increased service levels, are addressed as priorities in the following section.

2.8 ASSESSMENT OF THE NEED FOR INCREASED SERVICE LEVELS

Figure Three includes only the specific service enhancements that were identified in the process, as opposed to the first three categories of issues above. It does not include what is needed to maintain existing services or extend the existing level of service to residents who do not currently receive them. The list does not include the internal issues identified (e.g. concerns about mandate clarification) or the means of delivering the service enhancements (e.g. more staff required to deliver services, or how technology may be used to improve the delivery of services). The Figure does, however address five points.

- **Alignment with Services Objectives:** This is a measure of effectiveness. This column indicates the degree to which meeting the particular need would contribute to addressing public goods, if responding to the need would result in a major contribution to achieving the service objectives, the need is given a “high” rating. If responding to the need would result in a moderate contribution to achieving the service objectives, the need is given a “moderate” rating. If meeting the need would result in a minor or incidental contribution to achieving the service objectives, the need is given a “low” rating.
- **Trends:** This rating indicates the influence of trends in leisure behaviour patterns on the future of the need. If trends are upward, it indicates that this demand may become more popular in the future, and the demand is given a “high” rating. If the trends are neutral or inconclusive, the impact is rated as “moderate”. If the trend indicates waning interest in future demand, a rating of “low” is made.
- **Demographics:** If what is demanded is used equally by all demographic groups in the community, changes in demographics may not impact the magnitude of the demand. However, if the demand is by a specific demographic segment of the community and that group is increasing or decreasing as a percentage of the total Surrey population, changes in demographics will have an impact on the demand. In this column, if shifts in demographics indicate that the demand will grow, it is rated as “high”. If projected shifts are neutral or inconclusive, a “moderate” rating is given. If projections indicate that the demand will wane, a “low” rating is given to those impacts.
- **Cost Benefit:** This is a measure of efficiency. It deals with how many resources are required to meet the need. Both capital and operating resources are included.

FIGURE THREE
SUMMARY OF PRIORITIES FOR ENHANCED SERVICE LEVELS

Need for Higher Levels of Parks, Recreation or Cultural Services	Alignment with Service Objectives		Demo-graphic Implications	Cost Benefit	Overall Priority
		Trends			
Enhanced parks maintenance standards	High	High	High	High	5
More protection of natural open space and biodiversity so that valuable natural assets are not lost to development	High	High	High	High	5
More comprehensive system of trails and green connections	High	High	Moderate	High	5
More fitness capacity in some areas	High	High	High	High	5
More multipurpose space	High	High	High	High	5
More gymnasium capacity	High	Moderate	High	High	4.5
More effective public art	High	High	High	Moderate	4.5
More art gallery space	High	High	High	Moderate	4.5
More protection of heritage assets so that critical values not lost to the public	High	Moderate	High	Moderate	4
More outreach heritage displays	High	Moderate	High	Moderate	4
Additional indoor pool capacity	Moderate	High	High	Moderate	4
Upgrade outdoor pools	High	High	Moderate	Moderate	4
A larger gymnastics training gym	High	Moderate	High	Moderate	4
Tennis courts north of Hwy # 1	High	Moderate	High	Moderate	4
Enhanced volunteer program associated with heritage assets	High	Moderate	High	Moderate	4
Expand the museum (proceed with Phase Two)	High	Moderate	High	Moderate	4
On-line searchable archives	Moderate	High	High	Moderate	4
An outdoor education/interpretation centre	High	High	Moderate	Moderate	4
Additional fields, diamonds, courts and pitches	High	Moderate	High	Moderate	4
An outdoor covered lighted lacrosse box	High	High	Moderate	Moderate	4
Better marketing of heritage assets (including signage and website profile)	High	Moderate	Moderate	Moderate	3.5
More rehearsal spaces	High	Moderate	Moderate	Moderate	3.5
A new 800 seat theatre	High	Moderate	Moderate	Moderate	3.5
Increased safety and perception of safety in park areas and around facilities	High	Moderate	Moderate	Moderate	3.5
Upgrade existing ice sheets	High	Moderate	Moderate	Moderate	3.5
Additional public indoor tennis courts	Moderate	Moderate	High	Low	3
More arts studio space	High	Moderate	Moderate	Low	3
More emphasis on art and heritage instruction and appreciation in the school system	Moderate	Moderate	High	Low	3
Add more indoor ice sheets	Moderate	Moderate	Moderate	Low	2.5
A year round roller hockey surface	Moderate	Moderate	Moderate	Low	2.5
Enhanced lawn bowling greens	Moderate	Low	High	Low	2.5
Public indoor squash courts	Moderate	Low	Moderate	Low	2

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Need for Higher Levels of Parks, Recreation or Cultural Services	Alignment with Service Objectives	Trends	Demo-graphic Implications	Cost Benefit	Overall Priority
More community meeting space	Moderate	Low	Low	Low	1.5
More admin space for community groups	Moderate	Low	Low	Low	1.5
Some live/work space for artists	Low	Low	Low	Low	1

The information presented in the following chapters discusses the needs and priorities referred to in the preceding information. Most of the needs are addressed specifically, however, in a number of instances park amenities can be dealt with in recommendations that are related to general park improvements and the public process that precedes development.

3. PARKS AND OPEN SPACE

THIS CHAPTER FOCUSES ON THE CITY'S PARKS SYSTEM, including inroads that have been made in meeting residents' needs for park space, how the issues surrounding the parks system have changed or remained static over the last ten years, and the changing role of the department regarding parks and the environment.

3.1 PARKS / OPEN SPACE RECOMMENDATIONS AND STRATEGIC DIRECTIONS

The discussion of the trends and issues leads to twenty-three recommendations related to how the system can continue to improve over the next decade. This information is summarized in the following figure.

FIGURE FOUR
PARKS AND OPEN SPACE RECOMMENDATIONS AND STRATEGIC DIRECTIONS

Recommendation No.	Description	Strategic Direction No.
P-1	Approve updated parks classification system	I
P-2	Revise parkland acquisition strategy	I
P-3	Review the Parks Acquisition criteria and amend the DCC by-law to ensure adequate funds for park acquisition	I
P-4	Develop and implement an Integrated Corporate Pest Management Plan	I
P-5	a Update and complete the new Greenway/Blueway Master Plan in consultation with the Engineering and Planning Departments	I
P-5	b Continue the development of a city-wide trail system in new and existing parks	IV
P-6	Perform an audit of structures and infrastructures in parks including inventory, condition, maintenance and replacement plans	IV
P-7	Improve standards for park sanitation services	IV
P-8	Increase maintenance budget for street trees	IV
P-9	Create new horticultural displays in each Community	IV
P-10	Develop and implement a parks signage replacement program	IV
P-11	Update the Natural Areas Strategic Management Plan	I
P-12	Update the Street and Shade Tree Management Plan	I
P-13	Update a Park Priority Management and Acquisition Plan related to riparian requirements and wildlife corridors in cooperation with the Planning and Engineering Departments	I
P-14	Update Parks Environmental Guidelines and expand appropriate areas into policy	I
P-15	a Build 3 new synthetic turf surfaces (short term)	V
P-15	b Build 2 new synthetic turf surfaces (medium term)	V
P-16	Update playfield infrastructure	IV

PARKS AND OPEN SPACE

FIGURE FOUR (continued)

Recommendation No.		Description	Strategic Direction No.
P-17	a	Develop park infrastructure to meet expanding community needs (medium term)	V
P-17	b	Develop park infrastructure to meet expanding community needs (long term)	V
P-17	c	Deliver maintenance standards related to ongoing park acquisition (short term)	V
P-17	d	Deliver maintenance standards related to ongoing park acquisition (medium term)	V
P-17	e	Deliver maintenance standards related to ongoing park acquisition (long term)	V
P-18		Enhance outdoor programming and nature play in parks	IV
P-19		Enhance youth stewardship and outreach programs	II
P-20	a	Replace outdated playgrounds (short term)	IV
P-20	b	Replace outdated playgrounds (medium term)	IV
P-20	c	Replace outdated playgrounds (long term)	IV
P-21		Address dog walking issues in parks	V
P-22	a	Operate facility and manage parkland at Green Timbers	V
P-22	b	Develop facilities at Green Timbers in order to establish environmental programs	V
P-23	a	Continue construction of park infrastructure (medium term)	V
P-23	b	Continue construction of park infrastructure (long term)	V

Strategic Direction Code

I – Invest in Planning and Management; **II** – Invest in Programs and Services; **III** – Invest in Human Resources;
IV – Invest in Existing Infrastructure; **V** – Invest in New Infrastructure

3.2 PARKS AND OPEN SPACE OVERVIEW

As noted earlier, Surrey's population increased from approximately 245,000 to 450,000 in the past decade. By 2016 it is anticipated that close to 550,000 people will reside in the community.

The city has made a significant number of improvements in the parks and open space system in recent years, acquiring and protecting parkland, developing new and existing park sites, adding many kilometers of new cycling and walking trails, and ensuring the availability of park amenities to serve its increasing diverse residents. Recognizing the international significance of some areas in Surrey, the City has acquired key parkland holdings in Mud Bay to protect important migratory bird habitat.

The purchase of parkland continues to be one of the City's largest capital expenses, averaging \$23.5 million annually over the last five years. Of the lands acquired for park purposes during this period, approximately 56% has been natural areas, not intended for development, but rather for its intrinsic natural values.

There are, however, numerous areas that should be addressed in the next 10 years. These include additional land acquisition and development, further trail improvements, new systems to ensure the protection of local eco-systems, and new park amenities to meet changing interests and trends. Much of this work can be initiated and completed within the timeframe of the Plan, but all of the demands will not likely be met.

The consultants have presented a number of issues and recommendations that can be achieved by utilizing city resources, continued partnerships with public and private organizations, and through the many volunteers who continue to offer their services to improve the city's network of parks, trails and open space.

While the recommendations have been prioritized, it is understood that other needs will be identified throughout the timeframe of the plan; staff and decision makers should be flexible and creative in implementing the report as well as addressing future needs.

3.3 TRENDS IN PARKS AND OPEN SPACE

This section includes a number of trends that have been identified by the consultants and Surrey staff. In many instances Surrey has responded to these trends and continuously investigates others.

- **Fitness/Wellness:** Studies demonstrate that traditional approaches to encouraging physical activity are not sufficient to achieve the intended results. Directions are shifting and trends indicate that more varied park services and programs which provide unstructured and non-competitive individual and group participation can aid in the effort to encourage increased activity among our aging and sometimes sedentary population.
- **Climate Change and Sustainability:** Climate change issues are demanding that local government set directions and initiate action that will help mitigate climate change. This concern suggests that the city should work with other agencies to ensure that policies, plans, practices and operations are addressing the issue of sustainability.
- **Increased Dog Ownership:** In recent years, there appears to be an increase in dog ownership that has resulted in an expectation of outdoor opportunities for people and their pets. This has created a demand for off-leash parks, facilities for dogs within other parks, and an increase in maintenance functions to accommodate this trend. However, it also has the potential to provide value-added opportunities for the city, such as doggy day-care centres and pet product sponsorships.
- **Changing Interests:** As the demographics of Surrey have changed, there has been an increased interest in a number of activities to address the city's cultural diversity and the growing number of older adults. This has resulted in the provision of opportunities to participate in cricket, the development of Canada's only Kabaddi field, and interest throughout the community in the establishment of community gardens. As the demographics of the community continue to diversify, Surrey will need to be aware of the ever-changing needs of its residents.

There is also a noticeable shift in park user preferences toward informal and individualized passive recreation activities, particularly among youth and adults. This translates into increased pressure on passive recreation spaces and in particular on the city's pedestrian and pathway cycling system. The existing infrastructure is declining and in need of improvement and expansion.

- **Unlimited Access:** Surrey is a city of young families and is one of the only communities in British Columbia with a growing student population. This coupled with an increasing gap between “haves” and “have-nots” means that free and unlimited access to park space should continue to be a high priority. The department’s practice of encouraging the activation of passive park areas at no cost to the park user; and stressing the importance of open green space in meeting recreational needs for families who live at or below the poverty line, is essential.

3.4 BEST PRACTICES IN PARKS AND OPEN SPACE

This section of the report addresses several areas in which Surrey excels in the provision of parks, open space and the environment. (Chapter 5 includes a number of “best practices” that focus on recreation services, in addition to several that have an impact on the general delivery of services within the department.)

- **Environmental Design Guidelines:** The city has recognized that its residents, businesses and visitors value the natural environment, and has made a commitment to protect and enhance these values through a variety of bylaws, policies, plans and guidelines. This commitment is realized through the city’s leadership role in the management and stewardship of the environment and has led to a number of actions to ensure the effective implementation of the guidelines.
- **Parks Construction Standards:** Several years ago, the Parks, Recreation and Culture Department developed Standard Construction Documents to assist Parks Division personnel and to form part of contract documents for contractors who have been awarded capital projects within the park system. This is a “living” document intended to provide the most current information available to users and is reviewed and updated whenever a standard changes.
- **Off-Road Cycling Guidelines:** In recent years, Surrey staff, local cyclists and consultants have developed a Bicycle Recreation Facilities Strategy and Guidelines for Bicycle Recreation Facilities. These documents have been prepared as a result of the growing need for the city to formalize bicycle recreation facilities within the community. These two reports address trends in bicycle recreation as well as mountain bike facilities, dirt jumping facilities, BMX facilities, and bicycle trials facilities. The City is presently implementing the Strategy.
- **Lend-a-Hand Youth Volunteer Program:** Lend-a-Hand is an exciting youth initiative, the primary goal of which is to encourage youth to develop a positive attitude toward the parks they use on a regular basis. Enabling students to participate in a regular park maintenance program promotes a sense of pride and responsibility for parks. Under an Agreement with the city, students are responsible for picking up litter once a week for a period of six months in the park adjacent to their school. All schools participating in this program receive financial support toward their dry grad, sports team or school club. Under the agreement with the city, every high school receives between \$500 and \$1,000 depending on the size of the park. An additional \$250-\$500 is presented to each school that plans and hosts a community event in the park, depending on the scope and size of the event.

In 2006, three Surrey high schools and approximately 150 students participated in the program. During the 2006/2007 school year, that number more than tripled. Currently 20 schools participate in the program.

- **Outdoor Sport Field Allocations:** In recent years the department and the Sports Field Advisory Committee have noticed and responded to a number of changes in the demand and use of sports fields. This has led to an increased emphasis on the provision of cricket facilities. This has resulted in the construction of one new

cricket ground and two new practice facilities, with another cricket ground planned for 2009. Consideration has also been given to converting under-utilized ball diamonds to cricket pitches.

The need for additional soccer fields and the expansion of soccer has led to a shift from poorer performing winter sports fields being converted to spring / summer fields. Soccer has also begun to place greater emphasis on the sport at a national level in order to meet user expectations, similar to other sports. This has led to the continued construction of artificial sports fields that allow user groups to effectively plan, develop and implement youth development programs during all seasons. By the end of 2008, the city will have a total of 9 synthetic turf fields in place.

- **Centralized Irrigation Control Systems:** In order to address concerns regarding the consumption of water, Surrey makes use of a computerized irrigation control system that irrigates sports and passive turf grass based on information provided by a dedicated weather monitoring station to match plant water losses with supplemental irrigation.
- **Financial Operating Efficiency:** The Parks Division has responded in a variety of ways to the growing demand for services at the same time that financial resources are diminishing. In this regard, the Division was reorganized in 2000 resulting in a more effective "assignment of labour", improved service delivery and asset management through the implementation of appropriate business units.
- **Environmental Stewardship:** Surrey and society in general, have developed a genuine interest in environmental stewardship. In recent years, the department has introduced a number of environmental program areas which represent best practices. These initiatives provide opportunities for community partnerships, support for habitat restoration and preservation, and volunteer programming to assist residents with meaningful stewardship experiences.

Over the last 15 years, Surrey has developed and implemented a range of programs to educate the public on environmental matters, encourage environmental stewardship and provide opportunities to positively affect the environmental health of the community. As part of this initiative, the city has committed funding in an effort to focus these activities under the umbrella of the "Nature Matters" program. This program draws all environmental efforts together to protect and enhance the natural environment, educate and engage residents on environmental issues, increase youth involvement through stewardship activities, and encourage volunteering in the community.

- **Stakeholders and Volunteerism:** Surrey continues to be a leader in the engagement and activation of its stakeholders and volunteers. At a time when volunteering is dwindling, the city continues to grow its volunteer base through an expanding scope of programs and opportunities. The department embraces the principles of community development and does an excellent job of operationalizing these principles. In addition, the department is keen to hear the community and to work hand in hand with residents, whether dealing with chronic park abuse issues, or developing plans for a new park site.

3.5 PARKS AND OPEN SPACE ISSUES

3.5.1 PARKS AND OPEN SPACE CLASSIFICATION SYSTEM

Since the completion of the 1996 Parks, Recreation and Culture Master Plan, the department has made significant strides to improve the ratio of parks per 1,000 population.

The current ratio which has been in place for approximately 20 years, is exceeded in the community and neighbourhood park categories, and falls short only in the city park categories, and more specifically, in Fleetwood and Newton.

In addition, while today's provision of parkland meets current standards, as Surrey continues to grow, current surpluses have the potential to become deficits. This is especially pertinent in light of changing standards and expectations regarding parkland.

The issue of parks supply in a community that has significant Agricultural Land Reserves (ALR) and where several large blocks of parkland are restricted by ALR land use designations tends to limit the utility of these parklands for other-than-agricultural purposes. In fact, in some cases active farming is ongoing on designated parkland. This activity is an effective means of preserving not only the land use but the community's ability to observe and understand agriculture and food production systems.

When the ALR restrictions are applied, however, parkland requirements for playing fields, playgrounds and other amenities are compromised. Colebrook Park in the Newton area is a good example of this issue. It is a large 170-hectare park, but most of it is constrained by Agricultural Land Reserve designations. Likewise, Mound Farm in Cloverdale is 64 hectares but approximately 46 hectares are still actively farmed.

Based on the foregoing, it is suggested that ALR parklands not be considered within the provision ratios or land base totals for the larger park system, and that these ALR parklands be considered as supplemental to overall parkland needs of the city. Further, the City should consider selling some of the actively farmed ALR parklands if there have been no specific educational, environmental or recreational purposes identified for these lands.

It is the consultant's opinion that a revised parks system is required that better suits the needs of current residents and those who will move to the community in the coming years.

This system would include the following:

- **Destination Parks:** These are parks that would attract people from across the city and around the region. They are the "iconic" parks that people immediately identify when asked: "what is special about Surrey?" In Vancouver, it would be Stanley Park, in Victoria – Beacon Hill Park. The answer to that question, in the future, could be Green Timbers or a spectacular river edge park along the Fraser. Surrey is blessed with these natural landscape "gems" that should be planned, designed, managed and funded as destination parks.

The adequacy of Destination Parks should be defined by the extent to which their potential has been developed. At this time, both Green Timbers and the Fraser River edges have significant potential that remains to be developed. A long-term vision of the Fraser River edge needs to be developed, including land acquisition, access and development. It should be noted that the city may achieve public access to the Fraser foreshore through access agreements with the Port Authority in some instances, as well as other private interests, rather than through parkland acquisition.

The optimal minimum size of a Destination Parks is 50 hectares, however, in the case of waterfront parks, the measure should be linear, maximizing public access to the water's edge and related activities.

- **City Parks:** City Parks are intended to provide services for all city residents and are divided into three park types.
 - **City Parks** embody the identity and image of the city, and are readily recognizable by residents as places for citywide celebration and activity, or of unique natural significance. Festivals, holiday celebrations and cultural events, occur at these sites, while still leaving opportunities for day-to-day informal use. Bear Creek, Crescent and Redwood Parks are an excellent example of this type of amenity.
 - **Conservation Areas** take advantage of large-scale natural features found in the community, such as the urban forests and other large conservation areas. Sunnyside Acres Urban Forest is an example of a park of this type.
 - **Natural Areas** are corridors and habitat "patches" that include riparian and non-riparian landscapes. These include heron rookeries, streams, rivers and wetlands. Blackie Spit in South Surrey is an example of such a natural area.

City Parks should be connected via a network of multi-use recreational paths. These paths should be on lands that are 10 to 70 metres wide to accommodate pedestrian and bicycle traffic, to provide appropriate buffering, and to also serve as wildlife corridors. While this network should be primarily recreational, it may include natural areas provided they are managed appropriately to minimize the negative impacts inherent in human/ecosystem encounters.

The adequacy of City Parks has traditionally been measured on a "hectares per capita" basis at 1.2 hectares per 1000 population. This should be the ongoing aspirational goal. Conservation areas should be provided based on their Environmentally Sensitive Areas (ESA) analyses and natural areas should be sufficiently wide to meet ecosystem needs, with appropriate setbacks in riparian areas.

City Parks should be adjacent to or including significant natural areas; accessible by transit, car, on foot or bicycle; optimally, be a minimum 50 hectares in size; include multiple opportunities for recreation; and accommodate major water play, youth and senior's activities.

- **Community / Town Centre Parks:** These are large urban parks that underpin the public open space system throughout the city. The programming and design of these parks should be integrated with Town Centre urban designs. There are three primary types of community park space:
 - **Major Athletic Parks** contain public amenities, but focus particularly on organized sports. Each way should contain multiple sports fields (6-14). The specific field composition and target user-groups should be dependent on a comprehensive site and trends analysis, and respond to the local demands. There should be at least 1 of these parks in each community. This will provide sufficient space to accommodate regional, provincial and national tournaments and events.
 - **Large Integrated-Use Parks** provide significant amenities for both passive and active outdoor recreation. Organized athletics is not the primary focus of these sites, although an athletic component could be available. These parks should focus on informal uses such as water play, skate and bike parks, dog off-leash parks, seniors' activities, and other community uses. There should be 1 of these parks for each average sized NCP area or equivalent.

- **Natural and Conservation Areas** conserve and highlight some of the unique natural “jewels” within the city. Parks such as Mound Farm and High Knoll are examples of this type of space. Generally, there should be no less than 2 of these areas in each community, subject to appropriate existence of suitable areas of habitat within the community.

Community-Level Connectivity should take the form of a multi-use off-road greenway system, the primary focus of which is getting people safely from one major destination to another through a series of interesting experiences. These paths should be 3-5 metres wide, should be paved and include a generous landscaped buffer that is 6-10 metres wide.

With reference to the adequacy of Community / Town Centre Parks, one hectare per thousand population should be an aspirational goal, recognizing that major new parkland may be difficult to acquire. If that is the case, then the finish of the park(s), amenities and quality of other aspects of the public realm (public squares, plazas, boulevards, streetscapes, etc) become increasingly important. The optimal minimum size should be 20-50 hectares.

- **Neighbourhood Parks:** These parks fulfill the needs of residents at the neighbourhood level, and should be designed to include multiple uses wherever possible. This class of park space is divided into three main types as described below, and is served by a local-distribution level sidewalk and path system that connects into the larger greenway system. Where possible, neighbourhood parks should incorporate small pockets of natural areas to serve both habitat and creative play purposes.
 - **Large Neighbourhood Integrated-use Parks**, like other larger integrated parks at the community level, are local neighbourhood amenity driven. Ideally, there should be at least one per NCP or neighbourhood, and focus on neighbourhood use with amenities chosen by demographic needs, as well as community consultation.
 - **Mini-Parks and Mini-Plazas** have recently been approved by City Council to be located in high-density areas, with a goal of meeting a 400 meter radius walking distance from the high density area (50 – 190 people per hectare) for family amenity needs.
 - **School Parks** include park space and playgrounds found adjacent to and within school property. These spaces can be jointly managed and developed by the Parks, Recreation and Culture department and the School District, with emphasis on local neighbourhood needs, informal sports fields and open area multi-use space.

Neighbourhood-Level Connectivity is enhanced through extended sidewalks and narrower pathways, connecting residential areas with schools and pocket parks within the neighbourhood, and to the larger parks and circulation systems.

The measure of adequacy of neighbourhood-level parks should be informed by local programming as well as the level of amenities. Neighbourhood parks should be located within a 10-minute walk from every new residence, and be based on 1.2-hectares/1000 population. The optimal size would be 0.5-5.0 hectares.

- **Regional Parks:** Surrey residents are also served through the presence of four Regional Parks in the immediate area, three of which are within the city limits and one is in the Township of Langley. These parks - Tynehead, Surrey Bend, Mud Bay Park and Campbell Valley, provide Surrey residents with valuable green space, that is easily accessible. Currently, the 260-hectare Tynehead Regional Park serves a dual purpose as the Guildford-area dog off-leash park. Surrey Bend (coming on stream in the near future), and Tynehead play a valuable role in the northeast area of the community. Mud Bay Park is jointly operated by the City of Surrey and Metro Vancouver Regional Parks.

- **Surrey Bend Regional Park** (354 hectares) is currently the focus of a joint Surrey/Metro Vancouver Memorandum of Understanding.
- **Campbell Valley Regional Park** is located adjacent to South Surrey. While it does not fall within Surrey's boundaries, local residents have access to numerous recreation opportunities in this Metro Vancouver park.

While Metro parks in or near Surrey boundaries meet several needs, they should not be considered as "City Parks". Their presence, however, should be taken into account particularly in planning for natural areas.

RECOMMENDATION

P-1 Approve updated parks classification system

3.5.2 PARKLAND ACQUISITION

Opportunities for acquiring parklands in Surrey are declining over time as the city builds out, however, the community has been fortunate in that key open space acquisitions such as the Green Timbers Provincial site, Darts Hill Gardens, The Glades, and Ware Park have occurred at little or no capital cost to the city.

Even as lands for housing, employment, transportation, and other uses become scarcer, the need for parkland will continue to escalate based on increasing population numbers. This will mean that the acquisition of parkland will need to be strategic and will have to maximize the land area and land values available through Development Cost Charges, and the 5% parkland dedication requirement under provincial subdivision and land title acts.

Currently, the trend toward the increasing ratio of multi-family to single family residential development has resulted in less parkland being made available through the 5% dedication process. Further, neither the 5% land dedication, nor the 5% cash in lieu tool can be relied upon to secure adequate park space or funds for parks. For this reason the city needs to emphasize Development Cost Charges for land acquisition and density bonus tools to ensure that it can secure important environmental or recreation space for future generations.

The 5% parkland dedication tool needs to consider the size of the proposed parkland, ecological integrity of the surrounding system, optimal community use, anticipated long-term viability and the "fit" within the catchment area. Considerations of these and related factors by the Parks, Recreation and Culture Department need to occur in consultation with the Planning and Development Department.

Development Cost Charges are the primary instrument for ensuring that today's population growth does not unfairly burden existing or future residents through the provision of funds for land acquisition. DCC's assist the city in ensuring that parkland can be acquired to meet the demands of the city's growing communities

Current DCC rates are not adequate to meet both the growing demands for and improvements to the city's new parks. Rates do not provide adequately for new parkland due to recent significant inflation of land prices. Further, the present DCC's are predicated on a model of parkland provision that does not appear to be sufficient to meet current higher levels of expectation for sustainable communities, which require parks within walkable distances of homes and businesses. A revised parkland acquisition strategy needs to include a thorough review of DCC's, as well as parkland needs for the next ten years, and how the recommended park classification system will translate into DCC fees.

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The classification system proposed in this Strategic Plan outlines the type of land that should be held as park within the open space system. Details of the parkland acquisition strategy should include a clear differentiation of lands used primarily for park purposes as compared to environmental purposes. It should be further detailed to include only those lands that are held exclusively for park purposes and exclude lands where primary purposes include other types of infrastructure such as storm water, sanitary or other structures.

In order to ensure the appropriate parkland type, condition and sizes are acquired, a parkland acquisition strategy is required. The Parkland Acquisition Strategy should be updated to include:

- Detailed research to determine equity, focusing on walking distances for seniors and children to service centres, recreation areas, libraries, parks and schools
- Long term parkland criteria
- Land acquisition to secure adequate and sufficient parkland in developing and soon-to-be-developed neighbourhoods
- Integration with urban renewal and new urban centre master plans
- Integration with the most current Environmental Management Plan

RECOMMENDATIONS
<i>P-2 Revise parkland acquisition strategy</i>
<i>P-3 Review the Parks Acquisition criteria and amend the DCC by-law to ensure adequate funds for park acquisition</i>

3.5.3 INTEGRATED PEST MANAGEMENT

The use of pesticides to control unwanted species has declined on a per hectare basis on city parkland. This practice needs to be formalized in a plan that addresses the need to identify, plan for, control, monitor and evaluate pest organisms in Surrey.

The city currently has an Integrated Pest Management (IPM) policy in place which provides a number of guidelines for decision making regarding pesticides. However, it does not provide a framework or appropriate financial resources for an IPM plan. A document of this type should be prepared as an important priority and park staff should be provided with training opportunities to develop the necessary skills required to implement a pest management program.

The City should support Federal and Provincial agencies that have responsibility for detecting and eradicating damaging foreign pests and diseases, and recognize this formally in the Integrated Pest Management Plan.

RECOMMENDATION
<i>P-4 Develop and implement an Integrated Pest Management Plan</i>

3.5.4 GREENWAYS AND TRAILS

Commuter and cycling networks and blueways routes have been under development for a period of time. These are crucial initiatives that should continue during the timeframe of the Plan.

Increased support and resources for the New Greenway Master Plan which will integrate the Citywide Greenways and Blueways plans with the Engineering Bicycle strategy and include:

- Continued collaboration with the Engineering Department and Planning and Development Department to further enhance active transportation within neighbourhoods, to parks and schools
- Ensure NCPs interconnect parks, Greenways, and school walking routes with existing and proposed transit stops
- Completion of the current Greenway GIS / Cosmos ground-truthing project and the new Greenway re-classification and standards project
- Separation of ecological and human uses in the parks and natural open space system where possible, and implementation of Low Impact Development practices where it is not possible
- Complete linkages between Greenways to create a city-wide interconnected system
- Departmental liaison on appropriate Federal, Provincial and Metro Vancouver trail, cycle and Greenway planning initiatives
- Close collaboration with the Agriculture Advisory Committee and Surrey farmers to ensure that Greenways are planned and managed in such a way as to avoid impact to farms and farming; this includes Greenway alignment, buffering of farmlands, and management of pedestrian and cycling activities within Greenway corridors.

Seventy percent of the respondents to the public survey indicated that they had used a walking or cycling trail in Surrey in the past year. No more than 50% of the respondents used any other park amenity. In terms of the need for new or improved outdoor recreation areas, 45% of the respondents indicated that walking and cycling trails should be the highest priority.

There is considerable interest from the public on accessing lowland dykes as pedestrian corridors. However, many of these dykes are privately owned by farmers or the Dyking District. More efforts should be made to work with the farming community to educate the public as to which pathway systems on dykes are in private ownership, and those that are available to the public.

The city should ensure that funds are available on an annual basis to continue the development and improvement of the trail system, both in the park system itself, and through the City Greenways. Development should focus on connections between city and community parks, expansion of trails within existing parks and appropriate linkages between parks, residential areas, schools and the business community.

RECOMMENDATIONS	
<i>P-5 a</i>	<i>Update and complete the new Greenway/Blueway Master Plan in consultation with the Engineering and Planning Departments</i>
<i>P-5 b</i>	<i>Continue the development of a city-wide trail system in new and existing parks</i>

3.5.5 PARK INFRASTRUCTURE REQUIREMENTS

Many new parks and parks facilities have been brought on-stream since the completion of the previous Master Plan, and parks staff has sought to maintain the level and consistency of service across the burgeoning system. However, as is common with many fast-growing, large systems, the infrastructure in a number of older parks has suffered, and in some cases has become outdated.

Many visitors and residents evaluate a city on the appearance of its facilities, especially their parks. It is important, therefore, that the parks infrastructure is reviewed and updated to bring the parks up to acceptable levels of service.

As well, a key issue is the increasing cost of maintenance and operations of newly constructed facilities. The public survey indicated that just over 90% of the community felt that parks maintenance was important or very important to them. This feeling was also echoed by user groups and staff, with an emphasis on the need to maintain and upgrade washroom facilities, and deal with litter and sanitation services.

One of the most important of this Plan's Strategic Directions is to invest in the existing public open space system to protect the benefits it brings and raise the standard of maintenance and the quality of infrastructure to a level commensurate with current and future requirements.

Built structures include field houses, washrooms, picnic shelters, backstops, bleachers, fences, pergolas, entry features and other "hard" elements including paved surfaces, irrigation, drainage, electrical and security systems. A full audit of these features should be undertaken to examine and evaluate all of the built structures in the system. It should identify deficiencies in both supply and maintenance within the parks, and provide recommendations for improvement.

These recommendations should include parks washrooms as a priority; modern CPTED criteria; higher replacement-value structures as a priority; a 10-year lifecycle maintenance plan synchronized with the Capital Asset Management Program now under development; identification, prioritization and funding for service gaps such as bleachers, drinking fountains, garbage cans, washrooms, bike racks, storage, signage, and other features/amenities. With reference to street trees, it is important to note that all newly planted trees should be accompanied by a commensurate increase in the urban forest maintenance budget; however, this is not always the case. In addition, a one-time increase should be allocated to accommodate the backlog of "new" trees that currently are not part of the annual operating budget. Current pruning cycles are falling behind the accepted standard, which can increase the risk of tree failure and can also reduce the health and life span of trees in the inventory.

Parks signage, as with prompt graffiti removal and attractive plantings, speaks volumes about how a particular space is cared for and managed, not to mention their regulatory, way finding and safety purposes. Surrey parks signage has not been consistently upgraded. In this regard, a "City of Surrey" framework should be developed for all parks signage, taking into consideration the city's new logo and branding.

The department should also create a number of new Horticulture Beautification Areas within each of the six distinct communities. This should be undertaken as part of the street landscaping program already underway and integrated with other urban design initiatives. These new areas, however, should focus more on centralized or focal areas rather than on streetscapes.

RECOMMENDATIONS

- P-6 Perform an audit of structures and infrastructures in parks including inventory, condition, maintenance and replacement plans*
- P-7 Improve standards for park sanitation services*
- P-8 Increase maintenance budget for street trees*
- P-9 Create new horticultural displays in each Community*
- P-10 Develop and implement a parks signage replacement program*

3.5.6 NATURAL AREA PLANNING

Surrey is blessed with some of the Lower Mainland's most appealing and diverse natural landscapes. The river and ocean edges, creeks and the web of built and open spaces are fundamental to the city's sense of place, critical to ecosystem services, and underpin the city's parks system. Many natural areas that are home to threatened species, and are essential to the survival of many others are found within the city limits or within the marine and riparian areas adjacent to the community.

One of the challenges Surrey and other BC municipalities face is a lack of control when it comes to planning and regulating habitats and areas of ecological significance. Senior levels of government are responsible for much of the legislation associated with, for example, riparian areas, fish-bearing streams and species at risk. Nonetheless, Surrey is able to identify significant ecosystems and habitats and plan the parks system so that an adequate, if not generous, representation of the ecosystems is protected for future generations.

The consultations and analyses undertaken through the course of the strategic planning process have revealed the following key issues with respect to the local environment:

- Biodiversity in Surrey is under threat and warrants proactive decisions and management
- Additional clarification is required regarding the definition, need and vision of environmental planning and protection
- The community's aesthetic values hinge to a great extent on the protection of the natural environment
- Mandatory setbacks from riparian zones have been established, while more proactive management of these areas is required to ensure protection of these ecologically important areas
- The natural and man-made landscapes of Surrey have not been managed holistically

The public survey demonstrated the public's interest in the environment and the need for natural areas:

- 81% feel that native and wildlife habitat are very important
- 42% feel that there is a need for more natural areas

There was clear consensus across the range of stakeholders that were interviewed regarding the environment. All felt that adequate protection of Surrey's natural resources is important, with many of those consulted indicating that they felt Surrey was falling behind in the identification, protection, planning and management of the environment. This

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sentiment was also echoed in the inter-agency discussions with representatives from regional, provincial and federal officials.

One of the issues that limit the effectiveness of environmental planning is the confusion around terminology and the expectation of certain land use designations. The term “Greenway” is a good example of this issue. The term implies that significant green areas are protected for wildlife or environmental purposes and that this is one of the primary purposes of the greenway system. In fact, the primary purpose in many instances is for pedestrian and cycling paths, rather than for the preservation of ecosystem connectivity or larger habitats. Staff is in the process of addressing the distinction between those lands preserved for transportation, recreation and environmental purposes.

The way in which environmental lands are held also tends to belie their intended purpose. For example, riparian areas also include pathways, and service corridors for other municipal infrastructure, and serve a key function in the Engineering Department’s Natural Drainage Program. In some instances this may not have an impact on the environment, but one of the impacts is that the primary protection objective is compromised and/or the function of the path or service location is compromised.

A similar issue arises when riparian areas are included within required parklands. The measure of “park” typically includes those lands held primarily for environmental protection purposes, often short changing the park area required to meet supply or demand needs.

Greenbelts, greenways and parks are not synonymous. It is a disservice to the long-term sustainability of the parks and environments of Surrey to double or triple-up use on lands that should be set aside primarily for one intended purpose, although this cannot always be avoided. Access to and accessibility within natural areas is an increasing expectation and fills important exercise, social and spiritual needs.

Riparian areas exist to meet or exceed the statutory requirements as specified by the Department of Fisheries and Oceans and to serve a key role in the Natural Drainage Program. They exist for the purpose of protecting or enhancing habitat, species and biodiversity and, in combination with other open space, add to the corridors necessary for the survival of the indigenous plant and animal species. However, in the City of Surrey, some riparian corridors protected within registered covenants are plagued with maintenance and management difficulties.

Given the need for a finer grained, current ESA database link to actual places, one of the key strategies is to update habitat mapping across the city. To this end, Parks, Planning and Engineering are working together on the development of an Environmental Management Strategy that will include habitat mapping for future decision making. In this regard, the city, with full Parks participation, should:

- Engage more closely with the Invasive Species Council and the Metro Vancouver (GVRD) Biodiversity Strategy Planning Group
- Integrate the soon-to-be-completed Environmental Management Plan (EMP) information and finer-grained environmental site inventories
- Enhance, analyze, monitor and evaluate biodiversity connectivity, ecosystem and eco-niche representation, and protection of unique ecosystems and habitats in Surrey following completion of the EMP.
- Incorporate habitat enhancement strategies from the Metro Vancouver Biodiversity Strategy

RECOMMENDATION
<i>P-11 Update the Natural Areas Strategic Management Plan</i>

3.5.7 STREET AND SHADE TREES

The urban forest is a crucial component of biodiversity in the city, provides important storm water (i.e. rainfall interception, evapotranspiration) functions, provides shade and has a significant impact on the aesthetics of the city. The urban forest consists of the naturally forested or reforested lands within the city. It also includes shade trees in parks, street trees on boulevards, and the canopy of trees across other public and private lands.

The existing Natural Areas Strategic Management Plan provides a comprehensive management and preservation strategy for Surrey's forested areas in parks. However, the remainder of the urban forest in parks as well as heritage and specimen trees also needs to be comprehensively planned, managed, and monitored. The Plan should include overall goals, specific objectives and clearly defined strategies for continued enhancement of the city's street and shade trees, and should include:

- Long-term ecosystem services of the urban forest
- Integration with the Natural Areas Management Plan
- Monitoring and evaluation of the biodiversity and function of the forest
- Ongoing historic tree inventory and management
- Continued training and professional development in arboriculture and natural areas management
- Increased support of street and shade tree stewardship activities
- Increased tree planting within the park system and on streets that were not planted at or since development

RECOMMENDATION
<i>P-12 Update the Street and Shade Tree Management Plan</i>

3.5.8 PARK ENVIRONMENTAL GUIDELINES

It is important to ensure that natural systems in Surrey are identified, protected and sustained. Mapping and designation of important ecosystems, habitats and individual eco-niches is imperative, not only for the biological health of the city, but also for the savings in storm water, air quality and other infrastructure costs that will be needed if the services provided through healthy ecosystems are compromised. The interest and demand for active transportation across Metro Vancouver will mean that recommendations in this section of the Strategic Plan will be front and centre in the coming years.

More specifically, the department should:

- Build on work carried out under Engineering's Sensitive Habitat Inventory Mapping (SHIM) program to define and map at a finer grain level forested areas through ecological and biological criteria.
- Plan and acquire land via acquisitions or 5% dedication for walkways adjacent to, but not in, riparian areas wherever they interconnect into the larger grid of Greenways or Neighborhood walkways systems

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- Designate, plan, and design riparian areas, recreational, and commuter routes and active park designations using holistic principles while minimizing overlap and avoiding infrastructure construction within parklands
- Articulate the department's role and responsibilities vis-à-vis environmental planning and management within the OCP, pertinent bylaws, and department policies and procedures
- Update the Environmental Guidelines on a regular basis to ensure adaptive management and planning based on contemporary parks and environment best/improving practices; link effectively with Engineering and Planning to learn from each other regarding best management practices.
- Assess and strengthen sections of the environmental guidelines into policy where necessary to protect riparian and environmentally sensitive area.
- Increase tree canopy coverage by increasing tree planting in parks throughout the system, focusing where appropriate on large species and achieving a balance between evergreen and deciduous trees
- During greening efforts, wherever possible, create stands of trees rather than stand-alone specimens, and include understory vegetation to improve habitat
- In urban parks, create hedgerows where possible to provide habitat for song birds

Following these recommendations will not only better enable the department to manage and preserve natural open space and biodiversity, but will also provide the tools needed to place environmental planning high on the list of priorities.

RECOMMENDATIONS

P-13 Update a Park Priority Management and Acquisition Plan related to riparian requirements and wildlife corridors in cooperation with the Planning and Engineering Departments

P-14 Update Parks Environmental Guidelines and expand appropriate areas into policy

3.5.9 PLAYFIELD INFRASTRUCTURE

The parks system has grown significantly since the completion of the previous Master Plan. With that growth, challenges have come that are more often associated with large urban parks systems. A sense of disparity between some user groups, the enhancement of some facilities over others and rising concerns over security and safety need to be addressed.

As the park system has grown, so has the incidence of inappropriate activity. This is partly due to the size of the system and the diverse social and economic factors across the community. This issue arose frequently in the consultations and was a recurring theme in discussions with staff.

Surrey has significantly expanded the athletic play opportunities across the parks system in the past 10 years, with the installation of several turf and artificial turf fields. In addition, Softball City has developed an international reputation as a tournament site, Kabaddi now has its own field which is unique in British Columbia, and the city's athletic parks have proven to be exceptional facilities for a variety of sports, league play and tournaments. These facilities exemplify the commitment to enhancing services to the sports community. A service gap exists, however, between the more organized sports and those that do not enjoy the same numbers of participants, or that are not supported by provincial organizations. As well, a widening gap exists across the system between organized

sport activities and informal activities. This strategy discusses those issues, identifies the needs arising from the consultations and offers recommendations to address those needs.

The project team's assessment of the recreation opportunity spectrum is that the range of opportunities needs to be expanded over the coming years in order to meet demographic changes. Efforts to meet the needs of less organized active recreation interests need to be addressed within the planning and design of Surrey's new and existing parks.

Trends emerging in other Western Canadian and Pacific Northwest states in outdoor sports and active recreation that will impact the development and programming of Surrey's parks over the coming years include:

- Multiple use of park spaces, rather than single use/dedicated parks
- Some sports (such as softball and soccer) that traditionally were only played in a "season" are being played 12 months of the year, leading to scheduling and maintenance challenges
- Entry of age and gender cohorts into sports and leagues that have not traditionally accommodated them - female rugby, lacrosse, senior women's soccer, and tot level lacrosse are some examples
- Many sports leagues are beginning to take on a more professional outlook, with increased expectations of playfield standards such as synthetic surfaces and superior lighting; the sports groups with the highest demand for synthetic surfaces include field hockey, field lacrosse, football and soccer
- Dispersal of play opportunities across the system (ball hockey, dog parks, skateboarding) is occurring in many locations
- Opportunities for seniors to exercise in parks using purpose-built equipment

The above trends warrant a shift in emphasis over the next 10 years from primarily soccer and baseball, to a greater balance with other sports that have historically not been as well served. In Surrey, these include diamond sports (especially adult co-ed programs), rugby, field lacrosse, cricket, tennis and lawn bowling.

Still, soccer is a sport that is popular with Surrey's large and growing ethnic populations, and also a sport that is very popular with youth (often the first organized sport that children play), and will continue to be a keystone of the recreation opportunity spectrum.

Many playing surfaces in the system have been degrading, due in part to heavy use, and in part to limitations in annual maintenance and renovation budgets. In addition, many playing fields are no longer able to support 6 games each week, which is the expected usage of a properly maintained sand-based playing field. This results in increased pressure on the "playable" fields and on synthetic turf fields.

As well, the relatively recent access to synthetic surfaces has resulted in the increased expectation that games *and* practices will occur on the preferred synthetic surface, under the lights. It should be noted that the "Business Case for Synthetic Fields" (G.P. Rollo, 2002) is still valid and when updated by staff through a defensible user demand process is a useful direction for the planning and location of new synthetic surfaces.

The use of synthetic surfaces not only advances the supply of organized sport opportunities, but can free up natural surfaces and other parks for informal "pick up" play and other leisure pursuits.

The following recommendations are based on the 2002 Business Case for Synthetic Turf Surfaces report, staff recommendations and the results of the consultations with the Outdoor Sports Advisory Council. Locations for new fields should be based on user needs analyses, and could include existing locations assuming there are adequate land, new sites, and even locations such as the Cloverdale Fair Grounds or properties owned by School District #36.

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Renovation work should be undertaken on Surrey's natural grass fields. This work should include drainage, irrigation, and other infrastructure at existing playfields, arising from the infrastructure audit. In some cases this will include basic single component upgrades such as drainage or irrigation, but in other cases the field(s) should be completely re-built.

RECOMMENDATIONS	
<i>P-15 a</i>	<i>Build 3 new synthetic turf surfaces (short term)</i>
<i>P-15 b</i>	<i>Build 2 new synthetic turf surfaces (medium term)</i>
<i>P-16</i>	<i>Update playfield infrastructure</i>

3.5.10 PARK INFRASTRUCTURE / MAINTENANCE STANDARDS

Designing new parks and retrofitting existing sites to attract positive use can create a variety of opportunities for local residents to visit the park closest to where they live. This will mean identifying informal activity opportunities at "purpose built" parks where athletic amenities predominate, including, children's play equipment, seating, walking routes, basketball hoops and other small scale elements that would further enhance the use and utility of the park.

In addition, it will be increasingly important to integrate informal sport and active recreation opportunities in new park designs by including a range of elements that address current and short-term neighbourhood needs. For example, in neighbourhoods where there is a preponderance of youth, multi-use sports courts (ball hockey, basketball, a tennis/soccer practice wall, entry-level skateboard curbs and rails) should be considered. In neighbourhoods where the current and growing population is over 55, soft surface walking tracks, stretching and low impact equipment, pickleball courts, outdoor table tennis, chess tables and small group covered picnic structures could be considered.

All park designs should include seating and gathering areas that meet the needs of individuals, couples, families and the neighbourhood. This will involve the creation of spaces for socialization and contemplation; neighbourhood block parties and other celebrations or community events. Given concerns regarding inappropriate gatherings, the upgrading of parks to attract positive behaviour needs to be undertaken, based on research and consultation with neighbours and police, and integrated within other "safe city" initiatives.

As noted earlier, consideration should also be given to connecting parks with walking routes to nearby natural areas and trails, and from transit nodes and schools to local parks.

New parks should incorporate sustainable design features, consistent with the department's "Environmental Guidelines for Planning, Design and Development."

RECOMMENDATIONS	
<i>P-17 a</i>	<i>Develop park infrastructure to meet expanding community needs (medium term)</i>
<i>P-17 b</i>	<i>Develop park infrastructure to meet expanding community needs (long term)</i>
<i>P-17 c</i>	<i>Deliver maintenance standards related to ongoing park acquisition (short term)</i>
<i>P-17 d</i>	<i>Deliver maintenance standards related to ongoing park acquisition (medium term)</i>
<i>P-17 e</i>	<i>Deliver maintenance standards related to ongoing park acquisition (long term)</i>

3.5.11 OUTDOOR PROGRAMMING AND NATURE PLAY

Enhancing community programming should involve the provision of resources that integrate the results from the mapping of criminal activities and measures of park users with second-generation CPTED principles. This includes:

- Increasing appropriate activities through site design and park programming
- Integration of parks, recreation, RCMP and School District actions to curb inappropriate activities
- Increasing official enforcement at key “trouble spots” by increasing police presence, bylaw enforcement and quality control/quality assurance
- Enhanced park watch programs
- Increased Volunteers In Parks support
- Increased after school and summer recreation programming in neighbourhood parks
- Integration of this recommendation with the dog walking/dog park initiative by encouraging appropriate activities in the parks during non-peak or evening hours
- Support of and integration with the Crime Reduction Strategy

The department should also increase youth outreach programs that the city currently offers in the parks system by providing after-school activities in parks, youth mentoring, parks stewardship programs, and youth work programs.

Exposure to, involvement with and understanding of nature is an increasingly scarce experience for children and yet it is clear that the long term health of children depends to a great extent on these experiences (R. Louv, 2005 *Last Child in the Woods: Saving our children from nature deficit disorder*). Park planning and design needs to be informed by the evidence in this emerging area of child development and community planning, and continuing education opportunities for development should be sought out. More specifically:

- Informal play should be integrated within the Playground Strategy
- Semi-structured play should be facilitated in natural areas that have been identified and planned for this purpose
- Ropes courses, night events, fort building and other structured elements and programs should be facilitated and/or delivered by the department in natural areas
- A review of the Playground Strategy recommendation should be undertaken to avoid locating playgrounds in ecological greenbelts, and ensuring a balance between creating problematic “lonely playgrounds” with locating playgrounds in natural settings

RECOMMENDATIONS
<i>P-18 Enhance outdoor programming and nature play in parks</i>
<i>P-19 Enhance youth stewardship and outreach programs</i>

3.5.12 PLAYGROUND REPLACEMENT

The Playground Strategy should be updated based on the demographics and trends outlined in the Strategic Plan, including the following criteria:

- Consult with specialists in playground design to increase physical and cognitive experiences in local playgrounds
- Ensure the parks system provides play opportunities that fit the demographics of the neighbourhood: where possible, for new medium and high-density neighbourhoods, play opportunities should be available within a 400 meter direct line radius from the primary park entries for the majority of houses; in existing neighbourhoods where this new standard may be unachievable, a 600 meter direct-line radius for play opportunities should be considered
- Incorporate age appropriate equipment that meets or exceeds CSA standards in every playground
- Incorporate barrier free play equipment and site designs to foster the play of children with physical and developmental disabilities
- As opportunities arise, incorporate opportunities to interact with water beginning at the community park level and expanding to the neighbourhood park level. Water interaction can be in the form of sprinklers, shallow streams, traditional water or spray parks, and other creative means

RECOMMENDATIONS
<i>P-20 a Replace outdated playgrounds (short term)</i>
<i>P-20 b Replace outdated playgrounds (medium term)</i>
<i>P-20 c Replace outdated playgrounds (long term)</i>

3.5.13 DOG WALKING OPPORTUNITIES

The need for dog-walking opportunities has increased significantly since the completion of the previous Master Plan. Site criteria and site selection processes took place in 2000 and 2001. In 2006, consultations with a focus group in the Cloverdale area resulted in the nomination of additional sites in that part of the community. At the present time, there are 6 off-leash areas in the city, with one more soon to be developed. A site in Cloverdale is soon to be planned.

Given the growth in dog ownership, the role of dogs in keeping people active, and the impact that dogs have on the parks system, the environment and non-dog-owning park users, dog walking has become an increasingly important management issue that needs to be resolved as a high priority. A community-wide consultation process should be initiated to address these issues, including:

- A review of the 2000 and 2001 processes and subsequent actions
- Formal and informal dog walking, on and off-leash opportunities, and integration with boulevard planning and design
- Sustainable systems for disposing of collected dog waste
- Integration of habitat and ecosystem criteria with impacts of dog walking in natural areas

- Signage and enforcement
- Enhanced management regimes
- Etiquette and communication
- Park design criteria using best practices from other locales

RECOMMENDATION

P-21 Address dog walking issues in parks

3.5.14 GREEN TIMBERS

Surrey's parks and open space system is a rich outdoor learning environment that has yet to be fully tapped. The system provides numerous educational opportunities, as well as opportunities to raise the level of awareness about nature in general, how ecosystems "work", and how the public's use and enjoyment of parks can affect natural processes. With the recent and anticipated influx of new Canadians to the community, the need exists to both explain and interpret the city's natural environment and heritage landscapes.

Green Timbers will be an ideal hub for this level of facility from which a range of other interpretive, recreational and cultural opportunities could be delivered, as the site contains registered heritage landscapes and buildings, forest trails and facilities suitable for classroom instruction and interpretation.

- Environmental and heritage interpretation and education
- Learning and research regarding the ecosystems and habitats within and adjacent to the community
- Further development of one or more of Surrey's many stewardship groups
- Invasive species monitoring and control programs

In order to achieve the above, it will be necessary to improve the existing facilities at Green Timbers and to ensure the availability of staff and volunteers to develop and implement program opportunities.

RECOMMENDATIONS

P-22 a Operate facility and manage parkland at Green Timbers

P-22 b Develop facilities at Green Timbers in order to augment environmental education programs

3.5.15 OUTSTANDING PARK DEVELOPMENT PROJECTS

The number and rate of changes in the community in the last 10 years has created difficulties for the Parks Division in its attempts to stay abreast of community needs. Consequently, significant "catch-up" is reflected in this section of the Plan. The level of expectation on the department is not likely to decline, at least in the first 3-5 years of the life of the Plan, and as a result, a number of strategies for "moving forward" are also needed.

In order that the backlog of outstanding projects and initiatives is delivered in a coherent, defensible manner, parks initiatives already underway need to be addressed.

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Park plans and initiatives that are currently “on the books” should be prioritized and implemented when and where appropriate, and as resources are available. These plans should be re-evaluated to check for their appropriateness within the context of the Plan and to ensure that further service gaps are not created through their implementation. Where plans do not fit into the revised classification system or the changing needs of their target populations, they should be reworked prior to implementation.

The city has acknowledged the demand for services, however, in many instances financial resources have not been available to allow for extensive capital improvements. In fact, the full development of these sites will be a long-term process, involving additional planning, neighbourhood and community consultations, and phased construction. The following parks should be prioritized in terms of community needs and requirements:

- Mound Farm Park
- Blackie Spit Park
- Joe Brown Park
- Tannery-Brownsville Walkway
- Latimer Lake Park
- Lionel Courchene Park
- West Newton – Highway No. 10 Park
- Newton Athletic Park
- Sunnyside Park
- Unwin Park
- Royal Kwantlen
- Kennedy Park
- Robson Park

In addition, Redwood Park, Surrey Bend, Bothwell Park, and Bear Creek Park should be the subject of Master Plan processes and development and further improvements should be initiated within the time frame of the Plan.

RECOMMENDATIONS
<i>P-23 a Continue construction of park infrastructure (medium term)</i>
<i>P-23 b Continue construction of park infrastructure (long term)</i>

4. CULTURAL SERVICES

THIS CHAPTER FOCUSES ON CULTURAL SERVICES AND FACILITIES. Over the past ten years, Surrey has invested heavily in arts and heritage services. Many improvements have been made to the service levels and the benefit of these investments is currently being realized in substantial increases in user data.

4.1 CULTURAL SERVICES RECOMMENDATIONS AND STRATEGIC DIRECTIONS

The discussion of the trends and issues leads to eight recommendations, which are presented in **Figure Five** below, and accompanied by the strategic directions identified earlier in the report. A discussion of each of the issues follows Figure Five.

FIGURE FIVE
CULTURAL SERVICES RECOMMENDATIONS AND STRATEGIC DIRECTIONS

Recommendation No.		Description	Strategic Direction No.
CS-1	a	Provide arts and crafts studios and performing art rehearsal spaces	V
CS-1	b	Provide arts and crafts studios, heritage display spaces and performing arts rehearsal areas (medium term)	V
CS-1	c	Provide arts and crafts studios, heritage display spaces and performing arts rehearsal areas (long term)	V
CS-2		Provide additional arts and heritage programming in each Community	II
CS-3		Enhance the public art program by providing more substantial art in higher profile locations and explore a broader base of funding	II
CS-4		Commission an interpretive plan for programs and exhibitions at the Stewart Farm site	II
CS-5		Develop Phase Two of the Surrey Museum including improvements to the Plaza	V
CS-6		Incorporate an enhanced touring program of art and artifacts into the city's annual operating budget	II
CS-7		Work with non-profit partners (e.g., SFU, the Surrey Arts Council, Kla-how-eya Aboriginal Centre) and the private sector to leverage improved arts and heritage initiatives within the City Centre	II
CS-8		Invest annually in artifact display infrastructure	V

Strategic Direction Code

I – Invest in Planning and Management; **II** – Invest in Programs and Services; **III** – Invest in Human Resources;
IV – Invest in Existing Infrastructure; **V** – Invest in New Infrastructure

4.2 CULTURAL SERVICES OVERVIEW

The 1996 Parks, Recreation and Culture Master Plan laid the foundation for much of the recent investment, with seven of its thirty-three recommendations dealing with arts and heritage issues. That document pointed the way toward the expansion of the Surrey Arts Centre (SAC), the new large theatre at the Bell Performing Arts Centre, new Museum and Archives buildings, and the decentralization of arts/heritage services into community recreation

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complexes. All but the decentralization of arts and heritage services have been accomplished over the past ten years.

The 1999 Cultural Strategic Plan was also grounded in the 1996 Master Plan. It addressed a number of arts and heritage issues and provided more detailed direction than the Master Plan with strategic directions and recommendations for change and improvement. While a majority of these recommendations have been implemented, some are still outstanding, and should be implemented.

One of the primary thrusts of the Cultural Strategic Plan concerned increased promotion and marketing. As a result, a Cultural Marketing Plan was developed in 2005. In the two short years since its endorsement, progress has been made on many of its action items.

There have been other important initiatives that have raised service levels in the arts and heritage services:

- A Youth Arts Council has been formed to specifically focus on arts services for younger citizens
- A Public Art Advisory Committee has been formed to monitor and drive a new public art commissioning and funding process
- The new Surrey Children's Festival has become a huge success
- The city has recently been designated as one of Canada's Cultural Capitals within a Federal Government program that provides funding for local projects and will significantly advance cultural services within the city over the next few years.
- A Tech Lab has evolved at the SAC for digital and new media, and has emerged as a unique arts service in Surrey and across Canada
- A Friends of the Surrey Museum and Archives Society was established with charitable status to assist in raising funds for the new Surrey Museum
- A state-of-the-art orientation theatre, interactive exhibits and programming spaces have been incorporated into the new Museum

While there has been much progress and many examples of new or enhanced arts and heritage services in the community, there is a feeling among many arts groups, in particular, that a great deal more is needed to rebalance public attention and investment, in order to recognize the importance of these service areas, and bring them up to a level of prominence and support that has been enjoyed by the city's "physical recreation" services.

In discussions with the Surrey Arts Council, the following priorities were addressed:

- The need to create community arts space in Surrey's City Centre
- The need to ensure that each of Surrey's communities have accessible and responsive places for artistic activity
- The need for a cultural and arts inventory to be conducted to determine needs and gaps in service
- The need for increased and centralized funding for the arts through a Civic Cultural Granting Program

4.3 TRENDS IN CULTURAL SERVICES

4.3.1 DEMOGRAPHIC TRENDS

- **Population Cohorts:** The aging population and the values of the various cohorts will affect interest in and expectations for cultural services in the coming decade. The young population and families with children are interested in involving children in social activities deemed to be of high quality. Participation in arts, theatre and heritage activities, gallery and museum visits for families will increase. At the same time, the Baby Boomers (better educated, higher salaries, selective leisure time) are approaching retirement and will participate more in cultural activities as participants and volunteers.
- **Increasing Diversity:** The increasingly international population in Surrey brings diverse expectations for cultural events. They will seek not only festivals, activities, programs and exhibits reflecting their personal cultural traditions, but they are also interested in experiencing their new adopted culture and are especially interested in ensuring that their children are exposed to the local culture and history. An increase in volunteerism from this sector can be anticipated.
- **Personal Economics:** The widening gap between the haves and have-nots will impact the cultural sector. The need for accessible pricing of admission and programs will help to maintain participation in the have-not community. The urban centres of Surrey will continue to reflect this trend and the cultural sector needs to respond to ensure that the have households are not disproportionately represented in their target audiences. Free events and family events will be increasingly needed.

4.3.2 BEHAVIOURAL TRENDS

- **Informal and Individual Activities:** The cultural sector can expect an increase in interest in individual participation in crafts, photography, genealogy, reading and education through technology. Activities that do not require specialized equipment, that are inexpensive and that be enjoyed as a family will be increasingly attractive. The cultural sector will have an increasingly important role to play in providing and facilitating informal activities.
- **Volunteerism:** The cultural sector is highly reliant on volunteerism to extend and enhance its services. The trend towards a loss of volunteers and a shift from long-term volunteerism to short term project volunteerism exposes the cultural sector to risk. Festivals and special exhibits will attract volunteer participation and Arts and Heritage needs to use these vehicles to attract volunteers. Investment in short term volunteerism and continual recruitment efforts will be required. Youth and ethnic volunteers may be more common.
- **Children and Youth Activity:** Inactivity and obesity are not solely issues of physical sloth. Involvement in group activities, socializing, and peer validation can be fostered in the cultural sector through theatre (acting and attending), dance, art, heritage walks and cycle tours, and volunteerism by youth mentors to demonstrate crafts and heritage skills. The cultural sector can play an active role in fostering experiences for active involvement for a well-rounded youth experience.
- **Expanded Leisure Activities:** Cultural learning and tourism interest can be addressed by the cultural sector. Through traveling exhibits, craft activities, festivals, tours, and lectures, the public can be transported to exotic experiences in arts and heritage.

4.3.3 ORGANIZATIONAL AND WORKPLACE TRENDS

- **Leadership Shifts:** The cultural sector is exposed to risk from loss of experienced leadership. In the theatre field, art gallery and museums, the baby boom generation who have provided the last three decades of leadership are retiring. There is a significant gap in the cultural sector since a high percentage of employment in the field has been part-time and seasonal. A serious situation in succession planning and in developing future leadership through mentorship and training will be a considerable challenge. Surrey will be competing regionally and inter-provincially for cultural leadership and the large urban centres (Vancouver, Calgary, and Toronto) may have an advantage in recruitment.
- **Partnering:** The cultural sector in Surrey has in many ways led the trend to provide a mixed delivery system through strategic partnerships. The close connection with educational institutions, libraries, the health sector and business communities will continue and have increasing value to enhancing and extending public access to cultural events. Community colleges, universities and public school partnerships are a significant strength of Surrey's arts and heritage practices.
- **Technology:** The Arts area in Surrey has been on the leading edge of new media technologies for several years. This practice not only leads the field professionally but also is responsible for attracting new youth audiences and partnerships. Heritage Services has lagged in this area and is not representative of technology advances common in museum and archives elsewhere and in smaller communities. In both arts and heritage there is an increasing requirement for collections to be accessible for research, not only in person, but also on the web.

4.3.4 INFRASTRUCTURE TRENDS

- **Funding Programs:** Surrey has been successful in accessing federal and provincial funding to improve existing facilities. Although not at the rate or pace as recreational facility development, there has definitely been significant improvement in recent years. The expanded and improved Surrey Arts Centre and the new Museum and adaptive re-use of a historic building for the City Archives are particular examples of Surrey's recent leadership in this trend. A gap exists, however, in centralized facilities trying to deliver decentralized services in a city as physically large as Surrey. Addressing decentralized and distributed services in arts and heritage will require creative partnerships and new delivery systems in the future, including expanded partnerships with local arts organizations. Opportunities for decentralized cultural facilities (e.g. exhibition space) may also be achieved through the development process.

With reference to the final point above, it is important to note that the city is just one of several potential sources of grants. Other sources include the private sector, the Provincial Governments Arts Now initiative, and the Federal Government's Heritage Canada Cultural Spaces program. An example of Provincial funding are recent commitments from the Province to the City of Vancouver of \$50 million toward the development of a new Vancouver Art Gallery as well as a prime location on Vancouver's waterfront.

4.3.5 ENVIRONMENTAL TRENDS

- **Sense of Stewardship:** Cultural stewardship is an oft forgotten trend. In particular, the heritage collections housed in museums and archives, the intangible community cultural heritage in festivals and practices are well represented in Surrey. The public places an increasing sense of value on these non-replaceable resources and supports the preservation of Surrey's material culture. Pressure to enhance resources for cultural preservation will increase in the future.

4.4 BEST PRACTICES IN CULTURAL SERVICES

There are a number of ways in which the Parks, Recreation and Culture Department excels in the provision of cultural services. These best practices have an important impact on the quality and reach of leisure activities in Surrey and beyond.

- **Planning Synergies:** The Cultural Strategic Plan was a clear and unique example of a best practice. Bringing the community together to discuss arts, heritage, libraries, and cultural industries developed common visions and fostered strong partnerships. Many of the recommendations of this plan have been realized and help to set Surrey apart by providing a community based direction and process for success. Few other jurisdictions have approached cultural planning with so broad and inclusive an understanding of the sector.
- **Marketing Synergies:** Arts and Heritage have worked together on a Cultural Marketing Plan to identify and target both shared and unique audiences. This plan has helped to develop effective partnerships with media for sponsored advertising (Leader), business relationships (Coast Capital) sponsoring theatre and training for heritage volunteers, and educational partnerships (SFU).
- **Family Events:** New audiences are being attracted to high quality, low cost family experiences in both Arts and Heritage facilities. This addresses the demographic trend for young families and a young population. Special events, workshops and festivals highlight Surrey's leadership in this area. The Children's Festival has grown significantly and is an important opportunity for youth and families. The Museum and the Historic Stewart Farm provide seasonal family events, day camps and participatory activities that attract this growing audience.
- **Technology:** The Art Gallery leads the field in the new media arts area. They are a model emulated by other gallery and educational institutions. This leadership attracts partners in the educational field (SFU) and in research and development. The Museum has recently initiated a partnership with SFU in developing an innovate technology to bring interactive technologies to the public in gallery access. Future enhancements to address the serious gap in public access to arts and heritage collections should be considered.
- **Innovation in Stewardship:** Surrey's Heritage facilities have led the way in preservation of collections through the acquisition of compactable shelving, providing both efficiency in space use and environmental improvements for collections in the museum and the archives. The adaptive re-use of a heritage building (1912 City Hall and the Stewart Farm complex) ensures the preservation of high profile unique historic sties and ensures public access and use of these facilities creating a rich urban streetscape of old and new. The adaptive re-use of the Archives recently won a provincial heritage award for demonstrating respectful stewardship.
- **Cultural Diversity:** Both Arts and Heritage have adopted active and pro-active approaches to providing and facilitating opportunities to celebrate Surrey's cultural diversity. Through programs and exhibits, new audiences are attracted and developed. Cooperative initiatives with external institutions in borrowing traveling exhibits and with the local community in partnering for local content, presentations and demonstrations have consolidated a strong reputation in this area. The Art Gallery has received provincial recognition from the BCRPA for its innovative cultural programming.
- **Environmental Heritage:** Surrey is developing a relationship between parks and heritage that is uncommon and an emerging best practice. The concept of natural heritage in habitat preservation and interpretation has created a strong partnership between the Museum and Environmental Programs with

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cooperative programming on the recent Bugs exhibits from the Royal BC Museum and Surrey Natural Area Partnership students; working together on the interpretive history of Green Timbers Urban Forest, and preserving and interpreting the waterfront habitat in Elgin Heritage Park and the Stewart Farm.

- **Community Advisory Support:** Heritage Services has been an industry leader and a model for other communities in its strong partnerships with community. The long established Advisory Committee has ensured that the Museum, Archives and Stewart Farm identify and offer programs and exhibits of highest interest to the broadest audiences.
- **A New Society:** The two decades of museum planning engaged an active community component and resulted in the formation of the Friends of the Surrey Museum and Archives Society. Within a three-year timeframe, this independent society was able to attract over \$1million towards the enhancement of the new Museum and technical equipment for the Archives. The Society has already transferred \$200K to the city for phase 2 of the Museum expansion and is working with the Surrey Foundation to manage a Museum Endowment Fund that equals \$680K. This is rare in the municipal heritage field and represents an industry best practice.

4.5 CULTURAL SERVICES ISSUES

4.5.1 DECENTRALIZE ARTS AND HERITAGE SERVICES

Local residents should be proud of the facilities, events, programs and services which are based at the Surrey Arts Centre and Surrey Museum. While the SAC is not the only facility or programming base within the community, the majority of Arts Services Division experiences are generated and based at this location. Similarly, heritage services are primarily centralized on two sites: the Museum and Archives site (two buildings) in Cloverdale and the Stewart Farm in South Surrey.

The city has grown to the point where the centralized arts programming and services provided at the Surrey Arts Centre need to be augmented by additional services offered at the community level. Arts organizations expressed a strong desire for artist-run spaces in several locations within the community. The consultants believe that this is one potential solution, and that local community centres can also be used to meet this need, as they generate more traffic, thereby ensuring increased use of the spaces. A combination of the two approaches should be considered, including spaces that address specific requirements for art activities. Rehearsal spaces for the performing arts were seen by the arts community, in particular, as a high priority.

Also, many more people will be exposed to the city's heritage if the displays, artifacts and archives can be displayed in community-based public facilities which have high volumes of use.

Gallery spaces and studios could be added at each of the existing community centres, and in other locations as opportunities arise throughout the city on a longer-term basis. For instance, former Firehall #10 located in Newton, is currently vacant and would be an excellent example; however the question of staffing would definitely need to be addressed. These facilities, the experiences within them, and the staff to provide services in them, will not replace, but will augment the services, space and staff at the Surrey Arts Centre.

Articulating between the centralized resource and the decentralized resource will be an important part of implementing the decentralization initiative. Specific focus on children and youth arts and heritage services, in cooperation with the school system, and not-for-profit agencies such as the Youth Arts Council, the Youth Council,

the Arts Council, the Kla-how-eya Aboriginal Centre, Girl Guides of Canada, Scouts Canada, the Vancouver LEGO Club and others will be required.

The Parks, Recreation and Culture Department currently does not have any outreach staff based at the Surrey Arts Centre or at the two heritage sites that could reach out and bring people to those facilities, or more importantly, take arts and heritage experiences to schools and other locations. More capability is required and more articulation is needed to ensure that the service is enhanced at the community level.

RECOMMENDATIONS	
<i>CS-1 a</i>	<i>Provide arts and crafts studios and performing art rehearsal spaces</i>
<i>CS-1 b</i>	<i>Provide arts and crafts studios, heritage display spaces and performing arts rehearsal areas (medium term)</i>
<i>CS-1 c</i>	<i>Provide arts and crafts studios, heritage display spaces and performing arts rehearsal areas (long term)</i>
<i>CS-2</i>	<i>Provide additional arts and heritage programming in each Community</i>

4.5.2 ENHANCE PUBLIC ART

The City of Surrey has a public art program which commissions, finances and maintains public art throughout the city. The Public Art Advisory Committee of Council, which monitors the program, wishes to enhance the provision of public art by providing more substantial art in higher profile locations, especially in the City Centre. The intent is to achieve greater impact with public art by featuring it through exposure to more citizens.

The public art program currently receives base funding from the city, and is currently funded out of levies for specific civic capital development. A broader range of development should be considered to expand the funding for this program, along with the potential for some core funding from the city's operating budget.

RECOMMENDATIONS	
<i>CS-3</i>	<i>Enhance the public art program by providing more substantial art in higher profile locations and explore a broader base of funding</i>

4.5.3 INTERPRETIVE PRIORITIES AT STEWART FARM

The Stewart Farm has been gradually restored as a wonderful example of 19th century rural life in Surrey. An increasing number of people enjoy the interpretive services at the farm and the quality of the service has improved over time.

Since its inception in 1988, there has been no interpretive direction to establish the program priorities of the heritage site. As a result, questions concerning future opportunities continue to arise. For example, consideration is given to incorporating farm animals or woodworking or blacksmithing operations within the heritage precinct. An interpretive plan is needed to determine what the final presentation features of the site will include and to chart a course toward this end.

RECOMMENDATION

CS-4 Commission an interpretive plan for programs and exhibitions at the Stewart Farm site

4.5.4 PHASE TWO CONSTRUCTION OF THE SURREY MUSEUM

Plans for a new Museum in Surrey evolved over two decades. Due to financial constraints it was determined the construction of the facility would be undertaken in two phases, with Phase One being completed in 2005.

The early success of the first phase demonstrates the need for the facility and justifies the continuation of the project to completion. A more comprehensive package of services was originally envisaged and it should be undertaken in the next five to ten years.

Council has already endorsed this expansion by setting aside \$250,000 to initiate planning. The Friends of the Surrey Museum and Archives Society has recently added \$200,000 to augment this fund.

Along with Phase Two of the Museum project, on the same site as the first phase, more integration of the museum, archives, and the library service, as well as the further development and use of the plaza which connects them, would be beneficial. A strategy for programming the plaza with appropriate spaces, and working with community partners, is needed. A more coordinated operation of this “campus” of features and buildings will provide a much better service for the public.

The permanent display system in the new Museum is a significant departure from the more static displays of the previous building. The city needs to invest in display infrastructure on an ongoing basis in order that these displays can be regularly and systematically renewed, and maintain the early success and the continued attraction of the services in the new building. In addition, there is a limited amount of storage space at the present time, and this topic should be addressed as future planning is initiated.

RECOMMENDATION

CS-5 Develop Phase Two of the Surrey Museum, including improvements to the Plaza

4.5.5 GENERAL ISSUES

Areas for **touring displays** of heritage assets and local art need to be incorporated into local community centres and other locations. Early opportunities for such display will come in several community centre projects outlined in the next chapter; however other sites in the city should also be explored.

Currently, heritage displays circulate to two community facilities (Guildford and Fleetwood). This is comprised of one very modest display case in each facility. There is no regular circulation of art displays. Presentations in libraries are temporary and usually special event related.

Displays require space and adequate furnishings to ensure security. These requirements do not currently exist and are not deemed to be a high priority in most non-cultural facilities. However, as the Library and Cultural Service Division have a number of common values and goals, the development of quality display areas within libraries would meet the needs of both departments and reach a wider population.

There is also a need to create an **arts and heritage focus** in Surrey's emerging City Centre. A complete city centre should include an emphasis on the arts and heritage, and these services are typically available on a citywide basis. Since Surrey has invested heavily in citywide and heritage services outside City Centre (e.g. the new Museum in Cloverdale, the Bell Performing Arts Centre in the Sullivan area, and the expanded Surrey Arts Centre in Newton), this leaves less need for citywide arts and heritage services to be met within the City Centre.

New arts and heritage services within the City Centre will therefore need to take a different focus. Suggested initiatives should include:

- A focus on private sector services such as cinema, retail shops and professional theatre
- A focus on creative development by the students and faculty of Simon Fraser University: in this respect, joint city and university planning for arts curriculum and extra curricular activities associated with the university should be a priority
- Cooperative efforts involving ways to work with the Kla-how-eya Aboriginal Centre to feature First Nations heritage, visual and performing art within the City Centre
- Special events will become increasingly important and should continue to be supported. The Lantern Festival is a good example of an event that should be supported on an ongoing basis
- The use of existing amenities such as the Cloverdale Amphitheatre and Holland Park to provide opportunities for the outdoor performances

It has recently been noted that Southridge Secondary School in South Surrey is contemplating the construction of a new Performing Arts Centre as part of an overall expansion program. The centre will be a multi-purpose facility, designed to accommodate the school's arts programs, as well as function on a larger scale as an arts complex for the surrounding community. It is anticipated that the facility will include a full-size theatre with seating for 700 people, as well as space for visual arts, music, drama, and space for art displays.

Assuming that this project proceeds, Surrey will have four performing arts centres. Current facilities include the Surrey Arts Centre, the Bell Centre for Performing Arts, and the Chandos Pattison Auditorium in Fraser Heights. It is the consultant's opinion that the addition of a fifth facility of this type in City Centre should be carefully examined, in cooperation with Simon Fraser University and private interests.

RECOMMENDATIONS	
<i>CS-6</i>	<i>Incorporate an enhanced touring program of art and artifacts into the city's annual operating budget</i>
<i>CS-7</i>	<i>Work with non-profit partners (e.g. SFU, the Surrey Arts Council, Kla-how-eya Aboriginal Centre) and the private sector to ensure improved arts and heritage initiatives within the City Centre</i>
<i>CS-8</i>	<i>Invest annually in artifact display infrastructure</i>

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5. RECREATION SERVICES

THIS CHAPTER ADDRESSES RECREATION SERVICES AND FACILITIES. Similar to cultural services, the city has made significant improvements in the past decade in the marketing and delivery of recreation programs, in the marketing of services and in the provision of new and improved facilities.

5.1 RECREATION SERVICES RECOMMENDATIONS AND STRATEGIC DIRECTIONS

The discussion of the trends and issues leads to eleven recommendations, which are presented in **Figure Six** below, and accompanied by the strategic directions identified earlier in the report. A discussion of each of the issues follows Figure Six.

FIGURE SIX
RECREATION SERVICES RECOMMENDATIONS AND STRATEGIC DIRECTIONS

Recommendation No.		Description	Strategic Direction No.
RS-1		Plan for and develop a multi-purpose community recreation centre in Cloverdale	V
RS-2		Initiate advance planning for the construction of a multi-purpose community recreation centre in Grandview	V
RS-3		Initiate advance planning and build a new aquatic centre	V
RS-4		Assess the condition of outdoor pools to determine if current infrastructure will be appropriate for future needs	IV
RS-5	a	Invest in the existing outdoor pools to keep them functional (medium term)	IV
RS-5	b	Invest in the existing outdoor pools to keep them functional (long term)	IV
RS-6	a	Add gymnasium to Newton Recreation complex	V
RS-6	b	Add multi-purpose space to the Newton Recreation complex	V
RS-7		Add gymnasium and multi-purpose space to the Fleetwood Community Centre	V
RS-8	a	Add fitness facilities in South Surrey	V
RS-8	b	Add fitness facilities to the Fraser Heights Recreation Centre	V
RS-9		Replace existing arena with a new twin arena complex in North Surrey	V
RS-10		Renovate and expand the North Surrey Recreation Centre	V
RS-11	a	Plan and construct three covered sport courts for lacrosse, basketball, roller hockey, skateboarding and other activities (medium term)	V
RS-11	b	Plan and construct three covered sport courts for lacrosse, basketball, roller hockey, skateboarding and other activities (long term)	V

Strategic Direction Code

I – Invest in Planning and Management; **II** – Invest in Programs and Services; **III** – Invest in Human Resources;
IV – Invest in Existing Infrastructure; **V** – Invest in New Infrastructure

5.2 RECREATION SERVICES OVERVIEW

The Community Leisure Services Division is the primary provider of recreation programs and services within both civic leisure facilities, schools, and a variety of other community facilities. Community Leisure Services also works with other department divisions and sections within an integrated approach to provide additional program opportunities. Other services are offered in conjunction with community partners.

There are a number of mechanisms used to provide recreation services in Surrey. These include:

- **Registered Programs:** In 2006, there were over 16,600 programs offered that had 115,500 registrants. These programs covered all age and target groups, and included a broad range of program types such as physical activity, arts and cultural learning, sports, socialization, technology and general interest areas.
- **Drop-in Opportunities:** The department offers ongoing opportunities for residents and visitors to swim, exercise, skate, play sports and games, and engage in specialized services and facilities.
- **Special Events and Themes:** Throughout the year, there are numerous special events held throughout the city. Some are department led, while a greater number are community led with department and city support. Surrey also has ongoing themed initiatives such as Active City and the Social Well Being Plan.
- **Increased Awareness of Benefits and Opportunities:** Surrey uses a variety of communication techniques to inform individuals of the benefits of physical activity and recreation participation, and ways to connect people to opportunities.
- **Recreation Facilities:** Community organizations can rent rooms and spaces within Surrey facilities to provide services to their members. This includes sport, art, physical activity and general interest organizations, as well as private and commercial groups.

Within the Community Leisure Services Division, the majority of programs and services are planned and offered by staff teams in each of the six communities. Surrey residents can participate in any program or use any facility throughout the city, but often prefer services offered closer to home. Arena programs and rental uses are operated on a citywide basis by a centralized Arena Operations Section.

The Community Leisure Services Division has special citywide program teams in the areas of youth services, senior's services, and aquatics. These teams develop coordinated and integrated approaches in these service areas. There are also department-wide teams in areas such as intercultural inclusion, volunteerism and the Active City Initiative.

Surrey has one citywide recreation facility - the Surrey Sport and Leisure Complex (SSLC). Because of its size, amenities, location, and capacity to host high performance aquatic training and competitions, the SSLC attracts recreational and sport users from across the city. Other public recreation facilities in Surrey are primarily intended to serve residents in each community. Arenas, and pools to a lesser extent, serve a combined function for rentals by sport groups. Ice user groups may be primarily based in an arena in close proximity, but also use arenas throughout the city. The major aquatic groups use the South Surrey and North Surrey pools in addition to the SSLC.

Major recreation facilities, include ice arenas, swimming pools, multi-purpose recreation centres, youth centres and seniors' centres. The following information provides a description of the various facility types, as well as an overview of their location.

- **Arenas:** Surrey currently has 7 public arenas in 5 locations, with another single sheet addition at the Surrey Sport and Leisure Centre currently under construction. They are centrally managed by the Arena Operations Section based out of the SSLC. The arenas are:
 - Cloverdale Arena A stand-alone, single sheet facility, located at the Cloverdale Fairgrounds
 - South Surrey Arena A stand-alone, single sheet facility in South Surrey Athletic Park that serves as the major spectator arena in Surrey and the home of the South Surrey Eagles (BC Junior Hockey League)
 - Newton Arena A single sheet facility that is part of the Newton “campus” of facilities on 72 Avenue
 - North Surrey Arenas Two ice sheets that are part of the North Surrey Recreation Centre
 - Surrey Sport and Leisure Centre Two ice sheets currently, with an additional sheet under construction, opening in September 2008

- **Swimming Pools:** Surrey has four indoor pools of various types and sizes. The YMCA pool is also available for public swim use at city rates as a result of a city fiscal contribution and partnership agreement. In addition, Surrey has 8 outdoor pools that are operated from late June to Labour Day by a contract operator. The public indoor pools are:
 - Newton Wave Pool and Fitness Centre A large free-form wave pool with a water slide and other amenities, and a fitness facility
 - South Surrey Pool and Fitness Centre A 37 meter rectangular pool with other amenities and fitness facility
 - North Surrey Pool and Fitness Centre A 37 meter rectangular pool with other amenities and adjacent fitness facility within the North Surrey Recreation Centre
 - Surrey Sport and Leisure Centre The SSLC has a 52 meter (double bulkhead) rectangular pool and a free-form leisure pool with a water slide and other amenities; the complex also has a large fitness facility

Five of the outdoor pools Kwantlen (Whalley), Holly (Guildford), Port Kells and Greenaway (Cloverdale) Sunnyside (South Surrey) and Unwin (Newton) are 30 meter long by 11 meter wide (100 feet long, and 36 feet wide), with limited amenities and open air change rooms. The other outdoor pools – Beak Creek (Newton) and Hjorth Road (Guildford) are 8 lane, 25 meter facilities with one and three meter diving boards.

- **Multi-purpose Recreation Centres:** The city has a number of multi-purpose and multi-generational recreation facilities of various sizes. The largest and most complete complexes are Guildford, South Surrey and Fleetwood, followed by a medium sized facility in Fraser Heights, and smaller multi-purpose facilities in Cloverdale, Newton and Whalley. Both the Guildford and Fleetwood centres are adjacent to a Branch Library, and community-policing offices are found in the Fraser Heights and Fleetwood facilities.

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The Surrey recreation centres are:

- Guildford Recreation Centre This facility has three gymnasiums, a fitness facility, multi-purpose program rooms, an indoor track, seniors area, and a youth lounge
- South Surrey Recreation Centre The recently built complex has 2½ gymnasiums, several program rooms, a fitness room and a youth lounge
- Fleetwood Community Centre The facility has a fitness centre, multi-purpose program rooms, a pre-school room, a senior's area and a youth lounge
- Fraser Heights Recreation Centre The newest centre, located in the Fraser Heights area Centre of Guildford, has a gymnasium, pre-school area, and multi-purpose program rooms
- Cloverdale Recreation Centre This small facility has a gym / hall and program rooms
- Newton Community Hall This facility has two multi-purpose rooms and is part of the Newton "campus"
- North Surrey Recreation Centre This facility has three multi-purpose rooms and a fitness centre
- Tom Binnie Park Community Centre This facility provides community program spaces in addition to its use as a youth facility in Whalley
- Surrey Sport and Leisure Centre The complex has three program rooms that are used for public programs and rentals by user groups; these spaces complement the facilities at the Fleetwood Community Centre

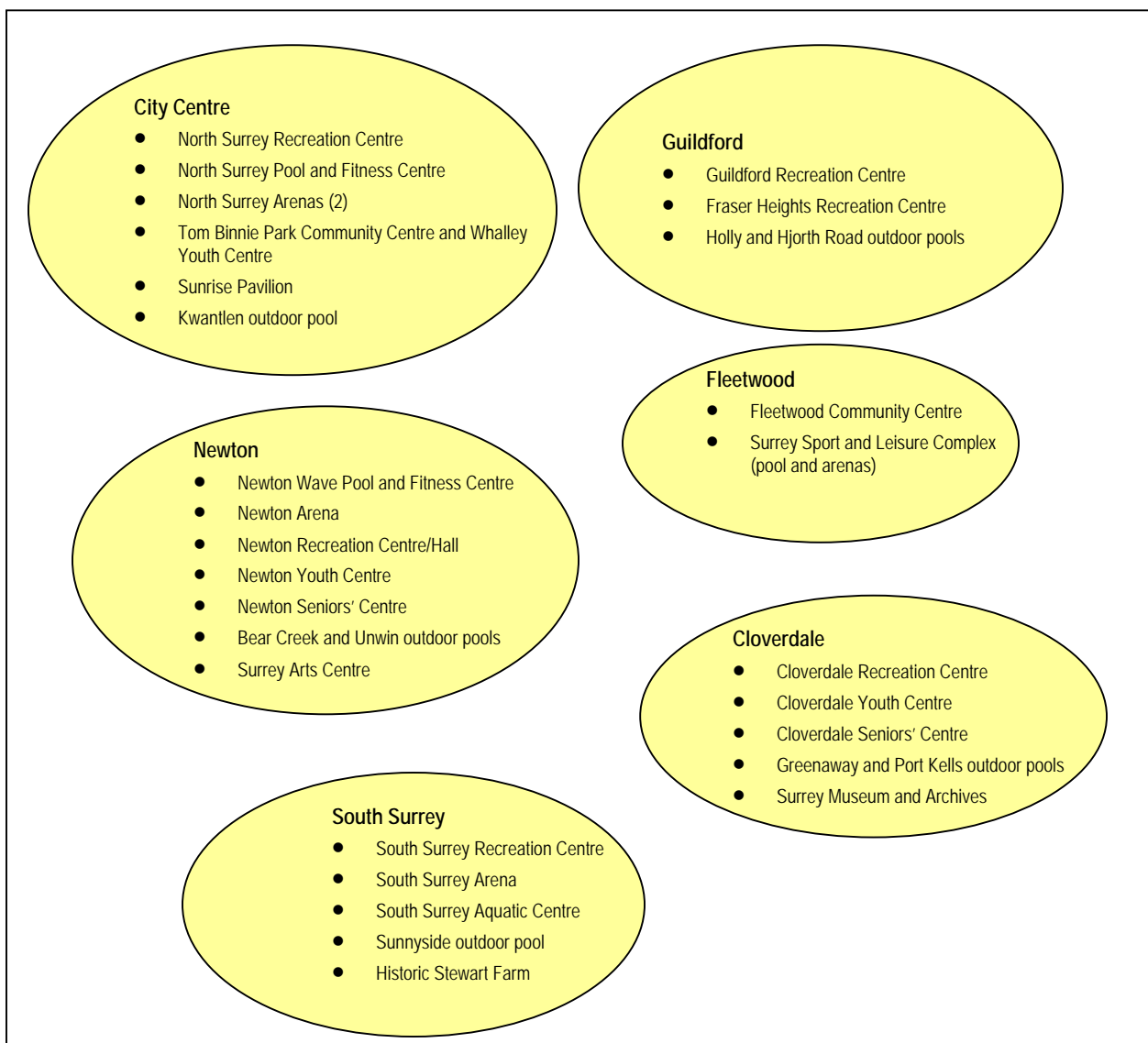
There are also a number of small halls available for programs and rentals. These include the Bear Creek Pavilion, Elgin Hall and Sunnyside Hall.

- **Youth Centres and Spaces:** Surrey has two stand-alone youth centres, one in Cloverdale and one in Newton. In Guildford, South Surrey and Fleetwood, there are youth spaces within the major recreation centres. The Whalley Youth Centre is a hybrid. It is based at the Tom Binnie Park Community Centre, but is the major focal point of evening and weekend use. Youth Services staff uses a variety of other spaces. In Cloverdale, the Cloverdale Recreation Centre complements the Youth Centre as a program venue. In Newton, the second Princess Margaret Secondary gymnasium is a key program venue.
- **Seniors' Centres:** As with the youth facilities, Surrey has a combination of stand-alone seniors' centres and identified seniors' spaces within multi-purpose facilities. Bear Creek Pavilion is also used as a drop-in centre. The seniors' facilities are:
 - Newton Seniors' Centre The largest of the stand-alone facilities has a large hall, atrium and a number of program spaces
 - Cloverdale Seniors' Centre Relocated to the old Surrey Museum, the facility has a hall and a number of program and social spaces
 - Sunrise Pavilion This facility has a hall and other program and social rooms

- Guildford Recreation Centre This facility has an identified seniors lounge and adjacent multi-purpose space
- Fleetwood Community Centre The centre has an identified seniors program and social space
- South Surrey Recreation Centre The use of the facilities spaces is encouraged through Seniors' Services

Figure Seven provides an overview of each of the six communities in Surrey, and a listing of the major city-owned recreation and cultural facilities in each.

**FIGURE SEVEN
GEOGRAPHICAL LOCATION OF MAJOR RECREATION AND CULTURAL FACILITIES**



5.3 TRENDS IN RECREATION SERVICES

This section provides some context for how current needs could change in the future.

5.3.1 DEMOGRAPHIC TRENDS

Section 1.3 provides a detailed demographic analysis of Surrey, while section 1.4 outlined broader trends in Canada and BC. There are a number of clear implications that can be made from these projections and shifts.

- **High Growth Levels:** The continued rapid growth in Surrey's population will place greater pressures on services and facilities, particularly in underserved areas. Cloverdale, for example, has a growing population and unmet current needs; it lacks an adequate multi-purpose recreation facility. The growth in Whalley and Newton will also create the need for improvements and additions to existing facilities. In addition, the growth in the Grandview Heights area will be a significant challenge in the future. Land acquisition and planning for recreation facilities and open spaces will need to be carried out in the immediate future.
- **A Young Community:** Surrey will remain a young community, and the need for youth programs and services will not diminish.
- **Growing Diversity:** Visible minority and new immigrant populations will continue to grow. While Surrey already does a good job in ethno-cultural inclusion, this will be an even higher priority in the future in serving diverse needs and addressing barriers.
- **Access to Services:** Income disparities in Surrey, especially in the City Centre, will require not just a continuing commitment to leisure access, but an extension of current services to low income children and families.

5.3.2 BEHAVIOURAL AND WORKPLACE TRENDS

Earlier sections of the report and Appendix 1 outline an analysis of trends in leisure behaviour, and in organizations and workplaces. The implications for recreation and cultural programs and services in Surrey include:

- **Drop-in Use:** There will be greater demands on drop-in activities, as well as individual or small group use. This will be seen in fitness, lap swimming, and youth drop-in, but not necessarily in public skating or tennis.
- **Daytime Use:** As job schedules become more flexible and people retire, there will be increased demands for daytime activities – especially informal “drop-in” use.
- **Compressed Timeframes:** Where feasible, more programs should be offered in compressed timeframes – a one or two day workshop instead of on a weekly basis for a longer timeframe.
- **Social Aspect of Programs:** Conversely to the previous point, many people enjoy the constancy and social aspects of ongoing programs. Especially for older adults, social elements should be included as part of the post-activity period.
- **Wellness, Health and Rehabilitation Partnerships:** Programs aimed at rehabilitation and wellness can be offered through partnerships with the health sector. Programs offered in community rather than clinical settings are more likely to lead to ongoing healthy lifestyle behaviour.

- **Arts and Cultural Opportunities:** Baby Boomers will have an increased interest in all forms of cultural activities. The Community Leisure Services Division will need to work closely with Arts and Heritage, to identify and develop new program areas.
- **Outdoor, Home and Garden, and Environmental Programs:** The growing interest in these areas by Boomers and others will create greater demand for services, often in conjunction with Parks Operations.
- **Youth Inactivity:** Youth inactivity and obesity are considered by many to be at the epidemic level. Schools play a key role but often have diminished capacity. Partnership approaches by schools, the Parks, Recreation and Culture Department and parents will be required to address the issue.
- **Staff Recruitment and Development:** As identified previously, shortages in front-line, technical and program leaders (lifeguards, instructors, etc.) may require departments to identify, recruit and train their own staff in specific areas.
- **Volunteerism:** Surrey has a solid and well-developed approach to volunteer recruitment, development, and recognition. This has allowed the city to avoid the losses experienced in many other communities. Efforts in this area need to be continued and strongly supported.
- **Mentorship and Succession Planning:** A planned approach to the development of future managers should be undertaken to grow leadership from within the department.

5.3.3 INFRASTRUCTURE AND ENVIRONMENTAL TRENDS

Previous sections addressing trends related to infrastructure and environmental practices have a number of implications for parks, recreation and cultural services.

- **Aging Infrastructure:** A careful analysis of the major systems of aging facilities will need to be undertaken and a repair / retrofit plan developed. As systems age, deterioration accelerates with time, so repairs that are put off generally become more serious and costly. The North Surrey main arena and a number of outdoor pools present major aging issues.
- **Life Cycle Management:** Facilities of any age require a life cycle management plan to review the condition, and to repair and replace systems within reasonable timeframes.
- **Energy and Water Management:** Fossil fuel costs will continue to increase and systems to reduce consumption need to be considered based on payback. These include solar roof panels, heat recovery systems and motion sensitive lighting. Buildings and surrounding landscapes and features should be planned with appropriate Leadership in Energy and Environmental Design (LEED) principles and supplementary energy sources such as solar and geothermal. Water use needs to be reduced in shower, toilet, swimming pool and grounds / landscaping applications.
- **Drop-in Elements:** Fitness, aquatic and other elements should be designed to support drop-in use. This includes adequate size, proper space configurations and climates, and the visibility of spaces to the public.
- **Rehabilitation and Chronic Disease Elements:** In swimming pools, the use of rapids channels and lanes for water walking, as well as water temperature and swirl-pools can contribute to rehabilitation programs. Fitness apparatus can be selected for adaptability to individual flexibility and disabilities.
- **Active Transportation Connections:** Ideally, walkway and bikeway connections should be made to indoor facilities. At a minimum, adequate bicycle parking and storage should be provided.

5.4 BEST PRACTICES IN RECREATION SERVICES

There are a number of areas in which the Parks, Recreation and Culture Department excels in the provision of recreation services. Many of these best practices are within the direct responsibility of the Community Leisure Services Division, while others are carried out by other sections on behalf of the department, but have a significant impact on the quality and reach of parks, recreation and cultural services. The best practice areas include the following.

- **Blend of Decentralized and Centralized Approaches:** The majority of recreation programs and services are delivered by staff teams in each community. This decentralized approach allows the department to tailor services to local needs and to create partnerships with local organizations such as community associations.

At the same time, programmers carry out centralized planning in a number of functional areas including youth, seniors, aquatics, and general programs. The youth, seniors, and aquatic teams have all developed three-year plans which are updated annually. This means, that programs in these functional areas are complemented by citywide initiatives and consistent approaches. The centralization of the Arenas Operation and citywide ice and pool allocation committees also support a consistent approach.

- **Business Planning:** Staff members at more senior levels in the department have received training in the development of business plans. These documents are prepared for new facilities well before they are opened in order to identify costs, benefits and opportunities. Business plans are also developed for renovations/additions to existing facilities in order to evaluate the costs and benefits of various options. For example, business plans were carried out for the fitness area expansions of the South Surrey Pool and Newton Wave Pool, and the evaluated impacts proved to be accurate.
- **Community School Partnership Initiative:** The Community School Partnership Initiative vision is to encompass a caring, vibrant, sustainable city known for its thriving children and youth, healthy families, community-centered schools, safe neighbourhoods and inter-cultural cohesion.

In 2005/2006 Inner-City Principals began to explore collective strategies for improving learning outcomes, based on reports such as the City of Surrey's Plan for Social Well Being, the city's Crime Reduction Strategy, United Way: Middle Childhood Matters Research, Early Development Instrument (EDI) Scores and Valuing our Children: Taking First Steps Together.

The program and staff structure commenced in March 2007 with the employment of three new Community School Partnership Managers for the three inner city hubs, Whalley, Newton and Guildford. By way of community consultation at local schools, parent focus groups and community needs surveys and assessments, areas of focus in services and programs have been developed in partnership with local government and non-profit agencies, including the Ministry of Child and Family Development, Fraser Health, Options, and the United Way. Programs and services are being provided to over 10,000 students in the current model either at no cost or low cost to the participants. The City of Surrey and School District #36 are partners and co-sponsors of this initiative.

- **Active City:** The Active City initiative that was launched in 1999 was the first comprehensive approach undertaken by a BC municipality to increase the levels of physical activity. It involved increasing awareness, reaching the inactive, improving physical activity infrastructure, and creating partnerships. Active City became the role model for the provincial Active Communities Initiative that was launched in 2005 and now has 144 registered communities. Because of Active City, Surrey was named in 2002 as

- the "Outstanding City in North America for Improving Public Spaces for Recreation and Promoting Physical Activity" by the Pan American Health Organization (PAHO) and Centres for Disease Control and Prevention (CDC).
- **Low Income Opportunities and Services:** Surrey revamped its Leisure Access policy in 2002 to better meet the needs of low-income residents. Since that time, it has been a leader in developing accessible programs in low-income areas, and has worked in partnership with the School District to create after-school programs and other initiatives in areas of greatest need. A separate "Value Guide" to free or low-cost opportunities in Whalley has also been used to increase access and participation by low-income families.
 - **Marketing of Leisure Services:** The approach to marketing is department-wide, but the quality of the 'Leisure Guide' and other marketing tools such as bus shelter ads has had a major impact on the promotion of leisure services. The department has an overall five-year marketing plan and more specific marketing plans for intercultural inclusion and culture. In addition, the Marketing and Communications Section supports the development of marketing plans by other sections.
 - **Intercultural Inclusion:** The department has adopted a very proactive approach to ensuring that its services and approaches to the diverse cultures in Surrey are inclusive and welcoming. This was identified as an area of concern in the 1996 Master Plan and the department undertook a number of initiatives to address this area. These included an Intercultural Inclusivity Plan, a focused intercultural marketing plan, a partnership with Options for phone interpretation of the Leisure Guide, signage in facilities, sensitivity training for staff, and specialized program offerings. The Diversity Action Team continues to develop new strategies for the department.
 - **Volunteer Recruitment and Management:** The Community Development Services Section coordinates and supports the promotion, recruitment, placement and recognition of volunteers for the department, but volunteer activity occurs in virtually all Sections of the department. Close to 7,000 volunteers play varied, value-added roles, with the "Partners in Parks" program as the single largest. This planned and comprehensive approach to volunteerism has offset the losses in volunteerism experienced in other communities.
 - **Planning for the 2010 Olympics:** Surrey's 2010 Olympics Plan, "Surrey - Ahead of the Game", is intended to position Surrey and the department as a leader in sport development, sport hosting and community leisure services. It has already paid dividends in the sport hosting area, and the Paralympic sport of sledge hockey is a major target activity for the future which will further contribute to volunteer development in the community.

5.5 RECREATION SERVICES ISSUES

5.5.1 MULTIPURPOSE RECREATION FACILITIES

Surrey provides a broad range of quality leisure services for virtually all age and target groups and is considered an industry leader in many areas. As identified in Chapter Two, the city does a commendable job in meeting the Community and Individual Service Objectives that relate to recreation facilities, programs and services.

The public survey identified that the highest demand for new or improved indoor facilities was for recreation centres (70%), indoor pools (66%), and indoor arenas (55%). These ratings also reflect both individual resident comments in the survey, as well as input from interest groups.

Cloverdale is the only community in Surrey that does not have a significant multi-use recreational facility. It does have a stand-alone ice arena, a youth centre, a senior's centre, and a small community facility, however, each is located in a different area of the community, and a Community recreation complex is currently in the planning phase.

The need for this multipurpose facility has been identified in planning studies for a number of years, and site options have been explored, and planning has been initiated.

Cloverdale has experienced substantial residential development over the last decade and this will continue to occur in the Clayton area as servicing takes place, as well as in the Town Centre, and south of Highway #10. This growth will further exacerbate currently unmet needs. The recommended site is central to Cloverdale and is well served by major roads and public transportation.

The centre should be approximately 40-45,000 sq. ft. in size, with the design allowing for future expansion. The spaces within the facility need further definition, but could include the following:

- A double gymnasium, possibly including an indoor running track
- Weight room with cardio and strength equipment
- Multi-purpose sprung floor room for fitness and dance
- Three to four multi-purpose rooms of varying sizes suitable for recreational and arts programs
- Pre-school children's room
- A wet arts program space with kiln room
- A youth space with connections to the gymnasium

The facility should also include a dedicated space for seniors to replace the temporary seniors' centre in the same area.

The first phase should not include a pool, but the facility could be designed to add a future dual tank lap and lifestyle pool. Opportunities to display art within the facility should also be provided.

Grandview, located in South Surrey, is currently experiencing population growth and development and has the potential to be the city's next Town Centre.

The city is in the process of acquiring land that potentially will be used for the development of a large community park and a new community centre. It is unlikely that a recreation complex will be needed in the immediate future; however, planning should be initiated for an indoor facility and aquatic centre toward the end of the 10-year

timeframe of the Strategic Plan. Similar to Cloverdale, the facility should include gymnasium and fitness space, multi-purpose activity rooms, and dedicated space for youth and seniors.

<i>RECOMMENDATIONS</i>	
<i>RS-1</i>	<i>Plan for and develop a multi-purpose community recreation centre in Cloverdale</i>
<i>RS-2</i>	<i>Initiate advance planning for the construction of a multi-purpose community recreation centre in Grandview</i>

5.5.2 INDOOR AQUATIC FACILITIES

The public identified new or improved indoor aquatic facilities as a high priority and the competitive aquatic groups identified what they feel are significant unmet needs for training and competition.

At the present time, Surrey has four public indoor aquatic facilities, in addition to the YMCA pool on Highway 10 and 152nd Street, all of which provide public swim access. The four facilities are: the 37 meter pools in South Surrey and North Surrey, the Newton Wave Pool, and the multi-tank Surrey Sport and Leisure Complex. For competitive aquatic organizations, this means two 25-meter pools and one 50-meter facility.

The following information addresses existing aquatic facilities and potential future requirements:

- The **Newton Wave Pool** was built as a destination pool over 20 years ago. Since that time, the facility has experienced two major renovations, the most recent of which involved the relocation of the reception area and offices, and a considerable expansion to the health and fitness area. The latter has resulted in a substantial increase in the number of patrons making use of the fitness facility, but has not increased the number of people using the pool to any great extent.

A key problem at the facility is that it lacks a lap pool that can be used for a variety of lessons, aqua-fit classes, and lane swimming. In other words, it is an incomplete facility in a central location in the city, and in one of the community's fastest growing areas. It is the consultants' opinion that this facility should undergo further expansion in the future and that a six lane, 25 meter lap pool should be added to the complex.

The pool should be relatively shallow, but deep enough to allow for swim club training, lessons, fitness programs and lap swimming. This addition will result in a more comprehensive aquatic program, and the likelihood of far greater participation and significantly improved revenue.

- The **Guildford Recreation Centre** was designed to add a future aquatic facility at its eastern end, adjacent to 152nd Street. A dual tank pool should be added as intended for the second phase of development. The facility should include both a 25-meter tank for lap swimming, teaching, and training, as well as a leisure or lifestyle pool. Elements to support aquatic rehabilitation programs should be included in the design.
- The **Surrey Sport and Leisure Complex** is the largest and newest aquatic facility in the city. Due to its size and features it serves a large number of local and out of area residents. It is unlikely that any significant improvements to the aquatic component of the facility will be necessary during the 10-year timeframe of this Plan.

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- The **North Surrey Swimming Pool** is located in City Centre and is approximately 35 years old. The facility has undergone a number of renovations in the past, but lacks many of the leisure features common to modern aquatic centres. There have been discussions in recent years, with private sector interests regarding the possible relocation of the arenas at the recreation centre and a major renovation and expansion of the existing facilities including the pool. This suggestion has considerable merit; however, it is unlikely that work will be initiated with the timeframe of the current Plan.
- The existing **South Surrey Pool**, like North Surrey is an older facility with a limited life span and few modern amenities. Due to site limitations, it is highly unlikely that the facility could be expanded or renovated to adequately accommodate the features that are expected today. An option would be to consider building a new aquatic centre in the South Surrey Athletic Park.

It is the consultant's opinion that toward the end of the 10-year timeframe of this Plan that an additional aquatic facility will be necessary in the community and that a study should be undertaken to identify specific requirements and the most appropriate location.

RECOMMENDATION
<i>RS-3 Initiate advance planning and build a new aquatic centre</i>

5.5.3 OUTDOOR AQUATIC FACILITIES

Surrey's **outdoor pools** are nearing the end of their functional lifespan. While there has been investment in them over the past two decades, a more significant and thorough retrofit is required to render them more suitable to meet future needs and ensure they continue to be functional. It may be that not all of the outdoor pools need to continue to be operated. The city has grown a great deal since the outdoor pools were built, and the existing indoor pool, as well as the possible addition of a new indoor aquatic facility suggests the need to review the service level and future requirements. Fewer, larger facilities, strategically located, may suffice to meet future needs.

A complete review of all outdoor pools is required, which may result in a different service level, and a commitment to upgrade the pools that remain in order that they will continue to meet that new service level.

It should be noted that there has only been one new outdoor pool (i.e. Al Anderson pool in the City of Langley) constructed in the Metro Vancouver area in the past fifteen years; and a second outdoor facility is currently in the planning stages in New Westminster. The reason for this is related to the cost of operating outdoor facilities for a very brief time each year. On the other hand, the public thoroughly enjoy outdoor facilities and they serve a useful purpose. One consideration might be to include an outdoor pool immediately adjacent to an indoor facility.

RECOMMENDATIONS
<i>RS-4 Assess the condition of outdoor pools to determine if current infrastructure will be appropriate for future needs</i>
<i>RS-5 a Invest in the existing outdoor pools to keep them functional (medium term)</i>
<i>RS-5 b Invest in the existing outdoor pools to keep them functional (long term)</i>

5.5.4 GYMNASIUMS AND MULTI-PURPOSE SPACE

In addition to the development of a multi-purpose facility in Cloverdale, additions and improvements to gymnasiums and multi-purpose spaces are needed in Newton, Fleetwood, Fraser Heights, South Surrey and North Surrey.

The addition of the new fitness area and expanded lobby to the Newton Wave Pool has proven to be extremely effective. However, the “campus” of facilities still lacks gymnasium space and other quality multi-purpose spaces to create a truly integrated facility.

The presence of the Surrey Library Administration facility creates a physical barrier to the effective expansion of the Newton Wave Pool. The Library Administration space also appears inadequate for its current purposes, and relocation of this facility should be considered in the near future, potentially as part of a larger library complex in City Centre. After the Library Administration building is demolished, a double gymnasium should be added to the Wave Pool along with new and improved multi-purpose spaces, creating a more comprehensive, cohesive and connected facility.

The need for a gymnasium addition at Fleetwood has been identified in the past, and pre-planning work has already taken place. This addition of gymnasium space, along with some updating and expansion of the existing spaces would complete the Fleetwood facility.

The Fraser Heights area has a relatively small community centre including a gymnasium and several meeting rooms. There is a need for a fitness component in the area in order to provide local residents with appropriate services. A 5,000 – 6,000 sq.ft. facility with aerobic exercise equipment and free weights would address these requirements.

A comprehensive fitness centre was originally included in the plans for the South Surrey Community Centre. Due to construction costs, this component was deleted from the construction program, and a much smaller fitness area was provided. Over the years, the fitness area at the South Surrey Aquatic Centre has been expanded on several occasions. There is a definite demand for additional space, but limited room is available at the pool. It is suggested that the existing fitness centre continue to operate, and that a new, larger fitness component be added to the SSCC. This facility should be in the area of 6,000 – 8,000 sq.ft. and include aerobic equipment as well as free weights in order to complement the existing facilities.

RECOMMENDATIONS	
<i>RS-6 a</i>	<i>Add gymnasium to Newton community recreation complex</i>
<i>RS-6 b</i>	<i>Add multi-purpose space to the Newton community recreation complex</i>
<i>RS-7</i>	<i>Add gymnasium and multi-purpose space to the Fleetwood community recreation centre</i>
<i>RS-8 a</i>	<i>Add fitness facilities in South Surrey</i>
<i>RS-8 b</i>	<i>Add fitness facilities to the Fraser Heights community recreation centre</i>

5.5.5 NORTH SURREY RECREATION CENTRE AND ARENAS

The North Surrey Recreation Centre is located in the heart of the City Centre, along with the Sunrise Pavilion and the Whalley Library. The Recreation Centre has undergone recent renovations and is well located to serve both residents and the adjacent Simon Fraser University Campus. The footprint of the three facilities, however, consumes a

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significant area that could more effectively be configured to serve both public and private uses. This will require a major redevelopment plan.

The main arena is over 40 years old and the arena floor has experienced major problems over the last five years. It will need to be replaced in the near future at considerable cost. Because of parking and client access requirements, it is recommended that a twin arena complex be built at a new location in Whalley, outside of the immediate City Centre area. The two arenas at the North Surrey Recreation Centre would be decommissioned when the new ice complex is completed. While the ice complex would initially have two sheets, it could be designed to expand to an eventual four sheets.

Another option for the location of the facility would include further centralization of ice surfaces on fewer sites. Since almost all arena users access the facilities by car, and since most patrons use a variety of facilities, centralizing ice surfaces on fewer sites would be more economical and provide higher levels service.

Centralization could also enhance the possibility of specialized surfaces (e.g. one surface could be used primarily for figure skating, and one scheduled to include a variety of recreational skating programs). The major limitation to increased centralization is identifying a site that is large enough to accommodate more than four ice surfaces. If one could be found, the centralization of ice surfaces would become more feasible.

Currently, the city is in the process of building a new arena at the Surrey Sport and Leisure Complex. While arena user groups feel the need for additional ice facilities in the community, it is the consultant's opinion that ice requirements should be carefully monitored and that a review of arena requirements be undertaken after the new facility has been operational for a period of time. The review should include the possibility of additional ice surfaces being constructed by the city or in cooperation with private interests. A study of this type could be undertaken internally. A consideration would be the replacement of one or more of the existing facilities (e.g. Cloverdale or Newton) with a twin rink.

An overall redevelopment plan needs to be prepared for the NSRC to be undertaken after the relocation of the ice arenas. The spaces that would best serve residents, as well as Simon Fraser students, include:

- An expanded pool to include a renovated lap pool and a leisure lifestyle pool
- An expanded fitness/weight area
- A sprung floor fitness/dance area
- Three to four multi-purpose rooms
- Pre-school room
- Community art program spaces (wet and dry)
- A double gymnasium with an indoor running track

The complex could also include seniors' program and social spaces if Sunrise Pavilion is decommissioned, based on the Guildford Recreation Centre model. Arts and rehearsal spaces could be added through a partnership with SFU.

Within an overall redevelopment plan, the NSRC spaces could be combined with other uses on one or two floors. These could include a new Central Library and commercial or high-rise residential uses developed in cooperation with private interests.

RECOMMENDATIONS

RS-9 Replace existing arenas with a new twin arena complex in North Surrey

RS-10 Renovate and expand the North Surrey community recreation centre

5.5.6 COVERED SPORT COURTS

It is apparent that covered sport courts that can be used throughout the year for a variety of activities are needed throughout the city, and that consideration should be given to the installation of this type of amenity at the Athletic Parks in City Centre, Cloverdale, Newton and South Surrey. It is the consultants' opinion that the city should consider constructing three of these facilities – in City Centre, Newton and South Surrey in the mid-term (4-7 years) and three additional facilities in Cloverdale, Guildford and Fleetwood in the long term (8-10 years).

There is only one facility of this type in Metro Vancouver. It is located in the Township of Langley, adjacent to Langley Secondary School, and construction was completed early in 2008. The “cover” is a fabric that extends over the playing surface to provide protection from the weather for players and spectators, the playing surface is rubberized over a concrete base, and its intended use is lacrosse, ball hockey and other sports that require space that is similar in size to an ice arena.

It should also be noted that Surrey's Youth Council has recently prepared a report proposing the construction of a new multi-purpose facility (the Big Chill Place) that “provides youth with the opportunity to have fun and learn through a variety of experiences in a safe, healthy, and accessible environment”. A key objective of the proposed facility is to create a multi-use, youth friendly spaces, including an indoor skate/bike park, a gymnasium, lounge/concession and multi-purpose spaces.

Potential sites for the building include land adjacent to the Newton Wave Pool, property in the area of Bear Creek Park, city-owned property in City Centre, or adjacent to one of several secondary schools.

As noted earlier in this report, the consultants have recommended new or expanded multi-purpose spaces throughout the city. It is the intention of these recommendations to address the needs and interests of all age groups in the community. With the exception of an indoor skate park, many of the features proposed in the Big Chill Place report are addressed in this document.

The information presented above, however, addresses the need for a number of covered sport courts, which would accommodate a variety of uses. One of these could be built to focus on skate boarding and other related activities, and could be located in Tom Binnie Park in City Centre.

RECOMMENDATIONS

RS-11 a Plan and construct three covered sport courts for lacrosse, basketball, roller hockey, skateboarding and other activities (medium term)

RS-11 b Plan and construct three covered sport courts for lacrosse, basketball, roller hockey, skateboarding and other activities (long term)

6. SYSTEM WIDE ISSUES

A NUMBER OF THE STRATEGIC DIRECTIONS AND SPECIFIC RECOMMENDATIONS applied to more than one Division within the Parks, Recreation and Culture Department, and in several cases, to other city departments as well. They are presented and discussed in this chapter of the report.

6.1 SYSTEM WIDE ISSUES RECOMMENDATIONS AND STRATEGIC DIRECTIONS

The recommendations and strategic directions presented in **Figure Eight** highlight a number of system-wide issues that affect the overall delivery of the Parks, Recreation and Culture Department's services. In a number of instances they address sustainability issues, while in others they speak to refinements in service delivery, and in particular to human resource concerns that have arisen in recent years as a result of the city's population growth and increasing demands on administrative, operations and programming staff.

FIGURE EIGHT
SYSTEM-WIDE ISSUES RECOMMENDATIONS AND STRATEGIC DIRECTIONS

Recommendation No.		Description	Strategic Direction No.
SW-1		Update the condition assessment of all indoor facilities	I
SW-2		Enhance the Facility Lifecycle Management Program	I
SW-3		Standardize and improve existing facility maintenance standards	IV
SW-4		Continue to partner with SD #36 to better meet local leisure needs	II
SW-5		Develop a formal staff training program with a focus on community development and intercultural services through the Human Resources Department	III
SW-6	a	Work with organizations to develop other facilities and spaces (e.g. Stadium, Performing Arts Centre)	V
SW-6	b	Work with community organizations to assist in the development of program opportunities and facilities (e.g. tennis and squash courts, lawn bowling greens)	II
SW-7		Enhance communication with the Parks and Community Services Committee and staff to ensure awareness of the department's mandate and scope	I
SW-8		Develop online archival catalogue system	II
SW-9		Implement full GIS and Amanda functionality to meet current park planning practices	I
SW-10		Enhance web based communication and marketing initiatives	II
SW-11		Conduct an analysis to ensure that investment in infrastructure and program staffing levels are appropriate	III
SW-12		Place higher priority on regulatory enforcement in parks	III
SW-13		Ensure the availability of specialized training in building systems maintenance and the operation of heritage buildings	III
SW-14		Increase resources for the coordination of Intercultural Services	III
SW-15		Review and expand the existing volunteer program and ensure greater inter-department coordination	III

Strategic Direction Code

I – Invest in Planning and Management; **II** – Invest in Programs and Services; **III** – Invest in Human Resources;
IV – Invest in Existing Infrastructure; **V** – Invest in New Infrastructure

6.2 GENERAL ISSUES

6.2.1 INDOOR FACILITY SUSTAINABILITY

Surrey has a number of indoor parks, recreation and cultural amenities. While a number of facilities are relatively new or have been recently renovated, others are clearly aging and are susceptible to structural and systemic problems. In this regard, the following issues have been identified.

An updated condition assessment is required to identify the state of building and mechanical systems. Current assessment information does not provide an adequate base on which to build a lifecycle management program for major facilities. Assessments of this type are now a requirement of new guidelines for municipal financing, which must include depreciated value of all municipal assets, so this need can be addressed within municipal financial requirements.

Based on the new condition assessment review, the city should develop a lifecycle management program that identifies major repairs, and an upkeep and replacement schedule for all major building systems. This has been recommended in the past, and in the consultants' opinion, is something that is greatly needed in the community. It appears that facility maintenance and repair budgets have not been adequately provided for; in recent years this includes sufficient provision for newer facilities. The basic level of preventative maintenance and cleanliness also appears to be inconsistent between facilities. Some buildings, such as art galleries and museums, have specialized operating and maintenance requirements, as do heritage buildings such as the Archives Building and Stewart Farm. This must be reflected in standardizing maintenance requirements and in the knowledge of the maintenance staff.

RECOMMENDATIONS

- SW-1 Update the condition assessment of all indoor facilities*
- SW-2 Enhance the Facility Lifecycle Management Program*
- SW-3 Standardize and improve existing facility maintenance standards*

6.2.2 RELATIONSHIP WITH THE SCHOOL DISTRICT

As mentioned earlier in the report, the city and School District #36 work together on a number of joint initiatives and enjoy a positive relationship. This relationship applies to far more than recreation services and joint-use agreements, and extends to working together on joint school-park sites, combined site development and management, and program partnerships. With the rapid growth of the city's population, and continued growth in the school system, it is important that the parties take advantage of every opportunity to provide excellent facilities and services to the city residents. Accordingly, the Parks, Recreation and Culture Department and School District should review the existing Joint-use Agreement and develop a more comprehensive "Partnership Agreement".

RECOMMENDATION

- SW-4 Continue to partner with SD #36 to better meet local leisure needs*

6.2.3 COMMUNITY DEVELOPMENT

The current philosophy of the Parks, Recreation and Culture Department is one that places emphasis on leisure services being used as a vehicle for community development. Staff has enjoyed success in utilizing this approach, while at the same time, placing an emphasis on the direct provision of program opportunities and services. It is the consultants' opinion that considerable potential exists for staff in all areas of the department to be trained in community development, to identify pilot projects, and to be supported and mentored as they develop or enhance their skills.

Community development is a method of service that differs from direct service delivery in both practice and results. Rather than focusing on the provision of services *to* residents, the emphasis is on working *with* residents and organizations to identify projects, to set priorities, and to develop solutions. Community development practices have the capacity to increase individual and group skill levels, to promote health and wellness, to reduce isolation, and to foster interconnections among local organizations. The community development process assists individuals and organizations to grow into skilled, inter-connected citizens, and fosters the development of community identity, spirit and pride.

The department should continue to encourage staff to increase their efforts in the area of community development. This could include ensuring access to formal training opportunities, or by providing workshop opportunities to staff. Another approach would be to work with the Human Resources Department to develop a training program dealing with this topic. A specific focus of this type of training should be placed on intercultural services and relationships. Surrey has been recognized for its efforts in this regard; however a staff training program would ensure an even greater level of understanding and benefits to residents.

Specific examples in which a community development approach could be effectively applied would involve the department working closely with community organizations such as tennis and squash, as well as lawn bowling. Each of these organizations has expressed an interest in new facilities and may be able to raise funds to build and manage a facility with limited financial support from the city.

During the data collection phase of the study several organizations made presentations to the consultants regarding the need for new and improved recreation facilities. In most instances, the plan addresses these needs and includes recommendations that will result in additional amenities.

There were several requests however, that could be seen as examples of how the community development approach could be applied. These include an interest in new tennis and squash courts, lawn bowling facilities, a stadium and a performing arts centre. While a stadium and performing arts centre are major amenities that will likely require partnerships with private/corporate interests, staff could work closely with other organizations to determine specific needs and to develop strategies that could assist the organizations in achieving their objectives.

It is important that staff work with organizations to explore the need for and potential benefit of new amenities; however, this report does not include recommendations regarding their construction.

The following examples are presented in this regard:

- **Tennis:** A recent study completed for Tennis BC and Tennis Canada has resulted in the development of a step-by-step process that can be utilized by tennis interests to engage in discussions with local government regarding the provision of needed amenities. Both the city and local tennis interests have completed an analysis of the condition of outdoor tennis facilities in the community, and the city has continued its program of improving these courts, including funds for this purpose in annual operating budgets. It is suggested that meetings be conducted with Tennis BC to review the new document, and that consideration be given to a

partnership with private interests that could lead to the construction of an indoor facility in the city. An example of this type of partnership exists in Coquitlam, where the city has a long-standing agreement with Peoples Court. A different model is also in place at the Grant Connell Centre in North Vancouver.

- **Squash:** At the present time, the only squash courts in the community are located at the Sandcastle Club in South Surrey. These courts will likely be closed in the near future. It is the consultants' opinion that the city should address the need for squash facilities as the planning process for new and expanded community centres is undertaken. In addition, the city should review the success of other facilities and partnerships at the Evergreen Courts in North Vancouver, the Vancouver Racquet Club and the Saanich Squash Club on Vancouver Island.
- **Lawn Bowling:** There is also an interest in lawn bowling facilities in the Fleetwood area and in South Surrey, and it appears that the city's Recreation Partnership initiative could be explored to contribute toward this proposal. The development of plans for the development of open space adjacent to the Fleetwood Community Centre has recently been initiated, and a lawn bowling green could potentially be developed at this location.

There are two lawn bowling greens in White Rock, and a number of Surrey residents make use of these amenities. With the large number of retirees in the South Surrey area, it has been suggested that an additional green should be considered in South Surrey.

- **Stetson Bowl:** The consultants also were made aware of Lord Tweedsmuir Secondary School's interest in making use of the Stetson Bowl as a sports field for school use. It is the consultants' understanding that there are other parties interested in the Stetson Bowl's use, and would encourage the city to continue discussions of this topic with school officials.

RECOMMENDATIONS	
<i>SW-5</i>	<i>Develop a formal staff training program with a focus on community development and intercultural services through the Human Resources Department</i>
<i>SW-6 a</i>	<i>Work with organizations to develop other facilities and spaces (e.g. Stadium, Performing Arts Centre)</i>
<i>SW-6 b</i>	<i>Work with community organizations to assist in the development of program opportunities and facilities (e.g. tennis and squash courts, lawn bowling greens)</i>

6.2.4 DEPARTMENT MANDATE

During the data collection phase of the study, it became apparent that there is a lack of clarity in terms of the overall mandate of the Parks, Recreation and Culture Department. While this may be clear to some individuals within the department, local organizations and even staff members have suggested that clarification regarding the mandate is required.

It was also suggested that the Parks Division's mandate to plan and protect the environment is not well known or understood across the organization; and that the mandate of the Arts Division to deliver arts services and special events sometimes overlaps with the Recreation Division and other units in the city also responsible for these activities. In addition the department has taken on a number of new responsibilities in recent years, some of which may not be clear to staff.

SYSTEM-WIDE ISSUES

The mandate should include reference to other city departments such as Planning and Engineering and to agencies such as the School District. Some of this confusion is undoubtedly due to the ever-shifting roles and responsibilities within the department and turnover of staff. While it may be difficult to ensure that this information is always current, it would be a useful exercise in terms of internal and external communication.

RECOMMENDATION

SW-7 Enhance communication with the Parks and Community Services Committee and staff to ensure awareness of the department's mandate and scope

6.2.5 TECHNOLOGY APPLICATIONS

Generally speaking, the department makes efficient and effective use of current technology available to municipal government. There are, however, a number of areas that have been identified that would ensure greater efficiencies in the day-to-day work of the department, as well as in longer-range activities. A number of these applications are described below.

- Users of archival services expect, require and demand a searchable database to support their research efforts. While this requires an ongoing investment, it is a level of service that should be provided.
- GIS and Amanda functionality are utilized in the planning of parks but at this time there are not sufficient resources available to fully exploit these powerful planning, design and research tools. Full GIS functionality including modern work stations and current ESRI licensed software is needed in order to meet modern parks planning practices, and Amanda needs to be expanded and modified to have fields for park planning and park development.
- Web based marketing initiatives, communication activities and customer services (e.g. registration) could be improved. Numerous users of the Art Gallery, Museum and Archives suggested that they were unable to easily find information about these services without going through a complex search hierarchy on the city's website.

RECOMMENDATIONS

SW-8 Develop online archival catalogue system

SW-9 Implement full GIS and Amanda functionality to meet current park planning and development practices

SW-10 Enhance web based communication and marketing initiatives

6.2.6 HUMAN RESOURCE CHALLENGES

The consultants identified a number of concerns related to human resources within the Parks, Recreation and Culture Department. The concerns are common to many Parks, Recreation and Culture Departments, but in the consultants' opinion, require further review and attention, primarily due to the rapid growth in the city's population, and the many changes that are occurring as a result of that growth. This section provides a summary of the major concerns that were identified, followed by a number of recommendations based on the input provided. It was suggested that:

- Parks planning resources are required in the Planning, Research and Design Section in order to ensure that the linkage between the different planning initiatives and processes are seamless, that opportunities for

land acquisition are optimized and that park designs are integrated with other infrastructure decisions; this will be particularly important as the City Centre planning moves toward the design phase

- Urban design and senior landscape architectural skills are required in order that long terms needs mentioned in the Strategic Plan are addressed in a timely manner
- An ecosystem planning capability is required in the Parks Division in order to identify and assess ecosystem services, habitats and lands for protection. As well, the ongoing liaison with the Department of Fisheries and Oceans, other agencies and adjacent communities is an increasingly important role within the department.
- Support is required to augment services provided by Bylaw Enforcement Officers; this was a common refrain heard by the consultants from the community and it was reflected in the survey results around the need for safe parks and the perception of safety
- Specialized technical skills are required in building systems maintenance and the operation of heritage assets such as the Archives building and the historic Stewart Farm
- Training systems are becoming more specialized and may not be available in British Columbia; the opportunity for staff to participate in training programs outside of the province should be provided
- Mentoring, upward mobility and succession planning systems should be upgraded in order to ensure that existing staff have the skills necessary to move from one position to another in the overall structure, and to enhance individual opportunities for promotion
- Program and support staff in the three Heritage Services facilities is all part-time. Existing services and facility operations are struggling to maintain service levels. Community development leadership is limited due to facility-bound personnel. Staff retention and operating continuity has suffered. In order to effectively deliver citywide services and participate in extension opportunities, additional resources are required. The same concern exists at the Arts Centre, and in the Leisure and Community Services Division, where many of the positions are part-time and staff struggle to maintain service levels. This situation should be reviewed.

In order to implement the strategies included in this section of the Plan, resources are required to address parks acquisition, planning and design initiatives. The consultants believe enhancement of the processes, skill sets and resources available to the department are crucial components of this document.

One of the challenges identified by both the consultant team, and through discussions with staff and several stakeholder and advisory committees is the pressure under which the parks planning and design services have been functioning. The sheer volume of development applications and the pace of new construction have meant that the current system of decision-making is not adequately meeting local needs.

The system has not changed essentially over the last 20 years, although the level of staff education and training has consistently increased over that time. If not for the dedication, commitment and energy of staff, the planning, review and design process would have surely buckled. Improved levels of staff, resources and organizational systems need to be addressed to ensure that the department will be able to maintain service levels as the city's population and development continues to increase.

The following improvements to parks development, planning and design are recommended:

- Review current parks planning and design services to ensure adequate staffing, skill sets, technology, space requirements and resources are in place in order to be able to recruit and retain professional park planners

SYSTEM-WIDE ISSUES

- Institute professional training and upgrading to ensure staff are abreast of current and improving best practices, trends and precedents - this should involve out-of-province/out-of-country travel for exposure to other urban centres experiencing growth and parks issues similar to Surrey
- Integrate rigorous design standards for all new urban parks and public open spaces in the community
- Ensure park designs meet or exceed access standards and guidelines for persons with disabilities
- Initiate on-site surveys in local parks, using established research methodologies
- Use contract staff and consulting services to meet immediate and short term planning, design and project management needs
- Test alternates to "in-house" parks development methods, including partnerships with willing developers with demonstrated capability in parks and landscape construction; ensure that Parks Design and Construction Standards are met or exceeded during the pilot tests.

RECOMMENDATIONS

- SW-11 Conduct an analysis to ensure that investment in infrastructure and program staffing levels are appropriate*
- SW-12 Place higher priority on regulatory enforcement in parks*
- SW-13 Ensure the availability of specialized training in building systems maintenance and the operation of heritage buildings*

6.2.7 INTERCULTURAL INITIATIVES

Surrey has been recognized as an industry leader in the area of intercultural inclusion. This area was identified as a priority concern in the 1996 Master Plan, and a great deal of excellent work has taken place as a result. The Intercultural Inclusivity Plan and the Intercultural Marketing Plan led to a number of new services and approaches. The area of intercultural inclusion affects all areas of the department's operation, including the arts, heritage, parks and community and leisure services. The Marketing Section also plays a key role in this regard. A considerable amount of the work undertaken in this area is supported by the inter-divisional Department Diversity Team.

In spite of the significant progress, there is still a need for greater coordination and a dedicated capacity in this area. There is also a need to develop stronger linkages with the ethno-cultural communities and new immigrant services in the community. The next step in this process is to consider hiring a full-time Intercultural Coordinator, who would be responsible, among other things, for creating stronger connections with the various ethno-cultural groups, and to guide and support the development of new programs and services in this area throughout the city.

Additional resources will enhance the efforts of staff and create stronger, more consistent bridges with Surrey's diverse cultures. Intercultural resources would need to support all areas of the department's operations, and contribute to larger citywide initiatives in this area.

RECOMMENDATION

- SW-14 Increase resources for the coordination of Intercultural Services*

6.2.8 USE OF VOLUNTEERS

Trend analysis has shown that the number of volunteers in Canada has significantly decreased in the last decade. Since volunteers and volunteer services provide numerous benefits for individuals as well as for communities, new and innovative strategies are needed to reverse this trend.

The most significant reasons for people to volunteer are to connect socially with others in a meaningful way, to make a difference in their community by contributing their skills and knowledge, and to develop new skills themselves. Baby Boomer retirees are more interested in shorter term projects and tasks in which they can contribute their skills and maintain a social connection, while new Canadians are motivated by their wish to develop English skills to their community in a meaningful way. Organizations need to promote themselves as a place where people can meet their needs, to reach out and partner with other groups (e.g. Immigrant Services) and then have a system in place that follows through with this commitment. This will require a more sophisticated volunteer system than has been in place in the past, and will need sufficient resources in order to be successful.

<i>RECOMMENDATION</i>	
<i>SW-15</i>	<i>Review and expand the existing volunteer program and ensure greater inter-department coordination</i>

SYSTEM-WIDE ISSUES

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7. IMPLEMENTATION

THIS CHAPTER INCLUDES A LISTING of all of the Strategic Directions and Recommendations included in the Strategic Plan.

The recommendations included in the Plan are presented on the following pages along with each of the Strategic Directions, annual costs, one time capital costs and the proposed timeline for implementation.

7.1 A GUIDE TO READING THE FINANCIAL TABLE

The following is intended to assist the reader in reviewing the information.

- **Strategic Directions** There are 5 Strategic Directions, each including a number of recommendations; the Strategic Directions are listed below:
 - I Invest in Planning and Management
 - II Invest in Programs and Services
 - III Invest in Human Resources
 - IV Invest in Existing Infrastructure
 - V Invest in new Infrastructure

- **Recommendations** The report includes 57 recommendations (some contain multiple statements) addressing issues related to parks, open space and the environment; cultural services; recreation services; and system-wide concerns

- **Annual Cost** Refers to the annual cost of addressing each of the recommendations; in some cases, there is no cost associated with a recommendation

- **One Time Capital Costs** Refers to the cost (in 2008 dollars) of improving an existing facility or building a new facility

- **Timeline** There are three periods of time in which each of the recommendations should be implemented:
 - Short term (year one to year three)
 - Medium term (year four to year seven)
 - Long term (year eight to year ten)

- **Service Level Classification** There are three Service Level Classifications:
 - Maintain Service Level
 - Increase Service Level
 - Extend Service Level

IMPLEMENTATION

- **Funding Level Classification Per Capita** There are four Funding Level Classifications:
 - Within existing resources
 - Within existing per capita spending levels
 - Requires increase in per capita spending
 - Alternate funding source
- **Funding Sources** Refers to potential sources of funding in order to implement the recommendation (examples of sources are described in the Executive Summary)

7.2 FUNDING SOURCES

It is recognized that significant funds will need to be accessed in order to implement the various recommendations presented in the Plan. It would be unrealistic to suggest that local taxpayers be expected to bear the entire cost, and it is suggested that several approaches be utilized.

- **Development Cost Charges:** DCC's are funds levied upon subdivision or development application approval and are set by bylaw. Development Cost Charges are specifically for Park Land Acquisition and Park Development, established at a standard rate for known amenities. The department requires a degree of flexibility to allocate funds where the need is most pressing within the community. To ensure that expenditures meet the actual needs of the community, it is important that future residents, rather than developers, be involved in determining specific priorities.
- **Five Percent (5%) Park Land Dedication:** Upon subdivision, provincial legislation requires that a parkland dedication be made to the city of either 5% of the total site area, or money in lieu equal to the 5% of the market value of the land. There are situations when this amount can be increased. For sites with significant open space features, such as mature vegetation, water courses, ravines and other landscaping or heritage values worthy of preservation, approval can be obtained for a gross density zone for one acre, ½ acre or normal single family subdivisions. The gross density zone requires a minimum of 15% of the site to be preserved as open space while retaining the same lot yield for the site through subdivision into smaller lots.
- **Neighbourhood Concept Plan (NCP) Funding:** This funding source is negotiated as a flat rate per unit for a group of potential subdivisions within the NCP area based on the estimated costs of parks/pathway development in the neighbourhood. Contributions currently range from \$230.26 to \$1,257.99 per dwelling unit. The intention of this funding source is that the monies received are spent to develop specific services that will benefit the NCP area.
- **Subdivision and Rezoning Application Fee Apportionment:** Annually, a portion of funds collected from subdivision and rezoning fees are provided to Parks for research and assessment to determine whether sufficient space is allotted to park space within and around the respective area of application.
- **General Levy:** This refers to the general property tax levy made by the city each year, and applied to the assessed value of an owner's land and/or improvements. The tax rate levy is determined by the estimated operating budget needs for the city to provide various municipal services.

- **Special Levies:** Special levies can take several forms, but usually take the form of a designated levy to provide a special provision for capital or specific services such as fire protection. The amount raised through the levy is dedicated to the purpose for which it was collected. Levies of this type can also take the form of other special charges in areas where the city collects fees and charges for specific purposes.
- **Referendum:** The Local Government Act spells out the conditions, requirements, and topics on which a referendum can be held. City Council must determine how a question or group of questions can be put to the public allowing voters to say “yes” or “no” to specific issues. Often, these issues are on major significance, where City Council feels that voters should have a direct say in the decision through the ballot box. Examples include questions related to major capital initiatives, parkland dedications, and other property-related issues.
- **Extraordinary City Earnings:** These funds arise from non-tax revenue sources such as investment earnings, professional fees for service and permit fees. Over the years, the city has diverted such earnings toward the funding of capital and other one-time special projects. This source of funding has been a significant one for Parks, Recreation, and Culture in the past.
- **Partnerships:** These can take various forms, including the development of a major recreation facility such as the Tong Louie Family Y on No. 10 Highway, to a cooperative venture with a local service club, and cost sharing arrangements with School District # 36. It is likely that each case will be somewhat different from others, and requires effective negotiation on the city's part.
- **Grants from Senior Government:** There always seems to be one or more grant program available from the Provincial and/or Federal government. At the present time, for example, the Federal-Provincial Infrastructure Program provides up to \$2 million dollars toward the cost of constructing recreation facilities – grants that the city has been very effective in acquiring.
- **Private Donations:** From time to time, individuals or families have donated land or assets to the city for parks, recreation, and cultural purposes for the benefit of the community. An example is Darts Hill Garden, which was donated to the city. Such donations provide significant opportunities for the city and contribute to a variety of unique opportunities.
- **Donations from Clubs, Associations, and Foundations:** Various service clubs, societies, Foundations, community associations, and ratepayers associations donate volunteer time and money toward specific projects.
- **Parent Advisory Committees:** An existing Parks, Recreation and Culture policy allows the expenditure of up to \$15,000 in matching funds when a Parent Advisory Committee has raised funds for a school playground.
- **Coordinated Engineering Works:** This involves the expenditure of funds by the Engineering Department on behalf of Parks, Recreation and Culture at the same time that engineering works are proceeding. This includes projects such as the construction of a sidewalk and landscaping fronting a park at the same time that a sewer line is installed, and saves considerable money through economies of scale and shared costs.
- **Corporate Sponsorships:** This involves the solicitation of funds from corporations to support specific initiatives and specific events, and to support funding for improvements and new facilities.

IMPLEMENTATION

- **Provincial Revenue Sharing Agreements:** Currently the city has a revenue sharing agreement with the Province for revenues generated from casino operations. From 2004 to 2007, the city's portion of casino revenue has amounted to \$12.7 million. This revenue source is committed to other city purposes until 2013 however subsequently, it is anticipated that this revenue source can become a viable funding source to Parks, Recreation and Culture initiatives upon City Council approval.

7.3 SAMPLE RECOMMENDATION

As an example of the above, the consultants have recommended that the city undertake the development of Phase Two of the **Surrey Museum**. Information regarding this recommendation follows.

- **Strategic Direction** Invest in New Infrastructure
- **Recommendation** Initiate Phase Two expansion of the Surrey Museum
- **Annual Cost** \$100,000
- **One Time Capital Cost** \$4 million (in 2008 dollars)
- **Timeline** Long Term
- **Service Level Classification** Increase Service Level
- **Funding Level Classification Per Capita** Requires increase in per capita spending

7.4 FUNDING CATEGORIES

As noted above, there are 57 recommendations within the Plan under five Strategic Directions. Some have several parts so that there are a total of 74 statements on the attached financial table. The recommendations are contained in four funding categories:

- Ten recommendations can be funded **within existing resources**. Their financial requirements are negligible or quite small, or they have already been funded within existing budgets. Implementing these will have no appreciable effect on the city's budget. They amount to approximately \$1.1 million in operating costs and \$33 million in capital investment.
- Three recommendations should be funded through **alternate funding sources**, including partnerships with the private and non-profit sectors, and should not require any investment from the city.
- Thirty-six recommendations can be funded **within existing spending levels per capita** over the next ten years. In other words, if the City of Surrey continues to levy taxes equal to \$64 per capita to operate parks, recreation and cultural services in real terms (i.e. net of inflation), growth in the city would be sufficient to fund these recommendations. Another 100,000 residents over the next ten years all paying the same level of taxes as current residents (with increases only for inflation), would create another \$6.4 million dollars annually by the end of the decade which could be used for the delivery of these services. That money could

be used to finance at least thirty-five of the recommendations. These recommendations account for just under \$2.9 million in annual operating costs and another \$8.6 million in one time capital costs.

- Twenty-five recommendations cannot be funded within existing spending per capita levels. They **require an increase in capital spending** either from within the City of Surrey or from other investors. These recommendations amount to approximately \$74.8 million in current capital dollars and would result in assets requiring an additional \$2.9 million in operating funds. A Financing Strategy for the Strategic Plan will be developed to ensure that adequate capital is available over the ten-year timeframe of the Plan.

In the past ten years, the city has spent \$67million on the development and upgrading of recreation and cultural facilities (it is estimated that these same facilities would cost \$177 million in 2008 dollars), \$78 million on parkland development, and \$153 million on parkland acquisition. It should be noted that these figures are actual expenditures, as opposed to estimates in 2008 dollars. The level of building recommended over the next ten years is similar to past investments. The biggest challenge is cost escalation in construction resulting in capital costs for new facilities that are double the cost from five years ago.

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**FIGURE NINE
SUMMARY OF RECOMMENDATIONS**

Rec.No*		Strategic Direction / Recommendation	Additional Annual Operating Costs	One Time Costs	Timeline**	Service Level Classification	Funding Level Classification Per Capita
		I - Invest in Planning and Management					
P-1		Approve updated parks classification system			Short-term	Maintain Service Level	Within existing resources
P-2		Revise parkland acquisition strategy		10,000	Short-term	Maintain Service Level	Within existing resources
P-3		Review the Parks Acquisition criteria and amend the DCC by-law to ensure adequate funds for park acquisition		10,000	Short-term	Maintain Service Level	Within existing per capita spending levels
P-4		Develop and implement an Integrated Pest Management Plan	35,000	50,000	Short-term	Maintain Service Level	Within existing per capita spending levels
P-5	a	Update and complete the new Greenway/Blueway Master Plan in consultation with the Engineering and Planning Departments		15,000	Short-term	Increase Service Level	Within existing per capita spending levels
P-11		Update the Natural Areas Strategic Management Plan		20,000	Medium-term	Maintain Service Level	Within existing per capita spending levels
P-12		Update the Street and Shade Tree Management Plan		50,000	Short-term	Maintain Service Level	Within existing per capita spending levels
P-13		Update a Park Priority Management and Acquisition Plan related to riparian requirements and wildlife corridors in cooperation with the Planning and Engineering Departments		20,000	Short-term	Maintain Service Level	Within existing per capita spending levels
P-14		Update Parks Environmental Guidelines and expand appropriate areas into policy		15,000	Short-term	Maintain Service Level	Within existing resources
SW-1		Update the condition assessment of all indoor facilities		250,000	Short-term	Maintain Service Level	Within existing per capita spending levels
SW-2		Enhance the Facility Lifecycle Management Program		50,000	Medium-term	Maintain Service Level	Within existing per capita spending levels
SW-7		Enhance communication with the Parks and Community Services Advisory Committee and staff to ensure awareness of the department's mandate and scope		5,000	Short-term	Maintain Service Level	Within existing resources
SW-9		Implement full GIS and Amanda functionality to meet current park planning practices		60,000	Medium-term	Increase Service Level	Within existing per capita spending levels
		Total Strategic Direction I	35,000	555,000			

FIGURE NINE (Continued)

Rec.No*		Description	Additional Annual Operating Costs	One Time Costs	Timeline*	Service Level Classification	Funding Level Classification Per Capita
II - Invest in Programs and Services							
P-19		Enhance youth stewardship and outreach programs	50,000		Short-term	Extend Service Level	Within existing per capita spending levels
CS-2		Provide additional arts and heritage programming in each Community	300,000		Medium-term	Extend Service Level	Requires increase in per capita spending
CS-3		Enhance the public art program by providing more substantial art in higher profile locations and explore a broader base of funding	50,000		Short-term	Increase Service Level	Within existing resources
CS-4		Commission an interpretive plan for programs and exhibitions at the Stewart Farm site		40,000	Medium-term	Increase Service Level	Within existing per capita spending levels
CS-6		Incorporate an enhanced touring program of art and artifacts into the city's annual operating budget	50,000		Short-term	Extend Service Level	Within existing per capita spending levels
CS-7		Work with non-profit organizations (e.g., SFU, the Surrey Arts Council, Kla-how-eya Aboriginal Centre) and the private sector to ensure improved arts and heritage initiatives within the City Centre	25,000		Short-term	Increase Service Level	Within existing per capita spending levels
SW-4		Continue to partner with SD #36 to better meet local leisure needs			Short-term	Maintain Service Level	Within existing resources
SW-6	b	Work with community organizations to assist in the development of program opportunities and facilities (e.g. tennis and squash courts, lawn bowling greens)			Short-term	Increase Service Level	Within existing resources
SW-8		Develop online archival catalogue system		300,000	Medium-term	Increase Service Level	Requires increase in per capita spending
SW-10		Enhance web based communication and marketing initiatives		60,000	Medium-term	Increase Service Level	Within existing per capita spending levels
Total Strategic Direction II			475,000	400,000			

IMPLEMENTATION

FIGURE NINE (Continued)

Rec.No*		Description	Additional Annual Operating Costs	One Time Costs	Timeline*	Service Level Classification	Funding Level Classification Per Capita
		III - Invest in Human Resources					
SW-5		Develop a formal staff training program with a focus on community development and intercultural services through the Human Resources Department			Short-term	Increase Service Level	Within existing per capita spending levels
SW-11		Conduct an analysis to ensure that investment in infrastructure and program staffing levels are appropriate		80,000	Short-term	Extend Service Level	Within existing per capita spending levels
SW-12		Place higher priority on regulatory enforcement in parks			Short-term	Increase Service Level	Requires increase in per capita spending
SW-13		Ensure the availability of specialized training in building systems maintenance and the operation of heritage buildings	10,000		Short-term	Maintain Service Level	Within existing per capita spending levels
SW-14		Increase resources for the coordination of Intercultural Services	75,000		Short-term	Extend Service Level	Within existing per capita spending levels
SW-15		Review and expand the existing volunteer program and ensure greater inter-department coordination	75,000		Short-term	Increase Service Level	Within existing per capita spending levels
		Total Strategic Direction III	160,000	80,000			

FIGURE NINE (Continued)

Rec.No *		Description	Additional Annual Operating Costs	One Time Costs	Timeline*	Service Level Classification	Funding Level Classification Per Capita
IV - Invest in Existing Infrastructure							
P-5	b	Continue the development of a city-wide trail system in new and existing parks		2,000,000	Short-term	Extend Service Level	Requires increase in per capita spending
P-6		Perform an audit of structures and infrastructures in parks including inventory, condition, maintenance and replacement plans	50,000	1,000,000	Medium-term	Maintain Service Level	Requires increase in per capita spending
P-7		Improve standards for park sanitation services	100,000		Short-term	Maintain Service Level	Within existing per capita spending levels
P-8		Increase maintenance budget for street trees	250,000		Short-term	Maintain Service Level	Within existing per capita spending levels
P-9		Create new horticultural displays in each Community	200,000	500,000	Medium-term	Maintain Service Level	Requires increase in per capita spending
P-10		Develop and implement a parks signage replacement program	50,000	150,000	Short-term	Maintain Service Level	Requires increase in per capita spending
P-16		Update playfield infrastructure	70,000	750,000	Short-term	Maintain Service Level	Within existing per capita spending levels
P-18		Enhance outdoor programming and nature play in parks	100,000	200,000	Short-term	Maintain Service Level	Within existing per capita spending levels
P-20	a	Replace outdated playgrounds		700,000	Short-term	Maintain Service Level	Within existing per capita spending levels
P-20	b	Replace outdated playgrounds		600,000	Medium-term	Maintain Service Level	Within existing per capita spending levels
P-20	c	Replace outdated playgrounds		700,000	Long-term	Maintain Service Level	Within existing per capita spending levels
RS-4		Assess the condition of outdoor pools to determine if current infrastructure will be appropriate for future needs		80,000	Short-term	Maintain Service Level	Within existing per capita spending levels
RS-5	a	Invest in the existing outdoor pools to keep them functional		1,500,000	Medium-term	Maintain Service Level	Requires increase in per capita spending
RS-5	b	Invest in the existing outdoor pools to keep them functional		1,500,000	Long-term	Maintain Service Level	Requires increase in per capita spending
SW-3		Standardize and improve existing facility maintenance standards	100,000		Short-term	Maintain Service Level	Within existing per capita spending levels
Total Strategic Direction IV			920,000	9,680,000			

IMPLEMENTATION

FIGURE NINE (Continued)

Rec.No *		Description	Additional Annual Operating Costs	One Time Costs	Timeline*	Service Level Classification	Funding Level Classification Per Capita
V - Invest in New Infrastructure							
P-15	a	Build 3 new synthetic turf surfaces	100,000	6,000,000	Short-term	Maintain Service Level	Within existing resources
P-15	b	Build 2 new synthetic turf surfaces		4,000,000	Medium-term	Maintain Service Level	Within existing resources
P-17	a	Develop park infrastructure to meet expanding community needs	200,000	1,500,000	Medium-term	Maintain Service Level	Requires increase in per capita spending
P-17	b	Develop park infrastructure to meet expanding community needs	75,000	500,000	Long-term	Maintain Service Level	Requires increase in per capita spending
P-17	c	Deliver maintenance standards related to ongoing park acquisition	600,000		Short-term	Extend Service Level	Within existing per capita spending levels
P-17	d	Deliver maintenance standards related to ongoing park acquisition	600,000		Medium-term	Extend Service Level	Within existing per capita spending levels
P-17	e	Deliver maintenance standards related to ongoing park acquisition	600,000		Long-term	Extend Service Level	Within existing per capita spending levels
P-21		Address dog walking issues in parks		250,000	Medium-term	Extend Service Level	Within existing per capita spending levels
P-22	a	Operate facility and manage parkland at Green Timbers	300,000		Short-term	Extend Service Level	Requires increase in per capita spending
P-22	b	Develop facilities at Green Timbers in order to establish environmental programs	150,000	1,500,000	Long-term	Extend Service Level	Requires increase in per capita spending
P-23	a	Continue construction of park infrastructure		3,000,000	Medium-term	Extend Service Level	Requires increase in per capita spending
P-23	b	Continue construction of park infrastructure		3,000,000	Long-term	Extend Service Level	Requires increase in per capita spending
CS-1	a	Provide arts and crafts studios and performing art rehearsal spaces		1,500,000	Short-term	Extend Service Level	Within existing per capita spending levels
CS-1	b	Provide arts and crafts studios, heritage display spaces and performing arts rehearsal areas		1,000,000	Medium-term	Extend Service Level	Requires increase in per capita spending

FIGURE NINE (Continued)

Rec.No *		Description	Additional Annual Operating Costs	One Time Costs	Timeline*	Service Level Classification	Funding Level Classification Per Capita
		V - Invest in New Infrastructure (cont'd)					
CS-1	c	Provide arts and crafts studios, heritage display spaces and performing arts rehearsal areas		1,000,000	Long-term	Extend Service Level	Requires increase in per capita spending
CS-5		Develop Phase Two of the Surrey Museum, including improvements to the Plaza	100,000	4,000,000	Long-term	Increase Service Level	Requires increase in per capita spending
CS-8		Invest annually in artifact display infrastructure	25,000		Short-term	Increase Service Level	Within existing per capita spending levels
RS-1		Plan for and develop a multi-purpose community recreation centre in Cloverdale	1,000,000	23,000,000	Short-term	Extend Service Level	Within existing resources
RS-2		Initiate advance planning for the construction of a multi-purpose community recreation centre in Grandview		100,000	Long-term	Extend Service Level	Within existing per capita spending levels
RS-3		Initiate advance planning and build a new aquatic centre	700,000	25,000,000	Medium-term	Increase Service Level	Requires increase in per capita spending
RS-6	a	Add gymnasium to Newton community recreation complex	100,000	3,000,000	Short-term	Extend Service Level	Within existing per capita spending levels
RS-6	b	Add multi-purpose space to the Newton community recreation complex		6,000,000	Medium-term	Extend Service Level	Requires increase in per capita spending
RS-7		Add gymnasium and multi-purpose space to the Fleetwood community recreation centre	400,000	10,000,000	Long-term	Extend Service Level	Requires increase in per capita spending
RS-8	a	Add fitness facilities in South Surrey	100,000	2,700,000	Short-term	Extend Service Level	Requires increase in per capita spending
RS-8	b	Add fitness facilities to the Fraser Heights community recreation centre	100,000	2,700,000	Short-term	Extend Service Level	Requires increase in per capita spending
RS-9		Replace existing arena with a new twin arena complex in North Surrey		23,000,000	Medium-term	Maintain Service Level	Alternate Funding Source
RS-10		Renovate and expand the North Surrey community recreation centre		10,000,000	Long-term	Maintain Service Level	Alternate Funding Source

IMPLEMENTATION

FIGURE NINE (Continued)

Rec.No *		Description	Additional Annual Operating Costs	One Time Costs	Timeline*	Service Level Classification	Funding Level Classification Per Capita
		V - Invest in New Infrastructure (cont'd)					
RS-11	a	Plan and construct three covered sport courts for lacrosse, basketball, roller hockey, skateboarding and other activities	75,000	3,000,000	Medium-term	Increase Service Level	Requires increase in per capita spending
RS-11	b	Plan and construct three covered sport courts for lacrosse, basketball, roller hockey, skateboarding and other activities	75,000	3,000,000	Long-term	Increase Service Level	Requires increase in per capita spending
SW-6	a	Work with organizations to develop other facilities and spaces (e.g. Stadium, Performing Arts Centre)			Medium-term to Long-term	Increase Service Level	Alternate Funding Source
		Total Strategic Direction V	5,300,000	138,750,000			
		GRAND TOTAL	6,890,000	149,465,000			