


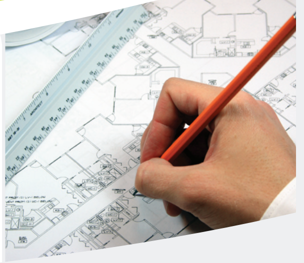

# 2010 - 2014 FINANCIAL PLAN

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British Columbia, Canada

CITY OF SURREY

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# 2010 – 2014 FINANCIAL PLAN

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# 2010 – 2014 FINANCIAL PLAN

# MESSAGE FROM THE GENERAL MANAGER, FINANCE & TECHNOLOGY

**To the Mayor and Council,**
**City of Surrey**

I am pleased to submit the 2010 - 2014 Financial Plan for the City of Surrey.

The Community Charter requires that Council adopt a Five-Year Financial Plan each year prior to the adoption of the annual property tax by-law. This was achieved for the 2010 - 2014 period on December 14th, 2009.

This document provides the supporting details to the 2010 - 2014 Financial Plan By-laws, which received initial approval on November 30th, 2009 and final adoption on December 14th, 2009.

The goal of the Five-Year Financial Plan is to outline the financial provisions in support of the City's major plans such as the Official Community Plan, Transportation Plan, 10-Year Servicing Plan, Parks, Recreation and Culture Master Plan, and the Library Master Plan and to address Council's Key Priorities. Together these Plans and Priorities, and supporting strategies will ensure that the City's immediate and future needs are adequately met.

## 1.0 OVERVIEW

Included in the Financial Overview is a Five-Year Consolidated Financial Plan, which incorporates a forecast of all revenues and expenditures, related to the City's operating and capital obligations over the next five years.

The remaining parts of the document include more detailed information for the upcoming years. The detailed figures support the consolidated figures and also provide departments with their expenditure authority. It is important to note that estimates and projections have been used for the years 2011 through 2014. These projections will be updated annually prior to Council's review and approval of the Financial Plan for that year.

## 2.0 FINANCIAL PLANNING PROCESS

The financial planning process began with a review of the 2009 - 2013 Financial Plan. Through that process known changes were identified. A 'status-quo' budget was prepared based on the assumptions used in the adopted 2009 - 2013 Financial Plan with most of the preliminary budget figures prepared by Finance staff and distributed to departments by the end of August. This reduced the amount of time required by each department to finalize their respective components of the Plan and return them to Finance for consolidation.

On November 23rd, 2009, staff presented the draft 2010 - 2014 Financial Plan to the Finance Committee of Council. The time and location of the meeting was advertised in advance in local newspapers and on Surrey's web site. Members of the public were invited to submit written comments to the Chair of the Finance Committee and were also given an opportunity to present their views, in person, to the Finance Committee during the meeting.

The Finance Committee reviewed the options presented by staff and also considered the input received from the public. The Finance Committee then recommended that Council adopt the 2010 - 2014 Financial Plan. Council adopted these recommendations at their regular meeting held on November 30th, 2009. The required by-laws were introduced and given preliminary readings at that same meeting, with the by-laws being adopted by Council on December 14th, 2009.

## 3.0 FIVE - YEAR GENERAL OPERATING FINANCIAL PLAN

**Council has directed that the 2010 Financial Plan include the following**:

- Property tax increase equivalent to a $50 per year single-family and $294 per year for a business with an assessed value of $1.0 million;
- 4.0% or equivalent fee increase for 2010;
- Third party contract increases (maintenance, software, etc.);
- Benefit, salary and step increases;
- Full year impact of the 20 RCMP contract members and the 4 Firefighters added during 2009;
- Full year funding of prior year's approved funding requests;
- Operating impact for new capital buildings such as the Newton Recreation Centre Addition, and the Chuck Bailey Recreation Facility, and
- Operating citywide inventory/maintenance and rehabilitation funding.

**In order to address the City's service priorities, Council further directed that the Plan provide for the following:**

- An additional 6 RCMP contract members to maintain the ratio of 1 officer for every 700 citizens;
- Additional RCMP civilian support staff;
- An additional 8 Firefighters;
- An additional By-law Enforcement Officer;
- Increase in Parks, Recreation and Culture programs;
- Increase in staff complement across Departments to meet demands due to growth;
- Increase in operating costs related to implementing measures in support of the Plan for Social Well-Being, Sustainability Initiatives, and 2010 Opportunities, and
- Support for Council's Key Priorities such as Community Beautification, Community Celebrations, and Economic Growth.

**The following additional on-going revenues and departmental savings were identified in 2009 and have been included in this plan:**

- Tax revenue increases related to growth;
- Reduction in Hydro and Terasen costs due to lower rates;
- Increased funding from Carbon Tax Rebates, and
- New revenue generating initiatives.

## 4.0 GENERAL CAPITAL FINANCIAL PLAN

Council has taken the following action to meet the funding requirements for 2010 capital projects:

- Planned sales of some City lands that are no longer required for City purposes;
- Allocation of 100% of the proceeds from Gaming Revenue generated within the City, and
- Internal borrowing from the Legacy Statutory Reserve Fund.

Surrey has ongoing base capital requirements totalling $11.6 Million per year. Construction of the Cloverdale Multi-Purpose Centre, the Chuck Bailey Recreation Centre and Fire Hall #14 will be completed in 2010, along with renovations to the Kensington Prairie School and the Fraser Heights Fitness Centre. Recreation facility improvements include two additional artificial turf fields (at Newton Athletic Park and Hjorth Road) and a covered youth park at Tom Binnie Park. The City has been awarded a grant by senior governments toward the construction of the new City Center Library which will be completed by March 2011. The Civic Centre Project at City Centre is in the design phase and construction will commence in late 2010.

### 5.0 ROADS & TRAFFIC FINANCIAL PLAN

Council approved a Local Roads and Traffic Safety Levy that commenced in 2008, to maintain the City's local roadway pavement and provide for additional safety-related road needs (i.e., pedestrian crossings, sidewalks, traffic calming, etc.). The Levy was to be established using the equivalent of a 1% property tax increase in each of the next four years (i.e. 2008 through 2011) which amounted to $11.30 per year for a single family dwelling. As per the original plan, the levy will increase in 2010 to approximately $35 for a single family dwelling and $69 for a business with an assessed value of $1 million.

The 2010 Five Year (2010 – 2014) Financial Plan includes further increases to the Road and Traffic Safety Levy over a 3-year period beginning in 2012 through to 2014 that will be relied upon to fund, in addition to local roads, the City's contribution to the capital costs of all arterial and other road needs. During this three year period beyond 2011, the Plan provides for the equivalent of a $13 increase per year in the Levy for the average single family home or a total increase of $39 per year at the end of the three year period (i.e. the equivalent of a 3% property tax increase). The general revenue that will become available as a result of this approach for funding roads will be used to fund the City's other Capital Program needs.

### 6.0 SEWER & DRAINAGE UTILITY FINANCIAL PLAN

The Sewer and Drainage Utility is a dedicated self-sustaining Fund. Any projected funding requirements are offset by a corresponding increase in the user fees. Over the last several years, the City has been moving towards a 'User-Pay' approach for sewer and drainage usage. We will continue to enhance our fee structure in the next 5 years to eliminate the 'flat rate' system.

<u>Funding Requirements:</u>

- Greater Vancouver Sewer and Drainage District's projected increases;
- Lowland drainage flood control program;
- Contractual labour and energy cost increases, and
- Streamlining of the fee structure.

These funding requirements can be addressed with only minimal increases in the sewer rates over the next several years. The average metered single-family dwelling will pay $202 in 2010 ($195 in 2009). Each property will also pay a $162 Drainage Parcel Tax in 2010 ($161 in 2009).

## 7.0 SOLID WASTE FINANCIAL PLAN

The City of Surrey's annual residential waste has been steadily declining even while Surrey's population continues to grow. Presently, close to 50% of the City's residential solid waste stream is diverted from landfill. By 2015, the City's goal is to achieve a diversion rate of 70%. To achieve this target, a pilot residential organics collection program will commence in the fall of 2010, with a larger goal of introducing City-wide collection in 2012. Additional waste diversion will be achieved through the establishment of the first regional Eco-centre facility, a one-stop drop off location for recyclables, compostable, reusable and garbage items. In 2010, the solid waste rate will be $241 ($212 in 2009) for a single family residence, which partly reflects an increase in the GVRD tipping fee. The GVRD is projecting the further increases in the tipping fees over the next five years, which will result in further increases each year to the solid waste rates charged by the City.

## 8.0 WATER UTILITY FINANCIAL PLAN

The Water Utility is a dedicated self-sustaining Fund. Any projected funding requirements are offset by a corresponding increase in the user fees. Over the last several years, the City has been moving towards a fully 'metered' approach for recovering the costs of the water utility. We will continue to enhance our fee structure each year with a goal of eliminating the 'flat rate' system and having all properties on water meters.

Funding Requirements:

- Greater Vancouver Regional District's projected water rate increases;
- Contractual labour and energy cost increases, and
- Streamlining of the fee structure.

To meet these funding requirements, water rates continue to increase. The average metered single-family dwelling will pay $358 in 2010 ($326 in 2009).

## 9.0 MEETING THE CHALLENGES OF TOMORROW

The 2010 Financial Plan recognizes the challenges facing the City related to transportation, public safety, and maintenance/operational requirements for the increasing inventory of municipal infrastructure.

Staff will continue to explore alternative revenue sources and cost effective service delivery methods to maintain the high quality of services in Surrey, while keeping property tax levels consistent with Council direction. Such strategies include priority for industrial/commercial development, a continued shift towards "user-pay" fees, as well as pursuing cost recoveries/revenue sharing partnerships. It should be noted that some of these strategies are under the direct control and decision-making authority of Council, while others are dependent upon Federal/Provincial government decisions. The City established the Surrey City Development Corporation (SCDC) during 2007. The SCDC was established in part to develop business-designated land owned by the City for the purpose of creating new revenues for the City. The extent of successful implementation of the above strategies will determine our capacity to fund needs currently not included in the 2010 - 2014 Financial Plan.

With the 2009 financial statements, City staff have implemented the required PSAB standards for recording Tangible Capital Assets and fully recognizing the financial ramifications of on-going infrastructure depreciation.

### 10.0 CONCLUSION

The 2010 - 2014 Financial Plan presented in this document is based on Council's direction. Property taxes in the City of Surrey remain one of the lowest in the Lower Mainland.

The Financial Plan will allow for the on-going provision of City services while maintaining sound financial health for the City. However, consideration must continue to be given in the preparation of future annual budgets toward generating additional revenues for the Corporation to address infrastructure maintenance and replacement and the increasing demands generated by community growth.

I would like to thank all the staff of the City for their dedication and commitment to the delivery of quality services to Surrey citizens and businesses, while meeting Council's financial direction. I also want to acknowledge the efforts of the staff that contributed directly to the preparation of the 2010 - 2014 Financial Plan.

Respectfully,

Vivienne Wilke
General Manager,
Finance & Technology

# 2010 – 2014 FINANCIAL PLAN

## SUPPLEMENTAL FUNDING REQUESTS

Departments were requested to identify any critical needs over and above their "status-quo" requirements. They were also asked to re-evaluate requirements that had been submitted during the previous year's planning cycle. Requirements for 2010 that had previously been approved in the 2009 – 2013 Financial Plan have been incorporated into the Departmental Financial Plans as follows:

| | | |
|---|---|---|
| RCMP | Annualization of 20 Members added Oct/09 | $ 1,800,000 |
| RCMP | Additional 6 Members effective Oct/10 | 180,000 |
| Parks, Recreation & Culture | Operating Costs for new facilities<br>Chuck Bailey & Kwomais Point Park | 878,000 |
| | | $2,858,000 |

New issues identified during the 2010 planning process and approved by Council include:

| | | |
|---|---|---|
| Corporate | Community Beautification | $ 462,000 |
| Corporate | 'Plan for Social Well-Being' Funding | 113,000 |
| Corporate | Sustainability Initiatives | 150,000 |
| RCMP | Operating Costs for Community Safety Office | 43,000 |
| Parks, Recreation & Culture | Operating Costs for new facilities<br>Newton Rec Centre Gym, Kensington Prairie Reno & Fire Hall #10 Art Space | 754,000 |
| | | $ 1,522,0000 |

In addition to the increases approved in 2010, the 2010 – 2014 Financial Plan also includes increases for the following issues:

| | | |
|---|---|---|
| RCMP | Maintain a ratio of 1 officer to 700 citizens | $ 2,000,000 |
| RCMP | Additional civilian support staff | 1,000,000 |
| Parks, Recreation & Culture | Operating costs for future facilities | 3,000,000 |
| Fire Department | 8 additional firefighters in each of 2011 & 2012 | 960,000 |
| City Manager's Department | 1 additional By-law Officer per year | 365,000 |

## FINANCIAL PLANNING PROCESS

Financial planning allows departments the opportunity to examine issues, reassess their objectives and re-direct resources to accomplish their goals. Even though the Financial Plan may be presented to the Finance Committee at the end of a year or early in the new year and adopted by Council as required under the Community Charter on or before May 15th, the planning process actually begins many months before Finance Committee deliberations.

### FINANCIAL PLAN TIMELINES

The objective for this cycle is to have the 2010 – 2014 Financial Plan adopted before the end of December 2009.

The following timetable illustrates the process for the 2010 – 2014 Financial Plan:

**July 2009**

- Identification and review the impact of the prior year financial plan on the current year, and
- Publication of guidelines for the preparation of departmental submissions.

**September**

- Preparation of Departmental Financial Plans;
- Submission of Departmental Operating and Capital Issue Papers, and
- Preliminary ranking of Capital Projects.

**October**

- Preparation of Preliminary Financial Plan, and
- Preparation of Long Term Capital Plan.

**December**

- Preliminary Plan presented to Council for further direction;
- Public comments received;
- Preliminary Financial Plan received by Council (November 23, 2009);
- Preliminary Capital Ranking received by Council (November 23, 2009), and
- Preparation of Adopted Financial Plan and By-laws.
- 2010 – 2014 Financial Plan adopted by Council (December 14, 2009).

**May**

Deadline for approval of Annual Financial Plan, is May 15th, 2010 (including the Long Term Capital Plan, as set out by the Community Charter, Section 165).

### AMENDMENTS TO THE FINANCIAL PLAN AFTER FINAL ADOPTION

In certain instances, Financial Plan appropriations may be amended after Council has adopted the Plan. Any changes made after the Financial Plan By-law has been adopted may require a Financial Plan Revision By-law. Changes are tracked throughout the year and temporarily funded through contingencies. At the end of the year, Council adopts a revised Financial Plan By-law to incorporate these changes.

### BASIS OF FINANCIAL PLANNING

The Financial Plans included in this document have been prepared using the accrual basis.

The City has undertaken a process to directly align the basis of financial planning with the basis of accounting. The following are highlights of this process:

- Expenditures include all transfers to other funds and authorities;
- Public Sector Accounting Board (PSAB) standards are followed for financial statement presentation;
- The operating component of the Financial Plan includes only the operating impact of capital expenditures. All other capital spending is a separate component of the Financial Plan. The Consolidated Financial Plan includes all components and represents all revenues and expenditures that the City intends to make for the period, and
- Appropriated Surplus monies potentially available for appropriation by individual departments are included in that Department's Financial Plan. Those Appropriated Surplus funds not retained by individual departments are recorded separately.

## FINANCIAL PLANNING PRINCIPLES

This Financial Plan has been prepared using Planning Principles developed in 1996.

The rationale for incorporating a set of principles into a decision making process of public office is twofold. First, from the perspective of decision makers, principles provide structure and commonality in situations where the interests and objectives of affected parties differ. Second, from the perspective of the public, explicit reference to principles makes the political decision process more comprehensible, which in turn fosters a greater degree of public confidence.

The City has developed a set of principles to guide the financial planning processes and the preparation of operating and capital plans. Individually, each principle represents an objective, which is agreed to have positive consequences for the City over the longer term. Collectively, these principles provide a reference for aligning financial planning objectives with other City objectives and for preserving the ongoing financial health of the City. These principles are divided into 2 sections, those related to both the Capital and Operating Financial Plan and those only specific to Operating.

### Principles For Both Capital Planning and Operations Planning

- <u>Reflect the goals of Corporate and Departmental Strategic Plans</u>

  The Departmental Strategic and Financial Plans should be comprised of capital projects and operating programs which are consistent with Council-approved Strategic Plans.

- <u>Balance citizens' ability and willingness to pay, with service expectations</u>

  The Departmental Strategic and Financial Plans should be comprised of capital projects and operating programs which balance the expectations of citizens for service levels with their ability and willingness to pay for those services.

- <u>Provide for ongoing maintenance and asset replacement funding</u>

  The Departmental Strategic and Financial Plans should incorporate into the cost of capital projects, the costs associated with ongoing maintenance and replacement of investments in facilities, equipment and infrastructure.

- <u>Strive to finance capital projects on a 'Pay-As-You-Go' basis</u>

  The Departmental Strategic and Financial Plans should provide that capital projects be financed without assuming debt, unless it is required in support of an exceptional opportunity.

- <u>Encourage cost-effective service delivery</u>

  The Departmental Strategic and Financial Plans should be highly amenable to capital projects and operating programs, which deliver cost-effective services through entrepreneurship, creativity, and innovation.

- <u>Provide that new developments pay an appropriate share of new infrastructure costs</u>

The Departmental Strategic and Financial Plans should provide that an appropriate proportion of the cost of new development related to capital infrastructure, as determined by Council Policy, be financed by development charges, and

- Target total debt charges to below 5% of expenditures

  The Departmental Strategic and Financial Plans should strive to target the annual cost of total debt assumed to finance capital projects and programs to below 5% of City expenditures.

### Additional Principles Specific to Operations Planning

The following few principles apply specifically to operational aspects of Surrey's Five-Year Financial Plan:

- Ensure that current revenues support current programs

  The Financial Plan should provide that current programs are funded from current revenues and that reserves are used only as a temporary balancing measure. Any reserves, which are used to balance the Operating Financial Plan, should be subsequently replaced.

- Reward cost-effective innovations

  The Financial Plan should reward cost-saving initiatives through a "save and invest" philosophy. This philosophy, which is managed through the Senior Management Team, allows City Departments to reinvest their savings from innovation and eliminates the "spend it or lose it" approach, and

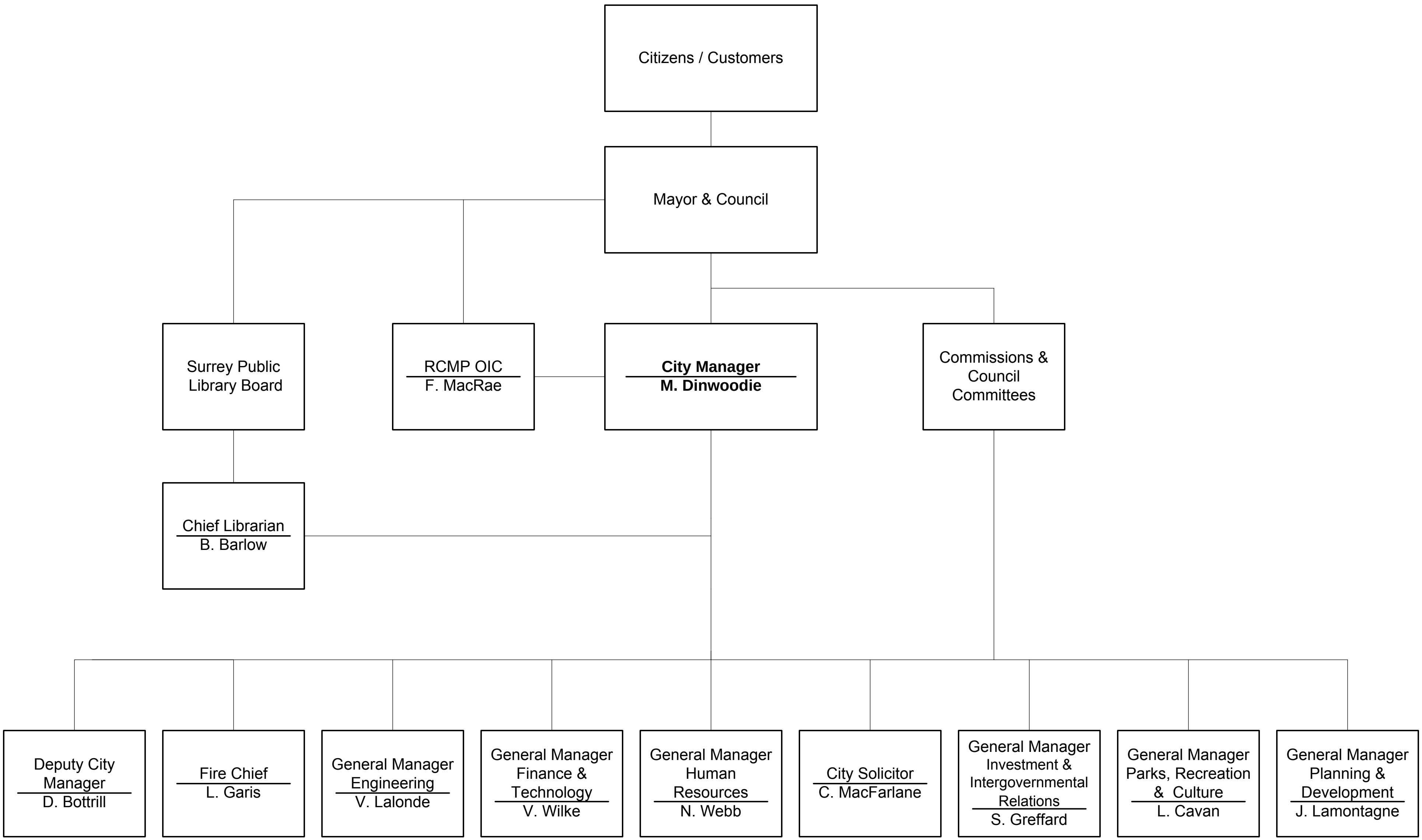
- Maintain appropriate Reserves as determined by Council

  The Financial Plan should allocate an appropriate level of funds to Reserves in order to maintain services throughout economic cycles:

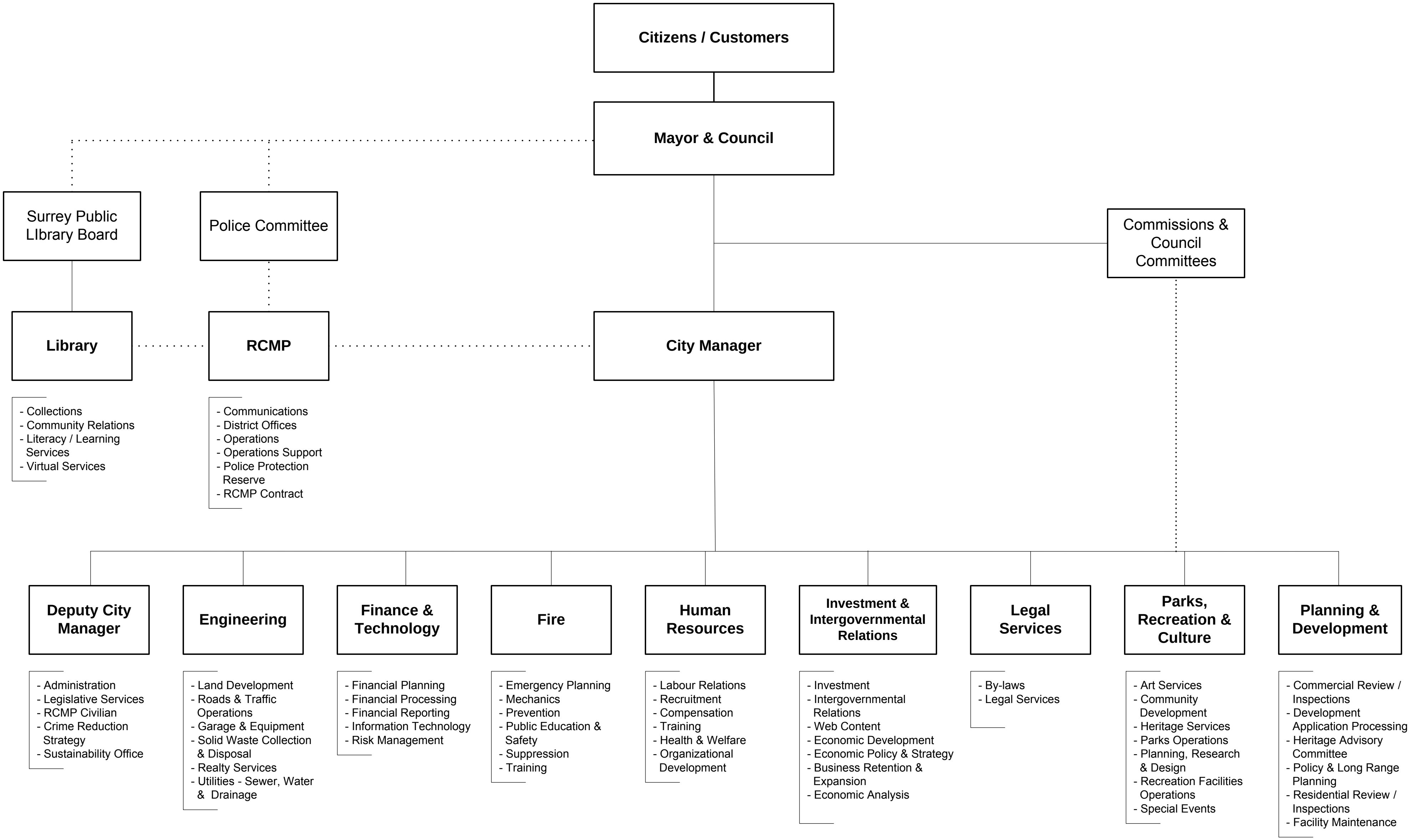
  - To insure against unforeseen costs and revenue reductions;
  - To provide bridge financing for capital, and
  - To allow the City to take advantage of market opportunities.

Council will determine the appropriate level of these Reserves.

# 2010 - 2014 FINANCIAL PLAN
# CORPORATE STRUCTURE ORGANIZATIONAL CHART



# 2010 - 2014 FINANCIAL PLAN
# DEPARTMENTAL FUNCTION ORGANIZATIONAL CHART



# MAJOR REVENUE SOURCES

Surrey has three major sources of revenue that contribute to the ongoing expenditures required for day-to-day City Operations. Property Taxation generates the most revenue for Surrey.

| Revenue ($ millions) | 2010 Budget | 2009 Actual |
|---|---|---|
| Property Tax | $214.7 | $202.5 |
| Departmental Revenues | $ 55.1 | $ 62.3 |
| Investment Portfolios | $ 13.0 | $ 13.1 |
| Other | $ 10.2 | $ 10.8 |

The 2010 Overall General Operating Revenue is $293 M ($288.7 M – 2009).

## PROPERTY TAXATION

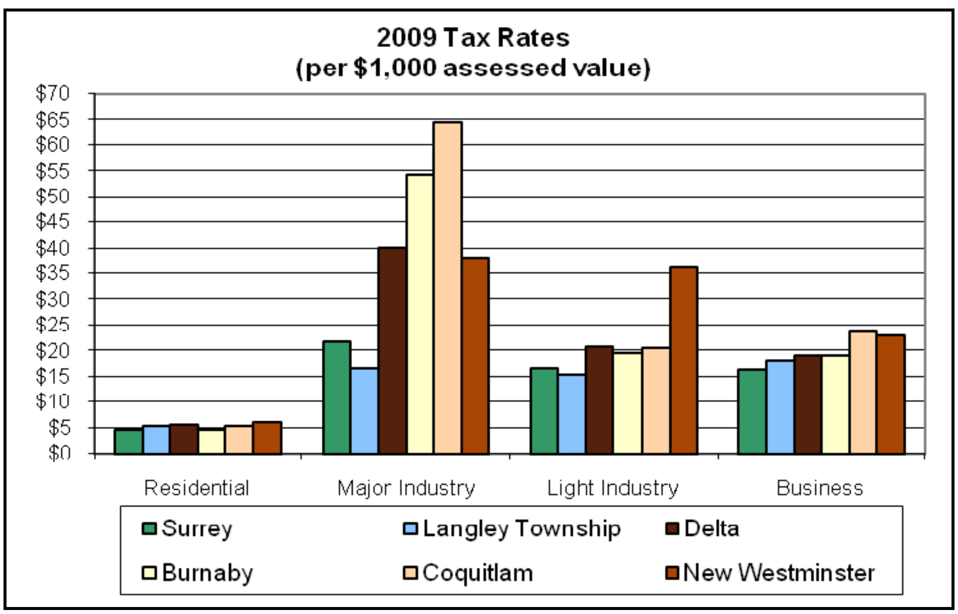
Surrey has managed to maintain a modest general tax increase of 4% for 2010. To fund increasing costs related to protective services, as well as other City operations, the City will continue with the current 4% increase in 2011 and the a 2.9% increase in 2012 to 2014.

Individual property taxes are calculated based on the assessed value of each property within the City. The average residential dwelling is assessed at approximately $548,765. Assessment growth from new development is estimated at 2% for 2010, based on the revised assessment roll.

In addition to residential property taxation, Surrey generates approximately 30% of its property taxation from business and industry. Surrey's 2008 business, light industrial and major industrial tax rates compare favourably to neighbouring municipalities.

## ROADS & TRAFFIC

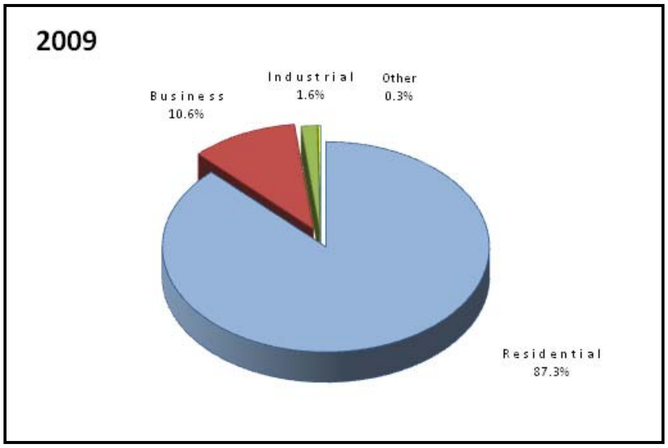
The City of Surrey adopted a "Local Roads and Traffic Safety Levy" commencing in 2008. The adoption of this levy is projected to generate approximately $5.6 million in 2010 to address the ongoing maintenance needs of the City's local road pavement and to accelerate the implementation of safety-related infrastructure on the road system.

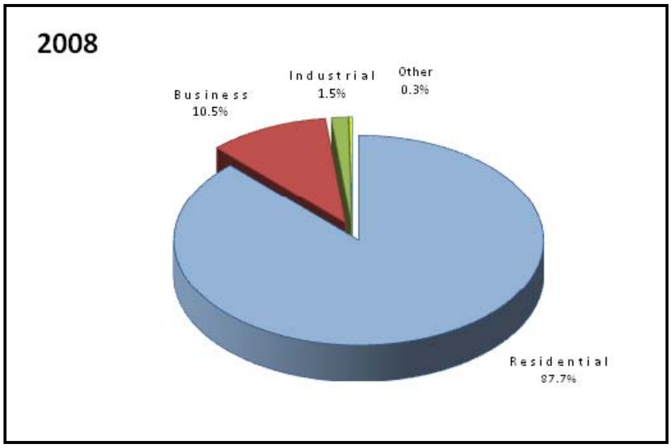



Surrey's rates are among the lowest, providing a climate conducive to attracting new commercial and industrial ventures.

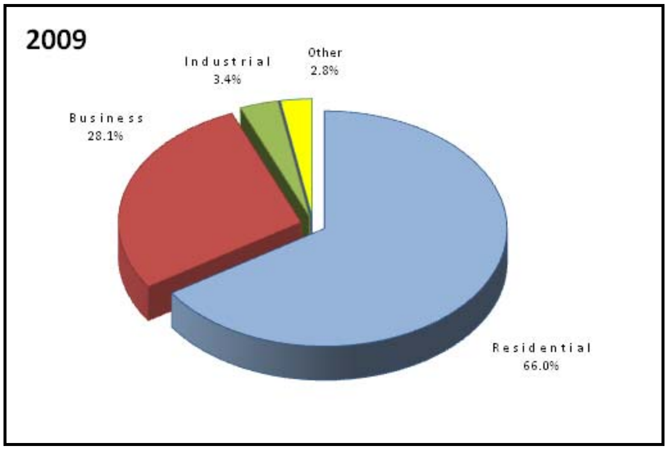
## 2009 AUTHENTICATED ROLL
## ASSESSMENT AND TAXATION COMPARISON

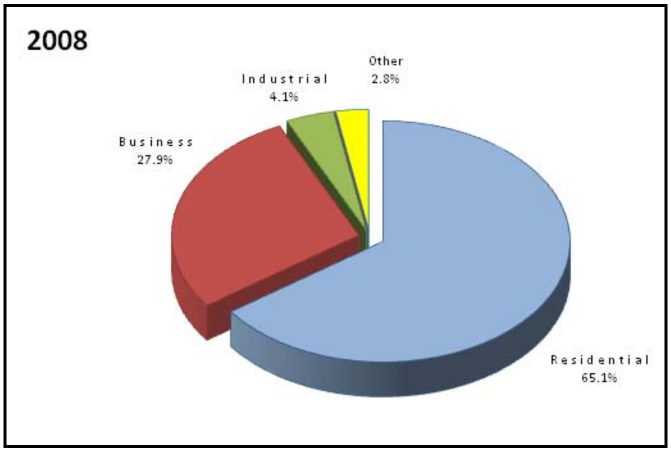
**Assessment**




**Taxes**



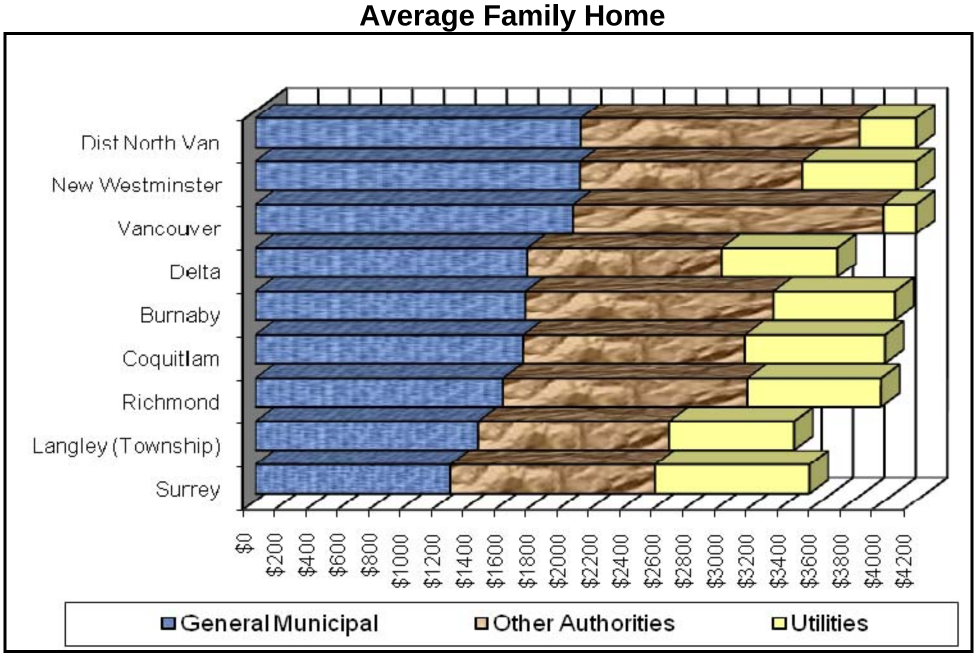




The above charts depict the relationship between assessment values and property taxes. Assessed values are divided by 1,000 and then mulitplied by the applicable tax rate to determine the annual tax levy. As shown, residential assessment values are over 87% of the total assessment values in the City but generate only 66% of the property tax revenue, reducing the residential tax burden.

## COMPARATIVE CHARGES ON A RESIDENTIAL DWELLING
## Based on Average Assessment of the Taxing Authority

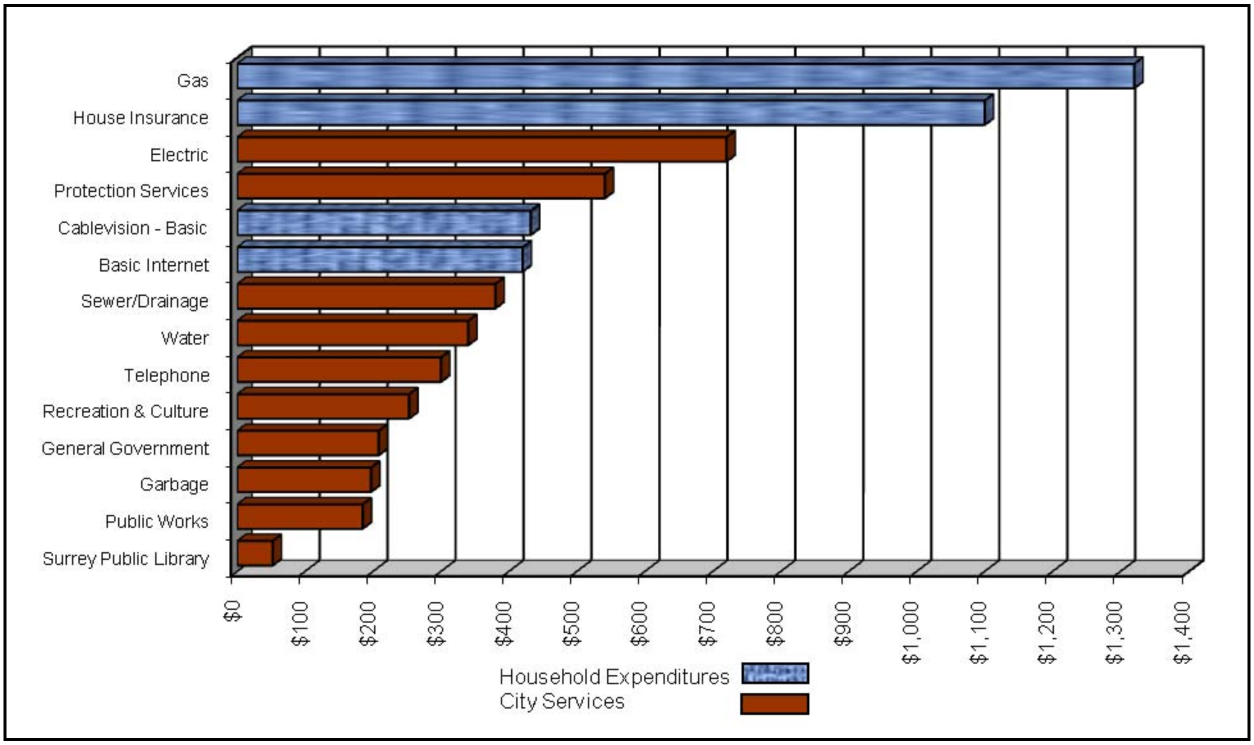
| | 2009 | | | | | | Surrey | | |
|---|---|---|---|---|---|---|---|---|---|
| | Burnaby | Langley (Township) | New Westminster | Richmond | Coquitlam | Delta | 2009 | 2008 | % Change |
| **Average Assessment** | $ 692,205 | $ 485,046 | $ 566,628 | $ 663,933 | $ 597,524 | $ 522,182 | $ 548,766 | $ 479,524 | 14% |
| | 692,205 | 485,046 | 566,628 | 663,933 | 597,524 | 522,182 | 548,766 | 479,524 | 14% |
| **Levies** | | | | | | | | | |
| School | 1,233 | 973 | 1,130 | 1,226 | 1,111 | 975 | 1,030 | 872 | 18% |
| GVTA | 255 | 178 | 208 | 244 | 220 | 192 | 202 | 162 | 24% |
| BCAA | 44 | 31 | 36 | 43 | 38 | 33 | 35 | 29 | 19% |
| GVRD | 46 | 32 | 37 | 41 | 40 | 35 | 35 | 30 | 16% |
| | 1,577 | 1,214 | 1,412 | 1,554 | 1,409 | 1,235 | 1,302 | 1,094 | 19% |
| General | 1,716 | 1,416 | 2,065 | 1,573 | 1,702 | 1,729 | 1,239 | 1,018 | 22% |
| **Total Taxes** | **3,293** | **2,630** | **3,477** | **3,128** | **3,111** | **2,964** | **2,541** | **2,112** | 20% |
| **User Rates** | | | | | | | | | |
| Water Rates | 382 | 317 | 308 | 332 | 328 | 363 | 376 | 296 | 27% |
| Sewer & Drainage Rates/Parcel Tax | 390 | 305 | 402 | 339 | 324 | 240 | 393 | 346 | 14% |
| Garbage Collection | | 171 | 184 | 179 | 238 | 132 | 212 | 197 | 8% |
| | **773** | **794** | **894** | **849** | **890** | **735** | **981** | **839** | 17% |
| **Total Taxes and User Rates** | **$ 4,066** | **$ 3,423** | **$ 4,371** | **$ 3,977** | **$ 4,001** | **$ 3,699** | **$ 3,522** | **$ 2,950** | 19% |

## Comparison of 2009 Taxes
## Average Family Home




Surrey's combined property taxes and utilities are among the lowest in the region.

**Household Expenditures vs. City Services**




The above graph illustrates the cost of City services for the average single family dwelling as compared with other household expenditures. For many taxpayers, these costs will be less than the cost of their hydro bills. As shown, the cost of protective service (police and fire combined) is significantly lower than what many people pay for electricity or gas.

## DEPARTMENTAL REVENUES

Examples of departmental revenues include items such as:

- User Fees - recreation facility fees, water fees and solid waste fees;
- Provincial Revenues - traffic fine sharing revenue and Surrey Public Library grants;
- Licences - business licences;
- Permits - building permits, electrical permits and road closure permits, and
- Other - reports, by-laws and maps.

As part of the budget process this year, there was a 4% fee increase approved by Council.

## RETURN ON INVESTMENT (INTEREST REVENUE)

Funds invested in 2009 earned a rate of interest of 4.37%. This rate is consistent with projections from several major investment dealers including Scotia McLeod, CIBC Wood Gundy, and Nesbitt Burns.

For the last five years we have compared the performance of our investment portfolios with the Municipal Finance Authority investment pools and the DEX (formerly the Scotia McLeod indices). In order to most closely match performance with these indicators, we have split Surrey's investments into the following portfolios:

- Money Market Portfolio for securities maturing within 1 year;
- Intermediate Portfolio for securities maturing between 1 and 2 years, and
- Bond Portfolio for securities whose maturity date is over 2 years and less than 10 years.

Portfolio Performance

Our overall investment performance for 2009 was 4.37%. The City is restricted in the types of investments purchased by the Community Charter and by the City's Investment Policy, which was approved by Council in February 12, 1996. The Policy was revised and approved by Council in February 2007 in order to reflect current market conditions and increase the opportunity for safe investments and higher returns. The objective is to maximize returns with minimal risk and adequate diversification while adhering to these restrictions. When comparing performance with benchmarks, it is important to be cautious of drawing conclusions based on reported returns over short time lines.

Money Market Portfolio

Surrey's Money Market Portfolio captures earnings on investments that will be maturing within the next year. Approximately 28% of the investments that are held by the City will come due within the next year and are earning comparative market rates.

Intermediate Portfolio

The intermediate portfolio held by Surrey encompasses investments that will mature within the next 1 to 2 years. Approximately 22% of Surrey's investments are included in this category and will come due within the next 2 years. Earnings in this portfolio are comparative to market returns.

Bond Portfolio

Surrey's bond portfolio captures the remaining investments with a term greater than 2 years and less than 10 years as dictated by the City of Surrey Investment Policy. The current bond portfolio holds approximately 50% of the City's investments that are earning returns comparable to those of the Municipal Finance Authority (MFA) and the DEX short-term bond index. Surrey's returns reflect a more conservative stance of shorter-term securities in its portfolio than either of the other indices. This tends to yield more moderate returns during periods of falling interest rates.

# OVERVIEW OF FUND STRUCTURE

The Financial Plan this year is in a consolidated format. The consolidation reflects a combination of the City's Operating, Capital and Reserve Funds.

## OPERATING FUNDS

These funds include the following:

- General;
- Drainage;
- Roads & Traffic;
- Sewer;
- Solid Waste, and
- Water Operating Funds.

They are used to report the operating activities of the City.

## CAPITAL FUNDS

These funds include the following:

- General;
- Drainage;
- Roads & Traffic;
- Sewer;
- Solid Waste, and
- Water Capital Funds.

They are used to record the acquisition of capital assets and any related long-term debt outstanding.

## RESERVE FUNDS

Under the Community Charter, City Council may by By-law establish special Reserve Funds for specified purposes. Money in a special Reserve Fund and the interest earned on it must be used only for the purpose for which the Fund was established. If the amount in a Reserve Fund is greater than required, City Council may, by By-law, transfer all or part of the amount to another Reserve Fund. Surrey currently has the following Reserve Funds:

- Equipment and Building Replacement;
- Municipal Land;
- Parkland Acquisition;
- Capital Acquisition;
- Environmental Stewardship;
- Local Improvement Financing;
- Water Claims;
- Homelessness;
- Parking Space;
- Development Cost Charges, and
- Neighbourhood Concept Plans.

## TRUST FUNDS

These funds have been created to hold assets, which are to be administered as directed by agreement or statute for certain beneficiaries. Trusts administered by the City are not included in the City's Consolidated Budget.

## 2010 - 2014 FINANCIAL PLAN
## CONSOLIDATED FINANCIAL SUMMARY
*(in thousands)*

| REVENUE SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Taxation | $ 212,867 | $ 229,453 | $ 230,691 | **$ 246,144** | $ 263,062 | $ 279,210 | $ 294,226 | $ 310,197 |
| Investment Income | 20,161 | 18,283 | 18,647 | **17,916** | 18,311 | 18,550 | 18,715 | 19,199 |
| Penalties and Interest on Taxes | 3,512 | 3,934 | 3,308 | **3,485** | 3,625 | 3,783 | 3,943 | 4,093 |
| Provincial Revenue Sharing | 3,402 | 2,973 | 4,100 | **2,800** | 3,300 | 3,700 | 3,800 | 3,900 |
| Corporate Lease Revenue | 4,276 | 3,125 | 3,003 | **3,530** | 3,601 | 3,673 | 3,746 | 3,821 |
| Other Revenue | 1,810 | 1,629 | - | **900** | 900 | 900 | 900 | 900 |
| | 33,161 | 29,944 | 29,058 | **28,631** | 29,737 | 30,606 | 31,104 | 31,913 |
| Departmental Revenues | 156,880 | 165,595 | 160,835 | **164,700** | 179,479 | 193,858 | 208,369 | 222,019 |
| Sundry & Developer Contributions | 36,860 | 84,218 | 79,987 | **85,589** | 69,309 | 77,929 | 77,324 | 77,129 |
| | **$ 439,768** | **$ 509,210** | **$ 500,571** | **$ 525,064** | **$ 541,587** | **$ 581,603** | **$ 611,023** | **$ 641,258** |

| EXPENDITURE SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Fiscal Services | $ 1,082 | $ 596 | $ 1,197 | **$ 1,215** | $ 1,246 | $ 1,380 | $ 1,596 | $ 1,912 |
| Council Projects | 250 | 250 | 250 | **250** | 250 | 250 | 250 | 250 |
| City Beautification | 978 | 1,346 | 1,346 | **1,808** | 2,073 | 2,338 | 2,603 | 2,868 |
| Social Plan | 949 | 1,172 | 1,172 | **1,285** | 1,336 | 1,352 | 1,368 | 1,384 |
| Sustainability | 200 | 250 | 250 | **400** | 400 | 400 | 400 | 400 |
| Crime Reduction Strategy | 553 | 106 | 560 | **560** | 560 | 560 | 560 | 560 |
| Departmental Expenditures | 345,966 | 369,593 | 376,519 | **396,639** | 426,042 | 449,076 | 472,017 | 493,677 |
| Capital Expenditures | 173,824 | 68,004 | 194,155 | **334,778** | 161,491 | 167,331 | 172,922 | 172,089 |
| | **$ 523,802** | **$ 441,317** | **$ 575,449** | **$ 736,935** | **$ 593,398** | **$ 622,687** | **$ 651,716** | **$ 673,140** |
| Interest Allocated to Approp. Surp | $ 1,359 | $ 977 | $ 1,486 | **$ 1,191** | $ 1,115 | $ 1,191 | $ 1,193 | $ 1,218 |
| Debt Principal Repaid | - | - | - | **-** | - | 1,903 | 3,716 | 5,431 |
| Net Tsf.To/(Fm) Surplus/Reserve | (85,310) | 66,767 | (72,287) | **(209,034)** | (48,940) | (40,213) | (41,644) | (34,609) |
| | **$ (83,951)** | **$ 67,744** | **$ (70,801)** | **$ (207,843)** | **$ (47,825)** | **$ (37,119)** | **$ (36,735)** | **$ (27,960)** |
| Surplus/(Deficit) | $ (83) | $ 149 | $ (4,077) | **$ (4,028)** | $ (3,986) | $ (3,965) | $ (3,958) | $ (3,922) |
| Transfers (To)/From Surplus | 83 | (149) | 4,077 | **4,028** | 3,986 | 3,965 | 3,958 | 3,922 |
| | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |

## 2010 - 2014 FINANCIAL PLAN
## DEPARTMENTAL SUMMARY
*(in thousands)*

| NET PROGRAMS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Mayor, Council & Grants | $ 2,096 | $ 2,223 | $ 2,247 | **$ 2,332** | $ 2,169 | $ 2,234 | $ 2,292 | $ 2,353 |
| City Manager | 4,638 | 4,579 | 4,524 | **4,495** | 5,050 | 5,239 | 5,434 | 5,637 |
| Investment & Intergovernmental Re | 657 | 931 | 983 | **833** | 890 | 929 | 971 | 1,014 |
| Finance & Technology | 13,769 | 13,659 | 14,354 | **15,618** | 16,375 | 17,109 | 17,867 | 18,650 |
| Human Resources | 2,568 | 2,492 | 2,521 | **2,664** | 3,011 | 3,178 | 3,340 | 3,490 |
| Fire | 44,390 | 45,968 | 45,966 | **46,711** | 47,614 | 48,363 | 48,633 | 48,916 |
| RCMP | 80,386 | 85,873 | 85,874 | **91,280** | 96,871 | 101,285 | 105,956 | 111,323 |
| Engineering Services | 1,369 | 474 | 374 | **788** | 923 | 1,049 | 1,149 | 1,254 |
| Parks, Recreation & Culture | 29,870 | 32,018 | 32,016 | **34,472** | 38,521 | 39,947 | 40,976 | 41,893 |
| Surrey Public Library | 10,726 | 9,720 | 9,857 | **10,161** | 11,559 | 13,390 | 13,946 | 14,526 |
| Planning & Development | (891) | 3,230 | 3,233 | **3,985** | 4,078 | 4,306 | 4,401 | 4,501 |
| Local Roads & Traffic Operations | 15,500 | 13,940 | 14,463 | **16,711** | 18,109 | 19,161 | 19,911 | 20,681 |
| Sewer & Drainage Operations | 6,107 | 7,433 | 10,085 | **10,155** | 10,401 | 10,541 | 10,703 | 10,847 |
| Solid Waste Operations | 277 | 1,260 | (1,431) | **(1,431)** | (1,456) | (1,456) | (1,451) | (1,451) |
| Water Operations | (9,927) | (4,887) | (5,970) | **(3,076)** | (3,988) | (5,666) | (6,454) | (7,261) |
| Operating Contingency | 384 | - | 4,396 | **3,328** | 2,603 | 2,802 | 5,559 | 7,063 |
| | **$ 201,919** | **$ 218,913** | **$ 223,492** | **$ 239,026** | **$ 252,730** | **$ 262,411** | **$ 273,233** | **$ 283,436** |

| ACCOUNT SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (148,122) | $ (151,705) | $ (150,851) | **$ (156,573)** | $ (171,663) | $ (185,909) | $ (200,285) | $ (213,797) |
| Grants, Donations and Other | (8,758) | (13,890) | (9,984) | **(8,127)** | (7,816) | (7,949) | (8,084) | (8,222) |
| | (156,880) | (165,595) | (160,835) | **(164,700)** | (179,479) | (193,858) | (208,369) | (222,019) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 146,770 | 157,914 | 159,030 | **165,282** | 174,613 | 180,401 | 185,415 | 190,629 |
| Operating Costs | 225,213 | 239,549 | 240,879 | **255,380** | 276,462 | 294,954 | 313,897 | 331,403 |
| Internal Services Used | 34,039 | 34,389 | 30,740 | **33,035** | 34,265 | 35,034 | 35,797 | 36,581 |
| Internal Services Recovered | (48,655) | (52,248) | (50,145) | **(51,286)** | (53,490) | (55,469) | (57,217) | (59,025) |
| External Recoveries | (11,401) | (10,012) | (3,985) | **(5,772)** | (5,807) | (5,843) | (5,875) | (5,912) |
| | 345,966 | 369,592 | 376,519 | **396,639** | 426,043 | 449,077 | 472,017 | 493,676 |
| **Net Operations Total** | **189,086** | **203,997** | **215,684** | **231,939** | **246,564** | **255,219** | **263,648** | **271,657** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (5,791) | (9,316) | (5,015) | **(3,192)** | (3,330) | (2,606) | (2,592) | (2,599) |
| Transfer To Own Sources | 18,624 | 24,231 | 12,823 | **10,279** | 9,497 | 9,799 | 12,177 | 14,377 |
| | 12,833 | 14,915 | 7,808 | **7,087** | 6,167 | 7,193 | 9,585 | 11,778 |
| | **$ 201,919** | **$ 218,912** | **$ 223,492** | **$ 239,026** | **$ 252,731** | **$ 262,412** | **$ 273,233** | **$ 283,435** |

## 2010 - 2014 FINANCIAL PLAN
## GENERAL OPERATING - FINANCIAL SUMMARY

*(in thousands)*

| REVENUE SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Taxation | $ 189,127 | $ 202,585 | $ 202,856 | **$ 214,724** | $ 228,574 | $ 241,368 | $ 253,012 | $ 265,087 |
| Investment Income | 15,477 | 13,178 | 14,157 | **12,976** | 13,591 | 14,094 | 14,480 | 15,119 |
| Penalties and Interest on Taxes | 2,608 | 2,880 | 2,650 | **2,800** | 2,900 | 3,000 | 3,100 | 3,200 |
| Provincial Revenue Sharing re: Gaming | 3,402 | 2,973 | 4,100 | **2,800** | 3,300 | 3,700 | 3,800 | 3,900 |
| Corporate Lease Revenue | 4,276 | 3,125 | 3,003 | **3,530** | 3,601 | 3,673 | 3,746 | 3,821 |
| Other Revenue | 1,810 | 1,629 | - | **900** | 900 | 900 | 900 | 900 |
| | 27,573 | 23,785 | 23,910 | **23,006** | 24,292 | 25,367 | 26,026 | 26,940 |
| Departmental Revenues | 60,520 | 62,320 | 55,814 | **55,066** | 56,497 | 58,062 | 59,679 | 61,345 |
| | **$ 277,220** | **$ 288,690** | **$ 282,580** | **$ 292,796** | **$ 309,363** | **$ 324,797** | **$ 338,717** | **$ 353,372** |

| EXPENDITURE SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Fiscal Services | $ 1,082 | $ 596 | $ 1,197 | **$ 1,215** | $ 1,246 | $ 1,380 | $ 1,596 | $ 1,912 |
| Council Priorities | | | | | | | | |
| Council Projects | 250 | 250 | 250 | **250** | 250 | 250 | 250 | 250 |
| Crime Reduction Strategy | 553 | 106 | 560 | **560** | 560 | 560 | 560 | 560 |
| City Beautification | 978 | 1,346 | 1,346 | **1,808** | 2,073 | 2,338 | 2,603 | 2,868 |
| Social Plan | 949 | 1,172 | 1,172 | **1,285** | 1,336 | 1,352 | 1,368 | 1,384 |
| Sustainability | 200 | 250 | 250 | **400** | 400 | 400 | 400 | 400 |
| | 2,930 | 3,124 | 3,578 | **4,303** | 4,619 | 4,900 | 5,181 | 5,462 |
| Departmental Expenditures | 238,536 | 251,427 | 257,222 | **265,627** | 280,633 | 291,586 | 303,825 | 315,536 |
| | **$ 242,548** | **$ 255,147** | **$ 261,997** | **$ 271,145** | **$ 286,498** | **$ 297,866** | **$ 310,602** | **$ 322,910** |
| Interest Allocated to Approp. Surplus | $ 619 | $ - | $ 710 | **$ 123** | $ 129 | $ 137 | $ 141 | $ 141 |
| Debt Principal Repaid | - | - | - | **-** | - | 1,903 | 3,716 | 5,431 |
| Contribution to Capital | 13,421 | 5,367 | 10,400 | **8,500** | 9,100 | 8,000 | 6,600 | 6,300 |
| Net Tsf.To/(From) Surplus & Other Funds | 20,715 | 28,027 | 13,550 | **17,056** | 17,622 | 20,856 | 21,616 | 22,512 |
| | **$ 34,755** | **$ 33,394** | **$ 24,660** | **$ 25,679** | **$ 26,851** | **$ 30,896** | **$ 32,073** | **$ 34,384** |
| Surplus/(Deficit) | $ (83) | $ 149 | $ (4,077) | **$ (4,028)** | $ (3,986) | $ (3,965) | $ (3,958) | $ (3,922) |
| Transfers (To)/From Surplus | 83 | (149) | 4,077 | **4,028** | 3,986 | 3,965 | 3,958 | 3,922 |
| | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |

## GENERAL OPERATING - REVENUE SUMMARY

*(in thousands)*

| REVENUE SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Taxation | | | | | | | | |
| Base Levy | $ 165,691 | $ 177,852 | $ 177,753 | **$ 190,897** | $ 202,370 | $ 215,726 | $ 228,147 | $ 239,408 |
| Assessment Growth | 7,356 | 5,524 | 6,221 | **3,436** | 5,107 | 6,040 | 4,563 | 4,788 |
| Property Tax Rate Increase | 4,805 | 7,292 | 7,266 | **8,087** | 8,299 | 6,431 | 6,748 | 6,942 |
| Provision for Adjustments | - | - | (50) | **(50)** | (50) | (50) | (50) | (50) |
| | 177,852 | 190,668 | 191,190 | **202,370** | 215,726 | 228,147 | 239,408 | 251,088 |
| Grants in Lieu | 11,271 | 11,919 | 11,666 | **12,354** | 12,848 | 13,221 | 13,604 | 13,999 |
| Special Assessments | 4 | (2) | - | **-** | - | - | - | - |
| Net Taxation | 189,127 | 202,585 | 202,856 | **214,724** | 228,574 | 241,368 | 253,012 | 265,087 |
| Other | | | | | | | | |
| Investment Income | 15,477 | 13,178 | 14,157 | **12,976** | 13,591 | 14,094 | 14,480 | 15,119 |
| Penalties and Interest on Taxes | 2,608 | 2,880 | 2,650 | **2,800** | 2,900 | 3,000 | 3,100 | 3,200 |
| Provincial Casino Revenue Sharing | 3,402 | 2,973 | 4,100 | **2,800** | 3,300 | 3,700 | 3,800 | 3,900 |
| Corporate Lease Revenue | 4,276 | 3,125 | 3,003 | **3,530** | 3,601 | 3,673 | 3,746 | 3,821 |
| Other Revenue | 1,810 | 1,629 | - | **900** | 900 | 900 | 900 | 900 |
| | 27,573 | 23,785 | 23,910 | **23,006** | 24,292 | 25,367 | 26,026 | 26,940 |
| **Total Corporate Revenues** | **216,700** | **226,370** | **226,766** | **237,730** | **252,866** | **266,735** | **279,038** | **292,027** |
| **Departmental Revenues** | | | | | | | | |
| General Government | | | | | | | | |
| City Manager | 6,098 | 6,282 | 5,932 | **6,162** | 6,408 | 6,600 | 6,798 | 7,001 |
| Investment & Intergovernmental Relations | 63 | 27 | 1,005 | **5** | 5 | 5 | 5 | 5 |
| Finance & Technology | 1,064 | 1,155 | 952 | **981** | 1,014 | 1,040 | 1,067 | 1,095 |
| Human Resources | - | 63 | - | **5** | 5 | 5 | 5 | 5 |
| | 7,225 | 7,527 | 7,889 | **7,153** | 7,432 | 7,650 | 7,875 | 8,106 |
| Protection Services | | | | | | | | |
| Fire | 1,400 | 1,336 | 1,337 | **1,332** | 1,385 | 1,426 | 1,469 | 1,513 |
| RCMP | 7,007 | 10,845 | 7,040 | **7,070** | 7,225 | 7,374 | 7,526 | 7,682 |
| | 8,407 | 12,181 | 8,377 | **8,402** | 8,610 | 8,800 | 8,995 | 9,195 |
| Other | | | | | | | | |
| Engineering Services | 3,989 | 3,086 | 4,632 | **4,762** | 4,820 | 4,897 | 4,976 | 5,057 |
| Parks, Recreation & Culture | 18,990 | 21,013 | 17,961 | **18,633** | 18,863 | 19,388 | 19,929 | 20,484 |
| Surrey Public Library | 1,764 | 1,744 | 1,745 | **1,589** | 1,599 | 1,609 | 1,619 | 1,629 |
| Planning & Development | 20,145 | 16,769 | 15,210 | **14,527** | 15,173 | 15,718 | 16,285 | 16,874 |
| | 44,888 | 42,612 | 39,548 | **39,511** | 40,455 | 41,612 | 42,809 | 44,044 |
| | **60,520** | **62,320** | **55,814** | **55,066** | **56,497** | **58,062** | **59,679** | **61,345** |
| | **$ 277,220** | **$ 288,690** | **$ 282,580** | **$ 292,796** | **$ 309,363** | **$ 324,797** | **$ 338,717** | **$ 353,372** |

## 2010 - 2014 FINANCIAL PLAN
## GENERAL OPERATING - EXPENDITURE SUMMARY

*(in thousands)*

| EXPENDITURE SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Interest Paid on Prepaid Taxes | $ 796 | $ 176 | $ 884 | **$ 800** | $ 819 | $ 842 | $ 859 | $ 876 |
| Interest on External Debt | - | - | - | **-** | - | 98 | 284 | 569 |
| Fiscal Charges | 286 | 420 | 313 | **415** | 427 | 440 | 453 | 467 |
| | 1,082 | 596 | 1,197 | **1,215** | 1,246 | 1,380 | 1,596 | 1,912 |
| **Council Priorities** | | | | | | | | |
| Council Projects | 250 | 250 | 250 | **250** | 250 | 250 | 250 | 250 |
| Crime Reduction Strategy | 553 | 106 | 560 | **560** | 560 | 560 | 560 | 560 |
| City Beautification | 978 | 1,346 | 1,346 | **1,808** | 2,073 | 2,338 | 2,603 | 2,868 |
| Social Plan | 949 | 1,172 | 1,172 | **1,285** | 1,336 | 1,352 | 1,368 | 1,384 |
| Sustainability | 200 | 250 | 250 | **400** | 400 | 400 | 400 | 400 |
| | 2,930 | 3,124 | 3,578 | **4,303** | 4,619 | 4,900 | 5,181 | 5,462 |
| **Departmental Expenditures** | | | | | | | | |
| General Government | | | | | | | | |
| Mayor, Council & Grants | 2,050 | 2,223 | 2,247 | **2,332** | 2,169 | 2,234 | 2,292 | 2,353 |
| City Manager | 10,970 | 9,796 | 10,312 | **10,513** | 12,014 | 11,695 | 12,088 | 12,494 |
| Investment & Intergovernmental Relations | 720 | 1,041 | 2,633 | **838** | 895 | 934 | 976 | 1,019 |
| Finance & Technology | 14,801 | 11,906 | 15,238 | **16,534** | 17,830 | 18,596 | 19,387 | 20,205 |
| Human Resources | 2,816 | 2,610 | 2,774 | **2,846** | 3,066 | 3,203 | 3,345 | 3,495 |
| | 31,357 | 27,576 | 33,204 | **33,063** | 35,974 | 36,662 | 38,088 | 39,566 |
| Protection Services | | | | | | | | |
| Fire | 42,724 | 45,220 | 45,926 | **46,666** | 47,622 | 48,412 | 48,725 | 49,052 |
| RCMP | 84,556 | 90,875 | 90,964 | **96,650** | 102,396 | 106,959 | 111,782 | 117,305 |
| | 127,280 | 136,095 | 136,890 | **143,316** | 150,018 | 155,371 | 160,507 | 166,357 |
| Other | | | | | | | | |
| Engineering Services | 4,056 | 4,024 | 3,304 | **3,670** | 3,823 | 3,986 | 4,123 | 4,266 |
| Parks, Recreation & Culture | 46,975 | 54,874 | 50,389 | **52,502** | 56,338 | 58,289 | 59,859 | 61,331 |
| Surrey Public Library | 12,387 | 11,294 | 11,602 | **11,750** | 13,158 | 14,999 | 15,565 | 16,155 |
| Planning & Development | 16,097 | 17,564 | 17,437 | **17,998** | 18,719 | 19,477 | 20,124 | 20,798 |
| Operating Contingency | 384 | - | 4,396 | **3,328** | 2,603 | 2,802 | 5,559 | 7,063 |
| | 79,899 | 87,756 | 87,128 | **89,248** | 94,641 | 99,553 | 105,230 | 109,613 |
| **Total Departmental Expend.** | **238,536** | **251,427** | **257,222** | **265,627** | **280,633** | **291,586** | **303,825** | **315,536** |
| **Approp. Surplus re: Interest** | 619 | - | 710 | **123** | 129 | 137 | 141 | 141 |
| **Debt Principal Repaid** | | | | | | | | |
| External Debt | - | - | - | **-** | - | 1,903 | 3,716 | 5,431 |
| | - | - | - | **-** | - | 1,903 | 3,716 | 5,431 |
| **Contributions to Capital** | | | | | | | | |
| Contribution to Capital | 10,019 | 2,394 | 6,300 | **5,700** | 5,800 | 4,300 | 2,800 | 2,400 |
| Contribution Capital re: Gaming | 3,402 | 2,973 | 4,100 | **2,800** | 3,300 | 3,700 | 3,800 | 3,900 |
| | 13,421 | 5,367 | 10,400 | **8,500** | 9,100 | 8,000 | 6,600 | 6,300 |
| **Net Tsf. To/(From) Surplus & Other Funds** | | | | | | | | |
| Repay Internal Borrowing | 37 | 18 | 18 | **510** | 958 | 2,367 | 2,367 | 2,367 |
| Roads & Transportation Fund | 14,995 | 24,582 | 14,167 | **15,688** | 16,501 | 17,696 | 18,409 | 19,279 |
| Solid Waste Fund | (86) | (3,354) | (2,128) | **(2,128)** | (2,153) | (2,172) | (2,192) | (2,212) |
| Water Revenue Fund | (1,402) | (1,451) | (2,112) | **(2,112)** | (2,149) | (2,165) | (2,181) | (2,195) |
| Sewer/Drainage Fund | (1,792) | (1,684) | (1,332) | **(1,332)** | (1,333) | (1,321) | (1,310) | (1,300) |
| Appropriated Surplus | (4,168) | (515) | (1,632) | **(1,406)** | (2,467) | (1,728) | (1,699) | (1,691) |
| Reserve Funds | 13,131 | 10,431 | 6,569 | **7,836** | 8,264 | 8,179 | 8,221 | 8,264 |
| | 20,715 | 28,027 | 13,550 | **17,056** | 17,622 | 20,856 | 21,616 | 22,512 |
| | **$ 277,303** | **$ 288,541** | **$ 286,657** | **$ 296,824** | **$ 313,349** | **$ 328,762** | **$ 342,675** | **$ 357,294** |

## 2010 - 2014 FINANCIAL PLAN
## DEPARTMENTAL PROGRAM SUMMARY
## GENERAL GOVERNMENT

*(in thousands)*

| NET PROGRAMS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Mayor, Council & Grants | | | | | | | | |
| Office of the Mayor | $ 441 | $ 511 | $ 583 | **$ 624** | $ 661 | $ 700 | $ 736 | $ 775 |
| Council | 569 | 626 | 578 | **622** | 647 | 673 | 695 | 717 |
| City Grants | 1,086 | 1,086 | 1,086 | **1,086** | 861 | 861 | 861 | 861 |
| | 2,096 | 2,223 | 2,247 | **2,332** | 2,169 | 2,234 | 2,292 | 2,353 |
| City Manager | | | | | | | | |
| Administration | 1,584 | 1,580 | 1,104 | **954** | 1,019 | 1,062 | 1,107 | 1,154 |
| By-law Services | (1,274) | (1,474) | (1,041) | **(1,034)** | (982) | (976) | (970) | (963) |
| Legal Services | 1,366 | 1,482 | 1,474 | **1,440** | 1,547 | 1,621 | 1,699 | 1,781 |
| Legislative Services | 2,962 | 2,991 | 2,987 | **3,135** | 3,466 | 3,532 | 3,598 | 3,665 |
| | 4,638 | 4,579 | 4,524 | **4,495** | 5,050 | 5,239 | 5,434 | 5,637 |
| Investment & Intergovernmental Relations | | | | | | | | |
| Government Relations | - | 81 | - | **250** | 265 | 275 | 286 | 297 |
| Investment | 657 | 850 | 983 | **583** | 625 | 654 | 685 | 717 |
| | 657 | 931 | 983 | **833** | 890 | 929 | 971 | 1,014 |
| Finance & Technology | | | | | | | | |
| Leadership | 1,850 | 1,365 | 1,341 | **1,484** | 1,544 | 1,805 | 2,086 | 2,387 |
| Financial Processing | 1,596 | 1,692 | 1,954 | **2,003** | 2,102 | 2,134 | 2,165 | 2,196 |
| Financial Services | 1,137 | 1,142 | 1,597 | **1,458** | 1,534 | 1,571 | 1,609 | 1,647 |
| Information Technology | 7,799 | 8,053 | 8,056 | **9,268** | 9,613 | 9,849 | 10,088 | 10,331 |
| Risk Management | 1,387 | 1,407 | 1,406 | **1,405** | 1,582 | 1,750 | 1,919 | 2,089 |
| | 13,769 | 13,659 | 14,354 | **15,618** | 16,375 | 17,109 | 17,867 | 18,650 |
| Human Resources | | | | | | | | |
| Administration | 270 | 680 | 606 | **526** | 572 | 605 | 639 | 675 |
| Employment & Benefits | 1,434 | 1,198 | 1,113 | **1,362** | 1,607 | 1,701 | 1,788 | 1,859 |
| Health & Safety | 365 | 303 | 357 | **424** | 455 | 476 | 498 | 521 |
| Labour Relations | 499 | 311 | 445 | **352** | 377 | 396 | 415 | 435 |
| | 2,568 | 2,492 | 2,521 | **2,664** | 3,011 | 3,178 | 3,340 | 3,490 |
| | **$ 23,728** | **$ 23,884** | **$ 24,629** | **$ 25,942** | **$ 27,495** | **$ 28,689** | **$ 29,904** | **$ 31,144** |

## 2010 - 2014 FINANCIAL PLAN
## DEPARTMENTAL PROGRAM SUMMARY
## PROTECTION SERVICES

*(in thousands)*

| NET PROGRAMS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Fire | | | | | | | | |
| Administration | $ 2,615 | $ 1,624 | $ 1,603 | **$ 1,591** | $ 1,701 | $ 1,775 | $ 1,853 | $ 1,935 |
| Emergency Planning | 70 | 66 | 81 | **82** | 82 | 82 | 82 | 82 |
| Fire Operations | 37,377 | 39,467 | 39,179 | **39,852** | 40,571 | 41,185 | 41,322 | 41,463 |
| Mechanics | 694 | 738 | 765 | **760** | 791 | 818 | 845 | 872 |
| Prevention | 1,065 | 1,148 | 1,146 | **1,180** | 1,199 | 1,212 | 1,220 | 1,234 |
| Radio & Communications | 1,860 | 2,099 | 2,349 | **2,418** | 2,413 | 2,414 | 2,413 | 2,411 |
| Training | 709 | 826 | 843 | **828** | 857 | 877 | 898 | 919 |
| | 44,390 | 45,968 | 45,966 | **46,711** | 47,614 | 48,363 | 48,633 | 48,916 |
| RCMP | | | | | | | | |
| Administration | 4,326 | 3,699 | 3,065 | **2,963** | 4,254 | 4,527 | 4,813 | 5,114 |
| District Offices | 1,263 | 1,268 | 1,515 | **1,513** | 1,538 | 1,549 | 1,560 | 1,571 |
| Operations | 4,379 | 4,667 | 5,100 | **5,348** | 5,602 | 5,691 | 5,781 | 5,872 |
| Operations Support | 1,709 | 1,848 | 1,916 | **2,122** | 2,243 | 2,295 | 2,348 | 2,402 |
| RCMP Contract | 67,767 | 73,424 | 72,997 | **78,012** | 81,837 | 85,789 | 89,982 | 94,853 |
| Officer In Charge Mgmt Service | 942 | 967 | 1,281 | **1,322** | 1,397 | 1,434 | 1,472 | 1,511 |
| | 80,386 | 85,873 | 85,874 | **91,280** | 96,871 | 101,285 | 105,956 | 111,323 |
| | **$ 124,776** | **$ 131,841** | **$ 131,840** | **$ 137,991** | **$ 144,485** | **$ 149,648** | **$ 154,589** | **$ 160,239** |

## 2010 - 2014 FINANCIAL PLAN
## DEPARTMENTAL PROGRAM SUMMARY
## OTHER DEPARTMENTS

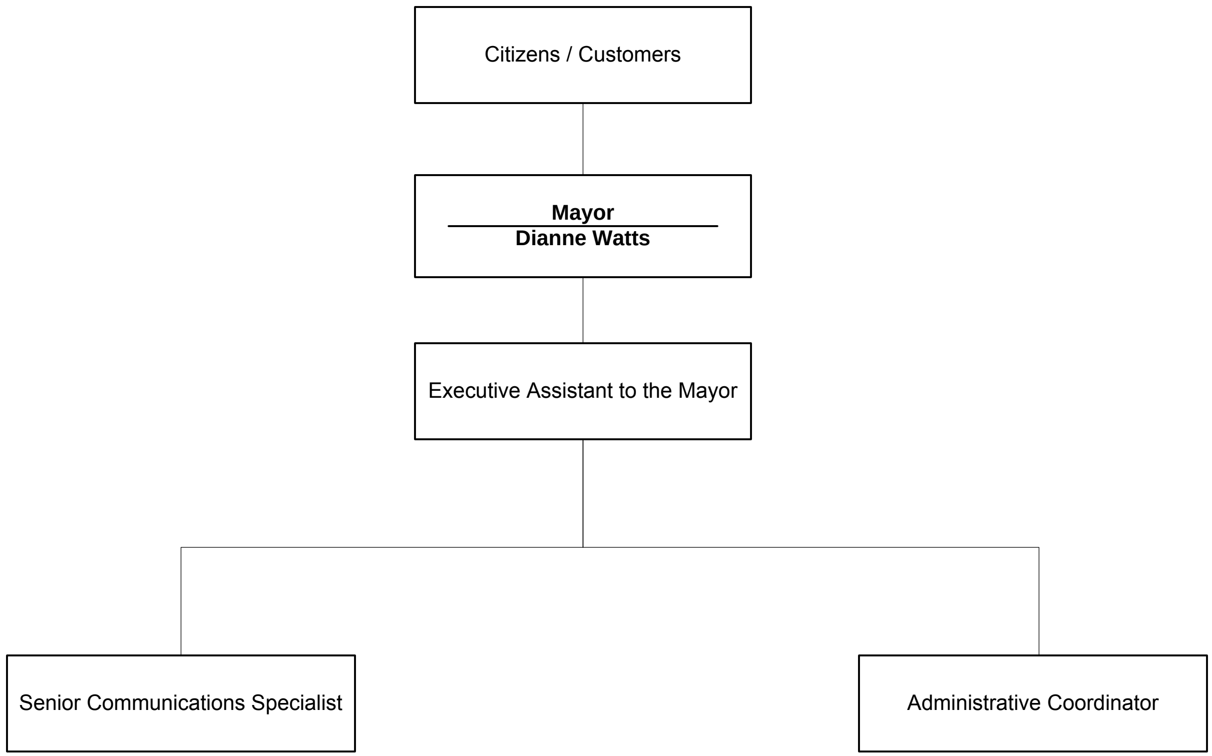
*(in thousands)*

| NET PROGRAMS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Engineering Services | | | | | | | | |
| Administration | $ (288) | $ 208 | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Fleet & Garage | (545) | (923) | - | **-** | - | - | - | - |
| GIS | 422 | 418 | 110 | **260** | 284 | 290 | 296 | 302 |
| Gravel | 88 | 18 | - | **-** | - | - | - | - |
| Land Development | 973 | 56 | 55 | **294** | 357 | 426 | 472 | 520 |
| Real Estate | 670 | 564 | 209 | **209** | 257 | 308 | 357 | 407 |
| Survey | 49 | 133 | - | **25** | 25 | 25 | 25 | 25 |
| | 1,369 | 474 | 374 | **788** | 923 | 1,049 | 1,150 | 1,254 |
| Parks, Recreation & Culture | | | | | | | | |
| Administration | 2,393 | 2,772 | 2,447 | **2,440** | 2,537 | 2,583 | 2,630 | 2,679 |
| Arenas | 1,587 | 1,348 | 1,644 | **1,559** | 1,626 | 1,612 | 1,594 | 1,574 |
| Art Centre | 1,872 | 1,981 | 1,953 | **1,995** | 2,098 | 2,127 | 2,156 | 2,184 |
| Community Development | 417 | 476 | 462 | **475** | 496 | 505 | 514 | 523 |
| Community Halls | 13 | 18 | 33 | **33** | 34 | 34 | 34 | 34 |
| Community Recreation Office | 3,336 | 3,443 | 3,435 | **4,685** | 6,072 | 6,632 | 6,799 | 6,854 |
| Heritage Services | 1,173 | 1,203 | 1,347 | **1,401** | 1,529 | 1,561 | 1,593 | 1,626 |
| Indoor Pools | 3,040 | 3,447 | 3,168 | **3,647** | 3,783 | 3,727 | 3,666 | 3,600 |
| Outdoor Pools | 792 | 807 | 809 | **814** | 815 | 815 | 815 | 815 |
| Marketing | 977 | 950 | 988 | **997** | 1,034 | 1,053 | 1,073 | 1,093 |
| Parks Division | 12,418 | 13,097 | 13,378 | **14,041** | 15,133 | 15,900 | 16,668 | 17,440 |
| Planning, Research & Dev | 134 | 492 | 271 | **287** | 303 | 311 | 319 | 327 |
| Seniors Centres | 730 | 786 | 817 | **850** | 876 | 878 | 880 | 883 |
| Special Events | 386 | 606 | 658 | **677** | 1,595 | 1,616 | 1,638 | 1,660 |
| Youth Centres | 602 | 592 | 606 | **571** | 590 | 593 | 597 | 601 |
| | 29,870 | 32,018 | 32,016 | **34,472** | 38,521 | 39,947 | 40,976 | 41,893 |
| Surrey Public Library | | | | | | | | |
| Administration | (114) | (38) | (249) | **(88)** | 753 | 1,998 | 2,040 | 2,085 |
| Community Relations | 312 | 306 | 287 | **287** | 308 | 330 | 350 | 371 |
| Public Services | 8,092 | 8,253 | 8,371 | **8,514** | 9,005 | 9,521 | 9,975 | 10,447 |
| Technical Services | 2,436 | 1,199 | 1,448 | **1,448** | 1,493 | 1,541 | 1,581 | 1,623 |
| | 10,726 | 9,720 | 9,857 | **10,161** | 11,559 | 13,390 | 13,946 | 14,526 |
| Planning and Development | | | | | | | | |
| Administration | 2,287 | 2,214 | 1,972 | **2,008** | 2,095 | 2,187 | 2,264 | 2,345 |
| Area Planning & Development | 1,336 | 1,531 | 1,100 | **1,393** | 1,479 | 1,590 | 1,672 | 1,759 |
| Building | (8,832) | (6,779) | (6,208) | **(6,062)** | (6,318) | (6,478) | (6,707) | (6,947) |
| Long Range Planning & Policy | 1,676 | 1,548 | 1,652 | **1,663** | 1,746 | 1,833 | 1,907 | 1,984 |
| Heritage Advisory Committee | 22 | 23 | 23 | **23** | 23 | 23 | 23 | 23 |
| Facilities | 2,620 | 4,693 | 4,694 | **4,960** | 5,053 | 5,151 | 5,242 | 5,337 |
| | (891) | 3,230 | 3,233 | **3,985** | 4,078 | 4,306 | 4,401 | 4,501 |
| Operating Contingency | 384 | - | 4,396 | 3,328 | 2,603 | 2,802 | 5,559 | 7,063 |
| | **$ 41,458** | **$ 45,442** | **$ 49,876** | **$ 52,734** | **$ 57,684** | **$ 61,494** | **$ 66,032** | **$ 69,237** |

# 2010 - 2014 FINANCIAL PLAN
## DEPARTMENTAL OPERATIONS
## MAYOR & COUNCIL ORGANIZATIONAL CHART

- Citizens / Customers
  - **Mayor**
    **Dianne Watts**
    - Councillor R. Bose
    - Councillor T. Gill
    - Councillor L. Hepner
    - Councillor M. Hunt
    - Councillor M. Martin
    - Councillor B. Rasode
    - Councillor B. Steele
    - Councillor J. Villeneuve

# 2010 - 2014 FINANCIAL PLAN
## DEPARTMENTAL OPERATIONS
## MAYOR'S OFFICE ORGANIZATIONAL CHART



# MAYOR & COUNCIL DEPARTMENTAL OVERVIEW

Surrey Council, the governing body of the City, is comprised of the Mayor and 8 council members. A City election is held every 3 years, with the next being in the Fall of 2011.

The key functions of City Council are to adopt by-laws governing matters delegated to local government through the Community Charter, Local Government Act and other Provincial statutes, to adopt administrative policy and to levy taxes for these purposes. City Council is also authorized to acquire, dispose of and manage City assets. The daily operation of the City is delegated by Council to the City Manager.

Members of City Council are closely involved in issues affecting Surrey through their work on local, regional, provincial and federal committees, boards and commissions. Creating a prosperous, safe, clean and active City, a City that inspires pride in its citizens, remains the paramount goal of Council. The Mayor is empowered to establish standing committees and may appoint non-Council members to those committees, though the majority of standing committee members are members of Council. Currently there are six standing committees: Finance Committee, Public Safety Committee, Transportation Committee, Audit Committee, Intergovernmental Affairs Committee, and the Parcel Tax Roll Review Panel. The role of standing committees is primarily deliberative and all standing committees take their recommendations forward to Council for ratification. Currently, there are five task forces: Mayor's Clean Energy Advisory Network, Mayor's Advisory Committee on Investment and Job Creation, Mayor's Committee on Health Care, Multicultural Advisory Committee, and Surrey Airspace Task Force. The task forces are chaired by Councillors but are composed largely of non-Council members. All findings and recommendations generated by the task forces are taken forward to Council for ratification.

There are also a total of fourteen select committees, boards, and commissions appointed by Council. At least one Council member sits on each of the select committees, boards and commissions with the majority of the members being non-Council members. Findings and recommendations generated by select committees, boards and commissions are taken forward to Council for ratification.

Council meetings are held Monday evening at 7:00 pm in the Council Chambers. There are usually two to three meetings per month.

In 2010 and beyond, Surrey City Council will continue to use its authority to establish policies related to growth, development and the operation of the City, while working closely with the City Administration, which is responsible for implementing Council policies, by-laws and resolutions.


Back Row: R. J. Bose; B. Rasode; L. M. Hepner; J. M. Hunt

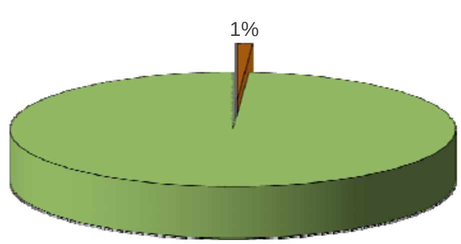
Front Row: J. A. Villeneuve; M. Martin; Mayor D. L. Watts; T. S. Gill; H. B. Steele

## 2010 - 2014 FINANCIAL PLAN
## DEPARTMENTAL OPERATIONS
## MAYOR, COUNCIL & GRANTS
*(in thousands)*

| PROGRAM SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Office of the Mayor | $ 441 | $ 511 | $ 583 | $ 624 | $ 661 | $ 700 | $ 736 | $ 775 |
| Council | 569 | 626 | 578 | 622 | 647 | 673 | 695 | 717 |
| City Grants | 1,086 | 1,086 | 1,086 | 1,086 | 861 | 861 | 861 | 861 |
| | **$ 2,096** | **$ 2,223** | **$ 2,247** | **$ 2,332** | **$ 2,169** | **$ 2,234** | **$ 2,292** | **$ 2,353** |

| ACCOUNT SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | - | - | - | - | - |
| | - | - | - | - | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 832 | 935 | 944 | 1,005 | 1,062 | 1,122 | 1,175 | 1,231 |
| Operating Costs | 1,217 | 1,283 | 1,303 | 1,327 | 1,107 | 1,112 | 1,117 | 1,122 |
| Internal Services Used | 1 | 5 | - | - | - | - | - | - |
| Internal Services Recovered | - | - | - | - | - | - | - | - |
| External Recoveries | - | - | - | - | - | - | - | - |
| | 2,050 | 2,223 | 2,247 | 2,332 | 2,169 | 2,234 | 2,292 | 2,353 |
| **Net Operations Total** | 2,050 | 2,223 | 2,247 | 2,332 | 2,169 | 2,234 | 2,292 | 2,353 |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | - | - | - | - | - |
| Transfer To Own Sources | 46 | - | - | - | - | - | - | - |
| | 46 | - | - | - | - | - | - | - |
| | **$ 2,096** | **$ 2,223** | **$ 2,247** | **$ 2,332** | **$ 2,169** | **$ 2,234** | **$ 2,292** | **$ 2,353** |

**Percentage of Property Taxes**



*(in thousands)*

| OFFICE OF THE MAYOR | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 374 | 413 | 465 | **506** | 542 | 580 | 615 | 653 |
| Operating Costs | 66 | 93 | 118 | **118** | 119 | 120 | 121 | 122 |
| Internal Services Used | 1 | 5 | - | **-** | - | - | - | - |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 441 | 511 | 583 | **624** | 661 | 700 | 736 | 775 |
| **Net Operations Total** | **441** | **511** | **583** | **624** | **661** | **700** | **736** | **775** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 441** | **$ 511** | **$ 583** | **$ 624** | **$ 661** | **$ 700** | **$ 736** | **$ 775** |

| <u>COUNCIL</u> | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 458 | 522 | 479 | **499** | 520 | 542 | 560 | 578 |
| Operating Costs | 65 | 104 | 99 | **123** | 127 | 131 | 135 | 139 |
| Internal Services Used | - | - | - | **-** | - | - | - | - |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 523 | 626 | 578 | **622** | 647 | 673 | 695 | 717 |
| **Net Operations Total** | **523** | **626** | **578** | **622** | **647** | **673** | **695** | **717** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 46 | - | - | **-** | - | - | - | - |
| | 46 | - | - | **-** | - | - | - | - |
| | **$ 569** | **$ 626** | **$ 578** | **$ 622** | **$ 647** | **$ 673** | **$ 695** | **$ 717** |

*(in thousands)*

| APPROVED CITY GRANTS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **City Leases** | | | | | | | | |
| Valley Curling Club | $ 60 | $ 60 | $ 60 | **$ 60** | $ 60 | $ 60 | $ 60 | $ 60 |
| Sunnyside Saddle Club | 38 | 38 | 38 | **38** | 38 | 38 | 38 | 38 |
| Surrey Sailing Club | 24 | 24 | 24 | **24** | 24 | 24 | 24 | 24 |
| Panorama Ridge Riding Club | 23 | 23 | 23 | **23** | 23 | 23 | 23 | 23 |
| Fraser Valley Heritage Rail Society | 20 | 20 | 20 | **20** | 20 | 20 | 20 | 20 |
| L.M. German Shepherd Dog Club | 6 | 6 | 6 | **6** | 6 | 6 | 6 | 6 |
| Action BMX Association | 4 | 4 | 4 | **4** | 4 | 4 | 4 | 4 |
| Crescent Beach Swim Club | 1 | 1 | 1 | **1** | 1 | 1 | 1 | 1 |
| | 176 | 176 | 176 | **176** | 176 | 176 | 176 | 176 |
| **Property Taxes** | | | | | | | | |
| Luke 15 House Society | - | - | 4 | **4** | - | - | - | - |
| Unallocated Taxes | - | - | 1 | **1** | 5 | 5 | 5 | 5 |
| | - | - | 5 | **5** | 5 | 5 | 5 | 5 |
| **Chamber of Commerce** | | | | | | | | |
| Cloverdale Chamber of Commerce | 10 | 10 | 10 | **10** | 10 | 10 | 10 | 10 |
| Surrey Chamber of Commerce | 10 | 10 | 10 | **10** | 10 | 10 | 10 | 10 |
| Surrey Tourism & Convention | 10 | 10 | 10 | **10** | 10 | 10 | 10 | 10 |
| South Surrey & White Rock Chamber | 10 | 10 | 10 | **10** | 10 | 10 | 10 | 10 |
| | 40 | 40 | 40 | **40** | 40 | 40 | 40 | 40 |
| **Dyking Districts** | | | | | | | | |
| Surrey Dyking District | - | - | - | **-** | - | - | - | - |
| Colebrook Dyking District | - | - | - | **-** | - | - | - | - |
| Transfer from Engineering | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Lower Fraser Valley Exhibition** | | | | | | | | |
| Operations | 300 | 300 | 300 | **300** | 300 | 300 | 300 | 300 |
| Credit Security | 200 | 200 | 200 | **200** | 200 | 200 | 200 | 200 |
| Cloverdale Rodeo | 225 | 225 | 225 | **225** | - | - | - | - |
| | 725 | 725 | 725 | **725** | 500 | 500 | 500 | 500 |
| Arts Council of Surrey | 3 | 3 | 4 | **4** | 4 | 4 | 4 | 4 |
| Honey Hooser Scholarship | 1 | 1 | 1 | **1** | 1 | 1 | 1 | 1 |
| Community Beautification Matching | - | - | 25 | **25** | 25 | 25 | 25 | 25 |
| Crime Stoppers of Greater Vancouver | 13 | 13 | 13 | **13** | 13 | 13 | 13 | 13 |
| South Fraser Community Services | 24 | 24 | - | **-** | - | - | - | - |
| Surrey Community Crime Prevention | 54 | 54 | 54 | **54** | 54 | 54 | 54 | 54 |
| Dry Grad Events | 1 | 1 | 2 | **2** | 2 | 2 | 2 | 2 |
| Special Recognition | 3 | 3 | 5 | **5** | 5 | 5 | 5 | 5 |
| **One-time Grants** | | | | | | | | |
| One-time Grants | 34 | 34 | 46 | **46** | 37 | 37 | 37 | 37 |
| Carry Forward Funding from Prior Year | (4) | (4) | (9) | **(9)** | - | - | - | - |
| Carry Forward Funding to Next Year | 18 | 18 | - | **-** | - | - | - | - |
| | 48 | 48 | 37 | **37** | 37 | 37 | 37 | 37 |
| | **$ 1,086** | **$ 1,086** | **$ 1,086** | **$ 1,086** | **$ 861** | **$ 861** | **$ 861** | **$ 861** |

| APPROVED GRANTS | DESCRIPTION | APPROVED | RECOMMENDATIONS |
|---|---|---|---|
| 1st Central Surrey Scouting | Culture & Recreation | **500** | Support the purchase of flags & stands |
| 1st Semiahmoo Sea Scouts | Culture & Recreation | **500** | Contribution towards the purchase of a Kayak |
| BC Crime Prevention Association | Community Promotion | **5,000** | Crime Prevention Symposium |
| B.C. Girls Choir | Culture & Recreation | **500** | Support the production of a CD |
| Big Brothers of Greater Vancouver | Health & Social Services | **2,000** | Support for a prevention-based mentoring program |
| Boys & Girls Clubs of Greater Vancouver (BGCGV) | Health & Social Services | **3,000** | Support for a modular building |
| Bridgeview Community Association | Community Promotion | **1,000** | Bridgeview Days |
| Cloverdale Business Improvement Association | Community Promotion | **2,000** | Cloverdale Blueberry Festival |
| Community Arts Council of White Rock & District | Culture & Recreation | **1,000** | Arts event to celebrate Aboriginal Heritage |
| Crescent Beach Community Services | Health & Social Services | **2,000** | Community Outreach program at Camp Alexandra |
| Critter Care Wildlife Society | Health & Social Services | **500** | support for the purchase of energy efficient freezers |
| Downtown Surrey Business Improvement Association | Community Promotion | **2,000** | Movie Under the Stars |
| Fleetwood Fastpitch Association | Culture & Recreation | **500** | Support the purchase of equipment & training material |
| Fraser Region Community Justice Initiatives Association | Health & Social Services | **1,000** | Support for the printing of a pocket guide to youth resources |
| Jamaican/Canadian Cultural Association of BC | Community Promotion | **1,500** | Jamaican Cultural Festival |
| Kids Help Phone | Health & Social Services | **500** | Support for a child phone and web counselling service |
| Newton Community Festival Society | Community Promotion | **2,000** | Newton Community Festival |
| Oak Avenue Neighbourhood Hub Society | Health & Social Services | **1,000** | Support for a computer upgrades |
| Rotary's R.E.C. for Kids Society | Culture & Recreation | **5,000** | Provide sports equipment to Children |
| Royal Canadian Army Cadet Corps Seaforth Highlanders of Canada | Culture & Recreation | **500** | Support the purchase of equipment |
| Royal Canadian Theatre Company | Culture & Recreation | **500** | To Help Offset costs for the Production of 'Robin Hood' |
| Softball B.C. | Culture & Recreation | **500** | Learn to play programs |
| South Asian Family Association | Community Promotion | **1,000** | International Women's Day |
| Sunnyside Acres Heritage Society | Culture & Recreation | **500** | Short, illustrated book on how the forest came to be |
| Surrey Christmas Bureau Society | Health & Social Services | **1,000** | Christmas Toy & Food hampers |
| Surrey Festival of Dance Society | Community Promotion | **2,000** | Festival of Dance 2010 |

| APPROVED GRANTS | DESCRIPTION | APPROVED | RECOMMENDATIONS |
|---|---|---|---|
| Surrey Hospice Society | Health & Social Services | **2,500** | Supplies for a children's grief room |
| Surrey International folk Dancing Society | Culture & Recreation | **500** | Support the purchase of sound equipment |
| Surrey Knights Swim Club (SKSC) | Culture & Recreation | **500** | Support the purchase of equipment |
| Surrey Philippine Independence Day Society | Community Promotion | **1,500** | Philippine Independence Day Celebration |
| Surrey Urban Farmers Market Association | Community Promotion | **1,500** | Support the "Coupon Assistance" Program |
| Whalley Community Association | Community Promotion | **2,000** | Whalley Community Festival |
| Youth Arts Council of Surrey | Culture & Recreation | **500** | Surrey Shines Program |
| Valley Curling Club | 2010 Lease In-Kind | **60,000** | 2010 Lease |
| Sunnyside Saddle Club | 2010 Lease In-Kind | **38,400** | 2010 Lease |
| Surrey Sailing Club | 2010 Lease In-Kind | **24,000** | 2010 Lease |
| Panorama Ridge Riding Club | 2010 Lease In-Kind | **22,500** | 2010 Lease |
| Fraser Valley Heritage Railway Society | 2010 Lease In-Kind | **20,400** | 2010 Lease |
| Lower Mainland German Shepherd Dog Club | 2010 Lease In-Kind | **6,000** | 2010 Lease |
| Action BMX Association | 2010 Lease In-Kind | **4,000** | 2010 Lease |
| Crescent Beach Swimming Club | 2010 Lease In-Kind | **625** | 2010 Lease |
| Cloverdale District Chamber of Commerce | Business & Tourism | **10,000** | Promote community events |
| Surrey Board of Trade | Business & Tourism | **10,000** | International Business Centre |
| Surrey Tourism & Convention Association | Business & Tourism | **10,000** | Booth at Holland Park Feb/10; Increased Advertising; Increased Visitor Guide |
| White Rock South Surrey Chamber of Commerce | Business & Tourism | **10,000** | Business Referral; Business Excellence Awards; Tourism Promotion/Services |
| Lower Fraser Valley Exhibition Association | LFVEA | **500,000** | Operations |
| Lower Fraser Valley Exhibition Association | LFVEA | **225,000** | Cloverdale Rodeo |
| Arts Council of Surrey | Community | **4,000** | BC Arts Council Matching |
| Honey Hooser Scholarship | Community | **1,000** | Weavers Scholarship |
| Community Beautification Matching | Community | **25,000** | Matching Grant |
| Greater Vancouver Crime Stoppers | Crime Prevention | **12,500** | TIPS Line |
| Surrey Crime Prevention Society | Crime Prevention | **53,500** | Crime Prevention |

| APPROVED GRANTS | DESCRIPTION | APPROVED | RECOMMENDATIONS |
|---|---|---|---|
| Clayton Heights Secondary School | Dry Grad | **100** | 2010 Dry Grad |
| Enver Creek Secondary School | Dry Grad | **100** | 2010 Dry Grad |
| Fraser Heights Secondary School | Dry Grad | **100** | 2010 Dry Grad |
| Johnston Heights Dry Grad | Dry Grad | **100** | 2010 Dry Grad |
| North Surrey Secondary School | Dry Grad | **100** | 2010 Dry Grad |
| Panorama Ridge Secondary School | Dry Grad | **100** | 2010 Dry Grad |
| Queen ElizabethSecondary School | Dry Grad | **100** | 2010 Dry Grad |
| Semiahmoo Secondary School | Dry Grad | **100** | 2010 Dry Grad |
| L.A. Matheson Secondary | Dry Grad | **100** | 2010 Dry Grad |
| Ecole Kwantlen Secondary | Dry Grad | **100** | 2010 Dry Grad |
| Dry Grad Unallocated | Dry Grad | **800** | 2011 Dry Grad |
| Special Recognition | | **2,500** | Pins |
| Unallocated - Dry Grad | | **900** | |
| Unallocated - One-time | | **3,775** | |
| Unallocated - Property Taxes | | **5,000** | |
| Unallocated - Special Recognition | | **2,500** | |
| Total | | **1,099,900** | |

## 2010 - 2014 FINANCIAL PLAN
## SIGNIFICANT CHANGES
## MAYOR, COUNCIL & GRANTS
*(in thousands)*

| | | | |
|---|---|---|---|
| **2009 ADOPTED BUDGET** | | | **$ 2,247** |
| **REVENUES** | | | |
| **Sales and Services** | ...................................... | $ - | **-** |
| **Taxation and Other** | ...................................... | - | **-** |
| **Total Change in Revenues** | | | **-** |
| **EXPENDITURES** | | | |
| **Salaries/Wages & Benefits** | | | |
| Increase in Mayor's Indemnity | ...................................... | 4 | |
| Council Inflationary Increase | ...................................... | 20 | |
| Salary Increase | ...................................... | 14 | |
| Overhead, Overtime, Sick Reduction | ...................................... | (15) | |
| Reclass Communications Position | ...................................... | 38 | **61** |
| **Operating Costs** | | | |
| Mileage for Councillors | ...................................... | 24 | **24** |
| **Internal Services Used** | ...................................... | - | **-** |
| **Internal Services Recovered** | ...................................... | - | **-** |
| **External Recoveries** | ...................................... | - | **-** |
| **Transfer From Own Sources** | ...................................... | - | **-** |
| **Transfer To Own Sources** | ...................................... | - | **-** |
| **Total Change in Expenditures** | | | **85** |
| **2010 BUDGET** | | | **$ 2,332** |

| | | | |
|---|---|---|---|
| **2010 ADOPTED BUDGET** | | | **$ 2,332** |
| **REVENUES** | ...................................... | $ - | **-** |
| **EXPENDITURES** | | | |
| **Salaries/Wages & Benefits** | | | |
| Potential Salary Increases | ...................................... | 226 | **226** |
| **Operating Costs** | | | |
| Cloverdale Rodeo | ...................................... | (225) | |
| Inflation Increase | ...................................... | 20 | **(205)** |
| **2014 BUDGET** | | | **$ 2,353** |

# CITY MANAGER FUNCTIONS

**City Manager**
**Murray Dinwoodie**

Executive Assistant
Kelly McGrath

City Solicitor
Craig MacFarlane

By-laws
- By-law Enforcement
- Licensing
- Animal Control

Legal Services
- Court Council
- Legal Advice

**Deputy City Manager**
**Dan Bottrill**

Administrative Coordinator
Marion Chow

City Clerk
Jane Sullivan
- Legislative Services
- Freedom Of Information & Protection of Privacy
- Records Management
- Election Services
- Corporate Printing

RCMP - Civilian
Johan Brand
- Administrative Support
- Dispatch Services
- Information Services
- Records Management
- Victim Services

Crime Reduction Strategy
Colleen Kerr
- Implementation of the Surrey Crime Reduction Strategy

Sustainability Office
Anna Mathewson
- Economic Sustainability
- Social Sustainability
- Environmental Sustainability
- Policy Coordination

# CITY MANAGER DEPARTMENTAL OVERVIEW

The City Manager's office is responsible for setting the overall direction to achieve Council's short and long-term objectives for the City. The office provides advice to City Council related to policies and emerging issues as well as offers direction to the City departments' General Managers. This ensures a coordinated and balanced implementation of Council policy and makes certain that Council resolutions are addressed. The City Manager's office ensures effective financial management through the development of the annual budget and the 5-year Financial Plan by monitoring performance, determining that standards are met and priorities are pursued and that high quality City services are consistently delivered.

The City Manager's office also has responsibility for the following operational divisions:

- Legal Services, including By-law Enforcement and Licencing Services
- Legislative Services and City Clerk
- Crime Reduction Strategy
- Sustainability Office

## LEGAL SERVICES

The Legal Services Division provides legal services to Council and the City Departments. City Solicitors act as Court Counsel in both prosecuting and defending legal actions, providing legal advice and rendering legal opinions on a wide variety of matters, as well as drafting or reviewing all forms of legal and legislative documentation required by the City.

The Division is also responsible for By-law Enforcement & Licencing Services and for assisting in the drafting and enforcement of a myriad of City By-laws, regulations and business licences. It is further responsible for regulating animal control and for administering the operation of the City Pound, parking enforcement and the City Tow Yard.

## LEGISLATIVE SERVICES

The Legislative Services Division is a service-oriented team providing management, information and co-ordination services in accordance with all statutory, legislative and administrative requirements to City Council, the Public and City Departments in a timely and effective manner.

## CRIME REDUCTION STRATEGY

Published in 2007, the Surrey Crime Reduction Strategy is a collaborative strategy that seeks to address crime and criminal behavior from a holistic perspective using international best practices and standards and tailoring them to the specific needs of communities in the City of Surrey.

## SUSTAINABILITY OFFICE

Council approved the creation of a Sustainability Office as part of the recommendations of the Sustainability Charter. The Office is responsible for implementing the recommendations contained in the new Sustainability Charter and other sustainability actions with a goal to make meaningful advances in sustainability in the City of Surrey.

The vision for sustainability incorporates meeting the needs of the present generation in terms of social-cultural systems, the economy and the environment while promoting a high quality of life but without compromising the ability of future generations to meet their own needs.

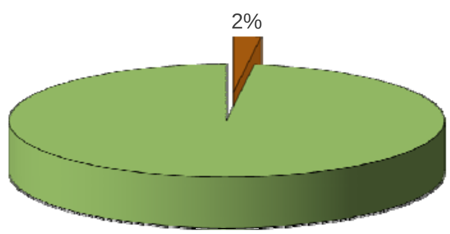
# 2010 - 2014 FINANCIAL PLAN
# DEPARTMENTAL OPERATIONS
# CITY MANAGER
*(in thousands)*

| PROGRAM SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Administration | $ 1,584 | $ 1,580 | $ 1,104 | **$ 954** | $ 1,019 | $ 1,062 | $ 1,107 | $ 1,154 |
| By-law Services | (1,274) | (1,474) | (1,041) | **(1,034)** | (982) | (976) | (970) | (963) |
| Legal Services | 1,366 | 1,482 | 1,474 | **1,440** | 1,547 | 1,621 | 1,699 | 1,781 |
| Legislative Services | 2,962 | 2,991 | 2,987 | **3,135** | 3,466 | 3,532 | 3,598 | 3,665 |
| | **$ 4,638** | **$ 4,579** | **$ 4,524** | **$ 4,495** | **$ 5,050** | **$ 5,239** | **$ 5,434** | **$ 5,637** |

**ACCOUNT SUMMARY**

| | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (6,043) | $ (6,279) | $ (5,932) | **$ (6,162)** | $ (6,408) | $ (6,600) | $ (6,798) | $ (7,001) |
| Grants, Donations and Other | (55) | (3) | - | **-** | - | - | - | - |
| | (6,098) | (6,282) | (5,932) | **(6,162)** | (6,408) | (6,600) | (6,798) | (7,001) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 6,847 | 7,069 | 7,214 | **7,496** | 8,327 | 8,590 | 8,934 | 9,291 |
| Operating Costs | 4,291 | 3,353 | 3,013 | **2,859** | 3,519 | 2,927 | 2,961 | 2,995 |
| Internal Services Used | 815 | 791 | 340 | **427** | 453 | 472 | 496 | 521 |
| Internal Services Recovered | (328) | (417) | (255) | **(269)** | (285) | (294) | (303) | (313) |
| External Recoveries | (655) | (1,000) | - | **-** | - | - | - | - |
| | 10,970 | 9,796 | 10,312 | **10,513** | 12,014 | 11,695 | 12,088 | 12,494 |
| **Net Operations Total** | 4,872 | 3,514 | 4,380 | **4,351** | 5,606 | 5,095 | 5,290 | 5,493 |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (668) | - | - | **-** | (700) | - | - | - |
| Transfer To Own Sources | 434 | 1,065 | 144 | **144** | 144 | 144 | 144 | 144 |
| | (234) | 1,065 | 144 | **144** | (556) | 144 | 144 | 144 |
| | **$ 4,638** | **$ 4,579** | **$ 4,524** | **$ 4,495** | **$ 5,050** | **$ 5,239** | **$ 5,434** | **$ 5,637** |

**Percentage of Property Taxes**



*(in thousands)*

| ADMINISTRATION | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (4) | $ (4) | $ (2) | **$ (2)** | $ (2) | $ (2) | $ (2) | $ (2) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (4) | (4) | (2) | **(2)** | (2) | (2) | (2) | (2) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 1,048 | 968 | 1,047 | **906** | 978 | 1,025 | 1,074 | 1,126 |
| Operating Costs | 290 | 254 | 177 | **177** | 180 | 183 | 186 | 189 |
| Internal Services Used | 49 | 20 | - | **-** | - | - | - | - |
| Internal Services Recovered | (87) | (140) | (118) | **(127)** | (137) | (144) | (151) | (159) |
| External Recoveries | (2) | (6) | - | **-** | - | - | - | - |
| | 1,298 | 1,096 | 1,106 | **956** | 1,021 | 1,064 | 1,109 | 1,156 |
| | **1,294** | **1,092** | **1,104** | **954** | **1,019** | **1,062** | **1,107** | **1,154** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 290 | 488 | - | **-** | - | - | - | - |
| | 290 | 488 | - | **-** | - | - | - | - |
| | **$ 1,584** | **$ 1,580** | **$ 1,104** | **$ 954** | **$ 1,019** | **$ 1,062** | **$ 1,107** | **$ 1,154** |

| BY-LAW SERVICES | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (6,027) | $ (6,266) | $ (5,912) | **$ (6,147)** | $ (6,393) | $ (6,585) | $ (6,783) | $ (6,986) |
| Grants, Donations and Other | (55) | - | - | **-** | - | - | - | - |
| | (6,082) | (6,266) | (5,912) | **(6,147)** | (6,393) | (6,585) | (6,783) | (6,986) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 2,983 | 3,124 | 3,066 | **3,556** | 3,812 | 3,967 | 4,127 | 4,292 |
| Operating Costs | 1,853 | 1,623 | 1,479 | **1,144** | 1,164 | 1,184 | 1,204 | 1,224 |
| Internal Services Used | 742 | 735 | 326 | **413** | 435 | 458 | 482 | 507 |
| Internal Services Recovered | (137) | (140) | - | **-** | - | - | - | - |
| External Recoveries | (625) | (984) | - | **-** | - | - | - | - |
| | 4,816 | 4,358 | 4,871 | **5,113** | 5,411 | 5,609 | 5,813 | 6,023 |
| **Net Operations Total** | **(1,266)** | **(1,908)** | **(1,041)** | **(1,034)** | **(982)** | **(976)** | **(970)** | **(963)** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (8) | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | 433 | - | **-** | - | - | - | - |
| | (8) | 433 | - | **-** | - | - | - | - |
| | **$ (1,274)** | **$ (1,474)** | **$ (1,041)** | **$ (1,034)** | **$ (982)** | **$ (976)** | **$ (970)** | **$ (963)** |

*(in thousands)*

| LEGAL SERVICES | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 1,171 | 1,291 | 1,383 | **1,354** | 1,466 | 1,541 | 1,620 | 1,703 |
| Operating Costs | 260 | 236 | 218 | **218** | 219 | 220 | 221 | 222 |
| Internal Services Used | 12 | 10 | 10 | **10** | 10 | 10 | 10 | 10 |
| Internal Services Recovered | (49) | (45) | (137) | **(142)** | (148) | (150) | (152) | (154) |
| External Recoveries | (28) | (10) | - | **-** | - | - | - | - |
| | 1,366 | 1,482 | 1,474 | **1,440** | 1,547 | 1,621 | 1,699 | 1,781 |
| **Net Operations Total** | **1,366** | **1,482** | **1,474** | **1,440** | **1,547** | **1,621** | **1,699** | **1,781** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 1,366** | **$ 1,482** | **$ 1,474** | **$ 1,440** | **$ 1,547** | **$ 1,621** | **$ 1,699** | **$ 1,781** |

| LEGISLATIVE SERVICES | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (12) | $ (10) | $ (18) | **$ (13)** | $ (13) | $ (13) | $ (13) | $ (13) |
| Grants, Donations and Other | - | (3) | - | **-** | - | - | - | - |
| | (12) | (13) | (18) | **(13)** | (13) | (13) | (13) | (13) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 1,645 | 1,686 | 1,718 | **1,680** | 2,071 | 2,057 | 2,113 | 2,170 |
| Operating Costs | 1,888 | 1,241 | 1,139 | **1,320** | 1,956 | 1,340 | 1,350 | 1,360 |
| Internal Services Used | 12 | 25 | 4 | **4** | 8 | 4 | 4 | 4 |
| Internal Services Recovered | (55) | (92) | - | **-** | - | - | - | - |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 3,490 | 2,860 | 2,861 | **3,004** | 4,035 | 3,401 | 3,467 | 3,534 |
| **Net Operations Total** | **3,478** | **2,847** | **2,843** | **2,991** | **4,022** | **3,388** | **3,454** | **3,521** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (660) | - | - | **-** | (700) | - | - | - |
| Transfer To Own Sources | 144 | 144 | 144 | **144** | 144 | 144 | 144 | 144 |
| | (516) | 144 | 144 | **144** | (556) | 144 | 144 | 144 |
| | **$ 2,962** | **$ 2,991** | **$ 2,987** | **$ 3,135** | **$ 3,466** | **$ 3,532** | **$ 3,598** | **$ 3,665** |

# 2010 - 2014 FINANCIAL PLAN
# SIGNIFICANT CHANGES
# CITY MANAGER

*(in thousands)*

| | | | |
|---|---|---|---|
| **2009 ADOPTED BUDGET** | | | **$ 4,524** |
| | | | |
| **REVENUES** | | | |
| **Sales and Services** | | | |
| Business Licenses | ....................................... | $ (161) | |
| Fees for Service | ....................................... | (34) | |
| Fines and By-law Infractions | ....................................... | (29) | |
| Commercial Decals and Permits | ....................................... | (6) | **(230)** |
| | | | |
| **Taxation and Other** | ....................................... | - | **-** |
| | | | |
| **Total Change in Revenues** | | | **(230)** |
| | | | |
| **EXPENDITURES** | | | |
| **Salaries/Wages & Benefits** | | | |
| Salary Rate Increase | ....................................... | 247 | |
| Overhead, Overtime, Sick Reduction | ....................................... | (205) | |
| Exempt Salary Adjustments | | (73) | |
| New Administrative Assistant | ....................................... | 85 | |
| Reclass RCMP Positions | ....................................... | 28 | |
| Mgr, Economic Developm't to Intergovernment'l Relat'ns Dept. | ....................................... | (148) | |
| Part-time Adjustment | ....................................... | (52) | |
| New Animal Control Officers | ....................................... | 400 | **282** |
| | | | |
| **Operating Costs** | | | |
| Transfer from Economic Development | ....................................... | 176 | |
| SPCA Contract | ....................................... | (371) | |
| Membership | ....................................... | 5 | |
| By-law Uniforms/Phones/Equipment | ....................................... | 36 | **(154)** |
| | | | |
| **Internal Services Used** | | | |
| Vehicles for new Animal Control Officers | ....................................... | 87 | **87** |
| | | | |
| **Internal Services Recovered** | | | |
| Salary Increase | ....................................... | (14) | **(14)** |
| | | | |
| **External Recoveries** | ....................................... | - | **-** |
| | | | |
| **Transfer From Own Sources** | ....................................... | - | |
| | | | |
| **Transfer To Own Sources** | ....................................... | - | **-** |
| | | | |
| **Total Change in Expenditures** | | | **201** |
| | | | |
| **2010 BUDGET** | | | **$ 4,495** |

# 2010 - 2014 FINANCIAL PLAN
## SIGNIFICANT CHANGES
## CITY MANAGER

*(in thousands)*

| | | | | | |
|---|---|---|---|---|---|
| **2010 ADOPTED BUDGET** | | | | $ | **4,495** |
| **REVENUES** | | | | | |
| **Sales and Service** | | | | | |
| Increase in Business License Fees | ………………………………… | $ | (839) | | **(839)** |
| **EXPENDITURES** | | | | | |
| **Salaries/Wages & Benefits** | | | | | |
| Additional By-law Officers | ………………………………… | | 364 | | |
| Potential Salary Increases | ………………………………… | | 1,431 | | **1,795** |
| **Operating Costs** | | | | | |
| Increase Due to Inflation | ………………………………… | $ | 136 | | |
| By-law Equipment & Vehicle Increase | ………………………………… | | 94 | | **230** |
| **Internal Services Recovered** | | | | | |
| Salaries Increase | ………………………………… | | (44) | | **(44)** |
| **Transfer From Own Sources** | | | | | |
| | ………………………………… | | - | | **-** |
| **2014 BUDGET** | | | | **$** | **5,637** |



CITY OF SURREY

# INVESTMENT & INTERGOVERNMENTAL RELATIONS FUNCTIONS

**General Manager**
**Shaun Greffard**

Investment
Donna Jones

- Economic Development
- Economic Policy & Strategy
- Business Retention & Expansion
- Economic Analysis

# 2010 – 2014 FINANCIAL PLAN

## INVESTMENT & INTERGOVERNMENTAL RELATIONS DEPARTMENTAL OVERVIEW

The Investment and Intergovernmental Relations Department is responsible for developing and maintaining productive relationships at the provincial and federal levels of government and to successfully advance the City's interests through those relationships. The Department is also responsible for promoting and advancing investment and economic development in the City. The Department includes the Investment Division.

### INVESTMENT DIVISION

The Investment Division is committed to strengthening the City's economic future by promoting and assisting existing businesses, attracting new businesses, encouraging a business-friendly environment, and implementing strategies to facilitate sustainable economic growth and job creation.

**Simon Fraser University & City Centre**

## 2010 - 2014 FINANCIAL PLAN
## DEPARTMENTAL OPERATIONS
## INVESTMENT & INTERGOVERNMENTAL RELATIONS

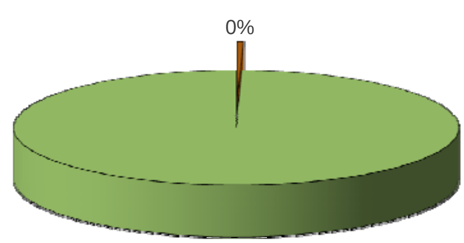
*(in thousands)*

| PROGRAM SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Government Relations | $ - | $ 81 | $ - | **$ 250** | $ 265 | $ 275 | $ 286 | $ 297 |
| Investment | 657 | 850 | 983 | **583** | 625 | 654 | 685 | 717 |
| | **$ 657** | **$ 931** | **$ 983** | **$ 833** | **$ 890** | **$ 929** | **$ 971** | **$ 1,014** |

**ACCOUNT SUMMARY**

| | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (13) | $ (2) | $ (5) | **$ (5)** | $ (5) | $ (5) | $ (5) | $ (5) |
| Grants, Donations and Other | (50) | (25) | (1,000) | **-** | - | - | - | - |
| | (63) | (27) | (1,005) | **(5)** | (5) | (5) | (5) | (5) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 218 | 580 | 366 | **685** | 740 | 777 | 817 | 858 |
| Operating Costs | 639 | 451 | 2,267 | **153** | 155 | 157 | 159 | 161 |
| Internal Services Used | 14 | 13 | - | **-** | - | - | - | - |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (151) | (3) | - | **-** | - | - | - | - |
| | 720 | 1,041 | 2,633 | **838** | 895 | 934 | 976 | 1,019 |
| **Net Operations Total** | 657 | 1,014 | 1,628 | **833** | 890 | 929 | 971 | 1,014 |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | (108) | (645) | **-** | - | - | - | - |
| Transfer To Own Sources | - | 25 | - | **-** | - | - | - | - |
| | - | (83) | (645) | **-** | - | - | - | - |
| | **$ 657** | **$ 931** | **$ 983** | **$ 833** | **$ 890** | **$ 929** | **$ 971** | **$ 1,014** |

**Percentage of Property Taxes**



*(in thousands)*

| GOVERNMENT REALTIONS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | - | 81 | - | **188** | 203 | 213 | 224 | 235 |
| Operating Costs | - | - | - | **62** | 62 | 62 | 62 | 62 |
| Internal Services Used | - | - | - | **-** | - | - | - | - |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | - | 81 | - | **250** | 265 | 275 | 286 | 297 |
| **Net Operations Total** | **-** | **81** | **-** | **250** | **265** | **275** | **286** | **297** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ -** | **$ 81** | **$ -** | **$ 250** | **$ 265** | **$ 275** | **$ 286** | **$ 297** |

| INVESTMENT | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (13) | $ (2) | $ (5) | **$ (5)** | $ (5) | $ (5) | $ (5) | $ (5) |
| Grants, Donations and Other | (50) | (25) | (1,000) | **-** | - | - | - | - |
| | (63) | (27) | (1,005) | **(5)** | (5) | (5) | (5) | (5) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 218 | 499 | 366 | **497** | 537 | 564 | 593 | 623 |
| Operating Costs | 639 | 451 | 2,267 | **91** | 93 | 95 | 97 | 99 |
| Internal Services Used | 14 | 13 | - | **-** | - | - | - | - |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (151) | (3) | - | **-** | - | - | - | - |
| | 720 | 960 | 2,633 | **588** | 630 | 659 | 690 | 722 |
| **Net Operations Total** | **657** | **933** | **1,628** | **583** | **625** | **654** | **685** | **717** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | (108) | (645) | **-** | - | - | - | - |
| Transfer To Own Sources | - | 25 | - | **-** | - | - | - | - |
| | - | (83) | (645) | **-** | - | - | - | - |
| | **$ 657** | **$ 850** | **$ 983** | **$ 583** | **$ 625** | **$ 654** | **$ 685** | **$ 717** |

# 2010 - 2014 FINANCIAL PLAN
## SIGNIFICANT CHANGES
## INVESTMENT & INTERGOVERNMENTAL RELATIONS

*(in thousands)*

| | | | |
|---|---|---|---|
| **2009 ADOPTED BUDGET** | | | **$ 983** |
| **REVENUES** | | | |
| **Sales and Services** | | | **1,000** |
| Holland Park Celebrations | ....................................... | $ 1,000 | |
| **Taxation and Other** | ....................................... | - | - |
| **Total Change in Revenues** | | | **1,000** |
| **EXPENDITURES** | | | |
| **Salaries/Wages & Benefits** | | | |
| Salary Rate Increase | ....................................... | 15 | |
| Overhead, OT, Sick decrease | ....................................... | (10) | |
| Exempt Salary Adjustments | ....................................... | (41) | |
| New Inter Gov Relations Officer | ....................................... | 188 | |
| Mgr, Economic Developm't from City Manager's Dept. | ....................................... | 148 | |
| Reclass Positions | ....................................... | 19 | **319** |
| **Operating Costs** | | | |
| Inter Gov Relations | ....................................... | 64 | |
| Holland Park Celebrations | ....................................... | (2,000) | |
| Transfer to Legislative Services | ....................................... | (178) | **(2,114)** |
| **Internal Services Used** | ....................................... | - | **-** |
| **Internal Services Recovered** | ....................................... | - | **-** |
| **External Recoveries** | ....................................... | - | **-** |
| **Transfer From Own Sources** | | | |
| Holland Park Celebrations | ....................................... | 645 | **645** |
| **Transfer To Own Sources** | ....................................... | - | **-** |
| **Total Change in Expenditures** | | | **(1,150)** |
| **2010 BUDGET** | | | **$ 833** |

| | | | |
|---|---|---|---|
| **2010 ADOPTED BUDGET** | | | **$ 833** |
| **REVENUES** | ....................................... | $ - | **-** |
| **EXPENDITURES** | | | |
| **Salaries/Wages & Benefits** | | | |
| Potential Salary Increases | ....................................... | 173 | **173** |
| **Operating Costs** | | | |
| Investment Inflationary increase | ....................................... | 8 | **8** |
| **2014 BUDGET** | | | **$ 1,014** |

# 2010 - 2014 FINANCIAL PLAN
# DEPARTMENTAL OPERATIONS
# FINANCE & TECHNOLOGY FUNCTIONS

**General Manager**
**Vivienne Wilke**

Administrative Coordinator
Lynne Hampton

Financial Services
Suzanne Fillion

- Accounts Receivable
- Cash Management
- Payroll
- Property Tax / Utility

Budgets & Reporting
Noreen Kassam

- Financial Planning
- Financial Reporting
- Capital Assets

Internal Audit & Procurement
Kam Grewal

- Commodity Tax Administration
- Internal Audit
- Purchasing
- Accounts Payable

Risk Management
Jeff Schaafsma

- Claims Investigation
- Risk Assessments
- Risk Financing
- Awareness Training
- Loss Control

Information Technology
Geoff Samson

- Client Services
- Project Services
- Technology Consulting Services
- Technology Planning & Architecture
- Application Services
- Computer Operations
- Network & Telecom Services
- Desktop Services
- Data Management Services
- IT Security
- IT Asset Management Services

## MISSION STATEMENT

*Partnering with City departments and citizens to deliver expert financial, risk and technology advice, services and solutions.*

The Finance and Technology Department strives to provide expert service, advice and innovation – above expectations as it relates to the City's future vision and direction to provide an 'Agile, Responsive Administration' in serving its clients. It has leadership in streamlining City processes.

## FINANCIAL SERVICES

**The key programs and services include:**

- Providing superior quality customer service to other departments and external stakeholders who conduct financial business with the City;
- Presenting a viable 5-Year Financial Plan that establishes financial and programming priorities annually, enabling Council to assess the City's progress and restate goals;
- Updating senior staff and Council on the City's financial performance at least quarterly;
- Reporting the City's annual financial results in a format that is compliant with Public Sector Accounting and Auditing Board (PSAB) and the Community Charter;
- Managing the City's $677 million investment portfolio and tracking $193 million in Letters of Credit, and
- Analyzing actual performances and developing forecasts to ensure that the City is on track to meet its current annual budget commitments.

## FINANCIAL PROCESSING

**The key programs and services include:**

- Process accurate bi-weekly payroll cheques and associated benefits to all City employees;
- Co-ordinate the procurement of quality, cost effective goods and services through a competitive and fair process. Provide contract administration in terms of preparing the contracts for award and renewals and monitoring compliance with legal requirements;
- Co-ordinate asset disposals for the City;
- Maintain optimum inventory levels of supplies for the City;
- Pay vendors on a timely basis and in accordance with the contractual obligations to maximize discount benefits, and
- Provide quality customer services to taxpayers, of the over 135,000 properties in the City, in relation to billing and collection of taxes and utility charges via area-based water meter billing system, a metered auto-debit payment plan, and interactive features on Property Tax & Utility Section's website.

## INFORMATION TECHNOLOGY DIVISION

**The key programs and services include:**

- Recommending strategies to meet business challenges and optimally leverage rapidly changing technology;
- Enabling internal and external customers with appropriate technology, information and applications to maximize business effectiveness from the City's investment in information technology;
- Providing expertise to customers in business process improvements and business case development associated with IT investments and alternatives;

- Performing technology product research and architecture for the development of corporate and departmental plans;
- Ensuring that systems are available, secure, operating at optimal levels of performance, and are flexible for meeting the anticipated capacity needs;
- Developing data architecture models and ensuring data safety and integrity;
- Managing and supporting the City's computing network that includes approximately 1,800 computers, 60 physical servers, 70 virtual servers and 400 printers located in over 70 sites throughout the City;
- Facilitating training to assist customers in obtaining maximum benefits from standard office and business software applications, and
- Responding to client incident calls with timely quality services.

## RISK MANAGEMENT

**The key programs and services include:**

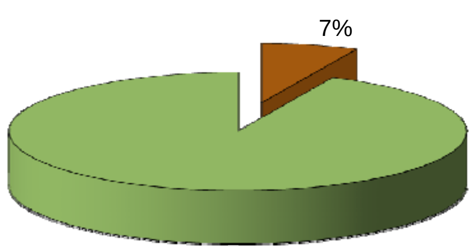
- Providing risk consulting services to departments. This service allows departments to manage the effects of uncertainty and exploit opportunities in a risk-aware environment;
- Negotiating the terms for insurance services;
- Managing third party and first party claims and litigation;
- Recovering funds owed to the City by individuals and corporations which are difficult to collect and which fall outside the usual methods for collection;
- Providing corporate wide security services;
- Determining appropriate vehicles for risk financing, and
- Work to minimize the total cost of risk.

## 2010 - 2014 FINANCIAL PLAN
## DEPARTMENTAL OPERATIONS
## FINANCE & TECHNOLOGY
*(in thousands)*

| PROGRAM SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Leadership | $ 1,850 | $ 1,365 | $ 1,341 | **$ 1,484** | $ 1,544 | $ 1,805 | $ 2,086 | $ 2,387 |
| Financial Processing | 1,596 | 1,692 | 1,954 | **2,003** | 2,102 | 2,134 | 2,165 | 2,196 |
| Financial Services | 1,137 | 1,142 | 1,597 | **1,458** | 1,534 | 1,571 | 1,609 | 1,647 |
| Information Technology | 7,799 | 8,053 | 8,056 | **9,268** | 9,613 | 9,849 | 10,088 | 10,331 |
| Risk Management | 1,387 | 1,407 | 1,406 | **1,405** | 1,582 | 1,750 | 1,919 | 2,089 |
| | **$ 13,769** | **$ 13,659** | **$ 14,354** | **$ 15,618** | **$ 16,375** | **$ 17,109** | **$ 17,867** | **$ 18,650** |

| ACCOUNT SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (900) | $ (986) | $ (841) | **$ (870)** | $ (903) | $ (929) | $ (956) | $ (984) |
| Grants, Donations and Other | (164) | (169) | (111) | **(111)** | (111) | (111) | (111) | (111) |
| | (1,064) | (1,155) | (952) | **(981)** | (1,014) | (1,040) | (1,067) | (1,095) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 8,654 | 10,028 | 11,152 | **11,370** | 12,501 | 13,032 | 13,589 | 14,173 |
| Operating Costs | 7,628 | 5,204 | 7,894 | **8,267** | 8,532 | 8,797 | 9,062 | 9,327 |
| Internal Services Used | 266 | 157 | 241 | **245** | 245 | 245 | 245 | 245 |
| Internal Services Recovered | (1,509) | (2,907) | (4,047) | **(3,322)** | (3,422) | (3,452) | (3,483) | (3,514) |
| External Recoveries | (238) | (576) | (2) | **(26)** | (26) | (26) | (26) | (26) |
| | 14,801 | 11,906 | 15,238 | **16,534** | 17,830 | 18,596 | 19,387 | 20,205 |
| **Net Operations Total** | **13,737** | **10,751** | **14,286** | **15,553** | **16,816** | **17,556** | **18,320** | **19,110** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (3,098) | (2,011) | (2,473) | **(2,476)** | (2,484) | (2,490) | (2,496) | (2,503) |
| Transfer To Own Sources | 3,130 | 4,919 | 2,541 | **2,541** | 2,043 | 2,043 | 2,043 | 2,043 |
| | 32 | 2,908 | 68 | **65** | (441) | (447) | (453) | (460) |
| | **$ 13,769** | **$ 13,659** | **$ 14,354** | **$ 15,618** | **$ 16,375** | **$ 17,109** | **$ 17,867** | **$ 18,650** |

**Percentage of Property Taxes**



*(in thousands)*

| LEADERSHIP | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 742 | 789 | 656 | **799** | 1,357 | 1,618 | 1,899 | 2,200 |
| Operating Costs | 304 | 135 | 187 | **187** | 187 | 187 | 187 | 187 |
| Internal Services Used | - | - | - | **-** | - | - | - | - |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (196) | (57) | - | **-** | - | - | - | - |
| | 850 | 867 | 843 | **986** | 1,544 | 1,805 | 2,086 | 2,387 |
| **Net Operations Total** | **850** | **867** | **843** | **986** | **1,544** | **1,805** | **2,086** | **2,387** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 1,000 | 498 | 498 | **498** | - | - | - | - |
| | 1,000 | 498 | 498 | **498** | - | - | - | - |
| | **$ 1,850** | **$ 1,365** | **$ 1,341** | **$ 1,484** | **$ 1,544** | **$ 1,805** | **$ 2,086** | **$ 2,387** |

| FINANCIAL PROCESSING | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (858) | $ (943) | $ (814) | **$ (837)** | $ (870) | $ (896) | $ (923) | $ (951) |
| Grants, Donations and Other | - | (5) | (11) | **(11)** | (11) | (11) | (11) | (11) |
| | (858) | (948) | (825) | **(848)** | (881) | (907) | (934) | (962) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 2,454 | 2,789 | 2,843 | **3,017** | 3,164 | 3,223 | 3,282 | 3,343 |
| Operating Costs | 239 | 248 | 302 | **302** | 312 | 322 | 332 | 342 |
| Internal Services Used | 176 | 130 | 122 | **126** | 126 | 126 | 126 | 126 |
| Internal Services Recovered | (311) | (407) | (300) | **(403)** | (420) | (425) | (430) | (435) |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 2,558 | 2,760 | 2,967 | **3,042** | 3,182 | 3,246 | 3,310 | 3,376 |
| **Net Operations Total** | **1,700** | **1,812** | **2,142** | **2,194** | **2,301** | **2,339** | **2,376** | **2,414** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (104) | (120) | (188) | **(191)** | (199) | (205) | (211) | (218) |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | (104) | (120) | (188) | **(191)** | (199) | (205) | (211) | (218) |
| | **$ 1,596** | **$ 1,692** | **$ 1,954** | **$ 2,003** | **$ 2,102** | **$ 2,134** | **$ 2,165** | **$ 2,196** |

*(in thousands)*

| FINANCIAL SERVICES | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (42) | $ (43) | $ (27) | **$ (33)** | $ (33) | $ (33) | $ (33) | $ (33) |
| Grants, Donations and Other | (1) | (1) | - | **-** | - | - | - | - |
| | (43) | (44) | (27) | **(33)** | (33) | (33) | (33) | (33) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 1,236 | 1,371 | 1,728 | **1,534** | 1,612 | 1,646 | 1,681 | 1,716 |
| Operating Costs | 127 | 111 | 383 | **383** | 388 | 393 | 398 | 403 |
| Internal Services Used | 8 | 1 | 9 | **9** | 9 | 9 | 9 | 9 |
| Internal Services Recovered | (156) | (259) | (244) | **(159)** | (166) | (168) | (170) | (172) |
| External Recoveries | (40) | (38) | (2) | **(26)** | (26) | (26) | (26) | (26) |
| | 1,175 | 1,186 | 1,874 | **1,741** | 1,817 | 1,854 | 1,892 | 1,930 |
| **Net Operations Total** | **1,132** | **1,142** | **1,847** | **1,708** | **1,784** | **1,821** | **1,859** | **1,897** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | (250) | **(250)** | (250) | (250) | (250) | (250) |
| Transfer To Own Sources | 5 | - | - | **-** | - | - | - | - |
| | 5 | - | (250) | **(250)** | (250) | (250) | (250) | (250) |
| | **$ 1,137** | **$ 1,142** | **$ 1,597** | **$ 1,458** | **$ 1,534** | **$ 1,571** | **$ 1,609** | **$ 1,647** |

| INFORMATION TECHNOLOGY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 3,930 | 4,750 | 5,600 | **5,692** | 6,013 | 6,172 | 6,335 | 6,502 |
| Operating Costs | 2,180 | 2,263 | 3,095 | **3,468** | 3,568 | 3,668 | 3,768 | 3,868 |
| Internal Services Used | 75 | 9 | - | **-** | - | - | - | - |
| Internal Services Recovered | (504) | (1,690) | (2,539) | **(1,792)** | (1,868) | (1,891) | (1,915) | (1,939) |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 5,681 | 5,332 | 6,156 | **7,368** | 7,713 | 7,949 | 8,188 | 8,431 |
| **Net Operations Total** | **5,681** | **5,332** | **6,156** | **7,368** | **7,713** | **7,949** | **8,188** | **8,431** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 2,118 | 2,721 | 1,900 | **1,900** | 1,900 | 1,900 | 1,900 | 1,900 |
| | 2,118 | 2,721 | 1,900 | **1,900** | 1,900 | 1,900 | 1,900 | 1,900 |
| | **$ 7,799** | **$ 8,053** | **$ 8,056** | **$ 9,268** | **$ 9,613** | **$ 9,849** | **$ 10,088** | **$ 10,331** |

*(in thousands)*

| RISK MANAGEMENT | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | (163) | (163) | (100) | **(100)** | (100) | (100) | (100) | (100) |
| | (163) | (163) | (100) | **(100)** | (100) | (100) | (100) | (100) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 292 | 329 | 325 | **328** | 355 | 373 | 392 | 412 |
| Operating Costs | 4,778 | 2,447 | 3,927 | **3,927** | 4,077 | 4,227 | 4,377 | 4,527 |
| Internal Services Used | 7 | 17 | 110 | **110** | 110 | 110 | 110 | 110 |
| Internal Services Recovered | (538) | (551) | (964) | **(968)** | (968) | (968) | (968) | (968) |
| External Recoveries | (2) | (481) | - | **-** | - | - | - | - |
| | 4,537 | 1,761 | 3,398 | **3,397** | 3,574 | 3,742 | 3,911 | 4,081 |
| **Net Operations Total** | **4,374** | **1,598** | **3,298** | **3,297** | **3,474** | **3,642** | **3,811** | **3,981** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (2,994) | (1,891) | (2,035) | **(2,035)** | (2,035) | (2,035) | (2,035) | (2,035) |
| Transfer To Own Sources | 7 | 1,700 | 143 | **143** | 143 | 143 | 143 | 143 |
| | (2,987) | (191) | (1,892) | **(1,892)** | (1,892) | (1,892) | (1,892) | (1,892) |
| | **$ 1,387** | **$ 1,407** | **$ 1,406** | **$ 1,405** | **$ 1,582** | **$ 1,750** | **$ 1,919** | **$ 2,089** |

## 2010 - 2014 FINANCIAL PLAN
## SIGNIFICANT CHANGES
## FINANCE & TECHNOLOGY

*(in thousands)*

| | | | |
|---|---|---|---|
| **2009 ADOPTED BUDGET** | | | **$ 14,354** |
| | | | |
| **REVENUES** | | | |
| **Sales and Services** | | | |
| Increase in Tax Inquiry Fees | ...................................... | $ (23) | |
| Fees for Service | ...................................... | (6) | **(29)** |
| | | | |
| **Taxation and Other** | ...................................... | - | - |
| | | | |
| **Total Change in Revenues** | | | **(29)** |
| | | | |
| **EXPENDITURES** | | | |
| **Salaries** | | | |
| Salary Increase | ...................................... | 196 | |
| Overhead, Overtime, Sick Reduction | ...................................... | (233) | |
| Reclass of Finance Positions | ...................................... | 12 | |
| New Buyer 2 | ...................................... | 69 | |
| Reclass of IT Positions | ...................................... | 2 | |
| Part-time Funding Adjustment | ...................................... | 172 | **218** |
| | | | |
| **Operating Costs** | | | |
| Professional Services Increase | ...................................... | 373 | **373** |
| | | | |
| **Internal Services Used** | | | |
| Works Yard Allocation | ...................................... | 4 | **4** |
| | | | |
| **Internal Services Recovered** | | | |
| Recovery from Capital | ...................................... | 578 | |
| Insurance | ...................................... | (4) | |
| Recovery Buyer 2 | ...................................... | (69) | |
| Salary Recovery Adjustment | ...................................... | (23) | |
| Support Agreements | ...................................... | 252 | |
| Inflationary Increases | ...................................... | (9) | **725** |
| | | | |
| **External Recoveries** | | | |
| Accounts Receivable Recovery | ...................................... | (24) | **(24)** |
| | | | |
| **Transfer From Own Sources** | | | |
| Salaries to Capital Projects | ...................................... | (3) | **(3)** |
| | | | |
| **Transfer To Own Sources** | ...................................... | - | **-** |
| | | | |
| **Total Change in Expenditures** | | | **1,293** |
| | | | |
| **2010 BUDGET** | | | **$ 15,618** |

# 2010 - 2014 FINANCIAL PLAN
# SIGNIFICANT CHANGES
# FINANCE & TECHNOLOGY

*(in thousands)*

| | | | |
|---|---|---|---|
| **2010 ADOPTED BUDGET** | | | **$ 15,618** |
| | | | |
| **REVENUES** | | | |
| **Sales and Service** | | | |
| Tax Inquiry Fee | ……………………………… | $ (114) | **(114)** |
| | | | |
| **EXPENDITURES** | | | |
| **Salaries/Wages & Benefits** | | | |
| Increase Salary Rate | ……………………………… | 2,803 | **2,803** |
| | | | |
| **Operating Costs** | | | |
| Increase IT Maintenance | ……………………………… | 400 | |
| Increase Insurance | ……………………………… | 600 | |
| Increase Due to Inflation | ……………………………… | 60 | |
| Eliminate Transfer to Own Source | ……………………………… | (717) | **343** |
| | | | |
| **2014 BUDGET** | | | **$ 18,650** |

# HUMAN RESOURCES FUNCTIONS

**General Manager**
**Nicola Webb**

Health & Safety
Sam Chauhan

- Workplace Safety Programs
- Work Safe BC
- Joint Health & Safety Committee
- Return to Work Accomodation
- Safety Training

Human Resources
Margot Taylor

- Recruitment
- Organization Development
- Training & Development

Labour Relations, Compensation & Benefits
Joey Brar

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

Human Resources Information Systems
Raelyn Peters

- Intranet
- Peoplesoft
- HR Metrics
- Technology Development

### MISSION STATEMENT

*To create an environment where every employee can reach his or her full potential in service to our community.*

Human Resources (HR) provides quality programs and services to internal and external clients. These services encompass a broad range of City needs including: Labour Relations, Recruitment, Compensation and Benefits, Occupational Health and Safety, Disability Management, Diversity, Training and Development, and HR Information Systems.

By hiring and developing people from many backgrounds, we build teams that represent the rich cultural mosaic of the City of Surrey.

**The key programs and services include*:***

- Working in partnership with other City departments to attract, retain and motivate a skilled, diverse workforce;
- Providing services in the areas of labour and employee relations, compensation, recruitment, benefits, diversity, wellness, training, and health and safety;
- Advising on and developing policies and programs relating to opportunities that impact City staff, including:
    - Exempt (City and Library),
    - Canadian Union of Public Employees (CUPE 402 & 404-2),
    - International Association of Firefighters (IAFF – 1271),
    - Volunteers,
    - Volunteer Firefighters, and
    - Retirees.
- Maintaining and enhancing open communications and respectful workplace relationships throughout the City.

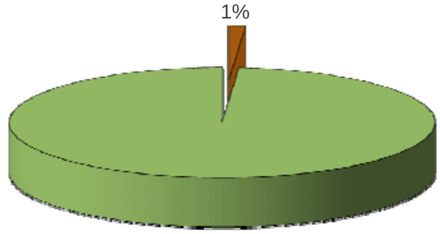
# 2010 - 2014 FINANCIAL PLAN
## DEPARTMENTAL OPERATIONS
## HUMAN RESOURCES
*(in thousands)*

| PROGRAM SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Administration | $ 270 | $ 680 | $ 606 | **$ 526** | $ 572 | $ 605 | $ 639 | $ 675 |
| Employment | 1,434 | 1,198 | 1,113 | **1,362** | 1,607 | 1,701 | 1,788 | 1,859 |
| Health & Safety | 365 | 303 | 357 | **424** | 455 | 476 | 498 | 521 |
| Labour Relations | 499 | 311 | 445 | **352** | 377 | 396 | 415 | 435 |
| | **$ 2,568** | **$ 2,492** | **$ 2,521** | **$ 2,664** | **$ 3,011** | **$ 3,178** | **$ 3,340** | **$ 3,490** |

**ACCOUNT SUMMARY**

| | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ (5) | $ - | **$ (5)** | $ (5) | $ (5) | $ (5) | $ (5) |
| Grants, Donations and Other | - | (58) | - | **-** | - | - | - | - |
| | - | (63) | - | **(5)** | (5) | (5) | (5) | (5) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 2,083 | 2,091 | 2,167 | **2,239** | 2,449 | 2,576 | 2,708 | 2,848 |
| Operating Costs | 817 | 533 | 607 | **607** | 617 | 627 | 637 | 647 |
| Internal Services Used | 5 | 3 | - | **-** | - | - | - | - |
| Internal Services Recovered | (60) | (15) | - | **-** | - | - | - | - |
| External Recoveries | (29) | (2) | - | **-** | - | - | - | - |
| | 2,816 | 2,610 | 2,774 | **2,846** | 3,066 | 3,203 | 3,345 | 3,495 |
| **Net Operations Total** | **2,816** | **2,547** | **2,774** | **2,841** | **3,061** | **3,198** | **3,340** | **3,490** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (303) | (55) | (253) | **(177)** | (50) | (20) | - | - |
| Transfer To Own Sources | 55 | - | - | **-** | - | - | - | - |
| | (248) | (55) | (253) | **(177)** | (50) | (20) | - | - |
| | **$ 2,568** | **$ 2,492** | **$ 2,521** | **$ 2,664** | **$ 3,011** | **$ 3,178** | **$ 3,340** | **$ 3,490** |

**Percentage of Property Taxes**



*(in thousands)*

| ADMINISTRATION | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ (5) | $ - | **$ (5)** | $ (5) | $ (5) | $ (5) | $ (5) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | (5) | - | **(5)** | (5) | (5) | (5) | (5) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 542 | 537 | 576 | **501** | 542 | 570 | 599 | 630 |
| Operating Costs | 74 | 148 | 30 | **30** | 35 | 40 | 45 | 50 |
| Internal Services Used | - | 2 | - | **-** | - | - | - | - |
| Internal Services Recovered | (42) | (2) | - | **-** | - | - | - | - |
| External Recoveries | (1) | - | - | **-** | - | - | - | - |
| | 573 | 685 | 606 | **531** | 577 | 610 | 644 | 680 |
| **Net Operations Total** | **573** | **680** | **606** | **526** | **572** | **605** | **639** | **675** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (303) | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | (303) | - | - | **-** | - | - | - | - |
| | **$ 270** | **$ 680** | **$ 606** | **$ 526** | **$ 572** | **$ 605** | **$ 639** | **$ 675** |

| EMPLOYMENT | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | (58) | - | **-** | - | - | - | - |
| | - | (58) | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 1,022 | 981 | 949 | **1,122** | 1,240 | 1,304 | 1,371 | 1,442 |
| Operating Costs | 427 | 289 | 417 | **417** | 417 | 417 | 417 | 417 |
| Internal Services Used | 5 | 1 | - | **-** | - | - | - | - |
| Internal Services Recovered | (18) | (13) | - | **-** | - | - | - | - |
| External Recoveries | (2) | (2) | - | **-** | - | - | - | - |
| | 1,434 | 1,256 | 1,366 | **1,539** | 1,657 | 1,721 | 1,788 | 1,859 |
| **Net Operations Total** | **1,434** | **1,198** | **1,366** | **1,539** | **1,657** | **1,721** | **1,788** | **1,859** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | (253) | **(177)** | (50) | (20) | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | (253) | **(177)** | (50) | (20) | - | - |
| | **$ 1,434** | **$ 1,198** | **$ 1,113** | **$ 1,362** | **$ 1,607** | **$ 1,701** | **$ 1,788** | **$ 1,859** |

*(in thousands)*

| HEALTH & SAFETY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 219 | 248 | 306 | **373** | 404 | 425 | 447 | 470 |
| Operating Costs | 172 | 55 | 51 | **51** | 51 | 51 | 51 | 51 |
| Internal Services Used | - | - | - | **-** | - | - | - | - |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (26) | - | - | **-** | - | - | - | - |
| | 365 | 303 | 357 | **424** | 455 | 476 | 498 | 521 |
| **Net Operations Total** | **365** | **303** | **357** | **424** | **455** | **476** | **498** | **521** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 365** | **$ 303** | **$ 357** | **$ 424** | **$ 455** | **$ 476** | **$ 498** | **$ 521** |

| LABOUR RELATIONS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 300 | 325 | 336 | **243** | 263 | 277 | 291 | 306 |
| Operating Costs | 144 | 41 | 109 | **109** | 114 | 119 | 124 | 129 |
| Internal Services Used | - | - | - | **-** | - | - | - | - |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 444 | 366 | 445 | **352** | 377 | 396 | 415 | 435 |
| **Net Operations Total** | **444** | **366** | **445** | **352** | **377** | **396** | **415** | **435** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | (55) | - | **-** | - | - | - | - |
| Transfer To Own Sources | 55 | - | - | **-** | - | - | - | - |
| | 55 | (55) | - | **-** | - | - | - | - |
| | **$ 499** | **$ 311** | **$ 445** | **$ 352** | **$ 377** | **$ 396** | **$ 415** | **$ 435** |

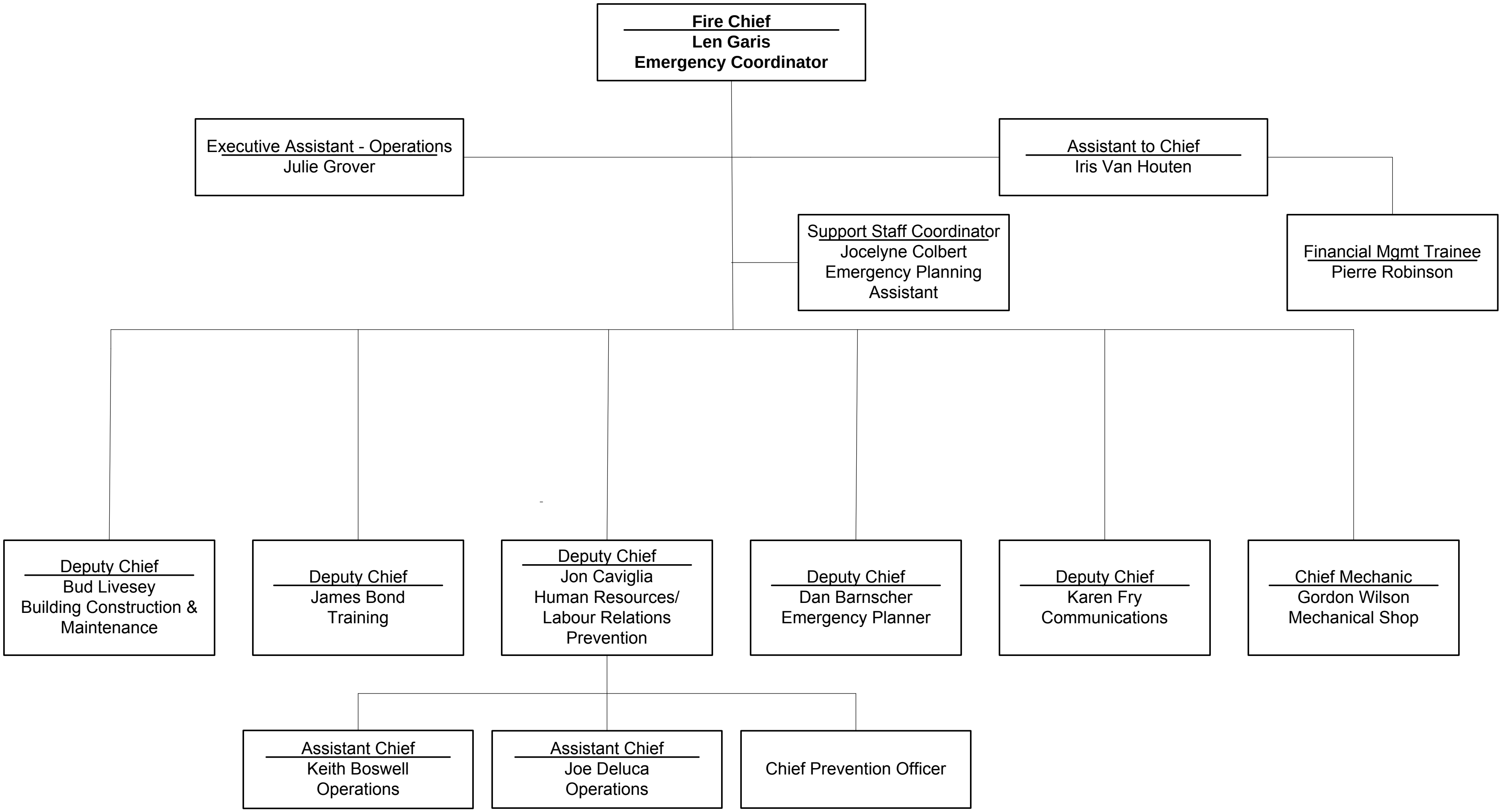
# 2010 - 2014 FINANCIAL PLAN
# SIGNIFICANT CHANGES
# HUMAN RESOURCES

*(in thousands)*

| | | | | |
|---|---|---|---|---|
| **2009 ADOPTED BUDGET** | | | $ | **2,484** |
| Salary Recovery | | | | 37 |
| **2009 ADJUSTED ADOPTED BUDGET** | | | $ | **2,521** |
| | | | | |
| **REVENUES** | | | | |
| Wellness | ....................................... | $ (5) | | **(5)** |
| | | | | |
| **Taxation and Other** | ....................................... | - | | **-** |
| | | | | |
| **Total Change in Revenues** | | | | **(5)** |
| | | | | |
| **EXPENDITURES** | | | | |
| **Salaries** | | | | |
| Salary Increases | ....................................... | 138 | | |
| Overhead, Overtime, Sick Reduction | ....................................... | (98) | | |
| Reinstate Cost Saving Measures | ....................................... | 140 | | |
| Reductions in Part-time | ....................................... | (108) | | **72** |
| | | | | |
| **Operating Costs** | ....................................... | - | | |
| | | | | |
| **Internal Services Used** | ....................................... | - | | **-** |
| | | | | |
| **Internal Services Recovered** | ....................................... | - | | |
| | | | | |
| **External Recoveries** | ....................................... | - | | **-** |
| | | | | |
| **Transfer From Own Sources** | | | | |
| Special Project | ....................................... | 76 | | **76** |
| | | | | |
| **Transfer To Own Sources** | ....................................... | - | | **-** |
| | | | | |
| **Total Change in Expenditures** | | | | **148** |
| | | | | |
| **2010 BUDGET** | | | $ | **2,664** |

| | | | | |
|---|---|---|---|---|
| **2010 ADOPTED BUDGET** | | | $ | **2,664** |
| | | | | |
| **REVENUES** | | | | |
| **Sales and Service** | ....................................... | $ - | | **-** |
| | | | | |
| **EXPENDITURES** | | | | |
| **Salaries/Wages & Benefits** | | | | |
| Salary Increase | ....................................... | 609 | | **609** |
| **Operating Costs** | | | | |
| Increase in Operating Costs | ....................................... | 40 | | **40** |
| | | | | |
| **Internal Services Recovered** | ....................................... | - | | **-** |
| | | | | |
| **Transfer From Own Sources** | | | | |
| Special Projects | ....................................... | 177 | | **177** |
| | | | | |
| **2014 BUDGET** | | | $ | **3,490** |

# 2010 - 2014 FINANCIAL PLAN
# DEPARTMENTAL OPERATIONS
# FIRE FUNCTIONS



## MISSION STATEMENT

*The Surrey Fire Service is dedicated to protecting life, property and the environment by providing emergency response, ensuring regulatory compliance and community education.*

Community safety is enhanced by our programs, which synthesize the efforts of employees, volunteers, and the community itself.

In our growing and diverse City, the Fire Service must continually evaluate the needs of the residents and make sure we meet them satisfactorily in all of our activities. This is our constant challenge.

## FIRE SUPPRESSION 2009

### ON DUTY EVERY SHIFT

| Location | Hall # | Career | Volunteer | Equipment |
|---|---|---|---|---|
| Bear Creek | 1 | 6 | | Quint 1, Rescue 1 |
| City Central | 2 | 6 | | Engine 2, Rescue 2 |
| Royal Heights | 3 | | 20 | Engine 3 (2) |
| Guildford | 4 | 6 | | Quint 4, Rescue 4 |
| Fraser Heights | 5 | 4 | | Quint 5, MICP |
| Fleetwood | 6 | 6 | | Engine 6, Rescue 6 |
| Port Kells | 7 | | 24 | Engine 7, Tender |
| Cloverdale | 8 | 4 | 24 | Engine 8, Tender 8(2) |
| Sullivan | 9 | 4 | | Quint 9, Tender, Air9 |
| Newton | 10 | 6 | | Engine 10, Rescue10 |
| Boundary Pk | 11 | 4 | | Engine 11/ HazMat |
| Crescent Beach | 12 | 4 | | Engine 12 |
| Sunnyside | 13 | 4 | 12 | Engine 13, (2) |
| Hazelmere | 14 | | 20 | Engine 14, Tender |
| East Clayton | 15 | 4 | | Engine 15 |
| Rosemary Heights | 17 | 4 | | Quint 17 (2) |
| Fleetwood | 18 | 4 | | Quint 18, HazMat |

## RESPONSE PATTERN 2009

| | 2008 | 2009 |
|---|---|---|
| **Emergency Calls within Surrey** | **26,890** | **25,711** |
| Medical Emergency Assistance Calls | 13,060 | 14,548 |
| Motor Vehicles Accidents | 4,071 | 3,980 |
| Structure Fires | 871 | 665 |
| Vehicle Fires | 426 | 307 |
| Brush Fires / Other Fires | 718 | 608 |
| Alarms | 2,570 | 2,528 |
| Hazardous Materials Incidents/Spills | 488 | 365 |
| Burning Complaints | 605 | 736 |
| Miscellaneous | 1,818 | 1,974 |

Surrey Fire Service is proud to promote our HomeSafe program. Fire safety inspections and smoke alarms are offered to all Surrey residents at no cost.

homesafe fire safety and prevention SURREY FIRE SERVICES

Surrey Fire Service is one of the largest composite fire departments in Canada. Seventeen fire halls are strategically located throughout the City and staffed with over 440 highly skilled fire-fighters of which 100 are volunteers. Surrey Fire Service responds to a number of emergencies including structure fires, medical emergencies, motor vehicle accidents, vehicle fires, hazardous material incidents/spills, technical rescues and burning complaints.

The Communications Division is a state of the art dispatch centre, providing fire emergency-related dispatch service to the citizens of Surrey as well as 14 other communities in the province. The dispatchers use a multitude of computer applications to track and manage their incidents.

FDM Computer Aided Dispatch, Deccan's Move-Up-Module (area coverage), Mobile CAD, direct interfaces between the CAD and BC Ambulance and an Email gateway for deployment of other resources are just a few of the leading edge technologies used. The Surrey Dispatch division is said to be the "Heart" of the Fire Service emergency operations. Once a call is received by one of the sixteen full-time and six part-time dispatchers they will appropriately question the caller and dispatch fire apparatus, and coordinate communications between fire ground and various other agencies, including BC Ambulance, RCMP, BC Hydro, Terasen Gas, Coastal Fire, Ministry of Environment and many others.

# 2010 - 2014 FINANCIAL PLAN
# DEPARTMENTAL OPERATIONS
# FIRE

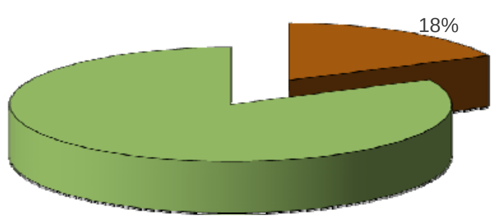
*(in thousands)*

| PROGRAM SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Administration | $ 2,615 | $ 1,624 | $ 1,603 | **$ 1,591** | $ 1,701 | $ 1,775 | $ 1,853 | $ 1,935 |
| Emergency Planning | 70 | 66 | 81 | **82** | 82 | 82 | 82 | 82 |
| Fire Operations | 37,377 | 39,467 | 39,179 | **39,852** | 40,571 | 41,185 | 41,322 | 41,463 |
| Mechanics | 694 | 738 | 765 | **760** | 791 | 818 | 845 | 872 |
| Prevention | 1,065 | 1,148 | 1,146 | **1,180** | 1,199 | 1,212 | 1,220 | 1,234 |
| Radio & Communications | 1,860 | 2,099 | 2,349 | **2,418** | 2,413 | 2,414 | 2,413 | 2,411 |
| Training | 709 | 826 | 843 | **828** | 857 | 877 | 898 | 919 |
| | **$ 44,390** | **$ 45,968** | **$ 45,966** | **$ 46,711** | **$ 47,614** | **$ 48,363** | **$ 48,633** | **$ 48,916** |

**ACCOUNT SUMMARY**

| | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (1,388) | $ (1,336) | $ (1,337) | **$ (1,332)** | $ (1,385) | $ (1,426) | $ (1,469) | $ (1,513) |
| Grants, Donations and Other | (12) | - | - | **-** | - | - | - | - |
| | (1,400) | (1,336) | (1,337) | **(1,332)** | (1,385) | (1,426) | (1,469) | (1,513) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 39,258 | 41,766 | 42,260 | **42,952** | 43,759 | 44,410 | 44,589 | 44,777 |
| Operating Costs | 3,625 | 3,551 | 3,680 | **3,716** | 3,851 | 3,986 | 4,116 | 4,251 |
| Internal Services Used | 304 | 322 | 375 | **337** | 351 | 355 | 359 | 363 |
| Internal Services Recovered | (166) | (132) | (133) | **(133)** | (133) | (133) | (133) | (133) |
| External Recoveries | (297) | (287) | (256) | **(206)** | (206) | (206) | (206) | (206) |
| | 42,724 | 45,220 | 45,926 | **46,666** | 47,622 | 48,412 | 48,725 | 49,052 |
| **Net Operations Total** | **41,324** | **43,884** | **44,589** | **45,334** | **46,237** | **46,986** | **47,256** | **47,539** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | (12) | - | **-** | - | - | - | - |
| Transfer To Own Sources | 3,066 | 2,096 | 1,377 | **1,377** | 1,377 | 1,377 | 1,377 | 1,377 |
| | 3,066 | 2,084 | 1,377 | **1,377** | 1,377 | 1,377 | 1,377 | 1,377 |
| | **$ 44,390** | **$ 45,968** | **$ 45,966** | **$ 46,711** | **$ 47,614** | **$ 48,363** | **$ 48,633** | **$ 48,916** |

## Percentage of Property Taxes



*(in thousands)*

| ADMINISTRATION | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (72) | $ (2) | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | (12) | - | - | **-** | - | - | - | - |
| | (84) | (2) | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 1,176 | 1,468 | 1,489 | **1,477** | 1,587 | 1,661 | 1,739 | 1,821 |
| Operating Costs | 148 | 173 | 114 | **114** | 114 | 114 | 114 | 114 |
| Internal Services Used | 1 | - | - | **-** | - | - | - | - |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (8) | (15) | - | **-** | - | - | - | - |
| | 1,317 | 1,626 | 1,603 | **1,591** | 1,701 | 1,775 | 1,853 | 1,935 |
| **Net Operations Total** | **1,233** | **1,624** | **1,603** | **1,591** | **1,701** | **1,775** | **1,853** | **1,935** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 1,382 | - | - | **-** | **-** | **-** | **-** | **-** |
| | 1,382 | - | - | **-** | **-** | **-** | **-** | **-** |
| | **$ 2,615** | **$ 1,624** | **$ 1,603** | **$ 1,591** | **$ 1,701** | **$ 1,775** | **$ 1,853** | **$ 1,935** |

| EMERGENCY PLANNING | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 30 | 33 | 35 | **36** | 36 | 36 | 36 | 36 |
| Operating Costs | 49 | 53 | 54 | **54** | 54 | 54 | 54 | 54 |
| Internal Services Used | 2 | 1 | - | **-** | - | - | - | - |
| Internal Services Recovered | (9) | (5) | (6) | **(6)** | (6) | (6) | (6) | (6) |
| External Recoveries | (2) | (16) | (2) | **(2)** | (2) | (2) | (2) | (2) |
| | 70 | 66 | 81 | **82** | 82 | 82 | 82 | 82 |
| **Net Operations Total** | **70** | **66** | **81** | **82** | **82** | **82** | **82** | **82** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 70** | **$ 66** | **$ 81** | **$ 82** | **$ 82** | **$ 82** | **$ 82** | **$ 82** |

*(in thousands)*

| FIRE OPERATIONS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 33,803 | 35,526 | 35,854 | **36,501** | 37,131 | 37,666 | 37,724 | 37,786 |
| Operating Costs | 1,733 | 1,702 | 1,791 | **1,805** | 1,880 | 1,955 | 2,030 | 2,105 |
| Internal Services Used | 296 | 318 | 375 | **337** | 351 | 355 | 359 | 363 |
| Internal Services Recovered | (29) | - | - | **-** | - | - | - | - |
| External Recoveries | (110) | (163) | (218) | **(168)** | (168) | (168) | (168) | (168) |
| | 35,693 | 37,383 | 37,802 | **38,475** | 39,194 | 39,808 | 39,945 | 40,086 |
| **Net Operations Total** | **35,693** | **37,383** | **37,802** | **38,475** | **39,194** | **39,808** | **39,945** | **40,086** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | (12) | - | **-** | - | - | - | - |
| Transfer To Own Sources | 1,684 | 2,096 | 1,377 | **1,377** | 1,377 | 1,377 | 1,377 | 1,377 |
| | 1,684 | 2,084 | 1,377 | **1,377** | 1,377 | 1,377 | 1,377 | 1,377 |
| | **$ 37,377** | **$ 39,467** | **$ 39,179** | **$ 39,852** | **$ 40,571** | **$ 41,185** | **$ 41,322** | **$ 41,463** |

| **MECHANICS** | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 428 | 452 | 458 | **453** | 464 | 471 | 478 | 485 |
| Operating Costs | 271 | 300 | 308 | **308** | 328 | 348 | 368 | 388 |
| Internal Services Used | - | - | - | **-** | - | - | - | - |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (5) | (14) | (1) | **(1)** | (1) | (1) | (1) | (1) |
| | 694 | 738 | 765 | **760** | 791 | 818 | 845 | 872 |
| **Net Operations Total** | **694** | **738** | **765** | **760** | **791** | **818** | **845** | **872** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 694** | **$ 738** | **$ 765** | **$ 760** | **$ 791** | **$ 818** | **$ 845** | **$ 872** |

*(in thousands)*

| PREVENTION | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (173) | $ (163) | $ (166) | **$ (101)** | $ (105) | $ (108) | $ (111) | $ (114) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (173) | (163) | (166) | **(101)** | (105) | (108) | (111) | (114) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 1,163 | 1,233 | 1,272 | **1,221** | 1,239 | 1,250 | 1,261 | 1,273 |
| Operating Costs | 220 | 91 | 60 | **80** | 85 | 90 | 90 | 95 |
| Internal Services Used | 1 | 1 | - | **-** | - | - | - | - |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (146) | (14) | (20) | **(20)** | (20) | (20) | (20) | (20) |
| | 1,238 | 1,311 | 1,312 | **1,281** | 1,304 | 1,320 | 1,331 | 1,348 |
| **Net Operations Total** | **1,065** | **1,148** | **1,146** | **1,180** | **1,199** | **1,212** | **1,220** | **1,234** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 1,065** | **$ 1,148** | **$ 1,146** | **$ 1,180** | **$ 1,199** | **$ 1,212** | **$ 1,220** | **$ 1,234** |

| RADIO & COMMUNICATIONS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (1,143) | $ (1,171) | $ (1,171) | **$ (1,231)** | $ (1,280) | $ (1,318) | $ (1,358) | $ (1,399) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (1,143) | (1,171) | (1,171) | **(1,231)** | (1,280) | (1,318) | (1,358) | (1,399) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 2,004 | 2,272 | 2,385 | **2,512** | 2,526 | 2,535 | 2,544 | 2,553 |
| Operating Costs | 1,128 | 1,144 | 1,262 | **1,264** | 1,294 | 1,324 | 1,354 | 1,384 |
| Internal Services Used | - | 1 | - | **-** | - | - | - | - |
| Internal Services Recovered | (128) | (127) | (127) | **(127)** | (127) | (127) | (127) | (127) |
| External Recoveries | (1) | (20) | - | **-** | - | - | - | - |
| | 3,003 | 3,270 | 3,520 | **3,649** | 3,693 | 3,732 | 3,771 | 3,810 |
| **Net Operations Total** | **1,860** | **2,099** | **2,349** | **2,418** | **2,413** | **2,414** | **2,413** | **2,411** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 1,860** | **$ 2,099** | **$ 2,349** | **$ 2,418** | **$ 2,413** | **$ 2,414** | **$ 2,413** | **$ 2,411** |

*(in thousands)*

| TRAINING | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 654 | 782 | 767 | **752** | 776 | 791 | 807 | 823 |
| Operating Costs | 76 | 88 | 91 | **91** | 96 | 101 | 106 | 111 |
| Internal Services Used | 4 | 1 | - | **-** | - | - | - | - |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (25) | (45) | (15) | **(15)** | (15) | (15) | (15) | (15) |
| | 709 | 826 | 843 | **828** | 857 | 877 | 898 | 919 |
| **Net Operations Total** | **709** | **826** | **843** | **828** | **857** | **877** | **898** | **919** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 709** | **$ 826** | **$ 843** | **$ 828** | **$ 857** | **$ 877** | **$ 898** | **$ 919** |

# 2010 - 2014 FINANCIAL PLAN
## SIGNIFICANT CHANGES
## FIRE

*(in thousands)*

| | | | | |
|---|---|---|---|---|
| **2009 ADOPTED BUDGET** | | | $ | 45,966 |
| | | | | |
| **REVENUES** | | | | |
| **Sales and Services** | | | | |
| Board-up Fees Decrease | ...................................... | $ 65 | | |
| Dispatch Fee Increase | ...................................... | (35) | | |
| New Dispatch Clients | ...................................... | (25) | | 5 |
| | | | | |
| **Taxation and Other** | ...................................... | - | | - |
| | | | | |
| **Total Change in Revenues** | | | | 5 |
| | | | | |
| **EXPENDITURES** | | | | |
| **Salaries/Wages & Benefits** | | | | |
| Range Increment Increase & Oct/09 2.5% Increase | ...................................... | 630 | | |
| Financial Management Assistant | ...................................... | 78 | | |
| Fire Prevention P/T Contract Position | ...................................... | 109 | | |
| Fire Prevention Admin Vacant | ...................................... | (148) | | |
| One Support Clerk Retirement | ...................................... | (55) | | |
| Additional P/T Dispatch Hours for New Clients | ...................................... | 43 | | |
| Reduction in Exempt Overtime Payout | ...................................... | (45) | | |
| Additional Dispatch & Training Overtime | ...................................... | 50 | | |
| Decrease Exempt Sick Payout | ...................................... | (10) | | |
| Increase Volunteer Staffing | ...................................... | 40 | | |
| | | | | 692 |
| | | | | |
| **Operating Costs** | | | | |
| Telephone Expenses | ...................................... | 20 | | |
| Inflationary Decreases | ...................................... | (26) | | |
| Print Costs | ...................................... | 20 | | |
| Maintenance Contracts | ...................................... | 22 | | 36 |
| | | | | |
| **Internal Services Used** | | | | |
| Decrease in Vehicle Insurance | ...................................... | (57) | | |
| Increase in Facility Maintenance | ...................................... | 19 | | (38) |
| | | | | |
| **Internal Services Recovered** | ...................................... | - | | - |
| | | | | |
| **External Recoveries** | | | | |
| CRD Hazmat Agreement | ...................................... | 50 | | 50 |
| | | | | |
| **Transfer From Own Sources** | ...................................... | - | | - |
| | | | | |
| **Transfer To Own Sources** | ...................................... | - | | - |
| | | | | |
| **Total Change in Expenditures** | | | | 740 |
| | | | | |
| **2010 BUDGET** | | | $ | 46,711 |

# 2010 - 2014 FINANCIAL PLAN
# SIGNIFICANT CHANGES
# FIRE
*(in thousands)*

| | | | |
|---|---|---|---|
| **2010 ADOPTED BUDGET** | | | **$ 46,711** |
| **REVENUES** | | | |
| **Sales and Service** | | | |
| Radio & Communications | ...................................... | $ (168) | |
| Prevention | ...................................... | (13) | **(181)** |
| **EXPENDITURES** | | | |
| **Salaries/Wages & Benefits** | | | |
| Salaries Increase | ...................................... | 715 | |
| 8 New Firefighters | ...................................... | 960 | |
| Reinstate 2009 Cost Savings Measures | ...................................... | 150 | **1,825** |
| **Operating Costs** | | | |
| Operations Inflation Increases | ...................................... | 500 | |
| Operations Internal Services | ...................................... | 26 | |
| Prevention & Training Increase | ...................................... | 35 | **561** |
| **2014 BUDGET** | | | **$ 48,916** |

# 2010 - 2014 FINANCIAL PLAN
# DEPARTMENTAL OPERATIONS
# RCMP FUNCTIONS

**Commanding Officer Pacific Region and "E" Division**
**Deputy Commissioner Gary Bass**

**Lower Mainland District Officer**
**Assistant Commissioner Peter German**

**OIC Surrey Detachment**
**Chief Superintendent Fraser MacRae**

- Operations Officer
  Supt. Wayne Rideout
  - Watch Officers
    Insp. Paulette Freill
    Insp. Dave Attfield
    Insp. Randy Marquardt
    Insp. Steve Wade
    - General Duty
  - Assistant Operations Officer
    Insp. Garry Begg
    - District Operations
    - Crime Reduction
    - Strategic Operations / Planning
    - Emergency / Special Event Planning
    - Communications / Media Relations
  - Operations Support
    - Car 67 Unit
    - Detachment Duty
  - Operations Support Officer
    Insp. Bob Couture
    - Traffic Section
    - Youth Section
    - Operational Support
    - Integrated Services Liaison
  - Professional Standards
- Investigative Services Officer
  Supt. Jim Gresham
  - Senior Investigator
    Insp. Wade Lymburner
    - Property Crime Section
    - Drug Section
    - Forensic Computer Unit
  - Senior Investigator
    Insp. Trent Rolfe
    - Major Crimes Section
    - Investigational Support Section
    - Criminal Intelligence Section
  - Crime Analysis Section
    - Senior Analyst
    - Major Crimes Analyst
    - Intelligence Analyst
    - Tactical Analyst (x3)
    - Drug Crime Analyst
- Administrative Services Officer
  Insp. Lee Chanin
  - Member Services
    - Staffing (RCMP)
    - Special Projects
  - Admin. Support Section
    - Training & Development
    - PRIMEServices
    - Inventory Control Unit
    - Security Screening Unit
- Municipal Support Services
  Johan Brand
  - Operations
    - OCC / Dispatch
    - Cellblock
    - Client Services
    - Crime Reduction & Community Services
  - Information Management
    - Information Technology
    - Records Management
    - Readers / Exhibits
    - Court Liaison / TRC
  - Corporate Services
    - Administrative Services
    - Fleet / Transport
    - Training
    - Security Clearance
    - Communications / Media
  - Finance
    - Finance & Admin
    - Member Services
    - Inventory Control
  - Research & Planning

## MISSION STATEMENT

*To provide a sensitive, responsive, professional policing service cooperatively with the community, to enhance the level of security and livability in the City of Surrey within a healthy work environment.*

The City contracts with the Royal Canadian Mounted Police (RCMP) to deliver policing services to the City of Surrey. The Surrey Detachment is the largest municipal RCMP detachment in Canada and is committed to preserving the peace, upholding the law and providing quality service in partnership with the communities we serve.

Mandated to enforce laws, prevent crime, and maintain peace, order and security, the Surrey Detachment is committed to ensuring "**Safe Homes and Safe Communities**".

Integrity, honesty, professionalism, compassion, respect and accountability are the core values that guide day-to-day behaviour within the Surrey Detachment. Regular members, staff and volunteers of the Surrey RCMP are also committed to:

- Maintaining a healthy work environment that supports personal development, team building, open communication and mutual respect;
- Providing quality service in consultation and partnership with the diverse communities we serve;
- Ensuring effective and efficient use of resources, sound decision-making and accountability, and
- Demonstrating dynamic leadership and innovation in the pursuit of excellence.

### OUR CRIME REDUCTION STRATEGY

The Surrey RCMP service delivery model is focused on reducing crime and disorder in the City of Surrey. Three fundamental policing philosophies remain the cornerstones of our approach to Crime Reduction:

**Community Policing** is deeply rooted in the belief that communities themselves play an integral role in the identification of community policing needs and should also be active partners in the delivery of many police services, from crime prevention and education to investigation, enforcement and victim support. This client-centred approach involves working collaboratively in and with communities at all levels to systematically identify and respond to the issues and social needs that underlie many community crime problems (i.e. causal factors).


**Intelligence-led Policing** acknowledges that research, analysis and evidence-based decision-making are critical to effective and efficient policing and that reliable and timely crime analysis should be a fundamental driver in the mobilization of both police and community resources (i.e. enforcement, investigation and prevention measures proactively targeting habitual offenders, high crime areas and crime causation factors).

**Integrated Policing** recognizes that success in crime reduction is contingent on our ability to coalesce otherwise divergent organizations and operate in an inclusive yet seamlessly integrated approach to a police services delivery that remains flexible and responsive (i.e. rapidly deployable).

### DETACHMENT ORGANIZATION

Currently, Surrey RCMP Detachment is organized into the following functional groups or service lines:

**Operations** consists primarily of uniformed General Duty and Traffic Enforcement members, as well as a number of specialized support units such as Professional Standards, School Liaison and Youth at Risk programs, District Operations (Neighbourhood Liaison, Foot Patrol and Community Safety Officers), Car 67, Media Relations, Emergency and Special Events Planning, and Integrated Services Liaison.

**Investigative Services** consists primarily of plain-clothes members organized into specialized sections such as Drugs, Property Crimes, Major Crimes and Criminal Intelligence, but also houses Investigation Support units (eg. Missing Persons, Domestic Violence) and the Crime Analysis Section.

**Administrative Services** consists of members providing administrative support including Training and Development, PRIME Services, Member (Staffing/HR) Services, Security Screening, and Inventory Control.

**Municipal Support Services** consists of municipal employees providing services such as emergency (911) and non-emergency calls, community services and programs (eg. victim services, youth intervention, restorative justice, crime prevention, criminal record checks, taxi and chauffeur permits), cellblock, information and file management, information technology, and administrative support.

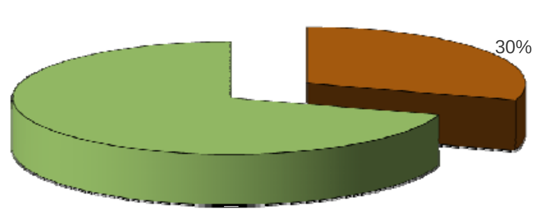
## 2010 - 2014 FINANCIAL PLAN
## DEPARTMENTAL OPERATIONS
## RCMP
*(in thousands)*

| PROGRAM SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Administration | $ 4,326 | $ 3,699 | $ 3,065 | **$ 2,963** | $ 4,254 | $ 4,527 | $ 4,813 | $ 5,114 |
| District Offices | 1,263 | 1,268 | 1,515 | **1,513** | 1,538 | 1,549 | 1,560 | 1,571 |
| Operations | 4,379 | 4,667 | 5,100 | **5,348** | 5,602 | 5,691 | 5,781 | 5,872 |
| Operations Support | 1,709 | 1,848 | 1,916 | **2,122** | 2,243 | 2,295 | 2,348 | 2,402 |
| RCMP Contract | 67,767 | 73,424 | 72,997 | **78,012** | 81,837 | 85,789 | 89,982 | 94,853 |
| Officer in Charge Mgmt Services | 942 | 967 | 1,281 | **1,322** | 1,397 | 1,434 | 1,472 | 1,511 |
| | **$ 80,386** | **$ 85,873** | **$ 85,874** | **$ 91,280** | **$ 96,871** | **$ 101,285** | **$ 105,956** | **$ 111,323** |

**ACCOUNT SUMMARY**

| | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (830) | $ (978) | $ (806) | **$ (836)** | $ (870) | $ (896) | $ (923) | $ (951) |
| Grants, Donations and Other | (6,177) | (9,867) | (6,234) | **(6,234)** | (6,355) | (6,478) | (6,603) | (6,731) |
| | (7,007) | (10,845) | (7,040) | **(7,070)** | (7,225) | (7,374) | (7,526) | (7,682) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 14,791 | 15,411 | 15,710 | **16,296** | 18,097 | 18,689 | 19,300 | 19,933 |
| Operating Costs | 70,165 | 75,871 | 75,459 | **80,536** | 84,466 | 88,433 | 92,641 | 97,527 |
| Internal Services Used | 260 | 273 | 306 | **335** | 350 | 354 | 358 | 362 |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (660) | (680) | (511) | **(517)** | (517) | (517) | (517) | (517) |
| | 84,556 | 90,875 | 90,964 | **96,650** | 102,396 | 106,959 | 111,782 | 117,305 |
| **Net Operations Total** | **77,549** | **80,030** | **83,924** | **89,580** | **95,171** | **99,585** | **104,256** | **109,623** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (43) | (52) | - | **-** | - | - | - | - |
| Transfer To Own Sources | 2,880 | 5,895 | 1,950 | **1,700** | 1,700 | 1,700 | 1,700 | 1,700 |
| | 2,837 | 5,843 | 1,950 | **1,700** | 1,700 | 1,700 | 1,700 | 1,700 |
| | **$ 80,386** | **$ 85,873** | **$ 85,874** | **$ 91,280** | **$ 96,871** | **$ 101,285** | **$ 105,956** | **$ 111,323** |

**Percentage of Property Taxes**



*(in thousands)*

| ADMINISTRATION | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (206) | $ (246) | $ (261) | **$ (269)** | $ (280) | $ (288) | $ (297) | $ (306) |
| Grants, Donations and Other | (5,781) | (9,483) | (5,927) | **(5,927)** | (6,046) | (6,167) | (6,290) | (6,416) |
| | (5,987) | (9,729) | (6,188) | **(6,196)** | (6,326) | (6,455) | (6,587) | (6,722) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 6,420 | 6,750 | 6,312 | **6,435** | 7,752 | 8,146 | 8,556 | 8,984 |
| Operating Costs | 1,078 | 1,102 | 1,062 | **1,088** | 1,183 | 1,188 | 1,193 | 1,198 |
| Internal Services Used | 176 | 186 | 193 | **200** | 209 | 212 | 215 | 218 |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (191) | (425) | (264) | **(264)** | (264) | (264) | (264) | (264) |
| | 7,483 | 7,613 | 7,303 | **7,459** | 8,880 | 9,282 | 9,700 | 10,136 |
| **Net Operations Total** | **1,496** | **(2,116)** | **1,115** | **1,263** | **2,554** | **2,827** | **3,113** | **3,414** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (5) | (7) | - | **-** | - | - | - | - |
| Transfer To Own Sources | 2,835 | 5,822 | 1,950 | **1,700** | 1,700 | 1,700 | 1,700 | 1,700 |
| | 2,830 | 5,815 | 1,950 | **1,700** | 1,700 | 1,700 | 1,700 | 1,700 |
| | **$ 4,326** | **$ 3,699** | **$ 3,065** | **$ 2,963** | **$ 4,254** | **$ 4,527** | **$ 4,813** | **$ 5,114** |

| DISTRICT OFFICES | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (4) | $ (3) | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (4) | (3) | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 385 | 372 | 439 | **379** | 395 | 400 | 405 | 410 |
| Operating Costs | 838 | 862 | 1,012 | **1,048** | 1,053 | 1,058 | 1,063 | 1,068 |
| Internal Services Used | 44 | 44 | 64 | **86** | 90 | 91 | 92 | 93 |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 1,267 | 1,278 | 1,515 | **1,513** | 1,538 | 1,549 | 1,560 | 1,571 |
| **Net Operations Total** | **1,263** | **1,275** | **1,515** | **1,513** | **1,538** | **1,549** | **1,560** | **1,571** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (4) | (10) | - | **-** | - | - | - | - |
| Transfer To Own Sources | 4 | 3 | - | **-** | - | - | - | - |
| | - | (7) | - | **-** | - | - | - | - |
| | **$ 1,263** | **$ 1,268** | **$ 1,515** | **$ 1,513** | **$ 1,538** | **$ 1,549** | **$ 1,560** | **$ 1,571** |

*(in thousands)*

| OPERATIONS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (588) | $ (663) | $ (545) | **$ (567)** | $ (590) | $ (608) | $ (626) | $ (645) |
| Grants, Donations and Other | (216) | (212) | (200) | **(200)** | (200) | (200) | (200) | (200) |
| | (804) | (875) | (745) | **(767)** | (790) | (808) | (826) | (845) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 4,888 | 5,275 | 5,542 | **5,812** | 6,088 | 6,195 | 6,303 | 6,413 |
| Operating Costs | 275 | 245 | 280 | **280** | 280 | 280 | 280 | 280 |
| Internal Services Used | 20 | 22 | 23 | **23** | 24 | 24 | 24 | 24 |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 5,183 | 5,542 | 5,845 | **6,115** | 6,392 | 6,499 | 6,607 | 6,717 |
| **Net Operations Total** | **4,379** | **4,667** | **5,100** | **5,348** | **5,602** | **5,691** | **5,781** | **5,872** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 4,379** | **$ 4,667** | **$ 5,100** | **$ 5,348** | **$ 5,602** | **$ 5,691** | **$ 5,781** | **$ 5,872** |

| OPERATIONS SUPPORT | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (32) | $ (44) | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | (180) | (172) | (107) | **(107)** | (109) | (111) | (113) | (115) |
| | (212) | (216) | (107) | **(107)** | (109) | (111) | (113) | (115) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 2,127 | 1,995 | 2,149 | **2,361** | 2,483 | 2,537 | 2,592 | 2,648 |
| Operating Costs | 75 | 83 | 75 | **75** | 75 | 75 | 75 | 75 |
| Internal Services Used | 20 | 21 | 25 | **25** | 26 | 26 | 26 | 26 |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (304) | (48) | (226) | **(232)** | (232) | (232) | (232) | (232) |
| | 1,918 | 2,051 | 2,023 | **2,229** | 2,352 | 2,406 | 2,461 | 2,517 |
| **Net Operations Total** | **1,706** | **1,835** | **1,916** | **2,122** | **2,243** | **2,295** | **2,348** | **2,402** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (34) | (35) | - | **-** | - | - | - | - |
| Transfer To Own Sources | 37 | 48 | - | **-** | - | - | - | - |
| | 3 | 13 | - | **-** | - | - | - | - |
| | **$ 1,709** | **$ 1,848** | **$ 1,916** | **$ 2,122** | **$ 2,243** | **$ 2,295** | **$ 2,348** | **$ 2,402** |

*(in thousands)*

| RCMP CONTRACT | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | - | - | - | **-** | - | - | - | - |
| Operating Costs | 67,878 | 73,552 | 72,997 | **78,012** | 81,837 | 85,789 | 89,982 | 94,853 |
| Internal Services Used | - | - | - | **-** | - | - | - | - |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (111) | (128) | - | **-** | - | - | - | - |
| | 67,767 | 73,424 | 72,997 | **78,012** | 81,837 | 85,789 | 89,982 | 94,853 |
| **Net Operations Total** | **67,767** | **73,424** | **72,997** | **78,012** | **81,837** | **85,789** | **89,982** | **94,853** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 67,767** | **$ 73,424** | **$ 72,997** | **$ 78,012** | **$ 81,837** | **$ 85,789** | **$ 89,982** | **$ 94,853** |

| OFFICER IN CHARGE MGMT SERVICES | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ (22) | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | (22) | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 971 | 1,019 | 1,268 | **1,309** | 1,379 | 1,411 | 1,444 | 1,478 |
| Operating Costs | 21 | 27 | 33 | **33** | 38 | 43 | 48 | 53 |
| Internal Services Used | - | - | 1 | **1** | 1 | 1 | 1 | 1 |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (54) | (79) | (21) | **(21)** | (21) | (21) | (21) | (21) |
| | 938 | 967 | 1,281 | **1,322** | 1,397 | 1,434 | 1,472 | 1,511 |
| **Net Operations Total** | **938** | **945** | **1,281** | **1,322** | **1,397** | **1,434** | **1,472** | **1,511** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 4 | 22 | - | **-** | - | - | - | - |
| | 4 | 22 | - | **-** | - | - | - | - |
| | **$ 942** | **$ 967** | **$ 1,281** | **$ 1,322** | **$ 1,397** | **$ 1,434** | **$ 1,472** | **$ 1,511** |

# 2010 - 2014 FINANCIAL PLAN
# SIGNIFICANT CHANGES
# RCMP

*(in thousands)*

| | | | |
|---|---|---|---|
| **2009 ADOPTED BUDGET** | | | **$ 85,874** |
| | | | |
| **REVENUES** | | | |
| **Sales and Services** | | | |
| Insurance Inquiries & Security Clearances | ........................................ | $ (30) | **(30)** |
| | | | |
| **Taxation and Other** | ........................................ | - | |
| | | | |
| **Total Change in Revenues** | | | **(30)** |
| | | | |
| **EXPENDITURES** | | | |
| **Salaries/Wages & Benefits** | | | |
| Salary Increase | ........................................ | 636 | |
| Overtime Reduction | ........................................ | (50) | **586** |
| | | | |
| **Operating Costs** | | | |
| Funding for 8 Members | ........................................ | 377 | |
| 6 New Members | ........................................ | 78 | |
| Salary Increase | ........................................ | 609 | |
| Increase in Operations & Maintenance | ........................................ | 518 | |
| Indirect Costs | ........................................ | 1,031 | |
| Integrated Teams | ........................................ | 93 | |
| RCMP Contract Increases | ........................................ | 2,309 | |
| Leases & Rentals | ........................................ | 12 | |
| Utilities Decrease | ........................................ | (3) | |
| Community Safety Office | ........................................ | 43 | |
| Custodial/Cleaning Services | ........................................ | (21) | |
| Operating Costs - New Annex | ........................................ | 31 | **5,077** |
| | | | |
| **Internal Services Used** | | | |
| Salary | ........................................ | 8 | |
| Facilities Management | ........................................ | 21 | **29** |
| | | | |
| **Internal Services Recovered** | ........................................ | - | **-** |
| | | | |
| **External Recoveries** | | | |
| Integrated Teams | ........................................ | (6) | **(6)** |
| | | | |
| **Transfer From Own Sources** | ........................................ | - | **-** |
| | | | |
| **Transfer To Own Sources** | | | |
| Future Reserve | ........................................ | (250) | **(250)** |
| | | | |
| **Total Change in Expenditures** | | | **5,436** |
| | | | |
| **2010 BUDGET** | | | **$ 91,280** |

# 2010 - 2014 FINANCIAL PLAN
## SIGNIFICANT CHANGES
## RCMP

*(in thousands)*

| | | | |
|---|---|---|---|
| **2010 ADOPTED BUDGET** | | | **$ 91,280** |
| | | | |
| **REVENUES** | | | |
| **Sales and Service** | | | |
| Administration | ...................................... | $ (37) | |
| Operation | ...................................... | (78) | |
| Operation Support (Grants & Other) | ...................................... | (497) | **(612)** |
| | | | |
| **EXPENDITURES** | | | |
| **Salaries/Wages & Benefits** | | | |
| Salary Increases | ...................................... | 1,797 | |
| 4 New Civilian FTE's Per Year | ...................................... | 1,078 | |
| Reinstate Cost Saving Measures | ...................................... | 762 | **3,637** |
| | | | |
| **Operating Costs** | | | |
| 10 Royal Members Per Year Increase | ...................................... | 562 | |
| Annualized Member Increase | ...................................... | 1,688 | |
| Increase Due to Inflation | ...................................... | 60 | |
| RCMP Contract Inflation | ...................................... | 10,462 | |
| RCMP Wage Increases | ...................................... | 4,129 | |
| Operating Cost, New Annex | ...................................... | 90 | **16,991** |
| | | | |
| **Internal Services Used** | | | |
| Salaries Increase | | 27 | **27** |
| | | | |
| **2014 BUDGET** | | | **$ 111,323** |

## ENGINEERING FUNCTIONS

**General Manager**
**Vincent Lalonde**

Administrative Coordinator
Kelly Drozda

Special Projects
Vacant

Design & Construction
Ken Zondervan

- Survey

Land Development
Sam Lau (Acting)

- Development Services
- Front Counter & Customer Services
- Inspection Services

Operations
Gerry McKinnon

- Sanitary Sewers
- Construction
- Pumps & Controls
- Water Operations
- Roads & Drainage
- Fleet & Garage
- Solid Waste

Realty Services
Dave Mihalech

- Property Management
- Realty Assets Management
- Land Acquisition

Utilities
Jeff Arason

- Sewer
- Drainage Management
- Water

Transportation
Jaime Boan

- Spatial Information (GIS)
- Traffic Operations
- Roads & Transportation

# ENGINEERING DEPARTMENTAL OVERVIEW

## MISSION STATEMENT

*Improve the quality of life for Surrey residents by being leaders in the efficient delivery of municipal services.*

The Engineering Department is committed to the delivery of high quality services including transportation systems, garbage and recycling, utilities, land development, geographic information services, surveying and the management of real estate assets. Engineering strives to be leaders in the provision of safe, sustainable and cost effective services to meet the growing needs of Surrey.

**Key Strategic Areas**

In addition to its normal service delivery area, the Engineering Department is working on a number of key strategies identified by Council. These include:

- Developing Engineering infrastructure requirements as part of the Stage 2 NCP studies for Semiahmoo Town Centre and Grandview Heights Area 2, Anniedale Tynehead; Newton Town Centre, and Area 5A.
- Partnering with Metro Vancouver in the completion of the RFP for the Surrey bio-fuel facility and construct the first Eco Centre in Metro Vancouver.
- Delivering the property requirements for all of the senior government infrastructure grant projects prior to their March 31, 2011 expenditure deadline.
- Continuing to effectively supporting capital projects and activities identified in the "Build Surrey Program" and in the City's "Economic Investment Zones".
- Completing school safety reviews at the remaining 70 public schools to improve safety around schools and encourage walking/cycling.
- Finalizing the Roberts Bank Rail Corridor Program of railway grade separations and advance the design and construction of the 152, 192 and 196 Street and 54 Avenue overpasses.

## LAND DEVELOPMENT DIVISION

Land Development work includes site servicing of all land and building developments in the City coordinated by the Development Services Section, and field monitoring by the Inspection Services Section to ensure that municipal engineering services are installed in conjunction with the development of land in the City to meet Council-adopted standards and requirements. In addition, the Customer Services Section provides counter services to the public and the File Registry Section is responsible for records management for the Department.

## TRANSPORTATION

Transportation related work includes Transportation Planning, Traffic Operations and Design and Construction. The goal of these groups is to enable mobility through safe and efficient pedestrian, auto, transit and bicycle infrastructure. These sections plan for current and future transportation needs, manage the design and construction of the required infrastructure and manage its operation, including signage, traffic signals and street lights.

**Multi-Use Pathway**
**– East Clayton Greenway on 80 Avenue**

## SEWER, WATER & DRAINAGE UTILITIES

The Sewer, Water and Drainage Utilities sections are responsible for engineering planning, design and construction for the infrastructure required to deliver water, sewer and drainage to support orderly growth, development and re-development of the City, as well as ongoing utility services to the existing businesses and residences of Surrey. The Drainage Utility also funds the Environmental section due to the intrinsic link between our drainage system and the City's natural watercourses. Through cooperation with other City Departments the Environmental Section's responsibilities have expanded beyond instream and riparian corridors to include contaminated sites, terrestrial habitat, biodiversity and many initiatives in support of the Sustainability Charter.

## GIS & SURVEY

The GIS (Geographic Information Systems) Section provides mapping services, spatial data maintenance (infrastructure and property datasets), and GIS application services (COSMOS) for both the public and City staff.

The Survey Section provides and manages survey services for the City, maintains the horizontal and vertical control monumentation network in the City, manages the digital plan submission process for the City's cadastral database mapping and creates and maintains road and right-of-way acquisition records.

## REALTY SERVICES

The Realty Services work includes the acquisition, disposition, development and management of the City's real estate portfolio.

## OPERATIONS & MAINTENANCE

Engineering Operations work involves the ongoing operation and maintenance of the City's engineering infrastructure including roads and drainage, sewer and water. This includes the management and maintenance of the City's fleet which is used to carry out maintenance and provide service to our customers. It also encompasses the management of the City's weekly waste, recyclables and yard waste collection services.

**Storm Sewer Installation at 100 Avenue & 154 Street**

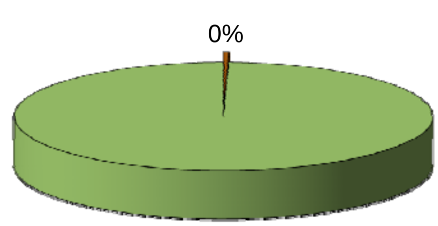
*(in thousands)*

| PROGRAM SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Administration | $ (288) | $ 208 | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Fleet & Garage | (545) | (923) | - | **-** | - | - | - | - |
| GIS | 422 | 418 | 110 | **260** | 284 | 290 | 296 | 302 |
| Gravel | 88 | 18 | - | **-** | - | - | - | - |
| Land Development | 973 | 56 | 55 | **294** | 357 | 426 | 472 | 520 |
| Real Estate | 670 | 564 | 209 | **209** | 257 | 308 | 357 | 407 |
| Survey | 49 | 133 | - | **25** | 25 | 25 | 25 | 25 |
| | **$ 1,369** | **$ 474** | **$ 374** | **$ 788** | **$ 923** | **$ 1,049** | **$ 1,149** | **$ 1,254** |

**ACCOUNT SUMMARY**

| | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (3,987) | $ (3,085) | $ (4,632) | **$ (4,762)** | $ (4,820) | $ (4,897) | $ (4,976) | $ (5,057) |
| Grants, Donations and Other | (2) | (1) | - | **-** | - | - | - | - |
| | (3,989) | (3,086) | (4,632) | **(4,762)** | (4,820) | (4,897) | (4,976) | (5,057) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 23,206 | 23,586 | 26,551 | **28,057** | 29,497 | 31,011 | 32,297 | 33,632 |
| Operating Costs | 6,886 | 6,983 | 5,478 | **6,666** | 6,818 | 6,972 | 7,129 | 7,291 |
| Internal Services Used | 6,299 | 6,259 | 5,672 | **6,618** | 6,787 | 6,963 | 7,133 | 7,310 |
| Internal Services Recovered | (30,296) | (30,904) | (34,397) | **(35,936)** | (37,544) | (39,225) | (40,701) | (42,232) |
| External Recoveries | (2,039) | (1,900) | - | **(1,735)** | (1,735) | (1,735) | (1,735) | (1,735) |
| | 4,056 | 4,024 | 3,304 | **3,670** | 3,823 | 3,986 | 4,123 | 4,266 |
| **Net Operations Total** | 67 | 938 | (1,328) | **(1,092)** | (997) | (911) | (853) | (791) |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (332) | (2,268) | (71) | **-** | - | - | - | - |
| Transfer To Own Sources | 1,634 | 1,804 | 1,773 | **1,880** | 1,920 | 1,960 | 2,002 | 2,045 |
| | 1,302 | (464) | 1,702 | **1,880** | 1,920 | 1,960 | 2,002 | 2,045 |
| | **$ 1,369** | **$ 474** | **$ 374** | **$ 788** | **$ 923** | **$ 1,049** | **$ 1,149** | **$ 1,254** |

**Percentage of Property Taxes**



*(in thousands)*

| ADMINISTRATION | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (117) | $ (103) | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | (2) | - | - | **-** | - | - | - | - |
| | (119) | (103) | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 17,468 | 17,833 | 20,009 | **21,406** | 22,505 | 23,660 | 24,640 | 25,659 |
| Operating Costs | 594 | 403 | 690 | **735** | 750 | 765 | 780 | 796 |
| Internal Services Used | 530 | 568 | 572 | **624** | 651 | 679 | 701 | 724 |
| Internal Services Recovered | (18,714) | (18,416) | (21,285) | **(22,850)** | (23,991) | (25,189) | (26,206) | (27,264) |
| External Recoveries | (174) | (147) | - | **-** | - | - | - | - |
| | (296) | 241 | (14) | **(85)** | (85) | (85) | (85) | (85) |
| **Net Operations Total** | **(415)** | **138** | **(14)** | **(85)** | **(85)** | **(85)** | **(85)** | **(85)** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (2) | - | (71) | **-** | - | - | - | - |
| Transfer To Own Sources | 129 | 70 | 85 | **85** | 85 | 85 | 85 | 85 |
| | 127 | 70 | 14 | **85** | 85 | 85 | 85 | 85 |
| | **$ (288)** | **$ 208** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |

| FLEET & GARAGE | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | - | - | - | **-** | - | - | - | - |
| Operating Costs | 3,864 | 4,003 | 3,647 | **4,150** | 4,254 | 4,360 | 4,469 | 4,581 |
| Internal Services Used | 2,342 | 2,295 | 2,997 | **2,624** | 2,729 | 2,838 | 2,952 | 3,070 |
| Internal Services Recovered | (7,857) | (8,718) | (8,124) | **(8,361)** | (8,610) | (8,865) | (9,130) | (9,403) |
| External Recoveries | (6) | (1) | - | **-** | - | - | - | - |
| | (1,657) | (2,421) | (1,480) | **(1,587)** | (1,627) | (1,667) | (1,709) | (1,752) |
| **Net Operations Total** | **(1,657)** | **(2,421)** | **(1,480)** | **(1,587)** | **(1,627)** | **(1,667)** | **(1,709)** | **(1,752)** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 1,112 | 1,498 | 1,480 | **1,587** | 1,627 | 1,667 | 1,709 | 1,752 |
| | 1,112 | 1,498 | 1,480 | **1,587** | 1,627 | 1,667 | 1,709 | 1,752 |
| | **$ (545)** | **$ (923)** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |

*(in thousands)*

| GIS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (29) | $ (20) | $ (68) | **$ (18)** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (29) | (20) | (68) | **(18)** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 1,027 | 1,053 | 1,189 | **1,229** | 1,292 | 1,358 | 1,414 | 1,472 |
| Operating Costs | 130 | 127 | 159 | **159** | 162 | 165 | 169 | 172 |
| Internal Services Used | 346 | 489 | 301 | **316** | 329 | 343 | 354 | 366 |
| Internal Services Recovered | (1,052) | (1,168) | (1,471) | **(1,426)** | (1,499) | (1,576) | (1,641) | (1,708) |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 451 | 501 | 178 | **278** | 284 | 290 | 296 | 302 |
| **Net Operations Total** | **422** | **481** | **110** | **260** | **284** | **290** | **296** | **302** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | (63) | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | (63) | - | **-** | - | - | - | - |
| | **$ 422** | **$ 418** | **$ 110** | **$ 260** | **$ 284** | **$ 290** | **$ 296** | **$ 302** |

| GRAVEL | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | (1) | - | **-** | - | - | - | - |
| | - | (1) | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | - | - | - | **-** | - | - | - | - |
| Operating Costs | 222 | 123 | 163 | **163** | 167 | 171 | 175 | 179 |
| Internal Services Used | 209 | 238 | 349 | **348** | 362 | 376 | 391 | 407 |
| Internal Services Recovered | (338) | (339) | (512) | **(511)** | (529) | (547) | (566) | (586) |
| External Recoveries | (5) | (3) | - | **-** | **-** | **-** | **-** | **-** |
| | 88 | 19 | - | **-** | - | - | - | - |
| **Net Operations Total** | **88** | **18** | **-** | **-** | **-** | **-** | **-** | **-** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 88** | **$ 18** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |

*(in thousands)*

| LAND DEVELOPMENT | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (2,867) | $ (1,816) | $ (3,616) | **$ (3,796)** | $ (3,872) | $ (3,949) | $ (4,028) | $ (4,109) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (2,867) | (1,816) | (3,616) | **(3,796)** | (3,872) | (3,949) | (4,028) | (4,109) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 2,393 | 2,269 | 2,555 | **2,615** | 2,749 | 2,890 | 3,010 | 3,134 |
| Operating Costs | 986 | 1,016 | 102 | **737** | 742 | 747 | 752 | 757 |
| Internal Services Used | 2,645 | 2,289 | 1,253 | **2,473** | 2,473 | 2,473 | 2,473 | 2,473 |
| Internal Services Recovered | - | - | (239) | **-** | - | - | - | - |
| External Recoveries | (1,854) | (1,742) | - | **(1,735)** | (1,735) | (1,735) | (1,735) | (1,735) |
| | 4,170 | 3,832 | 3,671 | **4,090** | 4,229 | 4,375 | 4,500 | 4,629 |
| **Net Operations Total** | **1,303** | **2,016** | **55** | **294** | **357** | **426** | **472** | **520** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (330) | (1,960) | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | (330) | (1,960) | - | **-** | - | - | - | - |
| | **$ 973** | **$ 56** | **$ 55** | **$ 294** | **$ 357** | **$ 426** | **$ 472** | **$ 520** |

| REAL ESTATE | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (974) | $ (1,146) | $ (948) | **$ (948)** | $ (948) | $ (948) | $ (948) | $ (948) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (974) | (1,146) | (948) | **(948)** | (948) | (948) | (948) | (948) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 1,452 | 1,523 | 1,857 | **1,849** | 1,944 | 2,044 | 2,129 | 2,217 |
| Operating Costs | 1,049 | 1,277 | 672 | **677** | 697 | 717 | 737 | 757 |
| Internal Services Used | 131 | 261 | 138 | **171** | 178 | 186 | 192 | 198 |
| Internal Services Recovered | (1,381) | (1,314) | (1,718) | **(1,748)** | (1,822) | (1,899) | (1,961) | (2,025) |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 1,251 | 1,747 | 949 | **949** | 997 | 1,048 | 1,097 | 1,147 |
| **Net Operations Total** | **277** | **601** | **1** | **1** | **49** | **100** | **149** | **199** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | (245) | - | **-** | - | - | - | - |
| Transfer To Own Sources | 393 | 208 | 208 | **208** | 208 | 208 | 208 | 208 |
| | 393 | (37) | 208 | **208** | 208 | 208 | 208 | 208 |
| | **$ 670** | **$ 564** | **$ 209** | **$ 209** | **$ 257** | **$ 308** | **$ 357** | **$ 407** |

*(in thousands)*

| SURVEY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 866 | 908 | 941 | **958** | 1,007 | 1,059 | 1,104 | 1,150 |
| Operating Costs | 41 | 34 | 45 | **45** | 46 | 47 | 48 | 49 |
| Internal Services Used | 96 | 119 | 62 | **62** | 65 | 68 | 70 | 72 |
| Internal Services Recovered | (954) | (949) | (1,048) | **(1,040)** | (1,093) | (1,149) | (1,197) | (1,246) |
| External Recoveries | - | (7) | - | **-** | - | - | - | - |
| | 49 | 105 | - | **25** | 25 | 25 | 25 | 25 |
| **Net Operations Total** | **49** | **105** | **-** | **25** | **25** | **25** | **25** | **25** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | 28 | - | **-** | - | - | - | - |
| | - | 28 | - | **-** | - | - | - | - |
| | **$ 49** | **$ 133** | **$ -** | **$ 25** | **$ 25** | **$ 25** | **$ 25** | **$ 25** |

# 2010 - 2014 FINANCIAL PLAN
# SIGNIFICANT CHANGES
# ENGINEERING SERVICES

*(in thousands)*

| | | | |
|---|---|---|---|
| **2009 ADOPTED BUDGET** | | | **$ 374** |
| **REVENUES** | | | |
| **Sales and Services** | | | |
| LD Application Fee Decrease | ...................................... | $ 114 | |
| LD Fee Decrease | ...................................... | (316) | |
| LD Latecomer Fee Decrease | ...................................... | (2) | |
| LD Permit Fee Decrease | ...................................... | 24 | |
| GIS Adjust Revenues for Free Online Services | ...................................... | 50 | **(130)** |
| **Taxation and Other** | | | |
| **Total Change in Revenues** | | | **(130)** |
| **EXPENDITURES** | | | |
| **Salaries/Wages & Benefits** | | | |
| Salary Increase | ...................................... | 940 | |
| Overhead, Overtime, Sick Reduction | ...................................... | (92) | |
| Part-time Adjustment | ...................................... | 3 | |
| Reclass Realty Positions | ...................................... | (36) | |
| Reclass Land Development Position | ...................................... | 18 | |
| Reclass Surveyor Positions | | 40 | |
| Reclass Utilities Positions | ...................................... | (99) | |
| Reclass Eng Ops Positions | ...................................... | 2 | |
| New Positions Eng Ops | ...................................... | 731 | **1,507** |
| **Operating Costs** | | | |
| Land Development Clearing 69999 | ...................................... | 635 | |
| Realty Hydro Increase | ...................................... | 5 | |
| Fleet Training, Services, Leases/Rentals, Supplies | ...................................... | 503 | |
| Joint Works Yard Admin | ...................................... | 45 | **1,188** |
| **Internal Services Used** | | | |
| Land Development Labour & Municipal Equip 69999 | ...................................... | 1,100 | |
| Land Development | ...................................... | 128 | |
| Realty | ...................................... | 33 | |
| Admininstration | ...................................... | 40 | |
| GIS | ...................................... | 16 | |
| Utilities | ...................................... | 14 | |
| Eng Ops | ...................................... | 2 | |
| Joint Works Yard | ...................................... | 22 | |
| Gravel | ...................................... | (2) | |
| Fleet | ...................................... | (374) | |
| Joint Works Yard Admin | ...................................... | (34) | **945** |
| **Internal Services Recovered** | | | |
| Realty | ...................................... | 200 | |
| Admininistration | ...................................... | (39) | |
| CS | ...................................... | (8) | |
| Survey | ...................................... | 8 | |
| GIS | ...................................... | 45 | |
| Utilities | ...................................... | (68) | |
| Eng Ops | ...................................... | (897) | |
| Joint Works Yard | ...................................... | (534) | |
| Gravel | ...................................... | 2 | |
| Fleet | ...................................... | (237) | |
| Joint Works Yard Admin | ...................................... | (11) | **(1,539)** |
| **External Recoveries** | | | |
| Land Development Recovery 69999 | ...................................... | (1,735) | **(1,735)** |
| **Transfer From Own Sources** | | | |
| Utilities | ...................................... | 71 | **71** |
| **Transfer To Own Sources** | | | |
| Fleet | ...................................... | 107 | **107** |
| **Total Change in Expenditures** | | | **544** |
| **2010 BUDGET** | | | **$ 788** |



CITY OF SURREY

# 2010 - 2014 FINANCIAL PLAN
# SIGNIFICANT CHANGES
# ENGINEERING SERVICES

*(in thousands)*

| | | | |
|---|---|---|---|
| **2010 ADOPTED BUDGET** | | | **$ 788** |
| **REVENUES** | | | |
| **Sales and Service** | | | |
| Land Development Growth | ...................................... | $ (313) | |
| GIS Revenue Decrease | ...................................... | 18 | **(295)** |
| **EXPENDITURES** | | | |
| **Salaries/Wages & Benefits** | | | |
| Increase Salary Rate | ...................................... | 5,575 | **5,575** |
| **Operating Costs** | | | |
| Land Development Cost Increases | ...................................... | 20 | |
| Admin Inflation Increases | ...................................... | 61 | |
| Gravel Inflation Increases | ...................................... | 16 | |
| Fleet Inflation Increases | ...................................... | 431 | |
| GIS and Survey Inflation Increases | ...................................... | 17 | |
| Realty Inflation Increases | ...................................... | 80 | **625** |
| **Internal Services Used** | ...................................... | 692 | **692** |
| **Internal Services Recovered** | ...................................... | (6,296) | **(6,296)** |
| **External Recoveries** | ...................................... | - | **-** |
| **Transfers** | | | |
| Fleet Contribution Adjustment | ...................................... | 165 | **165** |
| **2014 BUDGET** | | | **$ 1,254** |

# 2010 - 2014 FINANCIAL PLAN
# DEPARTMENTAL OPERATIONS
# PARKS, RECREATION & CULTURE FUNCTIONS

**General Manager**
**Laurie Cavan**

Administrative Coordinator
Dorothy Vestergaard

**Arts Services** – Sheila McKinnon
- Arts Services
- Arts Centre – Theatre, Gallery
- Arts Programming
- Community & Public Art

**Community & Leisure Services** – Lisa White
- Recreation Facilities Operations
  . Community Centres
  . Pools (Indoor & Outdoor)
  . Arenas
  . Community Halls
  . Senior Centres
  . Youth Centres
- Recreation Programs Development & Delivery
  . Customer Call Centre
  . CLASS System
  . Administration
  . Technology Support
  . Community Development

**Park Services** – Owen Croy
- Park Development
- Park Maintenance
- Urban Forestry & Environmental Services
- Business Operations & Athletic Fields
- Filming & Special Events
- Strategic Planning
- Parkland Acquisition Program
- Parks Master Plans
- Park Planning, Research & Design
- Beautification

**Support Services** – Joanne Reston
- Special Projects
- Policy Development & Research
- Emergency Social Services Support

**Marketing & Communications** – Darryl McCarron
- Marketing Planning
- Graphic Design & Print Materials
- Advertising & Promotion
- Web Site Development & Maintenance
- Ceremonies
- Communications, Publicity & Media Relations

**Heritage Services** – Jacqueline O'Donnell
- Surrey Museum
- Archives
- Historic Stewart Farm
- Heritage Programs

### MISSION STATEMENT

*We enhance the quality of life in our communities by working together to:*

- *Provide and facilitate the development of high quality parks, facilities, services and events;*
- *Embrace and foster diversity and community identity;*
- *Ensure accessibility and inclusivity;*
- *Champion environmental and cultural stewardship;*
- *Encourage and support individual and community wellness; and*
- *Develop, deliver and preserve cultural and educational resources and services.*

We will accomplish our mission through active partnerships and a community development approach.

### PARKS DIVISION

The Parks Division is responsible for the planning, development, operation and maintenance of over 2,600 hectares of parkland, a civic marina and 3 cemeteries. The department also oversees the stewardship of the natural environment and the street tree program, and facilitates the provision of nature-based programs. The division works with the community to program the use of all outdoor athletic facilities and community gardens to optimise use. The Filming and Special Events section hosts major events throughout the year, provides advice and permits to community event organizers and is a one-stop agency for filming within the City.

### COMMUNITY & LEISURE SERVICES DIVISION

The Community and Leisure Services Division is responsible for the efficient and effective operation of community pools, arenas, recreation and community centres throughout the City, while creating awareness and meaningful participation in active and healthy living opportunities. The division also works with the community to respond to the different needs of Surrey residents to ensure a sense of belonging. Community and Leisure Services community partners and its strong school partnership develop intentional programs and social well being initiatives that are affordable for seniors, children, youth and families. Community and Leisure Services engages and enables participation through volunteerism and by leading an inclusive approach towards reaching out to involve members of Surrey's diverse community, including people with disabilities, in all service areas.

**Chuck Bailey Recreation Centre**

### ARTS DIVISION

Plans and oversees a wide range of arts services and programs within the City. This includes the operation of the Surrey Arts Centre which encompasses a main theatre, studio theatre, contemporary Art Gallery and Tech Lab as well as administering the Public Art Program and the Surrey Children's Festival. Arts Services staff provides stewardship for the City's contemporary and public art collections and supports the city-wide identification and implementation of arts programs and facilities. Staff works with community organizations and other sectors to build awareness and appreciation for the benefits of the arts, provides arts education to students and develops new audiences through the presentation of exhibits, public programs and theatre events.

**Cloverdale Public Art**

### HERITAGE SERVICES DIVISION

Heritage Services plans, oversees and operates the Surrey Museum, the City of Surrey Archives, and the Historic Stewart Farm, supports the city-wide stewardship of documentary and material cultural heritage collections and the presentation of community history and works with community organizations and volunteers to build awareness and appreciation for Surrey's history and heritage through the presentation and circulation of exhibits, tours, public programs, curriculum based school programs and special events. It also fosters and supports community participation and life- long learning through volunteer and work experience opportunities for youth and adults.

### AMENITIES & SERVICES

The Department of Parks, Recreation and Culture operates:

- Recreation & Culture programs that accommodated 49,745 registrants in 21,000 programs;
- 5 ice arenas providing eight sheets of ice;
- 4 indoor pools and 8 outdoor pools;
- 3 seniors' centres and seniors' programming in all community centres;
- 2 youth centres and 5 youth activity locations, 7 Skate Parks;
- 8 community recreation centres;
- 11 synthetic turf fields;
- 218 athletic turf fields, 96 ball diamonds;
- 63 tennis courts;
- Main Stage Theatre with seating for 402;
- Studio Theatre with a seating capacity of 130;
- Surrey Art Gallery with visual art studios, a new media tech lab, Youth New Media Gallery and the City's permanent art collections;
- Museum with textile studio and orientation theatre;
- City of Surrey Archives with public reference room;
- Historic Stewart Farm, including 8 designated heritage buildings;
- 3 cemeteries;
- Ward's Marina within Elgin Heritage Park;
- Develops and maintains 2,567 hectares (6,43 acres) of parkland;
- Maintains 14,868 specimen trees in parks;
- 58,222 trees on streets and boulevards;
- 2 large urban forest parks;
- over 6,800 volunteers contribute to value-added services;
- hosted over 1,822,000 visits (drop-in admissions and pass scans) to our facilities, an increase of 7.9% over 2008;
- maintains 258 km. of trails and paths in parks; and
- produces 472,000 Leisure Guides annually.

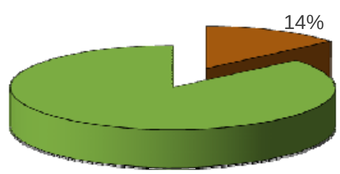
## 2010 - 2014 FINANCIAL PLAN
## DEPARTMENTAL OPERATIONS
## PARKS, RECREATION & CULTURE
*(in thousands)*

| PROGRAM SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Administration | $ 2,393 | $ 2,772 | $ 2,447 | **$ 2,440** | $ 2,537 | $ 2,583 | $ 2,630 | $ 2,679 |
| Arenas | 1,587 | 1,348 | 1,644 | **1,559** | 1,626 | 1,612 | 1,594 | 1,574 |
| Art Centre | 1,872 | 1,981 | 1,953 | **1,995** | 2,098 | 2,127 | 2,156 | 2,184 |
| Community Development | 417 | 476 | 462 | **475** | 496 | 505 | 514 | 523 |
| Community Halls | 13 | 18 | 33 | **33** | 34 | 34 | 34 | 34 |
| Community Recreation Services | 3,336 | 3,443 | 3,435 | **4,685** | 6,072 | 6,632 | 6,799 | 6,854 |
| Heritage Services | 1,173 | 1,203 | 1,347 | **1,401** | 1,529 | 1,561 | 1,593 | 1,626 |
| Indoor Pools | 3,040 | 3,447 | 3,168 | **3,647** | 3,783 | 3,727 | 3,666 | 3,600 |
| Outdoor Pools | 792 | 807 | 809 | **814** | 815 | 815 | 815 | 815 |
| Marketing | 977 | 950 | 988 | **997** | 1,034 | 1,053 | 1,073 | 1,093 |
| Parks Division | 12,418 | 13,097 | 13,378 | **14,041** | 15,133 | 15,900 | 16,668 | 17,440 |
| Planning, Research & Developme | 134 | 492 | 271 | **287** | 303 | 311 | 319 | 327 |
| Seniors Centres | 730 | 786 | 817 | **850** | 876 | 878 | 880 | 883 |
| Special Events | 386 | 606 | 658 | **677** | 1,595 | 1,616 | 1,638 | 1,660 |
| Youth Centres | 602 | 592 | 606 | **571** | 590 | 593 | 597 | 601 |
| | **$ 29,870** | **$ 32,018** | **$ 32,016** | **$ 34,472** | **$ 38,521** | **$ 39,947** | **$ 40,976** | **$ 41,893** |

**ACCOUNT SUMMARY**

| | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (17,866) | $ (18,448) | $ (16,482) | **$ (17,850)** | $ (18,522) | $ (19,047) | $ (19,588) | $ (20,143) |
| Grants, Donations and Other | (1,124) | (2,565) | (1,479) | **(783)** | (341) | (341) | (341) | (341) |
| | (18,990) | (21,013) | (17,961) | **(18,633)** | (18,863) | (19,388) | (19,929) | (20,484) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 26,879 | 29,911 | 27,526 | **29,342** | 30,963 | 31,522 | 32,091 | 32,672 |
| Operating Costs | 20,795 | 25,115 | 21,663 | **21,754** | 23,882 | 25,247 | 26,222 | 27,087 |
| Internal Services Used | 9,357 | 11,319 | 9,207 | **9,386** | 9,786 | 9,909 | 10,033 | 10,158 |
| Internal Services Recovered | (9,532) | (10,654) | (7,679) | **(7,656)** | (7,969) | (8,065) | (8,163) | (8,262) |
| External Recoveries | (524) | (817) | (328) | **(325)** | (325) | (325) | (325) | (325) |
| | 46,975 | 54,874 | 50,389 | **52,502** | 56,338 | 58,289 | 59,859 | 61,331 |
| **Net Operations Total** | **27,985** | **33,861** | **32,428** | **33,869** | **37,475** | **38,901** | **39,930** | **40,847** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (804) | (3,939) | (1,573) | **(539)** | (96) | (96) | (96) | (96) |
| Transfer To Own Sources | 2,689 | 2,096 | 1,161 | **1,142** | 1,142 | 1,142 | 1,142 | 1,142 |
| | 1,885 | (1,843) | (412) | **603** | 1,046 | 1,046 | 1,046 | 1,046 |
| | **$ 29,870** | **$ 32,018** | **$ 32,016** | **$ 34,472** | **$ 38,521** | **$ 39,947** | **$ 40,976** | **$ 41,893** |

**Percentage of Property Taxes**



*(in thousands)*

| ADMINISTRATION | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (405) | $ (104) | $ (35) | **$ (35)** | $ (35) | $ (35) | $ (35) | $ (35) |
| Grants, Donations and Other | (890) | (951) | (317) | **(317)** | (317) | (317) | (317) | (317) |
| | (1,295) | (1,055) | (352) | **(352)** | (352) | (352) | (352) | (352) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 1,400 | 1,655 | 1,364 | **1,388** | 1,482 | 1,527 | 1,573 | 1,621 |
| Operating Costs | 1,483 | 2,790 | 1,107 | **1,076** | 1,076 | 1,076 | 1,076 | 1,076 |
| Internal Services Used | 197 | 147 | 62 | **62** | 65 | 66 | 67 | 68 |
| Internal Services Recovered | (17) | (33) | (12) | **(12)** | (12) | (12) | (12) | (12) |
| External Recoveries | (2) | (158) | - | **-** | - | - | - | - |
| | 3,061 | 4,401 | 2,521 | **2,514** | 2,611 | 2,657 | 2,704 | 2,753 |
| **Net Operations Total** | **1,766** | **3,346** | **2,169** | **2,162** | **2,259** | **2,305** | **2,352** | **2,401** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (393) | (1,667) | (72) | **(72)** | (72) | (72) | (72) | (72) |
| Transfer To Own Sources | 1,020 | 1,093 | 350 | **350** | 350 | 350 | 350 | 350 |
| | 627 | (574) | 278 | **278** | 278 | 278 | 278 | 278 |
| | **$ 2,393** | **$ 2,772** | **$ 2,447** | **$ 2,440** | **$ 2,537** | **$ 2,583** | **$ 2,630** | **$ 2,679** |

| ARENAS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (2,993) | $ (3,390) | $ (3,322) | **$ (3,508)** | $ (3,648) | $ (3,757) | $ (3,870) | $ (3,986) |
| Grants, Donations and Other | - | 1 | - | **-** | - | - | - | - |
| | (2,993) | (3,389) | (3,322) | **(3,508)** | (3,648) | (3,757) | (3,870) | (3,986) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 2,346 | 2,602 | 2,605 | **2,810** | 2,959 | 3,001 | 3,043 | 3,086 |
| Operating Costs | 1,367 | 1,365 | 1,645 | **1,551** | 1,601 | 1,651 | 1,701 | 1,751 |
| Internal Services Used | 207 | 241 | 194 | **194** | 202 | 205 | 208 | 211 |
| Internal Services Recovered | (65) | (11) | (12) | **(12)** | (12) | (12) | (12) | (12) |
| External Recoveries | (13) | (13) | - | **(10)** | (10) | (10) | (10) | (10) |
| | 3,842 | 4,184 | 4,432 | **4,533** | 4,740 | 4,835 | 4,930 | 5,026 |
| **Net Operations Total** | **849** | **795** | **1,110** | **1,025** | **1,092** | **1,078** | **1,060** | **1,040** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 738 | 553 | 534 | **534** | 534 | 534 | 534 | 534 |
| | 738 | 553 | 534 | **534** | 534 | 534 | 534 | 534 |
| | **$ 1,587** | **$ 1,348** | **$ 1,644** | **$ 1,559** | **$ 1,626** | **$ 1,612** | **$ 1,594** | **$ 1,574** |

*(in thousands)*

| ART CENTRE | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (929) | $ (928) | $ (968) | **$ (999)** | $ (1,039) | $ (1,070) | $ (1,102) | $ (1,135) |
| Grants, Donations and Other | (84) | (141) | - | **-** | - | - | - | - |
| | (1,013) | (1,069) | (968) | **(999)** | (1,039) | (1,070) | (1,102) | (1,135) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 1,763 | 1,931 | 1,963 | **2,006** | 2,126 | 2,165 | 2,205 | 2,245 |
| Operating Costs | 1,113 | 1,032 | 898 | **928** | 948 | 968 | 988 | 1,008 |
| Internal Services Used | 64 | 72 | 75 | **75** | 78 | 79 | 80 | 81 |
| Internal Services Recovered | - | (4) | (15) | **(15)** | (15) | (15) | (15) | (15) |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 2,940 | 3,031 | 2,921 | **2,994** | 3,137 | 3,197 | 3,258 | 3,319 |
| **Net Operations Total** | **1,927** | **1,962** | **1,953** | **1,995** | **2,098** | **2,127** | **2,156** | **2,184** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (55) | (60) | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | 79 | - | **-** | - | - | - | - |
| | (55) | 19 | - | **-** | - | - | - | - |
| | **$ 1,872** | **$ 1,981** | **$ 1,953** | **$ 1,995** | **$ 2,098** | **$ 2,127** | **$ 2,156** | **$ 2,184** |

| COMMUNITY DEVELOPMENT | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (20) | $ (7) | $ (1) | **$ (1)** | $ (1) | $ (1) | $ (1) | $ (1) |
| Grants, Donations and Other | (12) | (19) | (5) | **(5)** | (5) | (5) | (5) | (5) |
| | (32) | (26) | (6) | **(6)** | (6) | (6) | (6) | (6) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 567 | 742 | 367 | **380** | 399 | 407 | 415 | 423 |
| Operating Costs | 124 | 142 | 60 | **60** | 60 | 60 | 60 | 60 |
| Internal Services Used | 29 | 29 | 41 | **41** | 43 | 44 | 45 | 46 |
| Internal Services Recovered | (265) | (351) | - | **-** | - | - | - | - |
| External Recoveries | (6) | (60) | - | **-** | - | - | - | - |
| | 449 | 502 | 468 | **481** | 502 | 511 | 520 | 529 |
| **Net Operations Total** | **417** | **476** | **462** | **475** | **496** | **505** | **514** | **523** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 417** | **$ 476** | **$ 462** | **$ 475** | **$ 496** | **$ 505** | **$ 514** | **$ 523** |

*(in thousands)*

| COMMUNITY HALLS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (26) | $ (26) | $ (7) | **$ (7)** | $ (7) | $ (7) | $ (7) | $ (7) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (26) | (26) | (7) | **(7)** | (7) | (7) | (7) | (7) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 3 | 5 | - | **-** | - | - | - | - |
| Operating Costs | 29 | 27 | 28 | **28** | 28 | 28 | 28 | 28 |
| Internal Services Used | 11 | 15 | 14 | **14** | 15 | 15 | 15 | 15 |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (3) | (3) | (2) | **(2)** | (2) | (2) | (2) | (2) |
| | 40 | 44 | 40 | **40** | 41 | 41 | 41 | 41 |
| **Net Operations Total** | **14** | **18** | **33** | **33** | **34** | **34** | **34** | **34** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (1) | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | (1) | - | - | **-** | - | - | - | - |
| | **$ 13** | **$ 18** | **$ 33** | **$ 33** | **$ 34** | **$ 34** | **$ 34** | **$ 34** |

| COMMUNITY RECREATION SERVICES | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (4,463) | $ (4,677) | $ (3,755) | **$ (4,064)** | $ (4,227) | $ (4,354) | $ (4,485) | $ (4,620) |
| Grants, Donations and Other | (29) | (180) | - | **-** | - | - | - | - |
| | (4,492) | (4,857) | (3,755) | **(4,064)** | (4,227) | (4,354) | (4,485) | (4,620) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 3,956 | 4,222 | 3,639 | **3,896** | 4,154 | 4,235 | 4,317 | 4,401 |
| Operating Costs | 3,772 | 3,988 | 3,271 | **4,552** | 5,824 | 6,424 | 6,634 | 6,734 |
| Internal Services Used | 463 | 446 | 467 | **468** | 488 | 494 | 500 | 506 |
| Internal Services Recovered | (308) | (293) | (187) | **(167)** | (167) | (167) | (167) | (167) |
| External Recoveries | (94) | (86) | - | **-** | - | - | - | - |
| | 7,789 | 8,277 | 7,190 | **8,749** | 10,299 | 10,986 | 11,284 | 11,474 |
| **Net Operations Total** | **3,297** | **3,420** | **3,435** | **4,685** | **6,072** | **6,632** | **6,799** | **6,854** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | (7) | - | **-** | - | - | - | - |
| Transfer To Own Sources | 39 | 30 | - | **-** | - | - | - | - |
| | 39 | 23 | - | **-** | - | - | - | - |
| | **$ 3,336** | **$ 3,443** | **$ 3,435** | **$ 4,685** | **$ 6,072** | **$ 6,632** | **$ 6,799** | **$ 6,854** |

*(in thousands)*

| HERITAGE SERVICES | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (123) | $ (110) | $ (103) | **$ (93)** | $ (94) | $ (95) | $ (96) | $ (97) |
| Grants, Donations and Other | (13) | (11) | (9) | **(9)** | (9) | (9) | (9) | (9) |
| | (136) | (121) | (112) | **(102)** | (103) | (104) | (105) | (106) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 967 | 998 | 1,091 | **1,123** | 1,244 | 1,271 | 1,298 | 1,326 |
| Operating Costs | 289 | 267 | 301 | **331** | 336 | 341 | 346 | 351 |
| Internal Services Used | 55 | 59 | 67 | **67** | 70 | 71 | 72 | 73 |
| Internal Services Recovered | (1) | - | - | **(18)** | (18) | (18) | (18) | (18) |
| External Recoveries | (1) | - | - | **-** | - | - | - | - |
| | 1,309 | 1,324 | 1,459 | **1,503** | 1,632 | 1,665 | 1,698 | 1,732 |
| **Net Operations Total** | **1,173** | **1,203** | **1,347** | **1,401** | **1,529** | **1,561** | **1,593** | **1,626** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 1,173** | **$ 1,203** | **$ 1,347** | **$ 1,401** | **$ 1,529** | **$ 1,561** | **$ 1,593** | **$ 1,626** |

| INDOOR POOLS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (6,294) | $ (6,618) | $ (5,990) | **$ (6,624)** | $ (6,889) | $ (7,096) | $ (7,309) | $ (7,528) |
| Grants, Donations and Other | 4 | 2 | - | **-** | - | - | - | - |
| | (6,290) | (6,616) | (5,990) | **(6,624)** | (6,889) | (7,096) | (7,309) | (7,528) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 6,116 | 6,968 | 6,331 | **7,083** | 7,409 | 7,502 | 7,596 | 7,691 |
| Operating Costs | 2,729 | 2,567 | 2,366 | **2,690** | 2,740 | 2,790 | 2,840 | 2,890 |
| Internal Services Used | 540 | 586 | 542 | **588** | 613 | 621 | 629 | 637 |
| Internal Services Recovered | (4) | - | - | **-** | - | - | - | - |
| External Recoveries | (91) | (90) | (81) | **(90)** | (90) | (90) | (90) | (90) |
| | 9,290 | 10,031 | 9,158 | **10,271** | 10,672 | 10,823 | 10,975 | 11,128 |
| **Net Operations Total** | **3,000** | **3,415** | **3,168** | **3,647** | **3,783** | **3,727** | **3,666** | **3,600** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 40 | 32 | - | **-** | - | - | - | - |
| | 40 | 32 | - | **-** | - | - | - | - |
| | **$ 3,040** | **$ 3,447** | **$ 3,168** | **$ 3,647** | **$ 3,783** | **$ 3,727** | **$ 3,666** | **$ 3,600** |

*(in thousands)*

| OUTDOOR POOLS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | - | - | - | **-** | - | - | - | - |
| Operating Costs | 778 | 781 | 769 | **770** | 770 | 770 | 770 | 770 |
| Internal Services Used | 14 | 12 | 20 | **24** | 25 | 25 | 25 | 25 |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (16) | (9) | (17) | **(17)** | (17) | (17) | (17) | (17) |
| | 776 | 784 | 772 | **777** | 778 | 778 | 778 | 778 |
| **Net Operations Total** | **776** | **784** | **772** | **777** | **778** | **778** | **778** | **778** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 16 | 23 | 37 | **37** | 37 | 37 | 37 | 37 |
| | 16 | 23 | 37 | **37** | 37 | 37 | 37 | 37 |
| | **$ 792** | **$ 807** | **$ 809** | **$ 814** | **$ 815** | **$ 815** | **$ 815** | **$ 815** |

| MARKETING | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (146) | $ (121) | $ (113) | **$ (115)** | $ (115) | $ (115) | $ (115) | $ (115) |
| Grants, Donations and Other | - | (11) | (10) | **(10)** | (10) | (10) | (10) | (10) |
| | (146) | (132) | (123) | **(125)** | (125) | (125) | (125) | (125) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 525 | 611 | 587 | **618** | 650 | 664 | 679 | 694 |
| Operating Costs | 803 | 565 | 627 | **574** | 579 | 584 | 589 | 594 |
| Internal Services Used | 5 | 6 | - | **1** | 1 | 1 | 1 | 1 |
| Internal Services Recovered | (102) | (65) | (45) | **(35)** | (35) | (35) | (35) | (35) |
| External Recoveries | (64) | (30) | (58) | **(36)** | (36) | (36) | (36) | (36) |
| | 1,167 | 1,087 | 1,111 | **1,122** | 1,159 | 1,178 | 1,198 | 1,218 |
| **Net Operations Total** | **1,021** | **955** | **988** | **997** | **1,034** | **1,053** | **1,073** | **1,093** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (44) | (5) | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | (44) | (5) | - | **-** | - | - | - | - |
| | **$ 977** | **$ 950** | **$ 988** | **$ 997** | **$ 1,034** | **$ 1,053** | **$ 1,073** | **$ 1,093** |

*(in thousands)*

| PARKS DIVISION | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (891) | $ (1,361) | $ (911) | **$ (980)** | $ (1,019) | $ (1,050) | $ (1,082) | $ (1,114) |
| Grants, Donations and Other | (100) | (713) | - | **-** | - | - | - | - |
| | (991) | (2,074) | (911) | **(980)** | (1,019) | (1,050) | (1,082) | (1,114) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 7,403 | 8,097 | 7,465 | **7,768** | 8,158 | 8,323 | 8,491 | 8,663 |
| Operating Costs | 6,308 | 9,385 | 6,512 | **6,804** | 7,520 | 8,145 | 8,770 | 9,395 |
| Internal Services Used | 7,561 | 9,319 | 7,523 | **7,660** | 7,986 | 8,086 | 8,187 | 8,289 |
| Internal Services Recovered | (8,338) | (9,502) | (7,093) | **(7,093)** | (7,394) | (7,486) | (7,580) | (7,675) |
| External Recoveries | (206) | (304) | (169) | **(169)** | (169) | (169) | (169) | (169) |
| | 12,728 | 16,995 | 14,238 | **14,970** | 16,101 | 16,899 | 17,699 | 18,503 |
| **Net Operations Total** | **11,737** | **14,921** | **13,327** | **13,990** | **15,082** | **15,849** | **16,617** | **17,389** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | (2,085) | (24) | **(24)** | (24) | (24) | (24) | (24) |
| Transfer To Own Sources | 681 | 261 | 75 | **75** | 75 | 75 | 75 | 75 |
| | 681 | (1,824) | 51 | **51** | 51 | 51 | 51 | 51 |
| | **$ 12,418** | **$ 13,097** | **$ 13,378** | **$ 14,041** | **$ 15,133** | **$ 15,900** | **$ 16,668** | **$ 17,440** |

| PLANNING, RESEARCH & DEVELOPMENT | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 374 | 433 | 497 | **513** | 540 | 552 | 564 | 576 |
| Operating Costs | 27 | 211 | 53 | **53** | 53 | 53 | 53 | 53 |
| Internal Services Used | 4 | 256 | 15 | **15** | 16 | 16 | 16 | 16 |
| Internal Services Recovered | (271) | (296) | (294) | **(294)** | (306) | (310) | (314) | (318) |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 134 | 604 | 271 | **287** | 303 | 311 | 319 | 327 |
| **Net Operations Total** | **134** | **604** | **271** | **287** | **303** | **311** | **319** | **327** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | (112) | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | (112) | - | **-** | - | - | - | - |
| | **$ 134** | **$ 492** | **$ 271** | **$ 287** | **$ 303** | **$ 311** | **$ 319** | **$ 327** |

*(in thousands)*

| SENIORS CENTRES | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (429) | $ (485) | $ (421) | **$ (467)** | $ (486) | $ (501) | $ (516) | $ (531) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (429) | (485) | (421) | **(467)** | (486) | (501) | (516) | (531) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 614 | 735 | 753 | **864** | 901 | 912 | 923 | 935 |
| Operating Costs | 453 | 471 | 418 | **386** | 391 | 396 | 401 | 406 |
| Internal Services Used | 61 | 69 | 67 | **67** | 70 | 71 | 72 | 73 |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | - | (4) | - | **-** | - | - | - | - |
| | 1,128 | 1,271 | 1,238 | **1,317** | 1,362 | 1,379 | 1,396 | 1,414 |
| **Net Operations Total** | **699** | **786** | **817** | **850** | **876** | **878** | **880** | **883** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 31 | - | - | **-** | - | - | - | - |
| | 31 | - | - | **-** | - | - | - | - |
| | **$ 730** | **$ 786** | **$ 817** | **$ 850** | **$ 876** | **$ 878** | **$ 880** | **$ 883** |

| SPECIAL EVENTS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (1,040) | $ (516) | $ (719) | **$ (826)** | $ (826) | $ (826) | $ (826) | $ (826) |
| Grants, Donations and Other | - | (541) | (1,138) | **(442)** | - | - | - | - |
| | (1,040) | (1,057) | (1,857) | **(1,268)** | (826) | (826) | (826) | (826) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 271 | 316 | 314 | **318** | 342 | 357 | 373 | 389 |
| Operating Costs | 1,314 | 1,372 | 3,441 | **1,827** | 1,832 | 1,837 | 1,842 | 1,847 |
| Internal Services Used | 108 | 40 | 99 | **99** | 103 | 104 | 105 | 106 |
| Internal Services Recovered | (55) | (54) | (1) | **(1)** | (1) | (1) | (1) | (1) |
| External Recoveries | - | (8) | (1) | **(1)** | (1) | (1) | (1) | (1) |
| | 1,638 | 1,666 | 3,852 | **2,242** | 2,275 | 2,296 | 2,318 | 2,340 |
| **Net Operations Total** | **598** | **609** | **1,995** | **974** | **1,449** | **1,470** | **1,492** | **1,514** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (311) | (3) | (1,477) | **(443)** | - | - | - | - |
| Transfer To Own Sources | 99 | - | 140 | **146** | 146 | 146 | 146 | 146 |
| | (212) | (3) | (1,337) | **(297)** | 146 | 146 | 146 | 146 |
| | **$ 386** | **$ 606** | **$ 658** | **$ 677** | **$ 1,595** | **$ 1,616** | **$ 1,638** | **$ 1,660** |

*(in thousands)*

| YOUTH CENTRES | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (107) | $ (105) | $ (137) | **$ (131)** | $ (136) | $ (140) | $ (144) | $ (148) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (107) | (105) | (137) | **(131)** | (136) | (140) | (144) | (148) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 574 | 596 | 550 | **575** | 599 | 606 | 614 | 622 |
| Operating Costs | 206 | 151 | 167 | **124** | 124 | 124 | 124 | 124 |
| Internal Services Used | 38 | 22 | 21 | **11** | 11 | 11 | 11 | 11 |
| Internal Services Recovered | (106) | (45) | (20) | **(9)** | (9) | (9) | (9) | (9) |
| External Recoveries | (28) | (52) | - | **-** | - | - | - | - |
| | 684 | 672 | 718 | **702** | 726 | 733 | 741 | 749 |
| **Net Operations Total** | **577** | **567** | **581** | **571** | **590** | **593** | **597** | **601** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 25 | 25 | 25 | **-** | - | - | - | - |
| | 25 | 25 | 25 | **-** | - | - | - | - |
| | **$ 602** | **$ 592** | **$ 606** | **$ 571** | **$ 590** | **$ 593** | **$ 597** | **$ 601** |

## 2010 - 2014 FINANCIAL PLAN
## SIGNIFICANT CHANGES
## PARKS, RECREATION & CULTURE

*(in thousands)*

| | | | |
|---|---|---|---|
| **2009 ADOPTED BUDGET** | | | **$ 32,016** |
| | | | |
| **REVENUES** | | | |
| **Sales and Services** | | | |
| Fee Increase | ..................................... | $ (474) | |
| Surrey Art Centre | ..................................... | (31) | |
| North CRO | ..................................... | (57) | |
| Newton CRO | ..................................... | (102) | |
| Prov/Fed Grant Reductions | ..................................... | 12 | |
| SSLC | ..................................... | (530) | |
| Indoor Pools | ..................................... | (105) | |
| Special Events | ..................................... | 614 | **(672)** |
| | | | |
| **Total Change in Revenues** | | | **(672)** |
| | | | |
| **EXPENDITURES** | | | |
| **Salaries/Wages & Benefits** | | | |
| Salary Adjustments | ..................................... | 1,193 | |
| New Initiatives | ..................................... | 623 | |
| | | | **1,816** |
| | | | |
| **Operating Costs** | | | |
| Increase Due to Inflation | ..................................... | (57) | |
| Administration | ..................................... | (31) | |
| Arenas | ..................................... | (94) | |
| Arts Centre | ..................................... | 30 | |
| North CRO | ..................................... | 63 | |
| Newton CRO | ..................................... | 122 | |
| Chuck Bailey | ..................................... | 677 | |
| Kengsington Prarie | ..................................... | 280 | |
| Kwomais Point | ..................................... | 139 | |
| Heritage Services | ..................................... | 30 | |
| SSLC | ..................................... | (67) | |
| Newton Gym | ..................................... | 391 | |
| New Park Inventory | ..................................... | 265 | |
| Special Events | ..................................... | (1,614) | |
| Youth | ..................................... | (43) | **91** |
| | | | |
| **Internal Services Used** | | | |
| Increase Due to Inflation | ..................................... | 144 | |
| Facilities Maintenance | ..................................... | 36 | **179** |
| | | | |
| **Internal Services Recovered** | ..................................... | 24 | **24** |
| | | | |
| **External Recoveries** | ..................................... | 3 | **3** |
| | | | |
| **Transfer From Own Sources** | ..................................... | 1,034 | **1,034** |
| | | | |
| **Transfer To Own Sources** | ..................................... | (19) | **(19)** |
| | | | |
| **Total Change in Expenditures** | | | **3,128** |
| | | | |
| **2010 BUDGET** | | | **$ 34,472** |

# 2010 - 2014 FINANCIAL PLAN
# SIGNIFICANT CHANGES
# PARKS, RECREATION & CULTURE

*(in thousands)*

| | | | |
|---|---|---|---|
| **2010 ADOPTED BUDGET** | | | **$ 34,472** |
| | | | |
| **REVENUES** | | | |
| **Sales and Service** | | | |
| Increase Revenue | ....................................... | $ (1851) | **(1,851)** |
| | | | |
| **EXPENDITURES** | | | |
| **Salaries/Wages & Benefits** | | | |
| Overhead, CUPE & Exempt Rate | ....................................... | 3,119 | |
| Reinstate Partial Cost Saving Measures | ....................................... | 211 | |
| | ....................................... | | **3,330** |
| | | | |
| **Operating Costs** | | | |
| Arena Inflation Increases | ....................................... | 200 | |
| Art Centre Inflation Increase | ....................................... | 80 | |
| Community Recreation Offices Inflation Increases | ....................................... | 400 | |
| Cloverdale Multi-Purpose Centre | ....................................... | 1,000 | |
| Kensington Prairie Elementary School | ....................................... | 157 | |
| Fitness Facilities | ....................................... | 610 | |
| Heritage Inflation Increase | ....................................... | 20 | |
| Indoor Pool Inflation Increase | ....................................... | 200 | |
| Marketing Increase | ....................................... | 20 | |
| Parks Inflation Increases | ....................................... | 1,300 | |
| Parks Inventory Increases | ....................................... | 1,200 | |
| Covered Youth Park | ....................................... | 91 | |
| Seniors Inflation Increases | ....................................... | 20 | |
| Special Events Inflation Increases | ....................................... | 20 | |
| Reinstate Partial Cost Saving Measures | ....................................... | 15 | **5,333** |
| | | | |
| **Internal Services Used** | ....................................... | 772 | **772** |
| | | | |
| **Internal Services Recovered** | ....................................... | (606) | **(606)** |
| | | | |
| **External Recoveries** | ....................................... | - | **-** |
| | | | |
| **Transfers To/From Own Source** | ....................................... | 443 | **443** |
| | | | |
| **2014 BUDGET** | | | **$ 41,893** |

# 2010 - 2014 FINANCIAL PLAN
# DEPARTMENTAL OPERATIONS
# SURREY PUBLIC LIBRARY FUNCTIONS

**Surrey Public Library Board**

**Chief Librarian**
**Beth Barlow**

Administrative Coordinator
Linda Bradley

Administrative Services
Michael Ho

- Finance
- Human Resources
- Facilities

Public Services & Development
Melanie Houlden

- Branch Operations
- Materials Collection
- Community Relations
- Fund Development
- Learning Services

Information Technology
Jim Walsh

- Applications Planning
- Client Support
- Technology Deployment

## MISSION STATEMENT

*To provide and promote access to local and global information and ideas, encourage literacy and support lifelong learning for all Surrey residents.*

Surrey Public Library has 9 branches, located in the town centres of Whalley, Guildford, Port Kells, Fleetwood, Newton, Cloverdale and South Surrey, as well as the Strawberry Hill Shopping Centre and Ocean Park. Planning is well underway for the new City Centre Library. The Library collects and loans a wide variety of materials in print, audiovisual and electronic formats. Home delivery service uses volunteers to take reading materials to people who cannot visit a library.

**Bing Thom Architects' Concept for City Centre Library**

Information Services staff members help customers find information in our collections, online databases, Internet sites and other libraries. Customers can ask questions in person, via telephone or email.

The Library's web site also provides links to community organizations in Surrey and to the most useful sites on the Internet.

A wide variety of programs that support literacy are offered including classes for parents to help them improve their children's reading readiness, storytelling basics for daycare providers, storytimes for children, reading clubs for children and teens, computer literacy classes and support for customers with print disabilities.

The Library is a member of Public Library InterLINK, a federation of 18 library systems in the Lower Mainland that allows citizens of the participating municipalities to borrow directly from all partner libraries and to return materials at their home library branches for delivery to the owning library. The BC OneCard program allows Surrey residents to borrow materials directly when they are travelling to other areas of the province.

Participation in other collaborative initiatives helps to provide downloadable audiobooks and an ever growing selection of online databases to Surrey residents of all ages.

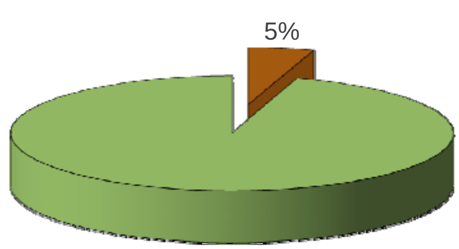
**The Future Reads Here**

## 2010 - 2014 FINANCIAL PLAN
## DEPARTMENTAL OPERATIONS
## SURREY PUBLIC LIBRARY
*(in thousands)*

| PROGRAM SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Administration | $ (114) | $ (38) | $ (249) | **$ (88)** | $ 753 | $ 1,998 | $ 2,040 | $ 2,085 |
| Community Relations | 312 | 306 | 287 | **287** | 308 | 330 | 350 | 371 |
| Public Services | 8,092 | 8,253 | 8,371 | **8,514** | 9,005 | 9,521 | 9,975 | 10,447 |
| Collections Services | 2,436 | 1,199 | 1,448 | **1,448** | 1,493 | 1,541 | 1,581 | 1,623 |
| | **$ 10,726** | **$ 9,720** | **$ 9,857** | **$ 10,161** | **$ 11,559** | **$ 13,390** | **$ 13,946** | **$ 14,526** |

| ACCOUNT SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (604) | $ (553) | $ (585) | **$ (590)** | $ (590) | $ (590) | $ (590) | $ (590) |
| Grants, Donations and Other | (1,160) | (1,191) | (1,160) | **(999)** | (1,009) | (1,019) | (1,029) | (1,039) |
| | (1,764) | (1,744) | (1,745) | **(1,589)** | (1,599) | (1,609) | (1,619) | (1,629) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 8,935 | 9,174 | 9,290 | **9,382** | 9,926 | 10,503 | 11,008 | 11,537 |
| Operating Costs | 3,226 | 1,876 | 2,049 | **2,101** | 2,951 | 4,201 | 4,251 | 4,301 |
| Internal Services Used | 298 | 320 | 303 | **307** | 321 | 335 | 346 | 357 |
| Internal Services Recovered | (65) | (66) | - | **-** | - | - | - | - |
| External Recoveries | (7) | (10) | (40) | **(40)** | (40) | (40) | (40) | (40) |
| | 12,387 | 11,294 | 11,602 | **11,750** | 13,158 | 14,999 | 15,565 | 16,155 |
| **Net Operations Total** | **10,623** | **9,550** | **9,857** | **10,161** | **11,559** | **13,390** | **13,946** | **14,526** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (20) | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 123 | 170 | - | **-** | - | - | - | - |
| | 103 | 170 | - | **-** | - | - | - | - |
| | **$ 10,726** | **$ 9,720** | **$ 9,857** | **$ 10,161** | **$ 11,559** | **$ 13,390** | **$ 13,946** | **$ 14,526** |

### Percentage of Property Taxes



*(in thousands)*

| ADMINISTRATION | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (43) | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | (993) | (1,009) | (1,008) | **(847)** | (857) | (867) | (877) | (887) |
| | (1,036) | (1,009) | (1,008) | **(847)** | (857) | (867) | (877) | (887) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 738 | 674 | 582 | **582** | 627 | 676 | 722 | 771 |
| Operating Costs | 142 | 193 | 202 | **202** | 1,007 | 2,212 | 2,217 | 2,222 |
| Internal Services Used | 16 | 10 | 15 | **15** | 16 | 17 | 18 | 19 |
| Internal Services Recovered | (65) | (66) | - | **-** | - | - | - | - |
| External Recoveries | (7) | (10) | (40) | **(40)** | (40) | (40) | (40) | (40) |
| | 824 | 801 | 759 | **759** | 1,610 | 2,865 | 2,917 | 2,972 |
| **Net Operations Total** | **(212)** | **(208)** | **(249)** | **(88)** | **753** | **1,998** | **2,040** | **2,085** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (20) | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 118 | 170 | - | **-** | - | - | - | - |
| | 98 | 170 | - | **-** | - | - | - | - |
| | **$ (114)** | **$ (38)** | **$ (249)** | **$ (88)** | **$ 753** | **$ 1,998** | **$ 2,040** | **$ 2,085** |

| COMMUNITY RELATIONS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 209 | 260 | 239 | **239** | 255 | 272 | 287 | 303 |
| Operating Costs | 98 | 46 | 48 | **48** | 53 | 58 | 63 | 68 |
| Internal Services Used | - | - | - | **-** | - | - | - | - |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 307 | 306 | 287 | **287** | 308 | 330 | 350 | 371 |
| **Net Operations Total** | **307** | **306** | **287** | **287** | **308** | **330** | **350** | **371** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 5 | - | - | **-** | - | - | - | - |
| | 5 | - | - | **-** | - | - | - | - |
| | **$ 312** | **$ 306** | **$ 287** | **$ 287** | **$ 308** | **$ 330** | **$ 350** | **$ 371** |

*(in thousands)*

| PUBLIC SERVICES | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (561) | $ (553) | $ (585) | **$ (590)** | $ (590) | $ (590) | $ (590) | $ (590) |
| Grants, Donations and Other | (167) | (182) | (152) | **(152)** | (152) | (152) | (152) | (152) |
| | (728) | (735) | (737) | **(742)** | (742) | (742) | (742) | (742) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 7,426 | 7,570 | 7,638 | **7,730** | 8,169 | 8,633 | 9,037 | 9,459 |
| Operating Costs | 1,114 | 1,111 | 1,194 | **1,246** | 1,286 | 1,326 | 1,366 | 1,406 |
| Internal Services Used | 280 | 307 | 276 | **280** | 292 | 304 | 314 | 324 |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 8,820 | 8,988 | 9,108 | **9,256** | 9,747 | 10,263 | 10,717 | 11,189 |
| **Net Operations Total** | **8,092** | **8,253** | **8,371** | **8,514** | **9,005** | **9,521** | **9,975** | **10,447** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 8,092** | **$ 8,253** | **$ 8,371** | **$ 8,514** | **$ 9,005** | **$ 9,521** | **$ 9,975** | **$ 10,447** |

| COLLECTIONS SERVICES | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 562 | 670 | 831 | **831** | 875 | 922 | 962 | 1,004 |
| Operating Costs | 1,872 | 526 | 605 | **605** | 605 | 605 | 605 | 605 |
| Internal Services Used | 2 | 3 | 12 | **12** | 13 | 14 | 14 | 14 |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 2,436 | 1,199 | 1,448 | **1,448** | 1,493 | 1,541 | 1,581 | 1,623 |
| **Net Operations Total** | **2,436** | **1,199** | **1,448** | **1,448** | **1,493** | **1,541** | **1,581** | **1,623** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 2,436** | **$ 1,199** | **$ 1,448** | **$ 1,448** | **$ 1,493** | **$ 1,541** | **$ 1,581** | **$ 1,623** |

# 2010 - 2014 FINANCIAL PLAN
# SIGNIFICANT CHANGES
# SURREY PUBLIC LIBRARY

*(in thousands)*

| | | | |
|---|---|---|---|
| **2009 ADOPTED BUDGET** | | | **$ 9,857** |
| **REVENUES** | | | |
| **Sales and Services** | | | |
| Room Rental Rate Increase | ................................ | $ (5) | |
| One Card Program | ................................ | 60 | **55** |
| **Taxation and Other** | | | |
| Resource Sharing Grant | ................................ | 1 | |
| Literacy Grant from Province | ................................ | 73 | |
| Per Capita Grant | ................................ | 27 | **101** |
| **Total Change in Revenues** | | | **156** |
| **EXPENDITURES** | | | |
| **Salaries/Wages & Benefits** | | | |
| Salary Increase | ................................ | 285 | |
| Friday Evening Closures | ................................ | (193) | **92** |
| **Operating Costs** | | | |
| Utilities Decrease | ................................ | (9) | |
| Interlink Program | ................................ | 15 | |
| Budget Transfer for Websense | ................................ | (8) | |
| Security & Janitorial Contract Increase | ................................ | 13 | |
| Administrative Costs | ................................ | 9 | |
| Publications & Media | ................................ | 32 | **52** |
| **Internal Services Used** | | | |
| Wireless Access | ................................ | 4 | **4** |
| **Internal Services Recovered** | ................................ | - | **-** |
| **External Recoveries** | ................................ | - | **-** |
| **Transfer From Own Sources** | ................................ | - | **-** |
| **Transfer To Own Sources** | ................................ | - | **-** |
| **Total Change in Expenditures** | | | **148** |
| **2010 BUDGET** | | | **$ 10,161** |

| | | | |
|---|---|---|---|
| **2010 ADOPTED BUDGET** | | | **$ 10,161** |
| **REVENUES** | | | |
| Increase in Per Capita Grant | ................................ | (145) | |
| Eliminate One-time PSLB Grants | ................................ | 105 | **(40)** |
| **EXPENDITURES** | | | |
| **Salaries/Wages & Benefits** | ................................ | 2,155 | **2,155** |
| **Operating Costs** | | | |
| Administration Inflation Increase | ................................ | 20 | |
| Community Relations Inflation Increase | ................................ | 20 | |
| Public Services Inflation Increase | | 160 | |
| New Facility | ................................ | 2,000 | **2,200** |
| **Internal Services** | | | |
| Salary Increase | ................................ | 50 | **50** |
| **2014 BUDGET** | | | **$ 14,526** |

# 2010 - 2014 FINANCIAL PLAN
# DEPARTMENTAL OPERATIONS
# PLANNING & DEVELOPMENT FUNCTIONS

**General Manager**
**Jean Lamontagne**

Administrative Coordinator
Susan Wilson

### Administration
George Siudut

- Staff Services
  - Department Reception / Switchboard Service
  - Administrative Support
  - Customer service
- Administration
  - Accounting, Budget & Purchasing Management
  - Word Processing Services
  - Timekeeping Management
  - Administer Comfort Letters
  - Records Management
  - Assist Systems Development

### Civic Facilities
George Siudut (Acting)

- Facilities Maintenance & Operations
  - Preventative Maintenance
  - Maintenance Contracts
  - Major / Minor Renovations
  - Manage Building Construction
  - Lead City's Energy Management Program

### Community Planning Division
Don Luymes

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

### Building Division
Nick Marach

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

### Area Planning South
Nicholas Lai

### Area Planning North
Judith Robertson

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

# PLANNING & DEVELOPMENT DEPARTMENTAL OVERVIEW

## MISSION STATEMENT

*To provide quality advice and recommendations in a timely manner to City Council on planning, building and community development matters and effectively implement the by-laws, policies and objectives set by City Council, related to growth and development, with a focus on excellent customer service.*

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

- Prepare land use plans, by-laws and policies for consideration by City Council in support of planned, orderly, and sustainable development of the City, and
- Undertake application review and approval processes consistent with the Council approved plans, by-laws, and policies to ensure planned, orderly, and sustainable development in the City.

Some of the general activities of the Department include:

- Preparing land use plans, by-laws, and policies for consideration by Council;
- Providing advice to City Council on a wide range of issues associated with the use of land in the City, and
- Conducting public consultation processes and managing the land development review approval processes to ensure that new land development projects of all types comply with Council-adopted plans, by-laws, and policies.

The resources to accomplish the Department's mandate are divided into six Divisions:

- Area Planning and Development Divisions, North and South respectively;
- Building Division;
- Civic Facilities Division;
- Community Planning Division, and
- Administration and Special Projects Division.

## AREA PLANNING & DEVELOPMENT DIVISIONS - NORTH & SOUTH

The Area Planning and Development Divisions are responsible for implementing Council adopted by-laws and policies in relation to the use and development of land. This is accomplished through the process of receiving and reviewing applications for land development projects, and where applicable, preparing reports to Council complete with recommendations. The Divisions also prepare and assist in the preparation of Local Area Plans, Neighbourhood Concept Plans and planning policies and by-laws. Working closely with the Long Range Planning and Policy Development Division, the plans, policies and by-laws reflect a reasonable balance between the needs and interests of the various stakeholders involved in or affected by land development projects and plans.

## BUILDING DIVISION

The Building Division is responsible for administering Council adopted by-laws and policies related to the construction of buildings in the City through:

- Administration of the Building By-law;
- Residential and commercial building plan reviews;
- Building, plumbing and electrical field review services, and
- Administration of the Tree Protection By-law and Sign By-law.

The focus of this Division is to provide the public and the building industry with high quality service by reviewing buildings constructed in the City for conformance to the British Columbia Building Code, the Zoning and Building By-laws, Land Use Contracts and Development Permits, and life safety for their occupants.

The Building Division is also responsible for providing professional advice to City Council, the Board of Variance, other City Departments and the public on building-related matters.

## CIVIC FACILITIES DIVISION

Civic Facilities includes facilities design and construction and facilities maintenance and operations functions, handling the delivery of new buildings for client departments within the City, and providing maintenance and operations support to the City's large building inventory.

In addition, Civic Facilities is responsible for providing leadership and support for all aspects of advanced planning, research, design and construction of new civic facilities. This includes concept development, planning, design and construction of new civic buildings, redevelopment and modification of existing civic buildings, and an ongoing preventative maintenance program for City facilities.

## LONG RANGE PLANNING & POLICY DEVELOPMENT DIVISION

The Long Range Planning and Policy Development Division is responsible for developing Land Use Plans and policies in support of the planned and orderly development of the City.

A major element of the Division's work relates to the development and review of General Land Use Plans, Neighbourhood Concept Plans and Local Area Plans. This work is undertaken in cooperation with the Area Planning Divisions and other City departments, and with residents, landowners, development interests, and other stakeholders.

Citywide planning policy work focuses on the formulation of long range planning policies and strategies to guide the future land use distribution in the City, as well as ongoing Zoning By-law update and review. Responsibilities include monitoring the City's growth management strategies and producing population and employment projections. Responsibilities also include the development and implementation of policies related to social planning, heritage planning and management, and planning for the City's agricultural land base.

The Division provides support to the Heritage Advisory Commission, the Environmental Advisory Committee, the Agricultural Advisory Committee, the Social Planning Advisory Committee and the Development Advisory Committee. In addition, the Division represents the City on a number of external committees including the Regional Steering Committee on Homelessness, the Metro Vancouver Technical Advisory Committee, the Urban Aboriginal Steering Committee and the Welcoming and Inclusive Communities Inter-Governmental Steering Committee.

The Division provides mapping, graphic and presentation services for the Department, and contributes to corporate GIS development and web based applications, as well and maintaining the Planning and Development components of the City's website.

## ADMINISTRATION & SPECIAL PROJECTS DIVISION

The Administration Division provides general administrative support to the other Divisions of the Department and is responsible for customer information services through the City Hall's main switchboard, maintenance of Department records, responding to public inquiries, initiating and coordinating processes related to permits and inspections, and responding to comfort letter requests. Other areas of administrative support for the Department include budget preparation and control, word processing services, time keeping, accounting, and information technology initiatives that automate and enhance current processes and improve customer service and convenience through initiatives such as e-government.

## 2010 - 2014 FINANCIAL PLAN
## DEPARTMENTAL OPERATIONS
## PLANNING & DEVELOPMENT

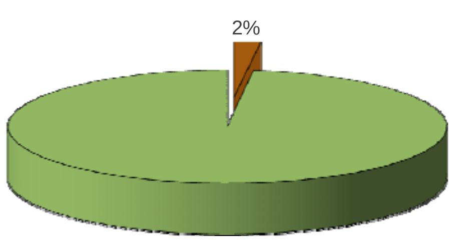
*(in thousands)*

| PROGRAM SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Administration | $ 2,287 | $ 2,214 | $ 1,972 | **$ 2,008** | $ 2,095 | $ 2,187 | $ 2,264 | $ 2,345 |
| Area Planning & Development | 1,336 | 1,531 | 1,100 | **1,393** | 1,479 | 1,590 | 1,672 | 1,759 |
| Building | (8,832) | (6,779) | (6,208) | **(6,062)** | (6,318) | (6,478) | (6,707) | (6,947) |
| Long Range Planning & Policy | 1,676 | 1,548 | 1,652 | **1,663** | 1,746 | 1,833 | 1,907 | 1,984 |
| Heritage Advisory Committee | 22 | 23 | 23 | **23** | 23 | 23 | 23 | 23 |
| Facilties | 2,620 | 4,693 | 4,694 | **4,960** | 5,053 | 5,151 | 5,242 | 5,337 |
| | **$ (891)** | **$ 3,230** | **$ 3,233** | **$ 3,985** | **$ 4,078** | **$ 4,306** | **$ 4,401** | **$ 4,501** |

**ACCOUNT SUMMARY**

| | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (20,131) | $ (16,758) | $ (15,210) | **$ (14,527)** | $ (15,173) | $ (15,718) | $ (16,285) | $ (16,874) |
| Grants, Donations and Other | (14) | (11) | - | **-** | - | - | - | - |
| | (20,145) | (16,769) | (15,210) | **(14,527)** | (15,173) | (15,718) | (16,285) | (16,874) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 14,128 | 14,436 | 14,782 | **15,275** | 16,048 | 16,861 | 17,545 | 18,258 |
| Operating Costs | 4,026 | 5,345 | 4,449 | **4,776** | 4,811 | 4,846 | 4,881 | 4,916 |
| Internal Services Used | 1,362 | 1,750 | 1,356 | **1,431** | 1,491 | 1,554 | 1,604 | 1,656 |
| Internal Services Recovered | (3,299) | (3,746) | (3,112) | **(3,446)** | (3,593) | (3,746) | (3,868) | (3,994) |
| External Recoveries | (120) | (221) | (38) | **(38)** | (38) | (38) | (38) | (38) |
| | 16,097 | 17,564 | 17,437 | **17,998** | 18,719 | 19,477 | 20,124 | 20,798 |
| **Net Operations Total** | **(4,048)** | **795** | **2,227** | **3,471** | **3,546** | **3,759** | **3,839** | **3,924** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (23) | (871) | - | **-** | - | - | - | - |
| Transfer To Own Sources | 3,180 | 3,306 | 1,006 | **514** | 532 | 547 | 562 | 577 |
| | 3,157 | 2,435 | 1,006 | **514** | 532 | 547 | 562 | 577 |
| | **$ (891)** | **$ 3,230** | **$ 3,233** | **$ 3,985** | **$ 4,078** | **$ 4,306** | **$ 4,401** | **$ 4,501** |

**Percentage of Property Taxes**



*(in thousands)*

| ADMINISTRATION | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (24) | $ (31) | $ (25) | **$ (26)** | $ (26) | $ (26) | $ (26) | $ (26) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (24) | (31) | (25) | **(26)** | (26) | (26) | (26) | (26) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 1,985 | 1,898 | 1,675 | **1,712** | 1,799 | 1,891 | 1,968 | 2,049 |
| Operating Costs | 309 | 326 | 313 | **313** | 313 | 313 | 313 | 313 |
| Internal Services Used | 17 | 21 | 9 | **9** | 9 | 9 | 9 | 9 |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 2,311 | 2,245 | 1,997 | **2,034** | 2,121 | 2,213 | 2,290 | 2,371 |
| **Net Operations Total** | **2,287** | **2,214** | **1,972** | **2,008** | **2,095** | **2,187** | **2,264** | **2,345** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 2,287** | **$ 2,214** | **$ 1,972** | **$ 2,008** | **$ 2,095** | **$ 2,187** | **$ 2,264** | **$ 2,345** |

| AREA & PLANNING DEVELOPMENT | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (1,818) | $ (1,120) | $ (2,000) | **$ (1,826)** | $ (1,899) | $ (1,956) | $ (2,015) | $ (2,075) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (1,818) | (1,120) | (2,000) | **(1,826)** | (1,899) | (1,956) | (2,015) | (2,075) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 3,044 | 3,317 | 3,034 | **3,153** | 3,312 | 3,480 | 3,621 | 3,768 |
| Operating Costs | 153 | 192 | 66 | **66** | 66 | 66 | 66 | 66 |
| Internal Services Used | 1 | 6 | - | **-** | - | - | - | - |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (44) | (6) | - | **-** | - | - | - | - |
| | 3,154 | 3,509 | 3,100 | **3,219** | 3,378 | 3,546 | 3,687 | 3,834 |
| **Net Operations Total** | **1,336** | **2,389** | **1,100** | **1,393** | **1,479** | **1,590** | **1,672** | **1,759** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | (858) | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | (858) | - | **-** | - | - | - | - |
| | **$ 1,336** | **$ 1,531** | **$ 1,100** | **$ 1,393** | **$ 1,479** | **$ 1,590** | **$ 1,672** | **$ 1,759** |

*(in thousands)*

| BUILDING | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (18,202) | $ (15,594) | $ (13,180) | **$ (12,670)** | $ (13,243) | $ (13,731) | $ (14,239) | $ (14,768) |
| Grants, Donations and Other | (3) | (2) | - | **-** | - | - | - | - |
| | (18,205) | (15,596) | (13,180) | **(12,670)** | (13,243) | (13,731) | (14,239) | (14,768) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 5,886 | 5,679 | 5,667 | **5,795** | 6,084 | 6,387 | 6,641 | 6,905 |
| Operating Costs | 612 | 1,177 | 343 | **343** | 353 | 363 | 373 | 383 |
| Internal Services Used | 49 | 50 | 8 | **8** | 8 | 8 | 8 | 8 |
| Internal Services Recovered | (192) | (173) | - | **-** | - | - | - | - |
| External Recoveries | (3) | - | - | **-** | - | - | - | - |
| | 6,352 | 6,733 | 6,018 | **6,146** | 6,445 | 6,758 | 7,022 | 7,296 |
| **Net Operations Total** | **(11,853)** | **(8,863)** | **(7,162)** | **(6,524)** | **(6,798)** | **(6,973)** | **(7,217)** | **(7,472)** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 3,021 | 2,084 | 954 | **462** | 480 | 495 | 510 | 525 |
| | 3,021 | 2,084 | 954 | **462** | 480 | 495 | 510 | 525 |
| | **$ (8,832)** | **$ (6,779)** | **$ (6,208)** | **$ (6,062)** | **$ (6,318)** | **$ (6,478)** | **$ (6,707)** | **$ (6,947)** |

| LONG RANGE PLANNING & POLICY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (32) | $ (8) | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | (11) | (9) | - | **-** | - | - | - | - |
| | (43) | (17) | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 1,304 | 1,302 | 1,652 | **1,746** | 1,833 | 1,924 | 2,001 | 2,081 |
| Operating Costs | 492 | 403 | - | **-** | - | - | - | - |
| Internal Services Used | 3 | 6 | - | **-** | - | - | - | - |
| Internal Services Recovered | (83) | (95) | - | **(83)** | (87) | (91) | (94) | (97) |
| External Recoveries | 3 | (51) | - | **-** | - | - | - | - |
| | 1,719 | 1,565 | 1,652 | **1,663** | 1,746 | 1,833 | 1,907 | 1,984 |
| **Net Operations Total** | **1,676** | **1,548** | **1,652** | **1,663** | **1,746** | **1,833** | **1,907** | **1,984** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| | **$ 1,676** | **$ 1,548** | **$ 1,652** | **$ 1,663** | **$ 1,746** | **$ 1,833** | **$ 1,907** | **$ 1,984** |

*(in thousands)*

| HERITAGE ADVISORY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (50) | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (50) | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | - | - | - | **-** | - | - | - | - |
| Operating Costs | 26 | 20 | 23 | **23** | 23 | 23 | 23 | 23 |
| Internal Services Used | 9 | - | - | **-** | - | - | - | - |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | (7) | - | - | **-** | - | - | - | - |
| | 28 | 20 | 23 | **23** | 23 | 23 | 23 | 23 |
| **Net Operations Total** | **(22)** | **20** | **23** | **23** | **23** | **23** | **23** | **23** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (23) | (13) | - | **-** | - | - | - | - |
| Transfer To Own Sources | 67 | 16 | - | **-** | - | - | - | - |
| | 44 | 3 | - | **-** | - | - | - | - |
| | **$ 22** | **$ 23** | **$ 23** | **$ 23** | **$ 23** | **$ 23** | **$ 23** | **$ 23** |

| FACILITIES | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (5) | $ (5) | $ (5) | **$ (5)** | $ (5) | $ (5) | $ (5) | $ (5) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (5) | (5) | (5) | **(5)** | (5) | (5) | (5) | (5) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 1,909 | 2,240 | 2,754 | **2,869** | 3,020 | 3,179 | 3,314 | 3,455 |
| Operating Costs | 2,434 | 3,227 | 3,704 | **4,031** | 4,056 | 4,081 | 4,106 | 4,131 |
| Internal Services Used | 1,283 | 1,667 | 1,339 | **1,414** | 1,474 | 1,537 | 1,587 | 1,639 |
| Internal Services Recovered | (3,024) | (3,478) | (3,112) | **(3,363)** | (3,506) | (3,655) | (3,774) | (3,897) |
| External Recoveries | (69) | (164) | (38) | **(38)** | (38) | (38) | (38) | (38) |
| | 2,533 | 3,492 | 4,647 | **4,913** | 5,006 | 5,104 | 5,195 | 5,290 |
| **Net Operations Total** | **2,528** | **3,487** | **4,642** | **4,908** | **5,001** | **5,099** | **5,190** | **5,285** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 92 | 1,206 | 52 | **52** | 52 | 52 | 52 | 52 |
| | 92 | 1,206 | 52 | **52** | 52 | 52 | 52 | 52 |
| | **$ 2,620** | **$ 4,693** | **$ 4,694** | **$ 4,960** | **$ 5,053** | **$ 5,151** | **$ 5,242** | **$ 5,337** |

# 2010 - 2014 FINANCIAL PLAN
# SIGNIFICANT CHANGES
# PLANNING & DEVELOPMENT

*(in thousands)*

| | | | |
|---|---|---|---|
| **2009 ADOPTED BUDGET** | | | **$ 3,233** |
| | | | |
| **REVENUES** | | | |
| **Sales and Services** | | | |
| Permit Fees | ...................................... | $ 315 | |
| License & Inquiry Fees | ...................................... | (110) | |
| Building Fee Transfers to Engineering | ...................................... | 304 | |
| Application Fee Transfers to Engineering | ...................................... | 174 | **683** |
| | | | |
| **Total Change in Revenues** | | | **683** |
| | | | |
| **EXPENDITURES** | | | |
| **Salaries/Wages & Benefits** | | | |
| Salary Increase | ...................................... | 506 | |
| Reclass Planning Positions | ...................................... | 74 | |
| Part Time | ...................................... | 80 | |
| Overhead, Overtime, Sick Reduction | ...................................... | (167) | **493** |
| | | | |
| **Operating Costs** | | | |
| Pool Maintenance | ...................................... | 100 | |
| 6 New Facilities Completed in 2010 | ...................................... | 118 | |
| General Repairs and Maintenance | ...................................... | 10 | |
| Employee Photo ID Program | ...................................... | 5 | |
| CityWorks/Maximo Software Program | ...................................... | 75 | |
| Building Janitorial Services | ...................................... | 30 | |
| Hydro/Gas Utilities Annual Adjustment | ...................................... | (11) | **327** |
| | | | |
| **Internal Services Used** | | | |
| Salary Increase | ...................................... | 30 | |
| Fleet Services for 2 Vehicles | ...................................... | 30 | |
| IT Cost Allocations | ...................................... | 15 | **75** |
| | | | |
| **Internal Services Recovered** | | | |
| Recovery for Social Planner | ...................................... | (83) | |
| Salary Reduction | ...................................... | (50) | |
| New Facility Requests | ...................................... | (201) | **(334)** |
| | | | |
| **External Recoveries** | ...................................... | - | **-** |
| | | | |
| **Transfer From Own Sources** | ...................................... | - | **-** |
| | | | |
| **Transfer To Own Sources** | | | |
| Tranfer to Environmental Stewardship Program | ...................................... | (492) | **(492)** |
| | | | |
| **Total Change in Expenditures** | | | **69** |
| | | | |
| **2010 BUDGET** | | | **$ 3,985** |



CITY OF SURREY

# 2010 - 2014 FINANCIAL PLAN
# SIGNIFICANT CHANGES
# PLANNING & DEVELOPMENT

*(in thousands)*

| | | | | |
|---|---|---|---|---|
| **2010 ADOPTED BUDGET** | | | $ | **3,985** |
| **REVENUES** | | | | |
| **Sales and Service** | | | | |
| Increase Revenue | ………………………………… | (2,347) | | **(2,347)** |
| **EXPENDITURES** | | | | |
| **Salaries/Wages & Benefits** | | | | |
| Salaries Increase | ………………………………… | 2,983 | | **2,983** |
| **Operating Costs** | | | | |
| Increases Due to Inflation | ………………………………… | 140 | | |
| Facilities Internal Services Increase | ………………………………… | (260) | | **(120)** |
| **2014 BUDGET** | | | **$** | **4,501** |

# ROADS & TRAFFIC OVERVIEW

The City of Surrey adopted a "Local Roads and Traffic Safety Levy" in the 2008 calendar year. This levy is intended to fund the ongoing maintenance needs of the City's local road pavement and to accelerate the implementation of safety-related infrastructure on the road system.

The City has an extensive road network made up of approximately 4,200 lane kilometers with local roads accounting for 2,600 lane kilometers. Age, climate, and traffic can lead to the deterioration of the pavement, requiring ongoing maintenance and pavement rehabilitation, with local roads requiring attention for improvements at this time. In addition, traffic safety issues on local roads are a concern for many neighbourhoods. For 2010, this levy will generate approximately $5.58 million to address the ongoing maintenance needs of the City's local road pavement and to accelerate the implementation of safety-related infrastructure on the road system.

Capital funding for road maintenance/pavement rehabilitation and safety related items not related to growth has been very constrained in the past. If the funding constraints were allowed to persist, the condition of the City's road pavements would continue to decline and safety-related enhancements such as pedestrian crossings, special crosswalks, traffic calming, etc., would be delayed.

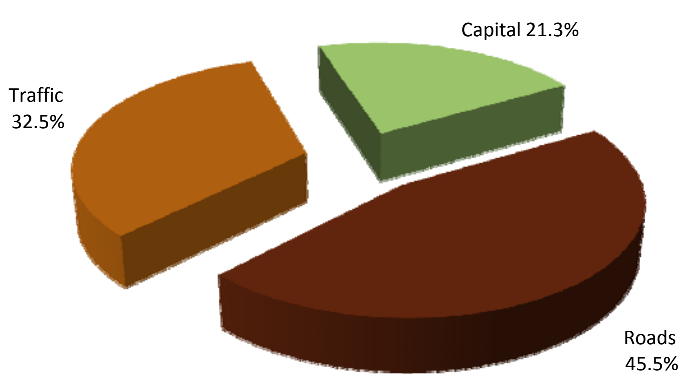
The "Local Roads and Traffic Safety Levy" will continue to increase at the equivalent of a one percent property tax increase per year through to 2011. The "Local Roads and Traffic Safety Levy" will be distributed to properties using an assessment tax basis and will use the same taxation class ratios as general property taxes. Properties that are eligible for a full statutory and permissive property tax exemption are also exempt from this levy. In 2010, this levy will generate approximately 1.07% of consolidated revenues collected within the City. This revenue is expected to increase to approximately 2.5% by 2014.

**Neighbourhood Roundabout for Traffic Control**

## 2010 - 2014 FINANCIAL PLAN
## ROADS & TRAFFIC - FINANCIAL SUMMARY
*(in thousands)*

| REVENUE SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Taxation | $ 1,729 | $ 3,652 | $ 3,955 | **$ 5,584** | $ 7,785 | $ 10,193 | $ 12,830 | $ 15,713 |
| Collections for Other Authorities | - | - | - | **-** | - | - | - | - |
| | 1,729 | 3,652 | 3,955 | **5,584** | 7,785 | 10,193 | 12,830 | 15,713 |
| Investment Income | - | - | - | **-** | - | - | - | - |
| Penalties and Interest on Taxes | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| Departmental Revenues | 741 | 329 | 739 | **252** | 257 | 262 | 267 | 272 |
| | **$ 2,470** | **$ 3,981** | **$ 4,694** | **$ 5,836** | **$ 8,042** | **$ 10,455** | **$ 13,097** | **$ 15,985** |
| **EXPENDITURE SUMMARY** | | | | | | | | |
| Fiscal Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Departmental Expenditures | 16,097 | 14,187 | 15,120 | **16,881** | 18,284 | 19,341 | 20,096 | 20,871 |
| | **$ 16,097** | **$ 14,187** | **$ 15,120** | **$ 16,881** | **$ 18,284** | **$ 19,341** | **$ 20,096** | **$ 20,871** |
| Contribution to Capital | $ 1,729 | $ 19,992 | $ 3,659 | **$ 4,561** | $ 6,177 | $ 8,728 | $ 11,328 | $ 14,311 |
| Contribution from General Operat | (15,500) | (29,075) | (14,167) | **(15,688)** | (16,501) | (17,696) | (18,409) | (19,279) |
| Transfer to/from Own Source | 144 | (1,123) | 82 | **82** | 82 | 82 | 82 | 82 |
| | **$ (13,627)** | **$ (10,206)** | **$ (10,426)** | **$ (11,045)** | **$ (10,242)** | **$ (8,886)** | **$ (6,999)** | **$ (4,886)** |
| Surplus/(Deficit) | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Transfers (To)/From Surplus | - | - | - | **-** | - | - | - | - |
| | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |

**Roads & Traffic Fund Expenditures**



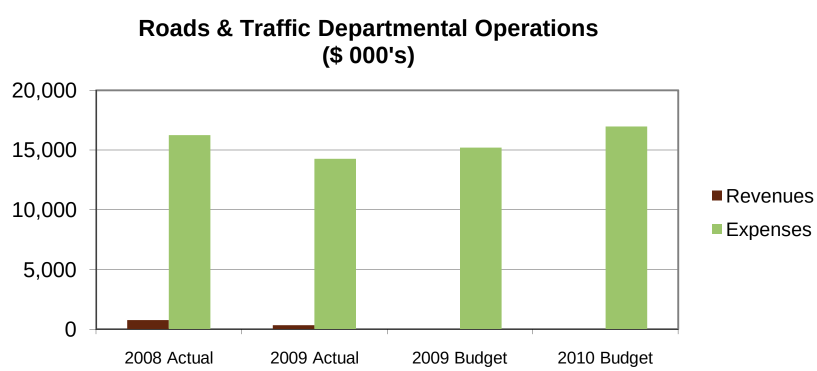
# 2010 - 2014 FINANCIAL PLAN
# DEPARTMENTAL OPERATIONS
# ROADS & TRAFFIC

*(in thousands)*

| PROGRAM SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Roads | $ 9,771 | $ 8,273 | $ 8,733 | **$ 9,752** | $ 10,697 | $ 11,469 | $ 11,941 | $ 12,424 |
| Traffic | 5,729 | 5,667 | 5,730 | **6,959** | 7,412 | 7,692 | 7,970 | 8,257 |
| | **$ 15,500** | **$ 13,940** | **$ 14,463** | **$ 16,711** | **$ 18,109** | **$ 19,161** | **$ 19,911** | **$ 20,681** |

**ACCOUNT SUMMARY**

| | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (741) | $ (329) | $ (739) | **$ (252)** | $ (257) | $ (262) | $ (267) | $ (272) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (741) | (329) | (739) | **(252)** | (257) | (262) | (267) | (272) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 940 | 2,928 | 1,068 | **1,182** | 1,243 | 1,307 | 1,362 | 1,419 |
| Operating Costs | 13,650 | 10,442 | 10,654 | **11,554** | 12,650 | 13,532 | 14,120 | 14,723 |
| Internal Services Used | 8,173 | 7,532 | 6,690 | **7,514** | 7,815 | 7,972 | 8,132 | 8,295 |
| Internal Services Recovered | (3,369) | (3,333) | (502) | **(504)** | (524) | (534) | (545) | (556) |
| External Recoveries | (3,297) | (3,382) | (2,790) | **(2,865)** | (2,900) | (2,936) | (2,973) | (3,010) |
| | 16,097 | 14,187 | 15,120 | **16,881** | 18,284 | 19,341 | 20,096 | 20,871 |
| **Net Operations Total** | **15,356** | **13,858** | **14,381** | **16,629** | **18,027** | **19,079** | **19,829** | **20,599** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 144 | 82 | 82 | **82** | 82 | 82 | 82 | 82 |
| | 144 | 82 | 82 | **82** | 82 | 82 | 82 | 82 |
| | **$ 15,500** | **$ 13,940** | **$ 14,463** | **$ 16,711** | **$ 18,109** | **$ 19,161** | **$ 19,911** | **$ 20,681** |






CITY OF SURREY

*(in thousands)*

| ROADS | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | - | - | - | **-** | - | - | - | - |
| Operating Costs | 6,080 | 4,235 | 4,233 | **4,760** | 5,470 | 6,137 | 6,503 | 6,877 |
| Internal Services Used | 8,154 | 7,430 | 6,675 | **7,200** | 7,488 | 7,638 | 7,791 | 7,947 |
| Internal Services Recovered | (2,279) | (1,472) | (450) | **(450)** | (468) | (477) | (487) | (497) |
| External Recoveries | (2,246) | (1,920) | (1,725) | **(1,758)** | (1,793) | (1,829) | (1,866) | (1,903) |
| | 9,709 | 8,273 | 8,733 | **9,752** | 10,697 | 11,469 | 11,941 | 12,424 |
| **Net Operations Total** | **9,709** | **8,273** | **8,733** | **9,752** | **10,697** | **11,469** | **11,941** | **12,424** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 62 | - | - | **-** | - | - | - | - |
| | 62 | - | - | **-** | - | - | - | - |
| | **$ 9,771** | **$ 8,273** | **$ 8,733** | **$ 9,752** | **$ 10,697** | **$ 11,469** | **$ 11,941** | **$ 12,424** |

| TRAFFIC | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (741) | $ (329) | $ (739) | **$ (252)** | $ (257) | $ (262) | $ (267) | $ (272) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (741) | (329) | (739) | **(252)** | (257) | (262) | (267) | (272) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | 940 | 2,928 | 1,068 | **1,182** | 1,243 | 1,307 | 1,362 | 1,419 |
| Operating Costs | 7,570 | 6,207 | 6,421 | **6,794** | 7,180 | 7,395 | 7,617 | 7,846 |
| Internal Services Used | 19 | 102 | 15 | **314** | 327 | 334 | 341 | 348 |
| Internal Services Recovered | (1,090) | (1,861) | (52) | **(54)** | (56) | (57) | (58) | (59) |
| External Recoveries | (1,051) | (1,462) | (1,065) | **(1,107)** | (1,107) | (1,107) | (1,107) | (1,107) |
| | 6,388 | 5,914 | 6,387 | **7,129** | 7,587 | 7,872 | 8,155 | 8,447 |
| **Net Operations Total** | **5,647** | **5,585** | **5,648** | **6,877** | **7,330** | **7,610** | **7,888** | **8,175** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 82 | 82 | 82 | 82 | 82 | 82 | 82 | 82 |
| | 82 | 82 | 82 | **82** | 82 | 82 | 82 | 82 |
| | **$ 5,729** | **$ 5,667** | **$ 5,730** | **$ 6,959** | **$ 7,412** | **$ 7,692** | **$ 7,970** | **$ 8,257** |

# 2010 - 2014 FINANCIAL PLAN
# SIGNIFICANT CHANGES
# ROADS & TRAFFIC

*(in thousands)*

| | | | | |
|---|---|---|---|---|
| **REVENUES** | | | | |
| **2009 ADOPTED BUDGET** | | | **$** | **4,694** |
| **Taxation** | | | | |
| Increase Due to Rate Increase | ................................ | 1,629 | | |
| Decrease in Bus Shelter Revenue | ................................ | (487) | | |
| **Total Change in Revenue** | ................................ | | | **1,142** |
| **2010 REVENUE BUDGET** | | | **$** | **5,836** |
| **EXPENDITURES** | | | | |
| **2009 ADOPTED BUDGET** | | | | **4,694** |
| **Expenditures** | | | | |
| **Salaries/Wages & Benefits** | | | | |
| New EA2 - Transferred from Transportation | ................................ | 81 | | |
| Exempt Salary Rate Increase | ................................ | 13 | | |
| Cupe Salary Rate Increase F/T | ................................ | 28 | | |
| Cupe Salary Rate Increase P/T | ................................ | 3 | | |
| Overtime Decrease | ................................ | (7) | | |
| Sick Decrease | ................................ | (4) | | **114** |
| **Operating Costs** | | | | |
| Roads Operations | ................................ | | | |
| Inventory Increase | ................................ | 228 | | |
| Materials for Winter Maintenance | ................................ | 300 | | |
| Economic Increase | ................................ | 491 | | |
| Traffice Operations | ................................ | | | |
| Hydro Rate Increase - 2.6% | ................................ | 76 | | |
| Traffic Signal & Streetlight Maintenance (contract increase) | ................................ | 296 | | |
| Reallocation of Maintenance Contracts | ................................ | (54) | | |
| Allocation to Sundry Services (Graffiti Removal) | ................................ | 54 | | |
| Reallocation of Training & Education | ................................ | (5) | | |
| Allocation to Travel | ................................ | 2 | | |
| Allocation to Supplies & Materials | ................................ | 2 | | |
| Allocation to Delivery/Courier | ................................ | 1 | | |
| Allocation to Publication/Reference Books | ................................ | 1 | | |
| Economic Increase | ................................ | 255 | | **1,647** |
| **Contribution to Capital** | ................................ | 902 | | **902** |
| **Contribution from General Operating** | ................................ | (1,521) | | **(1,521)** |
| **2010 EXPENDITURE BUDGET** | | | | **5,836** |
| **2010 BUDGET** | | | **$** | **-** |

## 2010 - 2014 FINANCIAL PLAN
## SIGNIFICANT CHANGES
## ROADS & TRAFFIC

*(in thousands)*

| | | | | |
|---|---|---|---|---|
| **REVENUES** | | | | |
| **2010 ADOPTED BUDGET** | | | **$** | **5,836** |
| Increase Due to Rate Increase | ……………………………. | 10,129 | | |
| Bus Shelter Revenue | ……………………………. | 20 | | **10,149** |
| **2014 REVENUE BUDGET** | | | **$** | **15,985** |
| **EXPENDITURES** | | | | |
| **2010 ADOPTED BUDGET** | | | **$** | **5,836** |
| Increase in Road Operating Costs | ……………………………. | 2,672 | | |
| Increase in Traffice Operating Costs | ……………………………. | 1,318 | | **3,990** |
| **Contribution to Capital** | ……………………………. | 9,750 | | **9,750** |
| **Contribution from General Operating** | ……………………………. | (3,591) | | **(3,591)** |
| **2014 EXPENDITURE BUDGET** | | | **$** | **15,985** |
| **2014 BUDGET** | | | **$** | **-** |

## DEPARTMENTAL OPERATIONS

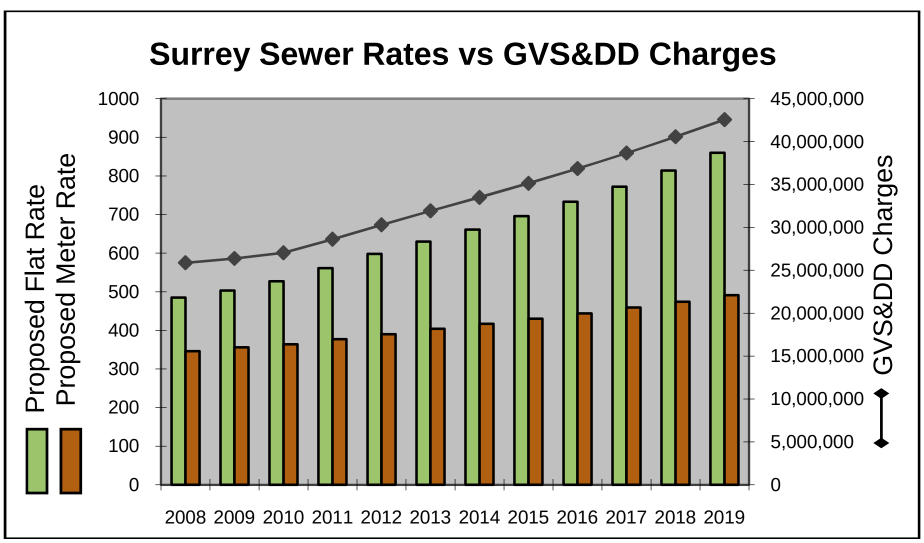
The Sewer Utility operates and maintains a network comprised of 1,558 km of sewage mains and 40 pump stations. This network collects and conveys sanitary sewage from our customers to trunk sewers owned and operated by the Greater Vancouver Sewage and Drainage District. The GVS&DD also treats the sewage for Surrey at the Annacis Island Wastewater Treatment Plant. Sanitary sewage charges paid to the GVS&DD are based on the City's average dry weather flow. A series of monitoring sites measure the flow entering the regional trunks. Over one-half of the customers pay for their sanitary sewer charges based on 80% of their water consumption, with the remaining customers paying a flat rate.

The Drainage Utility operates, maintains and monitors a network of storm sewers, ditches and pump stations that collect and convey runoff to various creeks and rivers. It is also upgrading the City's network of dykes and other flood control works. Drainage charges are collected by a parcel charge.

## RATES FOR 2010

The metered sewer rates are $0.63 per cubic meter of water consumption, applying an 80% discharge factor. This is a 3.3% increase compared to the 2009 rates.

The following graph illustrates Surrey's proposed rate increases over the next 10 years when compared to our anticipated Greater Vancouver Sewer and Drainage District charges.

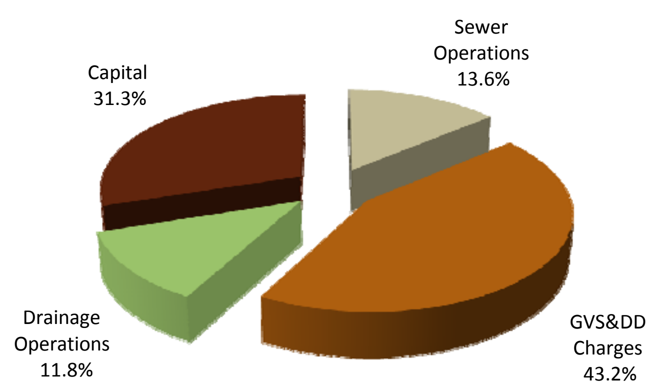


# 2010 - 2014 FINANCIAL PLAN
## SEWER & DRAINAGE - FINANCIAL SUMMARY
*(in thousands)*

| REVENUE SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Taxation | $ 21,867 | $ 23,085 | $ 23,774 | **$ 25,699** | $ 26,594 | $ 27,556 | $ 28,308 | $ 29,280 |
| Collections for Other Authorities | - | - | - | **-** | - | - | - | - |
| | 21,867 | 23,085 | 23,774 | **25,699** | 26,594 | 27,556 | 28,308 | 29,280 |
| Investment Income | 1,961 | 2,144 | 1,960 | **2,060** | 2,000 | 1,899 | 1,790 | 1,720 |
| Penalties and Interest on Taxes | 350 | 384 | 277 | **293** | 307 | 322 | 337 | 352 |
| | 2,311 | 2,528 | 2,237 | **2,353** | 2,307 | 2,221 | 2,127 | 2,072 |
| Departmental Revenues | 30,684 | 31,477 | 31,696 | **32,819** | 34,763 | 36,933 | 39,058 | 41,156 |
| | **$ 54,862** | **$ 57,090** | **$ 57,707** | **$ 60,871** | **$ 63,664** | **$ 66,710** | **$ 69,493** | **$ 72,508** |

| EXPENDITURE SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Departmental Expenditures | $ 36,541 | $ 38,660 | $ 41,531 | **$ 42,724** | $ 44,914 | $ 47,224 | $ 49,511 | $ 51,753 |
| | **$ 36,541** | **$ 38,660** | **$ 41,531** | **$ 42,724** | **$ 44,914** | **$ 47,224** | **$ 49,511** | **$ 51,753** |
| Interest Allocated to Approp. Surp | $ 211 | $ 385 | $ 262 | **$ 452** | $ 410 | $ 410 | $ 378 | $ 373 |
| Contribution to Capital | 12,638 | 17,049 | 16,249 | **18,399** | 20,342 | 21,034 | 21,073 | 21,113 |
| Net Tsf To/(From) Surplus/Reserv | 5,472 | 996 | (335) | **(704)** | (2,002) | (1,958) | (1,469) | (731) |
| | **$ 18,321** | **$ 18,430** | **$ 16,176** | **$ 18,147** | **$ 18,750** | **$ 19,486** | **$ 19,982** | **$ 20,755** |
| Surplus/(Deficit) | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Transfers (To)/From Surplus | - | - | - | **-** | - | - | - | - |
| | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |

**Sewer & Drainage Fund Expenditures**



# SEWER & DRAINAGE

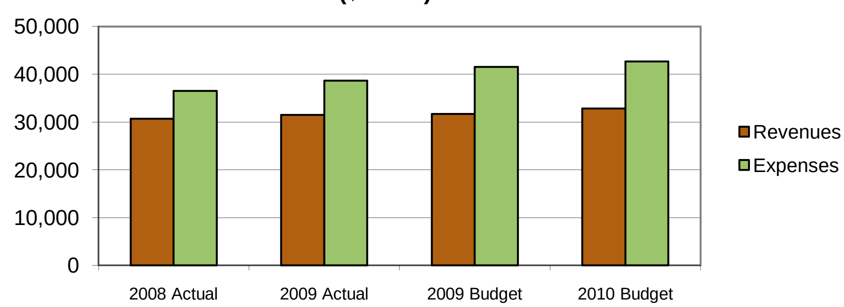
*(in thousands)*

| PROGRAM SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Drainage Utility | $ 4,464 | $ 5,321 | $ 7,053 | **$ 7,398** | $ 7,675 | $ 7,964 | $ 8,263 | $ 8,573 |
| Sewer Utility | 1,643 | 2,112 | 3,032 | **2,757** | 2,726 | 2,577 | 2,440 | 2,274 |
| | **$ 6,107** | **$ 7,433** | **$ 10,085** | **$ 10,155** | **$ 10,401** | **$ 10,541** | **$ 10,703** | **$ 10,847** |

## ACCOUNT SUMMARY

| | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (30,684) | $ (31,477) | $ (31,696) | **$ (32,819)** | $ (34,763) | $ (36,933) | $ (39,058) | $ (41,156) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (30,684) | (31,477) | (31,696) | **(32,819)** | (34,763) | (36,933) | (39,058) | (41,156) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | - | - | - | **-** | - | - | - | - |
| Operating Costs | 34,699 | 36,926 | 39,761 | **40,910** | 43,054 | 45,318 | 47,557 | 49,751 |
| Internal Services Used | 1,842 | 1,734 | 1,770 | **1,814** | 1,860 | 1,906 | 1,954 | 2,002 |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 36,541 | 38,660 | 41,531 | **42,724** | 44,914 | 47,224 | 49,511 | 51,753 |
| **Net Operations Total** | **5,857** | **7,183** | **9,835** | **9,905** | **10,151** | **10,291** | **10,453** | **10,597** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 250 | 250 | 250 | **250** | 250 | 250 | 250 | 250 |
| | 250 | 250 | 250 | **250** | 250 | 250 | 250 | 250 |
| | **$ 6,107** | **$ 7,433** | **$ 10,085** | **$ 10,155** | **$ 10,401** | **$ 10,541** | **$ 10,703** | **$ 10,847** |

**Sewer & Drainage Departmental Operations ($ 000's)**



*(in thousands)*

| DRAINAGE UTILITY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | - | - | - | **-** | - | - | - | - |
| Operating Costs | 3,418 | 4,329 | 6,043 | **6,366** | 6,620 | 6,886 | 7,161 | 7,447 |
| Internal Services Used | 921 | 867 | 885 | **907** | 930 | 953 | 977 | 1,001 |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 4,339 | 5,196 | 6,928 | **7,273** | 7,550 | 7,839 | 8,138 | 8,448 |
| **Net Operations Total** | **4,339** | **5,196** | **6,928** | **7,273** | **7,550** | **7,839** | **8,138** | **8,448** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 125 | 125 | 125 | **125** | 125 | 125 | 125 | 125 |
| | 125 | 125 | 125 | **125** | 125 | 125 | 125 | 125 |
| | **$ 4,464** | **$ 5,321** | **$ 7,053** | **$ 7,398** | **$ 7,675** | **$ 7,964** | **$ 8,263** | **$ 8,573** |

| SEWER UTILITY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (30,684) | $ (31,477) | $ (31,696) | **$ (32,819)** | $ (34,763) | $ (36,933) | $ (39,058) | $ (41,156) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (30,684) | (31,477) | (31,696) | **(32,819)** | (34,763) | (36,933) | (39,058) | (41,156) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | - | - | - | **-** | - | - | - | - |
| Operating Costs | 31,281 | 32,597 | 33,718 | **34,544** | 36,434 | 38,432 | 40,396 | 42,304 |
| Internal Services Used | 921 | 867 | 885 | **907** | 930 | 953 | 977 | 1,001 |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 32,202 | 33,464 | 34,603 | **35,451** | 37,364 | 39,385 | 41,373 | 43,305 |
| **Net Operations Total** | **1,518** | **1,987** | **2,907** | **2,632** | **2,601** | **2,452** | **2,315** | **2,149** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 125 | 125 | 125 | **125** | 125 | 125 | 125 | 125 |
| | 125 | 125 | 125 | **125** | 125 | 125 | 125 | 125 |
| | **$ 1,643** | **$ 2,112** | **$ 3,032** | **$ 2,757** | **$ 2,726** | **$ 2,577** | **$ 2,440** | **$ 2,274** |

# 2010 - 2014 FINANCIAL PLAN
# SIGNIFICANT CHANGES
# SEWER & DRAINAGE UTILITY

*(in thousands)*

| | | | |
|---|---|---|---|
| **REVENUES** | | | |
| **2009 ADOPTED BUDGET** | | | $ 57,707 |
| **Taxation** | | | |
| Increase Due to Growth in Drainage Levy | ............................... | $ 1,797 | |
| Increase Due to Rate Increase in Drainage Levy | ............................... | 128 | 1,925 |
| **Investment Income** | ............................... | 100 | |
| **Penalties and Interest on Taxes** | ............................... | 16 | 116 |
| **Sales and Services** | | | |
| Increase Due to Growth in Sewer Sales | ............................... | 937 | |
| Increase Due to Rate Structure Change in Sewer Sales | ............................... | 1,700 | |
| Decrease Due to Meter Conversions in Sewer Sales | ............................... | (1,514) | 1,123 |
| **Total Change in Revenue** | ............................... | | 3,164 |
| **2010 REVENUE BUDGET** | | | $ 60,871 |
| **EXPENDITURES** | | | |
| **2009 ADOPTED BUDGET** | | | $ 57,707 |
| **Expenditures** | | | |
| Increase in Sewer Maintenance Costs | ............................... | 158 | |
| Increase in Drainage Maintenance Costs | ............................... | 323 | |
| Increase in Operating Allocation | ............................... | 45 | |
| Increase in GVS&DD Costs | ............................... | 667 | 1,193 |
| **Interest Allocated to Appropriated Surplus** | ............................... | | 190 |
| **Contribution to Capital** | ............................... | | 2,150 |
| **Net Transfers** | | | |
| Increase in Transfers from Infrastructure Reserve | ............................... | (369) | (369) |
| **Total Change in Expenditures** | | | 3,164 |
| **2010 EXPENDITURE BUDGET** | | | $ 60,871 |
| **2010 BUDGET** | | | $ - |

| | | | |
|---|---|---|---|
| **REVENUES** | | | |
| **2010 ADOPTED BUDGET** | | | $ 60,871 |
| Increase Due to Growth in Drainage Levy | ............................... | $ 2,039 | |
| Increase Due to Rate Increase in Drainage Levy | ............................... | 1,542 | |
| Investment Income | ............................... | (340) | |
| Penalties and Interest on Taxes | ............................... | 59 | |
| Increase Due to Growth in Sewer Sales | ............................... | 3,282 | |
| Increase Due to Rate Increase in Sewer Sales | ............................... | 5,055 | 11,637 |
| **2014 REVENUE BUDGET** | | | $ 72,508 |
| **EXPENDITURES** | | | |
| **2010 ADOPTED BUDGET** | | | $ 60,871 |
| Increase in Sewer Maintenance Costs | ............................... | 1,398 | |
| Increase in Drainage Maintenance Costs | ............................... | 1,175 | |
| Increase in GVS&DD Costs | ............................... | 6,456 | |
| Interest Allocated to Appropriated Surplus | ............................... | (79) | |
| Decrease in Contribution to Capital | ............................... | 2,714 | |
| Increase in Transfers to Other Funds | ............................... | (27) | 11,637 |
| **2014 EXPENDITURE BUDGET** | | | $ 72,508 |
| **2014 BUDGET** | | | $ - |

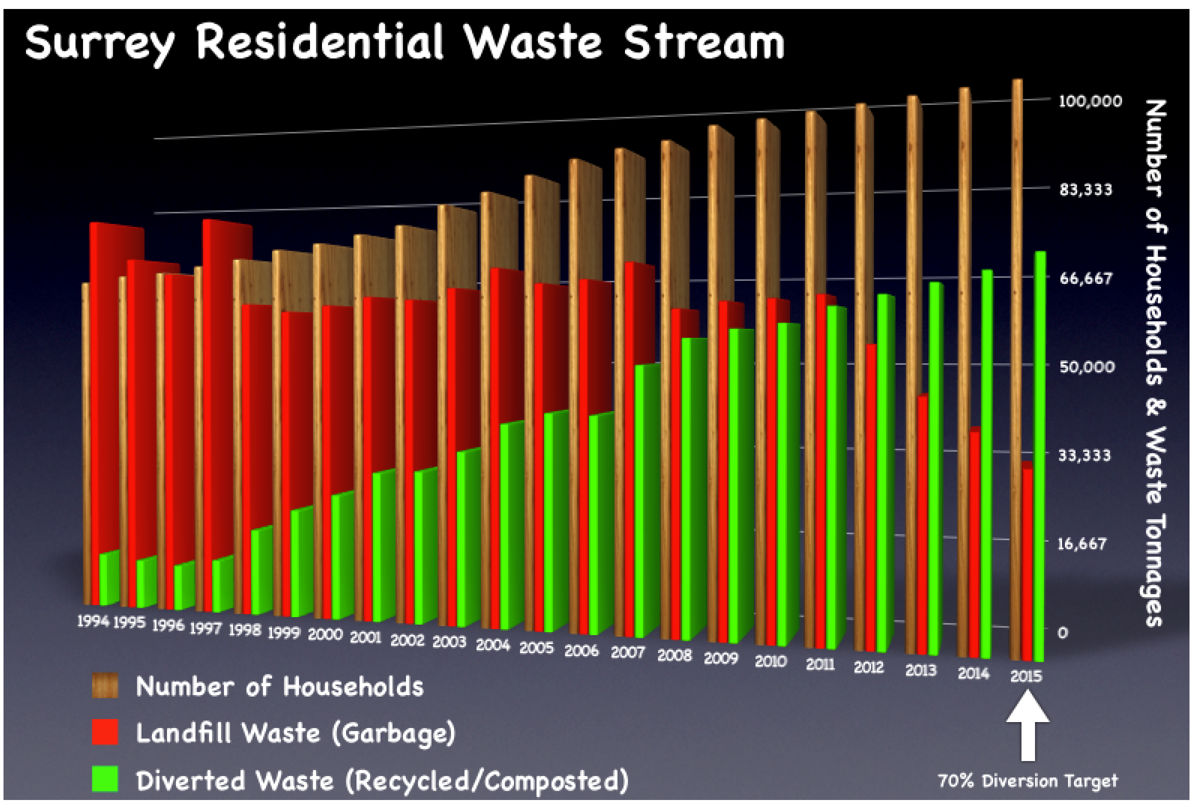
## SOLID WASTE COLLECTION & DIVERSION

Over the past 20 years, the City of Surrey's annual residential waste has been on a steady decline despite the fact that Surrey has been one of the fastest growing municipalities in Canada during the same period.

Presently, close to 50% of the City's residential solid waste stream is diverted from landfill. This has been achieved through a combination of continuous public education regarding the environmental and economical benefits of waste reduction as well as through the provision of pertinent waste diversion services such as the weekly curb side yard waste, recyclables and large item collection (for metals) programs.

Moving forward, the City's goal and challenge is to achieve a diversion rate of at least 70% by 2015 as per the Metro Vancouver Region's *Draft Integrated Solid Waste Management & Resource Plan* and the City's own *Sustainability Charter*. This would be one of the highest waste diversion targets realized worldwide.

In order to achieve this target, the Surrey needs to increase its level of household waste diversion. Accordingly, the City is in the planning stages of introducing a pilot residential organics collection program in the fall of 2010 with a larger goal of introducing a City-wide collection service in 2012. It is estimated that the organic waste collection program will reduce the City's annual residential garbage stream by at least 50% which equals over 30,000 metric tonnes of material that will be diverted from landfills.



While the organic waste diversion initiative in itself will have significant environmental benefits (since landfilled decomposing organic waste generates methane gas which escapes into the atmosphere and is 21 times worst than gasoline or diesel with respect to its green house gas impacts), it is what the City intends to do with the diverted organic waste that is quite remarkable. The City of Surrey, through a proposed partnership arrangement with Metro Vancouver, is proposing the development and operation of an organics biogas production facility, the purpose of which will be to process organic waste into a low cost, carbon neutral natural gas that would be used as an alternative vehicle grade fuel. It is further proposed that the fuel derived from the facility would be utilized by the City's future waste collection fleet.

Given the planned future increases to regional waste tipping fees relating to landfill disposal, organic waste diversion will also provide for economic savings to all sectors due to the lower proposed costs associated with organic waste disposal. This economic incentive will help to further drive increases to organic waste diversion.

Another notable and significant waste diversion development within Surrey is related to the establishment of the first regional Eco-centre facility. It is intended that the proposed facility will be designed as a one-stop drop off location where residents and small business owners can deliver their recyclable, compostable, reusable items and whatever is left over as garbage.

The facility will help meet a demonstrated demand as an appropriate outlet for the kinds of divertible materials that go far beyond a curb side collection program. Disposable items that are fabricated from wood, glass, metal and plastics that cannot be accommodated within the blue box can be delivered to this facility and be appropriately recycled into reusable goods. Drop-off facilities for organic materials such as kitchen and yard waste as well as household hazardous wastes such as paints and oil will be incorporated in the design. Finally, considerations will be made with respect to incorporating a "Reuse Shop" within the facility for the drop off of reusable items such as electronics, furniture, clothing, etc. The intent is to offer these items back to the community to those that are in need or to anyone that can make good use of a used product.

**Design of Eco-Centre Facility**

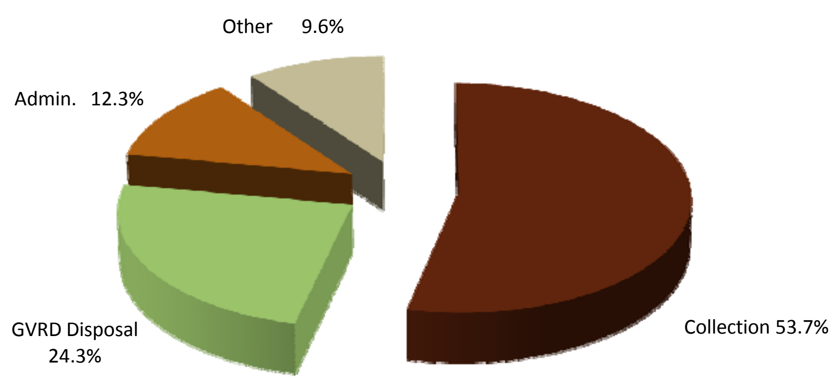
# SOLID WASTE - FINANCIAL SUMMARY

*(in thousands)*

| REVENUE SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Taxation | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Collections for Other Authorities | - | - | - | **-** | - | - | - | - |
| | - | - | - | **-** | - | - | - | - |
| Penalties and Interest on Taxes | 54 | 85 | 85 | **85** | 60 | 60 | 65 | 65 |
| Departmental Revenues | **19,978** | **22,034** | **23,195** | **25,031** | 27,910 | 31,357 | 35,345 | 39,410 |
| | **$ 20,032** | **$ 22,119** | **$ 23,280** | **$ 25,116** | **$ 27,970** | **$ 31,417** | **$ 35,410** | **$ 39,475** |

| EXPENDITURE SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Departmental Expenditures | $ 20,012 | $ 21,021 | $ 19,475 | **$ 23,201** | $ 26,397 | $ 29,597 | $ 31,269 | $ 33,192 |
| | **$ 20,012** | **$ 21,021** | **$ 19,475** | **$ 23,201** | **$ 26,397** | **$ 29,597** | **$ 31,269** | **$ 33,192** |
| Interest Allocated to Approp. Surp | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Contribution To General Operatin | (223) | (1,175) | 1,516 | **1,516** | 1,516 | 1,516 | 1,516 | 1,516 |
| Net Tsf To/(From) Surplus/Reserv | **243** | **2,273** | **2,289** | **399** | 57 | 304 | 2,625 | 4,767 |
| | **$ 20** | **$ 1,098** | **$ 3,805** | **$ 1,915** | **$ 1,573** | **$ 1,820** | **$ 4,141** | **$ 6,283** |
| Surplus/(Deficit) | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Transfers (To)/From Surplus | - | - | - | **-** | - | - | - | - |
| | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |

**Solid Waste Fund Expenditures**

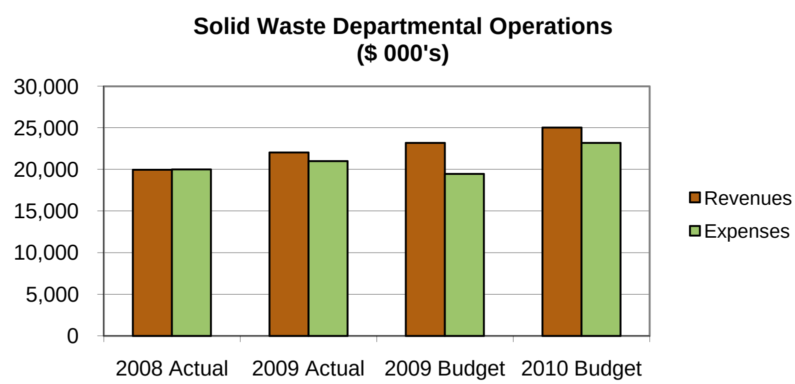


# 2010 - 2014 FINANCIAL PLAN
# DEPARTMENTAL OPERATIONS
# SOLID WASTE

*(in thousands)*

| PROGRAM SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Solid Waste Utility | $ 277 | $ 1,260 | $ (1,431) | **$ (1,431)** | $ (1,456) | $ (1,456) | $ (1,451) | $ (1,451) |
| | **$ 277** | **$ 1,260** | **$ (1,431)** | **$ (1,431)** | **$ (1,456)** | **$ (1,456)** | **$ (1,451)** | **$ (1,451)** |

| ACCOUNT SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (19,978) | $ (22,034) | $ (23,195) | **$ (25,031)** | $ (27,910) | $ (31,357) | $ (35,345) | $ (39,410) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (19,978) | (22,034) | (23,195) | **(25,031)** | (27,910) | (31,357) | (35,345) | (39,410) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | - | - | - | **-** | - | - | - | - |
| Operating Costs | 19,972 | 19,633 | 16,763 | **20,417** | 23,500 | 26,612 | 28,190 | 30,019 |
| Internal Services Used | 3,455 | 2,596 | 2,752 | **2,824** | 2,937 | 3,025 | 3,115 | 3,209 |
| Internal Services Recovered | (31) | (74) | (20) | **(20)** | (20) | (20) | (21) | (21) |
| External Recoveries | (3,384) | (1,134) | (20) | **(20)** | (20) | (20) | (15) | (15) |
| | 20,012 | 21,021 | 19,475 | **23,201** | 26,397 | 29,597 | 31,269 | 33,192 |
| **Net Operations Total** | **34** | **(1,013)** | **(3,720)** | **(1,830)** | **(1,513)** | **(1,760)** | **(4,076)** | **(6,218)** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (500) | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 743 | 2,273 | 2,289 | **399** | 57 | 304 | 2,625 | 4,767 |
| | 243 | 2,273 | 2,289 | **399** | 57 | 304 | 2,625 | 4,767 |
| | **$ 277** | **$ 1,260** | **$ (1,431)** | **$ (1,431)** | **$ (1,456)** | **$ (1,456)** | **$ (1,451)** | **$ (1,451)** |



*(in thousands)*

| SOLID WASTE UTILITY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (19,978) | $ (22,034) | $ (23,195) | **$ (25,031)** | $ (27,910) | $ (31,357) | $ (35,345) | $ (39,410) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (19,978) | (22,034) | (23,195) | **(25,031)** | (27,910) | (31,357) | (35,345) | (39,410) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | - | - | - | **-** | - | - | - | - |
| Operating Costs | 19,972 | 19,633 | 16,763 | **20,417** | 23,500 | 26,612 | 28,190 | 30,019 |
| Internal Services Used | 3,455 | 2,596 | 2,752 | **2,824** | 2,937 | 3,025 | 3,115 | 3,209 |
| Internal Services Recovered | (31) | (74) | (20) | **(20)** | (20) | (20) | (21) | (21) |
| External Recoveries | (3,384) | (1,134) | (20) | **(20)** | (20) | (20) | (15) | (15) |
| | 20,012 | 21,021 | 19,475 | **23,201** | 26,397 | 29,597 | 31,269 | 33,192 |
| **Net Operations Total** | **34** | **(1,013)** | **(3,720)** | **(1,830)** | **(1,513)** | **(1,760)** | **(4,076)** | **(6,218)** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | (500) | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 743 | 2,273 | 2,289 | **399** | 57 | 304 | 2,625 | 4,767 |
| | 243 | 2,273 | 2,289 | **399** | 57 | 304 | 2,625 | 4,767 |
| | **$ 277** | **$ 1,260** | **$ (1,431)** | **$ (1,431)** | **$ (1,456)** | **$ (1,456)** | **$ (1,451)** | **$ (1,451)** |

## 2010 - 2014 FINANCIAL PLAN
## SIGNIFICANT CHANGES
## SOLID WASTE

*(in thousands)*

| | | | | |
|---|---|---|---|---|
| **REVENUES** | | | | |
| **2009 ADOPTED BUDGET** | | | $ | 23,280 |
| **Department Revenues** | | | | |
| Increase Due to Growth in Garbage Fees | ................................ | 1,675 | | |
| Increase Due to Rate Increase in Garbage Fees | ................................ | 161 | | |
| **Total Change in Revenue** | | | | 1,836 |
| **2010 REVENUE BUDGET** | | | | 25,116 |
| **EXPENDITURES** | | | | |
| **2009 ADOPTED BUDGET** | | | $ | 23,280 |
| **Expenditures** | | | | |
| Garbage and Recycling Contract - Fixed Annual Increase | ................................ | 1,000 | | |
| Recycling & Yard Waster - Interim Relief | ................................ | 1,000 | | |
| IPI - Garbage and Recycling Collection | ................................ | 227 | | |
| GVS&DD - Garbage Disposal | ................................ | 498 | | |
| GVS&DD - Compost Disposal | ................................ | 88 | | |
| Promotion & Education - Waste Diversion | ................................ | 15 | | |
| Consulting Services - Port Mann Landfill | ................................ | 15 | | |
| 3rd Party Contractor Services | ................................ | 219 | | |
| Other Customer Services | ................................ | 202 | | |
| Pilot Program | ................................ | 390 | | |
| Cost Allocations - Labor | ................................ | 53 | | |
| Cost Allocations - JWY Admin | ................................ | 62 | | |
| Cost Allocations - IT | ................................ | 2 | | |
| Cost Allocations - Eng Admin | ................................ | (80) | | |
| Cost Allocations - Works Yard | ................................ | 22 | | |
| Cost Allocations - Finance | ................................ | 13 | $ | 3,726 |
| **Interest Allocated to Appropriated Surplus** | ................................ | - | | |
| **Contribution to General Operating** | ................................ | - | | - |
| **Net Transfers** | | | | |
| Rate Stabilization | ................................ | (1,910) | | |
| Increase in Allocation to Roads | ................................ | 20 | | (1,890) |
| **Total Change in Expenditures** | | | | 1,836 |
| **2010 EXPENDITURE BUDGET** | | | $ | 25,116 |
| **2010 BUDGET** | | | $ | - |
| **REVENUES** | | | | |
| **2010 ADOPTED BUDGET** | | | $ | 25,116 |
| Increase in Garbage Fees | ................................ | $ - | | |
| Penalties and Interest on Taxes | ................................ | (20) | | |
| Increase Due to Growth in Departmental Revenues | ................................ | 30 | | 10 |
| **2014 REVENUE BUDGET** | | | $ | 25,126 |
| **EXPENDITURES** | | | | |
| **2010 ADOPTED BUDGET** | | | $ | 25,116 |
| Increase in Departmental Expenditures | ................................ | 9,991 | | |
| Increase in Transfers to Other Funds | ................................ | 4,368 | | 14,359 |
| **2014 EXPENDITURE BUDGET** | | | $ | 39,475 |
| **2014 BUDGET** | | | $ | (14,349) |

# WATER UTILITY OVERVIEW

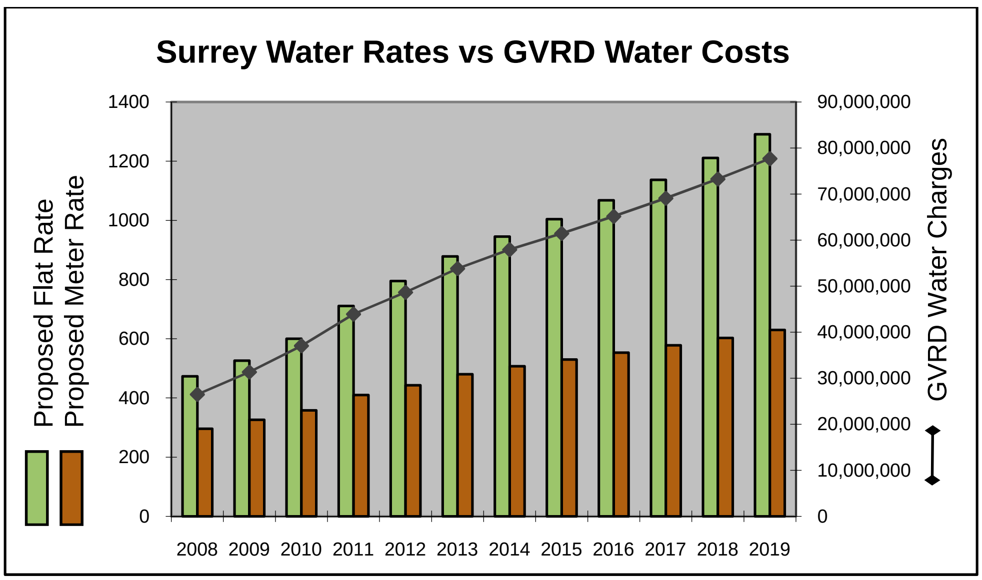
The Water Utility operates and distributes water to its 129,000 customers through a network comprised of 1,800 km of water distribution mains, 9 pump stations, 7,700 fire hydrants, 240 pressure reducing valves and 48,000 water meters. Bulk water is purchased from the Greater Vancouver Water District (GVWD) at various supply points throughout the City.

### RATES FOR 2010

The City has adopted a water metering program to maintain the quality of life in our community by promoting water conservation and enabling consumers to pay only for the water they use.

For 2010, the metered water rates are $0.75 per cubic meter of consumption, a 13% increase over 2009 which is directly attributed to the GVRD Water Rate increase. The annual base charge remains at $60.00 for the average Single Family Resident.

Surrey Water Rate increases over the next ten years, as compared to GVRD Water cost increases, can be seen in the chart below.



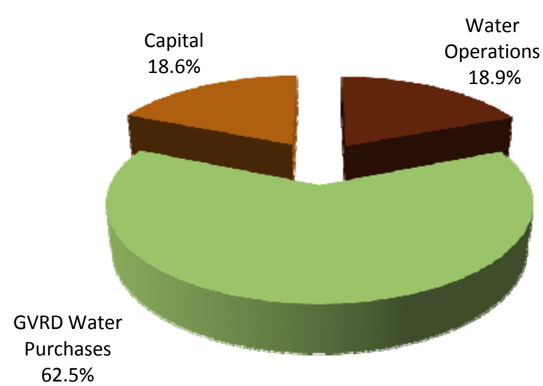
# 2010 - 2014 FINANCIAL PLAN
## WATER - FINANCIAL SUMMARY
*(in thousands)*

| REVENUE SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Taxation | $ 144 | $ 131 | $ 106 | **$ 137** | $ 109 | $ 93 | $ 76 | $ 117 |
| Collections for Other Authorities | - | - | - | **-** | - | - | - | - |
| | 144 | 131 | 106 | **137** | 109 | 93 | 76 | 117 |
| Investment Income | 2,723 | 2,961 | 2,530 | **2,880** | 2,720 | 2,557 | 2,445 | 2,360 |
| Penalties and Interest on Taxes | 500 | 585 | 296 | **307** | 358 | 401 | 441 | 476 |
| | 3,223 | 3,546 | 2,826 | **3,187** | 3,078 | 2,958 | 2,886 | 2,836 |
| Departmental Revenues | 44,957 | 49,435 | 49,391 | **51,532** | 60,052 | 67,244 | 74,020 | 79,836 |
| | **$ 48,324** | **$ 53,112** | **$ 52,323** | **$ 54,856** | **$ 63,239** | **$ 70,295** | **$ 76,982** | **$ 82,789** |

**EXPENDITURE SUMMARY**

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Fiscal Services | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Departmental Expenditures | 34,780 | 44,298 | 43,171 | **48,206** | 55,814 | 61,328 | 67,316 | 72,325 |
| | **$ 34,780** | **$ 44,298** | **$ 43,171** | **$ 48,206** | **$ 55,814** | **$ 61,328** | **$ 67,316** | **$ 72,325** |
| Interest Allocated to Approp. Surp | $ 529 | $ 592 | $ 514 | **$ 616** | $ 576 | $ 644 | $ 674 | $ 704 |
| Contribution to Capital | 5,239 | 10,928 | 11,212 | **11,037** | 11,132 | 11,356 | 11,356 | 11,356 |
| Net Tsf To/(From) Surplus/Reserv | 7,776 | (2,706) | (2,574) | **(5,003)** | (4,283) | (3,033) | (2,364) | (1,596) |
| | **$ 13,544** | **$ 8,814** | **$ 9,152** | **$ 6,650** | **$ 7,425** | **$ 8,967** | **$ 9,666** | **$ 10,464** |
| Surplus/(Deficit) | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | $ - |
| Transfers (To)/From Surplus | - | - | - | **-** | - | - | - | - |
| | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |

**Water Fund Expenditures**



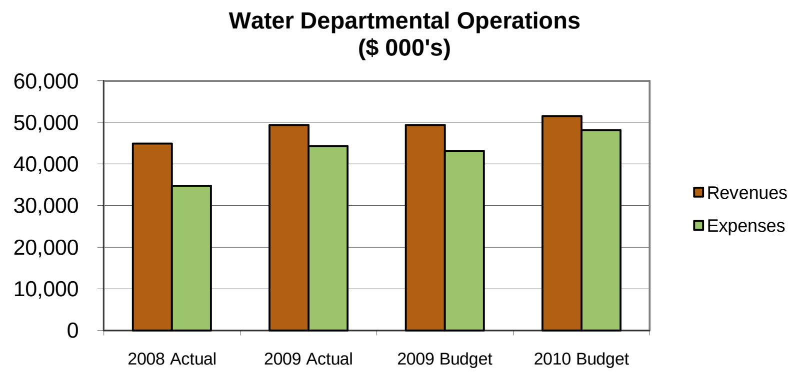
# 2010 - 2014 FINANCIAL PLAN
## DEPARTMENTAL OPERATIONS
## WATER UTILITY

*(in thousands)*

| PROGRAM SUMMARY | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| Water | $ (9,927) | $ (4,887) | $ (5,970) | **$ (3,076)** | $ (3,988) | $ (5,666) | $ (6,454) | $ (7,261) |
| | **$ (9,927)** | **$ (4,887)** | **$ (5,970)** | **$ (3,076)** | **$ (3,988)** | **$ (5,666)** | **$ (6,454)** | **$ (7,261)** |

**ACCOUNT SUMMARY**

| | 2008 ACTUAL | 2009 ACTUAL | 2009 BUDGET | 2010 BUDGET | 2011 PLAN | 2012 PLAN | 2013 PLAN | 2014 PLAN |
|---|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | | |
| Sales and Services | $ (44,957) | $ (49,435) | $ (49,391) | **$ (51,532)** | $ (60,052) | $ (67,244) | $ (74,020) | $ (79,836) |
| Grants, Donations and Other | - | - | - | **-** | - | - | - | - |
| | (44,957) | (49,435) | (49,391) | **(51,532)** | (60,052) | (67,244) | (74,020) | (79,836) |
| **Expenditures** | | | | | | | | |
| Salaries and Benefits | - | - | - | **-** | - | - | - | - |
| Operating Costs | 33,192 | 42,983 | 41,443 | **46,409** | 53,945 | 59,384 | 65,294 | 70,222 |
| Internal Services Used | 1,588 | 1,315 | 1,728 | **1,797** | 1,869 | 1,944 | 2,022 | 2,103 |
| Internal Services Recovered | - | - | - | **-** | - | - | - | - |
| External Recoveries | - | - | - | **-** | - | - | - | - |
| | 34,780 | 44,298 | 43,171 | **48,206** | 55,814 | 61,328 | 67,316 | 72,325 |
| **Net Operations Total** | **(10,177)** | **(5,137)** | **(6,220)** | **(3,326)** | **(4,238)** | **(5,916)** | **(6,704)** | **(7,511)** |
| **Transfers** | | | | | | | | |
| Transfer From Own Sources | - | - | - | **-** | - | - | - | - |
| Transfer To Own Sources | 250 | 250 | 250 | **250** | 250 | 250 | 250 | 250 |
| | 250 | 250 | 250 | **250** | 250 | 250 | 250 | 250 |
| | **$ (9,927)** | **$ (4,887)** | **$ (5,970)** | **$ (3,076)** | **$ (3,988)** | **$ (5,666)** | **$ (6,454)** | **$ (7,261)** |



# 2010 - 2014 FINANCIAL PLAN
# SIGNIFICANT CHANGES
# WATER UTILITY

*(in thousands)*

| | | | | |
|---|---|---|---|---|
| **REVENUES** | | | | |
| **2009 ADOPTED BUDGET** | | | $ | 52,323 |
| **Taxation** | | | | |
| Increase in Local Area Service Plans | ................................ | $ 31 | | 31 |
| **Investment Income** | ................................ | 350 | | |
| **Penalties and Interest on Taxes** | ................................ | 11 | | 361 |
| **Department Revenues** | | | | |
| Increase Due to Growth in Water Sales | ................................ | 1,469 | | |
| Increase Due to Rate Increase in Water Sales | ................................ | 4,950 | | |
| Decrease in Conversions | ................................ | (4,263) | | |
| Decrease in Connection Fees | ................................ | (15) | | 2,141 |
| **Total Change in Revenue** | | | | 2,533 |
| **2010 REVENUE BUDGET** | | | $ | 54,856 |
| **EXPENDITURES** | | | | |
| **2009 ADOPTED BUDGET** | | | $ | 52,323 |
| **Expenditures** | | | | |
| Increase in Water Maintenance Costs | ................................ | 392 | | |
| Increase in Utility Fee | ................................ | 21 | | |
| Increase in Operating Allocations | ................................ | 69 | | |
| Increase in GVWD Water Costs | ................................ | 4,553 | | 5,035 |
| **Interest Allocated to Appropriated Surplus** | ................................ | 102 | | |
| **Contribution to Capital** | ................................ | (175) | | (73) |
| **Net Transfers** | | | | |
| Decrease in Transfers for Infrastructure | ................................ | (1,686) | | |
| Decrease Funding from Rates Reserve | ................................ | (757) | | (2,443) |
| **Total Change in Expenditures** | | | | 2,519 |
| **2010 EXPENDITURE BUDGET** | | | $ | 54,842 |
| **2010 BUDGET** | | | $ | 14 |

| | | | | |
|---|---|---|---|---|
| **REVENUES** | | | | |
| **2010 ADOPTED BUDGET** | | | $ | 54,856 |
| Decrease in Local Area Service Plans | ................................ | $ (20) | | |
| Decrease in Investment Income | ................................ | (520) | | |
| Penalties and Interest on Taxes | ................................ | 169 | | |
| Increase Due to Growth in Water Sales | ................................ | 6,184 | | |
| Increase Due to Rate Increase in Water Sales | ................................ | 22,120 | | 27,933 |
| **2014 REVENUE BUDGET** | | | $ | 82,789 |
| **EXPENDITURES** | | | | |
| **2010 ADOPTED BUDGET** | | | $ | 54,856 |
| Increase in Water Maintenance Costs | ................................ | 3,227 | | |
| Increase in GVRD Water Costs | ................................ | 20,892 | | |
| Decrease in Interest Allocation | ................................ | 88 | | |
| Decrease in Capital Contribution | ................................ | 319 | | |
| Increase in Transfers to Other Funds | ................................ | 3,407 | | 27,933 |
| **2014 EXPENDITURE BUDGET** | | | $ | 82,789 |
| **2014 BUDGET** | | | $ | - |

# RANKED CAPITAL PROJECTS OVERVIEW

This year, $50,833,000 was available for ranked capital projects. The Long Term Capital Planning Task Force recommended the following projects, which were subsequently approved by Council.

### FITNESS FACILITY FRASER HEIGHTS ($500,000)

To meet the growing needs of the Fraser Heights community funding has been allocated to construct a gymnasium, fitness, youth and multi-purpose addition to the Fraser Heights Recreation Centre. Total project budget is $6.5 million over 2 years.

### ARTIFICIAL TURF FIELDS ($5,000,000)

The proposed 5-year plan includes two additional artificial turf fields for 2010. The locations include Newton Athletic Park (includes bleacher seating for 500 and a score clock) and Hjorth Road Park. This includes $3.1 million in grant funding and $917,000 from external contributors.

### COVERED PICNIC SHELTERS ($50,000)

Park shelters are installed to provide community gathering spaces and to act as focal points for park activities while providing protection against sun or rain. The on-going Parks budget has an annual provision to install covered park shelters in City parks to better meet the needs of the local community.

### COVERED YOUTH PARK ($1,500,000)

This is the first outdoor custom designed free-standing covered youth park in the Lower Mainland, and the first of several outdoor covered youth amenities anticipated to be constructed City-wide over the next ten years. This project is partially funded through a Federal Recreation Infrastructure Canada (RInC) grant ($500,000).

### NEWTON ATHLETIC PARK MASTER PLAN ($100,000)

Funding has been allocated for design work related to projects outlined in the recently revised Newton Athletic Park Master Plan. The Plan calls for additional artificial and natural grass fields, cricket field, sand volleyball courts, a water park, playground, expanded parking facilities and landscaping.

### SURREY FIRE HALL #14 ($3,550,000)

A new "full time" fire hall will be constructed in Grandview that will replace the existing "volunteer" hall at 2016 – 176 Street and will provide enhanced fire and emergency services to the communities of South Cloverdale, Grandview Heights, Hazelmere Valley, Douglas and Campbell Heights.

### COMMUNITY SAFETY OFFICE CITY CENTRE ($133,000)

In an effort to enhance service delivery in the City Centre area and support the success of the City Centre Community Plan, a new Community Safety Office will be opened across from the Surrey Central SkyTrain Station. The corner unit of the Ranmore Building at 10252 City Parkway will be renovated and retrofitted in accordance with police security and operational standards. This new location will provide increased police presence in the City Centre, particularly around the high traffic area adjacent to the Surrey Central Bus Loop and SkyTrain Station. Police visibility and crime deterrence activities will address signal crimes and nuisance behaviour (and the fear of crime) often associated with such high traffic areas. While dedicated staff for the Community Safety Office would be drawn from existing resources, the office provides an additional base of operations for Surrey RCMP and Transit Police members working in the area.

**CITY HALL & LIBRARY**
**CITY CENTRE**
**($40,000,000)**

To demonstrate its commitment to and to add vitality and energy to the Surrey City Centre, the City has committed to constructing a new City Hall in Surrey City Centre. The City Hall, projected to have a floor area of approximately 165,000 sq. ft., will act as a catalyst for development in City Centre by adding a high activity use and by creating additional physical profile for the City Centre area. The new City Hall is currently being designed and is expected to proceed to construction by year-end 2010 or early 2011.

The construction of a new flagship central library in Surrey City Centre with a floor area of 75,000 sq. ft. will act as the hub for Surrey library services. The project is being cost shared with the Federal and provincial governments. It will add vibrancy to the Surrey City Centre and be a significant new iconic building in the physical profile of City Centre. It will act as a gathering place for the City's citizens and serve all age groups.

**Progress on the new City Centre Library July 2010**

## 5 YEAR CAPITAL FINANCIAL PLAN
## RANKED CAPITAL PROJECTS

*(in thousands)*

| FUNDING AVAILABLE | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|
| Contribution from General Operating | **$ 8,500** | $ 9,100 | $ 8,000 | $ 6,600 | $ 6,300 |
| Contribution from Drainage | **1,212** | 1,248 | 1,285 | 1,324 | 1,364 |
| Contribution from Local Roads | **4,561** | 6,177 | 8,728 | 11,328 | 14,311 |
| Capital Legacy Fund | **9,040** | 12,800 | 2,300 | 8,000 | 4,000 |
| Funding from Operating Appropriation Surplus | **3,733** | 2,910 | 3,960 | 3,560 | 4,580 |
| Land Sales | **2,450** | 2,450 | 1,500 | 500 | 0 |
| Vehicles & Equipment Reserve | **7,047** | 8,016 | 8,069 | 8,726 | 8,845 |
| Utility Contributions | **29,436** | 30,226 | 31,105 | 31,105 | 31,105 |
| Utility Rate Stabilization | **700** | 700 | 700 | 700 | 700 |
| Non-Discretionary Contributions | **57,824** | 64,646 | 74,463 | 73,858 | 73,663 |
| External Contributions | **23,456** | 11,403 | 5,706 | 5,706 | 5,706 |
| Internal Borrowing | **21,804** | 31,800 | 31,500 | 11,500 | 1,500 |
| Sundry | **20,015** | 20,015 | 20,015 | 20,015 | 20,015 |
| | **189,778** | 201,491 | 197,331 | 182,922 | 172,089 |
| **Less: Base Capital Funding** | | | | | |
| Building Repairs & Upgrades | **840** | 863 | 863 | 921 | 939 |
| Utility Engineering Structures | **29,300** | 29,300 | 29,300 | 29,300 | 29,300 |
| Non-Discretionary Works | **60,651** | 68,973 | 78,269 | 78,580 | 78,901 |
| Engineering Public Works | **14,858** | 16,506 | 16,794 | 17,407 | 19,545 |
| Parks | **1,820** | 1,820 | 1,820 | 1,838 | 1,857 |
| Equipment Replacement | | | | | |
| Engineering Fleet Equipment | **2,437** | 2,437 | 2,437 | 2,448 | 2,459 |
| Fire Services | **2,315** | 3,284 | 3,337 | 3,994 | 4,113 |
| Information Technology | **3,736** | 3,736 | 3,736 | 3,755 | 3,774 |
| Parks | **425** | 425 | 425 | 425 | 425 |
| Utilities | **700** | 700 | 700 | 700 | 700 |
| Other | **1,320** | 1,370 | 1,611 | 1,774 | 1,780 |
| Sundry | **20,543** | 22,389 | 23,389 | 22,630 | 22,996 |
| | **138,945** | 151,803 | 162,681 | 163,772 | 166,789 |
| | **50,833** | 49,688 | 34,650 | 19,150 | 5,300 |
| | **$ 50,833** | $ 49,688 | $ 34,650 | $ 19,150 | $ 5,300 |

| RANKED PROJECTS | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|
| City Centre - City Hall/Library | **$ 97,000** | $ 0 | $ 0 | $ 0 | $ 0 |
| Artificial Turf Fields | **5,000** | 2,200 | 0 | 2,000 | 0 |
| Replace Firehall # 14 - Hazelmere | **3,550** | 0 | 0 | 0 | 0 |
| Covered Youth Parks | **1,500** | 0 | 0 | 0 | 0 |
| Fitness Facilities - Fraser Heights | **500** | 6,000 | 0 | 0 | 0 |
| Community Safety Office- City Centre | **133** | 0 | 0 | 0 | 0 |
| Newton Athletic Park Master Plan | **100** | 300 | 400 | 500 | 500 |
| Covered Picnic Shelters | **50** | 50 | 50 | 0 | 0 |
| Fitness Facilities - S.Surrey | **0** | 0 | 2,700 | 0 | 0 |
| Major Recreation Facility | **0** | 0 | 1,000 | 2,000 | 2,000 |
| Multi-Purpose Space - Newton | **0** | 0 | 0 | 4,000 | 2,000 |
| Private Public Partnerships | **0** | 500 | 500 | 500 | 500 |
| City Wide Trail System | **0** | 0 | 0 | 150 | 300 |
| Arts Centre - Storage & Seating | **0** | 638 | 0 | 0 | 0 |
| | **$ 107,833** | $ 9,688 | $ 4,650 | $ 9,150 | $ 5,300 |

# 2010 - 2014 CAPITAL FINANCIAL PLAN
## EXECUTIVE SUMMARY
*(in thousands)*

| CONTRIBUTION SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Non-Discretionary Contributions** | | | | | | |
| DCC Reserve Funds | $ 55,203 | $ 62,306 | $ 70,223 | $ 70,518 | $ 70,823 | **$ 329,073** |
| NCP Reserve Funds | 1,930 | 600 | 2,000 | 1,100 | 600 | **6,230** |
| Other Statutory Reserve Funds | 691 | 1,740 | 2,240 | 2,240 | 2,240 | **9,151** |
| | 57,824 | 64,646 | 74,463 | 73,858 | 73,663 | **344,454** |
| **Discretionary Contributions** | | | | | | |
| Operating Appropriated Surplus | 4,433 | 3,610 | 4,660 | 4,260 | 5,280 | **22,243** |
| Contribution from Operating | 43,709 | 46,751 | 49,118 | 50,357 | 53,080 | **243,015** |
| Other Statutory Reserve Funds | 13,552 | 18,281 | 11,884 | 17,241 | 12,860 | **73,818** |
| | 61,694 | 68,642 | 65,662 | 71,858 | 71,220 | **339,076** |
| **Other Contributions** | | | | | | |
| External Sources | 28,456 | 6,403 | 5,706 | 5,706 | 5,706 | **51,977** |
| Borrowing Proceeds | 166,804 | 1,800 | 1,500 | 1,500 | 1,500 | **173,104** |
| | 195,260 | 8,203 | 7,206 | 7,206 | 7,206 | **225,081** |
| **Unspecified - Budget Authority** | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | **100,000** |
| **Total Current Year's Contributions** | **334,778** | **161,491** | **167,331** | **172,922** | **172,089** | **1,008,611** |
| **Carry Fwd from Previous Years** | **100,433** | **48,447** | **50,199** | **51,877** | **51,627** | **907,750** |
| | **$ 435,211** | **$ 209,938** | **$ 217,530** | **$ 224,799** | **$ 223,716** | **$ 1,916,361** |

| EXPENDITURE SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Statutory & Asset Maintenance** | | | | | | |
| Property Acquisition | $ 11,928 | $ 15,079 | $ 15,579 | $ 15,915 | $ 16,250 | **$ 74,751** |
| Buildings | 1,340 | 1,363 | 1,363 | 1,421 | 1,439 | **6,926** |
| Engineering Structures | 94,494 | 101,349 | 110,433 | 111,080 | 113,269 | **530,625** |
| Equipment | 11,183 | 12,202 | 12,496 | 13,346 | 13,501 | **62,728** |
| | 118,945 | 129,993 | 139,871 | 141,762 | 144,459 | **675,030** |
| **Ranked Projects** | | | | | | |
| Buildings | 189,183 | 7,138 | 4,200 | 6,500 | 4,500 | **211,521** |
| Engineering Structures | 6,650 | 2,550 | 450 | 2,650 | 800 | **13,100** |
| | 195,833 | 9,688 | 4,650 | 9,150 | 5,300 | **224,621** |
| **Unidentified - Budget Authority** | **20,000** | **20,000** | **20,000** | **20,000** | **20,000** | **100,000** |
| **Total Current Year's Expenditures** | **334,778** | **161,491** | **167,331** | **172,922** | **172,089** | **1,008,611** |
| **Carry Fwd from Previous Years** | **100,433** | **48,447** | **50,199** | **51,877** | **51,627** | **907,750** |
| | **$ 435,211** | **$ 209,938** | **$ 217,530** | **$ 224,799** | **$ 223,716** | **$ 1,916,361** |

## 2010 - 2014 CAPITAL FINANCIAL PLAN
## CONTRIBUTION (FUNDING) SUMMARY

*(in thousands)*

| CONTRIBUTION SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Non-Discretionary Contributions** | | | | | | |
| DCC Reserve Funds | | | | | | |
| Arterial Roads | $ 22,610 | $ 22,610 | $ 22,610 | $ 22,610 | $ 22,610 | **$ 113,050** |
| Major Collector Roads | 3,990 | 3,990 | 3,990 | 3,990 | 3,990 | **19,950** |
| Local Roads | 656 | 656 | 656 | 656 | 656 | **3,280** |
| Park Lands | 10,611 | 12,573 | 12,573 | 12,853 | 13,128 | **61,738** |
| Parkland Development | 4,589 | 2,627 | 2,627 | 2,642 | 2,672 | **15,157** |
| Drainage | 5,260 | 8,124 | 10,467 | 10,467 | 10,467 | **44,785** |
| Sewer | 1,329 | 4,719 | 8,275 | 8,275 | 8,275 | **30,873** |
| Water | 3,746 | 4,595 | 6,613 | 6,613 | 6,613 | **28,180** |
| Campbell Heights | 2,412 | 2,412 | 2,412 | 2,412 | 2,412 | **12,060** |
| | 55,203 | 62,306 | 70,223 | 70,518 | 70,823 | **329,073** |
| NCP Reserve Funds | | | | | | |
| Fire | 600 | 100 | 100 | 100 | 100 | **1,000** |
| Library Services | 250 | 250 | 250 | 250 | 250 | **1,250** |
| Recreation Services | 1,080 | 250 | 1,650 | 750 | 250 | **3,980** |
| | 1,930 | 600 | 2,000 | 1,100 | 600 | **6,230** |
| Other Statutory Reserve Funds | | | | | | |
| Cash In Lieu of Parkland | 451 | 1,500 | 2,000 | 2,000 | 2,000 | **7,951** |
| Environmental Stewardship | 240 | 240 | 240 | 240 | 240 | **1,200** |
| | 691 | 1,740 | 2,240 | 2,240 | 2,240 | **9,151** |
| | **57,824** | **64,646** | **74,463** | **73,858** | **73,663** | **344,454** |
| **Discretionary Contribution** | | | | | | |
| Operating Appropriated Surplus | | | | | | |
| Other Appropriations | 3,733 | 2,910 | 3,960 | 3,560 | 4,580 | **18,743** |
| Utility Rate Stabilization Reserve | 700 | 700 | 700 | 700 | 700 | **3,500** |
| | 4,433 | 3,610 | 4,660 | 4,260 | 5,280 | **22,243** |
| Contributions from Operating | | | | | | |
| Current Year's General Operating | 8,500 | 9,100 | 8,000 | 6,600 | 6,300 | **38,500** |
| Current Year's Drainage | 1,212 | 1,248 | 1,285 | 1,324 | 1,364 | **6,433** |
| Current Year's Roads | 4,561 | 6,177 | 8,728 | 11,328 | 14,311 | **45,105** |
| Water | 11,037 | 11,132 | 11,356 | 11,356 | 11,356 | **56,237** |
| Sewer & Drainage | 18,399 | 19,094 | 19,749 | 19,749 | 19,749 | **96,740** |
| | 43,709 | 46,751 | 49,118 | 50,357 | 53,080 | **243,015** |
| Other Statutory Reserve Funds | | | | | | |
| City Land Sales | 2,450 | 2,450 | 1,500 | 500 | - | **6,900** |
| Cranley Drive Revolving | 15 | 15 | 15 | 15 | 15 | **75** |
| Vehicles & Equipment | 7,047 | 8,016 | 8,069 | 8,726 | 8,845 | **40,703** |
| Capital Legacy Fund | 4,040 | 7,800 | 2,300 | 8,000 | 4,000 | **26,140** |
| | 13,552 | 18,281 | 11,884 | 17,241 | 12,860 | **73,818** |
| | **61,694** | **68,642** | **65,662** | **71,858** | **71,220** | **339,076** |
| **Other Contributions** | | | | | | |
| External Sources | | | | | | |
| Federal/Provincial Contribution | 21,833 | 297 | - | - | - | **22,130** |
| Private Contributions | 1,792 | 1,275 | 875 | 875 | 875 | **5,692** |
| GVTA | 4,831 | 4,831 | 4,831 | 4,831 | 4,831 | **24,155** |
| | 28,456 | 6,403 | 5,706 | 5,706 | 5,706 | **51,977** |
| **Internal Borrowing** | | | | | | |
| Building Borrowing | 165,000 | - | - | - | - | **165,000** |
| Local Improvement | 1,804 | 1,800 | 1,500 | 1,500 | 1,500 | **8,104** |
| | 166,804 | 1,800 | 1,500 | 1,500 | 1,500 | **173,104** |
| | **195,260** | **8,203** | **7,206** | **7,206** | **7,206** | **225,081** |
| **Unspecified - Budget Authority only (not funded)** | **20,000** | **20,000** | **20,000** | **20,000** | **20,000** | **100,000** |
| | **$ 334,778** | **$ 161,491** | **$ 167,331** | **$ 172,922** | **$ 172,089** | **$ 1,008,611** |

## 2010 - 2014 CAPITAL FINANCIAL PLAN
## EXPENDITURE SUMMARY

*(in thousands)*

| EXPENDITURE SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Statutory & Asset Maintenance** | | | | | | |
| Land Acquisition | | | | | | |
| General Corporate | $ 308 | $ 344 | $ 344 | $ 385 | $ 431 | **$ 1,812** |
| Parks, Recreation & Culture | 11,620 | 14,735 | 15,235 | 15,530 | 15,819 | **72,939** |
| | 11,928 | 15,079 | 15,579 | 15,915 | 16,250 | **74,751** |
| Buildings | | | | | | |
| General Corporate | 840 | 863 | 863 | 921 | 939 | **4,426** |
| Parks, Recreation & Culture | 500 | 500 | 500 | 500 | 500 | **2,500** |
| | 1,340 | 1,363 | 1,363 | 1,421 | 1,439 | **6,926** |
| Engineering Structures | | | | | | |
| General Corporate | 250 | 250 | 250 | 250 | 250 | **1,250** |
| Roads & Transportation | 37,359 | 39,007 | 40,955 | 41,230 | 42,371 | **200,922** |
| Local Roads & Traffic Safety | 6,716 | 6,716 | 5,056 | 5,394 | 6,391 | **30,273** |
| Parks, Recreation & Culture | 7,021 | 4,335 | 4,335 | 4,369 | 4,420 | **24,480** |
| Sewer & Drainage Services | 27,210 | 34,159 | 40,713 | 40,713 | 40,713 | **183,508** |
| Water Services | 15,938 | 16,882 | 19,124 | 19,124 | 19,124 | **90,192** |
| | 94,494 | 101,349 | 110,433 | 111,080 | 113,269 | **530,625** |
| Equipment | | | | | | |
| General Corporate | 7,743 | 7,793 | 8,034 | 8,227 | 8,263 | **40,060** |
| Parks, Recreation & Culture | 425 | 425 | 425 | 425 | 425 | **2,125** |
| Protective Services | 2,315 | 3,284 | 3,337 | 3,994 | 4,113 | **17,043** |
| Sewer & Drainage Services | 400 | 400 | 400 | 400 | 400 | **2,000** |
| Water Services | 300 | 300 | 300 | 300 | 300 | **1,500** |
| | 11,183 | 12,202 | 12,496 | 13,346 | 13,501 | **62,728** |
| | **118,945** | **129,993** | **139,871** | **141,762** | **144,459** | **675,030** |
| **Ranked Projects** | | | | | | |
| Buildings | | | | | | |
| Arts Centre - Storage & Seating | - | 638 | - | - | - | **638** |
| Fitness Facilities - Fraser Heights | 500 | 6,000 | - | - | - | **6,500** |
| Fitness Facilities - S.Surrey | - | - | 2,700 | - | - | **2,700** |
| Major Recreation Facility | - | - | 1,000 | 2,000 | 2,000 | **5,000** |
| Multi-Purpose Space - Newton | - | - | - | 4,000 | 2,000 | **6,000** |
| Private Public Partnerships | - | 500 | 500 | 500 | 500 | **2,000** |
| Community Safety Office- City Centre | 133 | - | - | - | - | **133** |
| Replace Firehall # 14 - Hazelmere | 3,550 | - | - | - | - | **3,550** |
| Surrey Development Activity | 20,000 | - | - | - | - | **20,000** |
| City Centre - City Hall | 97,000 | - | - | - | - | **97,000** |
| City Centre Library | 36,000 | - | - | - | - | **36,000** |
| City Centre Parking Facility | 32,000 | - | - | - | - | **32,000** |
| | 189,183 | 7,138 | 4,200 | 6,500 | 4,500 | **211,521** |
| Engineering Structures | | | | | | |
| Artificial Turf Fields | 5,000 | 2,200 | - | 2,000 | - | **9,200** |
| City Wide Trail System | - | - | - | 150 | 300 | **450** |
| Covered Picnic Shelters | 50 | 50 | 50 | - | - | **150** |
| Covered Youth Parks | 1,500 | - | - | - | - | **1,500** |
| Newton Athletic Park Master Plan | 100 | 300 | 400 | 500 | 500 | **1,800** |
| | 6,650 | 2,550 | 450 | 2,650 | 800 | **13,100** |
| | **195,833** | **9,688** | **4,650** | **9,150** | **5,300** | **224,621** |
| **Contingency** | **-** | **1,810** | **2,810** | **2,010** | **2,330** | **8,960** |
| **Unidentified - Budget Authority only (not funded)** | **20,000** | **20,000** | **20,000** | **20,000** | **20,000** | **100,000** |
| | **$ 334,778** | **$ 161,491** | **$ 167,331** | **$ 172,922** | **$ 172,089** | **$ 1,008,611** |

# 2010 - 2014 CAPITAL FINANCIAL PLAN
## GENERAL CORPORATE
*(in thousands)*

| CONTRIBUTION SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Non-Discretionary Contributions** | | | | | | |
| NCP Reserve Funds | | | | | | |
| Library | $ 250 | $ 250 | $ 250 | $ 250 | $ 250 | **$ 1,250** |
| | **250** | **250** | **250** | **250** | **250** | **1,250** |
| **Discretionary Contributions** | | | | | | |
| Contributions from Operating | | | | | | |
| Current Year`s Contribution | 3,439 | 2,998 | 3,189 | 3,556 | 4,106 | **17,288** |
| Other Appropriations | 425 | 2,785 | 3,835 | 3,285 | 3,155 | **13,485** |
| | 3,864 | 5,783 | 7,024 | 6,841 | 7,261 | **30,773** |
| Other Statutory Reserve Funds | | | | | | |
| City Land Sales | 325 | 325 | 325 | - | - | **975** |
| Cranley Drive Revolving | 15 | 15 | 15 | 15 | 15 | **75** |
| Vehicles, Equipment & Other | 4,687 | 4,687 | 4,687 | 4,687 | 4,687 | **23,435** |
| Capital Legacy Fund | - | - | - | - | - | **-** |
| | 5,027 | 5,027 | 5,027 | 4,702 | 4,702 | **24,485** |
| | **9,141** | **11,060** | **12,301** | **11,793** | **12,213** | **56,508** |
| **Other Contributions** | | | | | | |
| External Sources | | | | | | |
| Federal/Provincial | 20,000 | - | - | - | - | **20,000** |
| | 20,000 | - | - | - | - | **20,000** |
| Borrowing Proceeds | 165,000 | - | - | - | - | **165,000** |
| | **165,000** | **-** | **-** | **-** | **-** | **165,000** |
| | **185,000** | **-** | **-** | **-** | **-** | **185,000** |
| **Unspecified - Budget Authority** | **20,000** | **20,000** | **20,000** | **20,000** | **20,000** | **100,000** |
| | **$ 214,141** | **$ 31,060** | **$ 32,301** | **$ 31,793** | **$ 32,213** | **$ 341,508** |

# 2010 - 2014 CAPITAL FINANCIAL PLAN
## GENERAL CORPORATE
*(in thousands)*

| EXPENDITURE SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Statutory & Asset Maintenance** | | | | | | |
| Property Acquisition | | | | | | |
| Newton Town Centre | $ 200 | $ 200 | $ 200 | $ 200 | $ 200 | **$ 1,000** |
| Cranley Drive | 15 | 15 | 15 | 15 | 15 | **75** |
| Sundry | 93 | 129 | 129 | 170 | 216 | **737** |
| | 308 | 344 | 344 | 385 | 431 | **1,812** |
| Buildings | | | | | | |
| Corporate Building Renovations | 800 | 823 | 823 | 881 | 899 | **4,226** |
| Sundry | 40 | 40 | 40 | 40 | 40 | **200** |
| | 840 | 863 | 863 | 921 | 939 | **4,426** |
| Engineering Structures | | | | | | |
| City Beautification - Green City | 250 | 250 | 250 | 250 | 250 | **1,250** |
| | 250 | 250 | 250 | 250 | 250 | **1,250** |
| Equipment | | | | | | |
| Public Works Fleet Equipment | 2,437 | 2,437 | 2,437 | 2,448 | 2,459 | **12,218** |
| Library | 1,390 | 1,440 | 1,680 | 1,840 | 1,840 | **8,190** |
| Information Technology | 3,736 | 3,736 | 3,736 | 3,755 | 3,774 | **18,737** |
| Office Equipment | 160 | 160 | 161 | 164 | 170 | **815** |
| Sundry | 20 | 20 | 20 | 20 | 20 | **100** |
| | 7,743 | 7,793 | 8,034 | 8,227 | 8,263 | **40,060** |
| | **9,141** | **9,250** | **9,491** | **9,783** | **9,883** | **47,548** |
| **Ranked Projects** | | | | | | |
| Buildings | | | | | | |
| Surrey Development Activity | 20,000 | - | - | - | - | **20,000** |
| City Centre - City Hall | 97,000 | - | - | - | - | **97,000** |
| City Centre Library | 36,000 | - | - | - | - | **36,000** |
| City Centre Parking Facility | 32,000 | - | - | - | - | **32,000** |
| | **185,000** | **-** | **-** | **-** | **-** | **185,000** |
| **Contingency** | **-** | **1,810** | **2,810** | **2,010** | **2,330** | **8,960** |
| | **185,000** | **1,810** | **2,810** | **2,010** | **2,330** | **193,960** |
| **Unspecified - Budget Authority** | **20,000** | **20,000** | **20,000** | **20,000** | **20,000** | **100,000** |
| | **$ 214,141** | **$ 31,060** | **$ 32,301** | **$ 31,793** | **$ 32,213** | **$ 341,508** |

## 2010 - 2014 CAPITAL FINANCIAL PLAN
## ENGINEERING SERVICES

*(in thousands)*

| CONTRIBUTION SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Non-Discretionary Contributions** | | | | | | |
| DCC Reserve Funds | | | | | | |
| Arterial Roads | $ 22,610 | $ 22,610 | $ 22,610 | $ 22,610 | $ 22,610 | **$ 113,050** |
| Major Collector Roads | 3,990 | 3,990 | 3,990 | 3,990 | 3,990 | **19,950** |
| - Campbell Heights | 500 | 500 | 500 | 500 | 500 | **2,500** |
| | **27,100** | **27,100** | **27,100** | **27,100** | **27,100** | **135,500** |
| **Discretionary Contributions** | | | | | | |
| Contribution from Operating | | | | | | |
| Current Year's Contribution-General | 1,655 | 2,685 | 685 | 85 | - | **5,110** |
| Current Year's Contribution-Drainage | 1,212 | 1,248 | 1,285 | 1,324 | 1,364 | **6,433** |
| Current Year's Contribution-Roads | - | 1,417 | 5,628 | 6,464 | 7,650 | **21,159** |
| City's Share - DCC Program | 1,426 | 1,426 | 1,426 | 1,426 | 1,426 | **7,130** |
| | **4,293** | **6,776** | **9,024** | **9,299** | **10,440** | **39,832** |
| **Other Statutory Reserve Funds** | | | | | | |
| City Land Sales | 1,030 | - | - | - | - | **1,030** |
| | 1,030 | - | - | - | - | **1,030** |
| | **5,323** | **6,776** | **9,024** | **9,299** | **10,440** | **40,862** |
| **Other Contributions** | | | | | | |
| External Sources | | | | | | |
| GVTA | 4,831 | 4,831 | 4,831 | 4,831 | 4,831 | **24,155** |
| | **4,831** | **4,831** | **4,831** | **4,831** | **4,831** | **24,155** |
| **Borrowing Proceeds** | | | | | | |
| Local Improvement | 105 | 300 | - | - | - | **405** |
| | 105 | 300 | - | - | - | **405** |
| | **4,936** | **5,131** | **4,831** | **4,831** | **4,831** | **24,560** |
| | **$ 37,359** | **$ 39,007** | **$ 40,955** | **$ 41,230** | **$ 42,371** | **$ 200,922** |

| EXPENDITURE SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Statutory & Asset Maintenance** | | | | | | |
| Engineering Structures | | | | | | |
| Growth Related - Arterial | $ 24,321 | $ 24,321 | $ 24,321 | $ 24,321 | $ 24,321 | **$ 121,605** |
| Growth Related - Non-Arterial | 4,205 | 4,205 | 4,205 | 4,205 | 4,205 | **21,025** |
| Non-Growth Related - Arterial | 3,897 | 3,933 | 3,970 | 4,009 | 4,049 | **19,858** |
| Non-Growth Related - Collector | 105 | 1,717 | 3,628 | 3,864 | 4,965 | **14,279** |
| GVTA | 4,831 | 4,831 | 4,831 | 4,831 | 4,831 | **24,155** |
| | **37,359** | **39,007** | **40,955** | **41,230** | **42,371** | **200,922** |
| | **$ 37,359** | **$ 39,007** | **$ 40,955** | **$ 41,230** | **$ 42,371** | **$ 200,922** |

## 2010 - 2014 CAPITAL FINANCIAL PLAN
## ROADS & TRAFFIC

*(in thousands)*

| CONTRIBUTION SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Non-Discretionary Contributions** | | | | | | |
| DCC Reserve Funds | | | | | | |
| Local Roads | $ 656 | $ 656 | $ 656 | $ 656 | $ 656 | **$ 3,280** |
| | **656** | **656** | **656** | **656** | **656** | **3,280** |
| **Discretionary Contributions** | | | | | | |
| Contribution from Operating | | | | | | |
| Current Year's Contribution - General | 800 | 800 | 800 | 800 | - | **3,200** |
| Current Year's Contribution - Roads | 4,526 | 4,725 | 3,065 | 3,403 | 5,200 | **20,919** |
| City's Share - DCC Program | 35 | 35 | 35 | 35 | 35 | **175** |
| | **5,361** | **5,560** | **3,900** | **4,238** | **5,235** | **24,294** |
| **Borrowing Proceeds** | | | | | | |
| Local Improvement | 699 | 500 | 500 | 500 | 500 | **2,699** |
| | **699** | **500** | **500** | **500** | **500** | **2,699** |
| | **$ 6,716** | **$ 6,716** | **$ 5,056** | **$ 5,394** | **$ 6,391** | **$ 30,273** |

| EXPENDITURE SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Statutory & Asset Maintenance** | | | | | | |
| Engineering Structures | | | | | | |
| Growth Related - Non-Arterial | $ 691 | $ 691 | $ 691 | $ 691 | $ 691 | **$ 3,455** |
| Transportation | 6,025 | 6,025 | 4,365 | 4,703 | 5,700 | **26,818** |
| | **6,716** | **6,716** | **5,056** | **5,394** | **6,391** | **30,273** |
| | **$ 6,716** | **$ 6,716** | **$ 5,056** | **$ 5,394** | **$ 6,391** | **$ 30,273** |

# 2010 - 2014 CAPITAL FINANCIAL PLAN
## PARKS, RECREATION & CULTURE
*(in thousands)*

| CONTRIBUTION SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Non-Discretionary Contributions** | | | | | | |
| DCC Reserve Funds | | | | | | |
| Park Lands | $ 10,611 | $ 12,573 | $ 12,573 | $ 12,853 | $ 13,128 | **$ 61,738** |
| Parkland Development | 4,589 | 2,627 | 2,627 | 2,642 | 2,672 | **15,157** |
| | 15,200 | 15,200 | 15,200 | 15,495 | 15,800 | **76,895** |
| NCP Reserve Funds | | | | | | |
| Park Development | 870 | 250 | 250 | 250 | 250 | **1,870** |
| Recreational Facilities | 210 | - | 1,400 | 500 | - | **2,110** |
| | 1,080 | 250 | 1,650 | 750 | 250 | **3,980** |
| Other Statutory Reserve Funds | | | | | | |
| Cash In Lieu of Parkland | 451 | 1,500 | 2,000 | 2,000 | 2,000 | **7,951** |
| | 451 | 1,500 | 2,000 | 2,000 | 2,000 | **7,951** |
| | **16,731** | **16,950** | **18,850** | **18,245** | **18,050** | **88,826** |
| **Discretionary Contributions** | | | | | | |
| Contributions from Operating | | | | | | |
| Current Year's Contribution | 225 | 236 | 945 | 1,188 | 1,207 | **3,801** |
| City's Share - DCC Program | 800 | 800 | 800 | 816 | 832 | **4,048** |
| Other Appropriations | 125 | 125 | 125 | 275 | 1,425 | **2,075** |
| | 1,150 | 1,161 | 1,870 | 2,279 | 3,464 | **9,924** |
| Other Statutory Reserve Funds | | | | | | |
| City Land Sales | 1,095 | 2,125 | 1,175 | 500 | - | **4,895** |
| Vehicles & Equipment | 300 | 300 | 300 | 300 | 300 | **1,500** |
| Capital Legacy Fund | 4,040 | 7,800 | 2,300 | 8,000 | 4,000 | **26,140** |
| | 5,435 | 10,225 | 3,775 | 8,800 | 4,300 | **32,535** |
| | **6,585** | **11,386** | **5,645** | **11,079** | **7,764** | **42,459** |
| **Other Contributions** | | | | | | |
| External Sources | | | | | | |
| Federal/Provincial Contribution | 1,833 | 297 | - | - | - | **2,130** |
| Private Developer Contributions | 1,067 | 550 | 150 | 150 | 150 | **2,067** |
| Sundry Contributions | 500 | 500 | 500 | 500 | 500 | **2,500** |
| | - | - | - | - | - | **-** |
| | **3,400** | **1,347** | **650** | **650** | **650** | **6,697** |
| | **$ 26,716** | **$ 29,683** | **$ 25,145** | **$ 29,974** | **$ 26,464** | **$ 137,982** |

## 2010 - 2014 CAPITAL FINANCIAL PLAN
## PARKS, RECREATION & CULTURE

*(in thousands)*

| EXPENDITURE SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Statutory & Asset Maintenance** | | | | | | |
| Property Acquisition | | | | | | |
| Park Land | $ 11,620 | $ 14,735 | $ 15,235 | $ 15,530 | $ 15,819 | **$ 72,939** |
| | 11,620 | 14,735 | 15,235 | 15,530 | 15,819 | **72,939** |
| Buildings | | | | | | |
| Recreation Facilities Improvements | 500 | 500 | 500 | 500 | 500 | **2,500** |
| | 500 | 500 | 500 | 500 | 500 | **2,500** |
| Engineering Structures | | | | | | |
| Base Park Development | 920 | 920 | 920 | 938 | 957 | **4,655** |
| City Beautification - Green City | 250 | 250 | 250 | 250 | 250 | **1,250** |
| NCP/DCC Park Development | 5,701 | 3,015 | 3,015 | 3,031 | 3,063 | **17,825** |
| Developer Tree Program | 150 | 150 | 150 | 150 | 150 | **750** |
| | 7,021 | 4,335 | 4,335 | 4,369 | 4,420 | **24,480** |
| Equipment | | | | | | |
| Minor Equipment | 125 | 125 | 125 | 125 | 125 | **625** |
| Recreation Equipment Replacement | 300 | 300 | 300 | 300 | 300 | **1,500** |
| | 425 | 425 | 425 | 425 | 425 | **2,125** |
| | **19,566** | **19,995** | **20,495** | **20,824** | **21,164** | **102,044** |
| **Ranked Projects** | | | | | | |
| Buildings | | | | | | |
| Arts Centre - Storage & Seating | - | 638 | - | - | - | **638** |
| Fitness Facilities - Fraser Heights | 500 | 6,000 | - | - | - | **6,500** |
| Fitness Facilities - S.Surrey | - | - | 2,700 | - | - | **2,700** |
| Major Recreation Facility | - | - | 1,000 | 2,000 | 2,000 | **5,000** |
| Multi-Purpose Space - Newton | - | - | - | 4,000 | 2,000 | **6,000** |
| Private Public Partnerships | - | 500 | 500 | 500 | 500 | **2,000** |
| | 500 | 7,138 | 4,200 | 6,500 | 4,500 | **22,838** |
| Engineering Structures | | | | | | |
| Artificial Turf Fields | 5,000 | 2,200 | - | 2,000 | - | **9,200** |
| City Wide Trail System | - | - | - | 150 | 300 | **450** |
| Covered Picnic Shelters | 50 | 50 | 50 | - | - | **150** |
| Covered Youth Parks | 1,500 | - | - | - | - | **1,500** |
| Newton Athletic Park Master Plan | 100 | 300 | 400 | 500 | 500 | **1,800** |
| | 6,650 | 2,550 | 450 | 2,650 | 800 | **13,100** |
| | **7,150** | **9,688** | **4,650** | **9,150** | **5,300** | **35,938** |
| | **$ 26,716** | **$ 29,683** | **$ 25,145** | **$ 29,974** | **$ 26,464** | **$ 137,982** |

# 2010 - 2014 CAPITAL FINANCIAL PLAN
# PROTECTIVE SERVICES

*(in thousands)*

| CONTRIBUTION SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Non-Discretionary Contributions** | | | | | | |
| NCP Reserve Funds | | | | | | |
| Fire | $ 600 | $ 100 | $ 100 | $ 100 | $ 100 | **$ 1,000** |
| | **600** | **100** | **100** | **100** | **100** | **1,000** |
| **Discretionary Contributions** | | | | | | |
| Contributions from Operating | | | | | | |
| Current Year's General Operating | 155 | 155 | 155 | 155 | 155 | **775** |
| Other Appropriations | 3,183 | - | - | - | - | **3,183** |
| | 3,338 | 155 | 155 | 155 | 155 | **3,958** |
| **Other Statutory Reserve Funds** | | | | | | |
| Vehicles and Equipment | 2,060 | 3,029 | 3,082 | 3,739 | 3,858 | **15,768** |
| | 2,060 | 3,029 | 3,082 | 3,739 | 3,858 | **15,768** |
| | **5,398** | **3,184** | **3,237** | **3,894** | **4,013** | **19,726** |
| | **$ 5,998** | **$ 3,284** | **$ 3,337** | **$ 3,994** | **$ 4,113** | **$ 20,726** |

**EXPENDITURE SUMMARY**

| | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Statutory & Asset Maintenance** | | | | | | |
| Equipment | | | | | | |
| Fire Vehicles & Equipment | $ 2,060 | $ 3,029 | $ 3,082 | $ 3,739 | $ 3,858 | **$ 15,768** |
| Small Equipment Purchases | 255 | 255 | 255 | 255 | 255 | **1,275** |
| | **2,315** | **3,284** | **3,337** | **3,994** | **4,113** | **17,043** |
| **Ranked Projects** | | | | | | |
| Buildings | | | | | | |
| Community Safety Office- City Centre | 133 | - | - | - | - | **133** |
| Replace Firehall # 14 - Hazelmere | 3,550 | - | - | - | - | **3,550** |
| | **3,683** | **-** | **-** | **-** | **-** | **3,683** |
| | **$ 5,998** | **$ 3,284** | **$ 3,337** | **$ 3,994** | **$ 4,113** | **$ 20,726** |

## 2010 - 2014 CAPITAL FINANCIAL PLAN
## SEWER & DRAINAGE SERVICES

*(in thousands)*

| CONTRIBUTION SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Non-Discretionary Contributions** | | | | | | |
| DCC Reserve Funds | | | | | | |
| Sewer | $ 1,329 | $ 4,719 | $ 8,275 | $ 8,275 | $ 8,275 | **$ 30,873** |
| Drainage | 5,260 | 8,124 | 10,467 | 10,467 | 10,467 | **44,785** |
| Campbell Heights | 1,357 | 1,357 | 1,357 | 1,357 | 1,357 | **6,785** |
| | 7,946 | 14,200 | 20,099 | 20,099 | 20,099 | **82,443** |
| Other Statutory Reserve Funds | | | | | | |
| Environmental Stewardship | 240 | 240 | 240 | 240 | 240 | **1,200** |
| | 240 | 240 | 240 | 240 | 240 | **1,200** |
| | **8,186** | **14,440** | **20,339** | **20,339** | **20,339** | **83,643** |
| **Discretionary Contributions** | | | | | | |
| Appropriated Surplus | | | | | | |
| Rate Stabilization Provision | 400 | 400 | 400 | 400 | 400 | **2,000** |
| | 400 | 400 | 400 | 400 | 400 | **2,000** |
| **Contribution from Operating** | | | | | | |
| Current Year's Contribution - Sewer | 5,976 | 5,976 | 5,976 | 5,976 | 5,976 | **29,880** |
| Current Year's Contribution - Drainage | 11,540 | 11,540 | 11,540 | 11,540 | 11,540 | **57,700** |
| City's Share - DCC Program | 883 | 1,578 | 2,233 | 2,233 | 2,233 | **9,160** |
| | 18,399 | 19,094 | 19,749 | 19,749 | 19,749 | **96,740** |
| | **18,799** | **19,494** | **20,149** | **20,149** | **20,149** | **98,740** |
| **Other Contributions** | | | | | | |
| External Sources | | | | | | |
| Sundry Contributions | 125 | 125 | 125 | 125 | 125 | **625** |
| | 125 | 125 | 125 | 125 | 125 | **625** |
| Borrowing Proceeds | | | | | | |
| Local Improvement | 500 | 500 | 500 | 500 | 500 | **2,500** |
| | 500 | 500 | 500 | 500 | 500 | **2,500** |
| | **625** | **625** | **625** | **625** | **625** | **3,125** |
| | **$ 27,610** | **$ 34,559** | **$ 41,113** | **$ 41,113** | **$ 41,113** | **$ 185,508** |

| EXPENDITURE SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Statutory & Asset Maintenance** | | | | | | |
| Engineering Structures | | | | | | |
| Growth Related - Sewer | $ 1,477 | $ 5,243 | $ 9,194 | $ 9,194 | $ 9,194 | **$ 34,302** |
| Growth Related - Drainage | 5,844 | 9,027 | 11,630 | 11,630 | 11,630 | **49,761** |
| Growth Related - Campbell Heights | 1,508 | 1,508 | 1,508 | 1,508 | 1,508 | **7,540** |
| Non-Growth Related - Sewer | 6,601 | 6,601 | 6,601 | 6,601 | 6,601 | **33,005** |
| Non-Growth Related - Drainage | 9,658 | 9,658 | 9,658 | 9,658 | 9,658 | **48,290** |
| Natural Habitat Enhancement | 240 | 240 | 240 | 240 | 240 | **1,200** |
| | 25,328 | 32,277 | 38,831 | 38,831 | 38,831 | **174,098** |
| **Equipment** | | | | | | |
| Information Technology | 400 | 400 | 400 | 400 | 400 | **2,000** |
| | 400 | 400 | 400 | 400 | 400 | **2,000** |
| | **25,728** | **32,677** | **39,231** | **39,231** | **39,231** | **176,098** |
| **Other Projects** | | | | | | |
| Lowland Drainage | 1,882 | 1,882 | 1,882 | 1,882 | 1,882 | **9,410** |
| | **1,882** | **1,882** | **1,882** | **1,882** | **1,882** | **9,410** |
| | **$ 27,610** | **$ 34,559** | **$ 41,113** | **$ 41,113** | **$ 41,113** | **$ 185,508** |

## 2010 - 2014 CAPITAL FINANCIAL PLAN
## WATER SERVICES

*(in thousands)*

| CONTRIBUTION SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Non-Discretionary Contributions** | | | | | | |
| DCC Reserve Funds | | | | | | |
| Water | $ 3,746 | $ 4,595 | $ 6,613 | $ 6,613 | $ 6,613 | **$ 28,180** |
| Campbell Heights | 555 | 555 | 555 | 555 | 555 | **2,775** |
| | **4,301** | **5,150** | **7,168** | **7,168** | **7,168** | **30,955** |
| **Discretionary Contributions** | | | | | | |
| Appropriated Surplus | | | | | | |
| Rate Stabilization Provision | 300 | 300 | 300 | 300 | 300 | **1,500** |
| | 300 | 300 | 300 | 300 | 300 | **1,500** |
| **Contribution from Operating** | | | | | | |
| Current Year's Contribution | 10,559 | 10,559 | 10,559 | 10,559 | 10,559 | **52,795** |
| City's Share - DCC Program | 478 | 573 | 797 | 797 | 797 | **3,442** |
| | 11,037 | 11,132 | 11,356 | 11,356 | 11,356 | **56,237** |
| | **11,337** | **11,432** | **11,656** | **11,656** | **11,656** | **57,737** |
| **Other Contributions** | | | | | | |
| External Sources | | | | | | |
| Sundry Contributions | 100 | 100 | 100 | 100 | 100 | **500** |
| | 100 | 100 | 100 | 100 | 100 | **500** |
| Borrowing Proceeds | | | | | | |
| Local Improvement | 500 | 500 | 500 | 500 | 500 | **2,500** |
| | 500 | 500 | 500 | 500 | 500 | **2,500** |
| | **600** | **600** | **600** | **600** | **600** | **3,000** |
| | **$ 16,238** | **$ 17,182** | **$ 19,424** | **$ 19,424** | **$ 19,424** | **$ 91,692** |

| EXPENDITURE SUMMARY | 2010 | 2011 | 2012 | 2013 | 2014 | 5 YEAR PROGRAM |
|---|---|---|---|---|---|---|
| **Statutory & Asset Maintenance** | | | | | | |
| Engineering Structures | | | | | | |
| Growth Related | $ 4,779 | $ 5,723 | $ 7,965 | $ 7,965 | $ 7,965 | **$ 34,397** |
| Non-Growth Related | 11,159 | 11,159 | 11,159 | 11,159 | 11,159 | **55,795** |
| | 15,938 | 16,882 | 19,124 | 19,124 | 19,124 | **90,192** |
| **Equipment** | | | | | | |
| Information Technology | 300 | 300 | 300 | 300 | 300 | **1,500** |
| | 300 | 300 | 300 | 300 | 300 | **1,500** |
| | **16,238** | **17,182** | **19,424** | **19,424** | **19,424** | **91,692** |
| | **$ 16,238** | **$ 17,182** | **$ 19,424** | **$ 19,424** | **$ 19,424** | **$ 91,692** |

## GLOSSARY OF TERMINOLOGY

**Accrual Basis -** A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Activity -** Departmental efforts that contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.

**Annualize** - Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

**Appropriation -** A legal authorization to incur obligations and to make expenditures for specific purposes.

**Appropriated Surplus** – Funds set aside for a non-statutory specific purpose.

**Assessed Valuation -** The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

**Assets -** Resources owned or held by the City, which have monetary value.

**Base Budget -** Cost of continuing the existing levels of service in the current budget year.

**BC Assessment Authority (BCAA) -** The organization that is responsible for establishing the assessed property values within British Columbia.

**Budget** - A plan of financial operations embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

**Capital Assets -** Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. These assets have a significant value and a useful life of several years. Capital assets are also called fixed assets.

**Capital Budget** - The appropriation of internal and external contributions for improvements and additions to facilities, infrastructure, and parks.

**Capital Improvements -** Expenditures related to the acquisition, expansion or rehabilitation of an element of the City's physical plant; sometimes referred to as infrastructure.

**Capital Legacy Fund –** A statutory reserve fund established by Council, to provide a renewable internal financing source for one-time General Capital opportunities and projects with abroad based community support

**Capital Project** - Major construction, acquisition, or renovation activities which add value to the City's physical assets or significantly increase their useful life. Also called capital improvements.

**Capital Reserve** - An account used to segregate a portion of the City's equity to be used for future capital program expenditures.

**Contingency** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services -** Services rendered to the City by private firms, individuals, or other governmental agencies. Examples include rent, leases, maintenance agreements, and professional consulting services.

**Canadian Union of Public Employees (CUPE) -** Union representing City's unionized staff.

**Deficit -** The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

**Department -** The basic organizational unit of the City, which is functionally unique in its delivery of services.

**Depreciation -** Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Development Cost Charges (DCC) -** Those fees and charges contributed by developers to support development and growth in the City.

**Employee Benefits -** Contributions made by the City to meet commitments or obligations for employee fringe benefits. Included is the City's share of costs for various pensions, medical and life insurance plans.

**Encumbrance -** The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Expenditure -** The payment for property or services for the purpose of acquiring an asset, service or settling a loss. Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**External Recoveries -** Funds received from other organizations for services provided by the City and its departments.

**Fixed Assets -** Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. These assets have a significant value and a useful life of several years. Fixed assets are also called capital assets.

**Freedom of Information (FOI) -** Freedom of Information Act gives individuals rights to access information held by local government and protects their privacy by placing restrictions on local government when collecting or disclosing personal information.

**Full-time Equivalent Position (FTE) -** Employee positions, which are authorized in the adopted budget, to be filled during the year. A part-time position converted to the decimal equivalent of a full-time position. For example, a part-time typist working for 18 hours per week would be the equivalent to .5 of a full-time position.

**Fund -** A fiscal entity with revenues and expenditures, which are segregated for the purpose of carrying out a specific purpose or activity.

**Fund Balance -** The excess of the assets of a fund over its liabilities, reserves, and carryover.

**Generally Accepted Accounting Principles (GAAP) -** Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**Grants -** A contribution by a City or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**GVRD -** Greater Vancouver Regional District.

**GVS&DD -** Greater Vancouver Sewer & Drainage District.

**GIS** – Geographic Information System.

**Infrastructure -** The physical assets of a City (e.g. streets, water, sewer, public buildings and parks).

**Interfund Transfers -** The movement of monies between funds of the same governmental entity.

**Internal Services Used -** The charges to user departments for internal services provided by another department, such as data processing or insurance funded from a central pool.

**Internal Services Recovered -** Recovery from charges to user departments by the charging department. See Internal Services Used.

**InterPARES -** International Research on Permanent Authentic Records in Electronic Systems.

**Levy -** To impose taxes for the support of City activities.

**Line-item Budget -** A budget prepared along departmental lines that focuses on what is to be bought.

**Long-term Debt -** Debt with a maturity of more than one year after the date of issuance.

**Materials and Supplies -** Expendable materials and operating supplies necessary to conduct departmental operations.

**Neighbourhood Concept Plan (NCP) -** Part of the City's Official Community Plan.

**Object of Expenditure -** An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

**Objective -** Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame. See Goal.

**Obligations -** Amounts, which the City may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Official Community Plan (OCP) -** The City's prime development planning document.

**Operating Revenues -** Funds that the City receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Operating Expenditures -** The cost for personnel, materials and equipment required for a department to function.

**Program -** A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the City is responsible.

**Program Budget -** A budget which allocates money to the functions or activities of the City rather than to specific items of cost or to specific departments.

**Program Revenue -** Revenues earned by a program, including fees for services, license and permit fees, and fines.

**Public Sector Accounting Board (PSAB) -** Issues recommendations and guidance on accounting matters in the public sector. These recommendations serve the public interest by strengthening accountability in the public sector through developing, recommending and gaining acceptance of accounting and financial reporting standards of good practice.

**Reserve for Future Expenditures (RFFE) -** An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

**Revenue -** Sources of income financing the operations of the City.

**RCMP -** Royal Canadian Mounted Police.

**Tax Levy -** The total amount to be raised by general property taxes when the tax rate is multiplied by the assessed values.

**Taxes -** Compulsory charges levied by the City for the purpose of financing services performed for the common benefit of the citizens.

**Transfers To/From Own Sources -** Amounts transferred to/from one fund to another fund or amount transferred to/from deferred revenue or reserve accounts.

**Unreserved Fund Balance -** The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**User Charges -** The payment of a fee for direct receipt of a public service by the party who benefits from the service.