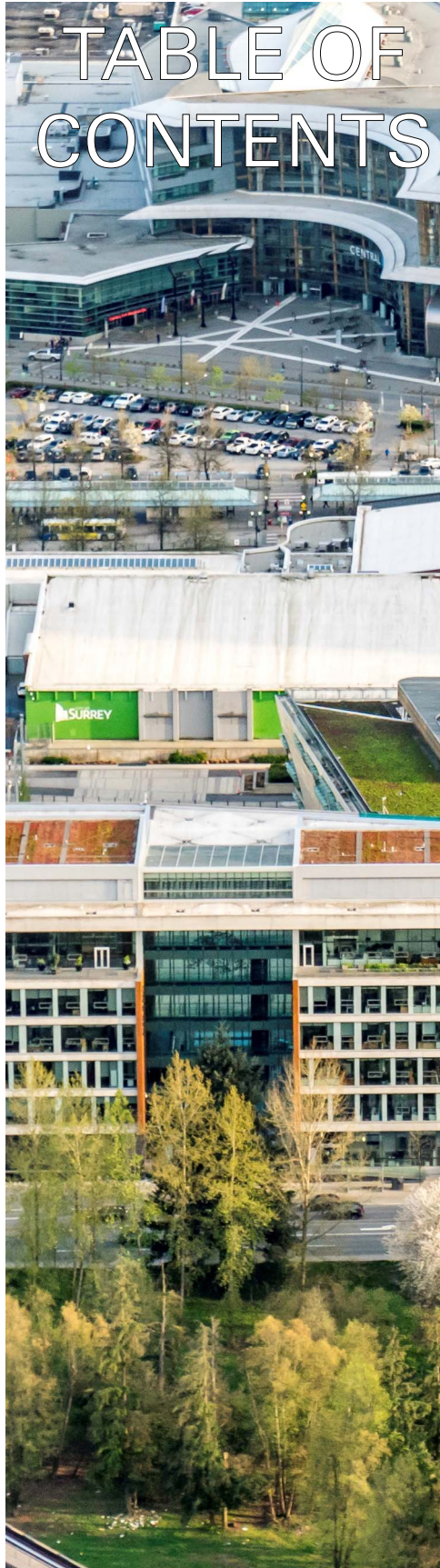


CITY OF SURREY

FINANCIAL PLAN 2025- 2029

BRITISH COLUMBIA, CANADA



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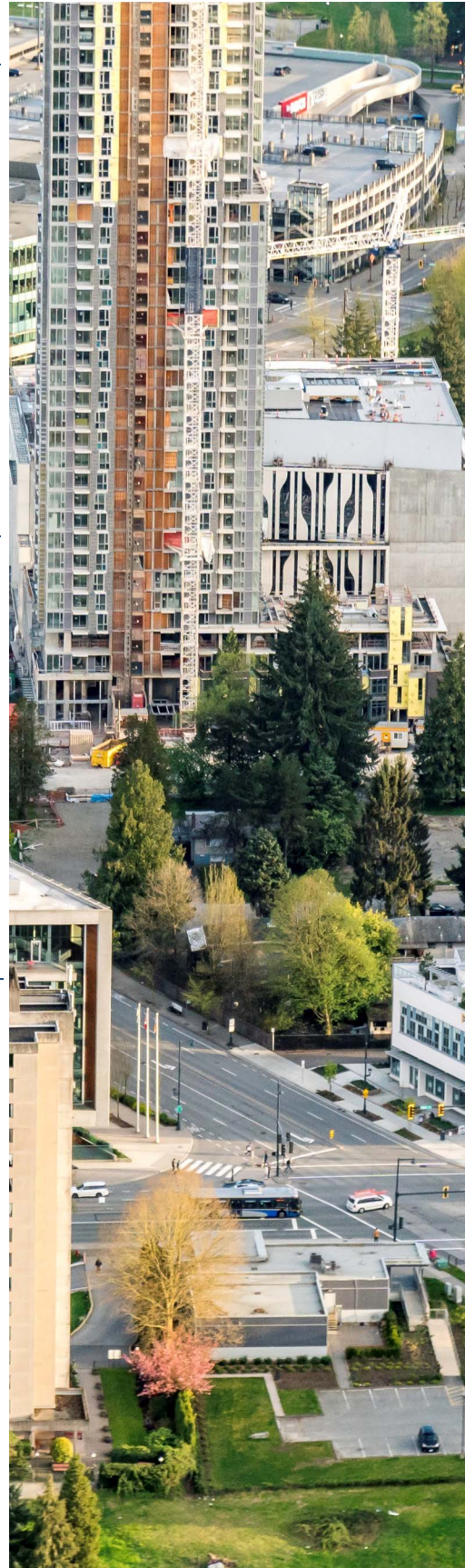
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Surrey
British Columbia**

For the Fiscal Year Beginning

January 01, 2024

Christopher P. Morill

Executive Director

The Government Finance Officers Association ("GFOA") of the United States and Canada presented a Distinguished Budget Presentation Award to the City of Surrey, British Columbia for its annual budget for the fiscal year beginning January 1, 2024.

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.



Executive Overview

READER'S GUIDE

This Reader's Guide provides the reader with an executive overview of the 2025 - 2029 Financial Plan and introduces 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:

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

The 2025 - 2029 Financial Plan is divided into eight major sections:

1. **EXECUTIVE OVERVIEW** Page 1
This section provides the reader with a brief overview of this document along with the CFO/General Manager, Finance's executive summary illustrating Surrey's service priorities for each major fund. This section also includes the budget summary, the City's strategic framework and the financial planning process.
2. **COMMUNITY PROFILE** Page 31
This section provides the reader with a brief overview of the City of Surrey, its history, as well as some of the services available to citizens and businesses.
3. **ORGANIZATIONAL PROFILE** Page 63
This section provides the reader with the City of Surrey's government and administration structure, the City's values, corporate strategic objectives and initiatives, governance policies, strategies and plans, and the integrated planning model.
4. **FINANCIAL OVERVIEW** Page 81
This section provides the reader with a brief overview of economic conditions affecting the City of Surrey, in the short-term as well as in the long-term, along with the City's major revenue sources, fund structure, consolidated financial summary, and the Consolidated Financial Plan Bylaw.
5. **GENERAL OPERATING FUNDS** Page 119
This section contains information about the general operating (including Surrey Police Service and Surrey Public Library) funds, the financial summary, and the General Operating Bylaw. It also contains subsections providing further information for each department or service within these general operating funds.

6. UTILITIES OPERATING FUNDS Page 289
This section contains information about the various utility operating funds the City operates and contains subsections providing information for each and their respective operating bylaws.
7. CAPITAL PROGRAM Page 369
This section provides the reader with an overview of capital contributions available, along with the types of capital expenditures and the capital planning process. An overview of ranked capital projects is also included along with the full Five Year Capital Plan and the Capital Financial Plan Bylaw.
8. GLOSSARY Page 405
This section provides the reader with an alphabetical list of terms used in the Financial Plan along with their definition.



Recreation Centre in Surrey

BUDGET SUMMARY

The current 2025 - 2029 Financial Plan has been developed based on direction provided by Council and builds on the adopted 2024 - 2028 Financial Plan. The following provides a summary of changes between the currently adopted 2025 budget and the previously adopted 2024 budget. See the relevant sections in this document for detailed schedules and additional information.

CONSOLIDATED - BUDGET SUMMARY (in thousands)

REVENUE SUMMARY		2024 BUDGET	2025 BUDGET	CHANGE \$	%
General Operating	Taxation	\$ 543,134	\$ 578,228	\$ 35,094	6.5%
	Sale of Goods and Services	93,174	98,033	4,859	5.2%
	Investment Income	70,608	62,390	(8,218)	-11.6%
	Transfers from Other Governments	57,725	76,016	18,291	31.7%
	Other	62,835	68,236	5,401	8.6%
		827,476	882,903	55,427	6.7%
Utilities Operating	Taxation	88,772	95,904	7,132	8.0%
	Sale of Goods and Services	257,827	318,726	60,899	23.6%
	Investment Income	3,819	6,334	2,515	65.9%
	Transfers from Other Governments	7,482	7,818	336	4.5%
	Other	5,182	5,192	10	0.2%
		363,082	433,974	70,892	19.5%
Capital Program	Development Cost Charges	83,009	93,967	10,958	13.2%
	Developer Contributions	123,332	117,451	(5,881)	-4.8%
	Investment Income - Reserves and Capital	18,881	28,479	9,598	50.8%
	Transfers from Other Governments	77,262	32,584	(44,678)	-57.8%
	Other - Gain on Sale of Assets	2,000	2,000	-	0.0%
		304,484	274,481	(30,003)	-9.9%
Other Entities	Investment Income	190	200	10	5.3%
	Other	-	200	200	0.0%
		190	400	210	110.5%
Budgeted Revenues		\$ 1,495,232	\$ 1,591,758	\$ 96,526	6.5%
EXPENDITURE SUMMARY					
General Operating	General Government	\$ 97,281	\$ 101,634	\$ 4,353	4.5%
	Public Safety	362,482	405,560	43,078	11.9%
	Other Departments	203,614	196,566	(7,048)	-3.5%
	Council Initiative Fund	260	260	-	0.0%
	Fiscal Services & Municipal Debt	18,844	20,102	1,258	6.7%
	Contributions/Transfers to/(from)	144,995	158,781	13,786	9.5%
		827,476	882,903	55,427	6.7%
Utilities Operating	Operating Expenditures	274,858	317,288	42,430	15.4%
	Fiscal Services & Municipal Debt	2,658	2,658	-	0.0%
	Contributions/Transfers to/(from)	85,566	114,028	28,462	33.3%
		363,082	433,974	70,892	19.5%
Capital Program	Capital Expenditures	376,182	582,958	206,776	55.0%
	Contributed Assets	100,000	100,000	-	0.0%
		476,182	682,958	206,776	43.4%
Other	Amortization	156,586	166,758	10,172	6.5%
	Other Entities Expenditures	1,008	2,464	1,456	144.4%
	Internal Borrowing	-	(229,600)	(229,600)	0.0%
	Contributions/Transfers to/(from)	(279,102)	(297,699)	(18,597)	6.7%
	Unspecified Capital Budget Authority	(50,000)	(50,000)	-	0.0%
		(171,508)	(408,077)	(236,569)	137.9%
Budgeted Expenditures & Transfers per Bylaw		\$ 1,495,232	\$ 1,591,758	\$ 96,526	6.5%
Reconciliation to Annual Financial Statements:					
Revenues per Financial Statements		\$ 1,495,232	\$ 1,591,758	\$ 96,526	6.5%
	Tangible Capital Asset expenditures	(476,182)	(682,958)	(206,776)	43.4%
	Contributions/Transfers (to)/from own sources	98,541	304,490	205,949	209.0%
	Municipal debt & loan principal repayments	(10,527)	(10,581)	(54)	0.5%
Adjustment to Budgeted Expenditures		(388,168)	(389,049)	(881)	0.2%
Expenditures per Financial Statements		\$ 1,107,064	\$ 1,202,709	\$ 95,645	8.6%
Excess Revenues Over Expenses per Financial Statements		\$ 388,168	\$ 389,049	\$ 881	0.2%

** Excess Revenues Over Expenses is used primarily to fund the capital program through acquisition of tangible capital assets

BUDGET SUMMARY

RECONCILIATION OF PUBLIC SECTOR ACCOUNTING STANDARDS (PSAS)

The Consolidated 5-Year Financial Plan is presented on the same basis as the City's Consolidated Financial statements, which follow Public Sector Accounting Standards (PSAS). Items which do not meet the PSAS definition of revenue or expenses are included under Transfers/ Amortization Offset and loan repayment. The Annual Surplus is determined by taking the difference between revenue and expenses on the financial statements. The Consolidated 5 Year Financial Plan (2025 -2029) Bylaw No. 21599 is presented under the Financial Overview.



For comparative purposes, the 2025 Consolidated 5 Year Financial Plan is presented as approved by Council on April 28, 2025.

MESSAGE FROM THE CFO/GENERAL MANAGER, FINANCE



Kam Grewal
CFO/General Manager, Finance

To the Mayor and Council, City of Surrey

It is my pleasure to submit the 2025-2029 Financial Plan for the City of Surrey. This Financial Plan has been formulated based on direction from you, as our Mayor and Council, and reflects key fundamental priorities while maintaining fiscal prudence.

The Community Charter requires that Council adopt a Five-Year Financial Plan each year prior to the adoption of the annual Property Tax Bylaw. This 2025-2029 Financial Plan document reinforces the 2025-2029 Financial Plan Bylaws, which received final adoption on April 28, 2025.

The goal of the Five-Year Financial Plan is to outline the financing of initiatives associated with the City's key strategic plans including the Sustainability Charter and Surrey Excels, the Official Community Plan, the Transportation Strategic Plan, the Parks, Recreation & Culture Strategic Plan, the Surrey Public Library Strategic 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 2025–2029 Financial Plan presents a Five-Year Consolidated Financial Plan, which includes forecasts for all revenues and expenditures related to the City's operating and capital expenditure requirements over the next five years. The supporting information in this Five-Year plan provides departments with their expenditure authority. Please note that, in conjunction with known information, estimates and projections have been used for the years 2026 through 2029 in relation to revenues and expenditures. These projections are updated annually prior to Council's review and approval of the Financial Plan for that year.

This Five-Year Financial Plan addresses Council's key strategic priorities such as enhancing public safety, building infrastructure, positioning Surrey as an investment destination and innovation centre, and preparing the City for future growth. It also takes into consideration inflationary pressures and the current environment of increased economic uncertainty.

2.0 GENERAL OPERATING FINANCIAL PLAN—SERVICE PRIORITIES

General Operating supports most of the City's service delivery needs through its various operating departments and services. Projected funding requirements are met by a combination of corresponding increases in general property tax, user fees

MESSAGE FROM THE CFO/GENERAL MANAGER, FINANCE

and other revenue sources in relation to service delivery levels.

To address the City's service priorities and meet Council's goals, Council has directed that the 2025 Financial Plan include the following:

- 2.8% General Property Tax increase (equating to approximately \$77 for the average assessed single-family dwelling) to provide funding for general inflationary pressures, new resources for Police, Fire and Bylaw Services, and new resources and operating funding for City-Wide Operations (non-public safety);
- 1.0% increase to the Roads & Traffic Safety levy (equating to approximately \$27 for the average assessed single-family dwelling) to support on-going operating, maintenance, and capital improvements in relation to the City's transportation infrastructure; and
- Generally, user fee increases up to 2.2% to partially offset the cost increases associated with providing City services.

Public Safety

Public safety continues to be a key priority for Mayor and Council. Public Safety is comprised of the Surrey Police Service ("SPS"), the Surrey Fire Service and Bylaw Services.

Surrey Police Service

In accordance with Provincial legislation, the Police Act, the Surrey Police Board submitted their 2025 provisional and revised budgets to the City, inclusive of three main components: Surrey Police Service Operations, Lower Mainland Integrated Police Services, and the Provincial Operations Support Unit (comprised of RCMP members supporting SPS). Surrey Police Service Operations includes costs for what would have previously been included in the General Operating Financial Plan as the City Police Support Services division.

As part of the 2023 Five-Year (2023–2027) Financial Plan, Council approved an increase of an additional 25 sworn members per year, every year from 2023 to 2027 (with an additional increase of one member in 2024, totalling 26 sworn members). The targeted policing strength for 2025 is 810 sworn members, inclusive of the planned additional 25 sworn members in 2025. The 2025 SPS budget utilizes this planning assumption and reflects a combined policing strength (between SPS and RMCP members) of 810 sworn members by the end of 2025.

The Board's 2025 budget submission did not include estimated costs for the years 2026 - 2029. As such, SPS costs for those future years have been held constant at the 2025 budgeted amount to accurately reflect the information available to the City at this time. The policing transition has entered its final phase and will be completed when SPS no longer requires assistance from the RCMP Surrey Provincial

MESSAGE FROM THE CFO/GENERAL MANAGER, FINANCE

Operations Support Unit. The timeline for this will depend on the pace of SPS hiring, infrastructure development, and file transfer. It is anticipated that the SPS Board will be in a position to provide Five-Year budgeted financial information, in alignment with the City's Five-Year Financial Plan time horizon, once the policing transition is complete.

Surrey Fire Service

As part of the 2023 Five-Year (2023–2027) Financial Plan, Council approved an increase of 20 additional Fire personnel per year, every year from 2023 to 2027. This annual investment in resources will enable Fire Services to continue providing a high quality of service to the community while addressing increasing demand driven by increased population growth. The proposed 2025 budget includes funding for these 20 additional personnel, in line with operational requirements and Council direction, to address increasing population density as well as overall response workload in Central Newton.

Bylaw Services

As part of the 2023 Five-Year (2023–2027) Financial Plan, Council approved an increase of 10 additional Bylaw personnel per year, every year from 2023 to 2027. Funding for 10 additional Bylaw staff has been added to enable Bylaw Services to continue providing a high quality of service to the community while addressing increasing demand driven by population growth. The Bylaw Services team has continued to expand services, increasing the focus on illegal construction enforcement, commercial vehicle enforcement and Surrey Outreach Team. Additionally, Bylaw Services will be addressing the licensing and enforcement of Short-Term Rentals in 2025.

Non-public Safety

The 2025 Financial Plan incorporates necessary funding for on-going staffing and operating costs that will allow the City to continue to provide the efficient and effective delivery of services to our residents. These on-going cost increases in 2025 are primarily related to information technology licensing costs, liability insurance costs, corporate security costs, hydro, natural gas and fuel costs, and other contractual cost escalations.

3.0 DRAINAGE UTILITY FINANCIAL PLAN—SERVICE PRIORITIES

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

MESSAGE FROM THE CFO/GENERAL MANAGER, FINANCE

The Drainage Utility's funding is primarily utilized for storm water management requirements; the lowland drainage dyking and flood control program; energy cost increases; and environmental management.

These funding requirements will continue to be addressed through the drainage parcel tax. For 2025, the drainage parcel tax will see an increase of \$1.00 to \$247.00 (\$246.00 in 2024) for residential and agricultural properties, and an increase of \$3.00 to \$604.00 (\$601.00 in 2024) for commercial and industrial properties. This increase to the drainage parcel tax has been reflected in the 2025-2029 Financial Plan – Self-Funded Utilities.

4.0 PARKING UTILITY FINANCIAL PLAN—SERVICE PRIORITIES

The Parking Utility provides a range of parking options for residential, business and transit needs, and effectively manages the demand for on and off-street parking facilities. Revenue generated from parking rates covers part of the on-going operating and maintenance costs of these parking facilities. Parking fees are reviewed annually and adjusted to maintain fairness and consistency across the City. Parking meter rates vary throughout Surrey and are set based on market demand and may vary by time of day. In 2025, the parking rates for both on-street and off-street parking lots have slightly increased, as compared to the 2024 rates.

5.0 ROADS & TRAFFIC UTILITY FINANCIAL PLAN—SERVICE PRIORITIES

Transportation services, through the Roads & Traffic Safety Utility, improves the quality of life for those living, working, or visiting Surrey. This is achieved by enabling multi-modal mobility options to move goods and people in a safe and efficient manner that balances minimizing delays with protecting the environment. A Roads & Traffic Safety levy, that is based on the assessed value of individual properties in each property class, was established in 2008 to ensure that a stable, sustainable funding source was available to meet the growing traffic and safety needs of the City.

A 1.0% increase to the Roads & Traffic Safety levy (equating to approximately \$27 for the average assessed single-family dwelling) has been approved to support on-going operating, maintenance, and capital improvements in relation to the City's transportation infrastructure, including the 72 Avenue Extension (152 St. to 176 St.) project and future replacement of transportation infrastructure. This increase to the levy for the years 2025 - 2029 has been reflected in the Transportation section of the Financial Plan.

MESSAGE FROM THE CFO/GENERAL MANAGER, FINANCE

6.0 SEWER UTILITY FINANCIAL PLAN—SERVICE PRIORITIES

The Sewer Utility provides service to more than 72,000 metered accounts, helping to support the building of a healthy, sustainable community. Any projected funding requirements for sewer utilities are met by a corresponding increase in user fees. In 2025, combined City and Greater Vancouver Sewerage and Drainage District ("GVS&DD") sewer rates increased by 30.9% over 2024 rates.

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

- Metro Vancouver's North Shore Wastewater Treatment Plant ("NSWWTP") project has gone overbudget by an estimated \$2.86 billion, resulting in increased sewer levy amounts for a period of 30 years for North Shore residents and 15 years for residents of all other municipalities in the region, including Surrey;
- Operating and maintenance cost increases; and
- Capital replacement needs for aging infrastructure.

The GVS&DD sewer rates are projected to increase an average of 7.10% per year for each of the remaining four years of the Five-Year Plan.

These funding requirements will be addressed through increases in the sewer rates over the next several years. For 2025, the average metered single-family dwelling will pay \$737.32 (\$550.38 in 2024) for sanitary sewer, based on an average sewerage discharge of 316.8 cubic meters per year, calculated at 88% of the estimated volume of water consumed.

This increase to the sewer utility rates has been reflected in the 2025-2029 Financial Plan – Self-Funded Utilities.

7.0 SOLID WASTE UTILITY FINANCIAL PLAN—SERVICE PRIORITIES

The City provides weekly residential curbside organic waste collection with alternating bi-weekly garbage and recycling services to approximately 108,200 single-family households and 42,000 secondary suites. The City also provides centralized recycling services to 35,200 customers in apartment buildings, with approximately 50% of these households receiving weekly organic waste collection services. The City processes all the organic waste it collects at curbside into renewable natural gas at the Surrey Biofuel Facility.

The Solid Waste Utility also provides street sanitation services to ensure the cleanliness and beautification of the City. These services include illegal dumping collection, large item pickup program, litter pickup services, streetscape litter bin collection and several clean up campaigns, including the "Our City" campaign and Focus Newton, an initiative to enhance and beautify Newton.

MESSAGE FROM THE CFO/GENERAL MANAGER, FINANCE

In 2025, Metro Vancouver's tipping fee increased by 5.2% (\$7 per tonne) resulting in a tipping fee of \$141 per tonne. Metro Vancouver is projecting that the Solid Waste tipping fee will increase by \$7 per tonne annually in 2026 and by \$8 from 2027-2029.

Due to cost increases resulting from increased Metro Vancouver tipping fee charges, and the Utility's operating costs associated with waste collection, litter cleanup, street cleaning and beautification initiatives, a 1.0% rate increase was applied, resulting in an annual collection rate for a single-family home of \$340.00 (\$337.00 in 2024). This increase to the solid waste utility rates has been reflected in the 2025-2029 Financial Plan – Self-Funded Utilities.

8.0 SURREY CITY ENERGY UTILITY FINANCIAL PLAN—SERVICE PRIORITIES

The Surrey City Energy ("SCE") Utility is the City-owned district energy system that supplies residential, commercial and institutional buildings in City Centre with heat and hot water. SCE is based on a user-pay model and is 100% self-funded by the customers. Class 1 customers include residential and mixed-use buildings where the non-residential portion of the building does not exceed 20% of the building area. Class 2 customers include any building where the non-residential portion of the building exceeds 20% of the building area.

For 2025, the rates have been increased by 2%. This increase enables the Utility to recover its capital and operating costs, while providing stable and competitive energy rates for its customers. This rate increase would result in an annual increase of \$17.62 (Charge and Levy) for a 65 square meter (700 square foot) residential dwelling unit that consumes an average of 6.8 MWh/year of energy.

9.0 WATER UTILITY FINANCIAL PLAN—SERVICE PRIORITIES

The City adopted its Residential Water Metering Program over 25 years ago and now provides service to more than 74,000 metered water utility accounts.

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

- Combined City and Greater Vancouver Water District ("GVWD") increases of 5.5% for 2025;
- GVWD water rates are projected to increase an average of 3.3% per year for each of the remaining four years of the Five-Year Plan;
- Operating and maintenance cost increases; and
- Capital replacement needs for aging infrastructure.

To meet these funding requirements, water rates will increase in 2025 and beyond. The average metered single-family dwelling will pay \$572.65 in 2025 (\$532.34 in 2024) based on an average yearly consumption of 360 cubic meters.

MESSAGE FROM THE CFO/GENERAL MANAGER, FINANCE

10.0 GENERAL CAPITAL FINANCIAL PLAN—SERVICE PRIORITIES

In recent years, the City has built world class recreation and parks facilities for our residents to enjoy. This trend will continue into future years with support from Mayor and Council to ensure our City offers civic facilities that best meet the needs of users. The 2025-2029 General Capital Program represents one of the most significant financial commitments in the City's history, with over \$701 million allocated over the next five years.

36 major general capital projects, including 10 new projects in 2025, were included in the adopted 2025-2029 Financial Plan. Examples of significant major general capital projects include the Newton Community Centre, Fleetwood Firehall # 6 relocation, Unwin Community Park, Nicomekl Riverfront Park, Cloverdale Athletic Park – New Artificial Turf Field and Parking Lot, Chuck Bailey Recreation Centre Expansion and Interactive Art Museum.

The program focuses on stimulating the local economy through its commitment to invest in short and long-term capital infrastructure projects. These projects will improve the access to and quality of cultural, recreational and community spaces within the City now and into the future. Investing in major capital projects spurs economic activity that can catalyze growth while supporting our vision of a thriving, green and inclusive community.

Examples of On-going Facilities maintenance and renovations include Newton Wave Pool Exterior Wall Envelope repairs, Fire Hall #9 Building Envelope repairs, Roof replacements at Surrey Art Gallery and Clayton Hall, and Cloverdale Arena Chiller replacement. On-going Park Development Program includes Lionel Courchene Community Garden development, several playground renovations and accessibility initiatives, community shelters and pathways at various locations and the second phase of South Surrey Athletic Park Skatepark upgrades.

Additional details of planned capital projects can be found in the Capital Program section of this document.

11.0 CONCLUSION

The 2025-2029 Financial Plan is a direct reflection of Council's strategic priorities and direction in relation to property tax increases and general fiscal prudence. Council followed through on its commitment to seek input on the City's Financial Plan with its third consecutive budget engagement initiative. The community feedback received shaped priorities in the 2025-2029 Financial Plan through six in-person open house events, an online survey in English and Punjabi, and a budget engagement webpage. The outreach resulted in 6,154 engagement page and website visits, 596 open house engagements, and 2,782 survey respondents. Overall, more than 100,000 community members were informed through this

MESSAGE FROM THE CFO/GENERAL MANAGER, FINANCE

budget engagement by visiting the website, receiving direct emails, or engaging through social media.

To fund City strategies, including to fund public safety, transportation and resource requirements to maintain service delivery and to fund community priorities based on the feedback obtained during the City's budget engagement process, a General Property tax increase of 2.8% and Roads and Traffic Levy increase of 1% in 2025 was required. This modest increase continues to keep the City in the bottom third of the region for property taxes collected for the respective average assessed home in Metro Vancouver.

Finally, I would like to acknowledge the exemplary staff that the City of Surrey is proud to employ. It is their hard work, dedication and commitment to the delivery of quality services to Surrey citizens and businesses that makes our City world class.

Respectfully,



Kam Grewal, BBA, CPA, CMA
CFO/General Manager Finance

APPROVED SUPPLEMENTAL FUNDING INFORMATION

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. Significant funding requests have been included in this section.

Items identified during the 2025 planning process and approved by Council include the following:

2025 Public Safety Funding Requirements:

Policing	New officers, 25 positions	\$	4,720,000
	All other status quo changes, Policing		30,410,000
	One-Time Transition funding and Provincial Policing Contribution Allocation		(44,940,000)
Total Policing Funding			(9,810,000)
Fire Services	New Fire personnel, 20 positions		4,200,000
	All other status quo changes, Fire Services		230,000
Total Fire Funding			4,430,000
Bylaw Services	New officers, 10 positions	\$	1,230,000
	All other status quo changes, Bylaws Services		220,000
Total Bylaw Funding			1,450,000
Total New Public Safety Funding Requirements		\$	(3,930,000)

2025 Other Corporate Funding Requirements:

	Allocation of Provincial Policing Contribution	\$	30,000,000
	Change in Contribution to Capital		19,940,000
	Labour adjustments, excluding Public Safety		4,250,000
	New resources & operating costs, excluding Public Safety		3,000,000
	Departmental inflationary & contractual increases		2,850,000
	All other status quo changes and transfers, Other Corporate		(2,750,000)
Total New Corporate Funding Requirements		\$	57,290,000
Total New Public Safety & Corporate Funding Required for 2025		\$	53,360,000

In addition to the increases approved in 2025, the following are a few significant increases, not related to inflation or growth, for the four-year period of 2026 to 2029:

Operating costs related to new Parks, Recreation and Culture and Fire Services facilities in 2026	\$	851,000
Operating costs related to new Parks, Recreation and Culture and Fire Services facilities in 2027		1,436,000
Operating costs related to new Parks, Recreation and Culture and Fire Services facilities in 2028		1,561,000
Operating costs related to new Parks, Recreation and Culture facilities in 2029		2,908,000
Total (2026-2029)	\$	6,756,000

STRATEGIC FRAMEWORK

STRATEGIC PLANNING AND THE 2025-2029 FINANCIAL PLAN

The City of Surrey has two key corporate high-level strategic frameworks:

- Sustainability Charter 2.0 (primarily outward or community-focused); and
- Surrey Excels (primarily inward-focused).

The vision, goals, and desired outcomes presented in the Sustainability Charter 2.0 articulate what we want to see for our whole community, looking ahead over the next 40 years, toward the vision of A Thriving, Green, Inclusive City.

Surrey Excels aligns strongly with the Sustainability Charter 2.0. The framework sets out the City's internal organizational priorities, measures, and initiatives.

Surrey Excels is organized into a tier structure, with the Tier 1 Strategic Map at the overall city-wide or corporate level, and a set of Tier 2 Strategic Maps prepared by each department. Each level reflects the organization's priorities, including associated key measures and annual strategic initiatives; those at the Tier 2 level link to the corporate Tier 1 level.

The Surrey Excels Tier 1 Map outlines the following six organizational priorities:

1. A Vibrant Downtown
2. Liveable, Equitable, Connected Neighbourhoods
3. Housing for All
4. Exceptional Public Safety
5. Service Excellence
6. Employer of Choice

Each of the six organizational priorities has clear measures to indicate the City's progress in each area, as well as a list of key strategic initiatives related to each priority.



Surrey Excels is intended as an inward-facing strategic framework. Each of the strategic initiatives and measures identified in Surrey Excels fits into one or more of the eight themes of the Sustainability Charter 2.0.

For the 2025-2029 Financial Plan, a set of corporate and departmental strategic initiatives and key measures, some of which are drawn from Surrey Excels Strategy Maps, have been organized according to the eight themes of the Sustainability Charter 2.0. These provide a snapshot of the strategic direction and priorities of the City, which are facilitated through the delivery of the annual Five-Year Financial Plan.

The Climate Change Action Strategy ("CCAS") was approved in 2023 and will provide strategic direction for the City, and align with both the Charter and Surrey Excels. The CCAS will be integrated in the City's Strategic planning framework, including the Financial Plan.

STRATEGIC FRAMEWORK

STRATEGIC DIRECTION FOCUSES ON SUSTAINABILITY

In 2008, City Council approved the first Surrey Sustainability Charter as the City's overarching policy document, and in 2016, Council approved the updated Sustainability Charter 2.0 ("Charter"). The Charter includes a vision statement of A Thriving, Green, Inclusive City and is organized around eight community themes. Each theme includes an overarching goal and a set of desired outcomes that describe what we envision for Surrey by the year 2058 (50 years from the adoption of our original Charter).

Strategic directions are identified under each of the eight themes, as priority focus areas for action.

The Charter also outlines corporate sustainability objectives and strategies to demonstrate leadership and showcase sustainability and innovation.

The vision, goals, and desired outcomes presented in the Charter articulate what we want to see for our whole community, looking ahead over the next several decades. Successful implementation of this ambitious vision needs the support and involvement of all partners in Surrey including local businesses, residents, and community groups. With this strong collaboration and our rich tradition of community involvement, Surrey will continue to move forward in becoming a thriving, green, inclusive city.

Consequently, the Financial Plan presents all goals, accomplishments and future initiatives using the framework of the Charter's eight community themes.



STRATEGIC FRAMEWORK

VISION STATEMENT: A THRIVING, GREEN, INCLUSIVE CITY

The Sustainability Charter 2.0 includes a vision statement and encompasses goals, desired outcomes, strategic directions and indicators presented under eight organizing themes. The eight community themes and their respective goals are:



INCLUSION

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



BUILT ENVIRONMENTS AND NEIGHBOURHOODS

A beautiful, accessible and well-connected city of distinct and complete neighbourhoods that are walkable, engaging and resilient;



PUBLIC SAFETY

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



ECONOMIC PROSPERITY AND LIVELIHOOD

Continued prosperity and thriving livelihoods and a strong, equitable and diverse economy;



ECOSYSTEMS

Healthy, protected and well maintained ecosystems and biodiversity;



EDUCATION AND CULTURE

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



HEALTH AND WELLNESS

A community in which all residents are healthy, active and connected; and



INFRASTRUCTURE

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

STRATEGIC FRAMEWORK

MAYOR & COUNCIL'S VISION

The City continues to carry out its vision with a unwavering commitment to building a vibrant, inclusive community. With Surrey poised to be the first city in B.C. to reach a population of one million people, the Mayor celebrated the city's evolution into a regional powerhouse, unveiled major initiatives, and outlined a bold course for Surrey's future.

Key Highlights of the 2025 State of the City Address included:

Construction of a new 10,000-seat arena: A new facility in City Centre will transform Surrey's entertainment and recreation landscape. This arena will serve as a cornerstone for a new entertainment district, attracting major sporting events, concerts, and community gatherings. It will be a destination with mixed-use development including a hotel, conference facilities, retail, and restaurants. This project will create a lively, walkable downtown core, foster local economic growth, and become a hub where families and residents can enjoy world-class entertainment in the heart of Surrey.

The creation of a new Surrey Healthcare Administrator role: Recognizing the urgent need to improve healthcare access and address inequity, the City will establish this new role. This individual will serve as a champion for innovative health initiatives, working closely with Fraser Health, SFU, community organizations, and first responders to identify gaps and develop tailored solutions.

Surrey 2050 Plan Launch: In response to regional plans that overlook Surrey's rapid growth, the City will develop its own Surrey 2050 strategy. This comprehensive growth plan will set targets for housing, employment, transit, green spaces, and community development, ensuring Surrey's aspirations are prioritized and integrated regionally.

Major Transportation Investments: Breaking ground on Surrey's largest road project: the 72 Avenue east-west corridor, alongside the construction of the Surrey Langley SkyTrain and planned King George Bus Rapid Transit line.

Housing Acceleration: A record 6,297 new homes approved in 2024, announcement of the Gateway project that will bring 1,800 new housing units to the City's downtown core, and new policies permitting secondary suites in townhouses near transit to boost family-friendly, affordable options.

Fiscal Responsibility: A 2025 budget that holds the general property tax increase to 2.8 percent plus a 1 percent road levy – one of the lowest in the region – while adding 25 police officers, 20 firefighters and 10 by-law officers.

STRATEGIC FRAMEWORK

MAYOR & COUNCIL'S VISION

To learn more about Mayor & Council's vision to make Surrey the best place to live, work and play in the region, refer to the video links below:



[2025 State of the City](#)



[Our City, Our Future](#)

STRATEGIC FRAMEWORK

BUILDING A SUSTAINABLE SURREY



With the Charter positioned as a high-level document, more focused plans provide needed detail for implementing the broad sustainability vision. Several key plans have been developed to further guide our actions. For example, the Official Community Plan (“OCP”) is continuously updated and is aligned with the Charter, both in its content and organization around the eight themes of the Charter. The OCP also contains the City’s adopted greenhouse gas reduction targets.

The CCAS supports the Charter and includes actions to align financial planning and decision making with climate targets and goals. Due to an increased focus on climate action, the City will continue to evolve its reporting

on climate risks and opportunities and align it with CCAS.

Together, these plans and strategic documents guide the City moving forward and provide high-level policy direction.

City of Surrey Plans and Strategies, including the Sustainability Charter 2.0 can be found on our website:

<https://www.surrey.ca/about-surrey/sustainability-energy-services/sustainability-charter>

CLIMATE ACTION

In November 2019, recognizing escalating impacts of the climate crisis both globally and locally, Council declared climate change as an emergency. In 2020, Council adopted targets to reduce city-wide greenhouse gas (“GHG”) emissions to net zero, and to eliminate all corporate GHG emissions, before 2050. Council adopted the Climate Change Action Strategy in 2023, which sets out a roadmap to reach these targets and to reduce the City’s risk to climate impacts with prioritized actions, measures, and targets.

CORPORATE SUSTAINABILITY

In addition to making progress on sustainability outcomes at a community level, the City has made great strides in integrating sustainability into its decisions, projects and plans.

The City embeds sustainability and climate action into our planning and decision-making for corporate operations and demonstrates this commitment through Surrey Excels Strategy Maps. We aim to provide leadership and propose ideas that can be implemented more widely by residents and businesses in Surrey.

Taking bold action on climate change is core to achieving the sustainability vision of a thriving, green, inclusive city. Surrey’s first Community Climate Action Strategy was adopted in 2013. Since then, the City has put various policies and systems in place to reduce carbon pollution, including building a district energy system (“Surrey City Energy”), adopting higher energy efficiency standards for buildings, providing electric vehicle (“EV”) charging stations, requiring EV charging infrastructure in new development, implementing a closed-loop organic waste collection and processing program, and many more.

The urgency of scaling up our actions in response to the climate crisis is becoming clearer every year. In November 2019, recognizing escalating impacts of the climate crisis both globally and locally, Council declared climate change as an emergency. In 2020, Council adopted targets to reduce City-wide GHG emissions to net zero, and to eliminate all corporate GHG emissions, before 2050. To define a roadmap to reach these targets, the City developed a new Climate Change Action Strategy, which was adopted in July 2023. The CCAS outlines the actions the City will take to reduce GHG emissions and improve resiliency to climate change impacts. CCAS measures and targets will be used to track progress across six key focus areas – Leadership, Neighbourhoods, Transportation, Buildings, Ecosystems, and Energy & Zero Waste – that are critical to reaching the 2050 targets.

Accountability is one of the key guiding principles of the CCAS, which means the City will commit to transparency in our climate-related decision-making, publicly disclose our risks and our progress, and correct our course as necessary to remain on track.

STRATEGIC FRAMEWORK

This includes developing and tracking clear targets and measures for the different focus areas of the CCAS and reporting out publicly each year. Progress is shared with the public through an online Climate Action Tracker (climateactiontracker.surrey.ca). As part of public reporting, we are also intending to report on our climate risks and key strategies in the future financial plans, following the recommendations of the Task Force for Climate-Related Financial Disclosures.

CLIMATE ACTION —WHAT’S BEEN ACCOMPLISHED

In partnership with a broad range of community stakeholders, the City has made considerable progress in reducing GHG emissions and improving resiliency to climate change impacts.

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

- Surrey’s award-winning Coastal Flood Adaptation Strategy (“CFAS”) is in its fifth year of implementation. With a Government of Canada investment of over \$76 million through the Disaster Mitigation and Adaptation Fund (“DMAF”), Surrey is delivering 13 projects valued at \$187 million for large-scale infrastructure and innovative nature-based solutions to address pressing concerns and preparing for impacts associated with a changing climate. These projects will advance many CFAS actions between 2019 and 2028. Completed projects include the King George Boulevard Nicomekl Bridge and Southern Railway Serpentine Bridge. Ongoing initiatives include the Nicomekl River Sea Dam replacement, a living dyke, and the design of the 30-hectare Nicomekl Riverfront Park;
- The City continues to build on the Biodiversity Conservation Strategy (“BCS”), endorsed in 2014, which aims to preserve, protect, and enhance Surrey’s biodiversity in the long-term. A key initiative is the Green Infrastructure Network (“GIN”) consisting of biodiversity hubs and corridors of connected greenspace, and restored and existing natural areas on private and public land. Since the GIN was established in 2014, 4,289 acres have been dedicated or acquired by the City as parkland. With another 1,129 acres already in regional parkland, 55% of the GIN’s 9,794 acres have been protected as of 2022;
- Completed in 2023, the Urban Forest Management Strategy will strengthen Surrey’s efforts in protecting, enhancing, and growing the urban forest. The Strategy is guided by three broad goals that inform more focused objectives and management actions. The actions are intended to halt the Citywide decline in tree canopy cover and to support the achievement of a 30% canopy cover target by 2038;

STRATEGIC FRAMEWORK

- In 2023, all waste hauler trucks moved to consuming RNG produced from Surrey's Biofuel Facility. The Surrey Biofuel Facility, opened in 2018, stands as a pioneering example of closed-loop organic waste management. This cutting-edge facility uses the latest anaerobic digestion technology to convert organic waste into renewable natural gas ("RNG") and compost. By processing 70,000 tonnes of food scrap waste, the City has prevented 28,000 tonnes of GHGs which is comparable to taking 8,500 cars off the road. The RNG produced from the facility powers the City's waste collection trucks, contributing to Surrey's commitment to clean energy and serving as a shining example of circular economy;
- Opened in 2021, the award-winning Clayton Community Centre is Canada's largest non-residential Passive House green building standard certified project. The 76,000 sq. ft. facility integrates recreation, library, arts, and parks services into a highly energy-efficient hub in Clayton Heights. Its compact design, strategic shading, and optimized layout minimize energy consumption while maximizing comfort and sustainability. Thoughtfully designed with a human-centric approach, the facility seamlessly integrates the City of Surrey's community services-recreation, library, arts, and fitness;
- In 2018, the City was one of the first municipalities to adopt the BC Energy Step Code, with requirements for higher levels of energy efficiency in new construction, compared to the BC Building Code minimum. A Low Carbon Energy System Policy was also implemented for large (Part 3) multi-unit residential buildings to encourage sustainable alternatives to fossil fuel heating. In 2021, new standards came into effect for detached homes and small (Part 9) multi-unit residential buildings to meet Step 3 of the Energy Step Code. Implementing the Zero Carbon Step Code is a priority included in the CCAS, to further reduce GHG emissions from buildings in space and hot water heating systems;
- Surrey continues to lead in electric vehicle ("EV") infrastructure and policy. In 2019, it became one of the first cities in BC to require all new residential developments to include EV-ready parking. Today, Surrey provides three DC Fast Charging stations and 56 Level 2 chargers, with 33 more Level 2 stations planned over the next four years. The City is also electrifying its fleet, currently operating 10 battery EVs, 11 plug-in hybrids, and 4 hybrid vehicles, with a corporate fleet electrification strategy in development;
- Surrey City Energy is a City-owned utility providing heating to buildings in Surrey's City Centre. The City is undertaking the design of a new energy centre that will convert waste heat from the sewer system to renewable low-carbon energy by tapping into this sustainable energy source in our sewers. The facility is

STRATEGIC FRAMEWORK

expected to come online in the 2025-2026 and will supply up to 70% of the District Energy system's heating requirements and reduce up 15,000 tonnes of GHG emissions per year.



CLIMATE ACTION TRACKER

The Climate Action Tracker (climateactiontracker.surrey.ca) was developed to provide information about the City's progress towards achieving the targets, goals and actions established in the CCAS. The Tracker will help the City communicate and transparently report on progress, promoting accountability. Information from the Tracker will also be used for annual progress reports.

In 2024, the Community Energy Association ("CEA") awarded the city with the 2024 Climate & Energy Action Award for its Climate Action Tracker. This recognition highlights the portal as one of the first of its kind in British Columbia, setting a new benchmark for transparent reporting and accountability. The Climate Action Tracker plays a pivotal role in supporting the City's commitment to achieving the targets, goals, and actions outlined in its Climate Change Action Strategy ("CCAS").

The Tracker is a dynamic tool - its content will be continuously updated, and new features will be added as they are developed over time. In particular, additional measures and targets will be added to the Tracker to strengthen how progress is monitored and reported.

STRATEGIC FRAMEWORK

Performance Indicators under the Eight Community Themes

Indicator	Performance Indicator Description	2019	2020	2021	2022	2023
Trees Planted by City (Ecosystems)	Average number of street trees and park trees planted on public property (five-year average)	4,408	4,372	3,759	3,671	3,416
Green Infrastructure Network (Ecosystems)	Number of acres in the Green Infrastructure Network ("GIN") that are protected	5,215	5,275	5,418	5,419	5,251
Online Registrations for City Programs (Health and Wellness)	Percentage of Parks, Recreation and Culture management system program registrations initiated online	51%	66%	82%	70%	71%
City Volunteers (Inclusion)	Number of individuals who volunteered with Surrey Fire Service, Surrey Libraries, Surrey Animal Resource Centre, and Parks, Recreation and Culture Department	13,008	3,948	4,845	6,087	10,418
Availability of Employment (Economic Prosperity and Livelihood)	Number of jobs per resident worker	0.81:1	0.82:1	0.82:1	0.84:1	0.86:1
City Tax Base (Economic Prosperity and Livelihood)	Proportion of the City's tax base derived from residential, business, industrial, and other sources	71% Res., 29.0% Com./Ind.	74.5% Res. 25.5% Com/Ind	69.3% Res. 30.7% Com/Ind	68.5% Res. 31.5% Com/Ind	67.7% Res. 32.3% Com/Ind
Businesses by Sector (Economic Prosperity and Livelihood)	Number of business licenses in all sectors	18,572	18,720	18,975	19,654	20,732
Protected Heritage Sites (Education & Culture)	Number of protected natural and human built heritage sites that are recognized in the City's Heritage Register	69	72	73	73	74
Arts and Culture Groups (Education & Culture)	Number of arts and culture groups registered with the Surrey Arts Council and Semiahmoo Arts Council	466	191	203	326	332
City Cultural Grants (Education & Culture)	Number of grants issued by the City through the Cultural Grants program	103	86	78	79	82
Corporate Greenhouse Gas (GHG) Emissions (Infrastructure)	Total corporate greenhouse gas emissions, for buildings and fleet (both municipal and contracted) (t CO ₂ e)	22,064	20,433	17,495	20,694	17,350
Residential Water Consumption (Infrastructure)	Average residential water consumption, per capita (L/day)	272	243	242	239	249
Community Waste Reduction (Infrastructure)	Percentage of household waste diverted from the landfill	38%	32%	31%	35%	36%
Crime Rate/Crime Severity Index (Public Safety)	An index of annual crime rates, and weighted police-reported incidents according to the seriousness of the offense. The base index is 100 for Canada in 2006	104.01	95.01	93.12	101.61	110.77
Residential Break and Enter (Public Safety)	Number of residential break and enter incidents reported to or discovered by police per 100,000 population	240	183	173	134	104
800m Access to Transit Stops (Built Environments and Neighbourhoods)	Percentage of households within 800m access to transit stops along Surrey's active frequent transit network	NA*	NA*	32%	32%	32%

* New measurement methodology of data was applied, with data not available for these years

FINANCIAL PLANNING PROCESS

Financial planning gives departments the opportunity to examine priorities, assess objectives, and re-direct resources to accomplish goals. Although the Financial Plan is typically presented to the Finance Committee at the end of November and adopted by Council before the end of December, as it must be adopted before May 15th as required under the Community Charter [Section 165(1) and 197(1)], the planning process actually begins many months before.

FINANCIAL PLAN TIMELINES

The following timetable outlines the process behind the 2025 - 2029 Financial Plan:



AMENDMENT TO THE FINANCIAL PLAN AFTER THE FINAL ADOPTION

In rare instances, Financial Plan appropriations may be amended after Council has adopted the Plan, in accordance to the Community Charter. Any changes made after the Financial Plan Bylaw has been adopted require a Financial Plan Revision Bylaw. Changes are tracked during the year and new spending is temporarily funded through contingencies. If, at the end of the year, overall spending exceeds the adopted total budget, Council would adopt a revised Financial Plan Bylaw to incorporate these changes.

FINANCIAL PLANNING PROCESS

BUDGET PROCESS—PUBLIC ENGAGEMENT

From September 6 to 29, 2024, community members had the opportunity to attend any of the six in-person open houses and complete an online survey to learn about the budget process and share feedback on community priorities and preferred funding options. Feedback from this engagement helped to inform Council on community priorities and budgeting options for the 2025 budget year.

Engagement Timeline

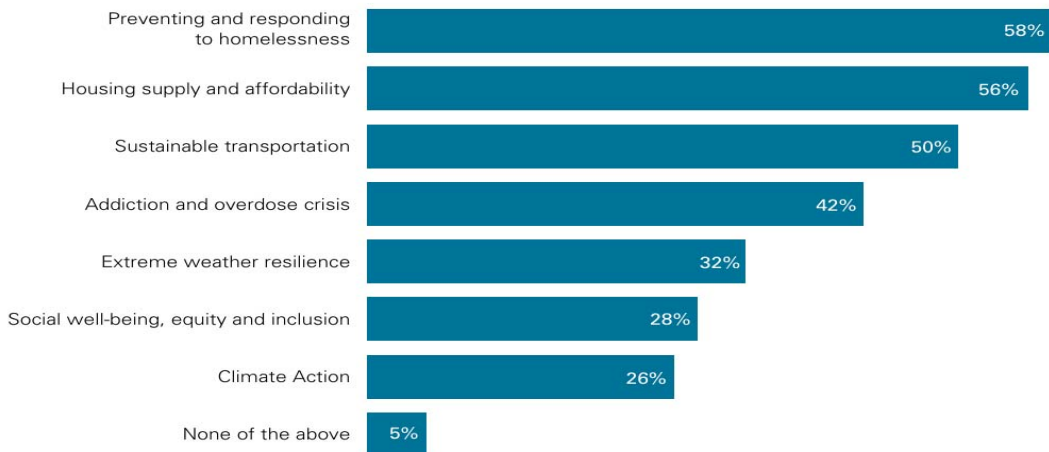
Engagement Phase 1: Planning (August to September 2024)

Engagement Phase 2: Implementation (September 2024)

Events:



Survey respondents indicated that they would like to see additional investment in the following emerging priority areas:



For additional information on the public consultation process, refer to the link below:
<https://engage.surrey.ca/budget-2025>

FINANCIAL PLANNING PROCESS

BASIS OF BUDGETING AND FINANCIAL PLANNING POLICIES

As with the financial statements, 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 budget has been prepared based on Provincial legislation, the Community Charter, which differs from the City's audited financial statements which are prepared under Public Sector Accounting Board ("PSAB") standards for financial statement presentation.

Those differences include:

- The Financial Plan includes all transfers to/from reserves accounts and transfers between other funds and authorities, which differs from the financial statements where transfers to/from reserves are recorded to accumulated surplus; and

- The treatment of capital expenditures, which differ from the financial statements where 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

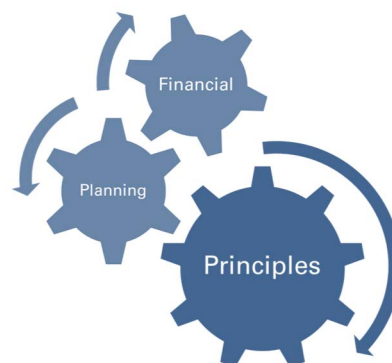
This Financial Plan has been prepared using the Principles of Municipal Governance as outlined in the Community Charter, Part 1. The rationale for incorporating a set of principles into a decision-making process of public office is twofold. First, principles provide structure and commonality in situations where interests and objectives may differ.

Second, explicit reference to principles makes the 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 on-going 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 Financial Plan.



FINANCIAL PLANNING PROCESS

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 on-going maintenance and asset replacement.

The departmental strategic and financial plans should incorporate the costs associated with on-going maintenance and replacement of investments in facilities, equipment and infrastructure into the cost of capital projects.

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.

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 ensure that capital projects be financed on a "pay-as-you-go" basis first, with debt financing utilized only when necessary.

Charge new development the appropriate share of new infrastructure costs.

The strategic and financial plans for new capital infrastructure should be financed through development cost charges by an appropriate proportion of the cost of the new development, as determined by Council Policy.



Staff Meeting

FINANCIAL PLANNING PROCESS

PRINCIPLES SPECIFIC TO OPERATING FINANCIAL PLANNING

Ensure that current revenues support current programs.

The Financial Plan should provide for current programs to be funded from current revenues with reserves used only as a temporary balancing measure. Any usage of reserves should be accompanied by a subsequent budgeted replenishment.

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.

INFLATIONARY INCREASES USED FOR FINANCIAL PLANNING

Departments have been provided with the following additional inflationary increases, as provided by City vendors or estimated by City staff:

	2025	2026	2027	2028	2029
<i>Metro Vancouver Regional District</i>					
Water Fund	7.2%	6.5%	3.0%	2.4%	1.3%
Sewer Fund	37.6%	4.8%	6.7%	9.1%	7.9%
<i>Electricity vendors</i>					
General and Utility Funds	3.4%	3.5%	3.6%	3.7%	3.7%
<i>Natural Gas vendors</i>					
General and Utility Funds	1.0%*	2.0%	2.1%	2.2%	2.2%

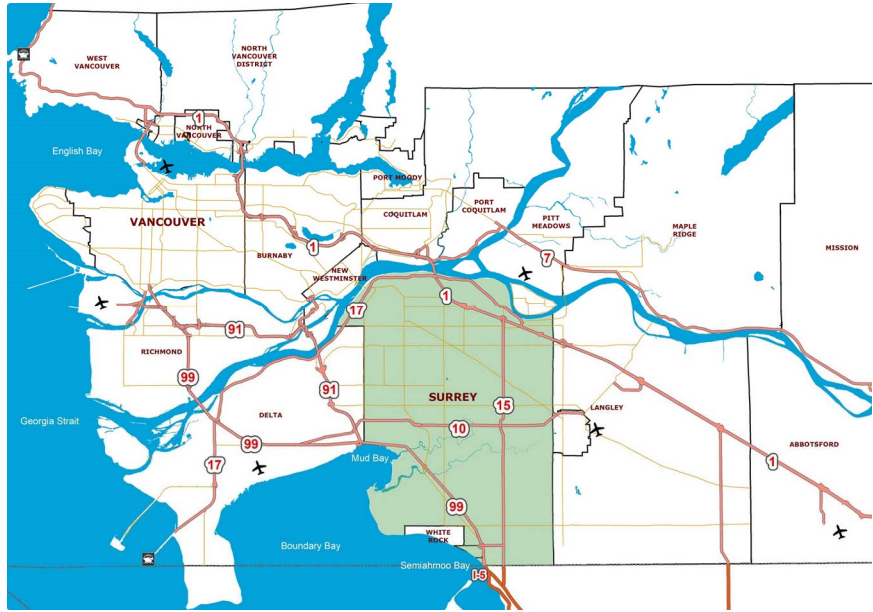
*The decrease in the rate for 2025 is due to the removal of Carbon Tax as of April 1, 2025.



COMMUNITY OF SURREY

The City of Surrey is the second-largest city, by population, in British Columbia. It is located in the Metro Vancouver regional district at the crossroads of the Pacific Rim, and just north of Washington State, USA. Surrey's population grows every year and has a rich ethnic diversity, which 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 of "a thriving, green, inclusive city" and proclaim "the future lives here".



SURREY FACTS

Size - 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).

Land Use - 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.

PlanSurrey 2013: The Official Community Plan is intended to guide the development of the City's land use over the next 30 years. As such, this Plan is updated frequently to respond to both current conditions and emerging trends. It builds on the Town Centre designation to support the development of each of Surrey's Town

Centres outside of the City Centre as the primary commercial, institutional and civic hearts of their communities.

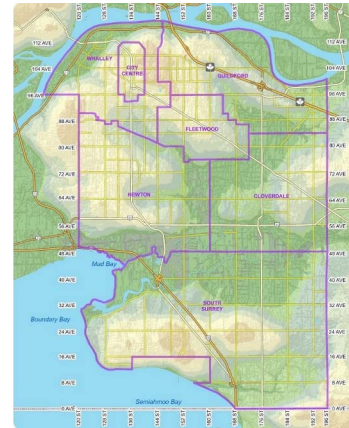
Population - Surrey is also one of the fastest growing major cities in Canada, with growth averaging over 11,000 people per year for the past five years. A large proportion of this growth is due to immigration. The current population is estimated to be approximately 624,000.

Business - Surrey City Council's "open for business" attitude is attracting international attention. Over 24,000 businesses are based in Surrey, and almost 3,000 new business licenses were issued in 2024. Investors are taking advantage of Surrey's diverse economy, skilled labour force and excellent regional and international distribution links.

COMMUNITY OF SURREY

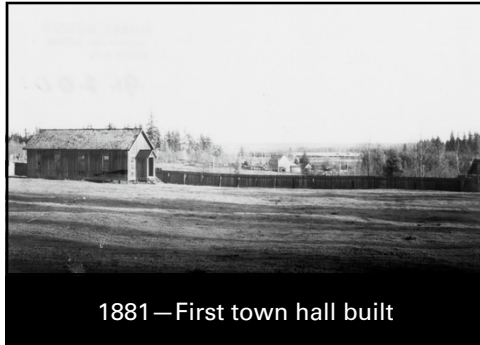
Communities - Surrey has six main communities. The City invests in each of our community centres to offer residents improved access to recreation and fitness, transportation, police services and green spaces, making each community a vital part of a truly livable, modern city.

- **North Surrey (combining Whalley and City Centre)**, a thriving urban centre, home to Simon Fraser University ("SFU") Surrey, Kwantlen Polytechnic University ("KPU") satellite campus, and soon, the University of British Columbia ("UBC") Surrey Campus. It is also home to major shopping and recreational facilities, Surrey Memorial Hospital, and destination parks including Green Timbers Urban Forest, Bear Creek Park, Holland Park and cultural destinations including the Civic Theatres at the Surrey Arts Centre, Centre Stage performance venue in City Hall and the Surrey Arts Gallery. The area is also envisioned as the home of one of two entertainment districts in Surrey – one in City Centre and the other in Cloverdale.
- **Guildford**, featuring quick access to the freeway, along with the third largest mall in the province, Guildford Town Centre Mall and recreational opportunities including the multi-purpose facility Guildford Recreation Centre, which includes an indoor pool.
- **Fleetwood**, with amenities for all ages, from seniors programs and libraries to skateboard parks; Fleetwood is also home to the Surrey Sport and Leisure Complex with an indoor pool and three ice rinks.
- **Newton**, is home to KPU and a growing shopping district with a variety of recreational and cultural facilities, such as the Newton Seniors Centre, Newton Wave Pool, Newton Arena, Newton Cultural Centre and the Bell Centre for Performing Arts.
- **Cloverdale**, is home to a KPU Tech campus, a variety of recreational facilities, the Surrey Museum and Surrey Archives, unique heritage buildings and a quaint 'Main Street'. Cloverdale, a mix of historic and newer neighbourhoods, also plays host to one of the longest running rodeos in Canada and will be home to the new Clayton Community Centre, the City's first Passive House facility, integrating arts, library, recreation, and outdoor spaces. A new Surrey hospital, BC Cancer Centre and Cloverdale Sport and Ice Complex will also be located here, as well as one of two entertainment districts in the City which is envisioned for the Cloverdale Fairgrounds.
- **South Surrey**, home to the historic resort community of Crescent Beach and treasured natural features abound, the Serpentine Nature Reserve and Sunnyside Acres Urban Forest. Home to the future Nicomekl Riverfront Park combining environmental, cultural, art, heritage and recreational spaces. South Surrey also hosts premier recreational facilities including the Grandview Heights Aquatic Centre and Softball City as well as residential areas, such as Morgan Creek and Grandview Heights. South Surrey also offers convenient connections to the United States from the Peace Arch and Pacific Border Crossings.



SURREY'S HISTORY

HIGHLIGHTS OF SURREY'S ORGANIZATIONAL HISTORY



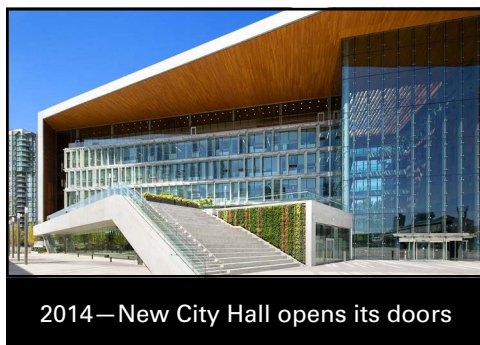
1881—First town hall built



1940—King George Highway opens



1990—SkyTrain expands to Surrey



2014—New City Hall opens its doors

- 1879 Surrey incorporated as a district municipality consisting of 35 property owners
- 1881 First Town Hall built at Surrey Centre
- 1904 Fraser River Railway Bridge from Brownsville to New Westminster opened
- 1937 Pattullo Bridge opened
- 1940 King George Boulevard (Highway) officially opened
- 1948 Surrey Parks Commission established
- 1962 New Municipal Hall constructed at Highway 10 and 142 Street
- 1964 Port Mann Bridge opened
- 1990 The SkyTrain Expo Line expands from New Westminster to Surrey
- 1993 Surrey celebrated becoming a City
- 2001 Surrey became the 11th largest City in Canada and Surrey RCMP celebrated 50 years of service to the City
- 2005 Surrey citizens elected its first female Mayor and its first Indo-Canadian Councillor
- 2009 Surrey adopted a new corporate image with a new logo—“the future lives here”
- 2010 Surrey served as an official venue for the 2010 Winter Olympics
- 2011 First major Canadian City to host an electric vehicle charging station at City Hall

SURREY'S HISTORY

- 2014 The new Surrey City Hall officially opened
- 2015 The world class FINA-certified Guildford Aquatic Centre opens to the public
- 2017 South Surrey Operations Centre completed construction on time and opened their doors November 2017
- 2018 The Surrey Biofuel Facility, North America's first closed-loop waste-to-energy system Biofuel Facility, opened its doors in the Spring

Museum of Surrey expansion, a community driven cultural facility with ever changing exhibits, programs and special events that reflect innovation and creativity of Surrey residents, opened September 2018
- 2019 The West Village Energy Centre and Park opened up in June 2019

The North Surrey Sport & Ice Complex was completed
- 2020 The City appointed its first Ethics Commissioner.
- 2021 Clayton Community Centre opened to the public in October 2021 and is the first community centre in North America to be Passive House Certified, using up to 90% less energy than comparable buildings
- 2022 Surrey wins bid to host 55+ BC Games in 2027
- 2023 Totest Aleng: Indigenous Learning House opened as a local space to support Indigenous cultural practices
- 2024 In November 2024, the Surrey Police Service ("SPS") became Police of Jurisdiction for the City of Surrey



2018—Museum of Surrey expansion



2021—Opening of Clayton Community Center



2023— Totest Aleng: Indigenous Learning House



2024— Surrey Police Service

COMMUNITY OF SURREY

CITY SERVICES

In 2024, the City of Surrey collected \$648 million in taxation revenue, for both general and utilities operating. These funds are used to support City services such as:

- 15 fire halls and 430 fire fighters, of which 12 are paid-on-call volunteers;
- 10 library branches, including the main branch located at Surrey City Centre Library. Plus one mobile branch/van;
- Four cultural institutions including the Museum of Surrey and its interactive kids gallery, textile studio, and cultural events; the Surrey Art Gallery with visual arts studios, Tech-Lab, digital media gallery and the City's permanent art collection; the Civic Archives provides access to local government records and community collections including extensive photographic records; and the Historic Stewart Farm which is a heritage site featuring eight designated heritage buildings that support a range of year-round programming;
- 11 community recreation centres that include gymnasiums, fitness and multi-purpose rooms; one nature centre; five indoor pools and eight outdoor pools; five ice arenas providing nine sheets of ice; eight skate parks including two covered youth parks and two parkour parks; ten drop-in youth lounges; one seniors centre; and seniors programming in community recreation centres;
- Totest Aleng: Indigenous Learning House is a unique venue supporting indigenous cultural practices located within Elgin Heritage Park;
- Surrey Civic Theatres include the Main Stage (402 seats) and Studio Theatre (130 seats) at the Surrey Arts Centre along with the Centre Stage venue (200 seats) at City Hall;
- UrbanScreen, Surrey Art Gallery's award-winning outdoor venue, moved to Surrey Civic Plaza. This art-dedicated projection venue showcases digital art after dark, year-round;
- Over 140 public art installations are distributed across Surrey in civic facilities, parks and public realm;
- Four community arts facilities, which includes the Arts Council of Surrey, Newton Cultural Centre, the Parkway Studios, and South Surrey Recreation Centre & Arts Centres;
- 7,117 acres of City owned parkland (excludes Metro Vancouver Regional Parks within City boundaries) that contain 221 athletic fields, 17 full-size artificial turf fields, three track and field complexes, 73 public tennis courts, eight skate parks, 305 kilometres of trails and paths and two large urban forest parks;
- Improvements to the various transportation routes within the City including road widening, median beautification, construction of cycling overpasses and large scale transportation projects;
- New water and sewer improvements in North Surrey, replacement of the Colebrook drainage pump station, and early works to support the Surrey-Langley SkyTrain extension; and
- Transforming Surrey from a suburban community to a thriving urban environment with national and international opportunities for business and tourism.



2024 Report to the Community



MESSAGE FROM THE MAYOR

2024 has been a transformative year for Surrey, marked by our unwavering determination to enhance the quality of life for all residents.

We have made significant strides in expanding public services, investing in infrastructure, and fostering economic growth. The investments we've made in our parks, transportation network, and housing developments reflect our dedication to creating a thriving and inclusive environment for everyone.

I extend my heartfelt appreciation to our dedicated city staff, community leaders, and residents who have contributed to our vision. Your involvement and passion for our city have been instrumental in driving our successes. As we look ahead, I am confident that together we will continue to elevate Surrey, ensuring it remains a wonderful place to live, work, and play. Let's move forward together, building an even brighter future for Surrey.

INVESTING IN COMMUNITY

\$715.9M

In 2024, Council approved a historic capital program of 13 new projects

\$310.6M

NEWTON COMMUNITY CENTRE

The largest-ever capital project in the City of Surrey's history

Including swimming pool, library, dedicated arts space, child care, and fitness centre



CLOVERDALE SPORT & ICE COMPLEX

Increased the project from two to three NHL-sized ice sheets

ECONOMIC DEVELOPMENT

9,230
NEW JOBS
CREATED IN 2024

3,330
NEW BUSINESS
LICENSES

26,381
TOTAL NUMBER
OF BUSINESSES

SURREY SAW A SURGE IN MANUFACTURING JOBS

In 2024, Surrey City Council adopted the first-ever **Multilingual Communications Policy** aimed at enhancing accessibility for the city's diverse population

BYLAWS

1,211 individuals served through new Surrey Outreach Team providing homeless outreach including shelter and referrals and housing applications

BYLAW BIKE PATROL

This enhanced program patrols over 30 regular routes and provides an important presence at major events

37,703 TOTAL CALLS:

14,220 ILLEGAL CONSTRUCTION, NOISE, PROPERTY USE, FIREWORKS COMPLAINTS

18,640 PARKING INVESTIGATIONS

4,843 ANIMAL CONTROL INVESTIGATIONS

22 AWARDS

For workplace culture, sustainability, finance, festivals and more

SUSTAINABILITY

25,334
TREES PLANTED
IN 2024

7.4
ACRES OF PARK LAND
ACQUIRED

72,000
METRIC TONNES
of organics collected/
diverted from landfill

60,000
LARGE ITEMS
items collected through Free Large Item Pick-Up Program

91,122
METRIC TONNES
of waste diverted from landfill including free drop off event and curbside collection

45
WASTE COLLECTION
VEHICLES

Surrey Biofuel Facility processes kitchen and yard waste collected at curbside into a renewable natural gas (RNG) and a nutrient rich compost that is used by local food growers.

It produces enough RNG to fuel 45 waste collection vehicles annually, resulting in a closed-loop, net-zero carbon impact system.

ROAD UPGRADES

\$300M over four years to enhance the city's road network

76.4KM

NEW AND UPGRADED
ROADS IN 2024

Equivalent of driving from Surrey to Chilliwack!

\$150M

The largest road investment project in the city's history was approved by Council in 2024. The 72 Avenue Corridor project includes a road extension from 152 Street to Highway 15.

36
NEW CROSSWALKS
INSTALLED

45
INTERSECTION
IMPROVEMENTS

11,500
POTHOLES FILLED

Equivalent to resurfacing 10 road kilometers or filling an Olympic size swimming pool!

12.1KM
OF NEW PEDESTRIAN & CYCLING PATHS

DIVERSE HOUSING

A record-breaking year

6,297
APPROVED
HOUSING UNITS

\$2.8B represents the economic investment of construction for all projects issued building permits

HOUSING ACCELERATOR FUND

Development Inquiry Assistant
In 2024, the city launched this innovative and advanced artificial intelligence tool to help answer questions about development, building and renovating

2,370 homes accelerated through **Rapid Transit Incentives Program**, aimed at boosting development and affordable housing near transit

PARKS & RECREATION

The City launched priority registration for programs and classes for Surrey residents

15 MAJOR PARK IMPROVEMENTS INCLUDING:

- New fieldhouse at Newton Athletic Park
- New parks (Edmund Park/ Salmonberry Park)
- Turf field replacements at Hjørth Road Park
- New kabaddi field at North Surrey Outdoor Sport
- New natural grass cricket pitch at Sullivan Heights Park for high level league and international play

39 SPORT TOURISM EVENTS, INCLUDING:

- Wickfest
- Canada Soccer Toyota National Championships
- Canada Cup International Softball Championship
- Surrey Mayor's Cup
- Surrey United Youth Nations Cup
- Newton Tennis Club Surrey Open 2024

\$10.3M

ECONOMIC BENEFIT OF SPORT TOURISM

6 NEW & MAJOR RENOVATIONS TO PLAYGROUNDS

The three major events produced by the City had an estimated economic impact of **\$12.4M**

185,999 people attended these events:

- Party for the Planet
- Surrey Canada Day
- Surrey Fusion Festival

SURREY FIRE SERVICES

18
NEW FIREFIGHTERS
HIRED

3,919
FIRES

22,013
MEDICAL CALLS

14,356
ALARMS/MV/ RESCUES/ HAZMAT CALLS

POPULATION AND GROWTH STATISTICS

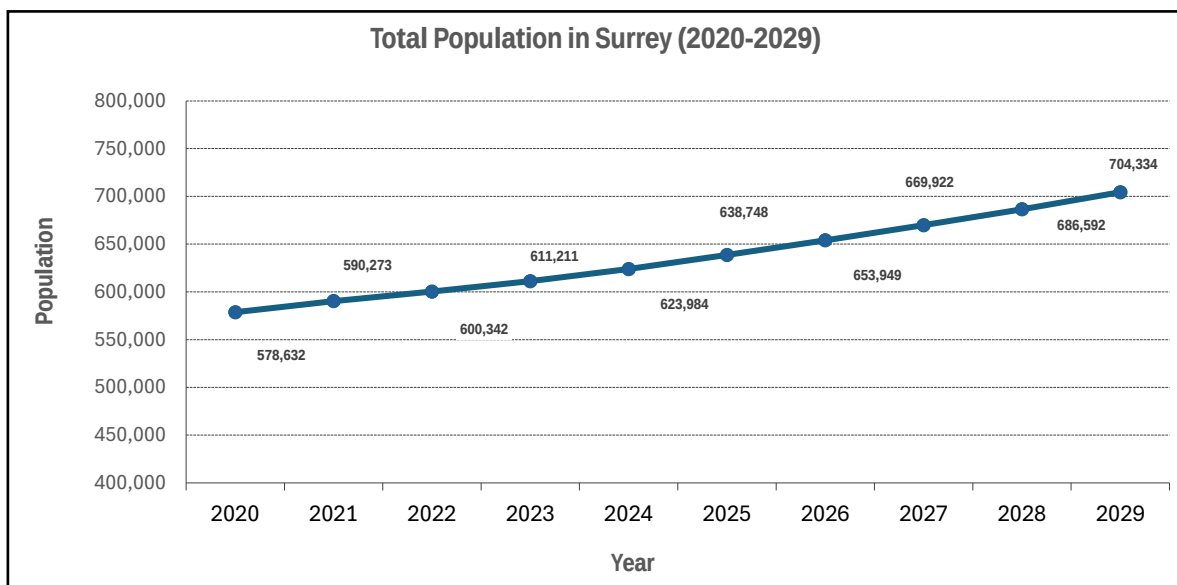
Surrey is one of the fastest growing major cities in Canada, with growth averaging over 10,640 people per year for the past five years. A large proportion of this growth is due to immigration.

Surrey's total population, as of December 2025, is estimated to be 638,748 residents. This estimate is provided by Surrey's Planning & Development Department and is based on the City's residential building inventory, created using a combination of data sources that include:

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

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

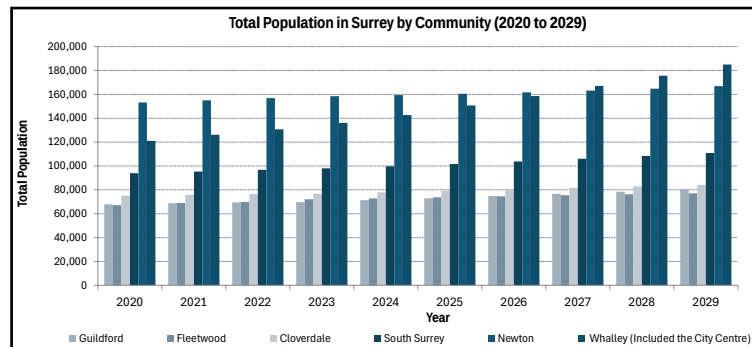
The chart illustrates existing and projected total City population for the years 2020 through 2029. Over the last five years, Surrey's population grew by 45,352 residents, representing an average annual growth rate of 1.6%. Further population growth of approximately 65,586 residents is projected for the five years between 2025 and 2029, for an estimated 2029 population of 704,334. This estimate represents an average annual growth rate of approximately 2.0% over the next five years.



Population for 2025 - 2029 is projected
Source: City of Surrey Planning & Development Department

POPULATION AND GROWTH STATISTICS

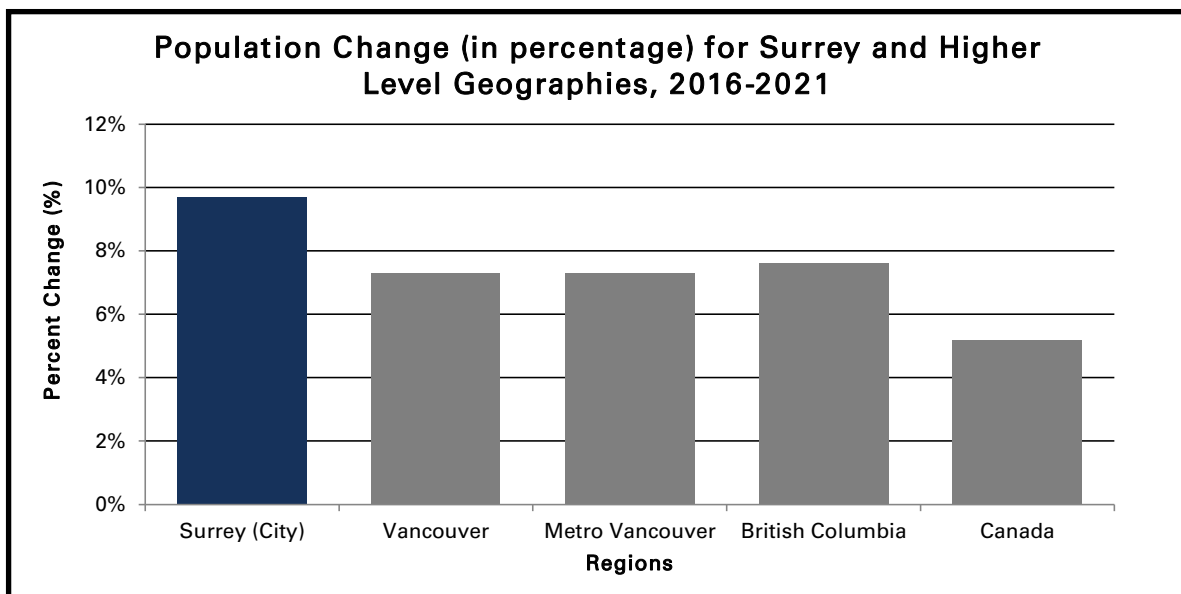
The following illustrates the distribution of the City population within each of our six communities. Over the last five years the average annual growth rate in both South Surrey and Whalley (including the City Centre) have been the two highest at 2.0% and 2.6%, respectively. In the next five years, it is expected that the average annual growth rate in Whalley (including the City Centre) (4.8%) will continue to be the highest in the City, due to the increasing density in North Surrey's City Centre area.



Numbers for 2025 - 2029 are projected
Source: City of Surrey Planning & Development Department

Surrey's population at the end of 2024 comprised approximately 20.85% of the population of Metro Vancouver.

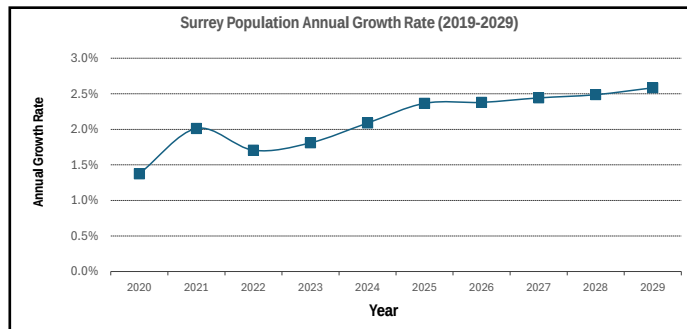
Based on Statistics Canada's 2021 census for population percentage growth from 2016 to 2021, Surrey ranked as one of the top municipalities in Canada, having grown by 9.7% between 2016 and 2021. This compares to the provincial average of 7.6% and the national average of 5.2%.



Source: Statistics Canada 2021 Census Profile

POPULATION AND GROWTH STATISTICS

Surrey's actual and projected annual population growth rate for each of the years from 2020 to 2029 is shown in the graph to the right. While some annual fluctuation is likely, it is expected that Surrey's population growth rate will average 2.0% per year over the next five years. Surrey's share of growth in the region in the next five years is projected to be approximately 49.25%, making it one of the fastest growing municipalities in Metro Vancouver.

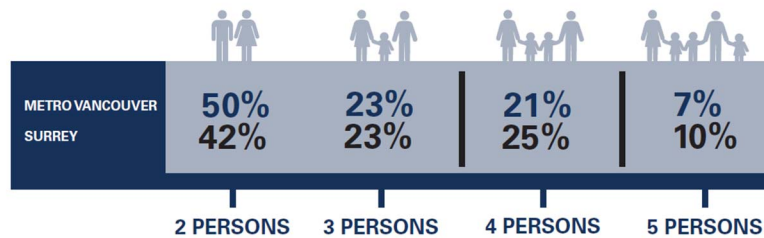


Source: City of Surrey Planning & Development Department

City of Surrey's Community Planning and the Communications & Engagement teams have created community profiles for the City. These profiles provide a graphic snapshot of Surrey and are based on the source data available. Each demographic chart below is sourced from the Surrey City Profile.

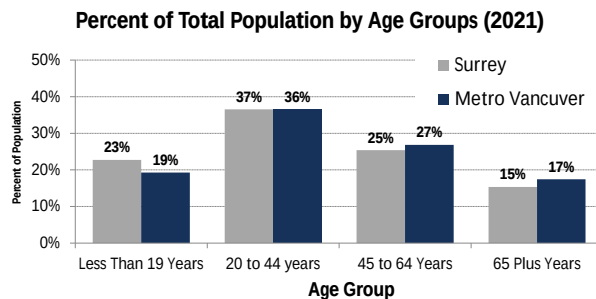
Population by Family Size

Surrey has a strong family based population. 35% of Surrey families consisted of four or more people, compared with 28% in Metro Vancouver.



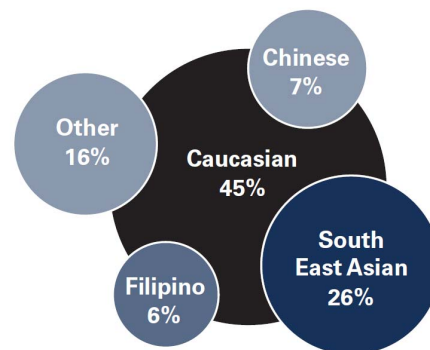
Population by Age Group

Surrey has a very young population with a noticeable difference when compared to Metro Vancouver in the 0-19 age group.



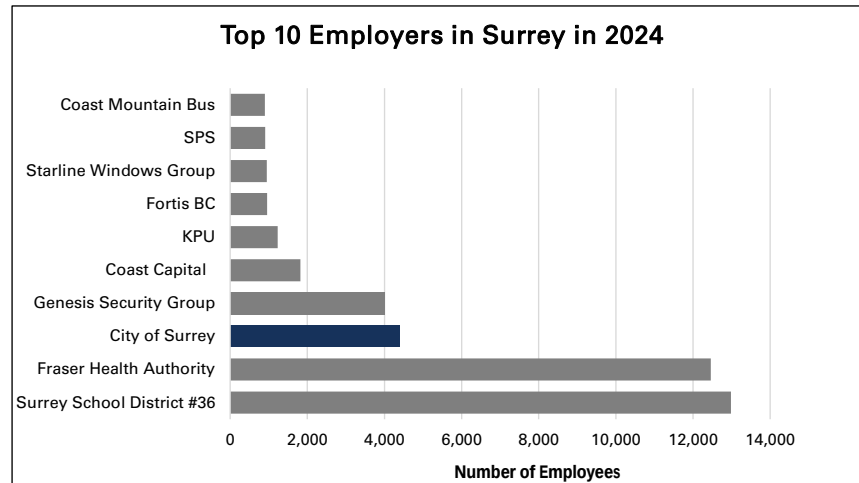
Top 5 Ethnic Groups

Surrey is rich in diversity with several different ethnic groups living in the city.



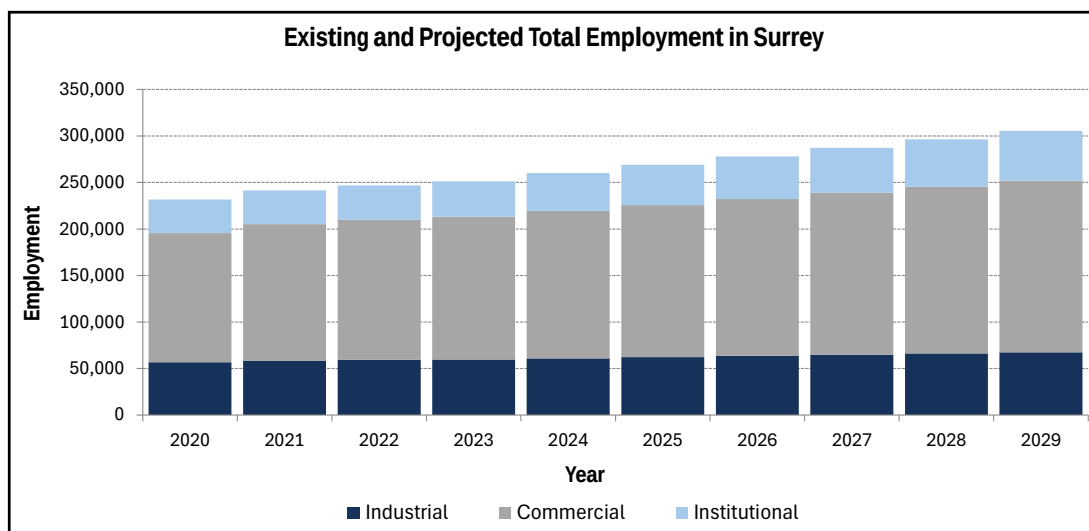
BUSINESS AND INDUSTRY

Surrey is home to various large and medium sized companies and organizations. The chart below reflects self-reported numbers by the listed organizations. These numbers depict only the employees who are employed at the Surrey locations of the companies or organizations and are updated every two years.



Source: City of Surrey Economic Development Division

Current total employment in Surrey, as of December 2024, is estimated to be 260,079 jobs. This includes total fixed work place, no fixed work place, home based businesses and those Surrey residents who work outside Canada. The graph below illustrates existing and projected total employment for the years 2020 through 2029. Over the last five years 38,193 jobs have been added in Surrey, representing an average annual growth rate of approximately 3.0%. Further employment growth of approximately 36,448 jobs is projected for the next five years, for an estimated 305,505 jobs by the end of 2029.



Numbers for 2025–2029 are projected

Source: City of Surrey Planning & Development Department

BUSINESS AND INDUSTRY

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.

Port Kells

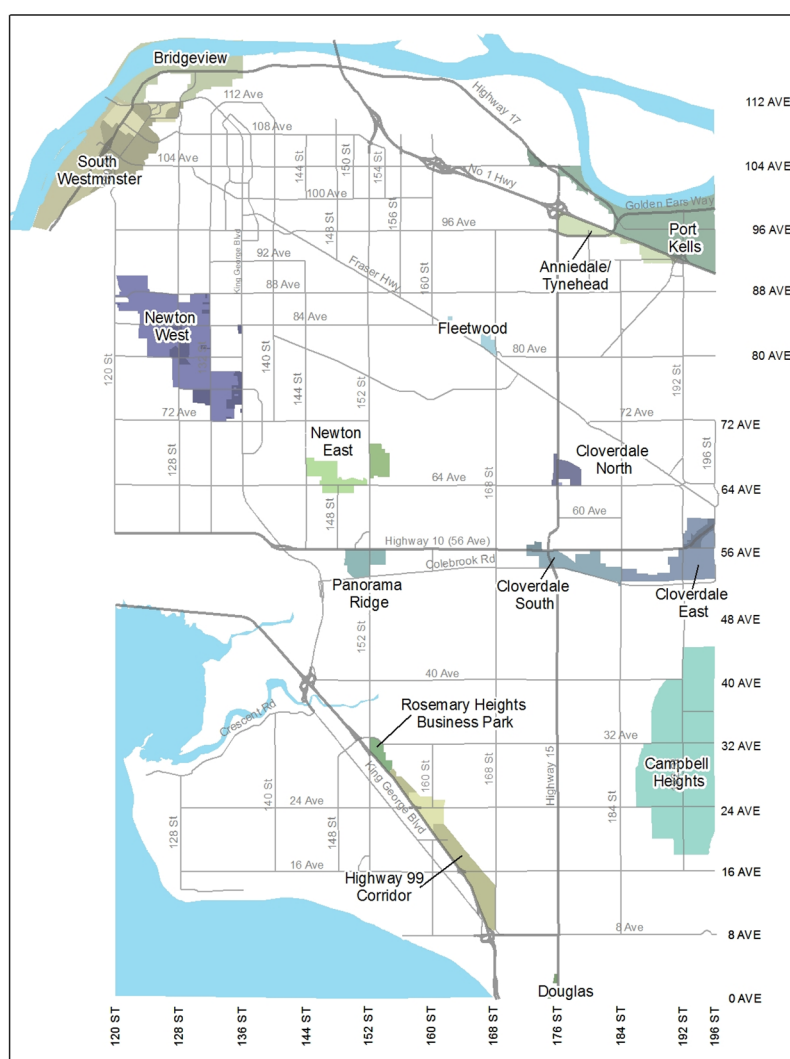
Port Kells, a well-established industrial area with about 500 businesses, is strategically located in the north-east region of Surrey giving direct access to major highways including Highway 15 going south to the United States border, Highway 1 as the primary east/west trucking route, and the South Fraser Perimeter Road ("Highway 17") going west to key transportation hubs like Fraser Surrey Docks, Delta Port, and major cross-city bridges in Metro Vancouver. Adjacent development of the Anniedale-Tynehead neighbourhood will increase land availability and talent access with growth in industrial, commercial, and residential development opportunities.

Newton

Newton has a concentration of light and heavy industrial manufacturing businesses, home to approximately 8,500 employers. Divided into Newton West, Newton East and Panorama Ridge, this community is served by major transportation routes including Scott Road, King George Boulevard and Highway 10. Supported by the Southern Railway and situated within a 20-minute drive of Fraser Surrey Docks, the Newton community stands as Surrey's largest business center with 35% of total businesses.

Bridgeview/South Westminster

One of few industrial areas offering valuable waterfront development opportunities and supports a variety of commercial, industrial, and business park uses. Centrally



BUSINESS AND INDUSTRY

located for accessibility, transportation links include rail, Fraser Surrey Docks, SkyTrain rapid transit, South Fraser Perimeter Road, King George Boulevard, and the Alex Fraser and Patullo Bridges. Gateway to the Asia-Pacific, Vancouver International Airport is within a 30-minute drive.

Cloverdale

Cloverdale, the historic community of Surrey boasting character and culture, has a mix of approximately 2,800 retail, commercial and light industrial businesses. With its beautiful and unique historic characteristics, it's a popular location for filming. Cloverdale has three industrial areas divided into Cloverdale North, East, and South, where businesses have access to major east-west trucking routes, railway, and a 20-minute drive to the U.S.A Pacific Highway border crossing.

Highway 99 Corridor

Located in south-central Surrey, this corridor is bounded by Highway 99 which provides direct access south to the U.S.A Pacific Highway border crossing, northwest to the Delta Port, Vancouver International Airport, and other major cities in Metro Vancouver. Experiencing significant development, this gateway corridor supports a variety of industrial business parks, and commercial and tourism opportunities.

Campbell Heights

The Campbell Heights Business Park is a 1,900-acre premium business park with over 10 million square feet of space, zoned mainly for industrial. There are more than 340 businesses employing over 7,000 workers in the manufacturing and wholesale trade industries. Strategically located as a central nexus for business with access to primary east/west trucking routes and a 20-minute drive to the U.S.A Pacific Highway border crossing. This is one of few remaining industrial areas in Metro Vancouver that offer rare large-format industrial facilities and is slated for another 250+ acres of industrial lands anticipated to come online in 2026.

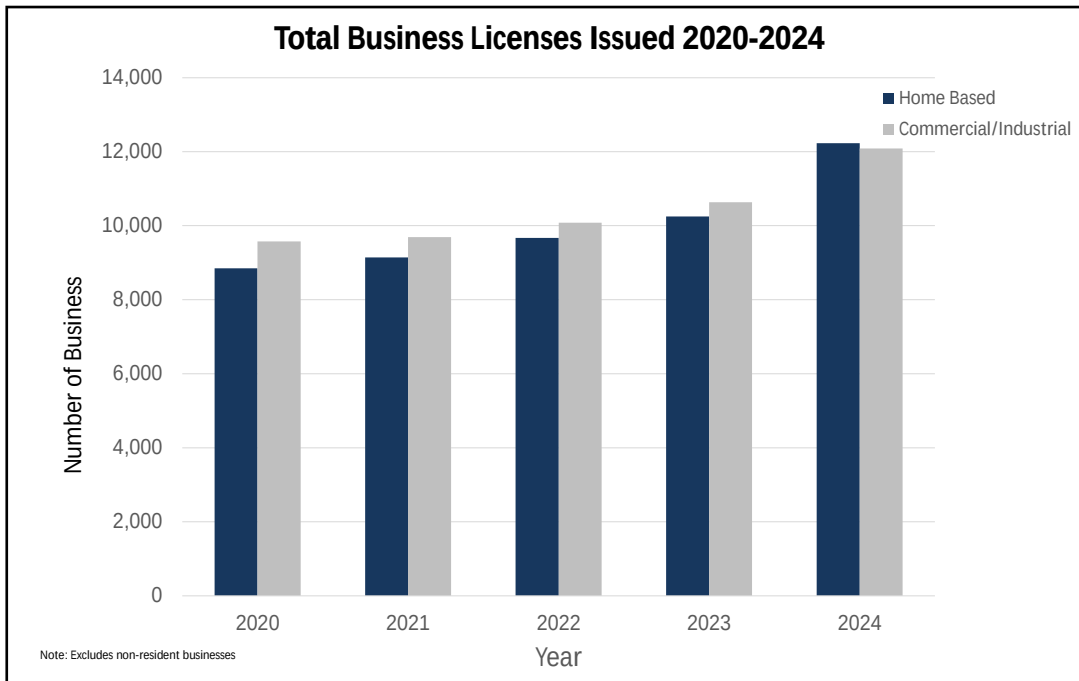
Rosemary Heights

Rosemary Heights Business Park zoning supports low-impact businesses including high-tech industries, research and development companies, and light manufacturing industries. This area benefits from direct access to Highway 99 going south to the two U.S.A border crossings, Peace Arch and Pacific Highway, within 20-25 minutes, or going north to DeltaPort and Vancouver International Airport in 35 minutes.

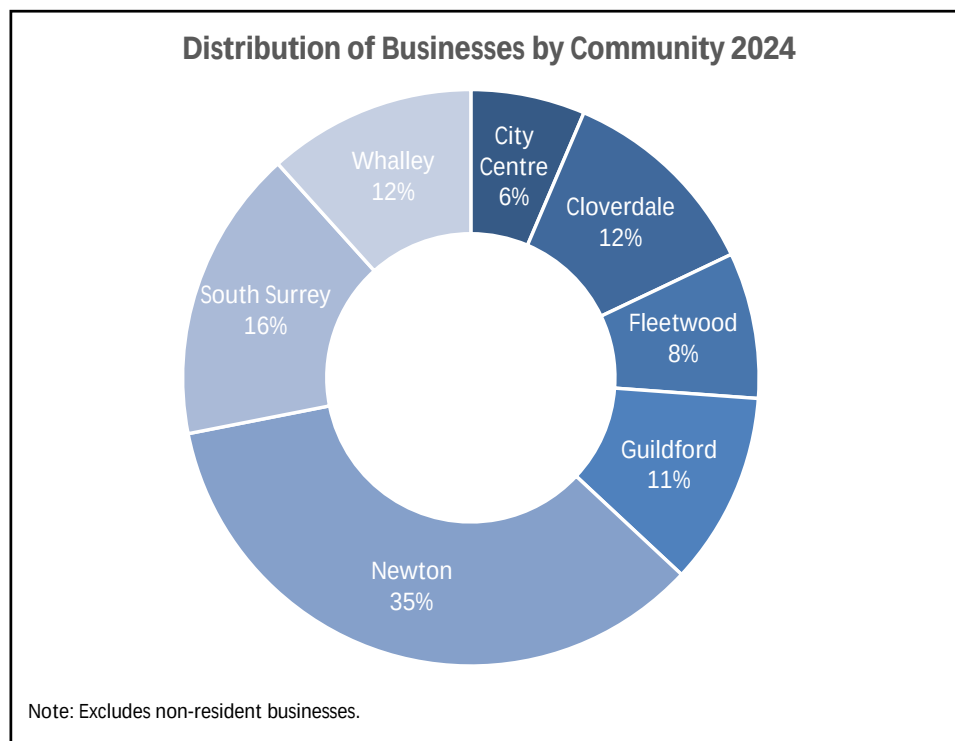
Douglas

The Douglas Industrial Area is located adjacent to the Pacific Highway border crossing, the second busiest commercial border crossing in Canada. With flexible zoning, it can accommodate a variety of uses including business park, office, industrial and mixed-use. Being an advantageous location served by major highways and proximity to both the Vancouver and Abbotsford International Airports, this industrial area is home to several transportation and warehousing companies, and the Canada Border Services Agency.

BUSINESS AND INDUSTRY

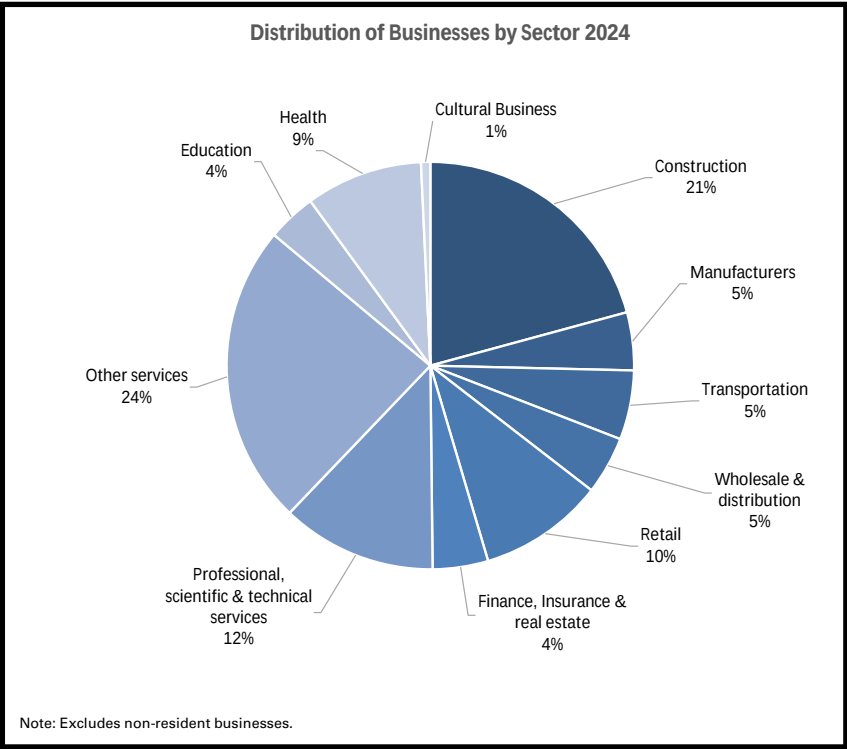


Source: City of Surrey Economic Development Division

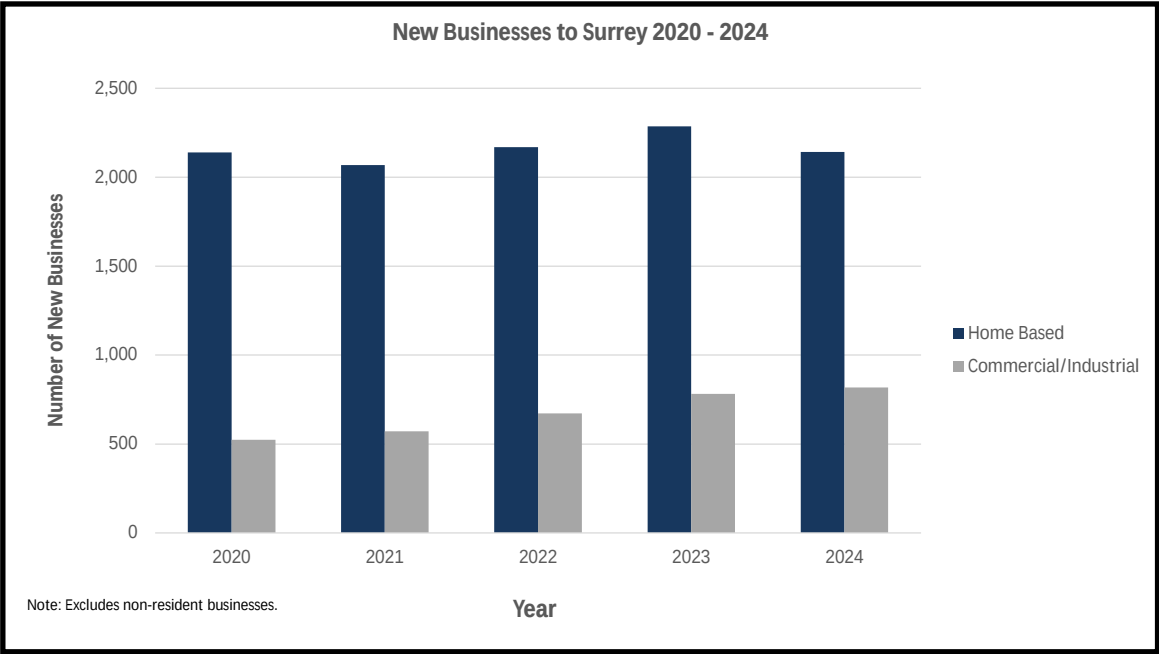


Source: City of Surrey Economic Development Division

BUSINESS AND INDUSTRY



Source: City of Surrey Economic Development Division



Source: City of Surrey Economic Development Division

TAXES, UTILITIES AND ASSESSMENTS

TAXES

The Property & Payment Services section generates property tax notices using the current tax rates approved by Council and the assessed market values provided by BC Assessment. Tax rates are set based on property class as prescribed by Provincial legislation. These tax rates are then applied to the assessed property values provided by BC Assessment to arrive at the property tax levy amount for each property in the City. The section is also responsible for collecting taxes for other authorities such as the Metro 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, which are then also applied to the assessed property value.

The 2024 total tax rates, inclusive of all taxing authorities, (per \$1,000 of assessed value) for the most common property classes are as follows:

- Residential \$ 2.93
- Business \$ 8.21
- Light Industrial \$ 6.57

Note: 2025 tax rates will be available in May 2025.

Surrey property taxes are due on July 2nd each year. If July 2nd falls on a weekend or Statutory holiday, then the due date would be on the next business day. 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 & Payment Services

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

<https://www.surrey.ca/services-payments/property-taxes>

UTILITIES

Utility charges for water and sewer are billed on a utility bill, separate from utility charges for waste collection, which are generated and billed on the property tax notice. Starting in 1998, the City introduced water metering to all newly constructed residential and commercial properties. Through a voluntary metering program, previously built residential properties are able to have meters installed on request. This has resulted in the majority of single family homes now having water meters and most commercial and industrial properties being metered as well. Currently, there are over 74,000 water meters installed throughout the City. This is a significant step towards a full “user pay” system.

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



Waste collection

TAXES, UTILITIES AND ASSESSMENTS

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

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

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

2025 WATER RATES

The current metered water rate is \$1.3407 per cubic metre, which represents a combined change in Metro Vancouver's and the City's portion of water charges of \$0.0703 per cubic metre (5.5% combined increase). This will equate to a total increase of \$25.30 per year for the average metered single-family dwelling that consumes 360 cubic metres of water per year.

The non-metered or flat-water rate (i.e. the rate charged to customers that do not have a water meter) will be increased based on the 'average' consumption of water by non-metered accounts and reflects the rate increase of \$0.0703 per cubic metre. The consumption by non-metered residential customers is estimated to be 800 cubic metres per year. A residential flat rate customer will see a \$56.24 per year increase.

2025 WASTE COLLECTION RATES

The City provides residential waste collection for properties located within designated collection areas. Waste collection includes garbage, recyclables and organics. For current budget year, the annual fee is \$340 for a SFD. This fee is included in the annual property tax notice, which is due on July 2nd.

Properties outside the designated collection areas, such as multi-unit residential buildings and all commercial and industrial properties, must arrange for

their own waste collection services through private contractors.

For properties with secondary suites within an SFD: An additional \$170 per year is charged for one secondary suite; and, an additional \$340 per year is charged for two or more secondary suites.

2025 SEWER RATES

The current metered sewer rate is \$2.3274 per cubic metre of discharge volume, which represents a combined change in Metro Vancouver's and the City's portion of sewer charges of \$0.5497 per cubic metre of discharge volume (30.9% combined increase). This will equate to a total increase of \$174.14 per year for the average metered single-family dwelling that discharges 316.8 cubic metres (88% of 360 cubic metres of average water consumed) of sewage per year.

The sewer utility rate for non-metered customers will be increased based on the 'average' discharge of a non-metered customer of 704 cubic metres (88% of estimated 800 cubic metres of water consumed) and reflects the rate increase \$0.5497 per cubic metre of discharge volume. A residential flat rate customer will see an increase of \$386.96 per year.

2025 DRAINAGE RATES

All properties are subject to the Drainage Parcel Tax. The current rate is \$247 for residential properties.

EDUCATIONAL SERVICES

The following educational services are provided by separate entities that are not part of the City of Surrey. However, the City works closely with each organization to provide these essential services to Surrey residents.

SURREY PUBLIC SCHOOLS

The Surrey School District was formed in 1906. It has the largest student enrollment in British Columbia. Surrey Schools is governed by an elected board of seven trustees representing the cities of Surrey, White Rock and the rural area of Barnston Island.

As of September 2024, the Surrey School District has over 81,695 students. As the largest district in BC, the Surrey School District has 105 elementary schools, 21 secondary schools, five learning centres, three adult education centres, a distributed (online) learning program and a variety of satellite and inter-agency programs serving a wide range of specific student needs.

School populations in September 2024 ranged from:

- Low of 80 students to a high of 795 students in elementary schools; and
- Low of 1,158 students to a high of 1,973 students in secondary schools.

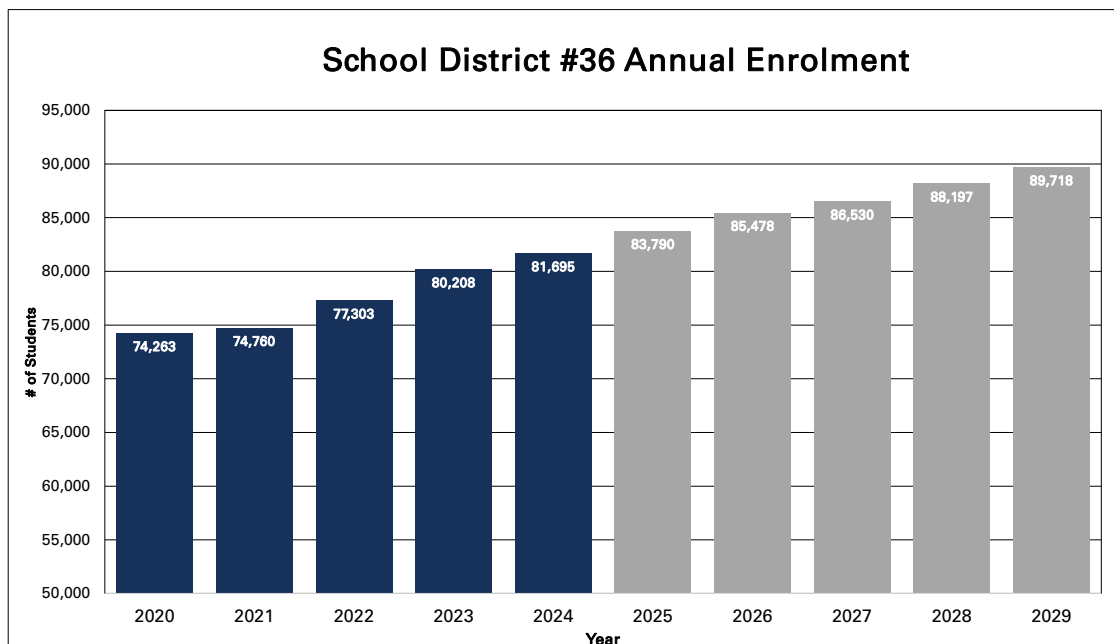
School District No. 36 (Surrey)

14033 - 92nd Avenue

Surrey, BC V3V 0B7

604-596-7733

www.surreyschools.ca



Numbers for 2025 - 2029 are projected
Source: Surrey School District No. 36

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
www.kwantlen.bc.ca

Cloverdale Campus

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

Kwantlen Polytechnic University (cont'd)

Civic Plaza Campus

13485 Central Avenue
Surrey, BC V3T 0L8
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)

Trinity Western University

7600 Glover Road
Langley, BC V2Y 1Y1
604-888-7511
www.twu.ca

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)

British Columbia Institute of Technology

3700 Willingdon Avenue
Burnaby, BC V5G 3H2
604-434-5734
www.bcit.ca

(BCIT has five main campuses and nine satellite campuses)

HEALTH AND SAFETY SERVICES

The following health and safety services are provided by separate entities that are not part of the City of Surrey. However, the City works closely with each organization to provide these essential services to Surrey residents.

HOSPITALS

Surrey Memorial Hospital

Surrey Memorial Hospital is the largest of three regional hospitals in Fraser Health's integrated network of care. The hospital provides primary, secondary, and tertiary services and 24/7 emergency, cardiac and critical care services.

As a regional hospital for Fraser Health, as well as the home hospital for one of the province's fastest growing communities, Surrey Memorial Hospital is the second largest hospital in the province with the province's busiest emergency department. The hospital has 650 acute care beds and often sees volumes of just under 600 patients per day. Surrey Memorial Hospital provides specialized care to people from across Fraser Health, not only to the residents of Surrey.

The hospital also has levels one, two and three obstetrics (40 beds) and neonatal intensive care (36 beds). Surrey Memorial Hospital provides care to adolescent and adult psychiatry and substance use services.

With 11 operating rooms, Surrey Memorial Hospital completes several specialized complex surgeries, including oncology, thoracic, orthopedics and much more.

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

Jim Pattison Outpatient Care and Surgery Centre

The Jim Pattison Outpatient Care and Surgery Centre, opened in June 2011, and is the first facility of its kind in British Columbia. It serves the community of Surrey and contributes to Fraser Health's network of care by providing a range of outpatient specialty services to people from across the region.

It brings together a robust collection of services and programs, including day surgery, diagnostic testing, ambulatory procedures, and specialized medical clinics such as breast health, heart health, diabetes, lung health, maternity, medical day care, neurology, pain, positive health, primary care, seniors, renal, internal medicine and many more.

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

Peace Arch Hospital

Peace Arch Hospital, situated in White Rock has 201 acute care beds. In addition to these, the campus is home to three long-term care facilities accommodating 304 residents. Furthermore, it features 73 tertiary mental health beds and 15 hospice beds.

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

HEALTH AND SAFETY SERVICES

The New Surrey Hospital and BC Cancer Centre in Cloverdale

A new hospital and cancer centre will be built in Cloverdale at 18050 James Hill Drive by early 2030. In partnership with BC Cancer, the site will add a fourth cancer centre in the Fraser Health region. The new hospital will be a fully-digitally equipped, fully electric facility that will be at the forefront of health care innovation, technology and sustainability.

The new hospital and BC Cancer Centre will provide care, closer to home, for hundreds of thousands of people living and working in BC's fastest-growing community and region. Surrey's access to health care services will be expanded with the addition of 168 in-patient beds, a surgical/perioperative suite with five operating rooms, four procedure rooms and an emergency department with 55 treatment spaces, and virtual care options in all clinical service areas.

The facility will have a large medical imaging department with three computed tomography ("CT") scanners and two magnetic resonance imaging ("MRI") machines, state-of-the-art medical imaging equipment with a Cyclotron, two Positron Emission Tomography ("PET") CT scanners and a Single Photon Emission Computed Tomography ("SPECT") scanner. Dedicated areas for spiritual care and family gatherings that support cultural diversity and spiritual practices will be included.

The new integrated BC Cancer Centre will include an oncology/ambulatory care unit with 50 exam rooms, 54 chemotherapy treatment spaces and room for six linear accelerators for radiation therapy to provide care.

Urgent and Primary Care Centres

Patients can visit an Urgent and Primary Care Centre ("UPCC") for urgent, non-life-threatening illnesses and injuries when they are unable to see a family practitioner or access a walk-in clinic in a timely manner. A UPCC can also assess a patient's health care needs and help to connect them with the appropriate services, at the UPCC or in the community.

Urgent and Primary Care Centre— Surrey-Newton

6830 King George Boulevard
Surrey, BC V3W 4Z9
604-572-2625
www.fraserhealth.ca

Urgent and Primary Care Centre— Surrey-Whalley

Unit G2 9639 137A Street
Surrey, BC V3T 0M1
604-572-2610
www.fraserhealth.ca

HEALTH AND SAFETY SERVICES

Indigenous Primary Health and Wellness Home

Through a partnership between Fraser Health and the First Nations Health Authority, the Indigenous Primary Health and Wellness Home provides a range of services to address physical, mental and social needs, as well as spiritual wellness using a wellness "circle of care" approach.

The Indigenous Primary Health and Wellness Home provides services for First Nations, Métis, and Inuit individuals and families at two urban locations:

Fraser Region Aboriginal Friendship Centre
Association

A101- 10095 Whalley Blvd.
Surrey, BC V3T 4G1
604-283-3293
<https://fafca.org/>

Kla-How-Eya Healing Place

10233 153 Street
Surrey, BC V3R 0Z7
604-585-5910
www.fraserhealth.ca

Surrey Mental Health and Substance Use

Surrey Mental Health and Substance Use Centre

Offers a range of self-referral services that provide support for people 19+ years of age who are experiencing mental illness and substance use problems in the community. Services include assessment, treatment, individual and group therapy, referrals to supportive housing, residential programs and community support services, transition of care between services, older adult programs, crisis intervention and peer support.

1100–13401 108 Avenue (Located at the Gateway SkyTrain Station)
Surrey, BC V3T 5T3
604-953-4900

Early Psychosis Intervention

The Early Psychosis Intervention ("EPI") program aims to reduce the severity of psychosis experienced by individuals across BC by providing comprehensive treatment to those experiencing early signs of psychosis within three days of symptom onset. It is a specialized health care service that provides the best assistance available to young people who have recently developed psychosis.

Locations:

1100–13401 108 Avenue (Located in the Gateway SkyTrain Station)
Surrey, BC V3T 5T3

15521 Russell Avenue
White Rock, BC V4B 2R4

HEALTH AND SAFETY SERVICES

Assertive Community Treatment

Assertive Community Treatment (“ACT”) teams provide person-centered, recovery-oriented, flexible, community-based outreach mental health services for adults with serious and persistent mental illness that makes it difficult to manage their daily living. These individuals often have difficulty connecting with, or responding well to, traditional outpatient mental health and rehabilitation services that are generally offered in an office setting.

Surrey has two ACT teams, providing specific care for Surrey and Surrey/North Delta. Services are available for adults who are 19 years or older, who have serious and persistent mental health and complex needs, are at risk of further deterioration and/or risk of homelessness and who may have had multiple visits to hospital and/or frequent police/ambulance services.

Referrals can be made via mental health teams, community service providers, and hospitals.

203-7327 137 Street
Surrey, BC V3W 1A4
604-592-2700

Community Bed-Based Services

Bed-Based Mental Health Services

The mental health supported living program assists in providing recovery-oriented services in a stable and supportive living environment for individuals with mental health challenges. These settings enable individuals to develop and/or maintain their social and life skills to work towards the highest level of independence possible. These services may be provided by contracted service agencies. This regional program has services located directly in Surrey. Access is for individuals connected to the Fraser Health mental health centre.

Bed-Based Substance Use Services

Bed-Based Treatment services address the physical, emotional, social, intellectual, and other needs of each person who enters substance use treatment in a short or long term live-in setting.

These programs are best suited for people with moderate to severe substance use issues and would include:

- Having increasing severity of substance use.
- Trying non-bed based substance use services without success.
- Having low levels of social supports, including unemployment or under-employment.
- Having significant family/relationship challenges.
- Experiencing multiple relapsing events following substance use treatment.

This regional program has services located directly in Surrey. Referrals can be completed by Fraser Health or Fraser Health funded services, via clinicians and counsellors (including acute social workers).

HEALTH AND SAFETY SERVICES

Crisis Response

Surrey Mental Health and Substance Use Urgent Care Response Centre (“UCRC”)

A central point of access for adults (19 years and older) in Surrey who are experiencing urgent mental health and substance use concerns and who voluntarily seek and require urgent care, but don't require hospitalization.

The centre is located in the Charles Barham Pavilion on the Surrey Memorial Hospital grounds.

13750 96 Avenue
Surrey, BC V3V 1Z2
604-953-6200

Services offered include:

- Crisis stabilization
- Assessment and psychiatric consultation
- Treatment initiation
- Connection to community based services

Community Response Emergency Short Stay Treatment

The community response emergency short stay treatment (“CRESST”) South is an emergency psychiatric facility for clients experiencing a mental health crisis. The program prevents unnecessary hospitalizations and maintains patient autonomy in a safe, supportive, and supervised setting. Patients stay at the facility voluntarily.

Access is provided through:

- MHC case managers
- Psychiatrists
- Emergency mental health services
- Physicians

13525 98 Avenue
Surrey, BC V3T 1B9
604-587-4220

HEALTH AND SAFETY SERVICES

Addiction Medicine and Substance Use Services

Rapid Access to Addiction Care Clinic

Provides walk-in, low-barrier, and responsive care to patients with substance use concerns with an aim of assessment, initial stabilization and transition to community-based clinics and services. The Rapid Access to Addiction Care ("RAAC") clinic accepts walk-ins and self-referrals, as well as referrals from community providers, doctors, nurses and social workers.

Appropriate RAAC clinic referrals include patients seeking assessment and management of substance use concerns. Substances can include but are not limited to alcohol, benzodiazepines, nicotine, stimulants (cocaine, crystal methamphetamine) and opioids.

13740 94A Avenue
Surrey, BC V3V 1N1
604-587-3755

Roshni Clinic

Roshni Clinic is a supportive adult (19+ years) program for persons of the South Asian community. It addresses problems associated with alcohol and drug use.

Services are provided in English, Punjabi and Hindi by health care providers who specialize in substance use disorders and are open to all those who self-identify as South Asian.

13740 94A Avenue
Surrey, BC V3V 1N1
604-953-6190

Virtual Health Addictions Clinic

The Virtual Health Addictions Clinic ("VHAC") provides virtual in-reach to hospitals for addiction medicine support and discharge facilitation for admitted patients requiring management of their opioid use disorder.

Quibble Creek Opioid Agonist Treatment Clinic

Quibble Opioid Agonist Treatment ("OAT") services provide individuals diagnosed with opioid use disorder with longitudinal, comprehensive care including treatment using medications like buprenorphine/naloxone (Suboxone), methadone, and oral morphine (Kadian). OAT services also facilitate connections to other health care services and community supports (e.g., primary care, counselling etc.).

102 -13670 94A Avenue
Surrey, BC V3V 1N1
604-580-4965

Surrey Substance Use Counselling Services

Surrey Substance Use Services provides counselling support to individuals who have substance use needs. This is a voluntary service, and persons are able to self-refer to the program, including during drop-in hours. This service supports residents of Surrey, 19 years or older, concerned about their substance use or the substance use of a loved one (services for youth are provided by Pacific Community Resources Society).

13670 94A Avenue
Surrey BC V3V 1N1

HEALTH AND SAFETY SERVICES

Sobering and Assessment Centre

Quibble Creek Sobering and Assessment Centre is open 24 hours a day and provides a safe and supportive environment for individuals under the influence of alcohol or drugs to stabilize and recover from acute intoxication, with a maximum stay of 23 hours. An interdisciplinary team of professionals including nurses, substance use support workers and outreach workers cares for clients and connects them with primary care and mental health and substance use services. Persons aged 16 years and older may access this service.

13670 94A Avenue
Surrey, BC V3V 1N1
604-580-4965

Intensive Case Management

Intensive Case Management (“ICM”) teams provide a team-based model of care, serving individuals with severe substance use and who may be living with mental illness and/or experiencing homelessness. ICM teams provide health and social services in community settings. Referrals can be facilitated via a Fraser Health community or hospital-based health care provider.

Creekside Medical Withdrawal Management Unit

Creekside Medical Withdrawal Management Unit provides medically monitored care for individuals at risk for medically complicated or severe withdrawal. Individuals are encouraged to attend their nearest Rapid Access to Addiction Care clinic for a medical assessment and treatment plan.

13740 94A Avenue
Surrey BC V3V 1N1
604-587-3755

Overdose Prevention

Overdose prevention sites aim to prevent drug overdoses and overdose deaths, and reduce the adverse health, social and economic consequences associated with substance use.

SafePoint Supervised Consumption Site and Smoke Tent
13459 107A Avenue
Surrey, BC V3T 4C8
604-587-7898

Positive Point
10697 135A Street
Surrey, BC
604-589-8678 X 140

Surrey Memorial Hospital (episodic Overdose Prevention Service)
13750 96 Avenue
Surrey, BC

Quibble Creek Sobering and Assessment Centre
#102 13670 94A Avenue
Surrey, BC
604-580-4965

Addiction Medicine Consult Team

Addiction Medicine Consult Teams (“AMCT”) are specialized teams composed of addiction medicine physicians, nurses and social workers that work with patients who are admitted to the hospital and who may also be using substances. These teams aim to improve hospital care for patients with substance use disorders. Available at Surrey Memorial Hospital.

HEALTH AND SAFETY SERVICES

Addiction Assessment Nurses

Addiction Assessment Nurses are specialty nurses embedded within emergency departments that provide immediate access to addiction assessments, medically managed treatment and follow-up care where required. Available at Surrey Memorial Hospital.

Overdose Outreach Team

Overdose Outreach Teams ("OOT") work to reduce risk of overdose events and death by working with community partners (housing and service providers, people who use and distribute substances, first responders) by utilizing a harm reduction approach to address the contributing factors leading to overdose events.

COVID-19 Testing and Immunization Centres

Rapid antigen tests are widely available and free at participating pharmacies. Anyone can ask for a kit without having to show identification. Visitors to pharmacies can also pick up a kit for someone else. Pharmacies will hand out kits one at a time. The BC Pharmacy Association website has a list of participating pharmacies.

A primary care provider can order a PCR test for eligible patients through normal diagnostic procedures when using a rapid antigen test is not appropriate or recommended. Individuals who do not have a primary care provider can call Fraser Health Virtual Care (1-800-314-0999).

Register and book appointments for COVID-19 vaccines through the Get Vaccinated system. Anyone six months of age and older is eligible for the vaccine and parents can register their children and then be notified of when they can get vaccinated.

Integrated Homelessness Action Response Team

Integrated Homelessness Action Response Teams are multidisciplinary care teams that provide support for sheltered or unsheltered individuals. The team provides trauma informed, culturally safe and recovery-oriented services and support people to receive primary care, mental health care, substance use support, and other community service.

Immunization locations include vaccination clinics, pharmacies, public health units and some primary care providers throughout the Fraser Health region.

Virtual Care

Fraser Health Virtual Care helps people navigate health services in the region. They can talk to a nurse directly via phone or video. The goal is to assist Fraser Health residents to quickly access the information, care or site that is appropriate for them, all from the comfort of their home.

1-800-314-0999, 10 am to 10 pm seven days a week. Outside of these hours, please call 8-1-1.

HEALTH AND SAFETY SERVICES

FRASER HEALTH

Fraser Health, in partnership with the provincial Ministry of Health, is responsible for providing quality health services to the Surrey community. Services include long-term care and assisted living, public health, home health, end of life care, and mental health and substance use support, along with specialized programs for children, women and Indigenous Peoples. They provide more than 3,400 beds across Surrey in their hospital, long-term care and mental health and substance use programs.



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

North Surrey Public Health Unit

#220, 10362 King George Boulevard
Surrey, BC V3T 2W5
604-587-7900

Newton Public Health Unit

#200, 7337 - 137th Street
Surrey, BC V3W 1A4
604-592-2000

White Rock/South Surrey Public Health Unit

15476 Vine Avenue
White Rock, BC V4B 5M2
604-542-4000

Cloverdale Public Health Unit

#205, 17700 - 56th Avenue
Surrey, BC V3S 1C7
604-575-5100

BC CANCER AGENCY

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

BC Cancer–Surrey

13750 - 96th Avenue
Surrey, BC V3V 1Z2
604-930-2098
Toll free 1-800-523-2885
<https://bccancerfoundation.com/>



HEALTH AND SAFETY SERVICES

FIRE SERVICES

Surrey has a total of 15 fire halls with 23 staffed and 10 cross-staffed apparatus strategically placed throughout the City. Apparatus placement is determined by a combination of community fire risk and workloads. Surrey currently employs 430 fire fighters, of which 12 are paid on call volunteers and 61 community engagement volunteers who are committed to serving and providing fire protection, emergency preparedness and other critical educational services to our growing community. 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 SPS).

Surrey Fire Service utilizes data based research and innovation to pioneer programs that focus on prevention. Community Risk Reduction initiatives include the Community Property Safety Team, Opioid Second Responder Program, Opioid Community Action Team, HomeSafe Program and Surrey Emergency Program. These programs provide valuable resources to citizens and aim to reduce incidence of injury, loss of life and property damage.

Surrey Fire Service

8767 – 132nd Street
Surrey, BC V3W 4P1
604-543-6700 (non-emergency)

<https://www.surrey.ca/about-surrey/surrey-fire-service>



HEALTH AND SAFETY SERVICES

POLICE SERVICES

November 29, 2024 marked the beginning of a new era of policing in Surrey, as Surrey Police Service (“SPS”) became the City’s police of jurisdiction. SPS has three policing bureaus: Community Policing, Corporate Services and Investigative Services, in addition to the Office of the Chief Constable. Together with the support of the Lower Mainland Integrated Teams, these bureaus support the community, policing operations, prevention and intervention strategies, and investigative efforts.

Currently, the City maintains a minimum complement of 785 combined SPS/RCMP officers for adequate and effective policing in Surrey. These officers are administratively supported by over 450 full-time and part-time civilian employees plus several auxiliary members and community volunteers. SPS continues to grow and will hire both recruits and experienced officers until they have a full staffing complement. Hiring of police officers will be aligned with the City of Surrey's annual policing budget, which provided funding for a total of 810 police officers in 2025.

The RCMP Surrey Provincial Operations Support Unit (“SPOSU”) is currently providing temporary policing support until SPS is fully established as a standalone police agency. SPOSU’s presence in Surrey will, over time, be reduced and RCMP members demobilized in alignment with SPS’s growth.

Policing Services are delivered to citizens via SPS Headquarters at the Justice Complex on Highway 10 and from five community policing stations across Surrey.

SPS is a progressive, community-based police agency that is accountable to the community it serves through a civilian police board. Citizens needing assistance in an emergency should continue to call 911 or if they wish to report an incident, they should continue to call the non-emergency number 604-599-0502.

Surrey Police Service

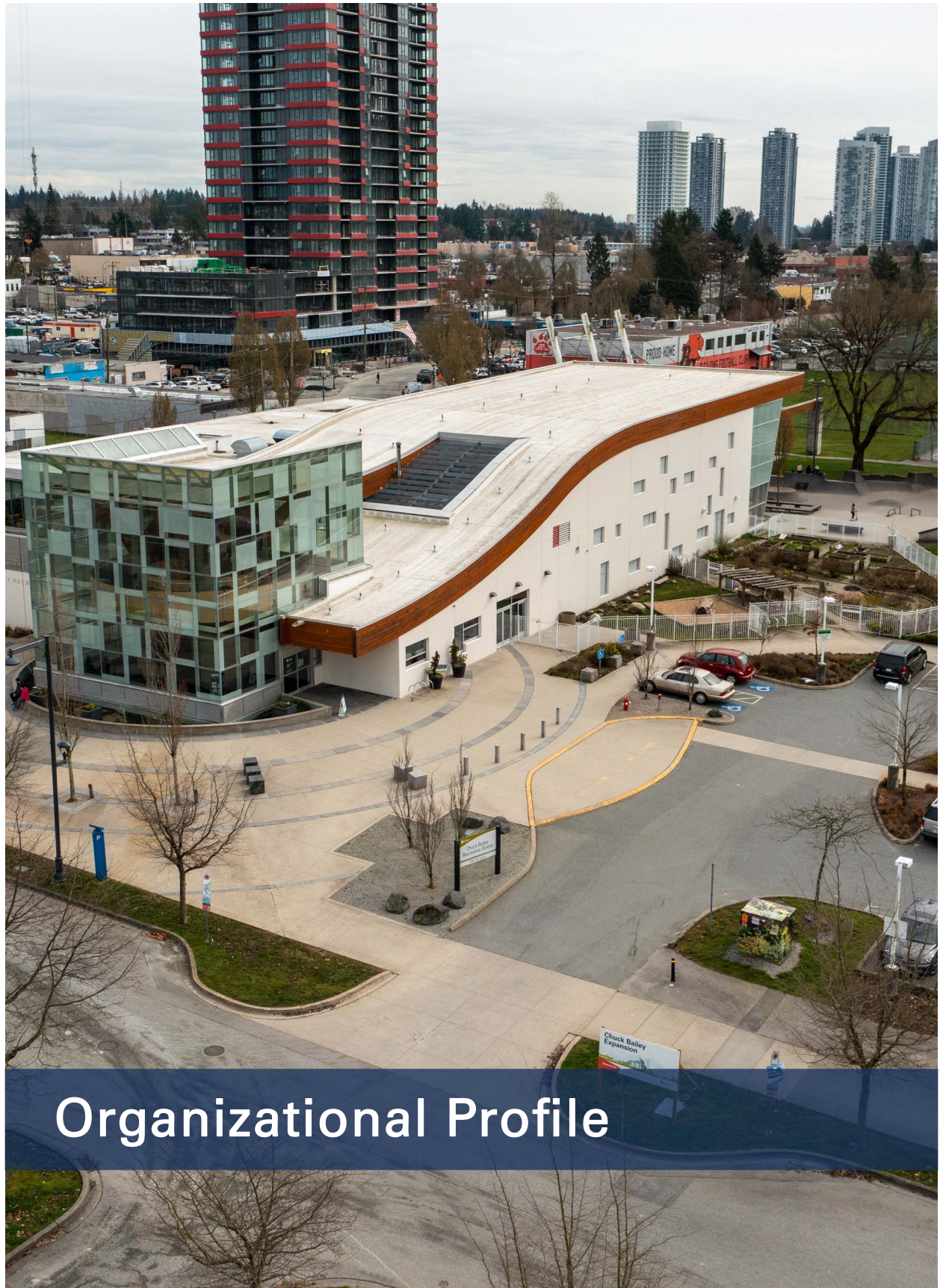
14355 –57th Avenue
Surrey, BC V3X 3P1

www.surreypolice.ca

www.surreypoliceboard.ca



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Organizational Profile

CITY GOVERNMENT AND 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 October. The next municipal election is scheduled to take place in October 2026. The present Council was elected in October 2022 and will hold office until November 2026. Regular Council meetings are typically held two weeks apart on Monday evenings at 7:00 pm at City Hall, located at 13450 - 104th Avenue. Current Council members, their office telephone numbers and email addresses are as follows:

MAYOR



Brenda Locke
604-591-4126

mayor@surrey.ca

COUNCILLORS



Linda Annis
(604) 502-6037

linda.annis@surrey.ca



Harry Bains
(604) 501-5072

harry.bains@surrey.ca



Mike Bose
(604) 501-5073

mike.bose@surrey.ca



Doug Elford
(604) 502-6033

doug.elford@surrey.ca



Gordon Hepner
(604) 501-5074

ghepner@surrey.ca



Pardeep Kooner
(604) 501-5076

pardeep.kooner@surrey.ca



Mandeep Nagra
(604) 502-6039

mandeep.nagra@surrey.ca



Rob Stutt
(604) 501-5075

rob.stutt@surrey.ca

CITY GOVERNMENT AND ADMINISTRATION

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 senior managers:



City Manager
Robert Costanzo
(604) 590-7287
RACostanzo@surrey.ca



Chief Librarian
Surinder Bhogal
(604) 598-7304
Sbhogal@surrey.ca



General Manager,
Corporate Services
Joey Brar
(604) 591-4655
JBrar@surrey.ca



City Solicitor Director,
Legal, Bylaw & Risk
Services
Philip Huynh
(604) 591-4124
PHuynh@surrey.ca



General Manager,
Parks, Recreation
& Culture
Laurie Cavan
(604) 598-5760
LACavan@surrey.ca



General Manager,
Engineering
Scott Neuman
(604) 591-4229
SNeuman@surrey.ca



General Manager,
Finance/CFO
Kam Grewal
(604) 591-4880
KGrewal@surrey.ca



General Manager,
Planning & Development
Ron Gill
(604) 591-4773
RGill@surrey.ca



Fire Chief
Larry Thomas
(604) 543-6703
LSThomas@surrey.ca



SPS Chief
Norm Lipinski
(604) 953-7150
Chief.Constable@surreypolice.ca

CITY GOVERNMENT AND ADMINISTRATION

COMMITTEES, BOARDS AND COMMISSIONS

Committees, Boards and Commissions meet to discuss relevant and important issues that affect Surrey residents. Some groups are formed organically through citizen engagement, while other groups are formed through a provincial mandate. In both cases, the intention of such groups is to help the City of Surrey operate as a representative, efficient and transparent local government.

COUNCIL STANDING COMMITTEES

Council Standing Committees are committees that include only members of Council as a membership.

- Audit Committee
- Council-In-Committee
- Council Initiatives Fund Committee
- Finance Committee

BOARDS & COMMISSIONS

Boards are legislated committees that each municipality is required to have, with volunteers appointed by Council.

- Surrey Heritage Advisory Commission
- Board of Variance
- Surrey Public Library Board
- Surrey Police Board

TASK FORCES

Task Forces are generally short term committees organized based on current community needs.

- Focus Newton Task Force
- Development Approval Process Improvement Task Force

COMMITTEES

Select Committees are committees with generally one Councillor as a chair, and volunteer members appointed by Council.

- Agricultural and Food Policy Committee
- Arts and Culture Advisory Committee
- Environment and Climate Change Committee
- Investment, Innovation and Business Committee
- Livability and Social Equity Committee
- Parks, Recreation and Sport Tourism Committee
- Public Safety Committee

STAFF COMMITTEES

Staff Committees do not have a member of Council sitting on it and are fully organized by City staff.

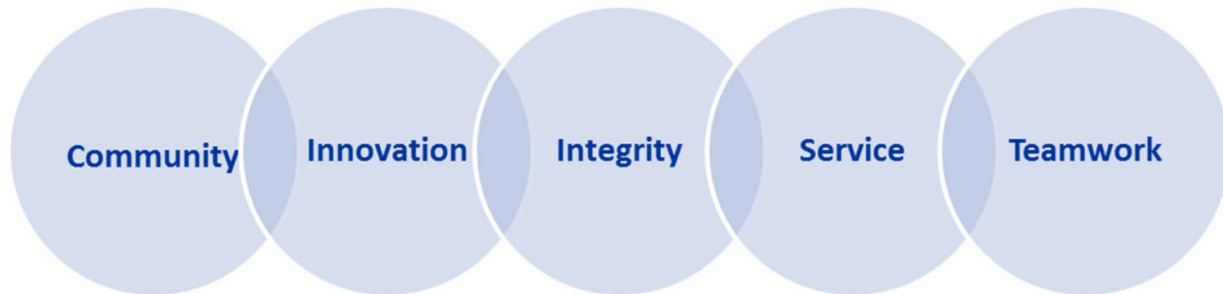
- Advisory Design Panel



Bear Creek Pavilion

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.

INNOVATION

We welcome change; we actively look for leading edge initiatives and welcome new approaches and original thinking; we are committed to continuous improvement; we recognize all experiences as important learning opportunities.

INTEGRITY

We are honest; we are accountable for our decisions; we meet our commitments; we are forthright in our communications and we understand and comply with all laws, regulations, and policies.

SERVICE

Customers are important to us; we want to help our customers; we seek to understand our customers' needs and actively work to achieve responsive, balanced solutions.

TEAMWORK

We support each other; we trust each other; we respect each other; we take a City-wide view of the challenges we face; we value everyone's ideas.

CORPORATE SUSTAINABILITY—MOVING FORWARD

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

To highlight the City's commitment to advancing sustainable practices, 2024 accomplishments, along with future initiatives and goals that the City will undertake during the next five years, have been aligned with the Sustainability Charter 2.0. For additional information on specific accomplishments and goals, please see the departmental overviews.

ORGANIZATIONAL OBJECTIVES

Surrey Excels is the City's strategic framework that guides us in achieving our vision of a thriving, green, inclusive city. Over the next three to five years, the City will be focusing on these six organizational priorities:

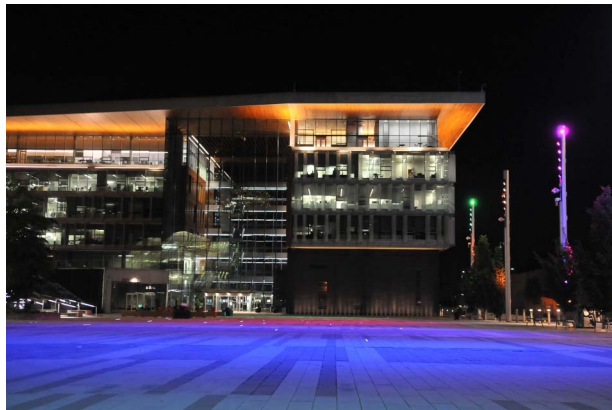
ORGANIZATIONAL PRIORITIES	INITIATIVES
<i>A VIBRANT DOWNTOWN</i> Create a downtown core that is recognized as a lower mainland destination for business, tourism and entertainment.	Establish the City Centre Entertainment District Master Plan.
<i>LIVABLE, EQUITABLE, CONNECTED NEIGHBORHOODS</i> Develop complete, green neighbourhoods with the amenities, services, social infrastructure and transit needed to support a high-quality of life.	Work directly with TransLink to deliver improved transit services to Surrey, including delivery of Surrey-Langley-Skytrain with bus integration; and deliver Bus Rapid Transit ("BRT") on King George Blvd to South Surrey.
<i>HOUSING FOR ALL</i> Fast-track quality housing construction with a focus on affordability, higher density, homes near transit and supportive housing.	Develop and Launch an Affordable Rental Homes Strategy in Q2 2025.
<i>EXCEPTIONAL PUBLIC SAFETY</i> Protect life, well-being, and property through emergency planning, regulatory compliance, community risk reduction and response.	Assess the feasibility of centralizing (in Surrey) major public safety related infrastructure for operational services with advanced training resources.
<i>SERVICE EXCELLENCE</i> Consistently exceed expectations in timeliness, professionalism, quality, and innovation to create positive customer experiences and fiscally responsible services	Reduce the Development Planning and Building Permits approvals time by a minimum of 30%.
<i>EMPLOYER OF CHOICE</i> Cultivate an admired culture that attracts, motivates, and retains staff, enabling them to contribute their best in a thriving and safe organization.	Launch Supervisor and Manager Development Programs.

ORGANIZATIONAL OBJECTIVES

DECISION MAKING GUIDEPOSTS

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 objectives. The following section describes the City's 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 Bylaw 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.



City of Surrey City Hall

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 Canadian Public Sector Accounting Standards, 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, and prescribe appropriate methods for financial planning, accounting, and reporting.

In addition to Corporate Policies 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 policies and are also designed to be more fluid in nature, being updated based on organizational needs and workplace changes. The following are some key policies, procedures and practices utilized by the City:

KEY POLICIES

RESPECTFUL WORKPLACE POLICY

This policy affirms the City's commitment to providing an environment where Employees, Elected Officials, Volunteers, Customers, Contractors and Visitors are treated with respect and dignity and can contribute to a productive, inclusive and professional atmosphere.

CITY GRANTS POLICY

This policy specifies that the City will establish ongoing grants from year-to-year, as well as grants for one-time requests. It defines the types of initiatives/organizations that are generally eligible for grants, eligible costs, and official procedures for setting the annual grant budget and processing grant requests, grant appeals, and late grant applications.

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.

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.

ORGANIZATIONAL GOVERNANCE

PUBLIC ART POLICY

The goal of the Public Art Policy is to ensure a sustainable funding mechanism that supports the City's commitment to public art, serve as an act of public trust and stewardship 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

PURCHASE AND PAYMENT PROCESS MANUAL

This manual provides guidelines and a framework intended to assist City staff with respect to how to conduct a Competitive Procurement Process. It explains the steps in the purchasing process and ensures that applicable federal, provincial and municipal legislation is followed.

CASH HANDLING PROCEDURES

These procedures specify the requirements staff must meet when handling tender, from the initial point of collection through the reconciliation and deposit 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").

ORGANIZATIONAL GOVERNANCE

PLANS & STRATEGIES

BIODIVERSITY CONSERVATION STRATEGY

The Biodiversity Conservation Strategy (“BCS”), 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 for the long-term.

10-YEAR SERVICING PLANS

The City of Surrey Engineering Department's 10-Year Servicing Plan establishes engineering infrastructure projects that support projected growth and the needs of the existing population.

The servicing plan is developed based on various planning documents, including the Official Community Plan and approved Neighbourhood Concept Plans.

ECONOMIC STRATEGY 2024

The strategy focuses on how the City will become a modern, highly-livable, world-class city, with a primary goal of creating one job for every resident worker in Surrey. The Strategy's priorities include investment attraction and readiness; employment lands optimization; innovation, talent, and workforce; and local business, vibrancy, and distinct communities.

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.

OFFICIAL COMMUNITY PLAN

The Official Community Plan (“OCP”) is a statement of objectives and policies that guide City planning decisions. 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 plans and policies contained in the OCP are set within the overall framework of the Sustainability Charter and are consistent with its principles and goals. The OCP sets out an overall vision of a sustainable future for Surrey over the next 30 years.

The OCP is established under the authority of the Province’s Local Government Act and adopted by City Council as a City bylaw. 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.

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.

ORGANIZATIONAL GOVERNANCE

AGE FRIENDLY STRATEGY

This strategy builds on the City's many overarching plans and strategies to provide an integrated approach to address the comprehensive needs of older adults in Surrey. The Strategy's anticipated outcomes include safety, health and wellness; transportation and mobility; access to affordable and appropriate housing; and welcoming, safe and accessible buildings and outdoor spaces.

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.

SURREY TRANSPORTATION PLAN

The new Surrey Transportation Plan will focus on addressing the climate crisis, prioritizing safety, balancing equity and leveraging new technology. It will include a long-range vision, articulate a decision-making framework and identify transportation priorities for the next 10 years.

PUBLIC ENGAGEMENT STRATEGY

The Public Engagement Strategy provides the foundation for community engagement in Surrey. It identifies the City's vision, values, principles, and outcomes for engagement. It provides a coordinated framework and identifies clear actions the City can take to foster a respectful, responsive, transparent, and accountable approach to engagement. The strategy has a companion document, Surrey's Public Engagement Toolkit, which provides a clear process to plan, design, and deliver engagement initiatives.

SMART SURREY 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.

SUSTAINABILITY CHARTER 2.0

The Sustainability Charter 2.0 is the City of Surrey's comprehensive framework for implementing a progressive, long-term 40-year vision for sustainability in Surrey: to become a thriving, green, inclusive city. This Charter guides our policy and decision making, and ensures that social, environmental and economic factors are always taken into account. The Sustainability Charter was updated in 2016 and introduced eight overlapping themes.

ORGANIZATIONAL GOVERNANCE

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.

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 in alignment with the eight themes of the Sustainability Charter 2.0.

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.

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.

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.

PROTECT NATURAL AREAS

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

PROVIDE PARKS AND RECREATIONAL FACILITIES

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

PROTECT AGRICULTURE AND AGRICULTURAL AREAS

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

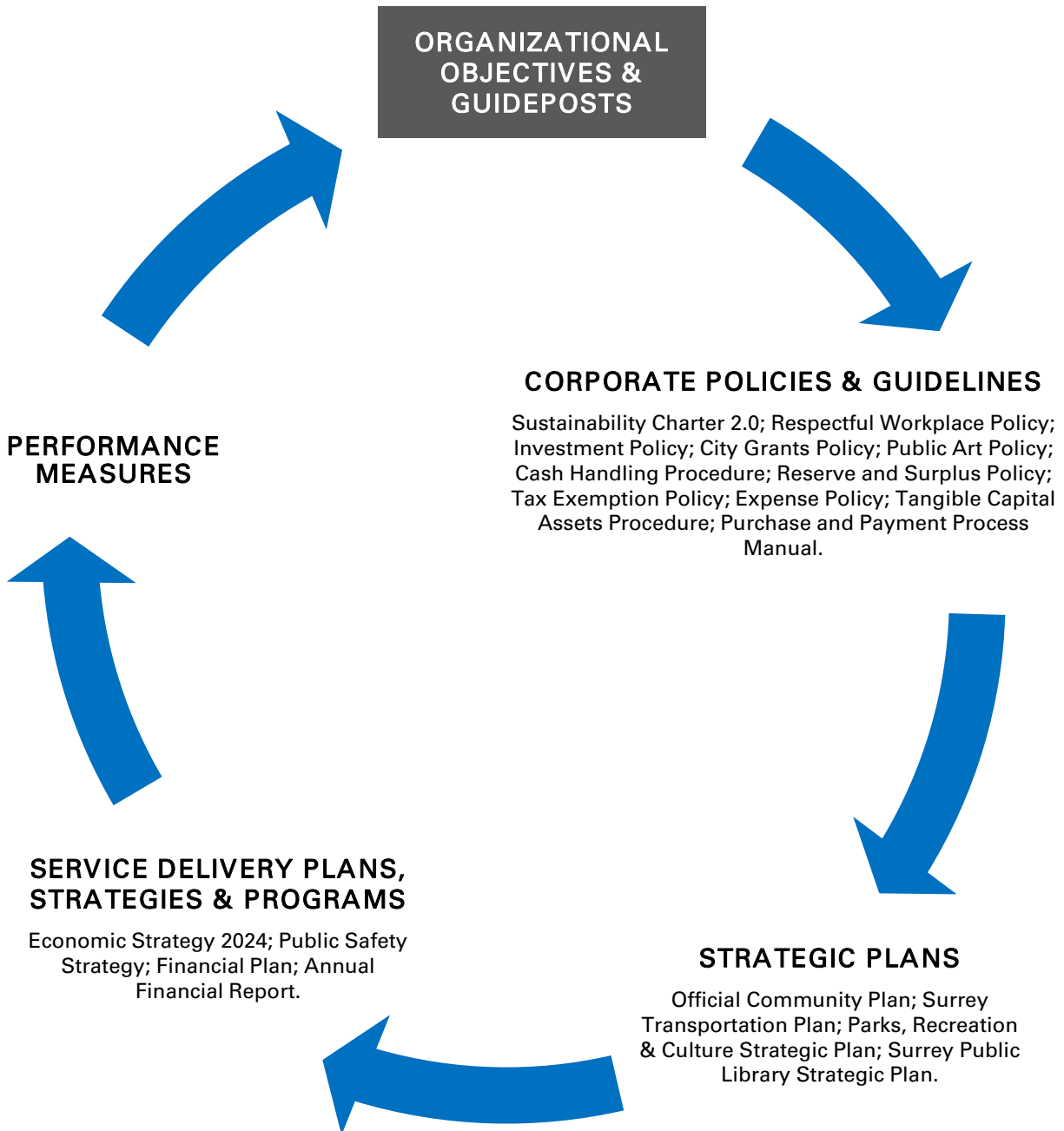
IMPROVE THE "QUALITY OF COMMUNITY"

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.

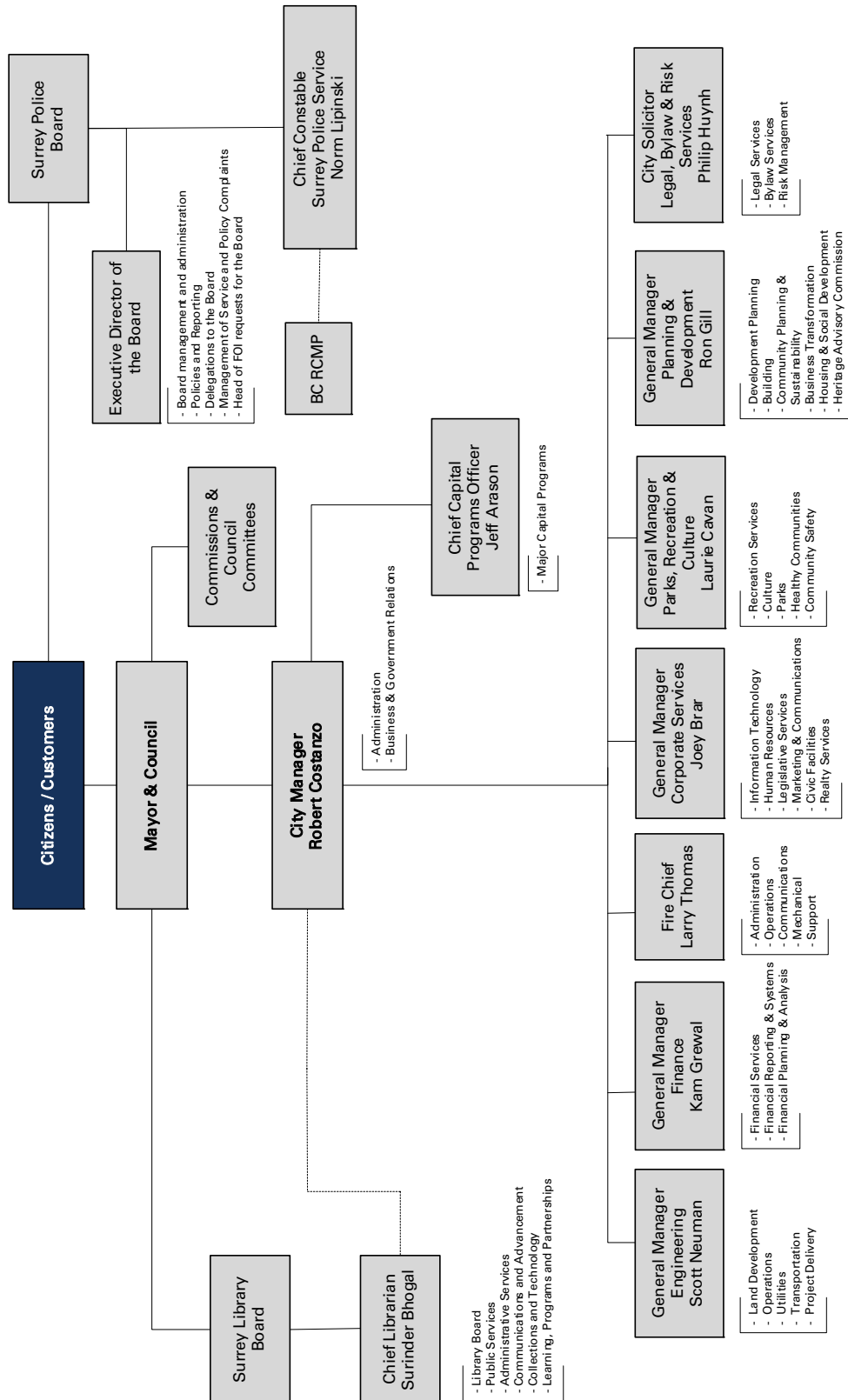
ENHANCE CITIZENS' SAFETY AND WELL-BEING THROUGH COMMUNITY SAFETY AND CRIME PREVENTION

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.

INTEGRATED PLANNING MODEL



CITY OF SURREY CORPORATE FUNCTIONS



STAFFING COMPLEMENT

FULL TIME BUDGETED STAFF SUMMARY

PROGRAM SUMMARY	2024 ACTUAL	2024 BUDGET <i>Revised</i>	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Office of the Mayor	5	5	4	4	4	4	4
City Manager							
Administration	8	6	6	6	6	6	6
Economic Investment Services	8	15	14	14	14	14	14
Major Capital Programs	11	8	7	7	7	7	7
	27	29	27	27	27	27	27
Corporate Services							
Corporate Services Administration	2	2	2	2	2	2	2
Human Resources	39	39	39	39	39	39	39
Information Technology	113	112	113	113	113	113	113
Facilities	47	47	51	51	51	51	51
Marketing	22	21	29	29	29	29	29
Realty Services	19	26	26	26	26	26	26
Legislative Services	29	28	29	29	29	29	29
	271	275	289	289	289	289	289
Engineering Services							
Engineering Operations	274	315	323	323	323	323	323
Engineering Professional Services	49	53	49	49	49	49	49
Land Development	39	41	45	45	45	45	45
District Energy	5	7	4	4	4	4	4
Parking Authority	4	5	5	5	5	5	5
Transportation	48	44	43	43	43	43	43
Utilities	29	34	34	34	34	34	34
	448	499	503	503	503	503	503
Finance							
Administration	8	11	11	11	11	11	11
Financial Services	28	31	31	31	31	31	31
Financial Reporting & Systems	14	17	18	18	18	18	18
Financial Planning & Analysis	40	41	41	41	41	41	41
	90	100	101	101	101	101	101
Fire							
Administration	22	22	22	22	22	22	22
Fire Operations	408	408	428	450	468	468	468
Prevention	12	12	12	12	12	12	12
Radio & Communications	23	23	23	23	23	23	23
Training	4	4	4	4	4	4	4
	469	469	489	511	529	529	529

FULL TIME BUDGETED STAFF SUMMARY

PROGRAM SUMMARY	2024 ACTUAL	2024 BUDGET <i>Revised</i>	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Legal, Bylaw and Risk Services							
Legal Services	16	18	18	18	18	18	18
Risk Management	5	5	5	5	5	5	5
Bylaws Operations	99	109	119	129	139	139	139
	120	132	142	152	162	162	162
Parks, Recreation & Culture ("PRC")							
Administration	17	18	17	17	17	17	17
Arenas	28	28	34	34	34	34	34
Art Centre	19	20	20	20	20	20	20
Community Recreation Services	57	59	59	59	59	59	59
Filming & Special Events	7	7	7	7	7	7	7
Healthy Communities	9	9	9	9	9	9	9
Heritage Services	11	11	11	11	11	11	11
Indoor Pools	53	61	61	61	61	61	61
Parks Division	122	128	131	131	131	131	131
Planning & Research	4	6	7	7	7	7	7
Community Safety	4	4	4	4	4	4	4
	331	351	360	360	360	360	360
Planning & Development ("P&D")							
Administration	36	37	35	35	35	35	35
Area Planning & Development	38	38	39	39	39	39	39
Building	85	95	97	97	97	97	97
Community Planning	16	16	17	17	17	17	17
Housing & Social Development	9	9	12	12	12	12	12
Sustainability	4	4	4	4	4	4	4
	188	199	204	204	204	204	204
Surrey Public Library							
Administration	14	14	14	14	14	14	14
Public Services	117	117	123	123	123	123	123
	131	131	137	137	137	137	137
	2,080	2,190	2,256	2,288	2,316	2,316	2,316

STAFFING COMPLEMENT – SIGNIFICANT CHANGES

2024 ADOPTED BUDGET

2,190

Staff Complement Change

OFFICE OF THE MAYOR - Transferred 1 Communication & Media position to Corporate Services (Marketing)	(1)
CITY MANAGER - Transferred 1 Communication & Media position to Corporate Services (Marketing)	(1)
CITY MANAGER - Transferred 3 Capital Program staff to P&D Department	(3)
CITY MANAGER - New Project Engineer	1
CITY MANAGER - New Project Coordinator	1
CORPORATE SERVICES - IT Business Manager transferred from Support Services	1
CORPORATE SERVICES - New IT Application Analyst	1
CORPORATE SERVICES - New Security Coordinator	1
CORPORATE SERVICES - Security Personnel positions moved from IT to Facilities	(2)
CORPORATE SERVICES - New HR Advisor	1
CORPORATE SERVICES - New Occupational Health and Safety Specialist	1
CORPORATE SERVICES - New Civic Engagement Manager	1
CORPORATE SERVICES - 2 positions to Marketing	(2)
CORPORATE SERVICES - 2 security personnel positions from IT to Facilities	2
CORPORATE SERVICES - 1 position converted from PT to FT clerk 3 in Facilities	1
CORPORATE SERVICES - 1 position transferred from Office of the Mayor to Marketing	1
CORPORATE SERVICES - 1 position transferred from City Manager Department to Marketing	1
CORPORATE SERVICES - 2 positions transferred from Human Resources to Marketing	2
CORPORATE SERVICES - 1 position transferred from Engineering Department to Marketing	1
CORPORATE SERVICES - 1 position transferred from Parks, Recreation and Culture to Marketing	1
CORPORATE SERVICES - 1 position transferred from Planning and Development to Marketing	1
CORPORATE SERVICES - New Legislative Services Manager	1
CORPORATE SERVICES - New Facilities Technician	1
ENGINEERING SERVICES - Eng Ops, New Functional Application Analyst	1
ENGINEERING SERVICES - Eng Ops, Sr Energy Facility Operator from District Energy	1
ENGINEERING SERVICES - Eng Ops, Energy Facility Operator from District Energy	2
ENGINEERING SERVICES - Eng Ops, New Labourer positions	4
ENGINEERING SERVICES - Prof. Services, Clerk to Land Development	(2)
ENGINEERING SERVICES - Prof. Services, Clerk Typist 2 to Land Development	(1)
ENGINEERING SERVICES - Prof. Services, Communication Coordinator to Corporate Services	(1)
ENGINEERING SERVICES - LD, New Development review manager	1
ENGINEERING SERVICES - LD, 2 positions converted to create a new Development Review manager's position	(2)
ENGINEERING SERVICES - LD, Operations Clerk from Prof. Services	1
ENGINEERING SERVICES - LD, Clerk Typist 2 from Prof. Services	1
ENGINEERING SERVICES - LD, Clerk from Prof Services	1
ENGINEERING SERVICES - LD, Engineering Technologist from Transportation	1
ENGINEERING SERVICES - LD, Development reviewer from Transportation	1
ENGINEERING SERVICES - District Energy, Sr Energy Facility Operator to Eng. Ops	(1)
ENGINEERING SERVICES - District Energy, Energy Facility Operator to Eng. Ops	(2)
ENGINEERING SERVICES - Transportation, Project Engineer to Land Development	(1)
ENGINEERING SERVICES - Transportation, Engineering Assistant to Land Development	(1)
ENGINEERING SERVICES - Transportation, New Process Planning Manager	1
FINANCE- New Accounting Clerk	1
FIRE - New Fire Personnel	20
LEGAL, BYLAWS & RISK - New Bylaw staff	10

STAFFING COMPLEMENT – SIGNIFICANT CHANGES

PRC - Parks, New Community Enhancement, Clerk 3	1	
PRC - Parks, New Urban Forestry Superintendent	1	
PRC - Parks, New Cloverdale Fairgrounds Operation Manager	1	
PRC - PRC Admin, Communications Coordinator moved to Marketing in Corporate Services	(1)	
PRC - Park Planning, Research & Design - New PRC Planner	1	
PRC - Arenas, New Recreation Facility Maintenance Worker	1	
PRC - Arena Operations, New Allocations Manager	1	
PRC - Arenas, New Community Safety Coordinator	1	
PRC - Arenas, New Recreation Facility Maintenance Worker	1	
PRC - Arenas, New Community Safety Coordinator	1	
PRC - Arenas, New Recreation Manager	1	
P&D - Planning Admin, Communications Coordinator moved to Marketing (Corporate Services)	(1)	
P&D - Planning Admin, Director of Housing moved to Area Planning	(1)	
P&D - Area Planning, Director of Housing moved from Planning Admin	1	
P&D - Area Planning, Senior Planner moved to Building	(1)	
P&D - Area Planning, New Position, Planner 1	1	
P&D - Building, Senior Planner moved from Area Planning	1	
P&D - Building, New Position, Plan Checker 1	1	
P&D - Community Planning, New Position, Planner 1	1	
P&D - Housing & Social Dev, Mgr Strat Planning Responses from City Manager Department	1	
P&D - Housing & Social Dev, Senior Project and Policy Lead from City Manager Department	1	
P&D - Housing & Social Dev, Business Service Analyst from City Manager Department	1	
LIBRARY - New Public Services Librarian - Teen, Newton	1	
LIBRARY - New Public Services Librarian, Mobile Services	1	
LIBRARY - Collections Services Librarian (Converted from part time to FTE)	1	
LIBRARY - Public Services Librarian - Cloverdale (Converted from part time to FTE)	1	
LIBRARY - Public Services Assistant - City Centre (Converted from part time to FTE)	1	
LIBRARY - New Public Services Librarian, City Centre Welcome Centre	1	66
2025 ADOPTED BUDGET		2,256
LEGAL, BYLAW & RISK SERVICES - Bylaws, 10 new officers	10	
FIRE - 22 positions	22	
Staff Complement Change		32
2026 PLAN		2,288
LEGAL, BYLAW & RISK SERVICES - Bylaws, 10 new officers	10	
FIRE - 18 positions	18	
Staff Complement Change		28
2027 PLAN		2,316
Staff Complement Change		-
2028 PLAN		2,316
Staff Complement Change		-
2029 PLAN		2,316



ECONOMIC OVERVIEW

INTERNATIONAL

Due to retreating inflation, central banks around the world began trimming their key interest rates over the last year. Central bankers took a cautious approach and gradually cut interest rates in small increments with periodic pauses to monitor the effects of their monetary policy adjustments. The monetary authorities were concerned that trimming interest rates too quickly would rekindle inflation. Despite policy interest rate cuts, benchmark interest rates remained higher than pre-pandemic levels. Economists caution that interest rates are not likely to return to pre-pandemic lows. Consequently, consumers and businesses will need to adapt to operating in a higher-rate environment.

High inflation and high interest rates have dominated economic headlines over the last two years. Following the synchronized interest rate cuts by central banks around the globe, inflation was expected to normalize and return to pre-pandemic levels by next year. The International Monetary Fund (“IMF”) is forecasting global inflation to decline to 4.3% in 2025 and fall further to 3.6% in 2026. The Fund noted that although disinflation continues, with prices increasing at a slower rate and core goods inflation falling, service price inflation is still running above pre-pandemic levels, most notably in the United States (“US”) and Euro-area.

The IMF provided an updated economic outlook in April. The global economy is forecasted to grow by 2.8% this year, a downward revision of 0.5% from January’s prediction. In 2025, the IMF forecasts the US economy advancing by 1.8%, China growing by 4.0%, and a slower expansion of 1.4% and 1.1% for Canada and the United Kingdom (“UK”) respectively. The Fund forecasts the European Union (“EU”) economy to lag behind with subdued growth of 0.8% this year. The most notable downward growth adjustment by the IMF was to the US economy which saw a 0.9% drop. China and Canada’s growth was trimmed down by 0.6% while the UK and European Union (“EU”) saw a smaller reduction of 0.5% and 0.2%, respectively.

The new US administration, led by President Donald Trump, upended long-standing global commerce relationships by imposing tariffs against virtually all of America’s trading partners. In April, President Trump announced sweeping tariffs against dozens of countries around the world, with a baseline 10.0% tariff applied against countries that the US has a trade surplus with. Countries maintaining a trade deficit with the US will be subject to an additional targeted tariff. The US tariff announcement led to significant financial market sell offs with trillions of dollars in value lost, the worst financial market loss since March 2020. The sell off in the bond market and US dollar depreciation are signals that investors are losing confidence in the US economy.

The Trump administration publicly released their formula which shows that the tariff rate is calculated by taking the US trade deficit with a given country, dividing by the country’s total exports to the US, and then dividing by two to arrive at the tariff rate. The US believes that trade deficits with other countries are due to unfair trade practices. The Americans see tariffs as sources of government revenue and as a funding source for domestic tax cuts. The targeted tariff rates ranged from 11.0% to

ECONOMIC OVERVIEW

50.0%. US trade officials admitted that the aim of the tariffs is to have balanced trade with other countries and to compel companies to invest and create jobs in America as a means to avoid punitive tariffs.

Countries around the world had different responses to the tariffs; some attempted negotiations with the US, some retaliated in equal measure, and others chose to target their retaliation to specific industries and economic sectors. On April 9th, the day when reciprocal tariffs were set to come into effect, President Trump dramatically reversed course and signed an executive order to pause the country-specific tariffs for ninety days and applied a universal 10.0% tariff all trade partners except for China.

In an escalation of the trade war between the two economies, the US retaliated against counter tariffs and raised the total duties on Chinese imports to 145.0%. China responded in kind with total duties of 125.0% against US goods. The US and Chinese governments are both trying to convince world leaders that their country is the more reliable trading partner. The unpredictable, chaotic and adversarial trade approach that the US administration has taken thus far may provide China with more leverage as global leaders become increasingly frustrated with US policies and foreign relations.

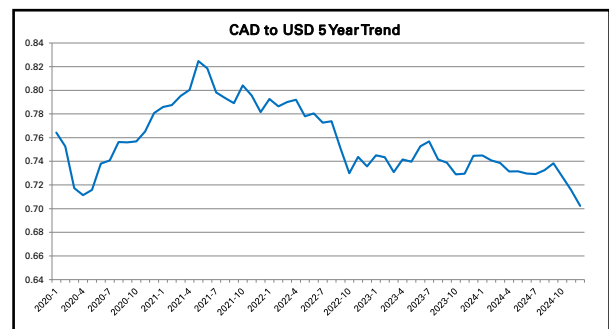
UNITED STATES

The US Federal Reserve ("Fed") kept its benchmark interest rate unchanged during the March meeting citing concerns over inflation and uncertainties around the economy. US inflation remained higher than pre-pandemic levels, with the Consumer Price Index ("CPI") coming in at 2.8% in February, and then dropping to 2.4% in March. The slowdown in price growth would normally create optimism that Americans' cost of living is not increasing. However, consumer surveys showed consumers' expectations of inflation are rising.

According to monthly surveys, consumer expectations of annual inflation rose from 2.8% in December to 6.7% in April. The swift rise in inflation expectations will directly impact consumer consumption and business investments, likely leading to higher unemployment and an economic downturn.

The US unemployment rate came in at 4.2% in March, edging up from a prior low of 3.7%, driven higher in part by new participants in the labour market. The employment gains in the first quarter of 2025 averaged 152,000 per month compared to an average of 276,000 monthly job gains in the last quarter of the prior year. US tariff policies pose a meaningful threat to the Fed's progress towards battling inflation. The central bank is closely monitoring the unemployment rate and CPI, stating that it stands ready to support the US economy through the possible turbulence ahead.

US tariff policies are creating upheaval in domestic and global financial markets with US stock and bond markets plummeting, along with the US dollar. The US dollar index, which measures the strength of the US dollar against other major currencies, fell



Source: Bank of Canada

ECONOMIC OVERVIEW

by 10.0% since March of this year.

The sell off in the bond market was highly unusual as investor capital tends to flee to safe-haven investments such as bonds during time of uncertainty. As demand for US government bonds falls, the yield or interest rate on the bonds increase, which leads to higher financing costs. This increased cost of borrowing will trickle down to consumers, businesses loans and government debt. It is widely believed that the US administration backed down from its tariff stance due to market volatility.

The US administration exempted Chinese smartphones, computers and semiconductors from tariffs two days after they were introduced, a significant benefit to big technology firms such as Apple, Nvidia, and Microsoft who rely heavily on Chinese-manufactured goods. China applauded the exemption as a good first step to trade war de-escalation. However, the trade tensions continued to escalate as the US administration announced that the exemptions are temporary, and that these products will ultimately fall into a different tariff category.

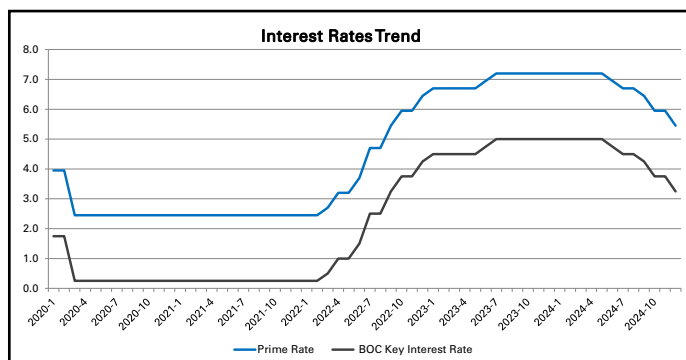
Economists cautioned that the Trump administration's vision of "reshoring" manufacturing back to the US will take years to achieve due to the time required to reskill the workforce and build infrastructure.

Countries around the world have had varying responses to increased US tariffs. The EU, representing 27 countries, attempted negotiations with the US offering a "zero for zero" tariffs scheme where industrial trade between countries would not be subject to any tariffs. China responded with "tit-for-tat" tariffs, while Canada employed targeted tariffs on select industries. Many countries are choosing to approach the US for trade negotiations in the hopes of receiving tariff relief. The US President has warned countries against enacting retaliatory tariffs, threatening the application of even more US tariffs in response.

CANADA

The Bank of Canada ("BOC") held its key interest rate at 2.75% during the April meeting, the bank's first pause since commencing the easing cycle last year. The central bank has trimmed interest rates by 2.25% since last June due to retreating inflation. Canada's CPI growth in March was 2.3%, down from the prior month's reading of 2.6%. Statistics Canada attributed the decline to falling gas prices, lower by 1.6%, and travel costs, down 4.7%, which together outweighed the 3.2% year-over-year rise in food prices.

Canada's unemployment rate came in at 6.7% in March, rising by a full percentage point over the last year. As the unemployment rate ticks up, wage growth has slowed. Average hourly wage growth was 3.6% in March of this year, compared to



Source: Bank of Canada

ECONOMIC OVERVIEW

5.1% at the same time last year. Economic uncertainties are causing consumers to pull back on spending as concerns about job security are on the rise. Weakened consumer demand will cause businesses to slow down hiring and capital investments.

Policy makers at the central bank cautioned that uncertainties surrounding US trade policy and tariffs are major headwinds facing the Canadian economy. The BOC forecasted that the removal of the consumer carbon tax by newly appointed Prime Minister Mark Carney would result in inflation declining to 1.5% in April as gas prices and heating costs move lower as a result of the tax repeal. Longer term forecasts for inflation and Gross Domestic Product (“GDP”) were not provided due to the unpredictable path ahead for the Canadian economy.

In lieu of the customary quarterly economic forecast, the BOC provided two possible economic outcomes for the country. The first scenario assumes US tariffs will eventually be withdrawn through negotiations with Canadian GDP stalling in the second quarter and then expanding in the latter half of the year. The second scenario assumes the US tariffs will be long lasting, which will trigger a recession and broadly increase prices. The BOC chair stated that once incoming data becomes clearer, the bank will act decisively to keep inflation in check and support the economy.

The US President’s constant threats of tariffs and challenges to Canada’s sovereignty has united Canadians who are joining the “Buy Canada” movement where consumers are choosing to boycott US products. The increased scrutiny faced by travelers to the US has prompted many Canadians to cancel vacations and business trips to the US. The tariffs have spurred the federal and provincial governments into action and there is a sense of urgency for all levels of government to remove interprovincial trade barriers to help offset some of the impacts of US tariffs.

Canadians headed to the polls for a federal election after Prime Minister Carney called a snap election just two weeks after winning the Liberal Party of Canada leadership race to replace the resigning Justin Trudeau as Prime Minister. Key election issues included the high cost of living, housing affordability and healthcare. Voter turnout was estimated to be over 67% of the eligible voter population, the highest since 2015, and a record-setting 7.3 million advance ballots were cast.

The Liberals clinched 169 seats, short of the 172 needed for a majority, while the Conservative Party of Canada secured 144 seats. The results fell just short of the strong mandate from voters that Carney was seeking and his minority government will need to collaborate with opposition members, most likely the Bloc Québécois or NDP, to pass legislation and stave off another election in the near future. Conservative leader Pierre Poilievre failed in his bid for reelection in his Ottawa-area riding while NDP leader Jagmeet Singh lost his BC-based seat and announced his resignation as party leader. Prime Minister Carney faces the challenging task of governing the country after more than 40% of voters cast a ballot for the party that will be the official opposition.

ECONOMIC OVERVIEW

BRITISH COLUMBIA

The British Columbia (“BC”) economy is expected to grow by 1.9% this year. The Provincial government forecast noted that this estimate does not fully include the impact of potential US tariffs. BC’s economy is less exposed to the US in comparison to other provinces. In 2024, 53.0% of BC exports were made to the US compared to the national average of 75.0%.

The provincial unemployment rate came in below the national average at 6.1% with 5,700 jobs added in March. The province also reported the highest average hourly wage rate among all provinces of \$37.64. The BC government announced that the minimum wage will increase from \$17.40 to \$17.85 per hour on June 1st of this year, the adjustment is tied to inflation.

BC’s CPI came in higher than the national average in March at 2.6%, down from February’s reading of 3.0%. The overall slowdown in price growth is due to lower gasoline prices. British Columbians continue to face affordability issues with housing costs continuing to increase. Year-over-year shelter costs included in the CPI increased by 4.3% and transportation was up 4.8%. Effective April 1st, British Columbians will see BC Hydro electricity rates increasing by 3.75% in each of the next two years. Food prices will increase in the coming months if US tariffs work their way through the economy.

In response to looming US tariffs, the BC government has announced the cancellation of a planned grocery rebate that was slated to be disbursed this year. Expected to cost the government \$1.8 billion, the grocery rebate was pledged by the province to help British Columbians with the high cost of living. Families were due to receive \$1,000 and individuals were slated to receive \$500. To further cut costs, the government is implementing a hiring freeze for some public service positions.

The provincial government passed legislation to cancel the BC consumer carbon tax effective April 1st, in line with actions taken by the Federal government. Elimination of the tax will put further pressure on provincial government finances as it is estimated that \$2.8 billion of the \$3.0 billion carbon tax revenue in the 2025 budget is paid by consumers. April will be the last month where British Columbians receive the Climate Action Tax Credit which was aimed at low-income families and individuals. BC motorists saw savings at gasoline pumps soon after the tax was eliminated. The pause on the grocery rebate and cancellation of the carbon tax credit will impact families struggling with the high cost of living.

The BC government is projecting a record-high budget deficit of \$10.9 billion for their 2025/2026 fiscal year. The provincial deficit may ultimately come in larger than projected as the budget presented did not include the effects from the elimination of consumer carbon tax revenue and carbon tax credits. The elimination of the consumer carbon tax is anticipated to add \$1.8 billion to the government’s deficit. The BC government has run budget deficits for the last two years and are projecting deficits for the next three years with no plan outlined for a return to a balanced budget.

ECONOMIC OVERVIEW

Due to the size of BC's budget deficit, credit rating agencies Moody's and S&P Global have downgraded BC's credit rating. S&P cut B.C.'s short-term rating to A-1 from A-1+, while Moody's downgraded its long-term issuer and senior unsecured debt ratings to Aa1 from Aaa. The reduced credit rating is concerning for provincial finances as it will increase the government's debt servicing costs.

SURREY'S FINANCIAL PERFORMANCE

In 2024, the City continued to invest in significant major capital and utility infrastructure related projects to provide citizens with access to safe, inviting, high-quality facilities, programs and services. Capital investments included increasing the scope of the Cloverdale Sport & Ice Complex from two to three NHL-sized ice sheets along with approval of the \$150 million 72 Avenue Corridor project, the largest road investment initiative in the City's history. Council also approved funding for the Newton Community Centre, the largest-ever capital project in the City's history. Concurrent with the planning of the Newton Community Centre, the City, Surrey City Development Corporation ("SCDC") and TransLink are undertaking a Master Plan for the City owned and TransLink owned lands in Newton Town Centre. The purpose of the Master Plan is to determine a framework for mixed-use development of approximately 25 acres of City and TransLink owned lands that incorporates future transit (i.e. Bus Rapid Transit) and civic facility needs and sets the stage for future rezoning and development permit applications. Investing in major capital projects spurs economic activity that can catalyze growth while supporting our vision of a thriving, green and inclusive community.

During 2022 and 2023, the Bank of Canada added 4.75% to their Target Overnight Rate, bringing the key interest rate to 5.00% in a bid to battle inflationary pressures. Once Consumer Price Index levels returned to the BOC's preferred target, the process of unwinding monetary stimulus began in mid-2024 with seven interest rate cuts totaling 2.25%. The BOC has pivoted from its initial position, from a slow and gradual pace of interest rate reductions to avoid stoking inflation, to being concerned with the weakening economy and inflation falling below targeted levels. Two "supersized" rate cuts of 50 basis points each were employed to hedge against downside risks to economic activity. As interest rates remained relatively elevated during the first half of 2024, sustained elevated investment yields proved beneficial for the City's investment portfolio.

Overall, the City's accumulated surplus increased by more than \$600.3M, as compared to 2023. The fiscal performance of the City in relation to the adopted budget is indicative of a continued stable and strong financial position. All departments are continuing to proactively manage their respective budgets and helping to retain a strong financial position for the City. The City has prioritized new capital infrastructure projects that will ensure the recreational, cultural, and transportation infrastructure needs of its citizens will keep pace with the City's growth.

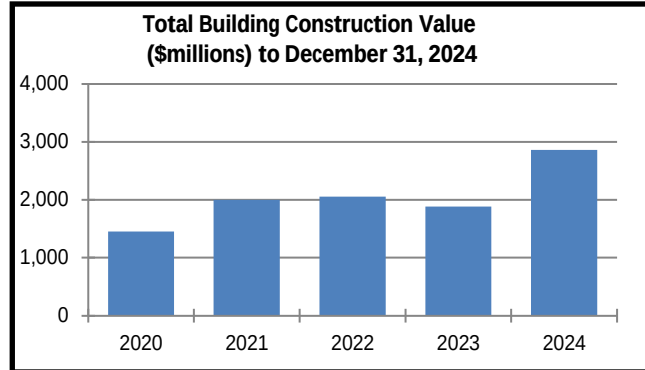
ECONOMIC OVERVIEW

City of Surrey's Key Performance Indicators

In the first four months of 2024, the City experienced a surge in the issuance of building permits due to the implementation of the new Metro Vancouver Water Development Cost Charge ("DCC") which took effect in April 2023. On April 27, 2024, the one-year rate protection period for in-stream projects expired, resulting in developers advancing their project timelines to meet this deadline to mitigate the financial impact of the Metro Vancouver DCC rate change on their projects. This was a key driver of an overall increase in Building permits with a construction value of \$2.9 billion being issued during 2024, as compared to \$1.9 billion in 2023.

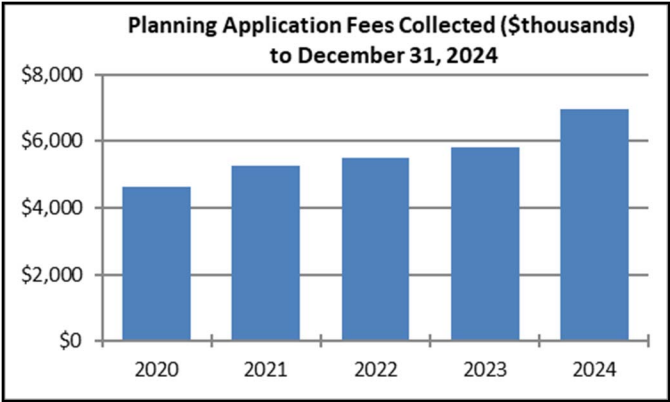
In the residential development category, multi-family development activity, in both low-rise and high-rise apartments, has remained strong as compared to 2023, however, the City has seen a decrease in construction of new single-family related dwelling units in 2024. In the non-residential development category, the City has seen an overall increase in the number of permits in the Industrial, Commercial & Institutional ("ICI") development segment.

Due to an increase in the construction values associated with multi-family residential permits, along with increases in values of construction associated with ICI projects, total building construction value in the City year-to-date is higher by 52% compared to the same period last year.

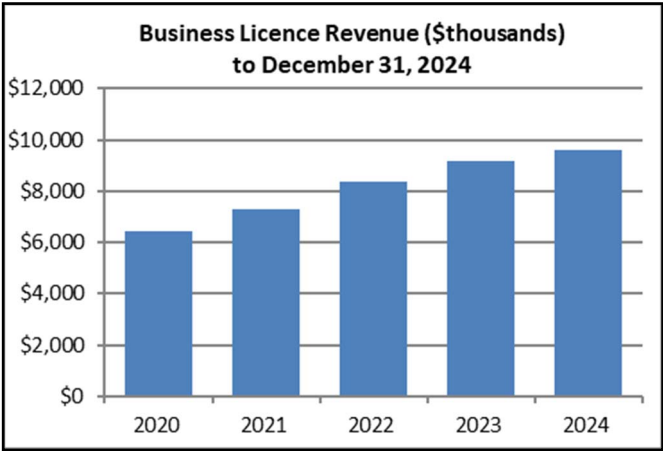


ECONOMIC OVERVIEW

The City continued to see a steady demand for future development projects in Surrey, resulting in planning application fees collected in 2024 being 20% higher than those collected in the prior year.



Consistent with an increase in the number of business licenses issued by the City, business license revenue in 2024 increased by 5% compared to the prior year. This is indicative of ongoing confidence expressed by the business community, which continues to expand their enterprises in Surrey.



MAJOR REVENUE SOURCES

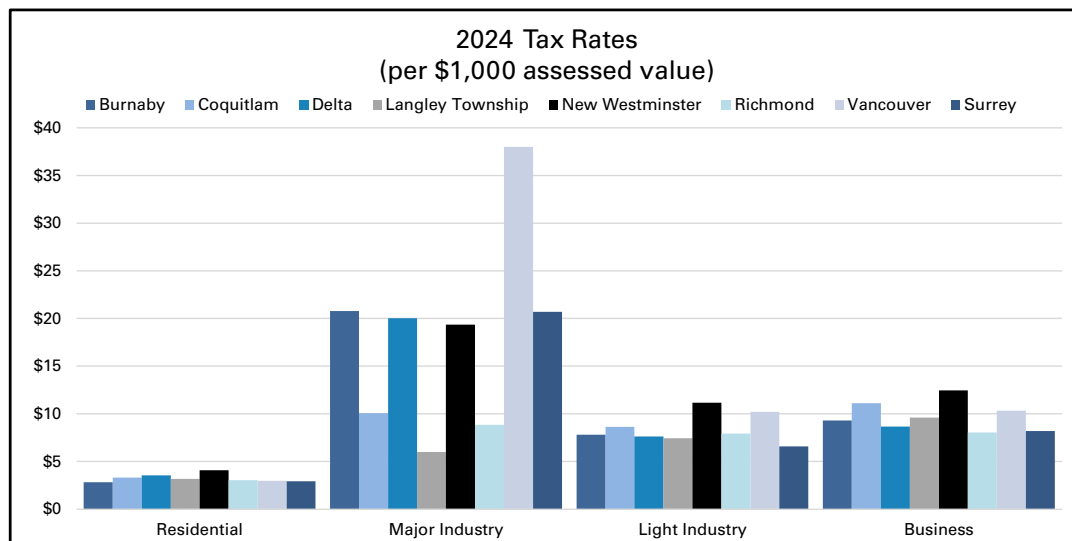
<u>General Operating Revenue (\$ millions)</u>	<u>2025 Budget</u>	<u>2024 Budget</u>	<u>2024 Actual</u>
Municipal General Taxation	\$ 578.2	\$ 543.1	\$ 558.4
Sales of Goods and Services	98.0	93.2	99.5
Investment Income	62.4	70.6	93.0
Transfers from Other Government	76.0	57.7	93.5
Other	68.3	62.8	86.7
Total	\$ 882.9	\$ 827.4	\$ 931.1

PROPERTY TAXES

Surrey has four major sources of revenue, the most significant of which is property taxes. Property tax revenues received from the ten largest properties in the City amounted to less than two percent of the City's annual gross taxation revenues. As in prior years, Surrey has enacted general tax increases to fund increasing general operating costs. For 2025, the City budgeted an increase to the annual general property tax rate of approximately \$77 for the average assessed single family dwelling.

Individual property taxes are calculated based on the assessed value of the property. In 2024, the average single family dwelling was assessed at approximately \$1,741,553 and assessment growth from new development was estimated at 1.7%.

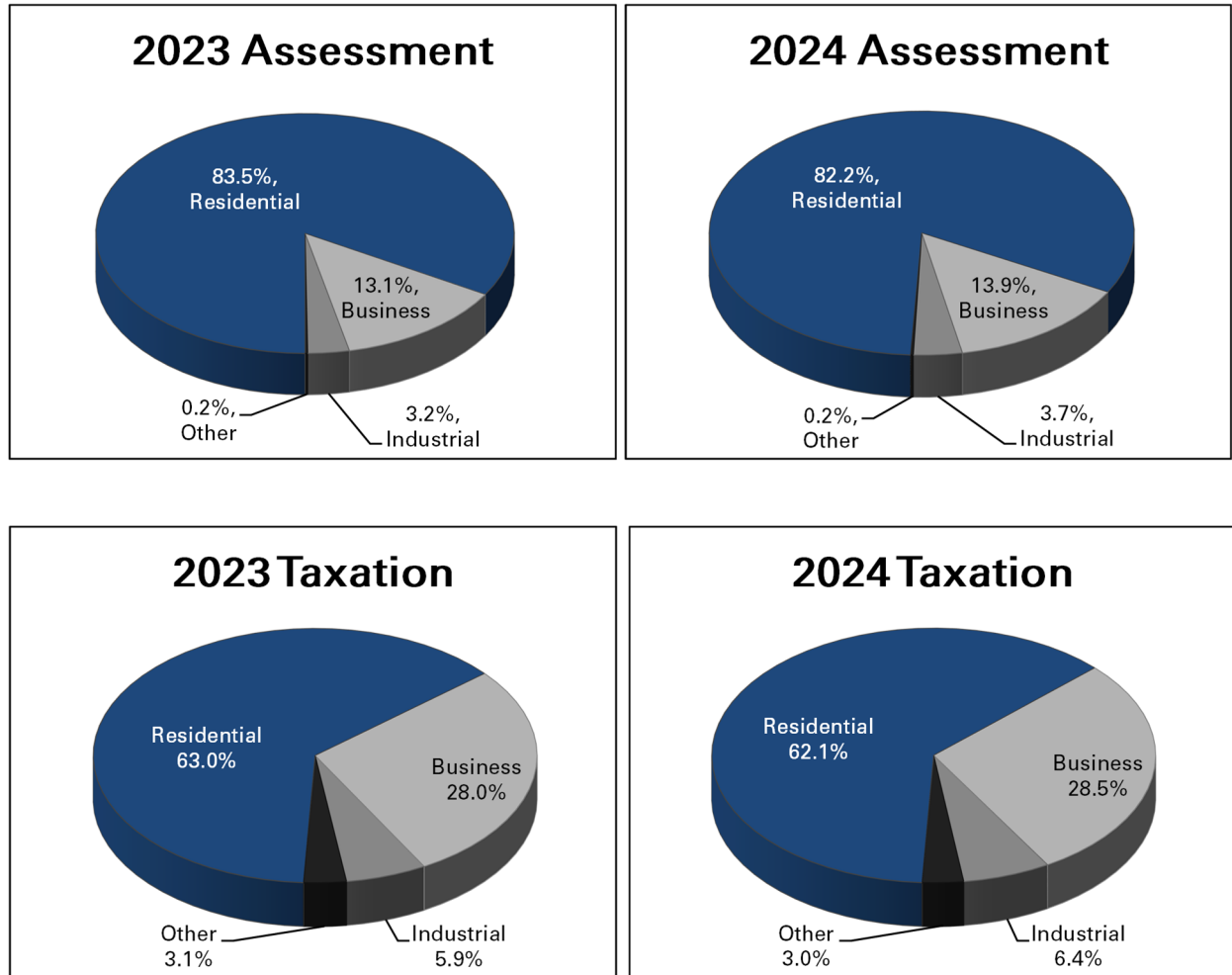
In 2024, Surrey generated approximately 34.9% of its general property tax revenue from business and industry. Surrey's 2024 business, light industrial, and major industrial tax rates compare favourably to neighbouring municipalities. Surrey's tax rates are among one of the lowest in the region, providing a climate conducive to attracting new commercial and industrial ventures.



Source: City of Surrey Finance Department

MAJOR REVENUE SOURCES

2024 Assessment Roll and Taxation Comparison



Source: City of Surrey Finance Department

The charts above represent assessment values and assessment based property taxes, including taxation collected from other authorities such as the Provincial government, Metro Vancouver Regional District, and TransLink among others. 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 82.2% (2023 - 83.5%) of total assessment value in the City but represent only 62.1% (2023 - 63.0%) of the total property taxes paid for 2024.

MAJOR REVENUE SOURCES

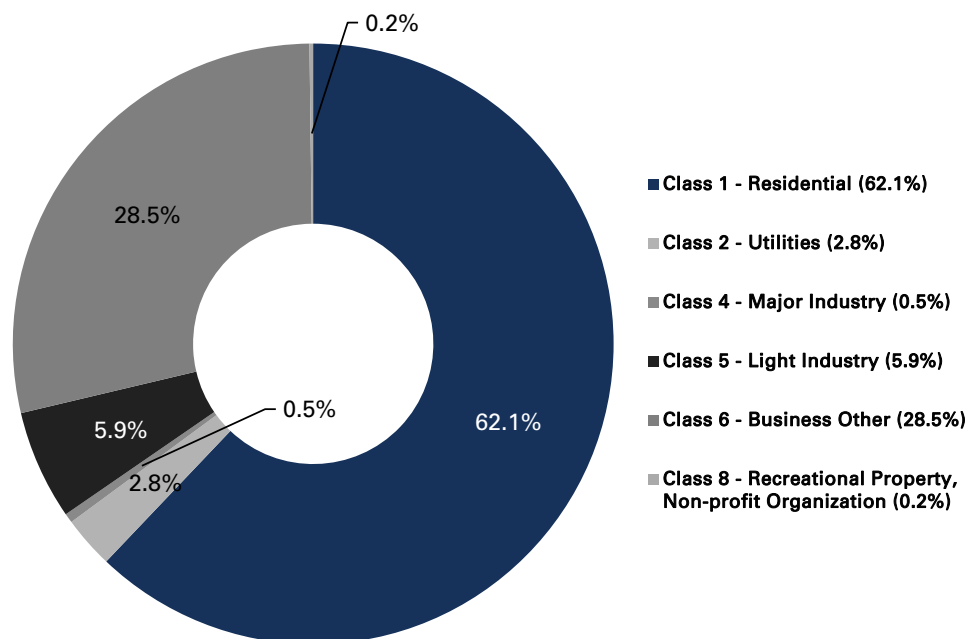
COMPARATIVE CHARGES ON A SINGLE FAMILY DWELLING Based on average assessment of the taxing authority

	2024							Surrey		
	Burnaby	Coquitlam	Delta	Langley Township	New Westminster	Richmond	Vancouver	2024	2023	% Change
Average Assessment	\$ 2,079,173	\$ 1,771,416	\$ 1,473,991	\$ 1,502,344	\$ 1,615,972	\$ 2,020,469	\$ 2,673,403	\$1,741,553	\$ 1,736,132	0.3%
Levies for Other Authorities										
School	2,045	1,782	1,464	1,549	1,768	2,030	2,327	1,722	1,659	3.8%
BCA, MFA and Other	635	541	558	459	493	617	816	532	439	21.2%
MVRD	116	100	82	84	94	112	147	96	88	9.1%
Total Levies for Other Authorities	2,796	2,423	2,104	2,092	2,355	2,759	3,290	2,350	2,186	7.5%
General Municipal	3,098	3,467	3,121	2,685	4,246	3,385	4,640	2,764	2,602	6.2%
Total Taxes	5,894	5,890	5,225	4,777	6,601	6,144	7,930	5,114	4,788	6.8%
User Rates										
Total Res. User Fees	817	1,591	1,357	1,586	4,117	1,812	1,962	1,420	1,316	7.9%
Parcel Taxes	616	-	-	-	-	-	-	546	542	0.7%
Total User Rates	1,433	1,591	1,357	1,586	4,117	1,812	1,962	1,966	1,858	5.8%
Total Taxes and User Rates	\$ 7,327	\$ 7,481	\$ 6,582	\$ 6,363	\$ 10,718	\$ 7,956	\$ 9,892	\$ 7,080	\$ 6,646	6.5%

Source: City of Surrey Finance Department

2024 PROPERTY TAXES BY CLASS ASSESSMENT CODES

Based on total taxes levied, including for other authorities, for the year 2024
(\$1,077,909,478)



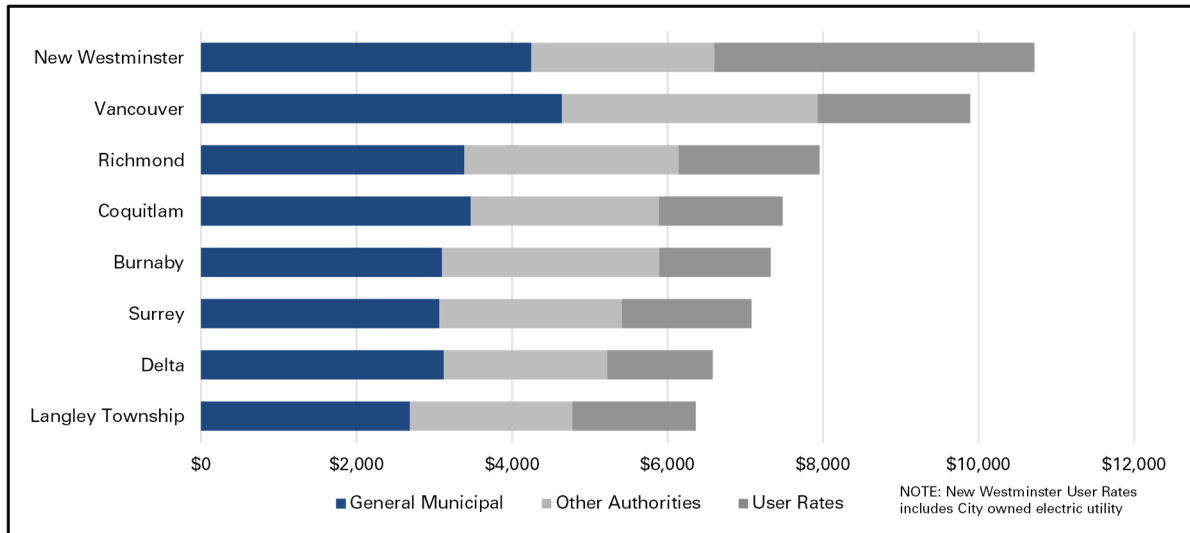
Source: City of Surrey Finance Department

MAJOR REVENUE SOURCES

COMPARISON OF 2024 TAXES

Average Single Family Home

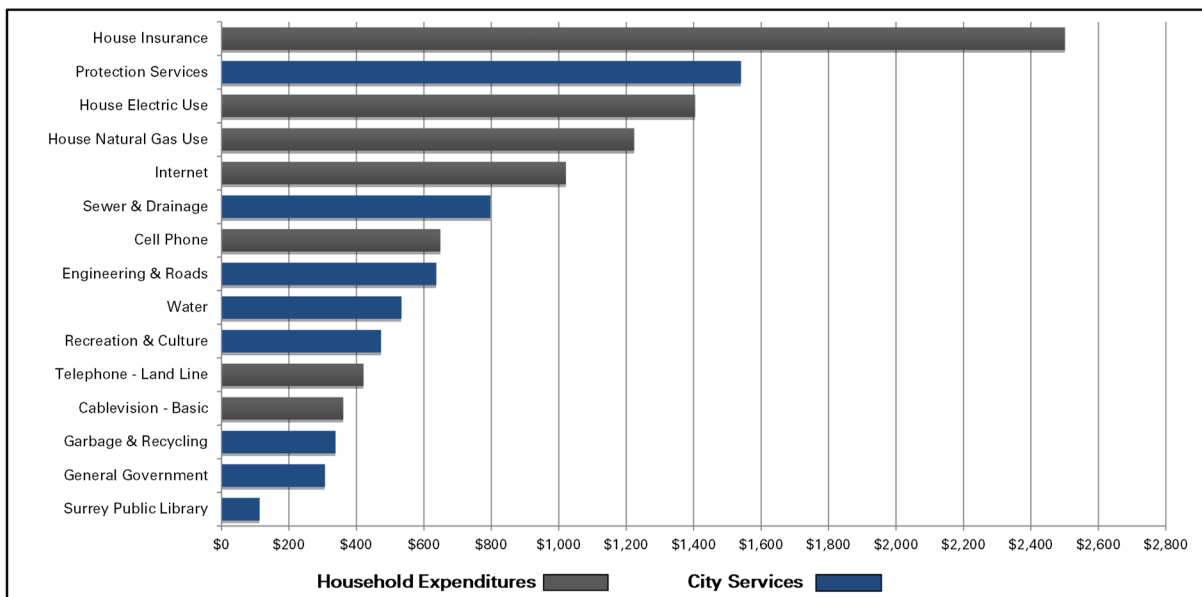
Surrey's combined property taxes, user rates and parcel taxes, are among one of the lowest in the region.



Source: City of Surrey Finance Department

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.



Source: City of Surrey Finance Department

MAJOR REVENUE SOURCES

SALES OF GOODS AND SERVICES

Examples of Sales of Goods and Services include items such as:

- Secondary Suite Infrastructure Fees—fees charged on dwelling units in excess of one located within a single family dwelling unit located within a building that is separated from but located on the same lot as a singly family dwelling;
- Sales of Goods and Services from Parks and Recreation—fees collected from field rental, program registration, recreation passes, and skate rentals;
- Administration Fees—fees on Land Development construction and servicing agreement processing;
- User Fees—fees from water and sewer utility services, and solid waste removal;
- Permit Fees—fees from building permits, electrical permits, and road closure permits;
- Licence Revenue—fees from business licenses; and
- Other Fees—fees related to Police security clearance checks, fire alarm response, tax inquiries, and other miscellaneous fees.

INVESTMENT INCOME

In 2024, the City's investment portfolio achieved an average yield of 5.38%.

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

The City's investments are classified as follows and depicted in charts by portfolio and category on the following page:

Short Term Portfolio

Surrey's Short-Term Portfolio is comprised of investments that will mature within one year. This portfolio represents 32.7% of the City's investments. Cash Holdings account for 2.2% of the investment 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 16.9% of the City's investments.

Long Term Portfolio

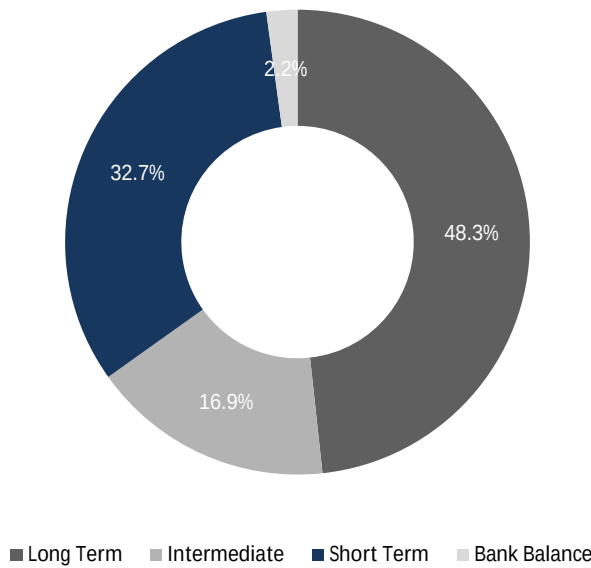
The Long-Term portfolio is comprised of investments with a term greater than two years and less than ten years. This portfolio represents 48.3% of the City's investments.

Portfolio Mix

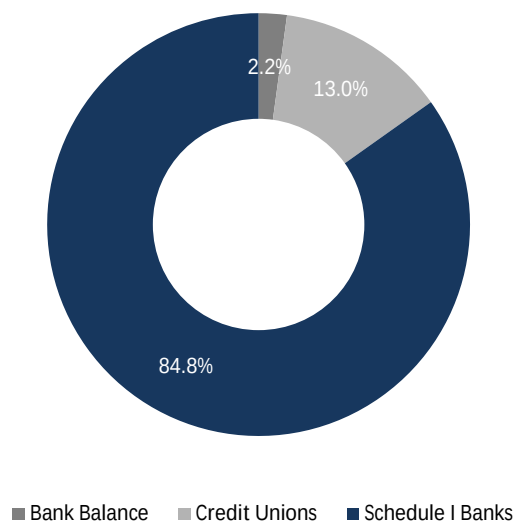
The City's investment portfolio consists of securities purchased from Canadian Schedule I Banks (84.8%), British Columbia Credit Unions (13.0%), and Cash Holdings (2.2%).

MAJOR REVENUE SOURCES

City of Surrey Investments by Portfolio December 31, 2024



City of Surrey Investments by Category December 31, 2024



Source: City of Surrey Finance Department

MAJOR REVENUE SOURCES

TRANSFER FROM OTHER GOVERNMENTS

Transfer from other governments represents grants and proceeds received from federal, provincial or other government entities, examples include the following items:

BC Host Local Government Revenue Sharing

The Province shares gaming revenue with local governments that host casinos and community gaming centres in BC.

In accordance with the Host Financial Assistance agreement between the Province of BC and the City of Surrey, the quarterly payout is based on 10% of net distribution (after deducting direct costs, facility operating expenses, and corporate overhead & support) for the Elements Casino located in Cloverdale.

UBCM - Canada Community-Building Fund

The Tripartite Agreement between Canada, British Columbia and the Union of BC Municipalities provides gas tax funds through the Community Works Fund program to provide predictable, long-term and stable funding to local governments in BC for investments in infrastructure and capacity building projects.

Operating and Capital Government Grants and Transfers

The City also receives grants in support of specific departmental operations as well as capital maintenance needs. Examples include the following:

Federal Government Grants:

- Housing Accelerator Fund;
- Rapid Housing Initiative;
- Infrastructure Canada;
- Water, Drainage & Sewer;

- Summer students;
- SAFE program; and
- Child Care & Youth

BC Provincial Government Grants:

- Provincial Policing Funding Contributions;
- Capacity Funding;
- Ministry of Transportation and Infrastructure;
- Traffic Fines Revenue Sharing;
- Flooding mitigation funding;
- Library operating;
- Library Enhancement grant;
- Arts;
- BC One Card;
- Victim services; and
- Child care and seniors

TransLink:

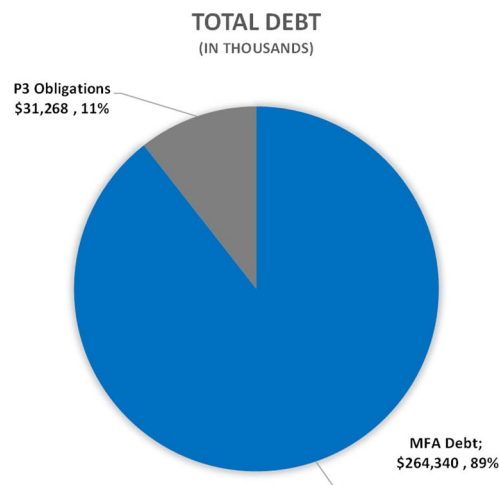
- Arterial widening and intersection improvements;
- Arterial paving & bridges;
- Traffic signals, signs, and marking; and
- Bicycle network and other transit projects

DEBT

The Province of BC limits municipalities, by legislation, on the amount of long-term borrowing they can maintain under section 174 of the Community Charter. This limit provides that a municipality's cost to service their debt cannot exceed 25% of "annual revenues", as defined by the legislation. As at December 31, 2024, the City's total debt servicing cost is only \$21.4M while "annual calculation revenue" is \$1.226B, resulting in an overall debt servicing cost to revenue percentage of 1.74%. This has minimal impact to the City's current operations and cash flow.

Under Surrey's principles for financial planning, the City continues to target total debt service costs to below five percent of annual expenditures and continues to use a "pay-as-you-go" approach to finance the majority of its capital works projects. Any debt required should only be for major capital works projects, such as recreational and cultural facilities, and not for on-going operations. The "pay-as-you-go" approach employed by Surrey has two significant benefits: 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.

As at December 31, 2024, the City's total debt is comprised of the following breakdown with the following repayment schedule:



	Repayments and actuarial adjustments	P3 Obligation payments	Total
2025	\$ 12,229	\$ 1,090	\$ 13,319
2026	12,595	1,146	13,741
2027	13,066	1,205	14,271
2028	13,364	1,268	14,632
2029	13,767	1,334	15,101
2030 and thereafter	199,319	25,225	224,544
Total	\$ 264,340	\$ 31,268	\$ 295,608

DEBT

The City of Surrey's gross borrowing capacity, based on the criteria under section 174 of the Community Charter, equates to approximately \$3.2 billion of debt, while outstanding consolidated external borrowing on December 31, 2024 was \$295.6 million. Of this external borrowing, \$264.3 million relates to debt acquired through the Municipal Finance Authority of BC ("MFA") for long-term capital projects. The remaining balance of \$31.2 million relates to 25-year capital financing for the Surrey Biofuel Facility.

The City has previously undertaken significant capital investments to meet the needs of our growing community. The 2025 - 2029 Financial Plan advances capital initiatives that will deliver amenities and infrastructure which will benefit everyone who lives, works, or plays in Surrey. The latest Five-Year Plan includes investment in the Cloverdale Sport and Ice Complex, Newton Community Centre, and Chuck Bailey Recreation Centre Expansion.

The most recent external borrowing, undertaken in 2021, consisted of \$150.6M accessed through the MFA Long-Term Borrowing program to fund three major capital projects. In addition to external borrowing, various other sources fund capital projects including, Community Amenity Contributions, contributions from General Operating, City Reserves, Gaming Revenue, and External Contributions (Grants).

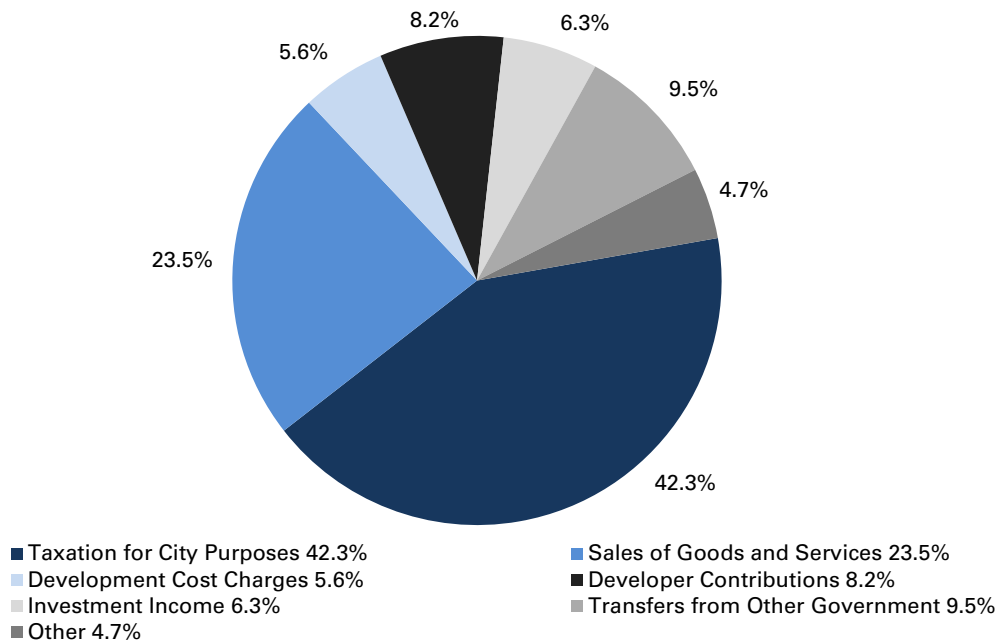
MFA has operated as a cooperative municipal bank for BC's local governments since 1970. They were formed under the Municipal Finance Authority Act but operate independently of the Province of BC.

MFA currently holds the highest credit rating possible from three major rating agencies:

	Commercial Paper	Debenture Debt	Reports
Moody's Investor Service	P-1	Aaa (Stable)	2024
Standard & Poor's	A-1+	AAA (Stable)	2024
Fitch Ratings	not rated	AAA (Stable)	2024

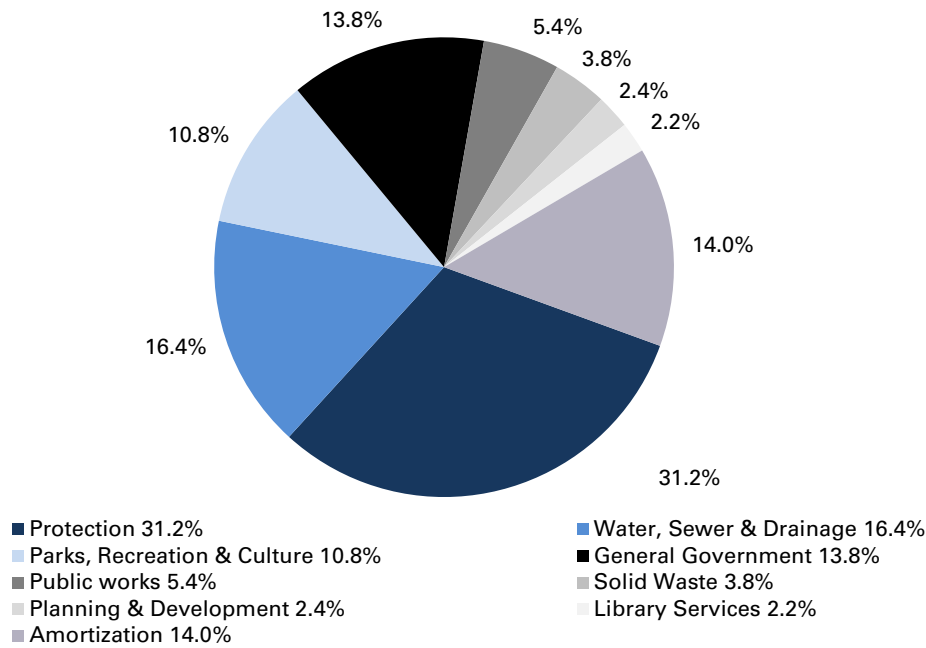
SOURCE AND APPLICATION OF FUNDS

2024 Budget: Where the Money Comes From



Source: City of Surrey Finance Department

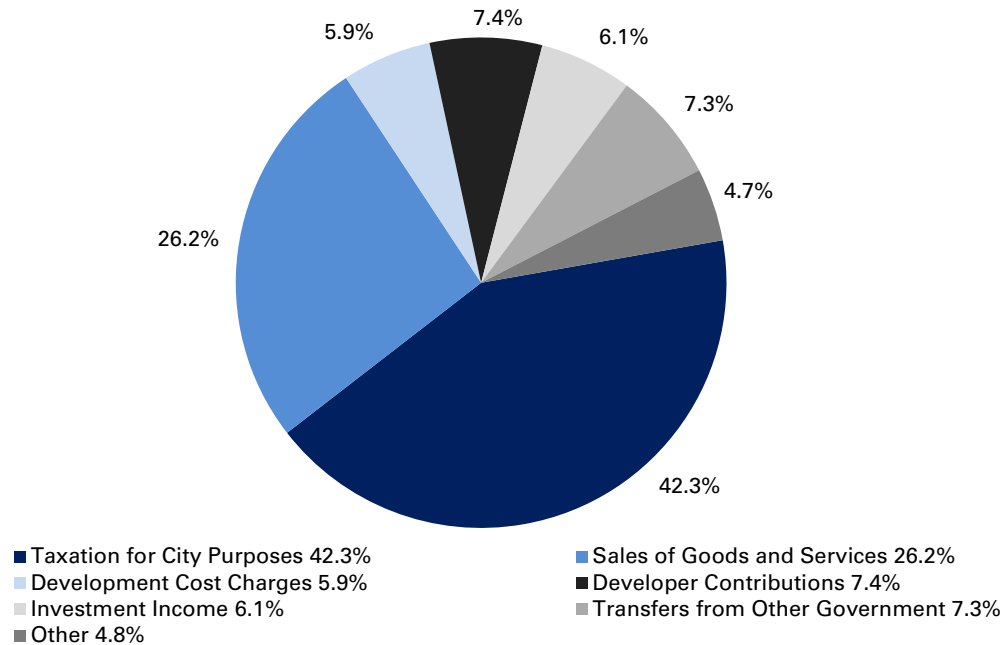
2024 Budget: Where the Money Goes



Source: City of Surrey Finance Department

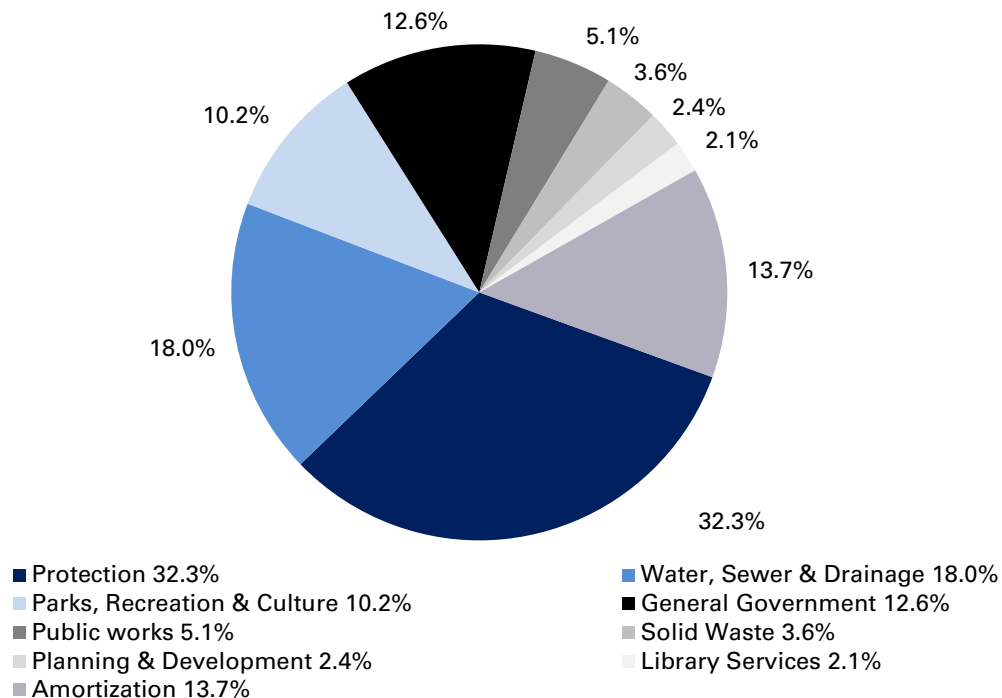
SOURCE AND APPLICATION OF FUNDS

2025 Budget: Where the Money Comes From



Source: City of Surrey Finance Department

2025 Budget: Where the Money Goes



Source: City of Surrey Finance Department

OVERVIEW OF FUND STRUCTURE

The City maintains three major fund types in order to facilitate the delivery of operating and capital budgetary needs. These are: Operating, Capital and Reserve funds.

The City's Reserve Funds along with appropriated surplus reserves, which are established by Council, and committed funds assist with long term financial stability and financial planning. Adequate levels of these various Reserve Funds, appropriated surplus reserves and committed funds provide financial flexibility, mitigate risks such as environmental uncertainties, and help ensure the ongoing viability and stability of the City. They also provide leverage to enhance and sustain the City's infrastructure needs and assist in supporting programs and municipal services to the community.

The 2025 - 2029 Financial Plan consolidates the results of the City's Operating, Capital, and Reserve Funds, as well as the surplus equity of the Surrey City Development Corporation and the Surrey Homelessness and Housing Society.

Following are descriptions of these three major fund types along with a listing of funds within each type, a table illustrating the relationship between funds and departments, and the reserve fund, fund surpluses and deferred development cost charges schedule that illustrates budgeted balances over the Five-Year Financial Plan.

OPERATING FUNDS

Operating funds are used to report the operating activities of the City. These are the primary funds for operational related municipal services and departments.

Operating funds include the following:

- General
- Solid Waste
- Roads & Traffic Safety
- Parking
- Surrey City Energy
- Water
- Sewer
- Drainage
- Surrey Public Library
- Surrey Police Service

CAPITAL FUNDS

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

Capital funds include the following:

- General
- Solid Waste
- Roads & Traffic Safety
- Parking
- Surrey City Energy
- Water
- Sewer
- Drainage
- Surrey Public Library
- Surrey Police Service

OVERVIEW OF FUND STRUCTURE

RESERVE FUNDS

Under the Community Charter, City Council may use bylaws to establish Reserve Funds for specified purposes. In addition, the Community Charter also prescribes the establishment of statutory Reserve Funds, these are identified in the listing below. Money in a 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 bylaw, transfer all or part of the amount to another Reserve Fund.

Surrey currently has the following Reserve Funds:

- Capital Legacy;
- Municipal Land (*Statutory*);
- Equipment and Building Replacement;
- Neighbourhood Concept Plan;
- Park land Acquisition (*Statutory*);
- Local Improvement Financing;
- Environmental Stewardship;
- Parking Space (*Statutory*);
- Water Claims;
- Affordable Housing;
- BC Growing Communities Fund;
- Capital Projects; and
- Development Cost Charges (*Statutory*).

TRUST FUNDS

In addition to the three major funds types above, the City maintains trust funds that are not included in the 2025—2029 Financial Plan or the City's annual financial statements.

Trust funds contain assets which are to be administered as directed by agreement or statute for certain beneficiaries. There are two trust funds: Employee Benefits Fund and Cemetery Perpetual Care Fund.

DEPARTMENTAL/FUND RELATIONSHIP AND RELATED SCHEDULE

The following pages provide a table illustrating the relationship between funds and departments, and the reserve fund, fund surpluses and deferred development cost charges schedule illustrating budgeted balances over the Five-Year Financial Plan.

OVERVIEW OF FUND STRUCTURE

Departmental/Fund Relationship Matrix

Department	Funds / Fund Types										
	General	Solid Waste	Roads & Traffic Safety	Parking	Surrey City Energy	Water	Sewer	Drainage	Surrey Public Library	Surrey Police Service	Reserve Funds
	Op. Cap.	Op. Cap.	Op. Cap.	Op. Cap.	Op. Cap.	Op. Cap.	Op. Cap.	Op. Cap.	Op. Cap.	Op. Cap.	
General Operating											
Mayor, Council & Grants	✓										
City Manager	✓	✓									
Corporate Services	✓	✓									✓
Engineering Services	✓	✓									✓
Finance	✓	✓									
Fire	✓	✓									✓
Legal, Bylaw & Risk Services	✓	✓									
Parks, Recreation & Culture	✓	✓									✓
Planning & Development	✓	✓									✓
Police	✓	✓								✓	✓
Surrey Public Library									✓	✓	✓
Utilities Operating											
Drainage								✓	✓		✓
Parking				✓	✓						✓
Transportation			✓	✓							✓
Sewer							✓	✓			✓
Solid Waste		✓	✓								
Surrey City Energy					✓	✓					
Water						✓	✓				✓
Capital Program											
General	✓	✓									✓
Library									✓	✓	✓
Police										✓	✓
Drainage								✓	✓		✓
Parking				✓	✓						✓
Roads & Traffic Safety			✓	✓							✓
Sewer							✓	✓			✓
Solid Waste		✓	✓								✓
Surrey City Energy					✓	✓					✓
Water						✓	✓				✓

Legend:

Op. - represents Operating Fund Type.

Cap. - represents Capital Fund Type.

Reserve Funds - represents all reserves as established by bylaws.

OVERVIEW OF FUND STRUCTURES

Reserve Funds, Fund Surpluses and Deferred Developer Cost Charges (in thousands)

	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Reserve Funds								
Capital legacy	\$ 49,539	\$ 50,121	\$ 50,121	\$ 51,880	\$ 87,693	\$ 124,895	\$ 163,541	\$ 170,103
Municipal land	112,928	108,115	108,115	112,229	118,583	123,184	127,964	132,929
Equipment and building replacement	39,336	37,391	37,391	33,710	33,715	33,764	33,854	33,906
Neighbourhood Concept Plans	53,534	67,829	67,829	96,324	107,578	111,872	118,313	125,004
Park land acquisition	6,217	10,067	10,067	2,985	3,101	3,221	3,346	3,476
Local improvement financing	18,372	18,648	18,648	19,106	19,535	19,980	20,443	20,924
Environmental stewardship	6,958	7,040	7,040	7,274	7,576	7,890	8,216	8,555
Parking space	9,410	9,398	9,398	9,462	10,429	10,634	10,847	11,068
Water claims	1,386	1,396	1,396	1,435	1,491	1,549	1,609	1,671
Affordable housing	3,715	7,101	7,101	11,497	13,443	14,715	16,036	17,408
Capital Projects	65,176	79,088	79,088	96,703	100,455	104,353	108,402	112,608
Growing Communities Fund	-	64,879	64,879	33,158	22,105	11,053	-	-
	366,571	461,073	461,073	475,763	525,704	567,110	612,571	637,652
	(103,160)	(63,032)	(63,032)	-	(229,600)	(229,600)	(229,600)	(196,017)
Internal Borrowing								
Appropriated Surplus and Committed Funds								
Infrastructure replacement	43,475	58,571	58,571	64,613	67,636	70,371	74,341	77,613
Revenue stabilization	13,490	22,390	22,390	22,390	22,390	22,390	22,390	22,390
Self insurance	12,193	13,540	13,540	33,136	32,344	31,552	30,760	29,968
Operating contingency and emergencies	8,610	14,510	14,510	14,741	14,741	14,741	14,741	14,741
Environmental emergencies	7,244	7,277	7,277	7,405	7,405	7,405	7,405	7,405
Committed Funds	300,945	436,298	436,298	582,070	587,674	595,392	604,951	615,367
	385,957	552,586	552,586	724,355	732,190	741,851	754,588	767,484
Other								
Deferred Development Cost Charges	333,558	374,689	374,689	399,149	412,283	428,805	445,983	463,850
	333,558	374,689	374,689	399,149	412,283	428,805	445,983	463,850
Opening Reserve Balance	\$ 982,926	\$ 1,325,316	\$ 1,325,316	\$ 1,599,267	\$ 1,440,578	\$ 1,508,166	\$ 1,583,542	\$ 1,672,970
Increases to Reserves								
Investment Income	5,756	22,524	22,508	35,375	41,604	43,853	46,120	47,628
Operating Reserves & Surplus Contributions	233,261	318,722	268,345	402,011	385,948	372,499	333,180	339,079
Development Cost Charges (DCC)	101,541	122,663	83,800	94,600	113,700	115,900	118,400	105,500
Asset Proceeds	8,303	4,728	2,000	2,000	2,000	2,000	2,000	2,000
Repayment of Internal Borrowing	46,116	63,915	32,041	-	-	-	33,583	31,204
	\$ 394,976	\$ 532,552	\$ 408,694	\$ 533,986	\$ 543,252	\$ 534,252	\$ 533,283	\$ 525,411
Decreases to Reserves								
Capital Expenditures from Reserves	(68,274)	(72,422)	(51,853)	(43,934)	(47,290)	(47,840)	(31,396)	(31,396)
Capital Expenditures from DCCs	(62,625)	(106,775)	(83,009)	(93,967)	(113,175)	(115,361)	(117,839)	(104,987)
Use of Internal Borrowing	(5,988)	(883)	-	(229,600)	-	-	-	-
Operating Reserves & Surplus Expenditures	84,301	(78,520)	(242,244)	(325,175)	(315,199)	(295,674)	(294,621)	(302,389)
	\$ (52,586)	\$ (258,600)	\$ (377,106)	\$ (692,676)	\$ (475,664)	\$ (458,875)	\$ (443,856)	\$ (438,772)
Net Increase(Decrease) to Reserve	\$ 342,390	\$ 273,952	\$ 31,588	\$ (158,690)	\$ 67,588	\$ 75,377	\$ 89,427	\$ 86,639
Ending Reserve Balance	\$ 1,325,316	\$ 1,599,267	\$ 1,356,904	\$ 1,440,578	\$ 1,508,166	\$ 1,583,542	\$ 1,672,970	\$ 1,759,608
Classification Adjustments and Other Entities								
Development Cost Charges	(374,689)	(399,149)	(384,052)	(412,283)	(428,805)	(445,983)	(463,850)	(482,361)
Surrey City Development Corporation	9,551	8,246	8,051	6,546	4,546	2,346	46	(2,454)
Surrey Homelessness & Housing Society	8,433	8,369	8,517	8,453	8,538	8,623	8,709	8,796
Inventory	1,828	1,636	1,846	1,652	1,669	1,686	1,703	1,720
Prepaid Expenses	8,513	10,601	8,598	10,707	10,814	10,922	11,031	11,141
Equity in Tangible Capital Assets	10,043,360	10,393,622	9,997,301	10,337,445	10,283,227	10,231,684	10,179,921	10,129,120
Total Accumulated Surplus	\$ 11,022,312	\$ 11,622,592	\$ 10,997,165	\$ 11,393,098	\$ 11,388,155	\$ 11,392,820	\$ 11,410,529	\$ 11,425,570

Note:

The following are Appropriated Surplus funds that may exist in any of the following City's funds -

Infrastructure replacement	Operating Funds
Revenue stabilization	Operating Funds
Self insurance	Operating Funds
Operating contingency and emergencies	Operating Funds
Environmental emergencies	Operating Funds

The following are Committed funds that are specific to the noted City's funds -

General operating	General Operating Fund
Roads & traffic operating and capital	Roads & Traffic Safety Operating Fund
Sewer & drainage operating and capital	Sewer Operating Fund as well as Drainage Operating Fund
Surrey City Energy	Surrey City Energy Operating Fund
Water operating and capital	Water Operating Fund

CONSOLIDATED FINANCIAL SUMMARY

(in thousands)

REVENUE SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Taxation								
General Operating	\$ 1,050,771	\$ 1,176,098	\$ 1,074,811	\$ 1,182,277	\$ 1,215,720	\$ 1,250,821	\$ 1,287,680	\$ 1,326,397
Utilities Operating	82,669	90,090	88,772	95,904	102,736	109,976	111,453	112,796
Gross Taxation	1,133,440	1,266,188	1,163,583	1,278,181	1,318,456	1,360,797	1,399,133	1,439,193
Less: Collection for Other Authorities	(533,367)	(617,741)	(531,677)	(604,049)	(610,091)	(616,192)	(622,355)	(628,580)
	600,073	648,447	631,906	674,132	708,365	744,605	776,778	810,613
Sale of Goods and Services								
General Operating	94,058	99,497	93,174	98,033	100,900	103,844	106,870	109,987
Utilities Operating	248,356	275,324	257,827	318,726	335,452	353,631	376,080	397,023
Reserves and Capital	509	91	-	-	-	-	-	-
Other Entities (including Consolidation adjustments)	(1,785)	(1,914)	-	-	-	-	-	-
	341,138	372,998	351,001	416,759	436,352	457,475	482,950	507,010
Development Cost Charges	62,825	106,775	83,009	93,967	113,175	115,361	117,839	104,987
Developer Contributions								
Developer Contributions	226,295	212,844	101,032	100,851	100,867	100,884	100,902	100,920
Capital External Sources	3,654	6,267	-	-	-	-	-	-
Capital NCP Reserve Funds	15,166	27,300	800	1,600	2,180	200	200	200
Capital CAC & Bonus Density Contributions	21,406	16,835	11,000	12,000	12,000	12,000	11,000	11,000
Capital Cash in lieu of Parkland	6,802	3,227	10,500	3,000	3,000	3,000	3,000	3,000
	273,323	266,473	123,332	117,451	118,047	116,084	115,102	115,120
Investment Income								
General Operating	78,300	93,014	70,608	62,390	56,546	47,329	39,494	32,835
Utilities Operating	1,073	4,450	3,819	6,334	6,068	3,868	3,746	2,949
Reserves and Capital	4,991	13,781	18,881	28,479	25,811	21,604	18,028	14,988
Other Entities (including Consolidation adjustments)	815	672	190	200	200	200	200	200
	85,179	111,917	93,498	97,403	88,625	73,001	61,468	50,972
Transfers from Other Governments								
General Operating	59,120	93,515	57,725	76,016	70,954	47,095	47,222	37,275
Utilities Operating	13,082	8,971	7,482	7,818	7,937	8,094	8,254	8,417
Reserves and Capital	127,902	39,001	77,262	32,584	46,445	16,447	30,748	15,647
	200,104	141,487	142,469	116,418	125,336	71,636	86,224	61,339
Other Revenue								
General Operating	74,078	85,452	62,835	68,236	69,679	71,972	75,956	77,631
Utilities Operating	5,419	6,151	5,182	5,192	5,357	5,733	5,931	6,142
Reserves and Capital - Gain on Sale of Assets	8,521	4,741	2,000	2,000	2,000	2,000	2,000	2,000
Other Entities (including Consolidation adjustments)	90	(7,826)	-	200	200	200	200	200
	88,108	88,518	70,017	75,628	77,236	79,905	84,087	85,973
	\$ 1,650,550	\$ 1,736,615	\$ 1,495,232	\$ 1,591,758	\$ 1,667,136	\$ 1,658,067	\$ 1,724,448	\$ 1,736,014

CONSOLIDATED FINANCIAL SUMMARY

(in thousands)

EXPENDITURE SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Departmental Expenditures								
General Operating - Departmental Expenditures	\$ 605,280	\$ 682,206	\$ 663,377	\$ 703,760	\$ 713,526	\$ 727,661	\$ 736,310	\$ 746,655
General Operating - Council Initiative Fund	132	178	260	260	260	260	260	260
Utilities Operating Expenditures	259,692	292,737	274,858	317,288	331,367	344,865	361,877	378,076
Capital - Amortization	147,244	153,003	156,586	166,758	164,856	162,933	163,527	162,951
Other Entities (including Consolidation adjustments)	599	(3,511)	1,008	2,464	2,657	2,873	2,979	3,185
	1,012,947	1,124,613	1,096,089	1,190,530	1,212,666	1,238,592	1,264,953	1,291,127
Fiscal Services & Debt Interest								
General Operating	11,746	10,099	9,352	10,610	12,401	14,193	15,057	15,593
Utilities Operating	1,675	1,623	1,623	1,569	1,513	1,453	1,390	1,324
	13,421	11,722	10,975	12,179	13,914	15,646	16,447	16,917
Capital Expenditures								
Capital	343,976	458,647	376,182	582,958	352,626	311,597	319,768	280,118
Contributed Assets	226,295	212,844	100,000	100,000	100,000	100,000	100,000	100,000
Other Entities (including Consolidation adjustments)	20	9	-	-	-	-	-	-
	570,291	671,500	476,182	682,958	452,626	411,597	419,768	380,118
Municipal Debt Principal								
General Operating	21,770	9,492	9,492	9,492	9,492	10,185	10,496	10,815
Utilities Operating	983	1,035	1,035	1,089	1,146	1,205	1,268	1,335
	22,753	10,527	10,527	10,581	10,638	11,390	11,764	12,150
Transfer To (From) Capital Sources								
General Operating	(51,406)	(108,874)	57,914	111,879	84,112	93,899	44,447	39,261
Utilities Operating	(71,009)	(85,954)	66,236	91,113	96,741	102,732	109,094	114,149
Internal Borrowing To/(From) Reserves	40,128	63,032	33,800	(229,600)	-	-	33,800	33,800
Reserves and Capital	(5,341)	22,259	(277,816)	(294,985)	(261,371)	(252,418)	(248,980)	(239,747)
	(87,628)	(109,537)	(119,866)	(321,593)	(80,518)	(55,787)	(61,639)	(52,537)
Transfer To (From) Operating Sources								
General Operating	134,567	120,265	53,281	46,902	83,917	58,671	94,497	109,161
Utilities Operating	18,123	4,985	20,362	23,765	27,650	31,931	32,737	33,363
Other Reserve Funds	(33,924)	(167,746)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Other Entities (including Consolidation adjustments)	-	70,286	(818)	(2,064)	(2,257)	(2,473)	(2,579)	(2,785)
	118,766	27,790	71,325	67,103	107,810	86,629	123,155	138,239
Unspecified Capital Budget Authority	-	-	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	\$ 1,650,550	\$ 1,736,615	\$ 1,495,232	\$ 1,591,758	\$ 1,667,136	\$ 1,658,067	\$ 1,724,448	\$ 1,736,014

CONSOLIDATED FINANCIAL SUMMARY – DEPARTMENTS

(in thousands)

NET DEPARTMENTAL	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
<u>GENERAL OPERATING FUND</u>								
Mayor, Council & Grants	\$ 5,860	\$ 7,093	\$ 7,136	\$ 7,384	\$ 7,446	\$ 7,511	\$ 7,578	\$ 7,648
City Manager	5,204	5,835	6,513	4,126	4,405	4,694	4,997	5,313
Corporate Services	57,177	65,478	61,276	64,307	65,751	67,271	68,804	70,381
Engineering Services	(2,411)	594	1,744	2,098	2,279	2,464	2,653	2,847
Finance	7,922	8,539	10,837	11,449	11,691	11,938	12,193	12,457
Fire	75,188	82,191	87,752	91,841	97,049	102,762	103,130	103,464
Legal, Bylaw & Risk Services	5,452	7,646	10,296	11,568	13,007	14,510	14,697	14,892
Parks, Recreation & Culture	71,848	81,209	82,165	83,284	84,701	86,725	88,896	92,519
Planning & Development	(13,759)	(11,217)	(893)	(655)	(1,193)	(1,753)	(2,334)	(2,940)
Police	231,730	239,809	249,955	240,141	255,083	255,083	255,083	265,083
Surrey Public Library	19,878	24,048	22,584	23,502	23,833	24,172	24,519	24,874
Corporate Operating	2,386	21,774	23,203	11,673	6,871	7,081	7,191	7,401
<u>UTILITIES OPERATING FUNDS</u>								
Drainage Operations	12,677	13,033	15,062	15,952	16,146	16,473	16,806	17,147
Parking Authority	(1,835)	(1,863)	(1,023)	(1,229)	(1,256)	(1,282)	(1,309)	(1,338)
Roads & Traffic Safety	27,866	42,307	31,133	31,955	32,782	33,142	33,695	34,251
Sewer Operations	(13,766)	(19,574)	(12,153)	(28,572)	(31,205)	(34,388)	(38,636)	(43,011)
Solid Waste Operations	(11,799)	(9,882)	(10,365)	(10,856)	(10,913)	(10,892)	(11,104)	(11,036)
Surrey City Energy	(1,928)	(1,451)	(2,766)	(345)	(1,832)	(4,208)	(6,038)	(7,254)
Water Operations	(28,148)	(29,553)	(13,775)	(19,557)	(19,286)	(19,604)	(19,949)	(20,392)
<u>AMORTIZATION EXPENSE</u>	147,244	153,003	156,586	166,758	164,856	162,933	163,527	162,951
	\$ 596,786	\$ 679,019	\$ 725,267	\$ 704,824	\$ 720,215	\$ 724,632	\$ 724,399	\$ 735,257
<u>ACCOUNT SUMMARY</u>								
Revenues								
Sale of Goods and Services	\$ (306,347)	\$ (332,446)	\$ (312,820)	\$ (376,621)	\$ (395,001)	\$ (414,881)	\$ (439,079)	\$ (461,828)
Transfers from Other Government	(33,878)	(27,356)	(15,808)	(19,949)	(20,088)	(20,266)	(20,447)	(20,632)
Grants, Donations and Other	(60,165)	(65,193)	(48,584)	(50,240)	(51,767)	(53,545)	(55,189)	(56,890)
	(400,390)	(424,995)	(377,212)	(446,810)	(466,856)	(488,692)	(514,715)	(539,350)
Expenditures								
Salaries and Benefits	403,118	451,846	482,331	527,462	536,889	546,905	550,594	554,377
Operating Costs	633,004	701,385	629,848	678,322	690,240	705,021	726,655	747,884
Internal Services Used	91,397	89,115	85,843	86,166	87,036	88,227	89,442	90,688
Internal Services Recovered	(100,935)	(101,292)	(95,485)	(95,639)	(95,832)	(96,029)	(96,228)	(96,432)
External Recoveries	(14,368)	(13,107)	(7,716)	(8,505)	(8,584)	(8,665)	(8,749)	(8,835)
	1,012,216	1,127,946	1,094,821	1,187,806	1,209,749	1,235,459	1,261,714	1,287,682
Net Operations Total	611,826	702,951	717,609	740,996	742,893	746,767	746,999	748,332
Transfers								
To (From) Capital Sources	(11,446)	(15,314)	8,646	9,573	9,125	8,668	8,203	7,728
To (From) Operating Sources	(3,594)	(8,618)	(988)	(45,745)	(31,803)	(30,803)	(30,803)	(20,803)
	(15,040)	(23,932)	7,658	(36,172)	(22,678)	(22,135)	(22,600)	(13,075)
	\$ 596,786	\$ 679,019	\$ 725,267	\$ 704,824	\$ 720,215	\$ 724,632	\$ 724,399	\$ 735,257

CONSOLIDATED FINANCIAL SUMMARY—SIGNIFICANT CHANGES

(in thousands)

2024 ADOPTED BUDGET				\$ -
REVENUES				
Taxation				
General Operating				
Property/Folio Growth (City's Portion)		\$ 7,094		
Taxation Rate Increase		14,587		
Other Taxation Adjustments		934		
Capital Parcel Tax		1,240		
Grants in lieu		11,239	\$ 35,094	
Utilities			<u>7,132</u>	42,226
Sale of Goods and Services				
General Operating				
Corporate		1,957		
Corporate Services		6		
Engineering Services		268		
Finance		31		
Fire		337		
Legal, Bylaw & Risk Services		30		
Parks, Recreation & Culture		539		
Planning & Development		564		
Police		1,127	4,859	
Utilities			<u>60,899</u>	65,758
Development Cost Charges and Developer Contributions				5,077
Investment Income				3,905
Transfers from Other Governments				
General Operating				
City Manager		2,400		
Parks, Recreation & Culture		462		
Police		943		
Corporate		14,486	18,291	
Utilities			336	
Reserves and Capital/Other Entities			<u>(44,678)</u>	(26,051)
Other Revenue				
General Operating				
Corporate		3,705		
Corporate Services		354		
Engineering Services		738		
Legal, Bylaws & Risk Services		210		
Parks, Recreation & Culture		(554)		
Planning & Development		968		
Surrey Public Library		(20)	5,401	
Utilities			10	
Reserves and Capital/Other Entities			<u>200</u>	5,611
Total Change in Revenue				\$ 96,526

CONSOLIDATED FINANCIAL SUMMARY—SIGNIFICANT CHANGES

(in thousands)

EXPENDITURES

Departmental Expenditures

General Operating

Mayor, Council & Grants		\$	248	
City Manager			13	
Corporate Services			4,845	
Engineering Services			882	
Finance			643	
Fire			4,426	
Legal, Bylaw & Risk Services			58	
Parks, Recreation & Culture			1,599	
Planning & Development			1,103	
Police			37,198	
Surrey Public Library			898	
Corporate Operating			(11,530)	40,383

Utilities

42,430

Amortization

10,172

Other Entities

1,456

94,441

Fiscal Services & Debt Interest

1,204

Capital Expenditures

206,776

Municipal Debt Principal

54

Transfer To (From) Capital Sources / Transfer To (From) Operating Sources

(205,949)

Total Change in Expenditures

\$ 96,526

2025 BUDGET

\$ -

CONSOLIDATED FINANCIAL SUMMARY—SIGNIFICANT CHANGES

(in thousands)

2025 ADOPTED BUDGET				\$ -
REVENUES				
Taxation				
General Operating				
Property/Folio Growth (City's Portion)		\$ 21,445		
Taxation Rate Increase		95,600		
Other Taxation Adjustments		(400)		
Capital Parcel Tax		825		
Grants in lieu		2,119	\$ 119,589	
Utilities			<u>16,892</u>	136,481
Sale of Goods and Services				
General Operating				
Corporate Services		37		
Engineering Services		881		
Finance		195		
Fire		668		
Legal, Bylaw & Risk Services		175		
Parks, Recreation & Culture		4,409		
Planning & Development		545		
Corporate		5,044	11,954	
Utilities			<u>78,297</u>	90,251
Development Cost Charges and Developer Contributions				8,689
Investment Income				(46,431)
Transfers from Other Governments				
General Operating				
Parks, Recreation & Culture		84		
Corporate		(38,825)	(38,741)	
Utilities			599	
Reserves and Capital/Other Entities				(55,079)
Other Revenue				
General Operating				
Corporate Services		830		
Engineering Services		95		
Legal, Bylaws & Risk Services		1,224		
Parks, Recreation & Culture		236		
Planning & Development		3,392		
Corporate		3,618	9,395	
Utilities			<u>950</u>	10,345
Total Change in Revenue				\$ 144,256

CONSOLIDATED FINANCIAL SUMMARY—SIGNIFICANT CHANGES

(in thousands)

EXPENDITURES

Departmental Expenditures

General Operating

Mayor, Council & Grants		\$	264	
City Manager			1,187	
Corporate Services			9,895	
Engineering Services			3,570	
Finance			1,203	
Fire			12,291	
Legal, Bylaw & Risk Services			1,769	
Parks, Recreation & Culture			13,964	
Planning & Development			1,652	
Surrey Public Library			1,372	
Corporate Operating			(4,272)	42,895

Utilities

60,788

Amortization

(3,807)

Other Entities

721

100,597

Fiscal Services & Debt Interest

4,738

Capital Expenditures

(302,840)

Municipal Debt Principal

1,569

Transfer To (From) Capital Sources / Transfer To (From) Operating Sources

340,192

Total Change in Expenditures

\$ 144,256

2029 BUDGET

\$ -

CONSOLIDATED FINANCIAL PLAN BYLAW, 2025, NO. 21599

CITY OF SURREY

BYLAW NO. 21599

A bylaw to provide for the adoption of the Surrey 2025 – 2029
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 attached to 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 to this Bylaw.

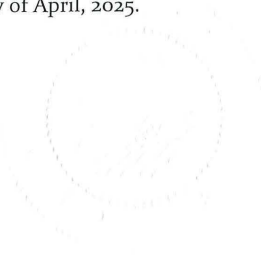
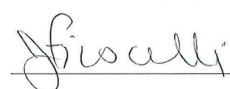
3. This bylaw shall be cited for all purposes as "Surrey 2025 – 2029 Consolidated Financial Plan Bylaw, 2025, No. 21599".

PASSED FIRST READING on the 14th day of April, 2025.

PASSED SECOND READING on the 14th day of April, 2025.

PASSED THIRD READING on the 14th day of April, 2025.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 28th day of April, 2025.


 MAYOR
 CLERK

CONSOLIDATED FINANCIAL PLAN BYLAW, 2025, NO. 21599

Schedule 1

City of Surrey

Consolidated 2025 – 2029 Financial Plan

In accordance with the *Community Charter*, this schedule will address the objectives and policies that relate to:

- The proportions of total revenue that is proposed to come from the funding sources as described in section 165, subsection 7 of the *Community Charter*.
- The distribution of property value taxes among the property classes, and
- The use of permissive tax exemptions.

I. Proportion of Total Revenue

The proportion of total revenue that is proposed to come from each funding source for the budget year 2025 is presented in the table below.

Table 1: Proportion of Total Revenue

Funding Sources	% of Total Revenues
Section II.a. - Property Value Taxes	36.0%
Section II.b. - Parcel Taxes	6.3%
Section III. - Fees	26.2%
Section IV. - Other Sources	31.5%
Total Revenues	100.0%

The following sections provide descriptions about these funding sources, including distribution among the property classes in respect to property value tax revenue.

II. Tax Revenues

a. *Property Value Taxes*

1. Property Tax Levy

A Property tax levy is generated to support city services that are not covered by fees, the Drainage Parcel Tax, the Capital Parcel Tax and the Roads and Traffic Safety Levy. These taxes are calculated based on property assessment by property class (property classes are defined and values determined by BC Assessment). The types of services that these revenues support include: Protection Services; Library Services; Parks, Recreation and Culture; some Engineering Services; and administrative services, such as Finance, Legislative Services, Human Resources, and Information Technology. The objective of the City of Surrey when setting tax rates is to maintain a stable tax

CONSOLIDATED FINANCIAL PLAN BYLAW, 2025, NO. 21599

Schedule 1

revenue base for continued city services while ensuring compliance with the Community Charter. This is accomplished by maintaining the proportionate relationship between the property classes. The projected 2025 distribution of property taxes among the various property classes is presented in the table below:

Table 2: Distribution of Property Taxes

Property Class	% of Tax Distribution
Residential (Class 1)	66.9%
Business (Class 6)	26.7%
Light Industry (Class 5)	4.2%
Others (Classes 2, 4, 8 and 9)	2.2%
Total	100.0%

The property tax rates are calculated based on the revised assessment roll received from BC Assessment in the spring of the tax year. Properties that are eligible for a full statutory and permissive property tax exemption are exempt from this levy. In 2025, this levy accounts for approximately 33.0% of consolidated revenues.

2. Roads & Traffic Safety Levy

A Roads & 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, and sidewalks. The Roads & Traffic Safety Levy was expanded to include the maintenance and capital costs associated with 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 with the same tax distribution to each property class as shown in Table 2 above. Properties that are eligible for a full statutory and permissive property tax exemption are exempt from this levy. In 2025, this levy will generate approximately 3.0% of consolidated revenues.

3. Permissive Tax Exemptions

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. Council has adopted City of Surrey Tax Exemption Policy No. 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: buildings

Schedule 1

for public worship and lands that 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. In October 2024, Council approved permissive exemptions for the 2025 taxation year in accordance with the City policy.

b. Parcel Taxes

1. Capital Parcel Tax

The City of Surrey has adopted a Capital Parcel Tax that provides funding for cultural and recreational services, including establishing, operating, and maintaining related capital projects. The Capital Parcel Tax is applied to properties within the city at a rate structure such that residential and agricultural properties (classes 1, 8 and 9) pay one rate and commercial and industrial properties (classes 2, 4, 5, and 6) pay different rates. Properties that are eligible for a full statutory and permissive property tax exemption are exempt from this parcel tax. The Capital Parcel Tax accounts for approximately 3.3% of the consolidated revenues.

2. 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 properties within the city at a rate structure such that residential and agricultural properties (classes 1, 8 and 9) pay one rate and commercial and industrial properties (classes 2, 4, 5, and 6) 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 3.0% of the consolidated revenues.

III. Fees

The City of Surrey has adopted a “User-Pay” philosophy. If 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 & recycling fees, secondary suite fees, application fees, recreational usage fees and fees for document processing and replication. Fees account for approximately 26.2% of the consolidated revenues.

IV. Other Sources

The City of Surrey receives revenue from other sources, which includes development cost charges, developer contributions, investment income, transfers from other governments and other revenues.

Development cost charges and developer contributions are designed to place the burden of new infrastructure on new development. These contributions are received by the City and brought into the budget for spending, making up approximately 13.3% (development cost charges 5.9% + developer contributions 7.4%) of the consolidated revenues in the 2025 Financial Plan.

The City of Surrey manages an investment portfolio with a current approximate value of \$2.1 billion. The interest earned on these investments account for approximately 6.1% of the consolidated revenues in the 2025 Financial Plan.

Transfers from other governments are received from Federal, Provincial, and other government entities for various grants and initiatives such as housing and community safety programs, policing initiatives, library services, recreation and cultural services, and capital infrastructure initiatives. These transfers from other governments are estimated to be approximately 7.3% of the consolidated revenues in the 2025 Financial Plan.

Other revenue consists of revenues from: permit and licensing; lease and rental agreements; non-governmental grants and donations; fines, penalties, and interest; gains on disposal of land or assets; and revenues from other City entities. Other revenue accounts for approximately 4.8% of the consolidated revenues in the 2025 Financial Plan.

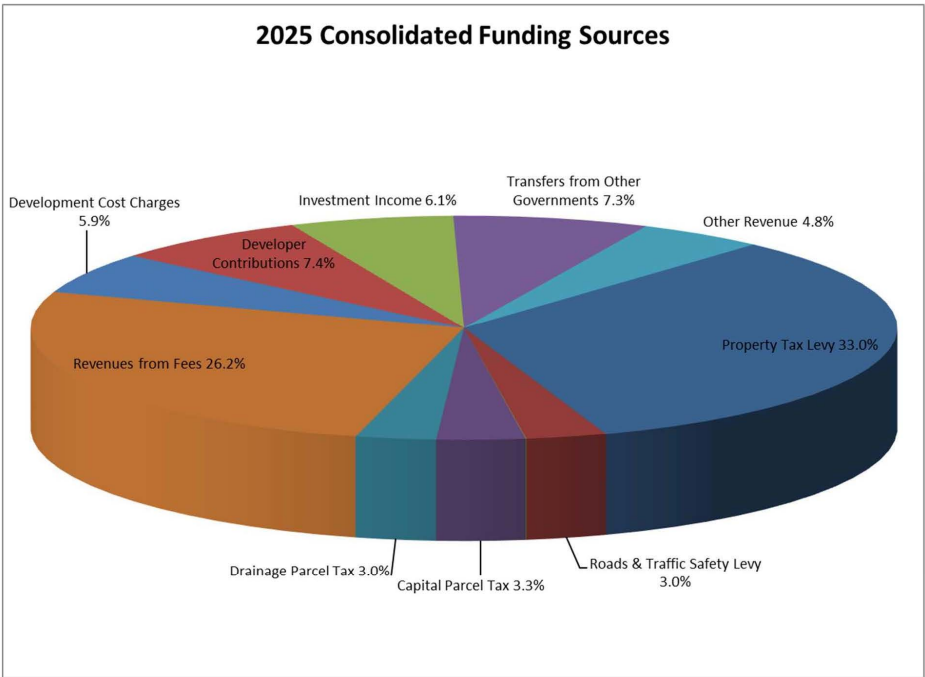
V. Borrowing

The City incurred external borrowing in previous years through the Municipal Finance Authority of BC's (MFA) Long-Term Borrowing program, for civic facilities and major recreation and culture projects, as part of a multi-year capital program developed to support business and residential growth. The total amount borrowed was \$362.9 million, of which, \$264.3 million is anticipated to be outstanding at the beginning of 2025.

CONSOLIDATED FINANCIAL PLAN BYLAW, 2025, NO. 21599

Schedule 1

In summary, the City’s proposed distribution of the various 2025 Consolidated Funding Sources discussed in the sections above are depicted in the following chart:



CONSOLIDATED FINANCIAL PLAN BYLAW, 2025, NO. 21599

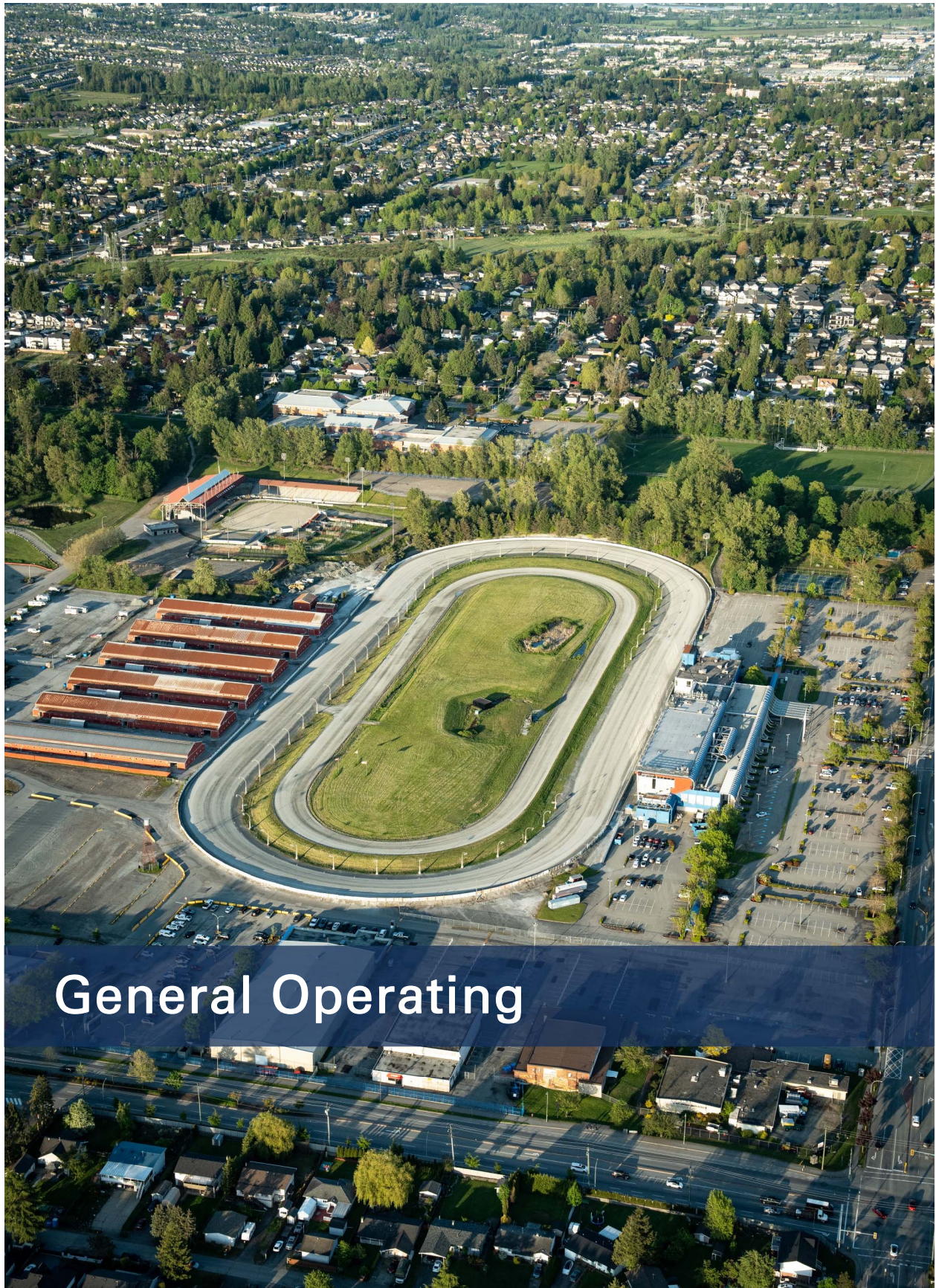
Schedule 2

Bylaw 21599

CITY OF SURREY

Consolidated Financial Plan To establish years 2025 to 2029

	2025	2026	2027	2028	2029
PROPOSED FUNDING SOURCES					
Property Tax Levy	\$ 525,753,000	\$ 552,632,000	\$ 581,105,000	\$ 611,269,000	\$ 643,223,000
Roads & Traffic Safety Levy	47,812,000	53,751,000	60,078,000	60,678,000	61,346,000
Other Property Value Taxes	451,000	476,000	503,000	477,000	231,000
Revenues from Property Value Taxes	574,016,000	606,859,000	641,686,000	672,424,000	704,800,000
General - Capital Parcel Tax	52,475,000	52,997,000	53,524,000	54,056,000	54,594,000
Utilities - Drainage Parcel Tax	47,641,000	48,509,000	49,395,000	50,298,000	51,219,000
Revenues from Parcel Taxes	100,116,000	101,506,000	102,919,000	104,354,000	105,813,000
Taxation Revenues	674,132,000	708,365,000	744,605,000	776,778,000	810,613,000
Revenues from Fees	416,759,000	436,352,000	457,475,000	482,950,000	507,010,000
Development Cost Charges	93,968,000	113,175,000	115,361,000	117,839,000	104,987,000
Developer Contributions	117,450,000	118,047,000	116,084,000	115,102,000	115,120,000
Investment Income	97,403,000	88,625,000	73,001,000	61,468,000	50,972,000
Transfers from Other Governments	116,418,000	125,336,000	71,636,000	86,224,000	61,339,000
Other Revenue	75,628,000	77,236,000	79,905,000	84,087,000	85,973,000
Revenues from Other Sources	500,867,000	522,419,000	455,987,000	464,720,000	418,391,000
TOTAL FUNDING SOURCES	\$ 1,591,758,000	\$ 1,667,136,000	\$ 1,658,067,000	\$ 1,724,448,000	\$ 1,736,014,000
PROPOSED EXPENDITURES					
Police Services	\$ 299,000,000	\$ 298,529,000	\$ 298,248,000	\$ 298,041,000	\$ 297,338,000
Fire Services	98,256,000	103,916,000	110,312,000	110,858,000	111,171,000
Parks, Recreation & Culture	156,287,000	158,803,000	162,352,000	166,532,000	171,949,000
General Government	146,852,000	145,614,000	148,107,000	149,221,000	151,219,000
Planning & Development	29,125,000	29,529,000	29,938,000	30,354,000	30,777,000
Surrey Public Library	27,029,000	27,128,000	27,016,000	26,981,000	26,961,000
Engineering Services	105,122,000	105,370,000	104,953,000	107,738,000	110,150,000
Water, Sewer & Drainage	269,609,000	282,632,000	295,422,000	311,015,000	324,968,000
Solid Waste	44,966,000	45,915,000	47,201,000	48,523,000	50,172,000
Surrey City Energy	12,784,000	13,730,000	13,543,000	14,190,000	14,922,000
Operating Contingency	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Total Expenditures	1,190,530,000	1,212,666,000	1,238,592,000	1,264,953,000	1,291,127,000
Fiscal Services & Debt Interest	12,179,000	13,914,000	15,646,000	16,447,000	16,917,000
Capital Expenditures - Contributed	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000
Capital Expenditures - Current Years	582,958,000	352,626,000	311,597,000	319,768,000	280,118,000
Capital Expenditures	682,958,000	452,626,000	411,597,000	419,768,000	380,118,000
Municipal Debt Repayment	10,581,000	10,638,000	11,390,000	11,764,000	12,150,000
TOTAL EXPENDITURES	\$ 1,896,248,000	\$ 1,689,844,000	\$ 1,677,225,000	\$ 1,712,932,000	\$ 1,700,312,000
PROPOSED TRANSFERS BETWEEN CAPITAL AND OPERATING SOURCES					
Transfers To/(From) Capital Funds	(107,614,000)	(92,229,000)	(60,293,000)	(100,291,000)	(88,109,000)
Internal Borrowing To/(From) Reserves	(229,600,000)	-	-	33,800,000	33,800,000
Transfers To/(From) Reserves	16,693,000	12,820,000	5,654,000	6,040,000	3,000,000
Utilities Transfers To/(From) Reserves	(1,071,000)	(1,109,000)	(1,148,000)	(1,188,000)	(1,228,000)
Transfers To/(From) Reserve Funds	(213,978,000)	11,711,000	4,506,000	38,652,000	35,572,000
Transfers To/(From) Capital Sources	\$ (321,592,000)	\$ (80,518,000)	\$ (55,787,000)	\$ (61,639,000)	\$ (52,537,000)
Transfers To/(From) Operating Sources	\$ 67,102,000	\$ 107,810,000	\$ 86,629,000	\$ 123,155,000	\$ 138,239,000
Unspecified Capital Budget Authority	(50,000,000)	(50,000,000)	(50,000,000)	(50,000,000)	(50,000,000)
TOTAL TRANSFERS BETWEEN SOURCES	\$ (304,490,000)	\$ (22,708,000)	\$ (19,158,000)	\$ 11,516,000	\$ 35,702,000
BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -

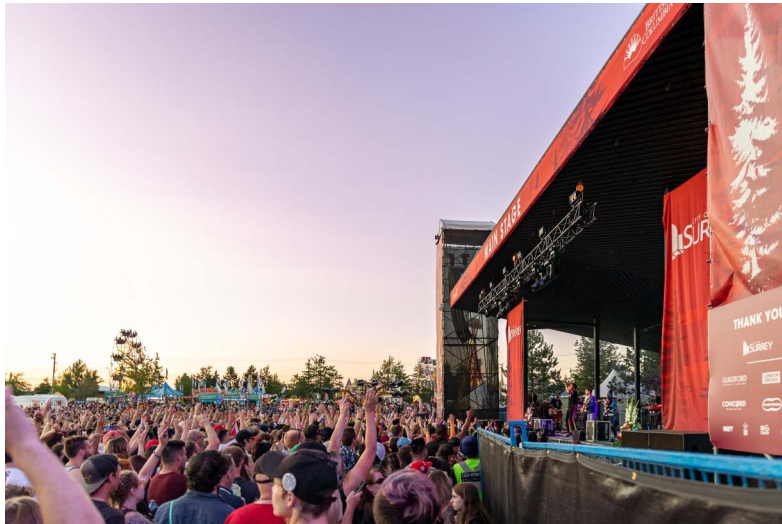


OVERVIEW

The City of Surrey's General Operating funds include all the various City operating departments as well as the operations of the Surrey Public Library and the Surrey Police Service:

- Mayor, Council & Grants
- City Manager
- Corporate Services
- Engineering
- Finance
- Fire
- Legal, Bylaw & Risk Services
- Parks, Recreation & Culture
- Planning & Development
- Surrey Police Service
- Surrey Public Library

The proposed budgets for the departments and services are approved by Council and reflect the vision set by the City's Sustainability Charter 2.0 along with the strategic direction identified in the Official Community Plan and the various other Strategic Plans of the City.



Surrey Canada Day Celebration

FINANCIAL SUMMARY

(in thousands)

REVENUE SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Taxation	\$ 517,404	\$ 558,359	\$ 543,134	\$ 578,228	\$ 605,629	\$ 634,629	\$ 665,325	\$ 697,817
Sale of Goods and Services								
Departmental Fees & Charges	57,991	57,122	54,993	57,895	59,549	61,250	62,999	64,805
Secondary Suite Infrastructure Fees	28,897	37,129	33,369	35,492	36,555	37,648	38,775	39,936
Other Corporate Fees & Charges	7,170	5,246	4,812	4,646	4,796	4,946	5,096	5,246
Sale of Goods and Services	94,058	99,497	93,174	98,033	100,900	103,844	106,870	109,987
Developer Contributions	1,941	1,277	-	-	-	-	-	-
Investment Income	78,300	93,014	70,608	62,390	56,546	47,329	39,494	32,835
Transfers from Other Governments								
Departmental Government Transfers	20,796	18,385	8,326	12,131	12,151	12,172	12,193	12,215
Corporate Government Transfers	38,324	75,130	49,399	63,885	58,803	34,923	35,029	25,060
Transfers from Other Governments	59,120	93,515	57,725	76,016	70,954	47,095	47,222	37,275
Other Revenues								
Departmental Other Revenues	56,840	61,630	45,148	46,844	48,225	49,646	51,111	52,621
Corporate Other Revenues	17,238	23,822	17,687	21,392	21,454	22,326	24,845	25,010
Other Revenues	74,078	85,452	62,835	68,236	69,679	71,972	75,956	77,631
TOTAL REVENUE	\$ 824,901	\$ 931,114	\$ 827,476	\$ 882,903	\$ 903,708	\$ 904,869	\$ 934,867	\$ 955,545
EXPENDITURE SUMMARY								
Departmental Expenditures	\$ 605,280	\$ 682,206	\$ 663,377	\$ 703,760	\$ 713,526	\$ 727,661	\$ 736,310	\$ 746,655
General Government - Council Initiatives	132	178	260	260	260	260	260	260
Fiscal Services & Debt Interest	11,746	10,099	9,352	10,610	12,401	14,193	15,057	15,593
Municipal Debt Principal	21,770	9,492	9,492	9,492	9,492	10,185	10,496	10,815
TOTAL EXPENDITURES	\$ 638,928	\$ 701,975	\$ 682,481	\$ 724,122	\$ 735,679	\$ 752,299	\$ 762,123	\$ 773,323
TRANSFERS SUMMARY								
Transfers To/(From) Capital Sources	51,406	108,874	91,714	111,880	84,112	93,899	78,247	73,061
Transfers To/(From) Operating Sources	134,567	120,265	53,281	46,901	83,917	58,671	94,497	109,161
TOTAL TRANSFERS	\$ 185,973	\$ 229,139	\$ 144,995	\$ 158,781	\$ 168,029	\$ 152,570	\$ 172,744	\$ 182,222
NET GENERAL OPERATING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FINANCIAL SUMMARY – REVENUE

(in thousands)

REVENUE SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
<i>CORPORATE REVENUES</i>								
General Property Tax Levy	\$ 387,946	\$ 438,060	\$ 438,860	\$ 472,908	\$ 494,489	\$ 521,177	\$ 549,449	\$ 579,401
Property/Folio Growth (City's Portion)	4,891	7,955	4,389	7,094	4,945	5,212	5,494	5,794
Property Tax Rate Increase/(Decrease)	48,856	29,171	28,725	14,587	21,843	23,160	24,558	26,039
Provision for Adjustments	-	-	(100)	(100)	(100)	(100)	(100)	(100)
	441,693	475,186	471,874	494,489	521,177	549,449	579,401	611,134
Grants in Lieu	24,536	31,031	20,025	31,264	31,455	31,656	31,868	32,089
Capital Parcel Tax	51,175	52,142	51,235	52,475	52,997	53,524	54,056	54,594
Taxation	517,404	558,359	543,134	578,228	605,629	634,629	665,325	697,817
Secondary Suite Infrastructure Fee	28,897	37,129	33,369	35,492	36,555	37,648	38,775	39,936
Other Corporate Fees & Charges	7,170	5,246	4,812	4,646	4,796	4,946	5,096	5,246
Corporate Sale of Goods and Services	36,067	42,375	38,181	40,138	41,351	42,594	43,871	45,182
Corporate Developer Contributions	1,941	1,277	-	-	-	-	-	-
Corporate Investment Income	78,300	93,014	70,608	62,390	56,546	47,329	39,494	32,835
Provincial Casino Revenue Sharing	3,269	2,898	3,273	2,962	2,992	3,022	3,052	3,083
Local Govt. Climate Action Program	1,175	3,443	3,443	-	-	-	-	-
Other Corporate Government Transfers	33,880	68,789	42,683	60,923	55,811	31,901	31,977	21,977
Corporate Government Transfers	38,324	75,130	49,399	63,885	58,803	34,923	35,029	25,060
Corporate Lease Revenue	10,556	13,206	10,687	13,392	13,454	14,326	16,845	17,010
Penalties & Interest	6,682	10,616	7,000	8,000	8,000	8,000	8,000	8,000
Corporate Other Revenues	17,238	23,822	17,687	21,392	21,454	22,326	24,845	25,010
Total Corporate Revenues	689,274	793,977	719,009	766,033	783,783	781,801	808,564	825,904
<i>DEPARTMENTAL REVENUES</i>								
<i>General Government</i>								
City Manager's Department	7,465	876	-	2,400	2,400	2,400	2,400	2,400
Corporate Services	5,827	3,584	6,560	6,920	7,127	7,340	7,560	7,787
Finance	1,439	1,510	1,513	1,544	1,591	1,639	1,688	1,739
	14,731	5,970	8,073	10,864	11,118	11,379	11,648	11,926
<i>Public Safety</i>								
Bylaw	12,362	12,992	10,899	11,139	11,474	11,818	12,172	12,538
Fire	5,959	7,055	5,015	5,352	5,512	5,677	5,846	6,020
Police	9,570	22,389	8,438	10,508	10,508	10,508	10,508	10,508
	27,891	42,436	24,352	26,999	27,494	28,003	28,526	29,066
<i>Other</i>								
Engineering Services	9,897	7,373	7,471	8,477	8,711	8,951	9,198	9,453
Parks, Recreation & Culture	39,605	43,347	37,249	37,696	38,826	39,990	41,189	42,425
Planning & Development	40,145	35,890	29,847	31,379	32,321	33,290	34,287	35,316
Surrey Public Library	3,358	2,121	1,475	1,455	1,455	1,455	1,455	1,455
	93,005	88,731	76,042	79,007	81,313	83,686	86,129	88,649
Total Departmental Revenues	135,627	137,137	108,467	116,870	119,925	123,068	126,303	129,641
TOTAL REVENUE	\$ 824,901	\$ 931,114	\$ 827,476	\$ 882,903	\$ 903,708	\$ 904,869	\$ 934,867	\$ 955,545

FINANCIAL SUMMARY – EXPENDITURE

(in thousands)

EXPENDITURE SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
<i>General Government</i>								
Mayor, Council & Grants	\$ 5,688	\$ 6,975	\$ 7,136	\$ 7,384	\$ 7,446	\$ 7,511	\$ 7,578	\$ 7,648
City Manager's Department	12,969	6,711	6,513	6,526	6,805	7,094	7,397	7,713
Corporate Services	59,548	65,090	61,744	65,135	67,786	68,519	70,272	72,076
Finance	9,351	10,049	12,600	13,243	13,532	13,827	14,131	14,446
Legal, Bylaw & Risk Services (excl. Bylaw)	6,734	8,262	9,288	9,346	9,763	10,196	10,646	11,115
	94,290	97,087	97,281	101,634	105,332	107,147	110,024	112,998
<i>Public Safety</i>								
Bylaw	11,080	12,809	12,699	14,153	15,510	16,924	17,015	17,107
Fire	80,152	87,607	91,390	95,816	101,184	107,062	107,599	108,107
Police	248,256	274,787	258,393	295,591	295,591	295,591	295,591	295,591
	339,488	375,203	362,482	405,560	412,285	419,577	420,205	420,805
<i>Other</i>								
Engineering Services	3,963	4,212	5,795	6,677	7,540	8,422	9,323	10,247
Parks, Recreation & Culture	117,108	127,873	122,535	124,134	126,681	129,869	133,239	138,098
Planning & Development	24,324	31,799	28,022	29,125	29,529	29,938	30,354	30,777
Surrey Public Library	23,721	24,258	24,059	24,957	25,288	25,627	25,974	26,329
Corporate Operating	2,386	21,774	23,203	11,673	6,871	7,081	7,191	7,401
	171,502	209,916	203,614	196,566	195,909	200,937	206,081	212,852
Departmental Expenditures	605,280	682,206	663,377	703,760	713,526	727,661	736,310	746,655
Council Initiative Fund	132	178	260	260	260	260	260	260
Fiscal Charges	2,312	712	100	1,271	1,296	1,322	1,348	1,375
Interest Paid on Tax Overpayments	25	160	25	112	113	114	115	116
External Borrowing	9,409	9,227	9,227	9,227	10,992	12,757	13,594	14,102
Fiscal Services & Debt Interest	11,746	10,099	9,352	10,610	12,401	14,193	15,057	15,593
Municipal Debt Principal	21,770	9,492	9,492	9,492	9,492	10,185	10,496	10,815
TOTAL EXPENDITURE	\$638,928	\$701,975	\$682,481	\$724,122	\$735,679	\$752,299	\$762,123	\$773,323
TRANSFERS SUMMARY								
General Capital Contribution	9,441	40,052	40,052	59,998	32,498	42,562	27,119	22,227
Provincial Casino Revenue Sharing	3,269	2,898	3,273	2,962	2,992	3,022	3,052	3,083
Tree Replacement Contribution	3,793	3,610	4,065	3,646	3,796	3,946	4,096	4,246
Internal Borrowing	46,910	65,674	33,800	-	-	-	33,800	33,800
Other Transfers To/(From) Capital	(12,007)	(3,360)	10,524	45,274	44,826	44,369	10,180	9,705
Transfers To/(From) Capital Sources	51,406	108,874	91,714	111,880	84,112	93,899	78,247	73,061
Roads & Traffic Safety Contribution	10,818	28,424	8,425	5,820	3,090	-	-	-
Local Govt. Climate Action Program	1,175	3,443	3,443	-	-	-	-	-
Other Transfers To/(From) Operating	122,574	88,398	41,413	41,081	80,827	58,671	94,497	109,161
Transfers To/(From) Operating Sources	134,567	120,265	53,281	46,901	83,917	58,671	94,497	109,161
TOTAL TRANSFERS	\$185,973	\$229,139	\$144,995	\$158,781	\$168,029	\$152,570	\$172,744	\$182,222

FINANCIAL SUMMARY – GENERAL GOVERNMENT

(in thousands)

NET DIVISIONAL	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Mayor, Council & Grants								
Office of the Mayor	\$ 1,144	\$ 1,291	\$ 1,313	\$ 1,175	\$ 1,232	\$ 1,292	\$ 1,354	\$ 1,419
Council	936	955	974	1,006	1,011	1,016	1,021	1,026
City Grants	3,780	4,847	4,849	5,203	5,203	5,203	5,203	5,203
	5,860	7,093	7,136	7,384	7,446	7,511	7,578	7,648
City Manager								
Administration	2,014	3,071	2,372	2,229	2,319	2,412	2,510	2,612
Major Capital Programs	1,232	989	1,194	406	463	523	587	655
Business & Government Relations	1,958	1,775	2,947	1,491	1,623	1,759	1,900	2,046
	5,204	5,835	6,513	4,126	4,405	4,694	4,997	5,313
Corporate Services								
Administration	626	665	570	556	584	613	644	676
Civic Facilities	12,791	14,390	13,155	14,201	14,492	14,790	15,095	15,408
Human Resources	5,898	5,946	6,684	6,385	6,697	7,024	7,367	7,726
Information Technology	30,761	33,413	32,803	34,193	34,840	35,502	36,180	36,875
Legislative Services	4,604	4,859	4,890	4,894	5,019	5,181	5,318	5,457
Marketing & Communications	3,245	3,867	3,760	4,971	5,044	5,119	5,195	5,272
Realty Services	(748)	2,338	(586)	(893)	(925)	(958)	(995)	(1,033)
	57,177	65,478	61,276	64,307	65,751	67,271	68,804	70,381
Finance								
Administration	2,034	2,000	2,923	2,811	2,933	3,060	3,193	3,332
Financial Planning & Analysis	3,445	3,554	4,317	4,413	4,487	4,562	4,638	4,716
Financial Reporting & Systems	884	1,232	1,444	2,349	2,393	2,437	2,482	2,529
Financial Services	1,559	1,753	2,153	1,876	1,878	1,879	1,880	1,880
	7,922	8,539	10,837	11,449	11,691	11,938	12,193	12,457
Legal, Bylaw and Risk Services								
Legal Services	2,681	3,177	3,909	3,961	4,152	4,353	4,564	4,785
Risk Management	4,027	4,587	4,587	4,593	4,819	5,051	5,290	5,538
	6,708	7,764	8,496	8,554	8,971	9,404	9,854	10,323
	\$82,871	\$94,709	\$94,258	\$95,820	\$ 98,264	\$100,818	\$ 103,426	\$ 106,122

FINANCIAL SUMMARY—PUBLIC SAFETY

(in thousands)

NET DIVISIONAL	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Legal, Bylaw and Risk Services								
Bylaw	\$ (1,256)	\$ (118)	\$ 1,800	\$ 3,014	\$ 4,036	\$ 5,106	\$ 4,843	\$ 4,569
Fire								
Administration	4,639	4,870	4,988	5,079	5,731	6,454	6,732	7,023
Emergency Planning	(104)	(138)	52	52	54	56	58	60
Fire Operations	66,526	72,756	76,695	80,637	84,709	89,164	89,332	89,455
Mechanics	962	1,121	464	474	488	503	518	534
Prevention	66	191	1,373	1,353	1,594	1,860	1,826	1,791
Radio & Communications	1,594	1,869	2,730	2,796	2,888	2,992	2,927	2,860
Training	1,505	1,522	1,450	1,450	1,585	1,733	1,737	1,741
	75,188	82,191	87,752	91,841	97,049	102,762	103,130	103,464
Police								
Surrey Police Service	231,730	239,809	249,955	240,141	255,083	255,083	255,083	265,083
	231,730	239,809	249,955	240,141	255,083	255,083	255,083	265,083
	\$ 305,662	\$ 321,882	\$ 339,507	\$ 334,996	\$ 356,168	\$ 362,951	\$ 363,056	\$ 373,116

**Note: Under Surrey Police Service, actual and budgeted figures shown for 2023 & 2024 are attributable to a combination of Surrey Police Service, RCMP, and City Police Support Services. Budgeted figures for 2025-2029 are attributable solely to Surrey Police Service.*

FINANCIAL SUMMARY—OTHER DEPARTMENTS

(in thousands)

NET DIVISIONAL	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Engineering Services								
Engineering Operations	\$ (258)	\$ (618)	\$ (365)	\$ -	\$ -	\$ -	\$ -	\$ -
Engineering Professional Services	1,866	2,110	2,234	2,223	2,404	2,589	2,778	2,972
Land Development	(4,019)	(898)	(125)	(125)	(125)	(125)	(125)	(125)
	(2,411)	594	1,744	2,098	2,279	2,464	2,653	2,847
Parks, Recreation & Culture								
Administration	3,415	3,865	4,395	4,198	4,276	4,355	4,436	4,518
Culture	9,371	10,743	10,745	10,636	10,796	11,110	11,331	12,007
Parks	30,832	34,043	34,866	34,723	35,834	36,999	37,991	39,156
Recreation Services	28,230	32,558	32,159	33,727	33,795	34,261	35,138	36,838
	71,848	81,209	82,165	83,284	84,701	86,725	88,896	92,519
Planning and Development								
Administration	3,701	4,230	4,138	3,848	3,905	3,963	4,022	4,082
Building	(21,765)	(22,095)	(12,644)	(12,868)	(13,529)	(14,212)	(14,918)	(15,648)
Community Planning & Sustainability	3,327	2,463	3,190	3,467	3,520	3,573	3,628	3,683
Development Planning	161	2,920	3,026	2,772	2,734	2,694	2,652	2,607
Heritage Advisory Commission	23	20	23	23	23	23	23	23
Housing & Social Development	794	1,245	1,374	2,103	2,154	2,206	2,259	2,313
	(13,759)	(11,217)	(893)	(655)	(1,193)	(1,753)	(2,334)	(2,940)
Surrey Public Library								
Administration	(900)	2,484	1,272	1,256	1,343	1,434	1,529	1,627
Public Services	20,778	21,564	21,312	22,246	22,490	22,738	22,990	23,247
	19,878	24,048	22,584	23,502	23,833	24,172	24,519	24,874
Corporate Operating								
Corporate Operating Expenditures	(5,833)	1,496	3,308	3,361	3,371	3,381	3,391	3,401
Corporate Grants Expenditures	8,219	20,278	16,895	5,112	-	-	-	-
General Operating Contingency	-	-	1,500	1,500	1,500	1,500	1,500	1,500
SCDC Operating Expenditures	-	-	1,500	1,700	2,000	2,200	2,300	2,500
	2,386	21,774	23,203	11,673	6,871	7,081	7,191	7,401
	\$ 77,942	\$ 116,408	\$ 128,803	\$ 119,902	\$ 116,491	\$ 118,689	\$ 120,925	\$ 124,701

GENERAL OPERATING BYLAW, 2025, NO. 21600

CITY OF SURREY

BYLAW NO. 21600

A bylaw to provide for the adoption of the Surrey 2025 – 2029
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 to this bylaw.

2. This bylaw shall be cited for all purposes as "Surrey 2025 – 2029 General Operating Financial Plan Bylaw, 2025, No. 21600".

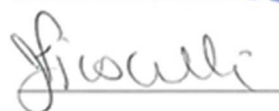
PASSED FIRST READING on the 14th day of April, 2025.

PASSED SECOND READING on the 14th day of April, 2025.

PASSED THIRD READING on the 14th day of April, 2025.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 28th day of April, 2025.



 MAYOR
 CLERK

GENERAL OPERATING BYLAW, 2025, NO. 21600

Bylaw 21600	CITY OF SURREY					Schedule 1
	<u>General Operating Financial Plan</u>					
	To establish years 2025 to 2029					
	2025	2026	2027	2028	2029	
PROPOSED FUNDING SOURCES						
Property Tax Levy	\$ 525,753,000	\$ 552,632,000	\$ 581,105,000	\$ 611,269,000	\$ 643,223,000	
Revenues from Property Value Taxes	525,753,000	552,632,000	581,105,000	611,269,000	643,223,000	
General - Capital Parcel Tax	52,475,000	52,997,000	53,524,000	54,056,000	54,594,000	
Revenues from Parcel Taxes	52,475,000	52,997,000	53,524,000	54,056,000	54,594,000	
Taxation Revenues	578,228,000	605,629,000	634,629,000	665,325,000	697,817,000	
<i>Sales of Goods and Services:</i>						
Departmental Fees & Charges	57,895,000	59,549,000	61,250,000	62,999,000	64,805,000	
Secondary Suite Infrastructure Fee	35,492,000	36,555,000	37,648,000	38,775,000	39,936,000	
Other Fees & Charges	4,646,000	4,796,000	4,946,000	5,096,000	5,246,000	
Revenues from Fees	98,033,000	100,900,000	103,844,000	106,870,000	109,987,000	
Investment Income	62,390,000	56,546,000	47,329,000	39,494,000	32,835,000	
Departmental Government Transfers	12,131,000	12,151,000	12,172,000	12,193,000	12,215,000	
Corporate Government Transfers	63,885,000	58,803,000	34,923,000	35,029,000	25,060,000	
Transfers from Other Governments	76,016,000	70,954,000	47,095,000	47,222,000	37,275,000	
Departmental Other Revenues	46,844,000	48,225,000	49,646,000	51,111,000	52,621,000	
Corporate Lease Revenue	13,392,000	13,454,000	14,326,000	16,845,000	17,010,000	
Corporate Penalties & Interest	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	
Other Revenue	68,236,000	69,679,000	71,972,000	75,956,000	77,631,000	
Revenues from Other Sources	206,642,000	197,179,000	166,396,000	162,672,000	147,741,000	
TOTAL FUNDING SOURCES	\$ 882,903,000	\$ 903,708,000	\$ 904,869,000	\$ 934,867,000	\$ 955,545,000	
PROPOSED EXPENDITURES						
Police Services	\$ 295,591,000	\$ 295,591,000	\$ 295,591,000	\$ 295,591,000	\$ 295,591,000	
Fire Services	95,816,000	101,184,000	107,062,000	107,599,000	108,107,000	
Parks, Recreation & Culture	124,134,000	126,681,000	129,869,000	133,239,000	138,098,000	
General Government	126,220,000	126,473,000	129,912,000	132,990,000	136,266,000	
Planning & Development	29,125,000	29,529,000	29,938,000	30,354,000	30,777,000	
Surrey Public Library	24,957,000	25,288,000	25,627,000	25,974,000	26,329,000	
Engineering Services	6,677,000	7,540,000	8,422,000	9,323,000	10,247,000	
Operating Contingency	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Municipal Expenditures	704,020,000	713,786,000	727,921,000	736,570,000	746,915,000	
Fiscal Services & Debt Interest	10,610,000	12,401,000	14,193,000	15,057,000	15,593,000	
Municipal Debt Repayment	9,492,000	9,492,000	10,185,000	10,496,000	10,815,000	
TOTAL EXPENDITURES	\$ 724,122,000	\$ 735,679,000	\$ 752,299,000	\$ 762,123,000	\$ 773,323,000	
PROPOSED TRANSFERS BETWEEN CAPITAL AND OPERATING SOURCES						
Transfers To/(From) Capital Funds	111,880,000	84,112,000	93,899,000	44,447,000	39,261,000	
Internal Borrowing To/(From) Reserves	-	-	-	33,800,000	33,800,000	
Transfers To/(From) Capital Sources	\$ 111,880,000	\$ 84,112,000	\$ 93,899,000	\$ 78,247,000	\$ 73,061,000	
Transfers To/(From) Operating Sources	\$ 46,901,000	\$ 83,917,000	\$ 58,671,000	\$ 94,497,000	\$ 109,161,000	
TOTAL TRANSFERS BETWEEN SOURCES	\$ 158,781,000	\$ 168,029,000	\$ 152,570,000	\$ 172,744,000	\$ 182,222,000	
BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -	



Mayor, Council and Grants

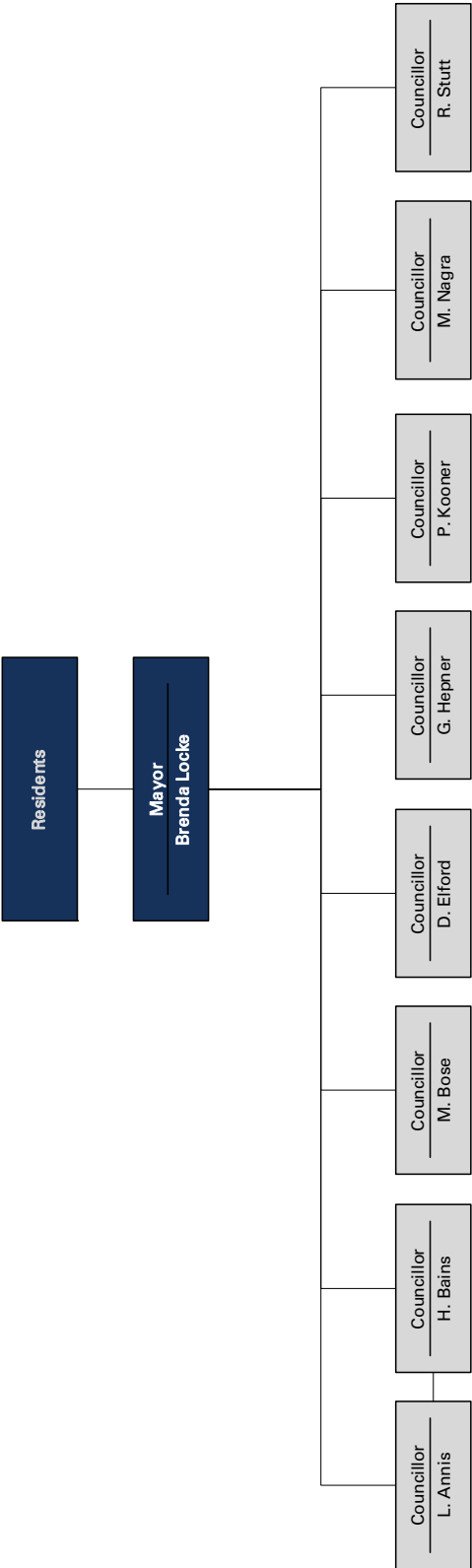
Mayor and Council

Back Row: Mandeep Nagra; Mike Bose; Mayor Brenda Locke; Doug Elford;
Gordon Hepner

Front Row: Linda Annis; Harry Bains; Rob Stutt; Pardeep Kooner

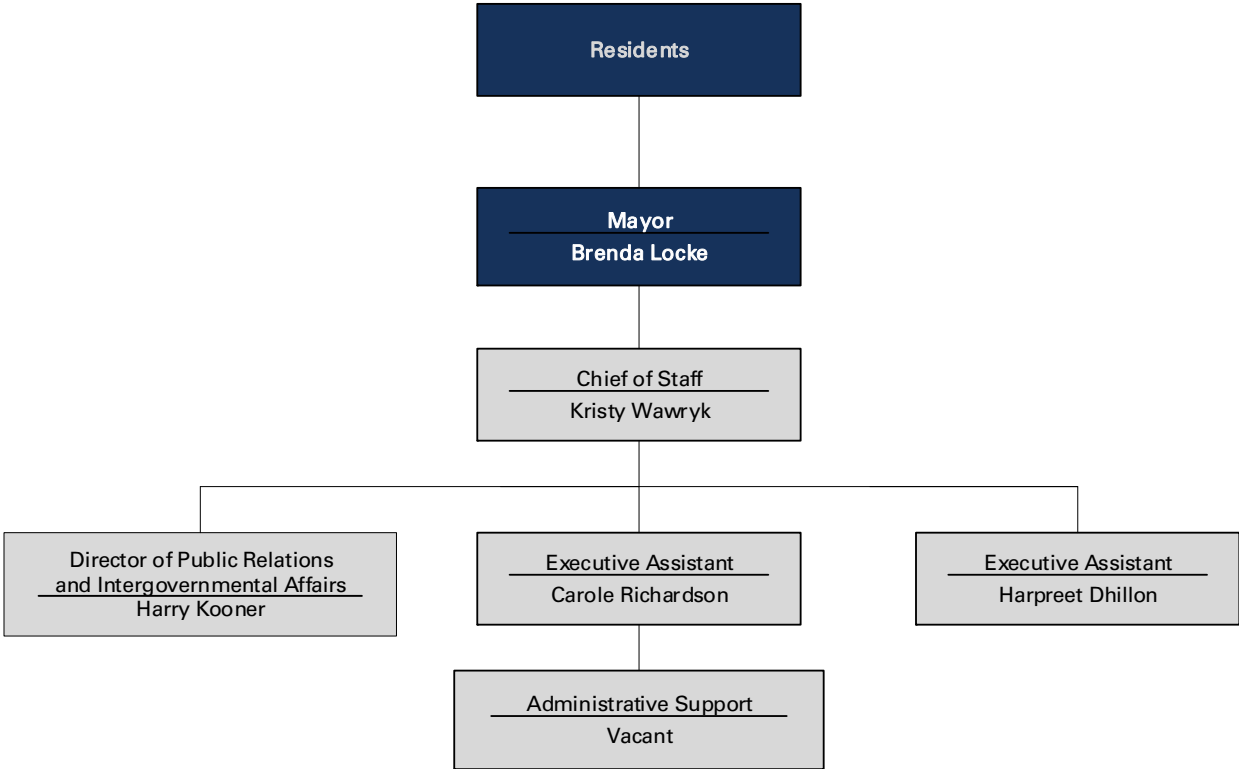
DEPARTMENTAL OVERVIEW

MAYOR AND COUNCIL



DEPARTMENTAL FUNCTIONS

MAYOR’S OFFICE



DEPARTMENTAL OVERVIEW

MAYOR AND 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 next election to take place in October 2026. 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 a 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 bylaws, 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 aid in promoting the overall growth, development and operation of Surrey.

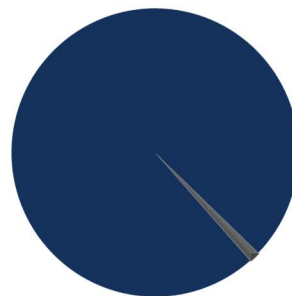


Surrey City Council, alongside members of the Cloverdale Rodeo and Exhibition Association ("CREA") and family members, gathered to celebrate the commemorative naming of 177B Street 'Will Senger Way' in Cloverdale in May 2024

MAYOR, COUNCIL AND GRANTS – DEPARTMENTAL OPERATIONS

(in thousands)

DIVISION SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Office of the Mayor	\$ 1,144	\$ 1,291	\$ 1,313	\$ 1,175	\$ 1,232	\$ 1,292	\$ 1,354	\$ 1,419
Council	936	955	974	1,006	1,011	1,016	1,021	1,026
City Grants	3,780	4,847	4,849	5,203	5,203	5,203	5,203	5,203
	\$ 5,860	\$ 7,093	\$ 7,136	\$ 7,384	\$ 7,446	\$ 7,511	\$ 7,578	\$ 7,648
ACCOUNT SUMMARY								
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	2,012	1,915	2,007	1,901	1,954	2,010	2,068	2,129
Operating Costs	3,851	4,996	5,127	5,481	5,490	5,499	5,508	5,517
Internal Services Used	7	134	2	2	2	2	2	2
Internal Services Recovered	(182)	(70)	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	5,688	6,975	7,136	7,384	7,446	7,511	7,578	7,648
Net Operations Total	5,688	6,975	7,136	7,384	7,446	7,511	7,578	7,648
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	172	118	-	-	-	-	-	-
	172	118	-	-	-	-	-	-
	\$ 5,860	\$ 7,093	\$ 7,136	\$ 7,384	\$ 7,446	\$ 7,511	\$ 7,578	\$ 7,648



1.28% of General Net
Taxation allocated to
Mayor, Council &
Grants

MAYOR, COUNCIL AND GRANTS – DEPARTMENTAL OPERATIONS

(in thousands)

OFFICE OF THE MAYOR	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,234	1,104	1,191	1,053	1,106	1,162	1,220	1,281
Operating Costs	88	126	120	120	124	128	132	136
Internal Services Used	4	131	2	2	2	2	2	2
Internal Services Recovered	(182)	(70)	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	1,144	1,291	1,313	1,175	1,232	1,292	1,354	1,419
Net Operations Total	1,144	1,291	1,313	1,175	1,232	1,292	1,354	1,419
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	\$ 1,144	\$ 1,291	\$ 1,313	\$ 1,175	\$ 1,232	\$ 1,292	\$ 1,354	\$ 1,419
COUNCIL	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	778	811	816	848	848	848	848	848
Operating Costs	155	141	158	158	163	168	173	178
Internal Services Used	3	3	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	936	955	974	1,006	1,011	1,016	1,021	1,026
Net Operations Total	936	955	974	1,006	1,011	1,016	1,021	1,026
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	\$ 936	\$ 955	\$ 974	\$ 1,006	\$ 1,011	\$ 1,016	\$ 1,021	\$ 1,026

MAYOR, COUNCIL AND GRANTS—DEPARTMENTAL OPERATIONS

(in thousands)

	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
APPROVED CITY GRANTS								
Short-Term Leases-in-Kind								
Fraser Valley Heritage Railway Society	\$ 112	\$ 188	\$ 188	\$ 188	\$ 188	\$ 188	\$ 188	\$ 188
Surrey Heritage Society	57	102	102	102	102	102	102	102
Lower Fraser Valley Exhibition Association	74	74	74	74	74	74	74	74
Surrey Eagles	-	-	-	58	58	58	58	58
Panorama Ridge Riding Club	31	31	31	31	31	31	31	31
Surrey Sailing Club	24	24	24	24	24	24	24	24
Action BMX Association	12	12	12	12	12	12	12	12
Semiahmoo Potters Society	-	10	10	10	10	10	10	10
L.M. German Shepherd Dog Club	6	6	6	6	6	6	6	6
Port Kells Boxing Club	-	-	-	4	4	4	4	4
Crescent Beach Swim Club	1	1	1	1	1	1	1	1
	317	448	448	510	510	510	510	510
Long-Term Leases-in-Kind								
Options Services to the Communities Society	750	788	788	819	819	819	819	819
Laurus Coaching Solutions (Tennis Centre)	533	560	560	582	582	582	582	582
Cloverdale Curling Club	476	499	499	519	519	519	519	519
Association of Neighbourhood Houses of BC	43	363	363	365	365	365	365	365
Arts Council of Surrey	195	205	205	213	213	213	213	213
Mud Bay Yacht Club	195	205	205	213	213	213	213	213
YMCA	-	189	189	197	197	197	197	197
Cloverdale Horseshoe Club	125	131	131	137	137	137	137	137
Lookout Housing and Health Society	-	-	-	121	121	121	121	121
Surrey Lawn Bowling	71	74	74	77	77	77	77	77
Pacific Community Resource Society	61	64	64	67	67	67	67	67
South Fraser Search & Rescue Society	42	44	44	46	46	46	46	46
REC For Kids Society	30	32	32	33	33	33	33	33
Phoenix Drug / Alcohol Recovery	27	28	28	29	29	29	29	29
Semiahmoo Sea Scouts	25	26	26	27	27	27	27	27
Surrey Emergency Program Amateur Radio Society	8	8	8	8	8	8	8	8
Port Kells Boxing Club	21	22	22	-	-	-	-	-
	2,602	3,238	3,238	3,453	3,453	3,453	3,453	3,453
Property Taxes								
Property Taxes (Unallocated)	-	-	5	5	5	5	5	5
	-	-	5	5	5	5	5	5
Tourism / Chamber of Commerce								
Cloverdale District Chamber of Commerce	10	10	10	5	5	5	5	5
South Surrey/White Rock Chamber of Commerce	10	10	10	5	5	5	5	5
Surrey Tourism & Convention Association	10	10	10	5	5	5	5	5
	30	30	30	15	15	15	15	15
Lower Fraser Valley Exhibition Association								
Cloverdale Rodeo	-	300	300	300	300	300	300	300
	-	300	300	300	300	300	300	300
Other Recurring								
Surrey Crime Prevention Society	300	200	200	-	-	-	-	-
Community Events Policing	7	117	125	125	125	125	125	125
Cloverdale Curling Club	74	75	75	76	76	76	76	76
Sports Tourism	69	134	50	500	500	500	500	500
Community Enhancement Partnership Program	25	39	45	45	45	45	45	45
Lookout Housing and Health Society	44	44	44	5	5	5	5	5
Arts Council of Surrey	5	5	5	5	5	5	5	5
Dry Grad Events (Unallocated)	1	1	5	5	5	5	5	5
Special Recognition (Unallocated)	-	-	5	5	5	5	5	5
Vancouver Cancer Drivers Society	5	5	5	5	5	5	5	5
Honey Hooser Scholarship & Peach Arch Weavers and Spinners Guild	1	1	1	1	1	1	1	1
Crime Stoppers	55	-	-	-	-	-	-	-
One-time Grants	73	92	268	148	148	148	148	148
	659	713	828	920	920	920	920	920
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	172	118	-	-	-	-	-	-
	172	118	-	-	-	-	-	-
	\$ 3,780	\$ 4,847	\$ 4,849	\$ 5,203	\$ 5,203	\$ 5,203	\$ 5,203	\$ 5,203

MAYOR, COUNCIL AND GRANTS—DEPARTMENTAL OPERATIONS

Non-profit Organization	Description	2025 Approved Amount	Request
Arts Council of Surrey	Cultural and Recreational	5,000	Support for ongoing arts programming. Local municipal support is an eligibility requirement for funding from the British Columbia Arts Council.
Volunteer Cancer Drivers Society	Health & Social Services	5,000	Over 400 volunteers provide free transportation for Surrey cancer patients to and from treatment centres. Funding requested for vehicle allowance for drivers.
Honey Hooser Scholarship & Peace Arch Weavers and Spinners Guild	Community Promotion	1,000	Annual \$500 scholarship to one Surrey high school student with an interest in the arts, and \$500 donation to the Weavers and Spinners Guild.
Lookout Housing and Health Society	Health & Social Services	5,000	Funding for Surrey Street Youth Services (SSYS), a combined outreach and in-reach referral program supporting at-risk youth aged 15-24.
Cloverdale District Chamber of Commerce	Community Promotion	5,000	Funding for The Clovies (Business Excellence Awards), community events and networking events.
South Surrey/White Rock Chamber of Commerce	Community Promotion	5,000	Funding toward 2025 Chamber events, including Business Excellence Awards, networking events and other community events.
Surrey Tourism & Convention Association	Community Promotion	5,000	Funding to continue developing and updating Discover Surrey's assets to ensure they are current, relevant and effective in promoting visitation to Surrey.
Age Strong Unity Wellness Society	Health & Social Services	2,400	Funding toward the purchase of fitness equipment for free fitness classes and health promotion camps for elderly participants.
BC Feed the Kids	Health & Social Services	2,000	Support for the Snack Attack program, which provides nutritious snacks in two Surrey schools currently. This grant would support adding a third school.
BC India Business Network	Community Promotion	1,000	Funding toward monthly mixers and cultural events, which provide a platform for networking, sharing information about settling into a new country, preserving culture, and exploring jobs, business and collaboration opportunities.
BC/Yukon Command of the Royal Canadian Legion Foundation	Health & Social Services	3,000	Support for Leave the Streets Behind, providing comfort bags and apartment kits to veterans experiencing homelessness or near homelessness.
Better Environmentally Sound Transportation (BEST)	Health & Social Services	3,500	Funding toward the Seniors on the Move (SOTM) initiative, which will provide educational workshops to seniors to help them use transit options safely.
Big Brothers of Greater Vancouver	Community Promotion	2,500	Multi-channel advertising of the Surrey Program Awareness Project aimed to recruit "big brother" volunteers.
Big Sisters of BC Lower Mainland	Health & Social Services	3,000	Funding towards the Study Buddy and Big Sisters Mentoring programs.
City Dream Centre Society	Community Promotion	2,500	The Back-to-School Event is part of City Dream Centre's Adopt-a-School Program, providing backpacks and school supply kits to Surrey students in need.
City Dream Centre Society	Health & Social Services	2,500	Hygiene Packs for grade 6 and 7 students in 16 high needs schools in Surrey.
Cloverdale Community Kitchen	Health & Social Services	2,500	Funding for the Cloverdale Christmas Hamper Program to support low-income families, individuals and seniors by distributing hampers containing food, toiletries, household items, gift cards and toys.
Community First Foundation dba Backpack Buddies	Health & Social Services	3,500	The Backpack Buddies program provides healthy weekend meals and food to school age children in need, working with 51 Surrey schools.

MAYOR, COUNCIL AND GRANTS—DEPARTMENTAL OPERATIONS

Non-profit Organization	Description	2025 Approved Amount	Request
Culture Chats BC Association	Health & Social Services	1,000	Funding toward a Mental Health Awareness Conference, focusing on South Asian newcomers.
Downtown Surrey Business Improvement Association	Community Promotion	3,500	Movies Under the Stars is a free activity held in Downtown Surrey. 2025 events will take place August 2, 9 & 16, 2025 at Holland Park.
Espoir for All Society	Cultural and Recreational	1,000	Funding toward the Crossroads Initiative, featuring panel discussions with cultural leaders from diverse backgrounds, fostering cross-cultural dialogue.
Greater Vancouver Law Students' Legal Advice Society	Health & Social Services	2,500	Support towards the Law Students' Legal Advice Program summer in-person clinic staffed by law students, providing accessible legal services to those in need.
Immigrant Link Centre Society	Health & Social Services	5,000	Funding for the Free Food Program, which redistributes surplus food from local grocery stores to low-income individuals and families.
Kurdish Canadian Society	Health & Social Services	2,000	The emergency food box program recovers food that is close to expiring from retailers and distributes it to residents in need. Requesting support towards delivery costs and purchase of perishables like dairy and eggs.
Nisa Foundation	Health & Social Services	2,000	Funding for workshops focusing on domestic violence in Muslim and ethnic communities.
North Surrey Mustangs Football Club	Cultural and Recreational	2,200	Funding for the Mothers and Sisters soccer program for girls & women, which aims to enhance the participation of high school girls in sports and promote well-being among new immigrant women.
Northwest Wildlife Preservation Society	Environmental	1,500	Funding toward the Wildlife in the Schools Program, which makes environmental education accessible to students.
PLEA Community Services Society of BC	Health & Social Services	2,000	Support prevention workshops for children and youth which provide training in protection from sexual exploitation and sex trafficking ("Taking Care of Ourselves, Taking Care of Others", or TCO2).
REACH Child and Youth Development Foundation	Health & Social Services	2,000	Funding for the Family Navigator program to support parents and caregivers of children with autism and developmental disabilities.
Repair Café South Surrey White Rock	Environmental	1,000	The Repair Café is a volunteer community initiative which brings together people with repair expertise and community members with items in need of repair. Funding requested for branded aprons for Repair Café volunteers.
Semiahmoo Family Place	Health & Social Services	2,000	Funding towards the "Family Place", a drop-in parent participation program for young families to engage with activities and seek out supportive resources in a welcoming, stigma-free environment.
Semiahmoo Peninsula Marine Rescue Society	Community Promotion	3,000	Support towards operating expenses for vessels and equipment for marine search and rescue operations stationed at Crescent Beach in South Surrey.
Spinal Cord Injury BC	Cultural and Recreational	2,500	The Peer Support Program provides opportunities and events for Surrey residents with spinal cord injuries.
SuperChefs Cookery Society	Cultural and Recreational	3,000	Funding towards the SuperChefs Camp, a four-day camp in partnership with Surrey Schools where children learn cooking and nutrition skills.
Surrey Amateur Radio Communications	Community Promotion	1,000	Funding for the 3-day Amateur Radio Field Day Emergency Exercise, which has been held in Surrey since 1975.
Surrey Christmas Bureau Society	Health & Social Services	3,500	Support for the grocery voucher program used by people in need of assistance from the Christmas Bureau Society.

MAYOR, COUNCIL AND GRANTS—DEPARTMENTAL OPERATIONS

Non-profit Organization	Description	2025 Approved Amount	Request
Surrey Community Cat Foundation	Environmental	2,000	Veterinary costs for spay/neuter surgeries for cats owned by low-income residents in Surrey. The project aims to reduce the number of stray and abandoned cats in Surrey, and to help low-income residents be able to keep their pets.
Surrey Hospice Society	Health & Social Services	4,000	Funding towards the Bereavement Binder project, which will provide a resource binder for each public school in Surrey, to help educators support students.
TEDx Surrey	Community Promotion	2,000	Funding toward the 6th annual TEDx Surrey event at the Bell Centre in January 2025.
Washington Kids Foundation	Cultural and Recreational	3,000	Funding for a Pro-D Day Camp for underprivileged youth at the Game Ready Fitness facility in Cloverdale.
Whalley Community Association / Downtown Surrey BIA	Community Promotion	3,500	Funding for the Surrey Fest Downtown - A Celebration of Community festival on June 14, 2025 at Holland Park.
YMCA BC	Health & Social Services	2,500	Funding towards the YMCA Summer Youth Transitions Program, providing structured support to youth aged 12-19 who are facing challenges to stay in school and make positive choices.
You Wear it Well...Just for Grads Society	Health & Social Services	2,500	The "Boutique Day" event provides formal graduation attire for at-risk students. Funding requested for clothing and shoes to ensure inventory is available for all participants.
Young Women's Christian Association	Health & Social Services	3,500	Funding towards the "YWCA Guide to High School" gender-inclusive youth education program that supports youth in making healthy and positive social, emotional and education transitions to high school.
Fraser Valley Heritage Railway Society	Lease	188,424	2025 ST Lease-in-kind
Surrey Sailing Club	Lease	24,000	2025 ST Lease-in-kind
Surrey Heritage Society	Lease	101,700	2025 ST Lease-in-kind
Panorama Ridge Riding Club	Lease	30,500	2025 ST Lease-in-kind
Lower Mainland German Shepherd Dog Club	Lease	6,000	2025 ST Lease-in-kind
Action BMX Association	Lease	12,000	2025 ST Lease-in-kind
Crescent Beach Swim Club	Lease	625	2025 ST Lease-in-kind
Lower Fraser Valley Exhibition Association	Lease	74,088	2025 ST Lease-in-kind
Semiahmoo Potters Society	Lease	9,630	2025 ST Lease-in-kind
Surrey Eagles	Lease	58,432	2025 ST Lease-in-kind

MAYOR, COUNCIL AND GRANTS—DEPARTMENTAL OPERATIONS

Non-profit Organization	Description	Approved Amount	Request
Port Kells Boxing Club	Lease	3,600	2025 ST Lease-in-kind
Arts Council of Surrey	Lease	212,940	2025 LT Lease-in-kind
Association of Neighbourhood Houses of BC	Lease	46,410	2025 LT Lease-in-kind
Association of Neighbourhood Houses of BC	Lease	318,500	2025 LT Lease-in-kind
Cloverdale Curling Club	Lease	519,410	2025 LT Lease-in-kind
Cloverdale Horseshoe Club	Lease	136,500	2025 LT Lease-in-kind
Laurus Coaching Solutions (Tennis Centre)	Lease	582,254	2025 LT Lease-in-kind
Lookout Housing and Health Society	Lease	121,200	2025 LT Lease-in-kind
Mud Bay Yacht Club	Lease	212,940	2025 LT Lease-in-kind
Options Services to the Communities Society	Lease	819,000	2025 LT Lease-in-kind
Pacific Community Resource Society	Lease	66,976	2025 LT Lease-in-kind
Phoenix Drug / Alcohol Recovery	Lease	28,938	2025 LT Lease-in-kind
REC For Kids Society	Lease	32,760	2025 LT Lease-in-kind
Semiahmoo Sea Scouts	Lease	27,300	2025 LT Lease-in-kind
South Fraser Search & Rescue Society	Lease	45,864	2025 LT Lease-in-kind
Surrey Emergency Program Amateur Radio Society	Lease	8,190	2025 LT Lease-in-kind
Surrey Lawn Bowling	Lease	76,986	2025 LT Lease-in-kind
YMCA	Lease	197,043	2025 LT Lease-in-kind

MAYOR, COUNCIL AND GRANTS—DEPARTMENTAL OPERATIONS

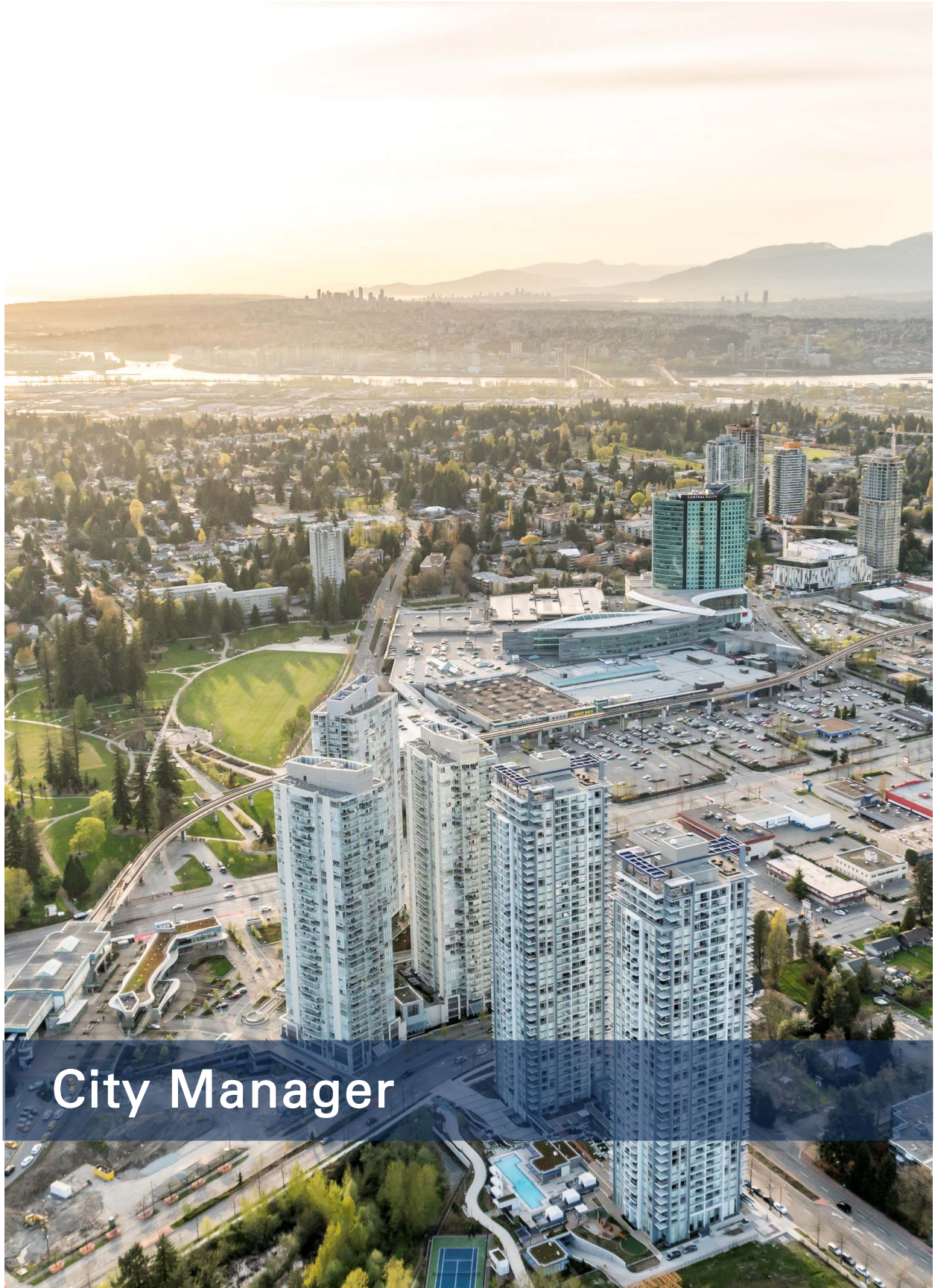
Non-profit Organization	Description	2025 Approved Amount	Request
Lower Fraser Valley Exhibition Association	City-wide	300,000	2025 Cloverdale Rodeo Event
Cloverdale Curling Club	Operating Agreement	76,157	2025 Operations
Neighbourhood Enhancement Grants	City Grant program	45,000	Matching Grant
Event Grants	City Grant program	125,000	Matching Grant
Sport Surrey Grants	City Grant program	500,000	Matching Grant
Unallocated Special Recognition	City Grant program	5,000	
Unallocated Dry Grad Events	City Grant program	4,500	2025 Dry Grad Events
Unallocated Community Events and Initiatives Grants	City Grant program	56,900	
Unallocated Property Taxes	Property Taxes	5,000	
Total		<u>\$5,203,000</u>	

MAYOR, COUNCIL AND GRANTS—SIGNIFICANT CHANGES

(in thousands)

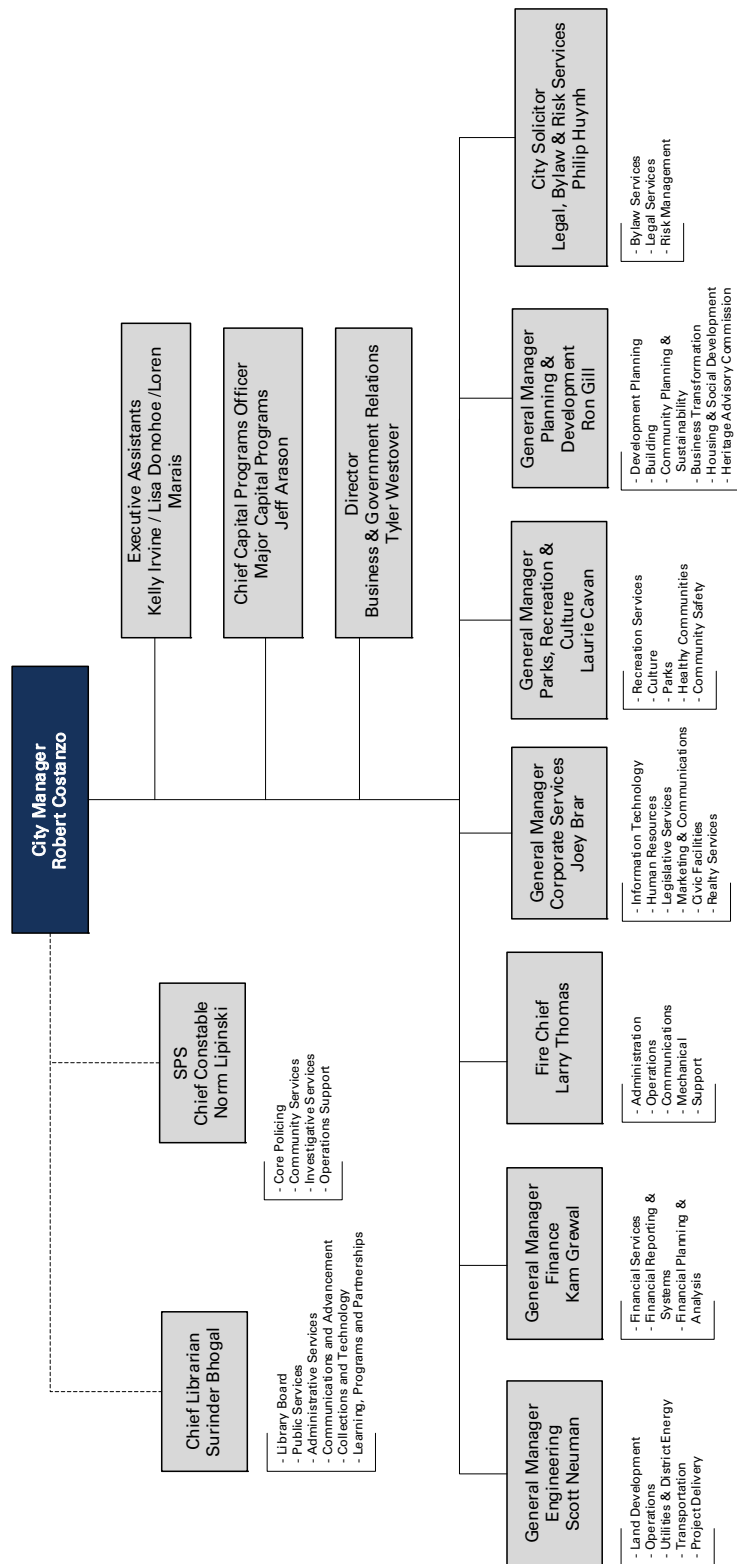
2024 ADOPTED BUDGET		\$	7,136
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Rate Adjustments		\$	9
Reclassified Positions			(115)
			(106)
Operating Costs			354
			354
Total Change in Expenditures			248
2025 BUDGET		\$	7,384
2025 ADOPTED BUDGET			
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments and Growth		\$	228
			228
Operating Costs			
Inflationary Increases and Growth			36
			36
Total Change in Expenditures			264
2029 BUDGET		\$	7,648

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DEPARTMENTAL FUNCTIONS

CITY MANAGER



DEPARTMENTAL OVERVIEW

CITY MANAGER

MISSION STATEMENT

The mission of the City Manager's Department is to oversee and coordinate the work of the City's administration to deliver City Council's short and long-term objectives for the City.

KEY PROGRAMS AND SERVICES

CITY MANAGER'S:

- 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 Five-Year Financial Plan and by reviewing the City's financial performance throughout the year;
- Ensures that Council's priorities and high-quality sustainable City services are delivered on a consistent basis to the City's residents and businesses;
- Provides advice and recommendations to City Council related to policies and emerging issues;
- Assists in guiding the work in each of the City's departments;
- Ensures a coordinated and balanced implementation of Council policies and programs; and
- Ensures consistency and a high standard of corporate reporting, including regular reports to Council as well as periodic reports on organizational performance.

BUSINESS & GOVERNMENT RELATIONS:

Business Relations fosters innovation and entrepreneurship to promote and attract transformative investment opportunities that support the creation of jobs in Surrey as well as fostering relations with other government sectors to support the strategic priorities of Mayor and Council.

Government Relations focuses on building and maintaining strong partnerships with Indigenous communities and other government entities. This division supports the strategic priorities of Mayor and Council by fostering collaborative efforts and ensuring that Indigenous cultural practices and knowledge sharing are respected and integrated into City projects.

MAJOR CAPITAL PROGRAMS:

Major Capital Programs oversees the planning, design and construction of the strategic capital projects of the City.

CITY MANAGER

2024 ACCOMPLISHMENTS

The City Manager's Department worked closely with every department across the organization to deliver key accomplishments in 2024, including selected initiatives where the City Manager's Department played a key role or coordinating role:

INCLUSION



- Developed an Age-Friendly Action Plan to operationalize the newly updated Age-Friendly Strategy and strengthen support for seniors in Surrey; and
- Completed consultations with Katzie, Kwantlen and Semiahmoo Nations, and Urban Indigenous communities, for the design of an Indigenous learning venue in North Surrey to support Indigenous cultural practices, including gathering and knowledge sharing.

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Completed the feasibility study and proceeded with detailed design for 72 Ave between 152 St and 176 St to increase east/west transportation choices;
- Worked directly with TransLink to deliver improved transit services to Surrey including the under-construction Surrey Langley Skytrain.

ECONOMIC PROSPERITY & LIVELIHOODS



- Developed a Surrey analytics data analytics platform to track and measure the City's economic, livability, and social infrastructure needs while identifying opportunities to benchmark Surrey to other comparative jurisdictions; and
- Launched the City's new Economic Strategy 2024 in order to articulate Surrey's economic needs and opportunities to create 300,000 jobs by 2042.

INFRASTRUCTURE



- Completed the Bear Creek Stadium covered grandstand project by 2024– year end. Lifecycle replacement of the running track, to be completed in 2025, will further enhance community sport amenities at this destination park.

HEALTH AND WELLNESS



- Worked in partnership with BC Housing to identify sites and begin the planning process for two new supportive housing projects for women and children.

CORPORATE SUSTAINABILITY

- The City Manager, Senior Management Team, and Council participated in a workshop to solidify a framework on Mayor & Councils' priorities over the current Council term.

FUTURE INITIATIVES, GOALS & OBJECTIVES

INCLUSION



- Develop a Social Action Plan to ensure ongoing development of services for underserved equity seeking groups.



National Indigenous Peoples Day
Celebration

CITY MANAGER

ECONOMIC PROSPERITY & LIVELIHOODS



- Grow Surrey's investment attraction efforts leveraging the City's 2024 CanExport Community Initiatives Grant in order to generate an increase in qualified and transformative investment leads for Surrey.

INFRASTRUCTURE



- Commence construction of the Chuck Bailey Recreation Centre Expansion by September 2025 to offer new and enhanced recreational services and amenities for the community; and
- Initiate construction of the new Newton Community Centre in 2025 and further enhance the town centre by preparing a new Master Plan to establish future development opportunities and transit enhancements.

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Work directly with TransLink to deliver improved transit services to Surrey, including Surrey Langley Skytrain bus integration; design and business case for BRT on King George Blvd to South Surrey; and a broader Surrey Transit Vision; and
- Complete the Cloverdale Town Centre update and Master Plan for the Cloverdale Fairgrounds to support the new hospital and revitalize Cloverdale with retail, sport, and entertainment opportunities.



Cloverdale Street Sign

HEALTH AND WELLNESS



- Finalize the Integrated Community Safety and Well-Being Plan with the cross-departmental working group and seek Council endorsement to allow for full launch.

CORPORATE SUSTAINABILITY

- Continue to launch the budget planning cycle to ensure the coordinated delivery of Council's priorities in a fiscally responsible manner; and
- Deliver a series of strategic sessions to provide Mayor & Council updates on a variety of initiatives underway.

PERFORMANCE MEASURES

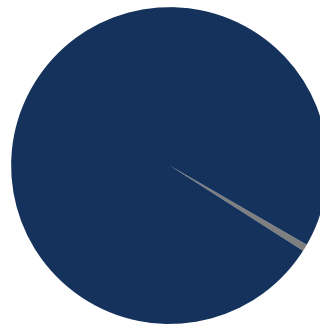
The following table identifies key performance measures that will assist the City Manager's Department in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	Performance Measures (Sustainability)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
City Manager	% of departments completing and maintaining a Surrey Excels "Tier 3" Strategy Map (Corporate Sustainability)	100%	100%	100%	100%	100%	100%	100%

CITY MANAGER—DEPARTMENTAL OPERATIONS

(in thousands)

DIVISION SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Administration	\$ 2,014	\$ 3,071	\$ 2,372	\$ 2,229	\$ 2,319	\$ 2,412	\$ 2,510	\$ 2,612
Major Capital Programs	1,232	989	1,194	406	463	523	587	655
Business & Government Relations	1,958	1,775	2,947	1,491	1,623	1,759	1,900	2,046
	\$ 5,204	\$ 5,835	\$ 6,513	\$ 4,126	\$ 4,405	\$ 4,694	\$ 4,997	\$ 5,313
ACCOUNT SUMMARY								
Revenues								
Sale of Goods and Services	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	(7,352)	(866)	-	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)
Grants, Donations and Other	(114)	(10)	-	-	-	-	-	-
	(7,465)	(876)	-	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)
Expenditures								
Salaries and Benefits	4,702	4,934	5,517	3,444	3,620	3,804	3,998	4,202
Operating Costs	7,418	2,298	1,016	3,416	3,519	3,624	3,733	3,845
Internal Services Used	924	192	292	292	292	292	292	292
Internal Services Recovered	(28)	(473)	(312)	(626)	(626)	(626)	(626)	(626)
External Recoveries	(47)	(240)	-	-	-	-	-	-
	12,969	6,711	6,513	6,526	6,805	7,094	7,397	7,713
Net Operations Total	5,504	5,835	6,513	4,126	4,405	4,694	4,997	5,313
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	(300)	-	-	-	-	-	-	-
	(300)	-	-	-	-	-	-	-
	\$ 5,204	\$ 5,835	\$ 6,513	\$ 4,126	\$ 4,405	\$ 4,694	\$ 4,997	\$ 5,313



0.71% of General Net
Taxation allocated to
City Manager

CITY MANAGER—DEPARTMENTAL OPERATIONS

(in thousands)

ADMINISTRATION	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>1</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	1,967	2,281	1,576	1,433	1,505	1,580	1,659	1,742
Operating Costs	222	709	588	588	606	624	643	662
Internal Services Used	33	94	292	292	292	292	292	292
Internal Services Recovered	(9)	(13)	(84)	(84)	(84)	(84)	(84)	(84)
External Recoveries	-	-	-	-	-	-	-	-
	<u>2,213</u>	<u>3,071</u>	<u>2,372</u>	<u>2,229</u>	<u>2,319</u>	<u>2,412</u>	<u>2,510</u>	<u>2,612</u>
Net Operations Total	2,214	3,071	2,372	2,229	2,319	2,412	2,510	2,612
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	(200)	-	-	-	-	-	-	-
	<u>(200)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	\$ 2,014	\$ 3,071	\$ 2,372	\$ 2,229	\$ 2,319	\$ 2,412	\$ 2,510	\$ 2,612
MAJOR CAPITAL PROGRAMS	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	(7,352)	(866)	-	-	-	-	-	-
Grants, Donations and Other	(114)	(10)	-	-	-	-	-	-
	<u>(7,466)</u>	<u>(876)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	1,215	1,268	1,422	948	1,005	1,065	1,129	1,197
Operating Costs	6,797	926	-	-	-	-	-	-
Internal Services Used	686	10	-	-	-	-	-	-
Internal Services Recovered	-	(332)	(228)	(542)	(542)	(542)	(542)	(542)
External Recoveries	-	(7)	-	-	-	-	-	-
	<u>8,698</u>	<u>1,865</u>	<u>1,194</u>	<u>406</u>	<u>463</u>	<u>523</u>	<u>587</u>	<u>655</u>
Net Operations Total	1,232	989	1,194	406	463	523	587	655
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	\$ 1,232	\$ 989	\$ 1,194	\$ 406	\$ 463	\$ 523	\$ 587	\$ 655

CITY MANAGER—DEPARTMENTAL OPERATIONS

(in thousands)

BUSINESS & GOVERNMENT RELATIONS	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)
Expenditures								
Salaries and Benefits	1,520	1,385	2,519	1,063	1,110	1,159	1,210	1,263
Operating Costs	399	663	428	2,828	2,913	3,000	3,090	3,183
Internal Services Used	205	88	-	-	-	-	-	-
Internal Services Recovered	(19)	(128)	-	-	-	-	-	-
External Recoveries	(47)	(233)	-	-	-	-	-	-
	2,058	1,775	2,947	3,891	4,023	4,159	4,300	4,446
Net Operations Total	2,058	1,775	2,947	1,491	1,623	1,759	1,900	2,046
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	(100)	-	-	-	-	-	-	-
	(100)	-	-	-	-	-	-	-
	\$ 1,958	\$ 1,775	\$ 2,947	\$ 1,491	\$ 1,623	\$ 1,759	\$ 1,900	\$ 2,046

CITY MANAGER—SIGNIFICANT CHANGES

(in thousands)

2024 ADOPTED BUDGET		\$	6,513
REVENUES			
Grants, Donations and Other			
		(2,400)	(2,400)
Total Change in Revenues			(2,400)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments		\$ (340)	
Reclassified Positions		(1,733)	(2,073)
Operating Costs			
Grants		2,400	2,400
Internal Services Used/(Recovered)		(314)	(314)
Total Change in Expenditures			13
2025 BUDGET		\$	4,126
2025 ADOPTED BUDGET		\$	4,126
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments and Growth		\$ 758	758
Operating Costs			
Inflationary Increases and Growth		429	429
Internal Services Used/(Recovered)		-	-
Total Change in Expenditures			1,187
2029 BUDGET		\$	5,313

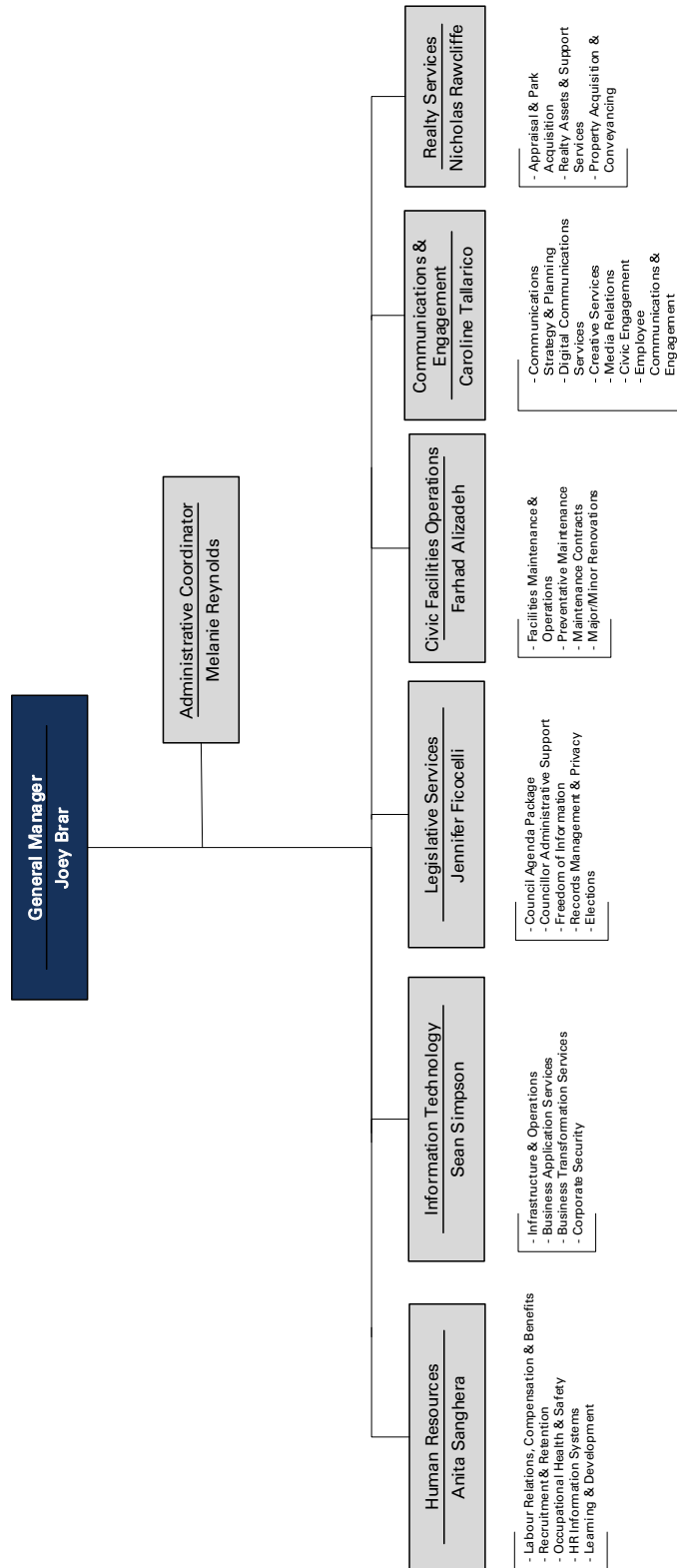
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Corporate Services

DEPARTMENTAL FUNCTIONS

CORPORATE SERVICES



DEPARTMENTAL OVERVIEW

CORPORATE SERVICES

MISSION STATEMENT

To deliver high quality and efficient services to our customers through a spirit of innovation and team collaboration.

KEY PROGRAMS AND SERVICES

Corporate Services consists of key areas of our organization that support the overall core deliverables of the City including Human Resources, Information Technology, Legislative Services, Civic Facilities, Realty Services, and Communications & Engagement.

HUMAN RESOURCES

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; learning & development; employment services; compensation and benefits; occupational health and safety; diversity; wellness; employee recognition; and managing the Human Resources Information Systems (“HRIS”).

HR partners with other departments to position the City as an employer of choice and administers programs designed to support City staff and foster a culture that attracts, motivates, and retains staff, enabling them to contribute their best in a thriving and safe organization.

REALTY SERVICES

Realty Services manages the acquisitions, dispositions, and development of the City’s real estate portfolio. The Land Acquisition Section is responsible for the timely acquisition of land and rights of way for capital projects, park purposes and civic uses. The Realty Asset Management Section manages the City’s real estate inventory including leasing, licencing, and property sales.

CIVIC FACILITIES

Civic Facilities is responsible for overseeing the efficient, safe, and sustainable operation of buildings through renovations, repairs, and daily maintenance. This includes a broad range of tasks, such as conducting preventative maintenance, managing energy consumption, and upgrading infrastructural components to meet current standards. By ensuring that facilities function smoothly, Civic Facilities plays a key role in maintaining the reliability and safety of these spaces.

In addition to regular upkeep, Civic Facilities handles projects of varying scale, from minor repairs to major renovations, ensuring that all work aligns with sustainability and energy efficiency goals. The team also supports long-term planning efforts, assisting in the design, planning, and construction phases of new buildings while proactively planning for future repairs and system upgrades. Through these efforts, Civic Facilities contributes to the longevity and resilience of civic buildings, creating environments that serve both present and future needs.

CORPORATE SERVICES

INFORMATION TECHNOLOGY

Information Technology (“IT”) is a strategic partner across all City business units to provide modern, innovative, secure and reliable technology solutions for the purpose of:

- Enhancing the efficiency and effectiveness of all City staff by streamlining internal operations and processes; and
- Leveraging technology to deliver improved services for citizens and businesses, and provide a high quality of life, now and in the future.

The division’s decisions reflect existing and future plans that align with the strategic objectives of the City, utilizing industry best practices in enterprise architecture principles, sustainability, and sound project and financial management.

COMMUNICATIONS & ENGAGEMENT

Communications & Engagement is responsible for shaping and executing the City’s comprehensive communication and engagement strategies to enhance its reputation, foster positive employee experiences, and drive stakeholder engagement. The division is responsible for internal and external communications, employee and public engagement, brand management, marketing, media relations, senior leadership counsel, and organizational change communications.

LEGISLATIVE SERVICES

Legislative Services is responsible for ensuring the City conducts business in accordance with all levels of government legislation. This division is also responsible for carrying out the statutory responsibilities of the Corporate Officer as legislated under the Community Charter and providing direct services to City Council, City departments and the public. Administrative support is given to Council and to the various committees and boards on which Council members sit. Legislative Services also coordinates and conducts the municipal elections every four years to elect the City’s Mayor and Council.

The division manages the City’s compliance with legislation, which includes ongoing management of the Corporate Records program, the City’s privacy practices, and responding to requests for information under the Freedom of Information and Protection of Privacy Act (“FIPPA”).

2024 ACCOMPLISHMENTS

INCLUSION



- Implemented a new Multilingual Communications Policy to enhance communication and engagement with multilingual residents and individuals with limited proficiency in English;
- Developed a DEI roadmap to enhance diversity, equity and inclusion within our workplace;
- Launched several eLearning modules to promote diversity and inclusion within the workplace. New eLearning module topics include Indigenous Peoples of Surrey and Unconscious Bias;
- Fostered staff awareness and education of the diversity of Surrey and strengthened our inclusiveness through a variety of initiatives and events. In total, 35 key cultural events and important awareness days were recognized in 2024;
- Showcased the diversity of staff through storytelling campaigns that highlighted our diverse team;
- Launched a recruitment campaign to attract diverse applicants for Surrey Fire Service;
- Published the City's first Pay Transparency report that will create a baseline to help track the City's progress in closing the gender pay gap and fostering a more inclusive and equitable workplace; and
- Launched a Digital Technology Hub, a free online platform that offers resources to help older adults navigate the digital world and make it easier to connect to services, programs, and people.

PUBLIC SAFETY



- Enhanced the City's security resilience through updated cybersecurity technologies. Continuous cybersecurity training for staff reinforces awareness of daily risks, helping to safeguard our systems and information against potential threats; and
- Assessed best practices in physical and operational security to equip City facilities with up-to-date and effective security systems and programs.

CORPORATE SERVICES

ECONOMIC PROSPERITY & LIVELIHOODS



Received four national and one provincial awards which positioned the City as a safe, desirable and engaging workplace:

- ◇ WorkSafeBC Certificate of Recognition (“COR”)
- ◇ Excellence Awardee of the Canada's Safest Public Sector/Non-Profit Employer Award 2024
- ◇ Excellence Awardee of the Canada's Safest Employer for Young Workers Award 2024
- ◇ Canada's Top Employers for Young People for 2024
- ◇ Canada's Greenest Employers for 2024



ECOSYSTEMS



- The City's Digital Transformation initiatives reduced printing by 41% since 2020. The City's printers' "Avoidance and Energy Savings" features reduced paper consumption by 1.47 million sheets, equating to 27 metric tonnes of CO2 emissions avoided, 170 trees saved, and \$21,000 in costs avoided;
- Corporate Records securely shredded and recycled 75.97 metric tonnes of paper, with the following environmental benefits: 2,010 trees preserved, 526 trash bags avoided from the landfill, 3,182 bathtubs of water preserved, enough electricity to power 1,007 residential refrigerators saved and the equivalent of 89 gas powered cars removed from the road this year; and
- Civic Facilities completed lighting retrofits in seven facilities, replacing 3,354 linear fluorescent lamps with TLEDs and 83 parking pole lamps with LEDs. These projects will result in annual savings that are equivalent to \$59,200 in utility cost savings. The City also received significant rebates from BC Hydro for these retrofits, totaling approximately \$85,000; and \$36,000 from Fortis BC for upgrading two aged boilers to high-efficiency models.

EDUCATION & CULTURE



- Launched a refreshed New Employee Orientation program to provide new employees with information on key City topics that will give them the necessary foundation to be successful as a City employee;
- Delivered a new Critical Thinking and Problem-Solving eLearning in SurreyLearns to provide staff with the skills to evaluate, identify and distinguish between relevant and irrelevant information;
- Launched a new eLearning about the Attendance Support Program (“ASP”) for managers. The eLearning provides an overview of the ASP and the measures in place to assist employees in maintaining regular attendance; and
- Implemented internal Lunch & Learns to support staff in their internal applications for City job opportunities.

HEALTH & WELLNESS



- Obtained the WorkSafe Certificate of Recognition that recognizes and rewards safe work practices;
- Launched a City-wide mental health program for all staff to reduce stigmas and encourage open dialogue about mental health; and
- Delivered 21 mental health webinars for staff to support their well-being. Webinars include topics like stress and resilient responses, healthy workplace habits, understanding burnout, and more.

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Reconstruction of the Strawberry Hill Community Hall was completed in 2024, which will be the home of a new childcare facility. This project rehabilitated one of the oldest community halls built in Surrey and will serve the community for many years to come; and
- Acquired the last two outstanding private properties in South Newton to complete Woodward Hill Park;

CORPORATE SERVICES

INFRASTRUCTURE



- The City's Land Management Online Permitting Portal has been upgraded with new features, including the Online Development Inquiry ("ODI") service, which offers expanded information. Users can now view and manage Multi-Family and Commercial building permits online, alongside enhancements to previously released functionalities for a more efficient and user-friendly experience;
- Advanced the Data Driven Decision Making ("D3M") Program by delivering 12 new dashboards, including those supporting daily operations for Bylaws and Museums. Additionally, new data sets such as financial data, StatsCan data, and ocean conditions were incorporated to enable deeper insights across the City;
- Expanded and enhanced the City's online service offerings, including updates to the MySurrey Experience with features like an automated support form and design enhancements. Launched an alternative public notice service and improved the Online Registration system for seamless integration with the MySurrey Account. Upgraded surrey.ca to ensure optimal performance during peak traffic times. Additionally, rolled out revamped annual festival websites and improved online ticket sales services;
- Secured the outstanding property requirements along 132 St as a requirement for the 72 Ave – 76 Ave road widening project;
- Citizens continue to embrace our online services, with 71% of eligible transactions conducted online. In 2024 we maintained our average with a slight increase from 69% in 2023 to 71% in 2024. We continue to see a high demand for City services. These online platforms consistently provide convenience, along with significant time and cost savings in travel for our citizens;
- Citizens signed up for MySurrey Accounts, with 45,490 new users in 2024 (24% increase from 2023) or a total of 235,993 current accounts, indicating continued steady growth as the City experiences increased demand for online services;
- To better serve our residents, the City launched priority registration for Surrey residents for the Winter 2024 registration; this initiative improved the registration experience by offering early access to residents, ensuring a smoother and more reliable process with features like staggered registration dates and a virtual waiting room; and
- Granted a lease on City-owned land in Campbell Heights to accommodate a pre-cast yard for the purpose of manufacturing, assembling, storing, and shipping the guideway and column infrastructure segments for Surrey Langley SkyTrain project.

CORPORATE SUSTAINABILITY

- Launched a new email subscription for public notices. This initiative offers a convenient way for the public to receive notifications directly via email about public hearings, elections, property taxes, land use changes, rezoning bylaws, and other key municipal decisions, thereby improving accessibility and efficiency while meeting the community's growing preference for digital communication;
- Delivered a Take Our Kids to Work Day program to highlight career opportunities at the City;
- Supported Surrey Fire Service in collective bargaining ensuring ongoing labour stability;
- Drove the expansion of a Continuous Improvement culture across the organization with our City-wide training initiatives and launching a Story Sharing campaign in the staff newsletter. These efforts significantly boosted attendee diversity and deepened staff knowledge, resulting in notable improvements in process efficiency, project delivery, and proactive change identification; and
- Improvements made to the Council Procedure Bylaw included alternative public notice provisions and updates to align with new provincial legislation regarding holding a public hearing and when it is not authorized to hold a public hearing.

FUTURE INITIATIVES, GOALS & OBJECTIVES

INCLUSION



- Continue to evolve the City's workplace diversity, equity and inclusion initiatives.

PUBLIC SAFETY



- Strengthen the security of City data and critical infrastructure by investing in advanced cybersecurity tools and implementing industry-standard best practices.

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Deliver the ongoing property acquisition requirements for the Parkland Acquisition Program.

CORPORATE SERVICES

ECONOMIC PROSPERITY & LIVELIHOODS



- Continue to expand fibre optic infrastructure, and lease/exchange excess capacity in order to be a catalyst for enabling high quality, affordable, high-speed broadband services;
- Create a unique employer brand strategy to best position the City as an Employer of Choice; and
- Secured \$500,000 from FortisBC and \$357,000 from LGCAP for future energy saving projects within our civic facilities. Projects being planned include optimizing the energy efficiency of Surrey Sport & Leisure Complex, future lighting retrofit projects; and efficiency studies on select sites to reduce energy consumption and enhance their operations.

EDUCATION & CULTURE



- Expand accessibility to workplace training across all City facilities; and
- Launch a new Intranet to enhance the City's internal communication efforts and better engage staff in fostering an award-winning workplace culture.



City of Surrey City Hall

INFRASTRUCTURE



- Enhance Surrey Online Services delivering a personalized experience on the City's Surrey.ca website, customizing relevant and timely content and services for our citizens;
- Continue to enhance the City's Land Management Online Permitting Portal, providing the ability to view status, pay fees and access deficiencies for all permits, and advance end-to-end online permitting capabilities in multi-family building permits, residential building permits, planning applications and engineering permits;
- Launch the Archistar eCheck platform, powered by advanced AI, enabling developers and City staff to perform pre-application compliance checks against Surrey's zoning bylaws. This system improves the quality of applications, saves time by reducing the need for multiple revisions, and accelerates permit approval times, supporting the City's commitment to meeting its growing housing needs;
- Expand the Data Driven Decision Making Program by enhancing self-service analytics, delivering training, and analytical capabilities to assist more business areas in meeting City objectives through enhanced reporting and dashboarding;
- Upgrade the City's foundational Land Management System, that is used by City staff to manage permitting and all land-related processes, to support efforts to streamline applications, permit approvals and compliance checks and improving service delivery to residents, business and developers;
- Continue to oversee and execute IT asset replacement plans to ensure continuous delivery of services;
- Continue our transition to a cloud based infrastructure to strengthen resiliency, agility, and innovation; and
- Continue to enhance the energy efficiency of the City's facilities to provide comfortable spaces for the public and ensure their long term sustainability.

CORPORATE SUSTAINABILITY

- Develop a plan to prioritize Council policies over this Council term and bring forward Council policies for review and update; and
- Strengthen the Continuous Improvement culture by providing ongoing departmental support to achieve 2025 goals and by offering expanded training and service options.

CORPORATE SERVICES

PERFORMANCE MEASURES

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

Division	Performance Measures (Sustainability Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Realty Services	Expenses as a % of lease/rental revenues (Infrastructure)	43%	36%	45%	45%	45%	45%	45%
Information Technology	% of eligible transactions completed by citizens using City online services (Infrastructure)	71%	69%	69%	69%	70%	70%	71%
Human Resources	Incidence frequency rate of lost time claims per 100 persons a year (Health & Wellness)	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Average # of days to fill a position vacancy - Exempt (Economic Prosperity)	69	80	79	78	77	77	77
	Average # of days to fill a position vacancy - CUPE (Economic Prosperity)	66	74	73	72	71	71	71

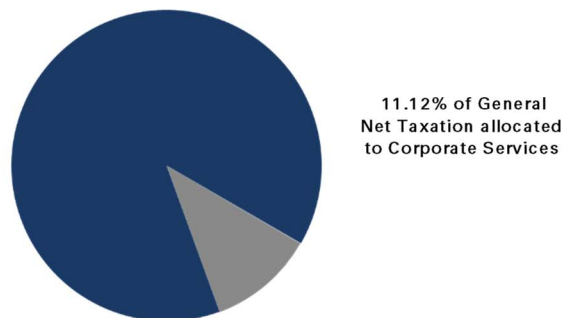
CORPORATE SERVICES

Division	Performance Measures (Sustainability Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Civic Facilities	# of after hours calls (Infrastructure)	125	300	300	300	300	300	300
	# of unscheduled facility closures (Infrastructure)	1	2	2	2	2	2	2
Legislative Services	% of FOI requests received where the requester was directed to the City's website for the information (Inclusion)	8%	12%	9%	9%	10%	10%	11%
	Number of pages received in the mailroom from Canada Post and scanned to digital format (Ecosystem)	10,193	8,500	10,000	11,000	11,500	12,000	12,500

CORPORATE SERVICES—DEPARTMENTAL OPERATIONS

(in thousands)

DIVISION SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Administration	626	665	570	556	584	613	644	676
Civic Facilities	12,791	14,390	13,155	14,201	14,492	14,790	15,095	15,408
Communications & Engagement	3,245	3,867	3,760	4,971	5,044	5,119	5,195	5,272
Human Resources	5,898	5,946	6,684	6,385	6,697	7,024	7,367	7,726
Information Technology	30,761	33,413	32,803	34,193	34,840	35,502	36,180	36,875
Legislative Services	4,604	4,859	4,890	4,894	5,019	5,181	5,318	5,457
Realty Services	(748)	2,338	(586)	(893)	(925)	(958)	(995)	(1,033)
	<u>\$ 57,177</u>	<u>\$ 65,478</u>	<u>\$ 61,276</u>	<u>\$ 64,307</u>	<u>\$ 65,751</u>	<u>\$ 67,271</u>	<u>\$ 68,804</u>	<u>\$ 70,381</u>
ACCOUNT SUMMARY								
Revenues								
Sale of Goods and Services	\$ (292)	\$ (284)	\$ (298)	\$ (304)	\$ (313)	\$ (322)	\$ (331)	\$ (341)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	(5,535)	(3,300)	(6,262)	(6,616)	(6,814)	(7,018)	(7,229)	(7,446)
	<u>(5,827)</u>	<u>(3,584)</u>	<u>(6,560)</u>	<u>(6,920)</u>	<u>(7,127)</u>	<u>(7,340)</u>	<u>(7,560)</u>	<u>(7,787)</u>
Expenditures								
Salaries and Benefits	37,495	40,925	39,772	41,314	42,133	42,978	43,847	44,741
Operating Costs	27,125	28,482	26,007	27,753	29,585	29,473	30,357	31,267
Internal Services Used	5,268	5,510	3,742	3,823	3,823	3,823	3,823	3,823
Internal Services Recovered	(10,189)	(9,442)	(7,758)	(7,736)	(7,736)	(7,736)	(7,736)	(7,736)
External Recoveries	(151)	(385)	(19)	(19)	(19)	(19)	(19)	(19)
	<u>59,548</u>	<u>65,090</u>	<u>61,744</u>	<u>65,135</u>	<u>67,786</u>	<u>68,519</u>	<u>70,272</u>	<u>72,076</u>
Net Operations Total	53,721	61,506	55,184	58,215	60,659	61,179	62,712	64,289
Transfers								
To (From) Capital Sources	3,882	5,254	5,767	5,767	5,767	5,767	5,767	5,767
To (From) Operating Sources	(426)	(1,282)	325	325	(675)	325	325	325
	<u>3,456</u>	<u>3,972</u>	<u>6,092</u>	<u>6,092</u>	<u>5,092</u>	<u>6,092</u>	<u>6,092</u>	<u>6,092</u>
	<u>\$ 57,177</u>	<u>\$ 65,478</u>	<u>\$ 61,276</u>	<u>\$ 64,307</u>	<u>\$ 65,751</u>	<u>\$ 67,271</u>	<u>\$ 68,804</u>	<u>\$ 70,381</u>



CORPORATE SERVICES—DEPARTMENTAL OPERATIONS

(in thousands)

ADMINISTRATION	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	561	546	570	556	584	613	644	676
Operating Costs	65	119	-	-	-	-	-	-
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	626	665	570	556	584	613	644	676
Net Operations Total	626	665	570	556	584	613	644	676
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	\$ 626	\$ 665	\$ 570	\$ 556	\$ 584	\$ 613	\$ 644	\$ 676
CIVIC FACILITIES	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ (4)	\$ (4)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	1	-	-	-	-	-	-	-
	(3)	(4)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	5,435	6,318	6,256	6,695	6,773	6,852	6,931	7,011
Operating Costs	7,455	7,920	6,575	7,101	7,314	7,533	7,759	7,992
Internal Services Used	4,001	4,503	3,564	3,645	3,645	3,645	3,645	3,645
Internal Services Recovered	(4,003)	(4,273)	(3,232)	(3,232)	(3,232)	(3,232)	(3,232)	(3,232)
External Recoveries	(36)	(166)	(8)	(8)	(8)	(8)	(8)	(8)
	12,852	14,302	13,155	14,201	14,492	14,790	15,095	15,408
Net Operations Total	12,849	14,298	13,155	14,201	14,492	14,790	15,095	15,408
Transfers								
To (From) Capital Sources	(58)	61	-	-	-	-	-	-
To (From) Operating Sources	-	31	-	-	-	-	-	-
	(58)	92	-	-	-	-	-	-
	\$ 12,791	\$ 14,390	\$ 13,155	\$ 14,201	\$ 14,492	\$ 14,790	\$ 15,095	\$ 15,408

CORPORATE SERVICES—DEPARTMENTAL OPERATIONS

(in thousands)

COMMUNICATIONS & ENGAGEMENT	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ (30)	\$ (26)	\$ (62)	\$ (63)	\$ (65)	\$ (67)	\$ (69)	\$ (71)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(30)	(26)	(62)	(63)	(65)	(67)	(69)	(71)
Expenditures								
Salaries and Benefits	2,889	3,459	2,856	4,135	4,175	4,216	4,257	4,298
Operating Costs	1,051	1,089	1,166	1,166	1,201	1,237	1,274	1,312
Internal Services Used	126	60	1	1	1	1	1	1
Internal Services Recovered	(723)	(698)	(215)	(282)	(282)	(282)	(282)	(282)
External Recoveries	(17)	(17)	(11)	(11)	(11)	(11)	(11)	(11)
	3,326	3,893	3,797	5,009	5,084	5,161	5,239	5,318
Net Operations Total	3,296	3,867	3,735	4,946	5,019	5,094	5,170	5,247
Transfers								
To (From) Capital Sources	-	-	25	25	25	25	25	25
To (From) Operating Sources	(51)	-	-	-	-	-	-	-
	(51)	-	25	25	25	25	25	25
	\$ 3,245	\$ 3,867	\$ 3,760	\$ 4,971	\$ 5,044	\$ 5,119	\$ 5,195	\$ 5,272
HUMAN RESOURCES	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	5,531	5,885	6,132	5,833	6,123	6,427	6,746	7,081
Operating Costs	1,126	814	746	746	768	791	815	839
Internal Services Used	39	26	1	1	1	1	1	1
Internal Services Recovered	(793)	(569)	(195)	(195)	(195)	(195)	(195)	(195)
External Recoveries	(5)	(1)	-	-	-	-	-	-
	5,898	6,155	6,684	6,385	6,697	7,024	7,367	7,726
Net Operations Total	5,898	6,155	6,684	6,385	6,697	7,024	7,367	7,726
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	-	(209)	-	-	-	-	-	-
	-	(209)	-	-	-	-	-	-
	\$ 5,898	\$ 5,946	\$ 6,684	\$ 6,385	\$ 6,697	\$ 7,024	\$ 7,367	\$ 7,726

CORPORATE SERVICES—DEPARTMENTAL OPERATIONS

	<i>(in thousands)</i>							
	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
INFORMATION TECHNOLOGY								
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	17,522	18,803	17,122	17,289	17,540	17,794	18,052	18,314
Operating Costs	12,145	12,466	11,975	13,198	13,594	14,002	14,422	14,855
Internal Services Used	870	675	13	13	13	13	13	13
Internal Services Recovered	(2,926)	(2,232)	(2,049)	(2,049)	(2,049)	(2,049)	(2,049)	(2,049)
External Recoveries	(85)	(79)	-	-	-	-	-	-
	27,526	29,633	27,061	28,451	29,098	29,760	30,438	31,133
Net Operations Total	27,526	29,633	27,061	28,451	29,098	29,760	30,438	31,133
Transfers								
To (From) Capital Sources	3,935	5,209	5,742	5,742	5,742	5,742	5,742	5,742
To (From) Operating Sources	(700)	(1,429)	-	-	-	-	-	-
	3,235	3,780	5,742	5,742	5,742	5,742	5,742	5,742
	\$ 30,761	\$ 33,413	\$ 32,803	\$ 34,193	\$ 34,840	\$ 35,502	\$ 36,180	\$ 36,875
LEGISLATIVE SERVICES								
Revenues								
Sale of Goods and Services	\$ (182)	\$ (204)	\$ (165)	\$ (169)	\$ (174)	\$ (179)	\$ (184)	\$ (190)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(182)	(204)	(165)	(169)	(174)	(179)	(184)	(190)
Expenditures								
Salaries and Benefits	2,833	3,169	3,244	3,252	3,338	3,429	3,523	3,619
Operating Costs	1,843	1,750	1,478	1,478	2,522	1,598	1,646	1,695
Internal Services Used	38	49	8	8	8	8	8	8
Internal Services Recovered	(258)	(232)	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	4,456	4,736	4,730	4,738	5,868	5,035	5,177	5,322
Net Operations Total	4,274	4,532	4,565	4,569	5,694	4,856	4,993	5,132
Transfers								
To (From) Capital Sources	5	2	-	-	-	-	-	-
To (From) Operating Sources	325	325	325	325	(675)	325	325	325
	330	327	325	325	(675)	325	325	325
	\$ 4,604	\$ 4,859	\$ 4,890	\$ 4,894	\$ 5,019	\$ 5,181	\$ 5,318	\$ 5,457

CORPORATE SERVICES—DEPARTMENTAL OPERATIONS

(in thousands)

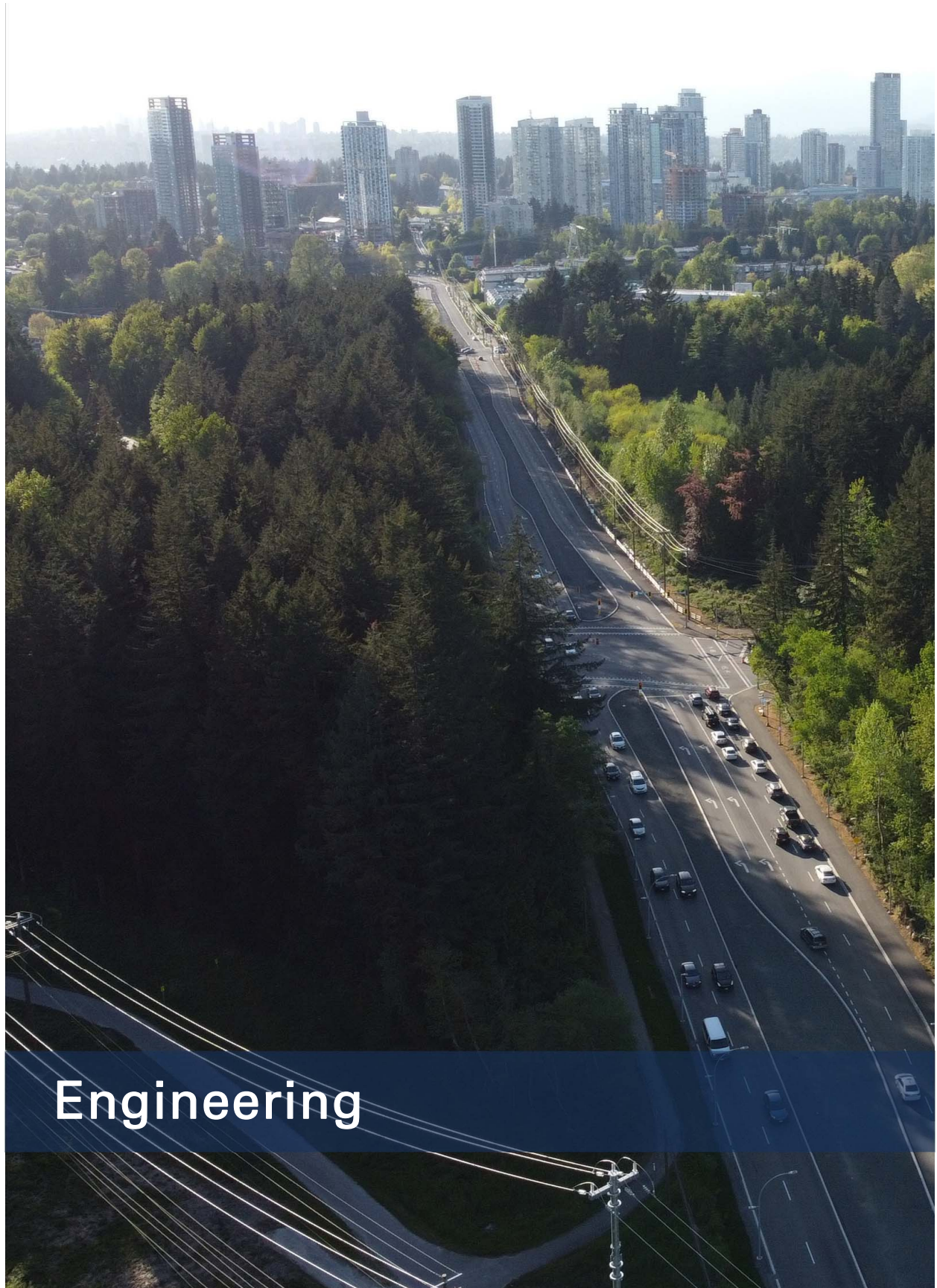
REALTY SERVICES	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ (76)	\$ (50)	\$ (71)	\$ (72)	\$ (74)	\$ (76)	\$ (78)	\$ (80)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	(5,536)	(3,300)	(6,262)	(6,616)	(6,814)	(7,018)	(7,229)	(7,446)
	(5,612)	(3,350)	(6,333)	(6,688)	(6,888)	(7,094)	(7,307)	(7,526)
Expenditures								
Salaries and Benefits	2,724	2,745	3,592	3,554	3,600	3,647	3,694	3,742
Operating Costs	3,440	4,324	4,067	4,064	4,186	4,312	4,441	4,574
Internal Services Used	194	197	155	155	155	155	155	155
Internal Services Recovered	(1,486)	(1,438)	(2,067)	(1,978)	(1,978)	(1,978)	(1,978)	(1,978)
External Recoveries	(8)	(122)	-	-	-	-	-	-
	4,864	5,706	5,747	5,795	5,963	6,136	6,312	6,493
Net Operations Total	(748)	2,356	(586)	(893)	(925)	(958)	(995)	(1,033)
Transfers								
To (From) Capital Sources	-	(18)	-	-	-	-	-	-
To (From) Operating Sources	-	-	-	-	-	-	-	-
	-	(18)	-	-	-	-	-	-
	\$ (748)	\$ 2,338	\$ (586)	\$ (893)	\$ (925)	\$ (958)	\$ (995)	\$ (1,033)

CORPORATE SERVICES—SIGNIFICANT CHANGES

(in thousands)

2024 ADOPTED BUDGET		\$ 61,276
REVENUES		
Sales and Services		(6)
Grants, Donations and Other		<u>(354)</u>
Total Change in Revenues		<u>(360)</u>
EXPENDITURES		
Salaries		
Salary Adjustments	\$ (38)	
Reclassified Positions	<u>1,580</u>	<u>1,542</u>
Operating Costs		
Hydro and Utilities	26	
Contracts	<u>1,732</u>	
Other	<u>(12)</u>	<u>1,746</u>
Internal Services Used/(Recovered)	<u>103</u>	<u>103</u>
Total Change in Expenditures		<u>3,391</u>
2025 BUDGET		\$ 64,307
2025 ADOPTED BUDGET		\$ 64,307
REVENUES		
Sales and Services		(37)
Grants, Donations and Other		<u>(830)</u>
Total Change in Revenues		<u>(867)</u>
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments and Growth	<u>\$ 3,427</u>	<u>3,427</u>
Operating Costs		
Inflationary Increases and Growth	<u>3,514</u>	<u>3,514</u>
Total Change in Expenditures		<u>6,941</u>
2029 BUDGET		\$ 70,381

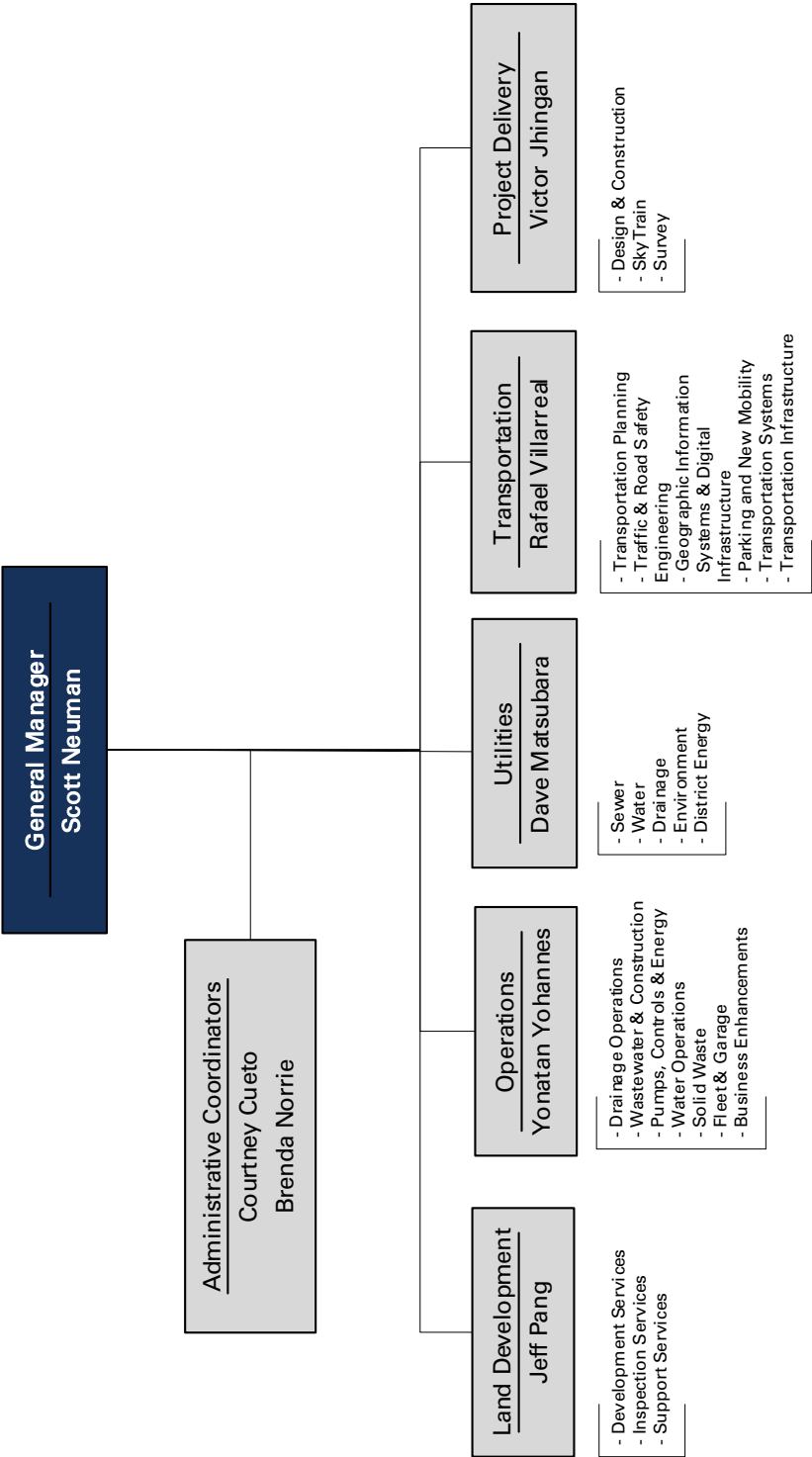
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Engineering

DEPARTMENTAL FUNCTIONS

ENGINEERING



DEPARTMENTAL OVERVIEW

ENGINEERING

MISSION STATEMENT

To provide timely, effective and efficient services relating to Water, Sewer, Drainage, District Energy, Solid Waste, Transportation, Project Delivery, and Land Development.

KEY PROGRAMS AND SERVICES

The Engineering Department provides City services relating to Transportation, Solid Waste, Water, Sewer, Drainage, District Energy, and Land Development. The department includes the Land Development, Project Delivery, 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, Project Delivery, Survey, Geographic Information Systems ("GIS") 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 the municipal infrastructure required to service land and building development. The Inspection Services section ensures that the aforementioned infrastructure meets Council-adopted standards and requirements while the Support Services section provides administrative support related to Engineering permits for construction in City road allowances.

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 and Engineering business enhancement initiatives.

PROJECT DELIVERY

The Project Delivery division is responsible for delivering the City's Infrastructure Capital Program for Transportation and utility assets. This includes developing designs, procurement and construction services. The team provides survey services to all City departments with a primary focus on legal services to support Engineering and Parks Recreation & Culture. Furthermore, the division acts as the City's liaison with various levels of government on advancing key regional projects in Surrey.

ENGINEERING

2024 ACCOMPLISHMENTS

INCLUSION



- Developed Memory Map app for the public to share and discover places in Surrey that hold significance to the people who call Surrey home; and
- Worked with the Planning Department to apply and secure funding to research and implement complete communities strategic projects.

PUBLIC SAFETY



- Filled a total of 11,000 potholes;
- Cleared 7,741 catch basins to alleviate possible flooding issues;
- Analyzed motor vehicle collision data to find patterns and measure Vision Zero mitigation efforts;
- Worked with Surrey Fire and the Province to establish data compilation and sharing in support of next-generation 911 emergency response processes; and
- Improved intersections at 45 locations to provide for safer vehicle and pedestrian movements, installed 29 speed humps to reduce vehicle travel speeds, and 8km of new sidewalks and cycling pathways.

INFRASTRUCTURE



- Delivered over \$100 million of new engineering infrastructure, consisting of over 8km of road improvements, 27 km of repaved roads, 14km of new drainage, water, and sewer utilities, and expansion of our district energy system to service 12 new buildings in City Centre;
- Updated Engineering's Business Continuity program and documentation to include all critical business applications;
- Received Council approval to enter into a License Agreement with Novus Entertainment Inc. and Beanfield Technologies Inc. to install, operate, and maintain telecommunication infrastructure within road allowances to increase broadband access and connectivity across the City, while also ensuring residents, businesses and the general public have access to some of the most modern connectivity infrastructure;

- Assessed continuous improvement opportunities to advance Guaranteed Permitting Timelines related to drawing submissions/reviews and financial processing; and
- Developed Engineering components of the Digital Permitting Expansion Project to improve and accelerate the development approval process by delivering enhanced communication and transparency of application status and improved quality of submissions. For example, Cross-Connection Control Program Database Management in Citizen Portal.

ECOSYSTEMS



- Completed \$57.3M in parkland acquisition expenditures, excluding riparian dedications and parklands transferred through the City land development process, resulting in additional parkland being added to the City's inventory for the use and enjoyment of all its residents and visitors.

ECONOMIC PROSPERITY & LIVELIHOODS



- Continually developed processes to compile utility asset condition, probability of failure and consequence of failure information related to critical infrastructure to support sound maintenance management and sustainable service delivery;
- In support of the City infrastructure for land development, processed and registered 1,500 documents at the Land Title Office; and
- Completed 275 appraisal requests representing 350 properties in furtherance of the City's strategic initiatives to increase civic, social, infrastructure and parkland services.

ENGINEERING

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Developed Focus Newton Action Plan Map – an online resource to share completed projects in the Newton area. Developed an integrated Capital Works program to support public realm, walking and improved access along the Surrey-Langley Skytrain corridor to the new Skytrain stations;
- Completed a land assembly in Fleetwood to accommodate the relocation of Firehall #6; and
- Entered into partnership agreements with BC Hydro to co-deliver capital projects on two major road corridors in Surrey.

FUTURE INITIATIVES, GOALS & OBJECTIVES

HEALTH & WELLNESS



- Engineering's goal is to continue to assist in reducing utility contact incidents associated with construction activities. Our Engineering Operations safety committee has reviewed historic incidents and we are deploying further recommendations for 2025.

ECONOMIC PROSPERITY & LIVELIHOODS



- As part of the Disaster Mitigation and Adaptation Fund ("DMAF") program, Engineering will implement the Government of Canada's Community Employment Benefits ("CEB") Initiative to support 20–30% of employment hours carried out by individuals who fall into at least one of the CEB's seven target groups, and 50% of purchasing from target enterprise types;
- Engineering's 2025 Capital Program will invest approximately \$185.3 million in infrastructure to support growth and development in the City;
- Complete all land development servicing agreement related drawing reviews within three weeks; and
- Ensure all land development servicing agreement related drawings are accepted after a maximum of four submissions.

INFRASTRUCTURE



- Finalize development of new data driven technology to monitor, analyze and report relevant sustainable service delivery (“SSD”) metrics that will allow the City to better understand infrastructure condition and maintenance or replacement priorities;
- Develop an internal application for snow plow tracking;
- Evolve and enhance sustainable service delivery (“SSD”) and level of service (“LOS”) processes and metrics;
- Implement a linear referencing system for Engineering assets to enhance data management and inventory tracking; and
- Support the Ministry of Transportation and Infrastructure in the ongoing construction of the Surrey-Langley Skytrain Corridor along Fraser Highway.



152 Street Skytrain Station Rendering

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Continue to collaborate with Metro Vancouver to rezone property to expand the North Surrey Recycling and Waste Centre to include a full-scale recycling depot which will increase convenient disposal options for residents and businesses;
- Continue to add BC Hydro five-year capital project plan layer to Capital Construction Web Map to increase collaboration and reduce potential for conflicting construction plans; and
- Remote Sensing 2025, acquire oblique imagery and LiDAR data to update a number of derived datasets such as contours, digital elevation model, building outlines.

ENGINEERING

PERFORMANCE MEASURES

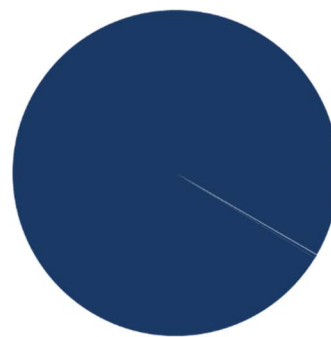
The following table identifies key performance measures that will assist the Engineering Department in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	Performance Measures (Sustainability Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Land Development	% of projects completed within typical seven-month processing time from Project Scoping submission to Servicing Agreement issuance (Economic Prosperity and Livelihoods)	36%	50%	50%	50%	50%	50%	50%
Operations	% reduction in illegal dumping incidents (Built Environments)	13%	5%	15%	17%	19%	20%	20%
	% decrease of landfill waste tonnage/household (Ecosystems/Economic Prosperity & Livelihoods)	34%	40%	40%	43%	47%	50%	50%

ENGINEERING – DEPARTMENTAL OPERATIONS

(in thousands)

DIVISION SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Engineering Operations	\$ (258)	\$ (618)	\$ (365)	\$ -	\$ -	\$ -	\$ -	\$ -
Engineering Professional Services	1,866	2,110	2,234	2,223	2,404	2,589	2,778	2,972
Land Development	(4,019)	(898)	(125)	(125)	(125)	(125)	(125)	(125)
	\$ (2,411)	\$ 594	\$ 1,744	\$ 2,098	\$ 2,279	\$ 2,464	\$ 2,653	\$ 2,847
ACCOUNT SUMMARY								
Revenues								
Sale of Goods and Services	\$ (8,902)	\$ (6,594)	\$ (6,749)	\$ (7,017)	\$ (7,228)	\$ (7,445)	\$ (7,668)	\$ (7,898)
Transfers from Other Governments	(63)	-	-	-	-	-	-	-
Grants, Donations and Other	(932)	(779)	(722)	(1,460)	(1,483)	(1,506)	(1,530)	(1,555)
	(9,897)	(7,373)	(7,471)	(8,477)	(8,711)	(8,951)	(9,198)	(9,453)
Expenditures								
Salaries and Benefits	43,827	46,047	47,494	48,283	48,723	49,169	49,622	50,081
Operating Costs	10,553	11,608	9,337	9,628	9,917	10,215	10,521	10,837
Internal Services Used	10,197	9,325	8,968	8,763	8,897	9,035	9,177	9,326
Internal Services Recovered	(55,164)	(57,639)	(57,745)	(57,658)	(57,658)	(57,658)	(57,658)	(57,658)
External Recoveries	(5,450)	(5,129)	(2,259)	(2,339)	(2,339)	(2,339)	(2,339)	(2,339)
	3,963	4,212	5,795	6,677	7,540	8,422	9,323	10,247
Net Operations Total	(5,934)	(3,161)	(1,676)	(1,800)	(1,171)	(529)	125	794
Transfers								
To (From) Capital Sources	3,537	3,775	3,405	3,883	3,435	2,978	2,513	2,038
To (From) Operating Sources	(14)	(20)	15	15	15	15	15	15
	3,523	3,755	3,420	3,898	3,450	2,993	2,528	2,053
	\$ (2,411)	\$ 594	\$ 1,744	\$ 2,098	\$ 2,279	\$ 2,464	\$ 2,653	\$ 2,847



0.36% of General Net
Taxation allocated to
Engineering

ENGINEERING – DEPARTMENTAL OPERATIONS

(in thousands)

ENGINEERING OPERATIONS	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ (59)	\$ (76)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	(700)	(700)	(700)	(700)	(700)
	(59)	(76)	-	(700)	(700)	(700)	(700)	(700)
Expenditures								
Salaries and Benefits	33,850	35,395	35,070	35,641	35,833	36,026	36,220	36,415
Operating Costs	7,632	8,411	8,239	8,528	8,784	9,048	9,319	9,599
Internal Services Used	5,812	6,089	5,205	5,105	5,105	5,105	5,105	5,105
Internal Services Recovered	(50,124)	(52,756)	(51,980)	(52,153)	(52,153)	(52,153)	(52,153)	(52,153)
External Recoveries	(901)	(1,386)	(304)	(304)	(304)	(304)	(304)	(304)
	(3,731)	(4,247)	(3,770)	(3,183)	(2,735)	(2,278)	(1,813)	(1,338)
Net Operations Total	(3,790)	(4,323)	(3,770)	(3,883)	(3,435)	(2,978)	(2,513)	(2,038)
Transfers								
To (From) Capital Sources	3,532	3,705	3,405	3,883	3,435	2,978	2,513	2,038
To (From) Operating Sources	-	-	-	-	-	-	-	-
	3,532	3,705	3,405	3,883	3,435	2,978	2,513	2,038
	\$ (258)	\$ (618)	\$ (365)	\$ -	\$ -	\$ -	\$ -	\$ -
ENGINEERING PROFESSIONAL SERVICES	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ (21)	\$ (21)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	(63)	-	-	-	-	-	-	-
Grants, Donations and Other	-	(2)	-	-	-	-	-	-
	(84)	(23)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	6,386	6,535	7,502	7,208	7,378	7,552	7,730	7,912
Operating Costs	382	335	356	354	365	376	387	399
Internal Services Used	135	359	98	178	178	178	178	178
Internal Services Recovered	(4,767)	(4,644)	(5,517)	(5,232)	(5,232)	(5,232)	(5,232)	(5,232)
External Recoveries	(172)	(432)	(220)	(300)	(300)	(300)	(300)	(300)
	1,964	2,153	2,219	2,208	2,389	2,574	2,763	2,957
Net Operations Total	1,880	2,130	2,219	2,208	2,389	2,574	2,763	2,957
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	(14)	(20)	15	15	15	15	15	15
	(14)	(20)	15	15	15	15	15	15
	\$ 1,866	\$ 2,110	\$ 2,234	\$ 2,223	\$ 2,404	\$ 2,589	\$ 2,778	\$ 2,972

ENGINEERING—DEPARTMENTAL OPERATIONS

(in thousands)

LAND DEVELOPMENT	2023	2024	2024	2025	2026	2027	2028	2029
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sale of Goods and Services	\$ (8,822)	\$ (6,497)	\$ (6,749)	\$ (7,017)	\$ (7,228)	\$ (7,445)	\$ (7,668)	\$ (7,898)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	(932)	(777)	(722)	(760)	(783)	(806)	(830)	(855)
	(9,754)	(7,274)	(7,471)	(7,777)	(8,011)	(8,251)	(8,498)	(8,753)
Expenditures								
Salaries and Benefits	3,591	4,117	4,922	5,434	5,512	5,591	5,672	5,754
Operating Costs	2,539	2,862	742	746	768	791	815	839
Internal Services Used	4,250	2,877	3,665	3,480	3,614	3,752	3,894	4,043
Internal Services Recovered	(273)	(239)	(248)	(273)	(273)	(273)	(273)	(273)
External Recoveries	(4,377)	(3,311)	(1,735)	(1,735)	(1,735)	(1,735)	(1,735)	(1,735)
	5,730	6,306	7,346	7,652	7,886	8,126	8,373	8,628
Net Operations Total	(4,024)	(968)	(125)	(125)	(125)	(125)	(125)	(125)
Transfers								
To (From) Capital Sources	5	70	-	-	-	-	-	-
To (From) Operating Sources	-	-	-	-	-	-	-	-
	5	70	-	-	-	-	-	-
	\$ (4,019)	\$ (898)	\$ (125)	\$ (125)	\$ (125)	\$ (125)	\$ (125)	\$ (125)

ENGINEERING – SIGNIFICANT CHANGES

(in thousands)

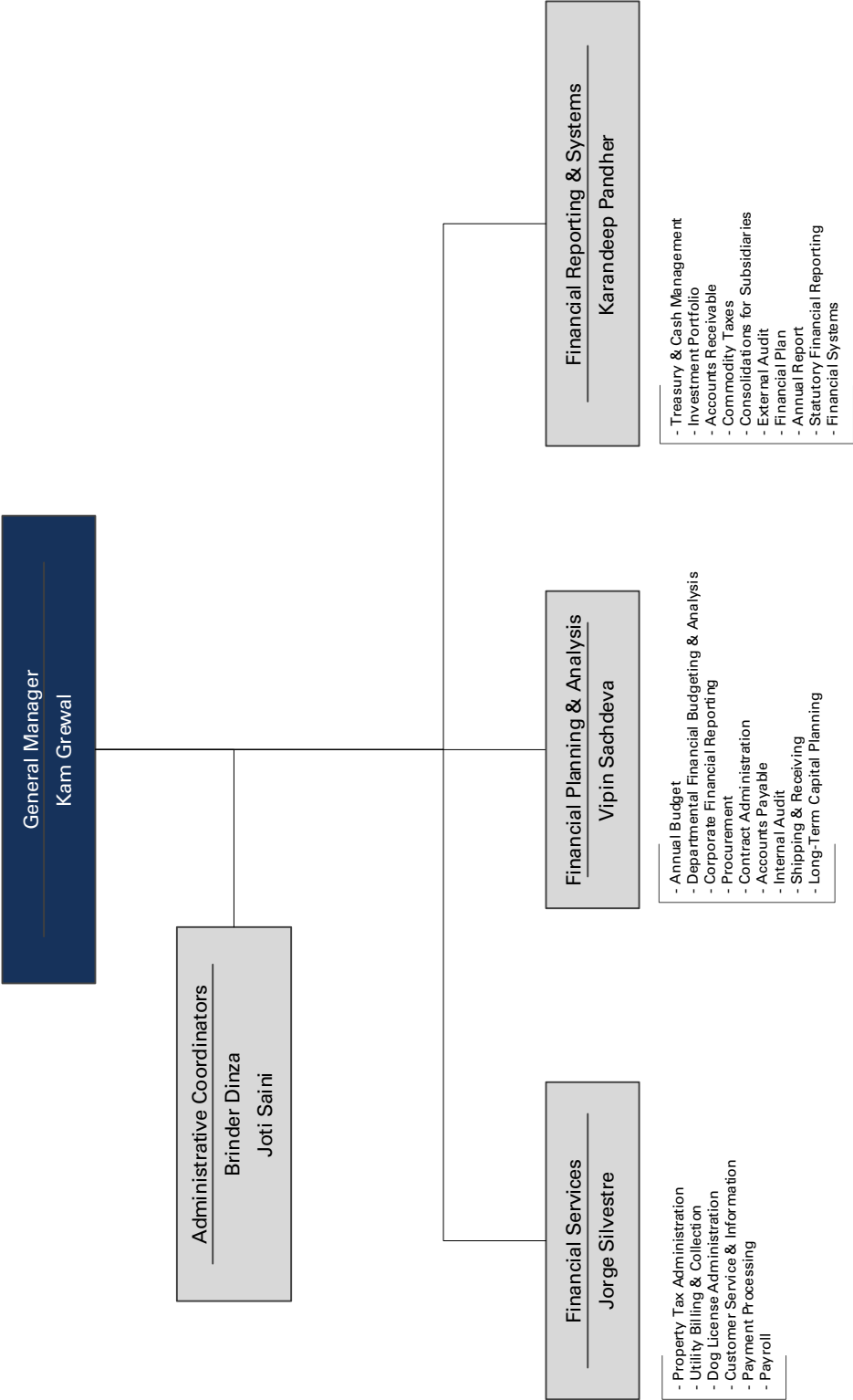
2024 ADOPTED BUDGET		\$ 1,744
REVENUES		
Sales and Services		
Fee Increases & Activity	\$ (268)	(268)
Grants, Donations and Other		
Leases & Other	(738)	(738)
Total Change in Revenues		(1,006)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments	(83)	
Reclassified Positions	1,116	
New Positions	(244)	789
Operating Costs		
Various	2	
Utilities	89	
Contract Increases	200	291
Internal Services Used/(Recovered)		
Internal Services Used	(205)	
Internal Services Recovered	87	(118)
External Recoveries	(80)	(80)
Transfer To/(From) Own Sources	478	478
Total Change in Expenditures		1,360
2025 BUDGET		\$ 2,098
2025 ADOPTED BUDGET		\$ 2,098
REVENUES		
Land Development Growth	\$ (976)	(976)
Total Change in Revenues		(976)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments and Growth	1,798	1,798
Operating Costs		
Inflationary Increases and Growth	1,209	1,209
Internal Services Used/(Recovered)	563	563
Transfer To/(From) Own Sources	(1,845)	(1,845)
Total Change in Expenditures		1,725
2029 BUDGET		\$ 2,847



Finance

DEPARTMENTAL FUNCTIONS

FINANCE



DEPARTMENTAL OVERVIEW

FINANCE

MISSION STATEMENT

To provide expert advice, services and innovative solutions in the areas of Financial Management and Reporting, Taxation, Procurement, and Internal Audit Services with a focus on the City's values to provide "An Innovative Team Serving the Community with Integrity".

KEY PROGRAMS AND SERVICES

The Finance Department provides financial expertise, advice, guidance and internal audit services to support all City operations. It delivers responsive services and innovative solutions to streamline processes and internal controls to facilitate City-wide gains in efficiencies. In addition to leading process improvements, it sets and maintains practices, policies and standards. The Department's core services include:

FINANCIAL PLANNING AND ANALYSIS

Prepares the City's operating and capital budgets and quarterly financial reports. It reviews various corporate reports for the Senior Management Team and Council. It also monitors and analyzes expenditures and revenue trends throughout the fiscal year and provides long-term financial planning. In addition, it provides assistance to other departments in achieving their financial targets by providing periodic variance analysis reports, thereby ensuring the City meets its annual budget.

FINANCIAL REPORTING

Responsible for preparation of annual audited financial statements and statutory financial reporting. This division is also responsible for presenting an annual Five-Year Financial Plan which establishes financial and programming priorities.

PROPERTY & PAYMENT SERVICES

Responsible for the billing and collection of the City's property taxes and related charges, annual utilities, metered utilities, and district energy utility charges. They also process and collect fees for dog licenses and secondary suites. In addition, Property and

Payment Services is responsible for staffing the City Hall's welcome desk and front counter payment services, including at the City's Operations Centre.

PAYROLL

Responsible for ensuring that City employees receive their wages accurately and on time, and with the correct deductions and necessary withholdings. Payroll is also responsible for remitting any withholdings or deductions on behalf of employees to the appropriate authorities.

INTERNAL AUDIT AND COMPLIANCE

Responsible for examination and evaluation of financial and non-financial processes and programs across all City departments with the purpose of providing an independent and objective opinion on processes and the control environment (comprising governance, risk management, and internal control) by evaluating their effectiveness in achieving City objectives.

PROCUREMENT SERVICES

Coordinates the procurement of high quality, cost-effective goods and services, while ensuring all City policies are followed and best practices implemented. This section follows

FINANCE

applicable legislation and ensures appropriate public and competitive processes are applied to achieve optimum value. It provides professional expertise in the areas of Purchasing, Supply Chain Management and Contract Administration.

TREASURY SERVICES

Responsible for treasury functions including investments, accounts receivable, banking and electronic payment processing, bank reconciliations, and letters of credit management. This section monitors and forecasts cashflows and invests funds in a prudent manner, providing investment returns and long-term security while meeting daily operational liquidity needs. This section is responsible for the City's relationship with its financial institution, credit/debit card payment processor and collection agency.

FINANCIAL SYSTEMS

Responsible for maintaining, troubleshooting, and optimizing financial systems to support accounting, reporting, and transaction processing. Key duties include user support, system configuration, data integrity monitoring, and resolving integration issues. This section also coordinates with internal departments and vendors for system updates and enhancements. This section is essential in ensuring financial processes run efficiently, comply with organizational policies and industry regulations, and support overall business operations.

2024 ACCOMPLISHMENTS

INCLUSION



- Initiated the process of updating the Purchase and Expenditure Authorization By-law;
- Initiated the process of updating the City's Purchase and Payment Process Manual to align with updates to the Purchase and Expenditure Authorization By-law;
- Supported City subsidiaries, Surrey City Development Corporation ("SCDC") and Surrey Homelessness and Housing Society ("SHHS"), in meeting their strategic organizational objectives and undertaking critical projects to fulfill their mandates;
- Undertook updates to Procurement Training Courses for Manager and Supervisor staff training as well as client departments;
- The accounts payable, procurement services, payroll and financial reporting sections assisted with streamlining business processes to support the ongoing police transition; and

- Collaborated with the Communications & Engagement Division to undertake the 2025 Budget engagement processes and solicit community feedback on budget priorities through online surveys and open houses throughout the City.

ECOSYSTEMS



- Continued to reduce the number of paper cheques issued by the City through increased enrollment for electronic fund transfers, reducing paper waste and the carbon impacts of mail delivery; and
- Increased submission of digital invoices to the accounts payable section by 14.3% from 2023 to 2024, reducing paper usage and the need for physical storage saving both trees and energy.

ECONOMIC PROSPERITY & LIVELIHOODS



- Completed the implementation of a debt and reserve forecasting software application which will provide a tool to guide decision making on the usage and management of reserves and debt to fund City programs;
- Continued to perform a detailed claims reserve analysis to identify ways to achieve optimum risk reserve balance; and
- Continued to develop a capital funding strategy to deliver community infrastructure while managing borrowing requirements.

EDUCATION & CULTURE



- Implemented Public Sector Accounting Board ("PSAB") accounting standards PS3400 (Revenue) and PS3160 (Public Private Partnership) to improve transparency and disclosure in the financial statements;
- Offered budgeting, financial reporting and procurement related training sessions to new and existing managers; and
- Initiated data driven decision making ("D3M") project to develop graphical operating and capital budget reports, relaying key financial data, for City departments. A D3M dashboard was successfully deployed for credit/debit card transaction data visualization.

FINANCE

INFRASTRUCTURE



- Facilitated the mandated change to WorkSafeBC payroll reporting requirements. Initiated and implemented a more efficient method for paying approved WorkSafeBC claims to staff;
- Collaborate with other City Departments to successfully transition Police Support Services staff to the Surrey Police Service;
- Automated the manual and time-consuming process for the digital intake and sorting of accounts payable invoices, saving significant working hours, leading to enhanced efficiency and repositioning of resources towards value-added tasks; and
- Continued to develop the Financial Management System by upgrading processes, adding increased functionality, and continuing with efficiency-enhancing initiatives.

CORPORATE SUSTAINABILITY

- Received a special Triple Crown medallion, for receiving all three GFOA awards:
 - The Distinguished Budget Presentation Award for the 2024-2028 Financial Plan;
 - The Canadian Award for Financial Reporting for the 2023 Annual Financial Report;
 - The Popular Annual Financial Reporting Award for the 2023 Annual Financial Report Highlights;
- Monitored cashflow and liquidity levels to appropriately manage the timing of investment purchases in response to multiple successive Bank of Canada interest rate decreases; and
- Ensured that all financial transactions and reporting met appropriate statutory requirements.



Award Winning 2024—2028
Financial Plan

FUTURE INITIATIVES, GOALS & OBJECTIVES

INCLUSION



- Work with the City's Engagement & Communications Division to undertake the 2026 Budget engagement process and solicit community feedback on budget priorities;
- Support SCDC's financial reporting functions as they develop City-owned surplus lands in ways that advance the City into a more modern and complete community and advance the City's economic, social, physical and community objectives;
- Support the SHHS through ongoing financial reporting as they develop and execute the strategic and operational vision driven by the revitalized Board of Directors; and
- Assist SPS with process improvement changes to ensure a smooth transition as they continue to expand business operations.

ECONOMIC PROSPERITY & LIVELIHOODS



- Continue to improve the City's supplier-centric process to enhance reconciliation and communication between the City and suppliers, ensuring value while improving on timely payments to suppliers for approved and appropriately charged services and goods;
- Continue to manage the City's investment portfolio to maximize yield while maintaining safety and liquidity of investments; and
- Continue to implement a process of demand planning for Procurement services by collaborating with business leads to forecast goods and services that they expect to procure.

EDUCATION & CULTURE



- Continue to create a Finance Cost Recovery Guide for emergency event claims; and
- Explore D3M capabilities to develop graphical reports for City reserves.

FINANCE

INFRASTRUCTURE



- Collaborate with various departments to achieve the successful implementation of a new Workforce Management software; and
- Collaborate with IT to implement a new accounts receivable dashboard to track invoices by outstanding period, departments, and customer type.

CORPORATE SUSTAINABILITY

- Publish the 2024 Annual Financial Report, meeting all legislated and PSAB standards and requirements;
- Lead a taskforce to explore and recommend initiatives focused on improving the process of registering secondary suite units and ensuring the registration of existing units throughout the City; and
- Continue to find opportunities for collaborative procurements by simplifying and standardizing similar requirements to achieve value for money for various departments in the City.



Surrey City Hall

PERFORMANCE MEASURES

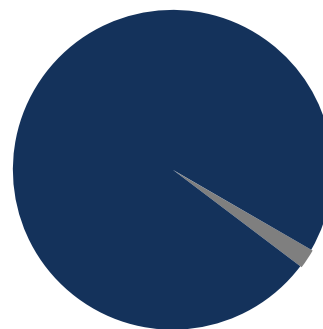
The following table identifies key performance measures that will assist the Finance Department in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	Performance Measures (Sustainability Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Internal Audit and Compliance	% of completed audit reports that result in recommendations for change (Infrastructure)	80%	90%	90%	90%	90%	90%	90%
Financial Planning & Analysis	# of quarterly reports submitted to Council (Infrastructure)	3	3	3	3	3	3	3
Property & Payment Services	# of tax e-bills sent out (Ecosystems)	28,665	28,924	29,328	29,823	30,420	31,028	31,648
	# of utility e-bills sent out (Ecosystems)	49,695	42,503	50,689	51,703	52,737	53,791	54,687
Procurement Services & Accounts Payable	# of procurement training sessions conducted (Infrastructure)	4	4	4	4	4	4	4
	# of invoices processed by Accounts Payable (Infrastructure)	78,298	75,307	77,813	78,349	79,916	81,515	83,146
	# of electronic invoices received by Accounts Payable (Infrastructure)	62,278	54,074	63,156	64,259	64,384	64,532	64,703
Treasury Services	# of invoices created by Accounts Receivable (Infrastructure)	14,648	16,240	15,004	15,368	15,742	16,124	16,516
Payroll	% of staff receiving electronic pay stubs (Infrastructure)	100%	100%	100%	100%	100%	100%	100%

FINANCE — DEPARTMENTAL OPERATIONS

(in thousands)

DIVISION SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Administration	\$ 2,034	\$ 2,000	\$ 2,923	\$ 2,811	\$ 2,933	\$ 3,060	\$ 3,193	\$ 3,332
Financial Planning & Analysis	3,445	3,554	4,317	4,413	4,487	4,562	4,638	4,716
Financial Reporting & Systems	884	1,232	1,444	2,349	2,393	2,437	2,482	2,529
Financial Services	1,559	1,753	2,153	1,876	1,878	1,879	1,880	1,880
	\$ 7,922	\$ 8,539	\$ 10,837	\$ 11,449	\$ 11,691	\$ 11,938	\$ 12,193	\$ 12,457
ACCOUNT SUMMARY								
Revenues								
Sale of Goods and Services	\$ (1,436)	\$ (1,501)	\$ (1,513)	\$ (1,544)	\$ (1,591)	\$ (1,639)	\$ (1,688)	\$ (1,739)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	(3)	(9)	-	-	-	-	-	-
	(1,439)	(1,510)	(1,513)	(1,544)	(1,591)	(1,639)	(1,688)	(1,739)
Expenditures								
Salaries and Benefits	9,522	10,276	12,182	12,831	13,081	13,337	13,601	13,873
Operating Costs	578	562	1,288	1,287	1,326	1,365	1,405	1,448
Internal Services Used	35	35	51	51	51	51	51	51
Internal Services Recovered	(763)	(798)	(893)	(898)	(898)	(898)	(898)	(898)
External Recoveries	(21)	(26)	(28)	(28)	(28)	(28)	(28)	(28)
	9,351	10,049	12,600	13,243	13,532	13,827	14,131	14,446
Net Operations Total	7,912	8,539	11,087	11,699	11,941	12,188	12,443	12,707
Transfers								
To (From) Capital Sources	10	-	-	-	-	-	-	-
To (From) Operating Sources	-	-	(250)	(250)	(250)	(250)	(250)	(250)
	10	-	(250)	(250)	(250)	(250)	(250)	(250)
	\$ 7,922	\$ 8,539	\$ 10,837	\$ 11,449	\$ 11,691	\$ 11,938	\$ 12,193	\$ 12,457



1.98% of General Net
Taxation allocated to
Finance

FINANCE—DEPARTMENTAL OPERATIONS

(in thousands)

ADMINISTRATION	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,933	1,895	2,474	2,362	2,471	2,585	2,704	2,829
Operating Costs	92	93	435	435	448	461	475	489
Internal Services Used	9	12	14	14	14	14	14	14
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
Net Operations Total	2,034	2,000	2,923	2,811	2,933	3,060	3,193	3,332
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	-	-	-	-	-	-	-	-
	\$ 2,034	\$ 2,000	\$ 2,923	\$ 2,811	\$ 2,933	\$ 3,060	\$ 3,193	\$ 3,332
FINANCIAL PLANNING & ANALYSIS	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ (81)	\$ (95)	\$ (117)	\$ (118)	\$ (122)	\$ (126)	\$ (130)	\$ (134)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	(3)	(9)	-	-	-	-	-	-
	(84)	(104)	(117)	(118)	(122)	(126)	(130)	(134)
Expenditures								
Salaries and Benefits	3,738	3,928	4,699	4,708	4,773	4,839	4,906	4,974
Operating Costs	182	109	418	417	430	443	456	470
Internal Services Used	7	12	7	7	7	7	7	7
Internal Services Recovered	(378)	(365)	(412)	(323)	(323)	(323)	(323)	(323)
External Recoveries	(21)	(26)	(28)	(28)	(28)	(28)	(28)	(28)
	3,528	3,658	4,684	4,781	4,859	4,938	5,018	5,100
Net Operations Total	3,444	3,554	4,567	4,663	4,737	4,812	4,888	4,966
Transfers								
To (From) Capital Sources	1	-	-	-	-	-	-	-
To (From) Operating Sources	-	-	(250)	(250)	(250)	(250)	(250)	(250)
	1	-	(250)	(250)	(250)	(250)	(250)	(250)
	\$ 3,445	\$ 3,554	\$ 4,317	\$ 4,413	\$ 4,487	\$ 4,562	\$ 4,638	\$ 4,716

FINANCE — DEPARTMENTAL OPERATIONS

(in thousands)

FINANCIAL REPORTING & SYSTEMS	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	693	1,044	1,107	2,101	2,135	2,169	2,204	2,240
Operating Costs	183	229	327	327	337	347	357	368
Internal Services Used	7	-	10	10	10	10	10	10
Internal Services Recovered	-	(41)	-	(89)	(89)	(89)	(89)	(89)
External Recoveries	-	-	-	-	-	-	-	-
	883	1,232	1,444	2,349	2,393	2,437	2,482	2,529
Net Operations Total	883	1,232	1,444	2,349	2,393	2,437	2,482	2,529
Transfers								
To (From) Capital Sources	1	-	-	-	-	-	-	-
To (From) Operating Sources	-	-	-	-	-	-	-	-
	1	-	-	-	-	-	-	-
	\$ 884	\$ 1,232	\$ 1,444	\$ 2,349	\$ 2,393	\$ 2,437	\$ 2,482	\$ 2,529
FINANCIAL SERVICES	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ (1,355)	\$ (1,406)	\$ (1,396)	\$ (1,426)	\$ (1,469)	\$ (1,513)	\$ (1,558)	\$ (1,605)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(1,355)	(1,406)	(1,396)	(1,426)	(1,469)	(1,513)	(1,558)	(1,605)
Expenditures								
Salaries and Benefits	3,158	3,409	3,902	3,660	3,702	3,744	3,787	3,830
Operating Costs	121	131	108	108	111	114	117	121
Internal Services Used	12	11	20	20	20	20	20	20
Internal Services Recovered	(385)	(392)	(481)	(486)	(486)	(486)	(486)	(486)
External Recoveries	-	-	-	-	-	-	-	-
	2,906	3,159	3,549	3,302	3,347	3,392	3,438	3,485
Net Operations Total	1,551	1,753	2,153	1,876	1,878	1,879	1,880	1,880
Transfers								
To (From) Capital Sources	8	-	-	-	-	-	-	-
To (From) Operating Sources	-	-	-	-	-	-	-	-
	8	-	-	-	-	-	-	-
	\$ 1,559	\$ 1,753	\$ 2,153	\$ 1,876	\$ 1,878	\$ 1,879	\$ 1,880	\$ 1,880

FINANCE—SIGNIFICANT CHANGES

(in thousands)

2024 ADOPTED BUDGET		\$	10,837
REVENUES			
Sales and Services			
Increase in Tax Services Fees		\$ (30)	
Increase in Other Fees for Service		(1)	(31)
Total Change in Revenues			(31)
EXPENDITURES			
Salaries			
Salary Adjustments		98	
New Positions		550	648
Internal Services Used/(Recovered)		(5)	(5)
Total Change in Expenditures			643
2025 BUDGET		\$	11,449
2025 ADOPTED BUDGET		\$	11,449
REVENUES			
Sales and Service			
Services Fee Increases		\$ (195)	(195)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments and Growth		1,042	1,042
Operating Costs			
Inflationary Increases and Growth		161	161
Total Change in Expenditures			1,203
2029 BUDGET		\$	12,457

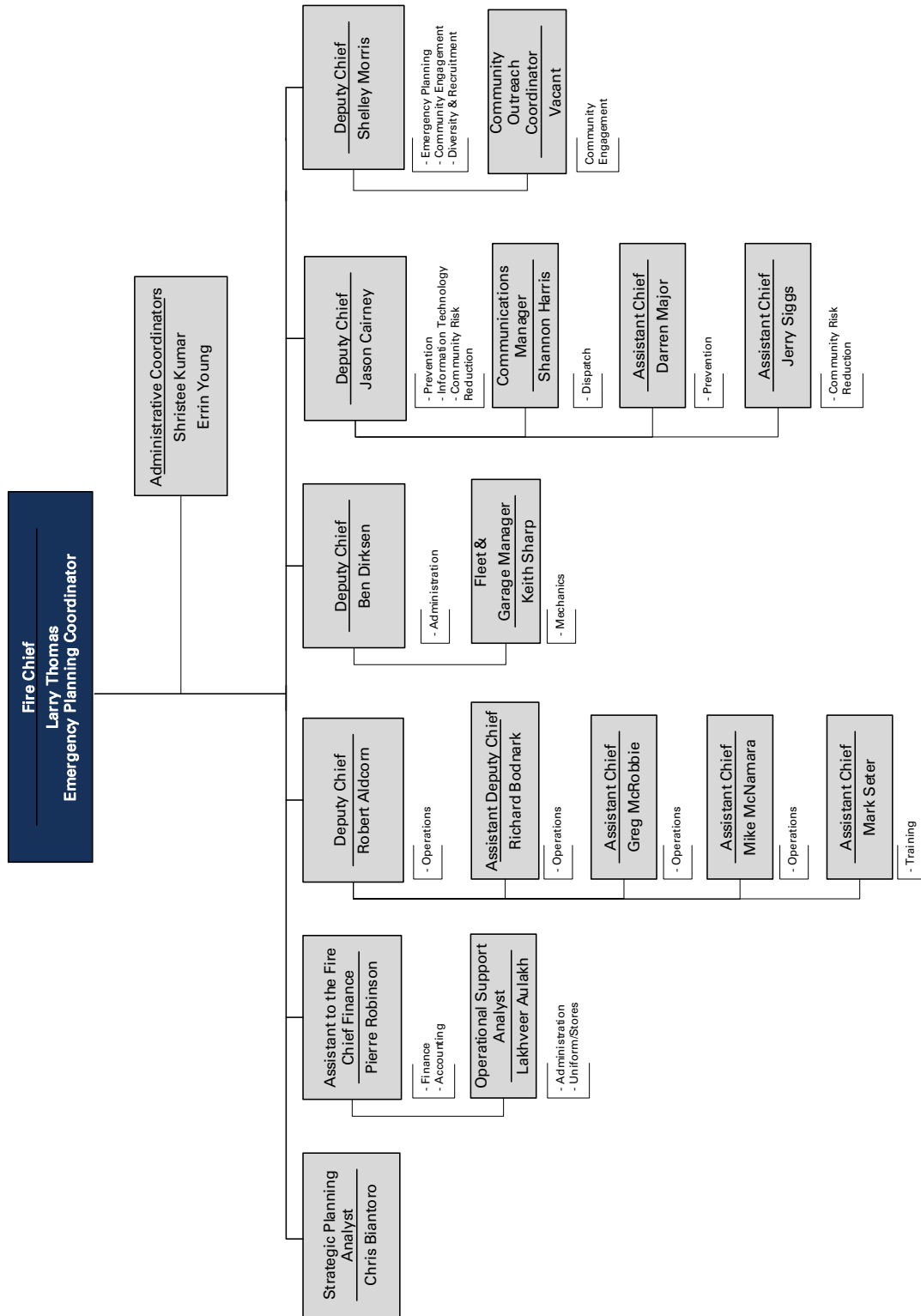
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Fire

DEPARTMENTAL FUNCTIONS

FIRE



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 Surrey Fire Service helps to make our City a safe place to live. It is divided into five divisions and three branches.

ADMINISTRATION

The Administration division is responsible for developing, maintaining and administering the policies, procedures and guidelines at Surrey Fire Service. The management team includes the Fire Chief, Deputy Chiefs, Assistant Chiefs, and several professional and administrative specialists.

Administration also operates the Surrey Emergency Program which coordinates emergency preparedness.

COMMUNICATIONS

The Communications division consists of the Surrey Fire Regional Dispatch providing professional call taking and dispatch service for Surrey Fire and several other municipalities across BC, which represent about 25% of BC's population. This division is supported by Computer Specialists and Communication Technicians who provide support for system updates and maintenance.

MECHANICAL

The mechanical division employs Emergency Vehicle Technicians who maintain and repair Surrey Fire Service's fleet of fire apparatus and support vehicles together with an array of specialized equipment.

SUPPORT

This division keeps the department running smoothly as they handle much of the paperwork and digital records generated by the Fire department along with day-to-day administration.

OPERATIONS

Operations is the largest division and is comprised of three branches: Suppression, Prevention and Training. Suppression consists of the first responders who attend to all fires, extrication and motor vehicle incidents, medical emergencies, hazardous material response and rescue activities. Prevention operates four priority areas of services: community risk reduction, public engagement & education programs, fire cause investigation, and general inspection services to secure public safety and code compliance. Training is responsible for ensuring the skills needed to protect the City from a wide range of hazards which are continually being monitored and administered.

Firefighters are provided continuous operational skills maintenance training and new learner skills development throughout their working career. Formal and informal training with certification is also conducted for firefighters and fire officers in conjunction with local educational institutes and universities.

2024 ACCOMPLISHMENTS

INCLUSION



- Continued to work on behalf of the City Manager with BC Emergency Health Services (“BCEHS”) to establish collaborative working groups to seek alternative, more efficient approaches for Fire Services and Ambulance Services involvement in responding to medical emergencies in Surrey;
- In addition to the women’s firefighting workshops, expanded the program to include anyone wanting to learn about a firefighting career. A total of 26 public firefighting workshops were made available to educate and support career development;
- Hosted a public open house event at all firehalls in the City to provide fire prevention education and meaningful interactions with the firefighters;
- Embarked on a multi-modal communication strategy to deliver fire service career information to the South Asian community to encourage a diverse pool of applicants; and
- Participated in the City’s annual audit of workplace safety management systems and contributed to the successful achievement of the WorkSafe BC Certificate of Recognition (“COR”).



Surrey Fire Service hosted an open house event to educate and promote fire safety in the community

BUILT ENVIRONMENT & NEIGHBOURHOODS



- A 10-Year Capital Infrastructure Plan to address fire hall capacity to meet the current and future needs for fire service growth was endorsed by Council this year. The funding for these projects relies on a Fire Protection Development Cost Charge bylaw being adopted as part of the 2025 Development Cost Charges bylaw update; and



New rescue truck added at South Surrey

- The Community Property Safety Team (“CPST”) treats distressed residential properties with an immediate focus on unsecured or breached abandoned properties by ensuring that property owners maintain their properties in a safety-focused manner to reduce the risk of fire, loss of life or injury. Since inception, 2,061 properties have been identified by the CPST, 1,047 of those properties were demolished by their owners, and 489 properties re-invested and 344 properties are considered stable with no further interventions required. The program’s success at identifying distressed properties using predictive modeling combined with progressive security measures, targeted inspections, and reporting of security breaches by fire crews has resulted in a reduction of structure fires in abandoned homes. This program continues to prioritize safety for the public and reduce associated risks to firefighters.

PUBLIC SAFETY



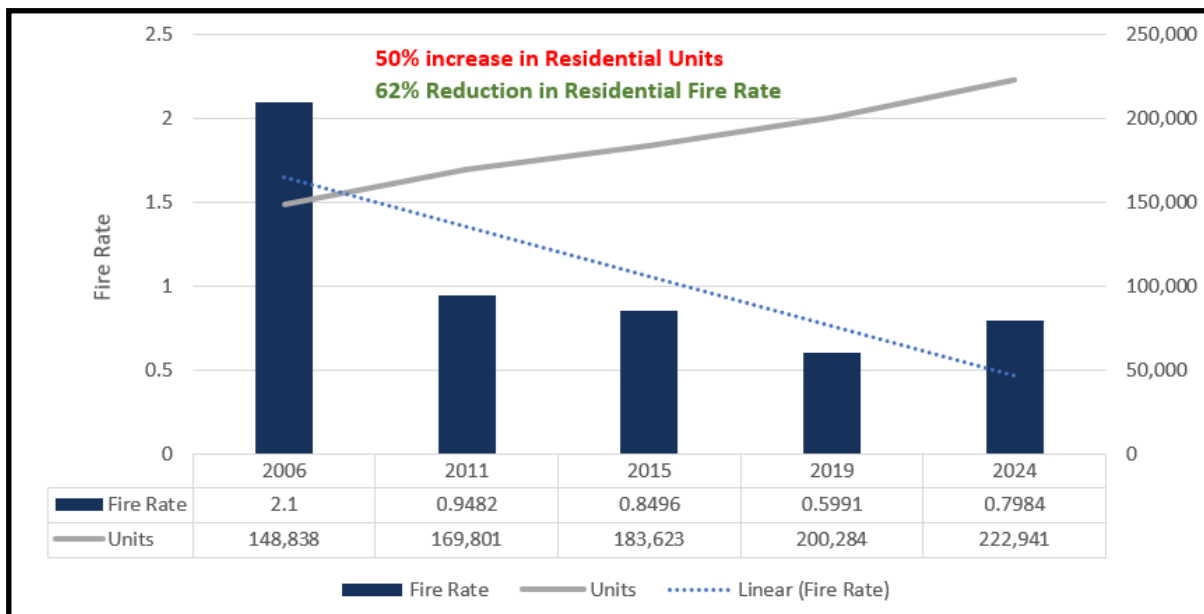
- Distributed targeted fire risk reduction messaging to over 14,000 homes to reduce fire related deaths and injuries at residential properties;
- Over 12,700 smoke alarm functionality verifications in 2024 to ensure residents have a working early alerting mechanism in the event of a residential fire. The current rate of 62.9% working smoke alarms found at residential fires has significantly increased from the previous rate of 38% in 2010;
- Inspected 8,034 business properties and provided 7,572 safety educational inspection pamphlets to the business proprietors. This ongoing process bolsters the City’s efforts to improve fire code compliance and the resiliency of businesses;
- Over 1,700 residences in proximity to parks with high density tree coverage were sent “FireSmart” messaging to encourage proactive efforts to reduce wildland urban interface fire risk;
- Collaborated with the Housing & Social Development division to develop a Temporary Winter Sheltering Application Guideline. This guideline is now being used to process applications from applicants who wish to provide temporary winter shelter spaces in their buildings. The guideline has been effective in providing applicants with clear communications on the application process as well as the regulatory, technical and operational requirements that provide a consistent level of fire and life safety within the shelter spaces;



Surrey Fire Service is committed to ensuring that residents have a working smoke alarm through the HomeSafe program

FIRE

- Collaborated with Fraser Health, Police and BCEHS to continue to support the mitigation of the opioid crisis through real-time overdose tracking and resource deployment. During 2024, 307 residential overdose follow-up visits (Second Responder Program) were conducted with 208 contacts made with patients or associates of the person who experienced overdose. The goal of the program is to offer the most appropriate support options, physical health referrals, counselling access, clinical treatment or recovery and harm reduction supplies, based upon each person's specific needs and preferences;
- The rate of death/injury per 100,000 residents at residential fires has decreased by 48% since 2006 from 10.9 casualties per 100,000 residents to 5.7 casualties per 100,000 residents in 2024;
- With an increased frequency of large-scale emergencies, Surrey Emergency Program has provided 1,465 hours of emergency preparedness education to the public to support an "all of society" approach to community resilience during emergencies;
- The 2024 projected residential structure fire rate of 0.79 fires per 1,000 residential structures has decreased by 62% from 2006 as depicted in the chart below:



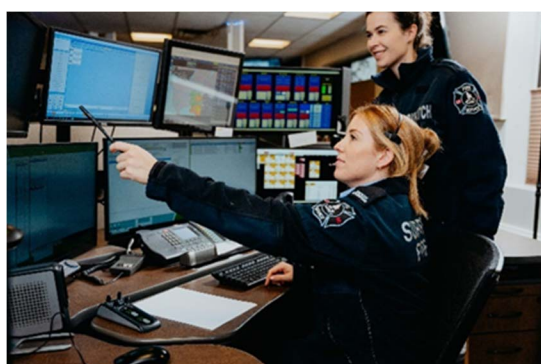
Source: Fire Department, BC Office of Fire Commissioner

- The Business Emergency Preparedness Program included delivery of 7,574 disaster recovery educational pamphlets; and
- Developed a database for tracking property locations with Battery Energy Storage System ("BESS") or Photovoltaic systems for firefighter safety.

ECONOMIC PROSPERITY & LIVELIHOODS



- Surrey Fire Regional Dispatch is at the forefront of the Next Generation 9-1-1 transition in B.C. Upgraded modern call handling (phone) systems are in the final testing phases with TELUS and are expected to be completed and go-live ready in early 2025;
- Created a dedicated space for dispatch training within our existing facility at Fire Hall 10 in Newton, which would provide improved training opportunities and scheduling flexibility;
- Coordinated 26 Level 1 Emergency Support Service (“ESS”) responses for 109 displaced residents at single family dwellings;
- 394 smoke alarms installed at single-family residences during HomeSafe inspections, including 12,716 smoke alarm verification tests;
- Operated a well-managed in-house Dispatch Services unit which strategically allows for increased control of quality and costs of service for Surrey and over 50 client agencies; and
- Utilized the Surrey Fire Service Central Training Facility as a venue to deliver planned annual training for staff. Continued to attract client business through facility rental.



Surrey Fire Regional Dispatch Centre



Surrey Fire Service Training Facility

ECOSYSTEMS



- Published research paper illustrating the evidence-based decision making used for strategic planning and emergency activity: Commercial Structure Fires: Impact of Risk-Based Inspections on Fire Outcomes; and
- A multi-year review on the effectiveness of disincentive fees on nuisance calls for service for false fire alarms, showed a 46% decrease in percentage of Residential units invoiced for false alarms from 2023 to 2024.

FIRE

HEALTH & WELLNESS



- Initiated an employee health screening program which includes; cardiology testing, blood/urine screening, cancer education and medical oversight to all staff; and
- Explored opportunities to create a dedicated breakroom space for dispatch staff.



Staff at the onsite gym available at each firehall

INFRASTRUCTURE



- Emergency Operations Centre (“EOC”) training was delivered to 92 staff through the various training opportunities provided throughout the year to add resilience in the City. Training is offered through an annual tabletop exercise, Surrey Learns online platform, as well as training offered to local authorities through regional emergency management groups. In total, 2,584 hours of training was completed to support the city’s response to a large disaster and expedite the recovery process.



Booths educating about emergency preparedness through the Surrey Emergency Program managed by Surrey Fire Service

FUTURE INITIATIVES, GOALS & OBJECTIVES

INCLUSION



- Continue to pursue internal and external opportunities to diversify firefighter recruitment through local partnerships with educational institutions, businesses and athletic organizations;
- Enhance positive public interactions with the first responders, by delivering cultural sensitivity training to staff to help break down barriers as well as promote an inclusive work environment; and
- Provide opportunities for youth to gain experience and exposure to the job requirements associated with a career in firefighting.

PUBLIC SAFETY



- Maintain and review effectiveness of various programs that lead to Community Risk Reduction for fire and life safety.



Targeted campaigns to raise awareness about a career in the fire service

ECONOMIC PROSPERITY & LIVELIHOODS



- Continue to utilize existing fleet resources in a manner that maximizes operational capability while projecting replacement needs to proactively start the procurement process;
- Prepare the Surrey Emergency Program for upcoming changes and impacts on the City for compliance with the new Emergency and Disaster Management Act; and
- Continue to promote the City's online applications processes to increase use of the more streamlined and cost efficient service delivery method.

ECOSYSTEMS



- Continue to align with the City's aim to lower greenhouse gas emissions and reduce fuel consumption by incorporating modern technologies into new apparatus, purchase of hybrid fleet vehicles and electric small equipment.

FIRE

EDUCATION & CULTURE



- Deliver recruit training, additional emergency vehicle operator training and fire officer training to support the growth and succession of our fire suppression staff; and
- Further support the development of technical, leadership and administrative skills to ensure all staff are equipped with the appropriate knowledge, skills and abilities for each stage of their career.

HEALTH & WELLNESS



- Maintain Second Responder Program collaboration with Fraser Health Authority and continue cooperation with the BC Centre For Disease Control (“BCCDC”) in the delivery of our Take-Home Naloxone program; and
- Expand our employee preventative health screening program to include cholesterol monitoring with clinical education.



Ongoing skills training provided to firefighters throughout their career

INFRASTRUCTURE



- Ongoing promotion of Surrey Fire Regional Dispatch services to prospective clients. Continue to prepare for and implement technology changes to stay ahead of requirements for Next Generation 9-1-1;
- Fire Hall replacement and expansion planning to add capacity for growth and enhance public safety in the context of fire first response for the citizens in the City; and
- Review the Fire Safety Act and regulations to update city bylaws and related processes for alignment with the changes in the new legislation.

PERFORMANCE MEASURES

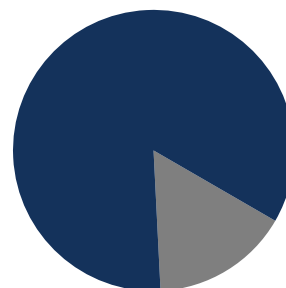
The following table identifies key performance measures that will assist the Surrey Fire Service in tracking its progress and monitoring its contribution to building a safe sustainable Surrey.

Division	Performance Measures (Sustainability Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Operations	Aggregate officer performance score (Public Safety)	88%	70%	70%	70%	70%	70%	70%
	Annualized proficiency standard training (Education & Culture)	371	354	365	375	390	390	390
	# of hydrant maintenance visits (Infrastructure)	9,581	9,699	9,699	9,699	9,699	9,699	9,699
Prevention Branch	# of smoke alarm verifications (Public Safety)	12,716	6,000	6,000	6,000	6,000	6,000	6,000
	Increase in number of public contact to Surrey Emergency Business Preparedness Programs (Economic Prosperity and Livelihoods)	7,574	7,200	7,400	7,525	7,650	7,800	8,000
	# of inspection pamphlets delivered (Public Safety)	7,572	7,200	7,400	7,525	7,650	7,800	8,000
	# of inspections completed (Public Safety)	8,034	7,750	7,950	8,100	8,250	8,400	8,550

FIRE—DEPARTMENTAL OPERATIONS

(in thousands)

DIVISION SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Administration	\$ 4,639	\$ 4,870	\$ 4,988	\$ 5,079	\$ 5,731	\$ 6,454	\$ 6,732	\$ 7,023
Emergency Planning	(104)	(138)	52	52	54	56	58	60
Fire Operations	66,526	72,756	76,695	80,637	84,709	89,164	89,332	89,455
Mechanics	962	1,121	464	474	488	503	518	534
Prevention	66	191	1,373	1,353	1,594	1,860	1,826	1,791
Radio & Communications	1,594	1,869	2,730	2,796	2,888	2,992	2,927	2,860
Training	1,505	1,522	1,450	1,450	1,585	1,733	1,737	1,741
	\$ 75,188	\$ 82,191	\$ 87,752	\$ 91,841	\$ 97,049	\$ 102,762	\$ 103,130	\$ 103,464
ACCOUNT SUMMARY								
Revenues								
Sale of Goods and Services	\$ (5,830)	\$ (6,944)	\$ (5,007)	\$ (5,344)	\$ (5,504)	\$ (5,669)	\$ (5,838)	\$ (6,012)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	(129)	(111)	(8)	(8)	(8)	(8)	(8)	(8)
	<u>(5,959)</u>	<u>(7,055)</u>	<u>(5,015)</u>	<u>(5,352)</u>	<u>(5,512)</u>	<u>(5,677)</u>	<u>(5,846)</u>	<u>(6,020)</u>
Expenditures								
Salaries and Benefits	74,260	80,449	85,697	89,692	94,601	99,981	100,255	100,541
Operating Costs	7,617	8,389	5,702	6,133	6,592	7,090	7,353	7,575
Internal Services Used	178	149	196	196	196	196	196	196
Internal Services Recovered	(32)	(11)	(6)	(6)	(6)	(6)	(6)	(6)
External Recoveries	<u>(1,871)</u>	<u>(1,369)</u>	<u>(199)</u>	<u>(199)</u>	<u>(199)</u>	<u>(199)</u>	<u>(199)</u>	<u>(199)</u>
	80,152	87,607	91,390	95,816	101,184	107,062	107,599	108,107
Net Operations Total	74,193	80,552	86,375	90,464	95,672	101,385	101,753	102,087
Transfers								
To (From) Capital Sources	1,377	1,639	1,377	1,377	1,377	1,377	1,377	1,377
To (From) Operating Sources	<u>(382)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	995	1,639	1,377	1,377	1,377	1,377	1,377	1,377
	\$ 75,188	\$ 82,191	\$ 87,752	\$ 91,841	\$ 97,049	\$ 102,762	\$ 103,130	\$ 103,464



15.88% of General Net
Taxation allocated to Fire

FIRE—DEPARTMENTAL OPERATIONS

(in thousands)

ADMINISTRATION	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ (28)	\$ (28)	\$ (33)	\$ (34)	\$ (35)	\$ (36)	\$ (37)	\$ (38)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(28)	(28)	(33)	(34)	(35)	(36)	(37)	(38)
Expenditures								
Salaries and Benefits	4,429	4,559	4,850	4,940	5,588	6,307	6,581	6,867
Operating Costs	232	339	168	170	175	180	185	191
Internal Services Used	5	3	3	3	3	3	3	3
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	1	(3)	-	-	-	-	-	-
	4,667	4,898	5,021	5,113	5,766	6,490	6,769	7,061
Net Operations Total	4,639	4,870	4,988	5,079	5,731	6,454	6,732	7,023
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	\$ 4,639	\$ 4,870	\$ 4,988	\$ 5,079	\$ 5,731	\$ 6,454	\$ 6,732	\$ 7,023
EMERGENCY PLANNING	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	(95)	(80)	-	-	-	-	-	-
	(95)	(80)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	5	5	5	5	5	5
Operating Costs	384	235	55	55	57	59	61	63
Internal Services Used	9	3	-	-	-	-	-	-
Internal Services Recovered	-	-	(6)	(6)	(6)	(6)	(6)	(6)
External Recoveries	(402)	(296)	(2)	(2)	(2)	(2)	(2)	(2)
	(9)	(58)	52	52	54	56	58	60
Net Operations Total	(104)	(138)	52	52	54	56	58	60
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	\$ (104)	\$ (138)	\$ 52	\$ 52	\$ 54	\$ 56	\$ 58	\$ 60

FIRE—DEPARTMENTAL OPERATIONS

(in thousands)

FIRE OPERATIONS	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	62,605	67,701	72,252	75,901	79,653	83,758	83,758	83,758
Operating Costs	3,754	3,827	2,965	3,258	3,578	3,928	4,096	4,219
Internal Services Used	148	140	181	181	181	181	181	181
Internal Services Recovered	(28)	(11)	-	-	-	-	-	-
External Recoveries	(948)	(540)	(80)	(80)	(80)	(80)	(80)	(80)
Net Operations Total	65,531	71,117	75,318	79,260	83,332	87,787	87,955	88,078
Transfers								
To (From) Capital Sources	1,377	1,639	1,377	1,377	1,377	1,377	1,377	1,377
To (From) Operating Sources	(382)	-	-	-	-	-	-	-
	995	1,639	1,377	1,377	1,377	1,377	1,377	1,377
	\$ 66,526	\$ 72,756	\$ 76,695	\$ 80,637	\$ 84,709	\$ 89,164	\$ 89,332	\$ 89,455
MECHANICS	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	3	(3)	-	-	-	-	-	-
Operating Costs	952	1,124	464	474	488	503	518	534
Internal Services Used	3	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	4	-	-	-	-	-	-	-
Net Operations Total	962	1,121	464	474	488	503	518	534
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	-	-	-	-	-	-	-	-
	\$ 962	\$ 1,121	\$ 464	\$ 474	\$ 488	\$ 503	\$ 518	\$ 534

FIRE—DEPARTMENTAL OPERATIONS

(in thousands)

PREVENTION	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ (1,672)	\$ (1,889)	\$ (1,131)	\$ (1,171)	\$ (1,206)	\$ (1,242)	\$ (1,279)	\$ (1,317)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	(34)	(31)	(8)	(8)	(8)	(8)	(8)	(8)
	(1,706)	(1,920)	(1,139)	(1,179)	(1,214)	(1,250)	(1,287)	(1,325)
Expenditures								
Salaries and Benefits	1,775	2,102	2,505	2,525	2,798	3,097	3,097	3,097
Operating Costs	405	528	91	91	94	97	100	103
Internal Services Used	1	3	9	9	9	9	9	9
Internal Services Recovered	(4)	-	-	-	-	-	-	-
External Recoveries	(405)	(522)	(93)	(93)	(93)	(93)	(93)	(93)
	1,772	2,111	2,512	2,532	2,808	3,110	3,113	3,116
Net Operations Total	66	191	1,373	1,353	1,594	1,860	1,826	1,791
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	\$ 66	\$ 191	\$ 1,373	\$ 1,353	\$ 1,594	\$ 1,860	\$ 1,826	\$ 1,791
RADIO & COMMUNICATIONS	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ (3,966)	\$ (4,670)	\$ (3,831)	\$ (4,127)	\$ (4,251)	\$ (4,379)	\$ (4,510)	\$ (4,645)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(3,966)	(4,670)	(3,831)	(4,127)	(4,251)	(4,379)	(4,510)	(4,645)
Expenditures								
Salaries and Benefits	3,973	4,550	4,726	4,962	5,066	5,179	5,179	5,179
Operating Costs	1,708	1,996	1,845	1,971	2,083	2,202	2,268	2,336
Internal Services Used	-	-	2	2	2	2	2	2
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(121)	(7)	(12)	(12)	(12)	(12)	(12)	(12)
	5,560	6,539	6,561	6,923	7,139	7,371	7,437	7,505
Net Operations Total	1,594	1,869	2,730	2,796	2,888	2,992	2,927	2,860
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	\$ 1,594	\$ 1,869	\$ 2,730	\$ 2,796	\$ 2,888	\$ 2,992	\$ 2,927	\$ 2,860

FIRE—DEPARTMENTAL OPERATIONS

(in thousands)

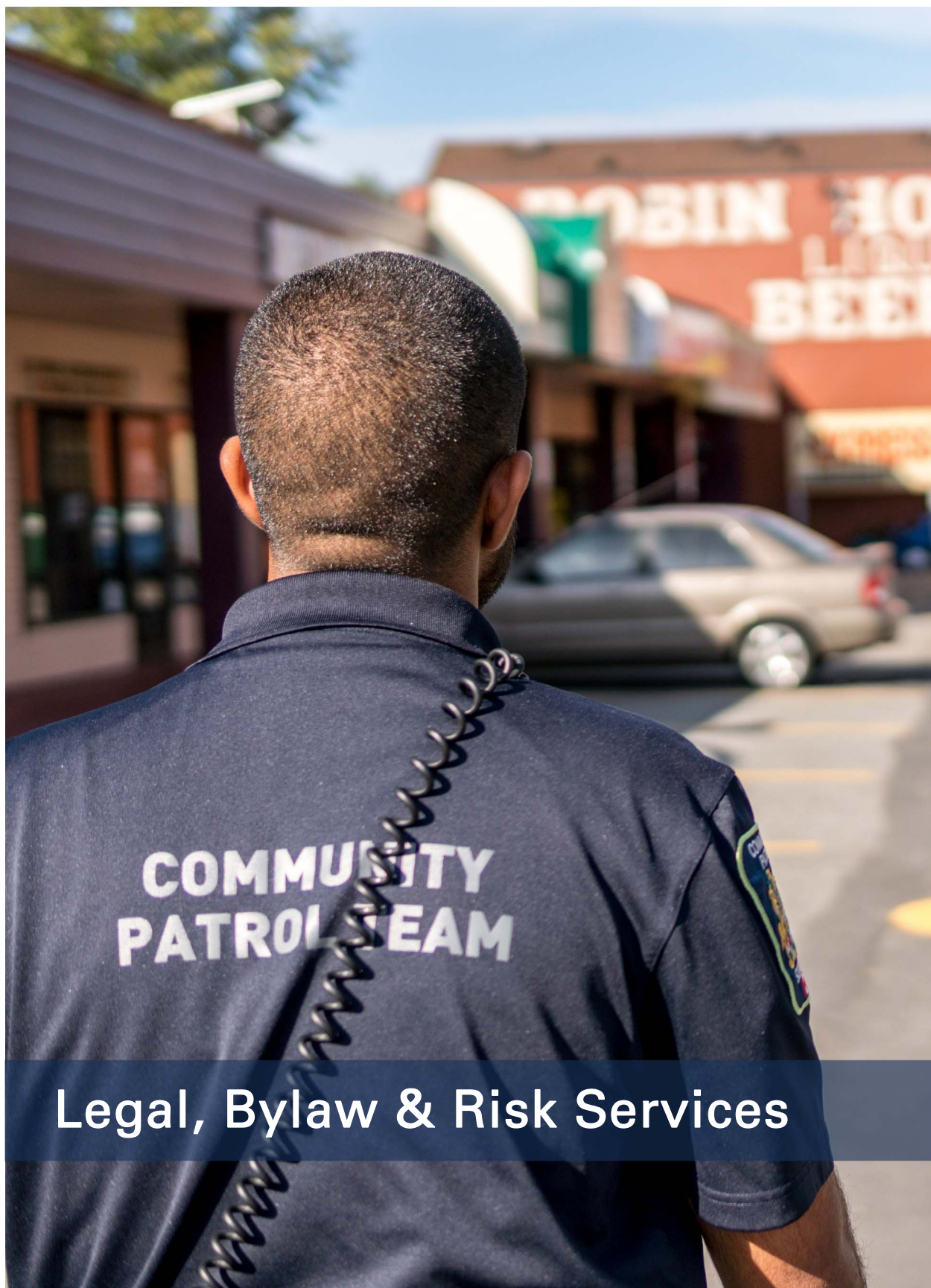
TRAINING	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ (164)	\$ (357)	\$ (12)	\$ (12)	\$ (12)	\$ (12)	\$ (12)	\$ (12)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(164)	(357)	(12)	(12)	(12)	(12)	(12)	(12)
Expenditures								
Salaries and Benefits	1,475	1,540	1,359	1,359	1,491	1,635	1,635	1,635
Operating Costs	182	340	114	114	117	121	125	129
Internal Services Used	12	-	1	1	1	1	1	1
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	(1)	(12)	(12)	(12)	(12)	(12)	(12)
	1,669	1,879	1,462	1,462	1,597	1,745	1,749	1,753
Net Operations Total	1,505	1,522	1,450	1,450	1,585	1,733	1,737	1,741
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	\$ 1,505	\$ 1,522	\$ 1,450	\$ 1,450	\$ 1,585	\$ 1,733	\$ 1,737	\$ 1,741

FIRE—SIGNIFICANT CHANGES

(in thousands)

2024 ADOPTED BUDGET		\$ 87,752
REVENUES		
Sales and Services		
Fee increases and growth	\$ (41)	
Increase in dispatch contracts	(296)	(337)
Total Change in Revenues		(337)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments	40	
New Positions	3,955	3,995
Operating Costs		
Various	401	
Utilities	30	431
Total Change in Expenditures		4,426
2025 BUDGET		\$ 91,841
2025 ADOPTED BUDGET		\$ 91,841
REVENUES		
Sales and Service		
Administration	\$ (4)	
Prevention	(146)	
Radio & Communications	(518)	(668)
Total Change in Revenues		(668)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments and Growth	10,849	10,849
Operating Costs		
Inflationary Increases and Growth	1,415	
Prevention and Training Increases	27	1,442
Total Change in Expenditures		12,291
2029 BUDGET		\$ 103,464

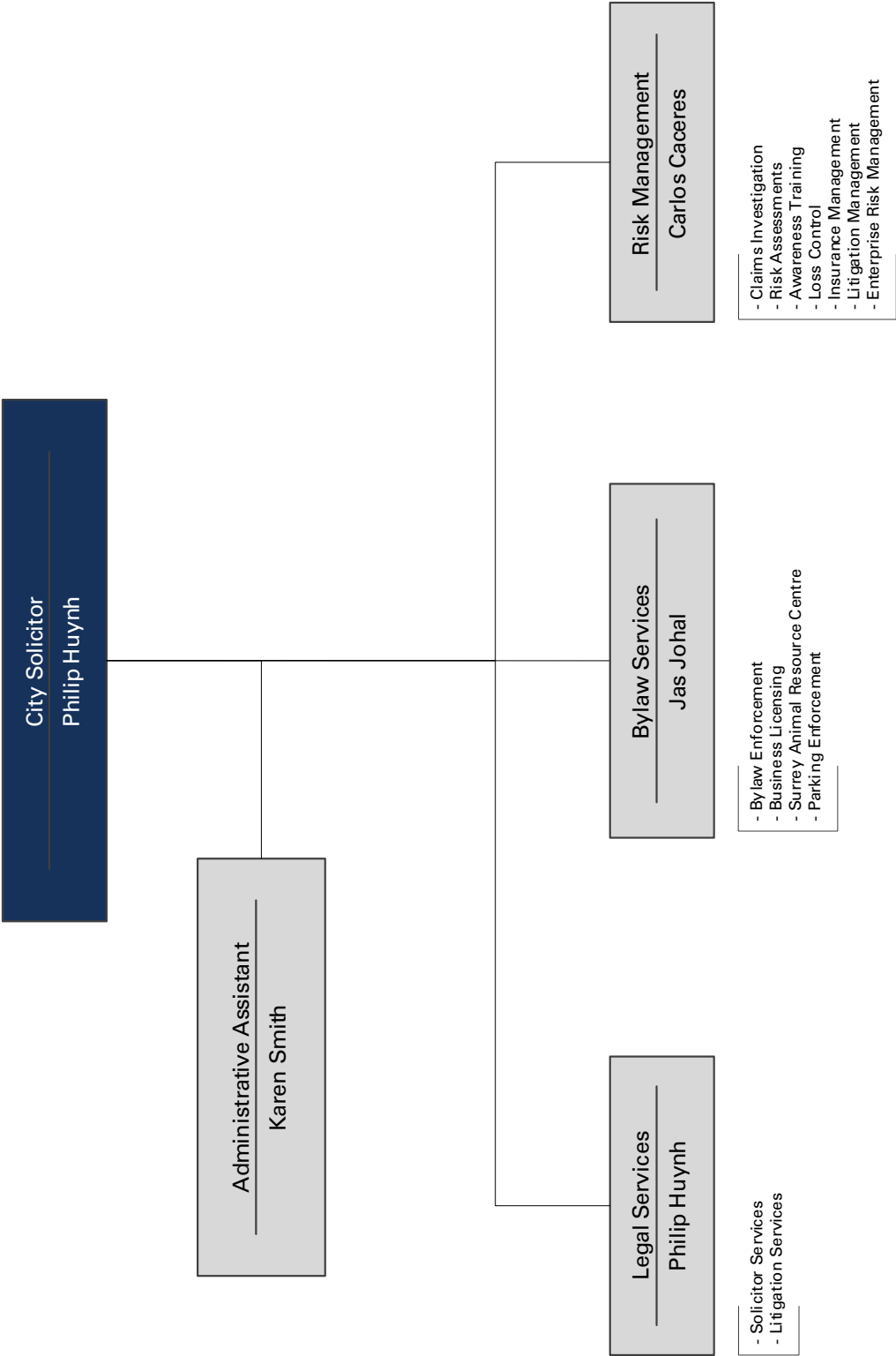
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Legal, Bylaw & Risk Services

DEPARTMENTAL FUNCTIONS

LEGAL, BYLAW & RISK SERVICES



DEPARTMENTAL OVERVIEW

LEGAL, BYLAW & RISK SERVICES

MISSION STATEMENT

To support the City's programs, initiatives, and values by providing a range of services relating to legal matters, bylaw enforcement, and risk management.

KEY PROGRAMS AND SERVICES

Legal, Bylaw and Risk Services delivers key services to support the overall functioning of the City. It provides legal services to the City; bylaw enforcement services for the benefit of the community; and manages risk for the safe and efficient operation of the City.

LEGAL SERVICES

Legal Services is responsible for providing 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.

BYLAW SERVICES

Bylaw Services is responsible for the enforcement of the City's regulatory bylaws, the issuance of business licenses, animal control functions, operation of the Surrey Animal Resource Centre ("SARC") and parking enforcement. With a proactive approach, enforcement staff focus on working with property owners, local businesses and the community at large to ensure compliance with our Bylaws.

RISK MANAGEMENT

Risk Management provides consulting services to City departments on how to identify, plan for, and manage risks in their daily business. They provide service and expertise in the areas of risk identification and treatment, insurance, claims, litigation, and loss control. By incorporating effective Risk Management practices, the City can become more resilient to adverse events and reduce the overall cost of risk.

LEGAL, BYLAW & RISK SERVICES

2024 ACCOMPLISHMENTS

EDUCATION & CULTURE



- Created a comprehensive Five-year training plan for all Bylaw staff.



Bylaw Bike Patrol officers on patrol enforcing the bylaws and engaging with the residents

PUBLIC SAFETY



- Enhanced a guideline manual to clarify the fire safety requirements for building owners wishing to provide emergency weather response or temporary winter shelters for the housing challenged population;
- Enhanced the Street SMART program which resulted in better management of issues related to homelessness;
- Increased media presence of Bylaw Services by developing an educational awareness and educational communications strategy related to common bylaw issues impacting residents, such as noise, illegal construction, commercial vehicles, and fireworks;
- Increased fines in the Fireworks Bylaw and executed a comprehensive social media, press release, and multicultural media campaign related to the use and sale of fireworks; and
- Completed public engagement to engage with almost 4,000 community members to inform the development of the Community Safety and Wellbeing Plan.

LEGAL, BYLAW & RISK SERVICES

ECOSYSTEMS



- The Surrey Animal Resource Centre (“SARC”) took in 1,489 animals in 2024. SARC reunited 333 animals with their owners and assisted in finding new homes for 491 animals.

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Strengthened building code enforcement with the Illegal Construction Enforcement Team, utilizing Section 57 of the Community Charter and legal action against property violations; and
- Increased Bylaw presence at Crescent Beach during summer months to ensure compliance with related bylaws and liaised with Parks, Engineering, Fire & Police to mitigate disruptions to the neighbourhood and visitors.

FUTURE INITIATIVES, GOALS & OBJECTIVES

PUBLIC SAFETY



- Continue the processes to address the fire and life safety risks posed by vacant/ abandoned commercial properties;
- Expand Bylaw presence related to the unhoused population throughout the City through increased staffing and broadening the scope of the Surrey Outreach Team program (formerly StreetSmart) to areas outside the City Centre; and
- Introduce “Car 57” as part of the Illegal Construction Enforcement Team, pairing a building inspector and bylaw enforcement officer to tackle in progress illegal construction, with focus on addressing egregious illegal construction in the City.

LEGAL, BYLAW & RISK SERVICES

ECONOMIC PROSPERITY & LIVELIHOODS



- Continue to provide expertise and support on various City projects and to deliver bylaw enforcement services to the community.

EDUCATION & CULTURE



- Expand commercial vehicle enforcement initiatives, by doubling bylaw staff responding to and proactively enforcing large vehicle bylaws; and
- Increase resources offered to the public through the SARC in an effort to recruit more volunteers to assist with the intake of animals at the Centre.

PERFORMANCE MEASURES

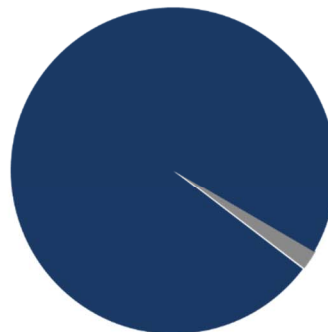
The following table identifies key performance measures that will assist the Legal, Bylaw & Risk Services department in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	Performance Measures (Sustainability Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Risk Management	Total cost of risk per capita (Economic Prosperity)	\$6.87	\$6.33	\$7.14	\$7.43	\$7.73	\$8.04	\$8.36
Bylaw Services	% of voluntary compliance gained (Public Safety)	75%	75%	75%	75%	75%	75%	75%

LEGAL, BYLAW & RISK SERVICES—DEPARTMENTAL OPERATIONS

(in thousands)

DIVISION SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
<i>Public Safety:</i>								
Bylaw Services	\$ (1,256)	\$ (118)	\$ 1,800	\$ 3,014	\$ 4,036	\$ 5,106	\$ 4,843	\$ 4,569
<i>Public Safety Total</i>	<u>(1,256)</u>	<u>(118)</u>	<u>1,800</u>	<u>3,014</u>	<u>4,036</u>	<u>5,106</u>	<u>4,843</u>	<u>4,569</u>
<i>General Government:</i>								
Legal Services	2,681	3,177	3,909	3,961	4,152	4,353	4,564	4,785
Risk Management	4,027	4,587	4,587	4,593	4,819	5,051	5,290	5,538
<i>General Government Total</i>	<u>6,708</u>	<u>7,764</u>	<u>8,496</u>	<u>8,554</u>	<u>8,971</u>	<u>9,404</u>	<u>9,854</u>	<u>10,323</u>
	\$ 5,452	\$ 7,646	\$ 10,296	\$ 11,568	\$ 13,007	\$ 14,510	\$ 14,697	\$ 14,892
ACCOUNT SUMMARY								
Revenues								
Sale of Goods and Services	\$ (805)	\$ (892)	\$ (1,358)	\$ (1,388)	\$ (1,430)	\$ (1,473)	\$ (1,517)	\$ (1,563)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	(11,557)	(12,100)	(9,541)	(9,751)	(10,044)	(10,345)	(10,655)	(10,975)
	<u>(12,362)</u>	<u>(12,992)</u>	<u>(10,899)</u>	<u>(11,139)</u>	<u>(11,474)</u>	<u>(11,818)</u>	<u>(12,172)</u>	<u>(12,538)</u>
Expenditures								
Salaries and Benefits	12,369	13,999	15,828	17,292	18,809	20,391	20,681	20,984
Operating Costs	6,989	8,100	7,821	7,843	8,100	8,365	8,616	8,874
Internal Services Used	1,120	1,195	1,040	1,067	1,067	1,067	1,067	1,067
Internal Services Recovered	(2,458)	(1,836)	(1,987)	(1,988)	(1,988)	(1,988)	(1,988)	(1,988)
External Recoveries	(206)	(387)	(715)	(715)	(715)	(715)	(715)	(715)
	<u>17,814</u>	<u>21,071</u>	<u>21,987</u>	<u>23,499</u>	<u>25,273</u>	<u>27,120</u>	<u>27,661</u>	<u>28,222</u>
Net Operations Total	5,452	8,079	11,088	12,360	13,799	15,302	15,489	15,684
Transfers								
To (From) Capital Sources	17	5	-	-	-	-	-	-
To (From) Operating Sources	(17)	(438)	(792)	(792)	(792)	(792)	(792)	(792)
	<u>-</u>	<u>(433)</u>	<u>(792)</u>	<u>(792)</u>	<u>(792)</u>	<u>(792)</u>	<u>(792)</u>	<u>(792)</u>
	\$ 5,452	\$ 7,646	\$ 10,296	\$ 11,568	\$ 13,007	\$ 14,510	\$ 14,697	\$ 14,892



2.00% of General Net Taxation
allocated to Legal, Bylaw & Risk
Services

LEGAL, BYLAW & RISK SERVICES—DEPARTMENTAL OPERATIONS

(in thousands)

BYLAW SERVICES	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ (805)	\$ (892)	\$ (1,358)	\$ (1,388)	\$ (1,430)	\$ (1,473)	\$ (1,517)	\$ (1,563)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	(11,557)	(12,100)	(9,541)	(9,751)	(10,044)	(10,345)	(10,655)	(10,975)
	(12,362)	(12,992)	(10,899)	(11,139)	(11,474)	(11,818)	(12,172)	(12,538)
Expenditures								
Salaries and Benefits	9,343	10,399	11,571	12,977	14,281	15,641	15,698	15,755
Operating Costs	1,659	1,798	999	1,021	1,074	1,128	1,162	1,197
Internal Services Used	956	1,056	814	841	841	841	841	841
Internal Services Recovered	(775)	(190)	(185)	(186)	(186)	(186)	(186)	(186)
External Recoveries	(103)	(254)	(500)	(500)	(500)	(500)	(500)	(500)
	11,080	12,809	12,699	14,153	15,510	16,924	17,015	17,107
Net Operations Total	(1,282)	(183)	1,800	3,014	4,036	5,106	4,843	4,569
Transfers								
To (From) Capital Sources	7	5	-	-	-	-	-	-
To (From) Operating Sources	19	60	-	-	-	-	-	-
	26	65	-	-	-	-	-	-
	\$ (1,256)	\$ (118)	\$ 1,800	\$ 3,014	\$ 4,036	\$ 5,106	\$ 4,843	\$ 4,569
LEGAL SERVICES	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	2,669	2,980	3,572	3,624	3,805	3,995	4,195	4,405
Operating Costs	380	233	346	346	356	367	378	389
Internal Services Used	1	1	1	1	1	1	1	1
Internal Services Recovered	(369)	(37)	(10)	(10)	(10)	(10)	(10)	(10)
External Recoveries	-	-	-	-	-	-	-	-
	2,681	3,177	3,909	3,961	4,152	4,353	4,564	4,785
Net Operations Total	2,681	3,177	3,909	3,961	4,152	4,353	4,564	4,785
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	\$ 2,681	\$ 3,177	\$ 3,909	\$ 3,961	\$ 4,152	\$ 4,353	\$ 4,564	\$ 4,785

LEGAL, BYLAW & RISK SERVICES—DEPARTMENTAL OPERATIONS

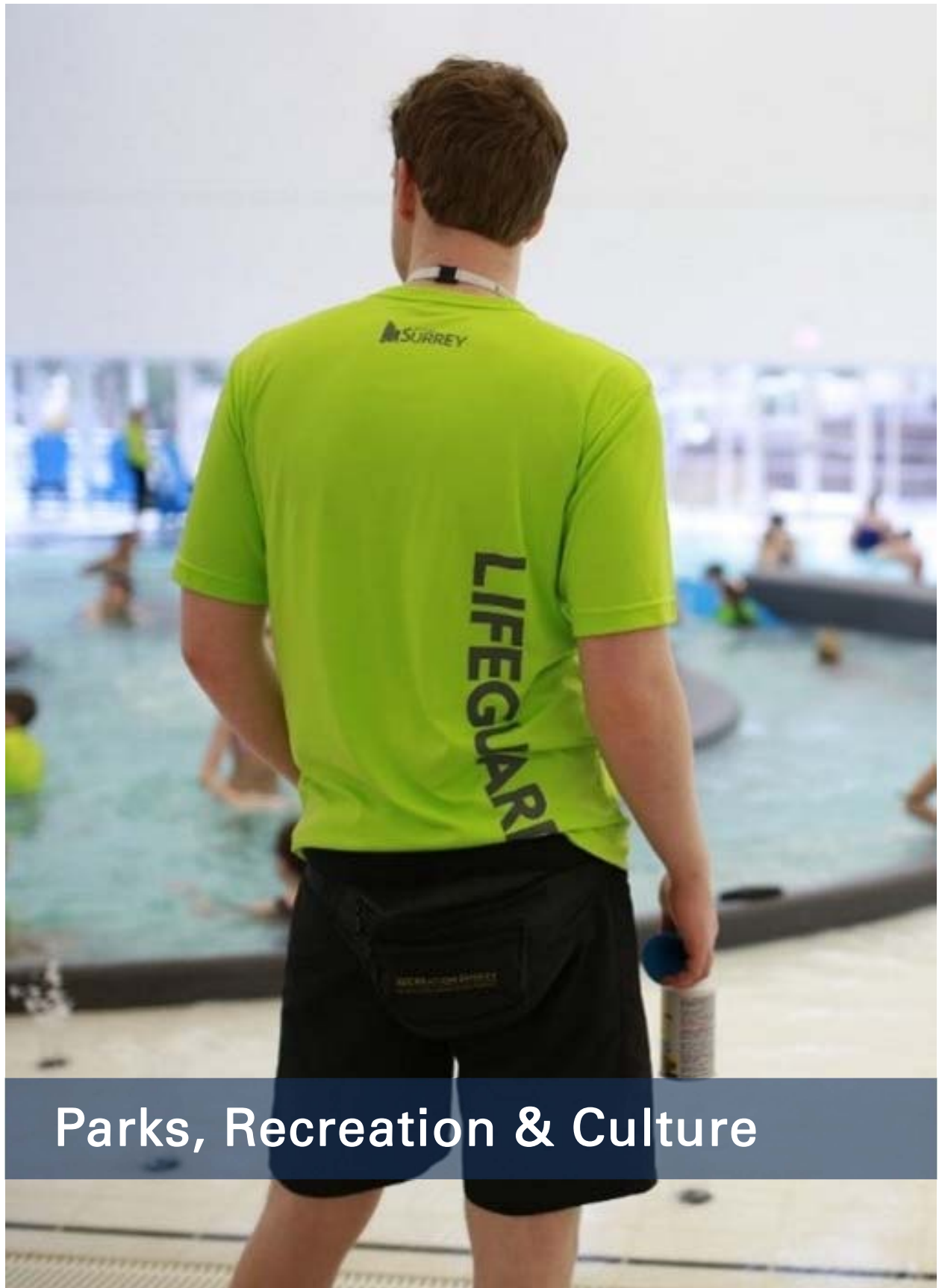
(in thousands)

RISK MANAGEMENT	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	357	620	685	691	723	755	788	824
Operating Costs	4,950	6,069	6,476	6,476	6,670	6,870	7,076	7,288
Internal Services Used	163	138	225	225	225	225	225	225
Internal Services Recovered	(1,314)	(1,609)	(1,792)	(1,792)	(1,792)	(1,792)	(1,792)	(1,792)
External Recoveries	(103)	(133)	(215)	(215)	(215)	(215)	(215)	(215)
	4,053	5,085	5,379	5,385	5,611	5,843	6,082	6,330
Net Operations Total	4,053	5,085	5,379	5,385	5,611	5,843	6,082	6,330
Transfers								
To (From) Capital Sources	10	-	-	-	-	-	-	-
To (From) Operating Sources	(36)	(498)	(792)	(792)	(792)	(792)	(792)	(792)
	(26)	(498)	(792)	(792)	(792)	(792)	(792)	(792)
	\$ 4,027	\$ 4,587	\$ 4,587	\$ 4,593	\$ 4,819	\$ 5,051	\$ 5,290	\$ 5,538

LEGAL, BYLAW & RISK SERVICES—SIGNIFICANT CHANGES

(in thousands)

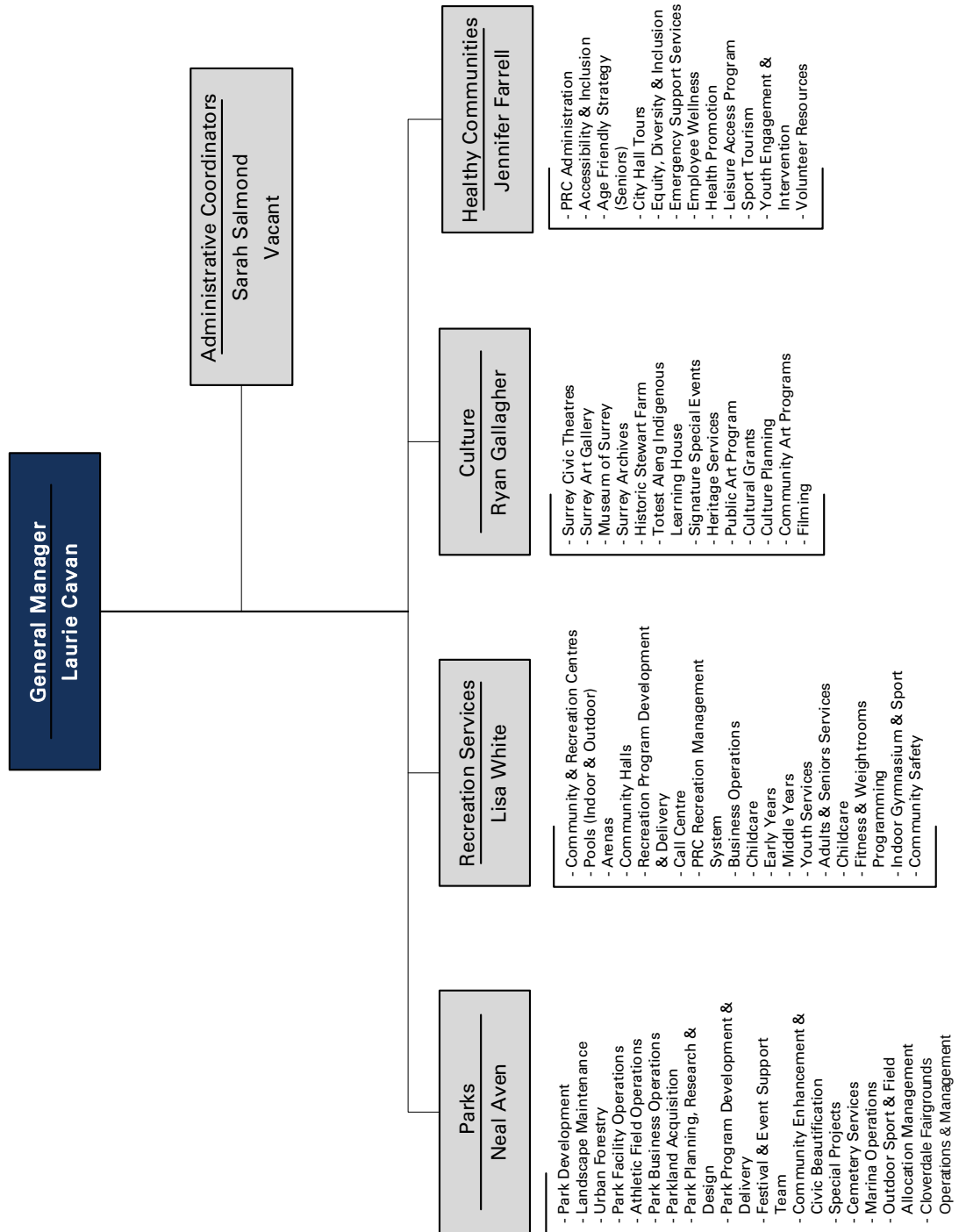
2024 ADOPTED BUDGET		\$	10,296
REVENUES			
Sales and Services			
Revenue Increase		\$ (240)	<u>(240)</u>
Total Change in Revenues			<u>(240)</u>
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments		52	
Reclassified Positions		104	
New Positions		<u>1,308</u>	1,464
Operating Costs			
Hydro/Gas		1	
Various		<u>21</u>	22
Internal Services Used		<u>27</u>	27
Internal Services Recovered		<u>(1)</u>	(1)
Total Change in Expenditures			<u>1,512</u>
2025 BUDGET		\$	11,568
2025 ADOPTED BUDGET		\$	11,568
REVENUES			
Sale of Goods and Services		\$ (175)	
Grants, Donations and Other		<u>(1,224)</u>	(1,399)
Total Change in Revenues			<u>(1,399)</u>
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments and Growth		<u>3,692</u>	3,692
Operating Costs			
Inflationary Increases and Growth		<u>1,031</u>	1,031
Total Change in Expenditures			<u>4,723</u>
2029 BUDGET		\$	14,892



Parks, Recreation & Culture

DEPARTMENTAL FUNCTIONS

PARKS, RECREATION & CULTURE



DEPARTMENTAL OVERVIEW

PARKS, RECREATION & CULTURE

MISSION STATEMENT

We serve our community to improve the quality of life for everyone through exceptional delivery of parks, recreation and culture amenities, programs and services. Our mission is achieved by the provision of:

- High quality parks and facilities for all;
- An engaged and healthy community;
- A vibrant and creative city;
- Leadership in environmental stewardship; and
- Effective management of resources.

KEY PROGRAMS AND SERVICES

The programs, facilities and services of the Parks, Recreation & Culture (“PRC”) Department are key components to providing access to safe and engaging recreation and cultural opportunities, protecting the natural environment and enhancing the quality of life for all.

The department is organized into core service divisions, each responsible for a variety of services and facilities:

PARKS

The Parks division plans, develops, and maintains the City’s extensive park system (over 2,880 hectares of parkland, including 1,455 hectares developed and maintained), a civic marina, three cemeteries and all public property trees and forests.

Playing a key role in the stewardship of the natural environment, the division engages residents through the delivery of a variety of outdoor programs, services, and events including: nature-based education and stewardship programs; community gardens; volunteer opportunities; active recreation, outdoor sport and play amenities; and citywide community engagement and civic beautification and enhancement initiatives.

The division also provides advice and permits to community event organizers and facilitates the review of permit requests through the Festival & Event Support Team committee and operates the Cloverdale Fairgrounds.

Additionally, the division is engaged in truth and reconciliation with First Nations through various aspects of our operations such as park planning, design, and development.

PARKS, RECREATION & CULTURE

RECREATION SERVICES

The Recreation Services division plays a critical role in maintaining and enhancing the community's physical and mental well-being. They operate 22 diverse, state-of-the-art recreation facilities across Surrey, including five indoor pools, five skating arenas, 18 preschool locations and five full-day childcare centres operated through their non-profit partners. Recreation Services also works with the Community Safety section that oversees the resilience of youth and adult outcomes, providing wraparound support for youth and adults more at risk in collaboration with many community partners. The Business Operations section oversees the operations and continual improvement of the PRC Management Registration System at all PRC facilities, including online transactions, user training, end-user support, vendor management and upgrades.

There are over four million visits to Recreation Services' facilities annually providing more than 57,600 quality, accessible and affordable programs and activities, including swimming and skating lessons, fitness classes, preschool, before and after school care, youth services, senior services and more. Through collaboration and innovation, the division works to build healthy communities where all people can be active and engaged in an inclusive, welcoming and safe environment.

CULTURE

The Culture division leads the planning, development and implementation of cultural policies, services and facilities. Committed to inclusion and community engagement, the division is passionate about serving diverse communities and respectfully engaging and planning programming with Indigenous communities. Providing City-wide arts, heritage, and cultural services, including cultural grants, the division also supports the development of community arts and heritage organizations. The Culture division manages the Public Art Program, Visual and Community Arts, Performing Arts, Special Events & Filming and Heritage Services portfolios. In addition, the division operates the following facilities and institutions: Museum of Surrey, Historic Stewart Farm, Surrey Archives, Indigenous Learning House, Surrey Art Gallery, Surrey Civic Theatres, and Art Spaces at Clayton Community Centre.

HEALTHY COMMUNITIES

The Healthy Communities Section provides centralized support and coordination of key service areas within the PRC Department. This section is responsible for ongoing administrative support to the department including direct support for the General Manager and Division Managers. This section oversees the administration of the Emergency Support Services program, Leisure Access Program, Youth Engagement & Intervention, Equity, Diversity & Inclusion, and Accessibility. In addition, they provide interdepartmental leadership through their work overseeing Volunteer Resources, the Age Friendly Strategy for Seniors, and City Hall Tours. Healthy Communities has a strong focus on health and wellness through their work overseeing Sport Tourism, Health Promotion, and Employee Wellness.

2024 ACCOMPLISHMENTS

INCLUSION



- The City's Leisure Access Program processed over 5,000 applications, enabling more than 17,000 residents to enjoy recreational activities through program subsidies; and
- The City of Surrey's Age Friendly Strategy for Seniors was updated in 2024, incorporating feedback from approximately 2,000 community members. Additionally, a new Age Friendly Action Plan was created and launched for the public on October 1, 2024.



Swimming Pool



Age Friendly Strategy

ECONOMIC PROSPERITY & LIVELIHOODS



- The 2024 Civic Distinction Awards were held on November 14, 2024, to recognize businesses and community leaders who have contributed significantly to the City of Surrey in their respective fields. A total of 27 awards were presented.



Civic Distinction Awards, City Hall

PARKS, RECREATION & CULTURE

EDUCATION & CULTURE



- The City of Surrey completed new public artworks by Brandon Vickard at Bear Creek Stadium, Lesley Wells at Totest Aleng: Indigenous Learning House, Anja Nov at Latimer Park, Edward FuChen Juan at Edgewood Park, Anais Lera at Surrey Nature Centre, and new public art street banners by Puneet Date & Andrew Talbos. Numerous private development public artworks were also completed in alignment with the City's public art policy. In 2024, 14 different artworks were installed; and
- In 2024, \$637,555 was awarded to 85 not-for-profit arts, culture, and heritage organizations that support the production and presentation of cultural programming in Surrey. This fund is important in supporting cultural activity and enhancing the capacity of local community organizations.

ECOSYSTEMS

- In 2024, the City planted 3,176 shade trees and 22,158 native trees (15,000 were seedlings) for a total of 25,334 trees (10,334 not including seedlings) to help achieve the City's canopy cover target of 30% by 2038. The City was also recognized as a member of the Tree Cities of the World program for the fifth consecutive year. This program recognizes Surrey's commitment to celebrating, properly maintaining and sustainably managing our urban forest.



Community Planting Event

PARKS, RECREATION & CULTURE

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Completed the installation of new playgrounds at two neighbourhood parks, Salmonberry Park and Edmund Park in 2024 to enhance the Clayton and Newton communities. Major playground renovations were also completed at Guildford Heights Park, Robertson Drive Park, William Beagle Park, and McIntyre Park; and
- The City introduced its new Accessibility Action Plan which was adopted by Council in April 2024. This plan highlights the City of Surrey's commitment to accessibility. In line with the Accessible BC Act, the Surrey Accessibility Leadership Team ("SALT") was re-established and new members were onboarded through community outreach. Additionally, a new Terms of Reference was created.



The Surrey Accessibility Leadership Team ("SALT"),
International Day of Persons with Disabilities Team

HEALTH & WELLNESS



- In 2024, the City of Surrey supported 36 sport tourism events through the Sports Tourism Grant Program, allocating a total of \$88,700. The grant requests reached the highest amount since the program's inception, reflecting the growth of sports tourism in Surrey. These events included nine International, six national, four regional, and 17 provincial level sport competitions hosted in the City; and
- To better serve our clients, the City prioritized Surrey residents for our seasonal online registration. This initiative addresses the need to stabilize high traffic volumes on surrey.ca on registration days. It is a continuation of the improvements made in 2023, which included staggered registration dates, a virtual waiting room and simplified login.

PARKS, RECREATION & CULTURE

INFRASTRUCTURE



- In 2024, the City acquired 7.4 acres of parkland, of which 6.1 acres was acquired through property purchases and 1.3 acres through the dedication requirements for subdivision under the Local Government Act;
- Surrey Fusion Festival and Surrey Tree Lighting Festival won a total of seven local and international awards; and
- The Focus Newton Action Plan was implemented based on feedback from thousands of Newton residents to make the community more vibrant and connected. Highlights include increasing vibrancy and greenery, making Newton cleaner and safer, expanding programs and events, improving public spaces and amenities, and enhancing safe active transportation. Six new community picnics and three movie nights were hosted as well as new family events.



Hawthorne Rotary Park Playground

PARKS, RECREATION & CULTURE

FUTURE INITIATIVES, GOALS & OBJECTIVES

INCLUSION



- The City will start construction on several childcare projects including Surrey Sport and Leisure Complex, Don Christian Recreation Centre, Bridgeview Community Centre, and O'Siem Village at Hawthorne Park. This will create an additional 260 spaces with Chuck Bailey Recreation Centre and the New Newton Recreation Centre completions to follow. In total, the City will have added 488 new childcare spaces for families with Provincial investments over \$19 million since 2021.



O'Siem Village at Hawthorne Park

INFRASTRUCTURE



- The City of Surrey will continue to establish itself as a premier destination for major sporting events. Its rising profile has enabled the City to expand its sport hosting portfolio by attracting new high-profile national events, such as the PGA Tour America's Fortinet Cup, Master Bowling National Championships, and the Canadian Open Chess Tournament. Additionally, the City is exploring bids for other sports in the coming year, including ball hockey, curling, and badminton; and
- The City of Surrey plans to continue enhancing public spaces and parks in Newton by increasing activation and programming as well as enhancing public amenities. This initiative is part of the broader Focus Newton action plan, which aims to make the community more vibrant and connected.

PARKS, RECREATION & CULTURE

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Future planned park improvements in 2025 include 1001 Steps replacement stair system, Softball City field light upgrade to LED, Beecher Place washroom renovation, Salmonberry Park bike park construction, South Surrey Athletic Park skate park enhancement, Tamanawis Park third turf field construction and numerous linear park connections throughout the City's neighbourhood park system;
- Re-envision Unwin Community Park which started with extensive community/stakeholder engagement in 2024 that will lead to a conceptual design process and a Council endorsed masterplan to envision the future of the park;
- Initiate the construction of Surrey's first covered multi-sport outdoor covered sport box in South Surrey primarily hosting lacrosse; ball diamond upgrades at Sunnyside Park, and two new turf fields at Cloverdale Athletic Park; and
- Complete the Bear Creek Athletics Centre project, including the commissioning of the covered grandstand and lifecycle replacement of the running track to enhance community sport amenities at this destination park.



Field Hockey at Tamanawis Park

EDUCATION & CULTURE



- Implement year one programming of the award-winning UrbanScreen at Surrey Civic Plaza to showcase digital and interactive art after dark in City Centre; and
- Implement priority recommendations of the Surrey Music Strategy to continue to amplify opportunities, including hosting a “Let’s Hear It Live” Road to the Junos Music event at Surrey Civic Plaza, and programming micro-music events in Spring-Summer 2025.

Services & Amenities





PARKS, RECREATION & CULTURE

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 Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Parks Services	% increase in street tree inventory (Ecosystems)	2%	3%	3%	3%	3%	3%	3%
	% increase in the length of trail system (Ecosystems)	2%	1%	1%	1%	1%	1%	1%
	% increase in capacity for drop-in use of outdoor facilities (Inclusion)	1%	2%	2%	1%	1%	1%	1%
Community & Recreation Services	% increase in the attendance at community centres (Inclusion/Health & Wellness)	8%	1%	1%	1%	1%	1%	1%
	% increase in Leisure Access participation (Inclusion/Health & Wellness)	5%	1%	1%	1%	1%	1%	1%
Healthy Communities	% increase in number of volunteer hours for PRC (Inclusion)	6%	2%	2%	2%	2%	2%	2%

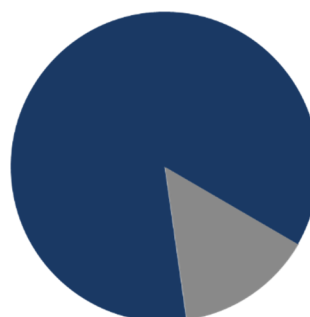
PARKS, RECREATION & CULTURE

Division	Performance Measures (Sustainability Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Culture	% increase in the number of online tickets sold through Surrey Civic Theatres Box Office (Infrastructure)	0%	1%	1%	2%	3%	4%	5%
	% increase in the Surrey Art Gallery School Programs attendance (Education & Culture)	2%	2%	1%	1%	1%	1%	1%
	% increase in Catalogue and expand web searchable heritage collections (Education & Culture)	10%	5%	5%	5%	2%	2%	2%
	% increase in participation in heritage/ museum education programs (Education & Culture)	5%	2%	2%	2%	1%	1%	1%

PARKS, RECREATION & CULTURE—DEPARTMENTAL OPERATIONS

(in thousands)

DIVISION SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Administration	\$ 3,415	\$ 3,865	\$ 4,395	\$ 4,198	\$ 4,276	\$ 4,355	\$ 4,436	\$ 4,518
Culture	9,371	10,743	10,745	10,636	10,796	11,110	11,331	12,007
Parks	30,832	34,043	34,866	34,723	35,834	36,999	37,991	39,156
Recreation Services	28,230	32,558	32,159	33,727	33,795	34,261	35,138	36,838
	\$ 71,848	\$ 81,209	\$ 82,165	\$ 83,284	\$ 84,701	\$ 86,725	\$ 88,896	\$ 92,519
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (32,576)	\$ (35,392)	\$ (34,602)	\$ (35,141)	\$ (36,195)	\$ (37,280)	\$ (38,398)	\$ (39,550)
Transfers from Other Governments	(3,153)	(4,015)	(210)	(672)	(692)	(713)	(734)	(756)
Grants, Donations and Other	(3,876)	(3,940)	(2,437)	(1,883)	(1,939)	(1,997)	(2,057)	(2,119)
	(39,605)	(43,347)	(37,249)	(37,696)	(38,826)	(39,990)	(41,189)	(42,425)
Expenditures								
Salaries and Benefits	69,948	76,706	77,483	78,954	79,356	79,760	80,167	80,577
Operating Costs	45,445	49,505	43,441	43,461	45,606	48,390	51,353	55,802
Internal Services Used	20,059	22,168	18,688	19,046	19,046	19,046	19,046	19,046
Internal Services Recovered	(17,694)	(19,790)	(16,821)	(17,071)	(17,071)	(17,071)	(17,071)	(17,071)
External Recoveries	(650)	(716)	(256)	(256)	(256)	(256)	(256)	(256)
	117,108	127,873	122,535	124,134	126,681	129,869	133,239	138,098
Net Operations total	77,503	84,526	85,286	86,438	87,855	89,879	92,050	95,673
Transfers								
To (From) Capital Sources	(3,361)	(3,356)	(2,853)	(2,793)	(2,793)	(2,793)	(2,793)	(2,793)
To (From) Operating Sources	(2,294)	39	(268)	(361)	(361)	(361)	(361)	(361)
	(5,655)	(3,317)	(3,121)	(3,154)	(3,154)	(3,154)	(3,154)	(3,154)
	\$ 71,848	\$ 81,209	\$ 82,165	\$ 83,284	\$ 84,701	\$ 86,725	\$ 88,896	\$ 92,519



14.40% of General Net
Taxation allocated to
Parks, Recreation &
Culture

PARKS, RECREATION & CULTURE—DEPARTMENTAL OPERATIONS

(in thousands)

	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
ADMINISTRATION								
Revenues								
Sales and Services	\$ (57)	\$ (68)	\$ (70)	\$ (72)	\$ (74)	\$ (76)	\$ (78)	\$ (80)
Transfers from Other Governments	-	(3)	-	-	-	-	-	-
Grants, Donations and Other	(141)	(170)	-	-	-	-	-	-
	(198)	(241)	(70)	(72)	(74)	(76)	(78)	(80)
Expenditures								
Salaries and Benefits	3,251	3,638	3,912	3,599	3,662	3,726	3,791	3,857
Operating Costs	487	515	440	553	570	587	605	623
Internal Services Used	106	130	63	68	68	68	68	68
Internal Services Recovered	(7)	(101)	-	-	-	-	-	-
External Recoveries	(217)	(126)	-	-	-	-	-	-
	3,620	4,056	4,415	4,220	4,300	4,381	4,464	4,548
Net Operations Total	3,422	3,815	4,345	4,148	4,226	4,305	4,386	4,468
Transfers								
To (From) Capital Sources	50	50	50	50	50	50	50	50
To (From) Operating Sources	(57)	-	-	-	-	-	-	-
	(7)	50	50	50	50	50	50	50
	\$ 3,415	\$ 3,865	\$ 4,395	\$ 4,198	\$ 4,276	\$ 4,355	\$ 4,436	\$ 4,518
CULTURE								
Revenues								
Sales and Services	\$ (2,311)	\$ (2,847)	\$ (1,833)	\$ (1,666)	\$ (1,716)	\$ (1,767)	\$ (1,820)	\$ (1,875)
Transfers from Other Governments	(1,465)	(1,860)	(103)	(103)	(106)	(109)	(112)	(115)
Grants, Donations and Other	(1,206)	(1,941)	(696)	(543)	(559)	(576)	(593)	(611)
	(4,982)	(6,648)	(2,632)	(2,312)	(2,381)	(2,452)	(2,525)	(2,601)
Expenditures								
Salaries and Benefits	7,925	8,834	8,342	8,166	8,240	8,315	8,390	8,466
Operating Costs	6,783	8,527	5,389	5,177	5,332	5,642	5,861	6,537
Internal Services Used	293	655	158	153	153	153	153	153
Internal Services Recovered	(181)	(450)	(96)	(96)	(96)	(96)	(96)	(96)
External Recoveries	(27)	(35)	(3)	(3)	(3)	(3)	(3)	(3)
	14,793	17,531	13,790	13,397	13,626	14,011	14,305	15,057
Net Operations Total	9,811	10,883	11,158	11,085	11,245	11,559	11,780	12,456
Transfers								
To (From) Capital Sources	(84)	(58)	-	-	-	-	-	-
To (From) Operating Sources	(356)	(82)	(413)	(449)	(449)	(449)	(449)	(449)
	(440)	(140)	(413)	(449)	(449)	(449)	(449)	(449)
	\$ 9,371	\$ 10,743	\$ 10,745	\$ 10,636	\$ 10,796	\$ 11,110	\$ 11,331	\$ 12,007

PARKS, RECREATION & CULTURE—DEPARTMENTAL OPERATIONS

(in thousands)

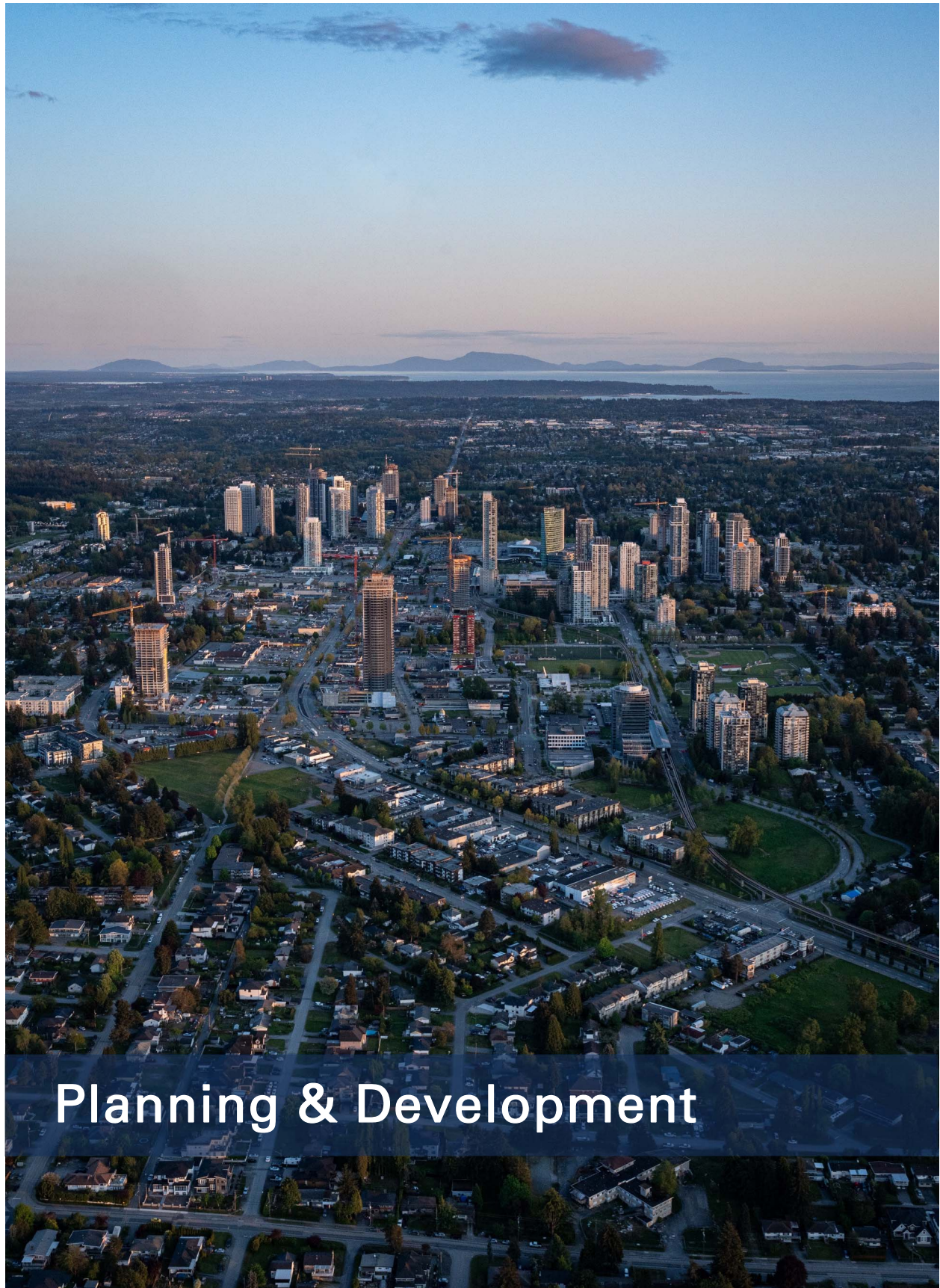
PARKS	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sales and Services	\$ (4,434)	\$ (4,984)	\$ (3,211)	\$ (3,282)	\$ (3,380)	\$ (3,481)	\$ (3,585)	\$ (3,693)
Transfers from Other Governments	(71)	(180)	-	-	-	-	-	-
Grants, Donations and Other	(2,205)	(1,553)	(1,580)	(1,179)	(1,214)	(1,250)	(1,288)	(1,327)
	(6,710)	(6,717)	(4,791)	(4,461)	(4,594)	(4,731)	(4,873)	(5,020)
Expenditures								
Salaries and Benefits	17,935	19,500	19,208	19,383	19,511	19,639	19,768	19,898
Operating Costs	22,810	23,869	23,145	22,494	23,610	24,784	25,789	26,971
Internal Services Used	18,638	19,980	17,321	17,571	17,571	17,571	17,571	17,571
Internal Services Recovered	(17,289)	(18,961)	(16,706)	(16,956)	(16,956)	(16,956)	(16,956)	(16,956)
External Recoveries	(169)	(306)	(194)	(194)	(194)	(194)	(194)	(194)
	41,925	44,082	42,774	42,298	43,542	44,844	45,978	47,290
Net Operations Total	35,215	37,365	37,983	37,837	38,948	40,113	41,105	42,270
Transfers								
To (From) Capital Sources	(3,795)	(3,665)	(3,262)	(3,202)	(3,202)	(3,202)	(3,202)	(3,202)
To (From) Operating Sources	(588)	343	145	88	88	88	88	88
	(4,383)	(3,322)	(3,117)	(3,114)	(3,114)	(3,114)	(3,114)	(3,114)
	\$ 30,832	\$ 34,043	\$ 34,866	\$ 34,723	\$ 35,834	\$ 36,999	\$ 37,991	\$ 39,156
RECREATION SERVICES	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sales and Services	\$ (25,774)	\$ (27,493)	\$ (29,488)	\$ (30,121)	\$ (31,025)	\$ (31,956)	\$ (32,915)	\$ (33,902)
Transfers from Other Governments	(1,617)	(1,972)	(107)	(569)	(586)	(604)	(622)	(641)
Grants, Donations and Other	(324)	(276)	(161)	(161)	(166)	(171)	(176)	(181)
	(27,715)	(29,741)	(29,756)	(30,851)	(31,777)	(32,731)	(33,713)	(34,724)
Expenditures								
Salaries and Benefits	40,837	44,734	46,021	47,806	47,943	48,080	48,218	48,356
Operating Costs	15,365	16,594	14,467	15,237	16,094	17,377	19,098	21,671
Internal Services Used	1,022	1,403	1,146	1,254	1,254	1,254	1,254	1,254
Internal Services Recovered	(217)	(278)	(19)	(19)	(19)	(19)	(19)	(19)
External Recoveries	(237)	(249)	(59)	(59)	(59)	(59)	(59)	(59)
	56,770	62,204	61,556	64,219	65,213	66,633	68,492	71,203
Net Operations Total	29,055	32,463	31,800	33,368	33,436	33,902	34,779	36,479
Transfers								
To (From) Capital Sources	468	317	359	359	359	359	359	359
To (From) Operating Sources	(1,293)	(222)	-	-	-	-	-	-
	(825)	95	359	359	359	359	359	359
	\$ 28,230	\$ 32,558	\$ 32,159	\$ 33,727	\$ 33,795	\$ 34,261	\$ 35,138	\$ 36,838

PARKS, RECREATION & CULTURE—SIGNIFICANT CHANGES

(in thousands)

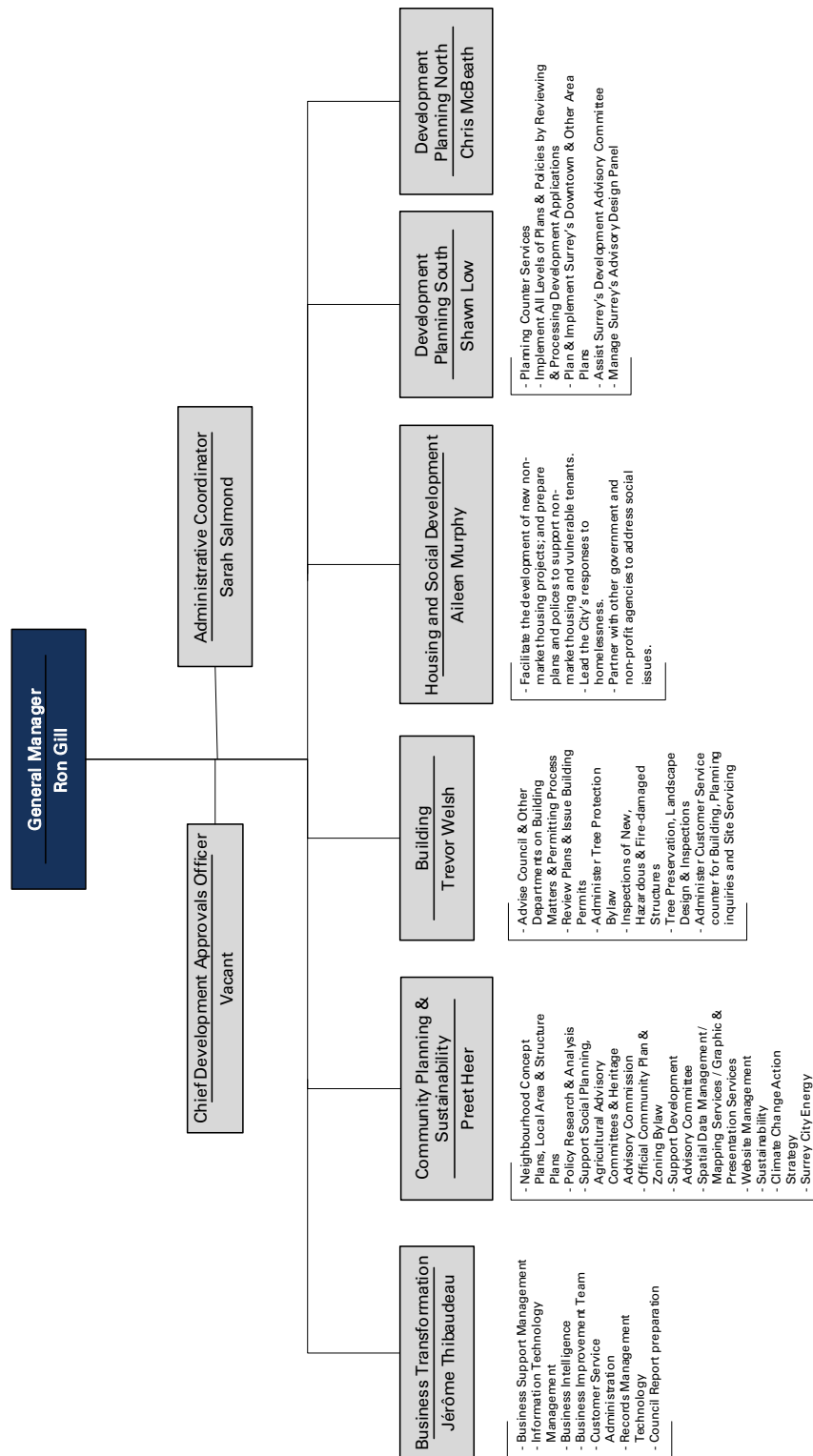
2024 ADOPTED BUDGET		\$	82,165
REVENUES			
Sales and Services			
Revenue Increase		\$ (447)	(447)
Total Change in Revenues			(447)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments		1,913	
Reclassified Positions		(581)	
New Positions		139	1,471
Operating Costs			
Reallocation		(530)	
Hydro/Gas		174	
Various		376	20
Internal Services Used		358	358
Internal Services Recovered		(250)	(250)
Transfer To (From) Own Sources		(33)	(33)
Total Change in Expenditures			1,566
2025 BUDGET		\$	83,284
2025 ADOPTED BUDGET			
REVENUES			
Increase Revenue Growth		\$ (4,729)	(4,729)
Total Change in Revenues			(4,729)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments and Growth		1,623	1,623
Operating Costs			
Inflationary Increases and Growth		12,341	12,341
Total Change in Expenditures			13,964
2029 BUDGET		\$	92,519

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DEPARTMENTAL FUNCTIONS

PLANNING & DEVELOPMENT



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

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

BUSINESS TRANSFORMATION

Business Transformation provides administrative support services, records management, information technology enablement, communications, and functional support to the Department.

This work involves supporting the drafting of planning reports, answering record searches, providing copies of house plans, planning of system enhancements, creating business intelligence reports and supporting community engagement initiatives.

DEVELOPMENT PLANNING

Development Planning implements Council-adopted bylaws, approved secondary plans, and policies in relation to the use and development of land. This work involves receiving and reviewing land development applications, making appropriate recommendations for land development projects, and preparing reports to Council.

COMMUNITY PLANNING & SUSTAINABILITY

Community Planning & Sustainability 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 and Community Engagement strategies. This division is also responsible for Agricultural Planning, Heritage Planning (including the support of the Heritage Advisory Commission), and demographic tracking and growth forecasting. This division provides graphic and mapping services for the department, as well as supporting corporate Geographical Information Systems ("GIS") services. This division is also responsible for the City's sustainability portfolio, managing the Sustainability Charter, the Climate Change Action Strategy, and supporting the ongoing expansion of Surrey City Energy.

PLANNING & DEVELOPMENT

BUILDING

Building administers Council adopted bylaws 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 Protection Bylaw and sign bylaws. The Building Division is also responsible for providing professional advice on building construction related matters to Council, the Board of Variance, other City departments and the public.

HOUSING & SOCIAL DEVELOPMENT

Housing and Social Development supports the development of non-market affordable and supportive housing, responds to homelessness, and develops policies and programs that address priority social issues in Surrey.

2024 ACCOMPLISHMENTS

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Prepared and presented 231 planning reports to Council on development applications;
- Initiated a new Neighbourhood Concept Plans ("NCP") for Latimer/196 Street SkyTrain Station;
- Continued to advance SkyTrain related NCPs, including updates to the Fleetwood Plan;
- Advanced final (stage 2) NCP report for South Campbell Heights;
- Continued to support provincial housing legislation by putting forward seven corporate reports to transition single-family zoning to small-scale multi-unit housing zoning for in-stream applications;
- Put forward regulatory bylaw amendments and Zoning Bylaw amendments to ensure seamless implementation of provincial housing legislation on the mandated timeline set by the Province;
- Introduced new permit approval targets aimed at reducing processing approval timelines by a minimum of 30% across most permit types, including townhomes, low-rise, high-rise, and trade permits;
- Introduced new Zoning Bylaw amendments to provide streamlined delivery of temporary real estate sales centres;
- Introduced new OCP amendments to institute a simplified DP process for houseplexes; and
- Supported the Development Approval Process Improvement Task Force, designed to undertake a fulsome review of development permitting processes with the intent of reducing or eliminating roadblocks to speedy approvals.

ECONOMIC PROSPERITY AND LIVELIHOODS



- Successfully completed all deliverables for Year 1 of the Housing Accelerator Fund grant program;
- Continued to support the implementation of the online permit portal and digital permit processing, providing new and enhanced permitting abilities across multiple permit types, improving transparency, access, and efficiency for applicants;
- Launched the multi-family and complex building permitting portal;
- Completed the online inspection request module, providing full online inspection request capabilities across electrical, plumbing and building permits;
- Initiated two financial incentive programs, targeting developments near Rapid Transit and Non-Market Rental housing;
- Initiated the implementation of online permitting capabilities for Development Planning applications, with an anticipated launch of early 2025;
- Launched a new online development inquiry system;
- Initiated the implementation of the automated zoning compliance system (Archistar), to increase the quality of submissions through a self-serve computer based pre-approval process;
- Initiated the review of incorporating pre-approved plan options for Accessory Dwelling Units ("ADUs") (coach house, garden suites, etc.) and six-storey buildings;
- Worked with Engineering to update the DCC bylaw and introduced a DCC fee exemption for affordable housing projects;
- Realigned Building Division resources to more adequately respond to permit volumes, support staff mentorship, and focus on specific permit types to issue them quicker;
- Established the Development Inquiry Assistant, an AI-powered chatbot to help customers find information at any time of the day;
- Continued improvements to the consistency of services delivered through communication and training;
- Proposed City Centre Office Policy Amendments in order to respond to changing market conditions and new provincial legislation;
- Completed the review of the Certified Professional Program and began the implementation of recommendations, seeking to increase the use of professional reliance in the approval process;
- Initiated the review of geotechnical review processes for hazard land development permits; and
- Established a process for the issuance of early excavation building permits for multi-family housing.

PLANNING & DEVELOPMENT

PUBLIC SAFETY



- Continued to support the accelerated delivery of the future New Surrey Hospital and BC Cancer Centre in Cloverdale, with continued support for Fraser Health Authority and their project team to guide their building permits to approval; and
- Continued to resolve non-permitted construction, streamlining citizen complaints, inquiries, and follow-up by establishing new processes to align activities and responses between the Building Division, Bylaw Division, and Legal Services Division.

ECOSYSTEMS



- Provided an update on the Climate Change Action Strategy one-year after its implementation;
- Developed approaches to further support the development of energy-efficient buildings of the future;
- Reviewed policy around streamside and riparian area protection measures; and
- Reviewed and made improvements to the Advisory Design Panel (“ADP”) review process such that some projects are eligible to advance to Council ahead of ADP review.

EDUCATION & CULTURE



- Developed and implemented communication campaigns, based on common application deficiencies, improving and leveraging online resources available for citizens;
- Performed a review of commonly used forms and checklists, seeking to improve the usability of the forms and to foster a complete submission;
- Developed a Plumbing performance monitoring program, to equip staff with insights on key performance metrics to support proactive services to plumbing contractors; and
- Prioritized Surrey School District Building Permit applications to meet the increased student enrolment demands within the City.

FUTURE INITIATIVES, GOALS & OBJECTIVES

INCLUSION



- Continue to deploy quarterly client satisfaction surveys to monitor client experience and identify improvement opportunities;
- Establish guidelines to process public interest applications (for example, not-for-profit rental, education, health care in Development Planning;
- Investigate policies to promote project completion, reducing idle, undeveloped land; and
- Further the use of incremental performance measures, at key milestones in the approval process, to provide additional insights to stalled projects and seeking reduce the overall application time.

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Continue to respond to the provincial housing legislation changes;
- Complete the implementation of the recommendations for the Certified Professional Program, implementing streamlining, quality assurance and oversight opportunities;
- Investigate leveraging Professional Reliance in the approval process, including Geotechnical reviews and Qualified Environmental Professionals;
- Develop a performance monitoring program for Building permits, to provide a transparent, data driven, quality assurance oversight program and identify opportunities for improvement and training;
- Plan and host a Single-Family Dwelling Designers Forum to discuss new processes and online tools, and to provide tips for enhanced streamlining of approval processes including quality and completeness of submissions;
- Plan and hold a Small Builders Forum to discuss new processes and online tools, and provide tips for enhanced successes during building field reviews;
- Enable Digital Plan submissions and Reviews for all permit types;
- Complete the implementation of the automated zoning compliance system;
- Advance the Official Community Plan update to comprehensively support housing needs integration, climate action and the assessment of all agricultural, food-producing land in Surrey, with a view to protecting these lands for the purpose of addressing future food security requirements;
- Initiate NCPs for Grandview East;
- Draft new zones for six-storey, mid rise and high rise mixed use, missing middle for triplex/quadplex, new townhouse (25 units per acre and stacked);

PLANNING & DEVELOPMENT

- Update OCP transit corridor designations, aligned with Provincial Housing Legislation and the Surrey-Langley Skytrain expansion, to remove OCP amendments and allow projects to proceed without needing to undertake NCP process;
- Integrate infill intensification and 15-minute neighbourhoods policy;
- Advance the stage 1 NCP for South Westminster, capturing its potential as a “Gateway to Surrey”;
- Continue to support construction of the new Newton Community Centre and preparation of a new Master Plan; and
- Continue to support the Cloverdale Fairgrounds Master Plan development.

PUBLIC SAFETY



- Continue to support the accelerated delivery of the new Cloverdale hospital and BC Cancer Centre, with continued support for Fraser Health Authority and their project team to prepare and advance the Building Permit Application; and
- Continue to resolve non-permitted construction, streamlining citizen complaints, inquiries, and follow-up. New processes have been established to align activities and responses between the Building Division, Bylaw Division, and Legal Services Division.

ECOSYSTEMS



- Continue to develop approaches to further support the development of energy-efficient buildings of the future; and
- Continue roll-out of enhanced environmental review process for new developments.

INFRASTRUCTURE



- Continue to implement updates to the City’s Land Management System for ongoing sustainability, leveraging process automation for added capacity.

PLANNING & DEVELOPMENT

ECONOMIC PROSPERITY & LIVELIHOODS



- Continue to support the implementation of the online permit portal and digital permit processing, providing new and enhanced permitting abilities across multiple permit types, improving transparency, access, and efficiencies for applicants;
- Continue to streamline the payments and refunds process;
- Investigate the use of pre-approved plans for ADUs and 6-storey buildings;
- Continue improvements to the consistency of services delivered through communication and training;
- Continue to leverage the Development and Permit Approvals Targets, seeking to achieve a minimum 30% reduction in the approval timelines; and
- Review and revise the City's Community Amenity Contributions ("CAC") and the Affordable Housing CAC to identify specific acquisition plans, set required CAC rates, and create Amenity Contribution Charges ("ACC") in alignment with the provincial housing legislation.

EDUCATION & CULTURE



- Continue to promote application acceptance success through early application parameters;
- Develop and implement communication campaigns and development partner forums, to respond to emerging needs and improving and leveraging online resources available for citizens;
- Seek to further identify the services that the Planning & Development Department offers, and through a Service Expectation Charter, articulate and communicate our core services, regulatory role, and responsibility to facilitate the development of a shared staff culture and increased alignment with industry and stakeholder expectations;
- Continue to prioritize Surrey School District Building Permit Applications to meet the increased student enrolment demands within the City;
- Continue to investigate requiring all, or select, applicants to complete a pre-intake checklist and to attend a pre-intake meeting(s) to create a shared understanding about what constitutes a complete submission for all permit types; and
- Continue to investigate requiring all, or select, applicants to complete a pre-application meeting, prior to application submission, to discuss zoning requirements, code design concerns, and/or alternative solutions.

PLANNING & DEVELOPMENT

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 Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Development Planning	# of rezoning applications receiving final approval (Infrastructure)	66	80	80	80	80	80	80
	# of housing units given third reading (Infrastructure)	18,145	10,000	10,000	10,000	10,000	10,000	10,000
Community Planning	15-minute livable neighbourhoods (Infrastructure)	25%	24%	24%	25%	26%	26%	27%

PLANNING & DEVELOPMENT

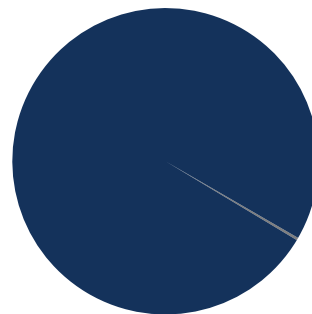
Division	Performance Measures (Sustainability Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Building	Number of housing units achieving building permits (Built Communities & Neighbourhoods)	6,200	4,280	4,280	4,280	4,280	4,280	4,280
	Total annual construction value (in billions) (Built Communities & Neighbourhoods)	\$2.74	\$1.90	\$1.93	\$1.97	\$2.01	\$2.05	\$2.09
	# of inspections (Built Communities & Neighbourhoods)	53,000	63,000	50,000	50,000	50,000	50,000	50,000
Business Transformation	% of permits processed online (Infrastructure)	83%	85%	90%	90%	90%	90%	90%
	Customer satisfaction rating of P&D Services (Inclusion)	76%	75%	75%	75%	75%	75%	75%
Housing and Social Development	# of temporary shelter beds replaced by permanent beds (Infrastructure)	0*	N/A*	60	0	100	114	114
	# of new non-market affordable rental housing units opened (Inclusion)	104	219	129	197	69	780	780

* First targets expected in 2025

PLANNING & DEVELOPMENT—DEPARTMENTAL OPERATIONS

(in thousands)

DIVISION SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Administration	\$ 3,701	\$ 4,230	\$ 4,138	\$ 3,848	\$ 3,905	\$ 3,963	\$ 4,022	\$ 4,082
Building	(21,765)	(22,095)	(12,644)	(12,868)	(13,529)	(14,212)	(14,918)	(15,648)
Community Planning & Sustainability	3,327	2,463	3,190	3,467	3,520	3,573	3,628	3,683
Development Planning	161	2,920	3,026	2,772	2,734	2,694	2,652	2,607
Heritage Advisory Commission	23	20	23	23	23	23	23	23
Housing & Social Development	794	1,245	1,374	2,103	2,154	2,206	2,259	2,313
	\$ (13,759)	\$ (11,217)	\$ (893)	\$ (655)	\$ (1,193)	\$ (1,753)	\$ (2,334)	\$ (2,940)
ACCOUNT SUMMARY								
Revenues								
Sale of Goods and Services	\$ (5,631)	\$ (2,670)	\$ (3,782)	\$ (4,346)	\$ (4,477)	\$ (4,611)	\$ (4,748)	\$ (4,891)
Transfers from Other Governments	(41)	(95)	-	-	-	-	-	-
Grants, Donations and Other	(34,473)	(33,125)	(26,065)	(27,033)	(27,844)	(28,679)	(29,539)	(30,425)
	(40,145)	(35,890)	(29,847)	(31,379)	(32,321)	(33,290)	(34,287)	(35,316)
Expenditures								
Salaries and Benefits	22,532	25,656	26,621	27,699	28,065	28,435	28,811	29,192
Operating Costs	2,223	6,449	1,298	1,298	1,336	1,375	1,415	1,457
Internal Services Used	199	174	153	153	153	153	153	153
Internal Services Recovered	(35)	(150)	-	-	-	-	-	-
External Recoveries	(595)	(330)	(50)	(25)	(25)	(25)	(25)	(25)
	24,324	31,799	28,022	29,125	29,529	29,938	30,354	30,777
Net Operations Total	(15,821)	(4,091)	(1,825)	(2,254)	(2,792)	(3,352)	(3,933)	(4,539)
Transfers								
To (From) Capital Sources	1,674	1,538	950	1,339	1,339	1,339	1,339	1,339
To (From) Operating Sources	388	(8,664)	(18)	260	260	260	260	260
	2,062	(7,126)	932	1,599	1,599	1,599	1,599	1,599
	\$ (13,759)	\$ (11,217)	\$ (893)	\$ (655)	\$ (1,193)	\$ (1,753)	\$ (2,334)	\$ (2,940)



0.28% of General Net
Taxation allocated to
Planning &
Development

PLANNING & DEVELOPMENT—DEPARTMENTAL OPERATIONS

(in thousands)

ADMINISTRATION	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ (260)	\$ (341)	\$ (168)	\$ (172)	\$ (177)	\$ (182)	\$ (187)	\$ (193)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	(6)	-	-	-	-	-	-	-
	(266)	(341)	(168)	(172)	(177)	(182)	(187)	(193)
Expenditures								
Salaries and Benefits	3,607	4,040	4,027	3,738	3,792	3,847	3,903	3,960
Operating Costs	330	507	264	264	272	280	288	297
Internal Services Used	8	9	14	14	14	14	14	14
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	3,945	4,556	4,305	4,016	4,078	4,141	4,205	4,271
Net Operations Total	3,679	4,215	4,137	3,844	3,901	3,959	4,018	4,078
Transfers								
To (From) Capital Sources	22	15	1	4	4	4	4	4
To (From) Operating Sources	-	-	-	-	-	-	-	-
	22	15	1	4	4	4	4	4
	\$ 3,701	\$ 4,230	\$ 4,138	\$ 3,848	\$ 3,905	\$ 3,963	\$ 4,022	\$ 4,082
BUILDING	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ (445)	\$ (231)	\$ (475)	\$ (486)	\$ (501)	\$ (516)	\$ (531)	\$ (547)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	(34,052)	(32,782)	(25,874)	(26,838)	(27,643)	(28,472)	(29,326)	(30,206)
	(34,497)	(33,013)	(26,349)	(27,324)	(28,144)	(28,988)	(29,857)	(30,753)
Expenditures								
Salaries and Benefits	10,277	11,993	12,083	12,397	12,540	12,684	12,830	12,978
Operating Costs	593	4,523	535	535	551	568	585	603
Internal Services Used	35	24	-	16	16	16	16	16
Internal Services Recovered	(35)	-	-	-	-	-	-	-
External Recoveries	(21)	(4)	-	-	-	-	-	-
	10,849	16,536	12,618	12,948	13,107	13,268	13,431	13,597
Net Operations Total	(23,648)	(16,477)	(13,731)	(14,376)	(15,037)	(15,720)	(16,426)	(17,156)
Transfers								
To (From) Capital Sources	1,501	1,461	896	1,248	1,248	1,248	1,248	1,248
To (From) Operating Sources	382	(7,079)	191	260	260	260	260	260
	1,883	(5,618)	1,087	1,508	1,508	1,508	1,508	1,508
	\$ (21,765)	\$ (22,095)	\$ (12,644)	\$ (12,868)	\$ (13,529)	\$ (14,212)	\$ (14,918)	\$ (15,648)

PLANNING & DEVELOPMENT—DEPARTMENTAL OPERATIONS

(in thousands)

COMMUNITY PLANNING & SUSTAINABILITY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	(18)	-	-	-	-	-	-	-
Grants, Donations and Other	(15)	-	-	-	-	-	-	-
	(33)	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	2,840	3,263	3,150	3,165	3,209	3,253	3,298	3,343
Operating Costs	501	494	299	299	308	317	327	337
Internal Services Used	76	66	-	28	28	28	28	28
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(133)	(122)	(50)	(25)	(25)	(25)	(25)	(25)
	3,284	3,701	3,399	3,467	3,520	3,573	3,628	3,683
Net Operations Total	3,251	3,701	3,399	3,467	3,520	3,573	3,628	3,683
Transfers								
To (From) Capital Sources	1	2	-	-	-	-	-	-
To (From) Operating Sources	75	(1,240)	(209)	-	-	-	-	-
	76	(1,238)	(209)	-	-	-	-	-
	\$ 3,327	\$ 2,463	\$ 3,190	\$ 3,467	\$ 3,520	\$ 3,573	\$ 3,628	\$ 3,683
DEVELOPMENT PLANNING	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ (4,926)	\$ (2,098)	\$ (3,139)	\$ (3,688)	\$ (3,799)	\$ (3,913)	\$ (4,030)	\$ (4,151)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	(400)	(344)	(191)	(195)	(201)	(207)	(213)	(219)
	(5,326)	(2,442)	(3,330)	(3,883)	(4,000)	(4,120)	(4,243)	(4,370)
Expenditures								
Salaries and Benefits	5,173	5,203	6,087	6,396	6,473	6,551	6,630	6,710
Operating Costs	96	52	77	77	79	81	83	85
Internal Services Used	68	56	139	95	95	95	95	95
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	(9)	-	-	-	-	-	-
	5,337	5,302	6,303	6,568	6,647	6,727	6,808	6,890
Net Operations Total	11	2,860	2,973	2,685	2,647	2,607	2,565	2,520
Transfers								
To (From) Capital Sources	150	60	53	87	87	87	87	87
To (From) Operating Sources	-	-	-	-	-	-	-	-
	150	60	53	87	87	87	87	87
	\$ 161	\$ 2,920	\$ 3,026	\$ 2,772	\$ 2,734	\$ 2,694	\$ 2,652	\$ 2,607

PLANNING & DEVELOPMENT – DEPARTMENTAL OPERATIONS

(in thousands)

HERITAGE ADVISORY COMMISSION	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	25	50	23	23	23	23	23	23
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	25	50	23	23	23	23	23	23
Net Operations Total	25	50	23	23	23	23	23	23
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	(2)	(30)	-	-	-	-	-	-
	(2)	(30)	-	-	-	-	-	-
	\$ 23	\$ 20	\$ 23	\$ 23	\$ 23	\$ 23	\$ 23	\$ 23
HOUSING & SOCIAL DEVELOPMENT	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	(23)	(95)	-	-	-	-	-	-
Grants, Donations and Other	-	1	-	-	-	-	-	-
	(23)	(94)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	635	1,157	1,274	2,003	2,051	2,100	2,150	2,201
Operating Costs	678	823	100	100	103	106	109	112
Internal Services Used	12	19	-	-	-	-	-	-
Internal Services Recovered	-	(150)	-	-	-	-	-	-
External Recoveries	(441)	(195)	-	-	-	-	-	-
	884	1,654	1,374	2,103	2,154	2,206	2,259	2,313
Net Operations Total	861	1,560	1,374	2,103	2,154	2,206	2,259	2,313
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	(67)	(315)	-	-	-	-	-	-
	(67)	(315)	-	-	-	-	-	-
	\$ 794	\$ 1,245	\$ 1,374	\$ 2,103	\$ 2,154	\$ 2,206	\$ 2,259	\$ 2,313

PLANNING & DEVELOPMENT—SIGNIFICANT CHANGES

(in thousands)

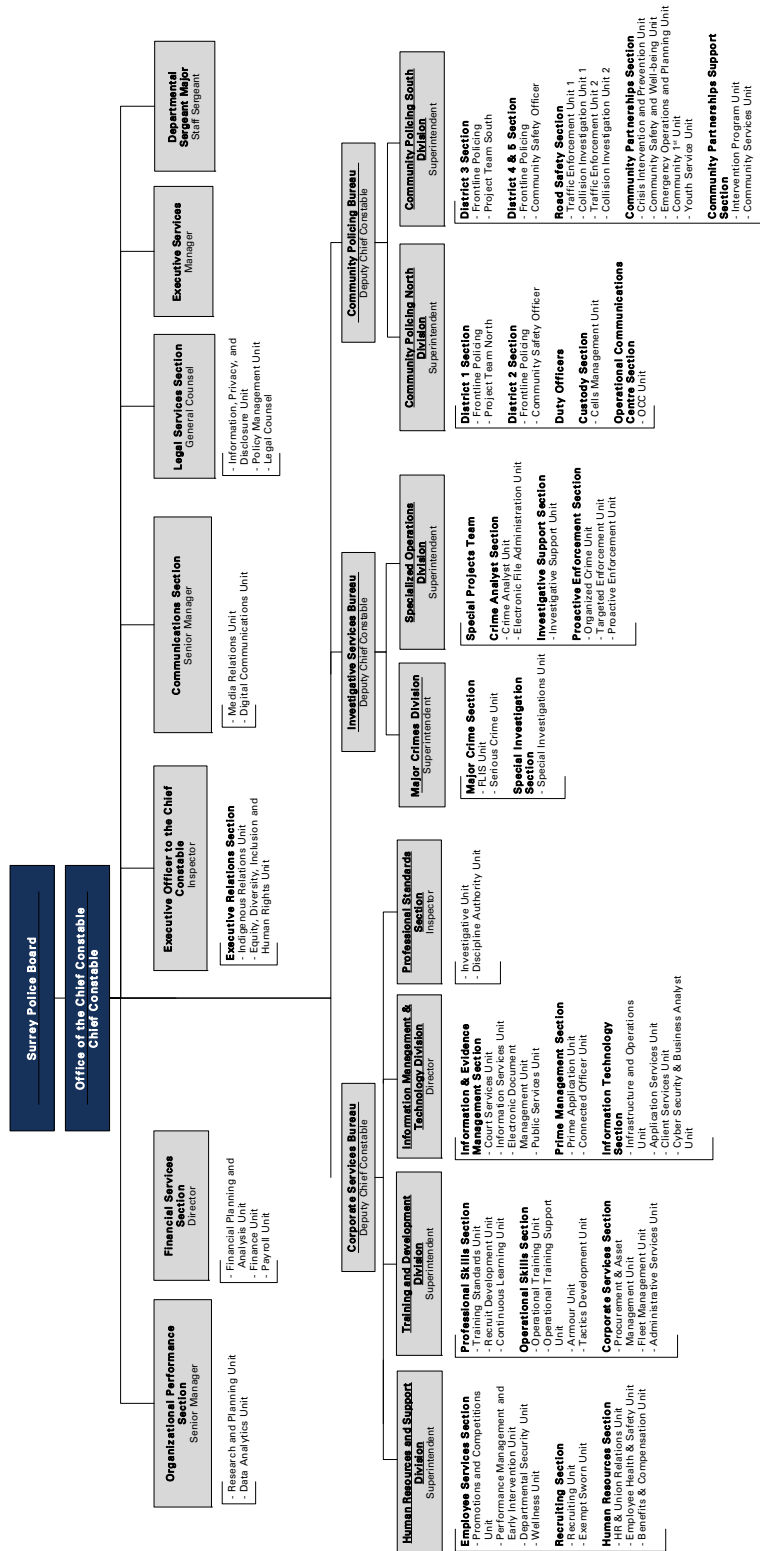
2024 ADOPTED BUDGET		\$	(893)
REVENUES			
Sales and Services			
Application Fees		\$ (564)	(564)
Grants, Donations and Other			
Permit Fees		(967)	(967)
Total Change in Revenues			(1,531)
EXPENDITURES/TRANSFERS			
Salaries/Wages & Benefits			
Salary Adjustments		728	
Reclassified Positions		349	1,077
External Recoveries		25	25
Transfer (From)/To Own Sources		667	667
Total Change in Expenditures			1,769
2025 BUDGET		\$	(655)
2025 ADOPTED BUDGET		\$	(655)
REVENUES			
Sales and Services			
Increase in Area Planning & Development Fees		\$ (61)	
Increase in Other Fees		(484)	(545)
Grants, Donations and Other			
Increase in Building Permits & Other		(3,392)	(3,392)
Total Change in Revenues			(3,937)
EXPENDITURES/TRANSFERS			
Salaries/Wages & Benefits			
Salary Adjustments and Growth		1,493	1,493
Operating Costs			
Inflationary Increases and Growth		159	159
Total Change in Expenditures			1,652
2029 BUDGET		\$	(2,940)



Surrey Police Service

DEPARTMENTAL FUNCTIONS

SURREY POLICE SERVICE



DEPARTMENTAL OVERVIEW

SURREY POLICE SERVICE

MISSION STATEMENT

Surrey Police Service (“SPS”) is a progressive, community-based police service that values diversity, partnerships, and accountability as it works to enhance public safety and community well-being.

- Honour – We serve our community with pride and can be depended on to uphold the public’s trust in everything we do.
- Integrity – We are honest, ethical, and accountable, committed to doing what is right and to guarding the rights and security of others.
- Respect – We recognize each person’s inherent dignity and worth, and work to build strong, healthy, collaborative relationships within our community and team.
- Courage – We respond to the moral and physical challenges of policing with purpose and determination persevering in the face of adversity and fear.
- Compassion – We work to listen, understand and help, responding to the suffering of others with empathy, humility, and concern.
- Inclusiveness – We welcome and celebrate diverse peoples, cultures and ideas, knowing that—together—we can achieve more.

KEY PROGRAMS AND SERVICES

On November 29, 2024, the City of Surrey’s police of jurisdiction changed from the RCMP to SPS, and SPS became the primary police agency with law enforcement authority for municipal policing in the City. The RCMP Surrey Provincial Operations Support Unit (“SPOSU”) is providing policing support until SPS is fully established. As SPS continues to increase in numbers and take over more policing areas, the RCMP will correspondingly reduce their services.

The primary ways that residents and business owners access policing services in Surrey have not changed. Police office locations and the main police phone numbers are the same, including 9-1-1 and non-emergency (604-599-0502). Policing information is now available at www.surreypolice.ca.

SPS officers are currently serving the Whalley/City Centre and Newton policing districts, and RCMP SPOSU is serving Guildford, Cloverdale, and South Surrey. In addition, the RCMP is providing the services of the Criminal Crash Investigation Team, city-wide. SPS is also managing a number of city-wide services including traffic enforcement, Car 67 crisis response unit, 9-1-1 and non-emergency call response and dispatch, and community programs.

The services provided by SPS are delivered through three policing bureaus, as well as the Office of the Chief Constable, and the Lower Mainland Integrated Teams.

SURREY POLICE SERVICE

COMMUNITY POLICING BUREAU

The Community Policing Bureau is comprised of uniformed police officers and civilian employees who work directly with the community. Frontline officers respond to calls for service and conduct proactive policing, while other teams provide services related to call response/dispatch, road safety, community safety, youth intervention, community engagement and consultation, and prisoner management. The programs and services delivered by this Bureau support victims, clients, residents, youth, vulnerable populations, and businesses.

INVESTIGATIVE SERVICES BUREAU

Crimes that involve violence, vulnerable individuals, organized crime, and prolific offenders require enhanced investigative resources, skills, and techniques. The Investigative Services Bureau deals with major crimes, special investigations, and proactive enforcement with plainclothes units and specialty teams using conventional and covert investigative techniques to deal with serious and complex crimes.

CORPORATE SERVICES BUREAU

The Corporate Services Bureau supports SPS employees and operations with both sworn and civilian employees. Those responsible for recruitment, training, and professional conduct, ensure that the right people are in the right roles, with the right tools, training, and guidance. Other teams provide services related to information and evidence management, public services, administration, court services, facilities, fleet, procurement, and technology.

OFFICE OF THE CHIEF CONSTABLE

The Office of the Chief Constable supports the Chief in carrying out his responsibilities in the administration and leadership of SPS. The teams provide support and advice to the Chief Constable on a variety of matters, as well as services related to legal, financial, planning, and communications. The Office of the Chief Constable supports the strategic planning process and assists the organization in meeting its goals and objectives.

LOWER MAINLAND INTEGRATED TEAMS

SPS participates in the Lower Mainland Integrated Teams, which provide specialized police services to many police agencies and RCMP detachments in the region.

- Emergency Response Team (“ERT”)
- Integrated Collision Analysis and Reconstruction Service (“ICARS”)
- Integrated Forensic Identification Service (“IFIS”)
- Integrated Homicide Investigation Team (“IHIT”)
- Integrated Police Dog Services (“IPDS”)

2024 ACCOMPLISHMENTS

PUBLIC SAFETY



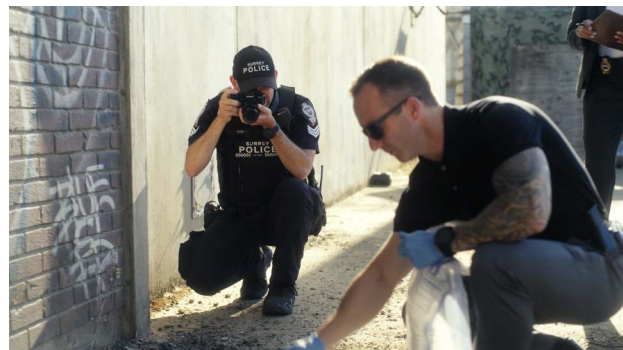
- Achieved police of jurisdiction status for the City of Surrey, as approved by the Province of BC. This marked a significant milestone in Surrey's policing transition, which has been in process since 2018;
- Conducted a comprehensive community consultation, which included a community survey, interviews, and focus groups with key community stakeholders. Key priorities were identified and used to inform the 2025 SPS Strategic Plan, including timely call response, officer visibility in the community, building relationships, early intervention and prevention services for youth, and working with partners to address public safety issues stemming from homelessness, mental health, and gang activity;
- Launched the Community Safety Operations Centre, which provides 24/7, live-time supervision and monitoring of all incidents and police resources in the City;
- Signed Memorandums of Understanding with all Lower Mainland Integrated Teams, allowing Surrey to continue to benefit from these specialized investigative teams with SPS as the new police of jurisdiction;
- Hired 91 experienced officers, 34 recruits, and 30 civilian staff, and successfully transitioned 390 civilian support staff to SPS as a part of the change in police of jurisdiction;
- Took steps to encourage more women to consider a career in policing including hosting an Introduction to Policing Workshop for Women and joining the 30x30 initiative with a pledge to have 30% female recruits by 2030;
- Introduced some two-officer vehicles into SPS's frontline police response to improve efficiency and safety when responding to calls that require a multi-officer response;
- Launched a cloud-based Digital Evidence Management System ("DEMS") that allows police to securely capture, store, manage and share digital evidence in a more efficient manner;
- The Community 1st Unit launched several initiatives to build positive police-community relationships with vulnerable individuals including "Club Fit Fridays" with Special Olympics athletes, "Coffee with the Community" at the Surrey Food Bank, "Supper for Seniors" meal delivery program with Cloverdale Community Kitchen, and "Street Fit" with Surrey Urban Mission Society;



Surrey Police Service

SURREY POLICE SERVICE

- Established the annual SPS Youth Soccer Academy with 75 youth attending a week-long soccer academy with first responders and community partners;
- Initiated a partnership with the BC First Nations Justice Council to develop an online course on “Understanding Indigenous Culture for Better Professional Practices”. The course received provincial approval to become a policing standard training course for all police agencies in BC;
- Designed and implemented the Frontline Advanced Skills Training (“FAST Track”) program for SPS recruits following their JIBC graduation. This three-year program focuses on tactical, traffic, and investigative skill development to support new officers in providing excellent service to Surrey;
- Launched a multi-level Enhanced Investigator Skills Program to progressively develop the investigative skills of SPS officers;
- Launched diverse nametags to identify SPS officers who speak a second language. This initiative helps community members engage with police, should they not be comfortable communicating in English;
- Continued to expand SPS’s employee support programs with more staff added to the Critical Incident Aftercare Team and employees trained in reintegration. These programs support employees in dealing with the impacts of traumatic incidents they are exposed to in the course of their duties;
- Recognized the outstanding contributions of over 40 police officers and civilian staff at the third annual SPS Awards and Recognition Ceremony. The Cedar Award was introduced to recognize employees who embody the Indigenous spirit of the cedar through their actions as Guardians (advancing public safety), Providers (exemplary community engagement), or Healers (championing wellness);
- Recognized four members of the SPS Road Safety Section for receiving the Alexa Award – All Star after conducting more than 50 impaired driving investigations in one year;
- Collaborated in the establishment of an Advisory Budget Committee with the City of Surrey and Surrey Police Board to guide the financial plan for the policing transition; and
- Participation in hundreds of community events, including Vaisakhi, Semiahmoo First Nation Walk for Truth and Reconciliation, Remembrance Day ceremonies, Cloverdale Market Days, Surrey Fusion Festival, Cops for Cancer Tour de Valley, Coldest Night of the Year, and many more.



On-site investigation

FUTURE INITIATIVES, GOALS & OBJECTIVES

PUBLIC SAFETY



- Complete the policing transition, with SPS taking over all policing districts and activities in Surrey in alignment with the gradual demobilization of the RCMP Surrey Provincial Operations Support Unit (“SPOSU”);
- Continue to work with the City and Surrey Police Board to ensure policing transition costs are aligned with the financial plan;
- Develop annual hiring plans for recruits, experienced officers, and civilians according to each year’s budget allocation and the policing transition plan;
- Launch a pilot program for body-worn cameras along with clear communication to the public on how these cameras and captured footage will be used to enhance police transparency and accountability, while respecting the privacy of the public;
- Implement the use of RPAS (drones) to support public safety and advance policing operations during large-scale events, missing person searches, accident scenes, etc., while respecting the privacy of the public;
- Research national and international best practices for police wellness initiatives and continue to refine SPS’s Wellness Program for sworn and civilian employees;
- Bolster partnerships with the City of Surrey and key stakeholders who assist the unhoused, mentally ill, and addicted;
- In collaboration with staff and key stakeholders, conduct a thorough assessment of all units, programs, and services to assess mandates, efficacy, gaps, and resourcing;
- Collate baseline crime trend statistics and develop localized strategies to address crime trends for each policing district in Surrey;
- Research baseline police response to nuisance, non-criminal call trends and develop proactive strategies to mitigate these issues in Surrey communities;



Police station

SURREY POLICE SERVICE

- Develop focused community engagement plans for City Centre/ Whalley and Newton, followed by the other policing districts as SPS takes over operations in those areas. These plans will be based on community priorities identified during the 2024 community consultation;
- In partnership with the City of Surrey and in consultation with the distinct communities, identify localized community priorities. Develop and implement localized plans to address the community priorities;
- Continue to work with local land-based and urban Indigenous populations to develop SPS's Indigenous strategy;
- Develop a culturally responsive enhanced policing service agreement for Semiahmoo First Nation;
- Work with the Surrey School District, independent schools, and local youth service agencies to develop a comprehensive youth strategy that includes prevention and intervention services;
- Develop a fulsome gang strategy in consultation with the community and law enforcement partners;
- Begin research and conversations with the Surrey Police Board on the feasibility of forming an independent police foundation to fund non-core policing services and programming in Surrey; and
- Begin exploratory work to review viable options to support a Surrey-based firearms facility to train police officers well-being.



Remembrance Day 2024

SURREY POLICE SERVICE

PERFORMANCE MEASURES

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

STRATEGIC PRIORITY 1: ORGANIZATIONAL DEVELOPMENT	
Area of Development	2024 Metrics
Grow staffing numbers in alignment with policing transition plan and allocated JIBC seats	Experienced officers hired: 91 Recruit Constables hired: 34 Civilian employees hired: 30 Civilian employees transferred to SPS: 390
Continue development of required operational and administrative policies	238 policies completed, approved by the police board, and filed with the Director of Police Services.
Sign MOUs with Lower Mainland Integrated Teams by police of jurisdiction date	MOUs signed with all Lower Mainland Integrated Teams before November 29, 2024
Implement technology infrastructure and applications to provide equipment, services and data for police and the public by police of jurisdiction date	PRIME-BC and associated operational systems implemented. Implemented Viewpoint Data Analytics solution Built cloud data centre to support policing and administrative applications Implemented cloud-based Digital Evidence Management System ("DEMS"), to allow police to securely capture, store, manage and share digital evidence



Chief run recruits

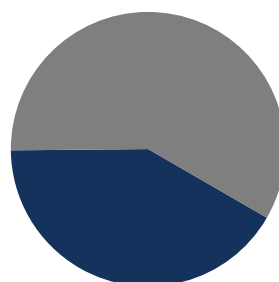
SURREY POLICE SERVICE

STRATEGIC PRIORITY 2: EMPLOYEE DEVELOPMENT AND WELLNESS	
Develop programs to support leadership development within SPS	Developed and delivered seven online modules to all newly promoted Sergeants to equip them for their new supervisory role. Provided access to Open Sesame training courses for civilian employees to develop skills and competencies.
Expand SPS in-service training for police officers	Developed and implemented the FASTTrack training program to support SPS recruits in their first three years of service. Increment training – four days/year, mandatory. Focus on enhancing Operational and Professional Skills. Launched the multi-level Enhanced Investigator Skills Program to provide foundational, structured, and progressive training to develop officers' investigative skills. Delivered 259 operational training events to SPS officers.
Continue development of wellness programs and resilience training	SPS psychological consultant spent over 400 hours working with SPS employees in 2024. Employee Services Section completed over 1,200 employee check-ins to support staff and offer resources as required. 17 employees trained on reintegration to prepare officers to return to work after they have been exposed to life-or-death trauma in the course of their duties. 14 additional sworn and civilian members trained for Critical Incident Aftercare Team. These employees are trained to respond to Critical Incidents and perform peer lead defusings. 16 critical incident defusings were held in 2024.
STRATEGIC PRIORITY 3: COMMUNITY POLICING MODEL DEVELOPMENT	
Continue development of SPS's community policing model	SPS's second formal community consultation was conducted in 2024 through a community survey of residents, interviews, and focus groups with key community stakeholders. Consultation with land based and urban Indigenous populations, and with Surrey Indigenous Service providers to inform SPS's Indigenous strategy. Consultation and engagement with numerous community and government services and schools to develop SPS's youth strategy. Hosted first annual SPS Youth Soccer Academy.

SURREY POLICE SERVICE— DEPARTMENTAL OPERATIONS

(in thousands)

DIVISION SUMMARY	2023* ACTUAL	2024* ACTUAL	2024* BUDGET	2025 BUDGET	2026** PLAN	2027** PLAN	2028** PLAN	2029** PLAN
Surrey Police Service	\$ 231,730	\$ 239,809	\$ 249,955	\$ 240,141	\$ 255,083	\$ 255,083	\$ 255,083	\$ 265,083
	\$ 231,730	\$ 239,809	\$ 249,955	\$ 240,141	\$ 255,083	\$ 255,083	\$ 255,083	\$ 265,083
ACCOUNT SUMMARY								
Revenues								
Sale of Goods and Services	\$ (2,178)	\$ (2,520)	\$ (1,394)	\$ (2,521)	\$ (2,521)	\$ (2,521)	\$ (2,521)	\$ (2,521)
Transfers from Other Governments	(7,289)	(12,284)	(7,044)	(7,987)	(7,987)	(7,987)	(7,987)	(7,987)
Grants, Donations and Other	(103)	(7,585)	-	-	-	-	-	-
	(9,570)	(22,389)	(8,438)	(10,508)	(10,508)	(10,508)	(10,508)	(10,508)
Expenditures								
Salaries and Benefits	97,794	120,056	136,331	172,306	172,306	172,306	172,306	172,306
Operating Costs	150,967	155,850	122,601	124,203	124,203	124,203	124,203	124,203
Internal Services Used	4,464	1,609	347	-	-	-	-	-
Internal Services Recovered	(2,978)	(353)	-	-	-	-	-	-
External Recoveries	(1,991)	(2,375)	(886)	(918)	(918)	(918)	(918)	(918)
	248,256	274,787	258,393	295,591	295,591	295,591	295,591	295,591
Net Operations Total	238,686	252,398	249,955	285,083	285,083	285,083	285,083	285,083
Transfers								
To (From) Capital Sources	(6,956)	(12,600)	-	-	-	-	-	-
To (From) Operating Sources	-	11	-	(44,942)	(30,000)	(30,000)	(30,000)	(20,000)
	(6,956)	(12,589)	-	(44,942)	(30,000)	(30,000)	(30,000)	(20,000)
	\$ 231,730	\$ 239,809	\$ 249,955	\$ 240,141	\$ 255,083	\$ 255,083	\$ 255,083	\$ 265,083



41.53% of General Net
Taxation allocated to
Police

*On November 2024, Surrey Police Service became the Police of Jurisdiction for the City of Surrey.

*Actual and Budget figures shown for 2023 & 2024 are attributable to a combination of Surrey Police Service, RCMP, and City Police Support Services. Budgeted figures for 2025-2029 are attributable solely to Surrey Police Service.

** Due to ongoing discussions among stakeholders to finalize the transition timeline at the time of budget submission, which impacts future hiring plans and costs, the Board's 2025 budget submission did not include estimated costs for the years 2026 to 2029. As such, SPS costs for those future years have been held constant at the 2025 budgeted amount to accurately reflect the information available to the City at this time.

SURREY POLICE SERVICE— DEPARTMENTAL OPERATIONS

(in thousands)

SURREY POLICE SERVICE	2023* ACTUAL	2024* ACTUAL	2024* BUDGET	2025 BUDGET	2026** PLAN	2027** PLAN	2028** PLAN	2029** PLAN
Revenues								
Sale of Goods and Services	\$ (2,178)	\$ (2,520)	\$ (1,394)	\$ (2,521)	\$ (2,521)	\$ (2,521)	\$ (2,521)	\$ (2,521)
Transfers from Other Governments	(7,289)	(12,284)	(7,044)	(7,987)	(7,987)	(7,987)	(7,987)	(7,987)
Grants, Donations and Other	(103)	(7,585)	-	-	-	-	-	-
	(9,570)	(22,389)	(8,438)	(10,508)	(10,508)	(10,508)	(10,508)	(10,508)
Expenditures								
Salaries and Benefits	97,794	120,056	136,331	172,306	172,306	172,306	172,306	172,306
Operating Costs	150,967	155,850	122,601	124,203	124,203	124,203	124,203	124,203
Internal Services Used	4,464	1,609	347	-	-	-	-	-
Internal Services Recovered	(2,978)	(353)	-	-	-	-	-	-
External Recoveries	(1,991)	(2,375)	(886)	(918)	(918)	(918)	(918)	(918)
	248,256	274,787	258,393	295,591	295,591	295,591	295,591	295,591
Net Operations Total	238,686	252,398	249,955	285,083	285,083	285,083	285,083	285,083
Transfers								
To (From) Capital Sources	(6,956)	(12,600)	-	-	-	-	-	-
To (From) Operating Sources	-	11	-	(44,942)	(30,000)	(30,000)	(30,000)	(20,000)
	(6,956)	(12,589)	-	(44,942)	(30,000)	(30,000)	(30,000)	(20,000)
	\$ 231,730	\$ 239,809	\$ 249,955	\$ 240,141	\$ 255,083	\$ 255,083	\$ 255,083	\$ 265,083

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Holland Park, Surrey

SURREY POLICE SERVICE — SIGNIFICANT CHANGES

(in thousands)

2024 ADOPTED BUDGET		\$ 249,955
REVENUES		
Sale of Goods and Services		
Fees	\$ (1,127)	(1,127)
Transfers from Other Governments		
Government Grants	(943)	(943)
Total Change in Revenues		(2,070)
EXPENDITURES		
Salaries, Benefits and Operating Costs	34,464	34,464
Internal Services Used/(Recovered)	2,763	2,763
External Recoveries	(29)	(29)
Total Change in Expenditures		37,198
TRANSFERS		
To (From) Capital Sources and Operating Sources	(44,942)	(44,942)
2025 BUDGET		\$ 240,141
2025 ADOPTED BUDGET		\$ 240,141
TRANSFERS		
Transfer To/(From) Own Sources	24,942	24,942
2029 BUDGET		\$ 265,083

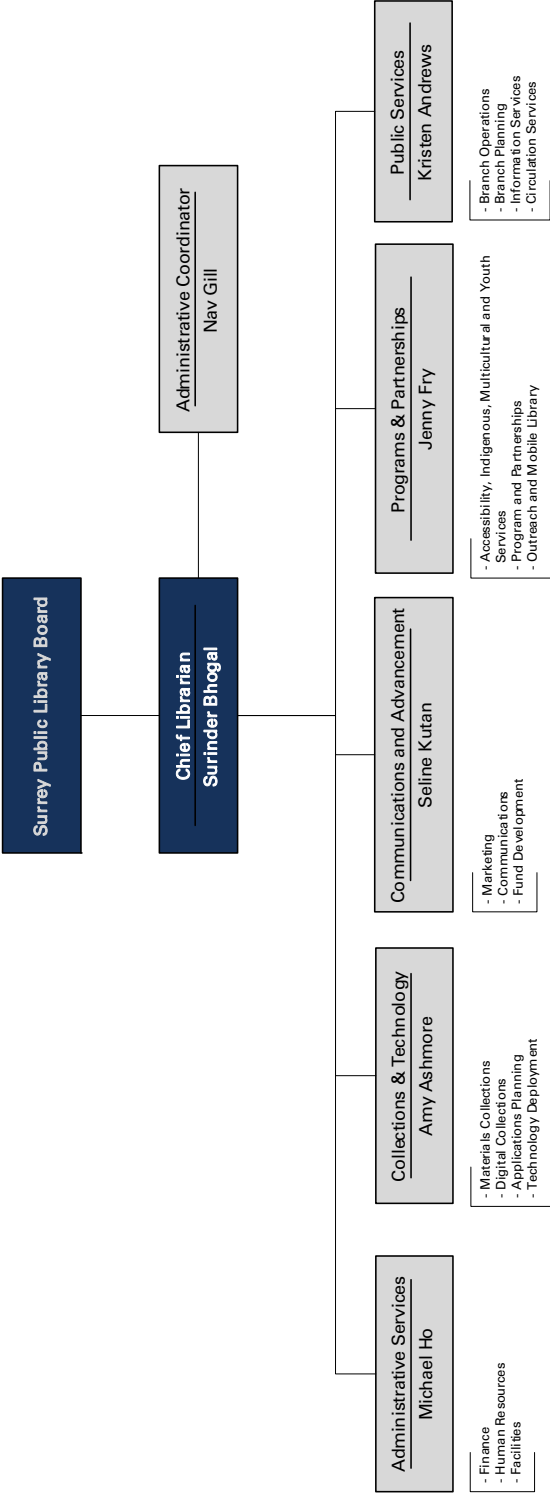
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Surrey Public Library

DEPARTMENTAL FUNCTIONS

SURREY PUBLIC LIBRARY



DEPARTMENTAL OVERVIEW

SURREY PUBLIC LIBRARY

MISSION STATEMENT

We connect people, spark curiosity, and inspire lifelong learning to enhance the lives of Surrey residents.

KEY PROGRAMS & SERVICES

Surrey Public Library (“Surrey Libraries”) has ten branches, located in the six town centres of Whalley, Guildford, Fleetwood, Newton, Cloverdale and South Surrey, as well as in Clayton, Strawberry Hill, Ocean Park and Port Kells. The Library collects and loans a wide variety of materials in print, audiovisual, and online formats. It also offers home delivery service utilizing volunteers to take library materials to people who cannot visit a branch. Additionally, the Mobile Library service provides access to library materials in underserved areas of the City.

Library staff help citizens find information they need in branch collections, online collections, and by referral to other libraries and community organizations. Patrons can ask questions in person, by phone, or online.

The surreylibraries.ca website provides 24/7 access to the library catalogue, digital collections and program information. From the website, patrons can download eBooks and eAudio books, as well as access a wide selection of online resources, including articles, courses and streaming media. Partnerships with local community agencies extend literacy programs beyond the Library’s walls.

Surrey Libraries offers a wide variety of programs that support life-long literacy and learning, including storytimes for children, job finding and career workshops, reading clubs for children, teens and adults, computer literacy and coding classes, services for newcomers, and support for patrons with print disabilities, just to name a few.

Surrey Libraries 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 public libraries from across BC when they are travelling.



Surrey Libraries Mobile Library serving patrons in the community

SURREY PUBLIC LIBRARY

The library's budgetary divisions include:

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 public profile and raises awareness and funds to support and enhance its community services.

PUBLIC SERVICES

Public Services manages the borrowing and information services offered in branches and online, and plans, promotes, and delivers a wide variety of programs. This division also acquires and manages the print and electronic collections that suit the needs of Surrey's diverse community.

2024 ACCOMPLISHMENTS

INCLUSION



- Offered Punjabi, Filipino, Cantonese, Rainbow Family, Adapted and ASL storytimes;
- Launched sensory kits to support neurodiverse patrons visiting the library;
- Supported a wide variety of inclusion themes such as Pride, Orange Shirt Day, Islamic Heritage Month, and Diwali, through booklists and displays; and
- Offered library services and literacy skills to Surrey's vulnerable and newcomer populations through outreach programs, reduced barrier access cards, online programming, and Internet only passes.



Visually impaired patrons enjoy discussing a book at the Audiobook Club

PUBLIC SAFETY



- Served as a cooling and warming centre during extreme weather; and
- Completed over 50% of the actions in the Sustainable Libraries Initiative Certificate program.

ECONOMIC PROSPERITY & LIVELIHOODS



- Helped citizens improve digital literacy skills with training in branches and online;
- Provided programs to support skill-building, resume writing, and job seeking; and
- Provided access to online courses from LinkedIn Learning, Learning Express, Kanopy Great Courses, and offered access to Cypress Resume.

EDUCATION & CULTURE



- Offered core in-person and online programs for all age groups;
- Added new online resources including Citizenship Counts to help people prepare for their Canadian Citizenship exam and Arrivals in English – a tool for new English language learners;
- Hosted our first Indigenous Knowledge Keeper;
- Circulated 5,041,559 materials (3,561,391 physical plus 1,480,168 digital); and
- Added play-based learning toys at all branches.



Les George, Indigenous Knowledge Keeper

INFRASTRUCTURE



- Launched our Mobile Library Service to extend library services beyond branches out into the community;
- Conducted a signage audit to help inform a signage strategy;
- Welcomed 33,301 new library members;
- Introduced double-sided printing to improve sustainability; and
- Developed plans to update service desks at Strawberry Hill and Newton branches.

SURREY PUBLIC LIBRARY

FUTURE INITIATIVES, GOALS & OBJECTIVES

INCLUSION



- Add Indigenous artwork to City Centre and Ocean Park branches;
- Continue to implement Diversity, Equity, Inclusion, and Accessibility initiatives and training;
- Implement translation strategy;
- Increase access to world language collections by adding records in more languages to the online catalogue; and
- Open Newcomer Welcome Centre to improve newcomer integration.

PUBLIC SAFETY



- Maintain service to Surrey's vulnerable and newcomer populations with targeted outreach and in-library programs and promotions of Access Cards;
- Offer training on AI, misinformation and disinformation;
- Add CO2 monitors and light therapy lamps to our Tech to Go collection; and
- Adopt sustainable practices and complete actions for Sustainable Libraries Initiative certification.

ECONOMIC PROSPERITY & LIVELIHOODS



- Improve access to digital and physical tools and content; and
- Provide adult programming supporting entrepreneurs, job seekers, and employment skills development.

EDUCATION & CULTURE



- Launch Writer in Residence program; and
- Support digital literacy development.

INFRASTRUCTURE



- Plan for increasing library space in Fleetwood;
- Plan for new Newton branch as part of the new Newton Community Centre;
- Introduce credit/debit payment options for printing and photocopying; and
- Support the City on initiatives to serve people facing barriers.



Kids enjoying their bounty at the Surrey Libraries Expo

PERFORMANCE MEASURES

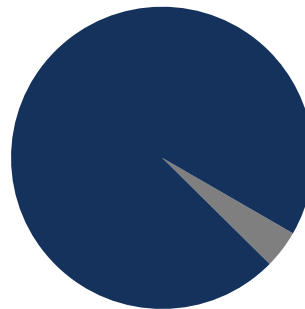
The following table identifies key performance measures that will help the Libraries track progress and monitor towards building a sustainable Surrey.

Division	Performance Measures (Sustainability Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Public Services	# of visits made to library locations and library website (in millions) (Inclusion/Health & Wellness)	4.96	5.48	5.03	5.11	5.19	5.27	5.35
	# of transactions completed using the Library's materials collection (in millions) (Education & Culture)	6.00	5.18	6.09	6.16	6.20	6.24	6.28
	# of enrolments in Summer Reading Club and participation in other literacy programs (Education & Culture)	238,138	306,700	247,900	259,600	273,500	278,800	288,400
Administrative Services	# of online access points available on library premises (Inclusion)	256	259	271	271	271	319	319
	% of new customers signed up on email notification (Ecosystems)	90%	91%	92%	93%	93%	94%	94%

SURREY PUBLIC LIBRARY—DEPARTMENTAL OPERATIONS

(in thousands)

DIVISION SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Administration	\$ (900)	\$ 2,484	\$ 1,272	\$ 1,256	\$ 1,343	\$ 1,434	\$ 1,529	\$ 1,627
Public Services	20,778	21,564	21,312	22,246	22,490	22,738	22,990	23,247
	\$ 19,878	\$ 24,048	\$ 22,584	\$ 23,502	\$ 23,833	\$ 24,172	\$ 24,519	\$ 24,874
ACCOUNT SUMMARY								
Revenues								
Sale of Goods and Services	\$ (342)	\$ (325)	\$ (290)	\$ (290)	\$ (290)	\$ (290)	\$ (290)	\$ (290)
Transfers from Other Governments	(2,898)	(1,125)	(1,072)	(1,072)	(1,072)	(1,072)	(1,072)	(1,072)
Grants, Donations and Other	(118)	(671)	(113)	(93)	(93)	(93)	(93)	(93)
	(3,358)	(2,121)	(1,475)	(1,455)	(1,455)	(1,455)	(1,455)	(1,455)
Expenditures								
Salaries and Benefits	18,236	19,682	19,510	20,354	20,570	20,790	21,015	21,244
Operating Costs	4,709	3,955	3,809	3,847	3,962	4,081	4,203	4,329
Internal Services Used	814	668	740	756	756	756	756	756
Internal Services Recovered	-	(3)	-	-	-	-	-	-
External Recoveries	(38)	(44)	-	-	-	-	-	-
	23,721	24,258	24,059	24,957	25,288	25,627	25,974	26,329
Net Operations Total	20,363	22,137	22,584	23,502	23,833	24,172	24,519	24,874
Transfers								
To (From) Capital Sources	-	57	-	-	-	-	-	-
To (From) Operating Sources	(485)	1,854	-	-	-	-	-	-
	(485)	1,911	-	-	-	-	-	-
	\$ 19,878	\$ 24,048	\$ 22,584	\$ 23,502	\$ 23,833	\$ 24,172	\$ 24,519	\$ 24,874



4.06% of General Net
Taxation allocated to
Surrey Public Library

SURREY PUBLIC LIBRARY—DEPARTMENTAL OPERATIONS

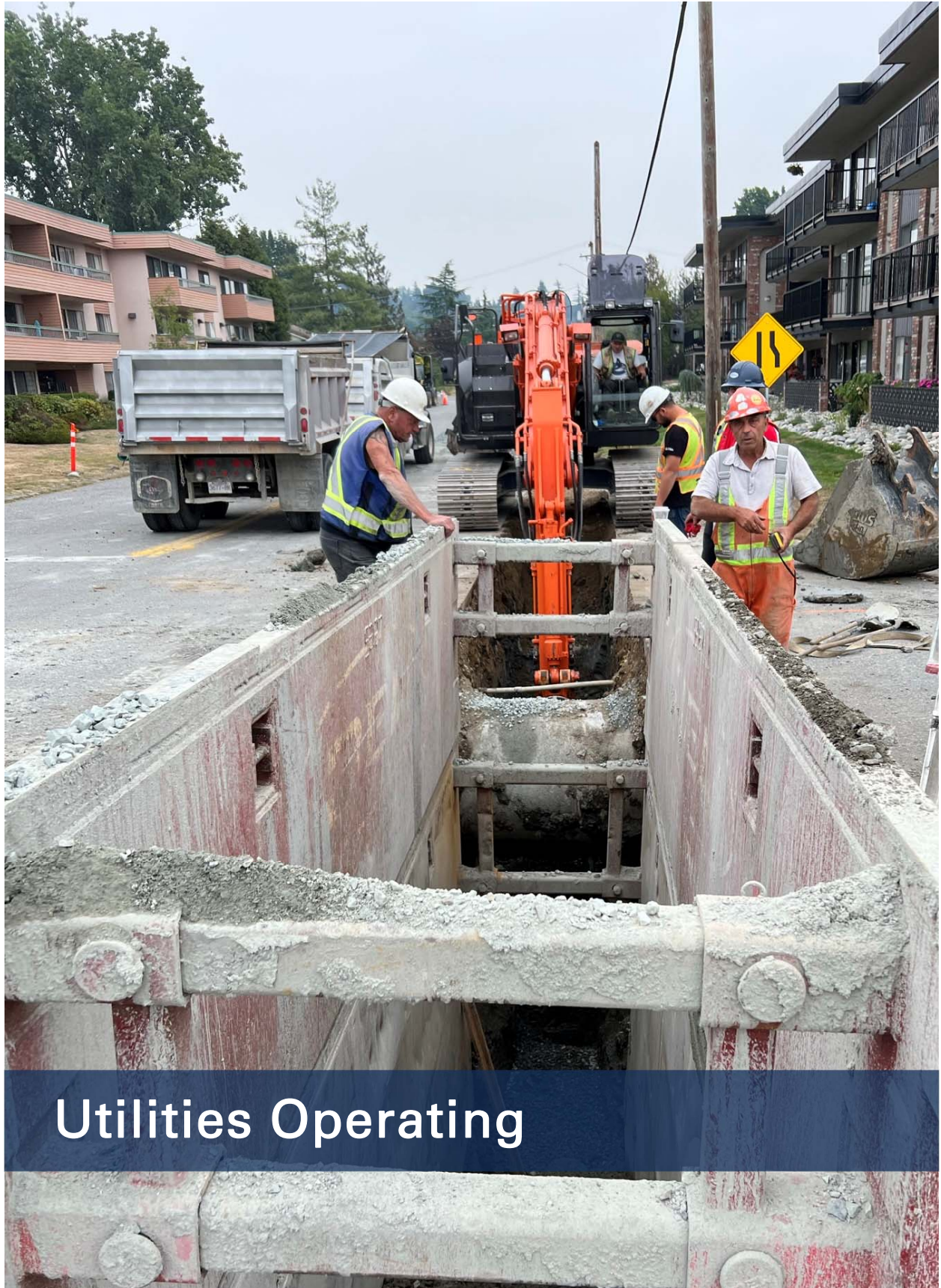
(in thousands)

	2023	2024	2024	2025	2026	2027	2028	2029
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
ADMINISTRATION								
Revenues								
Sale of Goods and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from Other Governments	(2,898)	(1,125)	(1,072)	(1,072)	(1,072)	(1,072)	(1,072)	(1,072)
Grants, Donations and Other	(33)	(495)	-	-	-	-	-	-
	(2,931)	(1,620)	(1,072)	(1,072)	(1,072)	(1,072)	(1,072)	(1,072)
Expenditures								
Salaries and Benefits	1,618	1,695	2,018	2,002	2,081	2,163	2,249	2,338
Operating Costs	416	472	281	281	289	298	307	316
Internal Services Used	74	46	45	45	45	45	45	45
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(24)	(20)	-	-	-	-	-	-
	2,084	2,193	2,344	2,328	2,415	2,506	2,601	2,699
Net Operations Total	(847)	573	1,272	1,256	1,343	1,434	1,529	1,627
Transfers								
To (From) Capital Sources	-	57	-	-	-	-	-	-
To (From) Operating Sources	(53)	1,854	-	-	-	-	-	-
	(53)	1,911	-	-	-	-	-	-
	\$ (900)	\$ 2,484	\$ 1,272	\$ 1,256	\$ 1,343	\$ 1,434	\$ 1,529	\$ 1,627
PUBLIC SERVICES								
Revenues								
Sale of Goods and Services	\$ (342)	\$ (325)	\$ (290)	\$ (290)	\$ (290)	\$ (290)	\$ (290)	\$ (290)
Transfers from Other Governments	-	-	-	-	-	-	-	-
Grants, Donations and Other	(85)	(176)	(113)	(93)	(93)	(93)	(93)	(93)
	(427)	(501)	(403)	(383)	(383)	(383)	(383)	(383)
Expenditures								
Salaries and Benefits	16,618	17,987	17,492	18,352	18,489	18,627	18,766	18,906
Operating Costs	4,293	3,483	3,528	3,566	3,673	3,783	3,896	4,013
Internal Services Used	740	622	695	711	711	711	711	711
Internal Services Recovered	-	(3)	-	-	-	-	-	-
External Recoveries	(14)	(24)	-	-	-	-	-	-
	21,637	22,065	21,715	22,629	22,873	23,121	23,373	23,630
Net Operations Total	21,210	21,564	21,312	22,246	22,490	22,738	22,990	23,247
Transfers								
To (From) Capital Sources	-	-	-	-	-	-	-	-
To (From) Operating Sources	(432)	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	\$ 20,778	\$ 21,564	\$ 21,312	\$ 22,246	\$ 22,490	\$ 22,738	\$ 22,990	\$ 23,247

SURREY PUBLIC LIBRARY—SIGNIFICANT CHANGES

(in thousands)

2024 ADOPTED BUDGET		\$	22,584
REVENUES			
Grants, Donations and Other			
Fines, Grants & Other		\$ 20	<u>20</u>
Total Change in Revenues			<u>20</u>
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments		638	
New Positions/New Facilities		<u>206</u>	844
Operating Costs			
Various Operating Costs (maintenance, supplies, etc.)		22	
Utilities (incl. Hydro, Gas, & Waste Mgmt)		<u>16</u>	38
Internal Services Used/(Recovered)			<u>16</u>
Total Change in Expenditures			<u>898</u>
2025 BUDGET		\$	23,502
2025 ADOPTED BUDGET			
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments and Growth		\$ 890	890
Operating Costs			
Inflationary Increases and Growth		<u>482</u>	482
Total Change in Expenditures			<u>1,372</u>
2029 BUDGET		\$	24,874



Utilities Operating

UTILITIES OPERATING

OVERVIEW

The City of Surrey operates seven public utilities:

- Drainage
- Parking
- Roads & Traffic Safety
- Sewer
- Solid Waste
- 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 Plan.

The approved 2025 budgets are intended to improve the results of the various financial indicators defined under each utility's goals.



Engineering team on watermain construction site in Surrey

UTILITIES OPERATING FINANCIAL SUMMARY

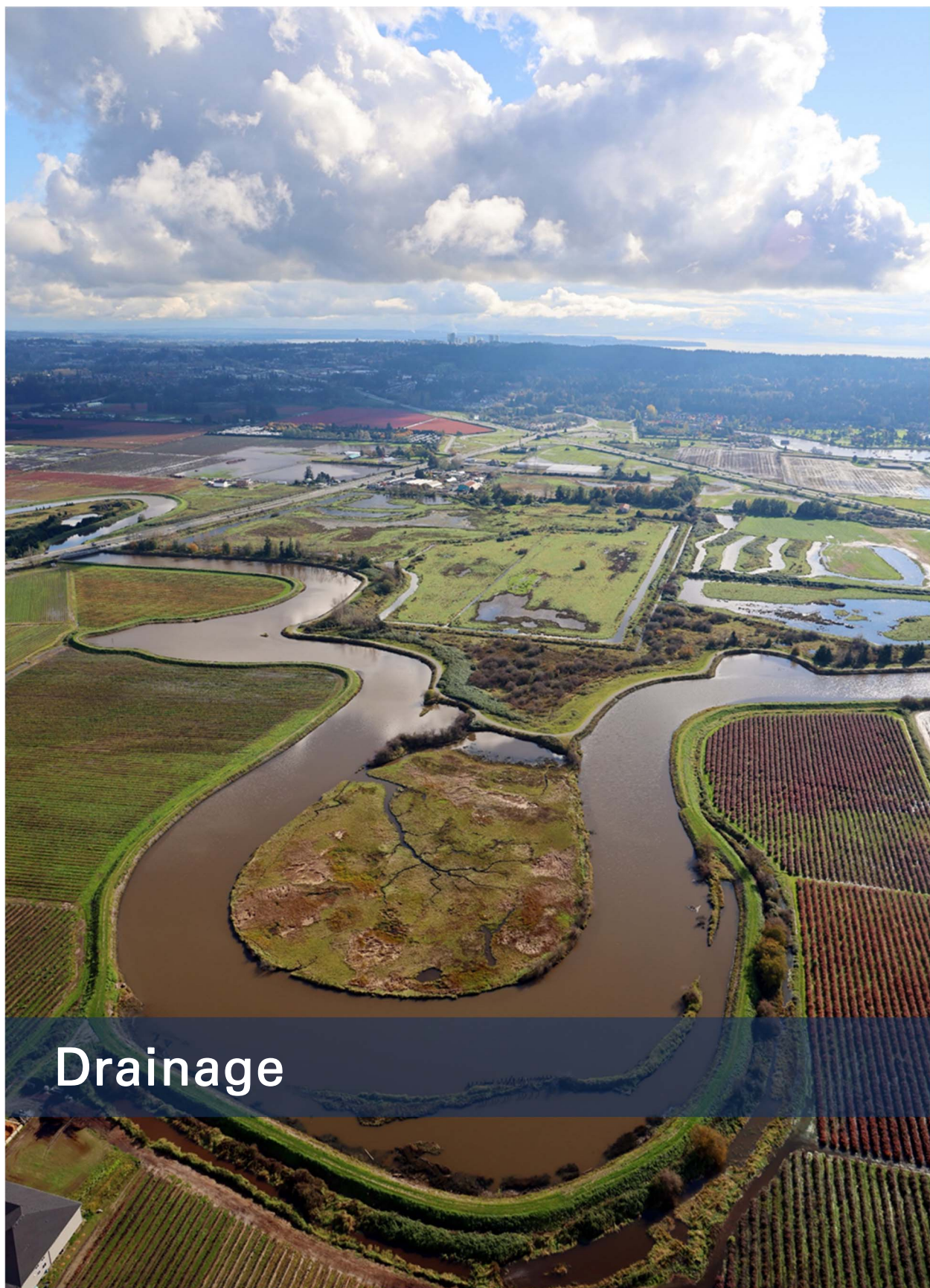
(in thousands)

REVENUE SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Levy/Parcel Tax	\$ 80,746	\$ 87,562	\$ 86,708	\$ 93,816	\$ 100,607	\$ 107,804	\$ 109,291	\$ 110,863
Grants in Lieu	1,578	2,144	1,622	1,637	1,653	1,669	1,685	1,702
Special Assessment	345	386	442	451	476	503	477	231
Taxation	82,669	90,092	88,772	95,904	102,736	109,976	111,453	112,796
Sale of Goods and Services	248,356	275,324	257,827	318,726	335,452	353,631	376,080	397,023
Developer Contributions	883	1,346	1,032	850	867	884	902	920
Investment Income	1,073	4,450	3,819	6,334	6,068	3,868	3,746	2,949
Transfers from Other Governments	13,082	8,971	7,482	7,818	7,937	8,094	8,254	8,417
Penalties and Interest	2,094	2,588	1,746	1,796	1,815	1,834	1,853	1,873
Grants, Donations and Other	3,325	3,563	3,436	3,396	3,542	3,899	4,078	4,269
Other Revenue	5,419	6,151	5,182	5,192	5,357	5,733	5,931	6,142
TOTAL REVENUE	\$ 351,482	\$ 386,334	\$ 364,114	\$ 434,824	\$ 458,417	\$ 482,186	\$ 506,366	\$ 528,247
EXPENDITURE SUMMARY								
Operational Expenditures	\$ 259,692	\$ 292,737	\$ 274,858	\$ 317,288	\$ 331,367	\$ 344,865	\$ 361,877	\$ 378,076
Debt Interest	1,675	1,623	1,623	1,569	1,513	1,453	1,390	1,324
Debt Principal	983	1,035	1,035	1,089	1,146	1,205	1,268	1,335
TOTAL EXPENDITURE	\$ 262,350	\$ 295,395	\$ 277,516	\$ 319,946	\$ 334,026	\$ 347,523	\$ 364,535	\$ 380,735
TRANSFERS SUMMARY								
Transfers To/(From) Capital Sources	71,009	85,954	66,236	91,113	96,741	102,732	109,094	114,149
Transfers To/(From) Operating Sources	18,123	4,985	20,362	23,765	27,650	31,931	32,737	33,363
TOTAL TRANSFERS	\$ 89,132	\$ 90,939	\$ 86,598	\$ 114,878	\$ 124,391	\$ 134,663	\$ 141,831	\$ 147,512
TOTAL UTILITIES OPERATING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FINANCIAL SUMMARY—DEPARTMENTAL PROGRAM SUMMARY

(in thousands)

NET PROGRAMS	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Drainage Operating	\$ 12,677	\$ 13,033	\$ 15,062	\$ 15,952	\$ 16,146	\$ 16,473	\$ 16,806	\$ 17,147
Parking Authority	(1,835)	(1,863)	(1,023)	(1,229)	(1,256)	(1,282)	(1,309)	(1,338)
Roads & Traffic Safety Operating	27,866	42,307	31,133	31,955	32,782	33,142	33,695	34,251
Sewer Operating	(13,766)	(19,574)	(12,153)	(28,572)	(31,205)	(34,388)	(38,636)	(43,011)
Solid Waste Operating	(11,799)	(9,882)	(10,365)	(10,856)	(10,913)	(10,892)	(11,104)	(11,036)
Surrey City Energy	(1,928)	(1,451)	(2,766)	(345)	(1,832)	(4,208)	(6,038)	(7,254)
Water Operating	(28,148)	(29,553)	(13,775)	(19,557)	(19,286)	(19,604)	(19,949)	(20,392)
	<u>\$ (16,933)</u>	<u>\$ (6,983)</u>	<u>\$ 6,113</u>	<u>\$ (12,652)</u>	<u>\$ (15,564)</u>	<u>\$ (20,759)</u>	<u>\$ (26,535)</u>	<u>\$ (31,633)</u>
ACCOUNT SUMMARY								
Revenues								
Sale of Goods and Services	\$ (248,356)	\$ (275,324)	\$ (257,827)	\$ (318,726)	\$ (335,452)	\$ (353,631)	\$ (376,080)	\$ (397,023)
Transfers from Other Governments	(13,082)	(8,971)	(7,482)	(7,818)	(7,937)	(8,094)	(8,254)	(8,417)
Grants, Donations and Other	(3,325)	(3,563)	(3,436)	(3,396)	(3,542)	(3,899)	(4,078)	(4,269)
	<u>(264,763)</u>	<u>(287,858)</u>	<u>(268,745)</u>	<u>(329,940)</u>	<u>(346,931)</u>	<u>(365,624)</u>	<u>(388,412)</u>	<u>(409,709)</u>
Expenditures								
Salaries and Benefits	10,421	11,201	13,889	13,392	13,671	13,944	14,223	14,507
Operating Costs	215,899	246,414	222,612	265,541	278,877	291,327	307,270	322,378
Internal Services Used	48,132	47,956	51,624	52,017	52,753	53,806	54,879	55,976
Internal Services Recovered	(11,412)	(10,727)	(9,963)	(9,656)	(9,849)	(10,046)	(10,245)	(10,449)
External Recoveries	(3,348)	(2,106)	(3,304)	(4,006)	(4,085)	(4,166)	(4,250)	(4,336)
	<u>259,692</u>	<u>292,738</u>	<u>274,858</u>	<u>317,288</u>	<u>331,367</u>	<u>344,865</u>	<u>361,877</u>	<u>378,076</u>
Net Operations Total	(5,071)	4,880	6,113	(12,652)	(15,564)	(20,759)	(26,535)	(31,633)
Transfers								
To (From) Capital Sources	(11,626)	(11,626)	-	-	-	-	-	-
To (From) Operating Sources	(236)	(236)	-	-	-	-	-	-
	<u>(11,862)</u>	<u>(11,862)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ (16,933)</u>	<u>\$ (6,982)</u>	<u>\$ 6,113</u>	<u>\$ (12,652)</u>	<u>\$ (15,564)</u>	<u>\$ (20,759)</u>	<u>\$ (26,535)</u>	<u>\$ (31,633)</u>



Drainage

UTILITY OVERVIEW

DRAINAGE

MISSION STATEMENT

To provide engineering services for the City's drainage systems to support the building of a healthy, sustainable community.

KEY PROGRAMS AND SERVICES

The Drainage Utility's primary responsibility, in partnership with the Operations Division, is to manage the City's stormwater runoff and flood control systems.

The Drainage Utility plans, designs and constructs drainage infrastructure; implements erosion and sediment control measures; 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 and terrestrial habitat.

Some of the key programs administered by the Utility include:

- Salmon Habitat Restoration Program ("SHaRP");
- Boundary Bay Ambient Monitoring Program;
- Integrated Stormwater Management Plans ("ISMP");
- Coastal Flood Adaptation Strategy ("CFAS");
- Disaster Mitigation and Adaptation Fund ("DMAF") Program;
- Environmental approvals and emergency work programs to support Operations activities;
- Safe and cost effective drainage services; and
- Adaptive plans based on evidence-based monitoring.

2024 ACCOMPLISHMENTS

INCLUSION



- Continued First Nations engagement related to Disaster Mitigation and Adaptation projects.

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Continued implementation of the Coastal Flood Adaptation Strategy through ongoing design and construction of DMAF projects, updating the City's rainfall statistics, and scoping future studies to review climate change impacts on rainfall patterns;
- Continued implementation of projects under DMAF, including development of 152 Street corridor and bridge widening, final stage of Crescent Beach drainage improvements, and dyke upgrades along the Serpentine River;
- Finalized the drainage servicing strategies to support future development for the South Campbell Heights Local Area Plan;
- Implemented a new water level monitoring station at the mouth of the Little Campbell River;
- Implemented recommendations from various ISMPs throughout the City to reduce flooding and creek erosion; and
- Worked with other City departments on Fraser River freshet preparedness, monitoring and community engagement to enable the City to respond effectively during the 2024 freshet season.

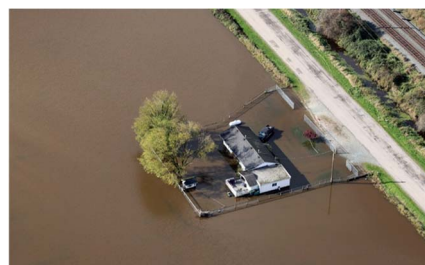


Measuring salmon from a North Surrey stream

PUBLIC SAFETY



- Actively participated in the Fraser Basin Council Regional Flood Strategy;
- Monitored wave and wind action on Surrey's coastal areas through the City's two ocean monitoring stations;
- Responded during a large atmospheric river event in October 2024 which resulted in localized areas of flooding in Surrey's lowlands; and
- Initiated the bi-annual ravine stability assessment of all ravines in Surrey highlighting areas of potential risk to public safety.



Lowland flooding in the Colebrook Area

DRAINAGE

ECOSYSTEMS



- The Salmon Habitat Restoration Program program employed a group of high school and university students to enhance Surrey's streams and riparian areas across numerous creek and foreshore sites. The ("SHaRP") team also conducted community engagement programming at schools, neighbourhood events and City-wide festivals; launched a dedicated Instagram account; supported ongoing partnerships with local hatcheries and environmental partners; and developed new relationships with the Fisheries and Oceans Canada ("DFO") Pacific Science Enterprise Centre to learn about research projects in the region;
- Adapted and implemented stream assessment methodology to help prioritize enhancement works along streams;
- Conducted annual monitoring for the Boundary Bay Assessment and Monitor Program ("BBAMP") and completed ensemble water quality studies that reviewed numerous years of monitoring in both the BBAMP and Adaptive Management Framework programs; and
- Advanced the design and construction of multiple DMAF projects for flood protection and coastal resiliency to augment the City's drainage capital projects and build the necessary infrastructure for coastal flood resilience.

INFRASTRUCTURE



- Completed the replacement of the Colebrook drainage pump station and structural repairs to the Fry's Corner pump station;
- Completed substantial trunk drainage improvements in Robson Creek neighbourhood;
- Completed an extensive maintenance and construction program in the Serpentine-Nicomekl floodplain, as well as undertaking a first phase of sediment removal from the Surrey Lake sediment pond which traps sediment from the Bear Creek catchment prior to entering the Serpentine River; and
- Participated in the Infrastructure Benchmarking Initiative to better understand service levels and share data with other Canadian Cities.

EDUCATION & CULTURE



- Participated in ongoing environmental stewardship as part of the SHaRP program; and
- Continued research and tracking of spawning salmon and their extents, as well as tracking of rearing habitats to guide legislative requirements for works in and about streams, and to better understand where efforts are required to protect sensitive habitats.

ECONOMIC PROSPERITY & LIVELIHOODS



- Continued to improve drainage in agricultural areas through ditch maintenance, cleaning and infrastructure improvements to reduce the frequency of flooding of farmlands.

FUTURE INITIATIVES, GOALS & OBJECTIVES

INCLUSION



- Continue working with the Boundary Bay Living Dyke Roundtable regarding foreshore enhancements in the broader region.

PUBLIC SAFETY



- Continue to improve flood protection in the lowlands through upgrading the Colebrook, Serpentine, Nicomekl and Fraser River dyke systems;
- Advance discussions with the City of Delta and City of White Rock on joint municipal drainage servicing agreements; and
- Work with the City of Langley and Township of Langley to address current and future floodplain conditions in the Upper Nicomekl River area.

DRAINAGE

ECOSYSTEMS



- Develop watershed health dashboards to support current and future watershed management planning work; and
- Continue to facilitate citizen science to monitor watercourses for water quality and to identify salmonid spawners areas and fish presence.

INFRASTRUCTURE



- Advance the design and construction of remaining DMAF projects including, Colebrook Series 100 dyke upgrades, Serpentine and Nicomekl sea dams, and the ultimate Living Dyke site;
- Continue to participate with National Resource Canada (“NRCAN”) on monitoring green shore technologies;
- Develop a strategy to update City design criteria requirements in response to changing rainfall patterns;
- Continue dyking improvements in Surrey’s lowlands;
- Update Integrated Stormwater Management Plans based on best available science, adaptive management findings and climate change predictions;
- Initiate a seismic assessment study to consider seismic impacts on the dykes along the Serpentine and Nicomekl rivers; and
- Continue to liaise with Federal and Provincial Regulators to allow the timely approval/authorization of projects and to complete fisheries habitat compensation projects.



Sheet pile installation at the Fry's Corner Pump Station

ECONOMIC PROSPERITY & LIVELIHOODS



- Improve drainage in agricultural areas through construction of new pump stations and low-level pumps (e.g., the ongoing Colebrook pump station replacement);
- Improve lowland flood resiliency by advancing the design and implementation of dyke upgrades for the Serpentine and Nicomekl dykes; and
- Complete the raising of all lowland spillways to their final elevations to provide improved protection and productivity for the farming community.

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Collaborate with Planning & Development department on changes to the Official Community Plan (“OCP”), Hazard Lands Development Permit guidelines and possible other bylaws to address the flood risk potential to residents; and
- Continue to improve drainage service to the older areas of Surrey to reduce flooding risk.

DRAINAGE

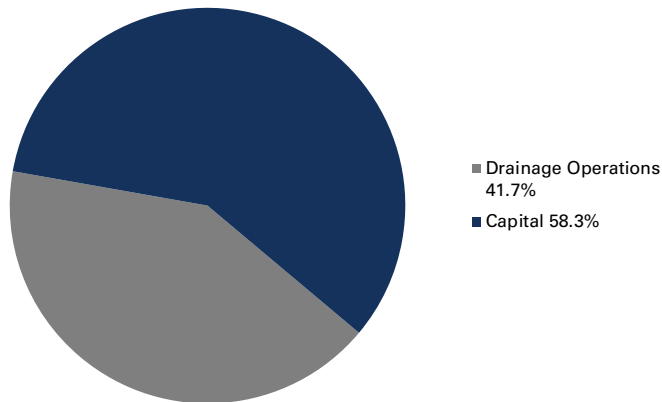
PERFORMANCE MEASURES

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

Division	Performance Measures (Sustainability Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Drainage Utility	% of Drainage mains video inspected (Built Environment & Infrastructure)	40%	42%	45%	50%	55%	60%	65%
	% of Drainage manholes inspected (Built Environment & Infrastructure)	54%	56%	60%	65%	70%	75%	80%
	Length of Drainage mains constructed, renewed or replaced (Infrastructure)	9,339	10,000	10,000	10,000	10,000	10,000	10,000
	Number of Soil Site inspections (Infrastructure)	135	250	250	250	250	250	250
	% of Long-Term Monitoring Site finalized and accepted by regulators as complete (Built Environment & Infrastructure)	20%	20%	20%	20%	20%	20%	20%

DRAINAGE—FINANCIAL SUMMARY

	<i>(in thousands)</i>							
REVENUE SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Drainage Parcel Tax	\$ 45,382	\$ 46,791	\$ 46,425	\$ 47,641	\$ 48,509	\$ 49,395	\$ 50,298	\$ 51,219
Special Assessment	53	47	27	27	28	29	30	31
Taxation	45,435	46,838	46,452	47,668	48,537	49,424	50,328	51,250
Sale of Goods and Services	111	560	20	20	20	20	20	20
Investment Income	227	1,199	824	1,754	1,672	775	1,200	747
Transfers from Other Governments	768	392	94	100	100	100	100	100
Grants, Donations and Other	413	609	329	226	228	230	232	234
Other Revenue	413	609	329	226	228	230	232	234
TOTAL REVENUE	\$ 46,954	\$ 49,598	\$ 47,901	\$ 49,768	\$ 50,557	\$ 50,549	\$ 51,880	\$ 52,351
EXPENDITURE SUMMARY								
Salaries and Benefits	1,990	2,215	2,339	2,298	2,344	2,391	2,439	2,488
Operating Costs	6,853	7,110	7,241	7,720	7,874	8,032	8,193	8,357
Internal Services Used	6,191	6,303	6,313	6,676	6,680	6,812	6,946	7,084
Internal Services Recovered	(364)	(393)	(388)	(396)	(404)	(412)	(420)	(428)
External Recoveries	(75)	(14)	-	-	-	-	-	-
TOTAL EXPENDITURE	\$ 14,595	\$ 15,220	\$ 15,505	\$ 16,298	\$ 16,494	\$ 16,823	\$ 17,158	\$ 17,501
TRANSFERS SUMMARY								
Transfers To/(From) Capital Sources	\$ 25,062	\$ 29,699	\$ 23,306	\$ 29,024	\$ 29,528	\$ 29,100	\$ 30,003	\$ 30,036
Transfers To/(From) Operating Sources	7,297	4,680	9,090	4,446	4,535	4,626	4,719	4,814
TOTAL TRANSFERS	\$ 32,359	\$ 34,379	\$ 32,396	\$ 33,470	\$ 34,063	\$ 33,726	\$ 34,722	\$ 34,850
NET DRAINAGE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



DRAINAGE—SIGNIFICANT CHANGES

(in thousands)

REVENUES			
2024 ADOPTED BUDGET		\$	47,901
Taxation	\$ 1,216		
Developer Contributions	(182)		
Investment Income	930		
Transfers from Other Governments	6		
Other Revenues	(103)		
Total Change in Revenue			1,867
2025 REVENUE BUDGET		\$	49,768
EXPENDITURES			
2024 ADOPTED BUDGET		\$	47,901
Expenditures			
Salaries and Benefits	(41)		
Operating Costs	479		
Internal Services Used	363		
Internal Services Recovered	(8)		793
Transfers To/(From) Capital Sources			
Change in Non-Growth Capital Contributions	4,399		
Change in DCC Contributions (Municipal Assist Factor)	41		
Change in Contributions to/from Reserves	1,278		5,718
Transfers To/(From) Operating Sources			
Change in Contribution to Operating Fund	(4,644)		(4,644)
Total Change in Expenditures			1,867
2025 EXPENDITURE BUDGET		\$	49,768
2025 BUDGET		\$	-
REVENUES			
2025 ADOPTED BUDGET		\$	49,768
Utility Revenue Change due to Rate, Growth & Adjustment	\$ 2,583		2,583
2029 REVENUE BUDGET		\$	52,351
EXPENDITURES			
2025 ADOPTED BUDGET		\$	49,768
Change in Operations	1,203		1,203
TRANSFERS			
Change in Transfers To/(From) Capital Sources	1,012		
Change in Transfers To/(From) Operating Sources	368		1,380
2029 EXPENDITURE BUDGET			52,351
2029 BUDGET		\$	-

DRAINAGE BYLAW, 2025, NO. 21535

CITY OF SURREY

BYLAW NO. 21535

A bylaw to provide for the adoption of the Surrey 2025 – 2029
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 to this Bylaw.

2. This bylaw shall be cited for all purposes as "Surrey 2025 – 2029 Drainage Operating Financial Plan Bylaw, 2025, No. 21535".

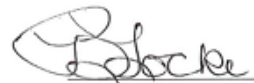
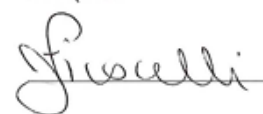
PASSED FIRST READING on the 10th day of February, 2025.

PASSED SECOND READING on the 10th day of February, 2025.

PASSED THIRD READING on the 10th day of February, 2025.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 24th day of February, 2025.



 MAYOR
 CLERK

DRAINAGE BYLAW, 2025, NO. 21535

Bylaw 21535

Schedule 1

Drainage Operating Financial Plan					
To establish years 2025 to 2029					
	2025	2026	2027	2028	2029
PROPOSED FUNDING SOURCES					
Other Property Value Taxes	\$ 27,000	\$ 28,000	\$ 29,000	\$ 30,000	\$ 31,000
Revenues from Property Value Taxes	27,000	28,000	29,000	30,000	31,000
Utilities - Drainage Parcel Tax	47,641,000	48,509,000	49,395,000	50,298,000	51,219,000
Revenues from Parcel Taxes	47,641,000	48,509,000	49,395,000	50,298,000	51,219,000
Taxation Revenues	47,668,000	48,537,000	49,424,000	50,328,000	51,250,000
Utilities Fees & Charges	20,000	20,000	20,000	20,000	20,000
Revenues from Fees	20,000	20,000	20,000	20,000	20,000
Investment Income	1,754,000	1,672,000	775,000	1,200,000	747,000
Transfers from Other Governments	100,000	100,000	100,000	100,000	100,000
Other Revenue	226,000	228,000	230,000	232,000	234,000
Revenues from Other Sources	2,080,000	2,000,000	1,105,000	1,532,000	1,081,000
TOTAL FUNDING SOURCES	\$ 49,768,000	\$ 50,557,000	\$ 50,549,000	\$ 51,880,000	\$ 52,351,000
PROPOSED EXPENDITURES					
Drainage Expenditures	16,298,000	16,494,000	16,823,000	17,158,000	17,501,000
TOTAL EXPENDITURES	\$ 16,298,000	\$ 16,494,000	\$ 16,823,000	\$ 17,158,000	\$ 17,501,000
PROPOSED TRANSFERS BETWEEN CAPITAL AND OPERATING SOURCES					
Transfers To/(From) Capital Funds	29,671,000	30,188,000	29,773,000	30,689,000	30,736,000
Transfers To/(From) Reserve Funds	(647,000)	(660,000)	(673,000)	(686,000)	(700,000)
Transfers To/(From) Capital Sources	\$ 29,024,000	\$ 29,528,000	\$ 29,100,000	\$ 30,003,000	\$ 30,036,000
Transfers To/(From) Operating Sources	\$ 4,446,000	\$ 4,535,000	\$ 4,626,000	\$ 4,719,000	\$ 4,814,000
TOTAL TRANSFERS BETWEEN SOURCES	\$ 33,470,000	\$ 34,063,000	\$ 33,726,000	\$ 34,722,000	\$ 34,850,000
BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -



Parking

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. As well, to develop policy and infrastructure support of new mobility technologies such as Electric Vehicles, Automated Vehicles, and micro-mobility options.

KEY PROGRAM AND SERVICES

The Parking Authority Utility is a self-funded program that involves planning, managing and regulating the City's on and off-street parking assets, employing leading edge technologies such as license plate recognition and mobile payment options. All aspects of parking are handled through this team including the development of parking standards, parking signage, pay parking, parking lot enforcement, and the City's Electric Vehicle ("EV") charging network.

This section also administers the contracts that provide transit shelters, bus benches and digital media signs, all of which generate revenue to support transportation infrastructure throughout the City.

2024 ACCOMPLISHMENTS

ECOSYSTEMS



- Completed four (with future expansion potential to eight) Level 2 charging ports at the Cloverdale Town Centre public parking lot (5829 176A Street) in collaboration with and financial support from Cloverdale Business Improvement Association;
- Added fourteen public L2 charging ports utilizing Clean BC funding;
- Commissioned four BC Hydro Fast Chargers hub locations (North Surrey Ice, Surrey Sport & Leisure, Guildford Recreation Centre, Surrey Arts Centre) providing 40 dual connector Level 3 charging ports with 180 kWh individual output;
- Achieved a year over year increase in public EV charging network utilization, with a 43% increase in kWh transferred, 25% increase in charging sessions, and 177% increase in provincial carbon credits;
- Awarded the contract for an Local Government Climate Action Plan ("LGCAP") -funded upgrade of City Hall power infrastructure and the installation of 13 Level 2 EV Fleet chargers and 14 Level 2 staff chargers on P2 of City Hall parkade with a projected Q1 2025 completion; and
- Received the BC Hydro 2024 Clean Energy Champion Award.

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Managed an inventory of 895 off-street lots and 1,146 on-street parking spaces across the city;
- Responded to 792 service requests addressing public concerns regarding parking regulations and operations;
- Installed 16 new Transit Shelters and 11 bus benches;
- Completed relocation and reactivation of the digital billboard from Surrey-Langley Skytrain construction path to Grace Road site; and
- Per Climate Change Action Strategy, launched a cost-neutral, shared e-Bike Share network in Surrey City Centre and Guildford with approximately 300 shared electric bikes.

FUTURE INITIATIVES, GOALS & OBJECTIVES

ECONOMIC PROSPERITY & LIVELIHOODS



- Plan to increase parking revenue by expanding paid parking areas in City Centre and Green Timbers; the latter in support of Surrey-Langley Skytrain parking supply commitments; and
- Complete final year of public EV charging network build-out under Clean BC/Infrastructure Canada grant program.

PARKING AUTHORITY

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 Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Parking Authority Utility	Total # of managed parking spaces—time/user restricted, EV Charging, and pay parking (Infrastructure)	1,981	2,664	2,664	2,709	2,754	2,789	2,822
	Parking revenue (millions) (Economic Prosperity and Livelihood)	\$1.18	\$1.05	\$1.05	\$1.07	\$1.09	\$1.11	\$1.13
	EV charging revenue (thousands) (Economic Prosperity and Livelihood)	\$214	\$166	\$166	\$174	\$181	\$187	\$190

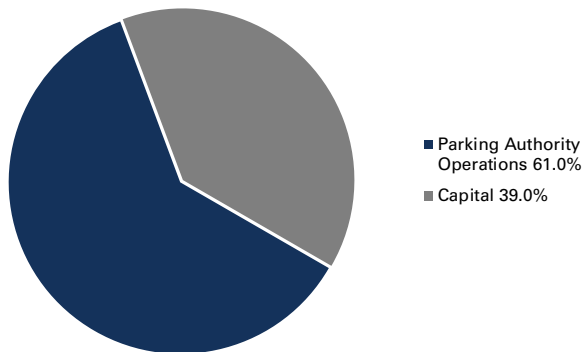


Expanded Surface Parking Lot Next
to City Hall

PARKING AUTHORITY—FINANCIAL SUMMARY

(in thousands)

	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
REVENUE SUMMARY								
Sale of Goods and Services	\$ 2,888	\$ 2,851	\$ 2,459	\$ 2,590	\$ 2,641	\$ 2,692	\$ 2,744	\$ 2,798
Grants, Donations and Other	60	74	72	72	74	76	78	80
Other Revenue	60	74	72	72	74	76	78	80
TOTAL REVENUE	\$ 2,948	\$ 2,925	\$ 2,531	\$ 2,662	\$ 2,715	\$ 2,768	\$ 2,822	\$ 2,878
EXPENDITURE SUMMARY								
Salaries and Benefits	630	700	860	862	879	897	915	933
Operating Costs	509	424	675	591	601	611	621	631
Internal Services Used	55	32	56	56	57	58	59	60
Internal Services Recovered	(81)	(94)	(83)	(76)	(78)	(80)	(82)	(84)
TOTAL EXPENDITURE	\$ 1,113	\$ 1,062	\$ 1,508	\$ 1,433	\$ 1,459	\$ 1,486	\$ 1,513	\$ 1,540
TRANSFERS SUMMARY								
Transfers To/(From) Capital Sources	1,482	1,545	\$ 705	\$ 917	\$ 376	\$ (387)	\$ (363)	\$ (337)
Transfers To/(From) Operating Sources	353	318	318	312	880	1,669	1,672	1,675
TOTAL TRANSFERS	\$ 1,835	\$ 1,863	\$ 1,023	\$ 1,229	\$ 1,256	\$ 1,282	\$ 1,309	\$ 1,338
NET PARKING AUTHORITY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



PARKING AUTHORITY—SIGNIFICANT CHANGES

(in thousands)

REVENUES

2024 ADOPTED BUDGET \$ 2,531

Increase in Parking revenue		\$ 34
Increase in EV charging revenue		83
Increase in New Mobility revenue		14

Total Change in Revenue 131

2025 REVENUE BUDGET \$ 2,662

EXPENDITURES

2024 ADOPTED BUDGET \$ 2,531

Expenditures

Salaries/Wages & Benefits

Salaries and Benefits 2

Operating Costs

Change in Service Levels Adjustments (84)

Internal Services Recovered 7

Transfers To/(From) Capital Sources

Allocation to Capital Projects (173)

Allocation to Capital Surplus 385

Transfers To/(From) Operating Sources

Transfers To General Operating (6)

Total Change in Expenditures 131

2025 EXPENDITURE BUDGET \$ 2,662

2025 BUDGET \$ -

REVENUES

2025 ADOPTED BUDGET \$ 2,662

Increase Due to Rate and Growth \$ 216 216

2029 REVENUE BUDGET \$ 2,878

EXPENDITURES

2025 ADOPTED BUDGET \$ 2,662

Increase to Maintenance & Operations 107 107

TRANSFERS

Allocation from capital surplus (1,254)

Transfers To/(From) Operating Sources 1,363 109

2029 EXPENDITURE BUDGET \$ 2,878

2029 BUDGET \$ -

PARKING AUTHORITY BYLAW, 2025, NO. 21539

CITY OF SURREY

BYLAW NO. 21539

A bylaw to provide for the adoption of the Surrey 2025 – 2029
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 to this Bylaw.

2. This bylaw shall be cited for all purposes as "Surrey 2025 – 2029 Parking Authority Operating Financial Plan Bylaw, 2025, No. 21539".

PASSED FIRST READING on the 10th day of February, 2025.

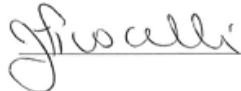
PASSED SECOND READING on the 10th day of February, 2025.

PASSED THIRD READING on the 10th day of February, 2025.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 24th day of February, 2025.



 MAYOR

 CLERK

PARKING AUTHORITY BYLAW, 2025, NO. 21539

Bylaw 21539		CITY OF SURREY					Schedule 1
		Parking Authority Operating Financial Plan					
		To establish years 2025 to 2029					
		2025	2026	2027	2028	2029	
PROPOSED FUNDING SOURCES							
Utilities Fees & Charges		2,590,000	2,641,000	2,692,000	2,744,000	2,798,000	
Revenues from Fees		2,590,000	2,641,000	2,692,000	2,744,000	2,798,000	
Other Revenue		72,000	74,000	76,000	78,000	80,000	
Revenues from Other Sources		72,000	74,000	76,000	78,000	80,000	
TOTAL FUNDING SOURCES		\$ 2,662,000	\$ 2,715,000	\$ 2,768,000	\$ 2,822,000	\$ 2,878,000	
PROPOSED EXPENDITURES							
Engineering Services		1,433,000	1,459,000	1,486,000	1,513,000	1,540,000	
TOTAL EXPENDITURES		\$ 1,433,000	\$ 1,459,000	\$ 1,486,000	\$ 1,513,000	\$ 1,540,000	
PROPOSED TRANSFERS BETWEEN CAPITAL AND OPERATING SOURCES							
Transfers To/(From) Capital Sources	\$	917,000	\$ 376,000	\$ (387,000)	\$ (363,000)	\$ (337,000)	
Transfers To/(From) Operating Sources	\$	312,000	\$ 880,000	\$ 1,669,000	\$ 1,672,000	\$ 1,675,000	
TOTAL TRANSFERS BETWEEN SOURCES	\$	1,229,000	\$ 1,256,000	\$ 1,282,000	\$ 1,309,000	\$ 1,338,000	
BALANCED BUDGET	\$	-	\$ -	\$ -	\$ -	\$ -	



Transportation

UTILITY OVERVIEW

TRANSPORTATION

MISSION STATEMENT

To improve the quality of life for those living, working or recreating in Surrey through a safe, efficient, equitable and sustainable transportation system where individuals can choose a variety of modes to travel comfortably and conveniently to their destination.

KEY PROGRAMS AND SERVICES

Transportation services, which are partially funded through the Roads & Traffic Safety Levy, are delivered by the Transportation Division, which plans for current and future transportation infrastructure and services and ensures the safe and efficient operation of the system. The City is in the process of updating the Surrey Transportation Plan, which will provide strategic directions for transportation in Surrey.

The Surrey Transportation Plan is supported by several other important plans and initiatives: the Digital Transportation Strategy (2022), the Electric Mobility Strategy (2021), and the award-winning Vision Zero Surrey Safe Mobility Plan (2019).

Transportation provides services ranging from award-winning winter maintenance, sweeping and road repaving, to planning and delivering infrastructure in support of transit, walking, cycling and automobiles as well as improving traffic flow through intelligent transportation systems, like our highly acclaimed Traffic Management Centre and Advanced Traveller Information System (“ATIS”).

2024 ACCOMPLISHMENTS

INCLUSION



- Presented at the Surrey Senior’s Transportation Forum on King George Boulevard Bus Rapid Transit (“BRT”);
- Progressed the work on updating the City’s traffic calming program to include pro-active reviews, equity considerations, and a larger toolbox of improvements in order to help improve road safety and encourage lower speeds; and
- Hosted pop-up Transportation open houses at Party for the Planet, Car Free Day and Fusion Fest to give Surrey residents an opportunity to discuss transportation issues with City staff.

PUBLIC SAFETY



- Handed out 5,500 reflective snap bracelets to school-aged Surrey kids at Party for the Planet, Car Free Day, and Fusion Fest;
- Finalized plans for the North Surrey Protected Cycling Network, focused on town centres, connections to SkyTrain, and connections between town centres, to make cycling in North Surrey safer;
- Began implementing a new capital program intended to improve road safety near certain transit stops, called the Safe Transit Access on Arterial Roads program;
- Completed the School Zone Awareness Pilot Program and installed pavement markings with the word "school" to encourage slower speeds at 27 schools;
- Implemented Leading Pedestrian Intervals ("LPIs") at an additional five signalized intersections, bringing the total to 141 across the City. This measure prioritizes pedestrian safety during roadway crossings;
- Acted on 10,500 Service Requests to respond to safety, maintenance, and operational concerns raised by the public, 10% increase from last year;
- Surrey's Traffic Management Centre responded to 2,500 traffic collisions and related incidents,
- Staff implemented 3,000 live traffic signal timing changes to improve safety and reduce congestion for 670 incidents, roadwork, and events. To support safety and traffic flow, responded to 500 alarms related to intelligent transportation equipment and systems that help the City manage traffic;
- Implemented 14 new speed reader boards as part of a pilot program to help reduce traffic speeds and improve safety primarily near parks and schools;
- Implemented 26 speed humps at 15 locations including at four schools and 10 parks, to help reduce traffic speeds and improve safety;
- Responded to 31,200 service requests related to street operations and road maintenance;
- Added 1,600 LED fixtures upgrades through the Capital Program and Land Development, achieving 53% LED streetlight coverage citywide;
- Commissioned nine new traffic signals to improve safety, walkability, and access to Surrey's roads; and
- Installed 36 new crosswalks, which includes commissioning six new pedestrian signals and two special crosswalks throughout the City to help improve pedestrian safety, accessibility, comfort, and mobility.

TRANSPORTATION

EDUCATION & CULTURE



- Delivered joint road safety education and engagement campaigns with our Vision Zero Surrey partners, with a particular focus on pedestrian safety, distracted driving, speeding and back to school;
- Initiated a Walking School Bus pilot project in partnership with TransLink at Lena Shaw Elementary School;
- Partnered with ICBC to provide pedestrian safety education & implement Walking Wednesdays at Strawberry Hill and Latimer Road Elementary to encourage safe walking and biking to school; and
- Delivered bike education and safety skills to Grade 4 and 5 classes at 10 elementary schools.

ECONOMIC PROSPERITY & LIVELIHOODS



- Started service planning and infrastructure design for King George Boulevard Bus Rapid Transit from Surrey City Centre to Semiahmoo Town Centre;
- Initiated work on the Surrey Transit Strategy, in partnership with TransLink, which will develop a new transit network for Surrey to support the future growth and economic development of the City;
- Began work on a critical review of Surrey's road network/intersections which will identify improvements needed on the road network to reduce congestion and enhance goods movement;
- Staff investigated 10,000 automated traffic congestion alerts. The data shows that the top five causes of congestion on Surrey roads are due to: roadwork (64%); seasonal traffic variations (10%); causes outside of Surrey, such as Port Mann Bridge congestion affecting Surrey roads (7%); traffic collisions (5%); and large special events (4%);
- Updated transportation demand management provisions and parking rates along rapid transit corridors in the Zoning Bylaw to address provincial legislative changes, streamline the development process, and support the City's objectives for increasing housing;
- Launched R6 RapidBus on Scott Road and 72 Avenue increasing transit service speed and reliability on the highest ridership corridor in the South of Fraser region;
- Developed a future transportation network to support development of Neighbourhood Concept Plans for the Clayton Corridor, Fleetwood, Anniedale-Tynehead, South Westminster, and South Campbell Heights; and
- Completed a comprehensive transportation review of the Newton area which includes signal timing coordination and an area-specific transportation modeling analysis.

HEALTH & WELLNESS



- Constructed over 7.6 km of protected cycling network across the City on various road improvement projects such along 148 Street, 64 Avenue and 80 Avenue widening; and
- Launched Surrey's first electric bike share program at Party for the Planet. Since late April, there have been over 13,000 rides. Residents are riding to SkyTrain, shopping centres, and major parks.

INFRASTRUCTURE



- Implemented Surrey's first cycling wayfinding program in City Centre and Guildford to support Bike Share;
- Introduced a new local bike route on 103 Avenue linking City Centre and Guildford with pavement markings and wayfinding signage;
- Completed transit priority projects at 152 Street & 96 Avenue and 128 Street & 96 Avenue to make transit service faster and more reliable;
- Identified the Top 40 sidewalk upgrades around local Surrey schools to help school kids walk to school safely;
- Collaborated with the Ministry of Transportation for the development of concept designs of Highway 99 interchange ramps at 24 Avenue;
- Tendered the first package of supportive infrastructure works for the Surrey-Langley Skytrain project;
- Constructed arterial improvements of 148 Street (58 Avenue to 64 Avenue) including protected pedestrian and cycling facilities in coordination with opening of a new elementary school;
- Continued phased widening of 32 Avenue with the segment between 184 Street to 188 Street;
- Delivered approximately 56.4 lane-km of: local (9.1 lane-km), collector (8.8 lane-km), arterial (9.7 lane-km), and Major Road Network ("MRN") (28.8 lane-km) road pavement rehabilitation for \$10.53 million;
- Delivered 4.5 km sidewalk/walkway and 7.6 km of new cycling infrastructure;
- Delivered 20 lane-km of new roads;
- As part of routine road maintenance, repaired 11,500 potholes, cleared 7,500 catch basins, and placed 5.5 linear KM of crack seal; and
- Delivered Year Two of the short-term Transportation Priority projects such as the construction of 80 Avenue arterial widening, and the new 72 Avenue road connection onto Fraser Highway.

TRANSPORTATION

FUTURE INITIATIVES, GOALS & OBJECTIVES

INCLUSION



- Complete the updating of the City's traffic calming program to include pro-active reviews, equity considerations, and a larger toolbox of improvements in order to help improve road safety and encourage lower speeds.

PUBLIC SAFETY



- Continue to work with Coast Mountain Bus Company to upgrade bus stops in Surrey to improve accessibility to transit and promote transit use;
- Complete the updating of the new Surrey playground zone warrant and begin implementation to help improve road safety around parks.
- Complete video conflict analysis at three of the top 20 pedestrian safety intersections to allow for improved, targeted countermeasure identification; and

EDUCATION & CULTURE



- Review integrated outreach and educational programs related to Road Safety, Vision Zero, and Safe Active Schools Program including Bike Education and School Travel Planning to better inform and teach youth and parents on safe and active transportation.

ECONOMIC PROSPERITY & LIVELIHOODS



- Develop and review funding needs and models for sustainable service delivery (asset management) and growth requirements.

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Continue coordinating an effective approach to implementing the transportation component of the new Provincial Legislation, Bills, 44, 46, and 47; and
- Support the update to the Official Community Plan.

INFRASTRUCTURE



- Deliver road widening and improvements in Campbell Heights (estimated project value \$33.0M) along various corridors such as 192 Street, 24 Avenue and 16 Avenue;
- Widen 72 Avenue in East Clayton east of 188 Street (estimated project value \$9.5M);
- Complete Phase 4 of 64 Avenue widening from 152 Street to 164 Street (estimated project value \$4.0M);
- Widen 140 Street between 88 Avenue and 92 Avenue providing improved sidewalks and protected cycling facilities (estimated project value \$7.8M);
- Construct collector improvements along 96 Avenue between 116 Street and 120 Street in coordination with Delta (estimated project value \$4.0M);
- Twin the 152 Street crossing over Nicomekl River with completion anticipated by Summer 2025 (estimated project value \$14.5M), and provide seismic upgrades to the existing crossing by Winter 2025 (estimated project value \$1.5M);
- Raise and widen 152 Street corridor between 40 Avenue and 5000 block as part of the Disaster Mitigation Adaptation Works (estimated project value \$54.1M);
- Start construction of the 20 Avenue Overpass of Highway 99 along with corridor approach improvements (estimated project value \$24.9M);
- Target an annual lane-km total of 9.0 lane-km for local, 9.0 lane-km for collector, 10.0 lane-km for arterial, and 29.0 lane-km for MRN road pavement rehabilitation;
- Continue phased widening of the 32 Avenue corridor with the segment between Highway 15 to 184 Street beginning in 2025 (estimated project value \$18.5M); and
- Continue development of data processes and analytics in support of implementing Sustainable Service Delivery Initiatives.

TRANSPORTATION

PERFORMANCE MEASURES

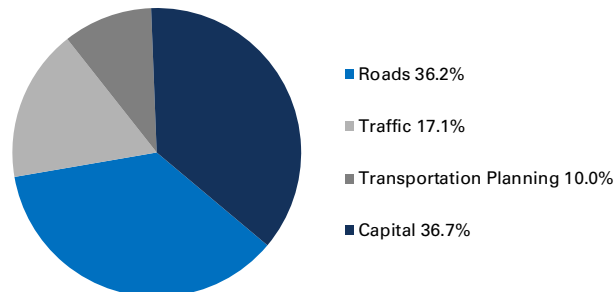
The following table identifies key performance measures that will assist Transportation in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	Performance Measures (Sustainability Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Transportation	Total # of marked pedestrian crossings (Public Safety)	1,265	1,250	1,290	1,315	1,340	1,365	1,390
	Streetlight energy savings—LED replacement program (KWh) (in millions) (Built Environment & Neighbourhoods)	6.12	6.67	6.82	7.51	8.21	8.91	9.61
	Total # of kilometers of cycling routes (on-street and off-street) (Built Environment & Neighbourhoods)	630	607	645	660	675	690	705

TRANSPORTATION—FINANCIAL SUMMARY

(in thousands)

REVENUE SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Roads & Traffic Safety Levy	\$ 35,364	\$ 40,771	\$ 40,283	\$ 46,175	\$ 52,098	\$ 58,409	\$ 58,993	\$ 59,644
Grants in Lieu	1,578	2,144	1,622	1,637	1,653	1,669	1,685	1,702
Special Assessment	120	105	272	288	305	324	343	90
Taxation	37,062	43,020	42,177	48,100	54,056	60,402	61,021	61,436
Sale of Goods and Services	3,274	6,516	1,057	1,089	874	891	909	927
Developer Contributions	867	721	850	850	867	884	902	920
Transfers from Other Governments	12,314	8,579	7,388	7,718	7,837	7,994	8,154	8,317
Penalties and Interest								
Grants, Donations and Other	2,356	2,376	2,505	2,563	2,700	3,048	3,218	3,399
Other Revenue	2,356	2,376	2,505	2,563	2,700	3,048	3,218	3,399
TOTAL REVENUE	\$ 55,873	\$ 61,212	\$ 53,977	\$ 60,320	\$ 66,334	\$ 73,219	\$ 74,204	\$ 74,999
EXPENDITURE SUMMARY								
Salaries and Benefits	\$ 4,824	\$ 5,448	\$ 6,850	\$ 6,860	\$ 7,008	\$ 7,148	\$ 7,291	\$ 7,436
Operating Costs	30,138	43,526	22,530	23,608	24,070	24,549	25,038	25,537
Internal Services Used	14,093	14,117	14,137	14,303	14,589	14,881	15,179	15,483
Internal Services Recovered	(2,276)	(2,138)	(979)	(791)	(806)	(822)	(838)	(854)
External Recoveries	(548)	(754)	(455)	(655)	(668)	(681)	(694)	(708)
TOTAL EXPENDITURE	\$ 46,231	\$ 60,199	\$ 42,083	\$ 43,325	\$ 44,193	\$ 45,075	\$ 45,976	\$ 46,894
TRANSFERS SUMMARY								
Transfers To/(From) Capital Sources	\$ 21,258	\$ 28,324	\$ 21,770	\$ 24,226	\$ 26,609	\$ 29,685	\$ 29,543	\$ 29,386
Transfers To/(From) Operating Sources	(11,616)	(27,311)	(9,876)	(7,231)	(4,468)	(1,541)	(1,315)	(1,281)
TOTAL TRANSFERS	\$ 9,642	\$ 1,013	\$ 11,894	\$ 16,995	\$ 22,141	\$ 28,144	\$ 28,228	\$ 28,105
NET ROADS & TRAFFIC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



TRANSPORTATION – SIGNIFICANT CHANGES

(in thousands)

REVENUES		
2024 ADOPTED BUDGET		\$ 53,977
Taxation		
Growth	\$ 5,923	5,923
Non-Taxation Revenues		
Sale of Goods and Services	32	
Transfers from Other Governments	330	
Other Revenue	58	420
Total Change in Revenue		6,343
2025 REVENUE BUDGET		\$ 60,320
EXPENDITURES		
2024 ADOPTED BUDGET		\$ 53,977
Expenditures		
Salaries/Wages & Benefits		
Salary Adjustments and Growth	10	10
Operating Costs		
Operating Costs Adjustment	1,078	1,078
Internal Services Used/Recovered		
Internal Services Adjustment	354	354
External Recoveries		
External Recoveries Adjustment	(200)	(200)
Transfers To/(From) Capital Sources		
Change in Capital Funding	2,456	2,456
Transfers To/(From) Operating Sources		
Change in Operating Funding	2,645	2,645
Total Change in Expenditures		6,343
2025 EXPENDITURE BUDGET		\$ 60,320
2025 BUDGET		\$ -
REVENUES		
2025 ADOPTED BUDGET		\$ 60,320
Taxation Increase Due to Growth	\$ 13,336	
Change in Non-Taxation Revenue	1,343	14,679
2029 REVENUE BUDGET		\$ 74,999
EXPENDITURES		
2025 ADOPTED BUDGET		60,320
Operating Costs	3,569	3,569
TRANSFERS		
Contribution to Capital	5,160	
Contribution to Operating	5,950	11,110
2029 EXPENDITURE BUDGET		\$ 74,999
2029 BUDGET		\$ -

ROADS AND TRAFFIC SAFETY BYLAW, 2025, NO. 21601

CITY OF SURREY

BYLAW NO. 21601

A bylaw to provide for the adoption of the Surrey 2025 – 2029
Roads & Traffic Safety Operating Financial Plan.

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

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

1. Council authorize the following:
 - (a) the proposed funding sources;
 - (b) the proposed expenditure; and
 - (c) the proposed transfers between funds.

as set out for each year in the planning period as shown in Schedule 1 attached to this Bylaw.

2. This bylaw shall be cited for all purposes as "Surrey 2025 – 2029 Roads & Traffic Safety Operating Financial Plan Bylaw, 2025, No. 21601".

PASSED FIRST READING on the 14th day of April, 2025..

PASSED SECOND READING on the 14th day of April, 2025.

PASSED THIRD READING on the 14th day of April, 2025.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 28th day of April, 2025.


 MAYOR
 CLERK

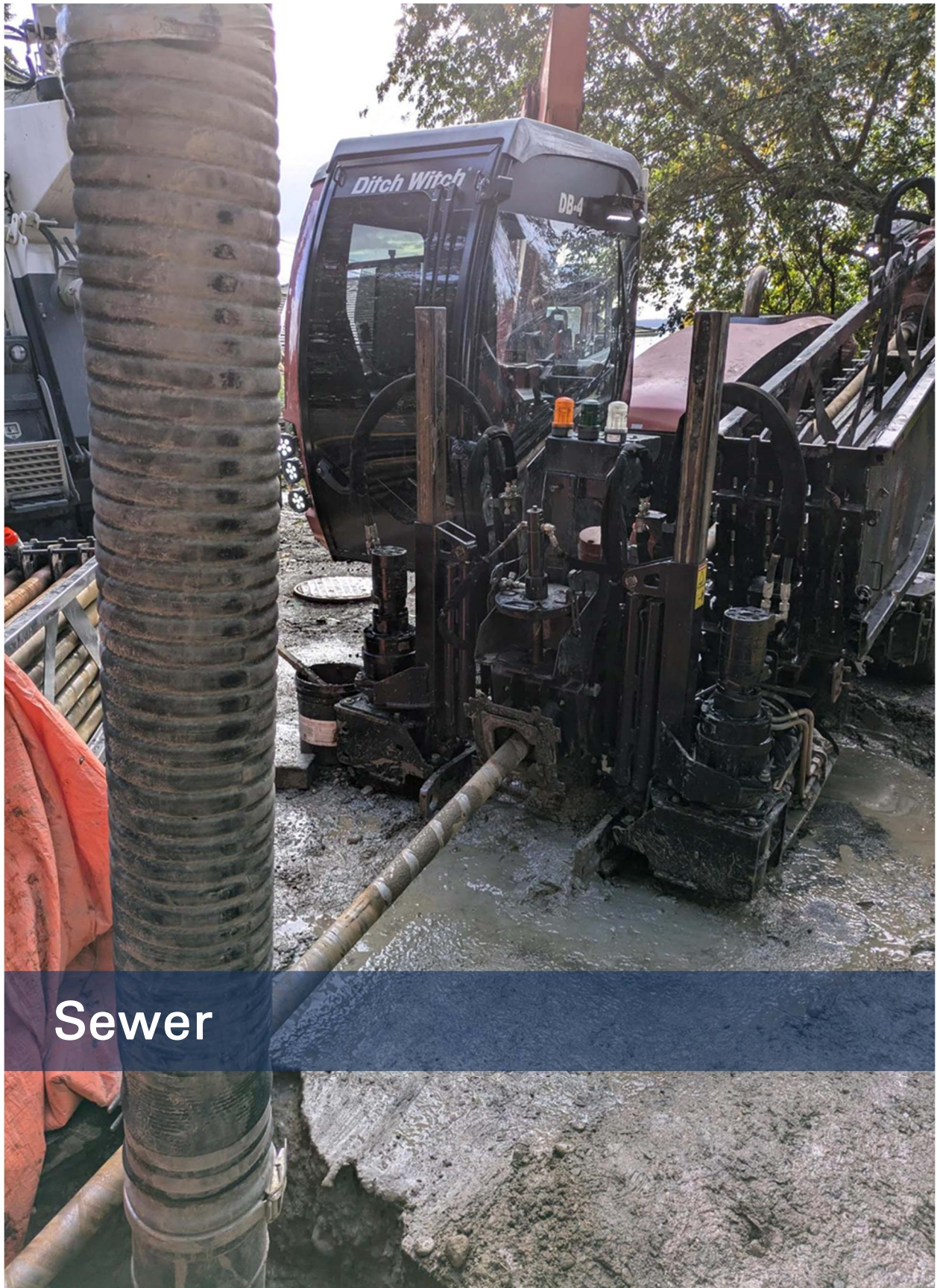
ROADS AND TRAFFIC SAFETY BYLAW, 2025, NO. 21601

Bylaw 21601

CITY OF SURREY

Schedule 1

Roads & Traffic Safety Operating Financial Plan					
To establish years 2025 to 2029					
	2025	2026	2027	2028	2029
PROPOSED FUNDING SOURCES					
Roads & Traffic Safety Levy	\$ 47,812,000	\$ 53,751,000	\$ 60,078,000	\$ 60,678,000	\$ 61,346,000
Other Property Value Taxes	288,000	305,000	324,000	343,000	90,000
Revenues from Property Value Taxes	48,100,000	54,056,000	60,402,000	61,021,000	61,436,000
Taxation Revenues	48,100,000	54,056,000	60,402,000	61,021,000	61,436,000
Utilities Fees & Charges	1,089,000	874,000	891,000	909,000	927,000
Revenues from Fees	1,089,000	874,000	891,000	909,000	927,000
Developer Contributions	850,000	867,000	884,000	902,000	920,000
Transfers from Other Governments	7,718,000	7,837,000	7,994,000	8,154,000	8,317,000
Other Revenue	2,563,000	2,700,000	3,048,000	3,218,000	3,399,000
Revenues from Other Sources	11,131,000	11,404,000	11,926,000	12,274,000	12,636,000
TOTAL FUNDING SOURCES	\$ 60,320,000	\$ 66,334,000	\$ 73,219,000	\$ 74,204,000	\$ 74,999,000
PROPOSED EXPENDITURES					
Engineering Services	43,325,000	44,193,000	45,075,000	45,976,000	46,894,000
TOTAL EXPENDITURES	\$ 43,325,000	\$ 44,193,000	\$ 45,075,000	\$ 45,976,000	\$ 46,894,000
PROPOSED TRANSFERS BETWEEN CAPITAL AND OPERATING SOURCES					
Transfers To/(From) Capital Funds	24,305,000	26,706,000	29,800,000	29,677,000	29,541,000
Transfers To/(From) Reserve Funds	(79,000)	(97,000)	(115,000)	(134,000)	(155,000)
Transfers To/(From) Capital Sources	\$ 24,226,000	\$ 26,609,000	\$ 29,685,000	\$ 29,543,000	\$ 29,386,000
Transfers To/(From) Operating Sources	\$ (7,231,000)	\$ (4,468,000)	\$ (1,541,000)	\$ (1,315,000)	\$ (1,281,000)
TOTAL TRANSFERS BETWEEN SOURCES	\$ 16,995,000	\$ 22,141,000	\$ 28,144,000	\$ 28,228,000	\$ 28,105,000
BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -



UTILITY OVERVIEW

SEWER

MISSION STATEMENT

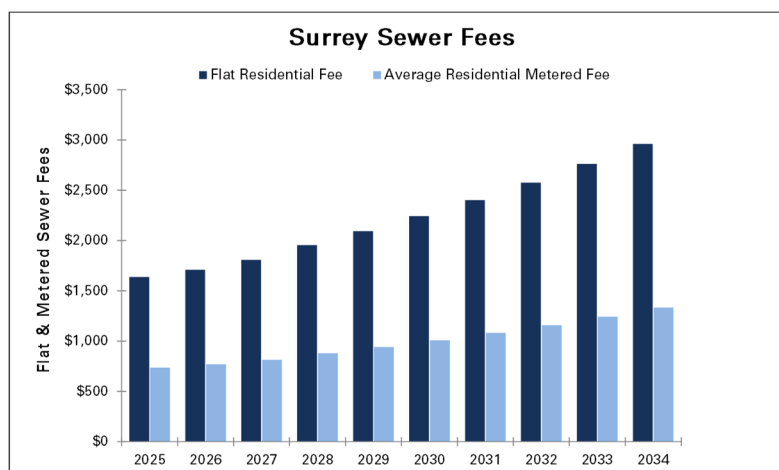
To provide engineering services for the City’s sanitary sewer system to support the building of a healthy, sustainable community.

KEY PROGRAMS AND SERVICES

The Sewer Utility’s primary responsibility, in partnership with the Operations Division and Metro Vancouver, is to collect and convey liquid waste to the Annacis Island Wastewater Treatment Plant for treatment. The Sewer Utility provides safe conveyance of wastewater for properties and over 600,000 residents through more than 1,600 km of sewer mains and 50 pump stations and other facilities.

The Sewer Utility serves all the residents, businesses, and visitors to Surrey, providing sewer collection to homes, industry and our civic parks and facilities. This is achieved while planning to accommodate growth in the City and to continually improve service in areas with aging infrastructure. In addition, the Sewer Utility strives to be stewards of the environment by advancing regional and provincial goals in the region’s Waste Resource Management Plan. This work includes long range planning, medium range capital growth, financial planning, facilitation of new construction, management of inflow and infiltration, and other source controls.

The rates charged by the Greater Vancouver Sewerage & Drainage District (“GVS&DD”) for sewer are projected to increase significantly over the next 10 years, with the replacement of three of the regions five wastewater treatment plants, growth needed for regional trunk sewers and replacement of aging and deteriorating assets, as shown in the chart below. Given the regional cost of transporting and treating sewage is about 65-70% of Surrey total sewer utility costs, metered and flat rates are expected to track closely with the GVS&DD increases.



Source: City of Surrey Finance Department

2024 ACCOMPLISHMENTS

ECOSYSTEMS



- Expanded work to reduce the instances of regional and local sanitary sewer overflows through inspection and testing, replacement and rehabilitation of infrastructure and targeted elimination of cross-connections; and
- Specific works included additional flow monitoring in Cloverdale and North Surrey, expanded smoke testing, manhole inspection and private building sewer inspection in North Surrey and ongoing CCTV inspection in South Surrey, including Semiahmoo and Douglas areas.

INFRASTRUCTURE



- Constructed key trunk sewers in City Centre and Newton to support ongoing growth in the City and continued redevelopment;
- Continued to replace high risk sewers in Royal Heights neighbourhood sewer areas to replace asbestos cement and clay pipe sewers that have greater likelihood of failure and infiltration;
- Undertook a large sewer relining project to rehabilitate and extend the life of more than 2,500 metres of right-of-way sewers in North Surrey;
- Initiated replacement of the Stevenson Pump Station in South Surrey and replacement of the pumps at the North Bluff Pump Station in Semiahmoo Town Centre;
- Expanded the sewer monitoring program to establish new sites in North Surrey and Cloverdale to assess rate of population growth and inflow and infiltration;
- Undertook a condition assessment of all sanitary sewer pump stations for ongoing sustainable service delivery; and
- Participated in the Infrastructure Benchmarking Initiative to better understand service levels and share data with other Canadian cities.



Construction of 16th Avenue Trunk Sewer at 168th Street

SEWER

EDUCATION & CULTURE



- Continued to educate homeowners on the need to correct cross-connections on private property to prevent stormwater and groundwater from entering the sewers.

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Completed the Local Area Plan for South Campbell Heights, and Stage 1 Plans for Anniedale-Tynehead and South Westminster;
- Undertook local sewer replacement in Royal Heights to provide long term reliable sewers for the next generation of homes;
- Supported and planned for the introduction of Small Scale Multi-Unit Housing as part of Provincial Legislative Housing changes;
- Initiated a new sewer relining program to provide a cost-effective way to rehabilitate sewers with minimal disturbance to communities; and
- Maintained an ongoing sewer odour and management program to measure and assess local impacts in neighbourhoods.

FUTURE INITIATIVES, GOALS & OBJECTIVES

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Develop sewer servicing plans for Cloverdale Town Centre, Fleetwood, City Centre, Clayton Corridor, South Westminster, and Anniedale-Tynehead neighbourhoods;
- Work regionally with Metro Vancouver and the GVS&DD on a new servicing strategy for the Fraser Sewerage Area; and
- Review the Fraser Highway/West Clayton corridor to examine how Transit Oriented Growth and housing stimulus programs could support advancement of housing goals in that area.

ECOSYSTEMS



- Continue sewer rehabilitation and cross connection investigation to reduce the inflow and infiltration;
- Continue to work with Metro Vancouver to mitigate odour issues that originate from their sanitary sewer system; and
- Continue efforts to better understand sanitary sewer overflows, and work in the Surrey system and with Metro Vancouver to actively address environmentally safe sewer operation.

EDUCATION & CULTURE



- Continue to work with Metro Vancouver in the development of an educational campaign about inflow & infiltration (“I&I”) and the actions residents can take to reduce inflow and infiltration;
- Support other regional source control programs with increased messaging to Surrey citizens; and
- Develop information around inflow and infiltration awareness in Surrey, and around private sewer connection ownership and maintenance.

INFRASTRUCTURE



- Utilize financial planning tools to determine a sustainable funding model to meet infrastructure replacement needs;
- Improve data collection and management programs to support current management issues and to ascertain appropriate timing for capital investment;
- Develop an Inflow and Infiltration data management tool to provide better long-term program delivery and tracking tools;
- Expand use of relining to rehabilitate asbestos cement sewers and provide cost effective approaches to lengthen the life of the City sewer system;
- Review and update the Inflow and Infiltration Management Plan;
- Conduct a review of pump station conditions and infrastructure needs;
- Replace aging Elgin sanitary pump station with a new pressure sewer;
- Develop CCTV manhole inspection system;
- Upgrade the Quibble Creek Pump Station and construct new forcemains; and
- Design a new trunk sewer for 168th Street corridor to the North Surrey Interceptor.

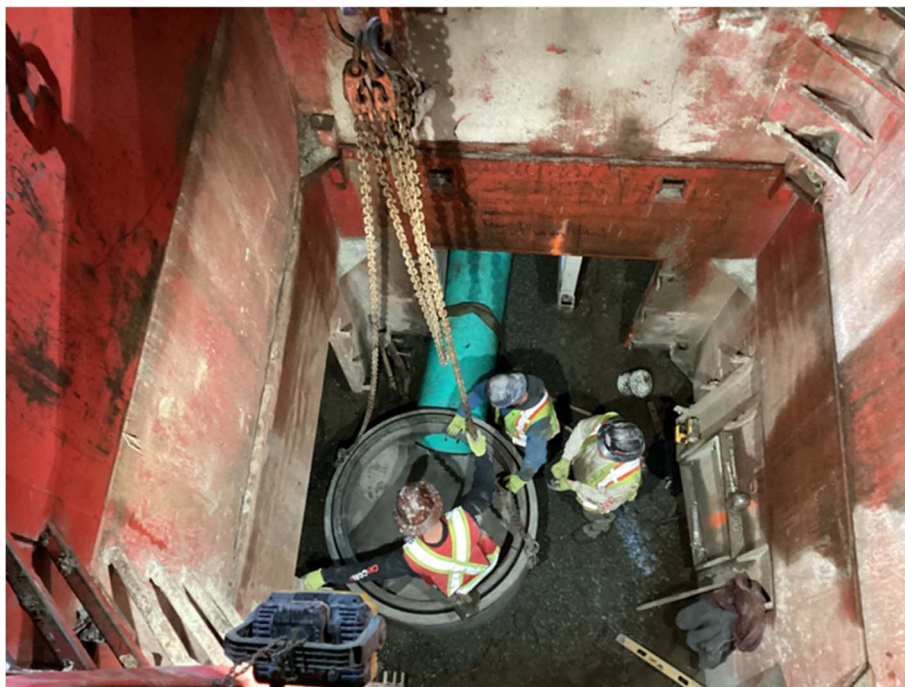
SEWER

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 Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Sewer Utility	% of sewer mains video inspected since 1994 (Built Environment & Neighbourhoods/ Infrastructure)	46%	48%	48%	50%	51%	53%	54%
	% of sewer manholes inspected based on CCTV records (Built Environment & Neighbourhoods/ Infrastructure)	40%*	40%	42%	44%	46%	48%	50%

* Based on records available at the time of report preparation

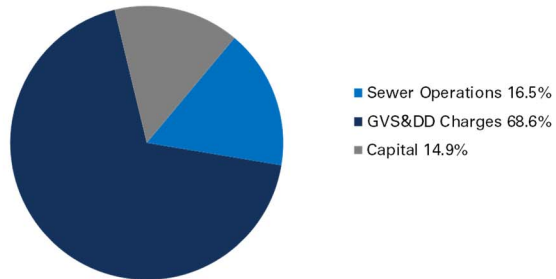


Construction of Sewers for Growth in North Newton

SEWER—FINANCIAL SUMMARY

(in thousands)

REVENUE SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Special Assessment	\$ 168	\$ 232	\$ 33	\$ 34	\$ 36	\$ 37	\$ 39	\$ 41
Taxation	168	232	33	34	36	37	39	41
Sale of Goods and Services	87,227	103,608	98,183	142,058	149,553	159,966	174,564	188,763
Investment Income	245	925	797	1,079	1,060	719	575	484
Penalties and Interest	851	1,086	768	776	784	792	800	808
Other Revenue	851	1,086	768	776	784	792	800	808
TOTAL REVENUE	\$ 88,491	\$ 105,851	\$ 99,781	\$ 143,947	\$ 151,433	\$ 161,514	\$ 175,978	\$ 190,096
EXPENDITURE SUMMARY								
Salaries and Benefits	922	826	994	914	932	950	969	988
Operating Costs	68,531	78,986	79,409	106,795	111,695	118,792	129,006	138,693
Internal Services Used	11,515	11,072	12,644	12,716	12,798	13,054	13,314	13,580
Internal Services Recovered	(7,065)	(6,411)	(7,017)	(6,939)	(7,077)	(7,218)	(7,361)	(7,509)
External Recoveries	(74)	(71)	-	-	-	-	-	-
TOTAL EXPENDITURE	\$ 73,829	\$ 84,402	\$ 86,030	\$ 113,486	\$ 118,348	\$ 125,578	\$ 135,928	\$ 145,752
TRANSFERS SUMMARY								
Transfers To/(From) Capital Sources	\$ 9,245	\$ 12,640	\$ 9,761	\$ 21,447	\$ 23,891	\$ 26,558	\$ 30,484	\$ 34,587
Transfers To/(From) Operating Sources	5,417	8,809	3,990	9,014	9,194	9,378	9,566	9,757
TOTAL TRANSFERS	\$ 14,662	\$ 21,449	\$ 13,751	\$ 30,461	\$ 33,085	\$ 35,936	\$ 40,050	\$ 44,344
NET SEWER	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



SEWER—SIGNIFICANT CHANGES

(in thousands)

REVENUES			
2024 ADOPTED BUDGET			\$ 99,781
Taxation			
Local Improvement		<u>1</u>	<u>1</u>
Sale of Goods and Services			
Rate, Growth & Adjustments		<u>43,875</u>	<u>43,875</u>
Investment Income		<u>282</u>	<u>282</u>
Other Revenues			
Penalties & Interest		<u>8</u>	<u>8</u>
Total Change in Revenue			<u>44,166</u>
2025 REVENUE BUDGET			<u>\$ 143,947</u>
EXPENDITURES			
2024 ADOPTED BUDGET			\$ 99,781
Expenditures			
Salaries and Benefits		(80)	
Operating Costs		27,386	
Internal Services Used		72	
Internal Services Recovered		<u>78</u>	<u>27,456</u>
Transfers To/(From) Capital Sources			
Change in Non-Growth		(1,744)	
Change in DCC Contributions (Municipal Assist Factor)		85	
Change in Contributions to/from Reserves		<u>13,345</u>	<u>11,686</u>
Transfers To/(From) Operating Sources			
Change in Contribution to Operating Fund		561	
Change in Transfers from Utilities Funds		<u>4,463</u>	<u>5,024</u>
Total Change in Expenditures			<u>44,166</u>
2025 EXPENDITURE BUDGET			<u>\$ 143,947</u>
2025 BUDGET			<u>-</u>

SEWER—SIGNIFICANT CHANGES

(in thousands)

REVENUES		
2025 ADOPTED BUDGET		\$ 143,947
Local Improvements	\$ 7	
Rate, Growth & Adjustments	46,705	
Investment Income	(595)	
Penalties and Interest on Taxes	32	46,149
2029 REVENUE BUDGET		\$ 190,096
EXPENDITURES		
2025 ADOPTED BUDGET		\$ 143,947
Change in Operations	32,266	32,266
TRANSFERS		
Change in Transfers To/(From) Capital Sources	13,140	
Change in Transfers To/(From) Operating Sources	743	13,883
2029 EXPENDITURE BUDGET		\$ 190,096
2029 BUDGET		\$ -

SEWER BYLAW, 2025, NO. 21534

CITY OF SURREY

BYLAW NO. 21534

A bylaw to provide for the adoption of the Surrey 2025 – 2029
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 to this Bylaw.

2. This bylaw shall be cited for all purposes as "Surrey 2025 – 2029 Sewer Operating Financial Plan Bylaw, 2025, No. 21534".

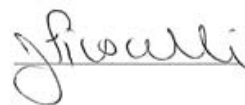
PASSED FIRST READING on the 10th day of February, 2025.

PASSED SECOND READING on the 10th day of February, 2025.

PASSED THIRD READING on the 10th day of February, 2025.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 24th day of February, 2025.



 MAYOR
 CLERK

SEWER BYLAW, 2025, NO. 21534

Bylaw 21534

CITY OF SURREY

Schedule 1

Sewer Operating Financial Plan

To establish years 2025 to 2029

	2025	2026	2027	2028	2029
PROPOSED FUNDING SOURCES					
Other Property Value Taxes	\$ 34,000	\$ 36,000	\$ 37,000	\$ 39,000	\$ 41,000
Revenues from Property Value Taxes	34,000	36,000	37,000	39,000	41,000
Taxation Revenues	34,000	36,000	37,000	39,000	41,000
Utilities Fees & Charges	142,058,000	149,553,000	159,966,000	174,564,000	188,763,000
Revenues from Fees	142,058,000	149,553,000	159,966,000	174,564,000	188,763,000
Investment Income	1,079,000	1,060,000	719,000	575,000	484,000
Utilities Penalties & Interest	776,000	784,000	792,000	800,000	808,000
Revenues from Other Sources	1,855,000	1,844,000	1,511,000	1,375,000	1,292,000
TOTAL FUNDING SOURCES	\$ 143,947,000	\$ 151,433,000	\$ 161,514,000	\$ 175,978,000	\$ 190,096,000
PROPOSED EXPENDITURES					
Sewer Expenditures	113,486,000	118,348,000	125,578,000	135,928,000	145,752,000
TOTAL EXPENDITURES	\$ 113,486,000	\$ 118,348,000	\$ 125,578,000	\$ 135,928,000	\$ 145,752,000
PROPOSED TRANSFERS BETWEEN CAPITAL AND OPERATING SOURCES					
Transfers To/(From) Capital Funds	21,686,000	24,132,000	26,801,000	30,728,000	34,833,000
Transfers To/(From) Reserve Funds	(239,000)	(241,000)	(243,000)	(244,000)	(246,000)
Transfers To/(From) Capital Sources	\$ 21,447,000	\$ 23,891,000	\$ 26,558,000	\$ 30,484,000	\$ 34,587,000
Transfers To/(From) Operating Sources	\$ 9,014,000	\$ 9,194,000	\$ 9,378,000	\$ 9,566,000	\$ 9,757,000
TOTAL TRANSFERS BETWEEN SOURCES	\$ 30,461,000	\$ 33,085,000	\$ 35,936,000	\$ 40,050,000	\$ 44,344,000
BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -

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Solid Waste

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 residents of the City of Surrey.

KEY PROGRAMS AND SERVICES

The Solid Waste Utility provides weekly residential curbside organic waste collection with alternating bi-weekly garbage and recycling services via a fully automated cart-based collection system, powered by a Renewable Natural Gas fleet. Waste collection services are provided to approximately 108,200 single-family households and 35,000 secondary suites. Additionally, 37,600 residences from apartment buildings are provided centralized recycling service, while approximately 50% of these buildings additionally receive weekly organic waste collection services.

In addition, Surrey is the first municipality in North America to operate a fully integrated waste management solution. The City processes the organic waste collected at curbside into a renewable natural gas used to fuel the fleet that collects this waste at curbside. The remaining materials are composted into a nutrient rich soil and fertilizer that is used by local food growers and landscapers, creating a closed-loop system.

2024 ACCOMPLISHMENTS

EDUCATION & CULTURE



- Continued with a comprehensive communication and awareness campaign to educate residents on proper recycling and the importance of reducing contamination. The campaign focused on simplifying recycling to help residents enhance their level of understanding of the rules and overcome challenges that they are encountering; and
- Launched public awareness and education campaigns to promote a waste drop-off event, clean blitz and change illegal dumping behavior. The focus of the campaigns was promoting and educating residents on the various options to dispose of unwanted items. In 2024, staff utilized multicultural outlets, primarily in the Punjabi language, to engage the Punjabi and South Asian community. These outlets included REDFM, Sher-E-Punjab, Connect FM radio stations and Channel Punjabi, Prime Asia TV television stations.

ECOSYSTEMS



- Achieved a reduction in residential garbage tonnage of 34%;
- Surrey Biofuel Facility processed 95,000 metric tonnes of organic waste generating 61,000 gigajoules of renewable natural gas ("RNG");
- Diverted 85% of construction and demolition waste from the landfill and ensured that these waste materials were recycled through the Demolition and New Construction Recyclables Program;
- Worked with Convertus on a plan for expanding the Surrey Biofuel Facility to support Metro Vancouver in-region solution for managing organic waste including design concepts and financial model;
- Continued to collaborate with Metro Vancouver to rezone land to permit expansion of the North Surrey Recycling and Waste Centre and commence design for a full-scale recycling depot which will increase convenient recycling options for residents and businesses; and
- Worked in partnership with Transport Canada, to remove derelict boats on the Nicomekl River in South Surrey. A variety of debris was collected, including abandoned or wrecked vessels, rafts, and associated garbage. In total, 11 industrial garbage bins were filled with debris and disposed of at a local dump.

ECONOMIC PROSPERITY & LIVELIHOODS



- Reviewed and completed necessary adjustments to the waste collection services to align with the Provincial Government Bill 44-2023 which introduced measures for BC municipalities to provide for small-scale, multi-unit housing in their Zoning Bylaws. This included development of new allocation of waste carts and updates to the waste collection utility levy;
- Continue to implement mitigation actions to reduce illegal dumping activity by 20% by 2026. Mitigation actions include expanding free disposal options for frequently dumped items and initiating a public awareness campaign. This resulted in a 13% decrease from 2021;
- Renegotiate a new contract for a five-year period with Recycle-BC which will include financial incentives of approximately \$7.4M per year;
- Worked with Convertus to improve productivity and efficiency to increase renewable natural gas production at the Surrey Biofuel Facility resulting in a 52% rise in RNG production and increasing the number of BC low carbon fuel supplier credits generated; and
- Successfully registered in the Federal governments Clean Fuel Regulation to create low carbon fuel offset credits which can be used to generate revenue from the sale of credits from fuel suppliers that use higher carbon fuels.

SOLID WASTE

INFRASTRUCTURE



- Successfully Piloted a five-month free waste drop-off event from May 1 to September 25, 2024 at the Central Surrey and North Surrey Recycling and Waste Centres. The event was expanded from the 2023 Disposal Days event in response to feedback received from residents and allowed more time to drop off unwanted items, similar to the Pop-Up Junk events. The pilot drop-off event was very successful, resulting in higher participation, an increase in tonnage delivered and lower costs than the previous similar events. Over 21,000 loads, an increase of 195% and 3,304 tonnes were dropped off an increase of 175% from previous years;
- Launched 'Clean-Blitz' pilot program aiming to build community pride by keeping the City clean and beautiful. City crews collected 2,62 bags of litter and removed 3,107 dumped items throughout the City;
- Piloted Prairie Robotics AI technology which uses near real-time cameras and software to identify contamination in recycling carts, take pictures of the contamination, and send personalized feedback postcards to residents, highlighting the specific contamination with the picture. The information includes education on "what goes in" or "what stays out" of recycling carts;
- Delivered various cleanup programs for the Focus Newton project including increasing litter collection to two-times per week, conducting two-four cleanups per week, expanding the number of solar waste compactors; and
- In collaboration with Parks, Recreation & Culture hosted Our City campaign to inspire and empower residents to take an active role in enhancing their neighbourhoods and engaging in activities and projects that improve livability, cleanliness, foster pride and encourage community connections.

FUTURE INITIATIVES, GOALS & OBJECTIVES

INFRASTRUCTURE



- Continue to work with Convertus, and collaborate with Metro Vancouver or other regional municipalities on expanding the Surrey Biofuel Facility to support the Metro Vancouver in-region solution for managing organic waste; and
- Continue to collaborate with Metro Vancouver to rezone land to permit expansion of the North Surrey Recycling and Waste Centre and commence design for a full-scale recycling depot which will increase convenient recycling options for residents and businesses.

EDUCATION & CULTURE



- Continue to work with residents to reduce recycling contamination to achieve a goal of having the lowest amount of unacceptable material for a single-stream curbside program in BC; and
- Work with the City's IT department to improve online presence through the implementation of inquiry Assistant given the popularity of waste collection webpages.

ECOSYSTEMS



- Continue to collaborate with Metro Vancouver to host expanded waste drop-off event. This will continue to provide residents with a cost-effective way to dispose of unwanted materials for free and at a reduced tipping fee which will increase waste diversion and reduce illegal dumping.

ECONOMIC PROSPERITY & LIVELIHOODS



- Continue to implement mitigation actions to reduce illegal dumping activity by 20% over a five-year period. Mitigation actions include: expansion of surveillance technologies and tactical patrols, expanding free disposal options for frequently dumped items, and initiating a public awareness campaign;
- Complete carbon intensity ("CI") application and modeling under the Clean Fuel Regulation ("CFR") to be approved for the City's own CI based on the Surrey Biofuel Facility generating renewable natural gas. This CI is anticipated to be more beneficial and lower than the default CI used under CFR program allowing the City to create more low carbon fuel credits;
- Complete changes to the waste collection cart inventory and other applications to accommodate changes imposed by the Provincial Government Bill 44-2023 which introduces measures for BC municipalities to provide for small-scale, multi-unit housing in their Zoning Bylaws. This includes the development or updating various applications to track cart inventory and waste collection utility levy; and
- Continue implementing innovative programs and services to increase residential waste diversion to become the first city in Canada to achieve Zero Waste. In addition, continue to work in partnership with Metro Vancouver on updating the Integrated Solid Waste Regional Management Plan to increase diversion across the region.

SOLID WASTE

PERFORMANCE MEASURES

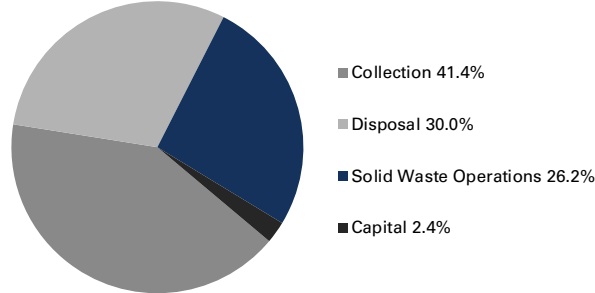
The following table identifies key performance measures that will assist the Solid Waste Utility in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	Performance Measures (Sustainability Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Solid Waste Utility	% reduction in illegal dumping cleanup costs (Built Environments & Neighbourhoods)	13%	5%	15%	17%	19%	20%	20%
	Rethink waste total # of residences to date (Ecosystems)	108,200	108,000	109,000	110,000	111,000	112,000	113,000
	% decrease of landfill waste tonnage/ household (Ecosystems)	34%	40%	40%	43%	47%	50%	50%
	Solid waste diversion rate from disposal (Ecosystems)	65%	72%	66%	67%	68%	69%	70%

SOLID WASTE—FINANCIAL SUMMARY

(in thousands)

	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
REVENUE SUMMARY								
Sale of Goods and Services	\$ 52,045	\$ 53,530	\$ 52,715	\$ 54,750	\$ 55,756	\$ 57,021	\$ 58,555	\$ 60,136
Investment Income	107	436	370	615	577	414	345	302
Penalties and Interest	234	294	176	210	212	214	216	218
Other Revenue	234	294	176	210	212	214	216	218
TOTAL REVENUE	\$ 52,386	\$ 54,260	\$ 53,261	\$ 55,575	\$ 56,545	\$ 57,649	\$ 59,116	\$ 60,656
EXPENDITURE SUMMARY								
Operating Costs	34,964	37,801	36,867	38,826	39,674	40,856	42,072	43,613
Internal Services Used	5,601	5,964	5,626	5,713	5,827	5,944	6,063	6,185
Internal Services Recovered	(326)	(474)	(143)	(143)	(146)	(149)	(152)	(155)
External Recoveries	(28)	322	-	(502)	(512)	(522)	(532)	(543)
Debt Interest	1,675	1,623	1,623	1,569	1,513	1,453	1,390	1,324
Debt Principal	983	1,035	1,035	1,089	1,146	1,205	1,268	1,335
TOTAL EXPENDITURE	\$ 42,869	\$ 46,271	\$ 45,008	\$ 46,552	\$ 47,502	\$ 48,787	\$ 50,109	\$ 51,759
TRANSFERS SUMMARY								
Transfers To/(From) Capital Sources	\$ 1,719	\$ 34	\$ 298	\$ 1,084	\$ 1,005	\$ 723	\$ 765	\$ 550
Transfers To/(From) Operating Sources	7,798	7,955	7,955	7,939	8,038	8,139	8,242	8,347
TOTAL TRANSFERS	\$ 9,517	\$ 7,989	\$ 8,253	\$ 9,023	\$ 9,043	\$ 8,862	\$ 9,007	\$ 8,897
NET SOLID WASTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



SOLID WASTE—SIGNIFICANT CHANGES

(in thousands)

REVENUES			
2024 ADOPTED BUDGET			\$ 53,261
Penalties and Interest on Fees		34	
Household Waste Growth Increase		950	
Sales of Goods		585	
Interest - Investments		245	
Recycle BC Revenues		500	2,314
2025 REVENUE BUDGET			\$ 55,575
EXPENDITURES			
2024 ADOPTED BUDGET			\$ 53,261
Expenditures			
Waste Collection and Disposal		1,261	
Other Operating Costs		698	
Internal Services Used		87	
External Recoveries		(502)	1,544
Transfers To/(From) Capital Sources			
Infrastructure Replacement Reserve		786	786
Transfers To/(From) Operating Sources			
Transfer to /from General Operating		(16)	(16)
Total Change in Expenditures			2,314
2025 EXPENDITURE BUDGET			\$ 55,575
2025 BUDGET			\$ -

SOLID WASTE—SIGNIFICANT CHANGES

			<i>(in thousands)</i>
REVENUES			
2025 ADOPTED BUDGET			\$ 55,575
Penalties and Interest on Fees		\$ 8	
Change in Solid Waste Revenues		<u>5,073</u>	<u>5,081</u>
2029 REVENUE BUDGET			\$ 60,656
EXPENDITURES			
2025 ADOPTED BUDGET			\$ 55,575
Operating Costs		5,206	
Debt Interest		(245)	
Debt Principal		<u>246</u>	<u>5,207</u>
TRANSFERS			
Transfers To/(From) Capital Sources		(534)	
Transfers To/(From) Operating Sources		<u>408</u>	<u>(126)</u>
2029 EXPENDITURE BUDGET			\$ 60,656
2029 BUDGET			\$ -

SOLID WASTE BYLAW, 2025, NO. 21536

CITY OF SURREY

BYLAW NO. 21536

A bylaw to provide for the adoption of the Surrey 2025 – 2029
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 to this Bylaw.

2. This bylaw shall be cited for all purposes as "Surrey 2025 – 2029 Solid Waste Operating Financial Plan Bylaw, 2025, No. 21536".

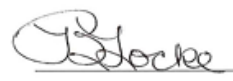
PASSED FIRST READING on the 10th day of February, 2025.

PASSED SECOND READING on the 10th day of February, 2025.

PASSED THIRD READING on the 10th day of February, 2025.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 24th day of February, 2025.

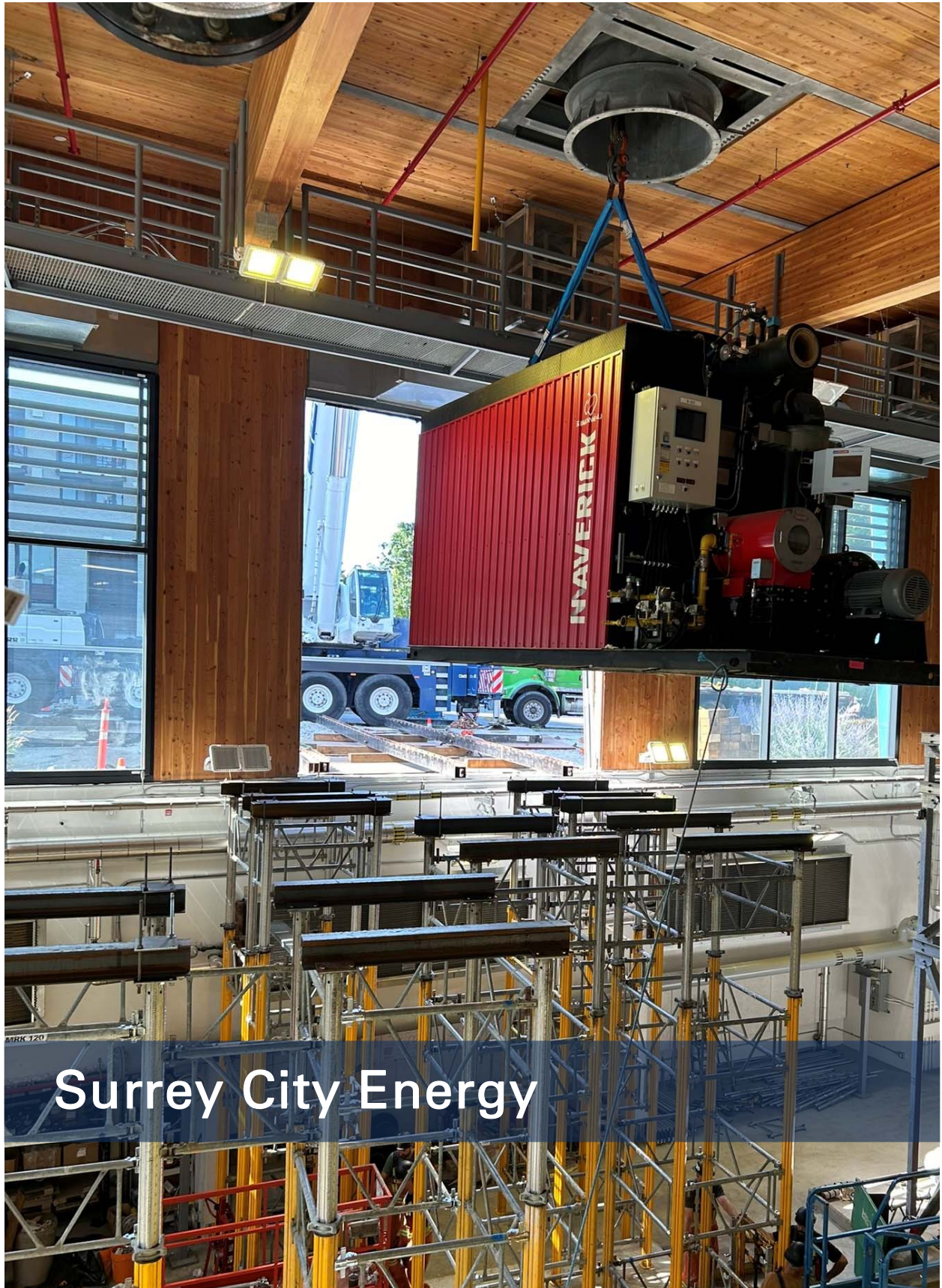


 MAYOR
 CLERK

SOLID WASTE BYLAW, 2025, NO. 21536

Bylaw 21536	CITY OF SURREY					Schedule 1
	<u>Solid Waste Operating Financial Plan</u>					
	To establish years 2025 to 2029					
	2025	2026	2027	2028	2029	
PROPOSED FUNDING SOURCES						
Utilities Fees & Charges	54,750,000	55,756,000	57,021,000	58,555,000	60,136,000	
Revenues from Fees	54,750,000	55,756,000	57,021,000	58,555,000	60,136,000	
Investment Income	615,000	577,000	414,000	345,000	302,000	
Utilities Penalties & Interest	210,000	212,000	214,000	216,000	218,000	
Revenues from Other Sources	825,000	789,000	628,000	561,000	520,000	
TOTAL FUNDING SOURCES	\$ 55,575,000	\$ 56,545,000	\$ 57,649,000	\$ 59,116,000	\$ 60,656,000	
PROPOSED EXPENDITURES						
Solid Waste Expenditures	43,894,000	44,843,000	46,129,000	47,451,000	49,100,000	
Debt Interest	1,569,000	1,513,000	1,453,000	1,390,000	1,324,000	
Debt Repayment	1,089,000	1,146,000	1,205,000	1,268,000	1,335,000	
TOTAL EXPENDITURES	\$ 46,552,000	\$ 47,502,000	\$ 48,787,000	\$ 50,109,000	\$ 51,759,000	
PROPOSED TRANSFERS BETWEEN CAPITAL AND OPERATING SOURCES						
Transfers To/(From) Capital Sources	\$ 1,084,000	\$ 1,005,000	\$ 723,000	\$ 765,000	\$ 550,000	
Transfers To/(From) Operating Sources	\$ 7,939,000	\$ 8,038,000	\$ 8,139,000	\$ 8,242,000	\$ 8,347,000	
TOTAL TRANSFERS BETWEEN SOURCES	\$ 9,023,000	\$ 9,043,000	\$ 8,862,000	\$ 9,007,000	\$ 8,897,000	
BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -	

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UTILITY OVERVIEW

SURREY CITY ENERGY

MISSION STATEMENT

To deploy efficient district energy systems in Surrey that provide exceptional service at competitive rates while achieving neighbourhood-scale greenhouse gas emission reductions and minimizing vulnerability to energy price fluctuations.

KEY PROGRAMS AND SERVICES

Surrey City Energy's ("SCE") primary responsibility is to provide the planning, development and operations of community energy systems that provide thermal energy to new and existing developments throughout the City Centre area.

The Utility is focused on developing a thermal energy grid in City Centre, consisting of buried insulated steel pipes that distribute heat in the form of hot water to buildings for use in space heating and domestic hot water.

Small scale energy plants are 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 recovers all costs from energy rates and connection fees. 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.

2024 ACCOMPLISHMENTS

INFRASTRUCTURE



- Completed construction of district energy distribution piping system with extensions along King George Boulevard, Whalley Boulevard, 105 and 105A Avenues;
- Developed a data model and management system for District Energy assets;
- Connected nine new buildings, including the local boiler system at the Quinn building; and
- Increased the capacity of West Village from 15 MW to 35 MW with the installation of two new 15 MW boilers.

ECOSYSTEMS



- Initiated the design for the Sewer Heat Recovery Project; and
- Initiated a study for development of additional green heat sources.

FUTURE INITIATIVES, GOALS & OBJECTIVES

INFRASTRUCTURE



- Continue to expand the SCE network to provide service to new customers in City Centre; with estimated 10 new customers connected in 2025;
- Complete detailed design for the Sewer Heat Recovery Project, work with Metro Vancouver to design the sewage pump station and finalize the funding agreement;
- Advance plans for a sewer heat recovery facility connected to the North Surrey Interceptor;
- Implement Cityworks for District Energy assets and maintenance management;
- Transition all SCE controls to VTSCADA, flexible and scalable software for real-time monitoring, to achieve compatibility with the rest of the City's Supervisory Control and Data Acquisition ("SCADA") architecture; and
- Implement Cityworks as the primary Computerized Maintenance Management System ("CMMS") for all SCE assets.

ECOSYSTEMS



- Continue to work with future customers to integrate waste heat from cooling in SCE network to supplement other sources of low-carbon heat and potentially offer cooling services to new customers.

ECONOMIC PROSPERITY & LIVELIHOODS



- Complete a comprehensive review of the current rate model to accommodate new growth while ensuring that the Rate Review Principles are met; and
- Continue to seek funding for the Sewer Heat Recovery Project.

SURREY CITY ENERGY

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.

Division	Performance Measures (Sustainability Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Surrey City Energy Utility	Connected Floor Area (m ²) (Built Environment)	955,245	856,473	970,000	1,040,000	1,290,000	1,460,000	1,820,000
	Ratio of hours in service to total hours since operating commenced (Built Environment)	100%	100%	100%	100%	100%	100%	100%

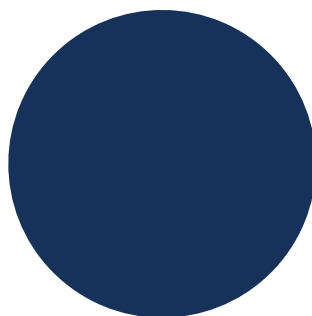


New Boiler Being Lowered into West Village Energy Centre

SURREY CITY ENERGY—FINANCIAL SUMMARY

(in thousands)

REVENUE SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Sale of Goods and Services	\$ 6,390	\$ 6,987	\$ 8,043	\$ 10,604	\$ 12,975	\$ 15,142	\$ 17,448	\$ 19,340
Developer Contributions	16	625	-	-	-	-	-	-
Penalties and Interest	71	151	40	40	41	42	43	45
Other Revenue	71	151	40	40	41	42	43	45
TOTAL REVENUE	\$ 6,477	\$ 7,763	\$ 8,083	\$ 10,644	\$ 13,016	\$ 15,184	\$ 17,491	\$ 19,385
EXPENDITURE SUMMARY								
Salaries and Benefits	885	742	987	645	658	671	684	698
Operating Costs	3,629	4,890	4,390	9,193	10,056	9,826	10,280	10,933
Internal Services Used	39	13	-	521	531	541	552	563
Internal Services Recovered	(91)	(109)	(100)	(100)	(102)	(104)	(106)	(108)
TOTAL EXPENDITURE	\$ 4,462	\$ 5,536	\$ 5,277	\$ 10,259	\$ 11,143	\$ 10,934	\$ 11,410	\$ 12,086
TRANSFERS SUMMARY								
Transfers To/(From) Capital Sources	\$ 1,621	\$ 1,703	\$ 2,283	\$ (298)	\$ 1,176	\$ 3,539	\$ 5,356	\$ 6,559
Transfers To/(From) Operating Sources	394	523	523	683	697	711	725	740
TOTAL TRANSFERS	\$ 2,015	\$ 2,226	\$ 2,806	\$ 385	\$ 1,873	\$ 4,250	\$ 6,081	\$ 7,299
NET SURREY CITY ENERGY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



■ Surrey City Energy
Operations 100%

SURREY CITY ENERGY—SIGNIFICANT CHANGES

(in thousands)

REVENUES

2024 ADOPTED BUDGET \$ 8,083

Rate Change		161	
Growth		2,400	

Total Change in Revenue 2,561

2025 REVENUE BUDGET \$ 10,644

EXPENDITURES

2024 ADOPTED BUDGET \$ 8,083

Expenditures

Salaries/Wages & Benefits

Salary Rate and Range Increase		(342)	(342)
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Operating Costs

Increase in Service Levels		4,803	4,803
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Internal Services Used		521	521
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Transfer to Capital

District Energy Systems		(2,581)	(2,581)
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Transfer to Operating

Transfer to General Operating		160	160
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Total Change in Expenditures 2,561

2025 EXPENDITURE BUDGET \$ 10,644

2025 BUDGET \$ -

REVENUES

2025 ADOPTED BUDGET \$ 10,644

Increase Due to Rate and Growth		\$ 8,741	8,741
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2029 REVENUE BUDGET \$ 19,385

EXPENDITURES

2025 ADOPTED BUDGET \$ 10,644

Expenditures

Increase to Maintenance & Operations		1,827	1,827
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TRANSFERS

Transfers to/(from) Capital Sources		6,857	
Transfer to/(from) Operating Sources		57	6,914

2029 EXPENDITURE BUDGET \$ 19,385

2029 BUDGET \$ -

DISTRICT ENERGY BYLAW, 2025, NO. 21538

CITY OF SURREY

BYLAW NO. 21538

A bylaw to provide for the adoption of the Surrey 2025 – 2029
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 to this Bylaw.

2. This bylaw shall be cited for all purposes as "Surrey 2025 – 2029 District Energy Operating Financial Plan Bylaw, 2025, No. 21538".

PASSED FIRST READING on the 10th day of February, 2025.

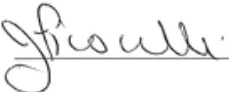
PASSED SECOND READING on the 10th day of February, 2025.

PASSED THIRD READING on the 10th day of February, 2025.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 24th day of February, 2025.

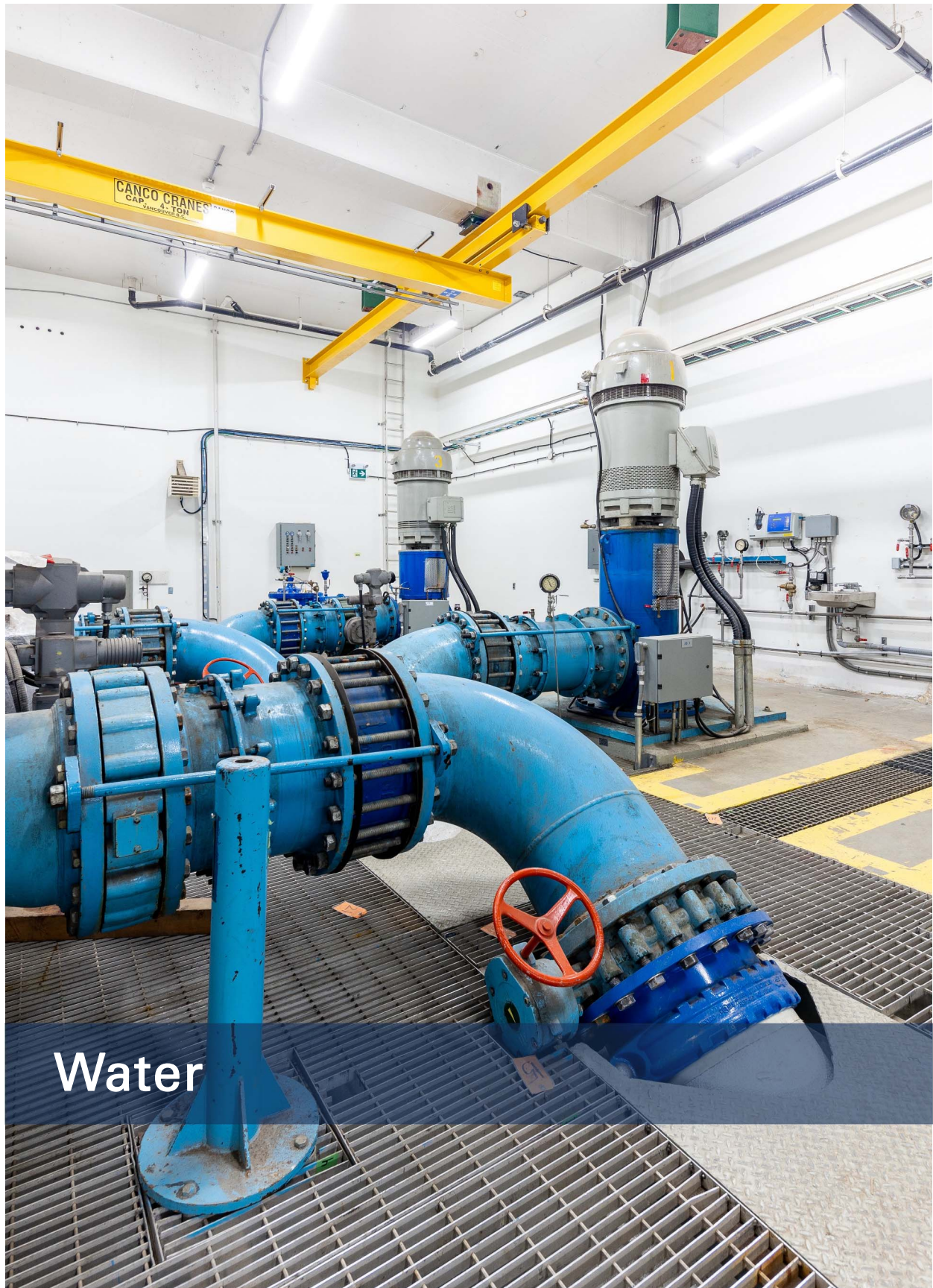


 MAYOR

 CLERK

DISTRICT ENERGY BYLAW, 2025, NO. 21538

Bylaw 21538	CITY OF SURREY					Schedule 1
<u>District Energy Operating Financial Plan</u>						
To establish years 2025 to 2029						
	2025	2026	2027	2028	2029	
PROPOSED FUNDING SOURCES						
Utilities Fees & Charges	10,604,000	12,975,000	15,142,000	17,448,000	19,340,000	
Revenues from Fees	10,604,000	12,975,000	15,142,000	17,448,000	19,340,000	
Other Revenue	40,000	41,000	42,000	43,000	45,000	
Revenues from Other Sources	40,000	41,000	42,000	43,000	45,000	
TOTAL FUNDING SOURCES	\$ 10,644,000	\$ 13,016,000	\$ 15,184,000	\$ 17,491,000	\$ 19,385,000	
PROPOSED EXPENDITURES						
Surrey City Energy	10,259,000	11,143,000	10,934,000	11,410,000	12,086,000	
TOTAL EXPENDITURES	\$ 10,259,000	\$ 11,143,000	\$ 10,934,000	\$ 11,410,000	\$ 12,086,000	
PROPOSED TRANSFERS BETWEEN CAPITAL AND OPERATING SOURCES						
Transfers To/(From) Capital Sources	\$ (298,000)	\$ 1,176,000	\$ 3,539,000	\$ 5,356,000	\$ 6,559,000	
Transfers To/(From) Operating Sources	\$ 683,000	\$ 697,000	\$ 711,000	\$ 725,000	\$ 740,000	
TOTAL TRANSFERS BETWEEN SOURCES	\$ 385,000	\$ 1,873,000	\$ 4,250,000	\$ 6,081,000	\$ 7,299,000	
BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -	



Water

UTILITY OVERVIEW

WATER

MISSION STATEMENT

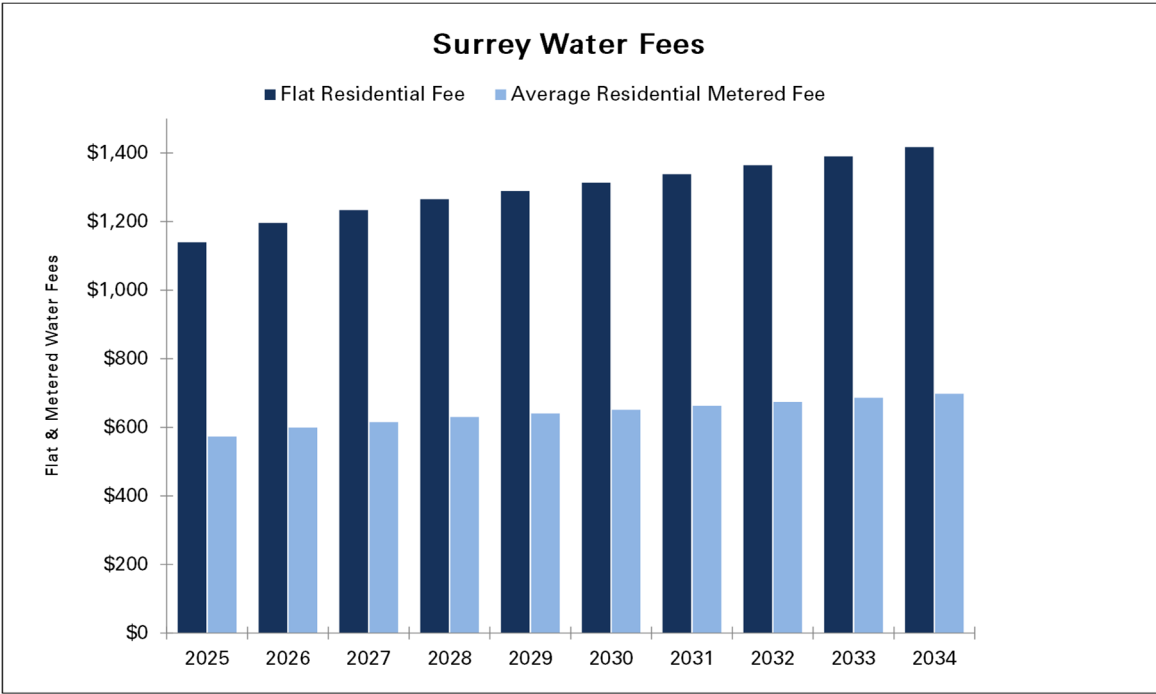
To continue to provide clean and safe drinking water to support the building of a healthy, sustainable community.

KEY PROGRAMS AND SERVICES

The Utility’s primary responsibility, in partnership with the Operations Division and Greater Vancouver Water District (“Metro Vancouver”), is to supply clean, safe drinking water to the residences and businesses of Surrey. The Water Utility provides drinking water to properties and over 600,000 residents through a 1,870 km distribution network, nine pump stations, and approximately 100 pressure reducing stations. Over 98% of Surrey’s residents obtain their drinking water from the City’s Water System. The remainder of Surrey’s residents obtain their drinking water from other sources such as individually owned groundwater wells.

The Water Utility plans and prioritizes the replacement and installation of infrastructure required to deliver water to service City’s existing and future population, administers water conservation programs, reduces water loss, maintains and enhances water quality including administering a cross connection control program.

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. Given the regional cost for water is about 70-75% of Surrey's total water utility costs, metered and flat rates are expected to track closely with the GVWD increases.



2024 ACCOMPLISHMENTS

HEALTH & WELLNESS



- Achieved over 80% compliance of the annual testing of backflow preventers;
- Maintained overall water quality in the system through annual unidirectional flushing program where approximately 525 km of mains, 28% of the whole system, were flushed;
- Monitored water quality at all City pump stations to ensure residents receive safe drinking water; and
- No presence of E-coli bacteria detected in water sampling (2,800 samples) to date.

INFRASTRUCTURE



- Completed feeder main construction in Newton Town Centre and South Westminster;
- Completed large distribution watermain projects along Fraser Highway, Guildford, City Centre, Newton and South Surrey;
- Completed the electrical and standby power upgrades for the Newton Pump Station;
- Progressed the construction of key Pressure Reducing Valve ("PRV") in the City with an above ground kiosk to eliminate confined space entry; and
- Participated in the Canadian Infrastructure Benchmarking Initiative to better understand service levels and share data with other Canadian Cities.

ECONOMIC PROSPERITY & LIVELIHOODS



- Established Reserve Funds to balance long-term needs of asset replacement, rate stabilization and emergency management; and
- Maintained and expanded billing meters for greater equity for water use.

WATER

EDUCATION & CULTURE



- Continued to provide educational materials on lawn watering regulations as well as the various water conservation tools on the City website, social media platforms, recreation centers, libraries, Pattison digital boards, and different City events;
- Increased bylaw enforcement during the implementation of lawn watering regulation; and
- Continued promotion of volunteer water metering adoption program.

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Completed water servicing strategies for South Campbell Heights Local Area Plan; and
- Initiated the development of water servicing strategies for City Centre, Fleetwood and Anniedale Heights areas.

FUTURE INITIATIVES, GOALS & OBJECTIVES

HEALTH & WELLNESS



- Continue to investigate the feasibility to monitor chlorine city-wide in strategic locations to provide proactive tools in managing water quality in the City;
- Continue to improve compliance rate of the annual testing of backflow preventers;
- Continue to investigate correlation between flushing and improved chlorine level in City's water system; and
- Continue to investigate the feasibility of conducting cross connection surveys at industrial, commercial and institutional properties.

INFRASTRUCTURE



- Initiate the construction of Whalley Pump Stations upgrade;
- Develop a condition assessment strategy to support the overall asset replacement prioritization;
- Develop a strategy to replace precast concrete cylinder pipe;
- Develop an emergency mitigation and preparedness plan to support continuity of water supply during and after emergency events; and
- Continue to develop prioritization of large valve chamber upgrades.

ECONOMIC PROSPERITY & LIVELIHOODS



- Conduct a water metering technology and rate review;
- Continue to investigate ways to quantify and reduce unaccounted water in our system; and
- Continue to develop a long-term funding strategy to ensure sustainable service delivery to the residents.

BUILT ENVIRONMENT & NEIGHBOURHOODS



- Develop servicing plans for Cloverdale Town Centre, Fleetwood, City Centre, Clayton Corridor, South Westminster, and Anniedale-Tynehead neighbourhoods; and
- Review the Fraser Highway/West Clayton corridor to examine how Transit Oriented Growth and housing stimulus programs could support advancement of housing goals in that area.

WATER

EDUCATION & CULTURE



- Continue to explore opportunities to reduce seasonal demand in the City;
- Continue to explore opportunities to reduce water consumption in major City facilities;
- Continue to promote lawn sprinkling regulation and other water conservation strategies; and
- Expand volunteer metering program to include incentives and other means for meter expansion.

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 Theme)	Actual 2024	Targets 2024	Targets				
				2025	2026	2027	2028	2029
Water Utility	% of single family homes on water meters (Built Environments & Neighbourhoods)	82%	82%	83%	85%	86%	88%	90%

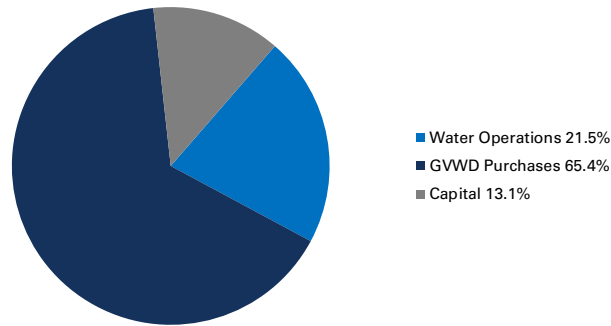


Water main construction in South Surrey

WATER—FINANCIAL SUMMARY

(in thousands)

REVENUE SUMMARY	2023 ACTUAL	2024 ACTUAL	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN
Special Assessment	\$ 4	\$ 2	\$ 110	\$ 102	\$ 107	\$ 113	\$ 65	\$ 69
Taxation	4	2	110	102	107	113	65	69
Sale of Goods and Services	96,421	101,272	95,350	107,615	113,633	117,899	121,840	125,039
Investment Income	494	1,890	1,828	2,886	2,759	1,960	1,626	1,416
Penalties and Interest	938	1,057	762	770	778	786	794	802
Grants, Donations and Other	496	504	530	535	540	545	550	556
Other Revenue	1,434	1,561	1,292	1,305	1,318	1,331	1,344	1,358
TOTAL REVENUE	\$ 98,353	\$ 104,725	\$ 98,580	\$ 111,908	\$ 117,817	\$ 121,303	\$ 124,875	\$ 127,882
EXPENDITURE SUMMARY								
Salaries and Benefits	1,170	1,270	1,859	1,813	1,850	1,887	1,925	1,964
Operating Costs	71,275	73,677	71,500	78,808	84,907	88,661	92,060	94,614
Internal Services Used	10,638	10,455	12,848	12,032	12,271	12,516	12,766	13,021
Internal Services Recovered	(1,209)	(1,108)	(1,253)	(1,211)	(1,236)	(1,261)	(1,286)	(1,311)
External Recoveries	(2,623)	(1,589)	(2,849)	(2,849)	(2,905)	(2,963)	(3,024)	(3,085)
TOTAL EXPENDITURE	\$ 79,251	\$ 82,705	\$ 82,105	\$ 88,593	\$ 94,887	\$ 98,840	\$ 102,441	\$ 105,203
TRANSFERS SUMMARY								
Transfers To/(From) Capital Sources	\$ 10,622	\$ 12,009	\$ 8,113	\$ 14,713	\$ 14,156	\$ 13,514	\$ 13,306	\$ 13,368
Transfers To/(From) Operating Sources	8,480	10,011	8,362	8,602	8,774	8,949	9,128	9,311
TOTAL TRANSFERS	\$ 19,102	\$ 22,020	\$ 16,475	\$ 23,315	\$ 22,930	\$ 22,463	\$ 22,434	\$ 22,679
NET WATER	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



WATER—SIGNIFICANT CHANGES

(in thousands)

REVENUES

2024 ADOPTED BUDGET \$ 98,580

Taxation

Local Improvement \$ (8) (8)

Sales & Services

Rate, Growth & Adjustments 12,265 12,265

Investment Income

..... 1,058 1,058

Other Revenues

Penalties & Interest 8

Other 5 13

Total Change in Revenue

13,328

2025 REVENUE BUDGET

\$ 111,908

EXPENDITURES

2024 ADOPTED BUDGET \$ 98,580

Expenditures

Salaries and Benefits \$ (46)

Operating Costs 7,308

Internal Services Used (816)

Internal Services Recovered 42 6,488

Transfers To/(From) Capital Sources

Change in Non-Growth Capital Contributions 2,616

Change in DCC Contributions (Municipal Assist Factor) 6

Change in Contributions to/from Reserves 3,978 6,600

Transfers To/(From) Operating Sources

Change in Contribution to Operating Fund 240 240

Total Change in Expenditures

13,328

2024 EXPENDITURE BUDGET

\$ 111,908

2025 BUDGET

\$ -

WATER—SIGNIFICANT CHANGES

(in thousands)

REVENUES

2025 ADOPTED BUDGET **\$ 111,908**

Local Improvements		\$ (33)	
Rate, Growth & Adjustments		17,424	
Investment Income		(1,470)	
Penalties and Interest		32	
Other Revenue		21	15,974

2028 REVENUE BUDGET **\$ 127,882**

EXPENDITURES

2025 ADOPTED BUDGET **\$ 111,908**

Change in Operations		16,610	16,610

TRANSFERS

Change in Transfers To/(From) Capital Sources		(1,345)	
Change in Transfers To/(From) Operating Sources		709	(636)

2029 EXPENDITURE BUDGET **\$ 127,882**

2029 BUDGET **\$ -**

WATER BYLAW, 2025, NO. 21537

CITY OF SURREY

BYLAW NO. 21537

A bylaw to provide for the adoption of the Surrey 2025 – 2029
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 to this Bylaw.
2. This bylaw shall be cited for all purposes as "Surrey 2025 – 2029 Water Operating Financial Plan Bylaw, 2025, No. 21537".

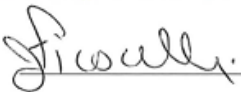
PASSED FIRST READING on the 10th day of February, 2025.

PASSED SECOND READING on the 10th day of February, 2025.

PASSED THIRD READING on the 10th day of February, 2025.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 24th day of February, 2025.



 MAYOR
 CLERK

WATER BYLAW, 2025, NO. 21537

Bylaw 21537

CITY OF SURREY

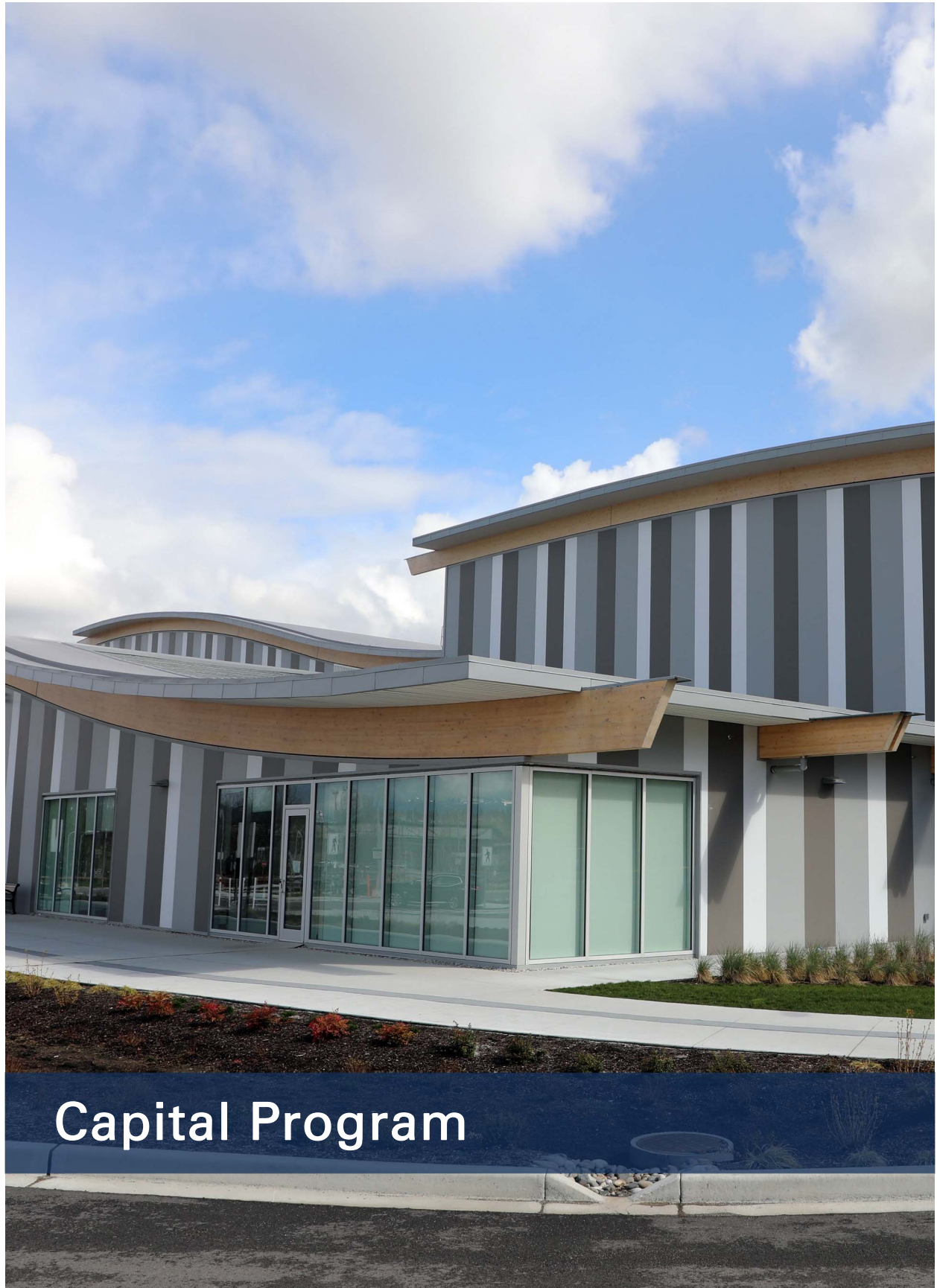
Schedule 1

Water Operating Financial Plan

To establish years 2025 to 2029

	2025	2026	2027	2028	2029
PROPOSED FUNDING SOURCES					
Other Property Value Taxes	\$ 102,000	\$ 107,000	\$ 113,000	\$ 65,000	\$ 69,000
Revenues from Property Value Taxes	102,000	107,000	113,000	65,000	69,000
Taxation Revenues	102,000	107,000	113,000	65,000	69,000
Utilities Fees & Charges	107,615,000	113,633,000	117,899,000	121,840,000	125,039,000
Revenues from Fees	107,615,000	113,633,000	117,899,000	121,840,000	125,039,000
Investment Income	2,886,000	2,759,000	1,960,000	1,626,000	1,416,000
Utilities Operating	535,000	540,000	545,000	550,000	556,000
Utilities Penalties & Interest	770,000	778,000	786,000	794,000	802,000
Other Revenue	1,305,000	1,318,000	1,331,000	1,344,000	1,358,000
Revenues from Other Sources	4,191,000	4,077,000	3,291,000	2,970,000	2,774,000
TOTAL FUNDING SOURCES	\$ 111,908,000	\$ 117,817,000	\$ 121,303,000	\$ 124,875,000	\$ 127,882,000
PROPOSED EXPENDITURES					
Water Expenditures	88,593,000	94,887,000	98,840,000	102,441,000	105,203,000
TOTAL EXPENDITURES	\$ 88,593,000	\$ 94,887,000	\$ 98,840,000	\$ 102,441,000	\$ 105,203,000
PROPOSED TRANSFERS BETWEEN CAPITAL AND OPERATING SOURCES					
Transfers To/(From) Capital Funds	14,819,000	14,267,000	13,631,000	13,430,000	13,495,000
Transfers To/(From) Reserve Funds	(106,000)	(111,000)	(117,000)	(124,000)	(127,000)
Transfers To/(From) Capital Sources	\$ 14,713,000	\$ 14,156,000	\$ 13,514,000	\$ 13,306,000	\$ 13,368,000
Transfers To/(From) Operating Sources	\$ 8,602,000	\$ 8,774,000	\$ 8,949,000	\$ 9,128,000	\$ 9,311,000
TOTAL TRANSFERS BETWEEN SOURCES	\$ 23,315,000	\$ 22,930,000	\$ 22,463,000	\$ 22,434,000	\$ 22,679,000
BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -

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Capital Program

CONTRIBUTION & EXPENDITURE OVERVIEW

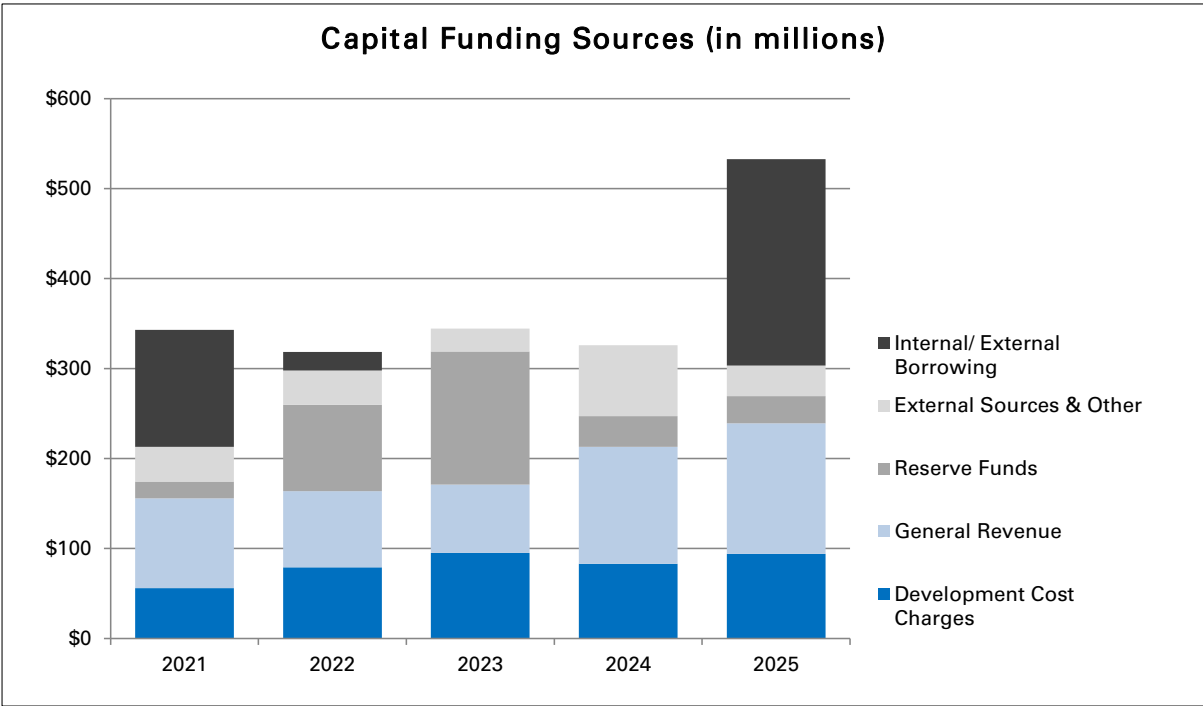
The Capital Financial Plan allocates available financial resources to proposed investments in capital.

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 and a Capital Ranking Process which are further 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 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:

- Deferred Development Cost Charges (Section 566 of the Local Government Act);
- Parkland Acquisition Reserve (Section 510 of the Local Government Act); and
- Parking Space Reserve (Section 525 of the Local Government Act).

The City requires developers to contribute to its future growth. This is achieved through Development Cost Charges (“DCCs”), which require developers to pay a charge in order to develop new land. When the City collects these contributions, it deposits them into the statutory reserve fund, as listed above, until the money can be spent for the intended purpose.

In addition, development applicants must contribute a portion of their land, or a cash payment in lieu of land, for parkland. When the City collects cash-in-lieu, it deposits the funds in a statutory reserve fund, Parkland Acquisition Reserve, and may only use it to purchase parkland.

Contributions collected in a given year can be included as a funding source in the next and future year’s Capital Financial Plan. Each contribution can only be used for the purpose for which it was collected. For instance, Water DCCs can only be spent on a growth-related water infrastructure project.

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;
- Self Insurance; and
- Revenue Stabilization.



Bear Creek Stadium

CONTRIBUTION & EXPENDITURE OVERVIEW

Other Statutory Reserve Funds

The Community Charter allows for the establishment of less restrictive statutory reserve funds. One example is the Municipal Land 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 Bylaw 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 bylaw. The City is also permitted to appropriate monies from general operating funds and transfer amounts to a capital works reserve fund.

OTHER CONTRIBUTIONS

Other contributions are usually from sources external to the City which include the following:

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 in order to proceed.

Borrowing

Long-term borrowing limits for BC municipalities are determined by the criteria established under Section 174 of the Community Charter. 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, excluding reserve/capital and development revenues, for the previous year; less
- The annual debt servicing costs including contingent liabilities.

For 2024, the City of Surrey's calculated gross borrowing capacity was approximately \$3.2 billion based on the regulatory calculation defined by the Provincial government. Actual outstanding consolidated external borrowing at December 31, 2024 was \$295.6 million. Of this external borrowing, \$264.3 million relates to City external borrowing through the Municipal Finance Authority of British Columbia ("MFABC"). The City's cash re-payments of MFABC principal are held in a sinking fund administered by MFABC. The sinking fund earns interest, known as actuarial earnings, through an investment program managed by MFABC. In addition to the cash re-payments, the actuarial earnings on the sinking fund are also applied as a reduction to the outstanding loan balance.

CONTRIBUTION & EXPENDITURE OVERVIEW

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 Municipal Affairs and Housing. The City's short-term capital borrowing capacity for 2025 is \$28.4 million. The approved 2025-2029 Financial Plan does not contemplate utilizing this potential source of funding.

Section 177 of the Community Charter also allows municipalities to borrow money to meet current year expenditures, if required. This is known as Revenue Anticipation borrowing and is limited to 75% of all property taxes imposed in the prior year. This also is the first obligation a municipality must repay. Surrey's Revenue Anticipation borrowing capacity for 2025 is approximately \$949 million, although the City's authorized Revenue Anticipation bylaw sets this borrowing limit for 2025 at \$50 million. There is no provision in the current Financial Plan

for the anticipated usage of this potential borrowing.

Overall, the City uses several approaches to finance capital works: "pay as you go", internal borrowing, and external borrowing.

Surrey continues to use a "pay as you go" approach to finance the majority of its capital works projects. The "pay as you go" approach 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 undertook significant capital investments to meet the needs of our growing community. In order to fund the capital projects under this program, the City incurred both internal and external debt.

CAPITAL EXPENDITURES

The capital program includes statutory and asset maintenance as well as new projects.

Statutory and Asset Maintenance

Statutory and asset maintenance constitutes a significant portion of the capital program.

These 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;
- Reserves; and
- Sundry sources.

CONTRIBUTION & EXPENDITURE OVERVIEW

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. 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 investment 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. Reserve Funds are one source of funding used to pay for the replacement of worn-out or obsolete assets.

The reserves 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

Surrey's population, as of December 2024, is estimated at 623,984 residents with a growth rate expected of 2.0% over the next five years.

Each year the City's population increases as more people choose to call Surrey their home. This increase results in heightened demand on the City's financial resources to pay for facilities and other capital infrastructure that meets the City's standards and is acceptable to residents.

New Projects

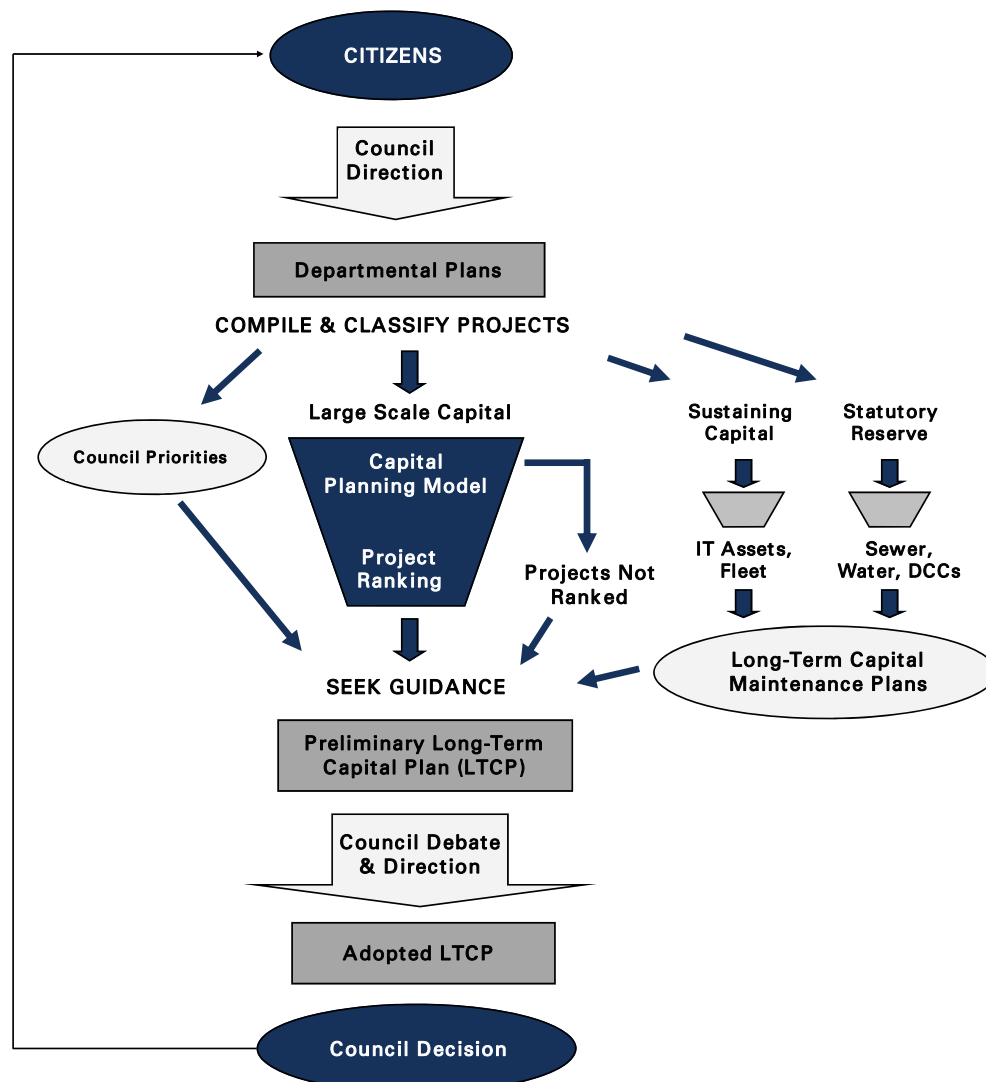
Construction of large facilities, such as libraries, recreation centres, arenas, indoor pools, and fire halls, involves a significant capital investment and cannot be funded in the same way as statutory and asset maintenance projects. There are always more potential projects than there is available funding.

Many proposed projects compete for the City's limited resources. The City's capital planning process helps to prioritize these new projects, with Council central to the decision process.

CAPITAL PLANNING PROCESS

Surrey has grown significantly over the last few decades, 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 attempts 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 is used to develop a Long-Term Capital Plan ("LTCP").



CAPITAL PLANNING PROCESS

CAPITAL RANKING PROCESS

The City's Capital Ranking Process separates projects into four categories:

1) Council Priorities

Projects that Council deems to be high priority.

2) Sustaining Capital

Small-scale projects designed to maintain the City's existing infrastructure, such as investments in information technology, building renovations and the purchase of furniture and equipment.

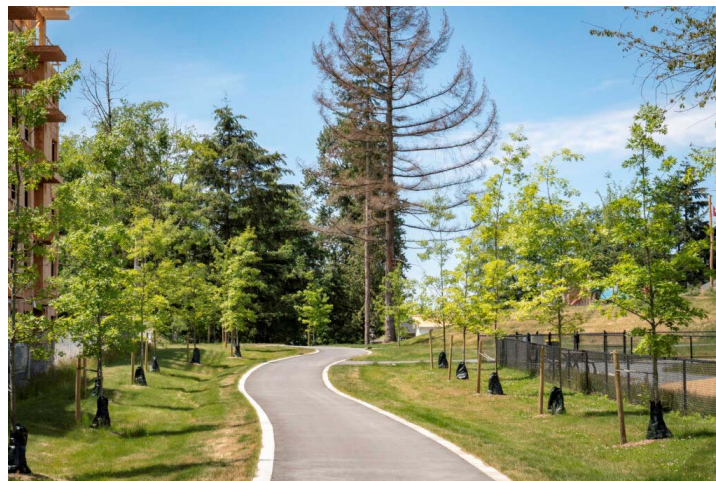
3) Capital From Statutory Reserve Funds

Improvements to and expansions of sewer, water, drainage and road systems funded by DCCs and other reserve funds.

4) 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.



Pathway

RANKED CAPITAL PROJECTS

Ranked Capital Projects include significant capital projects such as recreational facilities, lacrosse boxes, arenas, sport fields, parks construction upgrades, and arts & cultural amenities.

These projects are funded by various sources including External Borrowing, contributions from General Operating, City Reserves, Gaming Revenue and External Contributions (Grants).

The table below documents the Ranked Capital Projects funding requirements for 2025.

MAJOR GENERAL CAPITAL PROJECTS <i>(in thousands of dollars)</i>	2025
Newton Community Centre (Total \$310.6M)	\$ 229,600
Cloverdale Athletic Park -New Artificial Turf Field and Parking Lot (Total \$12.3M)	\$ 8,300
Chuck Bailey Recreation Centre Expansion (Total \$65.5M)	\$ 4,753
Unwin Community Park - Master Plan and Phase 1 (Total \$18.7M)	\$ 4,200
Nicomekl Riverfront Park (Total \$26.0M)	\$ 4,000
Centre Block	\$ 4,000
Pier for Scattering of Ashes	\$ 3,800
Sunnyside Park Ball Diamond Improvements (Total \$3.7M)	\$ 3,600
Fleetwood Firehall# 6 Relocation (Total \$30.0M)	\$ 3,500
North Surrey Track Resurfacing	\$ 3,150
Archives/1912 Hall Renovation (Total \$5.0M)	\$ 3,000
Tamanawis Park - Third Field Hockey Turf Field and Changeroom (Total \$8.2M)	\$ 2,500
Bear Creek Lights & Events Capital Upgrades	\$ 2,500
Disc Golf at Port Mann Park	\$ 2,300
City Centre Arena	\$ 2,000
Truck Bay Expansion Fire Hall # 11 and #15 (Total \$4.0M)	\$ 2,000
Woodward Hill Neighbourhood Park Development	\$ 1,980
Artificial Turf Field # 2 and # 6 Replacement at Newton Athletic Park	\$ 1,800
Water Park Replacement at Bear Creek Park	\$ 1,600
Cloverdale Sport & Ice Complex (Total \$132.8M)	\$ 1,200
Large Covered Picnic Shelters - Various Parks	\$ 1,000
Robertson Drive Park - Sport Court and Pathway Improvements	\$ 1,000
Abbey Ridge Neighbourhood Park Development	\$ 790
New Park Washrooms (Total \$3.8M)	\$ 750
Covered Multi-Sport (Lacrosse Box) at South Surrey Athletic Park (Total \$4.2M)	\$ 700
South Newton Park Development	\$ 690
Park Improvements (Total \$2.5M)	\$ 500

RANKED CAPITAL PROJECTS

The following section provides a description of the 2025 Ranked Capital Projects that were approved by Council during the budget process.

NEWTON COMMUNITY CENTRE

The Newton Community Centre (“NCC”) will be a vibrant, inclusive, and accessible facility that will enhance recreation, culture, and library services to the growing Newton community. With a budget of \$310.6M, this state-of-the-art facility will be approximately 190,000 square feet (17,650 square metres).

The NCC will include a 50-metre swimming pool, leisure pool, hot tub, and sauna amenities comparable to those available at the Grandview Heights Aquatic Centre. The NCC will also include two full sized gymnasiums, a fitness centre, mat-room, multi-purpose rooms, child-care, and dedicated arts spaces to support a range of cultural programming. The NCC will also include a new 45,000 square foot (4,180 square metres) library, which is approximately three times the size of the existing Newton Branch. The library will feature the latest resources, technology, and flexible spaces for the community to gather, connect and learn. The library will also include an early learning play area, dedicated youth spaces, quiet and collaborative study areas, and a large collection to meet the needs of the City’s diverse community.

The NCC project is currently in the preliminary planning stage, and the project is scheduled to select a design-build team in the second quarter of 2025. Concurrent with the preliminary planning stage, the project is preparing the site for construction. This work includes demolition of the existing structures, geotechnical testing, closing of the local roads, and the design and construction of improvements to 136 B Street and 70 Avenue.

CLOVERDALE ATHLETIC PARK-NEW ARTIFICIAL TURF FIELD AND PARKING LOT

This project is for the development of new artificial turf field space and related amenities in Cloverdale Athletic Park. The project also includes new parking amenities to serve the needs of this busy community park.

CHUCK BAILEY RECREATION CENTRE EXPANSION

The Chuck Bailey Recreation Centre Expansion project, formerly known as City Centre Sports Complex, is currently in the procurement stage, and a contractor is scheduled to be selected by the second quarter of 2025, with construction scheduled to commence in the third quarter of 2025. The expansion will add a second gymnasium, a fitness centre, learning kitchen, arts and culture space and childcare spaces. This dynamic, innovative facility will be designed to be fully accessible and will also feature exterior amenities including a community garden, and a large lawn space for outdoor activities.

RANKED CAPITAL PROJECTS

UNWIN COMMUNITY PARK—MASTER PLAN AND PHASE 1

The City has acquired the last property to expand this community park within the rapidly growing community of Newton. A range of new amenities will be required to meet that growth and changing demographics, including accessible washrooms to meet the requirements of the Jumpstart playground and walking amenities such as trails and paths. The 2024 Capital Plan approved \$4.8M of funding for this project, distributed across 2024 and 2025. The current additional request of \$13.9M would bring the total project budget to \$18.7M. Additional future new amenities in the park will require additional funding.

NICOMEKL RIVERFRONT PARK

The City is planning a complete park system along the south bank of the Nicomekl River to create a conservation-oriented riverfront park that integrates ecological improvements, public access, new amenities, public art, First Nations culture, heritage, and infrastructure with natural spaces and habitat corridors. The project is significant for its connection to the City's *Coastal Flood Adaptation Strategy* and securing of grant funding through the Government of Canada's *Disaster Mitigation Adaptation Fund*. Phase 1 construction is anticipated to be complete in late 2025 with Phases 2 and 3 design and construction to follow.

CENTRE BLOCK

This project is for the design of the first phase of the Centre Block office development which is to accommodate Simon Fraser University's School of Medicine as well as additional office space for future civic purposes.



SFU Surrey Campus

RANKED CAPITAL PROJECTS

PIER FOR SCATTERING OF ASHES

This project is for the design and construction of new marine infrastructure and associated supporting amenities for spreading of ashes on the Fraser River. The project is expected to be completed 24 months after receiving approval from Council.

SUNNYSIDE PARK BALL DIAMOND IMPROVEMENTS

This project is for the renovation and upgrade of the four ball diamonds in the western portion of the park. The project includes replacing the existing diamonds with new irrigated turfgrass and field lighting on one diamond to support evening play.

FLEETWOOD FIREHALL #6 RELOCATION

This funding will go towards the construction of a relocated Fire Hall #6 to accommodate the anticipated growth in Fleetwood, along the Surrey-Langley Skytrain line.

NORTH SURREY TRACK RESURFACING

The rubberized track oval at North Surrey Secondary School is used daily by track and field user groups, the adjacent high school, and the community for walking and other fitness pursuits. The track facility is operated and maintained by the City of Surrey through a joint-use operating agreement with Surrey School District #36 and requires life-cycle replacement.

ARCHIVES/1912 HALL RENOVATION

This funding will support structural upgrades and enhancements to this important civic heritage building, extending its use as a cultural venue. Funding will also support the growth of the City's archival and heritage collections and services.

TAMANAWIS PARK—THIRD FIELD HOCKEY TURF FIELD AND CHANGEROOM

This project is for the design and construction of a third artificial turf field, with changerooms and spectator seating, at Tamanawis Park. These investments will further enhance Tamanawis Park as a destination facility for field hockey tournaments.



Existing Tamanawis Field Hockey Field

RANKED CAPITAL PROJECTS

BEAR CREEK LIGHTS & EVENTS CAPITAL UPGRADES

This project aims to upgrade Bear Creek Park's electrical capacity, which is currently limited by a 200-amp service. The upgrade would support additional speakers and power for events like the Bear Creek Light Festival, Indian Cultural Festival, CIBC Run for the Cure, Sounds of Summer, and future sport tournaments. It also includes adding a PA system for event organizers, installing fencing around the stadium for secure ticketed events, and levelling of the throwing fields that would allow for World Athletics Certification on the track facilities.

DISC GOLF AT PORT MANN PARK

This project is for the design and construction of a disc golf course and supporting amenities at Port Mann Park. This project is Phase 1 of the long-term development of this park site.

CITY CENTRE ARENA

This project is for the planning and preliminary design of a 10,000-seat sports and entertainment arena in the City Centre which will serve as the first component of the emerging City Centre Entertainment District. To inform the planning and design of the City Centre Arena, the project will be seeking to select both an operating partner and a development partner in 2025, followed by initiation of a preliminary design in 2026.

TRUCK BAY EXPANSIONS FIRE HALL #11 AND #15

To facilitate the apparatus deployment associated with the Council approved Five-Year Fire personnel growth plan, four fire hall truck bays require expansion to accommodate the added equipment. The \$4.0M of funding represents upgrades to two of the four identified fire halls as an immediate, more cost-effective solution that takes into consideration the age and condition of the chosen halls.

WOODWARD HILL NEIGHBOURHOOD PARK DEVELOPMENT

This project is for the design and development of Woodward Hill Park in the South Newton area. Woodward Hill Park will provide amenities to the surrounding neighbourhood, including a playground with various play elements, gathering areas, small sport courts and connecting pathways and trails. Funds are also allocated for site improvement and habitat restoration to improve the long-term health of the forested area of the park. Phase 1 of the project will include community engagement and preliminary site preparation including earth work, and Phase 2 will include construction of the amenities.

RANKED CAPITAL PROJECTS

ARTIFICIAL TURF FIELD #2 AND #6 REPLACEMENT AT NEWTON ATHLETIC PARK

This project is for the lifecycle replacement of two artificial turf fields at Newton Athletic Park. Over time, and with heavy usage, artificial turf surfaces gradually degrade, becoming increasingly compacted and offering reduced playability for the sport users. The artificial turf surfaces at Newton Athletic Park Field #2 and #6 were installed in 2011 and 2012, respectively. Recent inspections and testing have revealed that surface hardness is above acceptable safety standards. Consequently, the replacement of the Artificial Turf Field #2 and #6 at Newton Athletic Park is considered a high priority at this time.

WATER PARK REPLACEMENT AT BEAR CREEK PARK

The water park at Bear Creek Park was constructed over two decades ago and needs lifecycle replacement. The project will include surface replacement, and installation of energy and resource-efficient equipment. The updated and engaging facilities will meet safety standards to achieve a high level of public usage and enjoyment at this very busy location

CLOVERDALE SPORT & ICE COMPLEX

The first two ice sheets within this project are under construction and are scheduled to be completed in summer 2025. Design of the third ice sheet is underway, with construction scheduled to start later in 2025, with completion in early 2027.

LARGE COVERED PICNIC SHELTERS—VARIOUS PARKS

This project is for the design and construction of large, covered picnic shelters with improved weather protection and comfort features for park visitors while allowing air flow and light into the structures. Two new shelters are planned for installation in each of 2025 and 2026.

ROBERTSON DRIVE PARK—SPORT COURT AND PATHWAY IMPROVEMENTS

This project envisions a new sport court built to current standards, with the ability to house basketball, ball hockey and other court sports. A new serviced washroom is also included in the project. Additional pathway improvements will also enhance the walkability within the park.

RANKED CAPITAL PROJECTS

ABBHEY RIDGE NEIGHBOURHOOD PARK DEVELOPMENT

This project is for the design and development of a new neighbourhood park in the Abbey Ridge area. Neighbourhood parks typically include amenities like passive grass and green areas, paths and trails, gathering areas, playgrounds, and small basketball/multisport courts, dog runs or kids pump tracks, depending on the available space and neighbourhood desires. Amenities for this Park would be determined through engagement with the surrounding residents to understand their needs, site analysis, and the budget. Phase 1 of the project will include community engagement and preliminary site preparation including earth work. Phase 2 will include construction of the amenities as well as shrubs and tree planting.

NEW PARK WASHROOMS

This project will provide new washrooms in community parks and large-scale neighbourhood parks as a continued investment in improving facilities where there is clear evidence of long-term, increased park usage.

COVERED MULTI-SPORT (LACROSSE BOX) AT SOUTH SURREY ATHLETIC PARK

This project is for the design and construction of a covered multi-sport facility that will serve numerous outdoor sport groups, such as lacrosse and ball hockey, and drop-in park visitors. The facility will provide weather protection and lighting to support year-round use and bleachers for spectator viewing.

SOUTH NEWTON PARK DEVELOPMENT

This project is for the design and development of a new neighbourhood park in the South Newton area located at 58A Avenue and 142 Street. The park design and naming of the new park will be informed through a community engagement process. The first phase includes public engagement, preliminary earth work, creating a passive play area, and trails. Phase 2 will include a multi-sport field, seating amenities, exercise equipment and additional earth work.

PARK IMPROVEMENTS

This project supports the ongoing repair and renovation of existing amenities in parks and the development of new smaller amenities in parks.

RANKED CAPITAL PROJECTS

(in thousands)

FUNDING AVAILABLE	2025	2026	2027	2028	2029
Contribution from Operating Funds	\$ 144,921	\$ 109,335	\$ 95,139	\$ 91,493	\$ 79,796
Other Appropriations - Green City	1,500	1,500	1,500	1,500	1,500
Other Reserve Funds	13,786	14,991	17,950	13,988	13,988
Non-Discretionary Contributions	98,567	118,355	118,561	121,039	108,187
External Contributions	32,584	46,445	16,447	30,748	15,647
Borrowing Proceeds	229,600	-	-	-	-
Capital Projects Reserve	12,000	12,000	12,000	11,000	11,000
Unidentified - Budget Authority	50,000	50,000	50,000	50,000	50,000
	582,958	352,626	311,597	319,768	280,118
Less: Base Capital Funding					
Land Acquisition	24,717	24,717	24,717	24,717	24,717
Sundry & Contingency	1,772	1,510	1,179	10,237	24,760
Building Repairs & Upgrades	4,000	4,000	4,000	4,000	4,000
Utility Engineering Structures	190,260	216,213	164,111	192,657	157,868
Equipment Replacement	16,996	18,201	21,160	17,198	17,073
Unidentified - Budget Authority	50,000	50,000	50,000	50,000	50,000
	287,745	314,641	265,167	298,809	278,418
	\$ 295,213	\$ 37,985	\$ 46,430	\$ 20,959	\$ 1,700

RANKED PROJECTS - CAPITAL EXPENDITURES

	2025	2026	2027	2028	2029
Buildings					
Archives/1912 Hall Renovation	3,000	-	-	-	-
Centre Block	4,000	-	-	-	-
Chuck Bailey Recreation Centre Expansion	4,753	500	-	-	-
City Centre Arena	2,000	2,000	-	-	-
Cloverdale Sport & Ice Complex	1,200	-	-	-	-
Fleetwood Firehall# 6 Relocation	3,500	10,500	15,750	-	-
Interactive Art Museum - City Centre	-	-	2,800	12,200	-
Newton Community Centre	229,600	-	-	-	-
Surrey Sports & Leisure Complex - Roof Replacement	-	-	7,500	-	-
Truck Bay Expansion Fire Hall# 11 & #15	2,000	1,000	-	-	-
	250,053	14,000	26,050	12,200	-
Other Capital Improvements					
Abbey Ridge Neighbourhood Park Development	790	1,810	-	-	-
Artificial Turf Field # 2 and # 6 Replacement at Newton Athletic Park	1,800	-	-	-	-
Bear Creek Lights & Events Capital Upgrades	2,500	-	-	-	-
Cloverdale Athletic Park - Covered Multi-Sport Facility	-	-	2,100	-	-
Cloverdale Athletic Park- New Artificial Turf Field and Parking Lot	8,300	-	-	-	-
Covered Multi-Sport (Lacrosse Box) at South Surrey Athletic Park	700	-	-	-	-
Covered Multi-Sport (Lacrosse Box) in Newton	-	4,625	-	-	-
Disc Golf at Port Mann Park	2,300	-	-	-	-
Grandview Heights Community Park - Phase 1	-	3,100	-	-	-
Hadden House Upgrades	-	-	750	-	-
Large Covered Picnic Shelters - Various Parks	1,000	1,000	-	-	-
New Park Washrooms	750	750	750	750	-
Newton Youth Park	-	-	3,850	-	-
Nicomekl Riverfront Park	4,000	4,200	2,500	2,609	1,700
North Surrey Community Park Improvements	-	-	5,330	-	-
North Surrey Track Resurfacing	3,150	-	-	-	-
Park Improvements	500	500	500	500	-
Pier for Scattering of Ashes	3,800	-	-	-	-
Robertson Drive Park - Sport Court Pathway Improvements	1,000	-	-	-	-
South Newton Park Development	690	1,810	-	-	-
Sunnyside Park Ball Diamond Improvements	3,600	-	-	-	-
Sport Facility Site Development	-	1,000	-	-	-
Tamanawis Park - Third Field Hockey Turf Field and Changeroom	2,500	-	-	-	-
Unwin Community Park - Master Plan and Phase 1	4,200	4,400	4,600	4,900	-
Water Park Replacement at Bear Creek Park	1,600	-	-	-	-
Woodward Hill Neighbourhood Park Development	1,980	790	-	-	-
	45,160	23,985	20,380	8,759	1,700
	\$ 295,213	\$ 37,985	\$ 46,430	\$ 20,959	\$ 1,700

RANKED CAPITAL PROJECTS

(in thousands)

RANKED PROJECTS—OPERATING IMPACT

When reviewing the City's Capital Ranked projects, any impacts to the future operating revenues and expenditures are considered. Operating impacts typically relate to the operation and maintenance of assets put into service. The following illustrates the net new additional impact to the operating budgets for the year identified:

RANKED PROJECTS - OPERATING IMPACT		2025	2026	2027	2028	2029
Buildings						
Archives/1912 Hall Renovation	Annual operating costs	-	-	150	-	-
Centre Block	No Operating Impact	-	-	-	-	-
Chuck Bailey Recreation Centre Expansion	Annual operating costs	-	200	800	200	-
City Centre Arena	No Operating Impact	-	-	-	-	-
Cloverdale Sport & Ice Complex	Annual operating costs	1,214	200	-	-	-
Fleetwood Firehall# 6 Relocation	Annual operating costs	-	-	-	50	-
Interactive Art Museum - City Centre	Annual operating costs	-	-	-	-	500
Newton Community Centre	Annual operating costs	-	-	-	1,000	2,000
Surrey Sports & Leisure Complex - Roof Replacement	No Operating Impact	-	-	-	-	-
Truck Bay Expansion Fire Hall# 11 & #15	No Operating Impact	-	10	20	-	-
Other Capital Improvements						
Abbey Ridge Neighbourhood Park Development	Annual operating costs	-	-	50	-	-
Artificial Turf Field # 2 and # 6 Replacement at Newton Athletic Park	Annual operating costs	-	50	50	-	-
Bear Creek Lights & Events Capital Upgrades	Annual operating costs	-	25	-	-	-
Cloverdale Athletic Park - Covered Multi-Sport Facility	Annual operating costs	-	-	-	25	-
Cloverdale Athletic Park- New Artificial Turf Field and Parking Lot	Annual operating costs	-	25	-	-	-
Covered Multi-Sport (Lacrosse Box) at South Surrey Athletic Park	Annual operating costs	-	100	-	-	-
Covered Multi-Sport (Lacrosse Box) in Newton	Annual operating costs	-	-	100	-	-
Disc Golf at Port Mann Park	Annual operating costs	-	110	-	-	-
Grandview Heights Community Park - Phase 1	Annual operating costs	-	-	100	-	-
Hadden House Upgrades	Annual operating costs	-	-	-	50	-
Large Covered Picnic Shelters - Various Parks	Annual operating costs	-	-	50	-	-
New Park Washrooms	Annual operating costs	-	36	36	36	-
Newton Youth Park	Annual operating costs	-	-	-	50	-
Nicomekl Riverfront Park	Annual operating costs	-	-	-	100	164
North Surrey Community Park Improvements	Annual operating costs	-	-	-	-	110
North Surrey Track Resurfacing	No Operating Impact	-	-	-	-	-
Park Improvements	Annual operating costs	-	10	10	10	-
Pier for Scattering of Ashes	Annual operating costs	-	-	50	-	-
Robertson Drive Park - Sport Court Pathway Improvements	Annual operating costs	-	20	-	-	-
South Newton Park Development	Annual operating costs	-	-	-	20	-
Sunnyside Park Ball Diamond Improvements	Annual operating costs	-	10	-	-	-
Sport Facility Site Development	Annual operating costs	-	-	-	20	-
Tamanawis Park - Third Field Hockey Turf Field and Changeroom	Annual operating costs	-	55	-	-	-
Unwin Community Park - Master Plan and Phase 1	Annual operating costs	-	-	-	-	134
Water Park Replacement at Bear Creek Park	No Operating Impact	-	-	-	-	-
Woodward Hill Neighbourhood Park Development	Annual operating costs	-	-	20	-	-
		\$ 1,214	\$ 851	\$ 1,436	\$ 1,561	\$ 2,908

2025 CAPITAL PROGRAM

PROPERTY ACQUISITIONS & BUILDINGS

(in thousands)

	OPERATING REVENUE	EXTERNAL SOURCES	DEBT/ OTHER	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	2025 BUDGET
PROPERTY ACQUISITION						
2025 Program						
Parks, Recreation & Culture Services						
Parkland Acquisition	\$ 217	\$ -	\$ -	\$ 21,500	\$ 3,000	\$ 24,717
	\$ 217	\$ -	\$ -	\$ 21,500	\$ 3,000	\$ 24,717
BUILDINGS						
2025 Program						
General Corporate						
Corporate Renovations	\$ 4,000	-	-	-	-	\$ 4,000
Centre Block	4,000	-	-	-	-	4,000
City Centre Arena	2,000	-	-	-	-	2,000
	10,000	-	-	-	-	10,000
Parks, Recreation & Culture Services						
Archives/1912 Hall Renovation	3,000	-	-	-	-	3,000
Chuck Bailey Recreation Centre Expansion	4,032	-	-	-	721	4,753
Cloverdale Sport & Ice Complex	1,200	-	-	-	-	1,200
Newton Community Centre	-	-	229,600	-	-	229,600
	8,232	-	229,600	-	721	238,553
Protective Services						
Fleetwood Firehall #6 Relocation	3,500	-	-	-	-	3,500
Truck Bay Expansion Fire Hall #11 & #15	2,000	-	-	-	-	2,000
	5,500	-	-	-	-	5,500
SUNDRY & CONTINGENCY						
2025 Program						
Sundry & Contingency	1,772	-	-	-	-	1,772
	1,772	-	-	-	-	1,772
	\$ 25,504	\$ -	\$ 229,600	\$ -	\$ 721	\$ 255,825

2025 CAPITAL PROGRAM

OTHER CAPITAL IMPROVEMENTS & EQUIPMENT

(in thousands)

OTHER CAPITAL IMPROVEMENTS

2025 Program

Engineering Services

Drainage Services	\$ 25,789	\$ 14,659	\$ -	\$ 10,395	\$ 120	\$ 50,963
Growth Related Roads & Traffic	437	2,746	-	43,255	-	46,438
Non-Growth Related Roads & Traffic	14,678	-	-	-	-	14,678
Sewer Services	7,470	-	-	12,581	-	20,051
Surrey City Energy System	23,165	-	-	-	-	23,165
TransLink	-	14,179	-	-	-	14,179
Water Services	10,421	-	-	5,411	-	15,832
	81,960	31,584	-	71,642	120	185,306

Parks, Recreation & Culture Services

Base Program	2,508	-	-	825	-	3,333
Abbey Ridge Neighbourhood Park Development	790	-	-	-	-	790
Artificial Turf Field # 2 and # 6 Replacement at Newton Athletic Park	1,800	-	-	-	-	1,800
Bear Creek Lights & Events Capital Upgrades	2,500	-	-	-	-	2,500
City Beautification	1,500	-	-	-	-	1,500
Cloverdale Athletic Park - New Artificial Turf Field and Parking Lot	-	-	-	-	8,300	8,300
Covered Multi-Sport (Lacrosse Box) at South Surrey Athletic Park	700	-	-	-	-	700
Disc Golf at Port Mann Park	2,300	-	-	-	-	2,300
Large Covered Picnic Shelters - Various Parks	1,000	-	-	-	-	1,000
Natural Habitat Enhancement	-	-	-	-	120	120
New Park Washrooms	750	-	-	-	-	750
Nicomekl Riverfront Park	3,000	1,000	-	-	-	4,000
North Surrey Track Resurfacing	3,150	-	-	-	-	3,150
Park Improvements	500	-	-	-	-	500
Pier for Scattering of Ashes	1,821	-	-	-	1,979	3,800
Robertson Drive - Sports Court Pathway Improvements	1,000	-	-	-	-	1,000
South Newton Park Development	690	-	-	-	-	690
Sunnyside Park Ball Diamond Improvements	3,600	-	-	-	-	3,600
Tamanawis Park - Third Field Hockey Turf Field and Changeroom	2,500	-	-	-	-	2,500
Unwin Community Park	1,800	-	-	-	2,400	4,200
Water Park Replacement Bear Creek Park	1,600	-	-	-	-	1,600
Woodward Hill Park Development	1,980	-	-	-	-	1,980
	35,489	1,000	-	825	12,799	50,113

\$ 117,449 \$ 32,584 \$ - \$ 72,467 \$ 12,919 \$235,419

EQUIPMENT

2025 Program

General Corporate

Corporate Technology	\$ 500	\$ -	\$ -	\$ -	\$ 5,500	\$ 6,000
Library Furniture and Equipment	2,000	-	-	-	100	2,100
Public Works Fleet Equipment	-	-	-	-	4,960	4,960
Furniture and Office Equipment	100	-	-	-	-	100
Corporate Security	250	-	-	-	-	250
	2,850	-	-	-	10,560	13,410

Parks, Recreation & Culture Services

PRC Minor Equipment	250	-	-	-	350	600
	250	-	-	-	350	600

Protective Services

Fire Small Equipment Purchases	150	-	-	-	100	250
Fire Vehicles & Equipment	-	-	-	-	2,736	2,736
	150	-	-	-	2,836	2,986

\$ 3,250 \$ - \$ - \$ - \$ 13,746 \$ 16,996

5-YEAR CAPITAL PLAN—FINANCIAL SUMMARY

	<i>(in thousands)</i>					
	2025	2026	2027	2028	2029	5 YEAR PROGRAM
REVENUE SUMMARY						
Development Cost Charges	\$ 93,967	\$ 113,175	\$ 115,361	\$ 117,839	\$ 104,987	\$ 545,329
Capital Projects Reserve	12,000	12,000	12,000	11,000	11,000	58,000
NCP developer contributions	1,600	2,180	200	200	200	4,380
Developer Contrib - 5% in lieu Parkland	3,000	3,000	3,000	3,000	3,000	15,000
Developer Contributed TCAs	100,000	100,000	100,000	100,000	100,000	500,000
Developer Contributions	116,600	117,180	115,200	114,200	114,200	577,380
Federal/Provincial Government Transfers	18,405	14,643	810	1,205	330	35,393
TransLink Contribution to Capital	14,180	31,802	15,637	29,543	15,317	106,479
Transfers from Other Governments	32,585	46,445	16,447	30,748	15,647	141,872
Borrowing Proceeds	229,600	-	-	-	-	229,600
TOTAL REVENUE	\$ 472,752	\$ 276,800	\$ 247,008	\$ 262,787	\$ 234,834	\$ 1,494,181
EXPENDITURE SUMMARY						
Amortization	\$ 166,758	\$ 164,856	\$ 162,933	\$ 163,527	\$ 162,951	\$ 821,025
Capital Expenditures - Current & Prior Year	582,958	352,626	311,597	319,768	280,118	1,847,067
Capital Expenditures - Contributed TCAs	100,000	100,000	100,000	100,000	100,000	500,000
TOTAL EXPENDITURE	\$ 849,716	\$ 617,482	\$ 574,530	\$ 583,295	\$ 543,069	\$ 3,168,092
TRANSFERS SUMMARY						
Transfers To/(From) Capital Sources	(325,464)	(289,182)	(276,022)	(269,008)	(256,735)	(1,416,411)
Transfers To/(From) Operating Sources	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(7,500)
Unspecified Capital Budget Authority	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
TOTAL TRANSFERS	\$ (376,964)	\$ (340,682)	\$ (327,522)	\$ (320,508)	\$ (308,235)	\$ (1,673,911)
NET CAPITAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

5-YEAR CAPITAL PROGRAM—EXECUTIVE SUMMARY

(in thousands)

CONTRIBUTION SUMMARY	2025	2026	2027	2028	2029	5 YEAR PROGRAM
Discretionary Contributions						
Capital Projects Reserve	\$ 12,000	\$ 12,000	\$ 12,000	\$ 11,000	\$ 11,000	\$ 58,000
Contribution from Operating	144,921	109,335	95,139	91,493	79,796	520,683
Other Appropriations - Green City	1,500	1,500	1,500	1,500	1,500	7,500
Other Reserve Funds	13,786	14,991	17,950	13,988	13,988	74,703
	172,207	137,826	126,589	117,981	106,284	660,886
Non-Discretionary Contributions						
DCC Reserve Funds	93,967	113,175	115,361	117,839	104,987	545,329
NCP Reserve Funds	1,600	2,180	200	200	200	4,380
Other Statutory Reserve Funds	3,000	3,000	3,000	3,000	3,000	15,000
	98,567	118,355	118,561	121,039	108,187	564,709
Other Contributions						
External Sources	32,584	46,445	16,447	30,748	15,647	141,871
Other Sources	229,600	-	-	-	-	229,600
	262,184	46,445	16,447	30,748	15,647	371,471
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	250,000
Total Current Year's Contributions	582,958	352,626	311,597	319,768	280,118	1,847,066
	\$ 582,958	\$ 352,626	\$ 311,597	\$ 319,768	\$ 280,118	\$ 1,847,066
EXPENDITURE SUMMARY						
Capital Renewal & Maintenance						
Buildings	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 20,000
Equipment	16,996	18,201	21,160	17,198	17,073	90,628
Other Capital Improvements	190,260	216,213	164,111	192,657	157,868	921,109
Land Acquisition	24,717	24,717	24,717	24,717	24,717	123,585
Sundry & Contingency	1,772	1,510	1,179	10,237	24,760	39,458
	237,745	264,641	215,167	248,809	228,418	1,194,779
Ranked Projects						
Buildings	250,053	14,000	26,050	12,200	-	302,303
Other Capital Improvements	45,160	23,985	20,380	8,759	1,700	99,984
	295,213	37,985	46,430	20,959	1,700	402,287
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	250,000
Total Current Year's Expenditures	582,958	352,626	311,597	319,768	280,118	1,847,066
	\$ 582,958	\$ 352,626	\$ 311,597	\$ 319,768	\$ 280,118	\$ 1,847,066

5-YEAR CAPITAL PROGRAM—CONTRIBUTION SUMMARY

(in thousands)

CONTRIBUTION SUMMARY	2025	2026	2027	2028	2029	5 YEAR PROGRAM
Discretionary Contributions						
Capital Projects Reserve	\$ 12,000	\$ 12,000	\$ 12,000	\$ 11,000	\$ 11,000	\$ 58,000
	12,000	12,000	12,000	11,000	11,000	58,000
Contributions from Operating						
Drainage	25,789	36,493	13,883	16,203	15,679	108,047
General	62,961	35,490	45,584	30,171	25,310	199,516
Roads & Transportation	15,115	15,523	15,908	16,330	16,734	79,610
Sewer	7,470	7,699	7,928	8,119	8,251	39,467
Surrey City Energy	23,165	3,700	1,356	10,220	3,378	41,819
Water	10,421	10,430	10,480	10,450	10,444	52,225
	144,921	109,335	95,139	91,493	79,796	520,683
Operating Appropriated Surplus						
Other Appropriations - Green City	1,500	1,500	1,500	1,500	1,500	7,500
	1,500	1,500	1,500	1,500	1,500	7,500
Other Reserve Funds						
Environmental Stewardship	240	240	240	240	240	1,200
Vehicles & Equipment	13,546	14,751	17,710	13,748	13,748	73,503
	13,786	14,991	17,950	13,988	13,988	74,703
	172,207	137,826	126,589	117,981	106,284	660,886

5-YEAR CAPITAL PROGRAM—CONTRIBUTION SUMMARY

(in thousands)

CONTRIBUTION SUMMARY	2025	2026	2027	2028	2029	5 YEAR PROGRAM
Non-Discretionary Contributions						
<i>City-Wide DCC Reserve Funds</i>						
Arterial Roads	38,206	35,940	38,152	37,060	37,979	187,337
Drainage	9,587	15,626	7,890	9,937	3,347	46,387
Major Collector Roads	3,541	5,462	4,112	4,112	4,112	21,339
Parkland	21,500	21,500	21,500	21,500	21,500	107,500
Parkland Development	825	825	825	825	825	4,125
Sewer	11,559	14,142	18,225	18,047	11,490	73,463
Water	5,341	6,094	11,071	8,148	7,524	38,178
<i>Area Specific DCC Reserve Funds</i>						
Anniedale Tynehead	1,093	2,589	2,589	2,589	2,589	11,449
Campbell Heights	643	929	929	5,553	5,553	13,607
Darts Hill	61	1,450	1,450	1,450	1,450	5,861
City Centre	1,508	5,958	5,958	5,958	5,958	25,340
Hwy 99 Corridor	73	178	178	178	178	785
Redwood Heights	30	2,482	2,482	2,482	2,482	9,958
	93,967	113,175	115,361	117,839	104,987	545,329
<i>NCP Reserve Funds</i>						
Fire	100	100	100	100	100	500
Library	100	100	100	100	100	500
Parks	1,400	1,980	-	-	-	3,380
	1,600	2,180	200	200	200	4,380
<i>Other Statutory Reserve Funds</i>						
Parkland Acquisition	3,000	3,000	3,000	3,000	3,000	15,000
	3,000	3,000	3,000	3,000	3,000	15,000
	98,567	118,355	118,561	121,039	108,187	564,709
Other Contributions						
<i>External Sources</i>						
Federal/Provincial Contribution	18,405	14,643	810	1,205	330	35,393
TransLink	14,179	31,802	15,637	29,543	15,317	106,478
	32,584	46,445	16,447	30,748	15,647	141,871
<i>Other Sources</i>						
Internal Borrowing	229,600	-	-	-	-	229,600
	229,600	-	-	-	-	229,600
	262,184	46,445	16,447	30,748	15,647	371,471
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	250,000
	\$ 582,958	\$ 352,626	\$ 311,597	\$ 319,768	\$ 280,118	\$ 1,847,066

5-YEAR CAPITAL PROGRAM—EXPENDITURE SUMMARY

(in thousands)

EXPENDITURE SUMMARY	2025	2026	2027	2028	2029	5 YEAR PROGRAM
Capital Renewal & Maintenance						
Buildings						
Facilities Maintenance & Renovations	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 20,000
	4,000	4,000	4,000	4,000	4,000	20,000
Equipment						
General Corporate	13,410	13,660	13,660	13,660	13,660	68,050
Parks, Recreation & Culture	600	600	600	600	475	2,875
Protective Services	2,986	3,941	6,900	2,938	2,938	19,703
	16,996	18,201	21,160	17,198	17,073	90,628
Land Acquisition						
Parkland Acquisition	24,717	24,717	24,717	24,717	24,717	123,585
	24,717	24,717	24,717	24,717	24,717	123,585
Other Capital Improvements						
Drainage	50,963	60,207	26,544	30,842	23,728	192,284
Parks, Recreation & Culture	4,954	4,953	4,953	4,953	4,953	24,766
Roads & Transportation	75,295	105,942	80,508	98,832	85,054	445,631
Sewer	20,051	24,729	29,041	29,054	22,629	125,504
Surrey City Energy	23,165	3,700	1,356	10,220	3,378	41,819
Water	15,832	16,682	21,709	18,756	18,126	91,105
	190,260	216,213	164,111	192,657	157,868	921,109
Sundry & Contingency	1,772	1,510	1,179	10,237	24,760	39,458
	1,772	1,510	1,179	10,237	24,760	39,458
	237,745	264,641	215,167	248,809	228,418	1,194,779

5-YEAR CAPITAL PROGRAM—EXPENDITURE SUMMARY

(in thousands)

EXPENDITURE SUMMARY	2025	2026	2027	2028	2029	5 YEAR PROGRAM
Ranked Projects						
Buildings						
Archives/1912 Hall Renovation	3,000	-	-	-	-	3,000
Centre Block	4,000	-	-	-	-	4,000
Chuck Bailey Recreation Centre Expansion	4,753	500	-	-	-	5,253
City Centre Arena	2,000	2,000	-	-	-	4,000
Cloverdale Sport & Ice Complex	1,200	-	-	-	-	1,200
Fleetwood Firehall #6 Relocation	3,500	10,500	15,750	-	-	29,750
Interactive Art Museum - City Centre	-	-	2,800	12,200	-	15,000
Newton Community Centre	229,600	-	-	-	-	229,600
Surrey Sport & Leisure Complex - Roof Replacement	-	-	7,500	-	-	7,500
Truck Bay Expansion Fire Hall #11 & #15	2,000	1,000	-	-	-	3,000
	250,053	14,000	26,050	12,200	-	302,303
Other Capital Improvements						
Abbey Ridge Neighbourhood Park Development	790	1,810	-	-	-	2,600
Artificial Turf Field # 2 and # 6 Replacement at Newton Athletic Park	1,800	-	-	-	-	1,800
Bear Creek Lights & Events Capital Upgrades	2,500	-	-	-	-	2,500
Cloverdale Athletic Park - Covered Multi-Sport Facility	-	-	2,100	-	-	2,100
Cloverdale Athletic Park- New Artificial Turf Field and Parking Lot	8,300	-	-	-	-	8,300
Covered Multi-Sport (Lacrosse Box) at South Surrey Athletic Park	700	-	-	-	-	700
Covered Multi-Sport (Lacrosse Box) in Newton	-	4,625	-	-	-	4,625
Disc Golf at Port Mann Park	2,300	-	-	-	-	2,300
Grandview Heights Community Park - Phase 1	-	3,100	-	-	-	3,100
Hadden House Upgrades	-	-	750	-	-	750
Large Covered Picnic Shelters - Various Parks	1,000	1,000	-	-	-	2,000
New Park Washrooms	750	750	750	750	-	3,000
Newton Youth Park	-	-	3,850	-	-	3,850
Nicomelk Riverfront Park	4,000	4,200	2,500	2,609	1,700	15,009
North Surrey Community Park Improvements	-	-	5,330	-	-	5,330
North Surrey Track Resurfacing	3,150	-	-	-	-	3,150
Park Improvements	500	500	500	500	-	2,000
Pier for Scattering of Ashes	3,800	-	-	-	-	3,800
Robertson Drive Park - Sport Court Pathway Improvements	1,000	-	-	-	-	1,000
South Newton Park Development	690	1,810	-	-	-	2,500
Sunnyside Park Ball Diamond Improvements	3,600	-	-	-	-	3,600
Sport Facility Site Development	-	1,000	-	-	-	1,000
Tamanawis Park - Third Field Hockey Turf Field and Changeroom	2,500	-	-	-	-	2,500
Unwin Community Park - Master Plan and Phase 1	4,200	4,400	4,600	4,900	-	18,100
Water Park Replacement at Bear Creek Park	1,600	-	-	-	-	1,600
Woodward Hill Neighbourhood Park Development	1,980	790	-	-	-	2,770
	45,160	23,985	20,380	8,759	1,700	99,984
	295,213	37,985	46,430	20,959	1,700	402,287
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	250,000
	\$ 582,958	\$ 352,626	\$ 311,597	\$ 319,768	\$ 280,118	\$ 1,847,066

5-YEAR CAPITAL PROGRAM—GENERAL CORPORATE

(in thousands)

CONTRIBUTION SUMMARY	2025	2026	2027	2028	2029	5 YEAR PROGRAM
Discretionary Contributions						
Contributions from Operating						
Current Year's Contribution - General	\$ 8,622	\$ 8,360	\$ 8,029	\$ 17,087	\$ 20,610	\$ 62,708
	8,622	8,360	8,029	17,087	20,610	62,708
Capital Projects Reserve	-	-	-	-	11,000	11,000
	-	-	-	-	11,000	11,000
Other Reserve Funds						
Vehicles & Equipment	10,460	10,710	10,710	10,710	10,710	53,300
	10,460	10,710	10,710	10,710	10,710	53,300
	19,082	19,070	18,739	27,797	42,320	127,008
Non-Discretionary Contributions						
NCP Reserve Funds						
Library	100	100	100	100	100	500
	100	100	100	100	100	500
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	250,000
	\$ 69,182	\$ 69,170	\$ 68,839	\$ 77,897	\$ 92,420	\$ 377,508
EXPENDITURE SUMMARY						
Capital Renewal & Maintenance						
Buildings						
Facilities Maintenance	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 20,000
	4,000	4,000	4,000	4,000	4,000	20,000
Equipment						
Corporate Security	250	250	250	250	250	1,250
Information Technology	6,000	6,000	6,000	6,000	6,000	30,000
Library	2,100	2,100	2,100	2,100	2,100	10,500
Office Equipment	100	100	100	100	100	500
Public Works Fleet Equipment	4,960	5,210	5,210	5,210	5,210	25,800
	13,410	13,660	13,660	13,660	13,660	68,050
Sundry & Contingency	1,772	1,510	1,179	10,237	24,760	39,458
	1,772	1,510	1,179	10,237	24,760	39,458
	19,182	19,170	18,839	27,897	42,420	127,508
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	250,000
	\$ 69,182	\$ 69,170	\$ 68,839	\$ 77,897	\$ 92,420	\$ 377,508

5-YEAR CAPITAL PROGRAM—PARKS, RECREATION & CULTURE

(in thousands)

CONTRIBUTION SUMMARY	2025	2026	2027	2028	2029	5 YEAR PROGRAM
Discretionary Contributions						
Capital Projects Reserve	\$ 12,000	\$ 12,000	\$ 12,000	\$ 11,000	\$ -	\$ 47,000
	12,000	12,000	12,000	11,000	-	47,000
Contributions from Operating						
City's Share - Parkland Acquisition DCC Program	217	217	217	217	217	1,085
City's Share - Parkland Development DCC Program	8	8	8	8	8	40
Current Year's Contribution - General	48,464	15,255	21,430	12,709	4,325	102,183
Other Appropriations - Green City	1,500	1,500	1,500	1,500	1,500	7,500
	50,189	16,980	23,155	14,434	6,050	110,808
Other Reserve Funds						
Environmental Stewardship	120	120	120	120	120	600
Vehicles & Equipment	350	350	350	350	350	1,750
	470	470	470	470	350	2,350
	62,659	29,450	35,625	25,904	6,520	160,158
Non-Discretionary Contributions						
DCC Reserve Funds						
Parkland	21,500	21,500	21,500	21,500	21,500	107,500
Parkland Development	825	825	825	825	825	4,125
	22,325	22,325	22,325	22,325	22,325	111,625
NCP Reserve Funds						
Parks	1,400	1,980	-	-	-	3,380
	1,400	1,980	-	-	-	3,380
Other Statutory Reserve Funds						
Parkland Acquisition	3,000	3,000	3,000	3,000	3,000	15,000
	3,000	3,000	3,000	3,000	3,000	15,000
	26,725	27,305	25,325	25,325	25,325	130,005
Other Contributions						
External Sources						
Federal/Provincial Contribution	1,000	-	-	-	-	1,000
	1,000	-	-	-	-	1,000
Other Sources						
Internal Borrowing	229,600	-	-	-	-	229,600
	229,600	-	-	-	-	229,600
	230,600	-	-	-	-	230,600
	\$ 319,984	\$ 56,755	\$ 60,950	\$ 51,229	\$ 31,845	\$ 520,763

5-YEAR CAPITAL PROGRAM—PARKS, RECREATION & CULTURE

(in thousands)

EXPENDITURE SUMMARY

Capital Renewal & Maintenance

	2025	2026	2027	2028	2029	5 YEAR PROGRAM
Base Park Development	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 12,500
Park Development - Green City	1,500	1,500	1,500	1,500	1,500	7,500
DCC Park Development	834	833	833	833	833	4,166
Natural Habitat Enhancement	120	120	120	120	120	600
	4,954	4,953	4,953	4,953	4,953	24,766

Equipment

Minor Equipment	250	250	250	250	125	1,125
Recreation Equipment Replacement	350	350	350	350	350	1,750
	600	600	600	600	475	2,875

Land Acquisition

Land Acquisition						
Parkland Acquisition	24,717	24,717	24,717	24,717	24,717	123,585
	24,717	24,717	24,717	24,717	24,717	123,585

Ranked Projects

Buildings

Archives/1912 Hall Renovation	3,000	-	-	-	-	3,000
Centre Block	4,000	-	-	-	-	4,000
City Centre Arena	2,000	2,000	-	-	-	4,000
Cloverdale Sport & Ice Complex	1,200	-	-	-	-	1,200
Chuck Bailey Recreation Centre Expansion	4,753	500	-	-	-	5,253
Interactive Art Museum - City Centre	-	-	2,800	12,200	-	15,000
Newton Community Centre	229,600	-	-	-	-	229,600
Surrey Sport and Leisure Complex - Roof Replacement	-	-	7,500	-	-	7,500
	244,553	2,500	10,300	12,200	-	426,453

Other Capital Improvements

Abbey Ridge Neighbourhood Park Development	790	1,810	-	-	-	2,600
Artificial Turf Field # 2 and # 6 Replacement at Newton Athletic Park	1,800	-	-	-	-	1,800
Bear Creek Lights & Events Capital Upgrades	2,500	-	-	-	-	2,500
Cloverdale Athletic Park - Covered Multi-Sport Facility	-	-	2,100	-	-	2,100
Cloverdale Athletic Park- New Artificial Turf Field and Parking Lot	8,300	-	-	-	-	8,300
Covered Multi-Sport (Lacrosse Box) in Newton	-	4,625	-	-	-	4,625
Covered Multi-Sport (Lacrosse Box) at South Surrey Athletic Park	700	-	-	-	-	700
Disc Golf at Port Mann Park	2,300	-	-	-	-	2,300
Grandview Heights Community Park - Phase 1	-	3,100	-	-	-	3,100
Hadden House Upgrades	-	-	750	-	-	750
Large Covered Picnic Shelters- Various Parks	1,000	1,000	-	-	-	2,000
New Park Washrooms	750	750	750	750	-	3,000
Newton Youth Park	-	-	3,850	-	-	3,850
Nicomekl Riverfront Park	4,000	4,200	2,500	2,609	1,700	15,009
North Surrey Community Park Improvements	-	-	5,330	-	-	5,330
North Surrey Track Resurfacing	3,150	-	-	-	-	3,150
Park Improvements	500	500	500	500	-	2,000
Pier for Scattering of Ashes	3,800	-	-	-	-	3,800
Robertson Drive Park - Sport Court Pathway Improvements	1,000	-	-	-	-	1,000
South Newton Park Development	690	1,810	-	-	-	2,500
Sunnyside Park Ball Diamond Improvements	3,600	-	-	-	-	3,600
Sport Facility Site Development	-	1,000	-	-	-	1,000
Tamanawis Park - Third Field Hockey Turf Field and Changeroom	2,500	-	-	-	-	2,500
Unwin Community Park - Master Plan and Phase 1	4,200	4,400	4,600	4,900	-	18,100
Water Park Replacement Bear Creek Park	1,600	-	-	-	-	1,600
Woodward Hill Neighbourhood Park Development	1,980	790	-	-	-	2,770
	289,713	26,485	30,680	20,959	1,700	1,491,890

\$ 319,984	\$ 56,755	\$ 60,950	\$ 51,229	\$ 31,845	\$ 520,763
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5-YEAR CAPITAL PROGRAM—PROTECTION SERVICES

(in thousands)

CONTRIBUTION SUMMARY	2025	2026	2027	2028	2029	5 YEAR PROGRAM
Discretionary Contributions						
Contributions from Operating						
Current Year's Contribution - General	\$ 5,650	\$ 11,650	\$ 15,900	\$ 150	\$ 150	\$ 33,500
	5,650	11,650	15,900	150	150	33,500
Non-Discretionary Contributions						
NCP Reserve Funds						
Fire	100	100	100	100	100	500
	100	100	100	100	100	500
Other Reserve Funds						
Vehicles and Equipment	2,736	3,691	6,650	2,688	2,688	18,453
	2,736	3,691	6,650	2,688	2,688	18,453
	\$ 8,486	\$ 15,441	\$ 22,650	\$ 2,938	\$ 2,938	\$ 52,453

EXPENDITURE SUMMARY

Capital Renewal & Maintenance

Equipment						
Fire Vehicles & Equipment	\$ 2,736	\$ 3,691	\$ 6,650	\$ 2,688	\$ 2,688	\$ 18,453
Fire Small Equipment Purchases	250	250	250	250	250	1,250
	2,986	3,941	6,900	2,938	2,938	19,703

Ranked Projects

Buildings						
Fleetwood Firehall #6 Relocation	3,500	10,500	15,750	-	-	29,750
Fire Hall # 11 & # 15 -Truck Bay Expansion	2,000	1,000	-	-	-	3,000
	5,500	11,500	15,750	-	-	32,750
	\$ 8,486	\$ 15,441	\$ 22,650	\$ 2,938	\$ 2,938	\$ 52,453

5-YEAR CAPITAL PROGRAM—ROADS & TRAFFIC (TRANSPORTATION)

(in thousands)

CONTRIBUTION SUMMARY	2025	2026	2027	2028	2029	5 YEAR PROGRAM
Discretionary Contributions						
City's Share - DCC Program						
City's Share - Arterial DCC Program	\$ 386	\$ 363	\$ 385	\$ 374	\$ 383	\$ 1,891
City's Share - Major Collector DCC Program	36	55	42	42	42	217
City's Share - Campbell Heights	-	-	-	47	47	94
City's Share - City Centre	15	60	60	60	60	255
	437	478	487	523	532	2,457
Contribution from Operating						
Current Year's Contribution-Roads	14,678	15,045	15,421	15,807	16,202	77,153
	15,115	15,523	15,908	16,330	16,734	79,610
Non-Discretionary Contributions						
Area Specific DCC Reserve Funds						
Campbell Heights	-	-	-	4,624	4,624	9,248
City Centre	1,508	5,958	5,958	5,958	5,958	25,340
City-Wide DCC Reserve Funds						
Arterial Roads	38,206	35,940	38,152	37,060	37,979	187,337
Major Collector Roads	3,541	5,462	4,112	4,112	4,112	21,339
	43,255	47,360	48,222	51,754	52,673	243,264
Other Contributions						
External Sources						
Federal/Provincial	2,746	11,257	741	1,205	330	16,279
TransLink	14,179	31,802	15,637	29,543	15,317	106,478
	16,925	43,059	16,378	30,748	15,647	122,757
	16,925	43,059	16,378	30,748	15,647	122,757
	\$ 75,295	\$ 105,942	\$ 80,508	\$ 98,832	\$ 85,054	\$ 445,631
EXPENDITURE SUMMARY						
Capital Renewal & Maintenance						
Other Capital Improvements						
Growth Related - Arterial	\$ 42,861	\$ 53,578	\$ 45,296	\$ 49,328	\$ 49,381	\$ 240,444
Growth Related - Collector	3,577	5,517	4,154	4,154	4,154	21,556
Non-Growth Related - Roads	14,678	15,045	15,421	15,807	16,202	77,153
TransLink	14,179	31,802	15,637	29,543	15,317	106,478
	75,295	105,942	80,508	98,832	85,054	445,631
	\$ 75,295	\$ 105,942	\$ 80,508	\$ 98,832	\$ 85,054	\$ 445,631

5-YEAR CAPITAL PROGRAM—WATER SERVICES

	<i>(in thousands)</i>					
CONTRIBUTION SUMMARY	2025	2026	2027	2028	2029	5 YEAR PROGRAM
Discretionary Contributions						
City's Share - DCC Program						
City's Share - Hwy 99 Corridor	\$ 1	\$ 2	\$ 2	\$ 2	\$ 2	\$ 9
City's Share - Water DCC Program	54	62	112	82	76	386
	55	64	114	84	78	395
Contribution from Operating						
Current Year's Contribution - Water	10,366	10,366	10,366	10,366	10,366	51,830
	10,421	10,430	10,480	10,450	10,444	52,225
Non-Discretionary Contributions						
Area Specific DCC Reserve Funds						
Hwy 99 Corridor	70	158	158	158	158	702
City-Wide DCC Reserve Funds						
Water	5,341	6,094	11,071	8,148	7,524	38,178
	5,411	6,252	11,229	8,306	7,682	38,880
	\$ 15,832	\$ 16,682	\$ 21,709	\$ 18,756	\$ 18,126	\$ 91,105
EXPENDITURE SUMMARY						
Capital Renewal & Maintenance						
Other Capital Improvements						
Growth Related	\$ 5,466	\$ 6,316	\$ 11,343	\$ 8,390	\$ 7,760	\$ 39,275
Non-Growth Related	10,366	10,366	10,366	10,366	10,366	51,830
	15,832	16,682	21,709	18,756	18,126	91,105
	\$ 15,832	\$ 16,682	\$ 21,709	\$ 18,756	\$ 18,126	\$ 91,105

5-YEAR CAPITAL PROGRAM— SEWER SERVICES

(in thousands)

CONTRIBUTION SUMMARY	2025	2026	2027	2028	2029	5 YEAR PROGRAM
Discretionary Contributions						
City's Share - DCC Program						
City's Share - Anniedale Tynehead	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 50
City's Share - Redwood Heights	-	19	19	19	19	76
City's Share - Sewer DCC Program	117	143	184	182	116	742
Contribution from Operating						
Current Year's Contribution - Sewer	7,343	7,527	7,715	7,908	8,106	38,599
	7,470	7,699	7,928	8,119	8,251	39,467
Non-Discretionary Contributions						
Area Specific DCC Reserve Funds						
Anniedale Tynehead	1,022	1,022	1,022	1,022	1,022	5,110
Redwood Heights	-	1,866	1,866	1,866	1,866	7,464
City-Wide DCC Reserve Funds						
Sewer	11,559	14,142	18,225	18,047	11,490	73,463
	12,581	17,030	21,113	20,935	14,378	86,037
	\$ 20,051	\$ 24,729	\$ 29,041	\$ 29,054	\$ 22,629	\$ 125,504

EXPENDITURE SUMMARY

Capital Renewal & Maintenance

Other Capital Improvements						
Growth Related	\$ 12,708	\$ 17,202	\$ 21,326	\$ 21,146	\$ 14,523	\$ 86,905
Non-Growth Related	7,343	7,527	7,715	7,908	8,106	38,599
	20,051	24,729	29,041	29,054	22,629	125,504
	\$ 20,051	\$ 24,729	\$ 29,041	\$ 29,054	\$ 22,629	\$ 125,504

5-YEAR CAPITAL PROGRAM—DRAINAGE SERVICES

(in thousands)

CONTRIBUTION SUMMARY	2025	2026	2027	2028	2029	5 YEAR PROGRAM
Discretionary Contributions						
City's Share - DCC Program						
City's Share - Anniedale Tynehead	\$ 1	\$ 16	\$ 16	\$ 16	\$ 16	\$ 65
City's Share - Campbell Heights	6	9	9	9	9	42
City's Share - Darts Hill	1	15	15	15	15	61
City's Share - Drainage DCC Program	97	158	80	100	34	469
City's Share - Redwood Heights	-	6	6	6	6	24
	105	204	126	146	80	661
Contribution from Operating						
Current Year's Contribution - Drainage	25,684	36,289	13,757	16,057	15,599	107,386
	25,789	36,493	13,883	16,203	15,679	108,047
Non-Discretionary Contributions						
Area Specific DCC Reserve Funds						
Anniedale Tynehead	71	1,567	1,567	1,567	1,567	6,339
Campbell Heights	643	929	929	929	929	4,359
Darts Hill	61	1,450	1,450	1,450	1,450	5,861
Hwy 99 Corridor	3	20	20	20	20	83
Redwood Heights	30	616	616	616	616	2,494
City-Wide DCC Reserve Funds						
Drainage	9,587	15,626	7,890	9,937	3,347	46,387
	10,395	20,208	12,472	14,519	7,929	65,523
Other Reserve Funds						
Environmental Stewardship	120	120	120	120	120	600
	120	120	120	120	120	600
	10,515	20,328	12,592	14,639	8,049	66,123
Other Contributions						
External Sources						
Federal/Provincial	14,659	3,386	69	-	-	18,114
	14,659	3,386	69	-	-	18,114
	\$ 50,963	\$ 60,207	\$ 26,544	\$ 30,842	\$ 23,728	\$ 192,284

EXPENDITURE SUMMARY

Capital Renewal & Maintenance

Other Capital Improvements						
Growth Related - Drainage	\$ 25,159	\$ 23,798	\$ 12,667	\$ 14,665	\$ 8,009	\$ 84,298
Non-Growth Related - Drainage	25,684	36,289	13,757	16,057	15,599	107,386
Natural Habitat Enhancement	120	120	120	120	120	600
	50,963	60,207	26,544	30,842	23,728	192,284
	\$ 50,963	\$ 60,207	\$ 26,544	\$ 30,842	\$ 23,728	\$ 192,284

5-YEAR CAPITAL PROGRAM—SURREY CITY ENERGY

(in thousands)

SURREY CITY ENERGY CAPITAL CONTRIBUTION SUMMARY	2025	2026	2027	2028	2029	5 YEAR PROGRAM
Discretionary Contributions						
Contributions from Operating						
Current Year's Contribution-Energy	\$ 23,165	\$ 3,700	\$ 1,356	\$ 10,220	\$ 3,378	\$ 41,819
	\$ 23,165	\$ 3,700	\$ 1,356	\$ 10,220	\$ 3,378	\$ 41,819
EXPENDITURE SUMMARY						
Ranked Projects						
Other Capital Improvements						
District Energy System	\$ 23,165	\$ 3,700	\$ 1,356	\$ 10,220	\$ 3,378	\$ 41,819
	\$ 23,165	\$ 3,700	\$ 1,356	\$ 10,220	\$ 3,378	\$ 41,819

CAPITAL FINANCIAL PLAN BYLAW, 2025, NO. 21602

CITY OF SURREY

BYLAW NO. 21602

A bylaw to provide for the adoption of the Surrey 2025 – 2029
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 to this Bylaw.

2. This bylaw shall be cited for all purposes as "Surrey 2025 – 2029 Capital Financial Plan Bylaw, 2025, No. 21602".

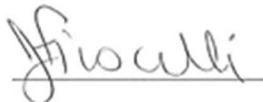
PASSED FIRST READING on the 14th day of April, 2025.

PASSED SECOND READING on the 14th day of April, 2025.

PASSED THIRD READING on the 14th day of April, 2025.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 28th day of April, 2025.



 MAYOR
 CLERK

CAPITAL FINANCIAL PLAN BYLAW, 2025, NO. 21602

Bylaw 21602

CITY OF SURREY

Schedule 1

Capital Financial Plan					
To establish years 2025 to 2029					
	2025	2026	2027	2028	2029
PROPOSED FUNDING SOURCES					
Development Cost Charges	\$ 93,968,000	\$ 113,175,000	\$ 115,361,000	\$ 117,839,000	\$ 104,987,000
Developer Contributions	116,600,000	117,180,000	115,200,000	114,200,000	114,200,000
Federal/Provincial Contribution	32,584,000	46,445,000	16,447,000	30,748,000	15,647,000
BC Growing Communities Fund	-	-	-	-	-
Transfers from Other Governments	32,584,000	46,445,000	16,447,000	30,748,000	15,647,000
TOTAL FUNDING SOURCES	\$ 243,152,000	\$ 276,800,000	\$ 247,008,000	\$ 262,787,000	\$ 234,834,000
PROPOSED EXPENDITURES					
Police Services	\$ 3,409,000	\$ 2,938,000	\$ 2,657,000	\$ 2,450,000	\$ 1,747,000
Fire Services	2,440,000	2,732,000	3,250,000	3,259,000	3,064,000
Parks, Recreation & Culture	32,153,000	32,122,000	32,483,000	33,293,000	33,851,000
General Government	18,168,000	16,484,000	15,322,000	13,252,000	11,768,000
Surrey Public Library	2,072,000	1,840,000	1,389,000	1,007,000	632,000
Engineering Services	53,687,000	52,178,000	49,970,000	50,926,000	51,469,000
Water, Sewer & Drainage	51,232,000	52,903,000	54,181,000	55,488,000	56,512,000
Solid Waste	1,072,000	1,072,000	1,072,000	1,072,000	1,072,000
Surrey City Energy	2,525,000	2,587,000	2,609,000	2,780,000	2,836,000
Municipal Amortization Expenditures	166,758,000	164,856,000	162,933,000	163,527,000	162,951,000
Capital Expenditures - Contributed	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000
Capital Expenditures - Current Years	582,958,000	352,626,000	311,597,000	319,768,000	280,118,000
Capital Expenditures	682,958,000	452,626,000	411,597,000	419,768,000	380,118,000
TOTAL EXPENDITURES	\$ 849,716,000	\$ 617,482,000	\$ 574,530,000	\$ 583,295,000	\$ 543,069,000
PROPOSED TRANSFERS BETWEEN CAPITAL AND OPERATING SOURCES					
Transfers To/(From) Capital Funds	(311,678,000)	(274,191,000)	(258,072,000)	(255,020,000)	(242,747,000)
Transfers To/(From) Reserve Funds	(243,386,000)	(14,991,000)	(17,950,000)	(13,988,000)	(13,988,000)
Transfers To/(From) Capital Sources	\$ (555,064,000)	\$ (289,182,000)	\$ (276,022,000)	\$ (269,008,000)	\$ (256,735,000)
Transfers To/(From) Operating Sources	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Unspecified Capital Budget Authority	(50,000,000)	(50,000,000)	(50,000,000)	(50,000,000)	(50,000,000)
TOTAL TRANSFERS BETWEEN SOURCES	\$ (606,564,000)	\$ (340,682,000)	\$ (327,522,000)	\$ (320,508,000)	\$ (308,235,000)
BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -

CITY OF SURREY

GLOSSARY

Accrual—The accrual basis of accounting recognizes revenues when they are earned and records expenses when they are incurred. This results in both revenues and expenses being recognized and recorded in the accounting period when they occur rather than when payments are actually received or made.

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.

Assets—Resources owned or held by the City that have monetary value.

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

BC Assessment Authority (“BCAA”)—The organization that is responsible for assessing property values in British Columbia.

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

Business Improvement Area (“BIA”)—A specific area within which businesses pay fees to fund improvements in commercial business potential.

Canadian Union of Public Employees (“CUPE”)—Union representing the City's unionized staff.

Capital Assets—Assets of long-term character that are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment. These assets have a significant value and a useful life of several years.

GLOSSARY

Capital Budget—The appropriation of internal and external contributions for improvements and additions to facilities, infrastructure, and parks.

Capital Expenditure—Expenditures approved in the Capital Budget related to the acquisition, expansion or rehabilitation of an element of the City's Capital Assets.

Capital Operating and Surplus—Amounts transferred to/from one fund to another fund or to/from deferred revenue or reserve accounts.

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.

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.

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).

Government Finance Officers Association (“GFOA”)—GFOA founded in 1906, represents public finance officials through the United States and Canada.

Grants—A contribution by a City or other organization to support a particular function, or endeavour. Grants can be either operational or capital.

Metro Vancouver Regional District (“GVRD”)—MVRD represents a federation of 21 municipalities, one Electoral Area and one Treaty First Nation that collaboratively plans for and delivers regional-scale services. Its core services are drinking water, wastewater treatment and solid waste management. They also regulate air quality, plan for urban growth, manage a regional park system and provide for affordable housing. The regional district is governed by a Board of Directors of elected officials from each local authority.

Greater Vancouver Sewerage & Drainage District (“GVS&DD”)—GVS&DD is an organization of member municipalities for the planning and delivery of sanitary sewer and drainage services.

Greater Vancouver Water District (“GVWD”)—GVWD is an organization of member municipalities for planning and delivery of water services.

Gross Domestic Product (“GDP”)—GDP is the final value of the goods and services produced within the geographic boundaries of a country during a specified period of time, normally a year. GDP growth rate is an important indicator of the economic performance of a country. GDP data is provided by Statistics Canada.

Infrastructure—Large-scale, physical assets required for the operation of a society (i.e., streets, water, sewer, public buildings, and parks).

Internal Services Recovered—Recovery from one department to another for services rendered, such as data processing or insurance funded from a control pool. See internal services used.

Internal Services Used—Charge from one department to another for services rendered. See internal services recovered.

Long Term Capital Plan (“LTCP”)—LTCP is the process of budgeting resources for the future of the City of Surrey’s various long term plans.

GLOSSARY

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, and is a conceptual framework for proposed development of a neighborhood. It identifies a pattern of land uses, densities, services and infrastructure.

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 and governing document under Bylaw, 2013, No. 18020, that outlines the community's objectives and the corresponding policies and maps to guide decisions on planning, land use management, and development within the area covered by the plan (usually an entire municipality or parts of a regional district).

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.

Public-Private Partnership (“P3”)—Public-Private Partnership or P3, is a contractual arrangement between a public agency (federal, provincial or local) and a private sector entity. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility.

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.

Revenue—Sources of income used by the City to finance its operations.

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.

TransLink— The Statutory authority responsible for the regional transportation network of the Metro Vancouver region including public transport, major roads and bridges.

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

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City of Surrey's Corporate Marketing
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with other departments.

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