

NO: Foo2

COUNCIL DATE: April 22, 2024

FINANCE COMMITTEE

TO: **Mayor & Council**

DATE: **April 08, 2024**

FROM: **City Manager and
General Manager, Finance**

FILE: **1705-05**

SUBJECT: **2024 Five-Year (2024-2028) Financial Plan – General Operating**

1.0 RECOMMENDATION

It is recommended that the Finance Committee recommend Council:

1. Approve the recommendations made in Sections 3.0 – 8.0 and as generally outlined in this report; and
2. Direct staff to prepare the 2024 Five-Year (2024–2028) General Operating and Roads & Traffic Operating Financial Plan incorporating these recommendations and consistent with Appendix “I” and “II” of this report.

2.0 BACKGROUND

Five-Year (2023–2027) Financial Plan

Council approved the 2023 Five-Year (2023–2027) Financial Plan in April 2023, which included direction for the years 2023 to 2027. The proposed 2024 Five-Year (2024–2028) General Operating and Roads & Traffic Operating Financial Plan has been formulated based on direction from Mayor and Council, reflecting City strategies, resource requirements to maintain service delivery and feedback on community priorities obtained during the City’s budget engagement process. Details of the key assumptions, directions and priorities are discussed in the following sections of this report.

3.0 DISCUSSION

The proposed 2024 Five-Year (2024–2028) General Operating Financial Plan has been developed based on direction provided by Council, and is predicated on the following four key drivers:

1. **6.0%** General Property Tax increase (equating to approximately \$152 for the average assessed single-family dwelling) to provide funding for:
 - a. General inflationary pressures;
 - b. New resources for Police Services, Fire Services, and Bylaw Services, further details are provided in Section 3.1; and

- c. New resources and operating funding for City Wide Operations (non-public safety), further details provided in Section 3.2 of this report.
2. **1.0%** Roads & Traffic levy increase (equating to approximately \$25 for the average assessed single-family dwelling) to support on-going operating, maintenance, and capital improvements in relation to the City's transportation infrastructure;
3. Secondary Suite Fee increase equating to approximately \$155 per suite for applicable dwellings to predominately offset increased cost pressures on City services, including infrastructure and maintenance related costs, protective services, and recreation services, incurred as a result of additional demand for services and use of municipal property generated by secondary suites; and
4. Generally, User Fee increases up to 3.5% to partially offset the cost increases associated with providing City services.

Council has identified several key priority areas for the City as discussed in the following sections. New funding requirements needed to meet these priority areas are further discussed in Section 4.0 in this report.

3.1 Public Safety

Public Safety continues to be a key priority for Mayor and Council and is accordingly reflected in the proposed 2024 Five-Year (2024-2028) General Operating Financial Plan.

Public Safety is comprised of Police Services (delivered in 2024 by the Royal Canadian Mounted Police ("RCMP") Contract, Surrey Police Service ("SPS"), and City Police Support Services), Fire Services and Bylaw Services.

i) Policing

On December 12, 2022, Council resolved to retain the RCMP as Surrey's Police of Jurisdiction ("POJ") and forwarded a plan to the British Columbia ("BC") Minister of Public Safety and Solicitor General ("Minister") for endorsement. In July 2023, the Minister directed that the transition to the Surrey Police Service continue and appointed a strategic implementation advisor to aid all parties on the transition to the SPS. At the time, the Province stated that it was prepared to provide the City with \$150.0M to help offset the additional costs associated with the transition to the SPS.

In October 2023, the City filed a petition with the Supreme Court of British Columbia ("Court") for a judicial review of the Minister's order to continue the transition to the SPS (the "Petition"). The matter remains before the Court at this time.

Any potential financial support received from senior levels of government towards policing in Surrey will be incorporated by staff as part of future proposed five-year financial plans.

The proposed five-year Police Services Net Operating budget, as presented in the table below, shows the cost components associated with policing operations within the City for the years 2024-2028.

Table 1: 2024–2028 Proposed Police Services Net Operating Budget

SUMMARY	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN
A) City Police Support Service	\$ 28,380	\$ 30,387	\$ 32,501	\$ 34,729	\$ 36,712
B) Police Services	221,575	221,575	221,575	221,575	221,575
TOTAL	\$ 249,955	\$ 251,962	\$ 254,076	\$ 256,304	\$ 258,287

The proposed 2024 Police Services Operating budget is comprised of the following three components:

a) *City Police Support Services:*

The proposed 2024 Five-Year (2024-2028) General Operating Financial Plan is predicated on City Police Support Services staff remaining as employees of the City and continuing to provide administrative support to the Police of Jurisdiction. The budget includes status quo salary and related operational cost increases for City Police Support Services in 2024. To maintain high standards of service in emergency 911 and non-emergency call taking and dispatch, the proposed 2024 Operating Budget includes an addition of five staff in 2024 for City Police Support Services.

As part of the 2023 Five-Year (2023–2027) Financial Plan, Council approved an increase of an additional 25 sworn members per year, every year from 2023 to 2027 (with an additional increase of one member in 2024, totalling 26 sworn members). To maintain a level of administrative service commensurate with the increased members, the addition of four administrative staff each year during the same time period is also included in the proposed 2024-2028 Financial Plan.

b) *Police Services*

As stated above, and in line with Council direction, funding for 26 additional sworn members has been included in the 2024 proposed budget, bringing authorized sworn member strength up to 785.

2024 provisional budget submissions were received from both RCMP and SPS. Due to the pending state of the Court's decision on the City's Petition and the subsequent impact to the Minister's direction to continue the police transition, a delineation of funding between the RCMP and SPS cannot and has not been provided.

The 2024 proposed Police Services budget reflects the recent state of the police transition, with a decision pending on the City's Petition. Based on the actual sworn member levels and operating cost requirements for both the RCMP and SPS at the end of 2023, a Police Services funding envelope of \$221.6M is proposed for 2024. This amount will provide funding to ensure adequate and effective policing in Surrey as the current combined sworn member strength, which forms the basis of this budget, exceeds the City's authorized 2024 strength of 785 when incorporating both SPS and RCMP sworn members.

The City is committed to ensuring sufficient funding for Police Operations in 2024 as demonstrated by the proposed total funding envelope of \$250.0M, inclusive of \$28.4M

for City Police Support Services. This represents the most significant funding investment in ongoing Policing Operations in the City's history.

Additional details on the financial requirements related to Policing for the proposed 2024 Five-Year (2024-2028) General Operating Financial Plan are provided in [Section 4.0](#) of this report.

ii) Fire Services

To address increasing population density as well as the overall response workload in South Surrey, the proposed budget includes equivalent funding for 20 new positions. Fire Operations will receive an increase of 18 firefighter positions in 2024. This increase will allow for an added two-person rescue truck as an additional dedicated resource for the increased demand in the southern areas of Surrey. Two additional positions for fire prevention regulatory compliance activities, to keep pace with City growth and to support technical communications and supply chain needs, are also included within the funded 2024 positions.

Surrey Firefighters are covered under the terms of the Surrey International Association of Fire Fighters ("IAFF") Collective Agreement. In December 2023, a two-year collective agreement was approved and adopted covering the period from January 1, 2023 to December 31, 2024. The 2024 Fire Services budget reflects the impact to salaries and benefits as a result of this new agreement.

Additional details on the financial requirements related to Fire Services for the proposed 2024 Five-Year (2024-2028) General Operating Financial Plan are provided in [Section 4.0](#) of this report.

iii) Bylaw Services

The Bylaw Services team has continued to expand its range of services over the past several years, as demonstrated through the addition of a bike patrol program and responding to an increase in calls for service throughout the City related to homelessness. The regular call load for enforcement and investigation continues to increase year-over-year. Bylaw Services provides seven days a week service with a significant presence in the community. It also provides service to the community by operating the 365-day-a-year Surrey Animal Resource Centre.

As part of the 2023 Five-Year (2023-2027) Financial Plan, Council approved an increase of 10 additional Bylaw Enforcement officers per year, every year from 2023 to 2027. This annual investment of resources will enable Bylaw Services to continue providing a high quality of service to the community while addressing increasing demand driven by increased population growth.

The proposed 2024 budget includes funding for these 10 additional positions, in line with operational requirements and Council direction.

Additional details on the financial requirements related to Bylaw Services for the proposed 2024 Five-Year (2024-2028) General Operating Financial Plan are provided in [Section 4.0](#) of this report.

3.2 City-Wide Staffing and Operating Costs (Non-Public Safety)

The proposed budget incorporates necessary funding for on-going staffing and operating costs that will allow the City to continue to provide the efficient and effective delivery of services to our residents. These on-going cost increases in 2024 are primarily related to information technology licensing costs, liability insurance costs, maintenance of existing parks inventory, corporate security costs, facility upgrades costs, hydro, natural gas and fuel costs, and other contractual cost escalations.

In addition to the on-going costs discussed above, new staffing and operating cost requests have been submitted by department heads for 2024. These requests reflect City departments' commitment to the continuation of high levels of service to residents and businesses and are also reflective of the significant growth the City has experienced and will continue to experience in future years. The proposed budget includes a significant investment in resources, and additional operating cost funding across various City departments, as demonstrated in the examples presented below:

New Staffing Request Examples:

- *Assistant City Solicitor – Illegal Construction and Enforcement*

The City's Illegal Construction Enforcement Team ("ICET") was implemented to enforce bylaws and target residential construction that is done without permits, inspections, or compliance with safety standards. Since 2022, the City has successfully taken legal action against six property owners who illegally constructed buildings without permits, and in many cases, occupied the structures without permits and violated the BC Building Code. In all of the court cases, the building structures were ordered demolished.

The new Assistant City Solicitor would aid ICET's ongoing efforts to ensure adherence with bylaws, building safety codes, and zoning regulations and also pursue compliance through the courts when necessary.

- *Environmental Technician – Arboriculture ("Arborist")*

The number of tree cutting permit applications, building permit applications, and Tree Protection Bylaw offences has increased in recent years. Arborists take the lead role in the processing and issuing of tree cutting permits, reviewing single family building permit applications for tree protection, removal, and replacement, and are also responsible for following up with potential bylaw offences.

The additional Arborist would increase the Planning & Development department's capacity to support building permit issuance, efficient processing of tree cutting permits, and timely response to bylaw offences.

- *Human Resources Advisor*

The Human Resources ("HR") division has requested a new HR Advisor position. The addition of this resource is necessary to prepare for collective bargaining that will be occurring later this year and into the next, support the City's continuing growth, maintain service excellence, and assist in meeting the division's strategic initiatives. The HR Advisor plays an essential role in providing comprehensive HR support and guidance to both

employees and management while ensuring compliance with labour laws, union agreements, and collective bargaining agreements.

- *Indigenous Relations Lead*

The City has created a new Social Infrastructure & Community Investments department to support the development of a strong, vibrant, and healthy urban community by providing the social and economic infrastructure that builds on relationships with indigenous partners, other levels of government, businesses, and non-profit partners to deliver strategic initiatives, programs, services, and facilities to our citizens. To support this work, the Indigenous Relations Lead would collaborate broadly to develop protocols, partnership opportunities, programs, and necessary agreements to enhance equity and allow our Indigenous citizens and their families to thrive.

- *Mobile Services Librarian*

To meet Surrey Libraries' strategic objective of improving access to library services, a new Mobile Services Librarian would take the usual work of in-branch Public Service Librarians out into the field to underserved communities around Surrey. The new Librarian would deliver collections, services, and programs to Surrey residents who do not have easy access to branches, or who face barriers in accessing library services. The mobile service would create more equitable access to library services, programs, and resources for residents and increase social well being and a sense of belonging among members of the community.

- *Payroll Technician*

The number of City employees served by the Payroll section of the Finance department has grown in recent years. Service demands placed on Payroll and the complexity of work have increased due to new corporate initiatives, modification of labour agreements, updates to benefits programs, and changes to employment legislation. The new Payroll Technician would provide support to the existing team to continue providing a high level of service through accurate and timely payroll processing.

New Operating Request Examples:

- *Facilities Maintenance – Cloverdale Fairgrounds*

Cloverdale Fairgrounds facilities have been operated by the City since 2021 with significant resources applied to maintain the property and buildings to City standards. Additional funding is being requested for preventative maintenance for facilities and systems, repairs, cleaning, parking lot maintenance, and lighting replacements. The funding would be used to ensure that all buildings and systems are operating to their full capacity, mitigate risk, and avoid unscheduled shutdowns. The funding would also be used to provide annual support services to the Coverdale Rodeo.

- *Parks, Recreation & Culture – Special Events*

The Special Events and Filming section provides free, safe, healthy, fun, and family-friendly events to the public. The City's major events welcome over 200,000 people from the community annually. Additional funding is required to ensure the level of security, tenting, event supplies, fencing, waste bins, and portable washrooms keep pace with the increasing

scale and scope of events. The funding will be used to deliver high quality events and ensure the health and safety of staff, volunteers, and attendees.

- *Parks, Recreation & Culture – Parks Urban Forestry*

The Parks division develops many new park sites each year, providing sports fields, washrooms, playgrounds, multi-purpose pathways and other park amenities for Surrey’s rapidly growing population. In addition, land development activities, civic beautification efforts and urban forestry programs add significant amounts of additional landscaping and new trees to streets and parks each year. Additional funding is being requested to perform management for this growing inventory of Parks assets, such as, park maintenance, inspections, risk abatement, litter control, and maintenance of structures (e.g., boardwalks, bridges, vehicle control devices, signage).

Other Requests:

- *Contribution to Capital*

In March 2023, the City received a \$89.9M Growing Communities Fund (“GCF”) grant from the Province of BC for use in the delivery of infrastructure and amenity projects necessary to enable community growth. GCF funding was allocated across multiple capital projects throughout the 2023 Five-Year (2023-2027) Financial Plan – Capital Program. As a result, the 2023 Five-Year (2023-2027) General Operating Financial Plan reflected a reduced Contribution to Capital as GCF grant funding was utilized in its place.

In 2024, the Contribution to Capital is being restored as GCF funding has been fully allocated to capital projects. The increased 2024 Contribution to Capital also addresses additional funding requirements resulting from Council’s direction to include 13 new capital projects within the proposed 2024 Five-Year (2024-2028) Financial Plan – Capital Program as further described in Corporate Report No. Foo3; 2024 Five-Year (2024-2028) Financial Plan – Capital Program.

Inflationary pressures resulting in cost increases for construction related supplies and materials along with wages and compensation for construction workers and consultants, have continued to impact capital project costs. The proposed budget for Contribution to Capital also reflects funding to offset these inflationary pressures.

- *Housing Accelerator Fund*

The Canada Mortgage and Housing Corporation’s (“CMHC”) Housing Accelerator Fund (“HAF”) provides incentives to local governments by encouraging initiatives aimed at increasing the housing supply. The HAF will help improve the development approval process through the City’s action plan, implemented over the next three years, designed to facilitate the delivery of housing in the short and long term, increase access to affordable

housing, and support the development of complete communities that are sustainable and inclusive.

The City was awarded a \$95.6M HAF grant, to be provided in equal installments over a four-year period from 2023 to 2026. The proposed budget includes \$23.9M in HAF expenditure allocations for the second year of the program, with an accompanying and offsetting amount of HAF grant funding included as well, representing the 2024 grant installment.

- *Debt Servicing*

The proposed 2024 General Operating budget incorporates necessary new funding for the debt servicing on internal borrowing related to the Newton Community Centre (“NCC”). The total new internal borrowing required for NCC is \$229.6M, with the related debt servicing being \$18.8M per year; this will bring the total NCC funding envelope to \$310.6M. Further information on this capital project is provided in Corporate Report No. Foo3; 2024 Five-Year (2024-2028) Financial Plan – Capital Program.

- *Surrey City Development Corporation (“SCDC”)*

A Council resolution in 2020 had directed staff to dissolve SCDC. In April 2023, the current Council moved forward with re-operationalizing SCDC through the approval of Directors on the Board of SCDC and the appointment of a President and Chief Operating Officer (“CEO”). SCDC, a wholly owned subsidiary of the City, is a value-added real estate development company whose mandate is to develop City-owned surplus lands in ways that advance the City into a more modern and complete community and advance the City’s economic, social, physical and community objectives.

In 2024 and beyond, SCDC will focus on delivering impactful “City Building” projects which will help shape and accelerate Surrey’s growth in very positive and meaningful ways. Over the next five years, SCDC will be making significant investments on behalf of the City while undertaking these large-scale projects. The proposed budget includes City funding for SCDC’s 2024 operating costs, which will be provided to the corporation in the furtherance of their mandate and strategic objectives.

- *Surrey Anti-Gang Family Empowerment Program (“SAFE”)*

Funded by a five-year (2019-2023) \$7.5M grant from Public Safety Canada, the Surrey Anti-Gang Family Empowerment Program represents an innovative, best practice approach to preventing and addressing youth gang involvement. Led by the City of Surrey, this program is keeping children and youth out of gang life through a collaborative model that involves 10 multisectoral partners delivering 11 individual programs under one service umbrella. Some programs deliver cultural support to groups at higher risk and others deliver services in targeted neighbourhoods. SAFE is now widely seen as a blueprint for municipally driven youth gang prevention projects.

SAFE’s five-year federal funding expired at the end of 2023. The proposed budget includes City funding to sustain SAFE and keep pace with service demands as a result of Surrey’s growing youth population. The funding will be in place through the end of 2027 and will build upon the years of progress made through SAFE and ensure critical programming can be offered in the years ahead.

- *Focus Newton*

The City has launched Focus Newton, an initiative to enhance, beautify and engage with the Newton community. Through this program, the City will develop an action plan that encompasses short-term (one-year) and medium-term (three-year) beautification and enhancement objectives.

The proposed budget includes funding for the action plan which, through collaboration with stakeholders, will rejuvenate, beautify, and enhance the Newton community and improve daily life for residents and businesses.

Further details of the funding impact of the aforementioned proposed on-going and additional staffing and operational cost resources related to the proposed 2024 Five-Year (2024-2028) General Operating Financial Plan are provided in [Section 4.0](#) and [Section 5.0](#), respectively, of this report.

3.3 Capital Program and Related Operating Costs

The proposed 2024 Five-Year (2024-2028) General Operating Financial Plan incorporates general operating funding to support the Capital Program. Detailed information on the Capital Program will be presented under Corporate Report No. Foo3; 2024 Five-Year (2024-2028) Financial Plan – Capital Program.

4.0 NEW FUNDING REQUIREMENTS

This section of the report summarizes new funding requirements needed, based on Council direction, in relation to City priorities.

The section is segregated into Public Safety Requirements and Other Corporate Requirements.

4.1 Public Safety Funding Requirements:

i) Policing

City Police Support Service:

Change in net operations for City Police Support Service	\$1.37M	
New Operational Communications Centre staff, five positions	0.57M	
New administrative support staff, four positions	0.31M	
Change in one-time severance and wind down costs of SPS	<u>(89.50)M</u>	
Total City Police Support Service Requirements		\$(87.25)M

Police Services:

New officers, 26 positions	5.54M	
Change in net operations for Police Services	<u>2.06M</u>	
Total Police Services Requirements		\$7.60M

Total New Policing Funding Requirements **\$(79.65)M**

ii) Fire Service

Labour increases (IAFF contract increase)	8.40M	
New Fire personnel, 20 positions	3.48M	
Operating and other costs	0.51M	
Other labour adjustments	<u>0.91M</u>	
Total New Fire Service Funding Requirements		\$13.30M

iii) Bylaw Services

New officers, 10 positions	1.20M	
Other labour adjustments	0.66M	
Operating and other costs	<u>0.22M</u>	
Total New Bylaws Funding Requirements		\$2.08M

Total New Public Safety Funding Required for 2024	\$(64.27)M
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4.2 Other Corporate Funding Requirements:

Change in Contribution to Capital	\$30.61M
Housing Accelerator Fund Grant Allocations (Year 2 of 4)	23.91M
Increase in debt servicing costs (Newton Community Centre)	18.80M
Labour adjustments, excluding Public Safety	14.38M
New resources & operating costs, excluding Public Safety	4.80M
Departmental inflationary & contractual increases	1.83M
SCDC Operating Costs	1.50M
Safe Program	1.50M
Focus Newton	1.00M
Net change in Corporate Expenditures and Operating transfers	<u>20.86M</u>

Total New Corporate Funding Required for 2024	\$119.19M
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Total New Public Safety & Corporate Funding Required for 2024	\$54.92M
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5.0 NEW FUNDING AVAILABLE

The following are forecasted revenue increases that are expected to be available to offset the anticipated new funding required in 2024.

The 2023 Five-Year (2023–2027) Financial Plan included budgeted internal borrowing proceeds of \$38.87M for Policing while the 2024 Financial Plan does not incorporate any additional internal borrowing for Policing, thus resulting in a year-over-year reduction to 2024 funding available as presented below.

General Property Tax increase	\$28.73M
Housing Accelerator Fund Grant (Year 2 of 4)	23.91M
Increase in corporate Investment Income	13.27M
Property tax and Secondary Suite revenue due to anticipated growth	7.52M
Net departmental revenue increases	7.20M
Secondary Suite Fee rate increase	5.78M
Net increase to other corporate revenues	3.06M
Local Government Climate Action Program funding	2.27M
Other taxation revenue adjustments	2.05M
Year-over-year change in Policing internal borrowing	<u>(38.87)M</u>

Total New Funding Available for 2024	\$54.92M
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6.0 SUMMARY OF PROPOSED 2024 GENERAL OPERATING FINANCIAL PLAN

Total New Public Safety & Corporate Funding Required for 2024	\$54.92M
Total New Funding Available for 2024	<u>(54.92)M</u>
Net Difference	\$0.00M

Surplus/(Deficit)	nil
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7.0 ASSUMPTIONS APPLIED FOR THE 2024 GENERAL OPERATING FINANCIAL PLAN

The proposed 2024 General Operating Financial Plan has been drafted by applying the following key assumptions:

1. A property tax increase of approximately \$152 for the average assessed single-family dwelling. This will directly fund additional public safety resources in Policing, Fire Services, Bylaw Services, and other general operating needs, including on-going and additional staffing and operating costs. The additional funding will allow the City to maintain current service levels, expand services and address priorities related to public safety and other City services;
2. Generally, User Fee increases up to 3.5% to partially offset the cost increases associated with providing City services; and
3. A Secondary Suite Fee increase of approximately \$155 per suite for applicable dwellings. This will partially offset increased cost pressures on City services, including infrastructure related costs, protective services, and recreation services, incurred as a result of additional demand for services and use of municipal property generated by secondary suites.

8.0 2024 ROADS & TRAFFIC SAFETY LEVY

A Roads & Traffic Safety Levy was established in 2008 to ensure that a stable, sustainable funding source was available to meet the growing traffic and safety needs of the City. This levy addresses the maintenance of roads, as well as traffic calming measures, crosswalks, sidewalks, and measures to reduce congestion throughout the City. This utility is partly supported by a levy that is based on the assessed value of individual properties in each property class and is also funded by a contribution from the General Operating Fund.

As reflected in Appendix "II", the Roads & Traffic Safety Levy is proposed to be increased in 2024 by approximately \$25 for the average assessed single-family dwelling, in alignment with the results of the feedback received through the 2024 budget engagement process.

The increase in this levy will be applied towards congestion relief, particularly arterial widening and roundabouts, increased signal and streetlight maintenance, and increased litter pickup on streets throughout the City. Similar adjustments to the Roads & Traffic Safety Levy are incorporated for each remaining year in the proposed Five-Year Plan to ensure adequate funding is available to meet the City's transportation needs over time.

9.0 CONCLUSION

Based on the discussion and information provided in this report, it is recommended that the Finance Committee recommend Council:

1. Approve the recommendations made in Sections 3.0 – 8.0 and as generally outlined in this report; and
2. Direct staff to prepare the 2024 Five-Year (2024-2028) General Operating and Roads & Traffic Operating Financial Plan incorporating these recommendations and consistent with Appendix “I” and “II” of this report.

Kam Grewal, CPA, CMA
General Manager, Finance

Robert Costanzo
City Manager

Appendix “I”: Proposed 2024-2028 Financial Plan – General Operating

Appendix “II”: Proposed 2024-2028 Financial Plan – Roads & Traffic Operating

2024 - 2028 FINANCIAL PLAN
GENERAL OPERATING - FINANCIAL SUMMARY

(in thousands)

REVENUE SUMMARY	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN
Taxation	\$ 543,134	\$ 574,354	\$ 607,716	\$ 643,373	\$ 681,487
Sale of Goods and Services					
Departmental Fees & Charges	54,993	56,630	58,316	60,051	61,840
Secondary Suite Infrastructure Fees	33,369	34,704	36,091	37,535	39,037
Other Corporate Fees & Charges	4,812	5,574	5,778	5,985	6,193
Sale of Goods and Services	93,174	96,908	100,185	103,571	107,070
Investment Income	70,608	63,227	51,508	41,547	38,080
Transfers from Other Governments					
Departmental Government Transfers	8,326	8,332	8,338	8,344	8,350
Corporate Government Transfers	49,399	29,094	29,127	5,250	5,284
Transfers from Other Governments	57,725	37,426	37,465	13,594	13,634
Other Revenues					
Departmental Other Revenues	41,910	43,164	44,456	45,786	47,156
Corporate Other Revenues	20,925	20,977	21,030	21,084	21,139
Other Revenues	62,835	64,141	65,486	66,870	68,295
TOTAL REVENUE	\$ 827,476	\$ 836,056	\$ 862,360	\$ 868,955	\$ 908,566
EXPENDITURE SUMMARY					
Departmental Expenditures	\$ 663,377	\$ 672,980	\$ 702,077	\$ 730,968	\$ 754,237
General Government - Council Initiatives	260	260	260	260	260
Fiscal Services & Debt Interest	9,352	9,355	11,123	12,891	13,731
Municipal Debt Principal	9,492	9,492	9,492	10,185	10,496
TOTAL EXPENDITURES	\$ 682,481	\$ 692,087	\$ 722,952	\$ 754,304	\$ 778,724
TRANSFERS SUMMARY					
Transfers To/(From) Capital Sources	91,714	84,910	72,716	74,423	74,614
Transfers To/(From) Operating Sources	53,281	59,059	66,692	40,228	55,228
TOTAL TRANSFERS	\$ 144,995	\$ 143,969	\$ 139,408	\$ 114,651	\$ 129,842
NET GENERAL OPERATING	\$ -	\$ -	\$ -	\$ -	\$ -

2024 - 2028 FINANCIAL PLAN
GENERAL OPERATING - REVENUE SUMMARY
(in thousands)

REVENUE SUMMARY	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN
<i>CORPORATE REVENUES</i>					
General Property Tax Levy	\$ 438,860	\$ 471,874	\$ 502,357	\$ 534,966	\$ 569,850
Property/Folio Growth (City's Portion)	4,389	4,719	5,024	5,350	5,699
Property Tax Rate Increase/(Decrease)	28,725	25,864	27,685	29,634	31,722
Provision for Adjustments	(100)	(100)	(100)	(100)	(100)
	471,874	502,357	534,966	569,850	607,171
Grants in Lieu	20,025	20,252	20,490	20,743	21,011
Capital Parcel Tax	51,235	51,745	52,260	52,780	53,305
Taxation	543,134	574,354	607,716	643,373	681,487
Secondary Suite Infrastructure Fee	33,369	34,704	36,091	37,535	39,037
Other Corporate Fees & Charges	4,812	5,574	5,778	5,985	6,193
Corporate Sale of Goods and Services	38,181	40,278	41,869	43,520	45,230
Corporate Developer Contributions	-	-	-	-	-
Corporate Investment Income	70,608	63,227	51,508	41,547	38,080
Provincial Casino Revenue Sharing	3,273	3,306	3,339	3,372	3,406
Local Govt. Climate Action Program	3,443	-	-	-	-
Other Corporate Government Transfers	42,683	25,788	25,788	1,878	1,878
Corporate Government Transfers	49,399	29,094	29,127	5,250	5,284
Corporate Lease Revenue	13,925	13,977	14,030	14,084	14,139
Penalties & Interest	7,000	7,000	7,000	7,000	7,000
Corporate Other Revenues	20,925	20,977	21,030	21,084	21,139
Total Corporate Revenues	722,247	727,930	751,250	754,774	791,220
<i>DEPARTMENTAL REVENUES</i>					
<i>General Government</i>					
Corporate Services	227	234	241	248	255
Finance	1,513	1,555	1,598	1,642	1,688
	1,740	1,789	1,839	1,890	1,943
<i>Public Safety</i>					
Bylaws	10,899	11,226	11,563	11,910	12,268
Fire	5,015	5,165	5,319	5,478	5,642
Police	8,438	8,480	8,523	8,567	8,613
	24,352	24,871	25,405	25,955	26,523
<i>Other</i>					
Engineering Services	10,566	10,883	11,209	11,545	11,891
Parks, Recreation & Culture	37,249	38,366	39,517	40,701	41,921
Planning & Development	29,847	30,742	31,665	32,615	33,593
Surrey Public Library	1,475	1,475	1,475	1,475	1,475
	79,137	81,466	83,866	86,336	88,880
Total Departmental Revenues	105,229	108,126	111,110	114,181	117,346
TOTAL REVENUE	\$ 827,476	\$ 836,056	\$ 862,360	\$ 868,955	\$ 908,566

2024 - 2028 FINANCIAL PLAN
GENERAL OPERATING - EXPENDITURE AND TRANSFERS SUMMARY

(in thousands)

EXPENDITURE SUMMARY	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN
<i>General Government</i>					
Mayor, Council & Grants	\$ 3,898	\$ 4,047	\$ 4,207	\$ 4,378	\$ 4,563
City Manager's Department	10,551	11,158	11,808	12,505	13,253
Corporate Services	55,997	58,749	62,660	64,767	68,020
Finance	12,600	13,324	14,091	14,906	15,770
Social Infrastructure & Community Investments	8,998	9,606	10,260	10,962	10,030
	92,044	96,884	103,026	107,518	111,636
<i>Public Safety</i>					
Bylaws	12,699	14,532	16,494	18,593	19,411
Fire	91,390	99,194	108,000	117,589	123,155
Police	258,393	260,442	262,599	264,871	266,900
	362,482	374,168	387,093	401,053	409,466
<i>Other</i>					
Engineering Services	11,542	12,428	13,371	14,372	15,436
Parks, Recreation & Culture	120,161	126,222	133,166	139,822	146,570
Planning & Development	26,648	28,019	29,460	30,976	32,572
Surrey Public Library	24,059	25,198	26,395	27,651	28,971
Corporate Operating	26,441	10,061	9,566	9,576	9,586
	208,851	201,928	211,958	222,397	233,135
Departmental Expenditures	663,377	672,980	702,077	730,968	754,237
Council Initiative Fund	260	260	260	260	260
Fiscal Charges	100	103	106	109	112
Interest Paid on Tax Overpayments	25	25	25	25	25
External Borrowing	9,227	9,227	10,992	12,757	13,594
Fiscal Services & Debt Interest	9,352	9,355	11,123	12,891	13,731
Municipal Debt Principal	9,492	9,492	9,492	10,185	10,496
TOTAL EXPENDITURE	\$ 682,481	\$ 692,087	\$ 722,952	\$ 754,304	\$ 778,724
TRANSFERS SUMMARY					
General Capital Contribution	40,052	33,065	20,688	22,212	22,219
Provincial Casino Revenue Sharing	3,273	3,306	3,339	3,372	3,406
Tree Replacement Contribution	4,065	4,215	4,365	4,515	4,665
Internal Borrowing	33,800	33,800	33,800	33,800	33,800
Other Transfers To/(From) Capital	10,524	10,524	10,524	10,524	10,524
Transfers To/(From) Capital Sources	91,714	84,910	72,716	74,423	74,614
Roads & Traffic Safety Contribution	8,425	5,838	3,070	-	-
Local Govt. Climate Action Program	3,443	-	-	-	-
Other Transfers To/(From) Operating	41,413	53,221	63,622	40,228	55,228
Transfers To/(From) Operating Sources	53,281	59,059	66,692	40,228	55,228
TOTAL TRANSFERS	\$ 144,995	\$ 143,969	\$ 139,408	\$ 114,651	\$ 129,842

2024 - 2028 FINANCIAL PLAN
ROADS & TRAFFIC - FINANCIAL SUMMARY
(in thousands)

REVENUE SUMMARY	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN
Roads & Traffic Safety Levy	\$ 40,283	\$ 46,052	\$ 52,257	\$ 58,724	\$ 59,311
Grants in Lieu	1,622	1,638	1,654	1,670	1,686
Special Assessment	272	288	305	324	343
Taxation	42,177	47,978	54,216	60,718	61,340
Sale of Goods and Services	1,057	1,085	1,106	1,135	1,165
Developer Contributions	850	850	850	850	850
Transfers from Other Governments	7,388	7,500	7,650	7,803	7,959
Other Revenue	2,505	2,659	2,769	3,171	3,379
TOTAL REVENUE	\$ 53,977	\$ 60,072	\$ 66,591	\$ 73,677	\$ 74,693
EXPENDITURE SUMMARY					
Salaries and Benefits	\$ 6,850	\$ 6,986	\$ 7,126	\$ 7,268	\$ 7,413
Operating Costs	22,530	22,979	23,435	23,901	24,377
Internal Services Used	14,137	14,231	14,536	14,793	15,083
Internal Services Recovered	(979)	(1,010)	(1,027)	(1,045)	(1,063)
External Recoveries	(455)	(465)	(474)	(483)	(492)
TOTAL EXPENDITURE	\$ 42,083	\$ 42,721	\$ 43,596	\$ 44,434	\$ 45,318
TRANSFERS SUMMARY					
Transfers To/(From) Capital Sources	\$ 21,770	\$ 24,513	\$ 27,254	\$ 30,498	\$ 30,700
Transfers To/(From) Operating Sources	(9,876)	(7,162)	(4,259)	(1,255)	(1,325)
TOTAL TRANSFERS	\$ 11,894	\$ 17,351	\$ 22,995	\$ 29,243	\$ 29,375
NET ROADS & TRAFFIC	\$ -	\$ -	\$ -	\$ -	\$ -