

NO: F021

COUNCIL DATE: December 6, 2010

FINANCE COMMITTEE

TO: **Mayor & Council**

DATE: **November 30th, 2010**

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

FILE: **1705-05**

SUBJECT: **2011 Five-Year (2011-2015) Financial Plan – General Operating**

1.0 RECOMMENDATION

It is recommended that Finance Committee recommend that Council:

- a) Approve the recommendations outlined in Section 3.0 of this report;
- b) Authorize staff to bring forward for the necessary readings a by-law that will act to introduce an annual secondary suite fee commencing in 2011 as generally described in this report; and
- c) Direct staff to prepare the 2011 Five-Year (2011 – 2015) Financial Plan incorporating these recommendations.

2.0 BACKGROUND

Implementation of Public Sector Accounting Board (PSAB) Requirements

In 2009, Surrey's financial statements were to be fully compliant with Section PS 3150 of the Public Sector Accounting Handbook, which requires the City to record Tangible Capital Assets at cost less depreciation based on their useful life and include depreciation as an expense. The Handbook also required that some adjustments be made between the capital and operating components of the City's budget in comparison to previous years. In some cases, funds that were previously contained in the operating budget were moved to the capital budget, such as library books. In other cases, funds that had been previously earmarked as 'on-going capital' were moved to the operating budget, such as the annual civic buildings maintenance work program contained within the City's Facilities Division budget. These adjustments did not have any overall financial impact on the operations of the City.

The proposed 2011 Five-Year (2011-2015) Financial Plan includes some further adjustments to reflect the PSAB requirements.

Five-Year (2011 – 2015) Financial Plan

City Council has identified several key priorities that have been addressed in the development of the Five Year (2011 – 2015) Five-Year Financial Plan. This report documents funding recommendations in each of the priority areas forming the basis of the proposed Five-Year (2011-2015) Financial Plan.

2.1 “Build Surrey” Program

At its Regular meeting on March 1st, 2010 Council approved the “Build Surrey” Program that consists of a series of large scale capital projects across the City to accommodate and support anticipated business and residential growth over the next 10 years. Funding for the construction of each of these capital projects has been included in the Five Year (2011 – 2015) Financial Plan to be funded from internal sources or through the Municipal Finance Authority.

As each new facility is completed and opened, on-going funding will be required for the maintenance and operation of that facility as well as capital repayment.

To fund the “Build Surrey” Program, new sustainable revenue sources have been identified. Funds generated through these new revenue sources that are not immediately required for capital amortization and facility operations, will be used to fund the capital requirements for future elements of the Program.

2.1.1 “Build Surrey” Program Revenues

The “Build Surrey” Program is proposed to be funded from the sources and in the amounts identified in the following table:

	2011 Proposed Budget	2012 Proposed Plan	2013 Proposed Plan	2014 Proposed Plan	2015 Proposed Plan
REVENUE SUMMARY					
- Secondary Suite Infrastructure Fee	4,080	4,400	4,700	5,000	5,400
- Contribution from SCDC	100	1,500	2,500	4,000	5,000
- Gaming Revenue (Newton Square)	150	700	800	900	900
- Other sources not yet identified	0	600	2,100	3,500	4,000
- Lease/Fee Revenues (City Hall, Library, Parking)	75	150	1,088	2,955	3,351
TOTAL REVENUES	\$ 4,405	\$ 7,350	\$ 11,188	\$ 16,355	\$ 18,651

2.1.1.1 Secondary Suite Infrastructure Fee

Council has recently introduced amendments to the Surrey Zoning By-law that, if adopted will permit a legal secondary suite in most single family dwellings in Surrey. These amendments will facilitate the legalization of secondary suites across the City. There are currently 17,000 secondary suites in single family residences in Surrey that are paying for waste collection services and for water and sewer in those cases where the house containing the suite is not metered. It is speculated that there are many more unauthorized suites in the City that have not yet been added to the City’s records.

The occupants of secondary suites create demand on the City’s capital infrastructure and yet do not pay equitably toward the operating and capital costs of such infrastructure. Staff undertook a review of the practices of other municipalities with respect to secondary suites and has determined that the City of Abbotsford has a secondary suite fee of \$260 per year. This fee assists in offsetting the costs to the municipality of providing infrastructure for that City’s residents including the occupants of secondary suites. Staff is proposing that a similar fee be introduced in Surrey and that it be set at \$240 per year, per suite (i.e., the equivalent of \$20 per month) for 2011. This fee will assist in paying the costs associated with the “Build Surrey” Program. It is proposed that this fee be added to the annual property tax notices of those properties that contain a secondary suite.

On this basis, it is recommended that Council authorize staff to bring forward a by-law for the necessary readings that will act to introduce in 2011, a Secondary Suite Fee of \$240 per suite per year (equivalent to \$20/month) for all secondary suites in the City.

2.1.1.2 Contribution from Surrey City Development Corporation

The operation of the Surrey City Development Corporation (SCDC) is expected to generate revenue from the activities of the Corporation. It is proposed that this new revenue from the SCDC operations be used to support the “Build Surrey” Program.

2.1.1.3 Gaming Revenue (Newton Square)

In 2010, Council approved the re-development of Newton Square Mall to include a Community Gaming Centre. The City is expected to receive revenue sharing funding from the Province related to the gaming revenue that they receive from this new operation. This new revenue source is proposed to be used to assist in funding the “Build Surrey” Program.

2.1.1.4 Lease and Fee Revenue

Some of the projects outlined in the “Build Surrey” Program will generate lease and fee revenue either directly, such as the coffee shop and the leased space on the fourth floor of the City Centre Library, or indirectly such as the leasing of the current City Hall when it is replaced with a new City Hall in 2013. It is proposed that all of this new lease and fee revenue be used to support the “Build Surrey” Program.

2.1.2 “Build Surrey” Program Operating Expenditures

The “Build Surrey” Program also includes operating expenditures that are outlined in the following table:

	2011 Proposed Budget	2012 Proposed Plan	2013 Proposed Plan	2014 Proposed Plan	2015 Proposed Plan
EXPENDITURES SUMMARY					
- Amortization Payments	599	2,350	4,831	9,641	11,898
- Operating Costs of New Facilities	2,614	3,837	4,276	6,381	6,410
- Transfer to Capital re: Build Surrey Program	1,192	1,163	2,081	333	343
TOTAL EXPENDITURES	\$ 4,405	\$ 7,350	\$ 11,188	\$ 16,355	\$ 18,651

2.1.2.1 Amortization Payments

The cost of the capital projects outlined in the “Build Surrey” Program will be amortized. The annual amortization payment is included as an expense in the “Build Surrey” Program.

2.1.2.2 Operating costs of New Facilities

The projected operating costs of new facilities that will be opened in 2011 are listed below:

- City Centre Library (half year)	\$1.157M
- Cloverdale Multi-Purpose Centre	0.937M
- Kensington Prairie School	0.177M
- Fraser Heights Fitness (part year)	0.052M
- Addition to Main Detachment	0.266M
- New Fire Hall #14	<u>0.025M</u>
Total	<u>\$2.614M</u>

2.1.2.3 *Transfer to Capital*

Revenues that are not immediately required to fund operating expenditures will be used to fund the capital requirements of the “Build Surrey” Program.

2.2 *Crime Reduction*

Crime reduction and prevention continue to be a priority of the City. The following describes elements of the proposed 2011 Financial Plan that address this key priority.

2.2.1 *Police Services*

The current authorized RCMP complement in the Surrey detachment is 641 members (including 10 Community Safety Officers and 5 crime analysts). The 2011 Financial Plan allows for additional members in 2011 that will maintain the current ratio of citizens per officer. The Financial Plan proposes that 10 new RCMP member positions (a combination of RCMP members and community safety officers) be added in 2011. This will increase the Surrey detachment complement to 651 members, which includes Surrey’s pro-rated share of members on the Integrated Service Teams. The additional positions are proposed to be funded beginning October 1st, 2011. If the new positions are filled sooner than October 2011, bridge funding is available from the 2010 RCMP operating savings.

The police services support staff organization was reviewed in 2010. This review recommended that some existing positions be reclassified, that some part time positions be converted to full time positions and that some additional positions be added to the structure. Based on this review, \$680,000 is proposed to be added to the RCMP support staff budget in 2011 to address the recommendations of that review. This includes the equivalent of 8 full time positions, some of which will be funded for only part of 2011. No new positions will be required in 2012.

The 2010 Capital Plan included funding for the construction of an addition to the Main RCMP detachment building. This addition is now complete and the operating costs of this facility have been included in the 2011 Five Year Financial Plan. Funding for renovations in the RCMP main detachment building has been included in the proposed Five Year Financial Plan for expenditure in 2011.

For 2011, the Five Year Financial Plan also includes funding for the design of a new district police station for the Newton area. This space is expected to be ready for occupancy by the end of 2012.

2.2.2 *Fire Services*

To ensure the continued effective delivery of Fire Services, 8 additional fire-fighters have been included in the 2011 budget. These fire-fighters will be required for Fire Hall #14 in Grandview Heights, which is currently under construction and will be completed by the end of this year. The Five Year (2011 – 2015) Financial Plan also includes the addition of 8 fire-fighters in 2012 and 4 fire-fighters in 2013.

2.2.3 By-Law Enforcement

To ensure the effective roll out of the by-law amendments and new polices relating to secondary suites, 2 additional by-law enforcement officers have been included in 2011 in the proposed Five Year Financial Plan.

2.2.4 Crime Reduction Strategy

An allocation of \$300,000 is provided for the Crime Reduction Strategy including \$80,000 that will assist in supporting a Wraparound Program (WRAP), which is targeted to prevent gang-related youth crime through education, prevention and intervention processes for at-risk youth and their parents.

2.3 Community Beautification

In the 2010 Financial Plan, \$1,808,000 was appropriated to fund initiatives identified in the City Beautification Strategy, which included the on-going maintenance of over 17,000 street trees and 42,000 m² of street landscaped beds on medians, boulevards and frontage roads. The proposed 2011 Five Year (2011-2015) Financial Plan includes additional funding in the amount of \$270,000 for on-going maintenance of street landscaping, hanging baskets and decorative planters that were installed in 2010.

This brings the total annual operating budget for Community Beautification to \$2,078,000 for 2011. In addition to this operating funding, the Capital Plan includes capital funding of \$250,000 per year for City beautification initiatives. Funding to support this allocation is available from the Green City Fund, from the administration of the new Tree Preservation By-law and from revenues generated through building permits. The draft Capital Plan also includes on-going general revenue funding of \$250,000 for capital initiatives identified in the City Beautification Strategy. As such, there is a total of \$500,000 of capital funding available in the Capital component of the proposed Five Year Financial Plan for continued implementation of the City Beautification Strategy.

2.4 Plan for Social Well Being of Surrey Residents

The budget for programs introduced in previous years in support of the Plan for the Social Well Being of Surrey Residents has been adjusted in 2011 for inflation and salary increases in the amount of \$191,000. In addition, the Plan allocates funding of \$76,000 to allow for Friday night and Sunday opening at the new City Centre Library. The funding increase for 2011 of \$267,000 will bring the total funding for initiatives under the Social Well-being Plan, to \$1,552,000 per year as of 2011. A list of the programs funded by way of this allocation is contained in **Appendix A**.

2.5 Sustainability

In 2010, in addition to the funding that was embedded in the operating budget of the City Departments for sustainability initiatives, additional funding for other special initiatives related to implementing the recommendations of the Sustainability Charter was included in the budget in an amount equal to the anticipated carbon tax rebate (being \$150,000). For 2011, the annual carbon tax rebates, estimated to be \$320,000, are proposed to be set aside in a reserve account, which will be available for use in funding assistance for one-time projects that contribute to achieving the objectives of the City's Sustainability Charter.

2.6 Clean Energy Program

A new program being introduced this year is the Clean Energy Program. On-going funding of \$100,000 per year is being included in the Plan for a full time Energy Manager who will be responsible for coordinating initiatives within this Program. This will include the development of an array of clean energy demonstration projects. Some of the larger projects will probably be eligible for Federal/Provincial grants; however most projects will require some front-end funding. An Innovation/Sustainability Reserve (revolving fund) of \$1.0M is proposed to be established in 2011 to assist with initial project funding, which will be replenished through future revenue streams generated by the projects or resultant energy cost savings.

2.7 Staffing Capacity

In addition to other positions outlined in this Section, additional staffing is required for the operation of new facilities coming on stream in 2011. This cost has been included in the overall operating costs of new facilities as outlined in Section 2.2. Other staff adjustments may be made during 2011 if service delivery demands increase, which will generate unanticipated revenues that will then be used to offset the costs of the new positions brought on to address the additional unanticipated demand (i.e., development activity, recreation programs, etc.).

2.8 Landscape Management

By-law No. 17160, the *Pesticide Use Control By-law*, was adopted in May 2010. This by-law prohibits the use of most pesticides to control weeds and other pests on City lands. The By-law has resulted in the need for different approaches to manage weeds and pests in horticultural beds, on lawns, and around shade trees both in parks and street landscaping. No significant extra costs were incurred for weed control in 2010, as most beds had previously been treated with pre-emergent herbicides in the late winter/early spring; however, to provide the same level of weed control in 2011 as occurred in 2010, an additional \$800,000 is required for extra labour in lieu of the use of pesticides. Funding in the amount of \$400,000 has been included in the 2011 Financial Plan for this new approach to landscape pest management, which is equivalent to a 0.2% property tax increase. Staff will monitor the effectiveness of this level of expenditure with a view of making further adjustments in next year's Financial Plan.

3.0 DISCUSSION OF GENERAL OPERATING

The 2010 Five-Year (2010 – 2014) Financial Plan was adopted by Council in December 2009. Based on the recommendations in this report as well as the Council direction received during last year's financial planning process, staff has developed a preliminary draft of the 2011 Five Year (2011 – 2015) Financial Plan by extending the same assumptions that were used in developing the 2010 Five Year (2010-2014) Financial Plan to 2015. The following is a summary of the new funding requirements and funding availability for the 2011 General Operating component of the proposed 2011 Five Year (2011-2015) Financial Plan.

3.1 *New Funding Required in 2011*

CRIME REDUCTION (Section 2.2)

RCMP Police Services (Section 2.2.1)

• Annualization of 6 contract member positions added in Oct/10	\$0.608M
• Addition of 10 contract member positions effective Oct/11	0.338M
• Increase to RCMP salaries & other benefits	2.951M
• Addition of civilian staff	0.680M
• Labour increases – (civilian staff only)	0.483M
• Other inflation and 3 rd party contract increases	<u>1.828M</u>
	\$6.888M

Fire Services (Section 2.2.2)

• 8 additional fire fighters – April 1 st	0.500M
• Labour increases	0.074M
• Inflation and other 3 rd party contract increases	<u>0.132M</u>
	\$0.706M

By-Law Services (Section 2.2.3)

• Addition of 2 by-law enforcement officers (April/11)	\$0.150M
• Labour & other 3 rd party contract increases	<u>\$0.141M</u>
	\$0.291M

Sub Total \$7.885M

OTHER COUNCIL KEY PRIORITIES

• “Build Surrey” Program Expenditures (Section 2.1.2)	4.405M
• Community Beautification (Section 2.3)	0.270M
• Social Well Being Plan (Section 2.4)	0.267M
• Clean Energy Program (Section 2.6)	0.100M
• Provision for landscape management (Section 2.8)	<u>0.400M</u>

Sub Total \$5.442M

OTHER

• Labour increases – (net of RCMP, Fire, & By-law Services)	\$4.500M
• Increased operating contribution to capital	1.400M
• Increased funding for website management	0.300M
• Provision for City-wide inventory increases	0.900M
• Increased funding for City Celebrations (Fusion Fest, Winterfest, etc)	0.200M
• Increased funding for on-going city grants	0.050M
• Funding to support “Surrey Sport Tourism Plan”	0.030M
• Funding to support 2012 BC Summer Games	0.020M
• Other 3 rd party contract increases (maintenance contracts, etc)	<u>0.355M</u>

Sub Total \$7.755M

Total Additional Funding Required \$21.082M

3.2 *New Funding Available*

The following are projected revenue increases for 2011, some of which were approved by Council as part of the 2010 Financial Plan:

• Estimated property tax revenue related to new growth	\$5.807M
• Property tax increase (Equivalent to approx. \$37/yr for the average single-family dwelling and \$214/yr for a business with an assessed value of \$1.0 million, i.e., a building area of 8,000 sq. ft. on a 20,000 sq. ft. lot)	6.100M
• Other revenue (growth & fee increases)	4.347M
• “Build Surrey” Program Revenues (Section 2.1.1)	4.405M
• Additional revenue re: digital signage	<u>0.500M</u>

Total Additional Funding Proposed **\$21.159M**

3.3 *Summary of Proposed 2011 General Operating Financial Plan*

Total requirements over and above the Adopted 2010 Financial Plan:

• 2010 Budgeted Transfer from Surplus	\$ 4.028M	
• Expenditure increases as outlined above	<u>21.082M</u>	\$25.110M
<u>Less:</u>		
• Revenue increases as outlined above	<u>\$21.159M</u>	

Proposed 2011 Budgeted Transfer from Surplus **\$ 3.951M**

The proposed 2011 General Operating budgeted expenditure increases are offset by revenue increases. This provides for a balanced budget for 2011 but relies on a budgeted transfer from surplus of \$3.951 Million, which is similar to approved budgets of the last few years. In each previous year, staff has been successful in managing the City’s operations so as to eliminate the need for any transfer from surplus.

3.4 *The Proposed 2011 Five Year (2012 – 2015) General Operating Financial Plan*

To complete the allocations for the remaining years of the 2011 – 2015 Five-Year General Operating Plan (i.e., 2012-2015), the following assumptions were used:

- The Plan includes a 2.9% general levy increase for each of the remaining years of the Plan;
- Across the board fee increases in-line with labour cost increases;
- RCMP contract officer positions added to maintain the current ratio of officers to citizens based on projected growth;
- Civilian staff added for the RCMP to maintain the current ratio of civilian staff to RCMP members;
- One additional By-law Enforcement Officer per year;
- Eight additional positions for Fire Services in 2012 and four in 2013;
- Operating costs for new facilities identified in the Capital Plan;
- Allowances for labour contracts, inventory increases and inflation; and
- Continued use of surplus.

Based on the above, a draft 2011 Five-Year (2011 – 2015) General Operating Financial Plan has been developed and is attached as **Appendix B**.

The draft Plan includes 'Other Revenue' for the years 2012 and onwards. Although the source of this revenue has not yet been specifically identified, it is likely that this will be accomplished through the following means:

1. Continued acceleration of business development that will increase property tax revenues related to new growth;
2. Revenue from the Surrey City Development Corporation (SCDC) that will be generated from its activities; and/or
3. Other City initiatives that generate new revenues.

Surrey property owners continue to experience some of the lowest property taxes in the Lower Mainland. A chart that compares property taxes across several Lower Mainland municipalities is attached as *Appendix C*.

4.0 SUMMARY

Based on the above discussion, it is recommended that the Finance Committee recommend that Council:

- Approve the recommendations outlined in Section 3.0 of this report,
- Authorize staff to bring forward for the necessary readings a by-law that will act to introduce an annual secondary suite fee commencing in 2011 as generally described in this report; and
- Direct staff to prepare the 2011 Five-Year (2011 – 2015) Financial Plan incorporating these recommendations.

Murray Dinwoodie,
City Manager

Vivienne Wilke, CGA
General Manager,
Finance & Technology

Appendix A: Social Well Being Program Funding Allocations
Appendix B: Proposed Five Year Financial Plan – General Operating
Appendix C: Comparative Property Tax Information for Lower Mainland Municipalities

APPENDIX A

2011 SOCIAL WELL BEING

Program	Description		Dep't	Amount
10205	2011 Proposed Budget			<u>Total</u>
7055	Library Sunday Opening	on-going	SPL	197,000
7059	Youth Librarian	on-going	SPL	90,000
7059	Literacy Programs	on-going	SPL	95,000
7059	Early Literary Coordinator	on-going	SPL	36,000
7056	Multilingual Library Collection	on-going	SPL	32,000
7056	Multilingual Service Librarian	on-going	SPL	18,000
7057	Security Services - Various Library Locations	on-going	SPL	31,000
7066	Community Outreach	on-going	PRC	7,300
7067	Community School Partnership Coordinator	on-going	PRC	99,200
7064	Youth Engagement Initiatives	on-going	PRC	92,200
7072	Community School Partnership	on-going	PRC	63,300
7061	Diversity Outreach Programs	on-going	PRC	82,800
7069	Newton Programming Increases/Diversity Outreach Programs	on-going	PRC	82,900
7068	Community Development/Outreach & Volunteer Programs	on-going	PRC	102,600
7054	Late Night Recreation Program for Youth	on-going	PRC	46,700
7060	After School Programming - Newton	on-going	PRC	34,200
7062	Everyone Gets to Play - Newton & Guildford CLS	on-going	PRC	34,100
7063	Multilingual Facility Attendant - Newton	on-going	PRC	23,900
7065	Recreation Assistant to Support Youth Week	on-going	PRC	11,400
7070	Youth Engagement / Outreach	on-going	PRC	80,700
7071	First Steps Program - Early Childhood Development	2011 only	PRC	25,000
7058	Social Planner	on-going	Plan	112,200
7073	Newton Pre-School Program/Seniors	on-going	PRC	52,600
7074	Pre-school Diversity Programs (North & South)	on-going	PRC	25,900
New	City Centre Fri eve & Sunday Opening	on-going	SPL	76,000
Recommended Allocations for 2011				<u><u>1,552,000</u></u>

APPENDIX B-2

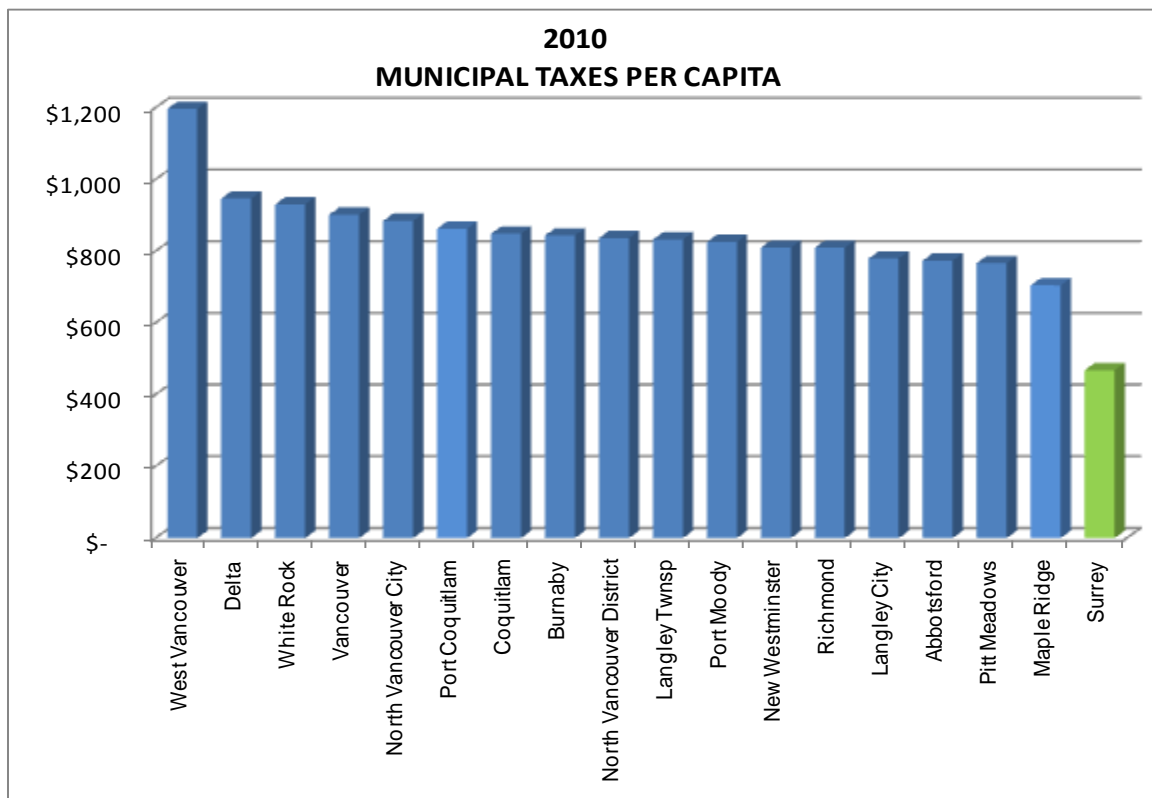
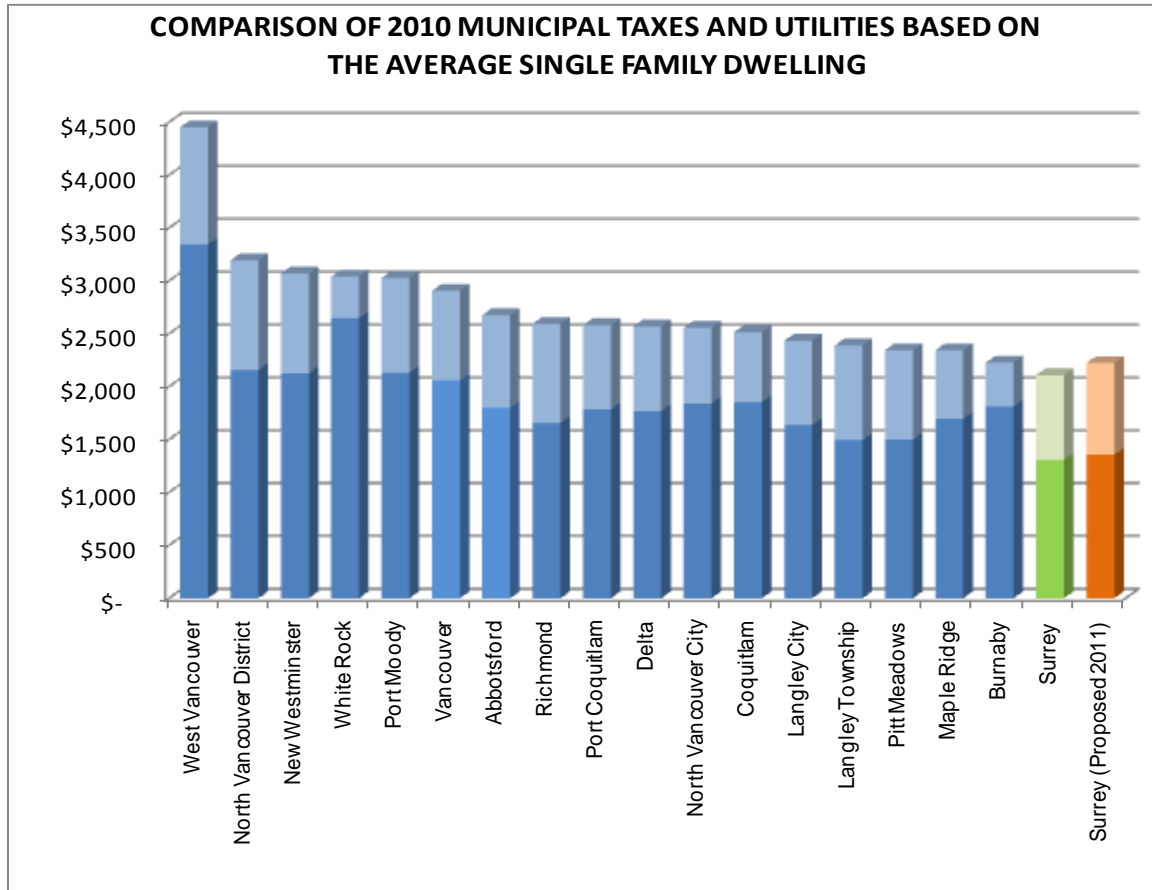
**2011 - 2015 FINANCIAL PLAN
GENERAL OPERATING - REVENUE SUMMARY**
(in thousands)

REVENUE SUMMARY	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
<u>Taxation</u>						
Base Levy	\$ 190,897	\$ 202,870	\$ 213,765	\$ 225,303	\$ 237,141	\$ 249,507
Assessment Growth (City's Portion)	3,436	4,922	5,237	5,204	5,383	5,664
Property Tax Rate Increase	8,087	6,023	6,351	6,684	7,033	7,399
Provision for Adjustments	(50)	(50)	(50)	(50)	(50)	(50)
	202,370	213,765	225,303	237,141	249,507	262,520
Grants in Lieu	12,354	12,866	13,239	13,623	14,018	14,425
Net Taxation	214,724	226,631	238,542	250,764	263,525	276,945
<u>General Government</u>						
City Manager	6,162	6,719	6,853	6,990	7,130	7,272
Investments & Intergov. Relations	5	5	5	5	5	5
Finance & Technology	981	1,047	1,064	1,082	1,100	1,118
Human Resources	5	10	10	10	10	10
	7,153	7,781	7,932	8,087	8,245	8,405
<u>Protection Services</u>						
Fire	1,332	1,392	1,420	1,448	1,477	1,506
RCMP	7,070	7,100	7,239	7,380	7,523	7,670
	8,402	8,492	8,659	8,828	9,000	9,176
<u>Other</u>						
Engineering Services	4,762	5,474	5,560	5,648	5,737	5,828
Parks, Recreation & Culture	18,633	19,022	19,384	19,753	20,128	20,510
Surrey Public Library	1,549	1,549	1,559	1,569	1,579	1,589
Planning & Development	14,527	17,141	17,483	17,832	18,188	18,551
	39,471	43,186	43,986	44,802	45,632	46,478
Departmental Revenues	55,026	59,459	60,577	61,717	62,877	64,059
Investment Income	12,976	12,991	11,822	10,713	9,406	9,173
Secondary Suite Infrastructure Fee	-	4,080	4,400	4,700	5,000	5,400
Contribution from SCDC	-	100	1,500	2,500	4,000	5,000
Gaming Revenue - Newton	-	150	700	800	900	900
Lease/Fee Revenue	-	75	150	1,088	2,955	3,351
Other Sources	-	-	600	2,100	3,500	4,000
Build Surrey Program	-	4,405	7,350	11,188	16,355	18,651
Provincial Casino Revenue Sharing	2,800	3,000	3,200	3,200	3,200	3,200
Corporate Lease Revenue	3,530	3,129	3,192	3,255	3,321	3,387
Penalties & Interest	2,800	2,900	3,000	3,100	3,200	3,300
Other	900	1,400	1,400	1,400	1,400	1,400
Other Revenue	7,230	7,429	7,592	7,755	7,921	8,087
	\$292,756	\$ 313,915	\$329,083	\$345,337	\$363,284	\$380,115

2011 - 2015 FINANCIAL PLAN
GENERAL OPERATING - EXPENDITURE SUMMARY
(in thousands)

EXPENDITURE SUMMARY	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
General Government						
Mayor, Council & Grants	\$ 2,332	\$ 2,420	\$ 2,448	\$ 2,498	\$ 2,537	\$ 2,591
City Manager	10,657	11,181	11,513	12,022	12,451	13,011
Investments & Intergov. Relations	838	1,162	1,202	1,263	1,315	1,383
Finance & Technology	18,599	18,923	19,529	20,341	21,060	21,928
Human Resources	2,669	2,736	2,856	3,030	3,185	3,380
	<u>35,095</u>	<u>36,422</u>	<u>37,548</u>	<u>39,154</u>	<u>40,548</u>	<u>42,293</u>
Protection Services						
Fire	48,043	48,749	49,981	50,769	52,053	53,378
RCMP	98,350	105,238	110,213	114,765	120,005	126,814
	<u>146,393</u>	<u>153,987</u>	<u>160,194</u>	<u>165,534</u>	<u>172,058</u>	<u>180,192</u>
Other						
Engineering Services	5,550	6,324	6,696	6,903	7,075	7,295
Parks, Recreation & Culture	53,105	55,295	56,936	59,103	60,908	63,165
Surrey Public Library	11,710	11,982	12,420	12,968	13,409	14,001
Planning & Development	18,512	21,362	21,759	22,451	23,037	23,794
Operating Contingency	1,328	508	1,108	1,558	2,358	2,008
	<u>90,205</u>	<u>95,471</u>	<u>98,919</u>	<u>102,983</u>	<u>106,787</u>	<u>110,263</u>
Total Departmental Expenditures	271,693	285,880	296,661	307,671	319,393	332,748
Build Surrey						
Annual Debt Repayment	-	599	2,350	4,831	9,641	11,898
Operating Costs for New Facilities	-	2,614	3,837	4,276	6,381	6,410
Transfer to Capital	-	1,192	1,163	2,081	333	343
	<u>-</u>	<u>4,405</u>	<u>7,350</u>	<u>11,188</u>	<u>16,355</u>	<u>18,651</u>
Council Priorities						
Council Projects	250	250	250	250	250	250
Crime Reduction Strategy	560	300	300	300	300	300
City Beautification	1,808	2,078	2,343	2,608	2,873	3,138
Social Plan	1,285	1,552	1,570	1,618	1,649	1,700
Sustainability	400	250	250	250	250	250
Clean Energy Program	-	100	100	100	100	100
	<u>4,303</u>	<u>4,530</u>	<u>4,813</u>	<u>5,126</u>	<u>5,422</u>	<u>5,738</u>
Fiscal Services						
Fiscal Charges	538	427	440	453	467	481
Interest Paid on Prepaid Taxes	800	414	424	434	444	454
Internal Borrowing	510	438	438	438	438	438
	<u>1,848</u>	<u>1,279</u>	<u>1,302</u>	<u>1,325</u>	<u>1,349</u>	<u>1,373</u>
Contributions to Capital						
Contribution to Capital	5,700	7,800	8,500	9,300	9,800	10,400
Contribution Capital re: Gaming	2,800	3,000	3,200	3,200	3,200	3,200
	<u>8,500</u>	<u>10,800</u>	<u>11,700</u>	<u>12,500</u>	<u>13,000</u>	<u>13,600</u>
Net Tsf. To/(From) Surplus & Other Funds						
Roads & Transportation Fund	15,076	15,864	16,064	16,264	16,464	16,664
Solid Waste Fund	(2,256)	(2,159)	(2,172)	(2,171)	(2,192)	(2,212)
	(1,332)	(1,507)	(1,519)	(1,517)	(1,514)	(1,508)
Sewer/Drainage Fund	(1,372)	(1,370)	(1,373)	(1,362)	(1,352)	(1,344)
Reserve Funds	324	144	144	144	144	144
Net Tsf. To/(From) Surplus & Other Fund:	10,440	10,972	11,144	11,358	11,551	11,744
	<u>\$296,784</u>	<u>\$ 317,866</u>	<u>\$332,970</u>	<u>\$349,168</u>	<u>\$367,070</u>	<u>\$383,854</u>

APPENDIX C-1



APPENDIX C-2

