CITY OF SURREY
the future lives here.

FINANCIAL PLAN 2016-2020

BRITISH COLUMBIA, CANADA

CITY OF
SURREY
the future lives here.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Surrey

British Columbia

For the Fiscal Year Beginning

January 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Surrey, British Columbia for its annual budget for the fiscal year beginning January 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

CITY OF SURREY

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EXECUTIVE OVERVIEW
READER'S GUIDE

This Reader's Guide provides the reader with a basic understanding of the 2016 – 2020 Financial 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.

Reader's Guide

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.

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.

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.

Building a Sustainable Surrey

The 2016—2020 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.

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.

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.

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. Reserve Funds, Accumulated Surplus and Developer Contributions.

GENERAL OPERATING FUND

This section contains information about the General Operating Fund including the 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.

CAPITAL PROGRAM

This section includes an overview of capital contributions available, along with the types of capital expenditures and the capital planning process. An overview of the ranked capital projects is also included along with the full Five-Year Capital Plan and the Capital Financial Plan Bylaw.

EXECUTIVE OVERVIEW

MESSAGE FROM THE GENERAL MANAGER, FINANCE AND TECHNOLOGY

To the Mayor and Council,
City of Surrey

I am pleased to submit the 2016 - 2020 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 2016 – 2020 Financial Plan reinforces the 2016 – 2020 Financial Plan Bylaws, which received final adoption on March 7, 2016.
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 2017 through 2020. These projections will be updated annually prior to Council's review and approval of the Financial Plan for that year.

2.0 GENERAL OPERATING FINANCIAL PLAN - ISSUES AND PRIORITIES

Council has directed that the 2016 Financial Plan include the following:

- A 3.9% property tax increase, applicable to all property classifications;
- A fee increase in alignment with property tax increases;
- Third party contract increases (maintenance, software, etc.)
- Applicable salary and benefits, along with associated in-range salary adjustments;
- The full year impact of the 100 RCMP members and appropriate support staff approved in 2015;
- Addition of 16 new RCMP member positions along with the appropriate support staff;
- Operating funding for new capital buildings, such as the Grandview Heights indoor pool and the RCMP space expansion;
- Addition of 4 Community Safety Officers, an Assistant Fire Chief and 2 new public safety positions;

- Additional capital contributions as well as internal borrowing for capital projects;
- Continued support for Council's key priorities such as Social Well Being, Surrey City Energy, Sustainability and Crime Reduction; and
- Allowances for 3rd party contract increases, inventory increases and inflation.

These additions will allow staff to address the City's service priorities and meet Council goals.

The following additional on-going revenues were identified in 2016 and have been included in this plan:

- Tax revenues related to new growth; and
- Other City initiatives that generate new revenues.

3.0 DRAINAGE UTILITY FINANCIAL PLAN - ISSUES AND PRIORITIES

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 Drainage 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 2016, the drainage parcel tax will be $216 ($213 in 2015) for residential/farm, and $309 ($259 in 2015) for commercial/ industrial properties.

4.0 PARKING UTILITY FINANCIAL PLAN - ISSUES AND PRIORITIES

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 2016 at $75.00 per month for general parking, $130 per month for reserved parking and $1.50 per hour for general public use.

Message from the General Manager, Finance and Technology

5.0 ROADS & TRAFFIC UTILITY FINANCIAL PLAN - ISSUES AND PRIORITIES

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. In line with the plan that encompassed the expanded vision, the 2016 levy will increase by an equivalent 1% property tax of approximately $18.00 for an average assessed single family dwelling and $73.00 for a business with an assessed value of $1 million.

The Local Roads and Traffic Safety Levy is a key factor in the City's ability to meet the key objectives of the Transportation Policy, which include traffic safety, transportation system maintenance and rehabilitation as well as network management, operations and ensuring sustainable funding. The 2016 - 2020 Financial Plan includes similar increases in future years to ensure funding is available to meet these transportation objectives.

6.0 SEWER UTILITY FINANCIAL PLAN - ISSUES AND PRIORITIES

The Sewer Utility is a self-sustaining fund. Any projected funding requirements are met by a corresponding increase in user fees. Over the last two decades, 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 modest increases in the sewer rates over the next several years. For 2016, the average metered single family dwelling will pay $270 ($261 in 2015) for sanitary sewer.

7.0 SOLID WASTE UTILITY FINANCIAL PLAN - ISSUES AND PRIORITIES

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 2016. The solid waste rate is proposed to remain at $283 per single family residence in 2016.

8.0 SURREY CITY ENERGY UTILITY FINANCIAL PLAN - ISSUES AND PRIORITIES

The Surrey City Energy (SCE) Utility has been structured to be a self-sustaining fund that 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 conducted a full review of the long-term financial plan, rate structure, and 2016 rates and has provided a letter of endorsement in support of the 2016 rates. The average residential customer will pay $768.60 in 2016, based on an average unit size of $70m^2$ and annual consumption of 7.35 MWh/year. The first customers began receiving service in early 2016.

9.0 WATER UTILITY FINANCIAL PLAN - ISSUES AND PRIORITIES

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 2016 and beyond. The average metered single family dwelling will pay $401 in 2016 ($385 in 2015) based on an average yearly consumption of 360 cubic metres.

10.0 GENERAL CAPITAL FINANCIAL PLAN - ISSUES AND PRIORITIES

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. The City has invested over $466 million to date. The 2016 - 2020 Financial Plan includes a further $273 million investment over the next five years. The funding for these projects will be primarily through internal borrowing. These projects include a new recreation and cultural facility in Clayton, additional ice surfaces in Cloverdale, the replacement of the arena in North Surrey, expansion of our district energy system, an Urban Park in Newton, additional space for our RCMP members and the addition of the second phase of the Surrey Museum.

The City has ongoing capital requirements of over $16.0 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.

Message from the General Manager, Finance and Technology

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 2016 - 2020 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.

After relocating City Hall to the downtown core, the City continues to see significant investment in our downtown that is creating a thriving, urban centre, attracting progressive business and educational organizations.

The City has also begun construction of 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 2017, will be Canada's largest biofuel facility and will be operated by Iris Solutions.

In 2015 Surrey City Energy saw its first external customers connect to our district energy system in City Centre, with additional customers coming online in 2016.

The new energy system reduces emissions, increases energy security, stimulates local economic development, provides competitive energy pricing and increases 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 as new high-rise developments are completed.

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.

Message from the General Manager, Finance and Technology

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. These demands continue to be met through the City's ability to manage our major revenue along with optimizing our financial reserves. Some of the needs that are highlighted in this plan include additional ice surfaces in Cloverdale; replacement of the ice surfaces in North Surrey and the addition of a recreation & library 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 2016 - 2020 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 2016 - 2020 Financial Plan.

Respectfully,

Vivienne Wilke
General Manager, Finance & Technology

EXECUTIVE OVERVIEW
APPROVED SUPPLEMENTAL FUNDING REQUESTS

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 2016 previously approved in the 2015 - 2019 Financial Plan have been incorporated into the Departmental Financial Plans as follows:

RCMP	Annualization of one hundred new members	$	5,660,000
	Annualization of Twenty-five civilian support positions		1,500,000
Parks, Recreation & Culture	New facilities		1,808,000
Bylaw Enforcement	Annualize three new bylaw positons		105,000
		$	9,073,000

Items approved after the 2015 Financial Plan was adopted include:

Bylaw Enforcement	Community Patrol Officers	$	265,000
Public Safety	Director of Public Safety		180,000
Grants	Community Initiative Grants		105,000
		$	550,000

Items identified during the 2016 planning process and approved by Council include:

RCMP	Sixteen new member positions	$	305,000
	Four operational support positions		323,000
Fire	Assistant Fire Chief		146,000
Public Safety	Public Safety Analyst		82,000
Parks, Recreation & Culture	Service level and inventory increases		900,000
City Wide	New positions		2,012,000
		$	3,768,000

In addition to the increases approved in 2016, the 2016 - 2020 Financial Plan includes increases for the years 2017 to 2020 as followings:

RCMP	Sixteen new member positions per year	$	2,240,000
	Four operational support positions per year		400,000
Parks, Recreation & Culture	New facilities		5,248,000
City Wide	New positions & service level increases		4,856,000
		$	12,744,000

FINANCIAL PLANNING PROCESS

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 2016 – 2020 Financial Plan:

JULY 2015	• 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 2015	• Prepare Departmental Financial Plans; • Departments submit Operating and Capital Issue Papers; and • Preliminary ranking of Capital Projects.
OCTOBER – DECEMBER 2015	• Prepare Preliminary Financial Plan; and • Prepare Long-Term Capital Plan.
JANUARY—MAY 2016	• Present preliminary plan to Finance Committee for further direction (February 10, 2016); • Present the 2016 – 2020 Financial Plan to Council (February 22, 2016); and • Receive final reading for the 2016 – 2020 Financial Plan Bylaws (March 7, 2016).

Financial Planning Process

AMENDMENT 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.

BASIS OF BUDGETING AND FINANCIAL PLANNING POLICIES

The City uses an accrual basis for budgeting that reports income when earned and expenses when incurred, matching income with their related expenses.

In addition, the Financial Plan has been prepared based on the Legislative British Columbia Community Charter which differs from the City's Audited Financial Statements that are prepared under 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.

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.

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.

Financial Planning Process

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

2016 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.

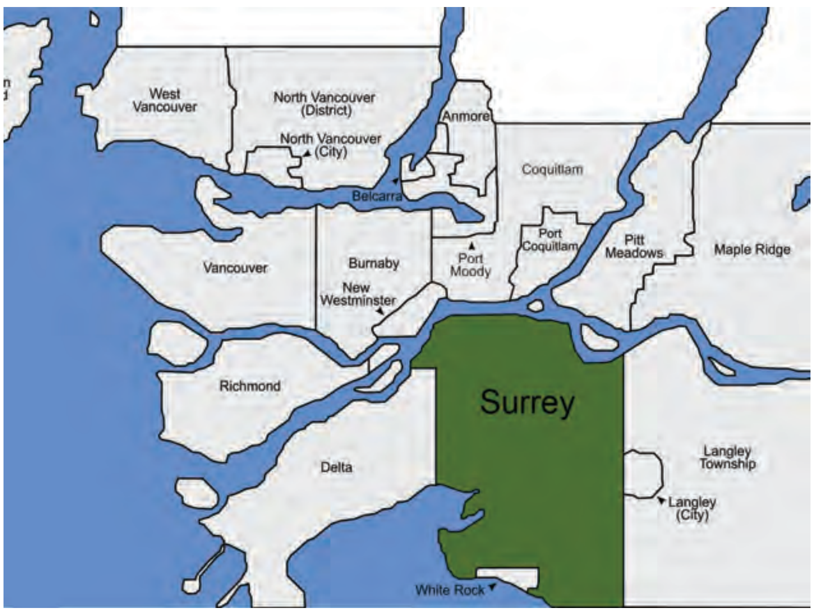
	2016	2017	2018	2019	2020
Water	2.8%	6.7%	6.0%	6.0%	4.9%
Sewer	4.3%	6.6%	7.2%	7.7%	7.2%
Drainage	6.0%	2.3%	2.3%	2.2%	2.2%
Solid Waste	0.0%	1.8%	1.7%	1.7%	1.7%
Equipment	0.5%	0.5%	0.5%	0.5%	0.5%

COMMUNITY PROFILE
SURREY'S HISTORY

The City of Surrey is the second-largest City by population 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 third-largest City by area 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 8,550 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 516,650.

Business - Surrey City Council's "open for business" attitude is attracting international attention. Over 17,400 businesses are based in Surrey, and almost 2,200 new business licenses were issued in 2015. Investors are taking advantage of Surrey's diverse economy, skilled labour force and excellent regional and international distribution links.

Surrey's History

CITY SERVICES

In 2015, the City of Surrey collected $345 million in taxation revenue. These funds are used to support City services
such as:

- 15 Fire halls and over 416 fire fighters;
- 5 community policing stations and 819 RCMP members;
- 9 library branches including the state-of-the-art library built at City Centre;
- 9 Community Recreation Centres that include gymnasiums, fitness rooms and multi-purpose rooms; 6 indoor pools and 8 outdoor pools; 5 ice arenas providing 8 sheets of ice; 8 Skate Parks including 2 covered youth parks; 6 Drop-in Youth Lounges and 1 Seniors Centre and seniors programming in all community centres;
- Surrey Art Gallery with visual arts studios, media tech lab, Youth New Media Gallery & the City's permanent art collection; Main Stage Theatre with a seating capacity of 402 and Studio Theatre with a seating capacity of 130; Centre Stage Theatre venue at City Hall with a seating capacity of 200; 60 Public Art installations;
- Museum with Kids Gallery, Textile Studio and history exhibits; Civic Archives with local government records and community collection; Historic Stewart Farm including 8 designated heritage buildings;
- Develop and maintain 7,525 acres of parkland which include 221 athletic fields, 14 synthetic turf fields, 3 track and field complexes, 77 public tennis courts, 300 kms of trails and paths, 2 large urban forest parks;
- 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
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's History

2011	First major Canadian City to host an electric vehicle charging station at City Hall
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 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
	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
2015	Surrey named one of the Top 7 Intelligent Communities of 2015 by New York based think tank Intelligent Community Forum
	Mayor breaks ground at site of Surrey Biofuel Processing Facility; the first closed-loop fully-integrated organics waste management system in North America
	The world class FINA-certified Guildford Aquatic Centre opens to the public
	Surrey named top destination for starting a small business in Metro Vancouver by Vancity Credit Union
	Surrey becomes first city in the world to integrate "IBM Watson" technology into its "MySurrey" mobile app
	Surrey records $1.46 billion in new construction projects, the second highest year of development in the city's history

COMMUNITY PROFILE

POPULATION AND GROWTH STATISTICS

Surrey's total population, as of December 2015, is estimated at 516,650 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.

Figure 1 illustrates existing and projected total City population for the years 2010 through 2020. Over the last five years, Surrey's population grew by 40,990 residents, representing an average annual growth rate of 1.72%. Further population growth of approximately 51,230 residents is projected for the five years between 2015 and 2020, for an estimated 2020 population of 567,880. This estimate represents an average annual growth rate of approximately 1.98% over the next five years.

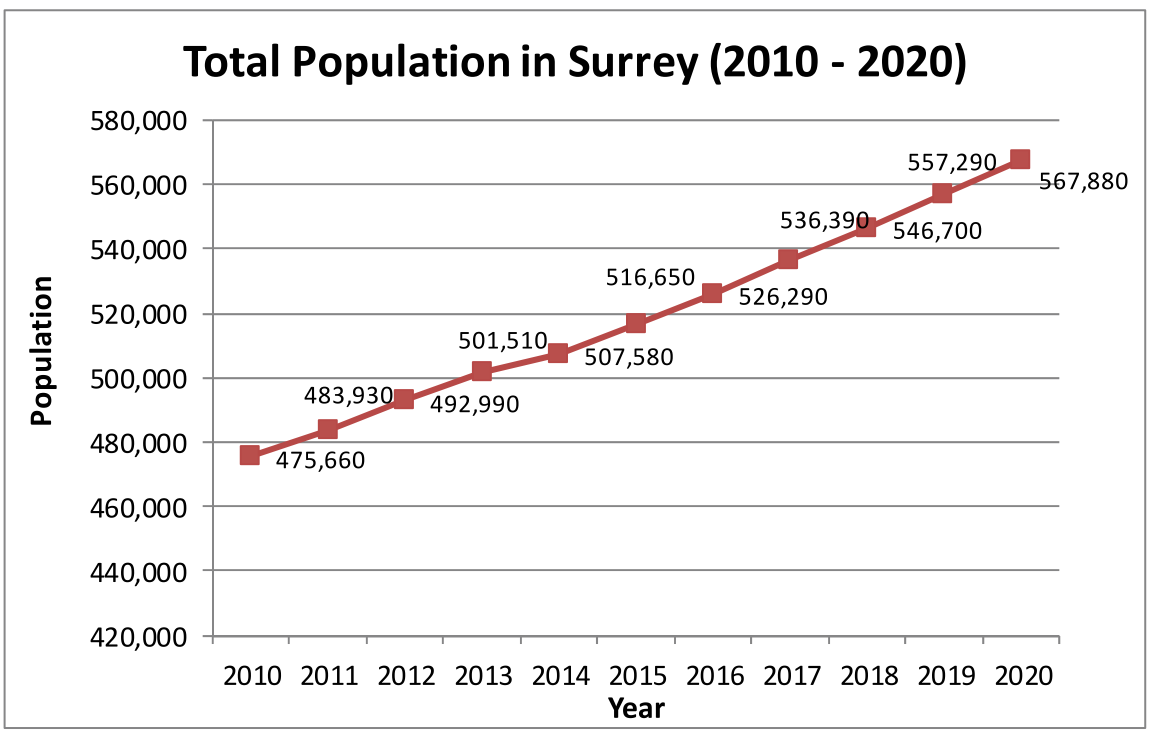


Figure 1—Total Population in Surrey (2010—2020)
Note: Year 2016 –2020 are projected
Source: City of Surrey Planning & Development Department

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 2015 comprised approximately 20.7% of the population of Metro Vancouver. Over the next five years this will rise to 21.1%, as Surrey's share of regional population growth in this time period is expected to be between 26-28%.

Population Estimates and Projections 2010 - 2020

Year	Cloverdale	Fleetwood	Guildford	Newton	South Surrey	Whalley	City Centre Component	Surrey Total
2010	63,680	57,180	60,060	122,010	77,620	67,090	28,020	475,660
2011	65,490	58,000	60,390	124,980	79,240	67,450	28,380	483,930
2012	67,070	59,070	60,840	127,480	81,400	67,810	29,320	492,990
2013	68,390	59,460	61,480	129,730	82,790	67,830	31,830	501,510
2014	69,900	60,070	61,700	131,520	84,340	68,130	31,920	507,580
2015	71,400	60,270	62,420	133,510	86,550	68,710	33,790	516,650
2016	72,870	60,550	63,190	135,930	88,630	69,280	35,840	526,290
2017	74,460	60,950	64,080	138,030	91,220	69,840	37,810	536,390
2018	76,150	61,400	64,830	140,180	93,570	70,380	40,190	546,700
2019	78,000	61,900	65,600	142,110	96,090	70,890	42,700	557,290
2020	79,800	62,520	66,380	143,820	98,620	71,440	45,300	567,880

Source: City of Surrey Planning & Development Department

Surrey's actual and projected annual population growth rate for each of the years from 2010 to 2020 is below. While some annual fluctuation is likely, it is expected that Surrey's population growth rate will average 1.9% 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.

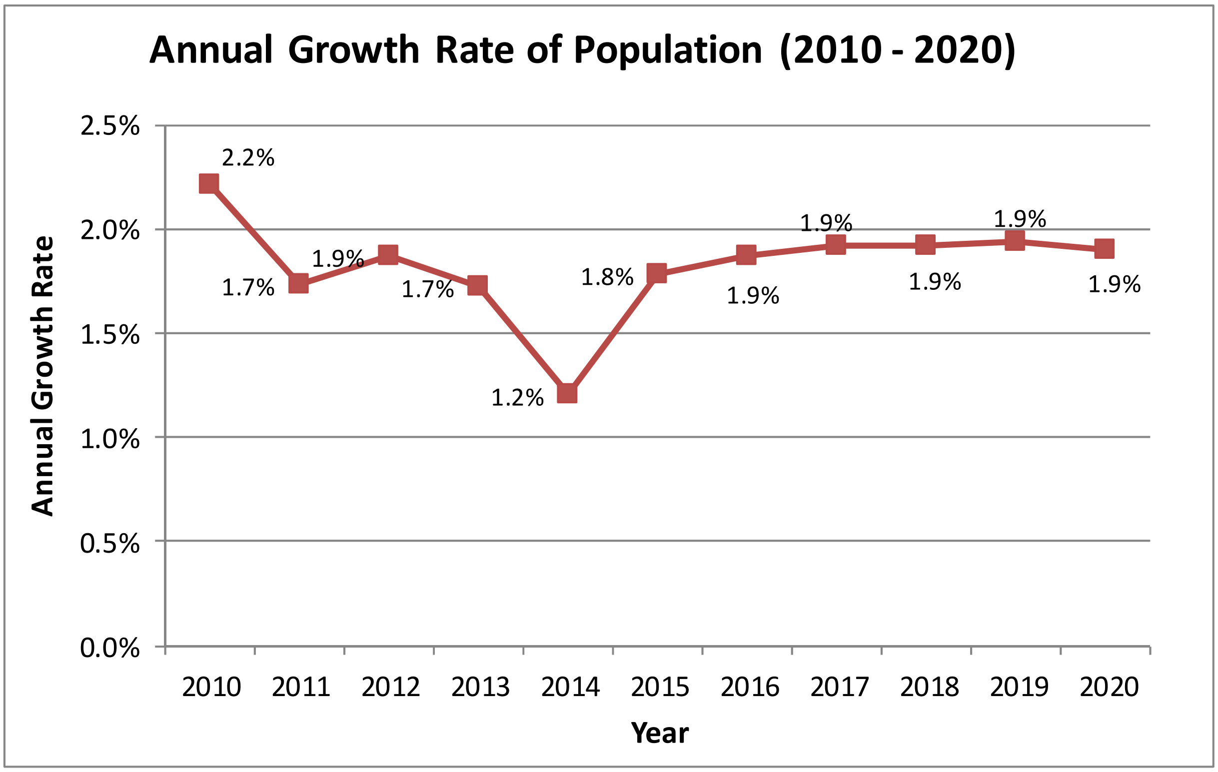
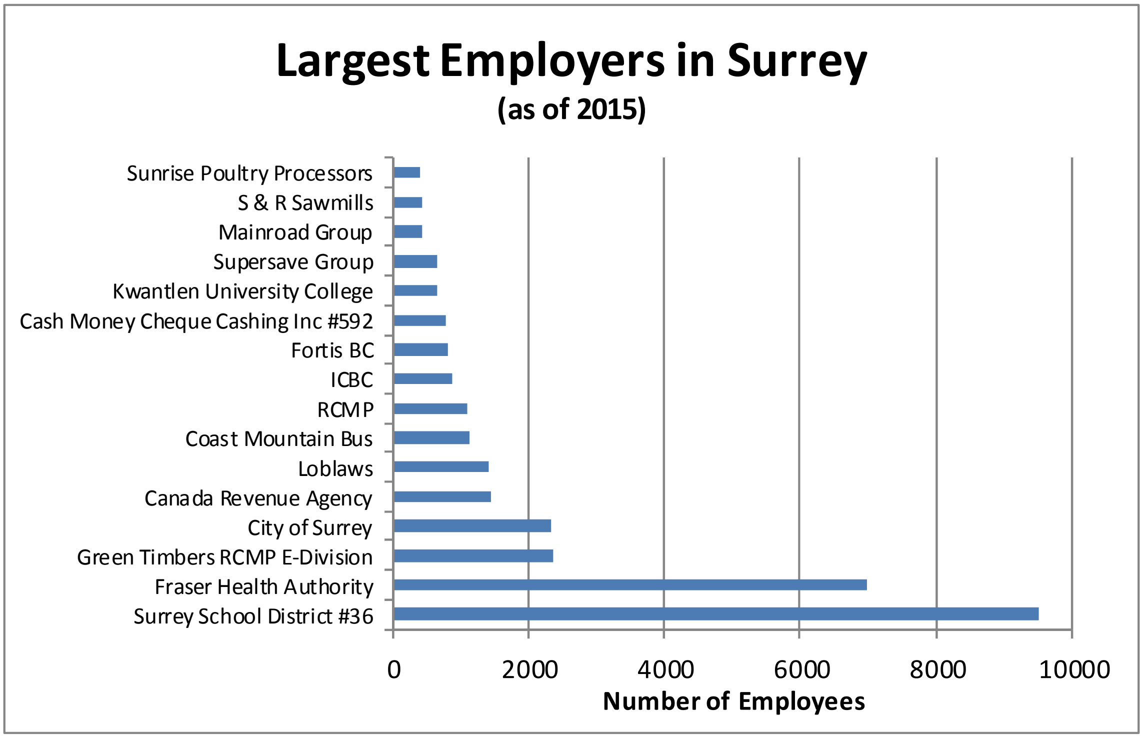


Figure 2—Annual Growth Rate of Population (2010—2020)

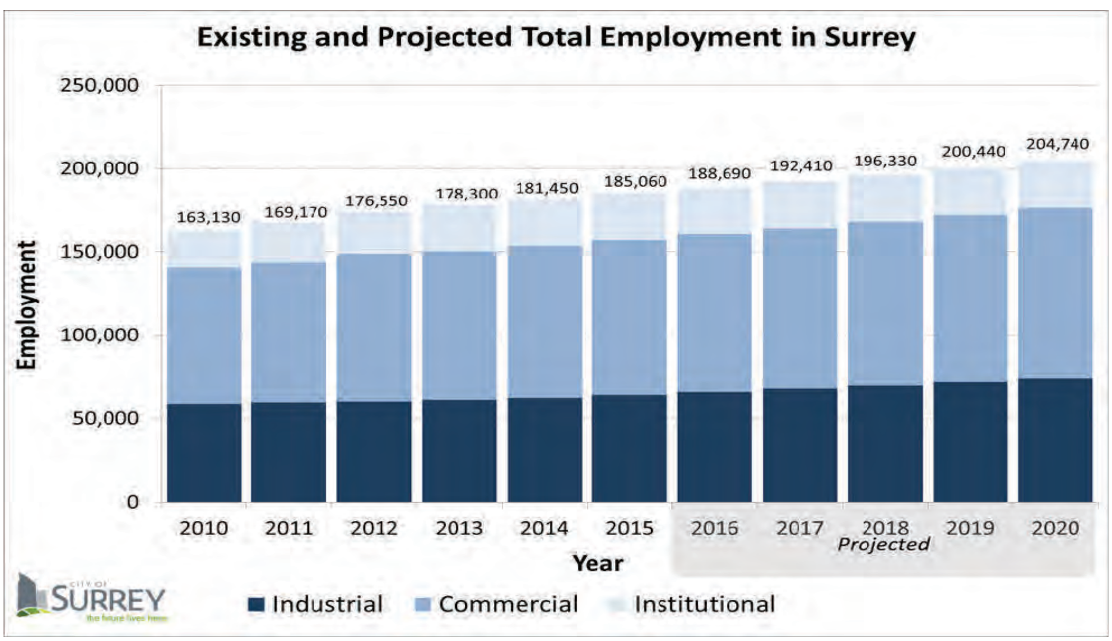
Note: Year 2016 –2020 are projected

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.



Current total employment in Surrey (December 2015) is estimated to be 185,060 jobs.



Note: 2015 employment calculations include demolitions of several non-residential buildings in Surrey that would account for a lower employment figure in 2015 compared to 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.

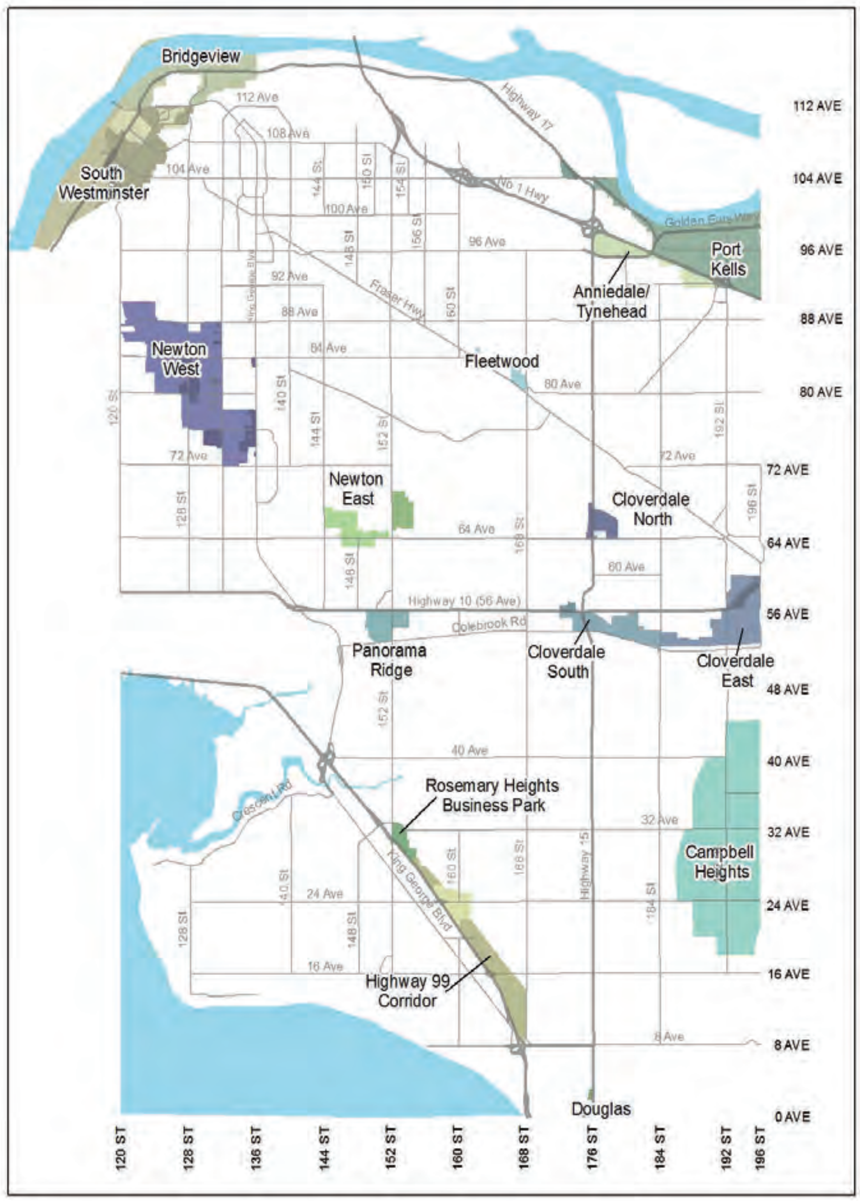
Surrey's industrial areas will benefit from provincial and federal funding for the Gateway Program, which includes major transportation projects such as the South Fraser Perimeter Road and the new Port Mann Bridge.

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 also runs through this area improving 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 5,200 businesses.



Business & Industry

Bridgeview/South Westminster

The Fraser Surrey Docks, part of Port Metro Vancouver, is located in South Westminster. 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.

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.

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 Avenues. Significant construction has occurred since the opening of the park with over 5.8 million square feet of office, commercial, and industrial space built between 2005 and 2015.

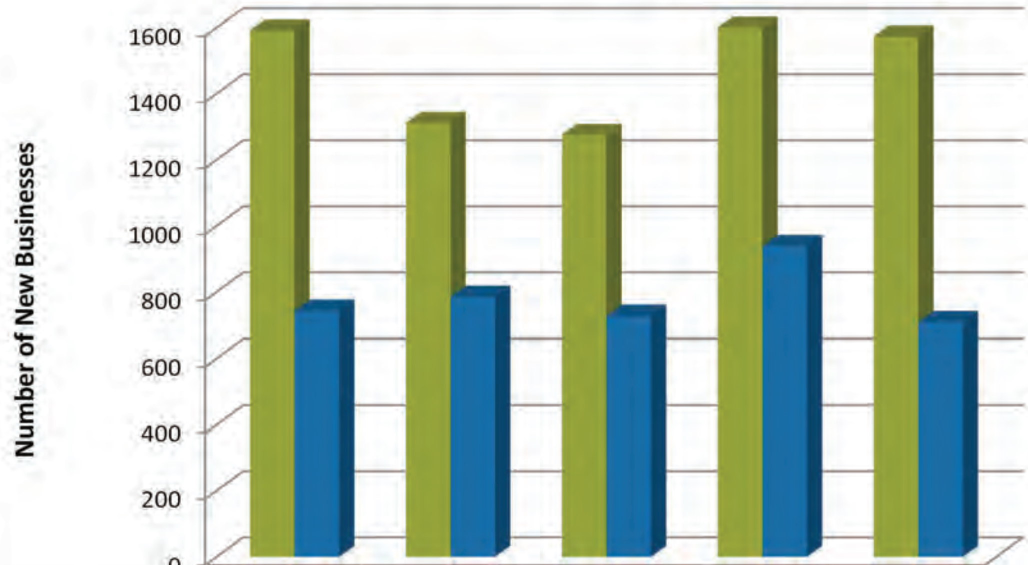
Rosemary Heights

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.

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.

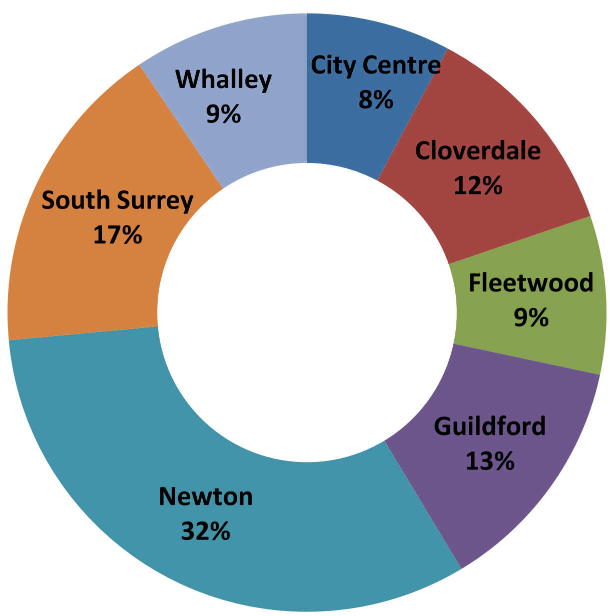
New Businesses to Surrey 2011 - 2015



	2011	2012	2013	2014	2015
Home Based	1591	1311	1275	1600	1573
Commercial/Industrial	743	785	728	939	709

* Excludes non-resident

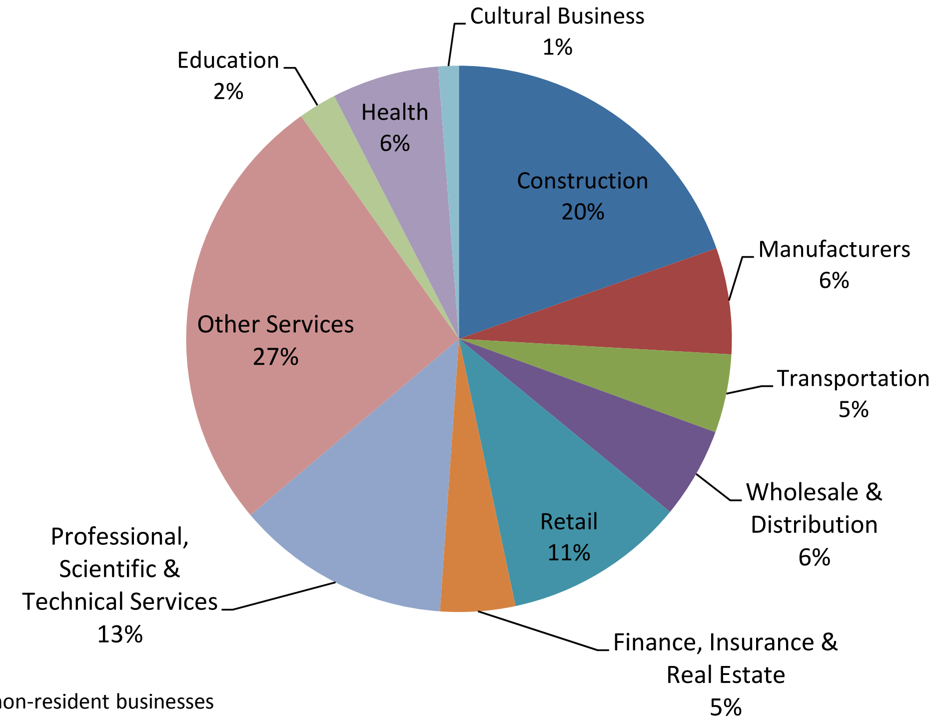
Distribution of Businesses by Community 2015



Note: Excludes non-resident businesses

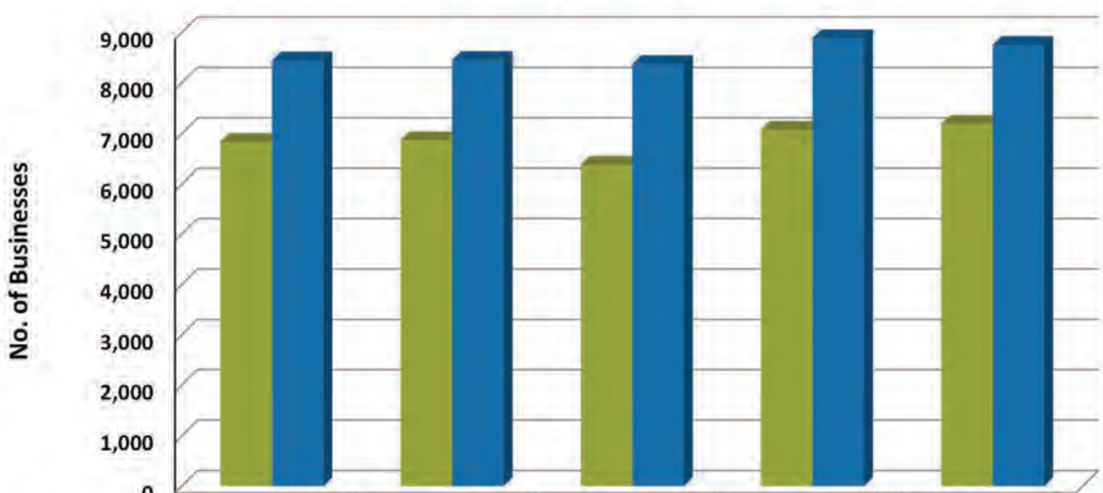
Business & Industry

Distribution of Businesses by Sector 2015



Note: Excludes non-resident businesses

Total Business Licenses Issued 2011-2015



	2011	2012	2013	2014	2015
Home Based	6,829	6862	6374	7068	7184
Commercial/Industrial	8,445	8455	8375	8889	8754

Note: Excludes non-resident businesses

COMMUNITY PROFILE
TAXES, UTILITIES & ASSESSMENTS

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 2016 tax rates (per $1,000 of assessed value) for the most common uses are as follows:

- Residential $4.44
- Business $13.93
- Light Industrial $13.46

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

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 63,100 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.

Taxes, Utilities & Assessments

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).

2016 WATER RATES

The current metered water rate is $0.9300 per cubic meter; a SFD with an average yearly consumption of 360 cubic meters, for instance, would pay $400 (this includes the meter base charge of $22 per four month period). A SFD subject to the annual flat rate billing would pay $810 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 $322 per year for water service.

2016 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 $0.9371 per cubic meter. A SFD with a yearly water consumption of 360 cubic metres, for instance, would pay $270. A SFD subject to the annual flat rate billing would pay $600 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.

2016 DRAINAGE RATES

All properties are subject to the Drainage Parcel Tax. The current rate is $216 ($213 in 2015) for residential/farm, and $309 ($259 in 2015) for commercial/industrial properties.

2016 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 .

COMMUNITY PROFILE
EDUCATIONAL SERVICES

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 2015, School District No. 36 served over 68,677 students from K-12 plus more than 5,716 students in adult education completion programs. The largest district in B.C., the Surrey School District has 101 elementary schools, 19 secondary schools, five learning centres, four adult education centres, a distributed (online) learning program and a variety of satellite and inter-agency programs serving a wide range of student needs.

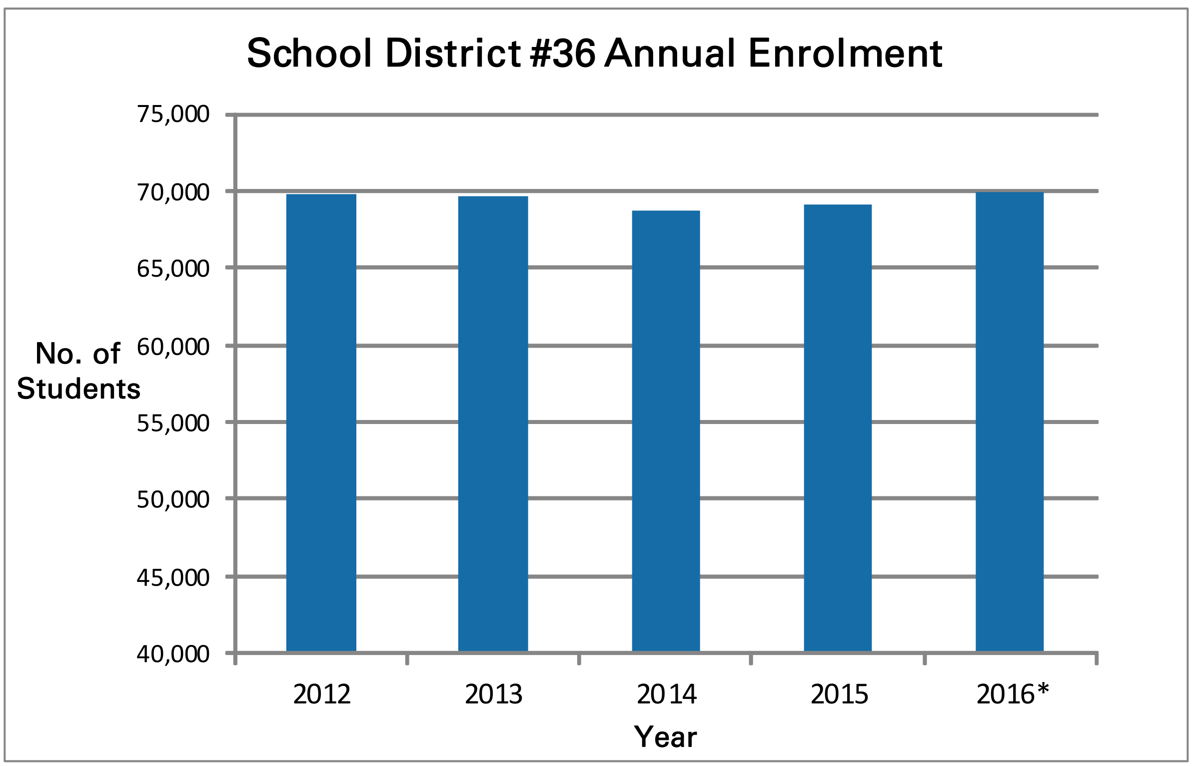
School District No. 36 (Surrey)

14033 - 92nd Avenue

Surrey, BC V3V OB7

604-596-7733

www.surreyschools.ca



*Numbers for 2016 are projected.

Educational Services

POST SECONDARY EDUCATION

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

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.

Surrey Campus

12666 – 72nd Avenue

Surrey, BC V3W 2M8

604-599-2000

Cloverdale Campus

5500 – 180th Street

Surrey, BC V3S 4K5

604-599-2000

www.kwantlen.bc.ca

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

Surrey Campus

#250—13450 – 102nd Avenue

Surrey, BC V3T 0A3

778-782-7400

www.sfu.ca

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.)

COMMUNITY PROFILE
HEALTH & SAFETY SERVICES

HOSPITALS

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

Jim Pattison Outpatient Care & Surgery Centre

Surrey Memorial Hospital (SMH) is a regional hospital providing care for patients of all ages, from newborns 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.

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

Health & Safety Services

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 V3S 1C7
604-575-5100
www.fraserhealth.ca

FIRE SERVICES

Surrey has a total of 15 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

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 819 police members (regular and civilian) and a support staff of 299 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.provincialcourt.bc.ca

ORGANIZATIONAL PROFILE
CITY GOVERNMENT & ADMINISTRATION

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

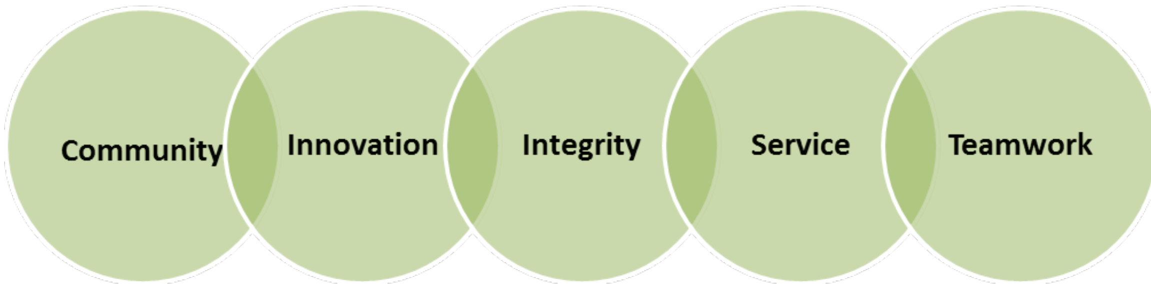
SENIOR MANAGEMENT TEAM

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	604-591-4042	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-grc.gc.ca
Chief Librarian		
Melanie Houlden	604-598-7305	MGHoulden@surrey.ca

ORGANIZATIONAL PROFILE
ORGANIZATIONAL OBJECTIVES

CITY OF 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.

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.

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.

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.

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.

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 2015 and future initiatives that the City will undertake during the next five years are detailed within each department's section.

Organizational Objectives

To highlight the City's commitment to advancing sustainable practices, the 2015 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 http://dashboard.surrey.ca. For additional information on specific accomplishments and goals, please read the departmental overviews.

Our 2015 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

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.

ORGANIZATIONAL GOVERNANCE

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 drive 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.

In addition to Corporate Polices as adopted by Council, there are many Corporate Procedures and Practices that provide guidance and direction to staff, typically these documents contain more detailed information compared to Corporate Polices and also are designed to be more fluid in nature, being updated based on organizational needs and workplace changes. The following are some key Policies and Procedures/Practices utilized by the City:

POLICIES

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.

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.

INVESTMENT 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

Organizational Governance

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.

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.

PROCEDURES AND GUIDELINES

CASH HANDLING PROCEDURE

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

REPLACEMENT RESERVE FUND PROCEDURE

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.

PROCUREMENT PROCEDURE MANUAL

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.

TANGIBLE CAPITAL ASSET PROCEDURE

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).

PLANS & STRATEGIES

BIODIVERSITY CONSERVATION STRATEGY

The Biodiversity Conservation Strategy (BCS), adopted in 2014 as part of Corporate Report R141, recognizes Surrey's biodiversity as a key foundation of a healthy, livable and sustainable City. The goal of the Strategy is to preserve, protect, and enhance Surrey's biodiversity in the long-term.

BUILD SURREY PLAN

The Build Surrey program of capital projects has been developed to position the City of Surrey for a prosperous future. The projects outlined will accelerate the transformation of the downtown core, create BC's next metropolitan centre and ensure the ongoing development of major areas in Surrey.

EMPLOYMENT LANDS STRATEGY

The City of Surrey has developed the Employment Lands Strategy to ensure that there is an adequate and well-located supply of employment lands, for the short and long term. The strategy works toward attracting and retaining business investment in the community to keep Surrey competitive.

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.

PUBLIC SAFETY STRATEGY

Our Public Safety Strategy will make Surrey a safer city by addressing issues related to crime, personal safety, emergencies, disasters, road safety, and persistent social challenges like homelessness, mental health and addictions.

SMART CITY STRATEGY

The Smart Surrey Strategy guides how technology and innovation are considered in decisions made for existing and future plans, programs and infrastructure. Using new and existing technologies and information, it identifies and implements systems and programs to inform decision -making, create efficiencies and optimize our resources leading to cost-savings.

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.

SURREY SPORT TOURISM STRATEGY

The Surrey Sport Tourism Strategy has been developed to advance the City of Surrey as a leader in the Sport Tourism industry, maximizing both economic benefits and sport development opportunities. The Strategy will establish Surrey as a premier sport tourism destination in the Pacific Northwest and Canada while balancing community needs with sport tourism development.

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 2016.

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.

EXAMPLES OF HOW STRATEGIC PLANS TIE INTO SERVICE DELIVERY PLANS

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.

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.

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.

BUILD COMPLETE COMMUNITIES

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

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.

PROVIDE PARKS AND RECREATIONAL FACILITIES

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

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.

PROTECT AGRICULTURE AND AGRICULTURAL AREAS

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

PROTECT NATURAL AREAS

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

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.

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.

INTEGRATED PLANNING MODEL

ORGANIZATIONAL OBJECTIVES & GUIDEPOSTS

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CORPORATE POLICIES & GUIDELINES

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

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STRATEGIC PLANS

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

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SERVICE DELIVERY PLANS, STRATEGIES & PROGRAMS

Build Surrey Program; Public Safety Strategy; Financial Plan; Annual Report.

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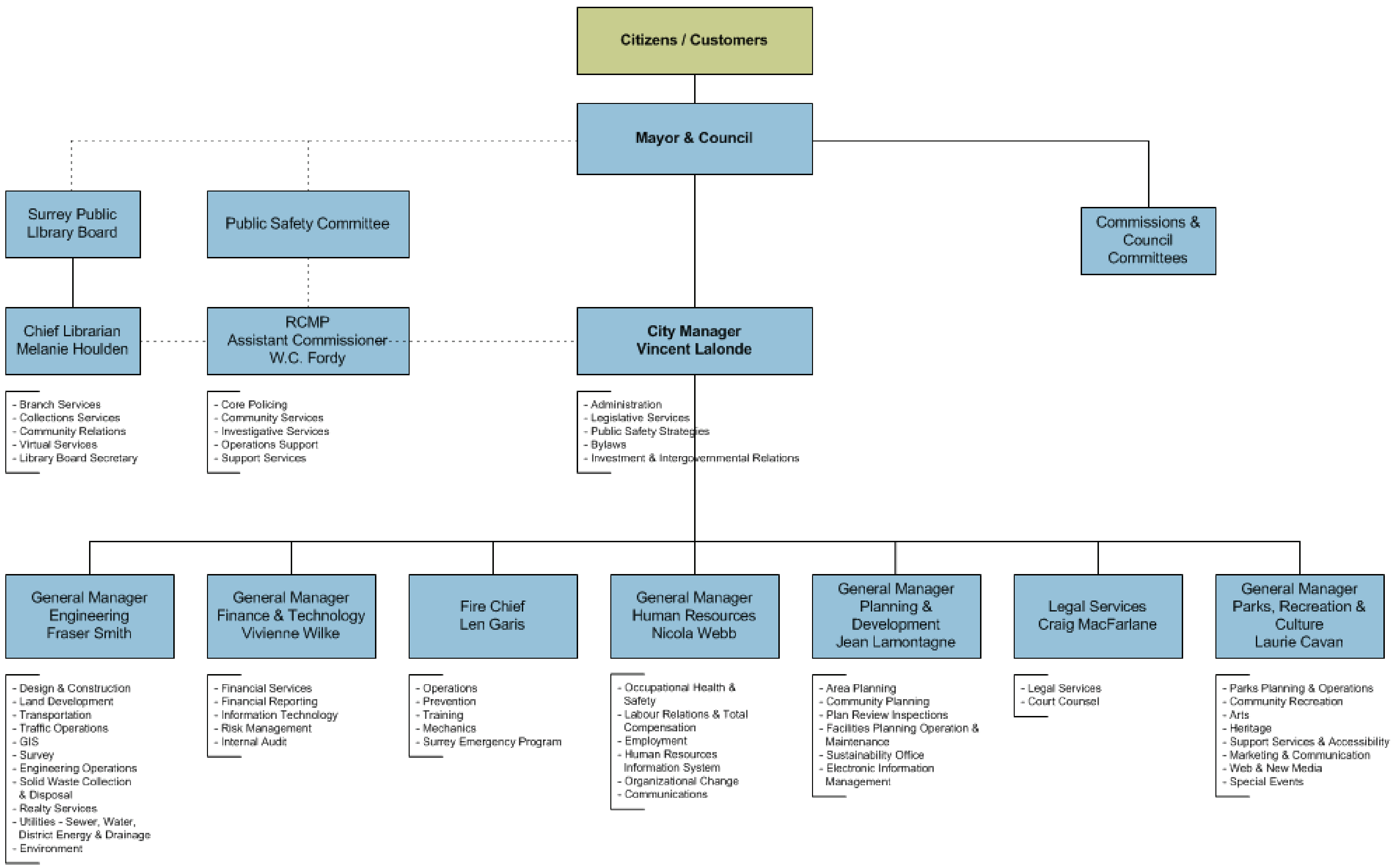
PERFORMANCE MEASURES

ORGANIZATIONAL PROFILE
CORPORATE FUNCTIONS

2016 – 2020 Financial Plan
City of Surrey Corporate Functions



STAFFING COMPLEMENT
FULL-TIME STAFF SUMMARY

Program Summary	2014 *Actual	2015 *Actual	2015 *Budget	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan
Office of the Mayor	6	5	6	**5**	5	5	5	5
City Manager								
Administration	6	7	7	**9**	9	9	9	9
By-law Services	41	45	49	**56**	56	56	56	56
Economic Development	5	5	5	**5**	5	5	5	5
Legal Services	12	13	13	**13**	13	13	13	13
Legislative Services	24	24	26	**26**	26	26	26	26
	88	94	100	**109**	109	109	109	109
Finance & Technology								
Leadership	7	10	10	**12**	12	12	12	12
Financial Services	19	17	19	**17**	17	17	17	17
Financial Processing	31	30	31	**31**	31	31	31	31
Risk	4	4	4	**4**	4	4	4	4
Audit/Procurement	22	25	25	**26**	26	26	26	26
Information Technology	73	76	89	**94**	94	94	94	94
	156	162	178	**184**	184	184	184	184
Human Resources								
Administration	2	3	3	**3**	3	3	3	3
Labour Relations & Compensation	8	7	7	**7**	7	7	7	7
Employment	10	11	11	**11**	11	11	11	11
Occupational Safety	4	5	5	**6**	6	6	6	6
	24	26	26	**27**	27	27	27	27
Fire								
Administration	13	14	14	**15**	15	15	15	15
Mechanics	4	4	4	**4**	4	4	4	4
Prevention	9	8	8	**8**	8	8	8	8
Radio & Communications	20	18	18	**18**	18	18	18	18
Fire Operations	356	356	356	**356**	356	356	356	356
Training	3	3	3	**3**	3	3	3	3
	405	403	403	**404**	404	404	404	404
RCMP								
Administration	11	13	16	**16**	20	24	28	32
District Offices	4	4	6	**6**	6	6	6	6
Corporate Services	36	42	49	**47**	47	47	47	47
Operations	78	91	97	**102**	102	102	102	102
Information Services	87	97	111	**113**	113	113	113	113
RCMP Contract	616	700	803	**819**	835	851	867	883
	832	947	1,082	**1,103**	1,123	1,143	1,163	1,183

Full-Time Staff Summary

Program Summary	2014 *Actual	2015 *Actual	2015 *Budget	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan
Engineering Services								
Administration	35	34	38	**41**	41	41	41	41
District Energy	3	3	3	**3**	3	3	3	3
Engineering Operations	221	238	273	**282**	282	282	282	282
Land Development	31	29	40	**41**	41	41	41	41
Parking Authority	1	1	1	**4**	4	4	4	4
Real Estate	18	19	25	**25**	25	25	25	25
Traffic	15	15	18	**16**	16	16	16	16
Transportation	25	27	27	**27**	27	27	27	27
Utilities	25	28	31	**31**	31	31	31	31
	374	394	456	**470**	470	470	470	470
Parks, Recreation & Culture								
Administration	20	21	21	**21**	21	21	21	21
Arenas	17	18	18	**19**	19	19	19	19
Art Centre	12	12	13	**14**	14	14	14	14
Community Development	7	6	6	**7**	7	7	7	7
Community Recreation Services	44	45	45	**47**	47	47	47	47
Heritage Services	6	6	6	**6**	6	6	6	6
Indoor Pools	27	27	42	**58**	58	58	58	58
Marketing	9	9	10	**12**	12	12	12	12
Parks Division	90	91	106	**107**	107	107	107	107
Planning & Research	5	5	5	**5**	5	5	5	5
Filming & Special Events	4	4	5	**5**	5	5	5	5
	241	244	277	**301**	301	301	301	301
Surrey Public Library								
Administration	8	8	9	**9**	9	9	9	9
Collection Services	14	14	14	**14**	14	14	14	14
Public Services	81	81	81	**83**	83	83	83	83
	103	103	104	**106**	106	106	106	106
Planning & Development								
Administration	34	34	36	**36**	36	36	36	36
Area Planning	33	30	38	**39**	39	39	39	39
Building	66	63	77	**83**	83	83	83	83
Facilities	37	37	42	**42**	42	42	42	42
Community Planning	15	16	17	**17**	17	17	17	17
Sustainability				**2**	2	2	2	2
	185	180	210	**219**	219	219	219	219
	2,414	**2,558**	**2,842**	**2,928**	**2,948**	**2,968**	**2,988**	**3,008**

* 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.

Staffing Complement—Significant Changes

2015 ADOPTED BUDGET		**2,842**
Staff Complement Significant Changes*		
City Manager - Director of Public Safety	1	
City Manager - Crime Analyst	1	
City Manager - Bylaw Licensing Clerk	1	
City Manager - Bylaw Community Patrol Officers	4	
City Manager - Bylaw Enforcement Officers	2	9
Office of Mayor - Office Assistant		(1)
Finance & IT - Leadership - Accounting Clerk I & II from Financial Services	2	
Finance & IT - Financial Services - Accounting Clerk I & II moved to Leadership	(2)	
Finance & IT - Audit & Procurement - Accounts Payable Clerk II	1	
Finance & IT - Special Projects Manager	1	
Finance & IT - Desktop Support Technical Specialist I	1	
Finance & IT - Desktop Support Technical Specialist II	1	
Finance & IT - Packaging Specialist Network Analyst II	1	
Finance & IT - Service Desk Support Specialist I	1	6
HR - Occupational Health and Safety - Return to Work Coordinator		1
Fire - Administration - Assistant Chief		1
RCMP - Corporate Services - Support staff	(2)	
RCMP - Operations	5	
RCMP - Information Services	2	
RCMP - Members	16	21
Engineering Administration – Media Designer	1	
Engineering Administration – Functional Analyst 2	1	
Engineering Operations – Trades Improver	1	
Engineering Operations – EA3	2	
Engineering Operations – Trades Improvers	1	
Engineering Operations – Labourer 2	1	
Engineering Operations – Trades Improver 2	1	
Engineering Operations – Sanitary Sewer Superintendent	1	
Engineering Operations – Water Meter Superintendent	1	
Engineering Operations – Clerk	1	
Engineering Land Development – EA2	1	
Engineering Traffic – Traffic Engineer	1	
Engineering Transportation – Project Engineer – RTSP	1	14
Library - Public Services		2
PRC Admin - Clerk 2	1	
PRC Call Centre - Functional Application Analyst 1	1	
PRC Arena - RFMW2	1	

Staffing Complement—Significant Changes

PRC ARTs, CRS, Park Ops - CSC2	4	
PRC CRS - CSC1	1	
PRC Indoor Pools - various staffing for new Grandview Aquatics	13	
PRC Indoor Pools - Head Lifeguard	1	
PRC Marketing - Print shop Operators (moved from Legislative services)	2	24
Planning Area Planning - Planning Tech 1	1	
Planning Building - Customer Service Supervisor	1	
Planning Building - Plan Checker 3	1	
Planning Building - Operations Clerk	4	
Planning Sustainability - Manager Sustainability	1	
Planning Sustainability - Sustainability Coordinator	1	9
		86
2016 ADOPTED BUDGET		2,928
Staff Complement Change		
RCMP - 4 new Civilian Staff	4	
RCMP - 16 new RCMP Members	16	20
2017 PLAN		2,948
Staff Complement Change		
RCMP - 4 new Civilian Staff	4	
RCMP - 16 new RCMP Members	16	20
2018 PLAN		2,968
Staff Complement Change		
RCMP - 4 new Civilian Staff	4	
RCMP - 16 new RCMP Members	16	20
2019 PLAN		2,988
Staff Complement Change		
RCMP - 4 new Civilian Staff	4	
RCMP - 16 new RCMP Members	16	20
2020 PLAN		3,008

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

ECONOMIC OVERVIEW

INTERNATIONAL

Financial market volatility and subdued demand will continue to hamper the world economy. Global economic growth is forecasted at 3.1% for 2016. With the exception of the US, the ongoing recovery from the financial crisis will continue to be fueled by government bailouts and low interest rates. Depressed prices for oil and other commodities will put downward pressure on inflation, giving central banks around the world cause for continuing with their highly accommodative monetary policy stances.

The outlook for crude oil prices is bleak. Oversupply of oil coupled with sluggish demand and ongoing US dollar appreciation continues to push prices down further. Oil prices dipped to a 12 year low at the start of 2016, trading under $30 USD per barrel for the North American benchmark, West Texas Intermediate. At the same time, a barrel of Western Canada Select traded under $15 USD per barrel, the lowest price on record.

OPEC nations continue to flood the market with oil in an attempt to squeeze high-cost producers out of business. With no imminent plans to pull back on this strategy, excess supply will continue and perhaps worsen as western sanctions against Iranian oil are poised to be lifted in 2016. The International Energy Agency already estimates a "massive cushion" of 3 billion barrels of oil around the world. Some forecasts indicate that North American benchmark oil prices could slide to $20 USD per barrel as oversupply and a strengthening US dollar work to erode the commodity's value.

If prices do fall to this level, it should theoretically be short lived as it is well below the production cost for many producers outside of the Middle East. While Saudi Arabia, Kuwait and Iraq can produce a barrel of oil for around $10 USD or less (on average), fiscal sustainability for these and other countries in the Middle East starts at around $50 USD a barrel.

The Eurozone continues to struggle to come to consensus on economic, fiscal and banking reforms. Weak demand and reduced confidence in the economy continues to drag on growth. Low oil prices, a weak euro, and loose monetary policy contribute to a projection of only 1.7% GDP growth during 2016. The European Central Bank indicated that it will continue with its current monetary policy and negative interest rates given weak global demand, high unemployment, and stubbornly low Euro-area inflation.

China's economy is maturing and growth is expected to come in at 6.5% this year. 2016 began with steep declines in Chinese stocks, causing reverberations in global stock markets. China's central bank has attempted to guide the Yuan lower against the US dollar to aid the country's export sector and bolster economic growth. This move has alarmed investors who, fearing further currency depreciation, have aggressively sold off the currency. The result has seen weakened confidence in the Chinese economy and its stock markets.

A shift is underway to transition China's economy towards domestic consumption while reducing reliance on exports and government investment. The government is taking steps to address over-supply of housing in urban areas by increasing urbanization through movement of its rural population. The plan includes removal of barriers to migration for rural residents, including, access to education and medical care. Urbanization of China's massive rural population, estimated at approximately 624 million people, will not only increase demand for housing but will increase the overall income of its people, leading to increased domestic consumption.

UNITED STATES

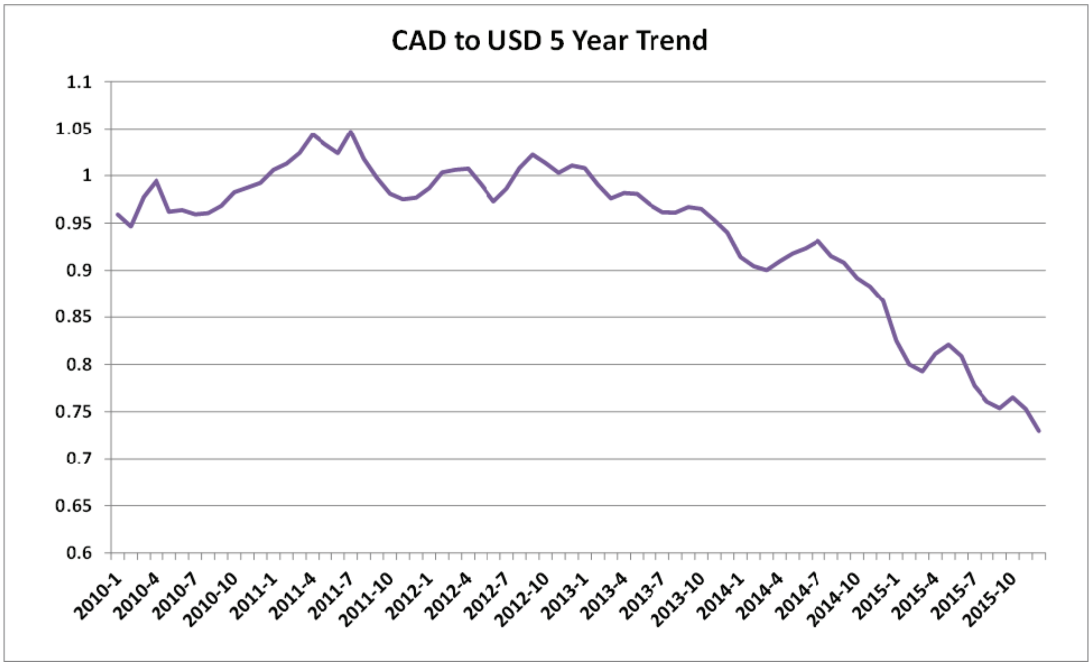
The US economy is expected to gain further momentum in 2016 with GDP growth forecasted at 2.6%. The US labour market continues to improve with over 200,000 new jobs created each month last year. During the fourth quarter of 2015, the unemployment rate reached a seven year low of 5% while the final tally saw 2.65 million jobs added during the year.

Based on this strong employment growth, the US Federal Reserve (Fed) raised its key interest rate by 0.25% in December 2015, the first such increase in almost 10 years. Analysts predict that the Fed will further raise its key interest rate by up to a full percentage point during 2016, albeit gradually. The Fed will be looking for target inflation to reach 2% and a return to full employment as a guide to further rate increases. A faster "normalization" of interest rates is expected once these two conditions are met.

The slowing growth of the working-age population coupled with reduced excess labour supply will result in less new job market entrants going forward. The Fed predicts that an increase of 100,000 jobs per month going forward will be sufficient to keep the unemployment rate within a range that it considers full employment.

As the labour market improves, wages should follow suit. Incomes are forecasted to rise by 3% in 2016. These wage gains, coupled with improving confidence in the economy and increased employment, are expected to fuel consumer demand. Solid gains in the housing market and auto sector are also expected this year.

The US dollar enjoyed a 10% appreciation (trade-weighted) during 2015. The dollar's surge was driven largely by divergence in economic performance, and hence, expectations about monetary policy between the US and the rest of the world. The upward trend is expected to continue in 2016 but some analysts predict that the US dollar is close to peaking. Estimates indicate that there is almost $10 trillion worth of US dollar denominated debt held by non-financial entities outside the US. The record surge in USD has now made it more difficult for those holders to service that debt. At 18% of world GDP (excluding the US), the exposure of debtors to a strengthening US dollar is now twice as large as it was back in 1997 when a US dollar surge contributed to a financial crisis in Asia.



Source: Bank of Canada

CANADA

Canada's GDP for 2016 is forecasted at 1.7% while the unemployment rate is expected to remain around 7%. Depressed commodity prices continue to be the major factor producing drag on the economy and causing large losses for the Canadian dollar.

Consumer spending will be restrained as the pace of inflation for food items outpaces any potential savings at the pump through reduced gasoline prices. The food inflation rate is expected to increase between 2 and 4 percent during 2016. Since 81% of all fruits and vegetables consumed in Canada are imported, they are especially susceptible to currency fluctuations. They are forecasted to increase in price by around 4.5% this year. Estimates indicate that Canadian households will spend an additional $345 on food in 2016.

The Canadian dollar suffered significant losses against the US dollar last year to become the worst performer out of all major currencies. The currency has lost approximately a third of its value since the start of 2014. At the beginning of January, the Loonie dipped below 69 cents US for the first time since April 2003. The Loonie is expected to fluctuate between 70 and 75 cents US during 2016. It remains to be seen if these estimates will hold true as the plunging price of oil, global stock market volatility, and the prospect of US interest rate hikes have the potential to pose additional headwinds for the Canadian dollar.

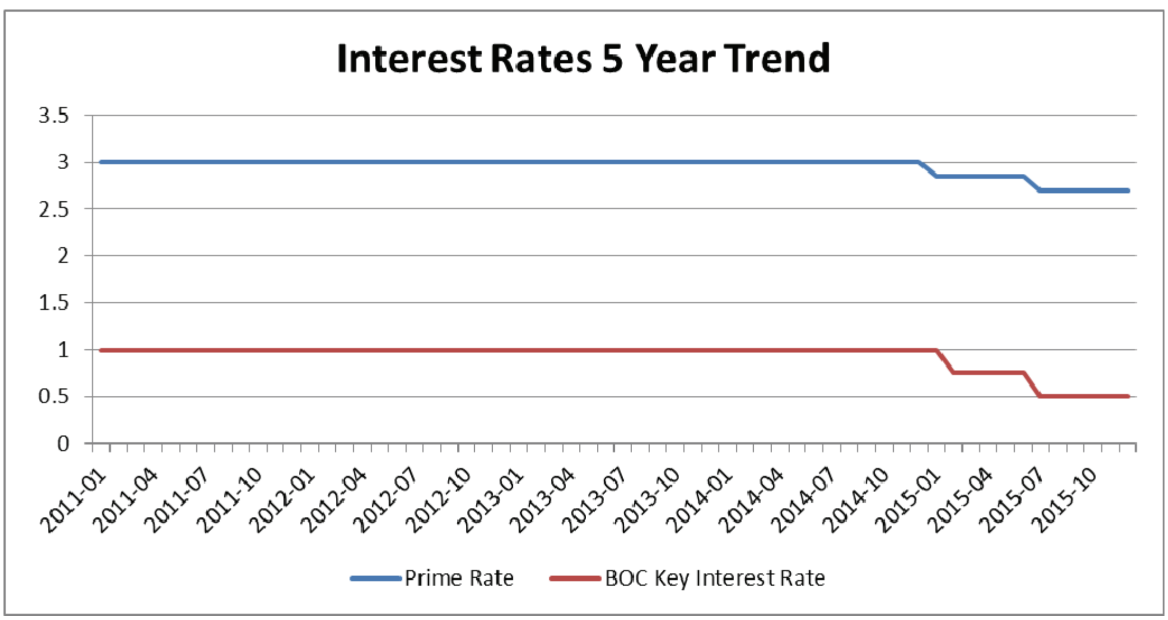
Economic Overview

Canadian retailers should see the benefits of a lower Loonie in 2016 as fewer shoppers cross the border south. However, their success will be contingent on their ability to control import costs and pass price increases on to the final consumer. The export, manufacturing and tourism sectors should also see gains as the US economy strengthens.

Canada recorded a 9.3% increase in inbound overnight trips by US residents in the first 10 months of 2015. This trend is expected to continue and even accelerate as US tourists come to take advantage of their enhanced purchasing power north of the border.

Most analysts expect the Bank of Canada (BOC) to hold the target for the overnight interest rate at 0.5% during 2016 after two 25 basis point cuts last year. However, as emerging data continues to point towards a worsening economic outlook, some commentators are not ruling out the possibility of further interest rate cuts in the near future.

The BOC continues to cite over-leveraged households as a domestic threat to the economy. In an attempt to cool down the housing market, the federal government has introduced increased down payment requirements for buyers taking out a CMHC insured mortgage. For properties priced between $500,000 and $1 million, the required down payment is now 5% on the first $500,000 and 10% on the balance. This measure is expected to affect a very small portion of home purchases and was introduced largely in response to the hot housing markets of BC and Ontario.



Source: Bank of Canada

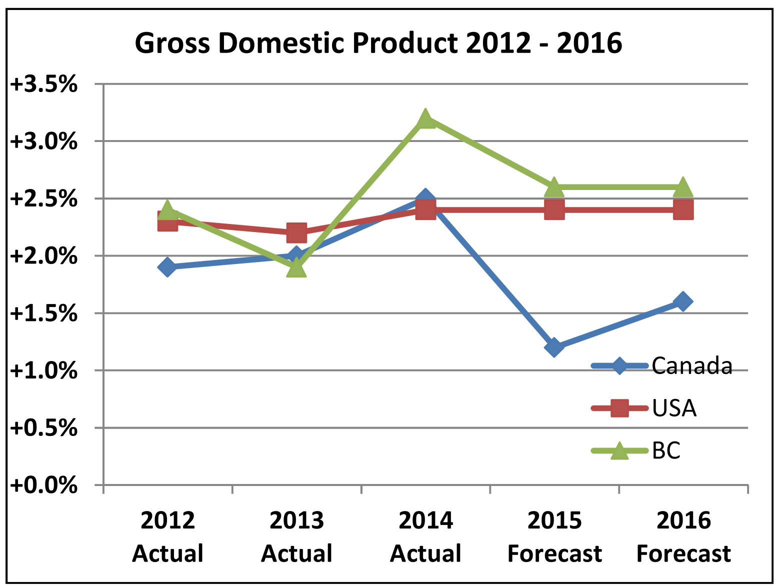
BRITISH COLUMBIA

British Columbia's GDP is expected to come in at 2.7% during 2016 with unemployment forecasted at 6%. US economic growth along with a weak Loonie should benefit the export, manufacturing, tourism, film, and television sectors.

The housing market is expected to have another strong year with prices estimated to appreciate 6.5% due to tight supply. Home sales have reached a pace that would absorb the stock of units on the market in less than 4 months, a pace not seen since mid-2007. The Bank of Canada continues to warn of real estate overvaluation in the Lower Mainland and has voiced concern over homeowners' ability to service debt when interest rates begin to "normalize".

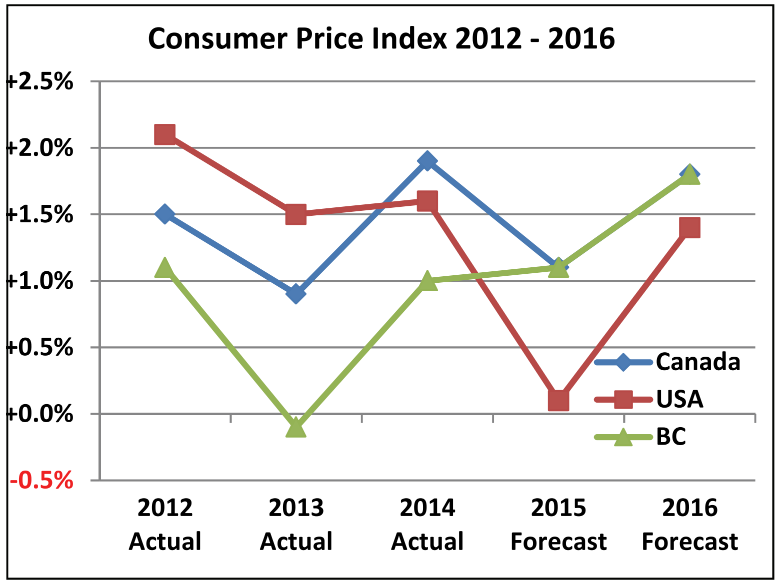
The wealth effect in BC can be seen by examining the spending habits of consumers. As real estate valuations climb, consumers spend in correlation to their perceived wealth as evidenced by 3% more spending in 2015 in comparison to 2014, the highest rate of any province. Surveys reveal that BC's household confidence is currently at a post-recession high.

The cost of living continues to rise for British Columbians as food and electricity costs, MSP premiums and auto insurance rates are expected to increase in 2016. BC Assessment's latest annual real estate assessments reveal increases of 15% to 25% for detached properties in the City of Vancouver with similar increases in surrounding suburbs. In dollar terms, this equates to an increase of $200,000 to $400,000 for detached houses within Vancouver. These higher valuations will likely drive up property tax bills for many property owners.



Full-time employment grew 2.4% last year. The strength of the BC labour market and the sharp decline of Alberta's oil and gas industries resulted in more than 24,000 people who call BC home migrating back to the province. This is the highest in-migration rate from Alberta in the 33 years that the statistics have been recorded.

Economic Overview



The outlook for the BC LNG industry is uncertain as natural gas prices have tumbled in recent months to $8 per million BTUs. Analysts have estimated BC's cost of production to be $12 per million BTUs. One LNG project recently received a facility permit from the provincial government and a 40-year export licence from the National Energy Board. However, a final investment decision from this proponent still remains outstanding.

Other projects are at various stages in the process but still face challenges such as financial viability, environmental concerns, and unresolved issues with First Nations.

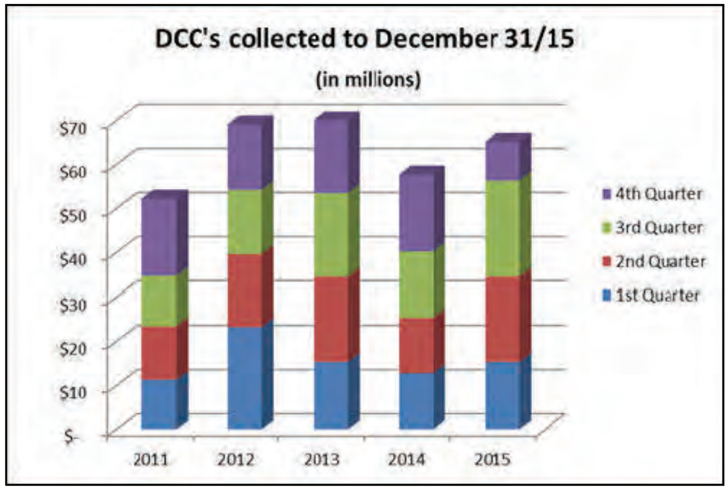
SURREY'S FINANCIAL PERFORMANCE

The robust regional real estate market in 2015 supported an overall strong development environment in both the residential and commercial sectors within the City. Throughout the year, the continued expansion of City Centre was evident, a strong example being the intense sales activity surrounding public sales of condominium units in a residential tower located just west of City Hall in the spring of 2015. In addition to this tower, two new permits for high rises were submitted to the City.

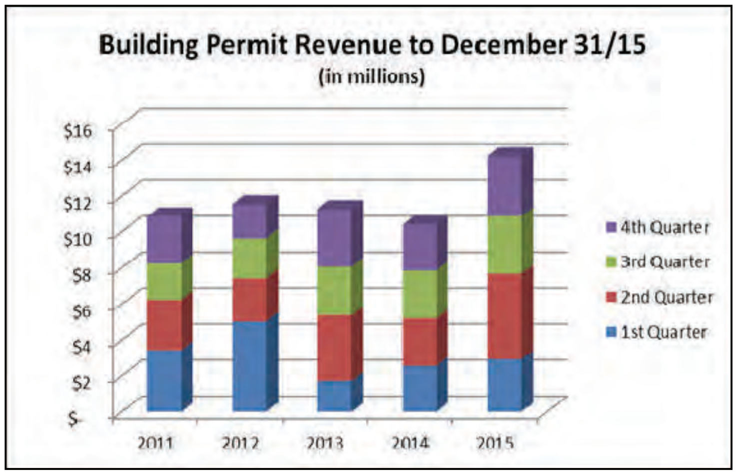
Commercial and Industrial development activity was also relatively strong during the year with significant applications submitted for the Campbell Heights and King George corridor areas. Furthermore, active commercial projects including the large scale redevelopment of the site adjacent to the King George SkyTrain station, that will include the new home for Coast Capital Savings, were finalized.

The City also celebrated the public opening of Guildford Pool during the year. This world class facility is a landmark recreational venue for the Guildford town centre, and will play a critical role in attracting new young families to the area for many years to come. In addition to the Guildford Pool, the City also opened its new Operations Centre in 2015; this new facility is home to various City staff including: Engineering Operations, Parks Operations and By-Law Enforcement.

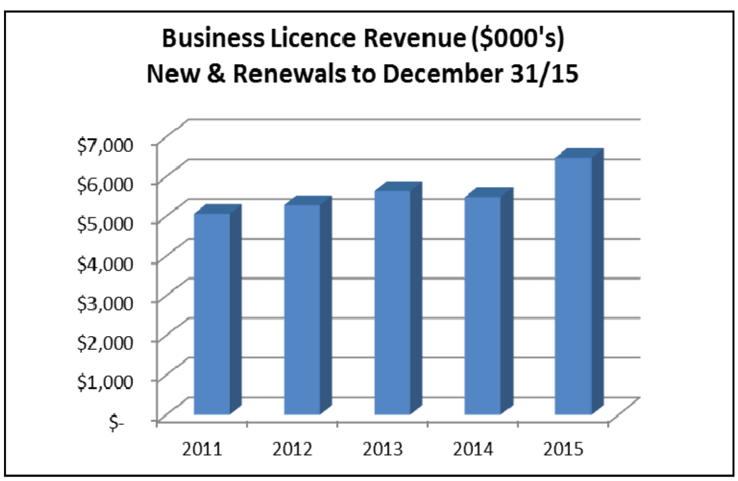
Development Cost Charges (DCC's) collected in 2015 were approximately 13% higher than those collected in 2014; the collection of DCC's is correlated to the volume and type of Planning Applications that are submitted, however due to the fact that DCC's are typically collected at the building permit stage, there can be a notable time lag between an application and receipt of DCC's.



Building Permit Revenues had a very strong year, with a year-over-year increase of approximately 37%. This strong performance is another indication that the City had a very strong overall development year. Furthermore, Building Permit revenue typically is a strong indicator of future revenues for the City in the form of new taxation revenues. These new taxation revenues are critical to the City's financial health and in part support investments in various projects such as new recreational facilities.



Business License revenue for 2015 topped $6.0 million dollars, representing an increase from last year by approximately 18%. This revenue stream is very critical for the City's financial health both directly and indirectly, in that as new businesses are attracted to the City and are successful, they will typically inject further investments into the local economy, including creating new jobs.



MAJOR REVENUE SOURCES

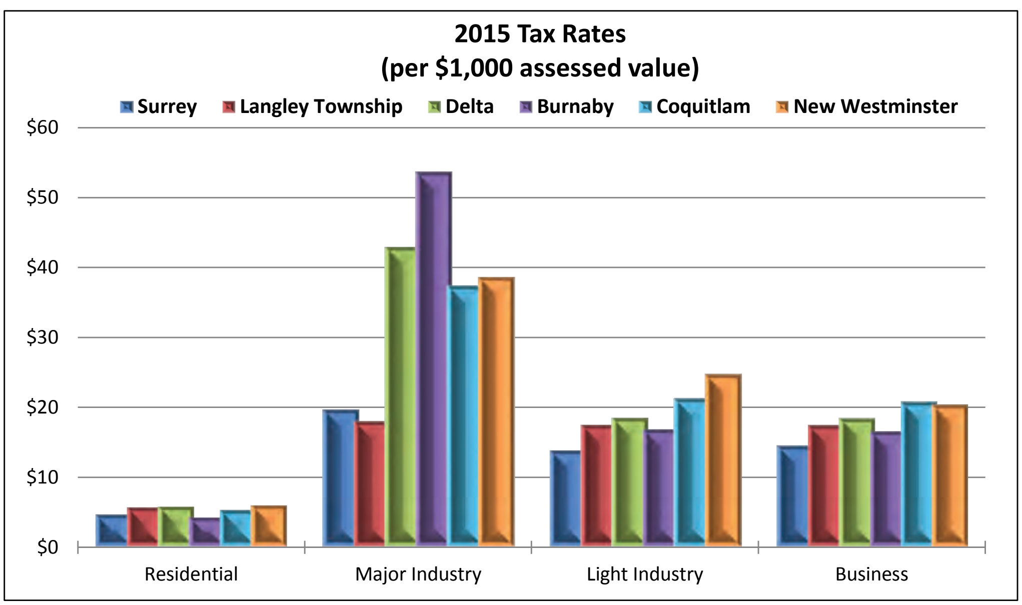
General Operating Revenue ($ millions)	2016 Budget	2015 Budget	2015 Actual
Taxation	$309.6	$294.5	$290.7
Departmental Revenues	$ 79.4	$ 74.4	$ 76.5
Investment Income	$ 13.8	$ 14.1	$ 13.5
Other	$ 36.8	$ 34.5	$ 34.7
Total	$439.6	$417.5	$415.4

PROPERTY TAXES

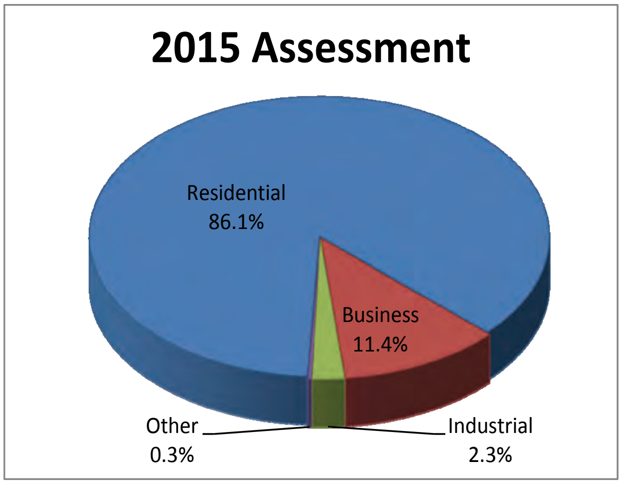
Surrey has three major sources of revenue, the most significant of which is property taxes. In the recent past, Surrey has enacted moderate general tax increases. To fund increasing costs related to protective services and other City operations, the City will increase the annual property taxes by approximately $70 along with an $18 increase in the Roads and Traffic Safety levy for the average single family dwelling for 2016.

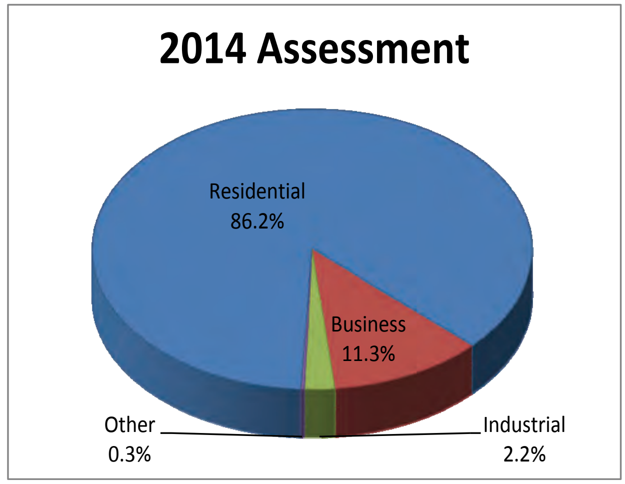
Individual property taxes are calculated based on the assessed value of the property. For 2016, the average residential dwelling was assessed at approximately $720,989 and assessment growth from new development was estimated at 1.68%. The 2016 tax rates are available now based on the BC Assessment value for each property.

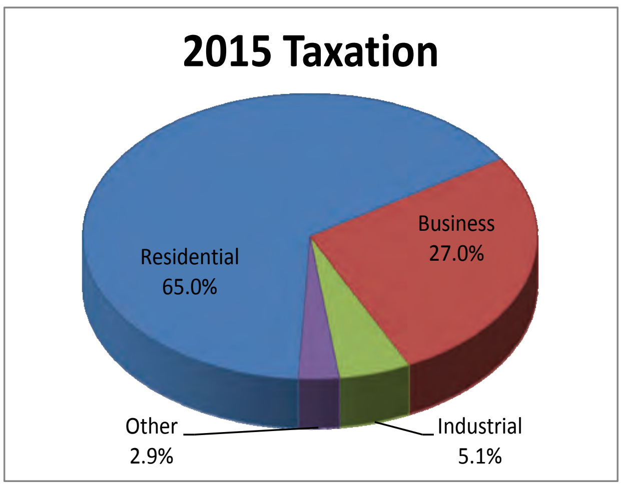
In 2015, Surrey generated approximately 30.20% of its general property tax revenue from business and industry. Surrey's 2015 business, light industrial, and major industrial tax rates compare favourably to neighbouring municipalities. Surrey's tax rates are among the lowest in the region, providing a climate conducive to attracting new commercial and industrial ventures.

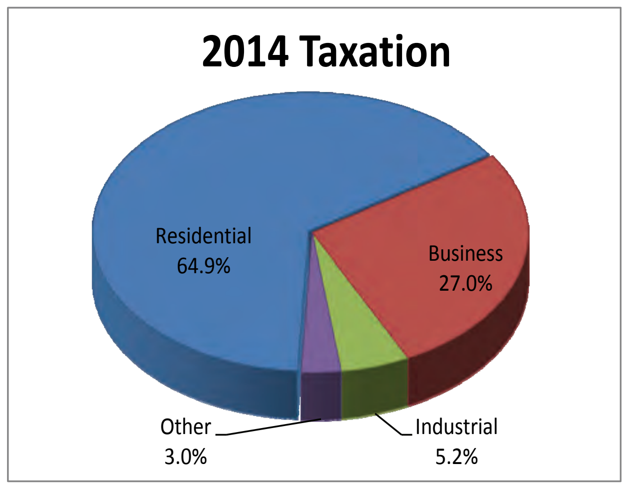


2015 Assessment Roll and Taxation Comparison









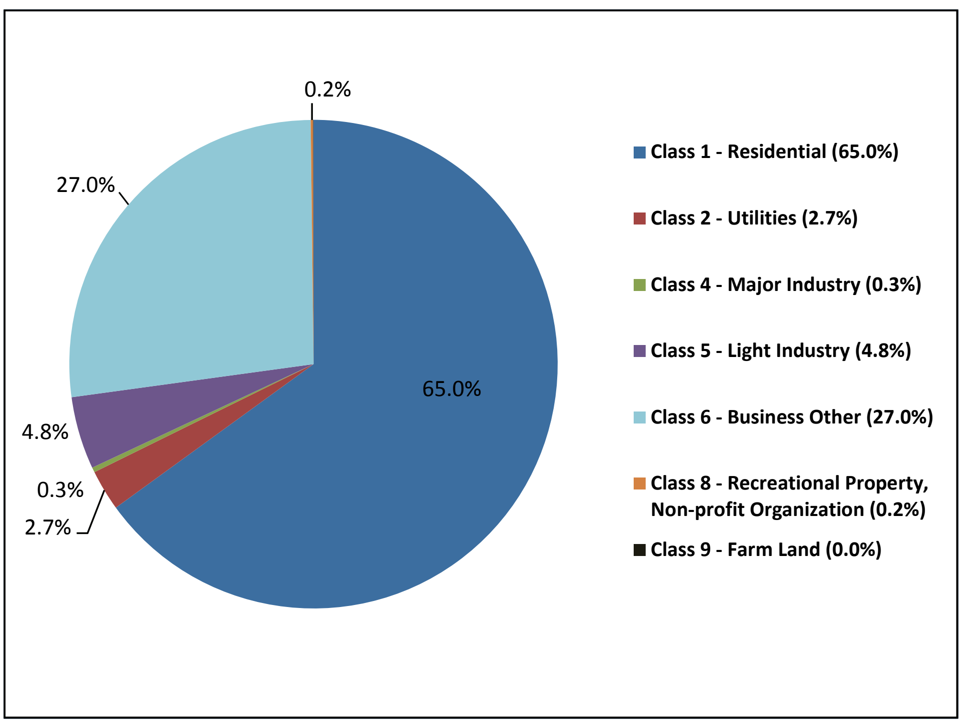
The charts above represent assessment values and property taxes. Assessed values are divided by 1,000 and then multiplied by the applicable tax rate to determine the annual tax levy. As shown, residential assessment values represent approximately 86% of total assessment value in the City but generate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

Major Revenue Sources

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

	2015						Surrey		
	Burnaby	Langley (Township)	New Westminster	Richmond	Coquitlam	Delta	2015	2014	% Change
Average Assessment	$994,435	$ 547,376	$ 708,280	$ 1,008,269	$739,877	$615,809	**$ 671,187**	$647,911	3.6%
	994,435	547,376	708,280	1,008,269	739,877	615,809	**671,187**	647,911	3.6%
Levies									
School	1,539	1,046	1,303	1,580	1,271	1,051	**1,166**	1,155	0.9%
BCA, MFA and Other	375	206	267	380	279	232	**253**	255	-0.8%
GVRD	54	31	43	54	43	35	**37**	38	-2.6%
	1,968	1,283	1,613	2,014	1,593	1,318	**1,456**	1,448	0.5%
General	2,281	1,840	2,634	2,205	2,329	2,165	**1,772**	1,601	10.7%
Total Taxes	**4,249**	**3,123**	**4,247**	**4,219**	**3,922**	**3,483**	**3,227**	3,049	5.9%
User Rates									
Total Res. User Fees	636	1,178	1,247	1,209	744	844	**954**	972	-1.9%
Parcel Taxes	528	0	0	0	389	0	**213**	201	6.0%
	1,164	**1,178**	**1,247**	**1,209**	**1,133**	**844**	**1,167**	1,173	-0.6%
Total Taxes and User Rates	**$ 5,413**	**$ 4,301**	**$ 5,494**	**$ 5,428**	**$ 5,055**	**$ 4,327**	**$ 4,394**	$ 4,222	4.1%

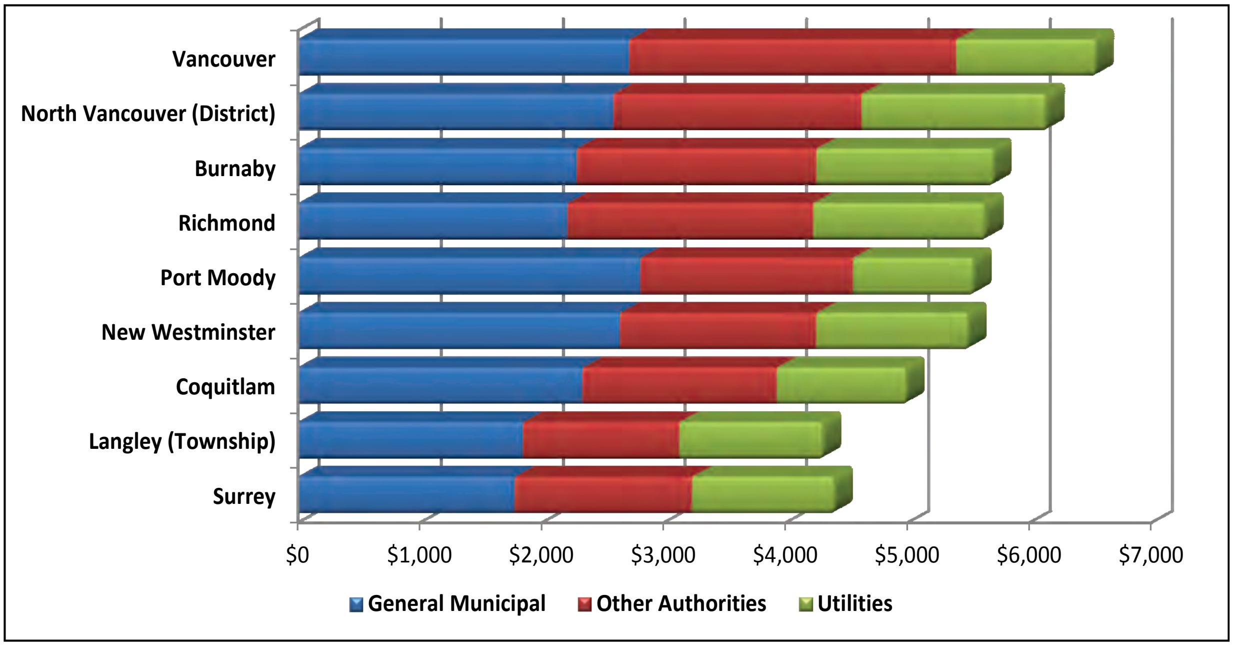
2015 PROPERTY TAXES BY CLASS ASSESSMENT CODES
Based on total taxes collected for the year 2015 ($548,762,940.04)



COMPARISON OF 2015 TAXES

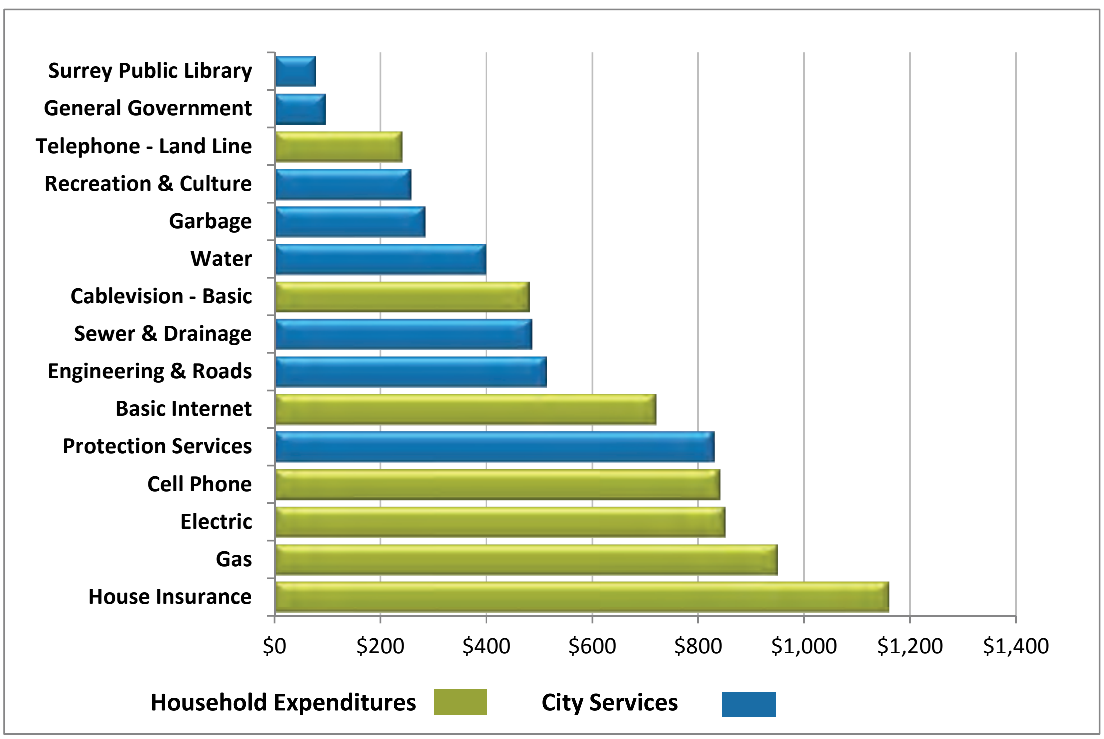
Average family home

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.



Major Revenue Sources

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;
- Permit fees - fees from building permits, electrical permits, and road closure permits;
- Licence revenue - fees from business licenses; and
- Other fees - fees from enforcing by-laws and the sale of reports and maps.

Council approved an increase equivalent to an $88 increase in taxes on an average single family dwelling for 2016.

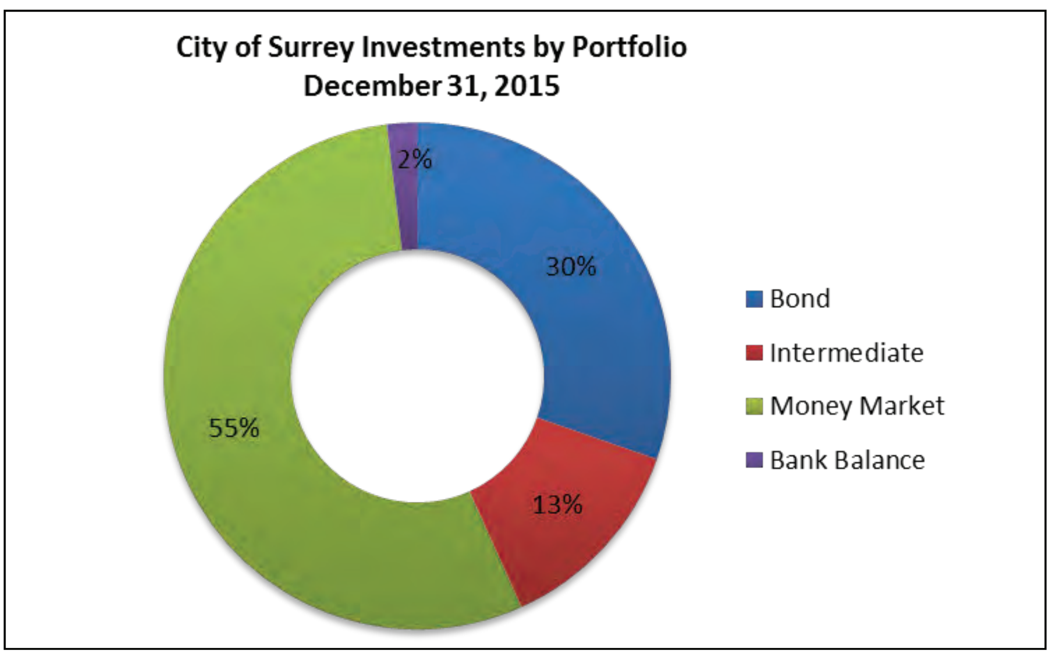
RETURN ON INVESTMENT (INTEREST REVENUE)

In 2015, the City's investment portfolio achieved a return of 2.38%.

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 more than two years and less than ten 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 55% of the City's investments. Cash holdings account for 2% of the portfolio.

Intermediate Portfolio

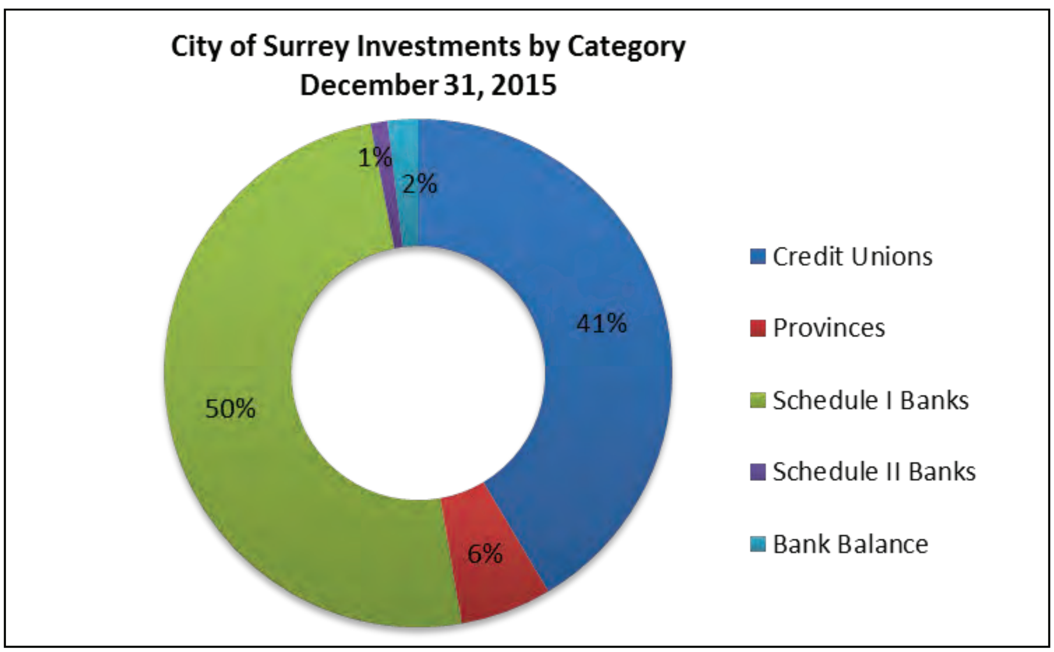
The intermediate portfolio is comprised of investments with a term greater than one year and less than two years. This portfolio represents 13% of the City's investments.

Bond Portfolio

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

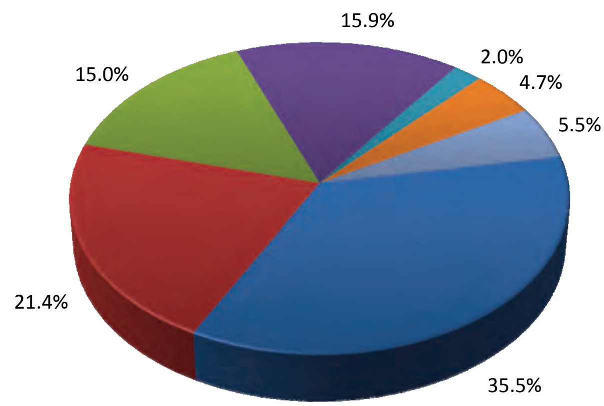
Portfolio Mix

The City's investment portfolio consists of securities purchased from Canadian Schedule 1 Banks (50%), Canadian Provinces and Provincial institutions (6%), British Columbia Credit Unions (41%), Cash Holdings (2%), and Canadian Schedule 2 Banks (1%).



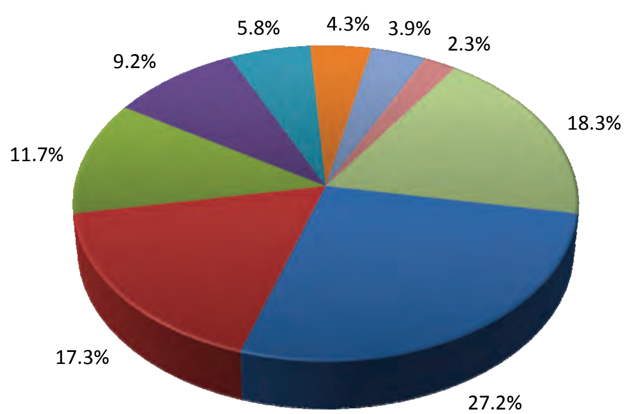
SOURCE & APPLICATION OF FUNDS

2015 Budget: Where the Money Comes From



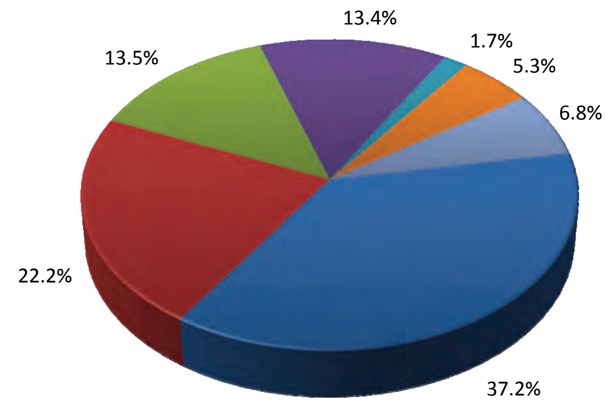
- Taxation for City Purposes 35.5%
- Sales of goods and services 21.4%
- Development cost charges 15.0%
- Developer contributions 15.9%
- Investment income 2.0%
- Transfers from other government 4.7%
- Other 5.5%

2015 Budget: Where the Money Goes



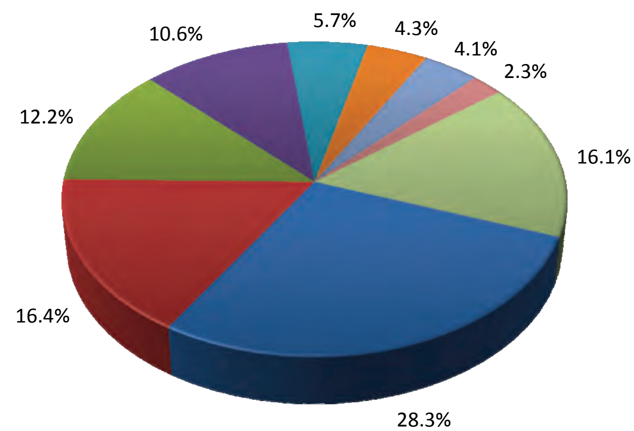
- Protection 27.2%
- Water, sewer and drainage 17.3%
- Parks, Recreation and Culture 11.7%
- General government 9.2%
- Public works 5.8%
- Solid Waste 4.3%
- Planning and Development 3.9%
- Library services 2.3%
- Amortization 18.3%

2016 Budget: Where the Money Comes From



- Taxation for City Purposes 37.2%
- Sales of goods and services 22.2%
- Development cost charges 13.5%
- Developer contributions 13.4%
- Investment income 1.7%
- Transfers from other government 5.3%
- Other 6.8%

2016 Budget: Where the Money Goes



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- Library services 2.3%
- Amortization 16.7%

OVERVIEW OF FUND STRUCTURE

The 2016 - 2020 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 & CAPITAL FUNDS

Operating and Capital funds include the following:

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

Operating funds are used to report the operating activities of the City, whereas capital funds 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;
- Development Cost Charges
- Neighbourhood Concept Plan

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.

RESERVE FUNDS, ACCUMULATED SURPLUS AND DEVELOPER CONTRIBUTIONS
as at December 31, 2015
(in thousands of dollars)

	2014	2015	Utility & Road Funds	Committed to 2016 & Prior years	Balance Available for Future Years
Reserve Funds					
Equipment and building replacement	$ 35,888	$ 33,670	$ -	$ 32,083	$ 1,587
Capital legacy	2,854	19,486	-	19,486	-
Neighbourhood Concept Plans	23,836	22,783	-	17,480	5,303
Local improvement financing	15,173	15,689	-	5,373	10,316
Municipal land	-	-	-	-	-
Environmental stewardship	6,448	6,536	-	396	6,140
Park land acquisition	8,876	9,948	-	9,948	-
Water claims	1,315	1,328	1,328	-	-
Parking space	1,260	1,535	-	-	1,535
Affordable housing	8	23	-	23	-
	$ 95,658	$ 110,998	$ 1,328	$ 84,789	$ 24,881
Other Entities					
Surrey Public Library	(325)	(325)	-	-	(325)
Surrey City Development Corp	(105,265)	(74,366)	-	-	(74,366)
Surrey Homelessness & Housing Society	8,212	8,012	-	8,012	-
	$ (97,378)	$ (66,679)	$ -	$ 8,012	$ (74,691)
Unappropriated Surplus					
General operating fund	$ 7,831	$ 7,831	$ -	$ -	$ 7,831
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	-	-
	$ 6,833	$ 6,833	$ 6,000	$ -	$ 833
Appropriated Surplus					
Operating contingency and emergencies	$ 8,758	$ 8,782	$ 5,162	$ -	$ 3,620
Environmental emergencies	5,346	7,420	7,420	-	-
Revenue stabilization	13,250	13,989	10,810	-	3,179
Self insurance	15,982	15,053	10,063	-	4,990
Infrastructure replacement	6,103	(5,058)	(5,058)	-	-
	$ 49,439	$ 40,186	$ 28,397	$ -	$ 11,789
Committed Funds					
General operating	$ 24,768	$ 33,250	$ -	$ 33,250	$ -
Inventories of supplies	1,011	857	407	450	-
Library services	198	182	-	182	-
Prepaid expenses	3,962	3,997	-	3,997	-
Roads & traffic operating and capital	26,843	37,434	37,434	-	-
District Energy	-	(6,268)	-	(6,268)	-
Sewer & drainage operating and capital	43,001	44,145	44,145	-	-
Water operating and capital	38,406	38,919	38,919	-	-
	$ 138,189	$ 152,516	$ 120,905	$ 31,611	$ -

	2014	2015	Utility & Road Funds	Committed to 2016 & Prior years	Balance Available for Future Years
Deferred Development Cost Charges					
Drainage/Storm Water Detention	$ 39,856	$ 39,685	$ 39,685	$ -	$ -
Arterial Roads	55,196	55,763	55,763	-	-
Collector Roads	12,038	15,008	15,008	-	-
Parkland	46,200	43,324	-	43,324	-
Park Development	3,160	3,071	-	3,071	-
Water	14,719	12,021	12,021	-	-
Sanitary Sewer	24,308	27,273	27,273	-	-
Campbell Heights	20,684	29,767	29,767	-	-
Highway 99 Corridor	13,434	13,719	13,719	-	-
	$ 229,595	$ 239,631	$ 193,236	$ 46,395	$ -
Other Deferred Revenue					
Development/Building Permits	16,269	19,471	-	19,471	-
Other	10,174	11,834	-	11,834	-
	$ 26,443	$ 31,305	$ -	$ 31,305	$ -
Total	$ 448,779	$ 514,790	$ 349,866	$ 202,112	$ (37,188)

FINANCIAL OVERVIEW

CONSOLIDATED FINANCIAL SUMMARY

(in thousands)

REVENUE SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
	Restated		*Restated*					
Taxation								
General Operating	$ 538,700	$ 571,723	$ 578,789	$ 605,004	$ 635,493	$ 667,699	$ 701,719	$ 737,670
Utilities Operating	48,414	53,945	55,209	58,635	63,642	68,922	74,593	80,657
Gross Taxation	587,114	625,668	633,998	663,639	699,135	736,621	776,312	818,327
Less: Collection for Other Authorities	(276,090)	(281,012)	(284,275)	(295,362)	(306,883)	(318,853)	(331,288)	(344,208)
	311,024	344,656	349,723	368,277	392,252	417,768	445,024	474,119
Departmental Revenues								
General Operating	66,734	76,480	74,388	79,404	81,172	82,994	85,773	88,953
Utilities Operating	150,058	157,950	155,037	158,818	169,115	176,676	186,839	198,106
Other Entities	12,882	12,099	14,197	17,015	25,418	22,555	26,095	28,425
Secondary Suite Infrastructure Fee	8,083	15,753	16,311	17,117	18,318	19,603	20,979	22,451
Less: Government Transfers included in Operating	(6,102)	(8,483)	(7,930)	(8,129)	(8,328)	(8,533)	(8,744)	(8,962)
	231,655	253,799	252,003	264,225	285,695	293,295	310,942	328,973
Penalties and Interest								
General Operating	3,896	3,676	3,800	4,100	4,300	4,500	4,700	4,700
Utilities Operating	1,199	1,226	1,087	1,044	1,090	1,159	1,234	1,312
	5,095	4,902	4,887	5,144	5,390	5,659	5,934	6,012
Development Charges								
Development Cost Charges	56,611	58,598	125,583	133,486	163,159	172,826	193,194	196,892
Developer Contributions	146,796	129,608	121,997	124,196	121,925	120,292	121,198	122,348
Capital External Sources	13,831	4,604	1,720	875	875	875	875	875
Capital NCP Reserve Funds	3,503	3,104	2,587	6,441	4,450	1,850	1,850	1,850
Capital Cash in lieu of Parkland	3,673	4,167	-	1,156	3,045	3,045	3,045	3,045
	224,414	200,081	251,887	266,154	293,454	298,888	320,162	325,010
Investment Income								
General Operating	14,474	13,524	14,112	13,769	12,648	12,271	11,981	11,822
Utilities Operating	2,055	1,485	1,658	1,255	1,281	1,264	1,269	1,257
Reserves and Capital	1,925	1,428	2,025	2,136	2,323	2,194	2,222	2,452
	18,454	16,437	17,795	17,160	16,252	15,729	15,472	15,531
Government Transfers								
General Operating	6,102	8,483	7,930	8,129	8,328	8,533	8,744	8,962
Capital	36,972	10,444	35,084	41,350	40,425	40,425	40,425	40,425
Provincial Casino Revenue Sharing	3,055	3,073	3,100	3,200	3,300	3,400	3,500	3,600
	46,129	22,000	46,114	52,679	52,053	52,358	52,669	52,987
Lease Revenue								
Corporate Lease Revenue	3,604	4,490	4,895	5,930	6,014	6,100	6,189	6,279
	3,604	4,490	4,895	5,930	6,014	6,100	6,189	6,279
Other Revenue								
Operating Carbon Tax Rebates	370	405	400	400	400	400	400	400
Operating Other	1,629	2,756	1,500	1,575	1,725	1,876	2,029	2,083
Contribution from SCDC	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Land Sales	-	610	5,000	5,000	3,000	2,000	2,000	2,000
	6,499	8,271	11,400	11,475	9,625	8,776	8,929	8,983
	$ 846,874	$ 854,636	$ 938,704	$ 991,044	$1,060,735	$ 1,098,573	$ 1,165,321	$1,217,894

Consolidated Financial Summary

EXPENDITURE SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Departmental Expenditures								
Operating Expenditures	$ 335,220	$ 361,788	$ 369,747	**$ 393,571**	$ 406,792	$ 418,955	$ 434,889	$ 453,330
Utilities Expenditures	180,374	176,977	186,233	**185,951**	192,971	200,340	209,282	217,265
Council Initiative Fund	250	175	250	**250**	250	250	250	250
Amortization	108,440	116,837	114,322	**116,775**	119,232	122,034	124,992	126,416
Other Entities	7,236	3,359	8,747	**7,352**	8,773	7,844	9,416	9,621
	631,520	**659,136**	**679,299**	**703,899**	**728,018**	**749,423**	**778,829**	**806,882**
Fiscal Services	**13,545**	**33,064**	**24,295**	**19,577**	**22,627**	**29,995**	**34,562**	**39,117**
Contribution to Capital								
General Operating	10,356	12,373	12,400	**13,500**	15,100	16,800	18,600	20,500
Utilities Operating	43,338	49,616	50,723	**65,115**	56,620	56,419	64,509	63,704
Transfer from Operating	(53,694)	(61,989)	(63,123)	**(78,615)**	(71,720)	(73,219)	(83,109)	(84,204)
	-	-	-	-	-	-	-	-
Capital Expenditures								
Capital	260,430	162,062	341,145	**434,708**	442,033	460,642	461,809	430,773
Contributed Assets	146,796	129,608	100,000	**100,000**	100,000	100,000	100,000	100,000
SCDC	49,629	47,106	45,257	**63,600**	39,990	85,166	40,738	50,055
	456,855	**338,776**	**486,402**	**598,308**	**582,023**	**645,808**	**602,547**	**580,828**
Internal Borrowing	**(58,117)**	**(55,064)**	**(24,113)**	**(44,700)**	**(44,972)**	**(54,166)**	**(32,181)**	**(1,887)**
Transfer from(to) Funds								
General Operating	(13,298)	(8,368)	(4,134)	**(4,253)**	(774)	1,498	5,189	8,061
Road & Transportation Fund	22,512	15,933	18,432	**16,592**	16,592	16,592	16,592	16,592
Carbon Emissions Offset	370	405	400	**400**	400	400	400	400
Utilities Operating	(22,687)	(12,325)	(24,471)	**(31,714)**	(14,843)	(9,113)	(10,246)	(24)
Other Funds	(14,884)	(26,622)	(14,913)	**(51,753)**	(39,139)	(41,749)	(33,710)	(26,795)
Other Entities	(48,837)	(47,186)	(39,807)	**(53,937)**	(23,345)	(70,455)	(24,059)	(31,251)
Capital transfer to Equity	(120,807)	(44,062)	(164,322)	**(166,775)**	(169,232)	(172,035)	(174,992)	(176,416)
Land Sales	-	610	5,000	**5,000**	3,000	2,000	2,000	2,000
	(197,631)	**(121,615)**	**(223,815)**	**(286,440)**	**(227,341)**	**(272,862)**	**(218,826)**	**(207,433)**
Interest Allocated to Appropriate Surplus								
Utilities Operating	702	339	506	**400**	380	375	390	387
	702	**339**	**506**	**400**	**380**	**375**	**390**	**387**
	$ 846,874	**$ 854,636**	**$ 942,574**	**$ 991,044**	**$ 1,060,735**	**$ 1,098,573**	**$ 1,165,321**	**$1,217,894**
Surplus/(Deficit)	$ -	$ -	(3,870)	**-**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	3,870	**-**	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Consolidated Financial Summary—Departments

NET DEPARTMENTS	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
	Restated		*Restated*					
Mayor, Council & Grants	$ 2,612	$ 2,871	$ 2,880	**$ 3,023**	$ 3,042	$ 3,060	$ 3,107	$ 3,155
City Manager	5,171	5,367	5,138	**6,299**	6,605	6,805	7,322	7,846
Finance & Technology	23,629	26,904	27,307	**29,242**	29,884	30,631	31,586	32,560
Human Resources	3,355	3,638	3,589	**3,711**	3,764	3,817	3,999	4,190
Fire	55,697	57,305	57,306	**57,630**	59,253	60,966	62,689	64,455
RCMP	115,163	124,297	124,597	**138,769**	145,863	151,706	158,381	165,444
Engineering Services	1,028	209	1,322	**1,436**	1,606	1,642	1,855	2,079
Parks, Recreation & Culture	43,176	50,400	51,321	**54,255**	55,615	56,617	59,620	63,524
Planning & Development	7,768	4,878	9,028	**9,800**	9,941	10,016	10,205	10,403
Surrey Public Library	12,056	14,554	14,706	**14,809**	15,088	15,263	15,837	16,431
Drainage Operations	19,287	12,898	15,104	**13,169**	13,350	13,535	14,193	14,385
Parking Authority	(1,064)	(870)	(1,209)	**(1,860)**	(4,100)	(2,158)	(2,213)	(2,284)
Roads & Traffic Operations	31,723	35,256	31,395	**33,725**	34,264	34,811	36,350	36,920
Sewer Operations	2,461	(4,431)	(782)	**(646)**	(1,263)	(1,931)	(2,632)	(3,416)
Solid Waste Operations	(7,692)	(10,163)	(5,964)	**(5,291)**	(5,403)	(5,503)	(5,606)	(7,445)
Surrey City Energy	180	(85)	469	**203**	21	(316)	(763)	(1,737)
Water Operations	(10,480)	(11,074)	(4,111)	**(7,882)**	(8,692)	(10,417)	(12,493)	(14,570)
Amortization Expense	108,440	116,837	114,322	**116,775**	119,232	122,034	124,992	126,416
Operating Contingency	664	-	2,042	**743**	743	743	743	743
	$413,174	**$428,791**	**$448,460**	**$ 467,910**	**$478,812**	**$491,321**	**$507,171**	**$519,098**

ACCOUNT SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (196,429)	$ (207,477)	$ (217,460)	**$ (230,358)**	$ (251,492)	$ (258,747)	$ (275,595)	$ (292,804)
Grants, Donations and Other	(35,226)	(46,322)	(34,543)	**(33,867)**	(34,203)	(34,548)	(35,347)	(36,169)
	(231,655)	(253,799)	(252,003)	**(264,225)**	(285,695)	(293,295)	(310,942)	(328,973)
Expenditures								
Salaries and Benefits	216,076	225,921	236,031	**248,411**	251,932	254,999	263,419	273,521
Operating Costs	440,121	452,436	464,093	**482,411**	502,043	519,808	540,927	559,021
Targeted Departmental Savings	-	-	-	**(4,282)**	(4,090)	(3,909)	(3,737)	(3,572)
Internal Services Used	61,697	75,787	59,784	**63,721**	65,383	66,688	68,455	70,271
Internal Services Recovered	(75,823)	(82,712)	(73,449)	**(78,974)**	(79,781)	(80,608)	(82,594)	(84,629)
External Recoveries	(10,550)	(12,296)	(7,160)	**(7,388)**	(7,470)	(7,555)	(7,642)	(7,731)
	631,521	659,136	679,299	**703,899**	728,017	749,423	778,828	806,881
Net Operations Total	**399,866**	**405,337**	**427,296**	**439,674**	**442,322**	**456,128**	**467,886**	**477,908**
Transfers								
Transfer From Own Sources	(20,465)	(18,538)	(14,093)	**(14,857)**	(15,056)	(15,961)	(15,472)	(15,690)
Transfer To Own Sources	33,773	41,992	35,257	**43,093**	51,546	51,154	54,757	56,880
	13,308	23,454	21,164	**28,236**	36,490	35,193	39,285	41,190
	$413,174	**$428,791**	**$448,460**	**$ 467,910**	**$478,812**	**$491,321**	**$507,171**	**$519,098**

Consolidated Financial Summary—Significant Changes

2015 ADOPTED BUDGET		$ (3,870)
REVENUES		
Taxation		
Assessment Growth	$ 5,439	
Taxation Rate Increase	11,684	
Other Assessment Adjustments	(3,266)	
Capital Parcel Tax	255	
Grants in lieu	1,016	
Taxation - Utilities	3,426	18,554
Departmental Revenues		
City Manager	276	
Finance & Technology	44	
Human Resources	-	
Fire	34	
RCMP	188	
Engineering Services	82	
Parks, Recreation & Culture	3,811	
Surrey Public Library	629	
Planning & Development	(48)	
Utilities	3,781	
Corporate	607	
Other Entities	2,818	12,222
Penalties and Interest		257
Development Cost Charges		14,267
Investment Income		(635)
Government Transfers		6,565
Lease Revenues		1,035
Other Revenue		75
Total Change in Revenue		$ 52,340

Consolidated Financial Summary—Significant Changes

EXPENDITURES

Departmental Expenditures			
Mayor, Council & Grants	....	$ 143	
City Manager	....	1,406	
Finance & Technology	....	1,179	
Human Resources	....	122	
Fire	....	358	
RCMP	....	14,360	
Engineering Services	....	(270)	
Parks, Recreation & Culture	....	6,344	
Surrey Public Library	....	1,426	
Planning & Development	....	55	
Utilities	....	(282)	
Operating Contingency	....	(1,299)	
Council Initiative Fund	....	-	
Other Entities	....	(1,395)	
Amortization	....	2,453	24,600
Capital Expenditures			111,906
Fiscal Services			(4,718)
Internal Borrowing			(20,587)
Transfers			(62,625)
Interest Allocated to Appropriate Surplus			(106)
Total Change in Expenditures			$ 48,470
2016 BUDGET			$ -

Consolidated Financial Summary—Significant Changes

2016 ADOPTED BUDGET			$ -
REVENUES			
Taxation			
Assessment Growth	....	$ 24,342	
Taxation Rate Increase	....	55,482	
Other Assessment Adjustments	....	(200)	
Capital Parcel Tax	....	1,350	
Grants in lieu	....	2,846	
Taxation - Utilities	....	22,022	105,842
Departmental Revenues			
City Manager	....	893	
Finance & Technology	....	115	
Human Resources	....	-	
Fire	....	171	
RCMP	....	983	
Engineering Services	....	812	
Parks, Recreation & Culture	....	4,969	
Surrey Public Library	....	1,606	
Planning & Development	....	-	
Corporate	....	4,501	
Other Entities	....	11,410	
Utilities	....	39,288	64,748
Penalties and Interest			868
Development Cost Charges			58,856
Investment Income			(1,629)
Government Transfers			308
Lease Revenues			349
Borrowing Proceeds			-
Other Revenue			(2,492)
Total Change in Revenue			$ 226,850

Consolidated Financial Summary—Significant Changes

EXPENDITURES			
Departmental Expenditures			
Mayor, Council & Grants	....	$ 132	
City Manager	....	2,440	
Finance & Technology	....	2,833	
Human Resources	....	479	
Fire	....	6,996	
RCMP	....	27,658	
Engineering Services	....	1,455	
Parks, Recreation & Culture	....	14,223	
Surrey Public Library	....	1,921	
Planning & Development	....	1,622	
Utilities Administrative Recovery	....	-	
Operating Contingency	....	-	
Council Initiative Fund	....	-	
Utilities	....	31,314	
Other Entities	....	2,269	
Amortization	....	9,641	102,983
Fiscal Services			19,540
Capital Expenditures			(17,480)
Internal Borrowing			42,813
Transfers			79,007
Interest Allocated to Appropriate Surplus			(13)
Total Change in Expenditures			$ 226,850
2020 BUDGET			$ -

Consolidated Financial Plan Bylaw, 2016, No. 18563

CITY OF SURREY

BYLAW NO. 18563

A bylaw to provide for the adoption of the Surrey 2016 – 2020
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 2016 – 2020 Consolidated Financial Plan Bylaw, 2016, No. 18563".

PASSED FIRST READING on the 22nd day of February, 2016.

PASSED SECOND READING on the 22nd day of February, 2016.

PASSED THIRD READING on the 22nd day of February, 2016.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 7th day of March, 2016.

MAYOR

CLERK

Bylaw 18563 Schedule 1

City of Surrey

Consolidated 2016 – 2020 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 capital 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 2015 were as follows:

Class 1: Residential	1.00 to 1.00
Class 2: Utilities	13.57 to 1.00
Class 4: Major Industry	4.50 to 1.00
Class 5: Light Industry	2.45 to 1.00
Class 6: Business	2.82 to 1.00
Class 8: Recreational	0.99 to 1.00
Class 9: Agricultural	1.09 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 37% 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 2016 Council approved permissive tax exemptions are estimated to be valued at approximately $1,015,505 dollars.

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 2016 Five Year (2016 – 2020) 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 2016, 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. **Capital Parcel Tax**

The City of Surrey had incorporated a "Cultural and Recreational Parcel Tax" which has now been renamed Capital Parcel Tax. It will provide funding for capital projects, 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 Capital Parcel Tax accounts for approximately 1.7% 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 27% 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 16% of the total consolidated revenue in the 2016 Financial Plan.

Provincial and federal grants are received for policing initiatives, library services and capital and infrastructure initiatives. The traffic fine sharing revenue for 2016 is anticipated to be $6.36 million, other federal policing grants are anticipated to be $0.347 million, library services are anticipating receiving $0.982 million in provincial grants and casino revenue is anticipated to be $3.2 million. Provincial and federal revenue is estimated to be approximately 1% of total revenue in 2016.

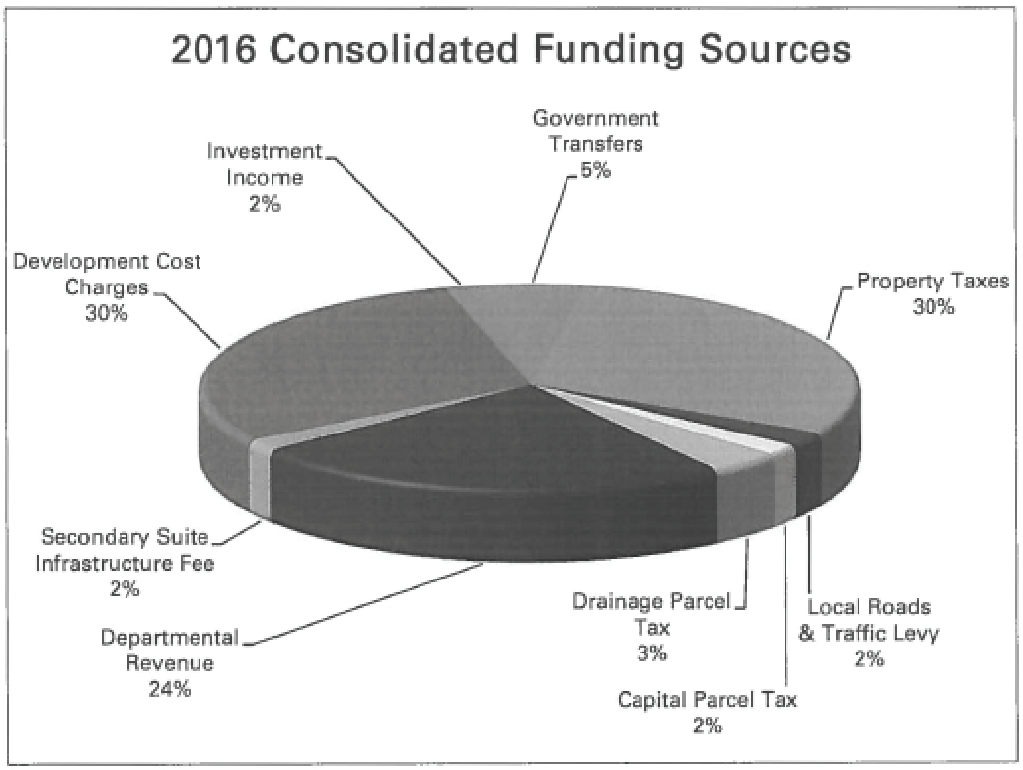
The City of Surrey manages an investment portfolio with an approximate value of $704 million, returning an anticipated 2.4% in 2016. The interest earned on these investments account for approximately 1.7% of the total annual revenue.

Bylaw 18563 Schedule 1

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 City's proposed distribution of revenue is as follows:



Bylaw 18563 Schedule 2

CITY OF SURREY

Bylaw 18563

Consolidated Financial Plan
to establish years 2016 to 2020
and restate year 2015

	2015 *restated*	2016	2017	2018	2019	2020
PROPOSED FUNDING SOURCES						
Revenues from Property Value Taxes						
Property Value Taxes	$ 278,514,000	$ 293,360,000	$ 311,975,000	$ 331,882,000	$ 353,107,000	$ 375,789,000
Local Roads & Traffic Levy	19,236,000	22,615,000	26,326,000	30,333,000	34,658,000	39,324,000
Revenues from Property Value Taxes	297,750,000	315,975,000	338,301,000	362,215,000	387,765,000	415,113,000
Revenues from Parcel Taxes						
Capital Parcel Tax	$ 16,119,000	$ 16,374,000	$ 16,701,000	$ 17,036,000	$ 17,376,000	$ 17,724,000
Drainage Parcel Tax	35,854,000	35,928,000	37,250,000	38,517,000	39,883,000	41,282,000
Revenues from Parcel Taxes	51,973,000	52,302,000	53,951,000	55,553,000	57,259,000	59,006,000
Revenues from Fees & Charges						
Departmental Revenue	221,495,000	230,093,000	241,959,000	251,137,000	263,868,000	278,097,000
Secondary Suite Infrastructure Fee	16,311,000	17,117,000	18,318,000	19,603,000	20,979,000	22,451,000
Penalties & Interest on Taxes	4,887,000	5,144,000	5,390,000	5,659,000	5,934,000	6,012,000
Revenues from Fees and Charges	242,693,000	252,354,000	265,667,000	276,399,000	290,781,000	306,560,000
Development Cost Charge Funds						
Development Cost Charges	125,583,000	133,486,000	163,159,000	172,826,000	193,194,000	196,892,000
Revenues from Other Sources						
Investment Income	17,795,000	17,160,000	16,252,000	15,729,000	15,472,000	15,531,000
Government Transfers	46,114,000	52,679,000	52,053,000	52,358,000	52,669,000	52,987,000
Corporate Lease Revenue	4,895,000	5,930,000	6,014,000	6,100,000	6,189,000	6,279,000
Borrowing Proceeds	10,600,000	-	-	-	-	-
Other Revenue	151,901,000	161,158,000	165,338,000	157,393,000	161,992,000	165,526,000
Revenues from Other Sources	231,305,000	236,927,000	239,657,000	231,580,000	236,322,000	240,323,000
TOTAL FUNDING SOURCES	$ 949,304,000	$ 991,044,000	$1,060,735,000	$1,098,573,000	$1,165,321,000	$1,217,894,000
PROPOSED EXPENDITURES						
Municipal Expenditures						
Police Services	$ 133,740,000	$ 148,153,000	$ 155,721,000	$ 161,773,000	$ 168,778,000	$ 176,411,000
Fire Services	59,346,000	59,600,000	61,319,000	63,026,000	64,669,000	66,336,000
Parks, Recreation & Culture	96,189,000	102,500,000	105,557,000	108,103,000	113,841,000	118,338,000
General Government	71,572,000	72,906,000	74,072,000	74,597,000	75,836,000	77,910,000
Planning & Development	27,893,000	29,319,000	29,568,000	29,753,000	30,484,000	31,240,000
Surrey Public Library	18,422,000	18,476,000	18,359,000	18,129,000	18,338,000	18,579,000
Engineering Services	78,082,000	80,493,000	84,355,000	87,945,000	92,714,000	96,069,000
Water, Sewer & Drainage	160,320,000	158,825,000	164,811,000	171,199,000	178,620,000	185,784,000
Solid Waste Expenditures	31,693,000	32,884,000	33,513,000	34,153,000	34,806,000	35,472,000
Operating Contingency	2,042,000	743,000	743,000	743,000	743,000	743,000
Total Municipal Expenditures	679,299,000	703,899,000	728,018,000	749,423,000	778,829,000	806,882,000
Fiscal Services & Debt Interest	9,009,000	9,148,000	9,404,000	9,478,000	9,510,000	9,542,000
Capital Expenditures - Prior Years	126,429,000	100,317,000	102,008,000	106,302,000	106,571,000	99,409,000
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	270,573,000	397,991,000	380,015,000	439,506,000	395,976,000	381,419,000
	497,002,000	598,308,000	582,023,000	645,808,000	602,547,000	580,828,000
Municipal Debt	15,286,000	10,429,000	13,223,000	20,517,000	25,052,000	29,575,000
TOTAL EXPENDITURES	$1,200,596,000	$1,321,784,000	$1,332,668,000	$1,425,226,000	$1,415,938,000	$1,426,827,000
PROPOSED TRANSFERS BETWEEN FUNDS						
Internal Borrowing	$ (13,513,000)	$ (44,700,000)	$ (44,972,000)	$ (54,166,000)	$ (32,181,000)	$ (1,887,000)
Transfers (from)/to Special Funds	(67,699,000)	(116,815,000)	(55,709,000)	(98,802,000)	(41,684,000)	(28,842,000)
Transfers (from)/to Appropriated Surplus	(1,888,000)	(2,450,000)	(2,020,000)	(1,650,000)	(1,760,000)	(1,788,000)
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	(114,322,000)	(116,775,000)	(119,232,000)	(122,035,000)	(124,992,000)	(126,416,000)
Transfer (from)/to Unappropriated Surplus	(3,870,000)	-	-	-	-	-
TOTAL TRANSFERS BETWEEN FUNDS	$ (251,292,000)	$ (330,740,000)	$ (271,933,000)	$ (326,653,000)	$ (250,617,000)	$ (208,933,000)
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -	$ -

GENERAL OPERATING OVERVIEW

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.

City of Surrey Council Chambers transformed for theatre presentation

GENERAL OPERATING
FINANCIAL SUMMARY
(in thousands)

REVENUE SUMMARY	2014 ACTUAL *Restated*	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Taxation	$ 262,610	$ 290,712	$ 294,514	**$309,642**	$ 328,610	$ 348,846	$ 370,431	$ 393,462
Departmental Revenues	66,734	76,480	74,388	**79,404**	81,172	82,994	85,773	88,953
Investment Income	14,474	13,525	14,112	**13,769**	12,648	12,271	11,981	11,822
Secondary Suite Infrastructure Fees	8,083	15,753	16,311	**17,117**	18,318	19,603	20,979	22,451
Corporate Lease Revenue	3,604	4,490	4,895	**5,930**	6,014	6,100	6,189	6,279
Contribution from SCDC	4,500	4,500	4,500	**4,500**	4,500	4,500	4,500	4,500
Penalties & Interest	3,896	3,676	3,800	**4,100**	4,300	4,500	4,700	4,700
Provincial Revenue Sharing re: Gaming	3,055	3,073	3,100	**3,200**	3,300	3,400	3,500	3,600
Other Revenue	1,999	3,161	1,900	**1,975**	2,125	2,276	2,429	2,483
	$368,955	**$415,370**	**$417,520**	**$439,637**	**$460,987**	**$484,490**	**$510,482**	**$538,250**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 335,220	$ 361,788	$ 369,747	**$393,571**	$ 406,792	$ 418,955	$ 434,889	$ 453,330
Council Initiative Fund	250	175	250	**250**	250	250	250	250
Fiscal Services	13,545	33,064	24,295	**19,577**	22,627	29,995	34,562	39,117
Contribution to Capital	10,356	12,373	12,400	**13,500**	15,100	16,800	18,600	20,500
Contributions to Road & Transp. Fund	22,512	15,933	18,432	**16,592**	16,592	16,592	16,592	16,592
Net Tsf.To/(From) Surplus & Other Funds	(12,928)	(7,963)	(3,734)	**(3,853)**	(374)	1,898	5,589	8,461
	$368,955	**$415,370**	**$421,390**	**$439,637**	**$460,987**	**$484,490**	**$510,482**	**$538,250**
Surplus/(Deficit)	$ -	$ -	$ (3,870)	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	3,870	**-**	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

REVENUE SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
	Restated		*Restated*					
Taxation								
Base Levy	$ 234,989	$ 247,005	$ 248,299	**$258,985**	$ 276,058	$ 294,028	$ 313,231	$ 333,752
Assessment Growth (City's Portion)	4,964	3,512	5,800	**5,439**	5,521	5,881	6,265	6,675
Property Tax Rate Increase	6,992	7,745	8,152	**11,684**	12,499	13,372	14,306	15,305
Provision for Adjustments	(49)	(40)	(50)	**(50)**	(50)	(50)	(50)	(50)
	246,896	258,222	262,201	**276,058**	294,028	313,231	333,752	355,682
Capital Parcel Tax	-	15,722	16,119	**16,374**	16,701	17,036	17,376	17,724
Grants in Lieu	15,714	16,768	16,194	**17,210**	17,881	18,579	19,303	20,056
Net Taxation	**262,610**	**290,712**	**294,514**	**309,642**	**328,610**	**348,846**	**370,431**	**393,462**
General Government								
City Manager's Department	30	91	10	**4**	4	4	4	4
Finance & Technology	1,328	1,350	1,247	**1,291**	1,324	1,358	1,382	1,406
Human Resources	1	-	-	**-**	-	-	-	-
	1,359	1,441	1,257	**1,295**	1,328	1,362	1,386	1,410
Public Safety								
Bylaws	7,530	8,427	8,333	**8,615**	8,873	9,139	9,322	9,508
Public Safety Office	6	1	-	**-**	-	-	-	-
Fire	1,691	1,822	1,629	**1,663**	1,713	1,764	1,799	1,834
RCMP	5,614	8,274	7,893	**8,081**	8,323	8,573	8,814	9,064
	14,841	18,524	17,855	**18,359**	18,909	19,476	19,935	20,406
Other								
Engineering Services	6,672	6,964	6,140	**6,222**	6,408	6,600	6,814	7,034
Parks, Recreation & Culture	24,243	26,990	28,134	**31,945**	32,767	33,615	35,082	36,914
Planning & Development	17,954	20,821	19,441	**20,070**	20,247	20,428	21,043	21,676
Surrey Public Library	1,665	1,740	1,561	**1,513**	1,513	1,513	1,513	1,513
	50,534	56,515	55,276	**59,750**	60,935	62,156	64,452	67,137
Departmental Revenues	**66,734**	**76,480**	**74,388**	**79,404**	**81,172**	**82,994**	**85,773**	**88,953**
Investment Income	**14,474**	**13,525**	**14,112**	**13,769**	**12,648**	**12,271**	**11,981**	**11,822**
Secondary Suite Infrastructure Fee	**8,083**	**15,753**	**16,311**	**17,117**	**18,318**	**19,603**	**20,979**	**22,451**
Contribution from SCDC	**4,500**	**4,500**	**4,500**	**4,500**	**4,500**	**4,500**	**4,500**	**4,500**
Provincial Casino Revenue Sharing	**3,055**	**3,073**	**3,100**	**3,200**	**3,300**	**3,400**	**3,500**	**3,600**
Corporate Lease Revenue	3,604	4,490	4,895	5,930	6,014	6,100	6,189	6,279
Penalties & Interest	3,896	3,676	3,800	4,100	4,300	4,500	4,700	4,700
Carbon Tax Rebates	370	405	400	400	400	400	400	400
Other	1,629	2,756	1,500	1,575	1,725	1,876	2,029	2,083
	9,499	**11,327**	**10,595**	**12,005**	**12,439**	**12,876**	**13,318**	**13,462**
	$368,955	**$415,370**	**$417,520**	**$439,637**	**$460,987**	**$484,490**	**$510,482**	**$538,250**

Financial Summary—Expenditure

EXPENDITURE SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
	Restated		*Restated*					
General Government								
Mayor, Council & Grants	$ 2,612	$ 3,068	$ 2,880	**$ 3,023**	$ 3,042	$ 3,060	$ 3,107	$ 3,155
City Manager's Department	7,477	6,921	6,601	**6,832**	7,027	7,823	7,408	7,695
Finance & Technology	22,254	25,693	25,754	**26,933**	27,458	28,089	28,918	29,766
Human Resources	3,308	3,638	3,589	**3,711**	3,764	3,817	3,999	4,190
	35,651	39,320	38,824	**40,499**	41,291	42,789	43,432	44,806
Public Safety								
Bylaws	5,529	6,479	6,341	**6,821**	7,179	7,538	7,911	8,290
Public Safety Office	264	252	395	**1,090**	1,101	1,112	1,154	1,198
Fire	59,265	57,123	57,638	**57,996**	59,669	61,433	63,191	64,992
RCMP	119,765	131,826	132,490	**146,850**	154,186	160,279	167,195	174,508
	184,823	195,680	196,864	**212,757**	222,135	230,362	239,451	248,988
Other								
Engineering Services	6,198	5,922	5,599	**5,329**	5,685	5,913	6,340	6,784
Parks, Recreation & Culture	69,467	80,250	82,262	**88,606**	90,773	92,623	97,093	102,829
Planning & Development	24,673	24,367	27,889	**29,315**	29,564	29,749	30,480	31,236
Surrey Public Library	13,744	16,249	16,267	**16,322**	16,601	16,776	17,350	17,944
Operating Contingency	664	-	2,042	**743**	743	743	743	743
	114,746	126,788	134,059	**140,315**	143,366	145,804	152,006	159,536
Total Departmental Expenditures	**335,220**	**361,788**	**369,747**	**393,571**	**406,792**	**418,955**	**434,889**	**453,330**
Council Initiative Fund	250	175	250	**250**	250	250	250	250
	250	**175**	**250**	**250**	**250**	**250**	**250**	**250**
Fiscal Services								
Fiscal Charges	341	300	420	**436**	453	471	489	509
Interest Paid on Prepaid Taxes	336	319	346	**353**	360	367	374	381
External Borrowing	12,535	12,343	12,779	**12,779**	12,779	12,779	12,779	12,779
Internal Borrowing	333	20,102	10,750	**6,009**	9,035	16,378	20,920	25,448
	13,545	**33,064**	**24,295**	**19,577**	**22,627**	**29,995**	**34,562**	**39,117**
Carbon Emission Offsets	**370**	**405**	**400**	**400**	**400**	**400**	**400**	**400**
Contributions to Capital								
General Contribution	2,801	4,800	4,800	**5,800**	7,300	8,900	10,600	12,400
SCDC Dividend Contribution	4,500	4,500	4,500	**4,500**	4,500	4,500	4,500	4,500
Gaming Contribution	3,055	3,073	3,100	**3,200**	3,300	3,400	3,500	3,600
	10,356	**12,373**	**12,400**	**13,500**	**15,100**	**16,800**	**18,600**	**20,500**
Contributions to Road & Transportation Fund								
Roads & Transportation Fund	22,512	15,933	18,432	**16,592**	16,592	16,592	16,592	16,592
	22,512	**15,933**	**18,432**	**16,592**	**16,592**	**16,592**	**16,592**	**16,592**
Net Tsf. To/(From) Surplus & Other								
Tree Replacement Fee	1,500	1,893	1,500	**1,075**	1,200	1,325	1,450	1,475
Transfers to/(from) Other Sources	(14,798)	(10,261)	(5,634)	**(5,328)**	(1,974)	173	3,739	6,586
	(13,298)	**(8,368)**	**(4,134)**	**(4,253)**	**(774)**	**1,498**	**5,189**	**8,061**
	$368,955	**$415,370**	**$421,390**	**$439,637**	**$460,987**	**$484,490**	**$510,482**	**$538,250**

NET DIVISIONS	2014 ACTUAL *Restated*	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Mayor, Council & Grants								
Office of the Mayor	$ 681	$ 713	$ 718	**$ 725**	$ 734	$ 743	$ 774	$ 807
Council	603	661	665	**664**	668	671	686	700
City Grants	1,328	1,497	1,497	**1,662**	1,667	1,672	1,672	1,672
Targeted Departmental Savings	-	-	-	**(28)**	(27)	(26)	(25)	(24)
	2,612	2,871	2,880	**3,023**	3,042	3,060	3,107	3,155
City Manager								
Administration	998	887	840	**854**	867	880	920	962
Economic Development	772	792	846	**1,142**	1,150	1,158	1,186	1,215
Legal Services	1,888	1,962	1,831	**1,907**	2,038	2,071	2,181	2,297
Legislative Services	3,238	3,271	3,218	**3,325**	3,361	3,397	3,498	3,592
Targeted Departmental Savings	-	-	-	**(225)**	(218)	(212)	(206)	(200)
	6,896	6,912	6,735	**7,003**	7,198	7,294	7,579	7,866
Finance & Technology								
Audit Procurement	2,159	2,088	2,301	**2,328**	2,340	2,352	2,417	2,484
Financial Processing	1,320	1,346	1,568	**1,537**	1,524	1,510	1,576	1,644
Financial Services	1,386	1,202	1,305	**1,314**	1,320	1,326	1,371	1,417
Information Technology	15,556	18,984	18,536	**20,599**	21,048	21,606	22,126	22,656
Leadership	1,505	1,602	1,915	**2,034**	2,053	2,072	2,149	2,230
Risk Management	1,702	1,682	1,682	**1,682**	1,837	1,992	2,163	2,335
Targeted Departmental Savings	-	-	-	**(252)**	(239)	(227)	(216)	(205)
	23,628	26,904	27,307	**29,242**	29,883	30,631	31,586	32,561
Human Resources								
Administration	1,110	1,273	973	**1,022**	1,039	1,056	1,109	1,164
Employment	716	876	1,057	**1,056**	1,068	1,080	1,126	1,175
Labour Relations & Compensation	543	606	657	**759**	769	779	816	855
Occupational Safety	936	855	872	**879**	891	903	947	994
Wellness & Diversity	50	28	30	**30**	30	30	30	30
Targeted Departmental Savings	-	-	-	**(35)**	(33)	(31)	(29)	(28)
	3,355	3,638	3,589	**3,711**	3,764	3,817	3,999	4,190
	$ 36,491	**$ 40,325**	**$ 40,511**	**$ 42,979**	**$ 43,887**	**$ 44,802**	**$ 46,271**	**$ 47,772**

Financial Summary— Protection Services

NET DIVISIONS	2014 ACTUAL *Restated*	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
City Manager								
By-law Services	$ (1,982)	$ (1,799)	$ (1,992)	**$ (1,794)**	$ (1,694)	$ (1,601)	$ (1,411)	$ (1,218)
Public Safety Office	257	254	395	**1,090**	1,101	1,112	1,154	1,198
	(1,725)	(1,545)	(1,597)	**(704)**	(593)	(489)	(257)	(20)
Fire								
Administration	2,183	2,505	2,363	**2,540**	2,606	2,674	2,744	2,816
Emergency Planning	27	38	51	**49**	49	49	49	49
Fire Operations	48,004	50,005	49,484	**50,310**	51,678	53,081	54,524	56,005
Mechanics	1,050	954	901	**894**	928	963	998	1,034
Prevention	1,141	834	1,096	**1,109**	1,142	1,176	1,213	1,251
Radio & Communications	2,414	2,295	2,569	**2,557**	2,626	2,696	2,782	2,870
Training	877	674	842	**855**	881	958	985	1,013
Targeted Departmental Savings	-	-	-	**(684)**	(657)	(631)	(606)	(583)
	55,696	57,305	57,306	**57,630**	59,253	60,966	62,689	64,455
RCMP								
Corporate Services	932	(1,503)	(2,763)	**(1,766)**	(1,059)	(925)	(723)	(493)
Information Services &Technology	6,585	7,275	7,561	**7,926**	7,951	7,975	8,177	8,384
Management & RCMP Finance	1,253	1,364	2,037	**2,194**	2,217	2,241	2,329	2,420
Operations	8,835	9,091	9,572	**10,395**	10,679	10,691	10,938	11,191
RCMP Contract	97,558	108,070	108,190	**121,394**	127,380	132,964	138,838	145,061
Targeted Departmental Savings	-	-	-	**(1,374)**	(1,305)	(1,240)	(1,178)	(1,119)
	115,163	124,297	124,597	**138,769**	145,863	151,706	158,381	165,444
	$169,134	**$180,057**	**$180,306**	**$195,695**	**$204,523**	**$212,183**	**$220,813**	**$229,879**

Financial Summary— Other Departments

NET DIVISIONS	2014 ACTUAL *Restated*	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Engineering Services								
Engineering Operations	$ (712)	$ (747)	$ (366)	**$ (366)**	$ (366)	$ (366)	$ (366)	$ (366)
Engineering Professional Services	1,874	1,250	1,128	**1,442**	1,588	1,600	1,751	1,910
Land Development	(71)	(595)	(125)	**(125)**	(125)	(125)	(125)	(125)
Realty Services	(63)	301	685	**771**	785	799	852	908
Targeted Departmental Savings	-	-	-	**(286)**	(276)	(266)	(257)	(248)
	1,028	209	1,322	**1,436**	1,606	1,642	1,855	2,079
Parks, Recreation & Culture								
Administration	4,073	4,023	4,356	**4,282**	4,337	4,392	4,516	4,642
Arenas	981	857	884	**895**	842	820	1,119	1,158
Art Centre	2,244	2,697	2,736	**3,120**	3,421	3,463	3,554	3,743
Community Recreation Office	6,170	7,840	8,830	**9,068**	9,076	8,984	9,309	10,967
Healthy Communities	599	1,503	1,588	**1,676**	1,682	1,688	1,727	1,767
Heritage Services	1,488	1,634	1,825	**1,873**	1,884	1,895	2,160	2,209
Indoor Pools	3,997	6,410	5,277	**7,047**	6,775	6,492	6,660	6,831
Marketing	1,607	1,749	1,875	**1,939**	1,993	2,003	2,045	2,088
Outdoor Pools	880	919	939	**949**	968	988	1,008	1,028
Parks Division	21,137	22,768	23,011	**24,235**	25,425	26,641	28,234	29,767
Targeted Departmental Savings	-	-	-	**(829)**	(788)	(749)	(712)	(676)
	43,176	50,400	51,321	**54,255**	55,615	56,617	59,620	63,524
Planning and Development								
Administration	3,327	3,464	3,578	**3,560**	3,576	3,592	3,688	3,787
Area Planning & Development	2,343	1,195	2,486	**2,523**	2,482	2,439	2,524	2,612
Building	(8,385)	(9,905)	(8,768)	**(8,830)**	(8,814)	(8,797)	(9,035)	(9,281)
Community Planning	1,779	1,839	1,967	**1,997**	2,006	2,016	2,073	2,132
Facilities	8,430	7,998	9,492	**10,693**	10,810	10,862	11,029	11,205
Heritage Advisory Committee	24	22	23	**23**	23	23	23	23
Sustainability	250	265	250	**250**	260	270	280	290
Targeted Departmental Savings	-	-	-	**(416)**	(402)	(389)	(377)	(365)
	7,768	4,878	9,028	**9,800**	9,941	10,016	10,205	10,403
Surrey Public Library								
Administration	47	247	313	**275**	294	313	373	436
Public Services	12,009	14,307	14,393	**14,687**	14,939	15,088	15,595	16,119
Targeted Departmental Savings	-	-	-	**(153)**	(145)	(138)	(131)	(124)
	12,056	14,554	14,706	**14,809**	15,088	15,263	15,837	16,431
Operating Contingency	664	-	2,042	**743**	743	743	743	743
	$ 64,692	**$ 70,041**	**$ 78,419**	**$ 81,043**	**$ 82,993**	**$ 84,281**	**$ 88,260**	**$ 93,180**

CITY OF SURREY

BYLAW NO. 18564

A bylaw to provide for the adoption of the Surrey 2016 – 2020
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 2016 – 2020 General Operating Financial Plan Bylaw, 2016, No. 18564".

PASSED FIRST READING on the 22nd day of February, 2016.

PASSED SECOND READING on the 22nd day of February, 2016.

PASSED THIRD READING on the 22nd day of February, 2016.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 7th day of March, 2016.

MAYOR

CLERK

CITY OF SURREY

Bylaw 18564 | Schedule 1

General Operating Financial Plan
to establish years 2016 to 2020
and restate year 2015

PROPOSED FUNDING SOURCES	2015 *restated*	2016	2017	2018	2019	2020
Revenues from Property Value Taxes						
Property Value Taxes	$ 278,395,000	$ 293,268,000	$ 311,909,000	$ 331,810,000	$ 353,055,000	$ 375,738,000
Revenues from Parcel Taxes						
Capital Parcel Tax	$ 16,119,000	$ 16,374,000	$ 16,701,000	$ 17,036,000	$ 17,376,000	$ 17,724,000
Revenues from Fees & Charges						
Departmental Revenue	66,458,000	71,275,000	72,844,000	74,461,000	77,029,000	79,991,000
Secondary Suite Infrastructure Fee	16,311,000	17,117,000	18,318,000	19,603,000	20,979,000	22,451,000
Penalties & Interest on Taxes	3,800,000	4,100,000	4,300,000	4,500,000	4,700,000	4,700,000
Revenues from Fees and Charges	86,569,000	92,492,000	95,462,000	98,564,000	102,708,000	107,142,000
Revenues from Other Sources						
Investment Income	14,112,000	13,769,000	12,648,000	12,271,000	11,981,000	11,822,000
Government Transfers	11,030,000	11,329,000	11,628,000	11,933,000	12,244,000	12,562,000
Corporate Lease Revenue	4,895,000	5,930,000	6,014,000	6,100,000	6,189,000	6,279,000
Other Revenue	6,400,000	6,475,000	6,625,000	6,776,000	6,929,000	6,983,000
Revenues from Other Sources	36,437,000	37,503,000	36,915,000	37,080,000	37,343,000	37,646,000
TOTAL FUNDING SOURCES	$ 417,520,000	$ 439,637,000	$ 460,987,000	$ 484,490,000	$ 510,482,000	$ 538,250,000
PROPOSED EXPENDITURES						
Municipal Expenditures						
Police Services	$ 132,490,000	$ 146,850,000	$ 154,186,000	$ 160,279,000	$ 167,195,000	$ 174,508,000
Fire Services	57,638,000	57,996,000	59,669,000	61,433,000	63,191,000	64,992,000
Parks, Recreation & Culture	82,262,000	88,606,000	90,773,000	92,623,000	97,093,000	102,829,000
General Government	45,810,000	48,660,000	49,821,000	51,689,000	52,747,000	54,544,000
Planning & Development	27,889,000	29,315,000	29,564,000	29,749,000	30,480,000	31,236,000
Surrey Public Library	16,267,000	16,322,000	16,601,000	16,776,000	17,350,000	17,944,000
Engineering Services	5,599,000	5,329,000	5,685,000	5,913,000	6,340,000	6,784,000
Operating Contingency	2,042,000	743,000	743,000	743,000	743,000	743,000
Total Municipal Expenditures	369,997,000	393,821,000	407,042,000	419,205,000	435,139,000	453,580,000
Fiscal Services & Debt Interest	9,009,000	9,148,000	9,404,000	9,478,000	9,510,000	9,542,000
Municipal Debt	15,286,000	10,429,000	13,223,000	20,517,000	25,052,000	29,575,000
TOTAL EXPENDITURES	$ 394,292,000	$ 413,398,000	$ 429,669,000	$ 449,200,000	$ 469,701,000	$ 492,697,000
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	$ 14,698,000	$ 12,739,000	$ 16,218,000	$ 18,490,000	$ 22,181,000	$ 25,053,000
Transfers (from)/to Capital	12,400,000	13,500,000	15,100,000	16,800,000	18,600,000	20,500,000
Transfer (from)/to Unappropriated Surplus	(3,870,000)	-	-	-	-	-
TOTAL TRANSFERS BETWEEN FUNDS	$ 23,228,000	$ 26,239,000	$ 31,318,000	$ 35,290,000	$ 40,781,000	$ 45,553,000
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -	$ -

CITY OF SURREY

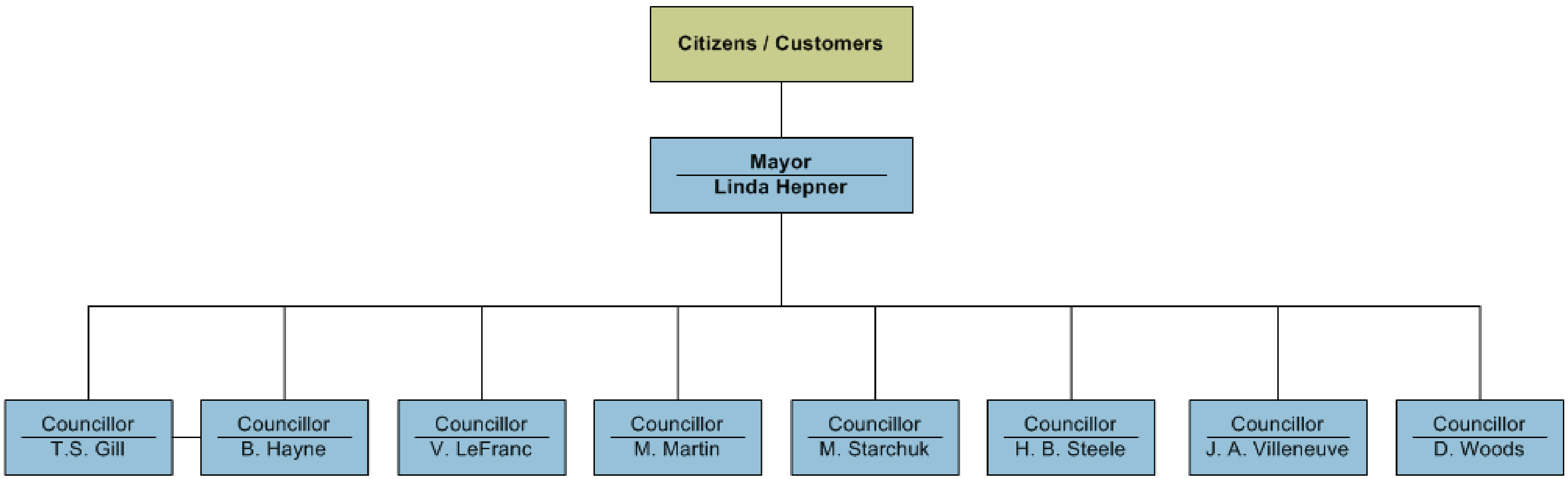
the future lives here.

Back Row: M. Martin; T.S. Gill; M. Starchuk; J. A. Villeneuve;

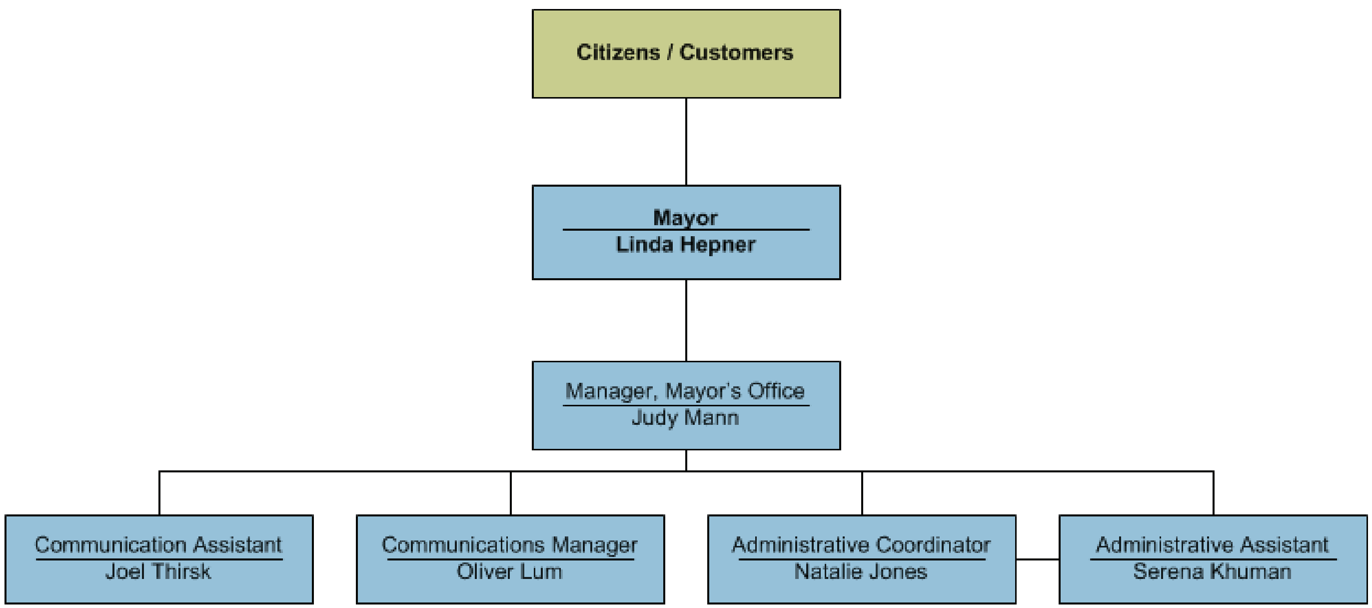
Front Row: B. Hayne; V. LeFranc; Mayor L. Hepner; H. B. Steele; D. Woods

ORGANIZATIONAL CHART
MAYOR & COUNCIL

2016 – 2020 Financial Plan
Mayor & Council Departmental Functions



2016 – 2020 Financial Plan
Mayor's Office Departmental Functions



DEPARTMENTAL OVERVIEW
MAYOR & COUNCIL

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.

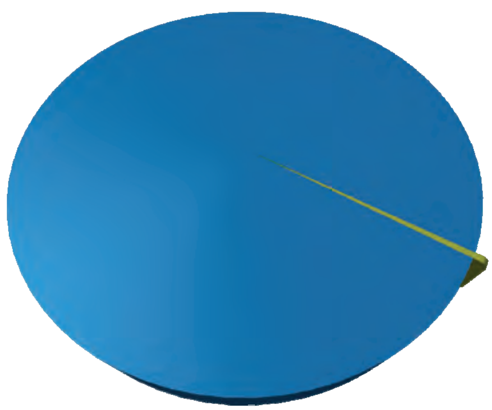
The Mayor has civic authority to establish various committees and may appoint both Council and civilian members. Once established, committees are primarily deliberative and bring forth their recommendations to City Council for adoption.

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.

Mayor, Council & Grants—Departmental Operations *(in thousands)*

DIVISION SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Office of the Mayor	$ 681	$ 713	$ 718	**$ 725**	$ 734	$ 743	$ 774	$ 807
Council	603	661	665	**664**	668	671	686	700
City Grants	1,328	1,497	1,497	**1,662**	1,667	1,672	1,672	1,672
Targeted Departmental Savings	-	-	-	**(28)**	(27)	(26)	(25)	(24)
	$ 2,612	**$ 2,871**	**$ 2,880**	**$ 3,023**	**$ 3,042**	**$ 3,060**	**$ 3,107**	**$ 3,155**
ACCOUNT SUMMARY								
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	1,090	1,362	1,142	**1,148**	1,157	1,166	1,208	1,252
Operating Costs	1,516	1,715	1,736	**1,901**	1,910	1,918	1,922	1,925
Targeted Departmental Savings	-	-	-	**(28)**	(27)	(26)	(25)	(24)
Internal Services Used	15	3	2	**2**	2	2	2	2
Internal Services Recovered	-	(6)	-	**-**	-	-	-	-
External Recoveries	(9)	(6)	-	**-**	-	-	-	-
	2,612	3,068	2,880	**3,023**	3,042	3,060	3,107	3,155
Net Operations Total	2,612	3,068	2,880	**3,023**	3,042	3,060	3,107	3,155
Transfers								
Transfer From Own Sources	-	(197)	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	(197)	-	**-**	-	-	-	-
	$ 2,612	**$ 2,871**	**$ 2,880**	**$ 3,023**	**$ 3,042**	**$ 3,060**	**$ 3,107**	**$ 3,155**



0.46% of Gross Taxation allocated to Mayor, Council & Grants

Mayor, Council & Grants—Departmental Operations

OFFICE OF THE MAYOR	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	570	771	600	**607**	615	623	653	685
Operating Costs	104	146	116	**116**	117	118	119	120
Internal Services Used	15	3	2	**2**	2	2	2	2
Internal Services Recovered	-	(6)	-	**-**	-	-	-	-
External Recoveries	(8)	(4)	-	**-**	-	-	-	-
	681	910	718	**725**	734	743	774	807
Net Operations Total	**681**	**910**	**718**	**725**	**734**	**743**	**774**	**807**
Transfers								
Transfer From Own Sources	-	(197)	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	(197)	-	**-**	-	-	-	-
	$ 681	**$ 713**	**$ 718**	**$ 725**	**$ 734**	**$ 743**	**$ 774**	**$ 807**

COUNCIL	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	520	591	542	**541**	542	543	555	567
Operating Costs	84	72	123	**123**	126	128	131	133
Internal Services Used	-	-	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(1)	(2)	-	**-**	-	-	-	-
	603	661	665	**664**	668	671	686	700
Net Operations Total	**603**	**661**	**665**	**664**	**668**	**671**	**686**	**700**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 603	**$ 661**	**$ 665**	**$ 664**	**$ 668**	**$ 671**	**$ 686**	**$ 700**

APPROVED CITY GRANTS	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 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
	231	231	231	**231**	231	231	231	231
Property Taxes								
Masonic Building Assoc. of North Surrey	-	-	-	**2**	2	2	2	2
Unallocated Taxes	5	5	5	**3**	3	3	3	3
	5	5	5	**5**	5	5	5	5
Tourism / Chamber of Commerce								
Cloverdale District Chamber of Commerce	10	10	10	**10**	10	10	10	10
South Surrey/White Rock Chamber of Commerce	10	10	10	**10**	10	10	10	10
Surrey Board of Trade	10	10	10	**25**	25	25	25	25
Surrey Tourism & Convention Association	10	10	10	**10**	10	10	10	10
	40	40	40	**55**	55	55	55	55
Lower Fraser Valley Exhibition								
Operations	364	369	369	**374**	374	374	374	374
Credit Security	200	200	200	**200**	200	200	200	200
Cloverdale Rodeo	225	225	225	**225**	225	225	225	225
	789	794	794	**799**	799	799	799	799
Surrey Crime Prevention Society	85	230	230	**230**	230	230	230	230
Metro Vancouver Crime Stoppers	25	30	30	**35**	35	35	35	35
The Lookout Emergency Aid Society	24	24	24	**25**	25	25	25	25
Cloverdale Curling Club	60	60	60	**65**	65	65	65	65
Policing at Community Events	-	-	-	**55**	55	55	55	55
Sports Tourism	-	-	-	**50**	50	50	50	50
Community/Façade Enhancement Program	25	25	25	**40**	45	50	50	50
Arts Council of Surrey	4	4	4	**22**	22	22	22	22
Honey Hooser Scholarship	1	1	1	**1**	1	1	1	1
Surrey Foundation	5	5	5	**-**	-	-	-	-
Dry Grad Events	2	5	5	**5**	5	5	5	5
Special Recognition	5	5	5	**5**	5	5	5	5
One-time Grants								
One-time Grants	60	68	68	**67**	67	67	67	67
Carry Forward Funding from Prior Year	(33)	(30)	(30)	**(28)**	(28)	(28)	(28)	(28)
Carry Forward Funding to Next Year		-	-	**-**	-	-	-	-
	27	38	38	**39**	39	39	39	39
	$ 1,328	**$ 1,497**	**$ 1,497**	**$ 1,662**	**$ 1,667**	**$ 1,672**	**$ 1,672**	**$ 1,672**

Mayor, Council & Grants—Departmental Operations

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.
Alexandra Neighbourhood House	Health & Social	2,500	"Newcomer Camp" from Aug 2 - 5 2016, provides the opportunity to newcomer and refugee families to experience canadian lifestyle at Camp Alex in Crescent Beach.
Big Brothers of Greater Vancouver (Surrey Office)	Health & Social	2,500	Expansion of the prevention-based Big Brothers mentoring program in Surrey that will help reduce the two year wait time and serving as many at-risk children as possible.
Boys and Girls Clubs of South Coast BC	Health & Social	2,000	Evolution of "Preteen Nights" program at the Surrey Club to incorporate new activities(Science experiments, cooking/nutrition) that will encouragea active involvement of girls.
Catching the Spirit Youth Society	Health & Social	1,000	Catching the Spirit Youth Environmental Stewardship program is a free program to foster youth leadership skills, self confidence. Duration July 1 - Aug 19, 2016.
Cerebral Palsy Association of British Columbia	Health & Social	1,000	Winter 2016 session of "Dance without Limits" program which provides children with cerebral palsy 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 identify and avoid sexual exploitation and human trafficking from all sources and particularly online.
Cloverdale Business Improvement Association	Community Promotion	1,500	11th annual Surrey Santa Parade of Lights Dec 4th, 2016.
Community Justice Initiatives Association	Health & Social	1,500	Online and Pocket guide version of "The Little Black Book" promoting outreach programs for youth in Surrey, Langley, Delta, White Rock and Maple Ridge.
Downtown Surrey Business Improvement Association	Community Promotion	2,500	Movies under the Stars 2016 - Saturday, August 6, 13, 20, 27, 2016, at Holland Park.
Friends of The Grove	Community Promotion	500	To build a "Little Free Library" in The Grove in Newton to strengthen the Newton community.
Jamaican Canadian Cultural Association of BC	Community Promotion	1,000	Jamaican Cultural Festival August 7, 2016 at Holland Park.
Kwantlen Public Interest Research Group	Health & Social	750	International Women's Day event Mar 8, 2016, hosting a workshop addressing violence towards women and exploitation of women.
Kwantlen Public Interest Research Group	Culture & Recreation	2,000	Black History Month Confabulation Feb 1 - 29, 2016 consisting of interactive workshops, public discussions and forum, entertainment to share African and Caribbean culture with the community.
MOSAIC	Culture & Recreation	2,000	Renovate equip meeting space in MOSAIC'S (Multi-Lingual Orientation Service Association) new Surrey facility opening October 13, 2015 with renovations starting March 2016.
Newton Seniors Centre	Culture & Recreation	1,500	Upgrades to four billiard tables at Newton Senior Center to allow seniors to play billiards and snooker in a comfortable environment.
Outlaw RC Club	Culture & Recreation	500	Track maintenance for a radio controlled vehicle park and cloverdale fairgrounds lease, promoting a safe environment for hobbyists in surrey and surrounding cities.

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
Pacific Community Resources Society	Health & Social	1,750	Extension of Guildford Youth Resources Centre hours to provide outreach programming, housing support services, family counselling services and Alcohol & Drug counselling.
Pacific Post Partum Support Society	Health & Social	2,000	Free telephone support program that provides counselling and information support for women, their partners and loved ones suffering from post partum depression.
Peace Arch Hospital and Community Health Foundation	Health & Social	700	"Healthy Community project" helps in raising awareness and importance of healthy living in the community. The new tent will feature multi-lingual messaging to attract residents and promote healthy living.
PLEA Community Services Society of BC	Health & Social	2,000	KidStart is a core preventative program that helps at-risk children and youth by developing supportive relationships and encouraging kids to participate in various activities.
Quest Outreach Society	Health & Social	2,400	Provides work training to individuals in Surrey with physical or mental health issues who are interested in improving and expanding their marketable workplace skills.
Semi M Floorball Hockey League	Culture & Recreation	1,000	Floorball hockey program for children of 10 inner city schools to give them affordable opportunities to be active in playing floorball hockey in safe environments whereby keeping them off the streets.
Seniors Come Share Society	Health & Social	1,500	To provide tables, chairs, and chair stackers for a newly renovated larger meeting room/workshop space to meet the growing needs of participants, caregiver groups, Yoga and education sessions.
South Asian Family Association	Community Promotion	1,000	Bollywood Under the Stars July 29, 2016, free outdoor movie screening with vendor marketplace, food fair and DJ.
SuperChefs Cookery for Kids Society	Health & Social	1,500	Spring/Summer 2016 SuperChef camps (April - August) will improve the health and well being of children at high risk by giving them the skills to make healthy eating and lifestyle choices.
Surrey Amateur Radio Club	Culture & Recreation	750	Annual Amateur Radio Field Day Event June 24 to 26, 2016 at Grandview Heights School grounds.
Surrey Christmas Bureau	Health & Social	1,000	Assist low-income and special needs families with Christmas toys, food hampers & Adopt-a-Family programs.
Surrey Sea Lions Swim Club	Culture & Recreation	500	Host annual swim competition July 22 - 24, 2016 for the Fraser South Region to help prepare for upcoming regional & provincial swims.
Surrey Search and Rescue Society	Health & Social	2,000	20 VHF Portable radios to replace aging inventory will optimize team effectiveness in the field during an emergency and search & rescue event.
Surrey Urban Farmers Market Association	Community Promotion	2,000	To support local farmers and businesses with their networking and community building opportunities with providing weekly commercial and community space May 4 to October 26, 2016.
Vancouver International Sculpture Biennale	Culture & Recreation	2,000	"BIG IDEA" in-school is a socially inclusive program in Surrey schools to engage students to think deeply of Environmental Stewardship through public art expression.
Vancouver Orphan Kitten Rescue Association	Health & Social	1,000	A spay/neuter program to assist low income cat owners in Surrey to aid in the control of the outdoor cat population.
Whalley Community Association	Community Promotion	2,000	18th Annual Surrey Fest Downtown - A Celebration of Community 2016 to be held Saturday, June 18, 2016 at Central City Plaza.

Mayor, Council & Grants—Departmental Operations

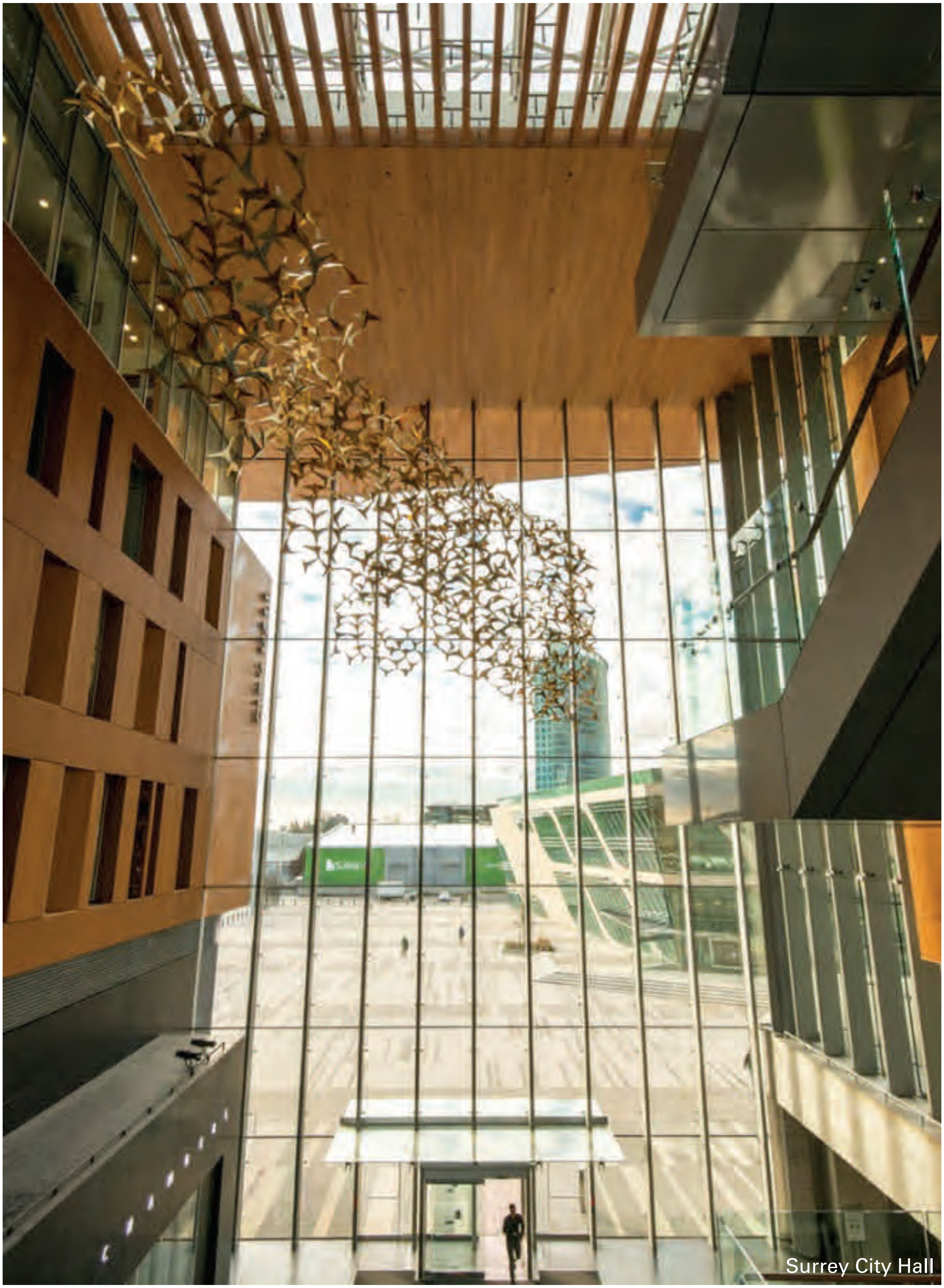
APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
Whalley Community Association Downtown Surrey BIA	Community Promotion	1,000	To support the 3rd Annual Whalley's Corner Community Festival June 25, 2016.
YWCA Metro Vancouver	Health & Social	2,000	YWCA offers after-school programming for grade seven girls "That's Just Me" and boys "Boys 4 Real" in Surrey.
Fraser Valley Heritage Railway Society	lease	112,000	2016 Lease-in-kind
Sunnyside Saddle Club	lease	38,400	2016 Lease-in-kind
Surrey Sailing Club	lease	24,000	2016 Lease-in-kind
Surrey Heritage Society	lease	24,000	2016 Lease-in-kind
Panorama Ridge Riding Club	lease	22,500	2016 Lease-in-kind
Lower Mainland German Shepherd Dog Club	lease	6,000	2016 Lease-in-kind
Action BMX Association	lease	4,000	2016 Lease-in-kind
Crescent Beach Swim Club	lease	625	2016 Lease-in-kind
Masonic Building Assoc. of North Surrey	Property Taxes	2,200	Municipal Portion
Cloverdale District Chamber of Commerce	Business & Tourism	10,000	Local Festivals
Surrey Board of Trade	Business & Tourism	25,000	Business Referral Service & Awards
South Surrey/White Rock Chamber of Commerce	Business & Tourism	10,000	Business Referral Service & Awards
Surrey Tourism & Convention Association	Business & Tourism	10,000	City Wide Tourism
Lower Fraser Valley Exhibition Association	LFVEA	374,300	Operations
Lower Fraser Valley Exhibition Association	LFVEA	200,000	Credit Security
Lower Fraser Valley Exhibition Association	LFVEA	225,000	Cloverdale Rodeo
Surrey Crime Prevention Society	Crime Prevention	230,000	Citizens Crime Watch & Anti-graffiti
Crime Stoppers	Crime Prevention	35,000	Tips Line
The Lookout Emergency Aid Society	Crime Prevention	25,000	Street Youth Services
Cloverdale Curling Club	Community	65,000	Operations
Policing at Community Events	Community	55,000	New addition for 2016
Sports Tourism	Community	50,000	New addition for 2016
Community/Façade Enhancement Partnership Program	Community	40,000	Matching grant
Arts Council of Surrey	Community	22,000	Increase to support Printing of Spotlight Magazines
Honey Hooser Scholarship Fund	Community	1,000	Scholarships
Ecole Panorama Ridge Secondary School	Dry Grad	250	2016 Dry grad

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
Fleetwood Secondary School	Dry Grad	250	2016 Dry grad
Kwantlen Park Secondary	Dry Grad	250	2016 Dry grad
Queen Elizabeth Secondary School	Dry Grad	250	2016 Dry grad
Sullivan Heights Secondary School	Dry Grad	250	2016 Dry grad
Unallocated - Dry Grad		3,250	2016 Dry grad
Special Recognition		2,500	Pins
Unallocated - Special Recognition		2,500	
Unallocated - One-time		13,250	
Unallocated - Property Taxes		2,800	
Carryforward funding		(28,175)	
Total		**$1,662,000**	

Mayor, Council & Grants—Significant Changes

2015 ADOPTED BUDGET			**$ 2,880**
REVENUES			**-**
EXPENDITURES/TRANSFERS			
Salaries/Wages & Benefits			
Salary Rate Adjustments	....	$ 6	**6**
Operating Costs			**165**
Targeted Departmental Savings			**(28)**
Internal Services Used/(Recovered)			-
External Recoveries			-
Transfer From/(To) Own Sources			-
Total Change in Expenditures/Transfers			**143**
2016 BUDGET			**$ 3,023**

2016 ADOPTED BUDGET			**$ 3,023**
REVENUES			**-**
EXPENDITURES/TRANSFERS			
Salaries/Wages & Benefits			
Salary Adjustments and Growth	....	$ 104	**104**
Operating Costs			
Inflationary Increases and Growth	....	24	**24**
Targeted Departmental Savings			**4**
Internal Services Used/(Recovered)			**-**
External Recoveries			**-**
Transfer From/(To) Own Sources			**-**
Total Change in Expenditures/Transfers			**132**
2020 BUDGET			**$ 3,155**



Surrey City Hall

DEPARTMENTAL FUNCTIONS
CITY MANAGER

2016 – 2020 Financial Plan
City Manager's Departmental Functions

City Manager
Vincent Lalonde

City Solicitor
Craig MacFarlane

Legal Services

- Court Counsel
- Legal Advice

Executive Assistants
Kelly Irvine
Lisa Donohoe

Investment & Intergovernmental Relations
Donna Jones

- Investment Attraction
- Intergovernmental Relations
- Economic Development
- Economic Policy & Strategy
- Business Retention & Expansion
- Economic Analysis

Bylaws
Jas Rehal

- By-law Enforcement
- Licensing
- Animal Control

Legislative Services
Jane Sullivan

- City Clerk
- Freedom of Information & Protection of Privacy
- Records Management
- Election Services
- Corporate Mail

Public Safety Strategies
Terry Waterhouse

- Development, Implementation and Monitoring of the Public Safety Strategy
- Surrey RCMP Support Services

DEPARTMENTAL OVERVIEW
CITY MANAGER

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 AND 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
- Council's priorities and high quality sustainable City services are delivered on a consistent basis to the City's residents and businesses.

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

BY-LAW ENFORCEMENT & LICENSING SERVICES

The Bylaw & Licensing Division is responsible for the enforcement of regulatory bylaws, the issuance of business licenses, animal control functions, operation of the Surrey Animal Resource Centre and parking enforcement. Using both complaints from the public and a proactive approach, enforcement staff focus on working with property owners to gain compliance for safety, maintenance, beautification and liveability issues within the community.

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.

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).

INVESTMENT & INTERGOVERNMENTAL RELATIONS

Investment and Intergovernmental Relations drives economic diversification and investment attraction by developing strategies, partnerships and programming in key sectors to enable sustainable economic growth. Investment & Intergovernmental Relations also ensures the City's interests are effectively communicated to all levels of government and seeks to identify and maximize partnership opportunities with other orders of government, educational institutions along with the public and private sectors.

PUBLIC SAFETY STRATEGIES

The Public Safety Strategies office is responsible for developing, implementing and monitoring the City of Surrey Public Safety Strategy, an evidence-based approach aligned with the vision and strategic goals of Council. The Public Safety Strategy fosters integration across all public safety portfolios in the City and is linked with the RCMP Strategic Framework, other strategic approaches in the City and the mandate of Provincial agencies and service providers in the City of Surrey. The Public Safety Strategy provides oversight and support to RCMP Support Services.

2015 ACCOMPLISHMENTS

ECONOMIC

- Led the administration and relationship management of the Innovation Boulevard partnership, including initiating an update to the governance structure to support its rapid growth;
- Mental Health and Addictions – partnered with SFU to establish a Chair positon in Technology Innovations in Youth Addiction Recovery and Mental Health. Led the work of Mental Health & Addictions Committee;
- Hosted the inaugural Greater Vancouver Clean Technology Expo & Championship on January 28, 2015 which attracted over $13,000 in cash prizes, 500 visitors, 38 BC clean technology companies, and 15 sponsors;
- Supported Foresight Cleantech Accelerator Centre in establishing in Surrey the Advanced Resource Clean technology Innovation Centre, a $2.6 million federally funded initiative to stimulate cleantech innovation for Canada's resource industry;
- Established the ECONewton Clean Technology Innovation & Research Pilot initiative and continuing to work with major institutional and industry players to attract, retain, and grow cleantech business opportunities in the Newton Industrial Area;
- Developed a first in North America value chain research initiative around increasing the industrial productivity of over 8,000 Surrey-based businesses by exploiting and up-skilling existing skills/ capabilities within these firms;

- Led Innovation Boulevard marketing including new website, newsletter, social media, content development and online dashboard to showcase success metrics;
- Retention and expansion of existing businesses and attraction of new businesses through outreach, advocacy, and market expansion including:
  - ⇒ Outreach: Conducted 80 (YTD) comprehensive one-on-one business visits; and
  - ⇒ Advocacy: Took action on over 90 issues raised during business visits and reported back to business contacts.
- Organized and led the transit referendum business educational campaign in partnership with BIAs, Chambers and board of trade;
- Hosted an educational social media workshop in partnership with Surrey Tourism to increase online presence of Surrey based businesses and promote the True Surrey brand. Approximately 40 companies attended the event;
- Hosted six Surrey Tech Meet-ups in partnership with the BC Technology Industry Association to support entrepreneurs, create connections and showcase companies;
- Revitalized Newton's 137th Street through the Newton Pop Up Art initiative that placed art in empty shop windows, created new public art exhibits and established a gallery space for artistic groups and students to showcase their work; a central tenant to the Cultural Corridor initiative;
- Mapped and created an online resource to highlight the artistic and cultural infrastructure along King George Boulevard – Surrey's Cultural Corridor. The work shares with the community and entrepreneurs various venues, institutions, events, organizations and public art pieces that comprise the Cultural Corridor;
- Creation of City - SFU Joint Venture to establish and fulfill Innovation Boulevard Business Plan;
- Increase business license revenue by increasing enforcement efforts and inspections;
- Made the Inter Municipal Business License pilot project with 11 Fraser Valley municipalities a permanent program;
- Made the Metro West Inter Municipal Business License pilot project with 6 Metro Vancouver municipalities a permanent program;
- Administered the 2016 Tax Exemption process resulting in the management, review and processing of 500 property applications;
- Through three 2015 Canadian Transportation Agency decisions, Surrey has changed the law as it relates to railway crossings in both the federal and provincial schemes. Previously the CTA would impose indemnities in favour of railways in its terms of approval; a practice which has existed for decades. Surrey successfully convinced the CTA that this was not appropriate and as such, the law on this issue has changed across Canada; and
- Successfully transitioned from contractor managed Surrey Animal Resource Centre to City staff, in collaboration with CUPE 402.

City Manager

ENVIRONMENTAL

- Implemented digital delivery of Council mail, reducing the associated carbon footprint by eliminating the courier deliveries;
- Increased bylaw enforcement initiatives to clean up problem properties to remove or reduce their harmful effects on the environment;
- Launched the electronic Council Correspondence package that provides all Council correspondence to Councillors via iPad Diligent Boardbook application thereby reducing paper storage costs and their related environmental impacts;
- Managed the electronic Council agenda production process which requires the separate assembly of electronic Council and Senior Management Team packages for the CIC, Finance, Regular Council Land Use and Regular Council Public Hearing Meetings that are uploaded to iPads, saving approximately 1,050,000 pieces of paper annually (only two paper copies are produced);
- Due to the launching of the Secure Shredding Program to provide efficient and cost-effective proper document disposal, the "Green Report" for the program for 2015 includes 570.234 trees saved, 49,199 lbs of CO2 emissions avoided, and 169.885 cubic yards of landfill space conserved;
- Proactive enforcement will respect soil contamination;
- Successfully obtained intervenor status in judicial review application related to Fraser Surrey Docks direct transfer Coal Facility; and
- Made submissions to the National Energy Board on Kinder Morgan's Trans Mountain expansion project in regard to conditions to minimize negative financial and environmental impacts to Surrey and require decommissioning and removal of existing pipeline.

SOCIO-CULTURAL

- Work in cooperation with Provincial Staff of Surrey Integrated Services Network to provide multi-disciplinary services to targeted groups of offenders in the court system;
- 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;
- Provide legal and corporate secretarial support services to the Surrey Homelessness and Housing Society;
- 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;

- Mayor and Council committed to support the development of the next phase of the Crime Reduction Strategy through the development of a new, broader portfolio. This process began with the creation of a new staffing position called Director, Public Safety Strategies. The intent of the new position is to provide additional focus to the integration of all public safety portfolios and City Departments in order to achieve results which align with Council's vision of managing public safety. Building on current service delivery models, work undertaken in this new approach will focus on enhancing program integration and effectiveness while also identifying and implementing new initiatives that reflect an innovative and progressive approach to public safety;
- Supported the Surrey RCMP Domestic Violence Unit in planning and delivering one workshop on Substance Use & Domestic Violence. Funding for this workshop was received through a civil forfeiture grant provided to the RCMP Domestic Violence Unit;
- Worked with the City's Human Resources Department and ICBC to organize an employee education campaign focused on pedestrian safety and distracted driving;
- Further developed strong partner relationships with Aboriginal serving agencies including the Native Court Workers Association of BC;
- Worked with CUPE 402 and City outside workers (Parks and Engineering) to gather staff input specific to reporting examples to assist in the development of a revitalization of the City Watch program in 2016;
- The Public Safety Strategies office received a $30,000 Crime Prevention & Remediation Grant from BC Civil Forfeiture funds to support the work of the Vulnerable Women and Girls Working Group resulting in the delivery of 3 collaborative planning workshops designed to identify areas of need, reduce gaps in service, and improve supports for the target population. The project succeeded in bringing together professionals from nine non-profit service agencies, a range of provincial and federal government ministries, the RCMP, academics, as well as a separate reference group consisting of women and female youth with experience of vulnerability and street-engagement. As a result of this collaboration, three projects were identified as being needed in the City of Surrey. These are a women's overnight drop-in, a mobile assistance program van, and a youth overnight drop-in;
- The Office of Public Safety continued to lead the work of the Surrey Coalition Against Domestic Abuse (SCADA) conference planning committee in the development of the annual training forum for service providers. As an extension of this work, the Rakhi Project (broader public education and awareness campaign on domestic abuse) was also expanded in 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;
- Successfully enforced the City's bylaws in business license hearings;
- Provide legal and corporate secretarial support services to the Surrey City Development Corporation;

- Continued 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 and specifically:
  - ⇒ Facilitated the work of the multi-agency Public Intoxication committee (which formed the Newton Hard Target sub-committee) with the intent of aligning services to support vulnerable individuals who are presenting an increased draw on limited police resources in specific areas of the City; and
  - ⇒ Supported the Surrey Area Network of Substance Users (SANSU) in partnership with Fraser Health and Simon Fraser University in the development of a 7 session public focused, educational workshop series on drug addiction.
- Initiated City-wide forms-compliance review and began the implementation of the Canadian Anti-Spam Legislation (CASL) Compliance Policy to assist the City in ensuring compliance and minimizing unsolicited commercial electronic messages (CEM) as well as reducing electronic threats, like phishing, malware and spyware;
- In terms of Corporate Records, registered and processed over 3300 pieces of incoming correspondence, 1300 boxes of records moved to off-site, 450 files retrieved from offsite, 800 boxes retrieved and 817 boxes destroyed;
- Managed and processed 104 Public Hearing Items, including the drafting of over 300 bylaws, and mail-out of 205 Public Hearing Notices to over 31,000 properties;
- In partnership with Planning, commenced the administration of the process for the termination of Land Use Contracts which involves approximately 400 Land Use Contracts;
- Coordinated the 2015 UBCM Resolution process involving the facilitation of information from all departments and the production of the resolutions document in both hard-copy and the iPad version;
- Coordinated the review and clean-up of 400 Development Permit and Development Variance Permit files that required registration with the Land Titles Office;
- The Privacy Impact Assessment (PIA) process at the City of Surrey evaluates the effects of applications and initiatives on individual privacy and ensures the protection of personal information. The PIA process creates a framework to ensure that the protection of personal information is considered throughout the design and implementation of applications and initiatives;
- In terms of Freedom of Information (FOI) requests, 325 FOI requests have been received and processed in accordance with legislated time-lines;
- The FOI section of the City's website provides the public with effective methods to access information, including an information request email to direct their inquiries. This email is managed on a daily basis providing an efficient response to inquiries, including internal FOI and privacy questions as they arise; and
- Partner with social services agencies in looking at solutions for homelessness.

FUTURE INITIATIVES

ECONOMIC

- Create Economic Diversification Strategy that outlines the context, rationale and approach for supporting five priority sectors;
- Review Innovation Boulevard governance structure and facilitate changes with partners, if necessary, to ensure it supports increasing commercialization activity;
- Continue to lead and refine marketing and performance measurement for Innovation Boulevard;
- Develop an online agriculture incubator to facilitate land-linking opportunities between young farmers and ALR land owners;
- In partnership with SFU and KPU, commission an Advanced Innovation & Manufacturing Jobs and Investment Study to understand the advanced skills development and business opportunities for the next 5-10 years;
- In partnership with the BC Agriculture Centre of Excellence, SFU, UBC, and KPU, coordinate and attract some of North America's top agri-innovation companies to develop, test and deploy next generation technologies at the BioPod Research & Demonstration Greenhouse at the John Volken Academy;
- Support growth of the Cultural Corridor by positioning it as an economic hub that will draw investment and entrepreneurs into the creative economy while also creating places for young people to gain while launching their careers in the arts;
- Continue the Business Visitation Program with a target to visit 135 businesses;
- Coordinate the formal administrative process for establishing a Fleetwood BIA;
- Identify how to grow Surrey's Film Environment to better support increased onsite filming while attracting involvement and investment in post-production and animation activities;
- Proactively seek out and pursue government grants and other funding opportunities on behalf of City to make timely submissions and undertake appropriate follow up;
- Build an Intergovernmental Relations team to ensure policy, project and funding needs are effectively communicated to all levels of government and regional stakeholders;
- In conjunction with the Engineering Department, finalize an Operating Agreement with FortisBC Energy Inc. which will among other things, provide for the payment to the City of an annual operating fee of 3% of gross revenues equating to approximately $4.5 million per year; and
- In conjunction with the Engineering Department, work towards entering into an Operating Agreement with BC Hydro which will have the effect of reducing City costs particularly in respect of relocating Hydro facilities in Surrey highways.

City Manager

ENVIRONMENTAL

- 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

- Research, design, develop and implement the new Public Safety (PS) Strategy for the City;
- Utilize best practice community collaboration processes to engage a wide variety of community and government stakeholders in the development of the PS Strategy;
- Establish and nurture a "guiding coalition" for the PS Strategy;
- Facilitate strategic partnering and advocacy supports for the PS Strategy;
- Continue to fine-tune and enhance program excellence and strategic initiatives within the PS Strategy;
- Improve data and analytic capacity while also establishing targets and or trends for the PS Strategy performance measure framework;
- Ensure organizational capacity and training opportunities are established to support the PS Strategy, while ensuring linkages are created with the relevant performance management plan(s);
- Attend the Provincial GUNS & GANGS 2 day conference in February 2016 to further establish and strengthen partnerships and networks in this area;
- Continue to support the development of the National Municipal Network (NMN) on Crime Prevention;
- Produce online records training modules on Records Management, Email Management and Privacy; and
- Working on launching New Privacy and Security training for City staff.

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.

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016	2017	2018	2019	2020
Legal Services	Prosecution fine revenue (Socio-Cultural)	$57,750	$30,000	$60,000	$62,500	$65,000	$67,500	$70,000
	Voluntary Compliance Goals (Socio-Cultural)	97%[1]	97%	97%	97%	97%	96%	96%
Legislative Services	% of Freedom of Information Requests processed and completed within requested due date. (Socio-Cultural)	95%[1]	95%	95%	95%	95%	95%	95%
	% of council Minutes published on web by noon day after Council meeting (Socio-Cultural)	100%	100%	100%	100%	100%	100%	100%
Public Safety Strategies	% of Public Safety Strategy recommendations achieved (Socio-Cultural)	N/A	N/A	30%	50%	75%	90%	100%
	% of Public Safety Strategy performance indicators reported annually (Socio-Cultural)	N/A	N/A	100%	100%	100%	100%	100%

[1] *New performance measure in 2015.*

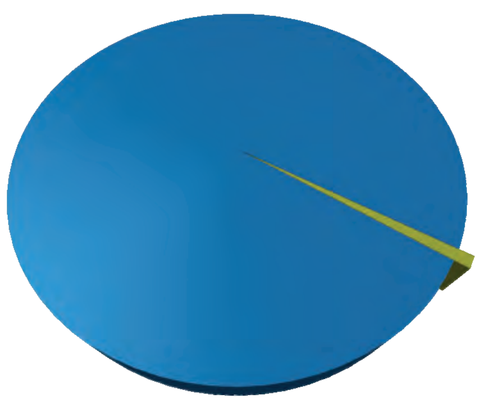
City Manager

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016	2017	2018	2019	2020
Investment and Intergovernmental Relations	Existing Clean Technology Businesses Located in Surrey (Economic)	40	7	42	44	46	48	50
	Business visitations (Economic)	125	125	135	145	155	165	165

City Manager—Departmental Operations *(in thousands)*

DIVISION SUMMARY	2014 ACTUAL *Restated*	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
General Government:								
Administration	$ 998	$ 887	$ 840	**$ 854**	$ 867	$ 880	$ 920	$ 962
Economic Development	772	792	846	**1,142**	1,150	1,158	1,186	1,215
Legal Services	1,888	1,962	1,831	**1,907**	2,038	2,071	2,181	2,297
Legislative Services	3,238	3,271	3,218	**3,325**	3,361	3,397	3,498	3,592
Targeted Departmental Savings	-	-	-	**(225)**	(218)	(212)	(206)	(200)
General Government Total	6,896	6,912	6,735	**7,003**	7,198	7,294	7,579	7,866
Public Safety:								
By-law Services	(1,982)	(1,799)	(1,992)	**(1,794)**	(1,694)	(1,601)	(1,411)	(1,218)
Public Safety Office	257	254	395	**1,090**	1,101	1,112	1,154	1,198
Public Safety Total	(1,725)	(1,545)	(1,597)	**(704)**	(593)	(489)	(257)	(20)
	$ 5,171	**$ 5,367**	**$ 5,138**	**$ 6,299**	**$ 6,605**	**$ 6,805**	**$ 7,322**	**$ 7,846**

ACCOUNT SUMMARY	2014 ACTUAL *Restated*	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (1,098)	$ (1,075)	$ (8,343)	**$ (8,619)**	$ (8,877)	$ (9,143)	$ (9,326)	$ (9,512)
Grants, Donations and Other	(6,468)	(7,444)	-	**-**	-	-	-	-
	(7,566)	(8,519)	(8,343)	**(8,619)**	(8,877)	(9,143)	(9,326)	(9,512)
Expenditures								
Salaries and Benefits	8,958	9,833	9,863	**10,805**	11,094	11,355	11,808	12,349
Operating Costs	4,840	4,073	3,272	**3,744**	4,004	4,890	4,424	4,584
Targeted Departmental Savings	-	-	-	**(225)**	(218)	(212)	(206)	(200)
Internal Services Used	709	755	478	**517**	526	540	550	556
Internal Services Recovered	(860)	(575)	(276)	**(98)**	(99)	(100)	(103)	(106)
External Recoveries	(377)	(434)	-	**-**	-	-	-	-
	13,270	13,652	13,337	**14,743**	15,307	16,473	16,473	17,183
Net Operations Total	5,704	5,133	4,994	**6,124**	6,430	7,330	7,147	7,671
Transfers								
Transfer From Own Sources	(18)	(79)	-	**-**	-	(700)	-	-
Transfer To Own Sources	(515)	313	144	**175**	175	175	175	175
	(533)	234	144	**175**	175	(525)	175	175
	$ 5,171	**$ 5,367**	**$ 5,138**	**$ 6,299**	**$ 6,605**	**$ 6,805**	**$ 7,322**	**$ 7,846**



0.95% of Gross Taxation allocated to City Manager

City Manager—Departmental Operations

ADMINISTRATION	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (1)	$ -	$ (2)	**$ (2)**	$ (2)	$ (2)	$ (2)	$ (2)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(1)	-	(2)	**(2)**	(2)	(2)	(2)	(2)
Expenditures								
Salaries and Benefits	980	908	824	**660**	670	680	717	756
Operating Costs	196	146	196	**156**	159	162	165	168
Internal Services Used	21	39	-	**40**	40	40	40	40
Internal Services Recovered	(186)	(204)	(178)	**-**	-	-	-	-
External Recoveries	(12)	(2)	-	**-**	-	-	-	-
	999	887	842	**856**	869	882	922	964
Net Operations Total	**998**	**887**	**840**	**854**	**867**	**880**	**920**	**962**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 998	**$ 887**	**$ 840**	**$ 854**	**$ 867**	**$ 880**	**$ 920**	**$ 962**

BY-LAW SERVICES	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (1,086)	$ (1,071)	$ (8,333)	**$ (8,615)**	$ (8,873)	$ (9,139)	$ (9,322)	$ (9,508)
Grants, Donations and Other	(6,444)	(7,356)	-	**-**	-	-	-	-
	(7,530)	(8,427)	(8,333)	**(8,615)**	(8,873)	(9,139)	(9,322)	(9,508)
Expenditures								
Salaries and Benefits	3,605	4,278	4,371	**4,849**	4,968	5,087	5,320	5,559
Operating Costs	1,828	2,082	1,546	**1,548**	1,778	2,008	2,138	2,268
Internal Services Used	626	657	469	**469**	478	488	498	508
Internal Services Recovered	(212)	(222)	(45)	**(45)**	(45)	(45)	(45)	(45)
External Recoveries	(318)	(316)	-	**-**	-	-	-	-
	5,529	6,479	6,341	**6,821**	7,179	7,538	7,911	8,290
Net Operations Total	**(2,001)**	**(1,948)**	**(1,992)**	**(1,794)**	**(1,694)**	**(1,601)**	**(1,411)**	**(1,218)**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	19	149	-	**-**	-	-	-	-
	19	149	-	**-**	-	-	-	-
	$ (1,982)	**$ (1,799)**	**$ (1,992)**	**$ (1,794)**	**$ (1,694)**	**$ (1,601)**	**$ (1,411)**	**$ (1,218)**

ECONOMIC DEVELOPMENT	2014 ACTUAL Restated	2015 ACTUAL	2015 BUDGET Restated	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	(24)	(87)	-	-	-	-	-	-
	(24)	(87)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	571	667	518	**615**	621	627	653	680
Operating Costs	416	269	327	**527**	529	531	533	535
Internal Services Used	17	19	1	-	-	-	-	-
Internal Services Recovered	(183)	(13)	-	-	-	-	-	-
External Recoveries	(30)	(43)	-	-	-	-	-	-
	791	899	846	**1,142**	1,150	1,158	1,186	1,215
Net Operations Total	**767**	**812**	**846**	**1,142**	**1,150**	**1,158**	**1,186**	**1,215**
Transfers								
Transfer From Own Sources	-	(20)	-	-	-	-	-	-
Transfer To Own Sources	5	-	-	-	-	-	-	-
	5	(20)	-	-	-	-	-	-
	$ 772	**$ 792**	**$ 846**	**$ 1,142**	**$ 1,150**	**$ 1,158**	**$ 1,186**	**$ 1,215**

LEGAL SERVICES	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,746	1,825	1,738	**1,814**	1,941	1,970	2,078	2,192
Operating Costs	205	250	146	**146**	151	156	161	166
Internal Services Used	5	4	-	-	-	-	-	-
Internal Services Recovered	(59)	(60)	(53)	**(53)**	(54)	(55)	(58)	(61)
External Recoveries	(9)	(15)	-	-	-	-	-	-
	1,888	2,004	1,831	**1,907**	2,038	2,071	2,181	2,297
Net Operations Total	**1,888**	**2,004**	**1,831**	**1,907**	**2,038**	**2,071**	**2,181**	**2,297**
Transfers								
Transfer From Own Sources	-	(42)	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	(42)	-	-	-	-	-	-
	$ 1,888	**$ 1,962**	**$ 1,831**	**$ 1,907**	**$ 2,038**	**$ 2,071**	**$ 2,181**	**$ 2,297**

City Manager—Departmental Operations

LEGISLATIVE SERVICES	2014 ACTUAL Restated	2015 ACTUAL	2015 BUDGET Restated	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (5)	$ (4)	$ (8)	**$ (2)**	$ (2)	$ (2)	$ (2)	$ (2)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(5)	(4)	(8)	**(2)**	(2)	(2)	(2)	(2)
Expenditures								
Salaries and Benefits	1,854	1,934	2,027	**2,029**	2,045	2,131	2,138	2,216
Operating Costs	2,125	1,244	1,047	**1,115**	1,135	1,781	1,175	1,195
Internal Services Used	35	26	8	**8**	8	12	12	8
Internal Services Recovered	(215)	(70)	-	**-**	-	-	-	-
External Recoveries	-	(3)	-	**-**	-	-	-	-
	3,799	3,131	3,082	**3,152**	3,188	3,924	3,325	3,419
Net Operations Total	**3,794**	**3,127**	**3,074**	**3,150**	**3,186**	**3,922**	**3,323**	**3,417**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	(700)	-	-
Transfer To Own Sources	(556)	144	**144**	**175**	175	175	175	175
	(556)	144	**144**	**175**	175	(525)	175	175
	$ 3,238	**$ 3,271**	**$ 3,218**	**$ 3,325**	**$ 3,361**	**$ 3,397**	**$ 3,498**	**$ 3,592**

PUBLIC SAFETY OFFICE	2014 ACTUAL Restated	2015 ACTUAL	2015 BUDGET Restated	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (6)	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	(1)	-	**-**	-	-	-	-
	(6)	(1)	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	202	221	385	**838**	849	860	902	946
Operating Costs	70	82	10	**252**	252	252	252	252
Internal Services Used	5	10	-	**-**	-	-	-	-
Internal Services Recovered	(5)	(6)	-	**-**	-	-	-	-
External Recoveries	(8)	(55)	-	**-**	-	-	-	-
	264	252	395	**1,090**	1,101	1,112	1,154	1,198
Net Operations Total	**258**	**251**	**395**	**1,090**	**1,101**	**1,112**	**1,154**	**1,198**
Transfers								
Transfer From Own Sources	(18)	(17)	-	**-**	-	-	-	-
Transfer To Own Sources	17	20	-	**-**	-	-	-	-
	(1)	3	-	**-**	-	-	-	-
	$ 257	**$ 254**	**$ 395**	**$ 1,090**	**$ 1,101**	**$ 1,112**	**$ 1,154**	**$ 1,198**

2015 ADOPTED BUDGET			$ 5,138
REVENUES			
Sales and Services			
Fees/Permits/Licenses	....	$ (277)	(277)
Total Change in Revenues			(277)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments	....	162	
Reclass Positions	....	-	
New Positions	....	781	943
Operating Costs			
Various	....	394	
Utilities Adjustments	....	1	
Advertising Adjustments	....	77	472
Targeted Departmental Savings			(225)
Internal Services Used/(Recovered)			217
External Recoveries			-
Total Change in Expenditures			1,407
TRANSFERS			
Transfer From/(To) Own Sources			31
2016 BUDGET			$ 6,299

City Manager—Significant Changes

2016 ADOPTED BUDGET			$ 6,299
REVENUES			
Sales and Service			
Increase in By-law Fines and Fees	....	$ (893)	(893)
Total Change in Revenues			(893)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments and Growth	....	1,544	1,544
Operating Costs			
Inflationary Increases and Growth	....	840	840
Targeted Departmental Savings			25
Internal Services Used/(Recovered)			31
Total Change in Expenditures			2,440
TRANSFERS			
Transfer To/(From) Own Sources			-
2020 BUDGET			$ 7,846


Aerial View of City Centre

2016 – 2020 Financial Plan
Finance & Technology Departmental Functions

General Manager
Vivienne Wilke

Administrative Coordinator
Lynne Hampton

Financial Services
Suzanne Fillion

- Accounts Payable
- Accounts Receivable
- Cash Management
- Long-Term Capital Planning
- Payroll
- Property Tax & Utilities

Financial Reporting and Corporate Audit
Kam Grewal

- Annual Budget
- Capital Assets
- Commodity Tax Administration
- Financial Plan
- Internal Audit
- Purchasing
- Risk Services
- Statutory Financial Reporting

Information Technology
Sean Simpson

- Business Applications
- Business Solutions
- Desktop, Mobile and Telecom Services
- Information Security Services
- IT Operations
- IT Service Desk
- Network Services
- Strategic Projects
- Technical Services

DEPARTMENTAL OVERVIEW
FINANCE & TECHNOLOGY

MISSION STATEMENT

To provide expert advice, services and innovative solutions in the areas of Finance, Taxation, Risk Management, Audit Services 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 AND SERVICES

The Finance & Technology Department provides financial expertise, risk management, internal audit services, 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 and targeted savings. In addition, this Division coordinates the procurement of high quality, cost-effective goods and services, while ensuring all polices are followed and best practices implemented. The Procurement section follows applicable legislation and ensures appropriate public and competitive processes are applied.

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.

Finance & Technology

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.

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.

RISK MANAGEMENT

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

2015 ACCOMPLISHMENTS

ECONOMIC

- Provided financial analysis and advice on City initiatives and internal audit services to internal and external stakeholders;
- Ensured that all financial transactions and reporting met appropriate statutory requirements along with using 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);
- Received the Canadian Award for Financial Reporting for the 2014 Annual Report;
- Issued 178 solicitations for various goods and services;
- Completed 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;
- Received the Distinguished Budget Presentation Award for the 2015 -2019 Financial Plan;
- Received the Popular Annual Financial Reporting Award for the 2014 Annual Report Highlights;
- Maintained and sustained IT assets through replacement and upgrade of aging application and technologies;
- Commenced a revamp of the Purchasing and Payment Manual;

- Commenced a review of the Contract Module in our Financial System to facilitate improved efficiencies and reporting;
- Continued to develop our new Financial System, upgrading the processes, adding Accounts Receivable functionality and continuing with overall process efficiencies;
- Successfully transitioned to a new insurer for the City's property risks achieving better rates for the City's growing building inventory;
- Managed business risk through an Enterprise Risk Management Program within Surrey; and
- Along with Legal and Engineering through three Canadian Transportation Agency (CTA) decisions , successfully challenged the rail crossing indemnity and insuring agreements that had been in place for decades and changed the law on this issue across the country.

ENVIRONMENTAL

- Continued to improve E-Finance services such as e-billing, invoice submission, electronic fund transfers;
- Continued to promote electronic T4 distribution;
- Continued to promote e-invoice remittance and e-payments for venders;
- Implemented CaseWare Working Papers for producing electronic year-end financial working papers, resulting in a significant reduction in paper usage;
- Implemented a solution enabling digital paystub delivery to all outside City employees, resulting in a significant reduction in paper usage;
- Through the City's energy efficient printer fleet, along with sustainable practices like duplex printing and scanning, annual print volume decreased by 27%, energy use and GHG emissions reduced by 47% (84,000 kWh and 0.76t CO_2e respectively), paper use reduced by 10.2 tonnes (duplexing saved 1.12M sheets of 20lb paper), and toner waste reduced by 7.2 tonnes through the use of environmentally friendly resin-based ink; and
- Launched JoinMe collaboration to promote webinar meetings.

SOCIO—CULTURAL

- Continued training key staff on the new financial system offering various sessions throughout the year, focusing on different areas of the system;
- City of Surrey was recognized as one of the top 7 intelligent communities in the world by the New York based think tank ICF;
- Provided superior customer service and expert advice to internal and external customers along with assistance and financial advice to Surrey associations and non-profit organizations;

Finance & Technology

- 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;
- Supported business units in their delivery of next generation business applications and modernized infrastructure to enable their innovative successes including:
  - ⇒ Tempest Tax & Utility Billing system Upgrade ;
  - ⇒ Unit 4 Agresso Financial Management System upgrade;
  - ⇒ Class PRC business system Upgrade;
  - ⇒ New Traffic Management Centre;
  - ⇒ Enterprise Content Management initiatives;
  - ⇒ ArcGIS and Cityworks Upgrade;
  - ⇒ Theatre Manager PCI and CASL;
  - ⇒ Cemetery Management Upgrade;
  - ⇒ POSSE Bylaws, Licensing and Enforcement system Enhancement; and
  - ⇒ Integrated IBM Watson technology into MySurrey App.
- Created and conducted two training sessions for staff in understanding insurance and its impact on contractual relationships, providing staff with better understanding of ensuring the City does not pay for incidents caused by contractors;
- Improved compliance with legislation and the City's ability to identify and mitigate cyber security risks through enhancements to the City's Cyber Security Risk Assessment Process including the implementation of an Advanced Threat Detection system;
- In partnership with Shaw Communications Inc., the City successfully augmented services to provide city-wide, industry-leading Wi-Fi at libraries, recreation centres, arenas, pools, parks, civic buildings and public spaces at over 45 locations. Allowing our residents and visitors to be socially engaged and well connected;
- Implemented a solution whereby new residential buildings on the City's district energy system are connected electronically to City Hall, eliminating the need to visit each building to collect information;
- Enabled organizers of special events to submit applications online via a user friendly web application. The entire application and approval can be performed online on a single platform;
- Improved the audio and visual system and video streaming experience in Council Chambers;
- Implemented an online waste sorting game to educate residents about Surrey's waste sorting rules;
- Created the Canadian Anti-Spam Legislation (CASL) assessment process and aligned it with the current PIA/Security review process;
- Implemented touch screen enabled kiosk terminals available to the public in the main lobby of the new city hall building; and
- Assessed opportunities for efficiencies, streamlining of processes, and increased usage of technology, as well as overall make-up of the portfolios.

FUTURE INITIATIVES

ECONOMIC

- Develop an analysis tool that measures "triple bottom line" accountability;
- Perform annual review of current policies;
- Continue to manage debt;
- Ensure sufficient reserves for equipment replacement costs;
- Maintain sound purchasing practices and finalize the revamped Purchasing and Process Manual and roll it out corporately with related training sessions;
- 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;
- 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;
- Continue to promote Financial E-Services such as e-billing, invoice submission, electronic fund transfers;
- 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 our external stakeholders;
- Minimize the number of hardcopies printed for various financial documents, including the Annual Financial Plan and Financial Statements;
- Represent Finance in working with the Sustainability office to update the Sustainability Charter; and
- Explore the use of digital signatures for City contracts and amending agreements.

SOCIO-CULTURAL

- Improve accuracy and consistency of departmental information;
- Streamline systems and eliminate manual forms;
- Facilitate staff professional development and training;
- Launch Data Driven Decision Making Program (D3M);
- Support business units in their delivery of next generation business applications and modernized infrastructure to enable their innovative successes including:
  - ⇒ Tempest Tax & Utility Billing system;
  - ⇒ MySurrey Portal;
  - ⇒ Move GIS, Marketing and Fire onto ServiceNow;
  - ⇒ Website Video Stream Replacement;
  - ⇒ Museum Archives Minisis Upgrade;
  - ⇒ FDM Upgrade;
  - ⇒ Laserfiche Upgrade;
  - ⇒ New Intranet Features Phase 2;
  - ⇒ Email Marketing & CASL Compliance Capabilities with new Upaknee platform;
  - ⇒ RCMP Asset Management Solution (Wise Track) implementation;
  - ⇒ Financial Management System Reporting improvements;
  - ⇒ Upgrade the City's Human Resource and Payroll system, PeopleSoft; and
  - ⇒ Upgrade the Land Management System, AMANDA.
- Collaborate and develop updated requirements for the replacement of the Class platform that is scheduled to be decommissioned in December 2017;
- 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;
- Invest in new authentication technologies to provide an enhanced and secure experience to remote and mobile city staff;
- 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 attractive to wired and mobile-enabled City employees, businesses, residents and visitors;
- 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;
- 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 advanced security technologies to further increase the City's overall level of protection against cyber security threats;

- Improve the overall level of Cyber Security awareness among City staff through the introduction of an annual Cyber Security Awareness campaign;
- Improve Cyber Security governance through the development and implementation of cyber security policies, standards, and architectures; and
- Improve the City's ability to respond to Cyber Security incidents by implementing an annual refresh and test of the City's Incident Response protocol and associated procedures.

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 (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016	2017	2018	2019	2020
Financial Reporting	# of quarterly reports submitted to Council (Economic)	3	3	3	3	3	3	3
Financial Processing	# of invoices processed by Accounts Payable [1] (Economic)	77,769	77,663	79,324	80,911	82,529	84,180	85,863
	# of invoices created by Accounts Receivable [2] (Economic)	6,610	4,588	6,742	6,877	7,014	7,155	7,298
	# of electronic invoices received by Accounts Payable (Environmental)	25,234	10,038	26,786	27,322	27,869	28,426	28,994
	% of staff receiving electronic pay stubs (Environmental)	99.99%	80%	100%	100%	100%	100%	100%
	% of Homeowner Grants claimed online (Environmental)	65%	53%	66%	66%	66%	66%	66%

[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.*

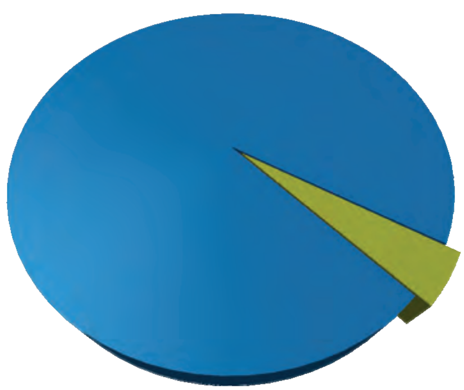
Finance & Technology

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016	2017	2018	2019	2020
Information Technology	First Tier Resolution (Socio-cultural)	62%	60%	61%	62%	63%	64%	65%
Risk Management	Average # of days a non-litigated claim is open (Socio-cultural)	128	128	100	95	90	85	80
	Total Cost of Risk per Capita (Economic)	$3.73	$3.73	$3.72	$3.70	$3.68	$3.66	$3.65
Internal Audit	% of scheduled audits completed as per Corporate Audit Plan (Socio-cultural)	100%	80%	85%	85%	85%	85%	90%
	% of completed audit reports that result in recommendation for change (Socio-cultural)	100%	80%	90%	90%	90%	90%	90%

Finance & Technology—Departmental Operations *(in thousands)*

DIVISION SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Audit Procurement	$ 2,159	$ 2,088	$ 2,301	**$ 2,328**	$ 2,340	$ 2,352	$ 2,417	$ 2,484
Financial Processing	1,320	1,346	1,568	**1,537**	1,524	1,510	1,576	1,644
Financial Services	1,386	1,202	1,305	**1,314**	1,320	1,326	1,371	1,417
Information Technology	15,557	18,984	18,536	**20,599**	21,049	21,606	22,126	22,655
Leadership	1,505	1,602	1,915	**2,034**	2,053	2,072	2,149	2,230
Risk Management	1,702	1,682	1,682	**1,682**	1,837	1,992	2,163	2,335
Targeted Departmental Savings	-	-	-	**(252)**	(239)	(227)	(216)	(205)
	$ 23,629	**$ 26,904**	**$ 27,307**	**$ 29,242**	**$ 29,884**	**$ 30,631**	**$ 31,586**	**$ 32,560**

ACCOUNT SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (1,135)	$ (1,256)	$ (1,154)	**$ (1,198)**	$ (1,231)	$ (1,265)	$ (1,289)	$ (1,313)
Grants, Donations and Other	(193)	(94)	(93)	**(93)**	(93)	(93)	(93)	(93)
	(1,328)	(1,350)	(1,247)	**(1,291)**	(1,324)	(1,358)	(1,382)	(1,406)
Expenditures								
Salaries and Benefits	16,147	17,022	17,786	**18,970**	19,239	19,355	19,970	20,604
Operating Costs	9,499	10,789	11,236	**11,754**	12,059	12,624	12,889	13,154
Targeted Departmental Savings	-	-	-	**(252)**	(239)	(227)	(216)	(205)
Internal Services Used	356	1,251	39	**39**	39	39	39	39
Internal Services Recovered	(3,147)	(2,812)	(3,179)	**(3,450)**	(3,512)	(3,574)	(3,636)	(3,698)
External Recoveries	(601)	(557)	(128)	**(128)**	(128)	(128)	(128)	(128)
	22,254	25,693	25,754	**26,933**	27,458	28,089	28,918	29,766
Net Operations Total	**20,926**	**24,343**	**24,507**	**25,642**	**26,134**	**26,731**	**27,536**	**28,360**
Transfers								
Transfer From Own Sources	(1,017)	(2,594)	(2,142)	**(2,142)**	(2,142)	(2,142)	(2,142)	(2,142)
Transfer To Own Sources	3,720	5,155	4,942	**5,742**	5,892	6,042	6,192	6,342
	2,703	2,561	2,800	**3,600**	3,750	3,900	4,050	4,200
	$ 23,629	**$ 26,904**	**$ 27,307**	**$ 29,242**	**$ 29,884**	**$ 30,631**	**$ 31,586**	**$ 32,560**



4.41% of Gross Taxation allocated to Finance & Technology

Finance & Technology—Departmental Operations

AUDIT PROCUREMENT	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (27)	$ (19)	$ (14)	**$ (14)**	$ (14)	$ (14)	$ (14)	$ (14)
Grants, Donations and Other	(5)	-	-	**-**	-	-	-	-
	(32)	(19)	(14)	**(14)**	(14)	(14)	(14)	(14)
Expenditures								
Salaries and Benefits	2,043	1,982	2,122	**2,143**	2,155	2,167	2,232	2,299
Operating Costs	129	130	193	**199**	199	199	199	199
Internal Services Used	20	13	-	**-**	-	-	-	-
Internal Services Recovered	(1)	(14)	-	**-**	-	-	-	-
External Recoveries	-	(4)	-	**-**	-	-	-	-
	2,191	2,107	2,315	**2,342**	2,354	2,366	2,431	2,498
Net Operations Total	**2,159**	**2,088**	**2,301**	**2,328**	**2,340**	**2,352**	**2,417**	**2,484**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 2,159	**$ 2,088**	**$ 2,301**	**$ 2,328**	**$ 2,340**	**$ 2,352**	**$ 2,417**	**$ 2,484**

FINANCIAL PROCESSING	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (1,059)	$ (1,205)	$ (1,067)	**$ (1,108)**	$ (1,141)	$ (1,175)	$ (1,199)	$ (1,223)
Grants, Donations and Other	(187)	(93)	(93)	**(93)**	(93)	(93)	(93)	(93)
	(1,246)	(1,298)	(1,160)	**(1,201)**	(1,234)	(1,268)	(1,292)	(1,316)
Expenditures								
Salaries and Benefits	2,658	2,720	2,776	**2,876**	2,891	2,906	2,991	3,078
Operating Costs	162	189	470	**130**	140	150	160	170
Internal Services Used	7	5	-	**-**	-	-	-	-
Internal Services Recovered	(261)	(270)	(268)	**(268)**	(273)	(278)	(283)	(288)
External Recoveries	-	-	-	**-**	-	-	-	-
	2,566	2,644	2,978	**2,738**	2,758	2,778	2,868	2,960
Net Operations Total	**1,320**	**1,346**	**1,818**	**1,537**	**1,524**	**1,510**	**1,576**	**1,644**
Transfers								
Transfer From Own Sources	-	-	(250)	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	(250)	**-**	-	-	-	-
	$ 1,320	**$ 1,346**	**$ 1,568**	**$ 1,537**	**$ 1,524**	**$ 1,510**	**$ 1,576**	**$ 1,644**

FINANCIAL SERVICES	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (49)	$ (32)	$ (73)	**$ (76)**	$ (76)	$ (76)	$ (76)	$ (76)
Grants, Donations and Other	(1)	(1)	-	**-**	-	-	-	-
	(50)	(33)	(73)	**(76)**	(76)	(76)	(76)	(76)
Expenditures								
Salaries and Benefits	1,465	1,429	1,643	**1,557**	1,565	1,573	1,620	1,668
Operating Costs	38	50	-	**347**	352	357	362	367
Internal Services Used	3	13	-	**-**	-	-	-	-
Internal Services Recovered	(191)	(236)	(237)	**(236)**	(243)	(250)	(257)	(264)
External Recoveries	(17)	(21)	(28)	**(28)**	(28)	(28)	(28)	(28)
	1,298	1,235	1,378	**1,640**	1,646	1,652	1,697	1,743
Net Operations Total	**1,248**	**1,202**	**1,305**	**1,564**	**1,570**	**1,576**	**1,621**	**1,667**
Transfers								
Transfer From Own Sources	-	-	-	**(250)**	(250)	(250)	(250)	(250)
Transfer To Own Sources	138	-	-	**-**	-	-	-	-
	138	-	-	**(250)**	(250)	(250)	(250)	(250)
	$ 1,386	**$ 1,202**	**$ 1,305**	**$ 1,314**	**$ 1,320**	**$ 1,326**	**$ 1,371**	**$ 1,417**

INFORMATION TECHNOLOGY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	8,428	8,992	9,366	**10,399**	10,609	10,666	10,986	11,315
Operating Costs	5,743	6,177	5,891	**6,418**	6,558	6,958	7,058	7,158
Internal Services Used	189	1,014	15	**15**	15	15	15	15
Internal Services Recovered	(1,909)	(1,341)	(1,678)	**(1,975)**	(2,025)	(2,075)	(2,125)	(2,175)
External Recoveries	-	-	-	**-**	-	-	-	-
	12,451	14,842	13,594	**14,857**	15,157	15,564	15,934	16,313
Net Operations Total	**12,451**	**14,842**	**13,594**	**14,857**	**15,157**	**15,564**	**15,934**	**16,313**
Transfers								
Transfer From Own Sources	(197)	(1,003)	-	**-**	-	-	-	-
Transfer To Own Sources	3,303	5,145	4,942	**5,742**	5,892	6,042	6,192	6,342
	3,106	4,142	4,942	**5,742**	5,892	6,042	6,192	6,342
	$ 15,557	**$ 18,984**	**$ 18,536**	**$ 20,599**	**$ 21,049**	**$ 21,606**	**$ 22,126**	**$ 22,655**

Finance & Technology—Departmental Operations

LEADERSHIP	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,152	1,479	1,469	**1,585**	1,604	1,623	1,700	1,781
Operating Costs	86	101	432	**435**	435	435	435	435
Internal Services Used	15	25	14	**14**	14	14	14	14
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(3)	(3)	-	-	-	-	-	-
	1,250	1,602	1,915	**2,034**	2,053	2,072	2,149	2,230
Net Operations Total	**1,250**	**1,602**	**1,915**	**2,034**	**2,053**	**2,072**	**2,149**	**2,230**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	255	-	-	-	-	-	-	-
	255	-	-	-	-	-	-	-
	$ 1,505	**$ 1,602**	**$ 1,915**	**$ 2,034**	**$ 2,053**	**$ 2,072**	**$ 2,149**	**$ 2,230**

RISK MANAGEMENT	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	401	420	410	**410**	415	420	441	463
Operating Costs	3,341	4,142	4,250	**4,225**	4,375	4,525	4,675	4,825
Internal Services Used	122	181	10	**10**	10	10	10	10
Internal Services Recovered	(785)	(951)	(996)	**(971)**	(971)	(971)	(971)	(971)
External Recoveries	(581)	(529)	(100)	**(100)**	(100)	(100)	(100)	(100)
	2,498	3,263	3,574	**3,574**	3,729	3,884	4,055	4,227
Net Operations Total	**2,498**	**3,263**	**3,574**	**3,574**	**3,729**	**3,884**	**4,055**	**4,227**
Transfers								
Transfer From Own Sources	(820)	(1,591)	(1,892)	**(1,892)**	(1,892)	(1,892)	(1,892)	(1,892)
Transfer To Own Sources	24	10	-	-	-	-	-	-
	(796)	(1,581)	(1,892)	**(1,892)**	(1,892)	(1,892)	(1,892)	(1,892)
	$ 1,702	**$ 1,682**	**$ 1,682**	**$ 1,682**	**$ 1,837**	**$ 1,992**	**$ 2,163**	**$ 2,335**

Finance & Technology—Significant Changes

2015 ADOPTED BUDGET			$ 27,307
REVENUES			
Sales and Services			
Increase in Tax Services Fees	....	$ (41)	
Increase in Other Fees for Service	....	(4)	(45)
Grants, Donations and Other			-
Total Change in Revenues			(45)
EXPENDITURES			
Salaries			
Salary Adjustments	....	258	
Reclassed Positions	....	1	
New Positions	....	926	1,185
Operating Costs			
Various	....	16	
Claim Reductions	....	(24)	
Professional/Consulting Fees	....	34	
IT Training & Education	....	25	
IT Maintenance Contracts	....	467	518
Targeted Departmental Savings			(252)
Internal Services Used/(Recovered)			(271)
External Recoveries			-
Transfer From/To Own Sources			800
Total Change in Expenditures			1,980
2016 BUDGET			$ 29,242

Finance & Technology—Significant Changes

2016 ADOPTED BUDGET			**$ 29,242**
REVENUES			
Sales and Service			
Tax Services Fee Increases	....	$ (115)	**(115)**
Total Change in Revenues			**(115)**
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments and Growth	....	1,634	**1,634**
Operating Costs			
Inflationary Increases and Growth	....	60	
IT Operational Expense Increases	....	740	
Risk Mgmt Operational Increases	....	600	**1,400**
Targeted Departmental Savings			**47**
Internal Services Used/(Recovered)			**(248)**
External Recoveries			**-**
Transfer From/To Own Sources			**600**
Total Change in Expenditures			**3,433**
2020 BUDGET			**$ 32,560**

2015 Move for Health Day to support Employee Wellness

DEPARTMENTAL FUNCTIONS
HUMAN RESOURCES

2016 – 2020 Financial Plan
Human Resources Departmental Functions

General Manager
Nicola Webb

Communications
Caroline Tallarico

- Employee Engagement
- Intranet
- PeopleSoft
- Staff Communications

Organizational Development
Falina Stack

- Learning and Development
- Organizational Change
- Workforce Planning

Health & Safety
Sam Chauhan

- Disability Management
- Joint Health & Safety Committees
- Safety Education &Training
- Workplace Safety Programs
- WorkSafeBC Regulations

Labour Relations, Compensation & Employment
Joey Brar

- Benefits
- Collective Bargaining
- Compensation
- Contract Administration
- Employee Relations
- HR Administration
- Human Rights & Respectful Workplace Policies
- Recruitment

HR Information Systems
Raelyn Peters

- HR Efficiencies
- Intranet
- PeopleSoft
- Technology Innovation

DEPARTMENTAL OVERVIEW
HUMAN RESOURCES

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 AND 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.

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.

HUMAN RESOURCES INFORMATION SYSTEMS

Human Resources 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.

LABOUR RELATIONS, COMPENSATION & EMPLOYMENT

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

COMMUNICATIONS

Our Employee Communications Program is aimed at engaging employees by informing, involving and inspiring them to support and achieve our organizational priorities, goals and initiatives. Communications also oversees content on the City's intranet, including governance.

ORGANIZATIONAL DEVELOPMENT

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

2015 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; and
- Continued to support sustainable commuting options for staff.

SOCIO-CULTURAL

- Remained a Top Employer in BC for the eleventh consecutive year;
- Awarded 2015 Canada's Top Employer for Young People;
- Awarded 2015 Canada's Best Diversity Employer;
- Achieved a best in class workplace accident frequency rate;
- Continued to offer diversity and inclusion events for City staff;
- Supported the SFU Part-Time MBA Program; 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.

Big Bike Fundraiser (Employee led event) in support of the Heart and Stroke Foundation

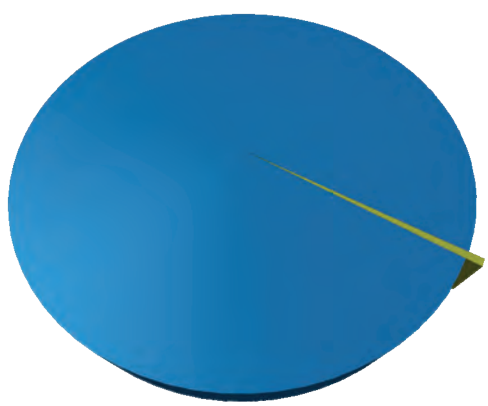
PERFORMANCE MEASURES

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.

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget 2016	2017	2018	2019	2020
Occupational Health & Safety	Incidence frequency rate of lost time claims per 100 person years (Socio-Cultural)	2.6	4.2	3.8	3.7	3.6	3.5	3.4
	# of diversity events held (Socio-Cultural)	10	10	10	10	10	10	10
Recruitment	Average # of days to fill a position vacancy—EXEMPT (Socio-Cultural)	87	83	83	82	81	80	79
	Average # of days to fill a position vacancy– CUPE RFT (Socio-Cultural)	63	57	57	56	55	54	53
	# of probationary reports completed on time (Socio-Cultural)	96%	90%	90%	90%	90%	90%	90%
Labour Relations & Total Compensation	% increase in grievances (Socio-Cultural/Economic)	0	0	0	0	0	0	0
	# of staff with perfect attendance (Socio-Cultural/Economic)	550	520	520	525	530	535	540
Human Resources Information Systems	# of automated HR processes (Economic)	6	6	6	6	6	6	6
	# of paper reducing initiatives (Environmental)	5	5	5	5	6	6	6

Human Resources—Departmental Operations *(in thousands)*

DIVISION SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Administration	$ 1,110	$ 1,273	$ 973	**$ 1,022**	$ 1,039	$ 1,056	$ 1,109	$ 1,164
Employment	716	876	1,057	**1,056**	1,068	1,080	1,126	1,175
Labour Relations/Compensation	936	855	872	**879**	891	903	947	994
Occupational Safety	543	606	657	**759**	769	779	816	855
Wellness & Diversity	50	28	30	**30**	30	30	30	30
Targeted Departmental Savings	-	-	-	**(35)**	(33)	(31)	(29)	(28)
	$ 3,355	**$ 3,638**	**$ 3,589**	**$ 3,711**	**$ 3,764**	**$ 3,817**	**$ 3,999**	**$ 4,190**
ACCOUNT SUMMARY								
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	(1)	-	-	**-**	-	-	-	-
	(1)	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	2,830	3,082	3,055	**3,212**	3,258	3,304	3,479	3,664
Operating Costs	899	757	608	**848**	853	858	863	868
Targeted Departmental Savings	-	-	-	**(35)**	(33)	(31)	(29)	(28)
Internal Services Used	9	18	1	**1**	1	1	1	1
Internal Services Recovered	(407)	(218)	(75)	**(315)**	(315)	(315)	(315)	(315)
External Recoveries	(23)	(1)	-	**-**	-	-	-	-
	3,308	3,638	3,589	**3,711**	3,764	3,817	3,999	4,190
Net Operations Total	**3,307**	**3,638**	**3,589**	**3,711**	**3,764**	**3,817**	**3,999**	**4,190**
Transfers								
Transfer From Own Sources	48	(25)	-	**-**	-	-	-	-
Transfer To Own Sources	-	25	-	**-**	-	-	-	-
	48	-	-	**-**	-	-	-	-
	$ 3,355	**$ 3,638**	**$ 3,589**	**$ 3,711**	**$ 3,764**	**$ 3,817**	**$ 3,999**	**$ 4,190**



0.56% of Gross Taxation allocated to Human Resources

Human Resources—Departmental Operations

ADMINISTRATION	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	908	1,018	909	**958**	970	982	1,030	1,080
Operating Costs	550	468	63	**63**	68	73	78	83
Internal Services Used	6	5	1	**1**	1	1	1	1
Internal Services Recovered	(402)	(218)	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	1,062	1,273	973	**1,022**	1,039	1,056	1,109	1,164
Net Operations Total	**1,062**	**1,273**	**973**	**1,022**	**1,039**	**1,056**	**1,109**	**1,164**
Transfers								
Transfer From Own Sources	48	(25)	-	-	-	-	-	-
Transfer To Own Sources	-	25	-	-	-	-	-	-
	48	-	-	-	-	-	-	-
	$ 1,110	**$ 1,273**	**$ 973**	**$ 1,022**	**$ 1,039**	**$ 1,056**	**$ 1,109**	**$ 1,164**

EMPLOYMENT	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	642	779	814	**813**	825	837	883	932
Operating Costs	74	96	318	**558**	558	558	558	558
Internal Services Used	-	1	-	-	-	-	-	-
Internal Services Recovered	-	-	(75)	**(315)**	(315)	(315)	(315)	(315)
External Recoveries	-	-	-	-	-	-	-	-
	716	876	1,057	**1,056**	1,068	1,080	1,126	1,175
Net Operations Total	**716**	**876**	**1,057**	**1,056**	**1,068**	**1,080**	**1,126**	**1,175**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 716	**$ 876**	**$ 1,057**	**$ 1,056**	**$ 1,068**	**$ 1,080**	**$ 1,126**	**$ 1,175**

LABOUR RELATIONS & COMPENSATION	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	798	780	772	**779**	791	803	847	894
Operating Costs	161	71	100	**100**	100	100	100	100
Internal Services Used	-	5	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(23)	(1)	-	-	-	-	-	-
	936	855	872	**879**	891	903	947	994
Net Operations Total	**936**	**855**	**872**	**879**	**891**	**903**	**947**	**994**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 936	**$ 855**	**$ 872**	**$ 879**	**$ 891**	**$ 903**	**$ 947**	**$ 994**

OCCUPATIONAL SAFETY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	443	490	560	**662**	672	682	719	758
Operating Costs	98	114	97	**97**	97	97	97	97
Internal Services Used	2	2	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	543	606	657	**759**	769	779	816	855
Net Operations Total	**543**	**606**	**657**	**759**	**769**	**779**	**816**	**855**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 543	**$ 606**	**$ 657**	**$ 759**	**$ 769**	**$ 779**	**$ 816**	**$ 855**

Human Resources—Departmental Operations

WELLNESS & DIVERSITY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	(1)	-	-	-	-	-	-	-
	(1)	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	39	15	-	-	-	-	-	-
Operating Costs	16	8	30	30	30	30	30	30
Internal Services Used	1	5	-	-	-	-	-	-
Internal Services Recovered	(5)	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	51	28	30	30	30	30	30	30
Net Operations Total	**50**	**28**	**30**	**30**	**30**	**30**	**30**	**30**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 50	**$ 28**	**$ 30**	**$ 30**	**$ 30**	**$ 30**	**$ 30**	**$ 30**

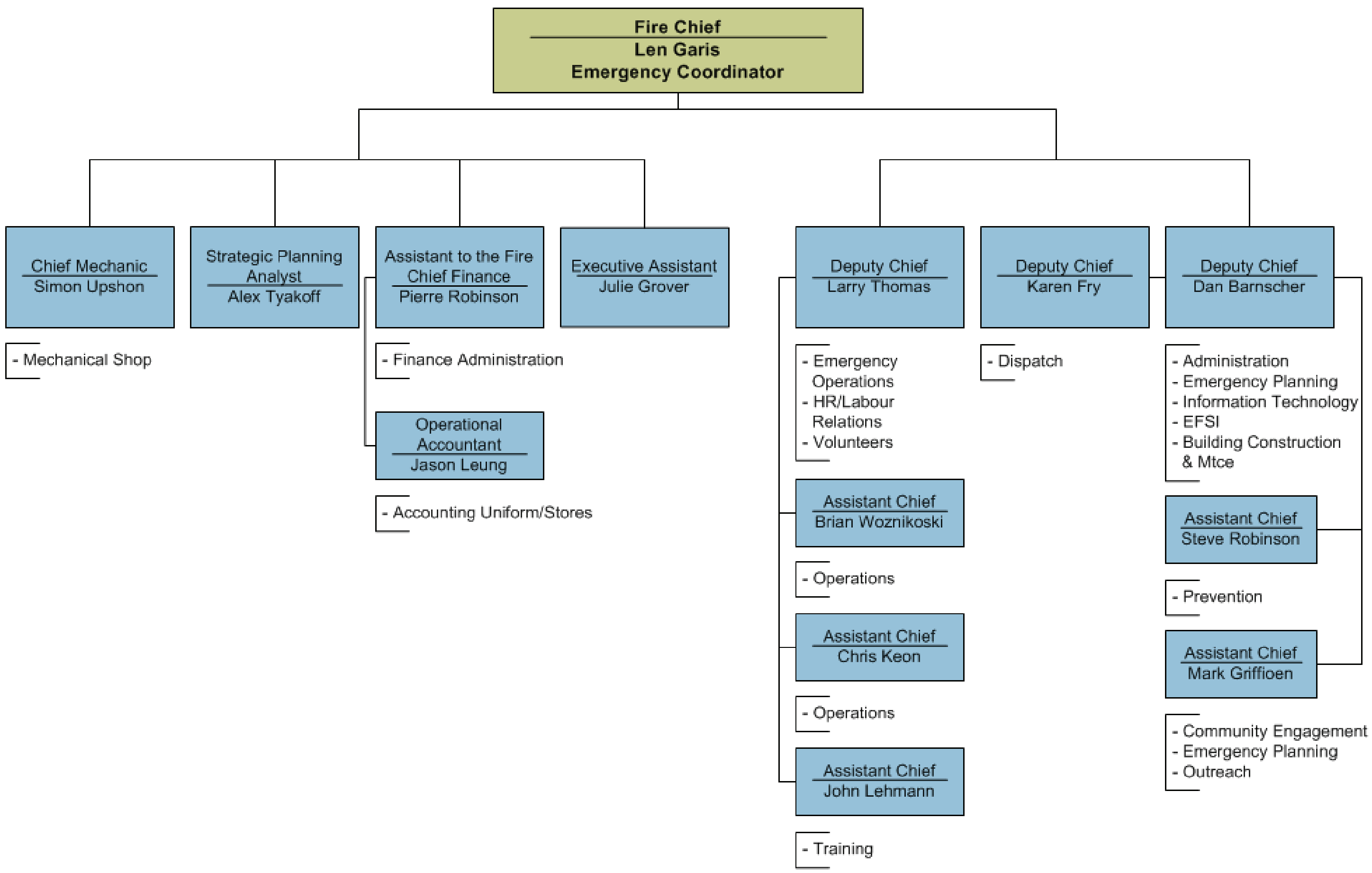
2015 ADOPTED BUDGET		**$ 3,589**
EXPENDITURES		
Salaries		
Salary Adjustments	$ 15	
Reclassed Positions	21	
New Positions	121	**157**
Operating Costs		
Various	-	
Training and Education	240	**240**
Targeted Departmental Savings		**(35)**
Internal Services Used/(Recovered)		**(240)**
External Recoveries		**-**
Total Change in Expenditures		**122**
TRANSFERS		
Transfer From/(To) Own Sources		**-**
2016 BUDGET		**$ 3,711**

Human Resource—Significant Changes

2016 ADOPTED BUDGET			**$ 3,711**
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments and Growth	....	$ 452	**452**
Operating Costs			
Inflationary Increases and Growth	....	20	**20**
Targeted Departmental Savings			**7**
Internal Services Used/(Recovered)			**-**
External Recoveries			**-**
TRANSFERS			
Transfer From/(To) Own Sources			**-**
Total Change in Expenditures			**479**
2020 BUDGET			**$ 4,190**

Preserving the Past: Vintage Fire Hose Reel

2016 – 2020 Financial Plan
Fire Departmental Functions



DEPARTMENTAL OVERVIEW
FIRE

MISSION STATEMENT

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

KEY PROGRAM AND SERVICES

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

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

SURREY EMERGENCY PROGRAM

Surrey's Emergency Program includes:

- Neighbourhood Emergency Preparedness Program (NEPP);
- Business Emergency Preparedness Program (BEPP);
- 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.

OPERATIONS

Operations is the largest division and is responsible for :

- emergency medical services;
- fire suppression; and
- 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 Apparatus purchased to maintain fleet capacity

Hazmat Training Exercise

Fire

2015 ACCOMPLISHMENTS

ECONOMIC

- To maintain operations based fleet capacity, engines with tenure at or beyond useful life, were replaced with several engines providing economic, social and environmental benefits:
  - ⇒ 4 Administration vehicles;
  - ⇒ 2 Inspection vehicles;
  - ⇒ 2 Engines; and
  - ⇒ 1 Technical Rescue vehicle.
- Successfully retained a long standing dispatch client contract and renewed for an additional 5 year term;
- Continued to minimize absenteeism related costs through an Attendance Management Program that resulted in achieving a 63% perfect attendance; and
- Published 23 research articles and/or papers illustrating the evidence-based decision-making used for strategic planning and emergency services activity.

ENVIRONMENTAL

- Electrical Fire Safety Initiative Team's ongoing contributions to improved environmental conditions included 32 inspections, 13 illegal grow operations detected, and 28 repair notices issued;
- Electrical Fire Safety Initiative Team mandate expanded to include an inspection role with the Bylaws and Fire Prevention, regarding problem properties;
- Increased employee engagement in composting and energy saving initiatives;
- Continued to increase energy efficiency of administration office through introduction of energy efficient appliances; and
- Implemented reporting to enable monthly reviews and reconciliations of fuel consumption.

SOCIO - CULTURAL

- The Administrative Development Program (ADP) enrolled six staff for development for future exempt positions. A combination of work experience with educational opportunities and work projects were provided to all staff. Two vacant exempt positions were filled by hiring two staff who coincidentally were in the Administration Development Program;
- Training for HOPE-4 health screening research project was completed in 2015;
- Performance metrics software has provided employees with regular feedback, resulting in improvements in all areas of measured performance;
- Kept pace with the Recovery House inspection program across the City including the regular re-inspection process;

- HomeSafe program resources were successfully redeployed to focus on targeted Community Safety Initiatives reaching 29,000 residents:
    - ⇒ Installed 973 smoke alarms, and conducted 839 HomeSafe Inspections including the Smoke Alarm initiative inspections;
    - ⇒ Participated in 7 forums for seniors;
    - ⇒ Promoted a smoke alarm awareness campaign directed to 10,239 homeowners who visited City Hall during the annual property tax season;
    - ⇒ Conducted an outreach initiative to 1,909 households of patrons at Surrey Food Bank providing opportunities to educate the at risk members of the community on the importance of a working smoke alarm; and
    - ⇒ Delivered educational safety information to approximately 15,000 properties identified as either high risk population or as statistically likely to incur an increase in rate of fire.
- Community outreach at 81 separate events – engaged and provided fire safety information to 7,962 individuals, including 943 seniors;
- Held a Fire Prevention Week in Partnership with Home Depot at two different locations with information on preventing and responding to fires, maintaining smoke alarms and developing home escape plans;
- Developed a plan to restructure the fire inspection process to move from prescriptive inspections to risk-based inspections;
- Delivered 44 Surrey Neighbourhood Emergency Preparedness presentations to 2,090 attendees. In addition, staffed 7 emergency preparedness booths at various fairs, resulting in exposure to 6,500 additional individuals; and
- Coordinated 14 Level 1 emergency support services responses with 38 displaced residents; and 1 Level 2 emergency support services response with 226 displaced residents.

Presentation of the BC Smoke Alarm Movement:

Outcomes for Surrey – From 2006 to 2015 Surrey has seen a 53.5% decrease in the casualty rate per 10,000 residents

FUTURE INITIATIVES

ECONOMIC

- Utilization of Business Intelligence software for real time attendance reporting to provide effective information regarding trends to watch for and adjust to;
- Engage in an evaluation of Deccan predictive analysis software as well as 4 other major research studies due for 2016;
- Seek opportunities to broaden revenue base;
- Conduct evidence based review of Automatic Vehicle location; and
- To maintain operations based fleet capacity, vehicles with tenure at or beyond useful life will be replaced with several vehicles providing economic, social and environmental benefits:
  - ⇒ 1 Wildland vehicle; and
  - ⇒ 2 Support Vans.

ENVIRONMENTAL

- Continue to seek opportunities for energy efficiencies through energy efficient fixtures in Administration office; and
- Expand the recycling program to all Firehalls in the City of Surrey.

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;
- Continue to track and monitor homesafe cohorts to ensure continued effectiveness of program and deliver targeted education based on evidence based incident response;
- Work with Fraser Health and appropriate provincial health bodies to create a structured approach for approval process of recovery homes in City of Surrey to increase safety of at risk population;

Smoke Alarm Education Booth at the Surrey Food Bank

- Continue to work with the Regional Administrator Advisory Committee and BC Emergency Health Services to establish pilot projects in relation to alternative more efficient approach for Fire Services and Ambulance Services involvement in responding to medical emergencies in Surrey;
- Continue to restructure the fire inspection process to move from prescriptive inspections to risk-based inspections;
- HOPE-4 health screening research Initiative Pilot project will start in Q1 2016; and
- Implement FDM records management software version 13.1 upgrade internally and for dispatch client base. In addition leverage upgrade to deploy mobile inspection units.


Surrey Fire Service presenting Yvonne Bernardy-Dearden with an Award of Merit

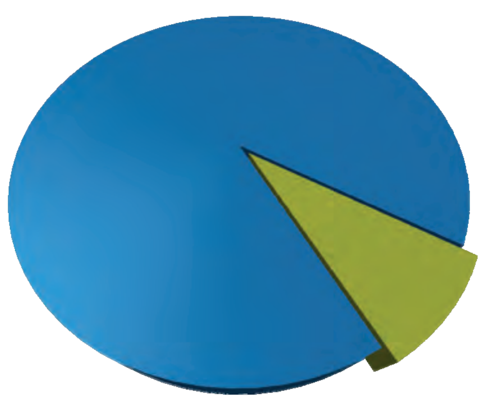
PERFORMANCE MEASURES

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.

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016	2017	2018	2019	2020
Operations	Perfect Attendance rate (Socio-Cultural)	62.5%	60%	60%	60%	60%	60%	60%
	Annualized Proficiency Standard Training (Socio-Cultural)	329	345	354	354	354	354	354
Emergency Preparedness	Smoke Alarm verifications (Socio-Cultural)	3,845	3,300	3,300	3,480	3,480	3,480	3,480
	Hydrant Maintenance (Economic)	8,585	8,885	8,855	8,855	8,855	8,855	7,744
	Increase the public contact to Surrey Emergency Preparedness Programs (NEPP, BEPP): Neighbourhood and Business (Socio-Cultural)	8,346	5,000	5,000	5,000	5,000	5,000	5,000
	# of Inspection Pamphlets delivered (Socio-Cultural)	7,009	7,200	7,200	7,200	7,200	7,200	7,200
	# of inspections completed (Economic)	7,905	7,339	7,339	7,339	7,339	7,339	7,339

Fire—Departmental Operations *(in thousands)*

DIVISION SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Administration	$ 2,184	$ 2,505	$ 2,363	**$ 2,540**	$ 2,606	$ 2,674	$ 2,744	$ 2,816
Emergency Planning	27	38	51	**49**	49	49	49	49
Fire Operations	48,004	50,005	49,484	**50,310**	51,678	53,081	54,524	56,005
Mechanics	1,050	954	901	**894**	928	963	998	1,034
Prevention	1,141	834	1,096	**1,109**	1,142	1,176	1,213	1,251
Radio & Communications	2,414	2,295	2,569	**2,557**	2,626	2,696	2,782	2,870
Training	877	674	842	**855**	881	958	985	1,013
Targeted Departmental Savings	-	-	-	**(684)**	(657)	(631)	(606)	(583)
	$ 55,697	**$ 57,305**	**$ 57,306**	**$ 57,630**	**$ 59,253**	**$ 60,966**	**$ 62,689**	**$ 64,455**
ACCOUNT SUMMARY								
Revenues								
Sales and Services	$ (1,686)	$ (1,816)	$ (1,621)	**$ (1,655)**	$ (1,705)	$ (1,756)	$ (1,791)	$ (1,826)
Grants, Donations and Other	(5)	(6)	(8)	**(8)**	(8)	(8)	(8)	(8)
	(1,691)	(1,822)	(1,629)	**(1,663)**	(1,713)	(1,764)	(1,799)	(1,834)
Expenditures								
Salaries and Benefits	55,311	53,027	53,574	**54,619**	56,120	57,663	59,248	60,878
Operating Costs	4,202	4,672	4,016	**4,036**	4,181	4,376	4,521	4,666
Targeted Departmental Savings	-	-	-	**(684)**	(657)	(631)	(606)	(583)
Internal Services Used	179	154	170	**147**	147	147	150	153
Internal Services Recovered	(25)	(10)	(6)	**(6)**	(6)	(6)	(6)	(6)
External Recoveries	(402)	(720)	(116)	**(116)**	(116)	(116)	(116)	(116)
	59,265	57,123	57,638	**57,996**	59,669	61,433	63,191	64,992
Net Operations Total	57,574	55,301	56,009	**56,333**	57,956	59,669	61,392	63,158
Transfers								
Transfer From Own Sources	(2,254)	(35)	-	**-**	-	-	-	-
Transfer To Own Sources	377	2,039	1,297	**1,297**	1,297	1,297	1,297	1,297
	(1,877)	2,004	1,297	**1,297**	1,297	1,297	1,297	1,297
	$ 55,697	**$ 57,305**	**$ 57,306**	**$ 57,630**	**$ 59,253**	**$ 60,966**	**$ 62,689**	**$ 64,455**



8.68% of Gross Taxation allocated to Fire

Fire—Departmental Operations

ADMINISTRATION	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (18)	$ (25)	$ (5)	**$ (5)**	$ (5)	$ (5)	$ (5)	$ (5)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(18)	(25)	(5)	**(5)**	(5)	(5)	(5)	(5)
Expenditures								
Salaries and Benefits	1,951	2,053	2,234	**2,411**	2,477	2,545	2,615	2,687
Operating Costs	271	473	131	**131**	131	131	131	131
Internal Services Used	-	9	3	**3**	3	3	3	3
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(20)	(5)	-	**-**	-	-	-	-
	2,202	2,530	2,368	**2,545**	2,611	2,679	2,749	2,821
Net Operations Total	**2,184**	**2,505**	**2,363**	**2,540**	**2,606**	**2,674**	**2,744**	**2,816**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 2,184	**$ 2,505**	**$ 2,363**	**$ 2,540**	**$ 2,606**	**$ 2,674**	**$ 2,744**	**$ 2,816**

EMERGENCY PLANNING	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	5	**5**	5	5	5	5
Operating Costs	34	43	54	**52**	52	52	52	52
Internal Services Used	-	1	-	**-**	-	-	-	-
Internal Services Recovered	-	-	(6)	**(6)**	(6)	(6)	(6)	(6)
External Recoveries	(7)	(6)	(2)	**(2)**	(2)	(2)	(2)	(2)
	27	38	51	**49**	49	49	49	49
Net Operations Total	27	38	51	**49**	**49**	**49**	**49**	**49**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 27	**$ 38**	**$ 51**	**$ 49**	**$ 49**	**$ 49**	**$ 49**	**$ 49**

FIRE OPERATIONS	2014 ACTUAL	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	47,843	46,154	46,180	**47,015**	48,308	49,636	51,001	52,404
Operating Costs	2,091	2,081	1,923	**1,937**	2,012	2,087	2,162	2,237
Internal Services Used	173	138	154	**131**	131	131	134	137
Internal Services Recovered	(24)	(8)	-	**-**	-	-	-	-
External Recoveries	(202)	(399)	(70)	**(70)**	(70)	(70)	(70)	(70)
	49,881	47,966	48,187	**49,013**	50,381	51,784	53,227	54,708
Net Operations Total	**49,881**	**47,966**	**48,187**	**49,013**	**50,381**	**51,784**	**53,227**	**54,708**
Transfers								
Transfer From Own Sources	(2,254)	-	-	**-**	-	-	-	-
Transfer To Own Sources	377	2,039	1,297	**1,297**	1,297	1,297	1,297	1,297
	(1,877)	2,039	1,297	**1,297**	1,297	1,297	1,297	1,297
	$ 48,004	**$ 50,005**	**$ 49,484**	**$ 50,310**	**$ 51,678**	**$ 53,081**	**$ 54,524**	**$ 56,005**

MECHANICS	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	614	518	539	**525**	539	554	569	585
Operating Costs	436	488	361	**368**	388	408	428	448
Internal Services Used	-	-	1	**1**	1	1	1	1
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	-	(52)	-	**-**	-	-	-	-
	1,050	954	901	**894**	928	963	998	1,034
Net Operations Total	1,050	954	901	**894**	**928**	**963**	**998**	**1,034**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 1,050	**$ 954**	**$ 901**	**$ 894**	**$ 928**	**$ 963**	**$ 998**	**$ 1,034**

Fire—Departmental Operations

PREVENTION	2014 ACTUAL	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (266)	$ (363)	$ (178)	**$ (185)**	$ (191)	$ (197)	$ (201)	$ (205)
Grants, Donations and Other	(5)	(6)	(8)	**(8)**	(8)	(8)	(8)	(8)
	(271)	(369)	(186)	**(193)**	(199)	(205)	(209)	(213)
Expenditures								
Salaries and Benefits	1,362	1,131	1,209	**1,229**	1,263	1,298	1,334	1,371
Operating Costs	190	255	84	**84**	89	94	99	104
Internal Services Used	4	5	9	**9**	9	9	9	9
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(144)	(188)	(20)	**(20)**	(20)	(20)	(20)	(20)
	1,412	1,203	1,282	**1,302**	1,341	1,381	1,422	1,464
Net Operations Total	**1,141**	**834**	**1,096**	**1,109**	**1,142**	**1,176**	**1,213**	**1,251**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 1,141	**$ 834**	**$ 1,096**	**$ 1,109**	**$ 1,142**	**$ 1,176**	**$ 1,213**	**$ 1,251**

RADIO & COMMUNICATIONS	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (1,395)	$ (1,408)	$ (1,426)	**$ (1,453)**	$ (1,497)	$ (1,542)	$ (1,573)	$ (1,604)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(1,395)	(1,408)	(1,426)	**(1,453)**	(1,497)	(1,542)	(1,573)	(1,604)
Expenditures								
Salaries and Benefits	2,731	2,545	2,648	**2,662**	2,735	2,810	2,887	2,966
Operating Costs	1,104	1,230	1,357	**1,358**	1,398	1,438	1,478	1,518
Internal Services Used	1	-	2	**2**	2	2	2	2
Internal Services Recovered	(1)	(2)	-	**-**	-	-	-	-
External Recoveries	(26)	(70)	(12)	**(12)**	(12)	(12)	(12)	(12)
	3,809	3,703	3,995	**4,010**	4,123	4,238	4,355	4,474
Net Operations Total	2,414	2,295	2,569	**2,557**	**2,626**	**2,696**	**2,782**	**2,870**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 2,414	**$ 2,295**	**$ 2,569**	**$ 2,557**	**$ 2,626**	**$ 2,696**	**$ 2,782**	**$ 2,870**

TRAINING	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (7)	$ (20)	$ (12)	**$ (12)**	$ (12)	$ (12)	$ (12)	$ (12)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(7)	(20)	(12)	**(12)**	(12)	(12)	(12)	(12)
Expenditures								
Salaries and Benefits	810	626	759	**772**	793	815	837	860
Operating Costs	76	102	106	**106**	111	166	171	176
Internal Services Used	1	1	1	**1**	1	1	1	1
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(3)	-	(12)	**(12)**	(12)	(12)	(12)	(12)
	884	729	854	**867**	893	970	997	1,025
Net Operations Total	**877**	**709**	**842**	**855**	**881**	**958**	**985**	**1,013**
Transfers								
Transfer From Own Sources	-	(35)	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	(35)	-	**-**	-	-	-	-
	$ 877	**$ 674**	**$ 842**	**$ 855**	**$ 881**	**$ 958**	**$ 985**	**$ 1,013**

Fire—Significant Changes

2015 ADOPTED BUDGET			$ 57,306
REVENUES			
Sales and Services			
Fees	....	$ (34)	(34)
Grants, Donations and Other			-
Total Change in Revenues			(34)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments	....	896	
Reclassed Positions	....	-	
New Positions	....	149	1,045
Operating Costs			
Various	....	1	
Utilities Adjustment	....	19	20
Targeted Departmental Savings			(684)
Internal Services Used/(Recovered)			(23)
External Recoveries			-
Transfer (From)/To Own Sources			-
Total Change in Expenditures			358
2016 BUDGET			$ 57,630

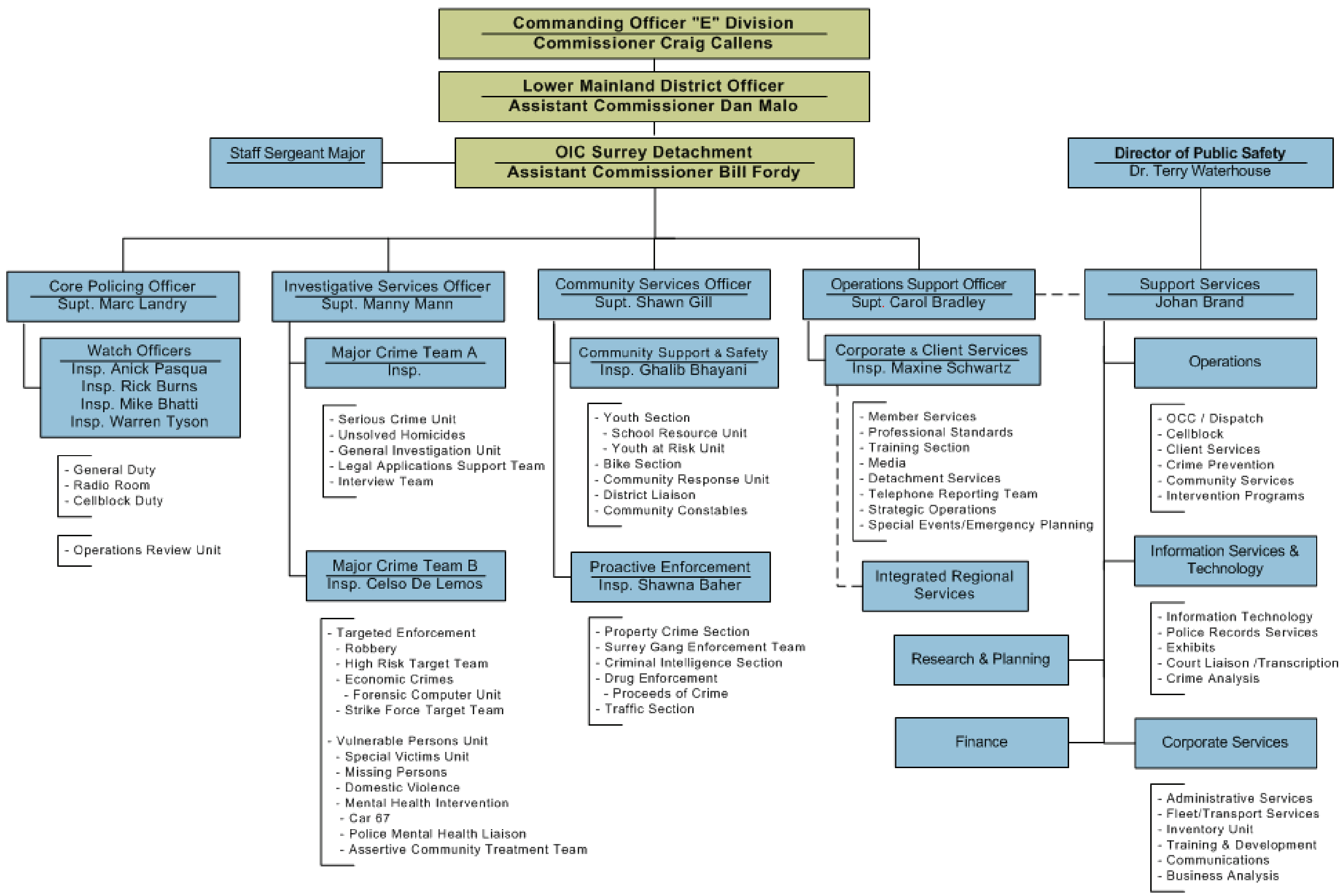
Fire—Significant Changes

2016 ADOPTED BUDGET			**$ 57,630**
REVENUES			
Sales and Service			
Radio & Communications	....	$ (151)	
Prevention	....	(20)	**(171)**
Total Change in Revenues			**(171)**
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments and Growth	....	6,259	**6,259**
Operating Costs			
Inflationary Increases and Growth	....	540	
Prevention and Training Increases	....	90	**630**
Targeted Departmental Savings			101
Internal Services Used/(Recovered)			6
External Recoveries			-
Transfer (From)/To Own Sources			-
Total Change in Expenditures			**6,996**
2020 BUDGET			**$ 64,455**

Surrey RCMP Main Detachment

DEPARTMENTAL FUNCTIONS
RCMP

2016 – 2020 Financial Plan
RCMP Departmental Functions



DEPARTMENTAL OVERVIEW
RCMP

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 AND 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:

CORE POLICING

Core Policing 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, as well as Radio Room and Cellblock Operations.

INVESTIGATIVE SERVICES

Investigative Services consists primarily of plain-clothes members organized into specialized sections such as Serious Crimes, Unsolved Homicides, General Investigation support, Robbery and Economic Crime Units, and also includes Interview and Target teams. The Vulnerable Persons Unit also fall under this division, providing specialized support with respect to Special Victims, Child Abuse, Sexual Offences, Missing Persons, Domestic Violence and Mental Health Intervention

COMMUNITY SERVICES

Community Services is made up of proactive enforcement teams and community safety and service teams focused on crime reduction and prevention, including Property Crime, Gang and Drug Enforcement teams, uniformed traffic enforcement, School Resource and Youth at Risk units, Bike Patrol, and district based Community Response Units.

OPERATIONS SUPPORT

Operations Support includes a number of specialized corporate and client service units, such as Training Section, Member Services, Professional Standards, Strategic Operations, Special Events and Emergency Planning, and Media Relations. Detachment Operations and the Telephone Reporting Team round out this division, providing support to walk-in clientele and calls for service where police attendance is not required.

RCMP

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.

Coffee with a Cop

2015 ACCOMPLISHMENTS

ECONOMIC

- Safeguarded the City's assets through effective and efficient financial processes and systems;
- Conducted front line 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 15,315 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 Neighbourhood Safety Campaign, a series of 15 community based forums to encourage community involvement in reporting crime and crime prevention to enhance safety and livability;
- Hosted the second annual Block Watch Symposium to further engage and mobilize community residents around issues of public safety and provide opportunities for networking and the sharing of best practices;
- Held a Detachment Open House during Police Week to provide citizens an opportunity to meet local police and see interactive displays on the work being done by Surrey RCMP;
- Introduced Coffee with a Cop, an initiative designed to strengthen relationships and public trust by providing another opportunity for dialogue between police and the community;
- Expanded the Citizens Police Academy, a ten week program designed to give residents an inside look into policing in Surrey, to include both an adult and youth stream;
- Conducted enhanced visibility and enforcement in identified trouble areas to suppress low level gang activity and related shooting conflict between rival groups;
- Championed the development of the Surrey Mobilization and Resiliency Table (SMART), a risk driven response model that works in collaboration with other human service providers to identify those most at risk and seeks collaborative interventions to prevent harm;
- Expanded the Vulnerable Persons Section to include a specialized mental health unit to strengthen outreach activities and assist individuals with mental health, addiction and other issues by connecting them with resources available from community agency partners;
- Restructured business lines to provide for greater alignment of reactive and proactive response units and enhanced overall focus on crime reduction, community engagement, crime prevention and early intervention; and
- Conducted a series of Traffic Safety enforcement campaigns coinciding with hotspots and high collision areas and targeting dangerous practices and behaviors on our roadways, including the "Think of Me" initiative that helps remind both parents and drivers about school zone traffic safety and the hazards of distracted driving.

Neighbourhood Safety Campaign

RCMP

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

- Support workplace efforts 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;
- Develop and expand community safety programs;
- 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
- Enhance road safety.

Block Watch

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.

Priority	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget 2016	Budget 2017	Budget 2018	Budget 2019	Budget 2020
Public Safety	% Reduction in Violent Crime (per 1000 population) (Socio-Cultural)	-36% [1]	2%	2%	2%	TBD	TBD	TBD
	% Reduction in Property Crime (per 1000 population) (Socio-Cultural)	14%	5%	5%	5%	TBD	TBD	TBD
	% Reduction in collisions causing death or injury (per 1000 population) (Socio-Cultural)	11%	5%	2%	2%	TBD	TBD	TBD
	Average Response time to Emergency Calls (Socio-Cultural)	7.8 mins	<8.5 mins	<8 mins	<7 mins	<7 mins	<7 mins	<7 mins
Community Engagement	Number of community dialogue forums (Socio-Cultural)	17	15	15	15	15	15	15
	% Increase in internet traffic (total page views) (Socio-Cultural)	10%	5%	5%	5%	5%	5%	5%
	Number of published news releases (Socio-Cultural)	341	260	260	260	260	260	260
Organizational Development	% Increase in the number of reports received online (Economic)	55%	5%	5%	5%	5%	5%	5%
	% Increase in average number of calls handled by Telephone Reporting Team each month (Economic)	-26% [2]	5%	5%	5%	5%	5%	5%

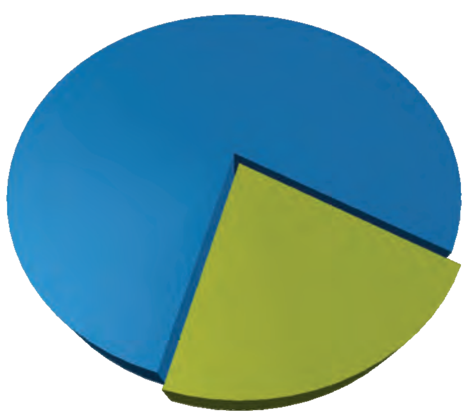
[1] Despite a 40% decrease in homicides, there was a 36% increase in violent crime overall in 2015. This increase was driven by increases in sexual assault, assault, robbery and harassment offences. Similar trends were experienced across the Lower Mainland.

[2] The continued operation of the Telephone Reporting Team relies on the use of members who are temporarily placed on restricted duties, such as officers who have been injured and unable to perform their regular duties. During 2015, some officers who normally would have been placed into a TRT position were placed into the radio room or other positions in support of front line policing.

RCMP—Departmental Operations *(in thousands)*

DIVISION SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Corporate Services	$ 932	$ (1,503)	$ (2,763)	**$ (1,766)**	$ (1,059)	$ (925)	$ (723)	$ (493)
Information Services &Technology	6,585	7,275	7,561	**7,926**	7,951	7,975	8,177	8,384
Management & RCMP Finance	1,253	1,364	2,037	**2,194**	2,217	2,241	2,329	2,420
Operations	8,835	9,091	9,572	**10,395**	10,679	10,691	10,938	11,191
RCMP Contract	97,558	108,070	108,190	**121,394**	127,380	132,964	138,838	145,061
Targeted Departmental Savings	-	-	-	**(1,374)**	(1,305)	(1,240)	(1,178)	(1,119)
	$115,163	**$124,297**	**$124,597**	**$138,769**	**$145,863**	**$151,706**	**$158,381**	**$165,444**

ACCOUNT SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (1,104)	$ (1,221)	$ (1,056)	**$ (1,094)**	$ (1,126)	$ (1,160)	$ (1,183)	$ (1,207)
Grants, Donations and Other	(4,510)	(7,053)	(6,837)	**(6,987)**	(7,197)	(7,413)	(7,631)	(7,857)
	(5,614)	(8,274)	(7,893)	**(8,081)**	(8,323)	(8,573)	(8,814)	(9,064)
Expenditures								
Salaries and Benefits	19,653	21,362	21,766	**23,966**	24,365	24,766	25,727	26,714
Operating Costs	101,011	111,274	111,067	**124,791**	131,220	136,847	142,741	149,009
Targeted Departmental Savings	-	-	-	**(1,374)**	(1,305)	(1,240)	(1,178)	(1,119)
Internal Services Used	383	423	603	**434**	873	873	872	871
Internal Services Recovered	(14)	(21)	-	**-**	-	-	-	-
External Recoveries	(1,270)	(1,212)	(946)	**(967)**	(967)	(967)	(967)	(967)
	119,763	131,826	132,490	**146,850**	154,186	160,279	167,195	174,508
Net Operations Total	**114,149**	**123,552**	**124,597**	**138,769**	**145,863**	**151,706**	**158,381**	**165,444**
Transfers								
Transfer From Own Sources	(2,137)	(46)	-	**-**	-	-	-	-
Transfer To Own Sources	3,151	791	-	**-**	-	-	-	-
	1,014	745	-	**-**	-	-	-	-
	$115,163	**$124,297**	**$124,597**	**$138,769**	**$145,863**	**$151,706**	**$158,381**	**$165,444**



20.91% of
Gross Taxation
allocated to
RCMP

CORPORATE SERVICES	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ (72)	**$ (72)**	$ (74)	$ (76)	$ (78)	$ (80)
Grants, Donations and Other	(4,080)	(6,583)	(6,486)	**(6,636)**	(6,835)	(7,040)	(7,251)	(7,469)
	(4,080)	(6,583)	(6,558)	**(6,708)**	(6,909)	(7,116)	(7,329)	(7,549)
Expenditures								
Salaries and Benefits	2,855	3,422	3,112	**3,827**	4,142	4,458	4,874	5,301
Operating Costs	1,764	2,171	1,270	**1,707**	1,870	1,898	1,903	1,933
Internal Services Used	109	129	305	**321**	751	748	742	735
Internal Services Recovered	(2)	(8)	-	**-**	-	-	-	-
External Recoveries	(694)	(681)	(892)	**(913)**	(913)	(913)	(913)	(913)
	4,032	5,033	3,795	**4,942**	5,850	6,191	6,606	7,056
Net Operations Total	**(48)**	**(1,550)**	**(2,763)**	**(1,766)**	**(1,059)**	**(925)**	**(723)**	**(493)**
Transfers								
Transfer From Own Sources	(2,086)	-	-	**-**	-	-	-	-
Transfer To Own Sources	3,066	47	-	**-**	-	-	-	-
	980	47	-	**-**	-	-	-	-
	$ 932	**$ (1,503)**	**$ (2,763)**	**$ (1,766)**	**$ (1,059)**	**$ (925)**	**$ (723)**	**$ (493)**

INFORMATION SERVICES & TECHNOLOGY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (255)	$ (338)	$ (239)	**$ (248)**	$ (255)	$ (263)	$ (268)	$ (273)
Grants, Donations and Other	(7)	(8)	-	**-**	-	-	-	-
	(262)	(346)	(239)	**(248)**	(255)	(263)	(268)	(273)
Expenditures								
Salaries and Benefits	6,901	7,670	7,829	**8,203**	8,230	8,257	8,459	8,666
Operating Costs	-	5	25	**25**	30	35	40	45
Internal Services Used	-	-	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(54)	(54)	(54)	**(54)**	(54)	(54)	(54)	(54)
	6,847	7,621	7,800	**8,174**	8,206	8,238	8,445	8,657
Net Operations Total	**6,585**	**7,275**	**7,561**	**7,926**	**7,951**	**7,975**	**8,177**	**8,384**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 6,585	**$ 7,275**	**$ 7,561**	**$ 7,926**	**$ 7,951**	**$ 7,975**	**$ 8,177**	**$ 8,384**

RCMP—Departmental Operations

MANAGEMENT & RCMP FINANCE	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	(85)	(93)	-	-	-	-	-	-
	(85)	(93)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,065	1,160	1,759	**2,094**	2,112	2,131	2,214	2,300
Operating Costs	200	63	100	**100**	105	110	115	120
Internal Services Used	184	187	178	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(145)	-	-	-	-	-	-	-
	1,304	1,410	2,037	**2,194**	2,217	2,241	2,329	2,420
Net Operations Total	**1,219**	**1,317**	**2,037**	**2,194**	**2,217**	**2,241**	**2,329**	**2,420**
Transfers								
Transfer From Own Sources	(51)	(46)	-	-	-	-	-	-
Transfer To Own Sources	85	93	-	-	-	-	-	-
	34	47	-	-	-	-	-	-
	$ 1,253	**$ 1,364**	**$ 2,037**	**$ 2,194**	**$ 2,217**	**$ 2,241**	**$ 2,329**	**$ 2,420**

OPERATIONS	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (849)	$ (883)	$ (745)	**$ (774)**	$ (797)	$ (821)	$ (837)	$ (854)
Grants, Donations and Other	(338)	(369)	(351)	**(351)**	(362)	(373)	(380)	(388)
	(1,187)	(1,252)	(1,096)	**(1,125)**	(1,159)	(1,194)	(1,217)	(1,242)
Expenditures								
Salaries and Benefits	8,832	9,110	9,066	**9,842**	9,881	9,920	10,180	10,447
Operating Costs	1,281	1,303	1,482	**1,565**	1,835	1,840	1,845	1,850
Internal Services Used	90	107	120	**113**	122	125	130	136
Internal Services Recovered	(12)	(13)	-	-	-	-	-	-
External Recoveries	(169)	(164)	-	-	-	-	-	-
	10,022	10,343	10,668	**11,520**	11,838	11,885	12,155	12,433
Net Operations Total	**8,835**	**9,091**	**9,572**	**10,395**	**10,679**	**10,691**	**10,938**	**11,191**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 8,835	**$ 9,091**	**$ 9,572**	**$ 10,395**	**$ 10,679**	**$ 10,691**	**$ 10,938**	**$ 11,191**

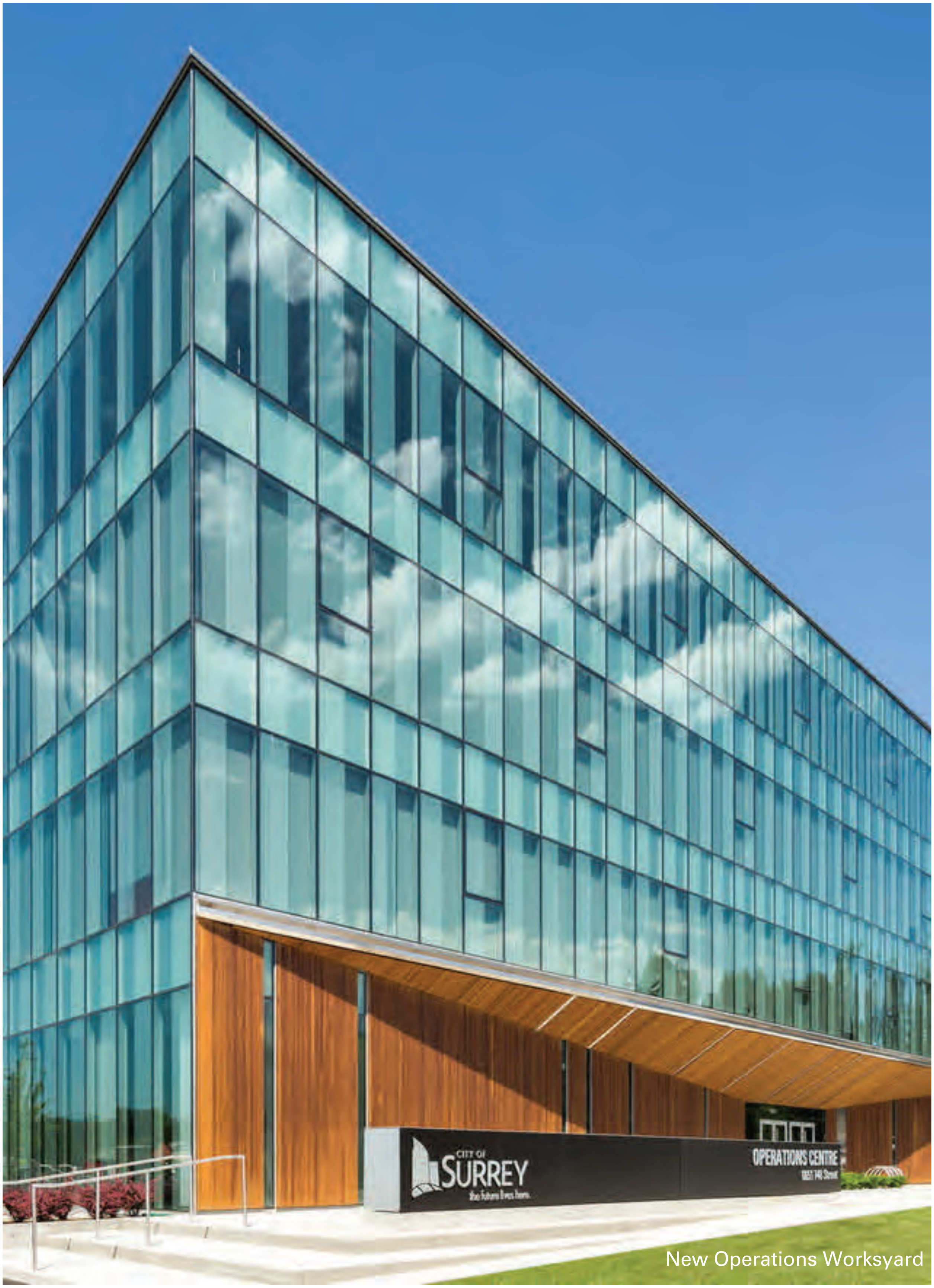
RCMP CONTRACT	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	97,766	107,732	108,190	**121,394**	127,380	132,964	138,838	145,061
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(208)	(313)	-	-	-	-	-	-
	97,558	107,419	108,190	**121,394**	127,380	132,964	138,838	145,061
Net Operations Total	**97,558**	**107,419**	**108,190**	**121,394**	**127,380**	**132,964**	**138,838**	**145,061**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	651	-	-	-	-	-	-
	-	651	-	-	-	-	-	-
	$ 97,558	**$108,070**	**$108,190**	**$121,394**	**$127,380**	**$132,964**	**$138,838**	**$145,061**

RCMP—Significant Changes

2015 ADOPTED BUDGET			$ 124,597
REVENUES			
Sales and Services			
Change in Traffic Fine Revenue	....	$ (150)	
Change in Insurance Inquiries	....	(9)	
Change in Fees for Services	....	(29)	(188)
Taxation and Other			-
Total Change in Revenues			(188)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments	....	171	
Reclassed Positions	....	-	
New Positions	....	2,030	2,201
Operating Costs			
New Members & Related RCMP Contract Increases	....	13,204	
Translation Services - 'Fan Out' & media releases	....	25	
Hydro & Gas Increase	....	60	
Operational and Service Cost Increases	....	41	
Supplies & Material Increases	....	50	
Lease/Rent Increases	....	33	
Other Department Expenses	....	310	13,723
Targeted Departmental Savings			(1,374)
Internal Services Used/Recovered			(169)
External Recoveries			(21)
Transfer to/from Own Source			-
Total Change in Expenditures			14,360
2016 BUDGET			$ 138,769

RCMP—Significant Changes

2016 ADOPTED BUDGET		**$ 138,769**
REVENUES		
Sales and Service		
Corporate Services	$ (841)	
Operations	(117)	
Information Services	(25)	**(983)**
Total Change in Revenues		**(983)**
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments and Growth	2,748	**2,748**
Operating Costs		
Annualized Member/RCMP Contract Increase	23,667	
Inflationary Increases and Growth	551	**24,218**
Targeted Departmental Savings		**255**
Internal Services Used/Recovered		**437**
External Recoveries		**-**
Transfer to/from Own Source		**-**
Total Change in Expenditures		**27,658**
2020 BUDGET		**$ 165,444**



New Operations Worksyard

2016 – 2020 Financial Plan
Engineering Departmental Functions

- **General Manager** — **Fraser Smith**
  - Administrative Coordinators — Bernice Bellefontaine, Jami Searle
  - Land Development — Sam Lau
    - Development Services
    - Inspection Services
    - Client Services
  - Operations — Rob Costanzo
    - Sanitary Sewers
    - Construction
    - Pumps & Controls
    - Water Operations
    - Roads & Drainage
    - Fleet & Garage
    - Solid Waste
  - Realty Services — Nicholas Rawcliffe
    - Land Acquisition
    - Realty Assets Management
    - Property Appraisal
    - Conveyancing
  - Utilities — Jeff Arason
    - Sewer
    - Drainage
    - Environment
    - Water
    - District Energy
  - Transportation — Jaime Boan
    - Geographic Information Services
    - Traffic Operations
    - Transportation Planning
    - Rapid Transit & Strategic Planning
    - Parking Services
  - Design & Construction — Scott Neuman
    - Survey
    - Design and Construction

DEPARTMENTAL OVERVIEW
ENGINEERING

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 AND 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 Client Services section which provides administrative support related to Engineering permits/enquiries for construction by the public/contractors in City road allowances and statutory rights-of-way.

OPERATIONS

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

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.

Engineering

2015 ACCOMPLISHMENTS

ECONOMIC

- Launched the enhancements to the Engineering component of the Online Development Enquiry;
- Deployed mobile tablet access for the Engineering Land Development Inspectors;
- Initiated a pilot project to support electronic submission/review of servicing design drawings for Engineering land development projects;
- Delivered $66M of the $70M in sewer, water, drainage and transportation improvements under the Capital Program for 2015;
- Achieved substantial completion of the City's street light wire replacement project. The project was recognized by the Union of BC Municipalities for a Community Excellence Award under the Excellence in Action category;
- Project Highlights include construction of the $8 Million King George Boulevard road widening and construction of the $8.5 Million 160 Street Road Widening, from 96 Avenue to 104 Avenue, is underway and scheduled to be completed in Spring 2016;
- Finalized the agreement and started construction with the City's partner, Orgaworld Canada, to construct the Biofuel Facility with service commencement scheduled by early 2017;
- Continued growth of the City's Electric Vehicle Car Share Program at City Hall with over 350 staff signed up. Explored expansion of the car share program to the City's Operations Centre;
- Evaluated and remodelled the City's approach to illegal dumping operations which will result in a 24% decrease in costs ($240,000) over a one-year period. Further refinements are being made towards reaching our goal of a 50% reduction (compared to the 2014 base-year);
- Completed 146 real estate transactions and $37 million in transactional value for parks, roads and other City real estate;
- Increased annual lease and rental revenues by more than $605,000 over 2014 levels;
- Acquired property rights for the 2015 Capital Works Program, including major road widening projects such as 160 Street, and various drainage infrastructure projects such as Gray Creek, and projects in support of public safety, such as the Newton Grove Greenway;
- Completed the construction of the New Operations Centre on time and within budget. The new facility consists of a New Operations Building, Fleet Services Centre, and an Operations Warehouse. The new 4 story Operations Centre facility is home to the Engineering-Operations Division, Parks, Operations, Facilities Management and Bylaw Enforcement Divisions. It includes state-of-the-art offices and meeting rooms, training facilities, trades workshops, lunchroom, and a fitness center;

- Increased, through appraisal review and negotiation, the cash-in-lieu contribution of park dedication payments to the City by an additional $555,000 over and above the original amounts tended as part of development applications, representing a 20% increase;
- Completed 325 appraisal requests, representing a 9% increase over 2014. The Appraisal Section also provided land valuation estimates for approximately 368 properties within the proposed Light Rapid Transit corridors, as well as property valuation estimates for the DCC budget analysis for both the Parks Program and the City Centre Road Grid;
- The Conveyancing Section, in support of the activities of Realty, Land Development and the Tax Department, processed and registered in excess of 1,750 documents at the Land Title Office, representing a 35% increase over 2014; and
- Assisted the Transportation Division in the completion of negotiations and agreements for the transfer to the Province of some 78 City-owned lands with a value of over $22 million in support of the South Fraser Perimeter Road and Port Mann/Highway #1 projects.

ENVIRONMENTAL

- Finalized the standards for new street lights to be LED, including the initial phasing in conversion of street lights in the Newton Town Centre Area;
- Construction of the Anderson Creek Bridge across King George Boulevard was completed by the end of 2015;
- Sustained high organic waste diversion from the projected tonnage of 57,000 tonnes with actual of 61,000 tonnes;
- Introduced the Surrey Apartment Organics Collection Program. This program provides for voluntary participation in weekly organic waste collection services at apartment buildings across the City;
- Finalized the supplementary specifications for using recycled asphalt pavement; and
- Construction of the Newton Storm Water Detention Pond completed in November 2015.

SOCIO-CULTURAL

- Completed construction of $3 Million in mobility and safety improvements around school zones, in advance of September 2015, as part of Phase 2 of the City's Safe and Active Schools Initiative;
- Finalized the updated Design Criteria and Standard Construction Documents which were officially published January 1, 2016;
- Achieved 95% completion of the City-wide road tenure research;

- Completed a comprehensive review and rewrite of the City's waste collection services bylaws to reflect the Rethink Waste Collection program for single-family households and Apartment Buildings;
- Secured a location for the 2015/2016 Winter Shelter in the City Centre, including managing and coordinating site enhancements and extensive building renovations;
- Completed the Unwin Parkland assembly in Newton, as well as completing the Cloverdale Fairgrounds land assembly;
- Secured a 7-year lease renewal with the BC Lions for their City Centre location;
- Invested $17.3 million in the Parkland Acquisition Program. Parkland acquisitions, excluding riparian dedications and parkland transferred to the City as a requirement of subdivision, resulted in 54 acres being added to the City's park inventory during 2015, and more than 93 acres being added during the last two years;
- Acquired the necessary land for the East Bridgeview Pump Station location (Phase IV); and
- Secured a 3-year lease renewal for the RCMP Newton District office.

FUTURE INITIATIVES

ECONOMIC

- Generate $1,000,000 in new annual lease and rental revenue to the City;
- Develop residential subdivisions in Cloverdale and Royal Heights, and sell the finished lots;
- Negotiate a lease renewal with Imasco Minerals;
- Continue to provide best-in-class conveyancing services;
- Assist SCDC in their due-diligence requirements;
- Enhance Engineering land development design process by expanding electronic design submission/review to include external utility drawings;
- Implement proposed Servicing Agreement changes after review with development industry;
- Develop criteria to qualify land development project as "priority" for expedited Engineering processing ("nexus");
- Prepare typical project schedule for Engineering component of overall land development process and implement on "priority" projects;
- Configure AMANDA changes to streamline Engineering land development inspection processes;
- Roll-out Engineering land development project feedback form and complete at least one form with each consultant;
- Revise Engineering content of land development web pages to improve information accessibility;

- Create AMANDA Engineering building permit review process module to ensure Engineering requirements are completed before building and/or occupancy permits are issued;
- Develop new City Policy that every contractor working on City roads or statutory rights-of-ways must be certified through a safety training program;
- Increase Engineering-Operations overall efficiency by 25% over the next 5 years;
- Reduce outside employees preventable accidents by 90% in the next 4 years (with 2014 being the base year);
- Complete final phase of the City's Main Operations Centre project;
- Commence construction of the South Surrey Operations Facility located in the Grandview Heights community;
- Implement a suitable framework for Key Performance Indicators;
- Establish a second capital construction crew that will help reduce the impact of costs for capital projects;
- Streamline our water tie-in operations utilizing hydro excavation wherever practical and cost effective; and
- Implement an in-house Crack Sealing Operation to cost effectively increase the life of our road surfaces.

ENVIRONMENTAL

- Secure a location within the Newton or City Centre area to host a regional Residential Drop-off Eco-centre Facility;
- Complete the purchase of the 143 acre Tree Seed Centre in Campbell Heights, for park purposes;
- Participate in ongoing environmental stewardship by overseeing and managing the P-15 Habitat Replacement process;
- Expand EV fleet through attrition and where it makes economic sense to do so;
- Reduce illegal dumping and associated costs by 50% over the next 3 years (Year 2 of 3). Stage 2: Implement multifaceted public education campaign; Explore pilot "small RDO" facility in South Surrey;
- Reduce Fleet emissions by 20% by the year 2020;
- Establish CNG fuelling for R&D North at FortisBC facility (168 Street at Fraser Highway); and
- Establish Stokes Pit Materials Processing.

SOCIO-CULTURAL

- Implement, with the assistance of Transportation Planning, the Utilities Division, and the Design & Construction Division, an overall strategic three-year plan for the delivery of the annual Capital Works Program;
- Secure a 2016/2017 lease renewal for the continued operation of the Winter Shelter in the City Centre;

Engineering

- Work with Surrey RCMP to accommodate their current and future office space requirements within the Surrey Justice Precinct (Old City Hall), and to identify new District Office locations in Newton & Cloverdale;
- Continue to pursue strategic City Centre and City-wide land acquisitions to position the City for sustainable Transportation, Utilities, Parks & Civic purpose projects;
- Assist Translink and SFU in achieving their real estate objectives within the City Centre;
- Complete a Heritage Revitalization Agreement for Firehall #7 in Port Kells as part of the sale of this site to the Fire Fighters Association for historical preservation purposes;
- Continue to 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;
- Work with the Surrey Food Bank to identify new premises for their relocation;
- Encourage and assist mentoring programs in support of workforce planning and training;
- Implement emergency response training for all Engineering-Operations staff to ensure a higher degree of awareness and preparedness;
- Implement Quality Management System for Drinking Water to achieve consistent good practice in managing and operating the City's water system;
- Develop and implement information and how-to videos for the City web site across all sections providing our customers with easy-to-follow information and instructions relating to maintenance issues and our services;
- Pilot new snow and ice control technologies to increase efficiencies and effectiveness of materials placement along priority routes;
- Incorporate vehicle guards on all new heavy duty trucks and review the potential to retrofit the same on existing HD trucks; and
- Access Traffic Management System within Central Dispatch for improved monitoring of weather conditions across the City.

PERFORMANCE MEASURES

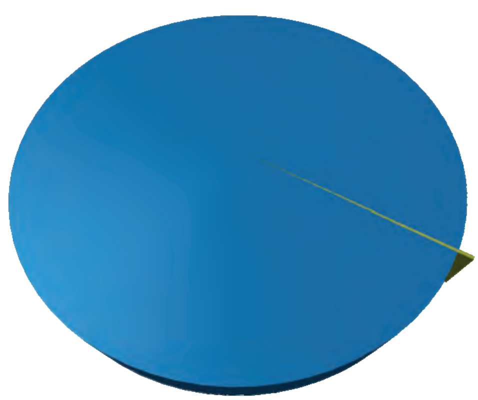
The following table identifies key performance measures that will assist the Engineering Department in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016	2017	2018	2019	2020
Land Development	% of Engineering Requirements and Review documents processed within six weeks of referral by Area Planning based on complete and quality submission from applicants' consultants (Economic)	38%	38%	50%	60%	70%	80%	90%
Realty Services	Expenses as a % of lease/rental revenues (Economic)	41%	48%	47%	46%	45%	45%	45%
Operations	% reduction in illegal dumping cleanup costs (2014 is base-line year) (Economic)	24%	24%	40%	50%	50%	50%	50%
	Reduce Preventable Employee Injuries by 90% over 5 years (2014 is base year) (Socio-cultural)	50%	50%	60%	70%	80%	90%	90%
	Solid waste diversion rate from disposal (Environmental)	70%	70%	72%	74%	76%	78%	80%

Engineering—Departmental Operations *(in thousands)*

DIVISION SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Engineering Operations	$ (712)	$ (747)	$ (366)	**$ (366)**	$ (366)	$ (366)	$ (366)	$ (366)
Engineering Professional Services	1,874	1,250	1,128	**1,442**	1,588	1,600	1,751	1,910
Land Development	(71)	(595)	(125)	**(125)**	(125)	(125)	(125)	(125)
Realty Services	(63)	301	685	**771**	785	799	852	908
Targeted Departmental Savings	-	-	-	**(286)**	(276)	(266)	(257)	(248)
	$ 1,028	**$ 209**	**$ 1,322**	**$ 1,436**	**$ 1,606**	**$ 1,642**	**$ 1,855**	**$ 2,079**

ACCOUNT SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (6,004)	$ (6,183)	$ (5,659)	**$ (6,026)**	$ (6,206)	$ (6,392)	$ (6,602)	$ (6,818)
Grants, Donations and Other	(668)	(781)	(481)	**(196)**	(202)	(208)	(212)	(216)
	(6,672)	(6,964)	(6,140)	**(6,222)**	(6,408)	(6,600)	(6,814)	(7,034)
Expenditures								
Salaries and Benefits	32,040	34,076	36,640	**37,705**	38,022	38,163	39,262	40,394
Operating Costs	8,378	8,957	7,435	**8,305**	8,554	8,812	9,076	9,348
Targeted Departmental Savings	-	-	-	**(286)**	(276)	(266)	(257)	(248)
Internal Services Used	8,380	9,276	7,721	**8,047**	8,123	8,244	8,430	8,619
Internal Services Recovered	(39,488)	(43,092)	(44,462)	**(46,554)**	(46,850)	(47,152)	(48,283)	(49,441)
External Recoveries	(3,112)	(3,295)	(1,735)	**(1,888)**	(1,888)	(1,888)	(1,888)	(1,888)
	6,198	5,922	5,599	**5,329**	5,685	5,913	6,340	6,784
Net Operations Total	(474)	(1,042)	(541)	**(893)**	(723)	(687)	(474)	(250)
Transfers								
Transfer From Own Sources	(693)	(540)	-	**-**	-	-	-	-
Transfer To Own Sources	2,195	1,791	1,863	**2,329**	2,329	2,329	2,329	2,329
	1,502	1,251	1,863	**2,329**	2,329	2,329	2,329	2,329
	$ 1,028	**$ 209**	**$ 1,322**	**$ 1,436**	**$ 1,606**	**$ 1,642**	**$ 1,855**	**$ 2,079**



0.22% of Gross Taxation allocated to Engineering

ENGINEERING OPERATIONS	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (10)	$ (8)	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(10)	(8)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	20,808	22,262	23,255	**24,258**	24,349	24,441	25,072	25,719
Operating Costs	4,941	5,219	5,186	**5,623**	5,792	5,966	6,145	6,329
Internal Services Used	3,567	4,074	3,344	**3,165**	3,173	3,181	3,253	3,326
Internal Services Recovered	(31,187)	(33,811)	(33,999)	**(35,573)**	(35,841)	(36,115)	(36,997)	(37,901)
External Recoveries	(225)	(237)	-	**(153)**	(153)	(153)	(153)	(153)
	(2,096)	(2,493)	(2,214)	**(2,680)**	(2,680)	(2,680)	(2,680)	(2,680)
Net Operations Total	**(2,106)**	**(2,501)**	**(2,214)**	**(2,680)**	**(2,680)**	**(2,680)**	**(2,680)**	**(2,680)**
Transfers								
Transfer From Own Sources	(236)	-	-	-	-	-	-	-
Transfer To Own Sources	1,630	1,754	1,848	**2,314**	2,314	2,314	2,314	2,314
	1,394	1,754	1,848	**2,314**	2,314	2,314	2,314	2,314
	$ (712)	**$ (747)**	**$ (366)**	**$ (366)**	**$ (366)**	**$ (366)**	**$ (366)**	**$ (366)**

ENGINEERING PROFESSIONAL SERVICES	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (20)	$ (22)	$ (18)	**$ (18)**	$ (18)	$ (18)	$ (18)	$ (18)
Grants, Donations and Other	(113)	(148)	-	-	-	-	-	-
	(133)	(170)	(18)	**(18)**	(18)	(18)	(18)	(18)
Expenditures								
Salaries and Benefits	6,301	6,792	7,397	**7,539**	7,690	7,706	7,992	8,289
Operating Costs	415	404	329	**373**	384	396	408	420
Internal Services Used	1,337	1,402	1,522	**1,650**	1,654	1,658	1,695	1,733
Internal Services Recovered	(6,210)	(6,882)	(8,117)	**(8,117)**	(8,137)	(8,157)	(8,341)	(8,529)
External Recoveries	(6)	(12)	-	-	-	-	-	-
	1,837	1,704	1,131	**1,445**	1,591	1,603	1,754	1,913
Net Operations Total	**1,704**	**1,534**	**1,113**	**1,427**	**1,573**	**1,585**	**1,736**	**1,895**
Transfers								
Transfer From Own Sources	-	(321)	-	-	-	-	-	-
Transfer To Own Sources	170	37	15	**15**	15	15	15	15
	170	(284)	15	**15**	15	15	15	15
	$ 1,874	**$ 1,250**	**$ 1,128**	**$ 1,442**	**$ 1,588**	**$ 1,600**	**$ 1,751**	**$ 1,910**

Engineering—Departmental Operations

LAND DEVELOPMENT	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (4,410)	$ (4,470)	$ (4,397)	**$ (4,597)**	$ (4,735)	$ (4,877)	$ (5,057)	$ (5,242)
Grants, Donations and Other	(555)	(633)	(481)	**(196)**	(202)	(208)	(212)	(216)
	(4,965)	(5,103)	(4,878)	**(4,793)**	(4,937)	(5,085)	(5,269)	(5,458)
Expenditures								
Salaries and Benefits	3,092	3,044	3,494	**3,367**	3,428	3,447	3,552	3,660
Operating Costs	1,545	1,428	719	**733**	755	778	801	825
Internal Services Used	3,049	3,184	2,528	**2,529**	2,591	2,698	2,759	2,821
Internal Services Recovered	(306)	(251)	(253)	**(226)**	(227)	(228)	(233)	(238)
External Recoveries	(2,881)	(2,817)	(1,735)	**(1,735)**	(1,735)	(1,735)	(1,735)	(1,735)
	4,499	4,588	4,753	**4,668**	4,812	4,960	5,144	5,333
Net Operations Total	**(466)**	**(515)**	**(125)**	**(125)**	**(125)**	**(125)**	**(125)**	**(125)**
Transfers								
Transfer From Own Sources	-	(80)	-	-	-	-	-	-
Transfer To Own Sources	395	-	-	-	-	-	-	-
	395	(80)	-	-	-	-	-	-
	$ (71)	**$ (595)**	**$ (125)**	**$ (125)**	**$ (125)**	**$ (125)**	**$ (125)**	**$ (125)**

REALTY SERVICES	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (1,564)	$ (1,683)	$ (1,244)	**$ (1,411)**	$ (1,453)	$ (1,497)	$ (1,527)	$ (1,558)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(1,564)	(1,683)	(1,244)	**(1,411)**	(1,453)	(1,497)	(1,527)	(1,558)
Expenditures								
Salaries and Benefits	1,839	1,978	2,494	**2,541**	2,555	2,569	2,646	2,726
Operating Costs	1,477	1,906	1,201	**1,576**	1,623	1,672	1,722	1,774
Internal Services Used	427	616	327	**703**	705	707	723	739
Internal Services Recovered	(1,785)	(2,148)	(2,093)	**(2,638)**	(2,645)	(2,652)	(2,712)	(2,773)
External Recoveries	-	(229)	-	**-**	-	-	-	-
	1,958	2,123	1,929	**2,182**	2,238	2,296	2,379	2,466
Net Operations Total	**394**	**440**	**685**	**771**	**785**	**799**	**852**	**908**
Transfers								
Transfer From Own Sources	(457)	(139)	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	(457)	(139)	-	-	-	-	-	-
	$ (63)	**$ 301**	**$ 685**	**$ 771**	**$ 785**	**$ 799**	**$ 852**	**$ 908**

Engineering—Significant Changes

2015 ADOPTED BUDGET		$ 1,322
REVENUES		
Sales and Services		
Realty Service Fees	$ (1)	
Realty Rental and Lease Revenue	(165)	
GIS Fees	-	
Land Development Application Fees	85	(81)
Total Change in Revenues		(81)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments	304	
Reclassed Positions	(173)	
New Positions	933	1,064
Operating Costs		
Engineering Operations	437	
Engineering Professional Services	44	
Land Development	14	
Realty Services	375	870
Targeted Departmental Savings		(286)
Internal Services Used		
Engineering Operations	(179)	
Engineering Professional Services	128	
Land Development	-	
Realty Services	376	325
Internal Services Recovered		(2,092)
External Recoveries		(153)
Transfer To/(From) Own Sources		467
Total Change in Expenditures		195
2016 BUDGET		$ 1,436

Engineering—Significant Changes

2016 ADOPTED BUDGET		$ 1,436
REVENUES		
Sales and Service		
Engineering Professional Services Growth	$ -	
Land Development Growth	(665)	
Realty Growth	(147)	(812)
Total Change in Revenues		(812)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments and Growth	2,689	2,689
Operating Costs		
Inflationary Increases and Growth	1,043	1,043
Targeted Departmental Savings		38
Internal Services Used/(Recovered)		(2,315)
External Services Recovered		-
Transfer To/(From) Own Sources		-
Total Change in Expenditures		1,455
2020 BUDGET		$ 2,079


Boulevard Trees

2016 – 2020 Financial Plan
Parks, Recreation & Culture Departmental Functions

General Manager
Laurie Cavan

Administrative Coordinator
Dorothy Vestergaard

Parks
Owen Croy

- Park Development
- Landscape Maintenance
- Urban Forestry & Environmental Programs
- Park Facilities Operations
- Parks Business Operations
- Special Events & Filming
- Parkland Acquisition
- Park Planning, Research & Design
- Beautification
- Special Projects
- Cemeteries
- Marina

Community & Recreation Services
Lisa White

- Recreation Facilities Operations
  - Community & Recreation Centres
  - Pools (Indoor & Outdoor)
  - Arenas
  - Community Halls
- Recreation Program Development & Delivery
  - Customer Call Centre
  - CLASS System
  - Administration
  - Technology Support
- Healthy Communities

Arts Services
Sheila McKinnon

- Arts Services
- Arts Centre – Theatre & Gallery
- City Hall Centre Stage and City Room
- Arts Programming
- Community & Public Art

Museum
Lynn Saffery

- Surrey Museum

Heritage Admin & Facilities
Ryan Gallagher

- Archives
- Historic Stewart Farm
- Heritage Programs

Support Services & Accessibility
Tara Roberts

- Special Projects
- Policy Development & Research
- Emergency Social Services Support
- Surrey Tourism Support
- Accessibility

Marketing & Communications
Darryl McCarron

- Marketing Strategies
- Graphic Design
- Promotions/Campaigns
- Advertising
- Communications
- Media Plans
- Research Projects
- Customer Experience
- City Speaks

Web & New Media
Geoffrey Daniel

- Website Design & Content Strategy
- Social Media Policy & Strategy
- Online Services

DEPARTMENTAL OVERVIEW
PARKS, RECREATION & CULTURE

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 AND 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 Division is responsible for the planning, development, operation and maintenance of approximately 2,700 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 Division 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 engaging the public and making public spaces more attractive.

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.

Parks, Recreation & Culture

ARTS

Arts Services plans and oversees a wide range of facilities and programs within the City. This includes the operation of the Surrey Arts Centre which encompasses the Surrey Civic Theatres Main Stage and Studio Theatre, the Surrey Art Gallery, a contemporary art museum and its Tech Lab; along with arts administration offices. Arts Services also manages the Urban Screen venue at Chuck Bailey Recreation Centre, Centre Stage performance venue at City Hall, South Surrey Recreation Centre Arts space, Newton Cultural Centre, the Public Art Program, Cultural Grants Program, Surrey Civic Treasure Awards Program and the Surrey International 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 new arts programs and facilities. Staff work with community organizations and other sectors to build awareness and appreciation for the benefits of the arts, provides arts education to students and develops new audiences through the presentation of exhibits, public programs and theatre events.

MARKETING AND COMMUNICATION

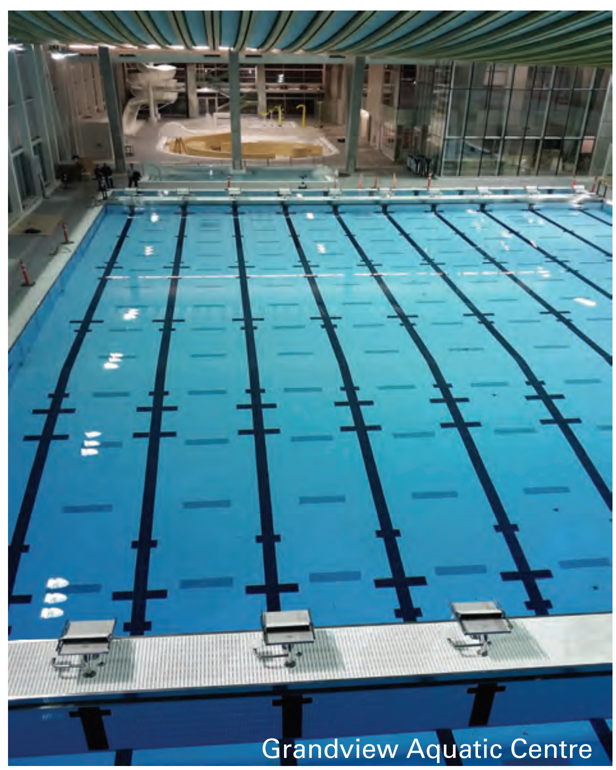
The Marketing and Communications Section supports the Department and Corporation by providing expertise, strategic guidance and services related to marketing and communications.

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.

HERITAGE

Heritage Services plans, oversees and operates the Surrey Museum, City of Surrey Archives and Historic Stewart Farm. The division is responsible for the City-wide distribution of a wide variety of heritage programs, events and exhibitions. Heritage supports the City-wide stewardship of documentary and material cultural heritage collections and the presentation of community history and its relationship to the present and future. Heritage Services partners with community organizations to build awareness and appreciation for Surrey's history and heritage through 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, adults and seniors.


Grandview Aquatic Centre

2015 ACCOMPLISHMENTS

ECONOMIC

- The Special Events & Filming Section generated $900,000 in cash sponsorships plus over $1.1 million of in-kind and media sponsorship for the many high quality, free community events put on by the City. The Film office continues to attract large film productions to Surrey. By October, 84 film permits had been issued, resulting in roughly $1.7 million in economic activity. The number of filming days to date is 173, representing $283,358 in direct revenue for the City;
- The Surrey Museum received a $30,000 operating grant from the British Columbia Arts Council; and
- Participated in the review of the City's print shop and supported the transition to a new business model approach with recoveries to improve the operating efficiencies and quality of services offered by the print shop under a new reporting structure within the Marketing and Communications Section.

ENVIRONMENTAL

- With the mission of developing new active parks as well as protecting Surrey's natural spaces, the Parks division acquired 18.6 hectares (32 acres) of new parkland in 2015. 26,224 annual flowers were planted this summer and 66,168 spring bulbs. Our displays are planted around public buildings with planters and feature beds within the City; and
- Completed a Management Plan for Fergus Watershed Biodiversity Preserve.

Surrey Art Gallery 40th Anniversary

Parks, Recreation & Culture

SOCIO -CULTURAL

- Development of a conceptual plan for the future development of Surrey Centre Cemetery. Complete renovation of the Veteran's section of Surrey Centre Cemetery including the removal of an old WWII canon and replacement with an award winning public art memorial. Complete renovation of the Larch section of Surrey Centre Cemetery including installation of drainage and grave levelling. Construction of feature retaining wall & landscaped area at Surrey Centre Cemetery;
- A larger scale renovation project for 2015 was Softball City Phase II. Works included a complete infield renovation of the two south ball diamond infields, renovation of the large passive turf and shrub panels on the north, south and west entrances, major upgrade to the sports field and passive turf irrigation system, sports field lighting service, renovation and repairs and tree removals and replanting;
- Together with Engineering and the Mayor's Office, the Web & New Media Team engaged with the public about the Transportation and Transit Referendum. The team utilized social media and web content to inform the public about important details, the benefits of Mayor's Council plan for Surrey and corrected misinformation around the campaign. The Team's efforts reached 370,847 citizens, proving that social media and web can and should be used to promote city initiatives, large and small;
- Participated as a key partner in the 2nd phase of United Way of the Lower Mainland Avenues of Change; an innovative and place-based initiative with a primary objective to have more children ready to succeed by the time they start school;
- Part 1 of the Kids Gallery at the Surrey Museum was designed and curated. This exhibit provides families and children in Surrey with an additional space to be active and learn about making the world a better place to live, work and play. This fully interactive and active exhibition teaches children and families about sustainable and responsible energy use and is the first dedicated gallery for children in the Lower Mainland. Development of this exhibit has strong partnerships with the City, businesses and the community;
- Surrey Art Gallery celebrated its 40th anniversary with a series of large exhibitions that focused on the region south of the Fraser and local artist; and
- Hosted a Grand Opening of Guildford Aquatics Centre in May 2015 and substantially completed Grandview Heights Aquatic Centre.

FUTURE INITIATIVES

ECONOMIC

- The City is partnering with Coastal Football Club to develop a new covered practice facility in South Surrey Athletic Park in 2016;
- Surrey will host the Creative City Summit in October 2016, welcoming municipal cultural workers and community leaders from across Canada to the three day conference. As the host city, Surrey will organize the welcome reception, local study tours and artist animation throughout the event;
- The Surrey Museum and Historic Stewart Farm will offer "FREE" admission through a sponsorship from the Friends of the Surrey Museum and Archives Society; and
- Replacement of CLASS Recreation Management System by 2018 and provide ongoing support and continual upgrades after implementation.

ENVIRONMENTAL

- Continue implementation of the Greenways Plan together with Engineering including extending the Surrey Lake Greenway and the Nicomekl Greenway on the south shore of the Nicomekl River; and
- Plant more than 4,000 shade trees and restore more than 8 hectares of degraded parkland to natural areas.


Kids' Gallery Opening at Surrey Museum

SOCIO - CULTURAL

- Co-Chair on Child Care Task Force and collaboratively develop a Child Care Action Plan for Surrey;
- Begin construction of a new fitness expansion at Newton Recreation Centre to open in late 2016; continue to plan for a twin ice arena for the Cloverdale Community to open by 2019 and for the replacement of the North Surrey Arena by 2018 and continue design phase and planning for the Clayton Heights Recreation Centre to open in 2020;
- Organize and plan 2016 Doors Open, Party for the Planet, Canada Day, Fusion Festival, Surrey International Children's Festival, Culture Days and Tree Lighting events;
- Heritage staff will lead the Surrey Heritage Advisory Commission Legacy Book project; and
- The Archives will begin to link historical photographs in COSMOS.

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.

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016	2017	2018	2019	2020
Parks Services	Increase street tree inventory (Environmental)	4.7%	3%	3%	3%	3%	3%	3%
	Increase the length of trail system (Socio-Cultural)	1.4%	1%	1%	1%	1%	1%	1%
	Increase capacity for drop-in use of outdoor facilities (Environmental/ Socio-Cultural)	3.9%	2%	2%	2%	2%	2%	1%
Community & Recreation Services	Increase the attendance at community centres (Socio-Cultural)	3.5%	3%	3%	3%	3%	3%	3%
	Increase Leisure Access participation (Socio-Cultural)	-9%[1]	1%	1%	1%	1%	1%	1%
	Increase volunteer placements (Socio-Cultural)	24%	1%	1%	1%	1%	1%	1%

[1]Decline in LAP participation is dependent on economic factors that vary year over year

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016	2017	2018	2019	2020
Art Services	Increase the # of on-line tickets sold through Surrey Arts Centre Box Office (Environmental)	18%[2]	2%	2%	2%	2%	2%	2%
	Increase school program attendance at the Surrey Arts Gallery (Socio-Cultural)	11.9%[3]	1%	0%	0%	0%	0%	0%
	Increase overall attendance of the Surrey Children's Festival (Environmental / Socio-Cultural)	1.5%	1%	1%	1%	1%	1%	1%
Heritage Services	Catalogue and expand web searchable heritage collections (Socio-Cultural)	22.5%	5%	5%	5%	5%	5%	5%
	Increase participation in heritage extension programs (Socio-Cultural)	4.5%	1%	1%	1%	1%	1%	1%
	Increase participation in heritage public programs (Socio-Cultural)	-5.6%[4]	2%	2%	2%	2%	2%	2%

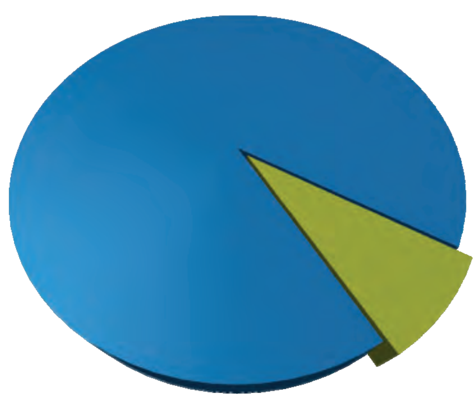
[2] Added subscription sales to on-line ticketing

[3] Teachers job action in 2014 impacted participation, now numbers have improved to 2013 levels. No potential for further growth without increased funding.

[4] Cloverdale Blueberry Festival and the Halloween Costume Parade were cancelled in 2015.

Parks, Recreation & Culture—Departmental Operations *(in thousands)*

DIVISION SUMMARY	2014 ACTUAL *Restated*	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Administration	$ 4,073	$ 4,023	$ 4,356	**$ 4,282**	$ 4,337	$ 4,392	$ 4,516	$ 4,642
Arenas	981	857	884	**895**	842	820	1,119	1,158
Art Centre	2,244	2,697	2,736	**3,120**	3,421	3,463	3,554	3,743
Community Recreation Services	6,170	7,840	8,830	**9,068**	9,076	8,984	9,309	10,967
Healthy Communities	599	1,503	1,588	**1,676**	1,682	1,688	1,727	1,767
Heritage Services	1,488	1,634	1,825	**1,873**	1,884	1,895	2,160	2,209
Indoor Pools	3,997	6,410	5,277	**7,047**	6,775	6,492	6,660	6,831
Marketing	1,607	1,749	1,875	**1,939**	1,993	2,003	2,045	2,088
Outdoor Pools	880	919	939	**949**	968	988	1,008	1,028
Parks Division	21,137	22,768	23,011	**24,235**	25,425	26,641	28,234	29,767
Targeted Departmental Savings	-	-	-	**(829)**	(788)	(749)	(712)	(676)
	$ 43,176	**$ 50,400**	**$ 51,321**	**$ 54,255**	**$ 55,615**	**$ 56,617**	**$ 59,620**	**$ 63,524**
ACCOUNT SUMMARY								
Revenues								
Sales and Services	$ (21,875)	$ (23,754)	$ (26,748)	**$ (30,480)**	$ (31,295)	$ (32,135)	$ (33,594)	$ (35,420)
Grants, Donations and Other	(2,368)	(3,236)	(1,386)	**(1,465)**	(1,472)	(1,480)	(1,488)	(1,494)
	(24,243)	(26,990)	(28,134)	**(31,945)**	(32,767)	(33,615)	(35,082)	(36,914)
Expenditures								
Salaries and Benefits	43,684	48,364	51,472	**56,357**	56,602	56,805	59,010	62,633
Operating Costs	27,798	31,623	29,854	**31,844**	33,714	35,318	37,508	39,546
Targeted Departmental Savings	-	-	-	**(829)**	(788)	(749)	(712)	(676)
Internal Services Used	14,773	19,390	11,741	**14,978**	15,022	15,059	15,391	15,731
Internal Services Recovered	(16,307)	(18,504)	(10,353)	**(13,238)**	(13,271)	(13,304)	(13,598)	(13,899)
External Recoveries	(479)	(623)	(452)	**(506)**	(506)	(506)	(506)	(506)
	69,469	80,250	82,262	**88,606**	90,773	92,623	97,093	102,829
Net Operations Total	**45,226**	**53,260**	**54,128**	**56,661**	**58,006**	**59,008**	**62,011**	**65,915**
Transfers								
Transfer From Own Sources	(5,942)	(5,638)	(3,971)	**(4,511)**	(4,511)	(4,511)	(4,511)	(4,511)
Transfer To Own Sources	3,892	2,778	1,164	**2,105**	2,120	2,120	2,120	2,120
	(2,050)	(2,860)	(2,807)	**(2,406)**	(2,391)	(2,391)	(2,391)	(2,391)
	$ 43,176	**$ 50,400**	**$ 51,321**	**$ 54,255**	**$ 55,615**	**$ 56,617**	**$ 59,620**	**$ 63,524**



8.18% of Gross Taxation allocated to Parks, Recreation & Culture

Parks, Recreation & Culture—Departmental Operations

ADMINISTRATION	2014 ACTUAL *Restated*	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (70)	$ (64)	$ -	**$ (7)**	$ (7)	$ (7)	$ (7)	$ (7)
Grants, Donations and Other	-	(2)	-	**-**	-	-	-	-
	(70)	(66)	-	**(7)**	(7)	(7)	(7)	(7)
Expenditures								
Salaries and Benefits	2,250	2,419	2,823	**2,518**	2,533	2,548	2,631	2,716
Operating Costs	934	1,288	1,210	**1,444**	1,484	1,524	1,564	1,604
Internal Services Used	250	236	65	**65**	65	65	66	67
Internal Services Recovered	(211)	(510)	(32)	**(32)**	(32)	(32)	(32)	(32)
External Recoveries	(4)	(10)	-	**-**	-	-	-	-
	3,219	3,423	4,066	**3,995**	4,050	4,105	4,229	4,355
Net Operations Total	**3,149**	**3,357**	**4,066**	**3,988**	**4,043**	**4,098**	**4,222**	**4,348**
Transfers								
Transfer From Own Sources	(4)	(195)	(60)	**(60)**	(60)	(60)	(60)	(60)
Transfer To Own Sources	928	861	350	**354**	354	354	354	354
	924	666	290	**294**	294	294	294	294
	$ 4,073	**$ 4,023**	**$ 4,356**	**$ 4,282**	**$ 4,337**	**$ 4,392**	**$ 4,516**	**$ 4,642**

ARENAS	2014 ACTUAL	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (3,917)	$ (3,859)	$ (4,107)	**$ (4,261)**	$ (4,389)	$ (4,521)	$ (5,436)	$ (5,545)
Grants, Donations and Other	-	(4)	1	**1**	1	1	1	1
	(3,917)	(3,863)	(4,106)	**(4,260)**	(4,388)	(4,520)	(5,435)	(5,544)
Expenditures								
Salaries and Benefits	3,415	3,325	3,207	**3,293**	3,303	3,313	4,076	4,174
Operating Costs	1,537	1,414	1,715	**1,779**	1,829	1,929	2,380	2,430
Internal Services Used	28	42	62	**62**	62	62	62	62
Internal Services Recovered	(95)	(59)	(29)	**(29)**	(29)	(29)	(29)	(29)
External Recoveries	(24)	(16)	(15)	**(15)**	(15)	(15)	(15)	(15)
	4,861	4,706	4,940	**5,090**	5,150	5,260	6,474	6,622
Net Operations Total	**944**	**843**	**834**	**830**	**762**	**740**	**1,039**	**1,078**
Transfers								
Transfer From Own Sources	(33)	(36)	-	**-**	-	-	-	-
Transfer To Own Sources	70	50	50	**65**	80	80	80	80
	37	14	50	**65**	80	80	80	80
	$ 981	**$ 857**	**$ 884**	**$ 895**	**$ 842**	**$ 820**	**$ 1,119**	**$ 1,158**

Parks, Recreation & Culture—Departmental Operations

ART CENTRE	2014 ACTUAL	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (798)	$ (838)	$ (1,038)	**$ (1,049)**	$ (1,055)	$ (1,062)	$ (1,063)	$ (1,084)
Grants, Donations and Other	(368)	(461)	(182)	**(182)**	(189)	(197)	(205)	(211)
	(1,166)	(1,299)	(1,220)	**(1,231)**	(1,244)	(1,259)	(1,268)	(1,295)
Expenditures								
Salaries and Benefits	2,423	2,606	2,746	**2,908**	2,920	2,932	3,011	3,092
Operating Costs	1,598	1,624	1,658	**1,891**	2,186	2,231	2,251	2,385
Internal Services Used	54	42	17	**17**	24	24	25	26
Internal Services Recovered	(216)	(11)	(15)	**(15)**	(15)	(15)	(15)	(15)
External Recoveries	-	-	-	**-**	-	-	-	-
	3,859	4,261	4,406	**4,801**	5,115	5,172	5,272	5,488
Net Operations Total	**2,693**	**2,962**	**3,186**	**3,570**	**3,871**	**3,913**	**4,004**	**4,193**
Transfers								
Transfer From Own Sources	(1,013)	(370)	(450)	**(450)**	(450)	(450)	(450)	(450)
Transfer To Own Sources	564	105	-	**-**	-	-	-	-
	(449)	(265)	(450)	**(450)**	(450)	(450)	(450)	(450)
	$ 2,244	**$ 2,697**	**$ 2,736**	**$ 3,120**	**$ 3,421**	**$ 3,463**	**$ 3,554**	**$ 3,743**

COMMUNITY RECREATION SERVICES	2014 ACTUAL *Restated*	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (7,151)	$ (7,906)	$ (8,742)	**$ (9,075)**	$ (9,317)	$ (9,566)	$ (9,727)	$ (11,117)
Grants, Donations and Other	(221)	(439)	(115)	**(115)**	(115)	(115)	(115)	(115)
	(7,372)	(8,345)	(8,857)	**(9,190)**	(9,432)	(9,681)	(9,842)	(11,232)
Expenditures								
Salaries and Benefits	11,930	12,334	14,149	**14,496**	14,551	14,607	14,986	17,501
Operating Costs	3,329	3,876	3,437	**3,464**	3,658	3,758	3,858	4,383
Internal Services Used	457	608	329	**329**	330	331	338	346
Internal Services Recovered	(1,902)	(358)	-	**-**	-	-	-	-
External Recoveries	(82)	(79)	(28)	**(31)**	**(31)**	**(31)**	**(31)**	**(31)**
	13,732	16,381	17,887	**18,258**	18,508	18,665	19,151	22,199
Net Operations Total	**6,360**	**8,036**	**9,030**	**9,068**	**9,076**	**8,984**	**9,309**	**10,967**
Transfers								
Transfer From Own Sources	(200)	(253)	(200)	**-**	-	-	-	-
Transfer To Own Sources	10	57	-	**-**	-	-	-	-
	(190)	(196)	**(200)**	**-**	-	-	-	-
	$ 6,170	**$ 7,840**	**$ 8,830**	**$ 9,068**	**$ 9,076**	**$ 8,984**	**$ 9,309**	**$ 10,967**

HEALTHY COMMUNITIES	2014 ACTUAL	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (41)	$ (40)	$ (48)	**$ (50)**	$ (50)	$ (50)	$ (50)	$ (50)
Grants, Donations and Other	-	(33)	-	**-**	-	-	-	-
	(41)	(73)	(48)	**(50)**	(50)	(50)	(50)	(50)
Expenditures								
Salaries and Benefits	1,237	1,378	1,457	**1,521**	1,527	1,533	1,572	1,612
Operating Costs	196	212	157	**183**	183	183	183	183
Internal Services Used	172	104	22	**22**	22	22	22	22
Internal Services Recovered	(958)	(79)	-	**-**	-	-	-	-
External Recoveries	(7)	(39)	-	**-**	-	-	-	-
	640	1,576	1,636	**1,726**	1,732	1,738	1,777	1,817
Net Operations Total	**599**	**1,503**	**1,588**	**1,676**	**1,682**	**1,688**	**1,727**	**1,767**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 599	**$ 1,503**	**$ 1,588**	**$ 1,676**	**$ 1,682**	**$ 1,688**	**$ 1,727**	**$ 1,767**

HERITAGE SERVICES	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (61)	$ (68)	$ (40)	**$ (42)**	$ (43)	$ (44)	$ (129)	$ (132)
Grants, Donations and Other	(101)	(98)	(65)	**(66)**	(66)	(66)	(66)	(66)
	(162)	(166)	(105)	**(108)**	(109)	(110)	(195)	(198)
Expenditures								
Salaries and Benefits	1,250	1,391	1,490	**1,519**	1,526	1,533	1,655	1,701
Operating Costs	395	379	411	**433**	438	443	670	675
Internal Services Used	19	31	29	**29**	29	29	30	31
Internal Services Recovered	(2)	(1)	-	**-**	-	-	-	-
External Recoveries	(2)	-	-	**-**	-	-	-	-
	1,660	1,800	1,930	**1,981**	1,993	2,005	2,355	2,407
Net Operations Total	1,498	1,634	1,825	**1,873**	**1,884**	**1,895**	**2,160**	**2,209**
Transfers								
Transfer From Own Sources	(10)	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	(10)	-	-	**-**	-	-	-	-
	$ 1,488	**$ 1,634**	**$ 1,825**	**$ 1,873**	**$ 1,884**	**$ 1,895**	**$ 2,160**	**$ 2,209**

Parks, Recreation & Culture—Departmental Operations

INDOOR POOLS	2014 ACTUAL	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (7,418)	$ (8,015)	$ (10,564)	**$ (13,444)**	$ (13,807)	$ (14,181)	$ (14,425)	$ (14,674)
Grants, Donations and Other	(21)	(23)	-	**-**	-	-	-	-
	(7,439)	(8,038)	(10,564)	**(13,444)**	(13,807)	(14,181)	(14,425)	(14,674)
Expenditures								
Salaries and Benefits	8,736	11,257	11,700	**15,526**	15,566	15,606	15,961	16,324
Operating Costs	2,584	3,168	3,920	**4,661**	4,711	4,761	4,809	4,857
Internal Services Used	191	288	311	**394**	395	396	405	414
Internal Services Recovered	(86)	(162)	-	**-**	-	-	-	-
External Recoveries	(94)	(80)	(90)	**(90)**	(90)	(90)	(90)	(90)
	11,331	14,471	15,841	**20,491**	20,582	20,673	21,085	21,505
Net Operations Total	**3,892**	**6,433**	**5,277**	**7,047**	**6,775**	**6,492**	**6,660**	**6,831**
Transfers								
Transfer From Own Sources	-	(23)	**-**	**-**	-	-	-	-
Transfer To Own Sources	105	-	**-**	**-**	-	-	-	-
	105	(23)	**-**	**-**	-	-	-	-
	$ 3,997	**$ 6,410**	**$ 5,277**	**$ 7,047**	**$ 6,775**	**$ 6,492**	**$ 6,660**	**$ 6,831**

MARKETING	2014 ACTUAL *Restated*	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (66)	$ (55)	$ (60)	**$ (62)**	$ (62)	$ (62)	$ (62)	$ (62)
Grants, Donations and Other	-	-	(8)	**(8)**	(8)	(8)	(8)	(8)
	(66)	(55)	(68)	**(70)**	(70)	(70)	(70)	(70)
Expenditures								
Salaries and Benefits	1,141	1,227	1,287	**1,371**	1,420	1,425	1,462	1,500
Operating Costs	723	764	749	**777**	782	787	792	797
Internal Services Used	4	4	2	**2**	2	2	2	2
Internal Services Recovered	(182)	(262)	(156)	**(155)**	(155)	(155)	(155)	(155)
External Recoveries	(13)	(14)	(11)	**(11)**	(11)	(11)	(11)	(11)
	1,673	1,719	1,871	**1,984**	2,038	2,048	2,090	2,133
Net Operations Total	**1,607**	**1,664**	**1,803**	**1,914**	**1,968**	**1,978**	**2,020**	**2,063**
Transfers								
Transfer From Own Sources	-	-	**-**	**-**	-	-	-	-
Transfer To Own Sources	-	85	**72**	**25**	25	25	25	25
	-	85	**72**	**25**	25	25	25	25
	$ 1,607	**$ 1,749**	**$ 1,875**	**$ 1,939**	**$ 1,993**	**$ 2,003**	**$ 2,045**	**$ 2,088**

OUTDOOR POOLS	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	897	913	952	**962**	981	1,001	1,021	1,041
Internal Services Used	-	6	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(17)	-	(13)	**(13)**	(13)	(13)	(13)	(13)
	880	919	939	**949**	968	988	1,008	1,028
Net Operations Total	**880**	**919**	**939**	**949**	**968**	**988**	**1,008**	**1,028**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 880	**$ 919**	**$ 939**	**$ 949**	**$ 968**	**$ 988**	**$ 1,008**	**$ 1,028**

PARKS DIVISION	2014 ACTUAL	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (2,353)	$ (2,909)	$ (2,149)	**$ (2,490)**	$ (2,565)	$ (2,642)	$ (2,695)	$ (2,749)
Grants, Donations and Other	(1,657)	(2,176)	(1,017)	**(1,095)**	(1,095)	(1,095)	(1,095)	(1,095)
	(4,010)	(5,085)	(3,166)	**(3,585)**	(3,660)	(3,737)	(3,790)	(3,844)
Expenditures								
Salaries and Benefits	11,302	12,427	12,613	**13,205**	13,256	13,308	13,656	14,013
Operating Costs	15,605	17,985	15,645	**16,250**	17,462	18,701	19,980	21,191
Internal Services Used	13,598	18,029	10,904	**14,058**	14,093	14,128	14,441	14,761
Internal Services Recovered	(12,655)	(17,062)	(10,121)	**(13,007)**	(13,040)	(13,073)	(13,367)	(13,668)
External Recoveries	(236)	(385)	(295)	**(346)**	(346)	(346)	(346)	(346)
	27,614	30,994	28,746	**30,160**	31,425	32,718	34,364	35,951
Net Operations Total	**23,604**	**25,909**	**25,580**	**26,575**	**27,765**	**28,981**	**30,574**	**32,107**
Transfers								
Transfer From Own Sources	(4,682)	(4,761)	(3,261)	**(4,001)**	(4,001)	(4,001)	(4,001)	(4,001)
Transfer To Own Sources	2,215	1,620	692	**1,661**	1,661	1,661	1,661	1,661
	(2,467)	**(3,141)**	**(2,569)**	**(2,340)**	(2,340)	(2,340)	(2,340)	(2,340)
	$ 21,137	**$ 22,768**	**$ 23,011**	**$ 24,235**	**$ 25,425**	**$ 26,641**	**$ 28,234**	**$ 29,767**

Parks, Recreation & Culture—Significant Changes

2015 ADOPTED BUDGET		$ 51,321
REVENUES		
Sales and Services		
Revenue Increase	$ (1,297)	
New Facilities/Programs	(2,514)	(3,811)
Total Change in Revenues		(3,811)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments	242	
Reclassed Positions	520	
New Positions	712	
New Facilities/Programs	3,411	4,885
Operating Costs		
Reallocation	(309)	
Hydro/Gas	162	
Contract Increases - Parks Division	830	
New Inventory - Parks Division	400	
New Facilities/Programs	907	1,990
Targeted Departmental Savings		(829)
Internal Services Used		3,237
Internal Services Recovered		(2,885)
External Recoveries		(54)
Transfer From Own Sources		(540)
Transfer To Own Sources		941
Total Change in Expenditures		6,745
2016 BUDGET		$ 54,255

Parks, Recreation & Culture—Significant Changes

REVENUES		
Sales and Service		
New/Additional Facilities	$ (909)	
Increase Revenue Growth	(4,060)	**(4,969)**
Total Change in Revenues		**(4,969)**
EXPENDITURES		
Salaries/Wages & Benefits		
New/Additional Facilities	773	
Salary Adjustments and Growth	5,503	**6,276**
Operating Costs		
Inflationary Increases and Growth	6,852	
New/Additional Facilities	850	**7,702**
Targeted Departmental Savings		**153**
Internal Services Used/(Recovered)		**92**
External Services Recovered		**-**
Transfer To/(From) Own Sources		**15**
Total Change in Expenditures		**14,238**
2020 BUDGET		**$ 63,524**


Grandview Swimming Pool

DEPARTMENTAL FUNCTIONS
PLANNING & DEVELOPMENT

2016 – 2020 Financial Plan
Planning & Development Departmental Functions

General Manager
Jean Lamontagne

Administrative Coordinator
Sarah Salmond

Administration – George Siudut

Staff Services
- Department Reception
- Administrative Support
- Customer service

Administration
- Accounting, Budget & Purchasing Management
- Timekeeping Management
- Administer Comfort Letters
- Records Management Technology
- Business Improvement Team
- Enterprise Content Management

Civic Facilities – Scott Groves

Facilities Maintenance & Operations
- Preventative Maintenance
- Maintenance Contracts
- Major / Minor Renovations

Building Design & Construction
- Lead City's Energy Management Program
- Construction of new city buildings-Build Surrey Program

Community Planning Division – Don Luymes

- Neighbourhood Concept Plans, Local Area & Structure Plans
- Policy Research & Analysis
- Support Social Planning & Agricultural Advisory Committees & Heritage Advisory Commission
- Official Community Plan & Zoning By-law
- Support Development Advisory Committee
- Spatial Data Management / Mapping Services / Graphic & Presentation Services
- Website management

Building Division – Mehran Nazeman

- Advise Council & Other Departments on Building Matters & Permitting Process
- Review Plans & Issue Building Permits
- Administer Tree Protection By-law
- Inspections of New, Hazards & Fire Damaged Structures
- Tree Preservation, Landscape Design & Inspections
- Building Counter Services

Sustainability Office – Anna Mathewson

- Economic Sustainability
- Social Sustainability
- Environmental Sustainability
- Policy Coordination

Area Planning South – Nicholas Lai

Area Planning North – Judith Robertson

- Planning Counter Services
- Implement All Levels of Plans & Policies by Reviewing & Processing Development Applications
- Plan & Implement Surrey's Downtown & Other Area Plans
- Assist Surrey's Development Advisory Committee
- Manage Surrey's Advisory Design Panel

DEPARTMENTAL OVERVIEW
PLANNING & DEVELOPMENT

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 AND SERVICES

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

- Prepare land use plans, by-laws and policies for consideration by City Council; and
- 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.

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.

Planning & Development

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.

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.

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.

2015 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 2 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;
- Completed construction of the new Operations Centre;
- Received 772 development applications for rezoning, subdivision, development, development variance, and Official Community Plan amendment;
- Prepared and presented 282 planning reports to Council on development applications;
- Approved the creation of 578 single family lots;
- Completed construction of the Grandview swimming pool;
- Completed city-wide conversion from chlorine gas to liquid in all pools, reducing risk;
- Participated in the Municipal Collaborative for Sustainable Purchasing to identify best practices for sustainability procurement;

- Initiated West Newton eco-industrial district ("EcoNewton") project and secured BC Hydro funding to identify City goals and objectives connected with clean tech, waste, energy and water conservation in the business sectors. Initial stakeholder engagement completed in con junction with Economic Development;
- Enhanced and improved the Stage 1 Sustainable Development Checklist;
- Supported capacity building for planners to better implement the Stage 1 Checklist, with a planners' workshop held in 2015 to address knowledge gaps around green buildings; and
- Continued to work with staff to further sustainability procurement goals (including through updates to the Purchasing Manual), identify high impact opportunity areas for the City to pursue, and share success stories.

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;
- Monitored overall Community Climate Action Strategy implementation and reported progress to Council;
- Analyzed the new Compact of Mayors' climate commitment framework and brought forward for Council approval;
- Continued implementation of the Community Climate Action Strategy, including the Community Energy & Emissions Plan and Climate Adaptation Strategy. Specific projects included:
    - ⇒ Completing Buildings Backgrounder and assessing priority areas/opportunities with other staff;
    - ⇒ Supporting the "Empower Me" pilot program partnership with Fortis BC and VanCity, in partnership with Engineering and Surrey Fire Services;
    - ⇒ Completing an update to Green Buildings display and web content;
    - ⇒ Investigating the applicability of building energy issues to Surrey such as Building Code compliance, home energy labelling, and energy benchmarking;
    - ⇒ Completing the "Project Green Suites" program in 15 pilot multi -family buildings aimed at behavioural change using an ambassador approach;
    - ⇒ Completing a multi-family (MURB) rental outreach pilot with BC Hydro; and
    - ⇒ Finalizing climate adaptation metrics.

Planning & Development

- Completed all needed climate reporting (corporate and community level energy use and emissions), with the Province of BC, the Federation of Canadian Municipalities Partners for Climate Protection program, and through the City's commitments to the Mexico Pact;
- Worked with Engineering to collaborate and broaden City outreach programs to Surrey Schools to integrate energy, water conservation and waste diversion objectives (linking with Rethink Waste and Operation Save H20). Developed program scope and engaged consultant in fall 2015 to begin outreach on this new program for the 2015-2016 school year;
- Continued to implement the Corporate Emissions Action Plan, and move towards the corporate greenhouse gas (GHG) reduction goal of 20% by 2020. As part of this effort:
  - ⇒ Compiled the 2014 corporate GHG emissions inventory in the Cool Tool;
  - ⇒ Completed 2014 Carbon Neutral Government reporting including determining means to offset the corporate carbon footprint;
  - ⇒ Finalized as part of reporting, the available GHG reduction credits for Vancouver Landfill gas capture, for organics diversion (yard waste only in Surrey), and for avoided forest conversion; and
  - ⇒ Explored and analysed new emissions inventory tools for City use.
- Led the Workplace Conservation Awareness Program activities in City facilities and ensured that staff are supported in these efforts. Arranged for new facilities to come on board (New City Hall) and new program funding via BC Hydro;
- UBC Sustainability Scholar benchmarked corporate buildings in Energy Star Portfolio Manager to determine performance;
- Continued to support departments to better embed sustainability goals and actions into City operations, plans and programs, including through departmental work plans and service plans and the integration of sustainability indicators and targets;
- Continued to report to Council on sustainability considerations in Corporate Reports;
- Participated with SFU Surrey and KPU in a City Studio planning workshop and developed preliminary ideas and objectives regarding a Surrey-based model;
- Continued to identify partnerships with academic institutions to complete needed research in pursuit of the City's sustainability vision and goals;
- Spearheaded the Sustainability Charter "2.0" update including facilitating staff engagement, Council and SMT direction, and significant community engagement;
- Continued to update, promote and improve the Sustainability Dashboard. Used the Dashboard to highlight trends and progress towards targets, and prepared 2014 annual Progress Report;

- Continued to implement the sustainability communications plan within the community using social media, website, New City Hall tours, and other means;
- Continued to raise the City's sustainability profile through events (eg. Party for the Planet April 2015) as well as staff involvement in various networks;
- Investigated opportunities for streamlined/automated reporting on sustainability metrics and linked with Open Data portal. Investigated and analyzed the new ISO 37120 City Quality Of Life Certification and its applicability to Surrey;
- Partnered with BC Sustainable Energy Association to deliver Climate Change Showdown in Surrey schools in 2014-2015, with winners coming to Council in June 2015; and
- Delivered various presentations at conferences and webinars to highlight the City's sustainability achievements such as the Community Climate Action Strategy.

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;
- Facilitated a successful federal grant application for additional supportive housing in Surrey;
- Supported the now-streamlined community garden application process;
- Worked with "Can You Dig It" (a non-profit) to activate new community gardens where needed;
- Promoted the success of the Growing Roots Garden (DiverseCITY) with a case study and toolkit;
- Participated in a Collective Impact workshop process around food waste and food security with community partners including Food Action Coalition;
- Worked with other departments to create a Food-related layer on COSMOS, to complement the information now available on the City website;
- Ongoing involvement in the FCM Quality of Life Reporting System (QOLRS);
- Completed an initial scoping of the sharing economy in Surrey with focus on food; and
- Supported the Social Planning landlord outreach efforts, integrating building energy efficiency program information.

FUTURE INITIATIVES

ECONOMIC

- Implement complete on-line permitting system for single Family Building Permits;
- Continued enhancement of Open Data available to the general public;
- Work with the Agricultural and Food Security Advisory Committee to protect and enhance the viability, productivity and sustainability of agriculture in Surrey;
- Continue to ensure an effective development review process to achieve Council adopted plans;
- Participate in the Municipal Collaborative for Sustainable Purchasing to identify best practices for local governments;
- Work on key product areas using research undertaken by UBC sustainability capstone students and by working with key suppliers and staff;
- Support the new 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;
- Continue to develop the EcoNewton sustainability outreach initiative, in conjunction with Economic Development and other departments;
- Start the improvements of remaining space at the the Old City Hall to house expansion to Surrey RCMP detachment;
- Complete the Cloverdale Fairgrdounds Master Plan Review; and
- Continue to implement the Corporate Information Management System including Tempo Box for file sharing and a new e-mail management system.

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;
- Encourage significant development applications in City Centre to plan a future connection to a district energy utility system created;
- 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;

- Implement a new corporate emissions inventory reporting tool, via a BC Hydro pilot project, and assess its functionality;
- Continue to implement the Corporate Emissions Action Plan and move towards a 20% reduction in corporate emissions by 2020;
- Complete the City's 2015 corporate emissions inventory as well as 2015 carbon neutral reporting to the Province;
- Complete the Compact of Mayors climate reporting as required by the City's commitment made in October 2015;
- Complete all needed climate reporting (corporate and community level energy use and emissions), including with the Province of BC, the Federation of Canadian Municipalities Partners for Climate Protection program, and through the City's commitments to the Mexico Pact;
- Assess the new environmental education outreach program (water, waste, and energy) developed with Engineering and being delivered in Surrey schools in the 2015-2016 school year;
- Support organizing for 2016 Party for the Planet and deliver an on-site activation;
- Complete the Sustainability Charter update and bring an updated Charter to Council in early 2016, including a communication and roll-out plan;
- Continue to establish partnerships with academic institutions and other groups to complete needed research in pursuit of the City's sustainability vision and goals;
- Update the Sustainability Dashboard with 2015 data and use this as the basis for preparing the 2015 Sustainability Annual Progress Report;
- Follow up on Council direction regarding ISO 37120 (sustainable city) certification for the City and if approved, proceed with the reporting process;
- 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. Align as needed with ISO reporting. Develop a responsive (mobile) Dashboard website and subsequently explore its inclusion in the "My Surrey" App;
- Continue to raise the City's sustainability profile through events (e.g., Party for the Planet April 2016) and social media, as well as staff involvement in various networks, meetings and conferences; and
- Further refine ideas and objectives regarding a Surrey-based City Studio (Co-Lab) model for student engagement in City planning, innovation and other needs.

Planning & Development

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;
  - ⇒ 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.
- In consultation with TransLink and the Engineering Department, finalize Frequent Transit Corridor Development Plans for existing and future rapid transit corridors in Surrey;
- 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 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;
- Continue involvement in the FCM Quality of Life Reporting System activities;
- Start the process to relocate the City Centre arenas to South Westminster; and
- Complete the planning process for the Surrey Museum Expansion.

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.

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget 2015	Budget 2016	Budget 2017	Budget 2018	Budget 2019
Area Planning & Development North/South	Council acceptance of positive planning reports (Economic)	95%	85%	85%	85%	85%	85%	85%
	Council acceptance of negative planning reports (Economic/Socio-Cultural)	60%	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 (Economic)	87%	65%	65%	65%	65%	65%	65%

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget 2016	2017	2018	2019	2020
Community Planning	# of dwelling units in completed Neighbourhood Concept Plans (Economic/Socio-Cultural)	1,541	1,500	1,500	1,500	1,500	1,500	1,500
	# of policy reports submitted to Council (Economic)	21	40	40	40	40	40	40
	# of public meetings held (Socio-Cultural)	10	5	5	5	5	5	5
Building	# of issued single family dwelling permits (Economic)	493[1]	500	500	500	500	500	500
	Total annual construction value (Economic)	$1.02B	$1.1B	$1.1B	$1.2B	$1.25B	$1.25B	$1.25B
	# of inspections (Economic)	60,750[2]	62,500	62,500	62,000	62,250	63,000	63,000
Civic Facilities	# of after hours calls (Economic)	204	135	160	160	160	160	160
	# of unscheduled facility closures (Socio-cultural)	3	2	2	2	2	2	2

[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

Planning & Development

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016	2017	2018	2019	2020
Administration & Special Projects	# of file set-ups (physical/ digital) (Economic)	3,534[3]	5,000	3,500	3,500	3,500	3,500	3,500
	# of requests for historical building data (Economic)	3,250[4]	5,000	3,100	3,100	3,100	3,100	3,100
Sustainability Office	Corporate Greenhouse Gas Emissions (based on Corporate Emissions Action Plan target) (Environmental)	493[1]	4%	2%	4%	15%	18%	20%
	City wide Greenhouse Gas Emissions (based on Community Energy & Emissions Plan target) (Environmental)	Data unavailable	4% per capita	4% per capita	4% per capita	4% per capita	4% per capita	4% per capita
	% of sustainability performance indicators reported annually (Environmental)	100%	100%	100%	100%	100%	100%	100%

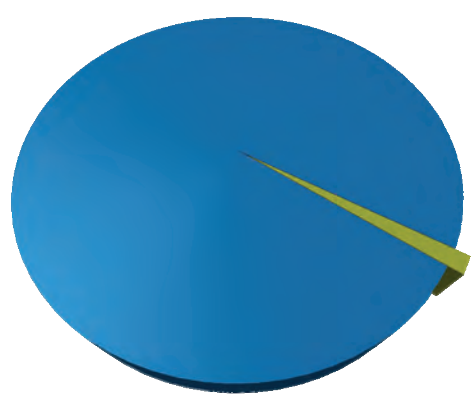
[3] Decrease expected in future years due to the increase in quantity of information available online and via self service

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

Planning & Development—Departmental Operations *(in thousands)*

DIVISION SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Administration	$ 3,327	$ 3,464	$ 3,578	**$ 3,560**	$ 3,576	$ 3,592	$ 3,688	$ 3,787
Area Planning & Development	2,343	1,195	2,486	**2,523**	2,482	2,439	2,524	2,612
Building	(8,385)	(9,905)	(8,768)	**(8,830)**	(8,814)	(8,797)	(9,035)	(9,281)
Community Planning	1,779	1,839	1,967	**1,997**	2,006	2,016	2,073	2,132
Facilities	8,430	7,998	9,492	**10,693**	10,810	10,862	11,029	11,205
Heritage Advisory Committee	24	22	23	**23**	23	23	23	23
Sustainability	250	265	250	**250**	260	270	280	290
Targeted Departmental Savings	-	-	-	**(416)**	(402)	(389)	(377)	(365)
	$ 7,768	**$ 4,878**	**$ 9,028**	**$ 9,800**	**$ 9,941**	**$ 10,016**	**$ 10,205**	**$ 10,403**

ACCOUNT SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (2,128)	$ (2,973)	$ (2,031)	**$ (2,160)**	$ (2,224)	$ (2,290)	$ (2,336)	$ (2,383)
Grants, Donations and Other	(15,826)	(17,848)	(17,410)	**(17,910)**	(18,023)	(18,138)	(18,707)	(19,293)
	(17,954)	(20,821)	(19,441)	**(20,070)**	(20,247)	(20,428)	(21,043)	(21,676)
Expenditures								
Salaries and Benefits	18,262	18,831	21,802	**22,399**	22,519	22,641	23,303	23,985
Operating Costs	7,148	6,626	5,909	**7,085**	7,200	7,250	7,305	7,365
Targeted Departmental Savings	-	-	-	**(416)**	(402)	(389)	(377)	(365)
Internal Services Used	2,767	3,094	2,612	**2,712**	2,718	2,724	2,782	2,841
Internal Services Recovered	(3,314)	(3,505)	(2,426)	**(2,457)**	(2,463)	(2,469)	(2,525)	(2,582)
External Recoveries	(189)	(679)	(8)	**(8)**	(8)	(8)	(8)	(8)
	24,674	24,367	27,889	**29,315**	29,564	29,749	30,480	31,236
Net Operations Total	**6,720**	**3,546**	**8,448**	**9,245**	**9,317**	**9,321**	**9,437**	**9,560**
Transfers								
Transfer From Own Sources	(775)	(901)	(50)	**(75)**	(75)	(75)	(75)	(75)
Transfer To Own Sources	1,823	2,233	630	**630**	699	770	843	918
	1,048	1,332	**580**	**555**	624	695	768	843
	$ 7,768	**$ 4,878**	**$ 9,028**	**$ 9,800**	**$ 9,941**	**$ 10,016**	**$ 10,205**	**$ 10,403**



1.48% of Gross Taxation allocated to Planning & Development

Planning & Development—Departmental Operations

ADMINISTRATION	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (119)	$ (145)	$ (31)	**$ (32)**	$ (33)	$ (34)	$ (35)	$ (36)
Grants, Donations and Other	-	(3)	-	**-**	-	-	-	-
	(119)	(148)	(31)	**(32)**	(33)	(34)	(35)	(36)
Expenditures								
Salaries and Benefits	2,750	3,008	3,211	**3,194**	3,211	3,228	3,325	3,425
Operating Costs	527	570	384	**384**	384	384	384	384
Internal Services Used	9	16	14	**14**	14	14	14	14
Internal Services Recovered	-	(8)	-	**-**	-	-	-	-
External Recoveries	-	(4)	-	**-**	-	-	-	-
	3,286	3,582	3,609	**3,592**	3,609	3,626	3,723	3,823
Net Operations Total	**3,167**	**3,434**	**3,578**	**3,560**	**3,576**	**3,592**	**3,688**	**3,787**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	160	30	-	**-**	-	-	-	-
	160	30	-	**-**	-	-	-	-
	$ 3,327	**$ 3,464**	**$ 3,578**	**$ 3,560**	**$ 3,576**	**$ 3,592**	**$ 3,688**	**$ 3,787**

AREA & PLANNING DEVELOPMENT	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (1,748)	$ (2,459)	$ (1,995)	**$ (2,112)**	$ (2,175)	$ (2,240)	$ (2,285)	$ (2,331)
Grants, Donations and Other	(173)	(266)	-	**-**	-	-	-	-
	(1,921)	(2,725)	(1,995)	**(2,112)**	(2,175)	(2,240)	(2,285)	(2,331)
Expenditures								
Salaries and Benefits	3,634	3,493	4,314	**4,430**	4,452	4,474	4,604	4,738
Operating Costs	43	34	66	**66**	66	66	66	66
Internal Services Used	1	9	101	**139**	139	139	139	139
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	3,678	3,536	4,481	**4,635**	4,657	4,679	4,809	4,943
Net Operations Total	**1,757**	**811**	**2,486**	**2,523**	**2,482**	**2,439**	**2,524**	**2,612**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	586	384	-	**-**	-	-	-	-
	586	384	-	**-**	-	-	-	-
	$ 2,343	**$ 1,195**	**$ 2,486**	**$ 2,523**	**$ 2,482**	**$ 2,439**	**$ 2,524**	**$ 2,612**

BUILDING	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (259)	$ (368)	$ (5)	**$ (16)**	$ (16)	$ (16)	$ (16)	$ (16)
Grants, Donations and Other	(15,371)	(17,574)	(17,410)	**(17,910)**	(18,023)	(18,138)	(18,707)	(19,293)
	(15,630)	(17,942)	(17,415)	**(17,926)**	(18,039)	(18,154)	(18,723)	(19,309)
Expenditures								
Salaries and Benefits	6,434	6,558	7,703	**8,152**	8,192	8,233	8,471	8,716
Operating Costs	381	482	314	**314**	334	354	374	394
Internal Services Used	35	31	-	**-**	-	-	-	-
Internal Services Recovered	(215)	(173)	-	**-**	-	-	-	-
External Recoveries	(25)	(93)	-	**-**	-	-	-	-
	6,610	6,805	8,017	**8,466**	8,526	8,587	8,845	9,110
Net Operations Total	**(9,020)**	**(11,137)**	**(9,398)**	**(9,460)**	**(9,513)**	**(9,567)**	**(9,878)**	**(10,199)**
Transfers								
Transfer From Own Sources	(65)	(65)	-	**-**	-	-	-	-
Transfer To Own Sources	700	1,297	630	**630**	699	770	843	918
	635	1,232	630	**630**	699	770	843	918
	$ (8,385)	**$ (9,905)**	**$ (8,768)**	**$ (8,830)**	**$ (8,814)**	**$ (8,797)**	**$ (9,035)**	**$ (9,281)**

COMMUNITY PLANNING	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	(282)	-	-	**-**	-	-	-	-
	(282)	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	1,669	1,614	1,967	**1,997**	2,006	2,016	2,073	2,132
Operating Costs	451	532	-	**-**	-	-	-	-
Internal Services Used	4	10	-	**-**	-	-	-	-
Internal Services Recovered	(119)	(4)	-	**-**	-	-	-	-
External Recoveries	(116)	(457)	-	**-**	-	-	-	-
	1,889	1,695	1,967	**1,997**	2,006	2,016	2,073	2,132
Net Operations Total	**1,607**	**1,695**	**1,967**	**1,997**	**2,006**	**2,016**	**2,073**	**2,132**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	172	144	-	**-**	-	-	-	-
	(172)	(144)	-	**-**	-	-	-	-
	$ 1,779	**$ 1,839**	**$ 1,967**	**$ 1,997**	**$ 2,006**	**$ 2,016**	**$ 2,073**	**$ 2,132**

Planning & Development—Departmental Operations

FACILITIES	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (2)	$ (1)	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(2)	(1)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	3,542	3,865	4,417	**4,436**	4,458	4,480	4,610	4,744
Operating Costs	5,629	4,764	5,012	**6,163**	6,258	6,288	6,323	6,363
Internal Services Used	2,696	2,995	2,497	**2,559**	2,565	2,571	2,629	2,688
Internal Services Recovered	(2,978)	(3,310)	(2,426)	**(2,457)**	(2,463)	(2,469)	(2,525)	(2,582)
External Recoveries	(21)	(37)	(8)	**(8)**	(8)	(8)	(8)	(8)
	8,868	8,277	9,492	**10,693**	10,810	10,862	11,029	11,205
Net Operations Total	**8,866**	**8,276**	**9,492**	**10,693**	**10,810**	**10,862**	**11,029**	**11,205**
Transfers								
Transfer From Own Sources	(631)	(639)	-	-	-	-	-	-
Transfer To Own Sources	195	361	-	-	-	-	-	-
	(436)	(278)	-	-	-	-	-	-
	$ 8,430	**$ 7,998**	**$ 9,492**	**$ 10,693**	**$ 10,810**	**$ 10,862**	**$ 11,029**	**$ 11,205**

HERITAGE ADVISORY COMMITTEE	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	(5)	-	-	-	-	-	-
			-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	41	78	23	**23**	23	23	23	23
Internal Services Used	8	24	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	49	102	23	**23**	23	23	23	23
Net Operations Total	**49**	**97**	**23**	**23**	**23**	**23**	**23**	**23**
Transfers								
Transfer From Own Sources	(35)	(92)	-	**-**	-	-	-	-
Transfer To Own Sources	10	17	-	**-**	-	-	-	-
	(25)	(75)	-	**-**	-	-	-	-
	$ 24	**$ 22**	**$ 23**	**$ 23**	**$ 23**	**$ 23**	**$ 23**	**$ 23**

Planning & Development—Departmental Operations

SUSTAINABILITY	2014 ACTUAL Restated	2015 ACTUAL	2015 BUDGET Restated	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	233	293	190	**190**	200	210	220	230
Operating Costs	76	166	110	**135**	135	135	135	135
Internal Services Used	14	9	-	**-**	-	-	-	-
Internal Services Recovered	(2)	(10)	-	**-**	-	-	-	-
External Recoveries	(27)	(88)	-	**-**	-	-	-	-
	294	370	300	**325**	335	345	355	365
Net Operations Total	**294**	**370**	**300**	**325**	**335**	**345**	**355**	**365**
Transfers								
Transfer From Own Sources	(44)	(105)	(50)	**(75)**	(75)	(75)	(75)	(75)
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	(44)	(105)	(50)	**(75)**	(75)	(75)	(75)	(75)
	$ 250	**$ 265**	**$ 250**	**$ 250**	**$ 260**	**$ 270**	**$ 280**	**$ 290**

Planning & Development—Significant Changes

2015 ADOPTED BUDGET			$ 9,028
REVENUES			
Sales and Services			
Application Fees	....	$ (117)	
Inquiry Fees	....	(1)	
Other Fees	....	(12)	(130)
Grants, Donations and Other			
Building Permits	....	(625)	
Business Licenses	....	(43)	
Other	....	168	(500)
Total Change in Revenues			(630)
EXPENDITURES/TRANSFERS			
Salaries/Wages & Benefits			
Salary Adjustments	....	264	
Reclassifications of Positions	....	260	
New Positions	....	75	599
Operating Costs			
Hydro & Gas	....	20	
Preventative Maintenance Chiller Contracts	....	38	
Service agreements - Pool Startup/Shutdowns	....	337	
Other Facility Service Agreements	....	677	
CCTV preventative Maintenance Agreement	....	75	
Sustainability Operating Costs	....	24	
Other Facilities Operating Costs	....	4	1,175
Targeted Departmental Savings			(416)
Internal Services Used/(Recovered)			69
External Recoveries			-
Transfer (From)/To Own Sources			(25)
Total Change in Expenditures			1,402
2016 BUDGET			$ 9,800

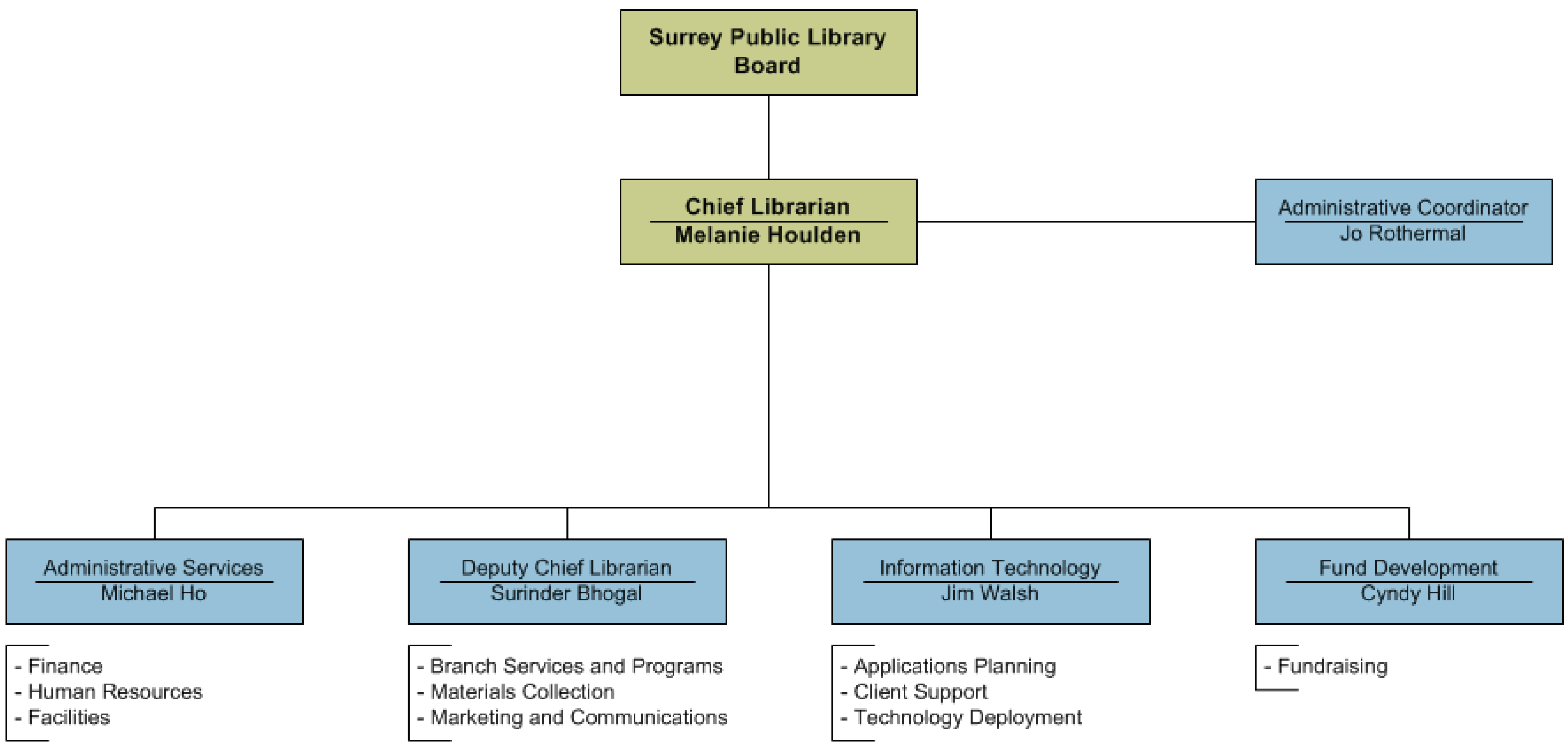
Planning & Development—Significant Changes

2016 ADOPTED BUDGET		$ 9,800
REVENUES		
Sales and Services		
Increase in Area Planning & Development Fees	$ (219)	
Increase in Other Fees	(4)	(223)
Grants, Donations and Other		
Increase in Bldg Permits, Business Licenses & Ot	(1,383)	(1,383)
Total Change in Revenues		(1,606)
EXPENDITURES/TRANSFERS		
Salaries/Wages & Benefits		
Salary Adjustments and Growth	1,586	1,586
Operating Costs		
Inflationary Increases and Growth	280	280
Targeted Departmental Savings		51
Internal Services Used/(Recovered)		4
External Recoveries		-
Transfer (From)/To Own Sources		288
Total Change in Expenditures		2,209
2020 BUDGET		$ 10,403

Surrey Libraries Mascot—Walter

DEPARTMENTAL FUNCTIONS
SURREY PUBLIC LIBRARY

2016 – 2020 Financial Plan
Surrey Public Library Departmental Functions



DEPARTMENTAL OVERVIEW
SURREY PUBLIC LIBRARY

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 of City Centre, Guildford, Fleetwood, Newton, 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.

Winners of the 2015 annual Young Adult Writing Contest

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.

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.

Surrey Public Library

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:

Outreach at Surrey Skill Share Fair

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.

PUBLIC SERVICES

Public Services manages the borrowing and information services offered through our nine locations; 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.

2015 ACCOMPLISHMENTS

ECONOMIC

- Prepared the 2015 Literacy Day Report, which highlighted the economic impact of libraries http://www.surreylibraries.ca/files/LDR15.pdf; and
- Supported the creative economy by hosting the Surrey Maker Showcase, which featured 3D printing.

ENVIRONMENTAL

- Created a pilot seed lending library;
- Continued to promote green education & awareness through green building tours of City Centre Library; and
- Reduced printing by piloting scan to USB services for the public at the City Centre Library.

SOCIO CULTURAL

- Provided life-long and skills building learning opportunities through programs such as computer classes, book clubs and financial literacy;
- Worked to improve early literacy skills, for example over 15,500 children participated in Summer Reading Club in 2015;
- Piloted new partnerships with agencies that assist people with mental health and other issues;
- Eliminated fines on children's materials, to reduce barriers to accessing library services;
- Hosted an event for homeschooler families, to inform them of services and collections available;
- Continued to help reduce the 'digital divide' by making iPads available for families with young children, through 'Curiosity Corners' at City Centre and Strawberry Hill libraries; and
- Hosted the Surrey Soiree, a signature event designed to highlight the work being done by libraries and raise the awareness of the Library as a charitable organization.


Chess Simul at City Centre Library


Surrey Kids Read at Guildford Town Centre

FUTURE INITIATIVES

ECONOMIC

- Create and launch a responsive website for the library;
- Expand services offered at the Library's Computer Learning Centres, such as video and photo editing software; and
- Continue to serve low-income residents by offering tax clinics, in partnership with community agencies.

ENVIRONMENTAL

- Reduce printing by implementing the scan to USB service at all library locations.

SOCIO-CULTURAL

- Undertake a Strategic Planning process for 2016 – 2018, to better align library services and resources with new trends;
- Improve services for people with visual and perceptual disabilities by promoting and acquiring access to online services, including eAudio books;
- Plan for improved access to library service by reviewing and implementing the Facilities Master Plan;
- Continue to improve equitable access to learning by working together with partners to offer responsive programming, with particular emphasis on children, families, newcomers and vulnerable populations;
- Develop an Early Childhood Action Plan, to focus library efforts in areas that will have the most impact for vulnerable learners;
- Participate in the Avenues of Change collective impact project in Guildford West;
- Work with the community in offering programming that supports the cultural diversity of our community, including writing workshops, Surrey Children's Festival and cultural celebrations such as Chinese New Year; and
- Increase access to eResources such as Lynda.com.

PERFORMANCE MEASURES

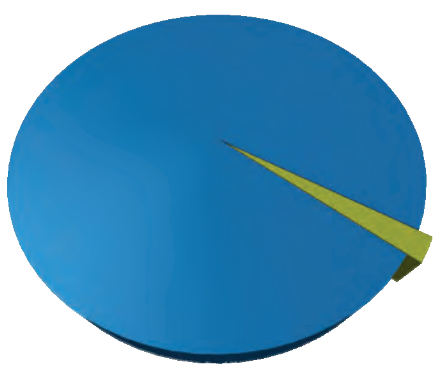
The following table identifies key performance measures that will help the Libraries track progress and monitor towards building a sustainable Surrey.

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016[1]	2017	2018	2019	2020
Public Services	# of visits made to library locations and library website (Socio-Cultural)	4.17M	4.20M	4.19M	4.20M	4.22M	4.24M	4.25M
	# of transactions completed using the Library's materials collection (Socio-Cultural)	4.86M	5.00M	4.90M	4.95M	5.00M	5.05M	5.10M
	# of enrolments in Summer Reading Club and other literacy programs (Socio-Cultural)	112,750	105,000	120,000	130,000	142,000	155,000	169,000
Administrative Services	# of online access points available on library premises (Economic)	233	233	234	235	236	238	240
	% of new customers signed up on email notification (Environmental)	60.5%	58%	62%	64%	66%	68%	70%

[1] Budget figures from 2016 to 2020 have been revised to more accurately reflect current data and trends.

Surrey Public Library—Departmental Operations *(in thousands)*

DIVISION SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Administration	$ 47	$ 247	$ 313	**$ 275**	$ 294	$ 313	$ 373	$ 436
Public Services	12,009	14,307	14,393	**14,687**	14,939	15,088	15,595	16,119
Targeted Departmental Savings	-	-	-	**(153)**	(145)	(138)	(131)	(124)
	$ 12,056	**$ 14,554**	**$ 14,706**	**$ 14,809**	**$ 15,088**	**$ 15,263**	**$ 15,837**	**$ 16,431**
ACCOUNT SUMMARY								
Revenues								
Sales and Services	$ (182)	$ (193)	$ (181)	**$ (166)**	$ (166)	$ (166)	$ (166)	$ (166)
Grants, Donations and Other	(1,483)	(1,547)	(1,380)	**(1,347)**	(1,347)	(1,347)	(1,347)	(1,347)
	(1,665)	(1,740)	(1,561)	**(1,513)**	(1,513)	(1,513)	(1,513)	(1,513)
Expenditures								
Salaries and Benefits	12,411	12,969	13,213	**13,368**	13,578	13,685	14,186	14,706
Operating Costs	2,845	2,978	2,766	**2,819**	2,879	2,939	2,999	3,059
Targeted Departmental Savings	-	-	-	**(153)**	(145)	(138)	(131)	(124)
Internal Services Used	297	315	288	**288**	289	290	296	303
Internal Services Recovered	(1,797)	(7)	-	**-**	-	-	-	-
External Recoveries	(12)	(6)	-	**-**	-	-	-	-
	13,744	16,249	16,267	**16,322**	16,601	16,776	17,350	17,944
Net Operations Total	**12,079**	**14,509**	**14,706**	**14,809**	**15,088**	**15,263**	**15,837**	**16,431**
Transfers								
Transfer From Own Sources	(23)	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	45	-	**-**	-	-	-	-
	(23)	45	-	**-**	-	-	-	-
	$ 12,056	**$ 14,554**	**$ 14,706**	**$ 14,809**	**$ 15,088**	**$ 15,263**	**$ 15,837**	**$ 16,431**



2.23% of Gross Taxation allocated to Surrey Public Library

Surrey Public Library—Departmental Operations

ADMINISTRATION	2014 ACTUAL	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (2)	$ (4)	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	(994)	(1,105)	(945)	**(982)**	(982)	(982)	(982)	(982)
	(996)	(1,109)	(945)	**(982)**	(982)	(982)	(982)	(982)
Expenditures								
Salaries and Benefits	797	865	1,036	**1,041**	1,055	1,069	1,124	1,182
Operating Costs	258	417	219	**213**	218	223	228	233
Internal Services Used	12	32	3	**3**	3	3	3	3
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(1)	(3)	-	**-**	-	-	-	-
	1,066	1,311	1,258	**1,257**	1,276	1,295	1,355	1,418
Net Operations Total	**70**	**202**	**313**	**275**	**294**	**313**	**373**	**436**
Transfers								
Transfer From Own Sources	(23)	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	45	-	**-**	-	-	-	-
	(23)	45	-	**-**	-	-	-	-
	$ 47	**$ 247**	**$ 313**	**$ 275**	**$ 294**	**$ 313**	**$ 373**	**$ 436**

PUBLIC SERVICE	2014 ACTUAL	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (180)	$ (189)	$ (181)	**$ (166)**	$ (166)	$ (166)	$ (166)	$ (166)
Grants, Donations and Other	(489)	(442)	(435)	**(365)**	(365)	(365)	(365)	(365)
	(669)	(631)	(616)	**(531)**	(531)	(531)	(531)	(531)
Expenditures								
Salaries and Benefits	11,614	12,104	12,177	**12,327**	12,523	12,616	13,062	13,524
Operating Costs	2,587	2,561	2,547	**2,606**	2,661	2,716	2,771	2,826
Internal Services Used	285	283	285	**285**	286	287	293	300
Internal Services Recovered	(1,797)	(7)	-	**-**	-	-	-	-
External Recoveries	(11)	(3)	-	**-**	-	-	-	-
	12,678	14,938	15,009	**15,218**	15,470	15,619	16,126	16,650
Net Operations Total	12,009	14,307	14,393	**14,687**	**14,939**	**15,088**	**15,595**	**16,119**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 12,009	**$ 14,307**	**$ 14,393**	**$ 14,687**	**$ 14,939**	**$ 15,088**	**$ 15,595**	**$ 16,119**

Surrey Public Library—Significant Changes

2015 ADOPTED BUDGET			$ 14,706
REVENUES			
Sales and Services			
Sale of Goods	....	$ -	
Property Revenue	....	15	15
Grants, Donations and Other			
Sundry	....	-	
Fines	....	70	
Grants	....	(37)	33
Total Change in Revenues			48
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments	....	51	
Reclassed Positions	....	-	
New Positions	....	104	155
Operating Costs			
Utilities (incl. Hydro, Gas, & Waste Mgmt)	....	19	
Maintenance	....	27	
Supplies & Services	....	22	
Cost Reallocations	....	(15)	53
Targeted Departmental Savings			(153)
Internal Services Used/(Recovered)			-
External Recoveries			-
Transfer From/(To) Own Sources			-
Total Change in Expenditures			55
2016 BUDGET			$ 14,809

Surrey Public Library—Significant Changes

2016 ADOPTED BUDGET		$ 14,809
REVENUES		-
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments and Growth	$ 1,338	1,338
Operating Costs		
Inflationary Increases and Growth	240	240
Targeted Departmental Savings		29
Internal Services Used/(Recovered)		15
External Recoveries		-
Transfer From/(To) Own Sources		-
Total Change in Expenditures		1,622
2020 BUDGET		$ 16,431

UTILITIES OPERATING
OVERVIEW

City of Surrey operates seven public utilities:

- Drainage
- Parking
- Roads & Traffic Safety
- Sewer
- Solid Waste & Recycling
- Surrey City Energy
- 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 2016 Budgets are intended to improve the results of the various financial indicators defined under each Utility's Goals.

Traffic Management Centre

UTILITIES OPERATING
FINANCIAL SUMMARY
(in thousands)

REVENUE SUMMARY	2014 ACTUAL	2015 FORECAST	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Taxation	$ 48,414	$ 53,946	$ 55,209	**$ 58,635**	$ 63,642	$ 68,922	$ 74,593	$ 80,657
Investment Income	2,055	1,485	1,658	**1,255**	1,281	1,264	1,269	1,257
Penalties and Interest	1,199	1,226	1,087	**1,044**	1,090	1,159	1,234	1,312
Departmental Revenues	150,058	157,950	155,037	**158,818**	169,115	176,676	186,839	198,106
	$201,726	**$214,607**	**$212,991**	**$219,752**	**$235,128**	**$248,021**	**$263,935**	**$281,332**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 180,374	$ 176,977	$ 186,233	**$185,951**	$ 192,971	$ 200,340	$ 209,282	$ 217,265
Interest Alloc'd to Approp. Surplus	702	339	506	**400**	380	375	390	387
Contribution to Capital	43,338	49,616	50,723	**65,115**	56,620	56,419	64,509	63,704
Contribution From General Operating	(3,415)	(5,715)	(3,629)	**2,929**	4,104	5,569	7,286	9,211
Net Tsf To/(Frm) Surp/Resrv	(19,272)	(6,610)	(20,842)	**(34,643)**	(18,947)	(14,682)	(17,532)	(9,235)
	$201,727	**$214,607**	**$212,991**	**$219,752**	**$235,128**	**$248,021**	**$263,935**	**$281,332**
Surplus/(Deficit)	$ (1)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	1	-	-	-	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Financial Summary—Departmental Program Summary

NET PROGRAMS	2014 ACTUAL	2015 FORECAST	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Drainage Operating	$ 19,287	$ 12,898	$ 15,104	**$ 13,169**	$ 13,350	$ 13,535	$ 14,193	$ 14,385
Parking Authority	(1,064)	(870)	(1,209)	**(1,860)**	(4,100)	(2,158)	(2,213)	(2,284)
Roads & Traffic Safety Operating	31,723	35,256	31,395	**33,725**	34,264	34,811	36,350	36,920
Sewer Operating	2,461	(4,431)	(782)	**(646)**	(1,263)	(1,931)	(2,632)	(3,416)
Solid Waste Operating	(7,692)	(10,163)	(5,964)	**(5,291)**	(5,403)	(5,503)	(5,606)	(7,445)
Surrey City Energy	180	(85)	469	**203**	21	(316)	(763)	(1,737)
Water Operating	(10,480)	(11,074)	(4,111)	**(7,882)**	(8,692)	(10,417)	(12,493)	(14,570)
	$ 34,415	**$ 21,531**	**$ 34,902**	**$ 31,418**	**$ 28,177**	**$ 28,021**	**$ 26,836**	**$ 21,853**

ACCOUNT SUMMARY	2014 ACTUAL	2015 FORECAST	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (146,354)	$ (149,637)	$ (148,089)	**$ (152,957)**	$ (163,254)	$ (170,815)	$ (180,978)	$ (192,245)
Grants, Donations and Other	(3,704)	(8,313)	(6,948)	**(5,861)**	(5,861)	(5,861)	(5,861)	(5,861)
	(150,058)	**(157,950)**	**(155,037)**	**(158,818)**	**(169,115)**	**(176,676)**	**(186,839)**	**(198,106)**
Expenditures								
Salaries and Benefits	5,690	5,993	5,718	**5,862**	5,978	6,096	6,218	6,342
Operating Costs	155,395	148,601	160,833	**160,164**	166,472	173,105	181,279	188,468
Internal Services Used	33,829	41,108	36,129	**36,556**	37,643	38,769	39,942	41,155
Internal Services Recovered	(10,464)	(13,962)	(12,672)	**(12,856)**	(13,265)	(13,688)	(14,128)	(14,582)
External Recoveries	(4,076)	(4,763)	(3,775)	**(3,775)**	(3,857)	(3,942)	(4,029)	(4,118)
	180,374	**176,977**	**186,233**	**185,951**	**192,971**	**200,340**	**209,282**	**217,265**
Net Operations Total	**30,316**	**19,027**	**31,196**	**27,133**	**23,856**	**23,664**	**22,443**	**19,159**
Transfers								
Transfer From Own Sources	(1,552)	-	-	**-**	-	-	-	-
Transfer To Own Sources	5,651	2,504	3,706	**4,285**	4,321	4,357	4,393	2,694
	4,099	**2,504**	**3,706**	**4,285**	**4,321**	**4,357**	**4,393**	**2,694**
	$ 34,415	**$ 21,531**	**$ 34,902**	**$ 31,418**	**$ 28,177**	**$ 28,021**	**$ 26,836**	**$ 21,853**


Newton Storm water Detention Pond

UTILITY OVERVIEW
DRAINAGE

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 AND SERVICES

The Drainage Utility's primary responsibility is to manage the City's storm water 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 Storm Water Management Plans;
- Climate Change Adaptation; and
- Biodiversity Conservation Strategy.

2015 ACCOMPLISHMENTS

ENVIRONMENTAL

- Completed the 20th year of the Salmon Habitat Restoration Program (SHaRP);
- Initiated development and consultation of a Riparian By-law which includes General Provisions within the Zoning By-law and the development of Sensitive Ecosystem Development Permit Area Guidelines;
- Developed an adaptive management framework to monitor the effectiveness of measures introduced as recommended by each integrated storm water management plan;
- Continued participation in the development Regional Flood Management Strategy;
- Continued participation in the Boundary Bay Ambient Monitoring Program; and
- Provided comments to the Ministry of Environment on their Discussion Papers regarding Site Profile Process Identification of Potentially Contaminated Sites and Prevention of Site Contamination from Soil Relocation.

SOCIO-CULTURAL

- Worked with the Planning & Development Department and the Parks, Recreation and Culture Department to complete the Stage 2 West Clayton Neighbourhood Concept Plan;
- Worked with the Planning & Development Department to complete the South Campbell Heights Special Study Area Environmental Study;
- Continued to work with the Province to ensure that the dykes under the former management of the Colebrook Dyking District are being adequately maintained and inspected;
- Initiated an update of the Engineering Department's 10-Year Servicing Plan that supports the vision of the Official Community Plan;
- Completed the Serpentine & Nicomekl Rivers Climate Change Floodplain Review (Phase 2) and identify and prioritize the future phases of the review in support of the Climate Adaptation Strategy;
- Worked with the Planning & Development Department and the Parks, Recreation and Culture Department to initiate the South Campbell Heights Land Use Plan;
- Completed construction of the Phase 1 drainage improvements in Crescent Beach; and
- Completed construction of Cloverdale Canal drainage improvements to improve agricultural drainage servicing.

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;
- Seek adoption of the Riparian By-law following public consultation;
- Upon completion of the Riparian By-law, develop a financial strategy to acquire the lands necessary to support the Biodiversity Conservation Strategy;
- Develop and implement the Engineering Department's Asset Management Plan;
- Complete a Farm Irrigation Opportunities Study;
- 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;
- 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; and
- Construct $14 Million in Drainage improvements, including storm sewer servicing, lowland pump stations and agricultural drainage improvements.

Drainage

ENVIRONMENTAL

- Seek to establish a Habitat Banking Agreement with FLNRO and DFO;
- Seek to establish an MOU with MFLNRO for the Annual Ditch O&M Program; and
- Final approvals for Delta Creek Diversion, including CTA Ruling on Agreements with BC Hydro and Southern Rail.

SOCIO-CULTURAL

- Initiate development of a Coastal Flood Control Strategy;
- Update rainfall data to account for future projects and develop implementation strategy;
- 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;
- Work with the Planning & Development Department and the Parks, Recreation and Culture Department to complete Stage 2 of the City Centre Neighbourhood Concept Plan;
- Liaise with the National Energy Board on Kinder Morgan's proposed pipeline twinning and work towards an alignment that mitigates impacts to the community and Surrey Bend park; and
- Establish a monitoring program for survey monuments in the lowlands for long-term ground subsidence and lowland drainage system performance.

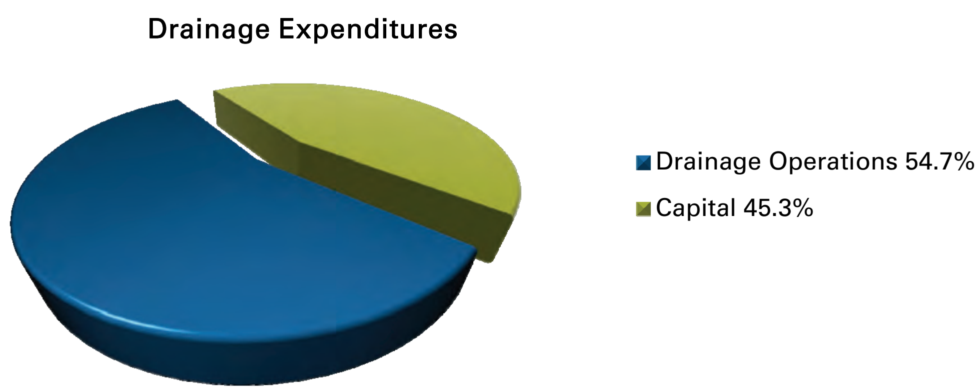
PERFORMANCE MEASURES

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.

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016	2017	2018	2019	2020
Drainage Utility	Length of Drainage Mains Renewed or Replaced (Economic)	2,000	2,000	2,000	2,000	2,000	2,000	2,000
	Number of Soil Site Inspections (Environmental)	150	150	200	220	240	260	300

Drainage—Financial Summary *(in thousands)*

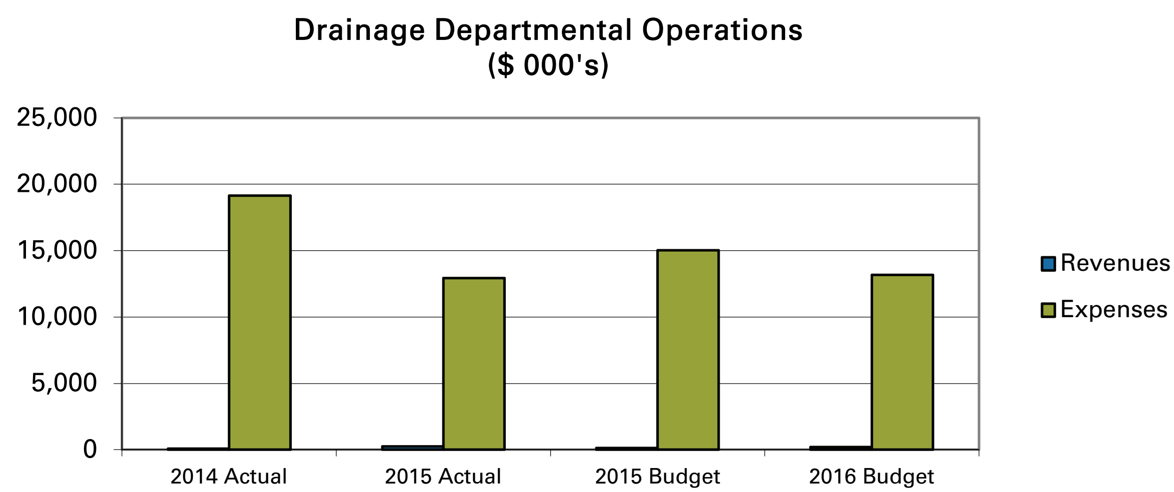
REVENUE SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
	Restated							
Taxation	$ 29,046	$ 32,050	$ 33,413	**$ 33,993**	$ 35,752	$ 37,558	$ 39,397	$ 41,269
Investment Income	183	188	-	-	-	-	-	-
Departmental Revenues	67	245	117	**207**	207	207	207	207
	$ 29,296	**$ 32,483**	**$ 33,530**	**$ 34,200**	**$ 35,959**	**$ 37,765**	**$ 39,604**	**$ 41,476**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 19,154	$ 12,943	$ 15,021	**$ 13,176**	$ 13,357	$ 13,542	$ 14,200	$ 14,392
	$ 19,154	**$ 12,943**	**$ 15,021**	**$ 13,176**	**$ 13,357**	**$ 13,542**	**$ 14,200**	**$ 14,392**
Contrib'n to General Operating	$ 1,713	$ 1,631	$ 1,631	**$ 2,052**	$ 2,158	$ 2,266	$ 2,376	$ 2,489
Contrib'n to Capital	13,271	11,678	11,678	**11,929**	12,464	12,742	14,899	15,071
Net Tsf To/(Frm) Surp/Resrv	(4,842)	6,231	5,200	**7,043**	7,980	9,215	8,129	9,524
	$ 10,142	**$ 19,540**	**$ 18,509**	**$ 21,024**	**$ 22,602**	**$ 24,223**	**$ 25,404**	**$ 27,084**
Surplus/(Deficit)	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**



Drainage—Utility Operations

DIVISION SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Drainage Utility	$ 19,287	$ 12,898	$ 15,104	**$ 13,169**	$ 13,350	$ 13,535	$ 14,193	$ 14,385
	$ 19,287	**$ 12,898**	**$ 15,104**	**$ 13,169**	**$ 13,350**	**$ 13,535**	**$ 14,193**	**$ 14,385**

ACCOUNT SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (67)	$ (92)	$ (117)	**$ (207)**	$ (207)	$ (207)	$ (207)	$ (207)
Grants, Donations and Other	-	(153)	-	**-**	-	-	-	-
	(67)	(245)	(117)	**(207)**	(207)	(207)	(207)	(207)
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	14,089	6,676	9,230	**7,451**	7,403	7,350	7,760	7,694
Internal Services Used	5,079	6,268	5,791	**5,725**	5,954	6,192	6,440	6,698
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(14)	(1)	-	**-**	-	-	-	-
	19,154	12,943	15,021	**13,176**	13,357	13,542	14,200	14,392
Net Operations Total	**19,087**	**12,698**	**14,904**	**12,969**	**13,150**	**13,335**	**13,993**	**14,185**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	200	200	200	**200**	200	200	200	200
	200	200	200	**200**	200	200	200	200
	$ 19,287	**$ 12,898**	**$ 15,104**	**$ 13,169**	**$ 13,350**	**$ 13,535**	**$ 14,193**	**$ 14,385**



Drainage—Significant Changes

2015 ADOPTED BUDGET			**$ 33,530**
REVENUES			
Taxation			
Rate Change	....	$ (316)	
Growth Change	....	896	**580**
Sales and Services			
Permits/Sundry	....	90	**90**
Total Change in Revenue			**670**
2016 REVENUE BUDGET			**34,200**
EXPENDITURES			
Increase in Drainage Maintenance Costs	....	15	
Increase in Non-Capital, Operating Costs	....	(1,860)	**(1,845)**
Contribution to Capital			
Non-Growth	....	382	
DCC Contributions	....	(266)	**116**
Net Transfers			
Utility Building	....	(512)	
Transfer to Roads	....	135	
Internal Borrowing from Sewer	....	2,355	**2,399**
Total Change in Expenditures			**670**
2016 EXPENDITURE BUDGET			**34,200**
2016 BUDGET			**$ -**

Drainage—Significant Changes

2016 ADOPTED BUDGET			**$ 34,200**
REVENUES			
Rate Change	....	$ 3,094	
Growth	....	4,182	**7,276**
Total Change in Revenue			**7,276**
2020 REVENUE BUDGET			**41,476**
EXPENDITURES			
Increase in Maintenance and Operations Costs	....	1,216	**1,216**
Net Transfers			
Contribution to Operating Fund	....	437	
Contribution to Capital	....	3,142	
Transfer to Reserves	....	2,481	**6,060**
Total Change in Expenditures			**7,276**
2020 EXPENDITURE BUDGET			**41,476**
2020 BUDGET			**$ -**

CITY OF SURREY

BYLAW NO. 18567

A bylaw to provide for the adoption of the Surrey 2016 – 2020 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 2016 – 2020 Drainage Operating Financial Plan Bylaw, 2015, No. 18567".

PASSED FIRST READING on the 30th day of November, 2015.

PASSED SECOND READING on the 30th day of November, 2015.

PASSED THIRD READING on the 30th day of November, 2015.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 14th day of December, 2015.

MAYOR

CLERK

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CITY OF SURREY

Bylaw 18567 Schedule 1

Drainage Operating Financial Plan
and establish years 2016 to 2020

	2016	2017	2018	2019	2020
PROPOSED FUNDING SOURCES					
Revenues from Parcel Taxes					
Drainage Parcel Tax	$ 33,993,000	$ 35,752,000	$ 37,558,000	$ 39,397,000	$ 41,269,000
Revenues from Fees & Charges					
Departmental Revenue	207,000	207,000	207,000	207,000	207,000
TOTAL FUNDING SOURCES	$ 34,200,000	$ 35,959,000	$ 37,765,000	$ 39,604,000	$ 41,476,000
PROPOSED EXPENDITURES					
Municipal Expenditures					
Drainage Expenditures	$ 13,176,000	$ 13,357,000	$ 13,542,000	$ 14,200,000	$ 14,392,000
TOTAL EXPENDITURES	$ 13,176,000	$ 13,357,000	$ 13,542,000	$ 14,200,000	$ 14,392,000
PROPOSED TRANSFERS BETWEEN FUNDS					
Transfers (from)/to Special Funds	$ 9,095,000	$ 10,138,000	$ 11,481,000	$ 10,505,000	$ 12,013,000
Transfers from/(to) Appropriated Surplus	-	-	-	-	-
Transfers (from)/to Capital	11,929,000	12,464,000	12,742,000	14,899,000	15,071,000
TOTAL TRANSFERS BETWEEN FUNDS	$ 21,024,000	$ 22,602,000	$ 24,223,000	$ 25,404,000	$ 27,084,000
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -

Solar powered electronic parking pay station near Chuck Bailey Community Centre

UTILITY OVERVIEW
PARKING AUTHORITY

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 PROGRAM AND 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 license 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.

2015 ACCOMPLISHMENTS

ECONOMIC

- Increased number of parking stalls managed from 1,678 to 1,998 which combined with improved management, has increased revenues by over 20%.

ENVIRONMENTAL

- Transitioned to a new mobile payment provider, offering customers the option of paying for parking via a mobile phone and in an entirely paperless process; and
- Implemented an electronic file system for Service Requests, eliminating paper-based documentation requirements.

SOCIO-CULTURAL

- Developed and distributed new public information brochures to provide easy -to-reference guidelines for common parking issues;
- Undertook extensive analysis and public consultation on residential parking that enabled implementation of a variety of measures to increase parking supply in East Clayton; and
- Coordinated efforts with the RCMP Prolific Offender Suppression Team and other Metro Vancouver cities' parking departments to enable the arrest of a perpetrator of frequent parking meter break-ins.

FUTURE INITIATIVES

ECONOMIC

- Establish branding for the Parking Utility and develop service expansion options.

ENVIRONMENTAL

- Develop commuter pay parking area at Holland Park with enhanced sustainable LED lighting systems;
- Develop further strategies to increase opportunities for legal truck parking; and
- Review & update of City Centre parking rates and provisions.

SOCIO-CULTURAL

- Develop proactive parking solutions based on a database of key issues, problem areas & trends;
- Implement new pay-by-phone for parking service with lower fee structure and expanded functionality; and
- Complete a new bus bench contract for supply, installation, maintenance & advertising.

PERFORMANCE MEASURES

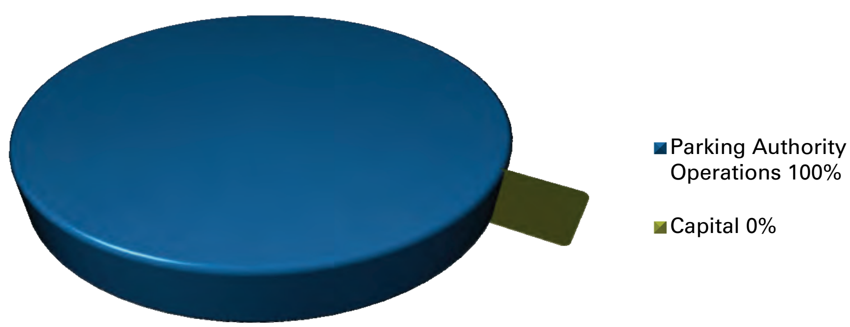
The following table identifies the key performance measures that will assist the Parking Authority Utility in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016	2017	2018	2019	2020
Parking Authority Utility	Pay Station reliability—% of time machines operating properly (Socio-cultural)	91%	91%	92%	93%	94%	95%	96%
	Total # of managed parking spaces—time/user restricted and pay parking (Economic)	2,080	2,000	2,150	2,250	2,450	2,600	2,700

Parking Authority—Financial Summary *(in thousands)*

REVENUE SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
	Restated		*Restated*					
Departmental Revenues	$ 1,724	$ 1,628	$ 1,728	**$ 2,763**	$ 5,027	$ 3,093	$ 3,169	$ 3,276
	$ 1,724	**$ 1,628**	**$ 1,728**	**$ 2,763**	**$ 5,027**	**$ 3,093**	**$ 3,169**	**$ 3,276**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 511	$ 714	$ 458	**$ 859**	$ 882	$ 889	$ 910	$ 946
	$ 511	**$ 714**	**$ 458**	**$ 859**	**$ 882**	**$ 889**	**$ 910**	**$ 946**
Interest Alloc'd to Approp. Surp	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Contrib'n to General Operating	$ 220	$ 258	$ 258	**$ 166**	$ 182	$ 186	$ 190	$ 197
Net Tsf To/(Frm) Surp/Resrv	993	656	1,012	**1,738**	3,963	2,018	2,069	2,133
	$ 1,213	**$ 914**	**$ 1,270**	**$ 1,904**	**$ 4,145**	**$ 2,204**	**$ 2,259**	**$ 2,330**
Surplus/(Deficit)	**$ -**	**$ -**	**$ -**	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

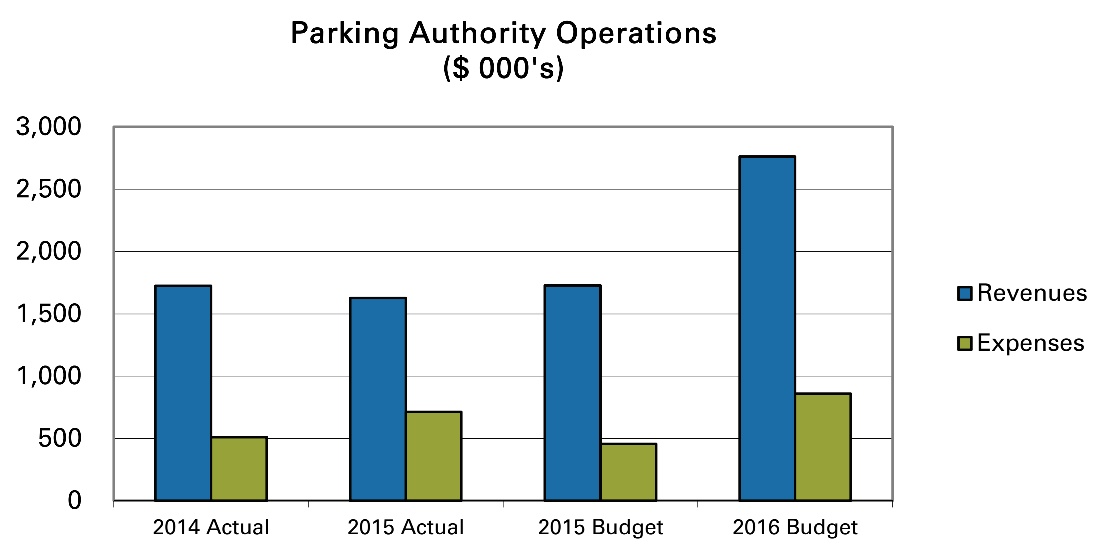
Parking Authority Fund Expenditures



Parking Authority—Utility Operations

PROGRAM SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
	Restated		*Restated*					
Parking Authority	$ (1,064)	$ (870)	$ (1,209)	**$ (1,860)**	$ (4,100)	$ (2,158)	$ (2,213)	$ (2,284)
	$ (1,064)	**$ (870)**	**$ (1,209)**	**$ (1,860)**	**$ (4,100)**	**$ (2,158)**	**$ (2,213)**	**$ (2,284)**

ACCOUNT SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (1,724)	$ (1,628)	$ (1,728)	**$ (2,763)**	$ (5,027)	$ (3,093)	$ (3,169)	$ (3,276)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(1,724)	(1,628)	(1,728)	**(2,763)**	(5,027)	(3,093)	(3,169)	(3,276)
Expenditures								
Salaries and Benefits	146	150	144	**512**	522	532	543	554
Operating Costs	361	554	295	**324**	337	334	344	369
Internal Services Used	4	10	19	**23**	23	23	23	23
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	511	714	458	**859**	882	889	910	946
Net Operations Total	**(1,213)**	**(914)**	**(1,270)**	**(1,904)**	**(4,145)**	**(2,204)**	**(2,259)**	**(2,330)**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	149	44	61	**44**	45	46	46	46
	149	44	61	**44**	45	46	46	46
	$ (1,064)	**$ (870)**	**$ (1,209)**	**$ (1,860)**	**$ (4,100)**	**$ (2,158)**	**$ (2,213)**	**$ (2,284)**



Parking Authority—Significant Changes

2015 ADOPTED BUDGET			**$ 1,728**
REVENUES			
Sales and Services			
Adjustment	....	$ 1,035	**1,035**
Total Change in Revenue			**1,035**
2016 REVENUE BUDGET			**2,763**
EXPENDITURES			
Expenditures			
Economic Increase	....	368	
Operating Costs reductions	....	29	
Increase in Internal Services Used	....	4	**401**
Net Transfers			
Transfer to /from General Operating	....	634	**634**
Total Change in Expenditures			**1,035**
2016 EXPENDITURE BUDGET			**2,763**
2016 BUDGET			**$ -**

2016 ADOPTED BUDGET			$ 2,763
REVENUES			
Increase Due to Rate and Growth	....	$ 513	513
Total Change in Revenue			513
2020 REVENUE BUDGET			3,276
EXPENDITURES			
Expenditures			
Contribution to Operating Fund	....	31	
Increase to Maintenance & Operations	....	87	118
Net Transfers			
Transfer to Reserves	....	395	395
Total Change in Expenditures			513
2020 EXPENDITURE BUDGET			3,276
2020 BUDGET			$ -

CITY OF SURREY

BYLAW NO. 18568

A bylaw to provide for the adoption of the Surrey 2016 – 2020 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 2016 – 2020 Parking Authority Operating Financial Plan Bylaw, 2015, No. 18568".

PASSED FIRST READING on the 30th day of November, 2015.

PASSED SECOND READING on the 30th day of November, 2015.

PASSED THIRD READING on the 30th day of November, 2015.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 14th day of December, 2015.

MAYOR

CLERK

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CITY OF SURREY

Bylaw 18568

Schedule 1

Parking Authority Operating Financial Plan
to restate year 2015
and establish years 2016 to 2020

	2015 *restated*	2016	2017	2018	2019	2020
PROPOSED FUNDING SOURCES						
Revenues from Fees & Charges						
Departmental Revenue	$ 1,728,000	$ 2,763,000	$ 5,027,000	$ 3,093,000	$ 3,169,000	$ 3,276,000
TOTAL FUNDING SOURCES	$ 1,728,000	$ 2,763,000	$ 5,027,000	$ 3,093,000	$ 3,169,000	$ 3,276,000
PROPOSED EXPENDITURES						
Municipal Expenditures						
Engineering Services	$ 458,000	$ 859,000	$ 882,000	$ 889,000	$ 910,000	$ 946,000
TOTAL EXPENDITURES	$ 458,000	$ 859,000	$ 882,000	$ 889,000	$ 910,000	$ 946,000
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	$ 1,270,000	$ 1,904,000	$ 4,145,000	$ 2,204,000	$ 2,259,000	$ 2,330,000
TOTAL TRANSFERS BETWEEN FUNDS	$ 1,270,000	$ 1,904,000	$ 4,145,000	$ 2,204,000	$ 2,259,000	$ 2,330,000
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -	$ -

New Fraser Heights Greenway and
Barnston Drive West Bike Lanes in Fraser Heights community

UTILITY OVERVIEW
ROADS & TRAFFIC SAFETY

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, ensures the economic vitality of the City, is safe and secure, protects and enhances the environment, and promotes sustainable modes of transportation (transit, walking, cycling).

KEY PROGRAMS AND 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 and maintenance of the system. The shared goal of these groups is to enable mobility through safe and efficient pedestrian, transit, bicycle and auto infrastructure.

2015 ACCOMPLISHMENTS

ECONOMIC

- Secured $1 million budget from Federal Government for ‘Inter-Regional Commercial Travel Time System’ project;
- In collaboration with IT, upgraded CityWorks to improve the efficiency and effectiveness of this critical software used by staff throughout the City; and
- Secured over $1.4 million of Ministry of Transportation and Infrastructure (MoTI) and TransLink funding for cycling projects including construction of separated bicycle lanes in the City Centre and an extension to the Fraser Heights Greenway.

ENVIRONMENTAL

- Supported efforts to inform the public and advocate for a positive vote on the Regional Transportation Plebiscite;
- Enhanced the operation of the new Traffic Management Centre with development of operating procedures and expanded infrastructure, such as CCTV cameras at 75 new locations;
- Completed a pilot conversion of high pressure sodium streetlights in Newton to LED in preparation for a citywide replacement program;
- Completed, with TransLink, design and costing work for business case development required for Federal and Provincial funding of LRT;
- Successfully screened in to Round 7 of PPP Canada’s P3 funding program for construction of 27 km of LRT in Surrey and Langley; and
- Implemented an electronic file system for Service Requests, eliminating paper-based documentation requirements.

SOCIO-CULTURAL

- Completed a review of tandem parking in townhouse developments and amended the parking bylaw;
- Constructed 2.5 km of multi-use pathways including Barnston Drive, Surrey Lake and Scott Road Greenways;
- Completed the update to the City's Street naming Policy to improve the public's ability to navigate through the City;
- Completed the update to the Highway and Traffic By-Law which regulates the safe and efficient operation and control of the City's transportation systems;
- Implemented pilot traffic safety improvement measures in Newton consistent with the direction of the Safe Mobility Plan to be released in Spring 2016;
- Initiated work toward a multi-agency partnership to complete design and costing work to identify a preferred corridor for relocation of the BNSF rail line in South Surrey/White Rock to an interior route;
- Developed a plan for expansion of datasets and enhanced visualizations for the City's Open Data Program;
- Launched new Cosmos layers including future planned road re-alignments to provide certainty for the development community and citizens; and
- Enhanced citizen service request experience with improvements in messaging, service delivery targets, business process efficiencies, and other feedback mechanisms.

FUTURE INITIATIVES

ECONOMIC

- Complete Real Time traffic volume monitoring for all traffic signals;
- Construct $36 Million in transportation improvements, including road widening and rehabilitation, traffic calming and safety measures, cycling and pedestrian mobility improvements;
- Complete construction of the 148 Street widening, from 65 Avenue to 72 Avenue, including Operations Centre frontage works and improvements fronting TE Scott Elementary;
- Complete construction of the $8 Million 160 Street widening, from 96 Avenue to 104 Avenue;
- Commence construction of 80 Avenue widening, from 128 Street to 132 Street;
- Achieve regional agreement for early delivery of a new Pattullo Bridge; and
- Continue to assess and identify additional transportation funding sources.

Roads & Traffic Safety

ENVIRONMENTAL

- Obtain funding commitments from other levels of government to enable early delivery of the 27 km LRT network for Surrey;
- Complete strategy to enable conversion of all City street lights to LED by 2020;
- Assess all planned LRT stations to identify improvements for pedestrian and cyclist access;
- Continue implementation of Safe and Active Schools Program and expansion of School Travel Planning Program;
- Initiate partnership and study for relocation of the BNSF rail line;
- Integrate 3-Year Paving Program into COSMOS and liaise with third-party Utility Agencies Capital Programs to properly manage paving assets;
- Complete detailed design of 100 Avenue widening, from 140 Street to 148 Street, such that construction can commence in 2017 and be completed in advance of LRT works commencing; and
- Publish updated Pavement Cut Policy for implementation on Capital Projects, Land Development and third-party Utility agencies.

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;
- Implement Transportation Safety Pilot - Engineering Measures & DDACTS in Newton Town Centre;
- Through TMC implement real-time signal timing changes to improve traffic flow for all events/incidents;
- Enhance emergency response - power backup (UPS) for 88 new signals & extend backup to 12 hours for all;
- Seek Senior Government funding to enable initiation of rail crossing safety improvements program; and
- Complete detailed design of the 70 Avenue extension, from King George to 137B Street, to improve mobility in Newton Town Centre.

PERFORMANCE MEASURES

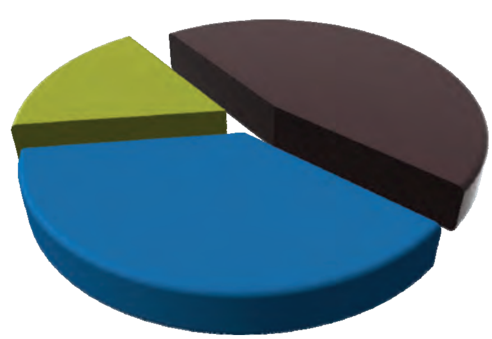
The following table identifies key performance measures that will assist the Roads & Traffic Safety Utility in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016	2017	2018	2019	2020
Transportation	Total # of marked pedestrian crossings (Socio-cultural)	995	980	1,010	1,040	1,070	1,100	1,130
	Total # of new high quality bus shelters installed to date (Socio-cultural)	261	261	276	291	306	321	336
	Safer Schools Education and Improvement Program (total #) (Environmental/Socio-cultural)	27	26	30	33	36	39	42
	Total # of kilometers of cycling routes (on-street and off-street) (Environmental)	545	535	560	575	590	605	620

Roads & Traffic Safety—Financial Summary *(in thousands)*

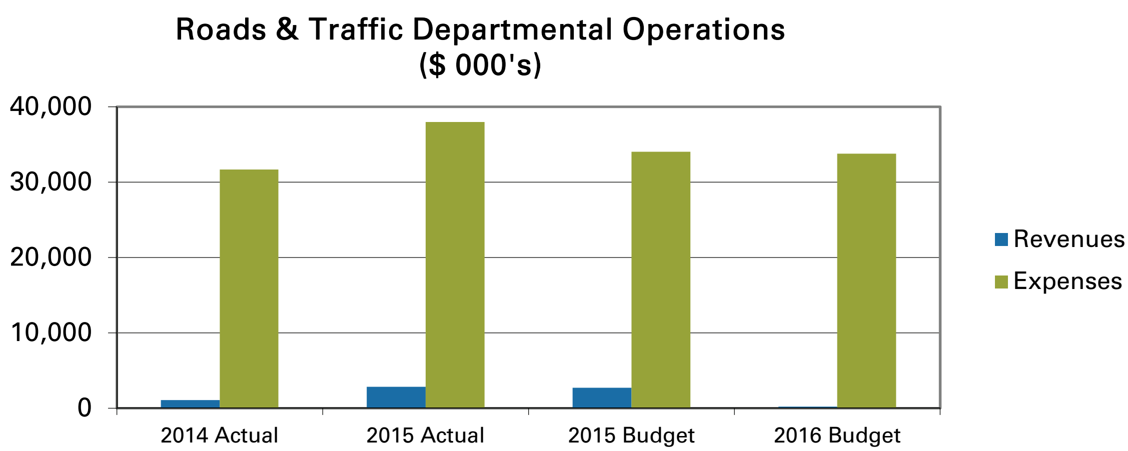
REVENUE SUMMARY	2014 ACTUAL *Restated*	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Taxation	$ 16,224	$ 19,197	$ 19,236	**$ 22,615**	$ 26,326	$ 30,333	$ 34,658	$ 39,324
Departmental Revenues	1,067	2,823	2,714	**219**	222	227	231	236
	$ 17,291	**$ 22,020**	**$ 21,950**	**$ 22,834**	**$ 26,548**	**$ 30,560**	**$ 34,889**	**$ 39,560**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 31,691	$ 37,997	$ 34,027	**$ 33,762**	$ 34,300	$ 34,848	$ 36,387	$ 36,958
	$ 31,691	**$ 37,997**	**$ 34,027**	**$ 33,762**	**$ 34,300**	**$ 34,848**	**$ 36,387**	**$ 36,958**
Contrib'n to Capital	$ 12,168	$ 19,485	$ 19,485	**$ 23,031**	$ 16,882	$ 16,564	$ 25,063	$ 24,795
Contrib'n from General Operating	(15,239)	(15,932)	(13,846)	**(9,449)**	(8,599)	(7,533)	(6,507)	(5,343)
Net Tsf To/(Frm) Surp/Resrv	(11,329)	(19,530)	(17,716)	**(24,510)**	(16,035)	(13,319)	(20,054)	(16,850)
	$ (14,400)	**$ (15,977)**	**$ (12,077)**	**$ (10,928)**	**$ (7,752)**	**$ (4,288)**	**$ (1,498)**	**$ 2,602**
Surplus/(Deficit)	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	**-**	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Roads & Traffic Safety Expenditures



PROGRAM SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
	Restated		*Restated*					
Roads	$ 12,161	$ 23,640	$ 18,657	**$ 18,463**	$ 18,833	$ 19,209	$ 19,593	$ 19,985
Traffic	8,641	7,345	10,800	**8,576**	8,747	8,922	9,099	9,281
Transportation	10,921	4,271	1,938	**6,686**	6,684	6,680	7,658	7,654
	$ 31,723	$ 35,256	$ 31,395	**$ 33,725**	$ 34,264	$ 34,811	$ 36,350	$ 36,920

ACCOUNT SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (4)	$ (504)	$ (214)	**$ (219)**	$ (222)	$ (227)	$ (231)	$ (236)
Grants, Donations and Other	(1,063)	(2,319)	(2,500)	**-**	-	-	-	-
	(1,067)	(2,823)	(2,714)	**(219)**	(222)	(227)	(231)	(236)
Expenditures								
Salaries and Benefits	5,212	5,491	5,217	**4,989**	5,089	5,191	5,295	5,401
Operating Costs	22,336	28,847	25,256	**25,452**	25,824	26,203	27,570	27,966
Internal Services Used	12,349	12,515	11,892	**11,671**	11,904	12,141	12,383	12,630
Internal Services Recovered	(5,417)	(5,268)	(5,063)	**(5,075)**	(5,177)	(5,280)	(5,386)	(5,494)
External Recoveries	(2,789)	(3,588)	(3,275)	**(3,275)**	(3,340)	(3,407)	(3,475)	(3,545)
	31,691	37,997	34,027	**33,762**	34,300	34,848	36,387	36,958
Net Operations Total	30,624	35,174	31,313	**33,543**	34,078	34,621	36,156	36,722
Transfers								
Transfer From Own Sources	(1,552)	-	-	**-**	-	-	-	-
Transfer To Own Sources	2,651	82	82	**182**	186	190	194	198
	1,099	82	82	**182**	186	190	194	198
	$ 31,723	$ 35,256	$ 31,395	**$ 33,725**	$ 34,264	$ 34,811	$ 36,350	$ 36,920



Roads & Traffic Safety—Utility Operations

ROADS	2014 ACTUAL *Restated*	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (4)	$ (4)	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(4)	(4)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	4,921	15,057	9,738	**9,777**	9,973	10,172	10,375	10,583
Internal Services Used	9,152	12,295	11,568	**11,347**	11,574	11,805	12,041	12,282
Internal Services Recovered	(1,914)	(1,436)	(583)	**(595)**	(607)	(619)	(631)	(644)
External Recoveries	(1,801)	(2,272)	(2,066)	(2,066)	(2,107)	**(2,149)**	**(2,192)**	**(2,236)**
	10,358	23,644	18,657	**18,463**	18,833	19,209	19,593	19,985
Net Operations Total	**10,354**	**23,640**	**18,657**	**18,463**	**18,833**	**19,209**	**19,593**	**19,985**
Transfers								
Transfer From Own Sources	(762)	-	-	-	-	-	-	-
Transfer To Own Sources	2,569	-	-	-	-	-	-	-
	1,807	-	-	-	-	-	-	-
	$ 12,161	**$ 23,640**	**$ 18,657**	**$ 18,463**	**$ 18,833**	**$ 19,209**	**$ 19,593**	**$ 19,985**

TRAFFIC	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ (500)	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	(500)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	2,155	2,143	2,081	**1,842**	1,879	1,917	1,955	1,994
Operating Costs	8,406	7,573	10,924	**8,839**	9,015	9,195	9,378	9,566
Internal Services Used	402	26	306	**306**	312	318	324	330
Internal Services Recovered	(626)	(668)	(1,384)	**(1,384)**	(1,412)	(1,440)	(1,469)	(1,498)
External Recoveries	(988)	(1,311)	(1,209)	(1,209)	(1,233)	**(1,258)**	**(1,283)**	**(1,309)**
	9,349	7,763	10,718	**8,394**	8,561	8,732	8,905	9,083
Net Operations Total	**9,349**	**7,263**	**10,718**	**8,394**	**8,561**	**8,732**	**8,905**	**9,083**
Transfers								
Transfer From Own Sources	(790)	-	-	-	-	-	-	-
Transfer To Own Sources	82	82	82	182	186	**190**	**194**	**198**
	(708)	82	82	**182**	186	190	194	198
	$ 8,641	**$ 7,345**	**$ 10,800**	**$ 8,576**	**$ 8,747**	**$ 8,922**	**$ 9,099**	**$ 9,281**

TRANSPORTATION	2014 ACTUAL *Restated*	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ -	$ -	$ (214)	**$ (219)**	$ (222)	$ (227)	$ (231)	$ (236)
Grants, Donations and Other	(1,063)	(2,319)	(2,500)	**-**	-	-	-	-
	(1,063)	(2,319)	(2,714)	**(219)**	(222)	(227)	(231)	(236)
Expenditures								
Salaries and Benefits	3,057	3,348	3,136	**3,147**	3,210	3,274	3,340	3,407
Operating Costs	9,009	6,217	4,594	**6,836**	6,836	6,836	7,817	7,817
Internal Services Used	2,795	194	18	**18**	18	18	18	18
Internal Services Recovered	(2,877)	(3,164)	(3,096)	**(3,096)**	(3,158)	(3,221)	(3,286)	(3,352)
External Recoveries	-	(5)	-	**-**	-	-	-	-
	11,984	6,590	4,652	**6,905**	6,906	6,907	7,889	7,890
Net Operations Total	**10,921**	**4,271**	**1,938**	**6,686**	**6,684**	**6,680**	**7,658**	**7,654**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 10,921	**$ 4,271**	**$ 1,938**	**$ 6,686**	**$ 6,684**	**$ 6,680**	**$ 7,658**	**$ 7,654**

Roads & Traffic Safety—Significant Changes

2015 ADOPTED BUDGET			**$ 21,950**
REVENUES			
Taxation	....	$ 3,379	**3,379**
Sales and Services			
Digital Signs Revenue	....	(2,500)	
Developer Sundry Contributions	....	3	
Other (Provinicial/Translink)	....	2	**(2,495)**
Total Change in Revenue			**884**
2016 REVENUE BUDGET			**22,834**
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Rate and Range Increase	....	20	
Overhead, Overtime, Sick Reduction	....	29	
Reclass Positions	....	(369)	
New Positions	....	92	**(228)**
Operating Costs			
Inventory Increase	....	479	
Economic Increase	....	74	
Service Level Adjustment	....	(2,123)	
Non Capital items from 10YR Servicing Plan	....	816	
Traffic Signal & Streetlight Maintenance Contract	....	(908)	
Transportation Planning Operating Costs	....	2,242	
BC Hydro Rate Increase	....	199	**779**
Internal Services Used			
Increase Department Cost Allocation	....	(221)	**(221)**
Internal Services Recovered			
Capital Recoveries	....	(595)	**(595)**
Contribution to Capital			
Decrease in Capital Funding	....	3,546	**3,546**
Transfer To Own Sources			
Transfer to Reserves	....	(6,794)	
Transfer to General Revenue	....	4,397	**(2,397)**
Total Change in Expenditures			**884**
2016 EXPENDITURE BUDGET			**22,834**
2016 BUDGET			**$ -**

Roads & Traffic Safety—Significant Changes

2016 ADOPTED BUDGET			**$ 22,834**
REVENUES			
Taxation			
Increase Due to Growth	....	$ 16,710	**16,710**
Sales and Services			
Developer Sundry Contributions / Other	....	17	**17**
Total Change in Revenue			**16,727**
2020 REVENUE BUDGET			**39,561**
EXPENDITURES			
Operating Costs	....	3,196	**3,196**
Net Transfers			
Contribution to Capital	....	1,764	
Contribution to General Fund	....	4,106	
Transfer to/from Reserves	....	7,661	**13,531**
Total Change in Expenditures			**16,727**
2020 EXPENDITURE BUDGET			**39,561**
2020 BUDGET			**$ -**

CITY OF SURREY

BYLAW NO. 18565

A bylaw to provide for the adoption of the Surrey 2016 – 2020
Roads and 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 2016 – 2020 Roads and Traffic Safety Operating Financial Plan Bylaw, 2016, No. 18565".

PASSED FIRST READING on the 22nd day of February, 2016.

PASSED SECOND READING on the 22nd day of February, 2016.

PASSED THIRD READING on the 22nd day of February, 2016.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 7th day of March, 2016.

MAYOR

CLERK

CITY OF SURREY

Bylaw 18565 Schedule 1

Roads & Traffic Safety Operating Financial Plan
to establish years 2016 to 2020

	2015 *restated*	2016	2017	2018	2019	2020
PROPOSED FUNDING SOURCES						
Revenues from Property Value Taxes						
Local Roads & Traffic Safety Levy	$ 19,236,000	$ 22,615,000	$ 26,326,000	$ 30,333,000	34,658,000	$ 39,324,000
Revenues from Fees & Charges						
Departmental Revenue	2,714,000	219,000	222,000	227,000	231,000	236,000
TOTAL FUNDING SOURCES	$ 21,950,000	$ 22,834,000	$ 26,548,000	$ 30,560,000	34,889,000	$ 39,560,000
PROPOSED EXPENDITURES						
Municipal Expenditures						
Engineering Services	$ 34,027,000	$ 33,762,000	$ 34,300,000	$ 34,848,000	36,387,000	$ 36,958,000
TOTAL EXPENDITURES	$ 34,027,000	$ 33,762,000	$ 34,300,000	$ 34,848,000	36,387,000	$ 36,958,000
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	$ (31,562,000)	$ (33,959,000)	$ (24,634,000)	$ (20,852,000)	(26,561,000)	$ (22,193,000)
Transfers (from)/to Appropriated Surplus	-	-	-	-	-	-
Transfers (from)/to Capital	19,485,000	23,031,000	16,882,000	16,564,000	25,063,000	24,795,000
TOTAL TRANSFERS BETWEEN FUNDS	$ (12,077,000)	$ (10,928,000)	$ (7,752,000)	$ (4,288,000)	(1,498,000)	$ 2,602,000
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -	$ -


Upsizing a Sanitary Sewer Machine using Pipe Bursting

UTILITY OVERVIEW
SEWER

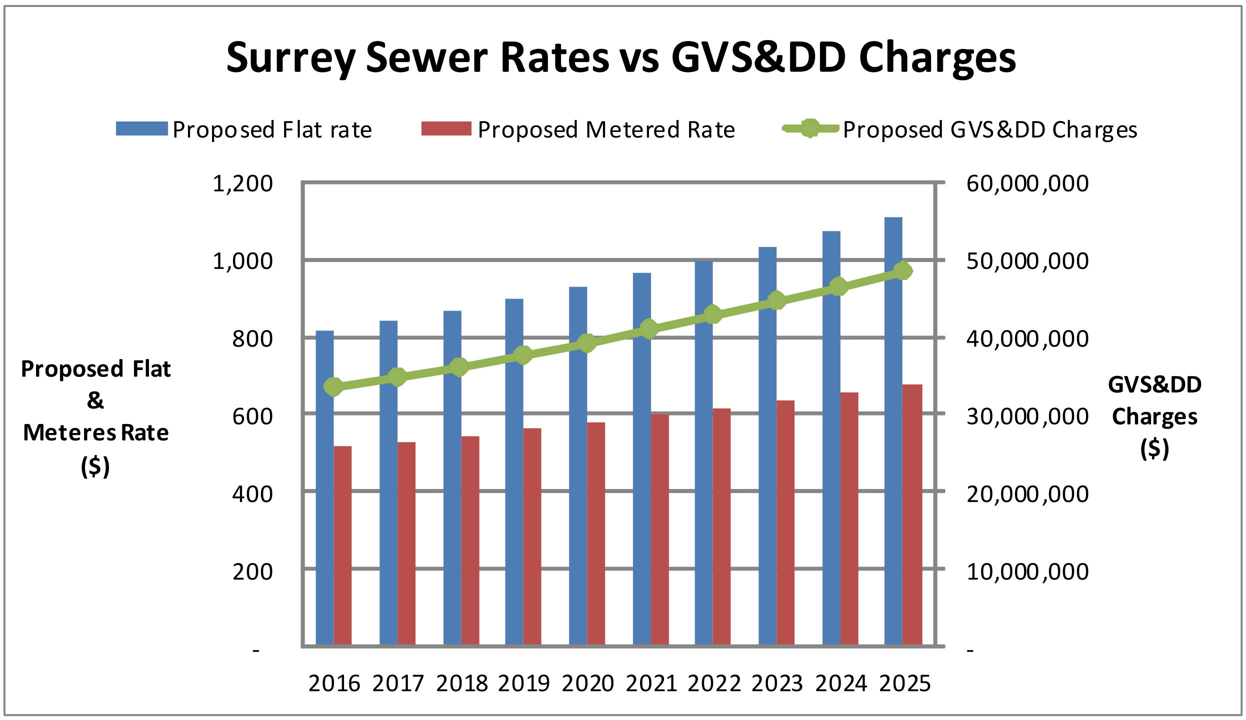
MISSION STATEMENT

To provide Engineering Services for the City's sanitary sewer system to support the building of a healthy, sustainable community.

KEY PROGRAMS AND 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; 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.



2015 ACCOMPLISHMENTS

ECONOMIC

- With the development community, we developed 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;
- Completed construction of $5 Million in sanitary sewer improvements, including trunk sewer upgrades;
- Initiated the Local Area Service process for the $15 Million Bridgeview Vacuum Sewer Replacement Project Phases 3 and 4; and
- Reviewed existing Sustainability Dashboard Indicators, and developed new indicators.

ENVIRONMENTAL

- Continued to provide comments on the proposed amendment by Fraser Surrey Docks to the existing project permit that authorizes a Direct Transfer Coal Facility at the Fraser Surrey Docks; and
- Worked with Metro Vancouver to address odour issues along the North Surrey Interceptor.

SOCIO-CULTURAL

- Worked with the Planning & Development Department and the Parks, Recreation and Culture Department to complete the Stage 2 West Clayton Neighbourhood Concept Plan;
- Initiated an update of the Engineering Department's 10-Year Servicing Plan that supports the vision of the Official Community Plan;
- Worked with the Planning & Development Department and the Parks, Recreation and Culture Department to initiate the Stage 2 Redwood Heights (Grandview Heights Area #4) Neighbourhood Concept Plan; and
- Initiated works as part of a Local Area Service initiative to provide sanitary sewer to an unserviced area of the City.

FUTURE INITIATIVES

ECONOMIC

- Advance the development of the Engineering Department's Asset Management Plan;
- 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;
- Commence construction on the $15 Million Bridgeview Vacuum Sewer Replacement Project Phases 3 and 4; and
- Improve Operational Efficiency of the Sanitary Sewer System in Bridgeview.

ENVIRONMENTAL

- Develop an Odour Mitigation Strategy.

SOCIO-CULTURAL

- Initiate development of a response and recovery plan in coordination with the Operations Division and in consultation with the Surrey Fire Service;
- Participate in the development of Regional Sewer Resource Recovery Plans through the Liquid Waste Sub-Committee of the Regional Engineers Advisory Committee; and
- Work with the Planning & Development Department and the Parks, Recreation and Culture Department to complete Stage 2 of the City Centre NCP, Redwood Heights NCP, Abby Ridge LAP and Newton Town Centre.

PERFORMANCE MEASURES

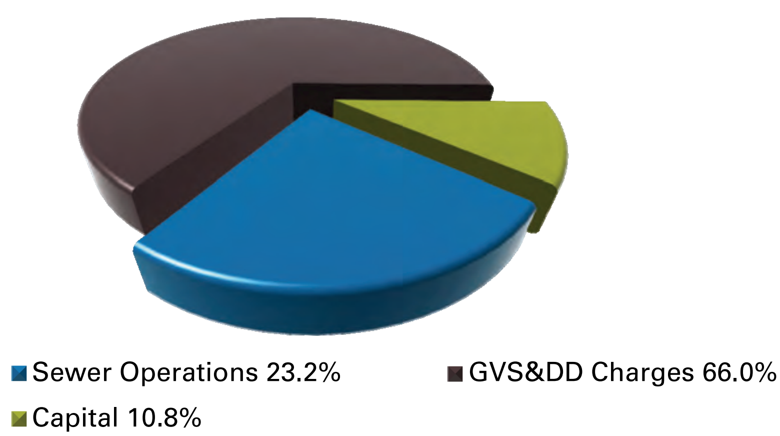
The following table identifies the key performance measures that will assist the Sewer Utility in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016	2017	2018	2019	2020
Sewer Utility	% of sewer mains video inspected (Economic)	45%	51%	51%	53%	55%	57%	59%
	% of sewer manholes inspected (Economic)	13.3%	13.3%	16.2%	17.5%	18.7%	20.0%	22.4%

Sewer—Financial Summary *(in thousands)*

REVENUE SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
	Restated							
Taxation	$ 2,954	$ 2,533	$ 2,441	**$ 1,935**	$ 1,498	$ 959	$ 486	$ 13
Investment Income	789	496	652	**528**	559	581	610	631
Penalties and Interest	447	451	225	**240**	240	251	263	276
	$ 1,236	**$ 947**	**$ 877**	**$ 768**	**$ 799**	**$ 832**	**$ 873**	**$ 907**
Departmental Revenues	43,515	46,136	44,947	**45,894**	47,939	50,154	52,530	55,129
	$ 47,705	**$ 49,616**	**$ 48,265**	**$ 48,597**	**$ 50,236**	**$ 51,945**	**$ 53,889**	**$ 56,049**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 45,776	$ 41,505	$ 43,965	**$ 45,048**	$ 46,476	$ 48,023	$ 49,698	$ 51,513
	$ 45,776	**$ 41,505**	**$ 43,965**	**$ 45,048**	**$ 46,476**	**$ 48,023**	**$ 49,698**	**$ 51,513**
Interest Alloc'd to Approp. Surp	$ 268	$ 96	$ 188	**$ 156**	$ 170	$ 192	$ 221	$ 242
Contrib'n to General Operating	3,464	2,132	2,132	**3,070**	3,166	3,267	3,381	3,509
Contrib'n to Capital	5,473	5,106	5,106	**5,492**	5,798	6,258	6,287	6,291
Net Tsf To/(Frm) Surp/Resrv	(7,276)	777	(3,126)	**(5,169)**	(5,374)	(5,795)	(5,698)	(5,506)
	$ 1,929	**$ 8,111**	**$ 4,300**	**$ 3,549**	**$ 3,760**	**$ 3,922**	**$ 4,191**	**$ 4,536**
Surplus/(Deficit)	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	**-**	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

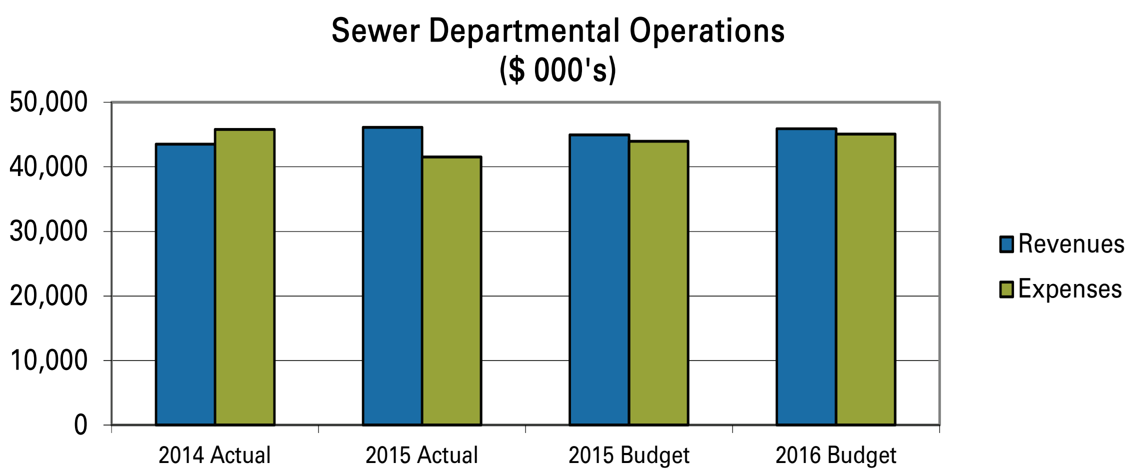
Sewer Expenditures



Sewer—Utility Operations

DIVISION SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
	Restated							
Sewer Utility	$ 2,461	$ (4,431)	$ (782)	**$ (646)**	$ (1,263)	$ (1,931)	$ (2,632)	$ (3,416)
	$ 2,461	**$ (4,431)**	**$ (782)**	**$ (646)**	**$ (1,263)**	**$ (1,931)**	**$ (2,632)**	**$ (3,416)**

ACCOUNT SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (43,515)	$ (46,128)	$ (44,947)	**$ (45,894)**	$ (47,939)	$ (50,154)	$ (52,530)	$ (55,129)
Grants, Donations and Other	-	(8)	-	**-**	-	-	-	-
	(43,515)	(46,136)	(44,947)	**(45,894)**	(47,939)	(50,154)	(52,530)	(55,129)
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	43,541	39,515	44,640	**45,878**	47,339	48,921	50,632	52,484
Internal Services Used	6,315	9,617	6,288	**6,401**	6,657	6,923	7,200	7,488
Internal Services Recovered	(4,053)	(7,598)	(6,963)	**(7,231)**	(7,520)	(7,821)	(8,134)	(8,459)
External Recoveries	(27)	(29)	-	**-**	-	-	-	-
	45,776	41,505	43,965	**45,048**	46,476	48,023	49,698	51,513
Net Operations Total	**2,261**	**(4,631)**	**(982)**	**(846)**	**(1,463)**	**(2,131)**	**(2,832)**	**(3,616)**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	200	200	200	**200**	200	200	200	200
	200	200	200	**200**	200	200	200	200
	$ 2,461	**$ (4,431)**	**$ (782)**	**$ (646)**	**$ (1,263)**	**$ (1,931)**	**$ (2,632)**	**$ (3,416)**



2015 ADOPTED BUDGET		**$ 48,265**
REVENUES		
Taxation		
Transfer from Drainage Parcel Taxes to Sewer Utility	$ (472)	
Local Improvement	(34)	**(506)**
Investment Income		**(124)**
Penalties and Interest on Taxes		**15**
Sales and Services		
Rate Change	403	
Growth	544	**947**
Total Change in Revenue		**332**
2016 REVENUE BUDGET		**48,597**
EXPENDITURES		
Increase in GVS&DD Costs	1,259	
Increase in Sewer Utility	(481)	
Increase in Sewer Maintenance Costs	305	**1,083**
Interest Allocated to Appropriated Surplus		**(32)**
Contribution to Capital		
Non-Growth	371	
Other Contributions	15	**386**
Net Transfers		
Contribution to Operating Fund	938	
Decrease in Transfers for Infrastructure	824	
Utility Building	(512)	
Drainage Internal Borrowing	(2,355)	**(1,105)**
Total Change in Expenditures		**332**
2016 EXPENDITURE BUDGET		**48,597**
2016 BUDGET		**$ -**

Sewer—Significant Changes

2016 ADOPTED BUDGET			**$ 48,597**
REVENUES			
Rate change	....	$ 9,235	
Penalties and Interest on Taxes	....	139	
Local Improvements	....	(30)	
Transfer from Drainage Parcel Tax	....	(1,892)	**7,452**
Total Change in Revenue			**7,452**
2020 REVENUE BUDGET			**56,049**
EXPENDITURES			
Increase in GVS&DD Costs	....	5,691	
Increase in Maintenance and Operation Costs	....	774	**6,551**
Net Transfers			
Contribution to Operating Fund	....	439	
Contribution to Capital	....	799	
Infrastructure Replacement Program	....	13,195	
Transfer to Reserves	....	(13,532)	**901**
Total Change in Expenditures			**7,452**
2020 EXPENDITURE BUDGET			**56,049**
2020 BUDGET			**$ -**

CITY OF SURREY

BYLAW NO. 18569

A bylaw to provide for the adoption of the Surrey 2016 – 2020 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 2016 – 2020 Sewer Operating Financial Plan Bylaw, 2015, No. 18569".

PASSED FIRST READING on the 30th day of November, 2015.

PASSED SECOND READING on the 30th day of November, 2015.

PASSED THIRD READING on the 30th day of November, 2015.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 14th day of December, 2015.

MAYOR

CLERK

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CITY OF SURREY

Bylaw 18569

Schedule 1

Sewer Operating Financial Plan
and establish years 2016 to 2020

	2016	2017	2018	2019	2020
PROPOSED FUNDING SOURCES					
Revenues from Parcel Taxes					
Drainage Parcel Tax	$ 1,935,000	$ 1,498,000	$ 959,000	$ 486,000	$ 13,000
Revenues from Fees & Charges					
Departmental Revenue	45,894,000	47,939,000	50,154,000	52,530,000	55,129,000
Penalties & Interest on Taxes	240,000	240,000	251,000	263,000	276,000
Revenues from Fees and Charges	46,134,000	48,179,000	50,405,000	52,793,000	55,405,000
Revenues from Other Sources					
Investment Income	528,000	559,000	581,000	610,000	631,000
TOTAL FUNDING SOURCES	$ 48,597,000	$ 50,236,000	$ 51,945,000	$ 53,889,000	$ 56,049,000
PROPOSED EXPENDITURES					
Municipal Expenditures					
Sewer Expenditures	$ 45,048,000	$ 46,476,000	$ 48,023,000	$ 49,698,000	$ 51,513,000
TOTAL EXPENDITURES	$ 45,048,000	$ 46,476,000	$ 48,023,000	$ 49,698,000	$ 51,513,000
PROPOSED TRANSFERS BETWEEN FUNDS					
Transfers (from)/to Special Funds	$ (2,099,000)	$ (2,208,000)	$ (2,528,000)	$ (2,317,000)	$ (1,997,000)
Transfers (from)/to Appropriated Surplus	156,000	170,000	192,000	221,000	242,000
Transfers (from)/to Capital	5,492,000	5,798,000	6,258,000	6,287,000	6,291,000
TOTAL TRANSFERS BETWEEN FUNDS	$ 3,549,000	$ 3,760,000	$ 3,922,000	$ 4,191,000	$ 4,536,000
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -

Rethink Waste Collection Program – Goal of 80% Waste Diversion by 2020

UTILITY OVERVIEW
SOLID WASTE

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 AND 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 101,600 single family households and 27,000 secondary suites via a cart-based system with weekly organic waste collection and alternating biweekly collection of garbage and recyclables. Additionally, 32,500 apartment building residences are provided centralized recycling service and 16,500 apartment residences receive the voluntary weekly organic waste collection services in Surrey which was launched in 2015.

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 achieving 70% waste diversion by 2015, with an aspirational target of reaching 80% by 2020. The City's Utility reviews and recommends other solid waste technologies and waste treatment initiatives to further divert waste from landfill.

2015 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);
- Received Performance Bonus from Multi Materials BC in the amount of $251,464 for collecting above the average volume of recyclable material per household;
- Finalized the agreement with the City's partner, Orgaworld Canada, to construct the Biofuel Facility with service commencement scheduled by early 2017;
- Effectively assessed and remodelled the City's approach to illegal dumping operations which will result in a 24% decrease in costs ($240,000) over a one-year period. Further refinements are being made which will achieve a cost reduction between 40% - 50% on an annual basis;
- Delivered curbside waste collection services to the City's customers in 2015 with no rate increase from 2014; and
- Finalized agreement with Fortis BC to sell and purchase biomethane produced at the Biofuel Facility which is now pending BCUC approval.

ENVIRONMENTAL

- Through the City's Rethink Waste Program, maintained 70% diversion of curbside waste through the organic waste and recyclable services;
- Completed the Implementation of the Rethink Waste at Work Program to all City Facilities;
- Sustained the City's reduction in garbage tonnage by over 40% compared to our previous waste collection system;
- Diverted over 59,000 metric tonnes of organic waste at curbside, far exceeding the initial forecast;
- Introduced the Surrey Apartment Organics Collection Program. This program provides for voluntary participation in weekly organic waste collection services at apartment buildings across the City;
- Worked with Surrey's customer base to reduce residual materials within the organic waste stream; 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;
- Completed a comprehensive review and rewrite of the City's waste collection services bylaws, given the significant changes that have occurred since the implementation of the Rethink Waste Collection program for single-family households and Apartment Buildings;
- Handled close to 17,300 service requests from our curbside customers;
- The SurreyReuses.com material trading website received over 60,000 visits, achieved over 700 exchanges and diverted close to 24,000 kilograms of waste away from the landfill in 2015; 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

- Biofuel Project - achieve "Substantial Completion" and commissioning of waste processing by December 2016; and
- Work with our customers to reduce contamination within the curbside recycling waste stream to below the 3% threshold as required by Multi Materials BC.

Solid Waste

ENVIRONMENTAL

- Increase our customer waste diversion to over 80% in the next 4 years;
- Establish RDO/Eco-centre site, commence development process and pilot mini eco-centre concept at various locations throughout Surrey;
- Reduce illegal dumping and associated costs by 50% over the next 3 years (Year 2 of 3);
- Initiate weekly curbside waste collection services within the ALR;
- Make enhancements to the City's Large Item Pickup Services to include more waste categories and items; and
- Initiate Large Item Pick-up (LIPU) pilot program for apartment buildings throughout Surrey.

SOCIO-CULTURAL

- Continue working with Surrey residents to make Surrey a world leader in sustainable waste management practices; and
- Implement multifaceted public education campaign geared towards reducing litter & illegal dumping, and increasing waste diversion.

PERFORMANCE MEASURES

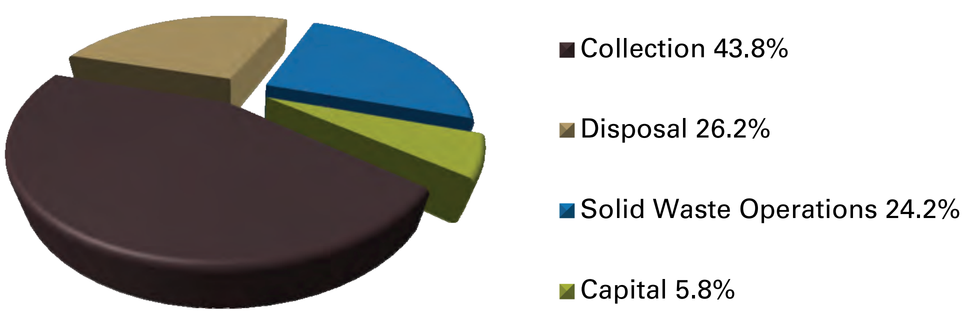
The following table identifies key performance measures that will assist the Solid Waste Utility in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016	2017	2018	2019	2020
Solid Waste	Kitchen Waste Program total # of residences to date (Environmental)	101,600	103,300	103,300	104,500	106,000	107,500	109,000
	Solid waste diversion rate from disposal (Environmental/Socio-Cultural)	70%	70%	72%	74%	76%	78%	80%

Solid Waste—Financial Summary *(in thousands)*

REVENUE SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
	Restated							
Penalties and Interest	$ 120	$ 147	$ 205	**$ 125**	$ 130	$ 135	$ 140	$ 145
Departmental Revenues	38,591	39,011	39,000	**40,014**	40,786	41,557	42,345	43,147
	$ 38,711	**$ 39,158**	**$ 39,205**	**$ 40,139**	**$ 40,916**	**$ 41,692**	**$ 42,485**	**$ 43,292**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 28,748	$ 27,170	$ 30,173	**$ 31,364**	$ 31,993	$ 32,633	$ 33,286	$ 33,952
	$ 28,748	**$ 27,170**	**$ 30,173**	**$ 31,364**	**$ 31,993**	**$ 32,633**	**$ 33,286**	**$ 33,952**
Interest Allocated to Approp. Surplus	$ -	$ -	$ 11	**$ 30**	$ 41	$ 53	$ 63	$ 73
Contrib'n To General Op	1,937	1,937	1,937	**2,401**	2,447	2,493	2,541	2,589
Contrib'n To Capital	1,497	1,871	1,871	**1,915**	1,960	2,085	2,218	2,282
Net Tsf To/(Frm) Surp/Resrv	6,530	8,180	5,213	**4,429**	4,475	4,428	4,377	4,396
	$ 9,964	**$ 11,988**	**$ 9,032**	**$ 8,775**	**$ 8,923**	**$ 9,059**	**$ 9,199**	**$ 9,340**
Surplus/(Deficit)	$ (1)	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	1	-	-	**-**	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

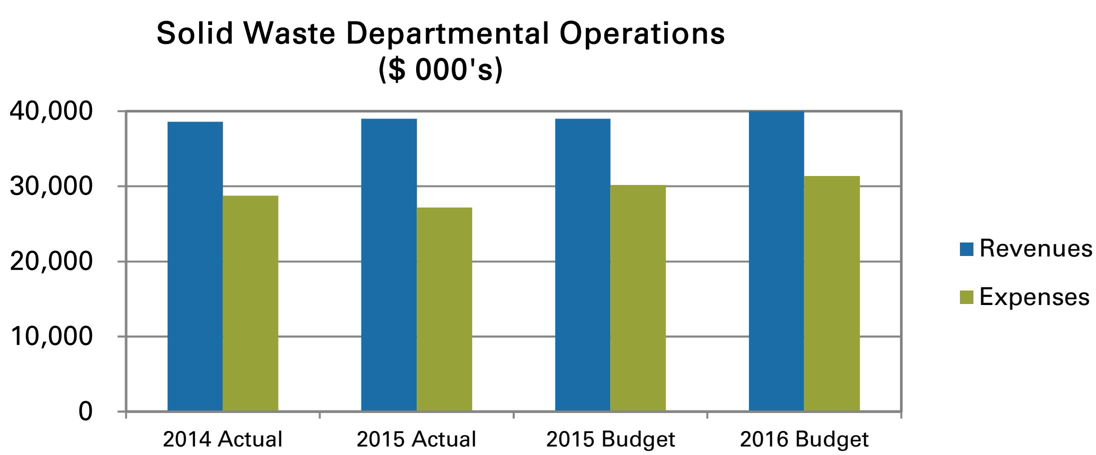
Solid Waste Expenditures



Solid Waste—Utility Operations

DIVISION SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
	Restated							
Solid Waste	$ (7,692)	$ (10,163)	$ (5,964)	**$ (5,291)**	$ (5,403)	$ (5,503)	$ (5,606)	$ (7,445)
	$ (7,692)	**$ (10,163)**	**$ (5,964)**	**$ (5,291)**	**$ (5,403)**	**$ (5,503)**	**$ (5,606)**	**$ (7,445)**

ACCOUNT SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (35,950)	$ (33,329)	$ (34,552)	**$ (34,153)**	$ (34,925)	$ (35,696)	$ (36,484)	$ (37,286)
Grants, Donations and Other	(2,641)	(5,682)	(4,448)	**(5,861)**	(5,861)	(5,861)	(5,861)	(5,861)
	(38,591)	(39,011)	(39,000)	**(40,014)**	**(40,786)**	**(41,557)**	**(42,345)**	**(43,147)**
Expenditures								
Operating Costs	25,658	23,683	26,407	**27,145**	27,689	28,243	28,809	29,385
Internal Services Used	3,200	3,601	3,862	**4,219**	4,304	4,390	4,477	4,567
Internal Services Recovered	(110)	(112)	(96)	**-**	-	-	-	-
External Recoveries	-	(2)	-	**-**	-	-	-	-
	28,748	27,170	30,173	**31,364**	**31,993**	**32,633**	**33,286**	**33,952**
Net Operations Total	**(9,843)**	**(11,841)**	**(8,827)**	**(8,650)**	**(8,793)**	**(8,924)**	**(9,059)**	**(9,195)**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	2,151	1,678	2,863	**3,359**	3,390	3,421	3,453	1,750
	2,151	1,678	2,863	**3,359**	**3,390**	**3,421**	**3,453**	**1,750**
	$ (7,692)	**$ (10,163)**	**$ (5,964)**	**$ (5,291)**	**$ (5,403)**	**$ (5,503)**	**$ (5,606)**	**$ (7,445)**



Solid Waste—Significant Changes

2015 ADOPTED BUDGET			$ 39,205
REVENUES			
Penalties and Interest on Taxes			(80)
Sales & Services			
Garbage & Recycling Levy Rates	....	$ 198	
Sales of Goods	....	(170)	
MMBC Revenues	....	1,405	1,433
Total Change in Revenue			1,353
2016 REVENUE BUDGET			40,558
EXPENDITURES			
Garbage Collection Contract	....	752	
GVS&DD - Garbage Disposal	....	(128)	
Recycling Collection Contract	....	103	
Organics Waste Collection	....	885	
Operating Expenses	....	117	
Biofuel consulting services	....	(632)	
Internal services used	....	357	
Internal services recovered	....	96	
1% Utility fee	....	2	1,552
Interest Allocated to Appropriated Surplus			19
Contribution to Capital			
South Surrey Transfer Station	....	9	
Utility Buildings Repayments	....	17	
Cart Purchase Repayments	....	999	1,025
Net Transfers			
Road Restoration	....	44	
Rate Stabalization	....	(1,287)	(1,243)
Total Change in Expenditures			1,353
2016 EXPENDITURE BUDGET			40,558
2016 BUDGET			$ -

Solid Waste—Significant Changes

2016 ADOPTED BUDGET			**$ 40,558**
REVENUES			
Fee Increases	....	$ 3,153	**3,153**
Total Change in Revenue			**3,153**
2020 REVENUE BUDGET			**43,711**
EXPENDITURES			
Contract increases	....	5,738	
Disposal fees	....	778	
Solid Waste Maintenace & Operations	....	(3,928)	**2,588**
Net Transfers			
Road Restoration	....	367	
Rate Stabalization	....	1,563	
Interest Allocated to Appropriated Surplus	....	43	
Contribution to General Operating	....	188	
Contribution to Other Reserves	....	(1,596)	**565**
Total Change in Expenditures			**3,153**
2020 EXPENDITURE BUDGET			**43,711**
2020 BUDGET			**$ -**

CITY OF SURREY

BYLAW NO. 18570

A bylaw to provide for the adoption of the Surrey 2016 – 2020 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 2016 – 2020 Solid Waste Operating Financial Plan Bylaw, 2015, No. 18570".

PASSED FIRST READING on the 30th day of November, 2015.

PASSED SECOND READING on the 30th day of November, 2015.

PASSED THIRD READING on the 30th day of November, 2015.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 14th day of December, 2015.

MAYOR

CLERK

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CITY OF SURREY

Bylaw 18570 — Schedule 1

Solid Waste Operating Financial Plan
and establish years 2016 to 2020

	2016	2017	2018	2019	2020
PROPOSED FUNDING SOURCES					
Revenues from Fees & Charges					
Departmental Revenue	$ 40,014,000	$ 40,786,000	$ 41,557,000	$ 42,345,000	$ 43,147,000
Penalties & Interest on Taxes	125,000	130,000	135,000	140,000	145,000
Revenues from Fees and Charges	40,139,000	40,916,000	41,692,000	42,485,000	43,292,000
TOTAL FUNDING SOURCES	$ 40,139,000	$ 40,916,000	$ 41,692,000	$ 42,485,000	$ 43,292,000
PROPOSED EXPENDITURES					
Municipal Expenditures					
Solid Waste Expenditures	$ 31,364,000	$ 31,993,000	$ 32,633,000	$ 33,286,000	$ 33,952,000
TOTAL EXPENDITURES	$ 31,364,000	$ 31,993,000	$ 32,633,000	$ 33,286,000	$ 33,952,000
PROPOSED TRANSFERS BETWEEN FUNDS					
Transfers (from)/to Special Funds	$ 6,830,000	$ 6,922,000	$ 6,921,000	$ 6,918,000	$ 6,985,000
Transfers (from)/to Appropriated Surplus	30,000	41,000	53,000	63,000	73,000
Transfers (from)/to Capital	1,915,000	1,960,000	2,085,000	2,218,000	2,282,000
TOTAL TRANSFERS BETWEEN FUNDS	$ 8,775,000	$ 8,923,000	$ 9,059,000	$ 9,199,000	$ 9,340,000
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -

Pre-Insulated steel pipe installation in progress

UTILITY OVERVIEW
SURREY CITY ENERGY

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.

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.

KEY PROGRAMS AND SERVICES

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.

2015 ACCOMPLISHMENTS

ECONOMIC

- Designed and built new District Energy infrastructure to serve new development in the Surrey Central, King George and Gateway areas, including distribution piping, energy centre and energy transfer stations within the buildings; and
- Completed the 2nd annual rate review process with the External Rate Review Panel which is tasked with providing expert advice to the City on the establishment of its rate and rate structure for District Energy.

ENVIRONMENTAL

- Completed the development of a bonus density policy for building energy efficiency as part of the Stage 2 West Clayton Neighbourhood Concept Plan; and
- Developed strategy to purchase renewable natural gas from the Biofuels Processing Facility to offset the use of conventional natural gas in the District Energy system.

SOCIO-CULTURAL

- Commenced operation of the City's district energy utility, Surrey City Energy to provide service to its first two apartment tower customers;
- Worked to ensure that new above ground projects have an architectural element that adds to the beauty of the City. This includes a public art component which will be incorporated in to the design of the West Village District Energy plant;
- Completed designs of new district energy infrastructure to serve new development in the Surrey Central and King George areas; and
- Reviewed existing Sustainability Dashboard Indicators, and developed new indicators.

FUTURE INITIATIVES

ECONOMIC

- Advance the development of the Engineering Department's Asset Management Plan; and
- Commence construction of the West Village District Energy Centre.

ENVIRONMENTAL

- Develop a Low Carbon District Energy Strategy and set Carbon Intensity Targets.

SOCIO-CULTURAL

- Initiate development of a response and recovery plan in coordination with the Operations Division and in consultation with the Surrey Fire Service.

PERFORMANCE MEASURES

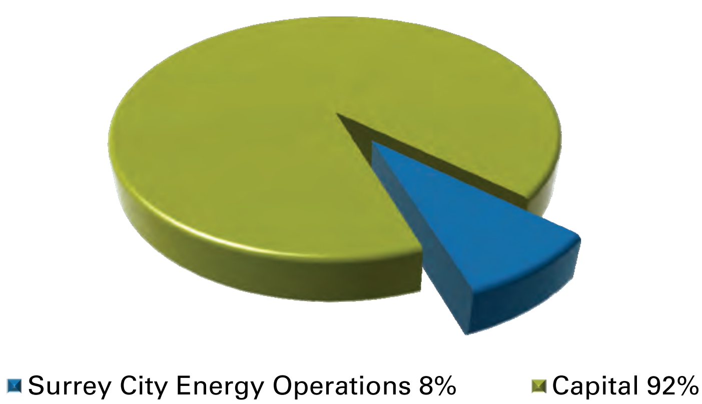
The following table identifies key performance measures that will assist the utility in tracking its progress and monitoring its contribution to building a sustainable Surrey. The performance measures chosen are strongly influenced by the state of the real estate market as growth of the utility will 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.

Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016	2017	2018	2019	2020
Surrey City Energy Utility	Connected Floor Area (m^2) (Economic)	37,625	37,625	110,000	195,000	315,000	395,000	540,000
	Ratio of hours in service to total hours since operating commenced (Socio-cultural)	100%	100%	100%	100%	100%	100%	100%

Surrey City Energy—Financial Summary *(in thousands)*

REVENUE SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET *Restated*	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Taxation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Investment Income	-	-	-	-	-	-	-	-
Penalties and Interest	-	-	-	-	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Departmental Revenues	$ 104	$ 316	$ 121	**$ 1,086**	$ 2,122	$ 3,389	$ 4,463	$ 6,098
	$ 104	**$ 316**	**$ 121**	**$ 1,086**	**$ 2,122**	**$ 3,389**	**$ 4,463**	**$ 6,098**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 284	$ 231	$ 590	**$ 1,289**	$ 2,143	$ 3,073	$ 3,700	$ 4,361
	$ 284	**$ 231**	**$ 590**	**$ 1,289**	**$ 2,143**	**$ 3,073**	**$ 3,700**	**$ 4,361**
Interest Alloc'd to Approp. Surp	$ -	$ -	$ (26)	**$ -**	$ -	$ -	$ -	$ -
Contrib'n to General Operating	26	26	26	**$ 65**	127	203	268	366
Contrib'n to Capital	1,757	2,841	3,948	**$ 13,933**	10,472	9,551	4,026	3,244
Net Tsf To/(Frm) Surp/Resrv	(1,963)	(2,782)	(4,417)	**$ (14,201)**	$ (10,620)	$ (9,438)	$ (3,531)	$ (1,873)
	$ (180)	**$ 85**	**$ (469)**	**$ (203)**	**$ (21)**	**$ 316**	**$ 763**	**$ 1,737**
Surplus/(Deficit)	**$ -**	**$ -**	**$ -**	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

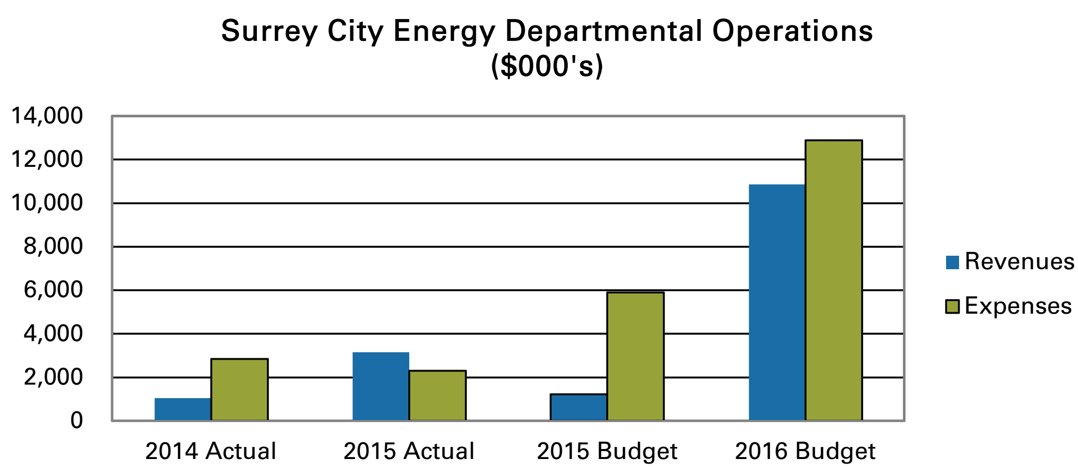
Surrey City Energy Fund Expenditures



Surrey City Energy—Utility Operations

PROGRAM SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Energy	$ 180	$ (85)	$ 469	**$ 203**	$ 21	$ (316)	$ (763)	$ (1,737)
	$ 180	**$ (85)**	**$ 469**	**$ 203**	**$ 21**	**$ (316)**	**$ (763)**	**$ (1,737)**

ACCOUNT SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (104)	$ (165)	$ (121)	**$ (1,086)**	$ (2,122)	$ (3,389)	$ (4,463)	$ (6,098)
Grants, Donations and Other	-	(151)	-	**-**	-	-	-	-
	(104)	(316)	(121)	**(1,086)**	(2,122)	(3,389)	(4,463)	(6,098)
Expenditures								
Salaries and Benefits	332	352	357	**361**	367	373	380	387
Operating Costs	126	107	233	**928**	1,776	2,700	3,320	3,974
Internal Services Used	173	164	-	**-**	-	-	-	-
Internal Services Recovered	(347)	(392)	-	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	284	231	590	**1,289**	2,143	3,073	3,700	4,361
Net Operations Total	**180**	**(85)**	**469**	**203**	**21**	**(316)**	**(763)**	**(1,737)**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 180	**$ (85)**	**$ 469**	**$ 203**	**$ 21**	**$ (316)**	**$ (763)**	**$ (1,737)**



Surrey City Energy—Significant Changes

2015 ADOPTED BUDGET			**$ 121**
REVENUES			
Sales and Services			
Growth	....	$ 965	**965**
Total Change in Revenue			**965**
2016 REVENUE BUDGET			**1,086**
EXPENDITURES			
Economic Increase	....	4	
Increase in Service Levels	....	695	**738**
Interest Allocated to Appropriated Surplus			**26**
Net Transfers			
Transfer to /from General Operating	....	(9,784)	**(9,784)**
Total Change in Expenditures			**965**
2016 EXPENDITURE BUDGET			**1,086**
2016 BUDGET			**$ -**

Surrey City Energy—Significant Changes

2016 ADOPTED BUDGET			**$ 1,086**
REVENUES			
Increase Due to Rate and Growth	....	$ 5,012	**5,012**
Total Change in Revenue			**5,012**
2020 REVENUE BUDGET			**6,098**
EXPENDITURES			
Increase to Maintenance & Operations	....	3,072	**3,072**
Net Transfers			
Transfer to Reserves	....	1,940	**1,940**
Total Change in Expenditures			**5,012**
2020 EXPENDITURE BUDGET			**6,098**
2020 BUDGET			**$ -**

CITY OF SURREY

BYLAW NO. 18566

A bylaw to provide for the adoption of the Surrey 2016 – 2020
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 2016 - 2020 District Energy Operating Financial Plan Bylaw, 2015, No. 18566".

PASSED FIRST READING on the 30th day of November, 2015.

PASSED SECOND READING on the 30th day of November, 2015.

PASSED THIRD READING on the 30th day of November, 2015.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 14th day of December, 2015.

MAYOR

CLERK

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CITY OF SURREY

Bylaw 18566 | Schedule 1

District Energy Operating Financial Plan
to restate year 2015
and establish years 2016 to 2020

	2015 *restated*	2016	2017	2018	2019	2020
PROPOSED FUNDING SOURCES						
Revenues from Fees & Charges						
Departmental Revenue	$ 121,000	$ 1,086,000	$ 2,122,000	$ 3,389,000	$ 4,463,000	$ 6,098,000
TOTAL FUNDING SOURCES	$ 121,000	$ 1,086,000	$ 2,122,000	$ 3,389,000	$ 4,463,000	$ 6,098,000
PROPOSED EXPENDITURES						
Municipal Expenditures						
Engineering Services	$ 590,000	$ 1,289,000	$ 2,143,000	$ 3,073,000	$ 3,700,000	$ 4,361,000
TOTAL EXPENDITURES	$ 590,000	$ 1,289,000	$ 2,143,000	$ 3,073,000	$ 3,700,000	$ 4,361,000
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	$ (4,391,000)	$ (14,136,000)	$ (10,493,000)	$ (9,235,000)	$ (3,263,000)	$ (1,507,000)
Transfers (from)/to Appropriated Surplus	(26,000)	-	-	-	-	-
Transfers (from)/to Capital	3,948,000	13,933,000	10,472,000	9,551,000	4,026,000	3,244,000
TOTAL TRANSFERS BETWEEN FUNDS	$ (469,000)	$ (203,000)	$ (21,000)	$ 316,000	$ 763,000	$ 1,737,000
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -	$ -


Hot Tap Sleeve and Valve

UTILITY OVERVIEW
WATER

MISSION STATEMENT

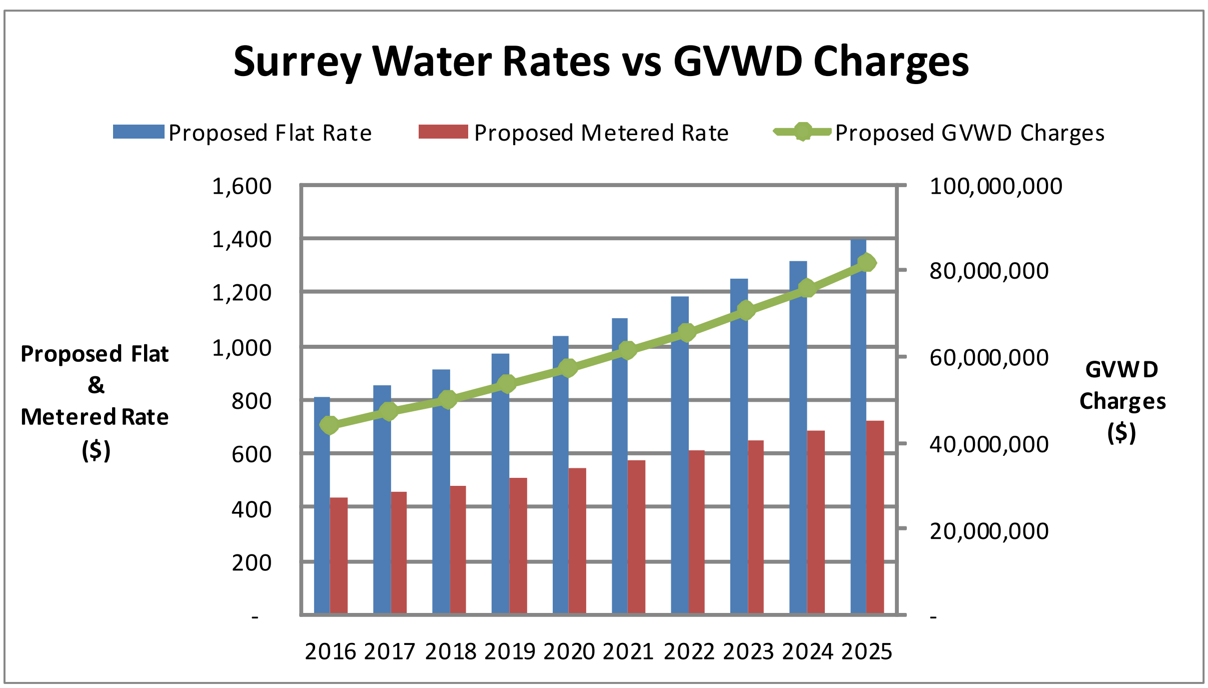
To provide clean and safe drinking water to support the building of a healthy, sustainable community.

KEY PROGRAMS AND 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 500,000 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 water conservation program, audits water loss, and administers cross connection control.



2015 ACCOMPLISHMENTS

ECONOMIC

- Completed a pilot project to detect leakage in City's water network in Port Kells area.

ENVIRONMENTAL

- Initiated a phased program of cross connection control surveys on private properties to identify any cross connection control deficiencies.

SOCIO-CULTURAL

- Worked with the Planning & Development Department and the Parks, Recreation and Culture Department to complete the Stage 2 West Clayton Neighbourhood Concept Plan;
- Initiated an update of the Engineering Department's 10-Year Servicing Plan that supports the vision of the Official Community Plan;
- Worked with Sustainability Office and Solid Waste to initiate projects to provide water conservation tools in schools and single family homes;
- Worked with the Planning & Development Department and the Parks, Recreation and Culture Department to initiate the Stage 2 Redwood Heights (Grandview Heights Area #4) Neighbourhood Concept Plan;
- Reviewed existing Sustainability Dashboard Indicators, and developed new indicators; and
- Explored how we can improve the number of volunteers for a water meter.

FUTURE INITIATIVES

ECONOMIC

- Complete construction of $9 Million in water system improvements, including distribution system improvements, feeder mains across railways, and PRV upgrades;
- Advance the development of the Engineering Department's Asset Management 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.

Water

ENVIRONMENTAL

- Improve Water Quality by working with Metro Vancouver to review and improve secondary chlorination.

SOCIO-CULTURAL

- Complete a Farm Irrigation Opportunities Study;
- Participate in the development of regional water resource recovery plans through the Water Sub-Committee of the Regional Engineers Advisory Committee; and
- Work with the Planning & Development Department and the Parks, Recreation and Culture Department to complete Stage 2 of the City Centre NCP, Redwood Heights NCP, Abby Ridge Local Area Plan (LAP) and Newton Town Centre.

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.

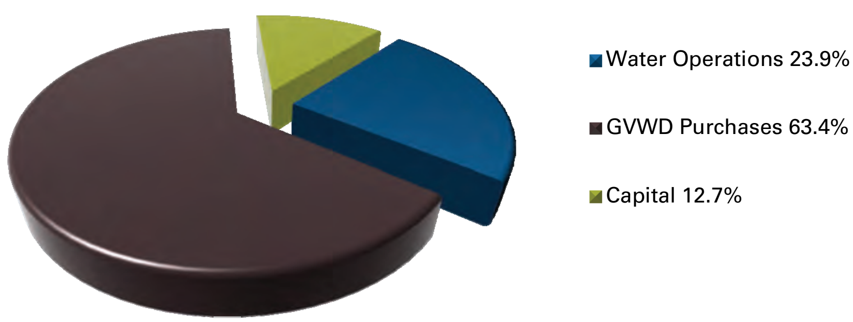
Division	Performance Measures (Sustainability Pillar)	Actual 2015	Budget 2015	Budget				
				2016	2017	2018	2019	2020
Water Utility	% of single family homes on water meters (Environmental)	68%	68%	70%	71%	72%	73%	74%
	Average winter residential water consumption (litres per capita per day) (Environmental)	267	288	265	263	261	259	257

Water—Financial Summary *(in thousands)*

REVENUE SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
	Restated							
Taxation	$ 190	$ 166	$ 119	**$ 92**	$ 66	$ 72	$ 52	$ 51
Investment Income	1,083	801	1,006	**727**	722	683	659	626
Penalties and Interest	632	628	657	**679**	720	773	831	891
	1,715	**1,429**	**1,663**	**1,406**	**1,442**	**1,456**	**1,490**	**1,517**
Departmental Revenues	64,990	67,791	66,410	**68,635**	72,812	78,049	83,894	90,013
	$ 66,895	**$ 69,386**	**$ 68,192**	**$ 70,133**	**$ 74,320**	**$ 79,577**	**$ 85,436**	**$ 91,581**

EXPENDITURE SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Departmental Expenditures	$ 54,210	$ 56,417	$ 61,999	**$ 60,453**	$ 63,820	$ 67,332	$ 71,101	$ 75,143
	$ 54,210	**$ 56,417**	**$ 61,999**	**$ 60,453**	**$ 63,820**	**$ 67,332**	**$ 71,101**	**$ 75,143**
Interest Alloc'd to Approp. Surp	$ 434	$ 243	$ 333	**$ 214**	$ 169	$ 130	$ 106	$ 72
Contrib'n to General Operating	4,464	4,233	4,233	**4,624**	4,623	4,687	5,037	5,404
Contrib'n to Capital	9,172	8,635	8,635	**8,815**	9,044	9,219	12,016	12,021
Net Tsf To/(Frm) Surp/Resrv	(1,385)	(142)	(7,008)	**(3,973)**	(3,336)	(1,791)	(2,824)	(1,059)
	$ 12,685	**$ 12,969**	**$ 6,193**	**$ 9,680**	**$ 10,500**	**$ 12,245**	**$ 14,335**	**$ 16,438**
Surplus/(Deficit)	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	**-**	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

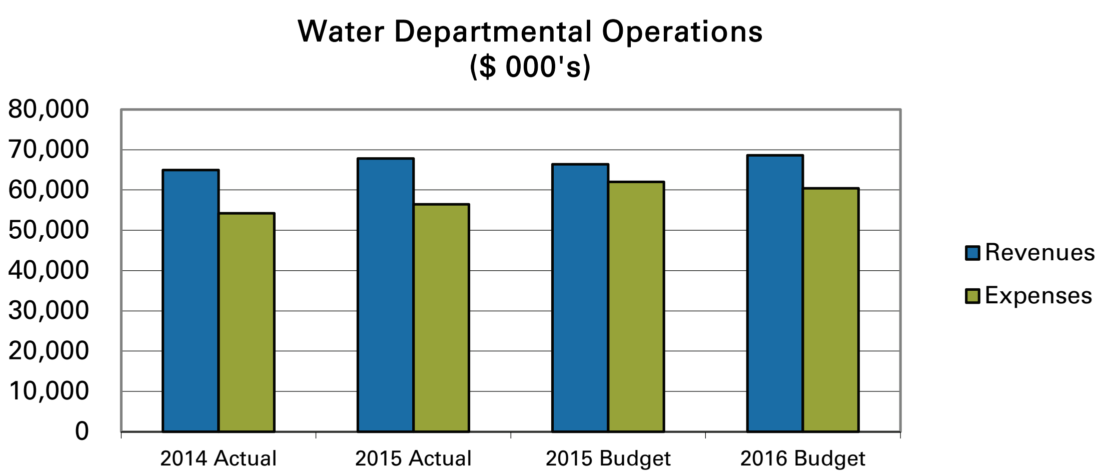
Water Fund Expenditures



Water—Utility Operations

PROGRAM SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
	Restated							
Water	$ (10,480)	$ (11,074)	$ (4,111)	**$ (7,882)**	$ (8,692)	$ (10,417)	$ (12,493)	$ (14,570)
	$ (10,480)	**$ (11,074)**	**$ (4,111)**	**$ (7,882)**	**$ (8,692)**	**$ (10,417)**	**$ (12,493)**	**$ (14,570)**

ACCOUNT SUMMARY	2014 ACTUAL	2015 ACTUAL	2015 BUDGET	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN
Revenues								
Sales and Services	$ (64,990)	$ (67,791)	$ (66,410)	**$ (68,635)**	$ (72,812)	$ (78,049)	$ (83,894)	$ (90,013)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(64,990)	(67,791)	(66,410)	**(68,635)**	(72,812)	(78,049)	(83,894)	(90,013)
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	49,284	49,219	54,772	**52,986**	56,104	59,354	62,844	66,596
Internal Services Used	6,709	8,933	8,277	**8,517**	8,801	9,100	9,419	9,749
Internal Services Recovered	(537)	(592)	(550)	**(550)**	(568)	(587)	(608)	(629)
External Recoveries	(1,246)	(1,143)	(500)	**(500)**	(517)	(535)	(554)	(573)
	54,210	56,417	61,999	**60,453**	63,820	67,332	71,101	75,143
Net Operations Total	**(10,780)**	**(11,374)**	**(4,411)**	**(8,182)**	**(8,992)**	**(10,717)**	**(12,793)**	**(14,870)**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	300	300	300	**300**	300	300	300	300
	300	300	300	**300**	300	300	300	300
	$ (10,480)	**$ (11,074)**	**$ (4,111)**	**$ (7,882)**	**$ (8,692)**	**$ (10,417)**	**$ (12,493)**	**$ (14,570)**



2015 ADOPTED BUDGET			**$ 68,192**
REVENUES			
Taxation			
Local Improvement	....	$ (27)	**(27)**
Investment Income			**(279)**
Penalties and Interest on Taxes			**22**
Sales & Services			
Rate Change	....	2,160	
Growth	....	93	
Conversions	....	(44)	
Connection Fees/Special Reads	....	16	**2,225**
Total Change in Revenue			**1,941**
2016 REVENUE BUDGET			**70,133**
EXPENDITURES			
Expenditures			
Inventory Increase	....	421	
Increase in Non-Capital Items from 10Yr plan	....	(275)	
Increase in Utility Fee	....	(715)	
Increase in GVWD Water Costs	....	(977)	**(1,546)**
Interest Allocated to Appropriated Surplus			**(119)**
Contribution to Capital			
Non-Growth	....	102	
DCC Contributions	....	64	
Transfer to Roads Capital	....	14	**180**
Net Transfers			
Contribution to Operating Fund	....	391	
Utility Building	....	(512)	
Increase Funding from Rates Reserve	....	3,547	**3,426**
Total Change in Expenditures			**1,941**
2016 EXPENDITURE BUDGET			**70,133**
2016 BUDGET			**$ -**

Water—Significant Changes

2016 ADOPTED BUDGET			$ 70,133
REVENUES			
Rate Change	....	$ 13,414	
Growth	....	7,964	
Penalties and Interest on Taxes	....	70	21,448
Total Change in Revenues			21,448
2020 REVENUE BUDGET			91,581
EXPENDITURES			
Expenditures			
Utility Fees	....	343	
Increase in GVWD Costs	....	13,026	
Increase in Maintenance & Operations Costs	....	1,321	14,690
Net Transfers			
Contribution to Operating Fund	....	780	
Contribution to Capital	....	3,206	
Interest to Appropriate Surplus	....	(142)	
Infrastructure Replacement Program	....	3,004	
Transfer to other reserves	....	(90)	6,758
Total Change in Expenditures			21,448
2020 EXPENDITURE BUDGET			91,581
2020 BUDGET			$ -

CITY OF SURREY

BYLAW NO. 18571

A bylaw to provide for the adoption of the Surrey 2016 – 2020
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 2016 – 2019 Water Operating Financial Plan Bylaw, 2015, No. 18571".

PASSED FIRST READING on the 30th day of November, 2015.

PASSED SECOND READING on the 30th day of November, 2015.

PASSED THIRD READING on the 30th day of November, 2015.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 14th day of December, 2015.

MAYOR

CLERK

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CITY OF SURREY

Bylaw 18571 | Schedule 1

Water Operating Financial Plan
and establish years 2016 to 2020

	2016	2017	2018	2019	2020
PROPOSED FUNDING SOURCES					
Revenues from Property Value Taxes					
Property Value Taxes	$ 92,000	$ 66,000	$ 72,000	$ 52,000	$ 51,000
Revenues from Fees & Charges					
Departmental Revenue	68,635,000	72,812,000	78,049,000	83,894,000	90,013,000
Penalties & Interest on Taxes	679,000	720,000	773,000	831,000	891,000
Revenues from Fees and Charges	69,314,000	73,532,000	78,822,000	84,725,000	90,904,000
Revenues from Other Sources					
Investment Income	727,000	722,000	683,000	659,000	626,000
TOTAL FUNDING SOURCES	$ 70,133,000	$ 74,320,000	$ 79,577,000	$ 85,436,000	$ 91,581,000
PROPOSED EXPENDITURES					
Municipal Expenditures					
Water Expenditures	$ 60,453,000	$ 63,820,000	$ 67,332,000	$ 71,101,000	$ 75,143,000
TOTAL EXPENDITURES	$ 60,453,000	$ 63,820,000	$ 67,332,000	$ 71,101,000	$ 75,143,000
PROPOSED TRANSFERS BETWEEN FUNDS					
Transfers (from)/to Special Funds	$ 651,000	$ 1,287,000	$ 2,896,000	$ 2,213,000	$ 4,345,000
Transfers from/(to) Appropriated Surplus	214,000	169,000	130,000	106,000	72,000
Transfers (from)/to Capital	8,815,000	9,044,000	9,219,000	12,016,000	12,021,000
TOTAL TRANSFERS BETWEEN FUNDS	$ 9,680,000	$ 10,500,000	$ 12,245,000	$ 14,335,000	$ 16,438,000
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -

CAPITAL PROGRAM
CONTRIBUTION & EXPENDITURE OVERVIEW

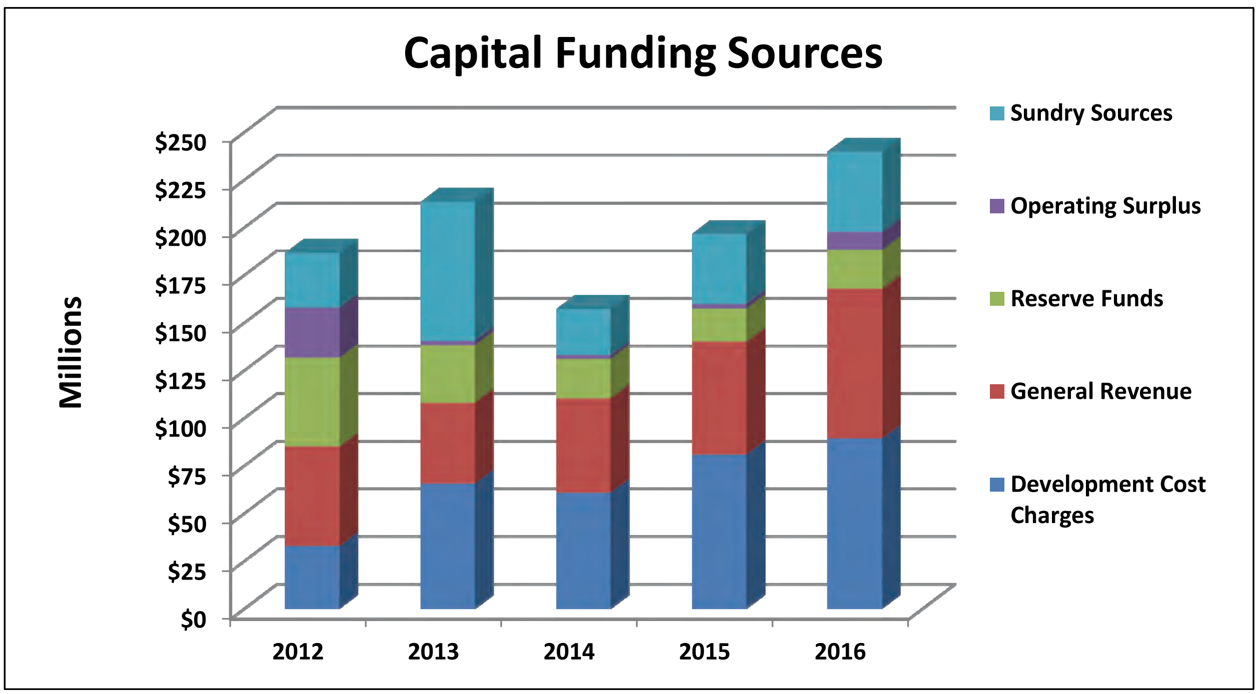
The Capital Financial Plan allocates available financial resources to proposed investments in capital.

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 prioritize 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:



Contribution & Expenditure Overview

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 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 Resources

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 $1.4 billion. Outstanding external long-term capital borrowing at December 31, 2015 is $196,316,195. 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 (2016 - 2020) will be $63,898,609 and $5,419,878 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 2016 is $25.6 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 2016 is approximately $645 million. The City's authorized temporary borrowing limit for 2016 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. Delaying 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.

Surrey's total population, as of December 2015, is estimated at 516,650 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.

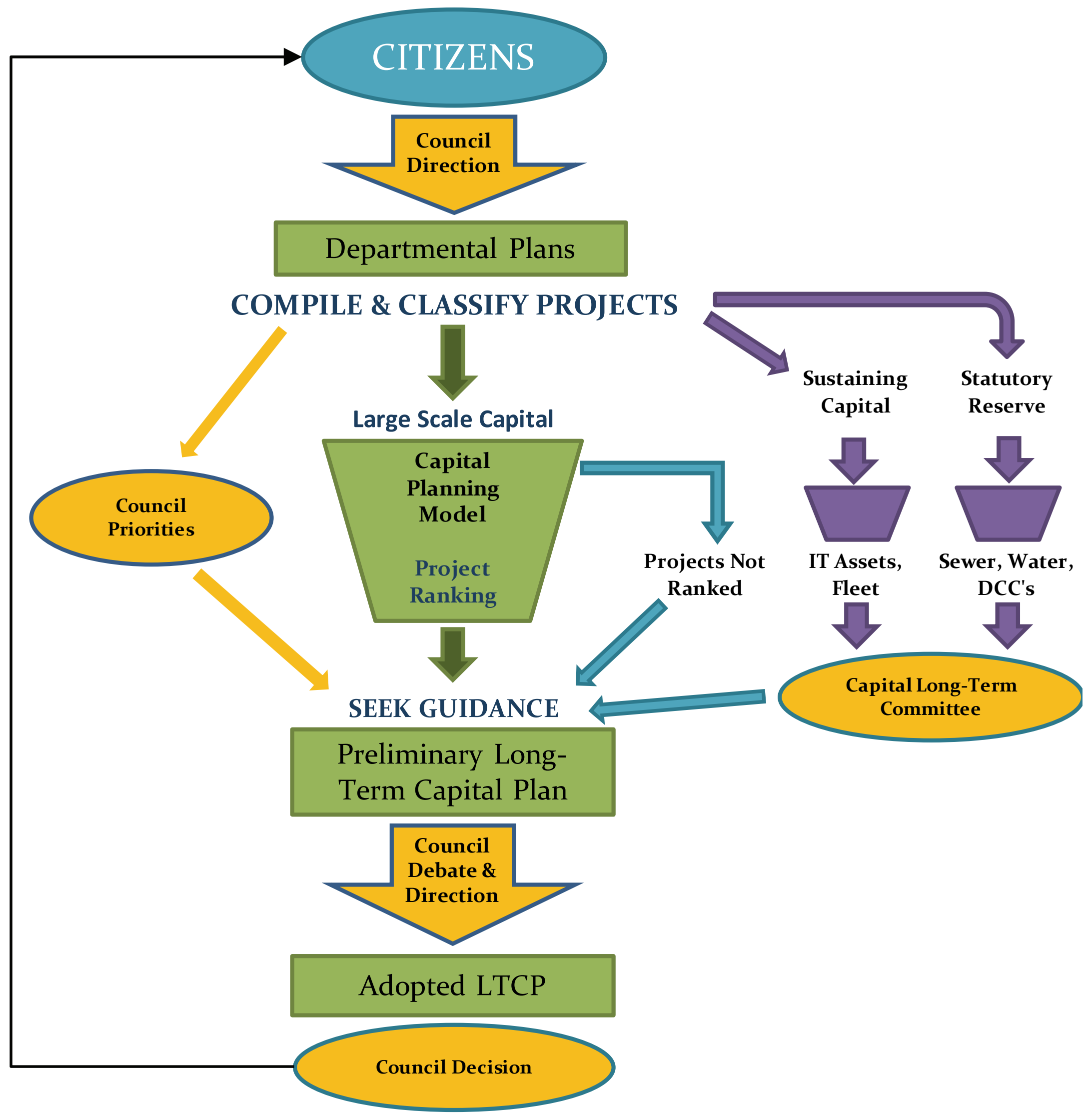
Many proposed projects compete for the City's limited resources. The City's capital planning process helps to prioritize new projects.

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 below, involves using a model to rank projects and to develop a Long-Term Capital Plan (LTCP).



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

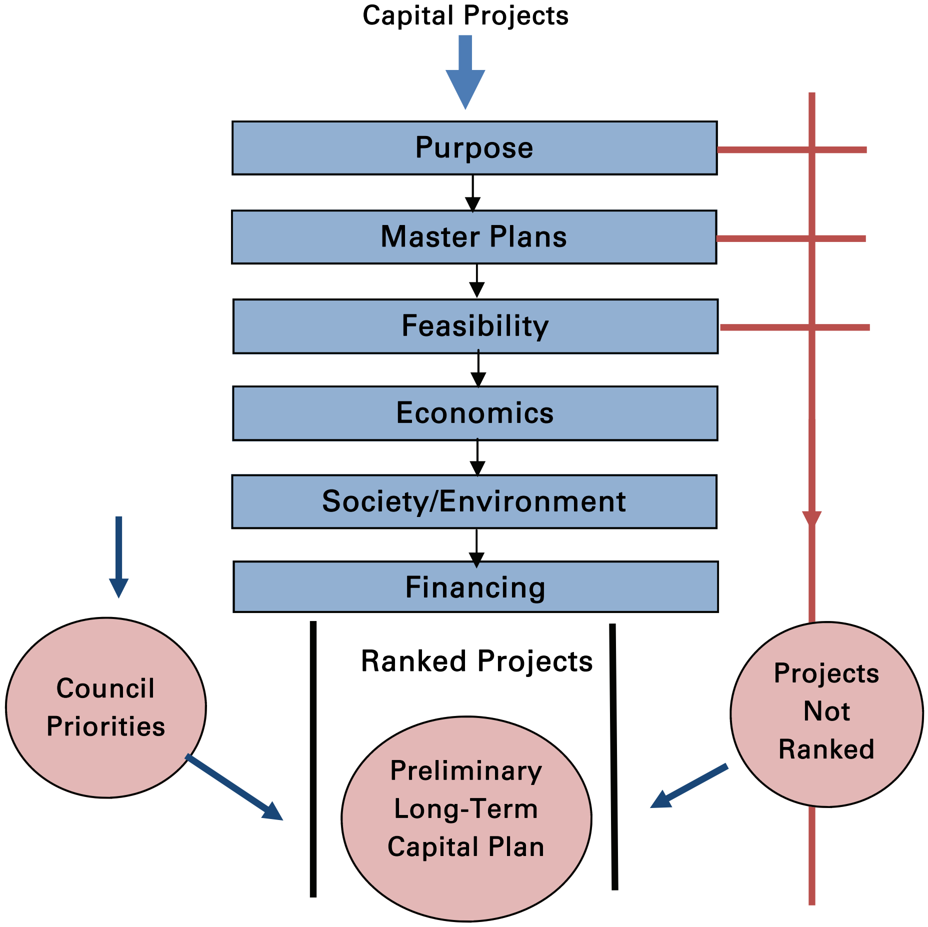
Improvements to and expansions of sewer, water, and road systems funded by DCCs.

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 section lists the 2016 ranked projects that were approved by Council during the budget process.

ARTIFICIAL TURF FIELDS
$2,000,000

This funding will provide for the initial design of an additional artificial turf field at the Cloverdale Athletic Park with construction beginning in 2017. There will be no additional operating costs associated with this project as costs are recovered through user fees for artificial turf fields. The 2016 contribution to the multi-year project is $200,000.

OPERATING IMPACT: The 2016 – 2020 Financial Plan does not include additional operating costs as all costs associated with the implementation and delivery of this program are included within the allocated funding.

BIODIVERSITY CONSERVATION PROGRAM
$500,000

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. A major component of the City's management plans include the acquisition of land. This funding allows for very modest acquisition investments in support of the plan until more significant and long term funding mechanisms are established.

OPERATING IMPACT: The 2016 – 2020 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
$250,000

In 2015, the interior demolition of this space was completed and a request for expressions of interest for an arts group to operate the space was issued. The operator (s) have been selected (Streetrich Hip Hop Society and the Royal Canadian Theatre Company) and the remaining renovations will be completed in 2016. The 2016 contribution of this multi-year project is $100,000.

OPERATING IMPACT: The 2016 – 2020 Financial Plan includes an additional $41,000 in operating costs for the on-going delivery of this program.

CLAYTON RECREATION & CULTURE FACILITY

$39,750,000

In consideration of the growth that has occurred in the East Clayton area and the growth that is expected over the next few years in the West Clayton area, the planning and concept design of the first phase of a combined Clayton Heights Recreation & Arts Centre and Library was completed in 2015. Detailed design will be initiated in 2016 based on the approved capital plan. The 2016 contribution to this multi-year project is $10,000,000.

OPERATING IMPACT: The 2016 – 2020 Financial Plan includes an additional $1,300,000 in operating costs for ongoing programming at this facility.

CLOVERDALE TWIN ICE SURFACE

$35,000,000

Due to additional demand for ice sports, there is a need for a new twin sheet arena in the Cloverdale area. The new arena complex will be designed to be efficient and welcoming as it serves the community and the region for ice hockey, figure skating, public lessons & skating sessions as well as dry floor summer use. The 2016 contribution to this multi-year project is $750,000.

OPERATING IMPACT: The 2016 – 2020 Financial Plan includes a net addition of $270,000 in operating costs for the on-going programming at this facility.

CULTURAL CORRIDOR

$300,000

The Cultural Strategic Plan adopted by Council in 2012, and the Surrey Public Art Plan recommends expanding Surrey's cultural corridor, which is comprised of cultural opportunities generally following King George Boulevard, from City Centre to South Surrey. Expansion of art and cultural opportunities along the Cultural Corridor will engage the artistic community in creating positive destinations for local residents and visitors.

OPERATING IMPACT: The 2016 – 2020 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.

DISTRICT ENERGY SYSTEM

$13,933,000

Surrey City Energy began delivering services to their first 2 customers in 2015. Expansion of the system commenced in 2015 to service the next 2 projects that are underway. This expansion consists of temporary natural gas boilers and buried distribution piping to connect the new projects. Detailed design work is also underway for a permanent natural gas peaking plant on the future park site at 103 Ave and 133 St.

District Energy infrastructure costs are fully recovered from future customers through their rate structure.

OPERATING IMPACT: The 2016 – 2020 Financial Plan includes an additional $376,000 in operating costs for the implementation and monitoring of this program.

MUSEUM EXPANSION

$10,000,000

This phase 2 expansion will complete the Surrey Museum. Design will begin in 2016 and construction from 2017 to mid-2018. Included in this expansion will be a 2500 sf Feature Gallery for national and international exhibitions, a new program room for Textile workshops, an Arrival Space that includes large transportation artifacts and additional space for special events, expanded Collections Storage, Volunteer Training facility and a fully functioning exhibit workshop. In addition, the Kids Gallery will be expanded from 800 sf to 2,000 sf, to increase services for young families in Surrey. Finally, the 1881 Hall will be moved to the Museum grounds as program/education space. The 2016 contribution to this multi-year project is $500,000.

OPERATING IMPACT: The 2016 – 2020 Financial Plan includes a net addition of $305,000 for operating costs, to deliver on-going programming at this facility.

NEWTON ATHLETIC PARK MASTER PLAN

$1,150,000

Enhancements to the Newton Athletic Park have been on-going. In 2016, design and construction of renovations to the existing field house will be undertaken. A mini soccer field will be converted to artificial turf for practice and warmup. As well, the schematic design for a new cricket field house with public washrooms and community space will be undertaken for construction in 2017. There will be no additional operating costs associated with the renovations or artificial turf field.

OPERATING IMPACT: The 2016 – 2020 Financial Plan includes an additional $20,000 in operating costs for the operation and maintenance of the cricket field house.

NEWTON URBAN PARK

$5,000,000

This project will create a central urban park for the Newton Town Centre including festival and public event spaces. It will encourage and develop place-making opportunities through public art and urban design elements. The 2016 contribution to this multi-year project is $1,000,000.

OPERATING IMPACT: The 2016 – 2020 Financial Plan includes an additional $67,000 in operating costs for programming and maintenance of this space.

Ranked Capital Projects

NORTH SURREY ARENA REPLACEMENT

$45,500,000

The North Surrey 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 arena. The 2016 contribution to this multi-year project is $25,500,000.

OPERATING IMPACT: The 2016 – 2020 Financial Plan includes a net addition of $50,000 for operating costs to address expected increases in facility programming costs.

PERFORMING ARTS SPACE FEASIBILITY AND LAND ACQUISITION

$10,750,000

To further complement the existing Surrey Arts Centre's 400 seat theatre and City Hall's Centre Stage 200 seat theatre, a new performing arts space is planned in the City. Given the City's growth and large geographic area, there is a demand for additional performing arts space. The 2016 contribution to this multi-year project is $250,000.

OPERATING IMPACT: The operating budget requirements will be defined as a component of the feasibility study.

RCMP DISTRICT OFFICE RELOCATION

$200,000

Over the course of the next several years, many of the RCMP District Office leases will expire, including the Newton location in 2016. Funds are being set aside to address potential relocations that will improve the benefits that these offices have on the community.

OPERATING IMPACT: The 2016 – 2020 Financial Plan does not include additional operating costs as all costs associated with the implementation and delivery of this program are included within the allocated funding.

RCMP FRONT COUNTER ENHANCEMENTS

$791,000

Due to new security regulations established by RCMP, the lobby entrance is being expanded to accommodate improved reception protection at the main detachment. An air lock vestibule is also being added for improved comfort. The 2016 contribution to this multi-year project is $391,000.

OPERATING IMPACT: The 2016 – 2020 Financial Plan does not include additional operating costs as all costs associated with the implementation and delivery of this program are included within the allocated funding.

RCMP SPACE RENOVATION AT OLD CITY HALL

$13,500,000

The former City Hall will be improved to accommodate up to 575 staff in a RCMP Main Detachment expansion. Staff will occupy the south tower and the main floor of the west wing. Interior renovations, system updates and improvement to the parking compound should be completed by the end of 2016, with the remaining improvements required through to 2018. The 2016 contribution to this multi-year project is $4,340,000.

OPERATING IMPACT: The 2016 – 2020 Financial Plan include additional $352,800 of operating costs for implementation and monitoring of this program.

RECREATION & THEATRE NEEDS

$582,000

Computer controls for the 3rd ice surface at Surrey Sport and Leisure need to be replaced along with some minor equipment needs at Sunnyside Hall and Fraser Heights Recreation Centre.; in addition preschool programs across the City are in need of equipment upgrading, which will take place over the next three years.

Improvements are also needed to the theatre and gallery lighting at the Surrey Arts Centre to improve efficiency; drapery and audio equipment will also be enhanced to meet both efficiency and programming needs. These repairs and replacement will take place over the next three years.

The 2016 contribution to this multi-year program is $362,000.

OPERATING IMPACT: The 2016 – 2020 Financial Plan does not include additional operating costs as all costs associated with the implementation of this program are included within the allocated funding.

SOUTH SURREY OPERATIONS CENTRE

$16,000,000

The Engineering Department's Roads and Drainage Section is divided into three distinct geographical areas to provide appropriate and timely coverage throughout Surrey for surface maintenance issues within City roads and rights-of way. The South Surrey roads coverage area extends from Colebrook Road to the south perimeter of the City. South Operations Roads and Drainage staff have temporarily been using space at the Central Operations Facility while searching for a new site. The establishment of a South Surrey Operations Centre is required to improve customer service and increase the productivity and efficiency of the Roads and Drainage Operations staff. The new facility will be located on City owned land at 16666 -24 Avenue. The site has been cleared for development and construction is scheduled to commence this spring. The 2016 contribution to this multi-year project is $13,000,000.

OPERATING IMPACT: The 2016 – 2020 Financial Plan include additional $300,000 of operating costs for implementation and monitoring of this program.

FIRE CENTRAL TRAINING CENTRE EXPANSION
$6,000,000

This project will expand and reconfigure the Fire Central Training Centre to allow for increased training services for all City Departments, as well as external clients when available. The new building will have 3 dedicated classrooms with capacity for 120 students. The reconfiguration of the site will also improve traffic safety access to the site, and provide onsite parking that allows for unencumbered onsite live public safety training exercises to run in conjunction with revenue based client schedule.

The 2016 contribution to this multi-year project is $3,500,000.

OPERATING IMPACT: The 2016 – 2020 Financial Plan includes a net addition of $50,000 for operating costs to maintain and program this new facility.

Ranked Capital Projects (in thousands)

FUNDING AVAILABLE	2016	2017	2018	2019	2020
Contribution from Operating Funds	**$ 78,615**	$ 71,721	$ 73,219	$ 83,109	$ 84,204
Funding from Operating Appropriation Surplus	**9,350**	2,400	2,025	2,150	2,175
Vehicles & Equipment Reserve	**12,491**	11,582	10,932	11,797	16,936
Non-Discretionary Contributions	**96,995**	118,035	122,683	134,686	134,847
External Contributions	**42,225**	41,300	41,300	41,300	41,300
Borrowing Proceed's	**44,700**	44,972	54,166	32,181	1,887
Sundry	**50,015**	50,015	50,015	50,015	50,015
	334,391	340,025	354,340	355,238	331,364
Less: Base Capital Funding					
Building Repairs & Upgrades	**6,690**	2,550	2,250	2,250	2,350
Utility Engineering Structures	**25,527**	23,527	23,028	27,059	26,900
Non-Discretionary Works	**122,595**	146,781	154,771	167,717	167,881
Engineering Public Works	**32,427**	32,428	32,428	40,944	40,944
Parks	**3,720**	2,620	3,170	2,520	2,520
Equipment Replacement					
Engineering Fleet Equipment	**4,254**	3,748	3,748	3,748	3,748
Fire Services	**2,230**	1,892	1,092	1,807	6,796
Information Technology	**7,242**	8,492	8,042	8,192	8,342
Library	**2,100**	2,300	2,400	2,450	2,450
Parks	**640**	425	425	425	425
Utilities	**700**	700	700	700	700
Other	**165**	165	165	165	165
Sundry	**50,125**	50,125	50,125	50,125	53,715
	258,415	275,753	282,344	308,102	316,936
	$ 75,976	**$ 64,272**	**$71,996**	**$ 47,136**	**$ 14,428**

Ranked Capital Projects

RANKED PROJECTS	2016	2017	2018	2019	2020
North Surrey Arena Replacement	**$ 25,500**	$ 19,250	$ -	$ -	$ -
District Energy System	**13,933**	10,472	9,551	4,026	3,244
South Surrey Operations Centre	**13,000**	-	-	-	-
Clayton Recreation & Culture Facility	**10,000**	10,000	9,750	10,000	-
RCMP Space Renovations at OCH	**4,340**	3,260	1,900	-	-
Training Centre Expansion - Hall 9	**3,500**	2,500	-	-	-
Newton Athletic Park Master Plan	**1,150**	250	250	250	-
Newton Urban Park	**1,000**	2,000	2,000	-	-
Cloverdale Twin Ice Surface	**750**	5,250	29,000	-	-
Biodiversity Conservation Program	**500**	3,150	3,775	4,050	4,334
Museum Expansion	**500**	5,500	4,000	-	-
RCMP Front Counter Ehancements	**391**	-	-	-	-
Recreation Equipment Needs	**362**	140	80	-	-
Cultural Corridor	**300**	-	-	-	-
Performing Arts Centre	**250**	500	10,000	-	-
Artificial Turf Fields	**200**	1,800	200	1,800	-
RCMP District Office Relocation	**200**	200	490	1,510	1,000
City Centre Art Space	**100**	-	-	-	-
RCMP Cell and Exhibit Enhancement	**-**	-	1,000	2,500	3,500
YMCA Partnership	**-**	-	-	20,000	-
South Surrey Art Gallary & Café	**-**	-	-	3,000	-
Fleetwood Multi-Purpose Space	**-**	-	-	-	1,350
RCMP North Detachment	**-**	-	-	-	1,000
	$ 75,976	**$ 64,272**	**$ 71,996**	**$ 47,136**	**$ 14,428**

2016 CAPITAL PROGRAM
PROPERTY ACQUISITIONS & BUILDINGS
(in thousands)

PROPERTY ACQUISITION	2016 OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	2016 BUDGET
2016 Program						
General Corporate						
Cranley Drive	$ -	$ -	$ -	$ -	$ 15	$ 15
Sundry & Contingency	110	-	-	-	-	110
	110	-	-	-	15	125
Parks, Recreation & Culture Services						
Parkland Acquisition	939	-	-	17,840	1,156	19,935
	939	-	-	17,840	1,156	19,935
	$ 1,049	$ -	$ -	$ 17,840	$ 1,171	$ 20,060

BUILDINGS	2016 OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	2016 BUDGET
2016 Program						
General Corporate						
Corporate Renovations	$ 2,350	$ 925	$ 2,900	$ -	$ 15	$ 6,190
Newton Library Roof Replacement	-	-	-	-	-	-
Surrey Public Library Enhancements	-	-	-	-	-	-
Utility Building	-	-	-	-	-	-
	2,350	925	2,900	-	15	6,190
Parks, Recreation & Culture Services						
Cape Cod West Building	-	-	-	-	-	-
City Centre Art Space	-	-	100	-	-	100
Clayton Recreation & Culture Facility	-	-	10,000	-	-	10,000
Cloverdale Twin Ice Surface	-	-	250	-	500	750
Cultural Corridor	-	-	300	-	-	300
Fleetwood Rec & Lib Envelope	-	-	-	-	-	-
Guildford Recreation Upgrades	-	-	-	-	-	-
Museum Expansion	-	-	500	-	-	500
Newton Cultural Centre Roof Replacement	-	-	-	-	-	-
North Surrey Arena Replacement	-	-	25,500	-	-	25,500
Performing Arts Centre	-	-	250	-	-	250
Renovations - Civic Facilities	-	500	-	-	-	500
Welcoming Environment for Recreation	-	-	-	-	-	-
	-	500	36,900	-	500	37,900
Protective Services						
RCMP District Office Relocation	200	-	-	-	-	200
RCMP Front Counter Enhancement	-	-	-	-	391	391
RCMP Space Requirements	4,340	-	-	-	-	4,340
Training Centre - Hall 9	-	-	-	-	3,500	3,500
	4,540	-	-	-	3,891	8,431
Engineering Services						
Biodiversity Conservation Program	-	-	-	-	-	-
Utility Building	13,000	-	-	-	-	13,000
	13,000	-	-	-	-	13,000
	$ 19,890	$ 1,425	$ 39,800	$ -	$ 4,406	$ 65,521

2016 Capital Program—Engineering Structures & Equipment

ENGINEERING STRUCTURES	2016 OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	2016 BUDGET
2016 Program						
Engineering Services						
Growth Related Roads & Traffic	$ 2,631	$ 24,377	$ -	$ 49,977	$ -	**$ 76,985**
Non-Growth Related Roads & Traffic	18,143	-	788	-	-	**18,931**
GVTA	-	13,496	-	-	-	**13,496**
Biodiversity Conservation Program	500	-	-	-	-	**500**
Drainage Services	9,794	-	-	5,927	240	**15,961**
Sewer Services	5,392	1,211	500	7,286	-	**14,389**
Surrey City Energy System	13,933	-	-	-	-	**13,933**
Water Services	8,722	1,566	500	6,216	-	**17,004**
	59,115	40,650	1,788	69,406	240	**171,199**
Parks, Recreation & Culture Services						
Base Program	2,020	-	1,000	-	-	**3,020**
Park Development	101	-	-	1,912	1,835	**3,848**
City Beautification - Green City	550	-	-	-	-	**550**
Developer Trees	-	150	-	-	-	**150**
Artificial Turf Fields	-	-	200	-	-	**200**
Newton Athletic Park Master Plan	-	-	1,150	-	-	**1,150**
Newton Urban Park	600	-	400	-	-	**1,000**
Softball City Improvements	-	-	-	-	-	**-**
Surrey Athletic Park - Waterpark	-	-	-	-	-	**-**
	3,271	150	2,750	1,912	1,835	**9,918**
	$ 62,386	**$ 40,800**	**$ 4,538**	**$ 71,318**	**$ 2,075**	**$181,117**

EQUIPMENT	2016 OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	2016 BUDGET
2016 Program						
General Corporate						
Corporate Technology	$ 1,500	$ -	$ -	$ -	$ 5,742	**$ 7,242**
Corporate Staff Scheduling System	-	-	-	-	-	**-**
Electronic Content Management	-	-	-	-	-	**-**
Library Furniture and Equipment	2,000	-	-	-	100	**2,100**
Public Works Fleet Equipment	-	-	-	-	4,254	**4,254**
Furniture and Office Equipment	145	-	-	-	-	**145**
Sundry Equipment	20	-	-	-	-	**20**
	3,665	-	-	-	10,096	**13,761**
Parks, Recreation & Culture Services						
Increased Video Surveillance	-	-	-	-	-	**-**
PRC Minor Equipment	125	-	-	-	515	**640**
Recreation Equipment Replacement	-	-	362	-	-	**362**
Tamanawis Park Bleachers	-	-	-	-	-	**-**
Theatre and Gallery Fixtures	-	-	-	-	-	**-**
	125	-	362	-	515	**1,002**
Protective Services						
Fire Vehicles & Equipment	-	-	-	-	1,980	**1,980**
Small Equipment Purchases	150	-	-	-	100	**250**
	150	-	-	-	2,080	**2,230**
Utilities						
Drainage Information Technology	200	-	-	-	-	**200**
Sewer Information Technology	200	-	-	-	-	**200**
Water Information Technology	300	-	-	-	-	**300**
	700	-	-	-	-	**700**
	$ 4,640	**$ -**	**$ 362**	**$ -**	**$ 12,691**	**$ 17,693**

5–YEAR CAPITAL PROGRAM

FINANCIAL SUMMARY

(in thousands)

CONTRIBUTION SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds	$ 89,158	$ 110,300	$ 117,548	$ 129,551	$ 129,712	**$ 576,269**
NCP Reserve Funds	6,441	4,450	1,850	1,850	1,850	**16,441**
Other Statutory Reserve Funds	1,396	3,285	3,285	3,285	3,285	**14,536**
	96,995	118,035	122,683	134,686	134,847	**607,246**
Discretionary Contributions						
Operating Appropriated Surplus	9,350	2,400	2,025	2,150	2,175	**18,100**
Contribution from Operating	78,615	71,721	73,219	83,109	84,204	**390,868**
Other Statutory Reserve Funds	12,506	11,597	10,947	11,812	16,951	**63,813**
	100,471	85,718	86,191	97,071	103,330	**472,781**
Other Contributions						
External Sources	42,225	41,300	41,300	41,300	41,300	**207,425**
Borrowing Proceeds	44,700	44,972	54,166	32,181	1,887	**177,906**
Capital Contingency	-	-	-	-	-	**-**
	86,925	86,272	95,466	73,481	43,187	**385,331**
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	**250,000**
Total Current Year's Contributions	334,391	340,025	354,340	355,238	331,364	**1,715,358**
Carry Fwd from Previous Years	100,317	102,008	106,302	106,571	99,409	**514,607**
	$ 434,708	**$ 442,033**	**$ 460,642**	**$ 461,809**	**$ 430,773**	**$ 2,229,965**

EXPENDITURE SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition	$ 20,060	$ 22,579	$ 22,579	$ 22,579	$ 26,169	**$ 113,966**
Buildings	6,690	2,550	2,250	2,250	2,350	**16,090**
Engineering Structures	164,334	182,902	190,943	215,786	215,791	**969,756**
Equipment	17,331	17,722	16,572	17,487	22,626	**91,738**
	208,415	225,753	232,344	258,102	266,936	**1,191,550**
Ranked Projects						
Buildings	58,831	46,460	56,140	37,010	6,850	**205,291**
Engineering Structures	16,783	17,672	15,776	10,126	7,578	**67,935**
Equipment	362	140	80	-	-	**582**
	75,976	64,272	71,996	47,136	14,428	**273,808**
Unidentified - Budget Authority	50,000	50,000	50,000	50,000	50,000	**250,000**
Total Current Year's Expenditures	334,391	340,025	354,340	355,238	331,364	**1,715,358**
Carry Fwd from Previous Years	100,317	102,008	106,302	106,571	99,409	**514,607**
	$ 434,708	**$ 442,033**	**$ 460,642**	**$ 461,809**	**$ 430,773**	**$ 2,229,965**

5-Year Capital Program—Contribution Summary

CONTRIBUTION SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Arterial Roads	$ 20,790	$ 30,120	$ 31,043	$ 36,136	$ 36,136	**$ 154,225**
Major Collector Roads	4,083	6,006	5,339	6,393	6,393	**28,214**
Local Roads	808	808	808	1,044	1,044	**4,512**
Park Lands	17,840	18,439	18,439	18,439	18,439	**91,596**
Parkland Development	1,912	1,322	1,322	1,322	1,322	**7,200**
Drainage	2,619	5,973	7,071	12,995	12,995	**41,653**
Sewer	2,159	4,763	8,736	9,078	9,078	**33,814**
Water	3,012	4,953	6,379	5,584	5,585	**25,513**
Anniedale Tynehead	18,906	18,906	18,906	18,906	18,908	**94,532**
Campbell Heights	12,707	12,707	12,707	12,707	12,707	**63,535**
Hwy 99 Corridor	4,322	4,323	4,323	4,323	4,324	**21,615**
Biodiversity	-	1,980	2,475	2,624	2,781	**9,860**
	89,158	110,300	117,548	129,551	129,712	**576,269**
NCP Reserve Funds						
Indoor Facilities	15	-	-	-	-	**15**
Fire	3,600	2,600	100	100	100	**6,500**
Police	391	150	150	150	150	**991**
Library Services	100	100	100	100	100	**500**
Recreation Services	2,335	1,600	1,500	1,500	1,500	**8,435**
	6,441	4,450	1,850	1,850	1,850	**16,441**
Other Statutory Reserve Funds						
Cash In Lieu of Parkland	1,156	3,045	3,045	3,045	3,045	**13,336**
Environmental Stewardship	240	240	240	240	240	**1,200**
	1,396	3,285	3,285	3,285	3,285	**14,536**
	96,995	**118,035**	**122,683**	**134,686**	**134,847**	**607,246**
Discretionary Contribution						
Operating Appropriated Surplus						
Infrastructure Replacement	6,500	-	-	-	-	**6,500**
Other Appropriations	2,150	1,700	1,325	1,450	1,475	**8,100**
Utility Rate Stabilization Reserve	700	700	700	700	700	**3,500**
	9,350	2,400	2,025	2,150	2,175	**18,100**
Contributions from Operating						
General	5,800	7,300	8,900	10,600	12,400	**45,000**
Gaming	3,200	3,300	3,400	3,500	3,600	**17,000**
SCDC	4,500	4,500	4,500	4,500	4,500	**22,500**
Drainage	11,929	12,464	12,742	14,899	15,071	**67,105**
Roads	23,031	16,882	16,564	25,063	24,795	**106,335**
Energy	13,933	10,472	9,551	4,026	3,244	**41,226**
Sewer	5,492	5,798	6,258	6,287	6,291	**30,126**
Solid Waste	1,915	1,960	2,085	2,218	2,282	**10,460**
Water	8,815	9,045	9,219	12,016	12,021	**51,116**
	78,615	71,721	73,219	83,109	84,204	**390,868**
Other Statutory Reserve Funds						
Cranley Drive Revolving	15	15	15	15	15	**75**
Vehicles & Equipment	12,491	11,582	10,932	11,797	16,936	**63,738**
	12,506	11,597	10,947	11,812	16,951	**63,813**
	100,471	**85,718**	**86,191**	**97,071**	**103,330**	**472,781**
Other Contributions						
External Sources						
Federal/Provincial Contribution	27,854	26,929	26,929	26,929	26,929	**135,570**
Private Contributions	875	875	875	875	875	**4,375**
GVTA	13,496	13,496	13,496	13,496	13,496	**67,480**
	42,225	41,300	41,300	41,300	41,300	**207,425**
Borrowing Proceeds						
Internal Borrowing	42,912	43,160	52,330	30,320	-	**168,722**
Local Improvement	1,788	1,812	1,836	1,861	1,887	**9,184**
	44,700	44,972	54,166	32,181	1,887	**177,906**
	86,925	**86,272**	**95,466**	**73,481**	**43,187**	**385,331**
Unspecified - Budget Authority only (not funded)	50,000	50,000	50,000	50,000	50,000	250,000
	$334,391	**$340,025**	**$354,340**	**$355,238**	**$331,364**	**$1,715,358**

5-Year Capital Program—Expenditure Summary

EXPENDITURE SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Land Acquisition						
General Corporate	$ 125	$ 125	$ 125	$ 125	$ 3,715	**$ 4,215**
Parks, Recreation & Culture	19,935	22,454	22,454	22,454	22,454	**109,751**
	20,060	22,579	22,579	22,579	26,169	**113,966**
Buildings						
General Corporate	6,190	2,050	1,750	1,750	1,850	**13,590**
Parks, Recreation & Culture	500	500	500	500	500	**2,500**
	6,690	2,550	2,250	2,250	2,350	**16,090**
Engineering Structures						
Drainage Services	15,961	19,688	20,908	28,828	28,828	**114,213**
Roads & Transportation	109,412	121,258	121,528	136,762	136,762	**625,722**
Parks, Recreation & Culture	7,568	5,512	6,062	5,412	5,412	**29,966**
Sewer Services	14,389	17,284	21,700	22,053	22,054	**97,480**
Water Services	17,004	19,160	20,745	22,731	22,735	**102,375**
	164,334	182,902	190,943	215,786	215,791	**969,756**
Equipment						
General Corporate	13,761	14,705	14,355	14,555	14,705	**72,081**
Drainage Services	200	200	200	200	200	**1,000**
Parks, Recreation & Culture	640	425	425	425	425	**2,340**
Protective Services	2,230	1,892	1,092	1,807	6,796	**13,817**
Sewer Services	200	200	200	200	200	**1,000**
Water Services	300	300	300	300	300	**1,500**
	17,331	17,722	16,572	17,487	22,626	**91,738**
	208,415	**225,753**	**232,344**	**258,102**	**266,936**	**1,191,550**
Ranked Projects						
Buildings						
City Centre Art Space	100	-	-	-	-	**100**
Clayton Recreation & Culture Facility	10,000	10,000	9,750	10,000	-	**39,750**
Cloverdale Twin Ice Surface	750	5,250	29,000	-	-	**35,000**
Cultural Corridor	300	-	-	-	-	**300**
Fleetwood Multi-Purpose Space	-	-	-	-	1,350	**1,350**
Museum Expansion	500	5,500	4,000	-	-	**10,000**
North Surrey Arena Replacement	25,500	19,250	-	-	-	**44,750**
Performing Arts Centre	250	500	10,000	-	-	**10,750**
South Surrey Art Gallary & Café	-	-	-	3,000	-	**3,000**
YMCA Partnership	-	-	-	20,000	-	**20,000**
RCMP Cell and Exhibit Enhancement	-	-	1,000	2,500	3,500	**7,000**
RCMP District Office Relocation	200	200	490	1,510	1,000	**3,400**
RCMP Front Counter Ehancements	391	-	-	-	-	**391**
RCMP North Detachment	-	-	-	-	1,000	**1,000**
RCMP Space Renovations at OCH	4,340	3,260	1,900	-	-	**9,500**
Training Centre Expansion - Hall 9	3,500	2,500	-	-	-	**6,000**
South Surrey Operations Centre	13,000	-	-	-	-	**13,000**
	58,831	46,460	56,140	37,010	6,850	**205,291**
Engineering Structures						
Artificial Turf Fields	200	1,800	200	1,800	-	**4,000**
Newton Athletic Park Master Plan	1,150	250	250	250	-	**1,900**
Newton Urban Park	1,000	2,000	2,000	-	-	**5,000**
Biodiversity Conservation Program	500	3,150	3,775	4,050	4,334	**15,809**
District Energy System	13,933	10,472	9,551	4,026	3,244	**41,226**
	16,783	17,672	15,776	10,126	7,578	**67,935**
Equipment						
Recreation Equipment Needs	362	140	80	-	-	**582**
Theatre and Gallary Fixtures	-	-	-	-	-	**-**
	362	140	80	-	-	**582**
	75,976	**64,272**	**71,996**	**47,136**	**14,428**	**273,808**
Unidentified - Budget Authority only (not funded)	50,000	50,000	50,000	50,000	50,000	**250,000**
	$334,391	**$340,025**	**$354,340**	**$355,238**	**$331,364**	**$ 1,715,358**

5-Year Capital Program—General Corporate

CONTRIBUTION SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Non-Discretionary Contributions						
NCP Reserve Funds						
City Centre	$ 15	$ -	$ -	$ -	$ -	$ 15
Library	100	100	100	100	100	500
	115	**100**	**100**	**100**	**100**	**515**
Discretionary Contributions						
Contributions from Operating						
Current Year`s Contribution - General	525	2,625	2,525	2,675	6,465	14,815
Current Year`s Contribution - SCDC	4,000	3,900	3,800	3,700	3,600	19,000
Other Appropriations	1,600	500	-	-	-	2,100
	6,125	7,025	6,325	6,375	10,065	35,915
Other Statutory Reserve Funds						
Cranley Drive Revolving	15	15	15	15	15	75
Vehicles, Equipment & Other	9,996	9,640	9,790	9,940	10,090	49,456
	10,011	9,655	9,805	9,955	10,105	49,531
	16,136	**16,680**	**16,130**	**16,330**	**20,170**	**85,446**
Other Contributions						
External Sources						
Federal/Provincial	925	-	-	-	-	925
	925	-	-	-	-	925
Borrowing Proceeds						
Internal	2,900	100	-	-	-	3,000
	2,900	**100**	-	-	-	**3,000**
	3,825	**100**	-	-	-	**3,925**
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	250,000
	$ 70,076	**$ 66,880**	**$ 66,230**	**$ 66,430**	**$ 70,270**	**$339,886**

EXPENDITURE SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition						
Cranley Drive	$ 15	$ 15	$ 15	$ 15	$ 15	$ 75
Sundry	110	110	110	110	3,700	4,140
	125	125	125	125	3,715	4,215
Buildings						
Corporate Building Renovations	6,190	2,050	1,750	1,750	1,850	13,590
	6,190	2,050	1,750	1,750	1,850	13,590
Equipment						
Public Works Fleet Equipment	4,254	3,748	3,748	3,748	3,748	19,246
Library	2,100	2,300	2,400	2,450	2,450	11,700
Information Technology	7,242	8,492	8,042	8,192	8,342	40,310
Office Equipment	145	145	145	145	145	725
Sundry	20	20	20	20	20	100
	13,761	14,705	14,355	14,555	14,705	72,081
	20,076	**16,880**	**16,230**	**16,430**	**20,270**	**89,886**
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	250,000
	$ 70,076	**$ 66,880**	**$ 66,230**	**$ 66,430**	**$ 70,270**	**$339,886**

CONTRIBUTION SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Arterial Roads	$ 20,790	$ 30,120	$ 31,043	$ 36,136	$ 36,136	**$ 154,225**
Major Collector Roads	4,083	6,006	5,339	6,393	6,393	**28,214**
Local Roads	808	808	808	1,044	1,044	**4,512**
Area Specific - Anniedale Tynehead	11,779	11,779	11,779	11,779	11,779	**58,895**
- Campbell Heights	9,242	9,242	9,242	9,242	9,242	**46,210**
- Hwy 99 Corridor	3,275	3,275	3,275	3,275	3,275	**16,375**
	49,977	**61,230**	**61,486**	**67,869**	**67,869**	**308,431**
Discretionary Contributions						
Contribution from Operating						
Current Year's Contribution-Roads	20,401	13,660	13,328	21,492	21,224	**90,105**
Current Year's Contribution-Energy	13,933	10,472	9,551	4,026	3,244	**41,226**
Current Year's Contribution-Water	93	108	123	139	143	**606**
Current Year's Contribution-Sewer	100	116	133	151	155	**655**
Current Year's Contribution-Drainage	2,135	2,277	2,428	2,588	2,758	**12,186**
Current Year's Contribution-Solid Waste	1,915	1,960	2,085	2,218	2,282	**10,460**
Current Year's Contribution-Utilities	4,243	4,461	4,769	5,096	5,338	**23,907**
City's Share - Arterial DCC Program	1,094	1,585	1,634	1,902	1,902	**8,117**
City's Share - Non-Arterial DCC Program	215	316	281	336	336	**1,484**
City's Share - Local Roads DCC Program	43	43	43	55	55	**239**
City's Share - Anniedale Tynehead	620	620	620	620	620	**3,100**
City's Share - Campbell Heights	486	486	486	486	486	**2,430**
City's Share - Hwy 99 Corridor	172	172	172	172	172	**860**
City's Share - DCC Program	2,630	3,222	3,236	3,571	3,571	**16,230**
	41,207	**31,815**	**30,884**	**34,185**	**33,377**	**171,468**
Other Contributions						
External Sources						
Federal/Provincial	24,377	24,377	24,377	24,377	24,377	**121,885**
GVTA	13,496	13,496	13,496	13,496	13,496	**67,480**
	37,873	37,873	37,873	37,873	37,873	**189,365**
Borrowing Proceeds						
Local Improvement	788	812	836	861	887	**4,184**
	788	812	836	861	887	**4,184**
	38,661	**38,685**	**38,709**	**38,734**	**38,760**	**193,549**
	$129,845	**$131,730**	**$ 131,079**	**$140,788**	**$140,006**	**$ 673,448**
EXPENDITURE SUMMARY						
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Arterial	$ 71,836	$ 81,657	$ 82,629	$ 87,990	$ 87,990	**$ 412,102**
Growth Related - Collector	4,298	6,322	5,620	6,729	6,729	**29,698**
Growth Related - Local	851	851	851	1,099	1,099	**4,751**
Non-Growth Related - Arterial	12,931	12,932	12,932	17,115	17,115	**73,025**
Non-Growth Related - Collector	2,500	2,500	2,500	4,833	4,833	**17,166**
Non-Growth Related - Local	3,500	3,500	3,500	5,500	5,500	**21,500**
GVTA	13,496	13,496	13,496	13,496	13,496	**67,480**
	109,412	**121,258**	**121,528**	**136,762**	**136,762**	**625,722**
Ranked Projects						
Engineering Structures						
District Energy System	13,933	10,472	9,551	4,026	3,244	**41,226**
South Surrey Operations Centre	6,500	-	-	-	-	**6,500**
	20,433	**10,472**	**9,551**	**4,026**	**3,244**	**47,726**
	$129,845	**$131,730**	**$ 131,079**	**$140,788**	**$140,006**	**$ 673,448**

5-Year Capital Program—Parks, Recreation & Culture

CONTRIBUTION SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Park Lands	$ 17,840	$ 18,439	$ 18,439	$ 18,439	$ 18,439	**$ 91,596**
Parkland Development	1,912	1,322	1,322	1,322	1,322	**7,200**
	19,752	19,761	19,761	19,761	19,761	**98,796**
NCP Reserve Funds						
Park Development	1,835	1,500	1,500	1,500	1,500	**7,835**
Recreational Facilities	500	100	-	-	-	**600**
	2,335	1,600	1,500	1,500	1,500	**8,435**
Other Statutory Reserve Funds						
Cash In Lieu of Parkland	1,156	3,045	3,045	3,045	3,045	**13,336**
	1,156	3,045	3,045	3,045	3,045	**13,336**
	23,243	**24,406**	**24,306**	**24,306**	**24,306**	**120,567**
Discretionary Contributions						
Contributions from Operating						
Current Year`s Contribution - General	2,245	2,395	1,945	2,875	1,645	**11,105**
Current Year`s Contribution - Gaming	500	1,080	3,400	3,500	1,350	**9,830**
City's Share - DCC Program	1,040	1,040	1,040	1,040	1,040	**5,200**
Other Appropriations	550	650	750	850	850	**3,650**
	4,335	5,165	7,135	8,265	4,885	**29,785**
Other Statutory Reserve Funds						
Vehicles & Equipment	515	300	300	300	300	**1,715**
	515	300	300	300	300	**1,715**
	4,850	**5,465**	**7,435**	**8,565**	**5,185**	**31,500**
Other Contributions						
External Sources						
Private Developer Contributions	150	150	150	150	150	**750**
Sundry Contributions	500	500	500	500	500	**2,500**
	650	650	650	650	650	**3,250**
Borrowing Proceeds						
Internal	40,012	43,060	52,330	30,320	-	**165,722**
	40,012	43,060	52,330	30,320	-	**165,722**
	40,662	**43,710**	**52,980**	**30,970**	**650**	**168,972**
	$ 68,755	**$ 73,581**	**$ 84,721**	**$ 63,841**	**$ 30,141**	**$321,039**

5-Year Capital Program—Parks, Recreation & Culture

EXPENDITURE SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition						
Park Land	$ 19,935	$ 22,454	$ 22,454	$ 22,454	$ 22,454	**$109,751**
	19,935	22,454	22,454	22,454	22,454	**109,751**
Buildings						
Recreation Facilities Improvements	500	500	500	500	500	**2,500**
	500	500	500	500	500	**2,500**
Engineering Structures						
Base Park Development	3,020	1,820	2,270	1,520	1,520	**10,150**
City Beautification	550	650	750	850	850	**3,650**
NCP/DCC Park Development	3,848	2,892	2,892	2,892	2,892	**15,416**
Developer Tree Program	150	150	150	150	150	**750**
	7,568	5,512	6,062	5,412	5,412	**29,966**
Equipment						
Minor Equipment	125	125	125	125	125	**625**
Recreation Equipment Replacement	515	300	300	300	300	**1,715**
	640	425	425	425	425	**2,340**
	28,643	**28,891**	**29,441**	**28,791**	**28,791**	**144,557**
Ranked Projects						
Buildings						
City Centre Art Space	100	-	-	-	-	**100**
Clayton Recreation & Culture Facility	10,000	10,000	9,750	10,000	-	**39,750**
Cloverdale Twin Ice Surface	750	5,250	29,000	-	-	**35,000**
Cultural Corridor	300	-	-	-	-	**300**
Fleetwood Multi-Purpose Space	-	-	-	-	1,350	**1,350**
Museum Expansion	500	5,500	4,000	-	-	**10,000**
North Surrey Arena Replacement	25,500	19,250	-	-	-	**44,750**
Performing Arts Centre	250	500	10,000	-	-	**10,750**
South Surrey Art Gallary & Café	-	-	-	3,000	-	**3,000**
YMCA Partnership	-	-	-	20,000	-	**20,000**
	37,400	40,500	52,750	33,000	1,350	**165,000**
Engineering Structures						
Artificial Turf Fields	200	1,800	200	1,800	-	**4,000**
Newton Athletic Park Master Plan	1,150	250	250	250	-	**1,900**
Newton Urban Park	1,000	2,000	2,000	-	-	**5,000**
	2,350	4,050	2,450	2,050	0	**10,900**
Equipment						
Recreation Equipment Needs	362	140	80	-	-	**582**
	362	140	80	0	0	**582**
	40,112	**44,690**	**55,280**	**35,050**	**1,350**	**176,482**
	$ 68,755	**$ 73,581**	**$ 84,721**	**$ 63,841**	**$ 30,141**	**$321,039**

5-Year Capital Program—Protection Services

CONTRIBUTION SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Non-Discretionary Contributions						
NCP Reserve Funds						
Fire	$ 3,600	$ 2,600	$ 100	$ 100	$ 100	**$ 6,500**
Police	391	150	150	150	150	**991**
	3,991	**2,750**	**250**	**250**	**250**	**7,491**
Discretionary Contributions						
Contributions from Operating						
Current Year's General Operating	1,990	1,240	3,390	4,010	3,250	**13,880**
Current Year`s Contribution - Gaming	2,700	2,220	-	-	2,250	**7,170**
	4,690	3,460	3,390	4,010	5,500	**21,050**
Other Statutory Reserve Funds						
Vehicles and Equipment	1,980	1,642	842	1,557	6,546	**12,567**
	1,980	1,642	842	1,557	6,546	**12,567**
	6,670	**5,102**	**4,232**	**5,567**	**12,046**	**33,617**
	$ 10,661	**$ 7,852**	**$ 4,482**	**$ 5,817**	**$ 12,296**	**$ 41,108**

EXPENDITURE SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Fire Vehicles & Equipment	$ 1,980	$ 1,642	$ 842	$ 1,557	$ 6,546	**$ 12,567**
Small Equipment Purchases	250	250	250	250	250	**1,250**
	2,230	**1,892**	**1,092**	**1,807**	**6,796**	**13,817**
Ranked Projects						
Buildings						
RCMP Cell and Exhibit Enhancement	-	-	1,000	2,500	3,500	**7,000**
RCMP District Office Relocation	200	200	490	1,510	1,000	**3,400**
RCMP Front Counter Ehancements	391	-	-	-	-	**391**
RCMP North Detachment	-	-	-	-	1,000	**1,000**
RCMP Space Renovations at OCH	4,340	3,260	1,900	-	-	**9,500**
Training Centre Expansion - Hall 9	3,500	2,500	-	-	-	**6,000**
	8,431	**5,960**	**3,390**	**4,010**	**5,500**	**27,291**
	$ 10,661	**$ 7,852**	**$ 4,482**	**$ 5,817**	**$ 12,296**	**$ 41,108**

CONTRIBUTION SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Biodiversity	$ -	$ 1,980	$ 2,475	$ 2,624	$ 2,781	**$ 9,860**
Drainage	2,619	5,973	7,071	12,995	12,995	**41,653**
Area Specific - Anniedale Tynehead	2,396	2,396	2,396	2,396	2,396	**11,980**
- Campbell Heights	858	858	858	858	858	**4,290**
- Hwy 99 Corridor	54	54	54	54	54	**270**
	5,927	11,261	12,854	18,927	19,084	**68,053**
Other Statutory Reserve Funds						
Environmental Stewardship	240	240	240	240	240	**1,200**
	240	240	240	240	240	**1,200**
	6,167	**11,501**	**13,094**	**19,167**	**19,324**	**69,253**
Discretionary Contributions						
Appropriated Surplus						
Infrastructure Replacement	6,500	-	-	-	-	**6,500**
Rate Stabilization Provision	200	200	200	200	200	**1,000**
	6,700	200	200	200	200	7,500
Contribution from Operating						
Current Year's Contribution - Drainage	9,136	9,136	9,136	10,474	10,474	**48,356**
Current Year's Contribution - SCDC	500	600	700	800	900	**3,500**
City's Share - Biodiversity DCC Program	-	20	25	26	28	**99**
City's Share - Drainage DCC Program	291	664	786	1,444	1,444	**4,629**
City's Share - Anniedale Tynehead	266	266	266	266	266	**1,330**
City's Share - Campbell Heights	95	95	95	95	95	**475**
City's Share - Hwy 99 Corridor	6	6	6	6	6	**30**
City's Share - DCC Program	658	1,051	1,178	1,837	1,839	**6,533**
Other Appropriations	-	550	575	600	625	**2,350**
	10,294	11,337	11,589	13,711	13,838	**60,769**
	16,994	**11,537**	**11,789**	**13,911**	**14,038**	**68,269**
	$ 23,161	**$ 23,038**	**$ 24,883**	**$ 33,078**	**$ 33,362**	**$137,522**

EXPENDITURE SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Drainage	$ 6,585	$ 10,312	$ 11,532	$ 18,114	$ 18,114	**$ 64,657**
Non-Growth Related - Drainage	9,136	9,136	9,136	10,474	10,474	**48,356**
Natural Habitat Enhancement	240	240	240	240	240	**1,200**
	15,961	19,688	20,908	28,828	28,828	**114,213**
Equipment						
Information Technology	200	200	200	200	200	**1,000**
	200	200	200	200	200	**1,000**
	16,161	**19,888**	**21,108**	**29,028**	**29,028**	**115,213**
Other Projects						
Biodiversity Conservation Program	500	3,150	3,775	4,050	4,334	**15,809**
South Surrey Operations Centre	6,500	-	-	-	-	**6,500**
	7,000	**3,150**	**3,775**	**4,050**	**4,334**	**22,309**
	$ 23,161	**$ 23,038**	**$ 24,883**	**$ 33,078**	**$ 33,362**	**$137,522**

5-Year Capital Program—Sewer Services

CONTRIBUTION SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Sewer	$ 2,159	$ 4,763	$ 8,736	$ 9,078	$ 9,078	**$ 33,814**
Area Specific - Anniedale Tynehead	2,887	2,887	2,887	2,887	2,888	**14,436**
- Campbell Heights	1,651	1,651	1,651	1,651	1,651	**8,255**
- Hwy 99 Corridor	589	590	590	590	590	**2,949**
	7,286	**9,891**	**13,864**	**14,206**	**14,207**	**59,454**
Discretionary Contributions						
Appropriated Surplus						
Rate Stabilization Provision	200	200	200	200	200	**1,000**
	200	**200**	**200**	**200**	**200**	**1,000**
Contribution from Operating						
Current Year's Contribution - Sewer	4,583	4,583	4,584	4,557	4,557	**22,864**
City's Share - Sewer DCC Program	240	529	971	1,009	1,009	**3,758**
City's Share - Anniedale Tynehead	321	321	321	321	321	**1,605**
City's Share - Campbell Heights	183	183	183	183	183	**915**
City's Share - Hwy 99 Corridor	65	66	66	66	66	**329**
City's Share - DCC Program	809	1,099	1,541	1,579	1,579	**6,607**
	5,392	**5,682**	**6,125**	**6,136**	**6,136**	**29,471**
Other Contributions						
External Sources						
Federal/Provincial Contribution	1,086	1,086	1,086	1,086	1,086	**5,430**
Sundry Contributions	125	125	125	125	125	**625**
	1,211	1,211	1,211	1,211	1,211	**6,055**
Borrowing Proceeds						
Local Improvement	500	500	500	500	500	**2,500**
	500	500	500	500	500	**2,500**
	1,711	**1,711**	**1,711**	**1,711**	**1,711**	**8,555**
	$ 14,589	**$ 17,484**	**$ 21,900**	**$ 22,253**	**$ 22,254**	**$ 98,480**

EXPENDITURE SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related	$ 9,181	$ 12,076	$ 16,491	$ 16,871	$ 16,872	**$ 71,491**
Non-Growth Related	5,208	5,208	5,209	5,182	5,182	**25,989**
	14,389	17,284	21,700	22,053	22,054	**97,480**
Equipment						
Information Technology	200	200	200	200	200	**1,000**
	200	200	200	200	200	**1,000**
	$ 14,589	**$ 17,484**	**$ 21,900**	**$ 22,253**	**$ 22,254**	**$ 98,480**

CONTRIBUTION SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Water	$ 3,012	$ 4,953	$ 6,379	$ 5,584	$ 5,585	$ 25,513
Area Specific - Anniedale Tynehead	1,844	1,844	1,844	1,844	1,845	9,221
- Campbell Heights	956	956	956	956	956	4,780
- Hwy 99 Corridor	404	404	404	404	405	2,021
	6,216	8,157	9,583	8,788	8,791	41,535
Discretionary Contributions						
Appropriated Surplus						
Rate Stabilization Provision	300	300	300	300	300	1,500
	300	300	300	300	300	1,500
Contribution from Operating						
Current Year's Contribution	8,031	8,031	8,031	10,901	10,901	45,895
City's Share - Water DCC Program	335	550	709	620	621	2,835
City's Share - Anniedale Tynehead	205	205	205	205	205	1,025
City's Share - Campbell Heights	106	106	106	106	106	530
City's Share - Hwy 99 Corridor	45	45	45	45	45	225
City's Share - DCC Program	691	906	1,065	976	977	4,615
	8,722	8,937	9,096	11,877	11,878	50,510
Other Contributions						
External Sources						
Federal/Provincial Contribution	1,466	1,466	1,466	1,466	1,466	7,330
Sundry Contributions	100	100	100	100	100	500
	1,566	1,566	1,566	1,566	1,566	7,830
Borrowing Proceeds						
Local Improvement	500	500	500	500	500	2,500
	500	500	500	500	500	2,500
	2,066	2,066	2,066	2,066	2,066	10,330
	$ 17,304	$ 19,460	$ 21,045	$ 23,031	$ 23,035	$103,875

EXPENDITURE SUMMARY	2016	2017	2018	2019	2020	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related	$ 8,373	$ 10,529	$ 12,114	$ 11,230	$ 11,234	$ 53,480
Non-Growth Related	8,631	8,631	8,631	11,501	11,501	48,895
	17,004	19,160	20,745	22,731	22,735	102,375
Equipment						
Information Technology	300	300	300	300	300	1,500
	300	300	300	300	300	1,500
	$ 17,304	$ 19,460	$ 21,045	$ 23,031	$ 23,035	$103,875

CITY OF SURREY

BYLAW NO. 18572

A bylaw to provide for the adoption of the Surrey 2016 – 2020
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 2016 – 2020 Capital Financial Plan Bylaw, 2016, No. 18572".

PASSED FIRST READING on the 22nd day of February, 2016.

PASSED SECOND READING on the 22nd day of February, 2016.

PASSED THIRD READING on the 22nd day of February, 2016.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 7th day of March, 2016.

MAYOR

CLERK

Bylaw 18572

CITY OF SURREY

Schedule 1

Capital Financial Plan
to establish years 2016 to 2020
and restate year 2015

PROPOSED FUNDING SOURCES	2015 *restated*	2016	2017	2018	2019	2020
Development Cost Charges	$ 125,583,000	$ 133,486,000	$ 163,159,000	$ 172,826,000	$ 193,194,000	$ 196,892,000
Revenues from Other Sources						
Government Transfers	35,084,000	41,350,000	40,425,000	40,425,000	40,425,000	40,425,000
Borrowing Proceeds	10,600,000	-	-	-	-	-
Other Revenue	126,304,000	132,668,000	130,295,000	126,062,000	126,968,000	128,118,000
TOTAL FUNDING SOURCES	$ 297,571,000	$ 307,504,000	$ 333,879,000	$ 339,313,000	$ 360,587,000	$ 365,435,000
PROPOSED EXPENDITURES						
Amortization						
Police Services	$ 1,250,000	$ 1,303,000	$ 1,535,000	$ 1,494,000	$ 1,583,000	$ 1,903,000
Fire Services	1,708,000	1,604,000	1,650,000	1,595,000	1,478,000	1,344,000
Parks, Recreation & Culture	13,927,000	13,894,000	14,784,000	15,480,000	16,748,000	15,509,000
General Government	17,015,000	16,894,000	15,478,000	15,064,000	13,673,000	13,745,000
Planning & Development	4,000	4,000	4,000	4,000	4,000	4,000
Surrey Public Library	2,155,000	2,154,000	1,758,000	1,353,000	988,000	635,000
Engineering Services	37,408,000	39,254,000	41,345,000	43,222,000	45,377,000	47,020,000
Water, Sewer & Drainage	39,335,000	40,148,000	41,158,000	42,302,000	43,621,000	44,736,000
Solid Waste Expenditures	1,520,000	1,520,000	1,520,000	1,520,000	1,520,000	1,520,000
Total Municipal Expenditures	114,322,000	116,775,000	119,232,000	122,034,000	124,992,000	126,416,000
Capital Expenditures - Prior Years	81,172,000	100,317,000	102,008,000	106,302,000	106,571,000	99,409,000
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	270,573,000	334,391,000	340,025,000	354,340,000	355,238,000	331,364,000
Total Capital Expenditures	451,745,000	534,708,000	542,033,000	560,642,000	561,809,000	530,773,000
TOTAL EXPENDITURES	$ 566,067,000	$ 651,483,000	$ 661,265,000	$ 682,676,000	$ 686,801,000	$ 657,189,000
PROPOSED TRANSFERS BETWEEN FUNDS						
Internal Borrowing	$ (13,513,000)	$ (44,700,000)	$ (44,972,000)	$ (54,166,000)	$ (32,181,000)	$ (1,887,000)
Transfers (from)/to Special Funds	(29,092,000)	(51,039,000)	(39,062,000)	(41,918,000)	(33,782,000)	(27,072,000)
Transfers (from)/to Appropriated Surplus	(2,394,000)	(2,850,000)	(2,400,000)	(2,025,000)	(2,150,000)	(2,175,000)
Transfers (from)/to Operating	(59,175,000)	(78,615,000)	(71,720,000)	(73,219,000)	(83,109,000)	(84,204,000)
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	(114,322,000)	(116,775,000)	(119,232,000)	(122,035,000)	(124,992,000)	(126,416,000)
TOTAL TRANSFERS BETWEEN FUNDS	$ (268,496,000)	$ (343,979,000)	$ (327,386,000)	$ (343,363,000)	$ (326,214,000)	$ (291,754,000)
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -	$ -

GLOSSARY

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.

Balanced Budget - A budget in which budgeted revenues are equal to budgeted expenditures, thus neither a budget deficit nor a budget surplus exists.

Bonds - A certificate evidencing a debt on which the issuer promises to pay the holder a specified amount of interest based on the coupon rate, for a specified length of time, and to repay the loan on its maturity. Assets are pledged as security for a bond issue, except in the case of government bonds.

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.

Glossary

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. It is also known as amortization.

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).

Glossary

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.