

NO: **R105**

COUNCIL DATE: **June 17, 2013**

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## REGULAR COUNCIL

TO: **Mayor & Council**

DATE **May 28, 2013**

FROM: **Manager, Sustainability**

FILE:

SUBJECT: **The Surrey Sustainability Charter Progress Report for 2012**

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## RECOMMENDATION

The City Manager's Office recommends that Council receive this report as information.

## INTENT

In September 2008 Council adopted the Surrey Sustainability Charter (the "Charter"), which is a comprehensive framework for a Sustainable Surrey. The Charter was developed in collaboration with residents, businesses, other community stakeholders, Council and staff and contains a series of actions that are to be pursued by the City over time in the context of sustainability. As part of its implementation program, the Charter contains a commitment to publish an annual report to highlight successes of the prior year and to identify tasks for the coming year. This report responds to this commitment for 2012.

## BACKGROUND

Part 4 (Implementation Strategy) of the Surrey Sustainability Charter notes that:

*"The City's ability to achieve its vision of sustainability requires the setting of targets and the establishment of "indicators" or mechanisms to monitor progress towards meeting these targets. Indicators and targets will be established to support achieving the vision, goals and scope items of the Sustainability Charter."*

At its Regular meeting on December 13, 2010, Council considered Corporate Report R253;2010 (attached as Appendix B), which documented the list of indicators and targets that would be used to monitor progress on sustainability for the City. These were developed by a community-based Indicators & Targets Task Force.

A "Sustainability Dashboard" is posted on the City's website to provide a visual representation of the City's performance on the selected indicators and targets. The Dashboard illustrates information on the City's progress toward achieving the Sustainability Charter's vision, goals and

actions, and is intended to influence positive behaviours in the community related to sustainability issues and challenges.

## DISCUSSION

The City has made considerable progress toward the realization of the vision as contained in the Charter since the Charter’s adoption in 2008.

*The Surrey Sustainability Charter Progress Report for 2012*, a copy of which is attached as **Appendix “A”** to this report, highlights the accomplishments to date in implementing the vision, goals and objectives of the Sustainability Charter and documents intended actions for 2013.

This year’s *Progress Report* more closely aligns the annual report with the results and trends of the Sustainability Dashboard. As with the Dashboard, the *Progress Report* is now organized by sustainability pillar, as well as sustainability “theme” for greater usability. The Progress report documents trends in each of the indicators for each of the pillars of the Charter. The following table documents how the trends are recorded in the annual report:

On target	Trends in the data suggest that the City and/or other partners are on track to meet the target
Stable	No significant positive or negative trend in the data
Off target	Trends in the data suggest that the City and/or other partners may need to focus attention on actions to better meet the target
No target	Applies to indicators that do not have targets (including in cases where the City has no direct influence over a measure)
Insufficient data	Applies where data is insufficient to establish any trend or comment on progress; for example, where only one year of data is available such as from the Census.

The following table provides a summary of the status of the 79 sustainability indicators that are used to measure progress in relation to the objectives of the Charter:

Pillar	Indicators on target	Indicators Stable	Indicators off target	No target	Insufficient Data	Total
Economic	10	3	0	11	4	28
Environmental	3	3	0	6	3	15
Socio-Cultural	13	5	4	12	2	36
<b>TOTAL</b>	<b>26</b>	<b>11</b>	<b>4</b>	<b>29</b>	<b>9</b>	<b>79</b>

Sustainability areas where significant progress has been made include the following:

- Ongoing decreases in average daily residential water consumption, due in part to the City’s water metering and behavioural change initiatives;
- A large increase between 2006 and 2012 in the number of social housing units, from 4,872 units to 5,434 units, attributable to additional units of supportive/transitional housing units having been constructed;

- Significant increases in residential waste diversion to above the 70% level following the implementation last fall of the City's Rethink Waste program including weekly curbside organics collection;
- Increasing participation in the Leisure Access Pass (LAP) program, which provides low income residents with access to recreational programs in the City;
- Higher levels of volunteering including through the popular Youth Fest;
- Early achievement of the target for accessibility of bus stops with the City in 2012 (74%) almost at its 2030 target of 75%; and
- Improving proximity of homes to various amenities like grocery stores, schools and parks in newly developing areas.

The following provides some commentary in relation to three of the measures that are "off target":

- The availability of doctors per 100,000 residents is below the provincial average for larger urban centres. In this regard, the goal is for Surrey to have a level on par with other major BC urban centres. At 127 doctors (general practitioners and specialists combined) per 100,000 residents in Surrey, this number is still low in comparison to the BC average of 212. As another comparison, in 2011, Richmond had a total of 152 doctors per 100,000 residents, while Vancouver had 428 per 100,000. Surrey continues to work with the Province and other partners to improve access to doctors for its residents.
- The percentage of vulnerable children in Surrey is relatively high. Recent results from the Early Childhood Development Instrument (EDI) scale indicate that for Surrey approximately 30% (32% for 2010/11) are currently vulnerable. The target is to reduce this number to no more than 15% by 2015. This result reinforces the importance of continued efforts by the City, the School District and other partners in this important area. The City is working with partners such as the School District, the Vancouver Foundation, the YMCA and others in implementing the recommendations that emanated from a report prepared in 2012 by IBM Smarter Cities on Early Childhood Development in Surrey. Over the last few years the City has more than doubled the number of preschool programming hours provided in recreation centres, schools and community halls across Surrey to over 300,000 hours per year.
- Language interpretation skills is an area where the City would like to see an upward trend in the number of City of Surrey staff with language interpretation skills; however, this is a voluntary program where staff self-identify their availability for language translation.

Updates are made to the Sustainability Dashboard on an annual basis. The Dashboard and future progress reports will provide information on sustainability trends and progress and inform the development of and refinements to City policies, plans and programs related sustainability.

The City's Sustainability Charter identifies ongoing engagement and communication as key strategies for promoting sustainable choices in Surrey and developing broad support for ongoing City and community action in relation to sustainability. The *2012 Progress Report* and the Sustainability Dashboard are key communication tools that demonstrate that the City of Surrey - including the City's corporate functions, Surrey residents, community groups, developers and business owners - are actively engaged in creating a sustainable community for future generations.

## CONCLUSION

The *Surrey Sustainability Charter Progress Report for 2012* highlights progress and accomplishments to date in support of advancing the vision, goals and objectives set out in the Charter. In partnership with a broad spectrum of community stakeholders, the City has made considerable progress in each of the three pillars of sustainability over the past four years since the adoption of the Charter.

Anna Mathewson  
Manager, Sustainability

AM/mc

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## Attachments

- Appendix A: Surrey Sustainability Charter Progress Report for 2012
- Appendix B: Corporate Report No. R253-2010, titled "Sustainability Charter Implementation, Indicators and Targets"



# Sustainability Charter

2012 ANNUAL REPORT



**The 2012 Sustainability Charter Update is the third annual report that has been prepared since the Sustainability Charter was adopted in 2008. The report demonstrates that the City of Surrey has made considerable progress on the implementation of the Charter, and remains committed to building a Sustainable City.**



# Sustainability Charter

## 2012 ANNUAL REPORT

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## Message from the Mayor

On behalf of City Council, I am pleased to present the City of Surrey's 2012 Sustainability Annual Report.

Approved in 2008, the Surrey Sustainability Charter is a commitment made by the City to place the principles of social, environmental and economic sustainability as the foundations for all decisions we make. It is about making the right choices and doing the right things. The Charter provides a comprehensive lens through which we view all initiatives, programs and plans; it provides us with a framework to best develop and manage Surrey's human and physical resources to create a strong, resilient and sustainable city.

The involvement of many people across the City has contributed to the effectiveness of the Sustainability Charter's implementation over the past four years. I would like to thank all stakeholders, staff, and Councillor Hayne, as Chair of the Environmental Sustainability Advisory Committee, for their ongoing roles in helping to implement the Charter's goals and vision.

I am very proud of our award-winning Sustainability Charter, which along with our innovative online Sustainability Dashboard, continues to be a model for other local governments in B.C. and across Canada.

Thank you for all your support.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dianne L. Watts', written in a cursive style.

**Dianne L. Watts**, Mayor  
City of Surrey





The City continues to press forward with its sustainability vision and goals, working in partnership with residents, businesses and local stakeholders. In the past four years since the Surrey Sustainability Charter was endorsed, we have made great strides in becoming a more sustainable city. The “ReThink Waste” program with curbside organics collection, a new LEED Gold City Hall, City Centre District Energy system, online Sustainability Dashboard,

and Sustainable Development Checklist are only some of our successes. Further, our community engagement and dialogue has continued with the developing Community Energy and Emissions Plan and Climate Adaptation Strategy, as well as programs like the Climate Change Showdown in Surrey elementary schools.

The innovative online Sustainability Dashboard is a key tool for reporting to the community on our sustainability progress. This Annual Report presents the findings for each of the 79 sustainability indicators, and reports on trends. The results are strong: Surrey is on track or stable for 37 of the 50 metrics for which targets have been established by the City.

I want to thank our many community stakeholders and partners for their continued dedication to making Surrey a more sustainable place to live, work and play.

**Councillor Bruce Hayne, Chair**

Environmental Sustainability Advisory Committee



**COUNCILLOR TOM GILL**

Chair, Finance Committee; Chair, Transportation and Infrastructure; Chair, Audit Committee



**COUNCILLOR LINDA HEPNER**

Chair, Parks, Recreation & Sport Tourism Committee; Chair, Agriculture and Food Security Committee



**COUNCILLOR MARVIN HUNT**

Chair, Intergovernmental Affairs Committee; Chair Investment and Innovation Committee; Library Board



**COUNCILLOR MARY MARTIN**

Chair, Diversity Advisory Committee; Chair, Community Health Programs Committee



**COUNCILLOR BARINDER RASODE**

Chair, Community Safety Committee; Chair, Police Committee



**COUNCILLOR BARBARA STEELE**

Chair, Seniors Advisory and Accessibility Committee; Chair, Surrey Heritage Advisory Commission; Vice-Chair, Cultural Development Advisory Committee



**COUNCILLOR JUDY VILLENEUVE**

Chair, Social Planning Advisory Committee; Chair, Culture Development Advisory Committee; Chair, Public Art Advisory Committee



# SURREY'S SUSTAINABILITY CHARTER

In September 2008, Surrey City Council unanimously adopted the Sustainability Charter, a comprehensive framework for implementing a progressive, 50-year vision for a Sustainable City. The Charter was developed in collaboration with residents, stakeholders, staff and Council. The Charter contains 56 actions, of which 32 were highlighted for immediate action

“Sustainability” in Surrey is about living well but within our means and considering the social, cultural, economic and environmental impacts of everything we do. This means that while we are building a great and livable City, we will promote a high quality of life for our residents and businesses while minimizing negative impacts on our community and environment.

The Sustainability Charter remains the City's overarching policy document. The Charter includes an Action Framework built on:

- Three **Pillars of Sustainability**: Socio-Cultural, Economic, Environmental Pillars
- Three **Spheres of Influence**: Corporate Operations, Municipal Jurisdiction; and External organizations.
- Three **Time Frames for Implementing Sustainability**: Immediate/short-, Medium- and Long-term.





# HOW WE MEASURE SUCCESS

## SURREY'S SUSTAINABILITY INDICATORS

A key tool for achieving the City's sustainability vision includes targets and indicators to measure ongoing performance against the targets. With the advice and input from a Sustainability Indicators & Targets Task Force, the City developed indicators aligned with the themes of the Sustainability Charter.



# SURREY SUSTAINABILITY DASHBOARD

In 2011 and early 2012, the City developed an online Sustainability Dashboard as a visually engaging and interactive reporting format. The Dashboard presents results for 79 sustainability indicators, of which 30 indicators are within direct City influence and 49 indicators are influenced by other levels of government or other forces such as the market, the local economy and the environment. The Sustainability Dashboard was launched in April 2012 on the City's website ([surrey.ca/dashboard](http://surrey.ca/dashboard)), and groups the indicators by the following three sustainability pillars and 12 themes:

## Economic Pillar

**Theme 1**  
Growth & Urban Design

**Theme 2**  
Transportation

**Theme 3**  
Economy

**Theme 4**  
Food & Farming

## Environmental Pillar

**Theme 5**  
Water & Waste Management

**Theme 6**  
Ecosystems

**Theme 7**  
Energy Systems

## Socio-Cultural Pillar

**Theme 8**  
Housing

**Theme 9**  
Arts, Culture and Events

**Theme 10**  
Health and Safety






**Theme 11**  
Education & Learning

**Theme 12**  
Access to Government



# SUSTAINABILITY PROGRESS IN 2012

This annual progress report on the Sustainability Charter makes full use of the information compiled in the Sustainability Dashboard. In addition to highlighting the key initiatives that were implemented by our community and City Hall throughout 2012, this update provides an overview of the latest trends on the Dashboard. Progress on each indicator is assessed in the following way:

 <b>On Target</b>	Trends in the data suggest that the City and/or other partners are on track to meet the target
 <b>Stable</b>	No significant positive or negative trend in the data
 <b>Off Target</b>	Trends in the data suggest that the City and/or other partners may need to focus attention on actions to better meet the target
 <b>No Target</b>	Applies to indicators that do not have targets (including in cases where the City has no direct influence over a measure)
 <b>Insufficient Data</b>	Applies to metrics for which there is insufficient data to establish any trend

# 1. OVERVIEW

In 2012, Surrey continued to make considerable progress towards its sustainability vision and goals. An overview of all the sustainability indicators shows that 37 measures are either on target or stable. Insufficient data exists to identify any trends in 9 measures, however future assessments will be undertaken, including when new Census data is released. No targets have been established for 29 of the measures, primarily because making progress on these measures is outside the City’s jurisdiction and control.

**Table 1 Sustainability Indicators: Overview**

Pillar	Indicators on target	Indicators Stable	Indicators off target	No target	Insufficient Data	Total
Economic	10	3	0	11	4	28
Environmental	3	3	0	6	3	15
Socio-Cultural	13	5	4	12	2	36
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## 2. CORPORATE LEADERSHIP

In 2012, the City continued to implement Sustainability Charter actions. Through the efforts of Council, numerous departments, an inter-departmental Sustainability Team, and the Sustainability Office, sustainability initiatives continue to move forward throughout the organization, reflected in high impact projects that include:

### Reducing our Corporate Carbon Footprint

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The City is a signatory to the BC Climate Action Charter and committed to making progress towards carbon neutral City operations. Corporate emissions stem largely from City facilities and fleet. The City also has a target of reducing corporate GHG emissions 20% by 2020. Progress in 2012 under the Corporate Emissions Action Plan includes:

#### Ensuring High Energy Performance of New Facilities

Design for the new Grandview Aquatic Centre is targeting LEED Gold. Designs for Guildford and South Surrey Recreation Centres are shadowing LEED, and the new Works Yard is being designed to LEED Silver.

#### Retrofitting Existing Facilities

Energy audits were completed for 56 civic buildings which showed a high degree of energy performance with very few recommendations for improvement. Overall, emissions from City buildings continue to decrease as a result of efficiency and retrofitting measures, with gains particularly in reducing natural gas consumption.



## Greening the Fleet

The City continued to expand its alternative fuel vehicle pilot, bringing the total to two electric vehicles, five hydrogen vehicles, and three new technology compressed natural gas trucks. Staff are also testing a car-sharing program that would allow the City to maximize pool car usage and reduce overall fleet size in the future. GHG emissions from the fleet have remained relatively stable despite the overall size of the fleet having increased.

## District Energy in Surrey City Centre

Construction started on the geo-exchange field for the new District Energy (DE) system in City Centre. Also in 2012, a new District Energy System Bylaw was adopted that includes the requirement for all City Centre developments of a certain size to be fully compatible for DE connection; early adopters will receive some financial assistance.

## Workplace Conservation Awareness Program for Staff

Twelve City facilities - four pools and eight library branches - are participating in the Workplace Conservation Awareness Program, funded by BC Hydro. Monthly staff-led activities engage and educate colleagues on topics such as HVAC systems, phantom power, and energy-wise use of appliances. Highlights from 2012 include a 275% improvement in turning off computer monitors, a 75% energy reduction in phantom power load, and dozens of new energy reduction ideas put forward by staff.

## Employee Commuting

The City's Transportation Demand Management (TDM) agenda aims to provide staff with a range of sustainable options for commuting to work. TDM has been an important aspect of planning the move to the New City Hall (NCH) in 2013. To incentivize sustainable transportation choices, NCH will continue to provide preferred parking for carpools, as well as offer cyclists secure bike parking and end-of-trip facilities such as showers and lockers. The City is also offering Personalized Commute Planning to all staff.

# NEW CITY HALL

Surrey's New City Hall will become operational in Fall 2013 and will be LEED Gold certified. It will optimize energy use through the BC Hydro New Construction Program. The City is also investing in a geo-exchange energy system that will be a catalyst for the development of Surrey's first District Energy Utility. Together, these initiatives will place Surrey as a leader in establishing green civic facilities and will act as a catalyst for sustainable urbanism in Surrey Centre. New City Hall will also have a state-of-the-art childcare facility, public art, and a performance space for the community, showcasing our commitment to social sustainability.



## Green Procurement

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The City continued its work on sustainable purchasing, including participation in the Municipal Collaborative for Sustainable Purchasing that has local governments sharing best practices from across Canada.

## Celebrating Diversity

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To support inclusion and increase awareness, the City hosted well-attended diversity events at City Hall for major cultural and religious celebrations.



## 3. ECONOMIC PILLAR

The City aims to create a local economy that builds on Surrey's natural advantages, and uses the land base and human resources efficiently to create a broad range of well located, transit accessible and environmentally friendly businesses that provide attractive local employment opportunities and a sustainable revenue base for the City.

### Theme 1: Growth and Urban Design

Urban design that promotes livability clusters homes and work near transit, encourages compact neighborhoods with services and amenities, and creates streets that are safe and attractive. See [www.surrey.ca/dashboard](http://www.surrey.ca/dashboard) for a detailed description of the theme's indicators.



**Table 2 Sustainability Indicators: Growth and Urban Design (Source: surrey.ca)**

Indicator	Target	Trend	Movement/Progress
Funding for Beautification	The City wants to see an upwards trend	On target	City funding for Beautification Projects in the community has consistently increased since 2007. In 2012 the City spent more than \$2.98 million on such projects, up from \$820,000 in 2007.
Spending on Public Art	No target was established for this metric	No target	Spending on public art has varied from year to year, as public art is based on a percentage of building construction value. This metric will need to be evaluated on longer term data.
Density on Transit Corridors	The City aims to increase population and employment density along major transit corridors	On target	Density along the major transit corridors (104th Ave, Fraser Highway, King George Boulevard and City Centre) has remained relatively stable since 2009 with a slight positive trend up. Coming growth shaped by the OCP will influence this trend.
Investment in Infrastructure by Senior Government	The City wants to see an upwards trend	On target	In 2012 the Provincial and Federal Governments provided over \$114 of funding per resident to the City for community infrastructure development. This is significantly more than the \$52 made available in 2008.
Homes within 400m of Amenities	The City has different 2018 and 2058 targets for each amenity	On target	Between 2009 and 2012 proximity of homes to most amenities has increased, especially grocery stores, transit and bike routes.

## Major Sustainability Actions in 2012

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### Official Community Plan Update

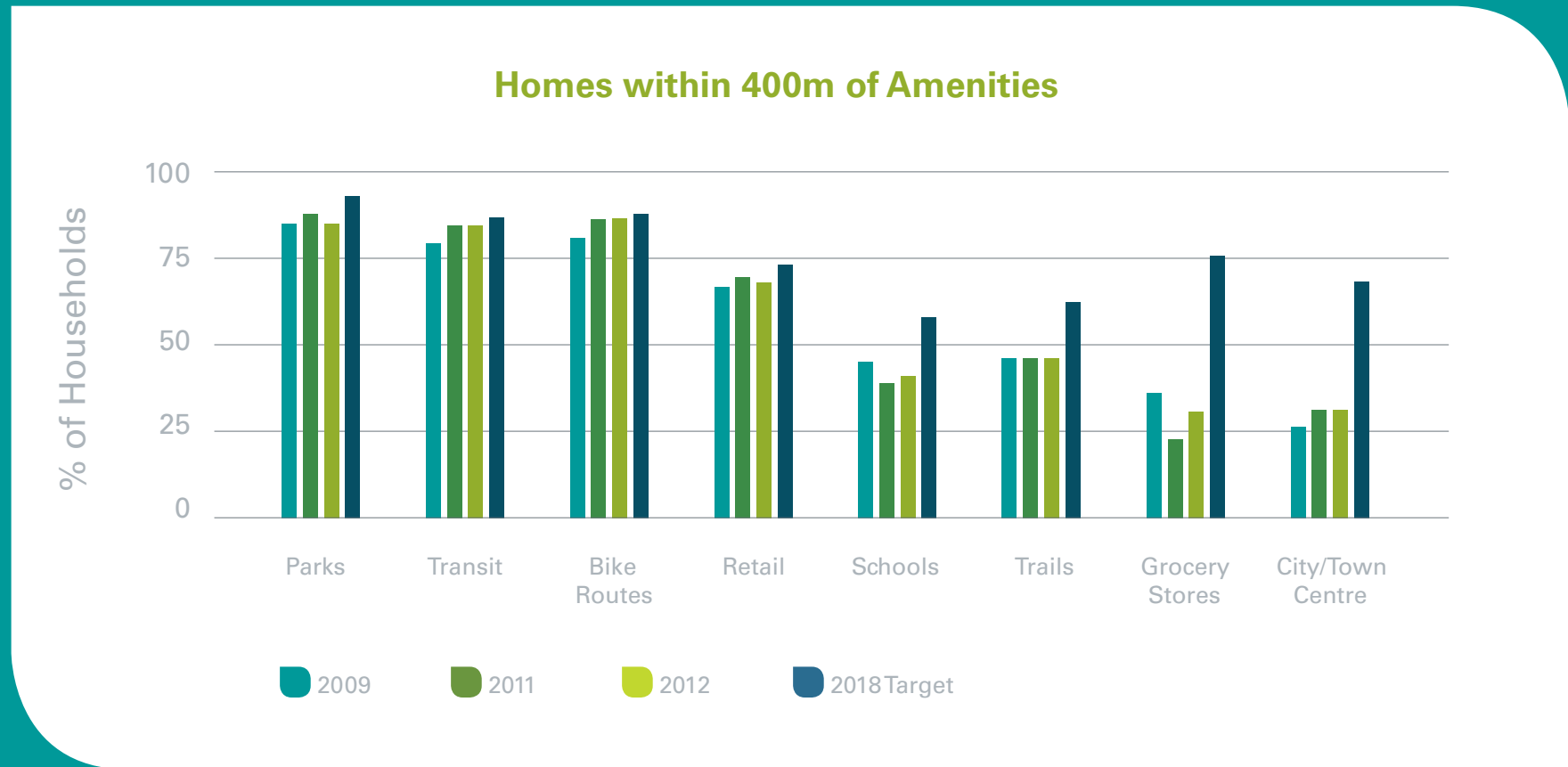
Surrey's Official Community Plan (OCP) provides a vision and strategic framework for the future of our community. It guides the development and growth of Surrey for the next 30 years. Since 2008, the City has been in the process of preparing a major revision of the 2002 OCP. In 2012, the City completed several intensive workshops with stakeholder groups to get additional direction on the focus of the OCP. The first draft was prepared and subsequently reviewed by all stakeholder groups and City departments with staff providing detailed feedback. Work is on-going to finalize the draft document and bring forward for Council approval in 2013.

### New Neighborhood Concept Plans

Neighborhood Concept Plans (NCPs) supplement the OCP by providing a more detailed vision of how specific neighborhoods plan to grow and develop over time. NCPs also contain Design and Development Guidelines that prescribe certain urban design elements and aim to preserve and enhance the character of each neighborhood. In 2012, the City completed the development of the NCP for the Anniedale-Tynehead neighborhood in North East Surrey. Progress was also made regarding new or revised NCPs in Grandview Heights, Semiahmoo and West Clayton.

As evidenced by Figure 3, showing Proximity of Residential Homes to Amenities, the proximity to services within Surrey continues to improve.

Figure 1 Proximity of Residential Homes to Amenities Indicator (Source: surrey.ca)



## Continued Use of Sustainable Development Checklist

Following the development of the Sustainability Charter, Council approved the Sustainable Development Checklist in April 2011. The Checklist helps residents, developers and builders in their effort to create developments that support community health, use less resources and money, and respect the natural environment.

Sustainable Development Checklists are currently required for:

- OCP Amendments
- NCP Amendments
- Zoning Bylaw Amendments
- Development Permits
- Land Use Contract Amendments
- Subdivision Applications (more than three units)

In 2012, the City received over 180 Sustainable Development Checklists along with development applications. Over 80 of these Checklists have already been reviewed, while the remainder are pending approval or require additional information from project proponents.

## Surrey Public Art Plan 2012-2016

The City recognizes its important role for enhancing public art projects throughout our community. In 2012, the Surrey Public Art Plan 2012-2016 was prepared to steer the implementation of artworks in City facilities and public open space such as parks and greenways.



## Theme 2: Transportation

Designing communities for walking, cycling, and transit provides health and environmental benefits. See [www.surrey.ca/dashboard](http://www.surrey.ca/dashboard) for a detailed description of the theme's indicators.



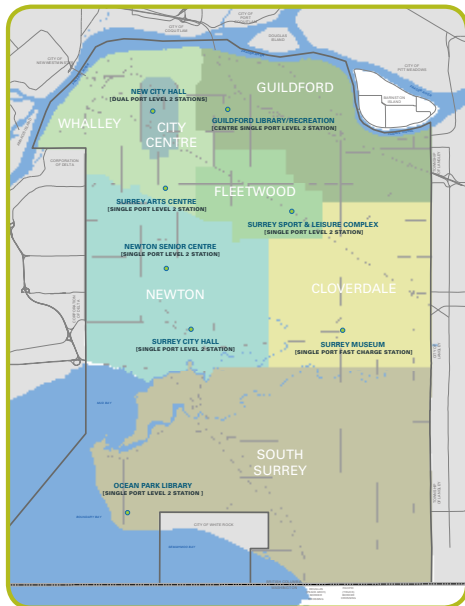
**Table 3 Sustainability Indicators: Transportation (Source: surrey.ca)**

Indicator	Target	Trend	Movement/Progress
Car Ownership	The City wants to see a downwards trend	Stable	Car ownership has not changed dramatically since 2007 and is around 0.5 non-commercial vehicles per resident.
Mode of Travel to Work	No target was established for this metric	No target	Data for this indicator is only available for 2006 and 2008. Overall, 13.9% of trips were made by either transit, bike or walking in 2006 versus 12.1% in 2008.
Place of Work	No target was established for this metric	No target	Data for this indicator only exists for 2006. At that time 38.5% of Surrey's residents lived and worked in Surrey, 46% worked outside Surrey and 15.5% had no fixed workplace.
Km of Greenways and Cycling Trails	The City has different 2015 and 2025 targets for greenways, bicycle pathways and park paths and trails	On target	The City has consistently improved active transportation infrastructure since 2010. In 2012 Surrey has 575.9km of greenways and cycling trails, up from 532 kilometres in 2010.
Transit Accessibility	The City aims to make 75% of bus stops accessible by 2030 and 80% by 2058	On target	Accessibility of bus stops has improved since 2010, with Surrey almost at its 2030 target in 2012 (74%).

# Major Sustainability Actions in 2012

## Electric Vehicle Infrastructure

Electric Vehicles (EVs) received much attention throughout 2012. The City secured important funds through the provincial Community Charging Infrastructure Fund to establish charging infrastructure. This funding will cover 14 new Level 2 EV charging stations that will be installed at seven civic facilities: eight charging stations at the New City Hall (five for City fleet and three for the public) and six stations at other facilities around the City.



## Cycling Plan Approved

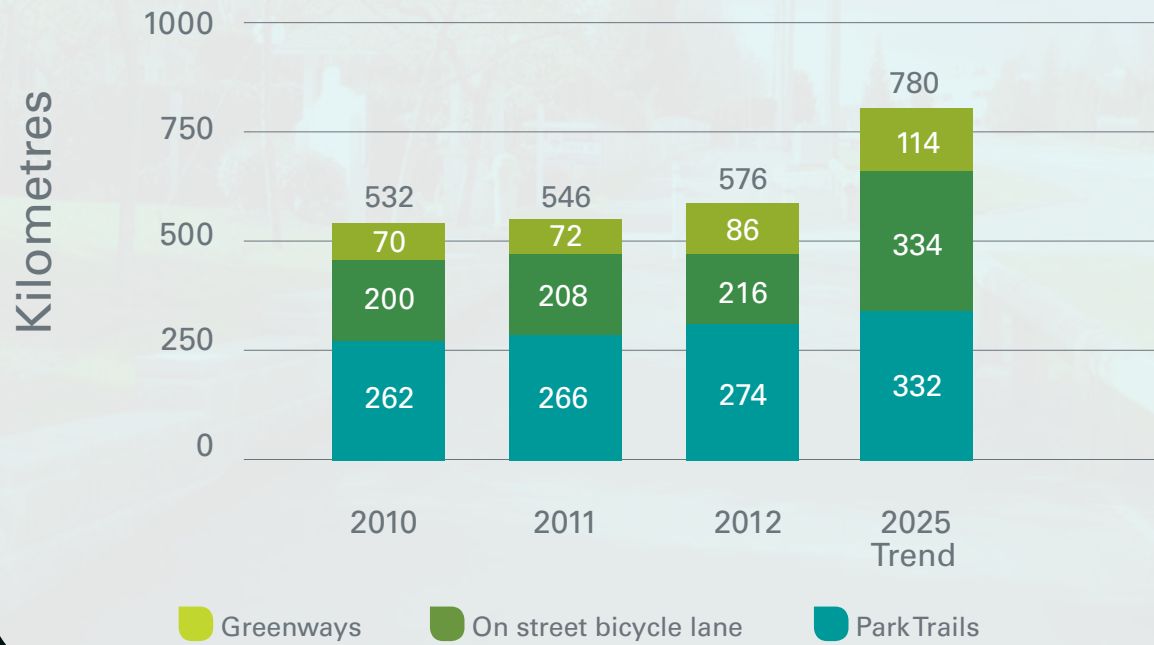
2012 was a great year for cycling in Surrey: the City adopted the brand new Cycling Plan which sets out a comprehensive vision for upgrading and expanding the cycling infrastructure, to make cycling a safer and more convenient transportation choice for residents. As part of this Plan, the City will:

- Improve the on- and off-street cycling network (as evidenced in Figure 2, the City continues to increase on-street bicycle lanes, greenways and cycling trails);
- Increase and improve end-of-trip facilities;
- Manage and maintain the existing cycling network; and
- Promote cycling



Figure 2 Active Transportation Infrastructure Indicator (Source: surrey.ca)

### Kilometres of Greenways & Cycling Trails



## Surrey Rapid Transit Study

The City continues to contribute to the TransLink concept for rapid transit in and through Surrey. The Surrey Rapid Transit Study is a partnership between Surrey, Langley, Metro Vancouver, TransLink and the Province and funded by the latter two.

In 2012, technical work and analysis on rapid transit alternatives continued as part of the study. A number of public consultation events were held to ensure that the outcomes are in line with public interests. At this point, the study has identified four possible rapid transit options that are able to meet the long-term needs of Surrey and surrounding communities. The City of Surrey has concluded that LRT on all three corridors will best serve the City based on considerations of cost, service level/quality, shaping growth, integrating with communities and creating a vibrant street environment.

## Green Bike Boxes

Green Bike Boxes help cyclists make left turns and elevate their visibility to drivers. In 2012, Surrey implemented its first Green Bike Box at the intersection of Whalley Boulevard and 102 Avenue.

## Greenways Plan

Greenways are multi-use pathways for pedestrians, cyclists and other non-motorized users, and provide residents with an opportunity to walk or cycle to destinations within their community and throughout the city. In 2012, Council approved a new Greenways Plan which is integrated with the Walking and Cycling Plans, provides a framework for the greenway implementation process, and indicates the general layout of the greenway network.

## LED Street Light Pilot Project

The City operates over 29,000 streetlights. By replacing existing fixtures with LED technology, we will be able to reduce power consumption as well as operating and maintenance costs. To test this new technology, the City installed LED streetlights in a pilot project along eight of Surrey's streets. Residents can now provide feedback and help the City to decide whether and how to implement LED streetlights across Surrey.

# Theme 3: Economy

A healthy local economy provides employment and income for residents, stimulates innovation and creativity, funds public services and programs, and sustains the natural environment. See [www.surrey.ca/dashboard](http://www.surrey.ca/dashboard) for a detailed description of the theme’s indicators.

**Table 4 Sustainability Indicators: Economy (Source: [surrey.ca](http://surrey.ca))**

Indicator	Target	Trend	Movement/Progress
Availability of Employment	The City aims to achieve a jobs to labour force ratio of 1:1	On target	Between 2008 and 2012 the jobs to labour force ratio rose from 0.68 to 0.71.
Businesses by Sector	No target was established for this metric	No target	The number of businesses rose from 14,604 in 2008 to 16,744 in 2012 with particular increases in Construction, Manufacturing, and Transportation. The largest number of businesses is in the Services sector, representing 44% of businesses in Surrey in 2012.
Employees by Sector	No target was established for this metric	No target	The number of employees has increased from 159,190 (2009) to 183,140 (2012) with increases in each sector. Overall the number of employees has increased by 15% over this time period, where the population has increased by 5.6%.

**Table 4 : Continued**

Indicator	Target	Trend	Movement/Progress
Low Income Individuals and Families	The City wants to see a downwards trend	Insufficient data	Data for this indicator is only available for 2006. At that time approximately 15.6% of families in Surrey qualified as Low Income according to Statistics Canada, compared to 17.1% of families in Metro Vancouver.
Industrial Land base	No target was established for this metric	No target	In 2012, 4,502 acres of land were designated for industrial purposes in Surrey.
Median Household Income	No target was established for this metric	No target	Data for this indicator is only available for 2006. At that time the median income per household in Surrey was just over \$60,000.
Median Income for Immigrants	The City aims to achieve immigrant income levels that equal the average income in Surrey	Insufficient data	Data for this indicator is only available for 2006. At that time median income of immigrants was just under \$20,500 and therefore \$3,500 lower than for an average person in Surrey.

**Table 4 : Continued**

Indicator	Target	Trend	Movement/Progress
Tax base	By 2021 the City aims to have 60% of the tax base from residential properties and 40% from commercial and industrial properties	Stable	The City's tax base remained relatively unchanged between 2008 and 2012. 66% of the tax base is from residential properties, 28% from business properties, and 5% from industrial. The City continues to work on shifting the residential/commercial tax balance over time.
Unemployment rates among immigrants	The City aims to see the unemployment rate of immigrants no higher than that of the total population over time	Insufficient data	Data for this indicator is only available for 2006. At that time the unemployment rate for immigrants was 0.8% higher than the overall rate. For recent immigrants it was 4% higher.
Vacancy rates	No target was established for this metric	No target	Industrial vacancy rates have decreased consistently since 2009 (3.8%) to 2% in 2012. Commercial vacancy rates on the other hand have increased from 6.1% in 2009 to 9.2% in 2012.



# Major Sustainability Actions in 2012

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## Centre4Growth

In 2012, the City partnered with the BC Technology Industry Association (BCTIA) and Simon Fraser University to deliver the BCTIA Centre4Growth business incubation programming for technology entrepreneurs in Surrey. This effort is a continuation of the previously envisioned Cleantech Commercialization Centre at Campbell Heights. The Centre4Growth programming includes one-on-one mentorship with experienced technology CEOs and workshops to provide key skills to young entrepreneurs.

## Economic Diversification Strategy

Surrey launched an Economic Diversification Strategy to create more local and knowledge-based jobs in priority sectors including clean technology, health technology and advanced manufacturing.

## Awards for Economic Sustainability

Surrey won a number of economic development awards in 2012. For the fourth year in a row, it was named the best place to invest in BC. Surrey also

received the Clean50 Award for achievements in sustainable development and the WeGo award for mobile building inspections.

## Climate Smart

Climate Smart works with small- and medium-sized enterprises and creates capacity to measure and reduce their GHG emissions. Building upon a successful collaboration since 2010, Climate Smart, the City of Surrey and other partners like Fortis BC continued their efforts to reduce emissions from the small business sector, having engaged over 45 businesses with measured emissions of over 100,000 tonnes CO<sub>2</sub>e (carbon dioxide equivalent). This represents over 5% of Surrey's total community-wide emissions.

## Inter-Municipal Business License

Surrey partnered with the Provincial Government and eight municipalities for a one-year pilot of a regional business license project. The license allows a business owner to obtain a license in one municipality and conduct business within the other municipalities partnering in the program.

# Theme 4: Food and Farming

A sustainable food system supports farmers and considers how food is grown, processed and distributed. It ensures universal access to nutritious, safe, and culturally appropriate food. See [www.surrey.ca/dashboard](http://www.surrey.ca/dashboard) for a detailed description of the theme’s indicators.

**Table 5 Sustainability Indicators: Food and Farming (Source: [surrey.ca](http://surrey.ca))**

Indicator	Target	Trend	Movement/Progress
Access to Farmers Markets	The City aims to see 75% of the population living within a 20 min bike ride of a farmer’s market by 2058	On target	The City has already achieved its 2058 target: in 2012, 89% of the population lived within a 20 minute bike ride of a farmer’s market.
Community Gardens	The City wants to see an upwards trend	On target	The number of community garden plots increased between 2009 and 2011 and then remained steady at 300.
Farm Receipts	No target was established for this metric	No target	Data for this indicator is only available for 2006. At that time total gross farm receipts were approximately \$153 million.

**Table 5 Sustainability Indicators: Food and Farming (Source: surrey.ca)**

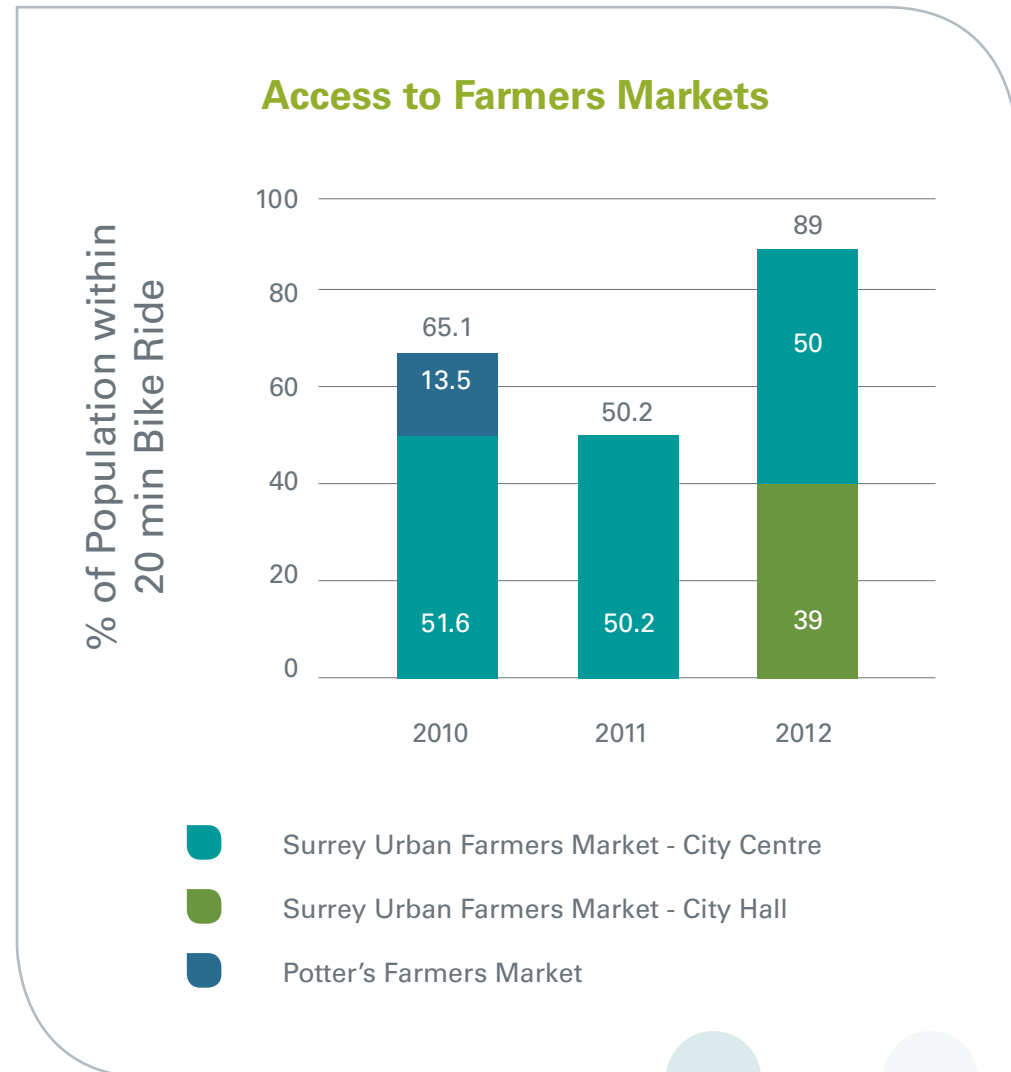
Indicator	Target	Trend	Movement/Progress
ALR Available for Farming	The City aims to prevent a net loss of ALR for farming	On target	Between 2004 and 2010 there was no change: 79% of Surrey's Agricultural Land Reserve (ALR) land was available for farming.
Land in Food Production	The City aims to prevent a net loss of land in food production	Stable	Both the total area farmed and the land under food production increased between 2001 and 2006 and then declined in 2011 likely due to a large decrease in alfalfa, hay and fodder crops, and pasture. In 2011 close to 6,400 hectares of land was farmed and close to 4,300 hectares was under food production.
Participation in Harvest Box Program	No target was established for this metric	No target	Participation in the Harvest Box Program decreased between 2009 (over 1,500 participants) and 2012 (less than 1,000 participants).
Pocket Markets	No target was established for this metric	No target	The number of pocket markets has fluctuated between five and nine over the past four years. In 2012 the City had eight such markets.

# Major Sustainability Actions in 2012

## Farmer's Markets

The Surrey Urban Farmer's Market continued to operate its weekly market at North Surrey (Surrey Central Skytrain) in the growing season. As well, the City worked with the Market to hold a pocket market at City Hall throughout the summer of 2012 where fresh, local food was available for purchase in the City Hall Lobby every second Thursday from June to October. Overall, in 2012 more people live within a 20 minute bike ride of a farmers market in Surrey than in 2010 (see Figure 5).

Figure 3: Access to Farmers Markets (Source: [surrey.ca/dashboard](http://surrey.ca/dashboard))



## Agricultural Strategy

Agriculture has always been a key component of Surrey's economy and community life. The City of Surrey has been carefully managing our agricultural resources for many decades. In 2012, the City initiated development of an Agricultural Strategy; this new strategy will help Surrey guide its priorities in agriculture and set the stage for the review and update of the 1999 Agriculture Plan.





## 4. ENVIRONMENTAL PILLAR

The City aims to demonstrate good stewardship of the land, water, air and built environment, protecting, preserving and enhancing Surrey's natural areas and ecosystems for current and future generations while making nature accessible for all to enjoy.

### Theme 5: Water and Waste Management

How we manage our waste and water has many environmental, health and economic implications. Sustainability depends on reducing consumption and improving management practices. See [www.surrey.ca/dashboard](http://www.surrey.ca/dashboard) for a detailed description of the theme's indicators.



**Table 6 Sustainability Indicators: Water and Waste Management (Source: surrey.ca)**

Indicator	Target	Trend	Movement/Progress
Water Consumption	The City aims to reduce average residential daily water consumption to 260 litres by 2028 and 230 litres by 2058	On target	Average daily water consumption per capita has decreased from 317 litres in the period 2003-07 to 284 litres by 2008-12 (note: these five-year averages reduce the effect of weather anomalies on the data).
Integrated Stormwater Management Plans (ISMPs)	The City aims to complete all ISMPs by 2014	On target	By 2012 47% of the land area in Surrey was covered by an ISMP. ISMPs for an additional 30% of the area were still under progress.
Community Waste Diversion	The City aims to divert 70% (95%) of waste from landfill by 2015 (2058)	On target	Waste diversion rates have increased from 38% in 2007 to 56% in 2012. The 2012 figure is for all of 2012, including the nine months of the year before the City began its curbside organics collection program.
Construction Waste Diversion	No target was established for this metric	No target	Construction waste diversion rates have varied; in 2011 the diversion rate was 74%.

## Major Sustainability Actions in 2012

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### Rethink Waste Collection Program

In October 2012, the City of Surrey launched a new waste management program that introduced new carts, an improved collection schedule as well as a city-wide kitchen organics collection program. The program reduces environmental impacts, increases the diversion of waste from landfills and provides a high quality and reliable service while maximizing cost-efficiencies.

The entire waste collection fleet is now powered by Compressed Natural Gas (CNG), which reduces emissions relative to the old diesel fleet by as much as 30%. The City continues to run collections of single-stream recycling and yard waste as well as garbage.

A major milestone of the City's effort to become more sustainable is the implementation of the new city-wide kitchen organics collection system. After fine-tuning this new collection system in a pilot study throughout 2010 and 2011, as of October 2012 residents can now divert food scraps from their garbage bin and reduce waste going to landfills. The results of these efforts are seen below in substantially higher diversion rates totaling 56% in 2012; this number represents the combined diversion rate for January to September 2012 of 52%, and the October to December 2012 diversion rates of 70% following the start of the new organics program.



Figure 4 Community Waste Diversion (Source: surrey.ca)



## Biofuel Facility

In an attempt to further reduce emissions while reducing costs - and in cooperation with the Federal Government - the City of Surrey announced a public-private partnership to build a Biofuel Facility that will process Surrey's kitchen and yard waste into both a renewable fuel and a compost and mulch material. The fuel will be used to power vehicles, including Surrey's CNG waste collection trucks, while the compost and mulch will be sold through local retailers.

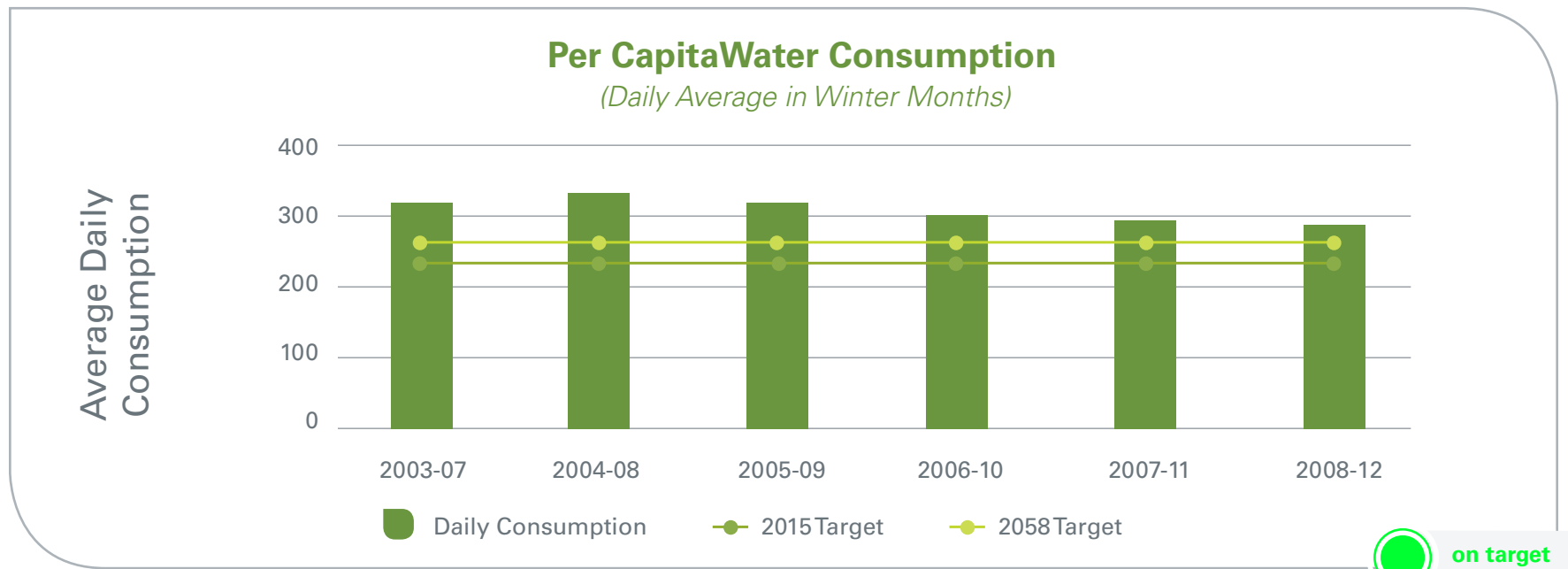


## Operation Save H2O

The Operation Save H2O Program was initiated in 2008 to promote water conservation in Surrey, as has been, along with metering, an important factor in steadily reducing per capita water consumption (see Figure 5). The program is focused on improving stewardship of the Region’s water resources. Homeowners are provided with information and strategies about reducing water usage, which will also save them money.

In 2012, the Program focused on residences that used higher than average amounts of water based on the utility invoices issued by the City. Four post-secondary and four high school students were employed from May through August to deliver information and provide advice to approximately 2,000 homes. In addition to spending time going door-to-door, the students also attended community events to encourage homeowners to take advantage of the City’s Volunteer Water Metering program.

Figure 5 Per Capita Water Consumption (source: surrey.ca)



# Theme 6: Ecosystems

Ecosystems support human life by providing countless invaluable resources and services, from filtering pollutants and reducing flood risk, to providing building materials and increasing soil stability. See [www.surrey.ca/dashboard](http://www.surrey.ca/dashboard) for a detailed description of the theme's indicators.

## Major Sustainability Actions in 2012

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### Biodiversity Conservation Strategy

On November 23, 2011, Surrey City Council gave approval for staff to proceed with the development of a Biodiversity Conservation Strategy (BCS) in follow up to the recommendations of the Ecosystem Management Study. The Strategy identifies and quantifies the current biodiversity and wildlife habitat resources within Surrey and establishes both short-term and longer-term management recommendations and guidelines to assist in ensuring that priority biodiversity across the City is conserved and thrives in perpetuity. With the establishment of appropriate biodiversity targets and goals, the effectiveness of the Strategy can be monitored over time.

**Table 7 Sustainability Indicators: Ecosystems (Source: surrey.ca)**

Indicator	Target	Trend	Movement/Progress
Environmental Programs	No target was established for this metric	No target	The number of participants in environmental programs has fluctuated between 54,300 and about 56,400 over the past three years.
Park Land	The City wants to see an upwards trend	Stable	Park acreage is stable at just under 2,600 hectares.
Trees planted	No target was established for this metric	No target	The ratio of trees proposed to be planted (on City streets and private property) and trees removed has fluctuated but overall this ratio has improved since 2009. The City continues its efforts to plant trees including through the Green City Program and tree planting programs and events.
Vegetative Cover	The City aims to maintain vegetation on at least 50% of the total urban area (excluding the ALR)	Insufficient data	Earlier mapping as part of the Ecosystem Management Study is now being updated for the Biodiversity Conservation Strategy coming forward in 2013. Future data will be available for the Green Infrastructure Network and will reflect vegetative cover in the urban and natural areas.

# Theme 7: Energy Systems

Reducing energy consumption through conservation and efficiencies, clean energy sources, and active transportation can help to mitigate climate change by reducing greenhouse gases. See [www.surrey.ca/dashboard](http://www.surrey.ca/dashboard) for a detailed description of the theme’s indicators.

**Table 8 Sustainability Indicators: Energy Systems (Source: [surrey.ca](http://surrey.ca))**

Indicator	Target	Trend	Movement/Progress
Age of Buildings	No target was established for this metric	No target	The age of buildings has been increasing in all parts of Surrey.
Green buildings	No target was established for this metric	No target	The number of new LEED buildings increased from 2 in 2010 to 15 in 2012. The number of new Built Green buildings declined from 141 in 2008 to 37 in 2012.
GHG Emissions from Community Buildings	The City aims to reduce GHG emissions 33% by 2020 and 80% by 2050	Insufficient data	In 2007 community buildings emitted 792,000 tonnes of CO <sub>2</sub> e. Draft 2010 emissions data has been updated by the Province, and trends will be reflected as part of the Community Energy and Emission Plan.



**Table 8 Continued**

Indicator	Target	Trend	Movement/Progress
GHG Emissions from Transportation in the Community	The City aims to reduce GHG emissions 33% by 2020 and 80% by 2050	Insufficient data	In 2007 transportation (commercial, passenger and freight) emitted 1,010,000 tonnes of CO <sub>2</sub> e. Draft 2010 emissions data has been updated by the Province, and trends will be reflected as part of the Community Energy and Emission Plan.
Energy retrofits	No target was established for this metric	No target	Three commercial/institutional buildings were retrofitted under the BOMA Best program in 2009 and one building in 2011.
GHG Emissions from Corporate Buildings	The City aims to achieve a 20% reduction below the baseline by 2020	Stable	GHG emissions from City buildings has decreased very slightly from the baseline, even after many new facilities have opened including City Centre library and Cloverdale Recreation Centre.
GHG Emissions from the Corporate Fleet	The City aims to achieve a 20% reduction below the baseline by 2020	Stable	GHG emissions from the corporate fleet have remained stable since 2009 at around 7,250 tonnes CO <sub>2</sub> e.

## Major Sustainability Actions in 2012

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### Climate Adaptation Strategy

A Climate Adaptation Strategy is currently being developed that will outline how Surrey will meet the challenges of a changing climate. The Adaptation Strategy is being developed using a framework from ICLEI-Local Governments for Sustainability.

### Community Energy and Emissions Plan

To move towards ambitious GHG reduction targets, the City is developing a Community Energy and Emissions Plan (CEEP) that aims to establish Surrey as a model community in the areas of energy supply, reliability, sustainability and climate responsibility. This plan includes diverse strategies in the following five key areas:

- **Land Use:** Encourage safe, walkable, complete, compact neighbourhoods
- **Transportation:** Support walking, cycling, transit, green cars
- **Buildings:** Build efficient new buildings and promote energy retrofits in existing ones
- **Energy Supply:** Establish sustainable energy supply systems through the public and private sectors
- **Solid Waste:** Reduce, re-use, recycle, and recover energy from waste

Work continued in 2012 on developing the CEEP, including a number of public and stakeholder events to solicit ideas and feedback on draft strategies for reducing emissions.



## **Climate Change Initiatives at local schools**

In 2012, the City worked in partnership with High School Climate Champions (HSCC) to provide local schools with tools to assess and reduce GHG emissions and to contribute to innovative climate change solutions. The program teaches students to collect data on electricity, heating, paper use, waste, water, refrigerants and land use of their respective schools. This data then enables them to calculate the school's GHG emissions and design ways to reduce them. In 2012 Lord Tweedsmuir Secondary won the HSCC challenge through the diligent and valuable work of their students.

## **Climate Change Showdown**

The City partnered again in 2012 with the BC Sustainable Energy Association to deliver the Climate Change Showdown program, which engages with elementary school students to envision a positive green future and create real greenhouse gas (GHG) emission reductions together with their parents at home. CCS delivered 41 workshops to over 1,000 students in Surrey during the 2011/2012 school year and saved an estimated 754 tonnes of CO<sub>2</sub>e. The Grade 6 class at Chantrell Creek Elementary was the 2012 winner and visited a City Council meeting to be awarded their prizes.

# 5. SOCIO-CULTURAL PILLAR

The City aims to promote a safe, caring, engaged, and livable community, with a sense of place, that is inclusive of all aspects of diversity and provides a range of educational, recreational, cultural and employment opportunities, affordable and appropriate housing, transportation options and personal, health and social services that are accessible to all.

## Theme 8: Housing

Access to adequate and affordable housing is a basic need and has significant influence over quality of life. It is critical to the well-being, health and stability of individuals and families. See [www.surrey.ca/dashboard](http://www.surrey.ca/dashboard) for a detailed description of the theme's indicators.





**Table 9 Sustainability Indicators: Housing (Source: surrey.ca)**

Indicator	Target	Trend	Movement/Progress
Average Home Price in Surrey	No target was established for this metric	No target	Prices for single family houses (and apartments) have increased slightly from \$520,000 (\$200,000) in 2007 to \$560,000 (\$215,000) in 2012. Average prices for townhouses decreased slightly from about \$320,000 to \$310,000.
Core Housing Need	The City wants to see a downwards trend	On target	Data for this indicator is only available for 2001 and 2006. During that time the percentage of renter households in core housing need decreased from 37.5% to 32.6%.
Homelessness	The City aims to end homelessness by 2032.	Stable	The homeless population has remained stable at around 400 between 2008 and 2012, which is significant given the high rate of population growth. Further, the proportion of unsheltered homeless (e.g., sleeping on the streets) decreased between 2008 and 2012.



**Table 9 Sustainability Indicators: Housing (Source: surrey.ca)**

Indicator	Target	Trend	Movement/Progress
Multi-family housing starts	No target was established for this metric	No target	The percentage of multi-family housing starts among new housing starts in general has fluctuated between 2006 and 2012. There is an overall increasing trend, largely due to the number of townhouses being built. The percentage is up from 53.5% in 2006 to 63% in 2012.
Rental Market	No target was established for this metric	No target	Average rental prices have increased slightly across all unit types between 2008 and 2012. This rise in rental prices is less pronounced than the average in Metro Vancouver.
Renters in Need	The City wants to see a downwards trend	Insufficient data	Data for this indicator is only available for 2006. At that time, 10.8% of renters spent more than 50% of their income on housing.
Social Housing	No target was established for this metric	No target	The number of social housing units has increased between 2006 and 2012, from 4,872 units to 5,434 units. The increase is due to additional units of supportive/transitional housing units.

## Major Sustainability Actions in 2012

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### Poverty Reduction Plan

Recognizing the impact that poverty has on the overall health of the community, the City worked with Vibrant Surrey and other community partners to develop the Poverty Reduction Plan. The plan is based on a series of community consultations and grounded in a set of twelve fact sheets that were developed to ensure that any recommendations are based on the realities of poverty in Surrey. The plan highlights priorities in the following four areas:

- Transportation
- Housing
- Income
- Support

### Master Plan for Housing the Homeless in Surrey

In 2011 the Metro Vancouver Homelessness Count found close to 400 homeless individuals in our community (see Figure 6). To address this issue, the City is developing the Master Plan for Housing the Homeless in Surrey. The draft plan outlines an implementation program toward developing 450 new units of supported housing over a 5-year period. This will be achieved through strategic partnerships with BC Housing and Fraser Health Authority. Figure 7 also illustrates the increase in social housing units in the City from 2006 to 2012.

Figure 6 Homelessness Indicator (Source: surrey.ca)

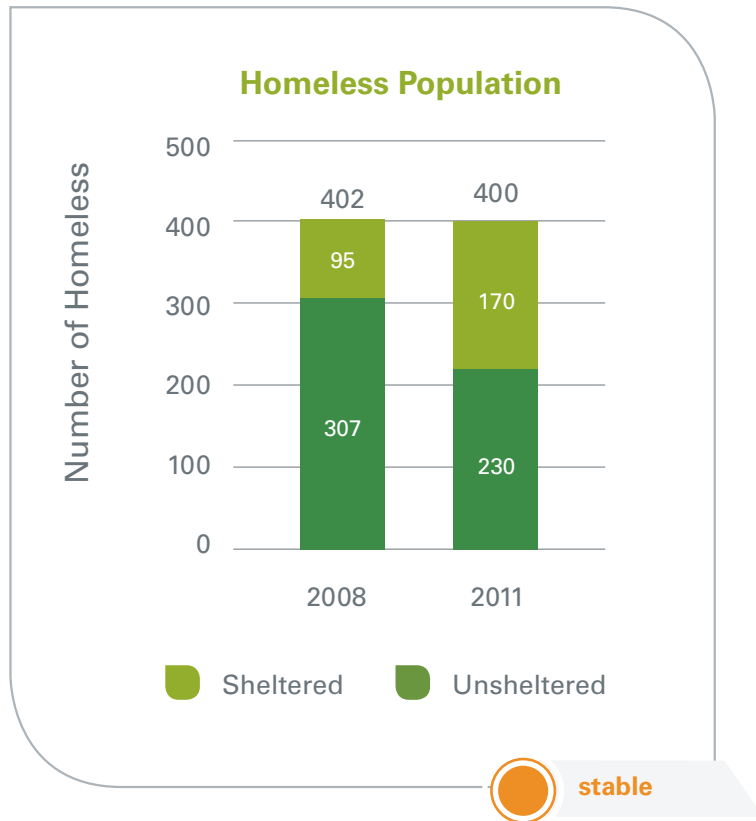
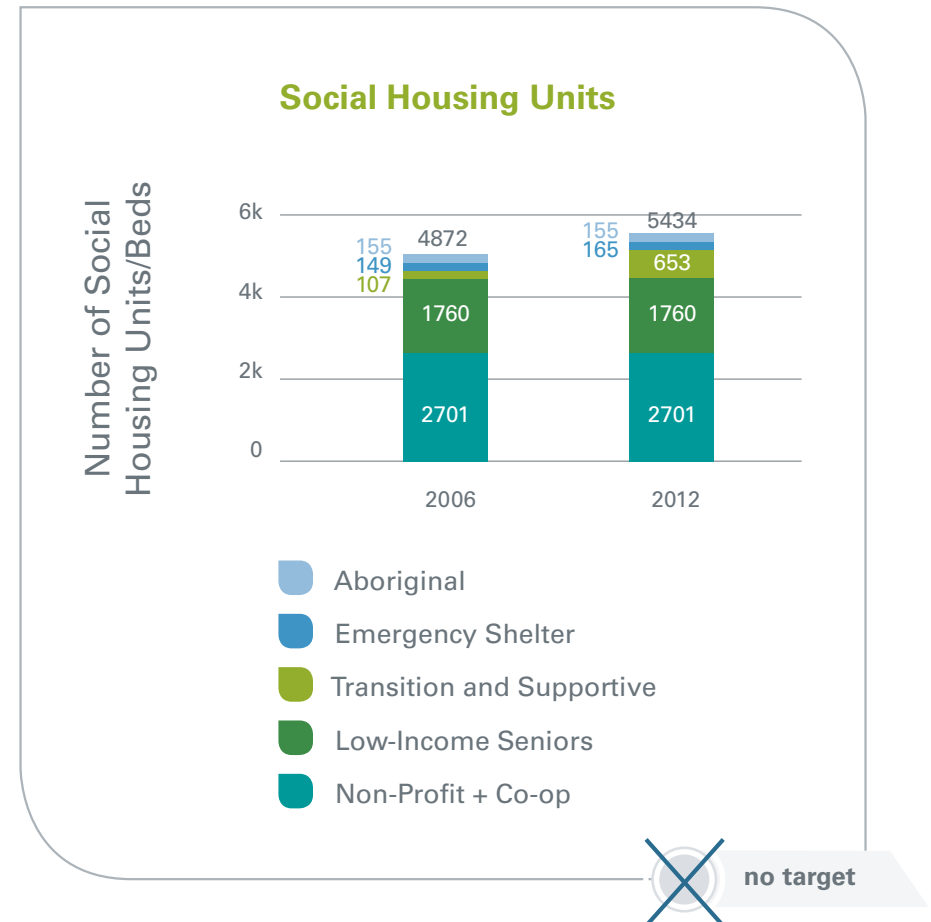


Figure 7 Social Housing Units (Source: Surrey.ca)



# Theme 9: Arts, Culture and Events

The arts and culture sector provides activities that enable residents to learn new skills, enhance creativity, explore different cultures, contribute to their community, and have fun. See [www.surrey.ca/dashboard](http://www.surrey.ca/dashboard) for a detailed description of the theme’s indicators.

**Table 10 Sustainability Indicators: Arts, Culture and Events (Source: [surrey.ca](http://surrey.ca))**

Indicator	Target	Trend	Movement/Progress
Arts and Culture Groups	No target was established for this metric	No target	The number of arts and culture groups registered with the Surrey Arts Council has increased steadily between 2010 and 2012 from 38 to 68.
Cultural Businesses	The City wants to see an upwards trend	On target	The number of business licences in the arts, culture and sport industries has increased steadily since 2010 from 146 to 166.
Cultural Celebrations at City Hall	The City aims to maintain the number of cultural celebrations held at City Hall over time	On target	The number of cultural celebrations held at City Hall increased from 12 (2009) to 20 (2012).

**Table 10 Sustainability Indicators: Arts, Culture and Events (Source: surrey.ca)**

Indicator	Target	Trend	Movement/Progress
Cultural Spaces	The City wants to see an upwards trend	Stable	The amount of cultural space provided by the City increased to 130,000 square feet between 2009 and 2010. It has since remained stable.
Employment in Arts and Culture	The City wants to see an upwards trend	Insufficient data	Data for this indicator is only available for 2006. At the time 2% of Surrey's labour force was employed in arts, culture or sport compared to 3.4% in the rest of BC.
Protected Heritage Sites	No target was established for this metric	No target	The number of protected human-built heritage sites has increased from 44 in 2010 to 53 in 2012. Four natural sites have been under protection since that time.
Youth Centered Events	The City wants to see an upwards trend	On target	The number of participants in youth events has increased significantly since 2009 from about 5,600 to over 8,000 in 2012. This increase is largely due to the recent popularity of the Youth Fest.



## Major Sustainability Actions in 2012

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### Party for the Planet

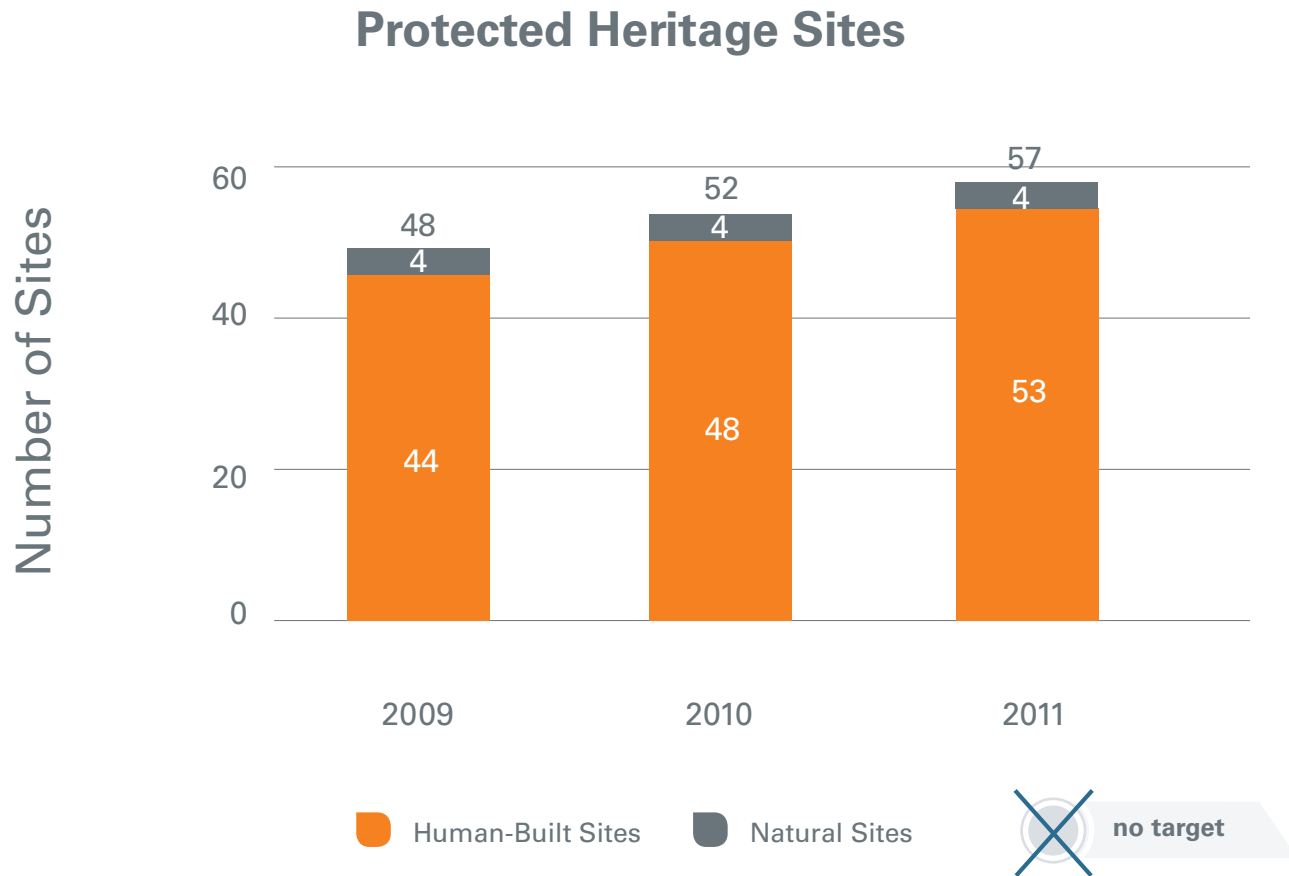
The City of Surrey hosts B.C.'s largest Earth Day celebration: Party for the Planet. This event is aimed at families and youth, and seeks to create awareness of environmental issues. In 2012, this free two-day event included performances by popular music artists as well as fun green exhibits and workshops.

### Surrey's Cultural Plan

In May 2012, the City revealed its new Cultural Plan for our community as a practical guide for the future development of arts and heritage in Surrey. The Plan is a practical framework for developing arts and heritage in Surrey, and to enhance awareness and understanding of the role of arts and heritage in Surrey's ongoing evolution as a major urban centre. Among its objectives are an identification and assessment of cultural spaces, which have increased in Surrey over the past four years.



Figure 8: Number of Protected Heritage Sites in Surrey (Source: surrey.ca)



## Theme 10: Health and Safety

Safety is about reducing violence and crime, as well as promoting community well-being. Individuals must be supported in making good decisions that affect personal and family health. See [www.surrey.ca/dashboard](http://www.surrey.ca/dashboard) for a detailed description of the theme's indicators.

**Table 11 Sustainability Indicators: Health and Safety (Source: [surrey.ca](http://surrey.ca))**

Indicator	Target	Trend	Movement/Progress
Availability of Doctors	The City aims to have the number of doctors per 100,000 residents on par with other urban centres in BC	Off target	The number of doctors (general practitioners and specialists) has been stable at around 127 per 100,000 residents. This is below the availability in other urban centres in BC.
Current Smokers	The City wants to see a downwards trend with levels continuously below the BC average	On target	The percentage of daily or occasional smokers has decreased from 17.7% (2005) to 13.3% (2011). These percentages are consistently below those recorded for BC.
Healthy Food Vending	The City aims to equip 75% of vending machines with healthy food choices by 2015, 90% by 2018 and 100% by 2028	On target	Plans are in place to have 75% of City vending machines with healthy food choices as of March 2013.

**Table 11 Continued**

Indicator	Target	Trend	Movement/Progress
Low Birth Weight Babies	The City wants to see a downwards trend	Stable	The percentage of babies born with a low birth weight has remained relatively static, most recently at 6.6% in 2011.
Crime Prevention Through Environmental Design (CPTED) Certified Developments	No target was established for this metric	No target	The number of new developments which were reviewed with a CPTED lens has increased consistently since 2009, from 26 to 51 major developments.
Criminal Offences	The City wants to see a downwards trend	On target	The number of criminal code offences per 1,000 residents has decreased slightly between 2008 and 2012 in most parts of Surrey, and remained stable in South Surrey.
Graffiti Reports	The City wants to see a downwards trend	On target	The number of graffiti reports has virtually halved between 2009 and 2012, to just over 550.
Break and Enters	The City wants to see a downwards trend	Stable	Since 2009, incidences of break-and-enter per 1,000 residents have decreased in City Centre and remained relatively static in other parts of Surrey.

# Major Sustainability Actions in 2012

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## Crime Reduction Strategy

The City has a very strategic approach to crime reduction outlined in its Crime Reduction Strategy from 2006. This strategy is updated every year and highlights crime reduction initiatives in the following four categories:

1. Prevent and Deter Crime
2. Apprehend and Prosecute Offenders
3. Rehabilitate and Reintegrate
4. Reality and Perceptions of Crime

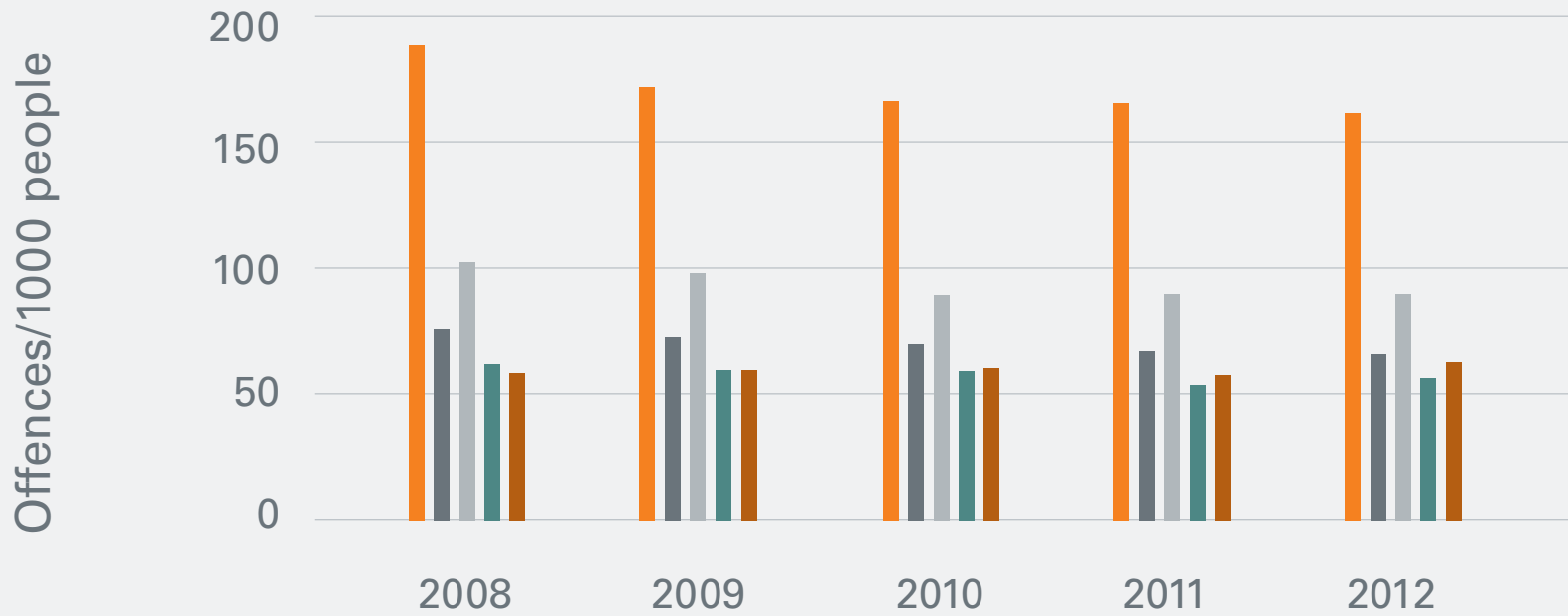
Some of the many initiatives the City took to reduce crime in 2012 include:

- Developed and delivered Wire Theft Identification and Reporting training to internal and external stakeholders
- Further developed and expanded the Substance Use Awareness Week in partnership with community agency experts, universities and other relevant partners
- Expanded domestic violence prevention and education activities to complement the Surrey Coalition Against Domestic Abuse (SCADA) work
- Partnered with various agencies on the 2012 Lock Out Auto Crime Blitz
- Collaborated with Community Recreation Services, CUPE402 and RCMP Support Services in the development and implementation of the 2012 Stop Bullying campaign and youth video contest

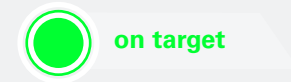
Figure 9 Criminal Code Offences (Source: Surrey RCMP)

### Criminal Code Offences

Per 1000 Residents



- Whalley/City Centre
- South Surrey
- Newton
- Guildford/Fleetwood
- Cloverdale/Port Kells



# Theme 11: Education and Learning

Higher levels of education lead to increased employment rates, job satisfaction, self-esteem, and salaries. Higher education supports high-value jobs and knowledge-based industries. See [www.surrey.ca/dashboard](http://www.surrey.ca/dashboard) for a detailed description of the theme’s indicators.

**Table 12 Sustainability Indicators: Education and Learning (Source: [surrey.ca](http://surrey.ca))**

Indicator	Target	Trend	Movement/Progress
Early Childhood Development	The City aims to see the percentage of vulnerable children drop to 15% by 2015 and to 5% by 2058	Off target	The percentage of children vulnerable in at least one scale of the Early Development Instrument scale (EDI) increased from 30% in 2009 to 32% in 2010/11. This reinforces the importance of continued efforts of the City, School District and other partners given that these issues are a shared responsibility.
High School Graduation	The City aims to increase the high school graduation rate to 95% by 2058 and at least a 2% increase per decade	On target	The graduation rate within six years of entering high school in Surrey increased by 1.7% between 2007/08 and 2010/11, to 83.4%.



**Table 12 Continued**

Indicator	Target	Trend	Movement/Progress
Number of licensed childcare spaces per child	The City wants to see the number of spaces per child increase over time	Stable	There are currently 8.5 child care spaces per 100 children aged 0-12 years in Surrey.
Lifelong learning	The City wants to see an upwards trend	Off target	In 2006 Surrey residents scored 75 in the Composite Learning Index. This score increased to 81 in 2007 and 2008 and then decreased to 77 in 2010.
Post secondary Enrolment	The City wants to see an upwards trend	On target	An increasing number of students are enrolled at SFU as well as Kwantlen Polytechnic University. The total number of students increased by 3,500 since 2009/10 to over 21,000 students enrolled in 2011/12.
Post secondary Certification	No target was established for this metric	No target	Data for this indicator is only available for 2006. At that time 48% of the population had a university degree, university certificate, college degree or apprenticeship.
Transition to post secondary	No target was established for this metric	No target	The percentage of high school graduates immediately enrolled in post secondary programs increased between 2005 and 2007 to about 57%, and remained stable until 2009 (the last year with data).

## Major Sustainability Actions in 2012

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### IBM Smarter Cities Program Award

In 2012 the City of Surrey was one of only two Canadian municipalities to win a \$400,000 grant from IBM. The IBM Smarter Cities Program offers city governments professional and financial assistance. In Surrey, the program identified Early Childhood Development (ECD) as both a major challenge and opportunity. The grant allowed Surrey to develop comprehensive strategies that prepare Surrey for the future and realize important ECD pilot projects.



# Theme 12: Access to Government

Governments must engage the community in decision-making, as citizen involvement improves government responsiveness to the diversity of community needs, values, and interests. See [www.surrey.ca/dashboard](http://www.surrey.ca/dashboard) for a detailed description of the theme’s indicators.

**Table 13 Sustainability Indicators: Access to Government (Source: [surrey.ca](http://surrey.ca))**

Indicator	Target	Trend	Movement/Progress
Availability of City Programs	No target was established for this metric	No target	The number of City programs for children, youth or adults has remained relatively stable at approximately 24,000 between 2009 and 2012.
Volunteers with the City	The City aims to achieve a 2% increase in volunteerism annually	On target	The number of volunteers with the City of Surrey has increased significantly over the past three years to over 4,000 in 2012. Much of the increase can be attributed to RCMP and Parks, Recreation and Culture volunteers.

**Table 13 Continued**

Indicator	Target	Trend	Movement/Progress
Leisure Access Program (LAP) Participation	No target was established for this metric	No target	The percentage of low income individuals registering for the Leisure Access Program has steadily increased from 27% (2009) to over 40% (2012), partly due to partner referrals and greater awareness of the program.
Public Facilities that offer City Services	The City wants to see an upwards trend	On target	The number of public facilities that offer City services and programs has increased between 2010 and 2012.
Public meetings	The City wants to see an upwards trend	On target	The number of public meetings held by City staff increased significantly from 208 (2009) to 253 (2012).
Skills in Language Interpretation	The City wants to see an upwards trend	Off target	The percentage of City staff with skills in language interpretation has decreased.
Use of Civic Facilities	No target was established for this metric	No target	The number of community meetings and events held in civic facilities increased from 2150 events in 2011, to over 2750 events in 2012.





## Major Sustainability Actions in 2012

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### Volunteerism

The City's vision is to build a healthy, cohesive community through the widespread involvement of diverse volunteers within Surrey's Parks, Recreation & Culture Department, the Engineering Department, the Fire Department and the RCMP force. You can see our volunteers' achievements everywhere around our City. From cultural celebrations to the Surrey Youth Stewardship Squad, volunteers make a huge impact on the City of Surrey. They have played - and continue to play - a huge part in City great programs and events.

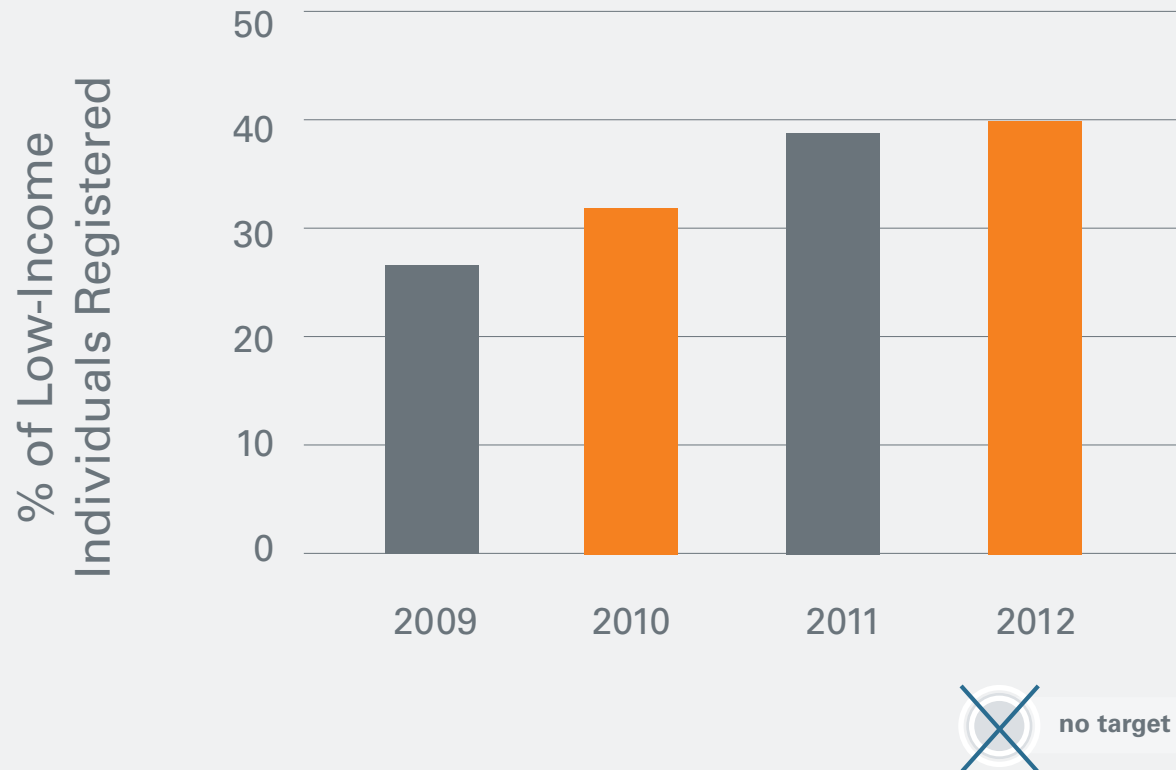
### Leisure Access Pass (LAP) Program

The City of Surrey's Leisure Access Pass Program provides an opportunity for permanent city residents in financial need to participate in Parks, Recreation and Culture activities at a very low cost. This program provides participants with an Annual Family Pass for unlimited access to drop-in activities at all City operated Recreation Facilities and a 75% discount on most Parks, Recreation & Culture registered programs. Participation in the LAP program has steadily increased since 2009.



Figure 10 Leisure Access Pass Program (LAP) Participation Indicator (Source: surrey.ca)

## Leisure Access Pass Program (LAP) Participation





# LOOKING AHEAD PRIORITIES FOR 2013

The dedicated work of City Council and staff summarized in this update demonstrates that much progress has been made implementing the Sustainability Charter over the past four years.

Looking ahead to 2013, the City aims to achieve the following key milestones:

- Completing the Community Energy and Emissions Plan and Climate Adaptation Strategy;
- Completing the Biodiversity Conservation Strategy;
- Completing a major update of the Official Community Plan;
- Continuously updating the Sustainability Dashboard and ensuring its integration with other City plans;
- Completing the Master Plan for Housing the Homeless in Surrey; and
- Opening of the new LEED Gold City Hall







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A COMMITMENT TO SUSTAINABILITY

NO: R253

COUNCIL DATE: **December 13, 2010**

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#### **REGULAR COUNCIL**

TO: **Mayor & Council** DATE: **December 6, 2010**  
FROM: **Sustainability Manager** FILE NO: **0512-02**  
**Deputy City Manager**  
SUBJECT: **Sustainability Charter Implementation - Indicators and Targets**

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#### **RECOMMENDATION**

The City Manager's Department recommends that Council receive this report as information.

#### **INTENT**

The purpose of this report is to inform Council about a set of sustainability indicators and targets developed by a community task force that will be used to measure the City's progress toward the vision and goals of the Surrey Sustainability Charter.

#### **BACKGROUND**

Part 4 (Implementation Strategy) of the Surrey Sustainability Charter notes that:

"The City's ability to achieve its vision of sustainability requires the setting of targets and the establishment of "indicators" or mechanisms to monitor progress towards meeting these targets. Indicators and targets will be established to support achieving the vision, goals and scope items of the Sustainability Charter and these will be:

1. Clearly related to the Vision, Goals and Scope items;
2. Measurable and easily understood;
3. Comprised of data that is readily available and will remain available over time;
4. Able to measure current performance against past performance; and
5. Achievable within a reasonable time frame with available resources.

Scope Action Item G2 under the Immediate Actions of the Charter is to *establish a Sustainability Indicators Task Force* to define key indicators and targets to achieve the Charter's goals, to establish baseline values for these indicators and to define a monitoring program.

The Sustainability Indicators and Targets Task Force was brought together in September 2009. Task Force members were drawn from throughout the community, and provided input and expertise across all three sustainability pillars (i.e., Economic, Environmental and Socio-cultural). The members of the Task Force are listed in Appendix A. Members of various City Advisory Committees also participated. Mark Holland of HB Lanarc was retained to facilitate Task Force meetings and provide expertise.

At its Regular meeting on June 21, 2010, Council considered Corporate Report No. R139 (attached as Appendix C), which provided an update of the work of the Indicators Task Force and included a draft list of sustainability indicators.

## **DISCUSSION**

### **Task Force Process**

The Task Force members have contributed a significant amount of time and effort to the work of defining indicators and establishing targets to ensure that the City is in a good position to progress toward its sustainability goals and objectives.

Subsequent to the last update to Council in June 2010, baseline data for the proposed indicators has been gathered and proposed short and long-term targets have been refined for relevant indicators. Follow-up has taken place with the Fraser Health Authority and Surrey School District on particular indicators. Information on the indicators and targets has also been presented during September and October to representatives of the Surrey Association of Sustainable Communities, the Surrey Board of Trade Environment Committee, and to the following Advisory Committees:

- Agricultural Advisory Committee
- Environmental Advisory Committee
- Social Planning Advisory Committee
- Development Advisory Committee
- Public Art Advisory Committee
- Multicultural Advisory Committee
- Parks, Recreation & Culture Advisory Committee

Subsequent to the above meetings, the Task Force and staff used the input gathered through those meetings to further refine the proposed indicators and targets.



### **Indicators:**

Appendix B contains the list of proposed sustainability indicators and targets, tied to the three pillars and the Scope Actions of the Sustainability Charter. In total, 87 indicators are proposed to measure progress on sustainability at a broad community level. The indicators are organized by the three pillars of the Sustainability Charter, and further, by whether they fall under: (1) the “Corporate Operations” and “Municipal Jurisdiction” spheres of influence, where the City has authority and can directly influence outcomes, or (2) the “Influencing Others” sphere of influence, where the City wishes to report on measures that are important to Surrey’s sustainability but requires the assistance of others in the community to influence outcomes and affect change.

Of the 87 proposed measures, 32 are within City authority and influence and the remaining 55 are broader measures that the City intends to report on but cannot influence on its own.

The indicators have been vetted by City staff from the perspective of their achievability and data availability. The work associated with collecting baseline data is not unduly onerous as most of the data exists within the City’s existing databases and the responsibility for preparing reports will be shared across City departments and divisions. The Sustainability Office has coordinated the baseline data collection.

Benchmark data will be collected where possible to compare Surrey’s performance on certain indicators to that of other jurisdictions, or against provincial or national averages.

It is envisioned that some of the indicators and targets will change over time as experience is gained.

The sustainability dashboard brings the indicators and targets together in one place under the framework of “sustainability” to ensure greater access by and accountability to the community.

### **Targets:**

The targets for each of the indicators include long-term targets that relate to the 50-year vision of the Sustainability Charter, as well as shorter term or “staged” targets that establish the pace at which the City intends to move towards the long term targets (vision). The 50-year or 2058 targets are used to identify desirable outcomes over time based on what we know today. More critically, the interim targets provide a realistic look at how to shape the trend in the right direction, representing what current technology and resources may allow us to do. The intent is to measure trends and manage accordingly, so that we are trending in the right direction.

Some of the targets are objective (e.g., a number), while others are more general or subjective (e.g., trend up or down). In some cases where the indicator is beyond the jurisdiction of the City, no target is proposed at this time.

While many jurisdictions measure their progress against indicators, few have proposed targets for each indicator. In this regard, the Surrey sustainability dashboard that includes both indicators and targets will be at the forefront of sustainability reporting in Canada.

### **Monitoring & Reporting:**

The “dashboard” will be the visual representation of the results determined through monitoring the indicators and will offer a comparison against baseline data obtained for 2009 and in some cases, 2010. The City website will be the primary vehicle for presenting the sustainability dashboard (indicators and targets). The indicators and targets may be organized by sustainability “theme” on the website for greater usability.

The main audience for the dashboard is the community with the main purpose of the dashboard being to share information on the City’s progress toward achieving the Sustainability Charter vision, goals and actions, and to build understanding and influence positive behaviours in the community related to sustainability issues and challenges.

Data on each of the indicators will be updated as frequently as possible dependent on available data sources. In general, data will be updated every two to three years in order to see emerging trends.

Updates will be provided to Council through an annual Sustainability Report.

The members of the Task Force have also agreed to meet as needed to review and reflect on the current data for each of the indicators and to suggest further improvements to the sustainability dashboard.

### **Implementation Strategy:**

The indicators and targets form the basis of the Charter’s Implementation Strategy. The chart contained in Appendix B illustrates the process that will be followed in completing the Implementation Strategy for the Sustainability Charter. This work will be coordinated by the Sustainability Office with input from all City departments.

### **Link with Other City Plans and Initiatives:**

The sustainability indicators and targets are linked with two key City documents: these being, the Official Community Plan (OCP) and the Sustainable Development Checklist.

The sustainability indicators will be integrated into the relevant sections of the OCP, which is currently being updated. The Sustainable Development Checklist is nearing completion and will provide data for certain indicators. For example, the Checklist requests information on building retrofit energy efficiency measures, which will be tracked over time in the sustainability dashboard to show how the City is doing with respect to improving the performance of its existing building stock – a critical part of reducing community-wide greenhouse gas emissions.

A number of targets will be integrated into the City’s Five-Year Financial Plan. Discussions are continuing on how to integrate other indicators and targets into other City strategies and plans.

## SUMMARY

The City of Surrey Sustainability Charter acts as an overarching policy document for the City. Implementation of the Sustainability Charter will advance the City towards a desired outcome originally contemplated as the 2058 (50 year) sustainability vision. A key deliverable of the sustainability program in 2010 is the development of the sustainability indicators and targets to provide a means for the City to monitor its progress toward the goals and vision of the Charter. A Task Force was created with broad community membership to assist in developing indicators and targets for the Charter. The final list of indicators and targets is contained in Appendix B to this report.

Anna Mathewson  
Sustainability Manager

Dan Bottrill  
Deputy City Manager

AM/mc

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### Appendices:

- Appendix A: Indicators & Targets Task Force Membership List
- Appendix B: Proposed Sustainability Indicators and Targets
- Appendix C: Corporate Report No. R139, titled “Sustainability Charter Implementation - Update on Progress related to the Development of Indicators and Targets”

## Appendix A

### City of Surrey Indicators & Targets Task Force – Membership List

Name	Organization/ Position	Pillar of interest
Stephen Dooley	Kwantlen Polytechnic University and Member, Surrey Social Planning Advisory Committee	Socio-cultural
Susan Papadionissiou	Office of Early Childhood Learning & Care	Socio-cultural
Board representative	Vibrant Surrey	Socio-cultural
Lesley Tannen	Literacy Outreach Coordinator	Socio-cultural
Dr. Helena Swinkels	Medical Health Officer, Fraser Health Authority	Socio-cultural
Pat Horstead	Surrey School District	Socio-cultural
Natasha Raey	Consultant for Seniors' Roundtable and Food Action Coalition	Socio-cultural
Vera LeFranc	Surrey Homelessness and Housing Foundation	Socio-cultural
Tariq Ghuman	Member, Surrey Multi-Cultural Advisory Committee	Socio-cultural
Muhammad Afzal Malik	Member, Surrey Multi-Cultural Advisory Committee	Socio-cultural
Rosemary Zelinka	Surrey Association of Sustainable Communities	Environmental
Deb Jack	Surrey Environmental Partners	Environmental
Al Schulze	Member, Surrey Environmental Advisory Committee	Environmental
Dr. Roy Strang	Community stakeholder	Environmental
Allen Aubert	Community stakeholder	Environmental
John Nyboer	SFU	Environmental
Marion Town	Fraser Basin Council	All
Ron Meadley	Semiahmoo Fish & Game Club	Environmental
Peter Maarsman	Green Timbers Heritage Society	Environmental
David Riley	Birds on the Bay	Environmental
Mary Eickhoff	Vancouver Area Cycling Coalition	Environmental
TBD	Translink	Environmental
Grant Rice	Surrey Urban Farmers Market	Environmental
Joanne Curry	SFU Surrey	Economic
Anita Huberman	Surrey Board of Trade	Economic
Bill Reid	Cloverdale Chamber of Commerce	Economic
Doug Hart	White Rock/Surrey Chamber of Commerce	Economic
Kathleen Zimmerman	Ministry of Agriculture and Lands	Economic
Jeff Fisher	Urban Development Institute (UDI)	Economic
Mary Jane Stenberg	Kwantlen Polytechnic University	Economic
Michael Bose	Member, Surrey Agricultural Advisory Committee	Economic
Pat Harrison	Member, Surrey Agricultural Advisory Committee	Economic
Jim Cox	Surrey Development Corp	Economic
Kevin Shoemaker	Polygon Homes	Economic
Peter Simpson	Greater Vancouver Home Builders' Association	Economic

## Sustainability Charter – Proposed Indicators and Targets at December 6, 2010

### Environmental Pillar

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#### Corporate Operations/Municipal Jurisdiction (measures where the City has direct control and authority to influence change)

1. Accessibility of Transit Stops
2. Corporate Paper Consumption
3. Corporate Waste / Diversion Rate
4. Energy Use by City Facilities and Fleet from Renewable/ Alternative Sources
5. Energy Use/Greenhouse Gas (GHG) Emissions in City Facilities
6. Energy Use/Greenhouse Gas (GHG) Emissions in City Fleet
7. Number of Participants in City-Run Environmental Programs
8. Percentage Area of the City with Completed Integrated Stormwater Management Plans
9. Recreational and Cycling Trails Built by the City
10. Total City Park Acreage
11. Tree Canopy Coverage
12. Trees Planted
13. Vegetative Coverage in Urban Areas

#### Influencing Others (community measures where the City requires the help of others to influence change)

14. Average Residential Water Consumption in Winter Months
15. Community Waste / Diversion Rate
16. Construction Waste / Diversion Rate
17. Energy Use/Greenhouse Gas (GHG) Emissions by Community Buildings
18. Energy Use/Greenhouse Gas (GHG) Emissions by Community On-Road Transportation
19. Mode of Travel to Work by Employed Labour Force

### Socio-Cultural Pillar

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#### Corporate Operations/Municipal Jurisdiction (measures where the City has direct control and authority to influence change)

20. Availability of Programs Offered by the City and Key Social Service Groups
21. City Spending on Public Art
22. Cultural Events held at City Hall
23. Cultural Spaces provided by the City
24. Distribution of City Facilities that Offer Services and Programs
25. Key Youth-Centred City Cultural Events
26. Number of Community Gardens and Plots
27. Number of Residents that Volunteer with the City
28. Participation in the City's Leisure Access Pass (LAP) program
29. Percentage of Healthy Food Choices in City Food Vending Machines
30. Physical Accessibility of City Facilities
31. Public Meetings Held by City staff
32. Skills in Language Interpretation among City staff
33. Use of Civic Facilities by Community Groups

## **Influencing Others (community measures where the City requires the help of others to influence change)**

34. Arts and Culture Groups in Surrey
35. Average price of a home in Surrey
36. Average rental price in Surrey
37. Criminal Code Offences in Surrey Neighbourhoods
38. Cultural Businesses in Surrey
39. Employment in the Arts in Surrey
40. Graffiti Reports
41. High School Graduation Rates
42. Incidences of Breaking and Entering in Surrey Neighbourhoods
43. Individuals and Families with Low Income
44. Labour Force Participation Rates for Immigrants
45. Licensed Child Care Spaces
46. Licensed Preschool Spaces
47. Lifelong Learning: Surrey's Rating on the Composite Learning Index (CLI)
48. Low Birth Weight Babies
49. Median Employment Income for Immigrants
50. Number and Accessibility of Farmers Markets
51. Number of Developments that Respond to CPTED Guidelines and Proceed to the Advisory Design Panel
52. Number of doctors (General Practitioners and Specialists) per 1,000 Surrey residents
53. Number of Homeless in Surrey
54. Number of Non-Market Social Housing Units
55. Number of Pocket Markets
56. Participation in Harvest Box Program
57. Percentage of new housing starts in Surrey that are multi-family dwellings
58. Percentage of Renters who are in Core Housing Need
59. Percentage of Surrey Children vulnerable in at least one Early Development Instrument (EDI) scale
60. Percentage of Surrey's population age 12 years and older that are current smokers
61. Percentage of Surrey's Population that has achieved a Type of Certification
62. Percentage of Working Poor Families
63. Post Secondary Enrolment in Surrey Post-Secondary Institutions
64. Protected Heritage Sites
65. Renters In Need and Paying at Least Half (I.N.A.L.H.) of Income on Rental Fees
66. Transition to Post-Secondary Education of Surrey High School Students
67. Unemployment Rates for Immigrants

## **Economic Pillar**

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### **Corporate Operations/Municipal Jurisdiction (measures where the City has direct control and authority to influence change)**

68. City Funding for Beautification Projects
69. Industrial Land Base
70. Population and Employment Density on Transit Corridors
71. Proximity of Residential Units to Amenities
72. Tax burden for Residents and Percentage of Municipal Reserves to Infrastructure



**Influencing Others (community measures where the City requires the help of others to influence change)**

73. Age of Buildings
74. Businesses by Sector
75. Certified Green Buildings
76. Employees by Sector
77. Energy Retrofits to Existing Commercial and Institutional Buildings
78. Farm Receipts
79. Jobs to Labour Force Ratio
80. Land in Food Production
81. Median Household Income
82. Percentage of Land in the Agricultural Land Reserve (ALR) actively used for farming
83. Percentage of Surrey residents that work inside and outside of the City
84. Proportion of the City's tax base that is residential and business/industrial
85. Ratio of total population to number of ICBC-licensed vehicles in the City
86. Senior Government Investments in Community Infrastructure
87. Vacancy Rates

Sustainability Charter – Proposed Indicators and Targets at December 6, 2010  
Detailed Information

**Environmental Pillar**

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**Corporate Operations/Municipal Jurisdiction (measures where the City has direct control and authority to influence change)**

<b>Proposed Indicator</b>	<b>Baseline*</b>	<b>Interim Target</b>	<b>2058 Target</b>
Accessibility of Transit Stops	69% of transit stops are accessible	75% by 2030	80% stops along frequent transit lines are accessible (max. due to topography and constraints)
Corporate Paper Consumption	Awaiting baseline data	TBD; will depend on baseline data	95% paper used is 100% recycled / post consumer  Trend down usage
Corporate Waste / Diversion Rate	Awaiting baseline data	70% diversion by 2015	95% diversion (zero waste)
Energy Use by City Facilities and Fleet from Renewable/ Alternative Sources	TBD (need to determine biodiesel use as a % of total energy use)	By 2018: 5%; 2028: 15%; 2038: 40%; 2048: 60%	80%
Energy Use/Greenhouse Gas (GHG) Emissions in City Facilities	Energy Used: 317,608 GJ GHGs Emitted: 8,245 tonnes CO <sub>2</sub> e	20% proposed reduction by 2020 per Corporate Emissions Action Plan	80% reduction
Energy Use/Greenhouse Gas (GHG) Emissions in City Fleet	Energy Used: 99,462 GJ GHGs Emitted: 6,682 tonnes CO <sub>2</sub> e	20% proposed reduction by 2020 per Corporate Emissions Action Plan	80% reduction
Number of Participants in City-Run Environmental Programs	Total Parks Environmental Programs Participants: 29,908  Other Environmental Programs Participants and Youth Employees: 24,388	X (denotes no target proposed)	x
Percentage Area of the City with Completed Integrated Stormwater Management Plans	Baseline area % coverage to be defined	ISMPs to be completed by 2014 and updated every 14 years thereafter	x

\*All baseline data provided for 2009-2010 unless otherwise specified (e.g., for indicator using 2006 Census data).

<b>Proposed Indicator</b>	<b>Baseline</b>	<b>Interim Target</b>	<b>2058 Target</b>
Recreational and Cycling Trails Built by the City	Cycling Routes 428 km; Park Paths and Trails 290km; Total Recreation and Cycling Routes 718 km	By 2015: Bike Routes 492 km  By 2018: Bike Routes 540 km	x
Total City Park Acreage	2583.9 ha	Trend up	trend up
Tree Canopy Coverage	Awaiting completion of tree canopy mapping study	TBD	40% minimum tree coverage for healthy urban forest (excluding ALR lands)
Trees Planted (ratio of trees planted to trees removed)	0.8 to 1 (with cash in lieu – where appropriate - going to the Green City Fund for other tree planting efforts in the City)	x	x
Vegetative Coverage in Urban Areas	52% of the City has some vegetative coverage; further mapping required to refine this measure to exclude agricultural lands and focus on urban area	TBD	50% of total urban area has vegetative coverage, excluding the ALR

**Influencing Others (community measures where the City requires the help of others to influence change)**

<b>Proposed Indicator</b>	<b>Baseline</b>	<b>Interim Target</b>	<b>2058 Target</b>
Average Residential Water Consumption in Winter Months	2006-2010 five-year average residential daily winter consumption: 303 l/d/c	2015: 288 l/c/d 2028: 260 l/c/d	230 l/c/d
Community Waste / Diversion Rate	2009: 49%	70% diversion by 2015	95% diversion (zero waste)
Construction Waste / Diversion Rate	2008: 76% (estimated)	x	x
Energy Use/Greenhouse Gas (GHG) Emissions by Community Buildings	Energy Used: 20,569,679 GJ GHGs Emitted: 1,415,660 (t) (2007)	33% reduction per capita by 2020	80% reduction per capita by 2050
Energy Use/Greenhouse Gas (GHG) Emissions by Community On-Road Transportation	Energy Used: 48,122,706 GJ GHGs Emitted: 909,610 (t) (2007)	33% reduction per capita by 2020	80% reduction per capita by 2050

Proposed Indicator	Baseline	Interim Target	2058 Target
Mode of Travel to Work by Employed Labour Force	15% of Surrey's employed labour force uses public transit or "other" ways to get to work such as walking or cycling (2006)	x	x

## Socio-Cultural Pillar

### Corporate Operations/Municipal Jurisdiction (measures where the City has direct control and authority to influence change)

Proposed Indicator	Baseline	Interim Target	2058 Target
Availability of Programs Offered by the City and Key Social Service Groups	Programs for 2009 for: <ul style="list-style-type: none"> <li>• Children: 14,308</li> <li>• Youth: 1,252</li> <li>• Adults: 3,477</li> </ul> Program Registration for 2009 for: <ul style="list-style-type: none"> <li>• Children: 170,552</li> <li>• Youth: 19,578</li> <li>• Adults: 40,686</li> </ul> Data for other key social service groups to be collected.	x	x
City Spending on Public Art	Public Arts Funding: \$352,103 (2009)	Trend up	Trend up
Cultural Events held at City Hall	16 events	Maintain current number (up to 16 events/yr) and expand beyond City Hall	Maintain current number (up to 16 events/yr) and expand beyond City Hall
Cultural Spaces provided by the City	130,210 sq. ft.	Trend up	Trend up with population
Distribution of City Facilities that Offer Services and Programs	<ul style="list-style-type: none"> <li>• Arenas/Rinks: 5</li> <li>• Arts Centre: 1</li> <li>• Recreation Centres: 11</li> <li>• Community Halls: 6</li> <li>• Elementary Schools: 40</li> <li>• Golf Courses (Private): 2</li> </ul>	x	x

Proposed Indicator	Baseline	Interim Target	2058 Target
	<ul style="list-style-type: none"> <li>• Heritage Facilities: 6</li> <li>• Libraries: 6</li> <li>• Parks: 64</li> <li>• Pools: 12</li> <li>• Preschool Centres: 1</li> <li>• Secondary Schools: 6</li> <li>• Senior Centres: 2</li> <li>• Sports Facilities: 5</li> <li>• Stables (Private): 2</li> </ul> <p>Distribution of facilities to be mapped via link with COSMOS.</p>		
Key Youth-Centred City Cultural Events	<ul style="list-style-type: none"> <li>• Surrey Children's Festival attendance: 4,359</li> <li>• Number of Students Attending Festival: 5,474</li> </ul> <p>Youth Arts Council event numbers data TBD</p>	General trend up with population	General trend up with population
Number of Community Gardens and Plots	Number of Gardens: 3 Number of Plots: 264 plots	Trend up	Trend up
Number of Residents that Volunteer with the City	<p>Active &amp; Approved Volunteers:</p> <ul style="list-style-type: none"> <li>• PRC: 2,590</li> <li>• SPL: 254</li> <li>• Surrey Fire Service: 87</li> <li>• Surrey Emergency Program (PEP): 200</li> <li>• Surrey Children's Festival: 257</li> </ul> <p>Note: There are an additional 3,020 PRC active volunteers in the Level 1 category, who perform informal, self-supported duties.</p>	2% increase/yr	Trend up
Participation in the City's Leisure Access Pass (LAP) program	<ul style="list-style-type: none"> <li>• People Registered in LAP: 15,598</li> <li>• Number of People Below LICO (after</li> </ul>	Trend up (reflecting new efforts to improve program accessibility)	Trend down (fewer people below poverty line and requiring the program)

<b>Proposed Indicator</b>	<b>Baseline</b>	<b>Interim Target</b>	<b>2058 Target</b>
	tax) in Surrey: 58,785 • Proportion of people registered in LAP to people living below LICO: 26.5%		
Percentage of Healthy Food Choices in City Food Vending Machines	50%	2015: 75% 2018: 90%  100% can be achieved by 2028	100% "Healthy Foods" as defined by common labelling system
Physical Accessibility of City Facilities	Baseline data to be collected	To be determined once baseline data gathered	100%
Public Meetings Held by City staff	Clerks Office: 208 meetings (2009). Parks Operations: 22 public events (2009). Other data to be collected.	x	x
Skills in Language Interpretation among City staff	9.5% of City Staff	Trend up	Trend up
Use of Civic Facilities by Community Groups	SPL: 1,978 individual meeting bookings (with varying attendance). Other data to be collected.	x	x

**Influencing Others (community measures where the City requires the help of others to influence change)**

<b>Proposed Indicator</b>	<b>Baseline</b>	<b>Interim Target</b>	<b>2058 Target</b>
Arts and Culture Groups in Surrey	Surrey Arts Council Members: 2,767; Non-profit data to be processed	x	x
Average price of a home in Surrey	\$329,575 (2008)	x	x
Average rental price in Surrey	\$827 (2008)	x	x
Criminal Code Offences in Surrey Neighbourhoods	Whalley: 163/1000 Guildford: 79/1000 Newton: 106/1000 Cloverdale: 70/1000 South Surrey: 62/1000	By 2012: 10% reduction from baseline	Trend down



<b>Proposed Indicator</b>	<b>Baseline</b>	<b>Interim Target</b>	<b>2058 Target</b>
Cultural Businesses in Surrey	146 Business Licenses for "Arts, Entertainment and Recreation" (Refining number for just arts and culture-related businesses)	Trend up	Trend up with population
Employment in the Arts in Surrey	2% of Workforce (2006)	Trend up	Trend up
Graffiti Reports	1,072 graffiti files	Trend down (although enforcement may create an upward trend)	Trend down
High School Graduation Rates	Students Graduating from High School: 82.8%	2% increase in rates per decade	95%
Incidences of Breaking and Entering in Surrey Neighbourhoods	Whalley: 13.22/1000 Guildford 6.6/1000 Newton 9.55/1000 Cloverdale 7.91/1000 South Surrey 5.77/1000	Trend down	Trend down
Individuals and Families with Low Income	<ul style="list-style-type: none"> <li>• All persons with low-income in private households (after tax): 14.7%</li> <li>• All Economic families with low income: 15.6%</li> <li>• Male lone-parent families with low income: 21.3%</li> <li>• Female lone-parent families with low income: 35.1%</li> <li>• Children (under 6) with low income: 23.2%</li> <li>• Youth (under 15) with low income: 23.1%</li> <li>• Seniors (65+) with low income: 16.4% (2006)</li> </ul>	Trend down	Trend down

<b>Proposed Indicator</b>	<b>Baseline</b>	<b>Interim Target</b>	<b>2058 Target</b>
Labour Force Participation Rates for Immigrants	Labour force participation rate for immigrants: 65.0% Labour force participation in general population: 67.4% (2006)	Labour force participation rate of recent immigrants approaches that of Cdn born participants	Labour force participation rate of recent immigrants approaches that of Cdn born participants
Licensed Child Care Spaces (Ratio of spaces to number of children 0 – 12)	<ul style="list-style-type: none"> <li>• Number of Children Age 0-12 in Surrey: 68,088</li> <li>• Childcare spaces for 0-12: 6,211</li> <li>• Children per daycare space: 9:1</li> </ul>	Trend Down (i.e., more spaces)	Trend Down (i.e., more spaces)
Licensed Preschool Spaces	<ul style="list-style-type: none"> <li>• Number of Preschool Spaces: 1,204</li> <li>• Number of Spaces in Multiple License Facilities: 335 spaces</li> <li>• Total Number of Spaces: 1,539</li> </ul>	Trend up	Trend up
Lifelong Learning: Surrey's Rating on the Composite Learning Index (CLI)	CLI Rating for Surrey: 77	Trend up	Trend up
Low Birth Weight Babies	6.8%	Trend down	Trend down
Median Employment Income for Immigrants	Median employment income for immigrants (15+): \$20,456 Median employment income for total pop (15+): \$23,983 (2006)	Labour force participation rate approaches that of Cdn born participants	Labour force participation rate is the same as that of Cdn born participants
Number and Accessibility of Farmers Markets	Approx. 65.1% of Surrey's total population lives within a 20 minute bike ride of the two Farmers Markets in Surrey.	70%	75%

<b>Proposed Indicator</b>	<b>Baseline</b>	<b>Interim Target</b>	<b>2058 Target</b>
Number of Developments that Respond to CPTED Guidelines and Proceed to the Advisory Design Panel	(1) baseline to be determined; (2) 26 (100%) agenda items that went to the ADP in 2009 were subject to both staff and RCMP review	100%	100%
Number of doctors (General Practitioners and Specialists) per 1,000 Surrey residents	GPs: 217/1,000 residents Specialists: 159/1,000 residents (2008-2009)	On par with other urban centres in BC	On par with other urban centres in BC
Number of Homeless in Surrey	402 homeless (2008)	2032: zero	zero
Number of Non-Market Social Housing Units	7,043	x	x
Number of Pocket Markets		x	x
Participation in Harvest Box Program	1, 552	x	x
Percentage of new housing starts in Surrey that are multi-family dwellings	22.8%	x	x
Percentage of Renters who are in Core Housing Need	10,430 or 32% of renter households in Surrey are in core housing need (2006)	x	Trend down
Percentage of Surrey Children vulnerable in at least one Early Development Instrument (EDI) scale	28.4% of children were vulnerable in City of Surrey neighbourhoods on at least one scale of development	Reduce to 15% by 2015	5% maximum
Percentage of Surrey's population age 12 years and older that are current smokers	Current Smokers: 57,741 Proportion of Surrey that are Current Smokers: 17.7% (2005)	Trend down	Trend down; continue to be below BC average

<b>Proposed Indicator</b>	<b>Baseline</b>	<b>Interim Target</b>	<b>2058 Target</b>
Percentage of Surrey's Population that has achieved a Type of Certification	<ul style="list-style-type: none"> <li>• High School 30.4%;</li> <li>• Apprenticeship or Trade 10%;</li> <li>• College Degree 15.8%;</li> <li>• University Certificate 6%;</li> <li>• University Degree 15.6%</li> </ul> <i>(2006)</i>	x	x
Percentage of Working Poor Families	9.5% <i>(2006)</i>	Trend down	Trend down
Post Secondary Enrolment in Surrey Post-Secondary Institutions	<ul style="list-style-type: none"> <li>• Total Number of Students: 16,522</li> <li>• SFU Surrey: 5,217</li> <li>• KPU (All Surrey Campuses): 11,305</li> </ul> <i>(2008/2009 School Year)</i>	Trend up or align with SFU/KPU targets	Trend up or align with SFU/KPU targets
Protected Heritage Sites	Natural Sites: 4 Constructed Sites: 44	x	x
Renters In Need and Paying at Least Half (I.N.A.L.H.) of Income on Rental Fees	3,495 or 10.8% or renters <i>(2006)</i>	Trend down	Trend down
Transition to Post-Secondary Education of Surrey High School Students	In the period 2003-2007, 55% of Surrey secondary students made the immediate transition to BC post-secondary institutions, whether in BC or elsewhere.	x	x
Unemployment Rates for Immigrants	Unemployment rates for recent immigrants: 9.7% Unemployment rates for all immigrants: 6.5% Unemployment rates for total population: 5.7% <i>(2006)</i>	Labour force participation rate of recent immigrants approaches that of Cdn born participants	Labour force participation rate of recent immigrants approaches that of Cdn born participants

## Economic Pillar

### Corporate Operations/Municipal Jurisdiction (measures where the City has direct control and authority to influence change)

Proposed Indicator	Baseline	Interim Target	2058 Target
City Funding for Beautification Projects	Funding for Beautification in: 2007: \$ 795,000 2008: \$ 1,478,000 2009: \$ 1,846,000 2010: \$ 2,308,000 *Operating and capital costs*	x	x
Industrial Land Base	7,401 acres	x	x
Population and Employment Density on Transit Corridors	Population and Employment Density by Corridor: <ul style="list-style-type: none"> <li>• 104 Ave: 33.6 people/acre and 11.2 workers/acre</li> <li>• Fraser Highway: 42.9 people/acre and 6.9 workers/acre</li> <li>• King George: 35 people/acre and 16 workers/acre</li> <li>• City Centre: 18.0 people/acre and 15.1 workers/acre</li> </ul>	By 2028: 100 people per hectare (40-50 people/acre, or about 6-7 units/acre @ 5-6 pp/unit)	Double existing densities (from baseline)
Proximity of Residential Units to Amenities	Percentage of residential units near: <ul style="list-style-type: none"> <li>• Transit stop: 80%</li> <li>• Retail: 64%</li> <li>• Schools: 44%</li> <li>• Town/City Centres: 26%</li> <li>• Parks: 94%</li> <li>• Trails: 46%</li> <li>• Bicycle Routes: 81%</li> <li>• Grocery Stores: 33%</li> <li>• Food Stores (not including gas stations or convenience stores): 13-14%</li> </ul>	2018: Get halfway to 2058 goals	<ul style="list-style-type: none"> <li>• Transit: 90%</li> <li>• Retail: 82%</li> <li>• Schools 72%</li> <li>• Town Centres: 63%</li> <li>• Parks: 97%</li> <li>• Trails: 73%</li> <li>• Bike Routes: 91%</li> <li>• Grocery Stores: 66%</li> <li>• Food Stores: 28%</li> </ul>

<b>Proposed Indicator</b>	<b>Baseline</b>	<b>Interim Target</b>	<b>2058 Target</b>
Tax burden for Residents and Percentage of Municipal Reserves to Infrastructure	Total tax burden per resident \$889; residential tax burden per resident \$585  % municipal reserves to infrastructure: 2.05%	x	x

**Influencing Others (community measures where the City requires the help of others to influence change)**

<b>Proposed Indicator</b>	<b>Baseline</b>	<b>Interim Target</b>	<b>2058 Target</b>
Age of Buildings (from Building Permit and BC Assessment data)	<ul style="list-style-type: none"> <li>• Average age of all buildings in Surrey: 25</li> <li>• Average age of buildings in: <ul style="list-style-type: none"> <li>• Cloverdale: 11</li> <li>• Fleetwood: 17</li> <li>• Guildford: 22</li> <li>• Newton: 17</li> <li>• South Surrey: 20</li> <li>• Whalley: 29</li> </ul> </li> </ul>	x	x
Businesses by Sector	All Businesses: 14,411 <ul style="list-style-type: none"> <li>• Contractors or Building Services: 2,550</li> <li>• Manufacturers: 1,055</li> <li>• Transportation: 489</li> <li>• Wholesale Merchants: 871</li> <li>• Retail: 1,667</li> <li>• Finance, Insurance &amp; Real Estate: 390</li> <li>• Services: 7,389</li> </ul>	x	x
Certified Green Buildings	<ul style="list-style-type: none"> <li>• Total Number of green certified buildings in Surrey: 342 completed buildings</li> <li>• Total number of registered projects: 143</li> </ul>	X	X

\*All baseline data provided for 2009-2010 unless otherwise specified (e.g., for indicator using 2006 Census data).



<b>Proposed Indicator</b>	<b>Baseline</b>	<b>Interim Target</b>	<b>2058 Target</b>
Employees by Sector	All Employees: 159,190 <ul style="list-style-type: none"> <li>• Office: 18,770</li> <li>• Industrial: 55,420</li> <li>• Commercial: 60,990</li> <li>• Institutional: 24,010</li> </ul>	x	x
Energy Retrofits to Existing Commercial and Institutional Buildings	<ul style="list-style-type: none"> <li>• Number of commercial buildings with certified energy retrofits: 5</li> <li>• Square footage TBD</li> </ul>	By 2018: 5% By 2028: 15% By 2038: 40% By 2048: 60%	80% from today of buildings older than "x" (TBD)
Farm Receipts	<ul style="list-style-type: none"> <li>• Total Gross Farm Receipts: \$153,390,637</li> <li>• Total Farm Capital: \$1,083,076,189</li> <li>• Number of Farms: 487</li> </ul>	x	x
Jobs to Labour Force Ratio	0.7 Jobs to Every 1 Person in Labour Force	0.85 by 2031	1:1
Land in Food Production	Awaiting updated 2010 data from Ministry of Agriculture and Lands	No net loss	No net loss
Median Household Income	<ul style="list-style-type: none"> <li>• Cloverdale: \$72,956</li> <li>• South Surrey: \$70,762</li> <li>• Fleetwood: \$65,678</li> <li>• Newton: \$60,615</li> <li>• Guildford: \$52,062</li> <li>• Whalley: \$50,948</li> <li>• City of Surrey: \$60,168</li> </ul>	x	x
Percentage of land in the Agricultural Land Reserve (ALR) actively used for farming	Awaiting updated 2010 data from Ministry of Agriculture and Lands	No net loss of ALR land	No net loss of ALR land; Maintain or increase land in ALR actively used for farming
Percentage of Surrey residents that work inside and outside of the City	38.5% of residents work in Surrey (either at home or at a workplace) 46% work outside Surrey in another municipality 15.5% have no fixed workplace (2006)	x	x

<b>Proposed Indicator</b>	<b>Baseline</b>	<b>Interim Target</b>	<b>2058 Target</b>
Proportion of the City's tax base that is residential and business/industrial	Residential: 70% Business & Industrial: 30%	60% residential; 40% Business/industrial by 2021	60% residential; 40% business/industrial
Ratio of total population to number of ICBC-licensed vehicles in the City	Population of Surrey (2009): 466,200  Total number of registered vehicles: 282,412 (2009)  Registered vehicles per resident: 0.61:1	Trend down	Trend down
Senior Government Investments in Community Infrastructure	Federal and provincial funding per capita, total for the City in 2009: \$41.76  Transfers from other governments in 2009:\$19,467,000	Trend up (long term)	Trend up (long term)
Vacancy Rates	Industrial vacancy: 2.5% Office vacancy: 16.1%	x	x

# CORPORATE REPORT

NO: **R139**

COUNCIL DATE: **June 21, 2010**

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## REGULAR COUNCIL

TO: **Mayor & Council**

DATE: **June 18, 2010**

FROM: **Deputy City Manager  
Sustainability Manager**

FILE: **0512-02**

SUBJECT: **Sustainability Charter Implementation - Update on Progress related to the  
Development of Indicators and Targets**

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## RECOMMENDATION

The City Manager's Department recommends that Council receive this report as information.

## INTENT

The purpose of this report is to advise Council of the efforts being made to develop sustainability indicators and targets to measure progress towards the Sustainability Charter's vision and goals.

## BACKGROUND

Part 4 (Implementation Strategy) of the Surrey Sustainability Charter notes that the City's ability to achieve its vision of sustainability requires the setting of targets and the establishment of "indicators" or mechanisms to monitor progress towards meeting these goals. It states that indicators and targets will be established to support achieving the vision, goals and scope items of the Sustainability Charter and these will be:

1. Clearly related to the Vision, Goals and Scope items;
2. Measurable and easily understood;
3. Comprised of data that is readily available and will remain available over time;
4. Able to measure current performance against past performance; and
5. Achievable within a reasonable time frame with available resources.

Scope Action Item G2 under the Immediate Actions of the Charter is to *establish a Sustainability Indicators Task Force* to define key indicators and targets to achieve the Charter's goals, to establish baseline values for these indicators, and to define a monitoring program for the Charter's implementation strategy.

The Sustainability Indicators and Targets Task Force were brought together in September 2009. Task Force members are drawn from throughout the community, and provide input and expertise across all three sustainability pillars; a membership list is attached as Appendix A. Several

members of City Advisory Committees are also participating. A facilitator, Mark Holland of HB Lanarc, was engaged to facilitate Task Force meetings and provide expertise on these issues.

At the initial meeting held September 29, Task Force members received an introduction to concepts and definitions of indicators. At meetings held October 15 and December 2, 2009 the Task Force was divided into three sub-committees representing the three sustainability pillars – Socio-cultural, Economic and Environmental - and began to identify appropriate indicators tied to each Charter Scope Action item. The sub-committees were a means to make efficient use of participants' time and resources, though it is recognized that a holistic perspective is needed for sustainability. At the December 2009 meetings, the Task Force brainstormed over 300 possible indicators and narrowed this list to approximately 100 indicators for further consideration. This list by Sustainability pillar is documented in Appendix B.

In January 2010, City staff reviewed the prioritized indicators to determine if data was readily available; the Task Force then discussed these in more detail at sub-committee meetings held on January 26, February 2 and February 9, 2010. Throughout this process, relevant City staff were also canvassed and involved, and several attended Task Force meetings to share their expertise.

On March 24 and April 9, 2010, the full Task Force met to begin discussing longer term or "aspirational" targets for proposed indicators, looking at the Charter's 50 year vision for 2058.

## **DISCUSSION**

Attached in Appendix B is a preliminary list of indicators, tied to the main themes of the Sustainability Charter. The Indicators and Targets Task Force continues its discussions on appropriate sustainability indicators, working with staff to identify data limitations and other issues. Engagement from Task Force members has been very high and they continue to provide their time, energy and expertise to this process, indicating that they see indicators and targets as critical to making the Sustainability Charter operational. The overall goal of this process is to identify an appropriate number and scope of indicators that will measure progress on sustainability, knowing that the list will evolve over time.

In the coming months, staff will continue discussions with the Task Force on longer-term targets for 2058, as well as for shorter term or "stage" targets that will determine the pace at which the City can move towards its vision. For example, if we set a waste reduction goal of "zero waste" for 2058, we would need to consider the current baseline of waste diversion in the community, and determine appropriate waste diversion targets for 2018, 2028 and so on that would enable us to reach 100% diversion in 2058.

Broader input will be sought on proposed indicators and targets, including from City Advisory Committees and public open houses this fall. Throughout this time Council and the Task Force will be updated and staff will remain involved. Further, staff will be working with SFU Surrey's School of Interactive Arts and Technology to develop innovative options for visualizing the indicator results and presenting them to the community. A full complement of sustainability indicators and targets will be brought to Council for approval this Fall. If endorsed, initial reporting on indicators could be completed in early 2011 via the City website and other means.

## SUSTAINABILITY CONSIDERATIONS

Through the Sustainability Office, staff will continue to pursue sustainability ideas and initiatives that further the Sustainability Charter goals. Implementation of the Sustainability Charter will advance the City towards its 2058 sustainability vision. The development of indicators and targets in particular, will set a critical baseline against which to monitor progress over time.

## SUMMARY

The City of Surrey Sustainability Charter sets out a vision for sustainability in Surrey and acts as an overarching policy document for the City. A key deliverable of the sustainability program in 2010 is the development of the sustainability indicators and targets to monitor progress. A Task Force was created with broad community membership supplemented with support staff that has developed a preliminary list of indicators as contained in Appendix B. Further work is required to refine the indicators and develop targets for Councils consideration later this Fall.



Anna Mathewson  
Sustainability Manager

Dan Bottrill  
Deputy City Manager

AM/DB/mc

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Appendices

Appendix A – List of Task Force Members

Appendix B – Preliminary List of Sustainability Indicators