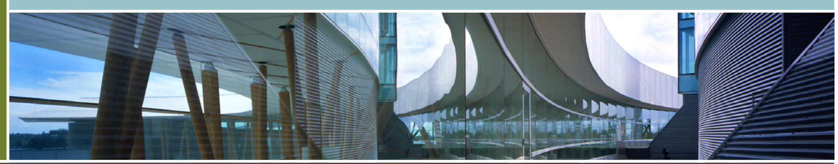
FINANCIAL PLAN

2012-2016

BRITISH COLUMBIA, CANADA

CITY OF SURREY
the future lives here.



CITY OF
SURREY
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This Reader's Guide provides the reader with a basic understanding of the 2012—2016 Financial Plan (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. Furthermore, it 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 identify financial and staffing resources, manage day-to-day operations by providing financial and policy information and measurements; and
- It is a communication device, which provides readers with a comprehensive look at the services provided by City departments and the costs attributed to those services.

FOCUS ON SUSTAINABILITY

In 2008, Surrey City Council approved the Surrey Sustainability Charter as the City's overarching policy document. The Sustainability Charter is built on three key pillars: **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 highlights the importance of the Sustainability Charter as a living document.

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

2009 Sustainability Award

Economic Goal

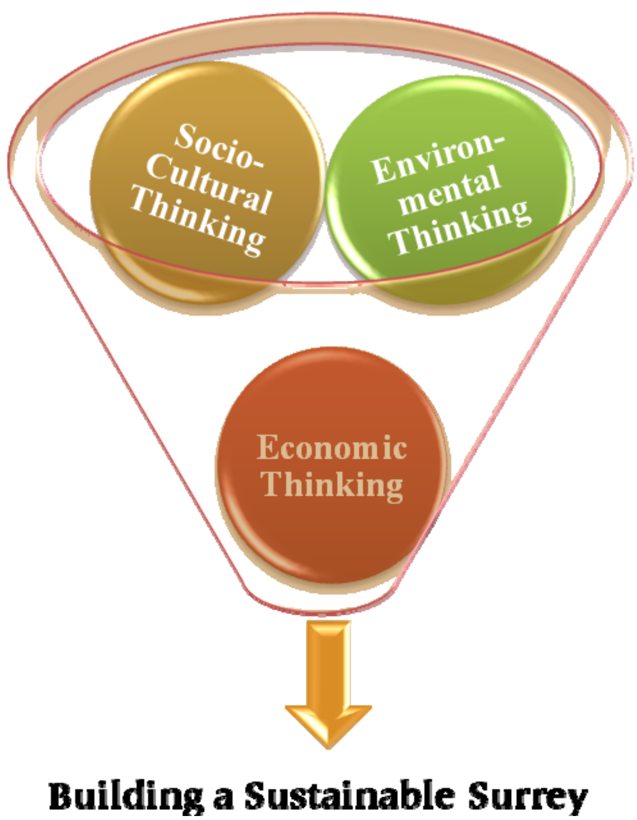
To create a local economy that builds on Surrey's natural advantages and uses the land base and human resources efficiently to create a broad range of well-located, transit-accessible, and environmentally-friendly businesses that provide attractive local employment opportunities and a sustainable revenue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

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.

Socio-Cultural Goal

To promote a safe, caring, engaged, liveable, and diverse community that provides a wide 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.



The 2012-2016 Financial Plan is divided into seven major sections:

EXECUTIVE OVERVIEW

This section provides 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 provides 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:

- Surrey's History;
- Population and Growth Statistics;
- Business and Industry;
- Taxes, Utilities and Assessments;
- Educational Services; and
- Health and Safety Services.

ORGANIZATIONAL PROFILE

This section provides 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:

- City Government and Administration;
- Strategic Plan;
- Organizational Policies;
- Integrated Planning Model;
- City of Surrey Departmental Functions;
- Staffing Complement Summary; and
- Significant Changes Staff Complement.

FINANCIAL OVERVIEW

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

- Economic Overview;
- Major Revenue Sources;
- Source and Application of Funds;
- Overview of Fund Structure;
- Work-in-Progress and Surplus, Operations;
- Statutory Reserve Funds;
- Consolidated Financial Summary;
- Departmental Summary;
- Consolidated Significant Changes; and
- Consolidated Financial Plan By-law.

GENERAL OPERATING FUND

This section contains information about the General Operating Fund and includes the following:

- General Operating—Financial Summary;
- Departmental Program Summary;
- General Operating Financial Plan By-law; and
- Departmental Operations.

Subsequent sections provide a greater understanding about departmental operations. Each departmental section includes an overview and a financial line item summary condensed into three major account groups with a total of nine subgroups as 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 from own sources; and
- Transfers to own sources.

Numbers have been restated due to the reorganization of divisions within departments in 2011. As a result, certain comparative figures in the 2011 budget and the 2010 actual columns have been reclassified.

UTILITIES OPERATING FUND

This section describes the following utility funds and includes the Financial Plan By-law for each utility:

- Utilities Operating—Financial Summary;
- Roads & Traffic Safety Utility;
- Sewer & Drainage Utility;
- Solid Waste Utility; and
- Water Utility.

CAPITAL PROGRAM

This section describes the capital program aspects and includes the following:

- Contribution and Expenditure Overview;
- Capital Planning Process;
- Ranked Capital Projects Overview; and
- Capital Financial Plan By-law.

MESSAGE FROM THE GENERAL MANAGER, FINANCE & TECHNOLOGY

To the Mayor and Council,
City of Surrey

I am pleased to submit the 2012 - 2016 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 2012 – 2016 Financial Plan underpins the 2012 - 2016 Financial Plan By-laws, which received first, second and third reading on January 23, 2012 and final adoption on February 6, 2012.

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 Strategic 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 city, the City has aligned the Five-Year Financial Plan with the Sustainability Charter's three pillars: Economic, Environmental, and Socio-Cultural. This alignment encourages all departments to think sustainably when setting future initiatives and performance measures.

1.0 OVERVIEW

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

The overview 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 2013 through 2016. 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 2012 Financial Plan include the following:

- Property tax increase equivalent to $39 per year for a single family dwelling and $193 per year for a business with an assessed value of $1.0 million;
- A 2.9% or equivalent fee increase for 2012;
- Third-party contract increases (maintenance, software, etc.);
- Benefit and in-range salary increases;
- Full-year impact of the eight firefighters added during 2011;

- Full year funding of prior year's approved funding requests;
- Operating funding for new capital buildings such as the City Centre Library, the Fraser Heights Fitness Centre and the arts/fitness space in South Surrey;
- 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, the BC Summer Games and the Surrey Marathon; and
- Support for Council's key priorities such as the Build Surrey Program, the Clean Energy Program, Sustainability, Crime Reduction, City 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 firefighters 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 identified in the Capital Plan.

The following additional ongoing revenues were identified in 2011 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 2012-2016 Financial Plan and will be funded primarily through a combination of internal and external borrowing. The projects include building and designing a multi-purpose regional scale facility in Cloverdale, new artificial turf fields throughout the City, new pools in Guildford and Grandview Heights, a Newton fitness facility, a new animal shelter facility and the state-of-the-art projects of the City Centre community plaza and new City Hall. These capital projects will act as catalysts to stimulate further private sector investment and job creation in the City.

The City has ongoing capital requirements totaling $12.7 million per year. The City must also fund minor capital projects including upgrading the RCMP Cell Block in accordance with police security and operational standards and improving the Bridgeview Community Centre. Additional details of planned capital projects can be found in the Ranked 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 such as pedestrian crossings, sidewalks, and traffic calming. The Levy was established in 2008 and was set using the equivalent of a 1% property tax increase in each of the next four years which amounted to $11.30 per year for a single family dwelling. Per the original plan, the levy will increase in 2012 to $13.50 for a single family dwelling and $67 for a business with an assessed value of $1 million.

The Local Roads 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 2012-2016 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 (GVS&DD) 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. For 2012, the average metered single family dwelling will pay $243 ($230 in 2011) for sanitary sewer and $166 ($161 in 2011) for the Drainage Parcel tax.

6.0 SOLID WASTE UTILITY FINANCIAL PLAN

The City of Surrey's annual residential waste has declined steadily even as Surrey's population has grown. Presently, close to 50% of the City's residential solid waste is diverted from landfill sites. The City's goal is to achieve a diversion rate of 70% by 2015. To achieve this target, the City started a pilot residential organics collection program in the fall of 2010 and plans to begin a City-wide collection in October 2012. The City will achieve additional waste diversion by establishing the first regional Eco-Centre facility, a one-stop drop off location for recyclables, compostables, reusables and garbage.

The 2012 solid waste rate for a single family residence is $281 ($266 in 2011) which partly reflects an increase in the GVS&DD tipping fee. The GVS&DD is projecting further increases in tipping fees over the next five years, which will be reflected each year in increases 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 the '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 (GVRD) projected water rate increases; and
- Contractual labour and energy cost increases.

To meet these funding requirements, water rates will increase in 2012 and beyond. The average metered single family dwelling will pay $386 in 2012 ($370 in 2011) based on an average yearly consumption of 400 cubic metres.

8.0 MEETING THE CHALLENGES OF TOMORROW

The City of Surrey is proud to be the largest City in British Columbia by land mass and the second largest City by population, which is nearing 500,000 residents. The 2012-2016 Financial Plan recognizes the challenges of such a rapid growing municipality and how they can affect our goals of sustainability, community safety, economic development, exemplary service provision, and sound municipal infrastructure.

Surrey incorporates the concept of "triple bottom line" accounting; environmental, socio-cultural and economic factors are considered in the decision-making processes.

The City is transforming its waste collection process in order to reduce emissions and help meet its goal of diverting 70% of waste from landfills by 2015. Residential waste will be collected using state-of-the-art automated Compressed Natural Gas (CNG) trucks. The future Organics Biofuel facility, which the City will begin constructing in 2012, will process organic waste into natural gas used to fuel waste trucks.

The City's Corporate Emissions Action Plan, adopted by Council in October 2010, outlines the City's intention to reduce energy use and greenhouse gas emissions from corporate sources by 20% below baseline levels by 2020. This plan and the actions we are taking uphold our commitment [as a signatory of the BC Climate Action Charter] to be "carbon neutral" in our operations by 2012.

Council has approved the Build Surrey Program to create funding for capital projects that will enhance the quality of life and create new opportunities for residents. 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, play, invest and raise a family.

9.0 CONCLUSION

The 2012 - 2016 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 municipalities.

I wish to thank the staff of the City for delivering 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 2012 - 2016 Financial Plan.

Respectfully,

Vivienne Wilke, CGA
General Manager, Finance & Technology

APPROVED SUPPLEMENTAL FUNDING REQUESTS

Departments were requested to identify any critical needs over and above their status-quo requirements and to re-evaluate requirements that had been submitted during the previous year's planning cycle. Requirements for 2012 previously approved in the 2011 – 2015 Financial Plan have been incorporated into the Departmental Financial Plans as follows:

Fire	Annualization of eight firefighters	$160,000
By-law	Annualization of two by-law enforcement officers	48,000
RCMP	Annualization of ten contract member positions	975,000
		$1,183,000

Issues identified during the 2012 planning process and approved by Council include:

Fire	Eight additional firefighters	$640,000
By-law	Addition of one by-law enforcement officer	93,000
RCMP	Ten new member positions	325,000
Corporate	Beautification and town centre development	656,000
Corporate	Climate Action Charter Agreement	450,000
Corporate	Social Well-Being Plan	183,000
Corporate	ENERGYShift program	85,000
Corporate	Enhancements to City's website	560,000
Parks, Recreation & Culture	Parks, Recreation & Culture initiatives	655,000
		$3,647,000

In addition to the increases approved in 2012, the 2013 – 2017 Financial Plan includes increases for the following issues:

Fire	Four additional firefighters	$320,000
By-law	Addition of one by-law enforcement officer	89,000
RCMP	Ten new member positions	629,000
		$1,038,000

FINANCIAL PLANNING PROCESS

Financial planning gives 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, Section 167 (4), on or before May 15th, the planning process actually begins many months before.

FINANCIAL PLAN TIMELINES

The following timetable outlines the process behind the 2012 – 2016 Financial Plan:

JULY 2011

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

SEPTEMBER 2011

- Prepare Departmental Financial Plans;
- Departments submit Operating and Capital Issue Papers; and
- Preliminary ranking of Capital Projects.

OCTOBER TO DECEMBER 2011

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

JANUARY 2012

- Present preliminary plan to Finance Committee for further direction (January 16, 2012);
- Receive public comments (January 18, 2012); and
- Present the 2012 – 2016 Financial Plan to Council (January 23, 2012).

The deadline for approval of the annual Financial Plan is May 15, 2012 (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 Financial Plan has been prepared based on the Community Charter which differs from Public Sector Accounting Board (PSAB) guidelines for financial statement presentation. Those differences include:

- Reporting for expenditures, including all transfers to other funds and authorities; and
- The treatment of capital expenditures, which differ from the financial statements where all capital expenditures are capitalized as assets.

Other Financial Planning policies include:

- 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 Departmental Financial Plans. Appropriated surplus funds not retained by individual departments and are recorded separately.

FINANCIAL PLANNING PRINCIPLES

This Financial Plan has been prepared using the Principles of Municipal Governance as outlined in the Community Charter, Section 1 (1). The rationale for incorporating a set of principles into a decision-making process of public office is twofold. First, principles provide structure and commonality in situations where the interests and objectives of affected parties differ. Second, 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 deemed to have positive consequences for the City over the long-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

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

- Balance citizens' service expectations with their ability and willingness to pay.
  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 funding for ongoing maintenance and asset replacement.
  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, equipments 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 cost charges an appropriate proportion of the cost of new development related to capital infrastructure, as determined by Council Policy.

- Target total debt service charges to below five percent of expenditures.
  The Departmental Strategic and Financial Plans should strive to keep the annual cost of total debt servicing below five percent of City annual expenditures.

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 replenished.

- Reward cost-effective innovations.
  The Financial Plan should reward cost-saving initiatives through a "save and invest" philosophy rather than a "spend it or lost it" approach. This philosophy allows City departments to reinvest their savings from innovation.

- Maintain appropriate level of 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 Projects; and
  - Allow the City to take advantage of market opportunities.

Council will determine the appropriate level of these reserves.

INFLATIONARY INCREASES

2012 inflation has been projected at 2.9%, as measured by the 2012 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 or where contracts warrant inflationary increases.

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

	2012	2013	2014	2015	2016
Water	**4.3%**	12.4%*	5.5%	5.7%	4.1%
Sewer	**5.6%**	5.3%	5.0%	6.0%	5.6%
Drainage	**3.1%**	3.0%	2.9%	4.5%	4.3%
Solid Waste	**7.5%**	7.0%	6.5%	6.1%	4.3%
Equipment	**0.5%**	0.5%	0.5%	0.5%	0.5%

**Metro Vancouver rates are incorporated in City of Surrey rates and the estimated increase in 2013 is due to Metro Vancouver projections.*

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 economic growth, the City of Surrey is proud to declare its vision, "the future lives here".

SURREY FACTS

SIZE – As the second-largest City in the province, Surrey is approximately 317 km², an area almost equal to that of Vancouver, Richmond and Burnaby combined (344 km²). Surrey's land use is 56% residential, 31% agricultural/ conservation, and 13% commercial/ industrial.

POPULATION - Surrey is also one of the fastest growing major cities in Canada, with growth averaging over 12,000 people per year for the past five years. A large proportion of this growth is due to immigration. The current population is estimated to be 483,690.

PEOPLE (2006 Census*) – Surrey has a large number of young families, with 22.1% of the population below the age of 18. 15% percent of the population is classified as senior citizens, 53.2% 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.

**The 2011 Census will be published in the fall of 2012.*

BUSINESS - Surrey City Council's "open for business" attitude is attracting international attention. Over 15,000 businesses are based in Surrey, and over 2,300 new business licenses were issued in 2011. Investors are taking advantage of Surrey's diverse economy, skilled labour force and excellent regional and international distribution links.

CITY SERVICES – In 2011, the City of Surrey collected over $260 million in taxation revenue. These funds are used to support City services such as:

- 17 Fire halls and over 400 firefighters;
- Five community policing stations and over 650 RCMP members;
- Nine library branches including the new state-of-the-art library recently 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 spaces;
- 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 kilometres of trails and paths;
- The widening of Fraser Highway and 96th Avenue, the construction of pedestrian/cycling trails and overpasses, improvements to Highway 10, Highway 15, and King George Boulevard, and many other roadway improvements;
- Many water, sewer, drainage, and dyking improvements and upgrades; and
- Transforming Surrey 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 -Pattullo Bridge opened
1940 - King George Highway officially opened
1948 - Surrey Parks Commission established
1960- Port Mann Bridge opened
1962 - New Municipal Hall constructed at Highway 10 and 142nd Street
1988 - Sunnyside Acres and Green Timbers dedicated as urban forests

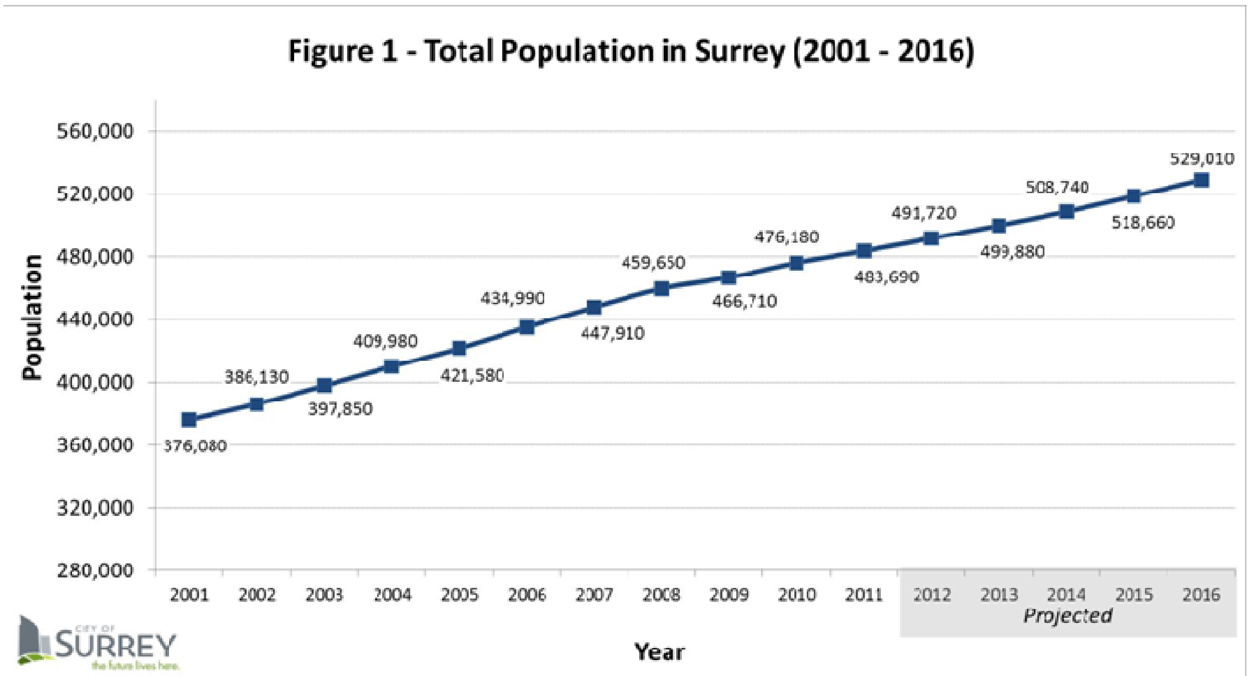
Historic Stewart Farm

1993 - Surrey celebrated becoming a City and a skytrain link opens
1996 - Surrey's population surpassed 300,000 and Future Surrey—Creating the Vision and Meeting the Challenges 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 was 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
2011 - First major Canadian city to host an electric vehicle charging station at City Hall
- Surrey was named Best Place to Invest in Western Canada
- Surrey won the Clean Energy Community of the Year Award
- Mayor led top Canadian companies on unprecedented business mission to India
- Grey Cup came to Surrey's Tree Lighting Festival
- City Centre Library had its grand opening

As of December 2011, Surrey's population is estimated at 483,690 residents. This estimate is based on the City's residential building inventory, created using a combination of data sources that include:

- BC Assessment Authority data;
- Surrey Building Permit information;
- Surrey secondary suite data;
- The latest GIS Orthophoto imagery; and
- Surrey GIS Cadastre (lot and address) information.

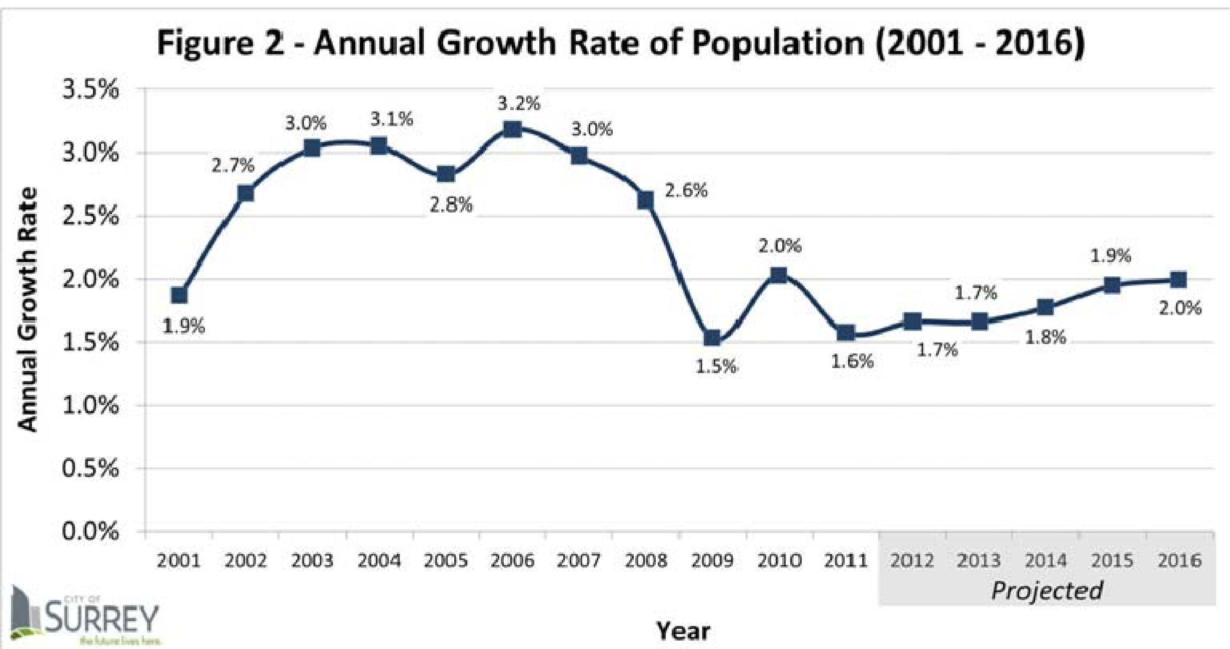
Figure 1 illustrates the total existing and projected City population for the years 2001 through 2016. Over the last 10 years, Surrey's population has grown by over 107,610 residents, representing an average annual growth rate of 2.86%. Further population growth of approximately 45,320 residents is projected for the five years between 2011 and 2016, for an estimated 2016 population of 529,010. The City's current population comprises approximately 20% of the total population of Metro Vancouver; this percentage is expected to rise to approximately 21% by 2016.



Source: City of Surrey Planning & Development Department

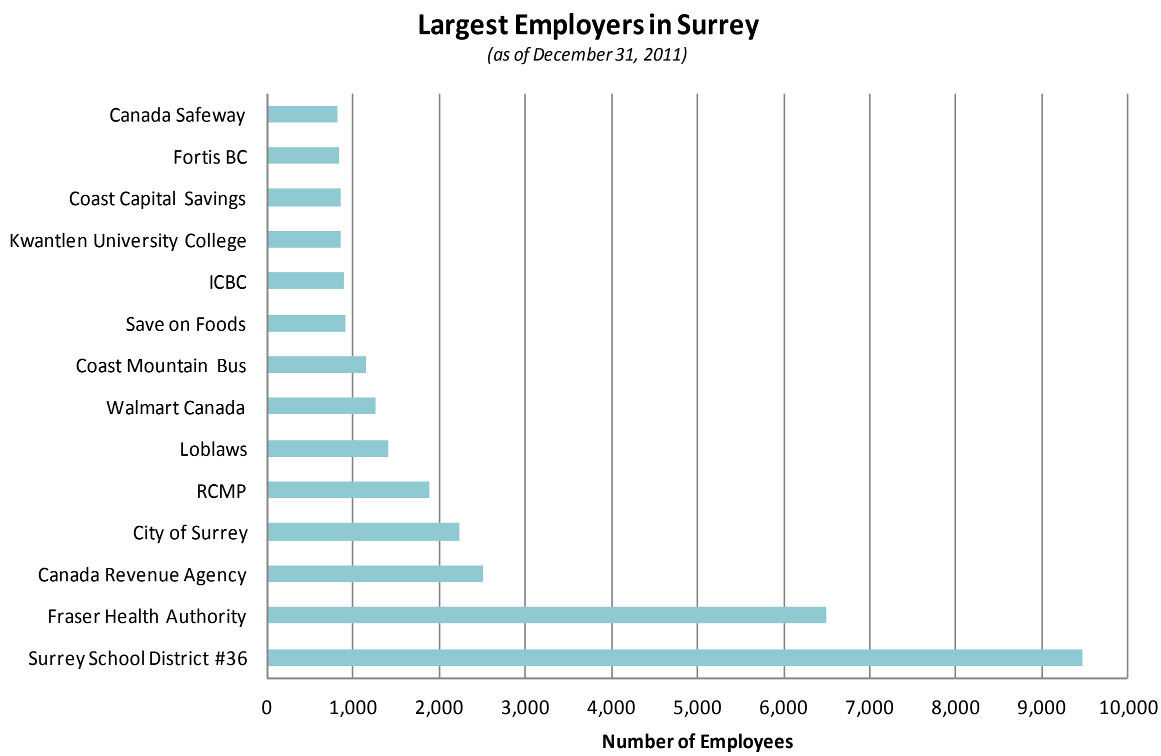
In May of 2011 the Census was taken showing Surrey with a population of 468,251, however, the City of Surrey's Planning & Development Department estimated Surrey to have a population of 479,550. This represents a difference of approximately 2.4%. This initial Statistics Canada Census release does not take into account the people who did not respond to the Census (the undercount) or where double counting may have taken place. Statistics Canada will release corrected estimates for the 2011 Census in September 2013. It is anticipated that the Census undercount correction will address the 11,299 (2.4%) difference between the City of Surrey's population estimates and the current 2011 Census population for Surrey. This difference, in relation to the 2011 Census, is considerably less than the difference between the 2006 Census population figure and the City's 2006 estimate, which was 31,921. Statistics Canada estimated that the undercount for the 2006 Census was 3.7%, which accounted for some of that difference. The convergence of the 2011 Census population figure for Surrey with the City's estimate for 2011 may indicate a more accurate and complete population count of Surrey residents in the latest Census.

Surrey's actual and projected annual population growth rate for each of the years from 2001 to 2016 is illustrated in Figure 2. While some annual fluctuation is likely, it is expected that Surrey's population growth rate will average 1.87% per year over the next few years. Metro Vancouver's Regional Growth Strategy estimate of Surrey's growth rate is similar. Surrey's share of growth in the region will range from approximately 24% to 26% over the next five years. This level of growth is considered to be robust but manageable.



Source: Metro Vancouver Region, Regional Growth Strategy January 2011.

Surrey is home to many large companies and organizations. The largest employers in Surrey include Surrey School District No. 36, Fraser Health Authority, Canada Revenue Agency, City of Surrey, and many more.

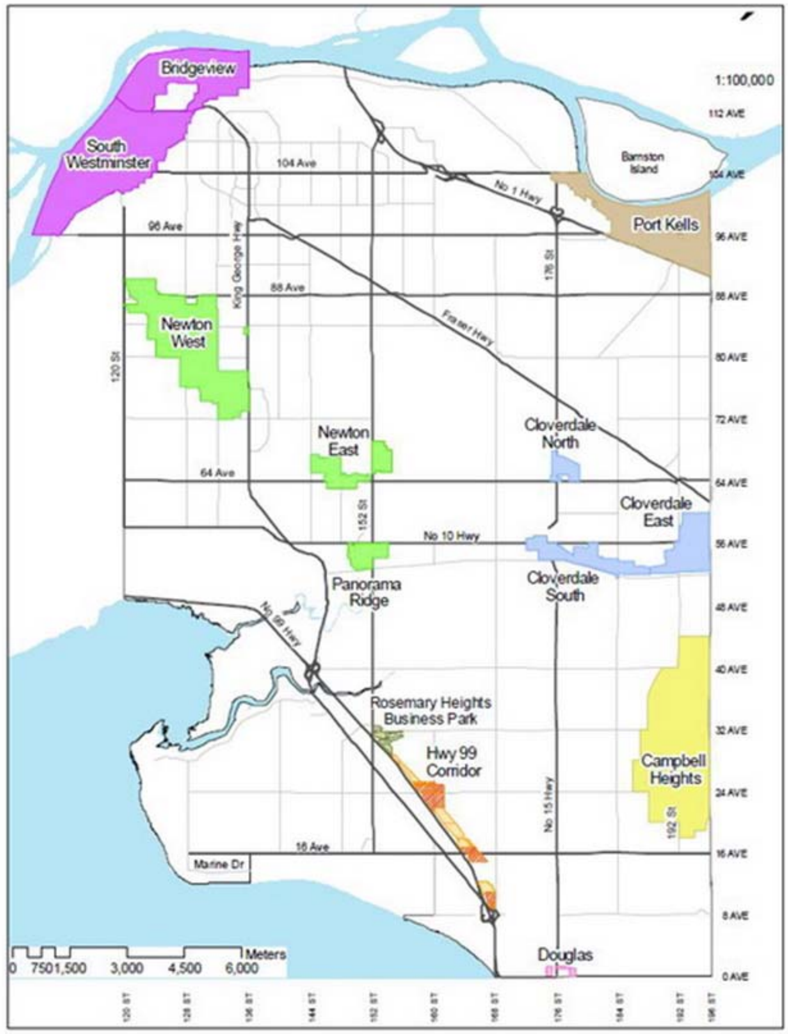


MAJOR INDUSTRIAL AREAS

Surrey's industrial areas offer a strategic location with access to Metro Vancouver, United States, 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, which includes major transportation projects such as the South Fraser Perimeter Road and a new Port Mann Bridge.

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, a deep-water port located within a 20-minute drive. Newton industrial areas are home to over 800 businesses.

BRIDGEVIEW/SOUTH WESTMINSTER

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

CLOVERDALE

Over 500 businesses are located in 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.

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, to the United States, in 15 minutes.

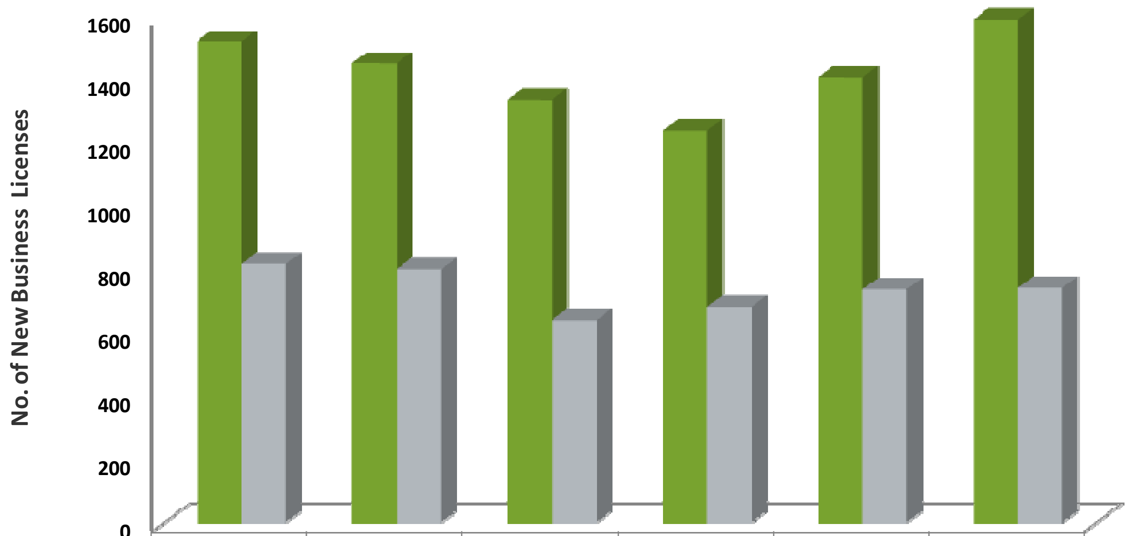
HIGHWAY 99 CORRIDOR

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.

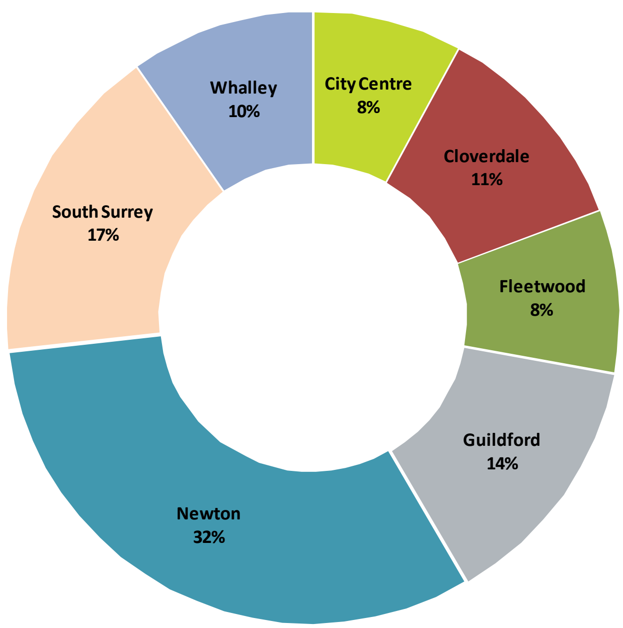
New Businesses to Surrey



	2006	2007	2008	2009	2010	2011
Home Based	1522	1453	1338	1242	1410	1591
Non-Home Based	818	801	640	684	738	743

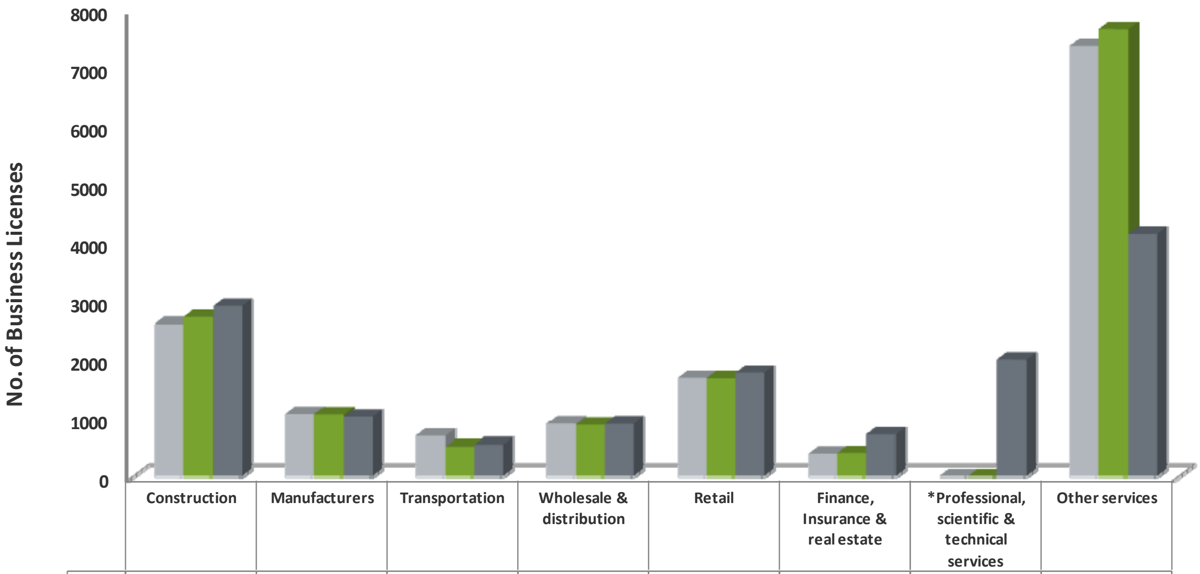
*Excludes non-resident business, automated teller machines and vending machines

New Business to Surrey by Town Centre in 2011



* Excludes non-resident buinesses, automated teller machines and vending machines

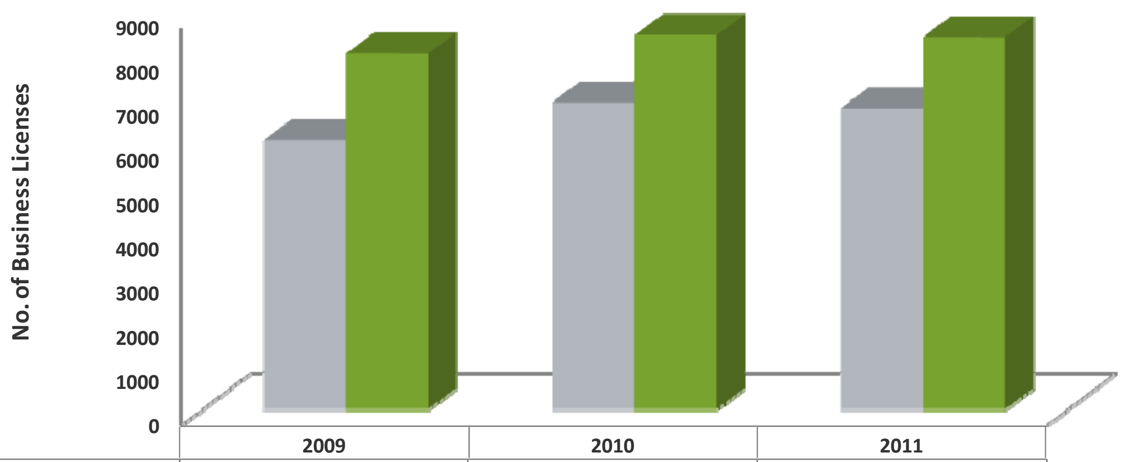
Surrey's Business Distribution by Sector



	Construction	Manufacturers	Transportation	Wholesale & distribution	Retail	Finance, Insurance & real estate	*Professional, scientific & technical services	Other services
2009	2607	1055	686	893	1687	390	0	7381
2010	2723	1051	505	874	1679	401	0	7672
2011	2914	1011	542	891	1774	709	2001	4162

* Separate category in 2010. This may result in some fluctuations in sector counts
**Excludes non-resident businesses

Total Number of Surrey Based Businesses



	2009	2010	2011
Home Based	6103	6966	6829
Non-Home Based	8068	8485	8445

*Excludes non-resident business, automated teller machines and vending machines

TAXES

The Property Tax and Utilities section generates property tax and utility bills using the current tax and utility rates approved by Council and the assessed market values provided by BC Assessment. Tax rates are based on the use of the property. 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 2012 tax rates (per $1,000 of assessed value) for the most common uses are as follows:

- Residential $4.58
- Business $15.35
- Light Industrial $15.01

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

Morgan Crossing

UTILITIES

Utility charges for water and sewer are billed on a utility bill, separate from utility charges for drainage and waste collection, which are billed on a Property Tax Notice. In 1998, the City introduced water metering to all newly constructed residential and commercial properties. In 2000, a voluntary metering program began, which allowed for previously built residential properties to have meters installed on request. The majority of single family homes now have a water meter and all commercial and industrial properties are metered. Currently, there are over 54,739 water meters installed throughout the City. This is a giant step towards a full "user pay" system.

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

Metered utility accounts are billed every four months (three times a year) and are based on a meter base charge and meter readings. Payments are due by the 2nd of the following month and 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).

2012 WATER RATES

The current metered water rate is $0.815 per cubic meter; a SFD with an average yearly consumption of 400 cubic meters, for instance, would pay $386 (this includes the meter base charge of $20 per four month period). A SFD subject to the annual flat rate billing would pay $651 per year for the same water service. Under the flat rate program, each secondary suite located within the structure of a SFD is subject to an additional $264 per year for water service.

2012 SEWER RATES

Metered sewer charges are billed based on 80% of metered water usage with the current rate at $0.7575 per cubic meter. A SFD with a yearly water consumption of 400 cubic metres, for instance, would pay $243. A SFD subject to the annual flat rate billing would pay $439 per year for sewer service. Under the flat rate secondary suite program, each suite located within the SFD unit would be subject to an additional $439 per year for sewer service.

2012 DRAINAGE RATES

All properties are subject to the Drainage Parcel Tax. For a single family dwelling, the current rate is $166 per year.

2012 WASTE COLLECTION RATES

Residential refuse collection is provided by the City for properties within collection areas at a cost of $281 per year for a SFD. The service 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. Each secondary suite located within a SFD is subject to an additional $141 per year for refuse collection.

Organizations throughout the City provide other utility services. These include:

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

Toll Free 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

NATURAL GAS *(continued)*

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
3777 Kingsway
Burnaby, BC V5H 3Z7

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

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

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 classifies and values each property, using the information to determine the market value of a property as of a specific date. In January of each year, assessment notices are mailed stating the property values based on a evaluation date of July 1st of the previous year. A property owner is provided with an opportunity to have their assessment reviewed by the Property Assessment Review Panel. Such a review is the first formal step for property assessment concerns.

BC Assessment
#208 – 5460 152nd Street
Surrey, BC V3S 5J9
604-576-4700
Toll Free: 1-800-607-5007

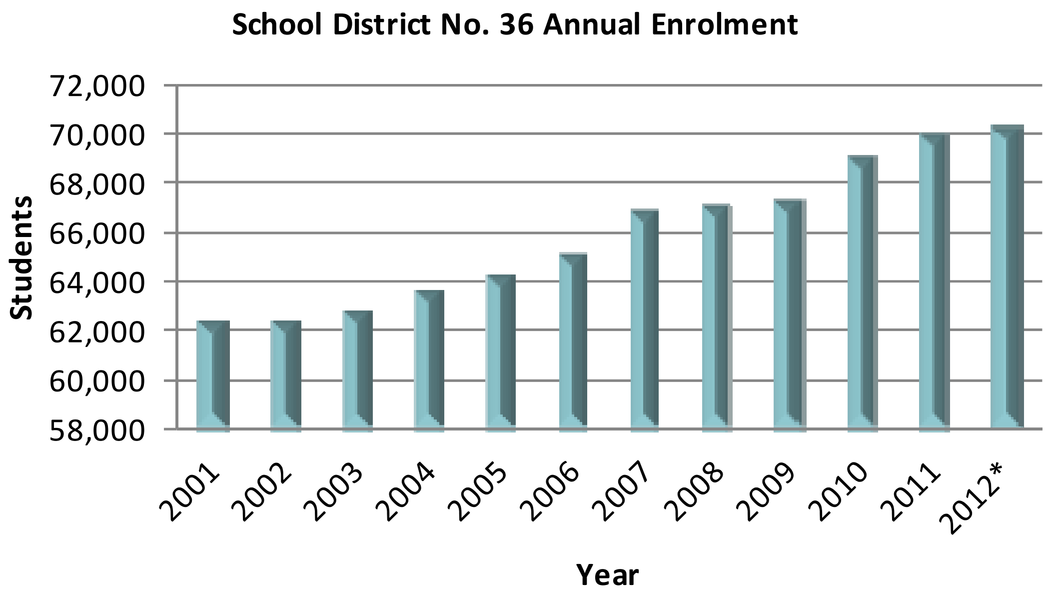
SURREY PUBLIC SCHOOLS

School District No. 36 (Surrey) serves the City of Surrey, the City of White Rock, and the rural area of Barnston Island.

As of September 2011, School District No. 36 served over 70,000 students at 124 district schools, including:

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

School District No. 36 (Surrey)
14033 – 92nd Avenue
Surrey, BC V3V 0B7
604-596-7733
www.sd36.bc.ca



Numbers for 2012 are projected.

POST SECONDARY EDUCATION

Surrey is home to various post secondary institutions 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
www.sfu.ca

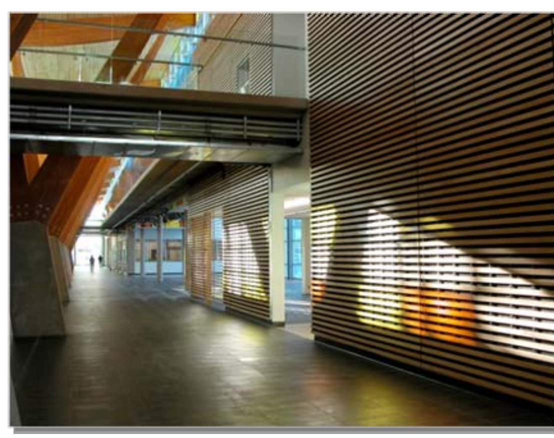
Simon Fraser University Central City

Kwantlen Polytechnic University maintains two of its four campuses 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
604-599-2100
www.kwantlen.bc.ca

Cloverdale Campus
5500 – 180th Street
Surrey, BC V3S 4K5
604-599-2100
www.kwantlen.bc.ca



Kwantlen Polytechnic University Cloverdale 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
www.ubc.ca

(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
www.sfu.ca

(Additional campus located in Downtown Vancouver).

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

BCIT
3700 Willingdon Avenue
Burnaby, BC V5G 3H2
604-434-5734
www.bcit.ca

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.

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 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 opened its doors on June 1, 2011.

Art's Rendering of Critical Care Centre

Surrey Memorial Hospital

13750 – 96th Avenue
Surrey, BC V3V 1Z2
604-581-2211 (non-emergency)
www.fraserhealth.ca

Jim Pattison Outpatient Care & Surgery Centre

9750 – 140th Street
Surrey, BC V3T 0G9
604-582-4550
www.fraserhealth.ca

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

Peace Arch Hospital

15521 Russell Avenue
White Rock, BC V4B 2R4
604-531-5512 (non-emergency)
www.fraserhealth.ca

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
www.bccancer.bc.ca/RS/FraserValleyCentre

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

#400 – 13450 – 102nd Avenue
Surrey, BC V3T 0H1
604-587-4600
Toll Free 1-877-935-5669
www.fraserhealth.ca

Guildford Public Health Unit

#100 – 10233 – 153rd Street
Surrey, BC V3R 0Z7
604-587-4750
www.fraserhealth.ca

North Surrey Public Health Unit

#220 – 10362 King George Boulevard
Surrey, BC V3T 2W5
604-587-7900
www.fraserhealth.ca

Newton Public Health Unit

#200 – 7337 - 137th Avenue
Surrey, BC V3W 1A4
604-592-2000
www.fraserhealth.ca

White Rock/South Surrey Public Health Unit

15476 Vine Avenue
White Rock, BC V4B 5M2
604-542-4000
www.fraserhealth.ca

FIRE SERVICES

Surrey has a total of 17 fire halls and 430 firefighters, of which over 85 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).

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)
www.surrey.ca/city-services/4696.aspx

Surrey Firefighter services

LAW ENFORCEMENT

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 665 police members (regular and civilian) and a support staff of 240 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 existing RCMP headquarters units throughout Metro Vancouver to a new site in the City of Surrey. The City expects to complete the $966 million project in December 2012. With over 819,000 square feet of space, the facility will house over 2,700 personnel and is designed to achieve a Leadership in Energy and Environmental Design (LEED) Canada Gold certification rating.

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

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

Surrey RCMP on Patrol

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 city. Municipal elections take place every three years on the third Saturday in November. The next municipal election is scheduled for November 15, 2014. The present Council will hold office until December 2014. 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 as follows:

MAYOR

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

COUNCILLORS

Tom S. Gill	604-591-4634	TSGill@Surrey.ca
Bruce Hayne	604-591-4025	BruceHayne@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 K. Rasode	604-591-4410	BKRasode@Surrey.ca
H. Barbara Steele	604-591-4623	HBSteele@Surrey.ca
Judy A. Villeneuve	604-591-4625	JAVilleneuve@Surrey.ca

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

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	Fraser.Macrae@rcmp_grc.gc.ca
Chief Librarian		
Melanie Houlden, MLS	604-598-7305	MGHoulden@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 communications; 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 City-wide view of the challenges we face; we value everyone's ideas.

The Community Charter mandates that municipalities develop and report on organizational objectives and the measures used to determine their progress. Council has expanded on the broad set of guideposts used in the past and developed specific measures to support their overall objective. The following section describes the City's decision-making guideposts. Accomplishments achieved by the City of Surrey in 2011 and future initiatives that the City will undertake during the next five years are detailed within each department's section.

To highlight the City's commitment to advancing sustainable practices, the 2011 accomplishments and future objectives and goals have been aligned with the Sustainability Charter's three pillars: **Economic**, **Environmental**, and **Socio-Cultural**. For more information about our sustainability dashboard, please visit www.surrey.ca/dashboard and for additional information on specific accomplishments and goals, please read the departmental overviews.

Our 2011 accomplishments and future goals concentrate on promoting long-term fiscal health, helping to reduce our ecological footprint, and encouraging citizens to become involved and express their opinions in decision making.

Also located within each Department's section are performance measures that support the City's organizational objectives.

DECISION MAKING GUIDEPOSTS

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

1. Developing current and long-range plans that foster 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 Police, Fire, and By-law services that protect residents and visitors.
3. Developing and implementing long and short-term Engineering Infrastructure Services Plans that respond to growth and meet the current needs of the City's citizens and businesses;
4. Planning and delivering Parks, Recreation, Culture and Library services and programs that encourage participation from residents and visitors of all ages and backgrounds;
5. Providing open and responsive government through public consultation, as required by the Community Charter;
6. 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 managing the City's finances while delivering services to the public within the parameters set by Council in the Five-Year Financial Plan.

POLICY MANUAL

The purpose of the City of Surrey's Policy Manual is to describe the policies as adopted by Council. It guides each General Manager in the operation of their department and enables staff to make decisions within a common, Council-approved framework. The Policy Manual guides Council members, to make their decisions within existing policy and assists them when advising the general public on matters brought to their attention.

British Columbia Municipal Legislation and Generally Accepted Accounting Principles (GAAP) form the basis of 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 the City of Surrey's financial practicies are as follows:

CASH HANDLING POLICY:

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

DEVELOPMENT COST CHARGE AND CREDIT POLICY:

This policy specifies refund and credit opportunities available to applicants who have paid all or part of their Development Cost Charges (DCC), 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 stipulates that the City of Surrey will invest funds in a manner that provides an optimal blend of investment return and security while meeting daily cash flow demands and complying with the statutory requirements of the Community Charter. The policy states that City funds are to be invested prudently and that the City's investment practices support the three fundamental objectives of safety, liquidity, and return on investment.

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 types 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 grant budget.

PUBLIC ART POLICY:

The goal of the Public Art Policy is to ensure a sustainable funding mechanism that supports the City's commitment to spend existing and future funds more creatively, 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 make public art 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. The policy states guiding principles, objectives, criteria, and procedures, including allowable minimum and maximum reserve and surplus balances.

SUSTAINABILITY CHARTER:

The Sustainability Charter is the City of Surrey's comprehensive framework for implementing a progressive, long-term 50 year vision for a Sustainable City. This key document is used to guide our policy and decision making, and to ensure social, environmental and economic factors are always taken into account.

TANGIBLE CAPITAL ASSET POLICY:

Tangible Capital Assets are non-financial assets having physical substance that are acquired, constructed, or developed and are held for use in the production or supply of goods and services, have useful lives extending beyond an accounting period, are intended to be used on a continuing basis; and are not intended for sale in the ordinary course of operations. The City of Surrey is required to report tangible capital assets on their financial statements in accordance with guidelines set by the Public Sector Accounting Board (PSAB).

TAX EXEMPTION POLICY:

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

EXPENSE POLICY:

This policy provides guidelines for employees and other authorized individuals with respect to travel and expense reimbursements. It defines approval authorities, per diem allowances, ineligible costs, and claim processing requirements.

GUIDELINES

REPLACEMENT RESERVE FUND GUIDELINE:

The Replacement Reserve Fund guideline helps to make sufficient reserves available to replace the City's extensive inventory of buildings and equipment. The City makes annual appropriations to the Replacement Reserve Fund to provide necessary funding and reviews 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 reviewed to ensure that it 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 integration of long-term

economic development planning. The last review also aligned 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 2012.

PARKS, RECREATION & CULTURE STRAEGIC PLAN:

The Parks, Recreation & Culture Strategic Plan is a framework for decision-making and sets direction for decisions relating to identifying demands, needs and issues regarding the delivery of parks, recreation and culture services to the residents of Surrey.

SURREY PUBLIC LIBRARY STRATEGIC PLAN:

The Surrey Public Library Strategic Plan provides a framework for the delivery of services, including access to local and global information and ideas, encouraging literacy and supporting lifelong learning for all Surrey residents.

TRANSPORTATION STRATEGIC PLAN:

The Transportation Strategic Plan is a long-range planning document that sets out the vision, objectives, proposals and priorities for transportation in Surrey. It shows how transportation plays a part in key policy areas such as the environment, land use, economy, safety and health.

EXAMPLE OF HOW STRATEGIC PLANS TIE INTO SERVICE DELIVERY PLANS

RELATIONSHIP BETWEEN THE OFFICIAL COMMUNITY PLAN AND THE 2012-2016 FINANCIAL PLAN

Surrey's Financial Plan works in conjunction with the Official Community Plan by allocating the City's financial resources in support of Official Community Plan directives, including:

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 necessary 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, as well as opportunities for employment, business, investment, recreation, and relaxation.

4. **ENHANCE CITY IMAGE AND CHARACTER**
   The City seeks to establish an international reputation as a very attractive location to live, work, locate a business, and visit.

5. **INCREASE TRANSPORTATION CHOICE**
   The City will improve its road networks to allow people and goods to move more efficiently and to 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, productivity, and sustainability of farming and farmland.

7. **PROTECT NATURAL AREAS**
   The City will preserve, protect, and use natural areas for park and recreational purposes.

8. **PROVIDE PARKS AND RECREATIONAL FACILITIES**
   The City will provide good quality parks, open spaces, and recreational facilities for residents.

9. **IMPROVE THE "QUALITY OF COMMUNITY"**
   The City will preserve the City's heritage, provide community and cultural facilities, facilitate an adequate supply of rental and special-needs housing, involve the public in decision making, and build community identity and pride.

10. **ENHANCE CITIZENS' SAFETY AND WELL-BEING THROUGH COMMUNITY SAFETY AND CRIME PREVENTION**
    The City will reduce opportunities for crime and nuisance behaviour and increase citizens' sense of well-being by realizing Crime Prevention through Environmental Design (CPTED) principles.

Similarly all service delivery plans, strategies and programs are driven from strategic plans. Furthermore, performance measures ensure the City is delivering on its organizational objectives.

INTEGRATED PLANNING MODEL

ORGANIZATIONAL OBJECTIVES & GUIDEPOSTS

↓

CORPORATE POLICIES & GUIDELINES
Sustainability Charter; Development Cost Charge Refund and Credit Policy; Investment Policy; Municipal Grants Policy; Public Art Policy; Cash Handling Policy; Reserve and Surplus Policy; Tax Exemption Policy; Expense Policy; Tangible Capital Assets Policy; Purchase and Payment Process Manual; Replacement Reserve Fund Guideline.

↓

STRATEGIC PLANS
Official Community Plan; Transportation Strategic Plan; Parks, Recreation & Culture Strategic Plan; Surrey Public Library Strategic Plan.

↓

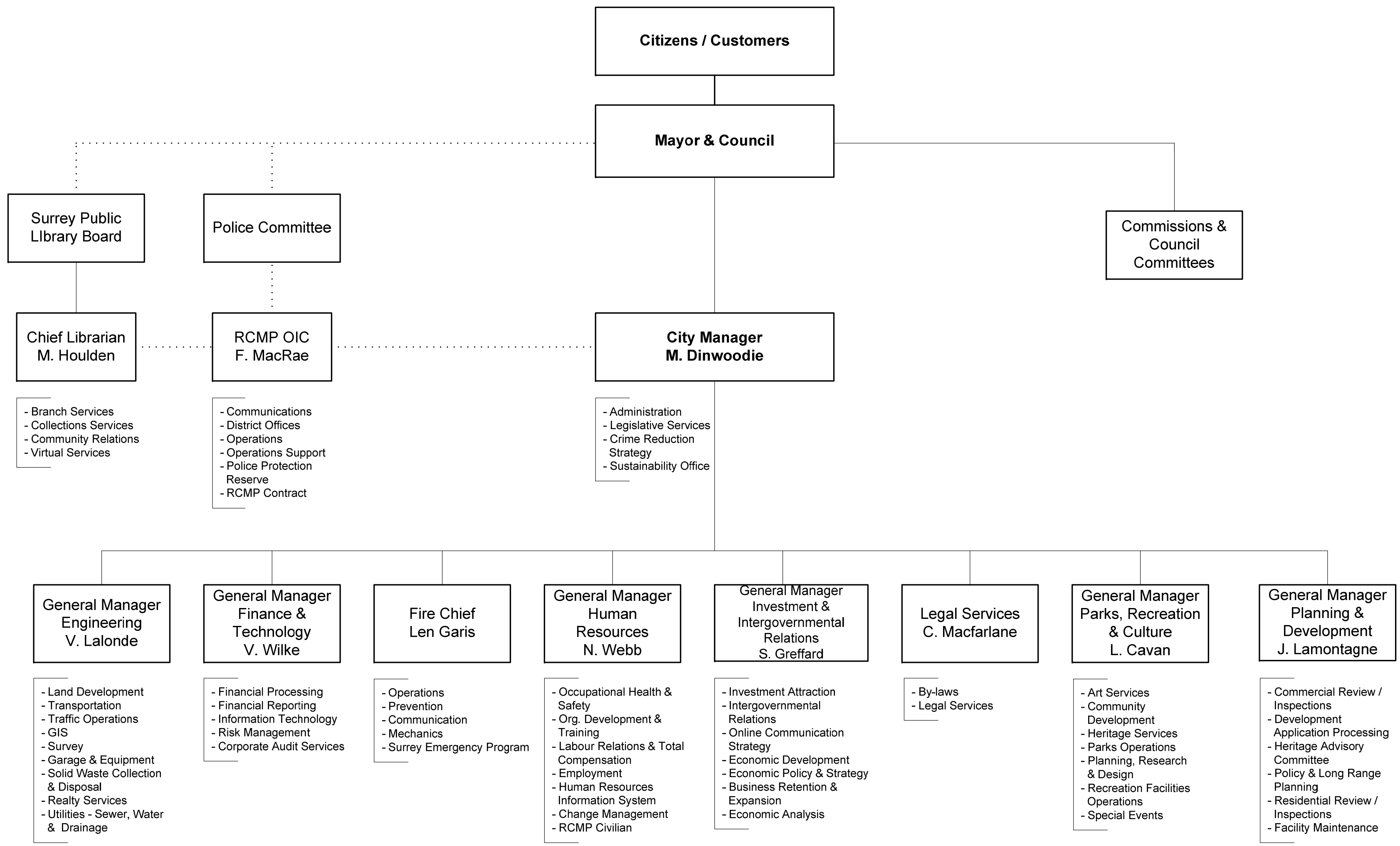
SERVICE DELIVERY PLANS, STRATEGIES & PROGRAMS
Build Surrey Program; Crime Reduction Strategy; Financial Plan; Annual Report.

↓

PERFORMANCE MEASURES

2012 – 2016 FINANCIAL PLAN

CITY OF SURREY
CORPORATE FUNCTIONS



2012 – 2016 FINANCIAL PLAN

STAFFING COMPLEMENT SUMMARY FULL-TIME STAFF

PROGRAM SUMMARY	2010 *ACTUAL restated	2011 *ACTUAL	2011 *BUDGET restated	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Office of the Mayor	5	5	5	**6**	6	6	6	6
City Manager								
Administration	5	4	5	**5**	5	5	5	5
By-law Services	46	42	48	**49**	50	51	52	53
Legal Services	11	12	12	**12**	12	12	12	12
Legislative Services	24	24	28	**27**	27	27	27	27
	86	82	93	**93**	94	95	96	97
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	3	3	**4**	4	4	4	4
	6	9	9	**10**	10	10	10	10
Finance & Technology								
Leadership & Audit	9	8	15	**15**	15	15	15	15
Financial Services & Processing	55	61	56	**60**	60	60	60	60
Risk	3	4	4	**4**	4	4	4	4
Information Technology	54	61	60	**66**	66	66	66	66
	121	134	135	**145**	145	145	145	145
Human Resources								
Administration	4	3	3	**6**	6	6	6	6
Labour Relations & Compensation	3	4	4	**4**	4	4	4	4
Employment	9	10	10	**10**	10	10	10	10
Occupational Safety	3	4	4	**4**	4	4	4	4
	19	21	21	**24**	24	24	24	24
Fire								
Administration	10	10	12	**12**	12	12	12	12
Mechanics	4	4	4	**4**	4	4	4	4
Prevention	10	9	9	**9**	9	9	9	9
Radio & Communications	20	20	20	**20**	20	20	20	20
Fire Operations	329	345	348	**356**	360	360	360	360
Training	3	3	4	**4**	4	4	4	4
	376	391	397	**405**	409	409	409	409
RCMP								
Administration	10	14	15	**16**	20	24	28	32
District Offices	6	6	6	**6**	6	6	6	6
Corporate Services	24	25	28	**28**	28	28	28	28
Operations	83	83	88	**88**	88	88	88	88
Information Services	91	96	102	**102**	102	102	102	102
RCMP Contract	619	630	652	**666**	676	686	696	706
	833	854	891	**906**	920	934	948	962
Engineering Services								
Administration	33	34	35	**39**	39	39	39	39
District Energy	0	1	0	**3**	3	3	3	3
Engineering Operations	213	217	234	**237**	237	237	237	237
Land Development	33	32	37	**38**	38	38	38	38
Real Estate	21	21	24	**24**	24	24	24	24
Traffic	11	12	13	**15**	15	15	15	15
Transportation	15	20	21	**24**	24	24	24	24
Utilities	29	27	29	**28**	28	28	28	28
	355	364	393	**408**	408	408	408	408

Staffing Complement Summary

PROGRAM SUMMARY	2010 *ACTUAL restated	2011 *ACTUAL	2011 *BUDGET restated	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Parks, Recreation & Culture								
Administration	16	14	14	**14**	14	14	14	14
Arenas	14	17	17	**18**	18	18	18	18
Art Centre	11	11	12	**12**	12	12	12	12
Community Development	3	7	7	**7**	7	7	7	7
Community Recreation Services	26	30	34	**34**	34	34	34	34
Heritage Services	5	5	5	**5**	5	5	5	5
Indoor Pools	26	26	26	**27**	27	27	27	27
Marketing	6	7	7	**7**	7	7	7	7
Parks Division	87	87	87	**87**	87	87	87	87
Planning & Research	4	5	7	**7**	7	7	7	7
Filming & Special Events	4	4	4	**4**	4	4	4	4
Seniors Centres	5	4	5	**5**	5	5	5	5
Youth Centres	3	2	3	**3**	3	3	3	3
	210	219	228	**230**	230	230	230	230
Surrey Public Library								
Administration	6	8	7	**7**	7	7	7	7
Collection Services	12	13	16	**16**	16	16	16	16
Public Services	3	67	-	**-**	-	-	-	-
Build Surrey	65	11	146	**146**	146	146	146	146
	86	99	169	**169**	169	169	169	169
Planning & Development								
Administration	28	33	31	**31**	31	31	31	31
Area Planning	36	36	38	**38**	38	38	38	38
Building	65	68	75	**75**	75	75	75	75
Facilities	27	29	34	**36**	36	36	36	36
Community Planning	14	15	17	**17**	17	17	17	17
	170	181	195	**197**	197	197	197	197
	2,267	**2,359**	**2,536**	**2,593**	**2,612**	**2,627**	**2,642**	**2,657**

* Note: The Budget column represents full-time positions available and the Actual column represents staff occupying full-time positions.
Where a part-time position occupied a full-time position or if a position was filled for 3/4 of the year, the position was counted as occupied.

Restated - Due to the reorganization of divisions within departments in 2011 and the reclassification of amounts to better match budgets, certain comparative figures in the 2011 budget and 2010 actual columns have been restated.

SIGNIFICANT CHANGES STAFF COMPLEMENT

2011 ADOPTED BUDGET		**2,536**
Staff Complement Change*		
Mayor's Office - new Office Assistant	1	
By-law - one new Bylaw Officer	1	
Legislative Services - Combined 3 clerk positions to make 2 Functional Application Specialist positions	(1)	
Investment & Intergov - new Internet Specialist	1	
Finance & IT - new Accounting Clerks	2	
Finance & IT - new Utility Reps	2	
Finance & IT - new Network Services and Special Projects Manager	1	
Finance & IT - new Support Specialist	1	
Finance & IT - new Application Analyst	1	
Finance & IT - new Network Analysts	2	
Finance & IT - new Technical Support Specialist	1	
HR - new HRIS Appliation Specialist	1	
HR - new Change Manager	1	
HR - new Project Manager	1	
Fire - 8 new Firefighters	8	
RCMP - 14 new RCMP Members	14	
RCMP - new Business Analyst	1	
Engineering - new Survey Supervisor	1	
Engineering - new Survey Assistant	1	
Engineering - new GIS Analyst 3	1	
Engineering - new Project Engineer	1	
Engineering - new Engineering Assistants	5	
Engineering - new Traffic Engineer	1	
Engineering - new Drainage & Contruction Manager	1	
Engineering - new Labourer 2's	2	
Engineering - new Energy Manager	1	
Engineering - new Support Services Manager	1	
Parks - new Pool Manager	1	
Parks - new Clerk 4	1	
Planning and Development - new Building Technician	1	
Planning and Development - new Division Manager, Security	1	57
2012 ADOPTED BUDGET		**2,593**
Staff Complement Change		
By-law - additional By-law Officer	1	
Fire - Fire Services additional position	4	
RCMP - 4 new Civillian Staff	4	
RCMP - 10 new RCMP Members	10	19
2013 PLAN		**2,612**
Staff Complement Change		
By-law - additional By-law Officer	1	
RCMP - 4 new Civillian Staff	4	
RCMP - 10 new RCMP Members	10	15
2014 PLAN		**2,627**
Staff Complement Change		
By-law- additional By-law Officer	1	
RCMP - 4 new Civillian Staff	4	
RCMP - 14 new RCMP Members	10	15
2015 PLAN		**2,642**
Staff Complement Change		
By-law - additional By-law Officer	1	
RCMP - 4 new Civillian Staff	4	
RCMP - 10 new RCMP Members	10	15
2016 PLAN		**2,657**

* Net new positions are listed. Movement of positions between Divisions are not listed.

INTERNATIONAL

The global economy has held up well through financial turmoil, but a slowdown is expected. 2012 GDP growth is forecasted at 1.3% for advanced economies, 6% in Asia-Pacific and 3% in Latin America. Weakness in the advanced economies continues to be balanced with stronger growth in Asia-Pacific and Latin America The changes being implemented by many of the highly-indebted European countries will reduce trade in the region and across the globe. Continuing economic and political uncertainty in Europe and the upcoming United States (US) election will contribute to volatility in financial markets and reduce investor confidence. These are obstacles to growth and will work against the positive contributions from revived Japanese manufacturing, which has shown growth in the last seven months.

Weak performance in Europe is set to slow the global economy in 2012. The region continues to disappoint economically. GDP in euro zone countries is expected to contract by 0.5% in 2012. The many austerity programs now in place require governments to cut expenditures and increase revenues to reduce national deficits. Lending by European banks is constrained by the need to keep sufficient funds on hand to meet stricter regulatory requirements. Increases in unemployment and efforts to reduce personal debt are preventing consumers from fuelling growth. The combination of these factors has sent euro zone countries into recession.

The rate of growth in China, although high when compared globally, is slowing. This can be attributed to decreased exports to Europe, which imports more goods from China than North America. However, China can still rely on Asian markets where growing manufacturing sectors account for almost half of the country's exports. China's domestic economy remains strong with consumers contributing to growth through steady retail sales.

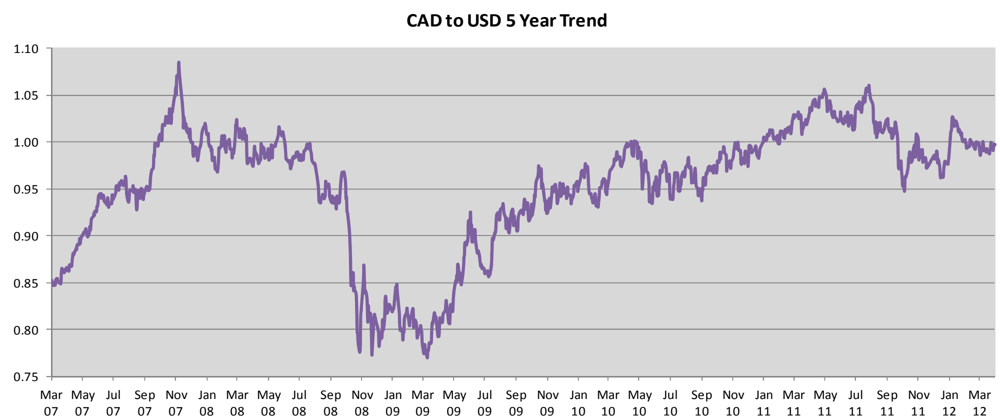
UNITED STATES

The United States (US) economy continues to struggle with the after-effects of the recession. Sluggish job growth, an elevated unemployment rate and falling home prices coupled with high foreclosure rates are the persistent trends slowing growth. Concerns about Europe, the global economy and debt-laden households are keeping consumer confidence low.

As personal consumption accounts for over 70% of GDP, the US recovery won't gather much momentum until consumers begin spending once again. Deleveraging, the process of repaying debt, has constrained household expenditures during the recovery. Despite record-low interest rates, purchases of interest-rate-sensitive items such as automobiles and homes remain well below normal levels. Ongoing debt repayments along with falling incomes and depressed confidence will likely keep consumer spending modest through 2012.

In 2011, the unemployment rate ranged from 8.5% to 9.5% and expectations for 2012 place the unemployment rate at the lower end of that range. For this expectation to be achieved, the US economy would have to consistently add over 200,000 jobs per month throughout the year which is a much faster pace of job growth than currently exists.

Nevertheless, US businesses have shown solid profit growth and maintain high levels of liquidity. The financial system has shown limited signs of stress and spending cutbacks at the state and local levels should ease somewhat. The US Federal Reserve has confirmed its commitment to keep interest rates unchanged until at least mid-2013.



Source: Bank of Canada

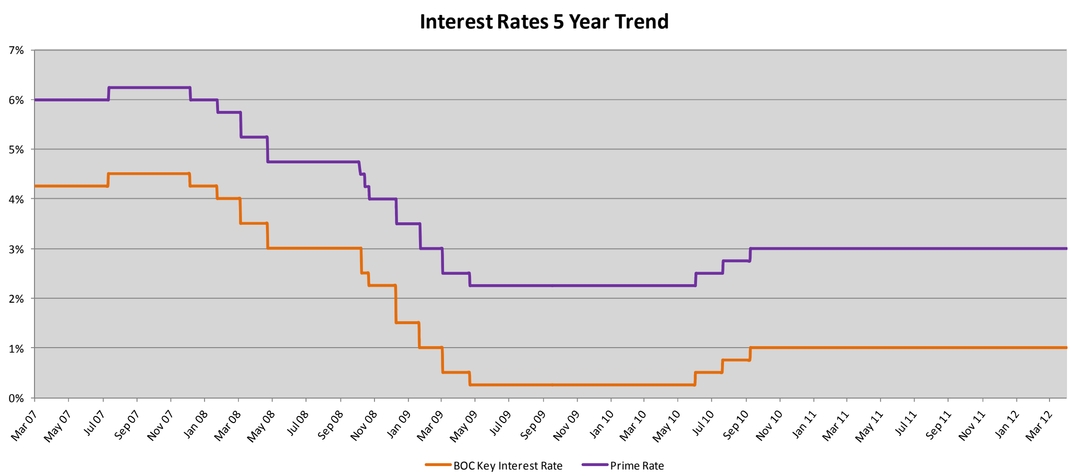
CANADA

Given that almost three-quarters of Canada's exports are shipped to the US, the economic outlook for Canada depends on the speed of the global recovery and the ability of the US to improve its financial situation . Provided commodity prices do not decline significantly, the weaker Canadian dollar (C$) should support exports and a modest expansion in GDP for 2012.

The Bank of Canada is expected to maintain interest rates at their currently low levels throughout 2012 and inflation is forecast to remain below the target of 2%. Low interest rates will support growth through increased business spending. However, with the average Canadian household debt-to-disposable income ratio approaching 150%, increases in consumer spending may slow.

Bank of Canada policy and the European debt crisis have influenced the Canadian dollar recently. After signaling interest rate increases in May and July 2011 (which would lead to a stronger C$), the Bank changed course later in the year and signaled low rates throughout 2012. A strong Canadian dollar can make exports less competitive and hamper growth.

The European crisis has caused risk aversion amongst investors and a flight towards the US dollar. With global economic and financial market fears expected to persist through the first two quarters of 2012, the Canadian dollar will likely stay below parity (with the US$) for the near term. As global fears subside the Canadian dollar should gravitate towards parity by the end of 2012.



Source: Bank of Canada

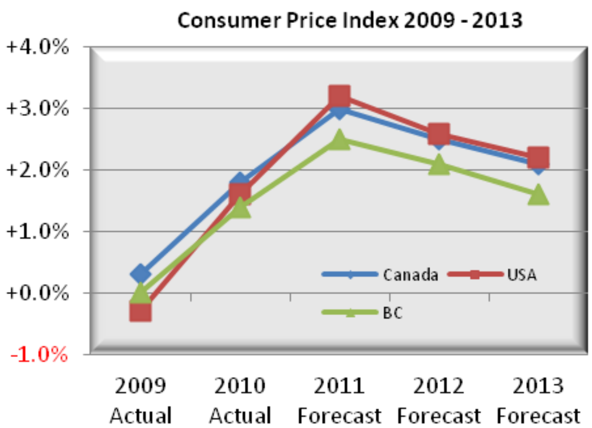
BRITISH COLUMBIA

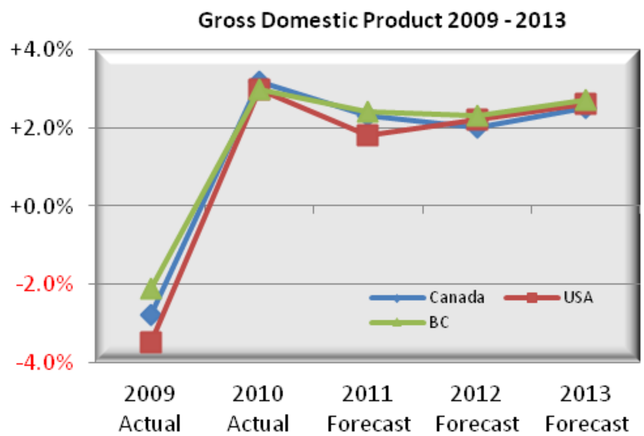
The BC economy has slowed but is expected to stabilize in 2012. BC has become less reliant on the US for its exports; currently about 50% of BC exports go to the US compared to 70% a decade ago.

However, the housing market remains a key area of risk in the province. Existing home sales have slowed and average prices have slipped five percent from their high in early 2011. This reflects reduced activity at the high end of the housing market. Housing starts have leveled off at a steady pace but still remain well below pre-recession levels.

The 2012 BC forecast benefits from an expectation of growth in lumber and mining exports to Asia-Pacific. Investment in the commodity sector is likely to remain a source of longer-term growth.

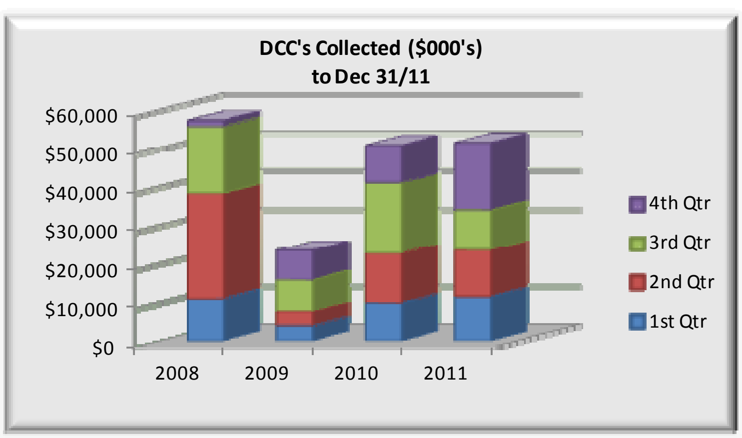
In 2011, British Columbians voted to extinguish the HST and revive the former PST/GST system. As a result, the Province is expecting $2.8 billion in additional deficits through the next fiscal year. Of this figure, $2.3 billion is HST related, largely due to the repayment of $1.6 billion to the Federal Government. The HST elimination will also negatively affect BC's finances through transition and a smaller tax base. The long-run financial impact of the HST elimination appears to be less than had the HST remained in place.



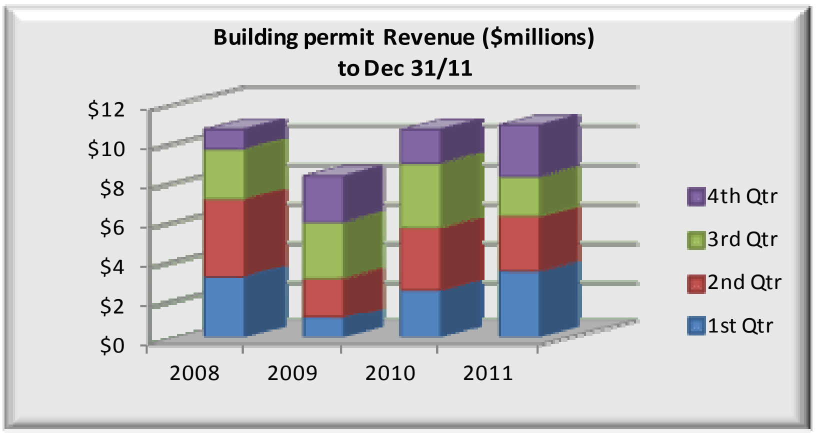


SURREY'S FINANCIAL PERFORMANCE

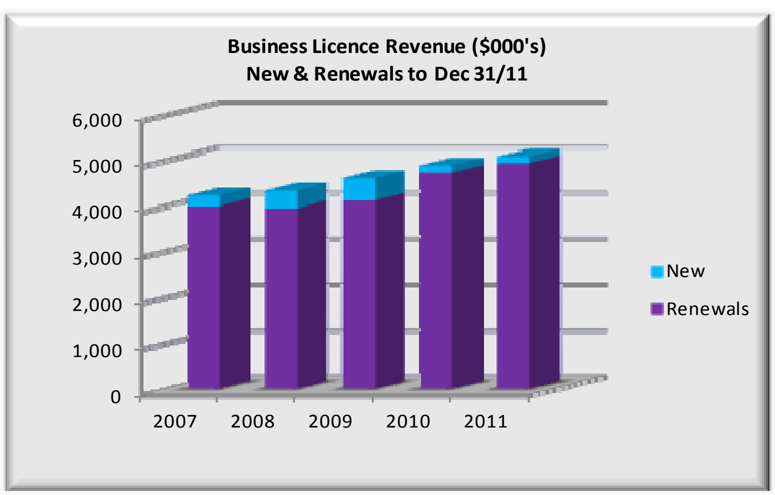
Surrey is expected to grow in 2012. As institutional development in City Centre continues, many businesses will look to move to the area. Applications for multi-family residential development are expected to increase as Surrey remains a relatively affordable market in the region. Growth in areas such as Campbell Heights and Grandview Heights, as well as the construction of new facilities identified as part of the Build Surrey Program will continue to bolster the City economy.



Building permit fees collected for the first three months of this year are significantly higher than those collected in the same period last year. This increase is attributable to the increase in the number of multi-housing units being built in the City. The increase also includes the value of permits for the final phase of the Surrey Memorial Hospital expansion, a portion of which fees will be granted to the Surrey Memorial Hospital Foundation (approximately $600,000) in accordance with Council's decision.



Development activity in the first quarter of 2012 is higher than that of the same period in 2011. As anticipated in the 2012-2016 Financial Plan, the City transferred $4.0 million from surplus at the end of 2011 in order to balance its books. Staff will monitor all areas of financial performance and address negative variances to reduce as much transfer from surplus budgeted for 2012 as possible.



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

Revenue ($ millions)	2012 Budget	2011 Restated Budget	2011 Actual
Property Tax	$240.7	$226.6	$226.8
Departmental Revenues	$ 62.5	$ 59.7	$ 63.7
Investment Income	$ 13.8	$ 13.0	$14.9
Other	$ 20.0	$ 16.3	$ 15.9
Total	$337.0	$315.6	$321.3

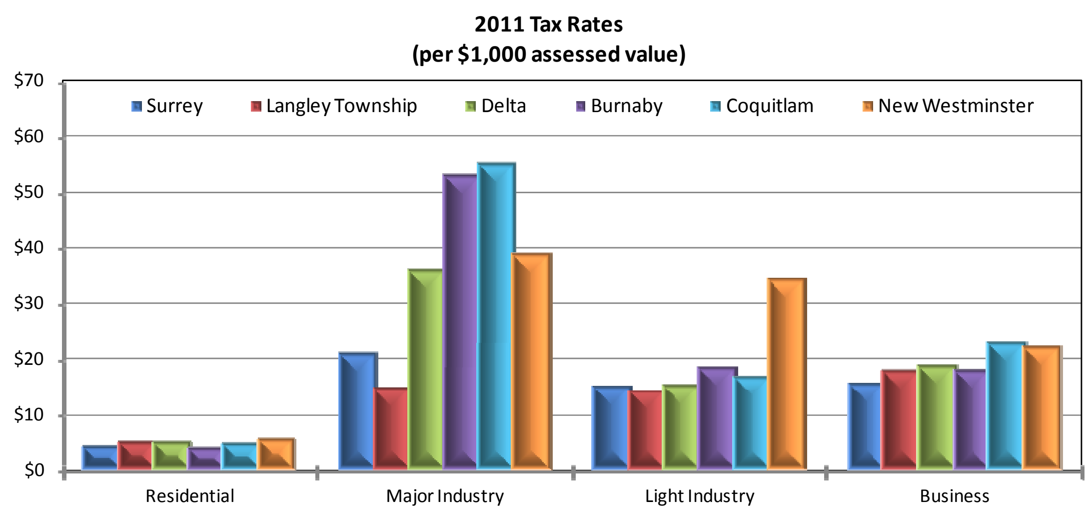
PROPERTY TAXES

In the recent past, Surrey has enacted moderate general tax increases. To fund increasing costs related to protective services and other City operations, the City will issue a 2.9% increase in 2012.

Individual property taxes are calculated based on the assessed value of the property. The average residential dwelling was assessed at approximately $576,645 and assessment growth from new development was estimated at 2.6% for 2011. The 2012 tax rates will be available in Spring 2012, based on the BC Assessment value for each property.

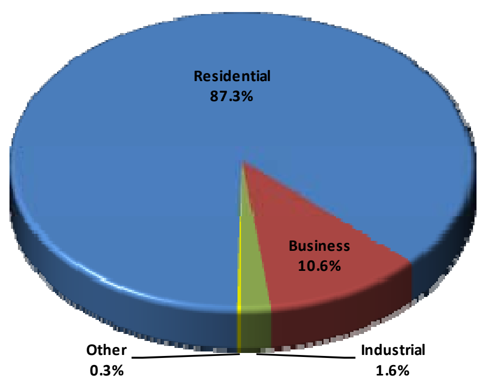
In 2011, Surrey generated approximately 30% of its property tax revenue from business and industry. Surrey's 2011 business, light industrial, and major industrial tax rates compare favourably to neighbouring municipalities.

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

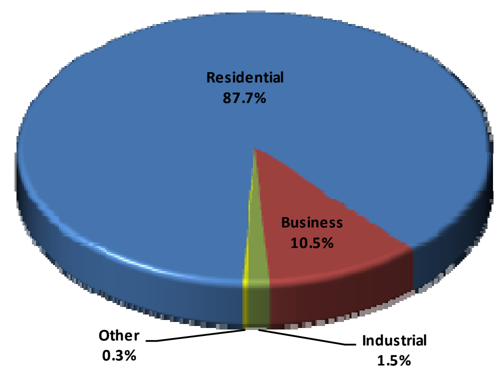


2011 Assessment Roll and Taxation Comparison

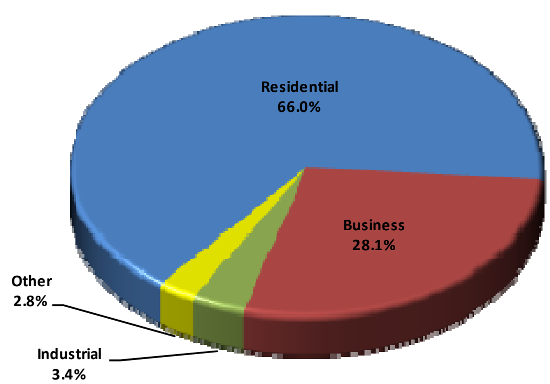
2011 Assessment



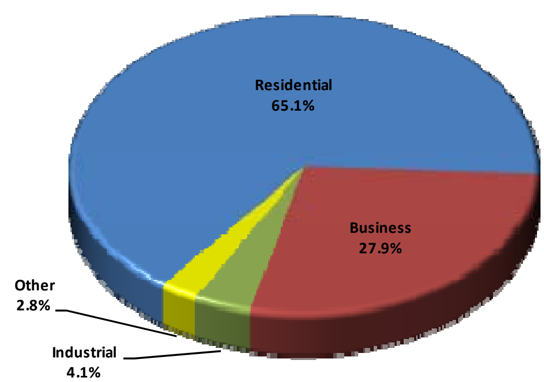
2010 Assessment



2011 Taxation



2010 Taxation

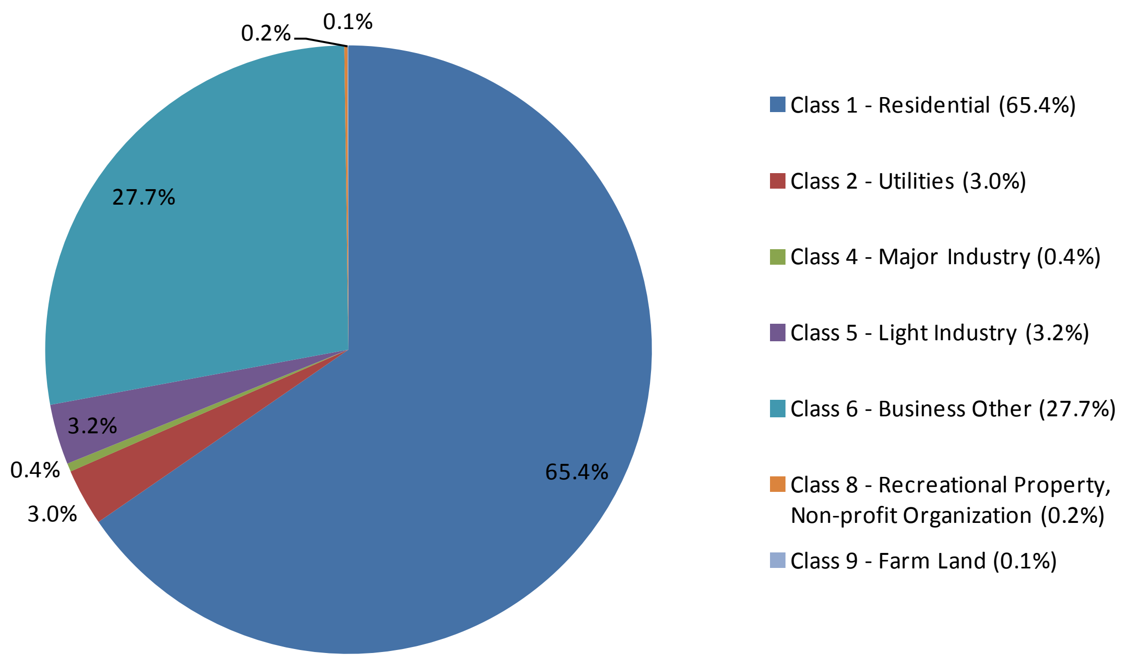


The charts above represent assessment values and property taxes. Assessed values are divided by 1,000 and then multiplied by the applicable tax rate to determine the annual tax levy. As shown, residential assessment values represent approximately 87% of total assessment value in the City but generate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

COMPARATIVE CHARGES ON A RESIDENTIAL DWELLING
Based on average assessment of the taxing authority

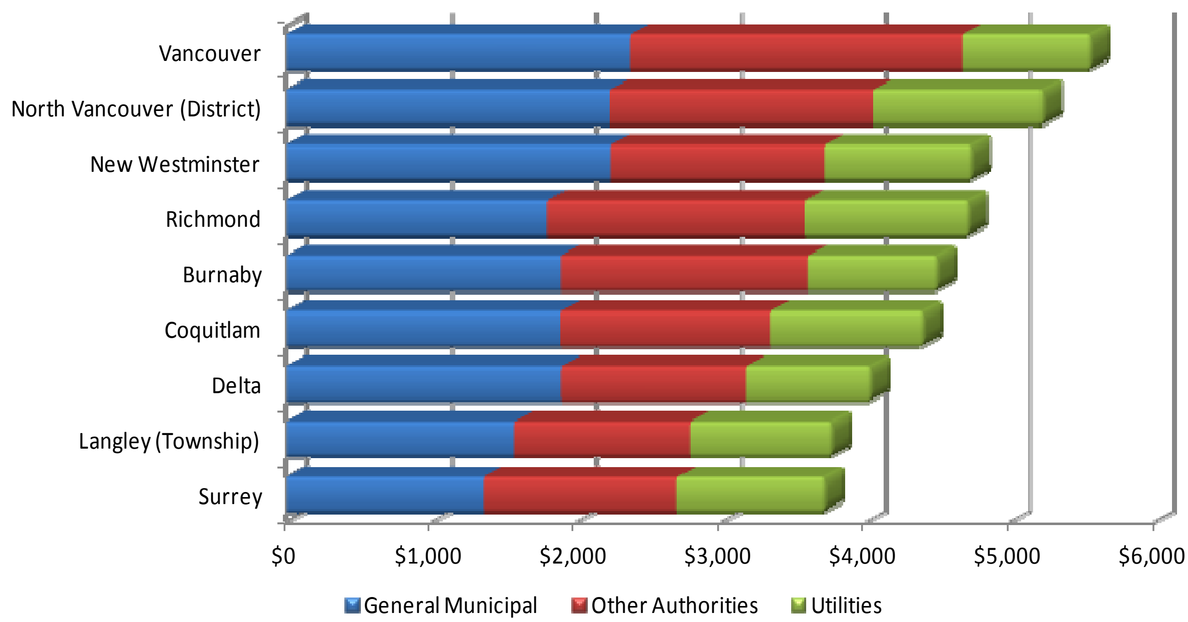
	2011						Surrey		
	Burnaby	Langley (Township)	New Westminster	Richmond	Coquitlam	Delta	2011	2010	% Change
Average Assessment	$ 798,114	$ 501,347	$ 620,991	$ 832,719	$ 639,772	$ 568,717	$ 576,645	$ 531,813	8%
	798,114	501,347	620,991	832,719	639,772	568,717	576,645	531,813	8%
Levies									
School	1,334	980	1,187	1,395	1,148	1,006	1,057	1,028	3%
GVTA	279	175	217	291	224	199	202	202	0%
BCAA	50	31	39	52	40	35	36	35	1%
GVRD	50	33	41	52	42	37	37	35	4%
	1,713	1,219	1,484	1,789	1,453	1,278	1,331	1,301	2%
General	1,897	1,569	2,244	1,799	1,894	1,900	1,371	1,308	5%
Total Taxes	**3,610**	**2,788**	**3,727**	**3,589**	**3,347**	**3,177**	**2,703**	**2,610**	4%
User Rates									
Water Rates	460	383	368	475	384	440	370	414	-11%
Sewer & Drainage Rates/Parcel Tax	433	348	440	422	347	260	391	400	-2%
Garbage Collection		260	205	235	326	160	266	241	10%
	892	**991**	**1,014**	**1,132**	**1,057**	**860**	**1,027**	**1,055**	-3%
Total Taxes and User Rates	**$ 4,503**	**$ 3,779**	**$ 4,741**	**$ 4,720**	**$ 4,404**	**$ 4,037**	**$ 3,729**	**$ 3,665**	2%

2011 MUNICIPAL TAXES BY CLASS ASSESSMENT CODES
Based on total taxes collected for the year 2011 ($458,399,116)



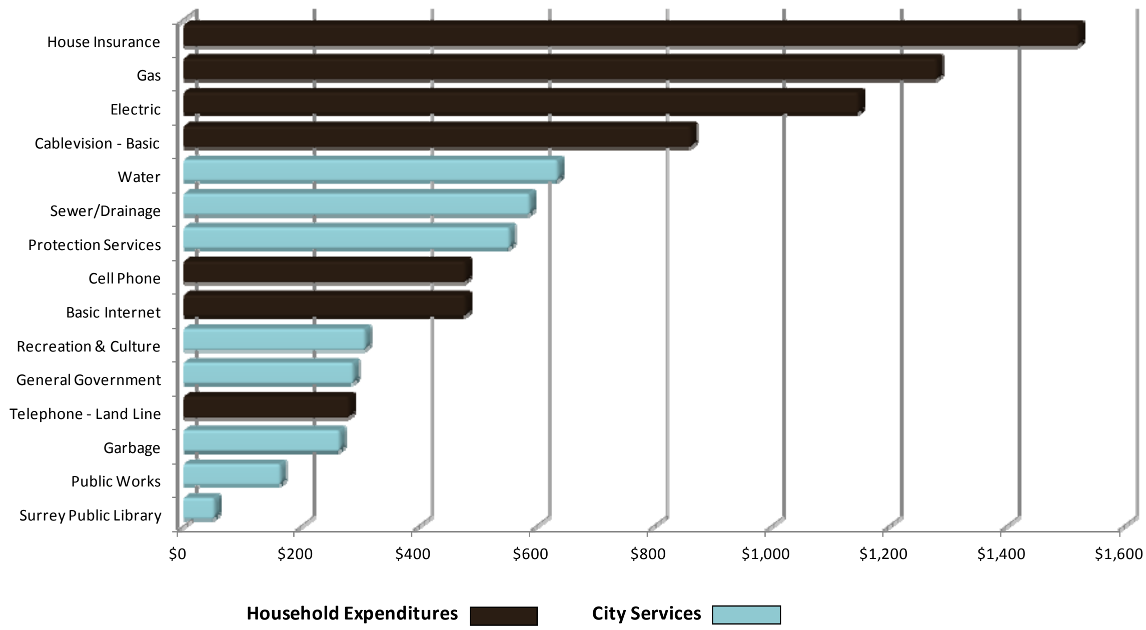
COMPARISON OF 2011 TAXES
Average family home

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. As shown, the cost of protection services (police and fire combined) is significantly lower than what many the average household pays 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 – traffic fine sharing, and Surrey Public Library grants;
- Licence revenue - fees from business licenses;
- Permit fees – fees from building permits, electrical permits, and road closure permits; and
- Other fees – fees from enforcing by-laws and the sale of reports and maps.

Council approved a 2.9% fee increase for 2012.

RETURN ON INVESTMENT (INTEREST REVENUE)

In 2011, the City's investments garnered a return of 3.39%. This rate is consistent with 2011 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 one year;
- Intermediate Portfolio for securities maturing between one and two years; and
- Bond Portfolio for securities whose maturity date is over two 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 on February 12, 1996. The policy provides a framework for the City to maximize returns with minimal risk.

MONEY MARKET PORTFOLIO

Surrey's Money Market Portfolio is comprised of investments that will mature within one year. This portfolio represents approximately 38% 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 15% of the City's investments.

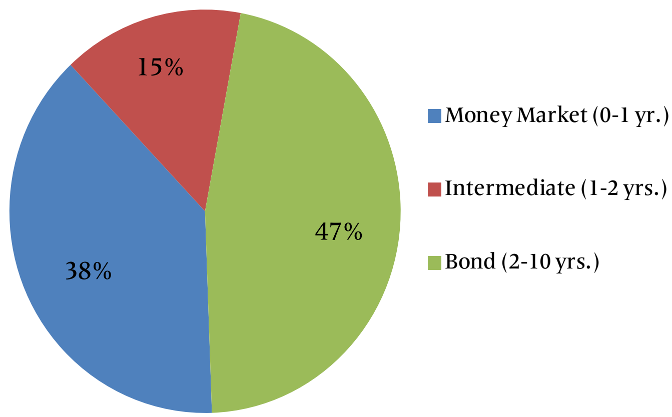
BOND PORTFOLIO

The bond portfolio is comprised of investments with a term greater than two years and less than ten years. This portfolio represents approximately 47% of the City's investments.

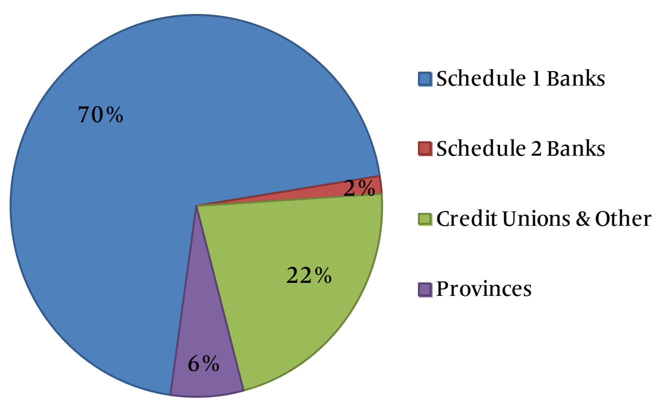
PORTFOLIO MIX

The City's current portfolio consists of securities purchased from Canadian Schedule 1 Banks (70%), Canadian Schedule 2 Banks (2%), Canadian Credit Unions and other institutions (22%), and Canadian Provinces (6%).

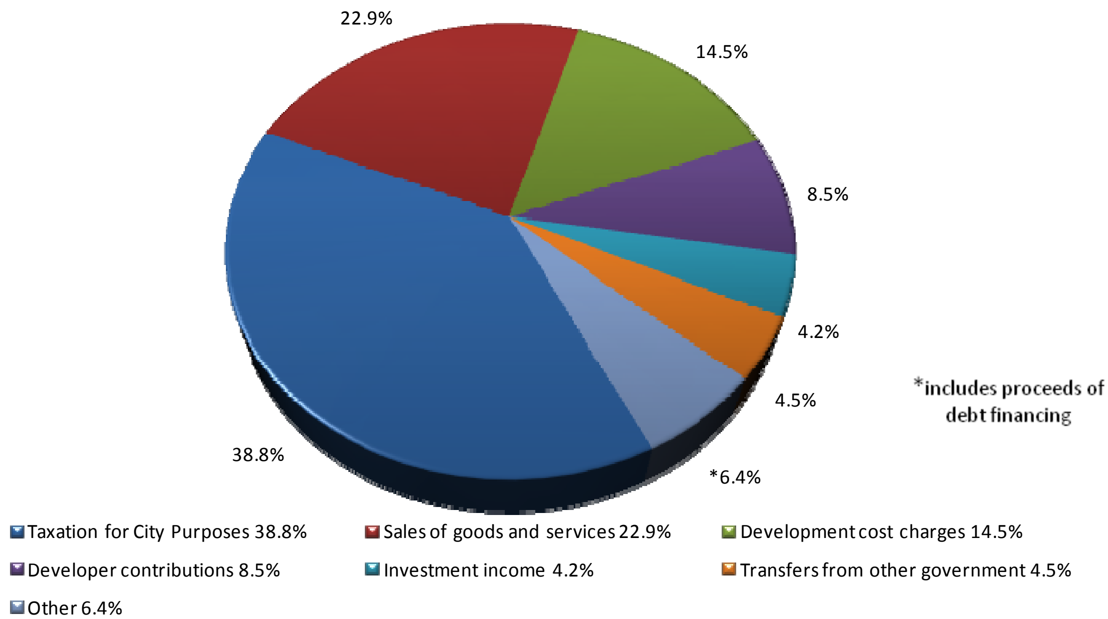
City of Surrey Investments by Portfolio
As of December 31, 2011



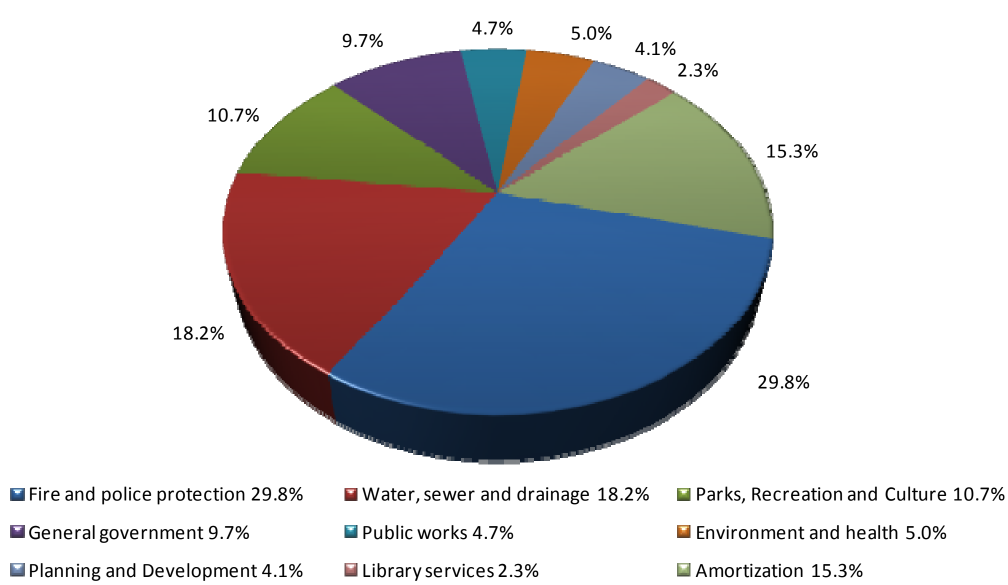
City of Surrey Investments by Category
As of December 31, 2011



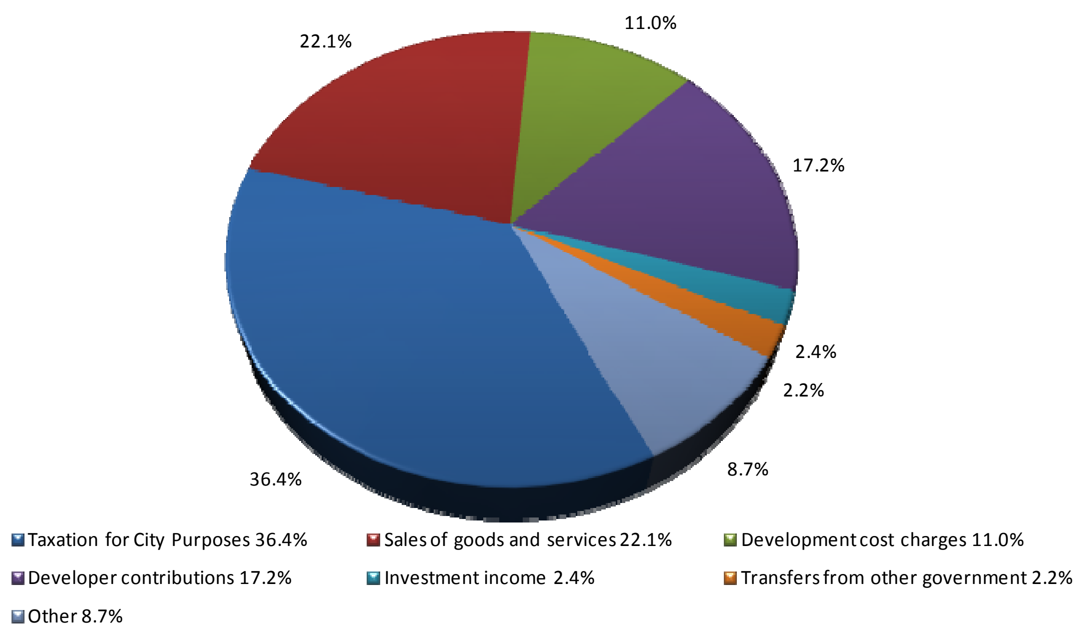
2011 Budget: Where the Money Comes From



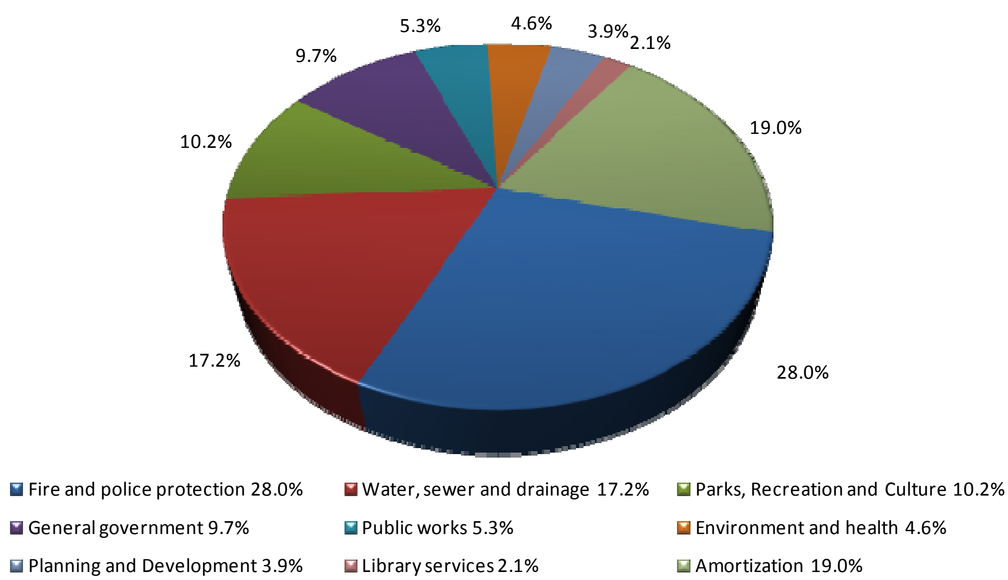
2011 Budget: Where the Money Goes



2012 Budget: Where the Money Comes From



2012 Budget: Where the Money Goes



OVERVIEW OF FUND STRUCTURE

The 2012-2016 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

Operating 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

Capital 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

Trust 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.

WORK IN PROGRESS & SURPLUS, OPERATIONS
(in thousands)

	2011 Actual Balance	2012 Work In Progress	2012 Interest	2012 Receipts	2012 Program	Available for Future Years
General Operating Fund						
Work in Progress						
Operating	$ 12,354	$ (9,010)	$ -	$ 144	$ -	$ 3,488
Capital	34,167	(34,167)	-	4,082	(4,025)	57
	46,521	(43,177)	-	4,226	(4,025)	3,545
Surplus						
Unappropriated	8,793	-	-	-	(3,998)	4,795
Unfunded Future Benefits	(6,998)	-	-	-	-	(6,998)
Appropriated						
- Operating Contingency	4,042	-	-	-	-	4,042
- Environmental Emergencies	3,979	-	-	-	-	3,979
- Revenue Stabilization	2,413	-	-	-	-	2,413
- Infrastructure Replacement	3,101	-	-	-	-	3,101
- Self Insurance	4,377	-	88	-	(2,000)	2,465
	17,912	-	88	-	(2,000)	16,000
	66,228	**(43,177)**	**88**	**4,226**	**(10,023)**	**17,342**
Surrey Public Library						
Work in Progress	608	-	-	43	(651)	-
Surplus						
Unappropriated	(324)	-	-	-	-	(324)
Appropriated	-	-	-	-	-	-
	(324)	-	-	-	-	(324)
	284	**-**	**-**	**43**	**(651)**	**(324)**
Water Operating Fund						
Work in Progress						
Operating	(268)	(162)	-	430	-	-
Capital	33,999	(30,920)	-	-	-	3,079
	33,731	(31,082)	-	430	-	3,079
Surplus						
Unappropriated	3,000	-	-	-	-	3,000
Appropriated						
- Operating Emergency	1,500	-	-	-	-	1,500
- Environmental Emergencies	984	-	-	-	-	984
- Revenue Stabilization	5,488	-	-	-	(300)	5,188
- Self Insurance	4,469	-	-	-	-	4,469
- Infrastructure Replacement	36,904	-	738	-	(6,500)	31,142
	49,345	-	738	-	(6,800)	43,283
	86,076	**(31,082)**	**738**	**430**	**(6,800)**	**49,362**
Sewer/Drainage Operating Fund						
Work in Progress						
Operating	2,344	(2,404)	-	60	-	-
Capital	29,647	(29,647)	-	-	-	-
	31,991	(32,051)	-	60	-	-
Surplus						
Unappropriated	3,000	-	-	-	-	3,000
Appropriated						
- Operating Emergency	1,500	-	-	-	-	1,500
- Environmental Emergencies	808	-	-	-	-	808
- Revenue Stabilization	1,822	-	-	-	(400)	1,422
- Self Insurance	5,596	-	-	-	-	5,596
- Infrastructure Replacement	18,013	-	360	-	(11,900)	6,473
	27,739	-	360	-	(12,300)	15,799
	62,730	**(32,051)**	**360**	**60**	**(12,300)**	**18,799**

	2011 Actual Balance	2012 Work In Progress	2012 Interest	2012 Receipts	2012 Program	Available for Future Years
Surrey City Development Corporation						
Surplus						
Unappropriated	(18,472)	-	-	-	-	(18,472)
	(18,472)	-	-	-	-	(18,472)
	(18,472)	**-**	**-**	**-**	**-**	**(18,472)**
Surrey Homelessness and Housing Society						
Surplus						
Unappropriated	8,720	(8,720)	-	-	-	-
	8,720	(8,720)	-	-	-	-
	8,720	**(8,720)**	**-**	**-**	**-**	**-**
	$ 205,566	**$ (115,030)**	**$ 1,186**	**$ 4,759**	**$ (29,774)**	**$ 66,383**

2012 – 2016 FINANCIAL PLAN

STATUTORY RESERVE FUNDS
(in thousands)

	2011 Actual Balance	2012 CarryForward	2012 Interest	2012 Receipts	2012 Program	Available for Future Years
Development Cost Charges						
Arterial Roads	$ 54,033	$ (35,392)	$ 1,081	$ 17,890	$ (10,862)	$ 26,750
Campbell Heights	2,733	-	55	-	(2,182)	606
Major Collector Roads	15,247	(12,746)	305	3,659	(2,053)	4,412
Drainage	33,936	(28,201)	679	5,698	(3,193)	8,919
Parkland Acquisition	44,314	(10,678)	-	31,643	(6,293)	58,986
Parkland Development	2,724	(1,310)	941	1,397	(1,515)	2,237
Sanitary Sewer	18,472	(12,835)	369	5,085	(3,561)	7,531
Water	12,430	(9,154)	249	3,443	(1,634)	5,333
	183,889	(110,316)	3,678	68,816	(31,293)	114,774
NCP - Amenities	**20,657**	**(5,952)**	**413**	**4,157**	**(4,157)**	**15,118**
City Land Reserves						
Unappropriated	39,164	-	1,075	-	(23,250)	16,989
Bio-Fuel Facility	(2)	-	-	-	-	(2)
Bridgeview Industrial	1,119	(1,119)	-	-	-	-
Campbell Heights Land Acquisition	(31,387)	-	(628)	-	-	(32,015)
Cemeteries	1,201	(1,201)	-	-	-	-
City Beautification	125	(125)	-	-	-	-
City Centre/Civic Centre Land	(12,547)	-	(251)	-	-	(12,798)
City Hall Expansion	(2,204)	-	(44)	-	-	(2,248)
Cranley Drive Reserve	1,581	-	32	-	(15)	1,598
Greenways	31	(31)	-	-	-	-
Habitat Replacement	1,167	(1,167)	-	-	-	-
Heritage Railway	(1,243)	-	(25)	-	-	(1,268)
King George Boulevard	420	(420)	-	-	-	-
Non-Arterial Road Acquisitions	(1,287)	-	(26)	-	-	(1,313)
North Surrey Social Fund	(3,705)	-	(74)	-	-	(3,779)
Panorama Dr Service & Site Prep	386	(386)	-	-	-	-
Park Improvement	72	(72)	-	-	-	-
Parkland Acquisition	7,933	(7,933)	-	-	-	-
Public Private Partnership	1,000	(1,000)	-	-	-	-
Road Improvements	83	(83)	-	-	-	-
Scott Road Improvements	761	(761)	-	-	-	-
Social Housing	(1,311)	-	(26)	144	-	(1,193)
Central Works Yard	58	(58)	-	-	-	-
Water Pump Removal	250	(250)	-	-	-	-
	1,665	**(14,606)**	**33**	**144**	**(23,265)**	**(36,029)**

	2011 Actual Balance	2012 CarryForward	2012 Interest	2012 Receipts	2012 Program	Available for Future Years
Equipment & Buildings						
Vehicles and Equipment	32,697	(5,516)	654	5,374	(7,912)	25,297
City Buildings	5,460	(5,370)	109	1,752	(1,000)	951
	38,157	**(10,886)**	**763**	**7,126**	**(8,912)**	**26,248**
Parks Cash in Lieu	9,040	(5,026)	181	6,525	(4,525)	6,194
Local Improvement Fund	14,435	(6,080)	289	233	(1,500)	7,377
Affordable Housing	67	-	1	-	-	68
Parking Space Reserve	1,202	-	24	-	-	1,226
Water Claims	1,255	-	25	-	-	1,280
Environmental Stewardship	6,359	-	127	13	(240)	6,259
Borrowing Proceeds	28,417	(11,254)	568	814	(21,241)	(2,696)
	60,775	**(22,360)**	**1,216**	**7,585**	**(27,506)**	**19,709**
	$ 305,143	**$ (164,120)**	**$ 6,103**	**$ 87,828**	**$ (95,133)**	**$ 139,820**

2012 – 2016 FINANCIAL PLAN

CONSOLIDATED FINANCIAL SUMMARY

(in thousands)

REVENUE SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Taxation								
General Operating	$ 215,100	$ 226,818	$ 226,631	**$ 240,652**	$ 253,177	$ 265,876	$ 278,704	$ 292,158
Utilities Operating	29,452	32,707	33,551	**35,671**	40,573	45,813	51,620	57,772
	244,552	**259,525**	**260,182**	**276,323**	**293,750**	**311,689**	**330,324**	**349,930**
Departmental Revenues								
General Operating	57,650	64,077	59,645	**62,523**	64,221	65,975	67,780	69,638
Utilities Operating	122,568	122,922	119,356	**127,309**	139,567	150,476	162,473	174,039
Other Entities	1,389	4,527	8,750	**30,900**	56,300	75,400	91,200	86,700
Secondary Suite Infrastructure Fee	-	4,448	4,080	**6,100**	7,120	8,300	9,390	10,390
Gaming Revenue	-	-	150	**-**	950	1,150	1,200	1,250
Less: Government Transfers included in General Operating	(4,268)	(9,629)	(7,297)	**(7,293)**	(7,383)	(7,514)	(7,648)	(7,785)
	177,339	**186,345**	**184,684**	**219,539**	**260,775**	**293,787**	**324,395**	**334,232**
Penalties and Interest								
General Operating	2,913	3,182	2,900	**3,200**	3,300	3,400	3,500	3,600
Utilities Operating	960	1,002	928	**966**	1,041	1,119	1,206	1,286
	3,873	**4,184**	**3,828**	**4,166**	**4,341**	**4,519**	**4,706**	**4,886**
Development Cost Charges								
Capital	38,163	14,645	57,275	**32,728**	54,119	88,171	88,564	88,623
Developer Contributions	16,155	7,580	18,520	**26,935**	27,782	7,331	6,013	7,907
Development Cost Charges	56,899	57,045	39,011	**23,654**	38,418	48,655	52,028	46,297
	111,217	**79,270**	**114,806**	**83,317**	**120,319**	**144,157**	**146,605**	**142,827**
Investment Income								
General Operating	13,052	14,866	12,991	**13,810**	12,968	12,313	11,436	10,907
Utilities Operating	4,293	3,495	4,750	**3,922**	3,428	3,361	3,242	3,183
Reserves	4,595	2,529	-	**-**	-	-	-	-
	21,940	**20,890**	**17,741**	**17,732**	**16,396**	**15,674**	**14,678**	**14,090**
Government Transfers								
From General Operating	4,268	9,629	7,297	**7,293**	7,383	7,514	7,648	7,785
Provincial Casino Revenue Sharing	2,889	2,841	3,000	**3,000**	3,000	3,000	3,000	3,000
	7,157	**12,470**	**10,297**	**10,293**	**10,383**	**10,514**	**10,648**	**10,785**
Lease Revenue								
Corporate Lease Revenue	3,317	2,942	3,129	**3,360**	3,427	3,496	3,566	3,637
Build Surrey Lease Revenue	-	56	75	**168**	2,845	2,845	2,845	2,945
	3,317	**2,998**	**3,204**	**3,528**	**6,272**	**6,341**	**6,411**	**6,582**
Borrowing Proceeds	**-**	**100,000**	**52,858**	**55,675**	**56,800**	**24,000**	**-**	**-**
Other Revenue								
Operating Carbon Tax Rebates	-	-	-	**400**	**400**	**400**	**400**	**400**
Operating Other	1,144	2,337	2,899	**2,840**	2,840	2,840	2,840	2,840
Build Surrey Other Sources	-	-	-	**975**	676	2,193	2,193	2,193
Build Surrey Contributions from SCDC	-	-	100	**-**	4,000	5,000	6,000	7,000
Capital External Sources	6,184	556	21,240	**28,586**	34,586	9,586	7,586	12,586
Capital NCP Reserve Funds	5,252	3,091	2,107	**4,157**	2,550	1,700	650	550
Capital Cash in lieu of Parkland	2,880	3,895	3,843	**4,525**	2,000	2,000	2,000	2,000
Contributed Assets	111,679	74,372	100,000	**100,000**	100,000	100,000	100,000	100,000
Land Sales	2,552	5,258	5,000	**3,000**	3,000	3,000	3,000	3,000
	129,691	**89,509**	**135,189**	**144,483**	**150,052**	**126,719**	**124,669**	**130,569**
	$ 699,086	**$ 755,191**	**$ 782,789**	**$ 815,056**	**$ 919,088**	**$ 937,400**	**$ 962,436**	**$ 993,901**

Consolidated Financial Summary

EXPENDITURE SUMMARY	2010 ACTUAL *restated*	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Departmental Expenditures								
Operating Expenditures	$ 273,294	$ 291,809	$ 278,927	**$ 299,069**	$ 310,549	$ 323,372	$ 334,760	$ 347,865
Utilities Expenditures	117,231	143,692	137,116	**151,967**	168,116	179,118	190,278	201,419
Council Priorities	3,886	4,473	4,530	**5,454**	5,881	6,339	6,790	7,256
Build Surrey	-	4,504	4,405	**7,243**	15,591	19,488	21,628	23,778
Amortization	81,097	87,597	99,722	**109,694**	120,662	132,727	146,000	160,601
Other Entities	2,010	2,428	3,000	**2,200**	4,000	9,100	18,000	18,500
	477,518	**534,503**	**527,700**	**575,627**	**624,799**	**670,144**	**717,456**	**759,419**
Fiscal Services	**530**	**2,687**	**1,279**	**1,240**	**1,275**	**1,309**	**1,343**	**1,378**
Contribution to Capital								
General Operating	(410)	10,970	10,800	**11,400**	12,200	12,500	12,800	13,100
Utilities Operating	37,128	27,779	35,693	**40,829**	36,923	42,309	42,309	47,865
Transfer from Operating	(36,718)	(38,749)	(46,493)	**(52,229)**	(49,123)	(54,809)	(55,109)	(60,965)
	-	-	-	-	-	-	-	-
Capital Expenditures								
Capital	101,000	169,152	169,791	**141,536**	160,551	144,959	72,550	100,827
Contributed Assets	111,667	66,500	100,000	**100,000**	100,000	100,000	100,000	100,000
SCDC	(683)	2,226	5,000	**22,500**	42,400	58,300	62,600	56,600
	211,984	**237,878**	**274,791**	**264,036**	**302,951**	**303,259**	**235,150**	**257,427**
Internal Borrowing	**(16,337)**	**(20,913)**	**(28,165)**	**(22,741)**	**(15,835)**	**(41,435)**	**(6,600)**	**(42,500)**
Transfer from Special Funds								
General Operating	19,822	9,150	19,610	**16,220**	16,994	17,314	19,034	20,049
Carbon Emissions Offset	-	-	-	**400**	400	400	400	400
Utilities Operating	11,981	(1,521)	(542)	**(12,373)**	(9,734)	(9,936)	(3,294)	(2,313)
Other Entities	62	(127)	750	**6,200**	9,900	8,000	10,600	11,600
Land Sales	2,552	5,258	5,000	**3,000**	3,000	3,000	3,000	3,000
	34,417	**12,760**	**24,818**	**13,447**	**20,560**	**18,778**	**29,740**	**32,736**
Contribution from General Operating	**(9,851)**	**(11,053)**	**(14,349)**	**(13,915)**	**(14,048)**	**(14,148)**	**(14,248)**	**(14,348)**
Interest Allocated to Appropriate Surplus								
Utilities Operating	785	1,229	667	**1,360**	910	913	912	1,000
	785	**1,229**	**667**	**1,360**	**910**	**913**	**912**	**1,000**
Debt Repayment	**-**	**-**	**-**	**-**	**2,442**	**2,513**	**2,584**	**2,657**
	$ 699,046	**$ 757,091**	**$ 786,741**	**$ 819,054**	**$ 923,054**	**$ 941,333**	**$ 966,337**	**$ 997,769**
Surplus/(Deficit)	$ 40	$ (1,900)	(3,951)	**(3,998)**	$ (3,966)	$ (3,933)	$ (3,901)	$ (3,868)
Transfers (To)/From Surplus	(40)	1,900	3,951	**3,998**	3,966	3,933	3,901	3,868
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

*restated as per By-law 17544

2012 – 2016 FINANCIAL PLAN

DEPARTMENTAL SUMMARY
(in thousands)

NET PROGRAMS	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Mayor, Council & Grants	$ 2,352	$ 2,417	$ 2,420	**$ 2,519**	$ 2,547	$ 2,589	$ 2,626	$ 2,673
City Manager	4,389	4,194	4,777	**4,427**	4,558	4,801	5,009	5,294
Investment & Intergov. Relations	682	1,125	1,157	**1,584**	1,615	1,661	1,703	1,755
Finance & Technology	18,198	15,787	15,986	**19,086**	19,541	20,156	20,720	21,391
Human Resources	2,665	2,678	2,726	**2,861**	3,001	3,129	3,249	3,396
Fire	46,702	47,329	47,357	**51,647**	52,776	54,161	55,349	56,916
RCMP	91,279	98,094	98,138	**104,587**	111,297	117,326	124,191	130,709
Engineering Services	584	822	850	**1,135**	1,111	1,167	1,206	1,273
Parks, Recreation & Culture	33,811	36,271	36,273	**35,588**	36,492	37,772	38,905	40,283
Surrey Public Library	10,161	10,433	10,433	**10,242**	10,541	10,987	11,388	11,889
Planning & Development	3,431	3,728	4,221	**5,817**	5,716	5,820	5,875	6,052
Roads & Traffic Operations	13,717	14,591	17,164	**25,860**	26,415	26,724	27,443	28,026
Sewer & Drainage Operations	3,345	16,166	10,389	**10,209**	10,550	10,680	10,431	9,828
Solid Waste Operations	(2,780)	(2,362)	(1,430)	**(4,864)**	(4,193)	(7,164)	(4,130)	(4,103)
Water Operations	(17,860)	(5,214)	(5,279)	**(4,981)**	(3,490)	(4,380)	(4,983)	(4,938)
Amortization Expense	81,097	87,597	99,722	**109,694**	120,662	132,727	146,000	160,601
Operating Contingency	(11)	557	283	**725**	1,142	1,229	952	884
	$291,762	**$334,213**	**$345,187**	**$ 376,136**	**$400,281**	**$419,385**	**$445,934**	**$471,929**

ACCOUNT SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (171,212)	$ (174,695)	$ (176,911)	**$ (211,683)**	$ (252,736)	$ (285,560)	$ (315,974)	$ (325,611)
Grants, Donations and Other	(6,127)	(11,650)	(7,773)	**(7,856)**	(8,039)	(8,227)	(8,421)	(8,621)
	(177,339)	(186,345)	(184,684)	**(219,539)**	(260,775)	(293,787)	(324,395)	(334,232)
Expenditures								
Salaries and Benefits	173,936	184,460	178,708	**189,994**	194,030	200,198	205,516	212,505
Operating Costs	339,117	368,375	381,932	**421,409**	470,091	510,354	554,860	591,178
Internal Services Used	35,422	65,025	31,361	**33,573**	34,122	34,890	35,604	36,439
Internal Services Recovered	(62,364)	(75,664)	(57,981)	**(63,075)**	(67,129)	(68,917)	(72,079)	(74,192)
External Recoveries	(8,593)	(7,693)	(6,321)	**(6,274)**	(6,316)	(6,380)	(6,445)	(6,511)
	477,518	534,503	527,699	**575,627**	624,798	670,145	717,456	759,419
Net Operations Total	**300,179**	**348,158**	**343,015**	**356,088**	**364,023**	**376,358**	**393,061**	**425,187**
Transfers								
Transfer From Own Sources	(17,973)	(29,486)	(10,761)	**(12,214)**	(12,054)	(12,885)	(12,319)	(12,456)
Transfer To Own Sources	9,556	15,541	12,933	**32,262**	48,312	55,912	65,192	59,198
	(8,417)	(13,945)	2,172	**20,048**	36,258	43,027	52,873	46,742
	$291,762	**$334,213**	**$345,187**	**$ 376,136**	**$400,281**	**$419,385**	**$445,934**	**$471,929**

CONSOLIDATED SIGNIFICANT CHANGES
(in thousands)

2011 ADOPTED BUDGET			$ (3,951)
REVENUES			
Taxation			
Assessment Growth	....	$ 5,936	
Taxation Rate Increase	....	6,620	
Other Assessment Adjustments	....	362	
Grants in lieu	....	1,103	
Taxation - Utilities	....	2,120	16,141
Departmental Revenues			
City Manager	....	532	
Investment & Intergovernmental Relations	....	(5)	
Finance & Technology	....	79	
Human Resources	....	-	
Fire	....	35	
RCMP	....	96	
Engineering Services	....	(274)	
Parks, Recreation & Culture	....	1,903	
Surrey Public Library	....	22	
Planning & Development	....	490	
Utilities	....	7,953	
Corporate	....	1,875	
Other Entities	....	22,150	34,855
Investment Income	....		(9)
Provincial Casino Revenue	....		-
Other Revenue			
Contribution from SCDC	....	(100)	
Lease/Fee Revenue	....	324	
Penalties & Interest	....	338	
Government Transfers	....	(5)	
Development Cost Charges	....	(31,489)	
Borrowing Proceeds	....	2,817	
Capital Sources	....	8,078	
Other	....	1,315	(18,722)
Total Change in Revenue			32,266

EXPENDITURES

Departmental Expenditures		
Mayor, Council & Grants	99	
City Manager	(518)	
Investment & Intergovernmental Relations	422	
Finance & Technology	3,010	
Human Resources	185	
Fire	4,325	
RCMP	6,545	
Engineering Services	(130)	
Parks, Recreation & Culture	3,899	
Surrey Public Library	(169)	
Planning & Development	2,032	
Utilities	14,851	
Operating Contingency	442	
Other Entities	(800)	
Amortization	9,972	**44,165**
Build Surrey		
Annual Debt Repayment	2,970	
Operating Costs for New Facilities	1,060	
Transfer to Capital	(1,192)	**2,838**
Council Priorities		
City Beautification	656	
Social Plan	183	
Clean Energy Program	85	**924**
Fiscal Services		**(39)**
Interest Allocated to Appropriate Surplus		**693**
Contribution From General Operating		**433**
Contribution to Capital		
Contribution to capital	600	
Contribution to capital - Utilities	5,136	
Transfer from Operating	(5,736)	-
Capital Expenditures		
Capital	(28,255)	
SCDC	17,500	**(10,755)**
Internal Borrowing		**5,424**
Net Transfers		
Repay Local Improvement Fund	66	
Utilities Operating Fund Transfers	(11,830)	
Solid Waste Utility Fund Transfers	210	
Water Utility Fund Transfers	(172)	
Sewer & Drainage Utility Fund Transfers	(198)	
Appropriated Surplus for Capital Use	-	
Carbon Emissions Offset	400	
Other Entities	5,450	
Land Sales	(2,000)	
Reserve Funds for Capital Use	(3,296)	**(11,371)**
Total Change in Expenditures		**32,313**
2012 BUDGET		**$ (3,998)**

2012 ADOPTED BUDGET			$ (3,998)
REVENUES			
Taxation			
Assessment Growth	....	$ 20,986	
Taxation Rate Increase	....	29,028	
Other Assessment Adjustments	....	(201)	
Taxation - Utilities	....	22,101	
Grants in lieu	....	1,693	**73,607**
Departmental Revenues			
City Manager	....	893	
Investment & Intergovernmental Relations	....	-	
Finance & Technology	....	114	
Human Resources	....	-	
Fire	....	171	
RCMP	....	871	
Engineering Services	....	505	
Parks, Recreation & Culture	....	2,429	
Surrey Public Library	....	-	
Planning & Development	....	2,132	
Corporate	....	5,048	
Other Entities	....	55,800	
Utilities	....	46,730	**114,693**
Investment Income	....		**(3,642)**
Build Surrey			
Contribution from SCDC	....	7,000	
Lease/Fee Revenue	....	2,777	
Other Sources	....	1,218	**10,995**
Provincial Casino Revenue	....		**-**
Other Revenue			
Corporate Lease Revenue	....	277	
Penalties & Interest	....	720	
Government Transfers	....	492	
Development Cost Charges	....	59,510	
Borrowing Proceeds	....	(55,675)	
Capital Sources	....	(22,132)	
Other	....	-	**(16,808)**
Total Change in Revenue			**178,845**

EXPENDITURES

Departmental Expenditures			
Mayor, Council & Grants	....	154	
City Manager	....	1,760	
Investment & Intergovernmental Relations	....	171	
Finance & Technology	....	2,419	
Human Resources	....	485	
Fire	....	5,440	
RCMP	....	26,993	
Engineering Services	....	354	
Parks, Recreation & Culture	....	6,924	
Surrey Public Library	....	1,647	
Planning & Development	....	2,290	
Operating Contingency	....	159	
Utilities	....	49,452	
Other Entities	....	16,300	
Amortization	....	50,907	**165,455**
Build Surrey			
Annual Debt Repayment	....	9,251	
Operating Costs for New Facilities	....	7,283	**16,535**
Council Priorities			
City Beautification	....	1,609	
Social Plan	....	163	
Sustainability	....	30	**1,802**
Fiscal Services	....		**138**
Interest Allocated to Appropriate Surplus	....		**(360)**
Contribution From General Operating	....		**(433)**
Debt Principal Repaid	....		**2,657**
Contribution to Capital			
General Operating	....	1,700	
Utilities Operating	....	7,036	
Transfer from Operating	....	(8,736)	
Capital Expenditures			
Contribution to capital	....	(40,709)	
Contributed Assets	....	-	
SCDC	....	34,100	**(6,609)**
Internal Borrowing	....		**(19,759)**
Net Transfers			
Repay Local Improvement Fund	....	-	
Utilities Operating Fund Transfers	....	10,060	
Solid Wastes Utility Fund Transfers	....	433	
Water Utility Fund Transfers	....	(446)	
Sewer & Drainage Utility Fund Transfers	....	(675)	
Appropriated Surplus for Capital Use	....	-	
Carbon Emissions Offset	....	-	
Other Entities	....	5,400	
Land Sales	....	-	
Reserve Funds for Capital Use	....	4,516	**19,289**
Total Change in Expenditures			**178,715**
2016 BUDGET			**$ (3,868)**

CONSOLIDATED FINANCIAL PLAN BY-LAW, 2012, NO. 17544

CERTIFIED

CITY OF SURREY

BY-LAW NO. 17544

A by-law to provide for the adoption of the Surrey 2012 – 2016 Consolidated Financial Plan.

WHEREAS pursuant to Section 165 of the "*Community Charter*" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by by-law, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey, in open meeting assembled, ENACTS AS FOLLOWS:

1. Council authorize the objectives and policies of the municipality in relation to each of the proposed funding sources, the proportion of total revenue, the distribution of property value taxes among property classes, and the use of permissive exemptions as set out in Schedule 1 hereto and forming part of this bylaw.

2. Council authorize the following:

   (a) the proposed funding sources;
   (b) the proposed expenditures, and
   (c) the proposed transfers between funds.

   As set out for each year in the planning period as shown in Schedule 2 attached hereto and forming part of this by-law.

3. This by-law shall be cited for all purposes as "Surrey 2012 – 2016 Consolidated Financial Plan By-law, 2012, No. 17544".

PASSED FIRST READING on the 23rd day of January, 2012.

PASSED SECOND READING on the 23rd day of January, 2012.

PASSED THIRD READING on the 23rd day of January, 2012.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 6th day of February 2012.

MAYOR

CLERK

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As per section 165 of the Community Charter, this schedule will address the objectives and policies that relate to the proposed funding sources, and the proportion of revenue collected from them, the distribution of property value taxes among the property classes, and the use of permissive exemptions.

1. Property Tax

Property Taxes are generated to support City Services that are not covered by fees, charges, the parcel tax, and the road and traffic safety levy. These taxes are determined based on property assessment by property class. The types of services that these revenues support include; Protection Services, Library Services, Parks, Recreation and Culture, and some Engineering Services, along with administrative services such as Legislative Services, Finance and Technology, and Human Resources. The City of Surrey has adopted a policy of collecting the same amount of taxes each year from each property class category after the property class has been adjusted for non-market activity and before a Council approved rate increase is applied. As non-market activity can fluctuate between property classes, the distribution between property classes can vary from one year to the next. The property class ratios used in 2011 were as follows:

Class 1: Residential	1.00 to 1.00
Class 2: Utilities	13.84 to 1.00
Class 4: Major Industry	4.92 to 1.00
Class 5: Light Industry	2.78 to 1.00
Class 6: Business	3.12 to 1.00
Class 8: Recreational	0.98 to 1.00
Class 9: Agricultural	1.01 to 1.00

These ratios will be amended when the final assessment roll becomes available in April, to reflect the current year non-market activity. Property Taxes currently account for 30% of consolidated revenues collected.

Permissive property tax exemptions are provided for in the Community Charter and can be applied at the discretion of Council to reduce the assessed value of certain types of properties. The City of Surrey Council has adopted a policy (Q-27) that guides the use of permissive property tax exemptions. This policy allows Council to consider the approval of permissive property tax exemptions for: church halls and lands surround the building, the lands surrounding hospitals, the lands surrounding schools, land or improvements for certain parks, recreation and athletic purposes provided that organizations can demonstrate that their facilities are open to Surrey residents, and some non-profit or charitable organizations provided that organizations can demonstrate that their facilities are open to Surrey residents. The 2012 Council approved permissive tax exemptions are estimated to be valued at approximately $937,340.

2. Road and Traffic Safety Levy

A Road and Traffic Safety Levy was established as part of the 2008 Budget process to address the need for increased maintenance of local and collector roads throughout the City and to provide additional funding for road safety features and improvements such as traffic calming, crosswalks, sidewalks, etc. The levy is based on the assessed value of individual properties in each Property Class.

The use of this Levy has now been expanded to assist in covering the maintenance and capital costs associated with arterial roads throughout the City and to address identified on-going road maintenance needs related to inclement weather conditions. The 2012 Five Year (2012 – 2016) Financial Plan therefore includes an increase to the Road and Traffic Safety Levy to ensure funding is available to meet the City's transportation objectives over time. Properties that are eligible for a full statutory and permissive property tax exemption are exempt from this levy. In 2012, this levy will generate 1% of consolidated revenues collected within the City.

3. Parcel Tax

The City of Surrey has adopted a "Drainage Parcel Tax" to fund the construction and operation of the storm drainage system for the convenience and safety of the residents and businesses within the City. The "Drainage Parcel Tax" is applied at the same rate for all properties within classes one through eight, while class nine properties (agricultural land) are taxed at a reduced rate, reflecting the contribution that these properties make to the various Dyking Districts throughout the City. Properties that are eligible for a full statutory and permissive property tax exemption are exempt from this parcel tax. The "Drainage Parcel Tax" accounts for approximately 3% of the consolidated revenue collected by the City.

4. Fees

The City of Surrey has adopted a "User-Pay" philosophy where this can practically be applied. Where the provision of a service can be directly related back to the consumer, a fee is developed and charged for that service. All fees are established through a bylaw for the fee charged and the terms and conditions of the payment. Some examples of the types of fees that the City imposes include: water, sewer and garbage fees, secondary suite fees, application fees, recreational usage fees and fees for document processing and replicating. Fee's account for approximately 24% of the consolidated revenue collected within the City of Surrey.

5. Other sources

The City of Surrey receives revenue from other sources such as developer contributions, provincial and federal grants and investment income.

Developer contributions are designed to place the burden of new infrastructure on new development. These contributions are received in one year and brought into budget for spending in the following year, making up approximately 32% of the total consolidated revenue in the 2012 Financial Plan.

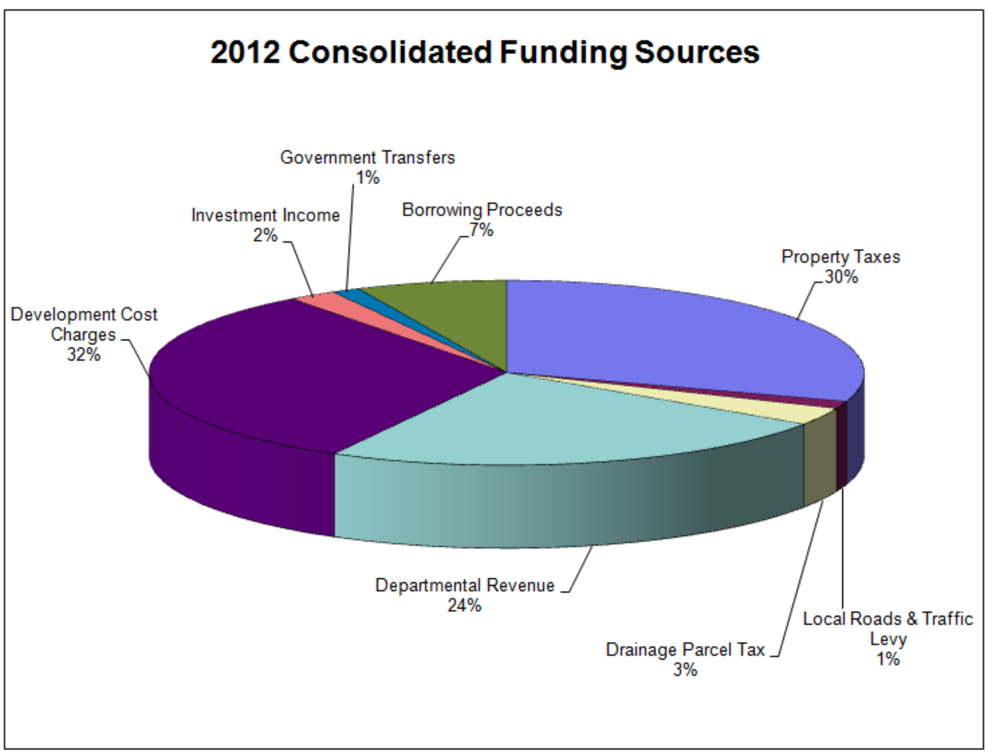
Provincial and federal grants are received for policing initiatives, library services and capital and infrastructure initiatives. The traffic fine sharing revenue for 2012 is anticipated to be $6.0 million, other federal policing grants are anticipated to be $0.4 million, library services are anticipating receiving $0.9 million in provincial grants and casino revenue is anticipated to be $3.0 million. Provincial and federal revenue is estimated to be approximately 1% of total revenue in 2012.

The City of Surrey manages an investment portfolio worth $689 million, returning an anticipated 3.4% in 2011. The interest earned on these investments account for approximately 2% of the total annual revenue.

6. Borrowing

The City entered into debt in 2011 in order to fund initiatives in the Build Surrey Program, a multi-year capital program developed to support business and residential growth over the next 10 years. The proceeds from borrowing account for approximately 7% of the total revenue in 2012.

The City's proposed distribution of revenue is as follows:



Consolidated Financial Plan
to restate year 2011
and establish years 2012 to 2016

	2011 restated	2012	2013	2014	2015	2016
PROPOSED FUNDING SOURCES						
Revenues from Property Value Taxes						
Property Taxes	$ 226,753,000	$ 240,749,000	$ 253,257,000	$ 265,999,000	$ 278,771,000	$ 292,209,000
Local Roads & Traffic Levy	8,198,000	10,584,000	14,198,000	18,062,000	22,153,000	26,513,000
Drainage Parcel Tax	25,231,000	24,990,000	26,295,000	27,628,000	29,400,000	31,208,000
Taxation for City Purposes	260,182,000	276,323,000	293,750,000	311,689,000	330,324,000	349,930,000
Revenues from Fees & Charges						
Departmental Revenue	173,081,400	188,639,000	203,525,000	217,237,000	231,995,000	246,282,000
Penalties & Interest on Taxes	3,828,000	4,166,000	4,341,000	4,519,000	4,706,000	4,886,000
Revenues from Fees and Charges	176,909,400	192,805,000	207,866,000	221,756,000	236,701,000	251,168,000
Development Cost Charge Funds						
Development Cost Charges	114,806,000	83,317,000	120,319,000	144,157,000	146,605,000	142,827,000
Revenues from Other Sources						
Investment Income	18,741,000	17,732,000	16,396,000	15,674,000	14,678,000	14,090,000
Government Transfers	13,150,000	10,293,000	11,333,000	11,664,000	11,848,000	12,035,000
Corporate Lease Revenue	3,204,000	3,528,000	6,272,000	6,341,000	6,411,000	6,582,000
Borrowing Proceeds	52,858,000	55,675,000	56,800,000	24,000,000	-	-
Other Revenue	143,939,000	175,383,000	206,352,000	202,119,000	215,869,000	217,269,000
Revenues from Other Sources	231,892,000	262,611,000	297,153,000	259,798,000	248,806,000	249,976,000
TOTAL FUNDING SOURCES	$ 783,789,400	$ 815,056,000	$ 919,088,000	$ 937,400,000	$ 962,436,000	$ 993,901,000
PROPOSED EXPENDITURES						
Municipal Expenditures						
Protection Services	$ 155,457,000	$ 164,844,000	$ 173,239,000	$ 181,246,000	$ 189,934,000	$ 198,699,000
Parks, Recreation & Culture	66,662,000	70,092,000	72,530,000	75,676,000	78,820,000	82,367,000
General Government	62,351,000	66,082,000	71,247,000	80,983,000	93,233,000	98,274,000
Planning & Development	22,721,000	22,788,000	23,179,000	23,789,000	24,365,000	25,078,000
Surrey Public Library	13,949,000	14,239,000	14,778,000	15,488,000	16,180,000	17,001,000
Engineering Services	57,666,000	63,322,000	67,310,000	71,541,000	76,293,000	81,315,000
Build Surrey Program	4,405,000	7,243,000	15,591,000	19,488,000	21,628,000	23,778,000
Water, Sewer & Drainage	137,697,000	139,778,000	155,730,000	167,918,000	180,891,000	194,709,000
Solid Waste Expenditures	25,834,900	26,514,000	30,053,000	32,786,000	35,160,000	37,314,000
Operating Contingency	283,000	725,000	1,142,000	1,229,000	952,000	884,000
Total Municipal Expenditures	547,025,900	575,627,000	624,799,000	670,144,000	717,456,000	759,419,000
Fiscal Services & Debt Interest	1,279,000	1,240,000	1,275,000	1,309,000	1,343,000	1,378,000
Capital Expenditures - Prior Years	88,743,000	117,002,000	131,389,000	145,245,000	128,788,000	136,802,000
Capital Expenditures - Contributed	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000
Capital Expenditures - Current Years	279,142,000	315,007,000	296,630,000	289,818,000	220,626,000	267,341,000
	467,885,000	532,009,000	528,019,000	535,063,000	449,414,000	504,143,000
TOTAL EXPENDITURES	$1,016,189,900	$ 1,108,876,000	$1,154,093,000	$1,206,516,000	$ 1,168,213,000	$ 1,264,940,000
PROPOSED TRANSFERS BETWEEN FUNDS						
Internal Borrowing	$ (28,165,000)	$ (22,741,000)	$ (15,835,000)	$ (41,435,000)	$ (6,600,000)	$ (42,500,000)
Transfers (from)/to Special Funds	(44,387,500)	(82,397,000)	(32,543,000)	(40,996,000)	(725,000)	(15,707,000)
Transfers (from)/to Appropriated Surplus	(6,175,000)	(24,989,000)	(14,440,000)	(2,537,000)	(1,938,000)	(1,850,000)
Unspecified Capital Budget Authority	(50,000,000)	(50,000,000)	(50,000,000)	(50,000,000)	(50,000,000)	(50,000,000)
Transfers (from)/to Equity	(99,722,000)	(109,695,000)	(120,663,000)	(132,728,000)	(146,001,000)	(160,601,000)
Debt Repayment	-	-	2,442,000	2,513,000	3,388,000	3,487,000
Transfer (from)/to Unappropriated Surplus	(3,951,000)	(3,998,000)	(3,966,000)	(3,933,000)	(3,901,000)	(3,868,000)
TOTAL TRANSFERS BETWEEN FUNDS	$ (232,400,500)	$ (293,820,000)	$ (235,005,000)	$ (269,116,000)	$ (205,777,000)	$ (271,039,000)
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -	$ -

2012 – 2016 FINANCIAL PLAN

GENERAL OPERATING - FINANCIAL SUMMARY

(in thousands)

REVENUE SUMMARY	2010 ACTUAL *restated*	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Taxation	$ 215,100	$ 226,818	$ 226,631	**$240,652**	$ 253,177	$ 265,876	$ 278,704	$ 292,158
Departmental Revenues	57,650	63,723	59,645	**62,523**	64,221	65,975	67,780	69,638
Investment Income	13,052	14,866	12,991	**13,810**	12,968	12,313	11,436	10,907
Build Surrey Program	-	4,504	4,405	**7,243**	15,591	19,488	21,628	23,778
Provincial Revenue Sharing re: Gaming	2,889	2,841	3,000	**3,000**	3,000	3,000	3,000	3,000
Corporate Lease Revenue	3,317	2,942	3,129	**3,360**	3,427	3,496	3,566	3,637
Penalties & Interest	2,913	3,182	2,900	**3,200**	3,300	3,400	3,500	3,600
Other Revenue	2,241	2,463	2,899	**3,240**	3,240	3,240	3,240	3,240
	$297,162	**$321,339**	**$315,600**	**$337,028**	**$358,924**	**$376,788**	**$392,854**	**$409,958**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 273,294	$ 289,376	$ 278,927	**$299,069**	$ 310,549	$ 323,372	$ 334,760	$ 347,865
Build Surrey Program	-	4,504	4,405	**7,243**	15,591	19,488	21,628	23,778
Council Priorities	3,886	4,473	4,530	**5,454**	5,881	6,339	6,790	7,256
Fiscal Services	530	2,687	1,279	**1,240**	1,275	1,309	1,343	1,378
Contribution to Capital	(410)	10,970	10,800	**11,400**	12,200	12,500	12,800	13,100
Net Tsf.To/(From) Surplus & Other Func	19,822	11,229	19,610	**16,620**	17,394	17,713	19,434	20,449
	$297,122	**$323,239**	**$319,551**	**$341,026**	**$362,890**	**$380,721**	**$396,755**	**$413,826**
Surplus/(Deficit)	$ 40	$ (1,900)	$ (3,951)	**$ (3,998)**	$ (3,966)	$ (3,933)	$ (3,901)	$ (3,868)
Transfers (To)/From Surplus	(40)	1,900	3,951	**3,998**	3,966	3,933	3,901	3,868
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

2012 – 2016 FINANCIAL PLAN

GENERAL OPERATING - REVENUE SUMMARY

(in thousands)

REVENUE SUMMARY	2010 ACTUAL *restated*	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Taxation								
Base Levy	$ 190,668	$ 202,643	$ 202,870	**$214,177**	$ 226,682	$ 238,804	$ 251,085	$ 263,483
Assessment Growth (City's Portion)	4,158	5,737	4,922	**5,936**	5,440	5,254	5,022	5,270
Property Tax Rate Increase	7,817	5,877	6,023	**6,620**	6,731	7,077	7,427	7,793
Provision for Adjustments	17	-	(50)	**(50)**	(50)	(50)	(50)	(50)
	202,660	214,257	213,765	**226,683**	238,803	251,085	263,484	276,496
Grants in Lieu	12,440	12,561	12,866	**13,969**	14,374	14,791	15,220	15,662
Net Taxation	**215,100**	**226,818**	**226,631**	**240,652**	**253,177**	**265,876**	**278,704**	**292,158**
General Government								
City Manager	7,147	7,295	6,853	**7,385**	7,599	7,819	8,045	8,278
Investments & Intergov. Relations	1	16	5	**-**	-	-	-	-
Finance & Technology	1,137	1,158	1,047	**1,126**	1,153	1,181	1,210	1,240
Human Resources	7	17	10	**10**	10	10	10	10
	8,292	8,486	7,915	**8,521**	8,762	9,010	9,265	9,528
Protection Services								
Fire	1,431	1,555	1,392	**1,427**	1,468	1,510	1,553	1,598
RCMP	3,667	7,300	7,100	**7,196**	7,405	7,619	7,840	8,067
	5,098	8,855	8,492	**8,623**	8,873	9,129	9,393	9,665
Other								
Engineering Services	4,790	4,993	5,474	**5,200**	5,316	5,442	5,572	5,705
Parks, Recreation & Culture	20,957	21,710	19,052	**20,955**	21,536	22,134	22,750	23,384
Surrey Public Library	1,606	1,585	1,571	**1,593**	1,593	1,593	1,593	1,593
Planning & Development	16,907	18,448	17,141	**17,631**	18,141	18,667	19,207	19,763
	44,260	46,736	43,238	**45,379**	46,586	47,836	49,122	50,445
Departmental Revenues	**57,650**	**64,077**	**59,645**	**62,523**	**64,221**	**65,975**	**67,780**	**69,638**
Investment Income	**13,052**	**14,866**	**12,991**	**13,810**	**12,968**	**12,313**	**11,436**	**10,907**
Build Surrey Program Revenue								
Secondary Suite Infrastructure Fee	-	4,448	4,080	**6,100**	7,120	8,300	9,390	10,390
Contribution from SCDC	-	-	100	**-**	4,000	5,000	6,000	7,000
Gaming Revenue	-	-	150	**-**	950	1,150	1,200	1,250
Lease/Fee Revenue	-	56	75	**168**	2,845	2,845	2,845	2,945
Other Sources	-	-	-	**975**	676	2,193	2,193	2,193
	-	**4,504**	**4,405**	**7,243**	**15,591**	**19,488**	**21,628**	**23,778**
Provincial Casino Revenue Sharing	**2,889**	**2,841**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**
Corporate Lease Revenue	3,317	2,942	3,129	**3,360**	3,427	3,496	3,566	3,637
Penalties & Interest	2,913	3,182	2,900	**3,200**	3,300	3,400	3,500	3,600
Carbon Tax Rebates	-	-	-	**400**	400	400	400	400
Other	2,241	2,463	2,899	**2,840**	2,840	2,840	2,840	2,840
	8,471	**8,587**	**8,928**	**9,800**	**9,967**	**10,136**	**10,306**	**10,477**
	$ 297,162	**$ 321,693**	**$315,600**	**$337,028**	**$358,924**	**$376,788**	**$392,854**	**$409,958**

CITY OF SURREY the future lives here.

2012 – 2016 FINANCIAL PLAN

GENERAL OPERATING - EXPENDITURE SUMMARY

(in thousands)

EXPENDITURE SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
	restated		*restated*					
General Government								
Mayor, Council & Grants	$ 2,352	$ 2,417	$ 2,420	**$ 2,519**	$ 2,547	$ 2,589	$ 2,626	$ 2,673
City Manager	10,585	11,128	12,186	**11,668**	12,013	13,176	12,910	13,428
Investments & Intergov. Relations	683	1,049	1,162	**1,584**	1,615	1,661	1,703	1,755
Finance & Technology	18,589	20,086	17,116	**20,126**	20,609	21,251	21,844	22,545
Human Resources	2,734	3,134	2,736	**2,921**	3,011	3,139	3,259	3,406
	34,943	37,814	35,620	**38,818**	39,795	41,816	42,342	43,807
Protection Services								
Fire	46,773	50,345	47,372	**51,697**	52,867	54,294	55,525	57,137
RCMP	96,427	106,036	103,538	**110,083**	117,002	123,245	130,331	137,076
	143,200	156,381	150,910	**161,780**	169,869	177,539	185,856	194,213
Other								
Engineering Services	3,593	3,545	4,696	**4,566**	4,588	4,699	4,795	4,920
Parks, Recreation & Culture	61,707	58,500	54,662	**58,561**	59,846	61,724	63,473	65,485
Surrey Public Library	11,746	11,944	12,004	**11,835**	12,134	12,580	12,981	13,482
Planning & Development	18,116	20,635	20,752	**22,784**	23,175	23,785	24,361	25,074
Operating Contingency	(11)	557	283	**725**	1,142	1,229	952	884
	95,151	95,181	92,397	**98,471**	100,885	104,017	106,562	109,845
Total Departmental Expenditures	**273,294**	**289,376**	**278,927**	**299,069**	**310,549**	**323,372**	**334,760**	**347,865**
Build Surrey								
Annual Debt Repayment	-	1,111	599	**3,569**	8,181	10,614	11,561	12,821
Operating Costs for New Facilities	-	1,633	2,614	**3,674**	7,410	8,874	10,067	10,957
Transfer to Capital	-	1,760	1,192	**-**	-	-	-	-
	-	**4,504**	**4,405**	**7,243**	**15,591**	**19,488**	**21,628**	**23,778**
Council Priorities								
Council Projects	250	250	250	**250**	250	250	250	250
Crime Reduction Strategy	282	248	300	**300**	300	300	300	300
City Beautification	1,808	2,078	2,078	**2,734**	3,136	3,538	3,940	4,343
Social Plan	1,285	1,532	1,552	**1,735**	1,760	1,806	1,845	1,898
Sustainability	261	246	250	**250**	250	260	270	280
Clean Energy Program	-	119	100	**185**	185	185	185	185
	3,886	**4,473**	**4,530**	**5,454**	**5,881**	**6,339**	**6,790**	**7,256**
Fiscal Services								
Fiscal Charges	423	2,410	427	**439**	452	465	479	493
Interest Paid on Prepaid Taxes	107	277	414	**565**	578	591	603	615
Internal Borrowing	-	-	438	**236**	245	253	261	270
	530	**2,687**	**1,279**	**1,240**	**1,275**	**1,309**	**1,343**	**1,378**
Carbon Emission Offsets	**-**	**-**	**-**	**400**	**400**	**400**	**400**	**400**
Contributions to Capital								
Contribution to Capital	(3,299)	8,129	7,800	**8,400**	9,200	9,500	9,800	10,100
Contribution Capital re: Gaming	2,889	2,841	3,000	**3,000**	3,000	3,000	3,000	3,000
	(410)	**10,970**	**10,800**	**11,400**	**12,200**	**12,500**	**12,800**	**13,100**
Net Tsf. To/(From) Surplus & Other								
Roads & Transportation Fund	23,145	19,157	15,798	**15,864**	15,864	15,864	15,864	15,864
Solid Waste Fund	(2,910)	(2,159)	(2,159)	**(1,949)**	(1,816)	(1,716)	(1,616)	(1,516)
Water Revenue Fund	(1,670)	(1,792)	(1,573)	**(1,745)**	(1,861)	(1,969)	(2,078)	(2,191)
Sewer/Drainage Fund	(1,759)	(1,938)	(1,568)	**(1,766)**	(1,947)	(2,109)	(2,273)	(2,441)
Reserve Funds	3,016	(2,038)	9,112	**5,816**	6,754	7,244	9,137	10,332
	19,822	11,229	19,610	**16,220**	16,994	17,313	19,034	20,049
	$ 297,122	**$ 323,239**	**$ 319,551**	**$ 341,026**	**$ 362,889**	**$ 380,721**	**$ 396,755**	**$ 413,825**

2012 – 2016 FINANCIAL PLAN

DEPARTMENTAL PROGRAM SUMMARY
GENERAL GOVERNMENT

(in thousands)

NET PROGRAMS	2010 ACTUAL *restated*	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Mayor, Council & Grants								
Office of the Mayor	$ 584	$ 565	$ 574	**$ 653**	$ 669	$ 693	$ 715	$ 742
Council	632	643	637	**627**	639	657	672	692
City Grants	1,136	1,209	1,209	**1,239**	1,239	1,239	1,239	1,239
	2,352	2,417	2,420	**2,519**	2,547	2,589	2,626	2,673
City Manager								
Administration	1,400	1,230	988	**979**	1,009	1,051	1,090	1,138
By-law Services	(1,819)	(2,044)	(1,461)	**(1,788)**	(1,795)	(1,751)	(1,726)	(1,666)
Legal Services	1,655	1,716	1,711	**1,663**	1,719	1,797	1,870	1,959
Legislative Services	3,153	3,292	3,539	**3,573**	3,625	3,704	3,775	3,863
	4,389	4,194	4,777	**4,427**	4,558	4,801	5,009	5,294
Investment & Intergov. Relations								
Intergovernmental Relations	-	257	250	**284**	291	302	312	324
Economic Development	677	623	607	**639**	656	680	703	731
Web and New Media	5	245	300	**661**	668	679	688	700
	682	1,125	1,157	**1,584**	1,615	1,661	1,703	1,755
Finance & Technology								
Leadership	4,392	1,399	1,861	**1,874**	1,926	2,001	2,070	2,156
Financial Processing	2,201	2,547	1,963	**2,023**	2,052	2,114	2,164	2,236
Financial Services	1,140	1,177	1,591	**1,727**	1,764	1,823	1,874	1,940
Information Technology	9,060	9,258	9,256	**11,877**	12,092	12,381	12,646	12,961
Risk Management	1,405	1,406	1,315	**1,585**	1,708	1,837	1,966	2,098
	18,198	15,787	15,986	**19,086**	19,542	20,156	20,720	21,391
Human Resources								
Administration	549	444	474	**524**	552	590	626	669
Employment	1,184	1,292	1,304	**1,344**	1,380	1,432	1,480	1,540
Occupational Safety	368	452	445	**452**	515	534	552	574
Labour Relations & Compensation	504	427	463	**491**	504	523	541	563
Wellness & Diversity	60	63	40	**50**	50	50	50	50
	2,665	2,678	2,726	**2,861**	3,001	3,129	3,249	3,396
	$28,286	**$26,201**	**$27,066**	**$30,477**	**$31,263**	**$32,336**	**$33,307**	**$34,509**

DEPARTMENTAL PROGRAM SUMMARY
PROTECTION SERVICES
(in thousands)

NET PROGRAMS	2010 ACTUAL *restated*	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Fire								
Administration	$ 1,753	$ 1,725	$ 1,823	**$ 1,894**	$ 1,944	$ 2,014	$ 2,079	$ 2,158
Emergency Planning	76	67	82	**85**	86	87	88	89
Fire Operations	40,025	40,937	40,427	**44,275**	45,292	46,525	47,574	48,976
Mechanics	785	858	777	**816**	841	867	893	920
Prevention	1,081	892	1,037	**1,138**	1,158	1,193	1,223	1,263
Radio & Communications	2,250	2,155	2,381	**2,550**	2,556	2,564	2,570	2,575
Training	732	695	830	**889**	899	911	922	935
	46,702	47,329	47,357	**51,647**	52,776	54,161	55,349	56,916
RCMP								
Administration	1,246	1,203	1,032	**900**	1,177	1,484	1,806	2,162
District Offices	1,370	1,389	1,492	**1,507**	1,519	1,537	1,553	1,573
Operations	6,657	7,090	6,792	**7,061**	7,167	7,372	7,542	7,779
Corporate Services	(2,259)	(3,599)	(1,957)	**(1,450)**	(1,590)	(1,707)	(1,838)	(1,956)
RCMP Contract	77,706	85,390	83,949	**89,399**	95,736	101,139	107,446	113,225
Information Services	6,559	6,621	6,830	**7,170**	7,288	7,501	7,682	7,926
	91,279	98,094	98,138	**104,587**	111,297	117,326	124,191	130,709
	$137,981	**$145,423**	**$145,495**	**$156,234**	**$164,073**	**$171,487**	**$179,540**	**$187,625**

2012 – 2016 FINANCIAL PLAN

DEPARTMENTAL PROGRAM SUMMARY
OTHER DEPARTMENTS

(in thousands)

NET PROGRAMS	2010 ACTUAL *restated*	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Engineering Services								
Administration	$ (1)	$ (3)	$ -	**$ -**	$ -	$ -	$ -	$ -
GIS	(1,285)	(989)	-	**-**	-	-	-	-
Gravel	716	857	525	**715**	735	757	776	799
Real Estate	133	112	-	**-**	-	-	-	-
Land Development	266	290	(319)	**(40)**	(135)	(158)	(197)	(216)
Real Estate	607	229	520	**330**	369	414	459	508
Survey	148	327	124	**130**	142	154	168	182
	584	823	850	**1,135**	1,111	1,167	1,206	1,273
Parks, Recreation & Culture								
Administration	2,369	1,731	2,589	**2,984**	3,020	3,075	3,125	3,188
Arenas	1,343	1,688	1,415	**840**	829	853	861	890
Art Centre	1,991	2,138	2,126	**2,069**	2,096	2,150	2,193	2,255
Community Development	438	492	492	**481**	494	517	537	563
Community Halls	15	9	32	**18**	18	18	18	18
Community Recreation Office	4,652	5,432	5,089	**4,835**	4,869	4,993	5,079	5,224
Heritage Services	1,254	1,336	1,553	**1,528**	1,553	1,596	1,633	1,682
Indoor Pools	4,052	4,581	3,510	**2,892**	2,847	2,893	2,900	2,964
Outdoor Pools	772	814	814	**877**	877	877	877	877
Marketing	985	1,003	1,063	**1,083**	1,102	1,132	1,158	1,191
Parks Division	13,762	14,190	15,050	**15,529**	16,305	17,135	17,947	18,794
Planning, Research & Dev.	161	637	381	**395**	401	409	417	427
Seniors Centres	723	681	693	**588**	592	604	612	626
Special Events	738	1,059	886	**1,000**	1,015	1,035	1,054	1,078
Youth Centres	556	480	580	**469**	474	485	494	506
	33,811	36,271	36,273	**35,588**	36,492	37,772	38,905	40,283
Surrey Public Library								
Administration	(18)	287	6	**(14)**	17	58	97	143
Community Relations	10,179	10,146	10,427	**10,256**	10,524	10,929	11,291	11,746
	10,161	10,433	10,433	**10,242**	10,541	10,987	11,388	11,889
Planning and Development								
Administration	2,227	2,333	2,561	**2,590**	2,634	2,679	2,754	2,819
Area Planning & Development	1,690	1,755	1,713	**2,270**	2,295	2,371	2,429	2,520
Building	(6,898)	(6,751)	(6,932)	**(7,916)**	(8,207)	(8,419)	(8,674)	(8,881)
Long Range Planning & Policy	1,909	1,680	1,658	**1,654**	1,684	1,736	1,781	1,840
Heritage Advisory Committee	23	23	23	**23**	23	23	23	23
Facilities	4,480	4,688	5,198	**7,196**	7,287	7,430	7,562	7,731
	3,431	3,728	4,221	**5,817**	5,716	5,820	5,875	6,052
Operating Contingency	(11)	557	283	**725**	1,142	1,229	952	884
	$47,976	**$51,812**	**$52,060**	**$53,507**	**$55,002**	**$56,975**	**$58,326**	**$60,381**

CERTIFIED

CITY OF SURREY

BY-LAW NO. 17545

A by-law to provide for the adoption of the Surrey 2012 – 2016 General Operating Financial Plan.

WHEREAS pursuant to Section 165 of the "*Community Charter*" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by by-law, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey, in open meeting assembled, ENACTS AS FOLLOWS:

1. Council authorize the following:

   (a) the proposed funding sources;
   (b) the proposed expenditures, and
   (c) the proposed transfers between funds.

As set out for each year in the planning period as shown in Schedule 1 attached hereto and forming part of this by-law.

2. This by-law shall be cited for all purposes as "Surrey 2012 – 2016 General Operating Financial Plan By-law, 2012, No. 17545".

PASSED FIRST READING on the 23rd day of January, 2012.

PASSED SECOND READING on the 23rd day of January, 2012.

PASSED THIRD READING on the 23rd day of January, 2012.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 6th day of February, 2012.

MAYOR

CLERK

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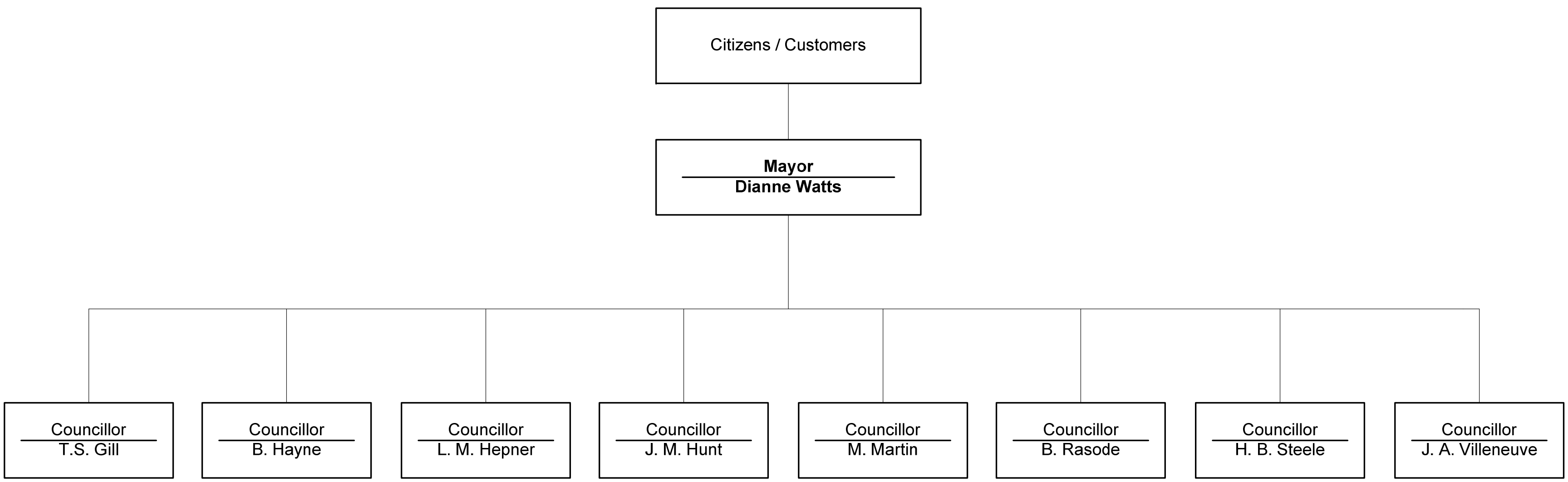
General Operating Financial Plan
to restate year 2011
and establish years 2012 to 2016

PROPOSED FUNDING SOURCES	2011 restated	2012	2013	2014	2015	2016
Revenues from Property Value Taxes						
Property Value Taxes	$226,631,000	$240,652,000	$253,177,000	$265,876,000	$278,704,000	$292,158,000
Revenues from Fees & Charges						
Departmental Revenue	53,725,000	61,330,000	63,958,000	66,761,000	69,522,000	72,243,000
Penalties & Interest on Taxes	2,900,000	3,200,000	3,300,000	3,400,000	3,500,000	3,600,000
Revenues from Fees and Charges	56,625,000	64,530,000	67,258,000	70,161,000	73,022,000	75,843,000
Revenues from Other Sources						
Investment Income	13,991,000	13,810,000	12,968,000	12,313,000	11,436,000	10,907,000
Government Transfers	13,150,000	10,293,000	11,333,000	11,664,000	11,848,000	12,035,000
Corporate Lease Revenue	3,204,000	3,528,000	6,272,000	6,341,000	6,411,000	6,582,000
Other Revenue	2,999,000	4,215,000	7,916,000	10,433,000	11,433,000	12,433,000
Revenue from Other Sources	33,344,000	31,846,000	38,489,000	40,751,000	41,128,000	41,957,000
TOTAL FUNDING SOURCES	$316,600,000	$337,028,000	$358,924,000	$376,788,000	$392,854,000	$409,958,000
PROPOSED EXPENDITURES						
Municipal Expenditures						
Protection Services	$152,672,000	$161,780,000	$169,869,000	$177,539,000	$185,856,000	$194,213,000
Parks, Recreation & Culture	56,179,000	58,561,000	59,846,000	61,724,000	63,473,000	65,485,000
General Government	41,524,000	44,272,000	45,676,000	48,155,000	49,132,000	51,063,000
Planning & Development	22,717,000	22,784,000	23,175,000	23,785,000	24,361,000	25,074,000
Surrey Public Library	11,764,000	11,835,000	12,134,000	12,580,000	12,981,000	13,482,000
Engineering Services	4,644,000	4,566,000	4,588,000	4,699,000	4,795,000	4,920,000
Build Surrey	4,405,000	7,243,000	15,591,000	19,488,000	21,628,000	23,778,000
Operating Contingency	283,000	725,000	1,142,000	1,229,000	952,000	884,000
Total Municipal Expenditures	294,188,000	311,766,000	332,021,000	349,199,000	363,178,000	378,899,000
Fiscal Services & Debt Interest	1,279,000	1,240,000	1,275,000	1,309,000	1,343,000	1,378,000
TOTAL EXPENDITURES	$295,467,000	$313,006,000	$333,296,000	$350,508,000	$364,521,000	$380,277,000
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	$ 14,284,000	$ 16,620,000	$ 17,394,000	$ 17,713,000	$ 19,434,000	$ 20,449,000
Transfers (from)/to Capital	10,800,000	11,400,000	12,200,000	12,500,000	12,800,000	13,100,000
Transfer (from)/to Unappropriated Surplus	(3,951,000)	(3,998,000)	(3,966,000)	(3,933,000)	(3,901,000)	(3,868,000)
TOTAL TRANSFERS BETWEEN FUNDS	$ 21,133,000	$ 24,022,000	$ 25,628,000	$ 26,280,000	$ 28,333,000	$ 29,681,000
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -	$ -

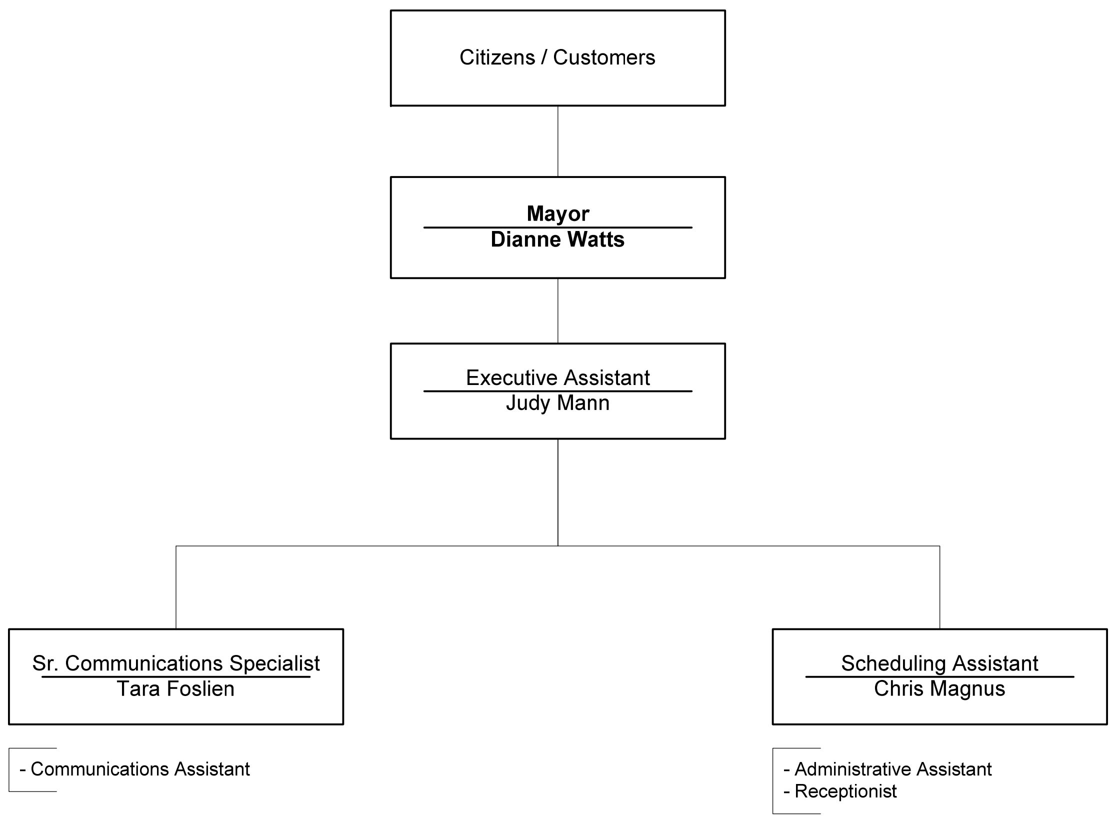
CITY OF
SURREY
the future lives here.

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

MAYOR & COUNCIL ORGANIZATIONAL CHART



MAYOR'S OFFICE DEPARTMENTAL FUNCTIONS



Surrey City Council, which includes the Mayor and eight Councillors, is the governing body of the City of Surrey. The City holds an election every three years, most recently in 2011; the next scheduled election will be in 2014. Council meetings, held two or three times every month, occur on Monday afternoons and evenings in the Council Chambers. Council meetings provide residents with the opportunity to appear before City Council as delegations from the public, where they can voice their concerns and participate in the law-making process.

City Council's most important goal is to create a prosperous, safe, sustainable, clean, and active City that inspires pride in its citizens.

City Council's key activities include the adoption of by-laws governing matters placed under the responsibility of local governments as outlined in the Community Charter, the Local Government Act, and other Provincial statutes and the adoption of policies and levying of taxes for these purposes. City Council also has the responsibility to obtain, release, and manage City property, which includes a wide range of assets. The day-by-day management of these assets and overall operation of the City is delegated by City Council to the City Manager.

Members of City Council are involved at all levels of government, often serving on local, regional, provincial, and federal committees, boards, and commissions.

The Mayor has the authority to establish select committees and may appoint both Council and non-Council members to those committees. Select committees are primarily deliberative and take all of their recommendations to City Council for adoption. There are also five standing committees: Finance, Police, Audit, Intergovernmental Affairs, and the Parcel Tax Roll Review Panel. In addition, the City has several task forces, such as the Mayor's Clean Energy Advisory Network, the Mayor's Advisory Committee on Investment and Job Creation, and the Red Tape Reduction Committee. The task forces are mostly chaired by Councillors but are also composed of non-Council members. Task forces also report their findings and recommendations to Council.

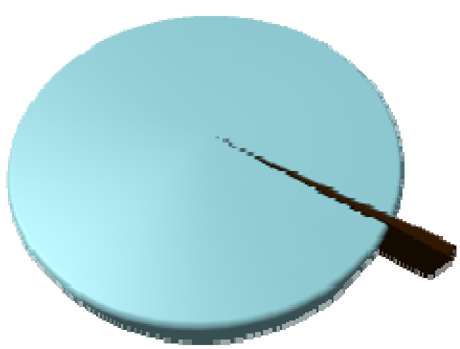
Surrey City Council uses it authority to establish policies promoting the growth, development and operation of a sustainable City. Its members work closely with City Management, which is responsible for carrying out Council's policies, by-laws and resolutions.

DEPARTMENTAL OPERATIONS
MAYOR, COUNCIL & GRANTS

(in thousands)

PROGRAM SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Office of the Mayor	$ 584	$ 565	$ 574	**$ 653**	$ 669	$ 693	$ 715	$ 742
Council	632	643	637	**627**	639	657	672	692
City Grants	1,136	1,209	1,209	**1,239**	1,239	1,239	1,239	1,239
	$ 2,352	**$ 2,417**	**$ 2,420**	**$ 2,519**	**$ 2,547**	**$ 2,589**	**$ 2,626**	**$ 2,673**

ACCOUNT SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	1,015	996	970	**1,034**	1,057	1,094	1,127	1,169
Operating Costs	1,333	1,416	1,450	**1,483**	1,488	1,493	1,497	1,502
Internal Services Used	7	6	-	**2**	2	2	2	2
Internal Services Recovered	-	(1)	-	**-**	-	-	-	-
External Recoveries	(3)	-	-	**-**	-	-	-	-
	2,352	2,417	2,420	**2,519**	2,547	2,589	2,626	2,673
Net Operations Total	2,352	2,417	2,420	**2,519**	2,547	2,589	2,626	2,673
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 2,352	**$ 2,417**	**$ 2,420**	**$ 2,519**	**$ 2,547**	**$ 2,589**	**$ 2,626**	**$ 2,673**



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

OFFICE OF THE MAYOR	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	489	454	456	530	545	568	589	615
Operating Costs	91	106	118	121	122	123	124	125
Internal Services Used	7	6	-	2	2	2	2	2
Internal Services Recovered	-	(1)	-	-	-	-	-	-
External Recoveries	(3)	-	-	-	-	-	-	-
	584	565	574	653	669	693	715	742
Net Operations Total	584	565	574	653	669	693	715	742
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 584	$ 565	$ 574	$ 653	$ 669	$ 693	$ 715	$ 742

COUNCIL	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	526	542	514	504	512	526	538	554
Operating Costs	106	101	123	123	127	131	134	138
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	632	643	637	627	639	657	672	692
Net Operations Total	632	643	637	627	639	657	672	692
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 632	$ 643	$ 637	$ 627	$ 639	$ 657	$ 672	$ 692

APPROVED CITY GRANTS	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
City Leases								
Cloverdale Curling Club	$ 60	$ 30	$ 30	**$ 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	146	146	**146**	146	146	146	146
Property Taxes								
Boothroyd Heritage House	3	-	-	**-**	-	-	-	-
Brookside Lodge	3	-	-	**-**	-	-	-	-
Navy League of Canada	1	1	1	**-**	-	-	-	-
Nightshift Street Ministries	-	2	2	**-**	-	-	-	-
Satnam Eduation Society	2	-	-	**-**	-	-	-	-
Unallocated Taxes	-	2	2	**5**	5	5	5	5
	9	5	5	**5**	5	5	5	5
Chamber of Commerce								
Cloverdale Chamber of Commerce	10	10	10	**10**	10	10	10	10
Surrey Chamber of Commerce	10	10	10	**10**	10	10	10	10
Surrey Tourism & Convention	10	10	10	**10**	10	10	10	10
South Surrey & White Rock Chamber	10	10	10	**10**	10	10	10	10
	40	40	40	**40**	40	40	40	40
Lower Fraser Valley Exhibition								
Operations	350	350	350	**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
	775	775	775	**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	5	5
Cloverdale Curling Club	-	30	30	**60**	60	60	60	60
Community Enhancement Partnership Program	25	25	25	**25**	25	25	25	25
South Fraser Community Services	-	24	24	**24**	24	24	24	24
Crime Stoppers of Greater Vancouver	13	25	25	**25**	25	25	25	25
Surrey Crime Prevention Society	54	85	85	**85**	85	85	85	85
Dry Grad Events	1	2	2	**2**	2	2	2	2
Special Recognition	1	5	5	**5**	5	5	5	5
One-time Grants								
One-time Grants	33	48	48	**50**	37	37	37	37
Carry Forward Funding from Prior Year	(6)	(11)	(11)	**(13)**	-	-	-	-
Carry Forward Funding to Next Year	6	-	-	**-**	-	-	-	-
	33	37	37	**37**	37	37	37	37
	$ 1,136	$ 1,209	$ 1,209	**$ 1,239**	$ 1,239	$ 1,239	$ 1,239	$ 1,239

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
1st Semiahmoo Sea Scouts	Culture & Recreation	$ 500	Children's program of outdoor recreational and training activities
Alexandra Neighbourhood House	Community Promotion	1,500	Childcare program expansion for families in Surrey
BC Softball	Culture & Recreation	500	NCCP Coaching Clinics
Big Brothers of Greater Vancouver	Health & Social	1,000	Mentoring programs for boys and girls and offer volunteer opportunities for men and women
Big Sisters of BC Lower Mainland	Health & Social	1,500	Funding for mentoring programs for children in need
Boys and Girls Club of South Coast BC	Health & Social	1,500	Preteen night program to provide support and social recreational/skill building activities
Catching the Spirit Youth Society	Culture & Recreation	1,000	Youth program for environmental awareness and stewardship, outdoor recreation and youth ownership in Metro Vancouver
Clothes on Wheels Incorporated	Health & Social	500	Provide FREE new and used clothing to children, youth, adults and seniors in need
Cloverdale Business Improvement Association	Community Promotion	1,000	9th Annual Cloverdale Blueberry Festival - August 4, 2012
Community Arts Council of White Rock and District	Culture & Recreation	500	Host a series of "Random Acts of Culture" during Arts and Culture Awareness Week
Community Justice Initiatives Association	Health & Social	1,000	Little Black Book Program to provide information to youth about available resources in Surrey, Langley and Delta
Critter Care Wildlife Society	Health & Social	500	Revamping of Animal Care brochures
Delta Arts Council	Community Promotion	500	6th Annual BC High School Bhangra Competition 2012
DiverseCity Community Resources Society	Culture & Recreation	1,500	Seniors Intercultural Showcase
Down Syndrome Research Foundation	Health & Social	500	To support "Reading and Communication Plus" Program for young adults
Downtown Surrey Business Improvement Association	Community Promotion	2,000	Movie nights in City Centre, creating family oriented events
Greater Vancouver Law Students Legal Advice Society	Health & Social	500	Support LSLAP's immigration and refugee clinic which will advise and represent low income individuals
Immigrant Services Society of BC	Health & Social	1,000	To support BC's Multicultural Youth Circle Program to assist immigrant and refugee youth
Jamaican Canadian Cultural Association of BC	Culture & Recreation	500	A cultural sports day celebration sharing knowledge of Canadian, Caribbean, and Jamaican community to be held on August 6, 2012
Luke 15 House	Health & Social	500	Support for a new freezer for a Transition Home for men with addictions and who have been in trouble with the law
Newton Community Festival Committee	Community Promotion	1,000	Newton Community Festival June 9, 2012
NU-Tunes Choir	Culture & Recreation	500	Concerts for Seniors

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
Pacific Post Partum Support Society	Health & Social	500	Multicultural Training Program for post partum depression and anxiety affecting families
Pacific Post Partum Support Society	Health & Social	500	Supports pregnant women and new mothers who suffer from postpartum depression and anxiety in the Lower Mainland
PLEA Community Services Society of BC	Health & Social	1,000	KidStart is a prevention and diversion program for kids age 6+ who are experiencing difficulties or are vulnerable to crime, gang activity, addiction and exploitation
Polonia, Polish-Canadian Sport & Rec	Culture & Recreation	500	Community oriented event for children of all ages to celebrate the International Children's Day
Popular-Theatre Canadian-Polish Society Pro Arte	Community Promotion	500	Interactive Children's Theatre presenting the "Locomotive" - to be performed at Surrey Children's Festival and Surrey Fusion Festival
Rec for Kids Society	Culture & Recreation	1,000	Sport programs for needy children
Seniors Come Share Society	Health & Social	1,500	Day program for older adults with health issues
South Asian Family Association	Culture & Recreation	1,000	Women's Empowerment Series
South Asian Family Association	Culture & Recreation	500	"Bollywood under the stars" free family event July 2012
Special Olympics BC Surrey	Culture & Recreation	500	Purchase of new uniforms for Softball team
Stepping Stones - Greater Vancouver Youth for Christ	Health & Social	1,000	Stepping Up- Young Fathers Program to provide counselling and mentoring services
SuperChefs Cookery for Kids Society	Community Promotion	500	"SuperChef Cookery Core Program" to improve the health and safety of local children by giving them the opportunity to learn how to cook with local chefs
Surrey Amateur Radio Club	Culture & Recreation	500	"Amateur Radio Field Day" June 22 - 24, 2012
Surrey Christmas Bureau	Health & Social	1,500	Assists low income families with children through the Hamper and Adopt-A-Family programs
Surrey Festival of Dance Society	Culture & Recreation	1,000	"Surrey Festival of Dance" March 23, 2012 to April 26, 2012
Surrey International Folk Dancing Society	Culture & Recreation	500	Traditional folk dances from around the world performed at care homes, schools, and festivals in Surrey
Surrey International Writers' Conference Society	Community Promotion	500	Workshops that bring together novice and experienced writers, providing opportunities to grow and develop their skills
Surrey Philippines Independence Day Society (SPIDS)	Culture & Recreation	500	4th Annual Philippine Independence Day Celebration June 24, 2012
Surrey Sea Lions Summer Swim Club	Culture & Recreation	500	Annual swimming competition
Surrey Search and Rescue Society	Community Promotion	1,000	Non-profit volunteer organization that provides support to local communities for Search & Rescue

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
Surrey Women's Centre	Health & Social	500	To fund a research project to identify the gaps in services for women who are victims of domestic violence.
Whalley Community Association	Culture & Recreation	1,000	"Surrey Fest Downtown" (aka Whalley Community Festival) June 16, 2012
Youth Arts Council of Surrey	Health & Social	1,250	Talent Show put on by youth for youth
YWCA Metro Vancouver	Health & Social	1,500	Program to build confidence and decision making in schools in Surrey for Grade 7 girls transitioning from elementary to high school
Sunnyside Saddle Club	Lease	38,400	2012 Lease-in-kind
Cloverdale Curling Club	Lease	30,000	2012 Lease-in-kind
Surrey Sailing Club	Lease	24,000	2012 Lease-in-kind
Panorama Ridge Riding Club	Lease	22,500	2012 Lease-in-kind
Fraser Valley Heritage Railway Society	Lease	20,400	2012 Lease-in-kind
Lower Mainland German Shepherd Dog Club	Lease	6,000	2012 Lease-in-kind
Action BMX Association	Lease	4,000	2012 Lease-in-kind
Crescent Beach Swimming Club	Lease	625	2012 Lease-in-kind
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
Tourism Surrey	Business & Tourism	10,000	City-wide tourism
Lower Fraser Valley Exhibition Association	LFVEA	350,000	Operations
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
South Fraser Community Services Society	Community	24,000	Street Youth Services
Community Enhancement Partnership Program	Community	25,000	Matching Grant
Cloverdale Curling Club	Community	60,000	Operations
Metro Vancouver Crime Stoppers	Crime Prevention	25,000	Tips Line
Surrey Crime Prevention Society	Crime Prevention	84,500	Citizens Crime Watch & Anti-Graffiti

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
Earl Marriott Secondary School	Dry Grad	100	2012 Dry Grad
Ecole Kwantlen Park Secondary	Dry Grad	100	2012 Dry Grad
Lord Tweedsmuir Secondary	Dry Grad	100	2012 Dry Grad
Queen Elizabeth Secondary	Dry Grad	100	2012 Dry Grad
Sullivan Heights Secondary	Dry Grad	100	2012 Dry Grad
Elgin Park Secondary	Dry Grad	100	2012 Dry Grad
Special Recognition		2,500	Pins
Unallocated - Dry Grad		1,200	
Unallocated - One-time		9,775	
Unallocated - Property Taxes		5,000	
Unallocated - Special Recognition		2,500	
Carryforward funding		(13,000)	
Total		$1,239,000	

CITY OF SURREY
the future lives here.

2012 – 2016 FINANCIAL PLAN

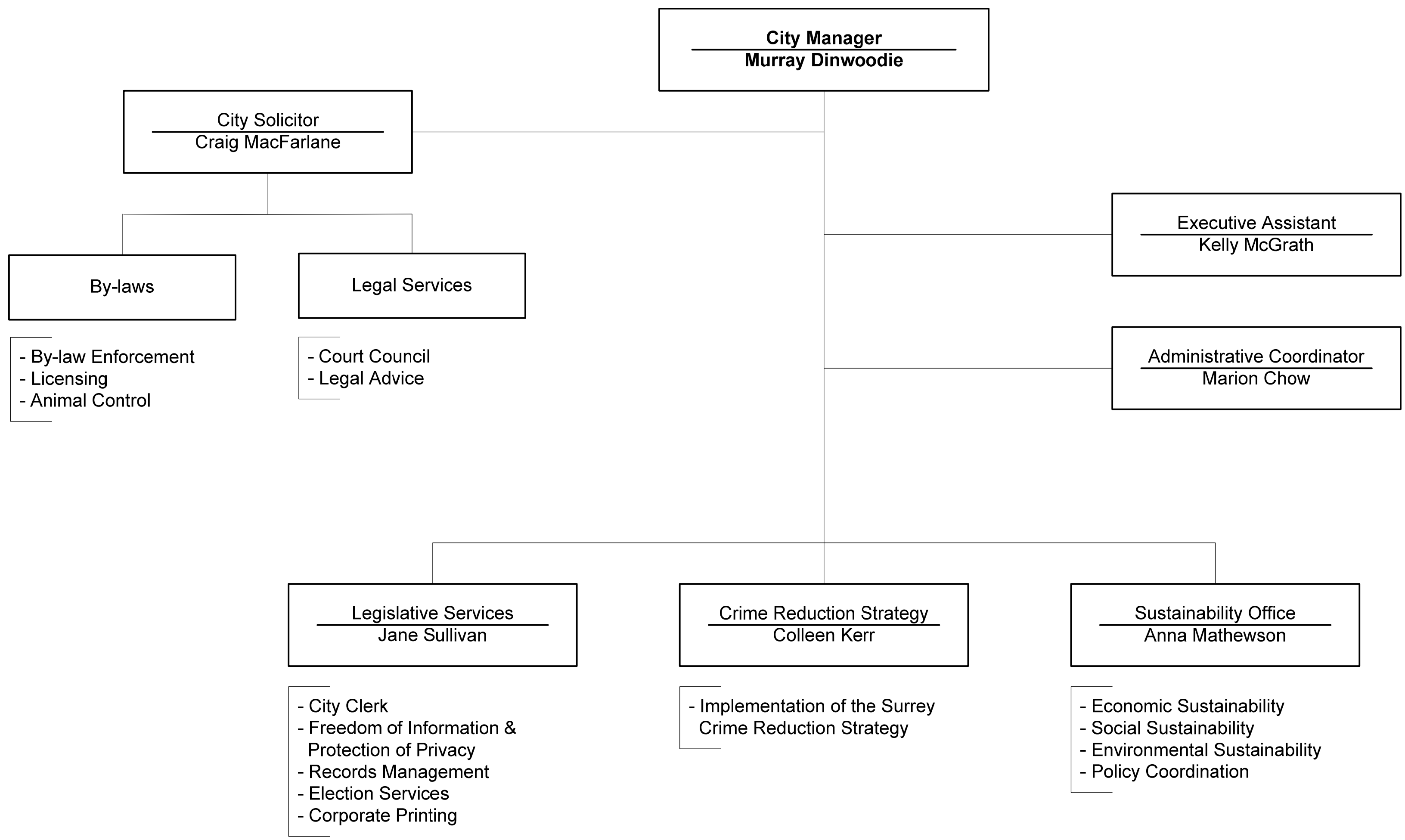
SIGNIFICANT CHANGES
MAYOR, COUNCIL & GRANTS
(in thousands)

2011 ADOPTED BUDGET			$ 2,420
REVENUES			
Sales and Services	....	$ -	-
Taxation and Other	....	-	-
Total Change in Revenues			-
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Rate & Range Increase	....	(11)	
Overhead, OT	....	8	
New Positions	....	67	64
Operating Costs			
Supplies & Materials	....	3	3
Internal Services Used			
Cloverdale Curling Club	....	30	
Printing	....	2	32
Internal Services Recovered	....	-	-
External Recoveries	....	-	-
Transfer From Own Sources	....	-	-
Transfer To Own Sources	....	-	-
Total Change in Expenditures			99
2012 BUDGET			$ 2,519
2012 ADOPTED BUDGET			$ 2,519
REVENUES	....	$ -	-
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	....	135	135
Operating Costs			
Increase Due to Inflation	....	19	19
2016 BUDGET			$ 2,673

Diversity Event held at City Hall

2012 – 2016 FINANCIAL PLAN

CITY MANAGER'S DEPARTMENTAL FUNCTIONS

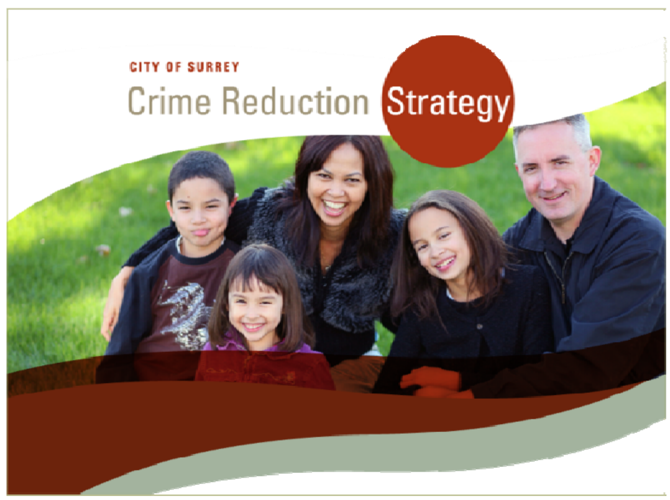


MISSION STATEMENT

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 related to policies and emerging issues and assists in guiding the work of the other City Departments. This ensures a coordinated and balanced implementation of Council policy and makes certain that Council resolutions are addressed in a timely and holistic manner. The City Manager's office ensures effective financial management through the development of the annual budget and the 5-year Financial Plan and by monitoring the City's financial performance throughout the year. The Department also monitors to ensure that standards are met, Council's priorities are pursued and that high quality sustainable City services are delivered on a consistent basis to the City's residents and businesses.



Crime Reduction Strategy Brochure

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

LEGAL SERVICES

The Legal Services Division provides legal services to City Council and all of the City's Departments. The City's solicitors serve as court counsel, provide legal advice and render legal opinions on a wide variety of matters along with drafting and reviewing all forms of legal and legislative documentation associated with the business of the City. The Division is also responsible for the By-law Enforcement & Licensing Services Sections and for the animal control function including the operation of the City Animal Shelter, parking enforcement and the City tow yard.

LEGISLATIVE SERVICES

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

CRIME REDUCTION STRATEGY

The Crime Reduction Strategy Office is responsible for implementing the recommendations of the Surrey Crime Reduction Strategy, which is a collaborative strategy that seeks to reduce crime and criminal behaviour and to increase public safety using international best practices and standards and tailoring them to the specific needs of communities in the City of Surrey.

SUSTAINABILITY OFFICE

The Sustainability Office is responsible for implementing the recommendations contained in the Surrey Sustainability Charter with an over-riding goal of making meaningful advances in sustainability in the City of Surrey to the benefit of present and future generations.

2011 ACCOMPLISHMENTS

ECONOMIC:

- Participated in the finalization of negotiations related to a new RCMP Contract for the delivery of local police services for the years 2012 through 2032;
- Participated as a member of the Joint Technical Committee responsible for developing a sustainable funding model for TransLink;
- 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;
- Represented the City and provided legal advice in complex expropriations and in disputes related to high pressure transmission pieplines;
- Provided legal advice in respect of major acquisition and transportation infrastructure projects including the Roberts Bank Rail Corridor Project, the Fraser highway Widening Project, the New City Hall Project and the Gateway Project; and
- Began a planning process to develop Surrey's Community Energy and Emissions Plan, part of the EnergyShift initiative, which will guide how the City can meet greenhouse gas (GHG) emission reduction targets and as part of this work, obtained matching project funding from the Federation of Canadian Municipalities and from BC Hydro.

Quibble Creek Groundbreaking

CURRENT LITIGATION CASELOAD

Court Level	New	Existing	Awaiting Closing Docs	Concluded
Supreme Court of Canada	0	0	0	0
BC Court of Appeal	0	0	0	0
BC Supreme Court	7	103	0	9
BC Provincial Court	5	18	0	4
BC Human Rights Tribunal	0	2	0	1
Expropriation BC Supreme Court	2	3	0	0
Expropriation Inquiries	0	0	0	0

ENVIRONMENTAL:

- Developed and implemented the Council Electronic Agenda process which allows Council and the Senior Management Team to receive their Council packages electronically, thereby significantly reducing the production of hard copy packages and the related use of paper; and
- Reduced paper consumption for the 2011 Municipal Election by more than 80% compared to the 2008 election.

SOCIO-CULTURAL:

- Developed the new Election Procedures By-law which introduced a number of efficiencies and improvements for the 2011 Municipal Election;
- Developed the election website as part of the 2011 Municipal Election aimed to inform and educate candidates, voters and election staff;
- Undertook a comprehensive review of 10,000 plus By-laws to ensure any missing and/or corrupted content was updated and made available on the website;
- Initiated Closed Captioning of council meetings;
- Produced the first Surrey Sustainability Annual Report that recorded progress on implementing the City's Sustainability Charter recommendations;
- Completed a comprehensive Crime Reduction Strategy Office progress report that documented key achievements between 2007-2010 in relation to implementing the objectives of the Surrey Crime Reduction Strategy;
- Completed a one year pilot project utilizing CCTV in a public safety setting and provided recommendations related to its use within the City;
- Developed and implemented the City Watch program in partnership with CUPE 402 and the RCMP;

- Worked 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; and
- Implemented the Medical Marijuana Licensing By-law No. 17410 to mitigate the neighbourhood impacts of medical marijuana cultivation.

CURRENT BY-LAW PROSECUTION CASELOAD

TYPE	Current Reporting Period	Previous Reporting Period
New Files Prosecutions (18) Civil Enforcement Actions (4)	22	43
Completed Files Prosecutions (23) Civil Enforcement Actions (2)	25	3
Pending Files – Conviction or Order Not Yet Obtained Prosecutions (25) Civil Enforcement Actions (21) Municipal Ticket Enforcement Appeal (1)	47	43
Pending Files – Awaiting Compliance with Court Order Prosecutions (4) Civil Enforcement Actions (8)	12	12
TOTAL FILES REPORTED Prosecutions (70) Appeals (1) Civil Enforcement Actions (35)	106	101

FUTURE INITIATIVES

ECONOMIC:

- Organize and hold additional Climate Smart training workshops with local Surrey businesses;
- Obtain increases in tow yard revenues from new towing contract; and
- Conclude the new animal shelter request for proposal selection process that results in positive net revenues to the City.

ENVIRONMENTAL:

- Complete the Community Energy and Emissions Plan that will guide the City in how best to meet GHG reduction targets, including around land use, transportation, buildings and district energy;
- Complete related climate adaptation using the ICLEI framework;
- Explore the integration of corporate carbon (energy and emissions) reporting within a new financial management system, as a way to increase data accuracy and facilitate the integration of contractor emissions data;
- Continue partnerships to deliver climate change and energy modules in elementary and high schools across Surrey;
- Complete and roll out the Sustainability "dashboard" to the community;
- Continue to implement the Corporate Emissions Action Plan; and
- Assist in implementation of an Intelligent Transportation System pilot program.

SOCIO-CULTURAL:

- Develop and deliver Wire Theft Identification and Reporting training to internal and external stakeholders;
- Implement the regulation and licensing of medical marijuana cultivation and possession;
- Further develop the Substance Use Awareness Week in partnership with community agency experts, universities and other relevant partners;
- Expand domestic violence prevention and education activities to complement the Surrey Coalition Against Domestic Abuse (SCADA) work;
- Partner and support promotion of the RCMP Support Services Restorative Justice program;
- Collaborate with the City's Human Resources department (Celebrating Diversity events), Community Recreation Services and RCMP Support Services in the development and implementation of the 2012 Anti-Bullying campaign and youth video contest;
- Expand the Mayor's Focus on Seniors Task Force as a standing committee, known as the Seniors Advisory and Accessibility Committee, which will work in partnership with several agencies with the focus on organizing a minimum of three Seniors Safety Forums in 2012;
- Develop a multi-agency stakeholder committee (School District No. 36, Crown Counsel, Corrections, Community Living BC, and RCMP) to address issues and to reduce specific to the involvement of Developmentally Disabled Youth in the Criminal Justice System;
- Work as a partner on a multi-agency stakeholder committee specific to refugees and newcomers to ensure positive settlement of individuals and families in Surrey with an emphasis on preventing and reducing involvement in the Criminal Justice System;

- Finalize agreements accepting financial contribution from local charities regarding construction of an expanded arts facility within the South Surrey Recreation Centre;
- As part of the Greenways Proximity project, the Crime Reduction Strategy will support the CPTED analysis of identified sites;
- Continue to build efficiencies into agenda management process;
- Refine and extend the electronic agenda process;
- Undertake review of outgoing correspondence tracking procedures;
- Complete the development of the procedural manuals outlining the detailed processes within Legislative Services; and
- Undertake review of all terms of reference for the various committees, boards and commissions with an aim to achieve increased consistency in format and content.

Residents demonstrate their LOVE for Surrey

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*	*2011*	*Budget 2012*	*Budget 2013*	*Budget 2014*	*Budget 2015*	*Budget 2016*
Legal Services	Prosecution fine revenue	$52,500 [Budget $27,700]	$72,500	$80,000	$85,000	$90,000	$95,000
Legislative Services	% of Print Shop jobs completed within requested due date	95% [Budget 95%]	95%	95%	95%	95%	95%
	% of Council Minutes published on web by noon day after Council meeting	100% [Budget 100%]	100%	100%	100%	100%	100%
Crime Reduction Strategy	% of Crime Reduction Strategy recommendations achieved	20% [Budget 20%]	35%	45%	60%	80%	100%
	% of Crime Reduction Strategy performance indicators reported annually	100% [Budget 100%]	100%	100%	100%	100%	100%
Sustainability Office	Successful execution of initiatives within the City's Sustainability Charter	20% [Budget 35%]	35%	45%	60%	80%	100%
	% of sustainability performance indicators reported annually	100% [Budget 100%]	100%	100%	100%	100%	100%

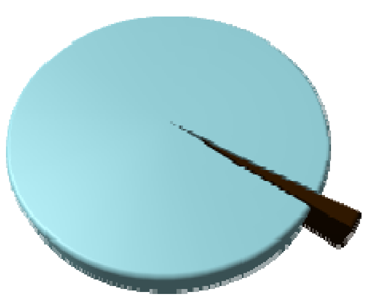
2012 – 2016 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
CITY MANAGER

(in thousands)

PROGRAM SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
			restated					
Administration	$ 1,400	$ 1,230	$ 988	**$ 979**	$ 1,009	$ 1,051	$ 1,090	$ 1,138
By-law Services	(1,819)	(2,044)	(1,461)	**(1,788)**	(1,795)	(1,751)	(1,726)	(1,666)
Legal Services	1,655	1,716	1,711	**1,663**	1,719	1,797	1,870	1,959
Legislative Services	3,153	3,292	3,539	**3,573**	3,625	3,704	3,775	3,863
	$ 4,389	**$ 4,194**	**$ 4,777**	**$ 4,427**	**$ 4,558**	**$ 4,801**	**$ 5,009**	**$ 5,294**

ACCOUNT SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (7,147)	$ (7,295)	$ (6,853)	**$ (7,385)**	$ (7,599)	$ (7,819)	$ (8,045)	$ (8,278)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(7,147)	(7,295)	(6,853)	**(7,385)**	(7,599)	(7,819)	(8,045)	(8,278)
Expenditures								
Salaries and Benefits	8,076	8,224	8,527	**8,645**	8,919	9,384	9,678	10,127
Operating Costs	3,244	3,786	3,598	**2,884**	2,942	3,626	3,058	3,116
Internal Services Used	611	716	312	**386**	406	430	447	469
Internal Services Recovered	(328)	(442)	(251)	**(247)**	(254)	(264)	(273)	(284)
External Recoveries	(1,018)	(1,156)	-	**-**	-	-	-	-
	10,585	11,128	12,186	**11,668**	12,013	13,176	12,910	13,428
Net Operations Total	3,438	3,833	5,333	**4,283**	4,414	5,357	4,865	5,150
Transfers								
Transfer From Own Sources	-	(740)	(700)	**-**	-	(700)	-	-
Transfer To Own Sources	951	1,101	144	**144**	144	144	144	144
	951	361	(556)	**144**	144	(556)	144	144
	$ 4,389	**$ 4,194**	**$ 4,777**	**$ 4,427**	**$ 4,558**	**$ 4,801**	**$ 5,009**	**$ 5,294**



2% of Property Taxes allocated to City Manager

ADMINISTRATION	2010 ACTUAL	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (2)	$ (3)	$ (2)	**$ (2)**	$ (2)	$ (2)	$ (2)	$ (2)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(2)	(3)	(2)	**(2)**	(2)	(2)	(2)	(2)
Expenditures								
Salaries and Benefits	1,369	1,182	962	**958**	990	1,036	1,079	1,132
Operating Costs	220	234	177	**177**	180	183	186	189
Internal Services Used	3	8	-	**-**	-	-	-	-
Internal Services Recovered	(163)	(179)	(149)	**(154)**	(159)	(166)	(173)	(181)
External Recoveries	(27)	(12)	-	**-**	-	-	-	-
	1,402	1,233	990	**981**	1,011	1,053	1,092	1,140
Net Operations Total	**1,400**	**1,230**	**988**	**979**	**1,009**	**1,051**	**1,090**	**1,138**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 1,400	**$ 1,230**	**$ 988**	**$ 979**	**$ 1,009**	**$ 1,051**	**$ 1,090**	**$ 1,138**

BY-LAW SERVICES	2010 ACTUAL	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (7,129)	$ (7,281)	$ (6,838)	**$(7,370)**	$ (7,584)	$ (7,804)	$ (8,030)	$ (8,263)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(7,129)	(7,281)	(6,838)	**(7,370)**	(7,584)	(7,804)	(8,030)	(8,263)
Expenditures								
Salaries and Benefits	3,438	3,398	3,877	**3,995**	4,152	4,366	4,566	4,807
Operating Costs	1,519	1,465	1,256	**1,256**	1,286	1,316	1,346	1,376
Internal Services Used	573	596	294	**371**	391	411	432	454
Internal Services Recovered	(50)	(50)	(50)	**(40)**	(40)	(40)	(40)	(40)
External Recoveries	(977)	(1,129)	-	**-**	-	-	-	-
	4,503	4,280	5,377	**5,582**	5,789	6,053	6,304	6,597
Net Operations Total	**(2,626)**	**(3,001)**	**(1,461)**	**(1,788)**	**(1,795)**	**(1,751)**	**(1,726)**	**(1,666)**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	807	957	-	**-**	-	-	-	-
	807	957	-	**-**	-	-	-	-
	$(1,819)	**$(2,044)**	**$(1,461)**	**$(1,788)**	**$(1,795)**	**$(1,751)**	**$(1,726)**	**$(1,666)**

LEGAL SERVICES	2010 ACTUAL	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	1,442	1,572	1,535	**1,573**	1,626	1,702	1,772	1,859
Operating Costs	267	236	218	**133**	138	143	148	153
Internal Services Used	14	11	10	**10**	10	10	10	10
Internal Services Recovered	(54)	(53)	(52)	**(53)**	(55)	(58)	(60)	(63)
External Recoveries	(14)	(10)	-	**-**	-	-	-	-
	1,655	1,756	1,711	**1,663**	1,719	1,797	1,870	1,959
Net Operations Total	**1,655**	**1,756**	**1,711**	**1,663**	**1,719**	**1,797**	**1,870**	**1,959**
Transfers								
Transfer From Own Sources	-	(40)	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	(40)	-	**-**	-	-	-	-
	$ 1,655	**$ 1,716**	**$ 1,711**	**$ 1,663**	**$ 1,719**	**$ 1,797**	**$ 1,870**	**$ 1,959**

LEGISLATIVE SERVICES	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (16)	$ (11)	$ (13)	**$ (13)**	$ (13)	$ (13)	$ (13)	$ (13)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(16)	(11)	(13)	**(13)**	(13)	(13)	(13)	(13)
Expenditures								
Salaries and Benefits	1,827	2,072	2,153	**2,119**	2,151	2,280	2,261	2,329
Operating Costs	1,238	1,852	1,947	**1,318**	1,338	1,984	1,378	1,398
Internal Services Used	21	100	8	**5**	5	9	5	5
Internal Services Recovered	(61)	(160)	-	**-**	-	-	-	-
External Recoveries	-	(5)	-	**-**	-	-	-	-
	3,025	3,859	4,108	**3,442**	3,494	4,273	3,644	3,732
Net Operations Total	**3,009**	**3,848**	**4,095**	**3,429**	**3,481**	**4,260**	**3,631**	**3,719**
Transfers								
Transfer From Own Sources	-	(700)	(700)	**-**	-	(700)	-	-
Transfer To Own Sources	144	144	144	**144**	144	144	144	144
	144	(556)	(556)	**144**	144	(556)	144	144
	$ 3,153	**$ 3,292**	**$ 3,539**	**$ 3,573**	**$ 3,625**	**$ 3,704**	**$ 3,775**	**$ 3,863**

2012 – 2016 FINANCIAL PLAN

SIGNIFICANT CHANGES
CITY MANAGER

(in thousands)

2011 ADOPTED BUDGET		$ 4,462
Adjust Risk Recoveries		90
Adjust Legal Services from Contingency		225
REVISED 2011 BUDGET		4,777
REVENUES		
Sales and Services		
Fees/Permits/Licenses	$ (287)	
Fine Revenue	(244)	
Application Fees	(1)	(532)
Total Change in Revenues		(532)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Rate & Range Increase	(51)	
Overhead, OT, Sick Reduction	60	
New Positions - By-laws	80	
Reclass Positions	29	118
Operating Costs		
2 New By-law Officers	1	
Consulting Services	(720)	
Travel	1	
Memberships	4	(714)
Internal Services Used		
Fleet	77	
Leglislative Election	(3)	74
Internal Services Recovered		
RCMP Support Service Salaries	(6)	
Rental Parking Area	10	4
External Recoveries	-	-
Transfer From Own Sources		
Non-Election Year	700	700
Transfer To Own Sources	-	-
Total Change in Expenditures		182
2012 BUDGET		$ 4,427

2012 ADOPTED BUDGET			$ 4,427
REVENUES			
Sales and Service			
Increase in By-law Fines and Fees	....	$ (893)	(893)
EXPENDITURES			
Salaries/Wages & Benefits			
1 New By-law Officer	....	364	
Potential Salary Increases	....	1,118	1,482
Operating Costs			
Increase Due to Inflation	....	232	
By-law Equipment & Vehicle Increase	....	39	271
Internal Services Recovered			
Salaries Recovered	....	(27)	
By-law Internal Services	....	44	
Legal Services Recovered	....	(10)	7
Transfer From Own Sources			
Election Transfer	....	-	-
2016 BUDGET			$ 5,294


Mayor's Business Trip to India

INVESTMENT & INTERGOVERNMENTAL RELATIONS DEPARTMENTAL FUNCTIONS

General Manager
Shaun Greffard

Economic Development
Donna Jones

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

Web & New Media
Jeannine Holwill

- Website Design & Content Strategy
- Social Media Policy & Strategy
- Online Services

MISSION STATEMENT

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

KEY PROGRAMS & SERVICES

The Investment and Intergovernmental Relations (IIR) Department for the City of Surrey reports to the City Manager. The IIR team fulfills its mission by:

- Ensuring the City's interests and needs are well understood by other orders of government;
- Maximizing opportunities for partnerships with other orders of government, educational institutions, and the private sector;
- Facilitating sustainable economic expansion and diversification across industries with a focus on key sectors; and
- Taking all reasonable actions such that Surrey is recognized as a preferred location in which to conduct business.

Mayor Watts at the Business Mission to India Reception

The IIR team is responsible for the City of Surrey website and its social media platform by:

- Delivering an improved on-line experience for the City's citizens and customers;
- Increasing the website capabilities, allowing City citizens and customers to access information about the City or conducting business with the City on-line;
- Working with internal and external stakeholders to continuously improve website capabilities and on-line services; and
- Delivering an improved social media strategy and presence.

The IIR Department is comprised of the following three business units:

INTERGOVERNMENTAL RELATIONS

Intergovernmental Relations ensures the City's interests are effectively communicated to all levels of government and seeks to identify partnership opportunities with the public and private sectors. Intergovernmental Relations ensures the City is known and recognized for its position as a preferred location for investment and economic development by all levels of government.

ECONOMIC DEVELOPMENT

The Economic Development division is responsible for producing and implementing the Economic Development Strategy for the City of Surrey and for identifying and developing relationships with key organizations to facilitate investment, industry and business growth in Surrey. The Economic Development division maintains current information about businesses in Surrey, as well as, collects and analyses local, regional and provincial economic data.

WEB AND NEW MEDIA

The Web and New Media division is responsible for delivering a best-in-class online presence for the City of Surrey. The team is focused on continuously improving the City website, establishing and maintaining social media channels and identifying opportunities to further leverage new media capabilities to enhance City services.

2011 ACCOMPLISHMENTS

ECONOMIC:

- Conducted 100+ comprehensive one-on-one business visits with the Business Matters Program and took action on over 145 issues raised during those visits;
- Organized and supported three Red Tape Advisory Committee meetings in 2011 and the production of a video and brochure documenting the outcomes;
- Planned, organized and executed the Mayor's Business Mission to India, and the recruitment of 33 delegates;
- Developed a Business Matters e-newsletter and initiated the design of an Economic Development blog to be launched in early 2012;
- Participated in organizing the Surrey Regional Economic Summit 2011;
- Represented the City of Surrey at the Metro Vancouver Commerce group meetings to undertake regional economic development initiatives; and

- Established a centralized corporate awards submission program which contributed towards the City receiving the following awards:
  - Community of the Year Award from the Clean Energy Associations of BC;
  - Most Small Business-Friendly Community Award from the Small Business Roundtable;
  - Best Place to Invest in BC Award from the Real Estate Investment Network; and
  - Best Place to Invest in Real Estate Award from the Western Investor Magazine.

ENVIRONMENTAL:

- Worked with the Sustainability and Engineering teams to incorporate City based clean energy projects into the EnergyShift program;
- Created the EnergyShift brochure that reflects Surrey's multi-disciplined energy strategy;
- Worked with the Surrey City Development Corporation (SCDC) on site plans, building design plans and business case for the Cleantech Commercialization Centre (C3);
- Created *Resources for Cleantech Entrepreneurs* web pages that identified business opportunities/resources for mentorship, finance, prototyping and testing;
- Enabled two online applications for Planning and Development; and
- Established "My Property Accounts", a new online service that provides home owners and businesses with access to information about their property tax and utility accounts.

SOCIO-CULTURAL:

- Expanded business network across the region through targeted meetings with key individuals representing business and industry;
- Established a Language Line translation service at City Hall, via telephone and at all department counters;

Staff on tour at Pacific Rim Engineered Products

- Live streamed the Mayor's State of the City Address and the Inauguration of Council, making both events available to the public in real time;
- Developed an elections website complete with candidate profiles and live reporting of election day results;
- Created a fire services recruitment video that is now available on the City website and *YouTube*; and
- Established a Social Media Policy and Strategy based on the comprehensive audit performed in the second quarter.

FUTURE INITIATIVES

ECONOMIC:

- Create an outreach program combining face-to-face connections, print media (Business Matters newsletter) and electronic media (Business Matters on-line blog);
- Leverage 24 months of "business retention and expansion" data to develop communications and issues resolution program for local businesses;
- Continue to support local and international business expansions into the region including support for investment, sell to sell through, and supply chain relations;
- Assist in organizing and executing the Surrey Regional Economic Summit 2012;
- Represent the City of Surrey on Metro Vancouver Commerce and provide a lead on Regional Mobile Business Licence initiative;
- Develop and implement Surrey's business brand strategy;
- Develop and implement country specific marketing program;
- Develop and implement industry specific marketing program;
- Work with regional, national, and international partners (industry and government) to promote Surrey as an investment destination;
- Evaluate and pursue opportunities to partner with large global and regional operators in support of the City's Economic Investment Action Plan;
- Recruit delegates, organize and execute the Mayor's Business Mission 2012;
- Continue to support and execute activities associated with the Red Tape Reduction Committee;
- Undertake a review and update Surrey's Employment Lands Strategy document;
- Proactively seek out and pursue government grants and other funding opportunities on behalf of the City;
- Organize meetings aligned with the Investment & Innovation Committee; and
- Continue to administer centralized awards submission programs.

ENVIRONMENTAL:

- Execute the EnergyShift program;
- Finalize Cleantech Commercialization Centre (C3) business plan and associated business case;
- Develop a Cleantech industry marketing program;
- Leverage Surrey's business brand and international country marketing platforms to populate the C3 facility;
- Continue to innovate online services on the City's website;
- Identify unique online solutions to increase access to City services and introduce operational efficiencies where possible;
- Implement commenting capabilities on the City's website to enable two way stakeholder dialogue; and

- Provide timely and relevant information on City operations, processes and services.

SOCIO-CULTURAL:

- Take action on priorities as defined by the Intergovernmental Committee;
- Develop and foster collaborative working relationships with Provincial and Federal ministries;
- Interface with staff at Local Government, Provincial and Federal ministries as prioritized by the Intergovernmental Committee;
- Assist other departments with the identification and resolution of issue, policy and funding needs;
- Ensure timely and accurate follow-up on Council resolutions emanating from Council meetings and Committee meetings;
- Provide presentation material and regular updates for use by Council members at meetings aligned with assigned portfolios;
- Continue to foster co-operative working relationships with regional stakeholders;
- Expand the existing regional business network and lever to advance City goals;
- Increase the variety and amount of data available online and ensure it is provided in an easily accessible format;
- Continue to make online information regarding City activities available and easy to locate; and
- Enable use of social media and web 2.0 tools to facilitate dialogue between citizens, businesses, not-for-profit organizations and the City.

Central City Skytrain Station

PERFORMANCE MEASURES

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

Division	*Performance Measures*	*2011*	*Budget 2012*	*Budget 2013*	*Budget 2014*	*Budget 2015*	*Budget 2016*
Intergovernmental Relations	Quarterly / Semi annually meetings with local MLAs and MPs	N/A* [Budget 24]	24	30	40	50	60
	Quarterly meetings with applicable provincial government ministries	N/A* [Budget 16]	16	20	25	30	32
Economic Development	Expansion of Clean Energy sector	6 [Budget 6]	6	7	9	9	9
	Business visitations	75 [Budget 85]	85	100	115	130	150
Web and New Media	Increase the # of unique visitors to the City's website	N/A* [Budget 25%]	25%	35%	45%	50%	55%
	Increase presence in social media	N/A* [Budget 20%]	20%	30%	40%	45%	50%

** Was not measured in 2011.*

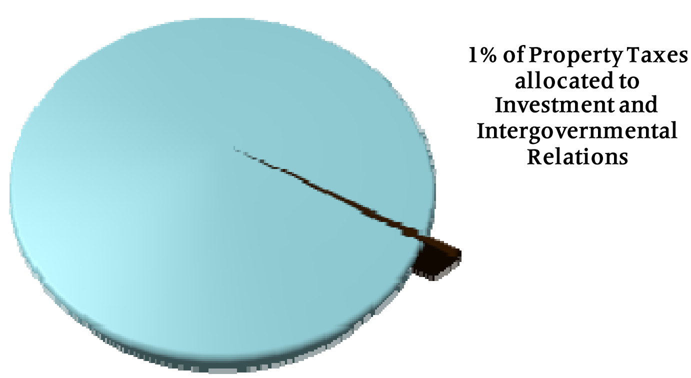
2012 – 2016 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
INVESTMENT & INTERGOVERNMENTAL RELATIONS
(in thousands)

PROGRAM SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Intergovernmental Relations	$ -	$ 257	$ 250	**$ 284**	$ 291	$ 302	$ 312	$ 324
Economic Development	677	623	607	**639**	656	680	703	731
Web and New Media	5	245	300	**661**	668	679	688	700
	$ 682	**$ 1,125**	**$ 1,157**	**$ 1,584**	**$ 1,615**	**$ 1,661**	**$ 1,703**	**$ 1,755**

ACCOUNT SUMMARY

	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (1)	$ (1)	$ (5)	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	(15)	-	**-**	-	-	-	-
	(1)	(16)	(5)	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	388	1,017	959	**1,061**	1,090	1,134	1,174	1,224
Operating Costs	624	659	203	**523**	525	527	529	531
Internal Services Used	25	35	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(354)	(662)	-	**-**	-	-	-	-
	683	1,049	1,162	**1,584**	1,615	1,661	1,703	1,755
Net Operations Total	682	1,033	1,157	**1,584**	1,615	1,661	1,703	1,755
Transfers								
Transfer From Own Sources	-	92	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	92	-	**-**	-	-	-	-
	$ 682	**$ 1,125**	**$ 1,157**	**$ 1,584**	**$ 1,615**	**$ 1,661**	**$ 1,703**	**$ 1,755**



INTERGOVERNMENTAL RELATIONS	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
			-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	249	188	222	229	240	250	262
Operating Costs	-	8	62	62	62	62	62	62
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
		257	250	284	291	302	312	324
Net Operations Total		**257**	**250**	**284**	**291**	**302**	**312**	**324**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
			-	-	-	-	-	-
	$ -	**$ 257**	**$ 250**	**$ 284**	**$ 291**	**$ 302**	**$ 312**	**$ 324**

ECONOMIC DEVELOPMENT	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (1)	$ (1)	$ (5)	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	(15)	-	-	-	-	-	-
	(1)	(16)	(5)	-	-	-	-	-
Expenditures								
Salaries and Benefits	388	541	521	528	543	565	586	612
Operating Costs	619	634	91	111	113	115	117	119
Internal Services Used	25	34	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(354)	(662)	-	-	-	-	-	-
	678	547	612	639	656	680	703	731
Net Operations Total	**677**	**531**	**607**	**639**	**656**	**680**	**703**	**731**
Transfers								
Transfer From Own Sources	-	92	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	92	-	-	-	-	-	-
	$ 677	**$ 623**	**$ 607**	**$ 639**	**$ 656**	**$ 680**	**$ 703**	**$ 731**

WEB AND NEW MEDIA	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-		-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	-	227	250	**311**	318	329	338	350
Operating Costs	5	17	50	**350**	350	350	350	350
Internal Services Used	-	1	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	5	245	300	**661**	668	679	688	700
Net Operations Total	**5**	**245**	**300**	**661**	**668**	**679**	**688**	**700**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-		-	**-**	-	-	-	-
	$ 5	**$ 245**	**$ 300**	**$ 661**	**$ 668**	**$ 679**	**$ 688**	**$ 700**

SIGNIFICANT CHANGES
INVESTMENT & INTERGOVERNMENTAL RELATIONS
(in thousands)

2011 ADOPTED BUDGET			$ 1,157
REVENUES			
Sales and Services			
Publications	....	$ 5	5
Taxation and Other	....	-	-
Total Change in Revenues			5
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Rate and Range Increases	....	40	
Overhead, OT, Sick Decrease	....	20	
Reclass Positions	....	3	
New Positions	....	39	102
Operating Costs			
Consulting Services	....	9	
Advertising Services	....	8	
Website Enhancements	....	245	
Social Media	....	55	
Grants/Sponsorships	....	(10)	
Travel	....	3	
Supplies & Materials	....	10	320
Internal Services Used	....	-	-
Internal Services Recovered	....	-	-
External Recoveries	....	-	-
Transfer From Own Sources	....	-	-
Transfer To Own Sources	....	-	-
Total Change in Expenditures			422
2012 BUDGET			$ 1,584

2012 ADOPTED BUDGET			$ 1,584
REVENUES	....	$ -	-
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	....	163	163
Operating Costs			
Increase Due to Inflation	....	8	8
2016 BUDGET			$ 1,755

Cabinet wrap in Newton for Surrey's Beautification Program

FINANCE & TECHNOLOGY DEPARTMENTAL FUNCTIONS

General Manager
Vivienne Wilke

Administrative Coordinator
Lynne Hampton

Financial Services
Suzanne Fillion

- 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

FINANCE & TECHNOLOGY DEPARTMENTAL OVERVIEW

MISSION STATEMENT

The Finance & Technology Department delivers expert advice, services and solutions in the areas of Finance, Taxation, Risk Management and Information Technology to City departments and citizens.

KEY PROGRAMS & SERVICES

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. Staff are responsible for presenting an annual five-year financial plan which establishes financial and programming priorities. Staff are also responsible for 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. Staff calculate, levy, and collect property taxes, water and sewer billing and other payments to the City.

INFORMATION TECHNOLOGY (IT)

Information Technology (IT) enables internal and external customers with appropriate technology, information, applications, architecture, and business consultation to maximize business effectiveness from the City's investment in information technology. Information Technology provides City departments with business technology research, consulting, analysis, development, maintenance and customer service needed to deliver business services efficiently and effectively.

RISK MANAGEMENT

Risk Management is a service group to other City departments, 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.

2011 ACCOMPLISHMENTS

ECONOMIC:

Financial Services Staff

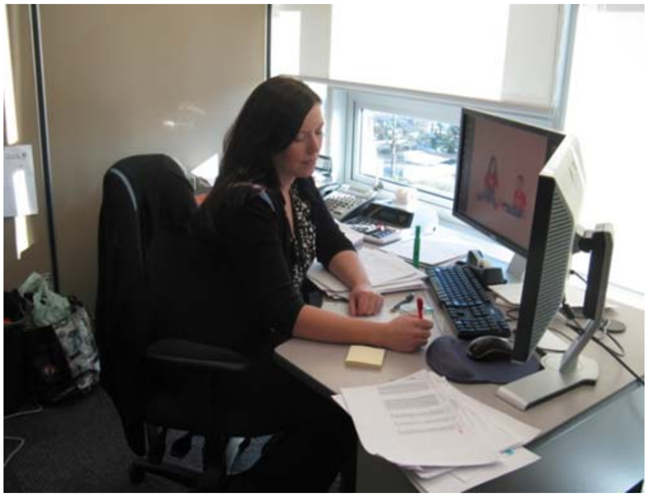
- Provided financial analysis and advice on City initiatives;
- Ensured that all financial transactions met appropriate statutory requirements;
- Used effective and efficient financial processes and systems to safeguard the City's assets;
- Hired three finance business managers to enhance service delivery and improve processes;
- Continued to ensure 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;
- Conducted a corporate review of all significant revenue streams, reviewed internal controls and provided recommendations for improvement;
- Reviewed Corporate Cash Handling Procedures for the City to ensure compliance;
- Received the Canadian Award for Financial Reporting for the 2010 Annual Report;
- Completed the selection of the new financial system;
- Maintained and sustained IT assets through replacement and upgrade of aging application and technologies; and
- Continued the implementation of an Enterprise Risk Management Program within Surrey.

ENVIRONMENTAL:

- Improved E-Finance Services by:
    - Connecting vendors to e-payments;
    - Providing staff electronic access to paid invoices via Bloodhound software; and
    - Rolling out an electronic content management system.
- Continued to promote double-sided printing;
- Made paperless statements mandatory for all staff with system access so they no longer receive printed pay statements;
- Continued to implement paperless T4 process so employees can print their own T4 to save paper and processing time;
- Launched external and internal access on the City's website for customers to request information using an on-line form;
- Received the City of Surrey's Employee Waste Reduction Week Challenge award; and
- Saved various financial reports electronically instead of printing.

SOCIO-CULTURAL:

- Provided superior customer service and expert advice to internal and external customers;
- Provided a Property Tax web module to enhance customer service;
- Implemented "My Property Accounts" on the City website for residents to have access to their property tax and utility accounts at all times;
- 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;
- Facilitated staff professional development and training;
- Provided an Owner Controlled Insurance Program (OCIP) for new construction, resulting in significant premium savings;
- Increased staff awareness of claims and litigation issues with the use of a Claims Discussion Group; and
- Redesigned and updated the City's website platform to provide visitors a dynamic and engaging website.



Financial Services Staff

FUTURE INITIATIVES

ECONOMIC:

Payroll Staff

- Develop an analysis tool that measures "triple bottom line" accountability;
- Annual review of current policies;
- Ensure smooth transition from HST back to GST/PST;
- Continue to manage debt;
- Implement a new treasury management system;
- 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 property tax increases;
- Promote auto debit as a payment method for metered utility clients;
- Prepare and publish financial statements garnering an unqualified audit opinion and address all audit findings;
- Formalize the Annual Corporate Audit Plan;
- Conduct special audits as directed by the Senior management Team, Audit Committee, and City Manager;
- Implement the new financial system in 2013; and
- Review all revenue streams to assess controls and provide recommendations for improvement.

ENVIRONMENTAL:

- Continue to reduce departmental energy consumption and waste;
- Encourage staff to make one sustainable process improvement each year;
- Implement a paperless claim system;
- Educate staff about environmental issues;
- Encourage staff to use less paper; and
- Encourage staff to carpool.

SOCIO-CULTURAL:

- Improve accuracy and consistency of departmental information;
- Streamline systems and eliminate manual forms; and
- Facilitate staff professional development and training.

PERFORMANCE MEASURES

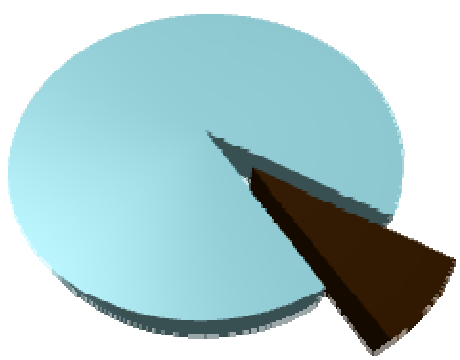
The following table identifies key performance measures that will assist the Finance & Technology Department in tracking its progress and monitoring its contribution to building a sustainable Surrey.

Division	*Performance Measures*	*2011*	*Budget 2012*	*Budget 2013*	*Budget 2014*	*Budget 2015*	*Budget 2016*
Financial Services	# of quarterly reports submitted to Council	3 [Budget 3]	3	3	3	3	3
Financial Processing	**NEW MEASURE:** # of invoices paid by Accounts Payable	73,540	75,888	77,406	78,594	80,553	82,144
	NEW MEASURE: # of invoices created by Accounts Receivable	3,294	4,265	5,236	6,207	7,178	8,149
	% of staff receiving electronic pay stubs	60% [Budget 60%]	60%	70%	80%	90%	100%
	% of Homeowner Grants claimed online	49% [Budget 46%]	52%	53%	54%	55%	56%
Information Technology	% of IT support requests resolved at first point of contact	36% [Budget 50%]	50%	60%	70%	75%	75%
Risk Management	Average # of days non-litigated liability claim open	139.5 [Budget 164.7]	164.7	159.8	155.0	150.3	145.3
Internal Audit	% of scheduled audits completed as per Corporate Audit Plan	80% [Budget 80%]	80%	80%	80%	80%	80%
	% of completed audit reports that result in recommendation for change	80% [Budget 80%]	80%	80%	80%	80%	80%

DEPARTMENTAL OPERATIONS
FINANCE & TECHNOLOGY
(in thousands)

PROGRAM SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Leadership	$ 4,392	$ 1,399	$ 1,861	**$ 1,874**	$ 1,926	$ 2,001	$ 2,070	$ 2,156
Financial Processing	2,201	2,547	1,963	**2,023**	2,052	2,114	2,164	2,236
Financial Services	1,140	1,177	1,591	**1,727**	1,764	1,823	1,874	1,940
Information Technology	9,060	9,258	9,256	**11,877**	12,092	12,381	12,646	12,961
Risk Management	1,405	1,406	1,315	**1,585**	1,708	1,837	1,966	2,098
	$ 18,198	**$ 15,787**	**$ 15,986**	**$ 19,086**	**$ 19,542**	**$ 20,156**	**$ 20,720**	**$ 21,391**

ACCOUNT SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (1,060)	$ (1,104)	$ (936)	**$ (1,015)**	$ (1,042)	$ (1,070)	$ (1,099)	$ (1,129)
Grants, Donations and Other	(77)	(54)	(111)	**(111)**	(111)	(111)	(111)	(111)
	(1,137)	(1,158)	(1,047)	**(1,126)**	(1,153)	(1,181)	(1,210)	(1,240)
Expenditures								
Salaries and Benefits	11,408	12,704	12,670	**13,700**	13,944	14,371	14,742	15,235
Operating Costs	9,771	6,956	8,609	**9,057**	9,322	9,587	9,852	10,117
Internal Services Used	232	3,044	160	**167**	167	167	167	167
Internal Services Recovered	(3,125)	(3,000)	(4,296)	**(2,771)**	(2,797)	(2,847)	(2,890)	(2,947)
External Recoveries	303	382	(27)	**(27)**	(27)	(27)	(27)	(27)
	18,589	20,086	17,116	**20,126**	20,609	21,251	21,844	22,545
Net Operations Total	**17,452**	**18,928**	**16,069**	**19,000**	**19,456**	**20,070**	**20,634**	**21,305**
Transfers								
Transfer From Own Sources	(1,414)	(5,658)	(2,285)	**(2,285)**	(2,285)	(2,285)	(2,285)	(2,285)
Transfer To Own Sources	2,160	2,517	2,202	**2,371**	2,371	2,371	2,371	2,371
	746	(3,141)	(83)	**86**	86	86	86	86
	$ 18,198	**$ 15,787**	**$ 15,986**	**$ 19,086**	**$ 19,542**	**$ 20,156**	**$ 20,720**	**$ 21,391**



8% of Property Taxes allocated to Finance & Technology

LEADERSHIP	2010 ACTUAL	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	1,054	1,189	1,649	**1,662**	1,714	1,789	1,858	1,944
Operating Costs	116	202	212	**212**	212	212	212	212
Internal Services Used	7	8	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	14	-	-	**-**	-	-	-	-
	1,191	1,399	1,861	**1,874**	1,926	2,001	2,070	2,156
Net Operations Total	**1,191**	**1,399**	**1,861**	**1,874**	**1,926**	**2,001**	**2,070**	**2,156**
Transfers								
Transfer From Own Sources	3,201	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	3,201	-	-	**-**	-	-	-	-
	$ 4,392	**$ 1,399**	**$ 1,861**	**$ 1,874**	**$ 1,926**	**$ 2,001**	**$ 2,070**	**$ 2,156**

FINANCIAL PROCESSING	2010 ACTUAL	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (972)	$ (946)	$ (870)	**$ (947)**	$ (974)	$ (1,002)	$ (1,031)	$ (1,061)
Grants, Donations and Other	(6)	-	(11)	**(11)**	(11)	(11)	(11)	(11)
	(978)	(946)	(881)	**(958)**	(985)	(1,013)	(1,042)	(1,072)
Expenditures								
Salaries and Benefits	2,998	3,238	2,927	**3,060**	3,112	3,204	3,283	3,388
Operating Costs	455	440	202	**207**	217	227	237	247
Internal Services Used	165	172	131	**131**	131	131	131	131
Internal Services Recovered	(366)	(357)	(416)	**(417)**	(423)	(435)	(445)	(458)
External Recoveries	-	-	-	**-**	-	-	-	-
	3,252	3,493	2,844	**2,981**	3,037	3,127	3,206	3,308
Net Operations Total	**2,274**	**2,547**	**1,963**	**2,023**	**2,052**	**2,114**	**2,164**	**2,236**
Transfers								
Transfer From Own Sources	(73)	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	(73)	-	-	**-**	-	-	-	-
	$ 2,201	**$ 2,547**	**$ 1,963**	**$ 2,023**	**$ 2,052**	**$ 2,114**	**$ 2,164**	**$ 2,236**

FINANCIAL SERVICES	2010 ACTUAL	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (88)	$ (158)	$ (66)	**$ (68)**	$ (68)	$ (68)	$ (68)	$ (68)
Grants, Donations and Other	(1)	(1)	-	**-**	-	-	-	-
	(89)	(159)	(66)	**(68)**	(68)	(68)	(68)	(68)
Expenditures								
Salaries and Benefits	1,370	1,634	1,703	**1,834**	1,868	1,926	1,976	2,042
Operating Costs	134	19	383	**383**	388	393	398	403
Internal Services Used	1	9	9	**9**	9	9	9	9
Internal Services Recovered	(249)	(300)	(161)	**(154)**	(156)	(160)	(164)	(169)
External Recoveries	(27)	(26)	(27)	**(27)**	(27)	(27)	(27)	(27)
	1,229	1,336	1,907	**2,045**	2,082	2,141	2,192	2,258
Net Operations Total	**1,140**	**1,177**	**1,841**	**1,977**	**2,014**	**2,073**	**2,124**	**2,190**
Transfers								
Transfer From Own Sources	-	-	(250)	**(250)**	(250)	(250)	(250)	(250)
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	(250)	**(250)**	(250)	(250)	(250)	(250)
	$ 1,140	**$ 1,177**	**$ 1,591**	**$ 1,727**	**$ 1,764**	**$ 1,823**	**$ 1,874**	**$ 1,940**

INFORMATION TECHNOLOGY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	5,640	6,269	6,046	**6,799**	6,932	7,155	7,349	7,603
Operating Costs	3,129	3,931	3,885	**4,058**	4,158	4,258	4,358	4,458
Internal Services Used	38	76	-	**7**	7	7	7	7
Internal Services Recovered	(1,907)	(1,774)	(2,734)	**(1,215)**	(1,233)	(1,267)	(1,296)	(1,335)
External Recoveries	-	-	-	**-**	-	-	-	-
	6,900	8,502	7,197	**9,649**	9,864	10,153	10,418	10,733
Net Operations Total	**6,900**	**8,502**	**7,197**	**9,649**	**9,864**	**10,153**	**10,418**	**10,733**
Transfers								
Transfer From Own Sources	-	(1,547)	**-**	**-**	-	-	-	-
Transfer To Own Sources	2,160	2,303	2,059	**2,228**	2,228	2,228	2,228	2,228
	2,160	756	**2,059**	**2,228**	2,228	2,228	2,228	2,228
	$ 9,060	**$ 9,258**	**$ 9,256**	**$ 11,877**	**$ 12,092**	**$ 12,381**	**$ 12,646**	**$ 12,961**

RISK MANAGEMENT	2010 ACTUAL	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	(70)	(53)	(100)	**(100)**	(100)	(100)	(100)	(100)
	(70)	(53)	(100)	**(100)**	(100)	(100)	(100)	(100)
Expenditures								
Salaries and Benefits	346	374	345	**345**	318	297	276	258
Operating Costs	5,937	2,364	3,927	**4,197**	4,347	4,497	4,647	4,797
Internal Services Used	21	2,779	20	**20**	20	20	20	20
Internal Services Recovered	(603)	(569)	(985)	**(985)**	(985)	(985)	(985)	(985)
External Recoveries	316	408	-	**-**	-	-	-	-
	6,017	5,356	3,307	**3,577**	3,700	3,829	3,958	4,090
Net Operations Total	**5,947**	**5,303**	**3,207**	**3,477**	**3,600**	**3,729**	**3,858**	**3,990**
Transfers								
Transfer From Own Sources	(4,542)	(4,111)	(2,035)	**(2,035)**	(2,035)	(2,035)	(2,035)	(2,035)
Transfer To Own Sources	-	214	143	**143**	143	143	143	143
	(4,542)	(3,897)	(1,892)	**(1,892)**	(1,892)	(1,892)	(1,892)	(1,892)
	$ 1,405	**$ 1,406**	**$ 1,315**	**$ 1,585**	**$ 1,708**	**$ 1,837**	**$ 1,966**	**$ 2,098**

SIGNIFICANT CHANGES
FINANCE & TECHNOLOGY
(in thousands)

2011 ADOPTED BUDGET			$ 17,876
Adjust Risk Recoveries			(90)
Transfer to Corporate			(1,800)
2011 REVISED BUDGET			**15,986**
REVENUES			
Sales and Services			
Increase in Tax Inquiry Fees	....	$ (76)	
Fees for Service	....	(2)	(79)
Taxation and Other	....	-	-
Total Change in Revenues			(79)
EXPENDITURES			
Salaries			
Salary Rate & Range Increase	....	(29)	
Overhead, OT, Sick Reduction	....	34	
Reclassed Positions	....	128	
New Positions	....	779	
Build Surrey Allocation	....	118	1,030
Operating Costs			
IT Admin - Professional Services	....	(76)	
Hardware & Software Maintenance	....	249	
Property Insurance Premium	....	180	
3rd Party Legal Claims	....	90	
Finance Processing Supplies	....	5	448
Internal Services Used			
Municipal Equipment Used for Desktop Services	....	7	7
Internal Services Recovered			
Salaries	....	(52)	
Build Surrey	....	(176)	
Maintenace Agreements	....	374	
Cost Allocations	....	1,379	1,525
External Recoveries	....	-	-
Transfer From Own Sources			
Eliminate Recovery from Capital	....	83	
Replacement Reserve Contributions	....	86	169
Transfer To Own Sources	....	-	-
Total Change in Expenditures			3,179
2012 BUDGET			$ 19,086

Finance & Technology Significant Changes

2012 ADOPTED BUDGET		$ 19,086
REVENUES		
Sales and Service		
Tax Inquiry Fee	$ (114)	(114)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments	1,535	1,535
Operating Costs		
Internal Services Recovered	(176)	
Increase Insurance	600	
Increase Due to Inflation	460	884
2016 BUDGET		$ 21,391

Canada Day Event in Cloverdale

CITY OF SURREY
the future lives here.

2012 – 2016 FINANCIAL PLAN

HUMAN RESOURCES DEPARTMENTAL FUNCTIONS

General Manager
Nicola Webb

Surrey RCMP Support Services
Johan Brand

- Operations
- Information Services & Technology
- Finance
- Corporate Services

Organizational Change
Steve Doherty

- Change Management
- Training & Development
- Succession Planning

Health & Safety
Sam Chauhan

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

Human Resources
Lana McKay

- Recruitment
- Top Employer Application
- HR Administration

Labour Relations & Compensation
Joey Brar

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

HR Information Systems
Raelyn Peters

- Intranet
- Peoplesoft
- HR Metrics
- Technology Development

New City Hall
Nancy Crowley

- New City Hall Project Management

MISSION STATEMENT

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

KEY PROGRAMS & SERVICES

Human Resources (HR) provides a broad range of services and programs to both internal and external clients, including labour and employee relations, recruitment and retention, performance management, employment services, compensations and benefits, occupational health and safety diversity, wellness, training and development, and manages 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 includes the following divisions:

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 of staff, helping the City retain its top employer status, developing and delivering staff training, and leading changes that affect staff.

LABOUR RELATIONS & TOTAL COMPENSATION

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 the Human Resources internal intranet website.

SUPPORT SERVICES

Reporting to the General Manager of Human Resources, Support Services includes operational communications (emergency 911 and non-emergency call taking and dispatch), records management, court liaison, finance, information technology, facilities management, fleet management, training and development, communications, and cellblock operations. Support Services also delivers various community services and programs including victim services, youth intervention, restorative justice and crime prevention.

2011 ACCOMPLISHMENTS

ECONOMIC:

- Introduced on-line training (City Values and Workplace Hazardous Materials Information System) 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:

- Continued to automate HR processes, such as pay advices and internal application process, in order to reduce our carbon footprint; 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 seventh consecutive year;
- Reduced the number of workplace accidents/incidents by 15% compared to 2010;
- Communicated HR metrics (e.g., turnover, grievances, attendance rates, etc.) to help managers administer staff in their business units;
- Presented total compensation statements to all staff to increase cost awareness;
- Planned the move to the new City Hall; and
- Continued to expand the diversity and inclusion events sponsored for City staff.

FUTURE INITIATIVES

ECONOMIC:

- Streamline Human Resources services to reduce cost and improve accuracy.

ENVIRONMENTAL:

- Develop green commuting options for staff;
- Support workplace waste reduction initiatives; and
- Automate additional business processes to reduce paper.

SOCIO-CULTURAL:

- Update the department intranet site;
- Provide healthy and balanced life;
- Support City Hall staff in their transition to a new work space in 2013;
- Increase diversity awareness;
- Remain a top employer; and
- Reduce workplace accidents.

Move for Health Day 2011

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.

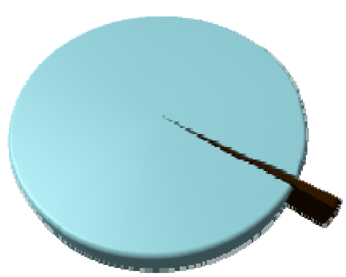
Division	*Performance Measures*	*2011*	*Budget 2012*	*Budget 2013*	*Budget 2014*	*Budget 2015*	*Budget 2016*
Occupational Health & Safety	Incidence frequency rate of lost time claims per 100 person years	4.5 [Budget 4.4]	4.4	4.3	4.2	4.1	4.0
	# of diversity events held	8 [Budget 10]	10	10	10	10	10
Recruitment, Training & Organizational Development	Average # of days to fill a position vacancy	100 [Budget 75]	75	75	50	50	40
	# of probationary reports completed on time	80% [Budget 85%]	85%	90%	90%	90%	90%
Labour Relations & Total Compensation	% increase in grievances	0 [Budget 0]	0	0	0	0	0
	# of staff with perfect attendance	400 [Budget 450]	450	500	500	500	500
Human Resources Information Systems	# of automated HR processes	4 [Budget 5]	5	6	6	6	6
	# of paper reducing initiatives	3 [Budget 4]	4	5	5	6	6

2012 – 2016 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
HUMAN RESOURCES
(in thousands)

PROGRAM SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Administration	$ 549	$ 444	$ 474	**$ 524**	$ 552	$ 590	$ 626	$ 669
Employment	1,184	1,292	1,304	**1,344**	1,380	1,432	1,480	1,540
Occupational Safety	368	452	445	**452**	515	534	552	574
Labour Relations/Compensation	504	427	463	**491**	504	523	541	563
Wellness & Diversity	60	63	40	**50**	50	50	50	50
	$ 2,665	**$ 2,678**	**$ 2,726**	**$ 2,861**	**$ 3,001**	**$ 3,129**	**$ 3,249**	**$ 3,396**

ACCOUNT SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (7)	$ (17)	$ (10)	**$ (10)**	$ (10)	$ (10)	$ (10)	$ (10)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(7)	(17)	(10)	**(10)**	(10)	(10)	(10)	(10)
Expenditures								
Salaries and Benefits	2,133	2,450	2,216	**2,548**	2,633	2,756	2,871	3,013
Operating Costs	664	816	520	**623**	628	633	638	643
Internal Services Used	4	7	-	**-**	-	-	-	-
Internal Services Recovered	(66)	(135)	-	**(250)**	(250)	(250)	(250)	(250)
External Recoveries	(1)	(4)	-	**-**	-	-	-	-
	2,734	3,134	2,736	**2,921**	3,011	3,139	3,259	3,406
Net Operations Total	**2,727**	**3,117**	**2,726**	**2,911**	**3,001**	**3,129**	**3,249**	**3,396**
Transfers								
Transfer From Own Sources	(62)	(439)	-	**(50)**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	(62)	(439)	-	**(50)**	-	-	-	-
	$ 2,665	**$ 2,678**	**$ 2,726**	**$ 2,861**	**$ 3,001**	**$ 3,129**	**$ 3,249**	**$ 3,396**



1% of Property Taxes allocated to Human Resources

ADMINISTRATION	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	515	521	445	**685**	708	741	772	810
Operating Costs	93	73	29	**29**	34	39	44	49
Internal Services Used	3	4	-	**-**	-	-	-	-
Internal Services Recovered	-	(45)	-	**(190)**	(190)	(190)	(190)	(190)
External Recoveries	-	-	-	**-**	-	-	-	-
	611	553	474	**524**	552	590	626	669
Net Operations Total	**611**	**553**	**474**	**524**	**552**	**590**	**626**	**669**
Transfers								
Transfer From Own Sources	(62)	(109)	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	(62)	(109)	-	**-**	-	-	-	-
	$ 549	**$ 444**	**$ 474**	**$ 524**	**$ 552**	**$ 590**	**$ 626**	**$ 669**

EMPLOYMENT	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	909	1,097	1,020	**1,077**	1,113	1,165	1,213	1,273
Operating Costs	341	284	284	**327**	327	327	327	327
Internal Services Used	1	2	-	**-**	-	-	-	-
Internal Services Recovered	(66)	(90)	-	**(60)**	(60)	(60)	(60)	(60)
External Recoveries	(1)	(1)	-	**-**	-	-	-	-
	1,184	1,292	1,304	**1,344**	1,380	1,432	1,480	1,540
Net Operations Total	**1,184**	**1,292**	**1,304**	**1,344**	**1,380**	**1,432**	**1,480**	**1,540**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 1,184	**$ 1,292**	**$ 1,304**	**$ 1,344**	**$ 1,380**	**$ 1,432**	**$ 1,480**	**$ 1,540**

OCCUPATIONAL SAFETY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	300	390	388	395	408	427	445	467
Operating Costs	68	62	57	107	107	107	107	107
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	368	452	445	502	515	534	552	574
Net Operations Total	368	452	445	502	515	534	552	574
Transfers								
Transfer From Own Sources	-	-	-	(50)	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	(50)	-	-	-	-
	$ 368	$ 452	$ 445	$ 452	$ 515	$ 534	$ 552	$ 574

LABOUR RELATIONS & COMPENSATION	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	402	424	363	391	404	423	441	463
Operating Costs	102	336	100	100	100	100	100	100
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	(3)	-	-	-	-	-	-
	504	757	463	491	504	523	541	563
Net Operations Total	504	757	463	491	504	523	541	563
Transfers								
Transfer From Own Sources	-	(330)	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	(330)	-	-	-	-	-	-
	$ 504	$ 427	$ 463	$ 491	$ 504	$ 523	$ 541	$ 563

	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
WELLNESS & DIVERSITY								
Revenues								
Sales and Services	$ (7)	$ (17)	$ (10)	**$ (10)**	$ (10)	$ (10)	$ (10)	$ (10)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(7)	(17)	(10)	**(10)**	(10)	(10)	(10)	(10)
Expenditures								
Salaries and Benefits	7	18	-	**-**	-	-	-	-
Operating Costs	60	61	50	**60**	60	60	60	60
Internal Services Used	-	1	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	67	80	50	**60**	60	60	60	60
Net Operations Total	**60**	**63**	**40**	**50**	**50**	**50**	**50**	**50**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 60	**$ 63**	**$ 40**	**$ 50**	**$ 50**	**$ 50**	**$ 50**	**$ 50**

SIGNIFICANT CHANGES
HUMAN RESOURCES
(in thousands)

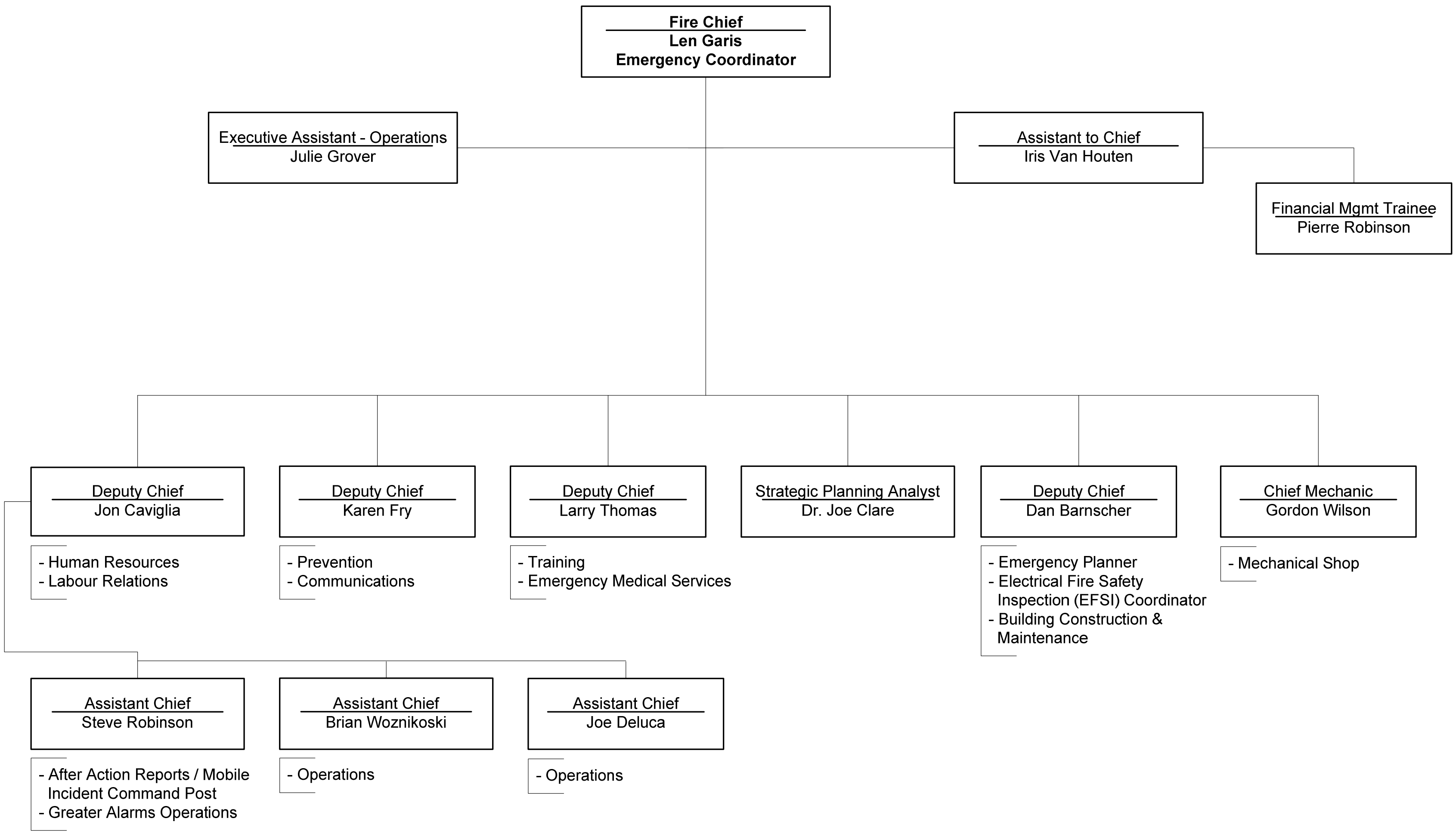
2011 ADOPTED BUDGET			$ 2,726
REVENUES	....	$ -	-
Taxation and Other	....	-	-
Labour Relations/Compensation			-
EXPENDITURES			
Salaries			
Salary Rate & Range Increase	....	14	
Overhead, OT, Sick Reduction	....	40	
Reclass Positions	....	(5)	
New Positions	....	225	
Build Surrey Reallocation	....	58	332
Operating Costs			
Consulting Services	....	50	
Training & Education	....	43	
Wellness & Diversity	....	10	103
Internal Services Used	....	-	-
Internal Services Recovered			
Recoveries from courses	....	(60)	
Build Surrey Reallocation	....	-	
Build Surrey Recovery	....	(190)	(250)
External Recoveries	....	-	-
Transfer From Own Sources			
One-time Benefit Savings	....	(50)	(50)
Transfer To Own Sources	....	-	-
Total Change in Expenditures			135
2012 BUDGET			$ 2,861

Human Resources Departmental Significant Changes

2012 ADOPTED BUDGET			$ 2,861
REVENUES			
Sales and Service	....	$ -	-
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	....	465	465
Operating Costs			
Reductions in Operating Costs	....	20	20
Internal Services Recovered	....	-	-
Transfer From Own Sources	....	50	50
2016 BUDGET			$ 3,396


Q17
FIRE
CITY OF SURREY
SERVICE
City of Surrey Fire Services

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.

In addition to the Department's Administration division, the other six divisions include:

OPERATIONS

Operations is the largest division and is responsible for emergency medical services, fire suppression, hazardous materials response and rescue activities.

SURREY EMERGENCY PROGRAM

Surrey's Emergency Program includes:

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

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

Emergency Services

PREVENTION

Prevention Home Safe Program

Prevention reduces the loss of life, property and environmental damage due to fire or hazardous materials. The Division is compromised of four functional areas: Prevention, Enforcement, Investigations and Public Information. Fire Prevention Officers perform fire investigations, business inspections, routine fire safety inspections, and re-inspections, as well as review plans for new buildings, renovations and sites for fire safety, occupancy approval, and business licenses. 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.

MECHANICS

The Mechanics division maintains, repairs and inspects the Department's vehicles and equipment.

TRAINING

The Training division develops and delivers training programs to enhance the skills, increase the competencies and expand the scope of training for Surrey's 500 career and volunteer firefighters.

2011 ACCOMPLISHMENTS

ECONOMIC:

- Completed Hall 8 renovations;
- All trucks purchased in 2011 incorporate new smaller engines that are low emission and more fuel efficient resulting in lower fuel costs; and
- Continued to minimize absenteeism related costs through an attendance management program that resulted in 61% perfect attendance.

ENVIRONMENTAL:

- Researched and developed an Ant-Idling Unit (APU) which is to be included in all future fire apparatus purchases;
- Implemented electronic filing of reports to the Office of the Fire Commissioner to increase operational efficiency and reduce paper use; and
- The Electrical Fire Safety Initiative was expanded through:
    - Continued development of detection equipment;
    - Implementation of the Surrey Medical Marijuana Production Licensing and Regulation By-law No. 17410;
    - Medical marijuana reform work with Union of British Columbia Municipalities (UBCM) and Health Canada; and
    - Mail out campaign "Taking Action on Grow-Ops".

SOCIO-CULTURAL:

Diversity Outreach initiatives

- In partnership with the Simon Fraser University (SFU), facilitated a presentation by medical oncologist, Dr. Kuntz, on cancer presumption and the fire service. This presentation, attended by various BC fire departments, is the start of a movement to increase awareness of the increased risk for job-related cancers, help lessen the risk of cancer, and increase support when a cancer diagnosis occurs;
- Distributed approximately 11,069 Home Fire Prevention packages to the highest risk areas of the City. This program has now reached over 30,000 households in the City;
- Held a Fire Prevention Week with information on preventing and responding to fires, maintaining smoke alarms and developing home escape plans;
- Delivered 78 Surrey Neighbourhood Emergency Preparedness presentations to 3,488 attendees. The 37% increase in number of presentations resulted in a 141% increase in the number of people contacted (2,041 additional individuals). In addition, seven emergency preparedness booths were conducted at various fairs, resulting in exposure to 2,290 additional individuals;
- Coordinated 18 Level 1 and two Level 2 emergency support services responses and installed 69 smoke alarms;
- Trained firefighters to recognize patients exhibiting signs of mental health or excited delirium; and

- Commenced an intensive approach to increase the diversity of the Surrey Fire Service. This process began with the creation of a Diversity Outreach Coordinator position. This coordinator has generated extensive media exposure to highlight the desire to increase diversity in the work force (seven segments on four radio stations, eight articles in three newspapers, and use of social media to announce new initiatives). The Diversity Outreach Initiative has also engaged the public through recruitment events, high school career planning sessions, educations sessions and increased presence at cultural and community events. Hiring practices were also reviewed and revised to increase the appeal of the Surrey Fire Service and to broaden the application pool.

FUTURE INITIATIVES

ECONOMIC:

- Broaden operating revenue sources to fund growth;
- Utilize evidence-based decision-making for strategic planning and fire and emergency activity;
- “Go-live” with fuel mileage tracking system;
- Purchase and delivery of one quick response unit;
- Completion of the build of the Mobile Incident Command Post vehicle; 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 and evaluate performance measures of past cohorts;
- Develop a plan for implementation of “dashboard” reporting software; and
- Develop a risk-assessment model for non-residential building inspections in order to serve a rapidly increasing population.

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*	*2011*	*Budget 2012*	*Budget 2013*	*Budget 2014*	*Budget 2015*	*Budget 2016*
Prevention	Meet Council's policy of properties inspected	100% [Budget 100%]	100%	100%	100%	100%	100%
	Meet goal of Homesafe Distribution Campaigns	4 [Budget 3]	3	3	3	3	3
	Meet goal of Homesafe Distribution Campaign's pamphlets	11,069 [Budget 8,200]	8,200	8,200	8,200	8,200	8,200
Emergency Preparedness	# of exercises conducted with Emergency Operation Control Group	2 [Budget 2]	2	3	3	3	3
	Increase the number of public contact to Surrey Neighbourhood Emergency Preparedness Program (NEPP)	5,778 [Budget 3,100]	3,100	3,150	3,200	3,250	3,300
Operations	Overall # of calls for service	27,108 [Budget 25,500]	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	91% [Budget 90%]	90%	90%	90%	90%	90%
	Arrival of Initial Attack Force to structure fires will be in 12 minutes or less 90% of the time (commercial & residential)	88% [Budget 90%]	90%	90%	90%	90%	90%

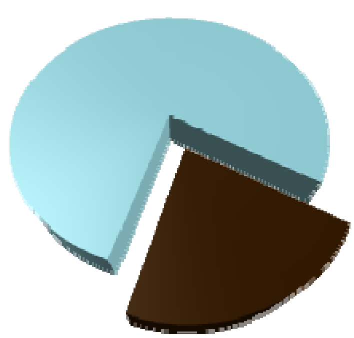
2012 – 2016 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
FIRE

(in thousands)

PROGRAM SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Administration	$ 1,753	$ 1,725	$ 1,823	**$ 1,894**	$ 1,944	$ 2,014	$ 2,079	$ 2,158
Emergency Planning	76	67	82	**85**	86	87	88	89
Fire Operations	40,025	40,937	40,427	**44,275**	45,292	46,525	47,574	48,976
Mechanics	785	858	777	**816**	841	867	893	920
Prevention	1,081	892	1,037	**1,138**	1,158	1,193	1,223	1,263
Radio & Communications	2,250	2,155	2,381	**2,550**	2,556	2,564	2,570	2,575
Training	732	695	830	**889**	899	911	922	935
	$ 46,702	**$ 47,329**	**$ 47,357**	**$ 51,647**	**$ 52,776**	**$ 54,161**	**$ 55,349**	**$ 56,916**

ACCOUNT SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (1,431)	$ (1,555)	$ (1,392)	**$ (1,427)**	$ (1,468)	$ (1,510)	$ (1,553)	$ (1,598)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(1,431)	(1,555)	(1,392)	**(1,427)**	(1,468)	(1,510)	(1,553)	(1,598)
Expenditures								
Salaries and Benefits	43,177	46,746	43,526	**47,975**	49,000	50,281	51,366	52,831
Operating Costs	3,549	3,585	3,806	**3,937**	4,082	4,227	4,372	4,517
Internal Services Used	355	373	347	**109**	111	114	117	121
Internal Services Recovered	(136)	(132)	(138)	**(142)**	(144)	(146)	(148)	(150)
External Recoveries	(172)	(227)	(169)	**(182)**	(182)	(182)	(182)	(182)
	46,773	50,345	47,372	**51,697**	52,867	54,294	55,525	57,137
Net Operations Total	45,342	48,790	45,980	**50,270**	51,399	52,784	53,972	55,539
Transfers								
Transfer From Own Sources	-	(2,838)	-	**-**	-	-	-	-
Transfer To Own Sources	1,360	1,377	1,377	**1,377**	1,377	1,377	1,377	1,377
	1,360	(1,461)	1,377	**1,377**	1,377	1,377	1,377	1,377
	$ 46,702	**$ 47,329**	**$ 47,357**	**$ 51,647**	**$ 52,776**	**$ 54,161**	**$ 55,349**	**$ 56,916**



21% of Property Taxes allocated to Fire

ADMINISTRATION	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (4)	$ (5)	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(4)	(5)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,614	1,613	1,689	1,760	1,810	1,880	1,945	2,024
Operating Costs	142	121	134	134	134	134	134	134
Internal Services Used	1	2	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	(3)	-	-	-	-	-	-
	1,757	1,733	1,823	1,894	1,944	2,014	2,079	2,158
Net Operations Total	1,753	1,728	1,823	1,894	1,944	2,014	2,079	2,158
Transfers								
Transfer From Own Sources	-	(3)	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	(3)	-	-	-	-	-	-
	$ 1,753	$ 1,725	$ 1,823	$ 1,894	$ 1,944	$ 2,014	$ 2,079	$ 2,158

EMERGENCY PLANNING	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	33	35	36	39	40	41	42	43
Operating Costs	51	35	54	54	54	54	54	54
Internal Services Used	-	4	-	-	-	-	-	-
Internal Services Recovered	(3)	(6)	(6)	(6)	(6)	(6)	(6)	(6)
External Recoveries	(5)	-	(2)	(2)	(2)	(2)	(2)	(2)
	76	68	82	85	86	87	88	89
Net Operations Total	76	68	82	85	86	87	88	89
Transfers								
Transfer From Own Sources	-	(1)	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	(1)	-	-	-	-	-	-
	$ 76	$ 67	$ 82	$ 85	$ 86	$ 87	$ 88	$ 89

FIRE OPERATIONS	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ (1)	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	(1)	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	36,731	40,219	37,048	**41,043**	41,983	43,138	44,109	45,432
Operating Costs	1,735	1,811	1,775	**1,846**	1,921	1,996	2,071	2,146
Internal Services Used	350	353	347	**109**	111	114	117	121
Internal Services Recovered	(6)	-	-	**-**	-	-	-	-
External Recoveries	(145)	(181)	(120)	**(100)**	(100)	(100)	(100)	(100)
	38,665	42,202	39,050	**42,898**	43,915	45,148	46,197	47,599
Net Operations Total	**38,665**	**42,201**	**39,050**	**42,898**	**43,915**	**45,148**	**46,197**	**47,599**
Transfers								
Transfer From Own Sources	-	(2,641)	-	**-**	-	-	-	-
Transfer To Own Sources	1,360	1,377	1,377	**1,377**	1,377	1,377	1,377	1,377
	1,360	(1,264)	1,377	**1,377**	1,377	1,377	1,377	1,377
	$40,025	**$40,937**	**$40,427**	**$44,275**	**$45,292**	**$46,525**	**$47,574**	**$48,976**

MECHANICS	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	459	486	455	**489**	494	500	506	513
Operating Costs	325	399	323	**328**	348	368	388	408
Internal Services Used	1	1	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	-	(23)	(1)	**(1)**	(1)	(1)	(1)	(1)
	785	863	777	**816**	841	867	893	920
Net Operations Total	**785**	**863**	**777**	**816**	**841**	**867**	**893**	**920**
Transfers								
Transfer From Own Sources	-	(5)	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	(5)	-	**-**	-	-	-	-
	$ 785	**$ 858**	**$ 777**	**$ 816**	**$ 841**	**$ 867**	**$ 893**	**$ 920**

PREVENTION	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (174)	$ (253)	$ (104)	**$ (108)**	$ (111)	$ (114)	$ (117)	$ (120)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(174)	(253)	(104)	**(108)**	(111)	(114)	(117)	(120)
Expenditures								
Salaries and Benefits	1,214	1,159	1,076	**1,182**	1,200	1,233	1,261	1,299
Operating Costs	59	52	89	**89**	94	99	104	109
Internal Services Used	-	8	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(18)	(3)	(24)	**(25)**	(25)	(25)	(25)	(25)
	1,255	1,216	1,141	**1,246**	1,269	1,307	1,340	1,383
Net Operations Total	**1,081**	**963**	**1,037**	**1,138**	**1,158**	**1,193**	**1,223**	**1,263**
Transfers								
Transfer From Own Sources	-	(71)	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	(71)	-	**-**	-	-	-	-
	$ 1,081	**$ 892**	**$ 1,037**	**$ 1,138**	**$ 1,158**	**$ 1,193**	**$ 1,223**	**$ 1,263**

RADIO & COMMUNICATIONS	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (1,253)	$ (1,287)	$ (1,288)	**$(1,319)**	$ (1,357)	$ (1,396)	$ (1,436)	$ (1,478)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(1,253)	(1,287)	(1,288)	**(1,319)**	(1,357)	(1,396)	(1,436)	(1,478)
Expenditures								
Salaries and Benefits	2,456	2,585	2,465	**2,661**	2,667	2,676	2,684	2,693
Operating Costs	1,174	1,076	1,336	**1,361**	1,401	1,441	1,481	1,521
Internal Services Used	-	3	-	**-**	-	-	-	-
Internal Services Recovered	(127)	(126)	(132)	**(136)**	(138)	(140)	(142)	(144)
External Recoveries	-	12	-	**(17)**	(17)	(17)	(17)	(17)
	3,503	3,550	3,669	**3,869**	3,913	3,960	4,006	4,053
Net Operations Total	**2,250**	**2,263**	**2,381**	**2,550**	**2,556**	**2,564**	**2,570**	**2,575**
Transfers								
Transfer From Own Sources	-	(108)	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	(108)	-	**-**	-	-	-	-
	$ 2,250	**$ 2,155**	**$ 2,381**	**$ 2,550**	**$ 2,556**	**$ 2,564**	**$ 2,570**	**$ 2,575**

TRAINING	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ (9)	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	(9)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	670	649	757	**801**	806	813	819	827
Operating Costs	63	91	95	**125**	130	135	140	145
Internal Services Used	3	2	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(4)	(29)	(22)	**(37)**	(37)	(37)	(37)	(37)
	732	713	830	**889**	899	911	922	935
Net Operations Total	**732**	**704**	**830**	**889**	**899**	**911**	**922**	**935**
Transfers								
Transfer From Own Sources	-	(9)	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	(9)	-	-	-	-	-	-
	$ 732	**$ 695**	**$ 830**	**$ 889**	**$ 899**	**$ 911**	**$ 922**	**$ 935**

SIGNIFICANT CHANGES
FIRE
(in thousands)

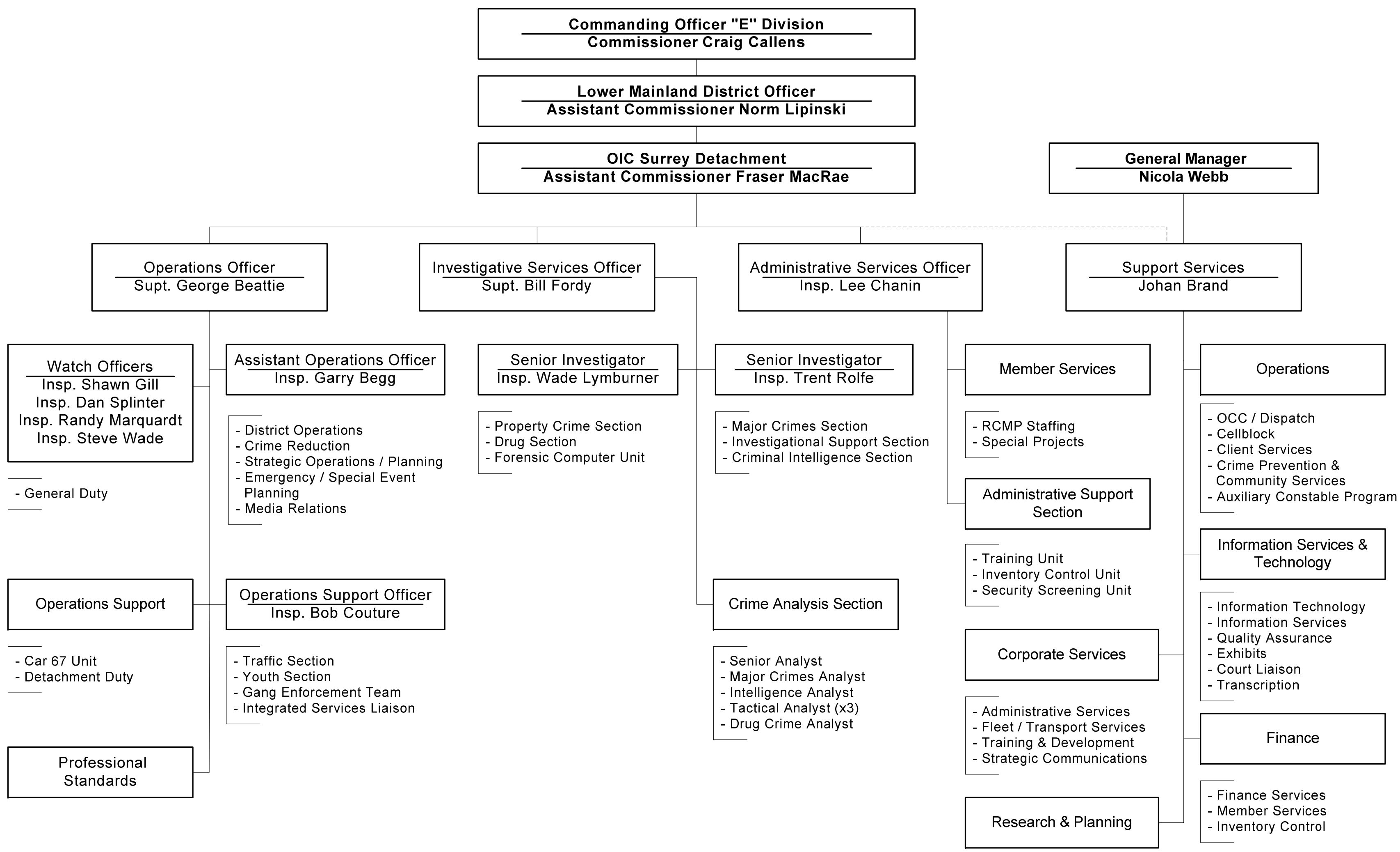
2011 ADOPTED BUDGET			$ 47,357
REVENUES			
Sales and Services			
Fees	....	$ (35)	(35)
Taxation and Other	....	-	-
Total Change in Revenues			(35)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Rate & Range Increase	....	2,928	
Overhead, OT, Sick Decrease	....	831	
8 New Firefighters	....	624	
Part-Time Adjustment	....	23	
Cleaning Allowance	....	33	
Increase Volunteer Staffing	....	10	4,449
Operating Costs			
Turnout Gear	....	35	
Fuel Costs	....	26	
Communication Services	....	25	
Repairs & Maintenance	....	5	
Utilities - Training Facility	....	15	
Build Surrey Reallocation	....	25	131
Internal Services Used			
Facility Maintenance Charges	....	(238)	(238)
Internal Services Recovered			
Engineering Dispatch Services	....	(4)	(4)
External Recoveries			
Radio	....	(18)	
Reduction in WCB Recoveries	....	20	
Training	....	(15)	(13)
Total Change in Expenditures			4,325
2012 BUDGET			$ 51,647

2012 ADOPTED BUDGET			$ 51,647
REVENUES			
Sales and Service			
Radio & Communications	....	$ (159)	
Prevention	....	(12)	(171)
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	....	4,536	
4 New Firefighters	....	320	4,856
Operating Costs			
Increase Due to Inflation	....	580	
Internal Services	....	12	592
Internal Services Recovered			
Salary Adjustments	....	(8)	(8)
Total Change in Expenditures			5,269
2016 BUDGET			$ 56,916

Surrey RCMP Annex Building

2012 – 2016 FINANCIAL PLAN

RCMP DEPARTMENTAL FUNCTIONS



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.

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 calls for service, conducts and participates in criminal investigations, intelligence gathering and enforcement operations, and works to reduce the impact of crime on the community through education and outreach. The Detachment is structured as follows:

Surrey RCMP 60th Anniversary Parade

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, 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 specific to Missing Persons and Domestic Violence, as well as, the Crime Analysis Section.

ADMINISTRATIVE SERVICES

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

SUPPORT SERVICES

Support Services includes operational communications (emergency 911 and non-emergency call taking and dispatch), records management, court liaison, finance, information technology, facilities management, fleet management, training and development, communications, and cellblock operations. Support Services also delivers various community services and programs including victim services, youth intervention, restorative justice and crime prevention.

2011 ACCOMPLISHMENTS

ECONOMIC:

- Safeguarded the City's assets through effective and efficient financial processes and systems;
- Ensured that all financial transactions met appropriate statutory requirements;
- Expanded internal web hosting services to include a number of additional external clients;
- Implemented new fingerprint scanning technology that greatly reduced processing times; and
- Conducted a review of General Duty member deployment to gain efficiencies and improve service delivery.

Surrey RCMP and Transit Police patrol City Centre

ENVIRONMENTAL:

- Expanded departmental recycling program to include multi-stream recycling receptacles;
- Continued to promote double-sided printing and the proper and safe recycling of batteries;
- Hosted a number of shred-a-thon events across the City to promote awareness of identity fraud; and
- Participated in the Lions Recycle for Sight program, collecting used eyeglasses and donating them to people with vision impairments in developing countries.

SOCIO-CULTURAL:

- Contributed resources, analysis, and advice to City initiatives, particularly those associated with Public Safety and the Crime Reduction Strategy;

Surrey RCMP Youth Academy

- Opened a new satellite office to increase visibility, deter crime and better connect with the community in Surrey's City Centre;
- Worked in partnership with CUPE 402 and the Crime Reduction Office to develop and implement the City Watch program;
- Partnered with various community agencies to provide Surrey youth with positive recreational and social developmental opportunities through such programs as the Surrey RCMP Junior Police Academy, RCMP Youth Academy, Surrey RCMP Classic high school basketball tournament, Surrey RCMP High School Hockey Jamboree, Surrey RCMP Elementary School Sports Program, and Surrey Spurs program;
- Continued to partner with the School District in the delivery of the Surrey WRAP Project for gang associated youth and the iR3 (an alternative school suspension program); and
- Developed and successfully implemented operational plans for a number of large, high-profile community events, such as the Stanley Cup celebrations, Vaisakhi and the Surrey Regional Economic Summit, to ensure a safe and secure environment for all.

FUTURE INITIATIVES

ECONOMIC:

- Work with Finance & Technology to maintain accurate financial records;
- Work with Human Resources to attract, hire and keep high-quality staff;
- Facilitate professional development and training of staff;
- Replace and upgrade applications, computers, networks, servers and telephone infrastructures;
- Improve accuracy and consistency of departmental information;
- Generate new revenue streams through specialized support service provision to other agencies/municipalities; and
- Streamline service delivery and workflow to minimize duplication and inefficiencies.

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 car pool and/or use other green commuting options;
- Implement technologies and tools to facilitate remote access to meetings using phone and video conferencing; 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 crime and nuisance behaviours that negatively impact public perception of safety;
  - 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 Gang Enforcement Team

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*	*2011*	*Budget 2012*	*Budget 2013*	*Budget 2014*	*Budget 2015*	*Budget 2016*
Operations	Incidence of traffic collisions involving fatality	17 [Budget NA[1]]	17[1]	TBD[2]	TBD[2]	TBD[2]	TBD[2]
	Incidence of traffic collisions involving injury	1,026 [Budget NA[1]]	1,023[1]	TBD[2]	TBD[2]	TBD[2]	TBD[2]
	Incidence of nuisance crime & disorder	27,935 [Budget NA[1]]	24,817[1]	TBD[2]	TBD[2]	TBD[2]	TBD[2]
Investigative Services	Incidence of property crime (total)	26,585 [Budget NA[1]]	25,611[1]	TBD[2]	TBD[2]	TBD[2]	TBD[2]
	Incidence of auto theft	2,729 [Budget NA[1]]	3,454[1]	TBD[2]	TBD[2]	TBD[2]	TBD[2]
	Incidence of break and enter	4,024 [Budget NA[1]]	3,753[1]	TBD[2]	TBD[2]	TBD[2]	TBD[2]
	Incidence of violent crime (total)	6,857 [Budget NA[1]]	7,319[1]	TBD[2]	TBD[2]	TBD[2]	TBD[2]
	Incidence of robbery	750 [Budget NA[1]]	715[1]	TBD[2]	TBD[2]	TBD[2]	TBD[2]
Support Services	% of 911 calls answered within 15 seconds	96.4% [Budget 98%]	96%	96%	96%	96%	96%
	% of 911 calls answered within 40 seconds	99.7% [Budget 100%]	100%	100%	100%	100%	100%
	% of non-emergency calls answered within 60 seconds	90.7% [Budget 95%]	93%	93%	93%	93%	93%
	% of non-emergency calls answered within 180 seconds	98.9% [Budget 100%]	100%	100%	100%	100%	100%

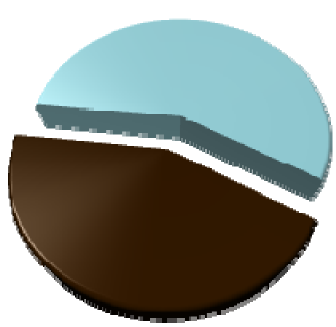
[1] Figures reflect a targeted reduction of 10% over a 2008 baseline. The Detachment established a 2008-2012 strategic framework which outlines the strategic priorities and corresponding measures and targets to be addressed over that time frame. Annual targets were not set, although a long-term target was set based on a 2008 benchmark.
[2] The Detachment will undertake a number of processes during 2011/2012 to update its long-term (multi-year) strategic framework covering the years 2013 and beyond.

2012 – 2016 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
RCMP
(in thousands)

PROGRAM SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
	restated		*restated*					
Administration	$ 1,246	$ 1,203	$ 1,032	**$ 900**	$ 1,177	$ 1,484	$ 1,806	$ 2,162
District Offices	1,370	1,389	1,492	**1,507**	1,519	1,537	1,553	1,573
Operations	6,657	7,090	6,792	**7,061**	7,167	7,372	7,542	7,779
Corporate Services	(2,259)	(3,599)	(1,957)	**(1,450)**	(1,590)	(1,707)	(1,838)	(1,956)
RCMP Contract	77,706	85,390	83,949	**89,399**	95,736	101,139	107,446	113,225
Information Services	6,559	6,621	6,830	**7,170**	7,288	7,501	7,682	7,926
	$ 91,279	**$ 98,094**	**$ 98,138**	**$ 104,587**	**$111,297**	**$117,326**	**$124,191**	**$130,709**

ACCOUNT SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (886)	$ (891)	$ (866)	**$ (879)**	$ (905)	$ (931)	$ (958)	$ (985)
Grants, Donations and Other	(2,781)	(6,409)	(6,234)	**(6,317)**	(6,500)	(6,688)	(6,882)	(7,082)
	(3,667)	(7,300)	(7,100)	**(7,196)**	(7,405)	(7,619)	(7,840)	(8,067)
Expenditures								
Salaries and Benefits	17,023	17,947	17,500	**18,113**	18,675	19,491	20,246	21,185
Operating Costs	80,433	88,815	86,678	**92,387**	98,739	104,157	110,479	116,273
Internal Services Used	335	410	358	**365**	370	379	388	400
Internal Services Recovered	(37)	(13)	(242)	**-**	-	-	-	-
External Recoveries	(1,327)	(1,123)	(756)	**(782)**	(782)	(782)	(782)	(782)
	96,427	106,036	103,538	**110,083**	117,002	123,245	130,331	137,076
Net Operations Total	**92,760**	**98,736**	**96,438**	**102,887**	**109,597**	**115,626**	**122,491**	**129,009**
Transfers								
Transfer From Own Sources	(3,619)	(2,428)	-	**-**	-	-	-	-
Transfer To Own Sources	2,138	1,786	1,700	**1,700**	1,700	1,700	1,700	1,700
	(1,481)	(642)	1,700	**1,700**	1,700	1,700	1,700	1,700
	$ 91,279	**$ 98,094**	**$ 98,138**	**$ 104,587**	**$111,297**	**$117,326**	**$124,191**	**$130,709**



43% of Property Taxes allocated to RCMP

ADMINISTRATION	2010 ACTUAL *restated*	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	(37)	(86)	-	-	-	-	-	-
	(37)	(86)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	764	1,093	892	653	923	1,221	1,534	1,880
Operating Costs	63	97	-	93	98	103	108	113
Internal Services Used	144	103	140	154	156	160	164	169
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	971	1,293	1,032	900	1,177	1,484	1,806	2,162
Net Operations Total	**971**	**1,207**	**1,032**	**900**	**1,177**	**1,484**	**1,806**	**2,162**
Transfers								
Transfer From Own Sources	(63)	(90)	-	-	-	-	-	-
Transfer To Own Sources	375	86	-	-	-	-	-	-
	312	(4)	-	-	-	-	-	-
	$ 1,246	$ 1,203	$ 1,032	$ 900	$ 1,177	$ 1,484	$ 1,806	$ 2,162

DISTRICT OFFICES	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	(4)	-	-	-	-	-	-	-
	(4)	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	387	382	391	391	397	408	417	430
Operating Costs	915	933	1,012	1,042	1,047	1,052	1,057	1,062
Internal Services Used	69	74	89	74	75	77	79	81
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	1,371	1,389	1,492	1,507	1,519	1,537	1,553	1,573
Net Operations Total	**1,367**	**1,389**	**1,492**	**1,507**	**1,519**	**1,537**	**1,553**	**1,573**
Transfers								
Transfer From Own Sources	(1)	-	-	-	-	-	-	-
Transfer To Own Sources	4	-	-	-	-	-	-	-
	3	-	-	-	-	-	-	-
	$ 1,370	$ 1,389	$ 1,492	$ 1,507	$ 1,519	$ 1,537	$ 1,553	$ 1,573

OPERATIONS	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
	restated		*restated*					
Revenues								
Sales and Services	$ (648)	$ (681)	$ (590)	**$ (608)**	$ (626)	$ (644)	$ (663)	$ (682)
Grants, Donations and Other	(355)	(358)	(307)	**(351)**	(361)	(371)	(382)	(393)
	(1,003)	(1,039)	(897)	**(959)**	(987)	(1,015)	(1,045)	(1,075)
Expenditures								
Salaries and Benefits	7,339	7,779	7,313	**7,623**	7,756	7,988	8,187	8,452
Operating Costs	305	296	316	**346**	346	346	346	346
Internal Services Used	53	54	60	**51**	52	53	54	56
Internal Services Recovered	(37)	-	-	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	7,660	8,129	7,689	**8,020**	8,154	8,387	8,587	8,854
Net Operations Total	**6,657**	**7,090**	**6,792**	**7,061**	**7,167**	**7,372**	**7,542**	**7,779**
Transfers								
Transfer From Own Sources	(2)	-	-	**-**	-	-	-	-
Transfer To Own Sources	2	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 6,657	**$ 7,090**	**$ 6,792**	**$ 7,061**	**$ 7,167**	**$ 7,372**	**$ 7,542**	**$ 7,779**

CORPORATE SERVICES	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (14)	$ (9)	$ (83)	**$ (72)**	$ (74)	$ (76)	$ (78)	$ (80)
Grants, Donations and Other	(2,385)	(5,965)	(5,927)	**(5,966)**	(6,139)	(6,317)	(6,500)	(6,689)
	(2,399)	(5,974)	(6,010)	**(6,038)**	(6,213)	(6,393)	(6,578)	(6,769)
Expenditures								
Salaries and Benefits	1,718	1,787	1,881	**2,081**	2,115	2,176	2,228	2,298
Operating Costs	1,216	1,276	1,380	**1,482**	1,482	1,482	1,482	1,482
Internal Services Used	66	179	69	**86**	87	89	91	94
Internal Services Recovered	-	(11)	(242)	**-**	-	-	-	-
External Recoveries	(1,064)	(856)	(735)	**(761)**	(761)	(761)	(761)	(761)
	1,936	2,375	2,353	**2,888**	2,923	2,986	3,040	3,113
Net Operations Total	**(463)**	**(3,599)**	**(3,657)**	**(3,150)**	(3,290)	(3,407)	(3,538)	(3,656)
Transfers								
Transfer From Own Sources	(3,553)	(1,700)	-	**-**	-	-	-	-
Transfer To Own Sources	1,757	1,700	1,700	**1,700**	1,700	1,700	1,700	1,700
	(1,796)	-	1,700	**1,700**	1,700	1,700	1,700	1,700
	$ (2,259)	**$ (3,599)**	**$ (1,957)**	**$ (1,450)**	**$ (1,590)**	**$ (1,707)**	**$ (1,838)**	**$ (1,956)**

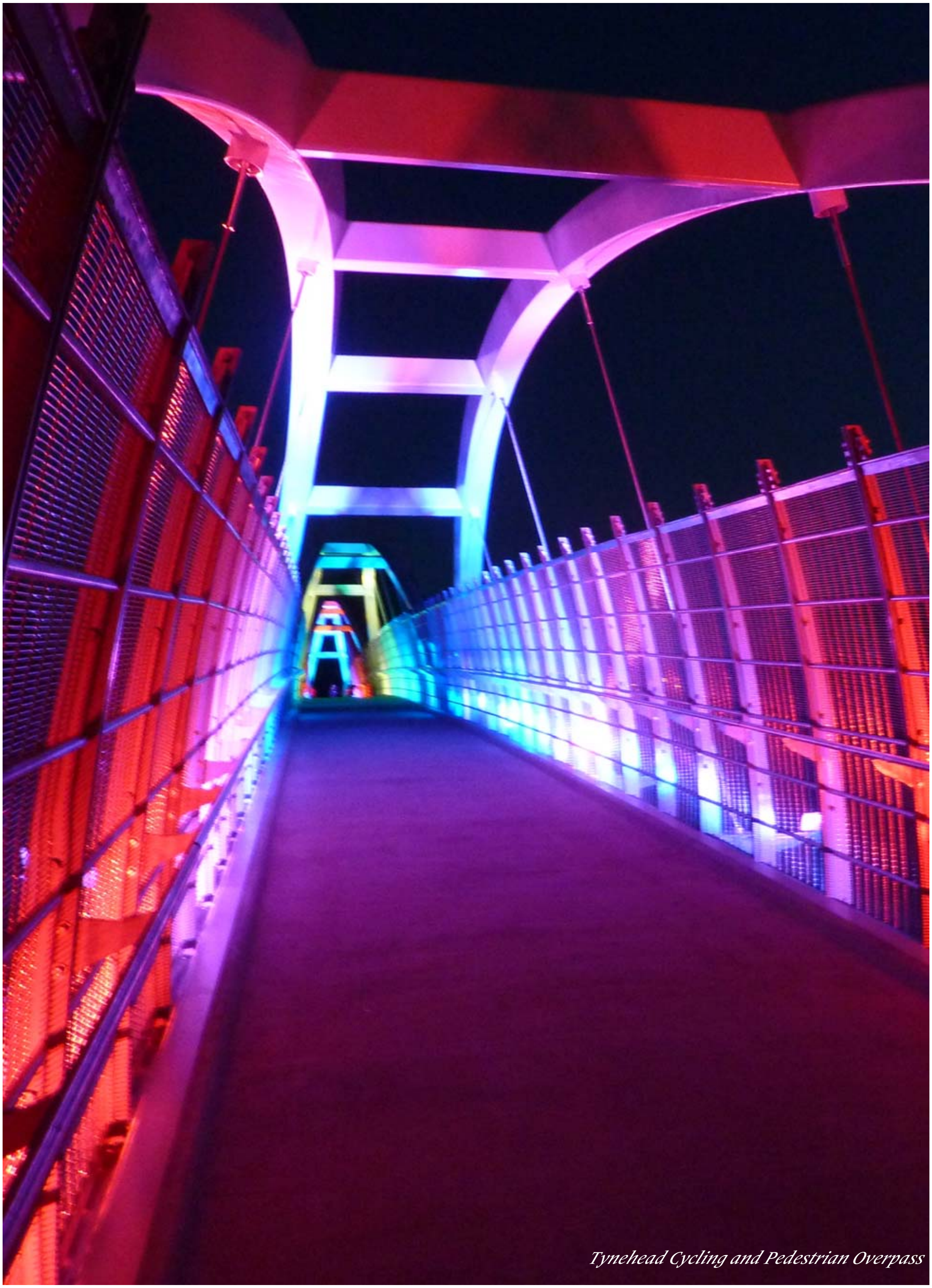
RCMP CONTRACT	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
	restated		*restated*					
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	77,869	86,192	83,949	**89,399**	95,736	101,139	107,446	113,225
Internal Services Used	2	-	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(165)	(164)	-	**-**	-	-	-	-
	77,706	86,028	83,949	**89,399**	95,736	101,139	107,446	113,225
Net Operations Total	**77,706**	**86,028**	**83,949**	**89,399**	**95,736**	**101,139**	**107,446**	**113,225**
Transfers								
Transfer From Own Sources	-	(638)	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	(638)	-	**-**	-	-	-	-
	$77,706	**$85,390**	**$83,949**	**$89,399**	**$95,736**	**$ 101,139**	**$107,446**	**$113,225**

INFORMATION SERVICES	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (224)	$ (201)	$ (193)	**$ (199)**	$ (205)	$ (211)	$ (217)	$ (223)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(224)	(201)	(193)	**(199)**	(205)	(211)	(217)	(223)
Expenditures								
Salaries and Benefits	6,815	6,906	7,023	**7,365**	7,484	7,698	7,880	8,125
Operating Costs	65	21	21	**25**	30	35	40	45
Internal Services Used	1	-	-	**-**	-	-	-	-
Internal Services Recovered	-	(2)	-	**-**	-	-	-	-
External Recoveries	(98)	(103)	(21)	**(21)**	(21)	(21)	(21)	(21)
	6,783	6,822	7,023	**7,369**	7,493	7,712	7,899	8,149
Net Operations Total	**6,559**	**6,621**	**6,830**	**7,170**	**7,288**	**7,501**	**7,682**	**7,926**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 6,559	**$ 6,621**	**$ 6,830**	**$ 7,170**	**$ 7,288**	**$ 7,501**	**$ 7,682**	**$ 7,926**

SIGNIFICANT CHANGES
RCMP
(in thousands)

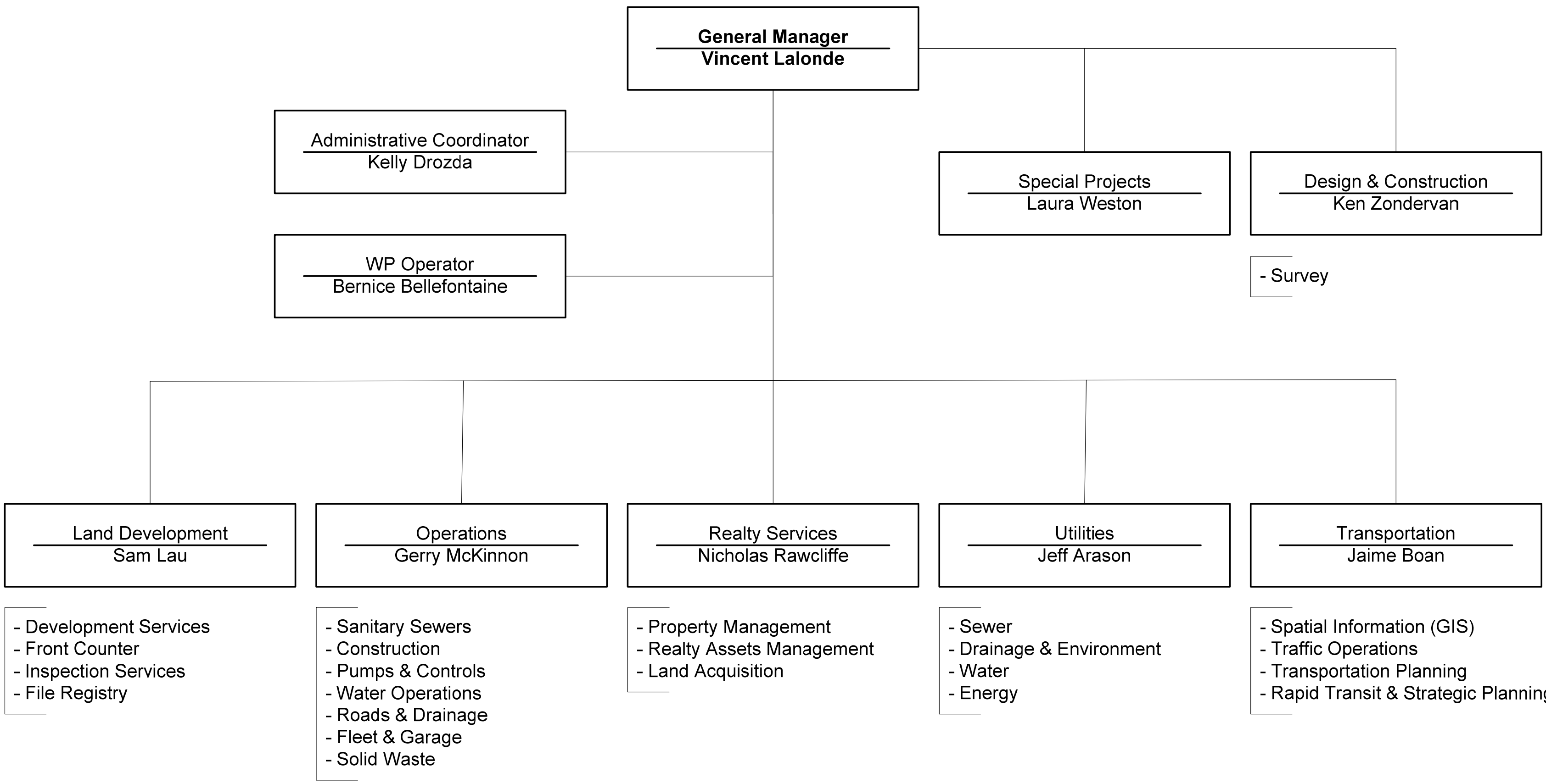
2011 ADOPTED BUDGET		$ 98,138
REVENUES		
Sales and Services		
Traffic Ticket Revenue	$ (38)	
Victim Services Grant	(65)	
Keep of Prisoners	20	
Security Clearances	(18)	
Insurance Inquiries	(6)	
Property Leases	11	(96)
Taxation and Other	-	
Total Change in Revenues		(96)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Rate & Range Increases	316	
New Position	90	
Overtime	43	
Budget Reduction 2009	164	613
Operating Costs		
Annualize Prior Year Members	524	
14 New Members (Oct 01, 2012)	440	
Rate Increase - 2012/13	537	
Rank Increase	881	
Increase in O&M	6	
Pension Increase	411	
Division Admin	725	
Increase in Integrated Teams	19	
Base Contract Timing Adjustments	1,907	
Departmental Expenses	259	5,709
Internal Services Used		
Salary	14	
Other	(21)	
Municipal Equipment	5	
Parks Recovery	21	
Budget Transfer - Operating Expenses	(12)	7
Internal Services Recovered		
Build Surrey	242	242
External Recoveries		
OCC Service City of White Rock	(15)	
Services Support to ERT and IDENT	(11)	(26)
Transfer From Own Sources	-	-
Transfer To Own Sources		
Reserve for future space	-	-
Rounding		-
Total Change in Expenditures		6,545
2012 BUDGET		$ 104,587

2012 ADOPTED BUDGET			$ 104,587
REVENUES			
Sales and Service			
Operations	....	$ (116)	
Corporate Services	....	(731)	
Information Services	....	(24)	(871)
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	....	1,994	
4 Civilian FTE's	....	1,078	3,072
Operating Costs			
10 New (4 Unfunded) Members Increase	....	2,514	
Annualized Member Increase	....	4,149	
Increase Due to Inflation	....	60	
RCMP Contract Potential Salary Increases	....	17,163	23,886
Internal Services Used			
Salary Increases		35	35
2016 BUDGET			$ 130,709



Tynehead Cycling and Pedestrian Overpass

ENGINEERING DEPARTMENTAL FUNCTIONS



MISSION STATEMENT

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

KEY PROGRAMS & SERVICES

Tynehead Pedestrian Overpass at Highway 1

The Engineering Department provides services relating to transportation systems, garbage, recycling, water, sewer, drainage, land development, geographic information services, surveying and the management of real estate assets. The department includes the Land Development, Realty Services, Operations, Utilities and Transportation divisions. For the purpose of the Financial Plan, the accomplishments and goals in this section are those that relate to the divisions that fall under the General Operating Fund: Land Development, Realty Services and Operations. The performance measures for Water, Sewer & Drainage, Transportation, and Solid Waste are reported in their respective sections of the Financial Plan as they are self-funded 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. In addition, the Front Counter section provides counter services to the public and the File Registry section manages the department's records.

REALTY SERVICES

Realty Services manages the acquisition, sale, leasing and maintenance of the City's real estate portfolio. It secures all property rights required for the City's capital construction and park acquisition programs and provides professional advice on all aspects of real estate to Council and City departments.

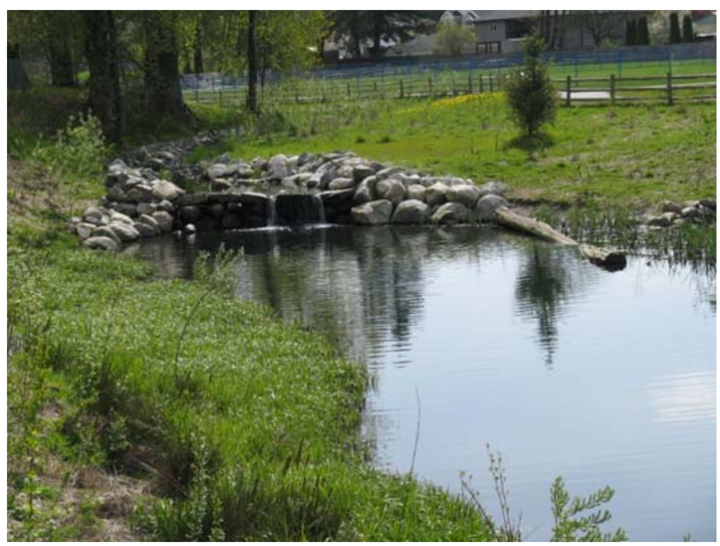
OPERATIONS

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

2011 ACCOMPLISHMENTS

ECONOMIC:

- Reduced typical land development processing time on engineering requirements for commercial and industrial applications by 10%;
- Maintained typical land development processing time on engineering requirements for City Centre applications below average of 10 weeks;
- Reduced typical land development processing time on servicing agreements for City Centre projects by 15%;
- Launched initial Amanda folders for City Road & Right-of-Way and Traffic Obstruction Permits;
- Contributed to the Mayor's Red Tape Reduction Advisory Committee;
- Co-ordinated over $7 million in land sales;
- Increased, through appraisal and negotiation, the cash-in-lieu of park dedication payments to the City by over $900,000;
- Completed the sale of property to Metro Vancouver relating to the acquisition of land for the 96 Avenue road improvement project from Tynehead Park (168 to 176 Street);
- Created web-based map editing solutions to improve City Hall efficiencies in tracking and providing City services; and
- Established Surrey City Energy, the City's district energy utility.



Robson Park habitat

ENVIRONMENTAL:

- Committed over $20 million in Parkland Acquisition Program expenditures, which added over 20 acres of park to the City's park inventory.

SOCIO-CULTURAL:

- Completed the necessary property acquisition requirements for the proposed Grandview Heights Community Centre;
- Delivered the property and conveyance requirements for Phase 1 of the Roberts Bank Rail Corridor Program;
- Acquired all interests in land necessary to complete the Bridgeview Low Pressure Sanitary Sewer upgrade (vacuum sanitary conversion);
- Project managed the streamlining of Policy P-15 (habitat replacement on City land) which has helped to educate City staff in the application of the policy and obtain security from developers to ensure the habitat construction is completed to City standards; and
- Created a mapping/modeling system to enhance the Fire Service's emergency preparedness capabilities.

Pioneer Pedestrian Overpass at Highway 99

FUTURE INITIATIVES

ECONOMIC:

- Reduce typical land development processing time on engineering requirements for commercial and industrial applications by a further 10%;
- Finalize the on-line e-Guide to illustrate the end-to-end overview of the City's land development process;
- Continue to develop the remaining Amanda folders for City Road & Right-of-Way and Traffic Obstruction Permits;
- Continue to deliver the 2012 property requirements for the $180 million Roberts Bank Rail Corridor Program;
- Deliver the 2012 Capital Works property requirements, which include the 80 Avenue road widening (128 to 131 Street), 160 Street road widening (96 to 104 Avenue) and various other important capital projects;
- Complete the purchase of Lot 3 from the Province, by January 15, 2011, for the Campbell Heights Industrial Development and determine with the Surrey City Development Corporation (SCDC) whether the City will exercise its option to purchase of Lot 4 by June 30, 2012; and

- Release a new faster and more advanced 'COSMOS' system with intuitive user interface.

ENVIRONMENTAL:

- Completed acquisition of outstanding rights-of-ways for the lowland drainage program;
- Prepare Neighbourhood Concept Plans for West Clayton, Grandview Heights Area 4, and Grandview Heights Area 5A to meet the Sustainability Charter environmental goals relating to transportation options, district energy and watershed protection; and
- Complete partnership proposal with P3 Canada towards establishment of a bio-fuel facility which will accept residential and commercial green and kitchen waste(s).

SOCIO-CULTURAL:

- Support the Provincial Homelessness Initiative by expediting the BC Housing/ Provincial Rental Housing Corporation's YWCA affordable housing project (Alder Gardens) in Newton;
- Finalize the real estate requirements for the implementation of the Heritage Rail Demonstration Project; and
- Release 'COSMOS' on latest technology platforms (smartphones and tablets).

School travel plan at Hazelgrove Elementary

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.

Division	*Performance Measures*	*2011*	*Budget 2012*	*Budget 2013*	*Budget 2014*	*Budget 2015*	*Budget 2016*
Land Development	% of reduction in average land development processing time on engineering requirement for commercial and industrial applications	N/A* [Budget 10%]	10%	10%	10%	5%	5%
Realty Services	Expenses as a % of lease/rental revenues	50% [Budget 49%]	49%	48%	47%	46%	45%
Operations	% of fleet winter ready, complete with snow tires, by end of October	50% [Budget 75%]	75%	100%	100%	100%	100%
	% of reduction in missing information of City infrastructure on GIS System	N/A* [Budget 50%]	50%	20%	10%	10%	10%

** Was not measured in 2011.*

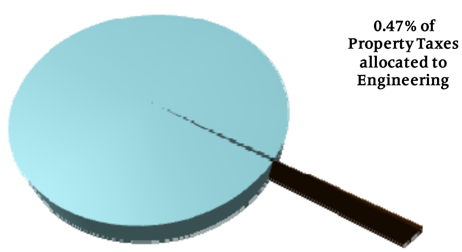
2012 – 2016 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
ENGINEERING SERVICES

(in thousands)

PROGRAM SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Administration	$ (1)	$ (3)	$ -	**$ -**	$ -	$ -	$ -	$ -
Fleet & Garage	(1,285)	(989)	-	**-**	-	-	-	-
GIS	716	857	525	**715**	735	757	776	799
Gravel	133	112	-	**-**	-	-	-	-
Land Development	266	290	(319)	**(40)**	(135)	(158)	(197)	(216)
Real Estate	607	229	520	**330**	369	414	459	508
Survey	148	327	124	**130**	142	154	168	182
	$ 584	**$ 822**	**$ 850**	**$ 1,135**	**$ 1,111**	**$ 1,167**	**$ 1,206**	**$ 1,273**

ACCOUNT SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (4,790)	$ (4,993)	$ (5,474)	**$ (5,200)**	$ (5,316)	$ (5,442)	$ (5,572)	$ (5,705)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(4,790)	(4,993)	(5,474)	**(5,200)**	(5,316)	(5,442)	(5,572)	(5,705)
Expenditures								
Salaries and Benefits	30,408	28,877	29,193	**29,266**	29,815	30,746	31,554	32,618
Operating Costs	6,557	6,781	7,042	**7,112**	7,304	7,502	7,705	7,914
Internal Services Used	6,781	6,844	6,642	**6,778**	6,824	6,924	7,021	7,125
Internal Services Recovered	(38,261)	(36,706)	(36,446)	**(36,855)**	(37,620)	(38,738)	(39,750)	(41,002)
External Recoveries	(1,892)	(2,251)	(1,735)	**(1,735)**	(1,735)	(1,735)	(1,735)	(1,735)
	3,593	3,545	4,696	**4,566**	4,588	4,699	4,795	4,920
Net Operations Total	(1,197)	(1,448)	(779)	**(634)**	(728)	(743)	(777)	(785)
Transfers								
Transfer From Own Sources	(100)	(658)	-	**-**	-	-	-	-
Transfer To Own Sources	1,881	2,928	1,629	**1,769**	1,839	1,910	1,983	2,058
	1,781	2,270	1,629	**1,769**	1,839	1,910	1,983	2,058
	$ 584	**$ 822**	**$ 850**	**$ 1,135**	**$ 1,111**	**$ 1,167**	**$ 1,206**	**$ 1,273**



ADMINISTRATION	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (104)	$ (111)	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(104)	(111)	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	24,021	22,492	22,161	**22,075**	22,484	23,181	23,784	24,581
Operating Costs	579	718	743	**762**	785	809	833	858
Internal Services Used	779	724	635	**266**	270	274	278	282
Internal Services Recovered	(25,172)	(23,645)	(23,607)	**(23,173)**	(23,609)	(24,334)	(24,965)	(25,791)
External Recoveries	(174)	(249)	-	**-**	-	-	-	-
	33	40	(69)	**(70)**	(70)	(70)	(70)	(70)
Net Operations Total	**(71)**	**(71)**	**(69)**	**(70)**	**(70)**	**(70)**	**(70)**	**(70)**
Transfers								
Transfer From Own Sources	-	(2)	-	**-**	-	-	-	-
Transfer To Own Sources	70	70	69	**70**	70	70	70	70
	70	68	69	**70**	70	70	70	70
	$ (1)	**$ (3)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

FLEET & GARAGE	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ (1)	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	(1)	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	3,673	3,721	4,264	**4,367**	4,498	4,633	4,772	4,915
Internal Services Used	2,660	2,501	2,741	**2,722**	2,762	2,803	2,845	2,888
Internal Services Recovered	(9,194)	(9,258)	(8,402)	**(8,750)**	(8,991)	(9,238)	(9,492)	(9,753)
External Recoveries	(11)	(41)	-	**-**	-	-	-	-
	(2,872)	(3,077)	(1,397)	**(1,661)**	(1,731)	(1,802)	(1,875)	(1,950)
Net Operations Total	**(2,872)**	**(3,079)**	**(1,397)**	**(1,661)**	**(1,731)**	**(1,802)**	**(1,875)**	**(1,950)**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	1,587	2,090	1,397	**1,661**	1,731	1,802	1,875	1,950
	1,587	2,090	1,397	**1,661**	1,731	1,802	1,875	1,950
	$ (1,285)	**$ (989)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

GIS	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (13)	$ (11)	$ (18)	**$ (18)**	$ (10)	$ (8)	$ (6)	$ (4)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(13)	(11)	(18)	**(18)**	(10)	(8)	(6)	(4)
Expenditures								
Salaries and Benefits	1,167	1,230	1,280	**1,395**	1,421	1,465	1,503	1,553
Operating Costs	99	217	159	**159**	164	169	174	179
Internal Services Used	590	514	498	**663**	673	692	708	729
Internal Services Recovered	(1,127)	(1,093)	(1,394)	**(1,484)**	(1,513)	(1,561)	(1,603)	(1,658)
External Recoveries	-	()	-	**-**	-	-	-	-
	729	868	543	**733**	745	765	782	803
Net Operations Total	**716**	**857**	**525**	**715**	**735**	**757**	**776**	**799**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	**-**	**-**	**-**	**-**	**-**	**-**	**-**
	$ 716	**$ 857**	**$ 525**	**$ 715**	**$ 735**	**$ 757**	**$ 776**	**$ 799**

GRAVEL	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	169	147	163	**163**	168	173	178	183
Internal Services Used	235	236	348	**348**	358	369	380	391
Internal Services Recovered	(269)	(271)	(511)	**(511)**	(526)	(542)	(558)	(574)
External Recoveries	(2)	-	-	**-**	-	-	-	-
	133	**112**	-	**-**	-	-	-	-
Net Operations Total	**133**	**112**	**-**	**-**	**-**	**-**	**-**	**-**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 133	**$ 112**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

LAND DEVELOPMENT	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (3,547)	$ (3,882)	$ (4,291)	**$ (4,287)**	$ (4,411)	$ (4,539)	$ (4,671)	$ (4,806)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(3,547)	(3,882)	(4,291)	**(4,287)**	(4,411)	(4,539)	(4,671)	(4,806)
Expenditures								
Salaries and Benefits	2,600	2,584	2,814	**2,843**	2,895	2,984	3,061	3,163
Operating Costs	820	956	754	**702**	702	702	702	702
Internal Services Used	2,082	2,530	2,139	**2,437**	2,414	2,430	2,446	2,460
Internal Services Recovered	-	(2)	-	**-**	-	-	-	-
External Recoveries	(1,689)	(1,960)	(1,735)	**(1,735)**	(1,735)	(1,735)	(1,735)	(1,735)
	3,813	4,107	3,972	**4,247**	4,276	4,381	4,474	4,590
Net Operations Total	**266**	**225**	**(319)**	**(40)**	**(135)**	**(158)**	**(197)**	**(216)**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	65	-	**-**	-	-	-	-
	-	**65**	**-**	**-**	**-**	**-**	**-**	**-**
	$ 266	**$ 290**	**$ (319)**	**$ (40)**	**$ (135)**	**$ (158)**	**$ (197)**	**$ (216)**

REAL ESTATE	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (1,126)	$ (987)	$ (1,165)	**$ (895)**	$ (895)	$ (895)	$ (895)	$ (895)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(1,126)	(987)	(1,165)	**(895)**	(895)	(895)	(895)	(895)
Expenditures								
Salaries and Benefits	1,721	1,617	2,030	**1,974**	2,012	2,076	2,132	2,205
Operating Costs	1,170	985	914	**914**	941	969	998	1,028
Internal Services Used	315	221	173	**229**	232	238	243	250
Internal Services Recovered	(1,586)	(1,655)	(1,580)	**(1,915)**	(1,944)	(1,997)	(2,042)	(2,103)
External Recoveries	-	-	-	**-**	-	-	-	-
	1,620	1,168	1,537	**1,202**	1,241	1,286	1,331	1,380
Net Operations Total	**494**	**181**	**372**	**307**	**346**	**391**	**436**	**485**
Transfers								
Transfer From Own Sources	(95)	(656)	-	**-**	-	-	-	-
Transfer To Own Sources	208	703	148	**23**	23	23	23	23
	113	48	148	**23**	23	23	23	23
	$ 607	**$ 229**	**$ 520**	**$ 330**	**$ 369**	**$ 414**	**$ 459**	**$ 508**

	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
SURVEY								
Revenues								
Sales and Services	$ -	$ -	**$ -**	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	**-**	**-**	-	-	-	-
	-	-	**-**	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	899	955	908	**979**	1,003	1,040	1,074	1,116
Operating Costs	47	37	45	**45**	46	47	48	49
Internal Services Used	120	117	108	**113**	115	118	121	125
Internal Services Recovered	(913)	(782)	(952)	**(1,022)**	(1,037)	(1,066)	(1,090)	(1,123)
External Recoveries	(16)	-	-	**-**	-	-	-	-
	137	327	109	**115**	127	139	153	167
Net Operations Total	**137**	**327**	**109**	**115**	**127**	**139**	**153**	**167**
Transfers								
Transfer From Own Sources	(5)	-	-	**-**	-	-	-	-
Transfer To Own Sources	16	-	15	**15**	15	15	15	15
	11	-	15	**15**	15	15	15	15
	$ 148	**$ 327**	**$ 124**	**$ 130**	**$ 142**	**$ 154**	**$ 168**	**$ 182**

2012 – 2016 FINANCIAL PLAN

SIGNIFICANT CHANGES
ENGINEERING SERVICES
(in thousands)

2011 ADOPTED BUDGET			$ 850
REVENUES			
Sales and Services			
Realty Service Fees	....	$ 15	
Realty Rental Revenue	....	255	
Land Development Application Fees	....	85	
Land Development Inspection Fees	....	(2)	
Land Development Processing Fees	....	(167)	
Land Development Permit Fees	....	88	274
Taxation and Other	....	-	-
Total Change in Revenues			274
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Rate & Range Increase	....	(304)	
Overhead, Overtime, Sick Reduction	....	74	
Reclass Positions	....	(1)	
New Positions	....	304	73
Operating Costs			
Land Development - Consulting Services	....	(52)	
Fleet	....	103	
Works Yard	....	19	70
Internal Services Used			
Labour Adjustments	....	398	
IT Maintenance Agreements	....	(332)	
Facilities Maintenance Agreements	....	(50)	
New Positions	....	(159)	
Joint Works Yard Charge	....	(3)	
Charges to varios Departments	....	315	
Municipal Equipment	....	(33)	136
Internal Services Recovered			
Recovery of Staff Time and Salary Adjustments	....	95	
Payroll Labour Chargeouts	....	(157)	
IT Recovery	....	-	
Equipment Recovery Adjustment	....	(348)	(409)
External Recoveries	....	-	-
Transfer From Own Sources	....	-	-
Transfer To Own Sources			
Transfer to Equipment Replacement Reserve Adjustment	....	266	
(Aquatic Retail Complex) Legacy Fund Repayment Complete	....	(125)	141
Total Change in Expenditures			11
2012 BUDGET			$ 1,135

Engineering Services Significant Changes

2012 ADOPTED BUDGET			$ 1,135
REVENUES			
Sales and Service			
Land Development Growth	....	$ (519)	
GIS Revenue	....	14	(505)
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	....	3,352	3,352
Operating Costs			
Increases Due to Inflation	....	802	802
Internal Services Used	....	347	347
Internal Services Recovered	....	(4,147)	(4,147)
External Recoveries	....	-	-
Transfers			
Realty Reserve	....	-	
Fleet Contribution	....	289	289
2016 BUDGET			$ 1,273

Redwood Park in Surrey

2012 – 2016 FINANCIAL PLAN

PARKS, RECREATION & 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 & Recreation Services — Lisa White
- Recreation Facilities Operations
  - Community Centres
  - Pools (Indoor & Outdoor)
  - Arenas
  - Community Halls
  - Seniors
  - Youth
- Recreation Program Development & Delivery
  - Customer Call Centre
  - CLASS System
  - Administration
  - Technology Support
- Community Development

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

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

Marketing & Communications — Darryl McCarron
- Marketing Planning
- Graphic Design & Print Material
- Advertising & Promotion
- Web & Social Media Content
- Ceremonies
- Communications, Publicity & Media Relations

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

PARKS, RECREATION & CULTURE DEPARTMENTAL OVERVIEW

MISSION STATEMENT

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

Boulevard trees

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

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

KEY PROGRAMS & SERVICES

The programs, facilities and services of the Parks, Recreation & Culture Department reflect people working together to improve recreation opportunities and enhance the quality of life for residents of Surrey. While working alongside the community, the department supports individuals and community wellness, environmental stewardship, cultural diversity, arts and heritage services, and community development. The department's divisions include:

PARKS SERVICES

The Parks Services division is responsible for the planning, development, operation and maintenance of over 2,601 hectares of parkland, a civic marina and three cemeteries. The Division also oversees the stewardship of the natural environment and the street tree program, and facilitates the provision of nature-based programs. The Division works with the community to program the use of all outdoor athletic facilities and community gardens to optimize use. The Special Events and Filming section hosts major events throughout the year, provides advice and permits to community event organizers and is a one-stop agency for filming within the City.

COMMUNITY & RECREATION

Community & Recreation Services is responsible for the efficient and effective operation of community pools, arenas, recreation and community centres throughout the City, while building healthy communities for all people to be active and engaged for life. This division, with partners in the Surrey community, facilitate and deliver programs and services that are accessible for seniors, youth, children and families. Community & Recreation Services engages participation through volunteerism and by leading an inclusive approach towards reaching out to involve members of Surrey's diverse community, including people with disabilities, in all service areas.

ARTS

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

HERITAGE

Heritage Services plans, oversees and 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. Heritage partners with community organizations to build awareness and appreciation for Surrey's history and heritage through the presentation and circulation of exhibits, tours, public programs, curriculum-based school programs and special events. The division fosters and supports community participation and life-long learning through volunteer and work experience opportunities for youth and adults.

Heritage Services Program

2011 ACCOMPLISHMENTS

ECONOMIC:

- Realized economic benefits and tourism opportunities for the City through multiple major special events held in 2011, such as hosting the largest Canada Day celebration in Western Canada at the Cloverdale Amphitheatre, the two-day multi-cultural Fusion Festival at Holland Park, Earth Day: Party for the Planet, Tree Lighting Celebration, Children's Festival and many community festivals hosted in each Town Centre;
- Raised approximately $1,300,000 through direct cash sponsorships and $1,088,000 of in-kind sponsorships to support City events, which included the events noted above plus the Mayor's Charity Gala, Economic Summit, and various community environmental events, such as ReLeaf Day and Maple Leaf Day;
- Received five federal grants to employ summer students at the Surrey Museum, Historic Stewart Farm and Surrey Archives;
- Replaced the theatre seats and freshened up the Main Stage Theatre at the Surrey Arts Centre using community fundraising and a grant from the Canada Cultural Spaces program;
- Received a $25,000 grant from the United Way for South Asian Fitness in Newton and North Surrey and a $20,000 grant from UBCM to develop a Seniors Resource Centre; and
- Sustainability was a key focus at City of Surrey events, helping to raise awareness on sustainability initiatives amongst the public. This involved intense management of garbage, recyclable material, and organic matter and food waste in support of Sustainability Charter objectives. For "Party for the Planet: Earth Day 2011" and other key events, the City was able to work with its media sponsors to promote its sustainability initiatives to residents and visitors; this media promotion was valued at $300,000.

Cloverdale Recreation Centre

ENVIRONMENTAL:

- Acquired approximately 10 acres of natural areas containing significant stands of trees and important water courses;
- $11,104,000 was spent to acquire lands to add to existing parks, new acquisitions for neighbourhood and community park purposes, and lands purchased for the development of community pathway systems;

- Advanced the City's Parkland Acquisition Program by acquiring 30.5 hectares of new parkland for active and passive recreation and natural area preservation;
- Managed approximately 64,000 street and 17,000 park trees and planted an additional 4,500 shade trees in parks, street boulevards and medians; and
- Enhanced the gardens of Hawthorne Rotary Park and Blumsen Park in the Morgan Creek Community featuring natural areas, trails and a large playground.

Tree Lighting Ceremony, Central City Plaza

SOCIO-CULTURAL:

- Developed a state-of-the-art artificial turf field for the sport of field hockey. The new field, constructed at Tamanawis Park in Newton, is the second artificial field at the park, which has been widely acclaimed as the best Field Hockey Tournament site in Canada;
- Developed a 2012-2021 Dog Off-Leash Area Strategy, involving considerable public participation;
- Developed a sizeable youth park, with a roof covering a large portion of the skateable area, at the Chuck Bailey Recreation Centre;
- Launched new heritage extension programs for pre-school children at the Kensington Prairie Recreation Centre;
- Developed, in partnership with the Surrey RCMP Detachment, the RCMP Veterans Association and retired officers, an exhibition to commemorate the 60th Anniversary of the RCMP in Surrey;
- Initiated an extensive community consultation process to develop a new Cultural Plan outlining recommendations to achieve new cultural services, facilities and community cultural development goals over the next five years;
- Completed the largest number of projects in the history of the Public Art Program including *Semiahmoo Trail Mosaics, Teamwork, Flow and Variation of Flow, Convergence – Cultures of the World Living in Harmony, Seasons in the Park, Connections, West Coast Landscape, Marks, and Lightmodal*;
- Increased the Surrey Children's Festival youth outreach and involvement through Cirque Surrey. This program consisted of 35 students from Kwantlen Park Secondary School being mentored in juggling, stilting, roving performance, character development and other circus skills; and
- Opened the new 66,000 square foot Cloverdale Recreation Centre. This state of the art facility features three gymnasiums, two weight rooms, a fitness studio, a seniors kitchen and lounge, and a wide variety of multiuse spaces.

FUTURE INITIATIVES

ECONOMIC:

- Pursue all available grant opportunities through channels such as the National Crime Prevention Funding, UBCM, Heritage Canada and Vancouver Foundation;
- Seek out grant opportunities to expand services to youth, increase services in diversity, and adult and seniors services;
- Support recommendations from the 5-Year Sport Tourism Plan and work with Tourism Surrey to achieve these objectives;
- Work with Facilities Management to update the condition assessment of existing facilities and develop a financial plan to address how these facilities will be renovated or upgraded to meeting current and future needs; and
- Review and update the "Community Wishing Well", Surrey's gift, donation and sponsorship program, to access effectiveness and strategies for promoting awareness.

ENVIRONMENTAL:

- Continue development of City-wide trail system;
- Continue the implementation of the Green City Program to plant trees in high visibility areas of the city;
- Provide information and educational materials at City festivals and events that increase community awareness regarding greening opportunities;
- Sustain the current Banner Program that showcases our community pride and spirit;
- Support Engineering to enhance Waste Reduction Week by increasing educational elements and participation levels at City parks; and
- Undertake a focused recruitment effort aimed at identifying groups that will oversee and manage new community gardens.

SOCIO-CULTURAL:

- Provide support to Surrey's 2012 BC Summer Games and the 2012 International World Music Marathon;
- Organize and present the 2012 Doors Open event;
- Host the 5th Annual Fusion Festival in Holland Park;
- Support the Healthy Community Plan to encourage physical activity and increased participation in Parks, Recreation and Culture programs and facilities;
- Foster the development of decentralized arts opportunities through partnerships with the Arts Council of Surrey, the South Surrey White Rock Arts Association and Arts Umbrella;
- Develop a cultural marketing plan to focus on building new audiences and promoting the programs, facilities and benefits associated with arts and heritage services;

- Implement the short-term recommendations in the Surrey Art Gallery Strategic Plan including establishing a young adult advisory group to provide information on the development of future services;
- Design and build an arts and fitness space as an addition to the existing South Surrey Recreation Centre;
- Continue to implement new City sign graphic standards that include City branding on park entrance signage, facility signage, new directional signs, greenways and interpretive and regulatory signage;
- Host national calibre cultural heritage and arts exhibitions in Surrey;
- Provide a wide variety of free and low cost programs and activities for children and youth to develop physical literacy, promote healthy lifestyles and enhance leaderships skills; and
- Continue building community through the “Tours for Newcomers Program”, in partnership with Options Community Services (OCS) by providing newcomers with a welcoming tour to introduce many of the City’s sites and services.

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*	*2011*	*Budget 2012*	*Budget 2013*	*Budget 2014*	*Budget 2015*	*Budget 2016*
Parks Services	Increase street tree inventory	5.85% [Budget 3%]	3%	3%	3%	3%	3%
	Increase the length of trail system	1.4% [Budget 1%]	1%	1%	1%	1%	1%
	Increase capacity for drop-in use of outdoor facilities	2.8% [Budget 2%]	2%	2%	2%	2%	2%
Community & Recreation Services	Increase the attendance at community centres	2% [Budget 2%]	2%	3%	2%	3%	3%
	Increase Leisure Access participation	1% [Budget 1%]	1%	2%	2%	2%	2%
	Increase volunteer placements	1% [Budget 2%]	2%	2%	1%	1%	1%

Division	*Performance Measures*	*2011*	*Budget 2012*	*Budget 2013*	*Budget 2014*	*Budget 2015*	*Budget 2016*
Arts Services	Increase the # of on-line tickets sold through Surrey Arts Centre Box Office	24%[1] [Budget 2%]	2%	2%	2%	2%	2%
	Increase school programs attendance at the Surrey Arts Gallery	-21%[2] [Budget 1%]	0%	1%	1%	1%	1%
	Increase overall attendance of the Surrey Children's Festival	0% [Budget 2%]	0.5%	1%	1%	1%	1%
Heritage Services	Catalogue and expand web searchable heritage collections	7% [Budget 2%]	5%	2%	3%	3%	3%
	Increase participation in heritage extension programs	400%[3] [Budget 5%]	10%	3%	3%	2%	2%
	Increase participation in heritage public programs	N/A[4] [Budget 5%]	2%	2%	1%	1%	1%

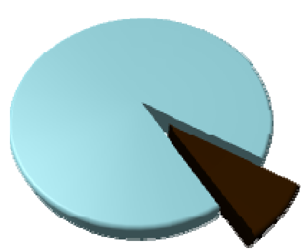
[1] Increase due to significant use of service by customers.
[2] Decrease due to teacher job action.
[3] 2011 Heritage Extension Program increase related to the development of pre-school heritage extension services at the new Kensington Prairie Recreation Centre.
[4] Was not measured in 2011.

DEPARTMENTAL OPERATIONS
PARKS, RECREATION & CULTURE

(in thousands)

PROGRAM SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Administration	$ 2,369	$ 1,731	$ 2,589	**$ 2,984**	$ 3,020	$ 3,075	$ 3,125	$ 3,188
Arenas	1,343	1,688	1,415	**840**	829	853	861	890
Art Centre	1,991	2,138	2,126	**2,069**	2,096	2,150	2,193	2,255
Community Development	438	492	492	**481**	494	517	537	563
Community Halls	15	9	32	**18**	18	18	18	18
Community Recreation Services	4,652	5,432	5,089	**4,835**	4,869	4,993	5,079	5,224
Heritage Services	1,254	1,336	1,553	**1,528**	1,553	1,596	1,633	1,682
Indoor Pools	4,052	4,581	3,510	**2,892**	2,847	2,893	2,900	2,964
Outdoor Pools	772	814	814	**877**	877	877	877	877
Marketing	985	1,003	1,063	**1,083**	1,102	1,132	1,158	1,191
Parks Division	13,762	14,190	15,050	**15,529**	16,305	17,135	17,947	18,794
Planning, Research & Development	161	637	381	**395**	401	409	417	427
Seniors Centres	723	681	693	**588**	592	604	612	626
Special Events	738	1,059	886	**1,000**	1,015	1,035	1,054	1,078
Youth Centres	556	480	580	**469**	474	485	494	506
	$ 33,811	**$ 36,271**	**$ 36,273**	**$ 35,588**	**$ 36,492**	**$ 37,772**	**$ 38,905**	**$ 40,283**

ACCOUNT SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (18,748)	$ (19,445)	$ (18,632)	**$ (20,535)**	$ (21,116)	$ (21,714)	$ (22,330)	$ (22,964)
Grants, Donations and Other	(2,209)	(2,265)	(420)	**(420)**	(420)	(420)	(420)	(420)
	(20,957)	(21,710)	(19,052)	**(20,955)**	(21,536)	(22,134)	(22,750)	(23,384)
Expenditures								
Salaries and Benefits	32,253	35,332	30,783	**33,683**	34,258	35,271	36,138	37,299
Operating Costs	29,645	27,106	24,765	**30,624**	34,336	35,408	38,033	39,223
Internal Services Used	12,051	13,158	7,498	**8,535**	8,662	8,900	9,101	9,375
Internal Services Recovered	(11,526)	(13,988)	(7,973)	**(13,968)**	(17,097)	(17,542)	(19,486)	(20,099)
External Recoveries	(716)	(675)	(411)	**(313)**	(313)	(313)	(313)	(313)
	61,707	60,933	54,662	**58,561**	59,846	61,724	63,473	65,485
Net Operations Total	**40,750**	**39,223**	**35,610**	**37,606**	**38,310**	**39,590**	**40,723**	**42,101**
Transfers								
Transfer From Own Sources	(8,430)	(7,183)	(479)	**(2,586)**	(2,386)	(2,386)	(2,386)	(2,386)
Transfer To Own Sources	1,491	4,231	1,142	**568**	568	568	568	568
	(6,939)	(2,952)	663	**(2,018)**	(1,818)	(1,818)	(1,818)	(1,818)
	$ 33,811	**$ 36,271**	**$ 36,273**	**$ 35,588**	**$ 36,492**	**$ 37,772**	**$ 38,905**	**$ 40,283**



15% of Property Taxes allocated to Parks, Recreation & Culture

ADMINISTRATION	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (233)	$ (22)	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	(344)	(2)	-	-	-	-	-	-
	(577)	(24)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,529	1,338	1,387	**1,431**	1,466	1,520	1,569	1,631
Operating Costs	6,151	555	828	**1,306**	1,306	1,306	1,306	1,306
Internal Services Used	203	112	36	**44**	45	46	47	48
Internal Services Recovered	(82)	(54)	(12)	**(146)**	(146)	(146)	(146)	(146)
External Recoveries	(2)	(1)	-	**(1)**	(1)	(1)	(1)	(1)
	7,799	1,950	2,239	**2,634**	2,670	2,725	2,775	2,838
Net Operations Total	**7,222**	**1,926**	**2,239**	**2,634**	**2,670**	**2,725**	**2,775**	**2,838**
Transfers								
Transfer From Own Sources	(5,220)	(617)	-	**-**	-	-	-	-
Transfer To Own Sources	367	422	350	**350**	350	350	350	350
	(4,853)	(195)	350	**350**	350	350	350	350
	$ 2,369	**$ 1,731**	**$ 2,589**	**$ 2,984**	**$ 3,020**	**$ 3,075**	**$ 3,125**	**$ 3,188**

ARENAS	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (3,549)	$ (3,702)	$ (3,678)	**$ (3,723)**	$ (3,831)	$ (3,942)	$ (4,056)	$ (4,174)
Grants, Donations and Other	(43)	(28)	-	**-**	-	-	-	-
	(3,592)	(3,730)	(3,678)	**(3,723)**	(3,831)	(3,942)	(4,056)	(4,174)
Expenditures								
Salaries and Benefits	2,746	3,218	2,801	**2,942**	2,989	3,074	3,146	3,243
Operating Costs	1,431	1,447	1,566	**1,581**	1,631	1,681	1,731	1,781
Internal Services Used	235	274	214	**-**	-	-	-	-
Internal Services Recovered	(18)	(36)	(12)	**-**	-	-	-	-
External Recoveries	(13)	(16)	(10)	**(10)**	**(10)**	**(10)**	**(10)**	**(10)**
	4,381	4,887	4,559	**4,513**	4,610	4,745	4,867	5,014
Net Operations Total	**789**	**1,157**	**881**	**790**	**779**	**803**	**811**	**840**
Transfers								
Transfer From Own Sources	-	(22)	-	**-**	-	-	-	-
Transfer To Own Sources	554	553	534	**50**	50	50	50	50
	554	531	534	**50**	50	50	50	50
	$ 1,343	**$ 1,688**	**$ 1,415**	**$ 840**	**$ 829**	**$ 853**	**$ 861**	**$ 890**

ART CENTRE	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (1,078)	$ (793)	$ (1,031)	**$ (1,036)**	$ (1,066)	$ (1,097)	$ (1,129)	$ (1,162)
Grants, Donations and Other	(125)	(488)	-	**-**	-	-	-	-
	(1,203)	(1,281)	(1,031)	**(1,036)**	(1,066)	(1,097)	(1,129)	(1,162)
Expenditures								
Salaries and Benefits	2,049	2,178	2,060	**2,128**	2,165	2,229	2,284	2,358
Operating Costs	1,563	1,563	1,157	**1,403**	1,423	1,443	1,463	1,483
Internal Services Used	102	138	75	**19**	19	20	20	21
Internal Services Recovered	(50)	(58)	(15)	**(15)**	(15)	(15)	(15)	(15)
External Recoveries	-	-	-	**-**	-	-	-	-
	3,664	3,821	3,277	**3,535**	3,592	3,677	3,752	3,847
Net Operations Total	**2,461**	**2,540**	**2,246**	**2,499**	**2,526**	**2,580**	**2,623**	**2,685**
Transfers								
Transfer From Own Sources	(581)	(544)	(120)	**(450)**	(450)	(450)	(450)	(450)
Transfer To Own Sources	111	142	-	**20**	20	20	20	20
	(470)	(402)	(120)	**(430)**	(430)	(430)	(430)	(430)
	$ 1,991	**$ 2,138**	**$ 2,126**	**$ 2,069**	**$ 2,096**	**$ 2,150**	**$ 2,193**	**$ 2,255**

COMMUNITY DEVELOPMENT	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (19)	$ (38)	$ (1)	**$ (12)**	$ (12)	$ (12)	$ (12)	$ (12)
Grants, Donations and Other	(12)	(23)	(5)	**(5)**	(5)	(5)	(5)	(5)
	(31)	(61)	(6)	**(17)**	(17)	(17)	(17)	(17)
Expenditures								
Salaries and Benefits	1,033	972	494	**647**	660	682	701	726
Operating Costs	129	150	63	**79**	79	79	79	79
Internal Services Used	29	97	41	**24**	24	25	26	27
Internal Services Recovered	(536)	(582)	-	**(252)**	(252)	(252)	(252)	(252)
External Recoveries	(186)	(84)	(100)	**-**	-	-	-	-
	469	553	498	**498**	511	534	554	580
Net Operations Total	**438**	**492**	**492**	**481**	**494**	**517**	**537**	**563**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 438	**$ 492**	**$ 492**	**$ 481**	**$ 494**	**$ 517**	**$ 537**	**$ 563**

COMMUNITY HALLS	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (35)	$ (39)	$ (7)	**$ (13)**	$ (13)	$ (13)	$ (13)	$ (13)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(35)	(39)	(7)	**(13)**	(13)	(13)	(13)	(13)
Expenditures								
Salaries and Benefits	4	4	-	**4**	4	4	4	4
Operating Costs	34	24	28	**230**	30	30	30	30
Internal Services Used	15	23	14	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(3)	(3)	(3)	**(3)**	(3)	(3)	(3)	(3)
	50	48	39	**231**	31	31	31	31
Net Operations Total	**15**	**9**	**32**	**218**	**18**	**18**	**18**	**18**
Transfers								
Transfer From Own Sources	-	-	-	**(200)**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**(200)**	-	-	-	-
	$ 15	**$ 9**	**$ 32**	**$ 18**	**$ 18**	**$ 18**	**$ 18**	**$ 18**

COMMUNITY RECREATION SERVICES	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (4,864)	$ (5,875)	$ (4,701)	**$ (6,596)**	$ (6,787)	$ (6,984)	$ (7,187)	$ (7,395)
Grants, Donations and Other	(122)	(187)	-	**-**	-	-	-	-
	(4,986)	(6,062)	(4,701)	**(6,596)**	(6,787)	(6,984)	(7,187)	(7,395)
Expenditures								
Salaries and Benefits	4,952	6,380	4,451	**7,115**	7,236	7,450	7,633	7,878
Operating Costs	4,390	5,521	4,914	**5,324**	8,371	8,578	10,338	10,663
Internal Services Used	546	918	592	**238**	242	249	255	263
Internal Services Recovered	(220)	(1,320)	(167)	**(1,246)**	(4,193)	(4,300)	(5,960)	(6,185)
External Recoveries	(60)	(27)	-	**-**	-	-	-	-
	9,608	11,472	9,790	**11,431**	11,656	11,977	12,266	12,619
Net Operations Total	**4,622**	**5,410**	**5,089**	**4,835**	**4,869**	**4,993**	**5,079**	**5,224**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	30	22	-	**-**	-	-	-	-
	30	22	-	**-**	-	-	-	-
	$ 4,652	**$ 5,432**	**$ 5,089**	**$ 4,835**	**$ 4,869**	**$ 4,993**	**$ 5,079**	**$ 5,224**

HERITAGE SERVICES	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (102)	$ (69)	$ (91)	**$ (90)**	$ (93)	$ (96)	$ (99)	$ (102)
Grants, Donations and Other	(9)	(43)	(5)	**(5)**	(5)	(5)	(5)	(5)
	(111)	(112)	(96)	**(95)**	(98)	(101)	(104)	(107)
Expenditures								
Salaries and Benefits	1,047	1,130	1,266	**1,276**	1,299	1,339	1,373	1,419
Operating Costs	259	277	337	**347**	352	357	362	367
Internal Services Used	59	59	70	**24**	24	25	26	27
Internal Services Recovered	-	(18)	(24)	**(24)**	(24)	(24)	(24)	(24)
External Recoveries	-	-	-	**-**	-	-	-	-
	1,365	1,448	1,649	**1,623**	1,651	1,697	1,737	1,789
Net Operations Total	**1,254**	**1,336**	**1,553**	**1,528**	**1,553**	**1,596**	**1,633**	**1,682**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 1,254	**$ 1,336**	**$ 1,553**	**$ 1,528**	**$ 1,553**	**$ 1,596**	**$ 1,633**	**$ 1,682**

INDOOR POOLS	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (6,478)	$ (6,457)	$ (6,889)	**$ (7,096)**	$ (7,302)	$ (7,514)	$ (7,732)	$ (7,956)
Grants, Donations and Other	(2)	(5)	-	**-**	-	-	-	-
	(6,480)	(6,462)	(6,889)	**(7,096)**	(7,302)	(7,514)	(7,732)	(7,956)
Expenditures								
Salaries and Benefits	7,469	7,913	7,128	**7,232**	7,340	7,542	7,712	7,943
Operating Costs	2,547	2,651	2,751	**2,751**	2,801	2,851	2,901	2,951
Internal Services Used	607	625	610	**205**	208	214	219	226
Internal Services Recovered	(20)	(1)	-	**(110)**	(110)	(110)	(110)	(110)
External Recoveries	(90)	(88)	(90)	**(90)**	(90)	(90)	(90)	(90)
	10,513	11,100	10,399	**9,988**	10,149	10,407	10,632	10,920
Net Operations Total	**4,033**	**4,638**	**3,510**	**2,892**	**2,847**	**2,893**	**2,900**	**2,964**
Transfers								
Transfer From Own Sources	-	(95)	-	-	-	-	-	-
Transfer To Own Sources	19	38	-	-	-	-	-	-
	19	(57)	-	-	-	-	-	-
	$ 4,052	**$ 4,581**	**$ 3,510**	**$ 2,892**	**$ 2,847**	**$ 2,893**	**$ 2,900**	**$ 2,964**

OUTDOOR POOLS	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	771	826	770	**843**	843	843	843	843
Internal Services Used	10	11	24	**10**	10	10	10	10
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(9)	(17)	(17)	**(13)**	(13)	(13)	(13)	(13)
	772	820	777	**840**	840	840	840	840
Net Operations Total	**772**	**820**	**777**	**840**	**840**	**840**	**840**	**840**
Transfers								
Transfer From Own Sources	-	(6)	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	37	**37**	37	37	37	37
	-	(6)	37	**37**	37	37	37	37
	$ 772	**$ 814**	**$ 814**	**$ 877**	**$ 877**	**$ 877**	**$ 877**	**$ 877**

MARKETING	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (74)	$ (58)	$ (123)	**$ (67)**	$ (67)	$ (67)	$ (67)	$ (67)
Grants, Donations and Other	(6)	(9)	(8)	**(8)**	(8)	(8)	(8)	(8)
	(80)	(67)	(131)	**(75)**	(75)	(75)	(75)	(75)
Expenditures								
Salaries and Benefits	663	796	762	**786**	800	825	846	874
Operating Costs	526	387	502	**447**	452	457	462	467
Internal Services Used	2	1	1	**1**	1	1	1	1
Internal Services Recovered	(98)	(86)	(50)	**(50)**	(50)	(50)	(50)	(50)
External Recoveries	(28)	(28)	(21)	**(26)**	(26)	(26)	(26)	(26)
	1,065	1,070	1,194	**1,158**	1,177	1,207	1,233	1,266
Net Operations Total	**985**	**1,003**	**1,063**	**1,083**	**1,102**	**1,132**	**1,158**	**1,191**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 985	**$ 1,003**	**$ 1,063**	**$ 1,083**	**$ 1,102**	**$ 1,132**	**$ 1,158**	**$ 1,191**

PARKS DIVISION	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (1,321)	$ (1,453)	$ (1,005)	**$ (1,013)**	$ (1,042)	$ (1,072)	$ (1,103)	$ (1,135)
Grants, Donations and Other	(1,024)	(757)	(7)	**(7)**	(7)	(7)	(7)	(7)
	(2,345)	(2,210)	(1,012)	**(1,020)**	(1,049)	(1,079)	(1,110)	(1,142)
Expenditures								
Salaries and Benefits	8,679	9,342	7,967	**7,900**	8,035	8,272	8,475	8,746
Operating Costs	9,857	10,831	10,276	**13,983**	14,708	15,433	16,158	16,883
Internal Services Used	9,712	10,318	5,292	**7,611**	7,725	7,937	8,116	8,359
Internal Services Recovered	(10,179)	(11,214)	(7,354)	**(11,250)**	(11,419)	(11,733)	(11,997)	(12,357)
External Recoveries	(250)	(343)	(169)	**(169)**	(169)	(169)	(169)	(169)
	17,819	18,934	16,012	**18,075**	18,880	19,740	20,583	21,462
Net Operations Total	**15,474**	**16,724**	**15,000**	**17,055**	**17,831**	**18,661**	**19,473**	**20,320**
Transfers								
Transfer From Own Sources	(2,096)	(5,546)	(25)	**(1,601)**	(1,601)	(1,601)	(1,601)	(1,601)
Transfer To Own Sources	384	3,012	75	**75**	75	75	75	75
	(1,712)	(2,534)	50	**(1,526)**	(1,526)	(1,526)	(1,526)	(1,526)
	$13,762	**$14,190**	**$15,050**	**$15,529**	**$16,305**	**$17,135**	**$17,947**	**$18,794**

PLANNING, RESEARCH & DEVELOPMENT	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (24)	$ (36)	$ (36)	**$ (37)**	$ (38)	$ (39)	$ (40)	$ (41)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(24)	(36)	(36)	**(37)**	(38)	(39)	(40)	(41)
Expenditures								
Salaries and Benefits	417	538	676	**704**	719	743	764	792
Operating Costs	150	311	53	**593**	593	593	593	593
Internal Services Used	445	458	351	**335**	340	349	357	368
Internal Services Recovered	(294)	(330)	(329)	**(865)**	(878)	(902)	(922)	(950)
External Recoveries	-	-	-	**-**	-	-	-	-
	718	977	751	**767**	774	783	792	803
Net Operations Total	**694**	**941**	**715**	**730**	**736**	**744**	**752**	**762**
Transfers								
Transfer From Own Sources	(533)	(304)	(334)	**(335)**	(335)	(335)	(335)	(335)
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	(533)	(304)	(334)	**(335)**	(335)	(335)	(335)	(335)
	$ 161	**$ 637**	**$ 381**	**$ 395**	**$ 401**	**$ 409**	**$ 417**	**$ 427**

SENIORS CENTRES	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (484)	$ (383)	$ (486)	**$ (378)**	$ (389)	$ (400)	$ (412)	$ (424)
Grants, Donations and Other	(1)	-	-	**-**	-	-	-	-
	(485)	(383)	(486)	**(378)**	(389)	(400)	(412)	(424)
Expenditures								
Salaries and Benefits	720	616	840	**649**	659	677	692	713
Operating Costs	435	387	271	**312**	317	322	327	332
Internal Services Used	64	66	68	**5**	5	5	5	5
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(11)	(5)	-	**-**	-	-	-	-
	1,208	1,064	1,179	**966**	981	1,004	1,024	1,050
Net Operations Total	**723**	**681**	**693**	**588**	**592**	**604**	**612**	**626**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 723	**$ 681**	**$ 693**	**$ 588**	**$ 592**	**$ 604**	**$ 612**	**$ 626**

SPECIAL EVENTS	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (411)	$ (465)	$ (448)	**$ (392)**	$ (392)	$ (392)	$ (392)	$ (392)
Grants, Donations and Other	(521)	(717)	(395)	**(395)**	(395)	(395)	(395)	(395)
	(932)	(1,182)	(843)	**(787)**	(787)	(787)	(787)	(787)
Expenditures								
Salaries and Benefits	376	399	332	**403**	413	428	442	460
Operating Costs	1,275	2,081	1,154	**1,332**	1,337	1,342	1,347	1,352
Internal Services Used	10	35	99	**18**	18	18	18	19
Internal Services Recovered	(3)	(254)	(1)	**(1)**	(1)	(1)	(1)	(1)
External Recoveries	(14)	(13)	(1)	**(1)**	(1)	(1)	(1)	(1)
	1,644	2,248	1,583	**1,751**	1,766	1,786	1,805	1,829
Net Operations Total	**712**	**1,066**	**740**	**964**	**979**	**999**	**1,018**	**1,042**
Transfers								
Transfer From Own Sources	-	(49)	-	**-**	-	-	-	-
Transfer To Own Sources	26	42	146	**36**	36	36	36	36
	26	(7)	146	**36**	36	36	36	36
	$ 738	**$ 1,059**	**$ 886**	**$ 1,000**	**$ 1,015**	**$ 1,035**	**$ 1,054**	**$ 1,078**

YOUTH CENTRES	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (76)	$ (55)	$ (136)	**$ (82)**	$ (84)	$ (86)	$ (88)	$ (91)
Grants, Donations and Other	-	(6)	-	**-**	-	-	-	-
	(76)	(61)	(136)	**(82)**	(84)	(86)	(88)	(91)
Expenditures								
Salaries and Benefits	569	508	619	**466**	473	486	497	512
Operating Costs	127	95	95	**93**	93	93	93	93
Internal Services Used	12	23	11	**1**	1	1	1	1
Internal Services Recovered	(26)	(35)	(9)	**(9)**	(9)	(9)	(9)	(9)
External Recoveries	(50)	(50)	-	**-**	-	-	-	-
	632	541	716	**551**	558	571	582	597
Net Operations Total	**556**	**480**	**580**	**469**	**474**	**485**	**494**	**506**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 556	**$ 480**	**$ 580**	**$ 469**	**$ 474**	**$ 485**	**$ 494**	**$ 506**

SIGNIFICANT CHANGES
PARKS, RECREATION & CULTURE
(in thousands)

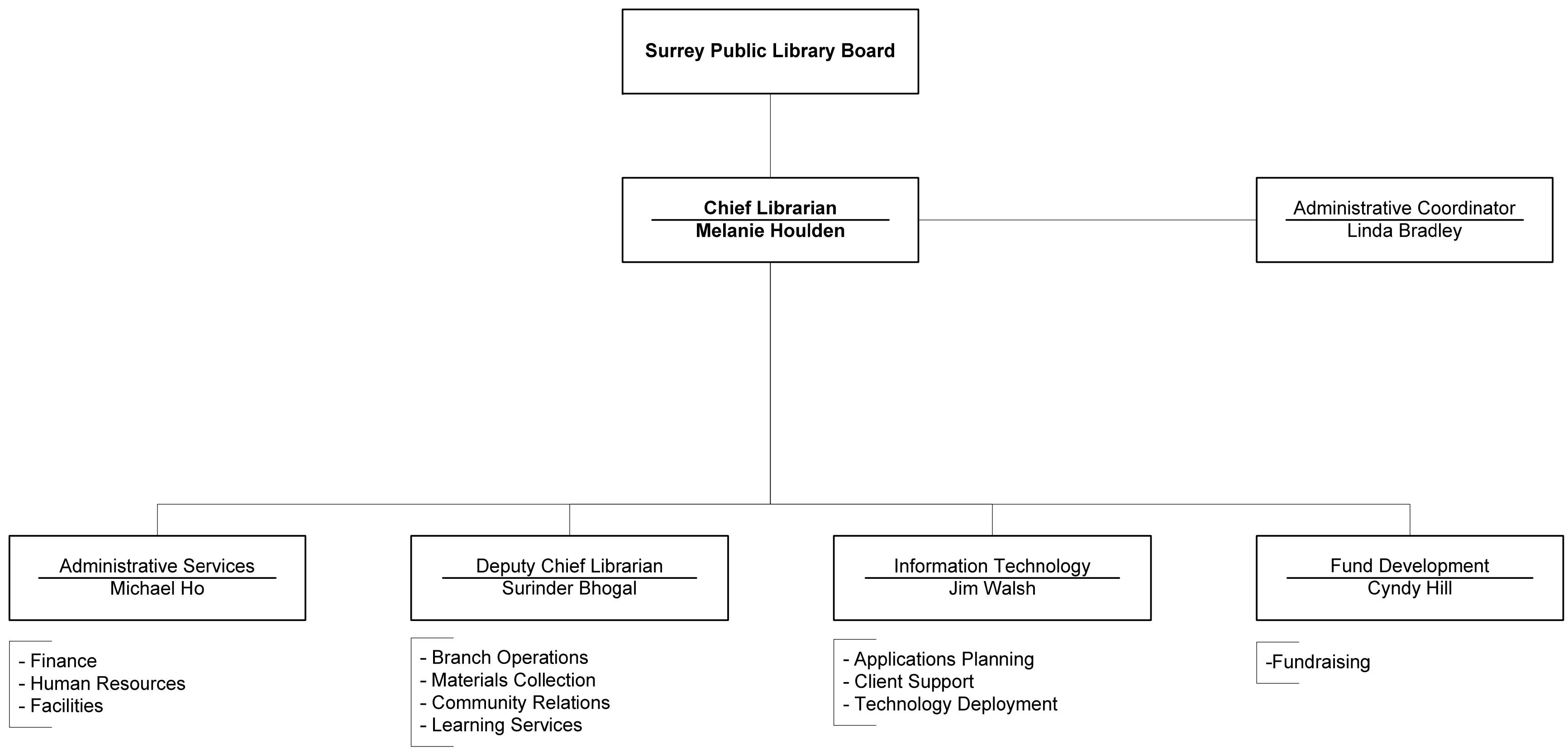
2011 ADOPTED BUDGET			$ 36,273
REVENUES			
Sales and Services			
Fees	....	$ (479)	
BC Council Grants to Arts and Heritage	....	(55)	
Surrey Eagles	....	65	
Cloverdale Youth/Seniors	....	175	
Recreation Centres	....	(1,682)	
Filming	....	66	
Heritage Sponsorships	....	7	
Total Change in Revenues			(1,903)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Rate & Range Increase	....	1,429	
New Positions	....	1,471	2,900
Operating Costs			
Increase Due to Inflation	....	5,090	
Contract Increases - Parks Division	....	185	
New Inventory - Parks Division	....	412	5,859
Internal Services Used			
IT Maintenance Agreements	....	*(22)*	
Facilities Maintenance Costs	....	*(1,459)*	
Other	....	*2,518*	*1,037*
Internal Services Recovered	....	(5,995)	(5,995)
External Recoveries	....	98	98
Transfer From Own Sources	....	(2,107)	(2,107)
Transfer To Own Sources	....	(574)	(574)
Total Change in Expenditures			1,218
2012 BUDGET			$ 35,588

Parks, Recreation & Culture Significant Changes

2012 ADOPTED BUDGET			$ 35,588
REVENUES			
Sales and Service			
Increase Revenue	....	$ (2,429)	(2,429)
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	....	3,616	3,616
Operating Costs			
Increases Due to Inflation	....	3,910	
New Facilities	....	4,689	8,599
Internal Services Used	....	840	840
Internal Services Recovered	....	(6,131)	(6,131)
External Recoveries	....	-	-
Transfers To/From Own Source	....	200	200
2016 BUDGET			$ 40,283

City Centre Library

SURREY PUBLIC LIBRARY DEPARTMENTAL FUNCTIONS



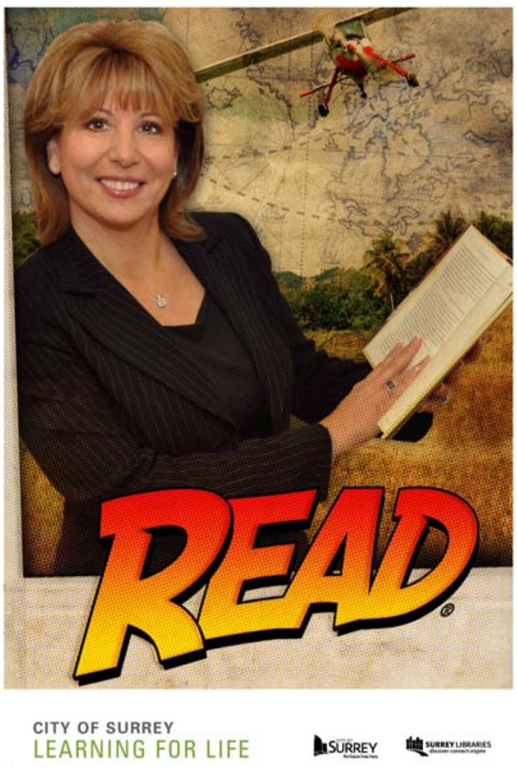
2012 – 2016 FINANCIAL PLAN

SURREY PUBLIC LIBRARY 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 Libraries has nine branches, located in the six town centres of City Centre, Guildford, Fleetwood, Newton, Cloverdale and South Surrey, as well as in Strawberry Hill, Ocean Park and Port Kells. The new City Centre Library opened in September 2011 and replaced the Whalley Library. The Library collects and loans a wide variety of materials in print, audiovisual and electronic formats. A home delivery service utilizes 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, by telephone, email or through the "Just Ask" chat reference service.

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

The library offers a wide variety of programs that support literacy, including story times 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 the Public Library InterLINK, a federation of 18 library systems in the Lower Mainland that allows citizens to borrow directly from all partner libraries and to return materials at their home library branch. The BC OneCard program allows Surrey residents to borrow materials directly from other participating BC public libraries when they are travelling.

The Library provides downloadable e-books and audio books, and a selection of online databases to Surrey residents of all ages. Partnerships with local community agencies such as School District No. 36 and Options Community Services (OCS) help 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 coordinating the maintenance and improvement of the library's facilities and grounds.

City Centre Library

2011 ACCOMPLISHMENTS

ECONOMIC:

- Balanced the budget with minor cuts to service, despite the recent recession;
- Launched the Literacy for Life Major Gifts Campaign;
- 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; and
  - Developed a new, more functional website located at www.surreylibraries.ca.
- Refrained from printing unnecessary documents and promoted dual-sided printing.

Grand opening festivities at City Centre Library

SOCIO-CULTURAL:

- Opened City Centre Library in September;
- Regularly used 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 including the innovative Human Library which features face to face conversations with experts from the community;
- Involved over 44,000 children and youth in programming outside the library through partnerships with School District No. 36 and other community agencies;
- Created a teen area in the Guildford Library to provide a focus for youth connection and programs;
- Engaged Surrey residents through volunteer opportunities, social media, and surveys;

- Signed up 13,400 children for the Summer Reading Club, the largest club in the province;
- Received the City of Surrey New City Design Award and the Design Exchange Award for excellence in architecture, recognizing the City Centre Library; and
- Received a Surrey Board of Trade Business Excellence Award in the not-for-profit category.

FUTURE INITIATIVES

ECONOMIC:

- Implement the second phase of the Literacy for Life Major Gifts fundraising campaign;
- Review fines and fees in concert with other InterLINK libraries to increase revenue and reduce customer confusion;
- Encourage electronic messaging to reduce postage and printing costs;
- Encourage use of online databases to improve 'value for money' for library 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.

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;
- 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

Library customers love the covered parking for their bicycles

- Continue to refine the internet and intranet sites.

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 Libraries 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;
- Develop joint programs with Simon Fraser University (SFU) faculty and students at City Centre Library;
- Strive to enhance the Library's 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; and
- Continue to focus on programs for youth, including tweens and teenagers.

City Centre Library grand opening day

PERFORMANCE MEASURES

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

Division	*Performance Measures*	*2011*	*Budget 2012*	*Budget 2013*	*Budget 2014*	*Budget 2015*	*Budget 2016*
Public Services	# of visits made to library locations and library website	3.73M [Budget 3.98M]	3.98M	4.06M	4.14M	4.22M	4.30M
	# of transactions completed using the Library's materials collection	4.04M [Budget 4.1M]	4.10M	4.20M	4.30M	4.40M	4.50M
	# of enrolments in Summer Reading Club and other literacy programs	83,426* [Budget 68,500]	80,000	81,600	83,200	84,800	86,400
Administrative Services	# of online access points available on library premises	304 [Budget 210]	304	310	316	322	328
	% of new customers signed up on email notification	53% [Budget 48%]	55%	58%	61%	64%	67%

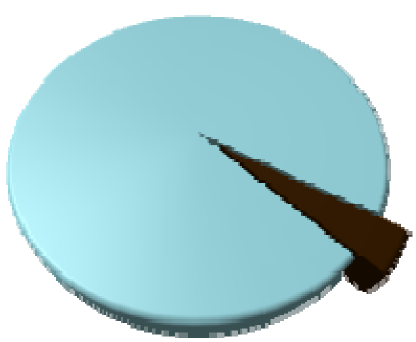
* Includes attendance at City Centre Grand Opening

2012 – 2016 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
SURREY PUBLIC LIBRARY
(in thousands)

PROGRAM SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Administration	$ (18)	$ 287	$ 6	**$ (14)**	$ 17	$ 58	$ 97	$ 143
Public Services	10,179	10,146	10,427	**10,256**	10,524	10,929	11,291	11,746
	$ 10,161	**$ 10,433**	**$ 10,433**	**$ 10,242**	**$ 10,541**	**$ 10,987**	**$ 11,388**	**$ 11,889**

ACCOUNT SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (549)	$ (531)	$ (563)	**$ (585)**	$ (585)	$ (585)	$ (585)	$ (585)
Grants, Donations and Other	(1,057)	(1,054)	(1,008)	**(1,008)**	(1,008)	(1,008)	(1,008)	(1,008)
	(1,606)	(1,585)	(1,571)	**(1,593)**	(1,593)	(1,593)	(1,593)	(1,593)
Expenditures								
Salaries and Benefits	9,506	10,374	10,506	**11,156**	11,393	11,776	12,114	12,552
Operating Costs	1,992	2,114	2,196	**2,513**	2,573	2,633	2,693	2,753
Internal Services Used	314	380	414	**120**	122	125	128	131
Internal Services Recovered	(63)	(896)	(1,052)	**(1,894)**	(1,894)	(1,894)	(1,894)	(1,894)
External Recoveries	(3)	(28)	(60)	**(60)**	(60)	(60)	(60)	(60)
	11,746	11,944	12,004	**11,835**	12,134	12,580	12,981	13,482
Net Operations Total	**10,140**	**10,359**	**10,433**	**10,242**	**10,541**	**10,987**	**11,388**	**11,889**
Transfers								
Transfer From Own Sources	(48)	-	-	**-**	-	-	-	-
Transfer To Own Sources	69	74	-	**-**	-	-	-	-
	21	74	-	**-**	-	-	-	-
	$ 10,161	**$ 10,433**	**$ 10,433**	**$ 10,242**	**$ 10,541**	**$ 10,987**	**$ 11,388**	**$ 11,889**



4% of Property Taxes allocated to Surrey Public Library

Surrey Public Library Departmental Operations

ADMINISTRATION	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	(915)	(870)	(909)	**(909)**	(909)	(909)	(909)	(909)
	(915)	(870)	(909)	**(909)**	(909)	(909)	(909)	(909)
Expenditures								
Salaries and Benefits	700	920	772	**766**	791	826	859	899
Operating Costs	231	270	151	**147**	152	157	162	167
Internal Services Used	10	10	52	**42**	43	44	45	46
Internal Services Recovered	(63)	(99)	-	**-**	-	-	-	-
External Recoveries	(2)	(18)	(60)	**(60)**	(60)	(60)	(60)	(60)
	876	1,083	915	**895**	926	967	1,006	1,052
Net Operations Total	**(39)**	**213**	**6**	**(14)**	**17**	**58**	**97**	**143**
Transfers								
Transfer From Own Sources	(48)		-	**-**	-	-	-	-
Transfer To Own Sources	69	74	-	**-**	-	-	-	-
	21	74	-	**-**	-	-	-	-
	$ (18)	**$ 287**	**$ 6**	**$ (14)**	**$ 17**	**$ 58**	**$ 97**	**$ 143**

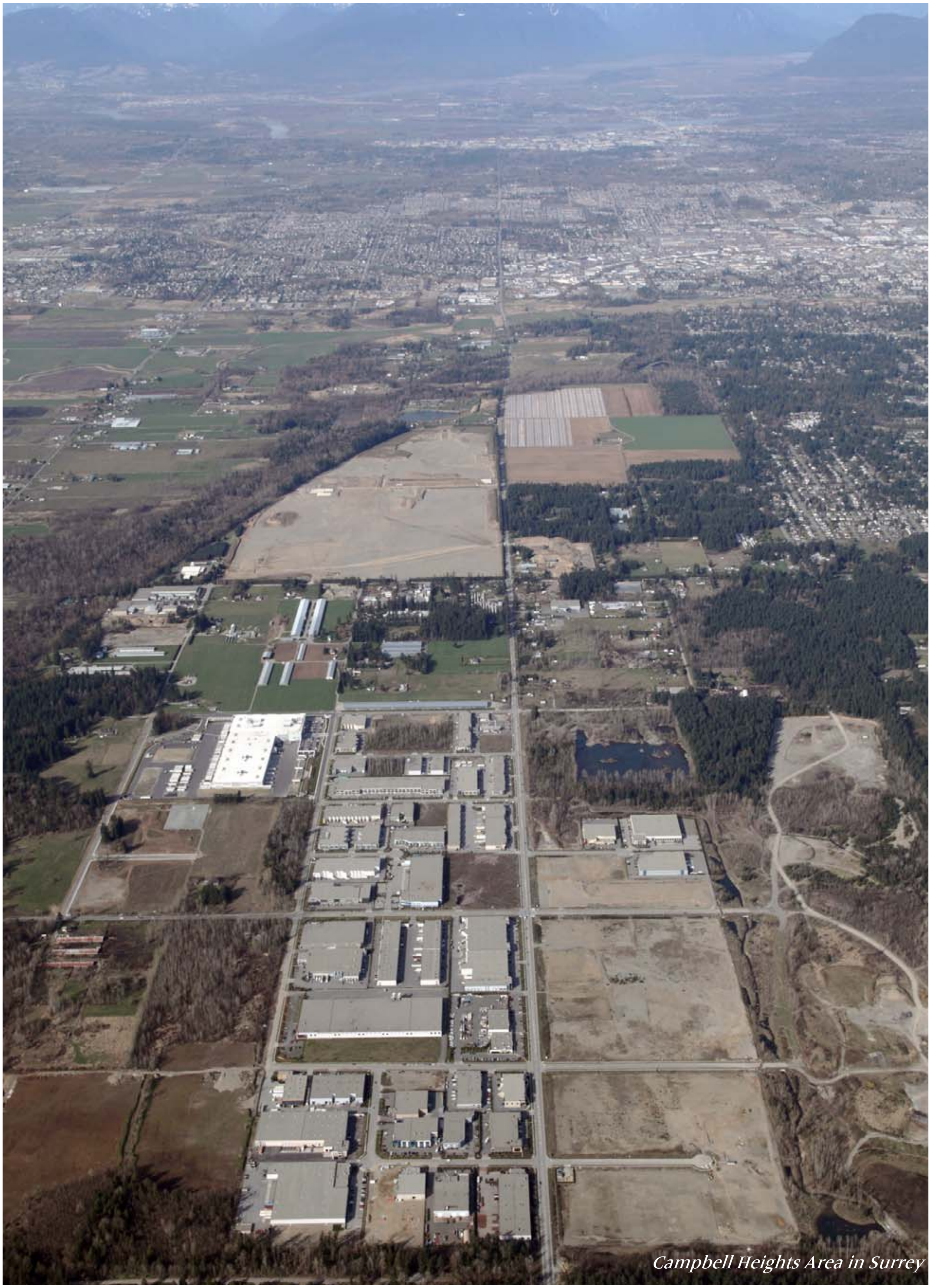
PUBLIC SERVICE	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (549)	$ (531)	$ (563)	**$ (585)**	$ (585)	$ (585)	$ (585)	$ (585)
Grants, Donations and Other	(142)	(184)	(99)	**(99)**	(99)	(99)	(99)	(99)
	(691)	(715)	(662)	**(684)**	(684)	(684)	(684)	(684)
Expenditures								
Salaries and Benefits	8,806	9,454	9,734	**10,390**	10,602	10,950	11,255	11,653
Operating Costs	1,761	1,844	2,045	**2,366**	2,421	2,476	2,531	2,586
Internal Services Used	304	370	362	**78**	79	81	83	85
Internal Services Recovered	-	(797)	(1,052)	**(1,894)**	(1,894)	(1,894)	(1,894)	(1,894)
External Recoveries	(1)	(10)	-	**-**	-	-	-	-
	10,870	10,861	11,089	**10,940**	11,208	11,613	11,975	12,430
Net Operations Total	**10,179**	**10,146**	**10,427**	**10,256**	**10,524**	**10,929**	**11,291**	**11,746**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$10,179	**$ 10,146**	**$10,427**	**$10,256**	**$10,524**	**$10,929**	**$11,291**	**$11,746**

2012 – 2016 FINANCIAL PLAN

SIGNIFICANT CHANGES
SURREY PUBLIC LIBRARY
(in thousands)

2011 ADOPTED BUDGET		$ 10,433
REVENUES		
Sales and Services		
Fees for Service	$ (5)	
Fines - City Centre	(5)	
Property Revenue - City Centre	(10)	
Asset Disposals - City Centre	(2)	
Build Surrey Re-allocation	-	(22)
Total Change in Revenues		(22)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Rate & Range Increase	650	650
Operating Costs		
City Centre	253	
Communications	(10)	
Library Services	13	
Lease for Annex on 132 Street	(80)	
Security and Custodial Services	54	
General Maintenance Reallocation	87	317
Internal Services Used		
General Maintenance Reallocation	(54)	(294)
Facilities Management	(233)	
Information Technology	(7)	
Internal Services Recovered		
Build Surrey	(918)	
SWB Recovery	76	(842)
External Recoveries	-	-
Transfer From Own Sources	-	-
Transfer To Own Sources	-	-
Total Change in Expenditures		(169)
2012 BUDGET		$ 10,242

2012 ADOPTED BUDGET		$ 10,242
REVENUES		
Provincial Grant	$ -	-
EXPENDITURES		
Salaries/Wages & Benefits	1,396	1,396
Operating Costs		
Administration Inflation Increase	20	
Public Services Inflation	220	240
Internal Services		
Salary Adjustments	11	11
2016 BUDGET		$ 11,889



Campbell Heights Area in Surrey

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

Technology
- Software changes & process enhancements/development

Civic Facilities
Scott Groves

Facilities Maintenance & Operations
- Preventative Maintenance
- Maintenance Contracts
- Major / Minor Renovations

Building Design &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

MISSION STATEMENT

To provide advice and recommendations to City Council on planning, building and community development matters and to 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.

Protecting the trees in Surrey

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 (OCP), General Land Use Plans, Neighbourhood Concept Plans (NCP), Local Area Plans, zoning by-law amendments and monitors the City's growth management strategies. Community Planning also supports the Heritage Advisory Commission, Environmental Advisory Committee, Agricultural Advisory Committee and the Social Planning Advisory Committee. The division provides graphic and mapping services for the department and supports the corporate Geographical Information Systems (GIS) services.

CIVIC FACILITIES

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

ADMINISTRATION & SPECIAL PROJECTS

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

2011 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 750 development applications for rezoning, subdivision, development, development variance, Official Community Plan amendment and Land Use Contract amendment;
- Prepared and presented 227 planning reports to Council on development applications; and
- Approved the creation of approximately 695 single family lots.

ENVIRONMENTAL:

- Supported the City's environmental management study;
- Installed dehumidification and heat reclaim systems and high efficiency low-emission boilers at three of the City's pool 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
- Developed and received Council approval of a Climate Action Plan for greenhouse gas emissions targets and policies in the OCP.

SOCIO-CULTURAL:

- 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 presented a comprehensive review of heritage planning in the City included 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, completed expansion of the Newton Recreation and Community Centre, and completed the Kensington Prairie Recreation Centre, Cloverdale Recreation Centre, City Centre Library, RCMP HQ interior renovations and upgrade, Chuck Bailey's second floor senior's space, central training fire facility, and SSLC dehumidification; and
- Completed renovations and upgrades to the NWP change rooms, Shannon Hall, SAC audience chamber.

Residential area in Surrey

FUTURE INITIATIVES

ECONOMIC:

- 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.

ENVIRONMENTAL:

- Review and update secondary plans to reflect changes resulting from development approvals and changing development conditions since adoption of these plans;
- Apply sustainability principles in new construction projects and retro-fit existing building systems to increase energy efficiency and reduce carbon emissions;
- Support the implementation of the City's digital records management solution; and
- Encourage significant development applications in City Centre to plan for a future connection to a district energy utility system.

Developments in City Centre

SOCIO-CULTURAL:

- Finalize plans for City Centre, North Grandview Area 5A and Newton Town Centre;
- Support the Heritage Advisory 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 NCP 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.

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*	*2011*	*Budget 2012*	*Budget 2013*	*Budget 2014*	*Budget 2015*	*Budget 2016*
Area Planning & Development North/South	Council acceptance of positive planning reports	96% [Budget 85%]	85%	85%	85%	85%	85%
	Council acceptance of negative planning reports	60% [Budget 50%]	50%	50%	50%	50%	50%
	Complete planning reports for a minimum of 65% of rezoning and development proposal projects received in the calendar year	87% [Budget 65%]	65%	65%	65%	65%	65%
Community Planning	# of dwelling units in completed Neighbourhood Concept Plans	1,541 [Budget 1,500]	1,500	1,500	1,500	1,500	1,500
	# of policy reports submitted to Council	80 [Budget 40]	40	40	40	40	40
	# of public meetings held	6 [Budget 5]	5	5	5	5	5
Building	# of issued single family dwelling permits	1,507 [Budget 1,650]	1,650	1,600	1,575	1,550	1,525
	Total annual construction value	$1.2B [Budget 1.34B]	$1.34B	$1.4B	$1.46B	$1.51B	$1.51B
	# of inspections	84,000 [Budget 87,000]	87,000	91,000	93,000	95,000	97,000

Division	Performance Measures	2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015	Budget 2016
Civic Facilities	# of after hours calls	142 [Budget 135]	135	130	125	125	125
	# of unscheduled facility closures	3 [Budget 2]	2	2	2	2	2
Administration & Special Projects	# of file set-ups	5,037 [Budget 5,000]	5,000	5,000	5,000	5,000	5,000
	# of incoming calls to main switchboard	77,000 [Budget 75,000]	75,000	75,000	75,000	75,000	75,000
	# of requests for historical building data	5,500 [Budget 5,000]	5,000	4,900	4,800	4,700	4,600

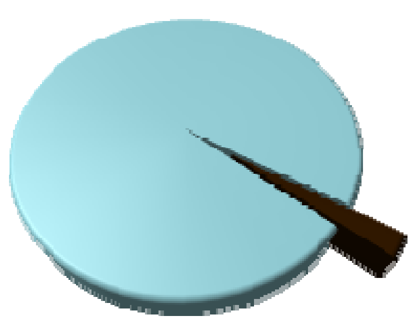
2012 – 2016 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS PLANNING & DEVELOPMENT

(in thousands)

PROGRAM SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Administration	$ 2,227	$ 2,333	$ 2,561	**$ 2,590**	$ 2,634	$ 2,679	$ 2,754	$ 2,819
Area Planning & Development	1,690	1,755	1,713	**2,270**	2,295	2,371	2,429	2,520
Building	(6,898)	(6,751)	(6,932)	**(7,916)**	(8,207)	(8,419)	(8,674)	(8,881)
Community Planning	1,909	1,680	1,658	**1,654**	1,684	1,736	1,781	1,840
Heritage Advisory Committee	23	23	23	**23**	23	23	23	23
Facilties	4,480	4,688	5,198	**7,196**	7,287	7,430	7,562	7,731
	$ 3,431	**$ 3,728**	**$ 4,221**	**$ 5,817**	**$ 5,716**	**$ 5,820**	**$ 5,875**	**$ 6,052**

ACCOUNT SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (16,904)	$ (16,595)	$ (17,141)	**$ (17,631)**	$ (18,141)	$ (18,667)	$ (19,207)	$ (19,763)
Grants, Donations and Other	(3)	(1,853)	-	**-**	-	-	-	-
	(16,907)	(18,448)	(17,141)	**(17,631)**	(18,141)	(18,667)	(19,207)	(19,763)
Expenditures								
Salaries and Benefits	15,377	16,086	18,293	**18,525**	18,872	19,433	19,956	20,611
Operating Costs	4,872	6,530	4,562	**4,352**	4,397	4,447	4,502	4,562
Internal Services Used	2,119	2,476	1,601	**2,791**	2,833	2,911	2,976	3,065
Internal Services Recovered	(4,156)	(4,378)	(3,620)	**(2,841)**	(2,884)	(2,963)	(3,030)	(3,121)
External Recoveries	(96)	(79)	(84)	**(43)**	(43)	(43)	(43)	(43)
	18,116	20,635	20,752	**22,784**	23,175	23,785	24,361	25,074
Net Operations Total	**1,209**	**2,187**	**3,611**	**5,153**	**5,034**	**5,118**	**5,154**	**5,311**
Transfers								
Transfer From Own Sources	(32)	(5)	-	**-**	-	-	-	-
Transfer To Own Sources	2,254	1,546	610	**664**	682	701	721	741
	2,222	1,541	610	**664**	682	701	721	741
	$ 3,431	**$ 3,728**	**$ 4,221**	**$ 5,817**	**$ 5,716**	**$ 5,820**	**$ 5,875**	**$ 6,052**



2% of Property Taxes allocated to Planning & Development

ADMINISTRATION	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (44)	$ (44)	$ (27)	**$ (28)**	$ (28)	$ (28)	$ (28)	$ (28)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(44)	(44)	(27)	**(28)**	(28)	(28)	(28)	(28)
Expenditures								
Salaries and Benefits	1,933	2,010	2,265	**2,296**	2,340	2,385	2,460	2,525
Operating Costs	325	345	313	**313**	313	313	313	313
Internal Services Used	13	23	10	**9**	9	9	9	9
Internal Services Recovered	-	(1)	-	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	2,271	2,377	2,588	**2,618**	2,662	2,707	2,782	2,847
Net Operations Total	**2,227**	**2,333**	**2,561**	**2,590**	**2,634**	**2,679**	**2,754**	**2,819**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 2,227	**$ 2,333**	**$ 2,561**	**$ 2,590**	**$ 2,634**	**$ 2,679**	**$ 2,754**	**$ 2,819**

AREA & PLANNING DEVELOPMENT	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (1,845)	$ (2,003)	$ (2,305)	**$ (1,767)**	$ (1,818)	$ (1,871)	$ (1,925)	$ (1,981)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(1,845)	(2,003)	(2,305)	**(1,767)**	(1,818)	(1,871)	(1,925)	(1,981)
Expenditures								
Salaries and Benefits	3,446	3,642	3,952	**3,971**	4,047	4,176	4,288	4,435
Operating Costs	87	113	66	**66**	66	66	66	66
Internal Services Used	3	3	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(1)	-	-	**-**	-	-	-	-
	3,535	3,758	4,018	**4,037**	4,113	4,242	4,354	4,501
Net Operations Total	**1,690**	**1,755**	**1,713**	**2,270**	**2,295**	**2,371**	**2,429**	**2,520**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 1,690	**$ 1,755**	**$ 1,713**	**$ 2,270**	**$ 2,295**	**$ 2,371**	**$ 2,429**	**$ 2,520**

BUILDING	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$(15,003)	$ (14,519)	$ (14,804)	**$ (15,831)**	$(16,290)	$(16,763)	$(17,249)	$(17,749)
Grants, Donations and Other	(3)	-	-	**-**	-	-	-	-
	(15,006)	(14,519)	(14,804)	**(15,831)**	(16,290)	(16,763)	(17,249)	(17,749)
Expenditures								
Salaries and Benefits	6,189	6,314	6,961	**6,959**	7,089	7,310	7,502	7,755
Operating Costs	387	457	344	**344**	364	384	404	424
Internal Services Used	9	45	9	**-**	-	-	-	-
Internal Services Recovered	(115)	(94)	-	**-**	-	-	-	-
External Recoveries	(10)	(2)	-	**-**	-	-	-	-
	6,460	6,720	7,314	**7,303**	7,453	7,694	7,906	8,179
Net Operations Total	**(8,546)**	**(7,799)**	**(7,490)**	**(8,528)**	**(8,837)**	**(9,069)**	**(9,343)**	**(9,570)**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	1,648	1,048	558	**612**	630	649	669	689
	1,648	1,048	558	**612**	630	649	669	689
	$(6,898)	**$ (6,751)**	**$ (6,932)**	**$ (7,916)**	**$(8,207)**	**$(8,419)**	**$(8,674)**	**$(8,881)**

COMMUNITY PLANNING	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (4)	$ (25)	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(4)	(25)	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	1,404	1,476	1,770	**1,767**	1,799	1,854	1,902	1,965
Operating Costs	615	309	-	**-**	-	-	-	-
Internal Services Used	4	43	-	**-**	-	-	-	-
Internal Services Recovered	(110)	(114)	(112)	**(113)**	(115)	(118)	(121)	(125)
External Recoveries	-	(9)	-	**-**	-	-	-	-
	1,913	1,705	1,658	**1,654**	1,684	1,736	1,781	1,840
Net Operations Total	**1,909**	**1,680**	**1,658**	**1,654**	**1,684**	**1,736**	**1,781**	**1,840**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 1,909	**$ 1,680**	**$ 1,658**	**$ 1,654**	**$ 1,684**	**$ 1,736**	**$ 1,781**	**$ 1,840**

HERITAGE ADVISORY COMMITTEE	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (5)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(5)		-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	52	10	23	23	23	23	23	23
Internal Services Used	1	-	-	-	-	-	-	-
Internal Services Recovered	(7)	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	46	10	23	23	23	23	23	23
Net Operations Total	**41**	**10**	**23**	**23**	**23**	**23**	**23**	**23**
Transfers								
Transfer From Own Sources	(32)	(5)	-	-	-	-	-	-
Transfer To Own Sources	14	18	-	-	-	-	-	-
	(18)	13	-	-	-	-	-	-
	$ 23	**$ 23**	**$ 23**	**$ 23**	**$ 23**	**$ 23**	**$ 23**	**$ 23**

FACILITIES	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (3)	$ (4)	$ (5)	$ (5)	$ (5)	$ (5)	$ (5)	$ (5)
Grants, Donations and Other	-	(1,853)	-	-	-	-	-	-
	(3)	(1,857)	(5)	(5)	(5)	(5)	(5)	(5)
Expenditures								
Salaries and Benefits	2,405	2,644	3,345	3,532	3,597	3,708	3,804	3,931
Operating Costs	3,406	5,296	3,816	3,606	3,631	3,661	3,696	3,736
Internal Services Used	2,089	2,362	1,582	2,782	2,824	2,902	2,967	3,056
Internal Services Recovered	(3,924)	(4,169)	(3,508)	(2,728)	(2,769)	(2,845)	(2,909)	(2,996)
External Recoveries	(85)	(68)	(84)	(43)	(43)	(43)	(43)	(43)
	3,891	6,065	5,151	7,149	7,240	7,383	7,515	7,684
Net Operations Total	**3,888**	**4,208**	**5,146**	**7,144**	**7,235**	**7,378**	**7,510**	**7,679**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	592	480	52	52	52	52	52	52
	592	480	52	52	52	52	52	52
	$ 4,480	**$ 4,688**	**$ 5,198**	**$ 7,196**	**$ 7,287**	**$ 7,430**	**$ 7,562**	**$ 7,731**

2012 – 2016 FINANCIAL PLAN

SIGNIFICANT CHANGES
PLANNING & DEVELOPMENT
(in thousands)

2011 ADOPTED BUDGET			$ 4,221
REVENUES			
Sales and Services			
Application Fees	....	$ 538	
Inquiry Fees	....	(1)	
Building Permits	....	(1,227)	
Reduction due to HST Abolishment Rollout	....	200	(490)
Taxation and Other	....		-
Total Change in Revenues			(490)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Rate & Range Increase	....	(67)	
Overhead, OT, Sick Adjustment	....	58	
Reclass Positions	....	90	
New Positions	....	151	232
Operating Costs			
Chuck Bailey Recreation Centre	....	(53)	
Fraser Heights Gym Addition	....	25	
City Centre Library	....	58	
Parking Program	....	(250)	
Tools for New Positions	....	10	(210)
Internal Services Used			
Payroll Labour Chargeouts - 4% salary increase	....	776	
Other Cost Allocations	....	(112)	
Worksyard Cost Allocations	....	66	
Fleet Cost	....	475	1,190
Internal Services Recovered			
Social Planner Recovery	....	(1)	
Internal - Reductions	....	21	
Municipal Equipment	....	(400)	
Payroll Labour Recoveries	....	(861)	
Capital Labour	....	41	780
External Recoveries			
School District	....	41	41
Transfer From Own Sources	....	-	-
Transfer To Own Sources			
1% Environmental Stewardship	....	14	
1% Community Beautification	....	13	
2% Tree Preservation	....	27	54
Total Change in Expenditures			2,087
2012 BUDGET			$ 5,817

Planning & Development Significant Changes

2012 ADOPTED BUDGET			**$ 5,817**
REVENUES			
Sales and Service			
Increase Revenue - Area Planning & Building	....	$ (2,132)	**(2,132)**
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	....	2,086	**2,086**
Operating Costs			
Increases Due to Inflation	....	210	**210**
Internal Services Used	....	6	**6**
Internal Services Recovered	....	(12)	**(12)**
Transfer To Own Sources	....	77	**77**
2016 BUDGET			**$ 6,052**

2012 – 2016 FINANCIAL PLAN

UTILITIES OPERATING—FINANCIAL SUMMARY

(in thousands)

REVENUE SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Taxation	$ 29,453	$ 32,707	$ 33,551	**$ 35,671**	$ 40,573	$ 45,813	$ 51,620	$ 57,772
Investment Income	4,293	3,495	4,750	**3,922**	3,428	3,361	3,242	3,183
Penalties and Interest	960	1,002	928	**966**	1,041	1,119	1,206	1,286
Departmental Revenues	122,568	122,922	119,356	**127,309**	139,567	150,476	162,473	174,039
	$ 157,274	**$ 160,126**	**$ 158,585**	**$ 167,868**	**$ 184,609**	**$ 200,769**	**$ 218,541**	**$ 236,280**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 117,231	$ 143,692	$ 137,116	**$ 151,967**	$ 168,116	$ 179,118	$ 190,278	$ 201,419
Interest Alloc'd to Approp. Surplus	785	1,229	667	**1,360**	910	913	912	1,000
Contribution to Capital	37,128	27,779	35,693	**40,829**	36,923	42,309	42,309	47,865
Contribution From General Operating	(9,851)	(11,053)	(14,348)	**(13,915)**	(14,048)	(14,148)	(14,248)	(14,348)
Debt Principal Prepaid	-	-	-	-	2,442	2,513	2,584	2,657
Net Tsf To/(Frm) Surp/Resrv	11,981	(1,521)	(543)	**(12,373)**	(9,734)	(9,936)	(3,294)	(2,313)
	$ 157,274	**$ 160,126**	**$ 158,585**	**$ 167,868**	**$ 184,609**	**$ 200,769**	**$ 218,541**	**$ 236,280**
Surplus/(Deficit)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

2012 – 2016 FINANCIAL PLAN

DEPARTMENTAL PROGRAM SUMMARY
UTILITIES
(in thousands)

NET PROGRAMS	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Roads & Traffic Safety Operating	$ 13,717	$ 14,591	$ 17,164	**$ 25,860**	$ 26,415	$ 26,724	$ 27,443	$ 28,026
Sewer & Drainage Operating	3,345	16,166	10,389	**10,209**	10,550	10,680	10,431	9,828
Solid Waste Operating	(2,780)	(2,362)	(1,431)	**(4,864)**	(4,193)	(7,164)	(4,130)	(4,103)
Water Operating	(17,860)	(5,214)	(5,279)	**(4,981)**	(3,490)	(4,380)	(4,983)	(4,938)
	$ (3,578)	**$ 23,181**	**$ 20,843**	**$ 26,224**	**$ 29,282**	**$ 25,860**	**$ 28,761**	**$ 28,813**

ACCOUNT SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$(122,568)	$(122,922)	$ (119,356)	**$ (127,309)**	$ (139,567)	$ (150,476)	$ (162,473)	$ (174,039)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(122,568)	(122,922)	(119,356)	**(127,309)**	(139,567)	(150,476)	(162,473)	(174,039)
Expenditures								
Salaries and Benefits	3,172	3,707	3,565	**4,288**	4,374	4,461	4,550	4,641
Operating Costs	109,451	120,252	126,563	**140,598**	156,480	167,230	178,132	189,008
Internal Services Used	12,588	37,576	14,029	**14,320**	14,625	14,938	15,257	15,584
Internal Services Recovered	(4,666)	(15,973)	(3,963)	**(4,107)**	(4,189)	(4,273)	(4,358)	(4,445)
External Recoveries	(3,314)	(1,870)	(3,079)	**(3,132)**	(3,174)	(3,238)	(3,303)	(3,369)
	117,231	143,692	137,115	**151,967**	168,116	179,118	190,278	201,419
Net Operations Total	**(5,337)**	**20,770**	**17,759**	**24,658**	**28,549**	**28,642**	**27,805**	**27,380**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	1,759	2,411	3,084	**1,566**	733	(2,782)	956	1,433
	1,759	2,411	3,084	**1,566**	733	(2,782)	956	1,433
	$ (3,578)	**$ 23,181**	**$ 20,843**	**$ 26,224**	**$ 29,282**	**$ 25,860**	**$ 28,761**	**$ 28,813**

Push button activated amber flashers at 160 Street and 83 Avenue

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 protects and enhances the environment.

KEY PROGRAMS & SERVICES

The Roads & Traffic Safety Utility is sustained through the work of three Engineering Department divisions: Transportation, which 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 which 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.

2011 ACCOMPLISHMENTS

ECONOMIC:

- Selected the preferred proponent to construct the Roberts Bank Rail Corridor (RBRC) Combo Project (192 Street, 196 Street, and 54 Avenue overpasses) and awarded the contract for the 152 Street overpass;
- Substantially completed the cycling infrastructure program and the upgrading of 96 Avenue between Highway 15 and 152 Street to maximize the use of funding from the provincial and federal governments;
- Enhanced traffic signal management to optimize traffic flow along King George Boulevard, 152 Street, and Scott Road, thereby reducing delays for commuters and goods movement;
- Revised zoning by-law building setbacks (road allowance requirements) to provide certainty to developers;
- Assessed and updated the funding needs for Transportation division and developed a funding strategy with the Finance Department; and
- Developed new monitoring and tracking systems to better manage traffic around construction activity, thereby improving safety and traffic flow.

ENVIRONMENTAL:

- Increased the number of closed circuit television (CCTV) cameras to 70 and enhanced monitoring at key intersections in the City to reduce traffic congestion which will lead to reduced idling and Green House Gas (GHG) emissions;
- Initiated design for an advanced traffic control centre for the new City Hall;
- Finalized light-emitting diode (LED) street light product review to enable pilot installation through development of the Grandview Heights Area 2 NCP; and
- Completed replacement of LED lights for traffic signals at 110 intersections.

SOCIO-CULTURAL:

- Implemented travel planning programs at seven schools and completed 85 infrastructure improvement projects to promote road safety in school zones and encourage walking and cycling to and from school;
- Completed the second year of the transportation lecture series with SFU to address transportation issues facing Surrey and society;
- Published a new Walking Plan with a goal of reducing auto dependency and GHG emissions; and
- Installed a bus queue jump lane with enhanced pavement treatment at 96 Avenue and King George Boulevard.

FUTURE INITIATIVES

ECONOMIC:

- Implement new ITS (Intelligent Transportation Systems) to improve traffic flow and reduce delays for commuters and goods movement; and
- Improve management of traffic around construction activity, thereby improving safety and traffic flow.

ENVIRONMENTAL:

- Partner with TransLink on the planning of transit facilities in Newton, Semiahmoo, Guildford and City Centre;
- Initiate the development of bus transit priority policies to improve transit operation and capacity in the City;
- Complete LED light replacement at all intersections by end of 2013; and
- Work with TransLink to finalize the rapid transit study.

SOCIO-CULTURAL:

- Implement pilot project at one intersection to enhance accessibility for the disabled;
- Complete and publish a new cycling plan;
- Complete the replacement of all overhead street name signs to increase their size and readability, thereby improving accessibility and way-finding in the City; and
- Work with the Insurance Corporation of British Columbia (ICBC) and the RCMP to develop new speed management initiatives.

PERFORMANCE MEASURES

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

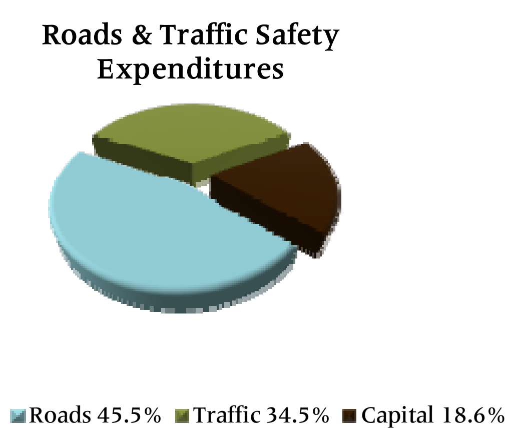
Division	*Performance Measures*	*2011*	*Budget 2012*	*Budget 2013*	*Budget 2014*	*Budget 2015*	*Budget 2016*
Transportation	Total # of traffic signals coordinated along corridors for efficient traffic flow to date	25 [Budget 25]	29	33	37	40	43
	Total # of new high quality bus shelters installed to date	220 [Budget 220]	230	245	260	275	290
	Safer Schools Education and Improvement Program (total #)	7 [Budget 7]	10	13	16	19	21
	NEW MEASURE: Total # of kilometers of cycling routes (on-street and off-street)	444 km	456 km	468 km	480 km	492 km	504 km

2012 – 2016 FINANCIAL PLAN

FINANCIAL SUMMARY
ROADS & TRAFFIC
(in thousands)

REVENUE SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
	restated		*restated*					
Taxation	$ 5,808	$ 8,126	$ 8,198	**$ 10,584**	$ 14,198	$ 18,062	$ 22,153	$ 26,513
Departmental Revenues	281	368	857	**728**	963	967	960	950
	$ 6,089	**$ 8,494**	**$ 9,055**	**$ 11,312**	**$ 15,161**	**$ 19,029**	**$ 23,113**	**$ 27,463**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 13,916	$ 13,944	$ 17,478	**$ 26,258**	$ 26,974	$ 27,519	$ 28,243	$ 28,814
	$ 13,916	**$ 13,944**	**$ 17,478**	**$ 26,258**	**$ 26,974**	**$ 27,519**	**$ 28,243**	**$ 28,814**
Contribution to Capital	$ 4,811	$ 7,050	$ 7,420	**$ 5,479**	$ 5,906	$ 7,053	$ 10,034	$ 15,071
Contribution from General Op	(12,719)	(13,515)	(15,864)	**(15,864)**	(15,864)	(15,864)	(15,864)	(15,864)
Transfer to/from Own Source	81	1,015	21	**(4,561)**	(1,855)	321	700	(558)
	$ (7,827)	**$ (5,450)**	**$ (8,423)**	**$ (14,946)**	**$ (11,813)**	**$ (8,490)**	**$ (5,130)**	**$ (1,351)**
Surplus/(Deficit)	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	**-**	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

**Change from prior year published due to reclassification between Contribution to Capital and Transfer to/from Own Source.*



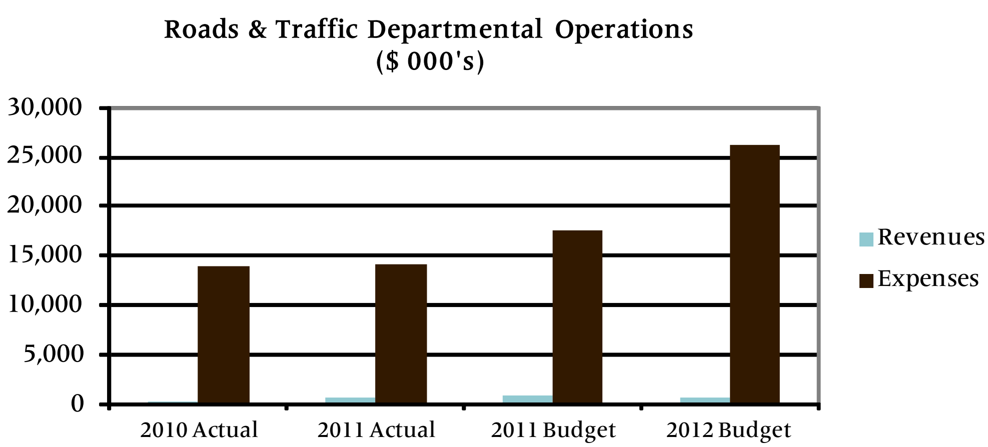
2012 – 2016 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS ROADS & TRAFFIC

(in thousands)

PROGRAM SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
	restated		*restated*					
Roads	$ 7,413	$ 8,231	$ 10,772	**$ 14,675**	$ 15,062	$ 15,363	$ 15,752	$ 16,068
Traffic	6,304	6,358	6,358	**11,128**	11,296	11,304	11,634	11,901
Transportation	-	2	34	**57**	57	57	57	57
	$ 13,717	$ 14,591	$ 17,164	$ 25,860	$ 26,415	$ 26,724	$ 27,443	$ 28,026

ACCOUNT SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (281)	$ (368)	$ (857)	**$ (728)**	$ (963)	$ (967)	$ (960)	$ (950)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(281)	(368)	(857)	**(728)**	(963)	(967)	(960)	(950)
Expenditures								
Salaries and Benefits	3,172	3,707	3,565	**4,288**	4,374	4,461	4,550	4,641
Operating Costs	12,202	12,847	13,094	**21,258**	21,874	22,318	22,938	23,403
Internal Services Used	6,438	7,474	7,821	**7,911**	8,069	8,231	8,396	8,564
Internal Services Recovered	(4,579)	(6,759)	(3,943)	**(4,087)**	(4,169)	(4,253)	(4,338)	(4,425)
External Recoveries	(3,317)	(3,325)	(3,059)	**(3,112)**	(3,174)	(3,238)	(3,303)	(3,369)
	13,916	13,944	17,478	**26,258**	26,974	27,519	28,243	28,814
Net Operations Total	**13,635**	**13,576**	**16,621**	**25,530**	**26,011**	**26,552**	**27,283**	**27,864**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	82	1,015	543	**330**	404	172	160	162
	82	1,015	543	**330**	404	172	160	162
	$ 13,717	$ 14,591	$ 17,164	$ 25,860	$ 26,415	$ 26,724	$ 27,443	$ 28,026



ROADS	2010 ACTUAL *restated*	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (9)	$ (9)	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(9)	(9)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	3,962	3,597	5,615	**9,485**	9,768	9,963	10,244	10,450
Internal Services Used	6,387	7,103	7,518	**7,588**	7,740	7,895	8,053	8,214
Internal Services Recovered	(872)	(963)	(450)	**(450)**	(459)	(468)	(477)	(487)
External Recoveries	(2,055)	(2,063)	(1,911)	**(1,948)**	(1,987)	(2,027)	(2,068)	(2,109)
	7,422	7,674	10,772	**14,675**	15,062	15,363	15,752	16,068
Net Operations Total	**7,413**	**7,665**	**10,772**	**14,675**	**15,062**	**15,363**	**15,752**	**16,068**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	566	-	-	-	-	-	-
	-	566	-	-	-	-	-	-
	$ 7,413	**$ 8,231**	**$ 10,772**	**$ 14,675**	**$ 15,062**	**$15,363**	**$15,752**	**$16,068**

TRAFFIC	2010 ACTUAL *restated*	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (272)	$ (359)	$ (857)	**$ (728)**	$ (963)	$ (967)	$ (960)	$ (950)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(272)	(359)	(857)	**(728)**	(963)	(967)	(960)	(950)
Expenditures								
Salaries and Benefits	1,180	1,469	1,300	**1,686**	1,720	1,754	1,789	1,825
Operating Costs	8,160	9,220	7,456	**11,690**	12,022	12,270	12,608	12,866
Internal Services Used	30	333	300	**320**	326	333	340	347
Internal Services Recovered	(1,616)	(3,492)	(1,236)	**(1,006)**	(1,026)	(1,047)	(1,068)	(1,089)
External Recoveries	(1,260)	(1,262)	(1,148)	**(1,164)**	(1,187)	(1,211)	(1,235)	(1,260)
	6,494	6,268	6,672	**11,526**	11,855	12,099	12,434	12,689
Net Operations Total	**6,222**	**5,909**	**5,815**	**10,798**	**10,892**	**11,132**	**11,474**	**11,739**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	82	449	543	**330**	404	172	160	162
	82	449	543	**330**	404	172	160	162
	$ 6,304	**$ 6,358**	**$ 6,358**	**$11,128**	**$11,296**	**$11,304**	**$11,634**	**$11,901**

TRANSPORTATION	2010 ACTUAL *restated*	2011 ACTUAL	2011 BUDGET *restated*	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	1,992	2,238	2,265	**2,602**	2,654	2,707	2,761	2,816
Operating Costs	80	30	23	**83**	84	85	86	87
Internal Services Used	21	38	3	**3**	3	3	3	3
Internal Services Recovered	(2,091)	(2,304)	(2,257)	**(2,631)**	(2,684)	(2,738)	(2,793)	(2,849)
External Recoveries	(2)	-	-	**-**	-	-	-	-
	-	2	34	**57**	57	57	57	57
Net Operations Total	**-**	**2**	**34**	**57**	**57**	**57**	**57**	**57**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ -	**$ 2**	**$ 34**	**$ 57**	**$ 57**	**$ 57**	**$ 57**	**$ 57**

2012 – 2016 FINANCIAL PLAN

SIGNIFICANT CHANGES
ROADS & TRAFFIC
(in thousands)

REVENUES			
2011 ADOPTED BUDGET			$ 9,055
Taxation	....	$ 2,386	2,386
Departmental Revenues			
Parking Meters	....	(138)	
Bus Shelter Revenue	....	9	(129)
Total Change in Revenue	....		2,257
2012 REVENUE BUDGET			11,312
EXPENDITURES			
2011 ADOPTED BUDGET			9,055
Expenditures			
Salaries/Wages & Benefits			
Salary Rate and Range Increase	....	29	
New Positions	....	694	723
Operating Costs			
Inventory Increase	....	172	
Economic Increase	....	245	
Winter Maintenance increase - Materials	....	300	
State of Good Repair	....	7,336	
Traffic Signal & Streetlight Maintenance (contract increase)	....	36	
Additional Pay Parking Station Expenses	....	75	8,164
Internal Services Used			
Equipment	....	100	
IT Software Maintenance Agreement	....	(10)	90
Internal Services Recovered			
Labour Charge Outs	....	(374)	
Capital Recoveries	....	230	(144)
External Recoveries	....	(53)	(53)
Contribution to Capital	....	(1,941)	(1,941)
Transfer To Own Sources			
Transfer to Reserves	....	(4,582)	(4,582)
Total Change in Expenditures			2,257
2012 EXPENDITURE BUDGET			11,312
2012 BUDGET			$ -

REVENUES			
2012 ADOPTED BUDGET			$ 11,312
Increase Due to Rate Increase	....	$ 15,929	
Bus Bench Revenue	....	222	16,151
2015 REVENUE BUDGET			27,463
EXPENDITURES			
2012 ADOPTED BUDGET			11,312
Operating Costs	....	2,556	
Debt Repayment	....	-	2,556
TRANSFERS			
Contribution to Capital	....	9,592	
Transfer to/from Reserves	....	4,003	13,595
2016 EXPENDITURE BUDGET			27,463
2016 BUDGET			$ -

CERTIFIED

CITY OF SURREY

BY-LAW NO. 17546

A by-law to provide for the adoption of the Surrey 2012 – 2016 Roads & Traffic Safety Operating Financial Plan.

WHEREAS pursuant to Section 165 of the "*Community Charter*" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by by-law, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey, in open meeting assembled, ENACTS AS FOLLOWS:

1. Council authorize the following:

   (a) the proposed funding sources;
   (b) the proposed expenditures, and
   (c) the proposed transfers between funds.

As set out for each year in the planning period as shown in Schedule 1 attached hereto and forming part of this by-law.

2. This by-law shall be cited for all purposes as "Surrey 2012 – 2016 Roads & Traffic Safety Operating Financial Plan By-law, 2012, No. 17546".

PASSED FIRST READING on the 23rd day of January, 2012.

PASSED SECOND READING on the 23rd day of January, 2012.

PASSED THIRD READING on the 23rd day of January, 2012.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 6th day of February, 2012.

MAYOR

CLERK

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Roads & Traffic Safety Operating Financial Plan
to restate year 2011
and establish years 2012 to 2016

PROPOSED FUNDING SOURCES	2011 restated	2012	2013	2014	2015	2016
Revenues from Property Values						
Local Roads & Traffic Safety Levy	$ 8,198,000	$ 10,584,000	$ 14,198,000	$ 18,062,000	$ 22,153,000	$ 26,513,000
Revenues from Fees & Charges						
Departmental Revenue	857,000	728,000	963,000	967,000	960,000	950,000
TOTAL FUNDING SOURCES	$ 9,055,000	$ 11,312,000	$ 15,161,000	$ 19,029,000	$ 23,113,000	$ 27,463,000
PROPOSED EXPENDITURES						
Municipal Expenditures						
Engineering Services	$ 23,478,000	$ 26,258,000	$ 26,974,000	$ 27,519,000	$ 28,243,000	$ 28,814,000
TOTAL EXPENDITURES	$ 23,478,000	$ 26,258,000	$ 26,974,000	$ 27,519,000	$ 28,243,000	$ 28,814,000
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	$ (21,843,000)	$ (20,425,000)	$ (17,719,000)	$ (15,543,000)	$ (15,968,000)	$ (17,252,000)
Transfers (from)/to Capital	7,420,000	5,479,000	5,906,000	7,053,000	10,034,000	15,071,000
Debt Repayment	-	-	-	-	804,000	830,000
TOTAL TRANSFERS BETWEEN FUNDS	$ (14,423,000)	$ (14,946,000)	$ (11,813,000)	$ (8,490,000)	$ (5,130,000)	$ (1,351,000)
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -	$ -

Final grading of Nicomekl River Dyke at 184 Street

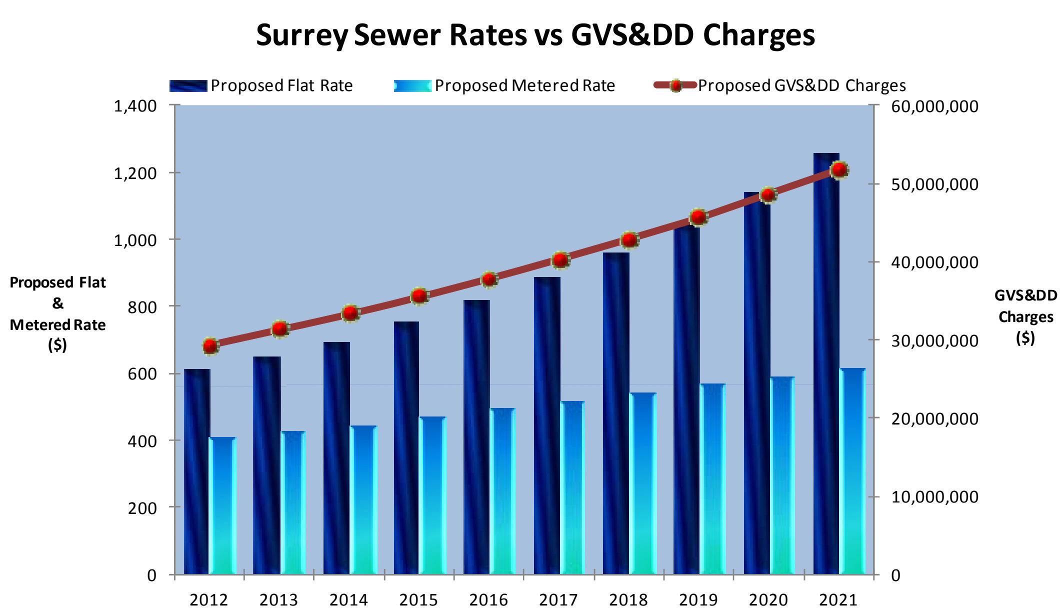
MISSION STATEMENT

To provide engineering services for 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 is to manage the City's liquid wastes in partnership with the Operations Division and Metro Vancouver. The utility also plans, designs, and constructs sanitary sewer and drainage infrastructure; manages 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 region's Liquid Waste Management Plan.

The rates charged by the Greater Vancouver Sewerage & Drainage District (GVS&DD) for sewer and drainage are projected to increase significantly over the next 10 years, as shown in the chart below. In comparison, Surrey's proposed metered rate is also projected to increase much more slowly than the flat..



Due to the intrinsic link between drainage systems and natural watercourses, the Sewer & Drainage Utility also funds an Environmental division. This division's area of responsibility has expanded beyond instream and riparian corridors to 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 fish habitats;
- 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.

SHaRP students hard at work

2011 ACCOMPLISHMENTS

ECONOMIC:

- Introduced a new Development Cost Charge By-law to ensure that development pays for the infrastructure it requires;
- Worked with the Finance and Technology Department on the selection and implementation of a new financial system; and
- Continued to utilize trenchless technologies in lieu of excavation to repair sanitary sewer lines and connections for point repairs and root growth.

ENVIRONMENTAL:

- Completed a preliminary study indicating that over time, as development continues, sewer heat recovery may become a potential thermal energy source for a district energy system in the City Centre area;
- Completed reconstruction of the Pattullo Pump Station replacing the existing pumps with fish-friendly pumps;
- Presented with the Water Balance Model Partnership an Integrated Stormwater Management Plan (ISMP) correction course which identifies methodologies needed to effectively develop watershed objectives, and assessed the benefit of urban options and their direct impact upon watercourses;
- Reduced sanitary sewer odours in South Surrey, in part by conducting cooperative work with Metro Vancouver on their trunk mains;
- Implemented online reporting for Erosion and Sediment Control (ESC) reports to ensure the timely inspection of ESC best management practices;
- Completed upgrades to the Semiahmoo Pump Station in order to help alleviate odour issues along 16 Avenue and support development in the Douglas NCP area; and
- Established terms of reference for the preparation of a Biodiversity Conservation Strategy that will clearly establish biodiversity goals and targets and conservation priorities for the City.

SOCIO-CULTURAL:

- Implemented a new Soil Policy to ensure that the community is consulted on large soil deposition applications;
- Worked with the South Fraser Perimeter Road project team to ensure that existing City utilities are preserved or enhanced as part of the project;
- Completed phase 1 of the Bridgeview Vacusan sewer replacement program which provides the community with a reliable and efficient sanitary sewer system; and
- Worked with the Party for the Planet team to present a sustainability event area promoting sustainable engineering practices.

FUTURE INITIATIVES

ECONOMIC:

- Work with adjacent neighbouring municipalities, Township of Langley and Corporation of Delta, on common issues with respect to drainage; and
- Update infrastructure asset management plans to help us provide a cost-effective service over the life of our assets.

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;
- Identify adaptation measures for the City's dyking and drainage systems as required to accommodate future climate change;
- Complete the Biodiversity Conservation Strategy that will clearly establish biodiversity goals, targets, and conservation priorities for the City; and
- Develop an inflow and infiltration management plan as part of the City's commitment to the Integrated Liquid Waste and Resource Management Plan.

SOCIO-CULTURAL:

- Finalize infrastructure servicing strategies for the West Clayton, Grandview Heights Area 4, and Grandview Heights Area 5A NCP areas; and
- Continue to reduce sanitary sewer odours, in conjunction with Metro Vancouver, in pumping stations and force mains.

PERFORMANCE MEASURES

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

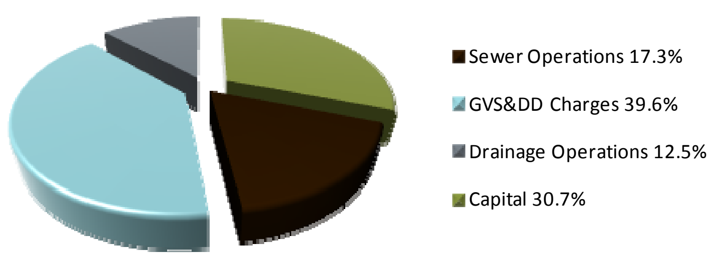
Division	*Performance Measures*	*2011*	*Budget 2012*	*Budget 2013*	*Budget 2014*	*Budget 2015*	*Budget 2016*
Sewer & Drainage Utility	% of City covered by an Integrated Stormwater Management Plan (ISMP)	8.3% [Budget 10%]	25%	60%	75%	85%	100%

2012 – 2016 FINANCIAL PLAN

FINANCIAL SUMMARY
SEWER & DRAINAGE
(in thousands)

REVENUE SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
	restated							
Taxation	$ 23,491	$ 24,491	$ 25,231	**$ 24,990**	$ 26,295	$ 27,628	$ 29,400	$ 31,208
Investment Income	1,902	1,486	2,000	**1,433**	1,376	1,379	1,360	1,393
Penalties and Interest	338	359	298	**313**	331	351	375	402
	2,240	1,845	2,298	**1,746**	1,707	1,730	1,735	1,795
Departmental Revenues	36,305	36,348	34,479	**37,314**	39,702	42,316	45,474	49,160
	$ 62,036	**$ 62,684**	**$ 62,008**	**$ 64,050**	**$ 67,704**	**$ 71,674**	**$ 76,609**	**$ 82,163**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 39,000	$ 52,168	$ 44,218	**$ 46,723**	$ 49,452	$ 52,196	$ 55,105	$ 58,188
	$ 39,000	**$ 52,168**	**$ 44,218**	**$ 46,723**	**$ 49,452**	**$ 52,196**	**$ 55,105**	**$ 58,188**
Interst Alloc'd to Approp. Surp	$ 368	$ 390	$ 124	**$ 286**	$ 57	$ 108	$ 229	$ 448
Contribution to Capital	21,342	13,514	17,887	**21,015**	19,482	20,383	20,402	20,921
Net Tsf To/(Frm) Surp/Resrv	1,326	(3,388)	(221)	**(3,974)**	(1,287)	(1,013)	873	2,606
	$ 23,036	**$ 10,516**	**$ 17,790**	**$ 17,327**	**$ 18,252**	**$ 19,478**	**$ 21,504**	**$ 23,975**
Surplus/(Deficit)	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	**-**	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Sewer & Drainage Expenditures

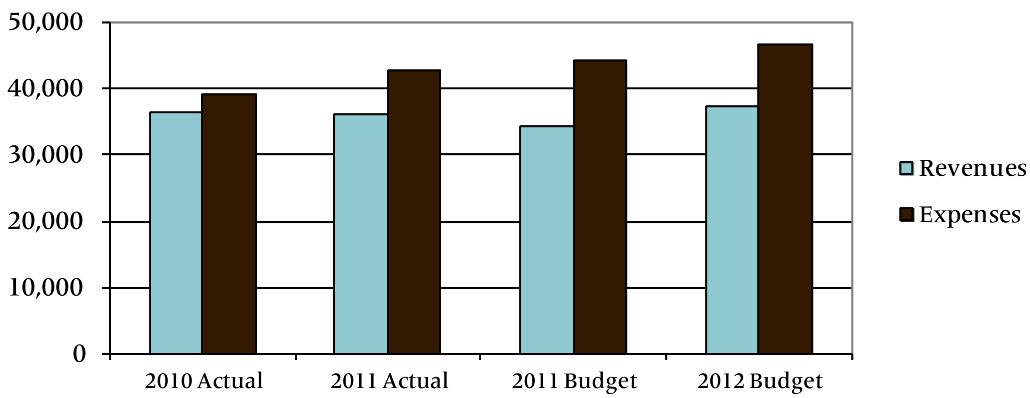


DEPARTMENTAL OPERATIONS
SEWER & DRAINAGE
(in thousands)

PROGRAM SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
	restated		*restated*					
Drainage Utility	$ 5,930	$ 11,640	$ 8,012	**$ 8,550**	$ 8,862	$ 9,187	$ 9,524	$ 9,875
Sewer Utility	(2,585)	4,526	2,377	**1,659**	1,688	1,493	907	(47)
	$ 3,345	**$ 16,166**	**$ 10,389**	**$ 10,209**	**$ 10,550**	**$ 10,680**	**$ 10,431**	**$ 9,828**

ACCOUNT SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (36,305)	$ (36,348)	$ (34,479)	**$ (37,314)**	$ (39,702)	$ (42,316)	$ (45,474)	$ (49,160)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(36,305)	(36,348)	(34,479)	**(37,314)**	(39,702)	(42,316)	(45,474)	(49,160)
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	37,628	42,913	42,536	**44,999**	47,685	50,385	53,249	56,286
Internal Services Used	1,372	16,480	1,682	**1,724**	1,767	1,811	1,856	1,902
Internal Services Recovered	-	(7,221)	-	-	-	-	-	-
External Recoveries	-	(4)	-	-	-	-	-	-
	39,000	52,168	44,218	**46,723**	49,452	52,196	55,105	58,188
Net Operations Total	**2,695**	**15,820**	**9,739**	**9,409**	**9,750**	**9,880**	**9,631**	**9,028**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	650	346	650	**800**	800	800	800	800
	650	346	650	**800**	800	800	800	800
	$ 3,345	**$ 16,166**	**$ 10,389**	**$ 10,209**	**$ 10,550**	**$ 10,680**	**$ 10,431**	**$ 9,828**

Sewer & Drainage Departmental Operations
($ 000's)



DRAINAGE UTILITY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
	restated		*restated*					
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	4,919	5,619	6,817	7,258	7,548	7,850	8,164	8,491
Internal Services Used	686	6,623	870	892	914	937	960	984
Internal Services Recovered	-	(602)	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	5,605	11,640	7,687	8,150	8,462	8,787	9,124	9,475
Net Operations Total	**5,605**	**11,640**	**7,687**	**8,150**	**8,462**	**8,787**	**9,124**	**9,475**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	325	-	325	400	400	400	400	400
	325	-	325	400	400	400	400	400
	$ 5,930	**$ 11,640**	**$ 8,012**	**$ 8,550**	**$ 8,862**	**$ 9,187**	**$ 9,524**	**$ 9,875**

SEWER UTILITY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$(36,305)	$ (36,348)	$(34,479)	$ (37,314)	$(39,702)	$(42,316)	$(45,474)	$(49,160)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(36,305)	(36,348)	(34,479)	(37,314)	(39,702)	(42,316)	(45,474)	(49,160)
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	32,709	37,294	35,719	37,741	40,137	42,535	45,085	47,795
Internal Services Used	686	9,857	812	832	853	874	896	918
Internal Services Recovered	-	(6,619)	-	-	-	-	-	-
External Recoveries	-	(4)	-	-	-	-	-	-
	33,395	40,528	36,531	38,573	40,990	43,409	45,981	48,713
Net Operations Total	**(2,910)**	**4,180**	**2,052**	**1,259**	**1,288**	**1,093**	**507**	**(447)**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	325	346	325	400	400	400	400	400
	325	346	325	400	400	400	400	400
	$ (2,585)	**$ 4,526**	**$ 2,377**	**$ 1,659**	**$ 1,688**	**$ 1,493**	**$ 907**	**$ (47)**

SIGNIFICANT CHANGES SEWER & DRAINAGE

(in thousands)

REVENUES			
2011 ADOPTED BUDGET			$ 62,008
Taxation			
Rate Change	....	$ 1,238	
Growth Change	....	-	
Secondary Suite Drainage Allocation	....	(1,485)	
Local Improvement	....	6	(241)
Investment Income	....	(567)	(567)
Penalties and Interest on Taxes	....	15	15
Sales and Services			
Rate Change	....	2,162	
Growth	....	896	
Conversions	....	(1,381)	
Secondary Suite Drainage Allocation		1,485	
Permits/Sundry	....	(327)	2,835
Total Change in Revenue	....		2,042
2012 REVENUE BUDGET			$ 64,050
EXPENDITURES			
2011 ADOPTED BUDGET			$ 62,008
Increase in Operating Allocations	....	42	
Increase in GVS&DD Costs	....	1,641	
Increase in Sewer Utility	....	31	
IT Replacement Contribution	....	-	
Increase in Sewer Maintenance Costs	....	350	
Increase in Drainage Maintenance Costs	....	441	2,505
Interest Allocated to Appropriated Surplus	....	162	162
Contribution to Capital			
DCC Contribution	....	(192)	
IT Equipment Contribution	....	-	
Sewer Non-Growth	....	809	
Drainage Non-Growth	....	2,511	3,128
Net Transfers			
Decrease in Transfer for Roads	....	21	
Decrease in Funding for Infrastructure	....	(5,629)	
Increase Funding from Rate Stabilization Reserve	....	316	
Decrease Funding from Rates Reserve	....	1,539	(3,753)
Total Change in Expenditures			2,042
2012 EXPENDITURE BUDGET			$ 64,050
2012 BUDGET			$ -

REVENUES		
2012 ADOPTED BUDGET		$ 64,050
Taxation Growth	$ 2,000	
Taxation Rate	4,256	
Local Improvements	(38)	
Penalties and Interest	49	
Increase to Fees	11,846	18,113
2016 REVENUE BUDGET		$ 82,163
EXPENDITURES		
2012 ADOPTED BUDGET		$ 64,050
Operating Allocations	178	
Utility Fees	119	
Increase in GVS&DD Costs	8,554	
Sewer Maintenance and Operation Costs	1,381	
Drainage Maintenance and Operation Costs	1,233	
Interest on Appropriated Surplus	162	11,627
TRANSFERS		
Contribution to Capital	(7,143)	
Transfer to Roads	78	
Infrastructure Replacement	6,971	
Transfer to Reserves	6,580	6,486
2016 EXPENDITURE BUDGET		82,163
2016 BUDGET		$ -

CERTIFIED

CITY OF SURREY

BY-LAW NO. 17547

A by-law to provide for the adoption of the Surrey 2012 – 2016 Sewer/Drainage Operating Financial Plan.

WHEREAS pursuant to Section 165 the "*Community Charter*" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by by-law, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey, in open meeting assembled, ENACTS AS FOLLOWS:

1. Council authorize the following:

   (a) the proposed funding sources;
   (b) the proposed expenditures, and
   (c) the proposed transfers between funds.

As set out for each year in the planning period as shown in Schedule 1 attached hereto and forming part of this by-law.

2. This by-law shall be cited for all purposes as "Surrey 2012 – 2016 Sewer/Drainage Operating Financial Plan By-law, 2012, No. 17547".

PASSED FIRST READING on the 23rd day of January, 2012.

PASSED SECOND READING on the 23rd day of January, 2012.

PASSED THIRD READING on the 23rd day of January, 2012.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 6th day of February, 2012.

MAYOR

CLERK

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Sewer/Drainage Operating Financial Plan
to restate year 2011
and establish years 2012 to 2016

	2011 restated	2012	2013	2014	2015	2016
PROPOSED FUNDING SOURCES						
Revenues from Property Value Taxes						
Drainage Parcel Tax	25,231,000	24,990,000	$ 26,295,000	$ 27,628,000	$ 29,400,000	$ 31,208,000
Revenues from Fees & Charges						
Departmental Revenue	34,479,000	37,314,000	39,702,000	42,316,000	45,474,000	49,160,000
Penalties & Interest on Taxes	298,000	313,000	331,000	351,000	375,000	402,000
Revenues from Fees and Charges	34,777,000	37,627,000	40,033,000	42,667,000	45,849,000	49,562,000
Revenues from Other Sources						
Investment Income	2,000,000	1,433,000	1,376,000	1,379,000	1,360,000	1,393,000
TOTAL FUNDING SOURCES	$ 62,008,000	$ 64,050,000	$ 67,704,000	$ 71,674,000	$ 76,609,000	$ 82,163,000
PROPOSED EXPENDITURES						
Municipal Expenditures						
Water, Sewer & Drainage	$ 48,218,000	$ 46,723,000	$ 49,452,000	$ 52,196,000	$ 55,105,000	$ 58,188,000
TOTAL EXPENDITURES	$ 48,218,000	$ 46,723,000	$ 49,452,000	$ 52,196,000	$ 55,105,000	$ 58,188,000
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	$ (4,221,000)	$ (3,974,000)	$ (1,287,000)	$ (1,013,000)	$ 873,000	$ 2,606,000
Transfers from(to) Appropriated Surplus	$ 124,000	$ 286,000	$ 57,000	$ 108,000	$ 229,000	$ 448,000
Transfers (from)/to Capital	17,887,000	21,015,000	19,482,000	20,383,000	20,402,000	20,921,000
TOTAL TRANSFERS BETWEEN FUNDS	$ 13,790,000	$ 17,327,000	$ 18,252,000	$ 19,478,000	$ 21,504,000	$ 23,975,000
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -	$ -

Recycling Program at Surrey's Party for the Planet Event

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 approximately 98,000 single family, 19,000 secondary suites and 30,000 multi-family residences in Surrey. The Utility also represents Surrey discussing 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.

2011 ACCOMPLISHMENTS

ECONOMIC:

- Completed and awarded Waste Collection Services Request for Proposal process for services commencing October 1, 2012;
- Clearly demonstrated, through the Waste Collection Services Request for Proposal process, that engaging a single contractor to service the entire City is a more cost-effective approach than using multiple contractors to service smaller sectors;
- Wrote an application to Public-Private Partnerships Canada (P3 Canada) that was short-listed for a grant of up to 25% of the capital costs of Surrey's proposed Organics Biofuel Process Facility;
- Completed a detailed business case/risk assessment analysis for the prospective organic biomethane production facility;
- Received approximately $650,000 of revenue in return for recyclable commodities collected by the City's current waste collection service provider.

ENVIRONMENTAL:

- Diverted over 50% of waste from landfill via the City's curbside waste collection service and determined that households receiving weekly organics collection with bi-weekly garbage collection diverted over 80% of their organics waste, versus pilot households receiving both weekly organics and garbage collection which diverted only 50% organics;
- Analyzed information gathered via the Engineering Department's successful curbside food waste collection pilot program to support the decision to introduce a City-wide weekly cart-based organics waste collection system with alternating bi-weekly garbage and recycling collection services. It is estimated that this approach will help achieve at least 70% waste diversion from the City's residential waste stream;
- Introduced a pilot compressed natural gas waste collection vehicle that was placed into service on the City's curbside waste collection program; and
- Continued work with Metro Vancouver strategizing on approaches towards increasing commercial waste diversion.

SOCIO-CULTURAL:

- Managed approximately 18,300 waste collection related service requests (56% of all Engineering Operations Service requests), which represents a 15% decrease requests from 2010; and
- Achieved over 17,000 exchanges and diverted more than 41,000 kilograms of waste through the City's Surrey Reuses website, www.SurreyReuses.com.

FUTURE INITIATIVES

ECONOMIC:

- Save approximately $2.8 million annually in waste collection expenses as a result of cost services in the new waste collection contract;
- Procure and distribute over 300,000 waste carts to Surrey's residential customers before October 1, 2012; and
- Initiate a communications and public education campaign to smooth transition between waste collection contractors and services.

ENVIRONMENTAL:

- Reduce the City's corporate carbon footprint by moving from a diesel to a Compressed Natural Gas (CNG) waste collection fleet comprising over 40 trucks, since CNG vehicles emit 30% less green house gas emissions and 90% less particulates compared to gasoline and diesel vehicles;
- Reduce the number of vehicles required to service the City as garbage and recyclables will be collected bi-weekly on an alternating schedule; and
- Gauge the initial effectiveness of the new waste collection service in terms of the diversion of food waste at curb side following the new service commencement date of October 1, 2012.

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.

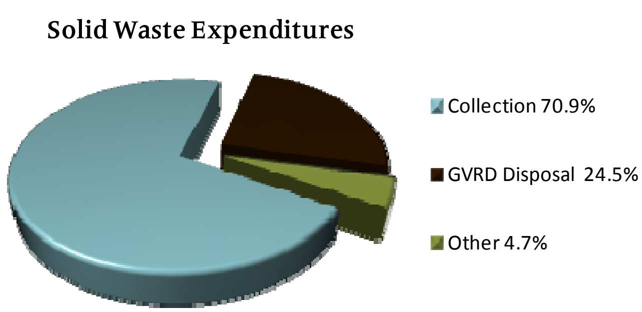
Division	*Performance Measures*	*2011*	*Budget 2012*	*Budget 2013*	*Budget 2014*	*Budget 2015*	*Budget 2016*
Solid Waste	Kitchen Waste Program total # of residences to date	2,000* residences [Budget 2,000]	2,000*	100,000	102,000	104,000	106,000
	Solid waste diversion rate from disposal	50% [Budget 52%]	52%	55%	60%	65%	70%

** Number of residents receiving kitchen waste diversion services at present (our pilot group). For 2013 and forward, these are the number of customers expected after service is expanded City-wide.*

2012 – 2016 FINANCIAL PLAN

FINANCIAL SUMMARY
SOLID WASTE
(in thousands)

REVENUE SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Penalties and Interest	$ 88	$ 100	$ 85	**$ 85**	$ 65	$ 65	$ 70	$ 70
Departmental Revenues	25,378	28,743	28,906	**31,814**	33,775	36,196	39,286	41,888
	$ 25,466	**$ 28,843**	**$ 28,991**	**$ 31,899**	**$ 33,840**	**$ 36,261**	**$ 39,356**	**$ 41,958**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 21,821	$ 25,581	$ 25,835	**$ 26,514**	$ 30,053	$ 32,786	$ 35,160	$ 37,314
	$ 21,821	**$ 25,581**	**$ 25,835**	**$ 26,514**	**$ 30,053**	**$ 32,786**	**$ 35,160**	**$ 37,314**
Debt Principal Repaid	-	-	-	**-**	2,442	2,513	2,584	2,657
Contrib'n To General Op	2,868	2,462	1,515	**1,949**	1,816	1,716	1,616	1,516
Contrib'n To Capital	-	-	-	**3,000**	-	3,000	-	-
Net Tsf To/(Frm) Surp/Resrv	777	800	1,641	**436**	(471)	(3,754)	(4)	471
	$ 3,645	**$ 3,262**	**$ 3,156**	**$ 5,385**	**$ 3,787**	**$ 3,475**	**$ 4,196**	**$ 4,644**
Surplus/(Deficit)	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	**-**	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

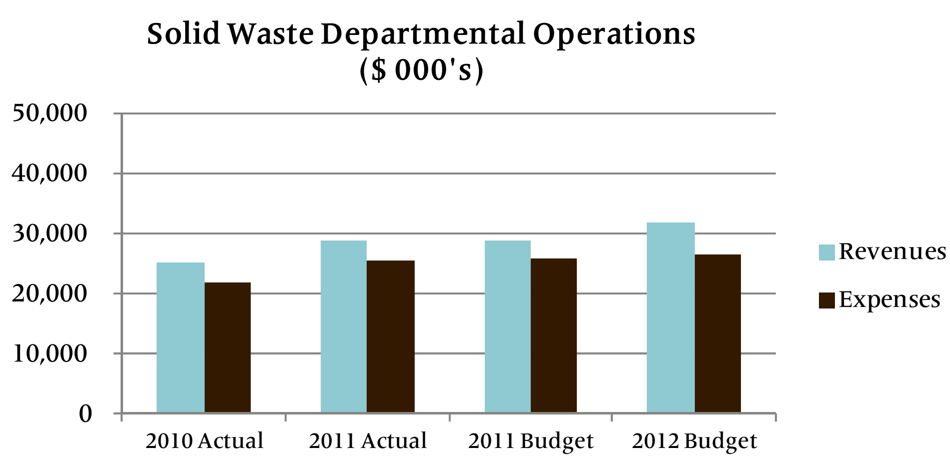


2012 – 2016 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
SOLID WASTE
(in thousands)

PROGRAM SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Solid Waste	$ (2,780)	$ (2,362)	$ (1,430)	**$ (4,864)**	$ (4,193)	$ (7,164)	$ (4,130)	$ (4,103)
	$ (2,780)	**$ (2,362)**	**$ (1,430)**	**$ (4,864)**	**$ (4,193)**	**$ (7,164)**	**$ (4,130)**	**$ (4,103)**

ACCOUNT SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (25,378)	$ (28,743)	$ (28,906)	**$ (31,814)**	$ (33,775)	$ (36,196)	$ (39,286)	$ (41,888)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(25,378)	(28,743)	(28,906)	**(31,814)**	(33,775)	(36,196)	(39,286)	(41,888)
Expenditures								
Operating Costs	18,459	20,742	23,137	**23,675**	27,108	29,752	32,035	34,095
Internal Services Used	3,446	3,478	2,738	**2,879**	2,965	3,054	3,145	3,239
Internal Services Recovered	(87)	(98)	(20)	**(20)**	(20)	(20)	(20)	(20)
External Recoveries	3	1,459	(20)	**(20)**	-	-	-	-
	21,821	25,581	25,835	**26,514**	30,053	32,786	35,160	37,314
Net Operations Total	**(3,557)**	**(3,162)**	**(3,071)**	**(5,300)**	**(3,722)**	**(3,410)**	**(4,126)**	**(4,574)**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	777	800	1,641	**436**	(471)	(3,754)	(4)	471
	777	800	1,641	**436**	(471)	(3,754)	(4)	471
	$ (2,780)	**$ (2,362)**	**$ (1,430)**	**$ (4,864)**	**$ (4,193)**	**$ (7,164)**	**$ (4,130)**	**$ (4,103)**



CITY OF SURREY
the future lives here.

2012 – 2016 FINANCIAL PLAN

SIGNIFICANT CHANGES
SOLID WASTE
(in thousands)

REVENUES			
2011 ADOPTED BUDGET			$ 28,991
Department Revenues			
Garbage & Recycling Levy Rates	....	$ 1,675	
Commodity Revenue	....	400	
Garbage Fee Growth Increase	....	833	
Total Change in Revenue	....		2,908
2012 REVENUE BUDGET			$ 31,899
EXPENDITURES			
2011 ADOPTED BUDGET			$ 28,991
Expenditures			
Garbage Collection Contract	....	159	
GVS&DD - Garbage Disposal	....	237	
Operating Expenses	....	1,285	
Garbage Recycling Contract	....	202	
Recycling & Yard Waste - Interim relief	....	(1,500)	
GVS&DD - Compost Disposal	....	156	
Overhead	....	139	678
Interest Allocated to Appropriated Surplus	....	-	-
Contribution to Capital		3,000	3,000
Net Transfers			
Transfer to Reserves	....	1,149	
Road Restoration	....	542	
Rate Stabalization	....	(2,461)	(770)
Total Change in Expenditures			2,908
2012 EXPENDITURE BUDGET			$ 31,899
2012 BUDGET			$ -

REVENUES			
2012 ADOPTED BUDGET			$ 31,899
Penalties	....	$ (15)	
Fee Increases	....	10,074	10,059
2016 REVENUE BUDGET			$ 41,958
EXPENDITURES			
2012 ADOPTED BUDGET			$ 31,899
Departmental Expenditures	....	10,800	
Debt Repayment	....	2,657	13,457
TRANSFERS			
Contribution to Capital	....	(3,000)	
Road Restoration	....	65	
Rate Stabalization	....	971	
Interest to Appropriated Surplus	....	(295)	
Transfer to/from Reserves	....	(1,139)	(3,398)
2016 EXPENDITURE BUDGET			$ 41,958
2016 BUDGET			$ -

CERTIFIED

CITY OF SURREY

BY-LAW NO. 17548

A by-law to provide for the adoption of the Surrey 2012 – 2016 Solid Waste Operating Financial Plan.

WHEREAS pursuant to Section 165 of the "*Community Charter*" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by by-law, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey, in open meeting assembled, ENACTS AS FOLLOWS:

1. Council authorize the following:

   (a) the proposed funding sources;
   (b) the proposed expenditures, and
   (c) the proposed transfers between funds.

As set out for each year in the planning period as shown in Schedule 1 attached hereto and forming part of this by-law.

2. This by-law shall be cited for all purposes as "Surrey 2012 – 2016 Solid Waste Operating Financial Plan By-law, 2012, No. 17548".

PASSED FIRST READING on the 23rd day of January, 2012.

PASSED SECOND READING on the 23rd day of January, 2012.

PASSED THIRD READING on the 23rd day of January, 2012.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 6th day of February, 2012.

MAYOR

CLERK

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Solid Waste Operating Financial Plan
to restate year 2011
and establish years 2012 to 2016

PROPOSED FUNDING SOURCES	2011 restated	2012	2013	2014	2015	2016
Revenues from Fees & Charges						
Departmental Revenue	$ 28,906,400	$ 31,814,000	$ 33,775,000	$ 36,196,000	$ 39,286,000	$ 41,888,000
Penalties & Interest on Taxes	85,000	85,000	65,000	65,000	70,000	70,000
TOTAL FUNDING SOURCES	$ 28,991,400	$ 31,899,000	$ 33,840,000	$ 36,261,000	$ 39,356,000	$ 41,958,000
PROPOSED EXPENDITURES						
Municipal Expenditures						
Solid Waste Expenditures	$ 25,834,900	$ 26,514,000	$ 30,053,000	$ 32,786,000	$ 35,160,000	$ 37,314,000
TOTAL EXPENDITURES	$ 25,834,900	$ 26,514,000	$ 30,053,000	$ 32,786,000	$ 35,160,000	$ 37,314,000
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	$ 3,156,500	$ 2,385,000	$ 1,345,000	$ (2,038,000)	$ 1,612,000	$ 1,987,000
Transfers (from)/to Capital	-	3,000,000	-	3,000,000	-	-
Debt Repayment	-	-	2,442,000	2,513,000	2,584,000	2,657,000
TOTAL TRANSFERS BETWEEN FUNDS	$ 3,156,500	$ 5,385,000	$ 3,787,000	$ 3,475,000	$ 4,196,000	$ 4,644,000
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -	$ -

Surrey's Operation Save H2O Program

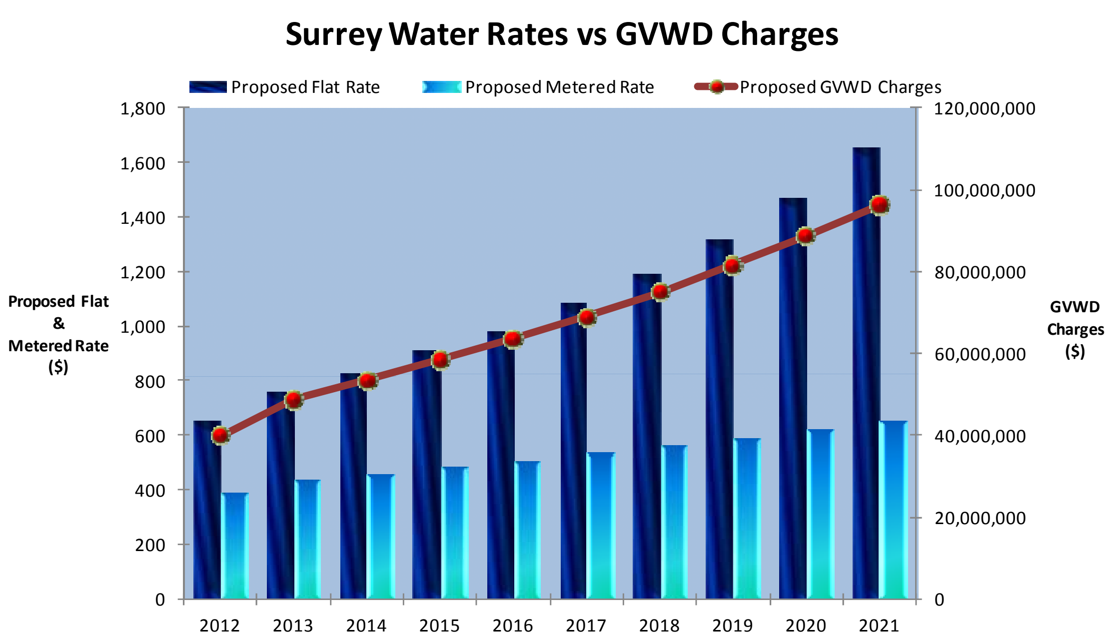
MISSION STATEMENT

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 properties and over 475,000 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 rate charged by the Greater Vancouver Water District (GVWD) for water is projected to increase significantly over the next 10 years, as show in the chart below. In comparison, Surrey's proposed meter rate is expected to increase slowly. The proposed metered rate is projected to increase much more slowly than the flat rate.



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.

2011 ACCOMPLISHMENTS

ECONOMIC:

- Introduced a new Development Cost Charge By-law to ensure that development pays for the infrastructure it requires;
- Worked with the Finance and Technology Department on the selection and implementation of a new financial system;
- Replaced all end-of-life pipes required; and
- Coordinated existing and future infrastructure requirements of the South Fraser Perimeter Road.

ENVIRONMENTAL:

- Identified the opportunity to introduce micro-hydro power generation at five pressure reducing station sites in the City; and
- Confirmed compliance of Surrey's drinking water with Canadian Drinking Water Standards for safe consumption by testing over 2,500 samples.

SOCIO-CULTURAL:

- Adopted Metro Vancouver's Drinking Water Management Plan which seeks to protect the region's supply of safe and clean drinking water;
- Worked with the Party for the Planet team to arrange the sustainability event area promoting sustainable engineering practices; and
- Refined the metered utility billing cycle to improve efficiency and customer service.

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;
- Update infrastructure asset management plans to help us provide a cost-effective service over the life of our assets; and
- Work with adjacent neighbouring municipalities, Township of Langley and Corporation of Delta, on common water issues.

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:

- Implement, through a phased roll-out, a standard for testing and installing backflow prevention devices;
- Streamline the reporting of backflow prevention device test results;
- Develop a succession plan for the water utility as almost 40% of current staff will be eligible for retirement over the next 5 years; and
- Finalize infrastructure servicing strategies for the West Clayton, Grandview Heights Area 4, and Grandview Heights Area 5A NCP areas.

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.

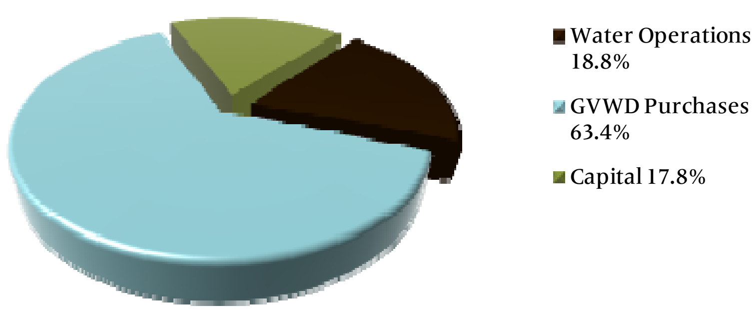
Division	*Performance Measures*	*2011*	*Budget 2012*	*Budget 2013*	*Budget 2014*	*Budget 2015*	*Budget 2016*
Water Utility	% of single family homes on water meters	57% [Budget 59%]	60%	63%	65%	68%	70%
	Average winter residential water consumption (litres per capita per day)	300 [Budget 352]	297	294	291	288	286

2012 – 2016 FINANCIAL PLAN

FINANCIAL SUMMARY
WATER
(in thousands)

REVENUE SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Taxation	$ 154	$ 90	$ 122	**$ 97**	$ 80	$ 123	$ 67	$ 51
Investment Income	2,391	2,009	2,750	**2,489**	2,052	1,982	1,882	1,790
Penalties and Interest	534	543	545	**568**	645	703	761	814
	2,925	2,552	3,057	**3,057**	2,697	2,685	2,643	2,604
Departmental Revenues	60,604	57,463	55,114	**57,453**	65,127	70,997	76,753	82,041
	$ 63,683	**$ 60,105**	**$ 58,531**	**$ 60,607**	**$ 67,904**	**$ 73,805**	**$ 79,463**	**$ 84,696**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 42,494	$ 51,999	$ 49,585	**$ 52,472**	$ 61,637	$ 66,617	$ 71,770	$ 77,103
	$ 42,494	**$ 51,999**	**$ 49,585**	**$ 52,472**	**$ 61,637**	**$ 66,617**	**$ 71,770**	**$ 77,103**
Interest Alloc'd to Approp. Surp	$ 417	$ 839	$ 543	**$ 1,074**	$ 853	$ 805	$ 683	$ 552
Contribution to Capital	10,975	7,215	10,386	**11,335**	11,535	11,873	11,873	11,873
Net Tsf To/(Frm) Surp/Resrv	9,797	52	(1,983)	**(4,274)**	(6,121)	(5,490)	(4,863)	(4,832)
	$ 21,189	**$ 8,106**	**$ 8,946**	**$ 8,135**	**$ 6,267**	**$ 7,188**	**$ 7,693**	**$ 7,593**
Surplus/(Deficit)	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	**-**	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Water Fund Expenditures

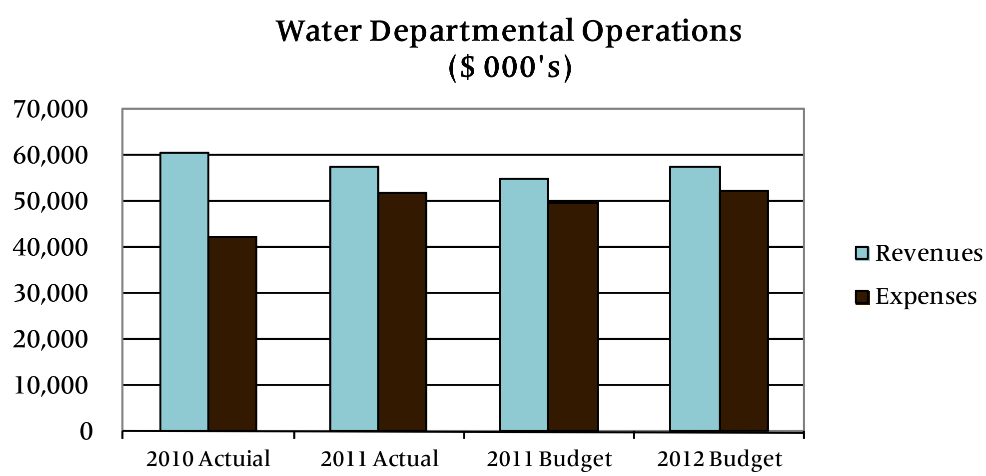


2012 – 2016 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
WATER
(in thousands)

PROGRAM SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Water	$ (17,860)	$ (5,214)	$ (5,279)	**$ (4,981)**	$ (3,490)	$ (4,380)	$ (4,983)	$ (4,938)
	$ (17,860)	**$ (5,214)**	**$ (5,279)**	**$ (4,981)**	**$ (3,490)**	**$ (4,380)**	**$ (4,983)**	**$ (4,938)**

ACCOUNT SUMMARY	2010 ACTUAL	2011 ACTUAL	2011 BUDGET	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Revenues								
Sales and Services	$ (60,604)	$ (57,463)	$ (55,114)	**$ (57,453)**	$ (65,127)	$ (70,997)	$ (76,753)	$ (82,041)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(60,604)	(57,463)	(55,114)	**(57,453)**	(65,127)	(70,997)	(76,753)	(82,041)
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	41,162	43,750	47,797	**50,666**	59,813	64,775	69,910	75,224
Internal Services Used	1,332	10,144	1,788	**1,806**	1,824	1,842	1,860	1,879
Internal Services Recovered	-	(1,895)	-	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	42,494	51,999	49,585	**52,472**	61,637	66,617	71,770	77,103
Net Operations Total	**(18,110)**	**(5,464)**	**(5,529)**	**(4,981)**	**(3,490)**	**(4,380)**	**(4,983)**	**(4,938)**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	250	250	250	**-**	-	-	-	-
	250	250	-	**-**	-	-	-	-
	$ (17,860)	**$ (5,214)**	**$ (5,279)**	**$ (4,981)**	**$ (3,490)**	**$ (4,380)**	**$ (4,983)**	**$ (4,938)**



SIGNIFICANT CHANGES
WATER
(in thousands)

REVENUES			
2011 ADOPTED BUDGET			$ 58,531
Taxation			
Local Improvement Increase	....	$ (25)	(25)
Investment Income	....	(261)	(261)
Penalties and Interest on Taxes	....	23	23
Department Revenues			
Rate Change	....	2,087	
Growth	....	1,091	
Conversions	....	(866)	
Connection Fees/Special Reads	....	27	2,339
Total Change in Revenue			2,076
2012 REVENUE BUDGET			$ 60,607
EXPENDITURES			
2011 ADOPTED BUDGET			$ 58,531
Expenditures			
Increase in Water Maintenance Costs	....	172	
Increase in Utility Fee	....	23	
Increase in Operating Allocations	....	18	
Increase in GVWD Water Costs	....	2,674	2,887
Interest Allocated to Appropriated Surplus	....	531	531
Contribution to Capital	....	949	949
Net Transfers			
Decrease in Transfers for MFA Debt Refund	....	-	
Decrease in Transfers for Infrastructure	....	(2,500)	
Increase Funding from Rates Reserve	....	209	(2,291)
Total Change in Expenditures			2,076
2012 EXPENDITURE BUDGET			$ 60,607
2012 BUDGET			$ -

REVENUES		
2012 ADOPTED BUDGET		$ 60,607
Penalties and Interest on Taxes	$ (499)	
Increase Due to Rate and Growth	24,554	
Miscellaneous Revenue	34	24,089
2016 REVENUE BUDGET		$ 84,696
EXPENDITURES		
2012 ADOPTED BUDGET		$ 60,607
Contribution to Operating Fund	73	
Utility Fee	246	
Increase to GVWD Rates	23,921	
Increase to Maintenance & Operations	391	24,631
TRANSFERS		
Contribution to Capital	538	
Interest to Appropriate Surplus	(522)	
Transfer to Reserves	(558)	(542)
2016 EXPENDITURE BUDGET		84,696
2016 BUDGET		$ -

CERTIFIED

CITY OF SURREY

BY-LAW NO. 17549

A by-law to provide for the adoption of the Surrey 2012 – 2016
Water Operating Financial Plan.

WHEREAS pursuant to Section 165 of the "*Community Charter*" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by by-law, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey, in open meeting assembled, ENACTS AS FOLLOWS:

1. Council authorize the following:

   (a) the proposed funding sources;
   (b) the proposed expenditures, and
   (c) the proposed transfers between funds.

As set out for each year in the planning period as shown in Schedule 1 attached hereto and forming part of this by-law.

2. This by-law shall be cited for all purposes as "Surrey 2012 – 2016 Water Operating Financial Plan By-law, 2012, No. 17549".

PASSED FIRST READING on the 23rd day of January, 2012.

PASSED SECOND READING on the 23rd day of January, 2012.

PASSED THIRD READING on the 23rd day of January, 2012.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 6th day of February, 2012.

MAYOR

CLERK

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Water Operating Financial Plan
to restate year 2011
and establish years 2012 to 2016

	2011 restated	2012	2013	2014	2015	2016
PROPOSED FUNDING SOURCES						
Revenues from Property Value Taxes						
Special Assessment	$ 122,000	$ 97,000	$ 80,000	$ 123,000	$ 67,000	$ 51,000
Revenues from Fees & Charges						
Departmental Revenue	55,114,000	57,453,000	65,127,000	70,997,000	76,753,000	82,041,000
Penalties & Interest on Taxes	545,000	568,000	645,000	703,000	761,000	814,000
Revenues from Fees and Charges	55,659,000	58,021,000	65,772,000	71,700,000	77,514,000	82,855,000
Revenues from Other Sources						
Investment Income	2,750,000	2,489,000	2,052,000	1,982,000	1,882,000	1,790,000
TOTAL FUNDING SOURCES	$ 58,531,000	$ 60,607,000	$ 67,904,000	$ 73,805,000	$ 79,463,000	$ 84,696,000
PROPOSED EXPENDITURES						
Municipal Expenditures						
Water, Sewer & Drainage	$ 52,585,000	$ 52,472,000	$ 61,637,000	$ 66,617,000	$ 71,770,000	$ 77,103,000
TOTAL EXPENDITURES	$ 52,585,000	$ 52,472,000	$ 61,637,000	$ 66,617,000	$ 71,770,000	$ 77,103,000
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	$ (4,983,000)	$ (4,274,000)	$ (6,121,000)	$ (5,490,000)	$ (4,863,000)	$ (4,832,000)
Transfers from(to) Appropriated Surplus	$ 543,000	$ 1,074,000	$ 853,000	$ 805,000	$ 683,000	$ 552,000
Transfers (from)/to Capital	10,386,000	11,335,000	11,535,000	11,873,000	11,873,000	11,873,000
TOTAL TRANSFERS BETWEEN FUNDS	$ 5,946,000	$ 8,135,000	$ 6,267,000	$ 7,188,000	$ 7,693,000	$ 7,593,000
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -	$ -

The Capital Financial Plan allocates available financial resources to proposed investments in capital.

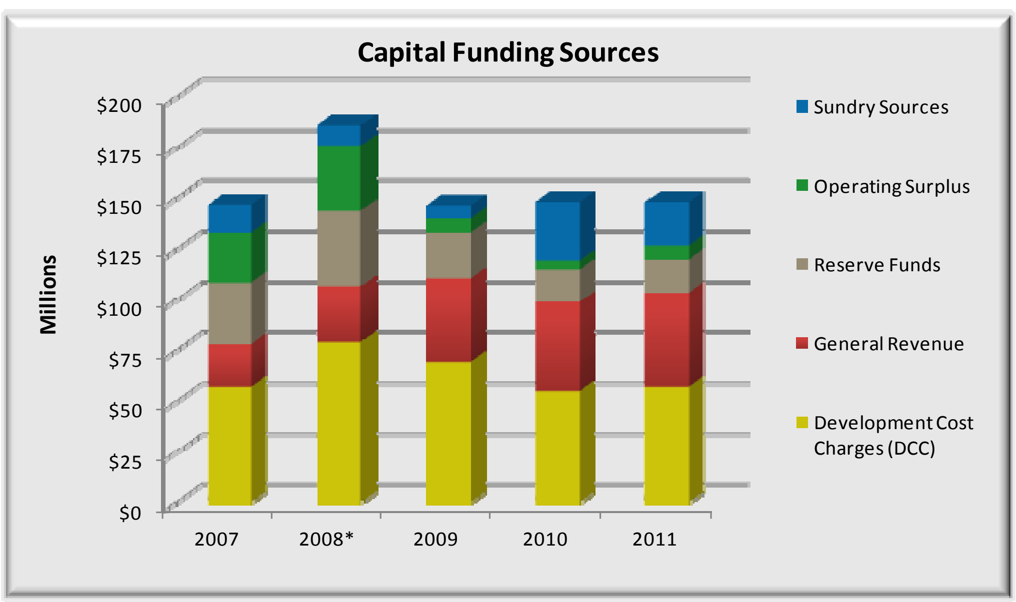
Because Surrey is a growing city, its capital requirements are significant. Each year, the City builds and acquires assets such as roads, parks and equipment. The City also makes upgrades to existing infrastructure and replaces obsolete or worn-out components.

Capital projects 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:



**Annual DCC contributions have been steady. The large spike in 2008 was due to developers estimating and prepaying their DCCs prior to the City increasing the DCC rates.*

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

The City requires developers to contribute to its future growth. They must pay Development Cost Charges (DCC) in order to develop land. In some instances, they are also required to contribute to Neighbourhood Concept Plans (NCP). 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 funding source 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.

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. When the City collects cash-in-lieu of deposits the cash in a statutory reserve fund and may only use it to purchase parkland. Contributions collected in a given year can be included as funding sources in the next year's Capital Financial Plan.

DISCRETIONARY CONTRIBUTIONS

Discretionary contributions include 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.

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 proceeds from the sale of parkland be deposited into a statutory reserve fund and can only be used to purchase park land. All other proceeds from land sales are deposited into the Municipal Land Reserve as per by-law number 6474. Once the funds have been deposited, they may be used without restriction as long as the planned expenditures are authorized by Council and meet with the intended purpose set out in the by-law. The City is also permitted to appropriate from general operating funds to a Capital Works Reserve Fund for the purpose of replacing machinery and equipment to maintain City property.

OTHER CONTRIBUTIONS

Other contributions in nature are usually from sources external to the City, and therefore they also include external borrowing.

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 yearly 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 2003] Chapter 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 debt servicing costs including contingent liabilities.

The City of Surrey's gross borrowing power is $1.3 billion. The City's authorized long-term debt limit at December 31, 2011 is approximately $145 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 2012 is approximately at $527 million. The City's authorized temporary borrowing limit for 2012 is $20 million.

Section 177 of the Community Charter also allows municipalities to undertake short-term (up to five years) borrowing to pay for capital projects. Total short-term debt outstanding must not exceed $50 multiplied by the municipal population. The City's authorized short-term borrowing limit for 2012 is $19,754,250 based on the municipal population as certified by the Minister of Community, Sport and Cultural Development.

The City uses several approaches to finance capital works: "pay as you go", internal loans, and external debt.

Surrey continues to use a "pay as you go" approach to finance a majority of its capital works projects. The "pay as you go" approach employed by Surrey has two significant benefits, namely 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 Build Surrey Program, a program to help Surrey manage growth, is well underway. In order to fund the capital projects under this program, the City has borrowed both internally and externally.

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;
- DCCs; 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, which is understandable where the need to "re-invest" in existing 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 maintenance work.

REPLACEMENT OF WORN-OUT OR OBSOLETE ASSETS

The City can save costs in the long run by replacing aged assets instead of repairing or maintaining them, as newer assets are often more technologically-advanced and energy efficient. Statutory Reserve Funds are used to pay for the replacement of worn-out or obsolete assets. They are established and replenished 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 the City's population increases as more people choose to call Surrey their home. This increase results in heightened demand on the City's financial resources to pay for facilities and other capital infrastructure that meets the City's standards and is acceptable to residents.

NEW PROJECTS

Libraries, recreation centres, and fire halls typically cost several million dollars and cannot be funded in the same way as statutory and asset maintenance projects. There are always more potential projects than there is available funding; many proposed projects compete for the City's limited resources. The City's capital planning process helps to prioritize new projects.

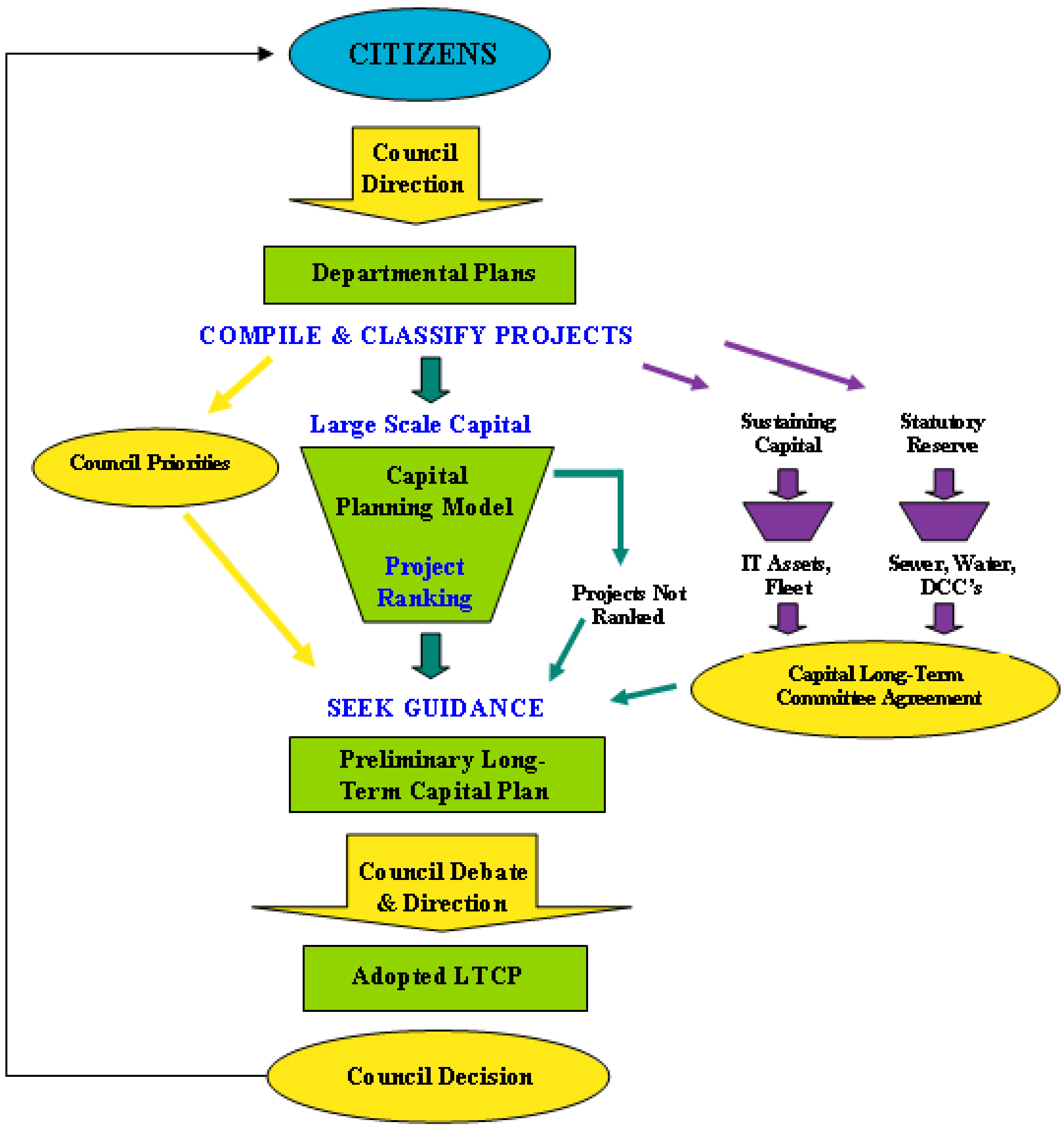
CAPITAL PLANNING PROCESS

Surrey has grown significantly over the last 30 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 the recommendations of Finance staff, which were in turn based on evaluation of 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 effective when the City was relatively small. As the City has grown, it has put into place a more formal capital planning process.

The formal process, depicted on the following page, involves using a model to rank projects and to develop a Long-Term Capital Plan (LTCP).

Cloverdale Recreation Centre


CITIZENS
Council Direction
Departmental Plans
COMPILE & CLASSIFY PROJECTS
Council Priorities
Large Scale Capital
Capital Planning Model
Project Ranking
Projects Not Ranked
Sustaining Capital
Statutory Reserve
IT Assets, Fleet
Sewer, Water, DCC's
Capital Long-Term Committee Agreement
SEEK GUIDANCE
Preliminary Long-Term Capital Plan
Council Debate & Direction
Adopted LTCP
Council Decision

CAPITAL RANKING MODEL

PRIORITIZATION

The City's 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 DCCs.

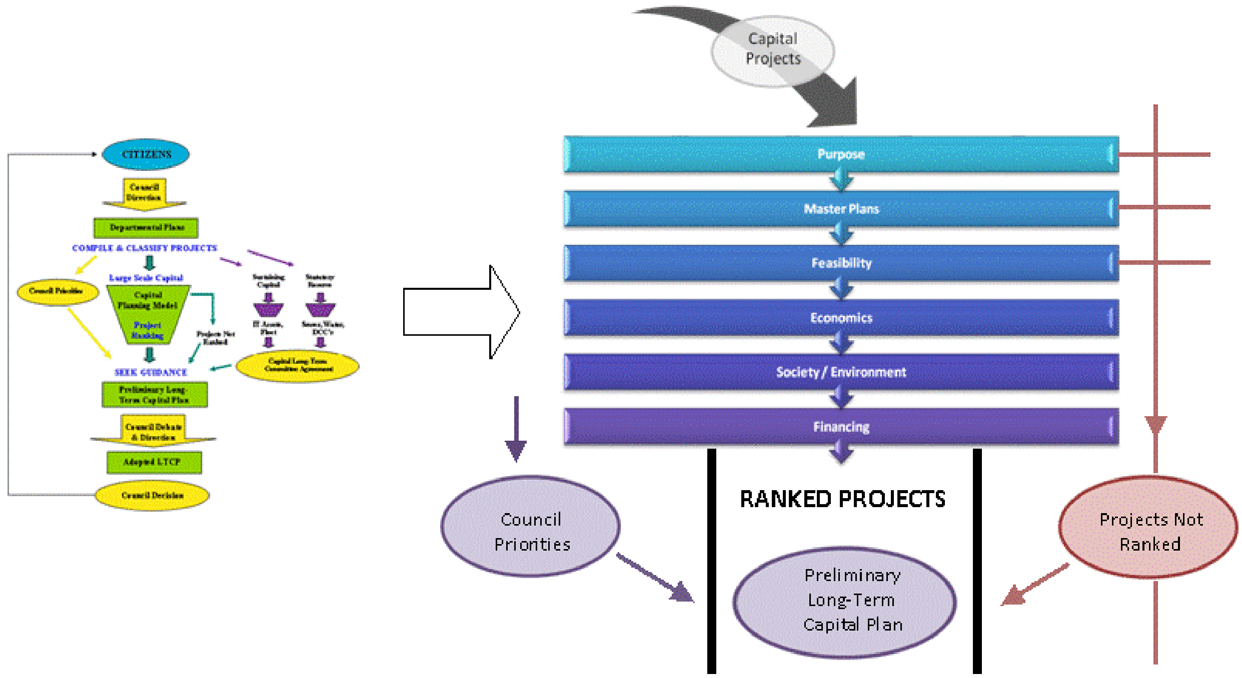
LARGE SCALE CAPITAL

A selection of proposed large scale capital projects.

The model uses six criteria:

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

PROJECT RANKING



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 unscored projects are included for informational purposes in a preliminary Long-Term Capital Plan (LTCP).

MULTI-PHASED FINANCING MODEL

The Multi-Phased Financing Model calculates the cost of project financing as the principle cost plus interest and inflation. It incorporates both the anticipated annual operating costs associated with the completed project, adjusted for inflation, and the property tax rate increase required to pay for it.

The model can be used to evaluate many different potential financing options; an example is shown on the following pages.

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 model calculates the borrowing required to pay for the capital component of the project cost.

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

The following ranked projects were approved by Council during the budget process.

2012 – 2016 FINANCIAL PLAN

PHASED-IN MODEL SAMPLE

(in thousands)

	PHASE 1	PHASE 2	PHASE 3	PHASE 4
	$ 14,000,000	$ 5,000,000	$ 4,000,000	$ 3,000,000
Phase-In Start	2010	2011	2012	2013
Phase-In End	2014	2012	2013	2014
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:	12-31-10	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	2010	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
2	2011	$ 14,000,000	$ 644,000	$ 3,267,546	$ 10,732,454	$ 500,000	$ 4,411,546	3.18%
3	2012	$ 10,732,454	$ 493,693	$ 3,417,853	$ 7,314,601	$ 505,000	$ 4,416,546	0.00%
4	2013	$ 7,314,601	$ 336,472	$ 3,575,074	$ 3,739,527	$ 616,050	$ 4,527,596	0.08%
5	2014	$ 3,739,527	$ 172,018	$ 3,739,527	$ 0	$ 695,151	$ 4,606,696	0.06%
6	2015	$ -	$ -	$ -	$ -	$ 702,102	$ 702,102	0.00%
7	2016	$ -	$ -	$ -	$ -	$ 709,123	$ 709,123	0.00%
8	2017	$ -	$ -	$ -	$ -	$ 716,214	$ 716,214	0.00%
9	2018	$ -	$ -	$ -	$ -	$ 723,376	$ 723,376	0.00%
10	2019	$ -	$ -	$ -	$ -	$ 730,610	$ 730,610	0.00%
11	2020	$ -	$ -	$ -	$ -	$ 737,916	$ 737,916	0.00%
12	2021	$ -	$ -	$ -	$ -	$ 745,295	$ 745,295	0.00%
13	2022	$ -	$ -	$ -	$ -	$ 752,748	$ 752,748	0.00%
14	2023	$ -	$ -	$ -	$ -	$ 760,276	$ 760,276	0.00%
15	2024	$ -	$ -	$ -	$ -	$ 767,879	$ 767,879	0.00%
16	2025	$ -	$ -	$ -	$ -	$ 775,557	$ 775,557	0.00%
17	2026	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
18	2027	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
19	2028	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
20	2029	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
21	2030	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
22	2031	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
23	2032	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
		$ 35,786,583	$ 1,646,183	$ 14,000,000	$ 21,786,583	$ 10,437,298	$ 26,083,481	

FIVE-YEAR PLANNING MODEL SAMPLE

(in thousands)

VARIABLES	2011 PROJECTED	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN
Capital Related						
Value of Additional Land Sales	$ -	$ 7,518	$ 7,600	$ 7,400	$ 6,600	$ 5,850
Value of Commercial/Industrial Increase	-	300,000	200,000	200,000	200,000	200,000
Contribution from P3's	-	-	-	-	-	-
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	-	-	-	-	-	-
Other	-	-	-	-	-	-
Operating Related						
# of Additional Firefighters	-	-	-	-	-	-
# of Additional Police Officers	-	-	-	-	-	-
Provincial Grants	5,277	-	-	-	-	-
Other Additions to Operating Base	-	1,383	645	645	645	645
Departmental Initiatives	-	-	-	-	-	-
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%
Payback Term on Borrowing (Years)	10	5	5	5	5	5

GENERAL OPERATING	2011 PROJECTED	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 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	-	2,177	1,540	1,441	1,492	1,544
Land Sales Assessment Growth	-	203	205	200	178	158
Tax Rate Increase	-	3,149	4,387	4,602	4,852	5,114
Protection Levy	-	-	-	-	-	-
Police Levy	-	-	-	-	-	-
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	-	-	-	-	-
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	236,453	247,398	257,781	268,613	279,940
Additional Firefighters/Police Officers	-	-	-	-	-	-
Other Additions	-	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 Contribution	-	-	-	-	-	-
Operating Costs of New Capital	-	200	200	200	200	200
Debt Servicing - 2000 Borrowing	2,608	-	-	-	-	-
Debt Servicing - Future Borrowing	-	-	-	-	-	-
Debt Servicing - Repayment to Reserves	-	1,456	1,473	1,523	1,577	1,780
Transfer (To)/From Surplus	-	-	-	-	-	-
Total General Operating Expenditures	$ 171,998	$ 245,421	$ 255,954	$ 266,696	$ 277,891	$ 289,731
Transfer To/(From) Surplus	(1,796)	(2,965)	(2,958)	(2,907)	(2,906)	(2,904)
SURPLUS/DEFICIT	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

GENERAL CAPITAL	2011 PROJECTED	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 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.	-	-	-	-	-	-
Capital Levy Revenue	-	-	-	-	-	-
DCC/NCP & Other Contributions	76,749	145,033	137,371	132,368	128,438	127,147
Borrowing from Reserves	-	-	-	-	-	-
Contribution from P3's	-	-	-	-	-	-
Additional Land Sales	-	7,518	7,600	7,400	6,600	5,850
Borrowing	-	-	-	-	-	-
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**

ANIMAL SHELTER
$2,500,000

A new 8,510 square foot LEED Silver Certified animal facility on Colebrook Road (Cloverdale) to provide care and adoption services for the City's lost and abandoned pets. This facility will have a separate livestock barn and has been planned so that a future expansion can occur to the north (for the possible addition of boarding kennels and community amenity space). Sustainable design aspects include the preservation of existing trees around the perimeter of the site, landscaped bioswales, and the use of distributed heat pumps with a geothermal field. This project will cost $7.6 million over two years (2011-2012) and will be funded from internal financing.

ARTIFICIAL TURF FIELDS
$2,000,000

A new artificial turf full size soccer field will be constructed at Newton Athletic Park, bringing the total number of artificial turf fields in the park to four. The new field will be lighted for night play and practice. Upon completion of the new artificial turf field, Newton Athletic Park will be one of the premier destination soccer parks in Western Canada. Within the Parks, Recreation and Culture 10-Year Strategic Plan the City will construct five artificial turf fields with a total cost of $10.0 million funded from internal financing.

BIO-FUEL PROCESSING CENTRE
$20,000,000

The City of Surrey, through a public private partnership (P3) agreement, is proposing the development and operation of an organics bio-gas production facility, the purpose of which will be to process organic waste into a low cost, carbon neutral natural gas that would be used as an alternative vehicle grade fuel. The proposed 80,000 metric tonne per year facility will propel the City and region closer towards achieving the regional 70% waste diversion target by 2015 through the separation of organic waste from the residential and institutional, commercial and industrial (ICI) sectors. This project will cost $30 million over two years (2012-2013) and will be funded from the public private partnership contributions.

BRIDGEVIEW COMMUNITY CENTRE IMPROVEMENTS
$480,000

Interior and exterior renovations to Bridgeview Community Hall, including an upgrade to the washrooms, flooring and painting.

CITY CENTRE - CITY HALL
$31,000,000

Surrey's new 200,000 square foot City Hall will act as a catalyst to stimulate further private sector investment and job creation in the City and will be easily accessible to residents and businesses. This project will cost $97.0 million over three years (2011-2013) funded from external financing.

CITY CENTRE - COMMUNITY PLAZA
$6,000,000

City Centre will be anchored by a new community plaza that will connect with the existing Central City Plaza and provide a large gathering place to host community festivals and outdoor events, accommodating up to 5,000 people. This project will cost $9.0 million over two years (2011-2012) and will be funded from reserves.

CITY CENTRE - PARKING FACILITY
$11,000,000

This underground parking facility in City Centre will provide parking for the new library and City Hall projects and will have capacity to support additional private sector development in the City Centre area as well. This will cost $33.0 million over three years (2011-2013) and will be funded from external financing.

CLOVERDALE COVERED YOUTH PARK
$150,000

A new lighted, covered youth park will be designed for the Cloverdale Fairgrounds and will cost $1.65 million over two years (2012-2013) and will be funded from reserves. This state of the art facility will feature both street style elements and bowls for use by skateboarders and cyclists. A portion of the facility will have a roof that will protect users during wet and cold weather. Additional play elements such as ball-hockey courts are also under consideration for the youth park.

CLOVERDALE FAIRGROUNDS
$250,000

Minor repairs and upgrades have to be completed to various facilities on the fairgrounds site to ensure their continued usefulness. This project will be funded from reserves.

CLOVERDALE P3 MULTI-PURPOSE DEVELOPMENT
$1,000,000

The City has preliminary approval for grant funding under the P3 Canada Fund, with the goal of entering into a public-private partnership to design, build and operate a multi-purpose regional scale facility to house trade shows, exhibitions, meetings, entertainment and sports events at the Cloverdale Fairgrounds. In 2012, work will continue towards finalizing the grant agreement, with the intention of completing the subsequent design and construction stages by 2015. This project will cost $40.0 million over three years (2012-2014) and will be funded from public private partnership contributions and internal financing.

CRICKET PITCH
$3,400,000

A new cricket park is being developed in west Newton near Highway 10. Upon completion, the park will have a regulation cricket pitch, field house, parking, playground and walking track. This project will cost $4.5 million over two years (2011-2012) funded from internal financing.

DISTRICT ENERGY
$2,000,000

In an effort to provide a sustainable source of thermal energy for the City Centre Library, the new City Hall and approximately 400,000 square feet of future development in the Surrey Central node of City Centre, the City has commenced construction of a geoexchange system which will commence operation with the opening of the new City Hall in the fall of 2013. This project will cost $4.5 million over the next two years (2012-2013) and will be funded from internal financing.

ECO-RESIDENTIAL RECYCLING/TRANSFER STATION
$3,000,000

Metro Vancouver has committed to construct a residential drop-off centre in South Surrey to accept municipal solid waste. This centre will be enhanced by the City to accept various recyclable materials towards establishing an Eco-Centre capable of handling a wider variety of recyclable materials and produce responsibility materials. This project will cost $6.0 million and will happen in 2012 and 2014 with funding from reserves. Metro Vancouver is currently investigating various sites in 2012 towards construction in 2013/2014.

FITNESS FACILITY - NEWTON
$7,000,000

The new addition at the Newton Wave Pool will add 7,000 square feet of weight and fitness amenity space to the existing 4,000 square foot weight room. The design began in 2011 and construction will start in 2013 and be completed in the spring of 2014. The total project will cost $8.0 million to be funded from internal financing.

HERITAGE RAIL CAR BARN
$2,900,000

This project is a partnership between the City of Surrey and the Fraser Valley Heritage Railway Society and includes moving the heritage rail from Sullivan to a new carbarn in Cloverdale. The design began in 2011 and construction is underway and expected to be completed late summer 2012. Full revenue service is expected to be open to the public, operating between Cloverdale and Sullivan, in the summer of 2013.

POOL - GRANDVIEW HEIGHTS
$14,800,000

A new indoor swimming pool will relieve some of the pressure on the existing pool and provide additional swimming opportunities for residents in the South Surrey area. The design phase of the swimming pool will be conducted in 2011 and 2012. Construction will begin late 2012 and will be completed in 2014 with a total budget of $50.9 million over three years. Funding for this project will come from external financing.

POOL - GUILDFORD
$16,000,000

This new pool is part of the Build Surrey Program to improve the quality of life to the citizens of Guildford. This new pool will offer increased access to swimming lessons and recreation swimming for all north Surrey residents. The pool will include a 50 metre sized pool, a lifestyle/leisure pool, swirl pool and saunas. The budget for this new facility is $40.7 million over three years and will be funded from external financing. The design will begin in 2012 and construction will take place in 2013 and completed in the fall of 2014.

PRIVATE PUBLIC PARTNERSHIPS
$1,000,000

The City of Surrey has an exciting opportunity for partnerships with the community. Funding is available to partner with the City for capital projects leading to renovations and/or additions to existing City recreational facilities to enhance our hosting abilities and to benefit our community in the delivery of recreational services. This project will be funded from reserves.

RCMP CELL RETROFIT
$500,000

The Surrey RCMP Cell Block was built in 1989 when the Main Detachment building was originally constructed. While designed to meet the existing standards at that time, a number of upgrades are now needed to ensure the continued safe handling and detainment of prisoners, as well as maintain the safety of Police Officers and Cell Guard staff. During 2012/2013, a number of renovations and retrofits will be undertaken in accordance with police security and operational standards. This project will cost $1.0 million over two years (2012-2013) and will be funded from reserves.

RELOCATE SURREY SEARCH & RESCUE
$120,000

The City is working on relocating the Surrey Search & Rescue group to a more long-term location that would accommodate both their office and training needs, as well as, adequate storage for vehicles and equipment.

RENOVATION – CIVIC FACILITIES
$1,025,000

To replace and/or upgrade elevators in the Cloverdale Library, Cloverdale Curling Club and North Surrey Recreation Centre. This project will also be converting the existing chlorine gas disinfections systems at the City of Surrey aquatic facilities from gas to liquid chlorine. This initiative will improve safety, reduce cost and staff time for ongoing chlorine management.

SOUTH SURREY ATHLETIC PARK - FIELDHOUSE
$750,000

The City is working with athletic groups to develop a large field house at South Surrey Athletic Park. Located south of 20th Avenue, near the rugby fields, this building will contain public washrooms, change rooms, storage rooms, offices, teaching spaces and meeting rooms.

SURREY MUSEUM – PHASE 2
$450,000

Architectural and concept plans for the second phase of the Surrey Museum including a temporary exhibition gallery for national travelling exhibitions, a children's interactive gallery, a program room and artifact collections storage.

TAMANAWIS PARK - FIELDHOUSE
$225,000

A field house is being constructed in Tamanawis Park. This 300 square meter facility will feature public washrooms, four changing rooms, storage rooms and rooms that can be booked for meetings and other community purposes.

UTILITY BUILDINGS
$29,500,000

The main City worksyard currently houses Engineering, Parks, Recreation & Culture, Facilities and Fleet Maintenance / Operations for the City. The proposed facilities (main worksyard and South Surrey worksyard) will consist of approximately 12,000 square metres of office and maintenance shops plus 10,000 square metres of covered storage contained within the existing site. Design will commence in mid 2012 with anticipated construction to be completed in mid 2014. This project will cost $69.0 million over three years (2012-2014) to be funded from a balance of internal financing and reserves.

2012 – 2016 FINANCIAL PLAN

RANKED CAPITAL PROJECTS

(in thousands)

FUNDING AVAILABLE	2012	2013	2014	2015	2016
Contribution from General Operating	**$ 11,400**	$ 12,200	$ 12,500	$ 12,800	$ 13,100
Contribution from Local Roads	**5,479**	5,885	7,010	9,969	14,983
Funding from Operating Appropriation Surplus	**7,249**	2,171	2,193	2,215	2,238
Building Reserve	**1,000**	1,000	-	-	-
Infrastructure Replacement Reserve	**5,600**	8,000	7,400	-	-
Other Reserves	**23,250**	-	-	-	-
Vehicles & Equipment Reserve	**7,912**	7,012	7,012	7,012	7,012
Utility Contributions	**35,350**	31,017	35,256	32,275	32,794
Utility Rate Stabilization	**19,100**	13,200	1,300	700	700
Non-Discretionary Contributions	**41,650**	58,909	92,111	91,454	91,413
External Contributions	**28,586**	34,586	9,586	7,586	12,586
Borrowing Proceed's	**78,416**	72,635	65,435	6,600	42,500
Sundry	**50,015**	50,015	50,015	50,015	50,015
	315,007	296,630	289,818	220,626	267,341
Less: Base Capital Funding					
Building Repairs & Upgrades	**1,550**	1,630	1,687	1,723	1,760
Utility Engineering Structures	**31,327**	29,327	29,327	29,327	29,827
Non-Discretionary Works	**46,519**	66,853	103,339	103,753	103,815
Engineering Public Works	**13,023**	13,023	13,023	16,023	21,023
Parks	**2,572**	1,660	1,723	1,761	1,837
Equipment Replacement					
Engineering Fleet Equipment	**1,887**	1,942	1,972	1,984	2,003
Fire Services	**2,830**	2,830	2,830	2,830	2,830
Information Technology	**4,400**	4,460	4,532	4,675	4,796
Parks	**425**	425	425	425	425
Utilities	**700**	700	700	700	700
Other	**2,270**	2,270	2,270	2,270	2,270
Sundry	**50,454**	50,075	50,055	50,055	50,055
	157,957	175,195	211,883	215,526	221,341
	157,050	121,435	77,935	5,100	46,000
	$ 157,050	**$ 121,435**	**$ 77,935**	**$ 5,100**	**$ 46,000**

RANKED PROJECTS	2012	2013	2014	2015	2016
Animal Shelter	**2,500**	-	-	-	-
Artificial Turf Fields	**2,000**	2,000	2,000	2,000	2,000
Bio-Fuel Processing Centre	**20,000**	10,000	-	-	-
Bridgeview Community Centre Improvements	**480**	-	-	-	-
City Centre - City Hall	**31,000**	20,000	-	-	-
City Centre - Community Plaza	**6,000**	-	-	-	-
City Centre - Parking Facility	**11,000**	-	-	-	-
Cloverdale Covered Youth Park	**150**	1,500	-	-	-
Cloverdale Fairgrounds	**250**	-	-	-	-
Cloverdale P3 Multi-Purpose Development	**1,000**	17,000	22,000	-	-
Cricket Pitches	**3,400**	-	-	-	-
District Energy	**2,000**	2,500	-	-	-
Eco-Residential Recycling/Transfer Station	**3,000**	-	3,000	-	-
Fitness Facility - Newton	**7,000**	-	-	-	-
Heritage Rail Car Barn	**2,900**	-	-	-	-
Multi-Purpose Space - Fleetwood	**-**	2,000	13,435	-	-
Newton Athletic Park Master Plan	**-**	1,635	1,500	1,100	-
Performing Arts Centre	**-**	-	-	-	5,000
Pool - Grandview Heights	**14,800**	20,800	15,300	-	-
Pool - Guildford	**16,000**	16,000	8,700	-	-
Private Public Partnership	**1,000**	-	-	-	-
RCMP Cell Retrofit	**500**	500	-	-	-
RCMP North Detachment	**-**	-	-	1,000	23,000
Relocate Surrey Search & Rescue	**120**	-	-	-	-
Relocation - North Surrey Arena	**-**	-	-	-	1,000
Renovation - Civic Facilities	**1,025**	-	-	-	-
South Surrey Athletic Park - Fieldhouse	**750**	-	-	-	-
Surrey Leisure Complex - Ice Expansion	**-**	-	-	1,000	15,000
Surrey Museum - Phase 2	**450**	-	-	-	-
Tamanawis Park - Fieldhouse	**225**	-	-	-	-
Utility Buildings	**29,500**	27,500	12,000	-	-
	$ 157,050	**$ 121,435**	**$ 77,935**	**$ 5,100**	**$ 46,000**

2012 – 2016 FINANCIAL PLAN

2012 CAPITAL PROGRAM
PROPERTY ACQUISITION & BUILDINGS
(in thousands)

PROPERTY ACQUISITION	2012 OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	2012 BUDGET
2012 Program						
General Corporate						
Cranley Drive	$ -	$ -	$ -	$ -	$ 15	$ 15
Sundry & Contingency	439	-	-	-	-	439
	439	-	-	-	15	454
Parks, Recreation & Culture Services						
Parkland Acquisition	331	-	-	6,293	4,525	11,149
	331	-	-	6,293	4,525	11,149
	$ 770	$ -	$ -	$ 6,293	$ 4,540	$ 11,603

BUILDINGS	2012 OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	2012 BUDGET
2012 Program						
General Corporate						
Animal Shelter	$ -	$ -	$ 2,500	$ -	$ -	$ 2,500
Bio-Fuel Processing Centre	-	20,000	-	-	-	20,000
City Centre - City Hall	-	-	15,000	-	16,000	31,000
City Centre - Community Plaza	-	-	-	-	6,000	6,000
City Centre - Parking Facility	-	-	11,000	-	-	11,000
Corporate Renovations	1,050	-	-	-	-	1,050
Cloverdale Fairgrounds	-	-	-	-	250	250
District Energy	-	-	2,000	-	-	2,000
Eco-Residential Recycling/Transfer Statio	3,000	-	-	-	-	3,000
Heritage Rail Car Barn	2,900	-	-	-	-	2,900
Private Public Partnership	-	-	-	-	1,000	1,000
	6,950	20,000	30,500	-	23,250	80,700
Parks, Recreation & Culture Services						
Bridgeview Community Centre Improven	480	-	-	-	-	480
Cloverdale P3 Multi-Purpose Developme	-	1,000	-	-	-	1,000
Fitness Facility - Newton	-	-	6,490	-	510	7,000
Pool - Grandview Heights	-	-	13,800	-	1,000	14,800
Pool - Guildford	-	-	15,875	-	125	16,000
Renovation - Civic Facilities	1,025	500	-	-	-	1,525
Surrey Museum - Phase 2	250	-	200	-	-	450
	1,755	1,500	36,365	-	1,635	41,255
Protective Services						
RCMP Cell Retrofit	-	-	-	-	500	500
Relocate Surrey Search & Rescue	120	-	-	-	-	120
	120	-	-	-	500	620
Engineering Services						
Utility Building	18,400	-	4,500	-	6,600	29,500
	18,400	-	4,500	-	6,600	29,500
	$ 27,225	$ 21,500	$ 71,365	$ -	$ 31,985	$152,075

2012 – 2016 FINANCIAL PLAN

2012 CAPITAL PROGRAM
ENGINEERING STRUCTURES & EQUIPMENT
(in thousands)

ENGINEERING STRUCTURES	2012 OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	2012 BUDGET
2012 Program						
General Corporate						
City Beautification	$ 175	$ -	$ -	$ -	$ -	**$ 175**
	175	-	-	-	-	**175**
Engineering Services						
Growth Related Roads & Traffic	774	-	-	14,705	-	**15,479**
Non-Growth Related Roads & Traffic	12,523	-	500	-	-	**13,023**
GVTA	-	6,711	-	-	-	**6,711**
Sewer and Drainage Services	19,897	125	500	8,078	240	**28,840**
Water Services	11,335	100	500	2,137	-	**14,072**
	44,529	6,936	1,500	24,920	240	**78,125**
Parks, Recreation & Culture Services						
Base Program	950	-	-	-	-	**950**
Park Development	80	-	-	1,515	1,122	**2,717**
City Beautification - Green City	175	-	-	-	-	**175**
Developer Trees	-	150	-	-	-	**150**
Artificial Turf Fields	74	-	1,926	-	-	**2,000**
Cloverdale Covered Youth Park	-	-	-	-	150	**150**
Cricket Pitches	-	-	3,400	-	-	**3,400**
South Surrey Athletic Park - Fieldhouse	750	-	-	-	-	**750**
Tamanawis Park - Fieldhouse	-	-	225	-	-	**225**
	2,029	150	5,551	1,515	1,272	**10,517**
	$ 46,733	**$ 7,086**	**$ 7,051**	**$ 26,435**	**$ 1,512**	**$ 88,817**

EQUIPMENT	2012 OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	2012 BUDGET
2012 Program						
General Corporate						
Corporate Technology	$ 700	$ -	$ -	$ -	$ 3,700	**$ 4,400**
Library Furniture and Equipment	1,440	-	-	-	650	**2,090**
Public Works Fleet Equipment	550	-	-	-	1,337	**1,887**
Furniture and Office Equipment	160	-	-	-	-	**160**
Sundry Equipment	20	-	-	-	-	**20**
	2,870	-	-	-	5,687	**8,557**
Parks, Recreation & Culture Services						
PRC Minor Equipment	125	-	-	-	-	**125**
Recreation Equipment Replacement	-	-	-	-	300	**300**
	125	-	-	-	300	**425**
Protective Services						
Fire Vehicles & Equipment	-	-	-	-	2,575	**2,575**
Small Equipment Purchases	155	-	-	-	100	**255**
	155	-	-	-	2,675	**2,830**
Utilities						
Sewer Information Technology	400	-	-	-	-	**400**
Water Information Technology	300	-	-	-	-	**300**
	700	-	-	-	-	**700**
	$ 3,850	**$ -**	**$ -**	**$ -**	**$ 8,662**	**$ 12,512**

2012 – 2016 FINANCIAL PLAN

EXECUTIVE SUMMARY
(in thousands)

CONTRIBUTION SUMMARY	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds	$ 32,728	$ 54,119	$ 88,171	$ 88,564	$ 88,623	**$ 352,205**
NCP Reserve Funds	4,157	2,550	1,700	650	550	**9,607**
Other Statutory Reserve Funds	4,765	2,240	2,240	2,240	2,240	**13,725**
	41,650	58,909	92,111	91,454	91,413	**375,537**
Discretionary Contributions						
Operating Appropriated Surplus	26,349	15,371	3,493	2,915	2,938	**51,066**
Contribution from Operating	52,229	49,102	54,766	55,044	60,877	**272,018**
Other Statutory Reserve Funds	37,777	16,027	14,427	7,027	7,027	**82,285**
	116,355	80,500	72,686	64,986	70,842	**405,369**
Other Contributions						
External Sources	28,586	34,586	9,586	7,586	12,586	**92,930**
Borrowing Proceeds	78,416	72,635	65,435	6,600	42,500	**265,586**
	107,002	107,221	75,021	14,186	55,086	**358,516**
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	**250,000**
Total Current Year's Contributions	315,007	296,630	289,818	220,626	267,341	**1,389,422**
Carry Fwd from Previous Years	94,502	88,989	86,945	66,188	80,202	**416,827**
	$ 409,509	**$ 385,619**	**$ 376,763**	**$ 286,814**	**$ 347,543**	**$ 1,806,249**

EXPENDITURE SUMMARY	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition	$ 11,603	$ 16,313	$ 14,511	$ 14,926	$ 13,886	**$ 71,239**
Buildings	1,550	1,630	1,687	1,723	1,760	**8,350**
Engineering Structures	82,292	94,625	132,956	135,993	142,671	**588,537**
Equipment	12,512	12,627	12,729	12,884	13,024	**63,776**
	107,957	125,195	161,883	165,526	171,341	**731,902**
Ranked Projects						
Buildings	150,525	116,300	74,435	2,000	44,000	**387,260**
Engineering Structures	6,525	5,135	3,500	3,100	2,000	**20,260**
	157,050	121,435	77,935	5,100	46,000	**407,520**
Unidentified - Budget Authority	50,000	50,000	50,000	50,000	50,000	**250,000**
Total Current Year's Expenditures	315,007	296,630	289,818	220,626	267,341	**1,389,422**
Carry Fwd from Previous Years	94,502	88,989	86,945	66,188	80,202	**416,827**
	$ 409,509	**$ 385,619**	**$ 376,763**	**$ 286,814**	**$ 347,543**	**$ 1,806,249**

2012 – 2016 FINANCIAL PLAN

CONTRIBUTION (FUNDING) SUMMARY

(in thousands)

CONTRIBUTION SUMMARY	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Arterial Roads	$ 10,862	$ 18,340	$ 35,134	$ 35,134	$ 35,134	**$ 134,604**
Major Collector Roads	2,053	2,865	6,861	6,860	6,861	**25,500**
Local Roads	513	716	1,070	1,070	1,070	**4,439**
Park Lands	6,293	13,527	11,834	12,228	11,240	**55,122**
Parkland Development	1,515	1,397	3,983	3,983	3,983	**14,861**
Drainage	3,193	5,698	10,504	10,504	10,504	**40,403**
Sewer	3,561	5,085	8,208	8,208	8,208	**33,270**
Water	1,634	3,442	6,481	6,481	6,481	**24,519**
Hwy 99 Corridor	867	867	1,099	1,099	1,330	**5,262**
North Grandview	55	-	-	-	-	**55**
Campbell Heights	2,182	2,182	2,997	2,997	3,812	**14,170**
	32,728	54,119	88,171	88,564	88,623	**352,205**
NCP Reserve Funds						
Fire	100	100	100	100	100	**500**
Police	500	500	-	-	-	**1,000**
Library Services	650	400	350	300	200	**1,900**
Recreation Services	2,907	1,550	1,250	250	250	**6,207**
	4,157	2,550	1,700	650	550	**9,607**
Other Statutory Reserve Funds						
Cash In Lieu of Parkland	4,525	2,000	2,000	2,000	2,000	**12,525**
Environmental Stewardship	240	240	240	240	240	**1,200**
	4,765	2,240	2,240	2,240	2,240	**13,725**
	41,650	**58,909**	**92,111**	**91,454**	**91,413**	**375,537**
Discretionary Contribution						
Operating Appropriated Surplus						
Other Appropriations	7,249	2,171	2,193	2,215	2,238	**16,066**
Utility Rate Stabilization Reserve	19,100	13,200	1,300	700	700	**35,000**
	26,349	15,371	3,493	2,915	2,938	**51,066**
Contributions from Operating						
Current Year's General Operating	11,400	12,200	12,500	12,800	13,100	**62,000**
Current Year's Roads	5,479	5,885	7,010	9,969	14,983	**43,326**
Current Year's Solid Waste	3,000	-	3,000	-	-	**6,000**
Water	11,335	11,535	11,873	11,873	11,873	**58,489**
Sewer & Drainage	21,015	19,482	20,383	20,402	20,921	**102,203**
	52,229	49,102	54,766	55,044	60,877	**272,018**
Other Statutory Reserve Funds						
Other Reserves	23,250	-	-	-	-	**23,250**
Cranley Drive Revolving	15	15	15	15	15	**75**
Building Reserve	1,000	1,000	-	-	-	**2,000**
Vehicles & Equipment	7,912	7,012	7,012	7,012	7,012	**35,960**
Infrastructure Replacement	5,600	8,000	7,400	-	-	**21,000**
	37,777	16,027	14,427	7,027	7,027	**82,285**
	116,355	**80,500**	**72,686**	**64,986**	**70,842**	**405,369**
Other Contributions						
External Sources						
P3 Partnership Contribution	21,000	27,000	2,000	-	5,000	**55,000**
Private Contributions	875	875	875	875	875	**4,375**
GVTA	6,711	6,711	6,711	6,711	6,711	**33,555**
	28,586	34,586	9,586	7,586	12,586	**92,930**
Borrowing Proceeds						
External Borrowing	55,675	56,800	24,000	-	-	**136,475**
Internal Borrowing	21,241	14,335	39,935	5,100	41,000	**121,611**
Local Improvement	1,500	1,500	1,500	1,500	1,500	**7,500**
	78,416	72,635	65,435	6,600	42,500	**265,586**
	107,002	**107,221**	**75,021**	**14,186**	**55,086**	**358,516**
Unspecified - Budget Authority only (not funded)	50,000	50,000	50,000	50,000	50,000	**250,000**
	$315,007	**$296,630**	**$289,818**	**$220,626**	**$267,341**	**$1,389,422**

2012 – 2016 FINANCIAL PLAN

EXPENDITURE SUMMARY
(in thousands)

EXPENDITURE SUMMARY	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Land Acquisition						
General Corporate	$ 454	$ 75	$ 55	$ 55	$ 55	**$ 694**
Parks, Recreation & Culture	11,149	16,238	14,456	14,871	13,831	**70,545**
	11,603	16,313	14,511	14,926	13,886	**71,239**
Buildings						
General Corporate	1,050	1,130	1,187	1,223	1,260	**5,850**
Parks, Recreation & Culture	500	500	500	500	500	**2,500**
	1,550	1,630	1,687	1,723	1,760	**8,350**
Engineering Structures						
General Corporate	175	125	125	125	125	**675**
Roads & Transportation	35,213	44,153	67,511	70,510	76,613	**294,000**
Parks, Recreation & Culture	3,992	3,006	5,792	5,830	5,905	**24,525**
Sewer & Drainage Services	28,840	31,261	40,071	40,071	40,571	**180,814**
Water Services	14,072	16,080	19,457	19,457	19,457	**88,523**
	82,292	94,625	132,956	135,993	142,671	**588,537**
Equipment						
General Corporate	8,557	8,672	8,774	8,929	9,069	**44,001**
Parks, Recreation & Culture	425	425	425	425	425	**2,125**
Protective Services	2,830	2,830	2,830	2,830	2,830	**14,150**
Sewer & Drainage Services	400	400	400	400	400	**2,000**
Water Services	300	300	300	300	300	**1,500**
	12,512	12,627	12,729	12,884	13,024	**63,776**
	107,957	125,195	161,883	165,526	171,341	**731,902**
Ranked Projects						
Buildings						
Bridgeview Community Centre Improvements	480	-	-	-	-	**480**
Cloverdale P3 Multi-Purpose Development	1,000	17,000	22,000	-	-	**40,000**
Fitness Facility - Newton	7,000	-	-	-	-	**7,000**
Multi-Purpose Space - Fleetwood	-	2,000	13,435	-	-	**15,435**
Pool - Grandview Heights	14,800	20,800	15,300	-	-	**50,900**
Pool - Guildford	16,000	16,000	8,700	-	-	**40,700**
Relocation - North Surrey Arena	-	-	-	-	1,000	**1,000**
Renovation - Civic Facilities	1,025	-	-	-	-	**1,025**
Surrey Leisure Complex - Ice Expansion	-	-	-	1,000	15,000	**16,000**
Surrey Museum - Phase 2	450	-	-	-	-	**450**
Relocate Surrey Search & Rescue	120	-	-	-	-	**120**
RCMP Cell Retrofit	500	500	-	-	-	**1,000**
RCMP North Detachment	-	-	-	1,000	23,000	**24,000**
Animal Shelter	2,500	-	-	-	-	**2,500**
Bio-Fuel Processing Centre	20,000	10,000	-	-	-	**30,000**
City Centre - City Hall	31,000	20,000	-	-	-	**51,000**
City Centre - Community Plaza	6,000	-	-	-	-	**6,000**
City Centre - Parking Facility	11,000	-	-	-	-	**11,000**
Cloverdale Fairgrounds	250	-	-	-	-	**250**
District Energy	2,000	2,500	-	-	-	**4,500**
Eco-Residential Recycling/Transfer Station	3,000	-	3,000	-	-	**6,000**
Heritage Rail Car Barn	2,900	-	-	-	-	**2,900**
Performing Arts Centre	-	-	-	-	5,000	**5,000**
Private Public Partnership	1,000	-	-	-	-	**1,000**
Utility Buildings	29,500	27,500	12,000	-	-	**69,000**
	150,525	116,300	74,435	2,000	44,000	**387,260**

EXPENDITURE SUMMARY	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Engineering Structures						
Artificial Turf Fields	2,000	2,000	2,000	2,000	2,000	**10,000**
Cloverdale Covered Youth Park	150	1,500	-	-	-	**1,650**
Cricket Pitches	3,400	-	-	-	-	**3,400**
Newton Athletic Park Master Plan	-	1,635	1,500	1,100	-	**4,235**
South Surrey Athletic Park - Fieldhouse	750	-	-	-	-	**750**
Tamanawis Park - Fieldhouse	225	-	-	-	-	**225**
	6,525	5,135	3,500	3,100	2,000	**20,260**
	157,050	121,435	77,935	5,100	46,000	**407,520**
Unidentified - Budget Authority only (not funded)	50,000	50,000	50,000	50,000	50,000	**250,000**
	$315,007	**$296,630**	**$289,818**	**$220,626**	**$267,341**	**$ 1,389,422**

GENERAL CORPORATE

(in thousands)

CONTRIBUTION SUMMARY	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Non-Discretionary Contributions						
NCP Reserve Funds						
Library	$ 650	$ 400	$ 350	$ 300	$ 200	**$ 1,900**
	650	**400**	**350**	**300**	**200**	**1,900**
Discretionary Contributions						
Contributions from Operating						
Current Year`s Contribution - General	4,959	5,325	5,514	5,755	6,032	**27,585**
Current Year`s Contribution - Solid Waste	3,000	-	3,000	-	-	**6,000**
Other Appropriations	2,475	125	125	125	125	**2,975**
	10,434	5,450	8,639	5,880	6,157	**36,560**
Other Statutory Reserve Funds						
Building Replacement Reserve	-	-	-	-	-	**-**
City Land Sales	23,250	-	-	-	-	**23,250**
Cranley Drive Revolving	15	15	15	15	15	**75**
Vehicles, Equipment & Other	5,037	4,137	4,137	4,137	4,137	**21,585**
	28,302	4,152	4,152	4,152	4,152	**44,910**
	38,736	**9,602**	**12,791**	**10,032**	**10,309**	**81,470**
Other Contributions						
External Sources						
P3 Partnership Contribution	20,000	10,000	-	-	5,000	**35,000**
	20,000	10,000	-	-	5,000	**35,000**
Borrowing Proceeds						
External	26,000	20,000	-	-	-	**46,000**
Internal	4,500	2,500	-	-	-	**7,000**
	30,500	22,500	-	-	-	**53,000**
	50,500	**32,500**	**-**	**-**	**5,000**	**88,000**
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	**250,000**
	$139,886	**$ 92,502**	**$ 63,141**	**$ 60,332**	**$ 65,509**	**$421,370**

EXPENDITURE SUMMARY	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition						
Cranley Drive	$ 15	$ 15	$ 15	$ 15	$ 15	**$ 75**
Sundry	439	60	40	40	40	**619**
	454	75	55	55	55	**694**
Buildings						
Corporate Building Renovations	1,050	1,130	1,187	1,223	1,260	**5,850**
	1,050	1,130	1,187	1,223	1,260	**5,850**
Engineering Structures						
Green City	175	125	125	125	125	**675**
	175	125	125	125	125	**675**
Equipment						
Public Works Fleet Equipment	1,887	1,942	1,972	1,984	2,003	**9,788**
Library	2,090	2,090	2,090	2,090	2,090	**10,450**
Information Technology	4,400	4,460	4,532	4,675	4,796	**22,863**
Office Equipment	160	160	160	160	160	**800**
Sundry	20	20	20	20	20	**100**
	8,557	8,672	8,774	8,929	9,069	**44,001**
	10,236	**10,002**	**10,141**	**10,332**	**10,509**	**51,220**
Ranked Projects						
Buildings						
Animal Shelter	2,500	-	-	-	-	**2,500**
Bio-Fuel Processing Centre	20,000	10,000	-	-	-	**30,000**
City Centre - City Hall	31,000	20,000	-	-	-	**51,000**
City Centre - Community Plaza	6,000	-	-	-	-	**6,000**
City Centre - Library	-	-	-	-	-	**-**
City Centre - Parking Facility	11,000	-	-	-	-	**11,000**
City Hall Works Yard	-	-	-	-	-	**-**
Cloverdale P3 Development	-	-	-	-	-	**-**
Cloverdale Fairgrounds	250	-	-	-	-	**250**
Cloverdale Library Expansion	-	-	-	-	-	**-**
District Energy	2,000	2,500	-	-	-	**4,500**
Eco-Residential Recycling/Transfer Station	3,000	-	3,000	-	-	**6,000**
Heritage Rail Car Barn	2,900	-	-	-	-	**2,900**
Performing Arts Centre	-	-	-	-	5,000	**5,000**
Private Public Partnership	1,000	-	-	-	-	**1,000**
	79,650	**32,500**	**3,000**	**-**	**5,000**	**120,150**
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	**250,000**
	$139,886	**$ 92,502**	**$ 63,141**	**$ 60,332**	**$ 65,509**	**$421,370**

ENGINEERING SERVICES

(in thousands)

CONTRIBUTION SUMMARY	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Arterial Roads	$ 10,862	$ 18,340	$ 35,134	$ 35,134	$ 35,134	$134,604
Major Collector Roads	2,053	2,865	6,861	6,860	6,861	25,500
Local Roads	513	716	1,070	1,070	1,070	4,439
Area Specific - Hwy 99 Corridor	462	462	694	694	925	3,237
- Campbell Heights	815	815	1,630	1,630	2,445	7,335
	14,705	23,198	45,389	45,388	46,435	175,115
Discretionary Contributions						
Contribution from Operating						
Current Year's Contribution-General	4,026	3,579	2,411	2,411	2,356	14,783
Current Year's Contribution-Drainage	1,118	1,138	1,158	1,177	1,196	5,787
Current Year's Contribution-Roads	5,479	5,885	7,010	9,969	14,983	43,326
City's Share - DCC Program	774	1,221	2,389	2,389	2,444	9,217
Other Appropriations	1,900	1,921	1,943	1,965	1,988	9,717
	13,297	13,744	14,911	17,911	22,967	82,830
Other Statutory Reserve Funds						
Building Replacement	1,000	1,000	-	-	-	2,000
Infrastructure Replacement	5,600	8,000	7,400	-	-	21,000
	6,600	9,000	7,400	-	-	23,000
	19,897	22,744	22,311	17,911	22,967	105,830
Other Contributions						
External Sources						
GVTA	6,711	6,711	6,711	6,711	6,711	33,555
	6,711	6,711	6,711	6,711	6,711	33,555
Borrowing Proceeds						
Internal	4,500	2,000	-	-	-	6,500
Local Improvement	500	500	500	500	500	2,500
	5,000	2,500	500	500	500	9,000
	11,711	9,211	7,211	7,211	7,211	42,555
	$ 46,313	$ 55,153	$ 74,911	$ 70,510	$ 76,613	$323,500

EXPENDITURE SUMMARY

	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Arterial	$ 12,778	$ 20,649	$ 39,429	$ 39,429	$ 40,531	$152,816
Growth Related - Collector	2,161	3,016	7,222	7,221	7,222	26,842
Growth Related - Local	540	754	1,126	1,126	1,126	4,672
Non-Growth Related - Arterial	5,118	5,118	5,118	6,118	9,118	30,590
Non-Growth Related - Collector	2,834	2,834	2,834	3,834	4,834	17,170
Non-Growth Related - Local	5,071	5,071	5,071	6,071	7,071	28,355
GVTA	6,711	6,711	6,711	6,711	6,711	33,555
	35,213	44,153	67,511	70,510	76,613	294,000
Ranked Projects						
Engineering Structures						
Utility Buildings	11,100	11,000	7,400	-	-	29,500
	11,100	11,000	7,400	-	-	29,500
	$ 46,313	$ 55,153	$ 74,911	$ 70,510	$ 76,613	$323,500

2012 – 2016 FINANCIAL PLAN

PARKS, RECREATION & CULTURE

(in thousands)

CONTRIBUTION SUMMARY	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Park Lands	$ 6,293	$ 13,527	$ 11,834	$ 12,228	$ 11,240	**$ 55,122**
Parkland Development	1,515	1,397	3,983	3,983	3,983	**14,861**
	7,808	14,924	15,817	16,211	15,223	**69,983**
NCP Reserve Funds						
Park Development	1,122	250	250	250	250	**2,122**
Recreational Facilities	1,785	1,300	1,000	-	-	**4,085**
	2,907	1,550	1,250	250	250	**6,207**
Other Statutory Reserve Funds						
Cash In Lieu of Parkland	4,525	2,000	2,000	2,000	2,000	**12,525**
	4,525	2,000	2,000	2,000	2,000	**12,525**
	15,240	**18,474**	**19,067**	**18,461**	**17,473**	**88,715**
Discretionary Contributions						
Contributions from Operating						
Current Year's Contribution	1,075	1,135	1,199	1,237	1,312	**5,958**
City's Share - DCC Program	411	785	832	853	801	**3,682**
Other Appropriations	2,754	125	125	125	125	**3,254**
	4,240	2,045	2,156	2,215	2,238	**12,894**
Other Statutory Reserve Funds						
City Land Sales	-	-	-	-	-	**-**
Vehicles & Equipment	300	300	300	300	300	**1,500**
Capital Legacy Fund	-	-	-	-	-	**-**
	300	300	300	300	300	**1,500**
	4,540	**2,345**	**2,456**	**2,515**	**2,538**	**14,394**
Other Contributions						
External Sources						
P3 Partnership Contribution	1,000	17,000	2,000	-	-	**20,000**
Private Developer Contributions	150	150	150	150	150	**750**
Sundry Contributions	500	500	500	500	500	**2,500**
	1,650	17,650	2,650	650	650	**23,250**
Borrowing Proceeds						
External	29,675	36,800	24,000	-	-	**90,475**
Internal	12,241	5,835	35,935	4,100	18,000	**76,111**
	41,916	42,635	59,935	4,100	18,000	**166,586**
	43,566	**60,285**	**62,585**	**4,750**	**18,650**	**189,836**
	$ 63,346	**$ 81,104**	**$ 84,108**	**$ 25,726**	**$ 38,661**	**$292,945**

EXPENDITURE SUMMARY	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition						
Park Land	$ 11,149	$ 16,238	$ 14,456	$ 14,871	$ 13,831	**$ 70,545**
	11,149	16,238	14,456	14,871	13,831	**70,545**
Buildings						
Recreation Facilities Improvements	500	500	500	500	500	**2,500**
	500	500	500	500	500	**2,500**
Engineering Structures						
Base Park Development	950	1,010	1,074	1,112	1,187	**5,333**
Green City	175	125	125	125	125	**675**
NCP/DCC Park Development	2,717	1,721	4,443	4,443	4,443	**17,767**
Developer Tree Program	150	150	150	150	150	**750**
	3,992	3,006	5,792	5,830	5,905	**24,525**
Equipment						
Minor Equipment	125	125	125	125	125	**625**
Recreation Equipment Replacement	300	300	300	300	300	**1,500**
	425	425	425	425	425	**2,125**
	16,066	**20,169**	**21,173**	**21,626**	**20,661**	**99,695**
Ranked Projects						
Buildings						
Bridgeview Community Centre Improvements	480			-	-	**480**
Cloverdale P3 Multi-Purpose Development	1,000	17,000	22,000	-	-	**40,000**
Fitness Facility - Newton	7,000	-	-	-	-	**7,000**
Multi-Purpose Space - Fleetwood	-	2,000	13,435	-	-	**15,435**
Pool - Grandview Heights	14,800	20,800	15,300	-	-	**50,900**
Pool - Guildford	16,000	16,000	8,700	-	-	**40,700**
Relocation - North Surrey Arena	-	-	-	-	1,000	**1,000**
Renovation - Civic Facilities	1,025	-	-	-	-	**1,025**
Surrey Leisure Complex - Ice Expansion	-	-	-	1,000	15,000	**16,000**
Surrey Museum - Phase 2	450	-	-	-	-	**450**
	40,755	55,800	59,435	1,000	16,000	**172,990**
Engineering Structures						
Artificial Turf Fields	2,000	2,000	2,000	2,000	2,000	**10,000**
Cloverdale Covered Youth Park	150	1,500	-	-	-	**1,650**
Cricket Pitches	3,400	-	-	-	-	**3,400**
Newton Athletic Park Master Plan	-	1,635	1,500	1,100	-	**4,235**
South Surrey Athletic Park - Fieldhouse	750	-	-	-	-	**750**
Tamanawis Park - Fieldhouse	225	-	-	-	-	**225**
	6,525	5,135	3,500	3,100	2,000	**20,260**
	47,280	**60,935**	**62,935**	**4,100**	**18,000**	**193,250**
	$ 63,346	**$ 81,104**	**$ 84,108**	**$ 25,726**	**$ 38,661**	**$292,945**

2012 – 2016 FINANCIAL PLAN

PROTECTIVE SERVICES

(in thousands)

CONTRIBUTION SUMMARY	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Non-Discretionary Contributions						
NCP Reserve Funds						
Fire	$ 100	$ 100	$ 100	$ 100	$ 100	**$ 500**
Police	500	500	-	-	-	**1,000**
	600	600	100	100	100	**1,500**
Discretionary Contributions						
Contributions from Operating						
Current Year's General Operating	155	155	155	155	155	**775**
Other Appropriations	120	-	-	-	-	**120**
	275	155	155	155	155	**895**
Other Statutory Reserve Funds						
Vehicles and Equipment	2,575	2,575	2,575	2,575	2,575	**12,875**
	2,575	2,575	2,575	2,575	2,575	**12,875**
	2,850	**2,730**	**2,730**	**2,730**	**2,730**	**13,770**
Other Contributions						
Borrowing Proceeds						
Internal	-	-	-	1,000	23,000	**24,000**
	-	-	-	1,000	23,000	**24,000**
	$ 3,450	**$ 3,330**	**$ 2,830**	**$ 3,830**	**$ 25,830**	**$ 39,270**

EXPENDITURE SUMMARY	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Equipment						
Fire Vehicles & Equipment	$ 2,575	$ 2,575	$ 2,575	$ 2,575	$ 2,575	**$ 12,875**
Small Equipment Purchases	255	255	255	255	255	**1,275**
	2,830	2,830	2,830	2,830	2,830	**14,150**
Ranked Projects						
Buildings						
Relocate Surrey Search & Rescue	120	-	-	-	-	**120**
RCMP Cell Retrofit	500	500	-	-	-	**1,000**
RCMP North Detachment	-	-	-	1,000	23,000	**24,000**
	620	500	-	1,000	23,000	**25,120**
	$ 3,450	**$ 3,330**	**$ 2,830**	**$ 3,830**	**$ 25,830**	**$ 39,270**

SEWER & DRAINAGE SERVICES
(in thousands)

CONTRIBUTION SUMMARY	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Sewer	$ 3,561	$ 5,085	$ 8,208	$ 8,208	$ 8,208	**$ 33,270**
Drainage	3,193	5,698	10,504	10,504	10,504	**40,403**
Area Specific - Hwy 99 Corridor	272	272	272	272	272	**1,360**
- North Grandview	55	-	-	-	-	**55**
- Campbell Heights	997	997	997	997	997	**4,985**
	8,078	12,052	19,981	19,981	19,981	**80,073**
Other Statutory Reserve Funds						
Environmental Stewardship	240	240	240	240	240	**1,200**
	240	240	240	240	240	**1,200**
	8,318	**12,292**	**20,221**	**20,221**	**20,221**	**81,273**
Discretionary Contributions						
Appropriated Surplus						
Infrastructure Replacement	11,900	8,500	600	-	-	**21,000**
Rate Stabilization Provision	400	400	400	400	400	**2,000**
	12,300	8,900	1,000	400	400	**23,000**
Other Statutory Reserve Funds						
Building Replacement	-	-	-	-	-	-
	-	-	-	-	-	-
	12,300	**8,900**	**1,000**	**400**	**400**	**23,000**
Contribution from Operating						
Current Year's Contribution - Sewer	7,900	5,900	5,900	5,900	6,400	**32,000**
Current Year's Contribution - Drainage	11,105	11,105	11,105	11,105	11,105	**55,525**
City's Share - Sewer DCC Program	396	565	912	912	912	**3,697**
City's Share - Drainage DCC Program	355	633	1,167	1,167	1,167	**4,489**
City's Share - Hwy 99 Corridor	30	30	30	30	30	**150**
City's Share - Campbell Heights DCC Prog	111	111	111	111	111	**555**
City's Share - DCC Program	892	1,339	2,220	2,220	2,220	**8,891**
	19,897	**18,344**	**19,225**	**19,225**	**19,725**	**96,416**
Other Contributions						
External Sources						
Sundry Contributions	125	125	125	125	125	**625**
	125	125	125	125	125	**625**
Borrowing Proceeds						
Internal	-	3,000	2,000	-	-	**5,000**
Local Improvement	500	500	500	500	500	**2,500**
	500	500	500	500	500	**2,500**
	625	**3,625**	**2,625**	**625**	**625**	**8,125**
	$ 41,140	**$ 43,161**	**$ 43,071**	**$ 40,471**	**$ 40,971**	**$208,814**

EXPENDITURE SUMMARY	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Sewer	$ 3,957	$ 5,650	$ 9,120	$ 9,120	$ 9,120	**$ 36,967**
Growth Related - Drainage	3,603	6,331	11,671	11,671	11,671	**44,947**
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	8,525	6,525	6,525	6,525	7,025	**35,125**
Non-Growth Related - Drainage	11,105	11,105	11,105	11,105	11,105	**55,525**
Natural Habitat Enhancement	240	240	240	240	240	**1,200**
	28,840	31,261	40,071	40,071	40,571	**180,814**
Equipment						
Information Technology	400	400	400	400	400	**2,000**
	400	400	400	400	400	**2,000**
	29,240	**31,661**	**40,471**	**40,471**	**40,971**	**182,814**
Other Projects						
Utility Buildings	11,900	11,500	2,600	-	-	**26,000**
	11,900	**11,500**	**2,600**	**-**	**-**	**26,000**
	$ 41,140	**$ 43,161**	**$ 43,071**	**$ 40,471**	**$ 40,971**	**$208,814**

2012 – 2016 FINANCIAL PLAN

WATER SERVICES

(in thousands)

CONTRIBUTION SUMMARY	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Water	$ 1,634	$ 3,442	$ 6,481	$ 6,481	$ 6,481	**$ 24,519**
Area Specific - Hwy 99 Corridor	133	133	133	133	133	**665**
Campbell Heights	370	370	370	370	370	**1,850**
	2,137	**3,945**	**6,984**	**6,984**	**6,984**	**27,034**
Discretionary Contributions						
Appropriated Surplus						
Infrastructure Replacement	6,500	4,000	-	-	-	**10,500**
Rate Stabilization Provision	300	300	300	300	300	**1,500**
	6,800	4,300	300	300	300	**12,000**
Other Statutory Reserve Funds						
Building Replacement	-	-	-	-	-	-
	-	-	-	-	-	-
	6,800	**4,300**	**300**	**300**	**300**	**12,000**
Contribution from Operating						
Current Year's Contribution	11,097	11,097	11,097	11,097	11,097	**55,485**
City's Share - DCC Program	238	438	776	776	776	**3,004**
	11,335	**11,535**	**11,873**	**11,873**	**11,873**	**58,489**
Other Contributions						
External Sources						
Sundry Contributions	100	100	100	100	100	**500**
	100	100	100	100	100	**500**
Borrowing Proceeds						
Internal	-	1,000	2,000	-	-	**3,000**
Local Improvement	500	500	500	500	500	**2,500**
	500	500	500	500	500	**2,500**
	600	**1,600**	**2,600**	**600**	**600**	**6,000**
	$ 20,872	**$ 21,380**	**$ 21,757**	**$ 19,757**	**$ 19,757**	**$103,523**

EXPENDITURE SUMMARY	2012	2013	2014	2015	2016	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related	$ 2,375	$ 4,383	$ 7,760	$ 7,760	$ 7,760	**$ 30,038**
Non-Growth Related	11,697	11,697	11,697	11,697	11,697	**58,485**
	14,072	16,080	19,457	19,457	19,457	**88,523**
Equipment						
Information Technology	300	300	300	300	300	**1,500**
	300	300	300	300	300	**1,500**
	14,372	**16,380**	**19,757**	**19,757**	**19,757**	**90,023**
Other Projects						
Utility Buildings	6,500	5,000	2,000	-	-	**13,500**
	6,500	**5,000**	**2,000**	-	-	**13,500**
	$ 20,872	**$ 21,380**	**$ 21,757**	**$ 19,757**	**$ 19,757**	**$103,523**

CERTIFIED

CITY OF SURREY

BY-LAW NO. 17550

A by-law to provide for the adoption of the Surrey 2012 – 2016 Capital Financial Plan.

WHEREAS pursuant to Section 165 of the "*Community Charter*" being Chapter 26 of the Statutes of BC 2003, as amended, the City Council is required to adopt, annually by by-law, the five-year financial plan;

NOW, THEREFORE, the Council of the City of Surrey, in open meeting assembled, ENACTS AS FOLLOWS:

1. Council authorize the following:

   (a) the proposed funding sources;
   (b) the proposed expenditures, and
   (c) the proposed transfers between funds.

As set out for each year in the planning period as shown in Schedule 1 attached hereto and forming part of this by-law.

2. This by-law shall be cited for all purposes as "Surrey 2012 – 2016 Capital Financial Plan By-law, 2012, No. 17550".

PASSED FIRST READING on the 23rd day of January, 2012.

PASSED SECOND READING on the 23rd day of January, 2012.

PASSED THIRD READING on the 23rd day of January, 2012.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 6th day of February, 2012.

MAYOR

CLERK

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CITY OF SURREY

Bylaw 17550 **Schedule 1**

Capital Financial Plan
to restate year 2011
and establish years 2012 to 2016

	2011 restated	2012	2013	2014	2015	2016
PROPOSED FUNDING SOURCES						
Development Cost Charges	$ 114,806,000	$ 83,317,000	$ 120,319,000	$ 144,157,000	$ 146,605,000	$ 142,827,000
Revenues from Other Sources						
Borrowing Proceeds	52,858,000	55,675,000	56,800,000	24,000,000	-	-
Other Revenue	127,190,000	137,268,000	139,136,000	113,286,000	110,236,000	115,136,000
Revenues from Other Sources	180,048,000	192,943,000	195,936,000	137,286,000	110,236,000	115,136,000
TOTAL FUNDING SOURCES	$ 294,854,000	$ 276,260,000	$ 316,255,000	$ 281,443,000	$ 256,841,000	$ 257,963,000
PROPOSED EXPENDITURES						
Amortization						
Protection Services	2,785,000	3,064,000	3,370,000	3,707,000	4,078,000	4,486,000
Parks, Recreation & Culture	10,483,000	11,531,000	12,684,000	13,952,000	15,347,000	16,882,000
General Government	17,827,000	19,610,000	21,571,000	23,728,000	26,101,000	28,711,000
Planning & Development	4,000	4,000	4,000	4,000	4,000	4,000
Surrey Public Library	2,185,000	2,404,000	2,644,000	2,908,000	3,199,000	3,519,000
Engineering Services	29,544,000	32,498,000	35,748,000	39,323,000	43,255,000	47,581,000
Water, Sewer & Drainage	$ 36,894,000	$ 40,583,000	$ 44,641,000	$ 49,105,000	$ 54,016,000	$ 59,418,000
Total Municipal Expenditures	99,722,000	109,694,000	120,662,000	132,727,000	146,000,000	160,601,000
Capital Expenditures - Prior Years	83,743,000	94,502,000	88,989,000	86,945,000	66,188,000	80,202,000
Capital Expenditures - Contributed	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000
Capital Expenditures - Current Years	279,142,000	315,007,000	296,630,000	289,818,000	220,626,000	267,341,000
Total Capital Expenditures	462,885,000	509,509,000	485,619,000	476,763,000	386,814,000	447,543,000
TOTAL EXPENDITURES	$ 562,607,000	$ 619,203,000	$ 606,281,000	$ 609,490,000	$ 532,814,000	$ 608,144,000
PROPOSED TRANSFERS BETWEEN FUNDS						
Internal Borrowing	$ (28,165,000)	$ (22,741,000)	$ (15,835,000)	$ (41,435,000)	$ (6,600,000)	$ (42,500,000)
Transfers (from)/to Special Funds	(36,531,000)	(81,929,000)	(39,055,000)	(45,625,000)	(15,413,000)	(33,265,000)
Transfers (from)/to Appropriated Surplus	(6,842,000)	(26,349,000)	(15,350,000)	(3,450,000)	(2,850,000)	(2,850,000)
Transfers (from)/to Operating	(46,493,000)	(52,229,000)	(49,123,000)	(54,809,000)	(55,109,000)	(60,965,000)
Unspecified Capital Budget Authority	(50,000,000)	(50,000,000)	(50,000,000)	(50,000,000)	(50,000,000)	(50,000,000)
Transfers (from)/to Equity	(99,722,000)	(109,695,000)	(120,663,000)	(132,728,000)	(146,001,000)	(160,601,000)
TOTAL TRANSFERS BETWEEN FUNDS	$ (267,753,000)	$ (342,943,000)	$ (290,026,000)	$ (328,047,000)	$ (275,973,000)	$ (350,181,000)
BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -	$ -

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.

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

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

Assessed Value - The value that is attributed to 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 that have monetary value.

BC Assessment Authority (BCAA) - The organization that is responsible for assessing property values in 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.

Build Surrey - A program that consist of a series of large-scale capital projects across the City to accommodate business development and population growth.

Business Improvement Area (BIA) - A specific area within which businesses pay fees to fund improvements in commercial business potential.

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

Capital Assets - Assets of long-term character that are intended 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 Legacy Fund – A statutory reserve fund established by Council to provide a renewable internal financing source for one-time General Capital 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 measures 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.

Debt Service - The cost of paying principal and interest on borrowed money according to a 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, exposure to elements, inadequacy, or obsolescence.

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

Expenditure - Costs incurred (whether paid or unpaid) for the purpose of acquiring an asset, service or settling a loss.

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

Fiscal Year - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.

Fund - A fiscal entity with segregated revenues and expenditures, and a specific purpose or activity.

GDP - Gross Domestic Product as provided by Statistics Canada.

Generally Accepted Accounting Principles (GAAP) - The standards, conventions, and rules prescribed for the recording of financial transactions and the preparation of financial statements.

Goal - A general, timeless statement of broad direction, purpose ,or intent (see objective).

Grants - A contribution by a City or other organization to support a particular function, or endeavor. Grants can be either operational or capital.

Guidepost - See Goal.

GVRD - Greater Vancouver Regional District.

GVS&DD - Greater Vancouver Sewer & Drainage District.

GVTA - Greater Vancouver Transit Authority.

GVWD - Greater Vancouver Water District.

HST – Harmonized Sales Tax.

Infrastructure - Large-scale, physical assets required for the operation of a society (e.g., streets, water, sewer, public buildings, and parks).

Internal Services Recovered - Recovery from one department to another for services rendered, such as data processing or insurance funded from a control pool. See internal services used.

Internal Services Used - Charge from one department from another for services rendered. See internal services recovered.

LTCP - Long Term Capital Plan.

Levy - To impose taxes to fund City services.

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

Materials and Supplies - Expendable goods necessary to conduct departmental operations.

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

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 that the City may be legally required to pay. They include not only actual liabilities, but also encumbrances.

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

Operating Expenditures - The cost of personnel, materials and equipment associated with the City's day-to-day operation.

Operating Revenues - Funds that the City receives as income to pay for its day-to-day operation, including taxes, fees from specific services, interest earnings, and grant revenues.

P3 - Public-Private Partnership.

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

Public Sector Accounting Board (PSAB) - Sets accounting standards for the public sector. PSAB serves to public interested by setting standards and guidance with respect to the reporting of financial and other information.

RCMP - Royal Canadian Mounted Police.

Revenue - Sources of income used by the City to finance its operations.

South Fraser Perimeter Road (SFPR) - Capital roads project undertaken by the City.

Tax Levy - The total amount to be raised through general property taxes.

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

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

Triple Bottom Line Accounting - A performance measure that takes into account ecological and social performance in addition to financial performance.