



FOR THE YEAR ENDED DECEMBER 31, 2021

2021 ANNUAL FINANCIAL REPORT

BRITISH COLUMBIA, CANADA

SURREY.CA



FOR THE YEAR ENDED DECEMBER 31, 2021

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Prepared by the City of Surrey Finance Department

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DEMOGRAPHIC AND ECONOMIC INFORMATION

591,702* Population	\$1,166,370* Average home assessment (detached single family home)
11,662* Annual population change (2021-2020)	\$5,692* Average residential tax and utilities bill (before Provincial Homeowner Grant)
38.4* Median Age	6,125* Housing starts
\$152.72 billion† Metro Vancouver GDP	155,664* Total households
\$79,100♦ Metro Vancouver Median income	1,589* Total residential permits issued
1,607□ Metro Vancouver Labour force ('000)	1,487* Total non-residential permits issued
1,519□ Metro Vancouver Employment ('000)	\$1,659 million* Residential permit values
5.8%□ Metro Vancouver Unemployment rate	\$346 million* Non-residential permit values

□ Statistics Canada, Dec 2021 Monthly Labour Force (Vancouver CMA) ♦ Statistics Canada, 2020 (Vancouver CMA)
 † Conference Board of Canada, October 2021 Metro Vancouver insights * City of Surrey

CONSOLIDATED FINANCIAL INFORMATION

Consolidated Statement of Financial Position

As of December 31, 2021, with comparative figures for 2020 (in thousands of dollars)

	2021	2020
FINANCIAL ASSETS ¹	\$ 1,768,843	\$ 1,447,305
LIABILITIES	1,490,846	1,315,616
NET FINANCIAL ASSETS ²	\$ 277,997	\$ 131,689
NON FINANCIAL ASSETS ³	9,639,856	9,480,648
ACCUMULATED SURPLUS ⁴	\$ 9,917,853	\$ 9,612,337

¹ Financial assets: cash resources and liquid assets.

² Net financial assets: the net financial position, calculated as the difference between financial assets and liabilities.

³ Non-financial assets: the non-financial assets that are owned which will be utilized for future services, including tangible capital assets, inventories and prepaid expenses. Non-financial assets can normally be used only for service provision to accomplish future objectives.

⁴ Accumulated surplus: This is an indicator of the City's overall financial health. It is the different between the combined financial assets and non-financial assets as compared to its liabilities and includes the investments in tangible capital assets (capital equity), total reserves (restricted funds), appropriated surplus (internally appropriated funds) and general or unrestricted funds.

Consolidated Statement of Operations ¹

As of December 31, 2021, with comparative figures for 2020 (in thousands of dollars)

	2021 Budget ²	2021	2020
REVENUES	\$ 1,185,515	\$ 1,183,121	\$ 1,051,629
EXPENSES	865,289	877,605	779,143
ANNUAL SURPLUS ³	\$ 320,226	\$ 305,516	\$ 272,486
Accumulated Surplus, beginning of year	9,612,337	9,612,337	9,339,851
Accumulated Surplus, end of year	\$ 9,932,563	\$ 9,917,853	\$ 9,612,337

¹ The statement of operations shows the sources of revenues and expenses, the annual surplus or deficit and the change in the accumulated surplus.

² The budget numbers represent the City's plan for revenue and expenses set at the beginning of the year.

³ Annual surplus is the net income/(loss) for the current year operations.

MESSAGE FROM THE MAYOR



The City of Surrey has the distinction of keeping property tax rates at 2.9% over the last four years. City Council made it a priority to hold the line, especially in light of the COVID pandemic which has created challenges for individuals and businesses alike. I am also proud to say that the measured approach to finances did not exclude the building of new infrastructure projects that will benefit our growing city.

The Capital Parcel Tax was implemented for the express purpose of funding recreation and cultural infrastructure projects, which has helped to fund 21 capital projects to date. The projects range from park improvements to major community amenities such as the new Newton Community with a 50-metre pool. Below is a list of the projects that have been funded with the Capital Parcel Tax funds since 2020.

1. Newton Community Centre & Pool
2. Cloverdale Sport & Ice Complex
3. City Centre Sports Complex - Phase 1
4. Bear Creek Park Athletics Centre
5. Tamanawis Park - 3rd Field Hockey Turf & Changeroom
6. Sunnyside Reservoir Pickleball & Bike Park
7. Crescent Park Pickleball Courts
8. Indigenous Carving Centres
9. Newton Athletic Park Walking Track
10. Disc Golf at Port Mann Park
11. Crescent Park Studio/Building Renovation
12. Newton Turf & Washroom/Changeroom
13. South Surrey Athletic Park Track Replacement & New Artificial Field
14. Artificial Turf Field Replacements at Five Locations
15. Biodiversity Preserve Park Improvements
16. Outdoor Volleyball Courts
17. Trail & Path Development
18. New Park Shelters
19. Future Sport Facility Site Development
20. Park Improvements
21. New Park Washrooms

The balance that Council has struck on balancing budgets and meeting the public amenity needs of its citizens has put Surrey on track to prosper as we emerge from the COVID pandemic. I can assure you that as we move forward, Council will continue to ensure that there will be no property tax shocks and that Surrey remains in the bottom third for property taxes in Metro Vancouver.

The success we are experiencing is evident by the number of people who have made Surrey their home and the businesses which have relocated or expanded here. The future is bright for our City and we all play a role in the continuing success of Surrey.

Sincerely,

A handwritten signature in black ink, appearing to read "Doug McCallum". The signature is fluid and cursive, written in a professional style.

Doug McCallum
Mayor



CITY COUNCIL & SURREY OFFICERS

Surrey Officers

City Manager	V. Lalonde
Chief Librarian.....	S. Bhogal
Director, Strategic Initiatives & Corporate Reporting	J. Arason
Fire Chief	Chief L. Thomas
General Manager, Corporate Services Department.....	R. Costanzo
General Manager, Engineering Department.....	S. Neuman
General Manager, Finance Department	K. Grewal
General Manager, Investment & Intergovernmental Relations Department.....	D. Jones
General Manager, Parks, Recreation & Culture Department.....	L. Cavan
General Manager, Planning & Development Department	Vacant
General Manager, Policing Transition Department	T. Waterhouse
Officer in Charge, Surrey RCMP Detachment	A/Commr. B. Edwards
Chief Constable, Surrey Police Service	Chief N. Lipinski

Auditors – BDO LLP

Bankers – Royal Bank of Canada

City Council

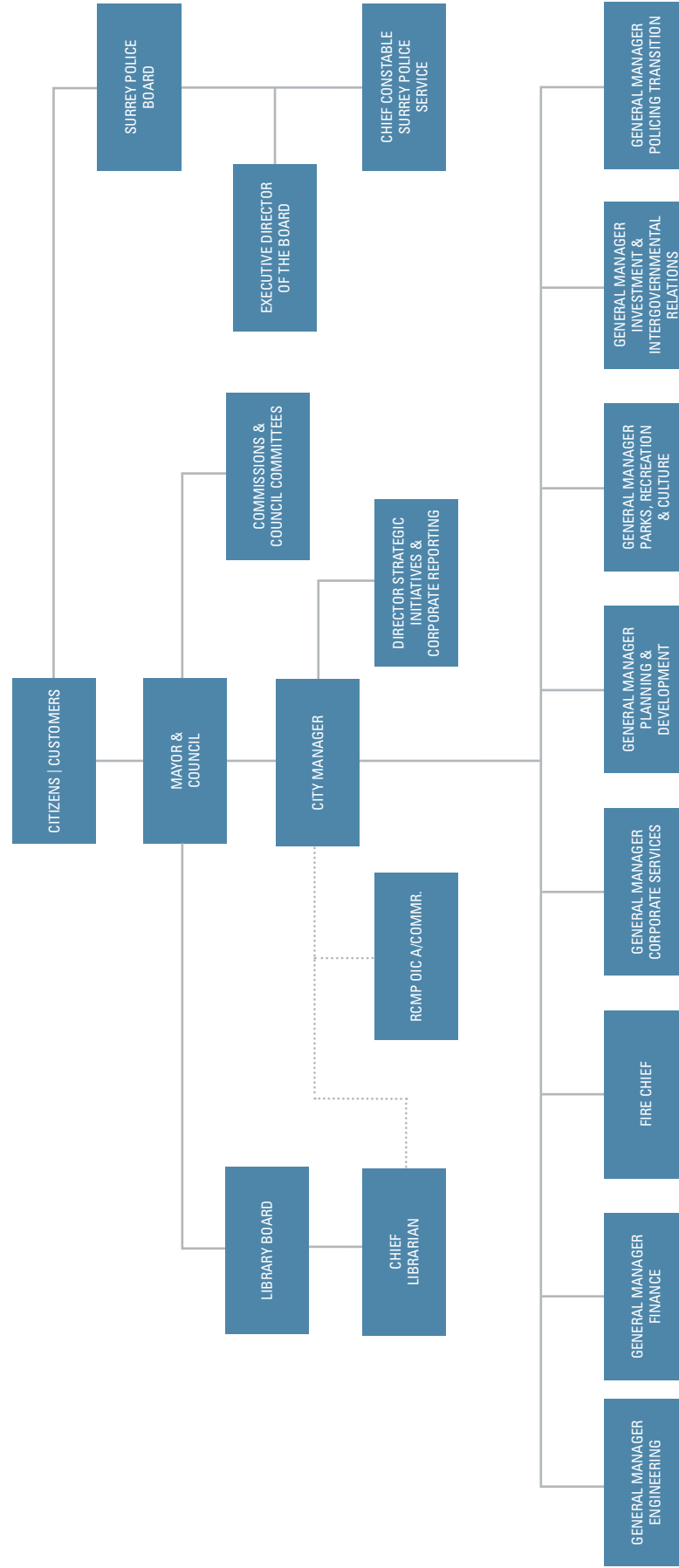
BACK

Allison Patton
 Mandeep Nagra
 Laurie Guerra
 Doug Elford

FRONT

Steven Pettigrew
 Brenda Locke
 Mayor Doug McCallum
 Linda Annis
 Jack Hundial

ORGANIZATIONAL CHART





Government Finance Officers Association

**Canadian Award
for
Financial Reporting**

Presented to

**City of Surrey
British Columbia**

For its Annual
Financial Report
for the Year Ended

December 31, 2020

Christopher P. Morill

Executive Director/CEO

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the City of Surrey for its annual financial report for the fiscal year ended December 31, 2020. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

A Canadian Award for Financial Reporting is valid for period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we are submitting it to the GFOA.



North facing view of City of Surrey during a golden sunset.



Surrey is one of the fastest growing community in Metro Vancouver. It is a city where modern urban development meets an abundance of green spaces, parks, and farmland. Home to six distinct town centres, the City comprises state-of-the-art recreational, arts, library, and heritage facilities featuring an array of diverse programming and public services. Surrey offers active, affordable, and accessible lifestyles for its residents serviced with modern amenities. An inclusive and welcoming community, the City embraces all people and cultures.

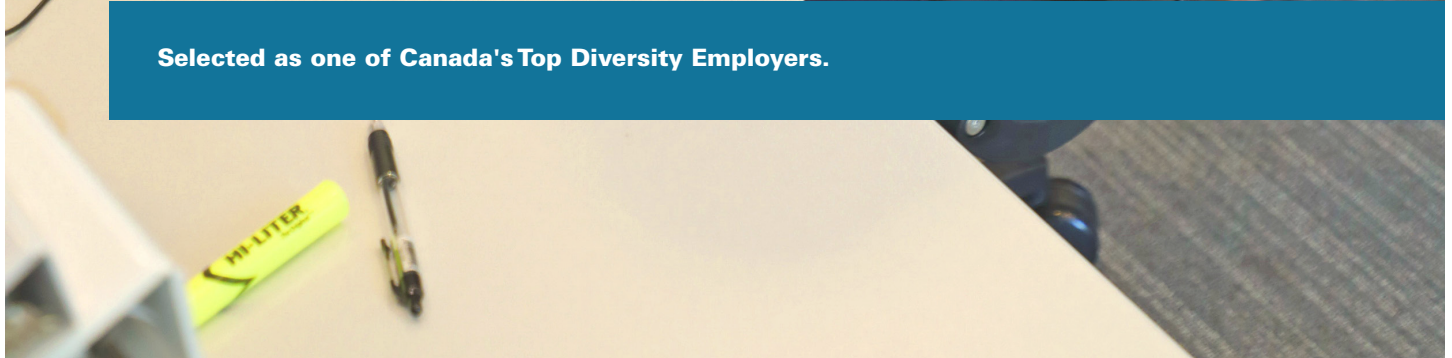
Surrey has one of the lowest property taxes in the region and is ranked as one of the best places in the country to invest. As Surrey evolves into the region's next major metropolitan centre, the City is focused on generating new economic opportunities, fostering innovation, and enhancing connectivity.

The City of Surrey continues investing in and building capital infrastructure to keep pace with the needs of its growing community. In recent years, Surrey has seen the largest construction and investment plan in its history. With a commitment to sustainable living and a proactive approach to economic and social development, the City of Surrey is destined for a prosperous future as it develops into Metro Vancouver's second major economic centre.

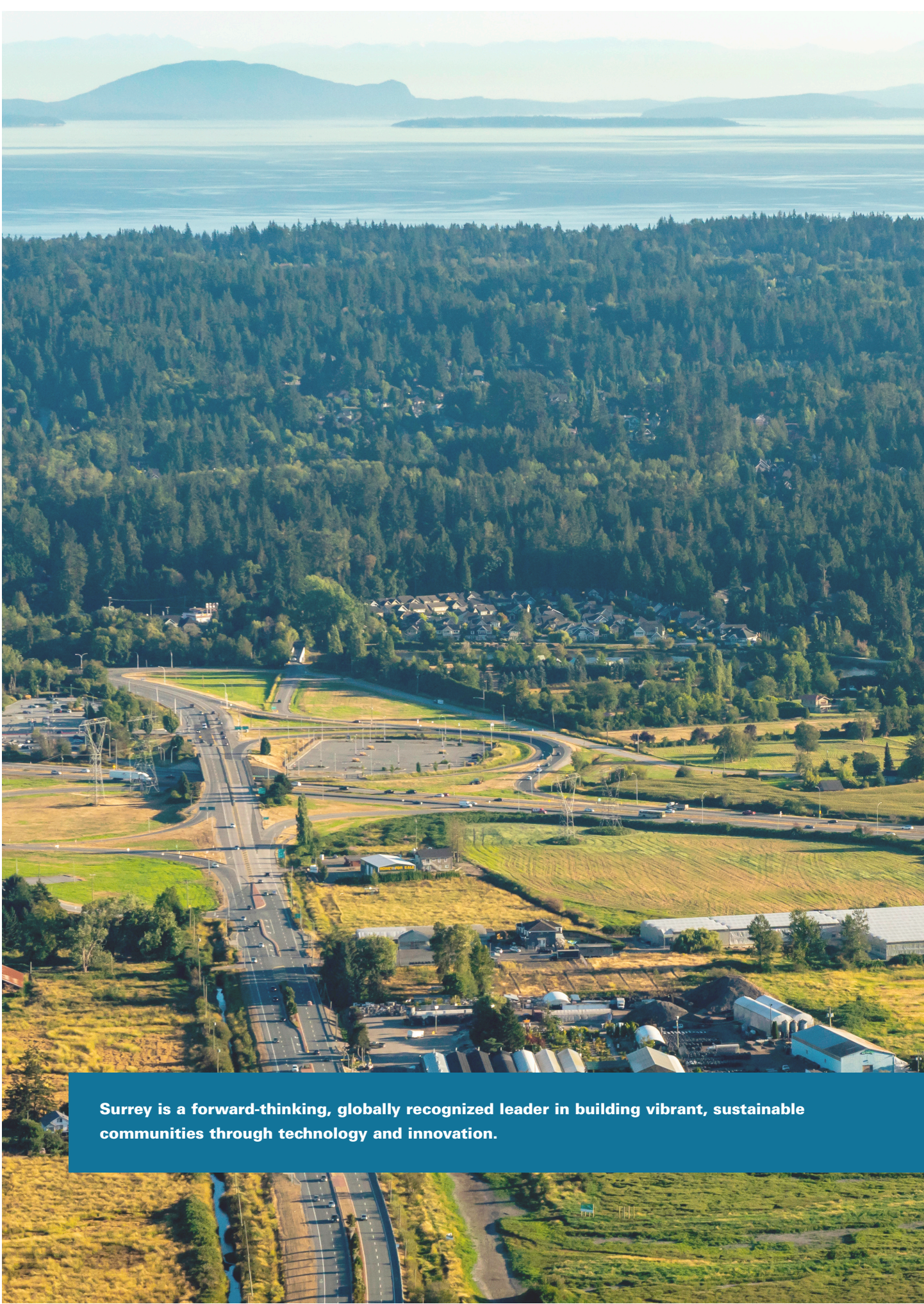
The following sections present the City's various departments including an overview of the services they provide and their 2021 accomplishments. Following the overview sections are the related performance measures developed by departments to support City goals.



Selected as one of Canada's Top Diversity Employers.



DEPARTMENT	AWARDS
INVESTMENT & INTERGOVERNMENTAL RELATIONS	2021 BC Economic Development Association Award for Economic Resiliency and Recovery
	2021 Canadian Association of Municipal Administrators (CAMA) Willis Award for Innovation
	2021 International Economic Development Council (IEDC) Award – Gold Rank – Resiliency, Recovery and Mitigation Award – Surrey Makes PPE
	2021 International Economic Development Council (IEDC) Award – Silver Rank – Business Retention and Expansion (BRE) Initiatives – Surrey's SPARKBIZ Program
FINANCE	Government Finance Officers Association Distinguished Budget Presentation Award: 2021-2025 Financial Plan
	Government Finance Officers Association Canadian Award for Financial Reporting: 2020 Annual Report
	Government Finance Officers Association Award for Outstanding Achievement in Popular Annual Financial Reporting: 2020 Annual Report highlights
	"A" rating from C.D. Howe Institute: 2021 edition of its Annual Municipal Fiscal Accountability report card
PARKS, RECREATION & CULTURE	BCRPA Award for Facility Excellence - North Surrey Sport and Ice Complex
	BCRPA Parks Excellence Award - Unwin Park and the Jumpstart Playground
	IOC IAKS Award for innovative and sustainable sports and leisure facilities - Clayton Recreation Centre
	MarCom Awards (Outstanding achievement in marketing)
	Communicator Awards (Honoring excellence in strategic, effective, and meaningful communication across digital, video, podcasts, marketing, mobile, print, and more)
	UBCM Excellence in Service Delivery Award for Urban Forest Resources for Outdoor Learning project
	Museum of Surrey – Business and the Arts Award – Arts Council of Surrey
CORPORATE SERVICES	Selected as one of Canada's Greenest Employers in 2021 by the Canada's Top 100 Employers project.
	BC Municipal Safety Association's Organizational Safety Excellence Award
	Selected as one of Canada's Top Employers for Young People in 2021 by the Canada's Top 100 Employers project
	Selected as one of Canada's Top Diversity Employers in 2021 by the Canada's Top 100 Employers project
ENGINEERING	The Surrey Transportation Plan Engagement - Gold Marcom Award in the category of Strategic Communications Marketing/Promotion Campaign Integrated Marketing
	Hub Cycling 20-in-20 Infrastructure Challenge Award (2nd place)
	Intelligent Transportation Systems Canada's Data Driven Outcomes Award for Excellence in Intelligent Mobility
SURREY LIBRARIES	BC Library Association's annual Building Better Communities Award for Somali Storytimes and Somali Parenting Workshops presented in partnership with Options Community Services Society



Surrey is a forward-thinking, globally recognized leader in building vibrant, sustainable communities through technology and innovation.

Guiding Documents

The City of Surrey has two key corporate 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. Our Strategic Goals reflect the vision statement of a Thriving, Green, Inclusive City, and is organized around eight community themes, as illustrated below, for a more holistic way of considering sustainability and the interconnected systems in our community. Successful implementation of this ambitious vision needs the support and involvement of all partners in Surrey including local businesses, residents and community groups.

Surrey Excels aligns strongly with the Sustainability Charter 2.0. Surrey Excels is a balanced scorecard that sets out the City's internal strategic objectives, initiatives and measures. Surrey Excels is organized into a tiered structure, with Tier 1 at the corporate level and Tier 2 at the departmental level. 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.

These provide the strategic direction and priorities of the City, which are facilitated through the delivery of the Five-Year Financial Plan and the annual budgets of the City.

Our Strategic Goals



INCLUSION

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



ECONOMIC PROSPERITY AND LIVELIHOOD

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



HEALTH AND WELLNESS

A caring community that encourages a sense of place 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.



ECOSYSTEMS

Healthy, protected and well maintained ecosystems and biodiversity.



INFRASTRUCTURE

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



PUBLIC SAFETY

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



EDUCATION AND CULTURE

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

Strategic Plan & Goals

Official Community Plan, Sustainability Charter, Transportation Strategic Plan and others.



Surrey Excels

Our Corporate Strategy

We serve our community to improve the quality of life for everyone.

Surrey Citizens
City Funds
Our Processes
Our People

Our Values

The City of Surrey's values guide the way we serve our residents, engage with our community and work with each other.

Community
Innovation
Integrity
Service
Teamwork

How We Will Achieve Our Vision of a Thriving, Green, Inclusive City

Surrey is a forward-thinking, globally recognized leader in building vibrant, sustainable communities through technology and innovation.



Received Council support for the acknowledgment of the National Truth and Reconciliation Day.

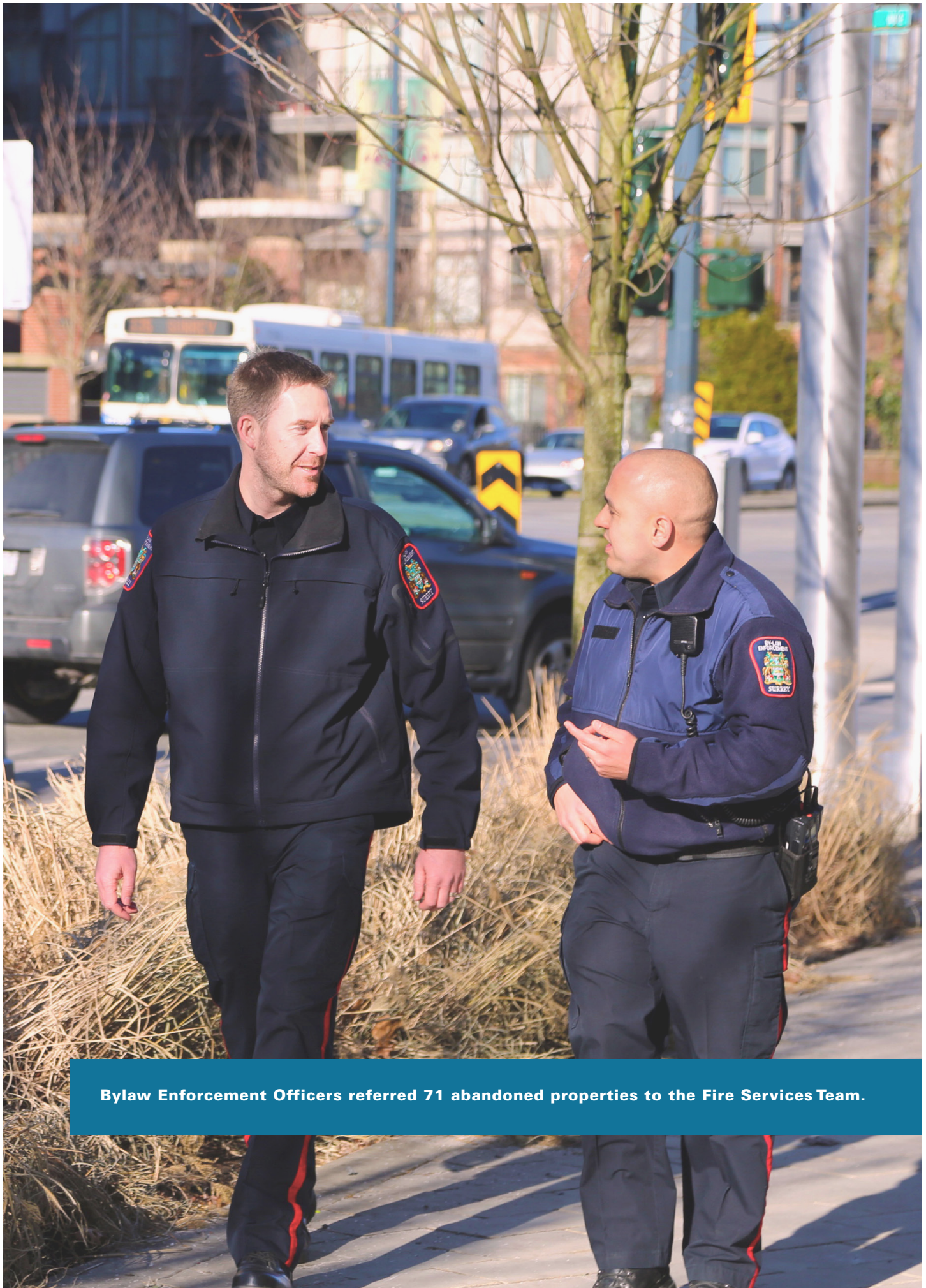
The City Manager's Office provides advice and recommendations to City Council related to policies and emerging issues. The department assists in guiding the work of the other City departments, thus ensuring a coordinated and balanced implementation of Council policy and programs. The City Manager's Office ensures that Council resolutions are addressed in a timely and fulsome manner and provides effective financial management by monitoring the annual budget and the Five-Year Financial Plan.

The City Manager's Office ensures that Council's priorities and high-quality sustainable City services are delivered on a consistent basis to the City's residents and businesses. Through the Strategic Initiatives & Corporate Reporting function the department provides coordination of key initiatives that span across multiple departments, including the "Surrey Excels" strategic framework. Consistency and high standards of corporate reporting, including regular reports to Council as well as periodic reports on organizational performance, are key functions of this department.

The City Manager's Office worked closely with departments across the organization to deliver key accomplishments in 2021, including selected initiatives where the City Manager's Office played a key role or coordinating role.

2021 ACCOMPLISHMENTS

- Continued working with BC Housing and the Fraser Health Authority to operate an Emergency Response Centre to help the City's priority population (experiencing housing instability).
- Sought and received Council support for the acknowledgment of the National Truth and Reconciliation Day.
- Supported the continuance of the Parking to Patio Program, which has allowed for the expansion of restaurant operations onto privately-owned parking lots and city road-rights-of-ways.
- Supported the City's application and acceptance for members to the Consider Canada City Alliance to maximize foreign direct investment.
- Supported the development and launch of the Surrey Store to Door initiative to encourage residents to shop online and support local businesses offering online sales and delivery services.
- Supported the City's \$14.2M Strengthening Communities Services Grant application that is introducing new and expanded services in coordination with BC Housing and the Fraser Health Authority for unsheltered and vulnerable people in the City Centre.
- Coordinated the City's response to the COVID-19 pandemic with the President and CEO of the Fraser Health Authority.
- Introduced Housing Agreement requirements as a condition of business licence to improve the quality of Supportive Recovery Facilities operating in Surrey.
- Worked with the Fraser Health Authority to utilize a number of City Facilities as COVID-19 Mass Vaccination Centres.
- Continued work with the Fraser Health Authority and the Ministry of Health to accelerate the application review and approval processes for the new hospital in Cloverdale.
- Worked with the Senior Management Team to discuss strategic topics to resolve challenges that the City may be facing.
- Delivered a series of Strategic Sessions that provided Mayor & Council updates on a variety of initiatives underway.
- Updated the Surrey Excels strategic framework to Mayor & Council's priorities.
- Continue to develop and adopt a Workplace Diversity and Inclusion Strategy.
- Support the continued enhancement of the City's online service capabilities.
- Support the completion of land use plans in Fleetwood, Newton-King George and Semiahmoo Town Centres.



Bylaw Enforcement Officers referred 71 abandoned properties to the Fire Services Team.

The Corporate Services Department delivers high quality and efficient services to our customers through a spirit of innovation and team collaboration. The department consists of key areas of our organization that support the overall core deliverables of the City including:

BYLAW ENFORCEMENT, COMPLIANCE & LICENSING

The Bylaw Enforcement, Compliance & Licensing Division 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 and parking enforcement. With focus on a proactive approach, enforcement staff focus on working with property owners to gain compliance for safety, maintenance, beautification and livability issues within the community.

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; employment services; compensation and benefits; occupational health and safety, diversity; wellness; training and development; organizational change support; and managing the Human Resources Information Systems (HRIS).

HR administers programs for City staff and supports open communication and respectful workplace relationships throughout the City. Human Resources staff partner with other departments to foster a safe, desirable and engaging workplace that enables the City to attract the best, develop and retain our people.

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.

LEGAL SERVICES

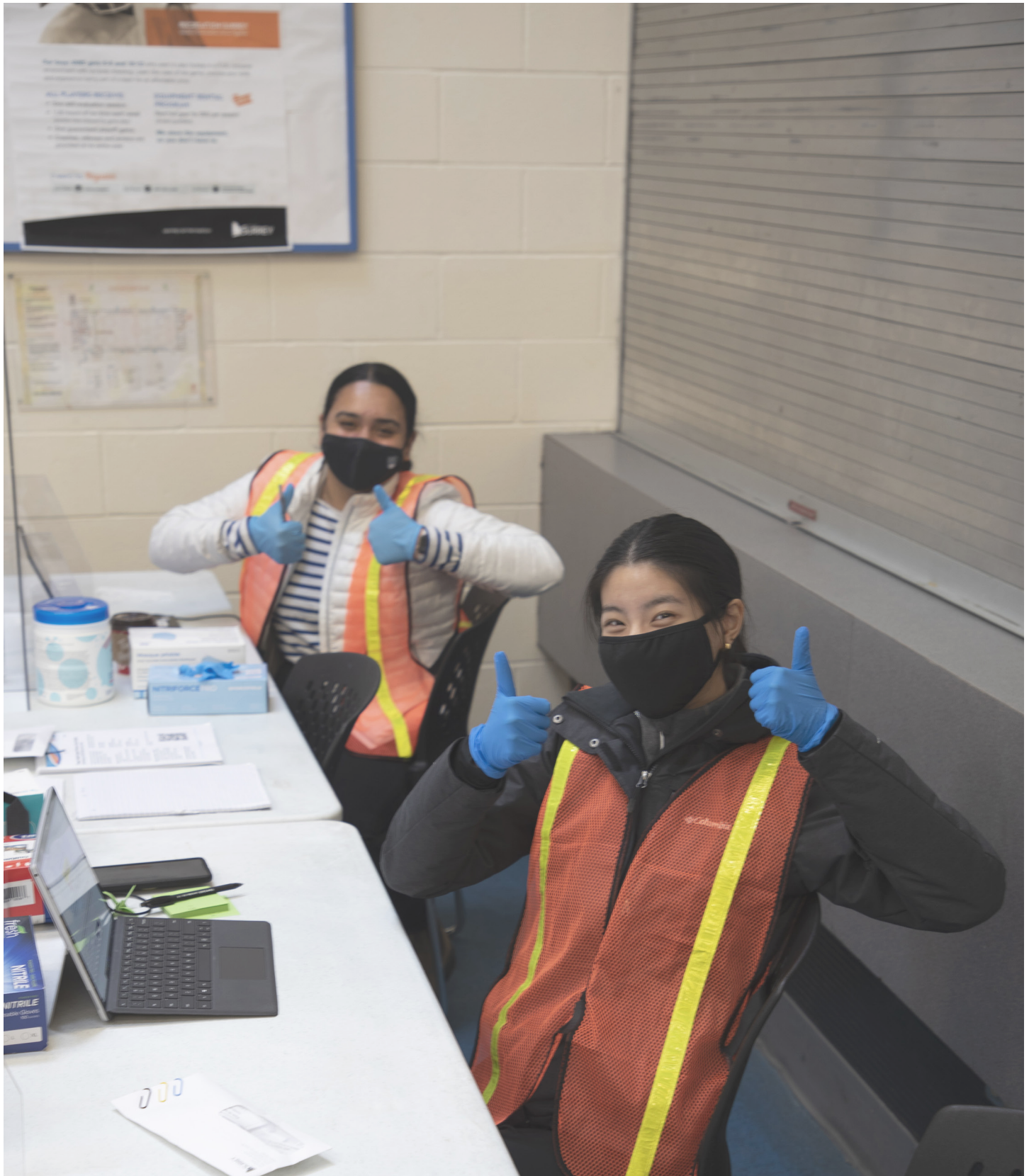
Legal Services is responsible for providing legal services to City Council and all of the City's departments. The City's solicitors serve as court counsel, provide legal advice and render legal opinions on a wide variety of matters, along with drafting and reviewing all forms of legal and legislative documentation associated with the business of the City.

LEGISLATIVE SERVICES

Legislative Services is responsible for ensuring the City conducts business in accordance with all levels of government legislation, including responding to requests for information under the Freedom of Information and Protection of Privacy Act (FIPPA). Legislative Services is also responsible for 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.

2021 ACCOMPLISHMENTS

- Expanded staff awareness and education of the diversity of Surrey and strengthened our inclusiveness through a variety of initiatives and events. In total, 34 key cultural events and important awareness days were recognized in 2021.
- Developed a staff survey to gain insights into our workforce's diversity and inform the creation of the City's Workplace Diversity and Inclusion strategy.
- Provided support for the creation of the Surrey Police Department, in the areas of human resources, information technology, privacy, records management requests for information under FIPPA, and legal services.
- Implemented security technologies and projects that have improved the overall security resilience of the City, including several recommendations from a security audit conducted by a third party. Mandatory cybersecurity training for staff continues to raise awareness of the daily risks of related attacks on our systems and information.
- Reviewed and evaluated best practice methodology in physical and operational security to ensure City facilities are provided with current, effective security systems and programs, and in 2021 all CCTV systems across the City were upgraded and put onto a City network to improve service availability and public safety outcomes.
- Established and implemented a pandemic plan for council and committee meetings to ensure meetings were held in compliance with the Provincial Health Officer's orders and to ensure the safety of staff, Council and members of the public.
- Bylaw Enforcement Officers referred 71 abandoned properties to the Fire Services Team in 2021. 34 properties were subsequently demolished.



One of City of Surrey's four Covid-19 vaccination centres.

The Engineering Department provides city services relating to transportation, solid waste, water, sewer, drainage, district energy, land development and the management of real estate assets.

The accomplishments and goals in this section are those that relate to the divisions that fall under the General Operating Fund: Land Development, Operations, Realty Services, Survey Services and GIS services.

LAND DEVELOPMENT

Land Development includes the Development Services section which prescribes the municipal infrastructure required to service land and building development; Inspection Services section which ensures infrastructure meets Council-adopted requirements; and the Client Services section which administers 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 manages and maintains the City's fleet of vehicles and business enhancement initiatives.

REALTY SERVICES

Realty Services manages the acquisitions, dispositions, and development of the City's real estate portfolio. Realty Services is responsible for the timely acquisition of land and rights-of-way for capital projects, park purposes and civic use, as well as managing the City's real estate inventory, including leasing and property sales.

SURVEY SERVICES

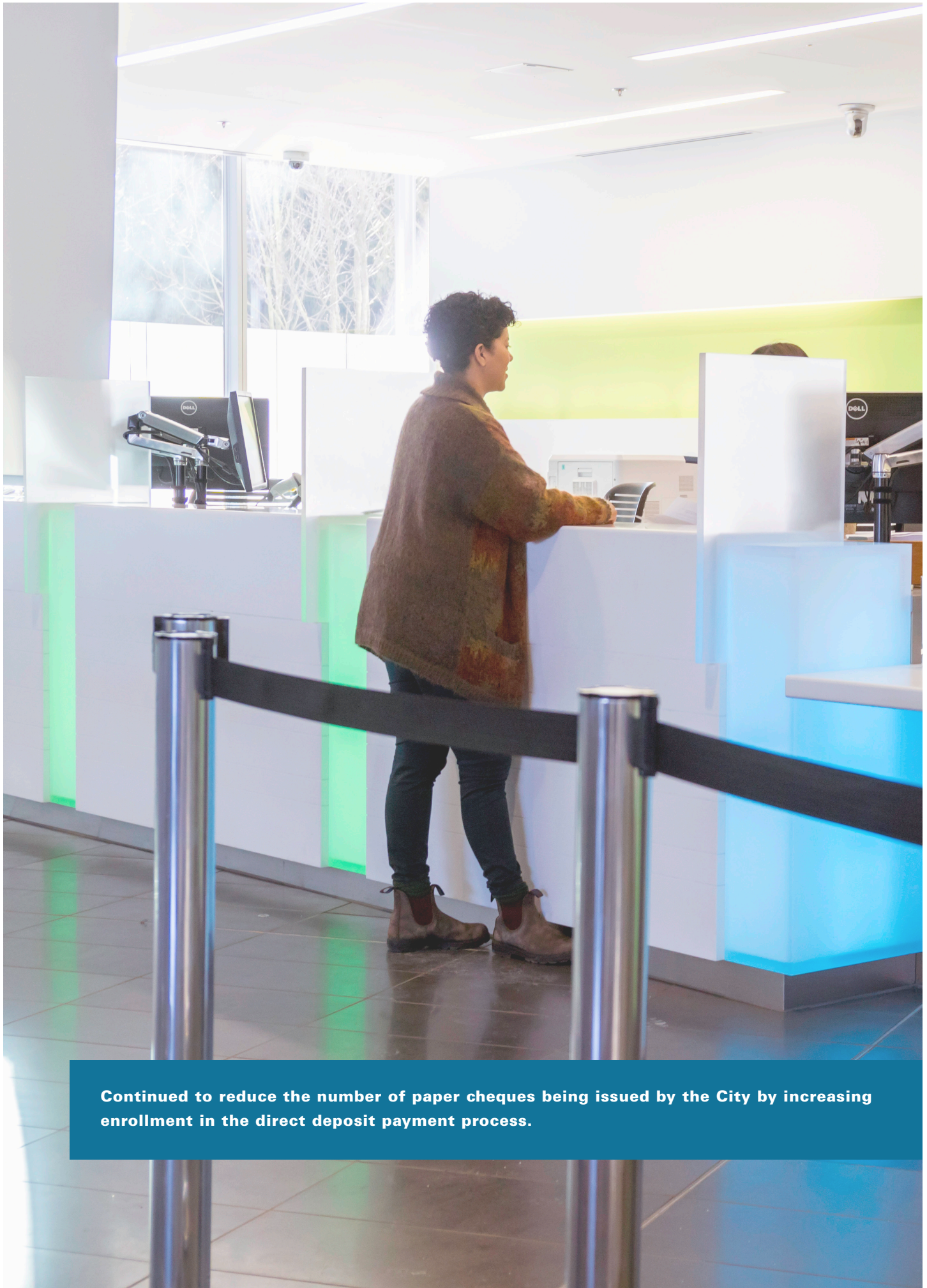
The Survey team provides services to all City Departments. With a primary focus of legal survey services to support Engineering and Parks Recreation & Culture. The Survey Section also manages the digital plan submission for the City's cadastral database, provides expertise for land development applications, and maintains the horizontal and vertical control survey monumentation network in the City.

GIS SERVICES

The GIS team manages the City's geographic information system (GIS) including tools, technology, spatial data reporting and analytics services. The section maintains the City's flagship web map COSMOS and enterprise systems: ArcGIS, Cityworks, AMANDA and Assetworks.

2021 ACCOMPLISHMENTS

- Secured property to accommodate a 60-bed "Safe Sleep" shelter in the City Centre as part of the UBCM Strengthening Communities Services Grant.
- Identified a site in the City Centre area for 30 units of Youth Housing to be developed under the CMHC Rapid Housing Program.
- Implementation of a turn-by-turn navigation system with route map and voice commands to staff for the completion of winter maintenance brine routes.
- Worked with the Fraser Health Authority to identify and open four Covid-19 vaccination centres.
- Engineering Operations applied evidence-based decisions in reviewing the most common musculoskeletal injuries (MSI). The program has led to a 66% reduction in MSI when compared to 2020.
- Developed WalkIT, a new web map to exchange information with pedestrians as they walk about the City.
- Developed and implemented a new inventory control system in the garage to allow digital tracking of parts and supplies.
- Implemented the fifth year of a five-year strategy to improve employee safety by reducing short duration employee absenteeism due to preventable workplace accidents by 2021.
- Enhanced public access to planned and ongoing capital construction projects information.
- Committed \$54.4 million in parkland acquisition expenditures, excluding riparian dedications and parklands transferred through the City land development process, resulting in 23.3 acres of parkland being added to the City's inventory.
- Piloted the implementation of four key City Centre and strategic projects based on agreed milestones with the developers and their engineers. One project has been completed, while the other three are still in-progress. To date, staff has achieved agreed upon durations and schedules.
- Entered into License Agreements with Rogers Communications Inc. to install, operate and maintain telecommunication infrastructure within the road allowances to increase broadband access and connectivity for Surrey residents.
- Developed processes to compile and share asset condition, probability of failure and consequence of failure information related to critical infrastructure to support sound maintenance management and sustainable service delivery.
- Assumed the ongoing lease agreements at the Cloverdale Fairgrounds from the Lower Fraser Valley Exhibition Association as part of the City's new role as the Fairground Operator.
- Through appraisal review, increased the park dedication contributions to the City by an additional \$1,640,000 over and above the original amounts proposed as part of development applications.
- Completed 292 appraisal requests representing 811 properties in furtherance of the City's strategic initiatives to increase civic, social, infrastructure and parkland services.
- Upgraded COSMOS. Enhancements include better overall performance, improved drawing graphics and measure tools as well as dynamic links to Surreys new Traffic Data Hub operations dashboard.



Continued to reduce the number of paper cheques being issued by the City by increasing enrollment in the direct deposit payment process.

The Finance Department provides financial guidance and advisory, along with procurement, risk management, and internal audit services to support all City operations. It delivers responsive services and innovative solutions to streamline processes and facilitate citywide efficiency gains and internal controls. In addition to leading process improvements, it sets and maintains financial practices, policies and standards. The Department's core services include:

FINANCIAL SERVICES, INCLUDING BUDGET AND ANALYSIS

Prepares the City's operating budget, capital budget, and quarterly financial reports. In addition, it reviews various corporate reports for the Senior Management Team and Council. It also provides long-term financial planning, monitoring and analyzing expenditure and revenue trends throughout the fiscal year. It then assists other departments in achieving their financial targets by providing periodic variance analysis reports.

FINANCIAL REPORTING

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

PAYROLL

Ensures that the City employees receive their salaries accurately and on time, with the correct deductions and necessary withholdings. It is also responsible for remitting any of the withholdings or deductions of employees to appropriate authorities.

INTERNAL AUDIT AND COMPLIANCE

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

REVENUE SERVICES

Responsible for the billing and collection of property taxes and billing for annual, metered and district energy utility clients. They are also responsible for collecting fees for dog licenses, false alarms, secondary suites, and parking tickets. Revenue Services oversees Accounts Payable where their responsibilities include processing of accurate and prompt supplier payments and ensuring that the suppliers' information is accurate and up to date in the City's financial management system.

PROCUREMENT SERVICES & CONTRACT MANAGEMENT

Coordinates the procurement of high quality, cost-effective goods, and services, while ensuring all City policies are followed and best practices implemented. It follows applicable legislation and ensures appropriate public and competitive processes are applied to achieve best value; and it provides professional expertise in the areas of Purchasing, Supply Chain Management and Contract Administration.

RISK MANAGEMENT SERVICES

Provides consulting services to City departments on how to identify, plan for, and manage risks in their daily business. It provides 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 identify, manage and reduce the overall cost of risk.

TREASURY OPERATIONS

Monitors cash flow and invests funds in a prudent manner, providing investment return and long-term security while meeting daily cash flow needs. They are responsible for the City's relationship with its financial institution and credit/debit card payment processor.

2021 ACCOMPLISHMENTS

- Reviewed Enterprise Risk Management ("ERM") best practices to explore opportunities in how the City is proactively managing its portfolio of risks. Draft framework is under review.
- Introduced a process of demand planning for Procurement services, by collaborating with business leads to forecast goods and services that they expect to procure for upcoming solicitations.
- Investigated a new digital First Aid data management system to better record injuries experienced at City facilities and identify opportunities for prevention. The process is ongoing.
- Explored data-driven decision making capabilities to develop graphical operating and capital budget reports for City departments. The reporting options are under review and the City's IT team is assisting with this initiative.
- Initiated a new procurement process to procure a new E-Procurement tool. The implementation process will conclude in 2022.
- Completed rollout of new P-Card processing for staff by improving accessibility, user interface and ease of use.
- Continued to reduce the number of paper cheques being issued by the City by increasing enrollment in the direct deposit payment process.
- Secured the required Provincial approvals to obtain external borrowing through the Municipal Finance Authority of BC (MFA) to fund three major projects in the 2021–2025 Five-Year Capital Financial Plan.



43% of dispatch and firefighter recruits hired in 2021 were diverse candidates.

The Surrey Fire Service's mission is to protect life, property and the environment by responding to emergencies, ensuring regulatory compliance and developing community education. Surrey Fire Service helps to make our City a safe place to live.

SURREY EMERGENCY PROGRAM

Surrey's Emergency Program includes Neighbourhood Emergency Preparedness Program (NEPP); Business Emergency Preparedness Program (BEPP); Surrey Emergency Program Amateur Radio (SEPAR); Surrey Search and Rescue (SSAR); and Emergency Social Services (ESS), Level One: Personal Disaster Assistance. Through these programs, City staff and the large network of volunteers provide valuable community emergency services.

OPERATIONS

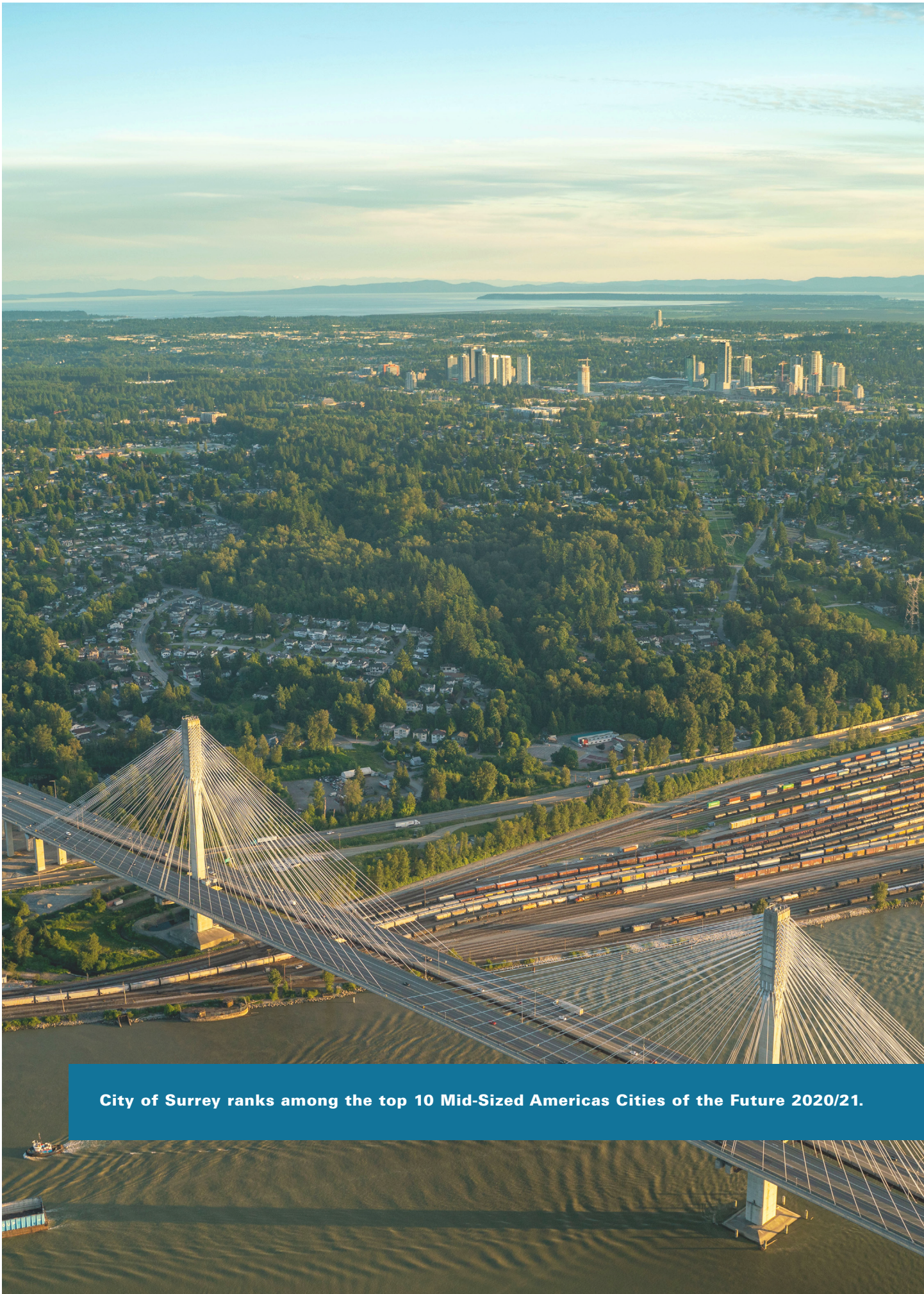
Operations is the largest division and is responsible for emergency medical services, fire suppression and hazardous materials response and rescue activities. In addition to the above activities handled by the Suppression branch, the Operations division is also responsible for the Prevention branch and the Training branch. Through these programs, City staff and the large network of volunteers provide valuable community emergency services.

EMERGENCY COMMUNICATIONS

Communications provide emergency dispatch services to 41 different communities across BC. Providing computer-aided dispatch services and radio support for fire and medical responses. By operating a regional dispatch service, efficiencies are achieved for the benefit of all participants.

2021 ACCOMPLISHMENTS

- Continued to work on behalf of the City Manager and BC Emergency Health Services to establish collaborative working groups to seek alternative, efficient approaches for Fire Services and Ambulance Services involvement in responding to medical emergencies in Surrey.
- Facilitated Women in Firefighting workshops throughout the year to develop diverse candidates for firefighter recruitment.
- 43% of dispatch and firefighter recruits hired in 2021 were diverse candidates.
- Completed staff training that focused on the importance of inclusivity and maintaining a respectful workplace.
- Reduced fire related death and injuries at residential properties through the continued deployment of the HomeSafe Program. This program increases the number of working smoke alarms in residential structures.
- An indicator of the success of the HomeSafe program is assessing whether a smoke alarm unit was functioning at the time of a residential fire. Since 2006, the rate of working smoke alarms at fires have increased from 25% to 69.9% in 2021.
- Inspected 8,409 business properties and provided 7,834 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.
- During the COVID-19 pandemic, Surrey Emergency Preparedness presentation was delivered to attendees through a virtual platform.
- The Business Emergency Preparedness Program delivered 7,834 disaster recovery educational pamphlets.
- Coordinated 24 Level 1 Emergency Support Service ("ESS") responses for 98 displaced residents at single family dwellings. There were 2 ESS Level 2 team responses for 2021 which supported 321 displaced residents at multi-residential dwellings.
- Installed 459 smoke alarms at single family residences during HomeSafe inspections, including 12,953 smoke alarm verification tests.
- Successfully delivered basic EOC training to 133 city staff, committing 2,064 hours of emergency management skill development to achieve the overall goal of improving City's emergency preparedness through increased EOC training.
- Collaboration with Fraser Health, Police and BCEHS continues to support the mitigation of the opioid crisis through real-time overdose tracking and improved resource deployment.



City of Surrey ranks among the top 10 Mid-Sized Americas Cities of the Future 2020/21.

The Investment & Intergovernmental Relations Department's programs and services include economic policy and strategy, economic analysis, business attraction, sector development, government relations, policy analysis and communications. The department also has responsibility for the following operational divisions:

ECONOMIC DEVELOPMENT

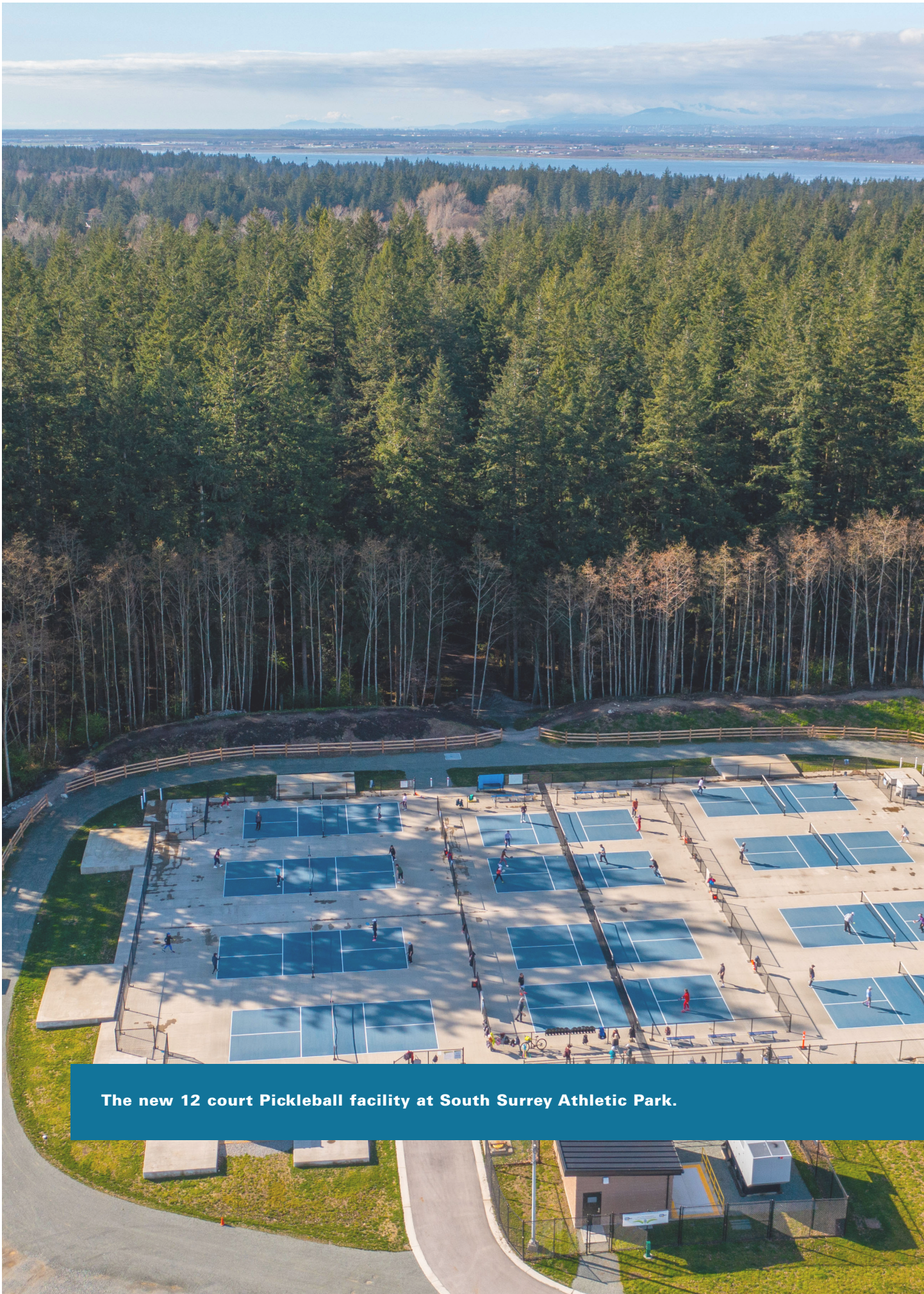
The Economic Development division is responsible for producing and implementing the City's Economic Development Strategy. The division identifies and develops relationships with key stakeholder groups in order to build a strong ecosystem that stimulates investment attraction, job creation, entrepreneurship development and innovation. The Economic Development team maintains current information about businesses in Surrey, and collects and analyzes local, regional, and provincial economic data.

INTERGOVERNMENTAL RELATIONS

The Intergovernmental Relations division is responsible for producing and implementing the City's Government Engagement Plan. The division advances the City's interests with all levels of government and identifies provincial and federal priority alignments and joint program opportunities.

2021 ACCOMPLISHMENTS

- Worked directly with the Provincial Minister of Public Safety and Solicitor General's office and the Federal Minister of Public Safety and Emergency Services' office to help advance Surrey's transition to a Surrey Police Service.
- Organized a visit to Surrey's Safe Centre and roundtable session with the Federal Minister of Public Safety and Emergency Services – participants included local MPs and some members of Council.
- Assisted City Departments to secure funding from senior levels of government, including \$13.8 million in new Rapid Housing Initiative funding to support the development of a 30-unit modular supportive housing project for youth aged 17–24 years experiencing or at risk of homelessness.
- Working with 136 companies considering locating to Surrey in 2022. This represents a 100% increase in leads compared to 2019 and four times as many leads compared to 2020. This accounts for over 3 million sq ft of commercial and industrial space interest in Surrey.
- Engaged with over 165 businesses as part of our outreach program to understand the impact of COVID-19 on our local business community and prepare them for recovery.
- Partnered with Simon Fraser University (SFU) in establishing Surrey as a leader in Canadian agri-innovation. This includes supporting the development of a new agricultural technology program at SFU and initiating an Innovation Committee to discuss new collaboration opportunities. Additionally, the City is currently working with over 31 local food processes, particularly in the plant-based protein and snacks manufacturing space, to grow and expand within the City.
- Build Surrey's international presence as an investment attraction destination by ranking among the top 10 Mid-Sized Americas Cities of the Future 2020/21 by the Financial Times' fDi Intelligence Division, winning regional, national and international awards for our Surrey Makes PPE Program and speaking at the 2021 United Nations Climate Change Conference (COP26).
- In partnership with the Township of Langley, City of Richmond, and BC Tech Association, the City was awarded with \$400,000 from the Province of BC to establish a Supply Chain Resiliency Program to support local manufacturing businesses in locking emerging market opportunities.
- Admitted into the Consider Canada City Alliance, Canada's leading network of cross-Canada investment agencies attracting foreign direct investment and became a partner of Invest in Canada.
- Conducted a survey to assess consumer spending habits in Surrey that will be used as a baseline for future surveying being deployed in 2022. The insights will inform our efforts to attract more businesses desired by residents in each town centre.



The new 12 court Pickleball facility at South Surrey Athletic Park.

The programs, facilities and services of the Parks, Recreation & Culture Department reflect people working together to improve recreation opportunities, protect the natural environment and enhance the quality of life for residents of Surrey. The department is organized into core service divisions, each responsible for a variety of services and facilities.

ADMINISTRATION & SUPPORT SERVICES

Administration and Support Services' key role is to provide ongoing support to the General Manager and Division Managers, in addition to department wide administrative duties. This Division also oversees the implementation of Surrey's Sport Tourism Strategy, submitting bid applications to bring major sporting events to Surrey.

COMMUNITY AND RECREATION

Community and Recreation Services (CRS) operates diverse, state-of-the-art facilities across Surrey where individuals, families and the community gather for improved health and well-being through social, educational, recreation and fitness opportunities. Its purpose is to provide quality, accessible health and wellness programs where participants can build relationships and learn. By working collaboratively with stakeholders and partners, CRS helps children and youth reach their full potential, support families with services, connects and engages with seniors and enables individuals to thrive.

CULTURE

The Culture Division leads the planning, development and implementation of Cultural Policies, Cultural Facilities, and contribution of knowledge and leadership to local, regional and national arts, culture and heritage issues and initiatives. The Division provides City-wide arts, heritage, and cultural services, including cultural grants and supports the development of community arts and heritage organizations. Public Art Program, Arts Services, Performing Arts, Special Events, Heritage Services, and Filming portfolios for the City are also a part of the Culture umbrella.

MARKETING, COMMUNICATION, WEB AND NEW MEDIA

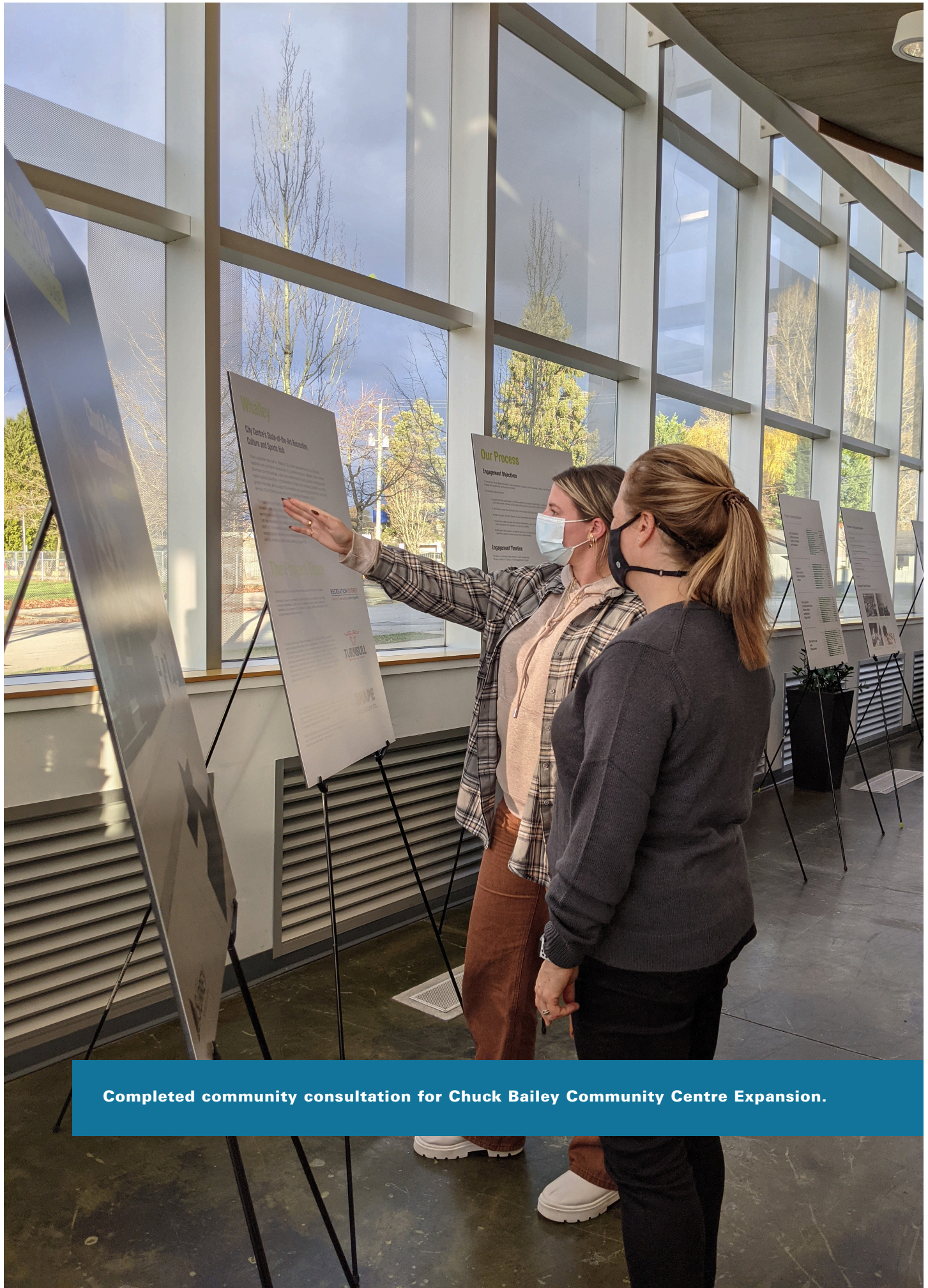
The Corporate Marketing and Communications Division supports the department and corporation by providing expertise, strategic guidance and services related to marketing and communications and community engagement on campaigns and key initiatives. The Division is responsible for establishing and maintaining city-wide operations-related communications standards and media guidelines corporately. The Web and New Media Section oversees the City's social media policy and web content best practices by providing expertise, guidance and services related to enhancing the web presence and ensuring customers receive timely information via various digital channels.

PARKS

The Parks division plans, develops and maintains the City's extensive park system, a civic marina and three cemeteries. The division plays a key role in the stewardship of the natural environment and the engagement of our residents, through the delivery of a variety of outdoor programs, services and events, including nature-based education and stewardship programs, active recreation and play amenities and community engagement initiatives. The division also provides advice and permits to community event organizers and facilitates the review of permit requests through Festivals Events Service Team (FEST) Committee.

2021 ACCOMPLISHMENTS

- Strengthened indigenous community engagement via ongoing dialogue to inform the design and programming of Indigenous Carving Centre at Elgin Heritage Park/ Stewart Farm.
- Coordinated the Online Youth Nights to provide young people in Surrey the opportunity to recreate, volunteer and connect with peers and positive adult allies. From May 2020–December 2021, 65 Online Youth Nights have been held and have engaged 1,993 youth attendees and 115 youth volunteers between the ages of 10–21 years.
- Awarded UBCM Award of Excellence in Service Delivery for the "Urban Forest Resources for Outdoor Learning" project.
- Surrey Civic Theatres Summer POP! Performances Outdoors in Parks: To bring arts experiences to residences while PHOs required theatres closed.
- 2021 Surrey Fusion Festival was successful in engaging both past attendees, performers and local pavilion organizers to produce a one-of-a-kind digital event experience that authentically shared cultural education, heritage and traditions with viewers. VSFF garnered more than 20,418 engagements throughout the social media campaign.
- Museum of Surrey exhibition: BEES! A strong partnership with Honeybee Centre and other bee farmers in Surrey and a travelling exhibit grant (\$49,000) meant we were able to build the first large scale travelling exhibit for Museum of Surrey.
- Hosted four trees sales events for the public, with over 4,000 trees purchased by residents to plant on private property.
- Planted more than 17,500 trees in parks and along streets.
- Development of 12 new courts, dedicated to the pickleball facility on the retrofitted MV reservoir lid in South Surrey Athletic Park.
- Awarded the BCRPA Facility Excellence award for projects over \$1 million to the North Surrey Sport and Ice Complex in the City of Surrey. The award recognizes outstanding innovation in facility concept, design development, maintenance, or operation in a facility.



Completed community consultation for Chuck Bailey Community Centre Expansion.

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 activities of the following five divisions:

BUSINESS TRANSFORMATION

Business Transformation provides general administrative support services, records management, budgeting, information technology deployment and support, Enterprise Content Management implementation and customer service.

AREA PLANNING & DEVELOPMENT, NORTH & SOUTH

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

BUILDING

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

CIVIC FACILITIES

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

COMMUNITY PLANNING

Community Planning develops land use plans and policies in support of the planned and orderly development of the City. The division administers the Official Community Plan (OCP), General Land Use Plans, Neighbourhood Concept Plans (NCP), Local Area Plans, zoning bylaw amendments and monitors the City’s growth management strategies. The division is also responsible for Social Planning, Agricultural Planning, Heritage Planning and demographic tracking and growth forecasting.

2021 ACCOMPLISHMENTS

- Deployed the Guaranteed Timeline Initiative for Single Family Building Permits, Tenant Improvement Permits and rezoning applications.
- Received 729 development applications for rezoning, subdivision, development permits, development variance permits and Official Community Plan development and prepared and presented 229 planning reports to Council on development applications.
- Approved the creation of 462 single family lots.
- Secured \$16 million CMHC Rapid Housing Initiative funding for 44 Supportive Housing units in Partnership with Atira Women’s Resource Society and secured \$13.8 million CMHC Rapid Housing Initiative funding for 30 Supportive Housing units for youth in partnership with the Pacific Community Resource Society.
- Completed or initiated Land use Plans, including Completed Stage 2 Darts Hill NCP and Completed Stage 1 Plans for South Campbell Heights and Newton King George.
- Completed Background Studies and Preliminary Engagement for Fraser Highway SkyTrain Corridor and the Central Business District Office Study for City Centre.
- Completed community consultation for Chuck Bailey Community Centre Expansion.
- Completed design consultation with First Nations, as well as community consultation for the South Surrey Indigenous Carving Centre.
- Completed Don Christian Community Centre Childcare expansion.
- Completed accelerated inspections for emergency winter shelters and summer cooling centres.
- Completed Phase 1 of the Zoning By-law Update to improve clarity, as well as continued updates to allow Secondary Suites in Comprehensive Development Zones.
- Completed the City Centre Incentive Program with seven eligible projects making use of this incentive.
- Completed revisions to the Heritage Evaluation Sheet to include expanded criteria for determining heritage and cultural value.
- Increased the use of the digital building permit intake and review process for single-family building permits and began the phased implementation of a new online permitting portal to provide Land Development clients and staff with expanded online services abilities, enhanced communication, process efficiencies and improved quality of submissions.
- Continued streamlined reviews and acceptance of specified BC Housing Building Projects to meet key homelessness reduction objectives, as well as for Surrey School District Building Permits Applications to meet the increased enrolment demands within the City.
- Continued roll-out of the electrical Contractor Performance Management Program to reduce the rate of inspections for high performing contractor and enhance community safety.



Completed legal agreements to support the implementation of the first phase of the transition.

In 2018 Council established the department of Policing Transition with the responsibility to establish a Surrey Police Department. To allow the department to focus on that goal, the Bylaws Enforcement, Compliance & Licensing division moved to the Corporate Services Department in November 2018 and in early 2019 the Community Safety team transitioned to the Parks, Recreation and Culture Department.

The Policing Transition department will develop and implement a new Surrey municipal police service and support the transition from RCMP to the new service. The department also provides advice and recommendations to City Council related to policies and emerging issues while providing leadership to RCMP Support Services.

The RCMP Support Services Division is responsible for providing support to the operations of the RCMP members in the Surrey detachments and is part of the Policing Transition Department. The 2021 Accomplishments and Performance Measures for RCMP Support Services are located within the RCMP Departmental Overview of the Annual Financial Plan.

2021 ACCOMPLISHMENTS

- Provided ongoing secretariat services for the Surrey Police Transition Trilateral Committee ("SPTTC") and sub-groups to support the transfer of policing services from the RCMP to Surrey Police Service ("SPS").
- Supported the deployment of the first group of 50 SPS officers into the municipal police unit as part of the first phase of the transition.
- Completed legal agreements between the Province, the RCMP, SPS and the Board to support the implementation of the first phase of the transition.
- Supported the development of a detailed plan for SPS to become the police of jurisdiction in Surrey.
- Successfully secured a grant from UBCM for \$14.2M to enhance city services in response to the pandemic for Surrey's unsheltered and vulnerable residents.



400,170 calls were made to either 911 or the Surrey RCMP Non-emergency lines in 2021.

The RCMP provides policing services to the City of Surrey. The Surrey detachment's officers and support staff work with the community to identify and address local crime and safety concerns. The detachment responds to calls for service, conducts and participates in criminal investigations, intelligence gathering, and enforcement operations and works to reduce the impact of crime on the community through education and outreach. The detachment is structured as follows:

CORE POLICING

Core Policing consists primarily of uniformed Frontline members. They are first responders to emergency and non-emergency calls for service and conduct community patrols and proactive initiatives.

COMMUNITY SERVICES

Community Services is the home of proactive enforcement teams and community safety and service teams focused on crime reduction, prevention and community engagement.

INVESTIGATIVE SERVICES

Investigative Services consists primarily of plainclothes members that conduct complex investigations and provide specialized support to the Frontline and Community Service members.

OPERATIONS SUPPORT

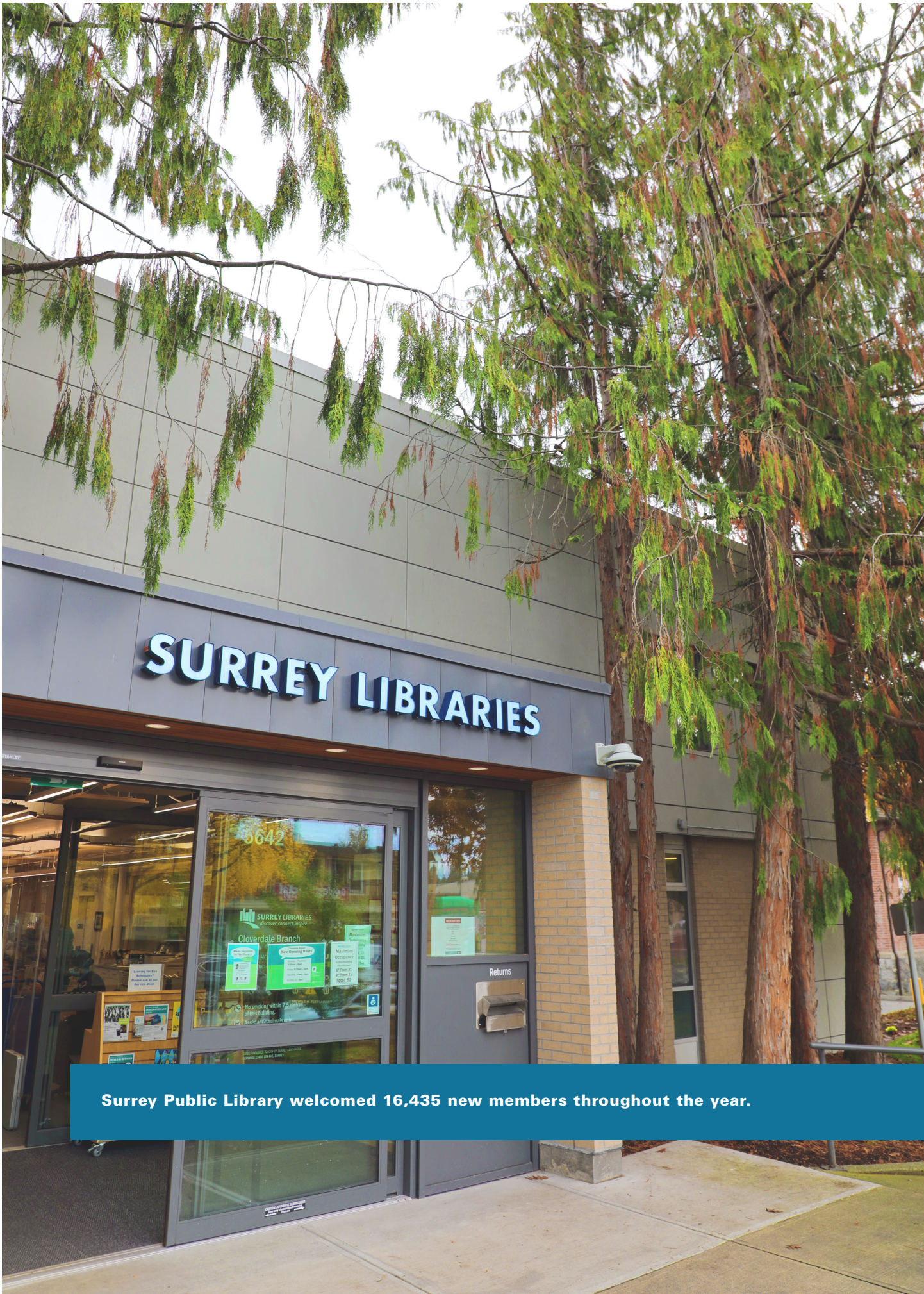
Operations Support includes a number of specialized administrative and client service units that support all police operations.

SUPPORT SERVICES

Support Services is comprised of civilian staff who provide support to police teams and the community in the delivery of police programs and services.

2021 ACCOMPLISHMENTS

- The Operational Communication Centre handled 400,170 calls to either 911 or the Surrey RCMP Non-emergency lines. Police officers attended 142,951 calls for service. The average response time to emergency (Priority 1) calls from call receipt to police attendance on scene was just over 7.5 minutes (7:38).
- The Police Mental Health Outreach Team ("PMHOT") continued to support those facing challenges with homelessness, addiction and mental health. PMHOT has established an Assertive Case Management Team ("ACT") and an Intensive Case Management ("ICM") program. Each program team meets four times per month. PMHOT continued focused efforts in the City Centre/Whalley area to provide an enhanced presence and support to vulnerable populations. In 2021, PMHOT conducted 825 homeless outreach checks city-wide and made 2,865 referrals to community partner agencies. The Car 67 program also assisted with 954 calls for service.
- The detachment continued to work with partners at Fraser Health to advance the HealthIM App initiative to improve response to individuals in acute crisis due to mental health challenges. Work is underway to determine the technical and privacy requirements of the application, with implementation and rollout expected to begin late 2022.
- The Community Programs Unit worked to increase participation in the Block Watch program, retain current members and promote community safety for residents across the city. As part of this effort, 25 new Block Watch groups were formed and 96 Block Watch Captains and Co-Captains attended training. The Unit also audited 326 Block Watch groups to validate group status.
- The Surrey Gang Enforcement Team ("SGET") continued to provide the Shattering the Image gang prevention and outreach program to both students and community groups in the City of Surrey. The program was recently revised to include new relevant trends in gang recruitment and composition. In 2021, "Shattering the Image" was presented primarily online due to COVID restrictions. The program was delivered 89 times in 2021, reaching approximately 4,000 participants. SGET also conducted 673 Inadmissible Patrons Program checks in 2021. As a result of these checks, eight people with links to drug trafficking, violence and gang activity were ejected from participating establishments.
- The Family & Youth Response Team ("FYRST") funded under the Surrey Anti-Gang Family Empowerment ("SAFE") program, continued to support families and disrupt youth gang involvement. In 2021, FYRST supported 47 youth clients and their families. FYRST continues to receive presentation requests from Surrey schools and delivered 15 presentations to approximately 400 grade 6/7 youth. FYRST, in partnership with Surrey School District's Safe Schools Program, facilitated six youth clients to attend Boarder X, an Indigenous arts and skateboarding exhibit in Vancouver. The event provided an opportunity for mentorship and positive relationship-building with FYRST clients.
- The detachment distributed tamper-proof screws for the Secure Plate program to help reduce opportunities for auto-related crime. The effort helped to engage Block Watch participants in targeted areas where theft of plates and theft from vehicles were being reported.
- Continued the implementation of Project Lavender to empower young women and girls to make positive choices. In 2021, 58 Project Lavender presentations were delivered, reaching approximately 3,000 youth, primarily to students in the Surrey School District. Due to the COVID pandemic and changing restrictions, 31 presentations were delivered virtually.
- The Youth Intervention Program ("YIP") received 182 referrals in 2021. Approximately 88% of youth referred to YIP completed the program. YIP continues to provide counselling services to clients via telephone, given COVID restrictions. YIP is a member of the Surrey Step's Up planning committee, an annual event in partnership with Surrey School District and the City of Surrey. YIP also continues to support the delivery of the FYRST presentation series.
- The Detachment Speaker Series continued to engage and educate City residents about community safety issues and to promote the Block Watch program. The Speaker Series included 14 presentations reaching 619 participants. The detachment also hosted a virtual Coffee with the Block during Crime Prevention Week to discuss current community crime and safety issues. The detachment promoted the City's annual Love Where You Live city beautification initiative and invited Block Watch groups to organize a community clean-up with the chance to win a Block Party Prize Pack. Twelve Block Watch groups took part, collecting more than 48 bags of litter combined.



Surrey Public Library welcomed 16,435 new members throughout the year.

Surrey Public Library (Surrey Libraries) has ten branches, located in the six town centres of City Centre, 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. The Library also offers home delivery service using volunteers to take library materials to people who cannot visit a physical branch.

Surrey Libraries offer a wide variety of programs that support literacy, including storytimes for children, job finding and career workshops, reading clubs for children and teens, computer literacy and coding classes, services for newcomers and support for customers with print disabilities.

Library staff help citizens find information and resources 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 eAudiobooks, as well as access a wide selection of online databases and resources, including articles, courses, and streaming media. Partnerships with local community agencies help to further extend literacy programs beyond the Library's walls.

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 BC public libraries when they are travelling. The department has responsibility for the following divisions:

ADMINISTRATIVE SERVICES

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

PUBLIC SERVICES

Public Services manages the borrowing and information services offered 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.

2021 ACCOMPLISHMENTS

- Presented cross-cultural workshops to community partners.
- Created a Happy Pride video and promoted LGBTQ2SIA+ through booklists and displays.
- 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 user passes.
- Hosted Indigenous authors and storytellers for children online, provided Indigenous cultural training to staff and Trustees and closed branches on September 30 to commemorate the National Day for Truth and Reconciliation.
- Continued to provide online programming and curbside pick-up service.
- Offered space for unsheltered and unhoused to access during extreme weather (heat domes and cold spells).
- Transitioned the COVID-19 Safety Plan to a Communicable Disease Safety Plan.
- Helped citizens improve digital literacy skills with training in branches and online.
- Provided programs to support skill-building, resume writing and job seeking.
- Provided access to online courses from LinkedIn Learning, Learning Express, Kanopy Great Courses and offered access to Cypress Resume.
- Welcomed 16,435 new library members.
- Updated the Facilities Master Plan.
- Officially opened the Clayton branch.
- Commenced minor renovations at Ocean Park branch.

PERFORMANCE MEASURES

When setting future goals, the City of Surrey is committed to the following broad set of organizational objectives:

1. Providing current and long-range planning that fosters both 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 a safe environment that protects residents and visitors to the City through the provision of Police, Fire and Bylaw Services;
3. Providing long and short-term planning and implementation of engineering infrastructure services to respond to growth as well as to meet the current needs of the City's citizens and businesses;
4. Planning and delivering Parks, Recreation, Culture and Library services through programs that encourage participation from citizens of all ages and backgrounds, living in and visiting the City;
5. Providing open and responsive government through public consultation as required by the Community Charter;
6. Actively 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 cooperative 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 providing prudent stewardship and sound management of City finances while delivering services to the public within the parameters set by Council in the Five-Year Financial Plan.

Departments have developed specific measures that draw upon the broad set of organizational objectives listed above to support the City's overall goals as defined by the Sustainability Charter policy document as approved by Council.

PERFORMANCE MEASURES

CITY MANAGER

Division	Performance Measures (Sustainability Theme)	Actual			Budget			
		2021	2021	2022	2023	2024	2025	2026
CITY MANAGER'S OFFICE	% of departments completing and maintaining a Surrey Excels "Tier 2" Strategy Map (Corporate Sustainability)	100%	100%	100%	100%	100%	100%	100%

CORPORATE SERVICES

Division	Performance Measures (Sustainability Theme)	Actual			Budget			
		2021	2021	2022	2023	2024	2025	2026
BYLAW SERVICES	% of Voluntary Compliance gained (Public Safety)	73%	75%	75%	75%	75%	75%	75%
INFORMATION TECHNOLOGY	% of transactions completed by citizens using City online services (Infrastructure)	69%	60%	62%	65%	65%	66%	67%
OCCUPATIONAL HEALTH & SAFETY	Incidence frequency rate of lost time claims per 100 person a year (Health & Wellness)	3.9	2.6	2.6	2.6	2.6	2.6	2.6
RECRUITMENT	Average # of days to fill a position vacancy - Exempt (Economic Prosperity)	81	80	79	78	77	77	77
	Average # of days to fill a position vacancy - CUPE (Economic Prosperity)	73	74	73	72	71	71	71
LABOUR RELATIONS & TOTAL COMPENSATION	# of staff with perfect attendance (Economic Prosperity)	438	535	450	545	550	550	550
LEGAL SERVICES	Prosecution fine revenue (Public Safety)	\$312,975	\$130,000	\$135,000	\$140,000	\$145,000	\$150,000	\$155,000
LEGISLATIVE SERVICES	Number of FOI Requests received where the requester was directed to the City's website for the information (Inclusion)	10%	17%	20%	20%	20%	20%	20%
	Number of pages received in the mailroom from Canada Post and scanned to digital format (Ecosystem)	7,696	6,000	8,000	9,000	10,000	11,000	12,000

PERFORMANCE MEASURES

ENGINEERING

Division	Performance Measures (Sustainability Theme)	Actual		Budget				
		2021	2021	2022	2023	2024	2025	2026
LAND DEVELOPMENT	% of projects completed within typical seven-month processing time from Project Scoping submission to Servicing Agreement issuance (Economic Prosperity and Livelihoods)	38%	50%	50%	50%	50%	50%	65%
REALTY SERVICES	Expenses as a % of lease/rental revenues (Infrastructure)	56%	45%	45%	45%	45%	45%	45%
OPERATIONS	% reduction in illegal dumping cleanup costs (Built Environments)	20%	45%	22%	24%	26%	28%	30%
	Reduce preventable employee injuries by 90% over 5 years (Health & Wellness)	35%	70%	80%	90%	90%	90%	90%
	% decrease of landfill waste tonnage/household (Ecosystems/Economic Prosperity & Livelihoods)	0%	3%	2%	2%	2%	2%	2%
	Solid waste diversion rate from disposal (Ecosystems)	70%	74%	72%	74%	76%	78%	80%
	% Completion of project of adding parts and supplies to garage inventory (Infrastructure)	60%	100%	100%	100%	100%	100%	100%
DRAINAGE UTILITY	Length of Drainage Mains Renewed or Replaced (Infrastructure)	2,012	2,000	2,000	2,000	2,000	2,000	2,000
	Number of Soil Site Inspections (Infrastructure)	177	260	250	250	250	250	250
	% of Drainage Mains video inspected (Built Environment & Infrastructure)	28%	28%	36%	44%	52%	60%	68%
	% of Drainage Manholes inspected (Built Environment & Infrastructure)	31%	31%	39%	47%	55%	63%	71%
	% of Long-Term Monitoring Site finalized and accepted by regulators as complete (Built Environment & Infrastructure)	37%	20%	20%	20%	20%	20%	20%
PARKING AUTHORITY UTILITY	Total # of managed parking spaces—time/user restricted and pay parking (Infrastructure)	2,210	2,260	2,210	2,210	2,280	2,280	2,280
SURREY CITY ENERGY UTILITY	Connected Floor Area (m2) (Built Environment)	375,766	255,000	504,054	651,855	885,242	922,799	1,029,541
	Ratio of hours in service to total hours since operating commenced (Built Environment)	100%	100%	100%	100%	100%	100%	100%
TRANSPORTATION	Total # of marked pedestrian crossings (Public Safety)	1,165	1,160	1,195	1,225	1,255	1,285	1,315
	Streetlight energy savings - LED replacement program (KWh) (Built Environments)	5.78	4.10	7.98	8.77	9.56	10.35	11.13
	Safer Schools Education and Improvement Program (total #) (Education & Cultural)	36	36	36	39	42	45	48
	Total # of kilometers of cycling routes (on-street and off-street) (Built Environments)	574	580	590	600	610	620	630
	Three year average rate of killed and seriously injured in traffic collisions per 100,000 population (Public Safety)	23.8	23.7	23.3	22.5	21.8	21.1	20.5

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PERFORMANCE MEASURES

ENGINEERING, CONTINUED

Division	Performance Measures (Sustainability Theme)	Actual			Budget			
		2021	2021	2022	2023	2024	2025	2026
SEWER UTILITY	% of sewer mains video inspected (Built Environment/ Infrastructure)	52%	53%	55%	58%	61%	64%	67%
	% of sewer manholes inspected (Built Environments/Infrastructure)	22%	23%	24%	27%	30%	33%	36%
SOLID WASTE UTILITY	% reduction in illegal dumping cleanup costs (Built Environments & Neighbourhoods)	20%	45%	22%	24%	26%	28%	30%
	Rethink Waste total # of residences to date (Ecosystems)	107,000	107,000	108,000	109,000	110,000	111,000	112,000
	% decrease of landfill waste tonnage/ household (Ecosystems)	0%	3%	2%	2%	2%	2%	2%
	Solid waste diversion rate from disposal (Ecosystems)	70%	74%	72%	74%	76%	78%	80%
WATER UTILITY	% of single family homes on water meters (Built Environments & Neighbourhoods)	79%	79%	80%	81%	82%	83%	84%
	Average winter residential water consumption (litres per capita per day) (Built Environments & Neighbourhoods)	243	243	240	240	237	237	237

FINANCE

Division	Performance Measures (Sustainability Theme)	Actual			Budget			
		2021	2021	2022	2023	2024	2025	2026
FINANCIAL REPORTING	% of completed audit reports that result in recommendations for change (Infrastructure)	75%	90%	90%	90%	90%	90%	90%
BUDGET	# of quarterly reports submitted to Council (Infrastructure)	3	3	3	3	3	3	3
REVENUE SERVICES	% of Homeowner Grants claimed online (Infrastructure)	85%	78%	95%	95%	95%	95%	95%
	# of tax e-bills sent out (Ecosystems)	21,729	15,020	22,729	22,729	23,229	23,729	24,229
	# of utility e-bills sent out (Ecosystems)	28,088	23,130	28,600	29,100	29,600	30,100	30,600
	# of invoices processed by Accounts Payable (Infrastructure)	69,484	89,936	70,874	72,291	73,737	75,212	76,716
	# of electronic invoices received by Accounts Payable (Infrastructure)	47,172	52,449	48,115	49,078	50,059	51,060	52,082
PROCUREMENT SERVICES	# of departmental procurement training sessions conducted (Infrastructure)	5	4	4	4	4	4	4
RISK MANAGEMENT SERVICES	Total cost of risk per capita (Economic Prosperity)	\$4.75	\$5.00	\$5.20	\$5.35	\$5.50	\$5.70	\$5.85
TREASURY OPERATIONS	# of invoices created by Accounts Receivable (Infrastructure)	10,516	15,662	10,726	10,941	11,160	11,383	11,611
	% of staff receiving electronic pay stubs (Infrastructure)	100%	100%	100%	100%	100%	100%	100%

PERFORMANCE MEASURES

FIRE

Division	Performance Measures (Sustainability Theme)	Actual		Budget				
		2021	2021	2022	2023	2024	2025	2026
OPERATIONS	Perfect Attendance Rate (Health & Wellness)	42%	60%	60%	60%	60%	60%	60%
	Annualized Proficiency Standard Training (Education & Culture)	359	354	354	354	354	354	354
EMERGENCY PREPAREDNESS	Smoke Alarm verifications (Public Safety)	12,953	6,000	6,000	6,000	6,000	6,000	6,000
	Hydrant Maintenance (Public Safety)	9,243	8,855	8,855	8,855	8,855	8,855	8,855
	Increase the public contact to Surrey Emergency Business Preparedness Programs (Public Safety)	7,721	7,500	7,500	7,500	7,500	7,500	7,500
	# of inspection pamphlets delivered (Public Safety)	7,839	7,340	7,500	7,600	7,700	7,700	7,700
	# of inspections completed (Public Safety)	8,409	7,450	7,600	7,700	7,800	7,800	7,800

INVESTMENT & INTERGOVERNMENTAL RELATIONS

Division	Performance Measures (Sustainability Theme)	Actual		Budget				
		2021	2021	2022	2023	2024	2025	2026
INVESTMENT AND INTERGOVERNMENTAL RELATIONS	Number of new businesses that the Economic Development Division has helped attract to Surrey (Economic Prosperity and Livelihood)	10	5	5	5	5	5	5
	Number of businesses engaged as a part of the business visitation (SparkBIZ) program (Economic Prosperity and Livelihood)	169	165	165	165	165	165	165
	Number of Investment & Innovation Impact Committee meetings held (Economic Prosperity and Livelihood)	7	4	4	4	4	4	4
	External Intergovernmental Meetings (Infrastructure)	43	41	44	47	50	50	50

PERFORMANCE MEASURES

PARKS, RECREATION & CULTURE

Division	Performance Measures (Sustainability Theme)	Actual		Budget				
		2021	2021	2022	2023	2024	2025	2026
PARKS SERVICES	Increase street tree inventory (Ecosystems)	3%	3%	3%	3%	3%	3%	3%
	Increase the length of trail system (Ecosystems)	1%	1%	1%	1%	1%	1%	1%
	Increase capacity for drop-in use of outdoor facilities (Inclusion)	4%	2%	2%	12%	2%	1%	1%
COMMUNITY & RECREATION SERVICES	Increase the attendance at community centres (Inclusion/Health & Wellness)	(4%)*	3%	1%	1%	1%	2%	3%
	Increase Leisure Access participation (Inclusion/Health & Wellness)	0%	1%	1%	1%	1%	1%	1%
	Increase number of citizens volunteering (Inclusion)	(54%)*	1%	1%	1%	1%	1%	1%
	Increase cases identified at CHART using baseline set in 2019 launch year (Public Safety)	(19%)*	5%	1%	1%	1%	1%	1%
CULTURE	Increase the # of online tickets sold through Surrey Civic Theatres Box Office (Infrastructure)	33%**	1%	1%	1%	1%	1%	1%
	Increase school program attendance at the Surrey Art Gallery (Education & Culture)	9%	2%	17%	20%	2%	1%	1%
	Increase overall attendance of the Surrey Children's Festival (Education & Culture)	0%***	1%	1%	1%	1%	1%	1%
	Catalogue and expand web searchable heritage collections (Education & Culture)	3%	5%	5%	5%	5%	5%	5%
	Increase participation in heritage/museum school programs (Education & Culture)	81%	2%	10%	2%	2%	2%	2%

*Fell short of target due to impact of COVID-19 pandemic

**Online tickets sold in 2020 was significantly lower due to theatre closure

***Event did not take place due to COVID

PERFORMANCE MEASURES

PLANNING & DEVELOPMENT

Division	Performance Measures (Sustainability Theme)	Actual			Budget			
		2021	2021	2022	2023	2024	2025	2026
AREA PLANNING & DEVELOPMENT NORTH/SOUTH	# of rezoning applications receiving final approval (Infrastructure)	100	80	80	80	80	80	80
ADMINISTRATION	# of file set-ups (physical/ digital) (Infrastructure)	3,550	3,900	3,500	3,900	3,900	3,900	3,900
	# of requests for historical building data (Infrastructure)	2,480	2,500	2,500	2,500	2,500	2,500	2,500
	% of Trade Permits processed online (Infrastructure)	94%	85%	85%	90%	90%	90%	90%
BUILDING	# of issued single family dwelling permits (Built Communities & Neighbourhoods)	806	500	500	500	500	500	500
	Total annual construction value (Built Communities & Neighbourhoods)	\$2.00B	\$1.25B	\$1.00B	\$1.25B	\$1.25B	\$1.25B	\$1.25B
	# of inspections (Built Communities & Neighbourhoods)	57,200	63,000	63,000	63,000	63,000	63,000	63,000
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
COMMUNITY PLANNING	Residential proximity to amenities (Infrastructure)	23%	24%	24%	25%	26%	26%	27%
	# of public meetings held (Infrastructure)	24	20	20	20	20	20	20

POLICING TRANSITION

The Performance measures are in development for the Policing Transition Department.

PERFORMANCE MEASURES

RCMP

Division	Performance Measures (Sustainability Theme)	Actual		Budget				
		2021	2021	2022	2023	2024	2025	2026
CRIME REDUCTION & SAFETY	Average response time to Priority 1 emergency calls (Public Safety)	7:38	<7 mins	<7 mins	<7 mins	<7 mins	<7 mins	<7 mins
	% reduction in collisions causing death or injury (Public Safety)	5%	5%	5%	5%	5%	5%	5%
	% reduction in the number of residential B&E offences (Public Safety)	(2%)	2%	2%	2%	2%	2%	2%
	% reduction in the number of business B&E offences (Public Safety)	22%	2%	2%	2%	2%	2%	2%
	% reduction in the number of auto theft offences (Public Safety)	12%	5%	5%	5%	5%	5%	5%
	% reduction in the number of theft from auto offences (Public Safety)	6%	5%	5%	5%	5%	5%	5%
COMMUNITY ENGAGEMENT & MOBILIZATION	Number of news releases (Public Safety/Inclusion)	283	260	260	260	260	260	260
	% increase in the number of social media engagements (Public Safety/Inclusion)	21%	15%	15%	15%	15%	15%	15%
	% increase in the number of RCMP volunteer hours (Public Safety/Inclusion)	NA*	5%	5%	5%	5%	5%	5%
	% increase in the number of active Block Watch groups (Public Safety/Inclusion)	1%**	5%	5%	5%	5%	5%	5%
ORGANIZATIONAL PERFORMANCE & CONTINUOUS IMPROVEMENT	% increase in the number of queries to Project Iris database (Public Safety)	66%	10%	10%	10%	10%	10%	10%
	Number of Emergency Preparedness campaigns (Public Safety)	66%	2	2	2	2	2	2
	Number of staff dialogue forums with Senior Leadership Team (Inclusion)	3**	5	5	5	5	5	5

*Program was suspended due to COVID-19 pandemic

**Fell short of target due to COVID-19 pandemic

PERFORMANCE MEASURES

SURREY PUBLIC LIBRARY

Division	Performance Measures (Sustainability Theme)	Actual		Budget				
		2021	2021	2022	2023	2024	2025	2026
PUBLIC SERVICES	# of visits made to library locations and library website (Inclusion/Health & Wellness)	3.20M	3.50M	3.85M	4.10M	4.50M	5.00M	5.50M
	# of transactions completed using the Library's materials collection (Education & Culture)	3.93M	3.00M	4.20M	4.30M	4.40M	4.50M	4.50M
	# of enrolments in Summer Reading Club and other literacy programs (Education & Culture)	92,385	78,000	83,500	138,500	166,000	180,200	188,600
ADMINISTRATIVE SERVICES	# of online access points available on library premises (Inclusion)	273	284	277	281	295	299	303
	% of new customers signed up on email notification (Ecosystems)	78%	81%	79%	80%	81%	82%	83%

Budget figures from 2022 to 2026 have been revised to more accurately reflect current data and trends.



Chuck Bailey Community Centre Expansion.

FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2021

AUDIT COMMITTEE



Councillor Doug Elford, Chair



Councillor Laurie Guerra, Member

The primary function of the Audit Committee is to represent and assist City Council in fulfilling oversight responsibilities in relation to the internal control environment in place at the City, including the review of the audited financial statements and other financial information, and liaising with the City Manager and CFO/General Manager, Finance in relation to financial and internal controls and business improvement opportunities.

CORPORATE PLANNING PROCESS

Surrey City Council approved the Surrey Sustainability Charter 2.0 as the City's overarching policy document. This sets out a vision for the community, a mission statement and a set of corporate goals and strategies. With the Sustainability Charter 2.0 setting the guide posts, along with the other strategic plans and direction from City Council, a Financial Plan is developed each year that presents both the Capital Budget and the Operating Budget.

The Capital Budget is developed based on City Council's current priorities and the ongoing requirements in order to maintain civic service levels. The resulting five-year plan strives to match the various source of funds to required projects.

The Operating Budget allocates resources based on delivering services at existing levels, issues raised by City Council, through public consultation, and administrative requirements. It also considers changes for specific programs based on growth, usage, demand, ability to pay, business case, etc.

FINANCIAL REPORTS

Financial reports are presented to City Council for its information and review. These include reports on quarterly financial status for general operations and the annual financial report. The annual financial report includes consolidated financial statements audited by the City's appointed external auditor.

FINANCIAL POLICIES

The City of Surrey utilizes a number of financial policies, some of which have received formal approval by City Council; others are based on fiscal responsibility, legislative requirements, and public sector accounting standards. The following lists several of these key policies.

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 expense reimbursement requirements.

Investment Policy

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

Reserve and Surplus Policy

This policy directs the establishment and maintenance of reserves, and appropriations 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.

Cash Handling Policy

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

Debt Management Guidelines

The City of Surrey strives to operate under a "pay-as-you-go" philosophy, where facilities and infrastructure are built based on current and projected funding sources and reserves.

Capital project funding may dictate that borrowing is preferred, either due to an immediate need or if funds are not available from existing reserves or through external sources, or it makes sense to use financing to spread the cost of major initiatives across present and future users.

APRIL 22, 2022

To Mayor Doug McCallum and Members of City Council

It is my pleasure to present the Annual Financial Report for the year ended December 31, 2021. The purpose of this report is to publish the Consolidated Financial Statements and the Independent Auditor's Report for the City of Surrey, pursuant to Section 167 of the Community Charter. The following report provides a financial overview of the year ended along with a brief outlook to the future.

The City of Surrey's management are responsible for the preparation of the consolidated financial statements, which are approved by City Council.

The financial statements and related information have been prepared in accordance with Canadian Public Sector Accounting Standards as prescribed by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada (CPA Canada). Management is also responsible for ensuring that the City remains fiscally prudent and financially sustainable through the ongoing monitoring of all the City's financial affairs. The City maintains a system of internal accounting controls designed to provide reasonable assurances for the safeguarding of assets and the reliability of financial records. In addition to the City of Surrey, the reporting entity comprises all organizations, boards, and enterprises financially accountable to the City of Surrey. This includes the Surrey Police Service, the Surrey Public Library, the Surrey Homelessness and Housing Society and the Surrey City Development Corporation.

The public accounting firm of BDO Canada LLP, which was appointed by City Council as independent external auditor, has expressed that, in their professional opinion, the Consolidated Financial Statements present fairly, in all material respects, the consolidated financial position of the City of Surrey as at December 31, 2021, including its consolidated results of operations, its changes in net consolidated financial assets, and its consolidated cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

FINANCIAL OVERVIEW

2021 In Review

The COVID-19 pandemic first impacted the City's financial results in quarter one of 2020 through the closure of libraries, community/recreation centres and cultural facilities. Development and construction activity within the City also experienced a steep, albeit temporary, decline. The Surrey Economic Action and Recovery Plan strengthened economic resiliency and encouraged business investment, providing the City with a strong financial position as we entered 2021.

The year began with the pandemic continuing to inflict tremendous human and economic hardships; however, optimism was increased against the backdrop of emerging vaccination program rollouts in British Columbia ("BC"), Canada, and several countries around the world. The City supported the heavily impacted restaurant sector through the creation of temporary patios, expansion of the Façade Enhancement Grant and revisions to the Parking to Patio Program which waived fees and deposits for applicants.

Nations across the globe raced to vaccinate their populations as quickly as possible in the hopes that, with increased immunizations, COVID-19 would become a manageable threat. As governments eased restrictions, people became more mobile, and economies began to recover. Forward progress was tempered by the emergence of the COVID-19 Delta variant which proved to be more transmissible than other strains of the virus. However, "circuit breaker" restrictions on gatherings and activities were eventually repealed and gave way to progression within the Province of BC's Restart Plan. The City's Emergency Operations Centre ("EOC") prepared the Surrey Restart Plan which outlined the changes to be made to facilities and services and was aligned with each step of the BC Restart Plan. Surrey continued to offer financial incentives to the development community to encourage and accelerate the implementation of larger scale projects that could generate jobs and important investments, benefitting residents and businesses. These initiatives, along with the overall streamlined development and permitting process, helped to keep Surrey resilient through the pandemic.

The negative financial impacts of the COVID-19 pandemic on the City's finances continued into 2021 with the loss of revenues due to the reopening of City facilities at less than 100% capacity and reduced Provincial gaming revenues resulting from the closure of the Elements Casino, and its reopening at less than 100% capacity. Cost avoidance measures were once again taken to help reduce expenses to offset the revenue shortfalls relating to the pandemic. Overall, the City was able to maintain a strong financial position in 2021.

The rise of the COVID-19 Omicron variant at the end of 2021 and the reintroduction of public health measures and restrictions highlighted the fact that we are still susceptible to considerable uncertainty. Circumstances remain dynamic and it is unknown what the ultimate duration and magnitude of the pandemic's continued economic impact will be on the City's financial position in future periods.

One of the most significant endeavors the City has ever undertaken is the creation of our own City Police Force. The transition to the Surrey Police Service ("SPS") is well underway with the operational deployment of the first cohort of SPS officers taking place at the end of 2021.

2021 saw a resurgence in development activity within Surrey from the pandemic related slowdown in 2020. Building permits with a construction value of \$2.0 billion were issued during the year, a 38% increase over the prior year. The development community continues to see Surrey as an attractive place to invest. The number of residential units approved in 2021 increased 52% over 2020. The real estate market remains robust with Surrey continuing its appeal as an affordable destination for young families to settle and thrive.

Financial Position

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

For the year ended December 31 (amounts in \$ millions)

	2021 Actual	2020 Actual	Change
Financial Assets	\$ 1,768.8	\$ 1,447.3	\$ 321.5
Liabilities	(1,490.8)	(1,315.6)	(175.2)
Net Financial Assets	278.0	131.7	146.3
Tangible Capital Assets	9,631.9	9,474.2	157.7
Inventories of Supplies	1.2	1.0	0.2
Prepaid Expenses	6.8	5.4	1.4
Non-Financial Assets	9,639.9	9,480.6	159.3
Accumulated Surplus	\$ 9,917.9	\$ 9,612.3	\$ 305.6

The financial position is calculated as financial assets less liabilities and results in either a net financial asset or a net financial debt. A net financial asset position is an indicator of the funds available for future expenditures, and a net financial debt position is an indicator of funds required to pay for past expenditures.

In 2021, the City's financial position increased by \$146.3 million resulting in a net financial asset position of \$278.0 million.

The City's non-financial assets increased in 2021 by \$159.3 million, bringing the total to over \$9.6 billion. The increase is the net result of capital additions of physical assets in the year, offset by disposals and amortization expense.

The result of these increases in financial position and non-financial assets was accumulated surplus increasing by \$305.6 million in 2021 to \$9.9 billion (2020 - \$9.6 billion). Overall, the City continues to maintain a strong financial position.

CONSOLIDATED STATEMENT OF OPERATIONS

For the year ended December 31 (amounts in \$ millions)

	2021 Actual	2020 Actual	Change
Revenues	\$ 1,183.1	\$ 1,051.6	\$ 131.50
Expenses	(877.6)	(779.1)	(98.50)
Annual Surplus	\$ 305.5	\$ 272.5	\$ 33.00

The City's revenues in 2021 totaled \$1,183.1 million, which is an increase compared to revenues of \$1,051.6 million in 2020. The year-over-year growth was attributable to increased Taxation Revenue (\$55.3 million), Developer Contributions, including Community Amenity Contributions & Bonus Density payments (\$51.4 million), Utility Rates and Fees (\$13.9 million), Sales of Goods and Services (\$7.5 million), Transfers from Other Governments and Other Revenues (\$11.2 million), and Gain on Disposal of Assets (\$4.0 million). This was offset by decreased recognition of deferred Development Cost Charge revenue (\$10.4 million) and lower Investment Income (\$1.4 million). In accordance with the 2021 – 2025 adopted financial plan, the additional revenue generated from increased property taxation was required to support budgeted increases in the City's robust capital program and related operating programs including funding supported labour and inflationary cost increases and other various corporate requirements.

The City's expenses totaled \$877.6 million in 2021, which was an increase in comparison to expenses of \$779.1 million in 2020. This year-over-year change was primarily attributable to increases in General Government, Police and Fire services, Libraries, Parks, Recreation & Culture, Roads & Traffic safety and in the cost of Water, Sewer, Drainage and Solid Waste.

Investments

City staff diligently continue to administer our investment portfolio, generating a very important revenue stream to support City services. The administration of the portfolio adheres to the City's investment policy, which complies with Community Charter requirements. The policy outlines how City funds are to be invested in a manner which will allow for reasonable returns and security while meeting the City's cash flow requirements. The average portfolio balance related to the City's investments during 2021 was \$994.0 million (\$766.9 million in 2020). During 2021 the City earned \$18.0 million from investment income (\$19.4 million in 2020) of which \$0.9 million was earned specifically for deferred development cost charges (\$2.6 million in 2020). The average rate of return during 2021 on the City's investment portfolio was 1.73% (2.30% in 2020). The lower overall return is a direct result of global investment yields being at historic lows, negatively impacting our interest income.

Reserve Funds

The City's statutory and discretionary reserves, on a net basis, amounted to \$149.0 million at the end of 2021 compared to a balance of \$58.8 million at the end of 2020. The Deferred Development Cost Charges ("DCCs") balance at the end of 2021 was \$371.7 million, which is an increase over the balance of \$314.5 million at the end of 2020. This increase is attributable to the resurgence in development activity within the City, a reversal of the pandemic related slowdown in 2020. These funds will be used to fund future capital projects that are listed in the City's current Five-Year (2022-2026) Capital Financial Plan as well as future financial plans.

THE FUTURE

Challenges continued in 2021 as the pandemic evolved and governments worked hard to balance public health measures with the population's desire to reclaim some semblance of normalcy. Our City has successfully evolved and grown in-step with the changing landscape and responded effectively to the needs of citizens. Current and future residents and businesses will continue to look to the City to provide investments in infrastructure, civic facilities, and services while maintaining a sound and strong financial position.

Building on the robust 2021-2025 Capital Financial Plan, the City, with support and direction from Mayor and Council, continued its momentum with further capital investments as part of the 2022-2026 Capital Financial Plan. With Surrey growing at an unprecedented rate, 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. The Surrey Invests program will add new and improved recreational facilities, arenas, sports fields, parks, and arts & culture amenities.

Additional funding has been committed to the Newton Community Centre which will now include an Olympic sized swimming pool. Planning, design, and construction is proceeding briskly on this project along with other notable facilities such as the City Centre Sports Complex, Cloverdale Sport & Ice Complex, Bear Creek Athletics Centre, and the Nicomekl Riverfront Park, to name a few. In addition to producing tangible benefits that support a high quality of life for our citizens, investing in major capital projects spurs economic activity that can catalyze growth while supporting our vision of a thriving, green and inclusive community. This will ensure our City continues to advance as one of Canada's most vibrant, livable cities.

2022 will be another important year in the transition to our police service. SPS continues to rapidly scale up operations to create a new independent municipal police service that reflects our diverse, urban community. The first group of experienced SPS officers has begun working in the community beside Surrey RCMP officers. In 2022, the first class of new recruits will be trained at the Justice Institute of BC. Another major milestone was recently achieved with the signing of the first collective agreement between the Surrey Police Board and the Surrey Police Union. The Surrey Police Transition Trilateral Committee ("SPTTC") continues with its collaborative approach and detailed planning to ensure that public safety remains the top priority for all throughout the transition period. SPS will implement proven, community-based approaches to building safety and well-being for our community.

During the course of 2021, the City has grown stronger financially, and is very well positioned to continue to deliver a high quality of service to our residents and businesses in 2022 and years beyond, including delivering on one of the most aggressive capital plans in the City's history that will provide world class civic facilities for our citizens.

Respectfully submitted,



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

CITY OF SURREY



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Independent Auditor's Report

To the Mayor and Council of the City of Surrey

Opinion

We have audited the consolidated financial statements of the City of Surrey and its controlled entities (the "City") which comprise the Consolidated Statement of Financial Position as at December 31, 2021 and the Consolidated Statements Operations, Changes in Net Financial Assets, and Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the City financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2021 and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the City, or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City's financial reporting process.

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.



Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally-accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements. As part of an audit in accordance with Canadian generally-accepted auditing standards we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. But not for the purpose of expressing an opinion on the effectiveness of the City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However future events or conditions may cause the City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Consolidated Entity to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP

Chartered Professional Accountants

Vancouver, British Columbia

April 26, 2022

CONSOLIDATED STATEMENT OF FINANCIAL POSITION CITY OF SURREY

As at December 31, 2021, with comparative figures for 2020
[in thousands of dollars]

	2021	2020
FINANCIAL ASSETS		
Cash and cash equivalents	\$ 591,508	\$ 907,279
Accounts receivable (Note 2)	160,974	160,653
Portfolio investments (Note 3(a))	1,015,623	378,749
Investment in business partnership (Note 3(b))	738	624
	1,768,843	1,447,305
LIABILITIES		
Trade and other accounts payable (Note 4)	104,121	74,338
Due to other governments (Note 5)	144,997	273,779
Employee future benefits (Note 6)	30,765	29,738
Deposits and prepayments (Note 7)	351,295	294,733
Deferred revenue (Note 8)	130,994	114,288
Deferred development cost charges (Note 9)	371,704	314,510
Debt (Note 10)	356,970	214,230
	1,490,846	1,315,616
	277,997	131,689
NET FINANCIAL ASSETS		
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 11)	9,631,885	9,474,308
Inventories of supplies	1,195	988
Prepaid expenses	6,776	5,352
	9,639,856	9,480,648
ACCUMULATED SURPLUS (Note 12)	\$ 9,917,853	\$ 9,612,337

Commitments and contingencies (Note 14)



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

CONSOLIDATED STATEMENT OF CITY OF SURREY OPERATIONS

For the year ended December 31, 2021, with comparative figures for 2020
[in thousands of dollars]

	2021 Budget	2021	2020
	<i>(Note 22)</i>		
REVENUES			
Taxation revenue <i>(Note 17)</i>	\$ 508,072	\$ 518,400	\$ 463,081
Sales of goods and services	280,455	275,990	254,553
Development cost charges <i>(Note 9)</i>	124,236	44,991	55,377
Developer contributions	108,411	208,220	155,931
Investment income	11,995	18,015	19,407
Transfers from other governments <i>(Note 21)</i>	99,424	49,839	43,168
Other <i>(Note 18)</i>	52,922	67,666	60,112
TOTAL REVENUES	1,185,515	1,183,121	1,051,629
EXPENSES			
Police services	195,319	219,702	167,134
Parks, recreation and culture	129,271	100,743	95,424
General government	87,918	98,020	82,385
Roads and traffic safety	76,209	79,186	73,879
Water	78,117	80,088	79,191
Fire services	69,606	70,670	67,666
Sewer	77,708	77,091	72,826
Solid waste	38,700	41,719	40,084
Drainage	34,919	35,206	34,079
Planning and development	32,545	31,081	30,369
Library services	23,413	22,360	17,206
Engineering	15,685	15,623	13,362
Surrey City Energy	3,265	3,892	3,196
Parking	2,614	2,224	2,342
TOTAL EXPENSES	865,289	877,605	779,143
ANNUAL SURPLUS	320,226	305,516	272,486
Accumulated surplus, beginning of year	9,612,337	9,612,337	9,339,851
Accumulated surplus, end of year	\$ 9,932,563	\$ 9,917,853	\$ 9,612,337

To be read in conjunction with the Notes to the Consolidated Financial Statements

CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS CITY OF SURREY

As at December 31, 2021, with comparative figures for 2020
[in thousands of dollars]

	2021 Budget	2021	2020
	<i>(Note 22)</i>		
ANNUAL SURPLUS	\$ 320,226	\$ 305,516	\$ 272,486
Acquisition of tangible capital assets	(612,321)	(303,857)	(317,219)
Amortization of tangible capital assets	142,206	142,707	136,354
Loss (gain) on disposal of tangible capital assets	-	(778)	686
Proceeds on disposal of tangible capital assets	-	4,351	1,539
	(149,889)	147,939	93,846
Acquisition of inventories of supplies	-	(1,195)	(988)
Consumption of inventories of supplies	-	988	874
Acquisition of prepaid expenses	-	(6,776)	(5,352)
Use of prepaid expenses	-	5,352	4,552
	-	(1,631)	(914)
CHANGE IN NET FINANCIAL ASSETS	(149,889)	146,308	92,932
Net financial assets (net debt), beginning of year	131,689	131,689	38,757
Net financial assets (net debt), end of year	\$ (18,200)	\$ 277,997	\$ 131,689

To be read in conjunction with the Notes to the Consolidated Financial Statements

CONSOLIDATED STATEMENT OF CITY OF SURREY CASH FLOWS

*For the year ended December 31, 2021 with comparative figures for 2020
[in thousands of dollars]*

	2021	2020
OPERATING TRANSACTIONS		
Annual Surplus	\$ 305,516	\$ 272,486
Non-Cash items:		
Amortization of tangible capital assets	142,707	136,354
Loss (gain) on disposal of tangible capital assets	(778)	686
Developer contributions of tangible capital assets <i>(Note 11(a))</i>	(158,122)	(138,611)
TransLink compensation agreement provision <i>(Note 13)</i>	-	200
Change in non-cash operating working capital:		
Accounts receivable	(321)	16,042
Inventories of supplies	(207)	(114)
Prepaid expenses	(1,424)	(800)
Trade and other accounts payable	29,783	(8,561)
Due to other governments	(128,782)	154,997
Employee future benefits	1,027	1,075
Deposits and prepayments	56,562	10,253
Deferred revenue	16,706	34,658
Deferred development cost charges	57,194	6,018
Net increase in cash from operating transactions	319,861	484,683
CAPITAL TRANSACTIONS		
Acquisition of tangible capital assets	(145,735)	(178,608)
Proceeds on disposal of tangible capital assets	4,351	1,539
Cash used by capital transactions	(141,384)	(177,069)
FINANCING TRANSACTIONS		
Proceeds from issuance of debt	150,600	-
Repayment of MFA debt and loans payable	(7,860)	(7,547)
Cash (used) / provided by financing transactions	142,740	(7,547)
INVESTING TRANSACTIONS		
(Purchase) / Disposal of portfolio investments	(636,874)	240,829
Cash used on other investments	(114)	(93)
Cash (used) / provided by investing transactions	(636,988)	240,736
INCREASE (DECREASE) IN CASH	(315,771)	540,803
Cash and cash equivalents, beginning of year	907,279	366,476
Cash and cash equivalents, end of year	\$ 591,508	\$ 907,279

To be read in conjunction with the Notes to the Consolidated Financial Statements

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

CITY OF SURREY

For the year ended December 31, 2021
[tabular amounts in thousands of dollars]

GENERAL

The City of Surrey (the "City") is incorporated under the Local Government Act of British Columbia. The City's principal activities include the provision of local government services to residents of the incorporated area. These include administrative, protective, infrastructure, environmental, recreational, and utility services.

1. SIGNIFICANT ACCOUNTING POLICIES

a) Basis of accounting

These consolidated financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards as prescribed by the Public Sector Accounting Board ("PSAB").

b) Basis of consolidation

The consolidated financial statements reflect the assets, liabilities, revenues, and expenditures of the reporting entity. The reporting entity is comprised of all the City funds, including the Surrey Public Library ("Library") and Surrey Police Service ("SPS"), and other entities controlled by the City. Inter-fund and inter-corporate transactions and balances have been eliminated. The other entities included are as follows:

- Surrey City Development Corporation ("SCDC");
- Surrey Homelessness and Housing Society ("SHHS"); and,
- Innovation Boulevard ("IBC") proportionally consolidated based on 50% ownership.

The following funds account for the resources and operations of the City:

i) Operating Funds

These funds are used to record the general operating costs of the services provided by the City, including drainage, sewer, water, solid waste, parking, transportation, and Surrey City Energy.

ii) Capital Funds

These funds are used to record the acquisition costs of tangible capital assets and any related debt outstanding, including all lands and infrastructure owned by the City.

iii) Reserve Funds

Under the Community Charter of British Columbia, City Council may, by by-law, establish reserve funds for specified purposes. Money in a reserve fund and interest earned thereon must be expended only for the purpose for which the fund was established. If the amount in a reserve fund is greater than required for the purposes for which it was established, City Council may transfer all or part of the amount to another reserve fund.

*For the year ended December 31, 2021
[tabular amounts in thousands of dollars]*

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

b) Basis of consolidation (continued)

iv) Surrey City Development Corporation

The consolidated financial statements reflect the assets, liabilities, revenues and expenses of SCDC. SCDC has the following wholly owned subsidiaries and government partnerships, which are accounted for as follows:

1) Grove Limited Partnership and Grove (G.P.) Inc. - (50% owned and proportionately consolidated)

2) Surrey City Investment (Industrial) Corporation ("SCIIC") - (100% owned and fully consolidated)

SCIIC has a 50% ownership in the Beedie SCDC (34A Ave) Limited Partnership ("Beedie LP") and has 50% ownership in Beedie SCDC (34A Ave) G.P. Ltd., the General Partner of Beedie LP. Beedie LP and Beedie GP are accounted for using the modified equity method.

3) Surrey City Investment Corporation ("SCIC") and Kwantlen Park Development Corporation ("KPDC") – (100% owned and fully consolidated)

SCIC and KPDC were inactive as at December 31, 2021 and December 31, 2020.

v) Surrey Homelessness and Housing Society

In 2007, the City of Surrey incorporated the SHHS. The purposes of the Society are to raise funds for financing programs and projects that address homelessness in Surrey. The City is considered to have control over the Society's functions by virtue of the ability to appoint the society's board members; therefore, the Society's financial information is fully consolidated within the City's financial statements.

The consolidated financial statements include the assets, liabilities, revenues, and expenses of the SHHS. The City provided initial funding to the SHHS and oversees its operations through the council appointed board.

vi) Innovation Boulevard Corporation

The City of Surrey and Simon Fraser University ("SFU") incorporated Innovation Boulevard Corporation ("IBC"), a government partnership. SFU and the City are the only shareholders of IBC with each having a 50% interest and is proportionately consolidated.

IBC was dissolved as at December 23, 2021.

For the year ended December 31, 2021
[tabular amounts in thousands of dollars]

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

c) Cash and cash equivalents

Cash and cash equivalents include cash and short-term investments with maturities of three months or less at the date of acquisition, are readily convertible to known amounts of cash and are subject to an insignificant risk of change in value.

d) Trust Funds

These funds account for assets which must be administered as directed by agreement or statute for certain beneficiaries. In accordance with PSAS recommendations on financial statement presentation for local governments, trust funds are not included in the City's consolidated financial statements. Trust funds administered by the City are presented in [Note 19](#).

e) Revenue recognition

Revenues are recognized in the period in which the transaction or event occurs that give rise to the revenues or when the services are delivered. All revenues are recorded on an accrual basis, except when the amounts cannot be determined with a reasonable degree of certainty.

Revenue recognition on sales of properties occurs when the City has transferred the significant risks and rewards of ownership.

Property lease revenue includes all amounts earned from tenants, including property tax and operating cost recoveries. Lease revenues are recognized on a straight-line basis over the term of the lease.

f) Taxation revenue

Taxes are recorded at estimated amounts when they meet the definition of an asset, have been authorized and the taxable event occurs. Annual property tax levies, including parcel taxes and grants-in-lieu of taxes, are recorded as taxes for municipal services in the year they are levied. Taxes receivable are recognized net of an allowance for anticipated future appeal adjustments.

Through the British Columbia Assessments' appeal process, current year property assessments may be adjusted by way of supplementary roll adjustments. The effects of these adjustments on taxes are recognized either at the time they are awarded during the year or accrued as can be reasonably estimated at the end of the year.

g) Transfers from governments

Government transfers are recognized as revenue in the financial statements when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to any obligation that meets the definition of a liability. The transfer of revenue is initially deferred and then recognized in the statement of operations as the stipulation liabilities are settled.

When the City is deemed the transferor, the transfer expense is recognized when the recipient is authorized and has met the eligibility criteria.

*For the year ended December 31, 2021
[tabular amounts in thousands of dollars]*

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

h) Collection on behalf of other authorities

The City is required to act as the agent for the collection of certain taxes and fees imposed by other authorities. Collections for other authorities are excluded from the City's taxation revenues.

i) Development cost charges

Development cost charges are recorded as deferred revenue at the time they are received as there is a future obligation to be fulfilled. When qualifying development expenditures are incurred, they are recognized into revenue.

j) Developer contributions

Tangible capital assets are contributed by developers as a condition of the development approval process. The timing of delivery of tangible capital assets is dependent upon the developer. Tangible capital assets received as contributions are recorded at their estimated fair value at the date of receipt and as developer contributions revenue.

k) Investment income

Investment income is reported as revenue in the period earned.

l) Deferred revenue

The City defers the portion of the funds collected from permits, licenses and other fees relating to services not yet rendered. Revenue is recognized in the year in which related inspections are performed or other related services are provided.

m) Expenses

Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay. Interest expense is accrued using the effective interest method.

n) Portfolio investments

City investments with an original maturity date of more than three months are reported as portfolio investments and consist of short-term investments, bonds and debentures, which are recorded at amortized cost. Discounts and premiums arising on the purchase of these investments are amortized over the term of the investments on an effective interest method.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

CITY OF SURREY

For the year ended December 31, 2021
 [tabular amounts in thousands of dollars]

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

o) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives over one or more future periods and are not intended for sale in the ordinary course of operations.

i) Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement, or betterment of the assets. Cost includes overhead charges related to construction and development that are directly attributable to the acquisition or construction of the asset. The City does not capitalize interest associated with the acquisition or construction of a tangible capital asset.

The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight-line basis over their estimated useful lives as follows:

ASSET	Useful life – Years
Land improvements	12 – 100
Buildings and building improvements	10 – 60
Leasehold improvements	2 – 25
Infrastructure:	
Roads and road structures	5 – 100
Water, Sewer and Drainage systems	10 – 100
Machinery and equipment:	
Vehicles	5 – 30
Technology	4 – 25
Furniture & equipment	3 – 50

Annual amortization commences on the date the asset is acquired or available for use. Assets under construction are not amortized until the asset is put into service and available for productive use.

Tangible capital assets received as contributions are recorded at their estimated fair value at the date of receipt and are recorded as revenue.

Works of art and historic assets are not recorded as assets in the consolidated financial statements.

Where an estimate of fair value is not determinable, the tangible capital asset is recognized at a nominal value.

ii) Inventories of supplies

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost.

iii) Prepaid expenses

Prepaid expenses of supplies or services held for consumption are recorded at the lower of cost and replacement cost.

*For the year ended December 31, 2021
[tabular amounts in thousands of dollars]*

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

p) Employee future benefits

The City and its employees participate in the Municipal Pension Plan. The Municipal Pension Plan is a multi-employer contributory defined benefit pension plan. Payments in the year are expensed.

Sick leave and post-employment benefits also accrue to the City's employees. The liability relating to these benefits is actuarially determined based on length of service, best estimates of retirement ages and expected future salary and wage increases. The liabilities under these benefit plans are accrued based on projected benefits pro-rated as employees render services necessary to earn the future benefits.

Actuarial gains or losses are amortized over the expected average remaining service life of the related employee group.

The liability for event driven benefits, such as disability benefits, is calculated when the event occurs. The expense is recognized in the year the event occurs.

q) Budget data

The budget data presented in these consolidated financial statements was included in the City of Surrey 2021-2025 Consolidated Financial Plan and was adopted through By-law #20198 on December 21, 2020.

r) Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating contributed tangible capital assets, developer contributions, useful lives for amortization, provisions for accrued liabilities, contingencies, and actuarial valuations of employee future benefits. Actual results could differ from these estimates.

s) Segment disclosure

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information to achieve the objectives of the standard. The City of Surrey has provided definitions of segments used by the City as well as presented financial information in a segmented format (*Note 20*).

t) Liabilities for contaminated sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. A liability for remediation of contaminated sites is recognized when a site is not in productive use and all of the following criteria are met:

- An environmental standard exists;
- Contamination exceeds an environmental standard;
- The City is directly responsible or accepts responsibility;
- The City expects that future economic benefits will be given up; and,
- A reasonable estimate of the amount can be made.

The liability is measured as management's estimate of the cost of remediation and post remediation, including operations, maintenance, and monitoring, which are an integral part of the remediation strategy for a contaminated site. The liability is recorded net of any expected recoveries. No liability for contaminated sites exists as at December 31, 2020 or 2021.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

CITY OF SURREY

For the year ended December 31, 2021
[tabular amounts in thousands of dollars]

2. ACCOUNTS RECEIVABLE

	2021	2020
General and other accounts receivable	\$ 40,191	\$ 40,166
Development cost charges	64,909	63,864
Property taxes	20,964	23,164
Utility charges	18,104	19,084
Local improvement receivable	9,027	9,539
Due from other authorities	3,536	2,152
MFA debt reserve fund receivable	4,243	2,684
	\$ 160,974	\$ 160,653

3. INVESTMENTS

a) Portfolio Investments

	2021	2020
Maturing within one year	\$ 439,028	\$ 199,985
Maturing within two years	282,058	114,193
Maturing within three to seven years	290,482	60,015
City investments (i)	1,011,568	374,193
SCDC investments (ii)	955	955
SHHS investments (iii)	3,100	3,601
	\$ 1,015,623	\$ 378,749

- i) City investments includes term deposits, GICs, bonds, and high interest savings accounts and have an average portfolio yield of 1.73% (2020 – 2.30%). All City investments can be liquidated on demand but may have associated penalties on liquidation.
- ii) SCDC investments includes GICs with a maturity date of September 17, 2022 and a yield of 0.10% (2020 – 0.10%).
- iii) SHHS investments includes a diversified portfolio of fixed income and equity securities held by the SHHS with an average yield rate of 6.15% (2020 – 16.69%), for the purpose of supporting programs and projects related the objectives of the SHHS.

*For the year ended December 31, 2021
[tabular amounts in thousands of dollars]*

3. INVESTMENTS (CONTINUED)

b) Investment in business partnership

	2021	2020
Business partnership	\$ 738	\$ 624

SCDC's joint-venture partnership in Beedie Limited Partnership ("Beedie LP") meets the criteria of a business partnership and results are accounted for under the modified equity method. Beedie LP owns and operates a build-to-suit industrial building in the City that has been occupied by a tenant under a long-term lease. The liability is limited to the cash held in the partnership and land which it contributed to Beedie LP. The City's proportionate share in respect of this entity is as follows:

	2021	2020
Financial assets	\$ 732	\$ 507
Liabilities	(8,471)	(8,660)
Non-financial assets	8,477	8,777
	\$ 738	\$ 624

Revenues and expenditures for the year ended December 31, 2021 were \$1.10 million (2020 – \$1.05 million) and \$0.77 million (2020 – \$0.75 million), respectively.

4. TRADE AND OTHER ACCOUNTS PAYABLE

	2021	2020
Trade accounts payable	\$ 39,954	\$ 50,946
Payroll accounts payable	22,951	12,174
RCMP retroactive contract accrual	32,007	-
Contractors' holdbacks	6,838	9,209
Interest payable on debt	2,371	2,009
	\$ 104,121	\$ 74,338

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

CITY OF SURREY

For the year ended December 31, 2021
[tabular amounts in thousands of dollars]

5. DUE TO OTHER GOVERNMENTS

	2021	2020
Due to Federal Government (RCMP)	\$ 58,438	\$ 58,551
Due to TransLink (<i>Note 13</i>)	39,000	39,000
Due to Regional Districts	29,321	24,973
Due to Province of British Columbia	9,066	145,669
Due to other government entities	9,172	5,586
	\$ 144,997	\$ 273,779

To support local governments during the COVID-19 pandemic in the 2020 fiscal year, the Province of British Columbia delayed the Provincial school tax remittance deadline to January 15th, 2021. As a result, the above Due to Province of British Columbia includes \$9.07 million (2020 - \$144.75 million) of Provincial school tax payable.

6. EMPLOYEE FUTURE BENEFITS

The City provides certain post-employment and sick leave benefits to its employees. These benefits include accumulated non-vested sick leave, post-employment service pay and post-retirement top-ups for dental, life insurance accidental death and dismemberment insurance, vacation deferral, supplementary vacation, and benefit continuation for disabled employees. The liability associated with these benefits is calculated based on the present value of expected future payments pro-rated for services.

Accrued benefit liability:

	2021	2020
Balance, beginning of year	\$ 29,738	\$ 28,663
Current service cost	2,114	1,923
Interest cost	659	777
Amortization of net actuarial gain	(154)	(169)
Benefits paid	(1,592)	(1,456)
Accrued benefit liability, end of year	\$ 30,765	\$ 29,738

An actuarial valuation for these benefits was performed to determine the City's accrued benefit obligation as at December 31, 2021. The difference between the actuarially determined accrued benefit obligation of \$28.986 million and the accrued benefit liability of \$30.765 million as at December 31, 2021 is an unamortized actuarial gain as noted below. The actuarial gain is amortized over a period equal to the employees' average remaining service life of 12 years (2020 – 12 years).

*For the year ended December 31, 2021
[tabular amounts in thousands of dollars]*

6. EMPLOYEE FUTURE BENEFITS (CONTINUED)

Reconciliation of accrued benefit liability to accrued benefit obligation:

	2021	2020
Actuarial benefit liability, end of year	\$ 30,765	\$ 29,738
Unamortized actuarial gain	(1,779)	(19)
Accrued benefit obligation, end of year	\$ 28,986	\$ 29,719

Actuarial assumptions used to determine the City's accrued benefit obligation are as follows:

	2021	2020
Discount rate	2.55%	2.15%
Expected future inflation rate	1.80%	1.80%
Employee average remaining service life (years)	12.00	12.00

7. DEPOSITS AND PREPAYMENTS

	2021	2020
Deposits:		
Future works	\$ 61,720	\$ 57,779
Planning and development	98,702	87,208
Engineering	127,100	89,877
Pavement cuts	4,536	4,124
Boulevard trees	1,232	1,359
Latecomer	3,416	2,778
Other deposits	2,443	3,829
Total deposits	\$ 299,149	\$ 246,954
Prepayments:		
Taxes	\$ 47,119	\$ 43,026
Utilities	4,475	3,974
Other prepayments	552	779
Total prepayments	52,146	47,779
Total deposits and prepayments	\$ 351,295	\$ 294,733

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

CITY OF SURREY

For the year ended December 31, 2021
[tabular amounts in thousands of dollars]

8. DEFERRED REVENUE

	2021	2020
Development/building permits	\$ 39,461	\$ 31,387
Deferred capital works	49,828	45,745
Deferred lease revenue	25,606	28,031
Other	16,099	9,125
	\$ 130,994	\$ 114,288

9. DEFERRED DEVELOPMENT COST CHARGES

Development Cost Charges (DCCs) are collected to pay for costs that will be incurred by the City to support growth, such as development projects related to infrastructure, parks, or amenities. DCCs cover 99% (2020 – 99%) of those costs based on rates as recommended by the Engineering Department. In accordance with the Local Government Act, these funds must be held in a separate reserve fund and accumulate interest until spent. DCCs are deferred and recognized as revenue when the related costs are incurred.

	2021	2020
Deferred DCCs:		
Arterial roads	\$ 91,493	\$ 76,997
Parkland	75,043	59,519
Drainage/storm water detention	48,773	47,103
Sanitary sewer	37,404	31,497
Collector roads	20,695	15,904
Water	24,230	19,797
Area specific	71,045	61,574
Park development	3,021	2,119
	\$ 371,704	\$ 314,510
Deferred DCCs, beginning of year	\$ 314,510	\$ 308,492
DCCs levied for the year	101,301	58,772
Investment income	884	2,623
Increase in Deferred DCCs	102,185	61,395
Revenue recognized:		
General Capital	(36,103)	(46,459)
Water Capital	(2,080)	(2,595)
Sewer & Drainage Capital	(6,808)	(6,323)
DCCs recognized as revenue	(44,991)	(55,377)
Deferred DCCs, end of year	\$ 371,704	\$ 314,510

*For the year ended December 31, 2021
[tabular amounts in thousands of dollars]*

10. DEBT

	2021	2020
MFA debt (i)	\$ 311,608	\$ 167,485
Loans payable (ii)	45,362	46,745
	\$ 356,970	\$ 214,230

i) MFA debt

Pursuant to security issuing by-laws under authority of the Community Charter, the City obtains debt instruments through the Municipal Finance Authority of British Columbia ("MFA") to finance certain capital expenditures.

Gross amount of the debt less sinking fund installments and actuarial adjustments to date are as follows:

MFA Issue	Gross debt	Sinking fund installments and actuarial adjustments	Net debt 2021	Net debt 2020
116	\$ 100,000	\$ 28,830	\$ 71,170	\$ 74,589
121	45,000	11,435	33,565	35,044
126	67,335	11,062	56,273	57,852
156	150,600	-	150,600	-
	\$ 362,935	\$ 51,327	\$ 311,608	\$ 167,485

Current borrowing includes:

MFA Issue	Issue Date	Term (yrs.)	Maturity	Interest Rate	*Refinancing Date
116	April 4, 2011	25	April 4, 2036	1.47%	April 4, 2026
121	October 4, 2012	25	October 4, 2037	2.90%	October 4, 2022
126	September 26, 2013	30	September 26, 2043	3.85%	September 26, 2023
156	September 27, 2021	25	September 27, 2045	2.58%	September 27, 2041

*On the Refinancing Date, the City has the option to retire the debt early or refinance the borrowing at a new interest rate.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS CITY OF SURREY

For the year ended December 31, 2021
[tabular amounts in thousands of dollars]

10. DEBT (CONTINUED)

ii) Loans payable

	2021	2020
Loan payable (Cedar Hills Shopping Plaza), Citizen's Bank of Canada, 25-year capital financing expiring Nov 1, 2037, payable in monthly payments of \$78,497, including interest calculated at a rate of 3.95% per annum, secured by a mortgage on the commercial property.	\$ 11,141	\$ 11,636
Biofuel Processing Facility, 25-year capital financing expiring December 31, 2042, payable in monthly payments of \$221,516 including interest calculated at a rate of 5.10% per annum.	34,221	35,109
Total Loans Payable	\$ 45,362	\$ 46,745

MFA payments and loan payments over the next five years and thereafter are as follows:

	MFA payments (i)	Loan payments (ii)	Total
2022	\$ 11,423	\$ 1,406	\$ 12,829
2023	11,782	1,454	13,236
2024	12,153	1,506	13,659
2025	12,534	1,560	14,094
2026	12,788	1,617	14,405
2027 and thereafter	250,928	37,819	288,747
Total	\$ 311,608	\$ 45,362	\$ 356,970

Total interest expense recorded for the year ended December 31, 2021 was \$9.3 million (2020 - \$10.4 million).

*For the year ended December 31, 2021
[tabular amounts in thousands of dollars]*

11. TANGIBLE CAPITAL ASSETS

Net Book Value by category	2021	2020
Land and land improvements	\$ 2,059,626	\$ 2,010,254
Land under roads	3,427,817	3,311,025
Buildings and building improvements	488,716	496,288
Infrastructure	3,298,574	3,251,299
Machinery and equipment	132,645	138,949
Assets under construction	224,507	266,493
	\$ 9,631,885	\$ 9,474,308

Net Book Value by fund	2021	2020
General	\$ 2,734,811	\$ 2,677,023
Transportation	4,474,047	4,348,204
Water	661,990	657,958
Sewer	602,505	606,353
Drainage	1,111,500	1,106,662
Library	4,787	4,915
Surrey Police Service	398	-
Surrey City Development Corp.	41,847	73,193
	\$ 9,631,885	\$ 9,474,308

For additional detailed information, see the Schedule of Tangible Capital Assets (Schedule 1).

a) Contributed tangible capital assets

Contributed tangible capital assets have been recognized at fair value at the date of contribution. The value of contributed assets received during the year was \$158.1 million (2020 - \$138.6 million) comprised of roads infrastructure in the amount of \$129.8 million (2020 - \$101.2 million), water and wastewater infrastructure in the amount of \$17.5 million (2020 - \$26.6 million) and land in the amount of \$10.8 million (2020 - \$10.8 million), including improvements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

CITY OF SURREY

For the year ended December 31, 2021
[tabular amounts in thousands of dollars]

12. ACCUMULATED SURPLUS

Accumulated surplus consists of individual fund surpluses, reserves and equity in tangible capital assets. The City's accumulated surplus is as follows:

	2021			2020		
Tangible Capital Assets	\$ 9,631,885			\$ 9,474,308		
Debt funded assets	(208,519)			(199,561)		
Invested in tangible capital assets	9,423,366			9,274,747		
	Gross	Allocations		Gross	Allocations	
Reserves set aside by Council						
Capital legacy	49,317	(49,317)	-	48,981	(48,981)	-
Municipal land	69,894	(38,311)	31,583	63,463	(40,431)	23,032
Equipment and building replacement	37,959	(9,354)	28,605	29,067	(18,272)	10,795
Neighborhood concept plans	41,618	(10,255)	31,363	31,227	(19,630)	11,597
Park land acquisition	13,600	(3,351)	10,249	4,651	(2,924)	1,727
Local improvement financing	18,104	(4,461)	13,643	17,803	(11,192)	6,611
Environmental stewardship	6,945	(1,711)	5,234	6,855	(4,309)	2,546
Parking space	3,746	(923)	2,823	3,089	(1,942)	1,147
Water claims	1,382	(341)	1,041	1,378	(866)	512
Affordable housing	2,100	(517)	1,583	1,058	(665)	393
Capital projects	30,412	(7,494)	22,918	1,108	(697)	411
	275,077		149,042	208,680		58,771
Internal borrowing to fund capital		(126,035)			(149,909)	
Other appropriated funds						
Infrastructure replacement	19,616	-	19,616	(3,687)	3,687	-
Revenue stabilization	13,490	-	13,490	13,490	(171)	13,319
Self insurance	12,328	-	12,328	12,825	(162)	12,663
Operating contingency and emergencies	8,610	-	8,610	8,607	(109)	8,498
Environmental emergencies	7,210	-	7,210	7,082	(90)	6,992
Prepaid expenses	6,776	-	6,776	5,352	-	5,352
Inventories of supplies	1,195	-	1,195	988	-	988
Committed funds	288,311	-	288,311	249,660	(3,155)	246,505
	357,536	-	357,536	294,317	-	294,317
Other Entities						
Surrey City Development Corporation			(15,252)			(19,213)
Surrey Homelessness and Housing Society			3,161			3,710
Innovation Boulevard			-			5
			(12,091)			(15,498)
Accumulated Surplus per Statement of Financial Position			\$ 9,917,853			\$ 9,612,337

*For the year ended December 31, 2021
[tabular amounts in thousands of dollars]*

13. DUE TO TRANSLINK

In January 2020, TransLink and City of Surrey signed a Memorandum of Understanding (“MOU”) to advance the development of several Project Partnership Agreements (“PPAs”) related to the Surrey portion of the South of Fraser Rapid Transit - Surrey Langley SkyTrain (“SLS”) project. The PPAs to be entered would include (a) Supportive Policies Agreement; (b) Municipal Access Agreement; and (c) Reimbursement Agreement.

In September 2020, TransLink and the City signed a compensation agreement, defined as the Reimbursement Agreement in the MOU. The agreement required that the City would contribute \$39.0M to the SLS project, comprised of property contributions valuing \$16.9 million; parking contributions valuing \$12.8 million; and a financial contribution of \$9.3 million. The City and TransLink will determine the timing and manner of payment of the financial contribution, but the payment from the City to TransLink shall be no later than 90 days after TransLink executes the Project agreement for the construction of the Project.

As at December 31, 2021 the City has recorded a liability due to TransLink in the amount of \$39.0 million relating to this compensation agreement. According to the Province, the SLS line will open in 2028 and an updated business case is expected in Fall 2022.

14. COMMITMENTS AND CONTINGENCIES

- a)** The City has significant future contractual commitments for incomplete capital acquisitions and capital construction projects in progress. The City records the capital costs incurred to the end of the year on these projects as work in progress under tangible capital assets. To provide for the completion of the projects, unexpended budget money for incomplete projects is appropriated as Committed Funds (see [Note 12](#)). The Financial Plan, updated annually, provides for the financing of these and future obligations within the estimated financial resources of the City.
- b)** The City as a member of Metro Vancouver is directly, jointly and severally liable with the other member municipalities for the net capital liabilities of those authorities. Any liability which may arise as a result will be accounted for in the period in which the required payment is known and can be estimated, no liability was recorded during 2020 or 2021.
- c)** The City is a shareholder and member of E-Comm Emergency Communications for British Columbia Incorporated (E-Comm), whose services include regional 9-1-1 call centre for the Greater Vancouver Regional District, Area Wide Radio emergency communications network, dispatch operations, and records management. The City holds 2 Class “A” shares and 1 Class “B” share (of a total of 35 Class “A” and 20 Class “B” shares issued and outstanding as at December 31, 2021). As a Class “A” shareholder, the City is committed to paying levies for services received under a cost sharing formula to fund operating and capital costs of the E-Comm operations. In addition, the City is contingently liable to cover its proportionate share of such costs should any member be unable to fulfill its funding obligations. Annual levy amounts fluctuate based on various factors under the cost sharing formula and amounted to \$1.3 million during the year (2020 - \$1.5 million). No liability was recorded during 2020 or 2021.
- d)** The City is, from time to time, engaged in or party to certain legal actions, assessment appeals and other existing conditions involving uncertainty which may result in material losses. The outcome and amounts that may be payable, if any, under some of these claims, cannot be determined and accordingly only those claims in which a payment is considered likely and the amounts can be reasonably estimated have been recorded in the financial statements as a liability.
- e)** The City insures itself through a combination of insurance policies and self-insurance. The City has a funded self-insurance appropriation included in accumulated surplus ([Note 12](#)). Based on estimates, this appropriation reasonably provides for all outstanding claims where the outcome is not currently determinable.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

CITY OF SURREY

For the year ended December 31, 2021
[tabular amounts in thousands of dollars]

14. COMMITMENTS AND CONTINGENCIES (CONTINUED)

f) Debt Reserve Fund Demand Note

The City has a contingent liability with respect to the Municipal Finance Authority of BC's ("MFA") Debt Reserve Fund Demand Notes. This contingent liability is a condition of the borrowings undertaken by the City.

As a condition for each debenture issue, the City is required to execute demand notes in connection with each debenture whereby the City may be required to loan certain amounts to the MFA. The debt agreement with the MFA provides that if at any time the scheduled payments provided for in the agreement are not sufficient to meet the MFA's obligations in respect to such borrowing, the resulting deficiency becomes the joint and several liability of the City and all other participants to the agreement through the MFA. The City is similarly liable on a contingent basis for the debt of other municipalities secured through the MFA.

Demand note amounts are as follows:

Issue	LA	SI	Rgn SI	Purpose	Term	DRF Demand Note
116	17173	R10-2022	1139	Other	25	\$ 319
116	17180	R10-2357	1141	Other	25	637
116	17231	R11-124	1142	Other	25	1,035
121	17231	R11-124	1142	Other	25	743
126	17928	R13-1059	1188	Other	30	943
126	17929	R13-1061	1188	Other	30	280
156	20270	R21-541	1323	Other	25	721
156	20271	R21-543	1323	Other	25	371
156	20272	R21-545	1323	Other	25	1,622
Total						\$ 6,671

Management does not consider payment under this contingency to be likely and therefore no amounts have been accrued.

g) Policing services

In March 2020, the Province approved the transition of policing services from a RCMP contract model to an independent municipal police service. In August 2020, the Surrey Police Service ("SPS") was established by the Surrey Police Board.

The Surrey Police Transition Trilateral Committee ("SPTTC") is a committee of senior representatives from the Government of Canada, the Province of BC and the City of Surrey. It was established in 2021 to oversee and coordinate the transition of Policing Services from the RCMP to the SPS. The SPTTC has approved a two phased, integrated transition of policing services in Surrey:

- In phase one, beginning in November 2021, a group of 29 SPS sworn members assumed some operational policing duties with the RCMP; and,
- During 2022, additional groups of SPS officers will be deployed, and RCMP members will be demobilized.

In 2016, the Government of Canada introduced Bill C-7 to create a new labour relations regime for RCMP members and reservists. This bill received royal assent in 2017 and an application for certification at the Federal Public Service Labour Relations and Employment Board. In August 2021, RCMP members ratified the collective agreement, resulting in retroactive pay increases for over 19,000 RCMP regular members.

As at December 31, 2021, the City of Surrey has recorded a liability of \$32.007 million related to the RCMP collective agreement retroactive salary increase impact. This estimate has been provided to the City by Public Safety Canada and the specific amounts associated with the retroactive pay rates identified in the new collective agreement will be finalized in 2022-2023 (Note 4).

*For the year ended December 31, 2021
[tabular amounts in thousands of dollars]*

14. COMMITMENTS AND CONTINGENCIES (CONTINUED)

h) Biofuel processing facility

The City entered a 25-year agreement in 2015 to design, build, finance, operate and maintain the Surrey Organics Biofuel Processing facility. Under the agreement, the City guaranteed to provide a minimum tonnage of City organic waste (as defined in the agreement) for processing. In return the City will receive 100% of the biomethane produced at the facility and will share in certain other revenues generated at the facility.

In 2018, the City recorded the facility as a tangible capital asset in the amount of its cost of construction of \$50.0 million. The City also recorded a loan payable liability for an equal amount representing the capital financing for the facility. The liability will be reduced over the term of the agreement as payments are made to the operator for the City organic waste processed by the facility (*Note 10(ii)*).

15. CONTRACTUAL RIGHTS

Contractual rights are rights to economic resources arising from contracts or agreements that will result in revenues and assets in the future. The following table summarizes the contractual rights that existed at December 31, 2021 of the City for future assets:

	2022	2023	2024	2025	Thereafter
Lease revenue (a)	\$ 7,100	\$ 6,380	\$ 5,539	\$ 4,857	\$ 23,704
Government agreements (b)	3,649	3,596	1,421	140	599
Total	\$ 10,749	\$ 9,976	\$ 6,960	\$ 4,997	\$ 24,303

a) Lease revenue

The City has entered into a number of fixed term lease agreements for the use of City owned land and/or buildings that are anticipated to provide the City with future revenues. These agreements are for terms that vary from 1 to 18 years.

b) Government agreements

The City has entered into various government agreements with senior government and other agencies related to contractual rights expected to be realized as stipulations are met.

c) Developer contributions

The City has entered into a number of public works development agreements which require the developers to contribute various infrastructure assets to the City, including roads and underground utilities. The timing and extent of these future contributions vary depending on development activity and fair value of the assets received at the time of contribution, which cannot be determined with certainty at this time.

d) Other contractual rights

The City is entitled to receive revenue from certain other agreements. The revenue from these agreements cannot be quantified and has not been included in the amounts noted above.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

CITY OF SURREY

For the year ended December 31, 2021
 [tabular amounts in thousands of dollars]

16. PENSION PLAN

The City and its employees contribute to the Municipal Pension Plan (the "Plan"), a jointly trustee pension plan. The Board of Trustees, representing plan members and employers, is responsible for administering the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2020, the Plan has about 220,000 active members and approximately 112,000 retired members. Active members include approximately 42,000 contributors from local government.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Plan as at December 31, 2018, indicated a \$2.866 million funding surplus for basic pension benefits on a going concern basis. The next valuation will be as at December 31, 2021, with results available in 2022.

The City paid \$20.9 million (2020 - \$21.4 million) for employer contributions while employees contributed \$17.5 million (2020 - \$17.9 million) to the Plan in 2021.

Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to the individual employers participating in the Plan.

17. TAXATION REVENUE

	2021	2020
Tax collected:		
Property taxes	\$ 400,630	\$ 384,807
Collections for other authorities	416,256	318,704
Parcel taxes	91,189	57,815
Grants-in-lieu of taxes	25,632	19,500
Other	949	959
	934,656	781,785
Less transfers to other authorities:		
Province of BC - School Taxes	(295,169)	(220,026)
Greater Vancouver Regional District	(11,509)	(10,012)
BC Assessment Authority	(9,021)	(8,702)
Greater Vancouver Transportation Authority	(60,400)	(56,236)
Other	(40,157)	(23,728)
	(416,256)	(318,704)
Taxation revenue	\$ 518,400	\$ 463,081

*For the year ended December 31, 2021
[tabular amounts in thousands of dollars]*

18. OTHER REVENUE

	2021		2020
Licenses and permits	\$ 40,746	\$	38,976
Leases and rentals	12,948		12,474
Penalties and interest on taxes	7,036		5,390
Miscellaneous	6,158		3,958
Gain (loss) on disposal of tangible capital assets	778		(686)
	\$ 67,666	\$	60,112

19. TRUST FUNDS

These funds account for assets, which must be administered as directed by agreement or statute for certain beneficiaries. In accordance with PSAS, trust funds are not included in the City's Consolidated Financial Statements.

Amounts administered by the City as trust funds are as follows:

	2021		2020
Cemetery Perpetual Care Fund	\$ 4,652	\$	4,151
Employee Benefits Fund	769		759
	\$ 5,421	\$	4,910

20. SEGMENTED INFORMATION

The City of Surrey is a diversified municipal government institution that provides a wide range of services to the citizens of Surrey, including Police Services; Parks, Recreation and Culture Services; General Government Services; Water Services; Fire Services; Sewer Services; Engineering Services; Drainage Services; Solid Waste Management Services; Roads & Traffic Safety Services; Planning and Development Services; Parking Services; Surrey City Energy Services; and Surrey Public Library Services. For management reporting purposes, the Government's operations and activities are organized and reported by Service Area. Service Areas were created for the purpose of recording specific activities and related objectives in accordance with legislated requirements.

City Departments and the activities for which they are responsible are reported in these Service Areas. The Departments listed in the segmented information, along with the services that each Department provides are listed below:

Police Services

The mandate of the Police Service includes enforcing laws, preventing crime, and maintaining peace, order, and security.

Parks, Recreation and Culture Services

The Parks, Recreation and Culture Department is responsible for planning, facilitating the development of, operating and maintaining high quality parks, recreation and cultural facilities and services.

*For the year ended December 31, 2021
[tabular amounts in thousands of dollars]*

20. SEGMENTED INFORMATION (CONTINUED)

General Government Services – Mayor & Councillors’ Department, City Manager’s Department, Finance Department, Corporate Services Department, Surrey City Development Corporation, and Surrey Homelessness and Housing Society

General Government Services includes those elements of the organization with responsibility for adopting by-laws, adopting administrative policy, levying taxes, acquiring, disposing and managing City assets, ensuring effective financial management, monitoring performance and ensuring that high quality City service standards are met. The Surrey City Development Corporation, which engages in land development activities, and the Surrey Homelessness and Housing Society, which focuses on addressing homelessness in Surrey through raising funds and the provision of grants to worthy projects, also form part of General Government Services.

Roads and Traffic Safety Services

The Roads & Traffic Safety Utility provides effective managed transportation systems that serve the mobility needs of individuals and businesses and are safe, secure and support the economic vitality of the City, and protect and enhance the environment.

Water Services

The Water Utility operates the water system and its primary responsibility, in partnership with the Operations Division and Metro Vancouver, is to supply clean, safe drinking water to the residences and businesses of Surrey.

Fire Services

The mandate of the Fire Department is to enforce codes and maintain security by protecting life, property and the environment through the provision of emergency response services.

Sewer Services

The Sewer Utility operates the network of sewer mains, to collect sewage and convey such sewage to treatment plants. The utility also plans, designs, and constructs sanitary sewer infrastructure; manages inflow and infiltration controls; and undertakes initiatives in support of the region’s Integrated Liquid Waste Resource Management Plan.

Solid Waste Management Services

The Solid Waste Utility provides weekly residential curbside organic waste collection with alternating bi-weekly garbage and recycling collection services via a fully automated cart-based collection system.

*For the year ended December 31, 2021
[tabular amounts in thousands of dollars]*

20. SEGMENTED INFORMATION (CONTINUED)

Drainage Services

The Drainage Utility operates the network of storm sewers and pump stations for storm water management. Its primary responsibility is to manage the City's storm water runoff in partnership with Metro Vancouver.

Planning and Development Services

The Planning and Development Department is responsible for preparing land use plans, by-laws and policies for sustainable development of the City and for reviewing and approving new land and building development.

Surrey Public Library Services

The Surrey Public Library provides access to local and global information through its ten Library branches located throughout the City.

Engineering Services

The Engineering Department is responsible for providing timely and effective services relating to water, sewer, drainage, solid waste collection, transportation systems, and corporate real estate.

Surrey City Energy

Surrey City Energy Utility operates a network of thermal energy systems. This utility provides these systems to new and existing developments throughout the Surrey City Centre area.

Parking

The Parking Authority Utility that plans, manages and enforces the City's on and off-street parking assets, employing leading edge technologies, such as license plate recognition and pay stations that provide a user-friendly interface, improved theft security and efficient enforcement.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

CITY OF SURREY

For the year ended December 31, 2021 [tabular amounts in thousands of dollars]

20. SEGMENTED INFORMATION (CONTINUED)

	Police Services	Parks, Recreation and Culture	General Government	Roads & Traffic Safety	Water	Fire Services	Sewer
REVENUES							
Taxation, grants-in-lieu, assessments	\$ -	\$ -	\$ 860,677	\$ 31,700	\$ 13	\$ -	\$ 504
Collections for other authorities	-	-	(416,256)	-	-	-	-
Taxation revenue	-	-	444,421	31,700	13	-	504
Sales of goods and services	2,007	13,457	31,524	820	86,808	3,796	71,438
Development cost charges	-	-	44,991	-	-	-	-
Developer contributions	-	413	58,281	131,477	4,343	-	4,055
Investment income	-	8	17,689	-	167	-	96
Transfers from other governments	8,064	1,627	15,875	17,976	(1)	-	178
Other	147	2,217	27,273	1,384	1,323	(115)	668
	10,218	17,722	640,054	183,357	92,653	3,681	76,939
EXPENSES							
Salaries and benefits	40,614	49,588	50,883	6,524	-	64,281	-
RCMP contracted services	169,623	-	-	-	-	-	-
Consulting and professional services	2,857	3,279	1,733	1,997	363	175	623
Telephone and communications	456	281	943	49	11	164	18
Regional district utility charges	-	-	-	-	56,575	-	52,921
Utilities	607	3,653	36	4,026	76	391	1,732
Garbage collection and disposal	17	923	12	59	1	23	-
Maintenance and small equipment	354	7,284	8,092	258	455	1,535	21
Insurance and claims	-	-	3,628	-	-	-	-
Leases and rentals	1,003	734	(134)	1,096	690	27	1,004
Supplies and materials	997	7,005	1,901	3,083	1,709	2,662	1,652
Advertising and media	51	245	199	48	-	3	-
Grants and sponsorships	1	1,301	9,717	-	-	-	-
Contract payments	5	4,649	611	7,634	739	114	746
Other	1,722	1,599	3,977	186	192	1,984	650
Cost recoveries, net	8	36	(5,840)	8,455	9,206	(2,914)	4,492
Interest on debt	-	-	6,651	-	-	-	-
Other interests and fiscal services	23	175	520	-	(4)	-	(10)
Amortization expense	1,364	19,991	15,091	45,771	10,075	2,225	13,242
	219,702	100,743	98,020	79,186	80,088	70,670	77,091
Excess (deficiency) of revenues over expenses	(209,484)	(83,021)	542,034	104,171	12,565	(66,989)	(152)
Transfer from (to) operating funds	27,303	-	(71,099)	24,635	1,794	-	3,425
Transfer from (to) reserve funds	(2,278)	(747)	(27,800)	27,396	2,341	(1,297)	2,537
Transfer from (to) capital funds	446	(10,080)	45,318	(16,751)	(3,524)	-	(9,165)
Annual surplus (deficit)	\$ (184,013)	\$ (93,848)	\$ 488,453	\$ 139,451	\$ 13,176	\$ (68,286)	\$ (3,355)

NOTES TO THE CONSOLIDATED CITY OF SURREY FINANCIAL STATEMENTS

*For the year ended December 31, 2021
[tabular amounts in thousands of dollars]*

Solid Waste Management	Drainage	Planning and Development	Library Services	Engineering	Surrey City Energy	Parking	2021
\$ -	\$ 41,762	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 934,656
-	-	-	-	-	-	-	(416,256)
-	41,762	-	-	-	-	-	518,400
46,547	2	5,512	140	7,680	3,699	2,560	275,990
-	-	-	-	-	-	-	44,991
-	9,440	-	23	-	181	7	208,220
28	27	-	-	-	-	-	18,015
-	4,986	-	1,008	-	-	126	49,839
195	190	29,557	44	3,778	46	959	67,666
46,770	56,407	35,069	1,215	11,458	3,926	3,652	1,183,121
-	-	23,738	14,519	43,572	715	584	295,018
-	-	-	-	-	-	-	169,623
953	1,997	2,760	167	1,036	155	116	18,211
7	8	80	29	249	3	56	2,354
-	-	-	-	-	-	-	109,496
180	10	539	336	1,476	1,471	4	14,537
26,283	-	-	6	55	-	-	27,379
312	4	1,450	241	776	97	74	20,953
434	-	18	-	56	-	-	4,136
222	1,412	17	43	2,135	-	12	8,261
1,272	731	1,480	473	5,073	20	59	28,117
46	-	28	3,013	27	-	-	3,660
-	-	3	12	-	-	-	11,034
2,423	1,508	21	36	2,203	157	197	21,043
3	580	1,221	969	939	71	1	14,094
4,406	7,603	(484)	640	(48,983)	(4)	(13)	(23,392)
2,658	-	-	-	-	-	-	9,309
-	-	175	4	11	141	30	1,065
2,520	21,353	35	1,872	6,998	1,066	1,104	142,707
41,719	35,206	31,081	22,360	15,623	3,892	2,224	877,605
5,051	21,201	3,988	(21,145)	(4,165)	34	1,428	305,516
(6,737)	(3,602)	-	21,462	-	3,925	(1,106)	-
(619)	3,933	(263)	100	(3,303)	-	-	-
-	(3,790)	1,885	(40)	24	(4,148)	(175)	-
\$ (2,305)	\$ 17,742	\$ 5,610	\$ 377	\$ (7,444)	\$ (189)	\$ 147	\$ 305,516

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

CITY OF SURREY

For the year ended December 31, 2020 [tabular amounts in thousands of dollars]

20. SEGMENTED INFORMATION (CONTINUED)

	Police Services	Parks, Recreation and Culture	General Government	Roads & Traffic Safety	Water	Fire Services	Sewer
REVENUES							
Taxation, grants-in-lieu, assessments	\$ -	\$ -	\$ 709,658	\$ 30,694	\$ (25)	\$ -	\$ 800
Collections for other authorities	-	-	(318,704)	-	-	-	-
Taxation revenue	-	-	390,954	30,694	(25)	-	800
Sales of goods and services	1,703	10,389	27,888	3,008	82,178	3,281	65,820
Development cost charges	-	-	55,377	-	-	-	-
Developer contributions	-	353	25,145	104,272	4,721	-	7,562
Investment income	-	44	18,448	-	513	-	276
Transfers from other governments	8,225	12,326	6,558	11,826	-	-	23
Other	57	2,630	22,061	463	1,062	(78)	258
	9,985	25,742	546,431	150,263	88,449	3,203	74,739
EXPENSES							
Salaries and benefits	29,366	47,123	42,530	6,445	-	60,526	-
RCMP contracted services	129,999	-	-	-	-	-	-
Consulting and professional services	2,322	3,133	2,418	1,353	471	47	194
Telephone and communications	456	281	798	55	19	161	24
Regional district utility charges	-	-	-	-	52,642	-	50,034
Utilities	577	3,093	37	3,470	537	363	1,927
Garbage collection and disposal	15	795	9	43	-	25	-
Maintenance and small equipment	159	7,630	7,554	188	481	1,571	15
Insurance and claims	-	-	4,565	-	-	16	-
Leases and rentals	895	725	252	929	917	-	811
Supplies and materials	386	6,170	2,522	2,670	2,058	2,541	1,283
Advertising and media	6	184	183	26	-	2	-
Grants and sponsorships	-	389	2,200	-	-	-	-
Contract payments	(7)	4,176	858	6,948	2,743	28	941
Other	1,458	1,824	4,305	122	22	1,640	882
Cost recoveries, net	96	253	(7,507)	8,212	9,626	(1,433)	4,120
Interest on debt	-	-	7,718	-	-	-	-
Other interests and fiscal services	21	119	41	-	(23)	-	(5)
Amortization expense	1,385	19,529	13,902	43,418	9,698	2,179	12,600
	167,134	95,424	82,385	73,879	79,191	67,666	72,826
Excess (deficiency) of revenues over expenses	(157,149)	(69,682)	464,046	76,384	9,258	(64,463)	1,913
Transfer from (to) operating funds	-	67	(44,277)	22,453	7,226	-	6,904
Transfer from (to) reserve funds	-	137	(31,043)	26,497	2,899	(1,317)	2,949
Transfer from (to) capital funds	-	(3,978)	52,016	(10,064)	(13,136)	-	(5,677)
Annual surplus (deficit)	\$ (157,149)	\$ (73,456)	\$ 440,742	\$ 115,270	\$ 6,247	\$ (65,780)	\$ 6,089

NOTES TO THE CONSOLIDATED CITY OF SURREY FINANCIAL STATEMENTS

*For the year ended December 31, 2020
[tabular amounts in thousands of dollars]*

Solid Waste Management	Drainage	Planning and Development	Library Services	Engineering	Surrey City Energy	Parking	2020
\$ -	\$ 40,658	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 781,785
-	-	-	-	-	-	-	(318,704)
-	40,658	-	-	-	-	-	463,081
44,550	49	4,580	82	5,821	2,671	2,533	254,553
-	-	-	-	-	-	-	55,377
-	14,733	-	26	-	-	-	156,812
80	46	-	-	-	-	-	19,407
-	2,143	-	1,004	-	-	182	42,287
132	(377)	29,094	155	3,735	26	894	60,112
44,762	57,252	33,674	1,267	9,556	2,697	3,609	1,051,629
-	-	23,434	11,433	43,049	675	582	265,163
-	-	-	-	-	-	-	129,999
335	2,253	1,322	93	479	30	50	14,500
9	37	93	29	247	8	42	2,259
-	-	-	-	-	-	-	102,676
121	7	529	269	286	874	4	12,094
25,685	2	-	5	89	-	-	26,668
163	42	2,102	141	882	82	84	21,094
394	-	-	-	11	-	-	4,986
222	907	8	52	2,117	-	10	7,845
1,179	494	1,503	314	4,534	26	34	25,714
52	1	14	2,122	19	-	-	2,609
-	-	1	4	-	-	-	2,594
2,506	1,522	85	8	1,294	60	319	21,481
43	202	1,352	495	714	92	1	13,152
4,137	7,688	(261)	314	(46,477)	(105)	3	(21,334)
2,658	-	-	-	-	-	-	10,376
60	-	152	2	8	426	112	913
2,520	20,924	35	1,925	6,110	1,028	1,101	136,354
40,084	34,079	30,369	17,206	13,362	3,196	2,342	779,143
4,678	23,173	3,305	(15,939)	(3,806)	(499)	1,267	272,486
(6,385)	(3,676)	1	15,379	(50)	3,980	(1,622)	-
(375)	3,691	(264)	100	(3,374)	100	-	-
-	(14,989)	42	(22)	1	(4,188)	(5)	-
\$ (2,082)	\$ 8,199	\$ 3,084	\$ (482)	\$ (7,229)	\$ (607)	\$ (360)	\$ 272,486

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

CITY OF SURREY

For the year ended December 31, 2021
[tabular amounts in thousands of dollars]

21. TRANSFERS FROM OTHER GOVERNMENTS

The Government transfers reported on the Consolidated Statement of Operations are comprised of the following:

	2021	2020
REVENUE		
BC Provincial government grants:		
Traffic fines revenue sharing	\$ 7,528	\$ 7,661
Flood mitigation funding	2,132	892
Casino revenue sharing	1,750	708
Childcare and seniors	1,707	598
ICBC road improvement	1,344	881
Library operating	988	983
Climate action revenue incentive program	215	753
Victim services	210	200
Arts	94	-
Clean energy vehicle fast charging stations	83	75
Roads	49	28
BC one card	20	20
COVID 19 safe restart grant	-	14,769
Subtotal BC Provincial government grants	16,120	27,568
Federal government grants:		
Rapid housing initiative	9,694	-
Water, drainage and sewer	3,031	1,275
SAFE program	533	593
Building & facility improvements	198	-
Roads and parking	123	172
Keep of prisoners	136	114
Arts and heritage grants	109	21
Childcare and youth	94	76
Summer students	16	11
Subtotal Federal government grants	13,934	2,262
TransLink:		
Arterial widening and intersection improvements	214	263
Arterial paving	939	905
Arterial bridges	6,643	3,756
Road operating and maintenance	4,002	2,727
Road general rehabilitation	1,797	1,225
Traffic signals, signs, and markings	2,399	1,635
Bicycle street network and other transit projects	508	1,222
Subtotal TransLink grants	16,502	11,733
UBCM community works fund:	3,283	1,605
Total transfers from other government revenues	\$ 49,839	\$ 43,168

*For the year ended December 31, 2021
[tabular amounts in thousands of dollars]*

22. BUDGET DATA

The budget data presented in these consolidated financial statements was included in the City of Surrey 2021-2025 Consolidated Financial Plan and was adopted through Bylaw #20198 on December 21, 2020. The following table reconciles the approved budget to the budget figures reported in these consolidated financial statements.

	Budget Amount
Approved consolidated budgeted revenues	\$ 1,185,515
Approved consolidated budgeted expenditures	1,483,180
Transfers between funds	(167,665)
	1,315,515
Less:	
Capital expenditures	(612,321)
Municipal debt principal repayments	(5,570)
Add:	
Transfers between funds	167,665
Total Expenses:	865,289
Annual surplus per statement of operations	\$ 320,226

23. COMPARATIVE FIGURES

Certain comparative information has been reclassified to conform to the financial statement presentation adopted in the current year.

**SCHEDULE 1 TANGIBLE
CAPITAL ASSETS** CITY OF SURREY

As at December 31, 2021 [in thousands of dollars]

	Land and land improvements	Land under road	Buildings and building improvements	Infrastructure	Machinery and equipment	Assets under construction	Balance at December 31, 2021
COST							
Opening Balance	\$ 2,106,924	\$ 3,311,025	\$ 791,081	\$ 5,051,243	\$ 316,750	\$ 266,493	\$ 11,843,516
Additions	57,462	116,792	16,433	139,694	15,462	(41,986)	303,857
Disposals	(3,258)	-	-	(3,289)	(8,091)	-	(14,638)
Ending Balance	2,161,128	3,427,817	807,514	5,187,648	324,121	224,507	12,132,735
ACCUMULATED AMORTIZATION							
Opening Balance	96,670	-	294,793	1,799,944	177,801	-	2,369,208
Amortization	5,145	-	24,005	91,939	21,618	-	142,707
Accum. amort. on disposals	(313)	-	-	(2,809)	(7,943)	-	(11,065)
Ending Balance	101,502	-	318,798	1,889,074	191,476	-	2,500,850
NET BOOK VALUE	\$ 2,059,626	\$ 3,427,817	\$ 488,716	\$ 3,298,574	\$ 132,645	\$ 224,507	\$ 9,631,885

	Land and land improvements	Land under road	Buildings and building improvements	Infrastructure	Machinery and equipment	Assets under construction	Balance at December 31, 2020
COST							
Opening Balance	\$ 2,034,546	\$ 3,228,036	\$ 751,195	\$ 4,892,888	\$ 314,326	\$ 329,413	\$ 11,550,404
Additions and transfers	72,802	82,989	39,886	174,047	10,412	(62,917)	317,219
Disposals	(424)	-	-	(15,692)	(7,988)	(3)	(24,107)
Ending Balance	2,106,924	3,311,025	791,081	5,051,243	316,750	266,493	11,843,516
ACCUMULATED AMORTIZATION							
Opening Balance	92,167	-	272,447	1,725,463	164,659	-	2,254,736
Amortization	4,864	-	22,346	88,057	21,087	-	136,354
Accum. amort. on disposals	(361)	-	-	(13,576)	(7,945)	-	(21,882)
Ending Balance	96,670	-	294,793	1,799,944	177,801	-	2,369,208
NET BOOK VALUE	\$ 2,010,254	\$ 3,311,025	\$ 496,288	\$ 3,251,299	\$ 138,949	\$ 266,493	\$ 9,474,308

PERMISSIVE EXEMPTIONS

STATEMENT OF 2021 PERMISSIVE EXEMPTIONS CITY OF SURREY

(In accordance with Section 98 of the Community Charter)

UNIT	ADDRESS	ORGANIZATION	EXEMPT GENERAL TAX
			Total Exemption \$ 2,188,652
	16321 108 AVE	BETHESDA CHRISTIAN ASSOCIATION	2,306
	15421 110 AVE	SURREY CHRISTIAN ALLIANCE CHURCH	3,204
	14625 108 AVE	CONNECTING COMMUNITY CHURCH	2,557
	14618 110 AVE	SURREY GRACE COMMUNITY CHURCH	1,591
	14624 110 AVE	SURREY GRACE COMMUNITY CHURCH	2,009
	14589 108 AVE	FRASER REGION ABORIGINAL FRIENDSHIP CENTRE ASSOCIATION - AWAHSUK ABORIGINAL HEADSTART PRE-SCHOOL	2,045
	10553 148 ST	ANGLICAN CHURCH OF THE EPIPHANY	2,728
	14456 104A AVE	PEOPLE'S FULL GOSPEL CHURCH	12,022
	14557 105A AVE	STRIVE LIVING SOCIETY	2,447
		OPTIONS COMMUNITY SERVICES SOCIETY	2,409
	14568 104A AVE	GUILDFORD SENIORS VILLAGE	13,597
	10446 157 ST	TYNEHEAD PARK CONGREGATION OF JEHOVAH'S WITNESSES	3,111
	15688 106A AVE	KWANGLIM METHODIST CHURCH IN CANADA	5,652
	16293 104 AVE	CALVARY CHRISTIAN CHURCH	8,147
	10222 161 ST	ST. ANDREW KIM CATHOLIC PARISH	9,382
	15290 103A AVE	GUILDFORD ISLAMIC CULTURAL SOCIETY	5,056
	10304 152A ST	PRAISE INTERNATIONAL CHURCH	2,104
	10167 148 ST	ST. LUKE LUTHERAN CHURCH	7,858
	10330 144 ST	CEDAR GROVE BAPTIST CHURCH	10,727
	9612 152 ST	JOHNSTON HEIGHTS EVANGELICAL FREE CHURCH	5,086
	15245 96 AVE	JOHNSTON HEIGHTS EVANGELICAL FREE CHURCH	3,361
	15659 96 AVE	COMMUNITY LIVING SOCIETY	2,120
104	12941 115 AVE	MUSLIM FOOD BANK AND COMMUNITY SERVICES SOCIETY	5,601
	13905 108 AVE	COPTIC ORTHODOX PATRIARCHATE/ ST GEORGE'S COPTIC ORTHODOX CHURCH	7,100
		ELIZABETH FRY SOCIETY	2,064
	13753 108 AVE	HOLY CROSS UKRAINIAN CATHOLIC CHURCH	4,463
	13821 GROSVENOR RD	SURREY VIETNAMESE ALLIANCE CHURCH	1,074
	13815 GROSVENOR RD	SURREY VIETNAMESE ALLIANCE CHURCH	2,139
	13630 GROSVENOR RD	ASSOCIATION OF ISLAMIC CHARITABLE PROJECTS (AICP)	429
	13525 HILTON RD	HILTON VILLA CARE CENTRE	26,552
	13453 111A AVE	CHERINGTON INTERCARE INC.	15,280
	13579 BENTLEY RD	NICHIREN SHOSHU TEMPLE	1,225
	13546 BENTLEY RD	VANCOUVER CHINESE ZION CHURCH	3,292

STATEMENT OF 2021 CITY OF SURREY PERMISSIVE EXEMPTIONS

(In accordance with Section 98 of the Community Charter)

UNIT	ADDRESS	ORGANIZATION	EXEMPT GENERAL TAX
	13591 BINNIE LANE	EMMANUEL ROMANIAN PENTECOSTAL CHURCH	1,587
	13585 BINNIE LANE	EMMANUEL ROMANIAN PENTECOSTAL CHURCH	17,276
	13575 KING GEORGE BLVD	EMMANUEL ROMANIAN PENTECOSTAL CHURCH	2,399
	13551 KING GEORGE BLVD	VANCOUVER CHINESE ZION CHURCH	1,043
	10922 SCOTT RD	FATIMIA EDUCATION ASSOCIATION	3,373
	10906 LARSON RD	FATIMIA EDUCATION ASSOCIATION	1,614
	10926 SCOTT RD	FATIMIA EDUCATION ASSOCIATION	3,518
	10787 128 ST	ST. HELEN'S ANGLICAN CHURCH	730
4	12332 PATTULLO PL	CELEBRATION CHRISTIAN FELLOWSHIP INTERNATIONAL	523
5	12332 PATTULLO PL	CELEBRATION CHRISTIAN FELLOWSHIP INTERNATIONAL	948
6	12332 PATTULLO PL	CELEBRATION CHRISTIAN FELLOWSHIP INTERNATIONAL	1,503
	11125 124 ST	CALVARY WORSHIP CENTRE	4,181
	13175 107 AVE	GATEWAY BAPTIST CHURCH	3,949
	12817 104 AVE	JOHN HOWARD SOCIETY	1,570
	12819 104 AVE	JOHN HOWARD SOCIETY	1,571
	13560 105A AVE	GHAUSIA INTERNATIONAL FOUNDATION	3,376
	10644 CITY PKY	A.C.A. AFGHAN CANADIAN ASSOCIATION OF B.C.	4,906
	10528 135A ST	GHAUSIA INTERNATIONAL FOUNDATION OF CANADA	5,558
	13551 105A AVE	CONCORD 2000 HOLDINGS CO LTD	2,015
	10704 CITY PKY	TRANSFORMATION CHRISTIAN CENTRE	14,694
	10765 135A ST	UKRAINIAN ORTHODOX CHURCH OF ST. MARY (CHURCH)	2,761
	10689 135A ST	"LOOKOUT HOUSING AND HEALTH SOCIETY (SURREY HIV/AIDS CENTRE)"	7,817
	10667 135A ST	LOOKOUT HOUSING AND HEALTH SOCIETY	18,232
	13512 108 AVE	UKRAINIAN ORTHODOX CHURCH OF ST. MARY (CHURCH HALL)	3,170
	13260 108 AVE	MANAWMAYA THERAVADA BUDDHIST SOCIETY INC.	1,925
	10625 KING GEORGE BLVD	ABRAAR FOUNDATION	1,983
	10492 CITY PKY	SPANISH ALLIANCE CHURCH	1,940
	10660 CITY PKY	THE ROYAL CANADIAN THEATRE COMPANY & STREETRICH HIP HOP SOCIETY	18,230
	10468 WHALLEY BLVD	XU HOLDINGS (2017) LTD	1,018
	10460 139 ST	OUR LADY OF GOOD COUNSEL CHURCH AND SCHOOL (ROMAN CATHOLIC ARCHBISHOP OF VANCOUVER)	19,652
	10776 KING GEORGE BLVD	SURREY URBAN MISSION SOCIETY	12,033
	14069 104 AVE	HAHN SEOK BUDDHIST FOUNDATION	2,380
	14370 104 AVE	VANCOUVER NEW LIFE CHURCH	1,686
	10370 143A ST	VANCOUVER NEW LIFE CHURCH	1,779

STATEMENT OF 2021 PERMISSIVE EXEMPTIONS CITY OF SURREY

(In accordance with Section 98 of the Community Charter)

UNIT	ADDRESS	ORGANIZATION	EXEMPT GENERAL TAX
	10381 144 ST	VANCOUVER NEW LIFE CHURCH	938
	10122 140 ST	CHURCH OF JESUS CHRIST OF LATTER DAY SAINTS	11,742
	13959 100 AVE	PHOENIX DRUG & ALCOHOL RECOVERY AND EDUCATION SOCIETY	6,285
	13388 104 AVE	CHRIST THE KING LUTHERAN CHURCH	2,860
	13062 104 AVE	CITY CENTRE CHURCH	3,094
	13055 OLD YALE RD	JESUS CHRIST (THE KINGDOM OF), THE NAME ABOVE EVERY NAME, INC.	1,963
	12740 102 AVE	AMAZING GRACE UNITED CHURCH	3,846
	12371 96 AVE	SURREY FREE METHODIST CHURCH	5,224
	12265 99A AVE	LIVING HOPE CHRISTIAN FELLOWSHIP	2,549
	12246 100 AVE	LIVING HOPE CHRISTIAN FELLOWSHIP	3,710
	12256 98 AVE	CEDAR HILLS PENTECOSTAL LIGHTHOUSE CHURCH	2,499
	12642 100 AVE	SOUTHSIDE COMMUNITY CHURCH	3,539
	9942 127A ST	PHOENIX DRUG & ALCOHOL RECOVERY AND EDUCATION SOCIETY	2,764
	9635 132 ST	GREEK ORTHODOX COMMUNITY CHURCH	1,434
	13181 96 AVE	GREEK ORTHODOX COMMUNITY OF SURREY AND FRASER VALLEY ASSOCIATION	2,430
	9630 131A ST	THE CHURCH IN SURREY	3,103
	13526 98A AVE	MASJID AL NOOR "MOSQUE OF LIGHTS"	4,732
	9803 140 ST	OPTIONS COMMUNITY SERVICES SOCIETY	2,486
	9770 KING GEORGE BLVD	GRACE HANIN COMMUNITY CHURCH	58,915
	9688 137A ST	LAUREL PLACE CARE CENTRE PARTNERSHIP	42,158
	9650 137A ST	WHALLEY & DISTRICT SENIOR CITIZEN HOUSING SOCIETY (KINSMEN LODGE)	40,391
	9815 140 ST	OPTIONS - SURREY COMMUNITY SERVICES SOCIETY	29,793
1001	13737 96 AVE	THE CHILDREN'S FOUNDATION	4,622
1002	13737 96 AVE	THE CHILDREN'S FOUNDATION	3,990
1003	13737 96 AVE	THE CHILDREN'S FOUNDATION	3,990
1004	13737 96 AVE	THE CHILDREN'S FOUNDATION	3,475
1005	13737 96 AVE	THE CHILDREN'S FOUNDATION	5,759
1006	13737 96 AVE	THE CHILDREN'S FOUNDATION	4,908
1007	13737 96 AVE	THE CHILDREN'S FOUNDATION	4,066
1008	13737 96 AVE	THE CHILDREN'S FOUNDATION	3,781
1009	13737 96 AVE	THE CHILDREN'S FOUNDATION	3,510
	11334 RIVER RD	LOUIS DAHL	874
	11927 96A AVE	ARTHUR HEDLEY HOUSE	1,835
	14042 GROSVENOR RD	MASONIC BUILDING ASSOCIATION OF NORTH SURREY	3,212
	11187 ELLENDALE DR	ELIZABETH FRY SOCIETY	6,376

STATEMENT OF 2021 CITY OF SURREY PERMISSIVE EXEMPTIONS

(In accordance with Section 98 of the Community Charter)

UNIT	ADDRESS	ORGANIZATION	EXEMPT GENERAL TAX
	11565 142 ST	VANCOUVER LIFE CHURCH	2,547
	14136 GROSVENOR RD	MUSLIM EDUCATION & WELFARE FOUNDATION OF CANADA	1,674
	12645 14B AVE	JOHN HORNER HOUSE	2,159
	1577 128 ST	OCEAN PARK COMMUNITY HALL	5,432
3364	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	473
3366	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	431
3368	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	423
3374	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	425
3302	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	414
3304	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	425
3306	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	414
3310	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	414
3312	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	425
3364	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	414
3316	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	426
3368	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	414
3320	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	433
3321	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	414
3322	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	420
3323	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	428
3324	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	428
3326	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	417
3330	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	428
3334	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	417
3336	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	450
3340	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	428
3342	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	417
3344	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	420
3346	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	415
3347	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	489
3348	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	418
3374	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	423
3352	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	421
3354	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	422
3356	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	433
3361	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	417

STATEMENT OF 2021 PERMISSIVE EXEMPTIONS CITY OF SURREY

(In accordance with Section 98 of the Community Charter)

UNIT	ADDRESS	ORGANIZATION	EXEMPT GENERAL TAX
3357	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	426
3353	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	429
3351	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	418
3343	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	411
3341	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	444
3337	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	413
3335	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	415
3333	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	426
3331	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	415
3329	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	426
3327	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	426
3325	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	415
3366	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	416
3313	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	428
3307	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	416
3303	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	428
3301	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	418
3302	1222 KING GEORGE BLVD	CSH (CARE HOLDINGS) LTD - CRESCENT GARDENS	429
	16017 8 AVE	WHITE ROCK SEVENTH DAY ADVENTIST CHURCH	2,387
	1290 160 ST	SOURCES COMMUNITY RESOURCES SOCIETY	2,925
	15306 24 AVE	THE SEMIAHMOO FOUNDATION	8,685
	2365 153A ST	THE SEMIAHMOO HOUSE SOCIETY	2,064
	2124 154 ST	SEMIAHMOO HOUSE SOCIETY	2,500
	2343 156 ST	SOURCES COMMUNITY RESOURCES SOCIETY	9,498
	2290 152 ST	ROYAL CANADIAN LEGION	10,992
	1951 KING GEORGE BLVD	SOURCES COMMUNITY RESOURCES SOCIETY	2,236
	15318 20 AVE	SOURCES COMMUNITY RESOURCES SOCIETY	8,069
	15441 16 AVE	PEACE PORTAL LODGE	4,799
	15435 16A AVE	PEACE ARCH HOSPICE SOCIETY	11,956
	15450 20 AVE	CHURCH OF JESUS CHRIST OF LATTER DAY SAINTS	6,596
	2350 148 ST	MOUNT OLIVE LUTHERAN CHURCH	4,538
	14832 24 AVE	OCEAN PARK CONGREGATION OF JEHOVAH'S WITNESSES	5,767
	15024 24 AVE	STAR OF THE SEA SCHOOL AND GOOD SHEPHERD CHURCH	9,127
	14615 16 AVE	WHITE ROCK SEVENTH DAY ADVENTIST CHURCH	3,395

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UNIT	ADDRESS	ORGANIZATION	EXEMPT GENERAL TAX
		ATIRA WOMEN'S RESOURCE SOCIETY	2,733
		ATIRA WOMEN'S RESOURCE SOCIETY	2,486
	14633 16 AVE	SEAVIEW PENTECOSTAL ASSEMBLY	5,164
	2197 148 ST	SOUTH SURREY FIELD HOUSE SOCIETY	6,389
	2201 148 ST	COASTAL FOOTBALL CLUB	2,663
	1657 140 ST	WHITE ROCK BAPTIST CHURCH	3,544
32	1653 140 ST	1254067 BC LTD	398
33	1653 140 ST	1254067 BC LTD	399
30	1653 140 ST	1254067 BC LTD	393
28	1653 140 ST	1254067 BC LTD	382
29	1653 140 ST	1254067 BC LTD	382
26	1653 140 ST	1254067 BC LTD	405
24	1653 140 ST	1254067 BC LTD	394
25	1653 140 ST	1254067 BC LTD	386
22	1653 140 ST	1254067 BC LTD	392
20	1653 140 ST	1254067 BC LTD	382
21	1653 140 ST	1254067 BC LTD	382
19	1653 140 ST	1254067 BC LTD	404
18	1653 140 ST	1254067 BC LTD	407
16	1653 140 ST	1254067 BC LTD	406
17	1653 140 ST	1254067 BC LTD	378
15	1653 140 ST	1254067 BC LTD	386
14	1653 140 ST	1254067 BC LTD	387
12	1653 140 ST	1254067 BC LTD	387
13	1653 140 ST	1254067 BC LTD	388
9	1653 140 ST	1254067 BC LTD	414
7	1653 140 ST	1254067 BC LTD	382
5	1653 140 ST	1254067 BC LTD	393
4	1653 140 ST	1254067 BC LTD	381
3	1653 140 ST	1254067 BC LTD	401
1	1653 140 ST	1254067 BC LTD	405
11	1653 140 ST	1254067 BC LTD	400
118	1653 140 ST	1254067 BC LTD	512
115	1653 140 ST	1254067 BC LTD	523

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UNIT	ADDRESS	ORGANIZATION	EXEMPT GENERAL TAX
110	1653 140 ST	1254067 BC LTD	522
109	1653 140 ST	1254067 BC LTD	520
107	1653 140 ST	1254067 BC LTD	515
106	1653 140 ST	1254067 BC LTD	521
120	1653 140 ST	1254067 BC LTD	475
121	1653 140 ST	1254067 BC LTD	460
104	1653 140 ST	1254067 BC LTD	523
100	1653 140 ST	1254067 BC LTD	520
125	1653 140 ST	1254067 BC LTD	469
127	1653 140 ST	1254067 BC LTD	468
126	1653 140 ST	1254067 BC LTD	464
129	1653 140 ST	1254067 BC LTD	468
131	1653 140 ST	1254067 BC LTD	469
211	1653 140 ST	1254067 BC LTD	525
209	1653 140 ST	1254067 BC LTD	526
205	1653 140 ST	1254067 BC LTD	517
203	1653 140 ST	1254067 BC LTD	515
202	1653 140 ST	1254067 BC LTD	526
200	1653 140 ST	1254067 BC LTD	525
34	1653 140 ST	1254067 BC LTD	1,886
36	1653 140 ST	1254067 BC LTD	526
38	1653 140 ST	1254067 BC LTD	529
39	1653 140 ST	1254067 BC LTD	526
40	1653 140 ST	1254067 BC LTD	529
41	1653 140 ST	1254067 BC LTD	529
42	1653 140 ST	1254067 BC LTD	532
43	1653 140 ST	1254067 BC LTD	529
142	1653 140 ST	1254067 BC LTD	531
219	1653 140 ST	1254067 BC LTD	609
221	1653 140 ST	1254067 BC LTD	597
226	1653 140 ST	1254067 BC LTD	756
222	1653 140 ST	1254067 BC LTD	672
220	1653 140 ST	1254067 BC LTD	700
35	1653 140 ST	1254067 BC LTD	2,346

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UNIT	ADDRESS	ORGANIZATION	EXEMPT GENERAL TAX
228	1653 140 ST	1254067 BC LTD	652
	12953 20 AVE	PARISH OF ST. MARK - OCEAN PARK	6,300
	2756 127 ST	PENINSULA UNITED CHURCH	2,927
	12698 25 AVE	THE SEMIAHMOO HOUSE SOCIETY	2,764
	2643 128 ST	ROYAL CANADIAN LEGION	13,690
	12969 CRESCENT RD	IMITATING CHRIST MINISTRIES	20,397
	12888 CRESCENT RD	BRYNJOLFSON RESIDENCE	946
	14040 32 AVE	FEEDHAM HOUSE	2,783
	15128 27B AVE	PEACE PORTAL ALLIANCE CHURCH	61,388
	15008 26 AVE	SUNNYSIDE VILLAS SOCIETY	3,896
30	3033 KING GEORGE BLVD	WHITE ROCK SOUTH SURREY JEWISH COMMUNITY CENTRE	524
	15955 27 AVE	MORGAN HEIGHTS CARE	23,701
	15639 24 AVE	PENINSULA UNITED CHURCH	3,209
	16520 40 AVE	HISTORIC COLLISHAW FARM	893
	3288 156A ST	MORGAN PLACE HOLDINGS	30,442
	15240 34 AVE	ROSEMARY HEIGHTS SENIORS' VILLAGE	21,584
	12268 BEECHER ST	ALL SAINTS COMMUNITY CHURCH	3,807
	13951 CRESCENT RD	DANIEL JOHNSON HOUSE	1,817
	12159 SULLIVAN ST	PLEA COMMUNITY SERVICES SOCIETY OF BC	5,540
	2590 OHARA LANE	WILLARD KITCHEN HERITAGE HOUSE	5,057
	2598 OHARA LANE	ROTHWELL HOUSE	5,765
	2854 OHARA LANE	COBBLESTONES	1,402
	3487 KING GEORGE BLVD	GRACEPOINT COMMUNITY CHURCH	14,348
	2916 MCBRIDE AVE	ASSOCIATION OF NEIGHBOURHOOD HOUSES OF BC - CAMP ALEXANDRA	14,526
	12210 AGAR ST	ASSOCIATION OF NEIGHBOURHOOD HOUSES OF BC	5,908
	3138 MCBRIDE AVE	KERALA CHRISTIAN FELLOWSHIP SOCIETY	2,899
	3136 MCBRIDE AVE	FRASER VALLEY HERITAGE RAILWAY SOCIETY	4,098
	3140 MCBRIDE AVE	SURREY SAILING CLUB	3,333
	5435 123 ST	PANORAMA RIDGE RIDING CLUB	5,816
	5441 125A ST	AL-MUSTAFA ACADEMY (CANADIAN HUSSAINI ASSOCIATION)	3,173
	6230 120 ST	SUNSHINE RIDGE BAPTIST CHURCH	8,060
	6270 126 ST	CHURCH OF JESUS CHRIST OF LATTER DAY SAINTS	13,367
	12996 60 AVE	ST. MICHAEL'S ANGLICAN CHURCH	4,534
	13095 60 AVE	SUNSHINE HILLS CONGREGATION OF JEHOVAH'S WITNESSES	5,340

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UNIT	ADDRESS	ORGANIZATION	EXEMPT GENERAL TAX
	13585 62 AVE	BC MUSLIM ASSOCIATION	1,874
	6062 132 ST	BEREA BAPTIST CHURCH	5,491
	13687 62 AVE	SUNCREEK VILLAGE	27,703
	14805 57 AVE	GEORGE RANKIN HOUSE	2,026
208	14770 64 AVE	JAIN CENTER OF BC	1,756
	14853 60 AVE	BETHANY NEWTON UNITED CHURCH	6,424
	6306 152 ST	SULLIVAN COMMUNITY HALL	9,519
	16631 OLD MCLELLAN RD	CHRIST CHURCH SURREY CENTRE	2,508
	16613 BELL RD	CHRIST THE REDEEMER ANGLICAN CHURCH	4,725
	16591 BELL RD	CHRIST CHURCH ANGLICAN CEMETERY	4,816
	6788 152 ST	RELATE CHRISTIAN CHURCH	25,812
	14488 72 AVE	PUNJABI MASIHI CHURCH SOCIETY	4,904
	15177 68 AVE	ISMAILI JAMATKHANA PRAYER CENTRE	9,204
	15145 68 AVE	IGLESIA NI CRISTO (CHURCH OF CHRIST)	5,065
	13582 68 AVE	OPTIONS COMMUNITY SERVICES SOCIETY	1,823
	6543 132 ST	ST. BERNADETTE ROMAN CATHOLIC CHURCH & SCHOOL	11,903
	7170 132 ST	CALVARY PENTECOSTAL TABERNACLE	3,955
	7147 124 ST	ST. ANDREWS - NEWTON PRESBYTERIAN CHURCH	6,234
	6999 124 ST	SATNAM EDUCATION SOCIETY OF BC	2,207
	7050 120 ST	GURU NANAK SIKH TEMPLE	28,219
	6975 123 ST	SATNAM EDUCATION SOCIETY OF BC	2,141
	7086 124 ST	FAITH EVANGELICAL LUTHERAN CHURCH	6,394
	12407 72 AVE	BC MUSLIM ASSOCIATION	3,476
	7234 124 ST	BC MUSLIM ASSOCIATION	1,251
	7566 120A ST	PROGRESSIVE INTERCULTURAL COMMUNITY SERVICES SOCIETY	637
	7975 123A ST	HOLY SATSANG FOUNDATION	2,662
	7990 123A ST	HOLY SATSANG FOUNDATION	1,597
121	7536 130 ST	CALVARY GRACE CHURCH (FAITH AND VISION)	2,672
211	12837 76 AVE	BC GENEALOGICAL SOCIETY	4,248
208	7750 128 ST	THE MUSLIM YOUTH CENTRE	1,509
209	7750 128 ST	THE MUSLIM YOUTH CENTRE	1,525
105	7938 128 ST	KHALSA DIWAN SOCIETY OF SURREY BC	3,731
104	7938 128 ST	KHALSA DIWAN SOCIETY OF SURREY BC	1,869
103	7938 128 ST	KHALSA DIWAN SOCIETY OF SURREY BC	1,585

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UNIT	ADDRESS	ORGANIZATION	EXEMPT GENERAL TAX
107	7938 128 ST	KHALSA DIWAN SOCIETY OF SURREY BC	2,771
108	7938 128 ST	KHALSA DIWAN SOCIETY OF SURREY BC	3,614
202	7938 128 ST	KHALSA DIWAN SOCIETY OF SURREY BC	2,199
201	7938 128 ST	KHALSA DIWAN SOCIETY OF SURREY BC	1,274
215	7938 128 ST	KHALSA DIWAN SOCIETY OF SURREY BC	4,186
212	7938 128 ST	KHALSA DIWAN SOCIETY OF SURREY BC	1,377
	13455 76 AVE	DIVERSECITY COMMUNITY RESOURCES	32,251
	13570 78 AVE	GRACE BAPTIST CHURCH	4,326
	13520 78 AVE	OPTIONS COMMUNITY SERVICES SOCIETY	20,846
3	13550 77 AVE	THE SEMIAHMOO FOUNDATION	5,384
5	13550 77 AVE	THE SEMIAHMOO FOUNDATION	4,764
6	13550 77 AVE	THE SEMIAHMOO FOUNDATION	4,578
1	13478 78 AVE	SURREY FOOD BANK FOUNDATION	10,732
2	13478 78 AVE	SURREY FOOD BANK FOUNDATION	5,142
3	13478 78 AVE	SURREY FOOD BANK FOUNDATION	5,142
4	13478 78 AVE	SURREY FOOD BANK FOUNDATION	5,142
5	13478 78 AVE	SURREY FOOD BANK FOUNDATION	5,142
6	13478 78 AVE	SURREY FOOD BANK FOUNDATION	5,142
7	13478 78 AVE	SURREY FOOD BANK FOUNDATION	5,086
102	13771 72A AVE	SOURCES COMMUNITY RESOURCES SOCIETY	4,734
104	13771 72A AVE	SOURCES COMMUNITY RESOURCES SOCIETY	2,577
105	13771 72A AVE	SOURCES COMMUNITY RESOURCES SOCIETY	2,262
110	13771 72A AVE	SOURCES COMMUNITY RESOURCES SOCIETY	2,336
106	13771 72A AVE	SOURCES COMMUNITY RESOURCES SOCIETY	3,286
107	13771 72A AVE	SOURCES COMMUNITY RESOURCES SOCIETY	3,699
	7328 144 ST	NEWTON FELLOWSHIP BAPTIST CHURCH	5,606
	8250 161 ST	FLEETWOOD INTERNATIONAL CHURCH	3,943
	16011 83 AVE	FLEETWOOD PLACE HOLDINGS	23,197
	8590 160 ST	SURREY CHINESE BAPTIST CHURCH	5,661
	15660 84 AVE	EVERGREEN COTTAGES	11,581
	15577 82 AVE	GREATER VANCOUVER ASSEMBLY HALL OF JEHOVAH'S WITNESSES	12,805
	8725 158 ST	FLEETWOOD GOSPEL HALL	5,222
	15964 88 AVE	SURREY KOREAN PRESBYTERIAN CHURCH	5,789
	14756 88 AVE	FRASER REGION ABORIGINAL FRIENDSHIP CENTRE ASSOCIATION	1,859

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UNIT	ADDRESS	ORGANIZATION	EXEMPT GENERAL TAX
	8041 COOPERSHAWK CRT	COMMUNITY LIVING SOCIETY	2,622
	8365 140 ST	CANADIAN RAMGARHIA SOCIETY	3,422
	8383 140 ST	BEAR CREEK COMMUNITY CHURCH	2,405
	8321 140 ST	VEDIC HINDU CULTURAL SOCIETY OF BC	6,180
	14212 88 AVE	GURDWARA NANAKSAR SATSANG SABHA SOCIETY	1,624
	8041 132 ST	CELEBRATION LIFE MINISTRIES	3,187
	8135 132 ST	SRI GURU SINGH SABHA GURDWARA ASSOCIATION	17,756
	8115 132 ST	SRI GURU SINGH SABHA GURDWARA ASSOCIATION	23,576
1	12988 84 AVE	FAITH DOMINION MINISTRY	1,482
	8599 132 ST	KERALA CHRISTIAN FELLOWSHIP SOCIETY	944
114	12975 84 AVE	GREATER VANCOUVER YOUTH FOR CHRIST	3,384
115	12975 84 AVE	GREATER VANCOUVER YOUTH FOR CHRIST	3,126
115	13045 84 AVE	ON THE WATER RICH MEDIA MINISTRY	4,683
	8520 132 ST	"SEVENTH-DAY ADVENTIST CHURCH (BC CONFERENCE) CHECK NAME - SHOULD IT SAY SURREY AT THE BEGINNING"	8,568
15	12484 82 AVE	SURREY CRIME PREVENTION SOCIETY	3,295
204	12639 80 AVE	AKAL ACADEMY SOCIETY	3,213
211	12725 80 AVE	PROGRESSIVE INTERCULTURAL COMMUNITY SERVICES SOCIETY	4,380
205	12725 80 AVE	PROGRESSIVE INTERCULTURAL COMMUNITY SERVICES SOCIETY	1,303
206	12725 80 AVE	PROGRESSIVE INTERCULTURAL COMMUNITY SERVICES SOCIETY	1,311
207	12725 80 AVE	PROGRESSIVE INTERCULTURAL COMMUNITY SERVICES SOCIETY	1,414
208	12725 80 AVE	PROGRESSIVE INTERCULTURAL COMMUNITY SERVICES SOCIETY	1,451
209	12725 80 AVE	PROGRESSIVE INTERCULTURAL COMMUNITY SERVICES SOCIETY	1,389
	12300 92 AVE	MARANATHA CANADIAN REFORMED CHURCH	5,473
	8870 120 ST	KENNEDY COMMUNITY HALL ASSOCIATION	10,116
	12057 88 AVE	GREAT LIGHT HEALING MINISTRIES INTERNATIONAL	4,349
	8868 128 ST	NEW LIFE MINISTRIES	7,497
	9135 132 ST	PHILADELPHIA CHURCH OF VANCOUVER SOCIETY	4,349
	13044 96 AVE	NORTH SURREY GOSPEL CHAPEL	2,576
	13474 96 AVE	SURREY ALLIANCE CHURCH	4,812
	14219 88 AVE	GREEN TIMBERS COVENANT CHURCH	4,324
	9460 140 ST	THE CENTRE FOR CHILD DEVELOPMENT OF THE LOWER MAINLAND	14,858
	15048 92 AVE	CHURCH OF CHRIST	2,392
	8911 152 ST	ST. JOHN AMBULANCE	19,112
	9243 152 ST	DANISH LUTHERAN CHURCH "GRANLY"	2,623

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UNIT	ADDRESS	ORGANIZATION	EXEMPT GENERAL TAX
	9025 160 ST	ELIM HOUSING SOCIETY	20,071
	9067 160 ST	ELIM HOUSING SOCIETY	26,645
	9165 160 ST	FLEETWOOD CHRISTIAN REFORMED CHURCH	6,097
	15293 95 AVE	COMMUNITY LIVING SOCIETY	1,929
	15582 96 AVE	VANCOUVER CRISTADELPHIAN ECCLESIA	3,254
	8855 156 ST	NORTHWOOD UNITED CHURCH	5,839
	15220 92 AVE	BC FAMILY HEARING RESOURCE CENTRE	19,054
	9012 160 ST	LEGACY - A CHURCH OF THE NAZARENE	7,916
	9574 160 ST	PARKLAND FELLOWSHIP BAPTIST CHURCH	8,231
	16590 96 AVE	PLEA COMMUNITY SERVICES SOCIETY OF BC	3,165
	1614 184 ST	HAZELMERE UNITED CHURCH	1,389
	17029 16 AVE	EMMANUEL EVANGELICAL COVENANT CHURCH	3,840
	19495 36 AVE	LOWER MAINLAND GERMAN SHEPHERD DOG CLUB	16,054
	5588 188 ST	SONRISE FULL GOSPEL CHURCH	5,900
	5337 180 ST	PACIFIC COMMUNITY CHURCH OF THE CHRISTIAN AND MISSIONARY ALLIANCE	18,031
	5554 176 ST	FRASER VALLEY HERITAGE RAILWAY SOCIETY	18,969
	17567 57 AVE	ROYAL CANADIAN LEGION	14,646
	17400 60 AVE	SURREY COVENANT REFORMED CHURCH	2,591
	17575 58A AVE	CLOVERDALE UNITED CHURCH	3,407
	17475 59 AVE	PRECIOUS BLOOD PARISH	8,731
	16940 FRIESIAN DR	RICHARDSON HOUSE	1,312
	16811 60 AVE	BOOTHROYD HERITAGE HOUSE	2,778
	6331 176 ST	WESTWINDS COMMUNITY CHURCH	6,610
	17473 60 AVE	CANADIAN REFORMED CHURCH OF CLOVERDALE	4,408
	5818 182 ST	CECIL HEPPELL HOUSE	1,967
	17677 56A AVE	SURREY ASSOCIATION FOR COMMUNITY LIVING	1,807
	5724 176 ST	BUDDHIST COMPASSION RELIEF TZE CHI FOUNDATION OF CANADA	6,162
	17655 57 AVE	LIGHTHOUSE SPIRITUAL CENTRE	2,441
	5950 179 ST	HILLSIDE CHRISTIAN CHURCH & SCHOOL	5,512
	17687 56A AVE	SURREY ASSOCIATION FOR COMMUNITY LIVING	961
	17687 56A AVE	SURREY ASSOCIATION FOR COMMUNITY LIVING	958
	17687 56A AVE	SURREY ASSOCIATION FOR COMMUNITY LIVING	961
	17687 56A AVE	SURREY ASSOCIATION FOR COMMUNITY LIVING	996
	5939 180 ST	ZION PARK MANOR - LUTHERAN SENIOR CITIZENS HOUSING SOCIETY	4,143

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UNIT	ADDRESS	ORGANIZATION	EXEMPT GENERAL TAX
	17890 62 AVE	LOWER FRASER VALLEY EXHIBITION ASSN.	4,392
	18780 58 AVE	CHRISTIANS' GOSPEL SOCIETY	978
	5988 184 ST	GURU TEG BAHADUR WELFARE SOCIETY	2,833
	18790 58 AVE	FREE PRESBYTERIAN CHURCH IN CLOVERDALE	1,373
	18603 60 AVE	CLOVERDALE BIBLEWAY CHURCH & CHRISTIAN ACADEMY	3,752
	18919 62A AVE	SURREY ASSOCIATION FOR COMMUNITY LIVING	2,493
	19550 FRASER HWY	BALTIC PROPERTIES (BROOKSIDE) LTD.	26,679
	19533 64 AVE	JERICO RIDGE COMMUNITY CHURCH	8,747
	18685 64 AVE	CLOVERDALE BAPTIST CHURCH	13,258
	18788 71 AVE	CLAYTON HEIGHTS CARE HOLDINGS	32,484
	18625 FRASER HWY	HOPE COMMUNITY CHURCH OF SURREY	5,084
109	17828 65A AVE	COAST HILLS COMMUNITY CHURCH	3,949
108	17828 65A AVE	COAST HILLS COMMUNITY CHURCH	3,857
	7027 184 ST	SURREY LITTLE THEATRE	4,974
	8425 196 ST	TONG DO SA BUDDHIST TEMPLE CHOGYE ORDER KOREA (SEU KWANG SA BUDDHIST TEMPLE SOCIETY)	2,116
	8679 HARVIE RD	ST. NICOLAE ROMANIAN ORTHODOX CHURCH	2,205
	18922 88 AVE	PORT KELLS FIRE HALL NO. 7	9,734
	16870 80 AVE	SURREY PENTECOSTAL ASSEMBLY	24,811
	17171 80 AVE	CHRIST WORSHIP CENTRE	5,088
	16837 94A AVE	LAM TY NI (LUMBINI) BUDDHIST TEMPLE	1,947
	9568 168 ST	TYNEHEAD COMMUNITY HALL	7,665
	19131 88 AVE	PORT KELLS CONGREGATIONAL CHRISTIAN CHURCH	2,343
	19016 96 AVE	ST. OSWALD'S ANGLICAN CHURCH	4,454
	19218 96 AVE	BARON VON MACKENSEN HOUSE ("THE CASTLE")	1,055
	16748 50 AVE	BC SPCA	4,754
101	9706 188 ST	B C WILDLIFE FEDERATION	4,537
	10110 175A ST	KOREAN CENTRAL PRESBYTERIAN CHURCH	4,310
	17215 104 AVE	THE NATURE CONSERVANCY OF CANADA	2,628
	17179 106 AVE	THE NATURE TRUST OF BRITISH COLUMBIA	10,107
	17055 106 AVE	THE NATURE CONSERVANCY OF CANADA	7,849
	17122 106 AVE	THE NATURE CONSERVANCY OF CANADA	3,067
	17174 106 AVE	THE NATURE CONSERVANCY OF CANADA	3,067
SEPIP	RADIO EQUIP-BCH&P	WHITE ROCK CITY	970
3	12332 PATTULLO PL	CELEBRATION CHRISTIAN FELLOWSHIP INTERNATIONAL	450

the 1990s, the number of people in the UK who are employed in the public sector has increased from 10.5 million to 12.5 million, and the number of people in the public sector who are employed in health care has increased from 1.5 million to 2.5 million (Department of Health 2000).

There are a number of reasons for this increase. One of the main reasons is the increasing demand for health care services. The population of the UK is increasing, and the number of people who are aged 65 and over is increasing rapidly. This means that there are more people who need health care services, and this has led to an increase in the number of people employed in the public sector.

Another reason for the increase is the increasing demand for health care services from the private sector. The private sector is becoming an increasingly important part of the health care system, and this has led to an increase in the number of people employed in the public sector. The private sector is also becoming an increasingly important part of the health care system, and this has led to an increase in the number of people employed in the public sector.

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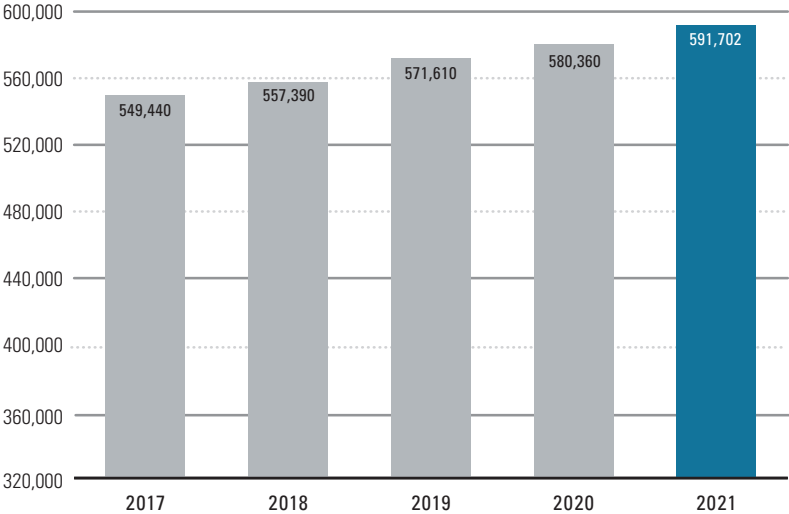
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STATISTICAL REVIEW

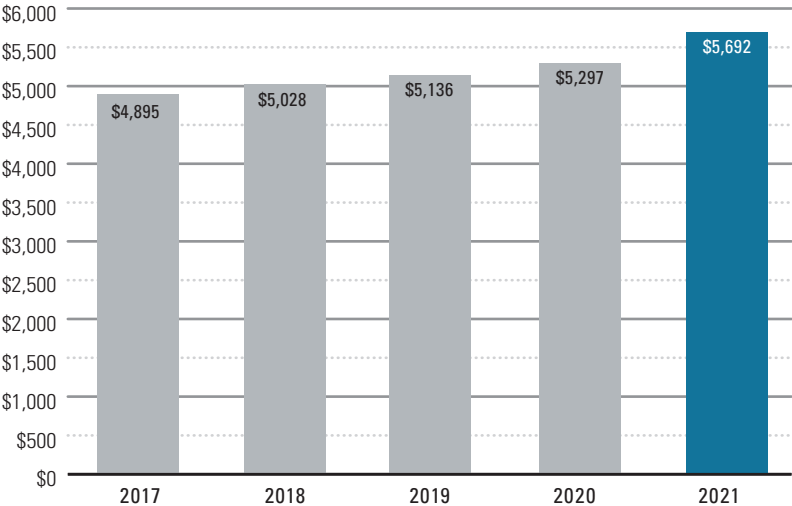
Population

Source: City of Surrey Planning & Development Department



Average Residential Tax and Utilities Bill

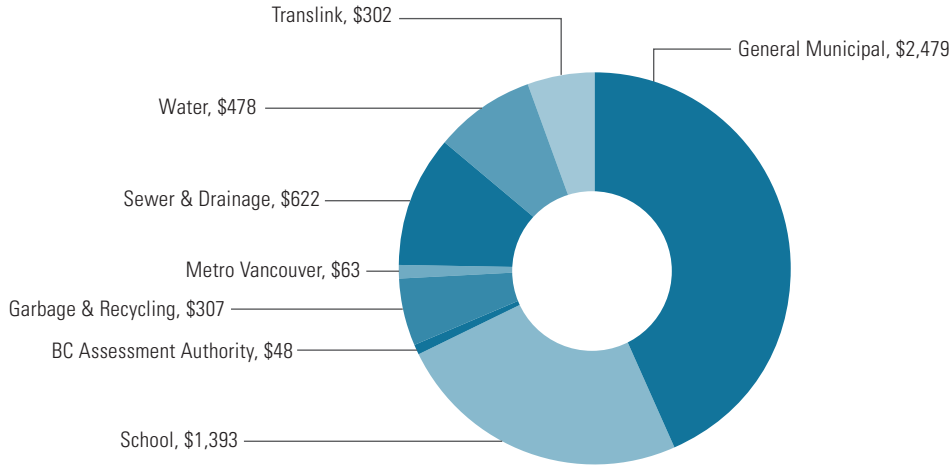
Source: City of Surrey Finance Department



STATISTICAL REVIEW

2021 Average Residential Tax and Utilities Bill*

Source: City of Surrey Finance Department

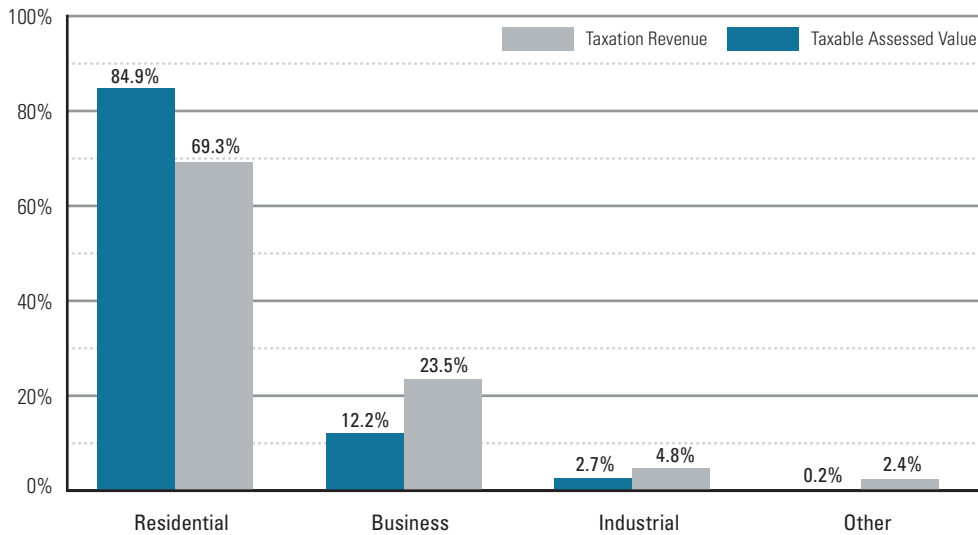


*Based on an Average Residential Dwelling with Assessed Value of \$1,166,370.

Note: If Eligible for full Provincial Home Owner Grant, taxes are reduced by \$570 (\$845 if over 65 years of age or disabled)

2021 Taxable Assessment and Taxation by Property Class

Source: City of Surrey Finance Department



Taxable Assessment and Property Tax Notice Statistics

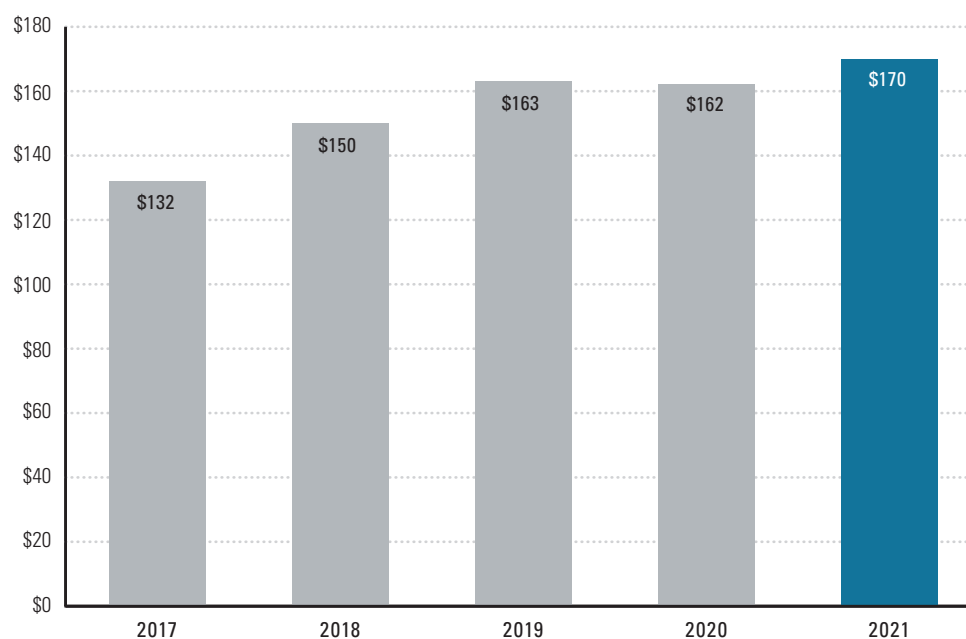
Source: City of Surrey Finance Department

	2017	2018	2019	2020	2021
Taxable Assessment (in thousands)	\$ 131,669,363	\$ 150,039,107	\$ 163,008,550	\$ 162,045,304	\$ 170,055,350
Total Number of Assessed Properties	157,784	157,594	160,831	163,360	165,514
Population	549,440	557,390	571,610	580,360	588,490
Taxable Assessment Per Capita	\$ 239,643	\$ 269,182	\$ 285,174	\$ 279,215	\$ 288,969
Percentage of Taxable Assessment Represented by:					
Residential	87.8%	87.5%	86.9%	84.9%	84.9%
Utilities	0.1%	0.1%	0.1%	0.1%	0.1%
Major Industrial	0.1%	0.1%	0.1%	0.1%	0.1%
Light Industrial	1.8%	1.9%	2.0%	2.3%	2.6%
Business / Other	10.1%	10.3%	10.8%	12.4%	12.2%
Non-Profit Recreation	0.1%	0.1%	0.1%	0.1%	0.1%
Farm	0.0%	0.0%	0.0%	0.0%	0.0%
	100.0%	100.0%	100.0%	100.0%	100.0%
Gross Taxes Collected (in thousands)*					
Current Year's Levy	\$ 716,595	\$ 761,023	\$ 807,429	\$ 801,021	\$ 933,856
Current Taxes Collected	703,856	746,634	791,112	795,153	917,965
Current Taxes Outstanding	\$ 12,739	\$ 14,389	\$ 16,317	\$ 5,868	\$ 15,891
Percentage of Taxes Collected	98.2%	98.1%	98.0%	97.9%	98.3%
Levy per Capita	\$ 1,304	\$ 1,365	\$ 1,413	\$ 1,380	\$ 1,587

* Gross Taxes Collected includes all items on the Property Tax Notices: City taxes, garbage and secondary suite levies plus collections for other authorities, such as School, TransLink and Metro Vancouver Regional District.

Assessment for Taxation (in billions)

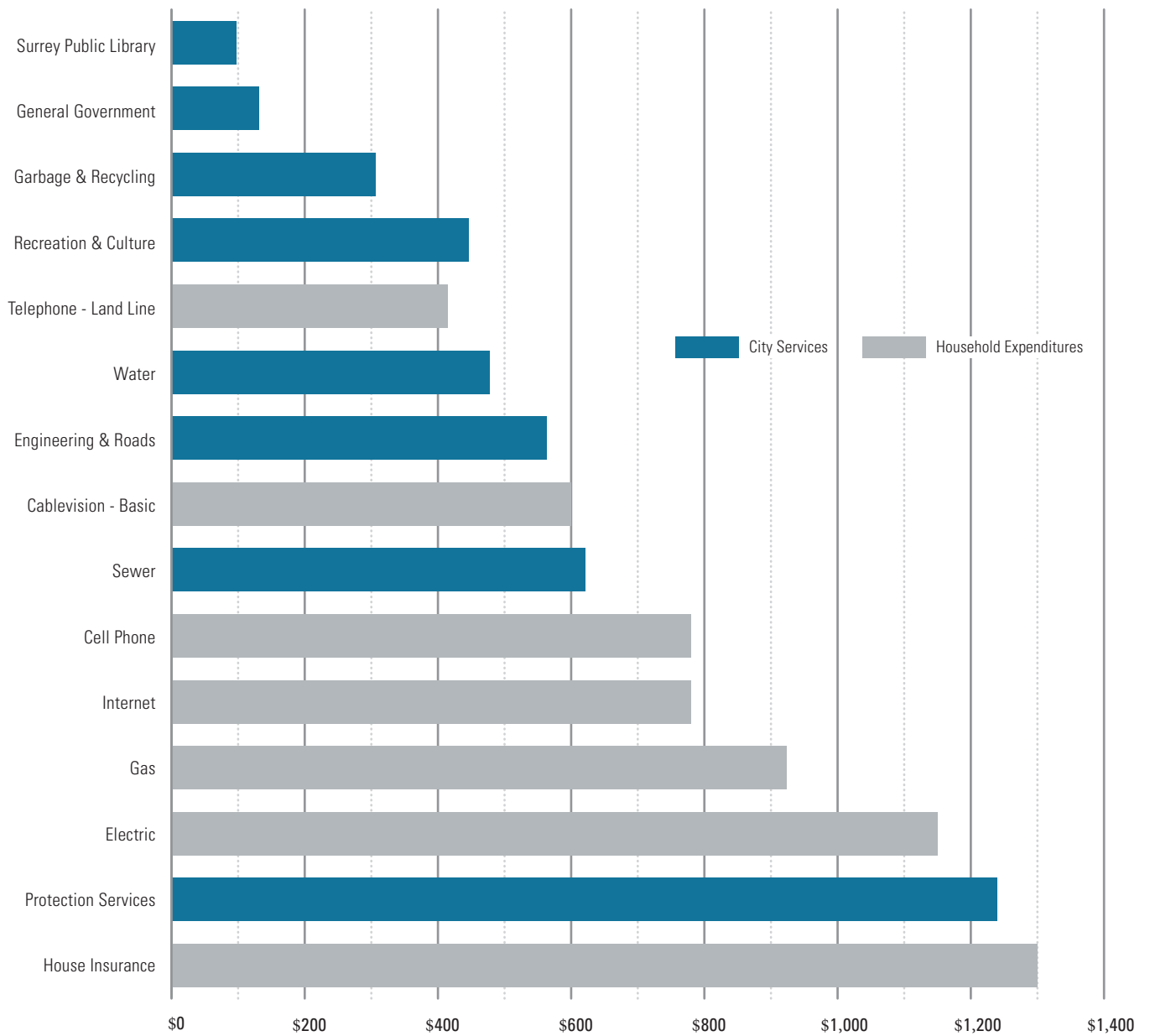
Source: City of Surrey Finance Department



STATISTICAL REVIEW

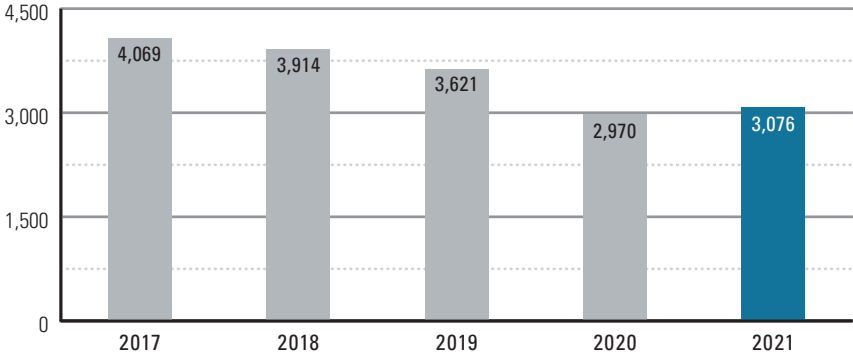
2021 Household Expenditures versus City Services

Source: City of Surrey Finance Department



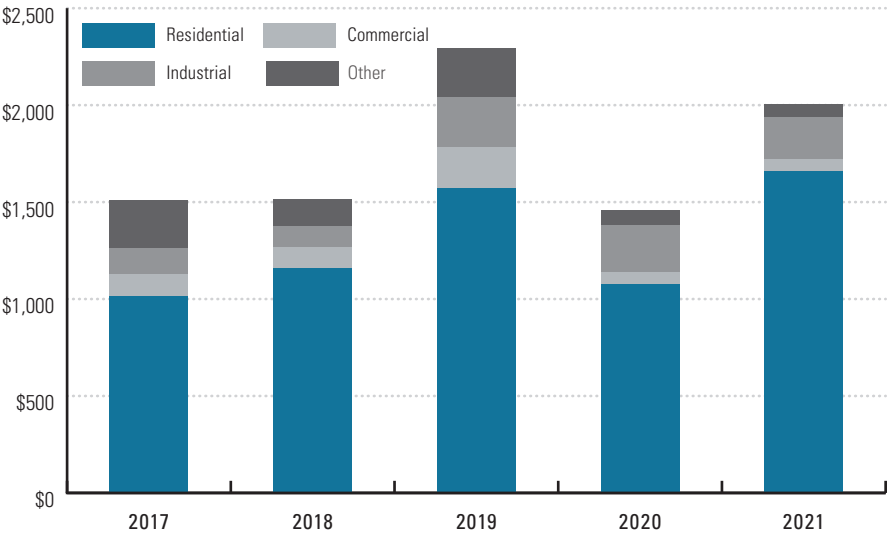
Number of Building Permits Issued

Source: City of Surrey Planning & Development Department



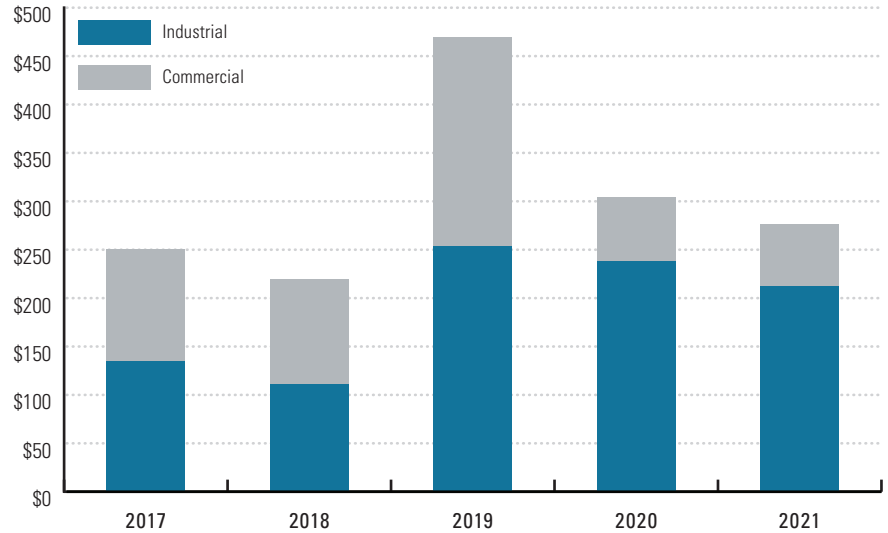
Construction Value of Building Permits Issued (in millions)

Source: City of Surrey Planning & Development Department



Commercial and Industrial Development Approved in Surrey (in millions)

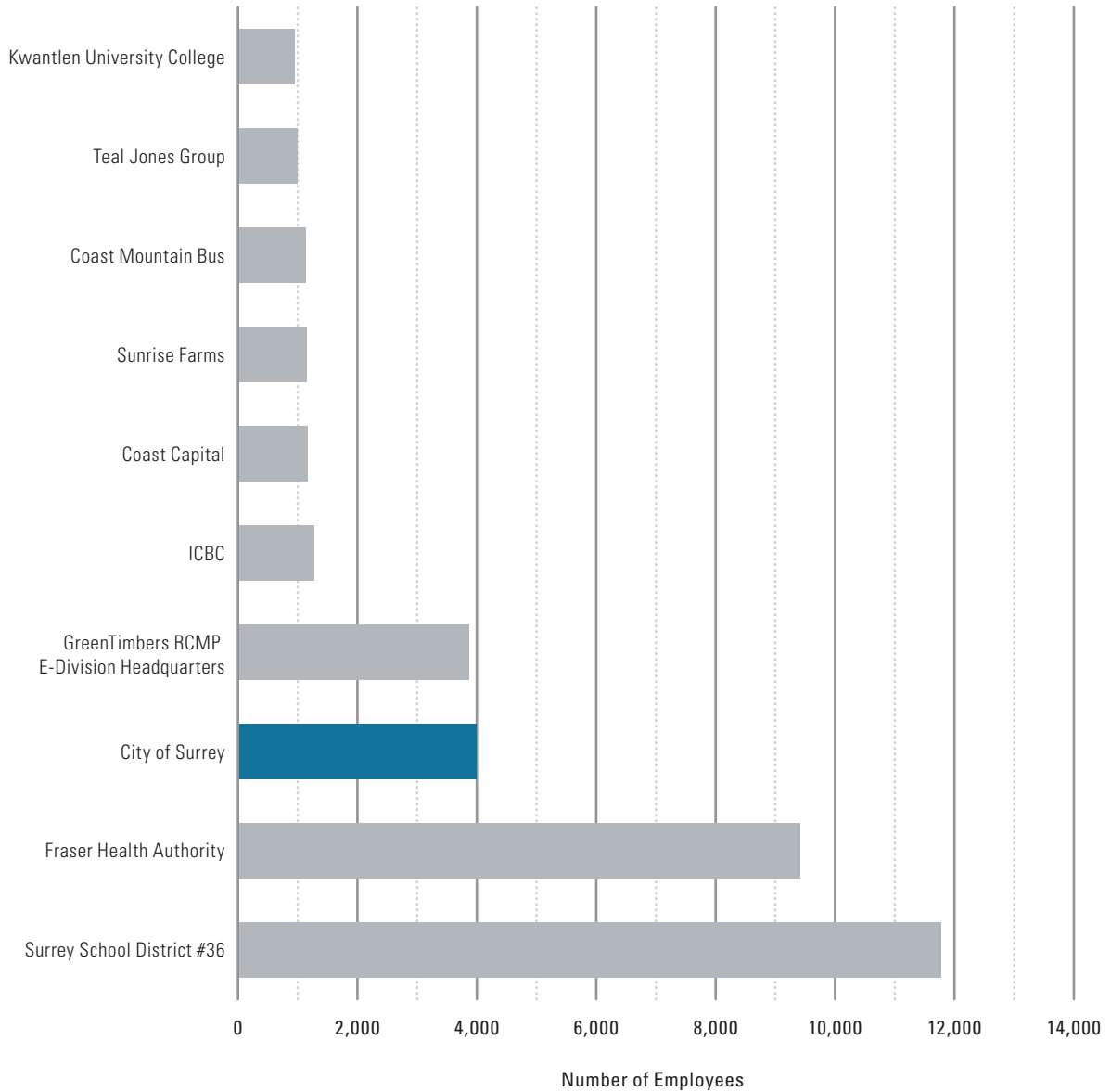
Source: City of Surrey Planning & Development Department



STATISTICAL REVIEW

Top 10 Employers in Surrey in 2020

Source: City of Surrey Economic Development Division



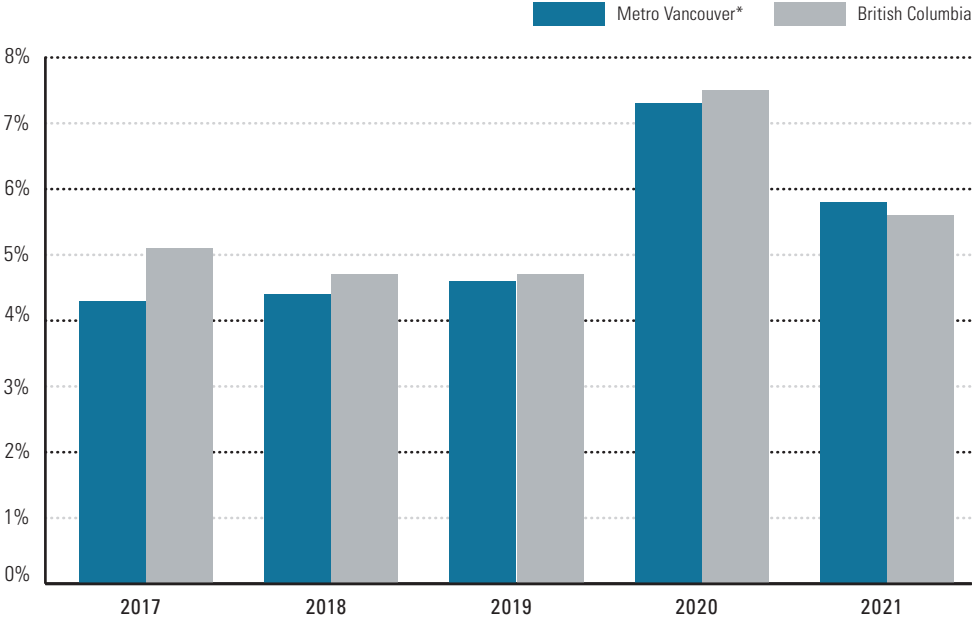
Note: These numbers are self-reported by the listed organizations. Other companies may have ranked but did not respond to information requests by the deadline.

Note: These numbers depict only the employees who are employed at the Surrey locations of the above organizations.

Note: These numbers are updated every two years, next update will be in 2022.

Unemployment Rates (as of December 2021)

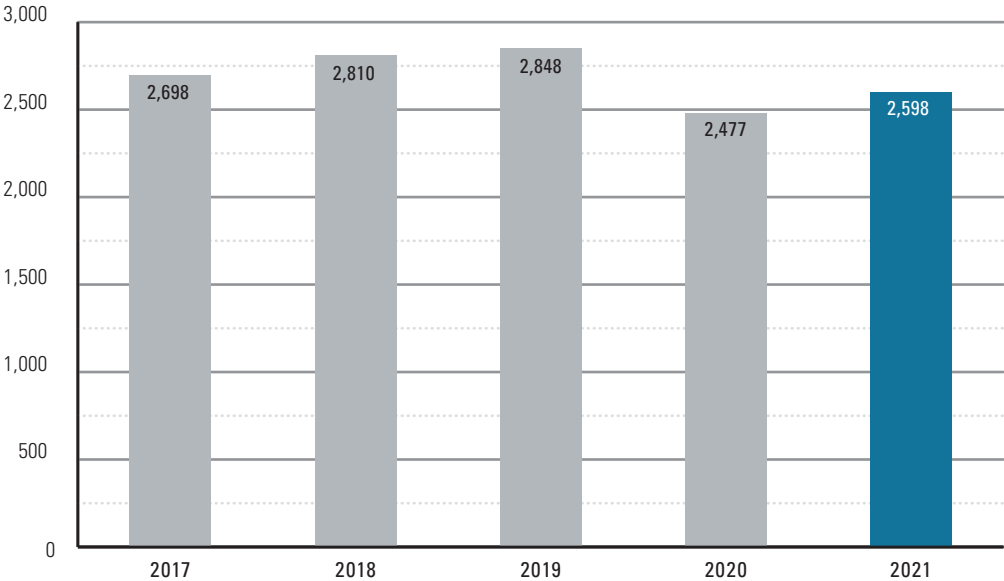
Source: Statistics Canada, Labour Force Survey



*Metro Vancouver includes Anmore, Belcarra, Bowen Island, Burnaby, Coquitlam, Delta, Langley (City and District), Lions Bay, Maple Ridge, New Westminster, North Vancouver (City and District), Pitt Meadows, Port Coquitlam, Port Moody, Richmond, Surrey, Vancouver, West Vancouver, White Rock, and Electoral Area A

Full-Time Equivalent* Employees (as of December 31, 2021)

Source: City of Surrey Corporate Services Department

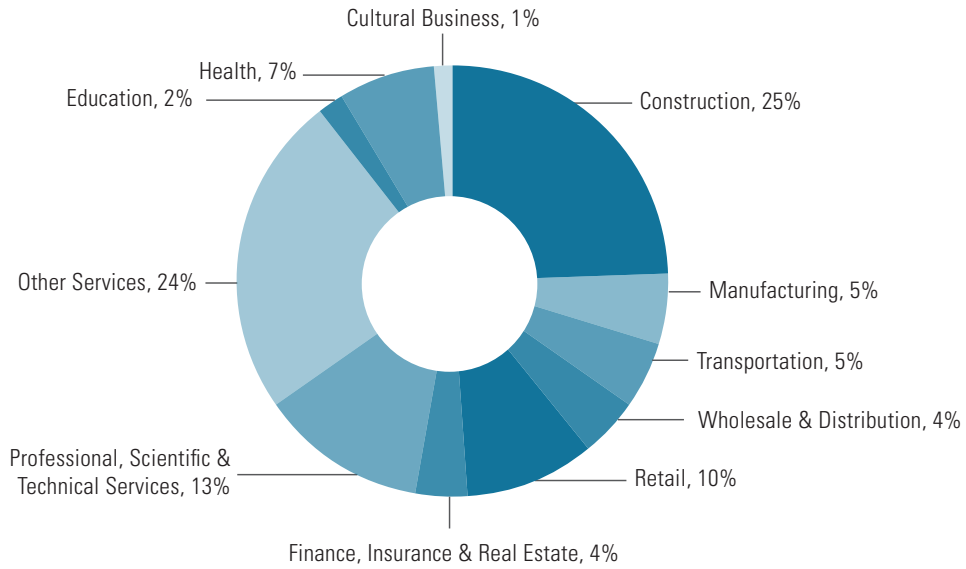


*Full-time equivalent (FTE)—A term expressing the amount of time for which a position has been budgeted in relation to the amount of time a regular full-time employee normally works in a year. Most full-time employees (1.00 FTE) are paid either 1,820 or 1,950 hours in a year, depending on their staffing position requirements.

STATISTICAL REVIEW

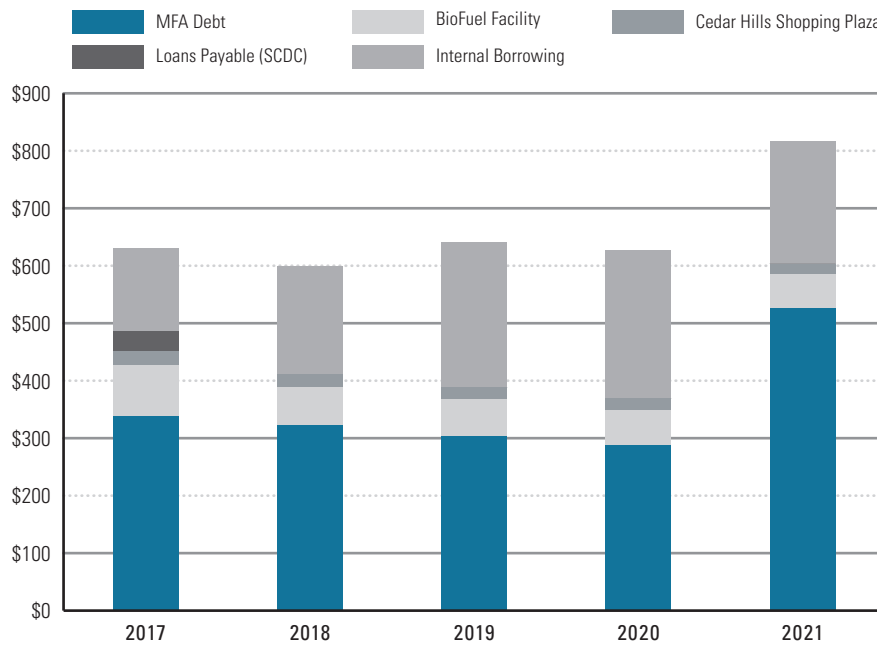
Surrey's Business Distribution by Sector

Source: City of Surrey Economic Development Division



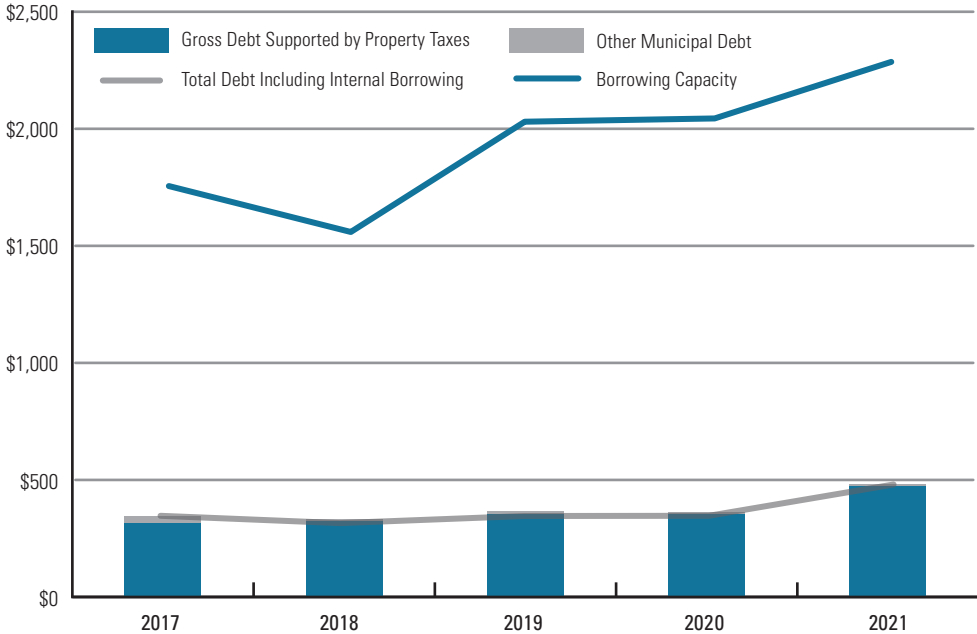
Consolidated Debt per Capita

Source: City of Surrey Finance Department



Gross Debt Supported by Property Tax versus Total Debt (in millions)

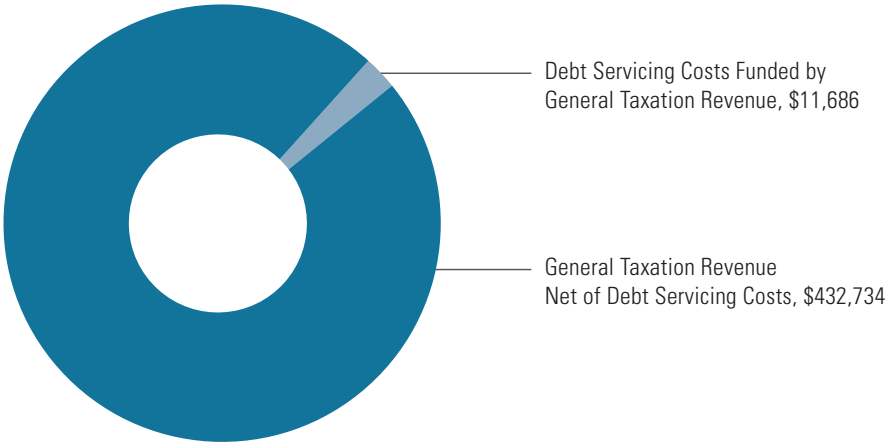
Source: City of Surrey Finance Department



Overlapping debt which represents the total debt of regional districts where the City of Surrey is a member and is jointly and severally liable, is not included. The City's overlapping debt (in millions of dollars) was \$2,935 in 2020 (2020: \$2,375).

2021 Debt Servicing Costs Compared to General Taxation Revenue (in thousands)

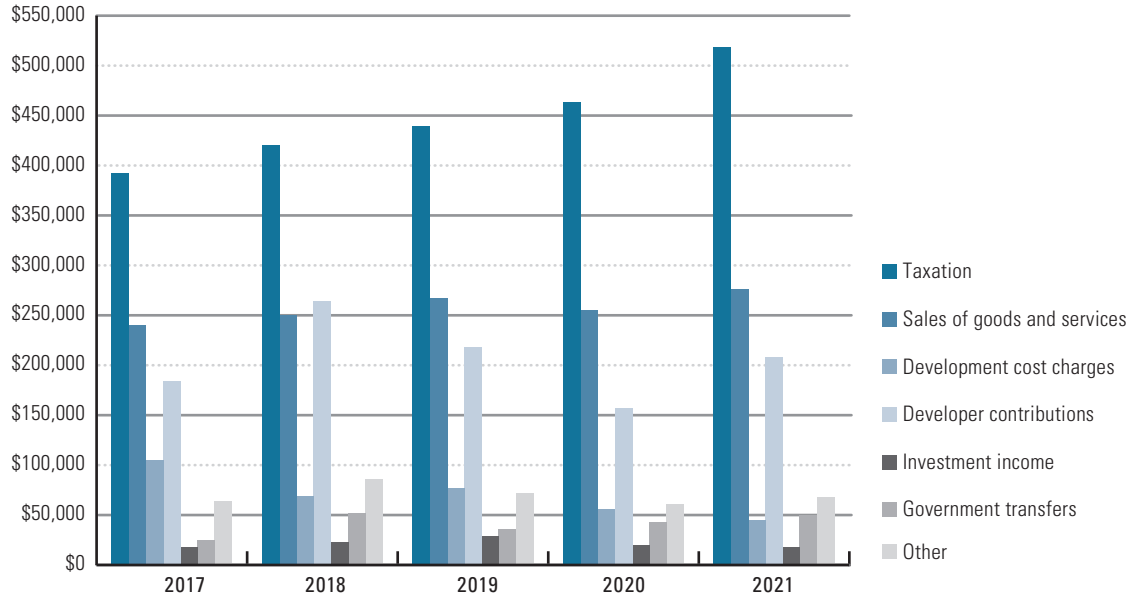
Source: City of Surrey Finance Department



STATISTICAL REVIEW

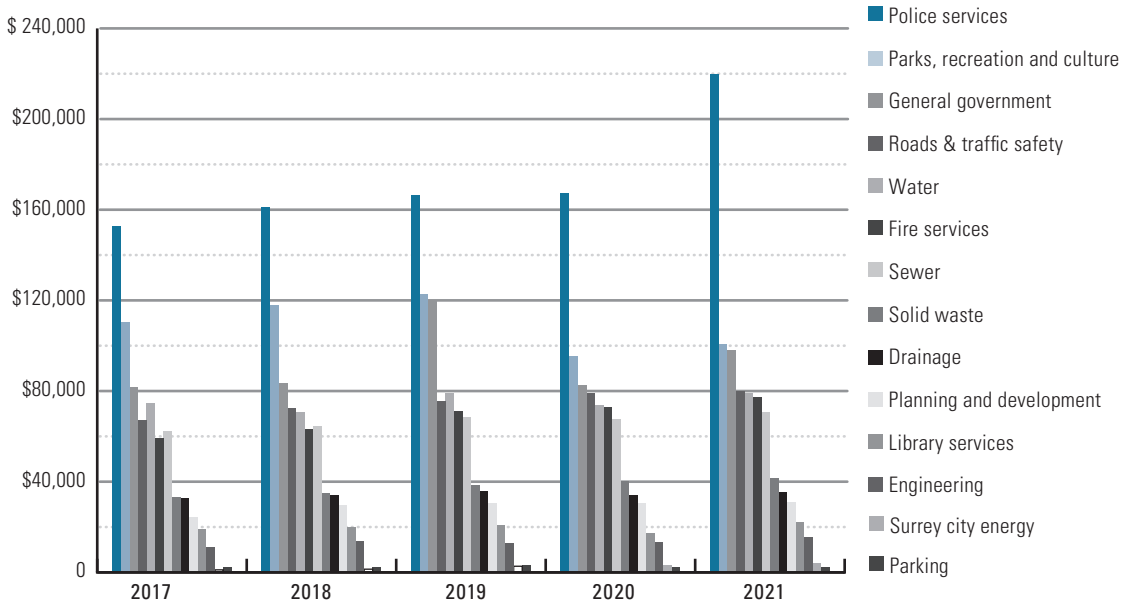
Revenue Trend by Source of Revenue (in thousands)

Source: City of Surrey Finance Department



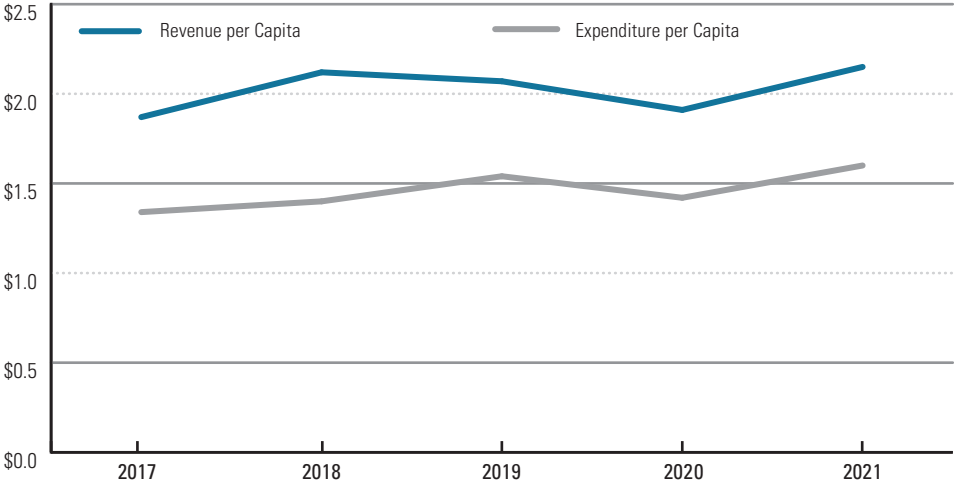
Expenses Trend by Function (in thousands)

Source: City of Surrey Finance Department



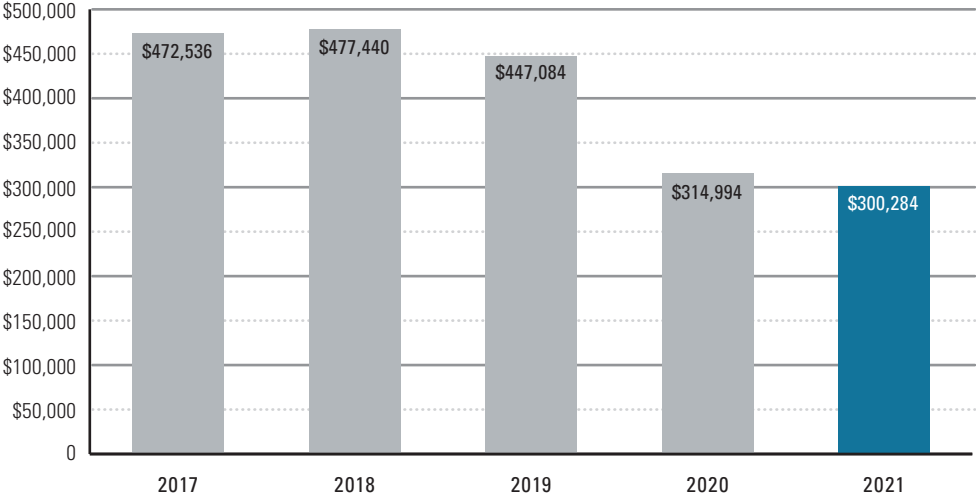
Revenue & Expenditure per Capita (in thousands)

Source: City of Surrey Finance Department



Net Tangible Capital Asset Acquisitions (in thousands)

Source: City of Surrey Finance Department



STATISTICAL REVIEW

Financial Statistics (in thousands)

Source: City of Surrey Finance Department

	2017	2018	2019	2020	2021
Contribution to/(from) capital from equity	\$ 525,979	\$ 633,786	\$ 557,278	\$ 391,452	\$ 406,740
Contribution to/(from) reserves	(238,864)	(247,607)	(267,158)	(118,966)	(101,224)
Transfer to/(from) appropriated surplus	-	-	-	-	-
Annual Surplus	\$ 287,115	\$ 386,179	\$ 289,520	\$ 272,486	\$ 305,516
Financial Assets	\$ 1,028,281	\$ 1,111,559	\$ 1,163,280	\$ 1,447,305	\$ 1,768,843
Liabilities (excluding Debt)	(738,023)	(819,761)	(902,746)	(1,101,386)	(1,133,876)
Debt	(267,219)	(229,024)	(221,777)	(214,230)	(356,970)
Net Financial Assets/(Debt)	\$ 23,039	\$ 62,774	\$ 38,757	\$ 131,689	\$ 277,997
Restricted Reserves/Appropriated Surplus	\$ 186,740	\$ 208,821	\$ 228,755	\$ 247,337	\$ 344,302
Internal Borrowing	(78,695)	(105,365)	(144,237)	(149,909)	(126,035)
Unappropriated Surplus/Committed Funds	173,482	179,057	166,991	240,162	276,220
Tangible Capital Assets (net of debt)	8,382,625	8,767,818	9,088,342	9,274,747	9,423,366
Accumulated Surplus	\$ 8,664,152	\$ 9,050,331	\$ 9,339,851	\$ 9,612,337	\$ 9,917,853

DEFINITIONS

Annual Surplus/(Deficit)

The statement of operations reports the surplus (or deficit) from operations in the accounting period.

Net Financial Assets/(Net Debt)

Net debt is measured as the difference between a government's liabilities and financial assets. Net debt provides a measure of the future revenues required to pay for past transactions and events. If the government's financial assets exceed its liabilities, then the indicator is a net financial asset position, indicating that there are net financial assets on hand, which can provide financial resources to finance future operations.

Accumulated Surplus/(Deficit)

Financial assets can be used to discharge liabilities or provide services, while non-financial assets can normally be used only for service provision to accomplish its future objectives. Non-financial assets are added to net financial assets (or net financial debt) to calculate the accumulated surplus or deficit for the accounting period.

STATISTICAL REVIEW

Consolidated Revenues (in thousands)

Source: City of Surrey Finance Department

	2017	2018	2019	2020	2021
Taxation Revenue					
Property taxes	\$ 320,990	\$ 348,065	\$ 363,342	\$ 384,807	\$ 400,630
Drainage parcel taxes	53,629	55,138	56,426	57,815	91,189
Grants-in-lieu of taxes	16,596	16,626	18,539	19,500	25,632
Other	480	316	498	959	949
Collections for other authorities					
Province of BC - School taxes	230,932	241,267	262,525	220,026	295,169
Greater Vancouver Regional District	6,541	7,676	8,083	10,012	11,509
BC Assessment Authority	7,362	7,766	7,975	8,702	9,021
Greater Vancouver Transportation Authority	43,692	46,500	50,333	56,236	60,400
Other	13,979	14,262	28,939	23,728	40,157
	694,201	737,616	796,660	781,785	934,656
Collections for other authorities	(302,506)	(317,471)	(357,855)	(318,704)	(416,256)
	\$ 391,695	\$ 420,145	\$ 438,805	\$ 463,081	\$ 518,400
Sale of Goods and Services					
Application fees	\$ 3,525	\$ 5,012	\$ 4,844	\$ 4,519	\$ 5,526
Recreation and culture	26,049	27,513	27,310	7,641	9,915
Utility rates and fees	159,347	168,067	181,123	187,242	201,150
Other	51,116	49,689	53,428	55,151	59,399
	\$ 240,037	\$ 250,281	\$ 266,705	\$ 254,553	\$ 275,990
Development Cost Charges					
	\$ 104,963	\$ 68,353	\$ 76,830	\$ 55,377	\$ 44,991
Developer Contributions					
	\$ 183,736	\$ 263,556	\$ 218,080	\$ 155,931	\$ 208,220
Investment Income					
	\$ 17,533	\$ 22,633	\$ 28,643	\$ 19,407	\$ 18,015
Transfers from Other Governments					
Provincial government and other	\$ 21,152	\$ 37,445	\$ 33,798	\$ 40,906	\$ 35,905
Federal government	3,525	14,277	1,669	2,262	13,934
	\$ 24,677	\$ 51,722	\$ 35,467	\$ 43,168	\$ 49,839
Other					
Licenses and permits	\$ 30,040	\$ 33,713	\$ 36,898	\$ 38,976	\$ 40,746
Leases and rentals	11,830	13,286	13,399	12,474	12,948
Penalties and interest on taxes	4,812	5,365	6,402	5,390	7,036
Miscellaneous	7,378	10,052	5,898	3,780	6,158
Gain on sale of assets	9,511	15,709	4,659	(686)	778
Gain on sales of development properties	-	-	4,780	178	-
Gain on sale of partnership interest	-	7,338	-	-	-
	\$ 63,571	\$ 85,463	\$ 72,036	\$ 60,112	\$ 67,666
TOTAL REVENUES	\$ 1,026,212	\$ 1,162,153	\$ 1,136,566	\$ 1,051,629	\$ 1,183,121

Certain comparative information has been reclassified to conform to the financial statement presentation adopted in the current year.

STATISTICAL REVIEW

Consolidated Expenses (in thousands)

Source: City of Surrey Finance Department

	2017	2018	2019	2020	2021
By Function					
Police services	\$ 152,798	\$ 161,096	\$ 166,653	\$ 167,134	\$ 219,702
Parks, recreation and culture	110,435	118,111	122,626	95,424	100,743
General government	81,896	83,646	119,527	82,385	98,020
Roads and traffic safety	74,849	70,858	79,006	73,879	80,088
Water	67,272	72,573	75,329	79,191	79,186
Fire services	62,262	64,664	68,304	67,666	70,670
Sewer	59,401	63,095	71,229	72,826	77,091
Solid waste	33,117	35,147	38,308	40,084	41,719
Drainage	32,592	33,914	36,030	34,079	35,206
Planning and development	27,241	29,524	30,401	30,369	31,081
Library services	19,051	20,157	20,867	17,206	22,360
Engineering	11,050	13,561	13,073	13,362	15,623
Surrey city energy	1,105	1,399	2,695	3,196	3,892
Parking	2,244	2,385	2,998	2,342	2,224
TOTAL EXPENDITURES	\$ 735,313	\$ 770,130	\$ 847,046	\$ 779,143	\$ 877,605
By Object					
Salaries and benefits	\$ 257,820	\$ 272,388	\$ 286,195	\$ 265,163	\$ 295,018
RCMP contracted services	123,407	129,972	133,335	129,999	169,623
Consulting and professional services	18,857	19,009	19,310	14,500	18,211
Telephone and communications	2,259	2,417	2,471	2,259	2,354
Regional district utility charges	81,356	86,868	96,475	102,676	109,496
Utilities	14,383	15,363	15,173	12,094	14,537
Garbage collection and disposal	23,033	23,097	23,795	26,668	27,379
Maintenance and small equipment	18,536	20,145	21,263	21,094	20,953
Insurance and claims	3,410	3,307	3,442	4,986	4,136
Leases and rentals	9,304	9,768	10,282	7,845	8,261
Supplies and materials	34,931	32,804	32,064	25,714	28,117
Advertising and media	2,172	2,123	2,079	2,609	3,660
Grants and sponsorships	3,086	4,363	3,048	2,594	11,034
Contract payments	23,570	22,481	26,375	21,481	21,043
Other	10,388	12,671	52,133	13,152	14,094
Cost recoveries, net	(24,934)	(29,819)	(26,149)	(21,334)	(23,392)
Interest on debt	8,615	10,493	10,436	10,376	9,309
Interest, fiscal services and other	798	2,031	1,303	913	1,065
	610,991	639,481	713,030	642,789	734,898
Amortization expense	124,322	130,649	134,016	136,354	142,707
TOTAL EXPENDITURES	\$ 735,313	\$ 770,130	\$ 847,046	\$ 779,143	\$ 877,605

Reserves, Committed Funds and Surplus (in thousands)

Source: City of Surrey Finance Department

	2017	2018	2019	2020	2021
Reserve Funds (before internal borrowing)					
Capital legacy	\$ 46,534	\$ 47,329	\$ 47,847	\$ 48,981	\$ 49,317
Municipal land	22,649	39,002	53,947	63,463	69,894
Equipment and building replacement	35,659	32,611	25,714	29,067	37,959
Neighbourhood concept plans	23,775	22,521	28,003	31,227	41,618
Park land acquisition	26,309	22,372	17,408	4,651	13,600
Local improvement financing	16,591	17,015	17,417	17,803	18,104
Environmental stewardship	6,661	6,749	6,809	6,855	6,945
Parking space	2,618	2,629	2,651	3,089	3,746
Water claims	1,345	1,351	1,362	1,378	1,382
Affordable housing	23	23	591	1,058	2,100
Capital Projects	-	-	-	1,108	30,412
	\$ 182,164	\$ 191,602	\$ 201,749	\$ 208,680	\$ 275,077
Internal Borrowing	\$ (78,695)	\$ (105,365)	\$ (144,237)	\$ (149,909)	\$ (126,035)
Committed Funds					
General operating	\$ 63,469	\$ 82,883	\$ 82,593	\$ 173,102	\$ 201,974
Roads operating and capital	38,032	14,559	17,020	25,360	30,153
Water operating and capital	38,131	31,728	29,096	21,379	23,506
Sewer operating and capital	17,921	18,908	18,382	15,820	15,796
Drainage operating and capital	12,162	11,922	8,918	10,608	11,658
Surrey City Energy operating and capital	5,777	(79)	3,762	3,168	4,817
Library Services	240	235	322	223	407
	\$ 175,732	\$ 160,156	\$ 160,093	\$ 249,660	\$ 288,311
Appropriated Surplus (before allocations)					
Infrastructure replacement	\$ (39,811)	\$ (22,318)	\$ (14,546)	\$ (3,687)	\$ 19,616
Revenue stabilization	16,593	13,490	13,490	13,490	13,490
Self insurance	12,288	11,732	13,253	12,825	12,328
Operating contingency and emergencies	8,782	8,276	8,276	8,607	8,610
Environmental emergencies	7,420	7,082	7,082	7,082	7,210
Prepaid expenses	4,375	4,197	4,577	5,352	6,776
Inventories of supplies	929	760	874	988	1,195
	\$ 10,576	\$ 23,219	\$ 33,006	\$ 44,657	\$ 69,225

Certain comparative information has been reclassified to conform to the financial statement presentation adopted in the current year.

STATISTICAL REVIEW

Reserves, Committed Funds and Surplus (in thousands) continued

Source: City of Surrey Finance Department

	2017	2018	2019	2020	2021
Other funds:					
Surrey City Development Corp	(15,910)	6,834	(4,841)	(19,213)	(15,252)
Surrey Homelessness and Housing Society	7,451	6,019	5,748	3,710	3,161
Innovation Boulevard	209	48	(9)	5	-
	\$ (1,741)	\$ 19,410	\$ 7,407	\$ (8,989)	\$ (12,091)
Tangible Capital Assets	\$ 8,635,809	\$ 8,982,600	\$ 9,295,668	\$ 9,474,308	\$ 9,631,885
Debt funded assets	(253,184)	(214,782)	(207,326)	(199,561)	(208,519)
Total Equity in Tangible Capital Assets	\$ 8,382,625	\$ 8,767,818	\$ 9,088,342	\$ 9,274,747	\$ 9,423,366
TOTAL ACCUMULATED SURPLUS	\$ 8,664,152	\$ 9,050,331	\$ 9,339,851	\$ 9,612,337	\$ 9,917,853

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