

FINANCIAL PLAN

2015-2019 BRITISH COLUMBIA, CANADA





CITY OF
SURREY

the future lives here.

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This Reader's Guide provides the reader with a basic understanding of the 2015–2019 Financial Plan (Plan) and briefly describes the content and layout of each of the major sections of the document.

The primary function of the Financial Plan is to provide detailed information about the City of Surrey's funding requirements over the next five years. Furthermore, it serves the following functions:

- It is a policy document, which outlines the financial policies that guide the development of the Plan and articulates financial priorities and issues;
- It is an operations guide, which helps staff identify financial and staffing resources, manage day-to-day operations, and provides financial measurements and policy information; and
- It is a communication device, which provides readers with a comprehensive look at the services provided by City departments and the costs attributed to those services.

FOCUS ON SUSTAINABILITY

In 2008, Surrey City Council approved the Surrey Sustainability Charter as the City's overarching policy document. The Sustainability Charter is built on three key pillars: **Economic, Environmental and Socio-Cultural**. The Charter stipulates that all City objectives and decisions must be considered based on their forecasted economic, environmental, and socio-cultural effects. Consequently, the Financial Plan presents all City and individual departmental accomplishments and future initiatives through these three pillars of sustainability. This presentation highlights the importance of the Sustainability Charter as a living document.

Each of the Charter's pillars supports a high-level or long-term goal. These goals reflect the long-range policy objectives that support the City's vision for and commitment to, sustainability.



Light Rail Transit—Surrey's Rapid Transit Solution

Economic Goal

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

Environmental Goal

To demonstrate good stewardship of the land, water, air, and built environment and to protect, preserve, and enhance Surrey's natural areas and ecosystems for current and future generations while making nature accessible for all to enjoy.

Socio-Cultural Goal

To promote a safe, caring, engaged, liveable, and diverse community that provides a wide range of educational, recreational, cultural, and employment opportunities, affordable and appropriate housing, transportation options, and personal, health, and social services that are accessible to all.

Building a Sustainable Surrey



The 2015-2019 Financial Plan is divided into seven major sections:

EXECUTIVE OVERVIEW

This section provides the reader with a brief understanding of Surrey's municipal government and its financial planning process. It includes the following:

- Reader's Guide;
- Message from the General Manager, Finance & Technology;
- Approved Supplemental Funding Requests; and
- Financial Planning Process.

COMMUNITY PROFILE

This section provides the reader with a brief understanding of the City of Surrey and its history, as well as some of the services available to citizens and businesses. It includes the following:

- Surrey's History;
- Population and Growth Statistics;
- Business and Industry;
- Taxes, Utilities and Assessments;
- Educational Services; and
- Health and Safety Services.

ORGANIZATIONAL PROFILE

This section provides the reader with a brief understanding of the organizational structure of the City of Surrey and of the City's policies. It includes the following:

- City Government and Administration;
- Organizational Objectives;
- Organizational Policies;
- Integrated Planning Model;
- City of Surrey Corporate Functions; and
- Staffing Complement Summary.

FINANCIAL OVERVIEW

This section provides the reader with a brief understanding of economic conditions affecting the City of Surrey and the City's consolidated financial structure. It includes the following:

- Economic Overview;
- Major Revenue Sources;
- Source and Application of Funds;
- Overview of Fund Structure;
- Reserve Funds, Accumulated Surplus and Developer Contributions;
- Consolidated Financial Summary; and
- Consolidated Financial Plan By-law.

GENERAL OPERATING FUND

This section contains information about the General Operating Fund and includes the following:

- Overview;
- Financial Summary;
- Departmental Program Summary;
- General Operating Financial Plan By-law; and
- Departmental Operations.

DEPARTMENTAL OPERATIONS

Subsequent sections provide a greater understanding about departmental operations. Each departmental section includes an overview and a financial line item summary condensed into three major account groups with a total of nine subgroups as outlined below:

Revenues:

- Sales and Services; and
- Grants, Donations and Other.

Expenditures:

- Salaries and Benefits;
- Operating Costs;

- Internal Services Used (use of another department's resources);
- Internal Services Recovered (provision of services to another department); and
- External Recoveries.

Net Internal Transfers:

- Transfers from own sources; and
- Transfers to own sources.

UTILITIES OPERATING FUND

This section describes the following utility funds and includes the Financial Plan By-law for each utility:

- Overview;
- Financial Summary;
- Drainage Utility;
- Parking Utility;
- Roads & Traffic Safety Utility;
- Sewer Utility;
- Solid Waste Utility;
- Surrey City Energy Utility; and
- Water Utility.

CAPITAL PROGRAM

This section describes the capital program aspects and includes the following:

- Contribution and Expenditure Overview;
- Capital Planning Process;
- Ranked Capital Projects Overview;
- 2015 Capital Program; and
- Capital Financial Plan By-law.

**To the Mayor and Council,
City of Surrey**

I am pleased to submit the 2015 - 2019 Financial Plan for the City of Surrey.

The Community Charter requires that Council adopt a Five-Year Financial Plan each year prior to the adoption of the annual Property Tax By-law. The 2015 – 2019 Financial Plan underpins the 2015 - 2019 Financial Plan By-laws, which received final adoption on January 12, 2015.

The goal of the Five-Year Financial Plan is to outline the financing of initiatives associated with the City’s major plans, including the Sustainability Charter, the Official Community Plan, the Transportation Strategic Plan, the Parks, Recreation and Culture Master Plan, and the Library Master Plan, as well as Council’s key priorities. Funding these initiatives helps the City to meet the needs of its citizens.

1.0 OVERVIEW

The Financial Overview includes a Five-Year Consolidated Financial Plan, which includes forecasts of all revenues and expenditures related to the City’s operating and capital obligations over the next five years.

The document also includes detailed information about the City’s plans for upcoming years. This supporting information provides departments with their expenditure authority. Please note that estimates and projections have been used for the years 2016 through 2019. These projections will be updated annually prior to Council’s review and approval of the Financial Plan for that year.

2.0 FIVE - YEAR GENERAL OPERATING FINANCIAL PLAN

Council has directed that the 2015 Financial Plan include the following:

- A 2.9% property tax increase, applicable to all property classifications;
- A new Cultural and Recreational Parcel Tax;
- A fee increase in alignment with property tax increases;
- Third party contract increases (maintenance, software, etc.)
- Applicable salary and benefit, along with associated in-range salary adjustments;
- Addition of 100 RCMP member positions and 3 By-law Enforcement Officers in 2015 along with the appropriate support staff;

- Operating funding for new capital buildings, such as the Guildford and Grandview Heights indoor pools, along with the full year operation of the South Surrey Fitness and Arts expansion;
- Additional capital contributions as well as internal borrowing for capital projects, and
- Support for Council's key priorities such as Social Well Being, Surrey Energy, Sustainability and Crime Reduction.

In order to address the City's service priorities, Council further directed that the Plan provide for the following:

- Additional RCMP civilian support staff;
- Increased operating contribution to capital;
- Allowances for 3rd party contract increases, inventory increases, and inflation; and
- Operating costs for new facilities identified in the Capital Plan.

The following additional on-going revenues were identified in 2015 and have been included in this plan:

- Tax revenues related to new growth;
- Revenue from the Surrey City Development Corporation (SCDC) that will be generated from its on-going activities; and/or
- Other City initiatives that generate new revenues.

3.0 GENERAL CAPITAL FINANCIAL PLAN

Since 2010, the City has undertaken a number of large-scale capital projects across the City to accommodate and support anticipated business and residential growth over the next several years. The City has invested over \$466 million to date. The 2015 - 2019 Financial Plan includes a further \$206 million over the next five years. The funding for these projects will be primarily through internal and external borrowing. These projects include the completion of the Grandview Heights indoor pool, a new recreation and cultural facility in Clayton, additional ice surfaces in Cloverdale, expansion of our district energy system, enhancements to the Newton athletic park, additional space for our RCMP members and the addition of the second phase of the Surrey Museum.

The City has ongoing capital requirements totaling \$12.7 million per year. The City must also fund minor capital projects including improved lighting at various recreation centers, equipment and security upgrades as well as recreation facility entrance improvements. Additional details of planned capital projects can be found in the Capital Program section of this document.

4.0 ROADS & TRAFFIC UTILITY FINANCIAL PLAN

In 2007, Council approved a Local Roads and Traffic Safety Levy to fund maintenance of the City's local roadway pavement and additional safety-related road needs, such as pedestrian crossings, sidewalks, and traffic calming. The Levy was established in 2008 and was set using the equivalent of a 1% property tax increase in each of the next four years. In 2012, the levy was expanded to support the City's portion of road and traffic needs beyond the local and collector roads. Per the original plan, in 2015 the levy will increase by an equivalent 1% property tax to \$15.56 for an average assessed single family dwelling and \$68.16 for a business with an assessed value of \$1 million.

The Local Roads and Traffic Safety Levy has been expanded to support the City's Wire Theft Abatement program. Additional funding generated from the Secondary Suite fees, has also been transferred to the Roads and Traffic Utility to offset the demands placed on transportation infrastructure. The 2015 - 2019 Financial Plan includes similar increases in future years to ensure funding is available to meet the City's transportation objectives over time.

5.0 SEWER UTILITY FINANCIAL PLAN

The Sewer Utility is a self-sustaining fund. Any projected funding requirements are met by a corresponding increase in user fees. Over the last decade, the City has been moving towards a 'user-pay' approach for sewer usage, with the eventual aim of retiring the 'flat rate' system.

The Sewer Utility's funding requirements are affected by the following factors:

- Greater Vancouver Sewer and Drainage District's (GVS&DD) projected increases;
- Contractual labour increases, and
- Capital replacement needs for our aging infrastructure.

These funding requirements will be addressed through minimal increases in the sewer rates over the next several years. For 2015, the average metered single family dwelling will pay \$290 (\$278 in 2014) for sanitary sewer .

6.0 DRAINAGE UTILITY FINANCIAL PLAN

The Drainage Utility supports storm water management and environment protection. This utility is structured to be self-sustaining. Projected funding requirements are met by a corresponding increase in the parcel tax.

The Drainage Utility's funding requirements are affected by the following factors:

- Storm water management requirements;

- Lowland drainage flood control program;
- Contractual labour and energy cost increases; and
- Environmental management.

These funding requirements will continue to be addressed through increases in the drainage parcel tax over the next several years. For 2015, the drainage parcel tax will be \$213 (\$201 in 2014) for residential/farm, and \$259 (\$224 in 2014) for commercial/industrial properties.

7.0 SOLID WASTE UTILITY FINANCIAL PLAN

The City of Surrey's annual residential waste has declined steadily even as Surrey's population has grown. With the implementation of the City's last solid waste collection contract, which included a new organics waste collection component, and the introduction of the multi-material recycling program throughout the province, the City's solid waste collection rates will not need to increase for 2015. The solid waste rate is proposed to remain at \$283 per single family residence in 2015.

8.0 WATER UTILITY FINANCIAL PLAN

The Water Utility is a self-sustaining fund. Any projected funding requirements are met by a corresponding increase in user fees. Over the last several years, the City has been moving towards a fully 'metered' approach for recovering the costs of the water utility, with the eventual aim of retiring the 'flat rate' system and having all properties on water meters.

The Water Utility's funding requirements are affected by the following factors:

- Greater Vancouver Regional District's (GVRD) projected water rate increases; and
- Contractual labour and energy cost increases.

To meet these funding requirements, water rates will increase in 2015 and beyond. The average metered single family dwelling will pay \$421 in 2015 (\$411 in 2014) based on an average yearly consumption of 400 cubic metres.

9.0 SURREY CITY ENERGY UTILITY FINANCIAL PLAN

The Surrey City Energy Utility has been structured to be a self-sustaining fund. The utility will supply heating, cooling and hot water to high-density new construction in the City.

In July 2014, Council approved the establishment of a third-party Expert External Rate Review Panel to assist staff and Council in the oversight of SCE's rates and rate structure.

The Panel has conducted a full review of the long-term financial plan, rate structure and 2015 rates and has provided a letter of endorsement in support of the 2015 rates.

The average residential customer will pay \$768.60 in 2015, based on an average unit size of 70m² and annual consumption of 7.35 MWh/year, with the first customers beginning service in early 2015.

10.0 SURREY PARKING UTILITY FINANCIAL PLAN

The City's first below ground parking structure became operational in 2014. Revenue generated from parking rates will cover part of the on-going operating and maintenance costs of this new facility as well as contribute to the debt financing costs. The management of the parkade has been contracted out which will ensure a clean and safe facility. Parking rates will remain unchanged for 2015 at \$75.00 per month for general parking, \$130 per month for reserved parking and \$1.50 per hour for general public use.

11.0 MEETING THE CHALLENGES OF TOMORROW

The City of Surrey is proud to be the largest City in British Columbia by land mass, and the second-largest City by population with just over 500,000 residents. The 2015 - 2019 Financial Plan recognizes the challenges of such a rapidly growing municipality and how that can affect our goals of sustainability, community safety, economic development, exemplary service provision, and sound municipal infrastructure.

Surrey incorporates "Triple Bottom Line Accounting" meaning environmental, socio-cultural and economic factors are considered in decision-making processes.

With the opening of a New City Hall and civic plaza in our City Centre, the City has seen significant investment in our downtown and is creating a thriving, urban centre, attracting progressive business and educational organizations.

The City has also positioned itself to move forward with an Organics Biofuel facility that will process organic waste into natural gas, fueling waste collection trucks within the City. This Biofuel facility, expecting to become operational in 2016, will be Canada's largest biofuel facility, and will be operated by Iris Solutions.

In 2015 Surrey City Energy will see its first external customers connect to our district energy system in City Centre. The new energy system will reduce emissions, increase energy security, stimulate local economic development, provide competitive energy pricing and increase public awareness around the sustainable use of energy. Surrey's New City Hall also makes use of the district energy system, utilizing an underground geo-exchange field, which uses heat pumps to extract the energy stored in the ground. Further expansion of the district energy system is expected to take place in both the City Centre Area and near the King George SkyTrain Station.

The City's Corporate Emissions Action Plan, adopted by Council on October 2010, outlines how we intend to reduce our energy use and greenhouse gas emissions from corporate sources by 33% below baseline levels by 2020 and by 80% by 2050. A compliment to the Corporate Emissions Action Plan is the Community Climate Action Strategy that includes a Climate Adaptation Strategy, identifying how the City may be vulnerable to climate change and proposes actions to mitigate the risk, and a Community Energy and Emissions Plan that provides guidance to reduce community energy spending and greenhouse gas emissions.

With the rapid growth that the City has undertaken, constant demands are placed on our community services. The City has met many of these challenges through the "Build Surrey Program", which has created funding for capital projects that have enhanced the quality of life and created new opportunities for residents. As Surrey continues to grow, new challenges continue to arise. In order to meet those demands, the City has introduced a new Cultural & Recreational Parcel Tax that will provide sustainable funding to support Culture & Recreational needs within the community. Some of these needs will be addressed through the completion of both the Guildford Indoor Pool and the Grandview Heights Indoor Pool. In addition, plans are in the works to provide additional ice surfaces in Cloverdale; replace the ice surfaces in North Surrey and add a recreation facility in Clayton. These initiatives will help to ensure that Surrey remains a great place for our citizens to live, work, play, invest and raise a family.

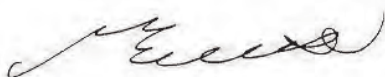
Being the City of the future, we must strive to deliver sustainable services to the citizens of Surrey. Managing growth, keeping property tax increases to a minimum while ensuring delivery of infrastructure and services, requires a fine balance. Although this may be challenging, many opportunities arise allowing the City to continue to flourish. It is exciting to be a part of all this change.

12.0 CONCLUSION

The 2015 - 2019 Financial Plan is based on Council's direction that property taxes in the City of Surrey remain one of the lowest in the Lower Mainland.

I wish to thank all the staff of the City for their dedication and commitment to the delivery of quality services to Surrey citizens and businesses, while meeting Council's financial direction. I also want to acknowledge the efforts of the staff that contributed directly to the preparation of the 2015 - 2019 Financial Plan.

Respectfully,



Vivienne Wilke
General Manager, Finance & Technology

Departments were requested to identify any critical needs over and above their status-quo requirements and to re-evaluate requirements that had been submitted during the previous year's planning cycle. Requirements for 2015 previously approved in the 2014 - 2018 Financial Plan have been incorporated into the Departmental Financial Plans as follows:

Finance & Technology	Increase to the Technology Stewardship Program	\$ 789,000
RCMP	Annualization of twelve contract member positions	<u>1,226,000</u>
		\$ 2,015,000

Items approved after the 2014 Financial Plan was adopted include:

RCMP	Eighteen new member positions	\$ 2,430,000
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Items identified during the 2015 planning process and approved by Council include:

RCMP	One Hundred new member positions	\$ 3,179,000
	Twenty-five civilian support positions	714,000
By-Law Enforcement	Three new by-law officers	250,000
Surrey Crime Prevention	Increase in on-going operational grant	145,500
Parks, Recreation & Culture	New facilities	6,603,000
	Service level & inventory increases	3,200,000
City Wide	New positions	<u>1,735,000</u>
		\$ 15,826,500

In addition to the increases approved in 2015, the 2015 - 2019 Financial Plan includes increases for the years 2016 to 2019 as followings:

RCMP	Sixteen new member positions & four	\$ 2,380,000
	Operational support services	955,000
Parks, Recreation & Culture		8,368,000
City Wide	New positions	<u>3,232,000</u>
		\$ 14,935,000

Financial planning gives departments the opportunity to examine issues, assess objectives, and re-direct resources to accomplish goals. Although the Financial Plan is presented to the Finance Committee at the end of a year, or early in the new year, and adopted by Council as required under the Community Charter, Section 167 (4), on or before May 15th, the planning process actually begins many months before.

FINANCIAL PLAN TIMELINES

The following timetable outlines the process behind the 2015 – 2019 Financial Plan:

JULY 2014

- Identify and review of the impact of the prior-year financial plan on the current year; and
- Publish guidelines for the preparation of departmental plan submissions.

SEPTEMBER 2014

- Prepare Departmental Financial Plans;
- Departments submit Operating and Capital Issue Papers; and
- Preliminary ranking of Capital Projects.

OCTOBER TO NOVEMBER 2014

- Prepare Preliminary Financial Plan; and
- Prepare Long-Term Capital Plan.

DECEMBER 2014 TO FEBRUARY 2015

- Present preliminary plan to Finance Committee for further direction (December 10, 2014);
- Present the 2015 – 2019 Financial Plan to Council (January 12, 2015); and
- Receive final reading for the 2015-2019 Financial Plan Bylaws (February 2, 2015).

AMENDMENTS TO THE FINANCIAL PLAN AFTER THE FINAL ADOPTION

In certain instances, Financial Plan appropriations may be amended after Council has adopted the Plan. Any changes made after the Financial Plan By-law has been adopted require a Financial Plan Revision By-law. Changes are tracked during the year and new spending is temporarily funded through contingencies. At the end of the year, Council adopts a revised Financial Plan By-law to incorporate these changes.

FINANCIAL PLANNING POLICIES

The Financial Plan has been prepared based on the Community Charter which differs from Public Sector Accounting Board (PSAB) guidelines for financial statement presentation. Those differences include:

- Reporting for expenditures, including all transfers to other funds and authorities; and
- The treatment of capital expenditures, which differ from the financial statements where all capital expenditures are capitalized as assets.

Other Financial Planning policies include:

- The Consolidated Financial Plan includes all components and represents all revenues and expenditures that the City intends to make for the period; and
- Appropriated surplus monies potentially available for appropriation by individual departments are included in the respective Departmental Financial Plans. Appropriated surplus funds that are not retained by individual departments, are recorded separately.

FINANCIAL PLANNING PRINCIPLES

This Financial Plan has been prepared using the Principles of Municipal Governance as outlined in the Community Charter, Section 1 (1). The rationale for incorporating a set of principles into a decision-making process of public office is twofold. First, principles provide structure and commonality in situations where the interests and objectives of affected parties differ. Second, explicit reference to principles makes the political decision process more comprehensible, which in turn fosters a greater degree of public confidence.

The City has developed a set of principles to guide the financial planning process and the preparation of operating and capital plans. Individually, each principle represents an objective, which is deemed to have positive consequences for the City over the long-term. Collectively, these principles provide a reference for aligning financial planning objectives with other City objectives, thereby helping to preserve the ongoing financial health of the City. These principles are of two types: those related to both the Capital and the Operating Financial Plan and those specific to the Operating Plan.

PRINCIPLES FOR BOTH CAPITAL & OPERATING FINANCIAL PLANNING

- Reflect the goals of Corporate and Departmental Strategic Plans.
The Departmental Strategic and Financial Plans should include capital projects and operating programs which are consistent with Council-approved Strategic Plans.
- Balance citizens' service expectations with their ability and willingness to pay.
The Departmental Strategic and Financial Plans should include capital projects and operating programs which balance the expectations of citizens for services with their ability and willingness to pay for those services.
- Provide funding for ongoing maintenance and asset replacement.
The Departmental Strategic and Financial Plans should incorporate into the cost of capital projects, the costs associated with ongoing maintenance and replacement of investments in facilities, equipment and infrastructure.
- Strive to finance capital projects on a 'pay-as-you-go' basis.
The Departmental Strategic and Financial Plans should assume that capital projects be financed without taking on debt, unless it is required in support of an exceptional opportunity.
- Encourage cost-effective service delivery.
The Departmental Strategic and Financial Plans should support capital projects and operating programs which deliver cost-effective services through entrepreneurship, creativity, and innovation.
- Charge new development the appropriate share of new infrastructure costs.
The Departmental Strategic and Financial Plans should finance through development cost charges an appropriate proportion of the cost of new development related to capital infrastructure, as determined by Council Policy.
- Target total debt service charges to below five percent of expenditures.
The Departmental Strategic and Financial Plans should strive to keep the annual cost of total debt servicing below five percent of the City's annual expenditures.

PRINCIPLES SPECIFIC TO OPERATING FINANCIAL PLANNING

- Ensure that current revenues support current programs.
The Financial Plan should provide that current programs are funded from current revenues and that reserves are used only as a temporary balancing measure. Any reserves that are used to balance the Operating Financial Plan should be subsequently replenished.
- Reward cost-effective innovations.
The Financial Plan should reward cost-saving initiatives through a "save and invest" philosophy rather than a "spend it or lose it" approach. This philosophy allows City departments to reinvest their savings from innovation.
- Maintain appropriate level of Reserves as determined by Council.
The Financial Plan should allocate an appropriate level of funds to reserves in order to maintain services throughout economic cycles. Specifically, the Financial Plan should:
 - Provide adequate funding for unforeseen costs and revenue reductions;
 - Provide bridge financing for Capital Projects; and
 - Allow the City to take advantage of market opportunities.

Council will determine the appropriate level of these reserves.

INFLATIONARY INCREASES

2015 inflation has been projected at 1.0%. However, City departments have been cautioned to allow for inflationary increases only as necessary where uncontrollable cost increases may be anticipated or where contracts warrant inflationary increases.

Departments have also been provided with the following inflationary increase estimates, as calculated by City vendors.

	2015	2016	2017	2018	2019
Water	2.8%	6.7%	6.0%	6.0%	4.9%
Sewer	4.3%	6.6%	7.2%	7.7%	7.2%
Drainage	6.0%	2.3%	2.3%	2.2%	2.2%
Solid Waste	0.0%	1.8%	1.7%	1.7%	1.7%
Equipment	0.5%	0.5%	0.5%	0.5%	0.5%

The City of Surrey is the second-largest City in British Columbia, located at the crossroads of the Pacific Rim, Greater Vancouver and the United States. Surrey's population grows every year and a rich ethnic diversity flourishes in this vibrant community. Visitors and residents alike, enjoy Surrey's natural beauty of green forests, tranquil rivers and spectacular parks. With its agricultural heritage and economic growth, the City of Surrey is proud to declare its vision, "the future lives here".

SURREY FACTS



SIZE – As the second-largest City in the province, Surrey is approximately 317 km², an area almost equal to that of Vancouver, Richmond and Burnaby combined (344 km²). Surrey's land use is approximately 49% residential, 36% agricultural/conservation, and approximately 14% commercial/industrial which also includes areas of mixed employment. The remaining 1% includes Surrey's Town Centres and Central Business District in Surrey's City Centre. The Town Centre designation

supports the development of each of Surrey's five Town Centres outside of the City Centre as the primary commercial, institutional and civic hearts of their communities. The Central Business District designation is intended to support the continued development of Surrey City Centre as the primary commercial, civic, institutional, transit and high-density residential centre for Surrey.

POPULATION - Surrey is also one of the fastest growing major cities in Canada, with growth averaging over 8,300 people per year for the past five years. A large proportion of this growth is due to immigration. The current population is estimated to be 508,040.

BUSINESS - Surrey City Council's "open for business" attitude is attracting international attention. Over 15,900 businesses are based in Surrey, and almost 2,500 new business licenses were issued in 2014. Investors are taking advantage of Surrey's diverse economy, skilled labour force and excellent regional and international distribution links.

CITY SERVICES – In 2014, the City of Surrey collected \$263 million in taxation revenue. These funds are used to support City services such as:

- 17 Fire halls and over 416 fire fighters;
- Five community policing stations and 685 RCMP members;
- Nine library branches including the new state-of-the-art library recently built at City Centre;
- The Surrey Sport and Leisure Complex, featuring a 50-metre pool, a leisure pool, and three sheets of ice;
- The Fraser Heights Recreation Centre, featuring a full sized gymnasium and skate park;
- The Guildford Recreation Centre, featuring a weight room, an indoor track, and a group fitness studio;
- The South Surrey Recreation Centre, featuring gymnasium space, a dance studio, and a youth lounge;
- The Cloverdale Recreation Centre, featuring three gymnasiums, a fitness/weight room, and multi-purpose rooms;
- The 24,000 square foot Surrey Museum, featuring program, exhibition and collections preservation spaces;
- The upgraded 1912 Municipal Hall which houses the City Archives/Heritage Services Administration program and collections preservation space;
- Over 6,400 acres of designated park and protected open spaces which include 221 athletic fields, 13 synthetic turf fields and 298 kilometres of trails and paths;
- Improvements to the various transportation routes within the City including road widening, median beautification, construction of pedestrian/cycling overpasses and large scale transportation projects;
- Many water, sewer, drainage, and dyking improvements and upgrades; and
- Transforming Surrey from a suburban community to a thriving urban environment with national and international opportunities for business and tourism.



SURREY HISTORY IN BRIEF

- 1855 - Gold discovered
- 1860 - Hand logging started along Fraser River
- 1879 - Surrey incorporated as a district municipality consisting of 35 property owners
- 1881 - First Town Hall built at Surrey Centre
- 1882 - 'K de K' started ferry service across Fraser River
- 1904 - Fraser Bridge opened
- 1909 - Surrey's first chief constable appointed
- 1929 - Surrey Leader newspaper first published
- 1937 - Pattullo Bridge opened
- 1940 - King George Highway officially opened
- 1948 - Surrey Parks Commission established
- 1960 - Port Mann Bridge opened
- 1962 - New Municipal Hall constructed at Highway 10 and 142nd Street
- 1971 - Surrey's population reaches 96,000
- 1988 - Sunnyside Acres and Green Timbers dedicated as urban forests
- 1993 - Surrey celebrated becoming a City and a SkyTrain link opens
- 1996 - Surrey's population surpassed 300,000 and Future Surrey—Creating the Vision and Meeting the Challenges project completed
- 2001 - Surrey became the 11th largest City in Canada and Surrey RCMP celebrated 50 years of service to the City
- 2003 - Surrey celebrated 10 years as a City
- 2005 - Surrey citizens elected its first female Mayor and its first Indo-Canadian Councillor
- 2007 - Surrey won national recognition as urban forest leader and Surrey celebrated its 10th Environmental Extravaganza
- 2008 - Surrey awarded the Cultural Capital of Canada designation from the Department of Canadian Heritage
- 2009 - Surrey adopted a new corporate image with a new logo and the tagline "the future lives here"
 - The Surrey Sustainability Charter was published
- 2010 - Surrey served as an official venue for the 2010 Winter Olympics and hosted a celebration site situated at Holland Park
 - Surrey launched Western Canada's first multi-lingual municipal website



Surrey Museum

- 2011 - First major Canadian City to host an electric vehicle charging station at City Hall
 - Surrey was named Best Place to Invest in Western Canada
 - City Centre Library had its grand opening
- 2012 - Surrey was one of two Canadian Cities to win a \$400,000 Smarter Cities Challenge Grant to help improve early childhood development
 - RCMP "E" Division headquarters was relocated to the new Green Timbers facility in Surrey
- 2013 - Surrey developed and implemented a new action plan to help better integrate immigrants and refugees
 - The Rethink Waste Program hit its 70% waste diversion goal after just 3 months
 - The Real Estate Investment Network (REIN) released its 2013 report of the "Top British Columbia Investment Towns" naming Surrey at the number one spot for the fourth consecutive year
- 2014 - The new Surrey City Hall officially opened its doors
 - The Surrey Fusion Festival was named "Best Festival" by Special Event Magazine which recognizes the world's top special events and the hard work of industry professionals who organize them
 - Surrey received a 2014 Sustainable Communities Award for the 'Rethink Waste' Collection Program from the Federation of Canadian Municipalities
 - City Council adopted the Green Surrey program, released the "Smart Surrey Strategy," launched the "My Surrey App" and signed a free citywide Wi-Fi agreement
 - Surrey launched its "Open Data Program" commitment to open, transparent and accessible government with more available data sets than any municipality in Canada
 - Surrey was named one of the world's Smart21 Communities of 2015 by The Intelligent Community Forum
 - The City of Surrey launched a Biodiversity Conservation Strategy recognizing biodiversity as a key foundation of a healthy, livable and sustainable community.
 - The City of Surrey adopted the Age-Friendly Strategy for Seniors
 - Dianne Watts finished her third term as Mayor and was succeeded by Councillor Linda Hepner, elected Mayor in November 2014

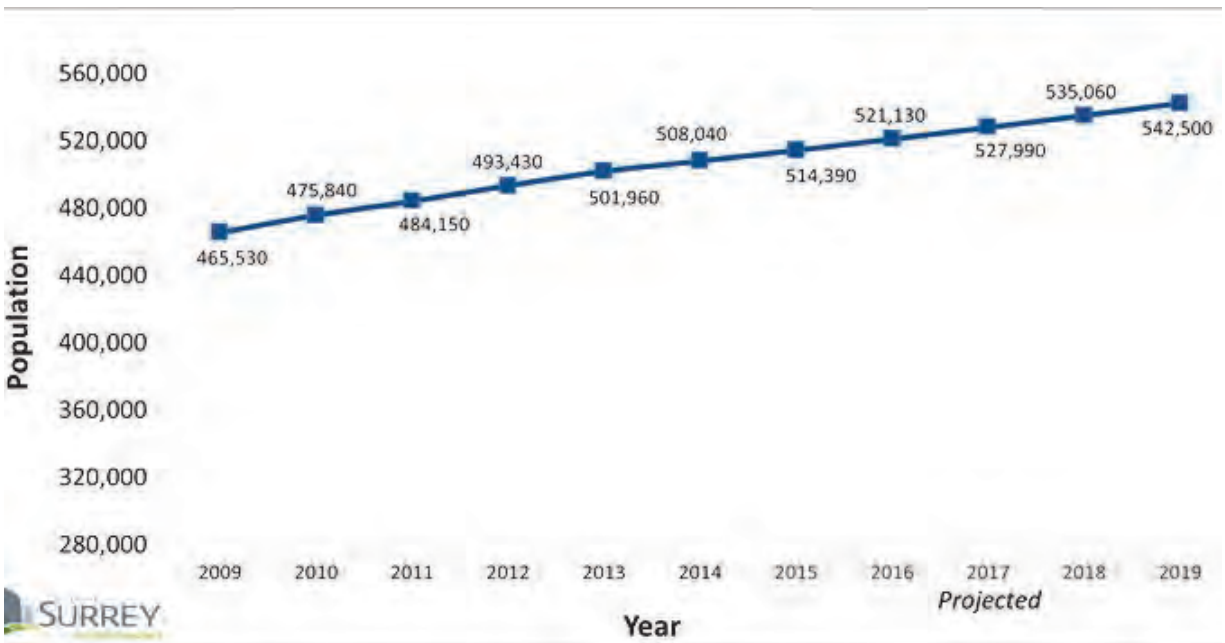
As of December 2014, Surrey’s population is estimated at 508,040 residents. This estimate is based on the City’s residential building inventory, created using a combination of data sources that include:

- BC Assessment Authority data;
- Surrey Building Permit information;
- Surrey secondary suite data;
- The latest GIS Orthophoto imagery; and
- Surrey GIS Cadastre (lot and address) information.

The City's estimates are calibrated to the Census of Canada (including the estimated Census undercount) every five years as this data is released.

The graph below illustrates the total existing and projected City population for the years 2009 through 2019. Over the last 5 years, Surrey's population has grown by over 42,150 residents, representing an average annual growth rate of 1.83%. Further population growth of approximately 34,460 residents is projected for the five years between 2014 and 2019, for an estimated 2019 population of 542,500. This estimate represents an average annual growth rate of approximately 1.36% over the next five years.

Total Population in Surrey (2009–2019)



Source: City of Surrey Planning & Development Department

Population & Growth Statistics

This expected growth is consistent with Metro Vancouver's Regional Growth Strategy estimates for Surrey's growth rate, and is slightly lower than the growth rate experienced in Surrey over the past decade. This level of growth is considered to be robust, but manageable.

Surrey's population at the end of 2014 comprised approximately 20.6% of the population of Metro Vancouver. Over the next five years this will rise to 21.0%, as Surrey's share of regional population growth in this time period is expected to be between 26-28%.

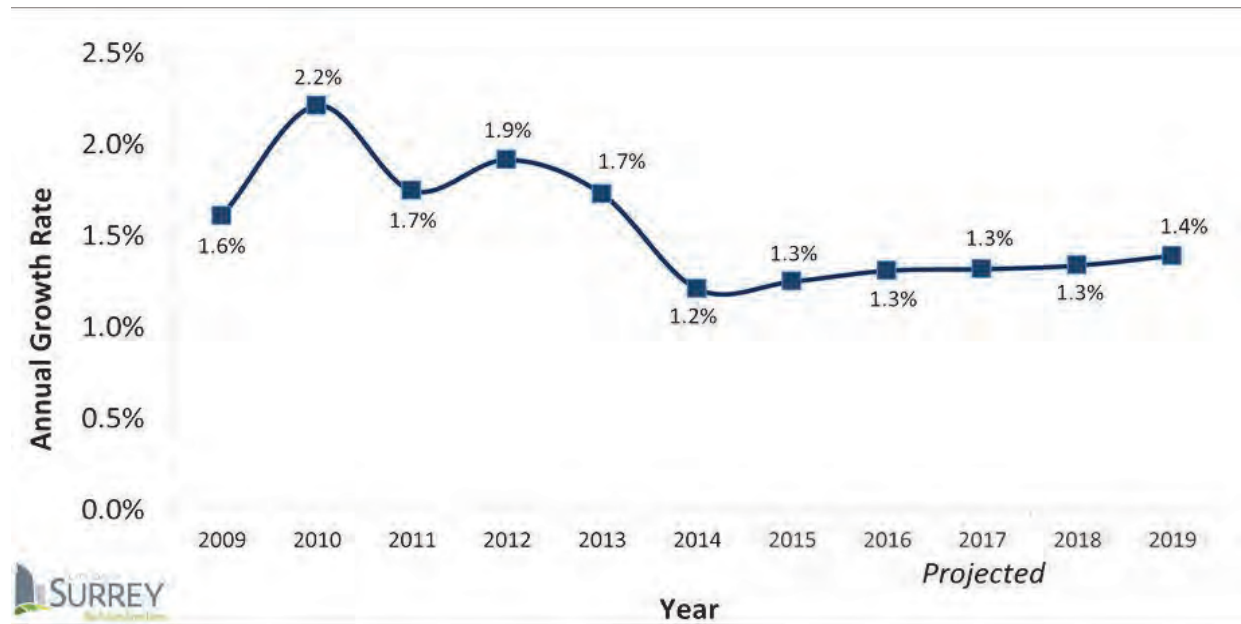
Surrey's actual and projected annual population growth rate for each of the years from 2009 to 2019 is below.

Population Estimates and Projections 2009 - 2019								
Year	Cloverdale	Fleetwood	Guildford	Newton	South Surrey	Whalley (Including the City Centre)	City Centre Component	Surrey Total
2009	61,030	56,390	59,670	118,820	75,290	94,330	27,570	465,530
2010	63,660	57,190	60,030	122,040	77,660	95,260	28,050	475,840
2011	65,480	58,000	60,360	125,020	79,290	96,000	28,420	484,150
2012	67,080	59,090	60,840	127,630	81,480	97,310	29,370	493,430
2013	68,460	59,470	61,480	129,880	82,830	99,840	31,860	501,960
2014	69,980	60,080	61,720	131,660	84,370	100,230	31,950	508,040
2015	71,100	60,390	61,940	133,390	85,470	102,100	33,660	514,390
2016	72,270	60,800	62,280	135,130	86,660	103,990	35,440	521,130
2017	73,560	61,260	62,810	136,730	87,900	105,730	37,090	527,990
2018	75,020	61,770	63,480	138,210	89,370	107,210	38,460	535,060
2019	76,720	62,310	64,340	139,590	91,060	108,480	39,600	542,500

Source: City of Surrey Planning & Development Department

While some annual fluctuation is likely, it is expected that Surrey’s population growth rate will average 1.3% per year over the next few years. Metro Vancouver’s Regional Growth Strategy estimate of Surrey’s growth rate is similar. Surrey’s share of growth in the region is projected to be approximately 27% making it the fastest growing municipality in Metro Vancouver.

Annual Growth Rate of Population (2009–2019)

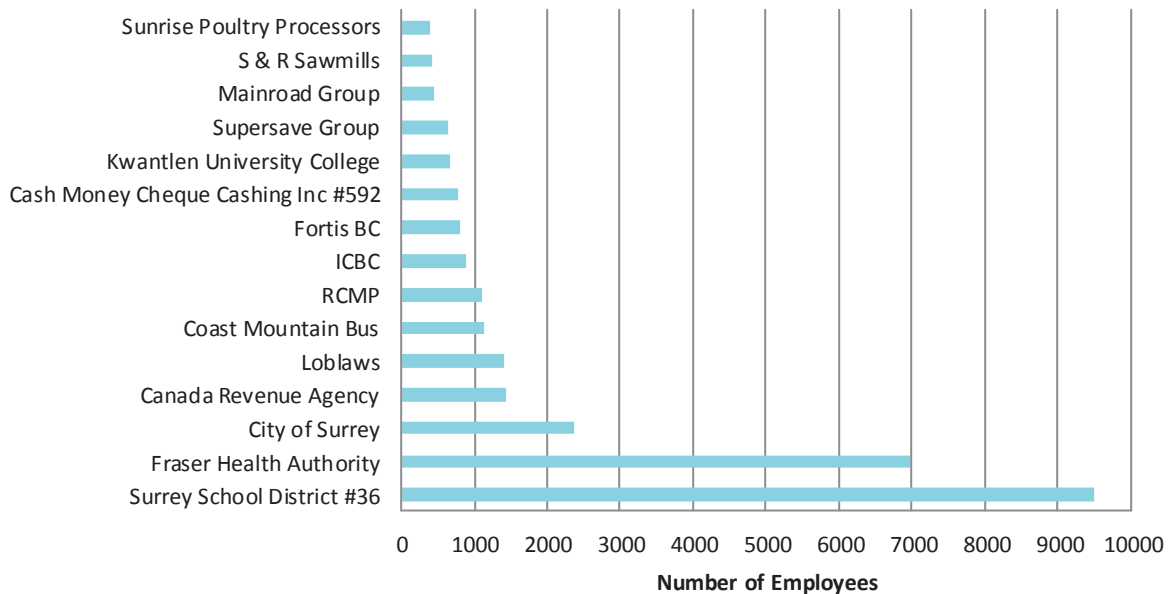


Source: City of Surrey Planning & Development Department

Surrey is home to many large companies and organizations. The largest employers in Surrey include Surrey School District No. 36, Fraser Health Authority, Canada Revenue Agency, City of Surrey, and many more.

Largest Employers in Surrey

(as of December 2014)

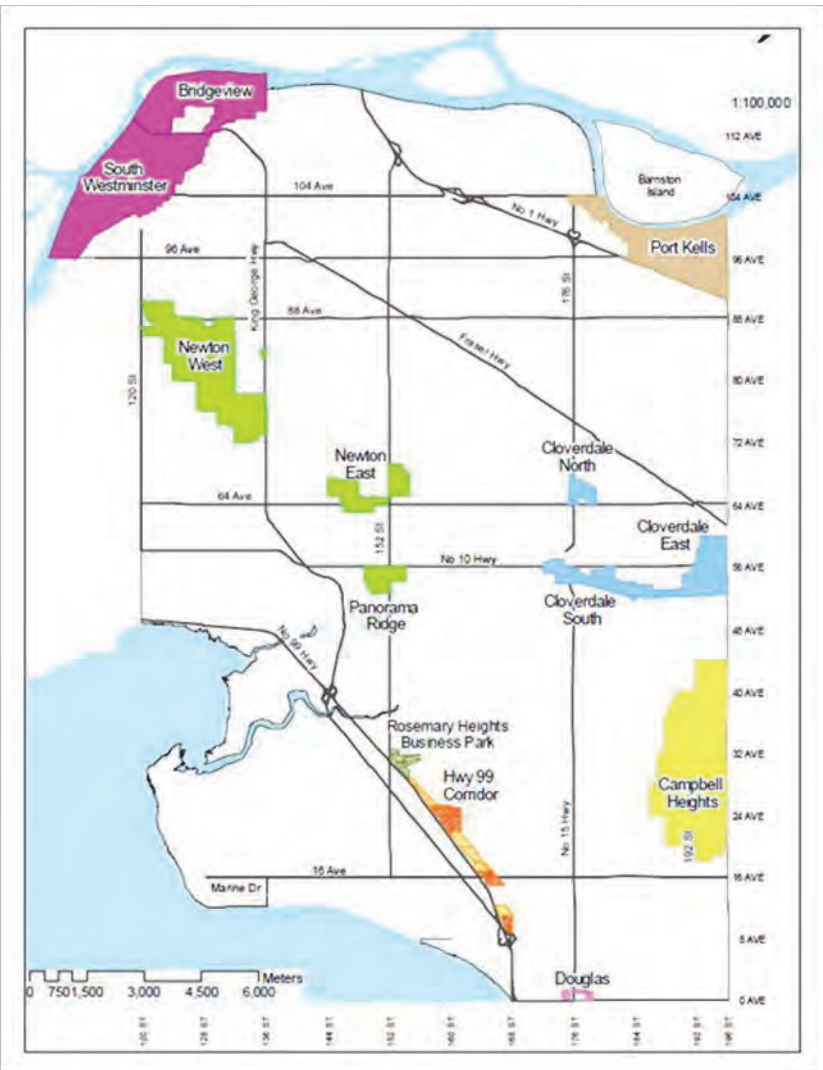


MAJOR INDUSTRIAL AREAS

Surrey’s industrial areas offer a strategic location with access to Metro Vancouver, the United States, and Asia-Pacific markets. Six major highways, three railways, the Fraser Surrey Docks deep-water port, and SkyTrain rapid transit provide efficient movement of goods and people. Surrey’s industrial areas will benefit from provincial and federal funding for the Gateway Program, which includes major transportation projects such as the South Fraser Perimeter Road and a new Port Mann Bridge.

PORT KELLS

Port Kells is a well-established industrial area and home to over 458 businesses. Highway 15 provides a direct connection to the US border and is adjacent to Highway 1, a major east/west trucking route. The South Fraser Perimeter Road will improve access to the Fraser Surrey Docks, the Delta Port, Highway 1, Translink’s Golden Ears Bridge and other major industrial parks in Metro Vancouver.



NEWTON

Industrial areas in Newton have excellent access to major transportation corridors: Scott Road, King George Boulevard, and Highway 10. The area is well served by the Southern Railway and the Fraser Surrey Docks, a deep-water port located within a 20-minute drive. Newton is home to over 1,867 businesses.

BRIDGEVIEW/SOUTH WESTMINSTER

The Fraser Surrey Docks, part of Port Metro Vancouver, is located in South Westminister. The area is also served by rail and located on the SkyTrain rapid transit system at Scott Road Station. The area is designated as one of Surrey’s Economic Investment Zones and has seen significant development as a result of the construction of the Pacific Link Business Park.

CLOVERDALE

Approximately 584 businesses are located in three separate industrial areas in Cloverdale: Cloverdale North, Cloverdale East, and Cloverdale South. The areas have excellent access to major east/west trucking routes, Highway 10 and Highway 1, as well as south to the Pacific Highway border crossing to the US via 176th Street. Rail-served sites are available in East Cloverdale.

CAMPBELL HEIGHTS

The Campbell Heights Business Park is a 1,900 acre high-end business park that is located within 20 minutes of the Pacific Highway border crossing to the US. Major east/west trucking routes are accessible via 16th and 32nd Avenue. Significant construction has occurred since the opening of the park with over 2.7 million square feet of office, commercial, and industrial space built since 2004.

ROSEMARY HEIGHTS

Rosemary Heights benefits from excellent exposure along Highway 99 and will benefit from substantial development along the Highway 99 Corridor to the south. Highway 99 provides access to Vancouver International Airport in 35 minutes and to the Peace Arch border crossing, to the United States, in 15 minutes.

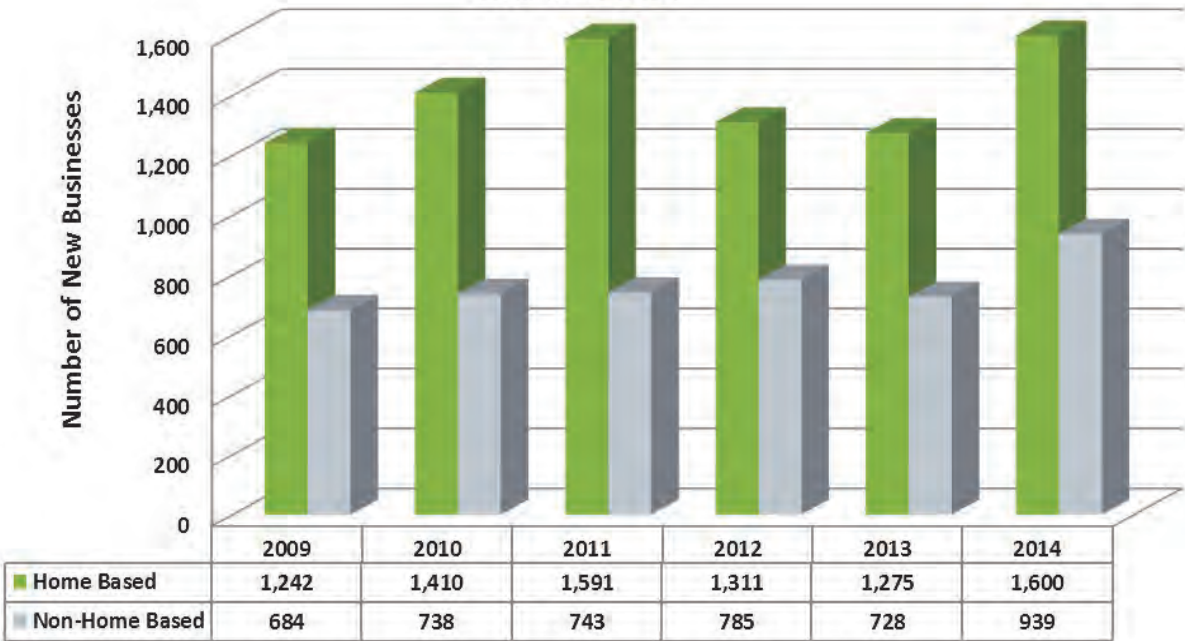
HIGHWAY 99 CORRIDOR

This prominent gateway has experienced significant commercial and residential development over the past five years. Zoning along Highway 99 encourages a variety of uses including industrial, business park, commercial and tourism.

DOUGLAS

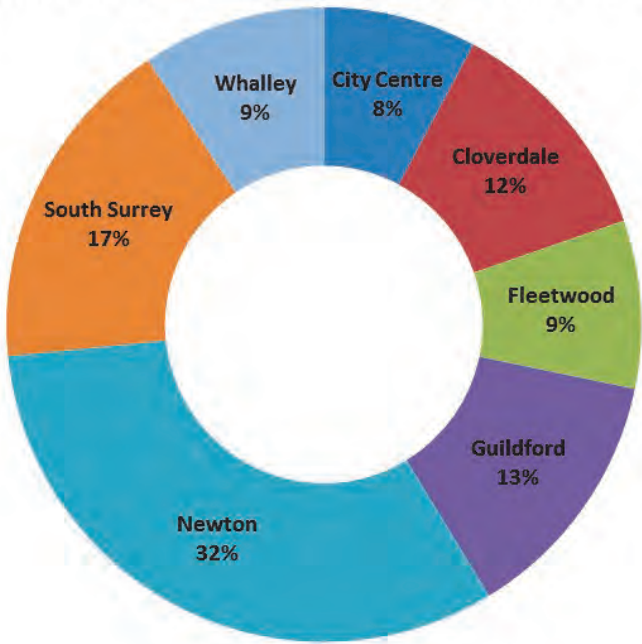
This developing area is located adjacent to the Pacific Highway border crossing, the second busiest commercial border crossing in Canada. A number of transportation and warehousing companies are located in the area, as well as the Canada Border Services Agency.

New Businesses to Surrey 2009 - 2014

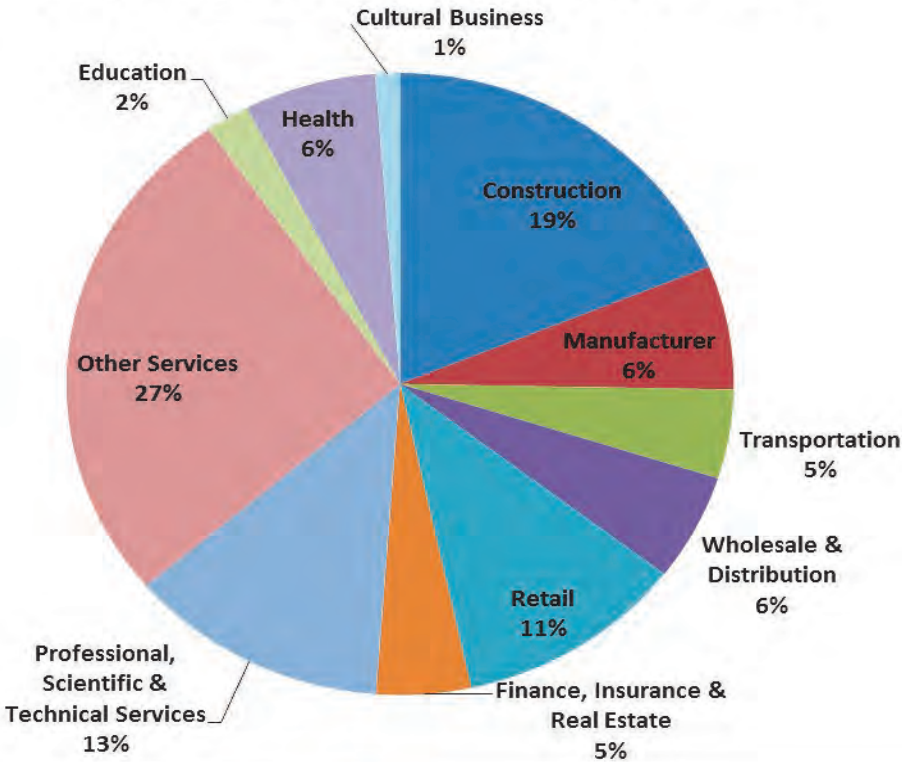


*Excludes non-resident business, vending machines and automated teller machines (ATM)

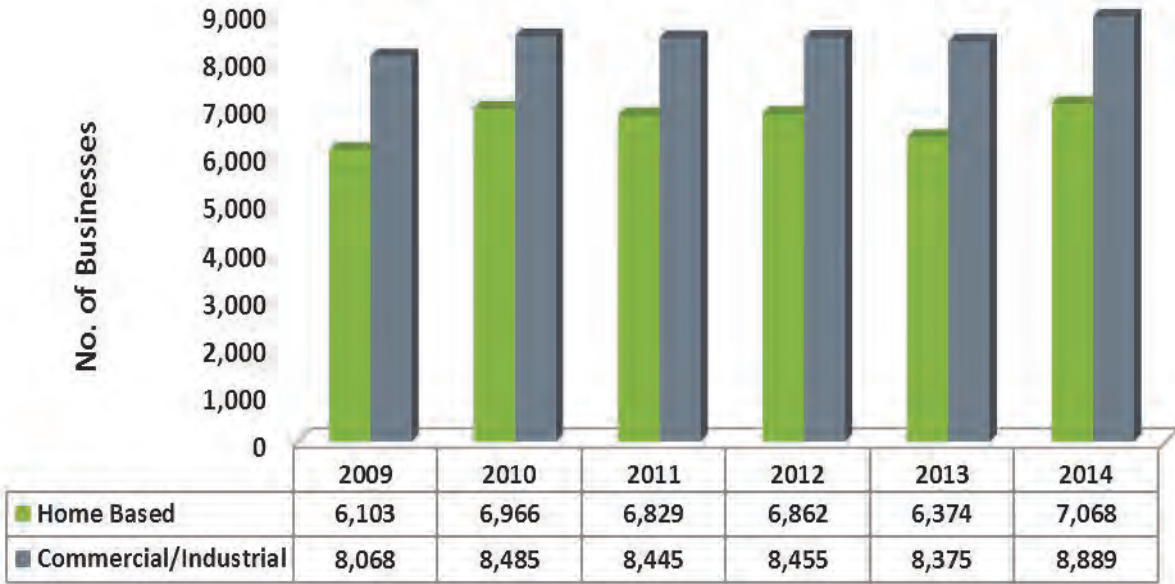
Distribution of Businesses by Community 2014



Surrey's Business Distribution by Sector 2014



Total Business Licenses Issued 2009-2014



Note: Excludes non-resident businesses

TAXES

The Property Tax and Utilities section generates property tax and utility bills using the current tax and utility rates approved by Council and the assessed market values provided by BC Assessment. Tax rates are based on the use of the property. The section is also responsible for collecting taxes for other authorities such as the Greater Vancouver Regional District, the Municipal Finance Authority, BC Assessment, the BC Ministry of Finance (School Tax), and TransLink. Each taxing authority within the region sets its own tax rates. The 2015 tax rates (per \$1,000 of assessed value) for the most common uses are as follows:

- Residential \$4.66
- Business \$14.50
- Light Industrial \$13.87

Surrey property taxes are due on July 2nd each year. Late payments are subject to a 5% penalty if not paid by July 2nd and a further 5% penalty if not paid by September 2nd.

[Property Tax and Utilities Section](#)

City of Surrey
 13450 104th Avenue
 Surrey, BC V3T 1V8
 604-591-4181



Sullivan Heights

UTILITIES

Utility charges for water and sewer are billed on a utility bill, separate from utility charges for waste collection, which are billed on the Property Tax Notice. In 1998, the City introduced water metering to all newly constructed residential and commercial properties. In 2000, a voluntary metering program began, which allowed for previously built residential properties to have meters installed on request. The majority of single family homes now have a water meter and all commercial and industrial properties are metered. Currently, there are over 60,200 water meters installed throughout the City. This is a giant step towards a full “user pay” system.

Water and sewer utilities for residential properties are classified in two billing categories, metered and annual.

Metered utility accounts are billed every four months (three times a year) and are based on a meter consumption. Payments are due by the 2nd of the following month and late payments are subject to a 5% penalty.

Annual flat rate utility accounts are billed in late February and are due by April 2nd of each year. Late payments are subject to a 5% penalty if not paid by April 2nd and a further 5% penalty if not paid by July 2nd.

Surrey's utility system has several different categories of users and each category has a separate rate schedule. The rates listed below are for Single Family Dwellings (SFD).

2015 WATER RATES

The current metered water rate is \$0.8950 per cubic meter; a SFD with an average yearly consumption of 400 cubic meters, for instance, would pay \$379 (this includes the meter base charge of \$21 per four month period). A SFD subject to the annual flat rate billing would pay \$779 per year for the same water service. Under the flat rate program, each secondary suite located within the structure of a SFD is subject to an additional \$287 per year for water service.

2015 SEWER RATES

Metered sewer charges are billed based on 80% of the total quantity of water as measured by the water meter with the current rate at \$0.90625 per cubic meter. A SFD with a yearly water consumption of 400 cubic metres, for instance, would pay \$362.50. A SFD subject to the annual flat rate billing would pay \$580 per year for sewer service. Under the flat rate secondary suite program, each suite located within the SFD unit would be subject to an additional \$580 per year for sewer service.

2015 DRAINAGE RATES

All properties are subject to the Drainage Parcel Tax. The current rate is \$213 per year.

2015 WASTE COLLECTION RATES

Residential refuse collection is provided by the City for properties within collection areas at a cost of \$283 per year for a SFD. The service is billed on the annual property tax assessment, due July 2nd. Residential properties located outside local collection areas and all commercial and industrial users, must arrange for their own collection services through private contractors. Each secondary suite located within a SFD is subject to an additional \$142 per year for refuse collection.

ASSESSMENTS

BC Assessment classifies and values each property, using the information to determine the market value of a property as of a specific date. In January of each year, assessment notices are mailed stating the property values based on an evaluation date of July 1st of the previous year. A property owner is provided with an opportunity to have their assessment reviewed by the Property Assessment Review Panel. Such a review is the first formal step for property assessment concerns.

[BC Assessment](#)

#100—5477 152 Street
Surrey, BC V3S 5A5
604-576-4700
Toll Free: 1-866-825-8322



SURREY PUBLIC SCHOOLS

School District No. 36 (Surrey) serves the City of Surrey, the City of White Rock, and the rural area of Barnston Island.

As of October 2014, School District No. 36 served over 68,977 students from K-12 plus more than 5,716 students in adult education completion programs at 129 district schools and learning centres, including a distributed (online) learning program and a variety of satellite and inter-agency programs serving a wide range of student needs. Learning centres include:

- 101 Elementary Schools;
- 19 Secondary Schools;
- 5 Student Learning Centres; and
- 4 Adult Education Centres.

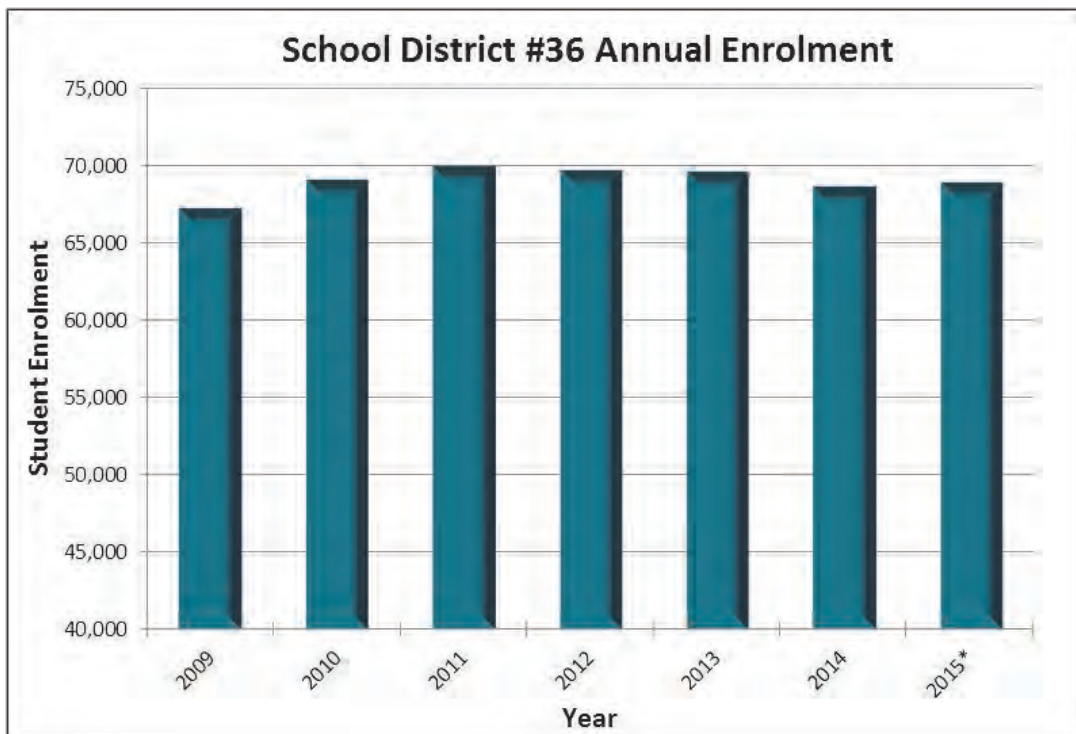
School District No. 36 (Surrey)

14033 – 92nd Avenue

Surrey, BC V3V 0B7

604-596-7733

www.surreyschools.ca



**Numbers for 2015 are projected.*

POST SECONDARY EDUCATION

Surrey is home to various post secondary institutions including universities, polytechnic institutions, and trades and technology training facilities.

Simon Fraser University maintains one of its three campuses in Surrey.

Simon Fraser University – Surrey Campus

#250 - 13450 – 102nd Avenue
Surrey, BC V3T 0A3
778-782-7400
www.sfu.ca



Simon Fraser University Central City

Kwantlen Polytechnic University maintains two of its four campuses in Surrey. The additional campuses, easily accessed via transit or vehicle, are located in Langley and Richmond.

Kwantlen Polytechnic University

Surrey Campus
12666 – 72nd Avenue
Surrey, BC V3W 2M8
604-599-2000
www.kwantlen.bc.ca

Cloverdale Campus
5500 – 180th Street
Surrey, BC V3S 4K5
604-599-2000
www.kwantlen.bc.ca



*Kwantlen Polytechnic University
Cloverdale Campus*

The following universities are easily accessed by Surrey residents via transit or by vehicle:

University of British Columbia – Point Grey

2329 West Mall

Vancouver, BC V6T 1Z4

604-822-2211

www.ubc.ca

(Additional campuses located at Robson Square and Great Northern Way.)

Simon Fraser University – Burnaby Mountain Campus

8888 University Drive

Burnaby, BC V5A 1S6

778-782-3111

www.sfu.ca

(Additional campus located in Downtown Vancouver.)

Trinity Western University

7600 Glover Road

Langley, BC V2Y 1Y1

604-888-7511

www.twu.ca

British Columbia Institute of Technology

3700 Willingdon Avenue

Burnaby, BC V5G 3H2

604-434-5734

www.bcit.ca

(BCIT has five main campuses and 9 satellite campuses.)

HOSPITALS

Emergency police, fire and ambulance services in Surrey and the Lower Mainland are dispatched through a central dispatch office. Dial 911.

Surrey Memorial Hospital (SMH) is a regional hospital providing care for patients of all ages, from new-borns to seniors. The hospital provides a full range of primary and secondary hospital services along with selected tertiary (highly specialized) services. The addition of the new Critical Care Tower in 2014, which also houses the province’s largest Emergency Department, extended the hospital to a total of 650 beds. Surrey is also home to the Jim Pattison Outpatient Care and Surgery Centre, which opened in 2011 to provide innovative surgery and outpatient services for the Fraser Health region.



Critical Care Centre

Surrey Memorial Hospital

13750 – 96th Avenue
 Surrey, BC V3V 1Z2
 604-581-2211 (non-emergency)
www.fraserhealth.ca

Jim Pattison Outpatient Care & Surgery Centre

9750 – 140th Street
 Surrey, BC V3T 0G9
 604-582-4550
www.fraserhealth.ca

Located in the adjacent community of White Rock, the Peace Arch Hospital serves the medical needs of White Rock and South Surrey residents.

Peace Arch Hospital

15521 Russell Avenue
 White Rock, BC V4B 2R4
 604-531-5512 (non-emergency)
www.fraserhealth.ca

The Fraser Valley Cancer Centre is one of five full service cancer centres of the BC Cancer Agency, providing a broad range of services including prevention, treatment, screening, genetic counselling, and supportive care.

Fraser Valley Cancer Centre

13750 – 96th Avenue
 Surrey, BC V3V 1Z2
 604-930-2098
 Toll free 1-800-523-2885
www.bccancer.bc.ca/RS/FraserValleyCentre

FRASER HEALTH AUTHORITY

The Fraser Health Authority, under the guidance of the provincial Ministry of Health, provides community health care. Programs offered include prenatal care, community mental health services, home care nursing, and community care for the elderly.

Corporate Office

#400 – 13450 – 102nd Avenue
 Surrey, BC V3T 0H1
 604-587-4600
 Toll Free 1-877-935-5669
www.fraserhealth.ca

Guildford Public Health Unit

#100 – 10233 – 153rd Street
 Surrey, BC V3R 0Z7
 604-587-4750
www.fraserhealth.ca

North Surrey Public Health Unit

#220 – 10362 King George Boulevard
 Surrey, BC V3T 2W5
 604-587-7900
www.fraserhealth.ca

Newton Public Health Unit

#200 – 7337 - 137th Avenue
 Surrey, BC V3W 1A4
 604-592-2000
www.fraserhealth.ca

White Rock/South Surrey Public Health Unit

15476 Vine Avenue
 White Rock, BC V4B 5M2
 604-542-4000
www.fraserhealth.ca

Cloverdale Public Health Unit

#205— 17700 56th Avenue
 Surrey, BC V3S1C7
 604-575-5100
www.fraserhealth.ca

FIRE SERVICES

Surrey has a total of 17 fire halls and 416 fire fighters, of which over 60 are volunteers. This strong contingent of volunteers makes Surrey's Fire Department one of the largest composite fire departments in Canada. Surrey's fire fighting equipment includes a wide variety of emergency vehicles made up of fire trucks, rescue vehicles, hazardous response vehicles, aerial towers, an aerial platform, and a mobile command post (which is shared with the RCMP).

The Fire Prevention Division performs building inspections to ensure compliance to Code and fire scene investigations for cause determination. The Public Education Division provides programs on fire prevention and survival skills to schools, businesses, and community groups.

Surrey Fire Department

8767 – 132nd Street
Surrey, BC V3W 4P1
604-543-6700
(non-emergency)
www.surrey.ca/city-services/4696.aspx



Surrey Firefighter services

LAW ENFORCEMENT

The City of Surrey contracts with the Royal Canadian Mounted Police (RCMP) to provide municipal level police services. The Surrey detachment is the largest RCMP detachment in Canada with 803 police members (regular and civilian) and a support staff of 292 municipal employees. Surrey RCMP is also the second largest municipal police force in the province, based on authorized police strength alone.

Surrey RCMP

14355 – 57th Avenue
Surrey, BC V3X 1A9
604-599-0502
(non-emergency)
www.surrey.rcmp.ca

Surrey Court Services

Provincial/Family Courts
14340 – 57th Avenue
Surrey, BC V3X 1B2
604-572-2200
www.provinciacourt.bc.ca



Surrey RCMP on Patrol

Surrey was incorporated as a District Municipality on November 14, 1879 and as a City 114 years later on September 11, 1993. Surrey Council is comprised of nine members: the Mayor and eight Councillors. All members of Council are elected “at large”, meaning they do not represent specific geographic areas within the City. Municipal elections take place every four years on the third Saturday in November. The last municipal election took place on November 15, 2014. The present Council will hold office until December 2018. Regular Council meetings are held on Monday evenings at 7:00 p.m. at City Hall, located at 13450 104th Avenue. Current Council members, their office telephone numbers and email addresses are as follows:

MAYOR

Linda Hepner 604-591-4582 LHepner@Surrey.ca

COUNCILLORS

Tom S. Gill 604-591-4634 TSGill@Surrey.ca

Bruce Hayne 604-591-4025 BruceHayne@Surrey.ca

Vera LeFranc 604-591-4347 Vera.LeFranc@Surrey.ca

Mary E. Martin 604-591-4622 MMartin@Surrey.ca

Mike Starchuk 604-591-4346 Mike.Starchuk@Surrey.ca

H. Barbara Steele 604-591-4623 HBSteele@Surrey.ca

Judy A. Villeneuve 604-591-4625 JAVilleneuve@Surrey.ca

Dave Woods 604-591-4349 Dave.Woods@Surrey.ca

Under Council’s direction, the City’s Senior Management Team oversees the day-to-day activities of the City. This team is made up of the following managers:

City Manager Vincent Lalonde	604-591-4122	VALalonde@surrey.ca
City Solicitor Craig MacFarlane	604-591-4255	CMacFarlane@surrey.ca
General Manager, Engineering Fraser Smith	604-591-4314	FSmith@surrey.ca
General Manager, Finance & Technology Vivienne Wilke	604-591-4817	VNWilke@surrey.ca
General Manager, Human Resources Nicola Webb	604-591-4846	NWebb@surrey.ca
General Manager, Parks, Recreation & Culture Laurie Cavan	604-598-5760	LACavan@surrey.ca
General Manager, Planning & Development Jean Lamontagne	604-591-4474	JLLamontagne@surrey.ca
Fire Chief Len Garis	604-543-6701	LWGaris@surrey.ca
Officer in Charge, Surrey RCMP Detachment Chief Superintendent Bill Fordy	604-599-7712	Bill.Fordy@rcmp.gc.ca
Chief Librarian Melanie Houlden	604-598-7305	MGHoulden@surrey.ca

SURREY'S VALUES



COMMUNITY

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.

INNOVATION

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.

INTEGRITY

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.

SERVICE

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.

TEAMWORK

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.

The Community Charter mandates that municipalities develop and report on organizational objectives and the measures used to determine their progress. Council has expanded on the broad set of guideposts used in the past and developed specific measures to support their overall objective. The following section describes the City's decision-making guideposts. Accomplishments achieved by the City of Surrey in 2014 and future initiatives that the City will undertake during the next five years are detailed within each department's section.

To highlight the City's commitment to advancing sustainable practices, the 2014 accomplishments and future objectives and goals have been aligned with the Sustainability Charter's three pillars: **Economic**, **Environmental**, and **Socio-Cultural**. For more information about our sustainability dashboard, visit www.surrey.ca/dashboard and for additional information on specific accomplishments and goals, please read the departmental overviews.

Our 2014 accomplishments and future goals concentrate on promoting long-term fiscal health, helping to reduce our ecological footprint, and encouraging citizens to become involved and express their opinions in decision making.

Also located within each Department's section are performance measures that support the City's organizational objectives.

DECISION MAKING GUIDEPOSTS

When setting future goals, the City of Surrey is committed to:

1. Developing current and long-range plans that foster growth and economic development for Surrey's culturally-diverse community while preserving the City's rich environment and quality of life, within the parameters set by Council in the Official Community Plan;
2. Enhancing community and individual well-being by providing Police, Fire, and By-law services that protect residents and visitors.
3. Developing and implementing long and short-term Engineering Infrastructure Service Plans that respond to growth and meet the current needs of the City's citizens and businesses;
4. Planning and delivering Parks, Recreation and Culture Programs and Library services that encourage participation from residents and visitors of all ages and backgrounds;
5. Providing open and responsive government through public consultation, as required by the Community Charter;
6. Planning for the succession of the City's workforce by creating a challenging, market-competitive, healthy, and respectful workplace that attracts and retains qualified candidates while reflecting the diverse nature of the City;
7. Fostering co-operative relations with other governments, community organizations, and local businesses;
8. Developing programs, policies, and initiatives that focus on Council's specific key objectives; and
9. Protecting the City's long-term financial health by managing the City's finances while delivering services to the public within the parameters set by Council in the Five-Year Financial Plan.

POLICY MANUAL

The purpose of the City of Surrey's Policy Manual is to describe the policies as adopted by Council. It guides each General Manager in the operation of their department and enables staff to make decisions within a common, Council-approved framework. The Policy Manual guides Council members, to make their decisions within existing policy and assists them when advising the general public on matters brought to their attention.

The Community Charter and the Local Government Act in conjunction with Generally Accepted Accounting Principles (GAAP), form the basis of the City's Financial Plan and Financial Policies. These laws and standards determine financial planning calendar dates, specify financial planning controls, allow ways to amend the Financial Plan after adoption, and prescribe appropriate methods for financial planning, accounting, and reporting.

The policies, guidelines, and plans affecting the City of Surrey's financial practices are as follows:

CASH HANDLING POLICY:

This policy specifies the requirements staff must meet when handling tender, from the initial point of collection through the reconciliation and the deposit process.

DEVELOPMENT COST CHARGE AND CREDIT POLICY:

This policy specifies refund and credit opportunities available to applicants who have paid all or part of their Development Cost Charges (DCC), but have chosen to cancel their building permit. Opportunities are determined by the amount of DCC paid as well as the length of time the permit has been open.

INVESTMENTS POLICY:

This policy stipulates that the City of Surrey will invest funds in a manner that provides an optimal blend of investment return and security while meeting daily cash flow demands and complying with the statutory requirements of the Community Charter. The policy states that City funds are to be invested prudently and that the City's investment practices support the three fundamental objectives of safety, liquidity, and return on investment.

MUNICIPAL GRANTS POLICY:

This policy specifies that the City will establish ongoing grants from year to year, as well as grants for one-time requests; what types of initiatives/organizations are generally eligible for grants; what types of costs, grants can and cannot cover; and official procedures for processing grant requests, grant appeals and late grant applications, as well as setting the grant budget.

PUBLIC ART POLICY:

The goal of the Public Art Policy is to ensure a sustainable funding mechanism that supports the City's commitment to spend existing and future funds more creatively, serve as an act of public trust and a steward for public art, guide City staff in implementing the Public Art Program, and make public art a catalyst for creativity in Surrey's diverse community.

RESERVE AND SURPLUS POLICY:

This policy directs the establishment and maintenance of reserves, unappropriated surplus, and appropriation of surplus, as well as the use of reserves and appropriations of surplus in meeting the short and long-term financial goals of the City. The policy states guiding principles, objectives, criteria, and procedures, including allowable minimum and maximum reserve and surplus balances.

SUSTAINABILITY CHARTER:

The Sustainability Charter is the City of Surrey's comprehensive framework for implementing a progressive, long-term 50 year vision for a sustainable City. This key document is used to guide our policy and decision making, and to ensure that social, environmental and economic factors are always taken into account. The Sustainability Charter was adopted in 2008 and will be reviewed and updated in 2015.

TANGIBLE CAPITAL ASSET POLICY:

Tangible Capital Assets are non-financial assets having physical substance that are acquired, constructed, or developed and are held for use in the production or supply of goods and services, have useful lives extending beyond an accounting period, are intended to be used on a continuing basis; and are not intended for sale in the ordinary course of operations. The City of Surrey is required to report tangible capital assets on their financial statements in accordance with guidelines set by the Public Sector Accounting Board (PSAB).

TAX EXEMPTION POLICY:

This policy provides guidance to Council in the processing of applications for exemption from property taxes. Though the Community Charter states that exemptions are at the discretion of Council, this policy establishes principles which serve as a guide in the evaluation of applicants.

EXPENSE POLICY:

This policy provides guidelines for employees and other authorized individuals with respect to travel and expense reimbursements. It defines approval authorities, per diem allowances, ineligible costs, and claim processing requirements.

GUIDELINES

REPLACEMENT RESERVE FUND GUIDELINE:

The Replacement Reserve Fund guideline helps to make sufficient reserves available to replace the City's extensive inventory of buildings and equipment. The City makes annual appropriations to the Replacement Reserve Fund to provide necessary funding and reviews the fund, to ensure that funding levels increase over time.

PURCHASE AND EXPENDITURE AUTHORIZATION:

This document details the process that the City is required to follow when completing purchases and ensures applicable Federal, Provincial and Municipal legislation is followed. It explains the purchase flow and the requirements for making purchases on behalf of the City, including when to conduct a public competitive solicitation process.

PLANS

OFFICIAL COMMUNITY PLAN:

The Official Community Plan (OCP) is a statement of objectives and policies to guide City planning decisions over the next 30 years. Taking a comprehensive and long-term perspective, the Plan provides guidance for the physical structure of the City, land use management, economic and residential growth, transportation systems, community development, provision of City services and amenities, agricultural land use, environmental protection, and enhanced social well-being. The OCP is adopted by City Council as a City by-law.

On an annual basis, the Official Community Plan is reviewed to ensure that it contains relevant information and fully considers the City’s evolving nature. The last version incorporated a stronger focus on residential, commercial and industrial land capacity and development, while continuing to emphasize the monitoring and integration of long-term economic development planning. The last version also aligned the goals and objectives of the City’s subordinate master plans with the goals and directions of the Official Community Plan.

PARKS, RECREATION & CULTURE STRATEGIC PLAN:

The Parks, Recreation & Culture Strategic Plan is a framework for decision-making and sets direction for decisions relating to identifying demands, needs and issues regarding the delivery of parks, recreation and culture services to the residents of Surrey.

SURREY PUBLIC LIBRARY STRATEGIC PLAN:

The Surrey Public Library Strategic Plan provides a framework for the delivery of services, including access to local and global information and ideas, encouraging literacy and supporting lifelong learning for all Surrey residents.

TRANSPORTATION STRATEGIC PLAN:

The Transportation Strategic Plan is a long-range planning document that sets out the vision, objectives, proposals and priorities for transportation in Surrey. It shows how transportation plays a part in key policy areas such as the environment, land use, economy, safety and health.

EXAMPLE OF HOW STRATEGIC PLANS TIE INTO SERVICE DELIVERY PLANS

RELATIONSHIP BETWEEN THE OFFICIAL COMMUNITY PLAN AND THE 2015 - 2019 FINANCIAL PLAN

Surrey’s Financial Plan works in conjunction with the Official Community Plan by allocating the City’s financial resources in support of Official Community Plan directives, including:

1. MANAGE GROWTH FOR COMPACT COMMUNITIES

A compact form of development limits future growth to planned areas; provides new opportunities for housing, business, and mobility; and allows more efficient use of City utilities, amenities, and finances.

2. BUILD A SUSTAINABLE LOCAL ECONOMY

A strong local economy is necessary for the fiscal health and functioning of the City; it helps to provide the tax base required to support public infrastructure, amenities, facilities, and services.

3. BUILD COMPLETE COMMUNITIES

Complete communities have a wide range of housing choices, as well as opportunities for employment, business, investment, recreation, and relaxation.

4. ENHANCE CITY IMAGE AND CHARACTER

The City seeks to establish an international reputation as a very attractive location to live, work, locate a business, and visit.

5. INCREASE TRANSPORTATION CHOICE

The City will improve its road networks to allow people and goods to move more efficiently and to support the development patterns of businesses, workplace centres, and neighbourhoods throughout the City.

6. PROTECT AGRICULTURE AND AGRICULTURAL AREAS

The City will protect the viability, productivity, and sustainability of farming and farmland.

7. PROTECT NATURAL AREAS

The City will preserve, protect, and use natural areas for park and recreational purposes.

8. PROVIDE PARKS AND RECREATIONAL FACILITIES

The City will provide good quality parks, open spaces, and recreational facilities for residents.

9. IMPROVE THE "QUALITY OF COMMUNITY"

The City will preserve the City's heritage, provide community and cultural facilities, facilitate an adequate supply of rental and special-needs housing, involve the public in decision making, and build community identity and pride.

10. ENHANCE CITIZENS' SAFETY AND WELL-BEING THROUGH COMMUNITY SAFETY AND CRIME PREVENTION

The City will reduce opportunities for crime and nuisance behaviour and increase citizens' sense of well-being by realizing Crime Prevention through Environmental Design (CPTED) principles.

Similarly all service delivery plans, strategies and programs are driven from strategic plans. Furthermore, performance measures ensure the City is delivering on its organizational objectives.

ORGANIZATIONAL OBJECTIVES & GUIDEPOSTS



CORPORATE POLICIES & GUIDELINES

Sustainability Charter; Development Cost Charge Refund and Credit Policy; Investment Policy; Municipal Grants Policy; Public Art Policy; Cash Handling Policy; Reserve and Surplus Policy; Tax Exemption Policy; Expense Policy; Tangible Capital Assets Policy; Purchase and Payment Process Manual; Replacement Reserve Fund Guideline.



STRATEGIC PLANS

Official Community Plan; Transportation Strategic Plan; Parks, Recreation & Culture Strategic Plan; Surrey Public Library Strategic Plan.



SERVICE DELIVERY PLANS, STRATEGIES & PROGRAMS

Build Surrey Program; Crime Reduction Strategy; Financial Plan; Annual Report.



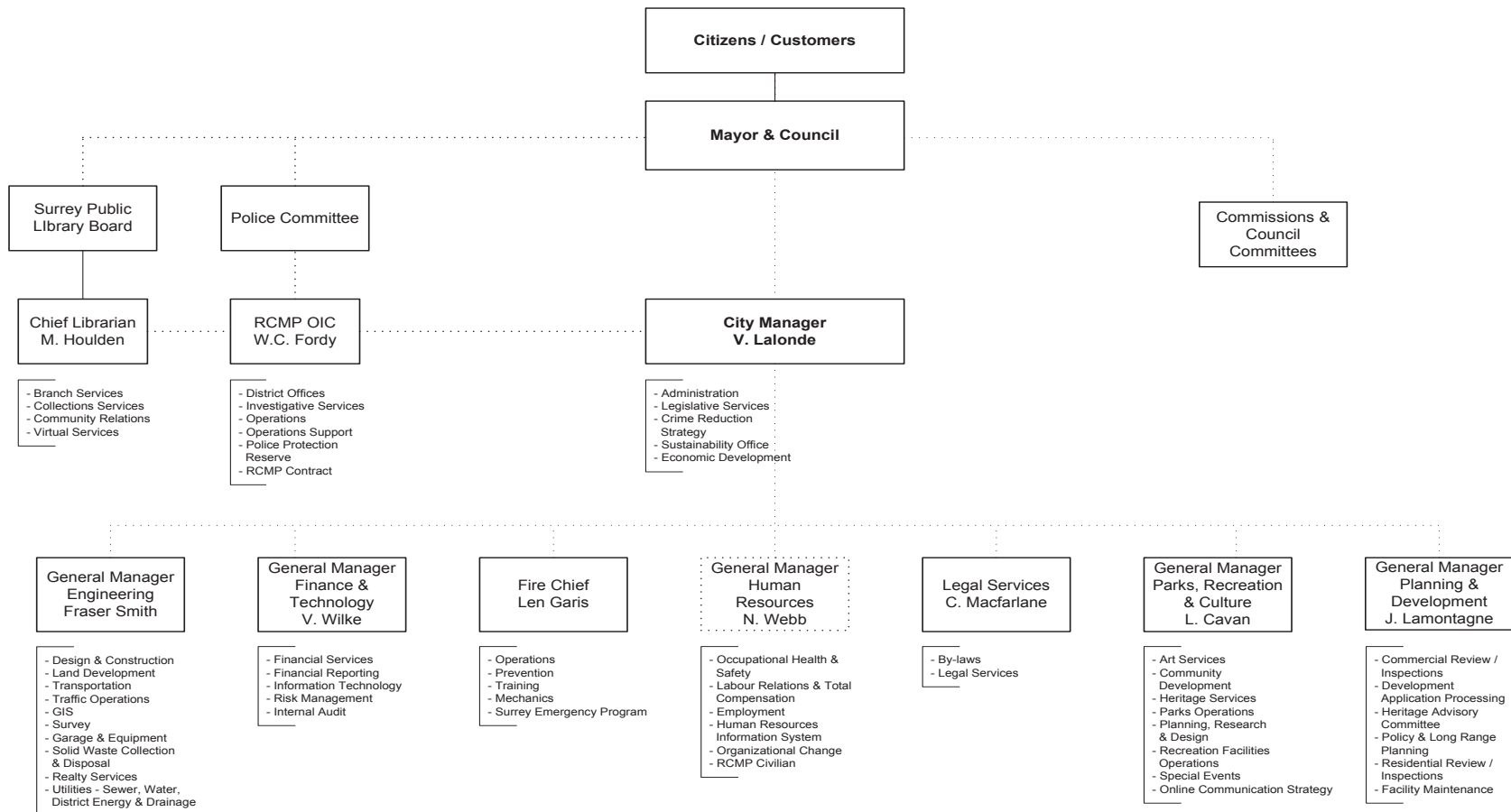
PERFORMANCE MEASURES



2015 – 2019 FINANCIAL PLAN

CITY OF SURREY CORPORATE FUNCTIONS

2015 – 2019 Financial Plan City of Surrey Corporate Functions





2015 – 2019 FINANCIAL PLAN

STAFFING COMPLEMENT SUMMARY

FULL-TIME STAFF

PROGRAM SUMMARY	2013	2014	2014	2015	2016	2017	2018	2019
	*ACTUAL	*ACTUAL	*BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Office of the Mayor	5	6	6	6	6	6	6	6
City Manager								
Administration	6	6	6	7	7	7	7	7
By-law Services	42	41	44	49	49	49	49	49
Economic Development	5	5	5	5	5	5	5	5
Legal Services	12	12	12	13	13	13	13	13
Legislative Services	24	24	26	26	26	26	26	26
	<u>89</u>	<u>88</u>	<u>93</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>
Finance & Technology								
Leadership	7	7	8	10	10	10	10	10
Financial Services	19	19	20	19	19	19	19	19
Financial Processing	22	31	35	31	31	31	31	31
Risk	3	4	4	4	4	4	4	4
Audit Procurement	20	22	24	25	25	25	25	25
Information Technology	60	73	82	89	89	89	89	89
	<u>131</u>	<u>156</u>	<u>173</u>	<u>178</u>	<u>178</u>	<u>178</u>	<u>178</u>	<u>178</u>
Human Resources								
Administration	3	2	2	3	3	3	3	3
Labour Relations & Compensation	8	8	8	7	7	7	7	7
Employment	10	10	10	11	11	11	11	11
Occupational Safety	4	4	5	5	5	5	5	5
	<u>25</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>26</u>	<u>26</u>	<u>26</u>	<u>26</u>
Fire								
Administration	10	13	13	14	14	14	14	14
Mechanics	4	4	4	4	4	4	4	4
Prevention	9	9	9	8	8	8	8	8
Radio & Communications	20	20	20	18	18	18	18	18
Fire Operations	345	356	360	356	356	356	356	356
Training	3	3	3	3	3	3	3	3
	<u>391</u>	<u>405</u>	<u>409</u>	<u>403</u>	<u>403</u>	<u>403</u>	<u>403</u>	<u>403</u>
RCMP								
Administration	14	11	11	16	20	24	27	31
District Offices	6	4	6	6	6	6	6	6
Corporate Services	25	36	41	49	49	49	49	49
Operations	83	78	89	97	97	97	97	97
Information Services	96	87	101	111	111	111	111	111
RCMP Contract	630	616	703	803	813	823	833	843
	<u>854</u>	<u>832</u>	<u>951</u>	<u>1,082</u>	<u>1,096</u>	<u>1,110</u>	<u>1,123</u>	<u>1,137</u>
Engineering Services								
Administration	33	35	38	38	38	38	38	38
District Energy	3	3	3	3	3	3	3	3
Engineering Operations	261	221	264	273	273	273	273	273
Land Development	38	31	39	40	40	40	40	40
Parking Authority	0	1	1	1	1	1	1	1
Real Estate	24	18	24	25	25	25	25	25
Traffic	15	15	14	18	18	18	18	18
Transportation	24	25	26	27	27	27	27	27
Utilities	28	25	29	31	31	31	31	31
	<u>426</u>	<u>374</u>	<u>438</u>	<u>456</u>	<u>456</u>	<u>456</u>	<u>456</u>	<u>456</u>

Staffing Complement Summary

PROGRAM SUMMARY	2013 *ACTUAL	2014 *ACTUAL	2014 *BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Parks, Recreation & Culture								
Administration	20	20	21	21	21	21	21	21
Arenas	18	17	18	18	18	18	18	18
Art Centre	12	12	12	13	13	13	13	13
Community Development	7	7	6	6	6	6	6	6
Community Recreation Services	44	44	45	45	45	45	45	45
Heritage Services	6	6	6	6	6	6	6	6
Indoor Pools	26	27	27	42	42	42	42	42
Marketing	8	9	9	10	10	10	10	10
Parks Division	89	90	91	106	106	106	106	106
Planning & Research	5	5	5	5	5	5	5	5
Filming & Special Events	4	4	4	5	5	5	5	5
	239	241	244	277	277	277	277	277
Surrey Public Library								
Administration	8	8	8	9	9	9	9	9
Collection Services	13	14	14	14	14	14	14	14
Public Services	78	81	80	81	81	81	81	81
	99	103	102	104	104	104	104	104
Planning & Development								
Administration	33	34	36	36	36	36	36	36
Area Planning	36	33	37	38	38	38	38	38
Building	68	66	76	77	77	77	77	77
Facilities	29	37	40	42	42	42	42	42
Community Planning	15	15	17	17	17	17	17	17
	181	185	206	210	210	210	210	210
	2,440	2,414	2,647	2,842	2,856	2,870	2,883	2,897

* Note: The Budget column represents full-time positions available and the Actual column represents staff occupying full-time positions. Where a part-time position occupied a full-time position or if a position was filled for 3/4 of the year, the position was counted as occupied.



2015 – 2019 FINANCIAL PLAN

SIGNIFICANT CHANGES STAFF COMPLEMENT

2014 ADOPTED BUDGET			2,647
Staff Complement Change*			
City Manager - Investment and Intergovernmental	1		
City Manager - Legal Assistant	1		
City Manager - Bylaw Clerks from Finance & Bylaw Enforcement Officers	5		
Finance & IT - Leadership - Solutions Manager	1		
Finance & IT - Leadership from Financial Services	1		
Finance & IT - Financial Services to Leadership	(1)		
Finance & IT - Financial Processing - Bylaw Clerks to City Manager	(4)		
Finance & IT - Audit Procurement - Accounts Payable Clerk	1		
Finance & IT - Application Analysts	7		
HR - Administration - Web Designer	1		
HR - Labour Relations & Compensation to Employment	(1)		
HR - Employment from Labour Relations & Compensation	1		
Fire - Administration from Prevention	1		
Fire - Prevention to Administration	(1)		
Fire - Radio & Communications - increase in staffing efficiencies	(2)		
Fire - Fire Operations - increase in staffing efficiencies	(4)		
RCMP - Administration	5		
RCMP - Corporate Services - Support staff	8		
RCMP - Operations - Telecom Operators	8		
RCMP - Information Services - Crime Analysts	7		
RCMP - Information Services - Exhibit officer	1		
RCMP - Information Services - clerks	2		
RCMP - Members	100		
Engineering Operations - Chargehand	1		
Engineering Operations - Foreman	1		
Engineering Operations - Labourer 2	7		
Engineering Land Development - Clerk 2	1		
Engineering Real Estate - Property Associate	1		
Engineering Traffic - Engineering Assistants, Traffic Engineer, Clerk	4		
Engineering Transportation - Engineering Assistant	1		
Engineering Utilities - Chargehand	2		
PRC Arts - Community Service Coordinators	1		
PRC Indoor Pools - various staffing for new Guildford Aquatics	15		
PRC Marketing - Community Service Coordinators	1		
PRC Parks - various staffing for Parks Division	15		
PRC Special Events - Community Service Coordinators	1		
Library - Administration	1		
Library - Public Services	1		
Planning Area Planning - Planning Ops Clerk	1		
Planning Building - Plan Checker	1		
Planning Facilities - Building Service Worker	1		
Planning Facilities - Pool Technician	1	195	
2015 ADOPTED BUDGET			2,842
Staff Complement Change			
RCMP - 4 new Civillian Staff	4		
RCMP - 10 new RCMP Members	10	14	
2016 PLAN			2,856
Staff Complement Change			
RCMP - 4 new Civillian Staff	4		
RCMP - 10 new RCMP Members	10	14	
2017 PLAN			2,870
Staff Complement Change			
RCMP - 3 new Civillian Staff	3		
RCMP - 14 new RCMP Members	10	13	
2018 PLAN			2,883
Staff Complement Change			
RCMP - 4 new Civillian Staff	4		
RCMP - 10 new RCMP Members	10	14	
2019 PLAN			2,897

* Net new positions are listed. Movement of positions between Divisions are not listed.

INTERNATIONAL

Financial market volatility is expected to continue as concerns continue to persist over the health of the global economy. Government bond yields and currency valuations in many countries have fallen to record low levels. Declining oil prices have put further pressure on already low inflation rates in the US, Canada, Japan and the Eurozone. Central banks in major economies continue to address low inflation by maintaining highly accommodative monetary policies. Crude oil prices have experienced a free-fall, posting a 50% decrease since mid-2014. Consumers have benefited by way of cheaper gasoline while economies relying on energy exports have experienced significant setbacks.

Global GDP is projected to grow at a rate of 3.5% in 2015. China's GDP growth is decelerating and is expected to come in at 7%, partly due to weakness in the global economy and a slow-down in its housing market. Japan's economy continues to be challenged with low inflation, falling wages, and low spending by consumers and businesses. A GDP growth rate of 1% is anticipated for Japan. Emerging economies will have stronger growth in 2015, estimated at 4.9%, due to cheaper oil and acceleration in the US economy.

The Eurozone economy remains stagnant with growth expected at 0.8%. High levels of unemployment continue to plague the region. The overall Eurozone unemployment rate sits at 11.5% while the situation is far worse in Greece (25%) and Spain (24%). High levels of private and public sector debt and low confidence in economic prospects continues to impede growth and recovery.

In January 2015, The European Central Bank (ECB) announced a plan to purchase €60 billion of private and public bonds per month from March 2015 to September 2016. The ECB is purchasing the debt to fight off deflation. With deflation, consumers and businesses delay purchases in anticipation of lower prices. It is hoped that the stimulus will strengthen demand, increase capacity utilization, inject liquidity into capital markets, and weaken the Euro in attempts to boost exports.

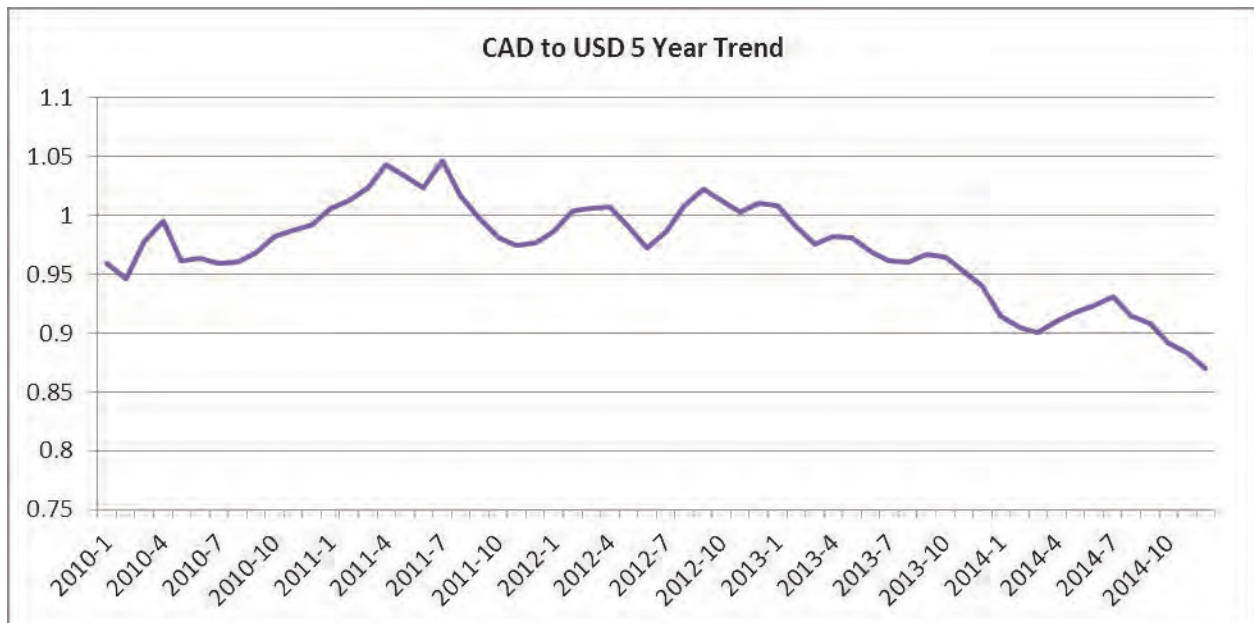
Russia's economy is expected to contract by 4% in 2015. Russia, who is being hit hard with the sustained drop in oil prices, has seen its export revenues fall by two thirds in the last year. Western sanctions on the Russian energy, military and financial industries have further weakened the economy. The Ruble has decreased by 40% against the US dollar and the Euro and it shows no sign of improvement.

UNITED STATES

The US economy is expected to post its strongest growth in 10 years with GDP predicted to come in at 3.3% for 2015. The US dollar has appreciated against the Yen and Euro in 2014 and is expected to remain strong in 2015. With consumption as the main driver of growth and exports accounting for only 13% of GDP, a stronger US dollar will benefit the overall economy.

The Federal Reserve has hinted at interest rate increases in 2015. On one hand, anticipations of strong growth and labour market improvement, increase the likelihood of rate increases. Alternatively, falling oil prices and a stronger US dollar puts downward pressure on the inflation rate. If inflation continues to soften, there is a decreased chance of a rise in the policy rate.

The unemployment rate in 2015 is projected to drop down to 5.5%. Increased employment, coupled with decreasing oil prices, has resulted in increased household income. Consumer spending is projected to accelerate by 2.8%. Growth in consumer confidence is evidenced by an upturn in consumer borrowing. As income and employment rise, housing activity is expected to accelerate. Existing home sales are expected to increase by 5% and housing starts are expected to increase by 20% from the prior year .



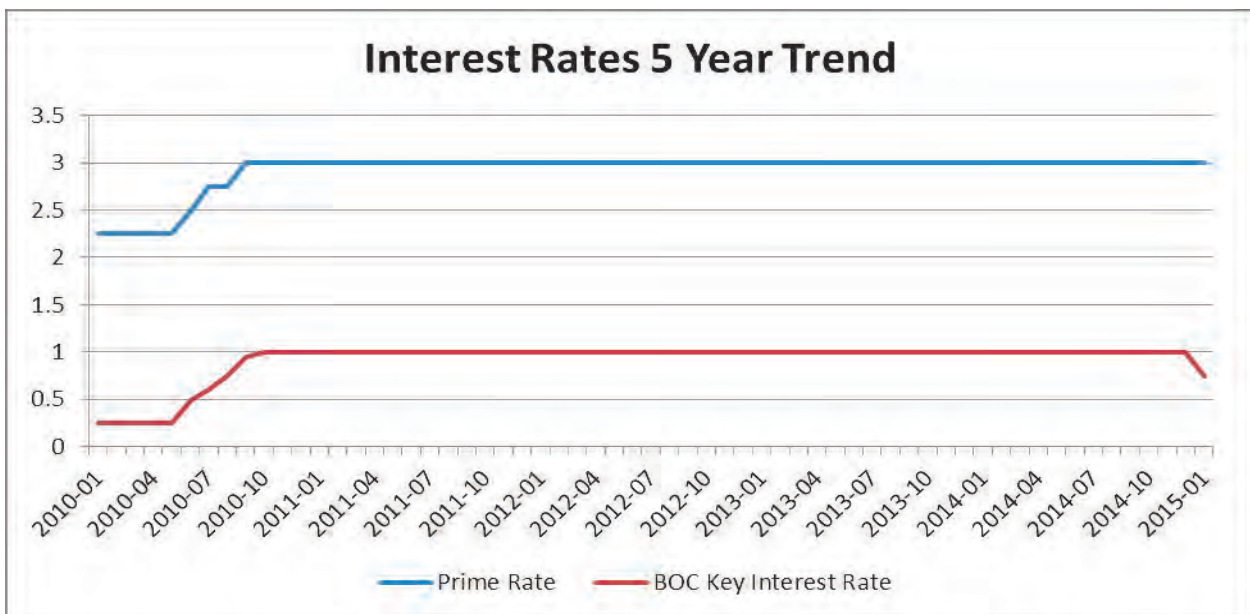
Source: Bank of Canada

CANADA

The Canadian economy is projected to grow by 2.2% in 2015 with an unemployment rate forecast of 6.7%. Sluggish employment and wage gains are expected to restrain consumer spending. The ratio of consumer debt to disposable income continues to remain elevated due to high housing costs.

The Bank of Canada (The Bank) took financial markets by surprise at its first meeting in 2015 by cutting its Key Interest Rate by 25 basis points to 0.75%. This is the first movement of the Key Rate since September 2010. The Bank cited risks of low inflation brought on by the downward spiral of oil prices as the justification for the rate cut. This move by the Bank of Canada is in sharp contrast to recent predictions which indicated that a rate hike was imminent. Analysts now believe a further 25 basis point reduction in the overnight rate may be in store during the remainder of this year. Predictions for rate increases have now been pushed down the line to at least the end of 2016.

Short term interest rates and the Canadian dollar have declined in reaction to the Bank of Canada interest rate cut. The manufacturing and export sectors stand to gain from a devalued Loonie, which is expected to trade around the range of 80 cents to the US dollar. However, The Bank anticipates that excess capacity will persist as the benefits of a lower dollar will be more than offset by the negative effects of low oil prices on other sectors of the economy. The Finance Minister has delayed introduction of the Federal budget until at least April 2015 due to market volatility and complexity in predicting the impact of oil prices on the economy. It remains to be seen what the government revenue shortfall from the oil price drop will mean to Canadians.



Source: Bank of Canada

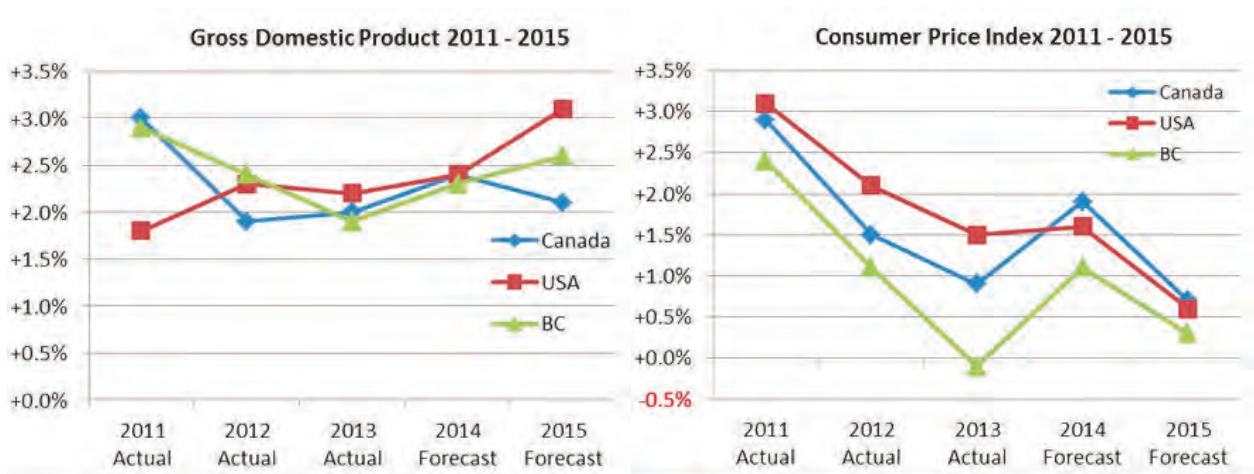
BRITISH COLUMBIA

British Columbia’s GDP is expected to come in at 2.9%, ahead of the national average after three years of slow activity. Strengthening US demand and depreciation in the Canadian dollar will help boost exports, manufacturing and tourism. Domestic retailers may also experience benefits due to reduced cross border shopping .

Given the current low inflation environment, wages are not expected to see significant gains in 2015. The labour market anticipates slight improvement as demand for BC products picks up during the year ahead. If crude oil prices continue to hover at the \$60-\$70 per barrel range, that will translate to roughly \$1.5 billion in extra discretionary income for British Columbians in 2015. That equates to approximately \$500 per year for an average household. Although the extra disposable income would bode well for BC’s economy through increased consumer spending, increases in hydro, medical and auto insurance rates may impede those discretionary purchases.

The housing market will see rising sales and prices in 2015, though increases will be more moderate compared to prior years’ numbers. Forecasts show sales growing by 5% and prices increasing by 2.5%. The Bank of Canada recently warned that the BC housing market may be overvalued by 10% to 30%. British Columbians have a heightened vulnerability to future interest rate increases as mortgage debt in BC is more sizable due to elevated prices.

BC’s natural resources will continue to contribute to economic growth. Provincial government efforts to bring the much lauded LNG industry and the associated jobs to fruition are still underway. However the recent slide in oil prices, casts doubt over these efforts as the proposed projects get pushed further into the future, diminishing the likelihood of success .

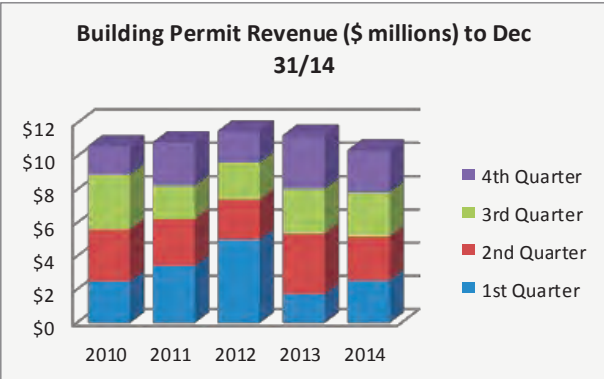
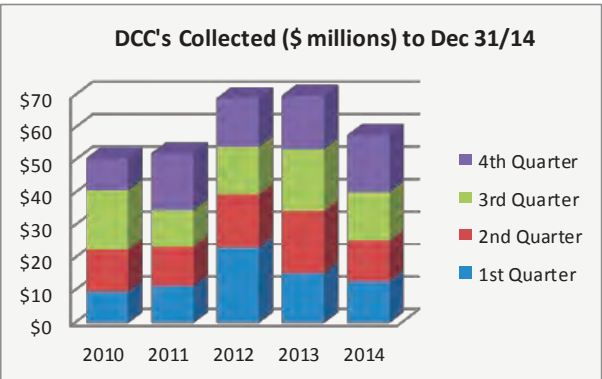


SURREY'S FINANCIAL PERFORMANCE

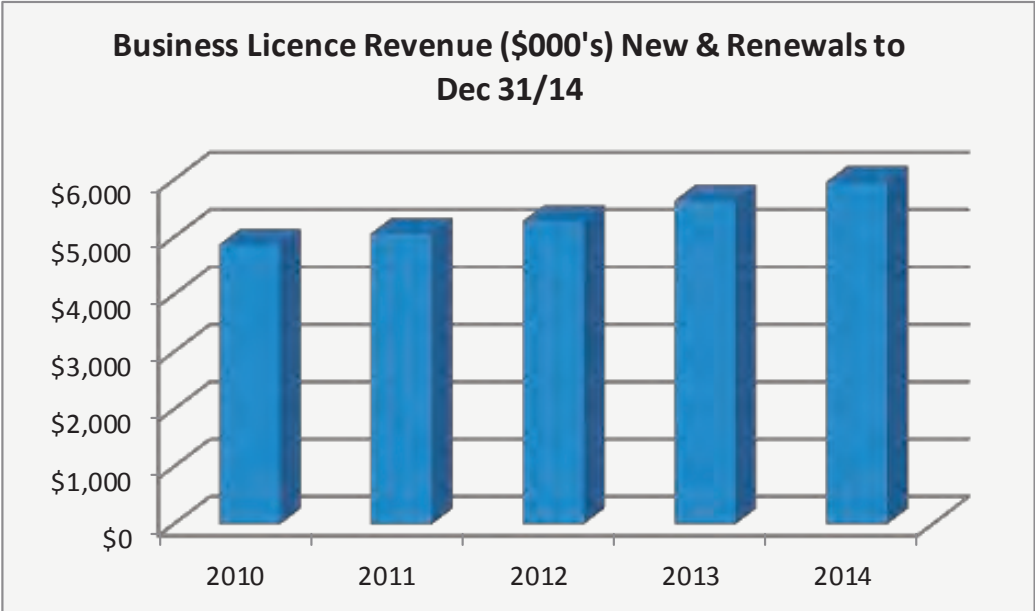
The ongoing expansion of the City Centre, anchored by the move and occupancy of New City Hall in early 2014, has facilitated further growth in the City core. Large scale developments currently under construction in the City Centre include the re-development of the site adjacent to the King George SkyTrain that will be home to Coast Capital Savings, the construction of the 3 Civic Plaza mixed-use building and the University District residential tower by Bosa Properties. City Centre has seen the development of over 1,400 residential units in the last year. Notable growth is also occurring in other parts of the City. Campbell Heights and Guildford continue to see commercial development while both Cloverdale and South Surrey are experiencing significant single family and multi-family residential development. Surrey continues to offer relatively affordable housing in the local residential market thus attracting young families and new immigrants. The City's investment in new recreational facilities such as the Grandview and Guildford Pool, further make the City an attractive option for families with children.

Development Cost Charges (DCC's) collected in 2014 were approximately 18% lower than those collected in 2013; the collection of DCC's is correlated to the volume and type of Planning Applications that are submitted, however due to the fact that DCC's are typically collected at the building permit stage, there can be a notable time lag between an application and receipt of DCC's.

Building Permit Revenues posted a year-over-year decrease of approximately 8%. Building Permit revenues do fluctuate year over year for many reasons including the effect of large scale projects. For example, the 2013 figures included the Surrey Memorial Hospital expansion, the Surrey Pre-Trial Centre expansion, and improvements to the Guildford Town Centre. Overall, Building Permit revenues for this year are still relatively consistent with prior years.



Business License revenue has increased from last year by approximately 5.7%. This is another positive indicator that the business environment in the City is improving and accordingly, there is cautious optimism that these revenues will continue to increase in the short and long term, in part due to growth and associated demand in the downtown core from the business community.



A transfer from surplus of \$3.870 million is anticipated in the 2015 - 2019 Financial Plan. Staff as per previous years will monitor all areas of financial performance and address negative variances to reduce as much as possible, the transfer from surplus budgeted for 2015.

<u>General Operating Revenue</u> (\$ millions)	2015 <u>Budget</u>	2014 <u>Budget</u>	2014 <u>Actual</u>
Taxation	\$294.5	\$263.0	\$262.7
Departmental Revenues	\$ 74.4	\$ 68.6	\$ 66.7
Investment Income	\$ 14.1	\$ 15.5	\$ 16.4
Other	\$ 34.5	\$ 29.6	\$ 25.1
Total	\$417.5	\$376.7	\$370.9

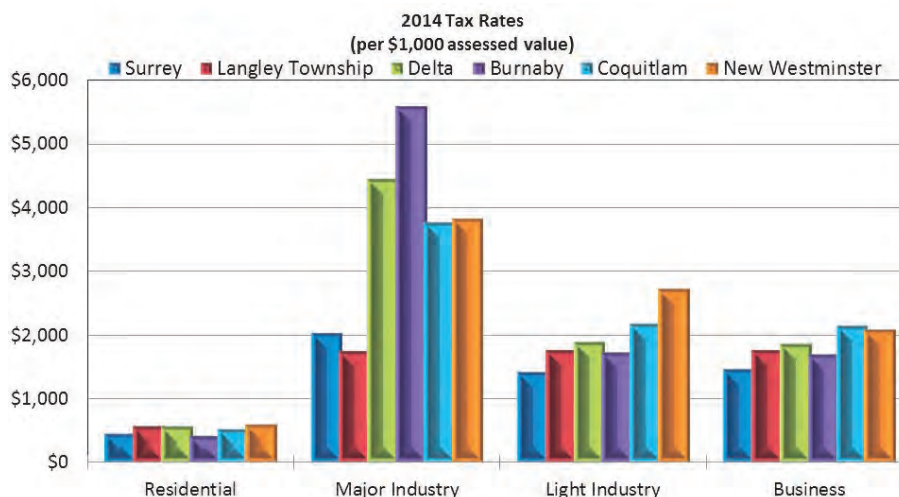
PROPERTY TAXES

Surrey has three major sources of revenue, the most significant of which is property taxes. In the recent past, Surrey has enacted moderate general tax increases. To fund increasing costs related to protective services and other City operations, the City will issue a 2.9% increase in 2015 along with a 1% equivalent increase to the Road's Levy.

Individual property taxes are calculated based on the assessed value of the property. The average residential dwelling was assessed at approximately \$647,911 and assessment growth from new development was estimated at 1.9% for 2014. The 2015 tax rates will be available in late Spring 2015, based on the BC Assessment value for each property.

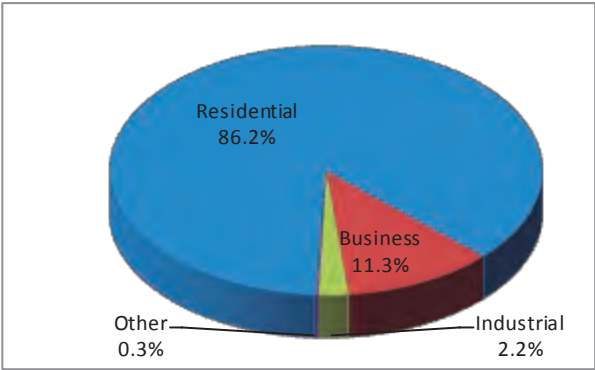
In 2014, Surrey generated approximately 30.28% of its property tax revenue from business and industry. Surrey's 2014 business, light industrial, and major industrial tax rates compare favourably to neighbouring municipalities.

Surrey's tax rates are among the lowest in the region, providing a climate conducive to attracting new commercial and industrial ventures.

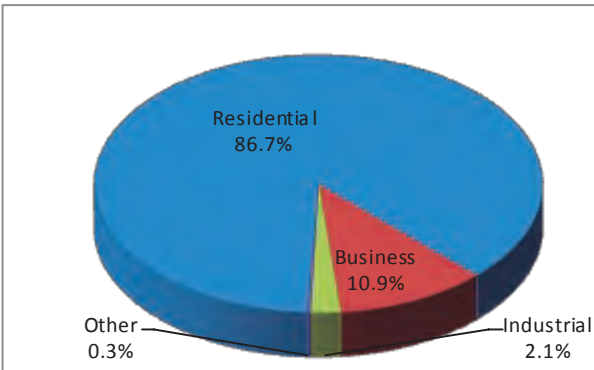


2014 Assessment Roll and Taxation Comparison

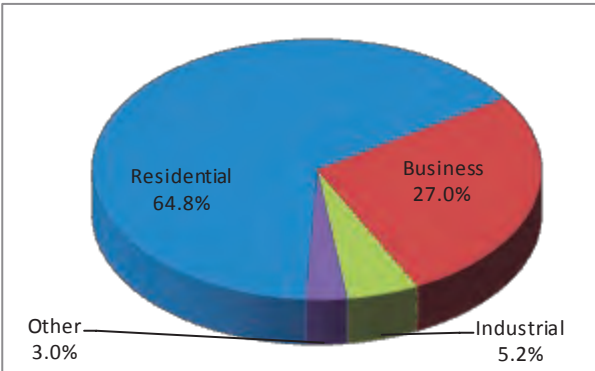
2014 Assessment



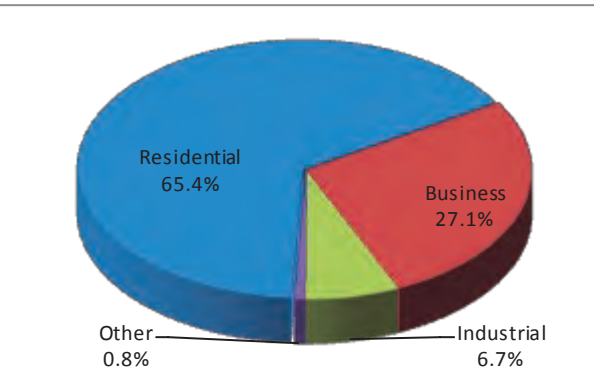
2013 Assessment



2014 Taxation



2013 Taxation



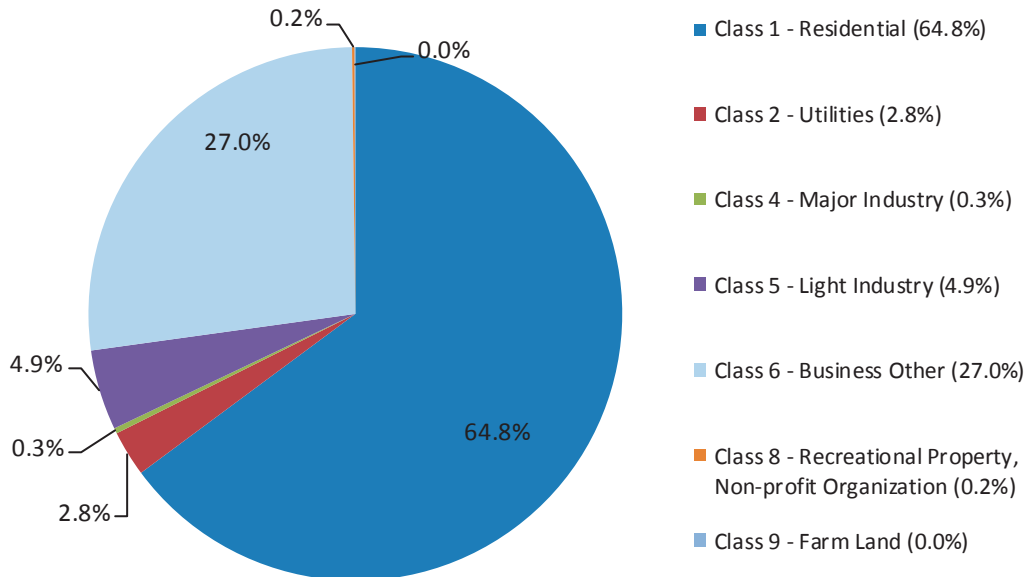
The charts above represent assessment values and property taxes. Assessed values are divided by 1,000 and then multiplied by the applicable tax rate to determine the annual tax levy. As shown, residential assessment values represent approximately 86% of total assessment value in the City but generate only 65% of the property tax revenue.

Major Revenue Sources

COMPARATIVE CHARGES ON A RESIDENTIAL DWELLING Based on average assessment of the taxing authority

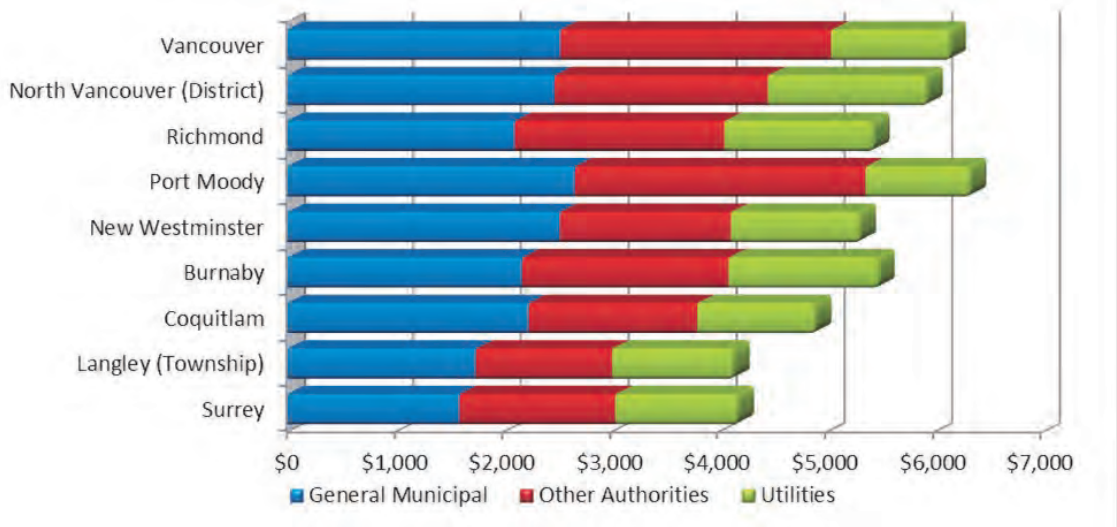
	2014						Surrey		
	Langley		New		Coquitlam	Delta	2014	2013	% Change
	Burnaby	(Township)	Westminster	Richmond					
Average Assessment	\$ 931,527	\$ 524,021	\$ 675,166	\$ 939,311	\$ 700,656	\$ 603,054	\$ 647,911	\$ 643,561	1%
	931,527	524,021	675,166	939,311	700,656	603,054	647,911	643,561	1%
Levies									
School	1,497	1,028	1,277	1,526	1,247	1,058	1,155	1,143	1%
BCA, MFA and Other	367	206	266	370	276	325	255	249	2%
GVRD	53	31	43	54	43	35	38	39	-3%
	1,917	1,265	1,586	1,950	1,566	1,418	1,448	1,431	1%
General	2,184	1,754	2,534	2,113	2,244	2,074	1,601	1,531	5%
Total Taxes	4,101	3,019	4,120	4,063	3,810	3,492	3,049	2,962	3%
User Rates									
Total Res. User Fees	876	1,126	1,196	1,379	715	960	972	929	5%
Parcel Taxes	513	0	0	0	378	0	201	188	7%
	1,389	1,126	1,196	1,379	1,093	960	1,173	1,117	5%
Total Taxes and User Rates	\$ 5,490	\$ 4,145	\$ 5,316	\$ 5,442	\$ 4,903	\$ 4,452	\$ 4,222	\$ 4,079	4%

2014 MUNICIPAL TAXES BY CLASS ASSESSMENT CODES Based on total taxes collected for the year 2014 (\$532,315,916.85)



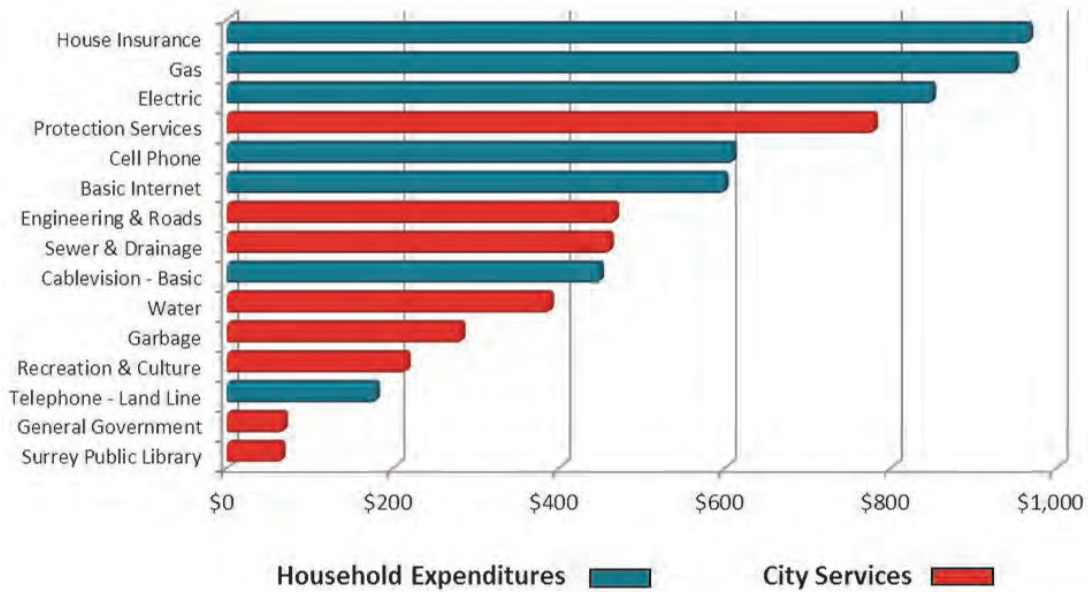
COMPARISON OF 2014 TAXES Average family home

Surrey's combined property taxes and utilities are among the lowest in the region.



HOUSEHOLD EXPENDITURES VS CITY SERVICES

The graph below illustrates the cost of City services for the average single family dwelling as compared with other household expenditures.



DEPARTMENTAL REVENUES

Examples of departmental revenues include items such as:

- User fees - fees from recreation facilities, water, and solid waste removal;
- Provincial revenue - traffic fine sharing, and Surrey Public Library grants;
- Licence revenue - fees from business licenses;
- Permit fees - fees from building permits, electrical permits, and road closure permits; and
- Other fees - fees from enforcing by-laws and the sale of reports and maps.

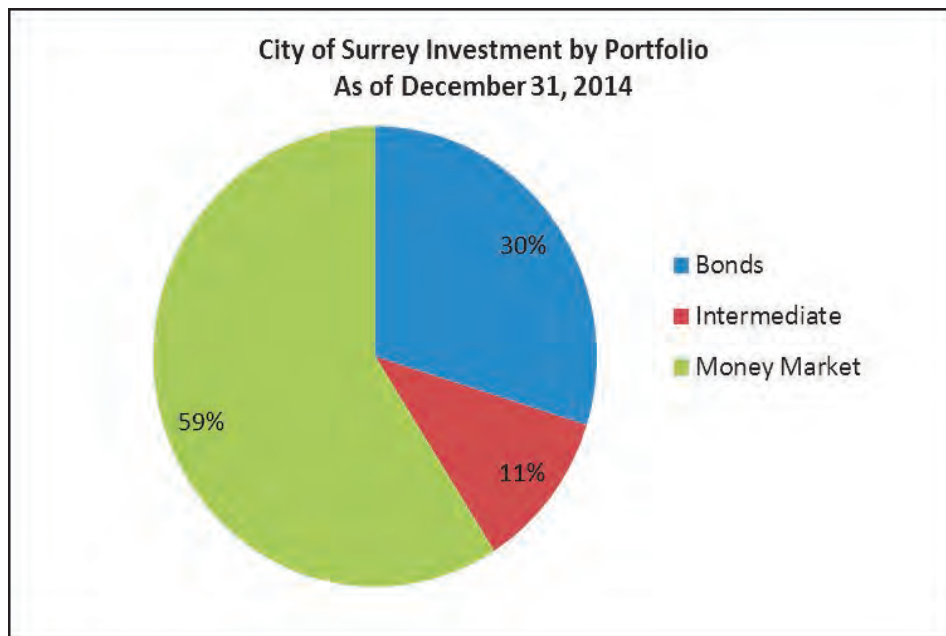
Council approved a 3.9% fee increase for 2015.

RETURN ON INVESTMENT (INTEREST REVENUE)

In 2014, the City's investment portfolio achieved a return of 2.61%.

The City's investments are classified as follows:

- Money Market Portfolio for securities maturing within one year;
- Intermediate Portfolio for securities maturing between one and two years; and
- Bond Portfolio for securities whose maturity date is over two years and less than 10 years.



In its purchase of investments, the City is subject to the Community Charter as well as its own Investment Policy, approved by Council on May 6, 2013. The policy provides a framework for the City to maximize returns with minimal risk .

MONEY MARKET PORTFOLIO

Surrey’s Money Market Portfolio is comprised of investments that will mature within one year. This portfolio represents approximately 59% of the City’s investments.

INTERMEDIATE PORTFOLIO

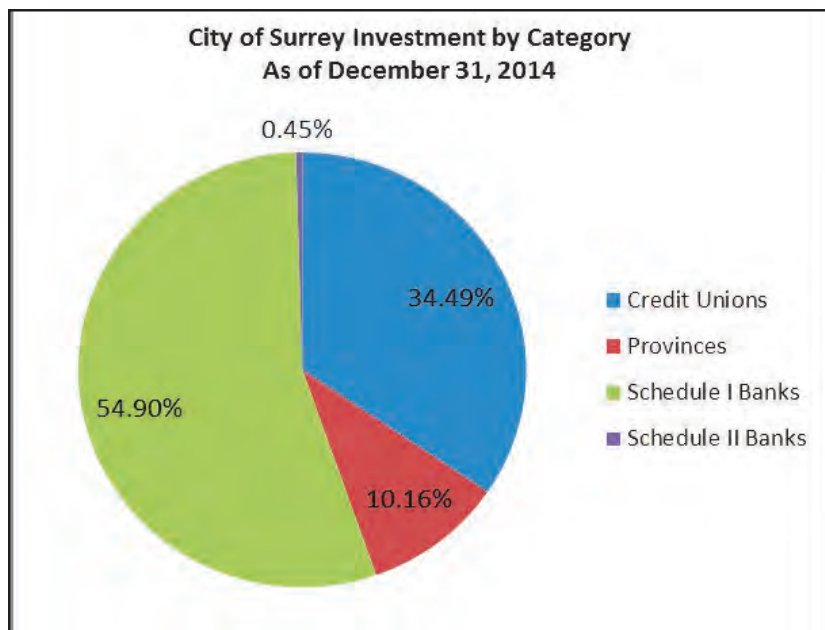
The intermediate portfolio is comprised of investments with a term greater than one year and less than two years. This portfolio represents approximately 11% of the City’s investments.

BOND PORTFOLIO

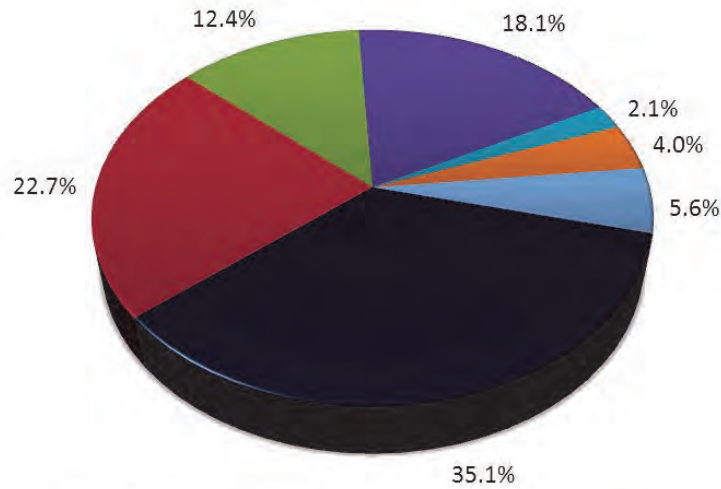
The bond portfolio is comprised of investments with a term greater than two years and less than ten years. This portfolio represents approximately 30% of the City’s investments.

PORTFOLIO MIX

The City’s current portfolio consists of securities purchased from Canadian Schedule 1 Banks (54.90%), Schedule 2 Banks (0.45%), Canadian Credit Unions (34.49%), and Canadian Provinces and others institutions (10.16%).

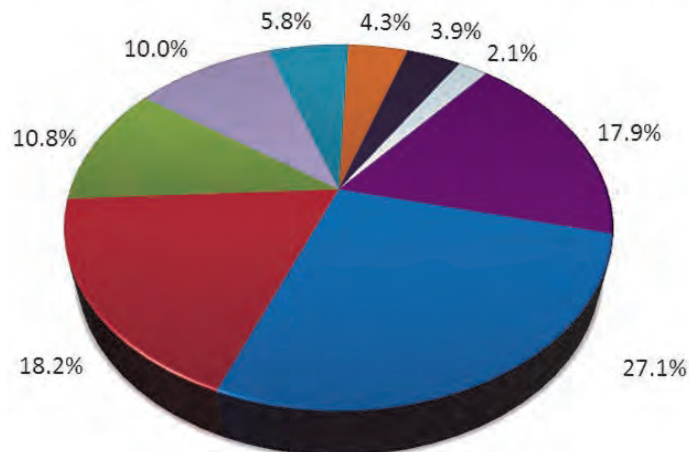


2014 Budget: Where the Money Comes From



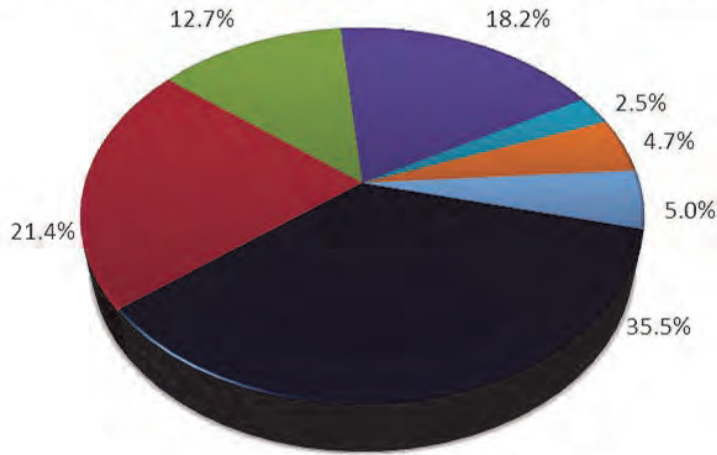
- Taxation for City Purposes 35.1%
- Sales of goods and services 22.7%
- Development cost charges 12.4%
- Developer contributions 18.1%
- Investment income 2.1%
- Transfers from other government 4.0%
- Other 5.6%

2014 Budget: Where the Money Goes



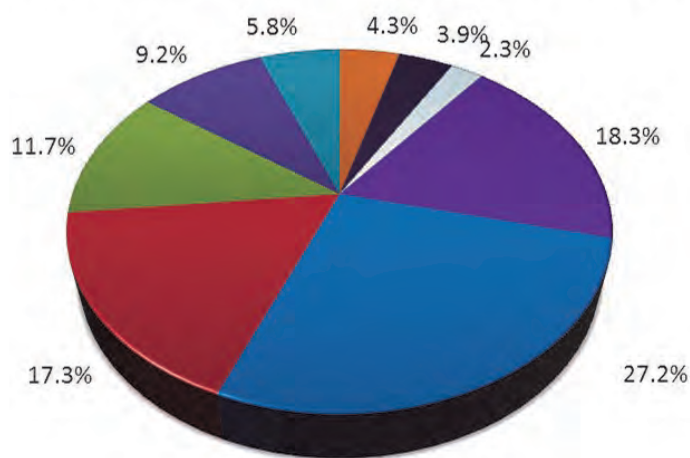
- Protection 27.1%
- Water, sewer and drainage 18.2%
- Parks, Recreation and Culture 10.8%
- General government 10.0%
- Public works 5.8%
- Solid Waste 4.3%
- Planning and Development 3.9%
- Library services 2.1%
- Amortization 17.9%

2015 Budget: Where the Money Comes From



- Taxation for City Purposes 35.5%
- Sales of goods and services 21.4%
- Development cost charges 12.7%
- Developer contributions 18.2%
- Investment income 2.5%
- Transfers from other government 4.7%
- Other 5.0%

2015 Budget: Where the Money Goes



- Protection 27.2%
- Water, sewer and drainage 17.3%
- Parks, Recreation and Culture 11.7%
- General government 9.2%
- Public works 5.8%
- Solid Waste 4.3%
- Planning and Development 3.9%
- Library services 2.3%
- Amortization 18.3%

The 2015 - 2019 Financial Plan consolidates the results of the City's Operating, Capital, Reserve, and Utility Funds, as well as those of the Surrey City Development Corporation and the Surrey Homelessness and Housing Society.

OPERATING FUNDS

Operating funds include the following:

- General;
- Drainage;
- Parking;
- Roads and Traffic Safety;
- Sewer;
- Solid Waste;
- Surrey City Energy; and
- Water.

They are used to report the operating activities of the City.

CAPITAL FUNDS

Capital funds include the following:

- General;
- Drainage;
- Parking;
- Roads and Traffic Safety;
- Sewer;
- Solid Waste; and
- Water.

They are used to record the acquisition of capital assets, amortization and any related long-term debt.

RESERVE FUNDS

Under the Community Charter, City Council may use by-laws to establish Reserve Funds for specified purposes. Money in a special Reserve Fund and the interest earned on it may only be used for the purpose for which the Fund was established. If the amount in a Reserve Fund is greater than required, City Council may, by by-law, transfer all or part of the amount to another Reserve Fund. Surrey currently has the following Reserve Funds:

- Equipment and Building Replacement;
- Municipal Land;
- Parkland Acquisition;
- Capital Acquisition;
- Environmental Stewardship;
- Local Improvement Financing;
- Water Claims;
- Affordable Housing;
- Parking Space; and
- Development Cost Charges and Neighbourhood Concept Plans.

TRUST FUNDS

Trust funds contain assets which are to be administered as directed by agreement or statute for certain beneficiaries. Trusts administered by the City are not included in the City's Consolidated Budget.



2015 – 2019 FINANCIAL PLAN

RESERVE FUNDS, ACCUMULATED SURPLUS AND DEVELOPER CONTRIBUTIONS (in thousands)

RESERVE FUNDS, ACCUMULATED SURPLUS AND DEVELOPER CONTRIBUTIONS as at December 31, 2014 (in thousands of dollars)

	2013	2014	Utility & Road Funds	Committed to 2015 & Prior years	Balance Available for Future Years
Reserve Funds					
Equipment and building replacement	\$ 34,836	\$ 35,888	\$ -	\$ 23,333	\$ 12,555
Capital legacy	23,998	2,854	-	2,854	-
Neighbourhood Concept Plans	23,545	23,836	-	15,655	8,181
Local improvement financing	14,654	15,173	-	7,138	8,035
Municipal land	(1,378)	-	-	-	-
Environmental stewardship	6,558	6,448	-	452	5,996
Park land acquisition	5,186	8,876	-	8,876	-
Water claims	1,299	1,315	1,315	-	-
Parking space	1,244	1,260	-	-	1,260
Affordable housing	33	8	-	8	-
	<u>\$ 109,975</u>	<u>\$ 95,658</u>	<u>\$ 1,315</u>	<u>\$ 58,316</u>	<u>\$ 36,027</u>
Other Entities					
Surrey Public Library	\$ (324)	\$ (325)	\$ -	\$ -	\$ (325)
Surrey City Development Corp	(96,505)	(105,265)	-	-	(105,265)
Surrey Homelessness & Housing Society	8,380	8,212	-	8,212	-
	<u>\$ (88,449)</u>	<u>\$ (97,378)</u>	<u>\$ -</u>	<u>\$ 8,212</u>	<u>\$ (105,590)</u>
Unappropriated Surplus					
General operating fund	\$ 7,831	\$ 7,831	\$ -	\$ 3,870	\$ 3,961
Employee future benefits	(6,998)	(6,998)	-	-	(6,998)
Water operating fund	3,000	3,000	3,000	-	-
Sewer & drainage operating fund	3,000	3,000	3,000	-	-
	<u>\$ 6,833</u>	<u>\$ 6,833</u>	<u>\$ 6,000</u>	<u>\$ 3,870</u>	<u>\$ (3,037)</u>
Appropriated Surplus					
Operating contingency and emergencies	\$ 7,042	\$ 8,758	\$ 5,138	\$ -	\$ 3,620
Environmental emergencies	2,852	5,346	5,346	-	-
Revenue stabilization	12,661	13,250	10,071	-	3,179
Self insurance	16,138	15,982	10,063	-	5,919
Infrastructure replacement	49,376	6,103	6,103	-	-
	<u>\$ 88,069</u>	<u>\$ 49,439</u>	<u>\$ 36,721</u>	<u>\$ -</u>	<u>\$ 12,718</u>
Committed Funds					
General operating	\$ 23,824	\$ 24,768	\$ -	\$ 24,768	\$ -
Inventories of supplies	1,010	1,011	498	513	-
Library services	219	198	-	198	-
Prepaid expenses	3,299	3,962	-	3,962	-
Roads & traffic operating and capital	26,962	26,843	26,843	-	-
Sewer & drainage operating and capital	42,008	43,011	43,011	-	-
Water operating and capital	35,549	38,406	38,406	-	-
	<u>\$ 132,871</u>	<u>\$ 138,199</u>	<u>\$ 108,758</u>	<u>\$ 29,441</u>	<u>\$ -</u>

	Reserve Funds, Accumulated Surplus & Developer Contributions
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	2013	2014	Utility & Road Funds	Committed to 2015 & Prior years	Balance Available for Future Years
Deferred Development Cost Charges					
Drainage/Storm Water Detention	\$ 37,709	\$ 39,856	\$ 39,856	\$ -	\$ -
Arterial Roads	49,764	55,196	55,196	-	-
Collector Roads	13,994	12,038	12,038	-	-
Parkland	54,004	46,200	-	46,200	-
Park Development	3,208	3,160	-	3,160	-
Water	13,798	14,719	14,719	-	-
Sanitary Sewer	22,850	24,308	24,308	-	-
Campbell Heights	18,417	20,684	20,684	-	-
Highway 99 Corridor	11,663	13,434	13,434	-	-
	<u>\$ 225,407</u>	<u>\$ 229,595</u>	<u>\$ 180,235</u>	<u>\$ 49,360</u>	<u>\$ -</u>
Other Deferred Revenue					
Development/Building Permits	\$ 16,379	\$ 16,269	\$ -	\$ 16,269	\$ -
Other	10,383	10,174	-	10,174	-
	<u>\$ 26,762</u>	<u>\$ 26,443</u>	<u>\$ -</u>	<u>\$ 26,443</u>	<u>\$ -</u>
Total	<u>\$ 501,468</u>	<u>\$ 448,789</u>	<u>\$ 333,029</u>	<u>\$ 175,642</u>	<u>\$ (59,882)</u>



2015 – 2019 FINANCIAL PLAN

CONSOLIDATED FINANCIAL SUMMARY (in thousands)

REVENUE SUMMARY	2013 ACTUAL <i>restated</i>	2014 ACTUAL	2014 BUDGET <i>restated</i>	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Taxation								
General Operating	\$ 519,373	\$ 538,749	\$ 540,646	\$ 578,789	\$ 602,006	\$ 626,525	\$ 652,145	\$ 678,918
Utilities Operating	43,164	48,414	47,032	55,209	60,000	65,099	70,548	76,285
Gross Taxation	562,537	587,163	587,678	633,998	662,006	691,624	722,693	755,203
Less: Collection for Other Authorities	(268,633)	(276,090)	(277,631)	(284,275)	(292,520)	(301,005)	(309,735)	(318,719)
	293,904	311,073	310,047	349,723	369,486	390,619	412,958	436,484
Departmental Revenues								
General Operating	65,071	66,703	68,598	74,370	76,619	79,040	81,319	85,991
Utilities Operating	133,997	147,425	143,782	155,037	166,265	179,816	195,295	209,495
Other Entities	7,777	12,882	63,200	59,454	57,083	85,888	64,028	57,086
Secondary Suite Infrastructure Fee	9,634	8,083	11,730	16,311	17,439	18,699	20,011	21,415
Less: Government Transfers included in General Operating	(9,147)	(6,103)	(7,612)	(7,930)	(8,125)	(8,325)	(8,531)	(8,744)
	207,332	228,990	279,698	297,242	309,281	355,118	352,122	365,243
Penalties and Interest								
General Operating	3,611	3,896	3,500	3,800	3,900	4,000	4,100	4,200
Utilities Operating	1,208	1,199	960	1,087	1,160	1,246	1,335	1,426
	4,819	5,095	4,460	4,887	5,060	5,246	5,435	5,626
Development Cost Charges								
Capital	-	-	60,575	80,583	84,069	151,711	152,206	152,764
Development Cost Charges	68,383	56,611	33,510	45,000	41,750	67,204	70,285	73,485
	68,383	56,611	94,085	125,583	125,819	218,915	222,491	226,249
Investment Income								
General Operating	16,966	16,370	15,453	14,112	14,148	13,871	13,542	13,238
Utilities Operating	2,460	2,055	2,048	1,658	1,542	1,489	1,494	1,563
Reserves and Capital	441	339	1,100	834	1,021	1,144	1,210	1,212
	19,867	18,764	18,601	16,604	16,711	16,504	16,246	16,013
Government Transfers								
From General Operating	9,147	6,103	7,612	7,930	8,125	8,325	8,531	8,744
Provincial Casino Revenue Sharing	3,599	3,055	3,700	3,100	3,200	3,300	3,400	3,500
	12,746	9,158	11,312	11,030	11,325	11,625	11,931	12,244
Lease Revenue								
Corporate Lease Revenue	3,330	3,604	4,223	4,895	6,826	6,934	7,046	7,161
	3,330	3,604	4,223	4,895	6,826	6,934	7,046	7,161
Borrowing Proceeds	67,335	-	8,000	10,600	-	-	-	-
Other Revenue								
Operating Carbon Tax Rebates	369	370	400	400	400	400	400	400
Operating Other	3,766	2,382	1,500	1,500	1,500	1,500	1,500	1,500
Contribution from SCDC	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Capital External Sources	70,282	53,386	24,280	36,804	36,803	36,642	36,642	36,642
Capital NCP Reserve Funds	4,212	3,503	2,161	2,587	2,700	2,300	2,000	2,000
Capital Cash in lieu of Parkland	-	-	2,133	3,046	3,045	3,045	3,045	3,045
Contributed Assets	90,854	146,796	115,807	121,997	119,617	117,250	117,843	118,588
Land Sales	5,944	-	5,000	5,000	4,000	4,000	4,000	4,000
	179,927	210,937	155,781	175,834	172,565	169,637	169,930	170,675
	\$ 857,643	\$ 844,232	\$ 886,207	\$ 996,398	\$ 1,017,073	\$ 1,174,598	\$ 1,198,159	\$ 1,239,695

Consolidated Financial Summary

EXPENDITURE SUMMARY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
	<i>restated</i>		<i>restated</i>					
Departmental Expenditures								
Operating Expenditures	\$ 311,924	\$ 324,970	\$ 331,329	\$ 359,582	\$ 383,668	\$ 399,562	\$ 415,921	\$ 434,714
Utilities Expenditures	150,700	178,807	178,496	186,177	194,266	202,229	212,532	222,656
Council Priorities	250	250	250	250	250	250	250	250
Amortization	94,198	110,257	116,267	127,894	140,684	154,752	170,227	187,250
Other Entities	4,719	7,236	9,700	8,747	9,091	9,961	10,276	11,275
	<u>561,791</u>	<u>621,520</u>	<u>636,042</u>	<u>682,650</u>	<u>727,959</u>	<u>766,754</u>	<u>809,206</u>	<u>856,145</u>
Fiscal Services	10,198	11,380	12,712	16,874	17,125	19,391	22,836	25,261
Contribution to Capital								
General Operating	12,196	10,356	13,400	12,400	12,700	14,100	15,550	17,150
Utilities Operating	49,053	34,874	36,179	46,775	46,792	51,844	51,659	51,636
Transfer from Operating	(61,249)	(45,230)	(49,579)	(59,175)	(59,492)	(65,944)	(67,209)	(68,786)
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital Expenditures								
Capital	199,042	99,275	104,551	145,745	149,002	243,800	207,392	175,565
Contributed Assets	90,854	146,796	100,000	100,000	100,000	100,000	100,000	100,000
SCDC	11,557	6,438	46,700	45,257	41,818	59,959	44,399	29,794
	<u>301,453</u>	<u>252,509</u>	<u>251,251</u>	<u>291,002</u>	<u>290,820</u>	<u>403,759</u>	<u>351,791</u>	<u>305,359</u>
Internal Borrowing	(29,695)	(50,502)	(24,173)	(13,513)	(41,689)	(53,812)	(27,679)	(6,793)
Transfer from(to) Funds								
General Operating	(652)	1,031	6,365	13,434	9,337	9,501	8,758	9,829
Road & Transportation Fund	26,266	22,512	17,162	18,432	18,432	18,432	18,432	18,432
Carbon Emissions Offset	369	370	400	400	400	400	400	400
Utilities Operating	(19,477)	(15,290)	(21,788)	(20,481)	(12,623)	(7,211)	3,318	12,978
Other Entities	842	-	7,300	5,950	6,674	16,468	9,853	16,517
Land Sales	5,944	-	5,000	5,000	4,000	4,000	4,000	4,000
	<u>13,292</u>	<u>8,623</u>	<u>14,439</u>	<u>22,735</u>	<u>26,220</u>	<u>41,590</u>	<u>44,761</u>	<u>62,156</u>
Interest Allocated to Appropriate Surplus								
Utilities Operating	553	702	935	520	532	788	1,163	1,499
	<u>553</u>	<u>702</u>	<u>935</u>	<u>520</u>	<u>532</u>	<u>788</u>	<u>1,163</u>	<u>1,499</u>
	<u>\$ 857,592</u>	<u>\$ 844,232</u>	<u>\$ 891,206</u>	<u>\$ 1,000,268</u>	<u>\$ 1,020,967</u>	<u>\$ 1,178,470</u>	<u>\$ 1,202,078</u>	<u>\$ 1,243,627</u>
Surplus/(Deficit)	\$ 51	\$ -	(4,999)	(3,870)	\$ (3,894)	\$ (3,872)	\$ (3,919)	\$ (3,932)
Transfers (To)/From Surplus	(51)	-	4,999	3,870	3,894	3,872	3,919	3,932
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



2015 – 2019 FINANCIAL PLAN

DEPARTMENTAL SUMMARY (in thousands)

NET DEPARTMENTS	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Mayor, Council & Grants	\$ 2,373	\$ 2,612	\$ 2,667	\$ 2,880	\$ 2,910	\$ 2,945	\$ 3,006	\$ 3,070
City Manager	5,733	5,749	5,823	5,823	5,900	6,018	6,329	6,648
Finance & Technology	19,961	23,629	24,032	27,307	28,781	30,055	31,299	32,601
Human Resources	3,064	3,355	3,406	3,589	3,723	3,854	4,035	4,226
Fire	52,099	55,697	53,339	57,306	58,875	60,485	62,139	63,834
RCMP	111,435	115,163	115,289	124,597	138,911	144,436	149,806	155,358
Engineering Services	(568)	1,028	988	1,322	1,209	1,387	1,530	1,684
Parks, Recreation & Culture	41,655	42,848	45,795	50,886	54,923	59,204	62,622	67,019
Planning & Development	5,590	7,518	7,660	8,778	8,585	8,604	9,078	9,586
Surrey Public Library	13,444	12,056	13,971	14,706	15,006	15,447	16,181	16,947
Drainage Operations	10,277	19,287	14,714	15,104	15,285	13,922	14,110	14,302
Parking Authority	-	(165)	(390)	(235)	(407)	(414)	(479)	(517)
Roads & Traffic Operations	22,298	30,718	30,541	30,365	30,927	31,496	32,077	32,669
Sewer Operations	(2,132)	2,895	(546)	(782)	(1,634)	(2,606)	(3,911)	(4,994)
Solid Waste Operations	(4,832)	(8,347)	(3,732)	(6,956)	(7,757)	(8,806)	(9,798)	(10,853)
Surrey City Energy	412	180	425	469	587	172	(778)	(1,281)
Water Operations	(7,735)	(9,838)	(3,875)	(4,111)	(6,236)	(8,539)	(11,044)	(13,088)
Amortization Expense	94,198	110,257	116,267	127,894	140,684	154,752	170,227	187,250
Utilities Administrative Recovery	(4,956)	(10,174)	(9,034)	(10,017)	(10,066)	(10,171)	(10,290)	(10,396)
Operating Contingency	159	664	917	2,042	2,042	2,042	1,971	1,971
	\$362,475	\$405,132	\$418,257	\$ 450,967	\$482,247	\$504,283	\$528,109	\$556,035

ACCOUNT SUMMARY

Revenues								
Sales and Services	\$ (176,377)	\$ (193,789)	\$ (252,669)	\$ (262,717)	\$ (273,918)	\$ (318,892)	\$ (315,009)	\$ (327,218)
Grants, Donations and Other	(30,963)	(35,201)	(27,029)	(34,525)	(35,363)	(36,226)	(37,113)	(38,025)
	(207,340)	(228,990)	(279,698)	(297,242)	(309,281)	(355,118)	(352,122)	(365,243)
Expenditures								
Salaries and Benefits	206,439	215,600	219,358	235,652	243,456	251,419	261,889	275,109
Operating Costs	377,170	429,491	427,288	460,590	497,013	527,718	560,308	594,672
Internal Services Used	62,237	62,751	62,791	59,764	61,816	63,509	65,685	67,935
Internal Services Recovered	(72,078)	(75,817)	(66,643)	(66,195)	(67,084)	(68,564)	(71,262)	(74,068)
External Recoveries	(11,974)	(10,504)	(6,752)	(7,161)	(7,243)	(7,328)	(7,415)	(7,504)
	561,794	621,521	636,042	682,650	727,958	766,754	809,205	856,144
Net Operations Total	354,454	392,531	356,344	385,408	418,677	411,636	457,083	490,901
Transfers								
Transfer From Own Sources	(21,777)	(20,404)	(13,095)	(14,043)	(14,238)	(14,438)	(15,344)	(14,857)
Transfer To Own Sources	29,798	33,005	75,008	79,602	77,808	107,085	86,370	79,991
	8,021	12,601	61,913	65,559	63,570	92,647	71,026	65,134
	\$362,475	\$405,132	\$418,257	\$ 450,967	\$482,247	\$504,283	\$528,109	\$556,035



2015 – 2019 FINANCIAL PLAN

CONSOLIDATED SIGNIFICANT CHANGES (in thousands)

2014 ADOPTED BUDGET		\$ (4,999)
REVENUES		
Taxation		
Assessment Growth	\$ 5,800	
Taxation Rate Increase	8,152	
Other Assessment Adjustments	102	
Cultural & Recreational Parcel Tax	16,119	
Grants in lieu	1,326	
Taxation - Utilities	8,177	39,676
Departmental Revenues		
City Manager	489	
Finance & Technology	(185)	
Human Resources	-	
Fire	29	
RCMP	337	
Engineering Services	207	
Parks, Recreation & Culture	4,115	
Surrey Public Library	827	
Planning & Development	(47)	
Utilities	11,255	
Corporate	4,263	
Other Entities	(3,746)	17,544
Penalties and Interest		427
Development Cost Charges		31,498
Investment Income		(1,997)
Government Transfers		(282)
Lease Revenues		672
Borrowing Proceeds		2,600
Other Revenue		20,053
Total Change in Revenue		\$ 110,191

Consolidated Significant Changes

EXPENDITURES

Departmental Expenditures		
Mayor, Council & Grants	\$ 213	
City Manager	(211)	
Finance & Technology	840	
Human Resources	183	
Fire	3,996	
RCMP	9,645	
Engineering Services	250	
Parks, Recreation & Culture	10,510	
Surrey Public Library	1,997	
Planning & Development	688	
Utilities	7,681	
Utilities Administrative Recovery	(983)	
Operating Contingency	1,125	
Council Priorities	-	
Other Entities	(953)	
Amortization	<u>11,627</u>	46,608
Capital Expenditures		39,751
Fiscal Services		4,162
Internal Borrowing		10,660
Transfers		8,296
Interest Allocated to Appropriate Surplus		(415)
Total Change in Expenditures		<u>109,062</u>
2015 BUDGET		<u>\$ (3,870)</u>

Consolidated Significant Changes

2015 ADOPTED BUDGET		\$	(3,870)
REVENUES			
Taxation			
Assessment Growth	\$ 28,161		
Taxation Rate Increase	33,785		
Other Assessment Adjustments	(200)		
Cultural & Recreational Parcel Tax	1,977		
Grants in lieu	1,962		
Taxation - Utilities	<u>21,076</u>		86,761
Departmental Revenues			
City Manager	1,045		
Finance & Technology	134		
Fire	203		
RCMP	990		
Engineering Services	768		
Parks, Recreation & Culture	6,041		
Planning & Development	-		
Corporate	4,290		
Other Entities	(2,368)		
Utilities	<u>54,458</u>		68,001
Penalties and Interest			739
Development Cost Charges			100,666
Investment Income			(591)
Government Transfers			1,214
Lease Revenues			2,266
Borrowing Proceeds			(10,600)
Other Revenue			(5,159)
Total Change in Revenue		<u>\$</u>	<u>243,297</u>

Consolidated Significant Changes

EXPENDITURES

Departmental Expenditures		
Mayor, Council & Grants	\$	190
City Manager		1,870
Finance & Technology		5,428
Human Resources		637
Fire		6,731
RCMP		31,751
Engineering Services		1,421
Parks, Recreation & Culture		22,144
Surrey Public Library		3,169
Planning & Development		2,241
Utilities Administrative Recovery		(379)
Operating Contingency		(71)
Council Priorities		-
Utilities		36,479
Other Entities		2,528
Amortization		59,356
		<u>173,495</u>
Capital Expenditures		14,357
Fiscal Services		8,387
Internal Borrowing		6,720
Transfers		39,421
Interest Allocated to Appropriate Surplus		979
		<u>243,359</u>
Total Change in Expenditures		<u>243,359</u>
2019 BUDGET		<u><u>\$ (3,932)</u></u>



2015 – 2019 FINANCIAL PLAN
CONSOLIDATED FINANCIAL PLAN
BYLAW, 2015, NO. 18380

CITY OF SURREY

BYLAW NO. 18380

A bylaw to provide for the adoption of the Surrey 2015 – 2019
Consolidated Financial Plan.

WHEREAS pursuant to Section 165 of the "Community Charter" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by bylaw, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey ENACTS AS FOLLOWS:

1. Council authorize the objectives and policies of the municipality in relation to each of the proposed funding sources, the proportion of total revenue, the distribution of property value taxes among property classes, and the use of permissive exemptions as set out in Schedule 1 hereto and forming part of this bylaw.
2. Council authorize the following:
 - (a) the proposed funding sources;
 - (b) the proposed expenditures, and
 - (c) the proposed transfers between funds.

As set out for each year in the planning period as shown in Schedule 2 attached hereto and forming part of this bylaw.

3. This bylaw shall be cited for all purposes as "Surrey 2015 – 2019 Consolidated Financial Plan Bylaw, 2015, No. 18380".

PASSED FIRST READING on the 12th day of January, 2015.

PASSED SECOND READING on the 12th day of January, 2015.

PASSED THIRD READING on the 12th day of January, 2015.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 2nd day of February, 2015.

 MAYOR
 CLERK

City of Surrey

Consolidated 2015 – 2019 Financial Plan

As per section 165 of the Community Charter, this schedule will address the objectives and policies that relate to the proposed funding sources, and the proportion of revenue collected from them, the distribution of property value taxes among the property classes, and the use of permissive exemptions.

I. Tax Revenues

Assessment Taxes

1. Property Tax

Property Taxes are generated to support City Services that are not covered by fees, charges, the drainage parcel tax, the cultural and recreational parcel tax and the road and traffic safety levy. These taxes are determined based on property assessment by property class. The types of services that these revenues support include; Protection Services, Library Services, Parks, Recreation and Culture, and some Engineering Services, along with administrative services such as Legislative Services, Finance and Technology, and Human Resources. The City of Surrey has adopted a policy of collecting the same amount of taxes each year from each property class category after the property class has been adjusted for non-market activity and before a Council approved rate increase is applied. As non-market activity can fluctuate between property classes, the distribution between property classes can vary from one year to the next. The property class ratios used in 2014 were as follows:

Class 1: Residential	1.00 to 1.00
Class 2: Utilities	13.22 to 1.00
Class 4: Major Industry	4.68 to 1.00
Class 5: Light Industry	2.51 to 1.00
Class 6: Business	2.84 to 1.00
Class 8: Recreational	0.98 to 1.00
Class 9: Agricultural	1.08 to 1.00

These ratios will be amended when the final assessment roll becomes available in April, to reflect the current year non-market activity. Property Taxes currently account for 28% of consolidated revenues collected.

Permissive property tax exemptions are provided for in the Community Charter and can be applied at the discretion of Council to reduce the assessed value of certain types of properties. The City of Surrey Council has adopted a policy (Q-27) that

guides the use of permissive property tax exemptions. This policy allows Council to consider the approval of permissive property tax exemptions for: church halls and lands surround the building, the lands surrounding hospitals, the lands surrounding schools, land or improvements for certain parks, recreation and athletic purposes provided that organizations can demonstrate that their facilities are open to Surrey residents, and some non-profit or charitable organizations provided that organizations can demonstrate that their facilities are open to Surrey residents. The 2015 Council approved permissive tax exemptions are estimated to be valued at approximately \$865,888

2. Road and Traffic Safety Levy

A Road and Traffic Safety Levy was established as part of the 2008 Budget process to address the need for increased maintenance of local and collector roads throughout the City and to provide additional funding for road safety features and improvements such as traffic calming, crosswalks, sidewalks, etc. The Roads and Traffic Safety Levy was expanded to include the maintenance and capital costs associated with the arterial roads throughout the City and to address identified on-going road maintenance needs related to inclement weather conditions. The levy is based on the assessed value of individual properties in each Property Class.

The 2015 Five Year (2015 – 2019) Financial Plan therefore includes an increase to the Road and Traffic Safety Levy to ensure funding is available to meet the City’s transportation objectives over time. Properties that are eligible for a full statutory and permissive property tax exemption are exempt from this levy. In 2015, this levy will generate 2% of consolidated revenues collected within the City

Parcel Taxes

1. Drainage Parcel Tax

The City of Surrey has adopted a "Drainage Parcel Tax" to fund the construction and operation of the storm drainage system for the convenience and safety of the residents and businesses within the City. The "Drainage Parcel Tax" is applied to all properties within the City at a rate structure such that residential properties pay one rate and all other classes pay another rate. Properties that are eligible for a full statutory and permissive property tax exemption are exempt from this parcel tax. The "Drainage Parcel Tax" accounts for approximately 4% of the consolidated revenue collected by the City.

2. Cultural & Recreational Parcel Tax

The City of Surrey has incorporated a "Cultural and Recreational Parcel Tax" that will provide funding for Cultural and Recreational services, including establishing, operating and maintaining related capital projects. Properties that are eligible for a full statutory and permissive property tax exemption are exempt from this tax. The Cultural and Recreational Parcel Tax accounts for approximately 2% of the consolidated revenue collected by the City.

II. Fees

The City of Surrey has adopted a "User-Pay" philosophy where this can practically be applied. Where the provision of a service can be directly related back to the consumer, a fee is developed and charged for that service. All fees are established through a bylaw for the fee charged and the terms and conditions of the payment. Some examples of the types of fees that the City imposes include: water, sewer and garbage fees, secondary suite fees, application fees, recreational usage fees and fees for document processing and replicating. Fees account for approximately 24% of the consolidated revenue collected within the City of Surrey.

III. Other Sources

The City of Surrey receives revenue from other sources such as developer contributions, provincial and federal grants and investment income.

Developer contributions are designed to place the burden of new infrastructure on new development. These contributions are received in one year and brought into budget for spending in the following year, making up approximately 36% of the total consolidated revenue in the 2015 Financial Plan.

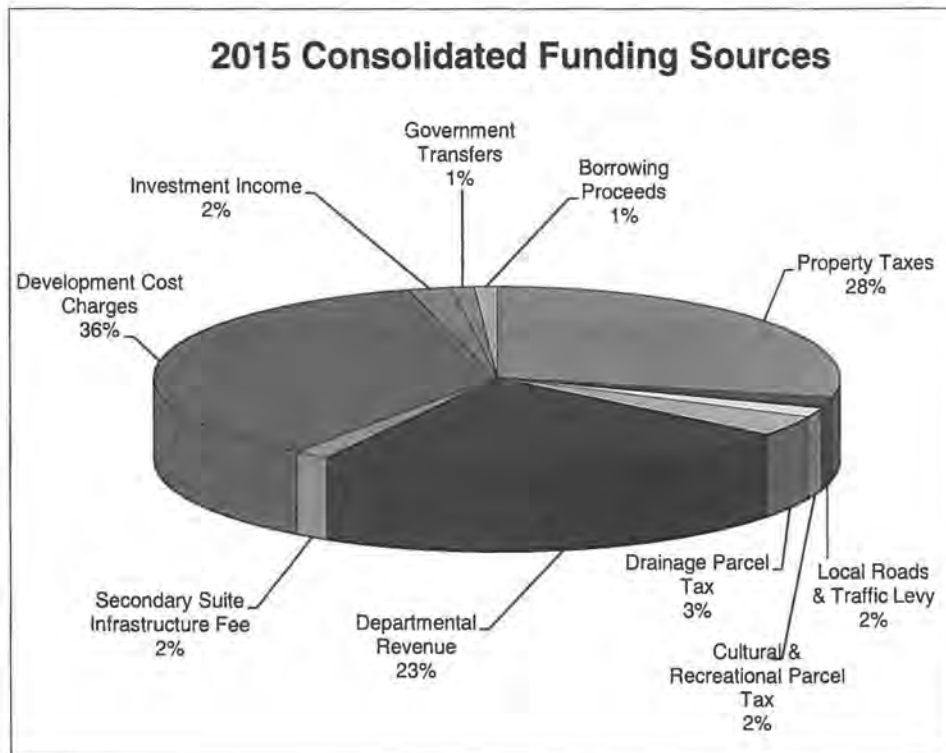
Provincial and federal grants are received for policing initiatives, library services and capital and infrastructure initiatives. The traffic fine sharing revenue for 2015 is anticipated to be \$6.372 million, other federal policing grants are anticipated to be \$0.363 million, library services are anticipating receiving \$0.933 million in provincial grants and casino revenue is anticipated to be \$3.1 million. Provincial and federal revenue is estimated to be approximately 1% of total revenue in 2014.

The City of Surrey manages an investment portfolio with an approximate value of \$602 million, returning an anticipated 2.61% in 2014. The interest earned on these investments account for approximately 2% of the total annual revenue.

IV. Borrowing

The City entered into debt in 2011 in order to fund initiatives in the Build Surrey Program, a multi-year capital program developed to support business and residential growth over the next 10 years. The total amount borrowed is approximately \$212,335,000 million dollars; the City does not anticipate borrowing any additional funds. The proceeds from borrowing account for approximately 1% of the total revenue in 2014.

The City's proposed distribution of revenue is as follows:



Consolidated Financial Plan Bylaw, 2015, No. 18380

Bylaw 18380

CITY OF SURREY

Schedule 2

Consolidated Financial Plan
and establish years 2015 to 2019

PROPOSED FUNDING SOURCES	2014 restated	2015	2016	2017	2018	2019
Revenues from Property Value Taxes						
Property Value Taxes	\$ 263,140,000	\$ 278,514,000	\$ 292,997,000	\$ 308,519,000	\$ 324,914,000	\$ 342,166,000
Local Roads & Traffic Levy	14,569,000	19,236,000	22,448,000	25,872,000	29,519,000	33,403,000
Revenues from Property Value Taxes	277,709,000	297,750,000	315,445,000	334,391,000	354,433,000	375,569,000
Revenues from Parcel Taxes						
Cultural & Recreational Parcel Tax	-	16,119,000	16,592,000	17,078,000	17,580,000	18,096,000
Drainage Parcel Tax	32,338,000	35,854,000	37,449,000	39,150,000	40,945,000	42,819,000
Revenues from Parcel Taxes	32,338,000	51,973,000	54,041,000	56,228,000	58,525,000	60,915,000
Revenues from Fees & Charges						
Departmental Revenue	205,755,000	221,477,000	233,310,000	249,039,000	266,546,000	285,159,000
Secondary Suite Infrastructure Fee	11,730,000	16,311,000	17,439,000	18,699,000	20,011,000	21,415,000
Penalties & Interest on Taxes	4,460,000	4,887,000	5,060,000	5,246,000	5,435,000	5,626,000
Revenues from Fees and Charges	221,945,000	242,675,000	255,809,000	272,984,000	291,992,000	312,200,000
Development Cost Charge Funds						
Development Cost Charges	109,892,000	147,580,000	145,436,000	236,165,000	240,334,000	244,837,000
Revenues from Other Sources						
Investment Income	21,423,000	20,150,000	20,256,000	20,049,000	19,791,000	19,558,000
Government Transfers	11,312,000	11,030,000	11,325,000	11,625,000	11,931,000	12,244,000
Corporate Lease Revenue	4,223,000	4,895,000	6,826,000	6,934,000	7,046,000	7,161,000
Borrowing Proceeds	8,000,000	10,600,000	-	-	-	-
Other Revenue	203,174,000	209,745,000	206,486,000	234,730,000	212,570,000	205,628,000
Revenues from Other Sources	248,132,000	256,420,000	244,893,000	273,338,000	251,338,000	244,591,000
TOTAL FUNDING SOURCES	\$ 890,016,000	\$ 996,398,000	\$ 1,015,624,000	\$ 1,173,106,000	\$ 1,196,622,000	\$ 1,238,112,000
PROPOSED EXPENDITURES						
Municipal Expenditures						
Police Services	\$ 122,791,000	\$ 134,026,000	\$ 148,731,000	\$ 154,668,000	\$ 160,475,000	\$ 166,491,000
Fire Services	61,517,000	59,966,000	61,825,000	63,750,000	65,746,000	67,815,000
Parks, Recreation & Culture	86,062,000	97,655,000	104,169,000	111,218,000	117,409,000	127,120,000
General Government	59,153,000	61,201,000	65,098,000	69,476,000	74,410,000	78,923,000
Planning & Development	25,596,000	27,593,000	27,964,000	28,565,000	29,638,000	30,762,000
Surrey Public Library	18,071,000	19,008,000	19,582,000	20,325,000	21,391,000	22,522,000
Engineering Services	72,463,000	78,885,000	84,154,000	90,409,000	97,310,000	103,928,000
Water, Sewer & Drainage	163,046,000	170,340,000	181,666,000	192,744,000	206,440,000	221,299,000
Solid Waste Expenditures	29,593,000	31,934,000	32,728,000	33,557,000	34,416,000	35,314,000
Operating Contingency	917,000	2,042,000	2,042,000	2,042,000	1,971,000	1,971,000
Total Municipal Expenditures	639,209,000	682,650,000	727,959,000	766,754,000	809,206,000	856,145,000
Fiscal Services & Debt Interest	7,802,000	10,845,000	12,214,000	13,782,000	17,698,000	20,449,000
Capital Expenditures - Prior Years	118,507,000	126,429,000	128,513,000	172,419,000	149,194,000	129,662,000
Capital Expenditures - Contributed	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000
Capital Expenditures - Current Years	457,864,000	497,002,000	517,497,000	647,285,000	598,512,000	562,554,000
Municipal Debt	4,910,000	6,029,000	4,911,000	5,609,000	5,137,000	4,812,000
TOTAL EXPENDITURES	\$ 1,109,785,000	\$ 1,196,526,000	\$ 1,262,581,000	\$ 1,433,430,000	\$ 1,430,553,000	\$ 1,443,960,000
PROPOSED TRANSFERS BETWEEN FUNDS						
Internal Borrowing	\$ (24,173,000)	\$ (13,513,000)	\$ (41,689,000)	\$ (53,812,000)	\$ (27,679,000)	\$ (6,793,000)
Transfers (from)/to Special Funds	(23,290,000)	(2,977,000)	(9,347,000)	3,325,000	18,856,000	44,078,000
Transfers (from)/to Appropriated Surplus	(1,040,000)	(1,874,000)	(1,343,000)	(1,212,000)	(962,000)	(1,951,000)
Unspecified Capital Budget Authority	(50,000,000)	(50,000,000)	(50,000,000)	(50,000,000)	(50,000,000)	(50,000,000)
Transfers (from)/to Equity	(116,267,000)	(127,894,000)	(140,684,000)	(154,753,000)	(170,227,000)	(187,250,000)
Transfer (from)/to Unappropriated Surplus	(4,999,000)	(3,870,000)	(3,894,000)	(3,872,000)	(3,919,000)	(3,932,000)
TOTAL TRANSFERS BETWEEN FUNDS	\$ (219,769,000)	\$ (200,128,000)	\$ (246,957,000)	\$ (260,324,000)	\$ (233,931,000)	\$ (205,848,000)
BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The City of Surrey's General Operating fund includes the City's 9 departments as well as the operations of the Surrey Public Library:

- Mayor, Council & Grants
- City Manager
- Finance & Technology
- Human Resources
- Fire
- RCMP
- Engineering Services
- Parks, Recreation & Culture
- Planning & Development
- Surrey Public Library

The Proposed Budgets for the Departments are approved by Council and reflect the strategic direction identified in the Official Community Plan, the Parks, Recreation & Culture Strategic Plan and the Surrey Public Library Strategic Plan.



Cloverdale Town Centre



2015 – 2019 FINANCIAL PLAN

GENERAL OPERATING - FINANCIAL SUMMARY (in thousands)

REVENUE SUMMARY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
	<i>restated</i>		<i>restated</i>					
Taxation	\$ 250,740	\$ 262,659	\$ 263,015	\$294,514	\$ 309,486	\$ 325,520	\$ 342,410	\$ 360,199
Departmental Revenues	65,071	66,703	68,598	74,370	76,619	79,040	81,319	85,991
Investment Income	16,038	16,370	15,453	14,112	14,148	13,871	13,542	13,238
Secondary Suite Infrastructure Fees	9,634	8,083	11,730	16,311	17,439	18,699	20,011	21,415
Corporate Lease Revenue	3,330	3,604	4,223	4,895	6,826	6,934	7,046	7,161
Contribution from SCDC	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Penalties & Interest	3,611	3,896	3,500	3,800	3,900	4,000	4,100	4,200
Provincial Revenue Sharing re: Gaming	3,599	3,055	3,700	3,100	3,200	3,300	3,400	3,500
Other Revenue	4,080	1,999	1,900	1,900	1,900	1,900	1,900	1,900
	\$360,603	\$370,869	\$376,619	\$417,502	\$438,018	\$457,764	\$478,228	\$502,104
EXPENDITURE SUMMARY								
Departmental Expenditures	\$ 311,924	\$ 324,970	\$ 331,329	\$359,582	\$ 383,668	\$ 399,562	\$ 415,921	\$ 434,714
Council Priorities	250	250	250	250	250	250	250	250
Fiscal Services	10,199	11,380	12,712	16,874	17,125	19,391	22,836	25,261
Contribution to Capital	12,196	10,356	13,400	12,400	12,700	14,100	15,550	17,150
Contributions to Road & Transp. Fund	26,266	22,512	17,162	18,432	18,432	18,432	18,432	18,432
Net Tsf.To/(From) Surplus & Other Funds	(283)	1,401	6,765	13,834	9,737	9,901	9,158	10,229
	\$360,552	\$370,869	\$381,618	\$421,372	\$441,912	\$461,636	\$482,147	\$506,036
Surplus/(Deficit)	\$ 51	\$ -	\$ (4,999)	\$ (3,870)	\$ (3,894)	\$ (3,872)	\$ (3,919)	\$ (3,932)
Transfers (To)/From Surplus	(51)	-	4,999	3,870	3,894	3,872	3,919	3,932
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2015 – 2019 FINANCIAL PLAN

GENERAL OPERATING - REVENUE SUMMARY (in thousands)

REVENUE SUMMARY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
	<i>restated</i>		<i>restated</i>					
Taxation								
Base Levy	\$ 224,862	\$ 234,989	\$ 236,080	\$248,299	\$ 262,201	\$ 276,229	\$ 291,295	\$ 307,186
Assessment Growth (City's Portion)	4,247	4,964	5,054	5,800	6,293	6,906	7,282	7,680
Property Tax Rate Increase	6,843	6,992	7,063	8,152	7,786	8,210	8,658	9,131
Provision for Adjustments	-	-	(50)	(50)	(50)	(50)	(50)	(50)
	235,952	246,945	248,147	262,201	276,230	291,295	307,185	323,947
Cultural & Recreational Parcel Tax	-	-	-	16,119	16,592	17,078	17,580	18,096
Grants in Lieu	14,788	15,714	14,868	16,194	16,664	17,147	17,645	18,156
Net Taxation	250,740	262,659	263,015	294,514	309,486	325,520	342,410	360,199
General Government								
City Manager's Department	7,319	7,536	7,854	8,343	8,593	8,850	9,115	9,388
Finance & Technology	1,368	1,328	1,432	1,247	1,279	1,312	1,346	1,381
Human Resources	8	1	-	-	-	-	-	-
	8,695	8,865	9,286	9,590	9,872	10,162	10,461	10,769
Protection Services								
Fire	1,632	1,691	1,600	1,629	1,678	1,728	1,779	1,832
RCMP	5,466	5,614	7,556	7,893	8,130	8,373	8,624	8,883
	7,098	7,305	9,156	9,522	9,808	10,101	10,403	10,715
Other								
Engineering Services	6,389	6,672	5,933	6,140	6,323	6,512	6,707	6,908
Parks, Recreation & Culture	23,092	24,242	24,001	28,116	29,031	30,079	30,943	34,157
Planning & Development	18,093	17,954	18,614	19,441	20,024	20,625	21,244	21,881
Surrey Public Library	1,704	1,665	1,608	1,561	1,561	1,561	1,561	1,561
	49,278	50,533	50,156	55,258	56,939	58,777	60,455	64,507
Departmental Revenues	65,071	66,703	68,598	74,370	76,619	79,040	81,319	85,991
Investment Income	16,038	16,370	15,453	14,112	14,148	13,871	13,542	13,238
Secondary Suite Infrastructure Fee	9,634	8,083	11,730	16,311	17,439	18,699	20,011	21,415
Contribution from SCDC	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Provincial Casino Revenue Sharing	3,599	3,055	3,700	3,100	3,200	3,300	3,400	3,500
Corporate Lease Revenue	3,330	3,604	4,223	4,895	6,826	6,934	7,046	7,161
Penalties & Interest	3,611	3,896	3,500	3,800	3,900	4,000	4,100	4,200
Carbon Tax Rebates	369	370	400	400	400	400	400	400
Other	3,711	1,629	1,500	1,500	1,500	1,500	1,500	1,500
	11,021	9,499	9,623	10,595	12,626	12,834	13,046	13,261
	\$ 360,603	\$ 370,869	\$376,619	\$417,502	\$438,018	\$457,764	\$478,228	\$502,104



2015 – 2019 FINANCIAL PLAN

GENERAL OPERATING - EXPENDITURE SUMMARY (in thousands)

EXPENDITURE SUMMARY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
	<i>restated</i>		<i>restated</i>					
General Government								
Mayor, Council & Grants	\$ 2,443	\$ 2,612	\$ 2,667	\$ 2,880	\$ 2,910	\$ 2,945	\$ 3,006	\$ 3,070
City Manager's Department	13,140	13,817	14,161	13,950	14,277	14,652	15,928	15,820
Finance & Technology	20,070	22,254	24,914	25,754	27,260	28,567	29,845	31,182
Human Resources	3,216	3,308	3,406	3,589	3,723	3,854	4,035	4,226
	<u>38,869</u>	<u>41,991</u>	<u>45,148</u>	<u>46,173</u>	<u>48,170</u>	<u>50,018</u>	<u>52,814</u>	<u>54,298</u>
Protection Services								
Fire	52,028	59,265	53,562	57,558	59,176	60,836	62,541	64,289
RCMP	115,032	119,765	122,845	132,490	147,041	152,809	158,430	164,241
	<u>167,060</u>	<u>179,030</u>	<u>176,407</u>	<u>190,048</u>	<u>206,217</u>	<u>213,645</u>	<u>220,971</u>	<u>228,530</u>
Other								
Engineering Services	4,508	6,198	5,349	5,599	5,960	6,327	6,665	7,020
Parks, Recreation & Culture	68,341	69,138	71,371	81,881	86,818	92,132	96,414	104,025
Planning & Development	22,760	24,379	25,592	27,589	27,960	28,561	29,634	30,758
Surrey Public Library	15,183	13,744	15,579	16,267	16,567	17,008	17,742	18,508
Utilities Administrative Recovery	(4,956)	(10,174)	(9,034)	(10,017)	(10,066)	(10,171)	(10,290)	(10,396)
Operating Contingency	159	664	917	2,042	2,042	2,042	1,971	1,971
	<u>105,995</u>	<u>103,949</u>	<u>109,774</u>	<u>123,361</u>	<u>129,281</u>	<u>135,899</u>	<u>142,136</u>	<u>151,886</u>
Total Departmental Expenditures	311,924	324,970	331,329	359,582	383,668	399,562	415,921	434,714
Council Priorities								
Council Initiative Fund	250	250	250	250	250	250	250	250
	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>
Fiscal Services								
Fiscal Charges	899	341	419	420	432	445	458	471
Interest Paid on Prepaid Taxes	313	336	300	346	354	363	372	381
External Borrowing	8,826	10,563	10,667	10,667	10,667	10,667	10,667	10,667
Internal Borrowing	161	140	1,326	5,441	5,672	7,916	11,339	13,742
	<u>10,199</u>	<u>11,380</u>	<u>12,712</u>	<u>16,874</u>	<u>17,125</u>	<u>19,391</u>	<u>22,836</u>	<u>25,261</u>
Carbon Emission Offsets	369	370	400	400	400	400	400	400
Contributions to Capital								
General Contribution	9,247	7,301	5,200	4,800	5,000	6,300	7,650	9,150
SCDC Dividend Contribution			4,500	4,500	4,500	4,500	4,500	4,500
Gaming Contribution	2,949	3,055	3,700	3,100	3,200	3,300	3,400	3,500
	<u>12,196</u>	<u>10,356</u>	<u>13,400</u>	<u>12,400</u>	<u>12,700</u>	<u>14,100</u>	<u>15,550</u>	<u>17,150</u>
Contributions to Road & Transportation Fund								
Roads & Transportation Fund	26,266	22,512	17,162	18,432	18,432	18,432	18,432	18,432
	<u>26,266</u>	<u>22,512</u>	<u>17,162</u>	<u>18,432</u>	<u>18,432</u>	<u>18,432</u>	<u>18,432</u>	<u>18,432</u>
Net Tsf. To/(From) Surplus & Other								
Tree Replacement Fee	-	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Transfers to Other Sources	(652)	(469)	4,865	11,934	7,837	8,001	7,258	8,329
	<u>(652)</u>	<u>1,031</u>	<u>6,365</u>	<u>13,434</u>	<u>9,337</u>	<u>9,501</u>	<u>8,758</u>	<u>9,829</u>
	\$ 360,552	\$ 370,869	\$ 381,618	\$ 421,372	\$ 441,912	\$ 461,636	\$ 482,147	\$ 506,036



2015 – 2019 FINANCIAL PLAN

DEPARTMENTAL PROGRAM SUMMARY GENERAL GOVERNMENT *(in thousands)*

NET DIVISIONS	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
	<i>restated</i>		<i>restated</i>					
Mayor, Council & Grants								
Office of the Mayor	\$ 656	\$ 681	\$ 686	\$ 718	\$ 732	\$ 753	\$ 787	\$ 823
Council	626	603	653	665	675	689	716	743
City Grants	1,091	1,328	1,328	1,497	1,503	1,503	1,503	1,503
	<u>2,373</u>	<u>2,612</u>	<u>2,667</u>	<u>2,880</u>	<u>2,910</u>	<u>2,945</u>	<u>3,006</u>	<u>3,069</u>
City Manager								
Administration	895	998	987	935	957	987	1,034	1,083
By-law Services	(1,968)	(1,982)	(1,873)	(1,992)	(2,111)	(2,220)	(2,232)	(2,254)
Crime Reduction Strategy	300	257	300	300	300	300	300	300
Economic Development	1,113	772	826	846	859	878	908	939
Legal Services	1,721	1,888	1,758	1,831	1,924	2,011	2,118	2,231
Legislative Services	3,422	3,566	3,575	3,653	3,711	3,792	3,921	4,059
Sustainability	250	250	250	250	260	270	280	290
	<u>5,733</u>	<u>5,749</u>	<u>5,823</u>	<u>5,823</u>	<u>5,900</u>	<u>6,018</u>	<u>6,329</u>	<u>6,648</u>
Finance & Technology								
Audit Procurement	1,534	1,702	1,701	1,682	1,842	2,006	2,179	2,353
Financial Processing	1,106	1,320	1,534	1,568	1,634	1,729	1,860	1,999
Financial Services	1,268	1,386	1,460	1,305	1,342	1,396	1,487	1,583
Information Technology	12,797	15,557	15,558	18,536	19,661	20,500	21,146	21,825
Leadership	1,701	2,159	2,246	2,301	2,351	2,424	2,544	2,671
Risk Management	1,554	1,505	1,533	1,915	1,950	2,000	2,083	2,171
	<u>19,960</u>	<u>23,629</u>	<u>24,032</u>	<u>27,307</u>	<u>28,780</u>	<u>30,055</u>	<u>31,299</u>	<u>32,602</u>
Human Resources								
Administration	986	1,110	791	973	1,024	1,060	1,116	1,175
Employment	705	716	1,024	1,057	1,077	1,106	1,153	1,203
Labour Relations & Compensation	495	543	632	657	684	704	737	771
Occupational Safety	821	936	909	872	909	954	999	1,047
Wellness & Diversity	57	50	50	30	30	30	30	30
	<u>3,064</u>	<u>3,355</u>	<u>3,406</u>	<u>3,589</u>	<u>3,724</u>	<u>3,854</u>	<u>4,035</u>	<u>4,226</u>
	<u>\$31,130</u>	<u>\$35,345</u>	<u>\$35,928</u>	<u>\$39,599</u>	<u>\$41,314</u>	<u>\$42,872</u>	<u>\$44,669</u>	<u>\$46,545</u>



2015 – 2019 FINANCIAL PLAN

DEPARTMENTAL PROGRAM SUMMARY PROTECTION SERVICES *(in thousands)*

NET DIVISIONS	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
	<i>restated</i>		<i>restated</i>					
Fire								
Administration	\$ 2,316	\$ 2,184	\$ 2,249	\$ 2,363	\$ 2,424	\$ 2,487	\$ 2,552	\$ 2,619
Emergency Planning	31	27	50	51	51	51	51	51
Fire Operations	45,031	48,004	45,674	49,484	50,829	52,211	53,631	55,088
Mechanics	950	1,050	867	901	936	971	1,007	1,043
Prevention	813	1,141	1,069	1,096	1,128	1,161	1,195	1,230
Radio & Communications	2,157	2,414	2,681	2,569	2,639	2,710	2,782	2,854
Training	800	877	749	842	868	894	921	949
	<u>52,098</u>	<u>55,697</u>	<u>53,339</u>	<u>57,306</u>	<u>58,875</u>	<u>60,485</u>	<u>62,139</u>	<u>63,834</u>
RCMP								
Administration	717	932	(3,120)	(2,763)	(2,171)	(2,223)	(2,271)	(2,319)
Corporate Services	9,212	8,835	8,946	9,572	9,973	10,329	10,739	11,168
District Offices	6,441	6,585	7,463	7,561	7,812	8,099	8,458	8,833
Operations	1,656	1,253	1,795	2,037	3,499	3,629	3,804	3,987
RCMP Contract	93,409	97,558	100,205	108,190	119,798	124,602	129,076	133,689
Strategic Research & Policy	(1)	-	-	-	-	-	-	-
	<u>111,434</u>	<u>115,163</u>	<u>115,289</u>	<u>124,597</u>	<u>138,911</u>	<u>144,436</u>	<u>149,806</u>	<u>155,358</u>
	<u>\$163,532</u>	<u>\$170,860</u>	<u>\$168,628</u>	<u>\$181,903</u>	<u>\$197,786</u>	<u>\$204,921</u>	<u>\$211,945</u>	<u>\$219,192</u>



2015 – 2019 FINANCIAL PLAN

DEPARTMENTAL PROGRAM SUMMARY OTHER DEPARTMENTS *(in thousands)*

NET DIVISIONS	2013 ACTUAL <i>restated</i>	2014 ACTUAL	2014 BUDGET <i>restated</i>	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Engineering Services								
Engineering Operations	\$ (1,729)	\$ (712)	\$ (598)	\$ (366)	\$ (561)	\$ (537)	\$ (662)	\$ (793)
Engineering Professional Services	1,432	1,874	1,524	1,128	1,237	1,356	1,454	1,559
Land Development	(206)	(71)	(22)	(125)	(168)	(156)	(25)	114
Realty Services	(65)	(63)	84	685	701	724	763	804
	(568)	1,028	988	1,322	1,209	1,387	1,530	1,684
Parks, Recreation & Culture								
Administration	2,635	2,568	4,185	4,744	4,857	5,001	5,194	5,394
Arenas	932	981	853	834	818	831	1,193	1,528
Art Centre	2,220	2,244	2,430	2,736	2,890	3,047	3,183	3,301
Community Halls	6,831	7,683	7,868	8,605	10,718	12,920	13,427	14,757
Community Recreation Office	1,256	599	1,540	1,724	1,746	1,784	1,856	1,931
Healthy Communities	(4)	(8)	16	16	16	16	16	16
Heritage Services	1,390	1,488	1,655	1,825	1,851	1,893	1,967	2,194
Indoor Pools	4,303	3,997	3,087	4,992	5,219	5,338	5,593	5,860
Marketing	823	880	894	939	939	939	939	939
Outdoor Pools	1,128	1,279	1,351	1,440	1,520	1,596	1,656	1,719
Parks Division	20,141	21,136	21,916	23,031	24,349	25,839	27,598	29,380
	41,655	42,847	45,795	50,886	54,923	59,204	62,622	67,019
Surrey Public Library								
Administration	28	47	289	319	348	388	451	517
Community Relations	13,416	12,009	13,682	14,387	14,658	15,059	15,730	16,430
	13,444	12,056	13,971	14,706	15,006	15,447	16,181	16,947
Planning and Development								
Administration	2,746	3,327	3,253	3,578	3,626	3,708	3,859	4,017
Area Planning & Development	1,622	2,343	2,392	2,486	2,491	2,539	2,678	2,825
Building	(8,129)	(8,385)	(8,368)	(8,768)	(9,135)	(9,439)	(9,592)	(9,745)
Community Planning	1,691	1,779	1,919	1,967	1,996	2,045	2,137	2,233
Facilities	24	24	23	23	23	23	23	23
Heritage Advisory Committee	7,636	8,430	8,441	9,492	9,584	9,728	9,973	10,233
	5,590	7,518	7,660	8,778	8,585	8,604	9,078	9,586
Utilities Administrative Recovery	(4,956)	(10,174)	(9,034)	(10,017)	(10,066)	(10,171)	(10,290)	(10,396)
Operating Contingency	159	664	917	2,042	2,042	2,042	1,971	1,971
	\$55,324	\$53,939	\$60,297	\$67,717	\$71,699	\$76,513	\$81,092	\$86,811



2015 – 2019 FINANCIAL PLAN

GENERAL OPERATING FINANCIAL PLAN BYLAW, 2015, NO. 18381

CITY OF SURREY

BYLAW NO. 18381

A bylaw to provide for the adoption of the Surrey 2015 – 2019
General Operating Financial Plan.

WHEREAS pursuant to Section 165 of the "Community Charter" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by bylaw, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey ENACTS AS FOLLOWS:

1. Council authorize the following:

- (a) the proposed funding sources;
- (b) the proposed expenditures, and
- (c) the proposed transfers between funds;

as set out for each year in the planning period as shown in Schedule 1 attached hereto and forming part of this bylaw.


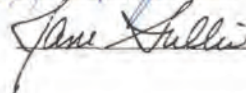
2. This bylaw shall be cited for all purposes as "Surrey 2015 – 2019 General Operating Financial Plan Bylaw, 2015, No. 18381".

PASSED FIRST READING on the 12th day of January, 2015.

PASSED SECOND READING on the 12th day of January, 2015.

PASSED THIRD READING on the 12th day of January, 2015.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 2nd day of February, 2015.

 MAYOR
 CLERK

General Operating Financial Plan Bylaw, 2015, No. 18381

Bylaw 18381

CITY OF SURREY

Schedule 1

General Operating Financial Plan
and establish years 2015 to 2019

	2014 restated	2015	2016	2017	2018	2019
PROPOSED FUNDING SOURCES						
Revenues from Property Value Taxes						
Property Value Taxes	\$263,015,000	\$278,395,000	\$292,894,000	\$308,442,000	\$324,830,000	\$342,103,000
Revenues from Parcel Taxes						
Cultural & Recreational Parcel Tax	-	16,119,000	16,592,000	17,078,000	17,580,000	18,096,000
Revenues from Fees & Charges						
Departmental Revenue	61,973,000	66,440,000	67,045,000	69,223,000	71,251,000	75,664,000
Secondary Suite Infrastructure Fee	11,730,000	16,311,000	17,439,000	18,699,000	20,011,000	21,415,000
Penalties & Interest on Taxes	3,500,000	3,800,000	3,900,000	4,000,000	4,100,000	4,200,000
Revenues from Fees and Charges	77,203,000	86,551,000	88,384,000	91,922,000	95,362,000	101,279,000
Revenues from Other Sources						
Investment Income	15,453,000	14,112,000	14,148,000	13,871,000	13,542,000	13,238,000
Government Transfers	11,312,000	11,030,000	11,325,000	11,625,000	11,931,000	12,244,000
Corporate Lease Revenue	4,223,000	4,895,000	6,826,000	6,934,000	7,046,000	7,161,000
Other Revenue	6,400,000	6,400,000	6,400,000	6,400,000	6,400,000	6,400,000
Revenue from Other Sources	37,388,000	36,437,000	38,699,000	38,830,000	38,919,000	39,043,000
TOTAL FUNDING SOURCES	\$377,606,000	\$417,502,000	\$436,569,000	\$456,272,000	\$476,691,000	\$500,521,000
PROPOSED EXPENDITURES						
Municipal Expenditures						
Police Services	\$121,395,000	\$132,490,000	\$147,041,000	\$152,809,000	\$158,430,000	\$164,241,000
Fire Services	59,328,000	57,558,000	59,176,000	60,836,000	62,541,000	64,289,000
Parks, Recreation & Culture	71,722,000	81,881,000	86,818,000	92,132,000	96,414,000	104,025,000
General Government	34,364,000	36,406,000	38,354,000	40,097,000	42,774,000	44,152,000
Planning & Development	25,592,000	27,589,000	27,960,000	28,561,000	29,634,000	30,758,000
Surrey Public Library	15,579,000	16,267,000	16,567,000	17,008,000	17,742,000	18,508,000
Engineering Services	5,349,000	5,599,000	5,960,000	6,327,000	6,665,000	7,020,000
Operating Contingency	917,000	2,042,000	2,042,000	2,042,000	1,971,000	1,971,000
Total Municipal Expenditures	334,246,000	359,832,000	383,918,000	399,812,000	416,171,000	434,964,000
Fiscal Services & Debt Interest	7,802,000	10,845,000	12,214,000	13,782,000	17,698,000	20,449,000
Municipal Debt	4,910,000	6,029,000	4,911,000	5,609,000	5,137,000	4,812,000
TOTAL EXPENDITURES	\$346,958,000	\$376,706,000	\$401,043,000	\$419,203,000	\$439,006,000	\$460,225,000
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	\$ 22,247,000	\$ 32,266,000	\$ 26,720,000	\$ 26,841,000	\$ 26,054,000	\$ 27,078,000
Transfers (from)/to Capital	13,400,000	12,400,000	12,700,000	14,100,000	15,550,000	17,150,000
Transfer (from)/to Unappropriated Surplus	(4,999,000)	(3,870,000)	(3,894,000)	(3,872,000)	(3,919,000)	(3,932,000)
TOTAL TRANSFERS BETWEEN FUNDS	\$ 30,648,000	\$ 40,796,000	\$ 35,526,000	\$ 37,069,000	\$ 37,685,000	\$ 40,296,000
BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

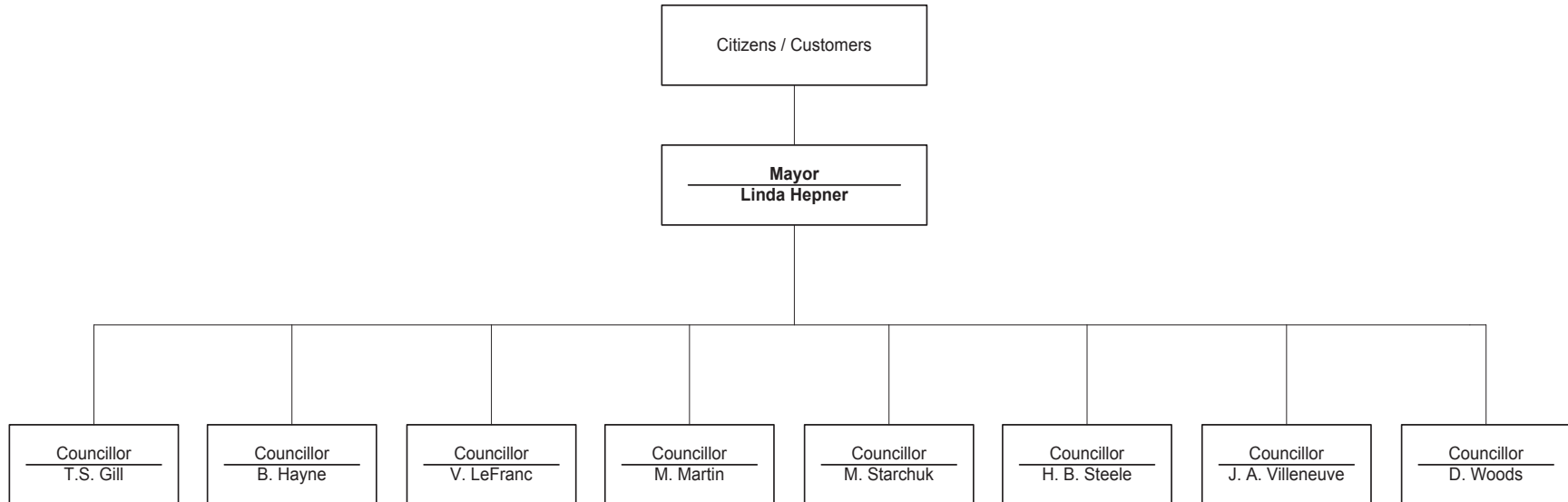


CITY OF
SURREY
the future lives here.

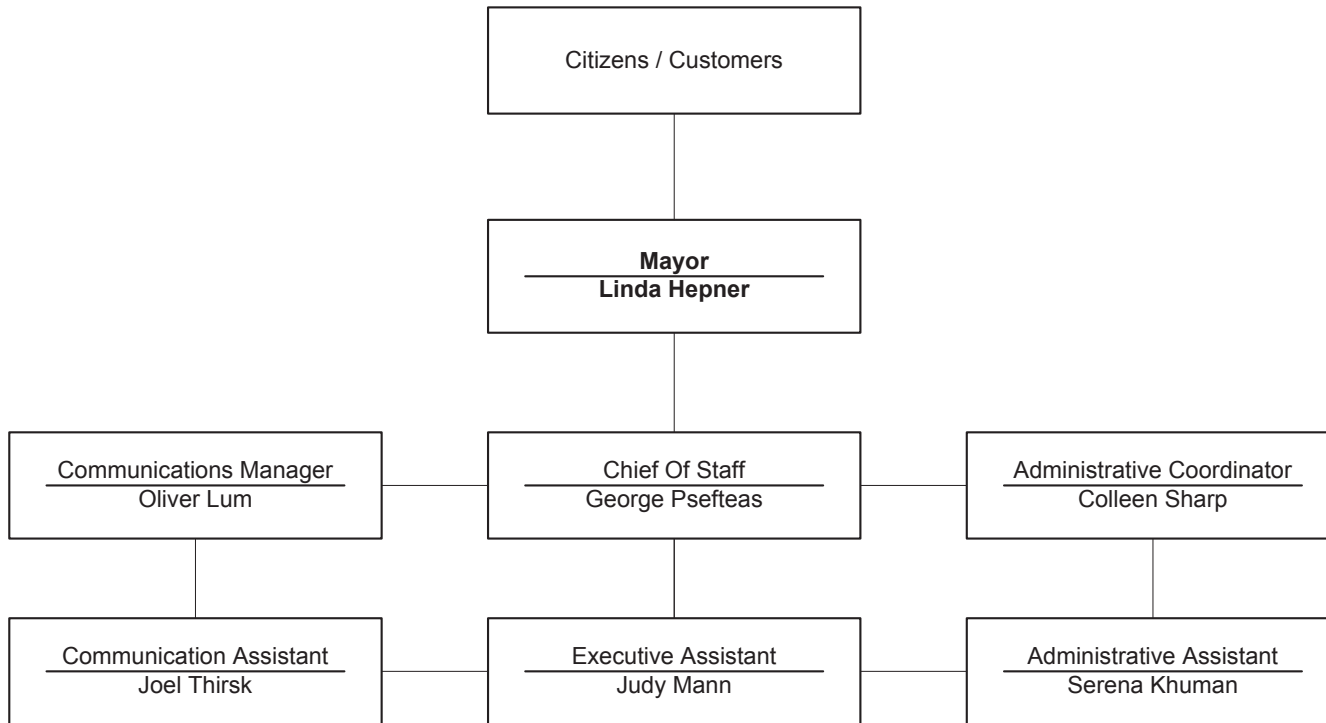


*Back Row: M. Martin; T.S. Gill; M. Starchuk; J. A. Villeneuve;
Front Row: B. Hayne; V. LeFranc; Mayor L. Hepner; H. B. Steele; D. Woods*

**2015 – 2019 Financial Plan
Mayor & Council Departmental Functions**



**2015 – 2019 Financial Plan
Mayor's Office Departmental Functions**



Surrey City Council is comprised of the Mayor and eight Councillors who provide leadership and vision for the City as the governing body.

Municipal elections are held every four years, with the most recent election having been held in November of 2014. Council meetings, held two or three times every month, occur on Monday afternoons and evenings in the Council Chambers at Surrey City Hall.

These meetings provide residents, community groups and businesses with an opportunity to appear before Council in the form of public delegation to voice concerns or recommendations and participate in the law-making process.

The most important goals of City Council are to create prosperous, safe, sustainable, clean, and active communities.

Key initiatives include: Municipal Government responsibilities as outlined in the Community Charter, the Local Government Act and other provincial statutes as well as the adoption of By-Laws, policies and levying of taxes for these purposes.

Council also has the responsibility to obtain, release and manage City property, assets and operations as delegated through the City Manager.

Council Members are involved at all levels of government, often serving on local, regional, provincial and federal committees, boards and commissions.

The Mayor has civic authority to establish various committees and may appoint both Council and Civilian members. Once established, committees are primarily deliberative and bring forth their recommendations to City Council for adoption.

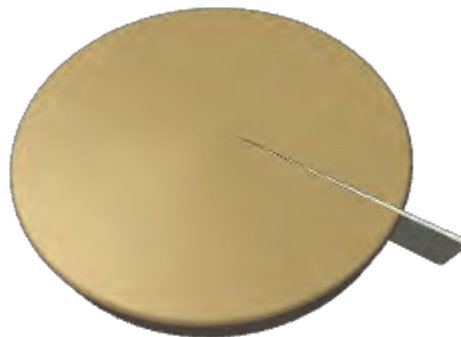
Altogether, there are several standing committees, select committees, boards, commissions and task forces appointed and steered by Council Members.

As elected officials, the Mayor and City Council use their authority to establish and enact sustainable policies that aide in promoting the overall growth, development and operation of Surrey.



2015 – 2019 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
MAYOR, COUNCIL & GRANTS
(in thousands)

<u>DIVISION SUMMARY</u>	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Office of the Mayor	\$ 656	\$ 681	\$ 686	\$ 718	\$ 732	\$ 753	\$ 787	\$ 823
Council	626	603	653	665	675	689	716	743
City Grants	1,091	1,328	1,328	1,497	1,503	1,503	1,503	1,503
	<u>\$ 2,373</u>	<u>\$ 2,612</u>	<u>\$ 2,667</u>	<u>\$ 2,880</u>	<u>\$ 2,910</u>	<u>\$ 2,945</u>	<u>\$ 3,006</u>	<u>\$ 3,070</u>
 <u>ACCOUNT SUMMARY</u>								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,139	1,090	1,098	1,142	1,162	1,194	1,251	1,311
Operating Costs	1,303	1,516	1,567	1,736	1,746	1,749	1,753	1,757
Internal Services Used	5	15	2	2	2	2	2	2
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(4)	(9)	-	-	-	-	-	-
	<u>2,443</u>	<u>2,612</u>	<u>2,667</u>	<u>2,880</u>	<u>2,910</u>	<u>2,945</u>	<u>3,006</u>	<u>3,070</u>
Net Operations Total	2,443	2,612	2,667	2,880	2,910	2,945	3,006	3,070
Transfers								
Transfer From Own Sources	(70)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>(70)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 2,373</u>	<u>\$ 2,612</u>	<u>\$ 2,667</u>	<u>\$ 2,880</u>	<u>\$ 2,910</u>	<u>\$ 2,945</u>	<u>\$ 3,006</u>	<u>\$ 3,070</u>



**0.45% of
Gross
Taxation
allocated to
Mayor,
Council &
Grants**

Mayor, Council & Grants

	2013	2014	2014	2015	2016	2017	2018	2019
OFFICE OF THE MAYOR	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	564	570	568	600	613	633	666	701
Operating Costs	103	104	116	116	117	118	119	120
Internal Services Used	5	15	2	2	2	2	2	2
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	(8)	-	-	-	-	-	-
	672	681	686	718	732	753	787	823
Net Operations Total	672	681	686	718	732	753	787	823
Transfers								
Transfer From Own Sources	(16)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	(16)	-	-	-	-	-	-	-
	<u>\$ 656</u>	<u>\$ 681</u>	<u>\$ 686</u>	<u>\$ 718</u>	<u>\$ 732</u>	<u>\$ 753</u>	<u>\$ 787</u>	<u>\$ 823</u>
COUNCIL	2013	2014	2014	2015	2016	2017	2018	2019
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	575	520	530	542	549	561	585	610
Operating Costs	109	84	123	123	126	128	131	133
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(4)	(1)	-	-	-	-	-	-
	680	603	653	665	675	689	716	743
Net Operations Total	680	603	653	665	675	689	716	743
Transfers								
Transfer From Own Sources	(54)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	(54)	-	-	-	-	-	-	-
	<u>\$ 626</u>	<u>\$ 603</u>	<u>\$ 653</u>	<u>\$ 665</u>	<u>\$ 675</u>	<u>\$ 689</u>	<u>\$ 716</u>	<u>\$ 743</u>

Mayor, Council & Grants

APPROVED CITY GRANTS	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
City Leases								
Fraser Valley Heritage Rail Society	\$ 112	\$ 112	\$ 112	\$ 112	\$ 112	\$ 112	\$ 112	\$ 112
Sunnyside Saddle Club	38	38	38	38	38	38	38	38
Surrey Heritage Society	24	24	24	24	24	24	24	24
Surrey Sailing Club	24	24	24	24	24	24	24	24
Panorama Ridge Riding Club	22	22	22	22	22	22	22	22
L.M. German Shepherd Dog Club	6	6	6	6	6	6	6	6
Action BMX Association	4	4	4	4	4	4	4	4
Crescent Beach Swim Club	1	1	1	1	1	1	1	1
	<u>231</u>	<u>231</u>	<u>231</u>	<u>231</u>	<u>231</u>	<u>231</u>	<u>231</u>	<u>231</u>
Property Taxes								
Unallocated Taxes	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
	5	5	5	5	5	5	5	5
Tourism / Chamber of Commerce								
Cloverdale Chamber of Commerce	10	10	10	10	10	10	10	10
South Surrey & White Rock Chamber	10	10	10	10	10	10	10	10
Surrey Board of Trade	10	10	10	10	10	10	10	10
Tourism Surrey	10	10	10	10	10	10	10	10
	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>
Lower Fraser Valley Exhibition								
Operations	350	364	350	369	375	375	375	375
Credit Security	200	200	200	200	200	200	200	200
Cloverdale Rodeo	225	225	225	225	225	225	225	225
	<u>775</u>	<u>789</u>	<u>775</u>	<u>794</u>	<u>800</u>	<u>800</u>	<u>800</u>	<u>800</u>
Honey Hooser Scholarship	1	1	1	1	1	1	1	1
Arts Council of Surrey	4	4	4	4	4	4	4	4
Surrey Foundation	5	5	5	5	5	5	5	5
Cloverdale Curling Club	60	60	60	60	60	60	60	60
Keys Housing & Health Solutions	24	24	24	24	24	24	24	24
Community Enhancement Partnership Program	25	25	25	25	25	25	25	25
Metro Vancouver Crime Stoppers	25	25	25	30	30	30	30	30
Surrey Crime Prevention Society	85	85	85	230	230	230	230	230
Dry Grad Events	2	2	5	5	5	5	5	5
Special Recognition	5	5	5	5	5	5	5	5
One-time Grants								
One-time Grants	61	60	60	68	68	68	68	68
Carry Forward Funding from Prior Year	(24)	(33)	(22)	(30)	(30)	(30)	(30)	(30)
Carry Forward Funding to Next Year	-	-	-	-	-	-	-	-
	<u>37</u>	<u>27</u>	<u>38</u>	<u>38</u>	<u>38</u>	<u>38</u>	<u>38</u>	<u>38</u>
	<u>\$ 1,324</u>	<u>\$ 1,328</u>	<u>\$ 1,328</u>	<u>\$ 1,497</u>	<u>\$ 1,503</u>	<u>\$ 1,503</u>	<u>\$ 1,503</u>	<u>\$ 1,503</u>

Mayor, Council & Grants

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
1st Semiahmoo Sea Scouts	Culture & Recreation	\$ 750	Partnership with the Surrey Sailing Club to provide outdoor recreation for boys & girls
Afro-Canadian Positive Network of BC	Health & Social	2,000	Delivery of HIV education and awareness programs for refugees and immigrants
Alexandra Neighbourhood House	Health & Social	1,000	Fifty-bed intergenerational therapeutic community garden at Kiwanis Park Place
BC Aquasonics	Culture & Recreation	500	"Try-It" days at the Surrey Sport and Leisure Complex, to support & promote synchronized swimming lessons for girls
Big Brothers of Greater Vancouver (Surrey Office)	Health & Social	2,000	Prevention-based mentoring programs in Surrey (Big Brothers and In-School mentoring programs for at risk children)
Big Sisters of BC Lower Mainland	Health & Social	2,000	Big and Little Sister programmes mentoring for at risk girls 7-17 (i.e. Study Buddy, Go Girls! Healthy Bodies and Healthy Minds)
Boys and Girls Clubs of South Coast BC	Health & Social	1,500	Equipment for wireless internet access at the Surrey Boys and Girls Club
Cerebral Palsy Association of British Columbia	Health & Social	800	"Dance without Limits" program expansion, providing children with disabilities, the opportunity to participate in adapted dance classes
Children of the Street Society	Health & Social	2,000	TCO2 (Taking Care of Ourselves, Taking Care of Others) program to help at-risk children avoid sexual exploitation
Cloverdale Business Improvement Association	Community Promotion	1,000	12th Annual Cloverdale Blueberry Festival - Show n' Shine, Arts Festival, Family Zone and Country Music Zone
Community Justice Initiatives Association	Health & Social	2,000	Online version of "The Little Black Book" promoting outreach programs for youth in Surrey, Langley, Delta, White Rock and Maple Ridge
Diversecity Community Resources Society	Health & Social	2,000	Child and Youth Empowerment Camp in Surrey and Delta, two in Surrey and two in Delta during Spring Break and summer
Downtown Surrey Business Improvement Association	Community Promotion	3,000	Movies under the Stars 2015 - Saturday August 1, 8, 15, 22
Jamaican Canadian Cultural Association of BC	Community Promotion	1,000	Jamaican Cultural Festival August 2, 2015 at Holland Park
John Howard Society of the Lower Mainland	Health & Social	2,000	Pilot a support group, Loved Ones of Prisoners, to empower families and friends who are supporting individuals in custody
Kiwanis Fraser Valley Music Festival Society	Culture & Recreation	1,000	5th Annual Speech & Drama Festival and the inaugural Chinese Ethnic Instruments Festival
Latinos in Action Society	Community Promotion	500	3rd Annual Multi-Cultural Fair - July 12, 2015
Learning Disabilities Association of BC-Fraser South	Health & Social	500	Develop a new organization brochure for distribution and to provide copies of "Power to Achieve: Families Strategies to Support the Child with LD/ADHD" binder to parents
MADD Canada - Metro Vancouver Chapter	Health & Social	2,000	"MADD" School Assembly Program - "AFTERMATH" to dramatize the tragic consequences of impaired driving

Mayor, Council & Grants

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
Outlaw RC Club	Culture & Recreation	\$ 500	Track upgrades for a radio controlled vehicle park and Cloverdale Fairgrounds lease, promoting a safe environment for this hobby
Pacific Community Resources Society	Health & Social	1,000	Camp for girls 8-17, provide tools and outreach services to build confidence, creativity, decision and communication skills
Pacific Parklands Foundation	Health & Social	2,000	Catching the Spirit Youth Environmental Stewardship program, leadership education, training components and outreach activities to youth
Semiahmoo Peninsula Marine Rescue Society	Health & Social	2,000	At Station 5 in Crescent Beach, outfit a 2nd rescue vessel to 2015 standards
Seniors Come Share Society	Health & Social	1,500	Host a monthly dinner for seniors at the South Surrey site including entertainment and activities
SOS Children's Village BC	Health & Social	1,000	Establish a Youth Advisory Council to be involved in the First Nation Cultural Trail project at the SOS Children's Village BC site in Surrey
Special Olympics British Columbia Surrey	Health & Social	500	New uniforms for the expanding softball program specifically for the new team "The Mounties"
Street Rich Hip Hop Society	Culture & Recreation	500	To expand "The Bridge" festival Sep 5 - 6, 2015 with programming, workshops, entertainment, community BBQ
Super Chefs	Health & Social	1,000	To improve the health and well being of local children by giving them the knowledge and skills to make healthy eating and lifestyle choices.
Surrey Amateur Radio Club	Culture & Recreation	500	Annual Amateur Radio Field Day Event June 26 to 28, 2015 in Grandview Heights
Surrey Christmas Bureau	Health & Social	3,000	Hamper & Adopt-a-Family programs which help families with children under the age of 16
Surrey International Folk Dancing Society	Culture & Recreation	400	Two sandwich board signs to aid in the promotion of the Surrey International Folk Dancing Society
Surrey International Writers' Conference Society	Culture & Recreation	1,000	23st Annual Surrey International Writers Conference, to be held October 22 to 25, 2015 at the Sheraton Inn - Guildford
Surrey Latin Integration Society	Culture & Recreation	500	Facility rental of Surrey Nature Centre or Bear Creek Pavilion for free arts and crafts classes using recyclable materials for seniors
Surrey Minor Ball Hockey Association	Culture & Recreation	1,000	Create & implement training for referees and coaches of ball hockey, which helps coaches put children first & teaches kids to be respectful
Surrey Off Road Cycling Enthusiastics	Culture & Recreation	1,000	Two large cycling promotional events in 2015 to showcase the great bike parks we have in the City
Surrey Pride Society	Community Promotion	2,000	Annual Surrey Pride Festival
Surrey Sea Lions Swim Club	Culture & Recreation	500	Host annual swim competition July 12 - 13, 2015 for the Fraser South Region in preparation for the regional & provincial swims meets
Surrey Search and Rescue Society	Health & Social	1,500	5 iPad Mini's for efficient communication, information and navigation without cell coverage for search and rescue needs
Umoga Operation Compassion Society	Health & Social	1,000	Provide a once a week drop-in program to supports newcomer girls ages 11 - 14 as they transition into life in Canada

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
Vancouver Community Foundation on behalf of Surrey Poverty Reduction Coalition	Health & Social	\$ 1,000	Surrey Poverty Reduction Plan Forum on Feb 16, 2015 to continue the "This is how we end poverty in Surrey" plan adopted by the City in 2012
Whalley Community Association	Community Promotion	2,000	17th Annual Surrey Fest Downtown - A Celebration of Community to be held Saturday June 20, 2015 at Central City Plaza
Whalley Community Association Downtown Surrey BIA	Community Promotion	1,500	To support 2nd Annual Whalley's Corner Community Festival June 27, 2015
YWCA Metro Vancouver	Health & Social	2,000	To offer after-school programming for grade seven girls "That's Just Me" and boys "Boys 4 Real" in Surrey
Fraser Valley Heritage Railway Society	lease	112,000	2015 Lease-in-kind
Sunnyside Saddle Club	lease	38,400	2015 Lease-in-kind
Surrey Sailing Club	lease	24,000	2015 Lease-in-kind
Surrey Heritage Society	lease	24,000	2015 Lease-in-kind
Panorama Riding Club	lease	22,500	2015 Lease-in-kind
Lower Mainland German Shepherd Dog Club	lease	6,000	2015 Lease-in-kind
Action BMX Association	lease	4,000	2015 Lease-in-kind
Crescent Beach Swim Club	lease	625	2015 Lease-in-kind
Cloverdale District Chamber of Commerce	Business & Tourism	10,000	Local Festivals
Surrey Board of Trade	Business & Tourism	10,000	Business Resource Centre & Awards
South Surrey/ White Rock Chamber	Business & Tourism	10,000	Business Resource Centre & Awards
Tourism Surrey	Business & Tourism	10,000	City Wide Tourism
Lower Fraser Valley Exhibition Association	LFVEA	369,100	Operations
Lower Fraser Valley Exhibition Association	LFVEA	200,000	Credit Security
Lower Fraser Valley Exhibition Association	LFVEA	225,000	Cloverdale Rodeo
Honey Hooser Scholarship Fund	Community	1,000	Scholarships

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
Arts Council of Surrey	Community	\$ 4,000	Matching grant
Surrey Foundation	Community	5,000	Grant Evaluation
Community Enhancement Partnership Program	Community	25,000	Matching grant
Cloverdale Curling Club	Community	60,000	Operations
Keys Housing & Health Solutions	Crime Prevention	24,000	Street Youth Services
Crime Stoppers	Crime Prevention	30,000	Tips Line
Surrey Crime Prevention Society	Crime Prevention	230,000	Citizens Crime Watch & Anti-graffiti
Ecole Panorama Ridge Secondary School	Dry Grad	250	2015 Dry grad
Fleetwood Secondary School	Dry Grad	250	2015 Dry grad
Kwantlen Park Secondary	Dry Grad	250	2015 Dry grad
Queen Elizabeth Secondary School	Dry Grad	250	2015 Dry grad
Sullivan Heights Secondary School	Dry Grad	250	2015 Dry grad
Special Recognition		2,500	Pins
Unallocated - Dry Grad		3,250	
Unallocated - One-time		11,925	
Unallocated - Property Taxes		5,000	
Unallocated - Special Recognition		2,500	
Carryforward funding		(30,000)	
Total		<u>\$1,497,500</u>	

	2015 – 2019 FINANCIAL PLAN	
	SIGNIFICANT CHANGES MAYOR, COUNCIL & GRANTS <i>(in thousands)</i>	

2014 ADOPTED BUDGET		\$ 2,667
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Rate Adjustments	\$ 44	44
Operating Costs	169	169
Total Change in Expenditures		<u>213</u>
2015 BUDGET		<u><u>\$ 2,880</u></u>
<hr/>		
2015 ADOPTED BUDGET		\$ 2,880
EXPENDITURES		
Salaries/Wages & Benefits		
Potential Salary Increases	\$ 170	170
Operating Costs		
Increase Due to Inflation	20	20
Total Change in Expenditures		<u>190</u>
2019 BUDGET		<u><u>\$ 3,070</u></u>



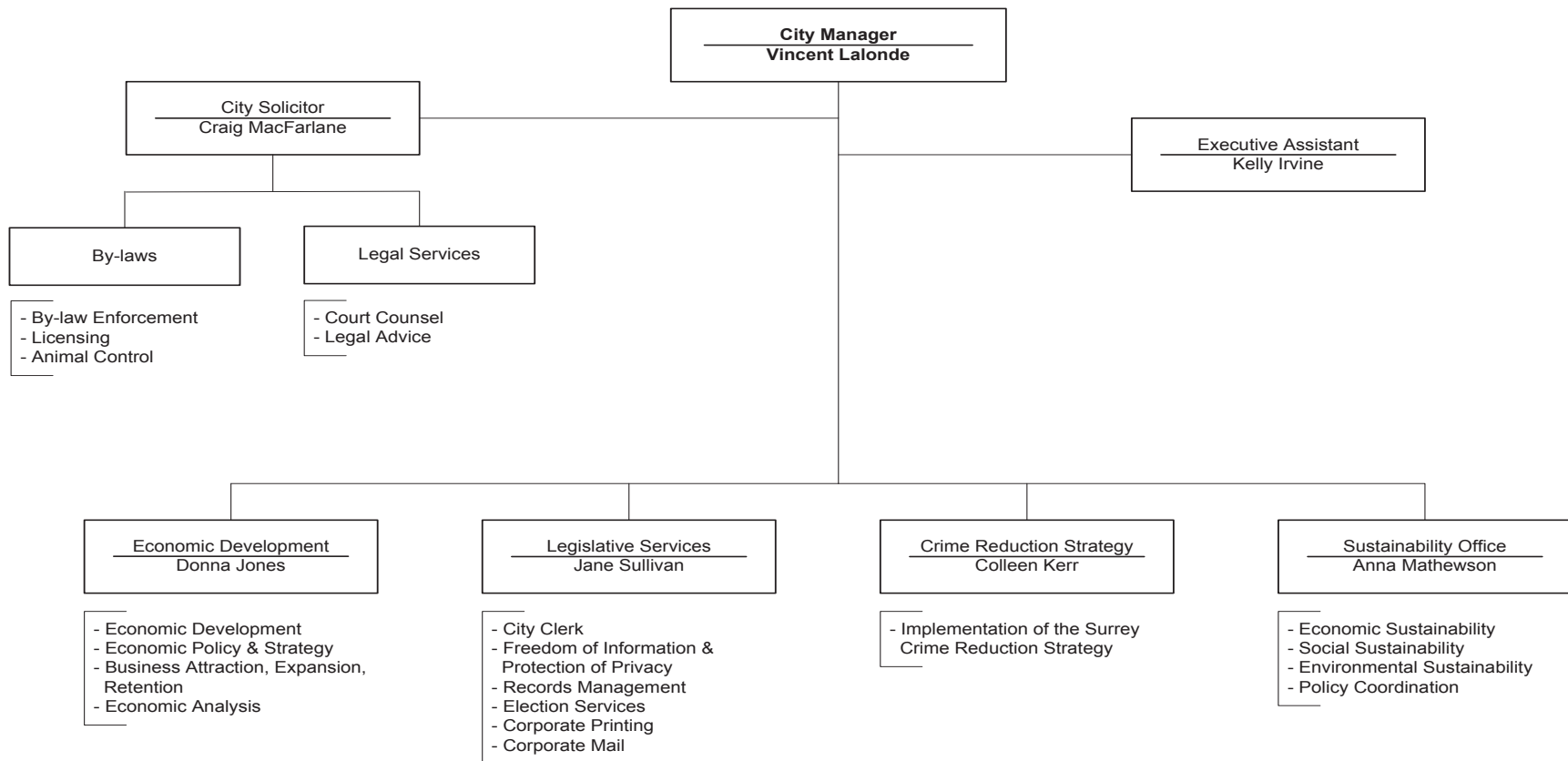
Council Chamber at The New City Hall



2015 – 2019 FINANCIAL PLAN

CITY MANAGER’S DEPARTMENTAL FUNCTIONS

2015 – 2019 Financial Plan
City Manager’s Departmental Functions



MISSION STATEMENT

The mission of the City Manager’s Department is to oversee the achievement by the City’s administration of City Council’s short and long-term objectives for the City.

KEY PROGRAMS & SERVICES

The City Manager’s Department:

- Provides advice and recommendations to City Council related to policies and emerging issues;
- Assists in guiding the work of the other City Departments;
- Ensures a coordinated and balanced implementation of Council policy and programs;
- Ensures that Council resolutions are addressed in a timely and fulsome manner;
- Ensures effective financial management through the monitoring of the annual budget and the 5-year Financial Plan and by reviewing the City’s financial performance throughout the year; and
- Monitors to ensure that standards are met, Council’s priorities are pursued and high quality sustainable City services are delivered on a consistent basis to the City’s residents and businesses.



City Hall BBQ

The City Manager’s Department also has responsibility for the following operational divisions/sections:

LEGAL SERVICES

The Legal Services Division provides legal services to City Council and all of the City’s Departments. The City’s solicitors serve as court counsel, provide legal advice and render legal opinions on a wide variety of matters along with drafting and reviewing all forms of legal and legislative documentation associated with the business of the City. The Division is also responsible for the By-law Enforcement & Licensing Services Section and for the animal control function, including the operation of the City Animal Shelter and parking enforcement.

LEGISLATIVE SERVICES

The Legislative Services Division carries out the statutory responsibilities of the Corporate Officer as legislated under the Community Charter. Legislative Services provides direct services to City Council, City departments and the public. Legislative Services is responsible for ensuring the business of the City is undertaken in accordance with all levels of government legislation.

Legislative Services is also responsible for managing the City's compliance with the Freedom of Information and Protection of Privacy legislation which includes ongoing management of the Corporate Records program, privacy training, privacy impact assessments, and responding to requests for information under the *Freedom of Information and Protection of Privacy Act (FIPPA)*.

CRIME REDUCTION STRATEGY OFFICE

The Crime Reduction Strategy Office is responsible for implementing the recommendations of the Surrey Crime Reduction Strategy, which is a strategy that is focused on reducing crime and nuisance behavior and on increasing public safety using international best practices and standards while tailoring them to the specific needs of communities in the City of Surrey.

SUSTAINABILITY OFFICE

The Sustainability Office is responsible for implementing the recommendations contained in the Surrey Sustainability Charter with the over-riding goal of making meaningful advances in sustainability in the City of Surrey to the benefit of present and future generations.

ECONOMIC DEVELOPMENT

The Economic Development Division is responsible for maximizing opportunities for partnerships with other orders of government, educational institutions, and the private sector. The Division facilitates sustainable economic expansion and diversification across industries with a focus on key sectors and takes all reasonable actions so that Surrey is recognized as a preferred location in which to conduct business.

2014 ACCOMPLISHMENTS

ECONOMIC:

- Worked with Metro Vancouver and the Live Smart BC Business Energy Advisor program to ensure a range of Surrey businesses accessed the available incentives;
- Participated in the Municipal Collaborative for Sustainable Purchasing to identify best practices for sustainability procurement;
- Continued to work with a key City supplier to support their sustainability practices, streamlining the number of deliveries to City Hall, reducing transportation emissions, and eliminating packaging waste;
- Held a staff workshop and liaised with senior management to further discuss goals in sustainable procurement and identify high impact opportunity areas for the City to pursue;
- Updated the City's Global Cities Indicator Facility data for 2013;
- Key driver in partnership and business development initiatives for Innovation Boulevard resulting in 10 new companies moving to Surrey - actively working with another 45 companies including 3 multinationals;
- Led the partnership governance and administration, of the Mayor's Health Tech Working Group and 7 committees;
- Delivered 2nd annual Innovation Boulevard industry event attended by 200 companies and researchers;
- Led post-Israel mission activities including the creation of a joint research study in diabetes/dementia between Innovation Boulevard and Sagol School of Neuroscience in Israel;
- Recruited Foresight Cleantech Accelerator Centre, western Canada's only business accelerator for cleantech companies;
- Initiated a Province-wide industry survey to understand how Surrey can grow its clean technology sector. The survey solicited feedback from 25% of BC's cleantech industry and confirmed that Surrey is home to 40 plus clean technology companies;
- Organized a Pacific Northwest Aerospace Alliance(PNAA) event in partnership with the Province. Attended by 70 aerospace industry representatives from across the region;
- Initiated Value Chain Mapping Project for the Industrial Productivity Initiative in partnership with Cambridge University (UK), Simon Fraser University (BC), Concordia University (Quebec), HEC Business School (Quebec), MITACS, Industry Canada and Firmogram Inc;
- Key driver in the establishment of an Agri-Innovation Living Lab partnership between the City of Surrey, the BC Agriculture Centre of Excellence, SFU, KPU, BCIT, and SMK Farm & Herbal Research to promote agri-innovation within the City of Surrey;
- Initiated and drove the plan to develop a state-of-the-art experimental greenhouse facility in partnership with the John Volken Academy and the BC Agriculture Centre

of Excellence. This facility will act as an agri-technology demonstration site as well as provide skills training to John Volken Academy students recovering from addictions in partnership with the University of the Fraser Valley and others (estimated value: \$0.5 million);

- Mapped out 338 businesses involved in Surrey’s Creative Industries and presented to the Cultural Development Advisory Committee;
- Conducted a comprehensive review of the creative arts sector in Surrey and the Greater Vancouver region, presented to Cultural Development Advisory Committee as part of the overall initial strategy;
- Retention and expansion of existing businesses and attraction of new businesses through outreach, advocacy, and market expansion including:
 - Conducted 128 comprehensive one-on-one business visits; and
 - Actioned over 167 issues raised in the business visits and reported back to business contacts;
- Created a partnership with SFU, KPU and BCIT capstone programs to allow local businesses to engage upper-level student teams to work on industry projects;
- City lead in supporting the Newton BIA Steering Committee in the establishment of a business improvement area;
- Provided business acceleration programming in partnership with the BCTI Centre 4 Growth, attended by over 100 members;
- Coordinated Executive Storytelling event with over 80 senior leaders in attendance;
- Managed the centralized awards submission program resulting in Surrey receiving 11 awards;
- Increase business license revenue by increasing enforcement efforts and inspections;
- Supported the Engineering Department in negotiating the Gateway Project Agreement;
- Concluded the digital signs revenue amendment agreement with Pattison Outdoor;
- Extended the Inter Municipal Business License pilot project with 9 Fraser Valley municipalities;
- Continued to successfully defend the City against litigation claims; and
- Launched a Corporate Wide confidential shredding program to help the City become more efficient, cost-effective and information secure.

ENVIRONMENTAL:

- Continued the implementation and monitoring of the Community Climate Action Strategy including:
 - Supporting the Project Green Suites sustainability outreach pilot in 15 buildings across the City (water and energy conservation, and waste diversion);
 - Supporting a multi-family rental building retrofit program;
 - Hiring a Community Energy Planner to lead implementation of the Community Energy & Emissions Plan;

- Finalizing the draft density bonusing policy for the West Clayton neighbourhood;
- Holding a climate adaptation workshop in partnership with Evergreen;
- Research on design construction levels in flood-prone areas; and
- Refining indicators to monitor climate adaptation in Surrey.
- Obtained FCM 2015 Sustainable Communities Award in Energy category for Community Climate Action Strategy;
- Achieved FCM Partners for Climate Protection Milestones 3 and 4 (for community GHG reduction plan and implementation) as well as ICLEI Canada's Milestone 4 (for adaptation planning and implementation);
- Supported the BC Sustainable Energy Association's "Climate Change Showdown" workshops in Surrey elementary schools;
- Continued implementation of the Corporate Emissions Action Plan, including completing the 2013 corporate emissions inventory update, and improving integration with the Financial Management System and vendor fuel use reporting;
- Completed an EV outreach communications plan and campaign with Metro Vancouver and other partners in the region;
- Identified sustainability aspects of New City Hall, and integrated these into the NCH grand opening event as well as staff orientation materials and ongoing NCH tours for the community;
- Worked with staff and the Environmental Sustainability Advisory Committee on the Green City Award as part of the City Awards given out in 2014;
- Implemented digital delivery of Council mail, reducing the associated carbon footprint by eliminating the courier deliveries;
- Introduced an electronic notice board in lieu of paper bulletins for required Public Notification items;
- Recycled 8.4 tonnes of paper in preparation for the move to New City Hall, the equivalent of 142,000 trees;
- Introduced scanning services to reduce paper storage costs and their related environmental impacts;
- Increased by-law enforcement initiatives to clean up problem properties to remove or reduce their harmful effects on the environment;
- Began exploring neighbourhood-level opportunities for implementing the Sustainability Charter vision (e.g. eco-districts);
- Obtained external financial resources to support sustainability objectives, including internship funding as well as funding for projects and research;
- Delivered many presentations at conferences and in webinars to highlight the City's sustainability achievements such as the Community Climate Action Strategy; and
- Implemented a Sustainability Communications Plan including the creation of a LinkedIn subpage for sustainability, use of City Speaks, and a revamped sustainability website.

SOCIO-CULTURAL:

- Worked with PRC to finalize agreement with the non-profit group “Can You Dig It” to steward and activate new community gardens in the City;
- Worked with internal partners to complete a new website section on “Food” resources and information;
- Ongoing involvement in the FCM Quality of Life Reporting System (QOLRS);
- Supported Surrey’s relationship with several Sister Cities and Friendship Cities visits to foster international relations, share best practices and promote educational and cultural exchanges;
- Supported the work of the Mayor’s Task Force (TF) to develop strategies to reduce drug and violent crime in Surrey;
- Development and implementation of the Emerging Leaders Program (ELP). This program is aimed at investing in the development and growth of leaders within the City of Surrey. With a goal of ensuring outstanding service to our residents and community, the Program will provide new and emerging leaders with the education, work experiences and self-development opportunities needed to meet the challenges and demands of building a world class City;
- Worked in partnership with the Kwantlen University AT-CURA (Acting Together – Canadian Urban Research Alliance) on the development of evidence-based research on the relationship between youth strengths and prevention of delinquency, violence, and gang involvement. As part of this work, a national conference was held in Surrey in July 2014;
- Developed the “Gang Prevention – A Parent’s Quick Reference Guide” handbill for broad distribution. It was produced in multiple languages;
- Supported the launch of the Surrey RCMP’s “Surrey Steps Up” (SSU) campaign in partnership with the other City departments including the community engagement staff within the Parks, Recreation and Culture department. Surrey Steps Up was built on past successes of the Stop Bullying project and promoted a broader message of community engagement to encourage social responsibility. The formal project launch was held on February 22, 2014;
- Continued on-going work with the broader metal theft stakeholders committee by adding participation of metal recyclers as a key stakeholder in developing solutions to the problem. As well in 2014, a sub-committee worked to outline and identify gaps in the Scrap Metal legislation for Provincial review;
- Continued to support the work of the “Supporting Individuals with Developmental Disabilities (SIDD) Committee”, previously known as the “Developmentally Disabled Youth (DDY) Committee” to move forward with recommendations as identified during the 2012 stakeholder forum focused on reducing involvement of developmentally disabled youth with the justice system;
- Continued to support the work of the Surrey Coalition Against Domestic Abuse (SCADA) conference planning committee in the development of the annual training for service providers. As an extension of this work, the Rakhi Project (broader public awareness campaign on domestic abuse) continued to evolve and expand in 2014;

- Launched privacy awareness training for City of Surrey staff to increase awareness around our obligations under the *Freedom of Information and Protection of Privacy Act (FIPPA)*;
- Collaborated in planning and developing the City's Food Truck program;
- Performed consultation with affected First Nation band in relation to a proposed South Surrey casino;
- Successfully enforced the City's bylaws in business license hearings;
- Provide legal and corporate secretarial support services to the Surrey City Development Corporation; and
- Provide legal and corporate secretarial support services to the Surrey Homelessness and Housing Society.

FUTURE INITIATIVES

ECONOMIC:

- Participate in the Municipal Collaborative for Sustainable Purchasing to identify best practices for local governments;
- Work on 1-2 product areas using research undertaken by UBC sustainability capstone students and working with key suppliers as well as staff;
- Support the new Taking Action on Greenhouse Gas Emissions (TAGGE) business energy outreach program for local businesses being developed by Metro Vancouver and ensure that Surrey businesses can access and benefit from the program to reduce costs and energy use;
- Create baseline metrics and online dashboard to share Innovation Boulevard performance;
- Plan and execute the 3rd annual Innovation Boulevard industry event;
- Organize and execute Health Technology Trade Mission 2015;
- Lead organizer of Mental Health and Addictions Committee; Play a key role in recruitment of Chair in Mental Health and Addictions to be based at SFU Surrey;
- Partner with SFU to secure sponsors for Chair in Mental Health and Addictions and Support Innovation Boulevard's Health Technology Innovation Hub;
- Plan, organize and host the first ever Clean Technology Expo and Championship for 40 companies from across the region on January 28th, 2015. Anticipate 500 attendees;
- Support the partnership between KPU and the Foresight Cleantech Accelerator Centre in guiding, coaching and growing early stage technology entrepreneurs as well as identify private sector investment opportunities to support the scaling-up of Foresight's cleantech programming in Surrey;
- Develop a Surrey-specific clean technology portal that will clearly outline the City's value proposition to attract clean technology and green businesses to the City. To be launched in Q2 of 2015;

- Working in partnership with the Sustainability Office, Engineering, and Planning departments, explore the development of the West Newton Eco-District to develop a robust cluster of green businesses as well as to support/ promote more environmentally friendly manufacturing best practices in the Newton Industrial Area;
- Organize annual pre-Pacific Northwest Aerospace Alliance (PNAA) departure event in partnership with the Province;
- Connect manufacturing businesses with resources and opportunities to build their business;
- Drive the Agri-Innovation Living Lab partnership and explore innovative solutions that can stimulate domestic and foreign investment into sustainable agriculture technologies, processes, and practices;
- Build Creative Arts industry network to advance jobs, creation and investment opportunities in Surrey;
- Continue to support businesses through outreach, advocacy, and market expansion including:
 - Conduct a minimum 125 comprehensive visits; and
 - Lead business-to-business connections, provide resources and excellent customer service to individuals looking to start or expand a business.
- Pursue opportunities to partner with large global and regional operators in support of the key sectors;
- Proactively seek out and pursue government grants and other funding opportunities on behalf of City to make timely submissions and undertake appropriate follow up; and
- Pursue and defend monetary claims.

ENVIRONMENTAL:

- Continue to implement the approved Community Climate Action Strategy, including moving forward with key priorities in both the Community Energy and Emissions Plan and the Climate Adaptation Strategy, such as the pilot density bonusing program in West Clayton and integration of adaptation into the new city-wide risk management framework;
- Refine the integration of corporate carbon (energy and emissions) reporting within the new Financial Management System, as a means by which to increase data accuracy and facilitate the integration of City contractor emissions data;
- Continue to implement the Corporate Emissions Action Plan and move towards a 20% reduction in corporate emissions by 2020;
- Complete the City's 2014 corporate emissions inventory as well as 2014 carbon neutral reporting to the Province;
- Support organizing for 2015 Party for the Planet and deliver an on-site activation;

- Lead the development of Clean Technology and Health Technology websites to promote initiatives and build partnerships;
- Deliver acceleration programming to technology entrepreneurs in Surrey in partnership with post-secondary institutions, industry and non-profits; and
- Continue bylaw enforcement initiatives to clean up problem properties to remove or reduce their harmful effects on the environment.

SOCIO-CULTURAL:

- Support the community garden application and selection process, and continue to work with Parks and “Can You Dig It” to support community gardening in the City;
- Work with DIVERSEcity and other partners to hold market stands at the Growing Roots Garden again in 2015;
- Complete the Growing Roots Garden case study and toolkit, and promote this success through various means;
- Work with Planning & Development on food growing-related policy issues including housekeeping updates of the Zoning Bylaw, with the goal of providing greater flexibility for food growing activities in the City;
- Work with other departments to create a Food-related layer on COSMOS, to complement the information now available on the City website;
- Continue involvement in the FCM Quality of Life Reporting System activities;
- Undertake a revitalization and update of the original Crime Reduction Strategy;
- Work with CUPE 402 and the City’s Human Resources Department on the re-launch and further enhancement of the City Watch Program. As part of this, an evaluation of staff input and reporting examples will be reviewed and a training video (or e-learning tool) will be developed to increase engagement in all levels of the City, with training;
- Continue to work with the Vulnerable Women and Girls Working Group to explore and apply for funding opportunities to reduce gaps in service and improve supports for this vulnerable population;
- Support the Surrey RCMP Domestic Violence Unit in planning and delivering two workshops for service providers – one on Substance Use & Domestic Violence and another on Cultural Sensitivity & Domestic Violence. Funding for these workshops has been received through civil forfeiture grants;
- Work with the City’s Human Resources Department and ICBC to organize an employee education campaign focused on pedestrian safety and distracted driving;
- Continue working with the City’s Legal Services Division on a Memorandum of Understanding with the Provincial Tobacco Enforcement Division of the Ministry of Justice in an effort to improve communication related to the sale and consumption of illegal products in the City;
- Work to further develop a strong partner relationship with Aboriginal serving agencies including the Native Court Workers Association of BC;

- The Crime Reduction Strategy Office will continue to lead the work of the Surrey Coalition Against Domestic Abuse (SCADA) conference planning committee in the development of the annual training for service providers. As an extension of this work, the Rakhi Project (broader public education and awareness campaign on domestic abuse) will expand its outreach with the development of a Rakhi Project toolkit to support municipalities who have expressed interest in replicating this project in their own communities;
- Continue to support the work of the multi-agency Substance Use Awareness Team (SUAT) with the goal of continued expansion in community outreach and public awareness campaigns by:
 - Facilitating the work of the multi-agency Public Intoxication committee which is focused on aligning services to support vulnerable individuals who are presenting an increased draw on limited police resources in specific areas of the City; and
 - Support the development of a non-profit led, public focused, educational workshop series on drug addiction.
- Complete the Sustainability Charter update and bring an updated Charter to Council by end of 2015, including a communication and roll-out plan for 2016;
- Continue to establish partnerships with academic institutions and other groups to complete needed research in pursuit of the City's sustainability vision and goals, including UBC sustainability capstone course in winter 2015 semester;
- Explore neighbourhood-level opportunities for implementation of the Sustainability Charter vision, such as the eco-districts model, climate adaptation activities linked with emergency preparedness, and sustainable neighbourhood action plans through FCM funding;
- Update the Sustainability Dashboard with 2014 data and use this as the basis for preparing the 2014 Sustainability Annual Progress Report;
- Develop a responsive (mobile) Dashboard website in 2015 and subsequently explore its inclusion in the "My Surrey" App;
- In conjunction with other departments, consider a broader City Dashboard that could elevate and streamline indicators/targets reporting, link to benchmarking, and include other City priorities such as service level responses;
- Review and make a recommendation on ISO 37120 (sustainable city) certification for the City and if approved by Council, proceed with the reporting process; and
- Continue to raise the City's sustainability profile through events (e.g., Party for the Planet April 2015) as well as staff involvement in various networks, meetings and conferences.

PERFORMANCE MEASURES

The following table identifies key performance measures that will assist the City Manager’s Department in tracking its progress and monitoring its contribution to building a sustainable Surrey.

<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Legal Services	Prosecution fine revenue	\$57,750 ¹ [Budget\$30,000]	\$60,000 ¹	\$62,500 ¹	\$65,000 ¹	\$67,500 ¹	\$70,000 ¹
Legislative Services	% of Print Shop jobs completed within requested due date	95% [Target 95%]	95%	95%	95%	95%	95%
	% of Council Minutes published on web by noon day after Council meeting	100% [Target 100%]	100%	100%	100%	100%	100%
Crime Reduction Strategy	% of Crime Reduction Strategy recommendations achieved	90%	95%	97%	100%	100%	100%
	% of Crime Reduction Strategy performance indicators reported annually	100% [Target 100%]	100%	100%	100%	100%	100%
Sustainability Office	Corporate Greenhouse Gas Emissions (based on Corporate Emissions Action Plan target)	4% reduction in 2013 from baseline [Target 4%]	7%	10%	13%	16%	19%
	City wide Greenhouse Gas Emissions (based on Community Energy & Emissions Plan target)	Data unavailable (2013 data is forthcoming)	4% per capita	8% per capita	12% per capita	16% per capita	20% per capita
	% of sustainability performance indicators reported annually	100% [Budget 100%]	100%	100%	100%	100%	100%

City Manager Departmental Overview

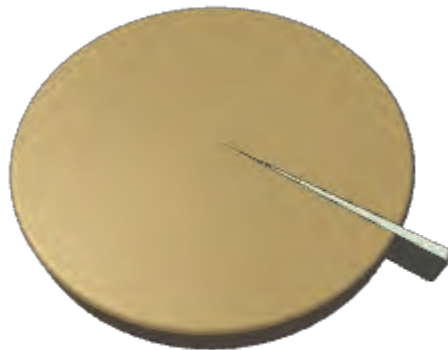
<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Economic Development	Existing Clean Technology Businesses Located in Surrey	40 [Target 7]	42	44	46	48	50
	Business visitations	128 [Target 115]	125	135	145	155	165

¹New performance measure in 2014.



2015 – 2019 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
CITY MANAGER
(in thousands)

DIVISION SUMMARY	2013	2014	2014	2015	2016	2017	2018	2019
	ACTUAL <i>restated</i>	ACTUAL	BUDGET <i>restated</i>	BUDGET	PLAN	PLAN	PLAN	PLAN
Administration	\$ 895	\$ 998	\$ 987	\$ 935	\$ 957	\$ 987	\$ 1,034	\$ 1,083
By-law Services	(1,968)	(1,982)	(1,873)	(1,992)	(2,111)	(2,220)	(2,232)	(2,254)
Crime Reduction Strategy	300	257	300	300	300	300	300	300
Economic Development	1,113	772	826	846	859	878	908	939
Legal Services	1,721	1,888	1,758	1,831	1,924	2,011	2,118	2,231
Legislative Services	3,422	3,566	3,575	3,653	3,711	3,792	3,921	4,059
Sustainability	250	250	250	250	260	270	280	290
	\$ 5,733	\$ 5,749	\$ 5,823	\$ 5,823	\$ 5,900	\$ 6,018	\$ 6,329	\$ 6,648
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (1,253)	\$ (1,092)	\$ (7,854)	\$(8,343)	\$ (8,593)	\$ (8,850)	\$ (9,115)	\$ (9,388)
Grants, Donations and Other	(6,066)	(6,444)	-	-	-	-	-	-
	(7,319)	(7,536)	(7,854)	(8,343)	(8,593)	(8,850)	(9,115)	(9,388)
Expenditures								
Salaries and Benefits	8,779	8,873	9,378	9,762	9,995	10,277	10,854	11,308
Operating Costs	4,780	5,542	4,626	4,061	4,151	4,241	4,937	4,381
Internal Services Used	717	705	492	478	487	497	511	517
Internal Services Recovered	(478)	(944)	(335)	(351)	(356)	(363)	(374)	(386)
External Recoveries	(658)	(359)	-	-	-	-	-	-
	13,140	13,817	14,161	13,950	14,277	14,652	15,928	15,820
Net Operations Total	5,821	6,281	6,307	5,607	5,684	5,802	6,813	6,432
Transfers								
Transfer From Own Sources	(622)	-	(700)	-	-	-	(700)	-
Transfer To Own Sources	534	(532)	216	216	216	216	216	216
	(88)	(532)	(484)	216	216	216	(484)	216
	\$ 5,733	\$ 5,749	\$ 5,823	\$ 5,823	\$ 5,900	\$ 6,018	\$ 6,329	\$ 6,648



**0.92% of
Gross
Taxation
allocated to
City
Manager**

City Manager Departmental Operations

<u>ADMINISTRATION</u>	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ (1)	\$ (1)	\$ (2)	\$ (2)	\$ (2)	\$ (2)	\$ (2)	\$ (2)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(1)</u>	<u>(1)</u>	<u>(2)</u>	<u>(2)</u>	<u>(2)</u>	<u>(2)</u>	<u>(2)</u>	<u>(2)</u>
Expenditures								
Salaries and Benefits	919	980	982	919	942	975	1,029	1,086
Operating Costs	176	196	174	196	199	202	205	208
Internal Services Used	1	21	-	-	-	-	-	-
Internal Services Recovered	(193)	(186)	(167)	(178)	(182)	(188)	(198)	(209)
External Recoveries	(7)	(12)	-	-	-	-	-	-
	<u>896</u>	<u>999</u>	<u>989</u>	<u>937</u>	<u>959</u>	<u>989</u>	<u>1,036</u>	<u>1,085</u>
Net Operations Total	895	998	987	935	957	987	1,034	1,083
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 895</u>	<u>\$ 998</u>	<u>\$ 987</u>	<u>\$ 935</u>	<u>\$ 957</u>	<u>\$ 987</u>	<u>\$ 1,034</u>	<u>\$ 1,083</u>
<u>BY-LAW SERVICES</u>	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ (1,236)	\$ (1,086)	\$ (7,841)	\$(8,333)	\$ (8,583)	\$ (8,840)	\$ (9,105)	\$ (9,378)
Grants, Donations and Other	(6,066)	(6,444)	-	-	-	-	-	-
	<u>(7,302)</u>	<u>(7,530)</u>	<u>(7,841)</u>	<u>(8,333)</u>	<u>(8,583)</u>	<u>(8,840)</u>	<u>(9,105)</u>	<u>(9,378)</u>
Expenditures								
Salaries and Benefits	3,618	3,605	3,997	4,371	4,463	4,571	4,784	4,995
Operating Costs	2,078	1,828	1,542	1,546	1,576	1,606	1,636	1,666
Internal Services Used	668	626	469	469	478	488	498	508
Internal Services Recovered	(149)	(212)	(40)	(45)	(45)	(45)	(45)	(45)
External Recoveries	(694)	(318)	-	-	-	-	-	-
	<u>5,521</u>	<u>5,529</u>	<u>5,968</u>	<u>6,341</u>	<u>6,472</u>	<u>6,620</u>	<u>6,873</u>	<u>7,124</u>
Net Operations Total	(1,781)	(2,001)	(1,873)	(1,992)	(2,111)	(2,220)	(2,232)	(2,254)
Transfers								
Transfer From Own Sources	(530)	-	-	-	-	-	-	-
Transfer To Own Sources	343	19	-	-	-	-	-	-
	<u>(187)</u>	<u>19</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$(1,968)</u>	<u>\$(1,982)</u>	<u>\$(1,873)</u>	<u>\$(1,992)</u>	<u>\$(2,111)</u>	<u>\$(2,220)</u>	<u>\$(2,232)</u>	<u>\$(2,254)</u>

City Manager Departmental Operations

CRIME REDUCTION	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	300	257	300	300	300	300	300	300
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	300	257	300	300	300	300	300	300
Net Operations Total	300	257	300	300	300	300	300	300
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	\$ 300	\$ 257	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300

ECONOMIC DEVELOPMENT	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
	<i>restated</i>		<i>restated</i>					
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	551	531	523	518	529	546	574	603
Operating Costs	479	422	303	328	330	332	334	336
Internal Services Used	11	17	-	-	-	-	-	-
Internal Services Recovered	-	(183)	-	-	-	-	-	-
External Recoveries	72	(20)	-	-	-	-	-	-
	1,113	767	826	846	859	878	908	939
Net Operations Total	1,113	767	826	846	859	878	908	939
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	5	-	-	-	-	-	-
	-	5	-	-	-	-	-	-
	\$ 1,113	\$ 772	\$ 826	\$ 846	\$ 859	\$ 878	\$ 908	\$ 939

City Manager Departmental Operations

	2013	2014	2014	2015	2016	2017	2018	2019
LEGAL SERVICES	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,694	1,746	1,665	1,738	1,807	1,870	1,973	2,082
Operating Costs	195	205	136	146	171	196	201	206
Internal Services Used	9	5	10	-	-	-	-	-
Internal Services Recovered	(56)	(59)	(53)	(53)	(54)	(55)	(56)	(57)
External Recoveries	(29)	(9)	-	-	-	-	-	-
	1,813	1,888	1,758	1,831	1,924	2,011	2,118	2,231
Net Operations Total	1,813	1,888	1,758	1,831	1,924	2,011	2,118	2,231
Transfers								
Transfer From Own Sources	(92)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	(92)	-	-	-	-	-	-	-
	<u>\$ 1,721</u>	<u>\$ 1,888</u>	<u>\$ 1,758</u>	<u>\$ 1,831</u>	<u>\$ 1,924</u>	<u>\$ 2,011</u>	<u>\$ 2,118</u>	<u>\$ 2,231</u>
	2013	2014	2014	2015	2016	2017	2018	2019
LEGISLATIVE SERVICES	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ (16)	\$ (5)	\$ (11)	\$ (8)	\$ (8)	\$ (8)	\$ (8)	\$ (8)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(16)	(5)	(11)	(8)	(8)	(8)	(8)	(8)
Expenditures								
Salaries and Benefits	1,997	2,011	2,211	2,216	2,254	2,315	2,494	2,542
Operating Costs	1,302	2,384	1,921	1,295	1,315	1,335	1,981	1,375
Internal Services Used	28	36	13	9	9	9	13	9
Internal Services Recovered	(80)	(304)	(75)	(75)	(75)	(75)	(75)	(75)
External Recoveries	-	-	-	-	-	-	-	-
	3,247	4,127	4,070	3,445	3,503	3,584	4,413	3,851
Net Operations Total	3,231	4,122	4,059	3,437	3,495	3,576	4,405	3,843
Transfers								
Transfer From Own Sources	-	-	(700)	-	-	-	(700)	-
Transfer To Own Sources	191	(556)	216	216	216	216	216	216
	191	(556)	(484)	216	216	216	(484)	216
	<u>\$ 3,422</u>	<u>\$ 3,566</u>	<u>\$ 3,575</u>	<u>\$ 3,653</u>	<u>\$ 3,711</u>	<u>\$ 3,792</u>	<u>\$ 3,921</u>	<u>\$ 4,059</u>

City Manager Departmental Operations

SUSTAINABILITY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	250	250	250	250	260	270	280	290
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
Net Operations Total	250	250	250	250	260	270	280	290
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	\$ 250	\$ 250	\$ 250	\$ 250	\$ 260	\$ 270	\$ 280	\$ 290



2015 – 2019 FINANCIAL PLAN

SIGNIFICANT CHANGES CITY MANAGER *(in thousands)*

2014 ADOPTED BUDGET		\$ 5,823
REVENUES		
Sales and Services		
Fees/Permits/Licenses	\$ (303)	
Fund Reallocation	(186)	(489)
		(489)
Total Change in Revenues		(489)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments	(42)	
New Positions	250	
Reclass Positions	176	384
Operating Costs		
Election	(630)	
Animal Shelter Utilities	4	
Professional/Consulting Services	47	
Cost Reallocations	14	(565)
Internal Services Used		
Election	(4)	
Cost Reallocations	(10)	
		(14)
Internal Services Recovered		
RCMP Support Service Salaries	(11)	
Other Internal Services Recovered	(5)	(16)
Transfer From Own Sources		
Election	700	700
Total Change in Expenditures		489
2015 BUDGET		\$ 5,823

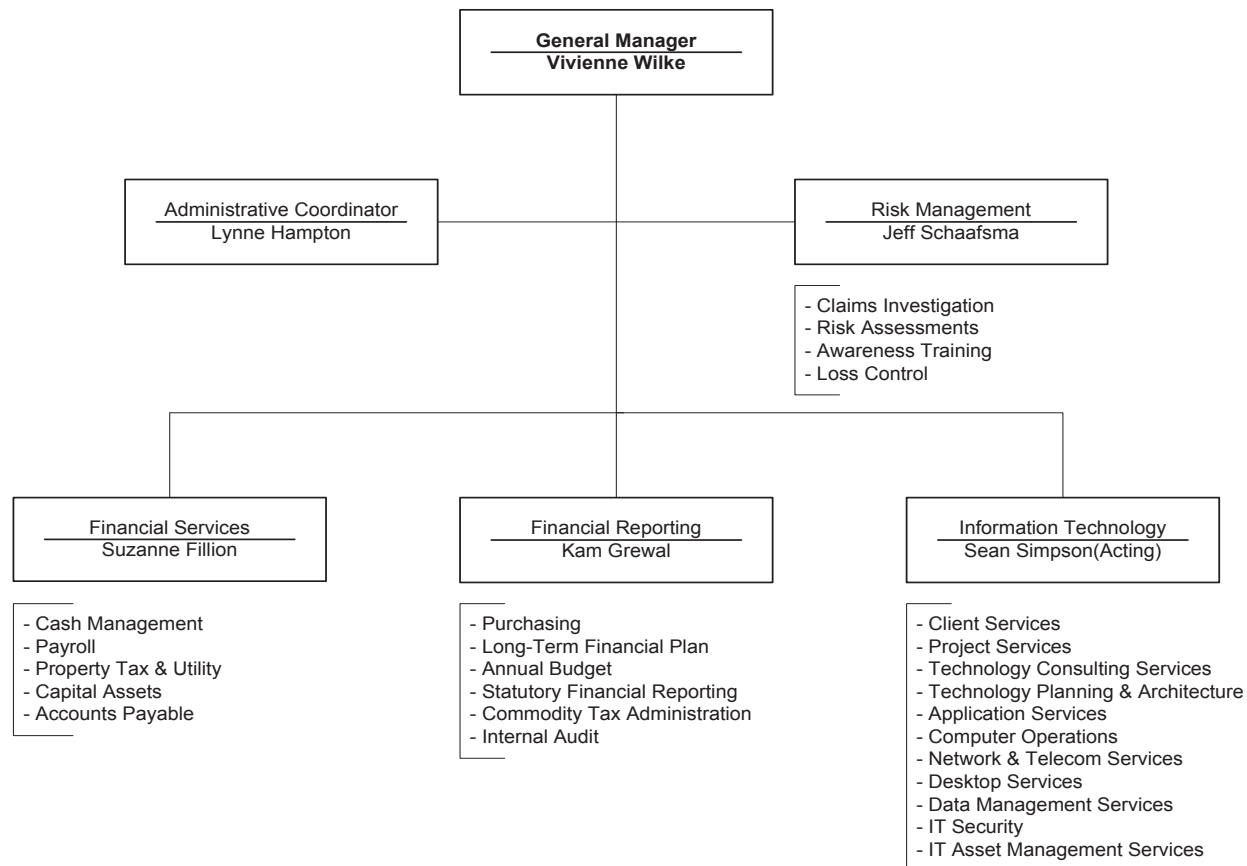
City Manager Significant Changes

2015 ADOPTED BUDGET		\$ 5,823
REVENUES		
Sales and Service		
Increase in By-law Fines and Fees	\$ (1,045)	(1,045)
Total Change in Revenues		(1,045)
EXPENDITURES		
Salaries/Wages & Benefits		
Potential Salary Increases	1,546	1,546
Operating Costs		
Increase Due to Inflation	280	
New Professional/Consulting Services	40	
	-	320
Internal Services Used	39	39
Internal Services Recovered	(35)	(35)
Total Change in Expenditures		1,870
2019 BUDGET		\$ 6,648



Cabinet wrap in Newton for Surrey's Beautification Program

**2015 – 2019 Financial Plan
Finance & Technology Departmental Functions**



	2015 – 2019 FINANCIAL PLAN
	FINANCE & TECHNOLOGY DEPARTMENTAL OVERVIEW

MISSION STATEMENT

To provide expert advice, services and innovative solutions in the areas of Finance, Taxation, Risk Management, and Information Technology to City departments and citizens, focusing on the City’s values to provide “An Innovative Team Serving the Community with Integrity”.

KEY PROGRAMS & SERVICES

The Finance & Technology Department provides financial expertise, risk management, information technology services, advice and guidance to support all City operations. The Department provides responsive services and innovative solutions required to streamline City processes, facilitating gains in efficiencies. The Department leads process improvements, sets as well as maintains, financial and information technology practices, policies and standards. The Department’s core services include:

FINANCIAL REPORTING

Financial Reporting includes long-term financial planning, annual budget development, accounting, procurement and statutory financial reporting. Responsible for presenting an annual five-year financial plan which establishes financial and programming priorities. The Financial Reporting Division also keeps management and Council informed about the City’s financial performance on a quarterly basis, ensuring the City meets its annual budget. In addition, this Division coordinates the procurement of high quality, cost-effective goods and services, while ensuring all policies are followed and best practices implemented. The Procurement section follows applicable legislation and ensures an appropriate public and competitive process is applied as required.

FINANCIAL SERVICES

Financial Services includes payroll, investments, treasury, cash management, accounts payable, and taxation. Staff calculate, levy, and collect property taxes, water and sewer billing and other payments to ensure completeness and accuracy. They monitor cash flow and invest funds for maximum return while minimizing risk and adhering to the City’s investment policy. Staff also ensure that all staff are paid correctly on a bi-weekly basis and that external vendor invoices are paid in a timely and cost effective manner.

INFORMATION TECHNOLOGY (IT)

Information Technology (IT) enables internal and external customers with innovative technology, information, applications, architecture, and business consultation to maximize effectiveness from the City’s investment in information technology. Business technology services are provided as a catalyst for innovative business process improvements that assist in ensuring the effective and efficient delivery of high quality services by the City’s Departments to the citizens of Surrey and those that do business with the City. IT provides consulting, business technology research, analysis, development, maintenance and the customer service required to deliver business services efficiently and effectively.

RISK MANAGEMENT

Risk Management provides service and expertise in risk management, insurance, claims, litigation and loss control. By incorporating Enterprise Wide Risk Management practices, they are able to identify, manage and reduce the overall cost of risk.

INTERNAL AUDIT

Internal Audit is responsible for reviewing business processes, policies and procedures for efficiency, control and compliance. It also investigates internal and external breaches of control, conducts specialized projects, investigates breaches related to the City’s Code of Conduct Bylaw, provides commodity tax services to the City and develops the annual Corporate Audit Plan.

2014 ACCOMPLISHMENTS

ECONOMIC:

- Provided financial analysis and advice on City initiatives;
- Ensured that all financial transactions and reporting met appropriate statutory requirements;
- Used effective and efficient financial processes and systems to safeguard the City’s assets;
- Continued to ensure that all relevant applications and technologies met the compliance requirements of the Payment Card Industry (PCI);
- Provided internal audit services to internal and external stakeholders;
- Commenced review of the Property tax section to evaluate and ensure that controls and processes in place provide confidence that all taxes, levies and charges are being appropriately applied and collected;

Finance & Technology Departmental Overview

- Secured the services of an external tax specialist in order to review opportunities for tax recovery;
- Received the Canadian Award for Financial Reporting for the 2013 Annual Report;
- Maintained and sustained IT assets through replacement and upgrade of aging application and technologies;
- Managed business risk through an Enterprise Risk Management Program within Surrey;
- Issued 157 solicitations for various goods and services;
- Continued to develop our new Financial System improving our Procurement & Accounts Payable functions;
- Enhanced our customer service model at our new location, helping to improve efficiency; and
- Investigated and took steps to apply for a tax refund in relation to third party contractor services.

ENVIRONMENTAL:

- Continued to improve E-Finance services;
- Continued to promote electronic T4 distribution;
- Continued to promote e-invoice remittance and e-payments for vendors;
- Replaced waste bins with recycling and organics containers to reduce unnecessary waste;
- Moved to electronic file storage for Payroll and Cash Management; and
- Utilized transit where able and used electric vehicles for meetings and site visits away from City Hall.

SOCIO-CULTURAL:

- Continued training key staff on new financial system offering various sessions throughout the year focusing on different areas of the system;
- Provided superior customer service and expert advice to internal and external customers;
- Provided assistance and financial advice to Surrey associations and non-profit organizations;
- Provided a leading edge security infrastructure taking full advantage of modern technologies and a defense in-depth strategy to enable Internet, local network and wireless connectivity within the organization;
- Provide a stable, high availability & high speed Local Area Network for desktops to provide efficient transfer of data and quality of service voice traffic;
- Implemented a new VoIP phone system with unified communications, enabling improved communications and productivity, together with a new contact centre solution for improved service to those communicating with the City;
- Improved the ease and speed of businesses submitting or changing a business license through a new online submission service enabling improved work flows and integrated applications while improving consistency of data collection between

Finance & Technology Departmental Overview

business units and improved collection of fees;

- Provided an effective and robust infrastructure for the 2014 City elections with a view to improving voting accessibility to the citizens of Surrey;
- Implemented annual stewardship replacement actions to proactively safeguard the stability, security, supportability and performance of the City's mission critical computing platforms, enabling the City to be agile and highly responsive to opportunities offered by rapidly evolving technological advancements;
- Performed regular upgrades to the tax & utility billing systems to ensure provincial regulatory compliance, vendor support and the implementation of program efficiencies for the property tax and utility billings which generate over \$500+ million in annual revenue;
- Upgraded the Class platform that runs the PRC business to ensure continued stable and supported service with an improved online web registration user interface and improved performance at peak loads;
- Supported business units in their delivery of next generation business applications and modernized infrastructure to enable their innovative successes. Key items were the City's new Traffic Management Centre and Enterprise Content Management initiatives;
- Enhanced business work flows resulting from the opportunities offered by the City's modernized financial system. Implemented the City's financial applications strategy to meet the City's needs; and
- Supported the rapid creation and deployment of the database and application for the Task Force's 'High Risk Location' initiative which is a partnership between Surrey RCMP, Surrey Fire Services and Surrey Bylaws to proactively address locations that pose the highest risk to public safety.

FUTURE INITIATIVES

ECONOMIC:

- Develop an analysis tool that measures "triple bottom line" accountability;
- Annual review of current policies;
- Continue to manage debt;
- Ensure sufficient reserves for equipment replacement costs;
- Maintain sound purchasing practices;
- Complete debt policy and have it approved by Council;
- Maximize return on investment portfolio while adhering to all governing policies and legislation;
- Broaden operating revenue sources to provide for growth-related needs;
- Assist other departments in obtaining government grants;
- Continue to promote auto debit as a payment method for metered utility clients and explore other electronic payment options;
- Prepare and publish financial statements garnering an unqualified audit opinion and address all audit findings;

Finance & Technology Departmental Overview

- Continue with releasing the Annual Corporate Audit Plan;
- Conduct special audits as directed by the Senior Management Team, Audit Committee, and City Manager;
- Review select financial streams to assess controls and provide recommendations for improvement;
- Provide expert internal audit services to other Municipalities; and
- Take proactive measures to ensure City systems have accurate and complete financial information.

ENVIRONMENTAL:

- Continue to reduce departmental energy consumption and waste;
- Encourage staff to make one sustainable process improvement each year;
- Implement a paperless claim system;
- Educate staff about environmental issues;
- Implement an electronic content management system;
- Encourage vendors to submit invoices and make bid submissions via email in order to minimize paper usage;
- Include an appropriate sustainability criteria into our solicitations to facilitate and promote corporate sustainability with out external stakeholders;
- Minimize the number of hardcopies printed for various financial documents, including the Annual Financial Plan and Financial Statements;
- Implement software for producing electronic working papers, resulting in a significant reduction in paper usage; and
- Represent Finance in working with the Sustainability office to update the Sustainability Charter.

SOCIO-CULTURAL:

- Improve accuracy and consistency of departmental information;
- Streamline systems and eliminate manual forms;
- Facilitate staff professional development and training;
- Support business units in their delivery of next generation business applications and modernized infrastructure to enable their innovative successes;
- Provide oversight and leadership for implementing dark fibre to enable future broadband services and the CANARIE fibre network from SFU Surrey down Innovation Boulevard to Surrey Memorial Hospital. This ultra-high-speed fibre-optic digital infrastructure is an enabler for health technology innovations, universities and research communities;
- Facilitate an expanded Citywide Wi-Fi service throughout Surrey in support of positioning the City as a progressive, connected community, making it attractive to mobile-enabled residents, visitors and businesses;
- Provide oversight and leadership for the creation of an overarching City Fibre Plan in support of positioning the City as a progressive, connected community, making it

Finance & Technology Departmental Overview

attractive to wired and mobile-enabled City employees, businesses, residents and visitors;

- Further progress the Smart Surrey Strategy as Surrey evolves on its path as the second metropolitan core for the region, enabling integrated technological advancement and innovation to shape the City at all levels, to inform decision-making, create efficiencies and optimize the effectiveness of City resources leading to sustainable economic development and high quality of life;
- Invest in field automation, leveraging wireless technology and mobile computing devices for employees as a mechanism for increasing employee efficiency and productivity, improving services and reducing greenhouse gas emissions;
- Provide efficient access to government functions and information through the City's digital service channel. Evolve the necessary tool kit and standards enabling the City to deliver many service offerings on its digital platforms with a consistent customer centric experience and approach;
- Enhance business work flows for greater efficiencies by leveraging the opportunities offered by the City's modernized financial system. Implement the City's financial applications strategy actions to meet the City's goals;
- Implement annual stewardship replacement actions to proactively safeguard the stability, security, supportability and performance of the City's mission critical computing platforms, enabling the City to be agile and highly responsive to opportunities offered by rapidly evolving technological advancements;
- Perform regular upgrades to the tax & utility billing systems to ensure provincial regulatory compliance, vendor support and the implementation of program efficiencies for the property tax and utility billings which generate over \$500+ million in annual revenue;
- Refresh the City's wireless Telephone and mobile device agreements in support of the City's mobility strategy;
- Upgrade the City's Human Resource and Payroll system, PeopleSoft, to ensure continued stable and supported service with enablement opportunities for future capabilities to meet the City's goals;
- Upgrade the Land Management System, AMANDA, to its more modernized web-based platform, to ensure continued stable and supported service with enablement opportunities for future capabilities to meet the City's goals;
- Collaborate and develop updated requirements for the replacement of the Class platform that is scheduled to sunset in December 2017. Leverage the region's municipality insights to offer economies of scale in rapidly and cost effectively capturing City business requirements that best meet current and future needs; and
- Assess and implement enhanced reporting, dash boarding and analytical abilities to enable modernized data driven decision capabilities to assist business areas in meeting City objectives.

Finance & Technology Departmental Overview

PERFORMANCE MEASURES

The following table identifies key performance measures that will assist the Finance & Technology Department in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	Performance Measures	2014	Budget 2015	Budget 2016	Budget 2017	Budget 2018	Budget 2019
Financial Services	# of quarterly reports submitted to Council	3 [Budget 3]	3	3	3	3	3
Financial Processing	# of invoices paid by Accounts Payable	76,140 ¹ [Budget 74,235]	77,663	79,216	80,800	82,416	84,065
	# of invoices created by Accounts Receivable	4,498 ² [Budget 3,825]	4,588	4,680	4,773	4,869	4,966
	# of electronic invoices received by Accounts Payable	9,895	10,038	10,184	10,331	10,481	10,633
	% of staff receiving electronic pay stubs	70% ³ [Budget 70%]	80%	90%	100%	100%	100%
	% of Homeowner Grants claimed online	50% [Budget 53%]	54%	55%	56%	56%	56%
Information Technology	Core Business Technology Services Availability	99.8%	99.9%	99.9%	99.9%	99.9%	99.9%
Risk Management	Average # of days non-litigated liability claim open	136 ⁴ [Budget 159.8]	100	95	90	85	80

Finance & Technology Departmental Overview

Division	Performance Measures	2014	Budget 2015	Budget 2016	Budget 2017	Budget 2018	Budget 2019
Internal Audit	% of scheduled audits completed as per Corporate Audit Plan	100% [Budget 80%]	80%	80%	80%	80%	90%
	% of completed audit reports that result in recommendation for change	100% [Budget 80%]	90%	90%	90%	90%	90%

¹ Accounts payable invoices processed are variable due to timing of receiving invoices as well as the variation of capital projects year over year.

² Accounts receivable invoices created are variable due to variation in cost sharing agreements and activity levels in various City departments.

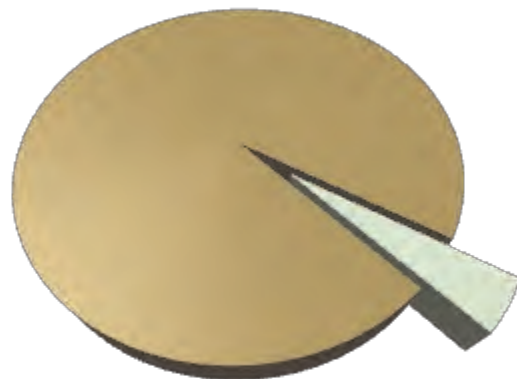
³ Increase due to RCMP department now receiving electronic paystubs.

⁴ Less than budgeted due to less claims than prior years which allowed staff to investigate faster and close sooner. Due to the variable nature of claims, future targets have not been revised.



2015 – 2019 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
FINANCE & TECHNOLOGY
(in thousands)

DIVISION SUMMARY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Audit Procurement	\$ 1,701	\$ 2,159	\$ 2,246	\$ 2,301	\$ 2,351	\$ 2,424	\$ 2,544	\$ 2,671
Financial Processing	1,106	1,320	1,534	1,568	1,634	1,729	1,860	1,999
Financial Services	1,268	1,386	1,460	1,305	1,342	1,396	1,487	1,583
Information Technology	12,798	15,557	15,558	18,536	19,662	20,500	21,146	21,824
Leadership	1,554	1,505	1,533	1,915	1,950	2,000	2,083	2,171
Risk Management	1,534	1,702	1,701	1,682	1,842	2,006	2,179	2,353
	\$ 19,961	\$ 23,629	\$ 24,032	\$ 27,307	\$ 28,781	\$ 30,055	\$ 31,299	\$ 32,601
ACCOUNT SUMMARY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ (1,086)	\$ (1,135)	\$ (1,159)	\$ (1,154)	\$ (1,186)	\$ (1,219)	\$ (1,253)	\$ (1,288)
Grants, Donations and Other	(282)	(193)	(273)	(93)	(93)	(93)	(93)	(93)
	(1,368)	(1,328)	(1,432)	(1,247)	(1,279)	(1,312)	(1,346)	(1,381)
Expenditures								
Salaries and Benefits	16,288	16,147	17,276	17,786	19,044	20,109	21,184	22,318
Operating Costs	8,632	9,499	10,701	11,236	11,546	11,850	12,115	12,380
Internal Services Used	374	356	39	39	39	39	39	39
Internal Services Recovered	(4,464)	(3,147)	(2,974)	(3,179)	(3,241)	(3,303)	(3,365)	(3,427)
External Recoveries	(760)	(601)	(128)	(128)	(128)	(128)	(128)	(128)
	20,070	22,254	24,914	25,754	27,260	28,567	29,845	31,182
Net Operations Total	18,702	20,926	23,482	24,507	25,981	27,255	28,499	29,801
Transfers								
Transfer From Own Sources	(935)	(1,017)	(2,142)	(2,142)	(2,142)	(2,142)	(2,142)	(2,142)
Transfer To Own Sources	2,194	3,720	2,692	4,942	4,942	4,942	4,942	4,942
	1,259	2,703	550	2,800	2,800	2,800	2,800	2,800
	\$ 19,961	\$ 23,629	\$ 24,032	\$ 27,307	\$ 28,781	\$ 30,055	\$ 31,299	\$ 32,601



**4.31% of Gross Taxation
allocated to Finance &
Technology**

Finance & Technology Departmental Operations

AUDIT PROCUREMENT	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ (10)	\$ (27)	\$ (13)	\$ (14)	\$ (14)	\$ (14)	\$ (14)	\$ (14)
Grants, Donations and Other	-	(5)	-	-	-	-	-	-
	<u>(10)</u>	<u>(32)</u>	<u>(13)</u>	<u>(14)</u>	<u>(14)</u>	<u>(14)</u>	<u>(14)</u>	<u>(14)</u>
Expenditures								
Salaries and Benefits	1,882	2,043	2,066	2,122	2,172	2,245	2,365	2,492
Operating Costs	152	129	193	193	193	193	193	193
Internal Services Used	156	20	-	-	-	-	-	-
Internal Services Recovered	(239)	(1)	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	<u>1,951</u>	<u>2,191</u>	<u>2,259</u>	<u>2,315</u>	<u>2,365</u>	<u>2,438</u>	<u>2,558</u>	<u>2,685</u>
Net Operations Total	1,941	2,159	2,246	2,301	2,351	2,424	2,544	2,671
Transfers								
Transfer From Own Sources	(240)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>(240)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	\$ 1,701	\$ 2,159	\$ 2,246	\$ 2,301	\$ 2,351	\$ 2,424	\$ 2,544	\$ 2,671
FINANCIAL PROCESSING	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ (1,003)	\$ (1,059)	\$ (1,076)	\$ (1,067)	\$ (1,099)	\$ (1,132)	\$ (1,166)	\$ (1,201)
Grants, Donations and Other	(270)	(187)	(273)	(93)	(93)	(93)	(93)	(93)
	<u>(1,273)</u>	<u>(1,246)</u>	<u>(1,349)</u>	<u>(1,160)</u>	<u>(1,192)</u>	<u>(1,225)</u>	<u>(1,259)</u>	<u>(1,294)</u>
Expenditures								
Salaries and Benefits	2,429	2,658	2,918	2,776	2,869	2,992	3,152	3,321
Operating Costs	190	162	467	470	480	490	500	510
Internal Services Used	9	7	9	-	-	-	-	-
Internal Services Recovered	(249)	(261)	(261)	(268)	(273)	(278)	(283)	(288)
External Recoveries	-	-	-	-	-	-	-	-
	<u>2,379</u>	<u>2,566</u>	<u>3,133</u>	<u>2,978</u>	<u>3,076</u>	<u>3,204</u>	<u>3,369</u>	<u>3,543</u>
Net Operations Total	1,106	1,320	1,784	1,818	1,884	1,979	2,110	2,249
Transfers								
Transfer From Own Sources	-	-	(250)	(250)	(250)	(250)	(250)	(250)
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>(250)</u>	<u>(250)</u>	<u>(250)</u>	<u>(250)</u>	<u>(250)</u>	<u>(250)</u>
	\$ 1,106	\$ 1,320	\$ 1,534	\$ 1,568	\$ 1,634	\$ 1,729	\$ 1,860	\$ 1,999

Finance & Technology Departmental Operations

<u>FINANCIAL SERVICES</u>	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ACTUAL</u>	<u>2014</u> <u>BUDGET</u>	<u>2015</u> <u>BUDGET</u>	<u>2016</u> <u>PLAN</u>	<u>2017</u> <u>PLAN</u>	<u>2018</u> <u>PLAN</u>	<u>2019</u> <u>PLAN</u>
Revenues								
Sales and Services	\$ (73)	\$ (49)	\$ (70)	\$ (73)	\$ (73)	\$ (73)	\$ (73)	\$ (73)
Grants, Donations and Other	-	(1)	-	-	-	-	-	-
	<u>(73)</u>	<u>(50)</u>	<u>(70)</u>	<u>(73)</u>	<u>(73)</u>	<u>(73)</u>	<u>(73)</u>	<u>(73)</u>
Expenditures								
Salaries and Benefits	1,845	1,465	1,805	1,643	1,682	1,738	1,831	1,929
Operating Costs	8	38	-	-	5	10	15	20
Internal Services Used	8	3	-	-	-	-	-	-
Internal Services Recovered	(236)	(191)	(247)	(237)	(244)	(251)	(258)	(265)
External Recoveries	(24)	(17)	(28)	(28)	(28)	(28)	(28)	(28)
	<u>1,601</u>	<u>1,298</u>	<u>1,530</u>	<u>1,378</u>	<u>1,415</u>	<u>1,469</u>	<u>1,560</u>	<u>1,656</u>
Net Operations Total	1,528	1,248	1,460	1,305	1,342	1,396	1,487	1,583
Transfers								
Transfer From Own Sources	(260)	-	-	-	-	-	-	-
Transfer To Own Sources	-	138	-	-	-	-	-	-
	<u>(260)</u>	<u>138</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 1,268</u>	<u>\$ 1,386</u>	<u>\$ 1,460</u>	<u>\$ 1,305</u>	<u>\$ 1,342</u>	<u>\$ 1,396</u>	<u>\$ 1,487</u>	<u>\$ 1,583</u>
<u>INFORMATION TECHNOLOGY</u>	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ACTUAL</u>	<u>2014</u> <u>BUDGET</u>	<u>2015</u> <u>BUDGET</u>	<u>2016</u> <u>PLAN</u>	<u>2017</u> <u>PLAN</u>	<u>2018</u> <u>PLAN</u>	<u>2019</u> <u>PLAN</u>
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	8,387	8,428	8,992	9,366	10,397	11,146	11,742	12,370
Operating Costs	5,608	5,743	5,359	5,891	6,036	6,175	6,275	6,375
Internal Services Used	15	189	15	15	15	15	15	15
Internal Services Recovered	(3,119)	(1,909)	(1,500)	(1,678)	(1,728)	(1,778)	(1,828)	(1,878)
External Recoveries	-	-	-	-	-	-	-	-
	<u>10,891</u>	<u>12,451</u>	<u>12,866</u>	<u>13,594</u>	<u>14,720</u>	<u>15,558</u>	<u>16,204</u>	<u>16,882</u>
Net Operations Total	10,891	12,451	12,866	13,594	14,720	15,558	16,204	16,882
Transfers								
Transfer From Own Sources	(281)	(197)	-	-	-	-	-	-
Transfer To Own Sources	2,188	3,303	2,692	4,942	4,942	4,942	4,942	4,942
	<u>1,907</u>	<u>3,106</u>	<u>2,692</u>	<u>4,942</u>	<u>4,942</u>	<u>4,942</u>	<u>4,942</u>	<u>4,942</u>
	<u>\$ 12,798</u>	<u>\$ 15,557</u>	<u>\$ 15,558</u>	<u>\$ 18,536</u>	<u>\$ 19,662</u>	<u>\$ 20,500</u>	<u>\$ 21,146</u>	<u>\$ 21,824</u>

Finance & Technology Departmental Operations

LEADERSHIP	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,358	1,152	1,096	1,469	1,504	1,554	1,637	1,725
Operating Costs	194	86	432	432	432	432	432	432
Internal Services Used	2	15	5	14	14	14	14	14
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	(3)	-	-	-	-	-	-
	1,554	1,250	1,533	1,915	1,950	2,000	2,083	2,171
Net Operations Total	1,554	1,250	1,533	1,915	1,950	2,000	2,083	2,171
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	255	-	-	-	-	-	-
	-	255	-	-	-	-	-	-
	\$ 1,554	\$ 1,505	\$ 1,533	\$ 1,915	\$ 1,950	\$ 2,000	\$ 2,083	\$ 2,171
RISK MANAGEMENT	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	(12)	-	-	-	-	-	-	-
	(12)	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	387	401	399	410	420	434	457	481
Operating Costs	2,480	3,341	4,250	4,250	4,400	4,550	4,700	4,850
Internal Services Used	184	122	10	10	10	10	10	10
Internal Services Recovered	(621)	(785)	(966)	(996)	(996)	(996)	(996)	(996)
External Recoveries	(736)	(581)	(100)	(100)	(100)	(100)	(100)	(100)
	1,694	2,498	3,593	3,574	3,734	3,898	4,071	4,245
Net Operations Total	1,682	2,498	3,593	3,574	3,734	3,898	4,071	4,245
Transfers								
Transfer From Own Sources	(154)	(820)	(1,892)	(1,892)	(1,892)	(1,892)	(1,892)	(1,892)
Transfer To Own Sources	6	24	-	-	-	-	-	-
	(148)	(796)	(1,892)	(1,892)	(1,892)	(1,892)	(1,892)	(1,892)
	\$ 1,534	\$ 1,702	\$ 1,701	\$ 1,682	\$ 1,842	\$ 2,006	\$ 2,179	\$ 2,353



2015 – 2019 FINANCIAL PLAN

SIGNIFICANT CHANGES FINANCE & TECHNOLOGY *(in thousands)*

2014 ADOPTED BUDGET		\$ 24,032
REVENUES		
Sales and Services		
Increase in Tax Inquiry Fees	\$ (39)	
Fees for Service	224	185
	<hr/>	<hr/>
Total Change in Revenues		185
EXPENDITURES		
Salaries		
Salary Adjustments	338	
Reclassified Positions	(423)	
New Positions	594	510
	<hr/>	
Operating Costs		
Professional/Contract Fees	3	
Communications/Network Upgrades	156	
IT Maintenance Contracts	376	
	<hr/>	<hr/>
	-	535
Internal Services Recovered		
Salaries	(175)	
Insurance	(30)	
	<hr/>	<hr/>
		(205)
Transfer To Own Sources	<hr/>	<hr/>
	2,250	2,250
Total Change in Expenditures		3,090
2015 BUDGET		\$ 27,307

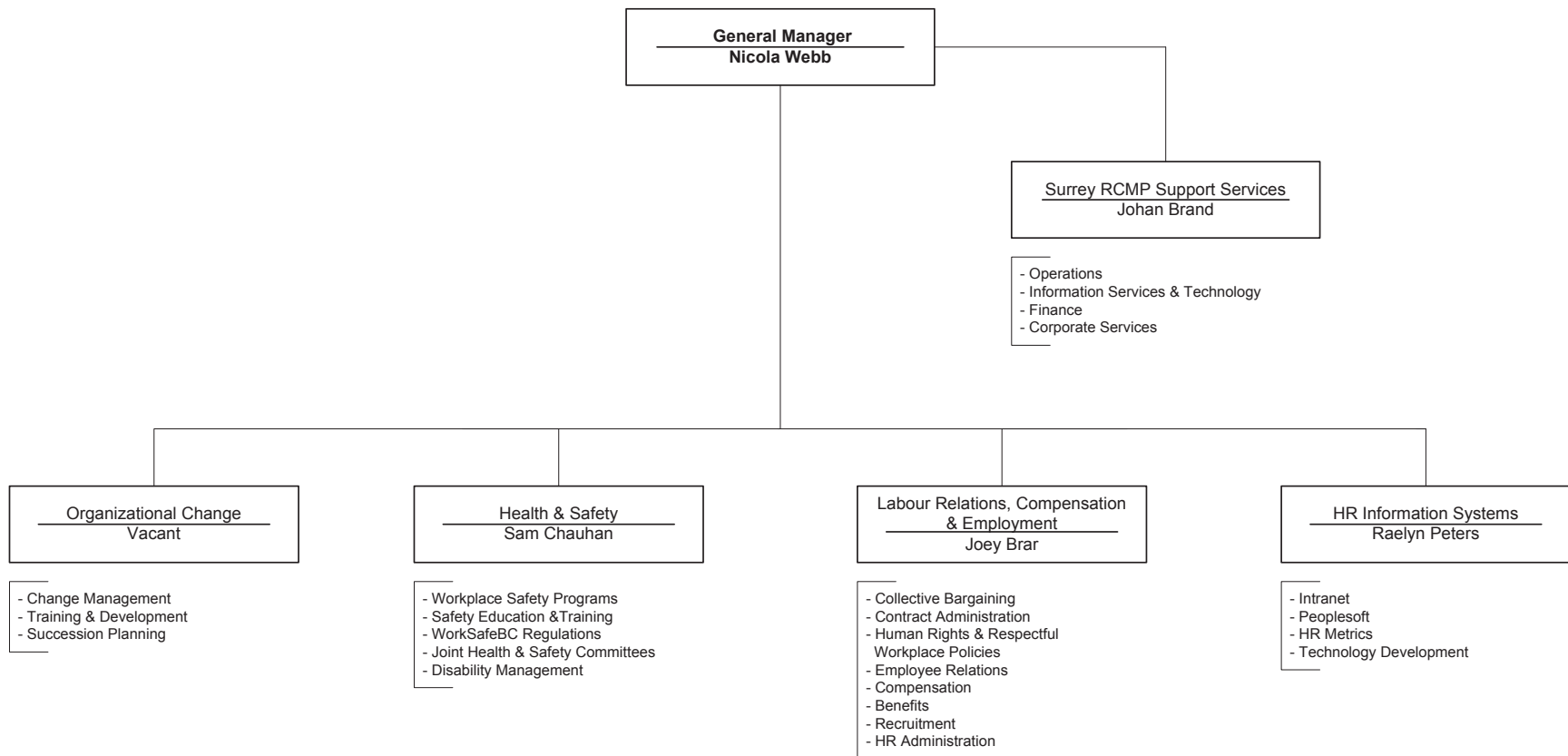
	Finance & Technology Significant Changes
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2015 ADOPTED BUDGET		\$ 27,307
REVENUES		
Sales and Service		
Tax Inquiry Fee	\$ (134)	(134)
Total Change in Revenues		<u>(134)</u>
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments	4,532	4,532
Operating Costs		
IT Operational Expense Increases	84	
Increase Due to Inflation	1,060	1,144
Internal Services Recovered	(248)	(248)
Total Change in Expenditures		<u>5,428</u>
2019 BUDGET		<u>\$ 32,601</u>



City Centre 1 Building

2015 – 2019 Financial Plan
Human Resources Departmental Functions



MISSION STATEMENT

To build an environment where every City of Surrey employee can reach his or her full potential in our support of public service.

KEY PROGRAMS & SERVICES



Human Resources (HR) provides a broad range of services and programs to both internal and external clients, including labour and employee relations, recruitment and retention, performance coaching, employment services, compensation and benefits, occupational health and safety, diversity, wellness, training and development, organizational change support, and managing the Human

Resources Information Systems (HRIS). The Department administers programs for City staff (exempt, CUPE, firefighters, volunteers, volunteer firefighters and retirees) and supports open communication and respectful workplace relationships throughout the City. Human Resources staff also partners with other City departments to attract, retain and motivate a qualified and diverse workforce.

The Department includes the following sections:

OCCUPATIONAL HEALTH & SAFETY

The Occupational Health & Safety (OHS) team strives to make the workplace safe and healthy for all employees. The section works with managers, staff, unions and community partners to prevent workplace accidents and illnesses, to keep employees well, and to help employees return to work after an injury or illness.

ORGANIZATIONAL CHANGE

Organizational Change's responsibilities include the design, development and delivery of staff training, and the support of staff with planning and implementing ongoing organizational/business changes.

LABOUR RELATIONS & COMPENSATION

The Labour Relations, Compensation and Employment team advises staff on collective bargaining, collective agreement interpretation and administration, workplace policies and practices, employee relations, job classification, compensation programs, and benefit and pension administration.

The Employment team collaborates with and provides support to management and staff in employee recruitment and administration. The team also partners with community organizations to provide information on employment opportunities, and seeks new and innovative opportunities to source talent.



HUMAN RESOURCES INFORMATION SYSTEMS

Human Resource Information Systems (HRIS) leverages new and emerging HR technologies to streamline workflow, maximize the accuracy, reliability and validity of workforce data, and facilitate the collection of data and key metrics. HRIS also supports the City's intranet.

RCMP SUPPORT SERVICES

Reporting to the General Manager Human Resources, RCMP Support Services includes operational communications (emergency 911 and non-emergency call taking and dispatch), records management, court liaison, finance, information technology, facilities management, fleet management, training and development, communications, and cellblock operations. Support Services also delivers various community services and programs including victim services, youth intervention, restorative justice and crime prevention.

2014 ACCOMPLISHMENTS

ECONOMIC:

- Continued to optimize the 'onboarding' process for new hires.

ENVIRONMENTAL:

- Continued to convert paper communications, records, etc. to electronic files to minimize the environmental impact;
- Moved to open workspace designed to support LEED Gold standards at City Hall; and
- Implemented sustainable commuting options for staff.

SOCIO-CULTURAL:

- Remained a Top Employer in BC for the tenth consecutive year;
- Awarded 2014 Canada's Top Employer for Young People;
- Awarded 2014 Canada's Best Diversity Employer;
- Achieved a workplace accident frequency rate that was 17% below 2014 target;
- Supported staff in the move to the current City Hall;
- Continued to offer diversity and inclusion events for City staff;
- Supported the establishment of daycare at the New City Hall for staff and the community; and
- Partnered with Surrey School Board on the Student Mentorship program.

FUTURE INITIATIVES

ECONOMIC:

- Streamline Human Resources services to reduce cost and improve accuracy.

ENVIRONMENTAL:

- Support alternate meeting technologies;
- Support workplace waste reduction initiatives; and
- Automate additional business processes to reduce paper.

SOCIO-CULTURAL:

- Support diversity awareness and inclusiveness;
- Remain a top employer;
- Further reduce workplace accidents;
- Increase community outreach initiatives to educate the community on opportunities within the City of Surrey and to support workforce development;
- Engage in partnerships with Educational Institutes around Co-op, Practicum and Internship programs; and
- Increase employee information sessions, lunch and learns, and workshops to broaden awareness around wellness.



Human Resources Departmental Overview

PERFORMANCE MEASURES

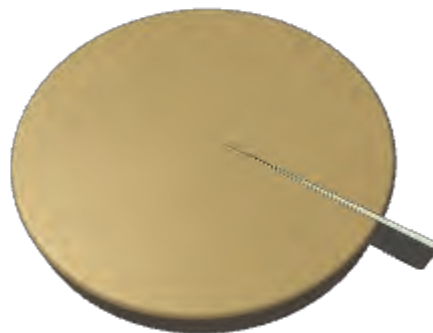
The following table identifies key performance measures that will assist the Human Resources department in tracking its progress and monitoring its contribution to building a sustainable Surrey.

<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Occupational Health & Safety	Incidence frequency rate of lost time claims per 100 person years	3.5	4.2	4.1	4.0	3.9	3.8
	# of diversity events held	10	10	10	10	10	10
Recruitment	Average # of days to fill a position vacancy	Exempt 87 days	Exempt 83 days	Exempt 82 days	Exempt 81 days	Exempt 80 days	Exempt 79 days
		CUPE RFT 63 days	CUPE RFT 57 days	CUPE RFT 56 days	CUPE RFT 55 days	CUPE RFT 54 days	CUPE RFT 53 days
	# of probationary reports completed on time	90.5%	90%	90%	90%	90%	90%
Labour Relations & Total Compensation	% increase in grievances	0	0	0	0	0	0
	# of staff with perfect attendance	531	520	525	530	535	540
Human Resources Information Systems	# of automated HR processes	6	6	6	6	6	6
	# of paper reducing initiatives	5	5	5	6	6	6



2015 – 2019 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
HUMAN RESOURCES
(in thousands)

<u>DIVISION SUMMARY</u>	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ACTUAL</u>	<u>2014</u> <u>BUDGET</u>	<u>2015</u> <u>BUDGET</u>	<u>2016</u> <u>PLAN</u>	<u>2017</u> <u>PLAN</u>	<u>2018</u> <u>PLAN</u>	<u>2019</u> <u>PLAN</u>
Administration	\$ 986	\$ 1,110	\$ 791	\$ 973	\$ 1,024	\$ 1,060	\$ 1,116	\$ 1,175
Employment	705	716	1,024	1,057	1,077	1,106	1,153	1,203
Labour Relations/Compensation	821	936	909	872	909	954	999	1,047
Occupational Safety	495	543	632	657	684	704	737	771
Wellness & Diversity	57	50	50	30	30	30	30	30
	<u>\$ 3,064</u>	<u>\$ 3,355</u>	<u>\$ 3,406</u>	<u>\$ 3,589</u>	<u>\$ 3,723</u>	<u>\$ 3,854</u>	<u>\$ 4,035</u>	<u>\$ 4,226</u>
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (8)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	(1)	-	-	-	-	-	-
	<u>(8)</u>	<u>(1)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	2,972	2,830	2,852	3,055	3,129	3,237	3,413	3,599
Operating Costs	612	899	628	608	668	691	696	701
Internal Services Used	7	9	1	1	1	1	1	1
Internal Services Recovered	(370)	(407)	(75)	(75)	(75)	(75)	(75)	(75)
External Recoveries	(5)	(23)	-	-	-	-	-	-
	<u>3,216</u>	<u>3,308</u>	<u>3,406</u>	<u>3,589</u>	<u>3,723</u>	<u>3,854</u>	<u>4,035</u>	<u>4,226</u>
Net Operations Total	3,208	3,307	3,406	3,589	3,723	3,854	4,035	4,226
Transfers								
Transfer From Own Sources	(144)	48	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>(144)</u>	<u>48</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 3,064</u>	<u>\$ 3,355</u>	<u>\$ 3,406</u>	<u>\$ 3,589</u>	<u>\$ 3,723</u>	<u>\$ 3,854</u>	<u>\$ 4,035</u>	<u>\$ 4,226</u>



**0.57% of
Gross
Taxation
allocated to
Human
Resources**

Human Resources Departmental Operations

	2013	2014	2014	2015	2016	2017	2018	2019
ADMINISTRATION	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	1,134	908	727	909	930	961	1,012	1,066
Operating Costs	298	550	63	63	93	98	103	108
Internal Services Used	6	6	1	1	1	1	1	1
Internal Services Recovered	(304)	(402)	-	-	-	-	-	-
External Recoveries	(4)	-	-	-	-	-	-	-
	<u>1,130</u>	<u>1,062</u>	<u>791</u>	<u>973</u>	<u>1,024</u>	<u>1,060</u>	<u>1,116</u>	<u>1,175</u>
Net Operations Total	1,130	1,062	791	973	1,024	1,060	1,116	1,175
Transfers								
Transfer From Own Sources	(144)	48	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>(144)</u>	<u>48</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 986</u>	<u>\$ 1,110</u>	<u>\$ 791</u>	<u>\$ 973</u>	<u>\$ 1,024</u>	<u>\$ 1,060</u>	<u>\$ 1,116</u>	<u>\$ 1,175</u>
EMPLOYMENT	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	620	642	781	814	834	863	910	960
Operating Costs	85	74	318	318	318	318	318	318
Internal Services Used	1	-	-	-	-	-	-	-
Internal Services Recovered	-	-	(75)	(75)	(75)	(75)	(75)	(75)
External Recoveries	(1)	-	-	-	-	-	-	-
	<u>705</u>	<u>716</u>	<u>1,024</u>	<u>1,057</u>	<u>1,077</u>	<u>1,106</u>	<u>1,153</u>	<u>1,203</u>
Net Operations Total	705	716	1,024	1,057	1,077	1,106	1,153	1,203
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 705</u>	<u>\$ 716</u>	<u>\$ 1,024</u>	<u>\$ 1,057</u>	<u>\$ 1,077</u>	<u>\$ 1,106</u>	<u>\$ 1,153</u>	<u>\$ 1,203</u>

Human Resources Departmental Operations

	2013	2014	2014	2015	2016	2017	2018	2019
<u>LABOUR RELATIONS & COMPENSATION</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	752	798	809	772	791	819	864	912
Operating Costs	135	161	100	100	118	135	135	135
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	(66)	-	-	-	-	-	-	-
External Recoveries	-	(23)	-	-	-	-	-	-
	<u>821</u>	<u>936</u>	<u>909</u>	<u>872</u>	<u>909</u>	<u>954</u>	<u>999</u>	<u>1,047</u>
Net Operations Total	821	936	909	872	909	954	999	1,047
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 821</u>	<u>\$ 936</u>	<u>\$ 909</u>	<u>\$ 872</u>	<u>\$ 909</u>	<u>\$ 954</u>	<u>\$ 999</u>	<u>\$ 1,047</u>
<u>OCCUPATIONAL SAFETY</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	428	443	535	560	574	594	627	661
Operating Costs	67	98	97	97	110	110	110	110
Internal Services Used	-	2	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	<u>495</u>	<u>543</u>	<u>632</u>	<u>657</u>	<u>684</u>	<u>704</u>	<u>737</u>	<u>771</u>
Net Operations Total	495	543	632	657	684	704	737	771
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 495</u>	<u>\$ 543</u>	<u>\$ 632</u>	<u>\$ 657</u>	<u>\$ 684</u>	<u>\$ 704</u>	<u>\$ 737</u>	<u>\$ 771</u>

Human Resources Departmental Operations

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ACTUAL</u>	<u>2014</u> <u>BUDGET</u>	<u>2015</u> <u>BUDGET</u>	<u>2016</u> <u>PLAN</u>	<u>2017</u> <u>PLAN</u>	<u>2018</u> <u>PLAN</u>	<u>2019</u> <u>PLAN</u>
<u>WELLNESS & DIVERSITY</u>								
Revenues								
Sales and Services	\$ (8)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	(1)	-	-	-	-	-	-
	<u>(8)</u>	<u>(1)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	38	39	-	-	-	-	-	-
Operating Costs	27	16	50	30	30	30	30	30
Internal Services Used	-	1	-	-	-	-	-	-
Internal Services Recovered	-	(5)	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	<u>65</u>	<u>51</u>	<u>50</u>	<u>30</u>	<u>30</u>	<u>30</u>	<u>30</u>	<u>30</u>
Net Operations Total	57	50	50	30	30	30	30	30
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 57</u>	<u>\$ 50</u>	<u>\$ 50</u>	<u>\$ 30</u>	<u>\$ 30</u>	<u>\$ 30</u>	<u>\$ 30</u>	<u>\$ 30</u>

	2015 – 2019 FINANCIAL PLAN
	SIGNIFICANT CHANGES HUMAN RESOURCES <i>(in thousands)</i>

2014 ADOPTED BUDGET		\$	3,406
EXPENDITURES			
Salaries			
Salary Adjustments	\$ 128		
Reclassified Positions	75		
	-		203
Operating Costs			
Software/Web Maintenance	(20)		
	-		(20)
Total Change in Expenditures			183
2015 BUDGET		\$	3,589

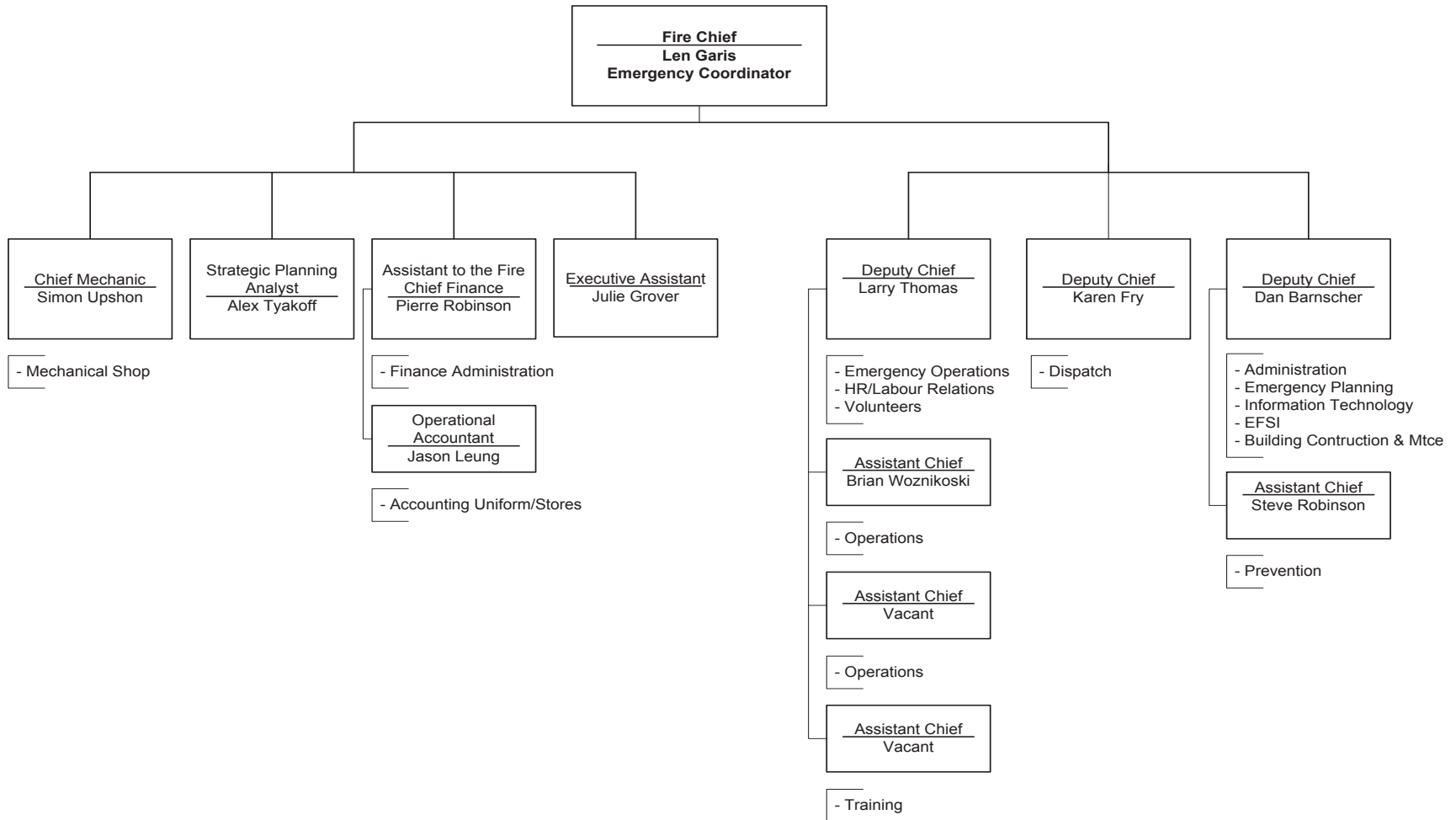
	Human Resources Departmental Significant Changes
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2015 ADOPTED BUDGET		\$	3,589
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	\$	544
Operating Costs			
Increase Due to Inflation		20
HR Operating Expense Increases		73
Total Change in Expenditures			637
2019 BUDGET		\$	4,226



Firehall No. 10

2015 – 2019 Financial Plan
Fire Departmental Functions



MISSION STATEMENT

To protect life, property and the environment by responding to emergencies, ensuring regulatory compliance and developing community education.

KEY PROGRAMS & SERVICES

The Fire Service helps to make our City a safe place to live.

In addition to the Department's Administration division, the other three divisions include:

OPERATIONS

Operations is the largest division and is responsible for emergency medical services, fire suppression, hazardous materials response and rescue activities. In addition to the above activities handled by the Suppression branch, the Operations division is also responsible for the Prevention Branch and the Training Branch.



Fire crew participating in HomeSafe initiative to install and check residential smoke alarms

PREVENTION:

Prevention minimizes the risk of life and property loss, which is accomplished through Bylaw, the Fire Service Act and Fire Code Enforcement, Public education and Fire investigation. Fire Prevention Officers perform fire investigations, life safety inspections in commercial, assembly, and educational occupancies, re-inspections, as well as review plans for new buildings, renovations and construction sites for fire safety, occupancy approval, and business licenses. They also help to educate the public about fire safety.

TRAINING:

The Training branch develops and delivers training programs to enhance the skills, increase the competencies and expand the scope of training for Surrey's 500 career and volunteer staff.



Training Division's Community Outreach Initiative to expose Local Youth to FireSafety

MECHANICAL DIVISION:

The Mechanical Division maintains, repairs and inspects the department's fleet of specialty fire service vehicles and equipment.

SURREY EMERGENCY PROGRAM:

Surrey's Emergency Program includes:

- Neighbourhood Emergency Preparedness Program (NEPP);
- Surrey Emergency Program Amateur Radio (SEPAR);
- Surrey Search and Rescue (SSAR); and
- Emergency Social Services (ESS), Level One: Personal Disaster Assistance.

Through these programs, City staff and the large network of volunteers provide valuable community emergency services.

2014 ACCOMPLISHMENTS

ECONOMIC:

- Published 15 research articles and/or papers illustrating the evidence-based decision-making used for strategic planning and fire and emergency activity;
- Comprehensive Revenue review and analysis completed for Surrey Fire Service and other Lower Mainland fire departments to ensure that the Surrey service delivery model is cost effective and service fees are competitive;
- To maintain operations based fleet capacity, vehicles with tenure at or beyond useful life were replaced with several vehicles providing economic, social and environmental benefits:
 - One Air and Light Support truck with improved technological advancements to increase operational capabilities;
 - Three tender trucks outfitted with increased storage capacity and water purification systems to aid in disasters where clean water is not accessible; and
 - Three Pumper trucks with on-board emission reducing systems such as Anti-Idling Auxiliary Power units to allow for trucks to function on scene without the main engines idling.
- Continued to minimize absenteeism related costs through an Attendance Management Program that resulted in achieving a 62% perfect attendance; and
- Renewed dispatch client contracts for all existing clients for another 5 year term thereby securing revenues for the foreseeable future.

ENVIRONMENTAL:

- Electrical Fire Safety Initiative Team’s ongoing contributions to improved environmental conditions included 114 inspections, 37 illegal grow operations detected, and 78 repair notices issued;
- Electrical Fire Safety Initiative Team mandate expanded to include an inspection role with the High Risk Location (HRL) initiative involving RCMP and Bylaws;
- Implemented video streaming capabilities for distance education/training in station, reducing travel required by fire apparatus to deliver training initiatives;
- Adopted Corporate Recycling program to include categorized recycling bins at each Fire Hall; and
- Secured a new cleaning maintenance contract to include green friendly cleaning processes and supplies in compliance with Corporate’s environmental standards.

SOCIO-CULTURAL:

- Completed the strategic planning process titled “Vison 2014”. Recommendations from the document are expected to be implemented in 2015;
- Completed a comprehensive workforce planning study for future exempt positions. This achievement paves the way for the 2015 launch of the Administrative Development Program which is expected to foster staff development for future exempt positions;
- Implemented real time performance metric monitoring with the use of business intelligence software;
- HomeSafe program resources were successfully redeployed to focus on targeted Community Safety Initiatives:
 - Installed 533 smoke alarms, and conducted 79 HomeSafe Inspections;
 - Participated in 7 forums for seniors;
 - Community outreach at 584 separate events – engaged and provided fire safety information to 18,287 individuals, including 3,880 seniors; and
 - Promoted a smoke alarm awareness campaign directed to homeowners who visited City Hall during the annual property tax season.
- Conducted two outreach initiatives at Surrey Food Bank providing opportunities to educate the at risk members of the community on the importance of a working smoke alarm;
- Held a Fire Prevention Week in Partnership with Home Depot with information on preventing and responding to fires, maintaining smoke alarms and developing home escape plans;
- Delivered 47 Surrey Neighbourhood Emergency Preparedness presentations to 971 attendees. In addition, staffed 12 emergency preparedness booths at various fairs, resulting in exposure to 7,375 additional individuals;

- Coordinated 23 Level 1 emergency support services responses; and provided services for 84 displaced residents;
- Partnered with BCIT and the Fire Chief's Association to design an online course for building owners on their responsibilities to adhere to the BC Fire Code; and
- Secured relationship with Surrey Crime Prevention to identify vacant/abandoned buildings and other problematic properties in the City.



Delivering Emergency Preparedness information to local Business

FUTURE INITIATIVES

ECONOMIC:

- Seek opportunities to broaden revenue base;
- Conduct evidence based review of Automatic Vehicle location; and
- Utilize Business Intelligence for real time reporting to ensure the Attendance Management program remains relevant and effective.

ENVIRONMENTAL:

- Enhance the Electrical Fire Safety Initiative to build on the successes of the program in driving marijuana grow operations out of Surrey; and
- Utilize monthly reporting of fuel usage to monitor carbon impact against the benchmarked data established in 2014.

SOCIO-CULTURAL:

- Continue to improve the efficiency of the City's Emergency Social Services response capabilities between the Fire Services Department and the Parks, Recreation and Culture Department;
- Develop and deploy a Business Emergency Preparedness program to facilitate plans for Business Continuity;
- Continue to work in partnership with McMaster University who received a grant to start a health prevention study utilizing Non Physician Health Workers as research screeners;
- Shift Prevention role within the community through the addition of educational resources for building owners and managers with initiatives such as online learning programs through BCIT. Continue to expand HomeSafe Program education and service delivery;
- Continue to work with the appropriate federal, provincial, Fraser Health Authority, SFU, Kwantlen University College, UFV, school district officials and the broader community in implementing the recommendations of the Crime Reduction Strategy including, among other things, Seniors Safety Forums, an enhanced focus on youth, etc;
- Continue to pursue with the Province, the establishment of a pilot project in relation to testing an alternative, more efficient approach for Fire Services and Ambulance Service involvement in responding to emergencies in Surrey;
- Continue the roll out of the Fire Services HomeSafe Program that includes door-to-door information delivery, "on request" home inspections, child and senior welfare observation, child fire setter program and free installation of smoke alarms. The Program will be modified to place a greater emphasis on the safety and well-being of seniors;
- Continue to ensure the safety of occupants in Recovery Houses through fire and life safety inspections across the City including the regular re-inspection process; and
- Implement a risk based inspection process from the current prescriptive.

Safety Awareness Promotional Materials for Building Owners

FIRE SAFETY AND YOU



Know your responsibilities

Making sure buildings are free of fire hazards isn't just common sense – it's the law.

Building owners are legally responsible for fulfilling certain requirements of the British Columbia Fire Code – and could receive fines and/or jail time for non-compliance. Ignorance of the law is not a defence.

Division C, Part 2, Section 2.2, Sentence 2.2.1.1 of the code states, "Unless otherwise specified, the owner or the owner's authorized agent shall be responsible for carrying out the provisions of this code."

The Surrey Fire Service has compiled this booklet to make local building owners aware of their responsibilities under the fire code.

This booklet includes responsibilities of a general nature as well as those that are specific to particular building types or uses.

Types of Buildings Covered in this Booklet

Other than private family dwellings, all buildings in the City of Surrey are subject to fire inspections and are responsible for meeting certain standards under the B.C. Fire Code. This includes the following types of occupancies:

- | | |
|--|---|
| <input type="checkbox"/> Multi-unit residential occupancies, such as townhouses and apartments (common areas only) | <input type="checkbox"/> Manufacturers |
| <input type="checkbox"/> Assembly occupancies, including halls, churches, restaurants and pubs | <input type="checkbox"/> Retail and commercial |
| <input type="checkbox"/> Daycares and preschools | <input type="checkbox"/> Offices |
| <input type="checkbox"/> Hospitals and health care facilities | <input type="checkbox"/> Schools and educational facilities |
| | <input type="checkbox"/> Service stations, including gas stations and automotive repair shops |
| | <input type="checkbox"/> Warehouses |

In addition to the common Fire Code requirements listed inside this booklet, additional requirements apply to all of the occupancies listed above. Owner/occupant inspection information handouts are available from the City of Surrey Fire Service for these occupancies. For information, contact Fire Prevention at fireprevention@surrey.ca or 604-543-6780.

Information
about your
responsibilities as
a building owner
under the
British Columbia
Fire Code



CITY OF SURREY FIRE SERVICE

8767 132 Street
Surrey B.C., V3W 4P1

Fire Prevention: 604-543-6780
Email: fireprevention@surrey.ca
Fax: 604-594-1237

www.surrey.ca

PERFORMANCE MEASURES

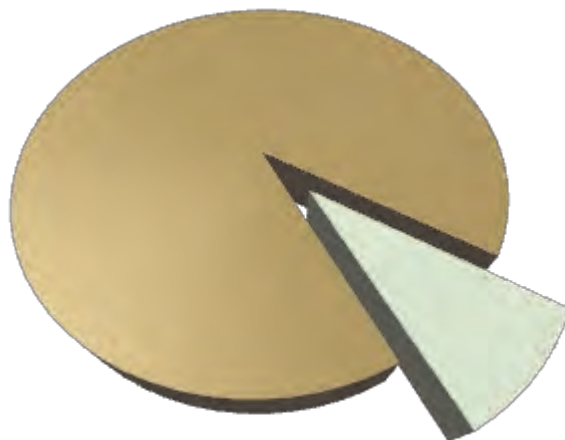
The following table identifies key performance measures that will assist the Fire Department in tracking its progress and monitoring its contribution to building a sustainable Surrey.

<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Prevention	Meet Council's policy of properties inspected	100% [Budget 100%]	100%	100%	100%	100%	100%
Emergency Preparedness	# of exercises conducted with Emergency Operation Control Group	2 [Budget 3]	3	3	3	3	3
	Increase the number of public contact to Surrey Neighbourhood Emergency Preparedness Program (NEPP)	8,346 [Budget 3,150]	3,200	3,250	3,330	3,350	3,400
Operations	Overall # of calls for service	32,049 [Budget 25,500]	25,500	25,500	25,500	25,500	25,500
	Response times: first unit due will arrive in 7 minutes or less to 90% of incidents	88% [Budget 90%]	90%	90%	90%	90%	90%
	Arrival of Initial Attack Force to structure fires will be in 12 minutes or less 90% of the time (commercial & residential)	97% [Budget 90%]	90%	90%	90%	90%	90%



2015 – 2019 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
FIRE
(in thousands)

DIVISION SUMMARY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Administration	\$ 2,317	\$ 2,184	\$ 2,249	\$ 2,363	\$ 2,424	\$ 2,487	\$ 2,552	\$ 2,619
Emergency Planning	31	27	50	51	51	51	51	51
Fire Operations	45,031	48,004	45,674	49,484	50,829	52,211	53,631	55,088
Mechanics	950	1,050	867	901	936	971	1,007	1,043
Prevention	813	1,141	1,069	1,096	1,128	1,161	1,195	1,230
Radio & Communications	2,157	2,414	2,681	2,569	2,639	2,710	2,782	2,854
Training	800	877	749	842	868	894	921	949
	\$ 52,099	\$ 55,697	\$ 53,339	\$ 57,306	\$ 58,875	\$ 60,485	\$ 62,139	\$ 63,834
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (1,619)	\$ (1,686)	\$ (1,600)	\$ (1,629)	\$ (1,678)	\$ (1,728)	\$ (1,779)	\$ (1,832)
Grants, Donations and Other	(13)	(5)	-	-	-	-	-	-
	<u>(1,632)</u>	<u>(1,691)</u>	<u>(1,600)</u>	<u>(1,629)</u>	<u>(1,678)</u>	<u>(1,728)</u>	<u>(1,779)</u>	<u>(1,832)</u>
Expenditures								
Salaries and Benefits	48,331	55,311	49,560	53,494	54,965	56,476	58,029	59,625
Operating Costs	4,105	4,202	3,993	4,016	4,161	4,306	4,451	4,596
Internal Services Used	158	179	141	170	172	176	183	190
Internal Services Recovered	(15)	(25)	(6)	(6)	(6)	(6)	(6)	(6)
External Recoveries	(550)	(402)	(126)	(116)	(116)	(116)	(116)	(116)
	<u>52,029</u>	<u>59,265</u>	<u>53,562</u>	<u>57,558</u>	<u>59,176</u>	<u>60,836</u>	<u>62,541</u>	<u>64,289</u>
Net Operations Total	50,397	57,574	51,962	55,929	57,498	59,108	60,762	62,457
Transfers								
Transfer From Own Sources	-	(2,254)	-	-	-	-	-	-
Transfer To Own Sources	1,702	377	1,377	1,377	1,377	1,377	1,377	1,377
	<u>1,702</u>	<u>(1,877)</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>
	\$ 52,099	\$ 55,697	\$ 53,339	\$ 57,306	\$ 58,875	\$ 60,485	\$ 62,139	\$ 63,834



**9.04% of
Gross
Taxation
allocated to
Fire**

Fire Departmental Operations

	2013	2014	2014	2015	2016	2017	2018	2019
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
ADMINISTRATION								
Revenues								
Sales and Services	\$ (6)	\$ (18)	\$ (5)	\$ (5)	\$ (5)	\$ (5)	\$ (5)	\$ (5)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(6)	(18)	(5)	(5)	(5)	(5)	(5)	(5)
Expenditures								
Salaries and Benefits	2,060	1,951	2,120	2,234	2,295	2,358	2,423	2,490
Operating Costs	407	271	131	131	131	131	131	131
Internal Services Used	-	-	3	3	3	3	3	3
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(144)	(20)	-	-	-	-	-	-
	2,323	2,202	2,254	2,368	2,429	2,492	2,557	2,624
Net Operations Total	2,317	2,184	2,249	2,363	2,424	2,487	2,552	2,619
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	<u>\$ 2,317</u>	<u>\$ 2,184</u>	<u>\$ 2,249</u>	<u>\$ 2,363</u>	<u>\$ 2,424</u>	<u>\$ 2,487</u>	<u>\$ 2,552</u>	<u>\$ 2,619</u>
EMERGENCY PLANNING								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	5	5	5	5	5	5
Operating Costs	40	34	53	54	54	54	54	54
Internal Services Used	2	-	-	-	-	-	-	-
Internal Services Recovered	(1)	-	(6)	(6)	(6)	(6)	(6)	(6)
External Recoveries	(10)	(7)	(2)	(2)	(2)	(2)	(2)	(2)
	31	27	50	51	51	51	51	51
Net Operations Total	31	27	50	51	51	51	51	51
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	<u>\$ 31</u>	<u>\$ 27</u>	<u>\$ 50</u>	<u>\$ 51</u>	<u>\$ 51</u>	<u>\$ 51</u>	<u>\$ 51</u>	<u>\$ 51</u>

Fire Departmental Operations

	2013	2014	2014	2015	2016	2017	2018	2019
FIRE OPERATIONS	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	41,409	47,843	42,333	46,100	47,368	48,671	50,009	51,384
Operating Costs	2,029	2,091	1,919	1,923	1,998	2,073	2,148	2,223
Internal Services Used	143	173	125	154	156	160	167	174
Internal Services Recovered	(8)	(24)	-	-	-	-	-	-
External Recoveries	(244)	(202)	(80)	(70)	(70)	(70)	(70)	(70)
	<u>43,329</u>	<u>49,881</u>	<u>44,297</u>	<u>48,107</u>	<u>49,452</u>	<u>50,834</u>	<u>52,254</u>	<u>53,711</u>
Net Operations Total	43,329	49,881	44,297	48,107	49,452	50,834	52,254	53,711
Transfers								
Transfer From Own Sources	-	(2,254)	-	-	-	-	-	-
Transfer To Own Sources	1,702	377	1,377	1,377	1,377	1,377	1,377	1,377
	<u>1,702</u>	<u>(1,877)</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>
	\$45,031	\$48,004	\$45,674	\$49,484	\$50,829	\$52,211	\$53,631	\$55,088
MECHANICS								
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	497	614	510	539	554	569	585	601
Operating Costs	461	436	356	361	381	401	421	441
Internal Services Used	-	-	1	1	1	1	1	1
Internal Services Recovered	(6)	-	-	-	-	-	-	-
External Recoveries	(2)	-	-	-	-	-	-	-
	<u>950</u>	<u>1,050</u>	<u>867</u>	<u>901</u>	<u>936</u>	<u>971</u>	<u>1,007</u>	<u>1,043</u>
Net Operations Total	950	1,050	867	901	936	971	1,007	1,043
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	\$ 950	\$ 1,050	\$ 867	\$ 901	\$ 936	\$ 971	\$ 1,007	\$ 1,043

Fire Departmental Operations

PREVENTION	2013	2014	2014	2015	2016	2017	2018	2019
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues								
Sales and Services	\$ (237)	\$ (266)	\$ (179)	\$ (186)	\$ (192)	\$ (198)	\$ (204)	\$ (210)
Grants, Donations and Other	(13)	(5)	-	-	-	-	-	-
	<u>(250)</u>	<u>(271)</u>	<u>(179)</u>	<u>(186)</u>	<u>(192)</u>	<u>(198)</u>	<u>(204)</u>	<u>(210)</u>
Expenditures								
Salaries and Benefits	1,033	1,362	1,175	1,209	1,242	1,276	1,311	1,347
Operating Costs	140	190	84	84	89	94	99	104
Internal Services Used	11	4	9	9	9	9	9	9
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(121)	(144)	(20)	(20)	(20)	(20)	(20)	(20)
	<u>1,063</u>	<u>1,412</u>	<u>1,248</u>	<u>1,282</u>	<u>1,320</u>	<u>1,359</u>	<u>1,399</u>	<u>1,440</u>
Net Operations Total	813	1,141	1,069	1,096	1,128	1,161	1,195	1,230
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	\$ 813	\$ 1,141	\$ 1,069	\$ 1,096	\$ 1,128	\$ 1,161	\$ 1,195	\$ 1,230
RADIO & COMMUNICATIONS								
	<u>2013</u>	<u>2014</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues								
Sales and Services	\$ (1,359)	\$ (1,395)	\$ (1,391)	\$ (1,426)	\$ (1,469)	\$ (1,513)	\$ (1,558)	\$ (1,605)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(1,359)</u>	<u>(1,395)</u>	<u>(1,391)</u>	<u>(1,426)</u>	<u>(1,469)</u>	<u>(1,513)</u>	<u>(1,558)</u>	<u>(1,605)</u>
Expenditures								
Salaries and Benefits	2,626	2,731	2,738	2,648	2,721	2,796	2,873	2,952
Operating Costs	919	1,104	1,344	1,357	1,397	1,437	1,477	1,517
Internal Services Used	-	1	2	2	2	2	2	2
Internal Services Recovered	-	(1)	-	-	-	-	-	-
External Recoveries	(29)	(26)	(12)	(12)	(12)	(12)	(12)	(12)
	<u>3,516</u>	<u>3,809</u>	<u>4,072</u>	<u>3,995</u>	<u>4,108</u>	<u>4,223</u>	<u>4,340</u>	<u>4,459</u>
Net Operations Total	2,157	2,414	2,681	2,569	2,639	2,710	2,782	2,854
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	\$ 2,157	\$ 2,414	\$ 2,681	\$ 2,569	\$ 2,639	\$ 2,710	\$ 2,782	\$ 2,854

Fire Departmental Operations

TRAINING	2013	2014	2014	2015	2016	2017	2018	2019
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ (17)	\$ (7)	\$ (25)	\$ (12)	\$ (12)	\$ (12)	\$ (12)	\$ (12)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(17)</u>	<u>(7)</u>	<u>(25)</u>	<u>(12)</u>	<u>(12)</u>	<u>(12)</u>	<u>(12)</u>	<u>(12)</u>
Expenditures								
Salaries and Benefits	706	810	679	759	780	801	823	846
Operating Costs	109	76	106	106	111	116	121	126
Internal Services Used	2	1	1	1	1	1	1	1
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	(3)	(12)	(12)	(12)	(12)	(12)	(12)
	<u>817</u>	<u>884</u>	<u>774</u>	<u>854</u>	<u>880</u>	<u>906</u>	<u>933</u>	<u>961</u>
Net Operations Total	800	877	749	842	868	894	921	949
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 800</u>	<u>\$ 877</u>	<u>\$ 749</u>	<u>\$ 842</u>	<u>\$ 868</u>	<u>\$ 894</u>	<u>\$ 921</u>	<u>\$ 949</u>



2015 – 2019 FINANCIAL PLAN

SIGNIFICANT CHANGES FIRE *(in thousands)*

2014 ADOPTED BUDGET		\$ 53,339
REVENUES		
Sales and Services		
Fees	\$ (29)	(29)
Total Change in Revenues		(29)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments	3,934	3,934
Operating Costs		
Training and Education	8	
General Gear Supplies & Vehicle Maintenance	(25)	
Delivery and Fuel	(5)	
Utilities	45	23
Internal Services Used		
Fleet Insurance	29	29
External Recoveries		
Workers Compensation Board (WCB)	10	10
	-	-
Total Change in Expenditures		3,996
2015 BUDGET		\$ 57,306

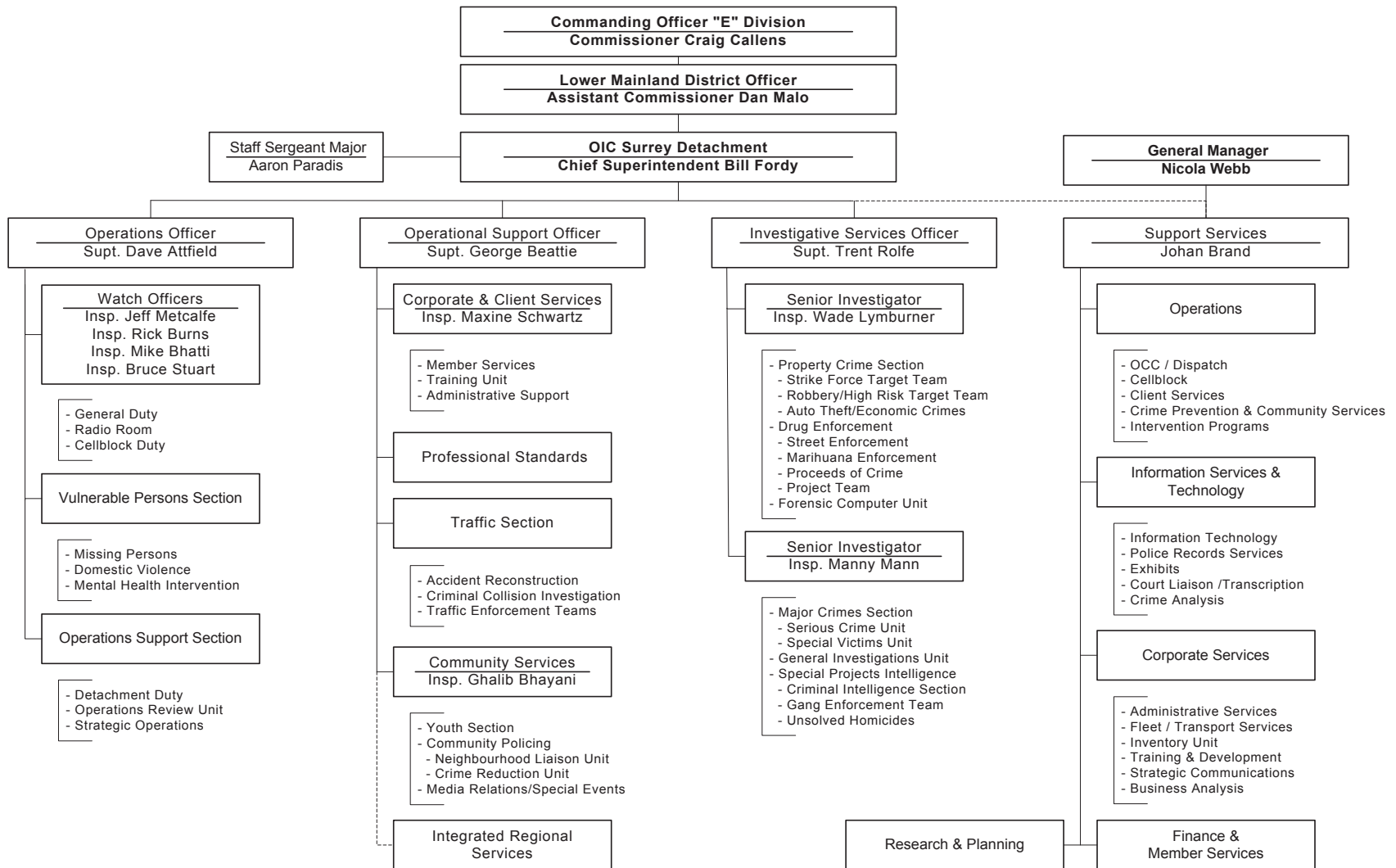
	Fire Departmental Significant Changes
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2015 ADOPTED BUDGET		\$ 57,306
REVENUES		
Sales and Service		
Radio & Communications	\$ (179)	
Prevention	<u>(24)</u>	(203)
EXPENDITURES		
Salaries/Wages & Benefits		
Potential Salary Increases	<u>6,131</u>	6,131
Operating Costs		
Increase Due to Inflation	540	
Prevention and Training Increases	<u>40</u>	580
Internal Services Used	<u>20</u>	20
Total Change in Expenditures		<u><u>6,528</u></u>
 2019 BUDGET		 <u><u>\$ 63,834</u></u>



RCMP E-Division Headquarters

2015 – 2019 Financial Plan
RCMP Departmental Functions



MISSION STATEMENT

The Royal Canadian Mounted Police (RCMP) is committed to preserving the peace, upholding the law and providing quality service in partnership with the communities we serve.

KEY PROGRAMS & SERVICES

The RCMP provides policing services to the City of Surrey. The Surrey detachment’s officers and support staff work with the community to identify and address local crime and safety concerns.

The detachment responds to calls for service, conducts and participates in criminal investigations, intelligence gathering, and enforcement operations, and works to reduce the impact of crime on the community through education and outreach. The Detachment is structured as follows:

OPERATIONS

Operations consists primarily of uniformed general duty members. They are first responders to emergency and non-emergency calls for service and also conduct community patrols and proactive initiatives. The division also includes several support units, including: the Operations Review Unit, which reviews police investigations to ensure quality; Cellblock Operations; Detachment Operations, which provides support to walk-in clientele and calls for service where police attendance is not required; and the newly established Vulnerable Persons Section, which provides specialized support with respect to Missing Persons, Domestic Violence and Mental Health Intervention.



INVESTIGATIVE SERVICES

Investigative Services consists primarily of plain-clothes members organized into specialized sections such as Drugs, Property Crimes, Major Crimes and Special Projects Intelligence and Enforcement. This division also includes Investigation Support units focused on Gang Enforcement, Unsolved Homicides and Special Victims and Sexual Offences.

OPERATIONS SUPPORT SERVICES

Operations Support Services is made up of uniformed traffic enforcement and pro-active community policing members, including School Liaison and Youth at Risk teams and District based Neighbourhood Liaison and Crime Reduction Units. The division also includes a number of specialized support units, such as Media Relations, Professional Standards, and Corporate and Client Services.

SUPPORT SERVICES

Support Services includes operational communications (emergency 911 and non-emergency call taking and dispatch), records and exhibit management, court liaison, finance, information technology, crime and business analysis, facilities and fleet management, training and development, communications, and cellblock operations. Support Services also delivers various community services and programs including victim services, youth intervention, restorative justice and crime prevention.



2014 ACCOMPLISHMENTS**ECONOMIC:**

- Safeguarded the City's assets through effective and efficient financial processes and systems;
- Launched a new online reporting system that allows citizens to report less serious offences over the internet;
- Conducted operational reviews and staffing analysis to identify workload and resource pressures, as well as opportunities for enhanced efficiency and effectiveness; and
- Surrey Detachment Auxiliary Constables volunteered a total of 23,579 hours assisting with special events, community policing initiatives and crime prevention programs.

ENVIRONMENTAL:

- Continued to support departmental waste diversion program that includes multi-stream recycling receptacles to help achieve the City's landfill reduction and bio-fuel processing goals; and
- Continued to promote energy savings, reduced paper usage, battery recycling and other conservation practices through a departmental sustainability working group.

SOCIO-CULTURAL:

- Launched the "Observe it. Report it." awareness campaign to educate the public on the importance of reporting crime and the various ways to report crime and suspicious behavior;
- Delivered 92 crime prevention presentations to 2,672 participants, as well as 43 community safety presentations targeting over 1100 newcomers and refugees;
- Hosted an inaugural Block Watch Symposium, in partnership with other City Departments and ICBC, to engage and mobilize over 350 community members around issues of public safety;
- Conducted a series of Traffic Safety enforcement campaigns coinciding with hotspots and high collision areas and targeting dangerous practices and behaviors on our roadways;
- Held Open House events at our District Offices during Police Week and Doors Open, and launched a new Pop-Up Detachment program, to provide citizens an opportunity to meet local police and see interactive displays on the work being done by Surrey RCMP;
- Launched the Surrey Steps Up campaign to encourage community involvement in creating positive change in neighbourhoods to enhance safety and livability;



- Continued to partner with ICBC and Surrey Crime Prevention Society on the “Protect it, Lock it, Keep it” auto crime awareness and prevention campaign; and
- Introduced the Citizens Police Academy, a ten week program designed to give residents an inside look into policing in Surrey.

FUTURE INITIATIVES

ECONOMIC:

- Improve the management and utilization of financial and material resources;
- Leverage innovative technologies and best practices to enhance effectiveness; and
- Ensure efficient and effective deployment of human resources.

ENVIRONMENTAL:

- Encourage staff to reduce energy consumption, carbon emissions and waste.

SOCIO-CULTURAL:

- Effectively respond to calls for service;
- Reduce crime;
- Enhance crime reduction strategies;
- Reduce the incidence and impact of Domestic Violence;
- Enhance the safety of vulnerable persons;
- Enhance road safety;
- Enhance communication of key messages regarding policing and public safety issues;
- Enhance outreach and foster dialogue throughout the community;
- Promote positive interactions with the public and increase community involvement in police programs and partnerships; and
- Develop and expand community safety programs.



PERFORMANCE MEASURES

The following table identifies key performance measures that will assist the Surrey RCMP in tracking its progress and monitoring its contribution to building Safe Homes and Safe Communities in Surrey.

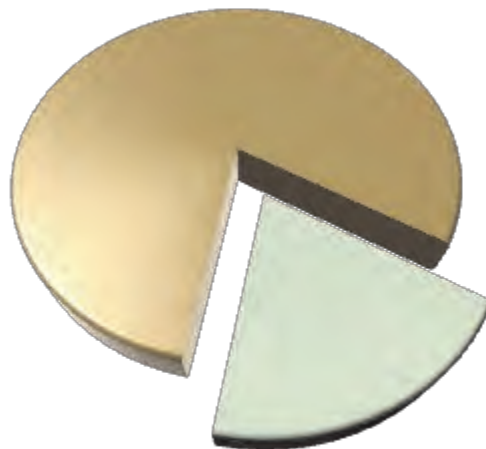
<i>Priority</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Community Safety*	% Reduction in rate of crimes against persons	1% [Budget 5%]	1%	1%	1%	1%	1%
	% Reduction in rate of crimes against property	20% increase [Budget 5%]	2%	2%	2%	2%	2%
	% Reduction in collisions causing death or injury (per 1000 population)	26% [Budget 5%]	2%	2%	2%	2%	2%
	% of response times within 7 min. for Priority 1 Calls	57% [Budget 70%]	75%	80%	90%	90%	90%
	% of response times within 15 min. for Priority 2 calls	52% [Budget 70%]	75%	80%	90%	90%	90%
Community Engagement	# of community meetings (e.g., CCG and IST) held	58 [Budget 75]	75	75	75	75	75
	Increase in internet traffic (total page views)	615,586 [Budget 564,803]	5%	5%	5%	5%	5%
	Number of published news releases	233 [Budget 300]	250	250	250	250	250

¹ Crime rates are expressed as the number of crimes per 1,000 population and are calculated based on counts of the most serious violation in an incident only. Incidents may involve more than one violation. Violent crime incidents count as a single violation, regardless of the number of victims involved in the incident. Traffic collisions are not calculated based on most serious offence only.



2015 – 2019 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
RCMP
(in thousands)

DIVISION SUMMARY	2013	2014	2014	2015	2016	2017	2018	2019
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Corporate Services	\$ 717	\$ 932	\$ (3,120)	\$ (2,763)	\$ (2,171)	\$ (2,223)	\$ (2,271)	\$ (2,319)
Information Services & Technology	6,441	6,585	7,463	7,561	7,812	8,099	8,458	8,833
Management & RCMP Finance	1,656	1,253	1,795	2,037	3,499	3,629	3,804	3,987
Operations	9,212	8,835	8,946	9,572	9,973	10,329	10,739	11,168
RCMP Contract	93,409	97,558	100,205	108,190	119,798	124,602	129,076	133,689
Strategic Research & Policy	-	-	-	-	-	-	-	-
	\$ 111,435	\$ 115,163	\$ 115,289	\$ 124,597	\$ 138,911	\$ 144,436	\$ 149,806	\$ 155,358
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (1,000)	\$ (1,104)	\$ (1,019)	\$ (1,056)	\$ (1,087)	\$ (1,119)	\$ (1,153)	\$ (1,187)
Grants, Donations and Other	(4,466)	(4,510)	(6,537)	(6,837)	(7,043)	(7,254)	(7,471)	(7,696)
	(5,466)	(5,614)	(7,556)	(7,893)	(8,130)	(8,373)	(8,624)	(8,883)
Expenditures								
Salaries and Benefits	19,447	19,653	20,664	21,766	24,012	24,947	26,057	27,217
Operating Costs	96,091	101,011	102,768	111,067	122,695	127,519	132,013	136,646
Internal Services Used	453	383	352	603	1,280	1,289	1,306	1,324
Internal Services Recovered	(21)	(14)	-	-	-	-	-	-
External Recoveries	(937)	(1,270)	(939)	(946)	(946)	(946)	(946)	(946)
	115,033	119,763	122,845	132,490	147,041	152,809	158,430	164,241
Net Operations Total	109,567	114,149	115,289	124,597	138,911	144,436	149,806	155,358
Transfers								
Transfer From Own Sources	(4,817)	(2,137)	-	-	-	-	-	-
Transfer To Own Sources	6,685	3,151	-	-	-	-	-	-
	1,868	1,014	-	-	-	-	-	-
	\$ 111,435	\$ 115,163	\$ 115,289	\$ 124,597	\$ 138,911	\$ 144,436	\$ 149,806	\$ 155,358



**19.65% of
Gross Taxation
allocated to
RCMP**

RCMP Departmental Operations

	2013	2014	2014	2015	2016	2017	2018	2019
<u>CORPORATE SERVICES</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues								
Sales and Services	\$ -	\$ -	\$ (72)	\$ (72)	\$ (74)	\$ (76)	\$ (78)	\$ (80)
Grants, Donations and Other	(4,065)	(4,080)	(6,186)	(6,486)	(6,681)	(6,881)	(7,087)	(7,300)
	<u>(4,065)</u>	<u>(4,080)</u>	<u>(6,258)</u>	<u>(6,558)</u>	<u>(6,755)</u>	<u>(6,957)</u>	<u>(7,165)</u>	<u>(7,380)</u>
Expenditures								
Salaries and Benefits	2,257	2,855	2,706	3,112	3,223	3,366	3,517	3,675
Operating Costs	1,170	1,764	1,236	1,270	1,275	1,280	1,285	1,290
Internal Services Used	102	109	81	305	978	980	984	988
Internal Services Recovered	(3)	(2)	-	-	-	-	-	-
External Recoveries	(612)	(694)	(885)	(892)	(892)	(892)	(892)	(892)
	<u>2,914</u>	<u>4,032</u>	<u>3,138</u>	<u>3,795</u>	<u>4,584</u>	<u>4,734</u>	<u>4,894</u>	<u>5,061</u>
Net Operations Total	(1,151)	(48)	(3,120)	(2,763)	(2,171)	(2,223)	(2,271)	(2,319)
Transfers								
Transfer From Own Sources	(4,767)	(2,086)	-	-	-	-	-	-
Transfer To Own Sources	6,635	3,066	-	-	-	-	-	-
	<u>1,868</u>	<u>980</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 717</u>	<u>\$ 932</u>	<u>\$ (3,120)</u>	<u>\$ (2,763)</u>	<u>\$ (2,171)</u>	<u>\$ (2,223)</u>	<u>\$ (2,271)</u>	<u>\$ (2,319)</u>
INFORMATION SERVICES & TECHNOLOGY								
<u>INFORMATION SERVICES & TECHNOLOGY</u>	<u>2013</u>	<u>2014</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues								
Sales and Services	\$ (215)	\$ (255)	\$ (230)	\$ (239)	\$ (246)	\$ (253)	\$ (261)	\$ (269)
Grants, Donations and Other	2	(7)	-	-	-	-	-	-
	<u>(213)</u>	<u>(262)</u>	<u>(230)</u>	<u>(239)</u>	<u>(246)</u>	<u>(253)</u>	<u>(261)</u>	<u>(269)</u>
Expenditures								
Salaries and Benefits	6,756	6,901	7,722	7,829	8,082	8,371	8,733	9,111
Operating Costs	12	-	25	25	30	35	40	45
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(114)	(54)	(54)	(54)	(54)	(54)	(54)	(54)
	<u>6,654</u>	<u>6,847</u>	<u>7,693</u>	<u>7,800</u>	<u>8,058</u>	<u>8,352</u>	<u>8,719</u>	<u>9,102</u>
Net Operations Total	6,441	6,585	7,463	7,561	7,812	8,099	8,458	8,833
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 6,441</u>	<u>\$ 6,585</u>	<u>\$ 7,463</u>	<u>\$ 7,561</u>	<u>\$ 7,812</u>	<u>\$ 8,099</u>	<u>\$ 8,458</u>	<u>\$ 8,833</u>

RCMP Departmental Operations

MANAGEMENT & RCMP FINANCE	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	(50)	(85)	-	-	-	-	-	-
	<u>(50)</u>	<u>(85)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	1,374	1,065	1,528	1,759	3,214	3,335	3,497	3,667
Operating Costs	77	200	100	100	105	110	115	120
Internal Services Used	255	184	167	178	180	184	192	200
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	(145)	-	-	-	-	-	-
	<u>1,706</u>	<u>1,304</u>	<u>1,795</u>	<u>2,037</u>	<u>3,499</u>	<u>3,629</u>	<u>3,804</u>	<u>3,987</u>
Net Operations Total	1,656	1,219	1,795	2,037	3,499	3,629	3,804	3,987
Transfers								
Transfer From Own Sources	(50)	(51)	-	-	-	-	-	-
Transfer To Own Sources	50	85	-	-	-	-	-	-
	<u>-</u>	<u>34</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 1,656</u>	<u>\$ 1,253</u>	<u>\$ 1,795</u>	<u>\$ 2,037</u>	<u>\$ 3,499</u>	<u>\$ 3,629</u>	<u>\$ 3,804</u>	<u>\$ 3,987</u>
OPERATIONS	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ (785)	\$ (849)	\$ (717)	\$ (745)	\$ (767)	\$ (790)	\$ (814)	\$ (838)
Grants, Donations and Other	(353)	(338)	(351)	(351)	(362)	(373)	(384)	(396)
	<u>(1,138)</u>	<u>(1,187)</u>	<u>(1,068)</u>	<u>(1,096)</u>	<u>(1,129)</u>	<u>(1,163)</u>	<u>(1,198)</u>	<u>(1,234)</u>
Expenditures								
Salaries and Benefits	9,060	8,832	8,708	9,066	9,493	9,875	10,310	10,764
Operating Costs	1,249	1,281	1,202	1,482	1,487	1,492	1,497	1,502
Internal Services Used	96	90	104	120	122	125	130	136
Internal Services Recovered	(18)	(12)	-	-	-	-	-	-
External Recoveries	(37)	(169)	-	-	-	-	-	-
	<u>10,350</u>	<u>10,022</u>	<u>10,014</u>	<u>10,668</u>	<u>11,102</u>	<u>11,492</u>	<u>11,937</u>	<u>12,402</u>
Net Operations Total	9,212	8,835	8,946	9,572	9,973	10,329	10,739	11,168
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 9,212</u>	<u>\$ 8,835</u>	<u>\$ 8,946</u>	<u>\$ 9,572</u>	<u>\$ 9,973</u>	<u>\$ 10,329</u>	<u>\$ 10,739</u>	<u>\$ 11,168</u>

RCMP Departmental Operations

RCMP CONTRACT	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	93,583	97,766	100,205	108,190	119,798	124,602	129,076	133,689
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(174)	(208)	-	-	-	-	-	-
	<u>93,409</u>	<u>97,558</u>	<u>100,205</u>	<u>108,190</u>	<u>119,798</u>	<u>124,602</u>	<u>129,076</u>	<u>133,689</u>
Net Operations Total	93,409	97,558	100,205	108,190	119,798	124,602	129,076	133,689
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 93,409</u>	<u>\$ 97,558</u>	<u>\$ 100,205</u>	<u>\$ 108,190</u>	<u>\$ 119,798</u>	<u>\$ 124,602</u>	<u>\$ 129,076</u>	<u>\$ 133,689</u>

	2015 – 2019 FINANCIAL PLAN
	SIGNIFICANT CHANGES RCMP (in thousands)

2014 ADOPTED BUDGET		\$ 115,289
REVENUES		
Sales and Services		
Security Clearances	\$ (28)	
Insurance Inquiries	(9)	
Traffic Fine Revenue	(300)	(337)
Total Change in Revenues		(337)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Range Increases	1,102	1,102
Operating Costs		
Annualize Prior Year Members	1,226	
100 New Members (October 01, 2015)	3,179	
Rate Increase - 2015/16	687	
Other Personnel Cost Increases	266	
Increase in O&M	584	
Pension Increase	2,146	
Other Indirect Increase	810	
Division Admin	(403)	
Increase in Integrated Teams	723	
Real Time Intelligence Center (RTIC)	343	
Department Expenses	314	
Base Contract Timing Adjustments	(1,575)	8,299
Internal Services Used		
Salary	11	
Municipal Equipment	16	
Property - Old City Hall	224	251
External Recoveries		
LMD ERT Office, Parking Space & IT Support	(7)	(7)
Total Change in Expenditures		9,645
2015 BUDGET		\$ 124,597

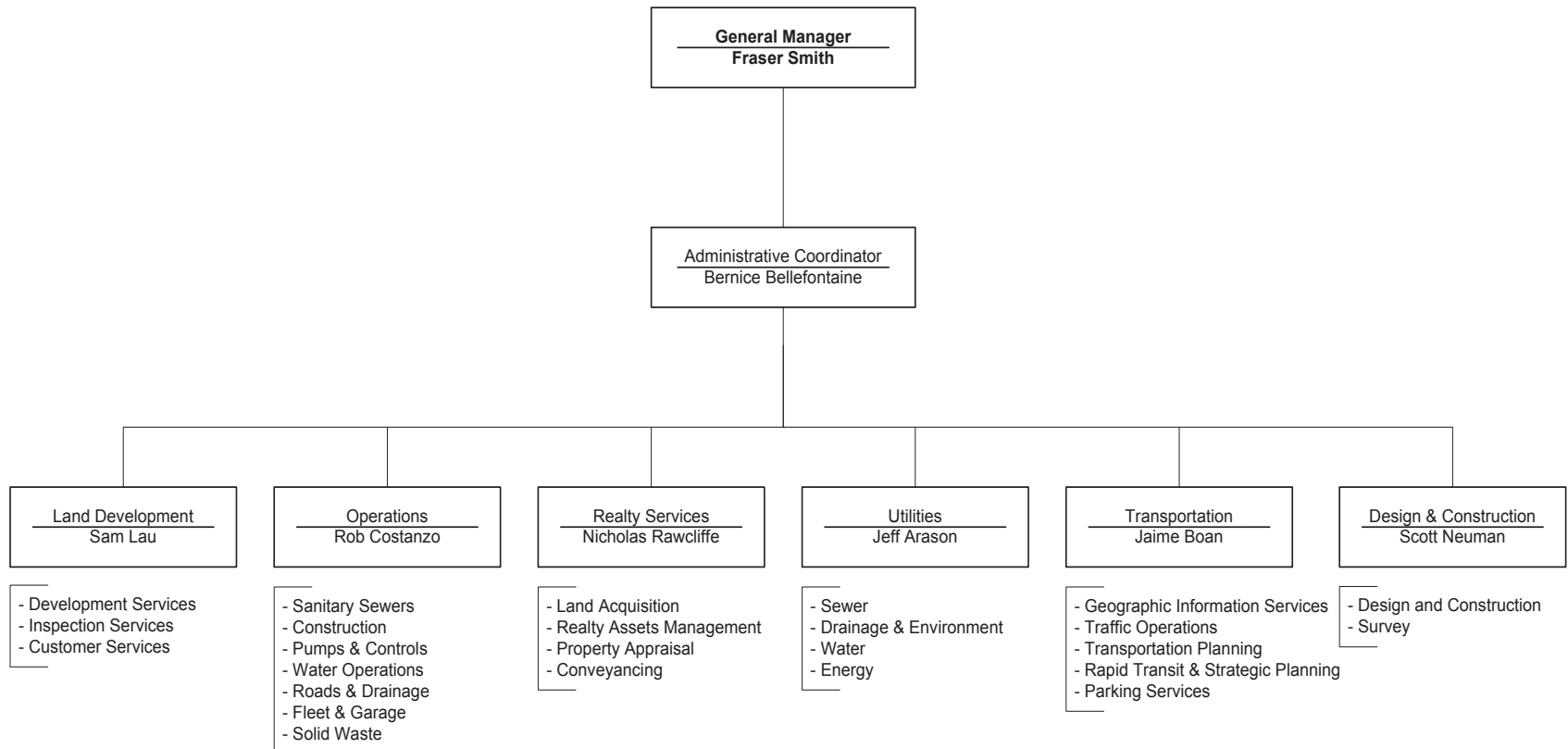
	RCMP Significant Changes
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2015 ADOPTED BUDGET		\$ 124,597
REVENUES		
Sales and Service		
Corporate Services	\$ (822)	
Operations	(138)	
Information Services	(30)	(990)
Total Change in Revenues		(990)
EXPENDITURES		
Salaries/Wages & Benefits		
Potential Salary Increases	4,281	
4 Civilian FTE's	1,170	5,451
Operating Costs		
16 New Members	1,302	
Annualized Member Increase	9,045	
Increase Due to Inflation	9,592	
RCMP Contract Potential Salary Increases	5,640	25,579
Internal Services Used		
Salary Increases	721	721
Total Change in Expenditures		31,751
2019 BUDGET		\$ 155,358



Bon Accord Pedestrian Bridge connecting 109th Avenue and 144th Street

2015 – 2019 Financial Plan
Engineering Departmental Functions



MISSION STATEMENT

To provide timely, responsible and effective services relating to water, sewer, drainage, district energy, garbage collection, transportation systems, design and construction, land development and corporate real estate.

KEY PROGRAMS & SERVICES

The Engineering Department provides City services relating to transportation systems, garbage, recycling, water, sewer, drainage, district energy, land development, geographic information services, surveying and the management of real estate assets. The department includes the Design & Construction, Land Development, Realty Services, Operations, Utilities and Transportation divisions. For the purpose of the Financial Plan, the accomplishments and goals in this section are those that relate to the divisions that fall under the General Operating Fund: Land Development, Realty Services and Operations. The performance measures for Water, Sewer & Drainage, Transportation, Parking, Solid Waste and Surrey City Energy are reported in their respective sections of the Financial Plan as they are self-funded utilities.

LAND DEVELOPMENT

Land Development includes the Development Services section which prescribes required servicing of land and building development; Inspection Services section which ensures that municipal engineering services are constructed to meet Council-adopted standards and requirements; and the Customer Services section which provides support related to permits for miscellaneous construction to the public/contractors and manages engineering enquiries from the public.



REALTY SERVICES

Realty Services manages the acquisitions, dispositions, and development of the City's real estate portfolio. Realty Services includes the Land Acquisition Section which is responsible for the timely acquisition of land and rights-of-way for capital projects and park purposes including land assemblies for civic purpose projects. The Asset Management Section manages the City's real estate inventory, which includes land inventory management, leasing and property sales. Realty Services also manages the City's land appraisal and conveyancing duties.

OPERATIONS

Operations maintains the City's engineering infrastructure including roads, drainage, sewer and water operations. This division also manages and maintains the City's fleet of vehicles. This Division also carries out the City's residential waste collection services and maintains the City fleet of vehicles.

2014 ACCOMPLISHMENTS

ECONOMIC:

- Completed enhancements to the Engineering component of the Development Online Enquiry;
- Recruited and filled vacancies to support land development service delivery;
- Assisted with fibre optic cable implementation strategy for servicing Innovation Boulevard;
- Completed the RFP process for the Surrey Biofuel Project with approval from Council to finalize an agreement with the successful proponent, Iris Solutions, in early 2015;
- Introduced 4 new Nissan Leaf Electric Vehicles to the City's Fleet and incorporated these vehicles into the MODO car sharing program to continue providing increased service, better utilization and help initiate a car sharing network in the City Centre. Also introduced 21 new CNG light and medium sized utility trucks to the City's fleet;
- Commenced contractual services with MMBC on May 19, 2014 to cover the City's cost for the collection and processing of Surrey's residential curbside recyclables;
- Produced 91 reports, including 52 Corporate Reports to Council, representing 112 real estate transactions and \$85.5M in transactional value;
- Increased annual lease and rental revenues, excluding telecommunication revenue, by more than \$350,000 over 2013;
- Acquired property rights for the 2014 Capital Works Program, including the coordination of substantial completion of private property restorations for the \$173M Roberts Bank Rail Corridor Program, and the 52 Avenue to 54 Avenue connector road. Property rights secured include the completion of 104 temporary workspace agreements in support of the activities of Transportation, Design & Construction, Utilities, and Operations;
- Co-ordinated \$7.8M in land sales;
- Increased, through appraisal review and negotiation, the cash-in-lieu of park dedication payments to the City by an additional \$890,000, representing a 49% increase over the previous 5 year average;
- Completed 289 appraisal requests, representing a consistently high annual volume;
- Completed the 38.85 acre Lot 5 purchase from the Province, as part of the Campbell Heights Industrial Development;

- Successfully negotiated and entered into four new telecommunication licence agreements in the furtherance of improving City-wide telecommunication services. A new rate structure generated \$100,000 in new annual revenue to the City;
- The Conveyancing Section, in support of the activities of Realty, Land Development and the Tax Department, processed and registered in excess of 1,300 documents at the Land Title Office, representing an 18% increase over 2013; and
- Registered 482 statutory rights-of-way for the Land Development Division, including liaison with the development community, representing a 12% increase over 2013.

ENVIRONMENTAL:

- Surpassed the 2014 projection for curbside organic waste diversion by over 4,000 metric tonnes (projection: 57,000 tonnes; actual: 61,000 tonnes);
- Successfully completed pilot program for organic waste diversion at multi-family (high rise) buildings;
- Received the national FCM Sustainable Cities award for Surrey's Rethink Waste Program; and
- Procured 15 new P-15 Habitat Restoration Agreements.

SOCIO-CULTURAL:

- Committed over \$35.4 million in Parkland Acquisition Program expenditures. Parkland acquisitions, dedications and transfers resulted in 64 acres being added to the City's park inventory during 2014, and more than 163 acres being added during the last two years;
- Secured a location for a new Purpose-Built Shelter/Transitional Housing Facility in the City Centre;
- Completed the purchase of two adjacent parcels, totaling 5.2 Hectares, at Green Timbers for future civic and park purposes;
- Secured additional lease space and entered into a formal partnership agreement with the RCMP, Ministry of Children & Family Development, Ministry of Justice and The Centre for Child Development that guarantees the continued operation of Sophie's Place and its commitment to provide fully integrated teams within the community whose focus is on the wellness of children;
- Leased space within the West Tower of Old City Hall to the Deas Island Traffic Division;
- Completed the total revision of the Realty Services web page; and
- Secured new office and operational premises for Surrey Search & Rescue.

FUTURE INITIATIVES

ECONOMIC:

- Finalize partnership proposal agreement with P3 Canada towards receiving 25% of the capital costs for the establishment of a the biofuel facility which will accept residential and commercial green and kitchen waste(s) and process it into a renewable natural gas that will fuel the waste collection fleet;
- Complete the construction of the New Works Yard Facility and fully occupy the new facility by early May 2015;
- Launch the enhancements to the Engineering component of the Development Online Enquiry leveraging increased use of Surrey's online tools;
- Prioritize key development projects targeting City Centre and employment lands to meet the City's overall development objectives;
- Prepare a typical project schedule for the Engineering component of the land development process to establish clear achievable objectives and milestones;
- Review draft Servicing Agreement changes with key land development engineering consultants to clarify roles early in the process and ensure efficient delivery of new infrastructure;
- Initiate I.T. projects for land development inspector mobility and AMANDA engineering building permit review process module;
- Work with Surrey RCMP to accommodate their current and future office space requirements within the Surrey Justice Precinct to complete the full lease-up of Old City Hall;
- Provide advice to the Light Rapid Transit (LRT) project team for the development of a strategic land acquisition delivery process, including compensation and mitigation elements;
- Assist TransLink, Simon Fraser University, and Fraser Health in achieving their real estate objectives within the City; and
- The Realty Division, Transportation Planning, the Utilities Division, and the Design & Construction Division will work together to create an overall strategic three year plan for the delivery of the annual Capital Works Program.

ENVIRONMENTAL:

- Continue to monitor and analyze the impact of organics collection on the solid waste system towards exceeding the regional 70% waste diversion goal;
- Continue to expand the use of electric, hybrid and CNG vehicles within the City Fleet using the life cycle costing tool developed in conjunction with the SFU Megatronics program which accounts for environmental impact costs;
- Continue working with internal Engineering clients including Building Division Tree & Landscape Section, external consultants & utility companies to reduce impact to

private property resulting in lower cost and improved retention of mature trees and landscaping;

- Initiate city-wide Multi-Family Organic Waste Diversion program as well as full curbside waste collection services to households within the City's Agricultural Land Reserve;
- Participate in ongoing environmental stewardship by overseeing and managing the P-15 Habitat Replacement process;
- Commence construction of the City's biofuel facility with completion of the facility scheduled by early 2017;
- Develop and implement a multifaceted plan to reduce illegal dumping throughout the City by 50% over the next 3 years;
- Benchmark Water Operations in other Cities to determine their ability to provide development and service renewals while maintaining the integrity of the City's water distribution system and meeting current regulations;
- Complete the purchase of the 143 acre Tree Seed Centre in Campbell Heights, for park purposes;
- Secure a location within the Newton or City Centre area to host a regional Residential Drop-off Eco-centre Facility; and
- Continue to participate in ongoing environmental stewardship by overseeing and managing the P-15 Habitat Replacement process.

SOCIO-CULTURAL:

- Become the safest City in BC for snow and ice operations over the course of the next 2 years through implementation of new technologies;
- Continue to work towards City goal of reducing fleet emissions by 20% by the year 2020 through the City vehicle replacement program with CNG technology and electric vehicles;
- Continue to enhance wireless mobility to improve customer service in Engineering Operations;
- As a result of change in Provincial Legislation provide river and sea dyke maintenance to lowland areas throughout the City through the use of Best Management Practices (ongoing);
- Replace the aging SCADA system used to monitor the 90 drainage, sanitary sewer and water pumping and lift stations throughout the City (ongoing);
- Continue to work with Surrey's diverse community to increase waste diversion;
- Complete construction of the new Works Yard facility office and fleet maintenance building for occupation in early 2015;
- Develop a sanitary sewer replacement strategy towards a program to eliminate aging AC mainlines and problem sections of sanitary sewer mainlines;
- Review hydrant maintenance program and determine appropriate maintenance and inspection frequencies;
- Seek improved methods of crack and pothole repair for City roadway;

Engineering Departmental Overview

- Complete and implement a new strategy to maintain road gravel shoulders;
- Deliver the ongoing acquisition requirements of the Parkland Acquisition Program;
- Complete the necessary land assembly to facilitate construction of the proposed South Surrey Works Yard;
- Continue to pursue strategic City Centre and City-wide land acquisitions to position the City for sustainable Transportation, Parks, and Civic purpose projects;
- Continue the development of a succession plan and an organizational plan for the Division by working with Human Resources to create an effective strategic plan for retaining and recruiting staff;
- Work with the Surrey Food Bank to identify new premises for their relocation; and
- Work with BC Housing to initiate construction of the New Purpose-Built Shelter/ Transitional Housing Facility in the Hospital Precinct.

Engineering Departmental Overview

PERFORMANCE MEASURES

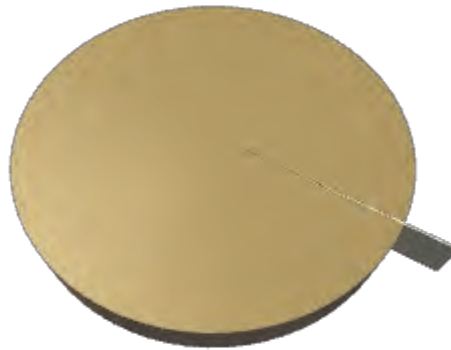
The following table identifies key performance measures that will assist the Engineering Department in tracking its progress and monitoring its contribution to building a sustainable Surrey.

<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Land Development	% of reduction in average land development processing time on engineering requirement for commercial and industrial applications	13% [Budget 10%]	5%	5%	5%	1%	1%
Realty Services	Expenses as a % of lease/rental revenues	41% [Budget 48%]	47%	46%	45%	45%	45%
Operations	% of fleet winter ready, complete with snow tires, by end of October	75% [Budget 100%]	100%	100%	100%	100%	100%
	% of reduction in missing information of City infrastructure on GIS System	75% [Budget 75%]	85%	95%	100%	100%	100%



2015 – 2019 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
ENGINEERING SERVICES
(in thousands)

<u>DIVISION SUMMARY</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	2016 <u>PLAN</u>	2017 <u>PLAN</u>	2018 <u>PLAN</u>	2019 <u>PLAN</u>
Engineering Operations	\$ (1,729)	\$ (712)	\$ (598)	\$ (366)	\$ (561)	\$ (537)	\$ (662)	\$ (793)
Engineering Professional Services	1,432	1,874	1,524	1,128	1,237	1,356	1,454	1,559
Land Development	(206)	(71)	(22)	(125)	(168)	(156)	(25)	114
Realty Services	(65)	(63)	84	685	701	724	763	804
	<u>\$ (568)</u>	<u>\$ 1,028</u>	<u>\$ 988</u>	<u>\$ 1,322</u>	<u>\$ 1,209</u>	<u>\$ 1,387</u>	<u>\$ 1,530</u>	<u>\$ 1,684</u>
<u>ACCOUNT SUMMARY</u>								
Revenues								
Sales and Services	\$ (5,749)	\$ (6,004)	\$ (5,452)	\$ (5,659)	\$ (5,828)	\$ (6,002)	\$ (6,182)	\$ (6,367)
Grants, Donations and Other	(640)	(668)	(481)	(481)	(495)	(510)	(525)	(541)
	<u>(6,389)</u>	<u>(6,672)</u>	<u>(5,933)</u>	<u>(6,140)</u>	<u>(6,323)</u>	<u>(6,512)</u>	<u>(6,707)</u>	<u>(6,908)</u>
Expenditures								
Salaries and Benefits	31,762	32,040	35,067	36,640	37,236	38,212	39,932	41,729
Operating Costs	7,499	8,378	7,206	7,435	7,659	7,888	8,124	8,368
Internal Services Used	7,352	8,380	7,545	7,721	7,818	7,994	8,333	8,687
Internal Services Recovered	(39,094)	(39,488)	(42,734)	(44,462)	(45,018)	(46,032)	(47,989)	(50,029)
External Recoveries	(3,011)	(3,112)	(1,735)	(1,735)	(1,735)	(1,735)	(1,735)	(1,735)
	<u>4,508</u>	<u>6,198</u>	<u>5,349</u>	<u>5,599</u>	<u>5,960</u>	<u>6,327</u>	<u>6,665</u>	<u>7,020</u>
Net Operations Total	(1,881)	(474)	(584)	(541)	(363)	(185)	(42)	112
Transfers								
Transfer From Own Sources	(267)	(693)	-	-	-	-	-	-
Transfer To Own Sources	1,580	2,195	1,572	1,863	1,572	1,572	1,572	1,572
	<u>1,313</u>	<u>1,502</u>	<u>1,572</u>	<u>1,863</u>	<u>1,572</u>	<u>1,572</u>	<u>1,572</u>	<u>1,572</u>
	<u>\$ (568)</u>	<u>\$ 1,028</u>	<u>\$ 988</u>	<u>\$ 1,322</u>	<u>\$ 1,209</u>	<u>\$ 1,387</u>	<u>\$ 1,530</u>	<u>\$ 1,684</u>



**0.21% of
Gross
Taxation
allocated to
Engineering**

Engineering Services Departmental Operations

ENGINEERING OPERATIONS	2013	2014	2014	2015	2016	2017	2018	2019
	ACTUAL	FORECAST	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ (7)	\$ (10)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(7)</u>	<u>(10)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	20,777	20,808	22,255	23,255	23,578	24,141	25,200	26,306
Operating Costs	4,290	4,941	5,186	5,186	5,342	5,502	5,667	5,837
Internal Services Used	3,094	3,567	3,344	3,344	3,386	3,462	3,609	3,762
Internal Services Recovered	(31,275)	(31,187)	(32,940)	(33,999)	(34,424)	(35,199)	(36,695)	(38,255)
External Recoveries	(188)	(225)	-	-	-	-	-	-
	<u>(3,302)</u>	<u>(2,096)</u>	<u>(2,155)</u>	<u>(2,214)</u>	<u>(2,118)</u>	<u>(2,094)</u>	<u>(2,219)</u>	<u>(2,350)</u>
Net Operations Total	(3,309)	(2,106)	(2,155)	(2,214)	(2,118)	(2,094)	(2,219)	(2,350)
Transfers								
Transfer From Own Sources	-	(236)	-	-	-	-	-	-
Transfer To Own Sources	1,580	1,630	1,557	1,848	1,557	1,557	1,557	1,557
	<u>1,580</u>	<u>1,394</u>	<u>1,557</u>	<u>1,848</u>	<u>1,557</u>	<u>1,557</u>	<u>1,557</u>	<u>1,557</u>
	<u>\$(1,729)</u>	<u>\$ (712)</u>	<u>\$ (598)</u>	<u>\$ (366)</u>	<u>\$ (561)</u>	<u>\$ (537)</u>	<u>\$ (662)</u>	<u>\$ (793)</u>
ENGINEERING PROFESSIONAL SERVICES								
	2013	2014	2014	2015	2016	2017	2018	2019
	ACTUAL	FORECAST	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ (10)	\$ (20)	\$ (10)	\$ (18)	\$ (18)	\$ (18)	\$ (18)	\$ (18)
Grants, Donations and Other	(102)	(113)	-	-	-	-	-	-
	<u>(112)</u>	<u>(133)</u>	<u>(10)</u>	<u>(18)</u>	<u>(18)</u>	<u>(18)</u>	<u>(18)</u>	<u>(18)</u>
Expenditures								
Salaries and Benefits	6,123	6,301	7,125	7,397	7,578	7,837	8,215	8,611
Operating Costs	338	415	329	329	339	349	359	370
Internal Services Used	954	1,337	1,425	1,522	1,541	1,576	1,643	1,713
Internal Services Recovered	(5,860)	(6,210)	(7,360)	(8,117)	(8,218)	(8,403)	(8,760)	(9,132)
External Recoveries	(11)	(6)	-	-	-	-	-	-
	<u>1,544</u>	<u>1,837</u>	<u>1,519</u>	<u>1,131</u>	<u>1,240</u>	<u>1,359</u>	<u>1,457</u>	<u>1,562</u>
Net Operations Total	1,432	1,704	1,509	1,113	1,222	1,341	1,439	1,544
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	170	15	15	15	15	15	15
	<u>-</u>	<u>170</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>
	<u>\$ 1,432</u>	<u>\$ 1,874</u>	<u>\$ 1,524</u>	<u>\$ 1,128</u>	<u>\$ 1,237</u>	<u>\$ 1,356</u>	<u>\$ 1,454</u>	<u>\$ 1,559</u>

Engineering Services Departmental Operations

	2013	2014	2014	2015	2016	2017	2018	2019
<u>LAND DEVELOPMENT</u>	<u>ACTUAL</u>	<u>FORECAST</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues								
Sales and Services	\$ (4,313)	\$ (4,410)	\$ (4,214)	\$ (4,397)	\$ (4,529)	\$ (4,665)	\$ (4,805)	\$ (4,949)
Grants, Donations and Other	(538)	(555)	(481)	(481)	(495)	(510)	(525)	(541)
	<u>(4,851)</u>	<u>(4,965)</u>	<u>(4,695)</u>	<u>(4,878)</u>	<u>(5,024)</u>	<u>(5,175)</u>	<u>(5,330)</u>	<u>(5,490)</u>
Expenditures								
Salaries and Benefits	3,112	3,092	3,338	3,494	3,547	3,636	3,800	3,971
Operating Costs	1,642	1,545	700	719	741	763	786	810
Internal Services Used	2,951	3,049	2,487	2,528	2,560	2,618	2,729	2,845
Internal Services Recovered	(248)	(306)	(117)	(253)	(257)	(263)	(275)	(287)
External Recoveries	(2,812)	(2,881)	(1,735)	(1,735)	(1,735)	(1,735)	(1,735)	(1,735)
	<u>4,645</u>	<u>4,499</u>	<u>4,673</u>	<u>4,753</u>	<u>4,856</u>	<u>5,019</u>	<u>5,305</u>	<u>5,604</u>
Net Operations Total	(206)	(466)	(22)	(125)	(168)	(156)	(25)	114
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	395	-	-	-	-	-	-
	<u>-</u>	<u>395</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	\$ (206)	\$ (71)	\$ (22)	\$ (125)	\$ (168)	\$ (156)	\$ (25)	\$ 114
	2013	2014	2014	2015	2016	2017	2018	2019
<u>REALTY SERVICES</u>	<u>ACTUAL</u>	<u>FORECAST</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues								
Sales and Services	\$ (1,419)	\$ (1,564)	\$ (1,228)	\$ (1,244)	\$ (1,281)	\$ (1,319)	\$ (1,359)	\$ (1,400)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(1,419)</u>	<u>(1,564)</u>	<u>(1,228)</u>	<u>(1,244)</u>	<u>(1,281)</u>	<u>(1,319)</u>	<u>(1,359)</u>	<u>(1,400)</u>
Expenditures								
Salaries and Benefits	1,750	1,839	2,349	2,494	2,533	2,598	2,717	2,841
Operating Costs	1,229	1,477	991	1,201	1,237	1,274	1,312	1,351
Internal Services Used	353	427	289	327	331	338	352	367
Internal Services Recovered	(1,711)	(1,785)	(2,317)	(2,093)	(2,119)	(2,167)	(2,259)	(2,355)
External Recoveries	-	-	-	-	-	-	-	-
	<u>1,621</u>	<u>1,958</u>	<u>1,312</u>	<u>1,929</u>	<u>1,982</u>	<u>2,043</u>	<u>2,122</u>	<u>2,204</u>
Net Operations Total	202	394	84	685	701	724	763	804
Transfers								
Transfer From Own Sources	(267)	(457)	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>(267)</u>	<u>(457)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	\$ (65)	\$ (63)	\$ 84	\$ 685	\$ 701	\$ 724	\$ 763	\$ 804



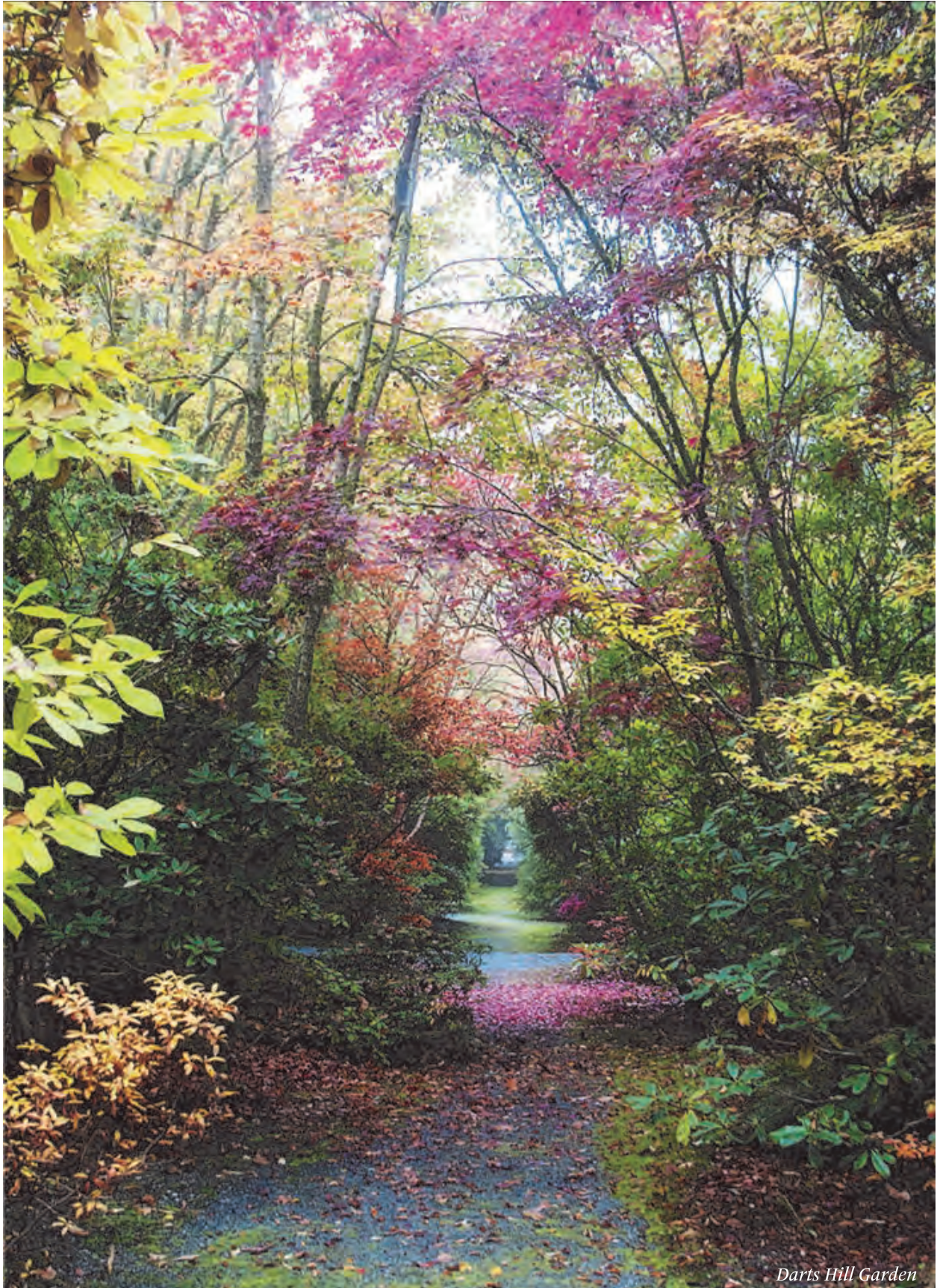
2015 – 2019 FINANCIAL PLAN

SIGNIFICANT CHANGES ENGINEERING SERVICES *(in thousands)*

2014 ADOPTED BUDGET		\$	988
REVENUES			
Sales and Services			
Realty Service Fees	\$ (20)		
Realty Rental and Lease Revenue	5		
GIS Fees	(8)		
Land Development Application Fees	(183)		(207)
Total Change in Revenues			(207)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments	755		
Reclassified Positions	(158)		
New Positions	976		1,573
Operating Costs			
Realty	210		
Land Development	19		
	-		229
Internal Services Used			
Survey	(11)		
Realty	124		
GIS	36		
Utilities	(15)		
Land Development	41		
	-		176
Internal Services Recovered			
Salary Recovery Adjustment	(1,728)		
	-		(1,728)
Transfers			
Transfer To Own Sources	291		291
Total Change in Expenditures			541
2015 BUDGET		\$	1,322

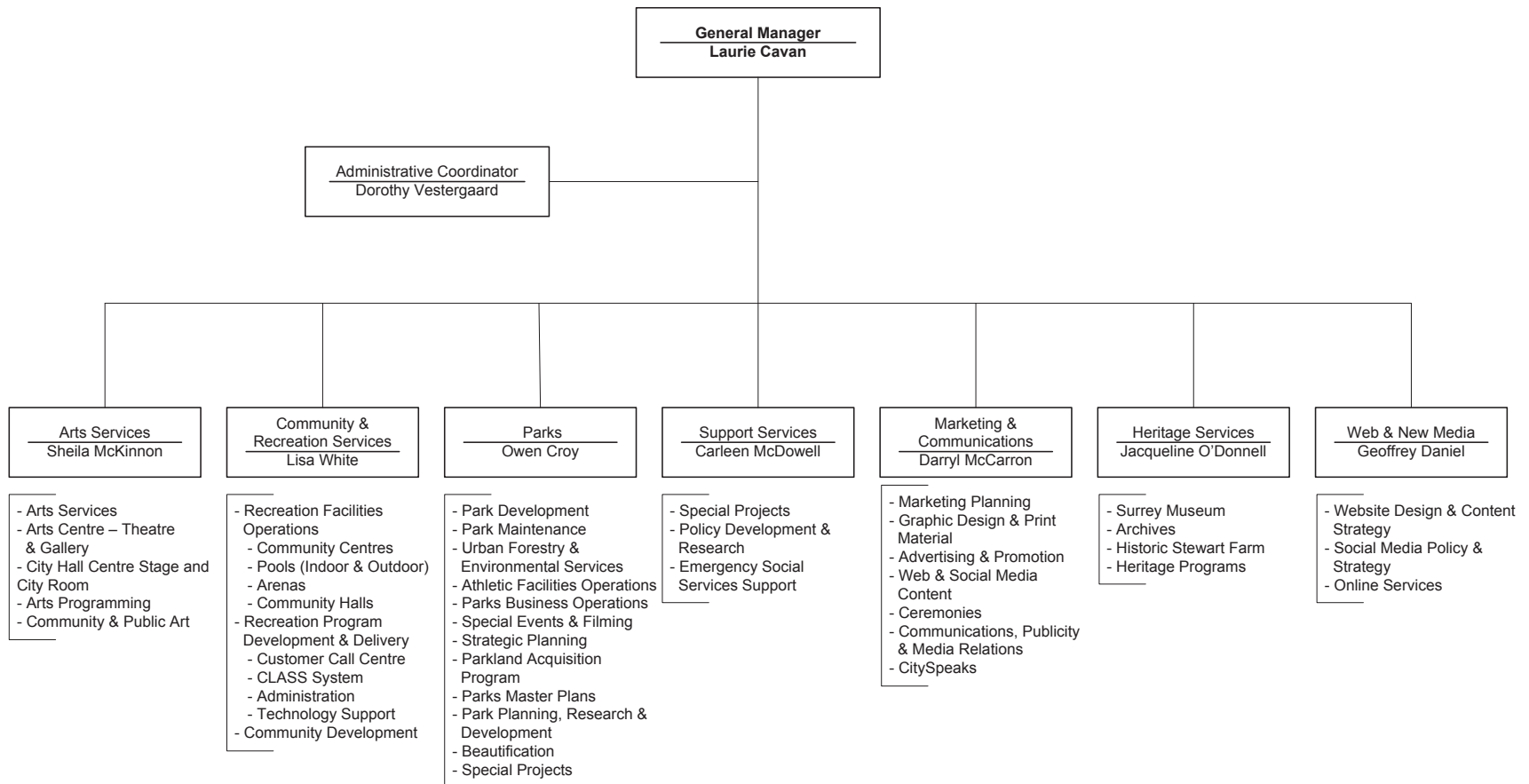
Engineering Services Significant Changes

2015 ADOPTED BUDGET		\$	1,322
REVENUES			
Sales and Service			
Land Development Growth	\$	(612)	
Realty Growth		(156)	(768)
		(156)	
Total Change in Revenues			(768)
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases		5,089	5,089
		5,089	
Operating Costs			
Increases Due to Inflation		933	933
		933	
Internal Services Used/Recovered			
Net increase in Salary Recoveries		(4,601)	(4,601)
		(4,601)	
Transfers			
Transfer To Own Sources		(291)	(291)
		(291)	
Total Change in Expenditures			1,130
2019 BUDGET		\$	1,684



Darts Hill Garden

2015 – 2019 Financial Plan
Parks, Recreation & Culture Departmental Functions



	2015 – 2019 FINANCIAL PLAN
	PARKS, RECREATION & CULTURE DEPARTMENTAL OVERVIEW

MISSION STATEMENT

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

- Provide and facilitate the development of high quality parks, facilities, services and events;
- Embrace and foster diversity and community identity;
- Ensure accessibility and inclusivity;
- Champion environmental and cultural stewardship;
- Encourage and support individual and community wellness; and
- Develop, deliver and preserve cultural and educational resources and services.

We will accomplish our mission through active partnerships and a community development approach.

KEY PROGRAMS & SERVICES

The programs, facilities and services of the Parks, Recreation & Culture Department reflect people working together to improve recreation opportunities and enhance the quality of life for residents of Surrey. While working alongside the community, the department supports individuals and community wellness, environmental stewardship, cultural diversity, arts and heritage services, and community development. The department divisions include:

PARKS SERVICES

The Parks Services division is responsible for the planning, development, operation and maintenance of over 3,000 hectares of parkland, a civic marina and three cemeteries. The division also oversees the stewardship of the natural environment and the street tree program, and facilitates the provision of nature-based programs. The division works with the community to program the use of all outdoor athletic facilities and community gardens to optimize use. The Special Events and Filming section hosts major events throughout the year, provides advice and permits to community event organizers and is a one-stop agency for filming within the City. Civic Beautification offers a range of initiatives and resources aimed at making public spaces more beautiful and inviting.

COMMUNITY & RECREATION

Community & Recreation Services (CRS) is responsible for the efficient and effective operation of community pools, arenas, recreation and community centres throughout the

City, while building healthy communities for all people to be active and engaged for life. This division, with partners in the Surrey community, facilitates and delivers programs and services that are accessible for seniors, youth, children and families. Community & Recreation Services engages participation through volunteerism and by leading an inclusive approach towards reaching out to involve members of Surrey's diverse community, including people with disabilities, in all service areas.



ARTS

The Arts Services division plans and oversees a wide range of arts services and programs within the City. This includes the operation of the Surrey Arts Centre which encompasses a main theatre, studio theatre, contemporary Art Gallery and Tech Lab, as well the operation of the Centre Stage Performance venue at City Hall and South Surrey Recreation Centre Arts Centre. Art Services administers the Public Art Program and the Surrey Children's Festival. Arts Services staff provides stewardship for the City's contemporary and public art collections and supports the City-wide identification and implementation of arts programs and facilities. Staff works with community organizations and other sectors to build awareness and appreciation for the benefits of the arts, provide arts education to students and develop new audiences through the presentation of exhibits, public programs and theatre events.

HERITAGE

Heritage Services plans, oversees and operates the Surrey Museum, the City of Surrey Archives, and the Historic Stewart Farm. Heritage supports the City-wide stewardship of documentary and material cultural heritage collections and the presentation of community history. Heritage Services partners with community organizations to build awareness and appreciation for Surrey's history and heritage through the presentation and circulation of exhibits, tours, public programs, curriculum-based school programs and special events. The division fosters and supports community participation and life-long learning through volunteer and work experience opportunities for youth and adults.

MARKETING AND COMMUNICATION

The Marketing and Communications Section supports the Department and corporation by providing expertise, guidance and services related to marketing and communications.

WEB AND NEW MEDIA

Web and New Media supports the Department and corporation by providing expertise, guidance and services related to enhancing the web presence and ensuring customers receive timely information from the Website and Social Media.

2014 ACCOMPLISHMENTS

ECONOMIC:

- The City received an endowment through Surrey Cares of \$3.9 M from the estate of Mr. & Mrs. Darts; the interest from this endowment will help to continue to bring Darts Hill Garden Park to world class practices;
- The Cultural Grants Program received fifty-two funding requests and awarded \$99,700 to thirty-five groups. The total value of all of the activities supported by the Program was over \$1million;
- The Special Events section generated over \$1.1 million in cash sponsorships plus over \$700,000 of in-kind value for the many high quality, free community events. The Film office continues to attract large film productions to Surrey. In total, 82 film permits were issued in 2015, resulting in over \$1.5 million economic activities in the City;
- Staff worked diligently on field allocations to accommodate approximately 35,000 registered players at over 150 sports fields and ball diamonds; and
- The Surrey Museum continued to offer “free” admission through a sponsorship from the Friends of the Surrey Museum and Archives Society.

ENVIRONMENTAL:

- Through the Green City Program, more than 4,700 shade trees were planted, boosting Surrey’s inventory of shade trees to over 75,000 street trees and 21,000 park trees. Also 103,000 square meters of invasive plants were removed from park natural areas to restore habitat and protect sensitive ecosystems;
- With the mission of developing new active parks as well as protecting Surrey’s natural spaces, the Parks division acquired 16.2 hectares (40 acres) of new parkland in 2014. 17,800 annual flowers were planted this summer and 16,600 spring bulbs. Our displays are planted around public buildings with planters and feature beds within the City;
- The City’s Biodiversity Conservation Strategy (BCS), a collaboration between PRC, Engineering and Planning & Development, was passed by Council in 2014 and has had a huge influence on park planning and design. Biodiversity and sustainability is featured heavily in specific park designs completed through 2014; and

- Hazelgrove Park, which is now under construction, includes several new initiatives for storm water management and also protects one of the few remaining stands of mature forest in East Clayton.

SOCIO-CULTURAL:

- The fitness and arts space addition to the South Surrey Recreation and Arts Centre was completed. This includes an 8,000 sq. ft. fitness centre, a new fitness studio and 5,800 sq. ft. specialized arts space including a multi-purpose exhibition space, visual arts studio and pottery studio;
- The *Cultural Marketing Plan* for Arts and Heritage was completed. The *Say AH* campaign was launched to market and promote arts and heritage services and facilities;
- The City's total artificial turf field inventory is now at 14, which is the largest number of any City in western Canada. This current artificial turf field inventory provides over 35,000 hours of access that is allocated to numerous outdoor sport associations for practices, games, tournaments and special events; and
- 17 high-level outdoor sports tournaments were staged at various athletic parks throughout the City. They included seven international, two national and eight provincial events. These events showcased the City's impressive park infrastructure in addition to promoting sport tourism within the local economy .



FUTURE INITIATIVES

ECONOMIC:

- The City will promote, plan and play host to many national, provincial and regional sport tournaments such as Provincial A Cup Soccer, BC Gymnaestrada, Mudd, Sweat & Tears, Ball Hockey Western Challenge Cup, Canadian Indoor Archery Championships and the CSA U-16 Soccer Boys & Girls National; and
- Market the programming of City Room, Centre Stage and City Plaza for interactive community activities.



ENVIRONMENTAL:

- Continue implementation of the Greenways Plan together with Engineering including extending the Fraser Heights Greenway from the Tynehead Overpass through Bothwell Elementary School Park and developing the cycling bridge across Bonaccord Creek Park Ravine;
- Staff worked intensively with representatives of the City's environmental community

Parks, Recreation & Culture Departmental Overview

to design a park that has biodiversity protection as the highest priority. Rehabilitation projects are planned in 2015 to restore the watercourses and riparian setback areas at Fergus Watershed Biodiversity Preserve Park to their highest level as well as improving other park areas for raptor and mammal habitat; and

- Begin construction of the Bose Forest Park in West Cloverdale that will encompass low-impact trails, boardwalks and viewing platforms. Picnic sites and a nature play area will provide additional amenities.

SOCIO-CULTURAL:

- Organize and plan 2015 Doors Open, Party for the Planet, Canada Day, Fusion Festival, International Children's Festival, Culture Days and Tree Lighting events;
- Complete construction of the Guildford and Grandview Aquatic Centres and Newton Recreation Centre Fitness expansion and plan and present the 2015 opening celebrations;
- Plan for the new twin ice sheets in Cloverdale and plan for the new twin ice sheets to replace the North Surrey Arena;
- Organize Community & Recreation Services hosted events such as Youth Week, SASSY Youth Awards, Youth Fest, Kids Conference, Early Years Festival, Move for Health Day, Sports Day in Canada, Focus on Seniors, Senior's Wellness Fairs and Outdoor Movies;
- Recognize the Surrey Art Gallery's 40th Anniversary through special exhibitions and programs; and
- Organize and host 12 heritage special events at the Surrey Museum, City of Surrey Archives and Historic Stewart Farm. Develop and deliver 6 temporary heritage exhibitions & related public programs.



Parks, Recreation & Culture Departmental Overview

PERFORMANCE MEASURES

The following table identifies key performance measures that will assist the Parks, Recreation & Culture Department in tracking its progress and monitoring its contribution to building a sustainable Surrey.

<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Parks Services	Increase street tree inventory	5.1% [Budget 3%]	3%	3%	3%	3%	3%
	Increase the length of trail system	0.6% [Budget 1%]	1%	1%	1%	1%	1%
	Increase capacity for drop-in use of outdoor facilities	3.3% [Budget 2%]	2%	2%	2%	2%	1%
Community & Recreation Services	Increase the attendance at community centres	-0.62% ¹ [Budget 2%]	2%	3%	3%	3%	3%
	Increase Leisure Access participation	1%	1%	1%	1%	1%	1%
	Increase volunteer placements	18.6% ²	1%	1%	1%	1%	1%

Parks, Recreation & Culture Departmental Overview

<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Arts Services	Increase the # of on-line tickets sold through Surrey Arts Centre Box Office	1% ³ [Budget 2%]	2%	2%	2%	2%	2%
	Increase school programs attendance at the Surrey Arts Gallery	-5% ⁴ [Budget 1%]	8%	1%	1%	1%	1%
	Increase overall attendance of the Surrey Children's Festival	0% [Budget 1%]	1%	1%	1%	1%	1%
Heritage Services	Catalogue and expand web searchable heritage collections	15%	5%	5%	5%	5%	5%
	Increase participation in heritage extension programs	0% ⁵	1%	1%	1%	1%	1%
	Increase participation in heritage public programs	17%	2%	2%	2%	2%	2%

¹ Facility renovations impacted access i.e. Guildford Rec Centre, South Surrey Rec Centre.

² Increase in volunteers due to Surrey School District strike – more day camp volunteers in September.

³ On-line ticketing has stabilized. Foresee small increases in usage in future.

⁴ Gallery school program attendance declined in 2014 due to Teacher's job action spring and fall. The attendance is expected to recover to 2013 levels in 2015, and increase moderately in 2016.

⁵ Heritage extension programs at Kensington Prairie relocated to the Surrey Museum and Stewart Farmhouse.

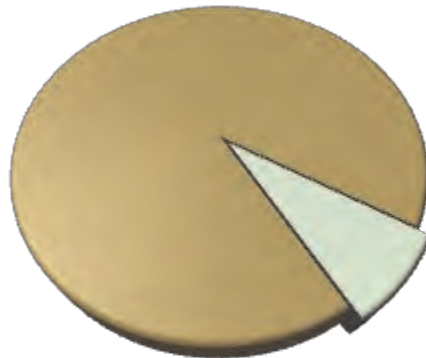


2015 – 2019 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS PARKS, RECREATION & CULTURE

(in thousands)

DIVISION SUMMARY	2013 ACTUAL <i>Restated</i>	2014 ACTUAL	2014 BUDGET <i>Restated</i>	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Administration	\$ 2,635	\$ 2,568	\$ 4,185	\$ 4,744	\$ 4,857	\$ 5,001	\$ 5,194	\$ 5,394
Arenas	932	981	853	834	818	831	1,193	1,528
Art Centre	2,220	2,244	2,430	2,736	2,890	3,047	3,183	3,301
Community Halls	(4)	(8)	16	16	16	16	16	16
Community Recreation Services	6,831	7,683	7,868	8,605	10,718	12,920	13,427	14,757
Healthy Communities	1,256	599	1,540	1,724	1,746	1,784	1,856	1,931
Heritage Services	1,390	1,488	1,655	1,825	1,851	1,893	1,967	2,194
Indoor Pools	4,303	3,997	3,087	4,992	5,219	5,338	5,593	5,860
Marketing	1,128	1,279	1,351	1,440	1,520	1,596	1,656	1,719
Outdoor Pools	823	880	894	939	939	939	939	939
Parks Division	20,141	21,137	21,916	23,031	24,349	25,839	27,598	29,380
	\$ 41,655	\$ 42,848	\$ 45,795	\$ 50,886	\$ 54,923	\$ 59,204	\$ 62,622	\$ 67,019
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (20,926)	\$ (21,875)	\$ (22,620)	\$ (26,734)	\$ (27,642)	\$ (28,682)	\$ (29,538)	\$ (32,746)
Grants, Donations and Other	(2,166)	(2,367)	(1,381)	(1,382)	(1,389)	(1,397)	(1,405)	(1,411)
	(23,092)	(24,242)	(24,001)	(28,116)	(29,031)	(30,079)	(30,943)	(34,157)
Expenditures								
Salaries and Benefits	42,776	43,526	45,283	51,464	52,691	54,703	57,107	62,062
Operating Costs	25,641	27,538	27,636	29,700	33,379	36,597	38,404	40,986
Internal Services Used	12,833	14,773	10,935	11,740	11,898	12,213	12,729	13,267
Internal Services Recovered	(12,221)	(16,219)	(12,058)	(10,570)	(10,697)	(10,928)	(11,373)	(11,837)
External Recoveries	(688)	(478)	(425)	(453)	(453)	(453)	(453)	(453)
	68,341	69,140	71,371	81,881	86,818	92,132	96,414	104,025
Net Operations Total	45,249	44,898	47,370	53,765	57,787	62,053	65,471	69,868
Transfers								
Transfer From Own Sources	(4,778)	(5,942)	(2,641)	(3,971)	(3,971)	(3,971)	(3,971)	(3,971)
Transfer To Own Sources	1,184	3,892	1,066	1,092	1,107	1,122	1,122	1,122
	(3,594)	(2,050)	(1,575)	(2,879)	(2,864)	(2,849)	(2,849)	(2,849)
	\$ 41,655	\$ 42,848	\$ 45,795	\$ 50,886	\$ 54,923	\$ 59,204	\$ 62,622	\$ 67,019



**8.03% of
Gross Taxation
allocated to
Parks,
Recreation &
Culture**

Parks, Recreation & Culture Departmental Operations

ADMINISTRATION	2013	2014	2014	2015	2016	2017	2018	2019
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
	<i>Restated</i>		<i>Restated</i>					
Revenues								
Sales and Services	\$ 15	\$ (4)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>15</u>	<u>(4)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	2,069	1,332	2,628	2,908	2,980	3,083	3,233	3,390
Operating Costs	792	521	1,233	1,513	1,553	1,593	1,633	1,673
Internal Services Used	75	164	65	65	66	67	70	73
Internal Services Recovered	(59)	(73)	(91)	(32)	(32)	(32)	(32)	(32)
External Recoveries	(1)	-	-	-	-	-	-	-
	<u>2,876</u>	<u>1,944</u>	<u>3,835</u>	<u>4,454</u>	<u>4,567</u>	<u>4,711</u>	<u>4,904</u>	<u>5,104</u>
Net Operations Total	2,891	1,940	3,835	4,454	4,567	4,711	4,904	5,104
Transfers								
Transfer From Own Sources	(606)	-	-	(60)	(60)	(60)	(60)	(60)
Transfer To Own Sources	350	628	350	350	350	350	350	350
	<u>(256)</u>	<u>628</u>	<u>350</u>	<u>290</u>	<u>290</u>	<u>290</u>	<u>290</u>	<u>290</u>
	\$ 2,635	\$ 2,568	\$ 4,185	\$ 4,744	\$ 4,857	\$ 5,001	\$ 5,194	\$ 5,394
ARENAS								
	2013	2014	2014	2015	2016	2017	2018	2019
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
			<i>Restated</i>					
Revenues								
Sales and Services	\$ (3,968)	\$ (3,917)	\$ (3,958)	\$(4,107)	\$ (4,230)	\$ (4,357)	\$ (4,488)	\$ (5,448)
Grants, Donations and Other	-	-	1	1	1	1	1	1
	<u>(3,968)</u>	<u>(3,917)</u>	<u>(3,957)</u>	<u>(4,106)</u>	<u>(4,229)</u>	<u>(4,356)</u>	<u>(4,487)</u>	<u>(5,447)</u>
Expenditures								
Salaries and Benefits	3,446	3,415	3,132	3,207	3,249	3,324	3,467	4,311
Operating Costs	1,451	1,537	1,610	1,665	1,715	1,765	2,115	2,566
Internal Services Used	27	28	62	62	62	62	62	62
Internal Services Recovered	(27)	(95)	(29)	(29)	(29)	(29)	(29)	(29)
External Recoveries	(53)	(24)	(15)	(15)	(15)	(15)	(15)	(15)
	<u>4,844</u>	<u>4,861</u>	<u>4,760</u>	<u>4,890</u>	<u>4,982</u>	<u>5,107</u>	<u>5,600</u>	<u>6,895</u>
Net Operations Total	876	944	803	784	753	751	1,113	1,448
Transfers								
Transfer From Own Sources	(14)	(33)	-	-	-	-	-	-
Transfer To Own Sources	70	70	50	50	65	80	80	80
	<u>56</u>	<u>37</u>	<u>50</u>	<u>50</u>	<u>65</u>	<u>80</u>	<u>80</u>	<u>80</u>
	\$ 932	\$ 981	\$ 853	\$ 834	\$ 818	\$ 831	\$ 1,193	\$ 1,528

Parks, Recreation & Culture Departmental Operations

	2013	2014	2014	2015	2016	2017	2018	2019
ART CENTRE	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
	<i>Restated</i>		<i>Restated</i>					
Revenues								
Sales and Services	\$ (758)	\$ (798)	\$ (1,000)	\$(1,038)	\$ (1,069)	\$ (1,101)	\$ (1,134)	\$ (1,168)
Grants, Donations and Other	(343)	(368)	(181)	(182)	(189)	(197)	(205)	(211)
	<u>(1,101)</u>	<u>(1,166)</u>	<u>(1,181)</u>	<u>(1,220)</u>	<u>(1,258)</u>	<u>(1,298)</u>	<u>(1,339)</u>	<u>(1,379)</u>
Expenditures								
Salaries and Benefits	2,384	2,423	2,541	2,746	2,839	2,940	3,071	3,208
Operating Costs	1,497	1,598	1,479	1,658	1,757	1,846	1,891	1,911
Internal Services Used	58	54	56	17	17	24	25	26
Internal Services Recovered	(70)	(216)	(15)	(15)	(15)	(15)	(15)	(15)
External Recoveries	-	-	-	-	-	-	-	-
	<u>3,869</u>	<u>3,859</u>	<u>4,061</u>	<u>4,406</u>	<u>4,598</u>	<u>4,795</u>	<u>4,972</u>	<u>5,130</u>
Net Operations Total	2,768	2,693	2,880	3,186	3,340	3,497	3,633	3,751
Transfers								
Transfer From Own Sources	(584)	(1,013)	(450)	(450)	(450)	(450)	(450)	(450)
Transfer To Own Sources	36	564	-	-	-	-	-	-
	<u>(548)</u>	<u>(449)</u>	<u>(450)</u>	<u>(450)</u>	<u>(450)</u>	<u>(450)</u>	<u>(450)</u>	<u>(450)</u>
	<u>\$ 2,220</u>	<u>\$ 2,244</u>	<u>\$ 2,430</u>	<u>\$ 2,736</u>	<u>\$ 2,890</u>	<u>\$ 3,047</u>	<u>\$ 3,183</u>	<u>\$ 3,301</u>
COMMUNITY HALLS	2013	2014	2014	2015	2016	2017	2018	2019
	<i>Restated</i>		<i>Restated</i>					
Revenues								
Sales and Services	\$ (31)	\$ (37)	\$ (21)	\$ (23)	\$ (23)	\$ (23)	\$ (23)	\$ (23)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(31)</u>	<u>(37)</u>	<u>(21)</u>	<u>(23)</u>	<u>(23)</u>	<u>(23)</u>	<u>(23)</u>	<u>(23)</u>
Expenditures								
Salaries and Benefits	6	6	4	4	4	4	4	4
Operating Costs	23	26	32	34	34	34	34	34
Internal Services Used	1	-	1	1	1	1	1	1
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(3)	(3)	-	-	-	-	-	-
	<u>27</u>	<u>29</u>	<u>37</u>	<u>39</u>	<u>39</u>	<u>39</u>	<u>39</u>	<u>39</u>
Net Operations Total	(4)	(8)	16	16	16	16	16	16
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ (4)</u>	<u>\$ (8)</u>	<u>\$ 16</u>	<u>\$ 16</u>	<u>\$ 16</u>	<u>\$ 16</u>	<u>\$ 16</u>	<u>\$ 16</u>

Parks, Recreation & Culture Departmental Operations

	2013	2014	2014	2015	2016	2017	2018	2019
<u>COMMUNITY RECREATION SERVICES</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
	<i>Restated</i>		<i>Restated</i>					
Revenues								
Sales and Services	\$ (6,724)	\$ (7,180)	\$ (8,271)	\$ (8,490)	\$ (8,745)	\$ (9,223)	\$ (9,500)	\$ (11,285)
Grants, Donations and Other	(273)	(220)	(111)	(111)	(111)	(111)	(111)	(111)
	<u>(6,997)</u>	<u>(7,400)</u>	<u>(8,382)</u>	<u>(8,601)</u>	<u>(8,856)</u>	<u>(9,334)</u>	<u>(9,611)</u>	<u>(11,396)</u>
Expenditures								
Salaries and Benefits	11,646	12,841	13,361	14,172	14,369	15,231	15,899	18,297
Operating Costs	2,706	3,715	3,096	3,227	5,394	7,161	7,261	7,961
Internal Services Used	273	544	287	328	332	383	399	416
Internal Services Recovered	(510)	(2,041)	(294)	(293)	(293)	(293)	(293)	(293)
External Recoveries	(109)	(82)	-	(28)	(28)	(28)	(28)	(28)
	<u>14,006</u>	<u>14,977</u>	<u>16,450</u>	<u>17,406</u>	<u>19,774</u>	<u>22,454</u>	<u>23,238</u>	<u>26,353</u>
Net Operations Total	7,009	7,577	8,068	8,805	10,918	13,120	13,627	14,957
Transfers								
Transfer From Own Sources	(178)	(204)	(200)	(200)	(200)	(200)	(200)	(200)
Transfer To Own Sources	-	310	-	-	-	-	-	-
	<u>(178)</u>	<u>106</u>	<u>(200)</u>	<u>(200)</u>	<u>(200)</u>	<u>(200)</u>	<u>(200)</u>	<u>(200)</u>
	<u>\$ 6,831</u>	<u>\$ 7,683</u>	<u>\$ 7,868</u>	<u>\$ 8,605</u>	<u>\$ 10,718</u>	<u>\$ 12,920</u>	<u>\$ 13,427</u>	<u>\$ 14,757</u>
HEALTHY COMMUNITIES								
	<i>Restated</i>		<i>Restated</i>					
Revenues								
Sales and Services	\$ (32)	\$ (41)	\$ (47)	\$ (48)	\$ (48)	\$ (48)	\$ (48)	\$ (48)
Grants, Donations and Other	(33)	-	-	-	-	-	-	-
	<u>(65)</u>	<u>(41)</u>	<u>(47)</u>	<u>(48)</u>	<u>(48)</u>	<u>(48)</u>	<u>(48)</u>	<u>(48)</u>
Expenditures								
Salaries and Benefits	1,149	1,237	1,364	1,529	1,551	1,589	1,660	1,734
Operating Costs	133	196	202	222	222	222	222	222
Internal Services Used	91	172	22	22	22	22	23	24
Internal Services Recovered	-	(958)	-	-	-	-	-	-
External Recoveries	(52)	(7)	(1)	(1)	(1)	(1)	(1)	(1)
	<u>1,321</u>	<u>640</u>	<u>1,587</u>	<u>1,772</u>	<u>1,794</u>	<u>1,832</u>	<u>1,904</u>	<u>1,979</u>
Net Operations Total	1,256	599	1,540	1,724	1,746	1,784	1,856	1,931
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 1,256</u>	<u>\$ 599</u>	<u>\$ 1,540</u>	<u>\$ 1,724</u>	<u>\$ 1,746</u>	<u>\$ 1,784</u>	<u>\$ 1,856</u>	<u>\$ 1,931</u>

Parks, Recreation & Culture Departmental Operations

<u>HERITAGE SERVICES</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2014 <u>BUDGET</u> <i>Restated</i>	2015 <u>BUDGET</u>	2016 <u>PLAN</u>	2017 <u>PLAN</u>	2018 <u>PLAN</u>	2019 <u>PLAN</u>
Revenues								
Sales and Services	\$ (55)	\$ (61)	\$ (38)	\$ (40)	\$ (41)	\$ (42)	\$ (43)	\$ (44)
Grants, Donations and Other	(89)	(101)	(65)	(65)	(65)	(65)	(65)	(65)
	<u>(144)</u>	<u>(162)</u>	<u>(103)</u>	<u>(105)</u>	<u>(106)</u>	<u>(107)</u>	<u>(108)</u>	<u>(109)</u>
Expenditures								
Salaries and Benefits	1,218	1,250	1,407	1,490	1,512	1,549	1,618	1,740
Operating Costs	319	395	348	411	416	421	426	531
Internal Services Used	24	19	29	29	29	30	31	32
Internal Services Recovered	(27)	(2)	(26)	-	-	-	-	-
External Recoveries	-	(2)	-	-	-	-	-	-
	<u>1,534</u>	<u>1,660</u>	<u>1,758</u>	<u>1,930</u>	<u>1,957</u>	<u>2,000</u>	<u>2,075</u>	<u>2,303</u>
Net Operations Total	1,390	1,498	1,655	1,825	1,851	1,893	1,967	2,194
Transfers								
Transfer From Own Sources	-	(10)	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>(10)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 1,390</u>	<u>\$ 1,488</u>	<u>\$ 1,655</u>	<u>\$ 1,825</u>	<u>\$ 1,851</u>	<u>\$ 1,893</u>	<u>\$ 1,967</u>	<u>\$ 2,194</u>
INDOOR POOLS	2013	2014	2014	2015	2016	2017	2018	2019
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u> <i>Restated</i>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues								
Sales and Services	\$ (7,002)	\$ (7,418)	\$ (7,185)	\$ (10,779)	\$ (11,177)	\$ (11,512)	\$ (11,857)	\$ (12,213)
Grants, Donations and Other	(19)	(21)	-	-	-	-	-	-
	<u>(7,021)</u>	<u>(7,439)</u>	<u>(7,185)</u>	<u>(10,779)</u>	<u>(11,177)</u>	<u>(11,512)</u>	<u>(11,857)</u>	<u>(12,213)</u>
Expenditures								
Salaries and Benefits	8,715	8,736	7,837	11,700	12,206	12,603	13,139	13,697
Operating Costs	2,397	2,584	2,325	3,850	3,952	4,002	4,052	4,102
Internal Services Used	207	191	200	311	328	335	349	364
Internal Services Recovered	(9)	(86)	-	-	-	-	-	-
External Recoveries	(91)	(94)	(90)	(90)	(90)	(90)	(90)	(90)
	<u>11,219</u>	<u>11,331</u>	<u>10,272</u>	<u>15,771</u>	<u>16,396</u>	<u>16,850</u>	<u>17,450</u>	<u>18,073</u>
Net Operations Total	4,198	3,892	3,087	4,992	5,219	5,338	5,593	5,860
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	105	105	-	-	-	-	-	-
	<u>105</u>	<u>105</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 4,303</u>	<u>\$ 3,997</u>	<u>\$ 3,087</u>	<u>\$ 4,992</u>	<u>\$ 5,219</u>	<u>\$ 5,338</u>	<u>\$ 5,593</u>	<u>\$ 5,860</u>

Parks, Recreation & Culture Departmental Operations

<u>MARKETING</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2014 <u>BUDGET</u> <i>Restated</i>	2015 <u>BUDGET</u>	2016 <u>PLAN</u>	2017 <u>PLAN</u>	2018 <u>PLAN</u>	2019 <u>PLAN</u>
Revenues								
Sales and Services	\$ (60)	\$ (66)	\$ (58)	\$ (60)	\$ (60)	\$ (60)	\$ (60)	\$ (60)
Grants, Donations and Other	(18)	-	(8)	(8)	(8)	(8)	(8)	(8)
	<u>(78)</u>	<u>(66)</u>	<u>(66)</u>	<u>(68)</u>	<u>(68)</u>	<u>(68)</u>	<u>(68)</u>	<u>(68)</u>
Expenditures								
Salaries and Benefits	855	984	1,031	1,095	1,170	1,241	1,296	1,354
Operating Costs	433	464	476	503	508	513	518	523
Internal Services Used	2	3	1	1	1	1	1	1
Internal Services Recovered	(72)	(93)	(80)	(80)	(80)	(80)	(80)	(80)
External Recoveries	(12)	(13)	(11)	(11)	(11)	(11)	(11)	(11)
	<u>1,206</u>	<u>1,345</u>	<u>1,417</u>	<u>1,508</u>	<u>1,588</u>	<u>1,664</u>	<u>1,724</u>	<u>1,787</u>
Net Operations Total	1,128	1,279	1,351	1,440	1,520	1,596	1,656	1,719
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	\$ 1,128	\$ 1,279	\$ 1,351	\$ 1,440	\$ 1,520	\$ 1,596	\$ 1,656	\$ 1,719
OUTDOOR POOLS	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	850	897	907	952	952	952	952	952
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(27)	(17)	(13)	(13)	(13)	(13)	(13)	(13)
	<u>823</u>	<u>880</u>	<u>894</u>	<u>939</u>	<u>939</u>	<u>939</u>	<u>939</u>	<u>939</u>
Net Operations Total	823	880	894	939	939	939	939	939
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	\$ 823	\$ 880	\$ 894	\$ 939	\$ 939	\$ 939	\$ 939	\$ 939

Parks, Recreation & Culture Departmental Operations

PARKS DIVISION	2013 ACTUAL	2014 ACTUAL	2014 BUDGET <i>Restated</i>	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ (2,311)	\$ (2,353)	\$ (2,042)	\$ (2,149)	\$ (2,249)	\$ (2,316)	\$ (2,385)	\$ (2,457)
Grants, Donations and Other	(1,391)	(1,657)	(1,017)	(1,017)	(1,017)	(1,017)	(1,017)	(1,017)
	(3,702)	(4,010)	(3,059)	(3,166)	(3,266)	(3,333)	(3,402)	(3,474)
Expenditures								
Salaries and Benefits	11,288	11,302	11,978	12,613	12,811	13,139	13,720	14,327
Operating Costs	15,040	15,605	15,928	15,665	16,876	18,088	19,300	20,511
Internal Services Used	12,075	13,598	10,212	10,904	11,040	11,288	11,768	12,268
Internal Services Recovered	(11,447)	(12,655)	(11,523)	(10,121)	(10,248)	(10,479)	(10,924)	(11,388)
External Recoveries	(340)	(236)	(295)	(295)	(295)	(295)	(295)	(295)
	26,616	27,614	26,300	28,766	30,184	31,741	33,569	35,423
Net Operations Total	22,914	23,604	23,241	25,600	26,918	28,408	30,167	31,949
Transfers								
Transfer From Own Sources	(3,396)	(4,682)	(1,991)	(3,261)	(3,261)	(3,261)	(3,261)	(3,261)
Transfer To Own Sources	623	2,215	666	692	692	692	692	692
	(2,773)	(2,467)	(1,325)	(2,569)	(2,569)	(2,569)	(2,569)	(2,569)
	\$ 20,141	\$ 21,137	\$ 21,916	\$ 23,031	\$ 24,349	\$ 25,839	\$ 27,598	\$ 29,380



2015 – 2019 FINANCIAL PLAN
SIGNIFICANT CHANGES
PARKS, RECREATION & CULTURE
(in thousands)

2014 ADOPTED BUDGET		\$ 45,795
REVENUES		
Sales and Services		
Revenue Increase	\$ (291)	
New Facilities/Programs	(3,824)	
Total Change in Revenues		<u><u>(4,115)</u></u>
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments	1,301	
Reclassified Positions	278	
New Positions	497	
New Facilities/Programs	4,105	6,181
Operating Costs		
Reallocation	(1,042)	
Hydro/Gas	161	
Contract Increases - Parks Division	184	
New Inventory - Parks Division	500	
New Facilities/Programs	2,261	2,064
Internal Services Used	805	805
Internal Services Recovered	1,488	1,488
External Recoveries	(28)	(28)
Transfer From Own Sources	(1,330)	(1,330)
Transfer To Own Sources	26	26
Total Change in Expenditures		<u><u>9,206</u></u>
2015 BUDGET		<u><u>\$ 50,886</u></u>

	Parks, Recreation & Culture Significant Changes
--	--

2015 ADOPTED BUDGET		\$ 50,886
REVENUES		
Sales and Service		
New/Additional Facilities	\$ (1,791)	
Increase Revenue	<u>(4,250)</u>	(6,041)
Total Change in Revenues		<u>(6,041)</u>
EXPENDITURES		
Salaries/Wages & Benefits		
New/Additional Facilities	3,162	
Salary Adjustments	<u>7,436</u>	10,598
Operating Costs		
Increases Due to Inflation	6,060	
New/Additional Facilities	5,206	
Marketing Increase	<u>20</u>	11,286
Internal Services Used	<u>1,527</u>	1,527
Internal Services Recovered	<u>(1,267)</u>	(1,267)
Transfer To Own Sources	<u>30</u>	30
Total Change in Expenditures		<u>22,174</u>
2019 BUDGET		<u>\$ 67,019</u>



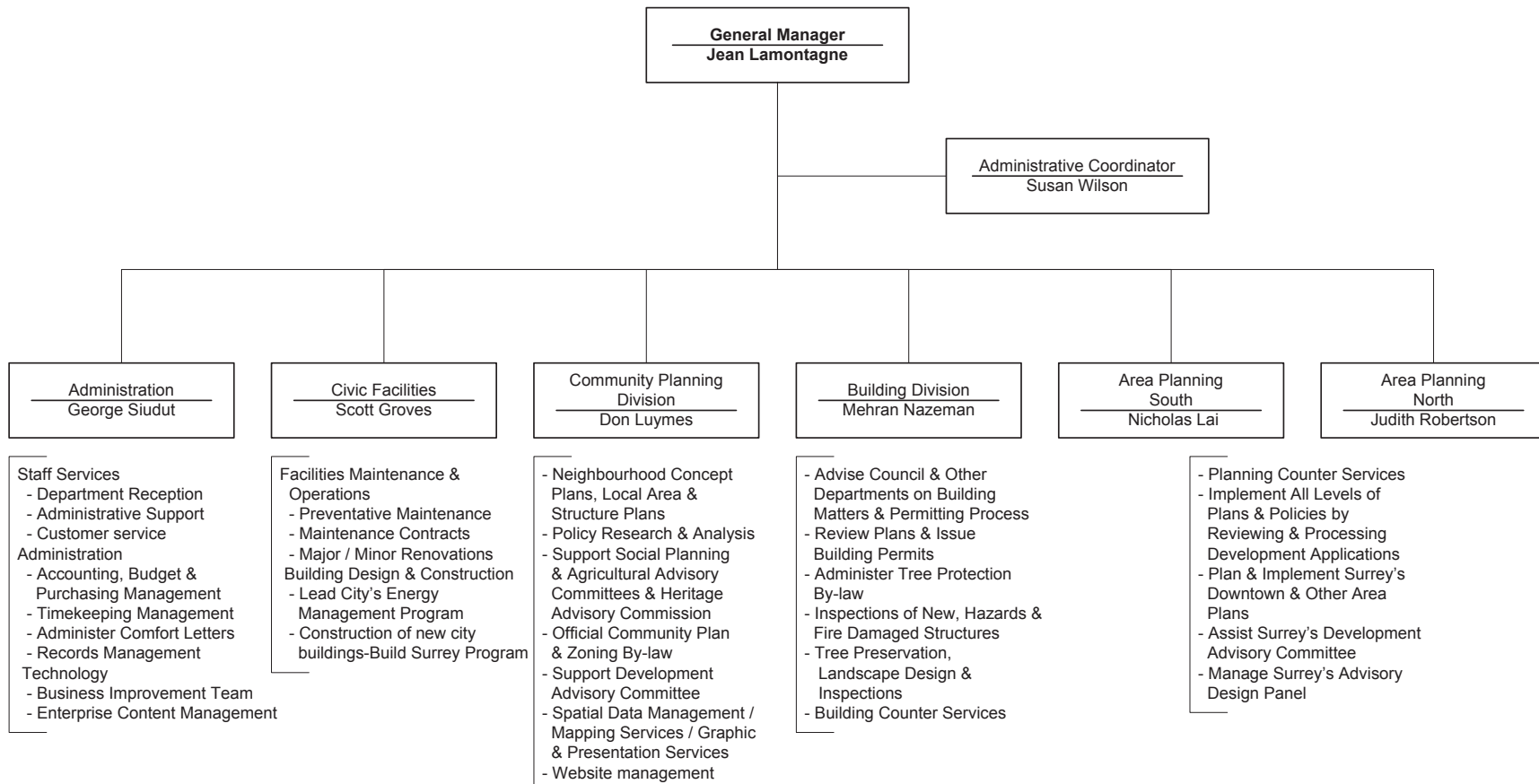
Surrey Civic Centre



2015 – 2019 FINANCIAL PLAN

PLANNING & DEVELOPMENT DEPARTMENTAL FUNCTIONS

2015 – 2019 Financial Plan Planning & Development Departmental Functions



MISSION STATEMENT

To provide advice and recommendations to City Council on planning, building and community development matters and to implement the by-laws, policies and objectives set by City Council related to growth and development.

KEY PROGRAMS & SERVICES

The primary functions of the Planning & Development Department are to:

- Prepare land use plans, by-laws and policies for consideration by City Council;
- Undertake application reviews and approval processes consistent with Council-approved plans, by-laws and policies in support of planned, orderly and sustainable development of the City;

The Department's mandate is accomplished through activities of the following six divisions:

AREA PLANNING & DEVELOPMENT, NORTH & SOUTH

Area Planning & Development implements Council-adopted by-laws and policies in relation to the use and development of land. This work involves receiving and reviewing applications and making appropriate recommendations for land development projects and preparing reports to Council.



Campbell Heights

BUILDING

Building administers Council adopted by-laws and policies related to building construction. This work involves servicing residential and commercial building plan reviews, performing building, plumbing and electrical field review services, and the administration of the Tree Preservation By-law and Sign By-laws. The Building division is also responsible for providing professional advice to City Council, the Board of Variance, other City departments and the public on building construction related matters.

COMMUNITY PLANNING

Community Planning develops land use plans and policies in support of the planned and orderly development of the City. The division administers the Official Community Plan (OCP), General Land Use Plans, Neighbourhood Concept Plans (NCP), Local Area Plans, zoning by-law amendments and monitors the City's growth management strategies. Community Planning also supports the Heritage Advisory Commission, Environmental Advisory Committee, Agricultural and Food Security Advisory Committee and the Social Planning Advisory Committee. The division provides graphic and mapping services for the department and supports the corporate Geographical Information Systems (GIS) services .

CIVIC FACILITIES

Civic Facilities plans, designs and constructs new facilities, and maintains and operates the City's existing building inventory, which includes redeveloping and modifying buildings, and administering an ongoing preventative maintenance program. The division leads energy saving initiatives throughout the City, including lighting and HVAC system upgrades.

ADMINISTRATION & SPECIAL PROJECTS

Administration & Special Projects provides general administrative support services, records management, budgeting, information technology deployment and support, Enterprise Content Management implementation and customer service.

2014 ACCOMPLISHMENTS

ECONOMIC:

- Completed and received Council approval of a new Official Community Plan for the City;
- Completed and received Metro Vancouver Board approval of the Regional Context Statement;
- Completed and received Council approval of Stage 1 of the West Clayton NCP;
- Implemented Building Permit approval process enhancements that created efficiencies, enhanced services and reduced costs for builders;
- Developed an on-line Plumbing Permit application/payment process;
- Continued implementation of mobile technology for building inspections;
- Received approximately 775 development applications for rezoning, subdivision, development, development variance, and Official Community Plan amendment;

Planning & Development Departmental Overview

- Prepared and presented 282 planning reports to Council on development applications;
- Approved the creation of approximately 560 single family lots;
- Completed construction of the Guildford swimming pool;
- Completed renovation of the South Surrey pool;
- Completed city-wide conversion from chlorine gas to liquid in all pools, reducing risk;

ENVIRONMENTAL:

- Supported the City's Biodiversity Conservation Strategy, which was approved by Council;
- Completed and received Council approval of new Development Permit Areas for protection of hazardous conditions;
- Replaced gas chlorine systems in pools with new liquid chlorine systems.

SOCIO-CULTURAL:

- Completed the Annual Report on the Action Plan for the well-being of Surrey Residents (the "Social Plan");
- Completed the draft Action Plan to end homelessness in Surrey;
- Successfully applied for a 3-year contract from the Federal Government to coordinate and facilitate the Local Immigration Partnership Program in Surrey;
- Completed the Poverty Reduction Plan; and
- Facilitated a successful federal grant application for additional supportive housing in Surrey.

FUTURE INITIATIVES

ECONOMIC:

- Continue to upgrade the Amanda application tracking system;
- Continued enhancement of Open Data available to the general public;
- Apply technological enhancements with additional on-line services being made available to the public;
- Work with the Agricultural and Food Security Advisory Committee to protect and enhance the viability, productivity and sustainability of agriculture in Surrey; and
- Continue to ensure an effective development review process to achieve Council adopted plans.

ENVIRONMENTAL:

- Review and update secondary plans to reflect changes resulting from development approvals and changing development conditions since adoption of these plans;
- Apply sustainability principles in new construction projects and retro-fit existing building systems to increase energy efficiency and reduce carbon emissions;
- Support the implementation of the City’s digital records management solution; and
- Encourage significant development applications in City Centre to plan a future connection to a district energy utility system created.

SOCIO-CULTURAL:

- Support the Heritage Advisory Commission and the Agricultural and Food Security Advisory Committee;
- Complete and receive Council approval for:
 - Stage 2 of the NCP for Grandview Area 4 and West Clayton;
 - Stage 2 of the NCP for the Semiahmoo Town Centre; and
 - Updates of the Newton Town Centre, Fleetwood Town Centre and Cloverdale Town Centre Plans; and
- In consultation with TransLink and the Engineering Department, finalize Frequent Transit Corridor Development Plans for existing and future rapid transit corridors in Surrey.



Artist Rendering of City Centre Plaza

Planning & Development Departmental Overview

PERFORMANCE MEASURES

The following table identifies key performance measures that will assist the Planning & Development Department in tracking its progress and monitoring its contribution to building a sustainable Surrey.

<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Area Planning & Development North/South	Council acceptance of positive planning reports	95% [Budget 85%]	85%	85%	85%	85%	85%
	Council acceptance of negative planning reports	60% [Budget 50%]	50%	50%	50%	50%	50%
	Complete planning reports for a minimum of 65% of rezoning and development proposal projects received in the calendar year	87% [Budget 65%]	65%	65%	65%	65%	65%
Community Planning	# of dwelling units in completed Neighbourhood Concept Plans	1,541 [Budget 1,500]	1,500	1,500	1,500	1,500	1,500
	# of policy reports submitted to Council	21 [Budget 40]	40	40	40	40	40
	# of public meetings held	10 [Budget 5]	5	5	5	5	5
Building	# of issued single family dwelling permits	493 ¹	500	500	500	500	500
	Total annual construction value	\$1.02B	\$1.1B	\$1.2B	\$1.25B	\$1.25B	\$1.25B
	# of inspections	60,750 ²	62,500	62,000	62,250	63,000	63,000

Planning & Development Departmental Overview

<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Civic Facilities	# of after hours calls	204 [Budget 135]	160	160	160	160	160
	# of unscheduled facility closures	3 [Budget 2]	2	2	2	2	2
Administration & Special Projects	# of file set-ups (physical/digital)	3,534 ³ [Budget 5,000]	3,500	3,500	3,500	3,500	3,500
	# of request for historical building data	3,250 ⁴ [Budget 5,000]	3,100	3,100	3,100	3,100	3,100

¹ Budget revised due to current trend of multi-family developments

² Budget revised due to a general decrease in development due to economic conditions

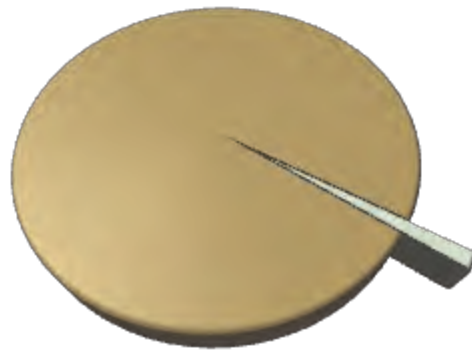
³ Decrease expected in future years due to the increase in quantity of information available online and via self service

⁴ Decrease expected over time as this is now a user-pay service



2015 – 2019 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
PLANNING & DEVELOPMENT
(in thousands)

<u>DIVISION SUMMARY</u>	2013 ACTUAL	2014 ACTUAL	2014 BUDGET <small>restated</small>	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Administration	\$ 2,746	\$ 3,327	\$ 3,253	\$ 3,578	\$ 3,626	\$ 3,708	\$ 3,859	\$ 4,017
Area Planning & Development	1,622	2,343	2,392	2,486	2,491	2,539	2,678	2,825
Building	(8,129)	(8,385)	(8,368)	(8,768)	(9,135)	(9,439)	(9,592)	(9,745)
Community Planning	1,691	1,779	1,919	1,967	1,996	2,045	2,137	2,233
Facilities	7,636	8,430	8,441	9,492	9,584	9,728	9,973	10,233
Heritage Advisory Committee	24	24	23	23	23	23	23	23
	<u>\$ 5,590</u>	<u>\$ 7,518</u>	<u>\$ 7,660</u>	<u>\$ 8,778</u>	<u>\$ 8,585</u>	<u>\$ 8,604</u>	<u>\$ 9,078</u>	<u>\$ 9,586</u>
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (2,290)	\$ (2,128)	\$ (1,858)	\$ (2,031)	\$ (2,092)	\$ (2,155)	\$ (2,220)	\$ (2,286)
Grants, Donations and Other	(15,803)	(15,826)	(16,756)	(17,410)	(17,932)	(18,470)	(19,024)	(19,595)
	<u>(18,093)</u>	<u>(17,954)</u>	<u>(18,614)</u>	<u>(19,441)</u>	<u>(20,024)</u>	<u>(20,625)</u>	<u>(21,244)</u>	<u>(21,881)</u>
Expenditures								
Salaries and Benefits	17,742	18,029	20,533	21,612	21,937	22,486	23,501	24,561
Operating Costs	5,392	7,072	4,982	5,799	5,844	5,894	5,949	6,009
Internal Services Used	2,742	2,753	2,511	2,612	2,643	2,700	2,810	2,925
Internal Services Recovered	(2,838)	(3,312)	(2,426)	(2,426)	(2,456)	(2,511)	(2,618)	(2,729)
External Recoveries	(278)	(162)	(8)	(8)	(8)	(8)	(8)	(8)
	<u>22,760</u>	<u>24,380</u>	<u>25,592</u>	<u>27,589</u>	<u>27,960</u>	<u>28,561</u>	<u>29,634</u>	<u>30,758</u>
Net Operations Total	4,667	6,426	6,978	8,148	7,936	7,936	8,390	8,877
Transfers								
Transfer From Own Sources	(566)	(731)	-	-	-	-	-	-
Transfer To Own Sources	1,489	1,823	682	630	649	668	688	709
	<u>923</u>	<u>1,092</u>	<u>682</u>	<u>630</u>	<u>649</u>	<u>668</u>	<u>688</u>	<u>709</u>
	<u>\$ 5,590</u>	<u>\$ 7,518</u>	<u>\$ 7,660</u>	<u>\$ 8,778</u>	<u>\$ 8,585</u>	<u>\$ 8,604</u>	<u>\$ 9,078</u>	<u>\$ 9,586</u>



**1.38% of
Gross Taxation
allocated to
Planning &
Development**

Planning & Development Departmental Operations

<u>ADMINISTRATION</u>	2013 ACTUAL	2014 ACTUAL	2014 BUDGET <small>restated</small>	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ (115)	\$ (119)	\$ (30)	\$ (31)	\$ (32)	\$ (33)	\$ (34)	\$ (35)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(115)</u>	<u>(119)</u>	<u>(30)</u>	<u>(31)</u>	<u>(32)</u>	<u>(33)</u>	<u>(34)</u>	<u>(35)</u>
Expenditures								
Salaries and Benefits	2,660	2,750	2,885	3,211	3,260	3,343	3,495	3,654
Operating Costs	531	527	384	384	384	384	384	384
Internal Services Used	13	9	14	14	14	14	14	14
Internal Services Recovered	(5)	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	<u>3,199</u>	<u>3,286</u>	<u>3,283</u>	<u>3,609</u>	<u>3,658</u>	<u>3,741</u>	<u>3,893</u>	<u>4,052</u>
Net Operations Total	3,084	3,167	3,253	3,578	3,626	3,708	3,859	4,017
Transfers								
Transfer From Own Sources	(338)	-	-	-	-	-	-	-
Transfer To Own Sources	-	160	-	-	-	-	-	-
	<u>(338)</u>	<u>160</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 2,746</u>	<u>\$ 3,327</u>	<u>\$ 3,253</u>	<u>\$ 3,578</u>	<u>\$ 3,626</u>	<u>\$ 3,708</u>	<u>\$ 3,859</u>	<u>\$ 4,017</u>
<u>AREA & PLANNING DEVELOPMENT</u>	2013 ACTUAL	2014 ACTUAL	2014 BUDGET <small>restated</small>	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ (1,881)	\$ (1,748)	\$ (1,823)	\$ (1,995)	\$ (2,055)	\$ (2,117)	\$ (2,181)	\$ (2,246)
Grants, Donations and Other	(130)	(173)	-	-	-	-	-	-
	<u>(2,011)</u>	<u>(1,921)</u>	<u>(1,823)</u>	<u>(1,995)</u>	<u>(2,055)</u>	<u>(2,117)</u>	<u>(2,181)</u>	<u>(2,246)</u>
Expenditures								
Salaries and Benefits	3,613	3,634	4,149	4,314	4,379	4,489	4,692	4,904
Operating Costs	23	43	66	66	66	66	66	66
Internal Services Used	2	1	-	101	101	101	101	101
Internal Services Recovered	(5)	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	<u>3,633</u>	<u>3,678</u>	<u>4,215</u>	<u>4,481</u>	<u>4,546</u>	<u>4,656</u>	<u>4,859</u>	<u>5,071</u>
Net Operations Total	1,622	1,757	2,392	2,486	2,491	2,539	2,678	2,825
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	586	-	-	-	-	-	-
	<u>-</u>	<u>586</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 1,622</u>	<u>\$ 2,343</u>	<u>\$ 2,392</u>	<u>\$ 2,486</u>	<u>\$ 2,491</u>	<u>\$ 2,539</u>	<u>\$ 2,678</u>	<u>\$ 2,825</u>

Planning & Development Departmental Operations

BUILDING	2013	2014	2014	2015	2016	2017	2018	2019
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
			restited					
Revenues								
Sales and Services	\$ (289)	\$ (259)	\$ (5)	\$ (5)	\$ (5)	\$ (5)	\$ (5)	\$ (5)
Grants, Donations and Other	(15,178)	(15,371)	(16,756)	(17,410)	(17,932)	(18,470)	(19,024)	(19,595)
	<u>(15,467)</u>	<u>(15,630)</u>	<u>(16,761)</u>	<u>(17,415)</u>	<u>(17,937)</u>	<u>(18,475)</u>	<u>(19,029)</u>	<u>(19,600)</u>
Expenditures								
Salaries and Benefits	6,521	6,434	7,449	7,703	7,819	8,014	8,375	8,752
Operating Costs	425	381	314	314	334	354	374	394
Internal Services Used	58	35	-	-	-	-	-	-
Internal Services Recovered	(143)	(215)	-	-	-	-	-	-
External Recoveries	(24)	(25)	-	-	-	-	-	-
	<u>6,837</u>	<u>6,610</u>	<u>7,763</u>	<u>8,017</u>	<u>8,153</u>	<u>8,368</u>	<u>8,749</u>	<u>9,146</u>
Net Operations Total	(8,630)	(9,020)	(8,998)	(9,398)	(9,784)	(10,107)	(10,280)	(10,454)
Transfers								
Transfer From Own Sources	(65)	(65)	-	-	-	-	-	-
Transfer To Own Sources	566	700	630	630	649	668	688	709
	<u>501</u>	<u>635</u>	<u>630</u>	<u>630</u>	<u>649</u>	<u>668</u>	<u>688</u>	<u>709</u>
	\$ (8,129)	\$ (8,385)	\$ (8,368)	\$ (8,768)	\$ (9,135)	\$ (9,439)	\$ (9,592)	\$ (9,745)
COMMUNITY PLANNING	2013	2014	2014	2015	2016	2017	2018	2019
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
			restited					
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	(385)	(282)	-	-	-	-	-	-
	<u>(385)</u>	<u>(282)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	1,612	1,669	1,919	1,967	1,996	2,045	2,137	2,233
Operating Costs	462	451	-	-	-	-	-	-
Internal Services Used	4	4	-	-	-	-	-	-
Internal Services Recovered	-	(119)	-	-	-	-	-	-
External Recoveries	(2)	(116)	-	-	-	-	-	-
	<u>2,076</u>	<u>1,889</u>	<u>1,919</u>	<u>1,967</u>	<u>1,996</u>	<u>2,045</u>	<u>2,137</u>	<u>2,233</u>
Net Operations Total	1,691	1,607	1,919	1,967	1,996	2,045	2,137	2,233
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	172	-	-	-	-	-	-
	<u>-</u>	<u>(172)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	\$ 1,691	\$ 1,779	\$ 1,919	\$ 1,967	\$ 1,996	\$ 2,045	\$ 2,137	\$ 2,233

Planning & Development Departmental Operations

FACILITIES	2013	2014	2014	2015	2016	2017	2018	2019
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
			restited					
Revenues								
Sales and Services	\$ (3)	\$ (2)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(3)	(2)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	3,336	3,542	4,131	4,417	4,483	4,595	4,802	5,018
Operating Costs	3,931	5,629	4,195	5,012	5,037	5,067	5,102	5,142
Internal Services Used	2,664	2,696	2,497	2,497	2,528	2,585	2,695	2,810
Internal Services Recovered	(2,685)	(2,978)	(2,426)	(2,426)	(2,456)	(2,511)	(2,618)	(2,729)
External Recoveries	(252)	(21)	(8)	(8)	(8)	(8)	(8)	(8)
	6,994	8,868	8,389	9,492	9,584	9,728	9,973	10,233
Net Operations Total	6,991	8,866	8,389	9,492	9,584	9,728	9,973	10,233
Transfers								
Transfer From Own Sources	(145)	(631)	-	-	-	-	-	-
Transfer To Own Sources	790	195	52	-	-	-	-	-
	645	(436)	52	-	-	-	-	-
	\$ 7,636	\$ 8,430	\$ 8,441	\$ 9,492	\$ 9,584	\$ 9,728	\$ 9,973	\$ 10,233
			restited					
HERITAGE ADVISORY COMMITTEE	2013	2014	2014	2015	2016	2017	2018	2019
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ (2)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	(110)	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	20	41	23	23	23	23	23	23
Internal Services Used	1	8	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	21	49	23	23	23	23	23	23
Net Operations Total	(91)	49	23	23	23	23	23	23
Transfers								
Transfer From Own Sources	(18)	(35)	-	-	-	-	-	-
Transfer To Own Sources	133	10	-	-	-	-	-	-
	115	(25)	-	-	-	-	-	-
	\$ 24	\$ 24	\$ 23	\$ 23	\$ 23	\$ 23	\$ 23	\$ 23



2015 – 2019 FINANCIAL PLAN

SIGNIFICANT CHANGES PLANNING & DEVELOPMENT *(in thousands)*

2014 ADOPTED BUDGET		\$ 7,660
REVENUES		
Sales and Services		
Application Fees	\$ (173)	
Inquiry Fees	(1)	
Building Permits	(612)	
Business Licenses	(42)	
	
	(827)
Total Change in Revenues		<u>(827)</u>
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments	560	
Reclassifications of Positions	(9)	
New Positions in Planning	359	
New Positions in Facilities	169	
	
	1,079
Operating Costs		
Hydro & Gas	18	
Guildford/Grandview Pool Maintenance	130	
Adjust Service agreement- Pool Startup/Shutdowns	122	
New City Hall Janitorial, Cleaning & Wast Mgmt	428	
Service Agreements CPI Increase (1.8%)	53	
Other Facilities Operating Costs	66	
	
	817
Internal Services Used		
	101	
	
	101
Transfer To Own Sources	(52)	(52)
Total Change in Expenditures		<u>1,945</u>
2015 BUDGET		<u>\$ 8,778</u>

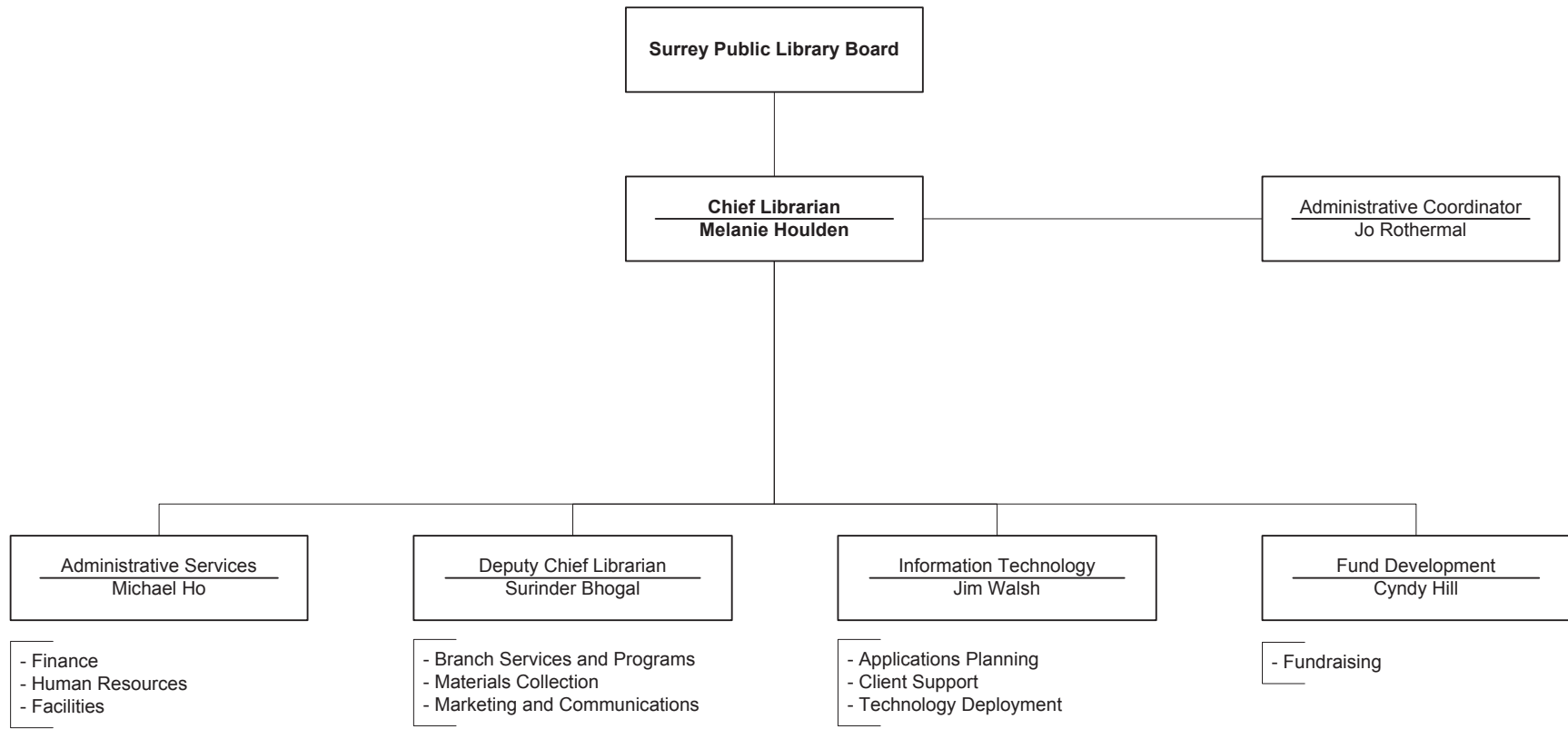
	Planning & Development Significant Changes
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2015 ADOPTED BUDGET		\$ 8,778
REVENUES		
Sales and Service		
Increase Revenue - Area Planning & Building	<u>\$ (2,440)</u>	<u>(2,440)</u>
Total Change in Revenues		<u>(2,440)</u>
EXPENDITURES		
Salaries/Wages & Benefits		
Potential Salary Increases	<u>2,949</u>	<u>2,949</u>
Operating Costs		
Increases Due to Inflation	<u>210</u>	<u>210</u>
Internal Services Used	<u>313</u>	<u>313</u>
Internal Services Recovered	<u>(303)</u>	<u>(303)</u>
Transfer To Own Sources	<u>79</u>	<u>79</u>
Total Change in Expenditures		<u>3,248</u>
2019 BUDGET		<u>\$ 9,586</u>



The City Center Library

2015 – 2019 Financial Plan
Surrey Public Library Departmental Functions



MISSION STATEMENT

We open doors to lifelong learning, information and ideas.

KEY PROGRAMS & SERVICES

Surrey Libraries has nine branches, located in the six town centres: Guildford, Fleetwood, Newton, City Centre, Cloverdale and South Surrey, as well as in Strawberry Hill, Ocean Park and Port Kells. The Library collects and loans a wide variety of materials in print, audiovisual and electronic formats. Our READ Ability home delivery service utilizes volunteers to take reading materials to people who cannot visit a library.

Information Services staff help customers with our collections, online databases, eBooks and eAudio, internet sites and other information. Customers can ask questions in person, by telephone, or email.

The Library's website at www.surreylibraries.ca provides links to community organizations in Surrey and to useful sites on the internet.

The library offers a wide variety of programs that support literacy, including story times for children, job finding and career workshops, reading clubs for children and teens, computer literacy classes, services for new Canadians and support for customers with print disabilities.



Surrey Public Library Departmental Overview

The Library is a member of the Public Library InterLINK, a federation of 18 library systems in the Lower Mainland that allows citizens to borrow directly from all partner libraries and to return materials at their home library branch. The BC OneCard program allows Surrey residents to borrow materials directly from other participating BC public libraries when they are travelling.

The Library provides downloadable e-books, audio books, and a selection of online databases to Surrey residents of all ages. Partnerships with local community agencies such as School District No. 36 and Options Community Services (OCS) help to extend literacy programs beyond the Library's walls.

The department's budgetary divisions include:



PUBLIC SERVICES

Public Services manages the borrowing and information services offered through our nine locations and plans, promotes and delivers a wide variety of programs. This division also acquires and manages the print and electronic collections that suit the needs of our diverse community.

ADMINISTRATIVE SERVICES

Administrative Services manages the physical spaces, as well as the finance, human resources and information technology functions of the Library system, ensuring day-to-day service requirements are met. This division also manages the Library's image and raises awareness and funds to support and enhance its community services.

2014 ACCOMPLISHMENTS

ECONOMIC:

- Supported creative economy & entrepreneurs through 'maker' movement workshops such as a teen 'hackathon' and maker-space meet-ups;
- Nurtured small businesses through business workshops delivered in partnership with Self Employment and Entrepreneur Development Society (SEEDS); and
- Provided affordable meeting room space rentals for small businesses.

ENVIRONMENTAL:

- Achieved LEED Gold status for City Centre Library;
- Promoted green education & awareness through public 'green building' tours of City Centre Library;
- Supported sustainability by launching 6 Little Free Libraries in the community, the take- a- book- leave- a book model; and
- Increased subscribers to library events online newsletter by 66% from 1200 at the start of the year to over 2000 at the end.

SOCIO-CULTURAL:

- Provided life-long and skills building learning opportunities to 20,700 adults through programs such as computer classes, book clubs, financial literacy seminars, health & careers presentations;
- Improved childhood literacy with almost 131,400 children & teens participating in library-led programs;
- Championed early literacy through launch of 'Read to Baby' program; 1000 kits delivered to vulnerable newborns in Surrey;
- Improved digital literacy by offering technology training to almost 4300 residents;
- Supported low-income families by creating 'Low Cost & Free' brochures and worked with City's Social Planning Department to make accessible through an interactive website;



- Helped reduce 'digital divide' by making iPads available for families with young children, through 'Curiosity Corner' @ Newton Library;
- Assisted newcomer integration by offering English language learning resources and programs such as library champions, English conversation classes and settlement services;
- Promoted equity and helped poverty reduction through launch of 'Access Card'; and
- Built cultural awareness by celebrating Chinese New Year and Diwali with the community.

FUTURE INITIATIVES

ECONOMIC:

- Enable customers to book meeting rooms, make donations and payments online;
- Survey local business community to better understand and serve their information needs; and
- Support creative economies by hosting a Surrey Maker Fair.



ENVIRONMENTAL:

- Create a seed-lending library to promote food sustainability; and
- Reduce printing by offering scan to USB service.

SOCIO-CULTURAL:

- Expand 'Curiosity Corner' to other branches;
- Host a signature event to highlight the excellent work being done by libraries;
- Review fines policy to reduce barriers to service;
- Explore and promote opportunities for online learning; and
- Improve equitable access to learning by working together with community and partners to offer an array of responsive programming, with particular emphasis on children, families, newcomers and vulnerable populations.



Surrey Public Library Departmental Overview

PERFORMANCE MEASURES

The following table identifies key performance measures that will help the Libraries track progress and monitor towards building a sustainable Surrey.

<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015¹</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Public Services	# of visits made to library locations and library website	4.19M [Budget 4.08M]	4.20M	4.22M	4.24M	4.26M	4.28M
	# of transactions completed using the Library's materials collection	4.95M [Budget 5.10M]	5.00M	5.05M	5.10M	5.15M	5.20M
	# of enrolments in Summer Reading Club and other literacy programs	105,620 [Budget 86,000]	105,000	108,000	110,000	112,000	115,000
Administrative Services	# of online access points available on library premises	232 [Budget 232]	233	234	235	236	238
	% of new customers signed up on email notification	57.6% [Budget 52%]	58%	60%	62%	64%	66%

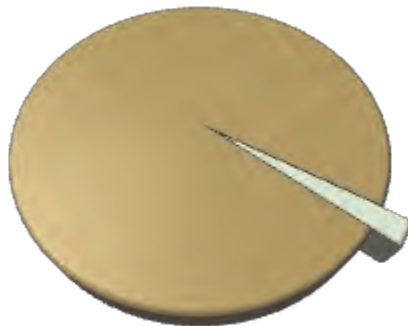
¹ Budget figures from 2015 to 2019 have been revised to more accurately reflect current data and trends



2015 – 2019 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS SURREY PUBLIC LIBRARY (in thousands)

<u>DIVISION SUMMARY</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2014 BUDGET <i>restated</i></u>	<u>2015 BUDGET</u>	<u>2016 PLAN</u>	<u>2017 PLAN</u>	<u>2018 PLAN</u>	<u>2019 PLAN</u>
Administration	\$ 28	\$ 47	\$ 289	\$ 319	\$ 348	\$ 388	\$ 451	\$ 517
Public Services	13,416	12,009	13,682	14,387	14,658	15,059	15,730	16,430
	<u>\$ 13,444</u>	<u>\$ 12,056</u>	<u>\$ 13,971</u>	<u>\$ 14,706</u>	<u>\$ 15,006</u>	<u>\$ 15,447</u>	<u>\$ 16,181</u>	<u>\$ 16,947</u>
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (177)	\$ (182)	\$ (192)	\$ (187)	\$ (187)	\$ (187)	\$ (187)	\$ (187)
Grants, Donations and Other	(1,527)	(1,483)	(1,416)	(1,374)	(1,374)	(1,374)	(1,374)	(1,374)
	<u>(1,704)</u>	<u>(1,665)</u>	<u>(1,608)</u>	<u>(1,561)</u>	<u>(1,561)</u>	<u>(1,561)</u>	<u>(1,561)</u>	<u>(1,561)</u>
Expenditures								
Salaries and Benefits	12,191	12,411	12,666	13,213	13,449	13,823	14,484	15,177
Operating Costs	2,824	2,845	2,625	2,766	2,826	2,886	2,946	3,006
Internal Services Used	165	297	288	288	292	299	312	325
Internal Services Recovered	16	(1,797)	-	-	-	-	-	-
External Recoveries	(12)	(12)	-	-	-	-	-	-
	<u>15,184</u>	<u>13,744</u>	<u>15,579</u>	<u>16,267</u>	<u>16,567</u>	<u>17,008</u>	<u>17,742</u>	<u>18,508</u>
Net Operations Total	13,480	12,079	13,971	14,706	15,006	15,447	16,181	16,947
Transfers								
Transfer From Own Sources	(56)	(23)	-	-	-	-	-	-
Transfer To Own Sources	20	-	-	-	-	-	-	-
	<u>(36)</u>	<u>(23)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 13,444</u>	<u>\$ 12,056</u>	<u>\$ 13,971</u>	<u>\$ 14,706</u>	<u>\$ 15,006</u>	<u>\$ 15,447</u>	<u>\$ 16,181</u>	<u>\$ 16,947</u>



2.32% of
Gross
Taxation
allocated to
Surrey
Public
Library

Surrey Public Library Departmental Operations

	2013	2014	2014	2015	2016	2017	2018	2019
ADMINISTRATION	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ -	\$ (2)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	(1,032)	(994)	(922)	(939)	(939)	(939)	(939)	(939)
	<u>(1,032)</u>	<u>(996)</u>	<u>(922)</u>	<u>(939)</u>	<u>(939)</u>	<u>(939)</u>	<u>(939)</u>	<u>(939)</u>
Expenditures								
Salaries and Benefits	777	797	1,006	1,036	1,060	1,095	1,153	1,214
Operating Costs	331	258	202	219	224	229	234	239
Internal Services Used	8	12	3	3	3	3	3	3
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	(1)	-	-	-	-	-	-
	<u>1,116</u>	<u>1,066</u>	<u>1,211</u>	<u>1,258</u>	<u>1,287</u>	<u>1,327</u>	<u>1,390</u>	<u>1,456</u>
Net Operations Total	84	70	289	319	348	388	451	517
Transfers								
Transfer From Own Sources	(56)	(23)	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>(56)</u>	<u>(23)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 28</u>	<u>\$ 47</u>	<u>\$ 289</u>	<u>\$ 319</u>	<u>\$ 348</u>	<u>\$ 388</u>	<u>\$ 451</u>	<u>\$ 517</u>
PUBLIC SERVICE								
	2013	2014	2014	2015	2016	2017	2018	2019
	<i>Restated</i>		<i>Restated</i>					
Revenues								
Sales and Services	\$ (177)	\$ (180)	\$ (192)	\$ (187)	\$ (187)	\$ (187)	\$ (187)	\$ (187)
Grants, Donations and Other	(495)	(489)	(494)	(435)	(435)	(435)	(435)	(435)
	<u>(672)</u>	<u>(669)</u>	<u>(686)</u>	<u>(622)</u>	<u>(622)</u>	<u>(622)</u>	<u>(622)</u>	<u>(622)</u>
Expenditures								
Salaries and Benefits	11,414	11,614	11,660	12,177	12,389	12,728	13,331	13,963
Operating Costs	2,493	2,587	2,423	2,547	2,602	2,657	2,712	2,767
Internal Services Used	157	285	285	285	289	296	309	322
Internal Services Recovered	16	(1,797)	-	-	-	-	-	-
External Recoveries	(12)	(11)	-	-	-	-	-	-
	<u>14,068</u>	<u>12,678</u>	<u>14,368</u>	<u>15,009</u>	<u>15,280</u>	<u>15,681</u>	<u>16,352</u>	<u>17,052</u>
Net Operations Total	13,396	12,009	13,682	14,387	14,658	15,059	15,730	16,430
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	20	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$13,416</u>	<u>\$ 12,009</u>	<u>\$13,682</u>	<u>\$14,387</u>	<u>\$14,658</u>	<u>\$15,059</u>	<u>\$15,730</u>	<u>\$16,430</u>



2015 – 2019 FINANCIAL PLAN

SIGNIFICANT CHANGES SURREY PUBLIC LIBRARY *(in thousands)*

2014 ADOPTED BUDGET		\$ 13,971
REVENUES		
Sales and Services		
Sundry	\$ 5	
Sale of Goods	14	
Property Revenue	5	
Fines	40	
Grants	(17)	47
Total Change in Revenues		47
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments	447	
New Positions	100	
Reclassified Positions	-	547
Operating Costs		
Utilities	30	
Publications and Media	112	
Clayton Storefront	-	
Cost Reallocations	(2)	141
Total Change in Expenditures		688
2015 BUDGET		\$ 14,706

	Surrey Public Library Significant Changes
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2015 ADOPTED BUDGET		\$ 14,706
EXPENDITURES		
Salaries/Wages & Benefits		
Potential Salary Increases \$ 1,964	1,964
Operating Costs		
Administration Inflation Increase 20	
Public Services Inflation 220	240
Internal Services		
Salary Adjustments 37	37
Total Change in Expenditures		<u>2,241</u>
2019 BUDGET		<u><u>\$ 16,947</u></u>

City of Surrey operates seven public utilities: Drainage, Parking, Roads & Traffic Safety, Sewer, Solid Waste & Recycling, Surrey City Energy and Water.

The utilities operate under their respective Council approved Fiscal Policies. The Proposed Budgets for the Utilities reflect the strategic directions and initiatives identified in their 10-Year Servicing Plans.

The approved 2015 Budgets are intended to improve the results of the various financial indicators defined under each Utility's Goals.



Surrey's new truck and waste cart system



2015 – 2019 FINANCIAL PLAN

UTILITIES OPERATING – FINANCIAL SUMMARY *(in thousands)*

REVENUE SUMMARY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Taxation	\$ 43,164	\$ 48,414	\$ 47,032	\$ 55,209	\$ 60,000	\$ 65,099	\$ 70,548	\$ 76,285
Investment Income	2,460	2,055	2,048	1,658	1,542	1,489	1,494	1,563
Penalties and Interest	1,208	1,199	960	1,087	1,160	1,246	1,335	1,426
	<u>\$ 46,832</u>	<u>\$ 51,668</u>	<u>\$ 50,040</u>	<u>\$ 57,954</u>	<u>\$ 62,702</u>	<u>\$ 67,834</u>	<u>\$ 73,377</u>	<u>\$ 79,274</u>
Departmental Revenues	\$ 133,997	\$ 147,425	\$ 143,782	\$ 155,037	\$ 166,265	\$ 179,816	\$ 195,295	\$ 209,495
	<u>\$ 180,829</u>	<u>\$ 199,093</u>	<u>\$ 193,822</u>	<u>\$ 212,991</u>	<u>\$ 228,967</u>	<u>\$ 247,650</u>	<u>\$ 268,672</u>	<u>\$ 288,769</u>
EXPENDITURE SUMMARY								
Departmental Expenditures	\$ 150,700	\$ 178,807	\$ 178,496	\$ 186,177	\$ 194,266	\$ 202,229	\$ 212,532	\$ 222,656
Interest Alloc'd to Approp. Surp	553	702	935	520	532	788	1,163	1,499
Contrib'n to Capital	49,053	34,874	36,179	46,775	46,792	51,844	51,659	51,636
Contrib'n to (from) General Operating	(16,927)	(4,491)	(8,228)	(3,629)	(2,172)	(738)	920	2,344
Net Tsf To/(Frm) Surp/Resrv/Own Source	(2,550)	(10,799)	(13,560)	(16,852)	(10,451)	(6,473)	2,398	10,634
	<u>\$ 180,829</u>	<u>\$ 199,093</u>	<u>\$ 193,822</u>	<u>\$ 212,991</u>	<u>\$ 228,967</u>	<u>\$ 247,650</u>	<u>\$ 268,672</u>	<u>\$ 288,769</u>
Revenues, Exp & Net Transfers	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



2015 – 2019 FINANCIAL PLAN

DEPARTMENTAL PROGRAM SUMMARY UTILITIES OPERATING *(in thousands)*

NET PROGRAMS	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Drainage Operating	\$ 10,277	\$ 19,287	\$ 14,714	\$ 15,104	\$ 15,285	\$ 13,922	\$ 14,110	\$ 14,302
Parking Authority	-	(165)	(390)	(235)	(407)	(414)	(479)	(517)
Roads & Traffic Safety Operating	22,298	30,718	30,541	30,365	30,927	31,496	32,077	32,669
Sewer Operating	(2,132)	2,895	(546)	(782)	(1,634)	(2,606)	(3,911)	(4,994)
Solid Waste Operating	(4,832)	(8,347)	(3,732)	(6,956)	(7,757)	(8,806)	(9,798)	(10,853)
Surrey City Energy	420	180	425	469	587	172	(778)	(1,281)
Water Operating	(7,735)	(9,838)	(3,875)	(4,111)	(6,236)	(8,539)	(11,044)	(13,088)
	\$ 18,296	\$ 34,730	\$ 37,137	\$ 33,854	\$ 30,765	\$ 25,225	\$ 20,177	\$ 16,238

ACCOUNT SUMMARY

Revenues

Sales and Services	\$(133,997)	\$(143,721)	\$(143,597)	\$(148,089)	\$(159,228)	\$(172,688)	\$(188,074)	\$(202,180)
Grants, Donations and Other	-	(3,704)	(185)	(6,948)	(7,037)	(7,128)	(7,221)	(7,315)
	(133,997)	(147,425)	(143,782)	(155,037)	(166,265)	(179,816)	(195,295)	(209,495)

Expenditures

Salaries and Benefits	5,012	5,690	4,981	5,718	5,836	5,955	6,077	6,202
Operating Costs	125,921	152,756	142,456	153,250	160,338	167,263	176,487	185,493
Internal Services Used	37,431	34,901	40,485	36,110	37,184	38,299	39,459	40,658
Internal Services Recovered	(12,593)	(10,464)	(6,035)	(5,126)	(5,235)	(5,346)	(5,462)	(5,579)
External Recoveries	(5,071)	(4,076)	(3,391)	(3,775)	(3,857)	(3,942)	(4,029)	(4,118)
	150,700	178,807	178,496	186,177	194,266	202,229	212,532	222,656

Net Operations Total

	16,703	31,382	34,714	31,140	28,001	22,413	17,237	13,161
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Transfers

Transfer From Own Sources	(375)	(1,552)	-	-	-	-	-	-
Transfer To Own Sources	1,968	4,900	2,423	2,714	2,764	2,812	2,940	3,077
	1,593	3,348	2,423	2,714	2,764	2,812	2,940	3,077

	\$ 18,296	\$ 34,730	\$ 37,137	\$ 33,854	\$ 30,765	\$ 25,225	\$ 20,177	\$ 16,238
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Crescent Beach Dyking



MISSION STATEMENT

To provide engineering services for the City’s drainage and environmental systems to support the building of a Healthy, Sustainable Community.

KEY PROGRAMS & SERVICES

The Drainage Utility’s primary responsibility is to manage the City’s stormwater runoff and flood protection in partnership with the Operations Division. The utility also plans, designs, and constructs drainage infrastructure; erosion and sediment control; manages soil deposition and extraction; controls coastal and lowland flooding; and undertakes initiatives in support of the region’s Integrated Liquid Waste Resource Management Plan.

Due to the intrinsic link between drainage systems and natural watercourses, the Drainage Utility also funds Environmental works related to stream corridors, water quality, contaminated sites, terrestrial habitat and biodiversity.

Some of the key programs administered by the Utility include:

- Salmon Habitat Restoration Program;
- Boundary Bay Ambient Monitoring Program;
- Integrated Stormwater Management Plans;
- Climate Change Adaptation; and the
- Biodiversity Conservation Strategy.

2014 ACCOMPLISHMENTS

ECONOMIC:

- Prepared the Terms of Reference for the development of an Environmental Study for the South Campbell Heights Special Study Area; and
- Participated in the development of a Regional Flood Management Strategy.

ENVIRONMENTAL:

- Completed the development of the Biodiversity Conservation Strategy;
- Prepared the Terms of Reference for the development of a Riparian By-law;
- Completed education on Erosion and Sediment Control/Sustainable Construction practices;

- Revised the City's Soil Permit Application Policy to align it with the Agricultural Land Commission Act and other City initiatives;
- Participated in the Boundary Bay Ambient Monitoring Program;
- Worked with Metro Vancouver on the Adaptive Management Framework which looks to measure ISMP effectiveness consistently and equitably across the region;
- Completed the 19th year of the Salmon Habitat Restoration Program (SHaRP); and
- Advanced projects relating to Climate Change Adaptation including update of IDF curves, coastal flood protection, and potential sea dam replacement concepts.

SOCIO-CULTURAL:

- Worked with the development community to establish a servicing strategy that would support the development of a portion of land north of the East Clayton Neighbourhood Concept Plan - North of 72 Avenue; and
- Initiated a Take-a-Dip challenge which invited our residents to complete a test of the water quality in a local watercourse as part of World Rivers Day. Approximately 100 completed tests were returned.

FUTURE INITIATIVES

ECONOMIC:

- Continue participation in the development of a Regional Flood Management Strategy;
- Work with the Province to ensure that the dykes under the former management of the Colebrook Dyking District are being adequately maintained and inspected;
- Draft the Riparian By-law, oversee its consultation, revise as necessary and present to Council for their consideration;
- Upon completion of the Riparian By-law, develop a financial strategy to acquire the lands necessary to support the Biodiversity Conservation Strategy;
- Review and subsequently implement the Engineering Department's Asset Management Plan;
- Initiate an update of the Engineering Department's 10-Year Servicing Plan that incorporates the recommendations from the Asset Management Plan, Climate Adaptation Strategy and supports the vision of the Official Community Plan; and
- Prepare a new Development Cost Charge By-law to support the financial requirements for the growth identified in the update of the Engineering Department's 10-Year Servicing Plan.

ENVIRONMENTAL:

- Draft the Riparian By-law, oversee its consultation, revise as necessary and present to Council for their consideration;
- Complete the 20th year of the Salmon Habitat Restoration Program (SHaRP); and
- Continue participation in the Boundary Bay Ambient Monitoring Program.

SOCIO-CULTURAL:

- Work with the Planning & Development Department and the Parks, Recreation and Culture Department to complete Stage 2 of the City Centre Neighbourhood Concept Plan;
- Work with the Planning & Development Department and the Parks, Recreation and Culture Department to complete Stage 2 of the West Clayton Neighbourhood Concept Plan;
- Work with the Planning & Development Department and the Parks, Recreation and Culture Department to initiate Stage 2 of the Redwood Heights (Grandview Heights Area #4) Neighbourhood Concept Plan; and
- Work with the Operations Division to initiate development of a Response and Recovery Plan in consultation with the Surrey Fire Service.

PERFORMANCE MEASURES

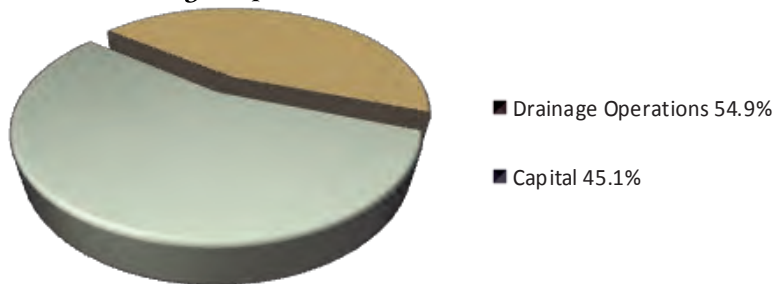
The following table identifies the key performance measure that will assist the Drainage Utility in tracking its progress and monitoring its contribution to building a sustainable Surrey.

<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Drainage Utility	% of City covered by an Integrated Stormwater Management Plan (ISMP)	75%	100%	100%	100%	100%	100%

	2015 – 2019 FINANCIAL PLAN
FINANCIAL SUMMARY DRAINAGE <i>(in thousands)</i>	

REVENUE SUMMARY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Taxation	\$ 21,537	\$ 29,046	\$ 29,419	\$ 33,413	\$ 35,512	\$ 37,702	\$ 39,986	\$ 42,333
Investment Income	201	183	-	-	-	-	-	-
Penalties and Interest	-	-	-	-	-	-	-	-
	<u>201</u>	<u>183</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Departmental Revenues	-	67	117	117	117	117	117	117
	<u>\$ 21,738</u>	<u>\$ 29,296</u>	<u>\$ 29,536</u>	<u>\$ 33,530</u>	<u>\$ 35,629</u>	<u>\$ 37,819</u>	<u>\$ 40,103</u>	<u>\$ 42,450</u>
EXPENDITURE SUMMARY								
Departmental Expenditures	\$ 10,077	\$ 19,154	\$ 14,631	\$ 15,021	\$ 15,202	\$ 13,839	\$ 14,027	\$ 14,219
	<u>\$ 10,077</u>	<u>\$ 19,154</u>	<u>\$ 14,631</u>	<u>\$ 15,021</u>	<u>\$ 15,202</u>	<u>\$ 13,839</u>	<u>\$ 14,027</u>	<u>\$ 14,219</u>
Interst Alloc'd to Approp. Surp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contrib'n to General Operating	637	1,713	1,831	1,631	1,631	1,704	1,807	1,915
Contrib'n to Capital	12,993	10,220	11,808	11,678	11,716	9,417	9,573	9,735
Net Tsf To/(Frm) Surp/Resrv	(1,969)	(1,791)	1,266	5,200	7,080	12,859	14,696	16,581
	<u>\$ 11,661</u>	<u>\$ 10,142</u>	<u>\$ 14,905</u>	<u>\$ 18,509</u>	<u>\$ 20,427</u>	<u>\$ 23,980</u>	<u>\$ 26,076</u>	<u>\$ 28,231</u>
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Drainage Expenditures

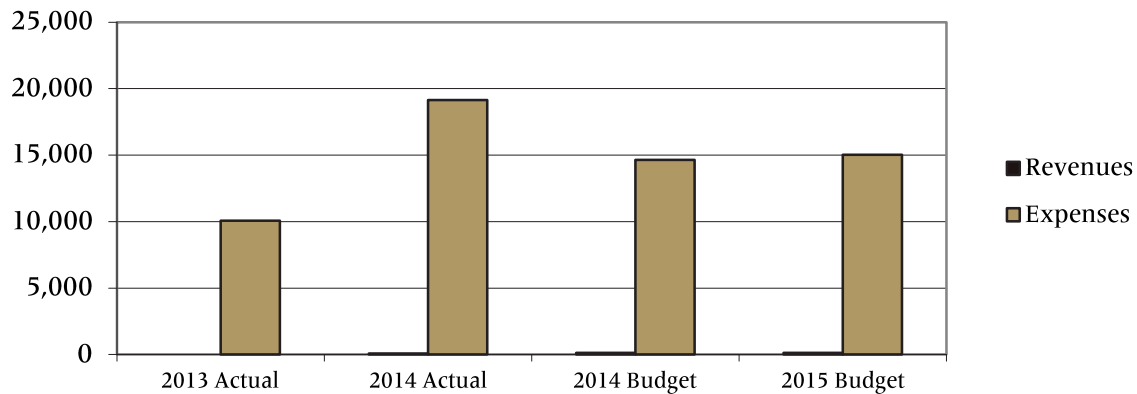




2015 – 2019 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
DRAINAGE
(in thousands)

<u>DIVISION SUMMARY</u>	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Drainage Utility	\$ 10,277	\$ 19,287	\$ 14,714	\$ 15,104	\$ 15,285	\$ 13,922	\$ 14,110	\$ 14,302
	<u>\$ 10,277</u>	<u>\$ 19,287</u>	<u>\$ 14,714</u>	<u>\$ 15,104</u>	<u>\$ 15,285</u>	<u>\$ 13,922</u>	<u>\$ 14,110</u>	<u>\$ 14,302</u>
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ -	\$ (67)	\$ (117)	\$ (117)	\$ (117)	\$ (117)	\$ (117)	\$ (117)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>(67)</u>	<u>(117)</u>	<u>(117)</u>	<u>(117)</u>	<u>(117)</u>	<u>(117)</u>	<u>(117)</u>
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	5,169	14,089	6,352	9,230	9,179	7,575	7,512	7,443
Internal Services Used	5,120	5,079	8,619	5,791	6,023	6,264	6,515	6,776
Internal Services Recovered	(5)	-	(324)	-	-	-	-	-
External Recoveries	(207)	(14)	(16)	-	-	-	-	-
	<u>10,077</u>	<u>19,154</u>	<u>14,631</u>	<u>15,021</u>	<u>15,202</u>	<u>13,839</u>	<u>14,027</u>	<u>14,219</u>
Net Operations Total	10,077	19,087	14,514	14,904	15,085	13,722	13,910	14,102
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	200	200	200	200	200	200	200	200
	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>
	<u>\$ 10,277</u>	<u>\$ 19,287</u>	<u>\$ 14,714</u>	<u>\$ 15,104</u>	<u>\$ 15,285</u>	<u>\$ 13,922</u>	<u>\$ 14,110</u>	<u>\$ 14,302</u>

Drainage Departmental Operations
(\$ 000's)





2015 – 2019 FINANCIAL PLAN

SIGNIFICANT CHANGES DRAINAGE *(in thousands)*

REVENUES			
2014 ADOPTED BUDGET			\$ 29,536
Taxation			
Rate Change	\$ 3,242	
Growth Change	752	
	-	3,994
	-----	
Total Change in Revenue		3,994

2015 REVENUE BUDGET			\$ 33,530
EXPENDITURES			
2014 ADOPTED BUDGET			\$ 29,536
Expenditures			
Increase in Drainage Maintenance Costs	390	
	-	390
	-----	
Contribution to Capital			
Non-Growth	(812)	
DCC Contributions	182	
	-	(630)
	-----	
Net Transfers			
Utility Building	17	
Transfer to Roads	1,252	
Internal Borrowing from Sewer	2,965	4,234
	-----	
Total Change in Expenditures		3,994

2015 EXPENDITURE BUDGET			\$ 33,530
2015 BUDGET			\$ -

	Drainage Significant Changes
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REVENUES			
2015 ADOPTED BUDGET			\$ 33,530
Rate Change	\$ 5,133	
Growth	3,787	
	<u>-</u>	<u>8,920</u>
2019 REVENUE BUDGET			\$ 42,450
EXPENDITURES			
2015 ADOPTED BUDGET			\$ 33,530
Increase in Maintenance and Operations Costs	<u>(802)</u>	(802)
TRANSFERS			
Contribution to Operating Fund	284	
Contribution to Capital	(1,943)	
Transfer to Roads	609	
Transfer to Reserves	<u>10,772</u>	<u>9,722</u>
2019 EXPENDITURE BUDGET			42,450
2019 BUDGET			\$ -



2015 – 2019 FINANCIAL PLAN

DRAINAGE FINANCIAL PLAN BYLAW, 2015, NO. 18384

CITY OF SURREY

BYLAW NO. 18384

A bylaw to provide for the adoption of the Surrey 2015 – 2019
Drainage Operating Financial Plan.

WHEREAS pursuant to Section 165 the "Community Charter" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by bylaw, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey ENACTS AS FOLLOWS:

1. Council authorize the following:

- (a) the proposed funding sources;
- (b) the proposed expenditures, and
- (c) the proposed transfers between funds;

as set out for each year in the planning period as shown in Schedule 1 attached hereto and forming part of this bylaw.

2. This bylaw shall be cited for all purposes as "Surrey 2015 – 2019 Drainage Operating Financial Plan Bylaw, 2015, No. 18384".

PASSED FIRST READING on the 12th day of January, 2015.

PASSED SECOND READING on the 12th day of January, 2015.

PASSED THIRD READING on the 12th day of January, 2015.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 2nd day of February, 2015.


MAYOR


CLERK

Drainage Financial Plan Bylaw, 2015, No. 18384

Bylaw 18384	CITY OF SURREY					Schedule 1
	<u>Drainage Operating Financial Plan</u> and establish years 2015 to 2019					
	2015	2016	2017	2018	2019	
PROPOSED FUNDING SOURCES						
Revenues from Parcel Taxes Drainage Parcel Tax	\$ 33,413,000	\$ 35,512,000	\$ 37,702,000	\$ 39,986,000	\$ 42,333,000	
Revenues from Fees & Charges Departmental Revenue	117,000	117,000	117,000	117,000	117,000	
Revenues from Other Sources Investment Income	-	-	-	-	-	
TOTAL FUNDING SOURCES	<u>\$ 33,530,000</u>	<u>\$ 35,629,000</u>	<u>\$ 37,819,000</u>	<u>\$ 40,103,000</u>	<u>\$ 42,450,000</u>	
PROPOSED EXPENDITURES						
Municipal Expenditures Drainage Expenditures	\$ 15,021,000	\$ 15,202,000	\$ 13,839,000	\$ 14,027,000	\$ 14,219,000	
TOTAL EXPENDITURES	<u>\$ 15,021,000</u>	<u>\$ 15,202,000</u>	<u>\$ 13,839,000</u>	<u>\$ 14,027,000</u>	<u>\$ 14,219,000</u>	
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	\$ 6,831,000	\$ 8,711,000	\$ 14,563,000	\$ 16,503,000	\$ 18,496,000	
Transfers from/(to) Appropriated Surplus	-	-	-	-	-	
Transfers (from)/to Capital	11,678,000	11,716,000	9,417,000	9,573,000	9,735,000	
TOTAL TRANSFERS BETWEEN FUNDS	<u>\$ 18,509,000</u>	<u>\$ 20,427,000</u>	<u>\$ 23,980,000</u>	<u>\$ 26,076,000</u>	<u>\$ 28,231,000</u>	
BALANCED BUDGET	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	



Solar powered parking meters near Chuck Bailey Recreation Centre

MISSION STATEMENT

To provide a range of parking options and choices for resident, business and transit needs, and effectively manage the demand for on and off street parking facilities in an innovative and cost effective manner while ensuring the safe and efficient movement of pedestrians, cyclists, and motorized vehicles.

KEY PROGRAMS & SERVICES

The Parking Authority Utility is a self-funded program that involves planning, managing and enforcing the City's on and off street parking assets by Engineering and By-law Enforcement staff, employing leading edge technologies, such as a licence plate recognition and pay stations that provide a user friendly interface, and improved theft security and efficient enforcement.

All aspects of parking are handled through this team including the development of parking standards and regulations, parking signage, pay parking, commercial vehicle & parking enforcement, and truck parking.

2014 ACCOMPLISHMENTS

ECONOMIC:

- Won the Award of Merit for Technological Innovation from the International Parking Institute for the New City Hall parkade payment system; and
- Implemented a comprehensive budgeting and monitoring system for all on and off street pay parking.

ENVIRONMENTAL:

- Established an Intermunicipal Parking Best Practices Working Group.

SOCIO-CULTURAL:

- Improved convenience for pay parking by expanding opportunities for pay-by-phone service and text message reminders before parking expires;
- Implemented a variety of initiatives to increase the availability of parking in locations with high parking demand; and
- Developed new standards and brochures for the public to address parking issues in back lanes.

FUTURE INITIATIVES

ECONOMIC:

- Work with stakeholders and external agencies to pursue multiple initiatives to develop new options for the supply of truck parking.

ENVIRONMENTAL:

- Coordinate Best Parking Practices forum for BC; and
- Support By-law Services in enforcement processes related to non-complying truck parking sites in the ALR.

SOCIO-CULTURAL:

- Finalize and pilot strategies to address parking supply for new and existing single family neighbourhoods;
- Complete review of parking regulations for single family and townhouse developments; and
- Continue to expand the utilization of parking assets to provide affordable options for the public while ensuring operational self-sufficiency.

PERFORMANCE MEASURES

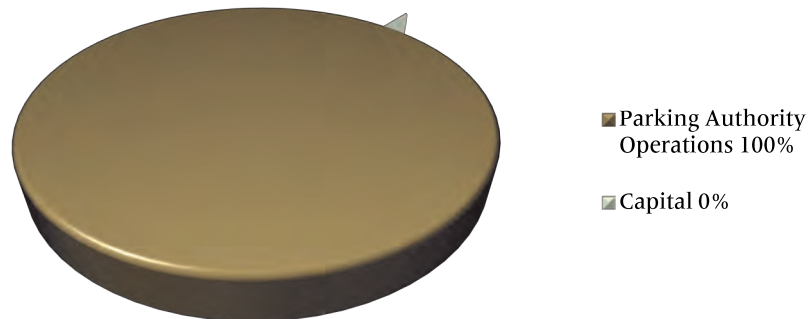
The following table identifies the key performance measures that will assist the Parking Authority Utility in tracking its progress and monitoring its contribution to building a sustainable Surrey.

<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Parking Authority Utility	Pay Station reliability—% of time machines operating properly	90.5%	91%	91.5%	92%	92.5%	93%
	Total # of managed parking spaces—time/user restricted and pay parking	1,600	2,000	2,400	2,800	3,000	3,100

	2015 – 2019 FINANCIAL PLAN
FINANCIAL SUMMARY PARKING AUTHORITY <i>(in thousands)</i>	

REVENUE SUMMARY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Taxation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Income	-	-	-	-	-	-	-	-
Penalties and Interest	-	-	-	-	-	-	-	-
Departmental Revenues	-	540	811	584	762	788	856	911
	\$ -	\$ 540	\$ 811	\$ 584	\$ 762	\$ 788	\$ 856	\$ 911
EXPENDITURE SUMMARY								
Departmental Expenditures	\$ -	\$ 375	\$ 421	\$ 349	\$ 355	\$ 374	\$ 377	\$ 394
	\$ -	\$ 375	\$ 421	\$ 349	\$ 355	\$ 374	\$ 377	\$ 394
Interest Alloc'd to Approp. Surp	\$ -	\$ -	\$ -	\$ 14	\$ 35	\$ 55	\$ 74	\$ 93
Contrib'n to General Operating	-	220	218	258	266	273	281	289
Contrib'n to Capital	-	-	-	-	-	-	-	-
Net Tsf To/(Frm) Surp/Resrv	-	(55)	172	(37)	106	86	124	135
	\$ -	\$ 165	\$ 390	\$ 235	\$ 407	\$ 414	\$ 479	\$ 517
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Parking Authority Fund Expenditures





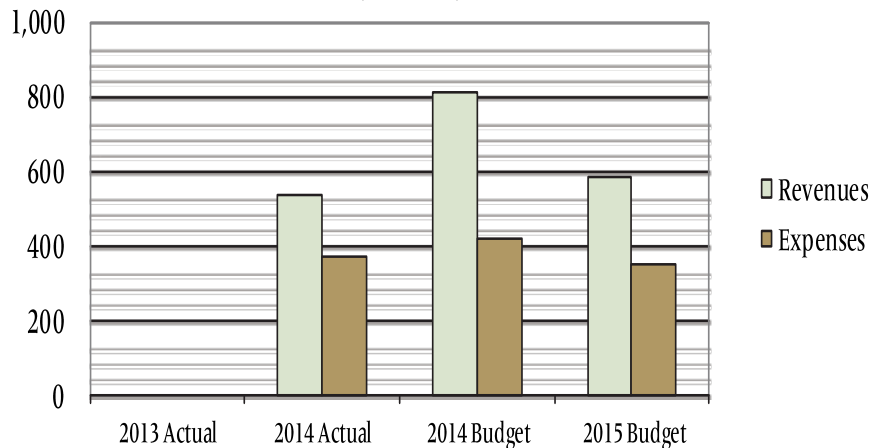
2015 – 2019 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS PARKING AUTHORITY

(in thousands)

PROGRAM SUMMARY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Parking Authority	\$ -	\$ (165)	\$ (390)	\$ (235)	\$ (407)	\$ (414)	\$ (479)	\$ (517)
	<u>\$ -</u>	<u>\$ (165)</u>	<u>\$ (390)</u>	<u>\$ (235)</u>	<u>\$ (407)</u>	<u>\$ (414)</u>	<u>\$ (479)</u>	<u>\$ (517)</u>
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ -	\$ (540)	\$ (811)	\$ (584)	\$ (762)	\$ (788)	\$ (856)	\$ (911)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	(540)	(811)	(584)	(762)	(788)	(856)	(911)
Expenditures								
Salaries and Benefits	-	146	103	144	150	156	162	169
Operating Costs	-	229	318	205	205	218	215	225
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	-	375	421	349	355	374	377	394
Net Operations Total	-	(165)	(390)	(235)	(407)	(414)	(479)	(517)
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	<u>\$ -</u>	<u>\$ (165)</u>	<u>\$ (390)</u>	<u>\$ (235)</u>	<u>\$ (407)</u>	<u>\$ (414)</u>	<u>\$ (479)</u>	<u>\$ (517)</u>

Parking Authority Operations
(\$ 000's)





2015 – 2019 FINANCIAL PLAN

SIGNIFICANT CHANGES PARKING AUTHORITY *(in thousands)*

REVENUES			
2014 ADOPTED BUDGET		\$	811
Sales and Services Adjustment	\$ (227)		
Total Change in Revenue			<u>(227)</u>
2015 REVENUE BUDGET		\$	584
EXPENDITURES			
2014 ADOPTED BUDGET		\$	811
Expenditures			
Economic Increase	41		
Operating Costs reductions	<u>(113)</u>		<u>(72)</u>
Interest Allocated to Appropriated Surplus	<u>14</u>		<u>14</u>
Contribution to Capital			
Parkade & Equipment Repayments	<u>-</u>		<u>-</u>
Net Transfers			
Transfer to /from General Operating	<u>(169)</u>		<u>(169)</u>
Total Change in Expenditures			<u>(227)</u>
2015 EXPENDITURE BUDGET		\$	584
2015 BUDGET		\$	-

	Parking Authority Significant Changes
--	--

REVENUES			
2015 ADOPTED BUDGET		\$	584
Increase Due to Rate and Growth	<u>\$ 327</u>	<u>327</u>
2019 REVENUE BUDGET			<u>\$ 911</u>
EXPENDITURES			
2015 ADOPTED BUDGET		\$	584
Contribution to Operating Fund	31	
Increase to Maintenance & Operations	<u>45</u>	<u>76</u>
TRANSFERS			
Parkade and Equipment Repayments	-	
Interest to Appropriate Surplus	79	
Transfer to Reserves	<u>172</u>	<u>251</u>
2019 EXPENDITURE BUDGET			<u>\$ 911</u>
2019 BUDGET			<u><u>\$ -</u></u>



2015 – 2019 FINANCIAL PLAN

PARKING AUTHORITY FINANCIAL PLAN BYLAW, 2015, NO. 18388

CITY OF SURREY

BYLAW NO. 18388

A bylaw to provide for the adoption of the Surrey 2015 – 2019
Parking Authority Operating Financial Plan.

WHEREAS pursuant to Section 165 of the "Community Charter" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by bylaw, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey ENACTS AS FOLLOWS:

1. Council authorize the following:

- (a) the proposed funding sources;
- (b) the proposed expenditures, and
- (c) the proposed transfers between funds;

as set out for each year in the planning period as shown in Schedule 1 attached hereto and forming part of this bylaw.

2. This bylaw shall be cited for all purposes as "Surrey 2015 – 2019 Parking Authority Operating Financial Plan Bylaw, 2015, No. 18388".

PASSED FIRST READING on the 12th day of January, 2015.

PASSED SECOND READING on the 12th day of January, 2015.

PASSED THIRD READING on the 12th day of January, 2015.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 2nd day of February, 2015.


MAYOR

CLERK

Parking Authority Financial Plan Bylaw, 2015, No. 18388

Bylaw 18388	CITY OF SURREY					Schedule 1
	<u>Parking Authority Operating Financial Plan</u> and establish years 2015 to 2019					
	2015	2016	2017	2018	2019	
PROPOSED FUNDING SOURCES						
Revenues from Fees & Charges						
Departmental Revenue	\$ 584,000	\$ 762,000	\$ 788,000	\$ 856,000	\$ 911,000	
TOTAL FUNDING SOURCES	\$ 584,000	\$ 762,000	\$ 788,000	\$ 856,000	\$ 911,000	
PROPOSED EXPENDITURES						
Municipal Expenditures						
Engineering Services	\$ 349,000	\$ 355,000	\$ 374,000	\$ 377,000	\$ 394,000	
TOTAL EXPENDITURES	\$ 349,000	\$ 355,000	\$ 374,000	\$ 377,000	\$ 394,000	
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	\$ 221,000	\$ 372,000	\$ 359,000	\$ 405,000	\$ 424,000	
Transfers (from)/to Appropriated Surplus	14,000	35,000	55,000	74,000	93,000	
TOTAL TRANSFERS BETWEEN FUNDS	\$ 235,000	\$ 407,000	\$ 414,000	\$ 479,000	\$ 517,000	
BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -	



Surrey Students Promote Safe Travel to School

MISSION STATEMENT

To improve the quality of life for Surrey residents by providing an effectively-managed transportation system that serves the mobility needs of individuals and businesses, supports the economic vitality of the City is safe and secure, and protects and enhances the environment.

KEY PROGRAMS & SERVICES

The Roads & Traffic Safety Utility is sustained through the work of three Engineering Department divisions: Transportation, which plans for current and future transportation needs; Design and Construction which designs and builds new infrastructure in an environmentally sound and sustainable manner; and Traffic Operations and Maintenance, which ensures the efficient and safe operation of the system.

The shared goal of these groups is to enable mobility through safe and efficient pedestrian, auto, transit, and bicycle infrastructure.

2014 ACCOMPLISHMENTS

ECONOMIC:

- Secured over \$2 million of MoTI and TransLink funding for cycling projects including construction of the Bon Accord Creek Pedestrian/Cyclist overpass and lighting of the BC Parkway;
- Prepared the application and secured “screen-in status” from PPP Canada funding for the Surrey LRT project;
- Completed the 16 Avenue and Highway 99 interchange project; and
- Completed construction of the Robert’s Bank Rail Corridor Program, including overpasses at 152 Street, 192 Street, 196 Street and the new Colebrook Road connector to King George Boulevard.

ENVIRONMENTAL:

- Launched the new Traffic Management Centre at New City Hall with state of the art technology to manage the traffic signal system in real time in conjunction with expanding the number of CCTV intersection cameras to 250;
- Completed personalized trip planning efforts and Transportation Demand Management (TDM) for City staff at NCH and initiated a broader TDM strategy for Surrey;

- Provided key municipal support to the development and completion of the Mayor and Council's 10 Year Vision; and
- Constructed new bus queue jump lanes on King George Boulevard at 76 Avenue and 88 Avenue.

SOCIO-CULTURAL:

- Completed the bus stops and infrastructures on 156 Street at Hwy 1 to accommodate passenger services for the Hwy 1 (#555) rapid bus;
- Commenced development of the Surrey Safe Mobility Plan in partnership with the RCMP and began the planning for a new enforcement strategy to reduce collisions and crime;
- Completed 400 projects representing over \$4 million in safety improvements identified through the Safe and Active School Program; and
- Initiated a pilot study for school zone speed mitigation.

FUTURE INITIATIVES

ECONOMIC:

- Develop a strategy for conversion of all City street lights to LED with potential pilot area in 2015;
- Obtain funding commitments from other levels of government to enable early delivery of the 27 km LRT network for Surrey;
- Achieve agreement with TransLink and New Westminster for early delivery of a new Pattullo Bridge; and
- In 2015, finalize construction and commissioning of the street light copper wire replacement program to address wire theft.

ENVIRONMENTAL:

- Support efforts to inform the public and advocate for a positive vote on the Regional Transportation Plebiscite;
- Support the efforts of White Rock and others to relocate the BNSF rail line to an interior route;
- Finalize a Transit Priority Strategy in collaboration with TransLink; and
- Expand our industry leading Adaptive (automated) Traffic Signal Coordination System to another corridor.

SOCIO-CULTURAL:

- Launch the Safe Mobility Plan to improve safety, including the Data Driven Approach to Crime and Traffic Safety (DDACTS) Program to reduce collisions and crime;
- Finalize and pilot strategies to address parking supply in residential areas and for commercial trucks;
- Initiate program of rail crossing safety improvements to meet Transport Canada requirements (complete within 7 years); and
- Construct 2.5 kms of multi-use pathways including Barnston Drive, Surrey Lake and Scott Road Greenways.

PERFORMANCE MEASURES

The following table identifies key performance measures that will assist the Roads & Traffic Safety Utility in tracking its progress and monitoring its contribution to building a sustainable Surrey.

<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Transportation	Total # of marked pedestrian crossings	950	980	1010	1040	1070	1100
	Total # of new high quality bus shelters installed to date	250 [Budget 260]	261	276	291	307	322
	Safer Schools Education and Improvement Program (total #)	22 [Budget 16]	26	30	34	38	42
	Total # of kilometers of cycling routes (on-street and off-street)	520 km [Budget 480 km]	535 km	550 km	565 km	580 km	595 km

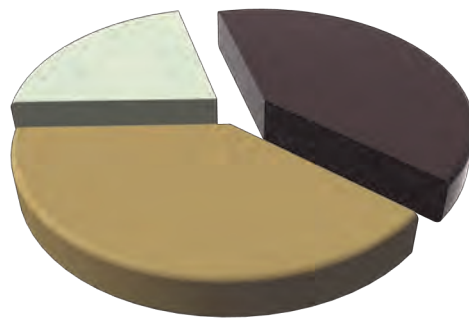


2015 – 2019 FINANCIAL PLAN

FINANCIAL SUMMARY ROADS & TRAFFIC SAFETY *(in thousands)*

REVENUE SUMMARY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Taxation	\$ 13,489	\$ 16,224	\$ 14,569	\$ 19,236	\$ 22,448	\$ 25,872	\$ 29,519	\$ 33,403
Departmental Revenues	740	2,260	1,165	3,858	3,892	3,927	3,961	3,997
	\$ 14,229	\$ 18,484	\$ 15,734	\$ 23,094	\$ 26,340	\$ 29,799	\$ 33,480	\$ 37,400
EXPENDITURE SUMMARY								
Departmental Expenditures	\$ 23,331	\$ 31,827	\$ 31,480	\$ 34,080	\$ 34,670	\$ 35,271	\$ 35,883	\$ 36,507
	\$ 23,331	\$ 31,827	\$ 31,480	\$ 34,080	\$ 34,670	\$ 35,271	\$ 35,883	\$ 36,507
Interest Allocated to Approp. Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contrib'n to Capital	12,567	11,464	10,845	19,485	19,385	22,968	22,470	22,118
Contrib'n from General Operating	(19,582)	(15,239)	(19,162)	(13,846)	(12,443)	(11,129)	(9,612)	(8,305)
Net Tsf To/(Frm) Surp/Resrv	(2,087)	(9,568)	(7,429)	(16,625)	(15,272)	(17,311)	(15,261)	(12,920)
	\$ (9,102)	\$ (13,343)	\$ (15,746)	\$ (10,986)	\$ (8,330)	\$ (5,472)	\$ (2,403)	\$ 893
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Roads & Traffic Safety Expenditures



Roads 34.8%
 Traffic 19.4%
 Capital 36.4%



2015 – 2019 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS ROADS & TRAFFIC SAFETY

(in thousands)

PROGRAM SUMMARY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Roads	\$ 7,829	\$ 12,161	\$ 16,058	\$ 18,657	\$ 19,030	\$ 19,411	\$ 19,799	\$ 20,195
Traffic	8,657	8,194	13,178	10,418	10,622	10,828	11,039	11,254
Transportation	5,812	10,363	1,305	1,290	1,275	1,257	1,239	1,220
	<u>\$ 22,298</u>	<u>\$ 30,718</u>	<u>\$ 30,541</u>	<u>\$ 30,365</u>	<u>\$ 30,927</u>	<u>\$ 31,496</u>	<u>\$ 32,077</u>	<u>\$ 32,669</u>

ACCOUNT SUMMARY

Revenues

Sales and Services	\$ (740)	\$ (1,197)	\$ (1,165)	\$ (1,358)	\$ (1,392)	\$ (1,427)	\$ (1,461)	\$ (1,497)
Grants, Donations and Other	-	(1,063)	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
	<u>(740)</u>	<u>(2,260)</u>	<u>(1,165)</u>	<u>(3,858)</u>	<u>(3,892)</u>	<u>(3,927)</u>	<u>(3,961)</u>	<u>(3,997)</u>

Expenditures

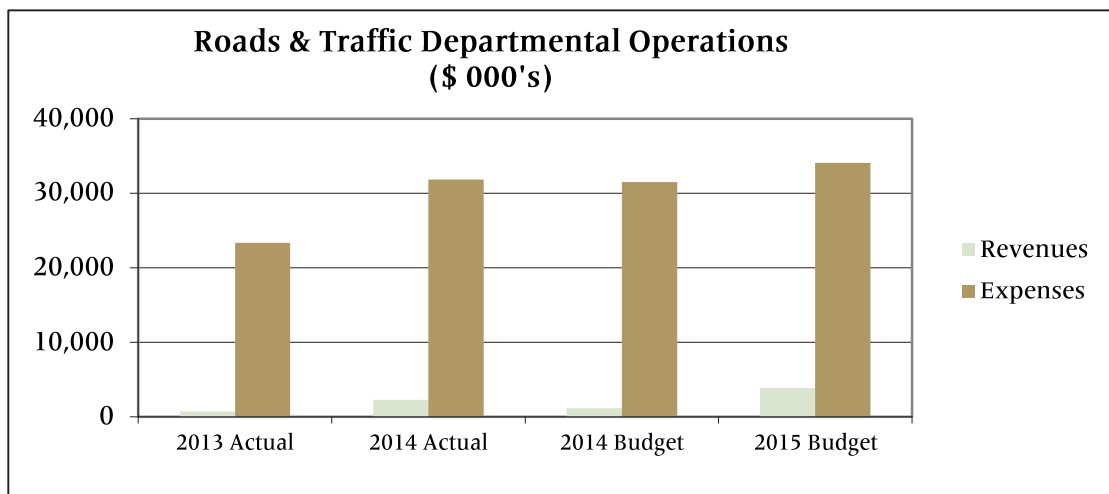
Salaries and Benefits	4,724	5,212	4,539	5,217	5,322	5,428	5,537	5,647
Operating Costs	15,956	22,472	25,197	24,726	25,129	25,540	25,958	26,385
Internal Services Used	10,830	12,349	9,441	11,892	12,129	12,371	12,618	12,870
Internal Services Recovered	(4,727)	(5,417)	(4,491)	(4,480)	(4,570)	(4,661)	(4,755)	(4,850)
External Recoveries	(3,452)	(2,789)	(3,206)	(3,275)	(3,340)	(3,407)	(3,475)	(3,545)
	<u>23,331</u>	<u>31,827</u>	<u>31,480</u>	<u>34,080</u>	<u>34,670</u>	<u>35,271</u>	<u>35,883</u>	<u>36,507</u>

Net Operations Total

	22,591	29,567	30,315	30,222	30,778	31,344	31,922	32,510
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Transfers

Transfer From Own Sources	(375)	(1,552)	-	-	-	-	-	-
Transfer To Own Sources	82	2,703	226	143	149	152	155	159
	<u>(293)</u>	<u>1,151</u>	<u>226</u>	<u>143</u>	<u>149</u>	<u>152</u>	<u>155</u>	<u>159</u>
	<u>\$ 22,298</u>	<u>\$ 30,718</u>	<u>\$ 30,541</u>	<u>\$ 30,365</u>	<u>\$ 30,927</u>	<u>\$ 31,496</u>	<u>\$ 32,077</u>	<u>\$ 32,669</u>



Roads & Traffic Safety Departmental Operations

ROADS	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ (6)	\$ (4)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(6)</u>	<u>(4)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	3,304	4,921	9,404	9,155	9,338	9,525	9,715	9,909
Internal Services Used	8,594	9,152	9,130	11,568	11,799	12,035	12,276	12,522
Internal Services Recovered	(1,680)	(1,914)	(450)	-	-	-	-	-
External Recoveries	(2,008)	(1,801)	(2,026)	(2,066)	(2,107)	(2,149)	(2,192)	(2,236)
	<u>8,210</u>	<u>10,358</u>	<u>16,058</u>	<u>18,657</u>	<u>19,030</u>	<u>19,411</u>	<u>19,799</u>	<u>20,195</u>
Net Operations Total	8,204	10,354	16,058	18,657	19,030	19,411	19,799	20,195
Transfers								
Transfer From Own Sources	(375)	(762)	-	-	-	-	-	-
Transfer To Own Sources	-	2,569	-	-	-	-	-	-
	<u>(375)</u>	<u>1,807</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 7,829</u>	<u>\$ 12,161</u>	<u>\$ 16,058</u>	<u>\$ 18,657</u>	<u>\$ 19,030</u>	<u>\$ 19,411</u>	<u>\$ 19,799</u>	<u>\$ 20,195</u>
TRAFFIC								
Revenues								
Sales and Services	\$ (382)	\$ (447)	\$ (339)	\$ (382)	\$ (395)	\$ (409)	\$ (422)	\$ (436)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(382)</u>	<u>(447)</u>	<u>(339)</u>	<u>(382)</u>	<u>(395)</u>	<u>(409)</u>	<u>(422)</u>	<u>(436)</u>
Expenditures								
Salaries and Benefits	1,723	2,155	1,584	2,081	2,123	2,165	2,208	2,252
Operating Costs	8,642	8,406	13,683	10,924	11,143	11,366	11,593	11,825
Internal Services Used	313	402	306	306	312	318	324	330
Internal Services Recovered	(563)	(626)	(1,102)	(1,384)	(1,412)	(1,440)	(1,469)	(1,498)
External Recoveries	(1,158)	(988)	(1,180)	(1,209)	(1,233)	(1,258)	(1,283)	(1,309)
	<u>8,957</u>	<u>9,349</u>	<u>13,291</u>	<u>10,718</u>	<u>10,933</u>	<u>11,151</u>	<u>11,373</u>	<u>11,600</u>
Net Operations Total	8,575	8,902	12,952	10,336	10,538	10,742	10,951	11,164
Transfers								
Transfer From Own Sources	-	(790)	-	-	-	-	-	-
Transfer To Own Sources	82	82	226	82	84	86	88	90
	<u>82</u>	<u>(708)</u>	<u>226</u>	<u>82</u>	<u>84</u>	<u>86</u>	<u>88</u>	<u>90</u>
	<u>\$ 8,657</u>	<u>\$ 8,194</u>	<u>\$ 13,178</u>	<u>\$ 10,418</u>	<u>\$ 10,622</u>	<u>\$ 10,828</u>	<u>\$ 11,039</u>	<u>\$ 11,254</u>

Roads & Traffic Safety Departmental Operations

TRANSPORTATION	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Revenues								
Sales and Services	\$ (352)	\$ (746)	\$ (826)	\$ (976)	\$ (997)	\$ (1,018)	\$ (1,039)	\$ (1,061)
Grants, Donations and Other	-	(1,063)	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
	(352)	(1,809)	(826)	(3,476)	(3,497)	(3,518)	(3,539)	(3,561)
Expenditures								
Salaries and Benefits	3,001	3,057	2,955	3,136	3,199	3,263	3,329	3,395
Operating Costs	4,010	9,145	2,110	4,647	4,648	4,649	4,650	4,651
Internal Services Used	1,923	2,795	5	18	18	18	18	18
Internal Services Recovered	(2,484)	(2,877)	(2,939)	(3,096)	(3,158)	(3,221)	(3,286)	(3,352)
External Recoveries	(286)	-	-	-	-	-	-	-
	6,164	12,120	2,131	4,705	4,707	4,709	4,711	4,712
Net Operations Total	5,812	10,311	1,305	1,229	1,210	1,191	1,172	1,151
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	52	-	61	65	66	67	69
	-	52	-	61	65	66	67	69
	\$ 5,812	\$ 10,363	\$ 1,305	\$ 1,290	\$ 1,275	\$ 1,257	\$ 1,239	\$ 1,220



2015 – 2019 FINANCIAL PLAN

SIGNIFICANT CHANGES ROADS & TRAFFIC SAFETY *(in thousands)*

REVENUES			
2014 ADOPTED BUDGET		\$	15,734
Taxation	\$ 4,667		4,667
Sales and Services			
Digital Signs Revenue	2,500		
Bus Shelter/Bench Revenue	43		
Parking Meters	358		
Parking Lots	(26)		
Developer Sundry Contributions	(123)		
Other (Provincial/Translink)	(59)		2,693
Total Change in Revenue			7,360
2015 REVENUE BUDGET		\$	23,094
EXPENDITURES			
2014 ADOPTED BUDGET		\$	15,734
Expenditures			
Salaries/Wages & Benefits			
Salary Rate and Range Increase	264		
Reclass Positions	203		
New Positions	211		678
Operating Costs			
Inventory Increase	(410)		
Economic Increase	(289)		
Corp Initiatives/Transfers	450		
Service Level Adjustment Increase	1,003		
Traffic Signal & Streetlight Maintenance Contract Decrease	(1,271)		
Transportation Planning Operating Costs Decrease	(13)		
BC Hydro Rate Increase	6		
Off Street and On Street parking Operating Costs Increase	53		(471)
Internal Services Used			
Economic Increase	2,499		
Increase Department Cost Allocation	(48)		2,451
Internal Services Recovered			
Labour Charge Outs	(157)		
Capital Recoveries	168		11
External Recoveries			
GVTA	(69)		(69)
Contribution to Capital			
Decrease in Capital Funding	8,640		8,640
Transfer From Own Sources			
Transfer from Secondary Suites Revenue	-		-
Transfer To Own Sources			
Transfer to Reserves	(9,196)		
Transfer to General Revenue	5,316		(3,880)
Total Change in Expenditures			7,360
2015 EXPENDITURE BUDGET		\$	23,094
2015 BUDGET		\$	-

	Roads & Traffic Safety Significant Changes
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REVENUES			
2015 ADOPTED BUDGET		\$	23,094
Increase Due to Growth	\$ 14,168		
Parking Meter and Parking Lot revenues	64		
Developer Sundry Contributions / Other	20		
Bus Bench Revenue	54		
	<u>14,306</u>		<u>14,306</u>
2019 REVENUE BUDGET		\$	<u>37,400</u>
EXPENDITURES			
2015 ADOPTED BUDGET			23,094
Operating Costs	2,427		2,427
TRANSFERS			
Contribution to Capital	2,633		
Contribution to General Fund	5,541		
Transfer to/from Reserves	3,705		
	<u>11,879</u>		<u>11,879</u>
2019 EXPENDITURE BUDGET		\$	<u>37,400</u>
2019 BUDGET		\$	<u>-</u>



2015 – 2019 FINANCIAL PLAN

ROADS & TRAFFIC SAFETY FINANCIAL PLAN BYLAW, 2015, NO. 18382

CITY OF SURREY

BYLAW NO. 18382

A bylaw to provide for the adoption of the Surrey 2015 – 2019
Roads & Traffic Safety Operating Financial Plan.

WHEREAS pursuant to Section 165 of the "Community Charter" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by bylaw, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey ENACTS AS FOLLOWS:

1. Council authorize the following:

- (a) the proposed funding sources;
- (b) the proposed expenditures, and
- (c) the proposed transfers between funds;

as set out for each year in the planning period as shown in Schedule 1 attached hereto and forming part of this bylaw.

2. This bylaw shall be cited for all purposes as "Surrey 2015 – 2019 Roads & Traffic Safety Operating Financial Plan Bylaw, 2015, No. 18382".

PASSED FIRST READING on the 12th day of January, 2015.

PASSED SECOND READING on the 12th day of January, 2015.

PASSED THIRD READING on the 12th day of January, 2015.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 2nd day of February, 2015.

 MAYOR
 CLERK

Roads & Traffic Financial Plan Bylaw, 2015, No. 18382

Bylaw 18382	CITY OF SURREY					Schedule 1
<u>Roads & Traffic Safety Operating Financial Plan</u>						
and establish years 2015 to 2019						
	2015	2016	2017	2018	2019	
PROPOSED FUNDING SOURCES						
Revenues from Property Value Taxes						
Local Roads & Traffic Safety Levy	\$ 19,236,000	\$ 22,448,000	\$ 25,872,000	29,519,000	\$ 33,403,000	
Revenues from Fees & Charges						
Departmental Revenue	3,858,000	3,892,000	3,927,000	3,961,000	3,997,000	
TOTAL FUNDING SOURCES	\$ 23,094,000	\$ 26,340,000	\$ 29,799,000	33,480,000	\$ 37,400,000	
PROPOSED EXPENDITURES						
Engineering Services	\$ 34,080,000	\$ 34,670,000	\$ 35,271,000	35,883,000	\$ 36,507,000	
TOTAL EXPENDITURES	\$ 34,080,000	\$ 34,670,000	\$ 35,271,000	35,883,000	\$ 36,507,000	
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	\$ (30,471,000)	\$ (27,715,000)	\$ (28,440,000)	(24,873,000)	\$ (21,225,000)	
Transfers (from)/to Capital	19,485,000	19,385,000	22,968,000	22,470,000	22,118,000	
TOTAL TRANSFERS BETWEEN FUNDS	\$ (10,986,000)	\$ (8,330,000)	\$ (5,472,000)	(2,403,000)	\$ 893,000	
BALANCED BUDGET	\$ -	\$ -	\$ -	-	\$ -	



Upsizing a sanitary sewer mainline using pipe bursting along King George Blvd.

MISSION STATEMENT

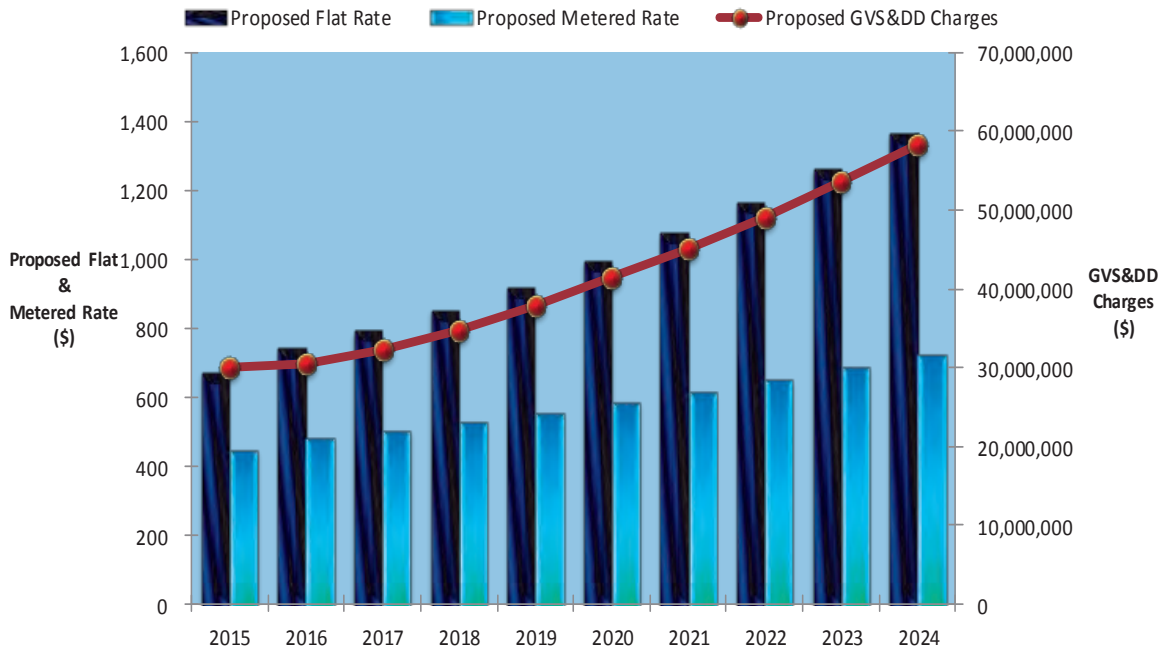
To provide engineering services for the City’s sanitary sewer system to support the building of a Healthy, Sustainable Community.

KEY PROGRAMS & SERVICES

The Sewer Utility’s primary responsibility is to manage the City’s liquid wastes in partnership with the Operations Division and Metro Vancouver. The utility also plans, designs, and constructs sanitary sewer infrastructure; manages inflow and infiltration controls; and undertakes initiatives in support of the region’s Integrated Liquid Waste Resource Management Plan.

The rates charged by the Greater Vancouver Sewerage & Drainage District (GVS&DD) for sewer are projected to increase significantly over the next 10 years, as shown in the chart below. In comparison, Surrey’s proposed metered rate is also projected to increase much more slowly than the flat rate.

Surrey Sewer Rates vs GVS&DD Charges



2014 ACCOMPLISHMENTS

ECONOMIC:

- Worked with the development community in an effort to develop a strategy to construct the Fergus Pump Station to support development of the Southern portion of Sunnyside Heights Neighbourhood Concept Plan area and the Highway 99 Corridor; and
- Worked with the development community to establish a servicing strategy that would support the development of a portion of land north of the East Clayton Neighbourhood Concept Plan - North of 72 Avenue.

ENVIRONMENTAL:

- Initiated various Local Area Services to provide sewer infrastructure to areas that are currently serviced by septic fields.

SOCIO-CULTURAL:

- Developed an implementation strategy for the Inflow and Infiltration (I&I) Management Plan in partnership with the Operations Division.

FUTURE INITIATIVES

ECONOMIC:

- Review the City's industrial land base to identify opportunities for pre-servicing and investigate the potential to establish a Local Infrastructure Servicing Policy for the Bridgeview / South Westminster Economic Investment Zone;
- Review and subsequently implement the Engineering Department's Asset Management Plan;
- Initiate an update of the Engineering Department's 10-Year Servicing Plan that incorporates the recommendations from the Asset Management Plan, Climate Adaptation Strategy and supports the vision of the Official Community Plan; and
- Prepare a new development cost charge to support the financial requirements to support the growth identified in the update of the Engineering Department's 10-Year Servicing Plan.

ENVIRONMENTAL:

- Continue to rehabilitate sewers in an effort to reduce inflow and infiltration by smoke testing, video inspection, rectifying cross connections and lining deficient sewers.

SOCIO-CULTURAL:

- Work with the Planning & Development Department and the Parks, Recreation and Culture Department to complete Stage 2 of the City Centre Neighbourhood Concept Plan;
- Work with the Planning & Development Department and the Parks, Recreation and Culture Department to complete Stage 2 of the West Clayton Neighbourhood Concept Plan;
- Work with the Planning & Development Department and the Parks, Recreation and Culture Department to initiate Stage 2 of the Redwood Heights (Grandview Heights Area #4) Neighbourhood Concept Plan;
- Work with the Operations Division to initiate development of a response and recovery plan in consultation with the Surrey Fire Service; and
- Participate in the development of regional sewer resource recovery plans through the Liquid Waste Sub-Committees of the Regional Engineers Advisory Committee .

PERFORMANCE MEASURES

The following table identifies the key performance measures that will assist the Sewer Utility in tracking its progress and monitoring its contribution to building a sustainable Surrey.

<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Sewer Utility	% of City's video inspected	45%	51%	53%	55%	57%	59%

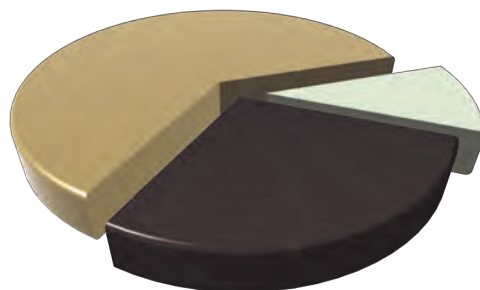


2015 – 2019 FINANCIAL PLAN

FINANCIAL SUMMARY SEWER (in thousands)

<u>REVENUE SUMMARY</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>BUDGET</u>	2016 <u>PLAN</u>	2017 <u>PLAN</u>	2018 <u>PLAN</u>	2019 <u>PLAN</u>
Taxation	\$ 7,781	\$ 2,954	\$ 2,919	\$ 2,441	\$ 1,937	\$ 1,448	\$ 959	\$ 486
	7,781	2,954	2,919	2,441	1,937	1,448	959	486
Investment Income	902	789	891	652	633	652	736	853
Penalties and Interest	416	447	218	225	243	265	290	315
	1,318	1,236	1,109	877	876	917	1,026	1,168
Departmental Revenues	40,209	43,515	43,517	44,947	48,597	52,933	57,894	62,955
	<u>\$ 49,308</u>	<u>\$ 47,705</u>	<u>\$ 47,545</u>	<u>\$ 48,265</u>	<u>\$ 51,410</u>	<u>\$ 55,298</u>	<u>\$ 59,879</u>	<u>\$ 64,609</u>
<u>EXPENDITURE SUMMARY</u>								
Departmental Expenditures	\$ 37,877	\$ 46,210	\$ 42,771	\$ 43,965	\$ 46,763	\$ 50,127	\$ 53,783	\$ 57,761
	<u>\$ 37,877</u>	<u>\$ 46,210</u>	<u>\$ 42,771</u>	<u>\$ 43,965</u>	<u>\$ 46,763</u>	<u>\$ 50,127</u>	<u>\$ 53,783</u>	<u>\$ 57,761</u>
Interest Alloc'd to Approp. Surp	\$ -	\$ 268	\$ 282	\$ 188	\$ 168	\$ 187	\$ 272	\$ 388
Contrib'n to General Operating	1,366	3,030	1,702	2,132	2,169	2,204	2,237	2,268
Contrib'n to Capital	6,385	4,461	5,045	5,106	5,142	6,044	6,061	6,079
Net Tsf To/(Frm) Surp/Resrv	3,680	(6,264)	(2,255)	(3,126)	(2,832)	(3,264)	(2,474)	(1,887)
	<u>\$ 11,431</u>	<u>\$ 1,495</u>	<u>\$ 4,774</u>	<u>\$ 4,300</u>	<u>\$ 4,647</u>	<u>\$ 5,171</u>	<u>\$ 6,096</u>	<u>\$ 6,848</u>
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Sewer Expenditures



- Sewer Operations 27.3%
- GVS&DD Charges 62.3%
- Capital 10.4%



2015 – 2019 FINANCIAL PLAN

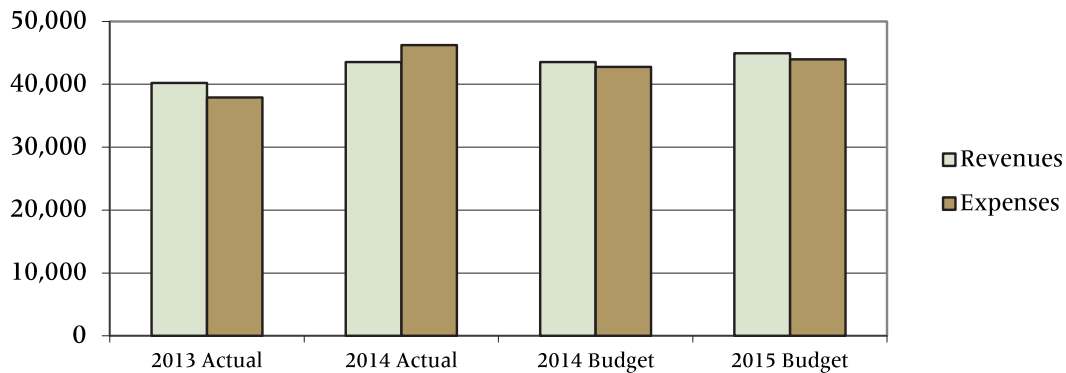
DEPARTMENTAL OPERATIONS

SEWER

(in thousands)

DIVISION SUMMARY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Sewer Utility	\$ (2,132)	\$ 2,895	\$ (546)	\$ (782)	\$ (1,634)	\$ (2,606)	\$ (3,911)	\$ (4,994)
	<u>\$ (2,132)</u>	<u>\$ 2,895</u>	<u>\$ (546)</u>	<u>\$ (782)</u>	<u>\$ (1,634)</u>	<u>\$ (2,606)</u>	<u>\$ (3,911)</u>	<u>\$ (4,994)</u>
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (40,209)	\$ (43,515)	\$ (43,517)	\$ (44,947)	\$ (48,597)	\$ (52,933)	\$ (57,894)	\$ (62,955)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(40,209)</u>	<u>(43,515)</u>	<u>(43,517)</u>	<u>(44,947)</u>	<u>(48,597)</u>	<u>(52,933)</u>	<u>(57,894)</u>	<u>(62,955)</u>
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	35,408	43,541	36,244	37,677	40,223	43,325	46,709	50,404
Internal Services Used	9,463	6,749	6,798	6,288	6,540	6,802	7,074	7,357
Internal Services Recovered	(6,961)	(4,053)	(238)	-	-	-	-	-
External Recoveries	(33)	(27)	(33)	-	-	-	-	-
	<u>37,877</u>	<u>46,210</u>	<u>42,771</u>	<u>43,965</u>	<u>46,763</u>	<u>50,127</u>	<u>53,783</u>	<u>57,761</u>
Net Operations Total	(2,332)	2,695	(746)	(982)	(1,834)	(2,806)	(4,111)	(5,194)
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	200	200	200	200	200	200	200	200
	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>
	<u>\$ (2,132)</u>	<u>\$ 2,895</u>	<u>\$ (546)</u>	<u>\$ (782)</u>	<u>\$ (1,634)</u>	<u>\$ (2,606)</u>	<u>\$ (3,911)</u>	<u>\$ (4,994)</u>

Sewer Departmental Operations
(\$ 000's)





2015 – 2019 FINANCIAL PLAN

SIGNIFICANT CHANGES SEWER *(in thousands)*

REVENUES			
2014 ADOPTED BUDGET			\$ 47,545
Taxation			
Transfer from Drainage Parcel Taxes to Sewer Utility	\$ (473)		
Local Improvement	(5)		(478)
Investment Income			
	(239)		(239)
Penalties and Interest on Taxes			
	7		7
Sales and Services			
Rate Change	886		
Growth	544		
Conversions	-		
Permits/Sundry	-		1,430
Total Change in Revenue			<u>720</u>
2015 REVENUE BUDGET			\$ 48,265
EXPENDITURES			
2014 ADOPTED BUDGET			\$ 47,545
Expenditures			
Increase in GVS&DD Costs	797		
Increase in Sewer Utility	47		
Increase in Sewer Maintenance Costs	350		1,194
Interest Allocated to Appropriated Surplus			
	(94)		(94)
Contribution to Capital			
DCC Contributions	(24)		
Other Contributions	-		(24)
Net Transfers			
Contribution to Operating Fund	291		
Decrease in Transfers for Infrastructure	2,302		
Utility Building	17		
Drainage Internal Borrowing	(2,966)		(356)
Total Change in Expenditures			<u>720</u>
2015 EXPENDITURE BUDGET			\$ 48,265
2015 BUDGET			\$ -

	Sewer Significant Changes
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REVENUES			
2015 ADOPTED BUDGET		\$	48,265
Rate change	\$ 12,507	
Growth	5,501	
Penalties and Interest on Taxes	291	
Local Improvements	(64)	
Transfer from Drainage Parcel Tax	(1,891)	
Connection Fees / Sundry Revenue	-	
		16,344	16,344
2019 REVENUE BUDGET			\$ 64,609
EXPENDITURES			
2015 ADOPTED BUDGET		\$	48,265
Utility Fees	189	
Increase in GVS&DD Costs	12,852	
Increase in Maintenance and Operation Costs	755	
		13,996	13,996
TRANSFERS			
Contribution to Operating Fund	136	
Contribution to Capital	973	
Infrastructure Replacement Program	13,195	
Transfer to Reserves	(11,956)	
		2,348	2,348
2019 EXPENDITURE BUDGET			\$ 64,609
2019 BUDGET		\$	-



2015 – 2019 FINANCIAL PLAN

SEWER FINANCIAL PLAN BYLAW, 2015, NO. 18383

CITY OF SURREY

BYLAW NO. 18383

A bylaw to provide for the adoption of the Surrey 2015 – 2019
Sewer Operating Financial Plan.

WHEREAS pursuant to Section 165 the "*Community Charter*" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by bylaw, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey ENACTS AS FOLLOWS:

1. Council authorize the following:

- (a) the proposed funding sources;
- (b) the proposed expenditures, and
- (c) the proposed transfers between funds;

as set out for each year in the planning period as shown in Schedule 1 attached hereto and forming part of this bylaw.

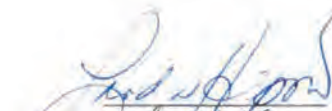
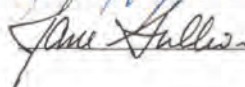
2. This bylaw shall be cited for all purposes as "Surrey 2015 – 2019 Sewer Operating Financial Plan Bylaw, 2015, No. 18383".

PASSED FIRST READING on the 12th day of January, 2015.

PASSED SECOND READING on the 12th day of January, 2015.

PASSED THIRD READING on the 12th day of January, 2015.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 2nd day of February, 2015.

 MAYOR
 CLERK

Sewer Financial Plan Bylaw, 2015, No. 18383

Bylaw 18383	CITY OF SURREY				
	Schedule 1				
	<u>Sewer Operating Financial Plan</u> and establish years 2015 to 2019				
	2015	2016	2017	2018	2019
PROPOSED FUNDING SOURCES					
Revenues from Parcel Taxes					
Drainage Parcel Tax	\$ 2,441,000	\$ 1,937,000	\$ 1,448,000	\$ 959,000	\$ 486,000
Revenues from Fees & Charges					
Departmental Revenue	44,947,000	48,597,000	52,933,000	57,894,000	62,955,000
Penalties & Interest on Taxes	225,000	243,000	265,000	290,000	315,000
Revenues from Fees and Charges	45,172,000	48,840,000	53,198,000	58,184,000	63,270,000
Revenues from Other Sources					
Investment Income	652,000	633,000	652,000	736,000	853,000
TOTAL FUNDING SOURCES	\$ 48,265,000	\$ 51,410,000	\$ 55,298,000	\$ 59,879,000	\$ 64,609,000
PROPOSED EXPENDITURES					
Municipal Expenditures					
Sewer Expenditures	\$ 43,965,000	\$ 46,763,000	\$ 50,127,000	\$ 53,783,000	\$ 57,761,000
TOTAL EXPENDITURES	\$ 43,965,000	\$ 46,763,000	\$ 50,127,000	\$ 53,783,000	\$ 57,761,000
PROPOSED TRANSFERS BETWEEN FUNDS					
Transfers (from)/to Special Funds	\$ (994,000)	\$ (863,000)	\$ (1,060,000)	\$ (237,000)	\$ 381,000
Transfers (from)/to Appropriated Surplus	188,000	168,000	187,000	272,000	388,000
Transfers (from)/to Capital	5,106,000	5,142,000	6,044,000	6,061,000	6,079,000
TOTAL TRANSFERS BETWEEN FUNDS	\$ 4,300,000	\$ 4,647,000	\$ 5,171,000	\$ 6,096,000	\$ 6,848,000
BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -



Single family houses along 72 Avenue ready for their organic waste pick-up

MISSION STATEMENT

To provide a leadership role in municipal waste management through the application of innovative and sustainable solutions that ensures environmental, economic, and social benefits to the City of Surrey's residents.

KEY PROGRAMS & SERVICES

The Solid Waste Utility provides weekly residential curbside organic (kitchen and yard) waste collection with alternating bi-weekly garbage and recycling services via a fully-automated cart-based collection system which is operated exclusively by a Compressed Natural Gas (CNG) waste collection fleet. Waste collection services are provided to approximately 100,600 single family households, 27,000 secondary suites and 32,500 multi-family residences in Surrey. The Utility synthesizes a solid waste management policy from both the Metro Vancouver Regional Integrated Solid Waste and Resource Management Plan as well as the City of Surrey's Sustainability Charter with respect to increasing waste diversion from 50% to 70% by 2015. The City's Utility reviews and recommends other solid waste technologies and waste treatment initiatives to further divert waste from landfill.

2014 ACCOMPLISHMENTS

ECONOMIC:

- Continued to save an estimated \$700,000/year in fuel costs associated with the Compressed Natural Gas waste collection vehicles (compared to diesel waste collection trucks);
- Delivered curbside waste collection services to the City's customers in 2014 at a very nominal rate increase of only \$2 compared to the 2013 rate;
- Successfully implemented the Multi Materials BC process for residential curbside and multifamily recyclables collection and processing services in May 2014; and
- Successfully concluded the RFP process for the Surrey Biofuel Project with approval from Council to finalize an agreement with the successful proponent, Iris Solutions, in early 2015. The project will be carried out as a public private partnership where Iris solutions will be responsible to design, build, finance, operate and maintain the facility over a 25-year period. Partial funding for the capital cost will be provided from the Canadian Federal Government via the P3 Canada Fund.

ENVIRONMENTAL:

- Through the City's Rethink Waste Program, maintained 70% diversion of curbside waste through the organic waste and recyclable services;
- Sustained the City's reduction in garbage tonnage by over 40% compared to our previous waste collection system;
- Diverted over 61,000 metric tonnes of organic waste at curbside, far exceeding the previous forecast;
- Worked with the City's customers to reduce contamination levels in the recyclables waste stream as required by MMBC; and
- Continued to experience a 23% reduction in carbon emissions associated with the use of Compressed Natural Gas waste collection vehicles.

SOCIO-CULTURAL:

- Provided education across the City's multicultural community on reducing contamination within the recyclables waste stream;
- Handled close to 17,000 service requests from our curbside customers;
- The SurreyReuses.com material trading website received over 68,000 visits, achieved over 700 exchanges and diverted close to 24,000 kilograms of waste away from the landfill in 2014; and
- Surrey's Rethink Mobile App received over 6,600 downloads while our online widget received 97,600 views, 15,500 address searches and sent out over 5,000 active reminders.

FUTURE INITIATIVES

ECONOMIC:

- Finalize the agreement with the City's partner, Iris Solutions, to construct the Biofuel Facility with service commencement scheduled by early 2017;
- Introduce a net tipping rate that will only increase at half the annual CPI over a 25 year period providing cost certainty to Surrey's waste collection customers;
- Finalize Financial Agreement with P3 Canada to receive 25% federal funding for the City's future organics biofuel processing facility;
- Continue to work with Metro Vancouver to locate a site in the Newton community for a future Residential Waste Drop-Off/Eco Centre facility;
- Explore options to implement a pilot City operated residential drop-off/eco centre in the South Surrey community to improve service to residents and help curb illegal dumping;

- Commence City wide organic waste diversion program at multi-family complexes; and
- Continue to monitor new service arrangements with MMBC for the collection and processing of curbside recyclables .

ENVIRONMENTAL:

- Generate renewable natural gas from the City's organic waste that will be used to fuel the garbage trucks that collect the waste at curbside. Co2 emissions reduction will be the equivalent of taking 8,500 cars off the road and Corporate RNG use will reduce Co2 emissions by 24% below baseline standards, which will exceed the Corporate Emissions Action Plan target of achieving 20% reduction by 2020;
- Increase waste diversion through the inclusion of multifamily organic waste collection across the City at all high rise residential buildings;
- Introduce curbside waste collection (organics, garbage and recyclables to households within the Agricultural Land Reserve, further increasing waste diversion;
- Explore options to drive organic waste diversion to ICI customers; and
- Continue working with Surrey's customer base to reduce residual materials within the organic waste stream.

SOCIO-CULTURAL:

- The Surrey curbside organic diversion will increase the success of the future biofuel facility and involve residents in collectively contributing towards the production of renewable natural gas and nutrient rich compost;
- The continued success of the City's Rethink Waste program helps to enhance the relationship between the City and the community where we are mutually contributing towards making Surrey a world leader in sustainable waste management practices; and
- The CNG trucks that service the City's curbside waste collection program are significantly quieter and produce 90% lower air particulates than traditional diesel trucks, resulting in reduced noise and air pollution within our community.

Solid Waste Utility Overview

PERFORMANCE MEASURES

The following table identifies key performance measures that will assist the Solid Waste Utility in tracking its progress and monitoring its contribution to building a sustainable Surrey .

<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Solid Waste	Kitchen Waste Program total # of residences to date	100,000	103,300	104,500	106,000	107,500	109,000
	Solid waste diversion rate from disposal	70%*	70%*	72%*	75%*	75%*	75%

**Budget restated from previous year to meet, in advance, the Metro Vancouver Regional Waste diversion goal of 70% by 2015.*

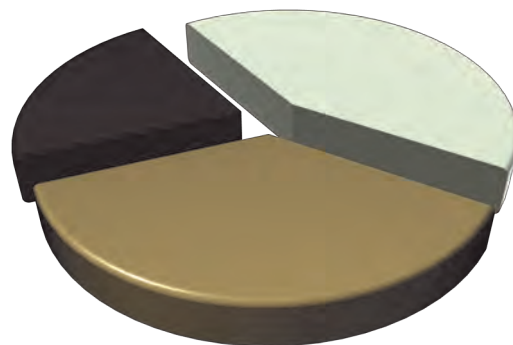


2015 – 2019 FINANCIAL PLAN

FINANCIAL SUMMARY SOLID WASTE *(in thousands)*

<u>REVENUE SUMMARY</u>	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Penalties and Interest	\$ 200	\$ 120	\$ 100	\$ 205	\$ 205	\$ 210	\$ 210	\$ 215
Departmental Revenues	31,844	35,949	33,221	39,000	40,463	42,192	43,955	45,807
	<u>\$ 32,044</u>	<u>\$ 36,069</u>	<u>\$ 33,321</u>	<u>\$ 39,205</u>	<u>\$ 40,668</u>	<u>\$ 42,402</u>	<u>\$ 44,165</u>	<u>\$ 46,022</u>
<u>EXPENDITURE SUMMARY</u>								
Departmental Expenditures	\$ 25,776	\$ 26,105	\$ 27,992	\$ 30,173	\$ 30,791	\$ 31,426	\$ 32,072	\$ 32,736
	<u>\$ 25,776</u>	<u>\$ 26,105</u>	<u>\$ 27,992</u>	<u>\$ 30,173</u>	<u>\$ 30,791</u>	<u>\$ 31,426</u>	<u>\$ 32,072</u>	<u>\$ 32,736</u>
Interest Allocated to Approp. Surplus	\$ -	\$ -	\$ 64	\$ 11	\$ 45	\$ 92	\$ 154	\$ 268
Contrib'n To General Op	2,271	1,937	3,435	1,937	1,937	1,937	1,937	1,937
Contrib'n To Capital	-	-	-	1,871	1,915	1,960	2,085	2,218
Net Tsf To/(Frm) Surp/Resrv	3,997	8,027	1,830	5,213	5,980	6,987	7,917	8,863
	<u>\$ 6,268</u>	<u>\$ 9,964</u>	<u>\$ 5,329</u>	<u>\$ 9,032</u>	<u>\$ 9,877</u>	<u>\$ 10,976</u>	<u>\$ 12,093</u>	<u>\$ 13,286</u>
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Solid Waste Expenditures



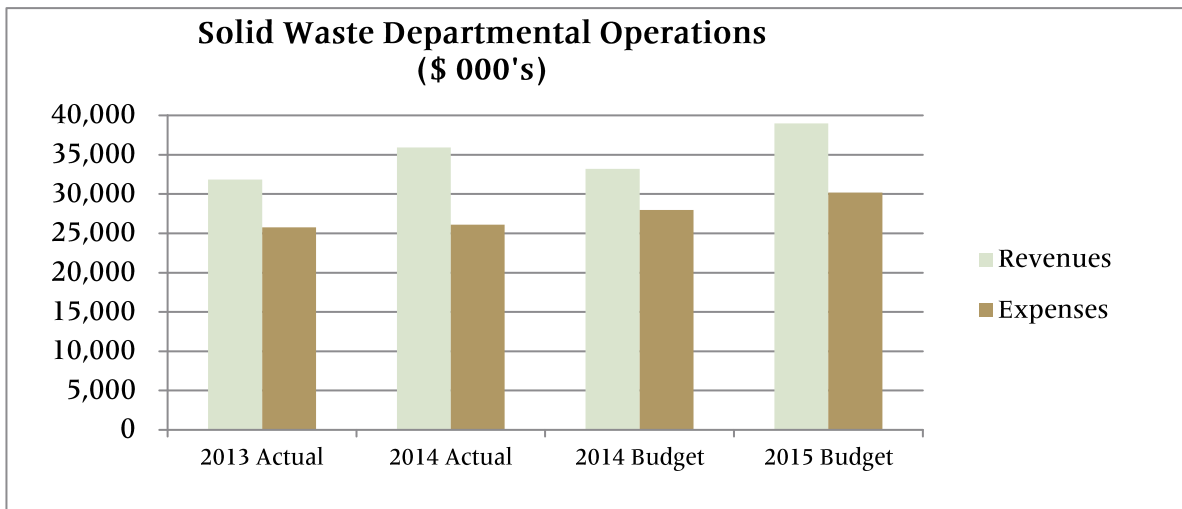
- Collection 33.7%
- Disposal 20.3%
- Solid Waste Operations 40.2%




2015 – 2019 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS SOLID WASTE *(in thousands)*

<u>DIVISION SUMMARY</u>	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Solid Waste	\$ (4,832)	\$ (8,347)	\$ (3,732)	\$ (6,956)	\$ (7,757)	\$ (8,806)	\$ (9,798)	\$ (10,853)
	<u>\$ (4,832)</u>	<u>\$ (8,347)</u>	<u>\$ (3,732)</u>	<u>\$ (6,956)</u>	<u>\$ (7,757)</u>	<u>\$ (8,806)</u>	<u>\$ (9,798)</u>	<u>\$ (10,853)</u>
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (31,844)	\$ (33,308)	\$ (33,036)	\$ (34,552)	\$ (35,926)	\$ (37,564)	\$ (39,234)	\$ (40,992)
Grants, Donations and Other	-	(2,641)	(185)	(4,448)	(4,537)	(4,628)	(4,721)	(4,815)
	<u>(31,844)</u>	<u>(35,949)</u>	<u>(33,221)</u>	<u>(39,000)</u>	<u>(40,463)</u>	<u>(42,192)</u>	<u>(43,955)</u>	<u>(45,807)</u>
Expenditures								
Operating Costs	22,780	23,015	24,161	26,407	26,949	27,506	28,073	28,655
Internal Services Used	3,134	3,200	3,926	3,862	3,939	4,018	4,098	4,181
Internal Services Recovered	(91)	(110)	(95)	(96)	(97)	(98)	(99)	(100)
External Recoveries	(47)	-	-	-	-	-	-	-
	<u>25,776</u>	<u>26,105</u>	<u>27,992</u>	<u>30,173</u>	<u>30,791</u>	<u>31,426</u>	<u>32,072</u>	<u>32,736</u>
Net Operations Total	(6,068)	(9,844)	(5,229)	(8,827)	(9,672)	(10,766)	(11,883)	(13,071)
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	1,236	1,497	1,497	1,871	1,915	1,960	2,085	2,218
	<u>1,236</u>	<u>1,497</u>	<u>1,497</u>	<u>1,871</u>	<u>1,915</u>	<u>1,960</u>	<u>2,085</u>	<u>2,218</u>
	<u>\$ (4,832)</u>	<u>\$ (8,347)</u>	<u>\$ (3,732)</u>	<u>\$ (6,956)</u>	<u>\$ (7,757)</u>	<u>\$ (8,806)</u>	<u>\$ (9,798)</u>	<u>\$ (10,853)</u>



	2015 – 2019 FINANCIAL PLAN
SIGNIFICANT CHANGES SOLID WASTE <i>(in thousands)</i>	

REVENUES			
2014 ADOPTED BUDGET		\$	33,321
Penalties and Interest on Taxes	\$ 105		105
Sales & Services			
Garbage & Recycling Levy Rates	722		
Garbage Fee Growth Increase	708		
Commodity Revenue	(177)		
Sales of Goods	78		
MMBC Revenues	4,448		
Total Change in Revenue			5,779
2015 REVENUE BUDGET		\$	39,205
EXPENDITURES			
2014 ADOPTED BUDGET		\$	33,321
Expenditures			
Garbage Collection Contract	66		
GVS&DD - Garbage Disposal	780		
Recycling Collection Contract	(549)		
Recycling Disposal	376		
Organics Waste Collection	(10)		
Organics Disposal	361		
Operating Expenses	831		
Biofuel consulting services	32		
Internal services used	(64)		
Internal services recovered	(1)		
1% Utility fee	359		2,181
Interest Allocated to Appropriated Surplus	(53)		(53)
Contribution to Capital			
South Surrey Transfer Station	673		
Utility Buildings Repayments	17		
Cart Purchase Repayments	21		711
Net Transfers			
Road Restoration	374		
Rate Stabalization	4,169		
Transfer to /from General Operating	(1,498)		3,045
Total Change in Expenditures			5,884
2015 EXPENDITURE BUDGET		\$	39,205
2015 BUDGET		\$	-

	Solid Waste Significant Changes
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REVENUES			
2015 ADOPTED BUDGET		\$	39,205
Fee Increases	\$ 6,817	<u>6,817</u>
2019 REVENUE BUDGET		\$	<u>46,022</u>
EXPENDITURES			
2015 ADOPTED BUDGET		\$	39,205
Contract increases	5,738	
Disposal fees	778	
Solid Waste Maintenance & Operations	<u>(3,953)</u>	2,563
TRANSFERS			
Contribution to Capital	347	
Road Restoration	347	
Rate Stabilization	3,474	
Interest Allocated to Appropriated Surplus	257	
Contribution to General Operating	-	
Contribution to Other Reserves	<u>(171)</u>	<u>4,254</u>
2019 EXPENDITURE BUDGET		\$	<u>46,022</u>
2019 BUDGET		\$	<u><u>-</u></u>

CITY OF SURREY

BYLAW NO. 18385

A bylaw to provide for the adoption of the Surrey 2015 – 2019
Solid Waste Operating Financial Plan.

WHEREAS pursuant to Section 165 of the "Community Charter" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by bylaw, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey ENACTS AS FOLLOWS:

1. Council authorize the following:

- (a) the proposed funding sources;
- (b) the proposed expenditures, and
- (c) the proposed transfers between funds;

as set out for each year in the planning period as shown in Schedule 1 attached hereto and forming part of this bylaw.

2. This bylaw shall be cited for all purposes as "Surrey 2015 – 2019 Solid Waste Operating Financial Plan Bylaw, 2015, No. 18385".

PASSED FIRST READING on the 12th day of January, 2015.

PASSED SECOND READING on the 12th day of January, 2015.

PASSED THIRD READING on the 12th day of January, 2015.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 2nd day of February, 2015.


MAYOR


CLERK

Solid Waste Financial Plan Bylaw, 2015, No. 18385

Bylaw 18385	CITY OF SURREY					Schedule 1
	<u>Solid Waste Operating Financial Plan</u> and establish years 2015 to 2019					
	2015	2016	2017	2018	2019	
PROPOSED FUNDING SOURCES						
Revenues from Fees & Charges						
Departmental Revenue	\$ 39,000,000	\$ 40,463,000	\$ 42,192,000	\$ 43,955,000	\$ 45,807,000	
Penalties & Interest on Taxes	205,000	205,000	210,000	210,000	215,000	
Revenues from Fees and Charges	<u>39,205,000</u>	<u>40,668,000</u>	<u>42,402,000</u>	<u>44,165,000</u>	<u>46,022,000</u>	
TOTAL FUNDING SOURCES	<u>\$ 39,205,000</u>	<u>\$ 40,668,000</u>	<u>\$ 42,402,000</u>	<u>\$ 44,165,000</u>	<u>\$ 46,022,000</u>	
PROPOSED EXPENDITURES						
Municipal Expenditures						
Solid Waste Expenditures	\$ 30,173,000	\$ 30,791,000	\$ 31,426,000	\$ 32,072,000	\$ 32,736,000	
TOTAL EXPENDITURES	<u>\$ 30,173,000</u>	<u>\$ 30,791,000</u>	<u>\$ 31,426,000</u>	<u>\$ 32,072,000</u>	<u>\$ 32,736,000</u>	
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	\$ 7,150,000	\$ 7,917,000	\$ 8,924,000	\$ 9,854,000	\$ 10,800,000	
Transfers (from)/to Appropriated Surplus	11,000	45,000	92,000	154,000	268,000	
Transfers (from)/to Capital	1,871,000	1,915,000	1,960,000	2,085,000	2,218,000	
TOTAL TRANSFERS BETWEEN FUNDS	<u>\$ 9,032,000</u>	<u>\$ 9,877,000</u>	<u>\$ 10,976,000</u>	<u>\$ 12,093,000</u>	<u>\$ 13,286,000</u>	
BALANCED BUDGET	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	



Surrey City Energy supplies buildings with heat and hot water through its district energy system

MISSION STATEMENT

To support the building of a Healthy, Sustainable Community through the efficient use of energy, conservation of energy and the implementation of renewable energy technologies.

KEY PROGRAMS & SERVICES

Surrey City Energy's primary responsibility is to provide the planning, development and operation of community energy systems that will provide thermal energy to new and existing developments throughout the City Centre area.

Surrey City Energy is focused on developing a thermal energy grid in City Centre, consisting of buried pre-insulated steel pipes that will distribute heat in the form of hot water to buildings for use in space heating and domestic hot water. Small scale energy plants will be strategically located to serve early customers in several different locations. As these systems grow over time, they will inter-connect and form one large integrated system. At first, the individual systems will rely primarily on high-efficiency natural gas boilers; however, once the integrated system reaches a larger size, efficiencies of scale will provide the opportunity to introduce various renewable energy supply alternatives, such as biomass, waste heat recovery and solar thermal energy.

Surrey City Energy will be recovering all costs from future energy rates. Rates will be adjusted from time to time, but will generally not exceed the rates charged by BC Hydro. By consuming significantly less electricity and natural gas, as compared to the conventional alternatives, Surrey City Energy will be able to insulate its customers from the expected future increases in the cost of these commodities, in addition to reducing community carbon emissions from buildings.

2014 ACCOMPLISHMENTS

ECONOMIC:

- Initiated the development of and subsequently established a District Energy Expert External Rate-Review Panel;
- Received endorsement of the long-term financial plan, rate structure and the resulting rates for Surrey City Energy by the District Energy Expert External Rate-Review Panel;
- Initiated construction of the first district energy piping and thermal energy centre infrastructure in City Centre; and
- Initiated the recruitment of an Executive Industrial Research Chair in Energy Systems for Smart Cities, in partnership with Simon Fraser University and Powertech.

ENVIRONMENTAL:

- Developed a detailed utility capital expansion plan which incorporates biomass from clean waste wood as well as renewable natural gas from the City's future Biofuels Processing Facility as significant sources of energy supply for the District Energy system. This will ultimately reduce annual GHG emissions by approximately 64% as compared to the conventional alternative;
- Explored opportunities to utilize renewable natural gas from the City's future Biofuels Processing Facility as a fuel source for the district energy system; and
- Commenced design of the Quibble Creek district energy plant that will seek to enhance the Quibble Creek riparian area.

SOCIO-CULTURAL:

- Initiated the preliminary site design with the Parks, Recreation and Culture Department of a district energy thermal energy centre on existing City parkland;
- Continued to work with the development community to assist in new development projects meeting compliance with the District Energy System By-law; and
- Established an external advisory group of developers with active projects in City Centre to collaboratively address issues and concerns with the implementation of the district energy utility.

FUTURE INITIATIVES

ECONOMIC:

- Review and subsequently implement the Engineering Departments Asset Management Plan;
- Initiate an update of the Engineering Department's 10-Year Servicing Plan that incorporates the recommendations from the Asset Management Plan, Climate Adaptation Strategy and supports the vision of the Official Community Plan;
- Design and build new District Energy infrastructure to serve new development in the Surrey Central, King George and Gateway areas, including distribution piping, energy centres and energy transfer stations within the buildings;
- Update the utility financial model with actuals from the first year of operation and refined capital and operating cost estimates for future years; and
- Provide progress report and updated financial plan for the second year of the External Rate Review Panel process.

ENVIRONMENTAL:

- Work with the Sustainability Office and the Planning and Development Department to complete the development of a bonus density policy for building energy efficiency as part of the Stage 2 West Clayton Neighbourhood Concept Plan.


SOCIO-CULTURAL:

- Commence operation to provide service to Surrey City Energy’s first customer;
- Work with Planning & Development Department and the Parks, Recreation and Culture Department to complete Stage 2 of the City Centre Neighbourhood Concept Plan;
- Work with the Operations Division to initiate development of a response and recovery plan in consultation with the Surrey Fire Service;
- Work with the Parks, Recreation and Culture Department to improve the aesthetics of the existing temporary district energy thermal energy centre on existing City parkland; and
- Work with the Planning & Development Department to develop strategies that support the growth of community energy systems in all parts of the City.

PERFORMANCE MEASURES

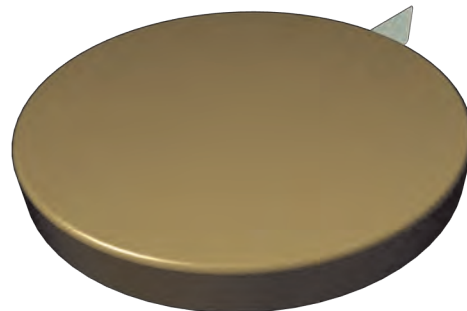
The following table identifies key performance measures that will assist the utility in tracking its progress and monitoring its contribution to building a sustainable Surrey. The performance measures chosen are strongly influenced by the state of the real estate market as growth of the utility will occur in step with new high-density development. District energy must be viewed as a long-term investment and it is difficult to evaluate its performance over a 5 year time-frame. The table below includes the projected performance of the City Centre District Energy System.

<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Surrey City Energy Utility	Connected Floor Area (m ²)	N/A	37,625	79,532	218,130	377,154	454,424

	2015 – 2019 FINANCIAL PLAN
FINANCIAL SUMMARY SURREY CITY ENERGY <i>(in thousands)</i>	

REVENUE SUMMARY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Taxation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Income	-	-	-	-	-	-	-	-
Penalties and Interest	-	-	-	-	-	-	-	-
Departmental Revenues	8	104	-	121	488	1,962	4,230	5,262
	\$ 8	\$ 104	\$ -	\$ 121	\$ 488	\$ 1,962	\$ 4,230	\$ 5,262
EXPENDITURE SUMMARY								
Departmental Expenditures	\$ 420	\$ 284	\$ 425	\$ 590	\$ 1,075	\$ 2,134	\$ 3,452	\$ 3,981
	\$ 420	\$ 284	\$ 425	\$ 590	\$ 1,075	\$ 2,134	\$ 3,452	\$ 3,981
Interest Alloc'd to Approp. Surp	\$ -	\$ -	\$ 77	\$ (26)	\$ 48	\$ 290	\$ 578	\$ 712
Contrib'n to General Operating	-	26	26	26	31	46	68	80
Contrib'n to Capital	116	1,757	-	-	-	-	-	-
Net Tsf To/(Frm) Surp/Resrv	(528)	(1,963)	(528)	(469)	(666)	(508)	132	489
	\$ (412)	\$ (180)	\$ (425)	\$ (469)	\$ (587)	\$ (172)	\$ 778	\$ 1,281
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Surrey City Energy Fund Expenditures

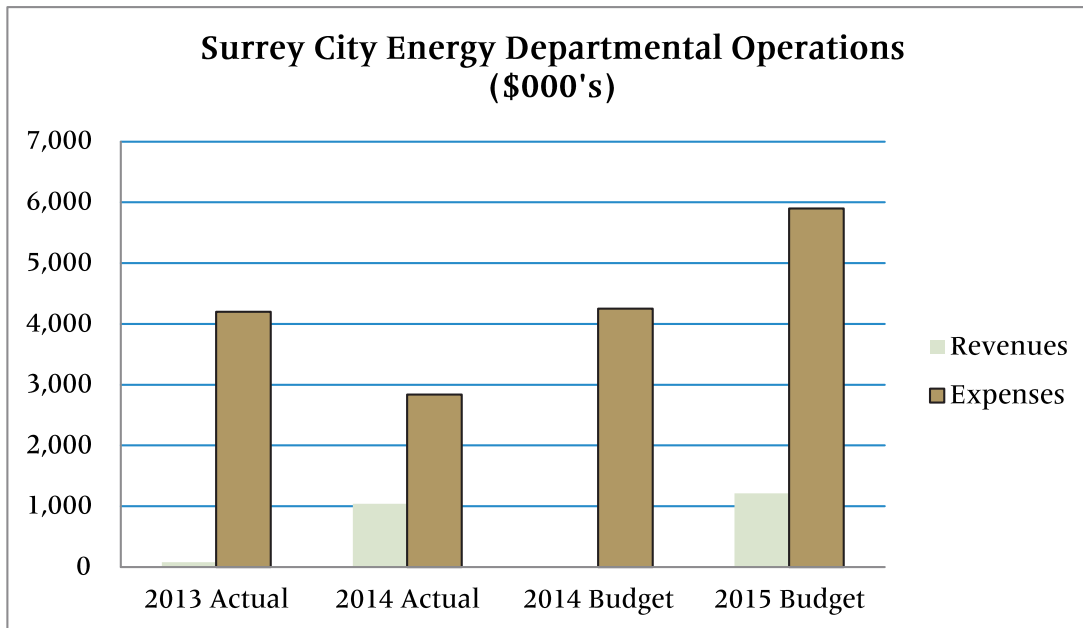



- Surrey City Energy Operations 100%
- Capital 0%



2015 – 2019 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
SURREY CITY ENERGY
(in thousands)

<u>PROGRAM SUMMARY</u>	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Energy	\$ 412	\$ 180	\$ 425	\$ 469	\$ 587	\$ 172	\$ (778)	\$ (1,281)
	\$ 412	\$ 180	\$ 425	\$ 469	\$ 587	\$ 172	\$ (778)	\$ (1,281)
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (8)	\$ (104)	\$ -	\$ (121)	\$ (488)	\$ (1,962)	\$ (4,230)	\$ (5,262)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(8)	(104)	-	(121)	(488)	(1,962)	(4,230)	(5,262)
Expenditures								
Salaries and Benefits	288	332	339	357	364	371	378	386
Operating Costs	125	126	86	233	711	1,763	3,074	3,595
Internal Services Used	304	173	-	-	-	-	-	-
Internal Services Recovered	(287)	(347)	-	-	-	-	-	-
External Recoveries	(10)	-	-	-	-	-	-	-
	420	284	425	590	1,075	2,134	3,452	3,981
Net Operations Total	412	180	425	469	587	172	(778)	(1,281)
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	\$ 412	\$ 180	\$ 425	\$ 469	\$ 587	\$ 172	\$ (778)	\$ (1,281)



	2015 – 2019 FINANCIAL PLAN
	SIGNIFICANT CHANGES SURREY CITY ENERGY <i>(in thousands)</i>

REVENUES			
2014 ADOPTED BUDGET		\$	-
Sales and Services			
Growth	\$ 121		
Connection Fees/Special Reads	-	121	121
Total Change in Revenue			<u>121</u>
2015 REVENUE BUDGET		\$	<u>121</u>
EXPENDITURES			
2014 ADOPTED BUDGET		\$	-
Expenditures			
Economic Increase	18		
Increase in Service Levels	147	165	165
Interest Allocated to Appropriated Surplus	(103)	(103)	(103)
Net Transfers			
Transfer to /from General Operating	59	59	59
Total Change in Expenditures			<u>121</u>
2015 EXPENDITURE BUDGET		\$	<u>121</u>
2015 BUDGET		\$	<u>-</u>

Surrey City Energy Significant Changes

REVENUES			
2015 ADOPTED BUDGET			\$ 121
Increase Due to Rate and Growth	<u>\$ 5,141</u>	<u>5,141</u>
2019 REVENUE BUDGET			<u>\$ 5,262</u>
EXPENDITURES			
2015 ADOPTED BUDGET			\$ 121
Increase to Maintenance & Operations	<u>3,391</u>	<u>3,391</u>
TRANSFERS			
Transfer to Reserves	<u>1,750</u>	<u>1,750</u>
2019 EXPENDITURE BUDGET			<u>\$ 5,262</u>
2019 BUDGET			<u>\$ -</u>



2015 – 2019 FINANCIAL PLAN

DISTRICT ENERGY FINANCIAL PLAN BYLAW, 2015, NO. 18387

CITY OF SURREY

BYLAW NO. 18387

A bylaw to provide for the adoption of the Surrey 2015 – 2019
District Energy Operating Financial Plan.

WHEREAS pursuant to Section 165 of the "Community Charter" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by bylaw, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey ENACTS AS FOLLOWS:

1. Council authorize the following:

- (a) the proposed funding sources;
- (b) the proposed expenditures, and
- (c) the proposed transfers between funds;

as set out for each year in the planning period as shown in Schedule 1 attached hereto and forming part of this bylaw.


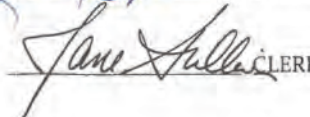
2. This bylaw shall be cited for all purposes as "Surrey 2015 – 2019 District Energy Operating Financial Plan Bylaw, 2015, No. 18387".

PASSED FIRST READING on the 12th day of January, 2015.

PASSED SECOND READING on the 12th day of January, 2015.

PASSED THIRD READING on the 12th day of January, 2015.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 2nd day of February, 2015.


MAYOR

CLERK

District Energy Financial Plan Bylaw, 2015, No. 18387

Bylaw 18387	CITY OF SURREY					Schedule 1
	<u>District Energy Operating Financial Plan</u> and establish years 2015 to 2019					
	2015	2016	2017	2018	2019	
PROPOSED FUNDING SOURCES						
Revenues from Fees & Charges Departmental Revenue	\$ 121,000	\$ 488,000	\$ 1,962,000	\$ 4,230,000	\$ 5,262,000	
TOTAL FUNDING SOURCES	<u>\$ 121,000</u>	<u>\$ 488,000</u>	<u>\$ 1,962,000</u>	<u>\$ 4,230,000</u>	<u>\$ 5,262,000</u>	
PROPOSED EXPENDITURES						
Municipal Expenditures Engineering Services	\$ 590,000	\$ 1,075,000	\$ 2,134,000	\$ 3,452,000	\$ 3,981,000	
TOTAL EXPENDITURES	<u>\$ 590,000</u>	<u>\$ 1,075,000</u>	<u>\$ 2,134,000</u>	<u>\$ 3,452,000</u>	<u>\$ 3,981,000</u>	
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	\$ (443,000)	\$ (635,000)	\$ (462,000)	\$ 200,000	\$ 569,000	
Transfers (from)/to Appropriated Surplus	(26,000)	48,000	290,000	578,000	712,000	
Transfers (from)/to Capital	-	-	-	-	-	
TOTAL TRANSFERS BETWEEN FUNDS	<u>\$ (469,000)</u>	<u>\$ (587,000)</u>	<u>\$ (172,000)</u>	<u>\$ 778,000</u>	<u>\$ 1,281,000</u>	
BALANCED BUDGET	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	



Headwall Replacement along the Cloverdale Canal

MISSION STATEMENT

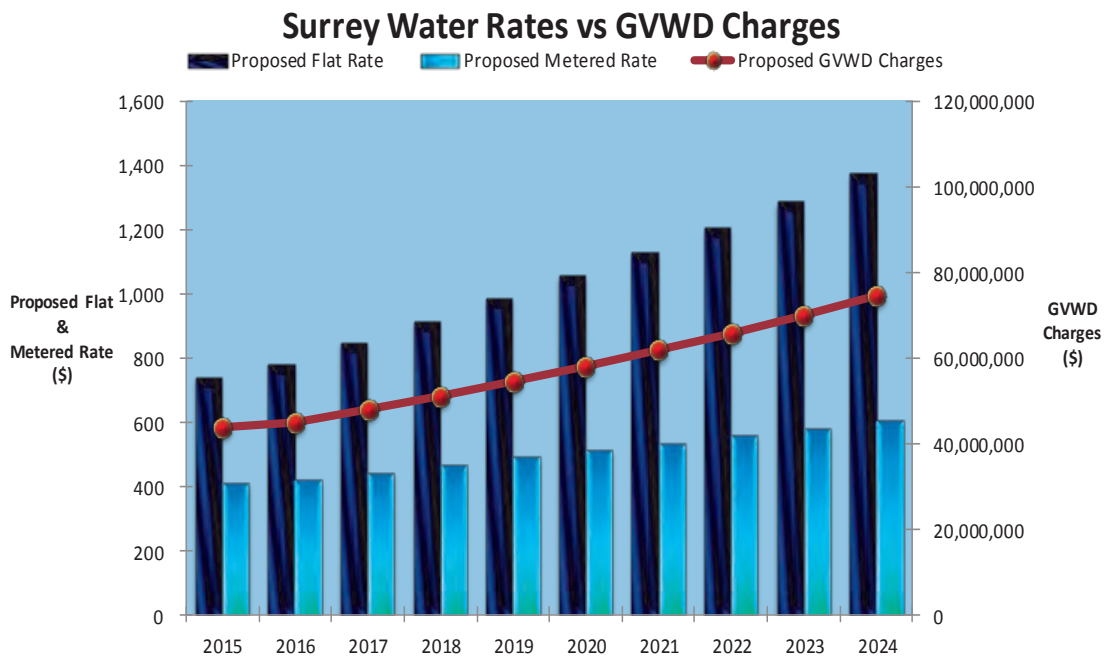
To provide clean and safe drinking water to support the building of a Healthy, Sustainable Community.

KEY PROGRAMS & SERVICES

The Water Utility’s primary responsibility, in partnership with the Operations Division and Metro Vancouver, is to supply clean, safe drinking water to the residences and businesses of Surrey. The Water Utility provides safe and clean drinking water to properties and over 475,000 residents through a 1,800 km distribution network, nine pump stations, and 150 pressure reducing stations. Over 98% of Surrey’s residents obtain their drinking water from the City’s Water System.

The rate charged by the Greater Vancouver Water District (GVWD) for water is projected to increase significantly over the next 10 years, as shown in the chart below. It is expected that Surrey’s proposed meter rate increase would be similar to that of GVWD’s bulk water rate increase. The flat rate would reflect the average consumption of unmetered single family homes and is expected to increase in similar pace as the metered rate.

The Utility also plans, designs, constructs and replaces the infrastructure required to deliver water to the City, administers water metering and the Save H2O program, audits water loss, and administers cross connection control.



2014 ACCOMPLISHMENTS

ECONOMIC:

- Replacement of water infrastructure including water mains, pump stations, pressure reducing stations, air valves; and
- Completed an assessment of unaccounted for water in the water network.

ENVIRONMENTAL:

- Confirmed compliance of Surrey’s drinking water with Canadian Drinking Water Standards with the testing of over 2,500 samples.

SOCIO-CULTURAL:

- Initiated various Local Area Services to provide water infrastructure to areas that are currently serviced by water wells;
- Complete the 8th year of the Operation Save H2O Program; and
- Completed the transition to an online system for the annual testing of all backflow prevention devices.

FUTURE INITIATIVES

ECONOMIC:

- Develop a plan to review opportunities to utilize groundwater to supplement the City’s existing water supply and as an emergency supply;
- Develop a plan for the implementation of advanced water metering infrastructure in an effort to provide customers the opportunity to view their usage in real time;
- Initiate a phased program of cross connection control surveys on private properties to identify any cross connection control deficiencies;
- Review and subsequently implement the Engineering Departments Asset Management Plan;
- Initiate an update of the Engineering Department’s 10-Year Servicing Plan that incorporates the recommendations from the Asset Management Plan, Climate Adaptation Strategy and supports the vision of the Official Community Plan; and
- Prepare a new development cost charge by-law to support the financial requirements for the growth identified in the update of the Engineering Department’s 10-Year Servicing Plan.

ENVIRONMENTAL:

- Initiate a water quality monitoring plan to improve water quality at dead ends; and
- Develop a Policy for the provision of watermains within the Agricultural Land Reserve.

SOCIO-CULTURAL:

- Work with the Operations Division to review and update the Water Continuity Plan;
- Work with the Planning & Development Department and the Parks, Recreation and Culture Department to complete Stage 2 of the City Centre Neighbourhood Concept Plan;
- Work with the Planning & Development Department and the Parks, Recreation and Culture Department to complete Stage 2 of the West Clayton Neighbourhood Concept Plan;
- Work with the Planning & Development Department and the Parks, Recreation and Culture Department to initiate Stage 2 of the Redwood Heights (Grandview Heights Area #4) Neighbourhood Concept Plan;
- Participate in the development of regional water resource recovery plans through the Water Sub-Committees of the Regional Engineers Advisory Committee; and
- Explore how we can improve the number of volunteers for a water meter, especially within the seniors community.

PERFORMANCE MEASURES

The following table identifies key performance measures that will assist the Water Utility in tracking its progress and monitoring its contribution to building a sustainable Surrey.

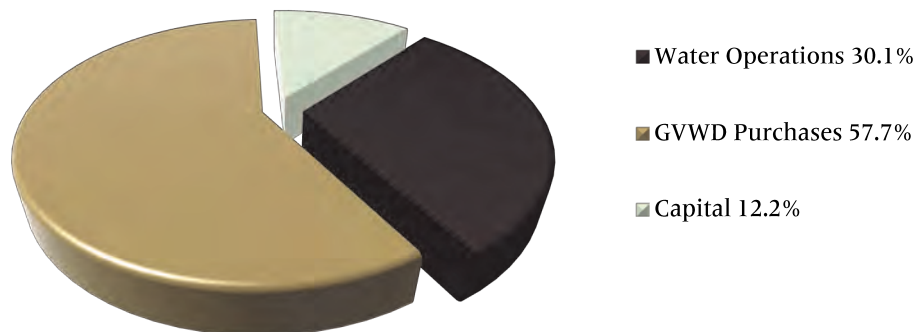
<i>Division</i>	<i>Performance Measures</i>	<i>2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>	<i>Budget 2018</i>	<i>Budget 2019</i>
Water Utility	% of single family homes on water meters	63% [Budget 60%]	68%	70%	73%	74%	75%
	Average winter residential water consumption (litres per capita per day)	284 [Budget 297]	288	286	284	282	280

2015 – 2019 FINANCIAL PLAN

FINANCIAL SUMMARY WATER (in thousands)

	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
REVENUE SUMMARY								
Taxation	\$ 349	\$ 190	\$ 125	\$ 119	\$ 103	\$ 77	\$ 84	\$ 63
	349	190	125	119	103	77	84	63
Investment Income	1,357	1,083	1,157	1,006	909	837	758	710
Penalties and Interest	592	632	642	657	712	771	835	896
	1,949	1,715	1,799	1,663	1,621	1,608	1,593	1,606
Departmental Revenues	61,204	64,990	64,951	66,410	71,946	77,897	84,282	90,446
	\$ 63,502	\$ 66,895	\$ 66,875	\$ 68,192	\$ 73,670	\$ 79,582	\$ 85,959	\$ 92,115
EXPENDITURE SUMMARY								
Departmental Expenditures	\$ 53,219	\$ 54,852	\$ 60,776	\$ 61,999	\$ 65,410	\$ 69,058	\$ 72,938	\$ 77,058
	\$ 53,219	\$ 54,852	\$ 60,776	\$ 61,999	\$ 65,410	\$ 69,058	\$ 72,938	\$ 77,058
Interest Alloc'd to Approp. Surp	\$ 553	\$ 434	\$ 512	\$ 333	\$ 236	\$ 164	\$ 85	\$ 38
Contrib'n to General Operating	1,969	3,822	3,722	4,233	4,237	4,227	4,202	4,160
Contrib'n to Capital	12,192	6,972	8,481	8,635	8,634	11,455	11,470	11,486
Net Tsf To/(Frm) Surp/Resrv	(4,431)	815	(6,616)	(7,008)	(4,847)	(5,322)	(2,736)	(627)
	\$ 10,283	\$ 12,043	\$ 6,099	\$ 6,193	\$ 8,260	\$ 10,524	\$ 13,021	\$ 15,057
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Water Fund Expenditures





2015 – 2019 FINANCIAL PLAN

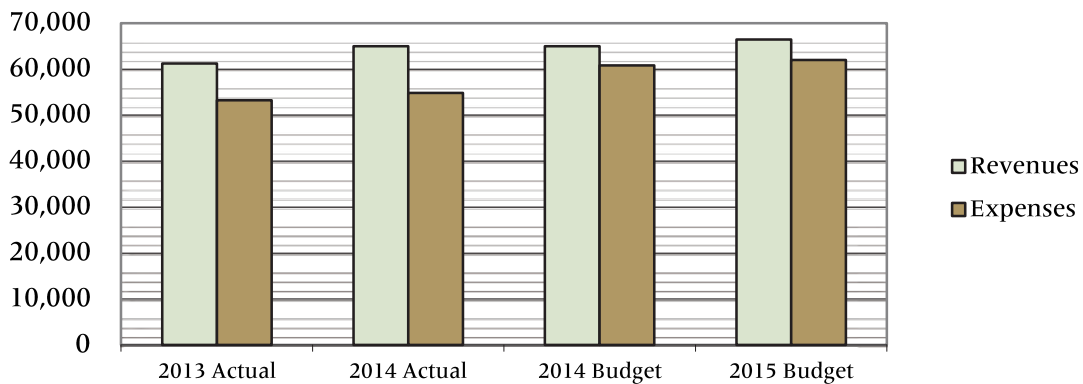
DEPARTMENTAL OPERATIONS

WATER

(in thousands)

PROGRAM SUMMARY	2013 ACTUAL	2014 ACTUAL	2014 BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN
Water	\$ (7,735)	\$ (9,838)	\$ (3,875)	\$ (4,111)	\$ (6,236)	\$ (8,539)	\$ (11,044)	\$ (13,088)
	<u>\$ (7,735)</u>	<u>\$ (9,838)</u>	<u>\$ (3,875)</u>	<u>\$ (4,111)</u>	<u>\$ (6,236)</u>	<u>\$ (8,539)</u>	<u>\$ (11,044)</u>	<u>\$ (13,088)</u>
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (61,204)	\$ (64,990)	\$ (64,951)	\$ (66,410)	\$ (71,946)	\$ (77,897)	\$ (84,282)	\$ (90,446)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(61,204)</u>	<u>(64,990)</u>	<u>(64,951)</u>	<u>(66,410)</u>	<u>(71,946)</u>	<u>(77,897)</u>	<u>(84,282)</u>	<u>(90,446)</u>
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	46,483	49,284	50,098	54,772	57,942	61,336	64,946	68,786
Internal Services Used	8,580	7,351	11,701	8,277	8,553	8,844	9,154	9,474
Internal Services Recovered	(522)	(537)	(887)	(550)	(568)	(587)	(608)	(629)
External Recoveries	(1,322)	(1,246)	(136)	(500)	(517)	(535)	(554)	(573)
	<u>53,219</u>	<u>54,852</u>	<u>60,776</u>	<u>61,999</u>	<u>65,410</u>	<u>69,058</u>	<u>72,938</u>	<u>77,058</u>
Net Operations Total	(7,985)	(10,138)	(4,175)	(4,411)	(6,536)	(8,839)	(11,344)	(13,388)
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	250	300	300	300	300	300	300	300
	<u>250</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>
	<u>\$ (7,735)</u>	<u>\$ (9,838)</u>	<u>\$ (3,875)</u>	<u>\$ (4,111)</u>	<u>\$ (6,236)</u>	<u>\$ (8,539)</u>	<u>\$ (11,044)</u>	<u>\$ (13,088)</u>

Water Departmental Operations
(\$ 000's)





2015 – 2019 FINANCIAL PLAN

SIGNIFICANT CHANGES WATER *(in thousands)*

REVENUES			
2014 ADOPTED BUDGET		\$	66,875
Taxation			
Local Improvement	\$ (6)		(6)
Investment Income	(151)		(151)
Penalties and Interest on Taxes	15		15
Sales & Services			
Rate Change	2,648		
Growth	(1,129)		
Conversions	(72)		
Connection Fees/Special Reads	12		1,459
Total Change in Revenue			1,317
2015 REVENUE BUDGET		\$	68,192
EXPENDITURES			
2014 ADOPTED BUDGET		\$	66,875
Expenditures			
Inventory Increase	\$ 82		
Increase in Non-Capital Items from 10Yr plan	(37)		
Increase in Utility Fee	73		
Increase in GVWD Water Costs	1,106		1,223
Interest Allocated to Appropriated Surplus	(179)		(179)
Contribution to Capital			
Non-Growth	55		
DCC Contributions	20		
Transfer to Roads Capital	79		154
Net Transfers			
Contribution to Operating Fund	511		
Utility Building	17		
Transfer to Roads	(248)		
Increase Funding from Rates Reserve	(161)		119
Total Change in Expenditures			1,317
2015 EXPENDITURE BUDGET		\$	68,192
2015 BUDGET		\$	-

	Water Significant Changes
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REVENUES		
2015 ADOPTED BUDGET		\$ 68,192
Rate Change	16,072	
Growth	7,964	
Penalties and Interest on Taxes	<u>\$ (113)</u>	23,923
2019 REVENUE BUDGET		<u>\$ 92,115</u>
EXPENDITURES		
2015 ADOPTED BUDGET		\$ 68,192
Utility Fees	343	
Increase in GVWD Costs	13,026	
Increase in Maintenance & Operations Costs	<u>1,690</u>	15,059
TRANSFERS		
Contribution to Operating Fund	(73)	
Contribution to Capital	2,851	
Interest to Appropriate Surplus	(295)	
Infrastructure Replacement Program	6,329	
	<u>-</u>	<u>8,864</u>
2019 EXPENDITURE BUDGET		<u>\$ 92,115</u>
2019 BUDGET		<u>\$ -</u>



2015 – 2019 FINANCIAL PLAN

WATER FINANCIAL PLAN BYLAW, 2015, NO. 18386

CITY OF SURREY

BYLAW NO. 18386

A bylaw to provide for the adoption of the Surrey 2015 – 2019
Water Operating Financial Plan.

WHEREAS pursuant to Section 165 of the "*Community Charter*" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by bylaw, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey ENACTS AS FOLLOWS:

1. Council authorize the following:

- (a) the proposed funding sources;
- (b) the proposed expenditures, and
- (c) the proposed transfers between funds;

as set out for each year in the planning period as shown in Schedule 1 attached hereto and forming part of this bylaw.

2. This bylaw shall be cited for all purposes as "Surrey 2015 – 2019 Water Operating Financial Plan Bylaw, 2015, No. 18386".

PASSED FIRST READING on the 12th day of January, 2015.

PASSED SECOND READING on the 12th day of January, 2015.

PASSED THIRD READING on the 12th day of January, 2015.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 2nd day of February, 2015.


MAYOR


CLERK

Water Financial Plan Bylaw, 2015, No. 18386

Bylaw 18386	CITY OF SURREY					Schedule 1
	<u>Water Operating Financial Plan</u> and establish years 2015 to 2019					
	2015	2016	2017	2018	2019	
PROPOSED FUNDING SOURCES						
Revenues from Property Value Taxes						
Special Assessment	\$ 119,000	\$ 103,000	\$ 77,000	\$ 84,000	\$ 63,000	
Revenues from Fees & Charges						
Departmental Revenue	66,410,000	71,946,000	77,897,000	84,282,000	90,446,000	
Penalties & Interest on Taxes	657,000	712,000	771,000	835,000	896,000	
Revenues from Fees and Charges	<u>67,067,000</u>	<u>72,658,000</u>	<u>78,668,000</u>	<u>85,117,000</u>	<u>91,342,000</u>	
Revenues from Other Sources						
Investment Income	1,006,000	909,000	837,000	758,000	710,000	
TOTAL FUNDING SOURCES	<u>\$ 68,192,000</u>	<u>\$ 73,670,000</u>	<u>\$ 79,582,000</u>	<u>\$ 85,959,000</u>	<u>\$ 92,115,000</u>	
PROPOSED EXPENDITURES						
Water Expenditures	\$ 61,999,000	\$ 65,410,000	\$ 69,058,000	\$ 72,938,000	\$ 77,058,000	
TOTAL EXPENDITURES	<u>\$ 61,999,000</u>	<u>\$ 65,410,000</u>	<u>\$ 69,058,000</u>	<u>\$ 72,938,000</u>	<u>\$ 77,058,000</u>	
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	\$ (2,775,000)	\$ (610,000)	\$ (1,095,000)	\$ 1,466,000	\$ 3,533,000	
Transfers from/(to) Appropriated Surplus	333,000	236,000	164,000	85,000	38,000	
Transfers (from)/to Capital	8,635,000	8,634,000	11,455,000	11,470,000	11,486,000	
TOTAL TRANSFERS BETWEEN FUNDS	<u>\$ 6,193,000</u>	<u>\$ 8,260,000</u>	<u>\$ 10,524,000</u>	<u>\$ 13,021,000</u>	<u>\$ 15,057,000</u>	
BALANCED BUDGET	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	

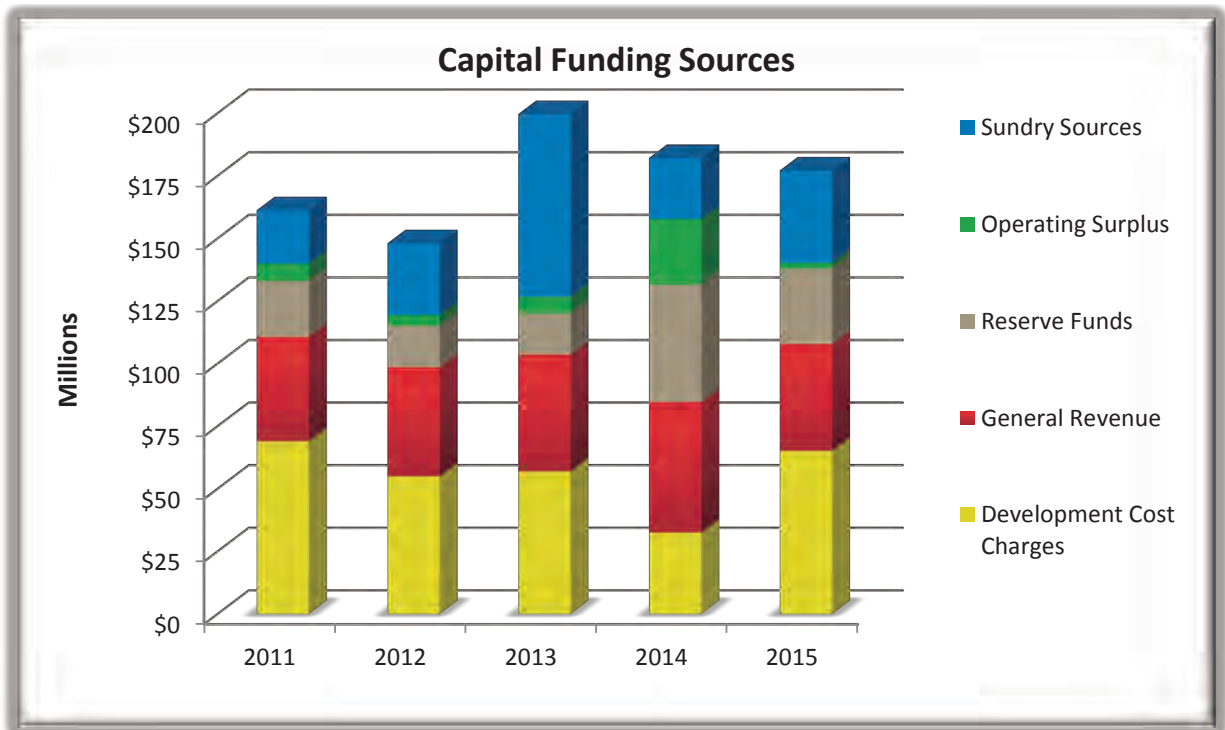
The Capital Financial Plan allocates available financial resources to proposed investments in capital.

Because Surrey is a growing city, its capital requirements are significant. Each year, the City builds and acquires assets such as roads, parks and equipment. The City also makes upgrades to existing infrastructure and replaces obsolete or worn-out components.

Capital projects compete for limited financial resources. To maximize these resources, Council uses a Capital Planning Process and a Capital Ranking Model. Council has also adopted a Five Year Operating Model and Capital Financial Planning Model. The process and models are described in the Capital Planning Process section that follows.

CAPITAL FUNDING CONTRIBUTIONS

Capital expenditures have many different funding sources. The following graph shows the mix of funding sources used over the last five years to fund the City of Surrey’s capital program:



NON-DISCRETIONARY CONTRIBUTIONS

Non-discretionary contributions to the capital program include those statutory reserve funds that are restrictive in their intended use. These include the following:

DEVELOPMENT COST CHARGE (SECTION 933 OF THE LOCAL GOVERNMENT ACT) / NCP CONTRIBUTIONS

The City requires developers to contribute to its future growth. They must pay Development Cost Charges (DCC) in order to develop land. In some instances, they are also required to contribute to Neighbourhood Concept Plans (NCP). When the City collects these contributions, it deposits them into a statutory reserve fund until the money can be spent. Contributions collected in a given year can be included as a funding source in the next year’s Capital Financial Plan. Each contribution can only be used for the purpose for which it was collected. For instance, Water DCC’s can only be spent on a growth-related water project.

CASH-IN-LIEU OF PARKLAND (SECTION 936 OF THE LOCAL GOVERNMENT ACT)

Development applicants must contribute either a portion of their land or a cash equivalent. When the City collects cash-in-lieu, it deposits the funds in a statutory reserve fund and may only use it to purchase parkland. Contributions collected in a given year can be included as funding sources in the next year’s Capital Financial Plan.

DISCRETIONARY CONTRIBUTIONS

Discretionary contributions include appropriations of operating surplus, contributions from operating financial plans, or less restrictive statutory reserve funds.

OPERATING APPROPRIATED SURPLUS

Non-statutory reserves within operating funds are appropriations of surplus or unappropriated surplus revenues which City Council can, by simple majority vote, use for any capital or operating purpose.

Examples of these appropriations include the following:

- Operating Contingency;
- Innovation Fund; and
- Utility Rate Stabilization Reserve.

OTHER STATUTORY RESERVE FUNDS

The Community Charter allows for the establishment of less restrictive statutory reserve funds. Two examples of these types of reserve funds are the City Land Reserve and the Vehicles and Equipment Replacement Reserve. Legislation requires that proceeds from the sale of parkland be deposited into a statutory reserve fund and can only be used to purchase parkland. All other proceeds from land sales are deposited into the Municipal Land Reserve as per by-law number 6474. Once the funds have been deposited, they may be used without restriction as long as the planned expenditures are authorized by Council and meet with the intended purpose set out in the by-law. The City is also permitted to appropriate, from general operating funds, to a Capital Works Reserve Fund for the purpose of replacing machinery and equipment to maintain City property.

OTHER CONTRIBUTIONS

Other contributions in nature are usually from sources external to the City, and therefore, they also include external borrowing.

EXTERNAL SOURCES

External or sundry funding sources are contributions to capital projects from individuals or external organizations, including senior governments. These contributions vary from year to year in accordance with changes in government grant programs and opportunities for private sector partnerships. Some projects are dependent on these contributions to proceed.

BORROWING

Long-term borrowing limits for municipalities within the Province of BC are determined by the criteria established under Section 174 of the Community Charter ([SBC 2003] Chapter 26). These borrowing limits are based on a municipality's ability to service their debt. Debt servicing limits are based on 25% of the following:

- The annual revenue for the previous year; less
- The annual debt servicing costs including contingent liabilities.

The City of Surrey's gross borrowing capacity is \$1.37 billion. Outstanding external long-term capital borrowing at December 31, 2014 is \$201,434,538. The City's cash re-payments of loan principal are held in a sinking fund administered by the Municipal Finance Authority of British Columbia (MFABC). The sinking fund earns interest through an investment program managed by MFABC. In addition to the cash re-payments, the earnings on the sinking fund are also applied as a reduction to the outstanding loan balance.

Cash principal payments and budgeted actuarial earnings over the next five years (2015-2019) will be \$23,411,622 and \$4,310,974, respectively.

Section 177 of the Community Charter allows municipalities to undertake short-term (up to five years) borrowing to pay for capital projects. Total short-term debt outstanding must not exceed \$50 multiplied by the municipal population, as certified by the Minister of Community, Sport and Cultural Development. The City's short-term capital borrowing capacity for 2015 is \$23.4 million.

Section 177 of the Community Charter also allows municipalities to borrow money to pay for their current expenditures. Temporary borrowing must not exceed total unpaid taxes levied during the current year. Surrey's temporary borrowing capacity for 2015 is approximately \$605 million. The City's authorized temporary borrowing limit for 2015 is \$20 million.

The City uses several approaches to finance capital works: "pay as you go", internal loans, and external debt.

Surrey continues to use a "pay as you go" approach to finance a majority of its capital works projects. The "pay as you go" approach employed by Surrey has two significant benefits, namely it:

- Preserves flexibility for the City by allowing it to avoid fixed debt costs and interest charges; and
- Is particularly appropriate in a growing municipality where development can be funded through developer contributions and an increased tax base.

The City has undertaken a significant capital program to meet the needs of our growing community. In order to fund the capital projects under this program, the City has borrowed both internally and externally.

CAPITAL EXPENDITURES

The capital program includes statutory and asset maintenance as well as new projects.

STATUTORY AND ASSET MAINTENANCE

Statutory and asset maintenance constitute the largest part of the capital program. They are the 'base' expenditures required to preserve previous investments, replace old or worn-out assets, and service growth.

These expenditures are funded by ongoing capital sources such as:

- Contributions from operating revenue;
- DCCs; and
- Sundry sources.

These funding sources, although not guaranteed, are stable and can be relied upon as long as the City grows.

PRESERVATION OF PREVIOUS INVESTMENTS IN CAPITAL

Aging capital assets require more maintenance and upkeep. Major maintenance is designed to restore assets to the state they were in when the original investment was made. The need to maintain assets often receives less attention than the need for new facilities, which is understandable where the need to “re-invest” in existing infrastructure is virtually invisible to the taxpayer. However, timely maintenance work is important. Consider, for example, the City’s extensive network of roads. Timely road repaving allows the City to avoid large scale rehabilitation work. Not repaving merely defers an even larger fiscal problem to future years. Contributions from operating are normally required to pay for this maintenance work.

REPLACEMENT OF WORN-OUT OR OBSOLETE ASSETS

The City can save costs in the long run by replacing aged assets instead of repairing or maintaining them, as newer assets are often more technologically-advanced and energy efficient. Statutory Reserve Funds are used to pay for the replacement of worn-out or obsolete assets. They are established and replenished by transferring funds from general revenue. When management decides an asset needs to be replaced, it seeks budget authority through the current year's budget process.

MEETING THE DEMANDS OF GROWTH

Each year the City’s population increases as more people choose to call Surrey their home. This increase results in heightened demand on the City’s financial resources to pay for facilities and other capital infrastructure that meets the City’s standards and is acceptable to residents.

NEW PROJECTS

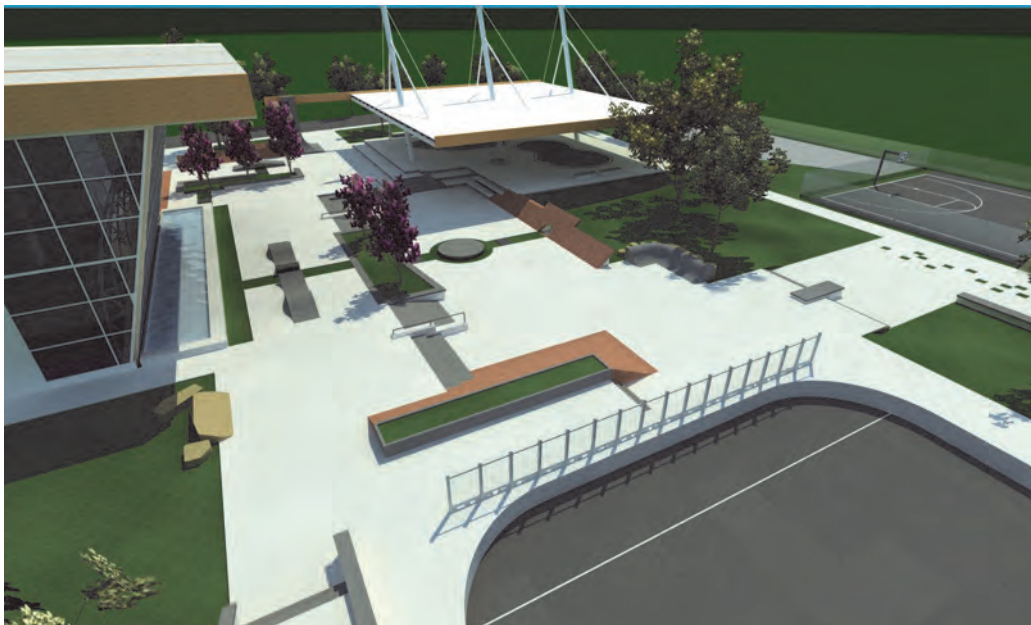
Libraries, recreation centres, and fire halls typically cost several million dollars and cannot be funded in the same way as statutory and asset maintenance projects. There are always more potential projects than there is available funding; many proposed projects compete for the City’s limited resources. The City’s capital planning process helps to prioritize new projects.

CAPITAL PLANNING PROCESS

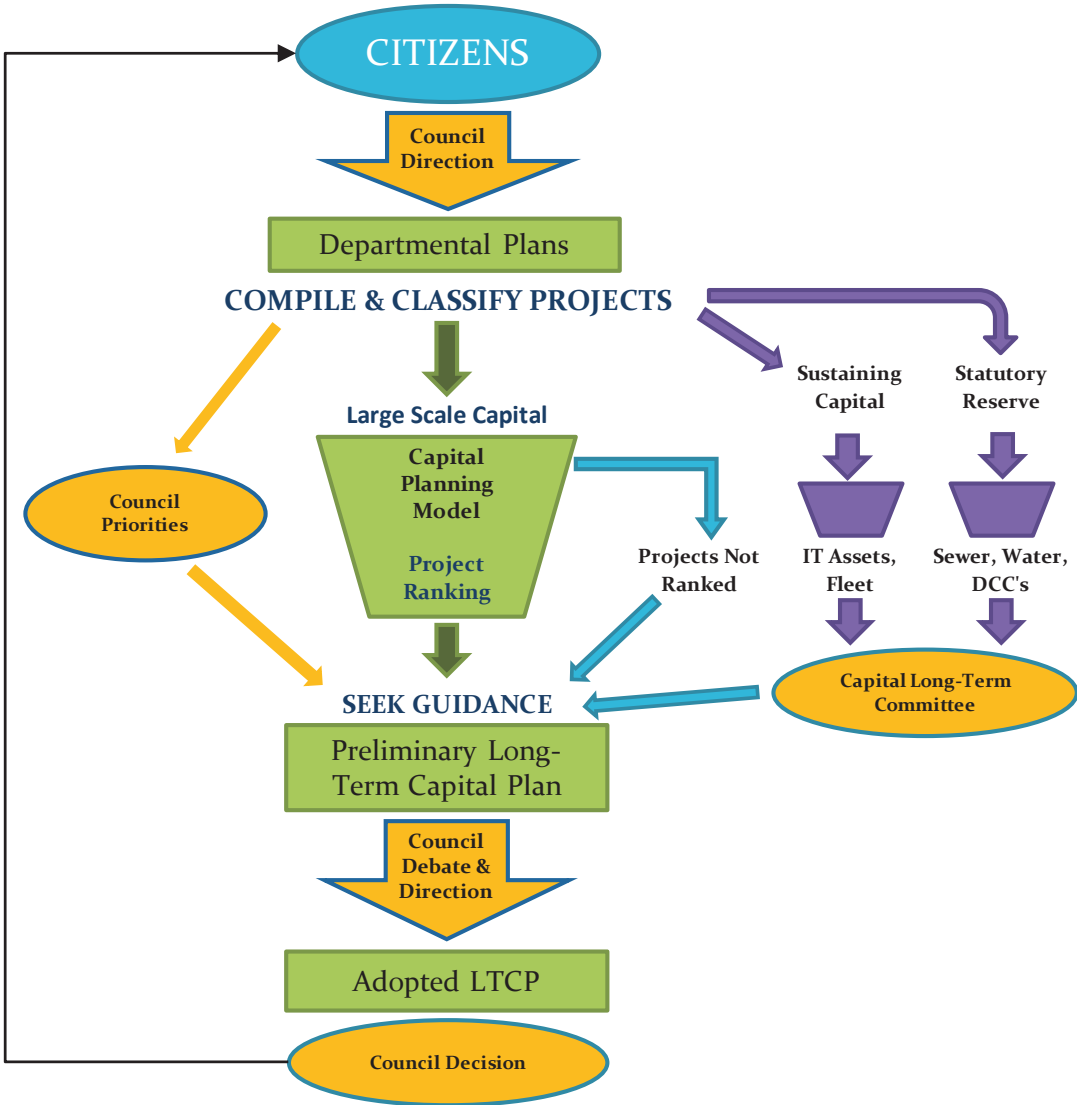
Surrey has grown significantly over the last 30 years, evolving from a primarily agricultural community to a largely urban residential and business region. This change has increased the City's portfolio of public responsibilities. Historically, Council made capital planning decisions based on the recommendations of Finance staff, which were in turn based on evaluation of the relative merit of projects described in departmental planning documents. Finance tried to distribute capital resources fairly among departments and geographic regions.

This approach was effective when the City was relatively small. As the City has grown, it has put into place a more formal capital planning process.

The formal process, depicted on the following page, involves using a model to rank projects and to develop a Long-Term Capital Plan (LTCP).



Artist Rendering of the Cloverdale Covered Youth Park



CAPITAL RANKING MODEL

PRIORITIZATION

The City's Capital Ranking Model separates projects into four categories:

COUNCIL PRIORITIES

Projects that Council deems to be high priority.

SUSTAINING CAPITAL

Small-scale projects designed to maintain the City's existing infrastructure, such as investments in Information Technology (IT), building renovations and the purchase of furniture and equipment.

CAPITAL FROM STATUTORY RESERVE FUNDS

Improvements to and expansions of sewer, water, and road systems funded by DCCs.

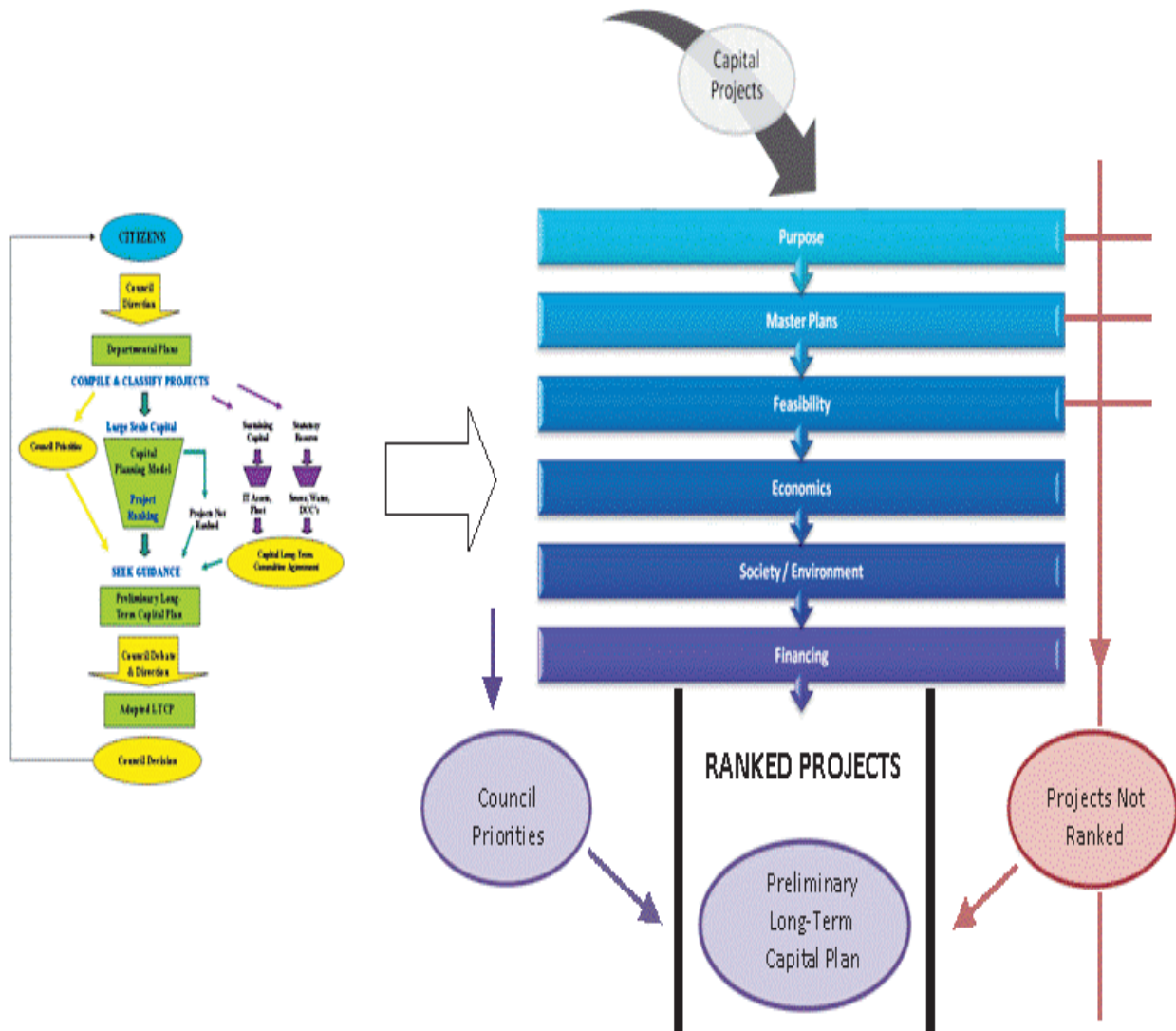
LARGE SCALE CAPITAL

A selection of proposed large scale capital projects.

The model uses six criteria:

- Purpose;
- Consistency with Master Plans;
- Technical feasibility;
- Economic benefit;
- Social and environmental quality; and
- Availability of funding.

PROJECT RANKING



PROJECT SCORES AND RANKING

Each project that meets the minimum criteria receives a score out of 100 points. Projects that do not meet the minimum criteria are not scored. These unscored projects are included for informational purposes in a preliminary Long-Term Capital Plan (LTCP).

The following ranked projects were approved by Council during the budget process.

BIODIVERSITY CONSERVATION PROGRAM**\$2,000,000**

In July 2014, Council adopted the Biodiversity Conservation Strategy, a program designed to preserve, protect and enhance Surrey's biodiversity in the long term, through identifying current biodiversity resources, establishing management criteria for our green infrastructure and urban ecosystems, recommending policy and procedures to support the initiatives in the plan and to provide long term monitoring. This funding allows for the commencements of this plan. This is a multi-year program that will require on-going funding to meet the objectives of biodiversity strategy.

OPERATING IMPACT: The 2015 – 2019 Financial Plan does not include additional operating costs as all costs associated with the implementation and monitoring of this program are included within the allocated funding.

CITY CENTRE ART SPACE**\$150,000**

Renovations to a City owned building at 10660 City Parkway. The renovated building will provide programming and administrative space for a number of local, not for profit arts organizations. The creation of this arts space will complement existing cultural amenities in City Centre including the Surrey Urban Screen, Centre Stage theatre and the public art walking loop.

OPERATING IMPACT: The 2015 – 2019 Financial Plan does not include additional operating costs. This project is not expected to increase operating and maintenance costs above existing levels within the next five years.

CLOVERDALE RECREATION CENTRE LIGHTING**\$100,000**

The design of the Cloverdale Recreation Centre did not include exterior lighting as the intension was for the interior lighting to spill out through the glass. However there is insufficient lighting for the safety concerns of the patrons. This project will install exterior lighting and security cameras to meet the safety needs of the patrons.

OPERATING IMPACT: The 2015 – 2019 Financial Plan does not include additional operating costs. This project is not expected to increase operating and maintenance costs above existing levels within the next five years.

DISTRICT ENERGY SYSTEM**\$3,948,000**

Surrey City Energy's will begin delivering services to their first 2 customers in 2015. Expansion of the system will be required in 2015 to service the next 2 projects that are underway. This expansion will consist of temporary natural gas boilers and buried distribution piping to connect the new projects. Design work is underway for permanent natural gas peaking plants on the future park site at 103 Ave and 133 St. as well as the

Quibble Creek site at Fraser Hwy and Whalley Blvd. District Energy infrastructure costs are fully recovered from future customers through their rate structure. Expansion of this system will take place over a significant time period and will require on-going funding to fully develop this system.

OPERATING IMPACT: The 2015 – 2019 Financial Plan includes net costs of \$469,000, \$587,000, \$172,000 in each of the next 3 years to cover the costs to maintain and operate the system. Surplus of \$778,000 and \$1,281,000 generated in years four and five is the result of the capital investment into this system and is required to repay the capital investment and cover the short-fall in operational maintenance during the first few years.

ELECTRONIC CONTENT MANAGEMENT SYSTEM

\$774,000

The Electronic Content Management System is an enterprise wide system that will provide a single point of access for the City’s unstructured electronic records, which will improve information sharing and streamline business processes via automated work flow. This system will also improve records protection and disaster recovery. Full implementation of this system will take place over the next 4 to 5 years.

OPERATING IMPACT: The 2015 – 2019 Financial Plan includes the operation and maintenance of this system. An addition \$175,000 was added to the 2015 operating budget to support the expansion of the system.

GRANDVIEW HEIGHTS INDOOR POOL COMPLETION

\$10,600,000

Construction on the Grandview Heights Aquatic Complex is well underway. This FINA-certified 50M competition pool will also include a lifestyle pool and related amenities, hot pool, steam and sauna rooms, and related support space. This complex is expected to open in the fall of 2015. This is a multi-year project with funding totaling \$52.5 million.

OPERATING IMPACT: The 2015 – 2019 Financial Plan includes a net operating budget of \$217,000 to fund the opening in 2015. The full year operating costs are \$1,736,000 and are included in 2016.

GUILDFORD YOUTH PARK UPGRADE

\$250,000

A large portion of the Guildford Youth Park was demolished to make way for the new 50 meter pool. The work anticipated to be carried out in 2015 includes the design and reinstatement of a plaza style Skateboard and BMX Park.

OPERATING IMPACT: The 2015 – 2019 Financial Plan does not include additional operating costs. This project is not expected to significantly increase operating and maintenance costs over the existing budget.

INCREASED VIDEO SURVEILLANCE

\$260,000

A security audit was conducted in 2014, which identified a number of recreation and library facilities whose video surveillance systems were past or near the end of their useful life. This program will allow these security systems to be brought in line with the City's current security standards. Video surveillance improvements have also been identified to be complete in 2016 and 2017.

OPERATING IMPACT: The 2015 – 2019 Financial Plan does not include additional operating costs. This project is not expected to significantly increase operating and maintenance costs over the existing budget.

NEWTON ATHLETIC PARK MASTER PLAN

\$1,650,000

Enhancements to the Newton Athletic Park have been on-going and are expected to continue over the next 5 years. In 2015, a new water spray park will be constructed and work will begin on a covered artificial turf practice facility.

OPERATING IMPACT: The 2015 – 2019 Financial Plan does not include additional operating costs. This project is not expected to significantly increase operating and maintenance costs over the existing budget.

NORTH SURREY ARENA REPLACEMENT

\$750,000

The North Surrey Recreation Centre Arena contains 2 sheets of ice; one of the sheets was built in 1966 and is at the end of its useful life. To ensure that the users of that arena are not displaced due to a facility failure, it is necessary to plan and build a new twin sheet replacement prior to closing the existing arenas. A new arena complex will be designed to be more efficient for users and energy use. 2015 funding will allow for the preliminary design to be undertaken. Total funding required to complete this project is expected to be approximately \$45 million.

OPERATING IMPACT: The 2015 – 2019 Financial Plan does not include additional operating costs as this is a replacement project, funding with the current budget should be able to meet the needs of operating a replacement facility .

RCMP - ADDITIONAL SPACE

\$4,900,000

As part of the RCMP facility expansion plans, the City has allocated space within the old City Hall for police operations. Office renovations and additional security measures will be required. In addition, once specific staff relocate, office renovations will be required at the main detachment to meet their growing work force. Space improvements are

expected to be needed over the next four years to support the increased workforce required to meet the demands placed on the City due to growth.

OPERATING IMPACT: The 2015 – 2019 Financial Plan does not include additional operating costs. This project is not expected to significantly increase operating and maintenance costs over the existing budget .

RECREATIONAL EQUIPMENT NEEDS

\$218,000

The South Surrey Arena dehumidification system is no longer working effectively and needs to be replaced; in addition preschool programs across the City are in need of equipment upgrading and replacement. Equipment is also needed to introduce the advanced aquatic training program, which is designed to ensure consistent and relevant training for our community life guards.

OPERATING IMPACT: The 2015 – 2019 Financial Plan does not include additional operating costs as these replacement items will not impact the operations of the facilities.

SOFTBALL CITY IMPROVEMENTS

\$500,000

In preparation for the 2016 World Cup of Women’s Softball, backstops, fencing and infields and outfields will be renovated to ensure a world class facility is available for this premier tournament. In addition, some structural improvements will be carried out on the main field house.

OPERATING IMPACT: The 2015 – 2019 Financial Plan does not include additional operating costs. This project is not expected to increase operating and maintenance costs above existing levels within the next five years.

SOUTH SURREY ATHLETIC PARK ENHANCEMENTS

\$400,000

In 2015, work will begin on the redesign of the core amenity area of South Surrey Athletic Park, intended to facilitate future realignment of the interior roads, parking lot and walking paths, relocation of the existing aging water spray park, and development of a large playground. Enhancements are expected to continue over the next four years.

OPERATING IMPACT: The 2015 – 2019 Financial Plan does not include additional operating costs. This project is not expected to increase operating and maintenance costs above existing levels within the next five years.

URBAN SCREEN REPLACEMENT

\$192,000

The specialized equipment, such as projectors, computers and associated software, used

for the Urban Screen program, has reached the end of its useful life and is in need of replacement. Funding is available from the Federal Government for this type of replacement. This request reflects the City's matching funds.

OPERATING IMPACT: The 2015 – 2019 Financial Plan does not include additional operating costs. This project is not expected to increase operating and maintenance costs above existing levels within the next five years.

UTILITY BUILDINGS

\$6,000,000

Construction of this new 12,000 square metre building is well underway and occupancy is expected to take place in the spring of 2015. Remaining site works, which include removing the old building and adding the 10,000 square metre of covered storage, will be completed by the spring of 2016. Completion of this facility will allow for the Operational Divisions of Engineering, Parks, Facilities and By-laws to be located out of one centralized facility. The total estimated cost of this multi-year project is \$66.5 million.

OPERATING IMPACT: The 2015 – 2019 Financial Plan has been able to absorb the majority of any additional costs for this facility with the exception of an additional \$20,000 required to support additional utility costs.

WELCOMING ENVIRONMENT FOR RECREATION

\$150,000

The City will begin enhancements to the central lobby area at recreation centres throughout the City. Part of these enhancements will include natural social gathering space along with the introduction of digital bulletin boards. These enhancements will improve the customer experience and will help to streamline messaging, reducing the use of paper. The South Surrey and Guildford Recreation Centres will see the introduction of interactive touch screen displays to highlight programming and way-finding thus improving the customer experience.

OPERATING IMPACT: The 2015 – 2019 Financial Plan does not include additional operating costs. This project is not expected to increase operating and maintenance costs above existing levels within the next five years.



2015 – 2019 FINANCIAL PLAN

RANKED CAPITAL PROJECTS (in thousands)

FUNDING AVAILABLE	2015	2016	2017	2018	2019
Contribution from Operating Funds	\$ 59,175	\$ 59,492	\$ 65,945	\$ 67,209	\$ 68,786
Contribution from Drainage	0	0	0	0	0
Contribution from Local Roads	0	0	0	0	0
Funding from Operating Appropriation Surplus	2,394	1,875	2,000	2,125	3,450
Building Reserve	60	-	-	-	-
Infrastructure Replacement Reserve	2,500	-	-	-	-
Other Reserves	1,400	1,400	1,500	500	1,500
Landfill Operating Reserve	0	0	0	0	0
Protection Building Reserve	0	0	0	0	0
Vehicles & Equipment Reserve	7,656	7,656	7,656	7,657	7,657
Utility Contributions	0	0	0	0	0
Utility Rate Stabilization	0	0	0	0	0
Non-Discretionary Contributions	86,456	90,054	157,296	157,491	158,049
External Contributions	36,804	36,803	36,642	36,642	36,642
Borrowing Proceed's	24,113	41,689	53,812	27,679	6,793
Sundry	50,015	50,015	50,015	50,015	50,015
	<u>270,573</u>	<u>288,984</u>	<u>374,866</u>	<u>349,318</u>	<u>332,892</u>
Less: Base Capital Funding					
Building Repairs & Upgrades	2,250	2,250	2,250	2,250	2,250
Utility Engineering Structures	22,982	20,982	18,338	17,838	17,658
Non-Discretionary Works	108,723	111,910	184,773	185,273	185,853
Engineering Public Works	39,735	39,735	41,574	41,408	41,408
Parks	2,120	2,220	2,320	2,420	2,520
Equipment Replacement					
Engineering Fleet Equipment	1,837	1,837	1,837	1,837	1,837
Fire Services	3,769	3,769	3,769	3,769	3,769
Information Technology	2,800	2,800	2,800	2,800	2,800
Library	2,100	2,200	2,300	2,400	2,450
Parks	425	425	425	425	425
Utilities	700	700	700	700	700
Other	165	165	165	165	165
Sundry	50,125	50,125	50,125	50,135	50,145
	<u>237,731</u>	<u>239,118</u>	<u>311,376</u>	<u>311,420</u>	<u>311,980</u>
	<u>\$ 32,842</u>	<u>\$ 49,866</u>	<u>\$ 63,490</u>	<u>\$ 37,898</u>	<u>\$ 20,912</u>

Ranked Capital Projects

RANKED PROJECTS	2015	2016	2017	2018	2019
Artificial Turf Fields	\$ 0	\$ 500	\$ 1,500	\$ 500	\$ 1,500
Biodiversity Conservation Program	2,000	3,025	3,650	4,275	4,580
City Centre Art Space	150	100	-	-	-
City Centre Library Enhancements	-	-	530	-	-
Clayton Recreation & Culture Facility	-	-	500	7,800	11,450
Cloverdale Lawn Bowling Facility	-	-	165	-	-
Cloverdale Recreation Centre Lighting	100	-	-	-	-
Cloverdale Twin Ice Surface	-	750	17,750	16,500	-
Surrey City Energy System	3,948	14,001	16,309	6,273	1,932
Electronic Content Management	774	1,040	986	1,300	-
Grandview Heights Indoor Pool Completion	10,600	-	-	-	-
Guildford Youth Park Upgrade	250	-	-	-	-
Holland Park Event Staging	-	-	500	-	-
Increased Video Surveillance	260	100	100	-	-
Longboard Facility	-	-	100	150	-
Multi-Purpose Space - Fleetwood	-	-	-	-	1,200
Newton Athletic Park Master Plan	1,650	1,150	250	250	250
North Surrey Arena Replacement	750	24,150	20,100	-	-
RCMP Space Requirements	4,900	500	500	250	-
Recreation Equipment Needs	218	-	-	-	-
Softball City Improvements	500	-	-	-	-
South Surrey Athletic Park - Waterpark & Road	400	500	500	600	-
Surrey Museum - Phase 2	-	4,000	-	-	-
Urban Screen Replacement	192	-	-	-	-
Utility Buildings	6,000	-	-	-	-
Welcoming Environment for Recreation	150	50	50	-	-
	<u>\$ 32,842</u>	<u>\$ 49,866</u>	<u>\$ 63,490</u>	<u>\$ 37,898</u>	<u>\$ 20,912</u>



2015 – 2019 FINANCIAL PLAN

2015 CAPITAL PROGRAM PROPERTY ACQUISITION & BUILDINGS *(in thousands)*

PROPERTY ACQUISITION	2015 OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	2015 BUDGET
2015 Program						
General Corporate						
Cranley Drive	\$ -	\$ -	\$ -	\$ -	\$ 15	\$ 15
Sundry & Contingency	110	-	-	-	-	110
	<u>110</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>15</u>	<u>125</u>
Parks, Recreation & Culture Services						
Parkland Acquisition	976	-	-	18,547	3,046	22,569
	<u>976</u>	<u>-</u>	<u>-</u>	<u>18,547</u>	<u>3,046</u>	<u>22,569</u>
	\$ 1,086	\$ -	\$ -	\$ 18,547	\$ 3,061	\$ 22,694
BUILDINGS						
2015 Program						
General Corporate						
Corporate Renovations	\$ 1,690	\$ -	\$ -	\$ -	\$ 60	\$ 1,750
Utility Building	1,000	-	1,000	-	-	2,000
	<u>2,690</u>	<u>-</u>	<u>1,000</u>	<u>-</u>	<u>60</u>	<u>3,750</u>
Parks, Recreation & Culture Services						
City Centre Art Space	150	-	-	-	-	150
Cloverdale Recreation Centre Lighting	100	-	-	-	-	100
Grandview Heights Pool Completion	-	-	10,600	-	-	10,600
North Surrey Areen Replacement	350	-	400	-	-	750
Renovation - Civic Facilities	-	500	-	-	-	500
Urban Screen Replacement	192	-	-	-	-	192
Welcoming Environment for Recreation	150	-	-	-	-	150
	<u>942</u>	<u>500</u>	<u>11,000</u>	<u>-</u>	<u>-</u>	<u>12,442</u>
Protective Services						
RCMP Space Requirements	-	-	4,900	-	-	4,900
	<u>-</u>	<u>-</u>	<u>4,900</u>	<u>-</u>	<u>-</u>	<u>4,900</u>
Engineering Services						
Biodiversity Conservation Program	2,000	-	-	-	-	2,000
Utility Building	-	-	1,500	-	2,500	4,000
	<u>2,000</u>	<u>-</u>	<u>1,500</u>	<u>-</u>	<u>2,500</u>	<u>6,000</u>
	\$ 5,632	\$ 500	\$ 18,400	\$ -	\$ 2,560	\$ 27,092



2015 – 2019 FINANCIAL PLAN

2015 CAPITAL PROGRAM ENGINEERING STRUCTURES & EQUIPMENT *(in thousands)*

ENGINEERING STRUCTURES	2015 OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	2015 BUDGET
2014 Program						
Engineering Services						
Growth Related Roads & Traffic	\$ 2,091	\$ 17,542	\$ -	\$ 39,735	\$ -	\$ 59,368
Non-Growth Related Roads & Traffic	21,429	-	765	-	-	22,194
GVTA	-	17,542	-	-	-	17,542
Surrey City Energy System	-	-	3,948	-	-	3,948
Sewer Services	5,021	970	500	7,126	-	13,617
Drainage Services	9,678	-	-	8,320	240	18,238
Water Services	8,556	100	500	5,642	-	14,798
	<u>46,775</u>	<u>36,154</u>	<u>5,713</u>	<u>60,823</u>	<u>240</u>	<u>149,705</u>
Parks, Recreation & Culture Services						
Base Program	1,520	-	-	-	-	1,520
Park Development	64	-	-	1,213	1,837	3,114
City Beautification - Green City	450	-	-	-	-	450
Developer Trees	-	150	-	-	-	150
Guildford Youth Park	-	-	-	-	250	250
Newton Athletic Park Master Plan	250	-	-	-	1,400	1,650
Softball City Improvements	500	-	-	-	-	500
Surrey Athletic Park - Waterpark	400	-	-	-	-	400
	<u>3,184</u>	<u>150</u>	<u>-</u>	<u>1,213</u>	<u>3,487</u>	<u>8,034</u>
	<u>\$ 49,959</u>	<u>\$ 36,304</u>	<u>\$ 5,713</u>	<u>\$ 62,036</u>	<u>\$ 3,727</u>	<u>\$157,739</u>
EQUIPMENT						
2014 Program						
General Corporate						
Corporate Technology	\$ -	\$ -	\$ -	\$ -	\$ 2,800	\$ 2,800
Electronic Content Management	774	-	-	-	-	774
Library Furniture and Equipment	2,000	-	-	-	100	2,100
Public Works Fleet Equipment	500	-	-	-	1,337	1,837
Furniture and Office Equipment	145	-	-	-	-	145
Sundry Equipment	20	-	-	-	-	20
	<u>3,439</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,237</u>	<u>7,676</u>
Parks, Recreation & Culture Services						
Increased Video Surveillance	260	-	-	-	-	260
PRC Minor Equipment	125	-	-	-	-	125
Recreation Equipment Replacement	218	-	-	-	300	518
	<u>603</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>300</u>	<u>903</u>
Protective Services						
Fire Vehicles & Equipment	-	-	-	-	3,219	3,219
Small Equipment Purchases	150	-	-	-	400	550
	<u>150</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3,619</u>	<u>3,769</u>
Utilities						
Drainage Information Technology	200	-	-	-	-	200
Sewer Information Technology	200	-	-	-	-	200
Water Information Technology	300	-	-	-	-	300
	<u>700</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>700</u>
	<u>\$ 4,892</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 8,156</u>	<u>\$ 13,048</u>



2015 – 2019 FINANCIAL PLAN

EXECUTIVE SUMMARY (in thousands)

CONTRIBUTION SUMMARY	2015	2016	2017	2018	2019	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds	\$ 80,583	\$ 84,069	\$ 151,711	\$ 152,206	\$ 152,764	\$ 621,333
NCP Reserve Funds	2,587	2,700	2,300	2,000	2,000	11,587
Other Statutory Reserve Funds	3,286	3,285	3,285	3,285	3,285	16,426
	<u>86,456</u>	<u>90,054</u>	<u>157,296</u>	<u>157,491</u>	<u>158,049</u>	<u>649,346</u>
Discretionary Contributions						
Operating Appropriated Surplus	2,394	1,875	2,000	2,125	3,450	11,844
Contribution from Operating	59,175	59,492	65,945	67,209	68,786	320,607
Other Statutory Reserve Funds	11,631	9,071	9,171	8,172	9,172	47,217
	<u>73,200</u>	<u>70,438</u>	<u>77,116</u>	<u>77,506</u>	<u>81,408</u>	<u>379,668</u>
Other Contributions						
External Sources	36,804	36,803	36,642	36,642	36,642	183,533
Borrowing Proceeds	24,113	41,689	53,812	27,679	6,793	154,086
	<u>60,917</u>	<u>78,492</u>	<u>90,454</u>	<u>64,321</u>	<u>43,435</u>	<u>337,619</u>
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	250,000
Total Current Year's Contributions	270,573	288,984	374,866	349,318	332,892	1,616,633
Carry Fwd from Previous Years	81,172	86,695	112,460	104,795	99,868	484,990
	<u>\$ 351,745</u>	<u>\$ 375,679</u>	<u>\$ 487,326</u>	<u>\$ 454,113</u>	<u>\$ 432,760</u>	<u>\$ 2,101,623</u>
EXPENDITURE SUMMARY						
Statutory & Asset Maintenance						
Property Acquisition	\$ 22,694	\$ 22,873	\$ 22,873	\$ 22,883	\$ 23,293	\$ 114,616
Buildings	2,250	2,250	2,250	2,250	2,250	11,250
Engineering Structures	150,991	152,099	224,257	224,191	224,291	975,829
Equipment	11,796	11,896	11,996	12,096	12,146	59,930
	<u>187,731</u>	<u>189,118</u>	<u>261,376</u>	<u>261,420</u>	<u>261,980</u>	<u>1,161,625</u>
Ranked Projects						
Buildings	24,842	32,575	43,680	28,975	17,230	147,302
Engineering Structures	6,748	16,151	18,724	7,623	3,682	52,928
Equipment	1,252	1,140	1,086	1,300	0	4,778
	<u>32,842</u>	<u>49,866</u>	<u>63,490</u>	<u>37,898</u>	<u>20,912</u>	<u>205,008</u>
Unidentified - Budget Authority	50,000	50,000	50,000	50,000	50,000	250,000
Total Current Year's Expenditures	270,573	288,984	374,866	349,318	332,892	1,616,633
Carry Fwd from Previous Years	81,172	86,695	112,460	104,795	99,868	484,990
	<u>\$ 351,745</u>	<u>\$ 375,679</u>	<u>\$ 487,326</u>	<u>\$ 454,113</u>	<u>\$ 432,760</u>	<u>\$ 2,101,623</u>



2015 – 2019 FINANCIAL PLAN

CONTRIBUTION (FUNDING) SUMMARY (in thousands)

CONTRIBUTION SUMMARY	2015	2016	2017	2018	2019	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Arterial Roads	\$ 21,842	\$ 19,710	\$ 47,387	\$ 47,387	\$ 47,387	\$ 183,713
Major Collector Roads	3,753	3,234	13,502	13,502	13,502	47,493
Local Roads	1,306	1,123	1,517	1,517	1,517	6,980
Park Lands	18,547	18,718	18,718	18,718	19,098	93,799
Parkland Development	1,213	1,049	1,049	1,049	1,049	5,409
Drainage	6,756	4,796	11,331	11,331	11,331	45,545
Sewer	4,770	3,951	11,380	11,380	11,380	42,861
Water	4,047	3,195	8,711	8,711	8,711	33,375
Anniedale Tynehead	4,664	9,330	18,658	18,658	18,658	69,968
Campbell Heights	9,892	13,190	13,190	13,190	13,190	62,652
Hwy 99 Corridor	3,793	3,793	3,793	3,793	3,793	18,965
Biodiversity	-	1,980	2,475	2,970	3,148	10,573
	<u>80,583</u>	<u>84,069</u>	<u>151,711</u>	<u>152,206</u>	<u>152,764</u>	<u>621,333</u>
NCP Reserve Funds						
Fire	400	400	400	400	400	2,000
Library Services	100	100	100	100	100	500
Recreation Services	2,087	2,200	1,800	1,500	1,500	9,087
	<u>2,587</u>	<u>2,700</u>	<u>2,300</u>	<u>2,000</u>	<u>2,000</u>	<u>11,587</u>
Other Statutory Reserve Funds						
Cash In Lieu of Parkland	3,046	3,045	3,045	3,045	3,045	15,226
Environmental Stewardship	240	240	240	240	240	1,200
	<u>3,286</u>	<u>3,285</u>	<u>3,285</u>	<u>3,285</u>	<u>3,285</u>	<u>16,426</u>
	86,456	90,054	157,296	157,491	158,049	649,346
Discretionary Contribution						
Operating Appropriated Surplus						
Other Appropriations	1,694	1,175	1,300	1,425	2,750	8,344
Utility Rate Stabilization Reserve	700	700	700	700	700	3,500
	<u>2,394</u>	<u>1,875</u>	<u>2,000</u>	<u>2,125</u>	<u>3,450</u>	<u>11,844</u>
Contributions from Operating						
General	4,800	5,000	6,300	7,650	9,150	32,900
Gaming	3,100	3,200	3,300	3,400	3,500	16,500
SCDC	4,500	4,500	4,500	4,500	4,500	22,500
Drainage	11,678	11,716	9,417	9,573	9,735	52,120
Roads	19,485	19,385	22,968	22,470	22,118	106,426
Sewer	5,106	5,142	6,044	6,061	6,079	28,432
Solid Waste	1,871	1,915	1,960	2,085	2,218	10,050
Water	8,635	8,634	11,455	11,470	11,486	51,680
	<u>59,175</u>	<u>59,492</u>	<u>65,945</u>	<u>67,209</u>	<u>68,786</u>	<u>320,607</u>
Other Statutory Reserve Funds						
Other Reserves	1,400	1,400	1,500	500	1,500	6,300
Cranley Drive Revolving	15	15	15	15	15	75
Building Reserve	60	-	-	-	-	60
Vehicles & Equipment	7,656	7,656	7,656	7,657	7,657	38,282
Infrastructure Replacement	2,500	-	-	-	-	2,500
	<u>11,631</u>	<u>9,071</u>	<u>9,171</u>	<u>8,172</u>	<u>9,172</u>	<u>47,217</u>
	73,200	70,438	77,116	77,506	81,408	379,668
Other Contributions						
External Sources						
Federal/Provincial Contribution	17,542	17,542	17,883	17,883	17,883	88,733
Private Contributions	1,720	1,719	875	875	875	6,064
GVTA	17,542	17,542	17,884	17,884	17,884	88,736
	<u>36,804</u>	<u>36,803</u>	<u>36,642</u>	<u>36,642</u>	<u>36,642</u>	<u>183,533</u>
Borrowing Proceeds						
External Borrowing	10,600	-	-	-	-	10,600
Internal Borrowing	11,748	39,901	52,000	25,843	4,932	134,424
Local Improvement	1,765	1,788	1,812	1,836	1,861	9,062
	<u>24,113</u>	<u>41,689</u>	<u>53,812</u>	<u>27,679</u>	<u>6,793</u>	<u>154,086</u>
	60,917	78,492	90,454	64,321	43,435	337,619
Unspecified - Budget Authority only (not funded)						
	50,000	50,000	50,000	50,000	50,000	250,000
	<u>\$270,573</u>	<u>\$288,984</u>	<u>\$374,866</u>	<u>\$349,318</u>	<u>\$332,892</u>	<u>\$1,616,633</u>



2015 – 2019 FINANCIAL PLAN

EXPENDITURE SUMMARY (in thousands)

EXPENDITURE SUMMARY	2015	2016	2017	2018	2019	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Land Acquisition						
General Corporate	\$ 125	\$ 125	\$ 125	\$ 135	\$ 145	\$ 655
Parks, Recreation & Culture	22,569	22,748	22,748	22,748	23,148	113,961
	22,694	22,873	22,873	22,883	23,293	114,616
Buildings						
General Corporate	1,750	1,750	1,750	1,750	1,750	8,750
Parks, Recreation & Culture	500	500	500	500	500	2,500
	2,250	2,250	2,250	2,250	2,250	11,250
Engineering Structures						
Drainage Services	18,238	17,064	22,351	22,351	22,351	102,355
Roads & Transportation	99,104	101,748	150,486	150,319	150,319	651,976
Parks, Recreation & Culture	5,234	4,824	4,924	5,025	5,125	25,132
Sewer Services	13,617	13,827	22,616	22,616	22,616	95,292
Water Services	14,798	14,636	23,880	23,880	23,880	101,074
	150,991	152,099	224,257	224,191	224,291	975,829
Equipment						
General Corporate	6,902	7,002	7,102	7,202	7,252	35,460
Drainage Services	200	200	200	200	200	1,000
Parks, Recreation & Culture	425	425	425	425	425	2,125
Protective Services	3,769	3,769	3,769	3,769	3,769	18,845
Sewer Services	200	200	200	200	200	1,000
Water Services	300	300	300	300	300	1,500
	11,796	11,896	11,996	12,096	12,146	59,930
	187,731	189,118	261,376	261,420	261,980	1,161,625
Ranked Projects						
Buildings						
City Centre Art Space	150	100	-	-	-	250
Clayton Recreation & Culture Facility	-	-	500	7,800	11,450	19,750
Cloverdale Recreation Centre Lighting	100	-	-	-	-	100
Cloverdale Twin Ice Surface	-	750	17,750	16,500	-	35,000
Grandview Height Indoor Completion	10,600	-	-	-	-	10,600
Holland Park Event Staging	-	-	500	-	-	500
Longboard Facility	-	-	100	150	-	250
Multi-Purpose Space - Fleetwood	-	-	-	-	1,200	1,200
North Surrey Arena Replacement	750	24,150	20,100	-	-	45,000
Surrey Museum - Phase 2	-	4,000	-	-	-	4,000
Urban Screen Replacement	192	-	-	-	-	192
Welcoming Environment for Recreation	150	50	50	-	-	250
RCMP Space Requirements	4,900	500	500	250	-	6,150
City Centre Library Enhancements	-	-	530	-	-	530
Biodiversity Conservation Program	2,000	3,025	3,650	4,275	4,580	17,530
Utility Buildings	6,000	-	-	-	-	6,000
	24,842	32,575	43,680	28,975	17,230	147,302
Engineering Structures						
Artificial Turf Fields	-	500	1,500	500	1,500	4,000
Cloverdale Lawn Bowling Facility	-	-	165	-	-	165
Guildford Youth Park Upgrade	250	-	-	-	-	250
Newton Athletic Park Master Plan	1,650	1,150	250	250	250	3,550
Softball City Improvements	500	-	-	-	-	500
South Surrey Athletic Park - Waterpark & Road	400	500	500	600	-	2,000
District Energy System	3,948	14,001	16,309	6,273	1,932	42,463
	6,748	16,151	18,724	7,623	3,682	52,928
Equipment						
Electronic Content Management	774	1,040	986	1,300	-	4,100
Increased Video Surveillance	260	100	100	-	-	460
Recreation Equipment Needs	218	-	-	-	-	218
	1,252	1,140	1,086	1,300	-	4,778
	32,842	49,866	63,490	37,898	20,912	205,008
Unidentified - Budget Authority only (not funded)	50,000	50,000	50,000	50,000	50,000	250,000
	\$270,573	\$288,984	\$374,866	\$349,318	\$332,892	\$1,616,633



2015 – 2019 FINANCIAL PLAN

GENERAL CORPORATE (in thousands)

CONTRIBUTION SUMMARY	2015	2016	2017	2018	2019	5 YEAR PROGRAM
Non-Discretionary Contributions						
NCP Reserve Funds						
Library	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 500
	100	100	100	100	100	500
Discretionary Contributions						
Contributions from Operating						
Current Year's Contribution - General	3,310	3,510	4,810	6,034	4,794	22,458
Current Year's Contribution - Gaming	330	-	-	-	-	330
Current Year's Contribution - SCDC	1,855	2,055	1,331	-	-	5,241
Other Appropriations	744	100	100	100	100	1,144
	6,239	5,665	6,241	6,134	4,894	29,173
Other Statutory Reserve Funds						
Building Replacement Reserve	60	-	-	-	-	60
Cranley Drive Revolving	15	15	15	15	15	75
Vehicles, Equipment & Other	4,137	4,137	4,137	4,138	4,138	20,687
	4,212	4,152	4,152	4,153	4,153	20,822
	10,451	9,817	10,393	10,287	9,047	49,995
Other Contributions						
Borrowing Proceeds						
Internal	1,000	-	-	-	-	1,000
	1,000	-	-	-	-	1,000
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	250,000
	\$ 61,551	\$ 59,917	\$ 60,493	\$ 60,387	\$ 59,147	\$301,495
EXPENDITURE SUMMARY						
Statutory & Asset Maintenance						
Property Acquisition						
Cranley Drive	\$ 15	\$ 15	\$ 15	\$ 15	\$ 15	\$ 75
Sundry	110	110	110	120	130	580
	125	125	125	135	145	655
Buildings						
Corporate Building Renovations	1,750	1,750	1,750	1,750	1,750	8,750
	1,750	1,750	1,750	1,750	1,750	8,750
Equipment						
Public Works Fleet Equipment	1,837	1,837	1,837	1,837	1,837	9,185
Library	2,100	2,200	2,300	2,400	2,450	11,450
Information Technology	2,800	2,800	2,800	2,800	2,800	14,000
Office Equipment	145	145	145	145	145	725
Sundry	20	20	20	20	20	100
	6,902	7,002	7,102	7,202	7,252	35,460
	8,777	8,877	8,977	9,087	9,147	44,865
Ranked Projects						
Buildings						
City Centre Library Enhancements	-	-	530	-	-	530
Utility Buildings	2,000	-	-	-	-	2,000
	2,000	-	530	-	-	2,530
Equipment						
Electronic Content Management	774	1,040	986	1,300	-	4,100
	774	1,040	986	1,300	-	4,100
	2,774	1,040	1,516	1,300	-	6,630
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	250,000
	\$ 61,551	\$ 59,917	\$ 60,493	\$ 60,387	\$ 59,147	\$301,495



2015 – 2019 FINANCIAL PLAN

ENGINEERING SERVICES (in thousands)

CONTRIBUTION SUMMARY	2015	2016	2017	2018	2019	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Arterial Roads	\$ 21,842	\$ 19,710	\$ 47,387	\$ 47,387	\$ 47,387	\$ 183,713
Major Collector Roads	3,753	3,234	13,502	13,502	13,502	47,493
Local Roads	1,306	1,123	1,517	1,517	1,517	6,980
Area Specific - Anniedale Tynehead	2,945	5,890	11,780	11,780	11,780	44,175
- Campbell Heights	7,203	9,605	9,605	9,605	9,605	45,623
- Hwy 99 Corridor	2,686	2,686	2,686	2,686	2,686	13,430
	<u>39,735</u>	<u>42,248</u>	<u>86,477</u>	<u>86,477</u>	<u>86,477</u>	<u>341,414</u>
Discretionary Contributions						
Contribution from Operating						
Current Year's Contribution-General	-	-	-	-	-	-
Current Year's Contribution-Roads	17,393	17,162	18,416	17,918	17,566	88,455
Current Year's Contribution-Water	79	93	108	123	139	542
Current Year's Contribution-Sewer	85	100	116	133	151	585
Current Year's Contribution-Drainage	2,000	2,135	2,277	2,428	2,588	11,429
Current Year's Contribution-Solid Waste	1,871	1,915	1,960	2,085	2,218	10,050
Current Year's Contribution-Utilities	4,035	4,243	4,462	4,769	5,096	22,605
City's Share - Arterial DCC Program	1,150	1,037	2,494	2,494	2,494	9,669
City's Share - Non-Arterial DCC Program	198	170	711	711	711	2,501
City's Share - Local Roads DCC Program	69	59	80	80	80	368
City's Share - Anniedale Tynehead	155	310	620	620	620	2,325
City's Share - Campbell Heights	379	506	506	506	506	2,403
City's Share - Hwy 99 Corridor	141	141	141	141	141	705
City's Share - DCC Program	2,092	2,223	4,552	4,552	4,552	17,971
	<u>23,520</u>	<u>23,628</u>	<u>27,430</u>	<u>27,239</u>	<u>27,214</u>	<u>129,031</u>
Other Statutory Reserve Funds						
Infrastructure Replacement	2,200	-	-	-	-	2,200
	<u>2,200</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,200</u>
	<u>25,720</u>	<u>23,628</u>	<u>27,430</u>	<u>27,239</u>	<u>27,214</u>	<u>131,231</u>
Other Contributions						
External Sources						
Federal/Provincial	17,542	17,542	17,883	17,883	17,883	88,733
GVTA	17,542	17,542	17,884	17,884	17,884	88,736
	<u>35,084</u>	<u>35,084</u>	<u>35,767</u>	<u>35,767</u>	<u>35,767</u>	<u>177,469</u>
Borrowing Proceeds						
Internal	5,448	14,001	16,309	6,273	1,932	43,963
Local Improvement	765	788	812	836	861	4,062
	<u>6,213</u>	<u>14,789</u>	<u>17,121</u>	<u>7,109</u>	<u>2,793</u>	<u>48,025</u>
	<u>41,297</u>	<u>49,873</u>	<u>52,888</u>	<u>42,876</u>	<u>38,560</u>	<u>225,494</u>
	<u>\$106,752</u>	<u>\$115,749</u>	<u>\$ 166,795</u>	<u>\$156,592</u>	<u>\$152,251</u>	<u>\$ 698,139</u>
EXPENDITURE SUMMARY						
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Arterial	\$ 54,043	\$ 57,427	\$ 93,102	\$ 93,102	\$ 93,102	\$ 390,776
Growth Related - Collector	3,951	3,404	14,213	14,213	14,213	49,994
Growth Related - Local	1,375	1,182	1,597	1,597	1,597	7,348
Non-Growth Related - Arterial	12,212	12,212	12,212	12,045	12,045	60,726
Non-Growth Related - Collector	5,249	5,248	8,533	8,533	8,533	36,096
Non-Growth Related - Local	4,732	4,733	2,945	2,945	2,945	18,300
City Beautification - Green City	-	-	-	-	-	-
GVTA	17,542	17,542	17,884	17,884	17,884	88,736
	<u>99,104</u>	<u>101,748</u>	<u>150,486</u>	<u>150,319</u>	<u>150,319</u>	<u>651,976</u>
Ranked Projects						
Engineering Structures						
District Energy System	3,948	14,001	16,309	6,273	1,932	42,463
Utility Buildings	3,700	-	-	-	-	3,700
	<u>7,648</u>	<u>14,001</u>	<u>16,309</u>	<u>6,273</u>	<u>1,932</u>	<u>46,163</u>
	<u>\$106,752</u>	<u>\$115,749</u>	<u>\$ 166,795</u>	<u>\$156,592</u>	<u>\$152,251</u>	<u>\$ 698,139</u>



2015 – 2019 FINANCIAL PLAN

PARKS, RECREATION & CULTURE *(in thousands)*

CONTRIBUTION SUMMARY	2015	2016	2017	2018	2019	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Park Lands	\$ 18,547	\$ 18,718	\$ 18,718	\$ 18,718	\$ 19,098	\$ 93,799
Parkland Development	1,213	1,049	1,049	1,049	1,049	5,409
	<u>19,760</u>	<u>19,767</u>	<u>19,767</u>	<u>19,767</u>	<u>20,147</u>	<u>99,208</u>
NCP Reserve Funds						
Park Development	1,837	1,500	1,500	1,500	1,500	7,837
Recreational Facilities	250	700	300	-	-	1,250
	<u>2,087</u>	<u>2,200</u>	<u>1,800</u>	<u>1,500</u>	<u>1,500</u>	<u>9,087</u>
Other Statutory Reserve Funds						
Cash In Lieu of Parkland	3,046	3,045	3,045	3,045	3,045	15,226
	<u>3,046</u>	<u>3,045</u>	<u>3,045</u>	<u>3,045</u>	<u>3,045</u>	<u>15,226</u>
	24,893	25,012	24,612	24,312	24,692	123,521
Discretionary Contributions						
Contributions from Operating						
Current Year's Contribution - General	300	300	300	426	3,146	4,472
Current Year's Contribution - Gaming	2,770	3,200	3,300	3,400	3,500	16,170
Current Year's Contribution - SCDC	1,145	1,945	2,569	3,800	3,700	13,159
City's Share - DCC Program	1,040	1,040	1,040	1,040	1,060	5,220
Other Appropriations	450	550	650	750	2,050	4,450
	<u>5,705</u>	<u>7,035</u>	<u>7,859</u>	<u>9,416</u>	<u>13,456</u>	<u>43,471</u>
Other Statutory Reserve Funds						
City Land Sales	1,400	1,400	1,500	500	1,500	6,300
Vehicles & Equipment	300	300	300	300	300	1,500
	<u>1,700</u>	<u>1,700</u>	<u>1,800</u>	<u>800</u>	<u>1,800</u>	<u>7,800</u>
	7,405	8,735	9,659	10,216	15,256	51,271
Other Contributions						
External Sources						
Private Developer Contributions	150	150	150	150	150	750
Sundry Contributions	500	500	500	500	500	2,500
	<u>650</u>	<u>650</u>	<u>650</u>	<u>650</u>	<u>650</u>	<u>3,250</u>
Borrowing Proceeds						
External	10,600	-	-	-	-	10,600
Internal	400	25,400	35,191	19,320	3,000	83,311
	<u>11,000</u>	<u>25,400</u>	<u>35,191</u>	<u>19,320</u>	<u>3,000</u>	<u>93,911</u>
	11,650	26,050	35,841	19,970	3,650	97,161
	<u>\$ 43,948</u>	<u>\$ 59,797</u>	<u>\$ 70,112</u>	<u>\$ 54,498</u>	<u>\$ 43,598</u>	<u>\$271,953</u>

Parks, Recreation & Culture

EXPENDITURE SUMMARY	2015	2016	2017	2018	2019	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition						
Park Land	\$ 22,569	\$ 22,748	\$ 22,748	\$ 22,748	\$ 23,148	\$113,961
	22,569	22,748	22,748	22,748	23,148	113,961
Buildings						
Recreation Facilities Improvements	500	500	500	500	500	2,500
	500	500	500	500	500	2,500
Engineering Structures						
Base Park Development	1,520	1,520	1,520	1,520	1,520	7,600
City Beautification	450	550	650	750	850	3,250
NCP/DCC Park Development	3,114	2,604	2,604	2,605	2,605	13,532
Developer Tree Program	150	150	150	150	150	750
	5,234	4,824	4,924	5,025	5,125	25,132
Equipment						
Minor Equipment	125	125	125	125	125	625
Recreation Equipment Replacement	300	300	300	300	300	1,500
	425	425	425	425	425	2,125
	28,728	28,497	28,597	28,698	29,198	143,718
Ranked Projects						
Buildings						
City Centre Art Space	150	100	-	-	-	250
Clayton Recreation & Culture Facility	-	-	500	7,800	11,450	19,750
Cloverdale Recreation Centre Lighting	100	-	-	-	-	100
Cloverdale Twin Ice Surface	-	750	17,750	16,500	-	35,000
Grandview Height Indoor Completion	10,600	-	-	-	-	10,600
Holland Park Event Staging	-	-	500	-	-	500
Longboard Facility	-	-	100	150	-	250
Multi-Purpose Space - Fleetwood	-	-	-	-	1,200	1,200
North Surrey Arena Replacement	750	24,150	20,100	-	-	45,000
Surrey Museum - Phase 2	-	4,000	-	-	-	4,000
Urban Screen Replacement	192	-	-	-	-	192
Welcoming Environment for Recreation	150	50	50	-	-	250
	11,942	29,050	39,000	24,450	12,650	117,092
Engineering Structures						
Artificial Turf Fields	-	500	1,500	500	1,500	4,000
Cloverdale Lawn Bowling Facility	-	-	165	-	-	165
Guildford Youth Park Upgrade	250	-	-	-	-	250
Newton Athletic Park Master Plan	1,650	1,150	250	250	250	3,550
Softball City Improvements	500	-	-	-	-	500
South Surrey Athletic Park - Waterpark	400	500	500	600	-	2,000
	2,800	2,150	2,415	1,350	1,750	10,465
Equipment						
Increased Video Surveillance	260	100	100	-	-	460
Recreation Equipment Needs	218	-	-	-	-	218
	478	100	100	0	0	678
	15,220	31,300	41,515	25,800	14,400	128,235
	\$ 43,948	\$ 59,797	\$ 70,112	\$ 54,498	\$ 43,598	\$271,953



2015 – 2019 FINANCIAL PLAN

PROTECTIVE SERVICES *(in thousands)*

<u>CONTRIBUTION SUMMARY</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>5 YEAR PROGRAM</u>
Non-Discretionary Contributions						
NCP Reserve Funds						
Fire	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 2,000
	<u>400</u>	<u>400</u>	<u>400</u>	<u>400</u>	<u>400</u>	<u>2,000</u>
Discretionary Contributions						
Contributions from Operating						
Current Year's General Operating	150	150	150	150	150	750
	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>750</u>
Other Statutory Reserve Funds						
Vehicles and Equipment	3,219	3,219	3,219	3,219	3,219	16,095
	<u>3,219</u>	<u>3,219</u>	<u>3,219</u>	<u>3,219</u>	<u>3,219</u>	<u>16,095</u>
	3,369	3,369	3,369	3,369	3,369	16,845
Other Contributions						
Borrowing Proceeds						
Internal	4,900	500	500	250	-	6,150
	<u>4,900</u>	<u>500</u>	<u>500</u>	<u>250</u>	<u>-</u>	<u>6,150</u>
	-	-	-	-	-	-
	<u>\$ 8,669</u>	<u>\$ 4,269</u>	<u>\$ 4,269</u>	<u>\$ 4,019</u>	<u>\$ 3,769</u>	<u>\$ 24,995</u>
EXPENDITURE SUMMARY						
Statutory & Asset Maintenance						
Equipment						
Fire Vehicles & Equipment	\$ 3,219	\$ 3,219	\$ 3,219	\$ 3,219	\$ 3,219	\$ 16,095
Small Equipment Purchases	550	550	550	550	550	2,750
	<u>3,769</u>	<u>3,769</u>	<u>3,769</u>	<u>3,769</u>	<u>3,769</u>	<u>18,845</u>
Ranked Projects						
Buildings						
RCMP Space Requirements	4,900	500	500	250	-	6,150
	<u>4,900</u>	<u>500</u>	<u>500</u>	<u>250</u>	<u>-</u>	<u>6,150</u>
	<u>\$ 8,669</u>	<u>\$ 4,269</u>	<u>\$ 4,269</u>	<u>\$ 4,019</u>	<u>\$ 3,769</u>	<u>\$ 24,995</u>



2015 – 2019 FINANCIAL PLAN

DRAINAGE SERVICES (in thousands)

<u>CONTRIBUTION SUMMARY</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>5 YEAR PROGRAM</u>
Non-Discretionary Contributions						
DCC Reserve Funds						
Biodiversity	\$ -	\$ 1,980	\$ 2,475	\$ 2,970	\$ 3,148	10,573
Drainage	6,756	4,796	11,331	11,331	11,331	45,545
Area Specific - Anniedale Tynehead	599	1,199	2,397	2,397	2,397	8,989
- Campbell Heights	911	1,214	1,214	1,214	1,214	5,767
- Hwy 99 Corridor	54	54	54	54	54	270
	<u>8,320</u>	<u>9,243</u>	<u>17,471</u>	<u>17,966</u>	<u>18,144</u>	<u>71,144</u>
Other Statutory Reserve Funds						
Environmental Stewardship	240	240	240	240	240	1,200
	<u>240</u>	<u>240</u>	<u>240</u>	<u>240</u>	<u>240</u>	<u>1,200</u>
	8,560	9,483	17,711	18,206	18,384	72,344
Discretionary Contributions						
Appropriated Surplus						
Infrastructure Replacement	300	-	-	-	-	300
Rate Stabilization Provision	200	200	200	200	200	1,000
	<u>500</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>1,300</u>
Contribution from Operating						
Current Year's Contribution - Drainage	8,754	8,754	5,449	5,449	5,449	33,855
Current Year's Contribution - SCDC	1,500	500	600	700	800	4,100
City's Share - Biodiversity DCC Program	-	20	25	30	32	107
City's Share - Drainage DCC Program	750	533	1,259	1,259	1,259	5,060
City's Share - Anniedale Tynehead	67	133	266	266	266	998
City's Share - Campbell Heights	101	135	135	135	135	641
City's Share - Hwy 99 Corridor	6	6	6	6	6	30
City's Share - DCC Program	924	827	1,691	1,696	1,698	6,806
Other Appropriations	500	525	550	575	600	2,750
	<u>11,678</u>	<u>10,606</u>	<u>8,290</u>	<u>8,420</u>	<u>8,547</u>	<u>47,541</u>
	12,178	10,806	8,490	8,620	8,747	48,841
	<u>\$ 20,738</u>	<u>\$ 20,289</u>	<u>\$ 26,201</u>	<u>\$ 26,826</u>	<u>\$ 27,131</u>	<u>\$121,185</u>
EXPENDITURE SUMMARY						
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Drainage	\$ 9,244	\$ 8,070	\$ 16,662	\$ 16,662	\$ 16,662	\$ 67,300
Non-Growth Related - Drainage	8,754	8,754	5,449	5,449	5,449	33,855
Natural Habitat Enhancement	240	240	240	240	240	1,200
	<u>18,238</u>	<u>17,064</u>	<u>22,351</u>	<u>22,351</u>	<u>22,351</u>	<u>102,355</u>
Equipment						
Information Technology	200	200	200	200	200	1,000
	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>1,000</u>
	18,438	17,264	22,551	22,551	22,551	103,355
Other Projects						
Biodiversity Conservation Program	2,000	3,025	3,650	4,275	4,580	17,530
Utility Buildings	300	-	-	-	-	300
	<u>2,300</u>	<u>3,025</u>	<u>3,650</u>	<u>4,275</u>	<u>4,580</u>	<u>17,830</u>
	<u>\$ 20,738</u>	<u>\$ 20,289</u>	<u>\$ 26,201</u>	<u>\$ 26,826</u>	<u>\$ 27,131</u>	<u>\$121,185</u>



2015 – 2019 FINANCIAL PLAN

SEWER SERVICES (in thousands)

CONTRIBUTION SUMMARY	2015	2016	2017	2018	2019	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Sewer	\$ 4,770	\$ 3,951	\$ 11,380	\$ 11,380	\$ 11,380	\$ 42,861
Area Specific - Anniedale Tynehead	659	1,318	2,636	2,636	2,636	9,885
- Campbell Heights	1,049	1,399	1,399	1,399	1,399	6,645
- Hwy 99 Corridor	648	648	648	648	648	3,240
	<u>7,126</u>	<u>7,316</u>	<u>16,063</u>	<u>16,063</u>	<u>16,063</u>	<u>62,631</u>
Discretionary Contributions						
Appropriated Surplus						
Infrastructure Replacement	-	-	-	-	-	-
Rate Stabilization Provision	200	200	200	200	200	1,000
	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>1,000</u>
Contribution from Operating						
Current Year's Contribution - Sewer	4,229	4,229	4,143	4,143	4,143	20,887
City's Share - Sewer DCC Program	530	439	1,264	1,264	1,264	4,761
City's Share - Anniedale Tynehead	73	146	293	293	293	1,098
City's Share - Campbell Heights	117	156	156	156	156	741
City's Share - Hwy 99 Corridor	72	72	72	72	72	360
City's Share - DCC Program	792	813	1,785	1,785	1,785	6,960
	<u>5,021</u>	<u>5,042</u>	<u>5,928</u>	<u>5,928</u>	<u>5,928</u>	<u>27,847</u>
	5,221	5,242	6,128	6,128	6,128	28,847
Other Contributions						
External Sources						
Developer Contributions	845	844	-	-	-	1,689
Sundry Contributions	125	125	125	125	125	625
	<u>970</u>	<u>969</u>	<u>125</u>	<u>125</u>	<u>125</u>	<u>2,314</u>
Borrowing Proceeds						
Local Improvement	500	500	500	500	500	2,500
	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>2,500</u>
	1,470	1,469	625	625	625	4,814
	<u>\$ 13,817</u>	<u>\$ 14,027</u>	<u>\$ 22,816</u>	<u>\$ 22,816</u>	<u>\$ 22,816</u>	<u>\$ 96,292</u>
EXPENDITURE SUMMARY						
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related	\$ 7,918	\$ 8,129	\$ 17,848	\$ 17,848	\$ 17,848	\$ 69,591
Non-Growth Related	5,699	5,698	4,768	4,768	4,768	25,701
	<u>13,617</u>	<u>13,827</u>	<u>22,616</u>	<u>22,616</u>	<u>22,616</u>	<u>95,292</u>
Equipment						
Information Technology	200	200	200	200	200	1,000
	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>1,000</u>
	<u>\$ 13,817</u>	<u>\$ 14,027</u>	<u>\$ 22,816</u>	<u>\$ 22,816</u>	<u>\$ 22,816</u>	<u>\$ 96,292</u>



2015 – 2019 FINANCIAL PLAN

WATER SERVICES (in thousands)

CONTRIBUTION SUMMARY	2015	2016	2017	2018	2019	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Water	\$ 4,047	\$ 3,195	\$ 8,711	\$ 8,711	\$ 8,711	\$ 33,375
Area Specific - Anniedale Tynehead	461	923	1,845	1,845	1,845	6,919
- Campbell Heights	729	972	972	972	972	4,617
- Hwy 99 Corridor	405	405	405	405	405	2,025
	<u>5,642</u>	<u>5,495</u>	<u>11,933</u>	<u>11,933</u>	<u>11,933</u>	<u>46,936</u>
Discretionary Contributions						
Appropriated Surplus						
Rate Stabilization Provision	300	300	300	300	300	1,500
	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>1,500</u>
Contribution from Operating						
Current Year's Contribution	7,929	7,930	10,021	10,021	10,021	45,922
City's Share - Water DCC Program	450	355	968	968	968	3,709
City's Share - Anniedale Tynehead	51	103	205	205	205	769
City's Share - Campbell Heights	81	108	108	108	108	513
City's Share - Hwy 99 Corridor	45	45	45	45	45	225
City's Share - DCC Program	627	611	1,326	1,326	1,326	5,216
	<u>8,556</u>	<u>8,541</u>	<u>11,347</u>	<u>11,347</u>	<u>11,347</u>	<u>51,138</u>
Other Contributions						
External Sources						
Sundry Contributions	100	100	100	100	100	500
	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>500</u>
Borrowing Proceeds						
Local Improvement	500	500	500	500	500	2,500
	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>2,500</u>
	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>3,000</u>
	<u>\$ 15,098</u>	<u>\$ 14,936</u>	<u>\$ 24,180</u>	<u>\$ 24,180</u>	<u>\$ 24,180</u>	<u>\$102,574</u>
EXPENDITURE SUMMARY						
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related	\$ 6,269	\$ 6,106	\$ 13,259	\$ 13,259	\$ 13,259	\$ 52,152
Non-Growth Related	8,529	8,530	10,621	10,621	10,621	48,922
	<u>14,798</u>	<u>14,636</u>	<u>23,880</u>	<u>23,880</u>	<u>23,880</u>	<u>101,074</u>
Equipment						
Information Technology	300	300	300	300	300	1,500
	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>1,500</u>
	<u>\$ 15,098</u>	<u>\$ 14,936</u>	<u>\$ 24,180</u>	<u>\$ 24,180</u>	<u>\$ 24,180</u>	<u>\$102,574</u>

CITY OF SURREY

BYLAW NO. 18389

A bylaw to provide for the adoption of the Surrey 2015 – 2019
Capital Financial Plan.

WHEREAS pursuant to Section 165 of the "Community Charter" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by bylaw, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey ENACTS AS FOLLOWS:

1. Council authorize the following:

- (a) the proposed funding sources;
- (b) the proposed expenditures, and
- (c) the proposed transfers between funds;

as set out for each year in the planning period as shown in Schedule 1 attached hereto and forming part of this bylaw.

2. This bylaw shall be cited for all purposes as "Surrey 2015 – 2019 Capital Financial Plan Bylaw, 2015, No. 18389".

PASSED FIRST READING on the 12th day of January, 2015.

PASSED SECOND READING on the 12th day of January, 2015.

PASSED THIRD READING on the 12th day of January, 2015.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 2nd day of February, 2015.



MAYOR



CLERK

Capital Financial Plan Bylaw, 2015, No. 18389

Bylaw 18389	CITY OF SURREY					Schedule 1
	<u>Capital Financial Plan</u> and establish years 2015 to 2019					
	2015	2016	2017	2018	2019	
PROPOSED FUNDING SOURCES						
Development Cost Charges	\$ 147,580,000	\$ 145,436,000	\$ 236,165,000	\$ 240,334,000	\$ 244,837,000	
Revenues from Other Sources						
Borrowing Proceeds	10,600,000	-	-	-	-	
Other Revenue	139,391,000	139,503,000	138,942,000	138,642,000	138,642,000	
TOTAL FUNDING SOURCES	<u>\$ 297,571,000</u>	<u>\$ 284,939,000</u>	<u>\$ 375,107,000</u>	<u>\$ 378,976,000</u>	<u>\$ 383,479,000</u>	
PROPOSED EXPENDITURES						
Amortization						
Police Services	\$ 1,536,000	\$ 1,690,000	\$ 1,859,000	\$ 2,045,000	\$ 2,250,000	
Fire Services	2,408,000	2,649,000	2,914,000	3,205,000	3,526,000	
Parks, Recreation & Culture	15,774,000	17,351,000	19,086,000	20,995,000	23,095,000	
General Government	16,048,000	17,553,000	19,418,000	21,360,000	23,496,000	
Planning & Development	4,000	4,000	4,000	4,000	4,000	
Surrey Public Library	2,741,000	3,015,000	3,317,000	3,649,000	4,014,000	
Engineering Services	38,267,000	42,094,000	46,303,000	50,933,000	56,026,000	
Water, Sewer & Drainage	49,355,000	54,291,000	59,720,000	65,692,000	72,261,000	
Solid Waste Expenditures	1,761,000	1,937,000	2,131,000	2,344,000	2,578,000	
Total Municipal Expenditures	<u>127,894,000</u>	<u>140,884,000</u>	<u>154,752,000</u>	<u>170,227,000</u>	<u>187,250,000</u>	
Capital Expenditures - Prior Years	81,172,000	86,695,000	112,460,000	104,795,000	99,868,000	
Capital Expenditures - Contributed	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	
Capital Expenditures - Current Years	<u>270,573,000</u>	<u>288,984,000</u>	<u>374,866,000</u>	<u>349,318,000</u>	<u>332,892,000</u>	
Total Capital Expenditures	451,745,000	475,679,000	587,326,000	554,113,000	532,760,000	
TOTAL EXPENDITURES	<u>\$ 579,639,000</u>	<u>\$ 616,363,000</u>	<u>\$ 742,078,000</u>	<u>\$ 724,340,000</u>	<u>\$ 720,010,000</u>	
PROPOSED TRANSFERS BETWEEN FUNDS						
Internal Borrowing	\$ (13,513,000)	\$ (41,689,000)	\$ (53,812,000)	\$ (27,679,000)	\$ (6,793,000)	
Transfers (from)/to Special Funds	(29,092,000)	(37,684,000)	(40,462,000)	(28,124,000)	(20,252,000)	
Transfers (from)/to Appropriated Surplus	(2,394,000)	(1,875,000)	(2,000,000)	(2,125,000)	(3,450,000)	
Transfers (from)/to Operating	(58,175,000)	(59,492,000)	(65,944,000)	(67,209,000)	(68,786,000)	
Unspecified Capital Budget Authority	(50,000,000)	(50,000,000)	(50,000,000)	(50,000,000)	(50,000,000)	
Transfers (from)/to Equity	(127,894,000)	(140,684,000)	(154,753,000)	(170,227,000)	(187,250,000)	
TOTAL TRANSFERS BETWEEN FUNDS	<u>\$ (282,088,000)</u>	<u>\$ (331,424,000)</u>	<u>\$ (366,971,000)</u>	<u>\$ (345,364,000)</u>	<u>\$ (336,531,000)</u>	
BALANCED BUDGET	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	

Activity - Departmental efforts that contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.

Annualize - Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

Appropriated Surplus – Funds set aside for a non-statutory specific purpose.

Appropriation - A legal authorization to incur obligations and to make expenditures for specific purposes.

Assessed Value - The value that is attributed to real estate and certain personal property by the Assessor as a basis for levying property taxes.

Assessment Ratio - The ratio at which the tax rate is applied to the assessment base.

Assets - Resources owned or held by the City that have monetary value.

BC Assessment Authority (BCAA) - The organization that is responsible for assessing property values in British Columbia.

Budget - A plan of financial operations embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Biodiversity - The degree of variation of life forms within a given area.

Build Surrey - A program that consist of a series of large-scale capital projects across the City to accommodate business development and population growth.

Business Improvement Area (BIA) - A specific area within which businesses pay fees to fund improvements in commercial business potential.

Canadian Union of Public Employees (CUPE) - Union representing the City's unionized staff.

Capital Assets - Assets of long-term character that are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment. These assets have a significant value and a useful life of several years. Capital assets are also called fixed assets

Capital Budget - The appropriation of internal and external contributions for improvements and additions to facilities, infrastructure, and parks.

Capital Legacy Fund – A statutory reserve fund established by Council to provide a renewable internal financing source for one-time General Capital projects with-a-broad-based community support.

Capital Project - Major construction, acquisition, or renovation activities which add value to the City's physical assets or significantly increase their useful life; also called capital improvements.

Capital Reserve - An account used to segregate a portion of the City's equity to be used for future capital program expenditures.

Collective Bargaining Agreement - A legal contract between the employer and a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Consumer Price Index (CPI) - A statistical description of price levels provided by Statscan (Government of Canada). The index measures the increase in the cost of living (i.e., economic inflation).

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services - Services rendered to the City by private firms, individuals, or other governmental agencies. Examples include rent, leases, maintenance agreements, and professional consulting services.

Debt Service - The cost of paying principal and interest on borrowed money according to a payment schedule.

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

Department - The basic organizational unit of the City, which is functionally unique in its delivery of services.

Depreciation - Expiration in the service life of capital assets attributable to wear and tear, deterioration, exposure to elements, inadequacy, or obsolescence.

Development Cost Charges (DCC) - Fees and charges contributed by developers to support development and growth in the City.

Expenditure - Costs incurred (whether paid or unpaid) for the purpose of acquiring an asset, service or settling a loss.

External Recoveries - Funds received from other organizations for services provided by the City and its departments.

Fiscal Year - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.

Fund - A fiscal entity with segregated revenues and expenditures, and a specific purpose or activity.

GDP - Gross Domestic Product as provided by Statistics Canada.

Generally Accepted Accounting Principles (GAAP) - The standards, conventions, and rules prescribed for the recording of financial transactions and the preparation of financial statements.

Goal - A general, timeless statement of broad direction, purpose, or intent (see objective).

Grants - A contribution by a City or other organization to support a particular function, or endeavor. Grants can be either operational or capital.

Guidepost - See Goal.

GVRD - Greater Vancouver Regional District.

GVS&DD - Greater Vancouver Sewer & Drainage District.

GVTA - Greater Vancouver Transit Authority.

GVWD - Greater Vancouver Water District.

Infrastructure - Large-scale, physical assets required for the operation of a society (e.g., streets, water, sewer, public buildings, and parks).

Internal Services Recovered - Recovery from one department to another for services rendered, such as data processing or insurance funded from a control pool. See internal services used.

Internal Services Used - Charge from one department to another for services rendered. See internal services recovered.

LTCP - Long Term Capital Plan.

Levy - To impose taxes to fund City services.

Long-term Debt - Debt with a maturity of more than one year after the date of issuance.

Materials and Supplies - Expendable goods necessary to conduct departmental operations.

Neighbourhood Concept Plan (NCP) - Part of the City's Official Community Plan.

Objective - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame. See Goal.

Obligations - Amounts that the City may be legally required to pay. They include not only actual liabilities, but also encumbrances.

Official Community Plan (OCP) - The City's primary development-planning document.

One Hundred Person Years - The estimate of the actual time-at-risk in years that all persons contributed to the study i.e. (# of years in study x # of members in the study).

Operating Expenditures - The cost of personnel, materials and equipment associated with the City's day-to-day operation.

Operating Revenues - Funds that the City receives as income to pay for its day-to-day operation, including taxes, fees from specific services, interest earnings, and grant revenues.

P3 - Public-Private Partnership.

Program - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the City is responsible.

Program Revenue - Revenues earned by a program, including fees for services, license and permit fees, and fines.

Public Sector Accounting Board (PSAB) - Sets accounting standards for the public sector. PSAB serves the public interests by setting standards and guidance with respect to the reporting of financial and other information.

Riparian Corridor - The habitat immediately adjacent to a river, stream, lake or other natural body of water.

RCMP - Royal Canadian Mounted Police.

Revenue - Sources of income used by the City to finance its operations.

South Fraser Perimeter Road (SFPR) - Capital roads project undertaken by the City.

Tax Levy - The total amount to be raised through general property taxes.

Taxes - Compulsory charges levied by the City for the purpose of financing services performed for the common benefit of its citizens.

Terrestrial Habitat - a place or environment on land.

Transfers To/From Own Sources - Amounts transferred to/from one fund to another fund or to/from deferred revenue or reserve accounts.

Triple Bottom Line Accounting - A performance measure that takes into account ecological and social performance in addition to financial performance.