2011 - 2015
FINANCIAL PLAN

BRITISH COLUMBIA, CANADA

CITY OF SURREY
the future lives here.

CITY OF
SURREY
the future lives here.

2011-2015 FINANCIAL PLAN
TABLE OF CONTENTS

Page #

2011 – 2015 FINANCIAL PLAN
READER'S GUIDE

This Reader's Guide provides the reader with a basic understanding of the 2011-2015 Financial Plan and briefly describes the content and layout of each of the major sections of the document.

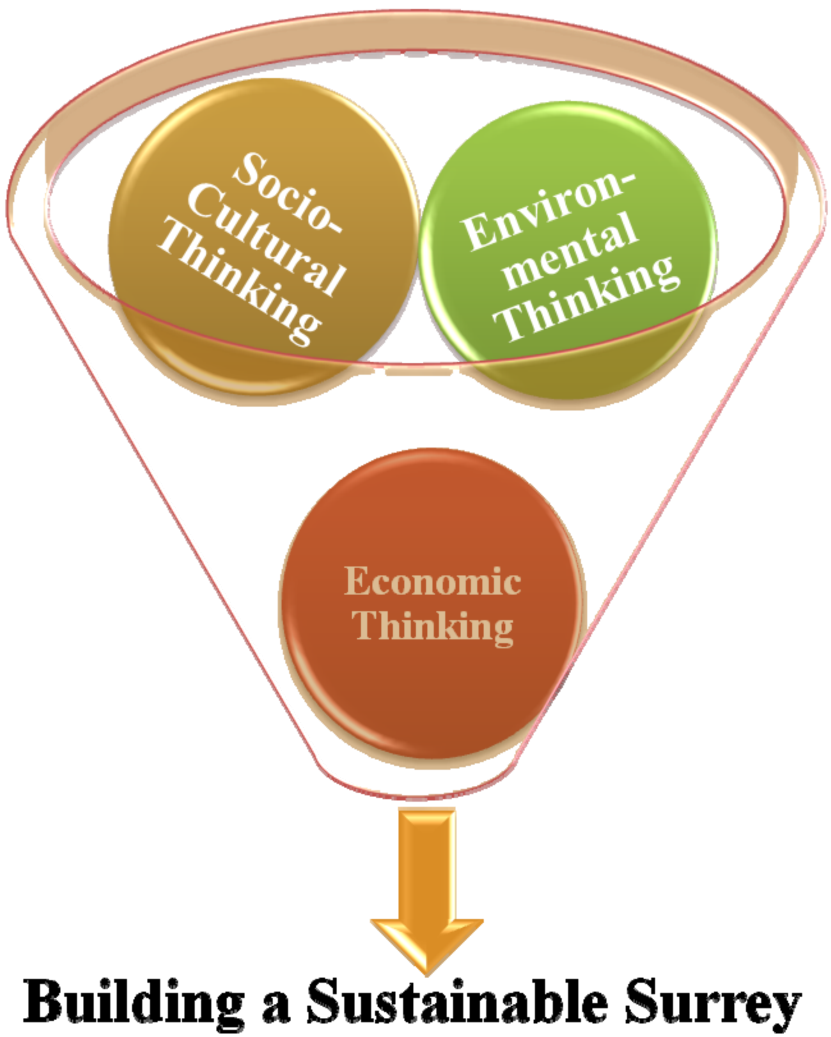
The primary function of the Financial Plan is to provide detailed information about the City of Surrey's funding requirements over the next five years. However, it also serves the following functions:

- It is a Policy Document, which outlines the financial policies that guide the development of the Plan and articulates financial priorities and issues;
- It is an Operations Guide, which helps staff manage day-to-day operations by providing financial information, policy information, and performance measurements, and by identifying financial and staffing resources available to provide services; and
- It is a Communication Device, which provides all readers with a comprehensive look at the services provided by City departments and the costs attached to those services.

FOCUS ON SUSTAINABILITY

In 2008, Council approved the Surrey Sustainability Charter as the City's overarching policy document. The Sustainability Charter is built on three key pillars; namely **Economic, Environmental** and **Socio-Cultural.** The Charter stipulates that all City objectives and decisions must be considered based on their forecasted economic, environmental, and socio-cultural effects. Consequently, the Financial Plan presents all City and individual departmental accomplishments and future initiatives through these three pillars of sustainability. This presentation underscores the importance of the Sustainability Charter as a living document.

Each of the Charter's pillars support a "high-level" or "long-term" goal. These goals specify the long-range policy objectives that support the City's vision for and commitment to sustainability.



Socio-Cultural Goal

To promote a safe, caring, engaged, and liveable community, with a sense of place, that is inclusive of all aspects of diversity and provides a range of educational, recreational, cultural, and employment opportunities, affordable and appropriate housing, transportation options, and personal, health, and social services that are accessible to all.

Environmental Goal

To demonstrate good stewardship of the land, water, air, and built environment and to protect, preserve, and enhance Surrey's natural areas and ecosystems for current and future generations while making nature accessible for all to enjoy.

Economic Goal

To create a local economy that builds on Surrey's natural advantages and uses the land base and human resources efficiently to create a broad range of well-located, transit-accessible, and environmentally-friendly businesses that provide attractive local employment opportunities and a sustainable revenue base for the City.

The 2011-2015 Financial Plan has been separated into ten major sections:

EXECUTIVE OVERVIEW

This section is intended to provide the reader with a brief understanding of Surrey's municipal government and its financial planning process. It includes the following:

- Reader's Guide;
- Message from the General Manager, Finance & Technology;
- Approved Supplemental Funding Requests; and
- Financial Planning Process.

COMMUNITY PROFILE

This section is intended to provide the reader with a brief understanding of the City of Surrey and its history, as well as some of the services available to citizens and businesses. It includes the following:

- History of Surrey;
- Population and Growth Statistics;
- Business Development Services and Areas;
- Taxation and Assessment Details;
- Educational Services; and
- Health and Safety Services.

ORGANIZATIONAL PROFILE

This section is intended to provide the reader with a brief understanding of the organizational structure of the City of Surrey and of the City's policies. It includes the following:

- Government and Administration;
- City Plans, Planning Policies and Models; and
- City Organizational Structure.

FINANCIAL OVERVIEW

This section is intended to provide the reader with a brief understanding of economic conditions affecting the City of Surrey and of the City of Surrey's the consolidated financial structure. It includes the following:

- Economic Overview;
- Major Revenue Sources of the City;
- Source and Application of Funds;
- Overview of Fund Structure; and
- Consolidated Financial Summary.

GENERAL OPERATING FUND

This section describes the General Operating Fund and includes the following:

- Executive Summary; and
- Departmental Operations.

In an effort to put less focus on the quantitative measurement, we have not included the details of departmental budgets in this section. This information is provided in subsequent sections. Each departmental budget includes a list of their programs and a line item summary condensed into nine major account groupings, which are outlined below:

Revenues:

- Sales and Services; and
- Grants, Donations and Other.

Expenditures:

- Salaries and Benefits;
- Operating Costs;
- Internal Services Used (use of another department's resources);
- Internal Services Recovered (provision of services to another department); and
- External Recoveries.

Net Internal Transfers:

- Transfers to and/or from other Funds, Reserves or Surplus.

ROADS & TRAFFIC SAFETY OPERATING FUND

This section describes the Roads & Traffic Safety Operations Utility Fund, and includes:

- Fund Overview;
- Executive Summary; and
- Departmental Operations.

SEWER & DRAINAGE OPERATING FUND

This section describes the Sewer and Drainage Operations Utility Fund, and includes:

- Fund Overview;
- Executive Summary; and
- Departmental Operations.

SOLID WASTE OPERATING FUND

This section describes the Solid Waste Operations Utility Fund, and includes:

- Fund Overview;
- Executive Summary; and
- Departmental Operations.

WATER OPERATING FUND

This section describes the Water Operations Utility Fund, and includes:

- Fund Overview;
- Executive Summary; and
- Departmental Operations.

CAPITAL PROGRAM

This section describes the capital program aspects and includes:

- Contribution and Expenditure Overview;
- Capital Planning Process; and
- 2011 Ranked Capital Projects.

2011 - 2015 FINANCIAL PLAN
MESSAGE FROM THE GENERAL MANAGER, FINANCE & TECHNOLOGY

To the Mayor and Council,
City of Surrey

I am pleased to submit the 2011 - 2015 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. The 2011 – 2015 Financial Plan underpins the 2011 - 2015 Financial Plan By-laws, which received initial approval on December 13, 2010 and final adoption on January 10, 2011.

The goal of the Five-Year Financial Plan is to outline the financing of initiatives associated with the City's major plans, including the Sustainability Charter, the Official Community Plan, the Transportation Plan, the Parks, Recreation and Culture Master Plan, and the Library Master Plan, as well as Council's key priorities. Funding these initiatives helps the City to meet the needs of its citizens.

To reinforce the City's commitment to becoming a Sustainable Surrey, the City has aligned the Five-Year Financial Plan with the Sustainability Charter's three pillars: Economic, Environmental, and Socio-Cultural. Doing so encourages all departments to think sustainably when setting future initiatives.

1.0 OVERVIEW

The Financial Overview includes a Five-Year Consolidated Financial Plan, which includes forecasts of all revenues and expenditures related to the City's operating and capital obligations over the next five years.

The document also includes detailed information about the City's plans for upcoming years. This supporting information provides departments with their expenditure authority. Please note that estimates and projections have been used for the years 2012 through 2015. These projections will be updated annually prior to Council's review and approval of the Financial Plan for that year.

2.0 FIVE - YEAR GENERAL OPERATING FINANCIAL PLAN

Council has directed that the 2011 Financial Plan include the following:

- Property tax increase equivalent to $37 per year for a single-family dwelling and $214 per year for a business with an assessed value of $1.0 million;
- 4.0% or equivalent fee increase for 2011;
- Third party contract increases (maintenance, software, etc.);
- Benefit, salary and step increases;
- Full year impact of the six RCMP members and eight Firefighters added during 2010;
- Full year funding of prior year's approved funding requests;
- Operating funding for new capital buildings such as the City Centre Library, the Cloverdale Multi-Purpose Center, and the Kensington Prairie School under the "Build Surrey" Program;
- Operating inventory maintenance and rehabilitation funding;
- Addition of two by-law enforcement officers;
- Increased funding for website management;
- Increase in operating costs related to implementing measures in support of City Celebrations and the BC Summer Games; and
- Support for Council's key priorities such as the "Build Surrey" Program, the Clean Energy Program, crime reduction, community beautification, and the Social Well-Being Plan.

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

- Additional RCMP officers to maintain the current ratio of officers to citizens.
- Additional RCMP civilian support staff;
- Eight additional Firefighters in 2012 and four Fire Fighters in 2013;
- One additional By-law Enforcement Officer each year;
- Increased operating contribution to capital;
- Allowances for labour contract increases, inventory increases, and inflation; and
- Operating costs for new facilities indentified in the Capital Plan.

The following additional on-going revenues were identified in 2010 and have been included in this plan:

- Tax revenues related to new growth;
- New revenue-generating initiatives; and
- Increase in Planning and Development revenue related to growth.

3.0 GENERAL CAPITAL FINANCIAL PLAN

In March 2010, Council approved the "Build Surrey" Program, which consists of a series of large-scale capital projects across the City to accommodate business development and population growth over the next ten years. The costs of constructing these capital projects have been included in the 2011-2015 Financial Plan and will be funded primarily through a combination of internal and external borrowing. The projects include new Artificial Turf Fields throughout the City, and the flagship projects of the City Centre Library, the City Hall at City Centre, and the Community Plaza at City Centre.

The City has ongoing capital requirements totalling $6.75 million per year. The City must also fund minor capital projects including storage and seating replacement at the Surrey Arts Center, renovations to the Cloverdale Fairgrounds site, re-surfacing of the Bear Creek Track, construction/repair of washrooms at Enver Creek Park, and advance design for replacement of the City Works Yard building. Additional details of planned capital projects can be found in the Capital Program section of this document.

4.0 ROADS & TRAFFIC UTILITY FINANCIAL PLAN

In 2007, Council approved a Local Roads and Traffic Safety Levy to fund maintenance of the City's local roadway pavement and additional safety-related road needs (i.e., pedestrian crossings, sidewalks, traffic calming, etc.). The Levy was set using the equivalent of a 1% property tax increase in each of the next four years (2008 through 2011), which amounted to $11.30 per year for a single family dwelling. Per the original plan, the levy will increase in 2011 to approximately $13 for a single family dwelling and $69 for a business with an assessed value of $1 million.

The Local Road and Traffic Safety Levy has been expanded to support the City's portion of road and traffic needs beyond the level of local and collector roads. The 2011-2015 Financial Plan includes further increases to ensure funding is available to meet the City's transportation objectives over time.

5.0 SEWER & DRAINAGE UTILITY FINANCIAL PLAN

The Sewer and Drainage Utility is a self-sustaining Fund. Any projected funding requirements are met by a corresponding increase in user fees. Over the last several years, the City has been moving towards a 'user-pay' approach for sewer and drainage usage, with the eventual aim of retiring the 'flat rate' system.

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

- Greater Vancouver Sewer and Drainage District's projected increases;
- Lowland drainage flood control program; and
- Contractual labour and energy cost increases.

These funding requirements will be addressed through minimal increases in the sewer rates over the next several years. The average metered single-family dwelling will pay $230 in 2011 ($202 in 2010). There will be no change to the Drainage Parcel Tax in 2011($161 in 2010).

6.0 SOLID WASTE UTILITY FINANCIAL PLAN

The City of Surrey's annual residential waste has been steadily declining as Surrey's population continues to grow. Presently, close to 50% of the City's residential solid waste stream is diverted from landfill sites. The City's goal is to achieve a diversion rate of 70% by 2015. To achieve this target, a pilot residential organics collection program commenced in the fall of 2010, with the 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, compostables, reusables and garbage. The 2011 solid waste rate is $266 ($241 in 2010) for a single family residence, which partly reflects an increase in the GVRD tipping fee. The GVRD is projecting further increases in tipping fees over the next five years, which will result in further increases each year to the solid waste rates charged by the City.

7.0 WATER UTILITY FINANCIAL PLAN

The Water Utility is a self-sustaining Fund. Any projected funding requirements are met by a corresponding increase in 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, with the eventual aim of retiring 'flat rate' system and having all properties on water meters.

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

- Greater Vancouver Regional District's projected water rate increases; and
- Contractual labour and energy cost increases.

To meet these funding requirements, water rates will continue to increase. The average metered single-family dwelling will pay $370 in 2011 ($358 in 2010).

8.0 MEETING THE CHALLENGES OF TOMORROW

With a population nearing 500,000 and an estimated growth of 1,000 new residents every month, the City of Surrey is one of the fastest-growing municipalities in Canada. Surrey is proud to be the largest city in British Columbia by land mass, and the second-largest city by population. However, with such size and rapid expansion, comes many challenges. The 2011-2015 Financial Plan recognizes the challenges presented by this rapid expansion and how they can affect our goals of sustainability, community safety, economic development, exemplary service provision, and sound municipal infrastructure.

Meeting the mandate set by the Surrey Sustainability Charter while continuing to serve our expanding communities will be a challenge. However, as the culture of sustainable decision making continues to grow in Surrey through targeted initiatives and programs, we are confident that barriers will become landmarks, and challenges will become accomplishments.

As Surrey continues to grow, new challenges will arise. The City is prepared to meet these new challenges, ensuring that Surrey remains a great place for our citizens to live, work, invest, recreate, and raise a family.

9.0 CONCLUSION

The 2011 - 2015 Financial Plan is based on Council's direction. Property taxes in the City of Surrey remain one of the lowest in the Lower Mainland, based on per capita expenditure comparisons with other cities.

I wish 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 2011 - 2015 Financial Plan.

Respectfully,

Vivienne Wilke
General Manager,
Finance & Technology

2011-2015 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 2011 that had previously been approved in the 2010 – 2014 Financial Plan have been incorporated into the Departmental Financial Plans as follows:

RCMP	Annualization of 6 Members	$ 608,000
RCMP	Additional civilian support staff	255,000
		$ 863,000

New issues identified during the 2011 planning process and approved by Council include:

RCMP	10 Contract Member Positions	338,000
RCMP	Additional civilian support staff	425,000
City Managers Department	2 By-law Enforcement Officers	150,000
Fire	8 additional Fire Fighters	500,000
Corporate	Community Beautification	270,000
Corporate	Clean Energy Program	100,000
Corporate	"Build Surrey" Program	4,405,000
Corporate	Landscape Management	400,000
Corporate	Social Well-Being	267,000
		$ 6,855,000

In addition to the increases approved in 2011, the 2012 – 2015 Financial Plan also includes increases for the following issues:

RCMP	Maintain a ratio of 1 officer to 700 citizens	$ 1,647,000
RCMP	Additional civilian support staff (to maintain current member/civilian ratio)	985,000
City Managers	1 additional By-law Officer per year	352,000
Fire	8 additional Fire Fighters in 2012 and 4 additional Fire Fighters in 2013	960,000

2011 – 2015 FINANCIAL PLAN
FINANCIAL PLANNING PROCESS

Financial planning allows departments the opportunity to examine issues, assess objectives and re-direct resources to accomplish goals. Although the Financial Plan is 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.

FINANCIAL PLAN TIMELINES

The following timetable outlines the process behind the 2011 – 2015 Financial Plan:

JULY 2010

- Identify and review of the impact of the prior year financial plan on the current year; and
- Publish guidelines for the preparation of departmental submissions.

SEPTEMBER

- Prepare Departmental Financial Plans;
- Submit Departmental Operating and Capital Issue Papers; and
- Provide preliminary ranking of Capital Projects.

OCTOBER

- Prepare Preliminary Financial Plan; and
- Prepare Long-Term Capital Plan.

DECEMBER

- Present preliminary plan to Finance Committee for further direction;
- Receive public comments;
- Present preliminary Financial Plan to Council (December 13, 2010);

- Present preliminary Capital Ranking to Council (December 13, 2010); and
- Prepare Adopted Financial Plan and Bylaws.

JANUARY 2011

- Present 2011 – 2015 Financial Plan to Council (January 10, 2011).

The deadline for approval of the Annual Financial Plan is May 15, 2011 (including the Long Term Capital Plan, as set out by the Community Charter, Section 165).

AMENDMENTS TO THE FINANCIAL PLAN AFTER THE 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 require a Financial Plan Revision By-law. Changes are tracked during the year and new spending is temporarily funded through contingencies. At the end of the year, Council adopts a revised Financial Plan By-law to incorporate these changes.

FINANCIAL PLANNING POLICIES

The City uses the same accounting policies in its financial planning as it does in its financial statement presentation. These policies include the following:

- The Financial Plan has been prepared using:
  - The accrual basis of accounting; and
  - Public Sector Accounting Board (PSAB) for financial statement presentation;
- Expenditures include all transfers to other funds and authorities;

- The operating component of the Financial Plan includes only the operating effects 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 the respective Department's Financial Plan. 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 process 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, thereby helping to preserve the ongoing financial health of the City. These principles are of two types: those related to both the Capital and the Operating Financial Plan and those specific to the Operating Plan.

PRINCIPLES FOR BOTH CAPITAL & OPERATING FINANCIAL PLANNING

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

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

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

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

- Provide for ongoing maintenance and asset replacement funding.

  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.

- Strive to finance capital projects on a 'Pay-As-You-Go' basis.

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

- Encourage cost-effective service delivery.

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

- Charge new development the appropriate share of new infrastructure costs.

  The Departmental Strategic and Financial Plans should finance through development charges, an appropriate proportion of the cost of new development related to capital infrastructure, as determined by Council Policy.

- Target total debt charges to below 5% of expenditures.

  The Departmental Strategic and Financial Plans should strive to keep the annual cost of total debt servicing below 5% of City expenditures.

ADDITIONAL PRINCIPLES SPECIFIC TO OPERATING FINANCIAL PLANNING

- 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 that 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 allows City Departments to reinvest their savings from innovation, replacing the "spend it or lose it" approach.

- 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. Specifically, the Financial Plan should:

  - Provide adequate funding for unforeseen costs and revenue reductions;
  - Provide bridge financing for capital; and
  - Allow the City to take advantage of market opportunities.

  Council will determine the appropriate level of these Reserves.

INFLATIONARY INCREASES

The 2011 inflation has been projected to total 1.5%, as measured by the 2011 Consumer Price Index for British Columbia. However, City departments have been cautioned to allow for inflationary increases only as necessary where uncontrollable cost increases may be anticipated.

Departments have also been provided with the following inflationary increases estimates, as calculated by City vendors.

	2011	2012	2013	2014	2015
Water	**3.4%**	7.6%	6.0%	3.8%	3.7%
Sewer	**13.9%**	8.7%	7.7%	7.1%	6.7%
Solid Waste	**10.4%**	11.3%	11.8%	10.6%	9.6%

2011 – 2015 FINANCIAL PLAN
SURREY'S HISTORY

The City of Surrey is the second-largest city in British Columbia, located at the crossroads of the Pacific Rim, Greater Vancouver and the United States. Surrey's population grows every year and a rich ethnic diversity flourishes in this vibrant community. Visitors and residents alike enjoy Surrey's natural beauty of green forests, tranquil rivers and spectacular parks. With its agricultural heritage and its economic growth, the City of Surrey is proud to declare, "the future lives here".

SURREY FACTS

SIZE – As the second largest city in the province, Surrey is approximately 317 km^2, an area almost equal to that of Vancouver, Richmond and Burnaby combined (344 km^2). Surrey's land use is 52% Residential, 35% Agricultural/Conservation, and 13% Commercial/Industrial.

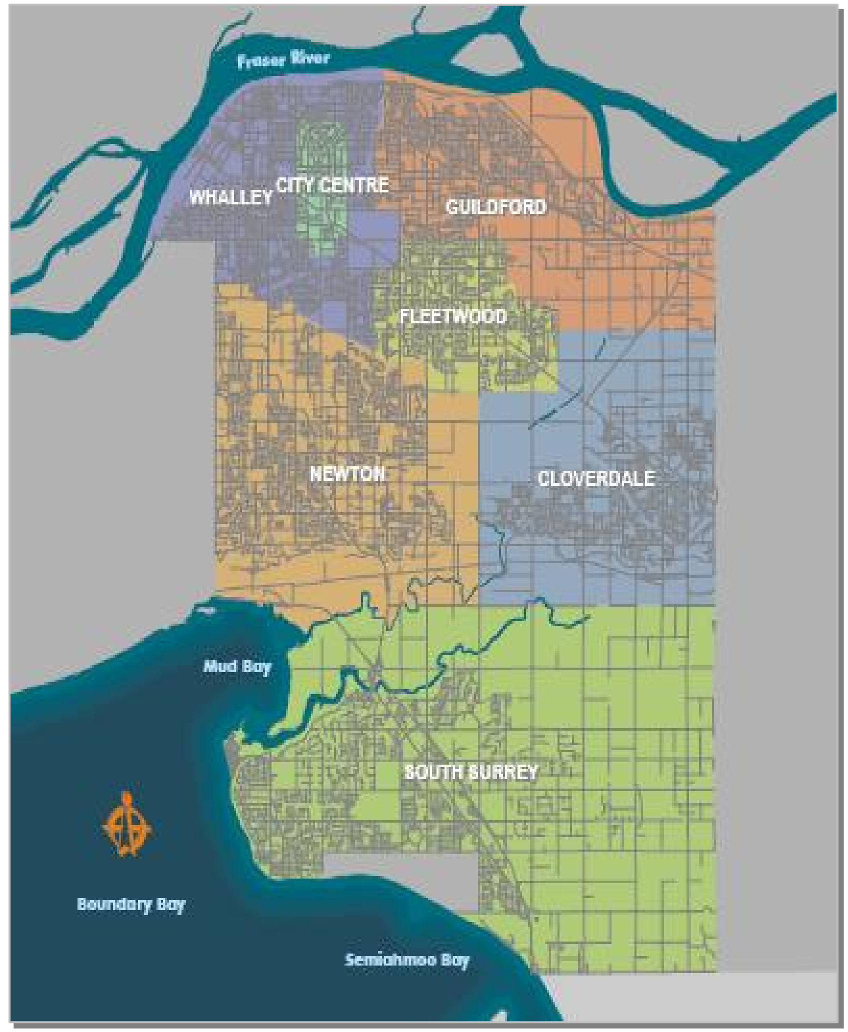
POPULATION - Surrey is also one of the fastest growing major cities in Canada, with growth averaging over 10,000 people per year for the past five years. A large proportion of this growth is due to immigration. Over 7% of Surrey's population is comprised of recent immigrants. Current population is estimated to be 474,070.

PEOPLE - Surrey has a large number of young families, with 24.5% of the population below the age of 18. 11.5% percent of the population is classified as senior citizens. 56% of residents aged 25 to 64 have completed some level of post-secondary education. 46% of residents travel outside of Surrey to their employment and over 43% of Surrey's residents use English as a second language.

BUSINESS - Surrey City Council's "open for business" attitude is attracting international attention. Over 15,000 businesses are based in Surrey, and over 2,100 new business licenses were issued in 2010. Investors are taking advantage of Surrey's diverse economy, skilled labour force and excellent distribution links both regionally and internationally.

CITY SERVICES – In 2010, the City of Surrey collected over $244 million in taxation revenues. These funds are used to support City services such as:

- 18 Fire Halls and over 400 Firefighters;
- Five Community Policing Stations and over 600 RCMP members;
- Eight library branches and a new flagship library currently being built at City Centre;
- The Surrey Sport and Leisure Complex, featuring a 50-metre pool, a leisure pool and three ice sheets;
- The Fraser Heights Recreation Centre, featuring a full sized gymnasium and skatepark;
- The Guildford Recreation Centre, featuring a weight room, an indoor track and a group fitness studio;
- The South Surrey Recreation Centre, featuring gymnasium space, a dance studio and a youth lounge;
- The Cloverdale Recreation Centre, featuring three gymnasiums, a fitness/weight room and multi-purpose rooms;
- The 24,000 square foot Surrey Museum, featuring program, exhibition and collections preservation space;
- The upgraded 1912 Municipal Hall which houses the City Archives/Heritage Services Administration program and collections preservation space.



- Over 6,400 acres of designated park and protected open spaces which include 218 athletic fields, 12 synthetic turf fields and 262 km of trails and paths.

- The widening of Fraser Highway and 96th Avenue, the construction of pedestrian/cycling trails and overpasses, improvements to Highway #10, #15, and King George Boulevard along with many other roadway improvements; and
- Many water, sewer, drainage and dyking improvements and upgrades.

Surrey has been transformed from a suburban community to a thriving urban environment with national and international opportunities for business and tourism.

SURREY HISTORY IN BRIEF

1855 - Gold discovered

1860 - Hand logging started along Fraser River

1879 - Surrey incorporated as a district municipality consisting of 35 property owners

1881 - First Town Hall built at Surrey Centre

1882 - 'K de K' started ferry service across Fraser River

1904 - Fraser Bridge opened

1909 - Surrey's first chief constable appointed

1929 - Surrey Leader newspaper first published

1937 - Pattulo Bridge opened

1940 - King George Boulevard officially opened

1948 - Surrey Parks Commission established

1960 - Port Mann Bridge opened

1962 - New Municipal Hall constructed at Highway #10

1988 - Sunnyside Acres and Green Timbers dedicated as urban forests

1993 - Surrey celebrated becoming a city and SkyTrain link opens

1996 - Surrey's population surpassed 300,000 and Future Surrey project completed

2001 - Surrey became the 11th-largest city in Canada and Surrey RCMP celebrated 50 years of service to the City

2003 - Surrey celebrated 10 years as a City

2005 - Surrey citizens elected its first female Mayor and its first Indo-Canadian Councillor

2007 - Surrey won National Recognition as Urban Forest Leader and Surrey celebrated its 10th Environmental Extravaganza

2008 - Surrey awarded the Cultural Capital of Canada designation from the Department of Canadian Heritage

2009 - Surrey adopted a new corporate image with a new logo and the tagline "the future lives here"

- The Surrey Sustainability Charter is published

2010 - Surrey served as an official venue for the 2010 Winter Olympics and hosted a celebration site situated at Holland Park

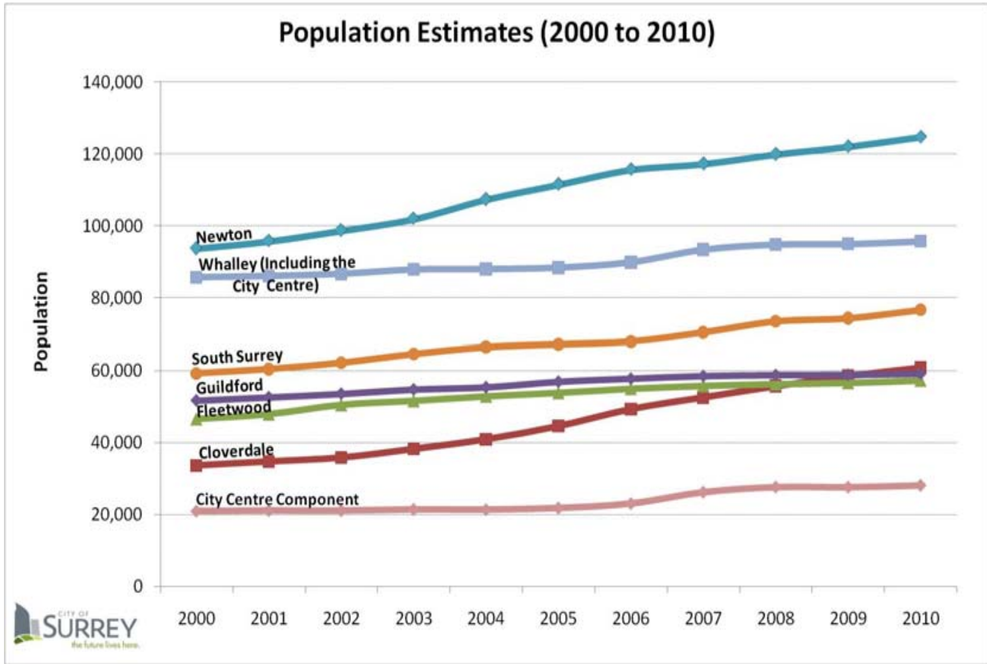
- Surrey launched Western Canada's first multi-lingual municipal website
- Surrey officially announced the development of a new City Hall and a new Library at City Centre as part of the Build Surrey Program

Conceptual drawing of Surrey's New City Hall at City Centre

2011 – 2015 FINANCIAL PLAN
POPULATION & GROWTH

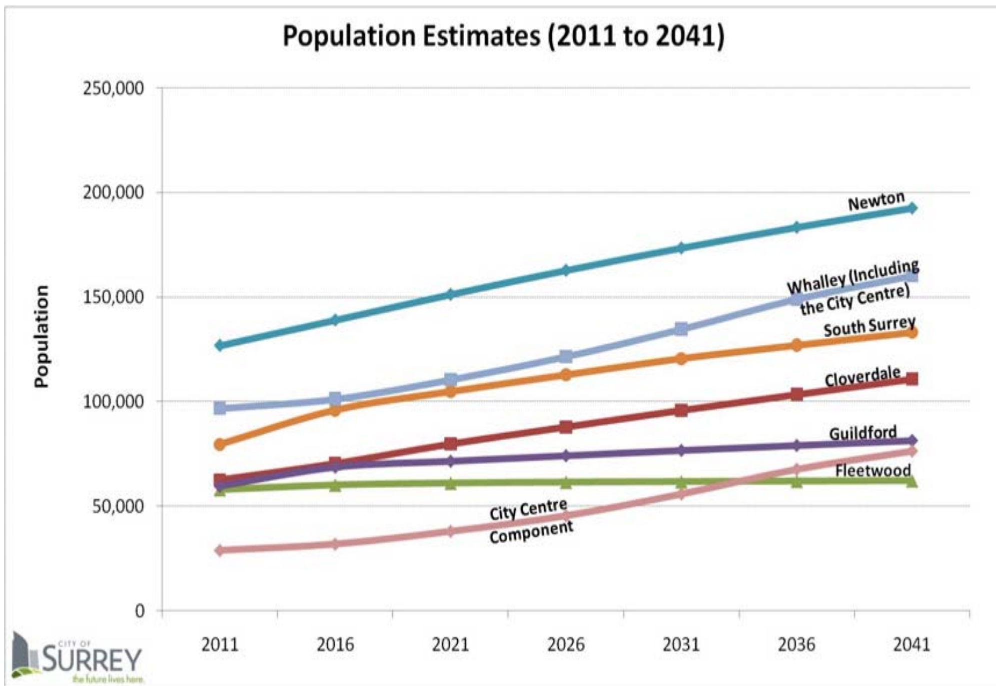
Population Estimates 2000 - 2010

Year	Cloverdale	Fleetwood	Guildford	Newton	South Surrey	Whalley (Including the City Centre)	City Centre Component	Surrey Total
2000	33,660	46,500	51,690	93,740	59,280	85,760	20,970	370,630
2001	34,750	47,860	52,590	95,740	60,460	86,100	21,130	377,500
2002	35,840	50,440	53,540	98,660	62,180	86,700	21,110	387,360
2003	38,230	51,560	54,740	101,870	64,610	87,910	21,430	398,920
2004	40,910	52,810	55,360	107,280	66,480	88,030	21,380	410,870
2005	44,560	53,790	56,880	111,410	67,260	88,430	21,820	422,330
2006	49,280	54,920	57,740	115,520	68,030	89,930	23,050	435,420
2007	52,540	55,720	58,450	117,140	70,540	93,430	26,170	447,820
2008	55,640	56,210	58,710	119,780	73,570	94,860	27,570	458,770
2009	58,470	56,560	58,790	121,920	74,420	94,990	27,550	465,150
2010	60,740	57,210	59,070	124,600	76,720	95,730	28,030	474,070

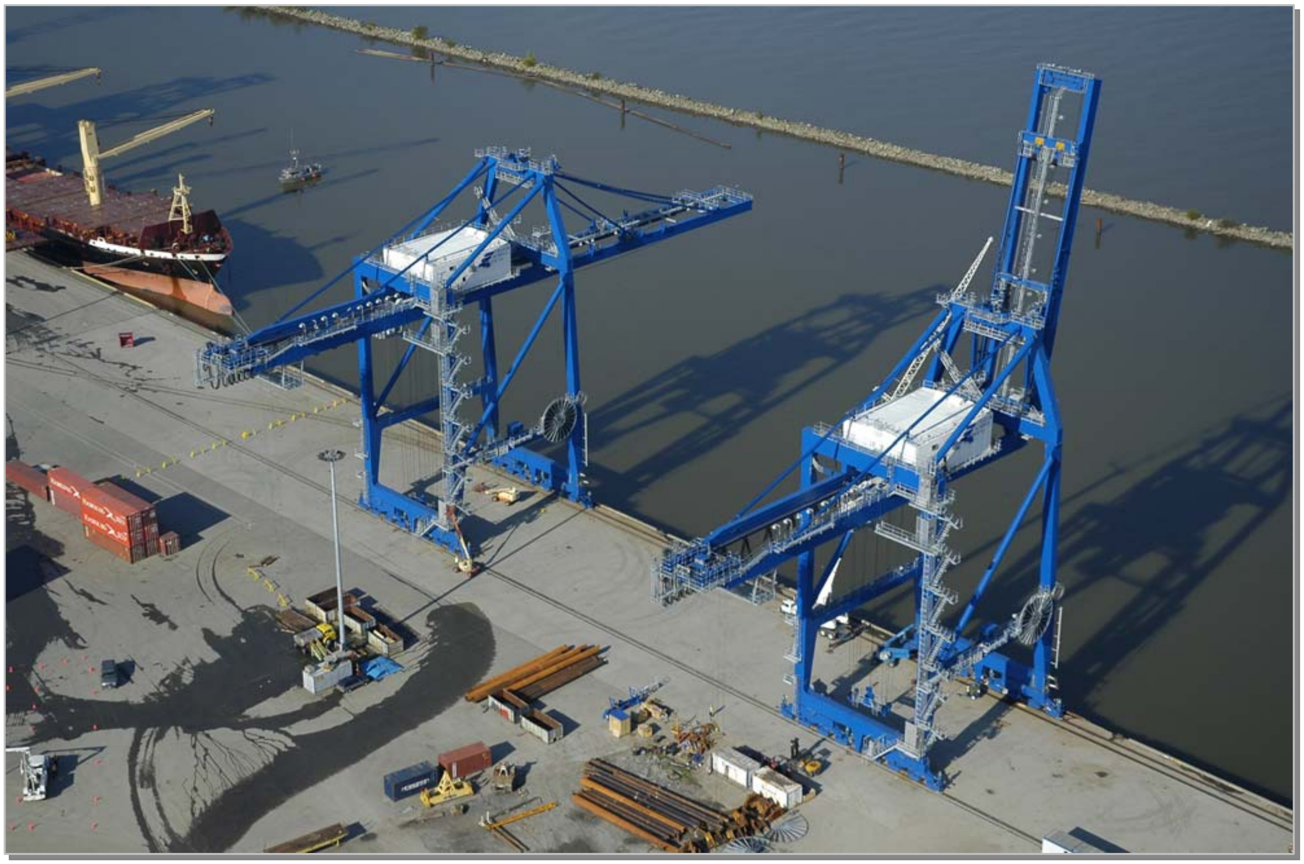


Population Projections 2011 - 2041

Year	Cloverdale	Fleetwood	Guildford	Newton	South Surrey	Whalley (Including the City Centre)	City Centre Component	Surrey Total
2011	62,490	57,970	59,500	126,810	79,660	96,830	28,950	483,260
2016	70,270	60,170	68,610	138,990	96,030	101,270	31,970	535,340
2021	79,650	61,060	71,420	151,260	104,890	110,550	38,050	578,830
2026	87,780	61,490	74,070	162,780	112,870	121,590	45,500	620,580
2031	95,740	61,760	76,600	173,480	120,660	134,650	55,860	662,890
2036	103,320	61,990	78,960	183,370	127,000	149,020	67,660	703,660
2041	110,660	62,200	81,280	192,550	133,150	160,160	76,340	740,000



Surrey's industrial areas offer a strategic location with access to Metro Vancouver, US and Asia-Pacific markets. Six major highways, three railways, the Fraser Surrey Docks deep-water port and Skytrain rapid transit provide efficient movement of goods and people. Surrey's industrial areas will benefit from provincial and federal funding for the Gateway Program to build major transportation projects including the South Fraser Perimeter Road and new Port Mann Bridge.



Fraser Surrey Docks deep-water port

MAJOR INDUSTRIAL AREAS

PORT KELLS

Port Kells is a well-established industrial area home to over 500 businesses. Highway 15 provides a direct connection to the US border, and is adjacent to Highway 1, a major east/west trucking route. The South Fraser Perimeter Road will improve access to the Fraser Surrey Docks, the Delta Port, Highway 1 and other major industrial parks in Metro Vancouver.

NEWTON

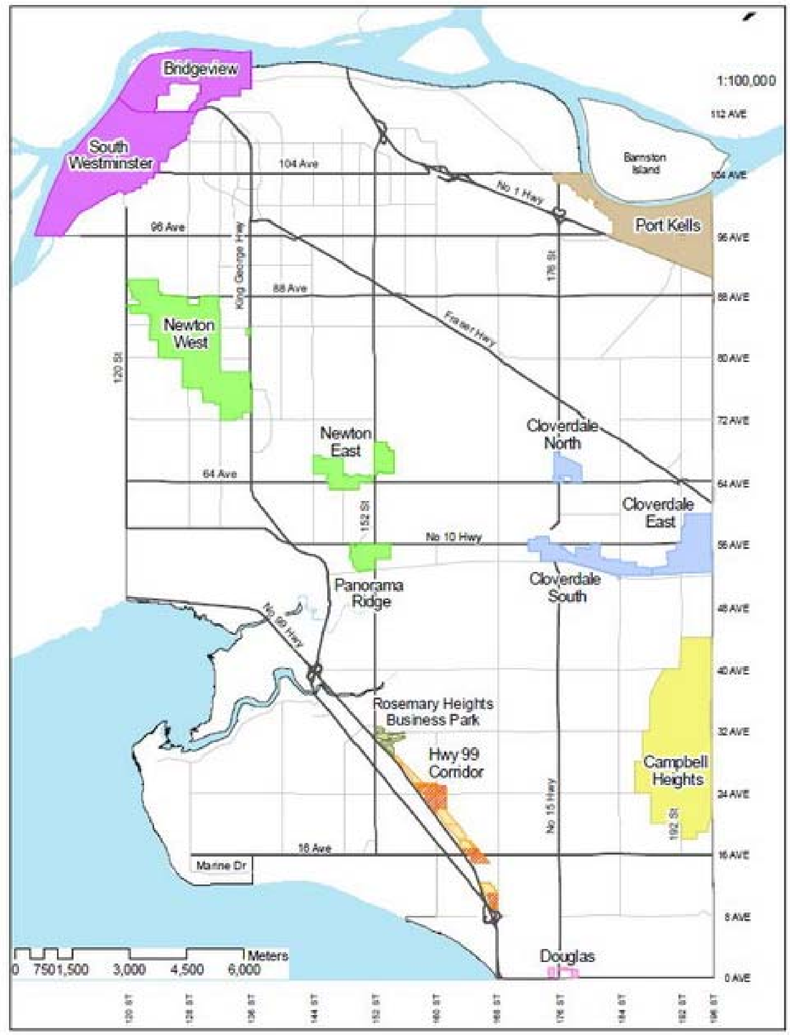
Industrial areas in Newton have excellent access to major transportation corridors: Scott Road, King George Boulevard, and Highway 10. The area is well served by the Southern Railway, and the Fraser Surrey Docks deep-water port is located within a 20-minute drive. Newton industrial areas are home to over 800 businesses.

BRIDGEVIEW/SOUTH WESTMINSTER

The Fraser Surrey Docks, part of the Port Metro Vancouver, is located in South Westminster. The area is also served by rail and located on the Skytrain rapid transit system at the Scott Road Station. The area is designated as one of the Surrey's Economic Investment Zones and has seen significant development as a result of the construction of the Pacific Link Business Park.

CLOVERDALE

There are three separate industrial areas in Cloverdale: Cloverdale North, Cloverdale East, and Cloverdale South. The areas have excellent access to major east/west trucking routes, Highway 10 and Highway 1, as well as the Pacific Highway



border crossing south to the US via 176th Street. Rail-served sites are available in East Cloverdale. Over 500 businesses are located in this area.

CAMPBELL HEIGHTS

The Campbell Heights Business Park is a 1,900-acre high-end business park that is located within 20 minutes of the Pacific Highway border crossing to the US. Major east/west trucking routes are accessible via 16th and 32nd Avenue. Significant construction has occurred since the opening of the park with over 2.4 million square feet of office, commercial, and industrial space built since 2004.

ROSEMARY HEIGHTS

Rosemary Heights benefits from excellent exposure along Highway 99 and will benefit from substantial development along the Highway 99 Corridor to the south. Highway 99 provides access to Vancouver International Airport in 35 minutes and to the Peace Arch border crossing in 15 minutes.

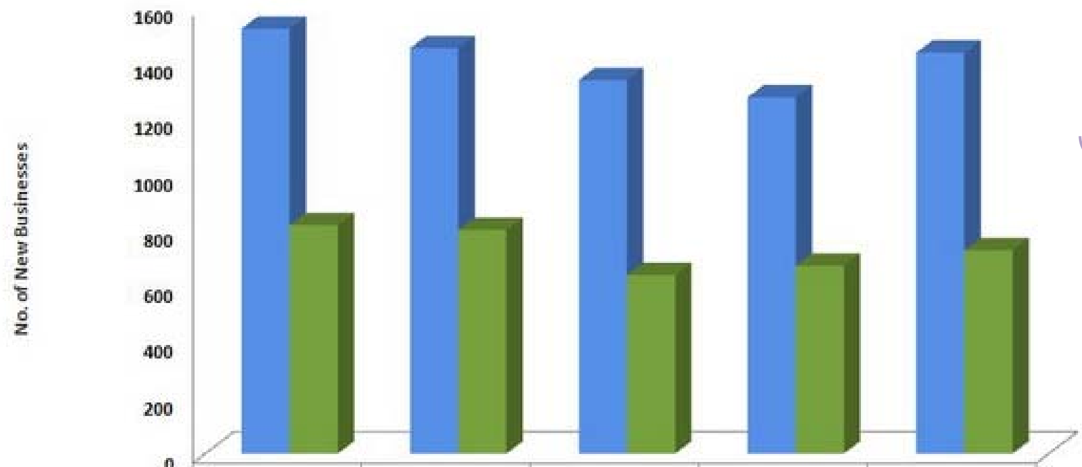
HIGHWAY 99 CORRIDOR

This prominent gateway has experienced significant commercial and residential development over the past five years. Zoning along Highway 99 encourages a variety of uses including industrial, business park, commercial and tourism.

DOUGLAS

This developing area is located adjacent to the Pacific Highway border crossing, the second busiest commercial border crossing in Canada. A number of transportation and warehousing companies are located in the area, as well as the Canada Border Services Agency.

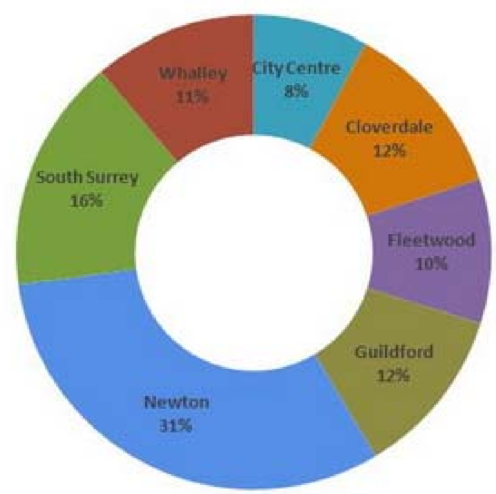
New Businesses to Surrey



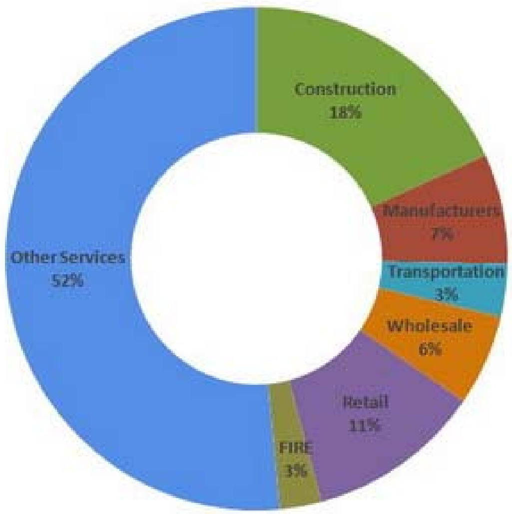
	2006	2007	2008	2009	2010
Home Based	1522	1453	1338	1276	1436
Non-Home Based	818	801	640	673	728

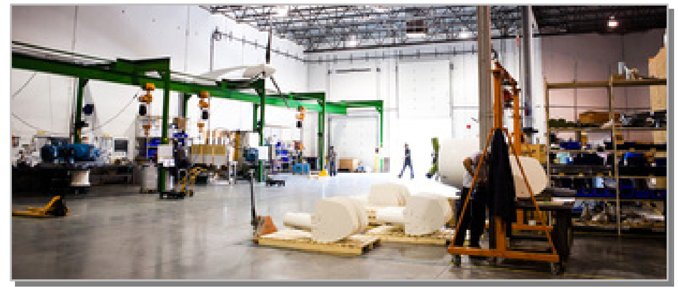
For three years in a row Surrey has been named the best place in BC to invest. In 2010, it was named the fourth best City in Canada to invest.

New Businesses by Community 2010



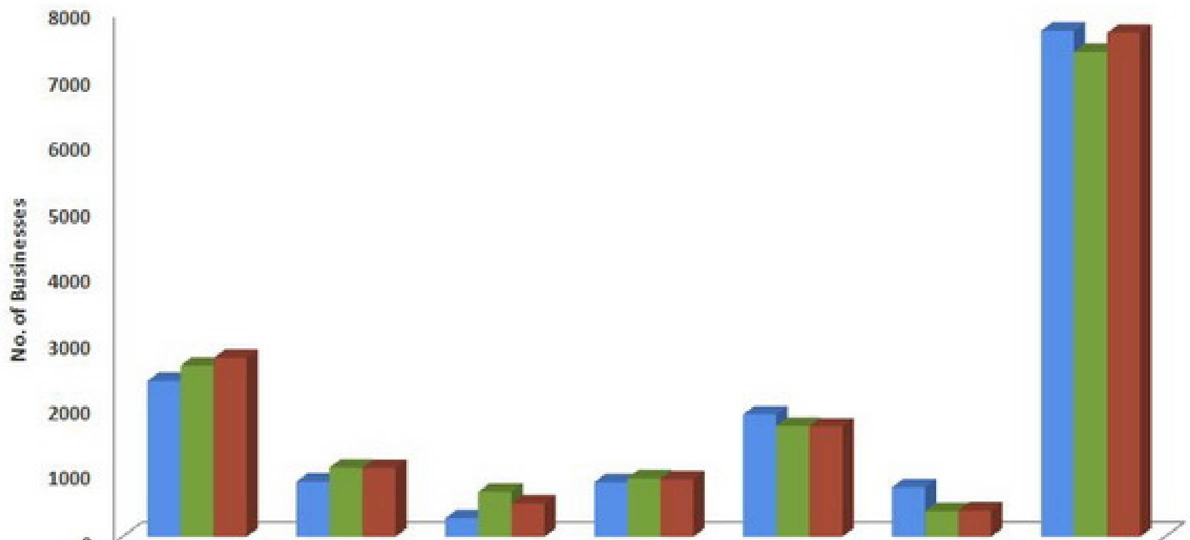
Business Distribution by Sectors 2010





Surrey's economy is powered by a range of industries: Clean Energy, Finance, Insurance and Real Estate (FIRE), High Technology, Advanced Manufacturing, Health, Education, Agriculture and the Arts

Surrey's Business Distribution by Sector



	Construction	Manufacturers	Transportation	Wholesale	Retail	FIRE	Other Services
2008	2372	840	282	830	1862	755	7703
2009	2607	1055	686	893	1687	390	7381
2010	2723	1051	505	874	1679	401	7672

TAXES

The Property Tax and Utilities section coordinates and generates property taxes and utility bills using the current tax and utility rates approved by Council with the assessed market values provided by BC Assessment. Tax rates are based on the use of the property. In addition to collecting municipal property taxes and utilities, the section is also responsible for collecting taxes for other authorities such as the Greater Vancouver Regional District, the Municipal Finance Authority, BC Assessment, the B.C. Ministry of Finance (School Tax) and Translink. Each taxing authority within the region sets its own tax rates. The 2011 tax rates (per $1,000 of assessed value) for the most common uses are as follows:

- Residential $ 4.69
- Commercial $15.97
- Light Industrial $15.58

Surrey Property Taxes are due on July 2nd each year. Late payments are subject to a 5% penalty if not paid by July 2nd and a further 5% penalty if not paid by September 2nd.

Property Tax and Utilities Section
City of Surrey
14245 56th Avenue
Surrey, BC V3X 3A2
604-591-4181

UTILITIES

Utility charges for Water and Sewer are billed separately from utility charges for Drainage and Waste Collection, which are billed on the Property Tax Notice. In 1998, the City introduced metering to all newly constructed residential and commercial properties. In 2000, a voluntary metering program began, which allowed for the remaining residential properties to move to meters on request. Commercial and industrial users are all metered. Currently, there are over 52,000 water meters installed throughout the City. The majority of single-family homes now contain a water meter. This is a giant step towards a full "user pay" system.

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

Metered utility accounts, for water and sewer, are billed every four months (three times a year) and based on meter readings and a meter base charge with payments due by the 2nd of the following month. Late payments are subject to a 5% penalty.

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

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

2011 WATER RATES

The current metered water rate is $0.775 per cubic meter. So an SFD with an average yearly consumption of 400 cubic meters would pay $370, including meter base charge. A SFD subject to the annual flat rate billing would pay $637.00 per year for water service.

2011 SEWER RATES

Metered sewer charges are based on 80% of metered water usage with the current rate at $0.7175 per cubic meter. Based on a SFD with a yearly water consumption of 400 cubic meters sewer costs would be $230. A SFD subject to the annual flat rate billing would pay $428.00 per year for sewer service.

2011 DRAINAGE RATES

All properties are subject to the Drainage Parcel Tax. For a single family dwelling, the current rate is $161.00 per year.

2011 WASTE COLLECTION RATES

Residential refuse collection is provided by the City for properties within collection areas at a cost of $266.00 per year (for single family dwellings) and is billed on the annual property tax assessment, due July 2nd. Residential properties located outside local collection areas and all commercial and industrial users must arrange for their own collection services through private contractors.

ELECTRICITY

Electric power in Surrey is supplied by BC Hydro.

BC Hydro
333 Dunsmuir Street
Vancouver, BC V6B 5R3

Customer Service	604-224-9376
Toll free	1-800-224-9376

NATURAL GAS

Many companies offer natural gas service in Surrey, including:

Fortis BC Natural Gas
16705 Fraser Highway
Surrey, BC V4N 0E8

Customer Service	1-888-224-2710
24 Hr. Emergency	1-800-663-9911

Just Energy
#3 & 4 - 80 Courtneypark Dr. West
Mississauga, ON L5W 0B3

Customer Service	1-866-587-8674

Access Gas Services
#1 – 730 Eaton Way
Delta, BC V3M 6J9

Customer Service	604-519-0862
Toll free	1-877-519-0862

CEG Energy Options Inc.
4299 Canada Way
Burnaby, BC V5G 1H3

Customer Service	604-630-2034

Smart Energy (BC) Ltd.
#114 – 3280 Mt. Lehman Road
Abbotsford, BC V4X 2M9

Customer Service	604-607-1199
Toll free	1-866-917-5599

TELEPHONE

Companies that offer telephone service in Surrey are:

Telus
4535 Canada Way, Tower B
Burnaby, BC V5G 1J9
3500 Gilmore Way
Burnaby, BC V5G 4W7

Residential Customers	604-310-2255
Business Customers	604-310-3100

Shaw Communications
Shaw Tower
900 – 1067 West Cordova
Vancouver, BC V6C 3T5

Shaw Communications, continued

Customer Service	604-629-8888
Toll free	1-877-742-9778

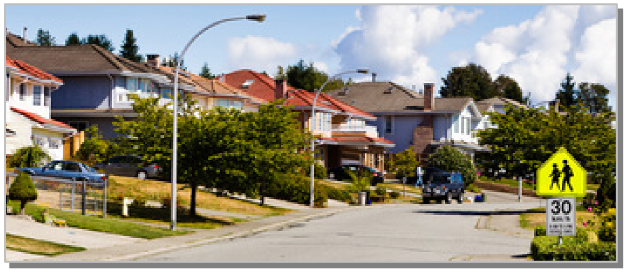
Rogers Communications Inc.
4710 Kingsway
Burnaby, BC V5H 4J5

Residential Customers	1-888-764-3771
Business Customers	1-800-850-4217

ASSESSMENTS

BC Assessment assesses the value of property thereby determining market value as of a specific date. Assessment notices are mailed at the beginning of each year and represent property values as at July 31st of the previous year. A property owner is given an opportunity to appeal an assessment through the Court of Revision held in March each year.

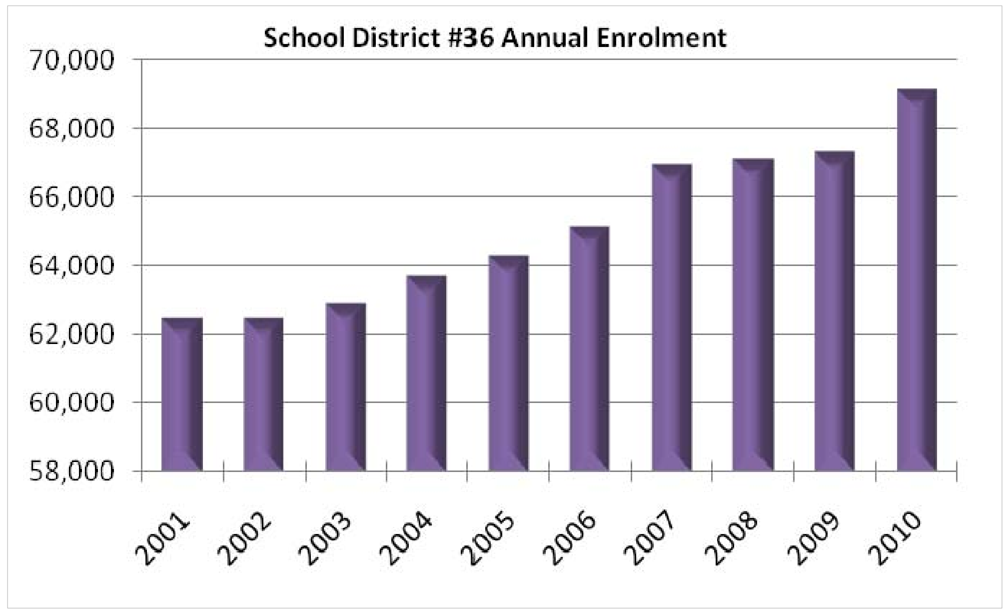
BC Assessment
#208 – 5460 152nd Street
Surrey, BC V3S 5J9
604-576-4700



School District #36 services the City of Surrey, the City of White Rock, and the rural area of Barnston Island.

To serve the growing population, new schools are funded, planned and built every year. Currently, Surrey serves over 69,100 students at 128 district schools, including:

- 100 Elementary Schools;
- 19 Secondary Schools;
- 5 Learning Centres; and
- 4 Continuing Education Centres.



School District #36 (Surrey)
14225 – 56th Avenue
Surrey, BC V3X 3A3
604-596-7733

POST SECONDARY EDUCATION

Various forms of post secondary education are available within the City of Surrey including universities, polytechnic institutions and trades and technology training facilities.

Simon Fraser University maintains one of its three campuses in Surrey.

Simon Fraser University – Surrey Campus
#250 - 13450 – 102nd Avenue
Surrey, BC V3T 0A3
778-782-7400

Simon Fraser University Surrey Campus

Kwantlen Polytechnic University maintains four campuses, with two located in Surrey. The additional campuses, easily accessed via transit or vehicle, are located in Langley and Richmond.

Kwantlen Polytechnic University

Surrey Campus
12666 – 72nd Avenue
Surrey, BC V3W 2M8
604-599-2086

Kwantlen Polytechnic University

Cloverdale Campus
5500 – 180th Street
Surrey, BC V3S 4K5
604-599-2100

Kwantlen Polytechnic University Surrey Campus

The following universities are easily accessed by Surrey residents via transit or by vehicle:

University of British Columbia – Point Grey
2329 West Mall
Vancouver, BC V6T 1Z4
604-822-2211
(Additional campuses located at Robson Square and Great Northern Way)

Simon Fraser University – Burnaby Mountain Campus
8888 University Drive
Burnaby, BC V5A 1S6
778-782-3111
(Additional campus located in Downtown Vancouver)

Trinity Western University
7600 Glover Road
Langley, BC V2Y 1Y1
604-888-7511

British Columbia Institute of Technology has five main campuses and 11 satellite campuses, with one satellite campus located in Surrey at Princess Margaret Secondary School.

BCIT
3700 Willingdon Avenue
Burnaby, BC V5G 3H2
604-434-5734

Princess Margaret Secondary School
12870 – 72nd Avenue
Surrey, BC V3W 2M9
604-594-5458

Princess Margaret Secondary School

Emergency police, fire and ambulance services in Surrey and the Lower Mainland are dispatched through a central dispatch office. Dial 911.

HOSPITALS

Surrey Memorial Hospital (SMH) is a regional hospital providing inpatient, outpatient, emergency and extended care. The hospital currently has 499 beds and provides a full range of primary and secondary level hospital services along with selected tertiary-level services. The new Emergency Department (opening in 2013) and Critical Care Tower (opening in 2014) along with renovations to parts of the existing hospital will bring the total number of beds to 650. The Jim Pattison Outpatient Care and Surgery Centre, intended to decrease congestion at SMH, is scheduled to open in June 2011.

Surrey Memorial Hospital
13750 – 96th Avenue
Surrey, BC V3V 1Z2
604-581-2211 (non-emergency)

Jim Pattison Outpatient Care & Surgery Centre
9750 – 140th Street
Surrey, BC V3T 0G9
604-582-4550

Located in the adjacent community of White Rock, the Peace Arch Hospital serves the needs of White Rock and Surrey residents.

Peace Arch Hospital
15521 Russell Avenue
White Rock, BC V4B 2R4
604-531-5512 (non-emergency)

Jim Pattison Outpatient Care & Surgery Centre

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

Fraser Valley Cancer Centre
13750 – 96th Avenue
Surrey, BC V3V 1Z2
604-930-2098
Toll free 1-800-523-2885

FRASER HEALTH AUTHORITY

The Fraser Health Authority, under the guidance of the provincial Ministry of Health, provides community health care. Programs offered include prenatal care, community mental health services, home care nursing and community care for the elderly.

Corporate Office
#300 - 10334 - 152A Street
Surrey, BC V3R 7P8
604-587-4600
Toll Free 1-877-935-5669

Cloverdale Public Health Unit
#205 - 17700 – 56th Avenue
Surrey, BC V3S 1C7
604-575-5100

Guildford Public Health Unit
#100 – 10233 -153rd Street
Surrey, BC V3R 0Z7
604-587-4750

North Surrey Public Health Unit
#220 – 10362 King George Boulevard
Surrey, BC V3T 2W5
604-587-7900

Newton Public Health Unit
#200 – 7337 - 137th Avenue
Surrey, BC V3W 1A4
604-592-2000

White Rock/South Surrey Public Health Unit
15476 Vine Avenue
White Rock, BC V4B 5M2
604-542-4000

FIRE SERVICES

Surrey has a total of 18 fire halls and 430 firefighters, which over 85 of are volunteers. This strong contingent of volunteers makes Surrey's Fire Department one of the largest composite fire departments in Canada. Surrey's fire fighting equipment includes a wide variety of emergency vehicles made up of fire trucks, rescue vehicles, hazardous response vehicles, aerial towers, an aerial platform and a mobile command post (which is shared with the RCMP).

Surrey Fire Service Training Exercise

The Fire Prevention Division performs building inspections to ensure compliance to Code and fire scene investigations for cause determination. The Public Education Division provides programs on fire prevention and survival skills to schools, businesses and community groups.

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

LAW ENFORCEMENT

Artist's rendering of new RCMP E Division Headquarters

The City of Surrey contracts with the Royal Canadian Mounted Police (RCMP) to provide municipal level police services. The Surrey detachment is the largest RCMP detachment in Canada with 640 police members (regular and civilian) and a support staff of 238 municipal employees. Surrey RCMP is also the second largest municipal police force in the province, based on authorized police strength alone.

The RCMP E Division Headquarters Relocation Project is a major Crown initiative to relocate and consolidate existing RCMP headquarters units throughout Metro Vancouver to a new site in the City of Surrey. The $966 million project is scheduled to complete in December 2012. With over 819,000 square feet of space, the facility will house over 2,700 personnel and also achieve LEED Canada Gold certification.

Surrey RCMP
14355 – 57th Avenue
Surrey, BC V3X 1A9
604-599-0502
(non-emergency)

Surrey Court Services
Provincial/Family Courts
14340 – 57th Avenue
Surrey, BC V3X 1B2
604-572-2200

This page left blank intentionally.

Surrey was incorporated as a District Municipality on November 14, 1879, and as a City 114 years later, on September 11, 1993. Surrey Council is comprised of nine members, the Mayor and eight Councillors. All members of Council are elected "at large", meaning they do not represent specific geographic areas within the community. Municipal elections take place every three years on the third Saturday in November. The next Municipal Election is scheduled for November 19, 2011. The present Council will hold office until December 2011. Regular Council meetings are held on Monday evenings at 7:00 p.m. at the City Hall, 14245 - 56th Avenue. Current Council members, their office telephone numbers and email addresses are:

MAYOR

Dianne L. Watts	604-591-4126	DLWatts@Surrey.ca

COUNCILLORS

Robert J. Bose	604-591-4624	RJBose@Surrey.ca
Tom S. Gill	604-591-4634	TSGill@Surrey.ca
Linda M. Hepner	604-591-4626	LMHepner@Surrey.ca
J. Marvin Hunt	604-591-4635	JMHunt@Surrey.ca
Mary E. Martin	604-591-4622	MMartin@Surrey.ca
Barinder Rasode	604-591-4410	BKRasode@Surrey.ca
H. Barbara Steele	604-591-4623	HBSteele@Surrey.ca
Judy Villeneuve	604-591-4625	JAVilleneuve@Surrey.ca

Under Council's direction, our Senior Management Team oversees the day-to-day activities of the City. This team is made up of the following:

City Manager	Murray Dinwoodie, P. Eng, MBA	604-591-4122	MDDinwoodie@Surrey.ca
City Solicitor	Craig MacFarlane, LLB	604-591-4255	CMacFarlane@Surrey.ca
City Clerk	Jane Sullivan	604-591-4213	JSullivan@Surrey.ca
General Manager, Engineering	Vincent Lalonde, P. Eng.	604-591-4314	VALalonde@Surrey.ca
General Manager, Finance & Technology	Vivienne Wilke, CGA, MBA	604-591-4817	VNWilke@Surrey.ca
General Manager, Human Resources	Nicola Webb	604-591-4846	NWebb@Surrey.ca
General Manager, Investment & Intergovernmental Relations	Shaun Greffard	604 591-4571	SPGreffard@surrey.ca
General Manager, Parks, Recreation & Culture	Laurie Cavan, BA (Hons)	604-598-5760	LACavan@surrey.ca
General Manager, Planning & Development	Jean Lamontagne	604-591-4474	JLLamontagne@surrey.ca
Fire Chief	Len Garis	604-543-6701	LWGaris@surrey.ca
Officer in Charge, Surrey RCMP Detachment	Assistant Commissioner Fraser MacRae	604-599-7712	
Chief Librarian	Beth Barlow, BLS	604-598-7304	BABarlow@surrey.ca

SURREY'S VALUES

COMMUNITY

We care about and contribute to the broader well-being of the community; we strive to make Surrey a great place for our citizens to live, work, invest, recreate and raise a family.

INNOVATION

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

INTEGRITY

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

SERVICE

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

TEAMWORK

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

In 2004, the Community Charter mandated that Municipalities develop and report on organizational objectives and the measures used to determine their progress. This mandate encouraged Council to expand on the broad set of guideposts used in the past and to develop specific measures to support their overall objective. The following section highlights decision making guideposts. Accomplishments achieved by the City of Surrey in 2010 and future initiatives that the City will strive to meet over the next five years is detailed within each Department's Section.

To iterate the City's commitment to advancing Sustainable practices, the 2010 Accomplishments and the Future Objectives and Goals have been aligned with the Sustainability Charter's three pillars: **Economic, Environmental**, and **Socio-Cultural.** For additional information on specific accomplishments and goals, please read the departmental overviews.

Our 2010 accomplishments and future goals highlight strategies that ensure long-term fiscal health, help reduce our ecological footprint, and encourage citizens to become involved and express their opinions.

DECISION MAKING GUIDEPOSTS

When setting future goals, the City of Surrey is committed to:

1. Providing current and long-range planning that fosters both growth and economic development for Surrey's culturally diverse community while preserving the City's rich environment and quality of life, within the parameters set by Council in the Official Community Plan;
2. Enhancing community and individual well-being by providing a safe environment that protects residents and visitors to the City through the provision of Police, Fire and By-law Services;
3. Providing long and short-term planning and implementation of Engineering Infrastructure Services to respond to growth as well as to meet the current needs of the City's citizens and businesses;
4. Planning and delivering Parks, Recreation, Culture and Library services through programs and services that encourage participation from citizens of all ages and backgrounds, living in and visiting the City;
5. Providing open and responsive government through public participation and consultation as required by the Community Charter;

6. Actively planning for the succession of the City's workforce by creating a challenging, market-competitive, healthy and respectful workplace that attracts and retains qualified candidates while reflecting the diverse nature of the City;
7. Fostering co-operative relations with other governments, community organizations and local businesses;
8. Developing programs, policies and initiatives that focus on Council's specific key objectives; and
9. Protecting the City's long-term financial health by providing prudent stewardship and sound management of City finances while delivering services to the public within the parameters set by Council in the Five-Year Financial Plan.

Please see Departmental sections for 2010 Accomplishments and Future Initiatives.

2011 – 2015 FINANCIAL PLAN
ORGANIZATIONAL POLICIES

The purpose of "The City of Surrey's Policy Manual" is to express policy as adopted by Council. It guides each General Manager in the operation of his or her department and enables him or her to make decisions within policies set by Council.

It also guides members of Council, so that their decisions, where required, will be made within existing policy. It also assists members of Council when advising the general public on matters brought to their attention.

British Columbia Municipal Legislation and Generally Accepted Accounting Principles (GAAP) govern the City's Financial Plan and Financial Policies. These laws and standards determine financial planning calendar dates, specify financial planning controls, allow ways to amend the Financial Plan after adoption and prescribe appropriate methods for financial planning, accounting and reporting.

The policies, guidelines, and plans affecting financial aspects of the City of Surrey are as follows:

POLICIES

DEVELOPMENT COST CHARGE AND CREDIT POLICY:

This policy specifies refund and credit opportunities available to applicants who have paid all or part of their DCCs, but have chosen to cancel their building permit. Opportunities are determined by the amount of DCC paid as well as the length of time the permit has been open.

INVESTMENTS POLICY:

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

MUNICIPAL GRANTS POLICY:

This policy specifies that the City will establish ongoing grants from year to year, as well as grants for one-time requests; what types of initiatives/organizations are generally eligible for grants; what type of costs grants can and cannot cover; and official procedures for processing grant requests, grant appeals and late grant applications as well as for setting the global grant budget.

PUBLIC ART POLICY:

The goal of the Public Art Policy is to establish a sustainable funding mechanism that supports the City's commitment to spend existing and future funds more creatively (i.e. to serve as an act of public trust and a steward for public art); guide City staff in the implementing of the Public Art Program; and ensure that public art is a catalyst for creativity in Surrey's diverse community.

RESERVE AND SURPLUS POLICY:

This policy directs the establishment and maintenance of reserves, unappropriated surplus and appropriation of surplus as well as of the use of reserves and appropriations of surplus in meeting the short and long-term financial goals of the City. To maintain this mandate the policy specifies a set of guiding principles, objectives, criteria, and procedures. It also specifies allowable minimum and maximum reserve and surplus balances.

TAX EXEMPTION POLICY:

The policy provides guidance to Council in the processing of applications for exemption from property taxes. Though exemptions, as specified in the *Community Charter,* are at the discretion of Council, this policy establishes principles which serve as a guide in the evaluation of applicants.

EXPENSE POLICY:

The purpose of this policy is to provide guidelines for employee and other authorized individuals for travel and expense reimbursements. The policy specifies the approval authorities, per diem allowances, ineligible costs and claim processing requirements.

GUIDELINES

REPLACEMENT RESERVE FUND GUIDELINE:

The City has established a Replacement Reserve Fund guideline to ensure that sufficient reserves are available to replace the City's extensive inventory of buildings and equipment. The City will make annual appropriations to the Replacement Reserve Fund to provide the necessary replacement funding and will review the Fund to ensure that funding levels increase over time.

PURCHASE AND PAYMENT PROCESS MANUAL:

This document details the process that the City is required to follow when completing purchases. It explains the purchase flow and the requirements for placing purchases.

PLANS

OFFICIAL COMMUNITY PLAN:

The Official Community Plan (OCP) is a statement of objectives and policies to guide City planning decisions over the next five to 20 years. Taking a comprehensive and long-term perspective, the Plan provides guidance for the physical structure of the City; land use management; economic and residential growth; transportation systems; community development; provision of City services and amenities; agricultural land use; environmental protection; and enhanced social well-being. The OCP is adopted by City Council as a City By-law.

Every five years, the Official Community Plan is subject to a major review to ensure that the plan contains relevant information and fully considers the City's evolving nature. The last version incorporated a stronger focus on residential, commercial and industrial land capacity, and development, while continuing to emphasize the monitoring and integrating long-term economic development planning. The last review also tried to align the goals and objectives of the City's subordinate Master Plans with the goals and directions of the Official Community Plan. The next review is scheduled to begin in 2011.

RELATIONSHIP BETWEEN THE OFFICIAL COMMUNITY PLAN AND THE 2011-2015 FINANCIAL PLAN:

Surrey's Financial Plan works in conjunction with the Official Community Plan by prioritizing and allocating the City's financial resources in support of Official Community Plan policies.

1. ***Manage Growth for Compact Communities***
   A compact form of development limits future growth to planned areas, provides new opportunities for housing, business and mobility, and allows more efficient use of City utilities, amenities and finances.

2. ***Build a Sustainable Local Economy***
   A strong local economy is important for the fiscal health and functioning of the City, it helps to provide the tax base required to support public infrastructure, amenities, facilities and services.

3. ***Build Complete Communities***
   Complete communities have a wide range of housing choices, opportunities for employment, business and investment opportunities, recreation, relaxation and a full range of services and leisure activities.

4. ***Enhance City Image and Character***
   The City intends to establish itself as a very attractive location to live, work, locate a business and visit, not only for the purpose of the region but also nationally and internationally.

5. ***Increase Transportation Choice***
   The City will improve its road network to move people and goods more effectively and support the development patterns of businesses, workplace centres and neighbourhoods throughout the City.

6. ***Protect Agriculture and Agricultural Areas***
   The City will protect the viability of farming and enhance its contribution to the local economy.

7. ***Protect Natural Areas***
   The City will preserve, protect and use natural areas for park and recreational purposes.

8. ***Provide Parks and Recreation Facilities***
The City will provide good quality parks, open spaces and recreational facilities for residents.

9. ***Improve the "Quality of Community"***
The City will improve the quality of the community through preserving our heritage, providing community and cultural facilities, facilitating an adequate supply of rental and special-needs housing, involving the public in decision making, and building community identity and pride.

10. ***Enhance Citizens' Safety and Well-Being Through Community Safety and Crime Prevention***
The City will reduce the opportunities for crime and nuisance behaviour and increase citizens' sense of well-being through Crime Prevention through Environmental Design (CPTED) principles. CPTED is a proactive approach to crime prevention, based on addressing crime-related issues at the design stage.

2011 – 2015 FINANCIAL PLAN
INTEGRATED PLANNING MODEL

CORPORATE POLICIES & GUIDELINES

Sustainability Charter; Development Cost Charge Refund and Credit Policy; Investment Policy; Municipal Grants Policy; Public Art Policy; Reserve and Surplus Policy; Tax Exemption Policy; Expense Policy; Purchase and Payment Process Manual; Replacement Reserve Fund Guideline.

↓

COMMUNITY PLANS

Official Community Plan; Transportation Plan; Infrastructure Plan; Parks Master Plan; Library Master Plan; Economic Development Plan.

↓

CORPORATE PLANS

Information Technology Plan; Workforce Plans; Financial Plan; Communications Plan.

↓

PERFORMANCE PLANS

Rolling Five-Year Performance Plan; One-Year Performance Plan

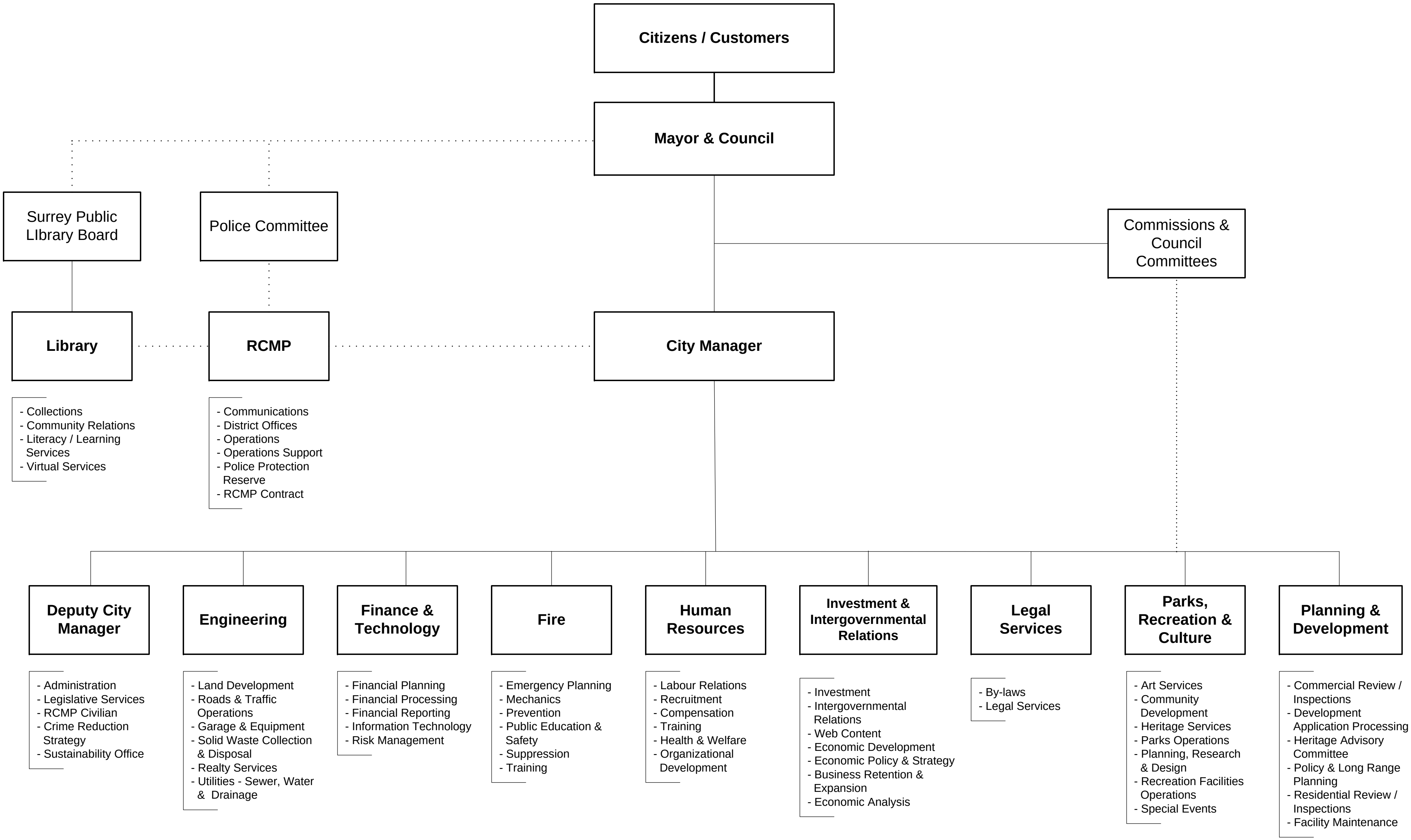
2011 – 2015 FINANCIAL PLAN
MAYOR & COUNCIL ORGANIZATIONAL CHART

Citizens / Customers

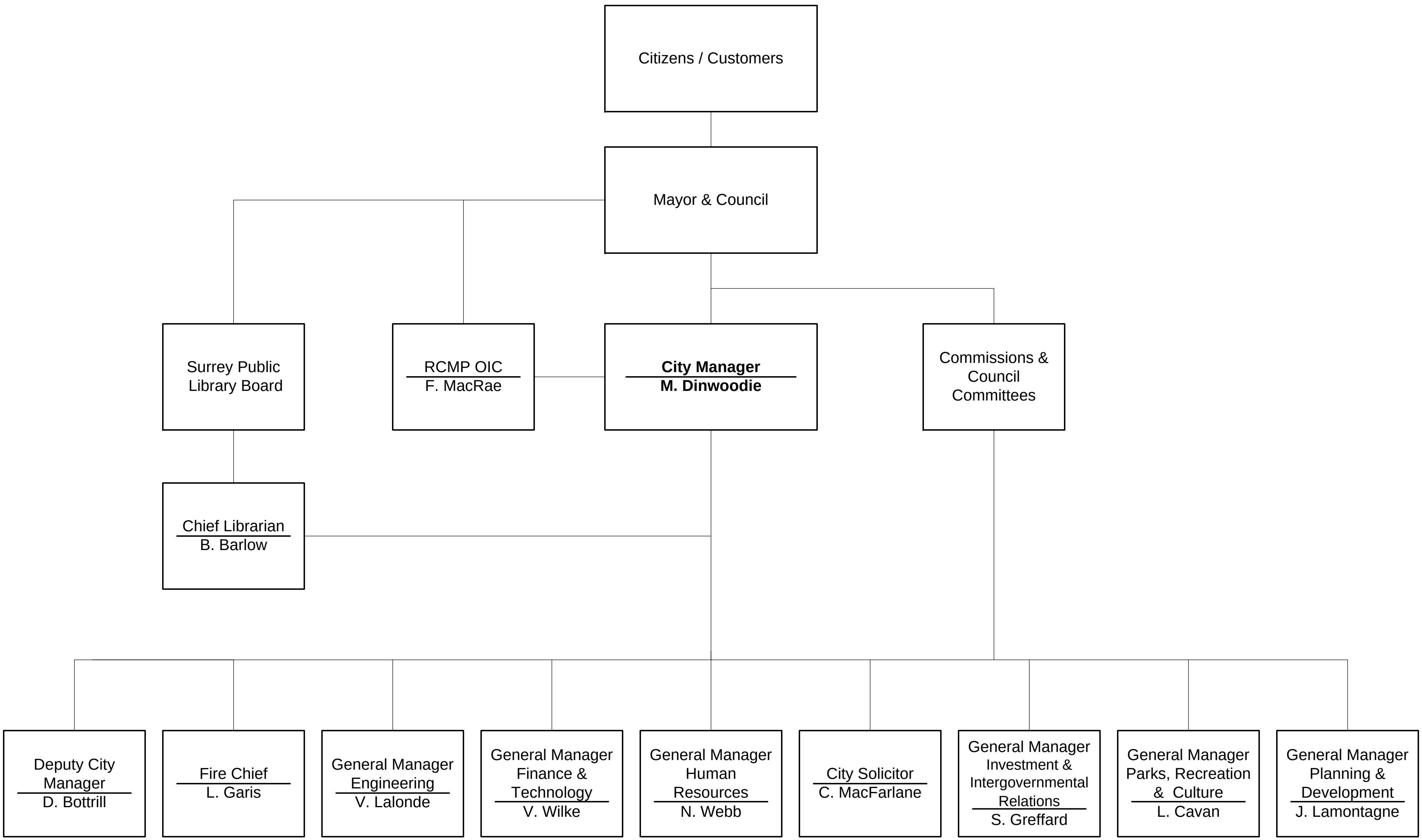
Mayor
Dianne Watts

- Councillor
  R. J. Bose
- Councillor
  T. S. Gill
- Councillor
  L. M. Hepner
- Councillor
  J. M. Hunt
- Councillor
  M. Martin
- Councillor
  B. Rasode
- Councillor
  H. B. Steele
- Councillor
  J. A. Villeneuve

2011 – 2015 FINANCIAL PLAN
DEPARTMENTAL FUNCTION ORGANIZATIONAL CHART



2011 – 2015 FINANCIAL PLAN
CORPORATE STRUCTURE ORGANIZATIONAL CHART



2011 - 2015 FINANCIAL PLAN
STAFFING COMPLEMENT SUMMARY

PROGRAM SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Office of the Mayor	5	5	5	**5**	5	5	5	5
City Manager								
Administration	5	5	5	**5**	5	5	5	5
By-law Services	40	46	46	**48**	49	50	51	52
Legal Services	11	11	11	**11**	11	11	11	11
Legislative Services	26	26	26	**28**	28	28	28	28
	82	88	88	**92**	93	94	95	96
Investment & Intergovernmental Relations								
Government Relations	1	1	1	**1**	1	1	1	1
Investment	5	5	5	**5**	5	5	5	5
Web Services	0	0	0	**3**	3	3	3	3
	6	6	6	**9**	9	9	9	9
Finance, Technology & HR								
Administration	12	11	11	**11**	11	11	11	11
Audit	0	1	2	**4**	4	4	4	4
Finance	56	56	56	**56**	56	56	56	56
Risk	3	3	3	**3**	3	3	3	3
Information Technology	57	57	57	**60**	60	60	60	60
	128	128	129	**134**	134	134	134	134
Human Resources								
Administration	4	4	3	**3**	3	3	3	3
Compensation & Benefits	3	3	4	**4**	4	4	4	4
Employment	10	10	10	**11**	11	11	11	11
Health & Safety	3	3	3	**3**	3	3	3	3
	20	20	20	**21**	21	21	21	21
Fire								
Administration	10	11	11	**12**	12	12	12	12
Mechanics	4	4	4	**4**	4	4	4	4
Prevention	10	10	10	**9**	9	9	9	9
Radio & Communications	20	20	20	**20**	20	20	20	20
Fire Operations	340	340	340	**348**	356	360	360	360
Training	5	4	4	**4**	4	4	4	4
	389	389	389	**397**	405	409	409	409

RCMP								
Administration	106	103	103	**117**	117	117	117	117
District Offices	6	6	6	**6**	6	6	6	6
Operations	63	68	68	**68**	68	68	68	68
Operations Support	28	31	31	**34**	34	34	34	34
Officer in Charge Mgmt Services	16	16	16	**15**	15	15	15	15
RCMP Contract	635	641	641	**651**	661	671	681	691
	854	865	865	**891**	901	911	921	931
Engineering Services								
Administration	34	37	37	**35**	35	35	35	35
Engineering Operations	220	233	233	**234**	234	234	234	234
Land Development	32	36	36	**37**	37	37	37	37
Real Estate	21	24	24	**24**	24	24	24	24
Traffic	11	12	12	**13**	13	13	13	13
Transportation	16	16	16	**21**	21	21	21	21
Utilities	31	32	32	**29**	29	29	29	29
	365	390	390	**393**	393	393	393	393
Parks, Recreation & Culture								
Administration	15	16	16	**15**	15	15	15	15
Arenas	18	18	18	**19**	19	19	19	19
Art Centre	22	21	21	**21**	21	21	21	21
Community Development	3	3	3	**7**	7	7	7	7
Community Recreation Services	25	26	26	**38**	38	38	38	38
Heritage Services	14	14	14	**13**	13	13	13	13
Indoor Pools	25	26	26	**26**	26	26	26	26
Marketing	7	7	7	**7**	7	7	7	7
Parks Division	90	90	90	**90**	90	90	90	90
Planning& Research	5	6	6	**6**	6	6	6	6
Filming & Special Events	4	4	4	**4**	4	4	4	4
Seniors Centres	4	5	5	**6**	6	6	6	6
Youth Centres	3	3	3	**3**	3	3	3	3
	235	239	239	**255**	255	255	255	255
Surrey Public Library								
Administration	6	6	6	**7**	7	7	7	7
Collection Services	14	14	14	**16**	16	16	16	16
Public Services	128	128	128	**146**	146	146	146	146
	148	148	148	**169**	169	169	169	169

Planning and Development								
Administration	30	30	30	**31**	31	31	31	31
Area Planning & Development	37	37	37	**38**	38	38	38	38
Building	74	74	76	**75**	75	75	75	75
Facilities	28	28	29	**34**	34	34	34	34
Long Range Planning	17	17	17	**17**	17	17	17	17
	186	186	189	**195**	195	195	195	195
	2,418	**2,464**	**2,468**	**2,561**	**2,580**	**2,595**	**2,606**	**2,617**

Note: This table represents authorized full time positions.

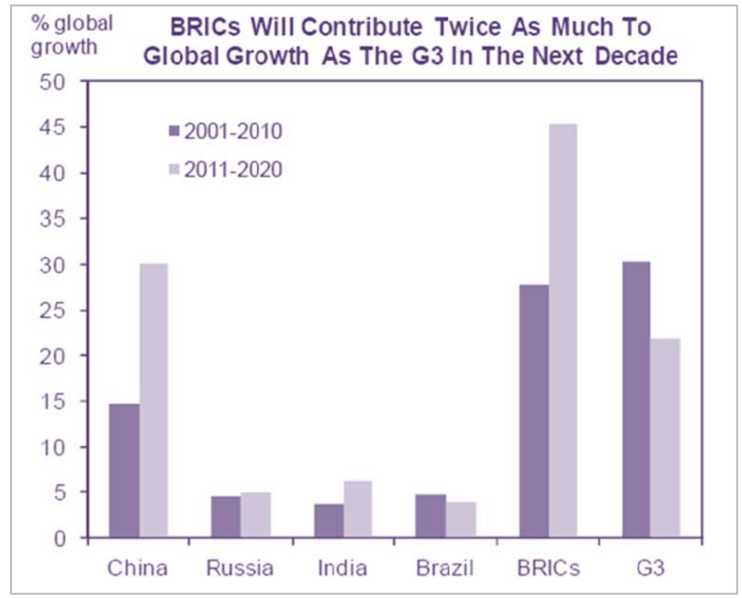
2010 ADOPTED BUDGET			**2,468**
Staff Complement Change*			
Bylaw - increase of 2 Officers	…………………………………	2	
Legislative Services - increase of 2 Records Clerks	…………………………………	2	
Investment & Intergov - increase of 3 Web Services Staff	…………………………………	3	
Finance & IT - increase of 2 Internal Auditors	…………………………………	2	
Finance & IT - increase of Network Nanalyst and 2 Application Analysts	…………………………………	3	
HR - increase of HR Advisor	…………………………………	1	
Engineering - increase of Manager of Transportation	…………………………………	1	
Engineering - increase of 2 Engineering Assistant	…………………………………	2	
Fire - increase of 8 Firefighters	…………………………………	8	
Library - increase of City Centre Staff	…………………………………	21	
Parks - increase 2 Clerks in Arenas	…………………………………	2	
Parks - increase 3 CSC 2's and Community Development Manager	…………………………………	4	
Parks - increase 4 CSC 2's, Clerk 3, Clerk 4, BSW, 3 RPT in CRO's	…………………………………	10	
Planning and Development - increase of Functional Specialist	…………………………………	1	
Planning and Development - increase of 3 Tradespersons	…………………………………	3	
Planning and Development - increase of Building Technician	…………………………………	1	
Planning and Development - increase of Fire and Safety Technician	…………………………………	1	
RCMP - increase of 10 RCMP Members	…………………………………	10	
RCMP - increase in support staff from re-organization	…………………………………	16	**93**
2011 ADOPTED BUDGET			**2,561**
Staff Complement Change			
Bylaw - additional Bylaw Officer	…………………………………	1	
Fire - Fire Services additional position	…………………………………	8	
RCMP - increase of 10 RCMP Members	…………………………………	10	**19**
2012 PLAN			**2,580**
Staff Complement Change			
Bylaw - additional Bylaw Officer	…………………………………	1	

Fire - Fire Services additional positions	…………………………………	4	
RCMP - increase of 14 RCMP Members	…………………………………	10	15
2013 PLAN			**2,595**
Staff Complement Change			
Bylaw- additional Bylaw Officer	…………………………………	1	
RCMP - increase of 14 RCMP Members	…………………………………	10	11
2014 PLAN			**2,606**
Staff Complement Change			
Bylaw - additional Bylaw Officer	…………………………………	1	
RCMP - increase of 14 RCMP Members	…………………………………	10	11
2015 PLAN			**2,617**

This page left blank intentionally.

INTERNATIONAL

While the economic recovery proceeds, global growth is expected to modishly accelerate. The withdrawal of temporary stimulus initiatives aimed at encouraging domestic spending around the world has curbed expenditures and manufacturing activity. Short-term borrowing costs are expected to remain at historically low levels to facilitate market liquidity and encourage financing activities.



Source: GS Global ECS Research

Internationally, pockets of economic strength persist, especially among the emerging nations where domestic conditions remain quite robust. Asia-Pacific and Latin America are expected to post strong results in 2011. While reduced demand from industrial nations diminish global trade, domestic activity will remain strong in countries such as Brazil, Russia, India and China (BRIC). Inflation is expected to trend down in India, while China is expected to increase banking reserve requirements in order to combat inflationary pressures.

In the Euro-zone, Ireland's banking and budgetary woes, and the resulting fiscal consolidation and euro support package, are the latest chapter in Europe's sovereign debt crisis. The collapse of the Irish property market is the key reason for the banking sector's problems. Ireland has a strong track record in the management of public finances, which is the major difference between Greece and Ireland; while the Irish fiscal challenges arise from the banking sector support measures, those of Greece are stemming from the government's weak fiscal management. In spite of the debt crises, consumer confidence is expected to remain positive in the Euro-zone, with domestic demand expected to drive economic growth. Germany continues to be the region's growth engine, delivering a strong export performance.

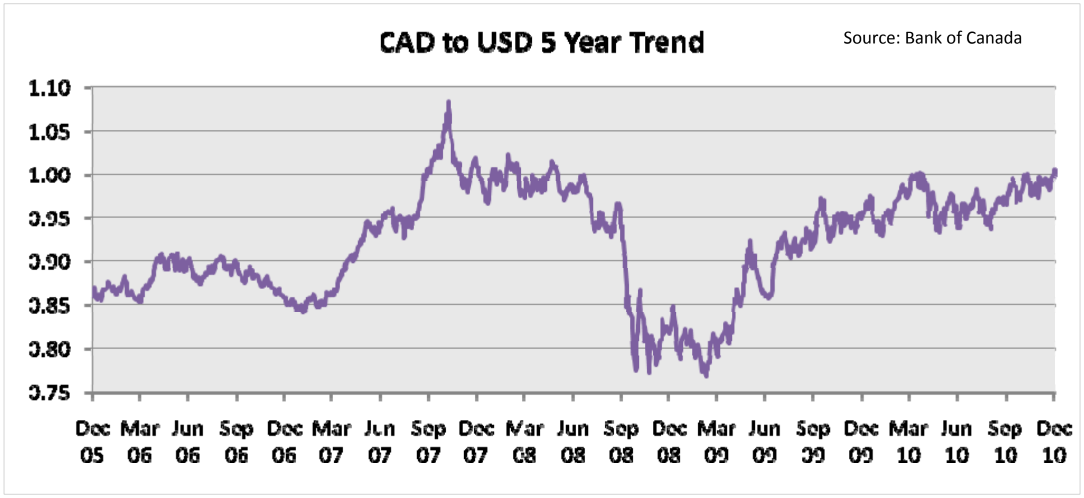
UNITED STATES

In the United States, in particular, the slowdown has been more pronounced, largely due to higher debt burdens, weak housing markets, and a soft job market. Government stimulus spending programs have supported the recovery, but going forward, consumer spending and business activity will drive growth at a slower pace.

Interest rates are expected to remain low in 2011, driving a modest increase in residential construction, but inventories of homes available for sale are expected to remain high. Home prices are expected to remain flat in 2011, as the average price of a new home continues to decline, due to discounting and a fall in demand for high-end residential products. A temporary foreclosure moratorium is expected to bring fewer distressed homes to the market.

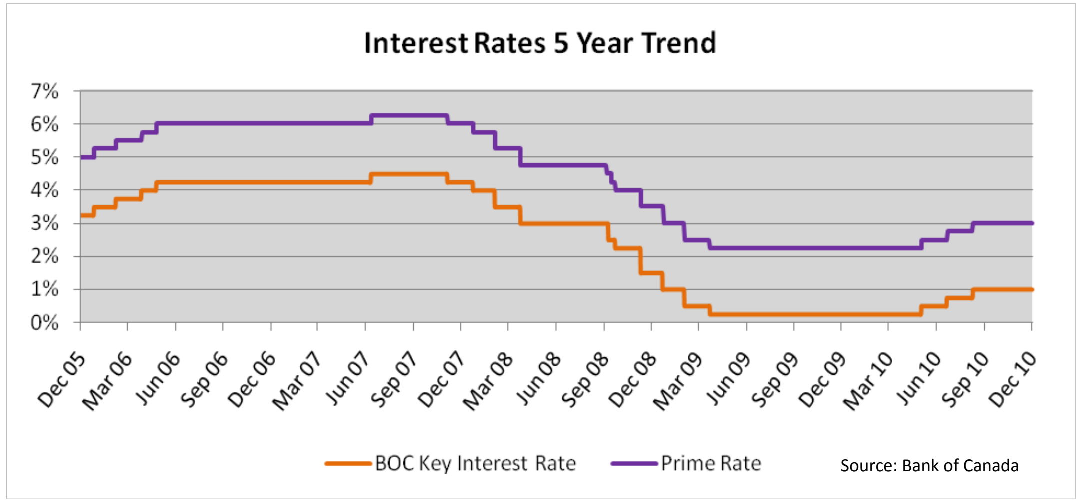
Even with spending on durables expected to pick up, the recovery in overall consumption will be modest. Household spending grew for the last half of 2010, giving a positive outlook for personal spending in 2011, particularly important since two-thirds of the US economy is represented by consumer spending. Spending on consumer goods is expected to grow while spending on services is expected to remain flat. Looking ahead, consumer spending and business investment in machinery and equipment are expected to remain key drivers of growth in 2011.

Government unemployment spending in the latter half of 2010 fell and the trend is expected to continue should Congress let the extended unemployment insurance benefits expire. Unemployment rates are expected to remain around the 10% mark, as the job market continues to be competitive. Inflation is expected to remain low throughout 2011 and the US Federal Bank is unlikely to increase rates significantly until 2012, given the slow growth in employment rates.



CANADA

Canada's diversified economy should continue to gain support from the ongoing global demand for resources and firm commodity prices. However, less favourable trade prospects with the United States and a slowing housing market will likely reinforce a more cautious Bank of Canada policy, which is expected to hold the overnight rate at the historic 1% rate into the first half of 2011. The Canadian dollar is expected to appreciate with respect to the US dollar, with the currency again nearing parity in the second half of 2011.



Low interest rates, substantial profit recovery, and improved access to financing, support a positive outlook for Canadian businesses. Retail sales continue to gain, as consumer spending is expected to show positive results in 2011. Auto sales are expected to lead all retail segments, with durable goods and general merchandise following with steady demand. However, a strong Canadian dollar is expected to create downward pressure on Canadian exports and slow economic growth.

Canada's unemployment rate is expected to decline to 7.3% by the end of 2011 from the current 8.0%. A continuing high level of uncertainty over the outlook for the overall economy is likely contributing to a more cautious trend in private sector hiring, keeping unemployment rates elevated.

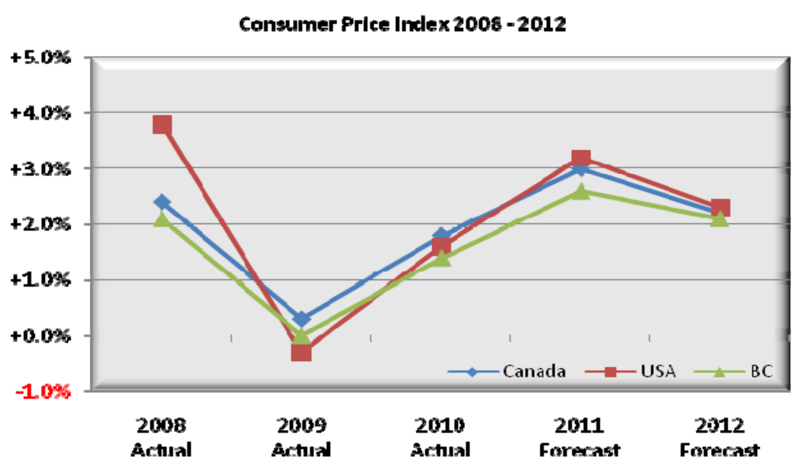
In the housing market, sales are expected to continue at a moderate pace, with more stable conditions to follow in 2011 as firming labour market conditions and population growth offset the effect of a gradual increase in interest rates. A modest increase in new listings is expected to balance real estate demand and keep pricing relatively level in 2011. With borrowing costs expected to remain attractive in the near future, housing sales will continue to grow at a moderate pace.

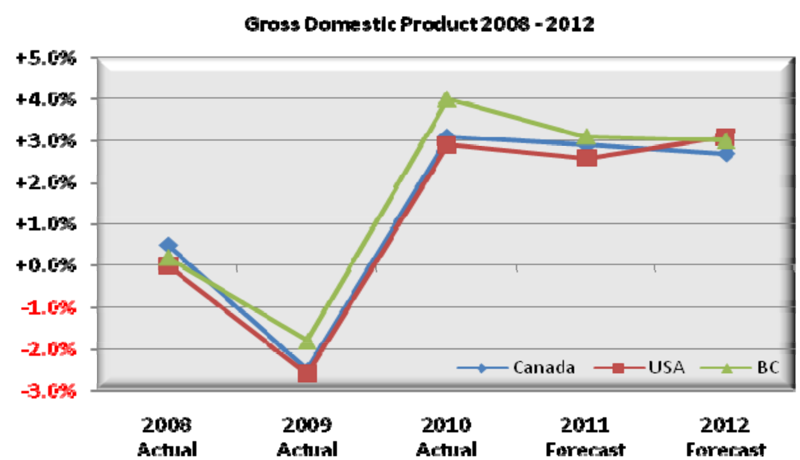
BRITISH COLUMBIA

British Columbia's resource sector is expected to drive growth in 2011. Markets for coal and softwood lumber, the top export commodities, are expected to boost trade performance for the province, although reduced US residential construction will have a moderating effect. Increases in public infrastructure spending are fuelling non-residential construction in the province. Affordability remains a challenge in the housing market, but historically low borrowing rates are expected to provide a moderate boost to housing sales in 2011. The introduction of the HST in July slowed new home sales in 2010, with the expectation that business investment and productivity enhancements from the HST will be felt in the coming year.

Labour markets are expected to be sluggish in 2011, with little employment growth. Unemployment is expected to remain around 7.5% in the province, down from its peak in mid 2009, reflecting growth in private sector payroll numbers. Job prospects are perceived to be better in the West than in the rest of Canada, as reflected in a movement of people to the West, and in particular to BC.

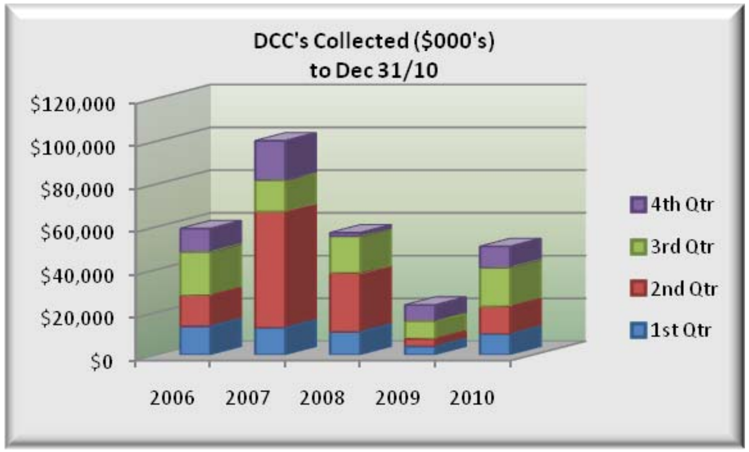
Similar to the rest of North America, BC will experience modest economic growth in 2011. Tourism is expected to post lower numbers in 2011, partly due to the strength of the Canadian dollar, making Canada a less attractive destination for U.S. tourists. Retail spending will be a continued source of weakness as consumers remain cautious in household spending.



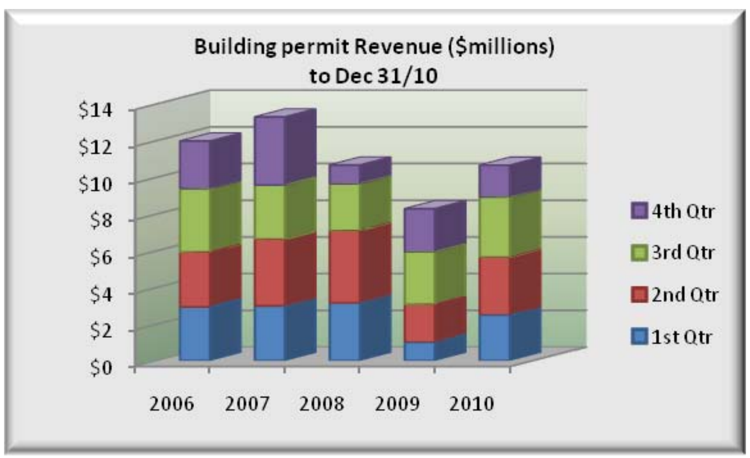


SURREY'S FINANCIAL PERFORMANCE

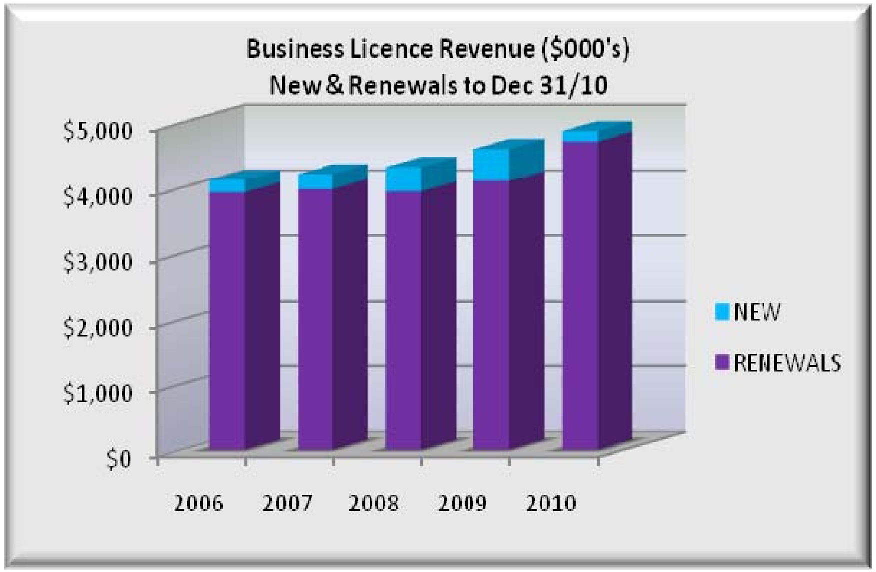
The level of new development activity remains strong. Residential housing remains a major component of growth. This level of activity is expected to be consistent throughout 2011 as interest rates remain low.



Building permit fees for 2010 continued to increase as a result of a strong housing market. The increase is likely due to low interest rates and the rush in home purchases to beat the HST earlier this year. With the residential housing market strong and interest rates low, permits are expected to remain at the 2010 level in the coming year.



As Surrey continues to grow, more businesses arise to meet increased demand. This is evident in overall increases in issued and renewed business licenses over the past five years.



2011 – 2015 FINANCIAL PLAN
MAJOR SOURCE REVENUE

Surrey has three major sources of revenue, the most significant of which is property taxes.

Revenue ($ millions)	2011 Budget	2010 Budget	2010 Actual
Property Tax	$226.6	$214.7	$215.1
Departmental Revenues	$ 59.6	$ 55.1	$ 57.6
Investment Portfolios	$ 13.0	$ 13.0	$ 13.1
Other	$ 14.8	$ 10.2	$ 11.4
Total	$314.0	$293.0	$297.2

The 2011 Budget Overall General Operating Revenue is $314.0 M ($293.0 M – 2010).

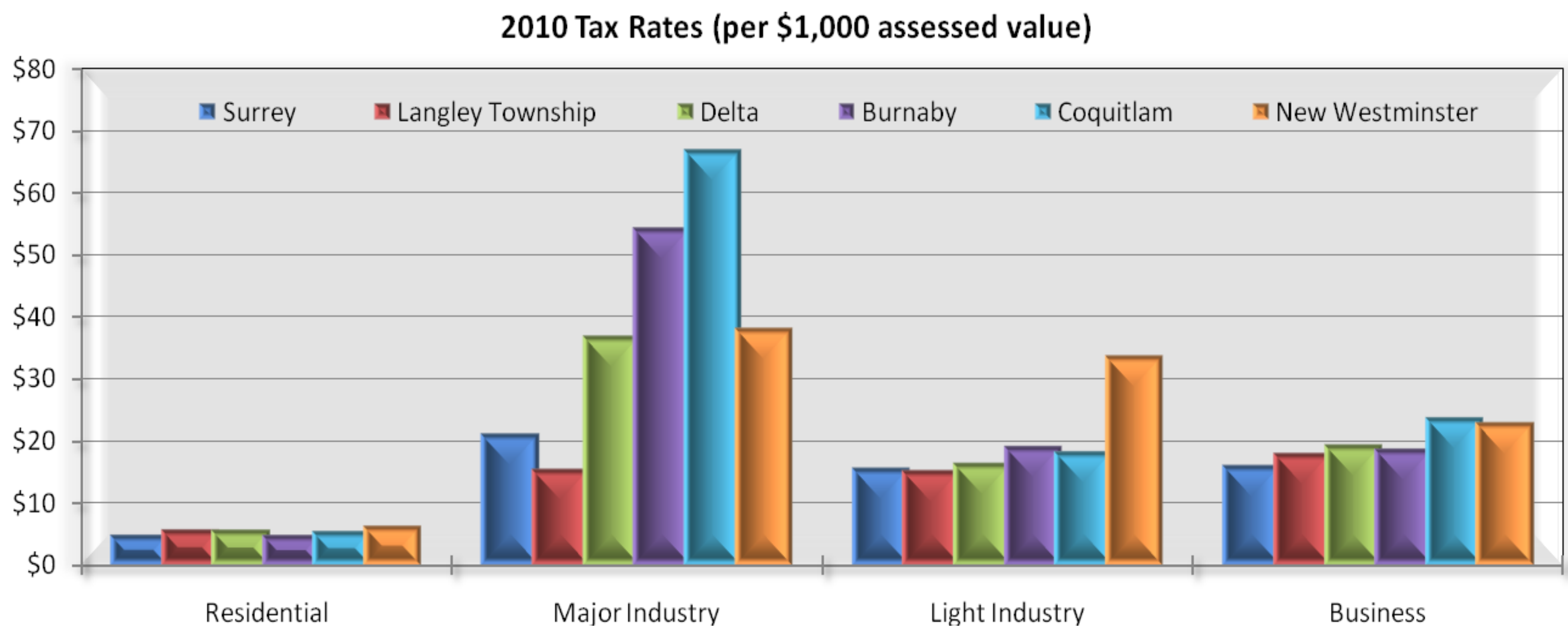
PROPERTY TAXES

Surrey has kept general tax increases moderate. To fund increasing costs related to protective services and other City operations, the City will issue a 2.9% increase in 2011.

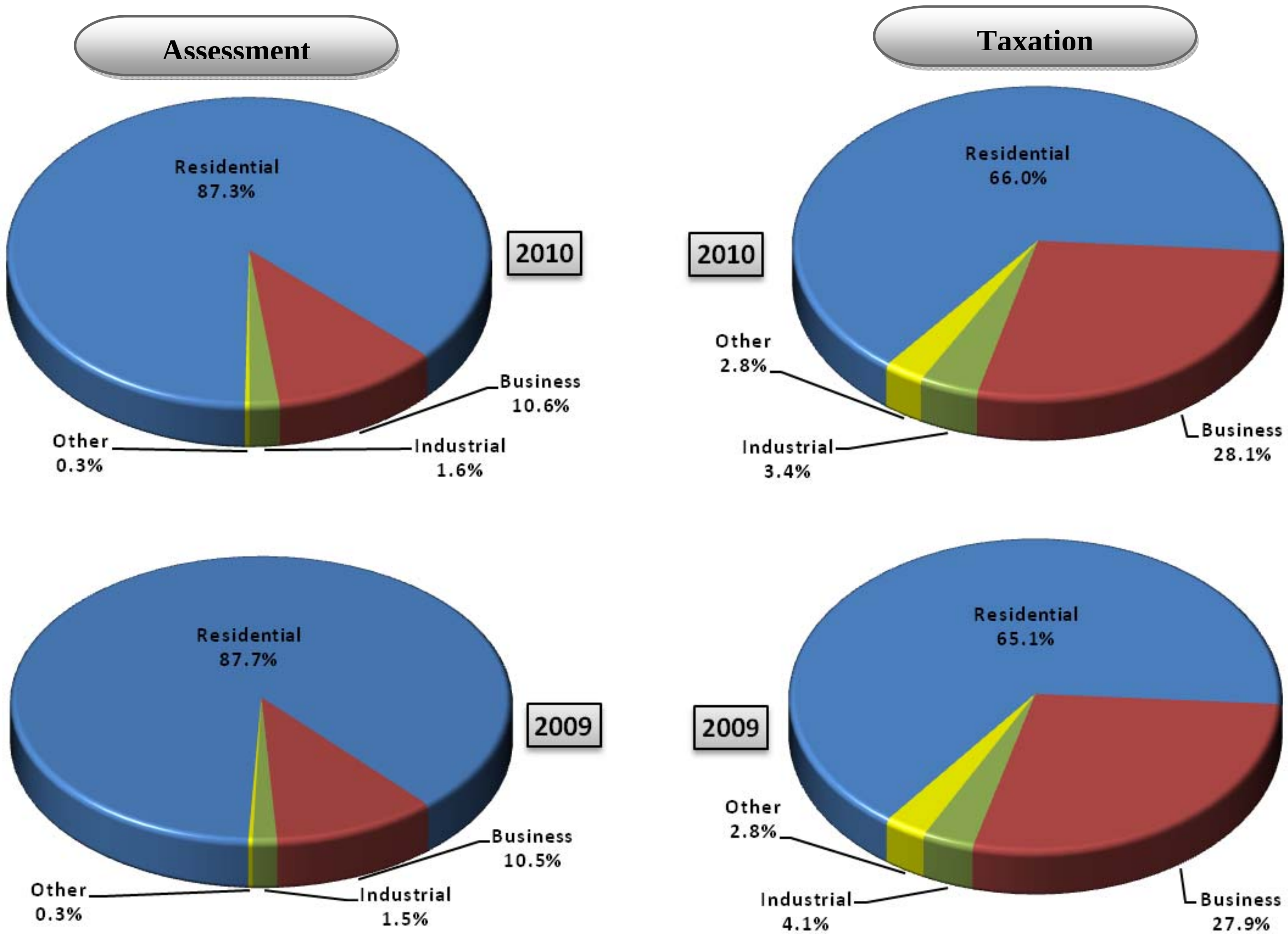
Individual property taxes are calculated based on the assessed value of the property. The average residential dwelling is assessed at approximately $576,645. Assessment growth from new development is estimated at 2.1% for 2010, based on the revised assessment roll.

Surrey generates approximately 30% of its property revenue from business and industry. Surrey's 2010 business, light industrial and major industrial tax rates compare favourably to neighbouring municipalities.

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



2010 Assessment Roll and Taxation Comparison



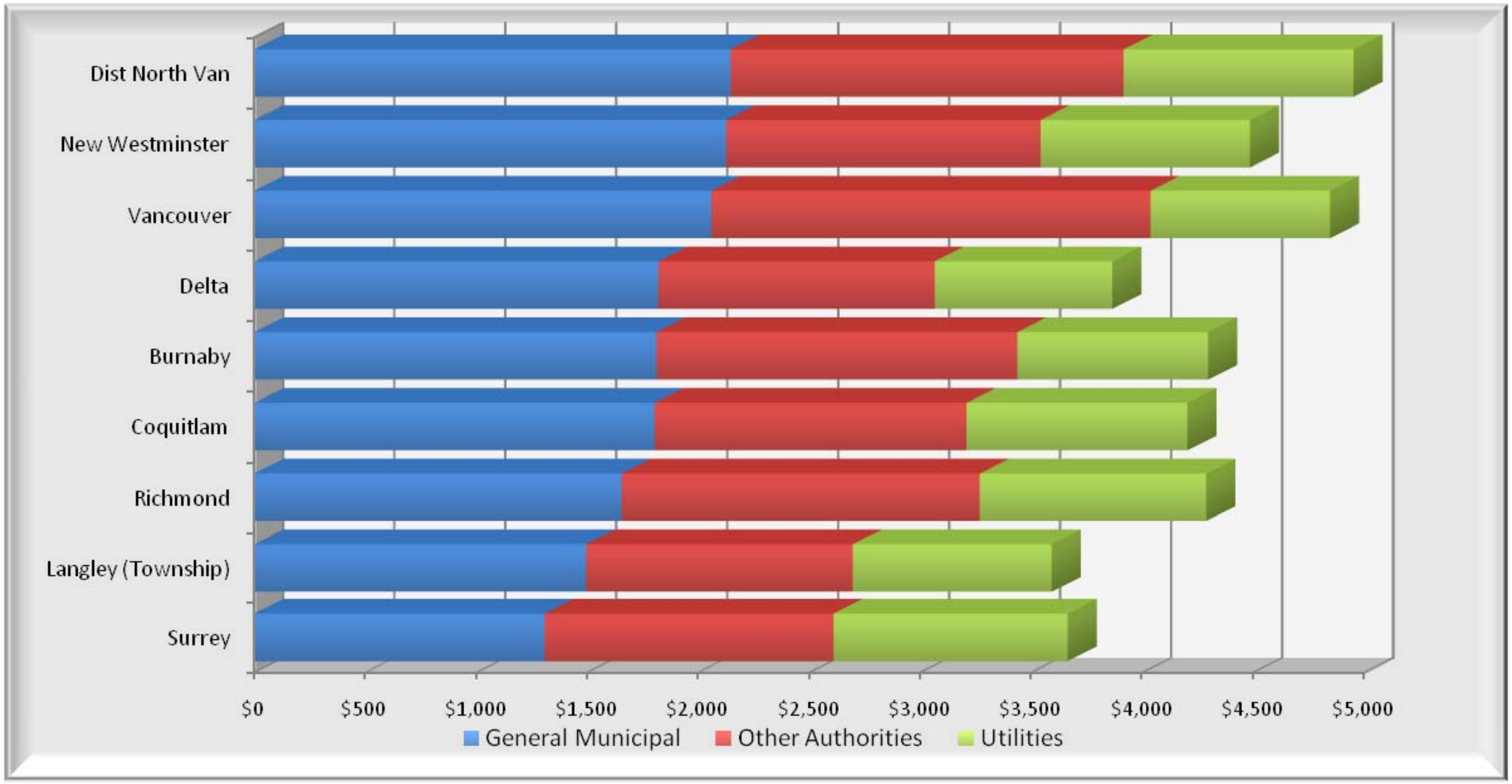
The above charts compare assessment values to property taxes. Assessed values are divided by 1,000 and then multiplied by the applicable tax rate to determine the annual tax levy. As shown, residential assessment values represent approximately 87% of total assessment value in the City but generate only 66% of the property tax revenue.

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

	2010						Surrey		
	Burnaby	Langley (Township)	New Westminster	Richmond	Coquitlam	Delta	2010	2009	% Change
Average Assessment	$ 700,739	$ 466,658	$ 555,939	$ 684,769	$ 578,133	$ 517,534	$ 531,813	$ 548,766	-3%
	700,739	466,658	555,939	684,769	578,133	517,534	531,813	548,766	-3%
Levies									
School	1,264	962	1,131	1,263	1,107	977	1,028	1,030	0%
GVTA	266	177	211	260	220	197	202	202	0%
BCAA	47	31	37	45	38	34	35	35	1%
GVRD	48	32	38	44	39	36	35	35	1%
	1,626	1,202	1,417	1,613	1,404	1,244	1,301	1,302	0%
General	1,813	1,495	2,126	1,655	1,804	1,821	1,308	1,239	6%
Total Taxes	**3,438**	**2,697**	**3,543**	**3,269**	**3,209**	**3,065**	**2,610**	**2,541**	3%
User Rates									
Water Rates	436	348	332	430	359	400	414	376	10%
Sewer & Drainage Rates/Parcel Tax	424	335	418	384	334	244	400	393	2%
Garbage Collection		213	194	207	302	156	241	212	14%
	859	**896**	**943**	**1,020**	**995**	**800**	**1,055**	**981**	8%
Total Taxes and User Rates	**$ 4,298**	**$ 3,593**	**$ 4,486**	**$ 4,289**	**$ 4,204**	**$ 3,865**	**$ 3,665**	**$ 3,522**	4%

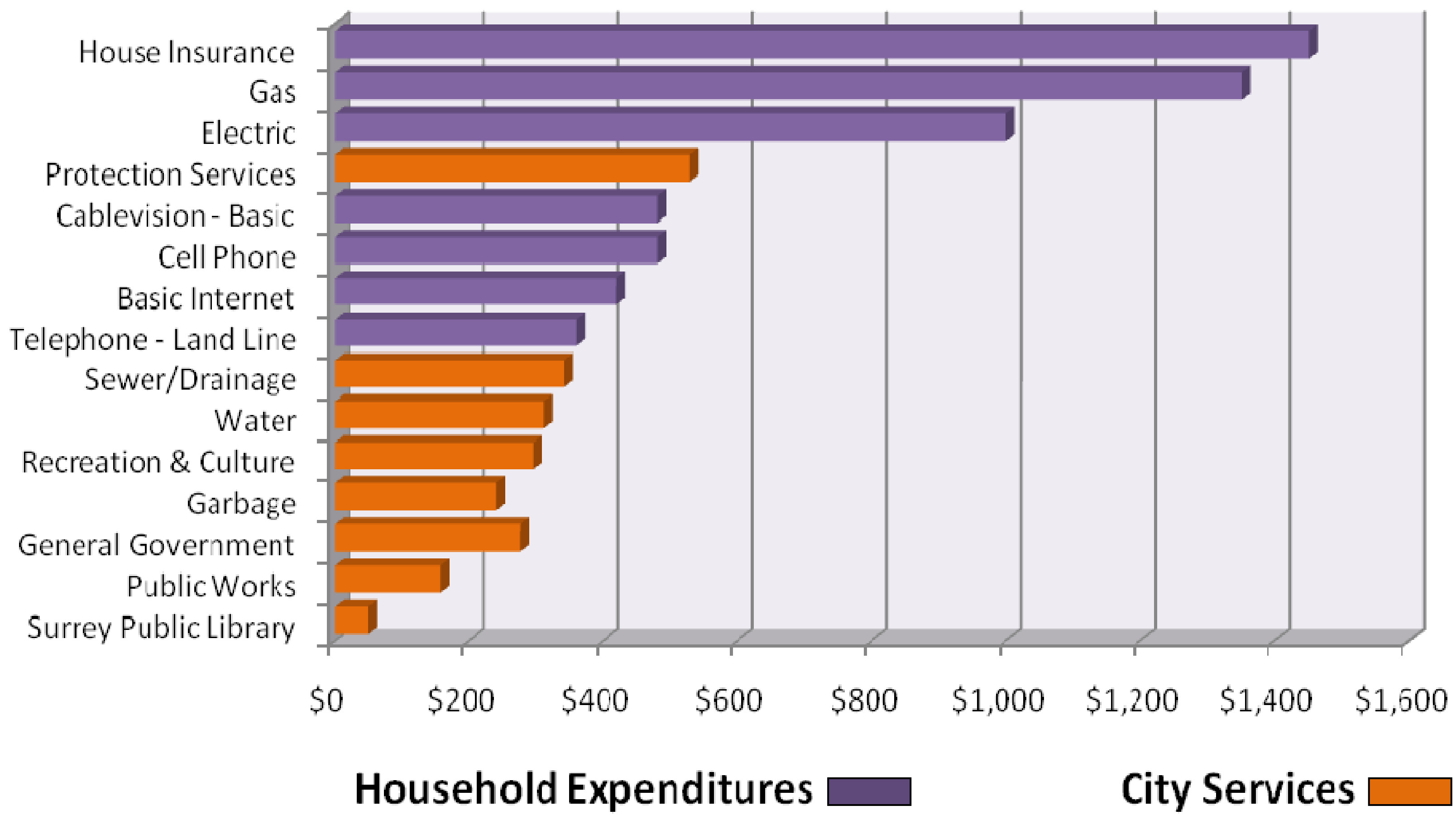
COMPARISON OF 2010 TAXES
AVERAGE FAMILY HOME

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



HOUSEHOLD EXPENDITURES VS CITY SERVICES

The graph below illustrates the cost of City services for the average single family dwelling as compared with other household expenditures. For many taxpayers, these costs will be less than the cost of their hydro bills. As shown, the cost of protection services (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 – fees from recreation facilities, water and solid waste removal;
- Provincial Revenue – revenue from traffic fine sharing; Surrey Public Library grants;
- Licence Revenue - business licences;
- Permit Fees – revenue from building permits, electrical permits and road closure permits; and
- Other Fees – fees from reports, by-laws and maps.

Council approved a 4% fee increase for 2011.

RETURN ON INVESTMENT (INTEREST REVENUE)

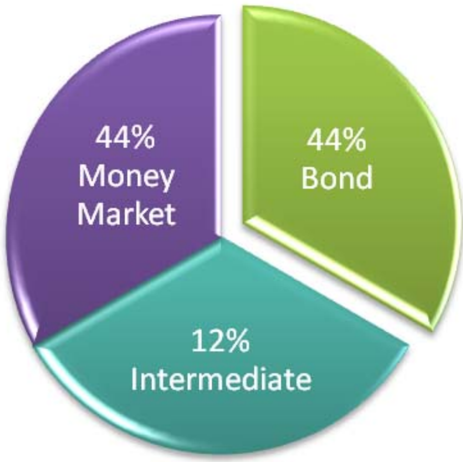
In 2010, the City's investments garnered a return of 3.93%. This rate is consistent with 2010 projections issued by investment dealers such as Scotia McLeod, CIBC Wood Gundy, and Nesbitt Burns.

The City's investments are classified as follows:

- 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.

In its purchase of investments, the City is subject to the Community Charter as well as to its own Investment Policy, approved by Council in February 12, 1996. The policy's objective is to provide a framework for the City to maximize returns with minimal risk and adequate diversification.

MONEY MARKET PORTFOLIO



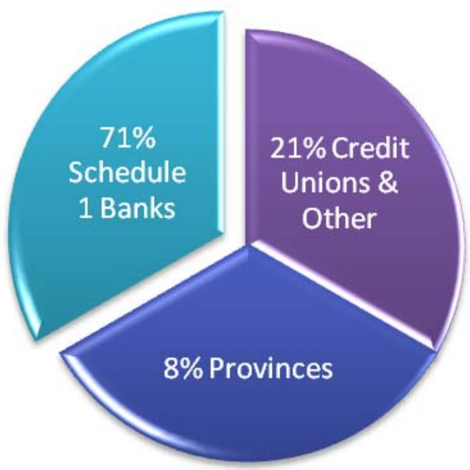
Surrey's Money Market Portfolio is comprised of investments that will mature within one year. This portfolio represents approximately 44% of the City's investments.

INTERMEDIATE PORTFOLIO

The intermediate portfolio is comprised of investments with a term greater than one year and less than two years. This portfolio represents approximately 12% of the City's investments.

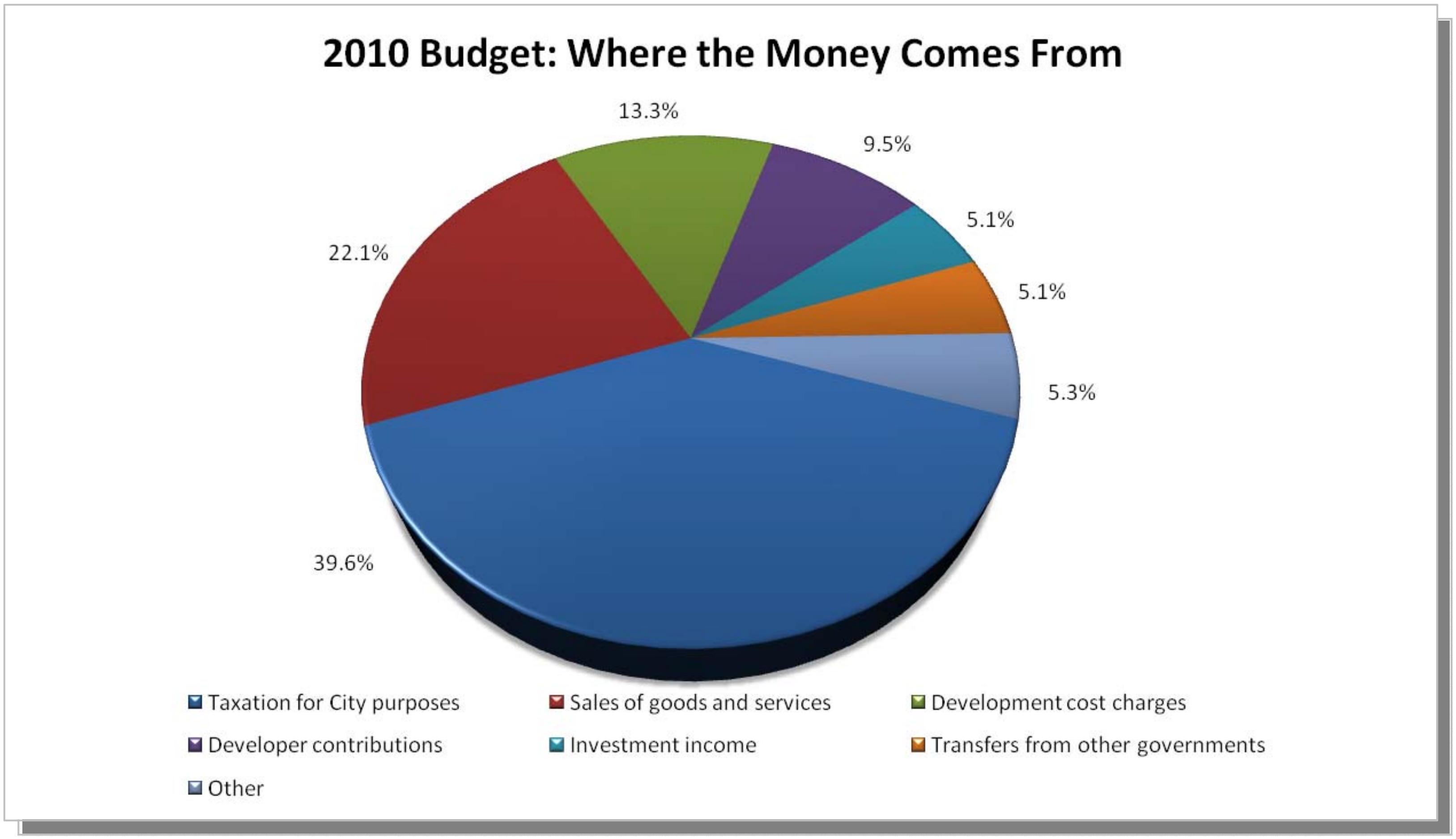
BOND PORTFOLIO

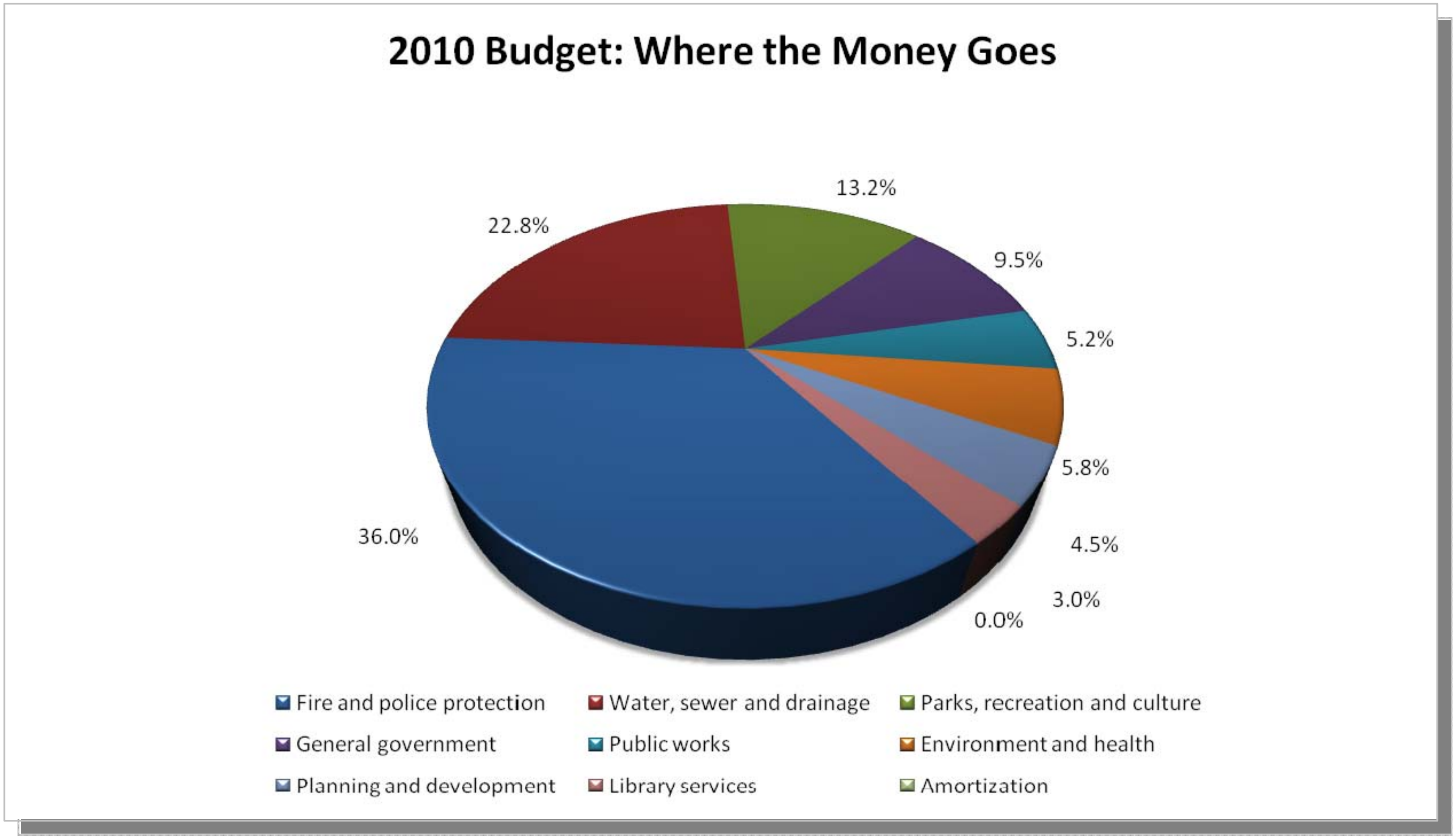
The bond portfolio is comprised of investments with a term greater than two years and less than ten years. This portfolio represents approximately 44% of the City's investments.

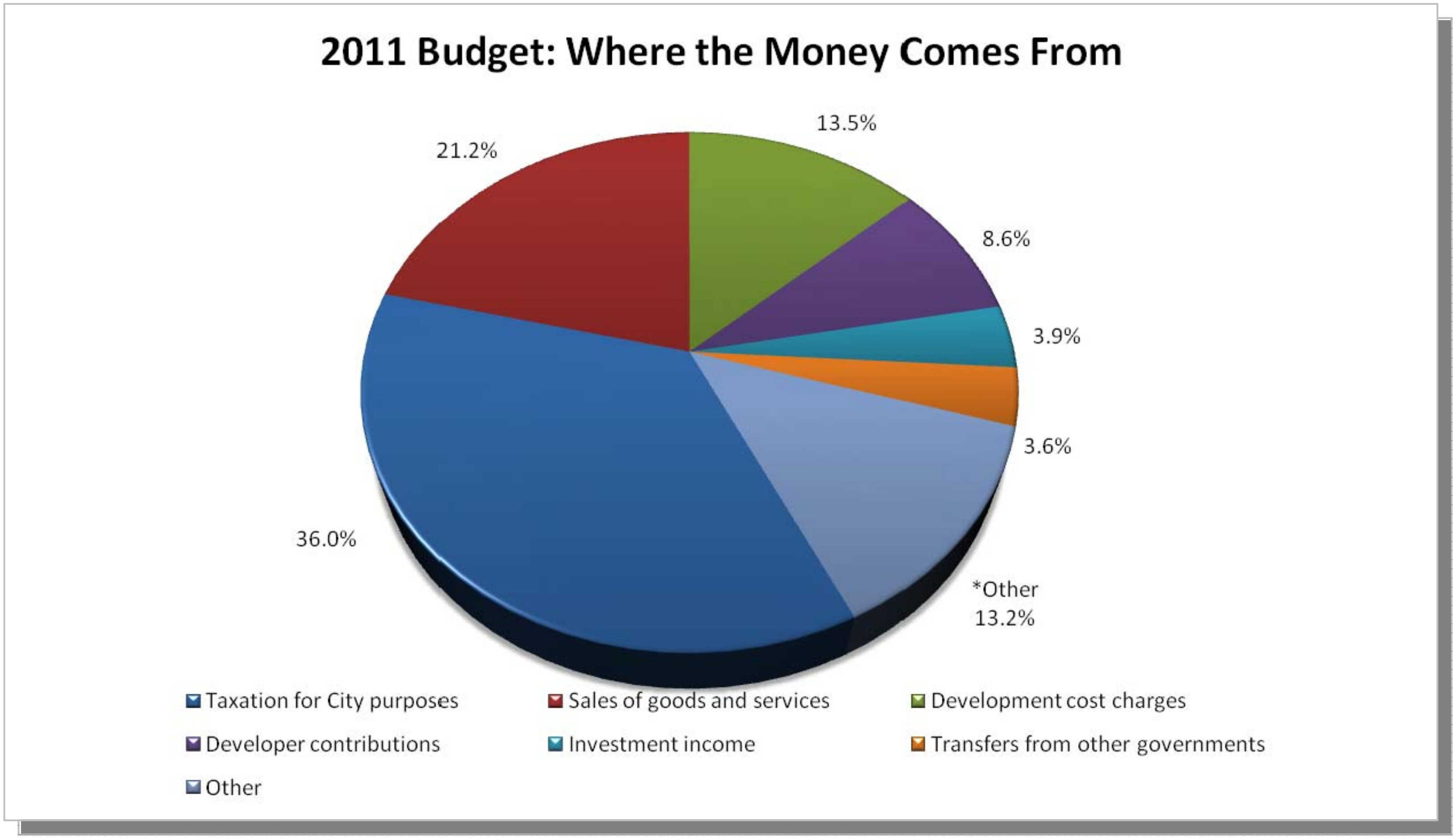


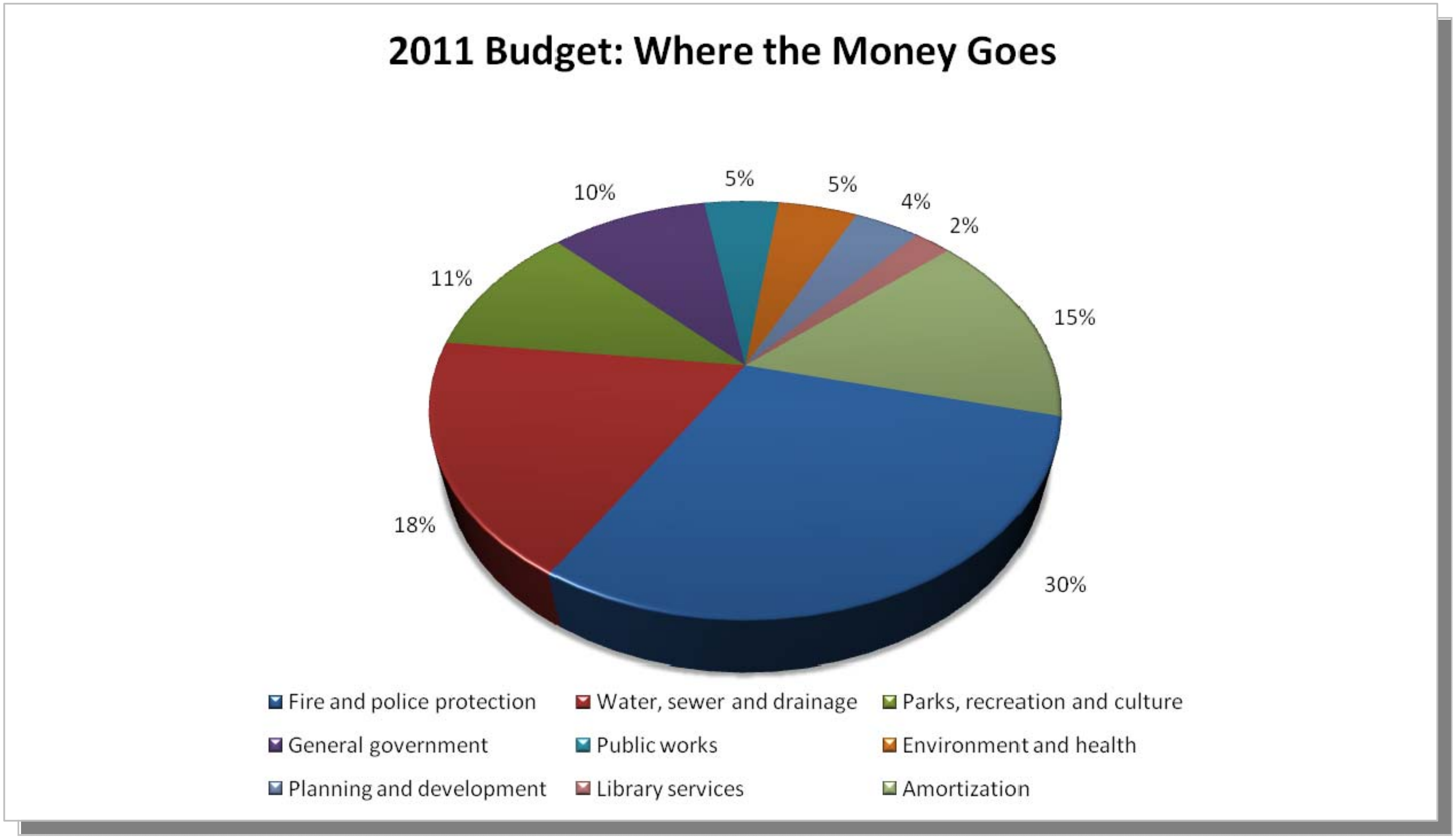
PORTFOLIO MIX

The City's current portfolio consists of securities purchased from Canadian Schedule 1 Banks (71%), Canadian Credit Unions (21%) and other institutions and Canadian Provinces (8%).


2010 Budget: Where the Money Comes From
13.3%
9.5%
5.1%
5.1%
5.3%
22.1%
39.6%
Taxation for City purposes
Sales of goods and services
Development cost charges
Developer contributions
Investment income
Transfers from other governments
Other


2010 Budget: Where the Money Goes
13.2%
22.8%
9.5%
5.2%
5.8%
36.0%
4.5%
3.0%
0.0%
Fire and police protection
Water, sewer and drainage
Parks, recreation and culture
General government
Public works
Environment and health
Planning and development
Library services
Amortization


2011 Budget: Where the Money Comes From
13.5%
21.2%
8.6%
3.9%
3.6%
36.0%
*Other
13.2%
Taxation for City purposes
Sales of goods and services
Development cost charges
Developer contributions
Investment income
Transfers from other governments
Other


2011 Budget: Where the Money Goes
10%
5%
5%
4%
2%
11%
15%
18%
30%
Fire and police protection
Water, sewer and drainage
Parks, recreation and culture
General government
Public works
Environment and health
Planning and development
Library services
Amortization

2011 – 2015 FINANCIAL PLAN
OVERVIEW OF FUND STRUCTURE

The 2011-2015 Financial Plan consolidates the results of the City's Operating, Capital, Reserve, and Utility Funds, as well as those of the Surrey City Development Corporation and the Surrey Homelessness and Housing Society.

OPERATING FUNDS

These funds include the following:

- General;
- Roads and Traffic Safety;
- Sewer/Drainage;
- Solid Waste; and
- Water Operating.

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

CAPITAL FUNDS

These funds include the following:

- General;
- Roads and Traffic Safety;
- Sewer/Drainage; and
- Water Capital.

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

RESERVE FUNDS

Under the Community Charter, City Council may use By-laws to establish Reserve Funds for specified purposes. Money in a special Reserve Fund and the interest earned on it may only be used for the purpose for which the Fund was established. If the amount in a Reserve Fund is greater than required, City Council may, by 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;
- Affordable Housing;
- Parking Space; and
- Development Cost Charges and Neighbourhood Concept Plans.

TRUST FUNDS

These funds contain 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.

$ 000'S

	2010 Actual Balance	2011 Work In Progress	2011 Interest	2011 Receipts	2011 Program	Available for Future Years
Appropriated						
- Operating Emergency	1,500	0	0	0	0	1,500
- Environmental Emergencies	984	0	0	0	0	984
- Revenue Stabilization	5,489	0	0	0	0	5,489
- Self Insurance	4,469	0	161	0	0	4,630
- Infrastructure Replacement	35,697	0	1,285	0	(1,500)	35,482
	48,139	0	1,446	0	(1,500)	48,085
	84,407	**(25,200)**	**1,446**	**464**	**(1,500)**	**59,617**
Sewer/Drainage Operating Fund						
Work in Progress						
Operating	1,855	(1,908)	0	53	0	0
Capital	32,555	(17,826)	0	0	0	14,729
	34,410	(19,734)	0	53	0	14,729
Surplus						
Unappropriated	3,000	0	0	0	0	3,000
Appropriated						
- Operating Emergency	1,500	0	0	0	0	1,500
- Environmental Emergencies	808	0	0	0	0	808
- Revenue Stabilization	353	0	0	0	0	353
- Self Insurance	5,596	0	201	0	0	5,797
- Infrastructure Replacement	16,594	0	597	0	0	17,191
	24,851	0	798	0	0	25,649
	62,261	**(19,734)**	**798**	**53**	**0**	**43,378**
Surrey City Development Corporation						
Surplus						
Unappropriated	(5,337)	0	0	0	0	(5,337)

2011 - 2015 FINANCIAL PLAN
WORK IN PROGRESS & SURPLUS, OPERATIONS
$ 000'S

	2010 Actual Balance	2011 Work In Progress	2011 Interest	2011 Receipts	2011 Program	Available for Future Years
	(5,337)	0	0	0	0	(5,337)
	(5,337)	**0**	**0**	**0**	**0**	**(5,337)**
Surrey Homelessness and Housing Society						
Surplus						
Unappropriated	8,847	0	0	0	0	8,847
	8,847	0	0	0	0	8,847
	8,847	**0**	**0**	**0**	**0**	**8,847**
	$ 223,247	**$ (84,232)**	**$ 2,550**	**$ 3,360**	**$ (14,293)**	**$ 130,632**

2011 - 2015 FINANCIAL PLAN
STATUTORY RESERVE FUNDS
$ 000'S

	2010 Actual Balance	2011 CarryForward	2011 Interest	2011 Receipts	2011 Program	Available for Future Years
Development Cost Charges						
Arterial Roads	$ 47,439	$ (41,734)	$ 1,708	$ 22,387	$ (19,425)	$ 10,374
Campbell Heights	3,913	(1,148)	141	0	(2,367)	539
Major Collector Roads	11,041	(8,050)	397	5,004	(5,674)	2,718
Drainage	27,281	(24,377)	982	6,931	(5,745)	5,072
Parkland Acquisition	40,583	(13,464)	0	36,042	(14,062)	49,099
Parkland Development	3,771	(2,965)	1,597	2,177	(1,138)	3,442
Parks Cash in Lieu	5,026	(2,079)	181	12,830	(3,843)	12,115
Sanitary Sewer	15,383	(16,874)	554	4,746	(2,931)	878
Water	8,227	(7,196)	296	4,482	(3,746)	2,063
	162,664	(117,887)	5,856	94,599	(58,931)	86,301
City Land Reserves						
Unappropriated	32,454	0	221	6,142	(2,570)	36,247
Bio-Fuel Facility	(112)	0	0	0	0	(112)
Bridgeview Industrial	1,145	(1,145)	0	0	0	0
Campbell Heights	(1,272)	0	0	0	0	(1,272)
Campbell Heights Land Acquisition	(15,143)	0	0	0	0	(15,143)
Cemeteries	1,201	(1,201)	0	0	0	0
City Beautification	125	(125)	0	0	0	0
City Centre/Civic Centre Land	(11,743)	0	0	0	0	(11,743)
City Hall Expansion	(2,124)	0	0	0	0	(2,124)
Cranley Drive Reserve	1,499	0	54	0	(15)	1,538
Greenways	105	(105)	0	0	0	0
Habitat Replacement	1,167	(1,167)	0	0	0	0
King George Highway	420	(420)	0	0	0	0
Newton Lands	200	(200)	0	0	0	0
Non-Arterial Road Acquisitions	(1,518)	0	0	0	0	(1,518)
North Surrey Social Fund	(3,703)	0	0	0	0	(3,703)
Panorama Dr Srvc & Site Prep	386	(386)	0	0	0	0

2011 - 2015 FINANCIAL PLAN
STATUTORY RESERVE FUNDS
$ 000'S

	2010 Actual Balance	2011 CarryForward	2011 Interest	2011 Receipts	2011 Program	Available for Future Years
Park Improvement	79	(79)	0	0	0	0
Parkland Acquisition	3,383	(3,383)	0	0	0	0
Public Private Partnership	1,000	(1,000)	0	0	0	0
Road Improvements	243	(243)	0	0	0	0
Scott Road Improvements	761	(761)	0	0	0	0
Social Housing	(1,276)	0	0	0	0	(1,276)
South Surrey Works Yard	59	(59)	0	0	0	0
Tennis Courts/Sports Fields	40	(40)	0	0	0	0
Water Pump Removal	250	(250)	0	0	0	0
	7,626	(10,564)	275	8,153	(574)	894
Equipment & Buildings						
Vehicles and Equipment	34,594	(6,675)	1,245	5,416	(6,494)	28,086
City Buildings	5,675	(4,767)	204	17,520	(1,000)	17,632
	40,269	(11,442)	1,450	22,936	(7,494)	45,719
NCP - Amenities	19,461	(6,752)	701	2,107	(2,107)	13,410
Local Improvement Fund	10,927	(5,387)	393	252	(1,500)	4,685
Affordable Housing	3	(3)	0	0	0	0
Parking Space Reserve	1,174	0	42	0	0	1,216
Water Claims	1,226	0	44	0	0	1,270
Environmental Stewardship	6,909	0	249	288	(240)	7,206
Borrowing Proceeds	30,424	(26,665)	1,095	98,000	(52,858)	49,996
	70,124	(38,807)	2,524	100,647	(56,705)	77,783
	$ 280,683	**$ (178,700)**	**$ 10,105**	**$ 226,335**	**$ (123,704)**	**$ 210,697**

CITY OF SURREY the future lives here.

2011 - 2015 FINANCIAL PLAN
CONSOLIDATED FINANCIAL SUMMARY
(in thousands)

REVENUE SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Taxation for City Purposes	$ 229,461	$ 244,552	$ 246,130	**$ 260,182**	$ 274,926	$ 290,093	$ 306,201	$ 322,517
Departmental Revenues	130,455	152,822	157,812	**175,383**	188,740	202,213	215,936	230,086
Investment Income	23,736	21,940	31,663	**28,334**	29,364	30,196	31,071	31,995
Development Cost Charges	63,856	56,899	82,378	**97,400**	94,714	114,344	110,521	115,632
Government Transfers	13,470	6,190	9,626	**10,364**	11,253	11,494	11,738	11,885
Corporate Lease Revenue	3,125	3,317	3,530	**3,204**	3,342	4,343	6,276	6,738
Penalties & Interest	3,929	3,873	3,485	**3,828**	3,975	4,154	4,320	4,493
Other Revenue	185,013	209,493	86,737	**91,084**	100,381	110,471	102,036	107,651
Borrowing Proceeds	-	-	-	**52,858**	45,036	48,319	15,692	32,657
	$ 653,045	**$ 699,086**	**$ 621,361**	**$ 722,637**	**$ 751,731**	**$ 815,627**	**$ 803,791**	**$ 863,654**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 457,838	$ 500,218	$ 396,964	**$ 514,591**	$ 550,648	$ 583,972	$ 617,774	$ 653,942
Capital Expenditures	257,716	282,491	296,711	**502,194**	457,685	440,040	392,187	422,795
Fiscal Services	596	874	1,215	**1,279**	1,302	1,325	1,349	1,373
Net Tsf.To/(Fm) Surplus/Reserve	(63,254)	(84,537)	(69,501)	**(291,476)**	(254,017)	(205,879)	(203,733)	(210,717)
	$ 652,896	**$ 699,046**	**$ 625,389**	**$ 726,588**	**$ 755,618**	**$ 819,458**	**$ 807,577**	**$ 867,393**
Surplus/(Deficit)	$ 149	$ 40	$ (4,028)	**$ (3,951)**	$ (3,887)	$ (3,831)	$ (3,786)	$ (3,739)
Transfers (To)/From Surplus	(149)	(40)	4,028	**3,951**	3,887	3,831	3,786	3,739
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL SUMMARY

(in thousands)

NET PROGRAMS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Mayor, Council & Grants	$ 2,223	$ 2,352	$ 2,332	$ 2,420	$ 2,449	$ 2,499	$ 2,538	$ 2,592
City Manager	4,579	4,389	4,495	4,462	4,659	5,031	5,320	5,738
Investment & Intergov. Relations	931	682	833	1,157	1,197	1,258	1,310	1,378
Finance & Technology	13,070	18,198	17,618	17,876	18,465	19,259	19,960	20,810
Human Resources	2,492	2,665	2,664	2,726	2,846	3,020	3,175	3,370
Fire	45,968	46,702	46,711	47,357	48,561	49,321	50,576	51,872
RCMP	85,873	91,279	91,280	98,138	102,974	107,385	112,482	119,144
Engineering Services	474	583	788	850	1,136	1,255	1,338	1,467
Parks, Recreation & Culture	32,018	33,811	34,472	36,273	37,552	39,350	40,780	42,655
Surrey Public Library	9,720	10,161	10,161	10,433	10,861	11,399	11,830	12,412
Planning & Development	3,230	3,431	3,985	4,221	4,276	4,618	4,849	5,243
Local Roads & Traffic Operations	13,940	14,182	16,711	17,700	17,862	18,025	16,841	17,520
Sewer & Drainage Operations	7,049	2,914	9,862	9,989	8,999	8,084	6,860	5,235
Solid Waste Operations	1,260	(2,780)	(1,431)	(1,431)	(1,456)	(1,451)	(1,451)	(1,446)
Water Operations	(4,887)	(17,860)	(3,076)	(5,279)	(4,577)	(4,326)	(4,534)	(4,696)
Operating Contingency	-	-	1,328	508	1,108	1,558	2,358	2,008
	$ 217,940	$ 210,709	$ 238,733	$ 247,400	$ 256,912	$ 266,285	$ 274,232	$ 285,302
ACCOUNT SUMMARY								
Revenues								
Sales and Services	$ (151,705)	$ (173,822)	$ (156,281)	$ (170,741)	$ (183,785)	$ (196,966)	$ (210,398)	$ (224,157)
Grants, Donations and Other	(14,274)	(6,426)	(8,274)	(8,069)	(8,221)	(8,375)	(8,533)	(8,695)
	(165,979)	(180,248)	(164,555)	(178,810)	(192,006)	(205,341)	(218,931)	(232,852)
Expenditures								
Salaries and Benefits	$ 157,916	$ 173,936	$ 164,046	$ 173,700	$ 177,876	$ 183,961	$ 189,556	$ 196,563
Operating Costs	239,551	252,135	251,638	267,594	286,785	301,630	318,239	333,819
Internal Services Used	34,386	35,636	35,803	36,531	37,020	37,778	38,391	39,186
Internal Services Recovered	(52,248)	(62,364)	(49,914)	(53,652)	(54,100)	(55,304)	(56,309)	(57,571)
External Recoveries	(10,012)	(8,593)	(5,757)	(6,321)	(6,331)	(6,362)	(6,393)	(6,425)
	369,593	390,750	395,816	417,852	441,250	461,703	483,484	505,572
Net Operations Total	203,614	210,502	231,261	239,042	249,244	256,362	264,553	272,720
Transfers								
Transfer From Own Sources	$ (7,184)	$ (13,705)	$ (907)	$ (1,071)	$ (371)	$ (371)	$ (1,071)	$ (371)
Transfer To Own Sources	21,510	13,912	8,379	9,429	8,039	10,294	10,750	12,953
	14,326	207	7,472	8,358	7,668	9,923	9,679	12,582
	$ 217,940	$ 210,709	$ 238,733	$ 247,400	$ 256,912	$ 266,285	$ 274,232	$ 285,302

* Does not include Other Entities

CITY OF SURREY
the future lives here.

2011 - 2015 FINANCIAL PLAN
CONSOLIDATED SIGNIFICANT CHANGES
(in thousands)

2010 ADOPTED BUDGET		$ (4,028)
REVENUES		
Taxation		
Assessment Growth	$ 5,422	
Taxation Rate Increase	6,023	
Roads & Traffinc Safety Levy	2,614	
Grants in Lieu	512	
Special Assessments	(1)	
Provision for Adjustments	(50)	
Drainage Parcel Tax Increase	(468)	14,052
Departmental Revenues		
City Manager	557	
Finance & Technology	66	
Human Resources	5	
Fire	60	
RCMP	(277)	
Engineering Services	712	
Parks, Recreation & Culture	308	
Surrey Public Library	(40)	
Planning & Development	2,614	
Secondary Suite Fee	4,080	
Sewer	1,362	
Solid Waste	3,937	
Roads & Traffic Safety	605	
Water	3,582	17,571
Investment Income		(3,329)
Development Cost Charges		15,022
Government Transfers		738
Corporate Lease Revenue		(326)
Penalties & Interest		343
Other Revenue		4,347
Borrowing Proceeds		52,858
Total Change in Revenue		101,276

(in thousands)

EXPENDITURES

Departmental Expenditures		
Council Initiatives	227	
Mayor, Council & Grants	88	
City Manager	668	
Investment & Intergovernmental Relations	324	
Finance & Technology	389	
Human Resources	(110)	
Fire	2,201	
RCMP	8,588	
Engineering Services	2,654	
Parks, Recreation & Culture	2,793	
Surrey Public Library	232	
Planning & Development	3,364	
Operating Contingency	(938)	
Sewer	1,494	
Solid Waste	2,556	
Roads & Traffic Safety	1,133	
Water	1,379	
Surrey Homelessness & Housing Society	348	
Surrey City Development Corporation	3,302	
Build Surrey	3,806	
Utility Allocation	4,056	
Amortization	79,073	**117,627**
Capital Expenditures		
Capital Expenditures - Prior Years	115,520	
Capital Expenditures - Current Years	89,963	**205,483**
Fiscal Services		**64**
Net Transfers		
Internal Borrowing	(6,361)	
Transfers (from)/to Special Funds	(146,023)	
Unspecified Capital Budget Authority	(30,000)	
Transfers (from)/to Equity	(39,591)	**(221,975)**
Total Change in Expenditures		**101,199**
2011 BUDGET		**$ (3,951)**

2011 - 2015 FINANCIAL PLAN
CONSOLIDATED SIGNIFICANT CHANGES
(in thousands)

2011 ADOPTED BUDGET		$ (3,951)
REVENUES		
Taxation		
Assessment Growth	$ 21,488	
Taxation Rate Increase	27,467	
Roads & Traffinc Safety Levy	8,125	
Grants in Lieu	1,559	
Special Assessments	(47)	
Provision for Adjustments	(200)	
Drainage Parcel Tax Increase	3,943	62,335
Departmental Revenues		
City Manager	553	
Finance & Technology	71	
Fire	114	
RCMP	73	
Engineering Services	354	
Parks, Recreation & Culture	1,488	
Surrey Public Library	(34)	
Planning & Development	1,410	
Secondary Suite Fee	1,320	
Sewer	13,889	
Solid Waste	15,443	
Roads & Traffic Safety	846	
Water	19,176	54,703
Investment Income		3,661
Development Cost Charges		18,232
Government Transfers		1,521
Corporate Lease Revenue		3,534
Penalties & Interest		665
Other Revenue		16,567
Borrowing Proceeds		(20,201)
Total Change in Revenue		141,017

2011 - 2015 FINANCIAL PLAN
CONSOLIDATED SIGNIFICANT CHANGES
(in thousands)

EXPENDITURES

Departmental Expenditures

Council Initiatives	1,208	
Mayor, Council & Grants	172	
City Manager	1,829	
Investment & Intergovernmental Relations	221	
Finance & Technology	3,005	
Human Resources	644	
Fire	4,629	
RCMP	21,576	
Engineering Services	971	
Parks, Recreation & Culture	7,870	
Surrey Public Library	2,019	
Planning & Development	2,432	
Operating Contingency	1,500	
Sewer	9,223	
Solid Waste	11,882	
Roads & Traffic Safety	864	
Water	19,759	
Surrey Homelessness & Housing Society	(12)	
Surrey City Development Corporation	9,915	
Build Surrey	2,947	
Amortization	36,697	**139,351**
Capital Expenditures		
Capital Expenditures - Prior Years	- 50,277	
Capital Expenditures - Current Years	(29,122)	**(79,399)**
Fiscal Services		**94**
Net Transfers		
Internal Borrowing	23,265	
Transfers (from)/to Special Funds	94,191	
Transfers (from)/to Equity	(36,697)	**80,759**
Total Change in Expenditures		**140,805**
2015 BUDGET		**$ (3,739)**

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

REVENUE SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Taxation	$ 202,585	$ 215,100	$ 214,724	**$ 226,631**	$ 238,542	$ 250,764	$ 263,525	$ 276,945
Departmental Revenues	62,320	57,650	54,633	**59,459**	60,577	61,717	62,877	64,059
Investment Income	13,178	13,052	12,976	**12,991**	11,822	10,713	9,406	9,173
Build Surrey Program	-	-	-	**4,405**	7,350	11,188	16,355	18,651
Provincial Revenue Sharing re: Gamin	2,973	2,889	2,800	**3,000**	3,200	3,200	3,200	3,200
Corporate Lease Revenue	3,125	3,317	3,530	**3,129**	3,192	3,255	3,321	3,387
Penalties & Interest	2,880	2,913	2,800	**2,900**	3,000	3,100	3,200	3,300
Other Revenue	1,629	2,241	900	**1,400**	1,400	1,400	1,400	1,400
	$ 288,690	**$ 297,162**	**$ 292,363**	**$ 313,915**	**$ 329,083**	**$ 345,337**	**$ 363,284**	**$ 380,115**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 262,898	$ 271,892	$ 271,300	**$ 285,880**	$ 296,661	$ 307,671	$ 319,393	$ 332,748
Build Surrey Program	-	-	-	**4,405**	7,350	11,188	16,355	18,651
Council Priorities	3,124	3,886	4,303	**4,530**	4,813	5,126	5,422	5,738
Fiscal Services	614	530	1,848	**1,279**	1,302	1,325	1,349	1,373
Contribution to Capital	5,367	(410)	8,500	**10,800**	11,700	12,500	13,000	13,600
Net Tsf.To/(From) Surplus & Other Fun	16,538	21,224	10,440	**10,972**	11,144	11,358	11,551	11,744
	$ 288,541	**$ 297,122**	**$ 296,391**	**$ 317,866**	**$ 332,970**	**$ 349,168**	**$ 367,070**	**$ 383,854**
Surplus/(Deficit)	$ 149	$ 40	$ (4,028)	**$ (3,951)**	$ (3,887)	$ (3,831)	$ (3,786)	$ (3,739)
Transfers (To)/From Surplus	(149)	(40)	4,028	**3,951**	3,887	3,831	3,786	3,739
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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

REVENUE SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Taxation								
Base Levy	$ 177,852	$ 190,668	$ 190,897	**$ 202,870**	$ 213,765	$ 225,303	$ 237,141	$ 249,507
Assessment Growth (City's Portion)	5,524	4,158	3,436	**4,922**	5,237	5,204	5,383	5,664
Property Tax Rate Increase	7,292	7,817	8,087	**6,023**	6,351	6,684	7,033	7,399
Provision for Adjustments	-	17	(50)	**(50)**	(50)	(50)	(50)	(50)
	190,668	202,660	202,370	**213,765**	225,303	237,141	249,507	262,520
Grants in Lieu	11,919	12,440	12,354	**12,866**	13,239	13,623	14,018	14,425
Special Assessments	(2)	-	-	**-**	-	-	-	-
Net Taxation	**202,585**	**215,100**	**214,724**	**226,631**	**238,542**	**250,764**	**263,525**	**276,945**
General Government								
Mayor, Council & Grants	-	-	-	**-**	-	-	-	-
City Manager	6,282	7,147	6,162	**6,719**	6,853	6,990	7,130	7,272
Investments & Intergov. Relations	27	1	5	**5**	5	5	5	5
Finance & Technology	1,155	1,137	981	**1,047**	1,064	1,082	1,100	1,118
Human Resources	63	7	5	**10**	10	10	10	10
	7,527	8,292	7,153	**7,781**	7,932	8,087	8,245	8,405
Protection Services								
Fire	1,336	1,431	1,332	**1,392**	1,420	1,448	1,477	1,506
RCMP	10,845	3,666	7,070	**7,100**	7,239	7,380	7,523	7,670
	12,181	5,097	8,402	**8,492**	8,659	8,828	9,000	9,176
Other								
Engineering Services	3,086	4,791	4,762	**5,474**	5,560	5,648	5,737	5,828
Parks, Recreation & Culture	21,013	20,957	18,240	**19,022**	19,384	19,753	20,128	20,510
Surrey Public Library	1,744	1,606	1,549	**1,549**	1,559	1,569	1,579	1,589
Planning & Development	16,769	16,907	14,527	**17,141**	17,483	17,832	18,188	18,551
	42,612	44,261	39,078	**43,186**	43,986	44,802	45,632	46,478
Departmental Revenues	**62,320**	**57,650**	**54,633**	**59,459**	**60,577**	**61,717**	**62,877**	**64,059**
Investment Income	**13,178**	**13,052**	**12,976**	**12,991**	**11,822**	**10,713**	**9,406**	**9,173**
Secondary Suite Infrastructure Fee	-	-	-	**4,080**	4,400	4,700	5,000	5,400
Contribution from SCDC	-	-	-	**100**	1,500	2,500	4,000	5,000
Gaming Revenue - Newton	-	-	-	**150**	700	800	900	900
Lease/Fee Revenue	-	-	-	**75**	150	1,088	2,955	3,351
Other Sources	-	-	-	**-**	600	2,100	3,500	4,000
Build Surrey Program	**-**	**-**	**-**	**4,405**	**7,350**	**11,188**	**16,355**	**18,651**
Provincial Casino Revenue Sharing	**2,973**	**2,889**	**2,800**	**3,000**	**3,200**	**3,200**	**3,200**	**3,200**
Corporate Lease Revenue	3,125	3,317	3,530	**3,129**	3,192	3,255	3,321	3,387
Penalties & Interest	2,880	2,913	2,800	**2,900**	3,000	3,100	3,200	3,300
Other	1,629	2,241	900	**1,400**	1,400	1,400	1,400	1,400
Other Revenue	**7,634**	**8,471**	**7,230**	**7,429**	**7,592**	**7,755**	**7,921**	**8,087**
	$ 288,690	**$ 297,162**	**$ 292,363**	**$ 313,915**	**$ 329,083**	**$ 345,337**	**$ 363,284**	**$ 380,115**

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

EXPENDITURE SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
General Government								
Mayor, Council & Grants	$ 2,223	$ 2,352	$ 2,332	**$ 2,420**	$ 2,449	$ 2,499	$ 2,538	$ 2,592
City Manager	10,861	11,536	10,657	**11,181**	11,512	12,021	12,450	13,010
Investments & Intergov. Relations	958	683	838	**1,162**	1,202	1,263	1,315	1,383
Finance & Technology	14,225	19,324	18,599	**18,923**	19,529	20,341	21,060	21,928
Human Resources	2,555	2,672	2,669	**2,736**	2,856	3,030	3,185	3,380
	30,822	36,567	35,095	**36,422**	37,548	39,154	40,548	42,293
Protection Services								
Fire	47,304	48,133	48,043	**48,749**	49,981	50,769	52,053	53,378
RCMP	96,718	94,945	98,350	**105,238**	110,213	114,765	120,005	126,814
	144,022	143,078	146,393	**153,987**	160,194	165,534	172,058	180,192
Other								
Engineering Services	3,560	5,374	5,550	**6,324**	6,696	6,903	7,075	7,295
Parks, Recreation & Culture	53,031	54,768	52,712	**55,295**	56,936	59,103	60,908	63,165
Surrey Public Library	11,464	11,767	11,710	**11,982**	12,420	12,968	13,409	14,001
Planning & Development	19,999	20,338	18,512	**21,362**	21,759	22,451	23,037	23,794
Operating Contingency	-	-	1,328	**508**	1,108	1,558	2,358	2,008
	88,054	92,247	89,812	**95,471**	98,919	102,983	106,787	110,263
Total Departmental Expenditures	**262,898**	**271,892**	**271,300**	**285,880**	**296,661**	**307,671**	**319,393**	**332,748**
Build Surrey								
Annual Debt Repayment	-	-	-	**599**	2,350	4,831	9,641	11,898
Operating Costs for New Facilities	-	-	-	**2,614**	3,837	4,276	6,381	6,410
Transfer to Capital	-	-	-	**1,192**	1,163	2,081	333	343
	-	**-**	**-**	**4,405**	**7,350**	**11,188**	**16,355**	**18,651**
Council Priorities								
Council Projects	250	250	250	**250**	250	250	250	250
Crime Reduction Strategy	106	282	560	**300**	300	300	300	300
City Beautification	1,346	1,808	1,808	**2,078**	2,343	2,608	2,873	3,138
Social Plan	1,172	1,285	1,285	**1,552**	1,570	1,618	1,649	1,700
Sustainability	250	261	400	**250**	250	250	250	250
Clean Energy Program	-	-	-	**100**	100	100	100	100
	3,124	**3,886**	**4,303**	**4,530**	**4,813**	**5,126**	**5,422**	**5,738**
Fiscal Services								
Fiscal Charges	420	423	415	**427**	440	453	467	481
Interest Paid on Prepaid Taxes	176	107	800	**414**	424	434	444	454
Interest: Approp. Surplus	-	-	123	**-**	-	-	-	-
Internal Borrowing	18	-	510	**438**	438	438	438	438
	614	**530**	**1,848**	**1,279**	**1,302**	**1,325**	**1,349**	**1,373**
Contributions to Capital								
Contribution to Capital	2,394	(3,299)	5,700	**7,800**	8,500	9,300	9,800	10,400
Contribution Capital re: Gaming	2,973	2,889	2,800	**3,000**	3,200	3,200	3,200	3,200
	5,367	**(410)**	**8,500**	**10,800**	**11,700**	**12,500**	**13,000**	**13,600**

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

EXPENDITURE SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Net Tsf. To/(From) Surplus & Other Funds								
Roads & Transportation Fund	24,582	23,145	15,076	15,864	16,064	16,264	16,464	16,664
Solid Waste Fund	(3,354)	(2,910)	(2,256)	(2,159)	(2,172)	(2,171)	(2,192)	(2,212)
Water Revenue Fund	(1,451)	(1,670)	(1,332)	(1,507)	(1,519)	(1,517)	(1,514)	(1,508)
Sewer/Drainage Fund	(1,684)	(1,759)	(1,372)	(1,370)	(1,373)	(1,362)	(1,352)	(1,344)
Appropriated Surplus	(4,255)	3,284	-	-	-	-	-	-
Reserve Funds	2,700	1,134	324	144	144	144	144	144
Net Tsf. To/(From) Surplus & Other Funds	16,538	21,224	10,440	10,972	11,144	11,358	11,551	11,744
	$ 288,541	$ 297,122	$ 296,391	$ 317,866	$ 332,970	$ 349,168	$ 367,070	$ 383,854

2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL PROGRAM SUMMARY
GENERAL GOVERNMENT
(in thousands)

NET PROGRAMS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Mayor, Council & Grants								
Office of the Mayor	$ 511	$ 584	$ 624	**$ 574**	$ 594	$ 625	$ 650	$ 684
Council	626	632	622	**637**	646	665	679	699
City Grants	1,086	1,136	1,086	**1,209**	1,209	1,209	1,209	1,209
	2,223	2,352	2,332	**2,420**	2,449	2,499	2,538	2,592
City Manager								
Administration	1,580	1,400	954	**988**	1,033	1,098	1,156	1,229
By-law Services	(1,474)	(1,819)	(1,034)	**(1,327)**	(1,274)	(1,134)	(1,038)	(880)
Legal Services	1,482	1,655	1,440	**1,487**	1,552	1,648	1,733	1,843
Legislative Services	2,991	3,153	3,135	**3,314**	3,348	3,419	3,469	3,546
	4,579	4,389	4,495	**4,462**	4,659	5,031	5,320	5,738
Investment & Intergov. Relations								
Government Relations	81	-	250	**250**	260	274	287	303
Investment	850	677	583	**607**	631	666	696	735
City Web Office	-	5	-	**300**	306	318	327	340
	931	682	833	**1,157**	1,197	1,258	1,310	1,378
Finance & Technology								
Leadership	1,365	4,381	1,484	**1,861**	1,935	2,047	2,144	2,269
Financial Processing	1,692	2,201	3,003	**2,763**	2,806	2,899	2,964	3,065
Financial Services	1,142	1,140	2,458	**2,591**	2,670	2,785	2,887	3,015
Information Technology	7,464	9,060	9,268	**9,256**	9,481	9,779	10,043	10,359
Risk Management	1,407	1,405	1,405	**1,405**	1,573	1,749	1,922	2,102
	13,070	18,187	17,618	**17,876**	18,465	19,259	19,960	20,810
Human Resources								
Administration	654	549	530	**474**	502	541	576	619
Employment	1,184	1,184	1,060	**1,304**	1,357	1,435	1,504	1,592
Occupational Safety	303	368	430	**445**	465	494	520	553
Labour Relations & Compensation	311	504	619	**463**	482	510	535	566
Wellness & Diversity	40	60	25	**40**	40	40	40	40
	2,492	2,665	2,664	**2,726**	2,846	3,020	3,175	3,370
	$ 23,295	**$ 28,275**	**$ 27,942**	**$ 28,641**	**$ 29,616**	**$ 31,067**	**$ 32,303**	**$ 33,888**

CITY OF SURREY
the future lives here.

2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL PROGRAM SUMMARY
PROTECTION SERVICES
(in thousands)

NET PROGRAMS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Fire								
Administration	$ 1,624	$ 1,753	$ 1,591	**$ 1,823**	$ 1,902	$ 2,017	$ 2,119	$ 2,249
Emergency Planning	66	76	82	**82**	82	82	82	82
Fire Operations	39,467	40,025	39,852	**40,427**	41,486	42,052	43,134	44,221
Mechanics	738	785	760	**777**	797	817	837	857
Prevention	1,148	1,081	1,180	**1,037**	1,050	1,067	1,082	1,099
Radio & Communications	2,099	2,250	2,418	**2,381**	2,394	2,410	2,423	2,438
Training	826	732	828	**830**	850	876	899	926
	45,968	46,702	46,711	**47,357**	48,561	49,321	50,576	51,872
RCMP								
Administration	3,699	3,834	2,963	**3,589**	3,848	4,278	4,635	5,118
District Offices	1,268	1,370	1,513	**1,566**	1,577	1,598	1,613	1,635
Operations	4,667	5,275	5,348	**5,508**	5,596	5,809	5,954	6,180
Operations Support	1,848	1,854	2,122	**2,182**	2,210	2,289	2,340	2,423
RCMP Contract	73,424	77,706	78,012	**83,949**	88,377	91,996	96,491	102,288
Officer In Charge Mgmt Services	967	1,240	1,322	**1,344**	1,366	1,415	1,449	1,500
	85,873	91,279	91,280	**98,138**	102,974	107,385	112,482	119,144
	$ 131,841	**$ 137,981**	**$ 137,991**	**$ 145,495**	**$ 151,535**	**$ 156,706**	**$ 163,058**	**$ 171,016**

(in thousands)

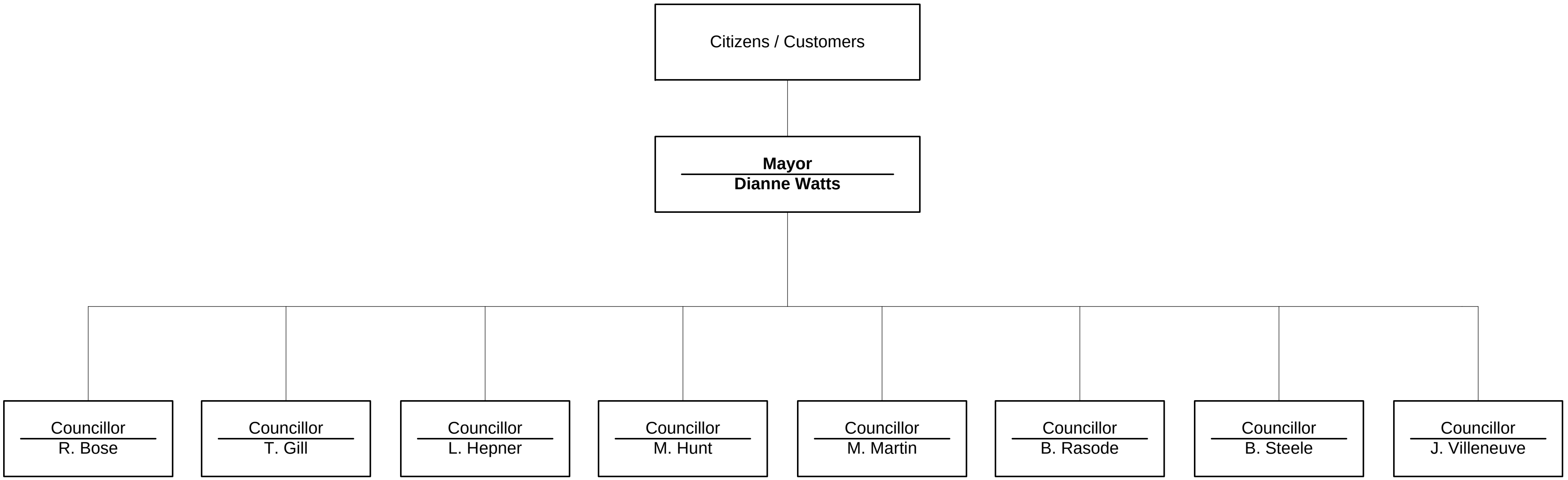
NET PROGRAMS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Engineering Services								
Administration	$ 208	$ (1)	$ -	**$ -**	$ -	$ -	$ -	$ -
GIS	(923)	(1,285)	-	**-**	-	-	-	-
Gravel	418	716	260	**525**	767	789	806	830
Real Estate	18	133	-	**-**	-	-	-	-
Land Development	56	266	294	**(319)**	(340)	(319)	(321)	(297)
Real Estate	564	607	209	**520**	479	540	594	659
Survey	133	148	25	**124**	230	245	259	275
	474	584	788	**850**	1,136	1,255	1,338	1,467
Parks, Recreation & Culture								
Administration	2,771	2,369	2,440	**2,589**	2,631	2,704	2,762	2,841
Arenas	1,348	1,343	1,560	**1,415**	1,433	1,512	1,555	1,637
Art Centre	1,981	1,991	2,034	**2,126**	2,164	2,245	2,303	2,390
Community Development	476	438	475	**492**	500	518	530	549
Community Halls	18	15	33	**32**	32	32	32	32
Community Recreation Office	3,443	4,652	4,645	**5,089**	5,340	5,548	5,697	5,915
Heritage Services	1,203	1,254	1,401	**1,553**	1,584	1,642	1,686	1,748
Indoor Pools	3,447	4,052	3,645	**3,510**	3,568	3,783	3,910	4,141
Outdoor Pools	807	772	812	**814**	814	815	816	817
Marketing	950	985	996	**1,063**	1,085	1,123	1,152	1,192
Parks Division	13,097	13,762	14,043	**15,050**	15,818	16,755	17,600	18,559
Planning, Research & Dev	492	161	287	**381**	391	409	423	443
Seniors Centres	787	723	850	**693**	700	725	739	765
Special Events	606	738	677	**886**	907	937	963	996
Youth Centres	592	556	574	**580**	585	602	612	630
	32,018	33,811	34,472	**36,273**	37,552	39,350	40,780	42,655
Surrey Public Library								
Administration	(38)	(18)	(97)	**114**	152	210	260	325
Community Relations	-	-	-	**-**	-	-	-	-
Public Services	9,758	10,179	10,258	**10,319**	10,709	11,189	11,570	12,087
Technical Services	-	-	-	**-**	-	-	-	-
	9,720	10,161	10,161	**10,433**	10,861	11,399	11,830	12,412
Planning and Development								
Administration	2,214	2,227	2,008	**2,561**	2,608	2,656	2,753	2,824
Area Planning & Development	1,531	1,690	1,393	**1,713**	1,748	1,865	1,937	2,063

2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL PROGRAM SUMMARY
OTHER DEPARTMENTS

(in thousands)

NET PROGRAMS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Building	(6,779)	(6,898)	(6,062)	**(6,932)**	(7,069)	(7,067)	(7,148)	(7,138)
Long Range Planning & Policy	1,548	1,909	1,663	**1,658**	1,692	1,760	1,810	1,883
Heritage Advisory Committee	23	23	23	**23**	23	23	23	23
Facilities	4,693	4,480	4,960	**5,198**	5,274	5,381	5,474	5,588
	3,230	3,431	3,985	**4,221**	4,276	4,618	4,849	5,243
Operating Contingency	-	-	1,328	508	1,108	1,558	2,358	2,008
	$ 45,442	**$ 47,987**	**$ 50,734**	**$ 52,285**	**$ 54,933**	**$ 58,180**	**$ 61,155**	**$ 63,785**

2011 – 2015 FINANCIAL PLAN
MAYOR & COUNCIL ORGANIZATIONAL CHART



2011 – 2015 FINANCIAL PLAN
MAYOR'S OFFICE
DEPARTMENTAL FUNCTIONS

Citizens / Customers

Mayor
Dianne Watts

Executive Assistant to the Mayor

Senior Communications Specialist

- Media Relations
- Communication Support

Administrative Coordinator

- Administrative Support
- Scheduling
- Event Coordinator

2011 – 2015 FINANCIAL PLAN
MAYOR AND COUNCIL DEPARTMENTAL OVERVIEW

Surrey Council, the governing body of the City, is comprised of the Mayor and eight council members. A City election is held every three years, with the next election scheduled for the Fall of 2011.

The key functions of the City Council are to adopt by-laws governing matters delegated to local government through the Community Charter, the Local Government Act and other Provincial statutes, and 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 serve on local, regional, provincial and federal committees, boards and commissions. Creating a prosperous, safe, sustainable, clean and active City, a City that inspires pride in its citizens, is Council's paramount goal.

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 also members of Council. Currently there are six standing committees: Finance, Public Safety, Transportation, Audit, Intergovernmental Affairs 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, the city has 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 to Council for ratification.

There are also a total of 14 select committees, boards, and commissions appointed by Council. At least one Council member sits on each of these bodies. Findings and recommendations generated by select committees, boards and commissions are taken 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.

Surrey City Council uses its authority to establish policies promoting the growth, development and operation of a sustainable 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

The Mayor and Council's Department includes the offices of the Mayor, Council (Councillors) and City Grants.

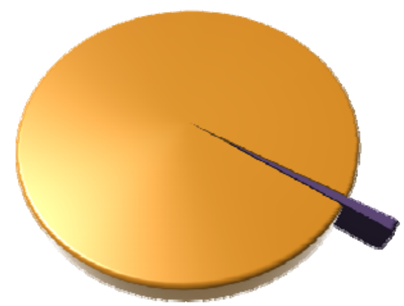
2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
MAYOR, COUNCIL & GRANTS

(in thousands)

PROGRAM SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Office of the Mayor	$ 511	$ 584	$ 624	**$ 574**	$ 594	$ 625	$ 650	$ 684
Council	626	632	622	**637**	646	665	679	699
City Grants	1,086	1,136	1,086	**1,209**	1,209	1,209	1,209	1,209
	$ 2,223	**$ 2,352**	**$ 2,332**	**$ 2,420**	**$ 2,449**	**$ 2,499**	**$ 2,538**	**$ 2,592**

ACCOUNT SUMMARY

	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	935	1,015	1,005	**970**	995	1,042	1,077	1,128
Operating Costs	1,283	1,333	1,327	**1,450**	1,454	1,457	1,461	1,464
Internal Services Used	5	7	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	-	(3)	-	**-**	-	-	-	-
	2,223	2,352	2,332	**2,420**	2,449	2,499	2,538	2,592
Net Operations Total	2,223	2,352	2,332	**2,420**	2,449	2,499	2,538	2,592
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 2,223	**$ 2,352**	**$ 2,332**	**$ 2,420**	**$ 2,449**	**$ 2,499**	**$ 2,538**	**$ 2,592**



1% of Property Taxes allocated to Mayor, Council & Grants

(in thousands)

OFFICE OF THE MAYOR	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	413	489	506	456	475	505	529	562
Operating Costs	93	91	118	118	119	120	121	122
Internal Services Used	5	7	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	(3)	-	-	-	-	-	-
	511	584	624	574	594	625	650	684
Net Operations Total	**511**	**584**	**624**	**574**	**594**	**625**	**650**	**684**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 511	**$ 584**	**$ 624**	**$ 574**	**$ 594**	**$ 625**	**$ 650**	**$ 684**

COUNCIL	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	522	526	499	514	520	537	548	566
Operating Costs	104	106	123	123	126	128	131	133
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	626	632	622	637	646	665	679	699
Net Operations Total	**626**	**632**	**622**	**637**	**646**	**665**	**679**	**699**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 626	**$ 632**	**$ 622**	**$ 637**	**$ 646**	**$ 665**	**$ 679**	**$ 699**

(in thousands)

APPROVED CITY GRANTS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
City Leases								
Cloverdale Curling Club	$ 60	$ 60	$ 60	**$ 30**	$ 30	$ 30	$ 30	$ 30
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	**146**	146	146	146	146
Property Taxes								
Luke 15 House Society	4	-	-	**-**	-	-	-	-
Boothroyd Heritage House	-	3	-	**-**	-	-	-	-
Brookside Lodge	-	3	-	**-**	-	-	-	-
Navy League of Canada	-	1	-	**1**	1	1	1	1
Nightshift Street Ministries	-	-	-	**2**	-	-	-	-
Satnam Eduation Society	-	2	-	**-**	-	-	-	-
Unallocated Taxes	1	-	5	**2**	4	4	4	4
	5	9	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
Lower Fraser Valley Exhibition								
Operations	300	350	300	**350**	350	350	350	350
Credit Security	200	200	200	**200**	200	200	200	200
Cloverdale Rodeo	225	225	225	**225**	225	225	225	225
	725	775	725	**775**	775	775	775	775
Honey Hooser Scholarship	1	1	1	**1**	1	1	1	1
Arts Council of Surrey	4	4	4	**4**	4	4	4	4
Surrey Foundation	-	5	-	**5**	5	5	5	5
Cloverdale Curling Club	-	-	-	**30**	30	30	30	30
Community Enhancement Partnership Program	25	25	25	**25**	25	25	25	25
South Fraser Community Services	-	-	-	**24**	24	24	24	24

(in thousands)

APPROVED CITY GRANTS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Crime Stoppers of Greater Vancouver	13	13	13	**25**	25	25	25	25
Surrey Crime Prevention Society	54	54	54	**85**	85	85	85	85
Dry Grad Events	1	1	2	**2**	2	2	2	2
Special Recognition	3	1	5	**5**	5	5	5	5
One-time Grants								
One-time Grants	47	33	46	**48**	37	37	37	37
Carry Forward Funding from Prior Year	(13)	(6)	(9)	**(11)**	-	-	-	-
Carry Forward Funding to Next Year	6	6	-	**-**	-	-	-	-
	40	33	37	**37**	37	37	37	37
	$ 1,086	**$ 1,136**	**$ 1,086**	**$ 1,209**	**$ 1,209**	**$ 1,209**	**$ 1,209**	**$ 1,209**

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
2011 Scotties Tournament of Hearts	Culture & Recreation	$ 500	B.C. Women's Provincial Curling Championships January 17-23, 2011
Assn. of Neighbourhood Houses of BC DBA Alexandra House	Health & Social	2,000	New windows in the Beach House
BC Aquasonics Synchronized Swim Club	Culture & Recreation	500	Mobile sound system for the Aquasonics program at South Surrey Pool
Big Brothers of Greater Vancouver	Health & Social	1,000	Mentoring program for children in need
Boys and Girls Clubs of Greater Vancouver	Culture & Recreation	2,000	Computers for the new Boys and Girls Club at Old Yale Road Elementary School
Bridgeview Community Association	Community Promotion	500	Bridgeview Day Anniversary June 2011
Caring Hearts for Underprivileged Children Society	Health & Social	1,000	Clothing for children in need
Cloverdale Business Improvement Assoc.	Community Promotion	1,000	Cloverdale Blueberry Festival August 13-14, 2011
Community Arts Council of White Rock & District	Culture & Recreation	500	"Out of the Box: A Celebration of Fibre and Textile Arts"
Downtown Surrey Business Improvement Association	Community Promotion	2,000	Movies Under the Stars August 2011 - Holland Park
Fraser Valley Water Polo Club	Culture & Recreation	500	"2011 16U Girls National Club Water Polo Championship" May 23-23, 2011
Gather And Give Charitable Foundation	Health & Social	1,000	Basic Home Essential Kit program
Jamaican/Canadian Cultural Association	Community Promotion	1,000	Jamaican/Caribbean Cultural Heritage Celebration
Kids Help Phone	Health & Social	500	Phone and web counselling, information and local referrals for Kids
Learning Disabilities-Fraser South	Health & Social	750	Purchase new reading material for Volunteer Tutoring Program
Newton Community Festival	Community Promotion	2,000	Newton Community Festival June 11, 2011
Oak Avenue Neighbourhood Hub Society	Health & Social	500	Funding for computers to help seniors
PLEA Community Services Society of BC	Health & Social	2,000	Prevention and Diversion program for kids
R.E.C. for Kids Society	Culture & Recreation	2,000	Organized and Recreational Sports Equipment
Semiahmoo Peninsula Marine Rescue Society	Culture & Recreation	1,000	Fast Response Vessel for Canadian Coast Guard Auxiliary, Unit 5
South Asian Family Association	Health & Social	2,000	International Women's Day - New Beginnings. Domestic Violence and Support. March 6 2011
South Asian Family Association	Community Promotion	1,000	Bollywood Under the Stars
Special Olympics British Columbia - Surrey	Culture & Recreation	500	New uniforms for floor hockey team
Stepping Stones Greater Vancouver Youth for Christ	Health & Social	1,000	Services provided for pregnant and parenting youth in the community

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
Surrey Christmas Bureau Society	Health & Social	500	Christmas toys and food hampers
Surrey Festival of Dance Society	Culture & Recreation	1,000	"Surrey Festival of Dance" - Mar 25-Apr 27, 2011
Surrey Philippine Independence Day Society	Community Promotion	1,000	Surrey 3rd Annual Philippine Independence Day Celebration June 12, 2011
Surrey Sea Lions	Culture & Recreation	500	Gala Competitive Event
Surrey Urban Farmers Market Association	Community Promotion	2,000	Surrey Urban Farmers' Market June 15-Sept 28, 2011
Vedic Hindu Cultural Society	Health & Social	500	Services for recent immigrants to the community - seniors, women and youth
Whalley Community Association	Community Promotion	2,000	Whalley Community Festival 2011 - June 18, 2011
White Rock/Surrey Come Share Society	Health & Social	2,000	Multi-Lingual Seniors Information Line
Youth Arts Council of Surrey	Culture & Recreation	500	"Surrey Shines Talent Show" Dec, 2010 - Feb 2011
Sunnyside Saddle Club	Lease In-Kind	38,400	2011 Lease-in-Kind
Cloverdale Curling Club	Lease In-Kind	30,000	2011 Lease-in-Kind
Surrey Sailing Club	Lease In-Kind	24,000	2011 Lease-in-Kind
Panorama Ridge Riding Club	Lease In-Kind	22,500	2011 Lease-in-Kind
Fraser Valley Heritage Railway Society	Lease In-Kind	20,400	2011 Lease-in-Kind
Lower Mainland German Shepherd Dog Club	Lease In-Kind	6,000	2011 Lease-in-Kind
Action BMX Association	Lease In-Kind	4,000	2011 Lease-in-Kind
Crescent Beach Swimming Club	Lease In-Kind	625	2011 Lease-in-Kind
Navy League of Canada	2011 Property Taxes	800	2011 Municipal Property Taxes
Nightshift Street Ministries	2010 Property Taxes	2,000	2010 Municipal Property Taxes
Cloverdale District Chamber of Commerce	Business & Tourism	10,000	Local Festivals
Surrey Board of Trade	Business & Tourism	10,000	Business Resource Centre & Awards
South Surrey / White Rock Chamber of Commerce	Business & Tourism	10,000	Business Resource Centre & Awards
Surrey Tourism & Convention Association	Business & Tourism	10,000	City Wide Tourism
Lower Fraser Valley Exhibition Association	LFVEA	350,000	Operations

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
Lower Fraser Valley Exhibition Association	LFVEA	200,000	Credit Security
Lower Fraser Valley Exhibition Association	LFVEA	225,000	Cloverdale Rodeo
Honey Hooser Scholarship	Community	1,000	Scholarships
Arts Council of Surrey	Community	4,000	Matching Grant
Surrey Foundation	Community	5,000	Grant Evaluation
Community Enhancement Partnership Program	Community	25,000	Matching Grant
Cloverdale Curling Club	Community	30,000	Operations
South Fraser Community Services Society	Community	24,000	Street Youth Services
Metro Vancouver Crime Stoppers	Crime Prevention	25,000	Tips Line
Surrey Crime Prevention Society	Crime Prevention	84,500	Citizens Crime Watch & Anti-Graffiti
Earl Marriott Secondary School	Dry Grad	100	2011 Dry Grad
Ecole Panorama Ridge Secondary School	Dry Grad	100	2011 Dry Grad
Kwantlen Park Secondary School	Dry Grad	100	2011 Dry Grad
Queen Elizabeth Secondary School	Dry Grad	100	2011 Dry Grad
Sullivan Heights Secondary School	Dry Grad	100	2011 Dry Grad
Special Recognition		2,500	Pins
Unallocated - Dry Grad		1,300	
Unallocated - One-time		11,825	
Unallocated - Property Taxes		2,200	
Unallocated - Special Recognition		2,500	
Total		$ 1,219,800	

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
MAYOR, COUNCIL & GRANTS
(in thousands)

2010 ADOPTED BUDGET			$ 2,332
REVENUES			
Sales and Services	....	$ -	-
Taxation and Other	....	-	-
Total Change in Revenues			-
EXPENDITURES			
Salaries/Wages & Benefits			
Increase in Mayor's Indemnity	....	4	
Increase in Council's Indemnity	....	17	
Reclass Positions	....	(56)	(35)
Operating Costs			
Crime Stoppers of Greater Vancouver	....	13	
Lower Fraser Valley Exhibition	....	50	
South Fraser Community Services	....	24	
Surrey Crime Prevention Society	....	31	
Surrey Foundation Grant	....	5	123
Internal Services Used	....	-	-
Internal Services Recovered	....	-	-
External Recoveries	....	-	-
Transfer From Own Sources	....	-	-
Transfer To Own Sources	....	-	-
Total Change in Expenditures			88
2011 BUDGET			$ 2,420

2011 ADOPTED BUDGET			$ 2,420
REVENUES	....	$ -	-
EXPENDITURES			
Salaries/Wages & Benefits			
Benefit and Step Adjustments	....	158	158
Operating Costs			
Increase Due to Inflation	....	14	14
2015 BUDGET			$ 2,592

2011 – 2015 FINANCIAL PLAN
CITY MANAGER
DEPARTMENTAL 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** – **Vacant**
    - 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

2011 – 2015 FINANCIAL PLAN
CITY MANAGER DEPARTMENTAL OVERVIEW

MISSION STATEMENT

To set the overall direction for the City to achieve Council's short and long-term objectives.

KEY PROGRAMS & SERVICES

The City Manager's Department provides advice to City Council and General Managers related to policies and emerging issues. The Department coordinates implementation of Council policy and ensures that Council resolutions are addressed. The City Manager's office promotes effective financial management by monitoring City performance against Council priorities and other applicable standards, ensuring that the City delivers high quality, sustainable services.

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

LEGAL SERVICES

The Legal Services Division provides legal services to Council and City departments. City solicitors act as court counsel in prosecuting and defending legal actions, providing legal advice and rendering legal opinions and drafting or reviewing of legal and legislative documentation required by the City.

The Division is responsible for By-law Enforcement & Licensing Services and for assisting in the drafting and enforcement of many City by-laws, regulations and business licences. It is also 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 provides management, information and co-ordination services in accordance with statutory, legislative and administrative requirements to City Council, the public and City Departments in a timely and effective manner.

CRIME REDUCTION STRATEGY

The Crime Reduction Strategy Division is responsible for implementing the recommendations of the Surrey Crime Reduction Strategy, a collaborative strategy that addresses crime and criminal behaviour by taking international best practices and standards and tailoring them to Surrey's specific needs.

SUSTAINABILITY OFFICE

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

Sustainability involves meeting the present generation's social-cultural, economic and the environmental needs without compromising the ability of future generations to meet theirs.

RCMP CIVILIAN STAFF

The RCMP Support Services Division is responsible for providing RCMP support services, including the Police Operations Call Centre, Records, Cells, Readers, Security Screening, Training, Inventory Control, Finance, Computer Services, Victim Services, Exhibits and Transport.

2010 ACCOMPLISHMENTS

ECONOMIC:


Central City Plaza

- Increased Business Licensing & By-law Section revenue by 20% year-to-date through vigorous business licensing enforcement inspections and levying new by-law prosecution fines;
- Successfully defended complex expropriation claims;
- Gave legal support to the staff and Board of the Surrey City Development Corporation;
- Rolled out digital outdoor advertising pilot program to gauge revenues and public acceptance;
- Managed contractual compliance for new transit shelter implementation;
- Successfully pursued and defended litigation;
- Drafted by-law amendments to implement new pay station parking initiative;
- Worked with Finance to develop new cash handling policy and other audit initiatives;
- Worked with the Province to create, enact and implement revised Municipal Ticket Information (MTI) forms;
- Drafted new Corporate Records By-law;
- Developed and implemented processes for electronic filing of Land Title Office documents;
- Published community group agendas;
- Electronically reduced associated expenditures by 75 %;
- Developed the first successful mass electronic records migration program in the world; and
- Retired high voltage machines and installed lighter, energy-efficient, low voltage printers; thereby cutting power requirements of our copiers/printers in the Print Shop.

Court Level	New	Existing	Awaiting Closing Docs	Concluded
Supreme Court of Canada	0	0	0	0
BC Court of Appeal	0	1	0	1
BC Supreme Court	14	74	0	15
BC Provincial Court	8	14	0	5
BC Oil & Gas Commission	0	0	0	0
BC Human Rights Tribunal	1	0	0	1
Expropriation BC Supreme Crt	2	5	0	0
Expropriation Inquiries	2	0	0	0

The chart shows the current litigation caseload.

ENVIRONMENTAL:

- Pursued claim for environmental contamination pertaining to salvage yard;
- Created carbon offset fund;
- Worked with Engineering to develop and implement a local area service to replace sewer infrastructure in Bridgeview/South Westminster and use grant monies received for a portion of the project;
- Worked with Parks on new Pesticide By-law;
- Represented the City's interests on flight path regulation through membership on the YVR Noise Committee;
- Implemented an electronic records management system;
- Used vegetable-based inks for the press and copiers in the Print Shop;
- Recycled print materials such as bindery and vegetable-based inks and reused extra or draft documents printed one sided as note pads for City employees;

Cycling in Surrey Parks

- Used new printing press to reduce use of consumable products associated with offset printing;
- Used recyclable aluminium printing plate maker on printing press, alleviating the need for plastic plates and caustic chemicals;
- Updated the corporate energy and emissions inventory;
- Completed and received Council endorsement of the Corporate Emissions Action Plan;
- Tested the provincial SMART, carbon inventory tool;
- Stewarded the development of sustainability indicators and targets for the City through a community-based task force;
- Worked with the Surrey Board of Trade to sponsor the first Climate Smart training program for Surrey-based businesses;
- Integrated sustainability into the City's major events, including the Celebration Site, Canada Day and the Fusion Festival (e.g., composting, partnering with Surrey Urban Mission);
- Worked with Engineering to hire a Community Energy Manager with BC Hydro co-funding;
- Successfully promoted Surrey as a BC Solar Community;
- Worked with Planning & Development on the Sustainable Development Checklist, Official Community Plan Update, greenhouse gas emission reduction targets, and solar hot water-ready opt-in regulations;
- Piloted pocket farmers markets at City Hall;

- Implemented a number of corporate sustainability achievements in cooperation with other departments, including online pay stubs, a sustainable printing guide, automatic printer duplexing, Lunch and Learns, and Ride Share week activities;
- Hosted the City's first Earth Hour event in March 2010;
- Improved the City's Green Building Resource Centre at City Hall and on the website;
- Refined and updated the sustainability portion of the City website;
- Worked with Parks on a pilot program to improve access to fresh produce and work with new immigrants by planting fruit trees in one of the City's community gardens; and
- Integrated sustainability elements into staff training (e.g., orientation for new hires).

SOCIO-CULTURAL:

- Supported the Surrey Homelessness and Housing Society through membership on the Society's Finance Committee and provision of legal advice to the society's board and staff;
- Helped to found the Municipal Prosecutors Network, Canada-wide group of legal professionals who prosecute by-law offences;
- Assisted Fire Services in updating processes and responding to requests for information, which have more than tripled in the last two years;
- Helped to close seven massage parlours within the City, the first successful such project ever launched within the City;
- Worked on team to design and build the new Surrey Animal Centre;
- Mentored high school student as part of outreach into broader community;
- Provided legal work for development and implementation of the new City website launched October 4, 2010;
- Provided legal work for the City's 2010 Olympic Site;

The chart shows the current by-law prosecution caseload.

TYPE	Current Reporting Period (6 months) (April 1 to Sept. 30, 2010)	Previous Reporting Period (3 months) (Jan. 1 to March 31, 2010)
New Files Prosecutions (27) Enforcement Actions (2) Parking Appeal (1)	30	11
Completed Files Prosecutions (50) Dog Destruction (1)	51	17
Pending Files – Conviction or Order Not Yet Obtained Prosecutions (15) Civil Enforcement Actions (18)	33	60
Pending Files – Awaiting Compliance with Court Order Prosecutions (4) Civil Enforcement Actions (8)	12	12
TOTAL FILES REPORTED Prosecutions (96) Civil Enforcement Actions (28) Parking Appeal (1) Dog Destruction (1)	126	100

- Worked with Surrey Provincial Court and the Office of the Chief Judge to transfer the hearing of by-law prosecution matters from Provincial Court Judges to Judicial Justices of the Peace;
- Assisted in resolving disputes related to completion and amelioration of public art works;
- Worked with team to address and minimize legal impacts of changes to road names;
- Drafted new Electronic Devices While Driving Policy to reflect changes to *Motor Vehicle Act;*
- Worked with Parks to update its participant forms and waivers;
- Worked with Parks to resolve sensitive public and customer service issues;
- Advised and supported Human Resources;
- Worked with Parks to update and improve its volunteer processes;
- Provided municipal government, Freedom of Information and Protection of Privacy training to 40 in-house managers as part of the City Manager 101 course;
- Assisted City Clerk in responding to FOI requests, which have more than doubled in the last two years;
- Successfully integrated a new highly-qualified junior lawyer into the legal team;
- Formed the parks patrol permanent unit, providing day to day coverage of the City parks;
- Computerized ticket managing program, providing the department up-to-date information and improving public service;
- Improved access to all public notification documents, agendas and meeting schedules on website;

Tom Binnie Park

- Added classified by-laws and cross-reference links to website;
- Conducted a review of public notification practices with the Planning Department;
- Facilitated a series of five meetings with community and business associations to discuss and build a protocol for community consultation practices;
- Initiated live video streaming of Council Meetings;
- Piloted the use of Closed Circuit Television (CCTV) in public safety settings;
- Expanded the METH WATCH program, leading to the development of the Community Response to Synthetic Drug Labs flyer;

- Implemented the Park Ambassador Pilot Project to address nuisance activity and perception of neighbourhood-level crime in park settings (in partnership with the Surrey RCMP and the Surrey Crime Prevention Society);
- Participated in consultation and dialogue regarding the expansion of the Surrey Pre-Trail Services Centre;
- Led stakeholder meetings to initiate dialogue on the subject of domestic abuse; these forums resulted in the formation of the Surrey Coalition Against Domestic Abuse (SCADA), which planned and delivered a one-day conference for Surrey based service providers;
- Formed the Newton Integrated Services Team (NIST) to create partner-oriented solutions to issues in the district of Newton;
- Developed the Summer Safe Campaign 2010 to address of community safety issues identified by the RCMP and the Surrey Fire Department;
- Promoted and developed Crime Prevention Week as an annual event held in November; and
- Partnered with the BC Crime Prevention Association and its sponsors (RCMP "E" Division, the Ministry of Public Safety and Solicitor General's office, Realty Watch) to plan and implement of the BCCPA Regional Crime Prevention Symposium in Surrey on November 5th and 6th, 2010.

FUTURE INITIATIVES

ECONOMIC:

- Increase business license & by-law section revenue;
- Pursue and defend monetary claims;
- Working with auditors to resolve audit issues;
- Help to develop and implement City-wide electronic content management system (InfoShare);
- Lead digital outdoor advertising revenue-generating pilot program and transit shelter contract implementation;
- Provide legal services to the City's Development Corporation;
- Organize and hold Climate Smart workshops with local Surrey businesses; and
- Educate the building community about sustainable practices.

Campbell Heights Business Centre

ENVIRONMENTAL:

- Use reduced-emission vehicles wherever possible;
- Embrace computer mobility technologies, emissions from the daily commute;
- Equip all vehicles with advanced technology by the end of 2015;
- Participate on the Sustainability Committee;
- Amend the Erosion and Sediment Control By-law;
- Amend the Tree Protection By-law;
- Implement Electronic Records Management;
- Migrate existing City records into electronic records management system;
- Build efficiencies into agenda management process;
- Implement the Corporate Emissions Action Plan;
- Update the 2010 corporate emissions inventory and integrate additional contractor data into that inventory;
- Pursue offset opportunities for the City beginning in 2012 (e.g., community-based projects);
- Complete a Community Energy and Emissions Plan;
- Implement such commitments as a BC "Solar Community" including outreach on solar hot water installation opportunities incentives;
- Implement a corporate composting program at City Hall;
- Research sustainable transportation options for City staff; prepare a baseline survey of commuting patterns and greenhouse gas emissions;
- Coordinate plans for a large Earth Day 2011 event in cooperation with the Parks, Recreation and Culture and Engineering Departments; and
- Integrate sustainability considerations into the OCP update and Sustainable Development Checklist.

SOCIO-CULTURAL:

- Participate in Bar Association meetings and provide legal education to broader community;
- Amend the Controlled Substance By-law to improve remediation provisions;
- Protect heritage properties prior to approval of heritage revitalization agreements and other heritage implements;
- Provide legal support to the Surrey Homelessness and Housing Society;
- Implement new Highway Traffic ticket adjudication process and the By-law Notice Adjudication process for minor by-law offences;

- Work with others to complete design and construction of new Surrey Animal Centre;
- Build efficiencies into election process;
- Create a social media strategy for the election 2011;
- Increase voter turnout for the 2011 Municipal Election;
- Develop a comprehensive Crime Reduction Strategy Office annual report;
- Partner with Planning and Parks, Recreation and Culture Departments for a two-year focus on youth objectives; hire on full-time employee to develop the youth-specific objectives of the Crime Reduction Strategy;
- Enhance social and mentoring programs for children and youth to expand participation in clubs that create positive recreational and mentorship;
- Work with the School District and the Community-Schools Partnership Committee to accelerate the implementation of community partnership with inner city schools;
- Work with the School District, the City, the RCMP, the Surrey Fire Department, the Fraser Health Authority and other community stakeholders to develop strategies to address needs for a school suspension program;
- Provide recommendations for the use of Closed Circuit Television (CCTV) in public settings within the City;
- Work in partnership with CUPE 402 and the RCMP on the development of the CITY WATCH program;
- Develop partnerships to promote and develop Crime Prevention Week in the City of Surrey;
- Advocate for the development of a Sobering Centre;
- Work with the Surrey RCMP, "E" Division and the City Planning department to develop and distribute a Crime Prevention Through Environmental Design (CPTED) video for provincial promotion;
- Explore development of a food security strategy for the City;

Skateboarding in Surrey

- Roll out the sustainability dashboard on the City website;
- Complete a charter implementation plan based on these targets; and
- Produce the first sustainability annual report on Charter progress.

PERFORMANCE MEASURES

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

Division	*Performance Measures*	*2010*	*B2011*	*B2012*	*B2013*	*B2014*	*B2015*
Legal	Prosecution Fine Revenue	$27,200	$27,700	$28,300	$28,800	$29,400	$30,000
Legislative Services	1. % of Print Shop Jobs completed within requested due date	95%	95%	95%	95%	95%	95%
	2. % of Council Minutes published on web by noon day after Council Meeting	100%	100%	100%	100%	100%	100%
Crime Reduction Strategy	1. % of Crime Reduction Strategy recommendations achieved	10%	20%	40%	60%	80%	100%
	2. % of Crime Reduction Strategy performance indicators reported annually	100%	100%	100%	100%	100%	100%
Sustainability Office	1. Successful execution of initiatives within the City's Sustainability Charter (26 total)	20%	35%	45%	60%	80%	100%
	2. % of sustainability performance indicators reported annually	100%	100%	100%	100%	100%	100%

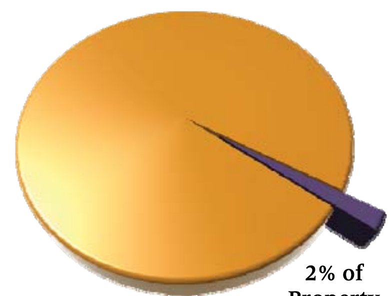
Division	Performance Measures	2010	B2011	B2012	B2013	B2014	B2015
RCMP Civilian Staff	1. % of police emergency calls answered within 40 seconds	99.6%	100%	100%	100%	100%	100%
	2. % of police non-emergency calls answered with 60 seconds	92.0%	100%	100%	100%	100%	100%

2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
CITY MANAGER
(in thousands)

PROGRAM SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Administration	$ 1,580	$ 1,400	$ 954	**$ 988**	$ 1,033	$ 1,098	$ 1,156	$ 1,229
By-law Services	(1,474)	(1,819)	(1,034)	**(1,327)**	(1,274)	(1,134)	(1,038)	(880)
Legal Services	1,482	1,655	1,440	**1,487**	1,552	1,648	1,733	1,843
Legislative Services	2,991	3,153	3,135	**3,314**	3,348	3,419	3,469	3,546
	$ 4,579	**$ 4,389**	**$ 4,495**	**$ 4,462**	**$ 4,659**	**$ 5,031**	**$ 5,320**	**$ 5,738**

ACCOUNT SUMMARY

	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (6,279)	$ (7,147)	$ (6,162)	**$ (6,719)**	$ (6,853)	$ (6,990)	$ (7,130)	$ (7,272)
Grants, Donations and Other	(3)	-	-	**-**	-	-	-	-
	(6,282)	(7,147)	(6,162)	**(6,719)**	(6,853)	(6,990)	(7,130)	(7,272)
Expenditures								
Salaries and Benefits	7,069	8,076	7,496	**8,168**	8,395	8,876	9,345	9,809
Operating Costs	3,354	3,243	2,859	**3,598**	3,006	3,040	3,700	3,108
Internal Services Used	790	612	427	**312**	323	339	359	372
Internal Services Recovered	(417)	(328)	(269)	**(341)**	(356)	(378)	(398)	(423)
External Recoveries	(1,000)	(1,018)	-	**-**	-	-	-	-
	9,796	10,585	10,513	**11,737**	11,368	11,877	13,006	12,866
Net Operations Total	3,514	3,438	4,351	**5,018**	4,515	4,887	5,876	5,594
Transfers								
Transfer From Own Sources	-	-	-	**(700)**	-	-	(700)	-
Transfer To Own Sources	1,065	951	144	**144**	144	144	144	144
	1,065	951	144	**(556)**	144	144	(556)	144
	$ 4,579	**$ 4,389**	**$ 4,495**	**$ 4,462**	**$ 4,659**	**$ 5,031**	**$ 5,320**	**$ 5,738**



2% of Property Taxes allocated to City Manager

(in thousands)

ADMINISTRATION	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (4)	$ (2)	$ (2)	**$ (2)**	$ (2)	$ (2)	$ (2)	$ (2)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(4)	(2)	(2)	**(2)**	(2)	(2)	(2)	(2)
Expenditures								
Salaries and Benefits	968	1,369	906	**962**	1,012	1,085	1,150	1,233
Operating Costs	254	220	177	**177**	180	183	186	189
Internal Services Used	20	3	-	**-**	-	-	-	-
Internal Services Recovered	(140)	(163)	(127)	**(149)**	(157)	(168)	(178)	(191)
External Recoveries	(6)	(27)	-	**-**	-	-	-	-
	1,096	1,402	956	**990**	1,035	1,100	1,158	1,231
Net Operations Total	**1,092**	**1,400**	**954**	**988**	**1,033**	**1,098**	**1,156**	**1,229**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	488	-	-	**-**	-	-	-	-
	488	-	-	**-**	-	-	-	-
	$ 1,580	**$ 1,400**	**$ 954**	**$ 988**	**$ 1,033**	**$ 1,098**	**$ 1,156**	**$ 1,229**

BY-LAW SERVICES	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (6,266)	$ (7,129)	$ (6,147)	**$ (6,704)**	$ (6,838)	$ (6,975)	$ (7,115)	$ (7,257)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(6,266)	(7,129)	(6,147)	**(6,704)**	(6,838)	(6,975)	(7,115)	(7,257)
Expenditures								
Salaries and Benefits	3,124	3,438	3,556	**3,877**	4,029	4,270	4,470	4,733
Operating Costs	1,623	1,519	1,144	**1,256**	1,276	1,296	1,316	1,336
Internal Services Used	735	573	413	**294**	309	325	341	358
Internal Services Recovered	(140)	(50)	-	**(50)**	(50)	(50)	(50)	(50)
External Recoveries	(984)	(977)	-	**-**	-	-	-	-
	4,358	4,503	5,113	**5,377**	5,564	5,841	6,077	6,377
Net Operations Total	**(1,908)**	**(2,626)**	**(1,034)**	**(1,327)**	**(1,274)**	**(1,134)**	**(1,038)**	**(880)**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	433	807	-	**-**	-	-	-	-
	433	807	-	**-**	-	-	-	-
	$ (1,474)	**$ (1,819)**	**$ (1,034)**	**$ (1,327)**	**$ (1,274)**	**$ (1,134)**	**$ (1,038)**	**$ (880)**

(in thousands)

LEGAL SERVICES	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,291	1,442	1,354	1,401	1,472	1,578	1,672	1,793
Operating Costs	236	267	218	218	219	220	221	222
Internal Services Used	10	14	10	10	10	10	10	10
Internal Services Recovered	(45)	(54)	(142)	(142)	(149)	(160)	(170)	(182)
External Recoveries	(10)	(14)	-	-	-	-	-	-
	1,482	1,655	1,440	1,487	1,552	1,648	1,733	1,843
Net Operations Total	**1,482**	**1,655**	**1,440**	**1,487**	**1,552**	**1,648**	**1,733**	**1,843**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 1,482	**$ 1,655**	**$ 1,440**	**$ 1,487**	**$ 1,552**	**$ 1,648**	**$ 1,733**	**$ 1,843**

LEGISLATIVE SERVICES	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (10)	$ (16)	$ (13)	$ (13)	$ (13)	$ (13)	$ (13)	$ (13)
Grants, Donations and Other	(3)	-	-	-	-	-	-	-
	(13)	(16)	(13)	(13)	(13)	(13)	(13)	(13)
Expenditures								
Salaries and Benefits	1,686	1,827	1,680	1,928	1,882	1,943	2,053	2,050
Operating Costs	1,241	1,238	1,320	1,947	1,331	1,341	1,977	1,361
Internal Services Used	25	21	4	8	4	4	8	4
Internal Services Recovered	(92)	(61)	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	2,860	3,025	3,004	3,883	3,217	3,288	4,038	3,415
Net Operations Total	**2,847**	**3,009**	**2,991**	**3,870**	**3,204**	**3,275**	**4,025**	**3,402**
Transfers								
Transfer From Own Sources	-	-	-	(700)	-	-	(700)	-
Transfer To Own Sources	144	144	144	144	144	144	144	144
	144	144	144	(556)	144	144	(556)	144
	$ 2,991	**$ 3,153**	**$ 3,135**	**$ 3,314**	**$ 3,348**	**$ 3,419**	**$ 3,469**	**$ 3,546**

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
CITY MANAGER
(in thousands)

2010 ADOPTED BUDGET			$ 4,495
REVENUES			
Sales and Services			
Business Licenses	....	(41)	
Fees for Service	....	(16)	
Fines and By-law Infractions	....	(200)	
Permits	....	(100)	
False Alarm Fees	....	(200)	(557)
Taxation and Other	....	-	-
Total Change in Revenues			(557)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Rate & Range Increase	....	410	
Overhead, OT, Sick Decrease	....	(26)	
Two New Bylaw Officiers	....	150	
2 New Records Clerks Legislative Services	....	124	
Crime Free Multi-Housing Coordinator (Trsf to RCMP)	....	(72)	
Election	....	70	672
Operating Costs			
Election	....	628	
Increase in Commissionaires contract	....	111	739
Internal Services Used			
Election	....	4	
Reduction in Cost Allocations	....	(207)	
Municipal Equipment Charges	....	88	(115)
Internal Services Recovered			
RCMP	....	(22)	
Bylaw Recoveries	....	(50)	(72)
External Recoveries	....	-	-
Transfer From Own Sources			
Election Transfer	....	(700)	(700)
Transfer To Own Sources	....	-	-
Total Change in Expenditures			524
2011 BUDGET			$ 4,462

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
CITY MANAGER
(in thousands)

2011 ADOPTED BUDGET		$ 4,462
REVENUES		
Sales and Service		
Increase in Bylaw Fines and Fees	$ (553)	(553)
EXPENDITURES		
Salaries/Wages & Benefits		
1 New By-law Officer	352	
Benefit and Step Adjustments	1,359	
Election	(70)	1,641
Operating Costs		
Increase Due to Inflation	136	
By-law Equipment & Vehicle Increase	64	
Election	(630)	(430)
Internal Services Recovered		
Salaries Recovered	(42)	
Legal Services Recovered	(40)	(82)
Transfer From Own Sources		
Election Transfer	700	700
2015 BUDGET		$ 5,738

This page left blank intentionally.

2011 – 2015 FINANCIAL PLAN
INVESTMENT & INTERGOVERNMENTAL RELATIONS
DEPARTMENTAL FUNCTIONS

General Manager
Shaun Greffard

Communications
Vacant

- City of Surrey Internet & Intranet
- Social Media
- Content Management
- E Government

Investment
Donna Jones

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

2011 – 2015 FINANCIAL PLAN
INVESTMENT & INTERGOVERNMENTAL RELATIONS
DEPARTMENAL OVERVIEW

MISSION STATEMENT

To create a viable and sustainable climate for current and future residents and local, BC, Canadian and international companies to successfully interact and conduct business with and within the City of Surrey.

KEY PROGRAMS & SERVICES

The Investment & Intergovernmental Relations Department ensures the City lives up to its motto, "The Future Lives Here". The department seeks to improve communication with all levels of government, promote Surrey as a great place to live and operate a business and to enhance on-line interactions between the City and its stakeholders. The department accomplishes these objectives through the activities of its three divisions.

INTERGOVERNMENTAL RELATIONS

The Intergovernmental Relations Division communicates the City's interests to all levels of governments and seeks to identify partnership opportunities with the public and private sectors. It facilitates sustainable economic expansion and diversification across industries with a focus on key industries. The division promotes the City known as a location for investment and economic development.

ECONOMIC DEVELOPMENT

The Economic Development Division is responsible for producing and implementing the City's economic development strategy. The division identifies and develops relationships with key stakeholder groups to facilitate investment, industry and business growth in Surrey. The Economic Development team maintains current information about businesses in Surrey, and collects and analyses local, regional and provincial economic data.

NEW MEDIA OFFICE

The New Media Office is responsible for the Surrey.ca website and for delivering the best on-line experience to individuals and businesses wishing to interact with the City of Surrey. The office solicits feedback from internal and external stakeholders on how to improve website capabilities, on-line services and the City's social media platform.

2010 ACCOMPLISHMENTS

ECONOMIC:

- Led the Metro Vancouver Commerce 2010 Investment Program, hosting 100 global business leaders during the Olympic Games; raised $60 million in complete or pending investment deals, and garnered media coverage from 19 outlets worth $360,000;
- Organized Mayor & Council Receptions at the Vancouver Art Gallery (BC-Canada Pavilion), Surrey's Olympic Celebration Site and a 2010 Host Team Kickoff event;
- As part of the Business Retention & Expansion Program, over 250 businesses were contacted to identify how the City can assist in removing barriers to growth; conducted 75 business visits and 15 follow-up visits;
- Organized and hosted the 2010 Surrey Regional Economic Summit featuring four prominent speakers: Rico Hizon, a broadcast journalist with BBC News; Steve Forbes of Forbes Magazine; Pam Woodall, the Economist's Asia Editor; and Dr. Kishore Mahbubani from the National University of Singapore; the event drew over 400 leaders from across the region;
- Organized and hosted "*Financing in Hard Times: How to get it – How to Keep it"* featuring a panel of financial experts that attracted over 100 regional business people and was followed by a meeting of the Mayor's Investment and Job Creation Committee;
- Oversaw creation of the City's *Future Lives Here* promotional video from concept to final production and distribution;
- Created first edition of *Business Matters*, an e-newsletter and print publication highlighting economic development and business initiatives in Surrey; *Business Matters* was distributed to 695 people;
- Developed eight *Sector Profiles* that describe and identify key assets in the clean energy, high technology, advanced manufacturing, FIRE (Finance, Insurance, & Real Estate), health, education, agriculture and arts & cultural sectors;

- Developed eight *Industrial Area/Business Park Overviews* that describe strategic commercial/industrial areas including South Westminster/Bridgeview, Campbell Heights, Port Kells, Newton, Cloverdale, Rosemary Heights, Highway 99 Corridor and Douglas;
- Developed an inventory of office and industrial land and space in Surrey;
- Oversaw editorial, production and reprint in "Urban Update", a promotional feature in BC Business magazine published July 2010;
- Coordinated production and delivery of 1,500 USB memory keys promoting Surrey at events including the 2010 Surrey Regional Economic Summit; the USB keys included current City documents such as Industrial Area Overviews, Sector Profiles and "The Future Lives Here" promotional video; and
- Coordinated the *Mayor's Clean Energy Advisory Network*, a 30-person group comprised of leaders from clean energy companies, government, utilities and industry associations. The Network provided input and evaluated the draft *Clean Energy Action Plan* which outlines how the City will attract clean energy companies, jobs and demonstration projects to Surrey.

Aerial View of Gateway Skytrain Station in City Centre

ENVIRONMENTAL:

- Coordinated the *Clean Energy Action Plan,* a document which provides strategic direction to attract clean energy companies to Surrey; the plan identifies a number of successful clean energy demonstration projects currently deployed by the City and proposes initiatives to be implemented in 2011;
- Collaborated with Climate Smart BC, the Surrey Board of Trade and Metro Vancouver to deliver a pilot *Surrey Climate Smart Training Program* which included 13 Surrey companies; participants reported GHG inventories and developed reduction strategies, both of which assist the City track progress in its community-wide effort to reduce carbon emissions; and

- Printed *Sector Profiles* and *Industrial/Business Park Overviews* on 100% post-consumer recycled paper, which prevented 515 kg of greenhouse gas; materials were printed to provide investors with information relating to the various sectors and business parks in Surrey, and distributed to investors including 100 commercial/industrial realtors from NAIOP.

SOCIO-CULTURAL:

- Organized the TownShift award event, an international competition soliciting architectural design ideas for Surrey's six communities; the competition was the largest undertaken by a Canadian municipality, garnering 138 design ideas submitted by entrants from 20 countries and receiving international media attention from outlets such as Global TV, The Vancouver Sun, Arch News (Dubai), World Journal (China), Concursos De Projeto (Brazil), Ensa Nantes (France), Professione Architetto (Italy), and Arch Mag (Russia);
- Liaised in over 50 meetings with the Surrey Board of Trade, the Cloverdale and South Surrey/White Rock Chambers of Commerce and the Cloverdale and Downtown Surrey BIAs to ensure strong ties among the local BIAs, the Board of Chambers and the City;

Students at Simon Fraser University's Surrey Campus

- Hosted international delegations from Ningbo, PRC; Taicang, PRC; Pingjen City, Taiwan; and Koto-ku, Japan to strengthen international ties;
- Petitioned Council to renew funding for Cloverdale BIA through 2014; the BIA continues to advocate on behalf of local member businesses and to work on beautification, economic development, special events, safety and crime prevention for the Cloverdale business area;
- Launched a new Surrey.ca website with over 7,000 pages of content, improving navigation and creating an improved citizen-centric experience;
- Improving search capabilities and contact forms enabling citizens to quickly access City information; and

- Formed a new team responsible for the continued maintenance, improvement and refresh of the Surrey.ca website and the City's social media platform.

FUTURE INITIATIVES

ECONOMIC

Scotiabank Tower

- Increase business traffic on the Surrey.ca site through the creation of social media platforms, improved data search capabilities and relevant information;
- Deliver Surrey competitive advantage/opportunity presentations to potential investors in key sectors including clean energy, high technology, health and manufacturing sectors;
- Increase business visits with the aim of improving the City's knowledge of the business community and reducing barriers to conducting business in Surrey;
- Develop video guides and walkthroughs of the City's processes to help citizens and customers work with the City more effectively;
- Lead the Metro Vancouver Commerce program;
- Seek provincial and federal social and infrastructure funding;
- Organize and host the annual Surrey Regional Economic Summit for 2011, providing a platform to discuss challenges in the current economy and emerging economic trends;
- Organize the Mayor's Business Mission to India, with the goal of forming alliances between local companies and Indian companies in targeted sectors; and

- Build a clean energy accelerator and technology shop in Surrey.

ENVIRONMENTAL:

- Reduce public visits to City Hall by using the Surrey.ca website; and web-based applications to interact with citizens and customers; and
- Use electronic forums, chat rooms and related technology to increase targeted on-line communication with the public.

Surrey Parks

SOCIO-CULTURAL:

- Implement a social media strategy increasing online and public knowledge of the City, its programs and services;
- Use on-line capabilities to solicit feedback from stakeholders about the City's programs and services; and
- Use on-line capabilities and tools to increase transparency in the decision-making process.

PERFORMANCE MEASURES

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

Division	*Performance Measures*	*2010*	*B2011*	*B2012*	*B2013*	*B2014*	*B2015*
Intergovernmental Relations	1. Quarterly/semi annually meetings with local MLAs and MPs.	N/A	24	30	40	50	60
	2. Quarterly meetings with applicable provincial government ministries.	N/A	16	20	25	30	32
Economic Development Division	1. Expansion of Clean Energy sector	6[1]	6	7	9	9	9
	2. Business visitation	75[2]	85	100	115	130	150
New Media Office	1. Increase the number of unique visitors to the City websites	Baseline	+25%	+35%	+45%	+50%	+55%
	2. Increase presence in social media sphere	Baseline	+20%	+30%	+40%	+45%	+50%

[1] The count includes clean energy companies that have a business license in Surrey.
[2] Count includes business visitations conducted during the period of January 2010 to October 2010.

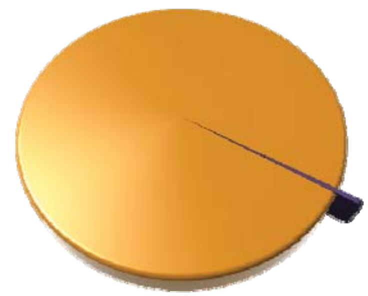
INVESTMENT & INTERGOVERNMENTAL RELATIONS

(in thousands)

PROGRAM SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Government Relations	$ 81	$ -	$ 250	**$ 250**	$ 260	$ 274	$ 287	$ 303
Investment	850	677	583	**607**	631	666	696	735
City Web Office	-	5	-	**300**	306	318	327	340
	$ 931	**$ 682**	**$ 833**	**$ 1,157**	**$ 1,197**	**$ 1,258**	**$ 1,310**	**$ 1,378**

ACCOUNT SUMMARY

	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (2)	$ (1)	$ (5)	**$ (5)**	$ (5)	$ (5)	$ (5)	$ (5)
Grants, Donations and Other	(25)	-	-	**-**	-	-	-	-
	(27)	(1)	(5)	**(5)**	(5)	(5)	(5)	(5)
Expenditures								
Salaries and Benefits	580	388	685	**959**	997	1,056	1,106	1,172
Operating Costs	451	624	153	**203**	205	207	209	211
Internal Services Used	13	25	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(3)	(354)	-	**-**	-	-	-	-
	1,041	683	838	**1,162**	1,202	1,263	1,315	1,383
Net Operations Total	1,014	682	833	**1,157**	1,197	1,258	1,310	1,378
Transfers								
Transfer From Own Sources	(108)	-	-	**-**	-	-	-	-
Transfer To Own Sources	25	-	-	**-**	-	-	-	-
	(83)	-	-	**-**	-	-	-	-
	$ 931	**$ 682**	**$ 833**	**$ 1,157**	**$ 1,197**	**$ 1,258**	**$ 1,310**	**$ 1,378**



1% of Property Taxes allocated to Investment and Intergovernmental Relations

(in thousands)

GOVERNMENT REALTIONS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	81	-	188	188	198	212	225	241
Operating Costs	-	-	62	62	62	62	62	62
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	81	-	250	250	260	274	287	303
Net Operations Total	**81**	**-**	**250**	**250**	**260**	**274**	**287**	**303**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 81	**$ -**	**$ 250**	**$ 250**	**$ 260**	**$ 274**	**$ 287**	**$ 303**

INVESTMENT	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (2)	$ (1)	$ (5)	$ (5)	$ (5)	$ (5)	$ (5)	$ (5)
Grants, Donations and Other	(25)	-	-	-	-	-	-	-
	(27)	(1)	(5)	(5)	(5)	(5)	(5)	(5)
Expenditures								
Salaries and Benefits	499	388	497	521	543	576	604	641
Operating Costs	451	619	91	91	93	95	97	99
Internal Services Used	13	25	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(3)	(354)	-	-	-	-	-	-
	960	678	588	612	636	671	701	740
Net Operations Total	**933**	**677**	**583**	**607**	**631**	**666**	**696**	**735**
Transfers								
Transfer From Own Sources	(108)	-	-	-	-	-	-	-
Transfer To Own Sources	25	-	-	-	-	-	-	-
	(83)	-	-	-	-	-	-	-
	$ 850	**$ 677**	**$ 583**	**$ 607**	**$ 631**	**$ 666**	**$ 696**	**$ 735**

(in thousands)

CITY WEB OFFICE	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	250	256	268	277	290
Operating Costs	-	5	-	50	50	50	50	50
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	-	5	-	300	306	318	327	340
Net Operations Total	-	5	-	300	306	318	327	340
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ -	**$ 5**	**$ -**	**$ 300**	**$ 306**	**$ 318**	**$ 327**	**$ 340**

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
INVESTMENT & INTERGOVERNMENTAL RELATIONS
(in thousands)

2010 ADOPTED BUDGET		$ 833
REVENUES		
Sales and Services	$ -	-
Taxation and Other	-	-
Total Change in Revenues		-
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Rate and Range Increases	27	
Overhead, OT, Sick decrease	(3)	
New Website Positions	250	274
Operating Costs		
Website Costs	50	50
Internal Services Used	-	-
Internal Services Recovered	-	-
External Recoveries	-	-
Transfer From Own Sources	-	-
Transfer To Own Sources	-	-
Total Change in Expenditures		324
2011 BUDGET		$ 1,157

2011 ADOPTED BUDGET		$ 1,157
REVENUES	$ -	-
EXPENDITURES		
Salaries/Wages & Benefits		
Benefit and Step Adjustments	213	213
Operating Costs		
Increase Due to Inflation	8	8
2015 BUDGET		$ 1,378

2011 – 2015 FINANCIAL PLAN
FINANCE & TECHNOLOGY
DEPARTMENTAL 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

To deliver expert financial, risk and technological, services and solutions.

KEY PROGRAMS & SERVICES

The Finance & Technology Department provides financial and information technologies (IT), advice, guidance, and services to City departments and citizens. The Department leads process improvements and sets and maintains financial and information technology practices, policies and standards. The department's five divisions include:

FINANCIAL SERVICES

Financial Services include long-term financial planning, annual budget development, asset management, investments, accounting, treasury and cash management as well as statutory financial reporting. Financial Services Division staff are responsible for presenting an annual five-year financial plan which establishes financial and programming priorities. Staff are also responsible keeping management and Council informed about the City's financial performance, to ensure the City is on track to meet its annual budget.

FINANCIAL PROCESSING

Financial Processing includes payroll, accounts payable, purchasing and taxation. This division is also responsible for co-ordinating the procurement of high-quality, cost-effective goods and services through competitive and fair processes and for maintaining optimum supply inventory levels. Financial Processing staff calculate, levy, and collect property taxes, water and sewer billing and other payments to the City.

INFORMATION TECHNOLOGY (IT)

Information Technology provides technology services, solutions and guidance to City Departments. This division also manages and protects the City's electronic data.

RISK MANAGEMENT

Risk Management is a service group to the other departments within the City, providing service and expertise in risk management, insurance, claims, litigation, and loss control.

INTERNAL AUDIT

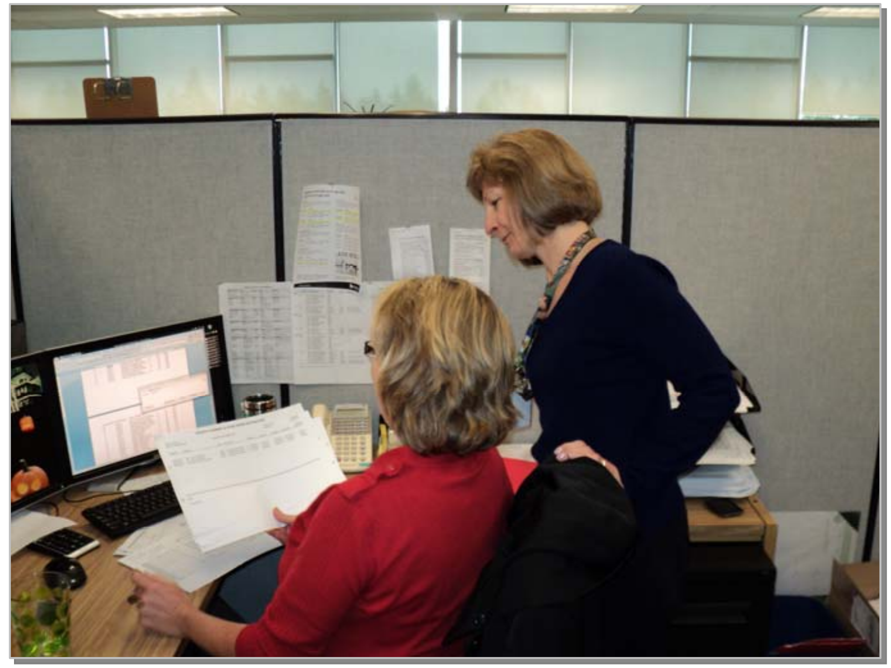
Internal Audit reviews business processes, policies and procedures for efficiency, control and compliance. The division also investigates internal and external breaches of control, conducts specialized projects, and develops the annual Corporate Audit Plan.

2010 ACCOMPLISHMENTS

ECONOMIC:

- Provided financial analysis of and advice on City initiatives;
- Ensured that all financial transactions met appropriate statutory requirements;
- Used effective and efficient financial processes and systems to safeguard the City's assets;
- Developed the Capital Asset Management Program (CAMPA) to record and maintain the City's Tangible Capital Assets in compliance with the Fixed Asset Reporting model prescribed by PSAB;
- Ensured that all relevant applications and technologies met the compliance requirements of the Payment Card Industry (PCI);
- Provided Internal Audit services to internal and external stakeholders;
- Began a corporate review of all significant revenue streams to assess control and provide recommendations for improvement;
- Revised the Purchasing By-law and re-established guidelines;

- Developed Corporate Cash Handling Procedures for the City;
- Received the Canadian Award for Financial Reporting for the 2009 Annual Report;
- Upgraded the Fire Department's dispatch system;
- Maintained and sustained existing IT assets through replacement and upgrade of aging applications and technologies;
- Began the implementation of an Enterprise Risk Management Program within Surrey;
- Presented a well-received paper to the Attorney General of BC on Tort Law reform;
- Set up all Paid-to-Date deductions for 10 pay periods;
- Set all pay stubs to a Mail Drop ID for sorting and distributing;
- Created 4 new employee leave plans that will allow manual entries, updates and will not create any system generated accruals; and
- Managed special projects.



Financial Services Staff

ENVIRONMENTAL:

- Improved E-Finance Services by:
    - Connecting vendors to e-payments;
    - Providing electronic access to paid invoices via Bloodhound software; and
    - Rolling out electronic content management system.
- Promoted double-sided printing;
- Set up paperless statements for all staff with system access so they no longer receive printed pay statements;
- Implemented paperless T4 process where employees can print their own T4 to save paper and processing time;
- Improved electronically tracking on plumbing permits and related workflow which enables delivery of building inspection results in the field using mobile devices and delivery of electronic printed results directly to the customer;

- Developed external and internal access on the City's website for customers to requests information using an on-line form;
- Saved month end reports electronically instead of printing;
- Promoted electronic Audit Report; and
- Used double-sided printing for all hard copy Audit Reports.

SOCIO-CULTURAL:

- Provided superior customer service and expert advice to internal and external customers;
- Launched a new Property Tax web module to enhance customer service;
- Assisted the Sustainability Office in developing external and internal access to information on the City's website and intranet;
- Provided assistance and financial advice to Surrey associations and non-profit organizations;
- Encouraged staff to take part in cultural events at City Hall;
- Facilitated staff professional development and training;
- Developed an Owner Controlled Insurance Program (OCIP) for new construction resulting in significant premium savings;
- Increased staff awareness of claims and litigation issues with the establishment of a Claims Discussion Group; and
- Redesigned and updated the City's website platform to provide visitors a dynamic and engaging website.

FUTURE INITIATIVES

ECONOMIC:

- Develop an analysis tool that measures "triple bottom line" accountability;
- Increase recovery of funds owed to the City from various sources;
- Ensure sufficient reserves for equipment replacement costs;
- Maintain sound purchasing practices;
- Maximize return on investment portfolio;
- Broaden operating revenue sources to provide for growth–related needs;
- Assist other departments in obtaining government grants;
- Limit tax increases;
- Promote auto debit for metered utility payments;

- Prepare and publish financial statements garnering an unqualified audit opinion; address all audit findings;
- Formalize an annual Corporate Annual Audit Plan;
- Provide internal audit services to internal and external stakeholders;
- Conduct special audits;
- Review all revenue streams to assess control and provide recommendations for improvement; and
- Educate staff about the internal audit function.

ENVIRONMENTAL:

- Reduce departmental energy consumption and waste;
- Encourage staff to make one sustainable process improvement each year;
- Implement a paperless claim system;
- Refrain from printing year-end working papers;
- Educate staff about environmental issues;
- Encourage staff to use less paper; and
- Encourage staff car-pool.

SOCIO-CULTURAL:

- Educate staff about finance, risk and technology;
- Improve accuracy and consistency of departmental information; streamline systems and eliminate manual forms;
- Foster the physical and emotional well-being of staff; and
- Facilitate staff professional development and training.

KEY PROGRAMS & SERVICES

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

Division	*Performance Measures*	*2010*	*B2011*	*B2012*	*B2013*	*B2014*	*B2015*
Financial Services	1. # of quarterly reports submitted to Council	3	3	3	3	3	3
Financial Processing	1. # of invoices processed	2,000	2,080	2,164	2,250	2,340	2,433
	2. % of staff receiving electronic pay stubs	50%	60%	70%	80%	90%	100%
	3. % of Homeowner Grants claimed online	43%	46%	49%	51%	53%	55%
Information Technology	1. % of IT support requests resolved at first point of contact	36%	50%	60%	70%	75%	75%
Risk Management	1. Average # of days non-litigated liability claim Open	169.8	164.7	159.8	155.0	150.3	145.3
Internal Audit	1. % of scheduled Audits completed as per Corporate Audit Plan	80%	80%	80%	80%	80%	80%
	2. % of completed Audit Reports that result in recommendations for change	80%	80%	80%	80%	80%	80%

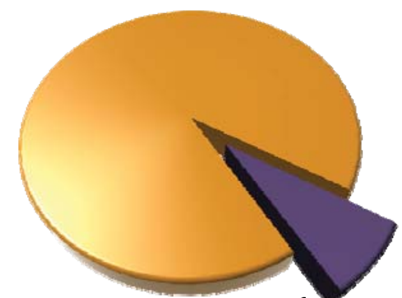
2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
FINANCE & TECHNOLOGY

(in thousands)

PROGRAM SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Leadership	$ 1,365	$ 4,392	$ 1,484	**$ 1,861**	$ 1,935	$ 2,047	$ 2,144	$ 2,269
Financial Processing	1,692	2,201	3,003	**2,763**	2,806	2,899	2,964	3,065
Financial Services	1,142	1,140	2,458	**2,591**	2,670	2,785	2,887	3,015
Information Technology	7,464	9,060	9,268	**9,256**	9,481	9,779	10,043	10,359
Risk Management	1,407	1,405	1,405	**1,405**	1,573	1,749	1,922	2,102
	$ 13,070	**$ 18,198**	**$ 17,618**	**$ 17,876**	**$ 18,465**	**$ 19,259**	**$ 19,960**	**$ 20,810**

ACCOUNT SUMMARY

	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (986)	$ (1,060)	$ (870)	**$ (936)**	$ (953)	$ (971)	$ (989)	$ (1,007)
Grants, Donations and Other	(169)	(77)	(111)	**(111)**	(111)	(111)	(111)	(111)
	(1,155)	(1,137)	(981)	**(1,047)**	(1,064)	(1,082)	(1,100)	(1,118)
Expenditures								
Salaries and Benefits	10,028	11,408	11,370	**12,612**	12,993	13,647	14,171	14,887
Operating Costs	5,204	9,771	8,267	**8,609**	8,874	9,139	9,404	9,669
Internal Services Used	157	232	2,245	**2,050**	2,050	2,050	2,050	2,050
Internal Services Recovered	(2,907)	(3,125)	(3,322)	**(4,238)**	(4,278)	(4,385)	(4,455)	(4,568)
External Recoveries	(576)	303	(26)	**(27)**	(27)	(27)	(27)	(27)
	11,906	18,589	18,534	**19,006**	19,612	20,424	21,143	22,011
Net Operations Total	**10,751**	**17,452**	**17,553**	**17,959**	**18,548**	**19,342**	**20,043**	**20,893**
Transfers								
Transfer From Own Sources	121	(1,414)	(576)	**(226)**	(226)	(226)	(226)	(226)
Transfer To Own Sources	2,198	2,160	641	**143**	143	143	143	143
	2,319	746	65	**(83)**	(83)	(83)	(83)	(83)
	$ 13,070	**$ 18,198**	**$ 17,618**	**$ 17,876**	**$ 18,465**	**$ 19,259**	**$ 19,960**	**$ 20,810**



8% of Property Taxes allocated to Finance & Technology

(in thousands)

LEADERSHIP	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	789	1,054	799	1,649	1,723	1,835	1,932	2,057
Operating Costs	135	116	187	212	212	212	212	212
Internal Services Used	-	7	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(57)	14	-	-	-	-	-	-
	867	1,191	986	1,861	1,935	2,047	2,144	2,269
Net Operations Total	**867**	**1,191**	**986**	**1,861**	**1,935**	**2,047**	**2,144**	**2,269**
Transfers								
Transfer From Own Sources	-	3,201	-	-	-	-	-	-
Transfer To Own Sources	498	-	498	-	-	-	-	-
	498	3,201	498	-	-	-	-	-
	$ 1,365	**$ 4,392**	**$ 1,484**	**$ 1,861**	**$ 1,935**	**$ 2,047**	**$ 2,144**	**$ 2,269**

FINANCIAL PROCESSING	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (943)	$ (972)	$ (837)	$ (870)	$ (887)	$ (905)	$ (923)	$ (941)
Grants, Donations and Other	(5)	(6)	(11)	(11)	(11)	(11)	(11)	(11)
	(948)	(978)	(848)	(881)	(898)	(916)	(934)	(952)
Expenditures								
Salaries and Benefits	2,789	2,998	3,017	2,869	2,923	3,036	3,117	3,238
Operating Costs	248	455	302	202	212	222	232	242
Internal Services Used	130	165	1,126	931	931	931	931	931
Internal Services Recovered	(407)	(366)	(403)	(358)	(362)	(374)	(382)	(394)
External Recoveries	-	-	-	-	-	-	-	-
	2,760	3,252	4,042	3,644	3,704	3,815	3,898	4,017
Net Operations Total	**1,812**	**2,274**	**3,194**	**2,763**	**2,806**	**2,899**	**2,964**	**3,065**
Transfers								
Transfer From Own Sources	(120)	(73)	(191)	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	(120)	(73)	(191)	-	-	-	-	-
	$ 1,692	**$ 2,201**	**$ 3,003**	**$ 2,763**	**$ 2,806**	**$ 2,899**	**$ 2,964**	**$ 3,065**

(in thousands)

FINANCIAL SERVICES	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (43)	$ (88)	$ (33)	**$ (66)**	$ (66)	$ (66)	$ (66)	$ (66)
Grants, Donations and Other	(1)	(1)	-	**-**	-	-	-	-
	(44)	(89)	(33)	**(66)**	(66)	(66)	(66)	(66)
Expenditures								
Salaries and Benefits	1,371	1,370	1,534	**1,703**	1,779	1,894	1,994	2,123
Operating Costs	111	134	383	**383**	388	393	398	403
Internal Services Used	1	1	1,009	**1,009**	1,009	1,009	1,009	1,009
Internal Services Recovered	(259)	(249)	(159)	**(161)**	(163)	(168)	(171)	(177)
External Recoveries	(38)	(27)	(26)	**(27)**	(27)	(27)	(27)	(27)
	1,186	1,229	2,741	**2,907**	2,986	3,101	3,203	3,331
Net Operations Total	**1,142**	**1,140**	**2,708**	**2,841**	**2,920**	**3,035**	**3,137**	**3,265**
Transfers								
Transfer From Own Sources	-	-	(250)	**(250)**	(250)	(250)	(250)	(250)
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	(250)	**(250)**	(250)	(250)	(250)	(250)
	$ 1,142	**$ 1,140**	**$ 2,458**	**$ 2,591**	**$ 2,670**	**$ 2,785**	**$ 2,887**	**$ 3,015**

INFORMATION TECHNOLOGY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	4,750	5,640	5,692	**6,046**	6,205	6,493	6,716	7,027
Operating Costs	2,263	3,129	3,468	**3,885**	3,985	4,085	4,185	4,285
Internal Services Used	9	38	-	**-**	-	-	-	-
Internal Services Recovered	(1,690)	(1,907)	(1,792)	**(2,734)**	(2,768)	(2,858)	(2,917)	(3,012)
External Recoveries	-	-	-	**-**	-	-	-	-
	5,332	6,900	7,368	**7,197**	7,422	7,720	7,984	8,300
Net Operations Total	**5,332**	**6,900**	**7,368**	**7,197**	**7,422**	**7,720**	**7,984**	**8,300**
Transfers								
Transfer From Own Sources	2,132	-	1,900	**2,059**	2,059	2,059	2,059	2,059
Transfer To Own Sources	-	2,160	-	**-**	-	-	-	-
	2,132	2,160	1,900	**2,059**	2,059	2,059	2,059	2,059
	$ 7,464	**$ 9,060**	**$ 9,268**	**$ 9,256**	**$ 9,481**	**$ 9,779**	**$ 10,043**	**$ 10,359**

(in thousands)

RISK MANAGEMENT	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	(163)	(70)	(100)	**(100)**	(100)	(100)	(100)	(100)
	(163)	(70)	(100)	**(100)**	(100)	(100)	(100)	(100)
Expenditures								
Salaries and Benefits	329	346	328	**345**	363	389	412	442
Operating Costs	2,447	5,937	3,927	**3,927**	4,077	4,227	4,377	4,527
Internal Services Used	17	21	110	**110**	110	110	110	110
Internal Services Recovered	(551)	(603)	(968)	**(985)**	(985)	(985)	(985)	(985)
External Recoveries	(481)	316	-	**-**	-	-	-	-
	1,761	6,017	3,397	**3,397**	3,565	3,741	3,914	4,094
Net Operations Total	**1,598**	**5,947**	**3,297**	**3,297**	**3,465**	**3,641**	**3,814**	**3,994**
Transfers								
Transfer From Own Sources	(1,891)	(4,542)	(2,035)	**(2,035)**	(2,035)	(2,035)	(2,035)	(2,035)
Transfer To Own Sources	1,700	-	143	**143**	143	143	143	143
	(191)	(4,542)	(1,892)	**(1,892)**	(1,892)	(1,892)	(1,892)	(1,892)
	$ 1,407	**$ 1,405**	**$ 1,405**	**$ 1,405**	**$ 1,573**	**$ 1,749**	**$ 1,922**	**$ 2,102**

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
FINANCE & TECHNOLOGY
(in thousands)

2010 ADOPTED BUDGET		$ 15,618
Adjusted Expenditures		2,000
2010 Adjusted Adopted Budget		$ 17,618
REVENUES		
Sales and Services		
Increase in Tax Inquiry Fees	$ (33)	
Fees for Service	(33)	(66)
Taxation and Other	-	-
Total Change in Revenues		(66)
EXPENDITURES		
Salaries		
Salary Rate & Range Increase	425	
Overhead, OT, Sick Reduction	(2)	
Reinstate Cost Savings Measures	473	
Remove Buyer 2 (Contract)	(69)	
New Internal Auditor (2 Positions)	190	
Part time Funding Adjustment	(22)	
New IT Positions	247	1,242
Operating Costs		
Reinstate Cost Savings Measures	(75)	
IT Admin - Professional Services	224	
Hardware & Software Maintenance	193	342
Internal Services Used		
Corporate Reallocation	(200)	
Works Yard Allocation	5	(195)
Internal Services Recovered		
Recovery from Capital	(637)	
Insurance	(11)	
Recovery Buyer 2	69	
Engineering	(330)	
Inflationary Increases	(7)	(916)
External Recoveries		
AR Recovery Fee	(1)	(1)
Transfer From Own Sources		
Replacement Reserve Transfer	242	
Salaries to Capital Projects	108	350
Transfer To Own Sources		
Reinstate Cost Savings Measures	(498)	(498)
Total Change in Expenditures		324
2011 BUDGET		$ 17,876

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
FINANCE & TECHNOLOGY
(in thousands)

2011 ADOPTED BUDGET			$ 17,876
REVENUES			
Sales and Service			
Tax Inquiry Fee	....	$ (71)	(71)
EXPENDITURES			
Salaries/Wages & Benefits			
Benefit & Step Adjustments	....	2,275	2,275
Operating Costs			
Internal Services Recovered	....	(330)	
Increase Insurance	....	600	
Increase Due to Inflation	....	460	730
2015 BUDGET			$ 20,810

This page left blank intentionally.

2011 – 2015 FINANCIAL PLAN
HUMAN RESOURCES
DEPARTMENTAL 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

2011 – 2015 FINANCIAL PLAN
HUMAN RESOURCES DEPARTMENTAL OVERVIEW

MISSION STATEMENT

To build an environment where every City of Surrey employees can reach his or her full potential.

KEY PROGRAMS & SERVICES

Human Resources (HR) provides to both internal and external clients, a broad range of services and programs, including labour and employee relations, compensation, recruitment and retention, performance management, employment services, compensations and benefits, occupational health and safety diversity, wellness, training and development and leadership of the Human Resources Information Systems (HRIS). The Department administers programs for all types of City staff (exempt, CUPE, firefighters, volunteers, volunteer firefighters and retirees) and supports open communication and respectful workplace relationships throughout the City. Human Resources staff also partner with other City departments to attract, retain and motivate a qualified and diverse workforce.

The department's four divisions include:

OCCUPATIONAL HEALTH & SAFETY (OHS)

Occupational Health & Safety strive to make the workplace safe and healthy for all employees. The division works with managers, staff, unions and community partners to prevent workplace accidents and illnesses, keep employees well and help employees return to work after an injury or illness occurs.

RECRUITMENT, TRAINING & ORGANIZATIONAL DEVELOPMENT

Recruitment, Training & Organizational Development's responsibilities include the recruiting and retaining staff; helping the City retain its top employer status; developing and delivering staff training; and leading changes that affect staff.

LABOUR RELATIONS & TOTAL REWARDS

Labour Relations & Total Compensation advises staff on collective bargaining, collective agreement interpretation and administration, workplace policies and practices, employee relations, job classification, compensation programs, and benefit and pension administration.

HUMAN RESOURCES INFORMATION SYSTEMS (HRIS)

Human Resource Information Systems leverages new and emerging HR technologies to streamline workflow, maximize the accuracy, reliability and validity of workforce data, and facilitate the collection of data and key metrics. HRIS also maintains an HR website.

Surrey Firefighters

2010 ACCOMPLISHMENTS

ECONOMIC:

- Introduced on-line training (City Values and WHMIS) to streamline the ‘onboarding’ process for future hires; and
- Tendered the provision of benefit-related services, which resulted in improved service and cost reduction.

ENVIRONMENTAL:

- Automated HR processes in order to reduce our carbon footprint (e.g., pay advices, to internal application process); and
- Delivered employee Lunch and Learn sessions on “bike to work”, wellness and green energy.

SOCIO-CULTURAL:

- Remained a Top Employer in BC for the sixth consecutive year;
- Reduced the number of workplace accidents/incidents by 10% compared to 2009;
- Added services to the Employee and Family Assistance Program;
- Introduced HR metrics (e.g., turnover, grievances, attendance rates, etc.) to help managers administer their business units;
- Presented total compensation statements to all staff to increase cost awareness;
- Planned the move to the new City Hall; and
- Re-launched the City Employee Interpretative Service Program and partnered with an external vendor to supplement City resources.

FUTURE INITIATIVES

ECONOMIC:

- Streamline HR services to reduce cost and improve accuracy.

ENVIRONMENTAL:

- Develop green commuting options for staff; and
- Automate business process to reduce paper.

Green Commuting Options in Surrey

SOCIO-CULTURAL:

- Update the department intranet site;
- Deliver lunch and learn sessions on stress management and sleeping well;
- Increase diversity awareness;
- Remain a top employer; and
- Reduce workplace accidents.

PERFORMANCE MEASURES

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

	Performance Measures	*2010*	*B2011*	*B2012*	*B2013*	*B2014*	*B2015*
Occupational Health & Safety	1. Incidence frequency rate of lost time claims per 100 person years	4.5	4.4	4.3	4.2	4.1	4.0
	2. # of diversity events held	8	10	10	10	10	10
Recruitment, Training & Organizational Development	1. Average # of days to fill a position vacancy	100	75	75	50	50	40
	2. # of probationary reports completed on time	80%	85%	90%	90%	90%	90%
Labour Relations & Total Rewards	1. % Increase in grievances	0	0	0	0	0	0
	2. # of staff with perfect attendance	400	450	500	500	500	500
Human Resources Information Systems	1. # of automated HR processes	4	5	6	6	6	6
	2. # of paper reducing initiatives	3	4	5	5	6	6

CITY OF SURREY
the future lives here.

2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
HUMAN RESOURCES
(in thousands)

PROGRAM SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Administration	$ 654	$ 549	$ 530	**$ 474**	$ 502	$ 541	$ 576	$ 619
Employment	1,184	1,184	1,060	**1,304**	1,357	1,435	1,504	1,592
Occupational Safety	303	368	430	**445**	465	494	520	553
Labour Relations/Compensation	311	504	619	**463**	482	510	535	566
Wellness & Diversity	40	60	25	40	40	40	40	40
	$ 2,492	**$ 2,665**	**$ 2,664**	**$ 2,726**	**$ 2,846**	**$ 3,020**	**$ 3,175**	**$ 3,370**

ACCOUNT SUMMARY

	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (5)	$ (7)	$ (5)	**$ (10)**	$ (10)	$ (10)	$ (10)	$ (10)
Grants, Donations and Other	(58)	-	-	**-**	-	-	-	-
	(63)	(7)	(5)	**(10)**	(10)	(10)	(10)	(10)
Expenditures								
Salaries and Benefits	2,091	2,133	2,239	**2,216**	2,331	2,500	2,650	2,840
Operating Costs	534	664	607	**520**	525	530	535	540
Internal Services Used	2	4	-	**-**	-	-	-	-
Internal Services Recovered	(15)	(66)	-	**-**	-	-	-	-
External Recoveries	(2)	(1)	-	**-**	-	-	-	-
	2,610	2,734	2,846	**2,736**	2,856	3,030	3,185	3,380
Net Operations Total	**2,547**	**2,727**	**2,841**	**2,726**	**2,846**	**3,020**	**3,175**	**3,370**
Transfers								
Transfer From Own Sources	(55)	(62)	(177)	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	(55)	(62)	(177)	**-**	-	-	-	-
	$ 2,492	**$ 2,665**	**$ 2,664**	**$ 2,726**	**$ 2,846**	**$ 3,020**	**$ 3,175**	**$ 3,370**

1% of Property Taxes allocated to Human Resources

(in thousands)

ADMINISTRATION	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	529	515	501	445	468	502	532	570
Operating Costs	125	93	29	29	34	39	44	49
Internal Services Used	2	3	-	-	-	-	-	-
Internal Services Recovered	(2)	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	654	611	530	474	502	541	576	619
Net Operations Total	**654**	**611**	**530**	**474**	**502**	**541**	**576**	**619**
Transfers								
Transfer From Own Sources	-	(62)	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	(62)	-	-	-	-	-	-
	$ 654	**$ 549**	**$ 530**	**$ 474**	**$ 502**	**$ 541**	**$ 576**	**$ 619**

EMPLOYMENT	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	941	909	856	1,020	1,073	1,151	1,220	1,308
Operating Costs	258	341	381	284	284	284	284	284
Internal Services Used	-	1	-	-	-	-	-	-
Internal Services Recovered	(13)	(66)	-	-	-	-	-	-
External Recoveries	(2)	(1)	-	-	-	-	-	-
	1,184	1,184	1,237	1,304	1,357	1,435	1,504	1,592
Net Operations Total	**1,184**	**1,184**	**1,237**	**1,304**	**1,357**	**1,435**	**1,504**	**1,592**
Transfers								
Transfer From Own Sources	-	-	(177)	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	(177)	-	-	-	-	-
	$ 1,184	**$ 1,184**	**$ 1,060**	**$ 1,304**	**$ 1,357**	**$ 1,435**	**$ 1,504**	**$ 1,592**

(in thousands)

OCCUPATIONAL SAFETY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	248	300	373	388	408	437	463	496
Operating Costs	55	68	57	57	57	57	57	57
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	303	368	430	445	465	494	520	553
Net Operations Total	**303**	**368**	**430**	**445**	**465**	**494**	**520**	**553**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 303	**$ 368**	**$ 430**	**$ 445**	**$ 465**	**$ 494**	**$ 520**	**$ 553**

LABOUR RELATIONS & COMPENSATION	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	325	402	509	363	382	410	435	466
Operating Costs	41	102	110	100	100	100	100	100
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	366	504	619	463	482	510	535	566
Net Operations Total	**366**	**504**	**619**	**463**	**482**	**510**	**535**	**566**
Transfers								
Transfer From Own Sources	(55)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	(55)	-	-	-	-	-	-	-
	$ 311	**$ 504**	**$ 619**	**$ 463**	**$ 482**	**$ 510**	**$ 535**	**$ 566**

(in thousands)

WELLNESS & DIVERSITY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (5)	$ (7)	$ (5)	$ (10)	$ (10)	$ (10)	$ (10)	$ (10)
Grants, Donations and Other	(58)	-	-	-	-	-	-	-
	(63)	(7)	(5)	(10)	(10)	(10)	(10)	(10)
Expenditures								
Salaries and Benefits	48	7	-	-	-	-	-	-
Operating Costs	55	60	30	50	50	50	50	50
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	103	67	30	50	50	50	50	50
Net Operations Total	**40**	**60**	**25**	**40**	**40**	**40**	**40**	**40**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 40	**$ 60**	**$ 25**	**$ 40**	**$ 40**	**$ 40**	**$ 40**	**$ 40**

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
HUMAN RESOURCES
(in thousands)

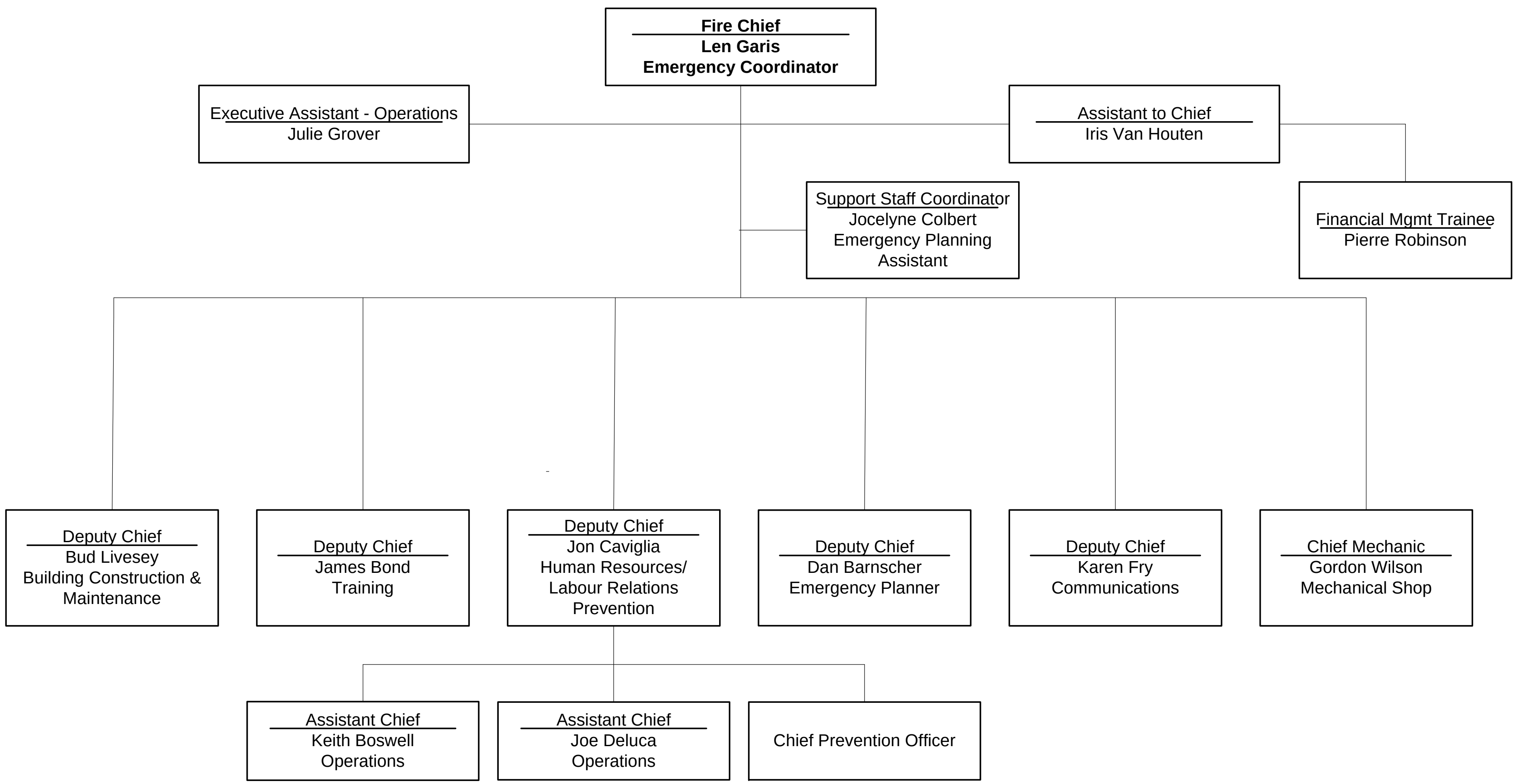
2010 ADOPTED BUDGET		$ 2,664
REVENUES		
Wellness	$ (5)	(5)
Taxation and Other	-	-
Labour Relations/Compensation		(5)
EXPENDITURES		
Salaries		
Salary Rate and Range Increase	64	
Overhead, OT, Sick Reduction	(35)	
Reductions in part-time	(75)	
Reclass Positions	(52)	
New Position	75	(23)
Operating Costs		
Sundry Services Wellness	5	
Training & Education	(30)	
Recruiting	(10)	
Services- Consulting/Professional	(12)	
Supplies & Materials	(30)	
Consulting/Prof - Legal	(10)	(87)
Internal Services Used	-	-
Internal Services Recovered	-	-
External Recoveries	-	-
Transfer From Own Sources		
One-time Benefit Savings	177	177
Transfer To Own Sources	-	-
Total Change in Expenditures		67
2011 BUDGET		$ 2,726

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
HUMAN RESOURCES
(in thousands)

2011 ADOPTED BUDGET			$ 2,726
REVENUES			
Sales and Service	....	$ -	-
EXPENDITURES			
Salaries/Wages & Benefits			
Benefit and Step Adjustments	....	624	624
Operating Costs			
Reductions in Operating Costs	....	20	20
Internal Services Recovered			
Transfer From Own Sources	....	-	-
2015 BUDGET			$ 3,370

This page left blank intentionally.

2011 – 2015 FINANCIAL PLAN
FIRE
DEPARTMENTAL FUNCTIONS



MISSION STATEMENT

To protect life, property and the environment by responding to emergencies, ensuring regulatory compliance and developing community education.

KEY PROGRAMS & SERVICES

The Fire Service helps to make our City a safe place to live.

The department's six divisions include:

OPERATIONS

Operations is our largest division and is responsible for emergency medical services, fire suppression, hazardous materials response and rescue activities. The division delivers classroom and hands-on training, including initial volunteer firefighter training, ongoing career and volunteer firefighter skills, maintenance training, and contracted training programs for other Fire Services and private industry.

Surrey Firefighters

PREVENTION

Prevention reduces loss of life, property and environmental damage due to fire or hazardous materials. The division is comprised of four functions: Prevention, Enforcement, Investigations and Public Information. Fire Prevention Officers perform company inspection's, routine fire safety inspections, re-inspections, reviews of new plans for buildings, renovations, site plans and fire safety, occupancy approval, business license, and fire investigations. They also help to educate the public about fire safety.

COMMUNICATION

Communication provides dispatch and after-hours public works emergency calls to 12 municipalities in the Metro Vancouver region, three departments in the Squamish-Lillooet Regional District and 13 departments, and five municipalities in the Columbia Shuswap District.

Surrey Firefighters Training Exercise

MECHANICS

Mechanics maintains, repairs and inspects the department's vehicles and equipment.

SURREY EMERGENCY PROGRAM

Surrey's Emergency Program includes:

- Neighbourhood Emergency Preparedness Program (NEPP);
- Surrey Emergency Program Amateur Radio (SEPAR);
- Surrey Search and Rescue (SAR); and
- Emergency Social Services (ESS), Level One: Personal Disaster Assistance.

Through these programs, City staff and the large network of volunteers provide valuable community emergency services.

2010 ACCOMPLISHMENTS

ECONOMIC:

- Increased revenue from Dispatch service contracts by expanding service to the Columbia Shuswap, Salmon Arm and Sicamous regional districts, and the municipality of Golden;
- Maintained staffing, mechanical, and technological systems, resulting in cost-effective deployment of resources;
- Developed long-range capital replacement plans for essential equipment (e.g., self-contained breathing apparatus (SCBA) equipment – packs and bottles);
- Developed protocols for in-house inspection, maintenance and yearly certification of PPE resulting in decreased economic compliance costs;
- With the British Columbia Ambulance Service (BCAS), developed practice for triaging medical services at motor-vehicle accident (MVA) scenes resulting in more effective, cost efficient service to the public;
- Completed Central Training Facility and expanded fire service training.

ENVIRONMENTAL:

- Deployed a second, newly-designed Pump / Rescue truck to better manoeuvre through new high-density neighbourhoods and a smaller displacement high-output engine to improve fuel savings and reduce our carbon footprint;
- Prepared emergency Genset fuel tanks to accept biodiesel at all Halls and repeater stations;
- Converted all diesel operated trucks to run on biodiesel;
- Adopted paperless pay process for SFS department staff;
- Adopted dual-sided printing for most departmental paper documents; and
- Completed Hall 14 building, incorporating many sustainable features including energy-efficient radiant heat in the apparatus bays and roof-mounted solar panels capable of supplying all hot water needs.

Surrey Fire Service Strategic Planning

SOCIO-CULTURAL:

- In partnership with the University of the Fraser Valley (UFV), delivered a symposium on high-rise firefighting best practices to approximately 200 BC Fire Service members - from collaboration will result in safer firefighting and it's (proceeds were endowed to UFV for fire-related research projects);
- Presented Home Safe Maintenance program to residents;
- Distributed approximately 8,200 Home Fire Prevention packages;
- As part of the City's Newton Integrated Services Team (NIST), distributed information on cooking fires, safety, and break and entry security measures to 2195 Newton residents;
- Developed and implemented the 2010 Olympics Security and Emergency Plan;
- Held a Fire Prevention Week with information on preventing and responding to fires, maintaining smoke alarms and developing home escape plans;
- Implemented the City branding initiative;
- Expanded the Surrey Fire Setter Intervention Program;
- Trained firefighters on Human Trafficking awareness;
- Installed 105 smoke alarms;
- Administered the Methwatch Program;
- Participated in local job fairs with the aim of diversifying the labour force; and
- Introduced annual training standards for auto extrication, technical rescue and hazmat.

FUTURE INITIATIVES

ECONOMIC:

- Broaden operating revenue sources to fund growth;
- Utilize evidence-based decision-making for strategic planning and fire and emergency activity;
- Research real-time tracking of response units to enable dispatch by GPS dispatch by closest unit;
- Purchase and delivery of three quick response and two engine units; and
- Earn alternate revenue from the Central Training Facility and accompanying 'Burn Building'.

ENVIRONMENTAL:

- Improve firefighter rehabilitation programs; and
- Expand the Electrical Fire Safety Initiative.

SOCIO-CULTURAL:

- Develop succession plans for key roles;
- Implement career path modeling;
- Expand the Home Safe Program;
- Apply with John Jay College for joint funding of research and development of best practices for suppression and prevention; and
- Develop a risk-assessment model for non-residential building inspections in order to serve a rapidly increasing population.

Surrey Fire Service Fire Engine

PERFORMANCE MEASURES

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

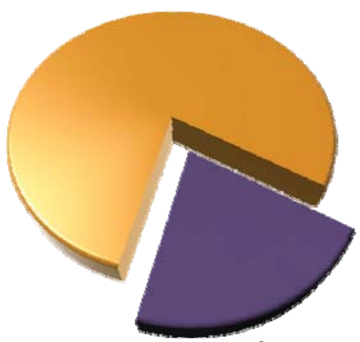
Division	Performance Measures		2010	B2011	B2012	B2013	B2014	B2015
Prevention	Meet Council's policy of properties inspected		100%	100%	100%	100%	100%	100%
	Meet goal of Homesafe Distribution Campaign[1]	Campaigns	3	3	3	3	3	3
		Pamphlets	8,200	8,200	8,200	8,200	8,200	8,200
Emergency Preparedness	# of exercises conducted with Emergency Operation Control Group		2	2	3	3	3	3
	Increase the number of public contact to Surrey Neighbourhood Emergency Preparedness Program (NEPP).		3,047	3,100	3,150	3,200	3,250	3,300
Operations	Overall calls for service		25,574	25,500	25,500	25,500	25,500	25,500
	Response times: First Due in unit will arrive in 7 minutes or less to 90% of incidents		90%	90%	90%	90%	90%	90%
	Arrival of Initial Attack Force to structure fires will be 12 minutes or less 90% of the time	Commercial	92%	90%	90%	90%	90%	90%
		Residential	92%	90%	90%	90%	90%	90%

[1] Current target is 3 per year

2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
FIRE
(in thousands)

PROGRAM SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Administration	$ 1,624	$ 1,753	$ 1,591	**$ 1,823**	$ 1,902	$ 2,017	$ 2,119	$ 2,249
Emergency Planning	66	76	82	**82**	82	82	82	82
Fire Operations	39,467	40,025	39,852	**40,427**	41,486	42,052	43,134	44,221
Mechanics	738	785	760	**777**	797	817	837	857
Prevention	1,148	1,081	1,180	**1,037**	1,050	1,067	1,082	1,099
Radio & Communications	2,099	2,250	2,418	**2,381**	2,394	2,410	2,423	2,438
Training	826	732	828	**830**	850	876	899	926
	$ 45,968	**$ 46,702**	**$ 46,711**	**$ 47,357**	**$ 48,561**	**$ 49,321**	**$ 50,576**	**$ 51,872**

ACCOUNT SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (1,336)	$ (1,431)	$ (1,332)	**$ (1,392)**	$ (1,420)	$ (1,448)	$ (1,477)	$ (1,506)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(1,336)	(1,431)	(1,332)	**(1,392)**	(1,420)	(1,448)	(1,477)	(1,506)
Expenditures								
Salaries and Benefits	41,766	43,177	42,952	**43,526**	44,419	45,061	46,203	47,381
Operating Costs	3,551	3,549	3,716	**3,806**	3,941	4,076	4,211	4,346
Internal Services Used	322	355	337	**347**	351	362	369	381
Internal Services Recovered	(132)	(136)	(133)	**(138)**	(138)	(138)	(138)	(138)
External Recoveries	(287)	(172)	(206)	**(169)**	(169)	(169)	(169)	(169)
	45,220	46,773	46,666	**47,372**	48,404	49,192	50,476	51,801
Net Operations Total	43,884	45,342	45,334	**45,980**	46,984	47,744	48,999	50,295
Transfers								
Transfer From Own Sources	(12)	-	-	**-**	-	-	-	-
Transfer To Own Sources	2,096	1,360	1,377	**1,377**	1,577	1,577	1,577	1,577
	2,084	1,360	1,377	**1,377**	1,577	1,577	1,577	1,577
	$ 45,968	**$ 46,702**	**$ 46,711**	**$ 47,357**	**$ 48,561**	**$ 49,321**	**$ 50,576**	**$ 51,872**



17% of Property Taxes allocated to Fire

(in thousands)

ADMINISTRATION	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (2)	$ (4)	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(2)	(4)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,468	1,614	1,477	1,689	1,768	1,883	1,985	2,115
Operating Costs	173	142	114	134	134	134	134	134
Internal Services Used	-	1	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(15)	-	-	-	-	-	-	-
	1,626	1,757	1,591	1,823	1,902	2,017	2,119	2,249
Net Operations Total	**1,624**	**1,753**	**1,591**	**1,823**	**1,902**	**2,017**	**2,119**	**2,249**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 1,624	**$ 1,753**	**$ 1,591**	**$ 1,823**	**$ 1,902**	**$ 2,017**	**$ 2,119**	**$ 2,249**

EMERGENCY PLANNING	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	33	33	36	36	36	36	36	36
Operating Costs	53	51	54	54	54	54	54	54
Internal Services Used	1	-	-	-	-	-	-	-
Internal Services Recovered	(5)	(3)	(6)	(6)	(6)	(6)	(6)	(6)
External Recoveries	(16)	(5)	(2)	(2)	(2)	(2)	(2)	(2)
	66	76	82	82	82	82	82	82
Net Operations Total	**66**	**76**	**82**	**82**	**82**	**82**	**82**	**82**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 66	**$ 76**	**$ 82**	**$ 82**	**$ 82**	**$ 82**	**$ 82**	**$ 82**

(in thousands)

FIRE OPERATIONS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	35,526	36,731	36,501	37,048	37,828	38,308	39,308	40,308
Operating Costs	1,702	1,735	1,805	1,775	1,850	1,925	2,000	2,075
Internal Services Used	318	350	337	347	351	362	369	381
Internal Services Recovered	-	(6)	-	-	-	-	-	-
External Recoveries	(163)	(145)	(168)	(120)	(120)	(120)	(120)	(120)
	37,383	38,665	38,475	39,050	39,909	40,475	41,557	42,644
Net Operations Total	**37,383**	**38,665**	**38,475**	**39,050**	**39,909**	**40,475**	**41,557**	**42,644**
Transfers								
Transfer From Own Sources	(12)	-	-	-	-	-	-	-
Transfer To Own Sources	2,096	1,360	1,377	1,377	1,577	1,577	1,577	1,577
	2,084	1,360	1,377	1,377	1,577	1,577	1,577	1,577
	$ 39,467	**$ 40,025**	**$ 39,852**	**$ 40,427**	**$ 41,486**	**$ 42,052**	**$ 43,134**	**$ 44,221**

MECHANICS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	452	459	453	455	455	455	455	455
Operating Costs	300	325	308	323	343	363	383	403
Internal Services Used	-	1	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(14)	-	(1)	(1)	(1)	(1)	(1)	(1)
	738	785	760	777	797	817	837	857
Net Operations Total	**738**	**785**	**760**	**777**	**797**	**817**	**837**	**857**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 738	**$ 785**	**$ 760**	**$ 777**	**$ 797**	**$ 817**	**$ 837**	**$ 857**

(in thousands)

PREVENTION	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (163)	$ (174)	$ (101)	**$ (104)**	$ (106)	$ (108)	$ (110)	$ (112)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(163)	(174)	(101)	**(104)**	(106)	(108)	(110)	(112)
Expenditures								
Salaries and Benefits	1,233	1,214	1,221	**1,076**	1,086	1,100	1,112	1,126
Operating Costs	91	59	80	**89**	94	99	104	109
Internal Services Used	1	-	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(14)	(18)	(20)	**(24)**	(24)	(24)	(24)	(24)
	1,311	1,255	1,281	**1,141**	1,156	1,175	1,192	1,211
Net Operations Total	**1,148**	**1,081**	**1,180**	**1,037**	**1,050**	**1,067**	**1,082**	**1,099**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 1,148	**$ 1,081**	**$ 1,180**	**$ 1,037**	**$ 1,050**	**$ 1,067**	**$ 1,082**	**$ 1,099**

RADIO & COMMUNICATIONS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (1,171)	$ (1,253)	$ (1,231)	**$ (1,288)**	$ (1,314)	$ (1,340)	$ (1,367)	$ (1,394)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(1,171)	(1,253)	(1,231)	**(1,288)**	(1,314)	(1,340)	(1,367)	(1,394)
Expenditures								
Salaries and Benefits	2,272	2,456	2,512	**2,465**	2,474	2,486	2,496	2,508
Operating Costs	1,144	1,174	1,264	**1,336**	1,366	1,396	1,426	1,456
Internal Services Used	1	-	-	**-**	-	-	-	-
Internal Services Recovered	(127)	(127)	(127)	**(132)**	(132)	(132)	(132)	(132)
External Recoveries	(20)	-	-	**-**	-	-	-	-
	3,270	3,503	3,649	**3,669**	3,708	3,750	3,790	3,832
Net Operations Total	**2,099**	**2,250**	**2,418**	**2,381**	**2,394**	**2,410**	**2,423**	**2,438**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 2,099	**$ 2,250**	**$ 2,418**	**$ 2,381**	**$ 2,394**	**$ 2,410**	**$ 2,423**	**$ 2,438**

(in thousands)

TRAINING	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	782	670	752	757	772	793	811	833
Operating Costs	88	63	91	95	100	105	110	115
Internal Services Used	1	3	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(45)	(4)	(15)	(22)	(22)	(22)	(22)	(22)
	826	732	828	830	850	876	899	926
Net Operations Total	**826**	**732**	**828**	**830**	**850**	**876**	**899**	**926**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 826	**$ 732**	**$ 828**	**$ 830**	**$ 850**	**$ 876**	**$ 899**	**$ 926**

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
FIRE
(in thousands)

2010 ADOPTED BUDGET		$ 46,711
REVENUES		
Sales and Services		
Fee Increases	$ (60)	(60)
Taxation and Other	-	-
Total Change in Revenues		(60)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Rate & Range Increase	188	
Sick, Overhead, OT Reduction	(182)	
8 New Firefighters	460	
New Analyst Position	105	
Part Time Adjustment	(43)	
Overtime	32	
Increase Volunteer Staffing	14	574
Operating Costs		
Medical Services	4	
Systems Maintenance	48	
Mobile Hardware Costs	9	
Fleet Repairs & Maintenance	15	
New Community Training Office Maintenance costs	15	90
Internal Services Used		
Increase in FM costs	10	10
Internal Services Recovered		
Engineering Dispatch Services	(5)	(5)
External Recoveries		
CRD Hazmat Agreement & Prevention	37	37
Total Change in Expenditures		706
2011 BUDGET		$ 47,357

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
FIRE
(in thousands)

2011 ADOPTED BUDGET			$ 47,357
REVENUES			
Sales and Service			
Radio & Communications		$ (106)	
Prevention		(8)	(114)
EXPENDITURES			
Salaries/Wages & Benefits			
Benefit and Step Adjustments		$ 2,895	
8 New Firefighters		960	3,855
Operating Costs			
Operations Inflation Increases		540	
Operations Internal Services		34	574
Transfers from Own Sources			
Reinstate Equipment Replacement Contribution		200	200
Total Change in Expenditures			4,515
2015 BUDGET			$ 51,872

2011 – 2015 FINANCIAL PLAN
RCMP
DEPARTMENTAL FUNCTIONS

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

Lower Mainland District Officer
Assistant Commissioner Peter German

OIC Surrey Detachment
Assistant Commissioner 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

2011 – 2015 FINANCIAL PLAN
RCMP DEPARTMENTAL OVERVIEW

MISSION STATEMENT

The Royal Canadian Mounted Police (RCMP) is committed to preserving the peace, upholding the law and providing quality service in partnership with the communities we serve.

To provide a sensitive, responsive, professional policing service working in, cooperation with the community, to the City of Surrey, a secure and liveable place.

KEY PROGRAMS & SERVICES

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

OPERATIONS

Operations consists primarily of uniformed general duty and traffic enforcement members, as well as a number of specialized support units including Professional Standards; School Liaison and Youth at Risk programs; Neighbourhood Liaison, Community Safety Officers, and Foot Patrol; Car 67; Media Relations; Emergency Planning and Integrated Support Services.

INVESTIGATIVE SERVICES

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

ADMINISTRATIVE SERVICES

Administrative Services includes training and development, PRIME services, member (staffing/HR) services, security screening, and inventory control.

MUNICIPAL SUPPORT SERVICES

Municipal Support Services includes operational communications (emergency 911 and non-emergency call taking and dispatch), records management, court liaison, finance, information technology, facilities management, cellblock and community services and programs (e.g., victim services, youth intervention, restorative justice, crime prevention).

Surrey RCMP Main Detachment

2010 ACCOMPLISHMENTS

ECONOMIC:

- Safeguarded the City's assets through effective and efficient financial processes and systems;
- Ensured that all financial transactions met appropriate statutory requirements;
- Implemented a new contract agreement with the City of White Rock for the provision of Operational Communication Centre (OCC) services and initiated discussions with Maple Ridge to provide similar services; and
- Donated proceeds from recycling of empty pop cans and bottles to a local charity.

ENVIRONMENTAL:

- Opened new Annex built consistent with silver-level LEED standards;
- Used plastic totes rather than disposable cardboard boxes to move over 200 workstations to the new Annex;
- Piloted use of a hybrid police vehicle;
- Promoted double-sided printing;
- Launched new Intranet site to centralize content and help reduce paper consumption; and
- Increased number of 'sorted' blue bins and recycling receptacles across detachment to increase recycling.

SOCIO-CULTURAL:

- Contributed resources, analysis, and advice to City initiatives, particularly those associated with Public Safety and the Crime Reduction Strategy;
- Contributed resources to Surrey 2010 Olympic activities, including the Torch Run and Holland Park events;
- Helped to plan and deliver a conference on domestic violence ("Making a Positive Change: Understanding and Effectively Addressing Domestic Abuse") for Surrey-based group;
- Delivered a one-day Surrey RCMP Junior Police Academy camp in each of our five police districts; more than 350 kids participated in drills, learned about crime scene forensics and worked with Surrey RCMP members on police-style physical training; and
- Launched the Safer Summer campaign in partnership with Surrey Fire Services, the City of Surrey, and the Surrey Crime Prevention Society to promote home safety and security in Newton.

Surrey RCMP Youth Academy

FUTURE INITIATIVES

ECONOMIC:

- Work with Finance & Technology to maintain accurate financial records;
- Work with Human Resources to attract, hire and keep good staff;
- Replace and upgrade applications, computers, networks, servers and telephone infrastructures;
- Generate new revenue streams, e.g., specialized support service provision to other agencies/municipalities; and
- Streamline service delivery and minimize duplication.

ENVIRONMENTAL:

- Encourage staff to reduce departmental energy consumption and waste;
- Develop and implement paperless record management systems;
- Adopt "green" infrastructure and operating practices;
- Encourage staff to use alternative modes of transportation and distance technologies for meetings and conferences; and
- Obtain materials and supplies from businesses with good environmental track records.

SOCIO-CULTURAL:

- Reduce the incidence and impact of violent crime in the community by:
    - Reducing gun crime and gang-related violence through enhanced enforcement, prevention and education;
    - Reducing street and non-institutional robberies; and
    - Reducing domestic violence and repeat victimization;
- Reduce the incidence and impact of property crime in the community by:
    - Enhancing interdiction efforts focused on break-and-enters, auto theft and identity theft;
    - Enhancing targeting of habitual offenders to interrupt the crime cycle;
    - Enhancing the production, integration, and dissemination of intelligence and crime analysis into day to day policing operations; and
    - Improving public awareness of property crime and its prevention;
- Reduce youth involvement in the criminal justice system by:
    - Delivering drug education, awareness and prevention programs aimed at youth and their families;

- Identifying and addressing youth at risk, root causes of high risk and other anti-social behaviours, and opportunities for early intervention;
- Developing partnership programs that engage youth in social development and recreation; and
- Developing community-based intervention and diversion programming and restorative justice practices;

- Improve Road Safety and reduce the number of traffic accidents and collisions by:
  - Targeting impaired driving, speeding, aggressive driving and seat belt infractions in high-collision areas, playgrounds, parks and school zones;
  - Partnering with the community to improve awareness of high-collision areas and dangerous driving practices;
  - Developing, sharing and acting on information about traffic safety and collisions; and
  - Helping to implement the RCMP National Road Safety Vision 2010 initiative;
- Reduce public disorder and address neighbourhood safety by:
  - Increasing police visibility within our neighbourhoods;
  - Reducing signal crimes and disorder;
  - Reducing fear of youth crime in schools, on public transit, in malls and parks, and on playgrounds;
  - Reducing fear of crime arising from marijuana grow operations and drug labs;
  - Reducing fear of crime associated with banquet halls and bars;
  - Reducing fear of crime associated with methadone clinics and related pharmacies; and
  - Reducing fear of crime associated with recovery houses and halfway houses;
- Deliver services effectively by:
  - Conducting operational audits and program reviews;
  - Identifying and adopting best practices in law enforcement and criminal justice;
  - Promoting a collaborative, inclusive and safe working environment; and
  - Maximizing resources through effective allocation and deployment.

Surrey RCMP at Crescent Beach

PERFORMANCE MEASURES

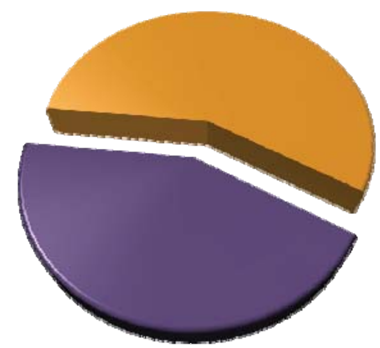
The following table identifies key performance measures that will assist the Surrey RCMP in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	*Performance Measures*	*2010*	*B2011*	*B2012*[2]	*B2013*	*B2014*	*B2015*
Operations	1. Incidence of traffic collisions involving fatality	21	NA[1]	17	TBD[3]	TBD[3]	TBD[3]
	2. Incidence of traffic collisions involving injury	1,111	NA[1]	1,023	TBD[3]	TBD[3]	TBD[3]
	3. Incidence of nuisance crime & disorder (as % of total calls)	17.8%	NA[1]	16.2%	TBD[3]	TBD[3]	TBD[3]
Investigative Services	1. Incidence of property crime (Total)	25,921	NA[1]	2,561	TBD[3]	TBD[3]	TBD[3]
	2. Incidence of auto crime	2,987	NA[1]	3,454	TBD[3]	TBD[3]	TBD[3]
	3. Incidence of Break and Enter	3,696	NA[1]	3,753	TBD[3]	TBD[3]	TBD[3]
	4. Incidence of violent crime (Total)	7,846	NA[1]	7,319	TBD[3]	TBD[3]	TBD[3]
	5. Incidents of robberies	812	NA[1]	715	TBD[3]	TBD[3]	TBD[3]
Administrative/ Municipal Support Services	1. % of 911 calls answered within 15 seconds	92.9%	98%	98%	98%	98%	98%
	2. % of 911 calls answered within 40 seconds	99.6%	100%	100%	100%	100%	100%
	% of non-emergency calls answered within 40 seconds	79.0%	95%	95%	95%	95%	95%
	3. % of non-emergency calls answered within 60 seconds	92.0%	100%	100%	100%	100%	100%

[1] The Detachment established a 2009-2013 strategic framework which outlines the strategic priorities and corresponding measures and targets to be addressed over that time frame. Annual targets were not set, although a long-term target was set based on a 2008 benchmark.
[2] Figures reflect a targeted reduction of 10% over 2008 baseline, as established within the 2009-2013 Strategic Framework.
[3] The Detachment will undertake a number of processes during 2011 to update its long-term (multi-year) strategic framework covering the years 2013-2015.

2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
RCMP
(in thousands)

PROGRAM SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Administration	$ 3,699	$ 3,834	$ 2,963	**$ 3,589**	$ 3,848	$ 4,278	$ 4,635	$ 5,118
District Offices	1,268	1,370	1,513	**1,566**	1,577	1,598	1,613	1,635
Operations	4,667	5,275	5,348	**5,508**	5,596	5,809	5,954	6,180
Operations Support	1,848	1,854	2,122	**2,182**	2,210	2,289	2,340	2,423
RCMP Contract	73,424	77,706	78,012	**83,949**	88,377	91,996	96,491	102,288
Officer in Charge Mgmt Services	967	1,240	1,322	**1,344**	1,366	1,415	1,449	1,500
	$ 85,873	$ 91,279	$ 91,280	**$ 98,138**	$ 102,974	$ 107,385	$ 112,482	$ 119,144



43% of Property Taxes allocated to RCMP

ACCOUNT SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (978)	$ (924)	$ (836)	**$ (866)**	$ (884)	$ (902)	$ (920)	$ (939)
Grants, Donations and Other	(9,867)	(2,742)	(6,234)	**(6,234)**	(6,355)	(6,478)	(6,603)	(6,731)
	(10,845)	(3,666)	(7,070)	**(7,100)**	(7,239)	(7,380)	(7,523)	(7,670)
Expenditures								
Salaries and Benefits	15,411	17,023	16,296	**17,400**	17,928	18,834	19,556	20,541
Operating Costs	75,871	80,433	80,536	**86,536**	90,979	94,613	99,123	104,935
Internal Services Used	273	334	335	**358**	362	374	382	394
Internal Services Recovered	-	(37)	-	**-**	-	-	-	-
External Recoveries	(680)	(1,327)	(517)	**(756)**	(756)	(756)	(756)	(756)
	90,875	96,426	96,650	**103,538**	108,513	113,065	118,305	125,114
Net Operations Total	**80,030**	**92,760**	**89,580**	**96,438**	**101,274**	**105,685**	**110,782**	**117,444**
Transfers								
Transfer From Own Sources	(52)	(3,619)	-	**-**	-	-	-	-
Transfer To Own Sources	5,895	2,138	1,700	**1,700**	1,700	1,700	1,700	1,700
	5,843	(1,481)	1,700	**1,700**	1,700	1,700	1,700	1,700
	$ 85,873	$ 91,279	$ 91,280	**$ 98,138**	$ 102,974	$ 107,385	$ 112,482	$ 119,144

(in thousands)

ADMINISTRATION	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (246)	$ (233)	$ (269)	$ (276)	$ (282)	$ (288)	$ (294)	$ (300)
Grants, Donations and Other	(9,483)	(2,389)	(5,927)	(5,927)	(6,046)	(6,167)	(6,290)	(6,416)
	(9,729)	(2,622)	(6,196)	(6,203)	(6,328)	(6,455)	(6,584)	(6,716)
Expenditures								
Salaries and Benefits	6,750	7,303	6,435	7,266	7,642	8,187	8,664	9,267
Operating Costs	1,102	1,210	1,088	1,113	1,118	1,123	1,128	1,133
Internal Services Used	186	210	200	208	211	218	222	229
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(425)	(809)	(264)	(495)	(495)	(495)	(495)	(495)
	7,613	7,914	7,459	8,092	8,476	9,033	9,519	10,134
Net Operations Total	**(2,116)**	**5,292**	**1,263**	**1,889**	**2,148**	**2,578**	**2,935**	**3,418**
Transfers								
Transfer From Own Sources	(7)	(3,553)	-	-	-	-	-	-
Transfer To Own Sources	5,822	2,095	1,700	1,700	1,700	1,700	1,700	1,700
	5,815	(1,458)	1,700	1,700	1,700	1,700	1,700	1,700
	$ 3,699	**$ 3,834**	**$ 2,963**	**$ 3,589**	**$ 3,848**	**$ 4,278**	**$ 4,635**	**$ 5,118**

DISTRICT OFFICES	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (3)	$ (4)	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(3)	(4)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	372	387	379	391	396	409	417	431
Operating Costs	862	915	1,048	1,086	1,091	1,096	1,101	1,106
Internal Services Used	44	69	86	89	90	93	95	98
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	1,278	1,371	1,513	1,566	1,577	1,598	1,613	1,635
Net Operations Total	**1,275**	**1,367**	**1,513**	**1,566**	**1,577**	**1,598**	**1,613**	**1,635**
Transfers								
Transfer From Own Sources	(10)	(1)	-	-	-	-	-	-
Transfer To Own Sources	3	4	-	-	-	-	-	-
	(7)	3	-	-	-	-	-	-
	$ 1,268	**$ 1,370**	**$ 1,513**	**$ 1,566**	**$ 1,577**	**$ 1,598**	**$ 1,613**	**$ 1,635**

(in thousands)

OPERATIONS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (663)	$ (652)	$ (567)	**$ (590)**	$ (602)	$ (614)	$ (626)	$ (639)
Grants, Donations and Other	(212)	(186)	(200)	**(200)**	(200)	(200)	(200)	(200)
	(875)	(838)	(767)	**(790)**	(802)	(814)	(826)	(839)
Expenditures								
Salaries and Benefits	5,275	5,827	5,812	**5,994**	6,094	6,318	6,474	6,712
Operating Costs	245	255	280	**280**	280	280	280	280
Internal Services Used	22	31	23	**24**	24	25	26	27
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	5,542	6,113	6,115	**6,298**	6,398	6,623	6,780	7,019
Net Operations Total	**4,667**	**5,275**	**5,348**	**5,508**	**5,596**	**5,809**	**5,954**	**6,180**
Transfers								
Transfer From Own Sources	-	(4)	-	**-**	-	-	-	-
Transfer To Own Sources	-	4	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 4,667	**$ 5,275**	**$ 5,348**	**$ 5,508**	**$ 5,596**	**$ 5,809**	**$ 5,954**	**$ 6,180**

OPERATIONS SUPPORT	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (44)	$ (33)	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	(172)	(167)	(107)	**(107)**	(109)	(111)	(113)	(115)
	(216)	(200)	(107)	**(107)**	(109)	(111)	(113)	(115)
Expenditures								
Salaries and Benefits	1,995	2,239	2,361	**2,418**	2,448	2,528	2,580	2,664
Operating Costs	83	90	75	**75**	75	75	75	75
Internal Services Used	21	22	25	**36**	36	37	38	39
Internal Services Recovered	-	(37)	-	**-**	-	-	-	-
External Recoveries	(48)	(255)	(232)	**(240)**	(240)	(240)	(240)	(240)
	2,051	2,059	2,229	**2,289**	2,319	2,400	2,453	2,538
Net Operations Total	**1,835**	**1,859**	**2,122**	**2,182**	**2,210**	**2,289**	**2,340**	**2,423**
Transfers								
Transfer From Own Sources	(35)	(38)	-	**-**	-	-	-	-
Transfer To Own Sources	48	33	-	**-**	-	-	-	-
	13	(5)	-	**-**	-	-	-	-
	$ 1,848	**$ 1,854**	**$ 2,122**	**$ 2,182**	**$ 2,210**	**$ 2,289**	**$ 2,340**	**$ 2,423**

(in thousands)

RCMP CONTRACT	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	73,552	77,869	78,012	83,949	88,377	91,996	96,491	102,288
Internal Services Used	-	2	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(128)	(165)	-	-	-	-	-	-
	73,424	77,706	78,012	83,949	88,377	91,996	96,491	102,288
Net Operations Total	**73,424**	**77,706**	**78,012**	**83,949**	**88,377**	**91,996**	**96,491**	**102,288**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 73,424	**$ 77,706**	**$ 78,012**	**$ 83,949**	**$ 88,377**	**$ 91,996**	**$ 96,491**	**$ 102,288**

OFFICER IN CHARGE MGMT SERVICES	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (22)	$ (2)	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(22)	(2)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,019	1,267	1,309	1,331	1,348	1,392	1,421	1,467
Operating Costs	27	94	33	33	38	43	48	53
Internal Services Used	-	-	1	1	1	1	1	1
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(79)	(98)	(21)	(21)	(21)	(21)	(21)	(21)
	967	1,263	1,322	1,344	1,366	1,415	1,449	1,500
Net Operations Total	**945**	**1,261**	**1,322**	**1,344**	**1,366**	**1,415**	**1,449**	**1,500**
Transfers								
Transfer From Own Sources	-	(23)	-	-	-	-	-	-
Transfer To Own Sources	22	2	-	-	-	-	-	-
	22	(21)	-	-	-	-	-	-
	$ 967	**$ 1,240**	**$ 1,322**	**$ 1,344**	**$ 1,366**	**$ 1,415**	**$ 1,449**	**$ 1,500**

CITY OF SURREY
the future lives here.

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
RCMP
(in thousands)

2010 ADOPTED BUDGET			$ 91,280
REVENUES			
Sales and Services			
Insurance Inquiries	....	$ (7)	
Security Clearances	....	(23)	(30)
Taxation and Other	....	-	
Total Change in Revenues			(30)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Rate & Range Increases	....	333	
New Positions	....	696	
Crime Free Multi-Housing Coord transfer from Bylaws	....	75	1,104
Operating Costs			
Annualize Prior Year Members	....	435	
10 New Members (Oct 01, 2011)	....	287	
Rate Increase - 2011/12	....	410	
Rank Increase		548	
Increase in O&M	....	224	
Pension Increase		1,929	
Div Admin	....	211	
Increase in Integrated Teams	....	1,351	
Base Contract Timing Adjustments		542	
Departmental Expenses	....	63	6,000
Internal Services Used			
Salary	....	8	
Equipment	....	16	23
Internal Services Recovered	....	-	-
External Recoveries			
OCC Service City of White Rock	....	(231)	
Space maint costs & services support from IDENT	....	(8)	(239)
Transfer From Own Sources	....	-	-
Transfer To Own Sources			
Reserve for future space	....	-	-
Rounding			-
Total Change in Expenditures			6,888
2011 BUDGET			$ 98,138

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
RCMP
(in thousands)

2011 ADOPTED BUDGET			$ 98,138
REVENUES			
Sales and Service			
Administration	....	$ (24)	
Operation	....	(49)	
Operation Support (Grants & Other)	....	(497)	(570)
EXPENDITURES			
Salaries/Wages & Benefits			
Benefit and Step Adjustments	....	2,063	
4 Civilian FTE's	....	1,078	3,141
Operating Costs			
10 New * 4 Unfunded Members Increase	....	3,301	
Annualized Member Increase	....	3,446	
Increase Due to Inflation	....	60	
RCMP Contract Inflation/Wage Increases	....	11,591	18,399
Internal Services Used			
Salary Increases		36	36
2015 BUDGET			$ 119,144

This page left blank intentionally.

2011 – 2015 FINANCIAL PLAN
ENGINEERING
DEPARTMENTAL FUNCTIONS

General Manager
Vincent Lalonde

Administrative Coordinator
Kelly Drozda

Special Projects
Laura Weston

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
Charles Neustaedter (Acting)

- Property Management
- Realty Assets Management
- Land Acquisition

Utilities
Jeff Arason

- Sewer
- Drainage Management
- Water

Transportation
Jaime Boan

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

2011 – 2015 FINANCIAL PLAN
ENGINEERING DEPARTMENTAL OVERVIEW

MISSION STATEMENT

To provide timely, responsible and effective services relating to water, sewer, drainage, garbage collection, transportation systems, realty and maintenance of City buildings.

KEY PROGRAMS & SERVICES

The Engineering Department provides services relating to transportation systems, garbage and recycling, water, sewer/drainage, land development, geographic information services, surveying and the management of real estate assets. The department includes the Land Development, Realty and Operations divisions and the Water, Sewer/Drainage, Transportation, and Solid Waste utilities.

LAND DEVELOPMENT

Land Development includes the Development Services section which services land and building development and the Inspection Services section, which ensures that municipal engineering services meet Council-adopted standards and requirements. The Customer Services section provides counter services to the public and the File Registry section manages the department's records.

Local Storm Sewer, Outfall and Rock Weir Construction

REALTY SERVICES

Realty Services acquires, disposes, develops and manages the City's real estate portfolio.

OPERATIONS

Operations maintain the City's engineering infrastructure including roads and drainage, sewer, and water operations. This division also manages and maintains the City's fleet of vehicles.

2010 ACCOMPLISHMENTS

ECONOMIC:

- Reduced average land development processing time for City Centre applications from 15 to 10 weeks;
- Established local infrastructure servicing policy to support the City's Economic Investment Action Plan for City Centre;
- Transferred over $10 million of land to Parks;
- Negotiated an agreement with Metro Vancouver to acquire the 96 Avenue road requirements from Tynehead Park (162 to 176 Streets) in exchange for surplus City road allowances; and
- Developed and implemented electronic completion notifications for online service requests.

King George Blvd Bridge Concrete Deck Pour

ENVIRONMENTAL:

- Awarded Gold rating for the City's fleet under the National Fraser Basin Council's E3 program;
- Completed the S&R Sawmill land exchange resulting in 688 lineal metres (12.2 Acres) of new riverfront land for new parkland and trail systems in Port Kells; and
- Implemented low-environmental impact development standards for new projects.

SOCIO-CULTURAL:

- Leased City land to province for $130 million expansion of the existing Pre-Trial Correctional Facility at the Surrey Civic Centre;
- Ensured land development construction related to Surrey-based 2010 Olympic events complied with the Surrey Olympic Transportation Plan;
- Finalized long-term leases for the development of three provincially-funded social housing projects on City-owned lands in Newton and City Centre; and
- Implemented a departmental graffiti-removal service for quicker, more cost effective removal and promoted Clean City programs focusing on City center.

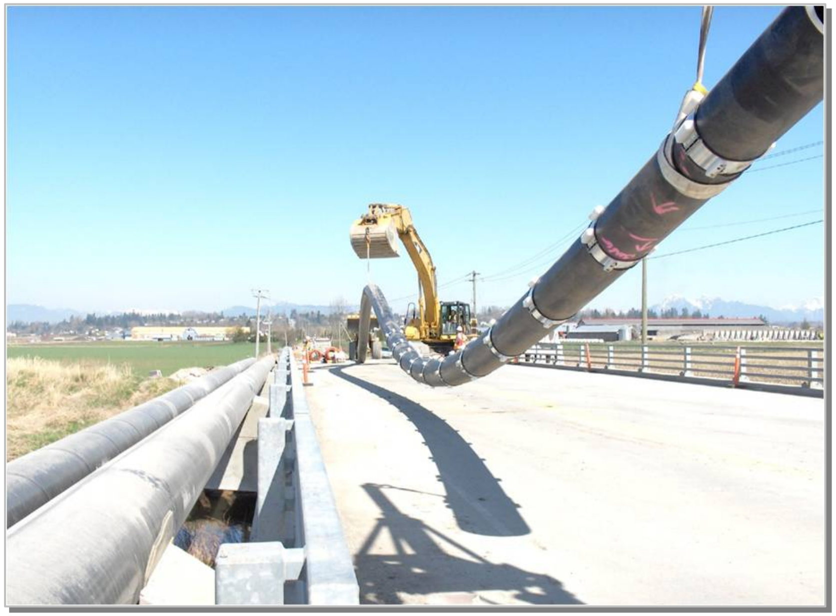
FUTURE INITIATIVES

ECONOMIC:

- Make wireless CityWorks service requests/work orders available in the field, eliminating printing costs, travel time and duplicate effort;
- Deliver the Roberts Bank Rail Corridor Program property requirements (five grade separation projects);
- Reduce average land development processing time for City Centre applications from 23 to 20 weeks;
- Issue new design criteria manual and supplementary construction documents; and
- Improve Land development processes.

ENVIRONMENTAL:

- Prepare Neighbourhood Concept Plans to meet the Sustainability Charter environmental goals relating to transportation options, district energy and watershed protection; and
- Partner with Metro Vancouver on new bio-methane plant in Port Kells.



Campbell Heights Sanitary Sewer Installation

SOCIO-CULTURAL:

- Deliver the property acquisition requirements and negotiate the surrender of leases (tenant relocations or business purchases) to permit construction of the new City Hall Project;
- Expedite the building permit review of the BC Housing/Provincial Rental Housing Corporation's YWCA affordable housing project (Alder Gardens) in Newton; and
- Conclude review of small-lot zones to encourage sustainable and liveable neighbourhoods.

PERFORMANCE MEASURES

The following table identifies key performance measures that will assist the Engineering Department in tracking its progress and monitoring its contribution to building a sustainable Surrey. Note that these performance measures relate to the Divisions that fall under General Operating Funding: Land Development, Realty, and Operations. Water, Sewer/Drainage, Transportation, and Solid Waste performance measures are each reported in their respective sections of the Financial Plan as they are self-funded utilities.

Division	*Performance Measures*	*2010*	*B2011*	*B2012*	*B2013*	*B2014*	*B2015*
Land Development	1. % of reduction in average land development processing time on Engineering requirements for commercial and industrial applications	Baseline	10%	10%	10%	5%	5%
Operations	1. % of fleet winter ready, complete with snow tires, by end of October	50%	75%	100%	100%	100%	100%
	2. Reduction in data gap of City infrastructure on GIS System	NA	50% reduction in gaps in drainage	Completion of gaps in drainage	50% reduction in transportation infrastructure gaps	Completion of transportation gaps	NA
Realty	1. Expenses as a % of lease/rental revenues	50%	49%	48%	47%	46%	45%

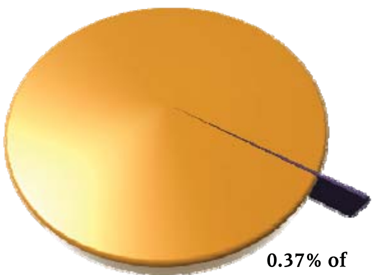
Division	*Performance Measures*	*2010*	*B2011*	*B2012*	*B2013*	*B2014*	*B2015*
Transportation	1. Coordinating traffic signals along corridors for efficient traffic flow	21	25	29	33	37	40
	2. Installing new high quality bus shelters	185	210	220	235	250	265
	3. Safer Schools Education and Improvement Program (total #)	3	7	10	13	16	19
Sewer & Drainage	1. % of City covered by an Integrated Stormwater Management Plan (ISMP)	12.8%	37.2%	51.2%	65.2%	84.7%	100.0%
Solid Waste	1. Expand Kitchen Waste Program to residences	2,000	2,000	20,000	50,000	75,000	110,000
	2. Solid waste reduction from disposal	50%	52%	55%	58%	60%	62%
Water	1. % of single family homes on water meters	57%	59%	61%	63%	65%	67%
	2. 5-Year average of winter residential water consumption (litres per capita per day)	303	300	297	294	291	298

2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
ENGINEERING SERVICES
(in thousands)

PROGRAM SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Administration	$ 208	$ (1)	$ -	**$ -**	$ -	$ -	$ -	$ -
Fleet & Garage	(923)	(1,285)	-	**-**	-	-	-	-
GIS	418	716	260	**525**	767	789	806	830
Gravel	18	133	-	**-**	-	-	-	-
Land Development	56	266	294	**(319)**	(340)	(319)	(321)	(297)
Real Estate	564	607	209	**520**	479	540	594	659
Survey	133	148	25	**124**	230	245	259	275
	$ 474	**$ 583**	**$ 788**	**$ 850**	**$ 1,136**	**$ 1,255**	**$ 1,338**	**$ 1,467**

ACCOUNT SUMMARY

	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (3,085)	$ (4,790)	$ (4,762)	**$ (5,474)**	$ (5,560)	$ (5,648)	$ (5,737)	$ (5,828)
Grants, Donations and Other	(1)	()	-	**-**	-	-	-	-
	(3,086)	(4,791)	(4,762)	**(5,474)**	(5,560)	(5,648)	(5,737)	(5,828)
Expenditures								
Salaries and Benefits	23,586	30,408	25,122	**26,440**	27,003	27,708	28,354	29,097
Operating Costs	6,983	6,558	6,599	**6,975**	7,062	7,149	7,238	7,327
Internal Services Used	6,259	6,781	6,576	**6,596**	6,643	6,708	6,765	6,831
Internal Services Recovered	(30,904)	(38,261)	(32,892)	**(33,582)**	(33,796)	(34,460)	(35,094)	(35,786)
External Recoveries	(1,900)	(1,892)	(1,735)	**(1,735)**	(1,735)	(1,735)	(1,735)	(1,735)
	4,024	3,593	3,670	**4,694**	5,177	5,370	5,528	5,734
Net Operations Total	**938**	**(1,197)**	**(1,092)**	**(780)**	**(383)**	**(278)**	**(209)**	**(94)**
Transfers								
Transfer From Own Sources	(2,268)	(100)	-	**-**	-	-	-	-
Transfer To Own Sources	1,804	1,881	1,880	**1,630**	1,519	1,533	1,547	1,561
	(464)	1,781	1,880	**1,630**	1,519	1,533	1,547	1,561
	$ 474	**$ 583**	**$ 788**	**$ 850**	**$ 1,136**	**$ 1,255**	**$ 1,338**	**$ 1,467**



0.37% of Property Taxes allocated to Engineering

(in thousands)

ADMINISTRATION	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (103)	$ (104)	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(103)	(104)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	17,833	24,021	18,471	**19,408**	19,822	20,245	20,677	21,119
Operating Costs	403	579	668	**676**	690	704	718	732
Internal Services Used	568	779	567	**574**	581	588	595	602
Internal Services Recovered	(18,416)	(25,172)	(19,791)	**(20,743)**	(21,178)	(21,622)	(22,075)	(22,538)
External Recoveries	(147)	(174)	-	-	-	-	-	-
	241	33	(85)	**(85)**	(85)	(85)	(85)	(85)
Net Operations Total	**138**	**(71)**	**(85)**	**(85)**	**(85)**	**(85)**	**(85)**	**(85)**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	70	70	85	**85**	85	85	85	85
	70	70	85	**85**	85	85	85	85
	$ 208	**$ (1)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

FLEET & GARAGE	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	()	-	-	-	-	-	-
	-	()	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	4,003	3,673	4,150	**4,264**	4,307	4,350	4,394	4,438
Internal Services Used	2,295	2,659	2,624	**2,741**	2,768	2,796	2,824	2,852
Internal Services Recovered	(8,718)	(9,194)	(8,361)	**(8,402)**	(8,486)	(8,571)	(8,657)	(8,743)
External Recoveries	(1)	(11)	-	-	-	-	-	-
	(2,421)	(2,872)	(1,587)	**(1,397)**	(1,411)	(1,425)	(1,439)	(1,453)
Net Operations Total	**(2,421)**	**(2,873)**	**(1,587)**	**(1,397)**	**(1,411)**	**(1,425)**	**(1,439)**	**(1,453)**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	1,498	1,587	1,587	**1,397**	1,411	1,425	1,439	1,453
	1,498	1,587	1,587	**1,397**	1,411	1,425	1,439	1,453
	$ (923)	**$ (1,285)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

(in thousands)

GIS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (20)	$ (13)	$ (18)	$ (18)	$ (18)	$ (18)	$ (18)	$ (18)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(20)	(13)	(18)	(18)	(18)	(18)	(18)	(18)
Expenditures								
Salaries and Benefits	1,053	1,167	1,229	1,280	1,307	1,361	1,401	1,459
Operating Costs	127	99	159	159	161	162	164	165
Internal Services Used	489	590	316	498	504	520	531	548
Internal Services Recovered	(1,168)	(1,128)	(1,426)	(1,394)	(1,187)	(1,236)	(1,272)	(1,324)
External Recoveries	-	-	-	-	-	-	-	-
	501	729	278	543	785	807	824	848
Net Operations Total	481	716	260	525	767	789	806	830
Transfers								
Transfer From Own Sources	(63)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	(63)	-	-	-	-	-	-	-
	$ 418	$ 716	$ 260	$ 525	$ 767	$ 789	$ 806	$ 830

GRAVEL	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	(1)	-	-	-	-	-	-	-
	(1)	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	123	169	163	163	166	169	173	177
Internal Services Used	238	235	348	348	351	355	359	363
Internal Services Recovered	(339)	(269)	(511)	(511)	(517)	(524)	(532)	(540)
External Recoveries	(3)	(2)	-	-	-	-	-	-
	19	133	-	-	-	-	-	-
Net Operations Total	18	133	-	-	-	-	-	-
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 18	$ 133	$ -	$ -	$ -	$ -	$ -	$ -

(in thousands)

LAND DEVELOPMENT	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (1,816)	$ (3,547)	$ (3,796)	**$ (4,291)**	$ (4,377)	$ (4,465)	$ (4,554)	$ (4,645)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(1,816)	(3,547)	(3,796)	**(4,291)**	(4,377)	(4,465)	(4,554)	(4,645)
Expenditures								
Salaries and Benefits	2,269	2,600	2,615	**2,814**	2,874	2,978	3,060	3,170
Operating Costs	1,016	820	737	**754**	759	764	769	774
Internal Services Used	2,289	2,082	2,473	**2,139**	2,139	2,139	2,139	2,139
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(1,742)	(1,689)	(1,735)	**(1,735)**	(1,735)	(1,735)	(1,735)	(1,735)
	3,832	3,813	4,090	**3,972**	4,037	4,146	4,233	4,348
Net Operations Total	**2,016**	**266**	**294**	**(319)**	**(340)**	**(319)**	**(321)**	**(297)**
Transfers								
Transfer From Own Sources	(1,960)	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	(1,960)	-	-	**-**	-	-	-	-
	$ 56	**$ 266**	**$ 294**	**$ (319)**	**$ (340)**	**$ (319)**	**$ (321)**	**$ (297)**

REAL ESTATE	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (1,146)	$ (1,126)	$ (948)	**$ (1,165)**	$ (1,165)	$ (1,165)	$ (1,165)	$ (1,165)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(1,146)	(1,126)	(948)	**(1,165)**	(1,165)	(1,165)	(1,165)	(1,165)
Expenditures								
Salaries and Benefits	1,523	1,721	1,849	**2,030**	2,073	2,159	2,222	2,314
Operating Costs	1,277	1,170	677	**914**	934	954	974	994
Internal Services Used	261	315	171	**173**	175	181	185	191
Internal Services Recovered	(1,314)	(1,586)	(1,748)	**(1,580)**	(1,561)	(1,612)	(1,645)	(1,698)
External Recoveries	-	-	-	**-**	-	-	-	-
	1,747	1,620	949	**1,537**	1,621	1,682	1,736	1,801
Net Operations Total	**601**	**494**	**1**	**372**	**456**	**517**	**571**	**636**
Transfers								
Transfer From Own Sources	(245)	(95)	-	**-**	-	-	-	-
Transfer To Own Sources	208	208	208	**148**	23	23	23	23
	(37)	113	208	**148**	23	23	23	23
	$ 564	**$ 607**	**$ 209**	**$ 520**	**$ 479**	**$ 540**	**$ 594**	**$ 659**

(in thousands)

SURVEY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	908	899	958	908	927	965	994	1,035
Operating Costs	34	47	45	45	45	46	46	47
Internal Services Used	119	120	77	123	125	129	132	136
Internal Services Recovered	(949)	(913)	(1,055)	(952)	(867)	(895)	(913)	(943)
External Recoveries	(7)	(16)	-	-	-	-	-	-
	105	137	25	124	230	245	259	275
Net Operations Total	**105**	**137**	**25**	**124**	**230**	**245**	**259**	**275**
Transfers								
Transfer From Own Sources	-	(5)	-	-	-	-	-	-
Transfer To Own Sources	28	16	-	-	-	-	-	-
	28	11	-	-	-	-	-	-
	$ 133	**$ 148**	**$ 25**	**$ 124**	**$ 230**	**$ 245**	**$ 259**	**$ 275**

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
ENGINEERING SERVICES

(in thousands)

2010 ADOPTED BUDGET		$ 788
REVENUES		
Sales and Services		
Realty Service Fees	$ (1)	
Realty Rental Revenue	(100)	
Realty - Recognize Grants in Lieu of Leases	(116)	
Land Development Application Fees	(183)	
Land Development Processing Fees	(129)	
Land Development Permit Fees	(183)	(712)
Taxation and Other	-	-
Total Change in Revenues		(712)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Rate and Range Increase	945	
Overhead, Overtime, Sick Reduction	(24)	
Reclass Positions	171	
Transfer Truck Parking Coordinator toTraffic	(72)	
Transfer Special Pprojects Manger to Admin	106	
Realty - New Position Property Agent 3	108	
Land Development - New Engineering Assistant 2	84	1,318
Operating Costs		
Realty - Increase Lease Property Upkeep Services	235	
Land Development - Increase Consulting Services	17	
Fleet - Economic & Labour Increases	115	
Works Yard Operating Increase	9	376
Internal Services Used		
Realty - Labour Increase	60	
Realty - Facilities Maintenance	(21)	
Realty - Property	(38)	
Survey - Labor Charges	46	
GIS - Labour Charges	182	
Land Development	(335)	
Fleet - Economic & Labour Increases	118	
Works Yard Operating Increase	7	20

CITY OF SURREY
the future lives here.

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
ENGINEERING SERVICES
(in thousands)

Internal Services Recovered		
Realty - Capital Project	$ 66	
Realty - Labour	102	
Admin - Recovery of Admin staff from Utilities	(135)	
Client Services - Recovery of Admin staff from Utilities	41	
Survey - Payroll Labour Chargeouts	104	
GIS - Payroll Labour Chargeouts	32	
Ops - Recovery of Ops Salary Increases from Utilities	(680)	
JWY Admin - Recovery of Salary increase from Utilities	(162)	
Fleet - Equipment Recovery	(42)	
Works Yard - Operating Costs	(15)	**(690)**
External Recoveries	-	-
Transfer From Own Sources	-	-
Transfer To Own Sources		
Realty - Capital Legacy Repayment Adjustment	(60)	
Transfer to Equipment Replacement Reserve Adjustmen	(190)	**(250)**
Total Change in Expenditures		**774**
2011 BUDGET		**$ 850**

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
ENGINEERING SERVICES

(in thousands)

2011 ADOPTED BUDGET			**$ 850**
REVENUES			
Sales and Service			
Land Development Growth	....	$ (354)	**(354)**
EXPENDITURES			
Salaries/Wages & Benefits			
Benefit and Step Adjustments	....	2,657	**2,657**
Operating Costs			
Admin Inflation Increase	....	56	
Land Development Cost Increases	....	20	
Realty Inflation Increases	....	80	
Survey Inflation Increases	....	2	
GIS Inflation Increases	....	6	
Fleet Inflation Increase	....	174	
Gravel Inflation Increases	....	14	**352**
Internal Services Used	....	235	**235**
Internal Services Recovered	....	(2,204)	**(2,204)**
External Recoveries	....	-	**-**
Transfers			
Realty Reserve	....	(125)	
Fleet Contribution	....	56	**(69)**
2015 BUDGET			**$ 1,467**

This page left blank intentionally.

2011 – 2015 FINANCIAL PLAN
PARKS, RECREATION AND CULTURE
DEPARTMENTAL 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

To provide high-quality parks, facilities, services and events, foster diversity, accessibility, inclusivity and community identity, champion environmental and cultural stewardship, encourage wellness and develop, deliver and preserve cultural and educational resources.

KEY PROGRAMS & SERVICES

Parks, Recreation & Culture (PRC) improves recreation opportunities and enhances the quality of life for Surrey residents. The department's divisions include:

PARK SERVICES

Park Services plans, develops operates and maintains over 2,600 hectares of parkland, a civic marina and three cemeteries. The division administers the street tree program and delivers nature-based education. Parks Services also develops programming for outdoor athletic facilities and community gardens to. The Filming and Special Events section hosts major events and advises and facilitates the licensing of community events.

Maple Leaf Day 2010

Tom Binnie Recreation Centre

COMMUNITY & LEISURE SERVICES

Community & Leisure Services operates community pools, arenas, recreation and community centres throughout the City, delivering programs and services to seniors, children, youth and families. The division encourages volunteerism and promotes inclusivity reaching out to members of Surrey's diverse community, including people with disabilities.

ARTS SERVICES

Arts Services plans and delivers a wide range of arts services and programs within the City. The division operates the Surrey Arts Centre with its main theatre, studio theatre, contemporary Art Gallery and Tech Lab, and administers the Public Art Program, the Surrey Children's Festival, and the City's contemporary and public art collections. Arts Services works with community organizations to build arts appreciation, provide arts education, and develop new audiences for the arts.

HERITAGE SERVICES

Heritage Services operates the Surrey Museum, the City of Surrey Archives and the Historic Stewart Farm. Heritage supports the city-wide stewardship of documentary and material cultural heritage collections and the presentation of community history. The division builds appreciation of Surrey's history and heritage by presenting exhibits, tours, public programs, curriculum-based school programs and special events. The division fosters community participation and life-long learning by providing volunteer and work experience opportunities for youth and adults.

2010 ACCOMPLISHMENTS

ECONOMIC:

- Secured a $25,000 South Asian Fitness grant for programs in Newton and North Surrey, a United Way grant for a senior's resource centre and RBC funding for sports camps; increased Community-Schools Partnership funding and expanded partnership to include White Rock;
- Raised $730,716 through grants and sponsorships initiatives including the Surrey Art Gallery vault renovation, the Surrey Urban Screen exhibition venue, the Surrey Children's Festival and the Theatre Seat Sponsorship campaign;
- Received $2.3 Million in grant funding through the Recreational Infrastructure Canada Program (RInC), to use for projects, including: artificial turf fields at Hjorth Road Park and the Newton Athletic Park; a retrofit to the Kensington Prairie school for use as a community centre; renovations at the Newton Recreation Centre, Kwomais Point Park Lodge & Sanford Hall and the Cloverdale Arena and Curling Rink; re-surfacing of tennis courts at Greenaway Park; and the construction of a new covered youth park in the Tom Binnie park;
- Held special events including the 13 day free Olympic festival at Surrey's 2010 Celebration Site; the largest Canada Day celebration in Western Canada at the Cloverdale Amphitheatre; the two day multi cultural Fusion Festival at Holland Park; and community festivals hosted in each Town Centre; and
- Raised approximately $1,700,000 through direct and in-kind sponsorship of City events including the 2010 Celebration Site, Canada Day, the Fusion Festival, the Mayor's Charity Gala, the Economic Summit, and various community environmental events (e.g., ReLeaf Day and Maple Leaf Day).

Track at Bear Creek Park

ENVIRONMENTAL:

- Expanded the 2010 Nature Matters program by signing up more youth for the Surrey Youth Stewardship Squad and signing up more volunteers for environmental programs increasing public participation in environmental initiatives such as Maple Leaf Day, Arbor Day, ReLeaf Days, and the Environmental Extravaganza;

- Work with the Environmental Advisory Committee and Council to draft and adopt a new Pesticide Control By-law that regulates the use of most pesticides for cosmetic purposes; and
- Acquired 28 parcels of land to build new parks, expand existing parks, protect significant trees and water courses, and develop community pathway systems.

SOCIO-CULTURAL:

Surrey 2010 Olympic Celebration Site at Holland Park

- Hosted Surrey 2010 Celebration Site, a 13-day free winter festival which featured live entertainment; live Games broadcasts; art performances; many other on-site family activities such as skating, tobogganing and curling; international foods; other entertainment that celebrated Surrey's cultural diversity; and Canada's RCMP Musical Ride, which dazzled crowds with choreographed equestrian performances;
- As part of the Cultural Olympiad, presented the Quilt of Belonging at the Surrey Art Gallery, formed a Celebration Dance Team to perform at the torch relay and contributed to the Cultural Olympiad Digital Edition (CODE) by opening the Surrey Urban Screen exhibition venue;
- Completed two new state-of-the-art artificial turf fields, completing Hjorth Road Park in Guildford with a modern sport field house and the new field at Newton Athletic Park with spectator seating for 500, high-intensity lighting suitable for TV broadcasts, and other features important for hosting national and international calibre events;
- Worked with early childhood partners in developing Surrey Child Needs Assessment, a comprehensive plan to improve services to all children and youth; as part of the program:
    - Increased licensed preschool space at the Chuck Bailey Recreation Centre, the Guildford Recreation Centre and the Fleetwood Community Centre;

  - Added licensed after-school programs to two of North Surrey's elementary schools;
- Conducted a recreation centre accessibility audit and addressed findings by adding a lift at one of the North Surrey outdoor pools and adult change tables to two recreation centres, as well as installing new automatic doors at four of our recreation centres;
- Moved the UMOJA Adult programming (free weekly ESL courses and group meeting spaces) to North Surrey Recreation Centre;
- Opened Chuck Bailey Recreation Centre, with its new gymnasium, four multi-purpose spaces, youth lounge and preschool space;
- Added a gymnasium and a new multi-purpose room with wrestling mats at the Newton Recreation Centre; and
- Worked with the Arts Council of Surrey to re-purpose a Fire Hall as the Newton Cultural Centre - a facility containing a small community gallery, a large black box rehearsal space, a meeting room, offices and support areas in over 6,000 sq. ft. of fully renovated space - to be operated by the Art Council of Surrey under a 10 year lease agreement with the City.

Surrey Children's Festival

FUTURE INITIATIVES

ECONOMIC:

- Expand Community-School Partnership programs and services;
- Open the early childhood-focused Kensington Prairie Community Centre;
- Apply for at least three grants per year;
- Form partnership with community organizations to deliver programs in town centres; and
- Pursue grant opportunities, corporate sponsorships and community partnerships to increase funding of PRC programs and services.

ENVIRONMENTAL:

- Plan Fraser Heights Recreation Centre expansion and South Surrey expansion to meet LEED gold standards;
- Preview the Climate Smart audit report on the Surrey Arts Centre and address its findings; and
- Acquire 4.2 acres of parkland per 1,000 new residents each year in rapidly growing areas of the City;
- Protect environmentally sensitive areas; and
- Build linear parks for pedestrians and cyclists.

Educational Programs at Surrey Parks

SOCIO-CULTURAL:

- Implement the City's Social Well-Being Plan, including the Inclusivity Policy;
- Increase universal programming and skill development programs;
- Provide more free programming during drop in times to support Crime Prevention Strategy;
- Provide more pre-teen and youth drop-in between 3 pm and 6 pm;
- Expand South Asian seniors fitness programs offered in Newton, Guildford and North Surrey;
- Help the Friends of the Surrey Museum and Archives Society to build the Museum Endowment Fund;
- Unveil new art installations at the Cloverdale Recreation Centre, the City Centre Library, the Tynehead Bridge Overpass, Fire Hall 14, Kwomais Point Park, the Semiahmoo Trail and Peterson Hill in City Centre;
- Develop a ***Five Year Cultural Plan*** outlining facility and services priorities and arts and heritage services development; and
- Develop and launch new heritage extension children's programming at the Kensington Prairie Community Centre.

Canada Day Celebrations

PERFORMANCE MEASURES

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

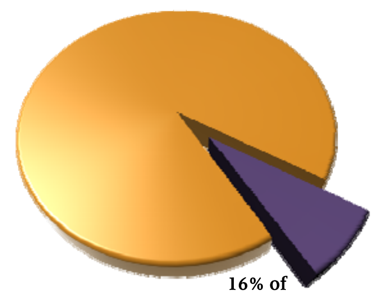
Division	*Performance Measures*	*2010*	*B2011*	*B2012*	*B2013*	*B2014*	*B2015*
Parks	1. Increase street tree inventory	5.3%	3%	3%	3%	3%	3%
	2. Increase the length of trail system	4%	1%	1%	1%	1%	1%
	3. Increase capacity for drop-in use of outdoor facilities	5%	2%	2%	2%	2%	2%
Community & Recreation	1. Increase the attendance at community centres	2%	2%	3%	2%	3%	3%
	2. Increase Leisure Access participation	1%	1%	2%	2%	2%	2%
	3. Increase 2010 volunteer placements	1%	2%	2%	1%	1%	1%
Arts	1. Increase the number of on-line tickets sold through the Surrey Arts Centre Box Office	15%	2%	2%	2%	2%	2%
	2. Increase school programs attendance at the Surrey Arts Gallery	2%	1%	1%	1%	1%	1%
	3. Increase overall attendance of the Surrey Children's Festival	-10% due to poor weather	2%	2%	2%	2%	2%
Heritage	1. Increase Heritage Special Event participation	2%	2%	2%	1%	1%	1%
	2. Catalogue and expand web searchable heritage collections	5%	5%	5%	3%	3%	3%
	3. Increase participation in heritage extension programs	2%	5%	3%	3%	2%	2%

2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
PARKS, RECREATION & CULTURE

(in thousands)

PROGRAM SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Administration	$ 2,771	$ 2,369	$ 2,440	**$ 2,589**	$ 2,631	$ 2,704	$ 2,762	$ 2,841
Arenas	1,348	1,343	1,560	**1,415**	1,433	1,512	1,555	1,637
Art Centre	1,981	1,991	2,034	**2,126**	2,164	2,245	2,303	2,390
Community Development	476	438	475	**492**	500	518	530	549
Community Halls	18	15	33	**32**	32	32	32	32
Community Recreation Services	3,443	4,652	4,645	**5,089**	5,340	5,548	5,697	5,915
Heritage Services	1,203	1,254	1,401	**1,553**	1,584	1,642	1,686	1,748
Indoor Pools	3,447	4,052	3,645	**3,510**	3,568	3,783	3,910	4,141
Outdoor Pools	807	772	812	**814**	814	815	816	817
Marketing	950	985	996	**1,063**	1,085	1,123	1,152	1,192
Parks Division	13,097	13,762	14,043	**15,050**	15,818	16,755	17,600	18,559
Planning, Research & Development	492	161	287	**381**	391	409	423	443
Seniors Centres	787	723	850	**693**	700	725	739	765
Special Events	606	738	677	**886**	907	937	963	996
Youth Centres	592	556	574	**580**	585	602	612	630
	$ 32,018	$ 33,811	$ 34,472	**$ 36,273**	$ 37,552	$ 39,350	$ 40,780	$ 42,655

ACCOUNT SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (18,448)	$ (18,748)	$ (17,608)	**$ (18,602)**	$ (18,964)	$ (19,333)	$ (19,708)	$ (20,090)
Grants, Donations and Other	(2,565)	(2,209)	(632)	**(420)**	(420)	(420)	(420)	(420)
	(21,013)	(20,957)	(18,240)	**(19,022)**	(19,384)	(19,753)	(20,128)	(20,510)
Expenditures								
Salaries and Benefits	29,911	32,253	29,946	**30,784**	31,540	32,789	33,694	35,028
Operating Costs	25,115	29,645	20,311	**22,523**	23,388	24,253	25,118	25,983
Internal Services Used	11,319	12,051	9,449	**9,374**	9,490	9,796	9,996	10,320
Internal Services Recovered	(10,654)	(11,526)	(7,673)	**(7,973)**	(8,069)	(8,322)	(8,487)	(8,753)
External Recoveries	(817)	(716)	(310)	**(411)**	(411)	(411)	(411)	(411)
	54,874	61,707	51,724	**54,298**	55,939	58,106	59,911	62,168
Net Operations Total	**33,861**	**40,750**	**33,484**	**35,276**	**36,555**	**38,353**	**39,783**	**41,658**
Transfers								
Transfer From Own Sources	(3,939)	(8,430)	(154)	**(145)**	(145)	(145)	(145)	(145)
Transfer To Own Sources	2,096	1,491	1,142	**1,142**	1,142	1,142	1,142	1,142
	(1,843)	(6,939)	988	**997**	997	997	997	997
	$ 32,018	$ 33,811	$ 34,472	**$ 36,273**	$ 37,552	$ 39,350	$ 40,780	$ 42,655



16% of Property Taxes allocated to Parks, Recreation & Culture

(in thousands)

ADMINISTRATION	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (104)	$ (233)	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	(952)	(344)	-	-	-	-	-	-
	(1,056)	(577)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,655	1,529	1,388	1,387	1,429	1,501	1,558	1,636
Operating Costs	2,790	6,151	809	828	828	828	828	828
Internal Services Used	147	203	35	36	36	37	38	39
Internal Services Recovered	(33)	(82)	(12)	(12)	(12)	(12)	(12)	(12)
External Recoveries	(158)	(2)	-	-	-	-	-	-
	4,401	7,799	2,220	2,239	2,281	2,354	2,412	2,491
Net Operations Total	**3,345**	**7,222**	**2,220**	**2,239**	**2,281**	**2,354**	**2,412**	**2,491**
Transfers								
Transfer From Own Sources	(1,667)	(5,220)	(130)	-	-	-	-	-
Transfer To Own Sources	1,093	367	350	350	350	350	350	350
	(574)	(4,853)	220	350	350	350	350	350
	$ 2,771	**$ 2,369**	**$ 2,440**	**$ 2,589**	**$ 2,631**	**$ 2,704**	**$ 2,762**	**$ 2,841**

ARENAS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (3,390)	$ (3,549)	$ (3,508)	$ (3,648)	$ (3,721)	$ (3,795)	$ (3,871)	$ (3,948)
Grants, Donations and Other	1	(43)	-	-	-	-	-	-
	(3,389)	(3,592)	(3,508)	(3,648)	(3,721)	(3,795)	(3,871)	(3,948)
Expenditures								
Salaries and Benefits	2,602	2,746	2,821	2,802	2,841	2,938	3,003	3,105
Operating Costs	1,365	1,431	1,541	1,555	1,605	1,655	1,705	1,755
Internal Services Used	241	235	194	194	196	202	206	213
Internal Services Recovered	(11)	(18)	(12)	(12)	(12)	(12)	(12)	(12)
External Recoveries	(13)	(13)	(10)	(10)	(10)	(10)	(10)	(10)
	4,184	4,381	4,534	4,529	4,620	4,773	4,892	5,051
Net Operations Total	**795**	**789**	**1,026**	**881**	**899**	**978**	**1,021**	**1,103**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	553	554	534	534	534	534	534	534
	553	554	534	534	534	534	534	534
	$ 1,348	**$ 1,343**	**$ 1,560**	**$ 1,415**	**$ 1,433**	**$ 1,512**	**$ 1,555**	**$ 1,637**

(in thousands)

ART CENTRE	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (928)	$ (1,078)	$ (802)	**$ (1,031)**	$ (1,052)	$ (1,073)	$ (1,094)	$ (1,116)
Grants, Donations and Other	(141)	(125)	(197)	**-**	-	-	-	-
	(1,069)	(1,203)	(999)	**(1,031)**	(1,052)	(1,073)	(1,094)	(1,116)
Expenditures								
Salaries and Benefits	1,931	2,049	2,006	**2,060**	2,098	2,178	2,235	2,321
Operating Costs	1,032	1,563	967	**1,157**	1,177	1,197	1,217	1,237
Internal Services Used	72	102	75	**75**	76	78	80	83
Internal Services Recovered	(4)	(50)	(15)	**(15)**	(15)	(15)	(15)	(15)
External Recoveries	-	-	-	**-**	-	-	-	-
	3,031	3,664	3,033	**3,277**	3,336	3,438	3,517	3,626
Net Operations Total	**1,962**	**2,461**	**2,034**	**2,246**	**2,284**	**2,365**	**2,423**	**2,510**
Transfers								
Transfer From Own Sources	(60)	(581)	-	**(120)**	(120)	(120)	(120)	(120)
Transfer To Own Sources	79	111	-	**-**	-	-	-	-
	19	(470)	-	**(120)**	(120)	(120)	(120)	(120)
	$ 1,981	**$ 1,991**	**$ 2,034**	**$ 2,126**	**$ 2,164**	**$ 2,245**	**$ 2,303**	**$ 2,390**

COMMUNITY DEVELOPMENT	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (7)	$ (19)	$ (1)	**$ (1)**	$ (1)	$ (1)	$ (1)	$ (1)
Grants, Donations and Other	(19)	(12)	(5)	**(5)**	(5)	(5)	(5)	(5)
	(26)	(31)	(6)	**(6)**	(6)	(6)	(6)	(6)
Expenditures								
Salaries and Benefits	742	1,033	380	**494**	501	518	529	547
Operating Costs	142	129	60	**63**	63	63	63	63
Internal Services Used	29	29	41	**41**	42	43	44	45
Internal Services Recovered	(351)	(536)	-	**-**	-	-	-	-
External Recoveries	(60)	(186)	-	**(100)**	(100)	(100)	(100)	(100)
	502	469	481	**498**	506	524	536	555
Net Operations Total	**476**	**438**	**475**	**492**	**500**	**518**	**530**	**549**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 476	**$ 438**	**$ 475**	**$ 492**	**$ 500**	**$ 518**	**$ 530**	**$ 549**

(in thousands)

COMMUNITY HALLS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (26)	$ (35)	$ (7)	**$ (7)**	$ (7)	$ (7)	$ (7)	$ (7)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(26)	(35)	(7)	**(7)**	(7)	(7)	(7)	(7)
Expenditures								
Salaries and Benefits	5	4	-	**-**	-	-	-	-
Operating Costs	27	34	28	**28**	28	28	28	28
Internal Services Used	15	15	14	**14**	14	14	14	14
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(3)	(3)	(2)	**(3)**	(3)	(3)	(3)	(3)
	44	50	40	**39**	39	39	39	39
Net Operations Total	**18**	**15**	**33**	**32**	**32**	**32**	**32**	**32**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 18	**$ 15**	**$ 33**	**$ 32**	**$ 32**	**$ 32**	**$ 32**	**$ 32**

COMMUNITY RECREATION SERVICES	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (4,677)	$ (4,864)	$ (4,478)	**$ (4,701)**	$ (4,795)	$ (4,891)	$ (4,989)	$ (5,089)
Grants, Donations and Other	(180)	(122)	-	**-**	-	-	-	-
	(4,857)	(4,986)	(4,478)	**(4,701)**	(4,795)	(4,891)	(4,989)	(5,089)
Expenditures								
Salaries and Benefits	4,222	4,952	4,619	**4,451**	4,689	4,874	5,008	5,205
Operating Costs	3,988	4,390	4,062	**4,914**	5,014	5,114	5,214	5,314
Internal Services Used	446	546	609	**592**	599	618	631	652
Internal Services Recovered	(293)	(220)	(167)	**(167)**	(167)	(167)	(167)	(167)
External Recoveries	(86)	(60)	-	**-**	-	-	-	-
	8,277	9,608	9,123	**9,790**	10,135	10,439	10,686	11,004
Net Operations Total	**3,420**	**4,622**	**4,645**	**5,089**	**5,340**	**5,548**	**5,697**	**5,915**
Transfers								
Transfer From Own Sources	(7)	-	-	**-**	-	-	-	-
Transfer To Own Sources	30	30	-	**-**	-	-	-	-
	23	30	-	**-**	-	-	-	-
	$ 3,443	**$ 4,652**	**$ 4,645**	**$ 5,089**	**$ 5,340**	**$ 5,548**	**$ 5,697**	**$ 5,915**

(in thousands)

HERITAGE SERVICES	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (110)	$ (102)	$ (76)	**$ (91)**	$ (93)	$ (95)	$ (97)	$ (99)
Grants, Donations and Other	(11)	(9)	(26)	**(5)**	(5)	(5)	(5)	(5)
	(121)	(111)	(102)	**(96)**	(98)	(100)	(102)	(104)
Expenditures								
Salaries and Benefits	998	1,047	1,139	**1,266**	1,293	1,346	1,386	1,443
Operating Costs	267	259	315	**337**	342	347	352	357
Internal Services Used	59	59	67	**70**	71	73	74	76
Internal Services Recovered	-	-	(18)	**(24)**	(24)	(24)	(24)	(24)
External Recoveries	-	-	-	**-**	-	-	-	-
	1,324	1,365	1,503	**1,649**	1,682	1,742	1,788	1,852
Net Operations Total	**1,203**	**1,254**	**1,401**	**1,553**	**1,584**	**1,642**	**1,686**	**1,748**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 1,203	**$ 1,254**	**$ 1,401**	**$ 1,553**	**$ 1,584**	**$ 1,642**	**$ 1,686**	**$ 1,748**

INDOOR POOLS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (6,618)	$ (6,478)	$ (6,624)	**$ (6,889)**	$ (7,027)	$ (7,168)	$ (7,311)	$ (7,457)
Grants, Donations and Other	2	(2)	-	**-**	-	-	-	-
	(6,616)	(6,480)	(6,624)	**(6,889)**	(7,027)	(7,168)	(7,311)	(7,457)
Expenditures								
Salaries and Benefits	6,968	7,469	7,093	**7,128**	7,266	7,552	7,759	8,065
Operating Costs	2,567	2,547	2,656	**2,751**	2,801	2,851	2,901	2,951
Internal Services Used	586	607	610	**610**	618	638	651	672
Internal Services Recovered	-	(20)	-	**-**	-	-	-	-
External Recoveries	(90)	(90)	(90)	**(90)**	(90)	(90)	(90)	(90)
	10,031	10,513	10,269	**10,399**	10,595	10,951	11,221	11,598
Net Operations Total	**3,415**	**4,033**	**3,645**	**3,510**	**3,568**	**3,783**	**3,910**	**4,141**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	32	19	-	**-**	-	-	-	-
	32	19	-	**-**	-	-	-	-
	$ 3,447	**$ 4,052**	**$ 3,645**	**$ 3,510**	**$ 3,568**	**$ 3,783**	**$ 3,910**	**$ 4,141**

(in thousands)

OUTDOOR POOLS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	781	771	772	770	770	770	770	770
Internal Services Used	12	10	20	24	24	25	26	27
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(9)	(9)	(17)	(17)	(17)	(17)	(17)	(17)
	784	772	775	777	777	778	779	780
Net Operations Total	**784**	**772**	**775**	**777**	**777**	**778**	**779**	**780**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	23	-	37	37	37	37	37	37
	23	-	37	37	37	37	37	37
	$ 807	**$ 772**	**$ 812**	**$ 814**	**$ 814**	**$ 815**	**$ 816**	**$ 817**

MARKETING	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (121)	$ (74)	$ (118)	$ (123)	$ (123)	$ (123)	$ (123)	$ (123)
Grants, Donations and Other	(11)	(6)	(8)	(8)	(8)	(8)	(8)	(8)
	(132)	(80)	(126)	(131)	(131)	(131)	(131)	(131)
Expenditures								
Salaries and Benefits	611	663	618	762	779	812	836	871
Operating Costs	565	526	574	502	507	512	517	522
Internal Services Used	6	2	1	1	1	1	1	1
Internal Services Recovered	(65)	(98)	(50)	(50)	(50)	(50)	(50)	(50)
External Recoveries	(30)	(28)	(21)	(21)	(21)	(21)	(21)	(21)
	1,087	1,065	1,122	1,194	1,216	1,254	1,283	1,323
Net Operations Total	**955**	**985**	**996**	**1,063**	**1,085**	**1,123**	**1,152**	**1,192**
Transfers								
Transfer From Own Sources	(5)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	(5)	-	-	-	-	-	-	-
	$ 950	**$ 985**	**$ 996**	**$ 1,063**	**$ 1,085**	**$ 1,123**	**$ 1,152**	**$ 1,192**

(in thousands)

PARKS DIVISION	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (1,361)	$ (1,321)	$ (966)	**$ (1,005)**	$ (1,025)	$ (1,046)	$ (1,067)	$ (1,088)
Grants, Donations and Other	(713)	(1,024)	-	**(7)**	(7)	(7)	(7)	(7)
	(2,074)	(2,345)	(966)	**(1,012)**	(1,032)	(1,053)	(1,074)	(1,095)
Expenditures								
Salaries and Benefits	8,097	8,679	7,662	**7,967**	8,128	8,455	8,693	9,042
Operating Costs	9,385	9,857	6,969	**8,046**	8,671	9,296	9,921	10,546
Internal Services Used	9,319	9,712	7,589	**7,522**	7,616	7,864	8,025	8,286
Internal Services Recovered	(9,502)	(10,179)	(7,093)	**(7,354)**	(7,446)	(7,688)	(7,846)	(8,101)
External Recoveries	(304)	(250)	(169)	**(169)**	(169)	(169)	(169)	(169)
	16,995	17,819	14,958	**16,012**	16,800	17,758	18,624	19,604
Net Operations Total	**14,921**	**15,474**	**13,992**	**15,000**	**15,768**	**16,705**	**17,550**	**18,509**
Transfers								
Transfer From Own Sources	(2,085)	(2,096)	(24)	**(25)**	(25)	(25)	(25)	(25)
Transfer To Own Sources	261	384	75	**75**	75	75	75	75
	(1,824)	(1,712)	51	**50**	50	50	50	50
	$ 13,097	**$ 13,762**	**$ 14,043**	**$ 15,050**	**$ 15,818**	**$ 16,755**	**$ 17,600**	**$ 18,559**

PLANNING, RESEARCH & DEVELOPMENT	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ (24)	$ -	**$ (36)**	$ (37)	$ (38)	$ (39)	$ (40)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	(24)	-	**(36)**	(37)	(38)	(39)	(40)
Expenditures								
Salaries and Benefits	433	417	513	**676**	691	720	742	773
Operating Costs	211	150	53	**53**	53	53	53	53
Internal Services Used	256	445	17	**17**	17	18	18	19
Internal Services Recovered	(296)	(294)	(296)	**(329)**	(333)	(344)	(351)	(362)
External Recoveries	-	-	-	**-**	-	-	-	-
	604	718	287	**417**	428	447	462	483
Net Operations Total	**604**	**694**	**287**	**381**	**391**	**409**	**423**	**443**
Transfers								
Transfer From Own Sources	(112)	(533)	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	(112)	(533)	-	**-**	-	-	-	-
	$ 492	**$ 161**	**$ 287**	**$ 381**	**$ 391**	**$ 409**	**$ 423**	**$ 443**

(in thousands)

SENIORS CENTRES	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (485)	$ (484)	$ (467)	**$ (486)**	$ (496)	$ (506)	$ (516)	$ (526)
Grants, Donations and Other	-	(1)	-	**-**	-	-	-	-
	(485)	(485)	(467)	**(486)**	(496)	(506)	(516)	(526)
Expenditures								
Salaries and Benefits	735	720	814	**840**	851	879	897	926
Operating Costs	472	435	436	**271**	276	281	286	291
Internal Services Used	69	64	67	**68**	69	71	72	74
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(4)	(11)	-	**-**	-	-	-	-
	1,272	1,208	1,317	**1,179**	1,196	1,231	1,255	1,291
Net Operations Total	**787**	**723**	**850**	**693**	**700**	**725**	**739**	**765**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 787	**$ 723**	**$ 850**	**$ 693**	**$ 700**	**$ 725**	**$ 739**	**$ 765**

SPECIAL EVENTS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (516)	$ (411)	$ (431)	**$ (448)**	$ (448)	$ (448)	$ (448)	$ (448)
Grants, Donations and Other	(541)	(521)	(395)	**(395)**	(395)	(395)	(395)	(395)
	(1,057)	(932)	(826)	**(843)**	(843)	(843)	(843)	(843)
Expenditures								
Salaries and Benefits	316	376	318	**332**	347	369	388	413
Operating Costs	1,372	1,275	942	**1,154**	1,159	1,164	1,169	1,174
Internal Services Used	40	10	99	**99**	100	103	105	108
Internal Services Recovered	(54)	(3)	(1)	**(1)**	(1)	(1)	(1)	(1)
External Recoveries	(8)	(14)	(1)	**(1)**	(1)	(1)	(1)	(1)
	1,666	1,644	1,357	**1,583**	1,604	1,634	1,660	1,693
Net Operations Total	**609**	**712**	**531**	**740**	**761**	**791**	**817**	**850**
Transfers								
Transfer From Own Sources	(3)	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	26	146	**146**	146	146	146	146
	(3)	26	146	**146**	146	146	146	146
	$ 606	**$ 738**	**$ 677**	**$ 886**	**$ 907**	**$ 937**	**$ 963**	**$ 996**

(in thousands)

YOUTH CENTRES	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (105)	$ (76)	$ (130)	**$ (136)**	$ (139)	$ (142)	$ (145)	$ (148)
Grants, Donations and Other	-	-	(1)	**-**	-	-	-	-
	(105)	(76)	(131)	**(136)**	(139)	(142)	(145)	(148)
Expenditures								
Salaries and Benefits	596	569	575	**619**	627	647	660	681
Operating Costs	151	127	127	**94**	94	94	94	94
Internal Services Used	22	12	11	**11**	11	11	11	11
Internal Services Recovered	(45)	(26)	(9)	**(9)**	(9)	(9)	(9)	(9)
External Recoveries	(52)	(50)	-	**-**	-	-	-	-
	672	632	705	**716**	724	744	757	778
Net Operations Total	**567**	**556**	**574**	**580**	**585**	**602**	**612**	**630**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	25	-	-	**-**	-	-	-	-
	25	-	-	**-**	-	-	-	-
	$ 592	**$ 556**	**$ 574**	**$ 580**	**$ 585**	**$ 602**	**$ 612**	**$ 630**

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
PARKS, RECREATION & CULTURE
(in thousands)

2010 ADOPTED BUDGET		$ 34,472
REVENUES		
Sales and Services		
Fee Increase	$ (864)	
Arts and Heritage reduction in BC Council Grants	37	
Marketing reduction in Leisure Guide revenue	45	(782)
Total Change in Revenues		(782)
EXPENDITURES		
Salaries/Wages & Benefits		
Overhead, CUPE & Exempt Rate	692	
Reinstate 2009 Cost Saving Measures	146	838
Operating Costs		
Increase Due to Inflation	284	
New Facilities	885	
Parks Division Contract Increases	161	
Parks Division new Inventory	300	
Parks Division Pesticide Management	300	
Special Events - Celebrations	200	
Heritage Services	22	
Sport Tourism Partnership	30	
Reinstate 2009 Cost Saving Measures	*30*	*2,212*
Internal Services Used	(75)	(75)
Internal Services Recovered	(300)	(300)
External Recoveries	(101)	(101)
Transfer From Own Sources	9	9
Transfer To Own Sources	-	-
Total Change in Expenditures		2,583
2011 BUDGET		$ 36,273

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
PARKS, RECREATION & CULTURE
(in thousands)

2011 ADOPTED BUDGET			$ 36,273
REVENUES			
Sales and Service			
Increase Revenue	....	$ (1,488)	(1,488)
EXPENDITURES			
Salaries/Wages & Benefits			
Benefit and Step Adjustments	....	4,244	4,244
Operating Costs			
Arena Inflation Increases	....	200	
Art Centre Inflation Increase	....	80	
Community Recreation Offices Inflation Increases	....	400	
Heritage Inflation Increase	....	20	
Indoor Pool Inflation Increase	....	200	
Marketing Increase	....	20	
Parks Inflation Increases	....	1,300	
Parks Inventory Increases	....	1,200	
Seniors Inflation Increases	....	20	
Special Events Inflation Increases	....	20	3,460
Internal Services Used	....	946	946
Internal Services Recovered	....	(780)	(780)
External Recoveries	....	-	-
Transfers To/From Own Source	....	-	-
2015 BUDGET			$ 42,655

2011 – 2015 FINANCIAL PLAN
SURREY PUBLIC LIBRARY
DEPARTMENTAL 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

2011 – 2015 FINANCIAL PLAN
SURREY LIBRARIES DEPARTMENTAL OVERVIEW

MISSION STATEMENT

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

KEY PROGRAMS & SERVICES

Surrey Public Library has nine branches, located in the six town centres of Whalley, Guildford, Fleetwood, Newton, Cloverdale and South Surrey, as well as in Strawberry Hill, Ocean Park and Port Kells. Construction is well underway for the new City Centre Library, which will replace the Whalley 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.

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

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

Newton Library

The library offers a wide variety of programs that support literacy, including storytimes for children, job finding and career workshops, reading clubs for children and teens, computer literacy classes, services for New Canadians, 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 to borrow directly from all partner libraries and to return materials at their home library branches. The BC OneCard program allows Surrey residents to borrow materials directly when they are travelling to other areas of the province.

Through collaborative initiatives, the library provides downloadable audiobooks and a selection of online databases to Surrey residents of all ages. Partnerships with local community agencies such as School District #36, Options, and Kla How Eya help us to extend literacy programs beyond the Library's walls.

The department's budgetary divisions include:

PUBLIC SERVICES

Public Services manages the borrowing and information services offered through our nine locations; plans, promotes and delivers a wide variety of programs; and acquires print and electronic collections that suit the needs of our diverse community. This division also manages the Library's images and raises awareness and funds to support and enhance its community services.

ADMINISTRATIVE SERVICES

Administrative Services manages the finance, human resources and information technology functions of the Library system, running day-to-day operations and ensuring service requirements are met. This division is also responsible for co-ordinating the maintenance and improvement of the library's facilities and grounds.

Green Wall at Semiahmoo Library

2010 ACCOMPLISHMENTS

ECONOMIC:

- Balanced the budget with minor cuts to service, despite the Recent recession;
- Completed a Fundraising Feasibility Study and a Major Gifts Campaign Plan, to be launched in 2011;
- Reviewed fees structure for meeting room rentals to improve alternate sources of revenue; and

- Renewed funding from outside sources, including Coast Capital Savings, Rotary Clubs and others.

ENVIRONMENTAL:

- Increased E-services through:
    - Providing access to a growing collection of E-books and articles online through our website;
    - Offering electronic and telephonic notification and messaging services to customers;
    - Developing of a new, more functional website, located at www.surreylibraries.ca;
- Installed the largest green wall in North America at the Semiahmoo Library; and
- Refrained from printing unnecessary documents; promoted dual-sided printing.

SOCIO-CULTURAL:

Visit surreylibraries.ca

- Planned the new flagship Library in City Centre, to be open to the public in the fall of 2011;
- Launched new social networking tools, including a blog, Facebook page and Twitter channel to promote the new library and better inform the public about library programs and services;
- Provided numerous formal and informal educational opportunities, through self-taught computer-based programs, one-on-one technology training in classrooms, workshops and programs;
- Increased programming outside the library, through partnerships with School District 36 and other community agencies;
- Involved Surrey residents through opportunities to volunteer, and participate in, social media, surveys and focus groups;
- Signed up 14,000 children for the Summer Reading Club, the largest-ever participation in the largest Club in the province; and
- Received nomination for a Surrey Board of Trade Business Excellence award (not-for-profit category).

FUTURE INITIATIVES

ECONOMIC:

- Implement the Major Gifts fundraising campaign to encourage contributions to the Library's Endowment Fund;
- Review fines and fees in concert with InterLINK libraries to increase revenue and reduce customer confusion;
- Encourage electronic messaging to reduce postal and printing costs ;
- Encourage use of online databases to improve 'value for money' for these resources;
- Conduct a survey on the economic impact of libraries in conjunction with the strategic planning process; and
- Enable customers to complete their registrations, donations and payments online.

Children's Storytime

ENVIRONMENTAL:

- Participate in City-led strategies to reduce energy consumption and waste, such as improved lighting and organic waste collection;
- Monitor success of the green wall at the Semiahmoo library and the green roof at the City Centre Library and share experience with other library systems;
- Continue participation in the City's Environmental Extravaganza, to feature our educational role on environmental issues;
- Encourage staff to use alternative modes of transportation and communication;
- Reduce the number of printers and copiers through the use of networked multifunction equipment;
- Provide a variety of electronic downloadable resources such as books, newspapers, and audio/video media; and
- Continue to refine the internet and intranet sites.

Promoting our highly successful reading club program

SOCIO-CULTURAL:

- Develop a stronger communications and marketing strategy to better get the word out about library programs, services and opportunities for charitable giving;
- Develop a signature event that highlights the good work being done by the library in the community;
- Use the new City Centre Library as a Catalyst to create new programs and services in partnership with other community agencies, such as offering settlement services in the library;
- Continue to offer programs and services that meet the educational and informational needs of residents in Surrey;

- Continue to strive to meet the needs of our culturally-diverse community, including the need for multi-lingual library services;
- Develop new programs that meet the needs of target groups that have not been adequately served, including the urban aboriginal population, people with developmental disabilities and adult learners;
- Continue to focus on programs for youth, including tweens and teenagers; and
- Continue to retrofit library facilities with teen lounges, seniors' areas, and multilingual signage.

The City Centre Library – construction to be completed Fall 2011

PERFORMANCE MEASURES

The following table identifies key performance measures that will help the Libraries track its progress and monitor its construction to building a sustainable Surrey.

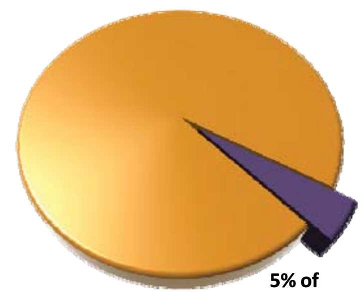
Division	*Performance Measures*	*2010*	*B2011*	*B2012*	*B2013*	*B2014*	*B2015*
Public Services	1. Number of visits made to library locations and library website	4,346,000	3,980,000	4,060,000	4,140,000	4,220,000	4,300,000
	2. Number of transactions completed using the Library's materials collection	4,047,000	4,100,000	4,200,000	4,300,000	4,400,000	4,500,000
	3. Number of enrolments in Summer Reading Club and other early literacy programs	109,000	68,500	70,000	71,000	72,500	74,000
Administrative Services	1. Number of online access points available on library premises	184	210	220	230	240	250
	2. Percentage of new customers signed up on email notification	44%	48%	51%	54%	57%	60%

2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
SURREY PUBLIC LIBRARY
(in thousands)

PROGRAM SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Administration	$ (38)	$ (18)	$ (97)	**$ 114**	$ 152	$ 210	$ 260	$ 325
Public Services	9,758	10,179	10,258	**10,319**	10,709	11,189	11,570	12,087
	$ 9,720	**$ 10,161**	**$ 10,161**	**$ 10,433**	**$ 10,861**	**$ 11,399**	**$ 11,830**	**$ 12,412**

ACCOUNT SUMMARY

	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (553)	$ (549)	$ (545)	**$ (543)**	$ (543)	$ (543)	$ (543)	$ (543)
Grants, Donations and Other	(1,191)	(1,057)	(1,004)	**(1,006)**	(1,016)	(1,026)	(1,036)	(1,046)
	(1,744)	(1,606)	(1,549)	**(1,549)**	(1,559)	(1,569)	(1,579)	(1,589)
Expenditures								
Salaries and Benefits	9,175	9,506	9,382	**9,730**	10,006	10,491	10,874	11,402
Operating Costs	1,876	1,992	1,999	**1,943**	2,077	2,127	2,177	2,227
Internal Services Used	319	314	369	**369**	397	410	418	432
Internal Services Recovered	(66)	(63)	-	**-**	-	-	-	-
External Recoveries	(10)	(3)	(40)	**(60)**	(60)	(60)	(60)	(60)
	11,294	11,746	11,710	**11,982**	12,420	12,968	13,409	14,001
Net Operations Total	9,550	10,140	10,161	**10,433**	10,861	11,399	11,830	12,412
Transfers								
Transfer From Own Sources	-	(48)	-	**-**	-	-	-	-
Transfer To Own Sources	170	69	-	**-**	-	-	-	-
	170	21	-	**-**	-	-	-	-
	$ 9,720	**$ 10,161**	**$ 10,161**	**$ 10,433**	**$ 10,861**	**$ 11,399**	**$ 11,830**	**$ 12,412**



5% of Property Taxes allocated to Surrey Public Library

(in thousands)

ADMINISTRATION	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	(1,009)	(915)	(909)	**(909)**	(919)	(929)	(939)	(949)
	(1,009)	(915)	(909)	**(909)**	(919)	(929)	(939)	(949)
Expenditures								
Salaries and Benefits	674	700	595	**788**	825	881	930	993
Operating Costs	193	231	205	**243**	253	263	273	283
Internal Services Used	10	10	52	**52**	53	55	56	58
Internal Services Recovered	(66)	(63)	-	**-**	-	-	-	-
External Recoveries	(10)	(2)	(40)	**(60)**	(60)	(60)	(60)	(60)
	801	876	812	**1,023**	1,071	1,139	1,199	1,274
Net Operations Total	**(208)**	**(39)**	**(97)**	**114**	**152**	**210**	**260**	**325**
Transfers								
Transfer From Own Sources	-	(48)	-	**-**	-	-	-	-
Transfer To Own Sources	170	69	-	**-**	-	-	-	-
	170	21	-	**-**	-	-	-	-
	$ (38)	**$ (18)**	**$ (97)**	**$ 114**	**$ 152**	**$ 210**	**$ 260**	**$ 325**

(in thousands)

PUBLIC SERVICES	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (553)	$ (549)	$ (545)	**$ (543)**	$ (543)	$ (543)	$ (543)	$ (543)
Grants, Donations and Other	(182)	(142)	(95)	**(97)**	(97)	(97)	(97)	(97)
	(735)	(691)	(640)	**(640)**	(640)	(640)	(640)	(640)
Expenditures								
Salaries and Benefits	8,501	8,806	8,787	**8,942**	9,181	9,610	9,944	10,409
Operating Costs	1,683	1,761	1,794	**1,700**	1,824	1,864	1,904	1,944
Internal Services Used	309	304	317	**317**	344	355	362	374
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	-	(1)	-	**-**	-	-	-	-
	10,493	10,870	10,898	**10,959**	11,349	11,829	12,210	12,727
Net Operations Total	**9,758**	**10,179**	**10,258**	**10,319**	**10,709**	**11,189**	**11,570**	**12,087**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 9,758	**$ 10,179**	**$ 10,258**	**$ 10,319**	**$ 10,709**	**$ 11,189**	**$ 11,570**	**$ 12,087**

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
SURREY PUBLIC LIBRARY
(in thousands)

2010 ADOPTED BUDGET		$ 10,161
REVENUES		
Sales and Services		
Fees for Service	$ 2	2
Grants, Donations and Other	(2)	(2)
Total Change in Revenues		-
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Rate & Range Increase	396	
Overhead, OT, Sick Reduction	(48)	348
Operating Costs		
Friday evening and Sunday Partial Closures	(56)	(56)
Internal Services Used	-	-
Internal Services Recovered	-	-
External Recoveries	(20)	(20)
Transfer From Own Sources	-	-
Transfer To Own Sources	-	-
Total Change in Expenditures		272
2011 BUDGET		$ 10,433

2011 ADOPTED BUDGET		$ 10,433
REVENUES		
Provincial Grant	(40)	(40)
EXPENDITURES		
Salaries/Wages & Benefits	1,672	1,672
Operating Costs		
Administration Inflation Increase	200	
Book Tracking System (RFID)	80	
Library WIFI ($500 x 8 sites)	4	284
Internal Services		
Benefit and Step Adjustments	40	
Green Wall - Semihamoo	23	63
2015 BUDGET		$ 12,412

This page left blank intentionally.

2011 – 2015 FINANCIAL PLAN
PLANNING & DEVELOPMENT
DEPARTMENTAL 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

2011 – 2015 FINANCIAL PLAN
PLANNING & DEVELOPMENT DEPARTMENTAL OVERVIEW

MISSION STATEMENT

To provide advice and recommendations to City Council on planning, building, and community development matters and implement the by-laws, policies, and objectives set by City Council related to growth and development.

KEY PROGRAMS & SERVICES

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

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

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

AREA PLANNING & DEVELOPMENT, NORTH & SOUTH

Area Planning & Development implements Council-adopted by-laws and policies in relation to the use and development of land. This work involves receiving and reviewing applications for land development projects and preparing reports to Council.

BUILDING

Building administers Council adopted by-laws and policies related to building construction. This work involves servicing residential and commercial building plan reviews, conducting building, plumbing and electrical field review services, and the administering of the Tree Preservation By-law and Sign By-laws. 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.

COMMUNITY PLANNING

Community Planning develops Land Use Plans and policies in support of the planned and orderly development of the City. The division administers the Official Community Plan, General Land Use Plans, Neighbourhood Concept Plans, Local Area Plans, and Zoning By-law amendments and monitors the City's growth management strategies. Community Planning also supports the Heritage Advisory Commission, the Environmental Advisory Committee, the Agricultural Advisory Committee, and the Social Planning Advisory Committee. The division provides graphic and mapping services for the department and supports the corporate GIS.

CIVIC FACILITIES

Civic Facilities designs and constructs new facilities and maintains and operates the City's existing building inventory, which includes redeveloping and modifying buildings and administering an ongoing preventative maintenance program. The division leads energy savings initiatives throughout the city in partnership with the Power Smart Program sponsored by BC Hydro.

ADMINISTRATION & SPECIAL PROJECTS

Administration & Special Projects provide general clerical services, records management and files maintenance, budgeting, information technology support and customer service.

South Surrey Arena

2010 ACCOMPLISHMENTS

ECONOMIC:

- Implemented building approval process changes that created efficiencies, enhanced services and reduced costs for builders;
- Streamlined the land development application review and approval process, particularly in the areas of industrial and commercial development;
- Received approximately 590 development applications for rezoning, subdivision, development, development variance, Official Community Plan amendment and Land Use Contract amendment;
- Prepared and presented 212 Planning Reports to Council on development applications; and
- Approved the creation of approximately 585 single family lots.

ENVIRONMENTAL:

- Supported the City's Environmental Management Study;
- Constructed the largest vertical garden/green wall in Canada at the Semiahmoo Library;
- Installed dehumidification and heat reclaim systems and high efficiency low-emission boilers at three of the City's largest recreational facilities;
- Developed a sustainable checklist for encouraging sustainable development practices and plans in consultation with community groups and the development industry;
- Completed and received Council endorsement for an innovative approach to Ecosystem Management that maps environmentally-sensitive lands in the City; and

Brownsville Bar Park

- Developed and received Council approval of a Climate Action Plan for greenhouse gas emissions targets and policies in the OCP.

SOCIO-CULTURAL:

- Received and approved applications for the following non-profit housing projects:
  - Timber Grove, a 52-unit, VANCOC legacy housing project; and
  - The Council for BC Housing's proposed conversion of the Howard Johnson Motel to a 56-unit housing project;
- Completed the Annual Report on the Action Plan for the Wellbeing of Surrey Residents (the "Social Plan");
- Developed, completed, and presented a Child and Youth Friendly City Strategy, in partnership with the Parks, Recreation and Culture Department, which included extensive consultation with children, youth, families and community organizations;
- Developed and presented to Council, in keeping with the Housing Action Plan direction, a secondary suites legalization policy based on a comprehensive community survey;
- Completed and received Council approval of Zoning By-law changes to better regulate care facilities;
- Completed and presented a comprehensive review of heritage planning in the City, including recommendations for enhancing heritage protection and interpretation;
- Installed ultra-violet water purification systems at three of the City's largest swimming pools to enhance the water quality and environment in each facility;
- Completed construction of Fire Hall 14 to service the rapidly-expanding Grandview Heights community, construction of the Chuck Bailey Community Recreation Centre in City Centre, expansion of the Newton Recreation and Community Centre, and a series of other capital projects; and

Residential Neighbourhood in Surrey

- Converted the former Fire Hall 10 into the Newton Cultural Centre.

FUTURE INITIATIVES

ECONOMIC:

- Review and process all land development applications;
- Upgrade the Amanda application tracking system, in conjunction with the Engineering Land Development Division, to improve the land development application and approval process and put a greater emphasis on project management;
- Review and update the subdivision concept plans to reflect actual subdivision and land use patterns approved by the Approving Officer and/or Council;
- Apply technological enhancements in the building approval processes to provide more sustainable and cost-effective customer service options;
- Complete and receive Council approval for the City Centre Plan; and
- Work with the Agricultural Advisory Committee to protect and enhance the viability, productivity and sustainability of agriculture in Surrey.

Walking Paths at Gateway Skytrain Station

ENVIRONMENTAL:

- Review and update secondary plans to reflect changes resulting from development approvals and changing development conditions since adoption of these plans;
- Applying sustainability principles in new construction projects and retro-fit existing building systems to increase energy efficiency and reduce carbon emissions; and
- Support the implementation of the City's digital records management solution.

SOCIO-CULTURAL:

- Finalize plans for City Centre, North Grandview Area 5A and Newton Town Centre;
- Support the Heritage Commission and the Agricultural Advisory Committee;
- Complete and receive Council approval for:
  - major review and update of the City's Official Community Plan;
  - Stage 2 of the NCP for Anniedale—Tynehead; and
  - Stage 2 of the NCP for the Semiahmoo Town Centre;
- Complete Stage 1 of the West Clayton NCPs and Grandview Heights NCP #4; and
- In consultation with TransLink and the Engineering Department, prepare Frequent Transit Corridor Development plans for existing and future rapid transit corridors in Surrey.

Residential Neighbourhood in Surrey

PERFORMANCE MEASURES

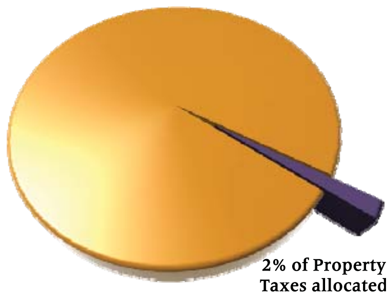
The following table identifies key performance measures that will assist the Planning & Development Department in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	*Performance Measures*	*2010*	*B2011*	*B2012*	*B2013*	*B2014*	*B2015*
Area Planning North/South	1. Council acceptance of Planning Reports for positive recommendations	96%	85%	85%	85%	85%	85%
	2. Council acceptance of Planning Reports is a minimum of 50% for negative recommendations	50%	50%	50%	50%	50%	50%

Division	Performance Measures	2010	B2011	B2012	B2013	B2014	B2015
	3. Complete Planning Reports for a minimum of 65% of re-zoning, subdivision and DP projects received in the calendar year	67%	65%	65%	65%	65%	65%
Community Planning	1. Number of dwelling units in completed Neighbourhood Concept Plans	1,541	1,500	1,500	1,500	1,500	1,500
	2. Number of Policy Reports submitted to Council	80	40	40	40	40	40
	3. Number of public meetings held	6	5	5	5	5	5
Building	1. Number of single family dwelling permits	1,715	1,650	1,600	1,575	1,550	1,525
	2. Total annual construction value	$1.2 B	$1.34 B	$1.4 B	$1.46 B	$1.51 B	$1.51 B
	3. Number of inspections	84,000	87,000	91,000	93,000	95,000	97,000
Civic Facilities	1. Energy consumption per sq. ft. in major pools/arenas	Baseline	5%	5%	5%	5%	5%
	2. Number of after-hours calls	140	135	130	125	125	125
	3. Number of unscheduled facility closures	3	2	2	2	2	2
Administration &Special Projects	1. Number of file set-ups	5,037	5,000	5,000	5,000	5,000	5,000
	2. Number of incoming calls to main switchboard	77,000	75,000	75,000	75,000	75,000	75,000
	3. Number of requests for historical building data	5,500	5,000	4.900	4.800	4,700	4,600

2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
PLANNING & DEVELOPMENT
(in thousands)

PROGRAM SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Administration	$ 2,214	$ 2,227	$ 2,008	**$ 2,561**	$ 2,608	$ 2,656	$ 2,753	$ 2,824
Area Planning & Development	1,531	1,690	1,393	**1,713**	1,748	1,865	1,937	2,063
Building	(6,779)	(6,898)	(6,062)	**(6,932)**	(7,069)	(7,067)	(7,148)	(7,138)
Long Range Planning & Policy	1,548	1,909	1,663	**1,658**	1,692	1,760	1,810	1,883
Heritage Advisory Committee	23	23	23	**23**	23	23	23	23
Facilties	4,693	4,480	4,960	**5,198**	5,274	5,381	5,474	5,588
	$ 3,230	**$ 3,431**	**$ 3,985**	**$ 4,221**	**$ 4,276**	**$ 4,618**	**$ 4,849**	**$ 5,243**
ACCOUNT SUMMARY								
Revenues								
Sales and Services	$ (16,758)	$ (16,904)	$ (14,527)	**$ (17,141)**	$ (17,483)	$ (17,832)	$ (18,188)	$ (18,551)
Grants, Donations and Other	(11)	(3)	-	**-**	-	-	-	-
	(16,769)	(16,907)	(14,527)	**(17,141)**	(17,483)	(17,832)	(18,188)	(18,551)
Expenditures								
Salaries and Benefits	14,436	15,377	15,275	**18,293**	18,669	19,381	19,964	20,745
Operating Costs	5,345	4,872	4,776	**4,562**	4,597	4,632	4,667	4,702
Internal Services Used	1,750	2,119	1,431	**1,601**	1,621	1,673	1,707	1,762
Internal Services Recovered	(3,746)	(4,156)	(3,446)	**(3,620)**	(3,665)	(3,784)	(3,861)	(3,987)
External Recoveries	(221)	(96)	(38)	**(84)**	(84)	(84)	(84)	(84)
	17,564	18,116	17,998	**20,752**	21,138	21,818	22,393	23,138
Net Operations Total	795	1,209	3,471	**3,611**	3,655	3,986	4,205	4,587
Transfers								
Transfer From Own Sources	(871)	(32)	-	**-**	-	-	-	-
Transfer To Own Sources	3,306	2,254	514	**610**	621	633	644	656
	2,435	2,222	514	**610**	621	633	644	656
	$ 3,230	**$ 3,431**	**$ 3,985**	**$ 4,221**	**$ 4,276**	**$ 4,618**	**$ 4,849**	**$ 5,243**



2% of Property Taxes allocated to Planning & Development

(in thousands)

ADMINISTRATION	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (31)	$ (44)	$ (26)	**$ (27)**	$ (27)	$ (27)	$ (27)	$ (27)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(31)	(44)	(26)	**(27)**	(27)	(27)	(27)	(27)
Expenditures								
Salaries and Benefits	1,898	1,933	1,712	**2,265**	2,312	2,360	2,457	2,528
Operating Costs	326	325	313	**313**	313	313	313	313
Internal Services Used	21	13	9	**10**	10	10	10	10
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	2,245	2,271	2,034	**2,588**	2,635	2,683	2,780	2,851
Net Operations Total	**2,214**	**2,227**	**2,008**	**2,561**	**2,608**	**2,656**	**2,753**	**2,824**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 2,214	**$ 2,227**	**$ 2,008**	**$ 2,561**	**$ 2,608**	**$ 2,656**	**$ 2,753**	**$ 2,824**

AREA & PLANNING DEVELOPMENT	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (1,120)	$ (1,845)	$ (1,826)	**$ (2,305)**	$ (2,351)	$ (2,398)	$ (2,446)	$ (2,495)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(1,120)	(1,845)	(1,826)	**(2,305)**	(2,351)	(2,398)	(2,446)	(2,495)
Expenditures								
Salaries and Benefits	3,317	3,446	3,153	**3,952**	4,033	4,197	4,317	4,492
Operating Costs	192	87	66	**66**	66	66	66	66
Internal Services Used	6	3	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(6)	(1)	-	**-**	-	-	-	-
	3,509	3,535	3,219	**4,018**	4,099	4,263	4,383	4,558
Net Operations Total	**2,389**	**1,690**	**1,393**	**1,713**	**1,748**	**1,865**	**1,937**	**2,063**
Transfers								
Transfer From Own Sources	(858)	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	(858)	-	-	**-**	-	-	-	-
	$ 1,531	**$ 1,690**	**$ 1,393**	**$ 1,713**	**$ 1,748**	**$ 1,865**	**$ 1,937**	**$ 2,063**

(in thousands)

BUILDING	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (15,594)	$ (15,003)	$ (12,670)	**$ (14,804)**	$ (15,100)	$ (15,402)	$ (15,710)	$ (16,024)
Grants, Donations and Other	(2)	(3)	-	-	-	-	-	-
	(15,596)	(15,006)	(12,670)	**(14,804)**	(15,100)	(15,402)	(15,710)	(16,024)
Expenditures								
Salaries and Benefits	5,679	6,189	5,795	**6,961**	7,099	7,382	7,587	7,889
Operating Costs	1,177	387	343	**344**	354	364	374	384
Internal Services Used	50	9	8	**9**	9	9	9	9
Internal Services Recovered	(173)	(115)	-	-	-	-	-	-
External Recoveries	-	(10)	-	-	-	-	-	-
	6,733	6,460	6,146	**7,314**	7,462	7,755	7,970	8,282
Net Operations Total	**(8,863)**	**(8,546)**	**(6,524)**	**(7,490)**	**(7,638)**	**(7,647)**	**(7,740)**	**(7,742)**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	2,084	1,648	462	**558**	569	581	592	604
	2,084	1,648	462	**558**	569	581	592	604
	$ (6,779)	**$ (6,898)**	**$ (6,062)**	**$ (6,932)**	**$ (7,069)**	**$ (7,067)**	**$ (7,148)**	**$ (7,138)**

LONG RANGE PLANNING & POLICY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (8)	$ (4)	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	(9)	-	-	-	-	-	-	-
	(17)	(4)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,302	1,404	1,746	**1,770**	1,805	1,877	1,929	2,006
Operating Costs	403	615	-	-	-	-	-	-
Internal Services Used	6	4	-	-	-	-	-	-
Internal Services Recovered	(95)	(110)	(83)	**(112)**	(113)	(117)	(119)	(123)
External Recoveries	(51)	-	-	-	-	-	-	-
	1,565	1,913	1,663	**1,658**	1,692	1,760	1,810	1,883
Net Operations Total	**1,548**	**1,909**	**1,663**	**1,658**	**1,692**	**1,760**	**1,810**	**1,883**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 1,548	**$ 1,909**	**$ 1,663**	**$ 1,658**	**$ 1,692**	**$ 1,760**	**$ 1,810**	**$ 1,883**

(in thousands)

HERITAGE ADVISORY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ (5)	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	(5)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	20	52	23	23	23	23	23	23
Internal Services Used	-	1	-	-	-	-	-	-
Internal Services Recovered	-	(7)	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	20	46	23	23	23	23	23	23
Net Operations Total	**20**	**41**	**23**	**23**	**23**	**23**	**23**	**23**
Transfers								
Transfer From Own Sources	(13)	(32)	-	-	-	-	-	-
Transfer To Own Sources	16	14	-	-	-	-	-	-
	3	(18)	-	-	-	-	-	-
	$ 23	**$ 23**	**$ 23**	**$ 23**	**$ 23**	**$ 23**	**$ 23**	**$ 23**

FACILITIES	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (5)	$ (3)	$ (5)	$ (5)	$ (5)	$ (5)	$ (5)	$ (5)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(5)	(3)	(5)	(5)	(5)	(5)	(5)	(5)
Expenditures								
Salaries and Benefits	2,240	2,405	2,869	3,345	3,420	3,565	3,674	3,830
Operating Costs	3,227	3,406	4,031	3,816	3,841	3,866	3,891	3,916
Internal Services Used	1,667	2,089	1,414	1,582	1,602	1,654	1,688	1,743
Internal Services Recovered	(3,478)	(3,924)	(3,363)	(3,508)	(3,552)	(3,667)	(3,742)	(3,864)
External Recoveries	(164)	(85)	(38)	(84)	(84)	(84)	(84)	(84)
	3,492	3,891	4,913	5,151	5,227	5,334	5,427	5,541
Net Operations Total	**3,487**	**3,888**	**4,908**	**5,146**	**5,222**	**5,329**	**5,422**	**5,536**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	1,206	592	52	52	52	52	52	52
	1,206	592	52	52	52	52	52	52
	$ 4,693	**$ 4,480**	**$ 4,960**	**$ 5,198**	**$ 5,274**	**$ 5,381**	**$ 5,474**	**$ 5,588**

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
PLANNING & DEVELOPMENT
(in thousands)

2010 ADOPTED BUDGET		$ 3,985
REVENUES		
Sales and Services		
Application Fees - 4% increase	$ (73)	
Permit Fees - 4% increase	(603)	
License Fees & Inquiry Fees- 4% increase	(34)	
Increase in Revenues	(1)	
Reinstate prior year cost savings measures	(1,903)	(2,614)
Taxation and Other	-	-
Total Change in Revenues		(2,614)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Rate & Range Increase	725	
Overhead, OT, Sick Adjustment	(103)	
Reclass Positions	306	
New Positions	187	
Reinstate prior year cost savings measures	1,903	3,018
Operating Costs		
Cloverdale Multipurpose Centre	98	
City Centre Library	45	
Kensington Prairie Elementary full year in 2011	47	
Fire Hall #14 full year in 2011	10	
RCMP Headquarters	45	
Adjustment to Service Maintenance Agreements	(121)	
Reallocate Contracting Costs to Full-time	(347)	
Increase 1.5% on Custodial Services	10	(214)
Internal Services Used		
Payroll Labour Chargeouts - 4% salary increase	31	
Fleet Cost	78	
Equipment Cost	61	170
Internal Services Recovered		
Cloverdale Multipurpose Centre	(98)	
Kensington Prairie Elementary full year in 2011	(47)	
Fire Hall #14 full year recovery in 2011	(10)	
City Centre Library recovery	(45)	
Payroll Labour recoveries - 4% salary increase	8	
Reduction in Maintenance Costs RCMP	16	(174)
External Recoveries		
Security	(46)	(46)
Transfer From Own Sources	-	-

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
PLANNING & DEVELOPMENT

(in thousands)

Transfer To Own Sources		
1% Environmental Stewardship	$ 24	
1% Community Beautification	24	
2% Tree Preservation	48	**96**
Total Change in Expenditures		**2,850**
2011 BUDGET		**$ 4,221**
2011 ADOPTED BUDGET		**$ 4,221**
REVENUES		
Sales and Service		
Increase Revenue - Area Planning & Building	(1,410)	**(1,410)**
EXPENDITURES		
Salaries/Wages & Benefits		
Benefit and Step Adjustments	2,452	**2,452**
Operating Costs		
Increases Due to Inflation	140	**140**
Internal Services Used	161	**161**
Internal Services Recovered	(367)	**(367)**
Transfer To Own Sources	46	**46**
2015 BUDGET		**$ 5,243**

2011 – 2015 FINANCIAL PLAN
ROADS & TRAFFIC SAFETY UTILITY OVERVIEW

MISSION STATEMENT

To improve the quality of life for Surrey residents by providing an effectively managed transportation system that serves the mobility needs of individuals and businesses, is safe and secure, supports the economic vitality of the City, and which protects and enhances the environment.

KEY PROGRAMS & SERVICES

The Roads & Traffic Safety Utility is sustained through the work of three Engineering Department divisions; Transportation Planning plans for current and future transportation needs; Design and Construction designs and builds new infrastructure in an environmentally sound and sustainable manner; and Traffic Operations and Maintenance ensures the efficient and safe operation of the system.

The shared goal of these groups is to enable mobility through safe and efficient pedestrian, auto, transit and bicycle infrastructure.

2010 ACCOMPLISHMENTS

ECONOMIC:

- Initiated construction of road works and retained a Design-Build team for the grade separation projects associated with the Roberts Bank Rail Corridor Program;
- Secured provincial, federal and TransLink cost funding for the cycling infrastructure program and for the extension of 96 Avenue between Highway 15 and 152 Street; and
- Developed a new annual Surrey Transportation Report describing progress toward Council and public priorities.

ENVIRONMENTAL:

- Launched real-time traffic signal control through remote video monitoring, which will lead to reduced idling and GHG emissions;
- Developed plans for an advanced traffic control centre for the new City Hall; and
- Planned and implemented the largest cycling infrastructure program in Surrey's history including new bridge crossings of Highway 1 and Highway 99.

SOCIO-CULTURAL:

- Launched educational strategy and infrastructure improvement projects to promote road safety in school zones and encourage walking and cycling to and from school; and
- Developed and conducted a new lecture series with SFU to focus on transportation issues facing Surrey and society.

FUTURE INITIATIVES

ECONOMIC:

- Revise Zoning By-law building setbacks (road allowance requirements) to provide certainty to developers;
- Manage traffic around construction activity thereby improving safety and traffic flow; and
- Ensure completion of all 'Build Canada' funded projects to maximize use of federal funds.

ENVIRONMENTAL:

- Complete replacement of all LED lights for traffic signals; and
- Partner with TransLink on rapid transit studies and planning of transit facilities in Newton, Semiahmoo, Guildford and the City Centre.

SOCIO-CULTURAL:

- Complete and publish new cycling and walking plans; and
- Commence a City-wide speed limit review in partnership with the RCMP and ICBC.

PERFORMANCE MEASURES

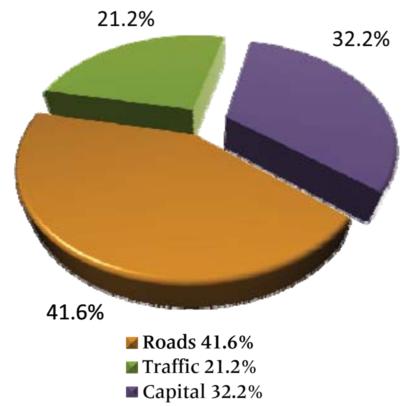
The following table identifies key performance measures that will assist the Roads and Traffic Safety Utility in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	*Performance Measures*	*2010*	*B2011*	*B2012*	*B2013*	*B2014*	*B2015*
Transportation	1. Coordinating traffic signals along corridors for efficient traffic flow	21	25	29	33	37	40
	2. Installing new high quality bus shelters	185	220	235	245	260	275
	3. Safer Schools Education and Improvement Program (total #)	3	7	10	13	16	19

2011 - 2015 FINANCIAL PLAN
ROADS & TRAFFIC - FINANCIAL SUMMARY
(in thousands)

REVENUE SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Taxation	$ 3,652	$ 5,808	$ 5,584	**$ 8,198**	$ 10,115	$ 12,103	$ 14,170	$ 16,323
Investment Income	-	-	-	**-**	-	-	-	-
Departmental Revenues	329	281	252	**857**	1,057	1,264	1,479	1,703
	$ 3,981	**$ 6,089**	**$ 5,836**	**$ 9,055**	**$ 11,172**	**$ 13,367**	**$ 15,649**	**$ 18,026**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 14,187	$ 14,131	$ 16,881	**$ 18,014**	$ 18,222	$ 18,431	$ 18,642	$ 18,878
	$ 14,187	**$ 14,131**	**$ 16,881**	**$ 18,014**	**$ 18,222**	**$ 18,431**	**$ 18,642**	**$ 18,878**
Contribution to Capital	$ 15,751	$ 6,803	$ 4,561	**$ 8,517**	$ 8,400	$ 8,415	$ 10,182	$ 12,998
Contrib'n frm General Op	(25,590)	(12,934)	(13,460)	**(16,400)**	(16,600)	(16,800)	(17,000)	(17,200)
Transfer to/from Own Source	(367)	(1,911)	(2,146)	**(1,076)**	1,150	3,321	3,825	3,350
	$ (10,206)	**$ (8,042)**	**$ (11,045)**	**$ (8,959)**	**$ (7,050)**	**$ (5,064)**	**$ (2,993)**	**$ (852)**
Surplus/(Deficit)	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	**-**	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Roads & Traffic Safety Expenditures



2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
ROADS & TRAFFIC
(in thousands)

PROGRAM SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Roads	$ 8,273	$ 7,792	$ 9,752	**$ 11,094**	$ 11,202	$ 11,311	$ 11,421	$ 11,531
Traffic	5,667	6,390	6,959	**6,606**	6,660	6,714	5,420	5,989
	$ 13,940	**$ 14,182**	**$ 16,711**	**$ 17,700**	**$ 17,862**	**$ 18,025**	**$ 16,841**	**$ 17,520**
ACCOUNT SUMMARY								
Revenues								
Sales and Services	$ (329)	$ (281)	$ (252)	**$ (857)**	$ (1,057)	$ (1,264)	$ (1,479)	$ (1,703)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(329)	(281)	(252)	**(857)**	(1,057)	(1,264)	(1,479)	(1,703)
Expenditures								
Salaries and Benefits	2,928	3,172	2,967	**3,565**	3,601	3,637	3,673	3,709
Operating Costs	10,442	12,202	11,577	**13,094**	13,258	13,423	13,590	13,783
Internal Services Used	7,532	6,653	7,514	**8,357**	8,435	8,514	8,594	8,674
Internal Services Recovered	(3,333)	(4,579)	(2,312)	**(3,943)**	(3,983)	(4,023)	(4,064)	(4,105)
External Recoveries	(3,382)	(3,317)	(2,865)	**(3,059)**	(3,089)	(3,120)	(3,151)	(3,183)
	14,187	14,131	16,881	**18,014**	18,222	18,431	18,642	18,878
Net Operations Total	**13,858**	**13,850**	**16,629**	**17,157**	**17,165**	**17,167**	**17,163**	**17,175**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	82	332	82	**543**	697	858	(322)	345
	82	332	82	**543**	697	858	(322)	345
	$ 13,940	**$ 14,182**	**$ 16,711**	**$ 17,700**	**$ 17,862**	**$ 18,025**	**$ 16,841**	**$ 17,520**

(in thousands)

ROADS	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ (9)	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	(9)	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	4,235	3,962	4,760	**5,615**	5,672	5,729	5,786	5,844
Internal Services Used	7,430	6,516	7,200	**7,840**	7,915	7,991	8,068	8,145
Internal Services Recovered	(1,472)	(872)	(450)	**(450)**	(455)	(460)	(465)	(470)
External Recoveries	(1,920)	(2,055)	(1,758)	**(1,911)**	(1,930)	(1,949)	(1,968)	(1,988)
	8,273	7,551	9,752	**11,094**	11,202	11,311	11,421	11,531
Net Operations Total	**8,273**	**7,542**	**9,752**	**11,094**	**11,202**	**11,311**	**11,421**	**11,531**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources		250						
	-	250	-	**-**	-	-	-	-
	$ 8,273	**$ 7,792**	**$ 9,752**	**$ 11,094**	**$ 11,202**	**$ 11,311**	**$ 11,421**	**$ 11,531**

TRAFFIC	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (329)	$ (272)	$ (252)	**$ (857)**	$ (1,057)	$ (1,264)	$ (1,479)	$ (1,703)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(329)	(272)	(252)	**(857)**	(1,057)	(1,264)	(1,479)	(1,703)
Expenditures								
Salaries and Benefits	2,928	3,172	2,967	**3,565**	3,601	3,637	3,673	3,709
Operating Costs	6,207	8,240	6,817	**7,479**	7,586	7,694	7,804	7,939
Internal Services Used	102	137	314	**517**	520	523	526	529
Internal Services Recovered	(1,861)	(3,707)	(1,862)	**(3,493)**	(3,528)	(3,563)	(3,599)	(3,635)
External Recoveries	(1,462)	(1,262)	(1,107)	**(1,148)**	(1,159)	(1,171)	(1,183)	(1,195)
	5,914	6,580	7,129	**6,920**	7,020	7,120	7,221	7,347
Net Operations Total	**5,585**	**6,308**	**6,877**	**6,063**	**5,963**	**5,856**	**5,742**	**5,644**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	82	82	82	**543**	697	858	(322)	345
	82	82	82	**543**	697	858	(322)	345
	$ 5,667	**$ 6,390**	**$ 6,959**	**$ 6,606**	**$ 6,660**	**$ 6,714**	**$ 5,420**	**$ 5,989**

(in thousands)

REVENUES		
2010 ADOPTED BUDGET		$ 5,836
Taxation		
Increase Due to Rate Increase	$ 2,614	2,614
Departmental Revenues		
Decrease in Bus Shelter Revenue	605	605
Total Change in Revenue		3,219
2011 REVENUE BUDGET		$ 9,055
EXPENDITURES		
2010 ADOPTED BUDGET		5,836
Expenditures		
Salaries/Wages & Benefits		
Salary Rate and Range Increase	107	
Overhead, Overtime, Sick Reduction	(6)	
Reclass Positions	497	598
Operating Costs		
Traffice Operations	(575)	
Roads Operations	1,110	535
Contribution to Capital	3,956	3,956
Net Transfers	(1,870)	(1,870)
Total Change in Expenditures		3,219
2011 EXPENDITURE BUDGET		$ 9,055
2010 BUDGET		$ -
REVENUES		
2011 ADOPTED BUDGET		$ 9,055
Increase Due to Rate Increase	5,453	5,453
2015 REVENUE BUDGET		$ 14,508

(in thousands)

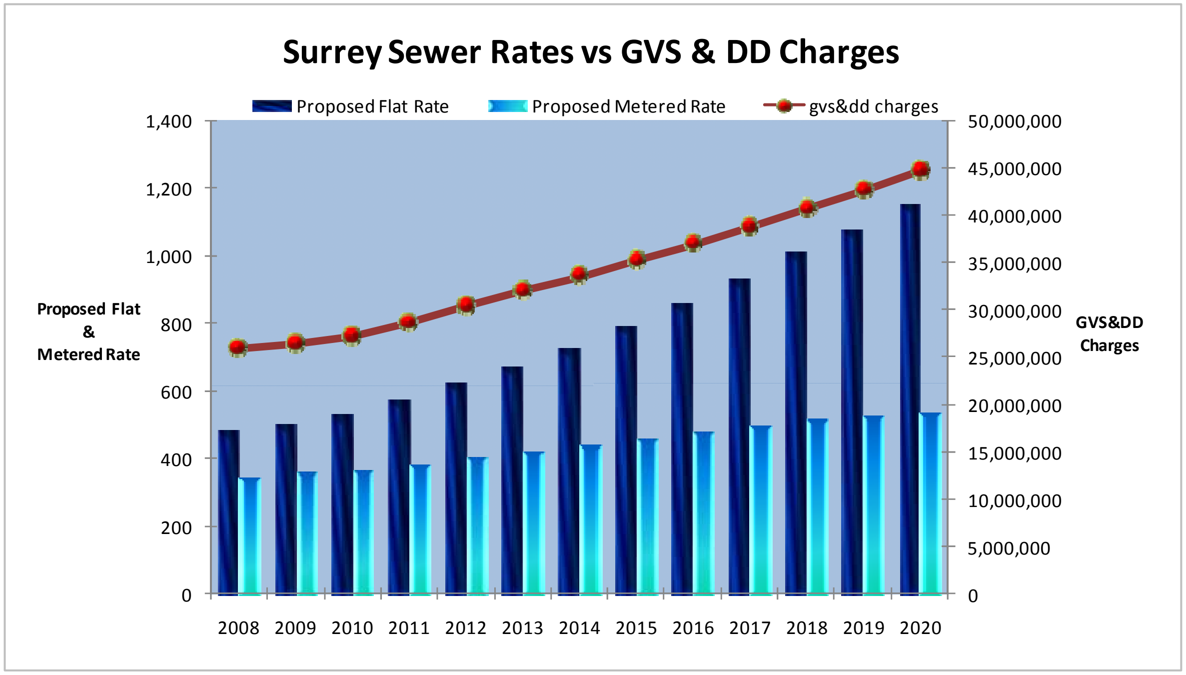
EXPENDITURES

2011 ADOPTED BUDGET			**$ 9,055**
Increase in Road Operating Costs	....	$ 222	
Increase in Traffice Operating Costs	....	323	**545**
Contribution to Capital		4,908	**4,908**
2015 EXPENDITURE BUDGET			**$ 14,508**
2015 BUDGET			**$ -**

MISSION STATEMENT

To provide engineering services for the sewer, drainage and environmental systems and thereby support the orderly growth, development and re-development of the City.

KEY PROGRAMS & SERVICES



The Sewer & Drainage Utility's primary responsibility, in partnership with the Operations Division and Metro Vancouver, is to manage the City's liquid wastes. The utility also plans, designs and constructs sanitary sewer and drainage infrastructure; manage inflow and infiltration controls; erosion and sediment control; manages soil deposition and extraction; prevents and controls lowland flooding; and undertakes initiatives in support of the regions Liquid Waste Management Plan.

Due to the intrinsic link between drainage systems and natural watercourses the Utility also funds an Environmental division. This section's area of responsibility has expanded beyond instream and riparian corridors include contaminated sites, terrestrial habitat and biodiversity.

The division also administers a provincially recognized Salmon Habitat Restoration Program (SHaRP) which seeks to:

- protect and improve areas of fish habitat;
- provide public education and community outreach programs;
- create community partnerships; and
- increase awareness of the importance of urban streams for indigenous freshwater fish species (including salmon, cutthroat and rainbow trout).

2010 ACCOMPLISHMENTS

ECONOMIC:

- Introduced a 10-year servicing plan that meets the current and future needs of the City;
- Introduced a new Development Cost Charge By-law which included the first development cost charge rate reduction in the region;
- Completed system and process changes required to meet the City's ongoing Public Sector Accounting Board's (PSAB) initiative PS3150 reporting requirements; and
- Utilized trenchless technologies to repair sanitary sewer line and connections for point repairs and root growth in lieu of excavation.

ENVIRONMENTAL:

- Drafted and received approval for new ESC, Drainage and Soil Conservation by-laws; educated City staff about the practices these sustainability-focused by-laws require;
- Incorporated green infrastructure concepts into engineering designs;
- Developed, in cooperation with the Green Infrastructure Partnership (GIP), Metro Vancouver's Stormwater Interagency Liaison Group (SILG), and the Association of Professional Engineers & Geoscientists of BC (APEGBC), a series of green infrastructure primers/courses highlighting legislative and technical requirements associated with implementing green infrastructure strategies in the Lower Mainland and elsewhere in B.C.; and
- Contributed to the updated Metro Vancouver's Liquid Waste Management Plan (LWMP), a document providing a long-term vision for liquid waste management in Metro Vancouver and seeking to achieve a fully-sustainable system through ever-increasing resource recovery.

SOCIO-CULTURAL:

- Initiated construction of a $5 million dyke upgrading project in Bridgeview prior to the Spring Fraser River freshet;
- Initiated a strategy to prioritize "unserviced drainage areas" in Surrey;
- Involved the community in Robson Park planting to foster acceptance of a sense of pride in the park's redevelopment; and
- Worked with the Surrey Celebration Team to present a Sustainability event area promoting sustainable engineering practices.

FUTURE INITIATIVES

ECONOMIC:

- Work with adjacent Township of Langley and Corporation of Delta on common issues;
- Complete regular reviews of the 10-year servicing plan and associated development cost charge rates to meet the current and future needs of the City; and
- Coordinate existing and future infrastructure requirements of the South Fraser Perimeter Road.

ENVIRONMENTAL:

- Assist departments in obtaining cost-sharing grants to fund "green" infrastructure within the City;
- Develop a 10-year capital plan that incorporates infrastructure maintenance and replacement costs;
- Finalize Low-Impact Development Drainage Standards in cooperation with other departments and regional organizations such as the Green Infrastructure Partnership and the Stormwater Interagency Liaison Group; and
- Implement the Crescent Beach Climate Change Adaptation works required to service the community ahead of the changes in local sea levels.

SOCIO-CULTURAL:

- Complete the $5 million dyke upgrading project in Bridgeview prior to the Spring Fraser River freshet; and
- Reduce sanitary sewer odours in key areas within the City, in part by conducting cooperative work with Metro Vancouver on their trunk mains.

PERFORMANCE MEASURES

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

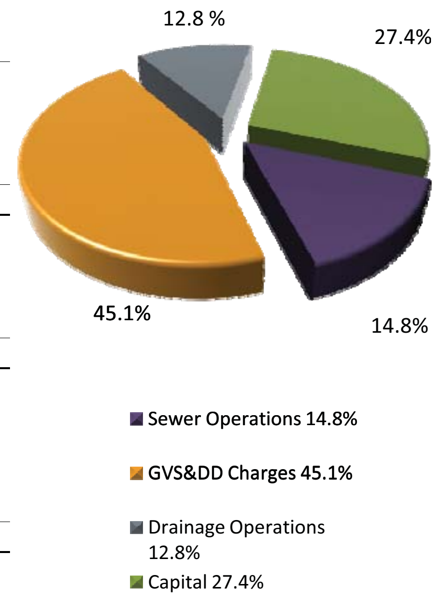
Division	*Performance Measures*	*2010*	*B2011*	*B2012*	*B2013*	*B2014*	*B2015*
Sewer &Drainage Utility	1. % of City covered by an Integrated Stormwater Management Plan (ISMP)	8.3%	10%	15%	18%	22%	25%

SEWER & DRAINAGE - FINANCIAL SUMMARY

(in thousands)

REVENUE SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Taxation	$ 23,085	$ 23,440	$ 25,699	**$ 25,231**	$ 26,163	$ 27,137	$ 28,375	$ 29,174
Investment Income	2,144	1,708	2,060	**2,000**	1,827	1,970	2,024	2,317
Penalties and Interest	384	338	293	**298**	319	340	363	387
	2,528	2,046	2,353	**2,298**	2,146	2,310	2,387	2,704
Departmental Revenues	31,861	36,336	33,112	**34,479**	37,785	40,992	44,469	48,456
	$ 57,474	**$ 61,822**	**$ 61,164**	**$ 62,008**	**$ 66,094**	**$ 70,439**	**$ 75,231**	**$ 80,334**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 38,660	$ 39,000	$ 42,724	**$ 44,218**	$ 46,534	$ 48,826	$ 51,079	$ 53,441
	$ 38,660	**$ 39,000**	**$ 42,724**	**$ 44,218**	**$ 46,534**	**$ 48,826**	**$ 51,079**	**$ 53,441**
Interst Alloc'd to Approp. Surp	$ 385	$ 368	$ 452	**$ 124**	$ 128	$ 142	$ 147	$ 163
Contribution to Capital	17,049	18,248	19,611	**16,790**	17,123	18,034	18,034	18,034
Net Tsf To/(Frm) Surp/Resrv	1,380	4,206	(1,623)	**876**	2,309	3,437	5,971	8,696
	$ 18,814	**$ 22,822**	**$ 18,440**	**$ 17,790**	**$ 19,560**	**$ 21,613**	**$ 24,152**	**$ 26,893**
Surplus/(Deficit)	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	**-**	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Sewer & Drainage Expenditures



2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
SEWER & DRAINAGE
(in thousands)

PROGRAM SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Drainage Utility	$ 5,321	$ 5,730	$ 7,398	**$ 7,812**	$ 8,108	$ 8,414	$ 8,732	$ 9,062
Sewer Utility	1,728	(2,816)	2,464	**2,177**	891	(330)	(1,872)	(3,827)
	$ 7,049	**$ 2,914**	**$ 9,862**	**$ 9,989**	**$ 8,999**	**$ 8,084**	**$ 6,860**	**$ 5,235**

ACCOUNT SUMMARY

	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (31,477)	$ (35,998)	$ (32,819)	**$ (34,181)**	$ (37,466)	$ (40,652)	$ (44,106)	$ (48,069)
Grants, Donations and Other	(384)	(338)	(293)	**(298)**	(319)	(340)	(363)	(387)
	(31,861)	(36,336)	(33,112)	**(34,479)**	(37,785)	(40,992)	(44,469)	(48,456)
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	36,926	37,628	40,910	**42,536**	44,810	47,059	49,268	51,585
Internal Services Used	1,734	1,372	1,814	**1,682**	1,724	1,767	1,811	1,856
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	38,660	39,000	42,724	**44,218**	46,534	48,826	51,079	53,441
Net Operations Total	**6,799**	**2,664**	**9,612**	**9,739**	**8,749**	**7,834**	**6,610**	**4,985**
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
	$ 7,049	**$ 2,914**	**$ 9,862**	**$ 9,989**	**$ 8,999**	**$ 8,084**	**$ 6,860**	**$ 5,235**

(in thousands)

DRAINAGE UTILITY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	4,329	4,919	6,366	**6,817**	7,091	7,375	7,670	7,977
Internal Services Used	867	686	907	**870**	892	914	937	960
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	5,196	5,605	7,273	**7,687**	7,983	8,289	8,607	8,937
Net Operations Total	**5,196**	**5,605**	**7,273**	**7,687**	**7,983**	**8,289**	**8,607**	**8,937**
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
	$ 5,321	**$ 5,730**	**$ 7,398**	**$ 7,812**	**$ 8,108**	**$ 8,414**	**$ 8,732**	**$ 9,062**

SEWER UTILITY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (31,477)	$ (35,998)	$ (32,819)	**$ (34,181)**	$ (37,466)	$ (40,652)	$ (44,106)	$ (48,069)
Grants, Donations and Other	(384)	(338)	(293)	**(298)**	(319)	(340)	(363)	(387)
	(31,861)	(36,336)	(33,112)	**(34,479)**	(37,785)	(40,992)	(44,469)	(48,456)
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	32,597	32,709	34,544	**35,719**	37,719	39,684	41,598	43,608
Internal Services Used	867	686	907	**812**	832	853	874	896
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	33,464	33,395	35,451	**36,531**	38,551	40,537	42,472	44,504
Net Operations Total	**1,603**	**(2,941)**	**2,339**	**2,052**	**766**	**(455)**	**(1,997)**	**(3,952)**
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
	$ 1,728	**$ (2,816)**	**$ 2,464**	**$ 2,177**	**$ 891**	**$ (330)**	**$ (1,872)**	**$ (3,827)**

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
SEWER & DRAINAGE UTILITY
(in thousands)

REVENUES			
2010 ADOPTED BUDGET			$ 61,164
Taxation			
Parcel Tax	....	$ (464)	
Local Improvement	....	(4)	(468)
Investment Income	....	(60)	
Penalties and Interest on Taxes	....	5	(55)
Sales and Services			
Increase Due to Growth/Rate Change in Sewer Sales	....	1,362	
Permits/Sundry	....	5	1,367
Total Change in Revenue			844
2011 REVENUE BUDGET			$ 62,008
EXPENDITURES			
2010 ADOPTED BUDGET			$ 61,164
Expenditures			
Increase in Sewer Maintenance Costs	....	596	
Increase in Drainage Maintenance Costs	....	451	
Increase in 1% Utility Fee	....	14	
Increase in Operating Allocation	....	(132)	
Increase in GVS&DD Costs	....	565	1,494
Interest Allocated to Appropriated Surplus	....		(328)
Contribution to Capital	....		(2,821)
Net Transfers			
Increase in Transfers from Infrastructure Reserve	....	2,499	2,499
Total Change in Expenditures			844
2011 EXPENDITURE BUDGET			$ 62,008
2011 BUDGET			$ -

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
SEWER & DRAINAGE UTILITY
(in thousands)

REVENUES			
2011 ADOPTED BUDGET			$ 62,008
Increase Due to Growth in Drainage Levy	....	$ 2,429	
Increase Due to Rate Increase in Drainage Levy	....	1,514	
Investment Income	....	317	
Penalties and Interest on Taxes	....	89	
Increase Due to Growth in Sewer Sales	....	3,448	
Increase Due to Rate Increase in Sewer Sales	....	10,529	18,326
2015 REVENUE BUDGET			$ 80,334
EXPENDITURES			
2010 ADOPTED BUDGET			$ 62,008
Increase in Sewer Maintenance Costs	....	1,545	
Increase in Drainage Maintenance Costs	....	1,250	
Increase in GVS&DD Costs	....	6,428	
Interest Allocated to Appropriated Surplus	....	39	
Decrease in Contribution to Capital	....	1,244	
Increase in Transfers to Other Funds	....	7,820	18,326
2015 EXPENDITURE BUDGET			$ 80,334
2015 BUDGET			$ -

This page left blank intentionally.

2011 – 2015 FINANCIAL PLAN
SOLID WASTE UTILITY OVERVIEW

MISSION STATEMENT

To improve the quality of life for Surrey residents by providing effective management of the City's weekly waste, recyclable, and yard waste collection services while working within program guidelines.

KEY PROGRAMS & SERVICES

The Solid Waste Utility provides weekly garbage, recycling, and yard waste curbside collection services to single and multi-family residences in Surrey. The Utility also represents Surrey through discussion of regional issues with Metro Vancouver. Our current initiative, of regionally reducing waste generation through an Integrated Solid Waste Management Plan, will increase recycling diversion from 50% to 70%. The City's Utility reviews and recommends other solid waste technologies and waste treatment initiatives to further divert waste from landfill.

The Solid Waste Utility provides weekly:

- Garbage services to 93,000 single family households, 26,300 multi-family units and 16,500 secondary suites;
- Recycling services to 93,000 single family households, 26,500 multi-family units and 16,500 secondary suites; and
- Yard waste services to 93,000 residences and 16,500 secondary suites.

2010 ACCOMPLISHMENTS

ECONOMIC:

- Stabilized contractor services (further to commodity review) and reduced waste collection related complaints to pre-2008 levels; and
- Completed business analysis of a prospective organic biomethane production facility (unanimously endorsed by Council).

ENVIRONMENTAL:

- Designed and implemented a curbside food waste collection pilot program to gauge public acceptance of bi-weekly residual garbage and recycling collection.

SOCIO-CULTURAL:

- Managed over 33,000 waste collection related service requests (73% of all Engineering Operations Service requests); and
- Implemented online service requests for solid waste services within the City.

FUTURE INITIATIVES

ECONOMIC:

- Prepare and tender a new Solid Waste Contract using information gathered through the food waste and bi-weekly collection pilot program; and
- Analyze the potential effects of breaking the collection area into multiple areas, allowing small contractors to participate and creating a more competitive process.

ENVIRONMENTAL:

- Implement a food collection strategy to help achieve 70% recycling diversion;
- Participate in regional initiatives towards increasing commercial recycling programs; and
- Increase refuse diversion through additional recycling and through waste collection and additional recycling initiatives.

PERFORMANCE MEASURES

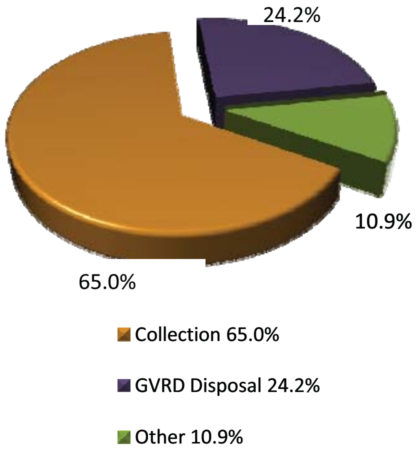
The following table identifies key performance measures that will assist the Solid Waste Utility in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	*Performance Measures*	*2010*	*B2011*	*B2012*	*B2013*	*B2014*	*B2015*
Solid Waste	1. Expand Kitchen Waste Program	2,000 residences	2,000 residences	20,000 residences	50,000 residences	75,000 residences	110,000 residences
	2. Solid waste diversion rate from disposal	50%	52%	55%	58%	60%	62%

2011 - 2015 FINANCIAL PLAN
SOLID WASTE - FINANCIAL SUMMARY
(in thousands)

REVENUE SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Penalties and Interest	$ 80	$ 88	$ 85	**$ 85**	$ 60	$ 65	$ 65	$ 70
Departmental Revenues	$ 22,034	$ 25,378	$ 25,031	**$ 28,906**	$ 32,270	$ 35,740	$ 40,142	$ 44,349
	$ 22,114	**$ 25,466**	**$ 25,116**	**$ 28,991**	**$ 32,330**	**$ 35,805**	**$ 40,207**	**$ 44,419**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 21,021	$ 21,821	$ 23,201	**$ 25,835**	$ 30,818	$ 32,225	$ 35,017	$ 37,717
	$ 21,021	**$ 21,821**	**$ 23,201**	**$ 25,835**	**$ 30,818**	**$ 32,225**	**$ 35,017**	**$ 37,717**
Contrib'n To General Op	$ (1,180)	$ 2,868	$ 1,516	**$ 1,516**	$ 1,516	$ 1,516	$ 1,516	$ 1,516
Net Tsf To/(Frm) Surp/Resrv	2,273	777	399	**1,640**	(4)	2,064	3,674	5,186
	$ 1,093	**$ 3,645**	**$ 1,915**	**$ 3,156**	**$ 1,512**	**$ 3,580**	**$ 5,190**	**$ 6,702**
Surplus/(Deficit)	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	**-**	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Solid Waste Expenditures



SURREY the future lives here.

2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
SOLID WASTE

(in thousands)

PROGRAM SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Solid Waste	$ 1,260	$ (2,780)	$ (1,431)	**$ (1,431)**	$ (1,456)	$ (1,451)	$ (1,451)	$ (1,446)
	$ 1,260	**$ (2,780)**	**$ (1,431)**	**$ (1,431)**	**$ (1,456)**	**$ (1,451)**	**$ (1,451)**	**$ (1,446)**

ACCOUNT SUMMARY

	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (22,034)	$ (25,378)	$ (25,031)	**$ (28,906)**	$ (32,270)	$ (35,740)	$ (40,142)	$ (44,349)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(22,034)	(25,378)	(25,031)	**(28,906)**	(32,270)	(35,740)	(40,142)	(44,349)
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	19,633	18,459	20,417	**23,137**	28,017	29,341	32,046	34,657
Internal Services Used	2,596	3,446	2,824	**2,738**	2,821	2,905	2,992	3,082
Internal Services Recovered	(74)	(87)	(20)	**(20)**	(20)	(21)	(21)	(22)
External Recoveries	(1,134)	3	(20)	**(20)**	-	-	-	-
	21,021	21,821	23,201	**25,835**	30,818	32,225	35,017	37,717
Net Operations Total	**(1,013)**	**(3,557)**	**(1,830)**	**(3,071)**	**(1,452)**	**(3,515)**	**(5,125)**	**(6,632)**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	2,273	777	399	**1,640**	(4)	2,064	3,674	5,186
	2,273	777	399	**1,640**	(4)	2,064	3,674	5,186
	$ 1,260	**$ (2,780)**	**$ (1,431)**	**$ (1,431)**	**$ (1,456)**	**$ (1,451)**	**$ (1,451)**	**$ (1,446)**

(in thousands)

SOLID WASTE	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (22,034)	$ (25,378)	$ (25,031)	**$ (28,906)**	$ (32,270)	$ (35,740)	$ (40,142)	$ (44,349)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(22,034)	(25,378)	(25,031)	**(28,906)**	(32,270)	(35,740)	(40,142)	(44,349)
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	19,633	18,459	20,417	**23,137**	28,017	29,341	32,046	34,657
Internal Services Used	2,596	3,446	2,824	**2,738**	2,821	2,905	2,992	3,082
Internal Services Recovered	(74)	(87)	(20)	**(20)**	(20)	(21)	(21)	(22)
External Recoveries	(1,134)	3	(20)	**(20)**	-	-	-	-
	21,021	21,821	23,201	**25,835**	30,818	32,225	35,017	37,717
Net Operations Total	**(1,013)**	**(3,557)**	**(1,830)**	**(3,071)**	**(1,452)**	**(3,515)**	**(5,125)**	**(6,632)**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	2,273	777	399	**1,640**	(4)	2,064	3,674	5,186
	2,273	777	399	**1,640**	(4)	2,064	3,674	5,186
	$ 1,260	**$ (2,780)**	**$ (1,431)**	**$ (1,431)**	**$ (1,456)**	**$ (1,451)**	**$ (1,451)**	**$ (1,446)**

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
SOLID WASTE UTILITY
(in thousands)

REVENUES				
2010 ADOPTED BUDGET			$	25,116
Department Revenues				
Garbage & Recycling Levy Rates	$	3,819		
Multi-Family Levy Rates		56		
Total Change in Revenue				3,875
2011 REVENUE BUDGET			$	28,991
EXPENDITURES				
2010 ADOPTED BUDGET			$	25,116
Expenditures				
Garbage & Recycling Contract - Fixed Annual Increase		1,000		
Recycling & Yard Waste - Interim Relief		1,000		
International Paper Industries - Garbage & Recycling Collection		227		
GVS&DD - Garbage/Compost Disposal		586		
Promotion & Education - Waste Diversion		15		
Consulting Services - Port Mann Landfill		15		
3rd Party Contractor Service		219		
Other Customer Services		202		
Pilot Program		390		
Cost Allocations		72		
Rate Stabilization		(1,114)		
Increase allocation to Roads		22		2,634
Interest Allocated to Appropriated Surplus		-		
Contribution to Capital		-		-
Net Transfers				
Decrease Funding from Rates Reserve		1,241		1,241
Total Change in Expenditures				3,875
2011 EXPENDITURE BUDGET			$	28,991
2011 BUDGET			$	-

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
SOLID WASTE UTILITY
(in thousands)

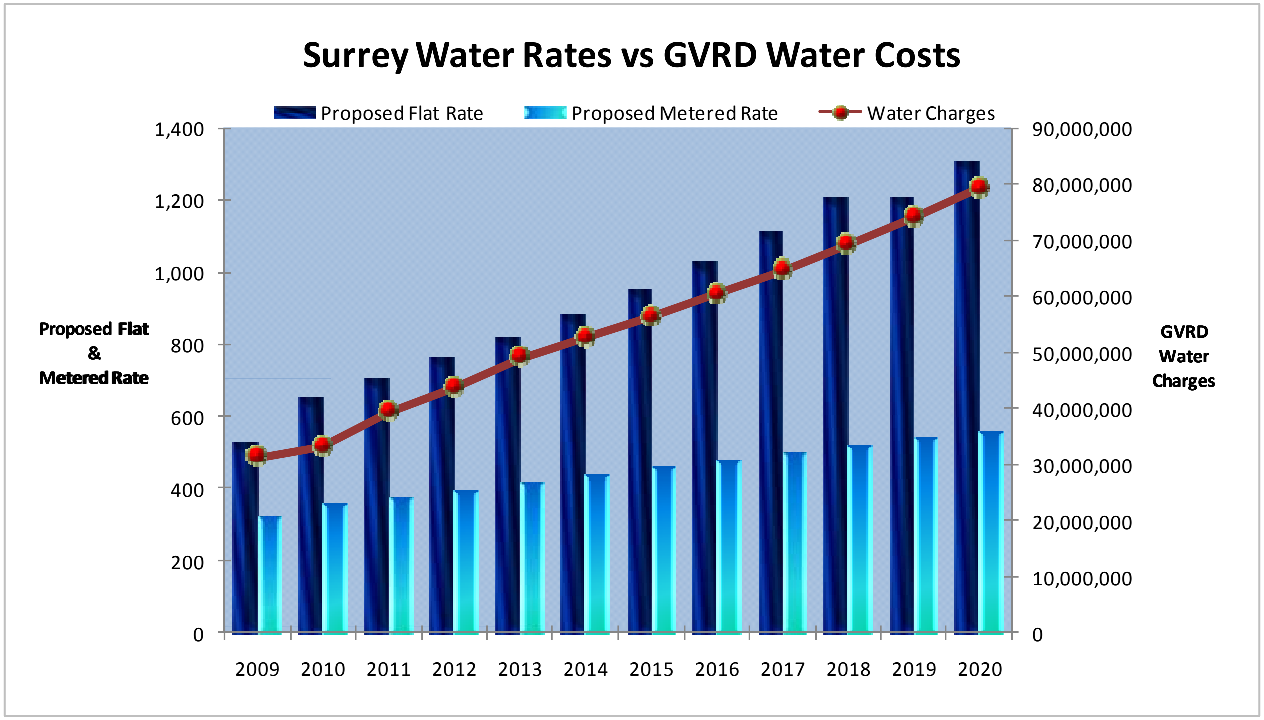
REVENUES		
2011 ADOPTED BUDGET		$ 28,991
Penalties	$ (15)	
Increase Due to Growth in Departmental Revenues	15,443	15,428
2015 REVENUE BUDGET		$ 44,419
EXPENDITURES		
2010 ADOPTED BUDGET		$ 28,991
Departmental Expenditures	11,882	
Increase in Transfers to Other Funds	3,546	15,428
2015 EXPENDITURE BUDGET		$ 44,419
2015 BUDGET		$ -

MISSION STATEMENT

To support the orderly growth, development and re-development of the City by providing Engineering services for its water system.

KEY PROGRAMS & SERVICES

The Water Utility's primary responsibility, in partnership with the Operations Division and Metro Vancouver, is to supply clean, safe drinking water to the residences and businesses of Surrey. The Water Utility provides safe and clean drinking water to 85,000 properties and over 460,000 residents through a 1,800 km distribution network, nine pump stations, and 150 pressure reducing stations. Over 98% of Surrey's residents obtain their drinking water from the City's Water System.



The Utility also plans, designs and constructs the infrastructure required to deliver water to the City; administers water metering and the Save H_2O program; audits water loss; and administers cross connection control.

2010 ACCOMPLISHMENTS

ECONOMIC:

- Introduced a new Development Cost Charge By-law which included the first development cost charge rate reduction in the region;
- Completed system and process changes required to meet the City's ongoing Public Sector Accounting Board's (PSAB) initiative PS3150 reporting requirements; and
- Replaced all end-of-life pipes required.

ENVIRONMENTAL:

- Assisted in drafting the City's sustainable checklist for developments; and
- Confirmed compliance of Surrey's drinking water, with Canadian Drinking Water Standards, for safe consumption of Surrey residents by testing over 2,500 samples.

SOCIO-CULTURAL:

- Worked with the Surrey Celebration Team, to present the sustainability event area, promoting sustainable engineering practices.

FUTURE INITIATIVES

ECONOMIC:

- Implement a Water Loss Reduction Program to identify, repair and replace weak water mains and detect water main leakage, so as to reduce the cost of water purchase from Metro Vancouver;
- Develop infrastructure asset management plans to help us provide a cost-effective service over the life of our assets;

- Work with adjacent Township of Langley and Corporation of Delta on common issues; and
- Coordinate existing and future infrastructure requirements of the South Fraser Perimeter Road.

ENVIRONMENTAL:

- Look for "green" options relating to the repair and upgrade of City water infrastructure; and
- Develop a 10-year capital plan that incorporates infrastructure, maintenance and costs.

SOCIO-CULTURAL:

- Refine the metered utility billing cycle to improve the efficiency of customer service; and
- Develop a succession plan for the water utility, as almost 40% of current staff will be eligible for retirement over the next 5 years.

PERFORMANCE MEASURES

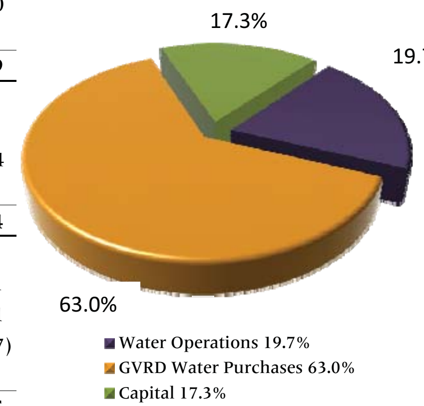
The following table identifies key performance measures that will assist the Water Utility in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	*Performance Measures*	*2010*	*B2011*	*B2012*	*B2013*	*B2014*	*B2015*
Water Utility	1. % of single family homes on water meters	57%	59%	61%	63%	65%	67%
	2. Average Residential Water Consumption (litres per capita per day)	358	352	350	345	342	339

2011 - 2015 FINANCIAL PLAN
WATER - FINANCIAL SUMMARY
(in thousands)

REVENUE SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Taxation	$ 131	$ 154	$ 137	**$ 122**	$ 106	$ 89	$ 131	$ 75
Investment Income	2,961	2,391	2,880	**2,750**	2,729	2,820	2,685	2,727
Penalties and Interest	585	534	307	**545**	597	650	693	737
	3,546	2,925	3,187	**3,295**	3,326	3,470	3,378	3,464
Departmental Revenues	49,435	60,604	51,532	**55,114**	60,322	65,633	69,969	74,290
	$ 53,112	**$ 63,683**	**$ 54,856**	**$ 58,531**	**$ 63,754**	**$ 69,192**	**$ 73,478**	**$ 77,829**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 44,298	$ 42,494	$ 48,206	**$ 49,585**	$ 55,495	$ 61,057	$ 65,185	$ 69,344
	$ 44,298	**$ 42,494**	**$ 48,206**	**$ 49,585**	**$ 55,495**	**$ 61,057**	**$ 65,185**	**$ 69,344**
Intrst Alloc'd to Approp. Surp	$ 592	$ 417	$ 616	**$ 543**	$ 509	$ 508	$ 471	$ 461
Contribution to Capital	10,928	10,975	11,037	**10,386**	10,469	11,181	11,181	11,181
Net Tsf To/(Frm) Surp/Resrv	(2,706)	9,797	(5,003)	**(1,983)**	(2,719)	(3,554)	(3,359)	(3,157)
	$ 8,814	**$ 21,189**	**$ 6,650**	**$ 8,946**	**$ 8,259**	**$ 8,135**	**$ 8,293**	**$ 8,485**
Surplus/(Deficit)	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	**-**	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Water Fund Expenditures



2011 - 2015 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
WATER UTILITY

(in thousands)

PROGRAM SUMMARY	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Water	$ (4,887)	$ (17,860)	$ (3,076)	**$ (5,279)**	$ (4,577)	$ (4,326)	$ (4,534)	$ (4,696)
	$ (4,887)	**$ (17,860)**	**$ (3,076)**	**$ (5,279)**	**$ (4,577)**	**$ (4,326)**	**$ (4,534)**	**$ (4,696)**

ACCOUNT SUMMARY

	2009 ACTUAL	2010 ACTUAL	2010 BUDGET	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Revenues								
Sales and Services	$ (49,435)	$ (60,604)	$ (51,532)	**$ (55,114)**	$ (60,322)	$ (65,633)	$ (69,969)	$ (74,290)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(49,435)	(60,604)	(51,532)	**(55,114)**	(60,322)	(65,633)	(69,969)	(74,290)
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	42,983	41,162	46,409	**47,797**	53,689	59,233	63,343	67,484
Internal Services Used	1,315	1,332	1,797	**1,788**	1,806	1,824	1,842	1,860
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	44,298	42,494	48,206	**49,585**	55,495	61,057	65,185	69,344
Net Operations Total	**(5,137)**	**(18,110)**	**(3,326)**	**(5,529)**	**(4,827)**	**(4,576)**	**(4,784)**	**(4,946)**
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
	$ (4,887)	**$ (17,860)**	**$ (3,076)**	**$ (5,279)**	**$ (4,577)**	**$ (4,326)**	**$ (4,534)**	**$ (4,696)**

(in thousands)

REVENUES		
2010 ADOPTED BUDGET		$ 54,856
Taxation		
Increase in Local Area Service Plans	$ (15)	(15)
Investment Income	(130)	
Penalties and Interest on Taxes	238	
MFA Debt Refund	-	108
Department Revenues		
Increase Due to Growth in Water Sales	2,301	
Increase Due to Rate Increase in Water Sales	1,109	
Decrease in Conversions	-	
Decrease in Connection Fees	172	3,582
Total Change in Revenue		3,675
2011 REVENUE BUDGET		$ 58,531
EXPENDITURES		
2010 ADOPTED BUDGET		$ 54,856
Expenditures		
Increase in Water Maintenance Costs	584	
Increase in Utility Fee	34	
Decrease in Operating Allocations	(9)	
Increase in GVWD Water Costs	770	1,379
Interest Allocated to Appropriated Surplus	(73)	
Contribution to Capital	(651)	(724)
Net Transfers		
Increase in Capital Transfers	2,997	
Decrease in Transfers for Infrastructure	(1,500)	
Increase Funding from Rates Reserve	1,523	3,020
Total Change in Expenditures		3,675
2011 EXPENDITURE BUDGET		$ 58,531
2011 BUDGET		$ -

2011 - 2015 FINANCIAL PLAN
SIGNIFICANT CHANGES
WATER UTILITY
(in thousands)

REVENUES		
2011 ADOPTED BUDGET		$ 58,531
Decrease in Local Area Service Plans	$ (47)	
Decrease in Investment Income	(23)	
Penalties and Interest on Taxes	192	
Increase Due to Growth in Water Sales	6,614	
Increase Due to Rate Increase in Water Sales	12,562	19,298
2015 REVENUE BUDGET		$ 77,829
EXPENDITURES		
2011 ADOPTED BUDGET		$ 58,531
Increase in Water Maintenance Costs	1,818	
Increase in GVRD Water Costs	17,941	
Decrease in Interest Allocation	(82)	
Increase in Capital Contribution	795	
Decrease in Transfers to Other Funds	(1,174)	19,298
2015 EXPENDITURE BUDGET		$ 77,829
2015 BUDGET		$ -

This page left blank intentionally.

The General Capital Financial Plan matches the City's needs for investment in capital with its available financial resources.

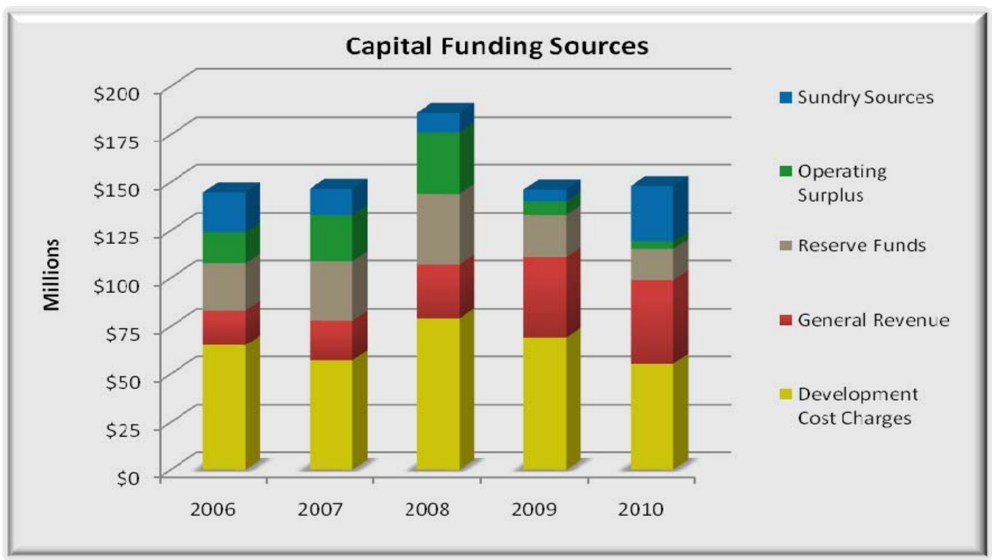
Population growth drives capital requirements in Surrey. Each year the City adds roads, parks, equipment and other facilities, upgrades its existing infrastructure and replaces obsolete or worn-out components.

Capital programs compete for limited financial resources. To maximize these resources Council uses a Capital Planning Process and a Capital Ranking Model, details of which can be found in the "Capital Planning Process" section that follows.

In 1998 Council developed a multi-phased financing model in order to accurately assess the financing requirements of large, multi-phased capital projects. This model helps to identify and evaluate potential financing options for a given capital project. Council has also adopted a Five Year Operating Model and Capital Financial Planning Model, both of which are described in the "Capital Planning Process" section.

CAPITAL FUNDING CONTRIBUTIONS

Capital expenditures have many different funding sources. The following graph shows the mix of funding sources used over the last five years to fund the City of Surrey's capital program:



NON-DISCRETIONARY CONTRIBUTIONS

Non-discretionary contributions to the capital program include those statutory reserve funds that are restrictive in their intended use. These include the following:

DEVELOPMENT COST CHARGE/NCP CONTRIBUTIONS (SECTION 933 OF THE LOCAL GOVERNMENT ACT)

The City requires developers to contribute to its future growth. They must pay Development Cost Charges (DCC's), in order to develop land. In some instances, they are also required to contribute to Neighbourhood Concept Plans (NCP's). When the City collects these contributions it deposits them into a statutory reserve fund until the money can be spent. Contributions collected in a given year can be included as a contribution in the next year's Capital Financial Plan. Each contribution can only be used for the purpose for which it was collected. For instance, Water DCC's can only be spent on a growth related water project.

Annual DCC contributions increased from a low in 2000. The large spike in available funding in 2005 is the result of a change in policy for the Roads DCC Program. In order to escalate growth-related activity, Roads DCC's can now be spent in the year they are collected. This practice helps the roads infrastructure keep pace with development.

CASH IN LIEU OF PARKLAND (SECTION 936 OF THE LOCAL GOVERNMENT ACT)

Development applicants must contribute either a portion of their land or a cash equivalent to Parkland. The City deposits the cash in a statutory reserve fund and may only use it to purchase parkland. Monies collected in a given year can be included as contributions in the next year's Capital Financial Plan for the Parkland Acquisition Program.

AFFORDABLE HOUSING (SECTION 188 OF THE COMMUNITY CHARTER)

Prior to 1998, developers were required to either include a portion of affordable housing within their development complex or contribute cash to an Affordable Housing Statutory Reserve Fund. The cash was to be used to provide affordable housing to Surrey residents. This development requirement no longer exists. The remaining monies in the statutory reserve fund have been contributed to the Surrey Homelessness and Housing Society.

DISCRETIONARY CONTRIBUTIONS

These contributions can be appropriations of operating surplus, contributions from operating financial plans or less restrictive statutory reserve funds.

OPERATING APPROPRIATED SURPLUS

Non-statutory reserves within operating funds are appropriations of surplus or unappropriated surplus revenues which City Council can, by simple majority vote, use for any capital or operating purpose.

Examples of these appropriations include the following:

- Operating Contingency;
- Innovation Fund; and
- Utility Rate Stabilization Reserve.

CONTRIBUTIONS FROM OPERATING

In 1994, Council began a nine-year policy of 0% tax rate increases. Consequently, general operating contributions to capital remained relatively stable from 1994 to 1998. In 1998, Surrey amalgamated the Drainage Utility and the Sewer Utility into the combined Sewer Utility, a change that freed an additional $3.5 million for other general capital needs during that year. This additional funding availability was short-lived as the Province of BC reduced its funding of the City by $4.3 million in 1999, resulting in a capital reduction of $3.8 million. In order to manage the ongoing increased contract demands in general operating fund, and satisfy Council's direction of 0% tax increase, City decreased the general operating contribution to capital to a low of $5.1 million in 2006. This reduction has increased the importance of other funding sources such as reserves, borrowing and private contributions.

OTHER STATUTORY RESERVE FUNDS

The Community Charter allows for the establishment of less restrictive statutory reserve funds. Two examples of these types of reserve funds are the City Land Reserve and the Vehicles and Equipment Replacement Reserve. Legislation requires that the proceeds of all sales of city land be deposited into a statutory reserve fund. Once the funds have been deposited, they may be used without restriction as long as the planned expenditures are authorized by two-thirds of Council. The City is also permitted to appropriate from general operating funds to a Capital Works Reserve Fund for the purpose of purchasing machinery and equipment to maintain City property.

OTHER CONTRIBUTIONS

Other contributions in nature and are usually from sources external to the City, but they can also include the use of borrowing to fund multi-year projects.

EXTERNAL SOURCES

External or sundry funding sources are contributions to capital projects from individuals or external organizations including senior governments. These contributions vary from year to year in accordance with changes in government grant programs and opportunities for private sector partnerships. Some projects are dependent on these contributions to proceed. Engineering Services expects to receive a contribution of $4.8 million from the Greater Vancouver Regional District Transit Authority (TransLink). If this funding is not received, Engineering Services will not be able to carry out the work the money was supposed to fund.

BORROWING

Long-term borrowing limits for municipalities within the Province of BC are determined by the criteria established under Section 174 of the Community Charter [SBC Chap 26]. These borrowing limits are based on a municipality's ability to service their debt. Debt servicing limits are based on 25% of the following:

- The annual revenue for the previous year, less
- The annual servicing costs including contingent liabilities.

The City of Surrey's gross borrowing power is $1.2 billion. The City's authorized outstanding debt limit at December 31, 2010 is approximately $165 million.

Section 177 of the Community Charter allows municipalities to borrow money to pay for their current expenditures. Temporary borrowing must not exceed total unpaid taxes levied during the current year. Surrey's temporary borrowing capacity for 2011 is approximately at $512 million. The City's authorized temporary borrowing limit for 2011 is $20 million.

Section 177 of the Community Charter allows municipalities to undertake short-term (up to five years) borrowing to pay for capital projects. Total debt outstanding must not exceed $50 multiplied by the municipal population. The City's authorized short-term borrowing limit for 2011 is $19,754,250.

Surrey has traditionally used a "pay as you go" approach to financing capital works. During 2003, the City retired all of its outstanding debt, most of which was used to fund sewer and water infrastructure. The sewer and water-related debt was incurred in the late 70's and early 80's under a Provincial Grant Program that funded up to 75% of the annual debt charges.

The "pay as you go" approach employed by Surrey has several benefits, it:

- Preserves flexibility for the City by allowing it to avoid fixed debt costs and interest charges; and

- Is particularly appropriate in a growing municipality where development can be funded through developer contributions and an increased tax base.

The 2011-2015 Financial Plan includes long-term borrowing. The City plans to enter into borrowing over the next six years to help fund the "Build Surrey" program, a program designed to help Surrey manage growth.

CAPITAL EXPENDITURES

The capital program includes statutory and asset maintenance as well as new projects.

STATUTORY AND ASSET MAINTENANCE

Statutory and asset maintenance constitute the largest part of the capital program. They are the 'base' expenditures required to preserve previous investments, replace old or worn out assets and service growth.

These expenditures are funded by ongoing capital sources such as:

- Contributions from operating revenue;
- DCC's; and
- Sundry sources.

These funding sources, although not guaranteed, are stable and can be relied upon as long as the City grows.

PRESERVATION OF PREVIOUS INVESTMENTS IN CAPITAL

Aging capital assets require more maintenance and upkeep. Major maintenance is designed to restore assets to the state they were in when the original investment was made. The need to maintain assets often receives less attention than the need for new facilities. This is understandable where the need to "re-invest" in infrastructure is virtually invisible to the taxpayer. However, timely maintenance work is important. Consider, for example, the City's extensive network of roads. Timely road repaving allows the City to avoid large scale rehabilitation work. Not repaving merely defers an even larger fiscal problem to future years. Contributions from operating are normally required to pay for this work.

REPLACEMENT OF WORN-OUT OR OBSOLETE ASSETS

Very old assets often cost more to repair or maintain than to replace. Also newer assets are often more technologically advanced. Statutory Reserve Funds are used to replace worn-out or obsolete assets. They are established and maintained by transferring funds from general revenue. When management decides an asset needs to be replaced, it seeks budget authority through the current year's budget process.

MEETING THE DEMANDS OF GROWTH

Each year an increasing number of people choose to call Surrey their home. There is an increased demand placed on the City's financial resources to provide facilities and other capital infrastructure that meets pre-defined standards that the City has developed and the residents are willing to accept.

NEW PROJECTS

Libraries, Recreation Centres and Fire Halls typically cost several million dollars to construct and cannot be funded in the same way as Statutory and asset maintenance projects. There are always more potential projects than there is a vailable funding. The City's various capital models help to prioritize new projects.

New City Centre Library under construction

NEED FOR NEW CAPITAL PLANNING PROCESS

Surrey has grown significantly over the last 20 years, evolving from a primarily agricultural community to a largely urban residential and business region. This change has increased the City's portfolio of public responsibilities. Historically, Council made capital planning decisions based on Finance staffs' recommendations, which were in turn based on the relative merit of projects described in departmental planning documents. Finance tried to distribute capital resources fairly among departments and geographic regions.

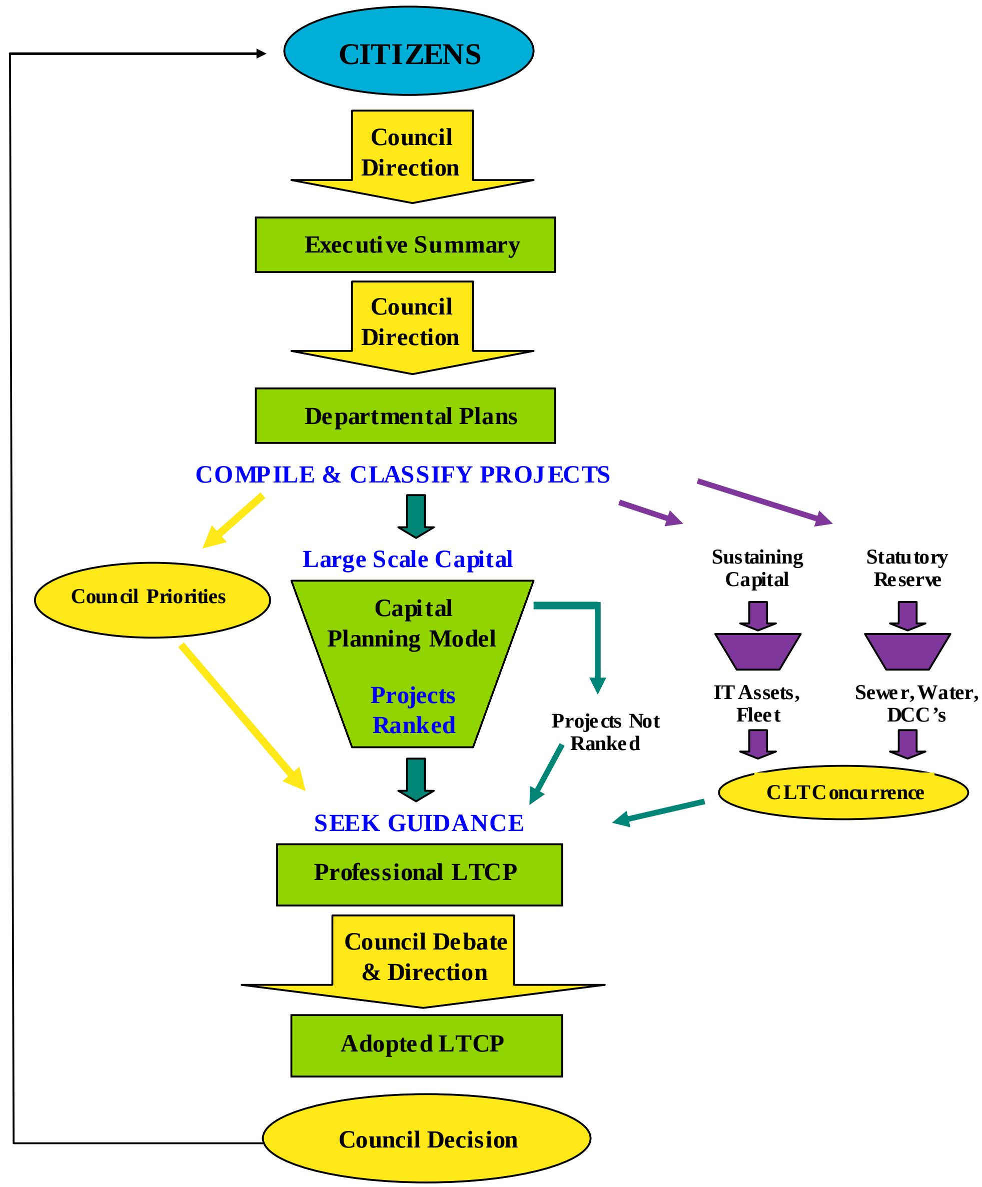
This approach was an effective when the City was relatively small. As the City grew, it placed on Finance the onerous task of arbitrating among City departments with growing capital demands.

EVOLUTION OF A NEW PROCESS

This document a made it clear that the City's capital resources were not adequate for meeting its growing needs. Not only did the City need a means of prioritizing capital projects; departments needed to be creative in pursuing alternative funding.
The City formed a Long-Term Capital Plan (LTCP) Task Force made up of representatives for a number of City departments. It retained KPMB to work with the task force, the Senior Management Team (SMT) and Council to develop a new capital planning process.

In March 1997, the Task Force and SMT held working sessions to identify criteria for ranking projects. A first draft of a model to rank proposed capital projects was developed and presented to City Council on April 1, 1997.

2011 – 2015 FINANCIAL PLAN
CAPITAL PROGRAM LONG TERM CAPITAL PLAN



CAPITAL RANKING MODEL

PRIORITIZATION

The new Capital Ranking model separates projects into four categories:

COUNCIL PRIORITIES

Projects that Council deems to be high priority.

SUSTAINING CAPITAL

Small-scale projects designed to maintain the City's existing infrastructure, such as investments in Information Technology (IT), building renovations, and the purchase of furniture and equipment.

CAPITAL FROM STATUTORY RESERVE FUNDS

Improvements to and expansions of sewer, water and roads systems, funded by DCC's.

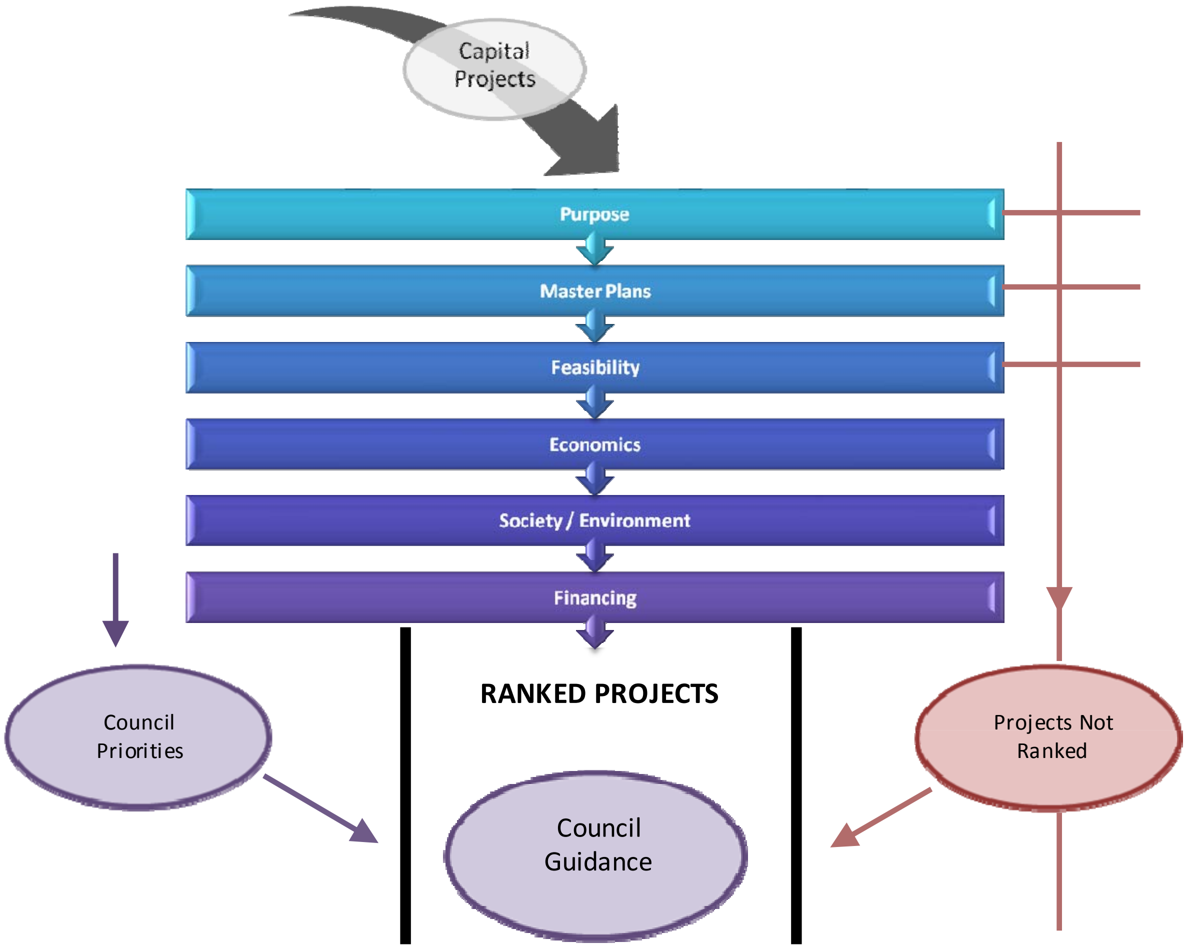
LARGE SCALE CAPITAL

All large-scale capital projects. Council uses the capital ranking model to choose which projects to fund.

The model uses six criteria:

- Purpose;
- Consistency with Master Plans;
- Technical feasibility;
- Economic benefit;
- Social and environmental quality; and
- Availability of funding.

EVALUATION CRITERIA



PROJECT SCORES AND RANKING

Each project that meets the minimum criteria receives a score out of 100 points. Projects that do not meet the minimum criteria are not scored. [These projects are included in a provisional LTCP for Council's information.

MULTI-PHASED FINANCING MODEL

The Multi-Phased Financing Model calculates the cost of project financing based on interest rates, inflation factors and principal requirements. It incorporates both the anticipated annual operating costs adjusted for inflation and the property tax rate increase required to fund the annual cost.

This model can be used to evaluate many different potential financing options; an example is shown at the end of this section.

FIVE YEAR PLANNING MODEL

The Five-Year Planning Model is used to determine the effect of project financing on future operating and capital budgets.

It collects the following variable data:

- Capital-related (originating from the Financing Model or the LTCP);
- Operating-related (arising from the Financing Model); and
- Other (based on circumstances beyond the City's control).

The last section is formula driven and contains two areas, operating and capital. In the operating area the surplus/deficit is forced to zero; in the Capital area, total contributions must be made to equal total expenditures by adjusting the borrowing line.

A sample of the Five-Year Planning Model is provided in the following pages.

CITY OF SURREY
the future lives here.

CITY OF SURREY
PHASED-IN MODEL

	PHASE 1	PHASE 2	PHASE 3	PHASE 4
	$ 14,000,000	$ 5,000,000	$ 4,000,000	$ 3,000,000
Phase-In Start	2006	2007	2008	2009
Phase-In End	2010	2008	2009	2010
Interest Rate	4.60%	4.50%	4.50%	4.50%
Operations	$ 500,000	$ 100,000	$ 80,000	$ 70,000

INITIALIZATION DATA

LOAN DATA		OTHER DATA	
Loan amount:	$ 26,000,000	Total Annual Operating Costs:	$ 750,000
Term in years:	4	Property Tax Base:	$ 135,400,000
Payments per year:	1	Growth Rate:	2.5%
First payment due:	2006-12-31	Inflation Rate:	1.0%

TABLE

No.	Payment Date	Beginning Balance 0	Interest 0	Principal 0	Ending Balance 0	Operating Costs	Total Costs per Period	% Tax Rate Increase
1	2006	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
2	2007	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
3	2008	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
4	2009	$ -	$ -	$ -	$ -	$ 106,000	$ 106,000	0.08%
5	2010	$ -	$ -	$ -	$ -	$ 180,000	$ 180,000	0.05%
6	2011	$ 14,000,000	$ 644,000	$ 3,267,546	$ 10,732,454	$ 181,800	$ 4,093,346	2.82%
7	2012	$ 10,732,454	$ 493,693	$ 3,417,853	$ 7,314,601	$ 183,618	$ 4,095,164	0.00%
8	2013	$ 7,314,601	$ 336,472	$ 3,575,074	$ 3,739,527	$ 185,454	$ 4,097,000	0.00%
9	2014	$ 3,739,527	$ 172,018	$ 3,739,527	$ 0	$ 187,309	$ 4,098,854	0.00%
10	2015	$ -	$ -	$ -	$ -	$ 189,182	$ 189,182	0.00%
11	2016	$ -	$ -	$ -	$ -	$ 191,074	$ 191,074	0.00%
12	2017	$ -	$ -	$ -	$ -	$ 192,984	$ 192,984	0.00%
13	2018	$ -	$ -	$ -	$ -	$ 194,914	$ 194,914	0.00%
14	2019	$ -	$ -	$ -	$ -	$ 196,863	$ 196,863	0.00%
15	2020	$ -	$ -	$ -	$ -	$ 198,832	$ 198,832	0.00%
16	2021	$ -	$ -	$ -	$ -	$ 200,820	$ 200,820	0.00%
17	2022	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
18	2023	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
19	2024	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
20	2025	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
21	2026	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
22	2027	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
23	2028	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
		$ 35,786,583	$ 1,646,183	$ 14,000,000	$ 21,786,583	$ 2,388,851	$ 18,035,033	

THE CITY OF SURREY
5 YEAR PLANNING MODEL
(in thousands)

VARIABLES	2010 PROJECTED	2011 BUDGET	2012 PLAN	2013 PLAN	2014 PLAN	2015 PLAN
Capital Related						
Value of Additional Land Sales	$ 0	$ 7,518	$ 7,600	$ 7,400	$ 6,600	$ 5,850
Value of Commercial/Industrial Increase	$ 0	300,000	200,000	200,000	200,000	200,000
Contribution from P3's	0	0	0	0	0	0
Capital Levy	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Based on Long Term Capital Plan						
Base Capital Programs	76,755	$ 141,571	$ 143,841	$ 138,838	$ 134,908	$ 133,617
DCC/NCP & Other Contributions	76,749	145,033	137,371	132,368	128,438	127,147
Ranked Capital Projects	20,971	16,080	6,530	6,630	6,130	5,680
Borrowing						
From Reserves	0	0	0	0	0	0
Other	0	0	0	0	0	0
OPERATING RELATED						
# of Additional Firefighters	0		0	0	0	0
# of Additional Police Officers	0					
Provincial Grants	$ 5,277	0	0	0	0	0
Other Additions to Operating Base	$ 0	1,383	645	645	645	645
Departmental Initiatives		0	0	0	0	0
Operating Cost of New Capital	2.00%	0.00%	0.00%	0.00%	0.00%	0.00%
General Tax Rate Increase	0.00%	2.90%	2.90%	2.90%	2.90%	2.90%
Fire Levy	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Police Levy	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Local Roads & Traffic Safety Levy	0.00%	1.00%	1.00%	1.00%	1.00%	1.00%
OTHER						
Cost of Living	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Growth Rate	0.00%	2.50%	1.60%	1.60%	1.60%	1.60%
Borrowing Rate	6.00%	5.00%	5.00%	5.00%	5.00%	5.00%

THE CITY OF SURREY
5 YEAR PLANNING MODEL
(in thousands)

Payback Term on Borrowing (Years)	10	5	5	5	5	5
GENERAL OPERATING	**2010 PROJECTED**	**2011 BUDGET**	**2012 PLAN**	**2013 PLAN**	**2014 PLAN**	**2015 PLAN**
Revenue Summary						
Prior Year Tax Levy	$ 105,557	$ 145,979	$ 154,587	$ 163,243	$ 172,058	$ 181,350
General Assessment Growth	3,037	2,929	2,374	2,422	2,620	2,827
Comm/Indust Assessment Growth	0	2,177	1,540	1,441	1,492	1,544
Land Sales Assessment Growth	0	203	205	200	178	158
Tax Rate Increase	0	3,149	4,387	4,602	4,852	5,114
Protection Levy	0	0	0	0	0	0
Police Levy	0	0	0	0	0	0
Other Tax Levies	8,568	11,330	11,677	12,053	12,429	12,817
Current Year Tax Levy	117,162	165,767	174,771	183,962	193,629	203,810
Provincial Grants	5,277	0	0	0	0	0
Interest Revenue	7,394	11,727	11,892	12,079	12,265	12,450
Program Revenues	40,369	64,962	66,333	67,748	69,091	70,567
	$ 170,202	**$ 242,456**	**$ 252,996**	**$ 263,789**	**$ 274,985**	**$ 286,827**
Expenditure Summary						
Program Expenditures	$ 148,163	233,513	245,523	255,906	266,738	278,065
Additional Firefighters/Police Officers	0	2,940	1,875	1,875	1,875	1,875
Other Additions	0	1,383	645	645	645	645
Departmental Initiatives		579	588	597	606	616
Council Projects	250	250	250	250	250	250
Transfer to Capital	20,977	5,100	5,400	5,700	6,000	6,300
Less: Adjustment to Capital Contributions	0	0	0	0	0	0
Operating Costs of New Capital	0	200	200	200	200	200
Debt Servicing - 2000 Borrowing	2,608	0	0	0	0	0
Debt Servicing - Future Borrowing	0	0	0	0	0	0
Debt Servicing - Repayment to Reserves	0	1,456	1,473	1,523	1,577	1,780
Transfer (To)/From Surplus	0	0	0	0	0	0
Total General Operating Expenditures	**$ 171,998**	**$ 245,421**	**$ 255,954**	**$ 266,696**	**$ 277,891**	**$ 289,731**

THE CITY OF SURREY
5 YEAR PLANNING MODEL
(in thousands)

Transfer To/(From) Surplus		(2,965)	(2,958)	(2,907)	(2,906)	(2,904)
SURPLUS/DEFICIT	**$ (1,796,000)**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

GENERAL CAPITAL	**2010 BUDGET**	**2011 BUDGET**	**2012 PLAN**	**2013 PLAN**	**2014 PLAN**	**2015 PLAN**
Contribution Summary						
Contribution from General Operating	$ 20,977	$ 5,100	$ 5,400	$ 5,700	$ 6,000	$ 6,300
Less: Temp Reduction in Capital Contrib.	0	0	0	0	0	0
Capital Levy Revenue	0	0	0	0	0	0
DCC/NCP & Other Contributions	76,749	145,033	137,371	132,368	128,438	127,147
Borrowing from Reserves	0	0	0	0	0	0
Contribution from P3's	0	0	0	0	0	0
Additional Land Sales	0	7,518	7,600	7,400	6,600	5,850
Borrowing	0	0	0	0	0	0
Total Contributions	**$ 97,726**	**$ 157,651**	**$ 150,371**	**$ 145,468**	**$ 141,038**	**$ 139,297**
Expenditure Summary						
Base Programs	$ 76,755	141,571	143,841	138,838	134,908	133,617
Requested Ranked Projects	20,971	16,080	6,530	6,630	6,130	5,680
TOTAL EXPENDITURES	**$ 97,726**	**$ 157,651**	**$ 150,371**	**$ 145,468**	**$ 141,038**	**$ 139,297**

5 YEAR CAPITAL FINANCIAL PLAN
RANKED CAPITAL PROJECTS
(in thousands)

FUNDING AVAILABLE	2011	2012	2013	2014	2015
Contribution from General Operating	$ 10,800	$ 11,700	$ 12,500	$ 13,000	$ 13,600
Contribution from Drainage	1,097	1,119	1,142	1,174	1,193
Contribution from Local Roads	7,420	7,281	7,273	9,008	11,805
Building Reserve	1,000	2,000	0	0	0
Funding from Operating Appropriation Surplus	6,142	2,937	4,757	1,622	1,646
Land Sales	2,570	6,000	0	0	0
Vehicles & Equipment Reserve	6,494	7,009	7,009	7,009	7,009
Utility Contributions	27,176	27,592	29,215	29,215	29,215
Utility Rate Stabilization	700	700	700	700	700
Non-Discretionary Contributions	63,465	64,076	76,563	78,356	80,275
External Contributions	21,240	5,706	5,706	5,706	5,706
Borrowing Proceed's	81,023	57,961	53,619	20,992	37,557
Sundry	50,015	50,015	50,015	50,015	50,015
	279,142	244,096	248,499	216,797	238,721
Less: Base Capital Funding					
Building Repairs & Upgrades	800	805	980	1,108	1,210
Utility Engineering Structures	26,824	26,825	27,325	27,325	27,325
Non-Discretionary Works	66,486	67,545	81,728	82,589	85,530
Engineering Public Works	17,189	17,092	17,092	18,872	21,702
Parks	1,920	1,320	1,840	1,890	1,990
Equipment Replacement					
Engineering Fleet Equipment	1,884	1,884	1,914	1,944	1,974
Fire Services	2,215	2,730	2,730	2,730	1,740
Information Technology	4,650	4,655	4,850	5,054	5,280
Parks	425	425	425	425	435
Utilities	700	700	700	700	700
Other	1,865	1,915	1,965	2,105	2,130
Sundry	50,350	50,350	50,350	50,305	50,305
	175,308	176,246	191,899	195,047	200,321
	$ 103,834	**$ 67,850**	**$ 56,600**	**$ 21,750**	**$ 38,400**

5 YEAR CAPITAL FINANCIAL PLAN
RANKED CAPITAL PROJECTS
(in thousands)

RANKED PROJECTS	2011	2012	2013	2014	2015
Animal Shelter	5,100	-	-	-	-
Art Facility - S.Surrey	1,500	-	-	-	-
Artificial Turf Fields	3,500	2,000	2,000	2,300	2,300
Arts Centre - Audience Chamber/Equipment Upgrades	434	-	-	-	-
Bear Creek Track	400	-	-	-	-
City Centre - City Hall	33,000	31,000	-	-	-
City Centre - Community Plaza	3,000	6,000	-	-	-
City Centre - Library	18,000	-	-	-	-
City Centre - Parking Facility	11,000	11,000	-	-	-
City Hall Works Yard	500	-	-	-	-
Cloverdale Fairgrounds	450	250	-	-	-
Community Rooms in Parks	100	-	-	-	-
Cricket Pitches	1,135	2,900	1,300	-	-
Fitness Facilities - Fraser Heights	6,000	-	-	-	-
Fitness Facility - Newton	1,000	7,000	-	-	-
Fitness Facility - S.Surrey	6,000	-	-	-	-
Multi-Purpose Space - Fleetwood	750	-	-	15,450	-
Newton Athletic Park Master Plan	65	500	500	1,500	1,100
Performing Arts Centre	7,500	-	-	-	-
Pool - Grandview Heights	1,000	1,500	49,400	-	-
Pool - Guildford	-	-	1,000	1,500	32,000
Portable Bleachers for Athletic Parks	100	-	-	-	-
Private Public Partnership	1,000	1,000	1,000	1,000	1,000
RCMP Cell Retrofit	-	-	1,400	-	-
RCMP Main Detachment	700	-	-	-	-
RCMP Newton District Office	500	2,000	-	-	-
RCMP North Detachment	-	-	-	-	1,000
Recreation Facility - East Clayton	300	2,700	-	-	-
Renovate Various Washrooms	300	-	-	-	-
Renovation - Civic Facilities	500	-	-	-	-
Surrey Leisure Complex - Ice Expansion	-	-	-	-	1,000
	$ 103,834	$ 67,850	$ 56,600	$ 21,750	$ 38,400

2011 - 2015 CAPITAL FINANCIAL PLAN
EXECUTIVE SUMMARY
(in thousands)

CONTRIBUTION SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds	$ 57,275	$ 60,711	$ 73,623	$ 74,441	$ 76,285	**$ 342,335**
NCP Reserve Funds	2,107	1,625	700	1,675	1,750	**7,857**
Other Statutory Reserve Funds	4,083	1,740	2,240	2,240	2,240	**12,543**
	63,465	64,076	76,563	78,356	80,275	**362,735**
Discretionary Contributions						
Operating Appropriated Surplus	6,842	3,637	5,457	2,322	2,346	**20,604**
Contribution from Operating	46,493	47,692	50,130	52,397	55,813	**252,525**
Other Statutory Reserve Funds	10,079	15,024	7,024	7,024	7,024	**46,175**
	63,414	66,353	62,611	61,743	65,183	**319,304**
Other Contributions						
External Sources	21,240	5,706	5,706	5,706	5,706	**44,064**
Borrowing Proceeds	81,023	57,961	53,619	20,992	37,557	**251,152**
Capital Contingency	-	-	-	-	-	**-**
	102,263	63,667	59,325	26,698	43,263	**295,216**
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	**250,000**
Total Current Year's Contributions	279,142	244,096	248,499	216,797	238,721	**1,227,255**
Carry Fwd from Previous Years	83,743	73,229	74,550	65,039	71,616	**368,177**
	$ 362,885	**$ 317,325**	**$ 323,049**	**$ 281,836**	**$ 310,337**	**$ 1,595,432**

EXPENDITURE SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition	$ 18,745	$ 15,309	$ 18,210	$ 19,009	$ 20,759	**$ 92,032**
Buildings	1,300	1,305	1,480	1,608	1,710	**7,403**
Engineering Structures	93,424	97,223	109,525	111,372	114,493	**526,037**
Equipment	11,839	12,409	12,684	13,058	13,359	**63,349**
	125,308	126,246	141,899	145,047	150,321	**688,821**
Capital Contingency	-	-	-	-	-	**-**
Ranked Projects						
Buildings	98,234	62,450	52,800	17,950	35,000	**266,434**
Engineering Structures	5,600	5,400	3,800	3,800	3,400	**22,000**
	103,834	67,850	56,600	21,750	38,400	**288,434**
Unranked Projects	-	-	-	-	-	**-**
Unidentified - Budget Authority	50,000	50,000	50,000	50,000	50,000	**250,000**
Total Current Year's Expenditures	279,142	244,096	248,499	216,797	238,721	**1,227,255**
Carry Fwd from Previous Years	83,743	73,229	74,550	65,039	71,616	**368,177**
	$ 362,885	**$ 317,325**	**$ 323,049**	**$ 281,836**	**$ 310,337**	**$ 1,595,432**

2011 - 2015 CAPITAL FINANCIAL PLAN
CONTRIBUTION (FUNDING) SUMMARY

(in thousands)

CONTRIBUTION SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Arterial Roads	$ 19,425	$ 20,381	$ 20,381	$ 20,381	$ 20,381	**$ 100,949**
Major Collector Roads	5,674	4,718	4,718	4,719	4,719	**24,548**
Local Roads	1,112	981	1,513	1,513	1,513	**6,632**
Park Lands	14,062	13,024	15,304	16,106	17,769	**76,265**
Parkland Development	1,138	2,176	2,176	2,191	2,371	**10,052**
Drainage	5,745	6,931	10,654	10,654	10,654	**44,638**
Sewer	2,931	4,746	9,216	9,216	9,217	**35,326**
Water	3,746	4,482	6,389	6,389	6,389	**27,395**
Hwy 99 Corridor	905	905	905	905	905	**4,525**
North Grandview	170	-	-	-	-	**170**
Campbell Heights	2,367	2,367	2,367	2,367	2,367	**11,835**
	57,275	60,711	73,623	74,441	76,285	**342,335**
NCP Reserve Funds						
City Centre	430	-	-	-	-	**430**
Fire	100	100	100	100	100	**500**
Police	-	-	-	-	1,000	**1,000**
Library Services	250	300	350	400	400	**1,700**
Recreation Services	1,327	1,225	250	1,175	250	**4,227**
	2,107	1,625	700	1,675	1,750	**7,857**
Other Statutory Reserve Funds						
Affordable Housing	-	-	-	-	-	**-**
Cash In Lieu of Parkland	3,843	1,500	2,000	2,000	2,000	**11,343**
Environmental Stewardship	240	240	240	240	240	**1,200**
	4,083	1,740	2,240	2,240	2,240	**12,543**
	63,465	64,076	76,563	78,356	80,275	**362,735**
Discretionary Contribution						
Operating Appropriated Surplus						
Protection Services	-	-	-	-	-	**-**
Solid Waste	-	-	-	-	-	**-**
Other Appropriations	6,142	2,937	4,757	1,622	1,646	**17,104**
Utility Rate Stabilization Reserve	700	700	700	700	700	**3,500**
	6,842	3,637	5,457	2,322	2,346	**20,604**
Contributions from Operating						
Current Year's General Operating	10,800	11,700	12,500	13,000 -	13,600	**61,600**
Current Year's Drainage	1,097	1,119	1,142	1,174	1,193	**5,725**
Current Year's Roads	7,420	7,281	7,273	9,008	11,805	**42,787**
Water	10,386	10,469	11,181	11,181	11,181	**54,398**
Sewer & Drainage	16,790	17,123	18,034	18,034	18,034	**88,015**
	46,493	47,692	50,130	52,397	55,813	**252,525**
Other Statutory Reserve Funds						
City Land Sales	2,570	6,000	-	-	-	**8,570**
Cranley Drive Revolving	15	15	15	15	15	**75**
Building Reserve	1,000	2,000	-	-	-	**3,000**
Vehicles & Equipment	6,494	7,009	7,009	7,009	7,009	**34,530**
Capital Legacy Fund	-	-	-	-	-	**-**
	10,079	15,024	7,024	7,024	7,024	**46,175**
	63,414	66,353	62,611	61,743	65,183	**319,304**

2011 - 2015 CAPITAL FINANCIAL PLAN
CONTRIBUTION (FUNDING) SUMMARY

(in thousands)

CONTRIBUTION SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Other Contributions						
External Sources						
Federal/Provincial Contribution	15,118	-	-	-	-	**15,118**
Private Contributions	1,291	875	875	875	875	**4,791**
GVTA	4,831	4,831	4,831	4,831	4,831	**24,155**
	21,240	5,706	5,706	5,706	5,706	**44,064**
Borrowing Proceeds						
External Borrowing	52,858	45,036	48,319	15,692	32,657	**194,562**
Internal Borrowing	26,665	11,425	3,800	3,800	3,400	**49,090**
Local Improvement	1,500	1,500	1,500	1,500	1,500	**7,500**
	81,023	57,961	53,619	20,992	37,557	**251,152**
Capital Contingency	-	-	-	-	-	**-**
	102,263	63,667	59,325	26,698	43,263	**295,216**
Unspecified - Budget Authority only (not funded)	50,000	50,000	50,000	50,000	50,000	**250,000**
	$ 279,142	**$ 244,096**	**$ 248,499**	**$ 216,797**	**$ 238,721**	**$ 1,227,255**

2011 - 2015 CAPITAL FINANCIAL PLAN
EXPENDITURE SUMMARY
(in thousands)

EXPENDITURE SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Land Acquisition						
General Corporate	$ 100	$ 100	$ 100	$ 55	$ 55	**$ 410**
Parks, Recreation & Culture	18,645	15,209	18,110	18,954	20,704	**91,622**
	18,745	15,309	18,210	19,009	20,759	**92,032**
Buildings						
General Corporate	800	805	980	1,108	1,210	**4,903**
Parks, Recreation & Culture	500	500	500	500	500	**2,500**
	1,300	1,305	1,480	1,608	1,710	**7,403**
Engineering Structures						
General Corporate	250	250	250	250	250	**1,250**
Roads & Transportation	40,140	40,043	40,043	41,424	43,654	**205,304**
Local Roads & Traffic Safety	6,219	6,081	6,641	7,041	7,641	**33,623**
Parks, Recreation & Culture	3,810	3,861	3,880	3,946	4,236	**19,733**
Sewer & Drainage Services	27,770	30,934	40,038	40,038	40,039	**178,819**
Water Services	15,235	16,054	18,673	18,673	18,673	**87,308**
	93,424	97,223	109,525	111,372	114,493	**526,037**
Equipment						
General Corporate	8,399	8,454	8,729	9,103	9,384	**44,069**
Parks, Recreation & Culture	425	425	425	425	435	**2,135**
Protective Services	2,315	2,830	2,830	2,830	2,840	**13,645**
Sewer & Drainage Services	400	400	400	400	400	**2,000**
Water Services	300	300	300	300	300	**1,500**
	11,839	12,409	12,684	13,058	13,359	**63,349**
	125,308	126,246	141,899	145,047	150,321	**688,821**
Ranked Projects						
Buildings						
Arts Centre - Audience Chamber/Equipment Upgrades	434	-	-	-	-	**434**
Art Facility - S.Surrey	1,500	-	-	-	-	**1,500**
Fitness Facilities - Fraser Heights	6,000	-	-	-	-	**6,000**
Fitness Facility - Newton	1,000	7,000	-	-	-	**8,000**
Fitness Facility - S.Surrey	6,000	-	-	-	-	**6,000**
Multi-Purpose Space - Fleetwood	750	-	-	15,450	-	**16,200**
Pool - Grandview Heights	1,000	1,500	49,400	-	-	**51,900**
Pool - Guildford	-	-	1,000	1,500	32,000	**34,500**
Recreation Facility - East Clayton	300	2,700	-	-	-	**3,000**
Renovation - Civic Facilities	500	-	-	-	-	**500**
Surrey Leisure Complex - Ice Expansion	-	-	-	-	1,000	**1,000**
RCMP Cell Retrofit	-	-	1,400	-	-	**1,400**
RCMP Main Detachment	700	-	-	-	-	**700**
RCMP Newton District Office	500	2,000	-	-	-	**2,500**
RCMP North Detachment	-	-	-	-	1,000	**1,000**

2011 - 2015 CAPITAL FINANCIAL PLAN
EXPENDITURE SUMMARY
(in thousands)

EXPENDITURE SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Animal Shelter	5,100	-	-	-	-	**5,100**
City Centre - City Hall	33,000	31,000	-	-	-	**64,000**
City Centre - Community Plaza	3,000	6,000	-	-	-	**9,000**
City Centre - Library	18,000	-	-	-	-	**18,000**
City Centre - Parking Facility	11,000	11,000	-	-	-	**22,000**
City Hall Works Yard	500	-	-	-	-	**500**
Cloverdale Fairgrounds	450	250	-	-	-	**700**
Performing Arts Centre	7,500	-	-	-	-	**7,500**
Private Public Partnership	1,000	1,000	1,000	1,000	1,000	**5,000**
	98,234	62,450	52,800	17,950	35,000	**266,434**
Engineering Structures						
Artificial Turf Fields	3,500	2,000	2,000	2,300	2,300	**12,100**
Bear Creek Track	400	-	-	-	-	**400**
Community Rooms in Parks	100	-	-	-	-	**100**
Cricket Pitches	1,135	2,900	1,300	-	-	**5,335**
Newton Athletic Park Master Plan	65	500	500	1,500	1,100	**3,665**
Portable Bleachers for Athletic Parks	100	-	-	-	-	**100**
Renovate Various Washrooms	300	-	-	-	-	**300**
	5,600	5,400	3,800	3,800	3,400	**22,000**
	103,834	67,850	56,600	21,750	38,400	**288,434**
Unidentified - Budget Authority only (not funded)	50,000	50,000	50,000	50,000	50,000	**250,000**
	$ 279,142	**$ 244,096**	**$ 248,499**	**$ 216,797**	**$ 238,721**	**$ 1,227,255**

2011 - 2015 CAPITAL FINANCIAL PLAN
GENERAL CORPORATE

(in thousands)

CONTRIBUTION SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Non-Discretionary Contributions						
NCP Reserve Funds						
City Centre	$ 430	$ -	$ -	$ -	$ -	**$ 430**
Library	250	300	350	400	400	**1,700**
	680	300	350	400	400	**2,130**
Discretionary Contributions						
Contributions from Operating						
Current Year`s Contribution	3,875	4,762	5,409	5,803	6,172	**26,021**
Other Appropriations	3,917	2,812	1,151	1,164	1,178	**10,222**
	7,792	7,574	6,560	6,967	7,350	**36,243**
Other Statutory Reserve Funds						
Building Replacement Reserve	500	-	-	-	-	**500**
City Land Sales	2,570	6,000	-	-	-	**8,570**
Cranley Drive Revolving	15	15	15	15	15	**75**
Vehicles, Equipment & Other	4,134	4,134	4,134	4,134	4,134	**20,670**
	7,219	10,149	4,149	4,149	4,149	**29,815**
	15,691	18,023	11,059	11,516	11,899	**68,188**
Other Contributions						
External Sources						
Federal/Provincial	15,000	-	-	-	-	**15,000**
	15,000	-	-	-	-	**15,000**
Borrowing Proceeds						
External	50,808	40,836	-	-	-	**91,644**
Internal	7,600	-	-	-	-	**7,600**
	58,408	40,836	-	-	-	**99,244**
	73,408	40,836	-	-	-	**114,244**
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	**250,000**
	$ 139,099	**$ 108,859**	**$ 61,059**	**$ 61,516**	**$ 61,899**	**$ 432,432**

2011 - 2015 CAPITAL FINANCIAL PLAN
GENERAL CORPORATE
(in thousands)

CONTRIBUTION SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition						
Cranley Drive	15	15	15	15	15	**75**
Sundry	85	85	85	40	40	**335**
	100	100	100	55	55	**410**
Buildings						
Corporate Building Renovations	800	805	980	1,068	1,170	**4,823**
Sundry	-	-	-	40	40	**80**
	800	805	980	1,108	1,210	**4,903**
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	1,884	1,884	1,914	1,944	1,974	**9,600**
Library	1,690	1,740	1,790	1,925	1,950	**9,095**
Information Technology	4,650	4,655	4,850	5,054	5,280	**24,489**
Office Equipment	160	160	160	160	160	**800**
Sundry	15	15	15	20	20	**85**
	8,399	8,454	8,729	9,103	9,384	**44,069**
	9,549	9,609	10,059	10,516	10,899	**50,632**
Ranked Projects						
Buildings						
Animal Shelter	5,100	-	-	-	-	**5,100**
City Centre - City Hall	33,000	31,000	-	-	-	**64,000**
City Centre - Community Plaza	3,000	6,000	-	-	-	**9,000**
City Centre - Library	18,000	-	-	-	-	**18,000**
City Centre - Parking Facility	11,000	11,000	-	-	-	**22,000**
City Hall Works Yard	500	-	-	-	-	**500**
Cloverdale Fairgrounds	450	250	-	-	-	**700**
Performing Arts Centre	7,500	-	-	-	-	**7,500**
Private Public Partnership	1,000	1,000	1,000	1,000	1,000	**5,000**
	79,550	49,250	1,000	1,000	1,000	**131,800**
	79,550	49,250	1,000	1,000	1,000	**131,800**
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	**250,000**
	$ 139,099	**$ 108,859**	**$ 61,059**	**$ 61,516**	**$ 61,899**	**$ 432,432**

2011 - 2015 CAPITAL FINANCIAL PLAN
ENGINEERING SERVICES
(in thousands)

CONTRIBUTION SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Arterial Roads	$ 19,425	$ 20,381	$ 20,381	$ 20,381	$ 20,381	**$ 100,949**
Major Collector Roads	5,674	4,718	4,718	4,719	4,719	**24,548**
Area Specific - Hwy 99 Corridor	500	500	500	500	500	**2,500**
- Campbell Heights	1,000	1,000	1,000	1,000	1,000	**5,000**
	26,599	26,599	26,599	26,600	26,600	**132,997**
Discretionary Contributions						
Contribution from Operating						
Current Year's Contribution-General	2,600	2,600	2,600	2,600	2,600	**13,000**
Current Year's Contribution-Drainage	1,097	1,119	1,142	1,174	1,193	**5,725**
Current Year's Contribution-Roads	3,613	3,494	3,471	4,819	7,030	**22,427**
City's Share - DCC Program	1,400	1,400	1,400	1,400	1,400	**7,000**
Other Appropriations	-	-	-	-	-	**-**
	8,710	8,613	8,613	9,993	12,223	**48,152**
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**
	$ 40,140	**$ 40,043**	**$ 40,043**	**$ 41,424**	**$ 43,654**	**$ 205,304**

EXPENDITURE SUMMARY

	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Arterial	$ 21,916	$ 22,922	$ 22,922	$ 22,922	$ 22,922	**$ 113,604**
Growth Related - Non-Arterial	6,083	5,077	5,077	5,078	5,078	**26,393**
Non-Growth Related - Arterial	4,813	4,748	4,748	5,438	6,553	**26,300**
Non-Growth Related - Collector	2,497	2,465	2,465	3,155	4,270	**14,852**
GVTA	4,831	4,831	4,831	4,831	4,831	**24,155**
	40,140	40,043	40,043	41,424	43,654	**205,304**
	$ 40,140	**$ 40,043**	**$ 40,043**	**$ 41,424**	**$ 43,654**	**$ 205,304**

2011 - 2015 CAPITAL FINANCIAL PLAN
ROADS & TRAFFIC
(in thousands)

CONTRIBUTION SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Local Roads	$ 1,112	$ 981	$ 1,513	$ 1,513	$ 1,513	**$ 6,632**
	1,112	981	1,513	1,513	1,513	**6,632**
Discretionary Contributions						
Contribution from Operating						
Current Year's Contribution - General	800	# 813	826	839	853	**4,131**
Current Year's Contribution - Roads	3,748	3,735	3,722	4,109	4,695	**20,009**
City's Share - DCC Program	59	52	80	80	80	**351**
	4,607	4,600	4,628	5,028	5,628	**24,491**
Borrowing Proceeds						
Local Improvement	500	500	500	500	500	**2,500**
	500	500	500	500	500	**2,500**
	$ 6,219	**$ 6,081**	**$ 6,641**	**$ 7,041**	**$ 7,641**	**$ 33,623**

EXPENDITURE SUMMARY

	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Non-Arterial	$ 1,171	$ 1,033	$ 1,593	$ 1,593	$ 1,593	**$ 6,983**
Local Roads & Traffic Safety	5,048	5,048	5,048	5,448	6,048	**26,640**
	6,219	6,081	6,641	7,041	7,641	**33,623**
	$ 6,219	**$ 6,081**	**$ 6,641**	**$ 7,041**	**$ 7,641**	**$ 33,623**

2011 - 2015 CAPITAL FINANCIAL PLAN
PARKS, RECREATION & CULTURE

(in thousands)

CONTRIBUTION SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Park Lands	$ 14,062	$ 13,024	$ 15,304	$ 16,106	$ 17,769	**$ 76,265**
Parkland Development	1,138	2,176	2,176	2,191	2,371	**10,052**
	15,200	15,200	17,480	18,297	20,140	**86,317**
NCP Reserve Funds						
Park Development	1,192	750	250	250	250	**2,692**
Recreational Facilities	135	475	-	925	-	**1,535**
	1,327	1,225	250	1,175	250	**4,227**
Other Statutory Reserve Funds						
Cash In Lieu of Parkland	3,843	1,500	2,000	2,000	2,000	**11,343**
	3,843	1,500	2,000	2,000	2,000	**11,343**
Discretionary Contributions						
Contributions from Operating						
Current Year's Contribution	1,170	1,170	1,190	1,240	1,350	**6,120**
City's Share - DCC Program	800	800	920	963	1,060	**4,543**
Other Appropriations	1,525	125	2,206	458	468	**4,782**
	3,495	2,095	4,316	2,661	2,878	**15,445**
Other Statutory Reserve Funds						
City Land Sales	-	-	-	-	-	**-**
Vehicles & Equipment	300	300	300	300	300	**1,500**
	300	300	300	300	300	**1,500**
Other Contributions						
External Sources						
Federal/Provincial Contribution	118	-	-	-	-	**118**
Private Developer Contributions	566	150	150	150	150	**1,166**
Sundry Contributions	500	500	500	500	500	**2,500**
	1,184	650	650	650	650	**3,784**
Borrowing Proceeds						
External	2,050	4,200	48,319	15,692	32,657	**102,918**
Internal	19,065	11,425	3,800	3,800	3,400	**41,490**
	21,115	15,625	52,119	19,492	36,057	**144,408**
	$ 46,464	**$ 36,595**	**$ 77,115**	**$ 44,575**	**$ 62,275**	**$ 267,024**

CITY OF SURREY
the future lives here.

2011 - 2015 CAPITAL FINANCIAL PLAN
PARKS, RECREATION & CULTURE
(in thousands)

EXPENDITURE SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition						
Park Land	$ 18,645	$ 15,209	$ 18,110	$ 18,954	$ 20,704	**$ 91,622**
	18,645	15,209	18,110	18,954	20,704	**91,622**
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	940	990	1,090	**4,860**
City Beautification - Green City	250	250	250	250	250	**1,250**
NCP/DCC Park Development	2,390	2,541	2,540	2,556	2,746	**12,773**
Developer Tree Program	250	150	150	150	150	**850**
	3,810	3,861	3,880	3,946	4,236	**19,733**
Equipment						
Minor Equipment	125	125	125	125	135	**635**
Recreation Equipment Replacement	300	300	300	300	300	**1,500**
	425	425	425	425	435	**2,135**
Ranked Projects						
Buildings						
Arts Centre - Audience Chamber/Equipment Upgrades	434	-	-	-	-	**434**
Art Facility - S.Surrey	1,500	-	-	-	-	**1,500**
Fitness Facilities - Fraser Heights	6,000	-	-	-	-	**6,000**
Fitness Facility - Newton	1,000	7,000	-	-	-	**8,000**
Fitness Facility - S.Surrey	6,000	-	-	-	-	**6,000**
Multi-Purpose Space - Fleetwood	750	-	-	15,450	-	**16,200**
Pool - Grandview Heights	1,000	1,500	49,400	-	-	**51,900**
Pool - Guildford	-	-	1,000	1,500	32,000	**34,500**
Recreation Facility - East Clayton	300	2,700	-	-	-	**3,000**
Renovation - Civic Facilities	500	-	-	-	-	**500**
Surrey Leisure Complex - Ice Expansion	-	-	-	-	1,000	**1,000**
	17,484	11,200	50,400	16,950	33,000	**129,034**
Engineering Structures						
Artificial Turf Fields	3,500	2,000	2,000	2,300	2,300	**12,100**
Bear Creek Track	400	-	-	-	-	**400**
Community Rooms in Parks	100	-	-	-	-	**100**
Cricket Pitches	1,135	2,900	1,300	-	-	**5,335**
Newton Athletic Park Master Plan	65	500	500	1,500	1,100	**3,665**
Portable Bleachers for Athletic Parks	100	-	-	-	-	**100**
Renovate Various Washrooms	300	-	-	-	-	**300**
	5,600	5,400	3,800	3,800	3,400	**22,000**
	$ 46,464	**$ 36,595**	**$ 77,115**	**$ 44,575**	**$ 62,275**	**$ 267,024**

CITY OF SURREY
the future lives here.

2011 - 2015 CAPITAL FINANCIAL PLAN
PROTECTIVE SERVICES
(in thousands)

CONTRIBUTION SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Non-Discretionary Contributions						
NCP Reserve Funds						
Fire	$ 100	$ 100	$ 100	$ 100	$ 100	**$ 500**
Police	-	-	-	-	1,000	**1,000**
	100	100	100	100	1,100	**1,500**
Discretionary Contributions						
Contributions from Operating						
Current Year's General Operating	155	155	155	155	165	**785**
Other Appropriations	700	-	1,400	-	-	**2,100**
	855	155	1,555	155	165	**2,885**
Other Statutory Reserve Funds						
Building Reserve	500	2,000	-	-	-	**2,500**
Vehicles and Equipment	2,060	2,575	2,575	2,575	2,575	**12,360**
	2,560	4,575	2,575	2,575	2,575	**14,860**
	$ 3,515	**$ 4,830**	**$ 4,230**	**$ 2,830**	**$ 3,840**	**$ 19,245**

EXPENDITURE SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Equipment						
Fire Vehicles & Equipment	$ 2,060	$ 2,575	$ 2,575	$ 2,575	$ 2,575	**$ 12,360**
Small Equipment Purchases	255	255	255	255	265	**1,285**
	2,315	2,830	2,830	2,830	2,840	**13,645**
Ranked Projects						
Buildings						
RCMP Cell Retrofit	-	-	1,400	-	-	**1,400**
RCMP Main Detachment	700	-	-	-	-	**700**
RCMP Newton District Office	500	2,000	-	-	-	**2,500**
RCMP North Detachment	-	-	-	-	1,000	**1,000**
	1,200	2,000	1,400	-	1,000	**5,600**
	$ 3,515	**$ 4,830**	**$ 4,230**	**$ 2,830**	**$ 3,840**	**$ 19,245**

2011 - 2015 CAPITAL FINANCIAL PLAN
WATER SERVICES
(in thousands)

CONTRIBUTION SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Water	$ 3,746	$ 4,482	$ 6,389	$ 6,389	$ 6,389	**$ 27,395**
Area Specific - Hwy 99 Corridor	133	133	133	133	133	**665**
Campbell Heights	370	370	370	370	370	**1,850**
	4,249	4,985	6,892	6,892	6,892	**29,910**
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	9,914	9,915	10,415	10,415	10,415	**51,074**
City's Share - DCC Program	472	554	766	766	766	**3,324**
	10,386	10,469	11,181	11,181	11,181	**54,398**
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**
	$ 15,535	**$ 16,354**	**$ 18,973**	**$ 18,973**	**$ 18,973**	**$ 88,808**

EXPENDITURE SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related	$ 4,721	$ 5,539	$ 7,658	$ 7,658	$ 7,658	**$ 33,234**
Non-Growth Related	10,514	10,515	11,015	11,015	11,015	**54,074**
	15,235	16,054	18,673	18,673	18,673	**87,308**
Equipment						
Information Technology	300	300	300	300	300	**1,500**
	300	300	300	300	300	**1,500**
	$ 15,535	**$ 16,354**	**$ 18,973**	**$ 18,973**	**$ 18,973**	**$ 88,808**

2011 - 2015 CAPITAL FINANCIAL PLAN
SEWER & DRAINAGE SERVICES
(in thousands)

CONTRIBUTION SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Sewer	$ 2,931	$ 4,746	$ 9,216	$ 9,216	$ 9,217	**$ 35,326**
Drainage	5,745	6,931	10,654	10,654	10,654	**44,638**
Area Specific - Hwy 99 Corridor	272	272	272	272	272	**1,360**
- North Grandview	170	-	-	-	-	**170**
- Campbell Heights	997	997	997	997	997	**4,985**
	10,115	12,946	21,139	21,139	21,140	**86,479**
Other Statutory Reserve Funds						
Environmental Stewardship	240	240	240	240	240	**1,200**
	240	240	240	240	240	**1,200**
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	5,389	5,389	5,389	5,389	5,389	**26,945**
Current Year's Contribution - Drainage	10,296	10,296	10,296	10,296	10,296	**51,480**
City's Share - DCC Program	1,105	1,438	2,349	2,349	2,349	**9,590**
	16,790	17,123	18,034	18,034	18,034	**88,015**
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**
	$ 28,170	**$ 31,334**	**$ 40,438**	**$ 40,438**	**$ 40,439**	**$ 180,819**

EXPENDITURE SUMMARY	2011	2012	2013	2014	2015	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Sewer	$ 3,257	$ 5,273	$ 10,240	$ 10,240	$ 10,241	**$ 39,251**
Growth Related - Drainage	6,553	7,701	11,838	11,838	11,838	**49,768**
Growth Related - Hwy 99 Corridor	302	302	302	302	302	**1,510**
Growth Related - Campbell Heights	1,108	1,108	1,108	1,108	1,108	**5,540**
Non-Growth Related - Sewer	6,014	6,014	6,014	6,014	6,014	**30,070**
Non-Growth Related - Drainage	10,296	10,296	10,296	10,296	10,296	**51,480**
Natural Habitat Enhancement	240	240	240	240	240	**1,200**
	27,770	30,934	40,038	40,038	40,039	**178,819**
Equipment						
Information Technology	400	400	400	400	400	**2,000**
	400	400	400	400	400	**2,000**
	$ 28,170	**$ 31,334**	**$ 40,438**	**$ 40,438**	**$ 40,439**	**$ 180,819**

This page left blank intentionally.

GLOSSARY

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.

Assessment Ratio - The ratio at which the tax rate is applied to the assessment base.

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.

Budgetary Basis - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual.

Business Improvement Area (BIA)- A separate specific contained area where funds are spent to improve commercial business potential.

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 a broad 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.

Collective Bargaining Agreement - A legal contract between the employer and a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Consumer Price Index (CPI) - a statistical description of price levels provided by Statscan (Government of Canada). The index is used as a measure of the increase in the cost of living (i.e. economic inflation).

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.

Cost-of-living Adjustment (COLA) - An increase in salaries to offset the adverse effect of inflation on compensation.

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

Debt Service - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

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

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

Depreciation - Expiration in the service life of capital assets attributable to wear and tear, deterioration, 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.

Disbursement - The expenditure of monies from an account.

Distinguished Budget Presentation - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

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.

F.E.S.T. - Festival and Events Strategic Team is a team of key players within the City that review and recommend approval of various events held within the City. The team includes representatives from Public Affairs, Economic Development, By-laws and RCMP.

Fiscal Year - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.

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.

Goal - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

GST - Goods & Services Tax.

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.

GDP - Gross Domestic Product as provided by Statistics Canada.

Guidepost - See Goal.

HST – Harmonized Sales Tax

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.

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.

Municipal Ticket Information (MTI) – Legal document (ticket/fine) that can be issued to cause a monetary penalty to an offender who violates a bylaw of a municipality or regional district.

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.

South Fraser Perimeter Road (SFPR) - Capital roads project undertaken by the City.

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.