

area. In this regard, City staff has been in dialogue with representatives of Western Economic Development Canada, the Provincial Ministries of Children and Family Development and Community Services and VanCity Community Foundation, with a view to exploring opportunities for the City to work together with others in enriching the Surrey City Centre. These discussions have established the following:

- there is motivation on the part of all orders of government and others, to assist in enriching the Surrey City Centre;
- that a set of Guiding Principles should be established that form the basis for the development of the Initiative;
- that a broadly-based community advisory committee would be beneficial in formulating an effective Initiative and, ultimately, in assisting in the prioritization of projects/programs for implementation in the Surrey City Centre under such an Initiative; and
- some funding is available toward coordinating and facilitating dialogue between key stakeholders in respect to furthering such an Initiative.

DISCUSSION

For actions to be effective, it is necessary to understand and articulate the objectives at which the activities are targeted (i.e., "if you don't know where you're going, any road will take you there") and to establish at the outset, the principles by which actions will be guided.

The primary objective for the Initiative will be to encourage partnership arrangements involving all orders of government and others, to make effective use of the collective resources available to promote and support sustainable economic, social, cultural and community development in the Surrey City Centre.

City staff, with the assistance of a consultant, has been working with representatives of the Federal and Provincial governments to establish a set of Guiding Principles that are intended to form the basis for the Initiative. The Guiding Principles are documented in Appendix I, attached to this report.

Interim Community Advisory Committee (CAC)

To be effective, the Initiative will require a broad perspective in relation to understanding the issues and opportunities in the City Centre area and an accounting of the resources that are or may be available to implement programs and projects in the area. In this regard, it is considered appropriate to form an Interim CAC to act in an advisory capacity in providing broad-based input and direction to the Initiative. A draft Terms of Reference for the Interim CAC has been drafted and is attached as Appendix II. With the assistance of a consultant, staff has prepared a preliminary list of organizations, which collectively would provide a broad perspective in relation to the issues and opportunities in Surrey City Centre and which collectively could provide knowledgeable assistance in identifying available resources and priorities for action under the Initiative. This list of organizations is attached to this report as Appendix III. The role and composition of the Interim CAC will be reviewed at the conclusion of the work related to developing an Agreement in support of the Initiative and identifying the initial priorities.

Timeframe for the Initial Work of the Interim CAC

It is expected that the work associated with organizing the Interim CAC, drafting an Agreement and identifying initial priorities for actions under the Agreement will take approximately six months to complete, at which time a further report, complete with recommendations, will be forwarded to Council for consideration.

Budgetary Implications

The work associated with organizing the Interim CAC, drafting an Agreement and identifying initial priorities for actions under the agreement can be managed within the normal operating budget of the City. The expenses associated with the consultant, who has been involved to date and who will be retained to coordinate and facilitate the activities recommended in this report, will be paid by others.

CONCLUSION

Based on the above discussion, it is recommended that Council:

- Endorse the Guiding Principles, as documented in Appendix I of this report in relation to the Initiative;
- Authorize staff to proceed in association with representatives of the Federal and Provincial governments to form an Interim CAC to serve in an advisory capacity in providing broad-based input and direction to the development of the Surrey City Centre Urban Enrichment Agreement, based on the Terms of Reference attached to this report as Appendix II; and
- Authorize staff to work with the Interim CAC, based on the attached Guiding Principles and Terms of Reference, in further developing the Initiative, including a draft Agreement between the various parties to the Initiative for, Council's consideration.

Umendra Mital
City Manager

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Attachments:

Appendix I Guiding Principles – Surrey City Centre Urban Enrichment Agreement
Appendix II Terms of Reference – Interim Community Advisory Committee
Appendix III Interim Community Advisory Committee Draft Participant List

Surrey Urban Enrichment Initiative

Guiding Principles

January 30, 2006

Background

Surrey, with a population in excess of 400,000, is among Canada's fastest growing cities. It is the second largest city in the Province of British Columbia and is projected to become the largest – surpassing the city of Vancouver's population – within 20 years. As such, British Columbia's prosperity, economic vitality and social well-being are closely linked to the future growth of Surrey.

As with any rapidly growing urban centre, Surrey is experiencing a number of significant social and economic challenges as its numbers grow. In order to ensure that the appropriate economic and social infrastructures are put in place to address the needs of the community, both private and public sector investment in Surrey needs to be carefully nurtured and grown. To accomplish this, a mechanism needs to be put in place to promote better cooperation and coordination on strategic community priorities among all levels of government, as well as the private and non-profit sectors and to facilitate policy and program coordination among all of the stakeholders.

In other cities, urban development agreements have been put in place that are enabling stakeholders to achieve a strategic focus in a variety of ways, including:

- **Coordination:** linking the work of government, business, and non-profit organizations together to create greater synergies and to avoid unintended negative consequences;
- **Innovation:** encouraging government, business and non-profit organizations, separately and together, to seek creative and new solutions for the community issues that they want to address;
- **Policy change:** identifying government policy and regulatory issues that are barriers to effective action and change and recommending ways to remove or reduce these barriers; and
- **Investment:** advocating for appropriate investments within government, and allocating funds that flow through the agreement directly.

In this regard, representatives from the City of Surrey, the Provincial Government, and the Federal Government (hereinafter referred to the “Working Group”) have come together to engage in a process to develop a sustainable economic, social, cultural and community development strategy for the City of Surrey. As part of this process, an Interim Community Advisory Committee will assist the Working Group in establishing a framework that will lay the foundation for the development of a formal Surrey Urban Enrichment Agreement.

The intent of this initiative is not to spawn new studies, but rather to use existing studies and reports to produce action that will result in improving the quality of life in Surrey.

The initial primary target areas or objectives for this initiative are:

- To stimulate economic growth, create employment opportunities and reduce poverty-based homelessness
- To improve social and health conditions with a particular focus on addiction concerns
- To increase public safety and reduce crime

The Working Group has developed a set of principles that they believe represent the fundamental values that should serve to guide all of the activities that are to be undertaken under this initiative. With the assistance of the Interim Advisory Committee, these guiding principles will be reviewed and, where deemed appropriate, refined so that they form the basis for the future development and implementation of a Surrey Urban Enrichment Agreement.

These guiding principles are as follows:

1. Understanding and Cooperation

The Surrey Urban Enrichment Initiative seeks to foster a spirit of understanding and cooperation between the parties that will result in a more effective use of resources, the development and expansion of new opportunities and the pursuit of new initiatives that serve to promote and support sustainable economic, social, cultural, and community development in Surrey.

2. Strength through long-term partnership

The Surrey Urban Enrichment Initiative acknowledges that healthy, sustainable community development is a long-term process that requires consistent effort, over time, to produce positive and long-lasting results. As such, the parties are committed to developing a long-term partnership that will build on the synergy that is created through their collaboration.

3. Openness, Accountability and Transparency

The Surrey Urban Enrichment Initiative promotes the establishment and maintenance of a well structured partnership, with the appropriate systems and procedures in place, measurable indicators of success identified, and the open sharing of information and regular communication/consultation between the parties and with the public to ensure that there is accountability for public funds and transparency of processes and procedures.

4. Strategic Development

The Surrey Urban Enrichment Initiative promotes a commitment to the pursuit of community development that is strategic. As such, the parties are committed to undertaking and following through on a strategic planning process that will:

- Encourage broad-based community input on relevant issues and needs;
- Clearly identify priority focus areas;
- Result in a clear delineation of roles and responsibilities;
- Seek not only to avoid, but to eliminate duplication and achieve the impacts that result from collaborative effort; and
- Facilitate the successful implementation of a wide range of activities aimed at developing the economic, social, and cultural potential of the City of Surrey.

5. Action Oriented

- The Surrey Urban Enrichment Initiative promotes a commitment to a process that is action oriented – one that builds on the work that is either underway or has already been completed - and that is informed through ongoing research and analysis.

6. Diversity and Inclusiveness

This agreement promotes a process that sees the parties working together:

- To involve and engage a broad cross section of the community in their development activities;
- To embrace and promote the rich cultural diversity that is an integral part of Surrey;
- To forge new and dynamic partnerships within the community; and
- To bring significant benefits to individuals, businesses and other community organizations/institutions in Surrey.

Interim Community Advisory Committee Surrey Urban Enrichment Initiative

Terms of Reference

January 30, 2006

Background

Surrey, with a population in excess of 400,000, is among Canada's fastest growing cities. It is the second largest city in the Province of British Columbia and is projected to become the largest – surpassing the city of Vancouver's population – within 20 years. As such, British Columbia's prosperity, economic vitality and social well-being are closely linked to the future growth of Surrey.

As with any rapidly growing urban centre, Surrey is experiencing a number of significant social and economic challenges as its numbers grow. In order to ensure that the appropriate economic and social infrastructures are put in place to address the needs of the community, both private and public sector investment in Surrey needs to be carefully nurtured and grown. To accomplish this, a mechanism needs to be put in place to promote better cooperation and coordination on strategic community priorities among all levels of government, as well as the private and non-profit sectors and to facilitate policy and program coordination among all of the stakeholders.

In other cities, urban development agreements have been put in place that are enabling stakeholders to achieve a strategic focus in a variety of ways, including:

- **Coordination:** linking the work of government, business, and non-profit organizations together to create greater synergies and to avoid unintended negative consequences;
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In this regard, representatives from the City of Surrey, the Provincial Government, and the Federal Government (hereinafter referred to the "Working Group") have come together to engage in a process to develop a sustainable economic, social, cultural and community development strategy for the City of Surrey. A framework must now be put in place that will lay the foundation for the development of a formal Surrey Urban Enrichment Agreement. The intent of this initiative is not to spawn new studies, but rather to use existing studies and reports to produce action that will result in improving the quality of life in Surrey.

The initial primary target areas or objectives for this initiative are:

- To stimulate economic growth, create employment opportunities and reduce poverty-based homelessness
- To improve social and health conditions with a particular focus on addiction concerns
- To increase public safety and reduce crime

As part of this process, an Interim Community Advisory Committee will be established to assist the Working Group in the development of a framework for intergovernmental cooperation and a strategy on how best to engage community stakeholders.

Purpose of the Committee:

Serving in an advisory capacity, the purpose of the Interim Community Advisory Committee is, through a strategic planning process, to provide broad-based community input and direction to the Working Group for the development of a framework for the Surrey Urban Enrichment Agreement, and to help identify key priority areas and the processes for pursuing appropriate social, economic, cultural and community development activities under such an Agreement.

Goals and Objectives:

- To provide broad-based community input and guidance for the initial phases of the development of a social, economic, cultural and community development strategy for Surrey.
- To help identify key priority areas for the social, economic, cultural and community development activities to be pursued in Surrey.
- To identify processes for engaging the broader community in the enrichment of Surrey.
- To raise local awareness of and appreciation for the social, economic, cultural and community enrichment of Surrey and maintain open channels of communication with the broader community.
- To determine the term of engagement for the Interim Community Advisory Committee, as well the future role of the Committee, in consultation with the Working Group.

Reporting:

- The Committee will be accountable to the Working Group.
- Communication between the Committee and the Working Group will be as determined by the Working Group.

Composition:

- The Working Group has identified Surrey City Centre as the initial focus for the development of a framework for intergovernmental cooperation. Accordingly, the Committee will be comprised of representatives from stakeholder groups that are broadly representative of the variety of organizations/institutions/agencies that are actively involved in the Surrey City Centre.

Time Commitment:

- The Interim Community Advisory Committee will meet monthly over a period of approximately six (6) months to provide broad-based input and direction to the development of the framework for the Surrey Urban Enrichment Agreement. Taking in to account both preparation and meeting times, it is anticipated that the time commitment for Committee members will be approximately 8 to 10 hours per month.

Meetings:

- The Committee will meet at times and at a location deemed appropriate through consultation with the Working Group.

Budget:

- The costs incurred for meetings of the Committee and the development of its strategic priorities will be borne by the Working Group.

Surrey Agreement – Interim Advisory Committee - Draft Participant List
 January 31, 2005

Sector	Name
1 City	City Manager General Manager, Planning and Development Manager, Long Range Planning General Manager, Parks, Recreation and Culture
4 Province	Ministry of Children and Family Development - Surrey
5 Province	Ministry of Employment and Income Assistance - Surrey
6 Province	BC Housing (BC Housing is now responsible for all shelter planning and development)
7 Federal	Western Economic Development Canada
8 Federal	Service Canada - Surrey
9 Community Partner/Funder	VanCity Community Foundation
10 Community Partner/Funder	Coast Capital Savings
11 Community Partner/Funder	United Way of the Lower Mainland
12 Community Partner/Funder	Terasen
13 Education – Surrey School District	School District #36
14 Education – Kwantlen Univ. College	Kwantlen University College
15 Education – SFU	SFU Community Economic Development Centre/ SFU - Centre for Sustainable Community Development
16 Consultant to Social Well-Being Plan	Social Planning and Research Council of BC
17 RCMP	Chief Superintendent, Surrey RCMP
18 Health Authority	Fraser Health Authority
20 Social Service Agency	Options: Service to Communities Society
21 Social Service Agency	Surrey Community Services Society
22 Social Service Agency	Progressive Intercultural Community Services
23 Social Service Agency	Kla-how-eya Aboriginal Centre
24 Business Sector	Whalley Business Improvement Association
25 Business Sector	Surrey Chamber of Commerce