

NO: R112

COUNCIL DATE: **May 30, 2016**

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## REGULAR COUNCIL

TO: **Mayor & Council**

DATE: **May 24, 2016**

FROM: **City Manager  
Manager, Sustainability**

FILE: **0512-02**

SUBJECT: **Sustainability Charter 2.0 for A Thriving, Green, Inclusive City**

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## RECOMMENDATION

The City Manager's Office recommends that Council:

1. Receive this Report as information;
2. Approve the Surrey Sustainability Charter 2.0, a copy of which is attached to this Report as Appendix "I"; and
3. Direct staff to complete implementation activities as outlined in this Report.

## INTENT

This Report presents the final Surrey Sustainability Charter 2.0 and seeks Council approval of the updated Charter.

## POLICY CONSIDERATIONS

First approved by Council in 2008, the Sustainability Charter is the overarching policy document for the City, providing a comprehensive lens to guide all City initiatives, programs and plans. This updated Sustainability Charter will continue to provide overarching policy guidance to the City over the coming years.

## BACKGROUND

On September 29, 2008, Council received Corporate Report No. R175, titled "Surrey Sustainability Charter", and approved the Sustainability Charter as the overarching policy document for the City.

The Charter defined sustainability as:

*"Meeting the needs of the present generation in terms of the socio-cultural systems, the economy and the environment, while promoting a high quality of life but without compromising the ability of future generations to meet their own needs".*

The vision and goals of the Charter provided high-level guidance toward becoming a more sustainable City. Part 3 of the Charter, "The Scope of Sustainability", identified actions required to implement the sustainability Vision, Goals and Action Framework in the Charter. With respect to this section, the 2008 Charter noted that: "*The Scope of the Sustainability Charter will be maintained as a living document that summarizes specific actions the City intends to take to achieve sustainability. Council will amend the Scope of the Charter as proposed actions and priorities evolve over time*".

In partnership with a broad array of community stakeholders, the City has made considerable progress over the past seven years since the adoption of the Charter. On July 27, 2015, Council received Corporate Report No. R151;2015, titled "Sustainability Charter Progress Report for 2014", which highlighted accomplishments to date; this report included a status report based on the Sustainability Dashboard that showed progress on 77 sustainability indicators and targets as shown in Table 1 below:

**Table 1: Status of Sustainability Indicators and Targets - 2014**

Pillar	Indicators on target	Indicators Stable	Indicators off target	No target	Insufficient Data	Total
Economic	8	3	2	11	3	27
Environmental	9	1	1	5	0	16
Socio-Cultural	10	5	7	11	1	34
TOTAL	27	9	10	27	4	77

Some examples of the measurable progress made during the past few years include the following:

- Surrey residents have better access to greenways, park paths and cycling trails;
- More cultural spaces are available within the City;
- Residents have reduced their per capita water consumption;
- Residents are diverting more garbage from the landfill;
- More social housing units have been created; and
- Enrolment continues to rise at Surrey's post-secondary schools.

On February 24, 2014, Council received Corporate Report No. R022, titled "Sustainability Charter Update", and approved plans to update the Sustainability Charter to ensure that the City maintains a leadership position in the area of sustainability.

On February 23, 2015, Council received Corporate Report No. R026, titled "Sustainability Charter Update", which provided information on consultations undertaken to that point to refresh the Charter.

On March 7, 2016, Council received Corporate Report No. R022, titled "Draft Sustainability Charter 2.0", which provided the draft updated Sustainability Charter 2.0 for information, and approved the final consultation period.

## **DISCUSSION**

### **Internal Engagement**

Following Council's approval of the Charter update process, a period of internal engagement with City staff was undertaken in 2014. Led by the Sustainability Office staff, this engagement process was overseen by the Senior Management Team with input from the interdepartmental Sustainability Team and a smaller staff steering committee.

A survey of over 700 City staff showed that staff support for sustainability is very high. Internal engagement also included interviews with Council, the City's senior management team, and a number of staff involved in related initiatives. The interviews and additional workshops resulted in recommendations which were presented to Council in February 2015:

- Refocus the Sustainability Charter at a higher level with a more succinct vision, outcome-oriented goals, and possibly strategic directions (3-5 year strategies);
- Keep Actions (if any) separate from Charter, for example in an annual work plan;
- Simplify and ensure consistency of language;
- Reorganize the document into systems or themes, possibly aligning with those of the Sustainability Dashboard and Official Community Plan (OCP); and
- Integrate indicators and targets into the updated Charter, and continue to use these metrics to report on progress toward or away from goals.

While it was initially anticipated that the vision and goals would remain unchanged along with the Action Framework of the Charter (the three pillars, timeframes, and spheres of influence), internal engagement identified that refinement of the existing vision and goals was needed to provide clearer direction.

More broadly, it was recommended that the City deepen its integration and decision-making by embedding Charter goals into planning processes (e.g., structure departmental work plans and processes to achieve Charter goals); creating a decision framework or screening tool that more effectively encourages consideration of goals and trade-offs; and engaging and communicating more effectively with staff (e.g., training opportunities, staff meetings). This longer term work is ongoing and is being led by the Sustainability Office.

### **Community Engagement**

The majority of community input for the Charter update was obtained in 2015 and into 2016. The focus of the engagement was on the eight proposed organizing themes and under each theme, the overarching goals, desired outcomes (what we want for Surrey) and strategic directions (how we will move towards those outcomes, in priority focus areas).

Stakeholder and community engagement began with a series of stakeholder workshops held in April and May 2015 for key community groups, businesses, and non-profit organizations. To kick off this engagement, all City Advisory Committees members were invited to attend a workshop on April 20, 2015, with the following committees represented:

- Diversity Advisory Committee, chaired by Councillor Martin;
- Parks, Recreation and Sports Tourism Committee, chaired by Councillor Hayne;

- Transportation and Infrastructure Committee, chaired by Councillor Gill;
- Agriculture and Food Security Advisory Committee, chaired by Councillor Starchuk;
- Surrey Heritage Advisory Commission, chaired by Councillor Woods;
- Social Policy Advisory Committee, chaired by Councillor Villeneuve; and
- Environmental Sustainability Advisory Committee, chaired by Councillor Starchuk

Seven other theme-based stakeholder workshops were also held in April and May 2015, attended by over 160 stakeholders and City staff. Public engagement took place at the April 2015 Party for the Planet event and through City Speaks and social media. A subsequent stakeholder workshop was held in October 2015, followed by a public Open House at City Hall in November 2015 to present draft Charter 2.0 goals, outcomes and strategic directions. In addition to a November 2015 panel event featuring the Ecofiscal Commission, a public event with SFU in November 2015 brought together 125 Surrey citizens in a "residents' lab" to discuss what the City could look like in 2030; this event was organized around the draft outcomes for the new Charter. A final stakeholder workshop was held in February 2016 to seek input on the refined strategic directions and the revised indicators to monitor progress.

### **Final Consultations**

Following the March 7, 2016 Council meeting, the draft Sustainability Charter 2.0 was shared with all stakeholders who have participated in the community engagement process. The draft document was also posted on the City's sustainability website for public comment, with social media support to direct attention to the final consultation period during March and April. Broad public input was sought in a survey from the City Speaks panel. City staff provided their comments through various staff committees, the Intranet and a staff survey. Presentations were also made to a number of City Advisory Committees to seek their feedback. Finally, individual meetings were held with stakeholders who had more detailed feedback.

### **Sustainability Charter 2.0 - Overview**

In summary, the updated Sustainability Charter is a high level policy document that outlines long-term goals for Surrey in eight community theme areas. As the City's overarching policy document, the Charter outlines an overarching sustainability vision for Surrey, with a number of desired outcomes, strategic directions, indicators and targets provided under each theme. It should be noted that more granular plans, such as the City's Poverty Reduction Plan and Transportation Strategic Plan, provide detailed actions for implementation that align with the Charter outcomes.

The Sustainability Charter 2.0 includes a refined vision statement. Taken from the new Official Community Plan, the vision of a sustainable and resilient Surrey looking ahead to the next 40 years is: ***a thriving, green, inclusive city.***



While the three pillars of sustainability remain at the heart of the Charter – with a focus on balanced decision making and a view to future generations - the updated Charter is organized around eight overlapping community systems or themes:



- **Built Environment and Neighbourhoods:** The connectivity, accessibility and resilience of our neighbourhoods, buildings, and sites.
- **Inclusion:** The social and economic inclusion of all people regardless of ability or circumstances.
- **Health and Wellness:** The health and wellness of residents through health services and programs, access to recreation, and food accessibility.
- **Public Safety:** A safe and engaging community through community safety and emergency services, emergency preparedness and prevention, and transportation safety.
- **Economic Prosperity and Livelihoods:** A strong local economy focused on jobs and skills training, economic diversity, and innovation.
- **Ecosystems:** The health and protection of Surrey's natural areas, biodiversity and urban forest as well as water and air quality and green infrastructure.
- **Infrastructure:** The provision of effective infrastructure and services, focused on energy and climate, transportation, water, materials and waste, and telecommunications.
- **Education and Culture:** The access of all residents to high quality learning opportunities and vibrant arts and heritage experiences.

The intent of the eight themes is to provide a more intuitive and holistic picture of sustainability goals for the City, and to better connect issues across themes; for example, food security is an issue related to health and wellness (healthy eating), inclusion (access to healthy foods) and built environment and neighbourhoods (community gardening space). These themes will be used to refine the City Dashboard once the updated Charter is approved by Council.

Each theme has an overall goal followed by desired outcomes. The "goals" are long-term goals, and the "desired outcomes" outline **what** we want to see in these areas, looking ahead to the year 2058 (which remains the target year for these outcomes). "Strategic directions" then identify **how** the City and its partners will move towards the desired outcomes over the shorter term. Indicators and targets are presented under each theme, drawn from the Sustainability Dashboard but updated and refreshed to reflect new directions and knowledge based on several years of reporting.

## Corporate Sustainability

In addition to making progress on sustainability outcomes at a community level, the City itself has made great strides in integrating sustainability into its corporate decisions, projects and plans. The City as a corporation demonstrates that sustainability must be an integral part of an organization. By embedding sustainability into corporate operations, the City provides leadership and tests out ideas that can be implemented more widely by residents and businesses in Surrey. Some examples of corporate successes and high impact projects since 2008 include the following:

- Establishing a Sustainability Office to act as a catalyst for sustainability throughout the corporation and maintain a strong focus on sustainability within the City;
- Building new City Hall modelled on LEED Gold with many social and environmental sustainability features, that forms part of a revitalization effort for the City Centre area;
- Holding staff diversity events at City Hall to raise awareness of different cultures and traditions;
- Building a new geo-exchange system District Energy which provides heating and cooling to new City Hall and surrounding buildings; and

- Increasing waste diversion in City facilities and ensuring staff support and training for waste reduction efforts.

The City of Surrey will continue to embed sustainability into City operations in a number of ways and through the work of all departments and staff. Drawing from the corporate sustainability actions outlined in the original Sustainability Charter and aligned with the City's values and the eight community themes, the updated Charter identifies several corporate sustainability objectives and strategies. City staff awareness and training on the new Charter will form part of this work in 2016 and beyond.

### **Implementation**

Following Council approval, implementation of the new Charter will involve a number of short and longer-term tasks:

#### **Stakeholder Engagement**

The vision for sustainability presented in Sustainability Charter 2.0 is for the community and the City. Successful implementation of this ambitious vision goes beyond the City of Surrey - it needs the support and involvement of all partners in the community, including local businesses, residents and community groups. Collaborative actions for sustainability include conserving resources, protecting local ecosystems, enhancing food security, maintaining a robust economy, reducing inequality, ensuring community safety, preparing for emergencies, and celebrating community together.

Stakeholders involved in the Charter update process have expressed a clear desire to continue to be involved in implementation. Early discussions have taken place on how they will support the desired outcomes and common goals through their own work, and these conversations will continue through a number of avenues. Presentations will be made over the coming months to stakeholder groups and a workshop is planned for the fall. City Advisory Committees, with membership representing many groups across Surrey, will remain a key part of Charter implementation.

#### **Dashboard Update**

Early in 2017, the Sustainability Dashboard ([www.surrey.ca/dashboard](http://www.surrey.ca/dashboard)) will be updated based on the new Charter themes and including the revised indicators and targets. In collaboration with the Finance and IT Department, the Sustainability Office will develop a broader City Dashboard using a new technology that will also meet other City objectives, including ISO 37120 reporting and data-driven decision making. The revised Dashboard will report on Charter 2.0 progress and outcomes, with regular updates provided to Council and the community.

#### **Internal Work Planning**

To guide implementation within the City, by the end of 2016 all City departments will identify objectives tied to the updated Charter goals and outcomes. Discussions facilitated by the City Manager and the Sustainability Office will identify how departments intend to deliver on Charter goals in their 2017 work plans and beyond, focusing on short and long-term objectives and deliverables that will advance Charter goals and outcomes. These discussions will identify related City and departmental priorities, and how these can be leveraged to advance Charter goals.

### **Charter Implementation Fund**

By the end of 2016, the concept of a Sustainability Charter Implementation Fund will be explored, including criteria for projects and funding sources. This project will be delivered through the Emerging Leaders Program (ELP). The Fund could align with other grants provided by the City, such as the Neighbourhood Enhancement Fund, and thereby support neighbourhood-level implementation of the City's sustainability and climate change objectives.

### **Communication Materials**

Given that a large print run of the Charter 2.0 will not be undertaken, staff will instead develop a short, plain language summary of the Charter that can be translated into other main languages for Surrey residents. This will allow, at a glance, a useful summary of the Charter vision and outcomes. An interactive web presence will also be explored, along with other communication materials.

### **FCM Green Municipal Funds**

Implementation of the Charter 2.0 outcomes will take place at both a broad level (in City policy and programs, and collaborative work led by stakeholder groups) and at a neighbourhood level. To move forward on neighbourhood-level realization of sustainability outcomes, staff will prepare an application to the Federation of Canadian Municipalities (FCM) Green Municipal Fund towards the preparation of a Sustainable Neighbourhood Action Plan (SNAP). Discussions are underway with Planning and Development staff on upcoming key planning initiatives with which this work could align. An application and Council resolution in support of this FCM funding application will be prepared for Council consideration in fall 2016.

### **Corporate Reports – Decision Tools**

Currently, sustainability considerations are summarized for Council in both Corporate Reports and Planning Reports. Another City decision tool is the Sustainability Development Checklist, which has been in place since 2011. As noted in the consultant review of the original Charter, revised decision tools are needed within the City to more effectively identify sustainability goals and outcomes. These tools may include revised content in the Corporate Reports, better tools for upstream staff planning discussions, and a revised process for the Sustainable Development Checklist. As the development of these decision tools is a longer term task, interim guidance is being provided to City staff to help them reflect the new Charter outcomes in the Corporate Report "Sustainability Considerations" section.

### **SUSTAINABILITY CONSIDERATIONS**

The Sustainability Charter 2.0 outlined in this Report provides an effective, high level policy document that will guide the community and the City over the coming years. The Sustainability Charter will be updated from time to time to ensure that the document remains current and that the City remains a leader in the area of sustainability.

## CONCLUSION

The Sustainability Charter is the overarching policy document for Surrey, providing a comprehensive lens to guide all initiatives, programs and plans. A process to update the Charter has been completed, with significant stakeholder consultation and input.

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

- Receive this Report as information;
- Approve the Surrey Sustainability Charter 2.0, a copy of which is attached to this Report as Appendix "I"; and
- Direct staff to complete implementation activities as outlined in this Report.

*Original signed by*  
Anna Mathewson, MCIP RPP  
Manager,  
Sustainability

*Original signed by*  
Vincent Lalonde, P. Eng.  
City Manager

Appendix "I" – Sustainability Charter 2.0

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# Sustainability 2.0 CHARTER





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## MAYOR'S MESSAGE



The Sustainability Charter, a 50 year vision for becoming a more sustainable City, is a living document, updated as needed to keep it current and reflect new actions and priorities. This Sustainability Charter 2.0 represents the evolution of our Charter, bringing us into the next phase of implementation. It is based on the excellent input of our community stakeholders, residents, and City staff.

The new Charter is organized around eight community themes to provide a more intuitive and holistic picture of sustainability, and to better illustrate the interconnectedness of issues in our community. As with the original Charter, this updated version provides a high level policy umbrella for priority initiatives, with the key goal remaining how to balance all issues when we make decisions.

Successful implementation of this ambitious vision needs the support and involvement of all partners in Surrey including local businesses, residents, and community groups. The City will move forward with implementation, including having all departments identify how they will contribute to the desired outcomes that are set out here. And I continue to challenge all of us to consider what we can do, individually and together, to help build a thriving, green and inclusive city.

## ESAC CHAIR MESSAGE



As Mayor Hepner notes, the Sustainability Charter has been guiding our City and community on a sustainable path since 2008.

Over the past two years, we have engaged with many stakeholders, residents, and City staff to update the Charter. As Chair of the City's Environmental Sustainability Advisory Committee, I attended several of the workshops and can attest to the commitment of the participants to advancing sustainability in our City, and breaking down silos in order to build a strong and resilient community. From the Party for the Planet surveys in April

2015, to a series of ten workshops with key City stakeholders, to the "Thrive! In Surrey 2030" event held by SFU in November 2015, that engagement showed us that our community and our staff still strongly support the vision of a sustainable and resilient city – one that is inclusive, prosperous, and protects our rich natural environment.

This dynamic document maintains Surrey as a North American leader in environmentally sustainable vision and practices. The City is consistently moving forward with innovative concepts and initiatives; the LED streetlights and biofuel project are great examples of how our Sustainability Charter provided the guidance to make these projects a reality.

I thank all residents and stakeholders for their informed and productive contributions to this updated Charter, and encourage you to take up the Mayor's challenge.



# EXECUTIVE SUMMARY

The Sustainability Charter “2.0” presented here remains the City’s overarching policy document, updated from the original Charter that was adopted in 2008. It articulates a refreshed vision statement of a thriving, green, inclusive city, and is organized around eight community themes for a more holistic way of looking at sustainability and the interconnectedness of systems in our community. Each theme includes an overarching goal statement and a set of desired outcomes that describe what we envision for Surrey by the year 2058 (50 years from the adoption of our original Charter). The eight themes and their goals are:



**Inclusion** : A caring community that encourages a sense of place of belonging and access to opportunity for all Surrey residents to realize their full potential;



**Public Safety**: A city in which all people live, work, learn and play in a safe and engaging environment;



**Ecosystems**: Healthy, protected and well-maintained ecosystems and biodiversity;



**Health and Wellness**: A community in which all residents are healthy, active and connected;



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



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



**Economic Prosperity and Livelihoods**: Continued prosperity and thriving livelihoods and a strong, equitable and diverse economy; and



**Built Environment and Neighbourhoods**: A beautiful, accessible and well-connected city of distinct and complete neighbourhoods that are walkable, engaging and resilient.

Strategic directions are identified under each of the eight organizing themes, as priority focus areas for action over the next few years. Our indicators were reviewed and updated to ensure they were the best ones to track progress towards our goals and desired outcomes, and will form the basis of monitoring efforts through the City’s Dashboard. The updated Charter also outlines corporate sustainability objectives and strategies for the City over the coming five year period, to enhance the City’s leadership and showcasing of sustainability and innovation.

The vision, goals and desired outcomes presented in this Sustainability Charter 2.0 articulate what we want to see for our whole community, looking ahead over the next 40 years. Successful implementation of this ambitious vision needs the support and involvement of all partners in Surrey including local businesses, residents and community groups. The many stakeholders involved in the Charter update will be key partners in its implementation. With this strong collaboration and our rich tradition of community involvement, Surrey will move forward to become a thriving, green, inclusive city.



# INTRODUCTION

**In 2007, Surrey City Council recognized the need for a proactive, collaborative and long-term approach to address social issues, the future viability of our economy, and environmental challenges, and therefore gave direction to develop a Sustainability Charter for the City. In 2008, Council approved the Sustainability Charter as the City's overarching policy document to guide us on a path towards creating a more sustainable community. The original Charter defined sustainability as: Meeting the needs of the present generation in terms of socio-cultural systems, the economy and the environment while promoting a high quality of life but without compromising the ability of future generations to meet their own needs.**



Since the Charter was approved, we have made significant progress implementing our vision for a more sustainable community, including on energy and climate, social well-being, community safety, and economic innovation. In addition to making progress on sustainability outcomes at a community level, the City itself has made great strides integrating sustainability into its corporate decisions, projects and plans. The Sustainability Dashboard has been reporting all of these outcomes since 2012, based on indicators and targets that were established with significant community input.

The Sustainability Charter included a commitment to a living document that would be amended as priorities and actions evolve over time. With the progress we have made in Surrey, as well as with advancements in technology, global and local challenges and opportunities, it was time that we revisited the Charter to ensure that it continued to be inspiring, aspirational, and reflective of our community's values and priorities. In 2014, Council endorsed an update of the Charter to refresh the vision, goals and actions, and to maintain the City's leadership in sustainability. Sustainability Charter 2.0 is the result of a two year period of engagement to create the updated Charter; more information about that engagement process can be found in Appendix 2.

# WHY IS SUSTAINABILITY IMPORTANT?

Sustainability is about ensuring the success of our community and our planet now and into the long-term future. One of the main challenges for cities is to become smarter and be able to respond cohesively to the inevitable effects of climate change. The Intergovernmental Panel on Climate Change (IPCC) has reaffirmed that warming in the climate system is "unequivocal", and there is scientific consensus that humans have caused the observed increase in global temperature. Atmospheric concentrations of three major greenhouse gases (carbon dioxide, methane and nitrous oxide) are at their highest level in 800,000 years, with CO2 concentration up 13% since 1990; the world today is estimated to be about 1°C warmer, on average, than it was in the 1950s and the effects are being felt (Global Risks Report, 2016). Attention around the world has focused on the role that governments, businesses and individuals can all play in reducing greenhouse gas emissions and moving towards a renewable energy future, as well as adapting to the existing and expected impacts of a warming climate.

At the same time, as a fast-growing city, Surrey needs to accommodate many new residents while maintaining the level of amenities and services needed by all in the community. We are facing increased demand for housing, energy, infrastructure and recreational, health and social programs. More people generate more greenhouse

gas emissions, traffic congestion and waste. Growth also has impacts on local natural systems like airsheds, topsoil, forests, streams, and pollinators. Housing affordability, homelessness, child poverty, well-paying jobs and educational opportunities for all residents are key issues that our City continues to tackle.

Our Sustainability Charter 2.0 provides a shared, long-term vision and goals that describe what we want for the future of our community as we grow and develop, and continue to ensure a high quality of life. Sustainability provides a balanced framework to address our urgent challenges while continuously striving for our vision of a thriving, green and inclusive city. Sustainability is about making decisions that support and benefit the sociocultural, environmental and economic aspects of our community and that consider the people who will make Surrey home for generations to come.

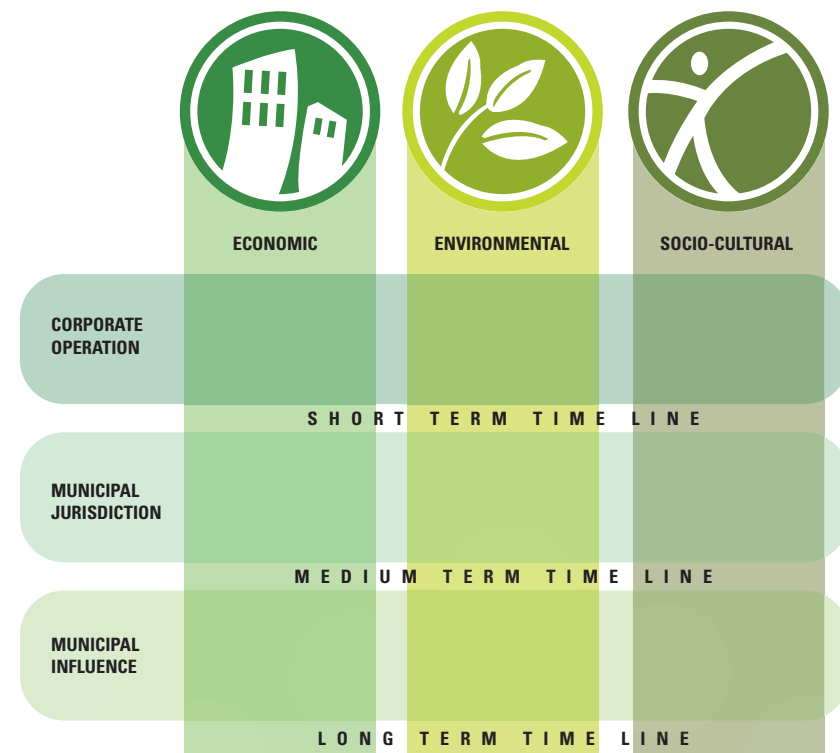
The adoption of the Paris Agreement in December 2015 by 195 governments is a major turning point in the global fight against climate change. The world's nations agreed to limit global average temperature rise to well below 2°C above preindustrial levels and to pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels.



# SUSTAINABILITY CHARTER 1.0

In 2008, Surrey City Council approved the Sustainability Charter, a 50 year vision for becoming a more sustainable city.

The vision of the original Charter included many important elements, including protection of the natural environment, community safety, transportation choice, local employment, sustainable agriculture, and cultural diversity. The three pillars of sustainability – socio-cultural, environmental, and economic – were well represented in a number of goals, and 56 actions were included in the “Scope of Sustainability” section. As an organizing framework, the original Charter also included three “spheres of influence” that explored the levels at which Surrey could take action: in our corporate operations, in areas of municipal jurisdiction, and in areas of municipal influence.



Sustainability Charter 1.0 Action Framework

## WHAT'S BEEN ACCOMPLISHED SINCE 2008

In partnership with a broad range of community stakeholders, the City has made considerable progress in each of the three pillars of sustainability since the adoption of the Charter. Progress has been shared with the community on the Sustainability Dashboard website, with indicators tracking progress across a number of sustainability themes; charts and graphs track recent trends on each indicator. The Dashboard also shows whether Surrey is meeting its sustainability targets. All these trends have been reported to Council annually in a Sustainability Progress Report, the latest of which was published in July 2015.

### Here are a few examples of measurable progress made during the past few years:

- Surrey residents have better access to green-ways, park paths and cycling trails;
- More cultural spaces are available within the city;
- Residents have reduced their per capita water consumption;
- Residents are diverting more garbage from the landfill;
- More social housing units have been created; and
- Enrolment continues to rise at Surrey’s post-secondary schools.

Through these actions, we are building a more sustainable and resilient city, and improving residents’ well-being.

# SUSTAINABILITY IN SURREY

SURREY'S SUSTAINABILITY CHARTER WAS ADOPTED IN 2008. CHECK OUT WHAT WE'VE ACCOMPLISHED SO FAR AND WHAT WE'RE PLANNING NEXT.

**PLANTED 75000**  
STREET TREES

## WHAT WE'VE DONE

**INSTALLED 12**  
PUBLIC EV CHARGING STATIONS

Created **562** housing units for the homeless and at-risk

**70% WASTE DIVERSION**

Created 630km of pathways for walkers and cyclists

## HOW WE DO IT

**4000**  
CITY VOLUNTEERS  
involved in programs and events

Sustainable Development Checklist for Builders

Monitor 78 indicators on our Sustainability Dashboard

## INNOVATIVE STRATEGIES & PLANS

- Public Safety Strategy
- Child & Youth Friendly City
- Economic Investment Action Plan
- Natural Areas Management Plan

## WHAT WE'RE DOING NEXT

GROWING THE DISTRICT ENERGY SYSTEM

**BUILDING OUR BIOFUEL FACILITY**  
Turning organic waste into renewable fuel

www.surrey.ca/sustainability

**ENHANCING ECOSYSTEMS**  
through the Biodiversity Conservation Strategy and Green Surrey

Developing a Local Immigration Settlement Strategy

Implementing the Community Climate Action Strategy

CITY OF SURREY  
The Future Lives Here.

**With the Charter being a high level document, more granular plans provide needed detail for implementing the broad sustainability vision. Since 2008, a number of key plans have been developed to guide our actions, including:**

- Transportation Strategic Plan (2008)
- Corporate Emissions Actions Plan (2010)
- Master Plan for Housing the Homeless (2011)
- Walking Plan (2011)
- Cycling Plan (2012)
- Poverty Reduction Plan (2013)
- Cultural Plan (2013)
- Community Climate Action Strategy, including a Community Energy and Emissions Plan and a Climate Adaptation Strategy (2013)
- Biodiversity Conservation Strategy (2014)

The Official Community Plan, updated in 2014, is aligned with the Sustainability Charter, both in its content and organization around the three pillars of the original Charter. Both documents guide the City moving forward, and provide high level policy direction.

In addition to plans and strategies, many projects have moved forward to support the sustainability vision, including Innovation Boulevard (a multi-agency partnership for health technology), clean tech and agri-innovation work, refugee settlement, poverty reduction, and a Local Immigration Partnership that is strengthening the role of local communities in integrating newcomers. The Surrey Homelessness and Housing Fund continues to support made in Surrey solutions to homelessness and housing issues in Surrey, and new work is taking place around social innovation and urban aboriginal strategies. Culture and recreation efforts have included holding major free public events throughout the City, building new recreation centres, expanding programming such as at the Surrey Nature Centre, and the expansion of cultural spaces provided by the City.

## CORPORATE SUSTAINABILITY

In addition to making progress on sustainability outcomes at a community level, the City itself has made great strides in integrating sustainability into its corporate decisions, projects and plans. We want to show that sustainability must be an integral part of an organization, and we show that by our actions. By embedding sustainability into our corporate operations, we aim to provide leadership and test out ideas that can be implemented more widely by residents and businesses in Surrey.

### Some examples of our corporate successes and high impact projects include the following:

- Establishing a Sustainability Office to act as a catalyst for sustainability throughout the corporation and maintain a strong focus on sustainability within the City;
- Advancing sustainable procurement, including working to increase existing vendors' "green" programs (such as waste reduction), adding sustainability principles to our Purchasing Manual, and participating in a municipal collaborative for sustainable purchasing;
- Holding staff diversity events at City Hall to raise awareness of different cultures and traditions;
- Promoting the health and wellness of our staff, including through fitness and employee wellness programs;
- Building a new City Hall modeled on LEED Gold with many social and environmental sustainability features, that forms part of a revitalization effort for the City Centre area;
- Reducing our corporate Greenhouse Gas Emissions 20% by 2020;
- Building a new geo-exchange system to provide heating and cooling for City Hall with the potential to provide heating and cooling for other buildings;
- Implementing a car-sharing program with Modo initiated at New City Hall and the City Centre area, allowing the City to reduce overall fleet size while at the same time providing car-sharing in the local community; and
- Increasing waste diversion in City facilities and providing staff support and training for waste reduction efforts.

Later in this document, a number of objectives and targets are proposed to guide corporate sustainability over the coming years.





# HOW THE NEW CHARTER IS ORGANIZED

The Sustainability Charter includes a refined vision statement. Goals, desired outcomes, strategic directions and indicators are presented under eight organizing themes.

The intent of the eight themes is to provide a more intuitive and holistic picture of sustainability goals for the City, and to better connect issues across themes. An example is food security: an issue related to health and wellness (healthy eating); inclusion (access to healthy foods); ecosystems (pollinators, healthy soils and water) and built environment and neighbourhoods (community gardening space). These themes will be used to refine the City Dashboard.

Each theme has an overarching **GOAL** followed by desired outcomes. **DESIRED OUTCOMES** outline what we want to see in our community, looking ahead to the year 2058. **STRATEGIC DIRECTIONS** are priority focus areas, that outline how the City and its many partners will advance towards those desired outcomes. **INDICATORS** are also presented under each theme and will be used to monitor progress, as we strive for continuous improvement. Some indicators also have targets attached (see Appendix 4).

The updated Charter is organized around eight overlapping community themes:

-  INCLUSION
-  BUILT ENVIRONMENT AND NEIGHBOURHOODS
-  PUBLIC SAFETY
-  ECONOMIC PROSPERITY AND LIVELIHOODS
-  ECOSYSTEMS
-  EDUCATION AND CULTURE
-  HEALTH AND WELLNESS
-  INFRASTRUCTURE





# VISION STATEMENT

Building on the vision from the Official Community Plan, the vision of a sustainable and resilient Surrey looking ahead to the next 40 years is:



**A thriving, green, inclusive city**





# INCLUSION



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

## DESIRED OUTCOMES:

### Diversity and Accessibility

- Surrey welcomes, includes, embraces and values the diversity of people who live here.
- Surrey is a caring and compassionate city that learns about and supports its residents of all backgrounds, demographics and life experiences.
- Residents have opportunities to build social connections with people from different backgrounds.
- Gender equity is realized throughout Surrey's economy, and political, community and family life.
- New immigrants and refugees are supported to settle, integrate and become thriving members of the community.
- Residents with physical or developmental disabilities are supported and able to participate fully in community life.
- Surrey's Urban Aboriginal community is thriving with high educational outcomes, meaningful employment, and opportunities for cultural connections.

### Poverty Reduction

- No individuals or families in Surrey live in poverty.
- Supports and services are in place to prevent and help people transition out of poverty.
- Everyone has access to an adequate income, and income gaps are minimized.
- All individuals and families have adequate access to culturally appropriate, sustainably grown food.

### Housing

- Everyone in Surrey has a place to call home.
- Appropriate and affordable housing is available to meet the needs of all households in Surrey.
- Supports are available to enable all people to live as independently as possible in the community.

### Age-Friendly Community

- Surrey's youngest and oldest residents are valued community members.
- All children and youth have access to enriching programs, services, green space and opportunities for indoor and outdoor play that promote healthy development.
- Families have access to affordable and quality local childcare.
- Children and youth have opportunities for engagement, leadership and having a voice in their community.
- Supports are available for healthy aging in place.



### • **Community Pride and Engagement**

- Surrey residents are proud of their community.
- All residents have opportunities to be meaningfully engaged in civic issues and to contribute to community life.
- There is a high rate of volunteerism among people of all ages and abilities.
- Numerous active local clubs, groups and agencies contribute to the community's well-being.

### **Social Infrastructure and Innovation**

- Surrey has a strong social infrastructure that supports the needs of its diverse and growing population.
- Surrey has a culture of collaboration and innovation to solve complex social problems.

## STRATEGIC DIRECTIONS:

### **Diversity and Accessibility**

- Support the social and economic integration of newcomers through the Local Immigration Partnership, and development and implementation of immigrant and refugee strategic plans.
- Work with Aboriginal leaders to support and strengthen social innovation in the Surrey Urban Aboriginal community.
- Encourage and foster greater participation of people with disabilities in the social and economic fabric of the community, including through inclusive employment opportunities.
- Work with the LGBTQ community to ensure a safe and inclusive community that invites gender and sexual diversity.
- Work with settlement agencies to complement and enhance opportunities for newcomers to embrace Canadian life.

### **Poverty Reduction**

- Create, enhance and increase awareness of services that support people with economic barriers.
- Increase access to education, training and inclusive employment opportunities for people who face barriers within the community.
- Support the Surrey Poverty Coalition's efforts to implement the Surrey Poverty Reduction Plan.

### **Housing**

- Facilitate the development of shelter facilities and supportive housing as outlined in the Master Plan for Housing the Homeless in Surrey.
- Increase and maintain the supply of affordable and appropriate rental housing across all Surrey communities.
- Ensure development of a variety of housing types to support people at all stages of life.
- Develop an Affordable Housing Strategy for Surrey.

### **Age-Friendly Community**

- Ensure a range of free, safe and engaging spaces and activities are available for youth and seniors in all communities and at different times of day.
- Ensure sufficient high quality child care spaces are available in the City.

### **Community Pride and Engagement**

- Work at the neighbourhood level to empower local clubs, groups, individuals and agencies to contribute to a vibrant community.
- Enhance the opportunities available for residents to be meaningfully engaged in civic issues.
- Ensure greater diversity in City processes and programs through engagement of under-represented groups.
- Celebrate and build upon what makes us proud of our community.
- Support place making opportunities at the neighbourhood level and the creation of community gathering spaces.

### **Social Infrastructure and Innovation**

- Foster a culture of collaboration and the generation of new ideas and methods for solving complex social issues.

## INDICATORS:

- 1 Child poverty
- 2 Social housing units
- 3 Homelessness in Surrey
- 4 Core Housing Need
- 5 City volunteers
- 6 City Grant Programs:
  - Cultural grants
  - Neighbourhood Enhancement grants
- 7 Licensed daycare spaces
- 8 Early Childhood Vulnerability



# BUILT ENVIRONMENT & NEIGHBOURHOODS



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

## DESIRED OUTCOMES:

### Neighbourhoods and Urban Design

- Surrey is comprised of distinct, diverse and compact neighbourhoods and Town Centres, with an engaging public realm.
- Surrey is well-connected within the city and to the rest of the region by fast and efficient public transit and active all ages and abilities transportation infrastructure.
- The City Centre is a dynamic, attractive and complete metropolitan area and important international destination, and is one of North America's most livable and desirable downtowns.
- Surrey's neighbourhoods are safe, accessible, well-connected, walkable and bike friendly.
- Trees, green spaces and natural areas are integrated into all neighbourhoods.
- Land is used efficiently and sensitively, and development minimizes the impacts on the natural environment, viewsapes, agricultural land and urban wildlife.
- Exposure to natural hazards is minimized through appropriate location and design of development.
- The built environment enhances quality of life, happiness and well-being.

- All aspects of planning, design and construction include climate change impacts, green house gas mitigation, adaptation, and resiliency strategies.
- Opportunities for community food production are integrated into the private and public realm.





### Buildings and Sites

- Surrey is at the forefront of sustainable and restorative building design and technology.
- Retrofits and renovations are prioritized over demolition.
- Buildings are healthy and energy and resource efficient.
- Native vegetative cover and natural systems are an integral part of landscaping and the built environment, and provide environmental and health benefits.
- All new buildings, public places and outdoor spaces are welcoming, safe and universally accessible.

## STRATEGIC DIRECTIONS:

### Neighbourhoods and Urban Design

- Promote mixed use development in and around Town Centres and along transit corridors.
- Prioritize redevelopment of existing urban areas over greenfield development.
- Integrate natural areas, ecosystems, and green areas in all neighbourhoods.
- Continue to plan and develop a transportation and mobility network (including active transportation) that supports safety, placemaking and integration of neighbourhoods.
- Leverage, incentivize and enhance community benefits through the planning and construction of new development.
- Provide a range of community amenities including culture, recreation, health, and educational facilities in each Town Centre.
- Provide public amenities such as restrooms, water fountains, public art, and benches in Town Centre areas.
- Strengthen and promote community engagement and programming in public spaces.
- Design public spaces to enable flexible uses.

- Increase public access to waterfront areas intended for recreation.
- Engage neighbourhoods to build greater capacity for community-driven projects and events.
- Encourage and enable opportunities for community-based food production and capacity building programs.

### Buildings and Sites

- Continue to support low-carbon district energy networks.
- Promote and strengthen high quality design and healthier, more energy efficient buildings in public and private development.
- Provide greater multi-family housing choice, and options for affordability and accessibility.
- Consider industrial uses first when developing brownfield sites.
- Better integrate community and corporate green building and infrastructure strategies.

## INDICATORS:

- 1 Proximity of residential units to amenities
- 2 City facilities that provide City programs
- 3 Density on Transit Corridors
- 4 Percentage of City population living within 400m of Frequent Transit Network
- 5 Renewable energy: carbon intensity in the City's District Energy System





# PUBLIC SAFETY



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

## DESIRED OUTCOMES:

### Community Safety and Emergency Services

- Residents are safe and have a strong sense of security in all neighbourhoods and throughout the city.
- Police and fire services provide timely and reliable responses across the city.
- There are minimal community safety issues in the city, and the public is fully engaged in preventing and reducing crime.
- Local residents and businesses are connected and engaged within their neighbourhoods and with the broader community - including police, public safety partners and social service agencies - to enhance safety.
- Surrey is recognized and perceived as a leader in establishing and maintaining collaborative partnerships for community safety and well-being.

### Emergency Preparedness and Prevention

- Surrey has proactive and coordinated emergency prevention measures in place, and can effectively deal with emergencies that arise.
- Residents, businesses and institutions are empowered and prepared to respond effectively during times of emergency.
- The community's critical infrastructure and systems are designed to withstand climate change impacts and natural events and disasters, and include emergency response and reconstruction plans.

### Transportation Safety

- Transportation network supports and provides safe mobility for all ages and abilities.
- Surrey is part of a coordinated effort to reduce the risk of harm for all road users, with attention to those who are most vulnerable, including pedestrians and cyclists.



## STRATEGIC DIRECTIONS:

- Support the implementation of the City's Public Safety Strategy.

### Community Safety and Emergency Services

- Increase community engagement and mobilization in order to enhance personal and public safety.
- Ensure programs, policies and initiatives exist along the public safety continuum, and support the entire community.
- Enhance intergovernmental relations, and ensure broad partnerships and collaboration to address multi-jurisdictional social issues (e.g., homelessness, mental health, addictions, etc.).
- Address the negative perception of safety in Surrey.

### Emergency Preparedness and Prevention

- Build community resilience and capacity to respond effectively in an emergency including through emergency preparedness workshops.
- Promote development types and locations that will be minimally impacted by natural disasters.
- Strengthen and lead in localized emergency planning and response, including updating and developing needed recovery plans.
- Target the needs of the most vulnerable residents in community resiliency planning.

### Transportation Safety

- Ensure all public infrastructure is built and maintained to ensure community safety and well-being for all ages and abilities.
- Address traffic safety issues in a holistic way, particularly around schools and critical accident locations.

## INDICATORS:

- 1 Public safety continuum measures
- 2 Public perceptions of safety
- 3 Neighbourhood Emergency Preparedness
- 4 Traffic incidents
- 5 Bicycle and pedestrian injuries/incidents





# ECONOMIC PROSPERITY AND LIVELIHOODS



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

## DESIRED OUTCOMES:

### Jobs and Skills Training

- Diverse and meaningful employment and business opportunities are available close to where people live, and provide incomes that can support a high quality of life.
- Quality education, training and skills development programs are available in the city, which help to create a highly skilled workforce.
- Job creation and entrepreneurship development are widely fostered.

### Economy

- Surrey's economy is diversified with a mix of service, industrial, agricultural and innovation-based businesses.
- Locally owned companies are thriving, creating a robust local economy and retaining wealth and jobs in the community.

- Efficient land use and well-managed transportation infrastructure are in place to attract businesses and support a thriving economy.
- The City's strong revenue base includes a balance of commercial and residential property taxes.
- Economic activities recognize the importance of, and have minimal impact on the natural environment.
- Surrey's economy is able to adapt and thrive in response to external forces, such as the changing climate.
- The Agricultural Land Reserve is maintained, agricultural practices are sustainable, and food production and processing are enhanced.
- Food production and food enterprises of all scales are an integral part of the local economy.
- The city is a destination for visitors, which generates tourism and revenue.

## Innovation

- Surrey businesses demonstrate environmental stewardship in their products, services and practices.
- Surrey is the region's innovation hub, focusing on health and clean technologies, and creating significant local and regional economic impacts.
- An innovation network attracts and retains talent, and enables new company formation.
- Surrey's businesses are active participants in the community and create economic value in a way that generates value for society.
- Surrey is a leader in social enterprise and social innovation.

## STRATEGIC DIRECTIONS:

### Jobs and Skills Training

- Support the expansion of post-secondary institutions.
- Understand the needs of specific demographics such as newcomers, youth, seniors and people with disabilities, and encourage actions to support their integration into the workforce.
- Collaborate with businesses, non-profits and senior levels of government to support skills development within the workforce.

### Economy

- Collaborate with senior levels of government and TransLink to reduce congestion along strategic goods and people movement corridors.
- Ensure infrastructure is in place to support businesses as neighbourhoods develop.
- Facilitate connections between businesses to support sourcing of local services, expertise and products.
- Support and expand the use and availability of agricultural land and food processing facilities, while enhancing the ability of agricultural enterprises to directly access the local market.
- Support farmers to adapt their businesses to impacts from climate change.
- Expand sharing economy opportunities in Surrey.

## Innovation

- Support the development and growth of key sectors including health technology, clean technology, advanced manufacturing, agri-innovation and the creative economy.
- Connect business, universities, industry associations and non-profits to collaborate on research and innovative economic development planning and projects.
- Create and build economic information and intelligence.

## INDICATORS:

- 1 Median household income
- 2 Median income for immigrants
- 3 Individuals with low income
- 4 Availability of employment
- 5 Mixed employment lands
- 6 City tax base
- 7 Place of work
- 8 Businesses by sector



# ECOSYSTEMS



**GOAL:** Healthy, protected and well-maintained ecosystems and biodiversity.

## DESIRED OUTCOMES:

### Natural Areas, Biodiversity, and Urban Forest

- Parks, natural areas, urban forests and habitat corridors are interconnected throughout Surrey and the region, creating healthy places for people and wildlife.
- Surrey actively protects, enhances and restores its natural environment and habitats.
- All development enhances, or minimizes the impacts on Surrey's lush tree canopy and natural environment, and avoids encroachment into natural areas, habitat features and parks.
- Surrey residents support biodiversity conservation and are stewards of natural areas and urban forests on both public and private lands.
- Surrey takes pride in its rich biodiversity, including fish bearing streams, marine habitat and natural areas such as forests, meadows and wetlands.

### Water, Air and Soil

- Water supports healthy ecosystem functioning.
- Water bodies are clean and safe for recreational activities.
- Surrey has a clean and adequate supply of groundwater.
- Air quality meets or exceeds established standards.
- Surrey values healthy soils as an important part of biodiversity.

### Green Infrastructure

- Surrey's Green Infrastructure Network is an essential and integrated component of the city's infrastructure, providing valuable ecosystem services as well as places for recreation and rejuvenation.
- Surrey protects ecosystem services and manages natural assets in order to create resiliency in adapt and thrive to a changing climate.



## STRATEGIC DIRECTIONS:

### Natural Areas, Biodiversity, and Urban Forest

- Increase public awareness of biodiversity issues through a comprehensive education program (e.g., wildlife education, native plantings, soil enhancement).
- Manage biodiversity proactively to mitigate the impacts of climate change.
- Aggressively control or eliminate invasive species.
- Develop, apply, monitor and enforce standards and strategies to minimize the impacts of development on the natural environment, ecosystems and urban forest.
- Increase tree canopy coverage across the city.

### Water, Air and Soil

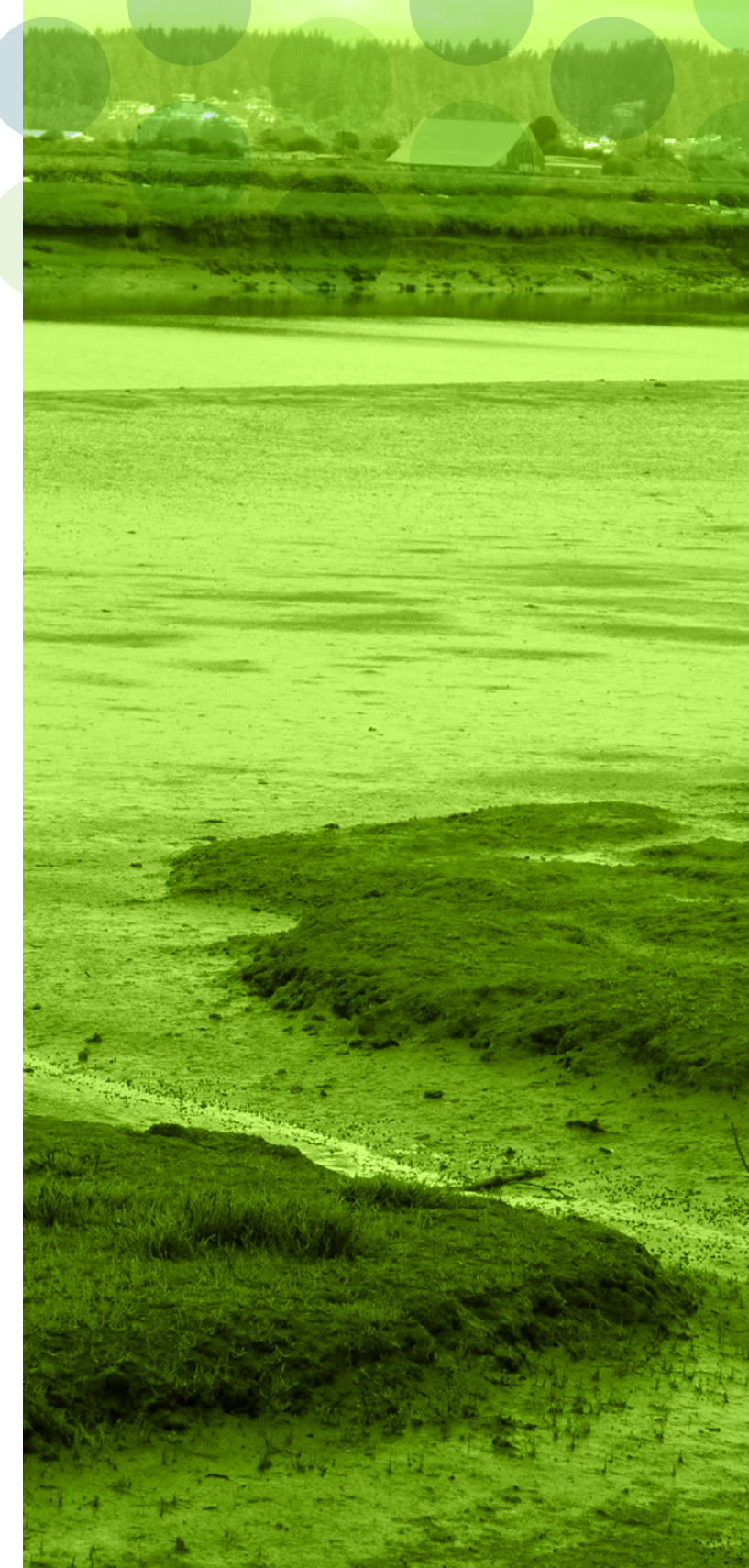
- Develop and encourage stronger policies and strategies that support clean water, soil and air.
- Ensure water quality and base water levels are maintained in Surrey's river systems.
- Work with senior governments, TransLink, other local governments, non-governmental organizations and the private sector to reduce greenhouse gas emissions and ensure good air quality, throughout Surrey.

### Green Infrastructure

- Continue to acquire Surrey's Green Infrastructure Network (GIN) as determined in the Biodiversity Conservation Strategy, including through a financial strategy.
- Improve and reinforce public, staff, developer, builder and landowner understanding of the importance of ecosystem services, natural capital and urban forest.
- Promote the valuation of ecosystem services and natural capital, through appropriate tools.
- Include natural capital and ecosystem services in all City projects at the planning phase, as well as in the City's infrastructure services program and climate adaptation planning.
- Monitor the impacts from climate change on the health and resilience of Surrey's wildlife and habitat areas.
- Encourage food pollinators corridor development.

## INDICATORS:

- 1 Tree canopy cover
- 2 Green Infrastructure Network
- 3 Park land area
- 4 Trees planted by City
- 5 City environmental programs participation
- 6 Air Quality







# EDUCATION AND CULTURE



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

## DESIRED OUTCOMES:

### Learning

- Surrey has a culture of learning, with a broad range of diverse learning opportunities available and accessible to meet the needs of all residents.
- Surrey children and youth have access to a high quality comprehensive and inclusive educational system, and opportunities that include experiences in and out of school.
- Meaningful and accessible early childhood learning opportunities are in place for children and families.
- Residents of all ages have strong reading, numeracy, and digital literacy skills and strong knowledge of their rights and responsibilities.
- Surrey's educational institutions and libraries are integrated into the community, and have sufficient capacity to accommodate residents as well as attract people from other areas.
- Surrey is a provider of advanced education, producing cutting-edge research and cultivating leaders in innovative practices.

### Arts and Heritage

- An enviable and vibrant arts and heritage sector contributes to Surrey's citizen engagement, enrichment, economy, community livability, and civic pride.
- Arts, heritage and entertainment spaces are incorporated throughout the city.
- Surrey supports and celebrates its diverse artists, cultures and community heritage through inclusive festivals, programming and events.
- Surrey celebrates, protects and promotes its natural and built heritage sites.
- Public art is visible in diverse forms throughout the community and brings art into the daily lives of Surrey residents.
- Surrey nurtures a unique participatory community-based arts scene.



## STRATEGIC DIRECTIONS:

### Learning

- Support the expansion of education opportunities, including increased space and schools for students, and niche programs only available in Surrey.
- Advance innovation and technology learning opportunities in Surrey, to achieve ongoing relevance and broad community access to information and learning opportunities.
- Ensure libraries and educational facilities and services are available to residents at the Town Centre and neighbourhood level.
- Support low barrier, diverse, inclusive and informal learning opportunities across all communities.
- Use City planning processes to educate residents on relevant issues so they can meaningfully participate in community decision-making.
- Cultivate a culture of sustainability through community education and engagement.
- Promote collaboration between public partners, educational institutions, arts and heritage groups, and the community.

### Arts and Heritage

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

## INDICATORS:

- 1 Arts and culture groups
- 2 Protected heritage sites
- 3 Spending on public art
- 4 Employment in arts
- 5 High school graduation rates
- 6 Post-secondary enrollment
- 7 Post-secondary certification







# HEALTH AND WELLNESS



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

## DESIRED OUTCOMES:

### Health Services and Programs

- Surrey has a full range of high quality, community-based health services and programs that address health and wellness.
- Universally accessible physical and mental health care and support is available.
- Surrey has the health services and programs to meet the current and changing needs of its diverse and growing population.
- Residents understand the services and programs available to them, and are empowered to act in their own health interests.
- Services and programs are responsive to shifting health and social needs, and local and external factors.

### Wellness and Recreation

- Residents participate in a wide range of recreation and leisure opportunities.
- Residents enjoy a high level of physical, social and mental wellness.
- Residents feel a sense of belonging and connectedness, and have opportunities for social interaction in their neighbourhoods and community.
- Pedestrian and cycling infrastructure promotes walking and cycling for travel to work, school, services and recreation.

### Food Accessibility and Capacity Building

- Fresh, healthy, culturally appropriate food is affordable and readily available.
- Community-based and small scale commercial food growing and preparation opportunities are available throughout the city.
- Residents have a varied and healthy diet.



## STRATEGIC DIRECTIONS:

### Health Services and Programs

- Connect, facilitate and support people and organizations in innovative alliances for delivery of social, health and wellness programs.
- Increase the understanding of, and support for harm reduction.
- Work collaboratively to improve the continuum of mental health programs and services.
- Improved support the regulation and funding of recovery houses in Surrey.
- Support access to high quality childcare services and facilities.

### Wellness and Recreation

- Provide opportunities for all residents, especially children, to interact with green spaces and trees.
- Actively support capacity-building in neighbourhoods and communities to encourage social connections.
- Promote greater participation in all forms of recreation.

### Food Accessibility and Capacity Building

- Support residents, neighbourhoods and organizations in growing, preserving, preparing and sharing food.
- Work collaboratively at the neighbourhood level to ensure dignified access to healthy food for everyone.
- Promote design and development that incorporates spaces for food growing at the neighbourhood and site level.

## INDICATORS:

- 1 Registration in City programs
- 2 Community gardens
- 3 Land in food production
- 4 Land available for farming
- 5 Availability of doctors
- 6 Current smokers







# INFRASTRUCTURE



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

## DESIRED OUTCOMES:

### All Infrastructure

- City facilities and infrastructure systems are well managed, adaptable and long lasting, and are effectively integrated into regional systems.
- Infrastructure systems provide safe, reliable and affordable services.
- Infrastructure systems are designed to protect human health, preserve environmental integrity, and be adaptable to climate change impacts.
- Ecosystems and natural assets are an essential part of the community's infrastructure system.
- Public art and heritage are integrated into Surrey's infrastructure.

### Energy and Climate

- The City anticipates changing weather patterns and sea level rise as a result of climate change, and implements appropriate infrastructure, land use planning and emergency response solutions that will be resilient over the long term.
- Per capita emissions are low, and align with global, national and provincial GHG reduction targets.
- Neighborhood-scale district energy systems provide low-carbon energy in dense urban neighborhoods.
- Energy is produced locally, using distributed and renewable sources when economically feasible.
- Buildings in the community are energy-efficient and offset energy with use onsite energy generation.

### Transportation

- An integrated and multi-modal transportation network offers affordable, convenient, accessible and safe transportation choices within the community and to regional destinations.
- Surrey residents of all ages and abilities have access to active transportation options, enabling them to participate fully in society without the use of a private automobile.
- Low-emission vehicles predominate and are supported by the necessary fueling infrastructure.
- Goods movement throughout the city is efficient, and minimizes environmental and community impacts.

### Water

- All water is used efficiently and per capita water use is decreasing year over year.
- Surrey's water is clean, abundant and safe for drinking.
- Water is efficiently and fairly distributed to support agricultural needs while maintaining ecological functions.
- All buildings, landscaping and streetscapes are designed to minimize impacts on water quality and groundwater, and enhance ecological function.



## Materials and Waste

- Residents and businesses are conscious of their consumer choices and reuse existing materials first.
- Materials and resources are used efficiently, sourced locally where feasible, and repurposed or recycled at the end of their life cycle.
- The city is moving toward a zero waste target, in line with regional waste diversion goals.

## Telecommunications

- The city has excellent communications infrastructure that provides affordable and effective connectivity across the community.

## STRATEGIC DIRECTIONS:

### All Infrastructure

- Proactively manage community assets to maintain them over the long term in a state of good repair.
- Develop and manage our assets to adapt to technological change.
- Develop and manage the green infrastructure network to continue to deliver ecosystem services.
- Enhance the public interface of City infrastructure through arts, heritage, and education.

### Energy and Climate

- Work collaboratively with diverse stakeholders to lower greenhouse gases and to improve air quality.
- Identify and implement renewable energy opportunities.
- Address long term sea level rise and related climate impacts in Surrey's lowlands and affected communities.
- Identify areas (residential, commercial and industrial) where low-carbon district energy is viable and support development of new systems.

## Transportation

- Continue to work with relevant authorities to plan and implement light rail transit in Surrey, and improve transit service throughout the city .
- Secure a stable funding mechanism for transportation infrastructure and services.
- Ensure the delivery of safe and accessible infrastructure, programs and education to support walking, cycling and transit for all residents.

## Water

- Continue to explore, develop and implement policies and tools to support water conservation and recovery.

## Materials and Waste

- Work with local businesses and organizations to maximize the recovery and reuse of local materials and waste products as part of the circular economy.
- Provide tools and educational resources that support residents and businesses to reduce consumption.

## Telecommunications

- Advance improved high-speed wireless services.

## INDICATORS:

- 1 Community Greenhouse Gas (GHG) Emissions
- 2 Corporate GHGs
- 3 Community waste diversion
- 4 Mode of travel to work
- 5 Water Quality
- 6 Drinking water quality
- 7 Walking and cycling infrastructure
- 8 Residential water consumption
- 9 Internet connectivity

# CORPORATE SUSTAINABILITY - MOVING FORWARD

The City of Surrey is a major corporation, employer and owner of land and facilities. Our activities have a significant impact and influence on residents, businesses and institutions. Surrey's leadership, by the way that it does business, is essential to advancing sustainability in our city. The City of Surrey will continue to embed sustainability into City operations in a number of ways and through the work of all departments and staff.

Drawing from the corporate sustainability actions outlined in the original Sustainability Charter and aligned with the City's Values and the eight themes of this new Charter, the following are City of Surrey corporate sustainability objectives and strategies for the next five years:

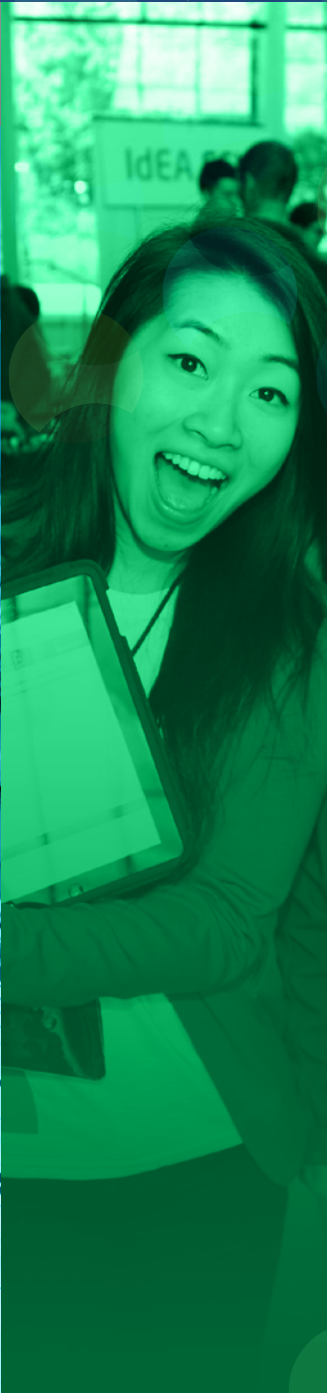
OBJECTIVE	STRATEGY
1 Strengthen the Sustainability Office, as a catalyst for sustainability within the City and the community.	Embed the Sustainability Office into each City department on a rotating basis, every two years
2 Continue to embed sustainability into City corporate operations, and the work plans of all departments.	By the end of 2016, all City departments will identify 2017 work plan objectives tied to the updated Charter outcomes and strategic directions. Departments will identify how they will deliver on outcomes, and how related departmental priorities can be leveraged to advance Charter goals.
3 Continue to monitor and report on progress through the City's Dashboard, and ensure transparency and accountability including through the City's Open Data, ISO 37120 certification, and Smart Surrey initiatives.	In 2016, update the City Dashboard to reflect the new Charter themes and indicators, and connect with the City's ISO 37120 certification (sustainable development of cities); link this monitoring effort to data-driven decision making initiatives.
4 Foster a culture of learning, with a broad range of diverse learning opportunities available and accessible to meet the needs of all staff.	Complete a follow up sustainability survey with all staff in 2017, exploring further the training and educational needs and opportunities related to sustainability. Continue to support the Emerging Leaders Program and other employee learning and development efforts.
5 Promote staff development and corporate structures that support the physical and emotional health and well-being of individuals and contribute to a healthy and productive work environment.	Continue to support the employee development and wellness, including employee mental health and wellness.
6 Celebrate the cultural diversity of Surrey's workforce, and work to educate all staff of the backgrounds and needs of diverse cultural groups.	Deliver staff inclusion training starting in 2016. Follow up on recommendations from the Truth & Reconciliation Commission aimed at building better local government relationships with First Nations people (e.g., staff training needs).

## CITY OF SURREY VALUES

Community	Innovation	Integrity	Service	Teamwork
We care about and contribute to the broader well-being of the community. We strive to make Surrey a great place for our citizens to live, work, invest, recreate and raise a family.	We welcome change. We actively look for leading-edge initiatives and welcome new approaches and original thinking. We are committed to continuous improvement; we recognize all experiences as important learning opportunities.	We are honest. We are accountable for our decisions. We meet our commitments. We are forthright in our communications. We understand and comply with all laws, regulations and policies.	Customers are important to us. We want to help our customers. We seek to understand our customers' needs, and actively work to achieve responsive balanced solutions.	We support each other. We trust each other. We respect each other. We take a City-wide view of the challenges we face. We value everyone's ideas.

OBJECTIVE	STRATEGY
7 Integrate sustainable purchasing into our way of business.	In 2016, establish sustainability principles in the new Purchasing Manual. Integrate sustainability considerations into a minimum of two key procurements each year.
8 Work towards corporate financial sustainability.	Develop a decision tool for upstream staff planning and decision making. Consider the life cycle investment in all facility decisions. Develop policies and practices to institutionalize "Triple Bottom Line" accounting principles in the decision-making process (e.g., continue to base Five Year Financial Plans around the Charter's structure).
9 Improve the sustainability considerations in Corporate Reports and strengthen the decision tools for staff and Council around sustainability.	Develop a revised decision tool for Council consideration, that will reflect the eight new themes of the Charter and better express trade-offs.
10 Reduce corporate water consumption in all city facilities.	Investigate water usage and savings opportunities in city facilities, including through infrastructure, retrofitting and behavioural changes.
11 Move towards zero waste in all city facilities.	Achieve 90% waste diversion in City facilities by 2020. Implement a change management strategy with the goal of modifying staff behaviours towards a culture that embraces waste minimization. To achieve this target, continue to work with all staff to convene sustainable meetings within City facilities through the provision of healthy local food, tap water, and reusable dishware.
12 Continue to implement the Corporate Emissions Action Plan.	Reduce corporate greenhouse gas emissions 20% from baseline (a 2005-2009 average) by 2020.





# IMPLEMENTATION

The vision for sustainability presented in this Charter is for our community and our city. Successful implementation of this ambitious vision goes beyond the City of Surrey - it needs the support and involvement of all partners in our community, including local businesses, non profits, residents and community groups. Collaborative actions for sustainability include conserving resources, protecting local ecosystems, enhancing food security, maintaining a robust economy, reducing inequality, ensuring public safety, preparing for emergencies, and celebrating together.

The many stakeholders involved in the update of the Charter will be key partners in implementation. Early discussions have taken place on how these stakeholders will support the desired outcomes and strategic directions through their own work, and these conversations will continue through a number of avenues. The Dashboard will report our outcomes, with regular updates provided to Council and the community.

By the end of 2016, additional implementation ideas and tools will be developed for Council consideration, including a neighbourhood level implementation of Charter outcomes.



# APPENDIX 1

## GLOSSARY OF TERMS

**Accessible.** Services, programs, infrastructure that are attainable, where barriers to access are removed (e.g. for people with disabilities, or for people who face other barriers such as income).

**Active Transportation.** Transportation that is human-powered such as walking, cycling, skateboarding and using a manual wheelchair. This sometimes includes public transit where users need to access transit by walking to a bus stop or train station.

**Age-friendly Community.** A community in which people of all ages are able to actively participate in community activities, get around easily, and can access services, programs and infrastructure.

**Agricultural Land Reserve (ALR).** Agricultural land in BC in which agriculture is recognized as the priority and protected from urban development through legislation. The ALR is administered by the Agricultural Land Commission. The ALR includes private and public lands that may be farmed, forested or are vacant. Some ALR blocks cover thousands of hectares while others are small pockets of only a few hectares.

**Biodiversity.** Biodiversity is the variety of species and ecosystems on earth and the ecological processes of which they are a part – including natural ecosystems, living species and other components that provide genetic diversity.

**Biofuels.** Biofuels are renewable gas or liquid fuels, or fuel supplements, made from organic matter rather than fossil fuels, including waste products such as wood chips and plants grown specifically for biofuels, such as corn, wheat or sugar. Today's primary biofuels are ethanol and biodiesel.

**Brownfield Sites.** Land that has previously been used for industrial purposes, or for some commercial uses. Often, such land may have been contaminated with hazardous waste or pollution.

**Car-sharing.** A system that provides members access to a car for short-term rental (mainly on an hourly basis, but some provide daily options or longer). The cars are distributed across a region or city and can be accessed at any time with a reservation. Members are charged on a time or mileage basis. Cars can be shared two-way (return), one-way (point-to-point), or peer-to-peer. In Metro, Modo and Evo are examples of car-sharing services.

**Carbon Footprint.** This is the measure of the impact that the activities of an individual or organization have on the environment in terms of the amount of greenhouse gases that they produce, measured in unit of carbon dioxide equivalent.

**Circular Economy.** A system in which waste and pollution is eliminated through use and reuse of products and materials throughout their lifecycles and the uses of all products and components.

**Climate Adaptation.** This means anticipating the adverse effects of climate change and planning for and taking appropriate action to prevent or minimize these impacts, or taking advantage of opportunities that may arise. Examples

of adaptation measures include: using scarce water resources more efficiently; adapting building codes to future climate conditions and extreme weather events; building flood defences and raising the levels of dykes; developing drought-tolerant crops; choosing tree species and forestry practices less vulnerable to storms and fires; and setting aside land corridors to help species migrate.

**Climate Change.** Changes to long-term weather patterns, considered as a result of human activity such as increased greenhouse gas emissions. Global warming is one measure of climate change, and is a rise in the average global temperature.

**Desired Outcomes.** This is an outcome-based description of what we desire for the future. Desired outcome statements are generally used to help articulate the vision of our communities.

**District Energy.** This is a system for distributing heat generated in a centralized location for residential and commercial heating requirements such as space heating and water heating. District energy systems produce steam, hot water or chilled water at a central plant, which is then piped underground to individual buildings. The heat may be obtained from a cogeneration plant burning fossil fuels, such as high efficiency natural gas boilers, but increasingly biomass (e.g., waste wood products), geothermal heating and heat recovered from wastewater are also used. District heating can provide higher efficiencies and reduced GHG emissions than conventional heating, and individual buildings do not need their own boilers or furnaces, chillers or air conditioners.

**Ecosystem.** A community of living organisms in conjunction with the nonliving components of their environment (such as air, water and mineral soil), interacting as a system. These living and nonliving components are regarded as linked together through nutrient cycles and energy flows.

**Food Security.** Food security exists when all community residents have access to a safe, affordable, culturally acceptable, nutritionally adequate diet through a system that maximizes community self-reliance, environmental sustainability and social justice.

**Frequent Transit Network (FTN).** Metro Vancouver's Frequent Transit Network (FTN) is a network of corridors where transit service runs at least every 15 minutes in both directions throughout the day and into the evening, every day of the week. This level of service might be provided by one or more types of transit, such as buses or SkyTrain.

**Geo-exchange.** Geo-exchange, also referred to as ground source heat pumps, is a system based on heat transfer principles. The main component of a geo-exchange system is a heat pump. Air source heat pumps take energy from the air and ground source heat pumps take energy from the ground or a body of water. Both types of heat pumps essentially extract heat, concentrate it and pump it into a building during the cool part of the year. During the warm part of the year, the process is reversed and heat can be extracted from a building and transferred to the earth using a process analogous to how a refrigerator extracts heat to keep the interior cold.

**Greenfield land.** Greenfield refers to land in a city or rural area that is undeveloped. It may be agricultural land, natural area, park or greenspace. Greenfield development is development on these previously undeveloped lands.

**Greenhouse Gas (GHG).** GHGs refer to any atmospheric gas that contributes to the greenhouse effect by absorbing infrared radiation produced by solar warming of the Earth's surface. GHGs include carbon dioxide, methane, nitrous oxide, and water vapour. Although GHGs occur naturally in the atmosphere, the elevated levels, especially of carbon dioxide and methane, that have been observed in recent decades are directly related, at least in part, to human activities such as the burning of fossil fuels, rearing of livestock, and the deforestation of tropical forests.

**Green Infrastructure.** Green infrastructure refers to elements of the natural environment that can provide community services such as stormwater management, climate adaptation and flood protection. Green infrastructure can include parks, local woodlands, gardens, Greenway corridors, streams, street trees and built structures such as on-site water detention facilities and green roofs.

**Green Infrastructure Network (GIN).** Surrey's Biodiversity Conservation Strategy outlines the Green Infrastructure Network, the collection of parks, local woodlands, gardens, Greenway corridors and streams that provide green (natural) infrastructure services.

**Groundwater.** This is the water found underground in the cracks and spaces in soil, sand and rock, and stored in aquifers, the geologic formations of soil, sand and rocks. Groundwater supplies many of our communities with our drinking water.

**Inclusion.** Inclusion is a state of being included, and refers to all people regardless of social, economic and ability circumstances.

**Indicator.** This is a measurable quantity that is used to indicate a state at a specific time and is generally used to measure progress toward a desired outcome. For example, if the desired outcome is a significant reduction in automobile dependence, the percentage of trips taken by different transportation modes (e.g., walking, cycling, transit, driving, carpooling) could be selected as an indicator.

**Intergovernmental Panel on Climate Change (IPCC).** The IPCC is the leading international body for the assessment of climate change. It was established by the United Nations Environment Programme (UNEP) and the World Meteorological Organization (WMO) in 1988 to provide the world with a clear scientific view on the current state of knowledge in climate change and its potential environmental and socio-economic impacts. Currently, 195 countries are members of the IPCC. The IPCC reviews and assesses the most recent scientific, technical and socio-economic information produced worldwide relevant to the understanding of climate change. It does not conduct any research nor does it monitor climate related data or parameters.

**ISO.** ISO is the International Standards Organization, an independent, non-governmental international organization, which, through its members, brings together experts to share knowledge and develop voluntary, consensus-based, market relevant International Standards (world-class specifications for products, services and systems, to ensure quality, safety and efficiency). ISO 37120 is a set of indicators for city services and quality of life, and refers to the sustainable development of cities. ISO 37120 was developed using input from international organizations, corporate partners and international experts from over 20 countries.

**Leadership in Energy and Environmental Design (LEED).** LEED is a green building certification program used worldwide that was developed by the U.S. Green Building Council. It includes a set of rating systems for the design, construction, operation, and maintenance of green buildings, homes, and neighborhoods that aims to help building owners and operators be environmentally responsible and use resources efficiently.

**LGBTQ Community.** The abbreviation LGBTQ stands for lesbian, gay, bisexual, transgender and queer (or questioning).

**Low Carbon.** Low carbon refers to processes or technologies that produce power with substantially lower amounts of carbon dioxide emissions than is emitted from conventional fossil fuel power generation, and includes sources such as wind, solar and hydro.

**Mitigation (GHG reduction).** Mitigation refers to actions to limit the magnitude, rate or impacts of long-term climate change. These actions involve reductions in greenhouse gases, as well as by achieving the capacity of carbon sinks (such as increasing forestation).

**Multi-Modal Transportation Network.** This is a transportation network that provides multiple travel modes that include private automobile, public transit and active transportation infrastructure. A multi-modal transportation network encourages use of alternatives to the private automobile by making other modes of transportation readily accessible and viable.

**Natural Area.** These are areas with distinct natural features and ecosystems, including significant flora and fauna, including fish, terrestrial wildlife and bird habitats, and connecting corridors, ravines, treed areas, open fields and bodies of water including ocean frontages, watercourses and wetlands. Natural areas may be outside developed areas, but can also be found or established within urban areas, and must be managed to protect and maintain ecological processes.

**Natural Capital.** This is the world's stock of natural resources, which includes geology, soils, air, water and all living organisms. Natural capital is an extension of the economic notion of capital (resources that enable the production of more resources) to goods and services provided by the natural environment.

# APPENDIX 1

## GLOSSARY OF TERMS CONTINUED

**Natural Hazards.** These are naturally occurring events that might have a negative effect on people or the environment. Natural hazards can include earthquakes, coastal erosion, wildfires and flooding.

**Neighbourhood Concept Plan (NCP).** An NCP is a conceptual framework for proposed development of a neighbourhood. It identifies a pattern of land uses, densities, services and infrastructure.

**Official Community Plan (OCP).** An official community plan is a document that outlines the community's objectives and the corresponding policies and maps to guide decisions on planning, land use management, and development within the area covered by the plan (usually an entire municipality or parts of a regional district).

**Public Realm.** The spaces within communities to which the public has access, including streets, parks, public facilities, and may include "quasi-public" space, which is private property to which the public has access through legal agreements or the permission of the owner.

**Public Safety Continuum.** The Public Safety Continuum recognizes that enhancing Public Safety requires initiatives that address the needs of the entire community, as well as individuals and specific groups that require targeted supports. These initiatives can include social programs, neighbourhood initiatives, and criminal justice system responses. This is a broad continuum of approaches to address individual or family level factors at one end of the continuum, as well as prevention techniques focusing on at risk situations, through to prevention being used after a crime has occurred in order to prevent successive incidents.

**Restorative Justice.** This is an approach to justice that focuses on the needs of the victims and the offenders, as well as the involved community. Victims take an active role in the process. Meanwhile, offenders are encouraged to take responsibility for their actions, "to repair the harm they've done—by apologizing, returning stolen money, or community service." In addition, the restorative justice approach aims to help the offender to avoid future offences. This contrasts to more punitive approaches where the main aim is to punish the offender.

**Social Innovation.** This is a process that involves a novel solution to a social problem that is more effective, efficient, sustainable, or just than current solutions, and addresses the root causes of problems at a systems level. The value created accrues primarily to society rather than to private individuals.

**Strategic Directions.** These are high level, priority focus areas for action to help achieve identified community goals and desired outcomes.

**SWOT analysis.** SWOT refers to strengths, weaknesses, opportunities and threats and is used as a planning method to inform how to move forward towards identified goals. Strengths and weaknesses pertain to internal factors (within the organization's control) and opportunities and threats pertain to external factors impacting the ability to achieve goals. A SWOT analysis can help inform the priority strategies to help leverage strengths and external opportunities as well as how to minimize or address internal weaknesses and external threats.

**Sustainability.** Sustainability means meeting the needs of the present generation in terms of socio-cultural systems, the economy and the environment while promoting a high quality of life but without compromising the ability of future generations to meet their own needs.

**Sustainability Dashboard.** This is an 'at-a-glance' tool that displays the data (annual and trends) measured by community indicators. Surrey's Sustainability Dashboard is an on-line tool that shows the indicators that are measuring progress toward the Sustainability Charter goals.

**Sustainable purchasing.** This is an effort to buy greener, healthier and more sustainable products and services from more sustainable companies, where the production, distribution, use and disposal of goods and services enhance the long-term health and vitality of society, economies and the planet.

**Target.** A target is a specific, measurable and time-bound outcome that an organization aims to achieve in order to move towards reaching its goals. Used in conjunction with indicators, targets are the minimum values that the City would need to achieve to meet its sustainability goals. For example, if the indicator was the percentage of trips taken by different transportation modes, the target might be 30% of trips taken by travel modes other than the automobile by 2010, 40% by 2020 and 50% by 2030.

**Town Centre.** The term used to refer to a commercial or geographical centre or core area of a city or town. In Surrey, six town centres are identified: Fleetwood, Whalley/City Centre, Guildford, Newton, Cloverdale and South Surrey.

**Triple Bottom Line (TBL) Accounting.** While traditional accounting focuses on finding the least-cost solution in support of decision making, TBL requires that financial costs be balanced against social and environmental benefits and impacts, i.e. the full costs of a decision are considered. For example, when considering energy investments, the cost of investment into new infrastructure will be considered against long-term savings, reduced GHG and environmental impacts, and access to lower cost energy services for residents.

**Zero Waste.** The principle that all products are designed and dealt with so that nothing is sent to landfills and incinerators. All end products are re-used, recycled or re-integrated into other products. Zero waste emphasizes waste prevention as opposed to waste management, focusing on restructuring production and distribution systems to eliminate waste.

# APPENDIX 2

## CHARTER UPDATE PROCESS

### What We Did to Update the Charter

In 2014, Surrey City Council approved a review and update of the Sustainability Charter to keep it current, and to reinforce the City's leadership in sustainability. Updating the Charter also provided an opportunity to refine the document's organization and integrate the sustainability indicators and targets shown on the Sustainability Dashboard.

### INTERNAL ENGAGEMENT

Through 2014, we consulted with City staff, senior management and Council on the Charter update. A staff survey with over 700 City staff responding showed that 96% of respondents were very or somewhat interested personally in sustainability, and that 84% felt it is very important or important for City to pursue sustainability. Staff indicated that the Sustainability Charter addresses an important issue and shows strong consideration for future, but suggested that the document was too complex and needed to better clarify the links between their roles and the City's sustainability goals. At a general level, there was high support from staff for sustainability initiatives, and a desire for more information, resources and involvement.

Internal engagement also included interviews with Council, the City's senior management team, and a number of staff involved in related initiatives. The interviews and further workshops resulted in recommendations which were presented to Council in February 2015:

- Refocus the Sustainability Charter at a higher level with a more succinct vision, outcome-oriented goals, and possibly strategic directions;
- Keep Actions (if any) separate from Charter, for example in an annual work plan;
- Simplify and ensure consistency of language;
- Reorganize the document into systems or themes, possibly aligning with those of the Sustainability Dashboard and Official Community Plan; and
- Integrate indicators and targets into the updated Charter, and continue to use these metrics to report on progress toward or away from goals.

More broadly, it was recommended that the City deepen its integration and decision-making by embedding Charter goals into planning processes (e.g., structure departmental work plans and processes to achieve Charter goals); creating a decision framework or screening tool that more effectively encourages consideration of goals and trade-offs; and engaging and communicating more effectively with staff (e.g., through training opportunities, staff meetings).

Council and the Senior Management Team guided the update of the Charter. Regular reporting to Council was undertaken through Corporate Reports. Along with additional staff workshops, the interdepartmental Sustainability Team and a smaller staff steering committee provided important input and guidance throughout the process. The draft updated Charter was brought to Council in March 2016. A staff survey in April 2016 provided feedback on corporate sustainability priorities, and similar feedback was sought through staff meetings.

### COMMUNITY ENGAGEMENT

Community input for the Charter update was obtained in 2015 and 2016. The focus of the engagement was on the eight organizing themes and under each theme, the overarching goals, desired outcomes and strategic directions.

Engagement began with a series of stakeholder workshops held in April and May 2015. To kick off the engagement, all City Advisory Committees members were invited to attend a workshop held in April 2015. This was followed by seven theme-based stakeholder workshops held in April and May, attended by over 160 stakeholders and City staff. As part of the workshops, stakeholders developed a high level SWOT (strengths, weaknesses, opportunities, threats) analysis that provided helpful context to the Charter update.

Surrey citizens also had a chance to engage in the Charter update at the April 2015 Party for the Planet event and through City Speaks and social media. A subsequent stakeholder workshop was held in October 2015, focused on the draft desired outcomes and strategic directions. A public Open House was held at City Hall in November 2015 to present these draft goals, outcomes and strategic directions. In addition to a November 2015 panel event featuring the EcoFiscal Commission, a public event with SFU brought together 125 Surrey citizens in a "residents lab" to discuss what the City could look like in the future; this event was organized around the draft outcomes for the new Charter and provided innovative ideas and helpful feedback for the Charter 2.0.

A final stakeholder workshop was held in February 2016 focused on revised strategic directions and indicators, and opportunities for collaboration in implementation. This was followed by final consultations on the draft Charter in March and April 2016, which included sharing the draft Charter 2.0 with all stakeholders and through the sustainability website; seeking feedback from City Advisory Committee meetings; providing information through social media and the sustainability e-newsletter; obtaining feedback through City Speaks; and meeting with individual community members to review their detailed comments and suggestions.

# APPENDIX 3

## PLAN ON A PAGE

### Inclusion

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

SUB-THEMES	REF #	DESIRED OUTCOMES:	RELATED THEMES
Diversity and Accessibility	DO	• Surrey welcomes, includes, embraces and values the diversity of people who live here.	EC, EPL
	DO2	• Surrey is a caring and compassionate city that supports its residents of all backgrounds, demographics and life experiences.	EC, EPL, PS
	DO3	• Residents have opportunities to build social connections with people from different backgrounds.	HW, PS
	DO4	• Gender equity is realized throughout Surrey's economy and political, community and family life.	EPL, EC
	DO5	• New immigrants and refugees are supported to settle, integrate and become thriving members of the community.	HW, EPL
	DO6	• Residents with disabilities are supported and able to participate fully in community life.	HW, EC, BEN
	DO7	• Surrey's Urban Aboriginal community is thriving with high educational outcomes, meaningful employment, and opportunities for cultural connections.	EPL, EC
Poverty Reduction	DO8	• No individuals or families in Surrey live in poverty.	EPL, PS
	DO9	• Supports and services are in place to prevent and help people transition out of poverty.	HW, PS, EC
	DO10	• Everyone has access to an adequate income, and income gaps are minimized.	EPL, PS
	DO11	• All individuals and families have adequate access to culturally appropriate, sustainably grown food.	HW, ECO, BEN
Housing	DO12	• Everyone in Surrey has a place to call home.	BEN, PS
	DO13	• Appropriate and affordable housing is available to meet the needs of all households in Surrey.	BEN
	DO14	• Supports are available to enable all people to live as independently as possible in the community.	BEN, HW
Age-Friendly Community	DO15	• Surrey's youngest and oldest residents are valued community members.	HW, EC, ECO, BEN
	DO16	• All children and youth have access to enriching programs, services, green space and opportunities for indoor and outdoor play that promote healthy development.	
	DO17	• Families have access to affordable and quality local childcare.	HW, BEN
	DO18	• Children and youth have opportunities for engagement, leadership and having a voice in their community.	EC, PS
	DO19	• Supports are available for healthy aging in place.	HW, BEN
Community Pride and Engagement	DO29	• Surrey residents are proud of their community.	PS
	DO21	• All residents have opportunities to be meaningfully engaged in civic issues and to contribute to community life.	EC, PS
	DO22	• There is a high rate of volunteerism among people of all ages and abilities.	HW, EC
	DO23	• Numerous active local clubs, groups and agencies contribute to the community's well-being.	HW, PS
Social Infrastructure and Innovation	DO24	• Surrey has a strong social infrastructure that supports the needs of its diverse and growing population.	EPL
	DO25	• Surrey has a culture of collaboration and innovation to solve complex social problems.	PS, EPL

# APPENDIX 3

## PLAN ON A PAGE CONTINUED

STRATEGIC DIRECTIONS			
Diversity and Accessibility	SD1	• Support the social and economic integration of newcomers through the Local Immigration Partnership, and development and implementation of immigrant and refugee strategic plans.	EPL, EC
	SD2	• Work with Aboriginal leaders to support and strengthen social innovation in the Surrey Urban Aboriginal community.	EPL, EC
	SD3	• Encourage and foster greater participation of people with disabilities in the social and economic fabric of the community.	EPL, EC, HW
		• Work with the LGBTQ community to ensure a safe and inclusive community that invites gender and sexual diversity.	EC
	SD4 SD5	• Work with settlement agencies to complement and enhance opportunities for newcomers to embrace Canadian life.	EPL, EC
Poverty Reduction	SD6	• Create, enhance and increase awareness of services that support people with economic barriers.	EPL, PS, HW
	SD7	• Increase access to education, training and work opportunities for people who face barriers to employment.	EPL, EC
	SD8	• Support the Surrey Poverty Coalition's efforts to implement the Surrey Poverty Reduction Plan.	EPL, PS
Housing	SD9	• Facilitate the development of shelter facilities and supportive housing as outlined in the Master Plan for Housing the Homeless in Surrey.	BEN, HW, PS
	SD10	• Increase and maintain the supply of affordable and appropriate rental housing across all Surrey communities.	BEN, PS
	SD11	• Ensure development of a variety of housing types to support people at all stages of life.	BEN, HW
	SD12	• Develop an Affordable Housing Strategy for Surrey.	BEN
Age-Friendly Community	SD13	• Ensure a range of free, safe and engaging spaces and activities are available for youth and seniors in all communities and at different times of day.	BEN, HW, PS
	SD14	• Ensure sufficient high quality child care spaces are available in the City.	BEN, HW
Community Pride and Engagement	SD15	• Work at the neighbourhood level to empower local clubs, groups, individuals and agencies to contribute to a vibrant community.	HW, PS
	SD16	• Enhance the opportunities available for residents to be meaningfully engaged in civic issues.	EC, PS
	SD17	• Ensure greater diversity in City processes and programs through engagement of under-represented groups.	EC
	SD18 SD19	• Celebrate and build upon what makes us proud of our community. • Support place making opportunities at the neighbourhood level and the creation of community gathering spaces.	EC, PS BEN, PS
Social Infrastructure and Innovation	SD20	• Foster a culture of collaboration and the generation of new ideas and methods for solving complex social issues.	EPL, PS



# APPENDIX 3

## PLAN ON A PAGE CONTINUED

### Built Environment and Neighbourhoods

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

SUB-THEMES	REF #	DESIRED OUTCOMES:	RELATED THEMES
Neighbourhoods and Urban Design	DO 1	Surrey is comprised of distinct, diverse and compact neighbourhoods and Town Centres, with an engaging public realm.	INC, E&C
	DO 2	Surrey is well-connected within the city and to the rest of the region by fast and efficient public transit and active all-ages-and-abilities transportation infrastructure.	INF, INC, HW, PS
	DO 3	The City Centre is a dynamic, attractive and complete metropolitan area and important international destination, and is one of North America's most livable and desirable downtowns.	INF
	DO 4	Surrey's neighbourhoods are safe, accessible, well-connected, walkable and bike friendly.	PS, INF, HW
	DO 5	Trees, green spaces and natural areas are integrated into all neighbourhoods.	ECO, INF, HW
	DO 6	Land is used efficiently and sensitively, and development minimizes the impacts on the natural environment, views, agricultural land and urban wildlife.	ECO
	DO 7	Exposure to natural hazards is minimized through appropriate location and design of development.	INF, PS
	DO 8	The built environment enhances quality of life, happiness and well-being.	HW
	DO 9	All aspects of planning, design and construction include climate change impacts, greenhouse gas (GHG) mitigation, adaptation, and resiliency strategies.	INF, PS
	DO 10	Opportunities for community food production are integrated into the private and public realm.	HW
Buildings and Sites	DO 11	Surrey is at the forefront of sustainable and restorative building design and technology.	INF
	DO 12	Retrofits and renovations are prioritized over demolition.	INF
	DO 13	Buildings are healthy and energy and resource efficient.	INF, HW, INC
	DO 14	Native vegetative cover and natural systems are an integral part of landscaping and the built environment, and provide environmental and health benefits.	ECO, HW
	DO 15	All new buildings, public places and outdoor spaces are welcoming, safe and universally accessible.	INC, PS
<b>STRATEGIC DIRECTIONS</b>			
Neighbourhoods and Urban Design	SD 1	Promote mixed use development in and around Town Centres and along transit corridors.	INF
	SD 2	Prioritize redevelopment of existing urban areas over greenfield development.	ECO, INF
	SD 3	Integrate natural areas, ecosystems, and green areas in all neighbourhoods.	ECO, INF, HW
	SD 4	Continue to plan and develop a transportation and mobility network (including active transportation) that supports safety, placemaking and integration of neighbourhoods.	INF, PS, HW
	SD 5	Leverage, incentivize and enhance community benefits through the planning and construction of new development.	HW, E&C, INC
	SD 6	Provide a range of community amenities including culture, recreation, health, and educational facilities in each Town Centre.	HW, E&C, INC
	SD 7	Provide public amenities such as restrooms, water fountains, and benches in Town Centre areas.	INC, INF
	SD 8	Strengthen and promote community engagement and programming in public spaces.	INC, E&C, HW
	SD 9	Design public spaces to enable flexible uses.	INC
	SD 10	Increase public access to waterfront areas intended for recreation.	HW
	SD 11	Engage neighbourhoods to build greater capacity for community-driven projects and events.	INC, E&C
	SD 12	Encourage and enable opportunities for community-based food production and capacity-building programs.	EPL, INC, HW
Buildings and Sites	SD 13	Continue to support low-carbon district energy networks.	INF
	SD 14	Promote and strengthen high quality design and healthier, more energy efficient buildings in public and private development.	INF, HW, INC
	SD 15	Provide greater multi-family housing choice, and options for affordability and accessibility.	INC
	SD 16	Consider industrial uses first when developing brownfield sites.	EPL
	SD 17	Better integrate community and corporate green building and infrastructure strategies.	INF

# APPENDIX 3

## PLAN ON A PAGE CONTINUED

### Public Safety

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

SUB-THEMES	REF #	DESIRED OUTCOMES:	RELATED THEMES
Community Safety and Emergency Services	DO1	Residents are safe and have a strong sense of security in all neighbourhoods and throughout the city.	BEN, INC
	DO2	Police and fire services provide timely and reliable responses across the city.	INC, BEN
	DO3	There are minimal community safety issues in the city, and the public is fully engaged in preventing and reducing crime.	INC, BEN
	DO4	Local residents and businesses are connected and engaged within their neighbourhoods and with the broader community - including police, public safety partners and social service agencies - to enhance safety.	INC
	DO5	Surrey is recognized and perceived as a leader in establishing and maintaining collaborative partnerships for community safety and well-being.	-
Emergency Preparedness and Prevention	DO6	Surrey has proactive and coordinated emergency prevention measures in place, and can effectively deal with emergencies that arise.	-
	DO7	Residents, businesses and institutions are empowered and prepared to respond effectively during times of emergency.	INC
	DO8	The community's critical infrastructure and systems are designed to withstand climate change impacts and natural events and disasters, and include emergency response and reconstruction plans.	INF
Transportation Safety	DO9	Transportation network supports and provides safe mobility for all ages and abilities.	INF, INC, HW
	DO10	Surrey is part of a coordinated effort to reduce the risk of harm for all road users, with attention to those who are most vulnerable, including pedestrians and cyclists.	INF, INC
<b>STRATEGIC DIRECTIONS</b>			
<b>SD1 - Support the implementation of the City's Public Safety Strategy</b>			
Community Safety and Emergency Services	SD2	Increase community engagement and mobilization in order to enhance personal and public safety.	INC
	SD3	Ensure programs, policies and initiatives exist along the public safety continuum, and support the entire community.	INC
	SD4	Enhance intergovernmental relations, and ensure broad partnerships and collaboration to address multi-jurisdictional social issues (e.g., homelessness, mental health, addictions, etc.).	INC, HW
Emergency Preparedness and Prevention		Address the negative perceptions of safety in Surrey.	-
		Build community resilience and capacity to respond effectively in an emergency.	INC
Transportation Safety		Promote development types and locations that will be minimally impacted by natural disasters.	BEN, INF
		Strengthen and lead in localized emergency planning and response, including updating and developing needed recovery plans.	
	SD8	Ensure all public infrastructure is built and maintained to ensure community safety and well-being for all ages and abilities.	INF, INC
	SD9	Address traffic safety issues in a holistic way, particularly around schools and critical accident locations.	INF, BEN

# APPENDIX 3

## PLAN ON A PAGE CONTINUED

### Economic Prosperity and Livelihoods

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

SUB-THEMES		DESIRED OUTCOMES:	RELATED THEMES
Jobs and Skills Training	DO 1	• Diverse and meaningful employment and business opportunities are available close to where people live, and provide incomes that can support a high quality of life.	INC, BEN
	DO2	• Quality education, training and skills development programs are available in the city, which help to create a highly skilled workforce.	EC
	DO3	• Job creation and entrepreneurship development are widely fostered.	
Economy	DO4	• Surrey's economy is diversified with a mix of service, industrial, agricultural and innovation-based businesses.	BEN
	DO5	• Locally owned companies are thriving, creating a robust local economy and retaining wealth and jobs in the community.	INC
	DO6	• Efficient land use and well-managed transportation infrastructure are in place to attract businesses and support a thriving economy.	BEN, INF
	DO7	• The City's strong revenue base includes a balance of commercial and residential property taxes.	BEN
	DO8	• Economic activities recognize the importance of, and have minimal impact on the natural environment.	ECO
	DO9	• Surrey's economy is able to adapt and thrive in response to external forces, such as the changing climate.	INF
	DO10	• The Agricultural Land Reserve is maintained, agricultural practices are sustainable, and food production and processing are enhanced.	HW, BEN
	DO11	• Food production and food enterprises of all scales are an integral part of the local economy.	HW
	DO12	• The city is a destination for visitors, which generates tourism revenue.	BEN, EC
	Innovation	DO13	• Surrey businesses demonstrate environmental stewardship in their products, services and practices.
DO14		• Surrey is the region's innovation hub, focusing on health and clean technologies, and creating significant local and regional economic impacts.	HW
DO15		• An innovation network attracts and retains talent, and enables new company formation.	-
DO16		• Surrey's businesses are active participants in the community and create economic value in a way that generates value for society.	EC, PS, INC
DO17		• Surrey is a leader in social enterprise and social innovation.	INC
<b>STRATEGIC DIRECTIONS</b>			
Jobs and Skills Training	SD1	• Support the expansion of post-secondary institutions.	EC
	SD2	• Understand the needs of specific demographics such as newcomers, youth, seniors and people with disabilities, and encourage actions to support their integration into the workforce.	INC
	SD3	• Collaborate with businesses, non-profits and senior levels of government to support skills development within the workforce.	EC
Economy	SD 4	• Collaborate with senior levels of government and TransLink to reduce congestion along strategic goods and people movement corridors.	INF, BEN
	SD5	• Ensure infrastructure is in place to support businesses as neighbourhoods develop.	INF, BEN
	SD6	• Facilitate connections between businesses to support sourcing of local services, expertise and products.	INF
	SD7	• Support and expand the use and availability of agricultural land and food processing facilities, while enhancing the ability of agricultural enterprises to directly access the local market.	BEN, HW
	SD8	• Support farmers to adapt their businesses to the impacts from climate change.	HW, INF
	SD9	• Expand the sharing economy opportunities in Surrey.	INF, INC
Innovation	SD10	• Support the development and growth of key sectors including health technology, clean technology, advanced manufacturing, agri-innovation and the creative economy.	EC, HW
	SD11	• Connect business, universities, industry associations and non-profits to collaborate on research and innovative economic development planning and projects.	EC, INC
	SD12	• Create and build economic information and intelligence.	

# APPENDIX 3

## PLAN ON A PAGE CONTINUED

### Ecosystems

Goal: Healthy, protected and well-maintained ecosystems and biodiversity.

SUB-THEMES	REF #	DESIRED OUTCOMES:	RELATED THEMES
Natural Areas, Biodiversity and Urban Forest	DO1	• Parks, natural areas, urban forests and habitat corridors are interconnected throughout Surrey and the region, creating healthy places for people and wildlife.	HW, INF, PS, BEN, INC
	DO2	• Surrey actively protects, enhances and restores its natural environment and habitats.	BEN
	DO3	• All development enhances, or minimizes the impacts on Surrey's lush tree canopy and natural environment, and avoids encroachment into natural areas, habitat features and parks.	BEN, INF
	DO4	• Surrey residents support biodiversity conservation and are stewards of natural areas and urban forests on both public and private lands.	BEN, EC
	DO5	• Surrey takes pride in its rich biodiversity, including fish bearing streams, marine habitat and natural areas such as forests, meadows and wetlands.	EC
Water, Air and Soil	DO6	• Water supports healthy ecosystem functioning.	INF, BEN
	DO7	• Water bodies are clean and safe for recreational activities.	INF, HW, HS
	DO8	• Surrey has a clean and adequate supply of groundwater.	INF
	DO9	• Air quality meets or exceeds established standards.	INF, HS
	DO10	• Surrey values healthy soils as an important part of biodiversity.	INF, BEN, EPL
Green Infrastructure	DO11	• Surrey's Green Infrastructure Network is an essential and integrated component of the city's infrastructure, providing essential ecosystem services as well as places for recreation, conservation and rejuvenation.	INF, HW
	DO12	• Surrey protects ecosystem services and manages natural assets in order to create resiliency to adapt and thrive in a changing climate.	INF, PS
<b>STRATEGIC DIRECTIONS</b>			
Natural Areas, Biodiversity and Urban Forest	SD1	• Increase public awareness of biodiversity issues through a comprehensive education program (e.g., wildlife education, native plantings, soil enhancement).	EC
	SD2	• Manage biodiversity proactively to mitigate the impacts of climate change.	INF
	SD3	• Aggressively control or eliminate invasive species.	-
	SD4	• Develop, apply, monitor and enforce standards and strategies to minimize the impacts of development on the natural environment, ecosystems and urban forest.	BEN
	SD5	• Increase tree canopy coverage across the city.	BEN, HW
Water, Air and Soil	SD6	• Develop and encourage stronger policies and strategies that support clean water, soil and air.	INF, BEN
	SD7	• Ensure water quality and base water levels are maintained in Surrey's river systems.	INF
	SD8	• Work with senior governments, TransLink, other local governments, non-governmental organizations and the private sector to reduce greenhouse gas emissions and ensure good air quality throughout Surrey.	INF, HW
Green Infrastructure	SD9	• Continue to acquire Surrey's Green Infrastructure Network (GIN) as determined in the Biodiversity Conservation Strategy, including through a financial strategy.	INF
	SD10	• Improve and reinforce public, staff, developer, builder and landowner understanding of the importance of ecosystem services, natural capital and urban forest.	EC, BEN
	SD11	• Promote the valuation of ecosystem services and natural capital through appropriate tools.	INF
	SD12	• Include natural capital and ecosystem services in in all City projects at the planning phase, as well as in the City's infrastructure services program and climate adaptation planning.	INF, PS, BEN
	SD13	• Monitor the impacts from climate change on the health and resilience of Surrey's wildlife and habitat areas.	-
	SD14	• Encourage food pollinators corridor development.	HW, EPL

# APPENDIX 3

## PLAN ON A PAGE CONTINUED

### Education and Culture

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

SUB-THEMES	REF #	DESIRED OUTCOMES:	RELATED THEMES
Learning	DO1	• Surrey has a culture of learning, with a broad range of diverse learning opportunities available and accessible to meet the needs of all residents.	INC
	DO2	• Surrey children and youth have access to a high quality comprehensive and inclusive educational system, and opportunities that include experiences in and out of school.	INC
	DO3	• Meaningful and accessible early childhood learning opportunities are in place for children and families.	INC
	DO4	• Residents of all ages have strong reading, numeracy, and digital literacy skills and strong knowledge of their rights and responsibilities.	INC, PS, EPL
	DO5	• Surrey's educational institutions and libraries are integrated into the community, and have sufficient capacity to accommodate residents as well as attract people from other areas.	BEN, EPL
	DO6	• Surrey is a provider of advanced education, producing cutting-edge research and cultivating leaders in innovative practices.	EPL
Arts and Heritage	DO7	• An enviable and vibrant arts and heritage sector contributes to Surrey's citizen engagement, enrichment, economy, community livability, and civic pride.	EPL, INC
	DO8	• Arts, heritage and entertainment spaces are incorporated throughout the city.	BEN
	DO9	• Surrey supports and celebrates its diverse artists, cultures and community heritage through inclusive festivals, programming and events.	INC, PS
	DO10	• Surrey celebrates, protects and promotes its natural and built heritage sites.	ECO, BEN
	DO11	• Public art is visible in diverse forms throughout the community and brings art into the daily lives of Surrey residents.	BEN, INF
	DO12	• Surrey nurtures a unique participatory community-based arts scene.	INC
<b>STRATEGIC DIRECTIONS</b>			
Learning	SD1	• Support the expansion of education opportunities, including increased space and schools for students and niche programs only available in Surrey.	INC, EPL
	SD2	• Advance innovation and technology learning opportunities in Surrey to achieve ongoing relevance and broad community access to information and learning opportunities.	EPL, INC
	SD3	• Ensure libraries and educational facilities and services are available to residents at the Town Centre and neighbourhood level.	BEN, INC
	SD4	• Support low barrier, diverse, inclusive and informal learning opportunities across all communities	INC, PS
	SD5	• Use City planning processes to educate residents on relevant issues so they can meaningfully participate in community decision-making.	INC, EC, BEN, PS
	SD6	• Cultivate a culture of sustainability through community education and engagement.	INC
	SD7	• Promote collaboration between public partners, educational institutions, arts and heritage groups, and the community.	INC
Arts and Heritage	SD8	• Support the growth of a diverse arts sector through the development of Surrey's cultural corridor.	EPL
	SD9	• Support the development of local artists of all ages and through all stages.	INC
	SD10	• Encourage arts, heritage and cultural expression for youth in the community.	INC
	SD11	• Create better access to arts, heritage and cultural facilities and services at the neighbourhood level.	BEN
	SD12	• Develop community-based arts and heritage space and programming throughout the City.	BEN, HW
	SD13	• Protect natural and built heritage sites.	ECO, INF, BEN

# APPENDIX 3

## PLAN ON A PAGE CONTINUED

### Health and Wellness

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

SUB-THEMES	REF #	DESIRED OUTCOMES:	RELATED THEMES
Health Services and Programs	DO1	• Surrey has a full range of high quality, community-based health and social services and programs that address health and wellness.	INC, BEN, PS
	DO2	• Universally accessible physical and mental health care and support is available.	INC, PS
	DO3	• Surrey has the health services and programs to meet the current and changing needs of its diverse and growing population.	INC, PS
	DO4	• Residents understand the services and programs available to them, and are empowered to act in their own health interests.	INC, EC
	DO5	• Services and programs are responsive to shifting health and social needs, and local and external factors.	INC, PS
Wellness and Recreation	DO6	• Residents participate in a wide range of recreation and leisure opportunities.	INC
	DO7	• Residents enjoy a high level of physical, social and mental wellness.	PS
	DO8	• Residents feel a sense of belonging and connectedness, and have opportunities for social interaction in their neighbourhoods and community.	INC, PS, BEN
Food Accessibility and Capacity Building	DO9	• Pedestrian and cycling infrastructure promotes walking and cycling for travel to work, school, services and recreation.	INF, BEN, EPL
	DO10	• Fresh, healthy, culturally appropriate food is affordable and readily available.	INC
	DO11	• Community-based and small scale commercial food growing and preparation opportunities are available throughout the city.	EPL
	DO12	• Residents have a varied and healthy diet.	
<b>STRATEGIC DIRECTIONS</b>			
Health Services and Programs	SD1	• Connect, facilitate and support people and organizations in innovative alliances for delivery of social, health and wellness programs.	INC, PS
	SD2	• Increase the understanding of, and support for, harm reduction.	PS
	SD3	• Work collaboratively to improve the continuum of mental health programs and services.	INC, PS
	SD4	• Improve the regulation and funding of recovery houses in Surrey.	INC, PS
	SD5	• Support access to high-quality childcare services and facilities.	INC, EC
Wellness and Recreation	SD6	• Provide opportunities for all residents, especially children, to interact with green spaces and trees.	ECO, BEN
	SD7	• Actively support capacity-building in neighbourhoods and communities to encourage social connections.	INC, PS, EC
	SD8	• Promote greater participation in all forms of recreation.	INC
Food Accessibility and Capacity Building	SD9	• Support residents, neighbourhoods and organizations in growing, preserving, preparing and sharing food.	INC
	SD10	• Work collaboratively at the neighbourhood level to ensure the dignified access to healthy food for everyone.	INC
	SD11	• Promote design and development that incorporates spaces for food growing, at the neighbourhood and site level.	BEN



# APPENDIX 3

## PLAN ON A PAGE CONTINUED

### Infrastructure

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

SUB-THEMES	REF #	DESIRED OUTCOMES:	RELATED THEMES
All Infrastructure	DO1	• City facilities and infrastructure systems are well managed, adaptable and long lasting, and are effectively integrated into regional systems.	BEN
	DO2	• Infrastructure systems provide safe, reliable and affordable services.	PS
	DO3	• Infrastructure systems are designed to protect human health, preserve environmental integrity, and be adaptable to climate change impacts.	ECO, HW, PS
	DO4	• Ecosystems and natural assets are an essential part of the community's infrastructure system.	ECO, BEN
	DO5	• Public art and heritage are integrated into Surrey's infrastructure.	EC, BEN
Energy and Climate	DO6	• The City anticipates changing weather patterns and sea level rise as a result of climate change, and implements appropriate infrastructure, land use planning and emergency response solutions that will be resilient over the long term.	BEN, PS
	DO7	• Per capita emissions are low, and align with global, national and provincial GHG reduction targets.	BEN, ECO
	DO8	• Neighborhood-scale district energy systems provide low-carbon energy in dense urban neighborhoods.	BEN
	DO9	• Energy is produced locally, using distributed and renewable sources when economically feasible.	BEN, ECO, EPL
	DO10	• Buildings in the community are energy-efficient and offset energy use with onsite energy generation.	BEN
Transportation	DO11	• An integrated and multi-modal transportation network offers affordable, convenient, accessible and safe transportation choices within the community and to regional destinations.	PS, INC, EPL
	DO12	• Surrey residents of all ages and abilities have access to active transportation options, enabling them to participate fully in society without the use of a private automobile.	INC, HW, EPL
	DO13	• Low-emission vehicles predominate and are supported by the necessary fueling infrastructure.	BEN
	DO14	• Goods movement throughout the city is efficient, and minimizes environmental and community impacts.	EPL, ECO
Water	DO15	• All water is used efficiently and per capita water use is decreasing year over year.	ECO
	DO16	• Surrey's water is clean, abundant and safe for drinking.	ECO
	DO17	• Water is efficiently and fairly distributed to support agricultural needs while maintaining ecological functions.	ECO, EPL
	DO18	• All buildings, landscaping and streetscapes are designed to minimize impacts on water quality and groundwater, and enhance ecological function.	ECO, BEN
Materials and Waste	DO19	• Residents and businesses are conscious of their consumer choices and reuse existing materials first.	EC, EPL
	DO20	• Materials and resources are used efficiently, sourced locally where feasible, and repurposed or recycled at the end of their life cycle.	ECO, EPL
	DO21	• The city is moving toward a zero waste target, in line with regional waste diversion goals.	ECO
Telecommunications	DO21	• The city has excellent communications infrastructure that provides affordable and effective connectivity across the community.	INC, EPL

# APPENDIX 3

## PLAN ON A PAGE CONTINUED

STRATEGIC DIRECTIONS			
All Infrastructure	SD1	• Proactively manage community assets to maintain them over the long-term in a state of good repair.	EPL
	SD2	• Develop and manage our assets to adapt to technological change.	ECO, EPL
	SD3	• Develop and manage the green infrastructure network to continue to deliver ecosystem services.	ECO, BEN
	SD4	• Enhance the public interface of City infrastructure through arts, heritage, and education.	BEN, EC
Energy and Climate	SD5	• Work collaboratively with diverse stakeholders to lower greenhouse gases and to improve air quality.	ECO, EPL, EC, BEN
	SD6	• Identify and implement renewable energy opportunities.	BEN
	SD7	• Address long term sea level rise and related climate impacts in Surrey's lowlands and affected communities.	ECO, PS, BEN
	SD8	• Identify areas (residential, commercial and industrial) where low-carbon district energy is viable and support development of new systems.	BEN
Transportation	SD9	• Continue to work with relevant authorities to plan and implement light rail transit in Surrey, and improve transit service throughout the city.	BEN
	SD10	• Secure a stable funding mechanism for transportation infrastructure and services.	EPL
	SD11	• Ensure the delivery of safe and accessible infrastructure, programs and education to support walking, cycling and transit for all residents.	PS, HW, INC
Water	SD12	• Continue to explore, develop and implement policies and tools to support water conservation and recovery.	ECO
Materials and Waste	SD13	• Work with local businesses and organizations to maximize the recovery and reuse of local materials and waste products as part of the circular economy.	EPL
	SD14	• Provide tools and educational resources that support residents and businesses to reduce consumption.	EC
Telecommunications	SD15	• Enable faster deployment of fibre-optic telecommunications infrastructure, including concurrently with City utility excavations,	EP
	SD16	• Advance improved high speed wireless services.	EPL, INC

# APPENDIX 4

## INDICATORS AND TARGETS

THEME	INDICATOR	DESCRIPTION	TARGETS (WHERE SET)
<b>Built Environment &amp; Neighbourhoods</b>	Density on Transit Corridors	Residential and employment density on transit corridors (people or jobs per acre)	Trend Up
	Proximity of Residential Units to Amenities	Percentage of households within walking distance (400m) of various amenities; more detailed list of amenities to be added with updated Dashboard	By 2022, % of households living within 400 metres of the following amenities: Parks 92%; Transit 85%; Bike Routes 86%; Retail 73%; Schools 58%; Trails 60%; Grocery Stores 50%; City or Town Centre 45%
	Renewable Energy in City District Energy System	Carbon Intensity in City's District Energy System (CO2/GJ)	0.07 T CO2e/MWh metered
	Proximity to Frequent Transit Networks	Percentage of City population living within 400 m of Frequent Transit Networks (FTN)	Regional average for FTN access
	<b>Economic Prosperity and Livelihoods</b>	Median Household Income	After tax median household income, by neighbourhood and City average
	Median Income of Immigrants	Median income of immigrants, compared with total population	Median income of immigrants equal to the median income of total population over time
	Availability of Employment	Number of jobs in the City per resident in the labour force	By 2031 a 0.75:1 jobs to worker ratio; by 2058 a 1:1 jobs to worker ratio
	Mixed Employment Lands	Acres in mixed employment designated lands (including industrial use, vacant industrial, and non-industrial use)	No target
	City Tax Base	Proportions of the City's tax base that are from residential, business, industrial, and other sources	60% of tax base from residential properties, and 40% from commercial and industrial properties by 2021
	Businesses by Sector	Number of businesses in all sectors (including cultural)	No Target
	Place of Work	Place of work for Surrey residents (outside Surrey, in Surrey, no fixed workplace)	No Target

THEME	INDICATOR	DESCRIPTION	TARGETS (WHERE SET)
<b>Ecosystems</b>	Park Land Area	Hectares of park land by type of park	Trend Up
	Trees Planted by City	Number of street trees and park trees planted per year, on public property (5 year average)	Maintain or exceed baseline planting levels of 4,072 trees
	Tree Canopy Cover	Percentage of City land covered by tree canopy, not including the Agricultural Land Reserve	Maintain tree canopy cover of 30%, excluding Agricultural Land Reserve
	Green Infrastructure Network	Number of acres in the Green Infrastructure Network (GIN) that are protected as City parkland	Trend Up
	City Environmental Programs Participation	Hours of participation in city-run environmental programs, by program type	No Target
	Air Quality	Fine Particulate Matter (PM2.5)	Zero Air Quality Exceedances
<b>Education and Culture</b>	Spending on Public Art	Annual City spending on public art	No Target
	Protected Heritage Sites	Number of protected natural and human built heritage sites that are recognized in the City's Heritage Register	No Target
	Employment in the Arts	Percentage of labour force, 15 years and older, employed in Arts, Culture and Recreation	Trend Up
	Arts and Culture Groups	Number of arts and culture groups registered with the Surrey Arts Council and Semiahmoo Arts Council	No target
	High School Graduation Rates	Percentage of students who graduate within six years of entering high school	2% increase per decade
	Post Secondary Certification	Percentage of population with a post-secondary certificate (university degree, university certificate, college degree, apprenticeship/trade)	No Target
	Post Secondary Enrolment	Number of undergraduate students (full time + part time) enrolled in SFU Surrey and KPU Surrey campuses	Trend Up
<b>Health and Wellness</b>	Land in Food Production	Total area of farmland for food production compared to total area farmed	No net loss of land in food production
	Land Available for Farming	Percentage of Agricultural Land Reserve (ALR) available for farming	No net loss of ALR for farming
	Registration in City Programs	Registration in programs for children, youth, and adults offered by the City's Parks, Recreation and Culture Department and Surrey Public Libraries; including registration in City Adapted Programs	No Target
	Community Gardens	Number of garden plots in community gardens on City lands	Trend Up
	Availability of Doctors	Doctors per 100,000 residents for Surrey, on par with other major urban centres in the Province	On par with other urban centres in BC
	Current Smokers	Percentage of population 12 years and older that are daily or occasional smokers	Trend Down, with levels continuing to be below the BC average

# APPENDIX 4

## INDICATORS AND TARGETS CONTINUED

THEME	INDICATOR	DESCRIPTION	TARGETS (WHERE SET)
Inclusion	Child Poverty	Percentage of children and youth living in families with income below the Low Income Cut Off (LICO)	Trend Down
	City Volunteers	Number of residents who are active and approved volunteers with the RCMP, Fire Services, Surrey Libraries, Emergency Program, and Parks, Recreation and Culture Department	Up by 2% each year
	Early Childhood Vulnerability	Percentage of Children that are vulnerable in at least one of these five scales: Physical Health and Well Being; Social Competence; Emotional Maturity; Language and Cognitive Development; Communication and General Knowledge. Obtain similar data from Middle Childhood Index (MDI) when available for Surrey.	Trend Down
	Licensed Child Care Spaces	Licensed daycare spaces per capita (0-12 year olds)	Trend Up
	Core Housing Need	Tenant-occupied households spending 30% or more of household income on gross rent	Trend Down
	Social Housing Units	Number of Non-Market Social Housing Units	No Target
	Homelessness	Number of homeless in Surrey	No homelessness by 2032
	City Grant Programs	Number of Grants provided by: (1) Cultural Grants program, and (2) Neighbourhood Enhancement Grant program	No Target

THEME	INDICATOR	DESCRIPTION	TARGETS (WHERE SET)	
Infrastructure	Mode of Travel to Work	Mode of Travel to Work by Employed Labour Force	No Target	
	Community Greenhouse Gas (GHG) Emissions	Total and Per Capita Community-wide Greenhouse Gas (GHG) Emissions from Buildings and Transportation	33% per capita reduction from baseline (2007) by 2020; 80% per capita reduction from baseline by 2050 (note the Community Energy and Emissions Plan has more refined targets)	
	Corporate Greenhouse Gas (GHG) Emissions	Total Corporate Greenhouse Gas (GHG) Emissions, for Buildings and Fleet	20% reduction from baseline (a 2005-2009 average) by 2020	
	Walking and Cycling Infrastructure	Total kilometers of recreational and cycling trails (green-ways, on-street bike lanes, park paths and trails)	Trend Up	
	Residential Water Consumption	Annual Average Residential Water Consumption, per capita	270 litres/capita/day by 2028; 240 litres/capita/day by 2058	
	Community Waste Diversion Rates	Percentage of household waste diverted from the landfill	80% by 2020	
	Internet Connectivity	Number of Internet connections per 100,000 people	Trend Up	
	Water Quality	Percentage of water courses meeting provincial Water Quality standards (for water courses monitored by the City)	100% meeting established Guidelines	
	Drinking Water Quality	Percentage of drinking water tests meeting Water Quality Guidelines	100% meeting established Guidelines	
	Public Safety	Public Perceptions of Safety	New survey to be completed, as part of Public Safety Strategy	To be determined
		Public Safety Continuum Measures	New measures to be determined in Public Safety Strategy	To be determined
		Neighbourhood Emergency Preparedness	Number of residents who have participated in Neighbourhood Emergency Preparedness Program	Trend Up
Traffic Incidents		Number of traffic incidents per capita, per year	Trend Down	
Bicycle and pedestrian injuries/incidents		Number of bicycle and pedestrian injuries/incidents per year	Trend Down	



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