

FINANCIAL PLAN

2013-2017 BRITISH COLUMBIA, CANADA





CITY OF
SURREY

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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**City of Surrey
British Columbia**

For the Fiscal Year Beginning

January 1, 2012

Christopher P. Morill

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Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Surrey, British Columbia for its annual budget for the fiscal year beginning January 1, 2012.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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This Reader's Guide provides the reader with a basic understanding of the 2013–2017 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.



Hydrogen fuel cell vehicle and fueling station at City Works Yard

Economic Goal

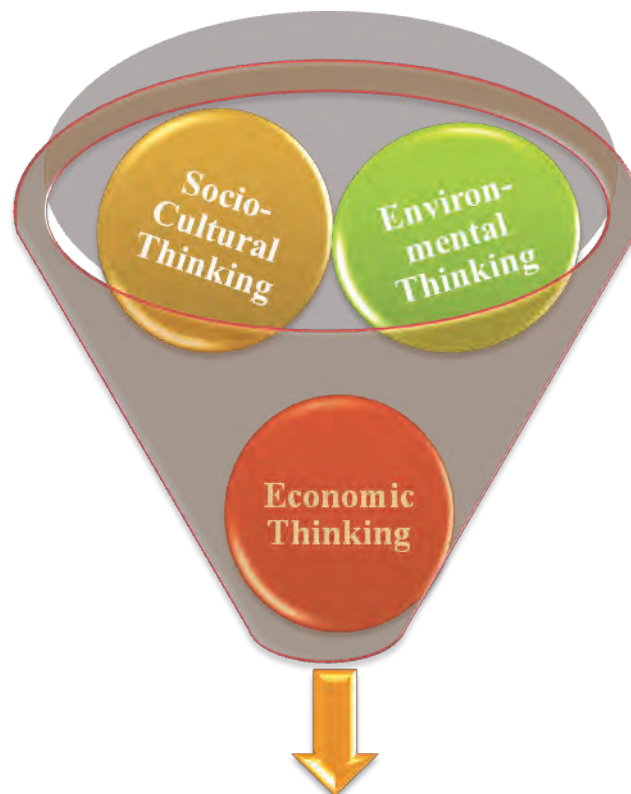
To create a local economy that builds on Surrey's natural advantages and uses the land base and human resources efficiently to create a broad range of well-located, transit-accessible, and environmentally-friendly businesses that provide attractive local employment opportunities and a sustainable revenue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



Building a Sustainable Surrey

The 2013-2017 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;
- Organizational Objectives;
- Organizational Policies;
- Integrated Planning Model;
- City of Surrey Corporate Functions; and
- Staffing Complement Summary.

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; and
- Consolidated Financial Plan By-law.

GENERAL OPERATING FUND

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

- Overview;
- 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 2012. As a result, certain comparative figures in the 2012 budget and the 2011 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:

- Overview;
- Financial Summary;
- Drainage Utility;
- Roads & Traffic Safety Utility;
- Sewer;
- Solid Waste Utility;
- Surrey City Energy 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;
- 2013 Capital Program; and
- Capital Financial Plan By-law.



2013 – 2017 FINANCIAL PLAN

MESSAGE FROM THE GENERAL MANAGER, FINANCE & TECHNOLOGY

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

I am pleased to submit the 2013 - 2017 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 2013 – 2017 Financial Plan underpins the 2013 - 2017 Financial Plan By-laws, which received final adoption on December 17, 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.

1.0 OVERVIEW

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

The document also includes detailed information about the City's plans for upcoming years. This supporting information provides departments with their expenditure authority. Please note that estimates and projections have been used for the years 2014 through 2017. 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 2013 Financial Plan include the following:

- Property tax increase equivalent to \$40 per year for a single family dwelling and \$196 per year for a business with an assessed value of \$1.0 million;
- A 2.9% or equivalent fee increase;
- Third party contract increases (maintenance, software, etc.)
- Benefit and in-range salary increases;
- Full year impact of eight firefighters added in 2012;
- Annualization of ten RCMP contract member positions added in 2012;
- Annualization of eight firefighter positions added in 2012;

- Operating funding for new capital buildings, such as Fleetwood gym, Fitness space in Newton and full year operation of the Bridgeview Community Centre; and
- Support for Council's key priorities such as Social Well Being, Surrey Energy, Sustainability and Crime Reduction.

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;
- Four additional Firefighters in 2013;
- Increased operating contribution to capital;
- Allowances for 3rd party contract increases, inventory increases, and inflation; and
- Operating costs for new facilities identified in the Capital Plan.

The following additional on-going revenues were identified in 2012 and have been included in this plan:

- Tax revenues related to new growth;
- Revenue from the Surrey City Development Corporation (SCDC) that will be generated from its on-going activities; and/or
- Other City initiatives that generate new revenues.

3.0 GENERAL CAPITAL FINANCIAL PLAN

In March 2010, Council approved the "Build Surrey" Program that consists of a series of large-scale capital projects across the City to accommodate and support anticipated business and residential growth over the next several years. The costs of constructing these capital projects have been included in the 2013-2017 Financial Plan and will be funded primarily through a combination of internal and external borrowing. The projects include changes to the Newton athletic park, a new Cloverdale youth park, construction of the Grandview and Guildford pools and construction of City Hall at City Centre, which will act as a catalyst to stimulate further private sector investments and job creation in the City.

The City has ongoing capital requirements totaling \$12.55 million per year. The City must also fund minor capital projects including RCMP cell door retrofit and other renovations/replacements within civic facilities. Additional details of planned capital projects can be found in the Capital Program section of this document.

4.0 ROADS & TRAFFIC UTILITY FINANCIAL PLAN

In 2007, Council approved a Local Roads and Traffic Safety Levy to fund maintenance of the City's local roadway pavement and additional safety-related road needs 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. In 2012, the levy was expanded to support the City's portion of road and traffic needs beyond the local and collector roads. Per the original plan, the levy will increase in 2013 to \$13.68 for a single family dwelling and \$68 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 Wire Theft Abatement program. Additionally, 1/3 of Secondary Suite fees has been transferred to the Roads and Traffic Utility to offset the demands placed on transportation infrastructure. The 2013-2017 Financial Plan includes further increases to ensure funding is available to meet the City's transportation objectives over time.

5.0 SEWER UTILITY FINANCIAL PLAN

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

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

Greater Vancouver Sewer and Drainage District's (GVS&DD) projected increases; 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 2013, the average metered single family dwelling will pay \$259 (\$242 in 2012) for sanitary sewer.

6.0 DRAINAGE UTILITY FINANCIAL PLAN

The Drainage Utility supports storm water management and environment protection. This utility is structured to be self-sustaining. Projected funding requirements are met by a corresponding increase in the parcel tax.

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

- Storm water management requirements;
- Lowland drainage flood control program;

- Contractual labour and energy cost increases; and
- Environmental management.

With the repeal of the Drainage, Ditch and Dyke Act, the City has assumed the assets, operation and maintenance responsibilities of the former Surrey Dyking District.

These funding requirements will be addressed through increases in the drainage parcel tax over the next several years. For 2013, the drainage parcel tax will be \$188 (\$166 in 2012).

7.0 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 55% of the City's residential solid waste is diverted from landfill sites. The City's goal is to achieve a diversion rate of 75% by 2015. To achieve this target, the City started a City-wide organics collection program 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.

Savings from waste diversion as well as the GVS&DD holding the tipping fee for 2013 has allowed the City to maintain the 2012 solid waste rate for a single family residence of \$281. 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.

8.0 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 2013 and beyond. The average metered single family dwelling will pay \$392 in 2013 (\$386 in 2012) based on an average yearly consumption of 400 cubic metres.

9.0 SURREY CITY ENERGY UTILITY FINANCIAL PLAN

The Surrey City Energy Utility has been structured to be a self-sustaining fund. The utility will supply heating, cooling and hot water to high-density new construction in the City Centre including City Hall. The Surrey City Energy Utility will be funded by a rate structure similar to a private energy utility.

10.0 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 nearing 500,000 residents. The 2013-2017 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 “Triple Bottom Line Accounting” meaning environmental, socio-cultural and economic factors are considered in decision-making processes.

Construction of a New City Hall and civic plaza is well underway and is expected to be complete by fall of 2013. The New City Hall will reinforce the City’s commitment to creating a thriving, urban centre and serve as a catalyst to further investment in that area.

The City has transformed its waste collection in order to reduce emissions and help meet its goal of diverting 75% of waste from landfills by 2015. This goal is a step above Metro Vancouver’s regional diversion goal of 70%. Residential waste is now being collected using state-of-the-art automated Compressed Natural Gas (CNG) trucks. The future Organics Biofuel facility will process organic waste into natural gas that will be used to fuel the waste trucks. This Biofuel facility will be Canada’s largest and will be operational by 2015.

The City has established “Surrey City Energy”, a new district energy utility for the purpose of designing, constructing and operating a district energy system in City Centre. The new energy system will reduce emissions, increase energy security, stimulate local economic development, provide competitive energy pricing and increase public awareness around the sustainable use of energy. Surrey’s New City Hall will incorporate the district energy system, based on an underground geo-exchange field, which uses heat pumps to extract the energy stored in the ground. The system will provide energy to heat and cool City Hall and adjacent buildings, and will be able to connect with future district energy systems in the area.

The City's Corporate Emissions Action Plan, adopted by Council on October 2010, outlines how we intend to reduce our energy use and greenhouse gas emissions from corporate sources by 33% below baseline levels by 2020 and by 80% by 2050. A compliment to the Corporate Emissions Action Plan is the future Community Climate Action Strategy that will include a Climate Adaptation Strategy and a Community Energy and Emissions Plan that will address buildings, land use, transportation, waste and district energy.

The City has launched a new Sport Tourism Strategy designed to advance Surrey as a premier destination for regional and international sporting events. Sport tourism is one of the fastest growing segments in Canada's tourism industry and provides many economic benefits to the community. Through the "Build Surrey" program, the City is building several new national-class recreational facilities and sports fields, including two new aquatic centres. These new venues will further expand the type and number of sport hosting opportunities available to Surrey.

The "Build Surrey Program" has created funding for capital projects that have enhanced the quality of life and created 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.

Being the City of the future, we must strive to deliver sustainable services to the citizens of Surrey. Managing growth, keeping property tax increases to a minimum while ensuring delivery of infrastructure and services requires a fine balance. Although this may be challenging, many opportunities arise allowing the City to continue to flourish. It is exciting to be a part of all this change.

11.0 CONCLUSION

The 2013 - 2017 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 all the staff of the City for their dedication and commitment to the delivery of quality services to Surrey citizens and businesses, while meeting Council's financial direction. I also want to acknowledge the efforts of the staff that contributed directly to the preparation of the 2013 - 2017 Financial Plan.

Respectfully,



Vivienne Wilke
General Manager, Finance & Technology

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 2013 previously approved in the 2012 – 2016 Financial Plan have been incorporated into the Departmental Financial Plans as follows:

RCMP	Annualization of ten contract member positions	<u>\$1,125,000</u>
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Issues identified during the 2013 planning process and approved by Council include:

Fire	Four additional firefighters	\$169,000
RCMP	Twelve new member positions	290,700
Corporate	Beautification and town centre development	340,000
Corporate	Social Well-Being Plan	176,000
Parks, Recreation & Culture	Parks, Recreation & Culture initiatives	<u>102,000</u>
		<u>\$1,077,700</u>

In addition to the increases approved in 2013, the 2014 - 2018 Financial Plan includes increases for the following issues:

By-law	Addition of one by-law enforcement officer	\$ 89,000
RCMP	Ten new member positions & four Civilian members	<u>914,200</u>
		<u>\$1,003,200</u>

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 2013 – 2017 Financial Plan:

JULY 2012

- 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 2012

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

OCTOBER TO NOVEMBER 2012

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

NOVEMBER TO DECEMBER 2012

- Present preliminary plan to Finance Committee for further direction (November 28, 2012);
- Receive public comments by November 30, 2012; and
- Present the 2013 – 2017 Financial Plan to Council (December 10, 2012).

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 lose 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

2013 inflation has been projected at 2.0%. 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.

	2013	2014	2015	2016	2017
Water	1.5%	9.7%	6.7%	4.4%	3.2%
Sewer	6.7%	5.1%	4.8%	2.7%	2.2%
Drainage	13.3%	11.7%	10.5%	9.5%	8.7%
Solid Waste	0.0%	1.8%	1.7%	1.7%	1.7%
Equipment	0.5%	0.5%	0.5%	0.5%	0.5%

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 52% residential, 35% agricultural/conservation, and 13% commercial/industrial.

POPULATION - Surrey is also one of the fastest growing major cities in Canada, with growth averaging over 10,000 people per year for the past five years. A large proportion of this growth is due to immigration. The current population is estimated to be 492,160.

PEOPLE (2011 Census*) – According to the 2011 Government of Canada Census, Surrey's population has increased by 18.6% from the previous census taken in 2006. This is over 2.5 times the provincial average (7.0%) and over 3 times the national average (5.9%). Surrey has a median age of 37.5 versus 40.2 for the Greater Vancouver Regional District. This breaks down to 24.7% of the population below the age of 18, 8% between the ages of 19 and 24, 12.1% of the population over the age of 65, while 55.2% of residents are aged 25 to 64. Over 46% of Surrey residents use English as a second language and there are over 1550 Surrey residents for every square kilometre.

**The 2011 Census was published in the fall of 2012.*

BUSINESS - Surrey City Council's "open for business" attitude is attracting international attention. Over 15,300 businesses are based in Surrey, and almost 2,100 new business licenses were issued in 2012. Investors are taking advantage of Surrey's diverse economy, skilled labour force and excellent regional and international distribution links.

CITY SERVICES – In 2012, the City of Surrey collected over \$274 million in taxation revenue. These funds are used to support City services such as:

- 17 Fire halls and over 400 fire fighters;
- Five community policing stations and over 660 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 sheets of ice;
- The Fraser Heights Recreation Centre, featuring a full sized gymnasium and skate park;
- 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 221 athletic fields, 13 synthetic turf fields and 298 kilometres of trails and paths;
- Improvements to the various transportation routes within the city including road widening, median beautification, construction of pedestrian/cycling overpasses and large scale transportation projects;
- 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
- 1971 - Surrey's population reaches 96,000
- 1988 - Sunnyside Acres and Green Timbers dedicated as urban forests
- 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



Surrey Museum

- 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
- 2012 - Surrey implemented the Rethink Waste Collection Program, achieving 35% waste diversion in less than 2 months
- Surrey was one of two Canadian cities to win a \$400,000 Smarter Cities Challenge Grant to help improve early childhood development
- RCMP "E" Division headquarters was relocated to the new Green Timbers facility in Surrey

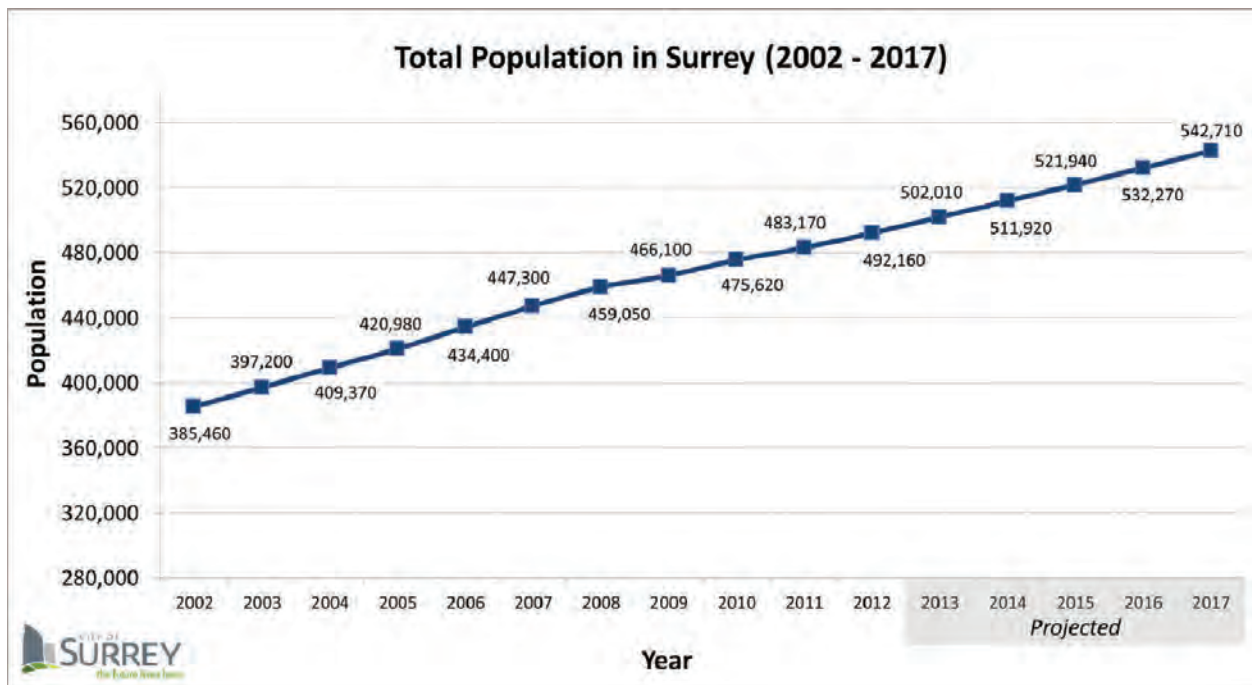


Surrey Archives

As of December 2012, Surrey’s population is estimated at 492,160 residents. This estimate is based on the City’s residential building inventory, created using a combination of data sources that include:

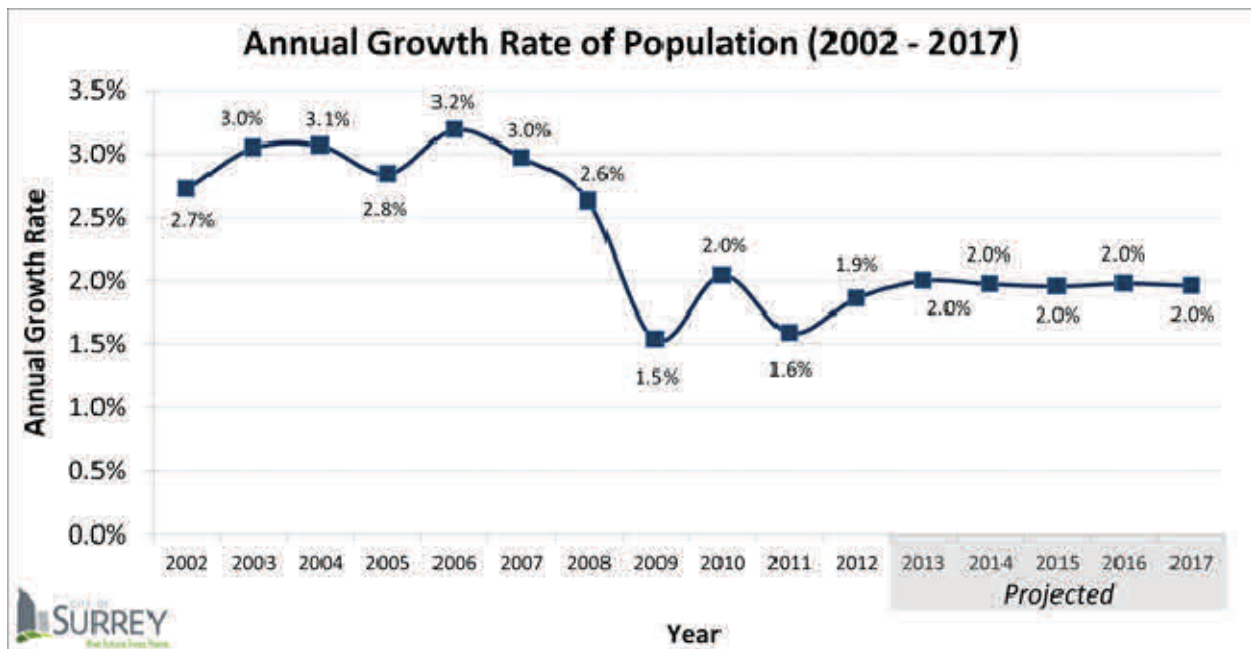
- BC Assessment Authority data;
- Surrey Building Permit information;
- Surrey secondary suite data;
- The latest GIS Orthophoto imagery; and
- Surrey GIS Cadastre (lot and address) information.

The graph below illustrates the total existing and projected City population for the years 2002 through 2017. Over the last 10 years, Surrey's population has grown by over 106,700 residents, representing an average annual growth rate of 2.8%. Further population growth of approximately 50,550 residents is projected for the five years between 2012 and 2017, for an estimated 2017 population of 542,710. 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 2017.



Source: City of Surrey Planning & Development Department

Surrey’s actual and projected annual population growth rate for each of the years from 2002 to 2017 is below. While some annual fluctuation is likely, it is expected that Surrey’s population growth rate will average 2% 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 is projected to be approximately 27% making it the fastest growing municipality in Metro Vancouver.

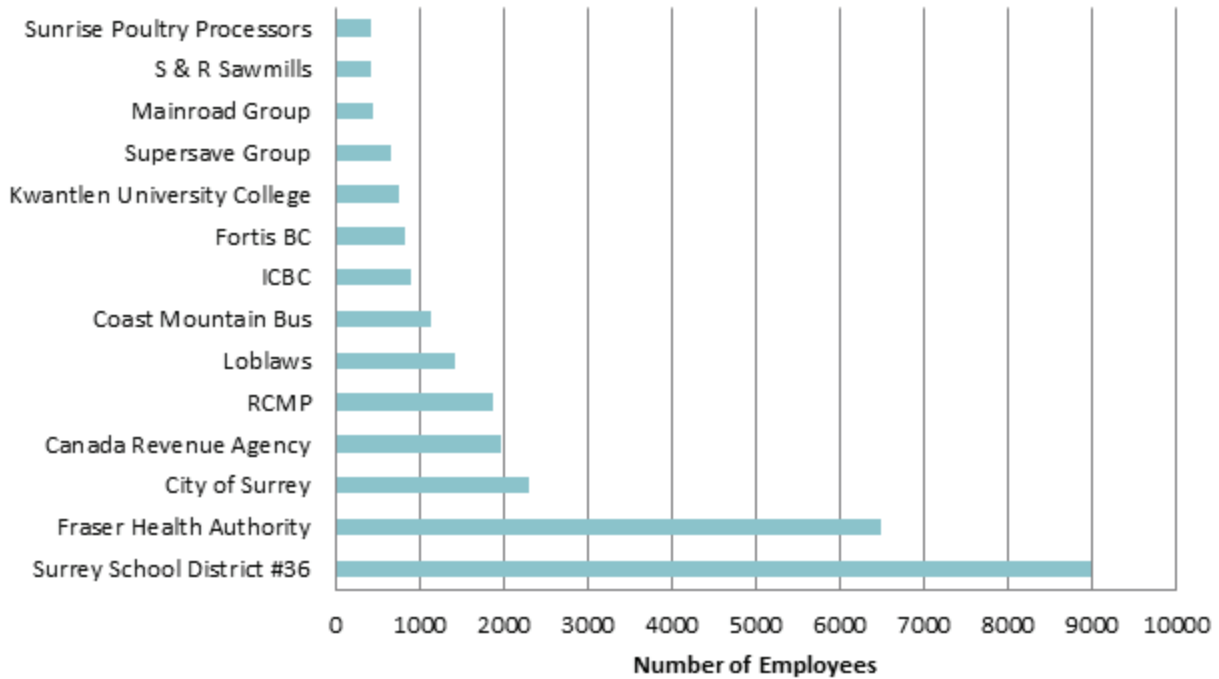


Source: City of Surrey Planning & Development Department

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.

Largest Employers in Surrey

(as of December 2012)

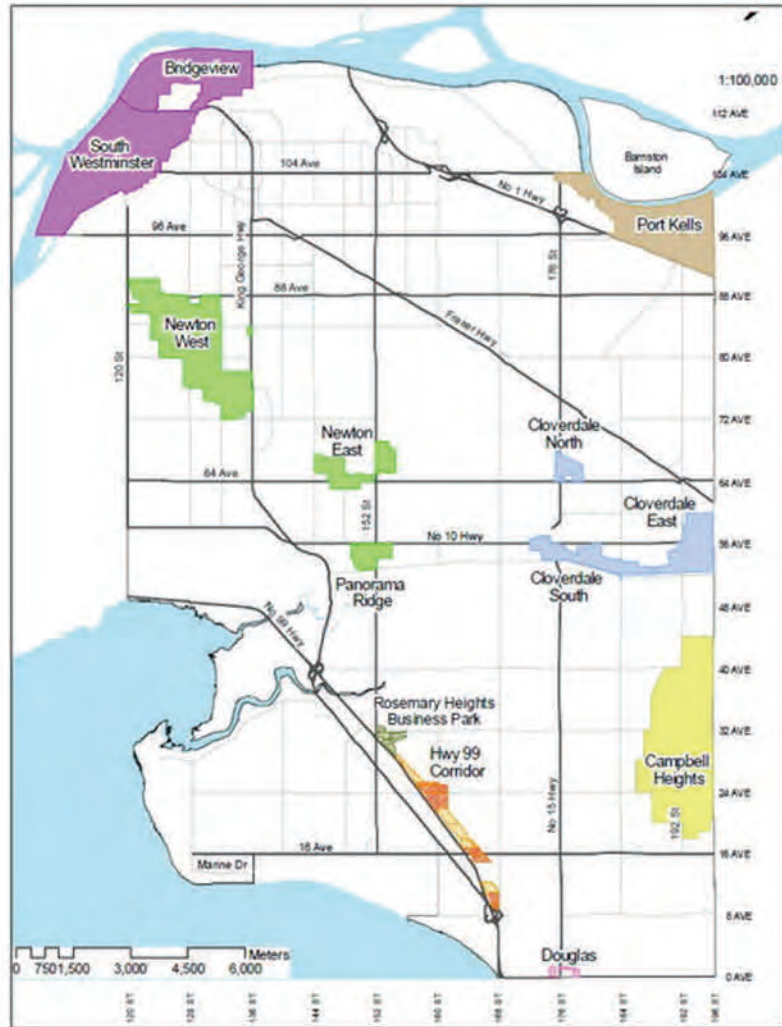


MAJOR INDUSTRIAL AREAS

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 and home to over 400 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, Translink’s Golden Ears Bridge 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 is home to over 1,440 businesses.

BRIDGEVIEW/SOUTH WESTMINSTER

The Fraser Surrey Docks, part of Port Metro Vancouver, is located in South Westminister. 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

Approximately 440 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 2.7 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.

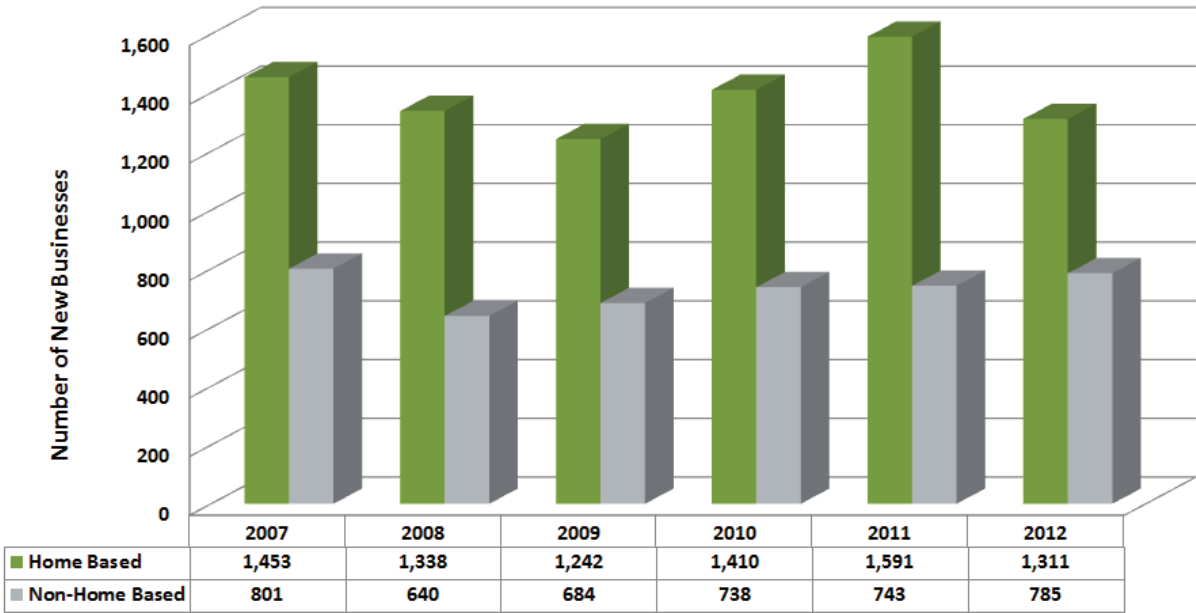
HIGHWAY 99 CORRIDOR

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

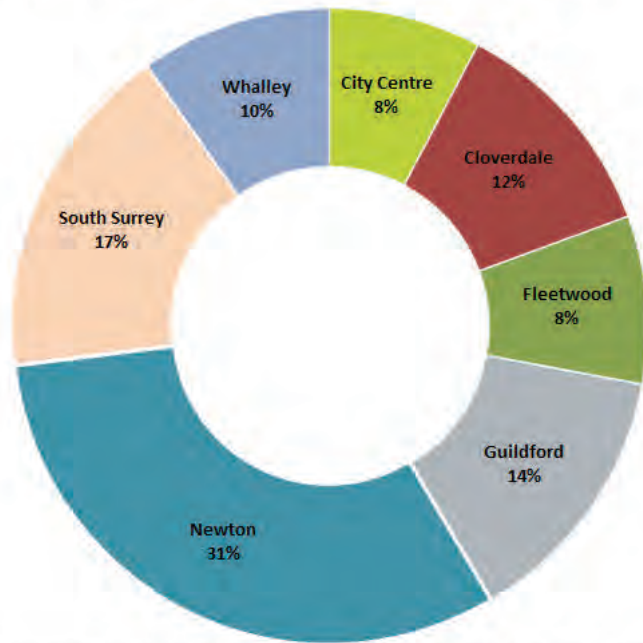
This developing area is located adjacent to the Pacific Highway border crossing, the second busiest commercial border crossing in Canada. A number of transportation and warehousing companies are located in the area, as well as the Canada Border Services Agency.

**New Businesses to Surrey
2007 - 2012**



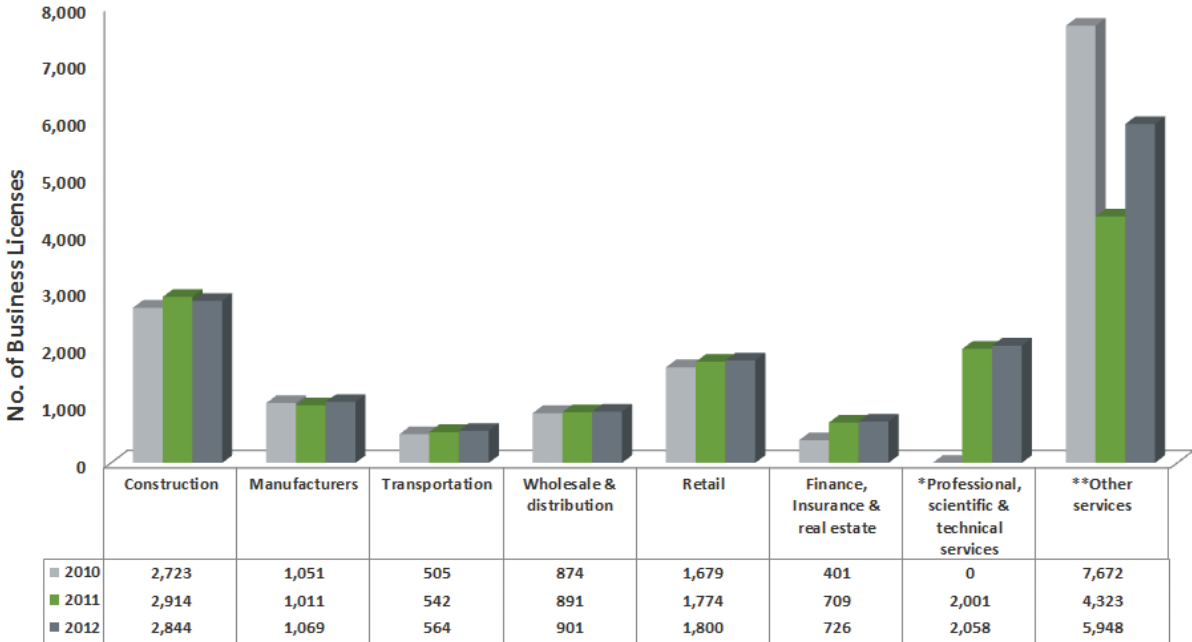
*Excludes non-resident business, vending machines and automated teller machines (ATM)

2012 Percentage of Surrey Based Businesses by Community



*Excludes non-resident businesses, vending machines and automated teller machines (ATM)

Surrey's Business Distribution by Sector

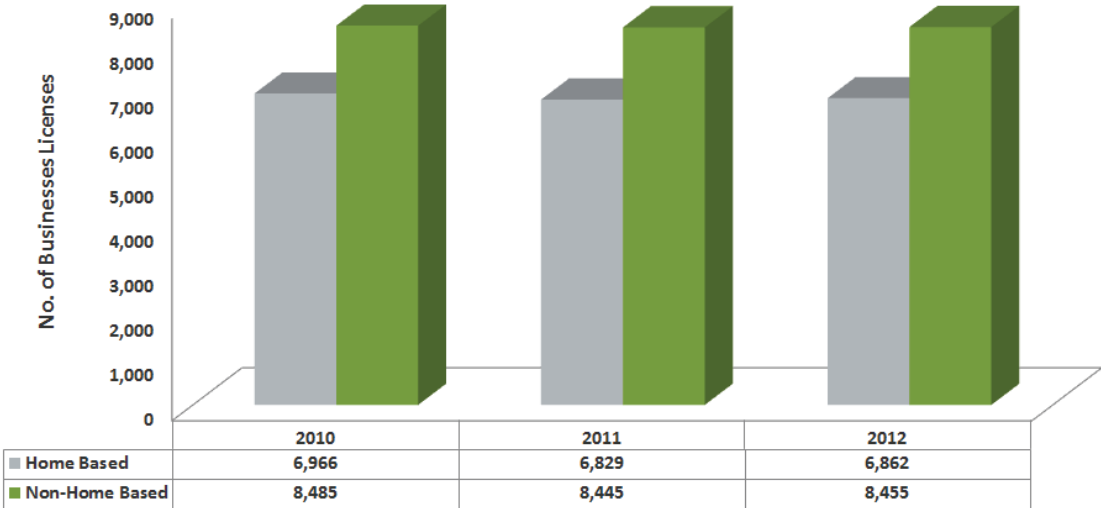


*Separate category in 2010. This may result in some fluctuations in sector counts.

**Other services - includes Education (new), Health (new) & Cultural Business

NOTE: Excludes non-resident businesses

Total Number of Surrey Based Businesses



*Excludes non-resident business, automated teller machines (ATMs) 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

**2013 tax rates will be available in May 2013*

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.



Sullivan Heights

[Property Tax and Utilities Section](#)

City of Surrey
 14245 56th Avenue
 Surrey, BC V3X 3A2
 604-591-4181

UTILITIES

Utility charges for water and sewer are billed on a utility bill, separate from utility charges for waste collection, which are billed on the 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 56,800 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 consumption. 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 \$0.8224 per cubic meter; a SFD with an average yearly consumption of 400 cubic meters, for instance, would pay \$392 (this includes the meter base charge of \$21 per four month period). A SFD subject to the annual flat rate billing would pay \$677 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 \$269 per year for water service.

2012 SEWER RATES

Metered sewer charges are billed based on 80% of the total quantity of water as measured by the water meter with the current rate at \$0.8086 per cubic meter. A SFD with a yearly water consumption of 400 cubic metres, for instance, would pay \$259. A SFD subject to the annual flat rate billing would pay \$483 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 \$483 per year for sewer service.

2012 DRAINAGE RATES

All properties are subject to the Drainage Parcel Tax. The current rate is \$188 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.

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](#)

#100—5477 152 Street
Surrey, BC V3S 5A5
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 2012, School District No. 36 served over 69,700 students plus more than 4,200 students in adult education programs at 127 district schools and learning centres, including online programs. Learning centres include:

- 99 Elementary Schools;
- 19 Secondary Schools; and
- 5 Student Learning Centres; and
- 4 Adult Education Centres.

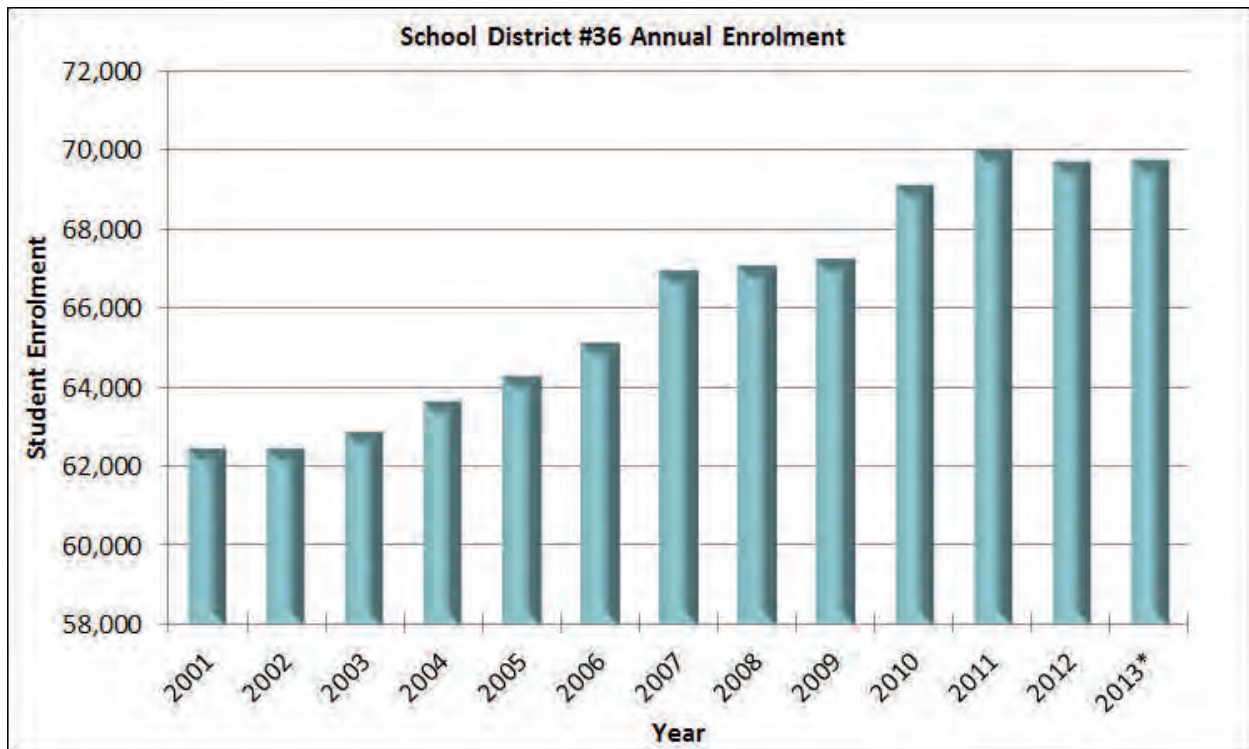
School District No. 36 (Surrey)

14033 – 92nd Avenue

Surrey, BC V3V 0B7

604-596-7733

www.surreyschools.ca



**Numbers for 2013 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

British Columbia Institute of Technology

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

(BCIT has five main campuses and 9 satellite campuses.)

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

Jim Pattison Outpatient Care & Surgery Centre

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

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 436 fire fighters, of which over 80 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 661 police members (regular and civilian) and a support staff of 250 municipal employees. Surrey RCMP is also the second largest municipal police force in the province, based on authorized police strength alone.

RCMP E Division has recently moved its Headquarters to the City of Surrey. It is located at 14200 Green Timbers Way adjacent to Green Timbers Park. 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, 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

Chief Superintendent Bill Fordy 604-599-7712 Bill.Fordy@rcmp.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 2012 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 2012 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 2012 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 practices 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 30 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.

On an annual basis, 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 version also aligned the goals and objectives of the City's subordinate master plans with the goals and directions of the Official Community Plan.

PARKS, RECREATION & CULTURE STRATEGIC 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 2013-2017 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.

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.

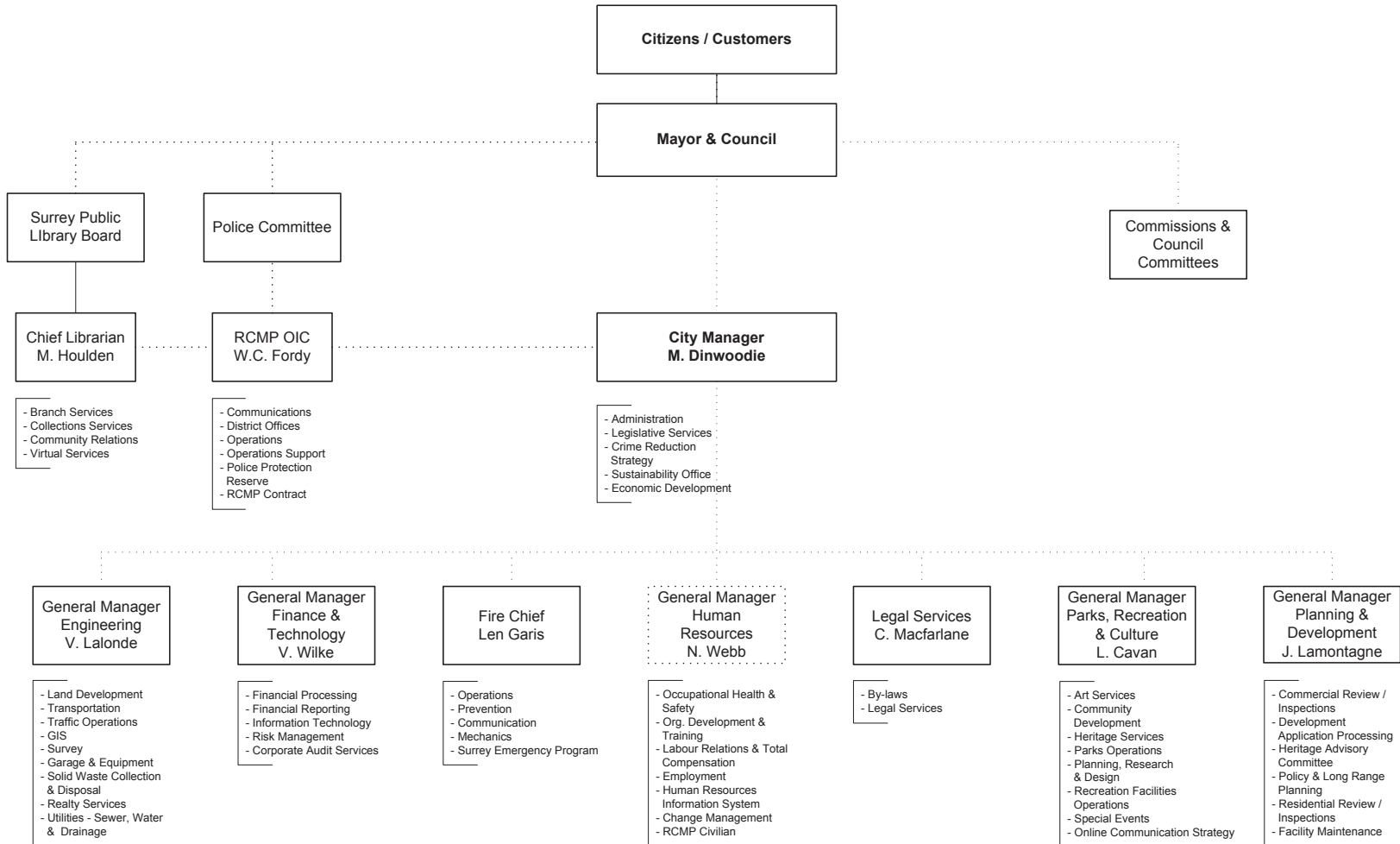


PERFORMANCE MEASURES



2013 – 2017 FINANCIAL PLAN

CITY OF SURREY CORPORATE FUNCTIONS





2013 – 2017 FINANCIAL PLAN

STAFFING COMPLEMENT SUMMARY FULL-TIME STAFF

PROGRAM SUMMARY	2011 <i>*ACTUAL</i> <i>restated</i>	2012 <i>*ACTUAL</i>	2012 <i>*BUDGET</i> <i>restated</i>	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Office of the Mayor	5	6	6	6	6	6	6	6
City Manager								
Administration	6	6	6	6	6	6	6	6
By-law Services	42	47	49	43	43	43	43	43
Economic Development	5	5	5	5	5	5	5	5
Legal Services	12	13	12	12	12	12	12	12
Legislative Services	24	27	27	27	27	27	27	27
	<u>89</u>	<u>98</u>	<u>99</u>	<u>93</u>	<u>93</u>	<u>93</u>	<u>93</u>	<u>93</u>
Finance & Technology								
Leadership	7	8	12	11	11	11	11	11
Financial Services	19	18	18	18	18	18	18	18
Financial Processing	22	22	24	31	31	31	31	31
Risk	3	3	3	3	3	3	3	3
Audit Procurement	20	20	22	22	22	22	22	22
Information Technology	60	61	66	68	68	68	68	68
	<u>131</u>	<u>132</u>	<u>145</u>	<u>153</u>	<u>153</u>	<u>153</u>	<u>153</u>	<u>153</u>
Human Resources								
Administration	3	3	5	5	5	5	5	5
Labour Relations & Compensation	8	8	8	8	8	8	8	8
Employment	10	10	10	10	10	10	10	10
Occupational Safety	4	4	4	5	5	5	5	5
	<u>25</u>	<u>25</u>	<u>27</u>	<u>28</u>	<u>28</u>	<u>28</u>	<u>28</u>	<u>28</u>
Fire								
Administration	10	13	12	13	13	13	13	13
Mechanics	4	4	4	4	4	4	4	4
Prevention	9	9	9	9	9	9	9	9
Radio & Communications	20	20	20	20	20	20	20	20
Fire Operations	345	356	356	360	360	360	360	360
Training	3	3	4	3	3	3	3	3
	<u>391</u>	<u>405</u>	<u>405</u>	<u>409</u>	<u>409</u>	<u>409</u>	<u>409</u>	<u>409</u>
RCMP								
Administration	14	13	16	13	17	21	24	28
District Offices	6	6	6	6	6	6	6	6
Corporate Services	25	26	28	33	33	33	33	33
Operations	83	81	88	89	89	89	89	89
Information Services	96	90	102	101	101	101	101	101
RCMP Contract	630	640	661	673	683	693	703	713
	<u>854</u>	<u>856</u>	<u>901</u>	<u>915</u>	<u>929</u>	<u>943</u>	<u>956</u>	<u>970</u>
Engineering Services								
Administration	34	34	39	39	39	39	39	39
District Energy	1	3	3	3	3	3	3	3
Engineering Operations	217	218	237	261	261	261	261	261
Land Development	32	27	38	38	38	38	38	38
Real Estate	21	19	24	24	24	24	24	24
Traffic	12	13	15	15	15	15	15	15
Transportation	20	22	24	24	24	24	24	24
Utilities	27	26	28	28	28	28	28	28
	<u>364</u>	<u>362</u>	<u>408</u>	<u>432</u>	<u>432</u>	<u>432</u>	<u>432</u>	<u>432</u>

Staffing Complement Summary

PROGRAM SUMMARY	2011 <i>*ACTUAL</i> <i>restated</i>	2012 <i>*ACTUAL</i>	2012 <i>*BUDGET</i> <i>restated</i>	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Parks, Recreation & Culture								
Administration	18	19	18	20	20	20	20	20
Arenas	17	18	18	18	18	18	18	18
Art Centre	11	12	12	12	12	12	12	12
Community Development	7	7	7	7	7	7	7	7
Community Recreation Services	36	43	40	44	44	44	44	44
Heritage Services	5	5	5	6	6	6	6	6
Indoor Pools	26	26	27	26	26	26	26	26
Marketing	7	8	8	8	8	8	8	8
Parks Division	87	88	88	89	89	89	89	89
Planning & Research	8	7	7	5	5	5	5	5
Filming & Special Events	4	4	4	4	4	4	4	4
	<u>226</u>	<u>237</u>	<u>234</u>	<u>239</u>	<u>239</u>	<u>239</u>	<u>239</u>	<u>239</u>
Surrey Public Library								
Administration	8	7	6	8	8	8	8	8
Collection Services	13	13	13	13	13	13	13	13
Public Services	78	79	78	76	76	76	76	76
	<u>99</u>	<u>99</u>	<u>97</u>	<u>97</u>	<u>97</u>	<u>97</u>	<u>97</u>	<u>97</u>
Planning & Development								
Administration	33	34	31	31	31	31	31	31
Area Planning	36	36	37	37	37	37	37	37
Building	68	68	75	76	76	76	76	76
Facilities	29	34	36	39	39	39	39	39
Community Planning	15	15	17	17	17	17	17	17
	<u>181</u>	<u>187</u>	<u>196</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>
	<u>2,365</u>	<u>2,407</u>	<u>2,518</u>	<u>2,572</u>	<u>2,586</u>	<u>2,600</u>	<u>2,613</u>	<u>2,627</u>

* 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 and between departments in 2012 amounts have been reclassified to better match budgets. Certain comparative figures in the 2012 budget and 2011 actual columns have been reclassified to conform to the presentation adopted for the current year.



2013 – 2017 FINANCIAL PLAN

SIGNIFICANT CHANGES STAFF COMPLEMENT

2012 ADOPTED BUDGET		2,518
Staff Complement Change*		
City Manager - Bylaw Clerks moved to Finance & IT	(6)	
Finance & IT - Business Manager moved to Financial Processing	(1)	
Finance & IT - Bylaw Clerks and Business Manager from above	7	
Finance & IT - Network Analysts	2	
HR - Occupational Health and Safety Specialist	1	
Fire - Administration from Training	1	
Fire - Firefighters	4	
Fire - Training to Administration	(1)	
RCMP - Administration to Corporate Services	(3)	
RCMP - Corporate Services	3	
RCMP - Operations from Information Services	1	
RCMP - Information Services to Operations	(1)	
RCMP - Forensic Video Technician	1	
RCMP - Business Analyst	1	
RCMP - Members	12	
Engineering - Field Service Mechanic - Tradesman 3	1	
Engineering - Heavy Duty Mechanic Tradesman 2	2	
Engineering - Engineering Assistant 3	1	
Engineering - Chargehand	3	
Engineering - Trades Improver 1	10	
Engineering - Labourer 2	5	
Engineering - Trades Improver 2	2	
Parks - Administration from Parks Planning	1	
Parks - Administration from Indoor Pools	1	
Parks - Community Service Coordinators	4	
Parks Community Recreation Services Manager	1	
Parks - Indoor Pools to Administration	(1)	
Parks - Parks Operations from Parks Planning	1	
Parks - Parks Planning to Parks Operations	(1)	
Parks - Parks Planning to Administration	(1)	
Library - Administration from Public Services	2	
Library - Public Services to Administration	(2)	
Planning - Development Cost Charge Clerk	1	
Planning - Security Services Clerk	1	
Planning - Building Service Worker	1	
Planning - Pool Technician	1	
		54
2012 ADOPTED BUDGET		2,572
Staff Complement Change		
RCMP - 4 new Civillian Staff	4	
RCMP - 10 new RCMP Members	10	14
2013 PLAN		2,586
Staff Complement Change		
RCMP - 4 new Civillian Staff	4	
RCMP - 10 new RCMP Members	10	14
2014 PLAN		2,600
Staff Complement Change		
RCMP - 3 new Civillian Staff	3	
RCMP - 14 new RCMP Members	10	13
2015 PLAN		2,613
Staff Complement Change		
RCMP - 4 new Civillian Staff	4	
RCMP - 10 new RCMP Members	10	14
2016 PLAN		2,627

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

INTERNATIONAL

The global economic outlook for 2013 looks modest with world GDP growth projected at 3%. As governments in advanced economies and the Eurozone continue fiscal tightening measures, emerging nations are expected to outperform the rest of the world with estimated GDP growth of 5%. Central banks around the world are expected to hold interest rates at record low levels to help encourage economic progress.

Contrary to many predictions, Greece did not exit the European Union and the Euro remained intact in 2012. However, there will still be many uncertainties in the coming year regarding the economic stability of the Euro region. Persistent unemployment will continue to result in weak consumer confidence and spending. Reduced credit availability from banks will hamper business investment. Government spending cuts will further depress growth prospects. These factors will lead to a continued Eurozone recession in 2013.

China is expected to achieve GDP growth of 7.50% in the coming year. Although impressive when compared to the rest of the world, growth in China has slowly decelerated over the past three years due to a cooling in the housing market and a decrease in exports due to reduced global demand. Increased domestic demand due to higher wages and a growing middle class will help to partially offset the reduction in exports. At the other end of the growth spectrum, Japanese GDP growth is expected to come in at 0.80% due to soft export markets and trade tensions with China.

Latin America's GDP is expected to grow at 4.0% this year. Mexico, Brazil and Argentina are amongst the top twenty nations in terms of contribution to global growth. Economic performance in Latin America is strong due to abundant natural resources. However, dependence on exports makes the region vulnerable to slowdowns in the global economy.

UNITED STATES

The United States (US) economy continues to recover from its recession with GDP growth projected at 1.60% this year. The Federal Reserve has indicated that it will keep short-term interest rates near zero until the unemployment rate decreases to at least 6.50%. Analysts estimate that 150,000 new jobs need to be created each month to achieve this unemployment target. Predictions place the next interest rate increase at the mid-point of 2015.

The US government avoided the "Fiscal Cliff" in early 2013 by passing a law to raise income taxes on high-income individuals while avoiding tax increases on the middle-class. However, unresolved issues regarding government funding and debt management still remain. On March 1st, President Obama signed into law, \$85 billion in automatic government spending reductions scheduled between March and September 2013. Predictions state that the spending reductions could cost the US economy 0.5% in GDP

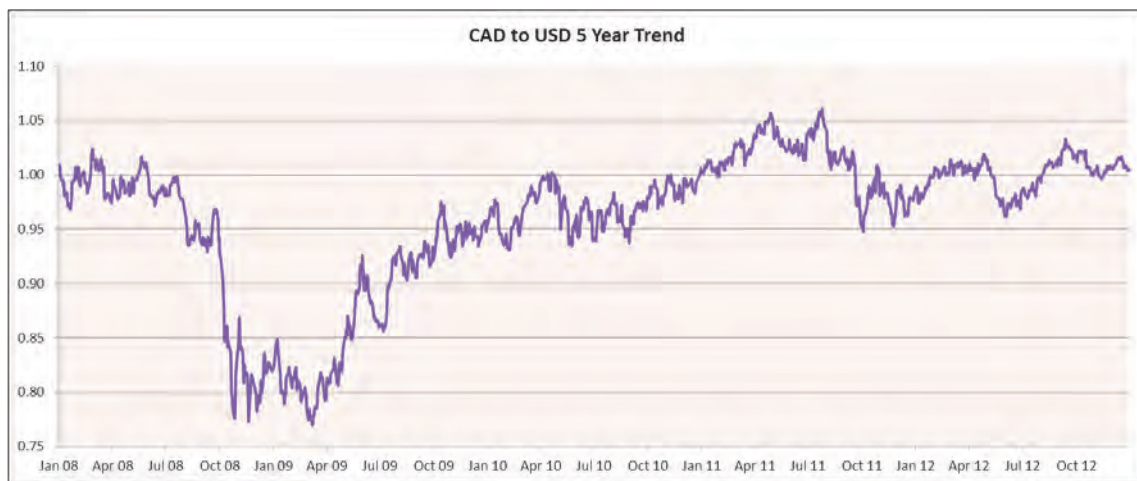
growth this year. As many as 800,000 federal government employees could see reduced work days if the spending cuts are not addressed.

Congress' inability to agree on key issues like debt limit, government spending, and funding has been weighing heavily on consumer and business spending and is seen by many investors as the top domestic threat facing the US economy. A government shutdown could be the result if an agreement is not reached. Until the political gridlock is resolved, investors will remain cautious.

The US dollar has been strong against the Euro. As concern over the Eurozone recession persists, investors continue to direct their money into US financial markets. The increased demand for US stocks and bonds has prompted the recent strengthening of the US dollar.

The long term mortgage rate is near a 30 year low. As interest costs come down on new and refinanced mortgages, disposable incomes will increase and help fuel consumer spending which is a vital part of the US economy.

Since 2010, The US has been rapidly increasing energy production as evidenced by steady declines in imports of oil, gas and power. Some analysts predict that the US will be energy independent in five years. As US demand for foreign energy shrinks due to increasing self-sufficiency, global commodity prices will face downward pressure.



Source: Bank of Canada

CANADA

Due to restrained spending by the federal and various provincial governments, GDP is expected to grow at a relatively slow pace of 1.50% for 2013. Hiring in government related sectors such as health and education is expected to decelerate. Weaker commodity prices may contribute to government revenue shortfalls and public sector wage freezes in some provinces.

Continued weakness in the Eurozone and US will keep Canadian exports at lower than desired levels in 2013. Analysts believe that the Canadian dollar will remain strong, between 96 and 98 cents to the US dollar, for the next two years. Reduced competitiveness due to an elevated exchange rate will limit the prospects for a strong rebound in export activity.

The Bank of Canada is expected to keep its overnight interest rate at 1.0% until at least 2014. Factors contributing to the prolonged pause on interest rate increases include reduced global demand, high household debt, reduced consumer spending, excess capacity in the domestic economy, and subdued inflation.

Increased household debt levels and high housing costs could lead to weaker consumer spending. Current average Canadian household debt is 165% of disposable income. Household indebtedness has increased over the years due to historically low interest rates and expensive home prices. Many analysts feel that household debt and over-heated housing markets are the biggest domestic economic threat. The housing market has shown signs of a slow-down with housing sales posting a year-over-year decline of 10% at the beginning of 2013. The slow-down in housing sales is expected to trim 0.25% from national GDP growth in the year to come.



Source: Bank of Canada

BRITISH COLUMBIA

The US economic recovery continues at a slow pace while Japan continues to struggle as well. As BC's exports are concentrated within the US (45%), China (18%) and Japan (13%), reduced demand from these trading partners will hamper growth prospects for the province.

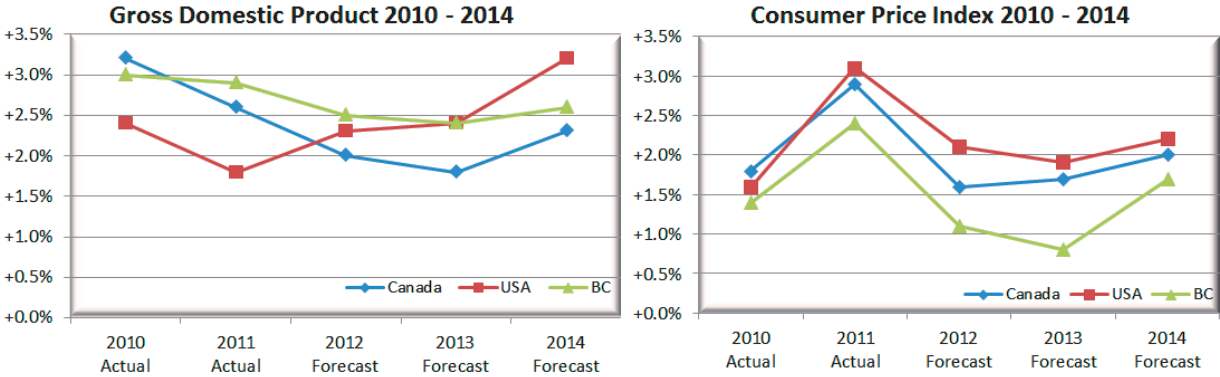
British Columbians will face a higher cost-of-living in 2013 with medical premiums, payroll taxes, and transportation costs all slated to increase. These increases may work against the competitiveness of BC businesses as higher operating costs are likely to be passed on to consumers through higher retail prices. The increases will also reduce disposable income, resulting in reduced consumer spending.

Further fiscal tightening is expected as the provincial government attempts to balance the budget after four years of deficit. There will be increases to personal income tax rates for high income earners and corporations will face a 1% income tax increase as well.

There are two large capital projects starting this year which will help to offset the negative effects of reduced consumer spending and exports. The federal government has placed an \$8 billion order for civilian and coast guard ships to be built by a BC shipyard over the next eight years. Additionally, a \$2.7 billion investment in the modernisation of a smelting plant in Kitimat is expected to create 1,000 jobs.

There is future potential to develop oil pipelines and liquefied natural gas production in the province which could attract billions of dollars in investment and generate significant revenue for the BC government. The 2013 provincial election will have an important impact on the future of the province as the elected party will form policies which will either advance or eradicate these projects.

The HST was eliminated in April with reinstatement of the GST and PST. The province will return \$1.6 billion to the federal government as repayment of the transitional assistance that it received as incentive to convert to the HST. Elimination of the HST is beneficial for lower income individuals as a number of essential items will no longer be subject to an extra 7% in tax. In the short term, businesses providing personal services and restaurants should see a boost as a result of the tax reduction. In the longer term, higher business administration costs due to the dual filing requirements of GST and PST may be passed on to consumers through higher prices.

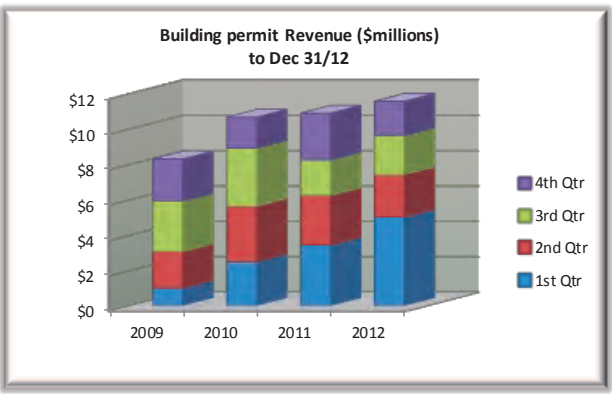
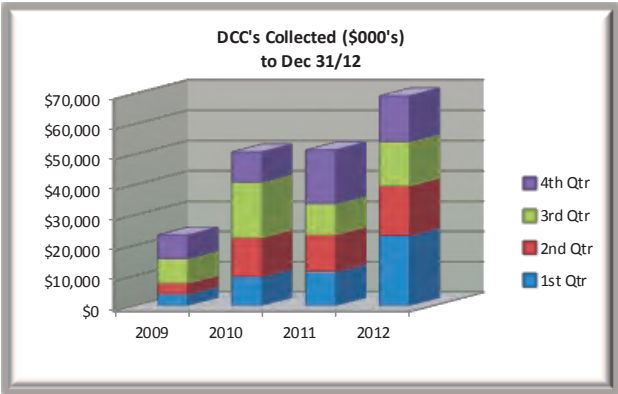


SURREY'S FINANCIAL PERFORMANCE

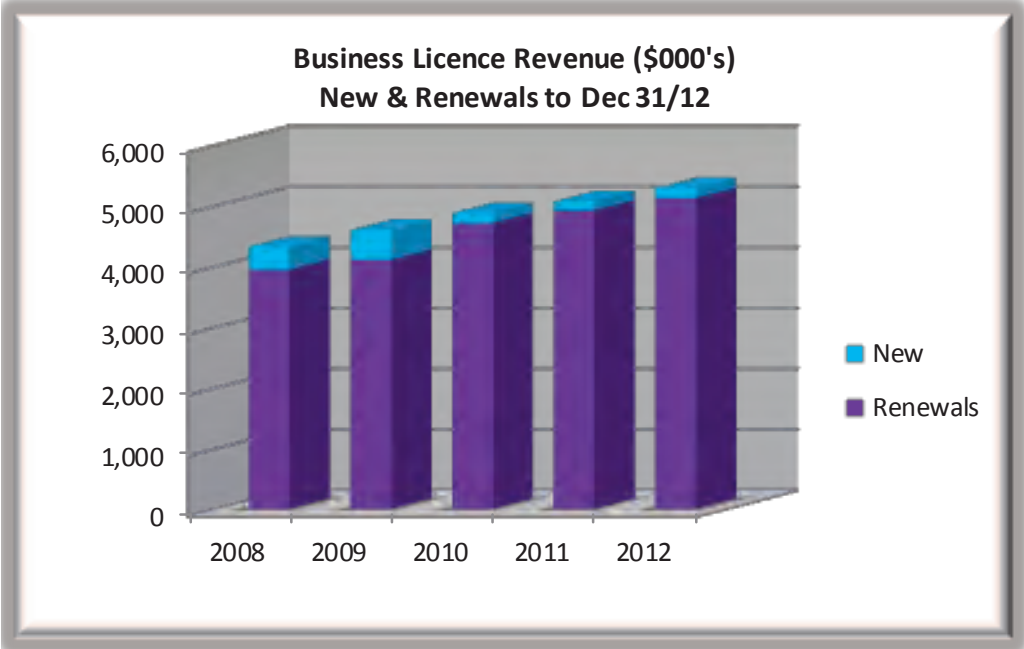
The ongoing development of the City Centre continues to attract investors and businesses to Surrey's rapidly growing downtown. The construction of new civic facilities identified as part of the "Build Surrey" Program is bolstering the City's economy. Surrey continues to attract new residents at a rapid pace due to its position as a relatively affordable housing market within the region. 2012 showed strong growth with positive results in key indicators such as Building Permit revenues, Development Cost Charges, and Business Licences applications and renewals.

Development Cost Charges collected in 2012 were 35% higher than those collected in 2011. This increase is indicative of growth in development activity and construction values. The City collects DCC revenue throughout the year and distributes it to the related construction programs in the following year.

Building Permit Revenues posted a year-over-year increase of six percent with a continued positive trend since the recession. Part of this growth is attributable to an increase in the number of multi-family housing units being constructed in the City. Large projects such as the Surrey Memorial Hospital expansion, the Surrey Pre-Trial Centre expansion, and improvements to the Guildford Town Centre have contributed to increased revenues as well.



The Real Estate Investment Network has named Surrey the best place in British Columbia to invest for 3 years in a row. Surrey's fast-growing and culturally diverse population, combined with a Pacific-Rim location is ideal for international trade with Asia and the United States, delivers substantial business opportunities. Businesses continue to recognize these opportunities as evidenced by a 13% increase in revenues for new Business Licences over the previous year.



A transfer from surplus of \$4.0 million is anticipated in the 2013 - 2017 Financial Plan. Staff will monitor all areas of financial performance and address negative variances to reduce as much transfer from surplus budgeted for 2013 as possible.

<u>General Operating Revenue</u> (\$ millions)	2013 <u>Budget</u>	2012 <u>Budget</u>	2012 <u>Actual</u>
Taxation	\$251.7	\$240.7	\$237.8
Departmental Revenues	\$ 65.7	\$ 62.7	\$ 68.9
Investment Income	\$ 13.6	\$ 13.8	\$ 17.6
Other	\$ 32.6	\$ 20.0	\$ 19.9
Total	\$363.6	\$337.2	\$344.2

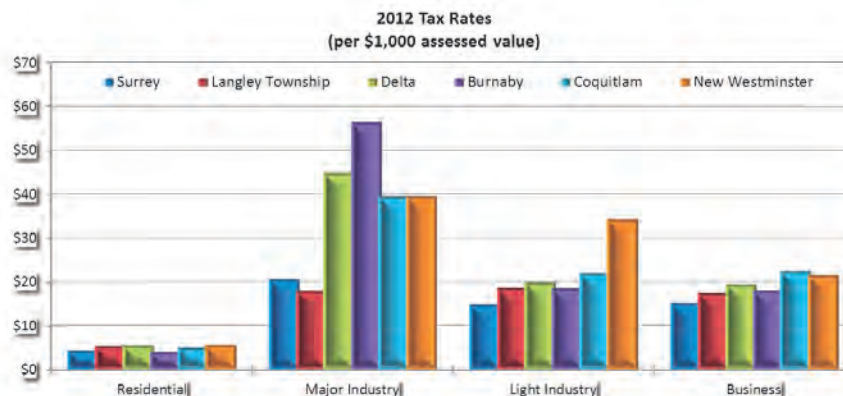
PROPERTY TAXES

Surrey has three major sources of revenue, the most significant of which is 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 2013.

Individual property taxes are calculated based on the assessed value of the property. The average residential dwelling was assessed at approximately \$614,771 and assessment growth from new development was estimated at 2.5% for 2012. The 2013 tax rates will be available in late Spring 2013, based on the BC Assessment value for each property.

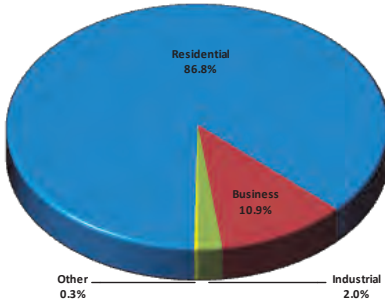
In 2012, Surrey generated approximately 33% of its property tax revenue from business and industry. Surrey’s 2012 business, light industrial, and major industrial tax rates compare favourably to neighbouring municipalities.

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



2012 Assessment Roll and Taxation Comparison

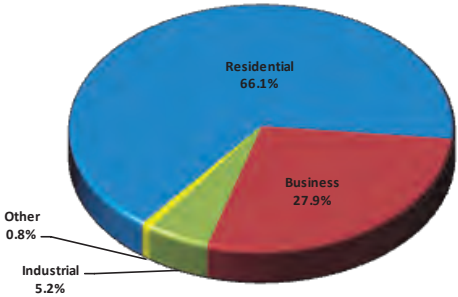
2012 Assessment



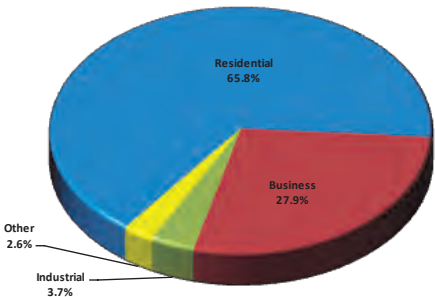
2011 Assessment



2012 Taxation



2011 Taxation

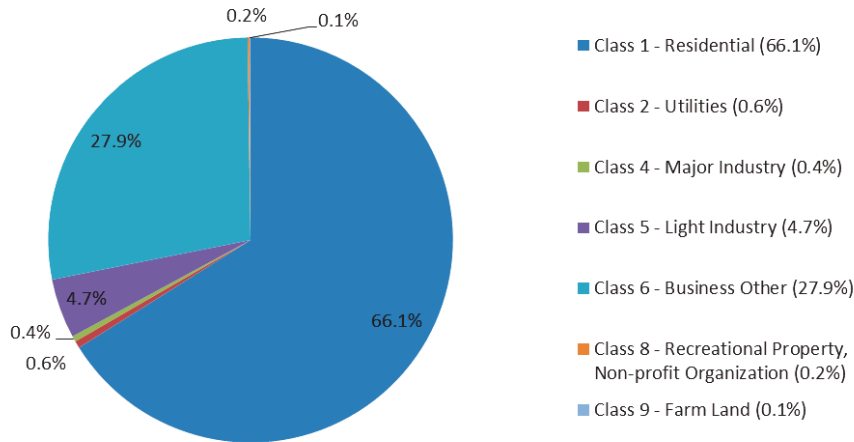


The charts above represent assessment values and property taxes. Assessed values are divided by 1,000 and then multiplied by the applicable tax rate to determine the annual tax levy. As shown, residential assessment values represent approximately 87% of total assessment value in the City but generate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

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

	2012						Surrey		
	Burnaby	Langley	New	Richmond	Coquitlam	Vancouver	2012	2011	% Change
		(Township)	Westminster						
Average Assessment	\$ 920,290	\$ 506,454	\$ 660,389	\$ 993,118	\$ 676,062	\$ 1,165,307	\$ 614,771	\$ 576,645	7%
	920,290	506,454	660,389	993,118	676,062	1,165,307	614,771	576,645	7%
Levies									
School	1,463	989	1,238	1,559	1,190	1,789	1,098	1,057	4%
GVTA	299	164	214	322	219	425	199	202	-1%
BCAA	55	30	40	60	41	79	36	36	1%
GVRD	53	29	38	57	39	74	37	37	0%
	1,870	1,212	1,530	1,998	1,489	2,366	1,370	1,331	3%
General	2,055	1,621	2,340	1,988	1,989	2,354	1,448	1,371	6%
Total Taxes	3,925	2,833	3,870	3,985	3,477	4,720	2,818	2,703	4%
User Rates									
Water Rates	487	421	390	350	407	513	386	370	4%
Sewer & Drainage Rates/Parcel Tax	459	355	474	330	358	273	408	391	5%
Garbage Collection		277	214	242	342	177	281	266	6%
	946	1,052	1,078	922	1,107	963	1,075	1,027	5%
Total Taxes and User Rates	\$ 4,871	\$ 3,885	\$ 4,948	\$ 4,908	\$ 4,584	\$ 5,683	\$ 3,893	\$ 3,729	4%

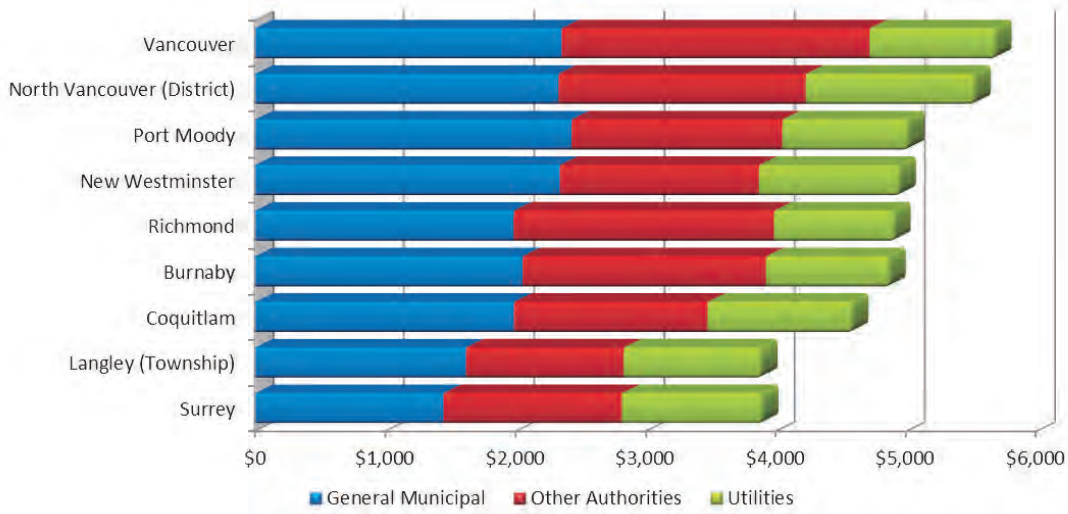
2012 MUNICIPAL TAXES BY CLASS ASSESSMENT CODES
Based on total taxes collected for the year 2012 (\$476,771,870)



Major Revenue Sources

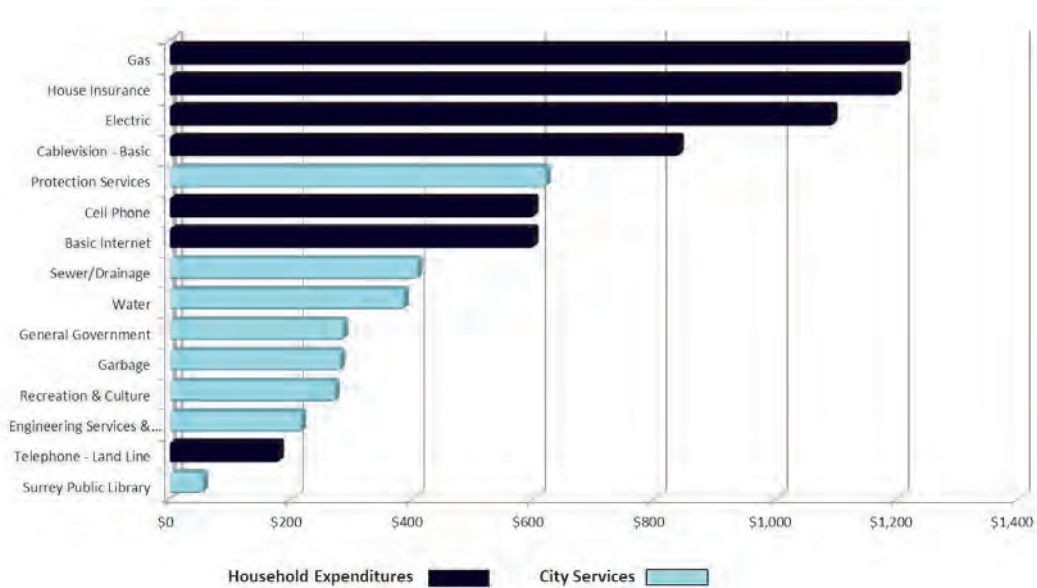
COMPARISON OF 2012 TAXES
Average family home

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 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 2013.

RETURN ON INVESTMENT (INTEREST REVENUE)

In 2012, the City's investments garnered a return of 3.05%. This rate is consistent with 2012 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 51% 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 10% of the City’s investments.

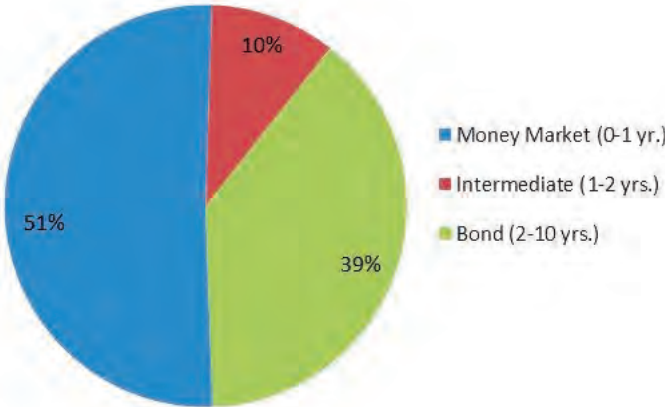
BOND PORTFOLIO

The bond portfolio is comprised of investments with a term greater than two years and less than ten years. This portfolio represents approximately 39% of the City’s investments.

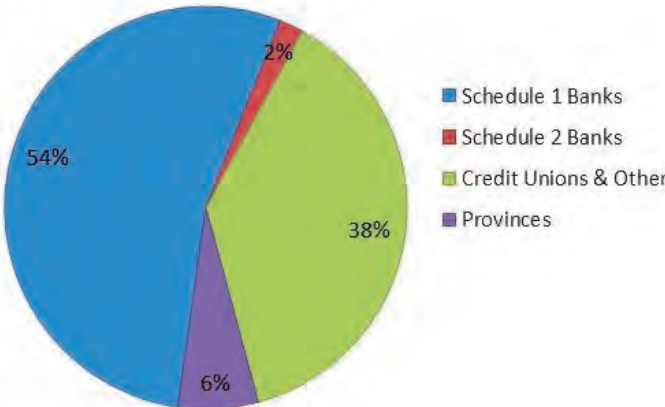
PORTFOLIO MIX

The City’s current portfolio consists of securities purchased from Canadian Schedule 1 Banks (54%), Canadian Schedule 2 Banks (2%), Canadian Credit Unions and other institutions (38%), and Canadian Provinces (6%).

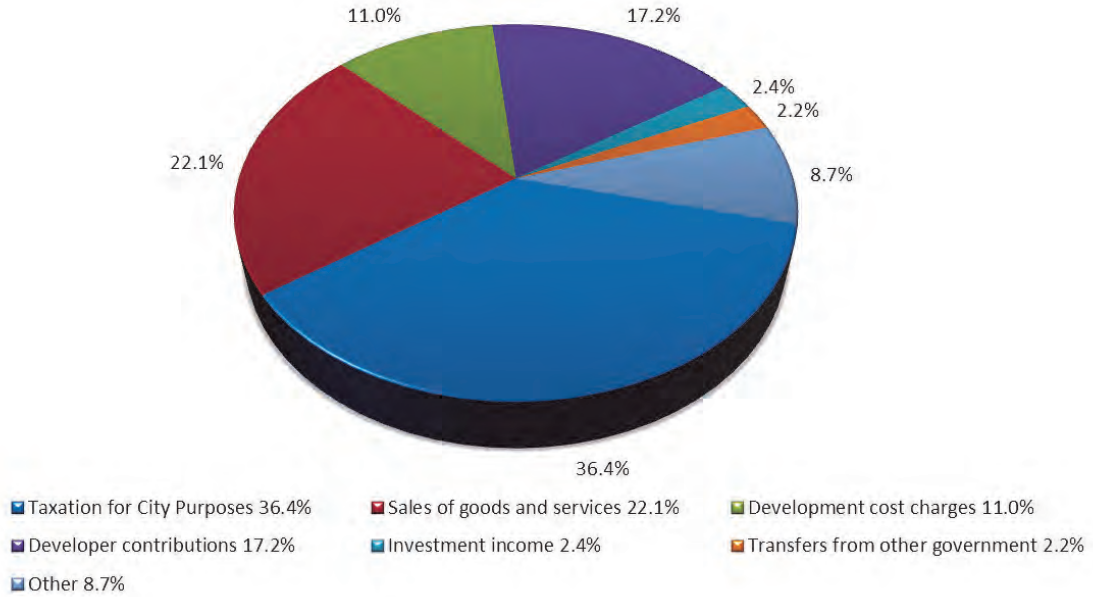
City of Surrey Investments by Portfolio
As of December 31, 2012



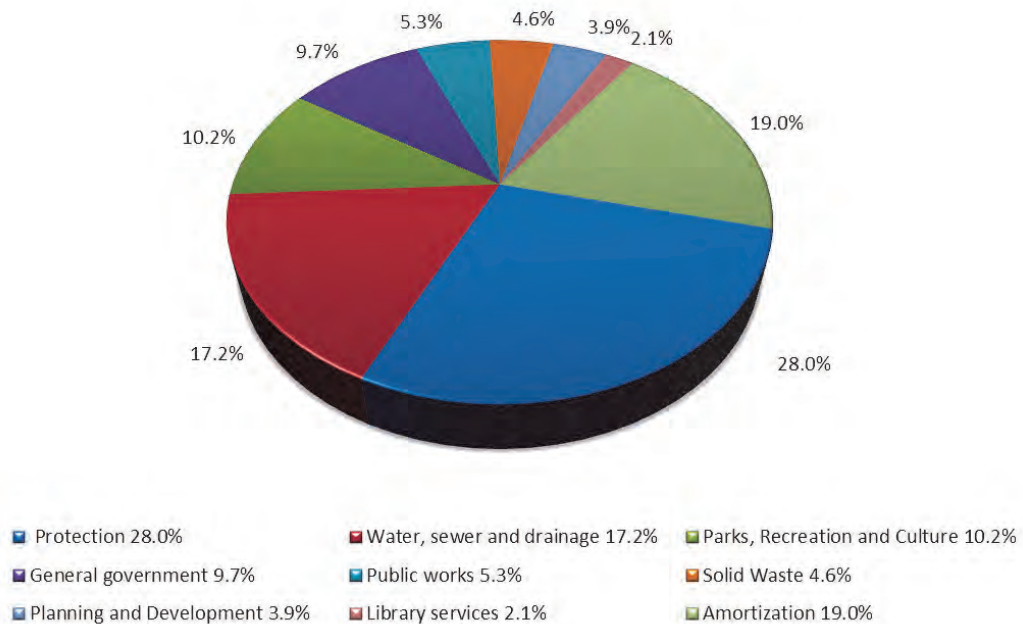
City of Surrey Investments by Category
As of December 31, 2012



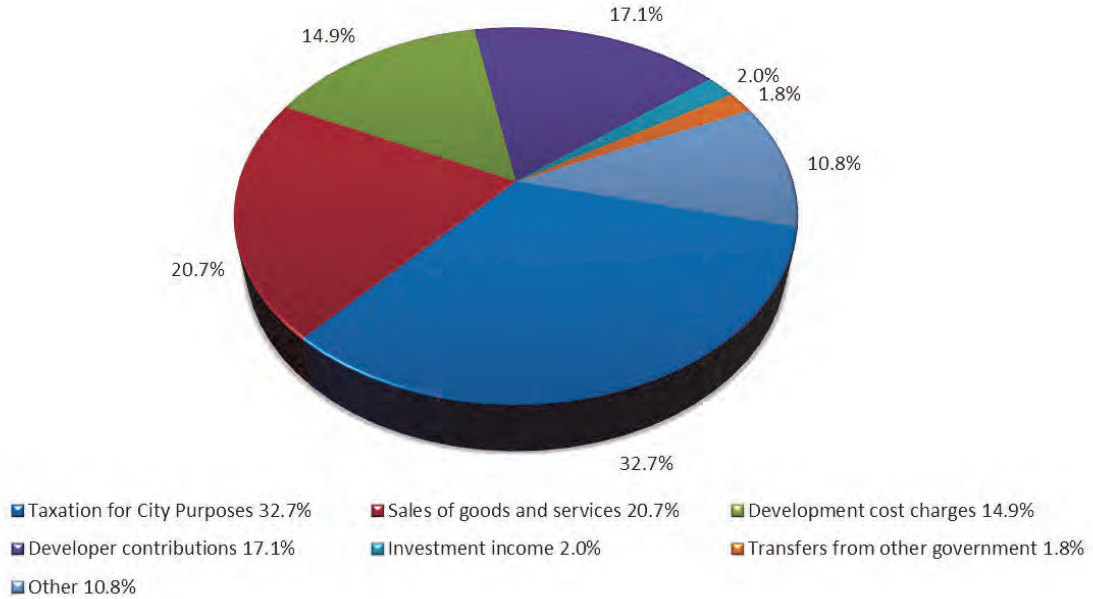
2012 Budget: Where the Money Comes From



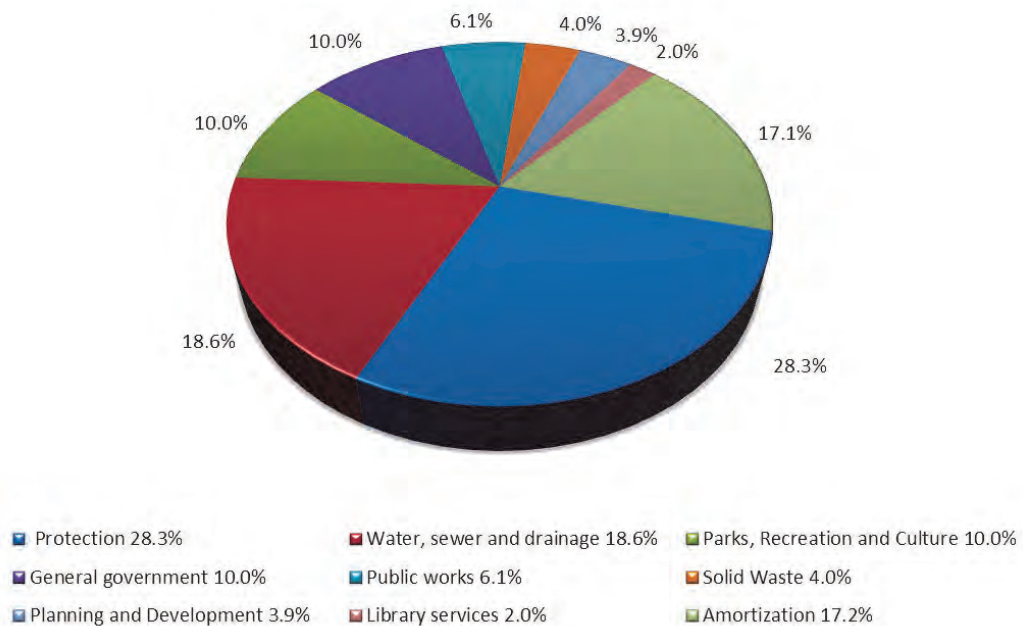
2012 Budget: Where the Money Goes



2013 Budget: Where the Money Comes From



2013 Budget: Where the Money Goes





2013 – 2017 FINANCIAL PLAN

OVERVIEW OF FUND STRUCTURE

The 2013-2017 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;
- Drainage;
- Roads and Traffic Safety;
- Sewer;
- Solid Waste;
- Surrey City Energy; and
- Water.

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

CAPITAL FUNDS

Capital funds include the following:

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

They are used to record the acquisition of capital assets, amortization 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.



2013 – 2017 FINANCIAL PLAN

WORK IN PROGRESS & SURPLUS, OPERATIONS (in thousands)

	2012 Actual Balance	2013 Work In Progress	2013 Interest	2013 Receipts	2013 Program	Available for Future Years
General Operating Fund						
Work in Progress						
Operating	\$ 15,829	\$ (8,982)	\$ -	\$ 144	\$ -	\$ 6,991
Capital	17,272	(13,914)	-	3,561	(500)	6,419
	<u>33,101</u>	<u>(22,896)</u>	<u>-</u>	<u>3,705</u>	<u>(500)</u>	<u>13,410</u>
Surplus						
Unappropriated	6,344	-	-	-	(3,999)	2,345
Unfunded Future Benefits	(6,998)	-	-	-	-	(6,998)
Appropriated						
- Operating Contingency	3,535	-	-	-	-	3,535
- Environmental Emergencies	3,076	-	-	-	-	3,076
- Revenue Stabilization	3,179	-	-	-	-	3,179
- Self Insurance	4,690	-	94	-	(2,000)	2,784
	<u>14,480</u>	<u>-</u>	<u>94</u>	<u>-</u>	<u>(2,000)</u>	<u>12,574</u>
	46,927	(22,896)	94	3,705	(6,499)	21,331
Surrey Public Library						
Work in Progress						
	310	- 310	-	60	(60)	-
Surplus						
Unappropriated	(324)	-	-	-	-	(324)
Appropriated	-	-	-	-	-	-
	<u>(324)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(324)</u>
Solid Waste Operating Fund						
Surplus						
Appropriated						
- Revenue Stabilization	672	-	-	-	-	672
- Infrastructure Replacement	(14,229)	-	(285)	1,635	-	(12,879)
	<u>(13,557)</u>	<u>-</u>	<u>(285)</u>	<u>1,635</u>	<u>-</u>	<u>(12,207)</u>
	(13,557)	0	(285)	1,635	0	(12,207)
Drainage Operating Fund						
Work in Progress						
Operating	450	(450)	-	-	-	-
Capital	12,963	(12,963)	-	-	-	-
	<u>13,413</u>	<u>(13,413)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	13,413	(13,413)	0	0	0	0
Roads & Traffic Operating Fund						
Work in Progress						
Operating	1,415	(1,415)	-	-	-	-
Capital	16,336	(16,336)	-	-	-	-
	<u>17,751</u>	<u>(17,751)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Surplus						
Appropriated						
- Operating Emergency	506	-	-	-	-	506
- Environmental Emergencies	1,062	-	-	-	-	1,062
- Infrastructure Replacement	7,644	-	153	-	(4,181)	3,616
	<u>9,212</u>	<u>-</u>	<u>153</u>	<u>-</u>	<u>(4,181)</u>	<u>5,184</u>
	26,963	(17,751)	153	0	(4,181)	5,184
Water Operating Fund						
Work in Progress						
Operating	162	(162)	-	465	(465)	-
Capital	37,647	(34,568)	-	-	-	3,079
	<u>37,809</u>	<u>(34,730)</u>	<u>-</u>	<u>465</u>	<u>465</u>	<u>3,079</u>
Surplus						
Unappropriated	3,000	-	-	-	-	3,000
Appropriated						
- Operating Emergency	1,500	-	-	-	-	1,500
- Environmental Emergencies	984	-	-	-	-	984
- Revenue Stabilization	5,488	-	-	-	-	5,488
- Self Insurance	4,469	-	-	-	-	4,469
- Infrastructure Replacement	36,853	-	737	-	(7,189)	30,401
	<u>49,294</u>	<u>-</u>	<u>737</u>	<u>-</u>	<u>(7,189)</u>	<u>42,842</u>
	90,103	(34,730)	737	465	(7,654)	48,921

Work in Progress & Surplus, Operations

	2012 Actual Balance	2013 Work In Progress	2013 Interest	2013 Receipts	2013 Program	Available for Future Years
Sewer Operating Fund						
Work in Progress						
Operating	3,433	(3,433)	-	54	(54)	-
Capital	25,871	(25,871)	-	-	-	-
	29,304	(29,304)	-	54	54	-
Surplus						
Unappropriated	3,000	-	-	-	-	3,000
Appropriated						
- Operating Emergency	1,500	-	-	-	-	1,500
- Environmental Emergencies	808	-	-	-	-	808
- Revenue Stabilization	3,322	-	-	479	-	3,801
- Self Insurance	5,595	-	-	-	-	5,595
- Infrastructure Replacement	15,889	-	318	-	(4,000)	12,207
	27,114	-	318	479	(4,000)	23,911
	59,418	(29,304)	318	533	(4,054)	26,911
Surrey City Development Corporation						
Surplus						
Unappropriated	4,312	-	-	-	-	4,312
	4,312	-	-	-	-	4,312
	4,312	-	-	-	-	4,312
Surrey Homelessness and Housing Society						
Surplus						
Unappropriated	8,620	(8,620)	-	-	-	-
	8,620	(8,620)	-	-	-	-
	8,620	(8,620)	-	-	-	-
	\$ 236,185	\$ (127,024)	\$ 1,017	\$ 6,398	\$ (22,448)	\$ 94,128



2013 – 2017 FINANCIAL PLAN

STATUTORY RESERVE FUNDS (in thousands)

	2012 Actual Balance	2013 CarryForward	2013 Interest	2013 Receipts	2013 Program	Available for Future Years
Development Cost Charges						
Arterial Roads	\$ 55,458	\$ (30,501)	\$ 1,109	\$ 20,544	\$ (21,742)	\$ 24,868
Campbell Heights	10,237	(3,191)	205	5,770	(6,931)	6,090
Collector Roads	13,978	(10,354)	280	4,142	(3,552)	4,494
Drainage	37,024	(28,478)	740	6,988	(6,206)	10,068
Highway 99 Corridor	13,914	(1,000)	278	5,262	(4,105)	14,349
Parkland Acquisition	49,530	(8,037)	-	15,306	(14,231)	42,568
Parkland Development	2,465	(1,176)	1,040	1,473	(1,714)	2,088
Sanitary Sewer	22,826	(17,182)	457	5,666	(3,461)	8,306
Water	13,049	(7,875)	261	4,297	(3,473)	6,259
	<u>218,481</u>	<u>(107,794)</u>	<u>4,370</u>	<u>69,448</u>	<u>(65,415)</u>	<u>119,090</u>
NCP - Amenities	21,439	(14,253)	429	2,926	(2,926)	7,615
City Land Reserves						
Unappropriated	41,053	-	1,047	-	-	42,100
Bio-Fuel Facility	(103)	-	(2)	-	-	(105)
Campbell Heights Land Acquisition	(41,046)	-	(821)	-	-	(41,867)
Cemeteries	1,201	(1,201)	-	-	-	-
City Beautification	125	(125)	-	-	-	-
City Centre/Civic Centre Land	(12,583)	-	(252)	-	-	(12,835)
City Hall Expansion	(2,256)	-	(45)	-	-	(2,301)
Cranley Drive Reserve	1,630	(61)	33	-	(15)	1,587
Habitat Replacement	1,167	(1,167)	-	-	-	-
Heritage Railway	(1,213)	-	(24)	55	-	(1,182)
King George Boulevard	420	(420)	-	-	-	-
Non-Arterial Road Acquisitions	130	(130)	-	-	-	0
North Surrey Social Fund	(3,645)	-	(73)	-	-	(3,718)
Panorama Dr Service & Site Prep	386	(386)	-	-	-	-
Park Improvement	52	(52)	-	-	-	-
Parkland Acquisition	7,933	(7,933)	-	-	-	-
Public Private Partnership	1,000	(1,000)	-	-	-	-
SCDC Land Acquisition City Centre	(1,876)	1,876	-	-	-	-
Scott Road Improvements	761	(761)	-	-	-	-
Social Housing	(1,341)	-	(27)	144	-	(1,224)
	<u>(8,205)</u>	<u>(11,360)</u>	<u>(164)</u>	<u>199</u>	<u>(15)</u>	<u>(19,545)</u>
Equipment & Buildings						
Vehicles and Equipment	31,516	(6,326)	630	5,142	(7,581)	23,382
City Buildings	5,139	(1,587)	103	1,752	(2,362)	3,045
	<u>36,655</u>	<u>(7,913)</u>	<u>733</u>	<u>6,894</u>	<u>(9,943)</u>	<u>26,426</u>
Parks Cash in Lieu	2,984	(2,984)	60	2,953	0	3,013
Local Improvement Fund	14,272	(4,602)	285	7,813	(2,221)	15,547
Affordable Housing	15	-	0	-	-	15
Parking Space Reserve	1,226	-	25	-	-	1,251
Water Claims	1,280	-	26	-	-	1,306
Environmental Stewardship	6,581	-	132	150	(240)	6,623
Borrowing Proceeds	12,758	(31,296)	255	1,900	(34,885)	(51,268)
	<u>39,116</u>	<u>(38,882)</u>	<u>782</u>	<u>12,816</u>	<u>(37,346)</u>	<u>(23,514)</u>
	<u>\$ 307,486</u>	<u>\$ (180,202)</u>	<u>\$ 6,150</u>	<u>\$ 92,283</u>	<u>\$ (115,645)</u>	<u>\$ 110,072</u>



2013 – 2017 FINANCIAL PLAN

CONSOLIDATED FINANCIAL SUMMARY (in thousands)

REVENUE SUMMARY	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Taxation								
General Operating	\$ 226,818	\$ 237,818	\$ 240,652	\$ 251,660	\$ 264,328	\$ 277,613	\$ 291,624	\$ 306,241
Utilities Operating	32,707	36,183	35,671	43,524	50,592	57,856	65,473	73,442
	<u>259,525</u>	<u>274,001</u>	<u>276,323</u>	<u>295,184</u>	<u>314,920</u>	<u>335,469</u>	<u>357,097</u>	<u>379,683</u>
Departmental Revenues								
General Operating	64,077	68,911	62,523	65,725	67,560	69,454	71,404	73,417
Utilities Operating	122,922	130,220	127,309	134,242	144,787	155,712	165,032	174,415
Other Entities	4,527	8,226	30,900	42,700	64,400	83,300	73,500	59,500
Secondary Suite Infrastructure Fee	4,448	5,723	6,100	7,168	8,024	9,016	9,739	10,505
Less: Government Transfers included in General Operating	(9,629)	(10,099)	(7,293)	(7,472)	(7,668)	(7,870)	(8,078)	(8,292)
	<u>186,345</u>	<u>202,981</u>	<u>219,539</u>	<u>242,363</u>	<u>277,103</u>	<u>309,612</u>	<u>311,597</u>	<u>309,545</u>
Penalties and Interest								
General Operating	3,182	3,291	3,200	3,400	3,500	3,600	3,700	3,800
Utilities Operating	1,002	1,062	966	1,055	1,154	1,261	1,349	1,434
	<u>4,184</u>	<u>4,353</u>	<u>4,166</u>	<u>4,455</u>	<u>4,654</u>	<u>4,861</u>	<u>5,049</u>	<u>5,234</u>
Development Cost Charges								
Capital	14,645	33,628	32,728	65,415	68,952	94,392	95,266	97,513
Developer Contributions	7,580	13,786	26,935	37,105	4,484	6,974	6,509	6,662
Development Cost Charges	57,045	36,405	23,654	32,013	43,588	51,117	48,154	50,444
	<u>79,270</u>	<u>83,819</u>	<u>83,317</u>	<u>134,533</u>	<u>117,024</u>	<u>152,483</u>	<u>149,929</u>	<u>154,619</u>
Investment Income								
General Operating	14,866	14,086	13,810	13,586	12,418	12,714	12,906	13,358
Utilities Operating	3,495	3,014	3,922	2,626	2,303	2,372	2,528	2,765
Reserves	2,529	2,310	-	1,443	1,443	1,443	1,443	1,443
	<u>20,890</u>	<u>19,410</u>	<u>17,732</u>	<u>17,655</u>	<u>16,164</u>	<u>16,529</u>	<u>16,877</u>	<u>17,566</u>
Government Transfers								
From General Operating	9,629	10,099	7,293	7,472	7,668	7,870	8,078	8,292
Build Surrey Gaming Revenue	-	52	-	1,500	1,800	3,000	3,750	4,000
Provincial Casino Revenue Sharing	2,841	3,000	3,000	3,000	3,000	3,000	3,000	3,000
	<u>12,470</u>	<u>13,151</u>	<u>10,293</u>	<u>11,972</u>	<u>12,468</u>	<u>13,870</u>	<u>14,828</u>	<u>15,292</u>
Lease Revenue								
Corporate Lease Revenue	2,942	3,200	3,360	3,221	3,311	3,403	3,496	3,592
Build Surrey Lease Revenue	56	166	168	671	2,721	2,721	2,721	2,721
	<u>2,998</u>	<u>3,366</u>	<u>3,528</u>	<u>3,892</u>	<u>6,032</u>	<u>6,124</u>	<u>6,217</u>	<u>6,313</u>
Borrowing Proceeds	<u>100,000</u>	<u>145,000</u>	<u>55,675</u>	<u>35,675</u>	<u>24,800</u>	<u>-</u>	<u>-</u>	<u>-</u>
Other Revenue								
Operating Carbon Tax Rebates	-	609	400	400	400	400	400	400
Operating Other	2,337	2,642	2,840	8,532	9,966	10,868	11,650	12,469
Build Surrey Other Sources	-	-	975	225	719	1,657	1,654	1,662
Build Surrey Contributions from SCDC	-	-	-	4,500	5,500	6,500	7,500	8,000
Capital External Sources	556	21,819	28,586	72,893	5,393	11,178	11,178	11,178
Capital NCP Reserve Funds	3,091	2,783	4,157	2,926	700	700	700	700
Capital Cash in lieu of Parkland	3,895	2,798	4,525	-	1,000	1,000	1,000	1,000
Contributed Assets	74,372	70,858	100,000	100,000	100,000	100,000	100,000	100,000
Land Sales	5,258	-	3,000	3,000	3,000	3,000	3,000	3,000
	<u>89,509</u>	<u>101,509</u>	<u>144,483</u>	<u>192,476</u>	<u>126,678</u>	<u>135,303</u>	<u>137,082</u>	<u>138,409</u>
	<u><u>\$ 755,191</u></u>	<u><u>\$ 847,590</u></u>	<u><u>\$ 815,056</u></u>	<u><u>\$ 938,205</u></u>	<u><u>\$ 899,843</u></u>	<u><u>\$ 974,251</u></u>	<u><u>\$ 998,676</u></u>	<u><u>\$ 1,026,661</u></u>

Consolidated Financial Summary

EXPENDITURE SUMMARY	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Departmental Expenditures								
Operating Expenditures	\$ 291,809	\$ 295,207	\$ 294,590	\$ 312,489	\$ 325,506	\$ 340,111	\$ 355,809	\$ 372,278
Utilities Expenditures	143,692	149,551	151,967	167,029	177,522	187,860	196,840	205,291
Council Priorities	4,473	2,544	5,454	2,897	3,057	3,217	3,377	3,537
Build Surrey	4,504	5,941	7,243	14,064	18,764	22,894	25,364	26,888
Amortization	87,597	93,324	109,694	104,241	114,666	126,133	138,747	152,621
Other Entities	2,428	3,393	2,200	7,000	11,200	16,500	22,800	26,700
	<u>534,503</u>	<u>549,961</u>	<u>571,148</u>	<u>607,720</u>	<u>650,715</u>	<u>696,715</u>	<u>742,937</u>	<u>787,315</u>
Fiscal Services	2,687	4,206	1,240	946	967	1,021	1,063	1,110
Contribution to Capital								
General Operating	10,970	11,032	11,400	12,400	13,400	14,400	15,100	15,900
Utilities Operating	27,779	39,543	40,829	30,189	34,564	32,008	34,887	37,023
Transfer from Operating	(38,749)	(50,575)	(52,229)	(42,589)	(47,964)	(46,408)	(49,987)	(52,923)
	-	-	-	-	-	-	-	-
Capital Expenditures								
Capital	169,152	252,329	141,536	222,981	106,143	93,001	107,334	94,810
Contributed Assets	66,500	70,858	100,000	100,000	100,000	100,000	100,000	100,000
SCDC	2,226	2,914	22,500	29,400	46,600	52,800	43,700	27,400
	<u>237,878</u>	<u>326,101</u>	<u>264,036</u>	<u>352,381</u>	<u>252,743</u>	<u>245,801</u>	<u>251,034</u>	<u>222,210</u>
Internal Borrowing	(20,913)	(39,676)	(22,741)	(38,606)	(23,928)	(7,365)	(33,288)	(27,011)
Transfer from(to) Funds								
General Operating	9,150	27,064	20,699	25,834	26,590	27,336	27,861	28,474
Carbon Emissions Offset	-	609	400	400	400	400	400	400
Utilities Operating	(12,574)	(19,324)	(26,288)	(16,752)	(13,954)	(3,403)	1,791	8,659
Other Entities	(127)	-	6,200	6,300	6,600	14,000	7,000	5,400
Land Sales	5,258	-	3,000	3,000	3,000	3,000	3,000	3,000
	<u>1,707</u>	<u>8,349</u>	<u>4,011</u>	<u>18,782</u>	<u>22,636</u>	<u>41,333</u>	<u>40,052</u>	<u>45,933</u>
Interest Allocated to Appropriate Surplus								
Utilities Operating	1,229	1,098	1,360	981	704	736	864	1,083
	<u>1,229</u>	<u>1,098</u>	<u>1,360</u>	<u>981</u>	<u>704</u>	<u>736</u>	<u>864</u>	<u>1,083</u>
	<u>\$ 757,091</u>	<u>\$ 850,039</u>	<u>\$ 819,054</u>	<u>\$ 942,204</u>	<u>\$ 903,837</u>	<u>\$ 978,241</u>	<u>\$ 1,002,663</u>	<u>\$ 1,030,640</u>
Surplus/(Deficit)	\$ (1,900)	\$ (2,449)	(3,998)	(3,999)	\$ (3,994)	\$ (3,990)	\$ (3,987)	\$ (3,979)
Transfers (To)/From Surplus	1,900	2,449	3,998	3,999	3,994	3,990	3,987	3,979
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL SUMMARY (in thousands)

NET DEPARTMENTS	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Mayor, Council & Grants	\$ 2,417	\$ 2,534	\$ 2,534	\$ 2,606	\$ 2,642	\$ 2,680	\$ 2,717	\$ 2,756
City Manager	5,074	5,324	5,350	5,160	5,379	5,744	6,046	6,286
Finance & Technology	15,786	18,771	19,086	20,275	20,872	21,479	22,096	22,723
Human Resources	2,678	3,467	3,167	3,090	3,250	3,363	3,480	3,603
Fire	47,329	51,088	51,646	52,774	54,020	55,290	56,588	57,912
RCMP	98,094	106,142	104,587	112,946	119,104	128,202	137,639	144,981
Engineering Services	822	(123)	1,135	1,101	1,442	1,530	1,622	3,827
Parks, Recreation & Culture	38,594	38,737	38,983	40,149	41,823	43,439	45,058	46,679
Surrey Public Library	10,433	10,242	10,242	10,383	10,809	11,248	11,699	12,161
Planning & Development	3,728	3,682	5,817	5,790	5,911	5,927	5,948	5,970
Roads & Traffic Operations	24,039	25,448	25,860	30,089	30,765	31,763	32,949	33,296
Sewer Operations	4,104	(298)	695	2,871	2,017	1,145	761	647
Surrey Energy	213	431	598	510	645	664	343	253
Drainage Operations	10,827	9,342	7,390	12,279	12,584	12,901	13,231	13,574
Solid Waste Operations	(3,005)	(3,952)	(4,087)	(7,392)	(8,243)	(8,649)	(9,170)	(9,654)
Water Operations	(6,786)	(8,112)	(6,537)	(2,928)	(2,205)	(2,893)	(3,803)	(4,784)
Amortization Expense	87,597	93,324	94,765	104,241	114,666	126,133	138,747	152,621
Utilities Administrative Recovery	(4,056)	(4,480)	(4,479)	(4,956)	(5,229)	(5,451)	(5,676)	(5,904)
Operating Contingency	557	1,342	404	761	760	761	761	760
	\$ 338,445	\$ 352,909	\$ 357,156	\$ 389,749	\$ 411,011	\$ 435,275	\$ 461,036	\$ 487,707
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (175,498)	\$ (186,910)	\$ (181,742)	\$ (192,190)	\$ (205,237)	\$ (218,681)	\$ (231,216)	\$ (243,650)
Grants, Donations and Other	(12,018)	(12,221)	(8,276)	(8,082)	(8,279)	(8,481)	(8,689)	(8,904)
	(187,516)	(199,131)	(190,018)	(200,272)	(213,516)	(227,162)	(239,905)	(252,554)
Expenditures								
Salaries and Benefits	184,643	190,089	190,858	201,360	207,311	213,072	218,987	225,061
Operating Costs	366,529	378,593	377,786	413,178	445,079	479,723	514,043	547,824
Internal Services Used	65,729	59,965	56,544	56,087	56,765	58,147	59,575	61,045
Internal Services Recovered	(79,020)	(78,894)	(76,700)	(79,919)	(83,450)	(87,915)	(91,065)	(92,364)
External Recoveries	(8,305)	(11,240)	(6,655)	(6,132)	(6,197)	(6,264)	(6,331)	(6,400)
	529,576	538,514	541,833	584,574	619,508	656,763	695,208	735,165
Net Operations Total	342,060	339,382	351,815	384,302	405,992	429,601	455,303	482,612
Transfers								
Transfer From Own Sources	(20,855)	(6,761)	(5,420)	(5,138)	(5,588)	(4,888)	(4,888)	(5,588)
Transfer To Own Sources	17,240	20,288	10,761	10,585	10,608	10,562	10,621	10,683
	(3,615)	13,527	5,341	5,447	5,020	5,674	5,733	5,095
	\$ 338,445	\$ 352,909	\$ 357,156	\$ 389,749	\$ 411,011	\$ 435,275	\$ 461,036	\$ 487,707



2013 – 2017 FINANCIAL PLAN

CONSOLIDATED SIGNIFICANT CHANGES (in thousands)

2012 ADOPTED BUDGET		\$	(3,998)
REVENUES			
Taxation			
Assessment Growth	\$ 5,262		
Taxation Rate Increase	6,685		
Other Assessment Adjustments	(1,415)		
Grants in lieu	476		
Taxation - Utilities	<u>7,853</u>		18,861
Departmental Revenues			
City Manager	336		
Finance & Technology	323		
Human Resources	1		
Fire	92		
RCMP	243		
Engineering Services	516		
Parks, Recreation & Culture	1,030		
Surrey Public Library	17		
Planning & Development	644		
Utilities	6,933		
Corporate	889		
Other Entities	<u>11,800</u>		22,824
Penalties and Interest			289
Development Cost Charges			51,216
Investment Income			(77)
Government Transfers			1,679
Lease Revenues			364
Borrowing Proceeds			(20,000)
Other Revenue			47,993
Total Change in Revenue			<u><u>123,149</u></u>

Consolidated Significant Changes

EXPENDITURES

Departmental Expenditures		
Mayor, Council & Grants	87	
City Manager	(587)	
Finance & Technology	1,548	
Human Resources	230	
Fire	1,219	
RCMP	8,602	
Engineering Services	678	
Parks, Recreation & Culture	5,806	
Surrey Public Library	158	
Planning & Development	599	
Utilities	15,062	
Utilities Administrative Recovery	(477)	
Operating Contingency	36	
Council Priorities	(2,557)	
Build Surrey	6,821	
Other Entities	4,800	
Amortization	(5,453)	36,572
Capital Expenditures		88,345
Fiscal Services		(294)
Internal Borrowing		(15,865)
Transfers		14,771
Interest Allocated to Appropriate Surplus		(379)
Total Change in Expenditures		<u>123,150</u>
2013 BUDGET		<u><u>\$ (3,999)</u></u>

Consolidated Significant Changes

2013 ADOPTED BUDGET		\$	(3,999)
REVENUES			
Taxation			
Assessment Growth	\$ 20,922		
Taxation Rate Increase	30,129		
Other Assessment Adjustments	(199)		
Taxation - Utilities	29,918		
Grants in lieu	3,729		84,499
Departmental Revenues			
City Manager	967		
Finance & Technology	159		
Fire	186		
RCMP	935		
Engineering Services	559		
Parks, Recreation & Culture	2,596		
Planning & Development	2,290		
Corporate	2,517		
Other Entities	16,800		
Utilities	40,173		67,182
Penalties and Interest			779
Development Cost Charges			20,086
Investment Income			(89)
Government Transfers			3,320
Lease Revenues			2,421
Borrowing Proceeds			(35,675)
Other Revenue			(54,067)
Total Change in Revenue			88,456

Consolidated Significant Changes

EXPENDITURES

Departmental Expenditures		
Mayor, Council & Grants	150	
City Manager	2,840	
Finance & Technology	2,607	
Human Resources	463	
Fire	5,324	
RCMP	32,970	
Engineering Services	3,290	
Parks, Recreation & Culture	8,926	
Surrey Public Library	1,778	
Planning & Development	2,390	
Utilities Administrative Recovery	(948)	
Operating Contingency	(1)	
Council Priorities	640	
Build Surrey	12,824	
Utilities	38,262	
Other Entities	19,700	
Amortization	48,380	179,595
Capital Expenditures		(130,170)
Fiscal Services		164
Internal Borrowing		11,595
Transfers		27,151
Interest Allocated to Appropriate Surplus		102
Total Change in Expenditures		<u>88,436</u>
2017 BUDGET		<u>\$ (3,979)</u>



2013 – 2017 FINANCIAL PLAN

CONSOLIDATED FINANCIAL PLAN BY-LAW, 2012, NO. 17819

CITY OF SURREY

BY-LAW NO. 17819

A by-law to provide for the adoption of the Surrey 2013 – 2017
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 2013 – 2017 Consolidated Financial Plan By-law, 2012, No. 17819".

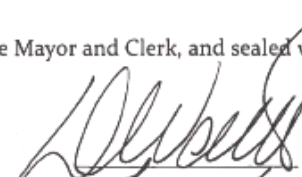
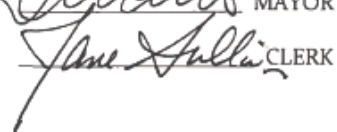
PASSED FIRST READING on the 10th day of December, 2012.

PASSED SECOND READING on the 10th day of December, 2012.

PASSED THIRD READING on the 10th day of December, 2012.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 17th day of December, 2012.

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 MAYOR
 CLERK

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 2012 were as follows:

Class 1: Residential	1.00 to 1.00
Class 2: Utilities	14.07 to 1.00
Class 4: Major Industry	4.85 to 1.00
Class 5: Light Industry	2.68 to 1.00
Class 6: Business	3.0 to 1.00
Class 8: Recreational	0.97 to 1.00
Class 9: Agricultural	1.06 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 27% 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 2013 Council approved permissive tax exemptions are estimated to be valued at approximately \$937,694.

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. In 2012, the Roads and Traffic Safety Levy was expanded to include the maintenance and capital costs associated with the arterial roads throughout the City and to address identified on-going road maintenance needs related to inclement weather conditions. The levy is based on the assessed value of individual properties in each Property Class.

The 2013 Five Year (2013 – 2017) 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 2013, 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. Fees account for approximately 22% 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 39% of the total consolidated revenue in the 2013 Financial Plan.

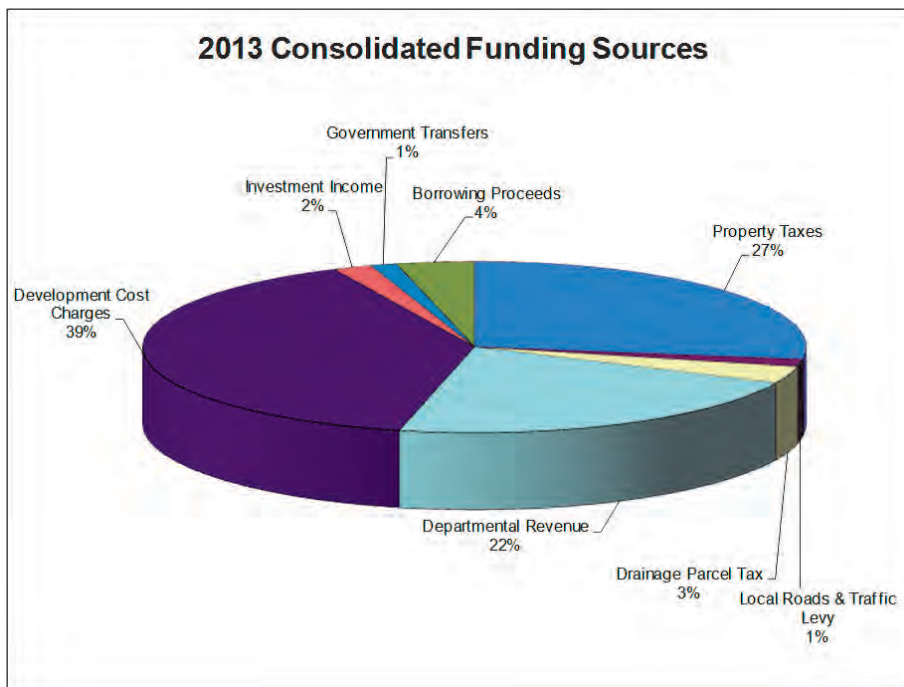
Provincial and federal grants are received for policing initiatives, library services and capital and infrastructure initiatives. The traffic fine sharing revenue for 2013 is anticipated to be \$6.185 million, other federal policing grants are anticipated to be \$0.4 million, library services are anticipating 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 2013.

The City of Surrey manages an investment portfolio worth \$767 million, returning an anticipated 3.12% 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 4% of the total revenue in 2013.

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



Consolidated Financial Plan By-law, 2012, No. 17819

<u>Consolidated Financial Plan</u>						
to restate year 2012						
and establish years 2013 to 2017						
	2012 restated	2013	2014	2015	2016	2017
PROPOSED FUNDING SOURCES						
Revenues from Property Value Taxes						
Property Taxes	\$ 240,749,000	\$ 251,743,000	\$ 264,452,000	\$ 277,680,000	\$ 291,675,000	\$ 306,266,000
Local Roads & Traffic Levy	10,584,000	13,348,000	16,269,000	19,379,000	22,678,000	26,180,000
Drainage Parcel Tax	24,990,000	30,094,000	34,199,000	38,410,000	42,744,000	47,237,000
Taxation for City Purposes	276,323,000	295,185,000	314,920,000	335,469,000	357,097,000	379,683,000
Revenues from Fees & Charges						
Departmental Revenue	186,466,000	199,662,000	212,702,000	226,311,000	238,096,000	250,044,000
Penalties & Interest on Taxes	4,166,000	4,455,000	4,654,000	4,861,000	5,049,000	5,234,000
Revenues from Fees and Charges	190,632,000	204,117,000	217,356,000	231,172,000	243,145,000	255,278,000
Development Cost Charge Funds						
Development Cost Charges	81,301,000	134,533,000	117,025,000	152,484,000	149,930,000	154,620,000
Revenues from Other Sources						
Investment Income	24,657,000	17,655,000	16,164,000	16,529,000	16,877,000	17,566,000
Government Transfers	13,000,000	11,972,000	12,468,000	13,870,000	14,828,000	15,292,000
Corporate Lease Revenue	3,528,000	3,892,000	6,032,000	6,124,000	6,217,000	6,313,000
Borrowing Proceeds	71,675,000	35,675,000	24,800,000	-	-	-
Other Revenue	179,283,000	235,176,000	191,078,000	218,603,000	210,582,000	197,909,000
Revenues from Other Sources	292,143,000	304,370,000	250,542,000	255,126,000	248,504,000	237,080,000
TOTAL FUNDING SOURCES	\$ 840,399,000	\$ 938,205,000	\$ 899,843,000	\$ 974,251,000	\$ 998,676,000	\$ 1,026,661,000
PROPOSED EXPENDITURES						
Municipal Expenditures						
Police Services	\$ 117,237,000	\$ 119,954,000	\$ 126,463,000	\$ 135,930,000	\$ 145,758,000	\$ 153,514,000
Fire Services	54,524,000	54,906,000	56,396,000	57,931,000	59,517,000	61,154,000
Parks, Recreation & Culture	71,141,000	73,589,000	76,576,000	79,852,000	83,291,000	86,911,000
General Government	54,850,000	62,114,000	69,917,000	77,727,000	87,339,000	95,374,000
Planning & Development	22,788,000	23,387,000	24,036,000	24,597,000	25,178,000	25,777,000
Surrey Public Library	13,894,000	14,258,000	14,911,000	15,599,000	16,324,000	17,088,000
Engineering Services	59,574,000	67,451,000	71,730,000	76,708,000	82,053,000	89,933,000
Build Surrey Program	3,674,000	3,835,000	8,135,000	11,763,000	12,783,000	13,970,000
Water, Sewer & Drainage	141,679,000	153,436,000	167,010,000	179,735,000	191,616,000	203,357,000
Solid Waste Expenditures	27,532,000	23,800,000	24,152,000	24,981,000	25,735,000	26,558,000
Operating Contingency	725,000	761,000	760,000	761,000	761,000	760,000
Total Municipal Expenditures	567,618,000	597,491,000	640,086,000	685,584,000	730,355,000	774,396,000
Fiscal Services & Debt Interest	5,009,000	7,333,000	9,040,000	9,857,000	10,831,000	11,844,000
Capital Expenditures - Prior Years	119,129,000	130,721,000	117,961,000	119,164,000	119,189,000	102,573,000
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	304,431,000	337,737,000	237,870,000	221,214,000	251,629,000	250,576,000
	523,560,000	568,458,000	455,831,000	440,378,000	470,818,000	453,149,000
Municipal Debt	2,500,000	5,477,000	7,040,000	6,880,000	7,502,000	6,978,000
	2,500,000	5,477,000	7,040,000	6,880,000	7,502,000	6,978,000
TOTAL EXPENDITURES	\$ 1,098,687,000	\$ 1,178,759,000	\$ 1,111,997,000	\$ 1,142,699,000	\$ 1,219,506,000	\$ 1,246,367,000
PROPOSED TRANSFERS BETWEEN FUNDS						
Internal Borrowing	\$ (23,815,000)	\$ (38,606,000)	\$ (23,928,000)	\$ (7,365,000)	\$ (33,288,000)	\$ (27,011,000)
Transfers (from)/to Special Funds	(94,512,000)	(47,950,000)	(14,836,000)	23,614,000	10,653,000	20,165,000
Transfers (from)/to Appropriated Surplus	(6,515,000)	(1,455,000)	(1,520,000)	(1,526,000)	(1,437,000)	(1,259,000)
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	(94,765,000)	(104,241,000)	(114,666,000)	(126,133,000)	(138,747,000)	(152,621,000)
Transfer (from)/to Unappropriated Surplus	(3,998,000)	(3,999,000)	(3,994,000)	(3,990,000)	(3,986,000)	(3,978,000)
TOTAL TRANSFERS BETWEEN FUNDS	\$ (258,288,000)	\$ (240,554,000)	\$ (212,154,000)	\$ (168,448,000)	\$ (220,830,000)	\$ (219,706,000)
BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The City of Surrey's General Operating fund includes the City's 9 departments as well as the operations of the Surrey Public Library:

- Mayor, Council & Grants
- City Manager
- Finance & Technology
- Human Resources
- Fire
- RCMP
- Engineering Services
- Parks, Recreation & Culture
- Surrey Public Library
- Planning & Development

The Proposed Budgets for the Departments are approved by Council and reflect the strategic direction identified in the Official Community Plan, the Parks, Recreation & Culture Strategic Plan and the Surrey Public Library Strategic Plan.



Cloverdale Town Centre



2013 – 2017 FINANCIAL PLAN

GENERAL OPERATING - FINANCIAL SUMMARY (in thousands)

REVENUE SUMMARY	2011 ACTUAL <i>restated</i>	2012 ACTUAL	2012 BUDGET <i>restated</i>	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Taxation	\$ 226,818	\$ 237,816	\$ 240,652	\$ 251,660	\$ 264,328	\$ 277,613	\$ 291,624	\$ 306,241
Departmental Revenues	64,077	68,911	62,709	65,725	67,560	69,454	71,404	73,417
Investment Income	14,866	17,587	13,810	13,586	12,418	12,714	12,906	13,358
Build Surrey Program	4,504	5,941	7,243	14,064	18,764	22,894	25,364	26,888
Provincial Revenue Sharing re: Gaming	2,841	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Corporate Lease Revenue	2,942	3,200	3,360	3,221	3,311	3,403	3,496	3,592
Penalties & Interest	3,182	3,291	3,200	3,400	3,500	3,600	3,700	3,800
Other Revenue	2,463	4,408	3,240	8,932	10,366	11,268	12,050	12,869
	\$ 321,693	\$ 344,154	\$ 337,214	\$ 363,588	\$ 383,247	\$ 403,946	\$ 423,544	\$ 443,165
EXPENDITURE SUMMARY								
Departmental Expenditures	\$ 290,778	\$ 295,207	\$ 298,020	\$ 312,489	\$ 325,506	\$ 340,111	\$ 355,809	\$ 372,278
Build Surrey Program	4,504	5,941	7,243	14,064	18,764	22,894	25,364	26,888
Council Priorities	2,395	2,544	2,720	2,897	3,057	3,217	3,377	3,537
Fiscal Services	2,687	4,206	1,240	946	967	1,021	1,063	1,110
Contribution to Capital	10,970	11,032	11,400	12,400	13,400	14,400	15,100	15,900
Net Tsf.To/(From) Surplus & Other Funds	12,259	27,673	20,589	24,791	25,547	26,293	26,818	27,431
	\$ 323,593	\$ 346,603	\$ 341,212	\$ 367,587	\$ 387,241	\$ 407,936	\$ 427,531	\$ 447,144
Surplus/(Deficit)	\$ (1,900)	\$ (2,449)	\$ (3,998)	\$ (3,999)	\$ (3,994)	\$ (3,990)	\$ (3,987)	\$ (3,979)
Transfers (To)/From Surplus	1,900	2,449	3,998	3,999	3,994	3,990	3,987	3,979
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2013 – 2017 FINANCIAL PLAN

GENERAL OPERATING - REVENUE SUMMARY (in thousands)

REVENUE SUMMARY	2011 ACTUAL <i>restated</i>	2012 ACTUAL	2012 BUDGET <i>restated</i>	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Taxation								
Base Levy	\$ 202,643	\$ 214,257	\$ 214,177	\$ 225,318	\$ 237,215	\$ 249,066	\$ 261,407	\$ 274,448
Assessment Growth (City's Portion)	5,737	4,085	5,936	5,262	4,910	5,056	5,385	5,571
Property Tax Rate Increase	5,877	6,520	6,620	6,685	6,990	7,335	7,706	8,098
Provision for Adjustments	-	-	(50)	(50)	(50)	(50)	(50)	(50)
	<u>214,257</u>	<u>224,862</u>	<u>226,683</u>	237,215	249,065	261,407	274,448	288,067
Grants in Lieu	12,561	12,954	13,969	14,445	15,263	16,206	17,176	18,174
Net Taxation	226,818	237,816	240,652	251,660	264,328	277,613	291,624	306,241
General Government								
City Manager	7,311	7,223	7,385	7,721	7,952	8,190	8,435	8,688
Finance & Technology	1,158	1,084	1,126	1,449	1,487	1,526	1,566	1,608
Human Resources	17	17	10	11	11	11	11	11
	<u>8,486</u>	<u>8,324</u>	<u>8,521</u>	9,181	9,450	9,727	10,012	10,307
Protection Services								
Fire	1,555	1,708	1,446	1,519	1,564	1,610	1,657	1,705
RCMP	7,300	9,707	7,196	7,439	7,663	7,892	8,129	8,374
	<u>8,855</u>	<u>11,415</u>	<u>8,642</u>	8,958	9,227	9,502	9,786	10,079
Other								
Engineering Services	4,993	6,138	5,200	5,716	5,845	5,984	6,127	6,275
Parks, Recreation & Culture	21,710	22,646	21,122	21,985	22,606	23,245	23,903	24,581
Surrey Public Library	1,585	1,638	1,593	1,610	1,610	1,610	1,610	1,610
Planning & Development	18,448	18,750	17,631	18,275	18,822	19,386	19,966	20,565
	<u>46,736</u>	<u>49,172</u>	<u>45,546</u>	47,586	48,883	50,225	51,606	53,031
Departmental Revenues	64,077	68,911	62,709	65,725	67,560	69,454	71,404	73,417
Investment Income	14,866	17,587	13,810	13,586	12,418	12,714	12,906	13,358
Build Surrey Program Revenue								
Secondary Suite Infrastructure Fee	4,448	5,723	6,100	7,168	8,024	9,016	9,739	10,505
Contribution from SCDC	-	-	-	4,500	5,500	6,500	7,500	8,000
Gaming Revenue	-	52	-	1,500	1,800	3,000	3,750	4,000
Lease/Fee Revenue	56	166	168	671	2,721	2,721	2,721	2,721
Other Sources	-	-	975	225	719	1,657	1,654	1,662
	<u>4,504</u>	<u>5,941</u>	<u>7,243</u>	14,064	18,764	22,894	25,364	26,888
Provincial Casino Revenue Sharing	2,841	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Corporate Lease Revenue	2,942	3,200	3,360	3,221	3,311	3,403	3,496	3,592
Penalties & Interest	3,182	3,291	3,200	3,400	3,500	3,600	3,700	3,800
Carbon Tax Rebates	-	609	400	400	400	400	400	400
Cell Tower Licensing Fees	-	-	-	1,200	2,000	2,224	2,449	2,674
Digital Sign Revenue	-	-	-	1,800	2,000	2,200	2,400	2,600
Other	2,463	3,799	2,840	5,532	5,966	6,444	6,801	7,195
	<u>8,587</u>	<u>10,899</u>	<u>9,800</u>	15,553	17,177	18,271	19,246	20,261
	\$ 321,693	\$ 344,154	\$ 337,214	\$ 363,588	\$ 383,247	\$ 403,946	\$ 423,544	\$ 443,165



2013 – 2017 FINANCIAL PLAN

GENERAL OPERATING - EXPENDITURE SUMMARY (in thousands)

EXPENDITURE SUMMARY	2011 ACTUAL <i>restated</i>	2012 ACTUAL	2012 BUDGET <i>restated</i>	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
General Government								
Mayor, Council & Grants	\$ 2,417	\$ 2,534	\$ 2,534	\$ 2,606	\$ 2,642	\$ 2,680	\$ 2,717	\$ 2,756
City Manager	11,932	11,369	12,591	12,665	13,862	13,765	14,312	15,505
Finance & Technology	20,086	17,085	20,126	21,674	22,309	22,955	23,612	24,281
Human Resources	3,134	3,484	3,227	3,151	3,261	3,374	3,491	3,614
	<u>37,569</u>	<u>34,472</u>	<u>38,478</u>	<u>40,096</u>	<u>42,074</u>	<u>42,774</u>	<u>44,132</u>	<u>46,156</u>
Protection Services								
Fire	50,363	50,819	51,715	52,916	54,207	55,523	56,868	58,240
RCMP	106,036	112,016	110,083	118,685	125,067	134,394	144,068	151,655
	<u>156,399</u>	<u>162,835</u>	<u>161,798</u>	<u>171,601</u>	<u>179,274</u>	<u>189,917</u>	<u>200,936</u>	<u>209,895</u>
Other								
Engineering Services	3,545	3,115	4,566	5,244	5,714	5,942	6,179	8,534
Parks, Recreation & Culture	64,185	63,342	62,634	64,367	66,462	68,717	70,994	73,293
Surrey Public Library	11,944	12,221	11,835	11,993	12,419	12,858	13,309	13,771
Planning & Development	20,635	22,360	22,784	23,383	24,032	24,593	25,174	25,773
Transportation Utility Recovery	(536)	(536)	(650)	(869)	(912)	(939)	(977)	(1,016)
Solid Waste Utility Recovery	(643)	(433)	(696)	(951)	(999)	(1,039)	(1,081)	(1,124)
Water Utility Recovery	(1,507)	(1,745)	(1,556)	(1,613)	(1,710)	(1,793)	(1,871)	(1,947)
Sewer Utility Recovery	-	(1,132)	(1,038)	(1,099)	(1,165)	(1,223)	(1,272)	(1,323)
Drainage Utility Recovery	(1,370)	(634)	(539)	(401)	(419)	(432)	(449)	(467)
District Energy Utility Recovery	-	-	-	(23)	(24)	(25)	(26)	(27)
Utilities Administrative Recovery	(4,056)	(4,480)	(4,479)	(4,956)	(5,229)	(5,451)	(5,676)	(5,904)
Operating Contingency	557	1,342	404	761	760	761	761	760
	<u>96,810</u>	<u>97,900</u>	<u>97,744</u>	<u>100,792</u>	<u>104,158</u>	<u>107,420</u>	<u>110,741</u>	<u>116,227</u>
Total Departmental Expenditures	290,778	295,207	298,020	312,489	325,506	340,111	355,809	372,278
Build Surrey								
Annual Debt Repayment	1,111	3,773	3,569	10,136	12,128	15,807	16,848	16,917
Operating Costs for New Facilities	1,633	2,587	3,674	3,928	6,636	7,087	8,516	9,971
Transfer to/(from) Own Sources	1,760	(419)	-	-	-	-	-	-
	<u>4,504</u>	<u>5,941</u>	<u>7,243</u>	<u>14,064</u>	<u>18,764</u>	<u>22,894</u>	<u>25,364</u>	<u>26,888</u>
Council Priorities								
Council Initiative Fund	250	250	250	250	250	250	250	250
Crime Reduction Strategy	248	207	300	300	300	300	300	300
Social Plan	1,532	1,727	1,735	1,912	2,062	2,212	2,362	2,512
Sustainability	246	250	250	250	260	270	280	290
Clean Energy Program	119	110	185	185	185	185	185	185
	<u>2,395</u>	<u>2,544</u>	<u>2,720</u>	<u>2,897</u>	<u>3,057</u>	<u>3,217</u>	<u>3,377</u>	<u>3,537</u>
Fiscal Services								
Fiscal Charges	2,410	534	439	407	434	474	502	534
Interest Paid on Prepaid Taxes	277	293	565	294	300	306	312	318
Internal Borrowing	-	3,379	236	245	233	241	249	258
	<u>2,687</u>	<u>4,206</u>	<u>1,240</u>	<u>946</u>	<u>967</u>	<u>1,021</u>	<u>1,063</u>	<u>1,110</u>
Carbon Emission Offsets	-	609	400	400	400	400	400	400
Contributions to Capital								
Contribution to Capital	8,129	8,032	8,400	9,400	10,400	11,400	12,100	12,900
Contribution Capital re: Gaming	2,841	3,000	3,000	3,000	3,000	3,000	3,000	3,000
	<u>10,970</u>	<u>11,032</u>	<u>11,400</u>	<u>12,400</u>	<u>13,400</u>	<u>14,400</u>	<u>15,100</u>	<u>15,900</u>
Net Tsf. To/(From) Surplus & Other								
Roads & Transportation Fund	19,693	20,727	16,400	16,400	16,400	16,400	16,400	16,400
Secondary Suite Fees to Roads	-	-	-	3,532	3,966	4,444	4,801	5,195
Solid Waste Fund	(1,516)	(1,545)	(1,516)	(1,000)	(900)	(800)	(700)	(600)
Water Revenue Fund	(285)	(478)	-	-	-	-	-	-
Sewer/Drainage Fund	(568)	(840)	-	-	-	-	-	-
Transfers to Other Sources	(5,065)	9,200	5,305	5,459	5,681	5,849	5,917	6,036
	<u>12,259</u>	<u>27,064</u>	<u>20,189</u>	<u>24,391</u>	<u>25,147</u>	<u>25,893</u>	<u>26,418</u>	<u>27,031</u>
	\$ 323,593	\$ 346,604	\$ 341,212	\$ 367,587	\$ 387,241	\$ 407,936	\$ 427,531	\$ 447,144



2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL PROGRAM SUMMARY GENERAL GOVERNMENT *(in thousands)*

NET DIVISIONS	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Mayor, Council & Grants								
Office of the Mayor	\$ 565	\$ 627	\$ 653	\$ 655	\$ 676	\$ 698	\$ 720	\$ 743
Council	643	653	627	627	642	658	673	689
City Grants	1,209	1,254	1,254	1,324	1,324	1,324	1,324	1,324
	2,417	2,534	2,534	2,606	2,642	2,680	2,717	2,756
City Manager								
Administration	1,487	1,334	1,263	1,148	1,191	1,235	1,281	1,329
By-law Services	(2,044)	(1,631)	(1,788)	(1,877)	(1,873)	(1,871)	(1,871)	(1,873)
Economic Development	623	735	639	620	640	661	682	704
Legal Services	1,716	1,735	1,663	1,692	1,761	1,832	1,906	1,983
Legislative Services	3,292	3,151	3,573	3,577	3,660	3,887	4,048	4,143
	5,074	5,324	5,350	5,160	5,379	5,744	6,046	6,286
Finance & Technology								
Leadership	1,089	1,585	1,646	1,578	1,630	1,684	1,740	1,798
Financial Processing	1,092	1,136	1,109	1,142	1,169	1,196	1,224	1,251
Financial Services	1,177	1,340	1,267	1,304	1,346	1,389	1,433	1,478
Information Technology	9,257	11,349	11,877	12,928	13,196	13,468	13,745	14,028
Risk Management	1,406	1,585	1,585	1,534	1,697	1,861	2,025	2,190
Audit Procurement	1,765	1,776	1,602	1,789	1,834	1,881	1,929	1,978
	15,786	18,771	19,086	20,275	20,872	21,479	22,096	22,723
Human Resources								
Administration	444	960	869	715	745	776	808	841
Employment	1,292	1,240	1,305	947	976	1,006	1,037	1,070
Occupational Safety	452	471	452	509	578	597	617	638
Labour Relations & Compensation	427	724	491	870	902	935	969	1,005
Wellness & Diversity	63	72	50	49	49	49	49	49
	2,678	3,467	3,167	3,090	3,250	3,363	3,480	3,603
	\$ 25,955	\$ 30,096	\$ 30,137	\$ 31,131	\$ 32,143	\$ 33,266	\$ 34,339	\$ 35,368



2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL PROGRAM SUMMARY PROTECTION SERVICES *(in thousands)*

NET DIVISIONS	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Fire								
Administration	\$ 1,725	\$ 2,762	\$ 2,049	\$ 2,101	\$ 2,178	\$ 2,258	\$ 2,341	\$ 2,427
Emergency Planning	67	57	85	85	86	87	88	89
Fire Operations	40,937	43,632	44,273	45,215	46,238	47,282	48,348	49,436
Mechanics	858	809	816	841	875	909	944	979
Prevention	892	944	1,139	1,127	1,155	1,183	1,212	1,241
Radio & Communications	2,155	2,145	2,550	2,660	2,723	2,786	2,850	2,914
Training	695	739	734	745	765	785	805	826
	<u>47,329</u>	<u>51,088</u>	<u>51,646</u>	<u>52,774</u>	<u>54,020</u>	<u>55,290</u>	<u>56,588</u>	<u>57,912</u>
RCMP								
Administration	1,203	1,446	1,030	940	1,231	1,532	1,842	2,162
District Offices	1,389	1,436	1,507	1,514	1,530	1,546	1,562	1,578
Operations	7,090	7,351	7,060	7,177	7,340	7,507	7,678	7,852
Corporate Services	(3,599)	(2,349)	(1,579)	(1,183)	(1,307)	(1,434)	(1,566)	(1,702)
RCMP Contract	85,390	91,968	89,399	97,417	103,058	111,624	120,518	127,304
Information Services	6,621	6,290	7,170	7,081	7,252	7,427	7,605	7,787
	<u>98,094</u>	<u>106,142</u>	<u>104,587</u>	<u>112,946</u>	<u>119,104</u>	<u>128,202</u>	<u>137,639</u>	<u>144,981</u>
	<u>\$ 145,423</u>	<u>\$ 157,230</u>	<u>\$ 156,233</u>	<u>\$ 165,720</u>	<u>\$ 173,124</u>	<u>\$ 183,492</u>	<u>\$ 194,227</u>	<u>\$ 202,893</u>



2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL PROGRAM SUMMARY OTHER DEPARTMENTS *(in thousands)*

NET DIVISIONS	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Engineering Services								
Administration	\$ (5)	\$ (28)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fleet & Garage	(988)	-	-	-	-	-	-	-
GIS	857	289	715	714	739	758	778	799
Gravel	112	18	-	-	-	-	-	-
Land Development	290	(616)	(40)	(67)	186	190	194	197
Real Estate	229	(593)	330	255	302	351	402	2,565
Survey	327	807	130	199	215	231	248	266
	<u>822</u>	<u>(123)</u>	<u>1,135</u>	<u>1,101</u>	<u>1,442</u>	<u>1,530</u>	<u>1,622</u>	<u>3,827</u>
Parks, Recreation & Culture								
Administration	1,731	1,996	3,056	2,991	3,122	3,177	3,234	3,293
Arenas	1,688	914	840	724	729	732	733	732
Art Centre	2,138	2,058	2,077	2,160	2,205	2,250	2,296	2,342
Community Development	492	485	481	490	512	535	558	582
Community Halls	9	(1)	18	186	199	212	225	239
Community Recreation Office	6,593	6,338	5,846	5,682	5,845	6,009	6,172	6,335
Heritage Services	1,336	1,441	1,528	1,558	1,617	1,655	1,694	1,734
Indoor Pools	4,581	4,010	2,938	2,887	2,902	2,915	2,926	2,933
Outdoor Pools	814	861	877	915	877	877	877	877
Marketing	1,003	1,049	1,083	1,165	1,192	1,220	1,248	1,277
Parks Division	15,918	17,363	17,663	18,798	19,994	21,192	22,392	23,592
Planning, Research & Dev.	987	842	995	890	897	904	912	920
Special Events	1,059	919	920	973	992	1,011	1,031	1,051
Web and New Media	245	462	661	730	740	750	761	772
	<u>38,594</u>	<u>38,737</u>	<u>38,983</u>	<u>40,149</u>	<u>41,823</u>	<u>43,439</u>	<u>45,059</u>	<u>46,679</u>
Surrey Public Library								
Administration	287	(434)	(14)	(18)	19	57	97	138
Community Relations	10,146	10,676	10,256	10,401	10,790	11,191	11,602	12,023
	<u>10,433</u>	<u>10,242</u>	<u>10,242</u>	<u>10,383</u>	<u>10,809</u>	<u>11,248</u>	<u>11,699</u>	<u>12,161</u>
Planning and Development								
Administration	2,333	2,773	2,590	2,620	2,684	2,749	2,816	2,885
Area Planning & Development	1,755	1,340	2,270	2,251	2,302	2,353	2,406	2,460
Building	(6,751)	(8,699)	(7,916)	(8,542)	(8,814)	(9,096)	(9,387)	(9,688)
Long Range Planning & Policy	1,680	1,727	1,654	1,673	1,716	1,760	1,806	1,853
Heritage Advisory Committee	23	22	23	23	23	23	23	23
Facilities	4,688	6,519	7,196	7,765	8,000	8,138	8,284	8,437
	<u>3,728</u>	<u>3,682</u>	<u>5,817</u>	<u>5,790</u>	<u>5,911</u>	<u>5,927</u>	<u>5,948</u>	<u>5,970</u>
Utilities Administrative Recovery	(4,056)	(4,480)	(4,479)	(4,956)	(5,229)	(5,451)	(5,676)	(5,904)
Operating Contingency	557	1,342	404	761	760	761	761	760
	<u>\$ 50,078</u>	<u>\$ 49,400</u>	<u>\$ 52,102</u>	<u>\$ 53,228</u>	<u>\$ 55,516</u>	<u>\$ 57,454</u>	<u>\$ 59,413</u>	<u>\$ 63,493</u>

CITY OF SURREY

BY-LAW NO. 17820

A by-law to provide for the adoption of the Surrey 2013 – 2017
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 2013 – 2017 General Operating Financial Plan By-law, 2012, No. 17820".

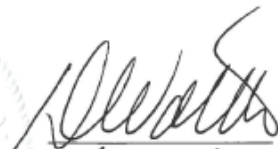
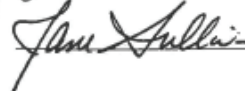
PASSED FIRST READING on the 10th day of December, 2012.

PASSED SECOND READING on the 10th day of December, 2012.

PASSED THIRD READING on the 10th day of December, 2012.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 17th day of December, 2012.



 MAYOR
 CLERK

General Operating Financial Plan By-law, 2012, No. 17820

Bylaw 17820

CITY OF SURREY

Schedule 1

General Operating Financial Plan

to restate year 2012

and establish years 2013 to 2017

	2012 restated	2013	2014	2015	2016	2017
PROPOSED FUNDING SOURCES						
Revenues from Property Value Taxes						
Property Value Taxes	\$ 240,652,000	\$ 251,660,000	\$ 264,328,000	\$ 277,613,000	\$ 291,624,000	\$ 306,241,000
Revenues from Fees & Charges						
Departmental Revenue	59,254,000	65,421,000	67,916,000	70,600,000	73,065,000	75,630,000
Penalties & Interest on Taxes	3,200,000	3,400,000	3,500,000	3,600,000	3,700,000	3,800,000
Revenues from Fees and Charges	<u>62,454,000</u>	<u>68,821,000</u>	<u>71,416,000</u>	<u>74,200,000</u>	<u>76,765,000</u>	<u>79,430,000</u>
Revenues from Other Sources						
Investment Income	16,210,000	13,586,000	12,418,000	12,714,000	12,906,000	13,358,000
Government Transfers	13,000,000	11,972,000	12,468,000	13,870,000	14,828,000	15,292,000
Corporate Lease Revenue	3,528,000	3,892,000	6,032,000	6,124,000	6,217,000	6,313,000
Other Revenue	4,215,000	13,657,000	16,585,000	19,425,000	21,204,000	22,531,000
Revenue from Other Sources	<u>36,953,000</u>	<u>43,107,000</u>	<u>47,503,000</u>	<u>52,133,000</u>	<u>55,155,000</u>	<u>57,494,000</u>
TOTAL FUNDING SOURCES	<u>\$ 340,059,000</u>	<u>\$ 363,588,000</u>	<u>\$ 383,247,000</u>	<u>\$ 403,946,000</u>	<u>\$ 423,544,000</u>	<u>\$ 443,165,000</u>
PROPOSED EXPENDITURES						
Municipal Expenditures						
Police Services	\$ 116,083,000	\$ 118,685,000	\$ 125,067,000	\$ 134,394,000	\$ 144,068,000	\$ 151,655,000
Fire Services	52,715,000	52,916,000	54,207,000	55,523,000	56,868,000	58,240,000
Parks, Recreation & Culture	59,290,000	60,553,000	62,236,000	64,078,000	65,940,000	67,825,000
General Government	40,793,000	41,851,000	44,128,000	45,179,000	46,886,000	49,256,000
Planning & Development	22,784,000	23,383,000	24,032,000	24,593,000	25,174,000	25,773,000
Surrey Public Library	11,835,000	11,993,000	12,419,000	12,858,000	13,309,000	13,771,000
Engineering Services	4,566,000	5,244,000	5,714,000	5,942,000	6,179,000	6,534,000
Build Surrey	3,674,000	3,835,000	8,135,000	11,763,000	12,783,000	13,970,000
Operating Contingency	725,000	761,000	760,000	761,000	761,000	760,000
Total Municipal Expenditures	<u>312,465,000</u>	<u>319,221,000</u>	<u>336,698,000</u>	<u>355,091,000</u>	<u>371,968,000</u>	<u>389,784,000</u>
Fiscal Services & Debt Interest	5,009,000	7,007,000	7,285,000	8,019,000	8,922,000	9,879,000
Municipal Debt	2,500,000	4,168,000	4,311,000	4,133,000	4,722,000	4,149,000
TOTAL EXPENDITURES	<u>\$ 319,974,000</u>	<u>\$ 330,396,000</u>	<u>\$ 348,294,000</u>	<u>\$ 367,243,000</u>	<u>\$ 385,612,000</u>	<u>\$ 403,812,000</u>
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	\$ 12,683,000	\$ 24,791,000	\$ 25,547,000	\$ 26,293,000	\$ 26,818,000	\$ 27,431,000
Transfers (from)/to Capital	11,400,000	12,400,000	13,400,000	14,400,000	15,100,000	15,900,000
Transfer (from)/to Unappropriated Surplus	(3,998,000)	(3,999,000)	(3,994,000)	(3,990,000)	(3,986,000)	(3,978,000)
TOTAL TRANSFERS BETWEEN FUNDS	<u>\$ 20,085,000</u>	<u>\$ 33,192,000</u>	<u>\$ 34,953,000</u>	<u>\$ 36,703,000</u>	<u>\$ 37,932,000</u>	<u>\$ 39,353,000</u>
BALANCED BUDGET	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



CITY OF
SURREY
the future lives here.

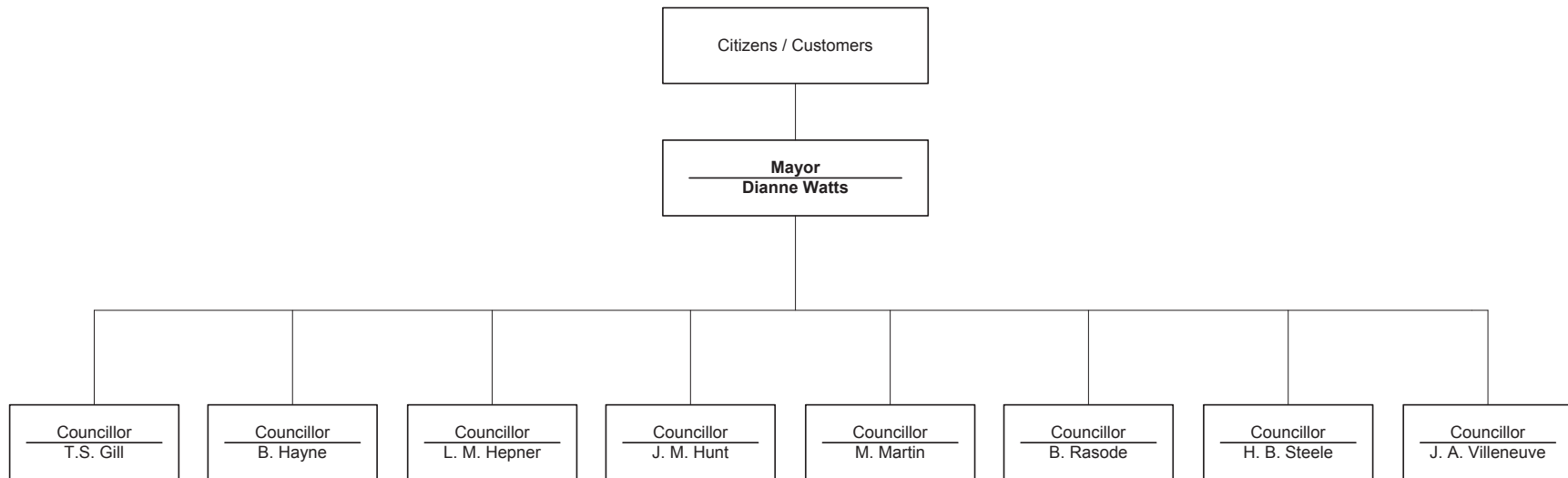


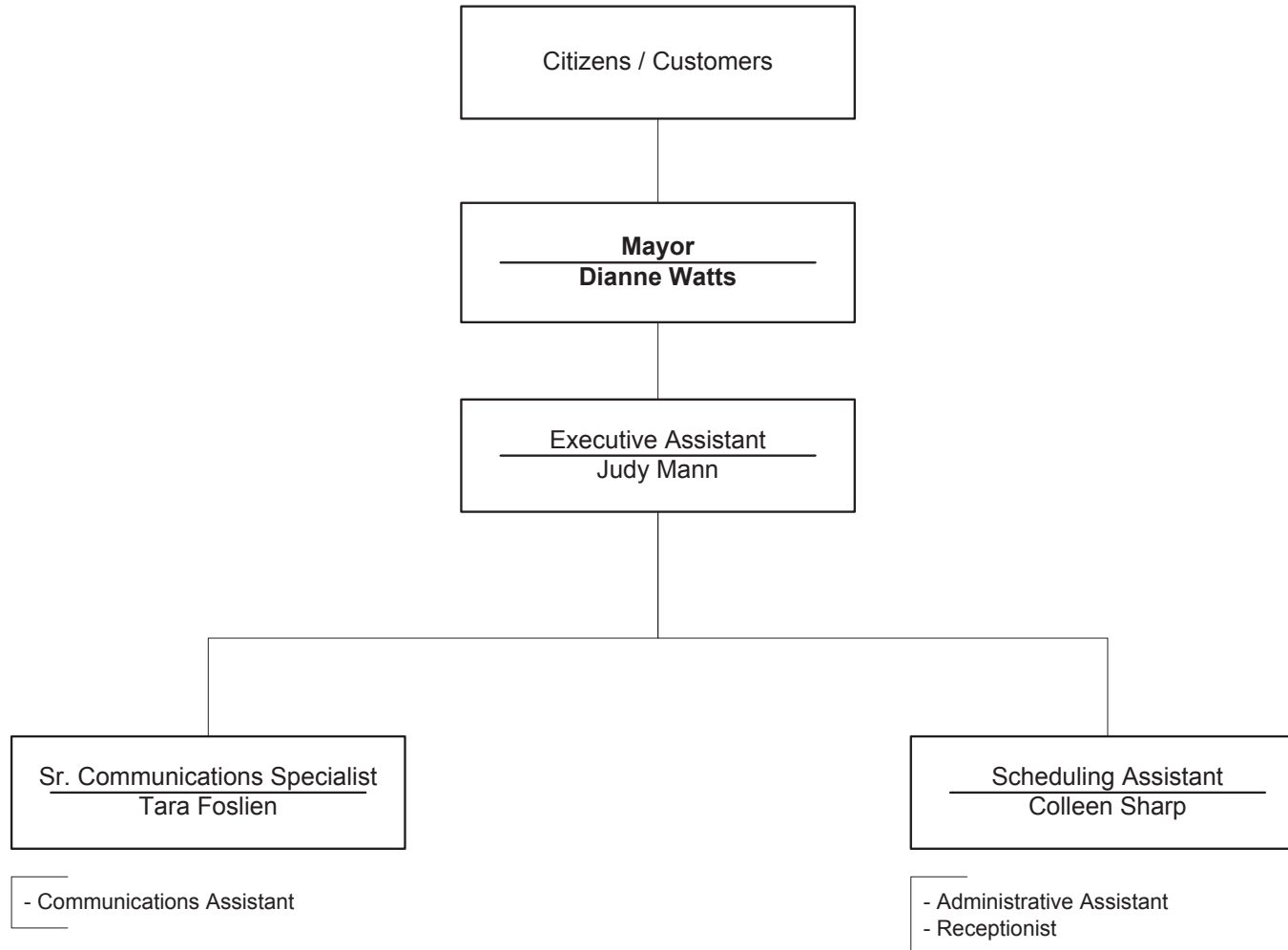
*Back Row: B. Hayne; M. Martin; Mayor D. Watts; J. A. Villeneuve; B. Rasode
Front Row: T. S. Gill; L. M. Hepner; H. B. Steele; J. M. Hunt*



2013 – 2017 FINANCIAL PLAN

MAYOR & COUNCIL ORGANIZATIONAL CHART





Surrey City Council, which includes the Mayor and eight Councillors, provides leadership for the City as the governing body. A City election is held every three years, with the most recent election held in 2011 and the next scheduled for 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, a 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 that are made up of various Council members. 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.

Altogether, there are several select committees, boards, commissions and task forces appointed by Council.

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



2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS MAYOR, COUNCIL & GRANTS *(in thousands)*

DIVISION SUMMARY	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Office of the Mayor	\$ 565	\$ 627	\$ 653	\$ 655	\$ 676	\$ 698	\$ 720	\$ 743
Council	643	653	627	627	642	658	673	689
City Grants	1,209	1,254	1,254	1,324	1,324	1,324	1,324	1,324
	<u>\$ 2,417</u>	<u>\$ 2,534</u>	<u>\$ 2,534</u>	<u>\$ 2,606</u>	<u>\$ 2,642</u>	<u>\$ 2,680</u>	<u>\$ 2,717</u>	<u>\$ 2,756</u>
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	996	1,081	1,034	1,041	1,072	1,105	1,138	1,172
Operating Costs	1,416	1,460	1,498	1,563	1,568	1,573	1,577	1,582
Internal Services Used	6	5	2	2	2	2	2	2
Internal Services Recovered	(1)	(8)	-	-	-	-	-	-
External Recoveries	-	(4)	-	-	-	-	-	-
	<u>2,417</u>	<u>2,534</u>	<u>2,534</u>	<u>2,606</u>	<u>2,642</u>	<u>2,680</u>	<u>2,717</u>	<u>2,756</u>
Net Operations Total	2,417	2,534	2,534	2,606	2,642	2,680	2,717	2,756
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 2,417</u>	<u>\$ 2,534</u>	<u>\$ 2,534</u>	<u>\$ 2,606</u>	<u>\$ 2,642</u>	<u>\$ 2,680</u>	<u>\$ 2,717</u>	<u>\$ 2,756</u>



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

Mayor, Council & Grants

<u>OFFICE OF THE MAYOR</u>	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2012 <u>BUDGET</u>	2013 <u>BUDGET</u>	2014 <u>PLAN</u>	2015 <u>PLAN</u>	2016 <u>PLAN</u>	2017 <u>PLAN</u>
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	454	532	530	537	557	578	599	621
Operating Costs	106	101	121	116	117	118	119	120
Internal Services Used	6	5	2	2	2	2	2	2
Internal Services Recovered	(1)	(8)	-	-	-	-	-	-
External Recoveries	-	(3)	-	-	-	-	-	-
	<u>565</u>	<u>627</u>	<u>653</u>	<u>655</u>	<u>676</u>	<u>698</u>	<u>720</u>	<u>743</u>
Net Operations Total	565	627	653	655	676	698	720	743
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 565</u>	<u>\$ 627</u>	<u>\$ 653</u>	<u>\$ 655</u>	<u>\$ 676</u>	<u>\$ 698</u>	<u>\$ 720</u>	<u>\$ 743</u>
<u>COUNCIL</u>								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	542	549	504	504	515	527	539	551
Operating Costs	101	105	123	123	127	131	134	138
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	(1)	-	-	-	-	-	-
	<u>643</u>	<u>653</u>	<u>627</u>	<u>627</u>	<u>642</u>	<u>658</u>	<u>673</u>	<u>689</u>
Net Operations Total	643	653	627	627	642	658	673	689
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 643</u>	<u>\$ 653</u>	<u>\$ 627</u>	<u>\$ 627</u>	<u>\$ 642</u>	<u>\$ 658</u>	<u>\$ 673</u>	<u>\$ 689</u>

Mayor, Council & Grants

APPROVED CITY GRANTS	2011	2012	2012	2013	2014	2015	2016	2017
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
City Leases								
Fraser Valley Heritage Rail Society	\$ 20	\$ 20	\$ 20	\$ 112	\$ 112	\$ 112	\$ 112	\$ 112
Sunnyside Saddle Club	38	38	38	38	38	38	38	38
Cloverdale Curling Club	30	30	30	-	-	-	-	-
Surrey Heritage Society	-	-	-	24	24	24	24	24
Surrey Sailing Club	24	24	24	24	24	24	24	24
Panorama Ridge Riding Club	23	23	23	22	22	22	22	22
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
	<u>146</u>	<u>146</u>	<u>146</u>	<u>231</u>	<u>231</u>	<u>231</u>	<u>231</u>	<u>231</u>
Property Taxes								
Kinsmen Place Lodge	-	22	-	-	-	-	-	-
Navy League of Canada	1	1	-	-	-	-	-	-
Nightshift Street Ministries	2	2	-	-	-	-	-	-
Unallocated Taxes	2	-	5	5	5	5	5	5
	<u>5</u>	<u>25</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
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
	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>
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
	<u>775</u>	<u>775</u>	<u>775</u>	<u>775</u>	<u>775</u>	<u>775</u>	<u>775</u>	<u>775</u>
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	60	60	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	24
Crime Stoppers of Greater Vancouver	25	25	25	25	25	25	25	25
Surrey Crime Prevention Society	85	85	85	85	85	85	85	85
Balance for Dry Grads	2	2	2	2	2	2	2	2
Dry Grad Events	2	2	2	2	2	2	2	2
Special Recognition	5	-	5	5	5	5	5	5
One-time Grants								
One-time Grants	48	48	65	61	37	37	37	37
Carry Forward Funding from Prior Year	(11)	(11)	(13)	(24)	-	-	-	-
Carry Forward Funding to Next Year	-	-	-	-	-	-	-	-
	<u>37</u>	<u>37</u>	<u>52</u>	<u>37</u>	<u>37</u>	<u>37</u>	<u>37</u>	<u>37</u>
	<u>\$ 1,209</u>	<u>\$ 1,254</u>	<u>\$ 1,254</u>	<u>\$ 1,324</u>	<u>\$ 1,324</u>	<u>\$ 1,324</u>	<u>\$ 1,324</u>	<u>\$ 1,324</u>

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	1,000	Childcare program expansion for families in Surrey
Association Francophone de Surrey	Culture & Recreation	500	Events highlighting the main French speaking communities in Surrey
BC Softball (BC Amateur Softball Assoc.)	Culture & Recreation	500	Expand Sport Camp to a one week Multi-sport camp for kids
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	1,000	Big and Little Sister program for mentoring girls at risk in Surrey
Boys and Girls Club of South Coast BC	Health & Social	1,000	Junior Leaders' program to provide leadership training and mentoring to students in grades 7-8
Children of the Street Society	Health & Social	1,000	Workshops designed to keep children & youth from sexual exploitation
Cloverdale Business Improvement Association	Community Promotion	1,000	10th Annual Cloverdale Blueberry Festival events- Show n' Shine, Arts Festival, Tractor Pull
Critter Care Wildlife Society	Health & Social	500	Replace old fencing for protection of animals and the public
DiverseCity Community Resources Society	Health & Social	2,000	3rd Seniors Intercultural Showcase for Seniors, June 15, 2031
DiverseCity Community Resources Society	Health & Social	1,500	Therapy programs and youth empowerment camps for vulnerable children and youth
Downtown Surrey Business Improvement Association	Community Promotion	2,000	Annual August Movies under the Stars at Holland Park
Fibromyalgia Well Spring Foundation	Health & Social	500	Volunteer -led peer group programs to provide education and resource information
Hua Xia Multiculture Society	Culture & Recreation	500	Culture & Community promotion programs and focused workshops
Jamaican Canadian Cultural Association of BC	Culture & Recreation	1,000	A cultural sports day celebration sharing knowledge of Canadian, Caribbean, and Jamaican community to be held on August 2013
Justice Education Society of BC	Health & Social	500	Court Information Program for Immigrants to provide information and referrals to individuals

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
Latinos in Action Society	Community Promotion	500	One day Latin Summer Fest to be held in August 2013
Launching Pad Addiction Rehabilitation Society	Health & Social	3,000	Washroom Renovations in the Launching Pad recovery house
Learning Disabilities Association of BC-Fraser South	Health & Social	750	Banners and Brouchers to identify the organization at various fairs and exhibitions
Mother Language Lovers of the World	Community Promotion	500	Festival on International Mother Language Day to be held on Feb 21-23, 2013
Newton Seniors Centre Advisory Board	Culture & Recreation	500	Carpet Bowling Replacement
Nightshift Street Ministries	Health & Social	2,000	Upgrade Office infrastructure and install Donor Management software
Optimist Junior Interclub Curling League	Culture & Recreation	1,000	U-18 Curling Championships- March 27-31, 2013 at the Cloverdale & Langley Curling Clubs
PLEA Community Services Society of BC	Health & Social	2,000	KidStart Mentoring program for kids at risk
"Popular- Theatre" Canadian Polish Society	Culture & Recreation	1,000	2013 Mini Musical interactive theatre
Semiahmoo Family Place Association	Health & Social	1,000	Programs fostering the healthy development of children and families
Servants Anonymous Society	Health & Social	1,000	Peer Support Outreach program to help women and Youth of Surrey
Sources Community Resource Centres	Health & Social	2,000	"Volunteer Wheels" driver program providing rides to Surrey residents
St John Ambulance Brigade and Cadet Corp	Health & Social	2,000	Supplies and equipment for Volunteers to provide safety and care at community events
SuperChefs Cookery for Kids Society	Community Promotion	1,000	Programs to teach children in need, the skills of cooking and nutrition
Surrey Amateur Radio Club	Culture & Recreation	825	"Amateur Radio Field Day" 2013
Surrey Christmas Bureau	Health & Social	2,000	Assists low income families with children through the Hamper and Adopt-A-Family programs
Surrey Festival of Dance Society	Culture & Recreation	2,000	47th Annual "Surrey Festival of Dance" April 2013
Surrey International Folk Dancing Society	Culture & Recreation	500	Traditional folk dances from around the world performed at care homes, schools, and festivals in Surrey

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
Surrey International Writers' Conference Society	Community Promotion	1,000	Workshops that bring together novice and experienced writers, providing opportunities to grow and develop their skills
Surrey Urban Farmers Market Association	Community Promotion	2,000	Food nutrition program, providing local fresh food to low income families
Whalley Community Association	Culture & Recreation	2,000	"Surrey Fest Downtown" (aka Whalley Community Festival) June 15, 2013
Youth Arts Council of Surrey	Health & Social	2,000	Talent Show put on by youth for youth
YWCA Metro Vancouver	Health & Social	2,000	"Boys 4 Real"- leadership program to build confidence and decision making skills of Grade 7 boys
Sunnyside Saddle Club	Lease	38,400	2013 Lease-in-kind
Surrey Sailing Club	Lease	24,000	2013 Lease-in-kind
Surrey Heritage Society	Lease	24,000	2013 Lease-in-kind
Panorama Ridge Riding Club	Lease	22,500	2013 Lease-in-kind
Fraser Valley Heritage Railway Society	Lease	112,000	2013 Lease-in-kind
Lower Mainland German Shepherd Dog Club	Lease	6,000	2013 Lease-in-kind
Action BMX Association	Lease	4,000	2013 Lease-in-kind
Crescent Beach Swimming Club	Lease	625	2013 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

<u>APPROVED GRANTS</u>	<u>DESCRIPTION</u>	<u>APPROVED</u>	<u>RECOMMENDATIONS</u>
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
Ecole Panorama Ridge Secondary	Dry Grad	100	2013 Dry Grad
Ecole Kwantlen Park Secondary	Dry Grad	100	2013 Dry Grad
Queen Elizabeth Secondary	Dry Grad	100	2013 Dry Grad
Special Recognition		2,500	Pins
Unallocated - Dry Grad		1,500	
Unallocated - One-time		12,200	
Unallocated - Property Taxes		5,000	
Unallocated - Special Recognition		2,500	
Carryforward funding		(23,600)	
Total		<u>\$1,324,000</u>	



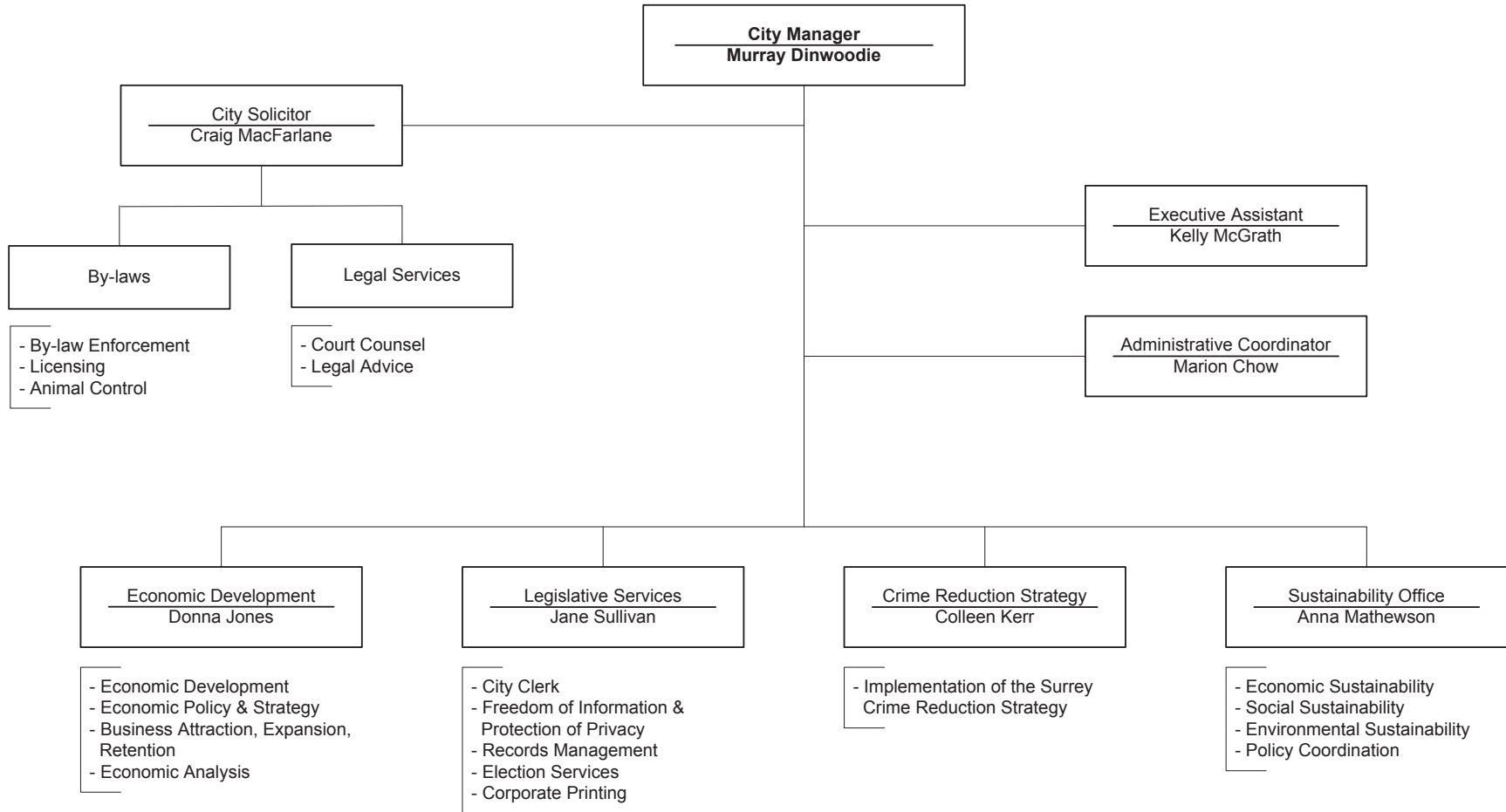
2013 – 2017 FINANCIAL PLAN

SIGNIFICANT CHANGES MAYOR, COUNCIL & GRANTS *(in thousands)*

2012 ADOPTED BUDGET		\$	2,534
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Range Increase	2		
Overhead, OT, Sick Increase	5		7
Operating Costs			
Grants	70		
Printer Cartridges	(5)		65
Internal Services Used	-		-
Internal Services Recovered	-		-
External Recoveries	-		-
Transfer From Own Sources	-		-
Transfer To Own Sources	-		-
Total Change in Expenditures			72
2013 BUDGET		\$	2,606
2013 ADOPTED BUDGET		\$	2,606
REVENUES		\$	-
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	131		131
Operating Costs			
Increase Due to Inflation	19		19
2017 BUDGET		\$	2,756



Sustainability Tent at Canada Day Celebration



MISSION STATEMENT

The mission of the City Manager’s Department is to oversee the achievement by the City’s administration of City Council’s short and long-term objectives for the City.

KEY PROGRAMS & SERVICES

The City Manager’s Department:

- Provides advice and recommendations to City Council related to policies and emerging issues;
- Assists in guiding the work of the other City Departments;
- Ensures a coordinated and balanced implementation of Council policy and programs;
- Ensures that Council resolutions are addressed in a timely and fulsome manner;
- Ensures effective financial management through the monitoring of the annual budget and the 5-year Financial Plan and by reviewing the City’s financial performance throughout the year; and
- Monitors to ensure that standards are met, that 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.



Energy Shift Open House and Public Forum

The City Manager’s Department also has responsibility for the following operational divisions/sections:

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 provides information and co-ordination services in accordance with statutory, legislative and administrative requirements to City Council, the public and City Departments. The Division is also responsible for the official records of the City, Council Minutes and By-laws and guides the legislative business of the City, in accordance with the *Community Charter* and *Local Government Act*. The Division also responds to requests for information under the *Freedom of Information and Protection of Privacy* legislation.

CRIME REDUCTION STRATEGY

The Crime Reduction Strategy Office is responsible for implementing the recommendations of the Surrey Crime Reduction Strategy, which is a strategy that is focused on reducing crime and nuisance behaviour and on increasing public safety using international best practices and standards while 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 the over-riding goal of making meaningful advances in sustainability in the City of Surrey to the benefit of present and future generations.

ECONOMIC DEVELOPMENT

The Economic Development Division is responsible for:

- 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.

2012 ACCOMPLISHMENTS

ECONOMIC:

- Completed and rolled-out the “Sustainability Dashboard” on the City’s website as a means to communicate to the community, Surrey’s sustainability targets and to report on progress towards achieving the goals of the Sustainability Charter;
- Increased Business Licensing & By-law Section revenue through business licensing enforcement inspections and by-law enforcement;
- Represented the City and provided legal advice in relation to property acquisition for major infrastructure projects including the Roberts Bank Rail Corridor Project, the Fraser Highway Widening Project, the New City Hall Project and the Gateway Project;
- Together with the Engineering Department, successfully lobbied for amendments to the *Oil and Gas Activities Act* (Bill 30 enacted May 31, 2012) that clarified that the cost allocation immunities enjoyed by municipalities apply even in the event of expropriation. The amendments also establish that a municipality cannot be denied an order approving the crossing of a pipeline by a highway or other municipal infrastructure projects;
- Retention and expansion of existing businesses and attraction of new businesses through outreach, advocacy, and market expansion including:
 - Outreach: Conducted 61 comprehensive one-on-one business visits;
 - Advocacy: Took action on over 45 issues raised during business visits and reported back to business contacts;
 - Analyzed data and communicated trends and relevant issues to the Investment and Innovation Committee;
 - Market Expansion: Continued support on the expansion of 6 clean energy sector companies;
 - Primary staff lead in the planning, organization and execution of the 2012 Surrey Regional Economic Summit ;
 - Represented the City and continued to drive economic development in the region through active involvement in the Metro Vancouver Commerce;



*25th Anniversary Celebration with our sister city -
Zhuhai, China*

- Organized and provided support to a community signage forum with the Surrey Board of Trade (SBOT) and the local business community;
- Supported and participated in the Port Kells Business Crime Reduction meeting;
- Provided information on starting or expanding a business to 250 businesses through front counters visits, email and telephone inquiries; and
- Partnered with the Province to bring all six of the Provincial Trade and Investment Representatives posted around the world to meet with Surrey businesses – 75 businesses attended.
- Organized and executed the Mayor’s Business Mission to China including:
 - Recruited Aviation Companies to participate in the visit;
 - Acted as the key business program organizer and executor ; and
 - Secured and supported the Mayor & Councilors in meetings with significant China-based companies and City officials.
- Communicated and connected with Business by:
 - Connecting elected officials with key business events and contacts;
 - Participated as an active member of the Business Council of BC;
 - Acted as a key information resource to commercial realtors and businesses interested in locating or expanding in Surrey;
 - Coordinated the 2013-2018 Downtown Surrey Business Improvement Association Renewal;
 - Facilitated discussions leading to the creation of the Surrey Chambers Board of Trade group;
 - Organized two Newton Business Breakfast events attended by Mayor, Councilors, and 63 business representatives;
 - Organized a community signage forum with the Surrey Board of Trade (SBOT);
 - Launched a 1 year Inter Municipal Business License pilot project with 9 Fraser Valley municipalities;
 - Organized and coordinated Red Tape advisory committee meetings; and
 - Supported the Red Tape Reduction Business Forum with the Surrey Board of Trade.
- Managed the centralized awards submission program. Surrey was successful in receiving 11 awards in 2012;
- Support initiatives and projects that resulted in Surrey being named the best place to invest in BC for the 4th year in a row;

- Developed marketing, communication and presentation materials to assist in promoting Surrey as a premier business location:
 - Surrey Investment Opportunities Brochure for Globe 2012;
 - Vancouver Real Estate Forum presentation;
 - BC Mayors Caucus presentation;
 - Abbotsford Economic Symposium presentation;
 - Draft “Future Lives Here video”; and
 - BC Business Promotional feature.

ENVIRONMENTAL:

- Reduced paper and printing costs with the digitalization of the Council meeting agendas, which allows City Council and the Senior Management Team to access the Council meeting agendas and materials electronically;
- Continued to develop Surrey’s Community Energy and Emissions Plan that will outline how the City can expedite the achievement of greenhouse gas (GHG) emission reduction targets. This included significant stakeholder consultation and securing additional project funding from BC Hydro;
- Launched the City’s participation in the World Wildlife Federation’s Earth Hour City Challenge;
- Obtained Federation of Canadian Municipalities approval of Surrey’s corporate Milestones 4 and 5 under the Partners for Climate Protection (PCP) program;
- Completed and improved the City’s 2011 corporate emissions inventory and continued to implement the Corporate Emissions Action Plan priorities;
- Implemented climate change educational programs in Surrey elementary schools, high schools, and through summer camp programs, with significant GHG reductions and increased community awareness;
- Assisted with quality assurance for scanned images for paper record destruction projects across the City that help reduce paper storage costs and related environmental impacts;
- Secured provincial infrastructure funding for the installation of fourteen Level 2 Electric Vehicle (EV) charging stations at key civic facilities;
- Preserved and maintained the integrity of the agricultural land base by obtaining court orders for removal of four illegal truck parks from agricultural properties;
- Successfully enforced five Habitat Restoration Agreement breaches;
- Used at least 30% recycled paper and vegetable oil-based press inks in the City Print Shop;
- Enforced remedial action requirements as a means to restore municipal drainage systems; and

- Developed processes to adopt electronic filing for Land Title documents as a means to reduce paper consumption;
- As part of the ENERGYshift program, developed a preliminary business case for a Cleantech Commercialization Centre (C3) facility at SFU Surrey;
- Created a partnership with the BC Technology Industry Association (BCTIA) and SFU Surrey, to deliver Centre4Growth acceleration programming which provides technology entrepreneurs in Surrey, access to seasoned coaches, workshops and business clinics; and
- Created on-line efficiencies including collaborating with the Business Licensing Office to improve the business license application process on the website.

SOCIO-CULTURAL:

- Reviewed and implemented changes to the Freedom of Information and Protection of Privacy request procedures to ensure transparency and accountability while still preserving personal privacy;
- Supported 150 Committee, Board and Commission meetings, and 21 dates with Council at Closed, Land Use and Public Hearing meetings;
- Produced the second Surrey Sustainability Annual Report that recorded progress on implementing the recommendations contained in the City’s Sustainability Charter;
- Organized pocket Farmer’s Markets at City Hall to increase access to healthy local foods for staff and the neighbouring community;
- Prepared a final report on Universal File Viewers and Digital Preservation, that was submitted to InterPARES 3 on behalf of Team Canada and presented at the UNESCO Conference on "Preservation of Digital Heritage";
- Prepared “Records-On-The-Move”, a Corporate Records strategy to support staff as they prepare their office space and file registries for the move to new City Hall;
- Promoted safety and liveability through the removal of illegal and unsafe construction on lots in the City;
- Protected and revitalized numerous heritage properties in Surrey;



Fusion Festival

- Supported the work and initiatives of the Surrey Homelessness and Housing Society which raises, manages and distributes funds to support programs, projects and initiatives, to make a difference in the lives of people who are homeless or at-risk of homelessness in Surrey;
- Developed and delivered wire theft identification and reporting training to internal and external stakeholders;
- Implemented processes to address the regulation and licensing of medical marijuana cultivation and possession;
- Developed and expanded the Substance Use Awareness Week in partnership with community agency experts, universities and other relevant partners;
- Expanded domestic violence prevention and education activities to complement the Surrey Coalition Against Domestic Abuse (SCADA) work;
- Partnered and supported the promotion of the RCMP Support Services Restorative Justice program and celebrated the Crime Free Multi-housing program;
- Developed and implemented the 2012 Stop Bullying campaign and youth video contest;
- Made permanent the Mayor's Focus on Seniors Task Force as a standing committee, known as the Seniors Advisory and Accessibility Committee, which worked in partnership with several agencies on organizing twelve Seniors Safety Forums in 2012 held in English, Punjabi, Korean and Mandarin;
- Developed a multi-agency stakeholder committee (School District No. 36, Crown Counsel, Corrections, Community Living BC, and RCMP) to address issues and to reduce the involvement of Developmentally Disabled Youth in the Criminal Justice System;
- Worked 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;
- As part of the Greenways Proximity project, the Crime Reduction Strategy supported the crime prevention through environmental design (CPTED) analysis of identified sites;
- Hosted several Sister Cities and Friendship Cities visits to foster international relations, share best practices and promote educational and cultural exchanges; and
- Developed a Language Line translation service awareness campaign targeting residents and other customers.

FUTURE INITIATIVES**ECONOMIC:**

- Organize and hold additional Climate Smart training workshops with local Surrey businesses;
- Improve and enhance the City's Sustainability Dashboard, continue efforts to both promote the indicators and targets for same, and integrate them into City business for performance management purposes;
- Revise and implement changes to business licensing processes and systems to improve customer service;
- Implement preliminary elements of a sustainable purchasing program, focused on integrating sustainability into procurement and integrating a value proposition and sustainability principles into a revision to the City's purchasing manual;
- Bring into operation the new City animal control shelter and undertake initiatives that will provide net revenues to the City;
- Develop a promotional communications piece for the Business Visitation Program;
- Participate in organizing and executing the Surrey Regional Economic Summit 2013;
- Continue the Business Visitation Program;
- Continue to support Fraser Valley inter-municipal business license pilot and advance the mobile business license pilot project with other Metro Vancouver Cities;

- 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;
- Organize, execute and recruit delegates for a tentative Mayor's Business Mission 2013;
- Continue to support and execute activities associated with the Red Tape Reduction Committee;
- Provide relevant, current information to external groups including: commercial realtors, business associations and individuals wanting to start a business; and
- Proactively seek out and pursue government grants and other funding opportunities on behalf of the City and make timely submissions and undertake appropriate follow up for the same.

ENVIRONMENTAL:

- Complete the Community Energy and Emissions Plan (CEEP) that will guide the City in moving towards GHG reduction targets related to land use, transportation, buildings and energy supply and move forward with priority CEEP implementation actions as approved by Council;
- Complete the City's Climate Adaptation Strategy using the International Council for Local Environmental Initiatives (ICLEI) framework and move forward with priority actions as approved by Council;
- Finalize the integration of corporate carbon (energy and emissions) reporting within the new Financial Management System, as a means by which to increase data accuracy and facilitate the integration of City contractor emissions data;
- Continue to implement the Corporate Emissions Action Plan and move towards a 20% reduction in corporate emissions by 2020;
- Review and advise on amendments to the Cross Connection Control By-law and related processes;
- Refine and extend the electronic agenda process;
- Finalize the installation and roll-out of fourteen Level 2 EV charging stations at City facilities including New City Hall;
- Finalize the installation of a Level 3 "DC Fast Charge" EV charging station at Surrey Museum in conjunction with project partners; and
- Continue the implementation of the Intelligent Transportation System pilot program with a view to making vehicular traffic movement in and through the City more energy efficient.
- Continue to roll out the Electronic Content Management system for the City;
- As part of the ENERGYshift program, continue to explore the concept for a C3 Commercialization Centre; and
- Deliver acceleration programming to technology entrepreneurs in Surrey in partnership with external organizations including post-secondary institutions.

SOCIO-CULTURAL:

- Produce the Surrey Sustainability Annual Report that records progress on implementing the City's Sustainability Charter recommendations;
- Undertake preliminary research related to the Sustainability Charter (e.g., accomplishments, new issues, gaps) in preparation for reviewing and updating the Charter in 2014;
- Review and advise on amendments to the Special Events By-law and its procedures;
- Continue to review and implement improvements to the City's freedom of information and protection of privacy activities including training for staff;

- Enhance the Social Media Policy and new media initiatives;
- Continue to build efficiencies into the agenda management process;
- Create and produce a comprehensive 2013 Annual Report on the Crime Reduction Strategy with an accompanying PowerPoint presentation, which will reflect achievements and partner-specific accomplishments;
- Work as part of a National sub-committee to develop recommendations on the implementation, regulation and licensing of medical marijuana cultivation and possession;
- Develop and deliver Metal & Wire Theft identification and reporting training to internal and external stakeholders with an expanded collaboration with the Ministry of Justice and broader stakeholder groups to further reduce the costs, safety concerns and nuisance associated with wire theft;
- Review and update procedures and processes in relation to Public Notifications;
- The Substance Use Awareness Team (SUAT) will focus on work beyond the awareness week to also include on-going initiatives and advisory functions throughout the year;
- Surrey Coalition Against Domestic Abuse (SCADA) will conduct annual training for service providers. As an extension of this work, the Rahki Project (domestic abuse awareness campaign) will expand in 2013 with new branding, increased partner development and expanded marketing efforts;
- A sub-committee for the Developmentally Disabled Youth steering group will continue to pursue recommendations as identified during the 2012 stakeholder forum;
- The Crime Reduction team will engage stakeholders in discussions and actions to address challenges specific to mental illness and the justice system;
- District-specific support to the District 4 RCMP detachment to address concerns in Clayton and Port Kells communities in partnership with other stakeholder groups;
- Hold a Community Summit in April 2013;
- Collaborate with internal and external stakeholders to support the development of a Refugee community outreach across Surrey;



Official launch of the Centre4Growth

- Develop, coordinate and promote a city-wide “Be Part of the Solution” or “Neighbourhood Engagement” campaign designed to increase public involvement in beautification efforts and to increase education and awareness of reporting (illegal dumping, graffiti, unsightly premises, metal & wire theft, etc.);
- Continue to foster international relationships, share best practices and promote educational and cultural exchanges with Sister Cities and Friendship Cities;
- Take action on priorities as defined by the Investment and Innovation Committee and Intergovernmental Committee; and
- Increase use of social networking sites to facilitate broader communication with the public.



City Centre

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.

<i>Division</i>	<i>Performance Measures</i>	<i>2012</i>	<i>Budget 2013</i>	<i>Budget 2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>
Legal Services	Prosecution fine revenue	\$25,150* [Budget \$28,300]	\$30,000	\$35,000	\$40,000	\$45,000	\$45,000
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	35% [Budget 35%]	45%	60%	80%	100%	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	35% [Budget 35%]	50%	65%	80%	90%	100%
	% of sustainability performance indicators reported annually	100% [Budget 100%]	100%	100%	100%	100%	100%
Economic Development	Expansion of Clean Energy sector	6 [Budget 6]	7	9	9	9	9
	Business visitations	61** [Budget 85]	100	115	130	150	158

* Revised due to the variable nature of prosecution fine revenue

** Below budget due to temporary staff shortages



2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS CITY MANAGER *(in thousands)*

<u>DIVISION SUMMARY</u>	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Administration	\$ 1,487	\$ 1,334	\$ 1,263	\$ 1,148	\$ 1,191	\$ 1,235	\$ 1,281	\$ 1,329
By-law Services	(2,044)	(1,631)	(1,788)	(1,877)	(1,873)	(1,871)	(1,871)	(1,873)
Economic Development	623	735	639	620	640	661	682	704
Legal Services	1,716	1,735	1,663	1,692	1,761	1,832	1,906	1,983
Legislative Services	3,292	3,151	3,573	3,577	3,660	3,887	4,048	4,143
	<u>\$ 5,074</u>	<u>\$ 5,324</u>	<u>\$ 5,350</u>	<u>\$ 5,160</u>	<u>\$ 5,379</u>	<u>\$ 5,744</u>	<u>\$ 6,046</u>	<u>\$ 6,286</u>
 <u>ACCOUNT SUMMARY</u>								
Revenues								
Sales and Services	\$ (7,296)	\$ (7,191)	\$ (7,385)	\$ (7,721)	\$ (7,952)	\$ (8,190)	\$ (8,435)	\$ (8,688)
Grants, Donations and Other	(15)	(32)	-	-	-	-	-	-
	<u>(7,311)</u>	<u>(7,223)</u>	<u>(7,385)</u>	<u>(7,721)</u>	<u>(7,952)</u>	<u>(8,190)</u>	<u>(8,435)</u>	<u>(8,688)</u>
Expenditures								
Salaries and Benefits	9,014	8,834	9,395	9,190	9,638	10,098	10,572	11,061
Operating Costs	4,429	3,632	3,057	3,333	4,019	3,453	3,513	4,199
Internal Services Used	749	663	386	469	494	512	534	561
Internal Services Recovered	(442)	(366)	(247)	(327)	(289)	(298)	(307)	(316)
External Recoveries	(1,818)	(1,394)	-	-	-	-	-	-
	<u>11,932</u>	<u>11,369</u>	<u>12,591</u>	<u>12,665</u>	<u>13,862</u>	<u>13,765</u>	<u>14,312</u>	<u>15,505</u>
Net Operations Total	4,621	4,146	5,206	4,944	5,910	5,575	5,877	6,817
Transfers								
Transfer From Own Sources	(648)	-	-	-	(700)	-	-	(700)
Transfer To Own Sources	1,101	1,178	144	216	169	169	169	169
	<u>453</u>	<u>1,178</u>	<u>144</u>	<u>216</u>	<u>(531)</u>	<u>169</u>	<u>169</u>	<u>(531)</u>
	<u>\$ 5,074</u>	<u>\$ 5,324</u>	<u>\$ 5,350</u>	<u>\$ 5,160</u>	<u>\$ 5,379</u>	<u>\$ 5,744</u>	<u>\$ 6,046</u>	<u>\$ 6,286</u>



**2% of
Property
Taxes
allocated to
City
Manager**

City Manager Departmental Operations

<u>ADMINISTRATION</u>	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Revenues								
Sales and Services	\$ (3)	\$ (2)	\$ (2)	\$ (2)	\$ (2)	\$ (2)	\$ (2)	\$ (2)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(3)</u>	<u>(2)</u>	<u>(2)</u>	<u>(2)</u>	<u>(2)</u>	<u>(2)</u>	<u>(2)</u>	<u>(2)</u>
Expenditures								
Salaries and Benefits	1,431	1,144	1,180	1,135	1,182	1,230	1,280	1,332
Operating Costs	242	231	239	174	177	180	183	186
Internal Services Used	8	8	-	-	-	-	-	-
Internal Services Recovered	(179)	(197)	(154)	(159)	(166)	(173)	(180)	(187)
External Recoveries	(12)	-	-	-	-	-	-	-
	<u>1,490</u>	<u>1,186</u>	<u>1,265</u>	<u>1,150</u>	<u>1,193</u>	<u>1,237</u>	<u>1,283</u>	<u>1,331</u>
Net Operations Total	1,487	1,184	1,263	1,148	1,191	1,235	1,281	1,329
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	150	-	-	-	-	-	-
	<u>-</u>	<u>150</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 1,487</u>	<u>\$ 1,334</u>	<u>\$ 1,263</u>	<u>\$ 1,148</u>	<u>\$ 1,191</u>	<u>\$ 1,235</u>	<u>\$ 1,281</u>	<u>\$ 1,329</u>
 BY-LAW SERVICES								
Revenues								
Sales and Services	\$ (7,281)	\$ (7,172)	\$ (7,370)	\$ (7,708)	\$ (7,939)	\$ (8,177)	\$ (8,422)	\$ (8,675)
Grants, Donations and Other	-	(12)	-	-	-	-	-	-
	<u>(7,281)</u>	<u>(7,184)</u>	<u>(7,370)</u>	<u>(7,708)</u>	<u>(7,939)</u>	<u>(8,177)</u>	<u>(8,422)</u>	<u>(8,675)</u>
Expenditures								
Salaries and Benefits	3,398	3,661	3,995	3,810	3,994	4,182	4,375	4,573
Operating Costs	1,465	1,294	1,256	1,607	1,637	1,667	1,697	1,727
Internal Services Used	596	610	371	454	475	497	519	542
Internal Services Recovered	(50)	(40)	(40)	(40)	(40)	(40)	(40)	(40)
External Recoveries	(1,129)	(856)	-	-	-	-	-	-
	<u>4,280</u>	<u>4,669</u>	<u>5,582</u>	<u>5,831</u>	<u>6,066</u>	<u>6,306</u>	<u>6,551</u>	<u>6,802</u>
Net Operations Total	(3,001)	(2,515)	(1,788)	(1,877)	(1,873)	(1,871)	(1,871)	(1,873)
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	957	884	-	-	-	-	-	-
	<u>957</u>	<u>884</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ (2,044)</u>	<u>\$ (1,631)</u>	<u>\$ (1,788)</u>	<u>\$ (1,877)</u>	<u>\$ (1,873)</u>	<u>\$ (1,871)</u>	<u>\$ (1,871)</u>	<u>\$ (1,873)</u>

City Manager Departmental Operations

<u>ECONOMIC DEVELOPMENT</u>	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2012 <u>BUDGET</u>	2013 <u>BUDGET</u>	2014 <u>PLAN</u>	2015 <u>PLAN</u>	2016 <u>PLAN</u>	2017 <u>PLAN</u>
Revenues								
Sales and Services	\$ (1)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	(15)	(20)	-	-	-	-	-	-
	<u>(16)</u>	<u>(20)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	541	617	528	502	520	539	558	578
Operating Costs	634	656	111	118	120	122	124	126
Internal Services Used	34	5	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(662)	(523)	-	-	-	-	-	-
	<u>547</u>	<u>755</u>	<u>639</u>	<u>620</u>	<u>640</u>	<u>661</u>	<u>682</u>	<u>704</u>
Net Operations Total	531	735	639	620	640	661	682	704
Transfers								
Transfer From Own Sources	92	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>92</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 623</u>	<u>\$ 735</u>	<u>\$ 639</u>	<u>\$ 620</u>	<u>\$ 640</u>	<u>\$ 661</u>	<u>\$ 682</u>	<u>\$ 704</u>
 <u>LEGAL SERVICES</u>								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	1,572	1,570	1,573	1,599	1,665	1,733	1,804	1,878
Operating Costs	236	220	133	136	141	146	151	156
Internal Services Used	11	11	10	10	10	10	10	10
Internal Services Recovered	(53)	(52)	(53)	(53)	(55)	(57)	(59)	(61)
External Recoveries	(10)	(14)	-	-	-	-	-	-
	<u>1,756</u>	<u>1,735</u>	<u>1,663</u>	<u>1,692</u>	<u>1,761</u>	<u>1,832</u>	<u>1,906</u>	<u>1,983</u>
Net Operations Total	1,756	1,735	1,663	1,692	1,761	1,832	1,906	1,983
Transfers								
Transfer From Own Sources	(40)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>(40)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 1,716</u>	<u>\$ 1,735</u>	<u>\$ 1,663</u>	<u>\$ 1,692</u>	<u>\$ 1,761</u>	<u>\$ 1,832</u>	<u>\$ 1,906</u>	<u>\$ 1,983</u>

City Manager Departmental Operations

<u>LEGISLATIVE SERVICES</u>	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2012 <u>BUDGET</u>	2013 <u>BUDGET</u>	2014 <u>PLAN</u>	2015 <u>PLAN</u>	2016 <u>PLAN</u>	2017 <u>PLAN</u>
Revenues								
Sales and Services	\$ (11)	\$ (17)	\$ (13)	\$ (11)	\$ (11)	\$ (11)	\$ (11)	\$ (11)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(11)</u>	<u>(17)</u>	<u>(13)</u>	<u>(11)</u>	<u>(11)</u>	<u>(11)</u>	<u>(11)</u>	<u>(11)</u>
Expenditures								
Salaries and Benefits	2,072	1,842	2,119	2,144	2,277	2,414	2,555	2,700
Operating Costs	1,852	1,232	1,318	1,298	1,944	1,338	1,358	2,004
Internal Services Used	100	28	5	5	9	5	5	9
Internal Services Recovered	(160)	(77)	-	(75)	(28)	(28)	(28)	(28)
External Recoveries	(5)	(1)	-	-	-	-	-	-
	<u>3,859</u>	<u>3,024</u>	<u>3,442</u>	<u>3,372</u>	<u>4,202</u>	<u>3,729</u>	<u>3,890</u>	<u>4,685</u>
Net Operations Total	3,848	3,007	3,429	3,361	4,191	3,718	3,879	4,674
Transfers								
Transfer From Own Sources	(700)	-	-	-	(700)	-	-	(700)
Transfer To Own Sources	144	144	144	216	169	169	169	169
	<u>(556)</u>	<u>144</u>	<u>144</u>	<u>216</u>	<u>(531)</u>	<u>169</u>	<u>169</u>	<u>(531)</u>
	<u>\$ 3,292</u>	<u>\$ 3,151</u>	<u>\$ 3,573</u>	<u>\$ 3,577</u>	<u>\$ 3,660</u>	<u>\$ 3,887</u>	<u>\$ 4,048</u>	<u>\$ 4,143</u>



2013 – 2017 FINANCIAL PLAN

SIGNIFICANT CHANGES CITY MANAGER *(in thousands)*

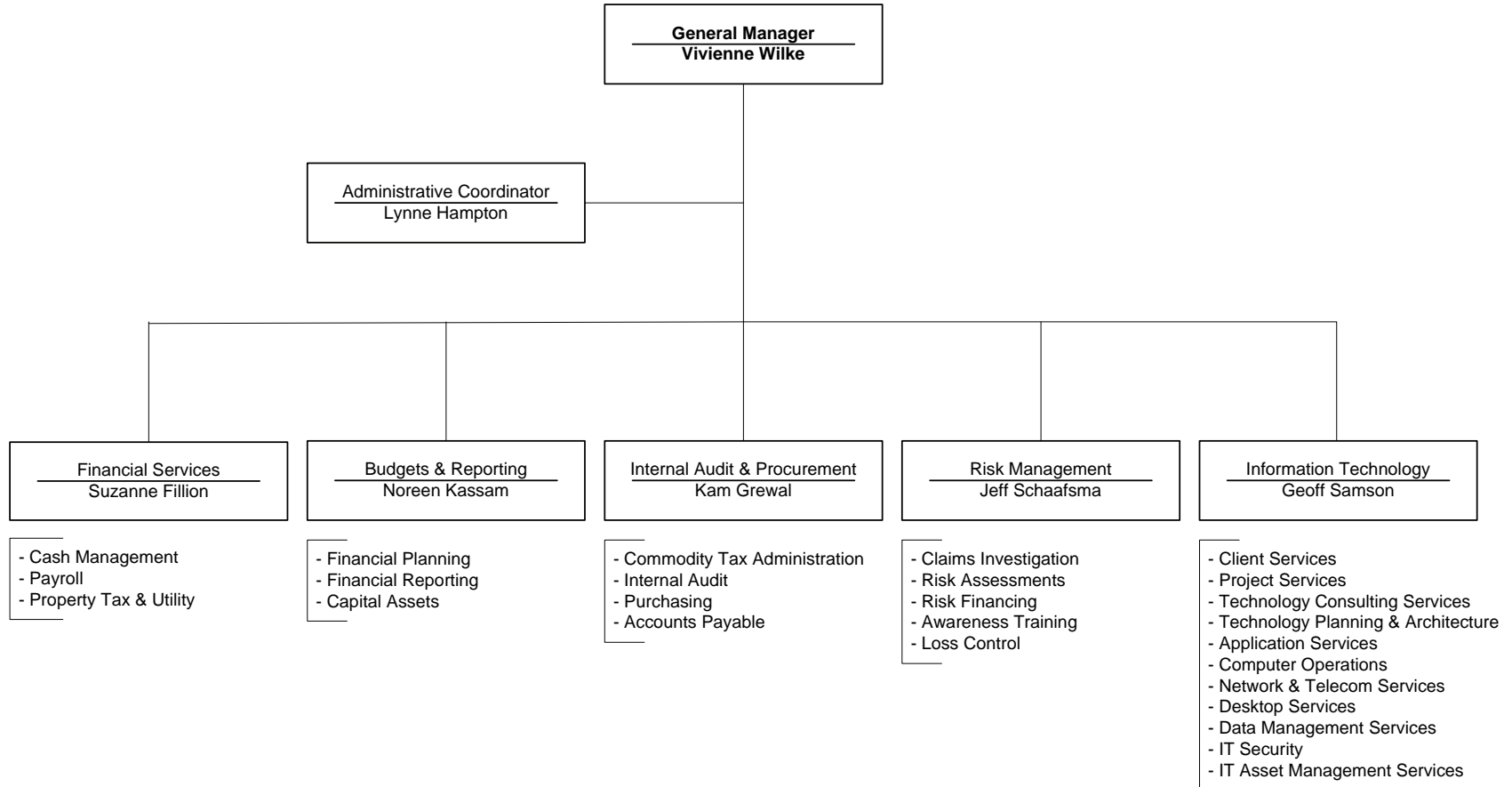
2012 ADOPTED BUDGET		\$	5,350
REVENUES			
Sales and Services			
Fees/Permits/Licenses	\$ (516)		
Fine Revenue	(101)		
Transfers	281		(336)
			(336)
Total Change in Revenues			(336)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Range Increase	(80)		
Overhead, OT, Sick Reduction	78		
New Positions - By-laws	(192)		
Reclass Positions	(11)		(205)
			(205)
Operating Costs			
Services	(9)		
Parking Contract	327		
Printer Cartridges	(44)		
IT Transfer	(7)		
Memberships	9		276
			276
Internal Services Used			
Fleet	69		
Landscaping	9		
Reallocation	5		83
			83
Internal Services Recovered			
RCMP Support Service Salaries	(5)		
Copier Chargeouts	(75)		(80)
			(80)
Transfer To Own Sources			
Copier Chargeouts	72		72
			72
Total Change in Expenditures			146
 2013 BUDGET		 \$	 <u>5,160</u>

	City Manager Significant Changes
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2013 ADOPTED BUDGET		\$	5,160
REVENUES			
Sales and Service			
Increase in By-law Fines and Fees	\$ (967)		(967)
EXPENDITURES			
Salaries/Wages & Benefits			
1 New By-law Officer	364		
Potential Salary Increases	1,437		
Election	70		1,871
Operating Costs			
Increase Due to Inflation	232		
By-law Equipment & Vehicle Increase	49		
Election	677		958
Internal Services Recovered			
Salaries Recovered	(28)		
By-law Internal Services	39		
Legal Services Recovered	-		11
Transfer From Own Sources			
Election Transfer	(747)		(747)
 2017 BUDGET		 \$	 <u>6,286</u>



Stewart Farmhouse in South Surrey



MISSION STATEMENT

To provide expert advice, services and innovative solutions in the areas of Finance, Taxation, Risk Management, and Information Technology to City departments and citizens, focusing on the City's values to provide "An Innovative Team Serving the Community with Integrity".

KEY PROGRAMS & SERVICES

The Finance & Technology Department provides financial expertise, risk management, information technology services, advice and guidance to support city operations. It provides responsive services to its clients and innovative solutions to streamlining City processes. 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, accounting, and 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, investments, treasury, cash management, and taxation. Staff calculate, levy, and collect property taxes, water and sewer billing and other payments to the City. Staff also monitor cash flow and invest funds to maximize returns while still minimizing risk and adhering to the City's investment policy.



Payroll Staff

INFORMATION TECHNOLOGY

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.

AUDIT & PROCUREMENT

Audit & Procurement includes accounts payable, purchasing, and internal audit. The division is responsible for reviewing business processes, policies and procedures for efficiency, control and compliance. It also investigates internal and external breaches of control, conducts specialized projects, provides commodity tax services to the City and develops the annual Corporate Audit Plan. This division is also responsible for coordinating the procurement of high-quality, cost-effective goods and services through competitive and fair processes and for maintaining optimum supply inventory levels.

2012 ACCOMPLISHMENTS

ECONOMIC:

- 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;
- 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 2011 Annual Report;
- Received the Distinguished Budget Presentation Award for the 2012-2016 Financial Plan;

Finance & Technology Departmental Overview

- Maintained and sustained IT assets through replacement and upgrade of aging application and technologies;
- Continued the implementation of an Enterprise Risk Management Program within Surrey;
- Hired 2 full-time Internal Auditors for the Internal Audit Division;
- Prepared for the transition back to PST;
- Issued a Request for Proposal for an external audit firm and entered into a 5 year contract with the successful vendor which resulted in cost savings;
- Began training key staff on new financial system;
- Updated and revised the City Investment Policy; and
- Began work on a City Debt Policy.

ENVIRONMENTAL:

- Continued to improve E-Finance services by further:
 - Connecting vendors to e-payments;
 - Providing staff electronic access to paid invoices via Bloodhound software;
- Continued to promote double-sided printing;
- Significantly reduced printed paper as we prepare for the implementation of a new financial management system;
- Received the City of Surrey's Employee Waste Reduction Week Challenge award;
- Changed the printer cost structure to a pay-per-copy basis to encourage a reduction in printing and that will ultimately result in cost savings; and
- Replaced waste bins with recycling and organics containers to reduce unnecessary waste.

SOCIO-CULTURAL:

- Provided superior customer service and expert advice to internal and external customers;
- Provided coordination and planning assistance on the move to New City Hall;
- Provided assistance and financial advice to Surrey associations and non-profit organizations;
- Facilitated staff professional development and training;
 - Trained key staff on the new financial system; and
 - Cross trained staff on various departmental functions.



Information Technology Staff

FUTURE INITIATIVES

ECONOMIC:

- Develop an analysis tool that measures “triple bottom line” accountability;
- Annual review of current policies;
- Ensure the smooth transition from HST back to GST/PST taking advantage of possible tax savings where possible by expediting certain purchases;
- Continue to manage debt;
- Implement a new treasury management system;
- Ensure sufficient reserves for equipment replacement costs;
- Maintain sound purchasing practices;
- Complete debt policy and have it approved by Council;
- Maximize return on investment portfolio;
- Obtain certification on investment policy;
- 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 and explore other electronic payment options;
- 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 and train all staff on the new financial system in 2013; and
- Review select financial 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;
- Implement new financial system which will facilitate the reduction of paper usage for certain documents, such as Purchase Requisitions;
- Implement an electronic content management system;

Finance & Technology Departmental Overview

- Incorporate sustainability issues within our bid documents by encouraging vendors to make bid submissions via email in order to minimize paper usage;
- 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.



Property Tax and Utility Staff

Finance & Technology Departmental Overview

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.

<i>Division</i>	<i>Performance Measures</i>	<i>2012</i>	<i>Budget 2013</i>	<i>Budget 2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>
Financial Services	# of quarterly reports submitted to Council	3 [Budget 3]	3	3	3	3	3
Financial Processing	# of invoices paid by Accounts Payable	70,493* [Budget 75,888]	72,779	74,235	75,720	77,234	78,779
	# of invoices created by Accounts Receivable	3,750** [Budget 4,265]	5,236	6,207	7,178	8,149	9,120
	% of staff receiving electronic pay stubs	70%*** [Budget 60%]	70%	80%	90%	100%	100%
	% of Homeowner Grants claimed online	50% [Budget 52%]	53%	54%	55%	56%	56%
Information Technology	% of IT support incidents resolved at first point of contact	58% [Budget 50%]	60%	70%	75%	75%	75%
Risk Management	Average # of days non-litigated liability claim open	63**** [Budget 164.7]	159.8	155.0	150.3	145.3	140.3
Internal Audit	% of scheduled audits completed as per Corporate Audit Plan	94% [Budget 80%]	80%	80%	80%	80%	80%
	% of completed audit reports that result in recommendation for change	90% [Budget 80%]	80%	80%	80%	80%	80%

*Accounts payable invoices processed are variable due to timing of receiving invoices as well as the variation of capital projects year over year.

** Accounts receivable invoices created are variable due to variation in cost sharing agreements and activity levels in various city departments.

***Increase due to RCMP department now receiving electronic paystubs.

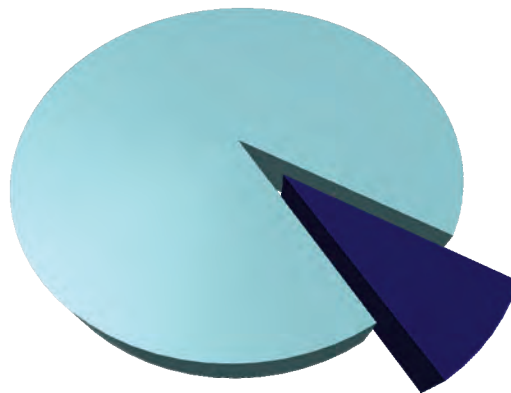
****Less than budgeted due to less claims than prior years which allowed staff to investigate faster and close sooner. Due to the variable nature of claims, future targets have not been revised.



2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS FINANCE & TECHNOLOGY *(in thousands)*

DIVISION SUMMARY	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Leadership	\$ 1,089	\$ 1,585	\$ 1,646	\$ 1,578	\$ 1,630	\$ 1,684	\$ 1,740	\$ 1,798
Financial Processing	1,092	1,136	1,109	1,142	1,169	1,196	1,224	1,251
Financial Services	1,177	1,340	1,267	1,304	1,346	1,389	1,433	1,478
Information Technology	9,257	11,349	11,877	12,928	13,196	13,468	13,745	14,028
Risk Management	1,406	1,585	1,585	1,534	1,697	1,861	2,025	2,190
Audit Procurement	1,765	1,776	1,602	1,789	1,834	1,881	1,929	1,978
	\$ 15,786	\$ 18,771	\$ 19,086	\$ 20,275	\$ 20,872	\$ 21,479	\$ 22,096	\$ 22,723
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (1,104)	\$ (1,058)	\$ (1,015)	\$ (1,338)	\$ (1,376)	\$ (1,415)	\$ (1,455)	\$ (1,497)
Grants, Donations and Other	(54)	(26)	(111)	(111)	(111)	(111)	(111)	(111)
	<u>(1,158)</u>	<u>(1,084)</u>	<u>(1,126)</u>	<u>(1,449)</u>	<u>(1,487)</u>	<u>(1,526)</u>	<u>(1,566)</u>	<u>(1,608)</u>
Expenditures								
Salaries and Benefits	12,703	14,272	13,701	14,523	14,933	15,355	15,789	16,236
Operating Costs	6,957	6,206	9,057	9,813	10,078	10,343	10,608	10,873
Internal Services Used	3,044	399	167	167	167	167	167	167
Internal Services Recovered	(3,000)	(3,450)	(2,771)	(2,801)	(2,841)	(2,882)	(2,924)	(2,967)
External Recoveries	382	(342)	(28)	(28)	(28)	(28)	(28)	(28)
	<u>20,086</u>	<u>17,085</u>	<u>20,126</u>	<u>21,674</u>	<u>22,309</u>	<u>22,955</u>	<u>23,612</u>	<u>24,281</u>
Net Operations Total	18,928	16,001	19,000	20,225	20,822	21,429	22,046	22,673
Transfers								
Transfer From Own Sources	(5,659)	(143)	(2,285)	(2,285)	(2,285)	(2,285)	(2,285)	(2,285)
Transfer To Own Sources	2,517	2,913	2,371	2,335	2,335	2,335	2,335	2,335
	<u>(3,142)</u>	<u>2,770</u>	<u>86</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>
	\$ 15,786	\$ 18,771	\$ 19,086	\$ 20,275	\$ 20,872	\$ 21,479	\$ 22,096	\$ 22,723



**8% of Property
Taxes
allocated to
Finance &
Technology**

Finance & Technology Departmental Operations

<u>LEADERSHIP</u>	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2012 <u>BUDGET</u>	2013 <u>BUDGET</u>	2014 <u>PLAN</u>	2015 <u>PLAN</u>	2016 <u>PLAN</u>	2017 <u>PLAN</u>
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	881	1,282	1,434	1,370	1,422	1,476	1,532	1,590
Operating Costs	202	129	212	208	208	208	208	208
Internal Services Used	6	4	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	<u>1,089</u>	<u>1,415</u>	<u>1,646</u>	<u>1,578</u>	<u>1,630</u>	<u>1,684</u>	<u>1,740</u>	<u>1,798</u>
Net Operations Total	1,089	1,415	1,646	1,578	1,630	1,684	1,740	1,798
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	170	-	-	-	-	-	-
	<u>-</u>	<u>170</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 1,089</u>	<u>\$ 1,585</u>	<u>\$ 1,646</u>	<u>\$ 1,578</u>	<u>\$ 1,630</u>	<u>\$ 1,684</u>	<u>\$ 1,740</u>	<u>\$ 1,798</u>
FINANCIAL PROCESSING								
Revenues								
Sales and Services	\$ (920)	\$ (897)	\$ (934)	\$ (1,257)	\$ (1,295)	\$ (1,334)	\$ (1,374)	\$ (1,416)
Grants, Donations and Other	-	-	(11)	(11)	(11)	(11)	(11)	(11)
	<u>(920)</u>	<u>(897)</u>	<u>(945)</u>	<u>(1,268)</u>	<u>(1,306)</u>	<u>(1,345)</u>	<u>(1,385)</u>	<u>(1,427)</u>
Expenditures								
Salaries and Benefits	1,906	2,103	2,069	2,454	2,515	2,577	2,641	2,706
Operating Costs	225	177	475	446	456	466	476	486
Internal Services Used	6	4	9	9	9	9	9	9
Internal Services Recovered	(125)	(251)	(249)	(249)	(255)	(261)	(267)	(273)
External Recoveries	-	-	-	-	-	-	-	-
	<u>2,012</u>	<u>2,033</u>	<u>2,304</u>	<u>2,660</u>	<u>2,725</u>	<u>2,791</u>	<u>2,859</u>	<u>2,928</u>
Net Operations Total	1,092	1,136	1,359	1,392	1,419	1,446	1,474	1,501
Transfers								
Transfer From Own Sources	-	-	(250)	(250)	(250)	(250)	(250)	(250)
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>(250)</u>	<u>(250)</u>	<u>(250)</u>	<u>(250)</u>	<u>(250)</u>	<u>(250)</u>
	<u>\$ 1,092</u>	<u>\$ 1,136</u>	<u>\$ 1,109</u>	<u>\$ 1,142</u>	<u>\$ 1,169</u>	<u>\$ 1,196</u>	<u>\$ 1,224</u>	<u>\$ 1,251</u>

Finance & Technology Departmental Operations

	2011	2012	2012	2013	2014	2015	2016	2017
<u>FINANCIAL SERVICES</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues								
Sales and Services	\$ (158)	\$ (139)	\$ (68)	\$ (68)	\$ (68)	\$ (68)	\$ (68)	\$ (68)
Grants, Donations and Other	(1)	(1)	-	-	-	-	-	-
	<u>(159)</u>	<u>(140)</u>	<u>(68)</u>	<u>(68)</u>	<u>(68)</u>	<u>(68)</u>	<u>(68)</u>	<u>(68)</u>
Expenditures								
Salaries and Benefits	1,634	1,723	1,444	1,481	1,520	1,560	1,601	1,643
Operating Costs	19	9	8	8	13	18	23	28
Internal Services Used	9	4	-	-	-	-	-	-
Internal Services Recovered	(300)	(228)	(89)	(89)	(91)	(93)	(95)	(97)
External Recoveries	(26)	(28)	(28)	(28)	(28)	(28)	(28)	(28)
	<u>1,336</u>	<u>1,480</u>	<u>1,335</u>	<u>1,372</u>	<u>1,414</u>	<u>1,457</u>	<u>1,501</u>	<u>1,546</u>
Net Operations Total	1,177	1,340	1,267	1,304	1,346	1,389	1,433	1,478
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	\$ 1,177	\$ 1,340	\$ 1,267	\$ 1,304	\$ 1,346	\$ 1,389	\$ 1,433	\$ 1,478
<u>INFORMATION TECHNOLOGY</u>								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	6,269	7,086	6,799	7,097	7,292	7,492	7,698	7,910
Operating Costs	3,931	4,039	4,058	4,847	4,947	5,047	5,147	5,247
Internal Services Used	76	26	7	7	7	7	7	7
Internal Services Recovered	(1,774)	(2,082)	(1,215)	(1,215)	(1,242)	(1,270)	(1,299)	(1,328)
External Recoveries	-	(1)	-	-	-	-	-	-
	<u>8,502</u>	<u>9,068</u>	<u>9,649</u>	<u>10,736</u>	<u>11,004</u>	<u>11,276</u>	<u>11,553</u>	<u>11,836</u>
Net Operations Total	8,502	9,068	9,649	10,736	11,004	11,276	11,553	11,836
Transfers								
Transfer From Own Sources	(1,548)	(143)	-	-	-	-	-	-
Transfer To Own Sources	2,303	2,424	2,228	2,192	2,192	2,192	2,192	2,192
	<u>755</u>	<u>2,281</u>	<u>2,228</u>	<u>2,192</u>	<u>2,192</u>	<u>2,192</u>	<u>2,192</u>	<u>2,192</u>
	\$ 9,257	\$ 11,349	\$ 11,877	\$ 12,928	\$ 13,196	\$ 13,468	\$ 13,745	\$ 14,028

Finance & Technology Departmental Operations

RISK MANAGEMENT	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
	<u>restated</u>	<u>restated</u>	<u>restated</u>					
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	(53)	(25)	(100)	(100)	(100)	(100)	(100)	(100)
	<u>(53)</u>	<u>(25)</u>	<u>(100)</u>	<u>(100)</u>	<u>(100)</u>	<u>(100)</u>	<u>(100)</u>	<u>(100)</u>
Expenditures								
Salaries and Benefits	374	368	345	324	337	351	365	380
Operating Costs	2,364	1,678	4,197	4,197	4,347	4,497	4,647	4,797
Internal Services Used	2,779	214	20	20	20	20	20	20
Internal Services Recovered	(569)	(656)	(985)	(1,015)	(1,015)	(1,015)	(1,015)	(1,015)
External Recoveries	408	(313)	-	-	-	-	-	-
	<u>5,356</u>	<u>1,291</u>	<u>3,577</u>	<u>3,526</u>	<u>3,689</u>	<u>3,853</u>	<u>4,017</u>	<u>4,182</u>
Net Operations Total	5,303	1,266	3,477	3,426	3,589	3,753	3,917	4,082
Transfers								
Transfer From Own Sources	(4,111)	-	(2,035)	(2,035)	(2,035)	(2,035)	(2,035)	(2,035)
Transfer To Own Sources	214	319	143	143	143	143	143	143
	<u>(3,897)</u>	<u>319</u>	<u>(1,892)</u>	<u>(1,892)</u>	<u>(1,892)</u>	<u>(1,892)</u>	<u>(1,892)</u>	<u>(1,892)</u>
	\$ 1,406	\$ 1,585	\$ 1,585	\$ 1,534	\$ 1,697	\$ 1,861	\$ 2,025	\$ 2,190
AUDIT PROCUREMENT								
Revenues								
Sales and Services	\$ (26)	\$ (22)	\$ (13)	\$ (13)	\$ (13)	\$ (13)	\$ (13)	\$ (13)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(26)</u>	<u>(22)</u>	<u>(13)</u>	<u>(13)</u>	<u>(13)</u>	<u>(13)</u>	<u>(13)</u>	<u>(13)</u>
Expenditures								
Salaries and Benefits	1,639	1,710	1,610	1,797	1,847	1,899	1,952	2,007
Operating Costs	216	174	107	107	107	107	107	107
Internal Services Used	168	147	131	131	131	131	131	131
Internal Services Recovered	(232)	(233)	(233)	(233)	(238)	(243)	(248)	(254)
External Recoveries	-	-	-	-	-	-	-	-
	<u>1,791</u>	<u>1,798</u>	<u>1,615</u>	<u>1,802</u>	<u>1,847</u>	<u>1,894</u>	<u>1,942</u>	<u>1,991</u>
Net Operations Total	1,765	1,776	1,602	1,789	1,834	1,881	1,929	1,978
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	\$ 1,765	\$ 1,776	\$ 1,602	\$ 1,789	\$ 1,834	\$ 1,881	\$ 1,929	\$ 1,978



2013 – 2017 FINANCIAL PLAN

SIGNIFICANT CHANGES FINANCE & TECHNOLOGY *(in thousands)*

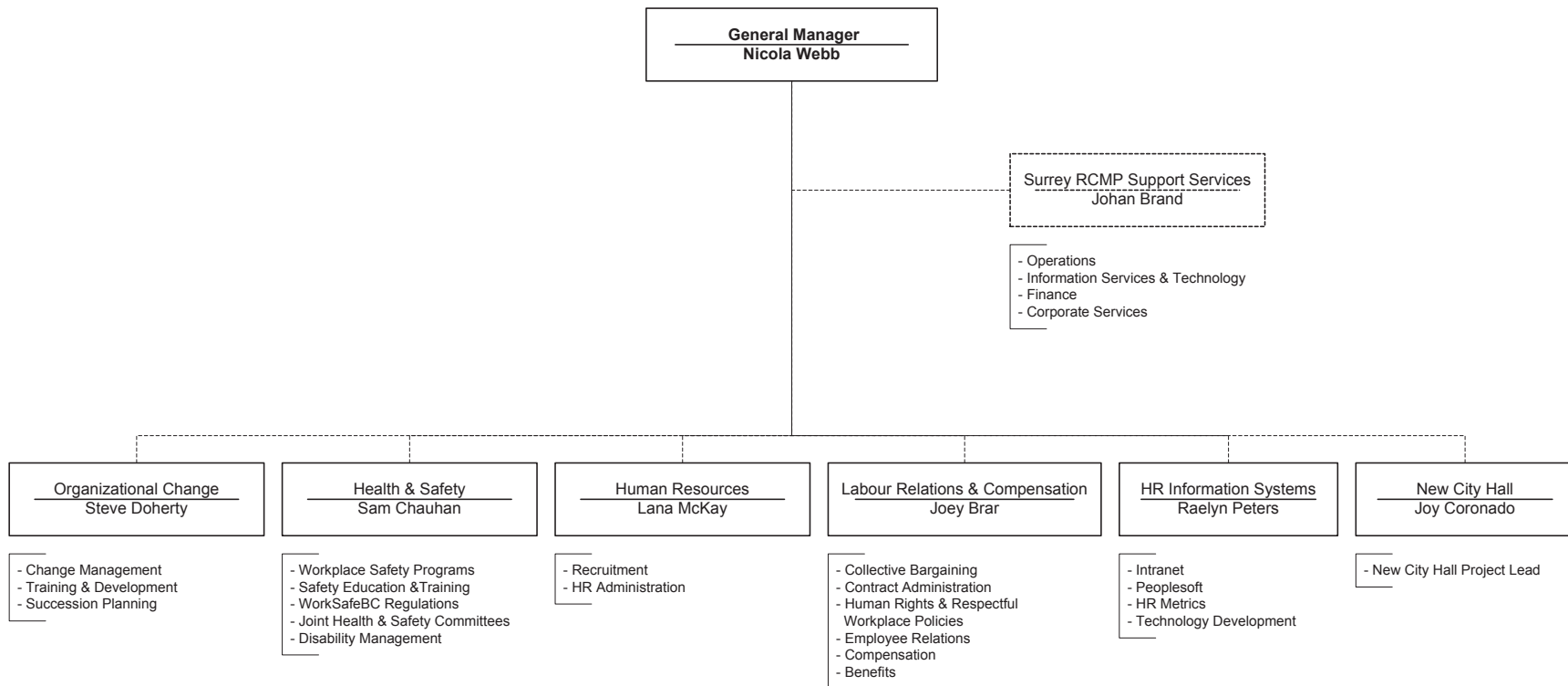
2012 ADOPTED BUDGET		\$ 19,086
REVENUES		
Sales and Services		
Increase in Tax Inquiry Fees	\$ (40)	
Fees for Service	(340)	(380)
Total Change in Revenues		(380)
EXPENDITURES		
Salaries		
Salary Range Increase	154	
Overhead, OT, Sick Reduction	22	
Reclassified Positions	181	
New Positions	522	879
Operating Costs		
IT Admin - Professional Services	384	
Hardware & Software Maintenance	379	
Adjustments	37	
Finance Processing Supplies	(44)	756
Internal Services Recovered		
Insurance	(30)	(30)
Transfer To Own Sources	(36)	(36)
Total Change in Expenditures		1,569
2013 BUDGET		\$ 20,275

Finance & Technology Significant Changes

2013 ADOPTED BUDGET		\$	20,275
REVENUES			
Sales and Service			
Tax Inquiry Fee	<u>\$ (159)</u>		<u>(159)</u>
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments	<u>1,713</u>		<u>1,713</u>
Operating Costs			
Internal Services Recovered	(166)		
Increase Insurance	600		
Increase Due to Inflation	<u>460</u>		<u>894</u>
 2017 BUDGET		 \$	 <u>22,723</u>



South Surrey Athletic Park



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, compensation and benefits, occupational health and safety, diversity, wellness, training and development, organizational change support, and managing the Human Resources Information Systems (HRIS). The Department administers programs for 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 sections:

OCCUPATIONAL HEALTH & SAFETY

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

ORGANIZATIONAL CHANGE

Organizational Change's responsibilities include the design, development and delivery of staff training, and the support of staff with ongoing organizational/business changes.

LABOUR RELATIONS & COMPENSATION

Labour Relations & 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

Human Resource Information Systems (HRIS) 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, RCMP 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.

2012 ACCOMPLISHMENTS

ECONOMIC:

- Continued on-line training (New Worker Health & Safety Orientation) to streamline the 'onboarding' process for new hires.

ENVIRONMENTAL:

- Converted employee paper files to electronic employee files reducing the impact on the environment.

SOCIO-CULTURAL:

- Remained a Top Employer in BC for the eighth consecutive year;
- Reduced the severity of workplace accidents/incidents by 46% compared to 2011;
- Presented total compensation statements to all staff to increase awareness;
- Engaged employees in the design and preparation of workspaces at the New City Hall;

- Continued to expand the diversity and inclusion events sponsored for City staff;
- City of Surrey and City of Vancouver partnered with ACCESS-on, an Essential Skills for Aboriginal Futures program; and
- Partnered with Surrey School Board on the Student Mentorship program.

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:

- Support City Hall staff in their transition to a new work space in 2013;
- Increase diversity awareness;
- Remain a top employer;
- Reduce workplace accidents;
- Increase community outreach initiatives to educate the community on opportunities within the City of Surrey;
- Engage in partnerships with Educational Institutes around Co-op, Practicum and Internship programs; and
- Increase employee information sessions, lunch and learns, and workshops to broaden awareness around the selection process.



City of Surrey Values

Human Resources Departmental Overview

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.

<i>Division</i>	<i>Performance Measures</i>	<i>2012</i>	<i>Budget 2013</i>	<i>Budget 2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>
Occupational Health & Safety	Incidence frequency rate of lost time claims per 100 person years	4.3 [Budget 4.4]	4.3	4.2	4.1	4.0	3.8
	# of diversity events held	10 [Budget 10]	10	10	10	10	10
Recruitment, Training & Organizational Development	Average # of days to fill a position vacancy	Exempt 85 days* CUPE RFT 59 days*	Exempt 84 days* CUPE RFT 58 days*	Exempt 83 days* CUPE RFT 57 days*	Exempt 82 days* CUPE RFT 56 days*	Exempt 81 days* CUPE RFT 55 days*	Exempt 80 days* CUPE RFT 54 days*
	# of probationary reports completed on time	80% [Budget 85%]	85%	90%	90%	90%	90%
	% increase in grievances	0 [Budget 0]	0	0	0	0	0
Labour Relations & Total Compensation	# of staff with perfect attendance	500** [Budget 450]	510**	515**	520**	525**	530**
Human Resources Information Systems	# of automated HR processes	6 [Budget 5]	6	6	6	6	6
	# of paper reducing initiatives	5 [Budget 4]	5	5	6	6	6

*Revised measurement for 2012 and future targets.

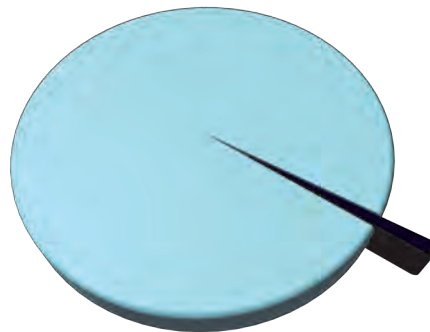
** City's Attendance Management Support program has positively affected staff attendance - future budgets have been revised.



2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS HUMAN RESOURCES *(in thousands)*

<u>DIVISION SUMMARY</u>	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2012 <u>BUDGET</u> <small>restated</small>	2013 <u>BUDGET</u>	2014 <u>PLAN</u>	2015 <u>PLAN</u>	2016 <u>PLAN</u>	2017 <u>PLAN</u>
Administration	\$ 444	\$ 960	\$ 869	\$ 715	\$ 745	\$ 776	\$ 808	\$ 841
Employment	1,292	1,240	1,305	947	976	1,006	1,037	1,070
Occupational Safety	452	471	452	509	578	597	617	638
Labour Relations/Compensation	427	724	491	870	902	935	969	1,005
Wellness & Diversity	63	72	50	49	49	49	49	49
	<u>\$ 2,678</u>	<u>\$ 3,467</u>	<u>\$ 3,167</u>	<u>\$ 3,090</u>	<u>\$ 3,250</u>	<u>\$ 3,363</u>	<u>\$ 3,480</u>	<u>\$ 3,603</u>
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (17)	\$ (17)	\$ (10)	\$ (11)	\$ (11)	\$ (11)	\$ (11)	\$ (11)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(17)</u>	<u>(17)</u>	<u>(10)</u>	<u>(11)</u>	<u>(11)</u>	<u>(11)</u>	<u>(11)</u>	<u>(11)</u>
Expenditures								
Salaries and Benefits	2,450	2,842	2,854	2,579	2,684	2,792	2,904	3,022
Operating Costs	816	712	623	631	636	641	646	651
Internal Services Used	7	8	-	1	1	1	1	1
Internal Services Recovered	(135)	(65)	(250)	(60)	(60)	(60)	(60)	(60)
External Recoveries	(4)	(13)	-	-	-	-	-	-
	<u>3,134</u>	<u>3,484</u>	<u>3,227</u>	<u>3,151</u>	<u>3,261</u>	<u>3,374</u>	<u>3,491</u>	<u>3,614</u>
Net Operations Total	3,117	3,467	3,217	3,140	3,250	3,363	3,480	3,603
Transfers								
Transfer From Own Sources	(439)	-	(50)	(50)	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>(439)</u>	<u>-</u>	<u>(50)</u>	<u>(50)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 2,678</u>	<u>\$ 3,467</u>	<u>\$ 3,167</u>	<u>\$ 3,090</u>	<u>\$ 3,250</u>	<u>\$ 3,363</u>	<u>\$ 3,480</u>	<u>\$ 3,603</u>



**1% of
Property
Taxes
allocated to
Human
Resources**

Human Resources Departmental Operations

	2011	2012	2012	2013	2014	2015	2016	2017
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
ADMINISTRATION								
Revenues								
Sales and Services	\$ -	\$ -	restated \$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	521	853	991	653	678	704	731	759
Operating Costs	73	105	68	61	66	71	76	81
Internal Services Used	4	2	-	1	1	1	1	1
Internal Services Recovered	(45)	-	(190)	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	553	960	869	715	745	776	808	841
Net Operations Total	553	960	869	715	745	776	808	841
Transfers								
Transfer From Own Sources	(109)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	(109)	-	-	-	-	-	-	-
	<u>\$ 444</u>	<u>\$ 960</u>	<u>\$ 869</u>	<u>\$ 715</u>	<u>\$ 745</u>	<u>\$ 776</u>	<u>\$ 808</u>	<u>\$ 841</u>
EMPLOYMENT								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,097	1,053	1,077	704	733	763	794	827
Operating Costs	284	263	288	303	303	303	303	303
Internal Services Used	2	2	-	-	-	-	-	-
Internal Services Recovered	(90)	(65)	(60)	(60)	(60)	(60)	(60)	(60)
External Recoveries	(1)	(13)	-	-	-	-	-	-
	1,292	1,240	1,305	947	976	1,006	1,037	1,070
Net Operations Total	1,292	1,240	1,305	947	976	1,006	1,037	1,070
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	<u>\$ 1,292</u>	<u>\$ 1,240</u>	<u>\$ 1,305</u>	<u>\$ 947</u>	<u>\$ 976</u>	<u>\$ 1,006</u>	<u>\$ 1,037</u>	<u>\$ 1,070</u>

Human Resources Departmental Operations

OCCUPATIONAL SAFETY	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Revenues			<small>restated</small>					
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	390	405	395	452	471	490	510	531
Operating Costs	62	67	107	107	107	107	107	107
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	(1)	-	-	-	-	-	-
	452	471	502	559	578	597	617	638
Net Operations Total	452	471	502	559	578	597	617	638
Transfers								
Transfer From Own Sources	-	-	(50)	(50)	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	(50)	(50)	-	-	-	-
	\$ 452	\$ 471	\$ 452	\$ 509	\$ 578	\$ 597	\$ 617	\$ 638
LABOUR RELATIONS & COMPENSATION								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	424	503	391	770	802	835	869	905
Operating Costs	336	219	100	100	100	100	100	100
Internal Services Used	-	1	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(3)	1	-	-	-	-	-	-
	757	724	491	870	902	935	969	1,005
Net Operations Total	757	724	491	870	902	935	969	1,005
Transfers								
Transfer From Own Sources	(330)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	(330)	-	-	-	-	-	-	-
	\$ 427	\$ 724	\$ 491	\$ 870	\$ 902	\$ 935	\$ 969	\$ 1,005

Human Resources Departmental Operations

	<u>2011</u> <u>ACTUAL</u>	<u>2012</u> <u>ACTUAL</u>	<u>2012</u> <u>BUDGET</u> <small>restated</small>	<u>2013</u> <u>BUDGET</u>	<u>2014</u> <u>PLAN</u>	<u>2015</u> <u>PLAN</u>	<u>2016</u> <u>PLAN</u>	<u>2017</u> <u>PLAN</u>
WELLNESS & DIVERSITY								
Revenues								
Sales and Services	\$ (17)	\$ (17)	\$ (10)	\$ (11)	\$ (11)	\$ (11)	\$ (11)	\$ (11)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(17)</u>	<u>(17)</u>	<u>(10)</u>	<u>(11)</u>	<u>(11)</u>	<u>(11)</u>	<u>(11)</u>	<u>(11)</u>
Expenditures								
Salaries and Benefits	18	28	-	-	-	-	-	-
Operating Costs	61	58	60	60	60	60	60	60
Internal Services Used	1	3	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	<u>80</u>	<u>89</u>	<u>60</u>	<u>60</u>	<u>60</u>	<u>60</u>	<u>60</u>	<u>60</u>
Net Operations Total	63	72	50	49	49	49	49	49
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 63</u>	<u>\$ 72</u>	<u>\$ 50</u>	<u>\$ 49</u>	<u>\$ 49</u>	<u>\$ 49</u>	<u>\$ 49</u>	<u>\$ 49</u>



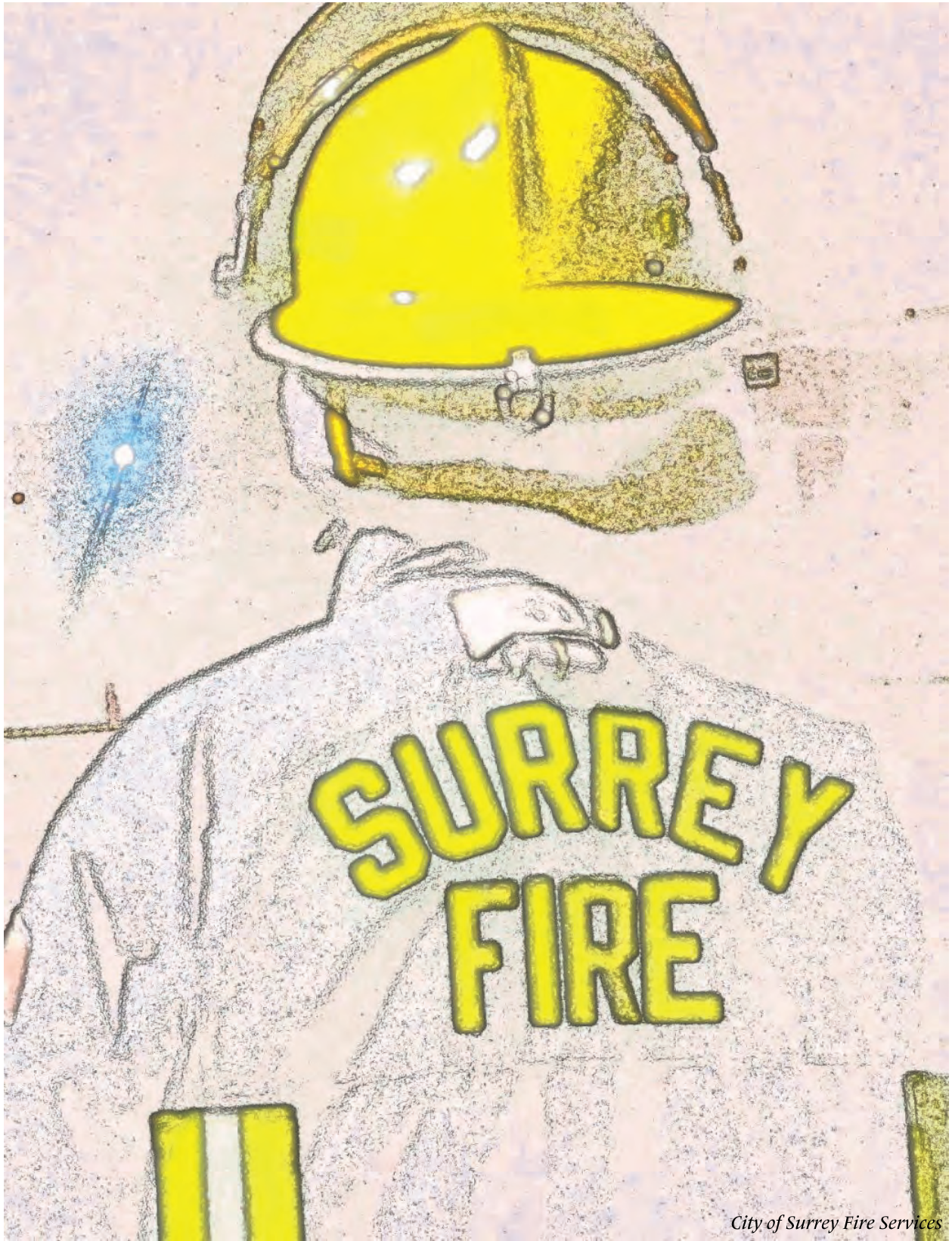
2013 – 2017 FINANCIAL PLAN

SIGNIFICANT CHANGES HUMAN RESOURCES *(in thousands)*

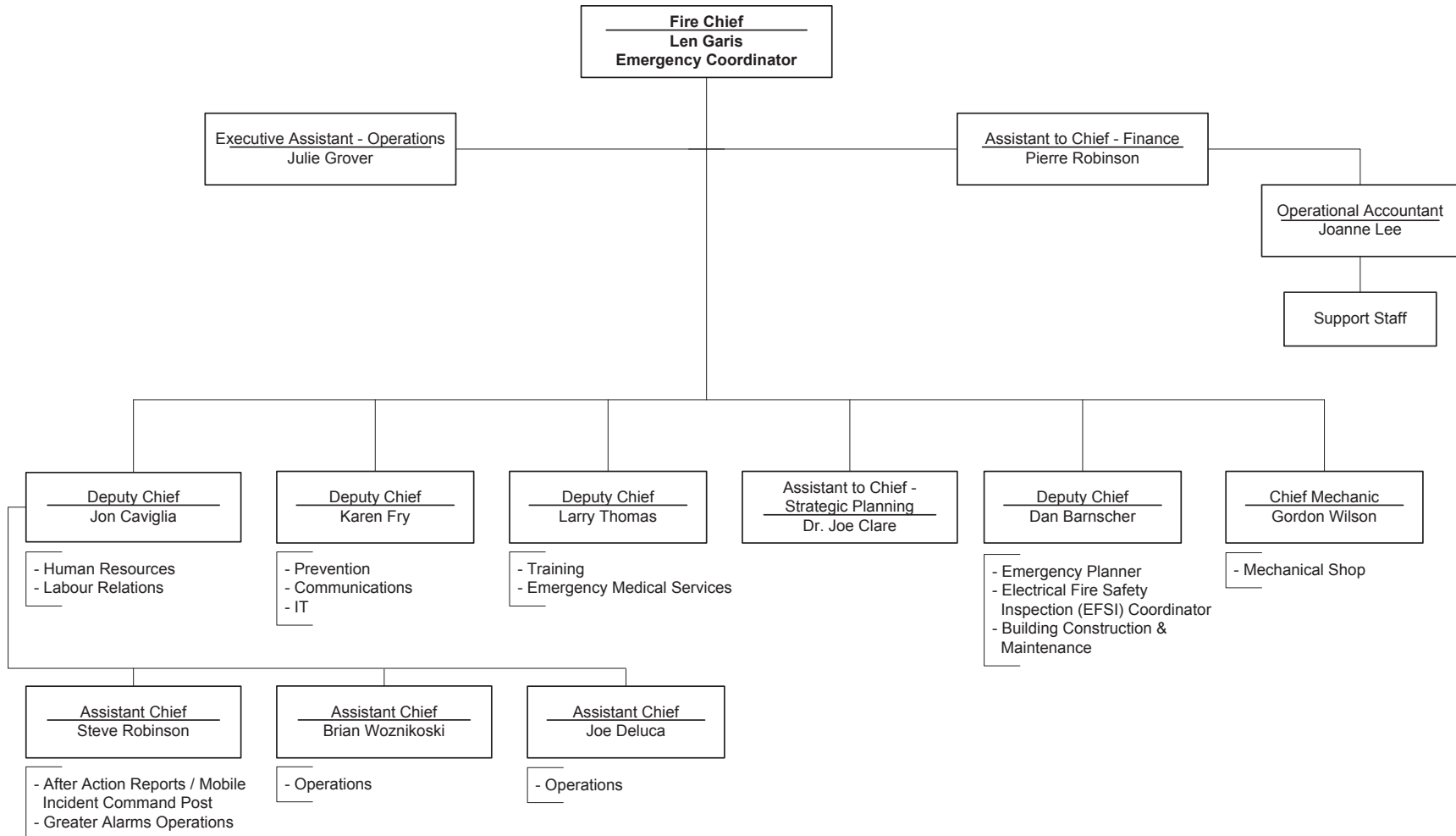
2012 ADOPTED BUDGET		\$	3,167
REVENUES	\$ (1)	(1)
Total Change in Revenues			<u>(1)</u>
EXPENDITURES			
Salaries			
Salary Range Increase	14	
Overhead, OT, Sick Reduction	28	
New Positions	179	
Build Surrey Reallocation	<u>(496)</u>	(275)
Operating Costs			
Training & Education	15	
Reallocation	<u>(7)</u>	8
Internal Services Used			
Reallocation	<u>1</u>	1
Internal Services Recovered			
Build Surrey Reallocation	<u>190</u>	190
Total Change in Expenditures			<u>(76)</u>
2013 BUDGET		\$	<u>3,090</u>

Human Resources Departmental Significant Changes

2013 ADOPTED BUDGET		\$	3,090
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	443	443
Operating Costs			
Reductions in Operating Costs	20	20
TRANSFERS			
Transfer From Own Sources	50	50
Total Change in Expenditures			513
2017 BUDGET		\$	3,603



City of Surrey Fire Services



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.

PREVENTION

Prevention reduces the loss of life, property and environmental damage due to fire or hazardous materials. The Division is comprised 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.



Prevention Initiative to commemorate the proclamation of Smoke Alarm Awareness Day

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.



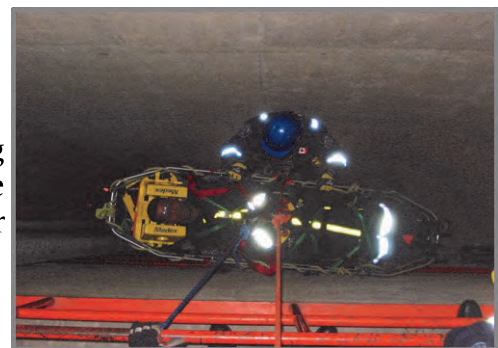
The Mobile Incident Command Post – a joint City project between Surrey Fire Service and RCMP

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.



Technical High Angle Rescue Training

2012 ACCOMPLISHMENTS

ECONOMIC:

- Broadened operating revenue sources by earning \$29,000 from 8 different clients, use of the Central Training Facility and accompanying “Burn Building”;
- Published 20 research articles and/or papers illustrating the evidence-based decision-making used for strategic planning and fire and emergency activity;
- Purchase and delivery of one quick response unit was completed on time and within budget;
- Emergency Communications systems fully integrated into the build of the Mobile Incident Command Post vehicle; and
- Continued to minimize absenteeism related costs through an attendance management program that resulted in a 6% increase over the prior year to a 67% perfect attendance.

ENVIRONMENTAL:

- Following the research and development of Anti-Idling Units (APU) for integration with all future fire apparatus purchases, strategies and operational guidelines were implemented to reduce emissions by a targeted 10%; and
- Continued the refinement of detection technologies used by the Electrical Fire Safety Initiative.

SOCIO-CULTURAL:

- Hosted the first of its kind, Injury Action Forum on a national stage to highlight the urgency in moving injury prevention strategies from theory to practice. Over 60 health, injury prevention and public safety leaders across Canada met, explored and discussed strategies and actions needed to realize the vision of “working together for an injury free Canada”. Surrey Home Safe and Smoke Alarm programs were featured presentations as best practice injury prevention initiatives;
- Critical Incident Stress Management (CISM) and Post Traumatic Stress Disorder (PTSD) training provided to over 320 career staff members. Training reviewed the importance of managing CISM and provided tools in dealing with PTSD;
- Expanded the Home Safe Program to include outreach to vulnerable at risk populations with smoke alarm awareness and installation. Installed 265 smoke alarms in 2013 – almost triple the 69 smoke alarms installed in 2012;
- Promoted the need for formalized recognition through the October 12th proclamation of Smoke Alarm Awareness Day;

Fire Departmental Overview

- Implemented and partnered on the development of the QlikView reporting dashboard tool for fire services;
- Distributed approximately 8,343 Home Fire Prevention packages to the highest risk areas of the City. This program has now reached over 38,000 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;



Stills of one of the Public Service Announcements produced as part of a province wide campaign to promote awareness of the importance of installation and regular testing of Smoke Alarms.

- Delivered 30 Surrey Neighbourhood Emergency Preparedness presentations to 987 attendees. In addition, five emergency preparedness booths were conducted at various fairs, resulting in exposure to 2,445 additional individuals; and
- Coordinated 31 Level 1 and two Level 2 emergency support services responses.

FUTURE INITIATIVES

ECONOMIC:

- Broaden operating revenue sources to fund growth;
- Review and implement more cost-efficient recruit screening, testing and training processes; and
- Deploy strategies designed to address resource draining repeat calls for service.

ENVIRONMENTAL:

- Enhance the Electrical Fire Safety Initiative to build on the successes of the program in driving marijuana grow operations out of Surrey; and
- Explore operationally feasible opportunities to reduce the department's carbon footprint by 10%.

SOCIO-CULTURAL:

- Improve the efficacy of the City's Emergency Social Services response capabilities between the Fire Services Department and the Parks, Recreation and Culture Department;
- Shift Prevention role within the community through Fire Safety at Work initiative as well as expansion of Home Safe Program education and service delivery;
- Integrate role specific reporting for operational users of recently implemented "dashboard" reporting software; and
- Implement video streaming capabilities for distance education/training.

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.

<i>Division</i>	<i>Performance Measures</i>	<i>2012</i>	<i>Budget 2013</i>	<i>Budget 2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>
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]	N/A**	N/A**	N/A**	N/A**	N/A**
	Meet goal of Homesafe Distribution Campaign's pamphlets	8343 [Budget 8,200]	N/A**	N/A**	N/A**	N/A**	N/A**
Emergency Preparedness	# of exercises conducted with Emergency Operation Control Group	2 [Budget 2]	3	3	3	3	3
	Increase the number of public contact to Surrey Neighbourhood Emergency Preparedness Program (NEPP)	3432 [Budget 3,100]	3,150	3,200	3,250	3,330	3,350
Operations	Overall # of calls for service	28,261 [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%

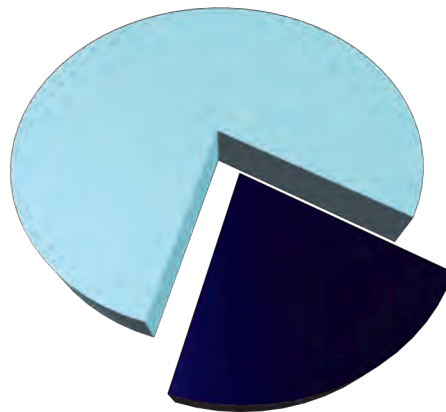
*** HomeSafe Program has consistently met all targets and is currently being reviewed for opportunities to expand the role, types of services delivered as well as the methods of delivery. The current performance measures will no longer be applicable once changes to the content and delivery model of the program have been implemented.*



2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS FIRE *(in thousands)*

<u>DIVISION SUMMARY</u>	2011	2012	2012	2013	2014	2015	2016	2017
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
			<i>restated</i>					
Administration	\$ 1,725	\$ 2,762	\$ 2,049	\$ 2,101	\$ 2,178	\$ 2,258	\$ 2,341	\$ 2,427
Emergency Planning	67	57	85	85	86	87	88	89
Fire Operations	40,937	43,632	44,273	45,215	46,238	47,282	48,348	49,436
Mechanics	858	809	816	841	875	909	944	979
Prevention	892	944	1,139	1,127	1,155	1,183	1,212	1,241
Radio & Communications	2,155	2,145	2,550	2,660	2,723	2,786	2,850	2,914
Training	695	739	734	745	765	785	805	826
	<u>\$ 47,329</u>	<u>\$ 51,088</u>	<u>\$ 51,646</u>	<u>\$ 52,774</u>	<u>\$ 54,020</u>	<u>\$ 55,290</u>	<u>\$ 56,588</u>	<u>\$ 57,912</u>
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (1,555)	\$ (1,708)	\$ (1,446)	\$ (1,519)	\$ (1,564)	\$ (1,610)	\$ (1,657)	\$ (1,705)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(1,555)</u>	<u>(1,708)</u>	<u>(1,446)</u>	<u>(1,519)</u>	<u>(1,564)</u>	<u>(1,610)</u>	<u>(1,657)</u>	<u>(1,705)</u>
Expenditures								
Salaries and Benefits	46,746	47,434	47,973	49,019	50,162	51,330	52,527	53,751
Operating Costs	3,585	3,564	3,922	3,896	4,041	4,186	4,331	4,476
Internal Services Used	373	173	124	138	141	144	147	150
Internal Services Recovered	(132)	(155)	(142)	(6)	(6)	(6)	(6)	(6)
External Recoveries	(209)	(197)	(162)	(131)	(131)	(131)	(131)	(131)
	<u>50,363</u>	<u>50,819</u>	<u>51,715</u>	<u>52,916</u>	<u>54,207</u>	<u>55,523</u>	<u>56,868</u>	<u>58,240</u>
Net Operations Total	48,808	49,111	50,269	51,397	52,643	53,913	55,211	56,535
Transfers								
Transfer From Own Sources	(2,856)	-	-	-	-	-	-	-
Transfer To Own Sources	1,377	1,977	1,377	1,377	1,377	1,377	1,377	1,377
	<u>(1,479)</u>	<u>1,977</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>
	<u>\$ 47,329</u>	<u>\$ 51,088</u>	<u>\$ 51,646</u>	<u>\$ 52,774</u>	<u>\$ 54,020</u>	<u>\$ 55,290</u>	<u>\$ 56,588</u>	<u>\$ 57,912</u>



**21% of
Property
Taxes
allocated to
Fire**

Fire Departmental Operations

	2011	2012	2012	2013	2014	2015	2016	2017
<u>ADMINISTRATION</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues								
Sales and Services	\$ (5)	\$ (7)	\$ -	\$ (1)	\$ (1)	\$ (1)	\$ (1)	\$ (1)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(5)</u>	<u>(7)</u>	<u>-</u>	<u>(1)</u>	<u>(1)</u>	<u>(1)</u>	<u>(1)</u>	<u>(1)</u>
Expenditures								
Salaries and Benefits	1,613	1,996	1,915	1,968	2,045	2,125	2,208	2,294
Operating Costs	121	176	134	132	132	132	132	132
Internal Services Used	2	5	-	2	2	2	2	2
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(3)	(8)	-	-	-	-	-	-
	<u>1,733</u>	<u>2,169</u>	<u>2,049</u>	<u>2,102</u>	<u>2,179</u>	<u>2,259</u>	<u>2,342</u>	<u>2,428</u>
Net Operations Total	1,728	2,162	2,049	2,101	2,178	2,258	2,341	2,427
Transfers								
Transfer From Own Sources	(3)	-	-	-	-	-	-	-
Transfer To Own Sources	-	600	-	-	-	-	-	-
	<u>(3)</u>	<u>600</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 1,725</u>	<u>\$ 2,762</u>	<u>\$ 2,049</u>	<u>\$ 2,101</u>	<u>\$ 2,178</u>	<u>\$ 2,258</u>	<u>\$ 2,341</u>	<u>\$ 2,427</u>
 EMERGENCY PLANNING								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	35	18	39	39	40	41	42	43
Operating Costs	35	64	54	54	54	54	54	54
Internal Services Used	4	-	-	-	-	-	-	-
Internal Services Recovered	(6)	(3)	(6)	(6)	(6)	(6)	(6)	(6)
External Recoveries	-	(22)	(2)	(2)	(2)	(2)	(2)	(2)
	<u>68</u>	<u>57</u>	<u>85</u>	<u>85</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>
Net Operations Total	68	57	85	85	86	87	88	89
Transfers								
Transfer From Own Sources	(1)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>(1)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 67</u>	<u>\$ 57</u>	<u>\$ 85</u>	<u>\$ 85</u>	<u>\$ 86</u>	<u>\$ 87</u>	<u>\$ 88</u>	<u>\$ 89</u>

Fire Departmental Operations

<u>FIRE OPERATIONS</u>	2011	2012	2012	2013	2014	2015	2016	2017
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ (1)	\$ (1)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(1)</u>	<u>(1)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	40,219	40,409	41,041	41,996	42,941	43,907	44,895	45,905
Operating Costs	1,811	1,841	1,831	1,820	1,895	1,970	2,045	2,120
Internal Services Used	353	152	124	122	125	128	131	134
Internal Services Recovered	\$ -	\$ (11)	-	-	-	-	-	-
External Recoveries	(181)	(135)	(100)	(100)	(100)	(100)	(100)	(100)
	<u>42,202</u>	<u>42,256</u>	<u>42,896</u>	<u>43,838</u>	<u>44,861</u>	<u>45,905</u>	<u>46,971</u>	<u>48,059</u>
Net Operations Total	42,201	42,255	42,896	43,838	44,861	45,905	46,971	48,059
Transfers								
Transfer From Own Sources	(2,641)	-	-	-	-	-	-	-
Transfer To Own Sources	1,377	1,377	1,377	1,377	1,377	1,377	1,377	1,377
	<u>(1,264)</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>	<u>1,377</u>
	<u>\$ 40,937</u>	<u>\$ 43,632</u>	<u>\$ 44,273</u>	<u>\$ 45,215</u>	<u>\$ 46,238</u>	<u>\$ 47,282</u>	<u>\$ 48,348</u>	<u>\$ 49,436</u>
MECHANICS								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	486	486	489	498	512	526	541	556
Operating Costs	399	323	328	342	362	382	402	422
Internal Services Used	1	-	-	1	1	1	1	1
Internal Services Recovered	-	(5)	-	-	-	-	-	-
External Recoveries	(5)	5	(1)	-	-	-	-	-
	<u>881</u>	<u>809</u>	<u>816</u>	<u>841</u>	<u>875</u>	<u>909</u>	<u>944</u>	<u>979</u>
Net Operations Total	881	809	816	841	875	909	944	979
Transfers								
Transfer From Own Sources	(23)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>(23)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 858</u>	<u>\$ 809</u>	<u>\$ 816</u>	<u>\$ 841</u>	<u>\$ 875</u>	<u>\$ 909</u>	<u>\$ 944</u>	<u>\$ 979</u>

Fire Departmental Operations

<u>PREVENTION</u>	2011	2012	2012	2013	2014	2015	2016	2017
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues			<i>restated</i>					
Sales and Services	\$ (253)	\$ (323)	\$ (127)	\$ (136)	\$ (140)	\$ (144)	\$ (148)	\$ (152)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(253)</u>	<u>(323)</u>	<u>(127)</u>	<u>(136)</u>	<u>(140)</u>	<u>(144)</u>	<u>(148)</u>	<u>(152)</u>
Expenditures								
Salaries and Benefits	1,159	1,223	1,182	1,179	1,206	1,233	1,261	1,289
Operating Costs	52	51	89	79	84	89	94	99
Internal Services Used	8	13	-	10	10	10	10	10
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(3)	(20)	(5)	(5)	(5)	(5)	(5)	(5)
	<u>1,216</u>	<u>1,267</u>	<u>1,266</u>	<u>1,263</u>	<u>1,295</u>	<u>1,327</u>	<u>1,360</u>	<u>1,393</u>
Net Operations Total	963	944	1,139	1,127	1,155	1,183	1,212	1,241
Transfers								
Transfer From Own Sources	(71)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>(71)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 892</u>	<u>\$ 944</u>	<u>\$ 1,139</u>	<u>\$ 1,127</u>	<u>\$ 1,155</u>	<u>\$ 1,183</u>	<u>\$ 1,212</u>	<u>\$ 1,241</u>
 RADIO & COMMUNICATIONS								
Revenues								
Sales and Services	\$ (1,287)	\$ (1,346)	\$ (1,319)	\$ (1,357)	\$ (1,398)	\$ (1,440)	\$ (1,483)	\$ (1,527)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(1,287)</u>	<u>(1,346)</u>	<u>(1,319)</u>	<u>(1,357)</u>	<u>(1,398)</u>	<u>(1,440)</u>	<u>(1,483)</u>	<u>(1,527)</u>
Expenditures								
Salaries and Benefits	2,585	2,621	2,661	2,682	2,746	2,811	2,878	2,946
Operating Costs	1,076	1,021	1,361	1,345	1,385	1,425	1,465	1,505
Internal Services Used	3	2	-	2	2	2	2	2
Internal Services Recovered	(126)	(136)	(136)	-	-	-	-	-
External Recoveries	12	(17)	(17)	(12)	(12)	(12)	(12)	(12)
	<u>3,550</u>	<u>3,491</u>	<u>3,869</u>	<u>4,017</u>	<u>4,121</u>	<u>4,226</u>	<u>4,333</u>	<u>4,441</u>
Net Operations Total	2,263	2,145	2,550	2,660	2,723	2,786	2,850	2,914
Transfers								
Transfer From Own Sources	(108)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>(108)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 2,155</u>	<u>\$ 2,145</u>	<u>\$ 2,550</u>	<u>\$ 2,660</u>	<u>\$ 2,723</u>	<u>\$ 2,786</u>	<u>\$ 2,850</u>	<u>\$ 2,914</u>

Fire Departmental Operations

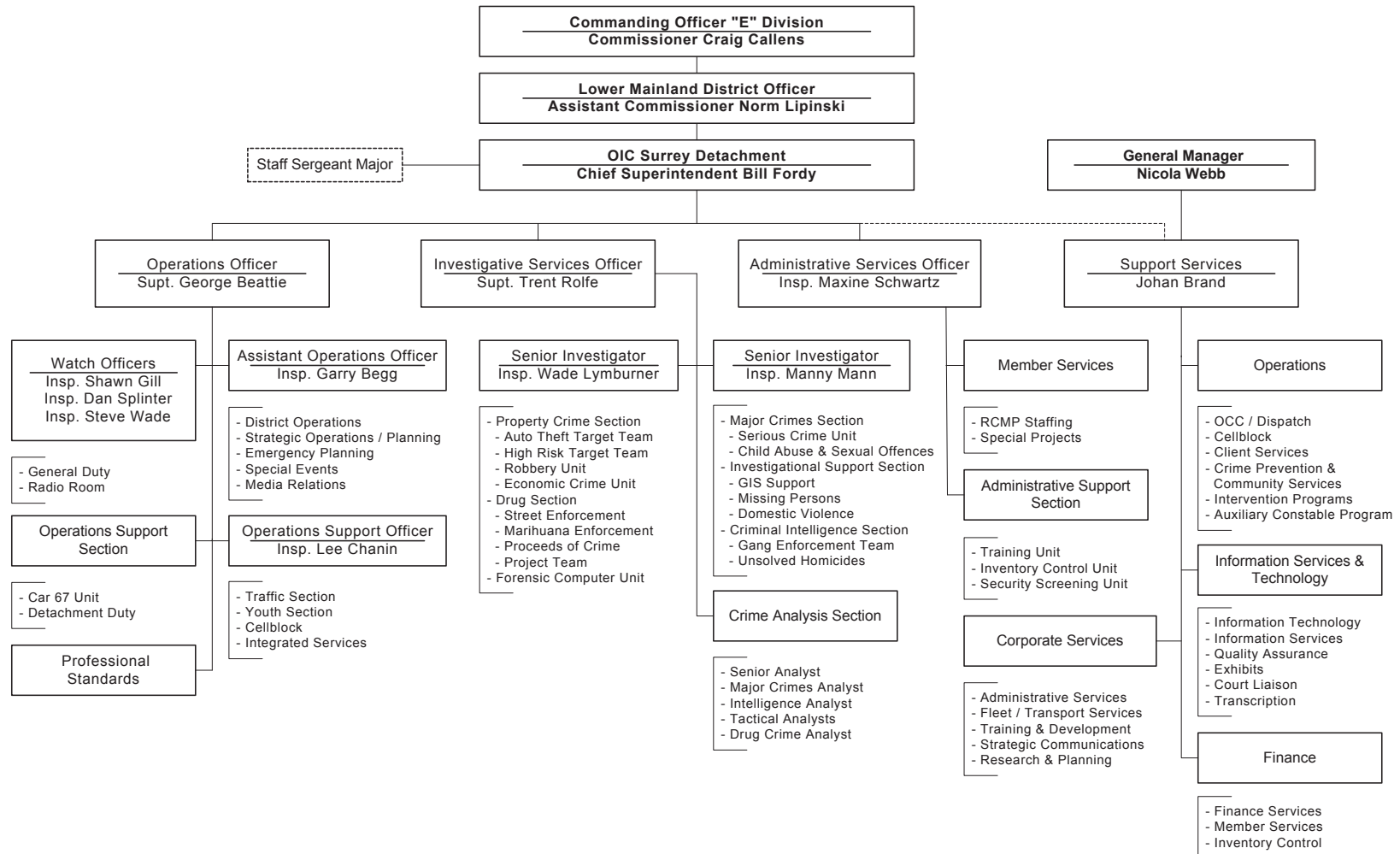
TRAINING	2011	2012	2012	2013	2014	2015	2016	2017
ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ (9)	\$ (31)	\$ -	\$ (25)	\$ (25)	\$ (25)	\$ (25)	\$ (25)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(9)</u>	<u>(31)</u>	<u>-</u>	<u>(25)</u>	<u>(25)</u>	<u>(25)</u>	<u>(25)</u>	<u>(25)</u>
Expenditures								
Salaries and Benefits	649	681	646	657	672	687	702	718
Operating Costs	91	88	125	124	129	134	139	144
Internal Services Used	2	1	-	1	1	1	1	1
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(29)	-	(37)	(12)	(12)	(12)	(12)	(12)
	<u>713</u>	<u>770</u>	<u>734</u>	<u>770</u>	<u>790</u>	<u>810</u>	<u>830</u>	<u>851</u>
Net Operations Total	704	739	734	745	765	785	805	826
Transfers								
Transfer From Own Sources	(9)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>(9)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 695</u>	<u>\$ 739</u>	<u>\$ 734</u>	<u>\$ 745</u>	<u>\$ 765</u>	<u>\$ 785</u>	<u>\$ 805</u>	<u>\$ 826</u>

	2013 – 2017 FINANCIAL PLAN
	SIGNIFICANT CHANGES FIRE <i>(in thousands)</i>

2012 ADOPTED BUDGET		\$ 51,646
REVENUES		
Sales and Services		
Fees	\$ (48)	
Transfer from External Recoveries	(25)	(73)
Total Change in Revenues		(73)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Range Increase	506	
Overhead, OT, Sick Decrease	363	
New Positions	169	
Part-Time Adjustment	8	1,046
Operating Costs		
Turnout Gear	6	
Printer Cartridges	(32)	(26)
Internal Services Used		
Cost Allocations	14	14
Internal Services Recovered		
Engineering Dispatch Services	136	136
External Recoveries		
External Recoveries	6	
Transfer to Revenues	25	31
Total Change in Expenditures		1,201
2013 BUDGET		\$ 52,774

Fire Departmental Significant Changes

2013 ADOPTED BUDGET		\$	52,774
REVENUES			
Sales and Service			
Radio & Communications	\$ (170)		
Prevention	(16)		(186)
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	4,732		4,732
Operating Costs			
Increase Due to Inflation	580		
Internal Services	12		592
Total Change in Expenditures			5,138
 2017 BUDGET		 \$	 57,912



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, enforcement operations, and works to reduce the impact of crime on the community through education and outreach. The Detachment is structured as follows:

OPERATIONS

Operations consists primarily of uniformed general duty and traffic enforcement members, as well as a number of specialized support units including Professional Standards, School Liaison and Youth at Risk programs, Neighbourhood Liaison, Community Safety Officers, 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.

2012 ACCOMPLISHMENTS

ECONOMIC:

- Safeguarded the City's assets through effective and efficient financial processes and systems;
- Ensured that all financial transactions met appropriate statutory requirements; and
- Established a Continuous Improvement Committee and conducted a review of General Duty member deployment to gain efficiencies and improve service delivery .

ENVIRONMENTAL:

- Continued to support 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.



RCMP patrol at Fusion Festival

SOCIO-CULTURAL:

- Contributed resources, analysis, and advice to City initiatives, particularly those associated with Public Safety and the Crime Reduction Strategy;
- Developed and released a video titled 'It Gets Better' in support of gay and lesbian youth dealing with bullying and issues around acceptance and understanding;

- 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 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 Fusion Festival, Vaisakhi, the Cloverdale Rodeo, and Canada Day, to ensure a safe and secure environment for all.

FUTURE INITIATIVES

ECONOMIC:

- Optimize utilization of resources through strategic procurement, asset management and inventory control;
- Leverage technologies and best practices to enhance operational effectiveness; and
- Generate new revenue streams and/or shared service opportunities.

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; and
- Implement technologies and tools to facilitate remote access to meetings using phone and video conferencing.

SOCIO-CULTURAL:

- Strengthen supervision, leadership and managerial skills and demonstrate accountability at all levels;
- Ensure compliance with mandatory training requirements;
- Ensure efficient and effective deployment of human resources;
- Ensure career enhancement opportunities are transparent and are supported by detachment specific policies, procedures and business practices;
- Provide a healthy, respectful workplace with opportunity for employee feedback
- Support and encourage employee wellness;

- Utilize crime analysis to identify and reduce the volume and impact of crime, hot spots, trends in criminality, and prolific/chronic offenders;
- Work with the community to address special events, signal crimes and nuisance behaviour that impact perceptions of safety and quality of life;
- Identify and address crime and the underlying issues that impact youth and vulnerable populations;
- Keep the roadways safe and efficient by addressing driver behaviour and promoting good driving practices;
- Effectively respond to victims and resolve calls for service;
- Improve overall community satisfaction with Surrey RCMP engagement efforts;
- Increase public involvement and positive interaction with police and police programs;
- Increase collaboration and partnership on public safety issues;
- Seek public input and foster dialogue to develop shared understanding of our diverse communities;
- Improve outreach and information sharing through greater utilization of existing and emerging communication technologies;
- Identify and deliver key messages around policing and public safety to clients, partners, and stakeholders;
- Build public trust through demonstrated professionalism, accountability and transparency; and
- Improve employee access to operational and corporate information, as well as encourage collaboration and two-way communication, across all levels, units and sections.



Surrey RCMP Police Vehicle

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.

<i>Priority</i>	<i>Performance Measures</i>	<i>2012</i>	<i>Budget 2013</i>	<i>Budget 2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>
Capacity Building – Our People	Mandatory (Member) training compliance rate	NA*	100%	100%	100%	100%	100%
	Employee satisfaction	NA****	80%	-****	80%	-****	80%
Community Safety & Crime Reduction	Reduction in rate of crimes against persons	13.2	12.6	12.0	11.4	10.9	10.3
	Reduction in rate of crimes against property	56	53.3	50.8	48.4	46.1	43.9
	Reduction in collisions causing death or injury (per 1000 population) [Baseline 2012]	0.03 (fatal) 2.1 (injury)	0.029 2.0	0.027 1.9	0.026 1.8	0.025 1.7	0.024 1.6
	% of response times within 7 min. for Priority 1 and 15 min. for Priority 2 calls [Baseline 2012]	51% (P1) 47% (P2)	60% P1 & P2	70% P1 & P2	75% P1 & P2	80% P1 & P2	90% P1 & P2
Community Engagement	Community satisfaction	NA****	80%	-****	80%	-****	80%
	# of community meetings (e.g. ,CCG and IST) held	NA*****	75	75	75	75	75

RCMP Departmental Overview

Communication	Employee satisfaction	NA****	80%	****	80%	****	80%
	Community satisfaction	NA****	80%	****	80%	****	80%
	Increase in internet traffic (total page views)	512,293 [Baseline 2012]	537,908	564,803	593,043	622,695	653,830
	# of news releases	195 [Baseline 2012]	250	300	300	300	300
Stewardship	Reduction in deficit spending for RCMP contract budget	4% [Baseline 2012]	3%	2%	1%	0%	0%
	Reduction in paper use (as measured by # of boxes)	665 [Baseline 2012]	633	603	574	547	521
	Reduction in (office) energy consumption in kWh	4,230,346 [Baseline 2012]	4,028,901	3,837,049	3,654,332	3,480,316	3,314,587

* The baseline for compliance with the core mandatory training requirements (IMIM, CBRN, AFQ and Block training) will be established in 2013 based on YTD average of the daily compliance rate.

**Crime rates expressed as the number of crimes per 1,000 population and calculated based on counts of most serious violation in an incident only. Incidents may involve more than one violation. Violent crime incidents count as a single violation, regardless of the number of victims involved in the incident.

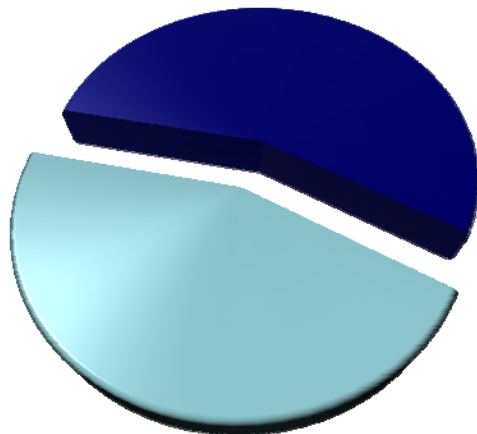
*** Call response times do not include member-generated (on view) files, only calls received by the Call centre. Priority 1 calls exceeding 35 minutes and Priority 2 calls exceeding 24 hours were excluded from the calculation.

**** Employee and community surveys to be conducted on a bi-annual basis.

2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS RCMP (in thousands)

<u>DIVISION SUMMARY</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 PLAN</u>	<u>2015 PLAN</u>	<u>2016 PLAN</u>	<u>2017 PLAN</u>
Administration	\$ 1,203	\$ 1,446	\$ 1,030	\$ 940	\$ 1,231	\$ 1,532	\$ 1,842	\$ 2,162
District Offices	1,389	1,436	1,507	1,514	1,530	1,546	1,562	1,578
Operations	7,090	7,351	7,060	7,177	7,340	7,507	7,678	7,852
Corporate Services	(3,599)	(2,349)	(1,579)	(1,183)	(1,307)	(1,434)	(1,566)	(1,702)
RCMP Contract	85,390	91,968	89,399	97,417	103,058	111,624	120,518	127,304
Information Services	6,621	6,290	7,170	7,081	7,252	7,427	7,605	7,787
	\$ 98,094	\$ 106,142	\$ 104,587	\$ 112,946	\$ 119,104	\$ 128,202	\$ 137,639	\$ 144,981
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (891)	\$ (923)	\$ (880)	\$ (903)	\$ (930)	\$ (957)	\$ (986)	\$ (1,016)
Grants, Donations and Other	(6,409)	(8,784)	(6,316)	(6,536)	(6,733)	(6,935)	(7,143)	(7,358)
	(7,300)	(9,707)	(7,196)	(7,439)	(7,663)	(7,892)	(8,129)	(8,374)
Expenditures								
Salaries and Benefits	17,947	18,307	18,113	18,501	19,218	19,955	20,711	21,488
Operating Costs	88,815	94,661	92,387	100,379	106,035	114,616	123,525	130,326
Internal Services Used	410	372	365	370	379	388	397	406
Internal Services Recovered	(13)	(16)	-	-	-	-	-	-
External Recoveries	(1,123)	(1,308)	(782)	(565)	(565)	(565)	(565)	(565)
	106,036	112,016	110,083	118,685	125,067	134,394	144,068	151,655
Net Operations Total	98,736	102,309	102,887	111,246	117,404	126,502	135,939	143,281
Transfers								
Transfer From Own Sources	(2,428)	(1,111)	-	-	-	-	-	-
Transfer To Own Sources	1,786	4,944	1,700	1,700	1,700	1,700	1,700	1,700
	(642)	3,833	1,700	1,700	1,700	1,700	1,700	1,700
	\$ 98,094	\$ 106,142	\$ 104,587	\$ 112,946	\$ 119,104	\$ 128,202	\$ 137,639	\$ 144,981



**45% of
Property
Taxes
allocated to
RCMP**

RCMP Departmental Operations

ADMINISTRATION	2011	2012	2012	2013	2014	2015	2016	2017
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	(86)	(72)	-	-	-	-	-	-
	<u>(86)</u>	<u>(72)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	1,093	1,275	782	690	972	1,264	1,565	1,876
Operating Costs	97	77	93	91	96	101	106	111
Internal Services Used	103	171	155	159	163	167	171	175
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	<u>1,293</u>	<u>1,523</u>	<u>1,030</u>	<u>940</u>	<u>1,231</u>	<u>1,532</u>	<u>1,842</u>	<u>2,162</u>
Net Operations Total	1,293	1,523	1,030	940	1,231	1,532	1,842	2,162
Transfers								
Transfer From Own Sources	(90)	(77)	-	-	-	-	-	-
Transfer To Own Sources	86	72	-	-	-	-	-	-
	<u>(4)</u>	<u>(5)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 1,203</u>	<u>\$ 1,446</u>	<u>\$ 1,030</u>	<u>\$ 940</u>	<u>\$ 1,231</u>	<u>\$ 1,532</u>	<u>\$ 1,842</u>	<u>\$ 2,162</u>
DISTRICT OFFICES								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	382	397	391	395	404	413	422	431
Operating Costs	933	988	1,042	1,045	1,050	1,055	1,060	1,065
Internal Services Used	74	54	74	74	76	78	80	82
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	(3)	-	-	-	-	-	-
	<u>1,389</u>	<u>1,436</u>	<u>1,507</u>	<u>1,514</u>	<u>1,530</u>	<u>1,546</u>	<u>1,562</u>	<u>1,578</u>
Net Operations Total	1,389	1,436	1,507	1,514	1,530	1,546	1,562	1,578
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 1,389</u>	<u>\$ 1,436</u>	<u>\$ 1,507</u>	<u>\$ 1,514</u>	<u>\$ 1,530</u>	<u>\$ 1,546</u>	<u>\$ 1,562</u>	<u>\$ 1,578</u>

RCMP Departmental Operations

OPERATIONS	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Revenues								
Sales and Services	\$ (681)	\$ (703)	\$ (609)	\$ (626)	\$ (645)	\$ (664)	\$ (684)	\$ (705)
Grants, Donations and Other	(358)	(381)	(351)	(351)	(362)	(373)	(384)	(396)
	<u>(1,039)</u>	<u>(1,084)</u>	<u>(960)</u>	<u>(977)</u>	<u>(1,007)</u>	<u>(1,037)</u>	<u>(1,068)</u>	<u>(1,101)</u>
Expenditures								
Salaries and Benefits	7,779	8,123	7,623	7,757	7,949	8,145	8,346	8,552
Operating Costs	296	264	346	346	346	346	346	346
Internal Services Used	54	51	51	51	52	53	54	55
Internal Services Recovered	-	(1)	-	-	-	-	-	-
External Recoveries	-	(2)	-	-	-	-	-	-
	<u>8,129</u>	<u>8,435</u>	<u>8,020</u>	<u>8,154</u>	<u>8,347</u>	<u>8,544</u>	<u>8,746</u>	<u>8,953</u>
Net Operations Total	7,090	7,351	7,060	7,177	7,340	7,507	7,678	7,852
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 7,090</u>	<u>\$ 7,351</u>	<u>\$ 7,060</u>	<u>\$ 7,177</u>	<u>\$ 7,340</u>	<u>\$ 7,507</u>	<u>\$ 7,678</u>	<u>\$ 7,852</u>
CORPORATE SERVICES								
Revenues								
Sales and Services	\$ (9)	\$ -	\$ (72)	\$ (72)	\$ (74)	\$ (76)	\$ (78)	\$ (80)
Grants, Donations and Other	(5,965)	(8,323)	(5,965)	(6,185)	(6,371)	(6,562)	(6,759)	(6,962)
	<u>(5,974)</u>	<u>(8,323)</u>	<u>(6,037)</u>	<u>(6,257)</u>	<u>(6,445)</u>	<u>(6,638)</u>	<u>(6,837)</u>	<u>(7,042)</u>
Expenditures								
Salaries and Benefits	1,787	1,867	1,952	2,373	2,435	2,499	2,564	2,631
Operating Costs	1,276	1,139	1,482	1,455	1,455	1,455	1,455	1,455
Internal Services Used	179	96	85	86	88	90	92	94
Internal Services Recovered	(11)	(15)	-	-	-	-	-	-
External Recoveries	(856)	(951)	(761)	(540)	(540)	(540)	(540)	(540)
	<u>2,375</u>	<u>2,136</u>	<u>2,758</u>	<u>3,374</u>	<u>3,438</u>	<u>3,504</u>	<u>3,571</u>	<u>3,640</u>
Net Operations Total	(3,599)	(6,187)	(3,279)	(2,883)	(3,007)	(3,134)	(3,266)	(3,402)
Transfers								
Transfer From Own Sources	(1,700)	(1,034)	-	-	-	-	-	-
Transfer To Own Sources	1,700	4,872	1,700	1,700	1,700	1,700	1,700	1,700
	<u>-</u>	<u>3,838</u>	<u>1,700</u>	<u>1,700</u>	<u>1,700</u>	<u>1,700</u>	<u>1,700</u>	<u>1,700</u>
	<u>\$(3,599)</u>	<u>\$(2,349)</u>	<u>\$(1,579)</u>	<u>\$(1,183)</u>	<u>\$(1,307)</u>	<u>\$(1,434)</u>	<u>\$(1,566)</u>	<u>\$(1,702)</u>

RCMP Departmental Operations

<u>RCMP CONTRACT</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 PLAN</u>	<u>2015 PLAN</u>	<u>2016 PLAN</u>	<u>2017 PLAN</u>
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	86,192	92,173	89,399	97,417	103,058	111,624	120,518	127,304
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(164)	(205)	-	-	-	-	-	-
	<u>86,028</u>	<u>91,968</u>	<u>89,399</u>	<u>97,417</u>	<u>103,058</u>	<u>111,624</u>	<u>120,518</u>	<u>127,304</u>
Net Operations Total	86,028	91,968	89,399	97,417	103,058	111,624	120,518	127,304
Transfers								
Transfer From Own Sources	(638)	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>(638)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	\$ 85,390	\$ 91,968	\$ 89,399	\$ 97,417	\$ 103,058	\$ 111,624	\$ 120,518	\$ 127,304
INFORMATION SERVICES								
Revenues								
Sales and Services	\$ (201)	\$ (220)	\$ (199)	\$ (205)	\$ (211)	\$ (217)	\$ (224)	\$ (231)
Grants, Donations and Other	-	(8)	-	-	-	-	-	-
	<u>(201)</u>	<u>(228)</u>	<u>(199)</u>	<u>(205)</u>	<u>(211)</u>	<u>(217)</u>	<u>(224)</u>	<u>(231)</u>
Expenditures								
Salaries and Benefits	6,906	6,645	7,365	7,286	7,458	7,634	7,814 #	7,998
Operating Costs	21	20	25	25	30	35	40	45
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	(2)	-	-	-	-	-	-	-
External Recoveries	(103)	(147)	(21)	(25)	(25)	(25)	(25)	(25)
	<u>6,822</u>	<u>6,518</u>	<u>7,369</u>	<u>7,286</u>	<u>7,463</u>	<u>7,644</u>	<u>7,829</u>	<u>8,018</u>
Net Operations Total	6,621	6,290	7,170	7,081	7,252	7,427	7,605	7,787
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	\$ 6,621	\$ 6,290	\$ 7,170	\$ 7,081	\$ 7,252	\$ 7,427	\$ 7,605	\$ 7,787



2013 – 2017 FINANCIAL PLAN

SIGNIFICANT CHANGES RCMP *(in thousands)*

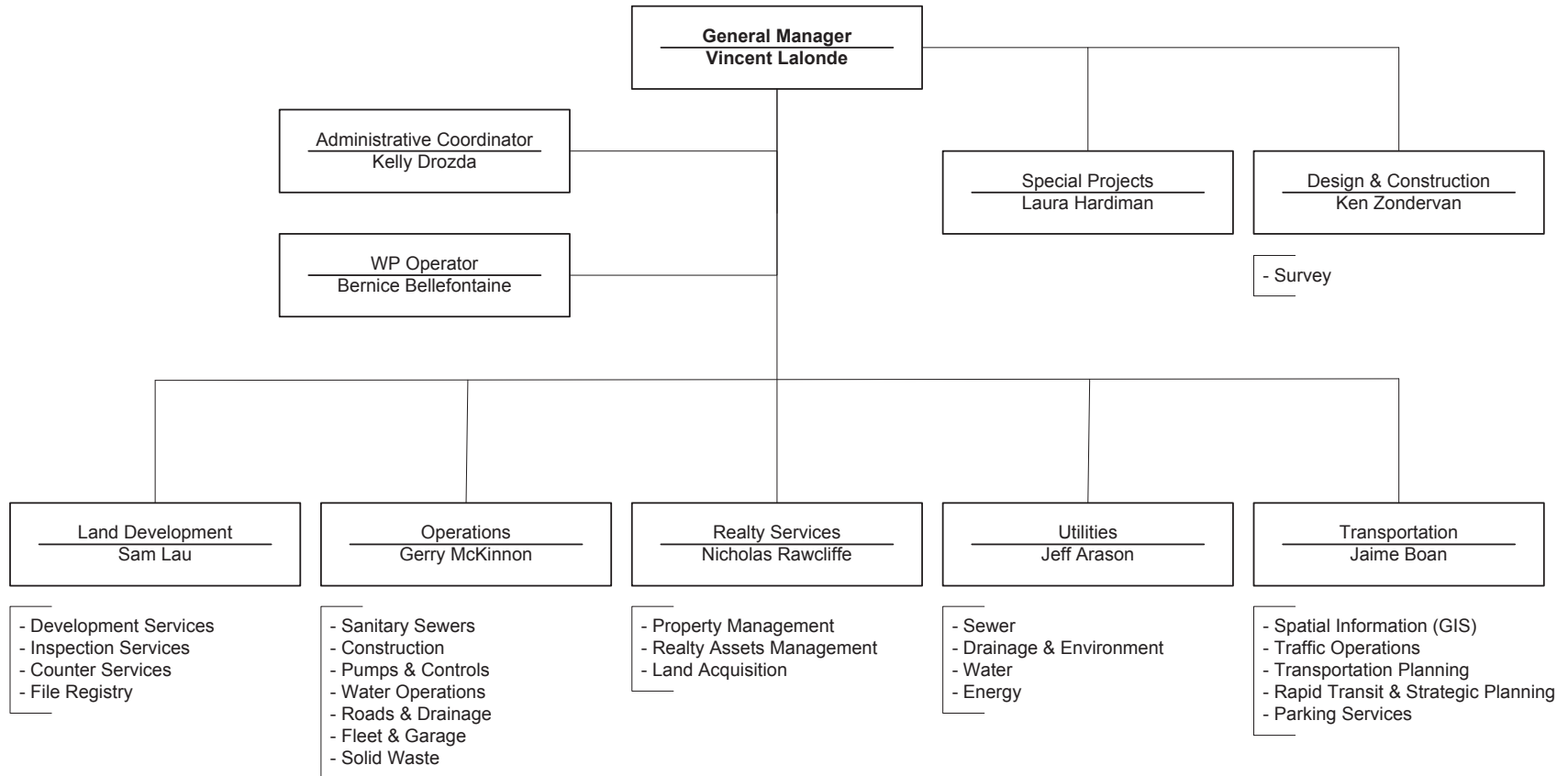
2012 ADOPTED BUDGET		\$ 104,587
REVENUES		
Sales and Services		
Traffic Ticket Revenue	\$ (219)	
Security Clearances	(18)	
Insurance Inquiries	(6)	(243)
Total Change in Revenues		(243)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Range Increases	151	
New Position	229	
Overhead, Overtime & Sick Increase	8	388
Operating Costs		
Annualize Prior Year Members	524	
12 New Members (Oct 01, 2013)	290	
Rate Increase - 2013/14	1,150	
Rank Increase	505	
Increase in O&M	(45)	
Pension Increase	382	
Division Admin	2,152	
Increase in Integrated Teams	314	
Department Expenses	(26)	
Base Contract Timing Adjustments	2,746	7,992
Internal Services Used		
Salary	4	
Municipal Equipment	1	5
External Recoveries		
OCC Service City of White Rock	(12)	
New Positions	28	
LMD ERT	76	
Services Support to ERT and IDENT	125	217
Total Change in Expenditures		8,602
2013 BUDGET		\$ 112,946

RCMP Significant Changes

2013 ADOPTED BUDGET		\$ 112,946
REVENUES		
Sales and Service		
Operations	\$ (124)	
Corporate Services	(785)	
Information Services	(26)	(935)
EXPENDITURES		
Salaries/Wages & Benefits		
Potential Salary Increases	1,902	
4 Civilian FTE's	1,085	2,987
Operating Costs		
10 New Members	2,617	
Annualized Member Increase	3,816	
Increase Due to Inflation	17,465	
RCMP Contract Potential Salary Increases	6,049	29,947
Internal Services Used		
Salary Increases	36	36
 2017 BUDGET		 <u>\$ 144,981</u>



First ever 300mm Valve Insertion in BC



MISSION STATEMENT

To provide timely, responsible and effective services relating to water, sewer, drainage, garbage collection, transportation systems, and corporate real estate.

KEY PROGRAMS & SERVICES

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, Solid Waste and Surrey City Energy 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 prescribes required servicing of land and building development and the Inspection Services section which ensures that municipal engineering services are constructed to meet Council-adopted standards and requirements. In addition, the Counter Services section issues permits for miscellaneous construction to the public/contractors and manages engineering enquiries from the public. The File Registry section manages the department’s records.



Cloverdale Recreation Centre

REALTY SERVICES

Realty Services manages the acquisitions, dispositions, and development of the City’s real estate portfolio. Realty Services includes the Land Acquisition Section which is responsible for the timely acquisition of land and rights-of-way for capital projects and park purposes including land assemblies for civic purpose projects. The Asset Management Section manages the City’s real estate inventory, which includes land inventory management, leasing and property sales. Realty Services also manages the City’s land appraisal and conveyancing duties.

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.

2012 ACCOMPLISHMENTS

ECONOMIC:

- Increased through appraisal review and negotiation, the cash-in-lieu of park dedication payments to the City by over \$635,000, representing a 28% increase over the aggregate average of the previous three-year period;
- Established Surrey City Energy, the City's district energy utility;
- Delivered phase 2 property requirements for the \$180 million Roberts Bank Rail Corridor Program (total demand for 150 property rights including coordination & planning of restoration work); and
- Increased lease and rental revenues by \$200,000 over 2011 revenues.

ENVIRONMENTAL:

- Implemented through contract specification, a private fleet of waste collection vehicles that operate on compressed natural gas (CNG) greatly reducing vehicle emissions and operating costs;
- Implemented a new waste collection cart system and schedule in order to move towards the reduction of waste generated within the Municipal Solid Waste system;
- Began design of a new Works Yard Facility that will bring all outside operations into a centralized facility which will be LEEDS certified; and
- Continued to pilot various fuel technologies for City Fleet vehicles and took delivery of new, original equipment manufacturer (OEM), natural gas vehicles to provide a benchmark against existing gasoline and diesel powered fleet vehicles.

SOCIO-CULTURAL:

- Completed a pilot of relining sanitary sewer connections, eliminating the need to dig on City rights-of-way and private properties;
- Committed over \$15 million in Parkland Acquisition Program expenditures, which added over 15 acres of new park to the City's park inventory.

- Parkland dedications added an additional 35 acres to park inventory, for a total of 50 acres of overall new parkland;
- Completed the lease agreement with the Fraser Valley Heritage Railway Society for the new Heritage Rail Demonstration Project rail car barn in Cloverdale; and
- Supported the Provincial Homelessness Initiative by expediting the site servicing and building construction of the BC Housing/Provincial Rental Housing Corporation's YWCA affordable housing project (Alder Gardens) in Newton.



Burrows Pump Station erosion repair

FUTURE INITIATIVES

ECONOMIC:

- Complete the biofuel procurement process in 2013 towards the construction of the biofuel facility in 2014;
- Continue to deliver the 2012 property requirements for the \$180 million Roberts Bank Rail Corridor Program;
- Enhance the Engineering portion of Development Online Enquiry;
- Complete a review of current City equipment rental rates and quantify an appropriate replacement reserve;
- Deliver the 2012 Capital Works property requirements, which include the 80 Avenue road widening (128 to 131 Streets), 160 Street road widening (96 to 104 Avenues) and various other important capital projects;
- Complete lease negotiations with other levels of government, ministries, and interested parties for a phased occupation of the City Hall Campus lands to coincide with the departure of City staff to the New City Hall; and
- Complete the transfer of the 48.9 acre agricultural parcel (Lot 6) from the Province, by June 30, 2013, as part of the Campbell Heights Industrial Development.

ENVIRONMENTAL:

- Monitor and analyze the impact of organics collection on the solid waste system towards the target goal of 70% waste diversion in accordance with Metro Vancouver Solid Waste Management Program;
- Expand the use of electric, hybrid and CNG vehicles within the City Fleet using the life cycle costing tool developed in conjunction with the SFU Megatronics program which accounts for environmental impact costs;
- Continue to support the completion of secondary plans in progress (City Centre, Grandview Heights NCP Area #4, Newton Town Centre Plan, Semiahmoo Town Centre Plan and West Clayton NCPs) to meet the Sustainability Charter environmental goals relating to transportation options, district energy and watershed protection;
- Complete partnership proposal with P3 Canada towards establishment of a bio-fuel facility which will accept residential and commercial green and kitchen waste(s);
- Identify and secure locations in City Centre for temporary and permanent District Energy facilities; and
- Continue working with internal Engineering clients including Building Division Tree & Landscape Section, external consultants & utility companies to reduce impact to private property resulting in lower cost and improved retention of mature trees and landscaping.

SOCIO-CULTURAL:

- Pilot and implement wireless mobility program to improve customer service in Engineering Operations;
- Begin construction of the new Works Yard Operations Centre;
- As a result of change in Provincial Legislation provide river and sea dyke maintenance to lowland areas throughout the City through the use of Best Management Practices;
- Replace the aging SCADA system used to monitor the 90 drainage, sanitary sewer and water pumping and lift stations throughout the City;
- Update the Realty Services web page to include information related to land sale/leasing procedures, road closures, habitat replacement and house rentals;
- Work with Area Planning staff to implement the Streetlight Telecommunications Antenna Pilot Project;
- Deliver the ongoing acquisition requirements of the Parkland Acquisition Program;

- Deliver the 2013 Capital Works & Utility requirements including strategic purchases for the Transportation Planning Division; and
- Coordinate with partners within the Engineering Department, to improve the scheduled delivery of the Capital Program including strategic purchases for Transportation Planning.



North Creek Bridge

Engineering Departmental Overview

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.

<i>Division</i>	<i>Performance Measures</i>	<i>2012</i>	<i>Budget 2013</i>	<i>Budget 2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>
Land Development	% of reduction in average land development processing time on engineering requirement for commercial and industrial applications	N/A* [Budget 10%]	10%	10%	5%	5%	5%
Realty Services	Expenses as a % of lease/rental revenues	50% [Budget 49%]	48%	47%	46%	45%	45%
Operations	% of fleet winter ready, complete with snow tires, by end of October	50%** [Budget 75%]	100%	100%	100%	100%	100%
	% of reduction in missing information of City infrastructure on GIS System	N/A*** [Budget 50%]	25%	50%	75%	100%	100%

* Processing time increased due to significant staff shortages

** Not met due to significant staff shortages

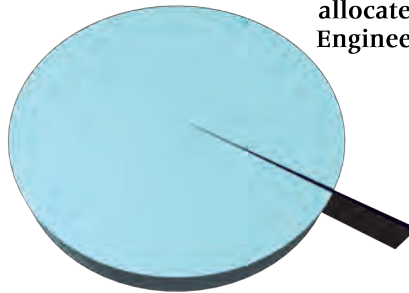
*** Was not measured in 2012

2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS ENGINEERING SERVICES *(in thousands)*

<u>DIVISION SUMMARY</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 PLAN</u>	<u>2015 PLAN</u>	<u>2016 PLAN</u>	<u>2017 PLAN</u>
Administration	\$ (5)	\$ (28)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fleet & Garage	(988)	-	-	-	-	-	-	-
GIS	857	289	715	714	739	758	778	799
Gravel	112	18	-	-	-	-	-	-
Land Development	290	(616)	(40)	(67)	186	190	194	197
Real Estate	229	(593)	330	255	302	351	402	2,565
Survey	327	807	130	199	215	231	248	266
	<u>\$ 822</u>	<u>\$ (123)</u>	<u>\$ 1,135</u>	<u>\$ 1,101</u>	<u>\$ 1,442</u>	<u>\$ 1,530</u>	<u>\$ 1,622</u>	<u>\$ 3,827</u>
<u>ACCOUNT SUMMARY</u>								
Revenues								
Sales and Services	\$ (4,993)	\$ (6,137)	\$ (5,200)	\$ (5,716)	\$ (5,845)	\$ (5,984)	\$ (6,127)	\$ (6,275)
Grants, Donations and Other	-	(1)	-	-	-	-	-	-
	<u>(4,993)</u>	<u>(6,138)</u>	<u>(5,200)</u>	<u>(5,716)</u>	<u>(5,845)</u>	<u>(5,984)</u>	<u>(6,127)</u>	<u>(6,275)</u>
Expenditures								
Salaries and Benefits	28,878	29,394	29,266	32,125	32,970	33,836	34,725	35,639
Operating Costs	6,780	6,754	7,112	7,211	7,406	7,607	7,814	8,026
Internal Services Used	6,843	7,809	6,778	7,084	7,245	7,410	7,581	7,754
Internal Services Recovered	(36,706)	(38,333)	(36,855)	(39,441)	(40,172)	(41,176)	(42,206)	(41,150)
External Recoveries	(2,250)	(2,509)	(1,735)	(1,735)	(1,735)	(1,735)	(1,735)	(1,735)
	<u>3,545</u>	<u>3,115</u>	<u>4,566</u>	<u>5,244</u>	<u>5,714</u>	<u>5,942</u>	<u>6,179</u>	<u>8,534</u>
Net Operations Total	(1,448)	(3,023)	(634)	(472)	(131)	(42)	52	2,259
Transfers								
Transfer From Own Sources	(658)	(347)	-	-	-	-	-	-
Transfer To Own Sources	2,928	3,247	1,769	1,573	1,573	1,572	1,570	1,568
	<u>2,270</u>	<u>2,900</u>	<u>1,769</u>	<u>1,573</u>	<u>1,573</u>	<u>1,572</u>	<u>1,570</u>	<u>1,568</u>
	<u>\$ 822</u>	<u>\$ (123)</u>	<u>\$ 1,135</u>	<u>\$ 1,101</u>	<u>\$ 1,442</u>	<u>\$ 1,530</u>	<u>\$ 1,622</u>	<u>\$ 3,827</u>

**0.44% of
Property
Taxes
allocated to
Engineering**



Engineering Services Departmental Operations

	2011	2012	2012	2013	2014	2015	2016	2017
ADMINISTRATION	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ (112)	\$ (140)	-	-	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	(1)	-	-	-	-	-	-
	(112)	(141)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	22,492	22,924	22,075	24,220	24,850	25,496	26,159	26,840
Operating Costs	717	556	762	773	796	820	845	870
Internal Services Used	724	394	266	269	275	281	287	293
Internal Services Recovered	(23,645)	(23,651)	(23,188)	(25,347)	(26,006)	(26,682)	(27,376)	(28,088)
External Recoveries	(249)	(211)	-	-	-	-	-	-
	39	12	(85)	(85)	(85)	(85)	(85)	(85)
Net Operations Total	(73)	(129)	(85)	(85)	(85)	(85)	(85)	(85)
Transfers								
Transfer From Own Sources	(2)	(1)	-	-	-	-	-	-
Transfer To Own Sources	70	102	85	85	85	85	85	85
	68	101	85	85	85	85	85	85
	\$ (5)	\$ (28)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FLEET & GARAGE								
Revenues								
Sales and Services	\$ (1)	\$ -	-	-	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(1)	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	3,721	3,541	4,367	4,468	4,602	4,740	4,882	5,028
Internal Services Used	2,501	3,446	2,722	2,838	2,902	2,967	3,034	3,102
Internal Services Recovered	(9,258)	(9,843)	(8,750)	(8,794)	(8,992)	(9,194)	(9,401)	(9,613)
External Recoveries	(41)	(26)	-	-	-	-	-	-
	(3,077)	(2,882)	(1,661)	(1,488)	(1,488)	(1,487)	(1,485)	(1,483)
Net Operations Total	(3,078)	(2,882)	(1,661)	(1,488)	(1,488)	(1,487)	(1,485)	(1,483)
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	2,090	2,882	1,661	1,488	1,488	1,487	1,485	1,483
	2,090	2,882	1,661	1,488	1,488	1,487	1,485	1,483
	\$ (988)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Engineering Services Departmental Operations

	2011	2012	2012	2013	2014	2015	2016	2017
<u>GIS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues								
Sales and Services	\$ (11)	\$ -	\$ (18)	\$ (22)	\$ (14)	\$ (12)	\$ (10)	\$ (8)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(11)	-	(18)	(22)	(14)	(12)	(10)	(8)
Expenditures								
Salaries and Benefits	1,230	985	1,395	1,479	1,517	1,556	1,596	1,638
Operating Costs	217	43	159	159	164	169	174	179
Internal Services Used	514	111	663	666	681	696	712	728
Internal Services Recovered	(1,093)	(850)	(1,484)	(1,568)	(1,609)	(1,651)	(1,694)	(1,738)
External Recoveries	-	-	-	-	-	-	-	-
	868	289	733	736	753	770	788	807
Net Operations Total	857	289	715	714	739	758	778	799
Transfers								
Transfer From Own Sources	\$ -	\$ -	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	<u>\$ 857</u>	<u>\$ 289</u>	<u>\$ 715</u>	<u>\$ 714</u>	<u>\$ 739</u>	<u>\$ 758</u>	<u>\$ 778</u>	<u>\$ 799</u>
 GRAVEL								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	\$ -	\$ -	-	-	-	-	-	-
Operating Costs	147	86	163	163	168	173	178	183
Internal Services Used	236	217	348	345	355	366	377	388
Internal Services Recovered	(271)	(285)	(511)	(508)	(523)	(539)	(555)	(571)
External Recoveries	-	-	-	-	-	-	-	-
	112	18	-	-	-	-	-	-
Net Operations Total	112	18	-	-	-	-	-	-
Transfers								
Transfer From Own Sources	\$ -	\$ -	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	<u>\$ 112</u>	<u>\$ 18</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Engineering Services Departmental Operations

LAND DEVELOPMENT	2011	2012	2012	2013	2014	2015	2016	2017
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ (3,882)	\$ (4,835)	\$ (4,287)	\$ (4,570)	\$ (4,707)	\$ (4,848)	\$ (4,993)	\$ (5,143)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(3,882)	(4,835)	(4,287)	(4,570)	(4,707)	(4,848)	(4,993)	(5,143)
Expenditures								
Salaries and Benefits	2,584	2,501	2,843	3,171	3,254	3,339	3,426	3,516
Operating Costs	955	1,096	702	700	700	700	700	700
Internal Services Used	2,530	2,715	2,437	2,615	2,674	2,734	2,796	2,859
Internal Services Recovered	(2)	(4)	-	(248)	-	-	-	-
External Recoveries	(1,960)	(2,129)	(1,735)	(1,735)	(1,735)	(1,735)	(1,735)	(1,735)
	4,107	4,179	4,247	4,503	4,893	5,038	5,187	5,340
Net Operations Total	225	(656)	(40)	(67)	186	190	194	197
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	65	40	-	-	-	-	-	-
	65	40	-	-	-	-	-	-
	\$ 290	\$ (616)	\$ (40)	\$ (67)	\$ 186	\$ 190	\$ 194	\$ 197
REAL ESTATE								
Revenues								
Sales and Services	\$ (987)	\$ (1,176)	\$ (895)	\$ (1,124)	\$ (1,124)	\$ (1,124)	\$ (1,124)	\$ (1,124)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(987)	(1,176)	(895)	(1,124)	(1,124)	(1,124)	(1,124)	(1,124)
Expenditures								
Salaries and Benefits	1,617	1,608	1,974	2,166	2,224	2,283	2,344	2,406
Operating Costs	986	1,313	914	903	930	958	987	1,017
Internal Services Used	221	358	229	243	248	254	260	266
Internal Services Recovered	(1,655)	(2,430)	(1,915)	(1,933)	(1,976)	(2,020)	(2,065)	-
External Recoveries	-	(143)	-	-	-	-	-	-
	1,169	706	1,202	1,379	1,426	1,475	1,526	3,689
Net Operations Total	182	(470)	307	255	302	351	402	2,565
Transfers								
Transfer From Own Sources	(656)	(346)	-	-	-	-	-	-
Transfer To Own Sources	703	223	23	-	-	-	-	-
	47	(123)	23	-	-	-	-	-
	\$ 229	\$ (593)	\$ 330	\$ 255	\$ 302	\$ 351	\$ 402	\$ 2,565

Engineering Services Departmental Operations

SURVEY	2011	2012	2012	2013	2014	2015	2016	2017
ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN
Revenues								
Sales and Services	\$ -	\$ 14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>14</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	955	1,376	979	1,089	1,125	1,162	1,200	1,239
Operating Costs	37	119	45	45	46	47	48	49
Internal Services Used	117	568	113	108	110	112	115	118
Internal Services Recovered	(782)	(1,270)	(1,007)	(1,043)	(1,066)	(1,090)	(1,115)	(1,140)
External Recoveries	-	-	-	-	-	-	-	-
	<u>327</u>	<u>793</u>	<u>130</u>	<u>199</u>	<u>215</u>	<u>231</u>	<u>248</u>	<u>266</u>
Net Operations Total	327	807	130	199	215	231	248	266
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 327</u>	<u>\$ 807</u>	<u>\$ 130</u>	<u>\$ 199</u>	<u>\$ 215</u>	<u>\$ 231</u>	<u>\$ 248</u>	<u>\$ 266</u>



2013 – 2017 FINANCIAL PLAN

SIGNIFICANT CHANGES ENGINEERING SERVICES *(in thousands)*

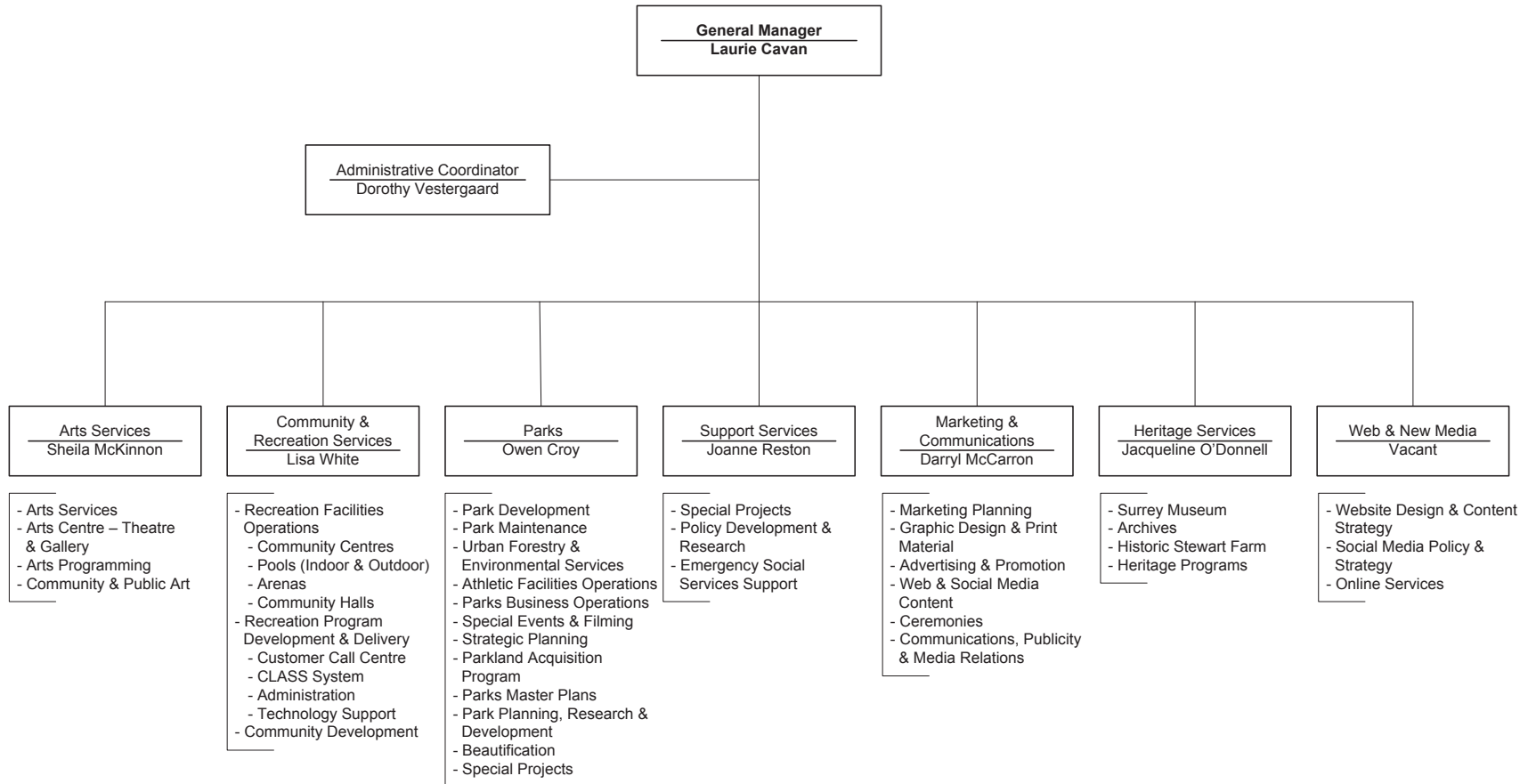
2012 ADOPTED BUDGET	\$	1,135
REVENUES		
Sales and Services		
Realty Rental and Lease Revenue	(230)	
GIS Fees	(4)	
Land Development Application Fees	(58)	
Land Development Inspection Fees	(3)	
Land Development Processing Fees	(176)	
Land Development Permit Fees	(45)	(516)
Total Change in Revenues		(516)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Range Increase	624	
Overhead, Overtime, Sick Reduction	38	
Reclass Positions	416	
New Positions	1,781	2,859
Operating Costs		
Realty	(12)	
Utilities	6	
Fleet	101	
Works Yard	7	
Land Development	(3)	99
Internal Services Used		
Labour Adjustments	6	
HR Course Recoveries	10	
Facilities Maintenance Agreements	7	
Joint Works Yard Charge	117	
Charges to Various Departments	216	
Municipal Equipment	(50)	306
Internal Services Recovered		
Recovery of Staff Time and Salary Adjustments	(2,514)	
Payroll Labour Chargeouts	(28)	
Equipment Recovery Adjustment	(44)	(2,586)
Transfer To Own Sources		
Transfer to Equipment Replacement Reserve Adjustment	(173)	
Legacy Fund Repayment	(23)	(196)
Total Change in Expenditures		482
2013 BUDGET	\$	1,101

Engineering Services Significant Changes

2013 ADOPTED BUDGET		\$	1,101
REVENUES			
Sales and Service			
Land Development Growth	\$ (573)		
GIS Revenue	14		(559)
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	3,514		3,514
Operating Costs			
Increases Due to Inflation	815		815
Internal Services Used	670		670
Internal Services Recovered	(1,709)		(1,709)
Transfers			
Fleet Contribution	(5)		(5)
2017 BUDGET		\$	<u>3,827</u>



City of Surrey Parks



MISSION STATEMENT

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

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

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

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 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. Civic Beautification offers a range of initiatives and resources aimed at making public spaces more beautiful and inviting.



Tree Planting

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 Services 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.

MARKETING AND COMMUNICATION

The Marketing and Communications Section supports the Department and corporation by providing expertise, guidance and services related to marketing and communications.

WEB AND NEW MEDIA

Web and New Media supports the Department and corporation by providing expertise, guidance and services related to enhancing the web presence and ensure customers receive timely information from the Website and Social Media.

2012 ACCOMPLISHMENTS

ECONOMIC:

- To accommodate the requirements of the 2012 BC Summer Games and to showcase the City’s outdoor facilities, sports field renovations and upgrades were completed at: South Surrey Athletic Park Baseball Diamond and Rugby Field, Cloverdale Athletic Park Softball Diamonds and Bear Creek Park received field improvements and a new track surface. These infrastructure upgrades assist in promoting and attracting sports tourism opportunities at the City’s premier athletic parks, and
- 18 high-level outdoor sports tournaments were staged at various athletic parks throughout the City. They included seven international, two national and nine provincial events. These events showcased the City’s impressive park infrastructure, in addition to promoting sport tourism within the local economy.

ENVIRONMENTAL:

- The renovation of the Surrey Nature Centre main building was completed in 2012, transforming this former forest nursery warehouse into an inspiring space to learn about and connect with nature;
- Through the Green City Program and Development Service levies, a record 7,800 shade trees were planted, resulting in over 70,000 street trees and 18,000 park trees beautifying our City, and
- The restoration of natural area park land continued at a very steady pace in 2012, with over 23,000 native trees and shrubs planted and 96,100 square meters of invasive plants removed.



Mud Bay

SOCIO-CULTURAL:

- The Cloverdale Recreation Centre was successful in attaining a prestigious award for outstanding achievements in design development, facility concept and operation through the BCRPA “Award of Facility Excellence”;
- In February 2012, the community celebrated the Grand Opening of the expanded Chuck Bailey Recreation Centre. The enhanced and expanded Senior’s programming will meet the growing demand in Surrey;
- Fraser Heights opened its newly renovated facility, boasting a fitness studio, two gymnasiums and multipurpose rooms;
- Weight room renovations were completed at Surrey Sport and Leisure Complex;
- Upgrades to the weight room equipment were completed at Surrey Sport and Leisure Complex, North Surrey Recreation Centre and South Surrey Pool;
- The Grandview Heights Aquatic Centre and Guildford Aquatic Centre were started through the Build Surrey Program;
- In 2012, the City of Surrey was one of two Canadian cities to win a \$400,000 grant from the IBM Smarter Cities Challenge, which provided access to IBM’s top experts to analyze and offer recommendations on how Surrey can improve growth strategies, service delivery, community engagement and efficiencies in the area of youth and childhood development;
- PRC Strengthened partnerships with Fraser Health, School District 36 and community organizations to collaborate and implement effective, comprehensive community health promotion initiatives;
- The first annual Seniors Conference, “Aging in Place” was held at the Fleetwood Community Centre in June;
- Seven temporary exhibitions: “BC Electric Railway More Than Just a Tram”, “Unsinkable, Remembering the Titanic”, “LEGO Myths and Muses”, “Baskets for Barter”, “Faces of Surrey, the Karen Community”, “Prophesies of Doom”, and “Field to Table, the Kitchen Garden” were presented in partnership with the Chilliwack Museum, the Vancouver Maritime Museum, the Royal BC Museum, Musqueam First Nation, Museum of Anthropology, and the New Westminster Museum and Archives;



Surrey Sport & Leisure Centre

Parks, Recreation & Culture Departmental Overview

- A new Frontier Tale Blazers historical re-enactment program showcased dramatic performances of five beloved pioneer characters including a teacher, doctor, Reeve, early settler and local reporter. Performing during the summer tourist season at eight special events in Cloverdale and throughout the City, the Frontier Tale Blazers brought history to life with stories, memories, songs and music from days gone by;
- The Public Art Plan was completed in 2012, which recognizes the civic and private sector public art projects anticipated in the next few years;
- The Surrey Art Gallery hosted 17 exhibitions with work by over 200 local, national and international artists;
- The new Surrey Cultural Plan was adopted by Council in May, 2012. “The plan mobilizes Surrey’s arts and heritage resources to enhance urbanization to achieve a dynamic, sustainable and socially cohesive city with an enviable quality of life”;
- The 2012 BC Summer Games, held July 19 – 22nd were a highlight of the year. The Games were a resounding success and provided an opportunity for 2300 athletes, 474 coaches, and 304 officials to obtain their personal bests. Many sports such as synchronized swimming, speed swimming, volleyball, basketball, diving and triathlon were hosted in our facilities, and
- Web & New Media’s major projects included Web Analytics, Web Form Replacement, and My Surrey Social Media Campaign.

FUTURE INITIATIVES

ECONOMIC:

- Sustain and develop strategic partnerships with S.F.U. Surrey, Kwantlen Polytechnic University, Surrey Schools, Surrey Development Corporation, Surrey Board of Trade, YMCA, Tourism Surrey, Business Improvement Associations, Fraser Health and others;
- Seek federal and provincial heritage grants for resource efficiency and service development;
- Provide support to the Economic Summit by generating sponsorships to assist in off-setting costs;
- Update the Sport Tourism Plan/Strategy;
- Develop a comprehensive inventory of sport tourism facility assets, both indoor and outdoor, and
- Work with Facilities Management to complete conservation maintenance assessments of PRC heritage facilities.

ENVIRONMENTAL:

- Continue with the Implementation of the Green City program to plant trees in high visibility areas of the City and in neighbourhoods that have few street trees;
- Green our sport parks and playground areas by planting more trees to provide shade for spectators and participants;
- Support Engineering to enhance Waste Reduction Week - increasing education elements and participation levels at City parks, and
- Sustain the current banner program that showcases our community pride and spirit.

SOCIO-CULTURAL:

- Host the 2013 Fit for Children Conference in November 2013;
- Organize and present the 2013 Doors Open event;
- Implement the 2013 recommendations of the new Cultural Strategic Plan;
- Expand the model for decentralized heritage services through programs at Kensington Prairie Community Centre and the City Centre Library;
- Set up programming of the Atrium, Council Chambers and City Plaza at the New City Hall for interactive community activities;
- Support on-going development of new apps to encourage more community engagement;
- Advance City priorities through consistent marketing and messaging campaigns, i.e. Crime Reduction Strategy, Child & Youth Friendly Strategy, Sustainability Charter, Waste Reduction, Build Surrey, Nature Matters, Surrey's Cultural Plan and Be Active;
- Implement the recommendations from the grant received from IBM Smarter Cities Challenge on how the City can make better investments today in young children ages 0-5 and their families, to create healthier residents and a more sustainable and prosperous community for tomorrow;
- Complete Planning for a "Partnership for Creating a Campus of Learning, Active Living and Sport Excellence", between the City, School District and others, and
- A new field house was constructed at Tamanawis Park to support a very busy field hockey program.



Nicomekl River

Parks, Recreation & Culture Departmental Overview

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.

<i>Division</i>	<i>Performance Measures</i>	<i>2012</i>	<i>Budget 2013</i>	<i>Budget 2014</i>	<i>Budget 2017</i>	<i>Budget 2016</i>	<i>Budget 2017</i>
Parks Services	Increase street tree inventory	7.81% [Budget 3%]	3%	3%	3%	3%	3%
	Increase the length of trail system	1.68% [Budget 1%]	1%	1%	1%	1%	1%
	Increase capacity for drop-in use of outdoor facilities	2.56% [Budget 2%]	2%	2%	2%	2%	2%
Community & Recreation Services	Increase the attendance at community centres	7.4% [Budget 2%]	3%	2%	3%	3%	3%
	Increase Leisure Access participation	21%* [Budget 1%]	2%	2%	2%	2%	2%
	Increase volunteer placements	4.6% [Budget 2%]	2%	1%	1%	1%	1%

Parks, Recreation & Culture Departmental Overview

Division	Performance Measures	2012	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017
Arts Services	Increase the # of on-line tickets sold through Surrey Arts Centre Box Office	0%** [Budget 2%]	2%	2%	2%	2%	2%
	Increase school programs attendance at the Surrey Arts Gallery	8%*** [Budget 0%]	1%	1%	1%	1%	1%
	Increase overall attendance of the Surrey Children's Festival	6% [Budget 0.5%]	1%	1%	1%	1%	1%
Heritage Services	Catalogue and expand web searchable heritage collections	3% [Budget 5%]	2%	3%	3%	3%	3%
	Increase participation in heritage extension programs	2%**** [Budget 10%]	3%	3%	2%	2%	2%
	Increase participation in heritage public programs	0.5% [Budget 2%]	2%	1%	1%	1%	1%

**Due to an increase in population, program awareness and program and facilities expansion*

***Surrey Arts Centre had a larger than anticipated increase in on-line ticket sales*

****Increase due to cessation of teacher job action*

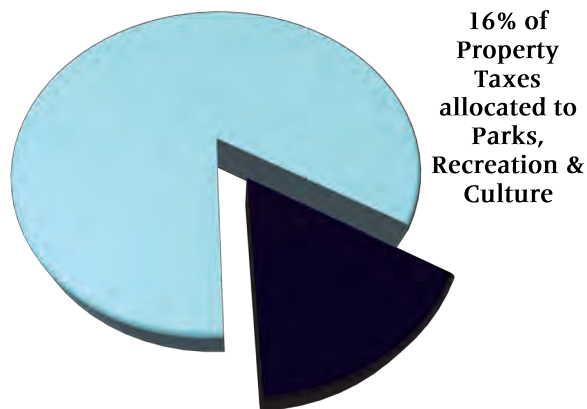
*****First full year of a new service, building awareness and participation*



2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS PARKS, RECREATION & CULTURE *(in thousands)*

DIVISION SUMMARY	2011 ACTUAL	2012 ACTUAL	2012 BUDGET <i>restated</i>	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Administration	\$ 1,731	\$ 1,996	\$ 3,056	\$ 2,991	\$ 3,122	\$ 3,177	\$ 3,234	\$ 3,293
Arenas	1,688	914	840	724	729	732	733	732
Art Centre	2,138	2,058	2,077	2,160	2,205	2,250	2,296	2,342
Healthy Communities	492	485	481	490	512	535	558	582
Community Halls	9	(1)	18	186	199	212	225	239
Community Recreation Services	6,593	6,338	5,846	5,682	5,845	6,009	6,172	6,335
Heritage Services	1,336	1,441	1,528	1,558	1,617	1,655	1,694	1,734
Indoor Pools	4,581	4,010	2,938	2,887	2,902	2,915	2,926	2,933
Outdoor Pools	814	861	877	915	877	877	877	877
Marketing	1,003	1,049	1,083	1,165	1,192	1,220	1,248	1,277
Parks Division	15,918	17,363	17,663	18,798	19,994	21,192	22,392	23,592
Planning, Research & Development	987	842	995	890	897	904	912	920
Special Events	1,059	919	920	973	992	1,011	1,031	1,051
Web and New Media	245	462	661	730	740	750	761	772
	\$ 38,594	\$ 38,737	\$ 38,983	\$ 40,149	\$ 41,823	\$ 43,439	\$ 45,058	\$ 46,679
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (19,445)	\$ (20,375)	\$ (20,281)	\$ (21,570)	\$ (22,191)	\$ (22,830)	\$ (23,488)	\$ (24,166)
Grants, Donations and Other	(2,265)	(2,271)	(841)	(415)	(415)	(415)	(415)	(415)
	(21,710)	(22,646)	(21,122)	(21,985)	(22,606)	(23,245)	(23,903)	(24,581)
Expenditures								
Salaries and Benefits	35,657	36,393	34,288	38,954	39,979	40,967	41,979	43,016
Operating Costs	30,037	30,791	33,971	31,752	34,656	38,461	40,902	43,548
Internal Services Used	13,232	11,957	8,596	8,949	9,151	9,356	9,566	9,780
Internal Services Recovered	(14,053)	(15,118)	(13,906)	(14,979)	(17,015)	(19,759)	(21,143)	(22,742)
External Recoveries	(688)	(681)	(315)	(309)	(309)	(309)	(309)	(309)
	64,185	63,342	62,634	64,367	66,462	68,717	70,994	73,293
Net Operations Total	42,475	40,696	41,512	42,382	43,856	45,472	47,091	48,712
Transfers								
Transfer From Own Sources	(8,162)	(3,951)	(3,085)	(2,803)	(2,603)	(2,603)	(2,603)	(2,603)
Transfer To Own Sources	4,281	1,992	556	570	570	570	570	570
	(3,881)	(1,959)	(2,529)	(2,233)	(2,033)	(2,033)	(2,033)	(2,033)
	\$ 38,594	\$ 38,737	\$ 38,983	\$ 40,149	\$ 41,823	\$ 43,439	\$ 45,058	\$ 46,679



Parks, Recreation & Culture Departmental Operations

	2011	2012	2012	2013	2014	2015	2016	2017
<u>ADMINISTRATION</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues			<i>restated</i>					
Sales and Services	\$ (22)	\$ (38)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	(2)	-	-	-	-	-	-	-
	<u>(24)</u>	<u>(38)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	1,338	741	1,541	1,539	1,629	1,683	1,739	1,797
Operating Costs	555	484	1,318	1,130	1,170	1,170	1,170	1,170
Internal Services Used	112	112	48	63	64	65	66	67
Internal Services Recovered	(54)	(22)	(201)	(91)	(91)	(91)	(91)	(91)
External Recoveries	(1)	(5)	-	-	-	-	-	-
	<u>1,950</u>	<u>1,310</u>	<u>2,706</u>	<u>2,641</u>	<u>2,772</u>	<u>2,827</u>	<u>2,884</u>	<u>2,943</u>
Net Operations Total	1,926	1,272	2,706	2,641	2,772	2,827	2,884	2,943
Transfers								
Transfer From Own Sources	(617)	21	-	-	-	-	-	-
Transfer To Own Sources	422	703	350	350	350	350	350	350
	<u>(195)</u>	<u>724</u>	<u>350</u>	<u>350</u>	<u>350</u>	<u>350</u>	<u>350</u>	<u>350</u>
	<u>\$ 1,731</u>	<u>\$ 1,996</u>	<u>\$ 3,056</u>	<u>\$ 2,991</u>	<u>\$ 3,122</u>	<u>\$ 3,177</u>	<u>\$ 3,234</u>	<u>\$ 3,293</u>
ARENAS								
Revenues								
Sales and Services	\$ (3,702)	\$ (3,808)	\$ (3,724)	\$ (3,841)	\$ (3,956)	\$ (4,075)	\$ (4,197)	\$ (4,323)
Grants, Donations and Other	(28)	(30)	1	-	-	-	-	-
	<u>(3,730)</u>	<u>(3,838)</u>	<u>(3,723)</u>	<u>(3,841)</u>	<u>(3,956)</u>	<u>(4,075)</u>	<u>(4,197)</u>	<u>(4,323)</u>
Expenditures								
Salaries and Benefits	3,218	3,230	2,942	2,990	3,060	3,132	3,205	3,280
Operating Costs	1,447	1,456	1,546	1,535	1,585	1,635	1,685	1,735
Internal Services Used	274	41	61	-	-	-	-	-
Internal Services Recovered	(36)	(21)	(29)	-	-	-	-	-
External Recoveries	(16)	(24)	(15)	(10)	(10)	(10)	(10)	(10)
	<u>4,887</u>	<u>4,682</u>	<u>4,505</u>	<u>4,515</u>	<u>4,635</u>	<u>4,757</u>	<u>4,880</u>	<u>5,005</u>
Net Operations Total	1,157	844	782	674	679	682	683	682
Transfers								
Transfer From Own Sources	(22)	-	-	-	-	-	-	-
Transfer To Own Sources	553	70	58	50	50	50	50	50
	<u>531</u>	<u>70</u>	<u>58</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>
	<u>\$ 1,688</u>	<u>\$ 914</u>	<u>\$ 840</u>	<u>\$ 724</u>	<u>\$ 729</u>	<u>\$ 732</u>	<u>\$ 733</u>	<u>\$ 732</u>

Parks, Recreation & Culture Departmental Operations

	2011	2012	2012	2013	2014	2015	2016	2017
ART CENTRE	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues			<i>restated</i>					
Sales and Services	\$ (793)	\$ (721)	\$ (831)	\$ (1,070)	\$ (1,102)	\$ (1,135)	\$ (1,169)	\$ (1,204)
Grants, Donations and Other	(488)	(438)	(205)	-	-	-	-	-
	(1,281)	(1,159)	(1,036)	(1,070)	(1,102)	(1,135)	(1,169)	(1,204)
Expenditures								
Salaries and Benefits	2,178	2,141	2,128	2,215	2,272	2,330	2,390	2,451
Operating Costs	1,563	1,248	1,421	1,507	1,527	1,547	1,567	1,587
Internal Services Used	138	45	29	7	7	7	7	7
Internal Services Recovered	(58)	(121)	(15)	(69)	(69)	(69)	(69)	(69)
External Recoveries	-	(2)	-	-	-	-	-	-
	3,821	3,311	3,563	3,660	3,737	3,815	3,895	3,976
Net Operations Total	2,540	2,152	2,527	2,590	2,635	2,680	2,726	2,772
Transfers								
Transfer From Own Sources	(544)	(210)	(450)	(450)	(450)	(450)	(450)	(450)
Transfer To Own Sources	142	116	-	20	20	20	20	20
	(402)	(94)	(450)	(430)	(430)	(430)	(430)	(430)
	\$ 2,138	\$ 2,058	\$ 2,077	\$ 2,160	\$ 2,205	\$ 2,250	\$ 2,296	\$ 2,342
 HEALTHY COMMUNITIES								
Revenues								
Sales and Services	\$ (38)	\$ (32)	\$ (17)	\$ (18)	\$ (18)	\$ (18)	\$ (18)	\$ (18)
Grants, Donations and Other	(23)	(22)	-	-	-	-	-	-
	(61)	(54)	(17)	(18)	(18)	(18)	(18)	(18)
Expenditures								
Salaries and Benefits	972	1,055	647	762	823	845	867	890
Operating Costs	150	175	128	61	61	61	61	61
Internal Services Used	97	94	16	24	25	26	27	28
Internal Services Recovered	(582)	(699)	(292)	(339)	(379)	(379)	(379)	(379)
External Recoveries	(84)	(86)	(1)	-	-	-	-	-
	553	539	498	508	530	553	576	600
Net Operations Total	492	485	481	490	512	535	558	582
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	\$ 492	\$ 485	\$ 481	\$ 490	\$ 512	\$ 535	\$ 558	\$ 582

Parks, Recreation & Culture Departmental Operations

	2011	2012	2012	2013	2014	2015	2016	2017
<u>COMMUNITY HALLS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues			<i>restated</i>					
Sales and Services	\$ (39)	\$ (31)	\$ (181)	\$ (365)	\$ (365)	\$ (365)	\$ (365)	\$ (365)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(39)</u>	<u>(31)</u>	<u>(181)</u>	<u>(365)</u>	<u>(365)</u>	<u>(365)</u>	<u>(365)</u>	<u>(365)</u>
Expenditures								
Salaries and Benefits	4	61	182	561	574	587	600	614
Operating Costs	24	41	195	170	(30)	(30)	(30)	(30)
Internal Services Used	23	1	22	20	20	20	20	20
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(3)	(3)	-	-	-	-	-	-
	<u>48</u>	<u>100</u>	<u>399</u>	<u>751</u>	<u>564</u>	<u>577</u>	<u>590</u>	<u>604</u>
Net Operations Total	9	69	218	386	199	212	225	239
Transfers								
Transfer From Own Sources	-	(70)	(200)	(200)	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>(70)</u>	<u>(200)</u>	<u>(200)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 9</u>	<u>\$ (1)</u>	<u>\$ 18</u>	<u>\$ 186</u>	<u>\$ 199</u>	<u>\$ 212</u>	<u>\$ 225</u>	<u>\$ 239</u>
 COMMUNITY RECREATION SERVICES								
Revenues								
Sales and Services	\$ (6,313)	\$ (6,899)	\$ (7,059)	\$ (7,652)	\$ (7,882)	\$ (8,118)	\$ (8,362)	\$ (8,613)
Grants, Donations and Other	(193)	(284)	(111)	-	-	-	-	-
	<u>(6,506)</u>	<u>(7,183)</u>	<u>(7,170)</u>	<u>(7,652)</u>	<u>(7,882)</u>	<u>(8,118)</u>	<u>(8,362)</u>	<u>(8,613)</u>
Expenditures								
Salaries and Benefits	7,504	8,307	8,141	11,541	11,822	12,110	12,405	12,707
Operating Costs	6,003	6,333	5,805	2,710	4,515	7,060	8,241	9,628
Internal Services Used	1,007	340	219	512	524	536	548	560
Internal Services Recovered	(1,355)	(1,666)	(1,149)	(1,311)	(3,016)	(5,461)	(6,542)	(7,829)
External Recoveries	(82)	(91)	-	-	-	-	-	-
	<u>13,077</u>	<u>13,223</u>	<u>13,016</u>	<u>13,452</u>	<u>13,845</u>	<u>14,245</u>	<u>14,652</u>	<u>15,066</u>
Net Operations Total	6,571	6,040	5,846	5,800	5,963	6,127	6,290	6,453
Transfers								
Transfer From Own Sources	-	(28)	-	(118)	(118)	(118)	(118)	(118)
Transfer To Own Sources	22	326	-	-	-	-	-	-
	<u>22</u>	<u>298</u>	<u>-</u>	<u>(118)</u>	<u>(118)</u>	<u>(118)</u>	<u>(118)</u>	<u>(118)</u>
	<u>\$ 6,593</u>	<u>\$ 6,338</u>	<u>\$ 5,846</u>	<u>\$ 5,682</u>	<u>\$ 5,845</u>	<u>\$ 6,009</u>	<u>\$ 6,172</u>	<u>\$ 6,335</u>

Parks, Recreation & Culture Departmental Operations

	2011	2012	2012	2013	2014	2015	2016	2017
HERITAGE SERVICES	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues			<i>restated</i>					
Sales and Services	\$ (69)	\$ (51)	\$ (71)	\$ (90)	\$ (93)	\$ (96)	\$ (99)	\$ (102)
Grants, Donations and Other	(43)	(71)	(23)	(5)	(5)	(5)	(5)	(5)
	(112)	(122)	(94)	(95)	(98)	(101)	(104)	(107)
Expenditures								
Salaries and Benefits	1,130	1,204	1,276	1,311	1,367	1,402	1,438	1,475
Operating Costs	277	358	346	340	345	350	355	360
Internal Services Used	59	18	24	26	27	28	29	30
Internal Services Recovered	(18)	(20)	(24)	(24)	(24)	(24)	(24)	(24)
External Recoveries	-	-	-	-	-	-	-	-
	1,448	1,560	1,622	1,653	1,715	1,756	1,798	1,841
Net Operations Total	1,336	1,438	1,528	1,558	1,617	1,655	1,694	1,734
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	3	-	-	-	-	-	-
	-	3	-	-	-	-	-	-
	\$ 1,336	\$ 1,441	\$ 1,528	\$ 1,558	\$ 1,617	\$ 1,655	\$ 1,694	\$ 1,734
 INDOOR POOLS								
Revenues								
Sales and Services	\$ (6,457)	\$ (6,777)	\$ (6,982)	\$ (6,951)	\$ (7,160)	\$ (7,375)	\$ (7,596)	\$ (7,824)
Grants, Donations and Other	(5)	(25)	-	-	-	-	-	-
	(6,462)	(6,802)	(6,982)	(6,951)	(7,160)	(7,375)	(7,596)	(7,824)
Expenditures								
Salaries and Benefits	7,913	8,063	7,201	7,419	7,586	7,757	7,932	8,110
Operating Costs	2,651	2,561	2,606	2,220	2,270	2,320	2,370	2,420
Internal Services Used	625	193	203	289	296	303	310	317
Internal Services Recovered	(1)	(9)	-	-	-	-	-	-
External Recoveries	(88)	(101)	(90)	(90)	(90)	(90)	(90)	(90)
	11,100	10,707	9,920	9,838	10,062	10,290	10,522	10,757
Net Operations Total	4,638	3,905	2,938	2,887	2,902	2,915	2,926	2,933
Transfers								
Transfer From Own Sources	(95)	-	-	-	-	-	-	-
Transfer To Own Sources	38	105	-	-	-	-	-	-
	(57)	105	-	-	-	-	-	-
	\$ 4,581	\$ 4,010	\$ 2,938	\$ 2,887	\$ 2,902	\$ 2,915	\$ 2,926	\$ 2,933

Parks, Recreation & Culture Departmental Operations

	2011	2012	2012	2013	2014	2015	2016	2017
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
OUTDOOR POOLS								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	38	-	-	-	-
Operating Costs	826	861	843	843	843	843	843	843
Internal Services Used	11	1	10	10	10	10	10	10
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(17)	(19)	(13)	(13)	(13)	(13)	(13)	(13)
	820	843	840	878	840	840	840	840
Net Operations Total	820	843	840	878	840	840	840	840
Transfers								
Transfer From Own Sources	(6)	-	-	-	-	-	-	-
Transfer To Own Sources	-	18	37	37	37	37	37	37
	(6)	18	37	37	37	37	37	37
	<u>\$ 814</u>	<u>\$ 861</u>	<u>\$ 877</u>	<u>\$ 915</u>	<u>\$ 877</u>	<u>\$ 877</u>	<u>\$ 877</u>	<u>\$ 877</u>
MARKETING								
Revenues								
Sales and Services	\$ (58)	\$ (58)	\$ (67)	\$ (69)	\$ (69)	\$ (69)	\$ (69)	\$ (69)
Grants, Donations and Other	(9)	(8)	(8)	(8)	(8)	(8)	(8)	(8)
	(67)	(66)	(75)	(77)	(77)	(77)	(77)	(77)
Expenditures								
Salaries and Benefits	796	784	813	870	892	915	938	962
Operating Costs	387	435	450	447	452	457	462	467
Internal Services Used	1	26	1	1	1	1	1	1
Internal Services Recovered	(86)	(94)	(80)	(50)	(50)	(50)	(50)	(50)
External Recoveries	(28)	(36)	(26)	(26)	(26)	(26)	(26)	(26)
	1,070	1,115	1,158	1,242	1,269	1,297	1,325	1,354
Net Operations Total	1,003	1,049	1,083	1,165	1,192	1,220	1,248	1,277
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	<u>\$ 1,003</u>	<u>\$ 1,049</u>	<u>\$ 1,083</u>	<u>\$ 1,165</u>	<u>\$ 1,192</u>	<u>\$ 1,220</u>	<u>\$ 1,248</u>	<u>\$ 1,277</u>

Parks, Recreation & Culture Departmental Operations

PARKS DIVISION	2011	2012	2012	2013	2014	2015	2016	2017
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues			<i>restated</i>					
Sales and Services	\$ (1,453)	\$ (1,561)	\$ (1,020)	\$ (1,022)	\$ (1,053)	\$ (1,085)	\$ (1,118)	\$ (1,152)
Grants, Donations and Other	(757)	(564)	-	(7)	(7)	(7)	(7)	(7)
	(2,210)	(2,125)	(1,020)	(1,029)	(1,060)	(1,092)	(1,125)	(1,159)
Expenditures								
Salaries and Benefits	9,342	9,431	7,900	8,282	8,487	8,697	8,912	9,132
Operating Costs	12,559	14,133	16,117	17,890	19,014	20,139	21,264	22,388
Internal Services Used	10,318	10,490	7,611	7,625	7,797	7,972	8,151	8,334
Internal Services Recovered	(11,214)	(11,883)	(11,250)	(12,177)	(12,451)	(12,731)	(13,017)	(13,310)
External Recoveries	(343)	(283)	(169)	(169)	(169)	(169)	(169)	(169)
	20,662	21,888	20,209	21,451	22,678	23,908	25,141	26,375
Net Operations Total	18,452	19,763	19,189	20,422	21,618	22,816	24,016	25,216
Transfers								
Transfer From Own Sources	(5,546)	(3,002)	(1,601)	(1,701)	(1,701)	(1,701)	(1,701)	(1,701)
Transfer To Own Sources	3,012	602	75	77	77	77	77	77
	(2,534)	(2,400)	(1,526)	(1,624)	(1,624)	(1,624)	(1,624)	(1,624)
	\$ 15,918	\$ 17,363	\$ 17,663	\$ 18,798	\$ 19,994	\$ 21,192	\$ 22,392	\$ 23,592
PLANNING, RESEARCH & DEVELOPMENT								
Revenues								
Sales and Services	\$ (36)	\$ (37)	\$ (37)	\$ (38)	\$ (39)	\$ (40)	\$ (41)	\$ (42)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(36)	(37)	(37)	(38)	(39)	(40)	(41)	(42)
Expenditures								
Salaries and Benefits	636	687	803	636	653	671	689	708
Operating Costs	1,497	627	1,594	1,039	1,039	1,039	1,039	1,039
Internal Services Used	531	543	334	364	372	380	389	398
Internal Services Recovered	(395)	(334)	(865)	(777)	(794)	(812)	(830)	(849)
External Recoveries	(13)	(1)	-	-	-	-	-	-
	2,256	1,522	1,866	1,262	1,270	1,278	1,287	1,296
Net Operations Total	2,220	1,485	1,829	1,224	1,231	1,238	1,246	1,254
Transfers								
Transfer From Own Sources	(1,283)	(643)	(834)	(334)	(334)	(334)	(334)	(334)
Transfer To Own Sources	50	-	-	-	-	-	-	-
	(1,233)	(643)	(834)	(334)	(334)	(334)	(334)	(334)
	\$ 987	\$ 842	\$ 995	\$ 890	\$ 897	\$ 904	\$ 912	\$ 920

Parks, Recreation & Culture Departmental Operations

	2011	2012	2012	2013	2014	2015	2016	2017
<u>SPECIAL EVENTS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues			<i>restated</i>					
Sales and Services	\$ (465)	\$ (362)	\$ (292)	\$ (454)	\$ (454)	\$ (454)	\$ (454)	\$ (454)
Grants, Donations and Other	(717)	(829)	(495)	(395)	(395)	(395)	(395)	(395)
	<u>(1,182)</u>	<u>(1,191)</u>	<u>(787)</u>	<u>(849)</u>	<u>(849)</u>	<u>(849)</u>	<u>(849)</u>	<u>(849)</u>
Expenditures								
Salaries and Benefits	399	398	403	425	439	453	468	483
Operating Costs	2,081	1,911	1,252	1,495	1,500	1,505	1,510	1,515
Internal Services Used	35	50	18	8	8	8	8	8
Internal Services Recovered	(254)	(249)	(1)	(141)	(141)	(141)	(141)	(141)
External Recoveries	(13)	(30)	(1)	(1)	(1)	(1)	(1)	(1)
	<u>2,248</u>	<u>2,080</u>	<u>1,671</u>	<u>1,786</u>	<u>1,805</u>	<u>1,824</u>	<u>1,844</u>	<u>1,864</u>
Net Operations Total	1,066	889	884	937	956	975	995	1,015
Transfers								
Transfer From Own Sources	(49)	(19)	-	-	-	-	-	-
Transfer To Own Sources	42	49	36	36	36	36	36	36
	<u>(7)</u>	<u>30</u>	<u>36</u>	<u>36</u>	<u>36</u>	<u>36</u>	<u>36</u>	<u>36</u>
	<u>\$ 1,059</u>	<u>\$ 919</u>	<u>\$ 920</u>	<u>\$ 973</u>	<u>\$ 992</u>	<u>\$ 1,011</u>	<u>\$ 1,031</u>	<u>\$ 1,051</u>
 WEB AND NEW MEDIA								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	227	291	311	365	375	385	396	407
Operating Costs	17	168	350	365	365	365	365	365
Internal Services Used	1	3	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	<u>245</u>	<u>462</u>	<u>661</u>	<u>730</u>	<u>740</u>	<u>750</u>	<u>761</u>	<u>772</u>
Net Operations Total	245	462	661	730	740	750	761	772
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 245</u>	<u>\$ 462</u>	<u>\$ 661</u>	<u>\$ 730</u>	<u>\$ 740</u>	<u>\$ 750</u>	<u>\$ 761</u>	<u>\$ 772</u>



2013 – 2017 FINANCIAL PLAN

SIGNIFICANT CHANGES PARKS, RECREATION & CULTURE *(in thousands)*

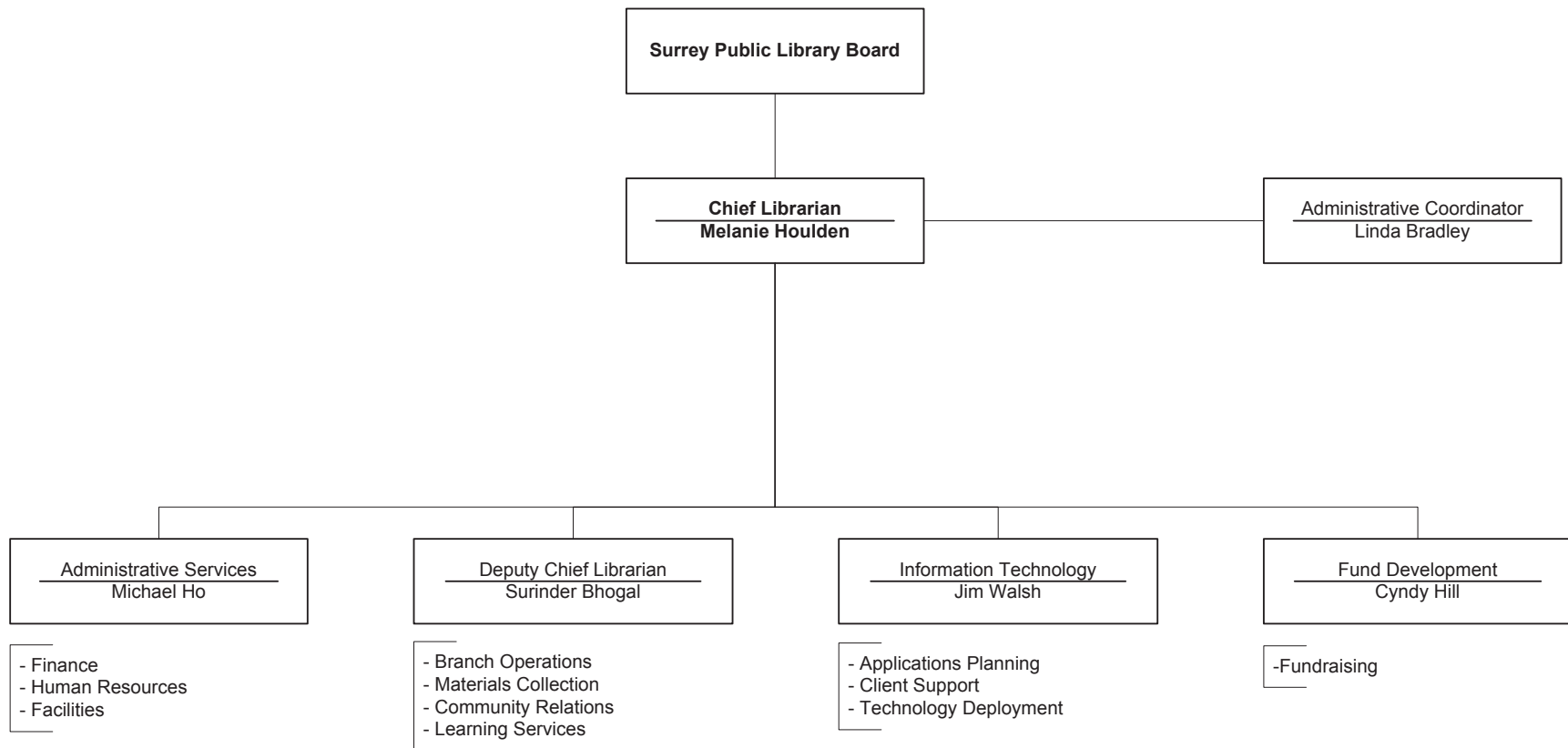
2012 ADOPTED BUDGET		\$ 35,589
Web Services	660	
City Beautification	2,734	
2012 ADOPTED BUDGET		\$ 38,983
 REVENUES		
Sales and Services		
Revenue Increase	\$ (863)	
Total Change in Revenues		(863)
 EXPENDITURES		
Salaries/Wages & Benefits		
Salary Range Increase	318	
Overhead, OT & Sick Increase	497	
New Positions	367	
Non Union Instructors from Operating Costs	3,484	4,666
 Operating Costs		
Increase Due to Inflation	175	
New Facilities	330	
Contract Increases - Parks Division	435	
New Inventory - Parks Division	325	
Non Union Instructors from Operating Costs	(3,484)	(2,219)
Internal Services Used		353
Internal Services Recovered		(1,073)
External Recoveries		6
Transfer From Own Sources		282
Transfer To Own Sources		14
 Total Change in Expenditures		2,029
 2013 BUDGET		\$ 40,149

Parks, Recreation & Culture Significant Changes

2013 ADOPTED BUDGET		\$ 40,149
REVENUES		
Sales and Service		
Increase Revenue	\$ (2,596)	(2,596)
EXPENDITURES		
Salaries/Wages & Benefits		
Salary Adjustments	4,062	4,062
Operating Costs		
Increases Due to Inflation	5,280	
New Facilities	6,516	11,796
Internal Services Used	831	831
Internal Services Recovered	(7,763)	(7,763)
External Recoveries	-	-
Transfers To/From Own Source	200	200
2017 BUDGET		\$ 46,679



City Centre Library Green Roof



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 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 website at www.surreylibraries.ca provides links to community organizations in Surrey and to useful sites on the internet.



Muffin Story Time

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.

Surrey Public Library Departmental Overview

The Library provides downloadable e-books, 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. This division also acquires and manages the print and electronic collections that suit the needs of our diverse community.



Author Reading

ADMINISTRATIVE SERVICES

Administrative Services manages the physical spaces, as well as the finance, human resources and information technology functions of the Library system, ensuring day-to-day service requirements are met. This division also manages the Library's image and raises awareness and funds to support and enhance its community services.

2012 ACCOMPLISHMENTS

ECONOMIC:

- Ensured Expenditures did not exceed revenue sources for the year;
- Raised funds through the Literacy for Life Major Gifts Campaign; and
- Renewed funding from outside sources, including Coast Capital Savings, Rotary Clubs and others.

ENVIRONMENTAL:

- Provided access to a growing collection of e-books and articles online through our website and through loaning e-readers;
- Replaced photocopiers and printers with more efficient combined copier/printers;
- Developed a green building education program at City Centre Library and promoted the green wall at Semiahmoo Library; and

Surrey Public Library Departmental Overview

- Implemented Wi-Fi at most locations, allowing many more customers to access the Library's electronic resources using their personal equipment.

SOCIO-CULTURAL:

- Hosted festivals and events to promote cultural awareness, e.g. Diwali festival in partnership with local MLA office and Aboriginal Genealogy program on National Aboriginal Day;
- Developed health literacy promotion aimed at seniors through a 'Wellness Series';
- Improved adult literacy through delivering a tutoring program in partnership with Kwantlen Polytechnic University;
- Helped integrate newcomers by partnering with Options to host settlement workers at the libraries;
- Introduced and expanded a program for adults with developmental disabilities;
- Provided numerous educational opportunities through self-taught computer-based programs, one-on-one technology training in classrooms, workshops and programs including those provided in partnership with other agencies such as Umoja, Options, and DIVERSECity;
- Engaged youth by expanding Teen Advisory Groups who helped to plan and participate in programs such as teen writing circles and gaming events;
- Signed up 14,314 children for the Summer Reading Club, the largest club in the province; and
- Partnered with over 75 agencies to deliver a variety of programs in the community.



City Centre Library - First Birthday Tea

FUTURE INITIATIVES

ECONOMIC:

- Implement the public launch of the Literacy for Life Major Gifts fundraising campaign;
- Continue to promote electronic messaging as the preferred method of communication to reduce postage and printing costs;
- Market online databases to improve 'value for money' for library resources;
- Enable customers to book meeting rooms, make donations and payments online; and
- Support small business start-ups through workshops delivered in partnership with The Self Employment and Entrepreneur Development Society (SEEDS).

ENVIRONMENTAL:

- Minimize production and printing of flyers by promoting library events through an online calendar on the website;
- Continue to participate in City-led strategies to reduce energy consumption and waste, such as improved lighting and organic waste collection; and
- Provide a variety of electronic downloadable resources such as books, newspapers, magazines and audio/video media.

SOCIO-CULTURAL:

- Implement new strategic plan in response to the growing and changing informational and recreational needs of Surrey residents;
- Create a marketing strategy to better promote library programs, services and opportunities for charitable giving;
- Develop a signature event that highlights the good work being done by Libraries in the community;
- Develop joint programs with Simon Fraser University (SFU) faculty and students at City Centre Library;
- Support families by offering a variety of free and accessible programs, such as expansion of the Lego programs, movie nights and more story times on weekends; and
- Further enhance the Library's multi-lingual services to reflect Surrey's diverse communities.



Semiahmoo Library Green Wall

Surrey Public Library Departmental Overview

PERFORMANCE MEASURES

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

<i>Division</i>	<i>Performance Measures</i>	<i>2012</i>	<i>Budget 2013</i>	<i>Budget 2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>
Public Services	# of visits made to library locations and library website	3.91M [Budget 3.98M]	4.06M	4.14M	4.22M	4.30M	4.30M
	# of transactions completed using the Library's materials collection	5.10M* [Budget 4.1M]	5.20M	5.30M	5.40M	5.50M	5.60M
	# of enrolments in Summer Reading Club and other literacy programs	84,477 [Budget 80,000]	86,000	88,000	88,000	92,000	94,000
Administrative Services	# of online access points available on library premises	222** [Budget 210]	222	224	224	226	228
	% of new customers signed up on email notification	48%*** [Budget 55%]	52%	55%	58%	61%	64%

* A change in measurement parameters increased the accuracy and completeness of the measure—budget has been revised.

**Actual measurement does not include users accessing Library Wi-Fi network using own equipment therefore budget has been revised.

***Lower than anticipated due to the communication trend of SMS messaging (texting) being preferred over email.



2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS SURREY PUBLIC LIBRARY *(in thousands)*

<u>DIVISION SUMMARY</u>	2011 <u>ACTUAL</u>	2012 <u>FORECAST</u>	2012 <u>BUDGET</u>	2013 <u>BUDGET</u>	2014 <u>PLAN</u>	2015 <u>PLAN</u>	2016 <u>PLAN</u>	2017 <u>PLAN</u>
Administration	\$ 287	\$ (434)	\$ (14)	\$ (18)	\$ 19	\$ 57	\$ 97	\$ 138
Public Services	10,146	10,676	10,256	10,401	10,790	11,191	11,602	12,023
	<u>\$ 10,433</u>	<u>\$ 10,242</u>	<u>\$ 10,242</u>	<u>\$ 10,383</u>	<u>\$ 10,809</u>	<u>\$ 11,248</u>	<u>\$ 11,699</u>	<u>\$ 12,161</u>
 <u>ACCOUNT SUMMARY</u>								
Revenues								
Sales and Services	\$ (531)	\$ (547)	\$ (585)	\$ (590)	\$ (590)	\$ (590)	\$ (590)	\$ (590)
Grants, Donations and Other	(1,054)	(1,091)	(1,008)	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)
	<u>(1,585)</u>	<u>(1,638)</u>	<u>(1,593)</u>	<u>(1,610)</u>	<u>(1,610)</u>	<u>(1,610)</u>	<u>(1,610)</u>	<u>(1,610)</u>
Expenditures								
Salaries and Benefits	10,374	10,949	11,156	11,999	12,417	12,792	13,179	13,577
Operating Costs	2,114	2,585	2,513	2,510	2,570	2,630	2,690	2,750
Internal Services Used	380	164	120	168	172	176	180	184
Internal Services Recovered	(896)	(1,465)	(1,894)	(2,624)	(2,680)	(2,680)	(2,680)	(2,680)
External Recoveries	(28)	(12)	(60)	(60)	(60)	(60)	(60)	(60)
	<u>11,944</u>	<u>12,221</u>	<u>11,835</u>	<u>11,993</u>	<u>12,419</u>	<u>12,858</u>	<u>13,309</u>	<u>13,771</u>
Net Operations Total	10,359	10,583	10,242	10,383	10,809	11,248	11,699	12,161
Transfers								
Transfer From Own Sources	-	(341)	-	-	-	-	-	-
Transfer To Own Sources	74	-	-	-	-	-	-	-
	<u>74</u>	<u>(341)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 10,433</u>	<u>\$ 10,242</u>	<u>\$ 10,242</u>	<u>\$ 10,383</u>	<u>\$ 10,809</u>	<u>\$ 11,248</u>	<u>\$ 11,699</u>	<u>\$ 12,161</u>



**4% of
Property
Taxes
allocated
to Surrey
Public
Library**

Surrey Public Library Departmental Operations

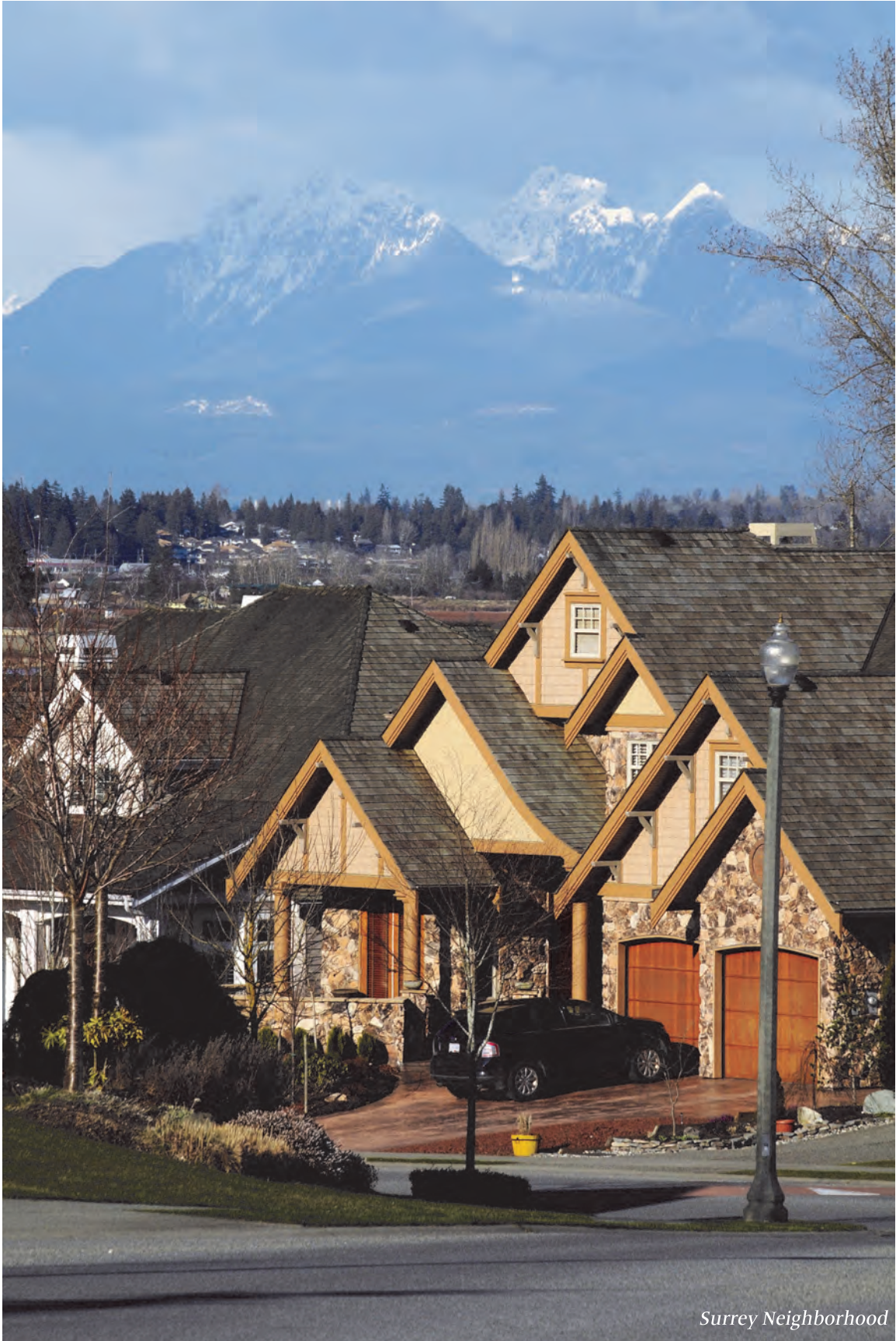
	2011 ACTUAL	2012 FORECAST	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
ADMINISTRATION								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	(870)	(886)	(909)	(921)	(921)	(921)	(921)	(921)
	<u>(870)</u>	<u>(886)</u>	<u>(909)</u>	<u>(921)</u>	<u>(921)</u>	<u>(921)</u>	<u>(921)</u>	<u>(921)</u>
Expenditures								
Salaries and Benefits	920	609	766	782	813	845	879	914
Operating Costs	270	259	147	137	142	147	152	157
Internal Services Used	10	1	42	44	45	46	47	48
Internal Services Recovered	(99)	(72)	-	-	-	-	-	-
External Recoveries	(18)	(4)	(60)	(60)	(60)	(60)	(60)	(60)
	<u>1,083</u>	<u>793</u>	<u>895</u>	<u>903</u>	<u>940</u>	<u>978</u>	<u>1,018</u>	<u>1,059</u>
Net Operations Total	213	(93)	(14)	(18)	19	57	97	138
Transfers								
Transfer From Own Sources	-	(341)	-	-	-	-	-	-
Transfer To Own Sources	74	-	-	-	-	-	-	-
	<u>74</u>	<u>(341)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 287</u>	<u>\$ (434)</u>	<u>\$ (14)</u>	<u>\$ (18)</u>	<u>\$ 19</u>	<u>\$ 57</u>	<u>\$ 97</u>	<u>\$ 138</u>
PUBLIC SERVICE								
Revenues								
Sales and Services	\$ (531)	\$ (547)	\$ (585)	\$ (590)	\$ (590)	\$ (590)	\$ (590)	\$ (590)
Grants, Donations and Other	(184)	(205)	(99)	(99)	(99)	(99)	(99)	(99)
	<u>(715)</u>	<u>(752)</u>	<u>(684)</u>	<u>(689)</u>	<u>(689)</u>	<u>(689)</u>	<u>(689)</u>	<u>(689)</u>
Expenditures								
Salaries and Benefits	9,454	10,340	10,390	11,217	11,604	11,947	12,300	12,663
Operating Costs	1,844	2,326	2,366	2,373	2,428	2,483	2,538	2,593
Internal Services Used	370	163	78	124	127	130	133	136
Internal Services Recovered	(797)	(1,393)	(1,894)	(2,624)	(2,680)	(2,680)	(2,680)	(2,680)
External Recoveries	(10)	(8)	-	-	-	-	-	-
	<u>10,861</u>	<u>11,428</u>	<u>10,940</u>	<u>11,090</u>	<u>11,479</u>	<u>11,880</u>	<u>12,291</u>	<u>12,712</u>
Net Operations Total	10,146	10,676	10,256	10,401	10,790	11,191	11,602	12,023
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 10,146</u>	<u>\$ 10,676</u>	<u>\$ 10,256</u>	<u>\$ 10,401</u>	<u>\$ 10,790</u>	<u>\$ 11,191</u>	<u>\$ 11,602</u>	<u>\$ 12,023</u>



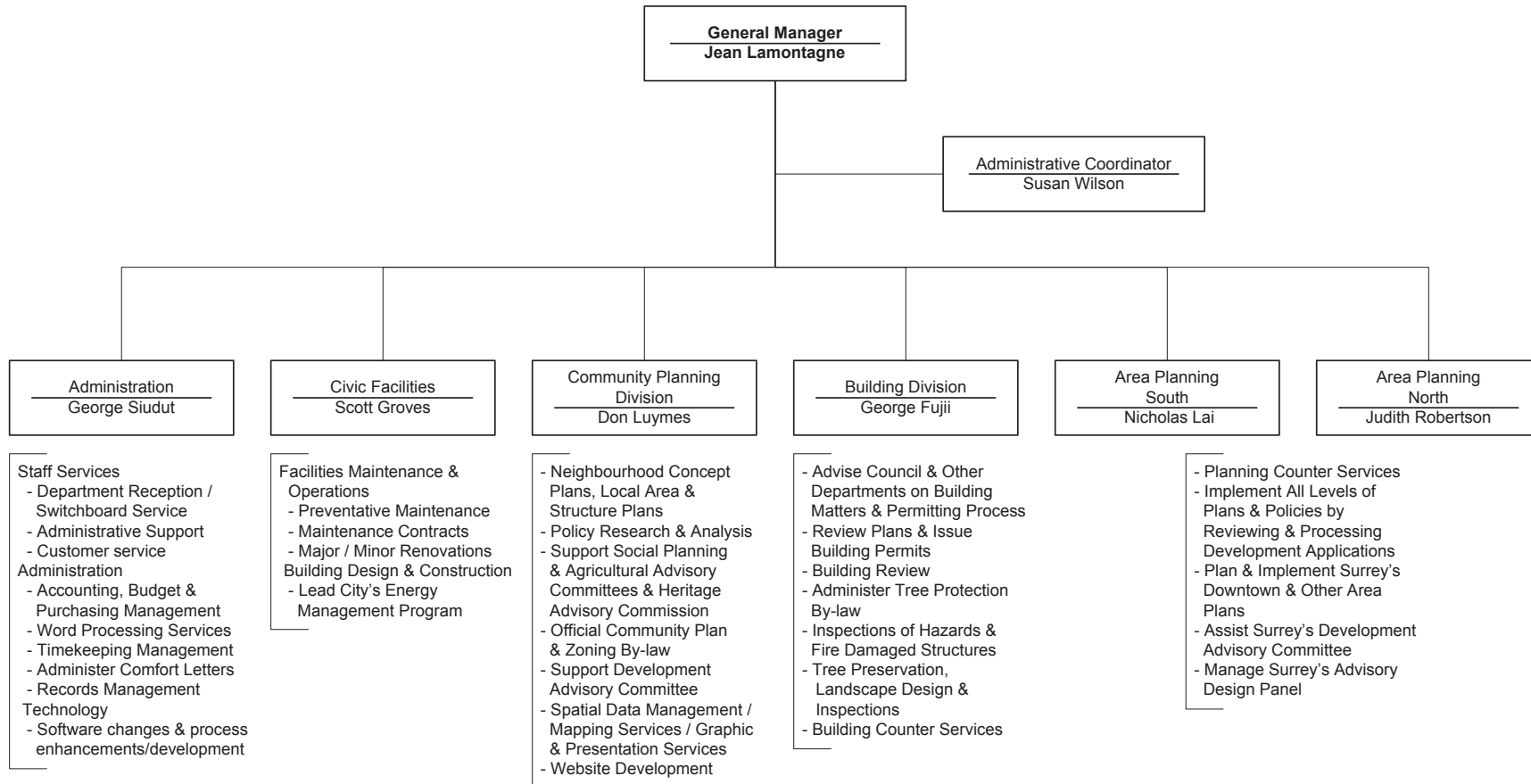
2013 – 2017 FINANCIAL PLAN

SIGNIFICANT CHANGES SURREY PUBLIC LIBRARY *(in thousands)*

2012 ADOPTED BUDGET		\$ 10,242
REVENUES		
Sales and Services		
Fees for Service	\$ (3)	
Property Revenue - City Centre	(3)	
Grants	(11)	(17)
Total Change in Revenues		(17)
EXPENDITURES		
Salaries/Wages & Benefits		
Social Plan	667	
Overhead, OT, Sick Increase	104	
Corrections	72	843
Operating Costs		
City Centre	17	
Gas & Hydro	(9)	
Printer Cartridges	(26)	
Social Plan	63	
General Maintenance Reallocation	(48)	(3)
Internal Services Used		
Reallocation	48	48
Internal Services Recovered		
Social Plan Recovery	(730)	(730)
Total Change in Expenditures		158
2013 BUDGET		\$ 10,383
<hr/>		
2013 ADOPTED BUDGET		\$ 10,383
EXPENDITURES		
Salaries/Wages & Benefits	1,522	1,522
Operating Costs		
Administration Inflation Increase	20	
Public Services Inflation	220	240
Internal Services		
Salary Adjustments	16	16
2017 BUDGET		\$ 12,161



Surrey Neighborhood



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.

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.



Fraser Port

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 file maintenance, budgeting, information technology support and customer service.

2012 ACCOMPLISHMENTS

ECONOMIC:

- Implemented Plumbing approval process changes that created efficiencies, enhanced services and reduced costs for builders;
- Continued implementation of mobile technology for building inspections;
- Received approximately 816 development applications for rezoning, subdivision, development, development variance, Official Community Plan amendment and Land Use Contract amendment;
- Prepared and presented 283 planning reports to Council on development applications;
- Approved the creation of approximately 500 single family lots;
- Completed renovations at Beecher Place;
- Completed addition of new change rooms at South Surrey Arena;
- Completed renovations at Newton Recreation Centre and Arena;
- Completed addition to Fraser Heights Recreation Centre; and
- Completed new field house at Tamanawis Park.

ENVIRONMENTAL:

- Supported the City's Biodiversity study;
- Replaced two gas chlorine systems in pools with new liquid chlorine systems;
- Completed and received Council endorsement for an innovative approach to fund acquisition of Ecosystem Management in Grandview Area 4 NCP;

SOCIO-CULTURAL:

- Completed the Annual Report on the Action Plan for the wellbeing of Surrey Residents (the "Social Plan");
- Completed the draft Action Plan to end homelessness in Surrey;
- Completed the poverty reduction plan;
- Facilitated a successful federal grant application for additional supportive housing in Surrey; and
- Completed a report on support of refugees in Surrey.

FUTURE INITIATIVES

ECONOMIC:

- Continue to upgrade the Amanda application tracking system;
- Continued enhancement of Open Data available to the general public;
- Apply technological enhancements with additional On-Line services being made available to the public;
- Complete and receive Council approval for the OCP update; 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 a future connection to a district energy utility system.

SOCIO-CULTURAL:

- Finalize plans for North Grandview Area 4 and West Clayton;
- 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 Grandview Area 4 and West Clayton;
 - Stage 2 of the NCP for the Semiahmoo Town Centre; and
- In consultation with TransLink and the Engineering Department, finalize Frequent Transit Corridor Development Plans for existing and future rapid transit corridors in Surrey.



Artist Rendering of City Centre Plaza

Planning & Development Departmental Overview

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.

<i>Division</i>	<i>Performance Measures</i>	<i>2012</i>	<i>Budget 2013</i>	<i>Budget 2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>
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	1,147* [Budget 1,650]	1,100	1,100	1,050	1,050	1,000
	Total annual construction value	\$1.3B [Budget 1.34B]	\$1.1B	\$1.2B	\$1.25B	\$1.25B	\$1.25B
	# of inspections	65,750** [Budget 87,000]	65,500	62,250	62,250	65,000	65,000

Planning & Development Departmental Overview

Division	Performance Measures	2012	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017
Civic Facilities	# of after hours calls	142 [Budget 135]	130	125	125	125	125
	# of unscheduled facility closures	3 [Budget 2]	2	2	2	2	2
Administration & Special Projects	# of file set-ups	3,952*** [Budget 5,000]	4,000	4,000	4,000	3,500	3,500
	# of incoming calls to main switchboard	77,000*** [Budget 75,000]	75,000	70,000	65,000	60,000	55,000
	# of requests for historical building data	5,500**** [Budget 5,000]	4,900	4,800	4,700	4,600	4,500

* Budget revised due to current trend of multi-family developments

** Budget revised due to a general decrease in development due to economic conditions

*** Decrease expected in future years due to the increase in quantity of information available online and via self service

**** Decrease expected over time as this is now a user-pay service



2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS PLANNING & DEVELOPMENT *(in thousands)*

DIVISION SUMMARY	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Administration	\$ 2,333	\$ 2,773	\$ 2,590	\$ 2,620	\$ 2,684	\$ 2,749	\$ 2,816	\$ 2,885
Area Planning & Development	1,755	1,340	2,270	2,251	2,302	2,353	2,406	2,460
Building	(6,751)	(8,699)	(7,916)	(8,542)	(8,814)	(9,096)	(9,387)	(9,688)
Community Planning	1,680	1,727	1,654	1,673	1,716	1,760	1,806	1,853
Heritage Advisory Committee	23	22	23	23	23	23	23	23
Facilities	4,688	6,519	7,196	7,765	8,000	8,138	8,284	8,437
	\$ 3,728	\$ 3,682	\$ 5,817	\$ 5,790	\$ 5,911	\$ 5,927	\$ 5,948	\$ 5,970
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (16,595)	\$ (18,734)	\$ (17,631)	\$ (18,275)	\$ (18,822)	\$ (19,386)	\$ (19,966)	\$ (20,565)
Grants, Donations and Other	(1,853)	(16)	-	-	-	-	-	-
	(18,448)	(18,750)	(17,631)	(18,275)	(18,822)	(19,386)	(19,966)	(20,565)
Expenditures								
Salaries and Benefits	16,086	16,611	18,525	18,829	19,430	19,938	20,461	20,997
Operating Costs	6,530	5,752	4,352	4,415	4,460	4,510	4,565	4,625
Internal Services Used	2,476	2,771	2,791	2,529	2,586	2,644	2,703	2,764
Internal Services Recovered	(4,378)	(2,732)	(2,841)	(2,382)	(2,436)	(2,491)	(2,547)	(2,605)
External Recoveries	(79)	(42)	(43)	(8)	(8)	(8)	(8)	(8)
	20,635	22,360	22,784	23,383	24,032	24,593	25,174	25,773
Net Operations Total	2,187	3,610	5,153	5,108	5,210	5,207	5,208	5,208
Transfers								
Transfer From Own Sources	(5)	(868)	-	-	-	-	-	-
Transfer To Own Sources	1,546	940	664	682	701	720	740	761
	1,541	72	664	682	701	720	740	761
	\$ 3,728	\$ 3,682	\$ 5,817	\$ 5,790	\$ 5,911	\$ 5,927	\$ 5,948	\$ 5,970



**2.3% of
Property Taxes
allocated to
Planning &
Development**

Planning & Development Departmental Operations

	2011	2012	2012	2013	2014	2015	2016	2017
<u>ADMINISTRATION</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues								
Sales and Services	\$ (44)	\$ (81)	\$ (28)	\$ (29)	\$ (29)	\$ (29)	\$ (29)	\$ (29)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(44)</u>	<u>(81)</u>	<u>(28)</u>	<u>(29)</u>	<u>(29)</u>	<u>(29)</u>	<u>(29)</u>	<u>(29)</u>
Expenditures								
Salaries and Benefits	2,010	2,328	2,296	2,381	2,445	2,510	2,577	2,646
Operating Costs	345	320	313	254	254	254	254	254
Internal Services Used	23	16	9	14	14	14	14	14
Internal Services Recovered	(1)	(10)	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	<u>2,377</u>	<u>2,654</u>	<u>2,618</u>	<u>2,649</u>	<u>2,713</u>	<u>2,778</u>	<u>2,845</u>	<u>2,914</u>
Net Operations Total	2,333	2,573	2,590	2,620	2,684	2,749	2,816	2,885
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	200	-	-	-	-	-	-
	<u>-</u>	<u>200</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 2,333</u>	<u>\$ 2,773</u>	<u>\$ 2,590</u>	<u>\$ 2,620</u>	<u>\$ 2,684</u>	<u>\$ 2,749</u>	<u>\$ 2,816</u>	<u>\$ 2,885</u>
 AREA & PLANNING DEVELOPMENT								
Revenues								
Sales and Services	\$ (2,003)	\$ (2,266)	\$ (1,767)	\$ (1,770)	\$ (1,823)	\$ (1,878)	\$ (1,934)	\$ (1,992)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(2,003)</u>	<u>(2,266)</u>	<u>(1,767)</u>	<u>(1,770)</u>	<u>(1,823)</u>	<u>(1,878)</u>	<u>(1,934)</u>	<u>(1,992)</u>
Expenditures								
Salaries and Benefits	3,642	3,546	3,971	3,955	4,059	4,165	4,274	4,386
Operating Costs	113	59	66	66	66	66	66	66
Internal Services Used	3	1	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	<u>3,758</u>	<u>3,606</u>	<u>4,037</u>	<u>4,021</u>	<u>4,125</u>	<u>4,231</u>	<u>4,340</u>	<u>4,452</u>
Net Operations Total	1,755	1,340	2,270	2,251	2,302	2,353	2,406	2,460
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 1,755</u>	<u>\$ 1,340</u>	<u>\$ 2,270</u>	<u>\$ 2,251</u>	<u>\$ 2,302</u>	<u>\$ 2,353</u>	<u>\$ 2,406</u>	<u>\$ 2,460</u>

Planning & Development Departmental Operations

	2011	2012	2012	2013	2014	2015	2016	2017
<u>BUILDING</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>	<u>PLAN</u>
Revenues								
Sales and Services	\$ (14,519)	\$ (16,384)	\$ (15,831)	\$ (16,473)	\$ (16,967)	\$ (17,476)	\$ (18,000)	\$ (18,541)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(14,519)</u>	<u>(16,384)</u>	<u>(15,831)</u>	<u>(16,473)</u>	<u>(16,967)</u>	<u>(17,476)</u>	<u>(18,000)</u>	<u>(18,541)</u>
Expenditures								
Salaries and Benefits	6,314	6,338	6,959	6,987	7,170	7,358	7,551	7,749
Operating Costs	457	975	344	314	334	354	374	394
Internal Services Used	45	34	-	-	-	-	-	-
Internal Services Recovered	(94)	(186)	-	-	-	-	-	-
External Recoveries	(2)	(25)	-	-	-	-	-	-
	<u>6,720</u>	<u>7,136</u>	<u>7,303</u>	<u>7,301</u>	<u>7,504</u>	<u>7,712</u>	<u>7,925</u>	<u>8,143</u>
Net Operations Total	(7,799)	(9,248)	(8,528)	(9,172)	(9,463)	(9,764)	(10,075)	(10,398)
Transfers								
Transfer From Own Sources	-	(65)	-	-	-	-	-	-
Transfer To Own Sources	1,048	614	612	630	649	668	688	709
	<u>1,048</u>	<u>549</u>	<u>612</u>	<u>630</u>	<u>649</u>	<u>668</u>	<u>688</u>	<u>709</u>
	<u>\$ (6,751)</u>	<u>\$ (8,699)</u>	<u>\$ (7,916)</u>	<u>\$ (8,542)</u>	<u>\$ (8,814)</u>	<u>\$ (9,096)</u>	<u>\$ (9,387)</u>	<u>\$ (9,688)</u>
 COMMUNITY PLANNING								
Revenues								
Sales and Services	\$ (25)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(25)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	1,476	1,503	1,767	1,786	1,832	1,879	1,928	1,978
Operating Costs	309	334	-	-	-	-	-	-
Internal Services Used	43	9	-	-	-	-	-	-
Internal Services Recovered	(114)	(114)	(113)	(113)	(116)	(119)	(122)	(125)
External Recoveries	(9)	(5)	-	-	-	-	-	-
	<u>1,705</u>	<u>1,727</u>	<u>1,654</u>	<u>1,673</u>	<u>1,716</u>	<u>1,760</u>	<u>1,806</u>	<u>1,853</u>
Net Operations Total	1,680	1,727	1,654	1,673	1,716	1,760	1,806	1,853
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 1,680</u>	<u>\$ 1,727</u>	<u>\$ 1,654</u>	<u>\$ 1,673</u>	<u>\$ 1,716</u>	<u>\$ 1,760</u>	<u>\$ 1,806</u>	<u>\$ 1,853</u>

Planning & Development Departmental Operations

	2011	2012	2012	2013	2014	2015	2016	2017
	ACTUAL	FORECAST	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
HERITAGE ADVISORY COMMITTEE								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	(16)	-	-	-	-	-	-
	<u>-</u>	<u>(16)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	10	10	23	23	23	23	23	23
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	<u>10</u>	<u>10</u>	<u>23</u>	<u>23</u>	<u>23</u>	<u>23</u>	<u>23</u>	<u>23</u>
Net Operations Total	10	(6)	23	23	23	23	23	23
Transfers								
Transfer From Own Sources	(5)	(10)	-	-	-	-	-	-
Transfer To Own Sources	18	38	-	-	-	-	-	-
	<u>13</u>	<u>28</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 23</u>	<u>\$ 22</u>	<u>\$ 23</u>	<u>\$ 23</u>	<u>\$ 23</u>	<u>\$ 23</u>	<u>\$ 23</u>	<u>\$ 23</u>
FACILITIES								
Revenues								
Sales and Services	\$ (4)	\$ (3)	\$ (5)	\$ (3)	\$ (3)	\$ (3)	\$ (3)	\$ (3)
Grants, Donations and Other	(1,853)	-	-	-	-	-	-	-
	<u>(1,857)</u>	<u>(3)</u>	<u>(5)</u>	<u>(3)</u>	<u>(3)</u>	<u>(3)</u>	<u>(3)</u>	<u>(3)</u>
Expenditures								
Salaries and Benefits	2,644	2,896	3,532	3,720	3,924	4,026	4,131	4,238
Operating Costs	5,296	4,054	3,606	3,758	3,783	3,813	3,848	3,888
Internal Services Used	2,362	2,711	2,782	2,515	2,572	2,630	2,689	2,750
Internal Services Recovered	(4,169)	(2,422)	(2,728)	(2,269)	(2,320)	(2,372)	(2,425)	(2,480)
External Recoveries	(68)	(12)	(43)	(8)	(8)	(8)	(8)	(8)
	<u>6,065</u>	<u>7,227</u>	<u>7,149</u>	<u>7,716</u>	<u>7,951</u>	<u>8,089</u>	<u>8,235</u>	<u>8,388</u>
Net Operations Total	4,208	7,224	7,144	7,713	7,948	8,086	8,232	8,385
Transfers								
Transfer From Own Sources	-	(793)	-	-	-	-	-	-
Transfer To Own Sources	480	88	52	52	52	52	52	52
	<u>480</u>	<u>(705)</u>	<u>52</u>	<u>52</u>	<u>52</u>	<u>52</u>	<u>52</u>	<u>52</u>
	<u>\$ 4,688</u>	<u>\$ 6,519</u>	<u>\$ 7,196</u>	<u>\$ 7,765</u>	<u>\$ 8,000</u>	<u>\$ 8,138</u>	<u>\$ 8,284</u>	<u>\$ 8,437</u>



2013 – 2017 FINANCIAL PLAN

SIGNIFICANT CHANGES PLANNING & DEVELOPMENT *(in thousands)*

2012 ADOPTED BUDGET		\$	5,817
REVENUES			
Sales and Services			
Application Fees	\$ (14)		
Inquiry Fees	(1)		
Building Permits	(449)		
Business Licenses	(182)		
Vending Machine Sales	2		
	(644)		(644)
Total Change in Revenues			(644)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Range Increase	130		
Overhead, OT, Sick Adjustment	10		
Reclassifications in Area Planning Positions	(13)		
Reclassifications in Facilities	13		
New Positions in Area Planning	59		
New Positions in Facilities	105		
	304		304
Operating Costs			
Hydro and Natural Gas	(7)		
New Trailers and Building	59		
Asset Repair and Maintenance	100		
Reallocation	(5)		
2012 Budget Adjustment	(30)		
Printer Cartridges	(54)		
	63		63
Internal Services Used			
Payroll Labour Chargeouts	(219)		
Municipal Equipment Chargeouts	(48)		
Reallocation	5		
	(262)		(262)
Internal Services Recovered			
Municipal Equipment	29		
Payroll Labour Recoveries	479		
Works Yard Recovery	(49)		
	459		459
External Recoveries			
Security Service	35		
	35		35
Transfer To Own Sources			
1% Environmental Stewardship	14		
1% Community Beautification	2		
2% Tree Preservation	2		
	18		18
Total Change in Expenditures			617
2013 BUDGET		\$	5,790

Planning & Development Significant Changes

2013 ADOPTED BUDGET		\$	5,790
REVENUES			
Sales and Service			
Increase Revenue - Area Planning & Building	<u>\$ (2,289)</u>		<u>(2,289)</u>
EXPENDITURES			
Salaries/Wages & Benefits			
New Positions	105		
Potential Salary Increases	<u>2,063</u>		<u>2,168</u>
Operating Costs			
Increases Due to Inflation	<u>210</u>		<u>210</u>
Internal Services Used	<u>24</u>		<u>24</u>
Internal Services Recovered	<u>(12)</u>		<u>(12)</u>
Transfer To Own Sources	<u>79</u>		<u>79</u>
2017 BUDGET		\$	<u>5,970</u>

City of Surrey operates six public utilities: Water, Sewer, Drainage, Solid Waste & Recycling, Surrey City Energy and Roads & Traffic Safety.

The utilities operate under their respective Council approved Fiscal Policies. The Proposed Budgets for the Utilities reflect the strategic directions and initiatives identified in their 10-Year Servicing Plans.

The approved 2013 Budgets are intended to improve the results of the various financial indicators defined under each Utility's Goals.



Surrey's new truck and waste cart system



2013 – 2017 FINANCIAL PLAN

UTILITIES OPERATING – FINANCIAL SUMMARY *(in thousands)*

<u>REVENUE SUMMARY</u>	<u>2011 ACTUAL</u>	<u>2012 FORECAST</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 PLAN</u>	<u>2015 PLAN</u>	<u>2016 PLAN</u>	<u>2017 PLAN</u>
Taxation	\$ 32,707	\$ 36,572	\$ 35,671	\$ 43,524	\$ 50,592	\$ 57,856	\$ 65,473	\$ 73,442
Investment Income	3,495	3,014	3,922	2,626	2,303	2,372	2,528	2,765
Penalties and Interest	1,002	1,062	966	1,055	1,154	1,261	1,349	1,434
Departmental Revenues	123,439	130,220	127,309	134,242	144,787	155,712	165,032	174,415
	\$ 160,643	\$ 170,868	\$ 167,868	\$ 181,447	\$ 198,836	\$ 217,201	\$ 234,382	\$ 252,056
<u>EXPENDITURE SUMMARY</u>								
Departmental Expenditures	\$ 150,988	\$ 149,551	\$ 148,450	\$ 167,029	\$ 177,522	\$ 187,860	\$ 196,840	\$ 205,291
Interest Alloc'd to Approp. Surplus	1,229	1,098	1,360	981	704	736	864	1,083
Contribution to Capital	38,143	39,543	42,570	30,189	34,564	32,008	34,887	37,023
Contribution From General Operating	(14,352)	(15,331)	(9,985)	(10,067)	(9,997)	(9,925)	(9,851)	(9,775)
Net Tsf To/(Frm) Surp/Resrv	(15,365)	(3,993)	(14,527)	(6,685)	(3,957)	6,522	11,642	18,434
	\$ 160,643	\$ 170,868	\$ 167,868	\$ 181,447	\$ 198,836	\$ 217,201	\$ 234,382	\$ 252,056
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2013 – 2017 FINANCIAL PLAN

REVENUE & EXPENDITURE SUMMARY UTILITIES OPERATING *(in thousands)*

REVENUE SUMMARY	2011	2012	2012	2013	2014	2015	2016	2017
	ACTUAL	ACTUAL	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN
Taxation	\$ 32,707	\$ 36,572	\$ 35,671	\$ 43,524	\$ 50,592	\$ 57,856	\$ 65,473	\$ 73,442
Investment Income	3,495	3,014	3,922	2,626	2,303	2,372	2,528	2,765
Penalties and Interest	1,002	1,062	966	1,055	1,154	1,261	1,349	1,434
	\$ 37,204	\$ 40,648	\$ 40,559	\$ 47,205	\$ 54,049	\$ 61,489	\$ 69,350	\$ 77,641
Departmental Revenues	\$ 123,439	\$ 130,220	\$ 127,309	\$ 134,242	\$ 144,787	\$ 155,712	\$ 165,032	\$ 174,415
	\$ 160,643	\$ 170,868	\$ 167,868	\$ 181,447	\$ 198,836	\$ 217,201	\$ 234,382	\$ 252,056
EXPENDITURE SUMMARY								
Departmental Expenditures	\$ 150,988	\$ 149,551	\$ 148,450	\$ 167,029	\$ 177,522	\$ 187,860	\$ 196,840	\$ 205,291
Interest Alloc'd to Approp. Surp	1,229	1,098	1,360	981	704	736	864	1,083
Contrib'n to Capital	38,143	39,543	42,570	30,189	34,564	32,008	34,887	37,023
Contrib'n to (from) General Operating	(14,352)	(15,331)	(9,985)	(10,067)	(9,997)	(9,925)	(9,851)	(9,775)
Contrib'n to (from) Secondary Suites	-	-	-	(3,532)	(3,966)	(4,444)	(4,801)	(5,195)
Net Tsf To/(Frm) Surp/Resrv/Own Source	(15,365)	(3,993)	(14,527)	(3,153)	9	10,966	16,443	23,629
	\$ 160,643	\$ 170,868	\$ 167,868	\$ 181,447	\$ 198,836	\$ 217,201	\$ 234,382	\$ 252,056



2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL PROGRAM SUMMARY UTILITIES OPERATING *(in thousands)*

NET PROGRAMS	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Roads & Traffic Safety Operating	\$ 24,039	\$ 25,448	\$ 25,860	\$ 30,089	\$ 30,765	\$ 31,763	\$ 32,949	\$ 33,296
Sewer & Drainage Operating	14,931	9,044	8,085	15,150	14,601	14,046	13,992	14,221
Solid Waste Operating	(3,005)	(3,952)	(4,087)	(7,392)	(8,243)	(8,649)	(9,170)	(9,654)
Water Operating	(6,786)	(8,112)	(6,537)	(2,928)	(2,205)	(2,893)	(3,803)	(4,784)
	\$ 29,179	\$ 22,428	\$ 23,321	\$ 34,919	\$ 34,918	\$ 34,267	\$ 33,968	\$ 33,079
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (123,071)	\$ (130,220)	\$ (127,309)	\$ (134,242)	\$ (144,787)	\$ (155,712)	\$ (165,032)	\$ (174,415)
Grants, Donations and Other	(368)	-	-	-	-	-	-	-
	(123,439)	(130,220)	(127,309)	(134,242)	(144,787)	(155,712)	(165,032)	(174,415)
Expenditures								
Salaries and Benefits	3,715	3,972	4,288	4,331	4,417	4,505	4,595	4,687
Operating Costs	126,760	127,379	123,792	142,127	152,761	162,548	170,959	178,826
Internal Services Used	38,209	35,644	37,215	36,210	36,427	37,347	38,297	39,276
Internal Services Recovered	(15,208)	(12,706)	(13,315)	(12,343)	(12,722)	(13,112)	(13,516)	(13,934)
External Recoveries	(2,488)	(4,738)	(3,530)	(3,296)	(3,361)	(3,428)	(3,495)	(3,564)
	150,988	149,551	148,450	167,029	177,522	187,860	196,840	205,291
Net Operations Total	27,549	19,331	21,141	32,787	32,735	32,148	31,808	30,876
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	1,630	3,097	2,180	2,132	2,183	2,119	2,160	2,203
	1,630	3,097	2,180	2,132	2,183	2,119	2,160	2,203
	\$ 29,179	\$ 22,428	\$ 23,321	\$ 34,919	\$ 34,918	\$ 34,267	\$ 33,968	\$ 33,079



Sharp Program—Education Initiative



2013 – 2017 FINANCIAL PLAN

DRAINAGE UTILITY OVERVIEW

MISSION STATEMENT

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

KEY PROGRAMS & SERVICES

The Drainage Utility's primary responsibility is to manage the City's stormwater runoff in partnership with the Operations Division and Metro Vancouver. The utility also plans, designs, and constructs drainage infrastructure; erosion and sediment control; manages soil deposition and extraction; controls lowland flooding; and undertakes initiatives in support of the region's Integrated Liquid Waste Resource Management Plan.

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

The section 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.

2012 ACCOMPLISHMENTS

ECONOMIC:

- Updated the 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
- Initiated an asset management program to develop integrated asset management for each infrastructure asset.

ENVIRONMENTAL:

- Completed a 10-year capital servicing plan update that incorporates infrastructure maintenance and replacements costs;
- Finalized infrastructure servicing strategies for the Grandview Heights Area 5A and Anniedale-Tynehead neighbourhood concept plan (NCP) areas;
- Initiated a Biodiversity Conservation Strategy that will clearly establish biodiversity goals and targets and conservation priorities for the City; and
- Worked with the staff and commissioners of the Surrey Dyking District and the Colebrook Dyking Districts to assume their operation and maintenance responsibilities with the forthcoming repeal of the Drainage, Ditch and Dike Act. In preparation for the repeal, a comprehensive dyke infrastructure investigation and condition assessment was completed.

SOCIO-CULTURAL:

- Worked with the South Fraser Perimeter Road project team to ensure that existing City utilities are preserved or enhanced as part of the project;
- Introduced a new category to the Drainage Parcel Tax to ensure the tax is sufficient and equitable; and
- Worked with the “Party for the Planet” team to present a sustainability event area promoting sustainable engineering practices.

FUTURE INITIATIVES

ECONOMIC:

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

ENVIRONMENTAL:

- Continue to assist departments in obtaining cost-sharing grants to fund “green” infrastructure within the City;
- Continue to 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
- Introduce an update to the 10-year servicing plan that incorporates the recommendations from each infrastructure asset management plan and the City’s forthcoming climate adaptation strategy.

SOCIO-CULTURAL:

- Continue to finalize infrastructure servicing strategies for the West Clayton and Grandview Heights NCP Areas.

PERFORMANCE MEASURES

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

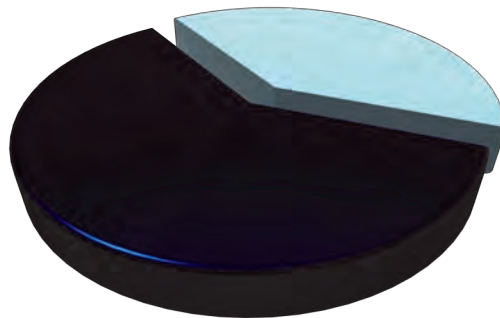
<i>Division</i>	<i>Performance Measures</i>	<i>2012</i>	<i>Budget 2013</i>	<i>Budget 2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>
Drainage Utility	% of City covered by an Integrated Stormwater Management Plan (ISMP)	23.5% [Budget 25%]	60%	75%	85%	100%	100%

2013 – 2017 FINANCIAL PLAN

FINANCIAL SUMMARY DRAINAGE *(in thousands)*

	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
REVENUE SUMMARY								
Taxation	\$ 15,917	\$ 19,337	\$ 18,854	\$ 22,400	\$ 31,320	\$ 36,202	\$ 40,576	\$ 45,091
	15,917	19,337	18,854	22,400	31,320	36,202	40,576	45,091
Investment Income	520	399	433	176	4	4	4	4
Penalties and Interest	-	-	-	-	-	-	-	-
	520	399	433	176	4	4	4	4
Departmental Revenues	248	130	68	-	-	-	-	-
	\$ 16,685	\$ 19,866	\$ 19,355	\$ 22,576	\$ 31,324	\$ 36,206	\$ 40,580	\$ 45,095
EXPENDITURE SUMMARY								
Departmental Expenditures	\$ 10,950	\$ 9,272	\$ 7,258	\$ 12,079	\$ 12,384	\$ 12,701	\$ 13,031	\$ 13,374
	\$ 10,950	\$ 9,272	\$ 7,258	\$ 12,079	\$ 12,384	\$ 12,701	\$ 13,031	\$ 13,374
Interst Alloc'd to Approp. Surp	\$ 202	\$ 176	\$ -	\$ 176	\$ 4	\$ 4	\$ 4	\$ 4
Contrib'n to General Operating	811	834	1,092	601	611	621	632	643
Contrib'n to Capital	10,934	6,204	11,460	8,781	9,697	10,556	11,497	11,593
Net Tsf To/(Frm) Surp/Resrv	(6,212)	3,380	(455)	939	8,628	12,324	15,416	19,481
	\$ 5,735	\$ 10,594	\$ 12,097	\$ 10,497	\$ 18,940	\$ 23,505	\$ 27,549	\$ 31,721
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Drainage Expenditures



■ Drainage Operations 60.1%

■ Capital 39.9%

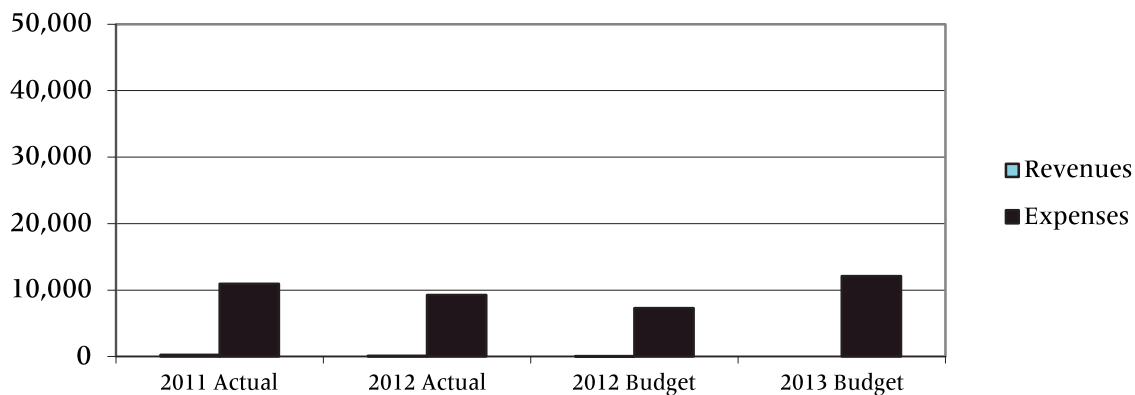


2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS DRAINAGE *(in thousands)*

<u>DIVISION SUMMARY</u>	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Drainage Utility	\$ 10,827	\$ 9,342	\$ 7,390	\$ 12,279	\$ 12,584	\$ 12,901	\$ 13,231	\$ 13,574
	<u>\$ 10,827</u>	<u>\$ 9,342</u>	<u>\$ 7,390</u>	<u>\$ 12,279</u>	<u>\$ 12,584</u>	<u>\$ 12,901</u>	<u>\$ 13,231</u>	<u>\$ 13,574</u>
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (248)	\$ (130)	\$ (68)	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(248)</u>	<u>(130)</u>	<u>(68)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	5,619	4,320	2,275	9,636	9,843	10,058	10,282	10,515
Internal Services Used	5,937	5,119	7,262	7,164	7,451	7,749	8,059	8,381
Internal Services Recovered	(602)	(167)	(2,279)	(4,721)	(4,910)	(5,106)	(5,310)	(5,522)
External Recoveries	(4)	-	-	-	-	-	-	-
	<u>10,950</u>	<u>9,272</u>	<u>7,258</u>	<u>12,079</u>	<u>12,384</u>	<u>12,701</u>	<u>13,031</u>	<u>13,374</u>
Net Operations Total	10,702	9,142	7,190	12,079	12,384	12,701	13,031	13,374
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	125	200	200	200	200	200	200	200
	<u>125</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>
	<u>\$ 10,827</u>	<u>\$ 9,342</u>	<u>\$ 7,390</u>	<u>\$ 12,279</u>	<u>\$ 12,584</u>	<u>\$ 12,901</u>	<u>\$ 13,231</u>	<u>\$ 13,574</u>

**Drainage Departmental Operations
(\$ 000's)**





2013 – 2017 FINANCIAL PLAN

SIGNIFICANT CHANGES DRAINAGE *(in thousands)*

REVENUES			
2012 ADOPTED BUDGET		\$	19,355
Taxation			
Rate Change	\$ 4,222		
Growth Change	932		
Secondary Suite Drainage Allocation	<u>(1,608)</u>		3,546
Investment Income	<u>(257)</u>		(257)
Sales and Services			
Permits/Sundry	<u>(68)</u>		(68)
Total Change in Revenue			<u>3,221</u>
2013 REVENUE BUDGET		\$	<u>22,576</u>
EXPENDITURES			
2012 ADOPTED BUDGET		\$	19,355
Decrease in Operating Allocations	(90)		
Increase in Drainage Maintenance Costs	116		
Non-capital items from 10YR plan	<u>4,304</u>		4,330
Interest Allocated to Appropriated Surplus	<u>176</u>		176
Contribution to Capital			
DCC Contribution	431		
Drainage Transfer to Roads	1,195		
Drainage Non-Growth	<u>(4,305)</u>		(2,679)
Net Transfers			
Decrease in Funding for Infrastructure	(8,815)		
Utility Building	4,500		
Internal Borrowing from Sewer	2,591		
Decrease Funding from Rates Reserve	<u>3,118</u>		1,394
Total Change in Expenditures			<u>3,221</u>
2013 EXPENDITURE BUDGET		\$	<u>22,576</u>
2013 BUDGET		\$	<u><u>-</u></u>

Drainage Significant Changes

REVENUES			
2013 ADOPTED BUDGET		\$	22,576
Taxation Growth	\$ 3,002	
Taxation Rate	19,722	
Local Improvements	<u>(33)</u>	<u>22,519</u>
2017 REVENUE BUDGET			\$ 45,095
 EXPENDITURES			
2013 ADOPTED BUDGET		\$	22,576
Operating Allocations	84	
Drainage Maintenance and Operation Costs	<u>1,253</u>	<u>1,165</u>
 TRANSFERS			
Contribution to Capital	2,812	
Transfer to Roads	2,716	
Infrastructure Replacement	8,815	
Transfer to Reserves	<u>7,011</u>	<u>21,354</u>
2017 EXPENDITURE BUDGET			\$ 45,095
2017 BUDGET		\$	<u><u>-</u></u>

CITY OF SURREY

BY-LAW NO. 17822

A by-law to provide for the adoption of the Surrey 2013 – 2017
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 2013 – 2017 Sewer/Drainage Operating Financial Plan By-law, 2012, No. 17822".


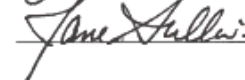
PASSED FIRST READING on the 10th day of December, 2012.

PASSED SECOND READING on the 10th day of December, 2012.

PASSED THIRD READING on the 10th day of December, 2012.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 17th day of December, 2012.



 MAYOR
 CLERK

Sewer & Drainage Financial Plan By-law, 2012, No. 17822

Bylaw 17822	CITY OF SURREY						Schedule 1
<u>Sewer/Drainage Operating Financial Plan</u>							
to restate year 2012 and establish years 2013 to 2017							
PROPOSED FUNDING SOURCES	2012 restated	2013	2014	2015	2016	2017	
Revenues from Property Value Taxes							
Drainage Parcel Tax	24,990,000	30,094,000	\$ 34,199,000	\$ 38,410,000	\$ 42,744,000	\$ 47,237,000	
Revenues from Fees & Charges							
Departmental Revenue	37,314,000	40,051,000	42,833,000	45,725,000	48,221,000	50,545,000	
Penalties & Interest on Taxes	313,000	352,000	386,000	422,000	456,000	489,000	
Revenues from Fees and Charges	37,627,000	40,403,000	43,219,000	46,147,000	48,677,000	51,034,000	
Revenues from Other Sources							
Investment Income	1,433,000	985,000	690,000	809,000	1,006,000	1,266,000	
TOTAL FUNDING SOURCES	\$ 64,050,000	\$ 71,482,000	\$ 78,108,000	\$ 85,366,000	\$ 92,427,000	\$ 99,537,000	
 PROPOSED EXPENDITURES							
Municipal Expenditures							
Water, Sewer & Drainage	\$ 50,223,000	\$ 54,802,000	\$ 57,035,000	\$ 59,372,000	\$ 61,814,000	\$ 64,367,000	
TOTAL EXPENDITURES	\$ 50,223,000	\$ 54,802,000	\$ 57,035,000	\$ 59,372,000	\$ 61,814,000	\$ 64,367,000	
 PROPOSED TRANSFERS BETWEEN FUNDS							
Transfers (from)/to Special Funds	\$ (6,215,000)	\$ 50,000	\$ 8,320,000	\$ 12,910,000	\$ 16,852,000	\$ 21,169,000	
Transfers from(to) Appropriated Surplus	\$ 286,000	\$ 243,000	\$ 91,000	\$ 190,000	\$ 367,000	\$ 607,000	
Transfers (from)/to Capital	19,756,000	16,387,000	12,662,000	12,894,000	13,394,000	13,394,000	
TOTAL TRANSFERS BETWEEN FUNDS	\$ 13,827,000	\$ 16,680,000	\$ 21,073,000	\$ 25,994,000	\$ 30,613,000	\$ 35,170,000	



Surrey Students Promote Safe Travel to School

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.

2012 ACCOMPLISHMENTS

ECONOMIC:

- On-going construction of the Roberts Bank Rail Corridor (RBRC) Combo Project (192 Street, 196 Street, and 54 Avenue overpasses) and the 152 Street overpass;
- Worked with the Province in completing the design for the planned 2013 construction of the 16 Ave/Hwy 99 interchange;
- Enhanced traffic signal management to optimize traffic flow along 4 arterial corridors, thereby reducing delays for commuters and goods movement; and
- Piloted an adaptive traffic signal system on 72 Avenue (a new technology for Canada) that optimizes signal timing plans to reduce travel delay.

ENVIRONMENTAL:

- Increased the number of closed circuit television (CCTV) cameras to 120 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;
- Continued design and planning for an advanced Traffic Management Centre at the new City Hall;

Roads & Traffic Safety Utility Overview

- Completed over 2 km of new sidewalk and over 12 km of bike lanes and pathways which will help with our goal of increasing the walking/biking mode share thereby reducing GHG emissions; and
- Completed replacement of LED lights for traffic signals at 110 intersections.

SOCIO-CULTURAL:

- Implemented travel planning programs at four schools to promote road safety in school zones and encourage walking and cycling to and from school;
- Completed the third year of the transportation lecture series with SFU to address transportation issues facing Surrey and society;
- Completed the replacement of all transit shelters and began the expansion of shelters in the City; and
- Completed a vehicle/pedestrian conflict analysis pilot project with UBC to develop an improved tool to assess safety at intersections.

FUTURE INITIATIVES

ECONOMIC:

- Complete planning/construction for the new parking facility at new City Hall;
- Develop operating and budget model for a new Parking Utility that will manage all parking facilities and on-street parking;
- Complete the Traffic Management Centre and launch real time traffic signal monitoring and optimization to reduce travel delay;
- Implement other ITS (Intelligent Transportation Systems) to improve traffic flow and reduce delays for commuters and goods movement; and
- Update by-laws to enable fines for traffic control infractions around construction activity, thereby improving safety and traffic flow.

ENVIRONMENTAL:

- In partnership with TransLink and SFU, complete the planning of a new on-street transit exchange for Surrey City Centre;
- Develop bus transit priority policies to improve transit operation and capacity in the City;
- Complete LED lights replacement at all intersections by end of 2013; and
- Work with the public, TransLink and the Province to further the City's goal of early delivery of LRT in Surrey.

SOCIO-CULTURAL:

- Implement a pilot project at one intersection to enhance accessibility for the disabled;
- Complete and publish a Safe Mobility Plan;
- Continue the replacement of all overhead street name signs to increase their size and readability, thereby improving accessibility and way-finding in the City; and
- Implement additional pedestrian crossings with automated pedestrian presence detection to improve pedestrian safety in the City.

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.

<i>Division</i>	<i>Performance Measures</i>	<i>2012</i>	<i>Budget 2013</i>	<i>Budget 2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>
Transportation	Total # of traffic signals coordinated along corridors for efficient traffic flow to date	26 [Budget 29]	33	37	40	43	46
	Total # of new high quality bus shelters installed to date	221 [Budget 230]	245	260	275	290	305
	Safer Schools Education and Improvement Program (total #)	7* [Budget 10]	13	16	19	21	23
	Total # of kilometers of cycling routes (on-street and off-street)	459 km [Budget 456km]	468 km	480 km	492 km	504 km	516 km

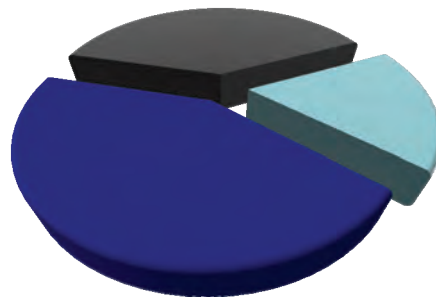
** Engineering has expanded its Safe and Active Schools Program and Implemented school travel planning in 7 schools in 2012 and will reach 15 schools in 2013. At the schools where this program has been implemented, the number of children walking to school has increased 27%*

2013 – 2017 FINANCIAL PLAN

FINANCIAL SUMMARY ROADS & TRAFFIC *(in thousands)*

REVENUE SUMMARY	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Taxation	\$ 8,126	\$ 10,960	\$ 10,584	\$ 13,348	\$ 16,269	\$ 19,379	\$ 22,678	\$ 26,180
Departmental Revenues	1,117	727	728	739	723	894	991	1,962
	\$ 9,243	\$ 11,687	\$ 11,312	\$ 14,087	\$ 16,992	\$ 20,273	\$ 23,669	\$ 28,142
EXPENDITURE SUMMARY								
Departmental Expenditures	\$ 24,826	\$ 25,628	\$ 26,258	\$ 30,582	\$ 31,228	\$ 32,499	\$ 33,780	\$ 35,096
	\$ 24,826	\$ 25,628	\$ 26,258	\$ 30,582	\$ 31,228	\$ 32,499	\$ 33,780	\$ 35,096
Contrib'n to Capital	\$ 14,165	\$ 13,775	\$ 5,479	\$ 5,635	\$ 6,814	\$ 9,015	\$ 10,453	\$ 12,493
Contrib'n from General Operating	(19,705)	(21,192)	(15,864)	(15,531)	(15,514)	(15,496)	(15,478)	(15,460)
Contrib'n from Secondary Suites	-	-	-	(3,532)	(3,966)	(4,444)	(4,801)	(5,195)
Net Tsf To/(Frm) Surp/Resrv	(10,043)	(6,524)	(4,561)	(3,067)	(1,570)	(1,301)	(285)	1,208
	\$ (15,583)	\$ (13,941)	\$ (14,946)	\$ (16,495)	\$ (14,236)	\$ (12,226)	\$ (10,111)	\$ (6,954)
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Roads & Traffic Safety Expenditures



- Roads 37.2%
- Traffic 34.3%
- Capital 15.6%



2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS ROADS & TRAFFIC *(in thousands)*

<u>PROGRAM SUMMARY</u>	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2012 <u>BUDGET</u>	2013 <u>BUDGET</u>	2014 <u>PLAN</u>	2015 <u>PLAN</u>	2016 <u>PLAN</u>	2017 <u>PLAN</u>
Roads	\$ 7,665	\$ 8,168	\$ 14,665	\$ 13,481	\$ 14,535	\$ 15,595	\$ 16,664	\$ 17,763
Traffic	5,623	8,599	11,338	12,421	12,044	11,983	12,101	11,349
Transportation	10,751	8,681	(143)	4,187	4,186	4,185	4,184	4,184
	\$ 24,039	\$ 25,448	\$ 25,860	\$ 30,089	\$ 30,765	\$ 31,763	\$ 32,949	\$ 33,296

ACCOUNT SUMMARY

Revenues

Sales and Services	\$ (749)	\$ (727)	\$ (728)	\$ (739)	\$ (723)	\$ (894)	\$ (991)	\$ (1,962)
Grants, Donations and Other	(368)	-	-	-	-	-	-	-
	<u>(1,117)</u>	<u>(727)</u>	<u>(728)</u>	<u>(739)</u>	<u>(723)</u>	<u>(894)</u>	<u>(991)</u>	<u>(1,962)</u>

Expenditures

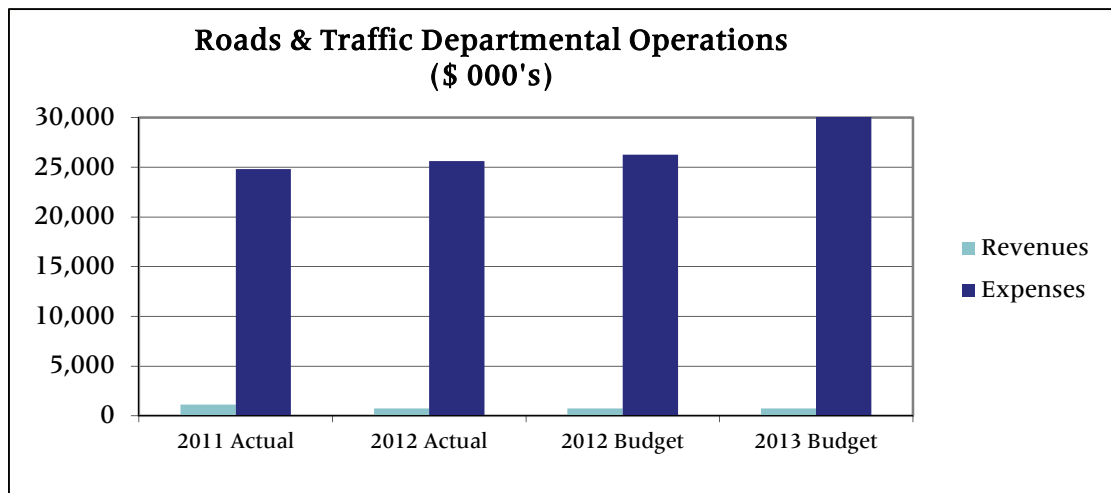
Salaries and Benefits	3,715	3,972	4,288	4,331	4,417	4,505	4,595	4,687
Operating Costs	20,926	18,453	21,258	24,416	24,940	26,086	27,238	28,423
Internal Services Used	10,122	11,172	7,911	9,238	9,422	9,610	9,802	9,998
Internal Services Recovered	(6,612)	(4,561)	(4,087)	(4,253)	(4,338)	(4,424)	(4,512)	(4,602)
External Recoveries	(3,325)	(3,408)	(3,112)	(3,150)	(3,213)	(3,278)	(3,343)	(3,410)
	<u>24,826</u>	<u>25,628</u>	<u>26,258</u>	<u>30,582</u>	<u>31,228</u>	<u>32,499</u>	<u>33,780</u>	<u>35,096</u>

Net Operations Total	23,709	24,901	25,530	29,843	30,505	31,605	32,789	33,134
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Transfers

Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	330	547	330	246	260	158	160	162
	<u>330</u>	<u>547</u>	<u>330</u>	<u>246</u>	<u>260</u>	<u>158</u>	<u>160</u>	<u>162</u>

	\$ 24,039	\$ 25,448	\$ 25,860	\$ 30,089	\$ 30,765	\$ 31,763	\$ 32,949	\$ 33,296
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Roads & Traffic Departmental Operations

ROADS	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Revenues								
Sales and Services	\$ (9)	\$ (23)	\$ (10)	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(9)	(23)	(10)	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	3,597	3,453	9,485	6,993	7,918	8,846	9,779	10,741
Internal Services Used	7,103	8,226	7,588	8,924	9,102	9,284	9,470	9,659
Internal Services Recovered	(963)	(1,470)	(450)	(450)	(459)	(468)	(477)	(487)
External Recoveries	(2,063)	(2,118)	(1,948)	(1,986)	(2,026)	(2,067)	(2,108)	(2,150)
	7,674	8,091	14,675	13,481	14,535	15,595	16,664	17,763
Net Operations Total	7,665	8,068	14,665	13,481	14,535	15,595	16,664	17,763
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	100	-	-	-	-	-	-
	-	100	-	-	-	-	-	-
	\$ 7,665	\$ 8,168	\$ 14,665	\$ 13,481	\$ 14,535	\$ 15,595	\$ 16,664	\$ 17,763
TRAFFIC								
Revenues								
Sales and Services	\$ (359)	\$ (348)	\$ (270)	\$ (739)	\$ (723)	\$ (894)	\$ (991)	\$ (1,962)
Grants, Donations and Other	(368)	-	-	-	-	-	-	-
	(727)	(348)	(270)	(739)	(723)	(894)	(991)	(1,962)
Expenditures								
Salaries and Benefits	1,469	1,497	1,686	1,706	1,740	1,775	1,811	1,847
Operating Costs	9,220	9,115	11,690	13,159	12,757	12,974	13,192	13,414
Internal Services Used	333	312	320	309	315	321	327	334
Internal Services Recovered	(3,492)	(774)	(1,006)	(1,096)	(1,118)	(1,140)	(1,163)	(1,186)
External Recoveries	(1,262)	(1,285)	(1,164)	(1,164)	(1,187)	(1,211)	(1,235)	(1,260)
	6,268	8,865	11,526	12,914	12,507	12,719	12,932	13,149
Net Operations Total	5,541	8,517	11,256	12,175	11,784	11,825	11,941	11,187
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	82	82	82	246	260	158	160	162
	82	82	82	246	260	158	160	162
	\$ 5,623	\$ 8,599	\$ 11,338	\$ 12,421	\$ 12,044	\$ 11,983	\$ 12,101	\$ 11,349

Roads & Traffic Departmental Operations

TRANSPORTATION	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Revenues								
Sales and Services	\$ (381)	\$ (357)	\$ (448)	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(381)	(357)	(448)	-	-	-	-	-
Expenditures								
Salaries and Benefits	2,246	2,475	2,602	2,625	2,677	2,730	2,784	2,840
Operating Costs	8,109	5,885	83	4,264	4,265	4,266	4,267	4,268
Internal Services Used	2,686	2,634	3	5	5	5	5	5
Internal Services Recovered	(2,157)	(2,316)	(2,631)	(2,707)	(2,761)	(2,816)	(2,872)	(2,929)
External Recoveries	-	(5)	-	-	-	-	-	-
	10,884	8,673	57	4,187	4,186	4,185	4,184	4,184
Net Operations Total	10,503	8,316	(391)	4,187	4,186	4,185	4,184	4,184
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	248	365	248	-	-	-	-	-
	248	365	248	-	-	-	-	-
	\$ 10,751	\$ 8,681	\$ (143)	\$ 4,187	\$ 4,186	\$ 4,185	\$ 4,184	\$ 4,184



2013 – 2017 FINANCIAL PLAN

SIGNIFICANT CHANGES ROADS & TRAFFIC *(in thousands)*

REVENUES

2012 ADOPTED BUDGET		\$	11,312
Taxation	\$ 2,764		2,764
Sales and Services			
Parking Meters	(72)		
Bus Shelter/Bench Revenue	93		
Other	(10)		11
Total Change in Revenue			2,775
2012 REVENUE BUDGET			14,087

EXPENDITURES

2012 ADOPTED BUDGET			11,312
Expenditures			
Salaries/Wages & Benefits			
Salary Rate and Range Increase	22		
Overhead, Overtime, Sick Reduction	9		
Reclass Positions	12		43
Operating Costs			
Inventory Increase	(165)		
Economic Increase	(309)		
Winter Maintenance increase - Materials	384		
Wire Theft Replacement Maintenance Contract	2,149		
Service Level Adjustment	(5,203)		
Non Capital items from 10YR Servicing Plan	4,181		
Traffic Signal & Streetlight Maintenance (contract increase)	1,807		
BC Hydro Rate Increase	302		
Increase in Consulting Costs	12		3,158
Internal Services Used			
Adjustment to Equipment	(11)		
Economic Increase	1,328		
Increase Department Cost Allocation	10		1,327
Internal Services Recovered			
Labour Charge Outs	(76)		
Capital Recoveries	(90)		(166)
External Recoveries			
GVTA	(38)		(38)
Contribution to Capital			
Decrease in Capital Funding	156		156
Transfer From Own Sources			
Transfer from Secondary Suites Revenue	(3,532)		(3,532)
Transfer To Own Sources			
Transfer to Reserves	1,494		
Transfer to General Revenue	333		1,827
Total Change in Expenditures			2,775
2013 EXPENDITURE BUDGET			14,087
2013 BUDGET		\$	-

Roads & Traffic Significant Changes

REVENUES			
2013 ADOPTED BUDGET			\$ 14,087
Increase Due to Rate Increase	\$ 12,832	
Bus Bench Revenue	<u>1,223</u>	14,055
2016 REVENUE BUDGET			<u>28,142</u>
EXPENDITURES			
2013 ADOPTED BUDGET			14,087
Operating Costs	<u>4,514</u>	4,514
TRANSFERS			
Contribution to Capital	6,858	
Contribution to General Fund	71	
Transfer to/from Reserves	<u>2,612</u>	9,541
2017 EXPENDITURE BUDGET			<u>28,142</u>
2017 BUDGET			<u><u>\$ -</u></u>

CITY OF SURREY

BY-LAW NO. 17821

A by-law to provide for the adoption of the Surrey 2013 – 2017
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 2013 – 2017 Roads & Traffic Safety Operating Financial Plan By-law, 2012, No. 17821".

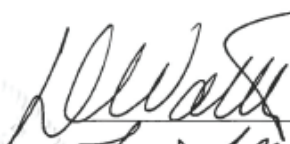
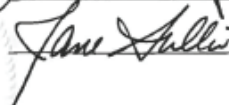
PASSED FIRST READING on the 10th day of December, 2012.

PASSED SECOND READING on the 10th day of December, 2012.

PASSED THIRD READING on the 10th day of December, 2012.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 17th day of December, 2012.



 MAYOR
 CLERK

Roads & Traffic Financial Plan By-law, 2012, No. 17821

Bylaw 17821	CITY OF SURREY						Schedule 1
<u>Roads & Traffic Safety Operating Financial Plan</u>							
to restate year 2012 and establish years 2013 to 2017							
	2012 restated	2013	2014	2015	2016	2017	
PROPOSED FUNDING SOURCES							
Revenues from Property Values							
Local Roads & Traffic Safety Levy	\$ 10,584,000	\$ 13,348,000	\$ 16,269,000	\$ 19,379,000	\$ 22,678,000	\$ 26,180,000	
Revenues from Fees & Charges							
Departmental Revenue	728,000	739,000	723,000	894,000	991,000	1,962,000	
Penalties & Interest on Taxes							
Revenues from Fees and Charges	<u>728,000</u>	<u>739,000</u>	<u>723,000</u>	<u>894,000</u>	<u>991,000</u>	<u>1,962,000</u>	
TOTAL FUNDING SOURCES	<u>\$ 11,312,000</u>	<u>\$ 14,087,000</u>	<u>\$ 16,992,000</u>	<u>\$ 20,273,000</u>	<u>\$ 23,669,000</u>	<u>\$ 28,142,000</u>	
PROPOSED EXPENDITURES							
Municipal Expenditures							
Engineering Services	\$ 26,258,000	\$ 30,582,000	\$ 31,228,000	\$ 32,499,000	\$ 33,780,000	\$ 35,096,000	
TOTAL EXPENDITURES	<u>\$ 26,258,000</u>	<u>\$ 30,582,000</u>	<u>\$ 31,228,000</u>	<u>\$ 32,499,000</u>	<u>\$ 33,780,000</u>	<u>\$ 35,096,000</u>	
PROPOSED TRANSFERS BETWEEN FUNDS							
Transfers (from)/to Special Funds	\$ (20,425,000)	\$ (19,621,000)	\$ (19,464,000)	\$ (20,666,000)	\$ (19,953,000)	\$ (17,955,000)	
Transfers (from)/to Capital	5,479,000	3,126,000	5,228,000	8,440,000	9,842,000	11,001,000	
TOTAL TRANSFERS BETWEEN FUNDS	<u>\$ (14,946,000)</u>	<u>\$ (16,495,000)</u>	<u>\$ (14,236,000)</u>	<u>\$ (12,226,000)</u>	<u>\$ (10,111,000)</u>	<u>\$ (6,954,000)</u>	
BALANCED BUDGET	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	



Pipe laying along 60 Ave, Cloverdale

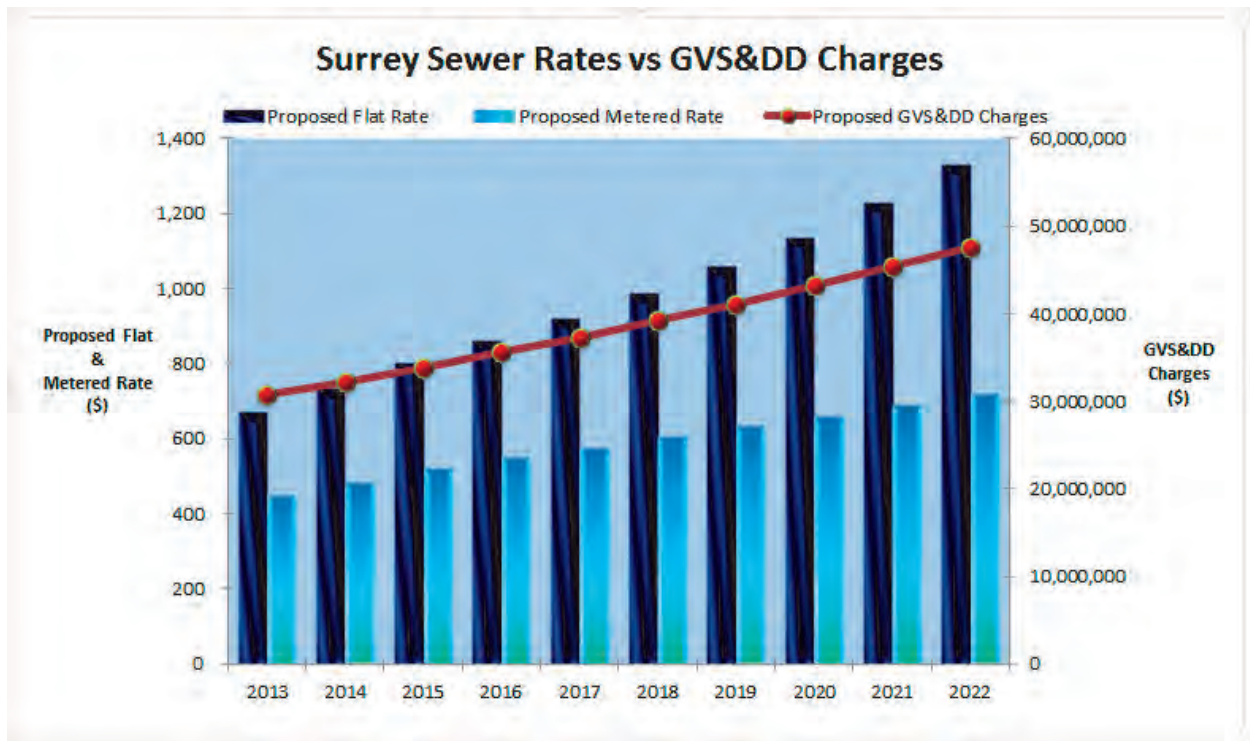
MISSION STATEMENT

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

KEY PROGRAMS & SERVICES

The Sewer 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 infrastructure; manages inflow and infiltration controls; and undertakes initiatives in support of the region’s Integrated Liquid Waste Resource Management Plan.

The rates charged by the Greater Vancouver Sewerage & Drainage District (GVS&DD) for sewer 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 rate.



2012 ACCOMPLISHMENTS

ECONOMIC:

- Updated the 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;
- Initiated an asset management program to develop integrated asset management for each infrastructure asset; 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 10-year capital servicing plan update that incorporates infrastructure maintenance and replacements costs; and
- Finalized infrastructure servicing strategies for the Grandview Heights Area 5A and Anniedale-Tynehead neighbourhood concept plan (NCP) areas;

SOCIO-CULTURAL:

- Worked with the South Fraser Perimeter Road project team to ensure that existing City utilities are preserved or enhanced as part of the project;
- Initiated Phase 2 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:

- Continue to update infrastructure asset management plans to help us provide a cost-effective service over the life of our assets.

ENVIRONMENTAL:

- Continue to assist departments in obtaining cost-sharing grants to fund “green” infrastructure within the City;
- Mitigate the sanitary sewer overflows at Robson Creek by implementing Phase 1 of the Robson Creek Sewer Replacement project;
- Complete the inflow and infiltration management plan as part of the City’s commitment to the Integrated Liquid Waste and Resource Management Plan; and
- Introduce an update to the 10-year servicing plan that incorporates the recommendations from each infrastructure asset management plan, and the inflow and infiltration management plan.

SOCIO-CULTURAL:

- Continue to finalize infrastructure servicing strategies for the West Clayton and Grandview Heights NCP Areas; and
- Implement the sanitary sewer servicing strategy for the Sunnyside Heights NCP Area and the Highway 99 Corridor General Land Use Plan.

PERFORMANCE MEASURES

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

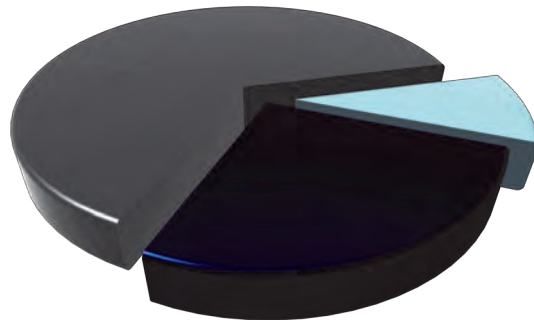
<i>Division</i>	<i>Performance Measures</i>	<i>2012</i>	<i>Budget 2013</i>	<i>Budget 2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>
Sewer Utility	% of City’s video inspected	44.6%	47.4%	50.3%	53.1%	56.0%	58.8%

2013 – 2017 FINANCIAL PLAN

FINANCIAL SUMMARY SEWER (in thousands)

	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
REVENUE SUMMARY								
Taxation	\$ 8,574	\$ 6,185	\$ 6,136	\$ 7,693	\$ 2,879	\$ 2,208	\$ 2,168	\$ 2,146
	8,574	6,185	6,136	7,693	2,879	2,208	2,168	2,146
Investment Income	967	874	1,000	809	686	805	1,002	1,262
Penalties and Interest	359	385	313	352	386	422	456	489
	1,326	1,259	1,313	1,161	1,072	1,227	1,458	1,751
Departmental Revenues	35,868	37,792	37,246	40,052	42,834	45,726	48,222	50,546
	<u>\$ 45,768</u>	<u>\$ 45,236</u>	<u>\$ 44,695</u>	<u>\$ 48,906</u>	<u>\$ 46,785</u>	<u>\$ 49,161</u>	<u>\$ 51,848</u>	<u>\$ 54,443</u>
EXPENDITURE SUMMARY								
Departmental Expenditures	\$ 39,847	\$ 37,294	\$ 37,741	\$ 42,723	\$ 44,651	\$ 46,671	\$ 48,783	\$ 50,993
	<u>\$ 39,847</u>	<u>\$ 37,294</u>	<u>\$ 37,741</u>	<u>\$ 42,723</u>	<u>\$ 44,651</u>	<u>\$ 46,671</u>	<u>\$ 48,783</u>	<u>\$ 50,993</u>
Interest Alloc'd to Approp. Surp	\$ 188	\$ 184	\$ 286	\$ 67	\$ 88	\$ 187	\$ 364	\$ 604
Contrib'n to General Operating	811	1,332	1,032	1,299	1,326	1,354	1,383	1,413
Contrib'n to Capital	5,829	444	8,296	4,401	4,590	4,812	5,312	5,312
Net Tsf To/(Frm) Surp/Resrv	(907)	5,982	(2,660)	416	(3,870)	(3,863)	(3,994)	(3,879)
	<u>\$ 5,921</u>	<u>\$ 7,942</u>	<u>\$ 6,954</u>	<u>\$ 6,183</u>	<u>\$ 2,134</u>	<u>\$ 2,490</u>	<u>\$ 3,065</u>	<u>\$ 3,450</u>
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Sewer Expenditures



- Sewer Operations 25.8%
- GVS&DD Charges 64.9%
- Capital 9.3%

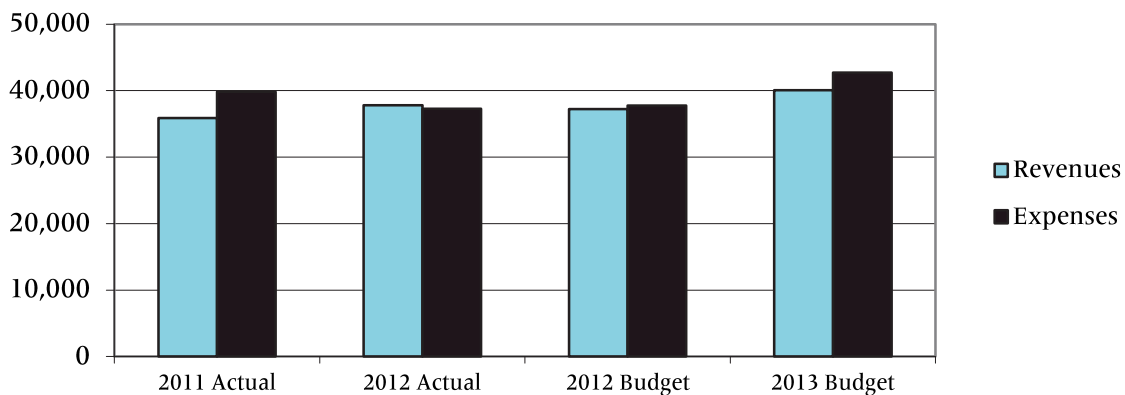


2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS SEWER *(in thousands)*

<u>DIVISION SUMMARY</u>	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Sewer Utility	4,104	(298)	695	2,871	2,017	1,145	761	647
	<u>\$ 4,104</u>	<u>\$ (298)</u>	<u>\$ 695</u>	<u>\$ 2,871</u>	<u>\$ 2,017</u>	<u>\$ 1,145</u>	<u>\$ 761</u>	<u>\$ 647</u>
 <u>ACCOUNT SUMMARY</u>								
Revenues								
Sales and Services	\$ (35,868)	\$ (37,792)	\$ (37,246)	\$ (40,052)	\$ (42,834)	\$ (45,726)	\$ (48,222)	\$ (50,546)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(35,868)</u>	<u>(37,792)</u>	<u>(37,246)</u>	<u>(40,052)</u>	<u>(42,834)</u>	<u>(45,726)</u>	<u>(48,222)</u>	<u>(50,546)</u>
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	37,295	35,110	34,570	38,338	40,091	41,928	43,850	45,862
Internal Services Used	9,171	9,626	9,694	6,736	7,005	7,285	7,576	7,879
Internal Services Recovered	(6,555)	(7,377)	(6,339)	(2,318)	(2,411)	(2,507)	(2,607)	(2,711)
External Recoveries	(64)	(65)	(184)	(33)	(34)	(35)	(36)	(37)
	<u>39,847</u>	<u>37,294</u>	<u>37,741</u>	<u>42,723</u>	<u>44,651</u>	<u>46,671</u>	<u>48,783</u>	<u>50,993</u>
Net Operations Total	3,979	(498)	495	2,671	1,817	945	561	447
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	125	200	200	200	200	200	200	200
	<u>125</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>
	<u>\$ 4,104</u>	<u>\$ (298)</u>	<u>\$ 695</u>	<u>\$ 2,871</u>	<u>\$ 2,017</u>	<u>\$ 1,145</u>	<u>\$ 761</u>	<u>\$ 647</u>

**Sewer Departmental Operations
(\$ 000's)**





2013 – 2017 FINANCIAL PLAN

SIGNIFICANT CHANGES SEWER *(in thousands)*

REVENUES			
2012 ADOPTED BUDGET		\$	44,695
Taxation			
Rate Change	\$ 1,571		
Local Improvement	(14)		1,557
Investment Income	(191)		(191)
Penalties and Interest on Taxes	39		39
Sales and Services			
Rate Change	1,808		
Growth	932		
Conversions	0		
Permits/Sundry	66		2,806
Total Change in Revenue			<u>4,211</u>
2013 REVENUE BUDGET		\$	<u>48,906</u>
EXPENDITURES			
2012 ADOPTED BUDGET		\$	44,695
Increase in Operating Allocations	1,366		
Increase in GVS&DD Costs	1,462		
Increase in Sewer Utility	28		
Increase in Sewer Maintenance Costs	2,393		5,249
Interest Allocated to Appropriated Surplus	(219)		(219)
Contribution to Capital			
DCC Contribution	185		
Sewer Non-Growth	(4,080)		(3,895)
Net Transfers			
Decrease in Funding for Infrastructure	800		
Increase Funding from Rate Stabilization Reserve	617		
Utility Building	4,000		
Capital Legacy	7,936		
Drainage Internal Borrowing	(2,591)		
Decrease Funding from Rates Reserve	(7,686)		3,076
Total Change in Expenditures			<u>4,211</u>
2013 EXPENDITURE BUDGET		\$	<u>48,906</u>
2013 BUDGET		\$	<u><u>-</u></u>

	Sewer Significant Changes
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REVENUES			
2013 ADOPTED BUDGET		\$	48,906
Local Improvements	(39)		
Penalties and Interest	590		
Sewer Rates growth	3,606		
Sewer Rates rate change	6,862		
Transfer from Drainage Parcel Tax	(5,486)		
Connection fees / Sundry Revenue	4		
	5,537		5,537
2017 REVENUE BUDGET		\$	54,443
EXPENDITURES			
2013 ADOPTED BUDGET		\$	48,906
Operating Allocations	87		
Utility Fees	105		
Increase in GVS&DD Costs	6,617		
Sewer Maintenance and Operation Costs	1,434		8,780
	8,780		8,780
TRANSFERS			
Contribution to Capital	911		
Rate Stabilization	521		
Infrastructure Replacement	19,927		
Transfer to Reserves	(24,602)		(3,243)
	(3,243)		(3,243)
2017 EXPENDITURE BUDGET			54,443
2017 BUDGET		\$	-



2013 – 2017 FINANCIAL PLAN

SEWER & DRAINAGE FINANCIAL PLAN BY-LAW, 2012, NO. 17822

CITY OF SURREY

BY-LAW NO. 17822

A by-law to provide for the adoption of the Surrey 2013 – 2017
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 2013 – 2017 Sewer/Drainage Operating Financial Plan By-law, 2012, No. 17822".


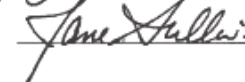
PASSED FIRST READING on the 10th day of December, 2012.

PASSED SECOND READING on the 10th day of December, 2012.

PASSED THIRD READING on the 10th day of December, 2012.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 17th day of December, 2012.



 MAYOR
 CLERK

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Sewer & Drainage Financial Plan By-law, 2012, No. 17822

Bylaw 17822	CITY OF SURREY						Schedule 1
<u>Sewer/Drainage Operating Financial Plan</u>							
to restate year 2012 and establish years 2013 to 2017							
	2012 restated	2013	2014	2015	2016	2017	
PROPOSED FUNDING SOURCES							
Revenues from Property Value Taxes							
Drainage Parcel Tax	24,990,000	30,094,000	\$ 34,199,000	\$ 38,410,000	\$ 42,744,000	\$ 47,237,000	
Revenues from Fees & Charges							
Departmental Revenue	37,314,000	40,051,000	42,833,000	45,725,000	48,221,000	50,545,000	
Penalties & Interest on Taxes	313,000	352,000	386,000	422,000	456,000	489,000	
Revenues from Fees and Charges	37,627,000	40,403,000	43,219,000	46,147,000	48,677,000	51,034,000	
Revenues from Other Sources							
Investment Income	1,433,000	985,000	690,000	809,000	1,006,000	1,266,000	
TOTAL FUNDING SOURCES	\$ 64,050,000	\$ 71,482,000	\$ 78,108,000	\$ 85,366,000	\$ 92,427,000	\$ 99,537,000	
PROPOSED EXPENDITURES							
Municipal Expenditures							
Water, Sewer & Drainage	\$ 50,223,000	\$ 54,802,000	\$ 57,035,000	\$ 59,372,000	\$ 61,814,000	\$ 64,367,000	
TOTAL EXPENDITURES	\$ 50,223,000	\$ 54,802,000	\$ 57,035,000	\$ 59,372,000	\$ 61,814,000	\$ 64,367,000	
PROPOSED TRANSFERS BETWEEN FUNDS							
Transfers (from)/to Special Funds	\$ (6,215,000)	\$ 50,000	\$ 8,320,000	\$ 12,910,000	\$ 16,852,000	\$ 21,169,000	
Transfers from(to) Appropriated Surplus	\$ 286,000	\$ 243,000	\$ 91,000	\$ 190,000	\$ 367,000	\$ 607,000	
Transfers (from)/to Capital	19,756,000	16,387,000	12,662,000	12,894,000	13,394,000	13,394,000	
TOTAL TRANSFERS BETWEEN FUNDS	\$ 13,827,000	\$ 16,680,000	\$ 21,073,000	\$ 25,994,000	\$ 30,613,000	\$ 35,170,000	
BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	



Waste Carts - Port Kells

MISSION STATEMENT

To provide a leadership role in municipal waste management through the application of innovative and sustainable solutions that ensures environmental, economic, and social benefits to the City of Surrey's residents.

KEY PROGRAMS & SERVICES

The Solid Waste Utility provides weekly residential curbside organic (kitchen and yard) waste collection with alternating bi-weekly garbage and recycling, and curbside collection services via a fully-automated cart-based collection system operated exclusively via a Compressed Natural Gas (CNG) waste collection fleet. Waste collection services are provided to approximately 98,800 single family households, 24,000 secondary suites and 31,600 multi-family residences in Surrey. The Utility synthesizes a solid waste management policy from both the Metro Vancouver Regional Integrated Solid Waste and Resource Management Plan as well as, the City of Surrey's Sustainability Charter with respect to increasing waste diversion from 50% to 75% by 2015. The City's Utility reviews and recommends other solid waste technologies and waste treatment initiatives to further divert waste from landfill.

2012 ACCOMPLISHMENTS

ECONOMIC:

- Initiated the City's Rethink Waste program which, through the introduction of a CNG waste collection fleet and an alternating collection schedule, offset the City's cost to purchase and distribute 300,000 waste carts to its customer base, resulting in no increase in service costs to our customer base in 2013. The City achieved a net decrease in waste disposal costs of approximately \$400,000 between the months of October and December 2012, through the diversion of kitchen waste via the Rethink Waste collection program;
- 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; and
- Submitted a detailed business case/risk assessment analysis for the prospective organic waste biofuel processing facility, which received approval from Public-Private Partnerships Canada (P3 Canada) for a grant of up to \$16.9 million towards the capital costs of Surrey's future Biofuel facility.

ENVIRONMENTAL:

- Through the initiation of the City's new Rethink Waste collection program, the garbage tonnages between the months of October through December 2012, dropped significantly with a corresponding increase to waste diversion reaching the regional target of 70%, making Surrey the largest City in British Columbia to reach this goal;
- Implemented the use of compressed natural gas waste collection vehicles for the City's curbside waste collection program, which will greatly reduce the City's carbon footprint;
- Achieved a further reduction to the City's community carbon footprint through the significant diversion of organic waste from the landfill following the implementation of the new Rethink Waste collection program; and
- Continued strategizing with Metro Vancouver on approaches to increase commercial waste diversion.

SOCIO-CULTURAL:

- Managed a high volume of inquiries regarding the new cart-based organics waste collection system;
- The new CNG fleet that services the City's curbside waste collection program produces 90% lower air particulates than traditional diesel trucks, resulting in cleaner air in our community; and
- The SurreyReuses.com material trading website achieved over 1,285 exchanges and diverted more than 33,000 kilograms of waste away from the landfill in 2012.

FUTURE INITIATIVES

ECONOMIC:

- Work with Multi Materials British Columbia and Metro Vancouver member municipalities to determine clearing rate costs that may substantially offset the City's recyclables collection costs and work towards achieving an estimated annual net savings of \$1.3 million on waste disposal costs;
- Work with Metro Vancouver to locate a site in the Newton community for a future Residential Waste Drop Off facility, and determine Surrey's portion of capital costs required to deliver a full recyclables center at the future site;
- Determine costs to implement a full organics waste diversion program at multi-family complexes; and

Solid Waste Utility Overview

- Initiate a Request for Qualifications process, followed by a Request for Proposal process, to secure a partner and technology provider for the City's future Organics Biofuel Processing facility.

ENVIRONMENTAL:

- Continue monitoring ongoing waste diversion with the goal of sustaining or surpassing the Metro Vancouver Regional Waste diversion target of 70% through 2013;
- Complete a review for operational requirements and anticipated waste diversion organics collection at multi-unit residential buildings (MURB's);
- Continue working with Surrey's customer base to reduce residual materials within the organic waste stream; and
- Gauge the full year's realized benefit of reduced emissions and particulates stemming from the City's CNG waste collection fleet.

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.

<i>Division</i>	<i>Performance Measures</i>	<i>2012</i>	<i>Budget 2013</i>	<i>Budget 2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>
Solid Waste	Kitchen Waste Program total # of residences to date	98,800 residences [Budget N/A*]	100,000	102,000	104,000	106,000	108,000
	Solid waste diversion rate from disposal	50% [Budget 52%]	70%**	72%**	75%**	75%**	75%**

**Budget for Kitchen Waste program in 2012 of 2,000 (pilot group) is no longer applicable now that the kitchen waste diversion services were rolled out City-wide in 2012.*

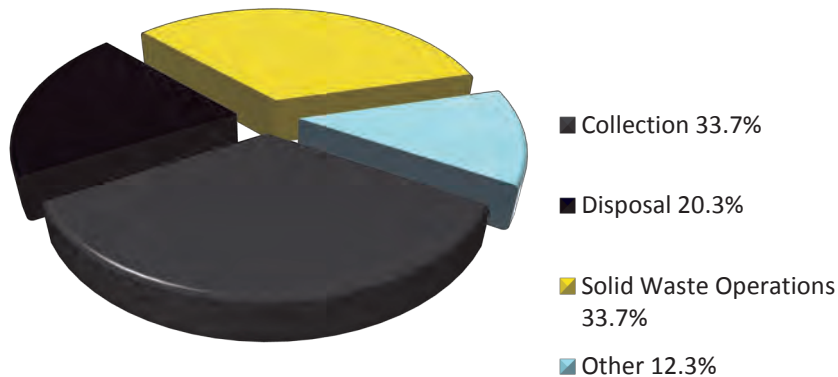
***Budget restated from previous year to meet, in advance, the Metro Vancouver Regional Waste diversion goal of 70% by 2015.*

2013 – 2017 FINANCIAL PLAN

FINANCIAL SUMMARY SOLID WASTE (in thousands)

<u>REVENUE SUMMARY</u>	2011 ACTUAL	2012 ACTUAL	2012 BUDGET <i>restated</i>	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Penalties and Interest	\$ 100	\$ 105	\$ 85	\$ 100	\$ 100	\$ 105	\$ 105	\$ 110
Departmental Revenues	28,743	31,493	31,814	32,428	33,668	34,941	36,255	37,603
	<u>\$ 28,843</u>	<u>\$ 31,598</u>	<u>\$ 31,899</u>	<u>\$ 32,528</u>	<u>\$ 33,768</u>	<u>\$ 35,046</u>	<u>\$ 36,360</u>	<u>\$ 37,713</u>
<u>EXPENDITURE SUMMARY</u>								
Departmental Expenditures	\$ 24,938	\$ 25,641	\$ 26,527	\$ 23,800	\$ 24,152	\$ 24,981	\$ 25,735	\$ 26,558
	<u>\$ 24,938</u>	<u>\$ 25,641</u>	<u>\$ 26,527</u>	<u>\$ 23,800</u>	<u>\$ 24,152</u>	<u>\$ 24,981</u>	<u>\$ 25,735</u>	<u>\$ 26,558</u>
Contrib'n To General Op	2,159	1,949	1,949	1,951	1,951	1,951	1,951	1,951
Contrib'n To Capital	-	14,206	6,000	4,000	6,000	-	-	-
Net Tsf To/(Frm) Surp/Resrv	1,746	(10,198)	(2,577)	2,777	1,665	8,114	8,674	9,204
	<u>\$ 3,905</u>	<u>\$ 5,957</u>	<u>\$ 5,372</u>	<u>\$ 8,728</u>	<u>\$ 9,616</u>	<u>\$ 10,065</u>	<u>\$ 10,625</u>	<u>\$ 11,155</u>
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Solid Waste Expenditures

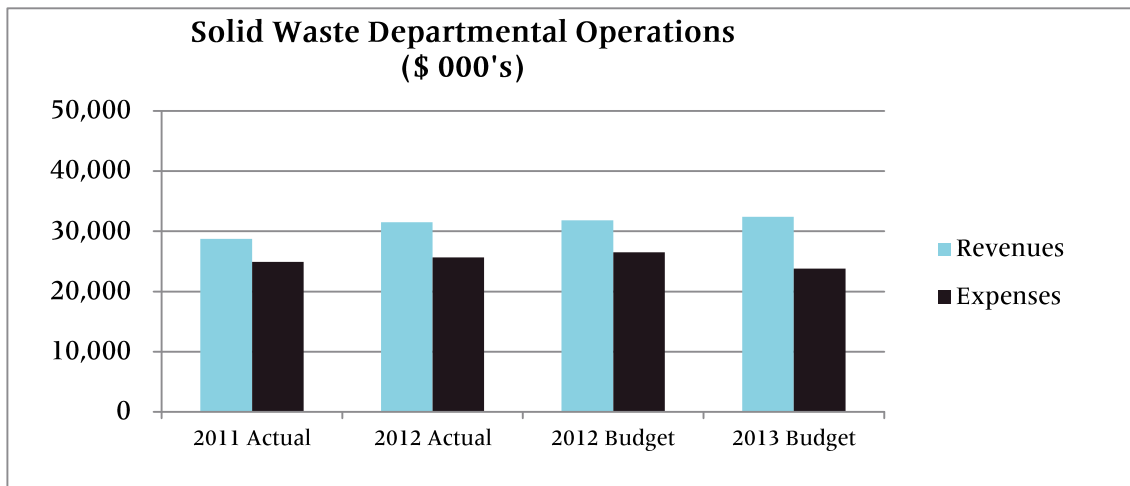




2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS SOLID WASTE *(in thousands)*

DIVISION SUMMARY	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Solid Waste	\$ (3,005)	\$ (3,952)	\$ (4,087)	\$ (7,392)	\$ (8,243)	\$ (8,649)	\$ (9,170)	\$ (9,654)
	<u>\$ (3,005)</u>	<u>\$ (3,952)</u>	<u>\$ (4,087)</u>	<u>\$ (7,392)</u>	<u>\$ (8,243)</u>	<u>\$ (8,649)</u>	<u>\$ (9,170)</u>	<u>\$ (9,654)</u>
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ (28,743)	\$ (31,493)	\$ (31,814)	\$ (32,428)	\$ (33,668)	\$ (34,941)	\$ (36,255)	\$ (37,603)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(28,743)</u>	<u>(31,493)</u>	<u>(31,814)</u>	<u>(32,428)</u>	<u>(33,668)</u>	<u>(34,941)</u>	<u>(36,255)</u>	<u>(37,603)</u>
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	20,742	24,499	23,710	20,361	21,333	22,106	22,802	23,567
Internal Services Used	2,835	1,233	2,877	3,534	2,916	2,974	3,034	3,094
Internal Services Recovered	(98)	(89)	(40)	(95)	(97)	(99)	(101)	(103)
External Recoveries	1,459	(2)	(20)	-	-	-	-	-
	<u>24,938</u>	<u>25,641</u>	<u>26,527</u>	<u>23,800</u>	<u>24,152</u>	<u>24,981</u>	<u>25,735</u>	<u>26,558</u>
Net Operations Total	(3,805)	(5,852)	(5,287)	(8,628)	(9,516)	(9,960)	(10,520)	(11,045)
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	800	1,900	1,200	1,236	1,273	1,311	1,350	1,391
	<u>800</u>	<u>1,900</u>	<u>1,200</u>	<u>1,236</u>	<u>1,273</u>	<u>1,311</u>	<u>1,350</u>	<u>1,391</u>
	<u>\$ (3,005)</u>	<u>\$ (3,952)</u>	<u>\$ (4,087)</u>	<u>\$ (7,392)</u>	<u>\$ (8,243)</u>	<u>\$ (8,649)</u>	<u>\$ (9,170)</u>	<u>\$ (9,654)</u>





2013 – 2017 FINANCIAL PLAN

SIGNIFICANT CHANGES SOLID WASTE *(in thousands)*

REVENUES			
2012 ADOPTED BUDGET			\$ 31,899
Penalties and Interest on Taxes	15		15
Sales & Services			
Garbage Fee Growth Increase	614		
Total Change in Revenue			614
2013 REVENUE BUDGET			\$ 32,528
EXPENDITURES			
2012 ADOPTED BUDGET			\$ 31,899
Expenditures			
Garbage Collection Contract	(1,627)		
GVS&DD - Garbage Disposal	(1,856)		
Operating Expenses	152		
Garbage Recycling Contract	(2,202)		
Organics Waste Collection	1,741		
Organics Disposal	1,065		(2,727)
Contribution to Capital			
South Surrey Transfer Station	(3,000)		
Utility Buildings	1,000		(2,000)
Net Transfers			
Road Restoration	36		
Rate Stabalization	2,683		
Cart Purchase	1,635		
Bio Fuel Station	1,000		
Transfer to /from General Operating	2		5,356
Total Change in Expenditures			629
2013 EXPENDITURE BUDGET			\$ 32,528
2013 BUDGET			\$ -

	Solid Waste Significant Changes
--	--

REVENUES			
2013 ADOPTED BUDGET			\$ 32,528
Fee Increases	\$ 5,185	5,185
2017 REVENUE BUDGET			\$ 37,713
EXPENDITURES			
2013 ADOPTED BUDGET			\$ 32,528
Contract increases	1,970	
GV Tipping Fee Increases	740	
Solid Waste Maintenance & Operations	48	2,758
TRANSFERS			
Contribution to Capital	(4,000)	
Road Restoration	155	
Rate Stabilization	4,113	
Cart Purchase	87	
Bio Fuel Station	2,072	2,427
2017 EXPENDITURE BUDGET			\$ 37,713
2017 BUDGET			\$ -

CITY OF SURREY

BY-LAW NO. 17823

A by-law to provide for the adoption of the Surrey 2013 – 2017
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 2013 – 2017 Solid Waste Operating Financial Plan By-law, 2012, No. 17823".



PASSED FIRST READING on the 10th day of December, 2012.

PASSED SECOND READING on the 10th day of December, 2012.

PASSED THIRD READING on the 10th day of December, 2012.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 17th day of December, 2012.



 MAYOR
 CLERK

Solid Waste Financial Plan By-law, 2012, No. 17823

Bylaw 17823	CITY OF SURREY						Schedule 1
<u>Solid Waste Operating Financial Plan</u>							
to restate year 2012 and establish years 2013 to 2017							
	2012 restated	2013	2014	2015	2016	2017	
PROPOSED FUNDING SOURCES							
Revenues from Fees & Charges							
Departmental Revenue	\$ 31,814,000	\$ 32,428,000	\$ 33,668,000	\$ 34,941,000	\$ 36,255,000	\$ 37,603,000	
Penalties & Interest on Taxes	85,000	100,000	100,000	105,000	105,000	110,000	
TOTAL FUNDING SOURCES	\$ 31,899,000	\$ 32,528,000	\$ 33,768,000	\$ 35,046,000	\$ 36,360,000	\$ 37,713,000	
PROPOSED EXPENDITURES							
Municipal Expenditures							
Solid Waste Expenditures	\$ 27,532,000	\$ 23,800,000	\$ 24,152,000	\$ 24,981,000	\$ 25,735,000	\$ 26,558,000	
Fiscal Services & Debt Interest	-	326,000	1,755,000	1,838,000	1,909,000	1,965,000	
Municipal Debt	-	1,309,000	2,729,000	2,747,000	2,780,000	2,829,000	
TOTAL EXPENDITURES	\$ 27,532,000	\$ 25,435,000	\$ 28,636,000	\$ 29,566,000	\$ 30,424,000	\$ 31,352,000	
PROPOSED TRANSFERS BETWEEN FUNDS							
Transfers (from)/to Special Funds	\$ (1,633,000)	\$ 2,093,000	\$ (868,000)	\$ 5,480,000	\$ 5,936,000	\$ 6,361,000	
Transfers (from)/to Capital	6,000,000	5,000,000	6,000,000	-	-	-	
TOTAL TRANSFERS BETWEEN FUNDS	\$ 4,367,000	\$ 7,093,000	\$ 5,132,000	\$ 5,480,000	\$ 5,936,000	\$ 6,361,000	
BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	



Horizontal piping for City Centre Geo-exchange System

MISSION STATEMENT

To support the efficient use of energy, conservation of energy and the implementation of renewable energy technologies through the development of resilient community energy systems to serve new growth areas such as City Centre.

KEY PROGRAMS & SERVICES

Surrey City Energy is the municipal energy utility of the Engineering Department. This utility provides the planning and development of community energy systems that will provide thermal energy to new and existing developments throughout the City Centre area.

Surrey City Energy is focused on developing a thermal energy grid in City Centre, consisting of buried pre-insulated steel pipes that will distribute heat in the form of hot water to buildings for use in space heating and domestic hot water. Small scale energy plants will be strategically located to serve early customers in several different locations. As these systems grow over time, they will inter-connect and form one large integrated system. At first, the individual systems will rely primarily on high-efficiency natural gas boilers; however, once the integrated system reaches a larger size, efficiencies of scale will provide the opportunity to introduce various renewable energy supply alternatives, such as biomass, waste heat recovery and solar thermal energy.

Surrey City Energy will be recovering all costs from future energy rates. Rates will be adjusted from time to time, but will generally not exceed the rates charged by BC Hydro. By consuming significantly less electricity and natural gas, as compared to the conventional alternatives, Surrey City Energy will be able to insulate its customers from the expected future increases in the cost of these commodities, in addition to reducing community carbon emissions from buildings.

2012 ACCOMPLISHMENTS

ECONOMIC:

- Developed a 30-year financial model for the utility that allows for accounting of life-cycle utility costs, annual revenue requirements and projected customer rates;
- Began construction of the geexchange energy system at the New City Hall which will be Surrey City Energy's first energy system;

- Adopted the District Energy System By-law which requires all new high-density developments in City Centre to utilize the district energy system as it becomes available; and
- Applied for capital grants and low interest loans for the first phase of District Energy infrastructure.

ENVIRONMENTAL:

- Developed a detailed utility plan which incorporates biomass from clean waste wood as a significant source of energy supply for the District Energy system. This will ultimately reduce GHG emissions by approximately 40,000 tonnes/year as compared to the conventional alternative; and
- Adopted the District Energy System By-law which requires higher efficiency hydronic heating in new developments and eliminates the need for natural gas boilers and furnaces within individual buildings. Instead, heat will be generated in highly controlled central facilities which will improve energy efficiency and safety for the community.

SOCIO-CULTURAL:

- Worked with the City's Marketing Department as well as external consultants to develop educational material that will help the public understand the importance of this initiative and how it will impact their lives. The outcomes of this work includes a 4-minute video and a brochure for distribution;
- Held a district energy workshop for City Centre stakeholders such as developers, architects, engineers, and building owners;
- Presented to the Development Advisory Committee on several occasions in order to keep the development community informed of new policy and regulation in regard to district energy; and
- Became integrated with the land use planning process in West Clayton with the objective of identifying opportunities for energy efficiency, energy conservation and renewable energy supply alternatives in new Greenfield development areas.

FUTURE INITIATIVES

ECONOMIC:

- Design and build new District Energy infrastructure to serve new development in the Surrey Central and King George areas, including distribution piping, energy centre and energy transfer stations within the buildings;

- Update the utility financial model with refined capital and operating cost estimates and prepare a report on the customer rates for year 1;
- Establish an expert external rate review panel that will review and comment on the rates prepared by the utility and provide a report to Council prior to adoption of new rates; and
- Apply for capital grants and low interest loans for future phases of District Energy infrastructure.

ENVIRONMENTAL:

- Continue to plan for the long-term biomass energy plant which will be integrated into the City Centre District Energy system once sufficient load has been connected to support such an investment;
- Continue to collect information about biomass combustion technologies and feedstock supply alternatives; and
- Evaluate and report on the environmental impacts of the District Energy system including energy consumption, GHG emission, and local air contaminants.

SOCIO-CULTURAL:

- Provide opportunities for public education of energy issues by incorporating public viewing locations into the design of new energy facilities;
- Develop an open and transparent reporting structure for utility rate development;
- Develop new policy for identifying energy efficiency and renewable energy opportunities in new developments throughout the City; and
- Work with the community and private sector to develop strategies that support the growth of community energy systems in all parts of the City.

PERFORMANCE MEASURES

The following table identifies key performance measures that will assist the utility in tracking its progress and monitoring its contribution to building a sustainable Surrey. The performance measures chosen are strongly influenced by the state of the real estate market as growth of the utility will occur in step with new high-density development. District energy must be viewed as a long-term investment and it is difficult to evaluate its performance over a 5 year time-frame. The table below includes the projected performance of the Civic Centre Energy System.

<i>Division</i>	<i>Performance Measures</i>	<i>2012</i>	<i>Budget 2013</i>	<i>Budget 2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>
Surrey City Energy	Connected floor area (m ²)	NA*	23,850	23,850	64,840	64,840	64,840
	Energy saved (MWh) - Compared to BAU	NA*	1,097	2,194	6,622	11,051	15,480
	GHG reduction (tonnes CO ₂ equivalent) - Compared to BAU	NA*	239	478	1,483	2,488	3,493

**Energy Utility began operations at the end of 2012. Targets were prepared for 2013 and beyond.*

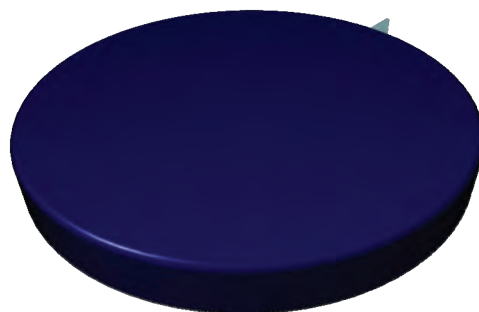


2013 – 2017 FINANCIAL PLAN

FINANCIAL SUMMARY SURREY CITY ENERGY *(in thousands)*

REVENUE SUMMARY	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Taxation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Income	-	-	-	-	-	-	-	-
Penalties and Interest	-	-	-	-	-	-	-	-
Departmental Revenues	-	-	-	305	1,169	1,996	3,469	4,722
	\$ -	\$ -	\$ -	\$ 305	\$ 1,169	\$ 1,996	\$ 3,469	\$ 4,722
EXPENDITURE SUMMARY								
Departmental Expenditures	\$ 213	\$ 431	\$ 598	\$ 815	\$ 1,814	\$ 2,660	\$ 3,812	\$ 4,975
	\$ 213	\$ 431	\$ 598	\$ 815	\$ 1,814	\$ 2,660	\$ 3,812	\$ 4,975
Interest Alloc'd to Approp. Surp	\$ -	\$ -	\$ 9	\$ 13	\$ 24	\$ 37	\$ 51	\$ 58
Contrib'n to General Operating	-	-	-	23	23	23	37	52
Contrib'n to Capital	-	687	-	-	-	-	-	-
Net Tsf To/(Frm) Surp/Resrv	(213)	(1,119)	(607)	(546)	(692)	(724)	(430)	(363)
	\$ (213)	\$ (431)	\$ (598)	\$ (510)	\$ (645)	\$ (664)	\$ (343)	\$ (253)
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Energy Fund Expenditures



- Energy Operations
100%
- Capital 0.0%

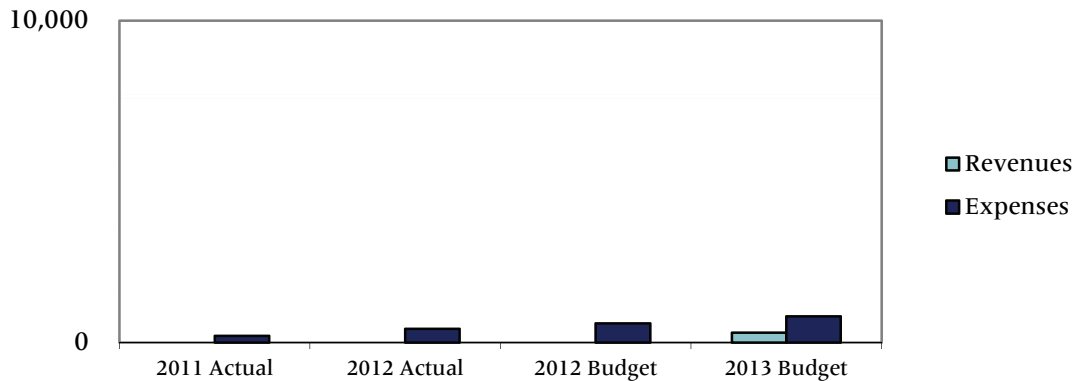


2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS SURREY CITY ENERGY *(in thousands)*

<u>PROGRAM SUMMARY</u>	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Energy	\$ 213	\$ 431	\$ 598	\$ 510	\$ 645	\$ 664	\$ 343	\$ 253
	\$ 213	\$ 431	\$ 598	\$ 510	\$ 645	\$ 664	\$ 343	\$ 253
ACCOUNT SUMMARY								
Revenues								
Sales and Services	\$ -	\$ -	\$ -	\$ (305)	\$ (1,169)	\$ (1,996)	\$ (3,469)	\$ (4,722)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	(305)	(1,169)	(1,996)	(3,469)	(4,722)
Expenditures								
Salaries and Benefits	76	-	265	269	391	399	407	415
Operating Costs	137	431	333	546	1,424	2,262	3,405	4,560
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	213	431	598	815	1,814	2,660	3,812	4,975
Net Operations Total	213	431	598	510	645	664	343	253
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	\$ 213	\$ 431	\$ 598	\$ 510	\$ 645	\$ 664	\$ 343	\$ 253

Energy Departmental Operations (\$ 000's)





2013 – 2017 FINANCIAL PLAN

SIGNIFICANT CHANGES SURREY CITY ENERGY *(in thousands)*

REVENUES			
2012 ADOPTED BUDGET			\$ -
Sales and Services			
Growth	(305)	
Total Change in Revenue			<u>(305)</u>
2013 REVENUE BUDGET			<u>\$ (305)</u>
EXPENDITURES			
2012 ADOPTED BUDGET			\$ -
Expenditures			
Economic Increase	(4)	
Increase in Service Levels	<u>(213)</u>	(217)
Interest Allocated to Appropriated Surplus	<u>(5)</u>	(5)
Net Transfers			
Transfer to /from General Operating	<u>(83)</u>	<u>(83)</u>
Total Change in Expenditures			<u>(305)</u>
2013 EXPENDITURE BUDGET			<u>\$ (305)</u>
2013 BUDGET			<u><u>\$ -</u></u>

Surrey City Energy Significant Changes

REVENUES		
2013 ADOPTED BUDGET		\$ (305)
Increase Due to Rate and Growth	<u>(4,417)</u>	(4,417)
2017 REVENUE BUDGET		<u>\$ (4,722)</u>
EXPENDITURES		
2013 ADOPTED BUDGET		\$ (305)
Increase to Maintenance & Operations	<u>(4,160)</u>	(4,160)
TRANSFERS		
Transfer to Reserves	<u>(257)</u>	(257)
2017 EXPENDITURE BUDGET		<u>(4,722)</u>
2017 BUDGET		<u><u>\$ -</u></u>

CITY OF SURREY

BY-LAW NO. 17825

A by-law to provide for the adoption of the Surrey 2013 – 2017
District Energy 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 2013 – 2017 District Energy Operating Financial Plan By-law, 2012, No. 17825".

PASSED FIRST READING on the 10th day of December, 2012.

PASSED SECOND READING on the 10th day of December, 2012.

PASSED THIRD READING on the 10th day of December, 2012.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 17th day of December, 2012.



 MAYOR
 CLERK

Surrey City Energy Financial Plan By-law, 2012, No. 17825

Bylaw 17825

CITY OF SURREY

Schedule 1

	2012 restated	2013	2014	2015	2016	2017
<u>District Energy Operating Financial Plan</u>						
to restate year 2012 and establish years 2013 to 2017						
PROPOSED FUNDING SOURCES						
Revenues from Fees & Charges						
Departmental Revenue	-	305,000	1,169,000	1,996,000	3,469,000	4,722,000
TOTAL FUNDING SOURCES	<u>\$ -</u>	<u>\$ 305,000</u>	<u>\$ 1,169,000</u>	<u>\$ 1,996,000</u>	<u>\$ 3,469,000</u>	<u>\$ 4,722,000</u>
PROPOSED EXPENDITURES						
Municipal Expenditures						
Engineering Services	\$ 597,900	\$ 815,250	\$ 1,814,400	\$ 2,660,200	\$ 3,811,500	\$ 4,975,100
TOTAL EXPENDITURES	<u>\$ 597,900</u>	<u>\$ 815,250</u>	<u>\$ 1,814,400</u>	<u>\$ 2,660,200</u>	<u>\$ 3,811,500</u>	<u>\$ 4,975,100</u>
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	\$ (606,500)	\$ (523,450)	\$ (669,000)	\$ (701,100)	\$ (393,200)	\$ (311,300)
Transfers from(to) Appropriated Surplus	8,600	13,200	23,600	36,900	50,700	58,200
TOTAL TRANSFERS BETWEEN FUNDS	<u>\$ (597,900)</u>	<u>\$ (510,250)</u>	<u>\$ (645,400)</u>	<u>\$ (664,200)</u>	<u>\$ (342,500)</u>	<u>\$ (253,100)</u>
BALANCED BUDGET	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



Water Pressure Reducing Station

MISSION STATEMENT

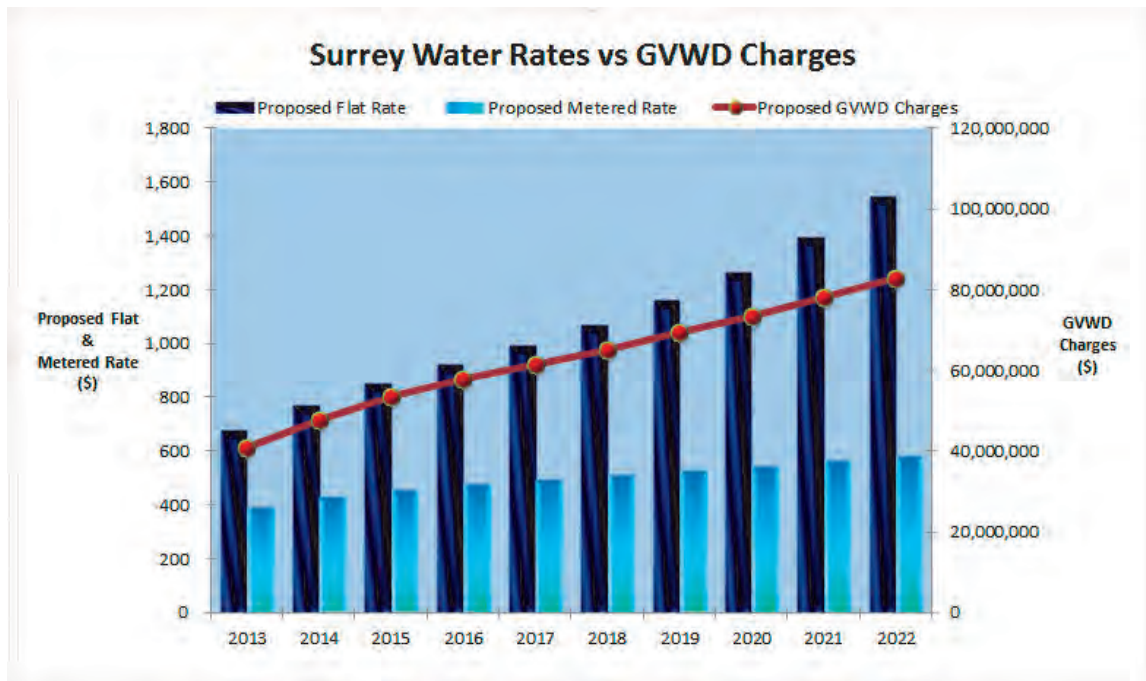
To support the orderly growth, development, and re-development of the City by providing engineering services for its water system.

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 shown 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 H₂O program, audits water loss, and administers cross connection control.



2012 ACCOMPLISHMENTS**ECONOMIC:**

- Updated the 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
- Initiated an asset management program to develop integrated asset management for each infrastructure asset.

ENVIRONMENTAL:

- Completed a 10-year capital servicing plan update that incorporates infrastructure maintenance and replacement costs;
- Finalized infrastructure servicing strategies for the Grandview Heights Area 5A and Anniedale-Tynehead neighbourhood concept plan (NCP) areas; and
- Confirmed compliance of Surrey's drinking water with Canadian Drinking Water Standards for safe consumption by testing over 2,500 samples.

SOCIO-CULTURAL:

- Worked with the "Party for the Planet team" to arrange the sustainability event area, promoting sustainable engineering practices, and worked with the South Fraser Perimeter Road project team to ensure that existing City utilities are preserved or enhanced as part of the project;
- Worked to introduce a new online process for the submission of backflow prevention devices; 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 purchased from Metro Vancouver;
- Update infrastructure asset management plans to help us provide a cost-effective service over the life of our assets; and

Water Utility Overview

- Work with adjacent neighbouring municipalities, Township of Langley and Corporation of Delta, on common water issues.

ENVIRONMENTAL:

- Assist departments in obtaining cost-sharing grants to fund “green” infrastructure within the City;
- Continue to look for “green” options relating to the repair and upgrade of City water infrastructure; and
- Continue to update the 10-year servicing plan that incorporates the recommendations from the infrastructure asset management plan.

SOCIO-CULTURAL:

- Continue to implement, through a phased roll-out, a standard for testing and installing backflow prevention devices; and
- Finalize infrastructure servicing strategies for the West Clayton and Grandview Heights 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.

<i>Division</i>	<i>Performance Measures</i>	<i>2012</i>	<i>Budget 2013</i>	<i>Budget 2014</i>	<i>Budget 2015</i>	<i>Budget 2016</i>	<i>Budget 2017</i>
Water Utility	% of single family homes on water meters	63% [Budget 60%]	63%	65%	68%	70%	73%
	Average winter residential water consumption (litres per capita per day)	284 [Budget 297]	294	291	288	286	274

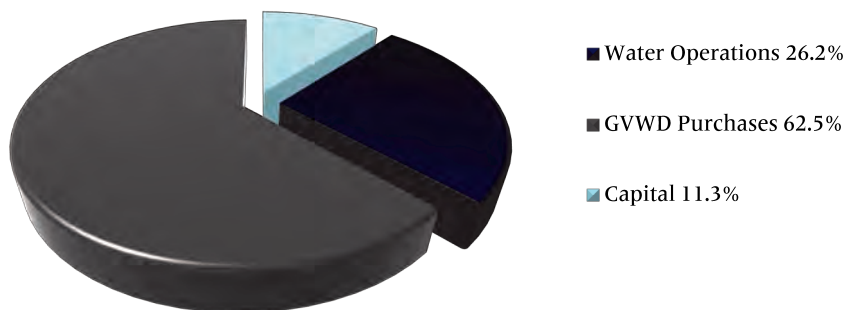


2013 – 2017 FINANCIAL PLAN

FINANCIAL SUMMARY WATER *(in thousands)*

<u>REVENUE SUMMARY</u>	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Taxation	\$ 90	\$ 90	\$ 97 <i>Restated</i>	\$ 83	\$ 124	\$ 67	\$ 51	\$ 25
	90	90	97	83	124	67	51	25
Investment Income	\$ 2,009	1,741	\$ 2,489	1,641	1,613	1,563	1,522	1,499
Penalties and Interest	543	572	568	603	668	734	788	835
	2,552	2,313	2,244	2,244	2,281	2,297	2,310	2,334
Departmental Revenues	57,463	60,078	57,453	61,023	67,562	74,151	79,564	84,304
	<u>\$ 60,105</u>	<u>\$ 62,481</u>	<u>\$ 60,607</u>	<u>\$ 63,350</u>	<u>\$ 69,967</u>	<u>\$ 76,515</u>	<u>\$ 81,925</u>	<u>\$ 86,663</u>
<u>EXPENDITURE SUMMARY</u>								
Departmental Expenditures	\$ 50,427	\$ 51,716	\$ 50,666	\$ 57,845	\$ 65,107	\$ 71,008	\$ 75,511	\$ 79,270
	<u>\$ 50,427</u>	<u>\$ 51,716</u>	<u>\$ 50,666</u>	<u>\$ 57,845</u>	<u>\$ 65,107</u>	<u>\$ 71,008</u>	<u>\$ 75,511</u>	<u>\$ 79,270</u>
Interest Alloc'd to Approp. Surp	\$ 839	\$ 738	\$ 1,074	\$ 738	\$ 612	\$ 545	\$ 496	\$ 475
Contrib'n to General Operating	1,572	\$ 1,745	1,806	1,613	1,629	1,645	1,661	1,678
Contrib'n to Capital	7,215	4,914	11,335	7,372	7,463	7,625	7,625	7,625
Net Tsf To/(Frm) Surp/Resrv	52	3,368	(4,274)	(4,218)	(4,844)	(4,308)	(3,368)	(2,385)
	<u>\$ 9,678</u>	<u>\$ 10,765</u>	<u>\$ 9,941</u>	<u>\$ 5,505</u>	<u>\$ 4,860</u>	<u>\$ 5,507</u>	<u>\$ 6,414</u>	<u>\$ 7,393</u>
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Water Fund Expenditures



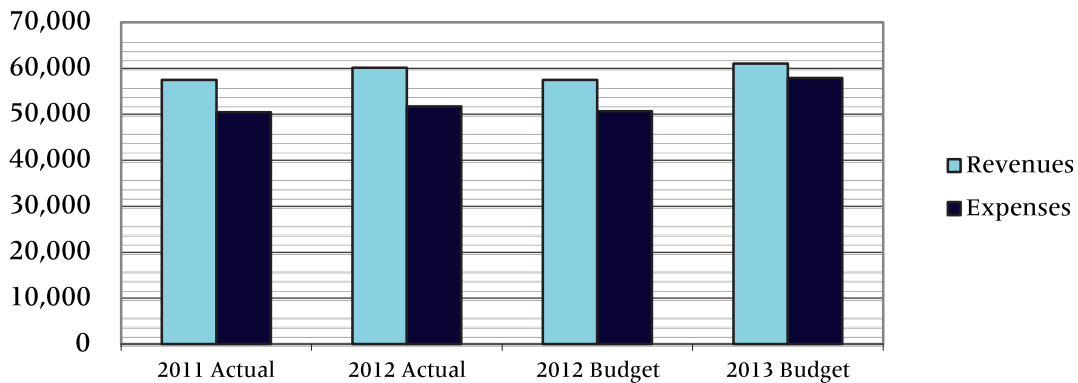


2013 – 2017 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS WATER *(in thousands)*

PROGRAM SUMMARY	2011 ACTUAL	2012 ACTUAL	2012 BUDGET	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN
Water	\$ (6,786)	\$ (8,112)	\$ (6,537)	\$ (2,928)	\$ (2,205)	\$ (2,893)	\$ (3,803)	\$ (4,784)
	<u>\$ (6,786)</u>	<u>\$ (8,112)</u>	<u>\$ (6,537)</u>	<u>\$ (2,928)</u>	<u>\$ (2,205)</u>	<u>\$ (2,893)</u>	<u>\$ (3,803)</u>	<u>\$ (4,784)</u>
ACCOUNT SUMMARY								
Revenues								
Sales and Services	(57,463)	\$ (60,078)	(57,453)	\$ (61,023)	\$ (67,562)	\$ (74,151)	\$ (79,564)	\$ (84,304)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	<u>(57,463)</u>	<u>(60,078)</u>	<u>(57,453)</u>	<u>(61,023)</u>	<u>(67,562)</u>	<u>(74,151)</u>	<u>(79,564)</u>	<u>(84,304)</u>
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	42,178	44,997	41,979	49,376	56,554	62,370	66,787	70,459
Internal Services Used	10,144	8,494	9,471	9,538	9,633	9,729	9,826	9,924
Internal Services Recovered	(1,341)	(512)	(570)	(956)	(966)	(976)	(986)	(996)
External Recoveries	(554)	(1,263)	(214)	(113)	(114)	(115)	(116)	(117)
	<u>50,427</u>	<u>51,716</u>	<u>50,666</u>	<u>57,845</u>	<u>65,107</u>	<u>71,008</u>	<u>75,511</u>	<u>79,270</u>
Net Operations Total	(7,036)	(8,362)	(6,787)	(3,178)	(2,455)	(3,143)	(4,053)	(5,034)
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	250	250	250	250	250	250	250	250
	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>
	<u>\$ (6,786)</u>	<u>\$ (8,112)</u>	<u>\$ (6,537)</u>	<u>\$ (2,928)</u>	<u>\$ (2,205)</u>	<u>\$ (2,893)</u>	<u>\$ (3,803)</u>	<u>\$ (4,784)</u>

**Water Departmental Operations
(\$ 000's)**





2013 – 2017 FINANCIAL PLAN

SIGNIFICANT CHANGES WATER *(in thousands)*

REVENUES			
2012 ADOPTED BUDGET		\$	60,607
Taxation			
Local Improvement	\$ (14)		(14)
Investment Income	(848)		(848)
Penalties and Interest on Taxes	35		35
Department Revenues			
Rate Change	884		
Growth Change	1,248		
Conversions	1,320		
Connection Fees/Special Reads	118		3,570
Total Change in Revenue			2,743
2013 REVENUE BUDGET		\$	63,350
EXPENDITURES			
2012 ADOPTED BUDGET		\$	60,607
Expenditures			
Inventory Increase	221		
Economic Increase	187		
Increase in Service Levels	416		
Increase in Internal Services Used	234		
Increase in Non-Capital Items from 10Yr plan	4,195		
Increase in Utility Fee	35		
Decrease in Operating Allocations	1,613		
Increase in GVWD Water Costs	278		7,179
Interest Allocated to Appropriated Surplus	(336)		(336)
Contribution to Capital			
Non-Growth	(3,595)		
DCC Contributions	232		
LIP and Sundry Funding	(600)		(3,963)
Net Transfers			
Contribution to Operating Fund	(1,806)		
Decrease in Transfers for Infrastructure	3,311		
Utility Building	(2,500)		
Increase Funding from Rates Reserve	858		(137)
Total Change in Expenditures			2,743
2013 EXPENDITURE BUDGET		\$	63,350
2013 BUDGET		\$	-

Water Significant Changes

REVENUES			
2013 ADOPTED BUDGET		\$	63,350
Penalties and Interest on Taxes	\$	32	
Increase Due to Rate and Growth		<u>23,281</u>	23,313
2017 REVENUE BUDGET			<u>\$ 86,663</u>
EXPENDITURES			
2013 ADOPTED BUDGET		\$	63,350
Contribution to Operating Fund		65	
Utility Fee		232	
Increase to GVWD Rates		20,694	
Increase to Maintenance & Operations		<u>434</u>	21,425
TRANSFERS			
Contribution to Capital		(3,747)	
Infrastructure Replacement Program		5,189	
Interest to Appropriate Surplus		(263)	
Transfer to Reserves		<u>709</u>	1,888
2017 EXPENDITURE BUDGET			<u>86,663</u>
2017 BUDGET		<u>\$</u>	<u>-</u>

CITY OF SURREY

BY-LAW NO. 17824

A by-law to provide for the adoption of the Surrey 2013 – 2017
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 2013 – 2017 Water Operating Financial Plan By-law, 2012, No. 17824".

PASSED FIRST READING on the 10th day of December, 2012.

PASSED SECOND READING on the 10th day of December, 2012.

PASSED THIRD READING on the 10th day of December, 2012.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 17th day of December, 2012.



MAYOR



CLERK

Water Financial Plan By-law, 2012, No. 17824

Bylaw 17824

CITY OF SURREY

Schedule 1

Water Operating Financial Plan
to restate year 2012
and establish years 2013 to 2017

PROPOSED FUNDING SOURCES	2012 restated	2013	2014	2015	2016	2017
Revenues from Property Value Taxes						
Special Assessment	\$ 97,000	\$ 83,000	\$ 124,000	\$ 67,000	\$ 51,000	\$ 25,000
Revenues from Fees & Charges						
Departmental Revenue	57,356,000	61,023,000	67,562,000	74,151,000	79,564,000	84,304,000
Penalties & Interest on Taxes	568,000	603,000	668,000	734,000	788,000	835,000
Revenues from Fees and Charges	<u>57,924,000</u>	<u>61,626,000</u>	<u>68,230,000</u>	<u>74,885,000</u>	<u>80,352,000</u>	<u>85,139,000</u>
Revenues from Other Sources						
Investment Income	2,489,000	1,641,000	1,613,000	1,563,000	1,522,000	1,499,000
TOTAL FUNDING SOURCES	<u>\$ 60,510,000</u>	<u>\$ 63,350,000</u>	<u>\$ 69,967,000</u>	<u>\$ 76,515,000</u>	<u>\$ 81,925,000</u>	<u>\$ 86,663,000</u>
PROPOSED EXPENDITURES						
Municipal Expenditures						
Water, Sewer & Drainage	\$ 54,375,000	\$ 57,845,000	\$ 65,107,000	\$ 71,008,000	\$ 75,511,000	\$ 79,270,000
TOTAL EXPENDITURES	<u>\$ 54,375,000</u>	<u>\$ 57,845,000</u>	<u>\$ 65,107,000</u>	<u>\$ 71,008,000</u>	<u>\$ 75,511,000</u>	<u>\$ 79,270,000</u>
PROPOSED TRANSFERS BETWEEN FUNDS						
Transfers (from)/to Special Funds	\$ (12,774,000)	\$ (6,605,000)	\$ (3,215,000)	\$ (2,663,000)	\$ (1,707,000)	\$ (707,000)
Transfers from(to) Appropriated Surplus	\$ 1,074,000	\$ 738,000	\$ 612,000	\$ 545,000	\$ 496,000	\$ 475,000
Transfers (from)/to Capital	17,835,000	11,372,000	7,463,000	7,625,000	7,625,000	7,625,000
TOTAL TRANSFERS BETWEEN FUNDS	<u>\$ 6,135,000</u>	<u>\$ 5,505,000</u>	<u>\$ 4,860,000</u>	<u>\$ 5,507,000</u>	<u>\$ 6,414,000</u>	<u>\$ 7,393,000</u>
BALANCED BUDGET	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

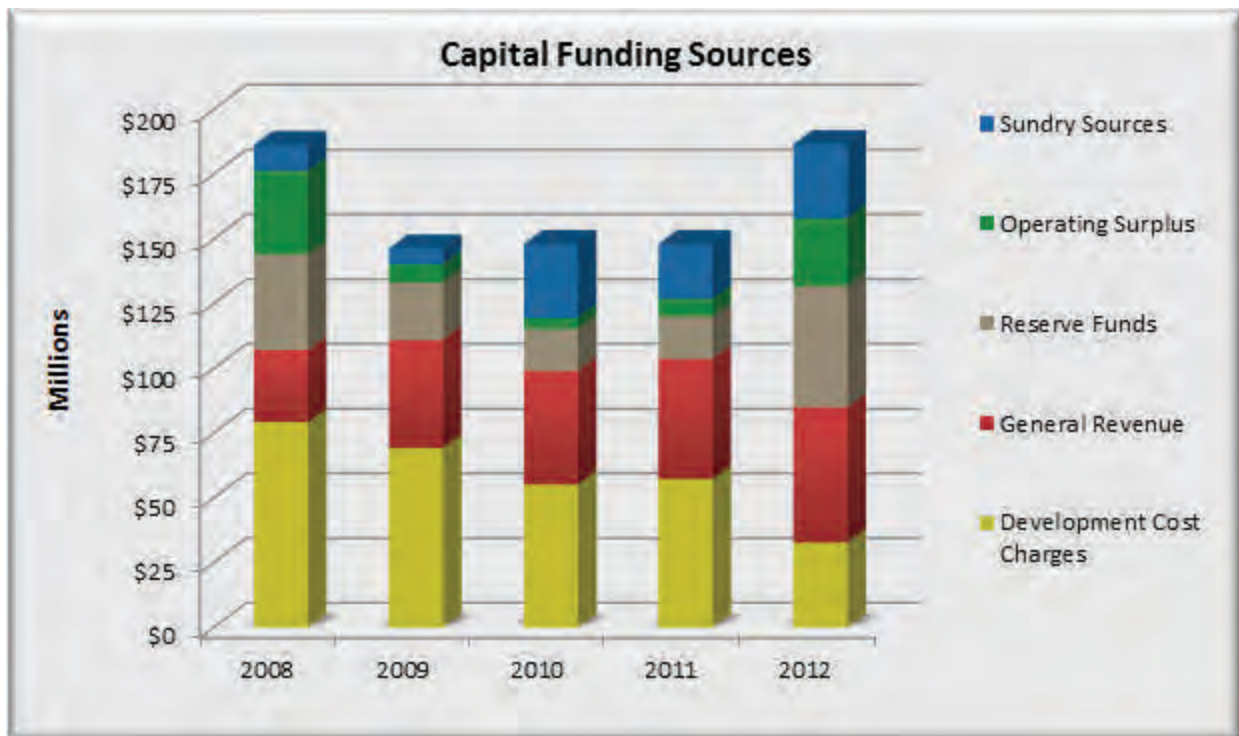
The Capital Financial Plan allocates available financial resources to proposed investments in capital.

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. Council has also adopted a Five Year Operating Model and Capital Financial Planning Model. The process and models are described in the Capital Planning Process section that follows.

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, it deposits the funds 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. In 2013, Engineering Services expects to receive a contribution of \$4.5 million from the Greater Vancouver Regional District Transit Authority (TransLink).

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 capacity is \$1.3 billion. Outstanding external long-term capital borrowing at December 31, 2012 is \$142,598,804. The City's cash repayments of loan principal are held in a sinking fund administered by the Municipal Finance Authority of British Columbia (MFABC). The sinking fund earns interest through an investment program managed by MFABC. In addition to the cash re-payments, the earnings on the sinking fund are also applied as a reduction to the outstanding loan balance.

Contribution & Expenditure Overview

Cash principal payments and budgeted actuarial earnings over the next five years (2013-2017) will be \$17,408,673 and \$1,969,751, respectively.

Section 177 of the Community Charter 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, as certified by the Minister of Community, Sport and Cultural Development. The City's short-term capital borrowing capacity for 2013 is \$23.4 million. The City's authorized short-term capital borrowing limit for 2013 is \$19.8 million.

Section 177 of the Community Charter also 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 2013 is approximately \$527 million. The City's authorized temporary borrowing limit for 2013 is \$20 million.

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

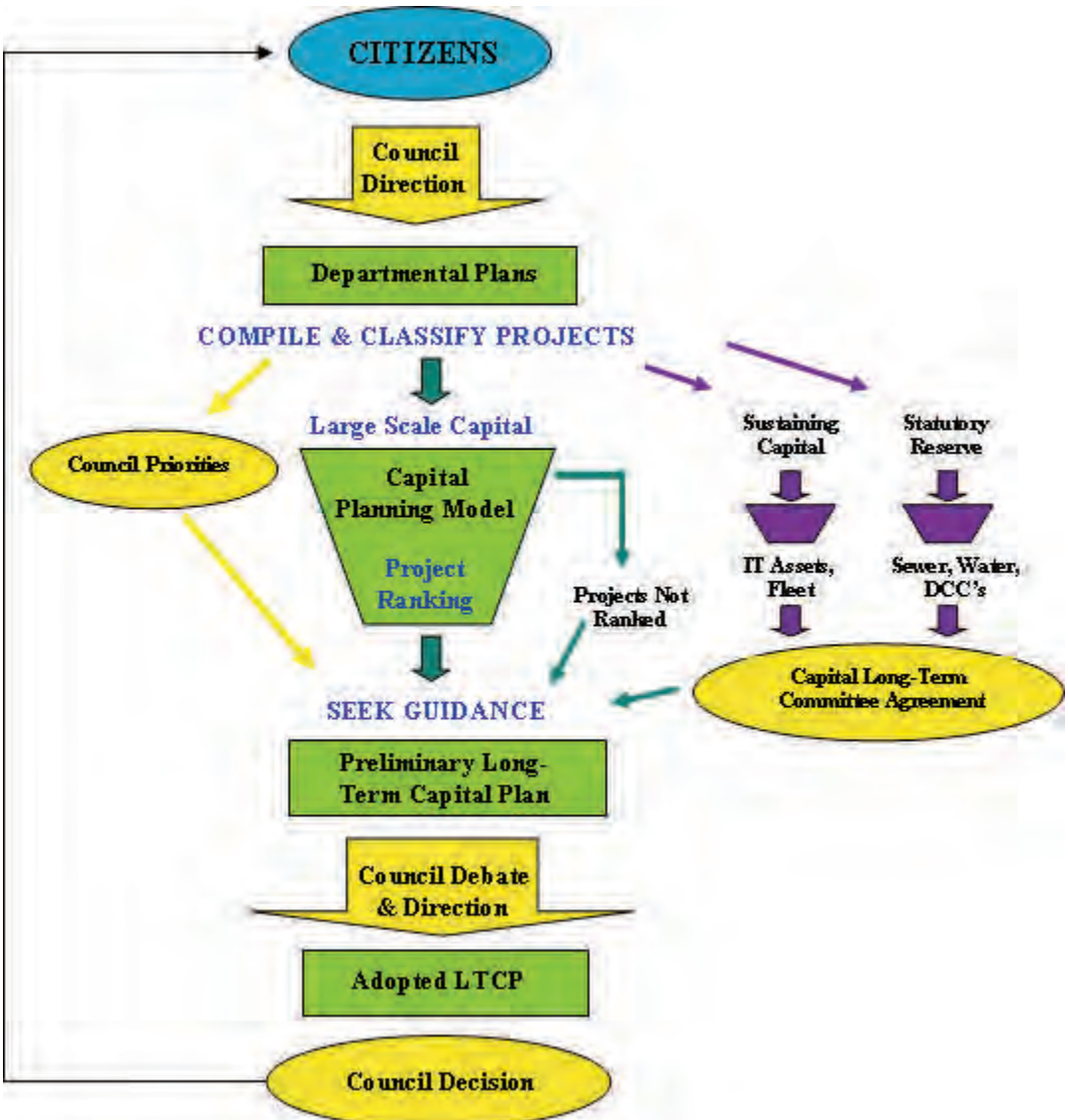
Surrey has grown significantly over the last 30 years, evolving from a primarily agricultural community to a largely urban residential and business region. This change has increased the City's portfolio of public responsibilities. Historically, Council made capital planning decisions based on the recommendations 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).



Artist Rendering of the Cloverdale Covered Youth Park



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.

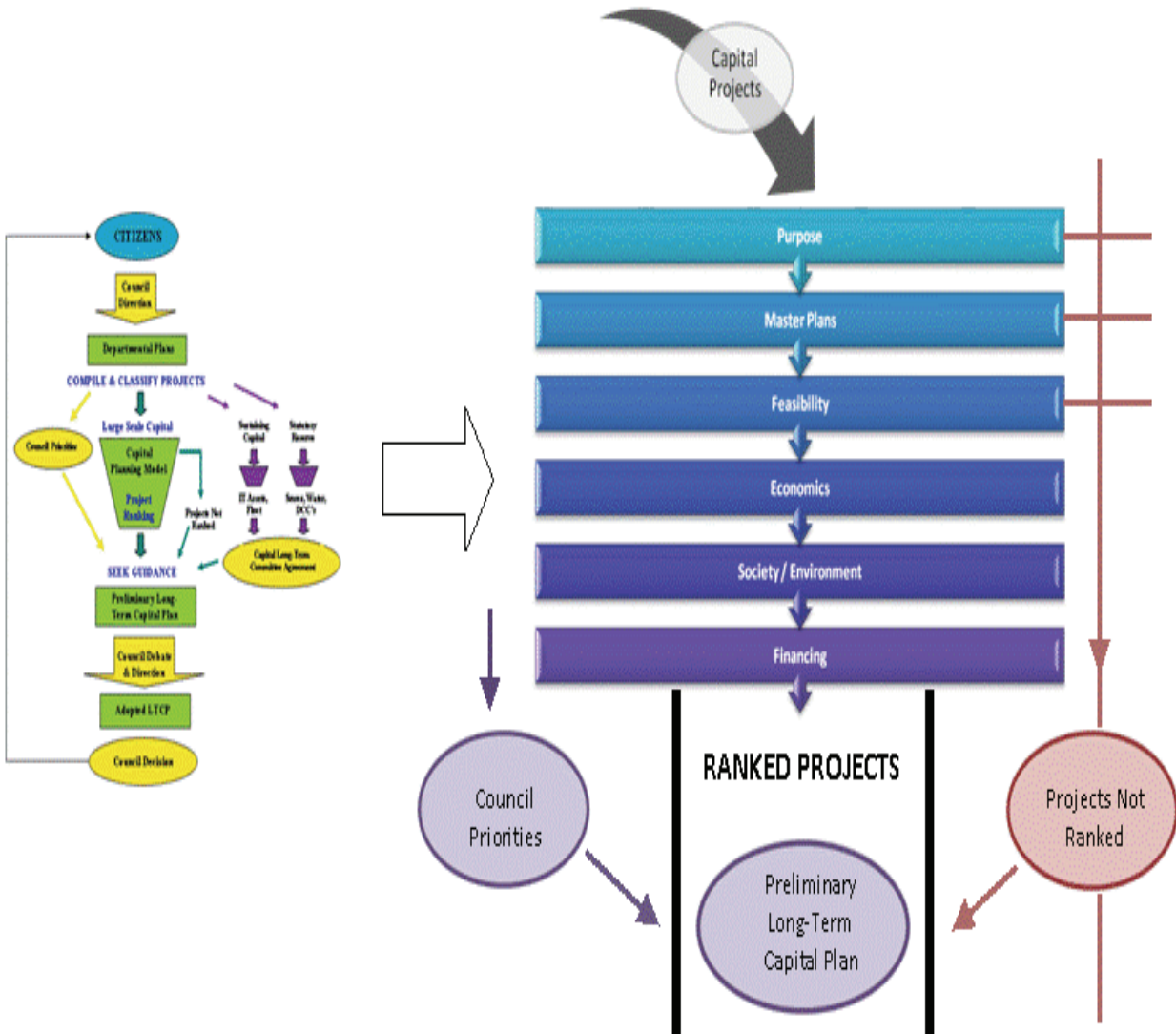
LARGE SCALE CAPITAL

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).

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

ARTIFICIAL TURF FIELDS

\$2,000,000

A new artificial turf full size field will be constructed at South Surrey Athletic Park in 2013-2014, bringing the total number of artificial turf fields in the park to three. The new field will be lighted for night play and practice. Upon completion of the new artificial turf field, South Surrey 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 three more artificial turf fields with a total cost of \$6 million funded from internal financing.

OPERATING IMPACT: The 2013 – 2017 Financial Plan does not include additional operating costs due to this project replacing an existing grass field. This project did not increase operating and maintenance costs above existing levels.

NEWTON ATHLETIC PARK MASTER PLAN

\$2,935,000

The City of Surrey is carrying out detailed design work associated with the build-out of Newton Athletic Park under the Master Plan. Upon completion of a detailed design, construction will commence on several elements, including but not limited to, children's playgrounds, additional parking, a cricket batting cage, a rubberized walking loop, entrance drive / traffic circulation improvements, and other park elements. This project will cost \$5.535 million and will be funded from internal financing.

OPERATING IMPACT: The 2013 – 2017 Financial Plan does not include additional operating costs. This project is not expected to increase operating and maintenance costs above existing levels within the next five years.

BIO-FUEL PROCESSING CENTRE

\$67,500,000

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, vehicle-grade renewable natural gas, that would be used to fuel the City's waste collection fleet and sold to the open market. The proposed 80,000 metric tonne per year facility will significantly reduce the City's carbon footprint and 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.

OPERATING IMPACT: The 2013 – 2017 Financial Plan does not include additional operating costs. This project is not expected to increase City operating and maintenance costs due to the Private Partnership operating agreement.

CITY CENTRE - CITY HALL

\$20,000,000

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.

OPERATING IMPACT: The 2013 – 2017 Financial Plan includes \$636,200 in the first partial year, \$1,611,200, \$611,200, \$726,200 and 936,200 in the next years to cover the costs to maintain and operate this facility.

ART FACILITY & FITNESS EXPANSION – SOUTH SURREY

\$850,000

The proposed 21,300 square foot expansion to the existing South Surrey Recreation Centre will include approximately 16,000 square feet of new fitness program space and approximately 5,130 square feet of new arts program space. This addition incorporates a new weight facility, fitness studio and recreation support spaces. The introduction of arts programming will see the addition of a pottery studio with outdoor firing area, a dedicated arts office, a visual arts studio and multi-purpose rehearsal/exhibition space. This project will cost \$850,000 in total. The South Surrey & White Rock Arts Society has donated \$250,000 towards the arts space addition of this project. The remaining \$600,000 will be funded from internal financing.

OPERATING IMPACT: The 2013 – 2017 Financial Plan includes \$20,000 in the first partial year, \$90,000 in the next year and thereafter \$188,000 per year to cover the costs to maintain and operate this facility.

RENOVATIONS – FIREHALLS

\$533,000

Upgrade to the exterior windows and skylights, partial roof replacement and minor upgrades to the interior of the Firehall #1 & #13. These projects will cost \$533,000 in total and will be funded from reserves.

OPERATING IMPACT: The 2013 – 2017 Financial Plan does not include additional operating costs. This project is not expected to increase City operating and maintenance costs.

CLOVERDALE COVERED YOUTH PARK

\$1,500,000

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.

OPERATING IMPACT: The 2013 – 2017 Financial Plan does not include additional operating costs. This project is not expected to significantly increase operating and maintenance costs over the existing budget.

SURREY CITY ENERGY

\$2,500,000

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 geexchange 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.

OPERATING IMPACT: This project will be revenue generating and that revenue is expected to cover the costs of operations.

ECO-RESIDENTIAL RECYCLING/TRANSFER STATION

\$0 in 2013 - \$3M in 2014

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 into a full Eco-Centre capable of handling a wider variety of recyclables which will be shipped to various markets and reprocessed into new products. This project will cost \$6.0 million with funding from reserves. Metro Vancouver is currently working with the City to determine a viable host site and will be initiating public consultations in 2013. The project is expected to be completed in 2014.

OPERATING IMPACT: The 2013 – 2017 Financial Plan does not include additional operating costs due to partnership with Metro Vancouver.

FITNESS FACILITY - NEWTON**\$50,000**

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

OPERATING IMPACT: The 2013 – 2017 Financial Plan includes \$42,000 in the first partial year, and \$126,000 per year to cover the costs to maintain and operate this facility.

POOL - GRANDVIEW HEIGHTS**\$20,000,000**

The 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 was to be conducted in 2011 and 2012. Construction will begin in Spring of 2013 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.

OPERATING IMPACT: The 2013 – 2017 Financial Plan includes \$110,000 in the first partial year, \$700,000 in the second year and \$1,800,000 per year thereafter to cover the costs to maintain and operate this facility.

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 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 began in 2011 and construction began in 2012 and will be completed in 2014.

OPERATING IMPACT: The 2013 – 2017 Financial Plan includes \$900,000 in the first partial year and \$1,800,000 per year thereafter to cover the costs to maintain and operate this facility.

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 2013, a number of renovations and retrofits will be undertaken in accordance with police security and operational standards. This project will cost approximately \$1.0 million over two years (2012-2013) and will be funded from reserves.

OPERATING IMPACT: The 2013 – 2017 Financial Plan does not include additional operating costs. This project is not expected to significantly increase operating and maintenance costs over the existing budget.

RENOVATION – CIVIC FACILITIES

\$1,029,000

To replace and/or upgrade elevators in the Cloverdale Library, Cloverdale Curling Club and North Surrey Recreation Centre. The project will also be converting the existing chlorine gas disinfection 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. These projects will cost \$2.054 million over two years (2012-2013) and will be funded from operating revenue, external sources and reserve funds.

OPERATING IMPACT: The 2013 – 2017 Financial Plan does not include additional operating costs. This project is not expected to significantly increase operating and maintenance costs over the existing budget.

MULTIPURPOSE SPACE – FLEETWOOD

\$1,250,000

Two new, full sized gymnasiums will be added to the Fleetwood Community Centre, as well as an addition to the existing weight room, to allow a broader range of recreation programming. The design will begin in 2013 and completion will be in 2015. The project will cost \$15.4 million over two years and will be funded from a balance of internal financing and reserves.

OPERATING IMPACT: The 2013 – 2017 Financial Plan includes \$182,333 in the first partial year, and \$547,000 per year thereafter to cover the costs to maintain and operate this addition.

UTILITY BUILDINGS

\$27,500,000

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.

OPERATING IMPACT: The 2013 – 2017 Financial Plan does not include additional operating costs. This project is not expected to significantly increase operating and maintenance costs over the existing budget.



2013 – 2017 FINANCIAL PLAN

RANKED CAPITAL PROJECTS (in thousands)

FUNDING AVAILABLE	2013	2014	2015	2016	2017
Contribution from General Operating	\$ 12,400	\$ 13,400	\$ 14,400	\$ 15,100	\$ 15,900
Contribution from Local Roads	5,635	6,814	9,015	10,453	12,493
Funding from Operating Appropriation Surplus	1,736	1,523	1,561	1,600	1,641
Building Reserve	2,362	-	-	-	-
Infrastructure Replacement Reserve	16,500	5,000	-	-	-
Other Reserves	500	-	-	-	-
Vehicles & Equipment Reserve	7,581	7,656	7,656	7,656	7,656
Utility Contributions	24,553	27,749	22,992	24,433	24,529
Utility Rate Stabilization	700	700	700	700	700
Non-Discretionary Contributions	68,581	70,892	96,332	97,206	99,453
External Contributions	72,893	5,393	11,178	11,178	11,178
Borrowing Proceed's	74,281	48,728	7,365	33,288	27,011
Sundry	50,015	50,015	50,015	50,015	50,015
	337,737	237,870	221,214	251,629	250,576
Less: Base Capital Funding					
Building Repairs & Upgrades	1,550	1,582	1,623	1,701	1,862
Utility Engineering Structures	18,747	18,747	18,747	19,247	19,247
Non-Discretionary Works	74,583	79,497	112,270	113,191	115,556
Engineering Public Works	12,353	14,453	16,453	18,893	21,093
Parks	3,271	1,866	1,968	2,120	2,200
Equipment Replacement					
Engineering Fleet Equipment	1,812	1,915	1,944	1,974	2,006
Fire Services	3,469	3,469	3,469	3,469	3,469
Information Technology	4,700	5,400	5,900	6,100	6,305
Parks	425	425	425	425	425
Utilities	700	700	700	700	700
Other	1,925	2,170	2,220	2,330	2,465
Sundry	50,055	50,161	50,395	50,479	50,548
	173,590	180,385	216,113	220,628	225,876
	\$ 164,147	\$ 57,485	\$ 5,100	\$ 31,000	\$ 24,700

Ranked Capital Projects

RANKED PROJECTS	2013	2014	2015	2016	2017
Art Facility - S. Surrey	850	-	-	-	-
Artificial Turf Fields	2,000	2,000	2,000	-	-
Bio-Fuel Processing Centre	67,500	-	-	-	-
City Centre - City Hall	20,000	-	-	-	-
Cloverdale Covered Youth Park	1,500	-	-	-	-
District Energy	2,500	-	-	-	-
Eco-Residential Recycling/Transfer Station	-	3,000	-	-	-
Fitness Facility - Newton	50	-	-	-	-
Multi-Purpose Space - Fleetwood	1,250	14,185	-	-	-
Newton Athletic Park Master Plan	2,935	1,500	1,100	-	-
Performing Arts Centre	-	-	-	-	5,000
Pool - Grandview Heights	20,000	16,100	-	-	-
Pool - Guildford	16,000	8,700	-	-	-
RCMP Cell Retrofit	500	-	-	-	-
RCMP North Detachment	-	-	1,000	23,000	12,000
Relocation - North Surrey Arena	-	-	-	-	700
Renovation - Civic Facilities	1,029	-	-	-	-
Renovation - Fire Halls	533	-	-	-	-
Surrey Leisure Complex - Ice Expansion	-	-	1,000	8,000	7,000
Utility Buildings	27,500	12,000	-	-	-
	\$ 164,147	\$ 57,485	\$ 5,100	\$ 31,000	\$ 24,700



2013 – 2017 FINANCIAL PLAN

2013 CAPITAL PROGRAM PROPERTY ACQUISITION & BUILDINGS *(in thousands)*

PROPERTY ACQUISITION	2013 OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	2013 BUDGET
2013 Program						
General Corporate						
Cranley Drive	\$ -	\$ -	\$ -	\$ -	\$ 15	\$ 15
Sundry & Contingency	40	-	-	-	-	40
	<u>40</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>15</u>	<u>55</u>
Parks, Recreation & Culture Services						
Parkland Acquisition	749	-	-	14,231	-	14,980
	<u>749</u>	<u>-</u>	<u>-</u>	<u>14,231</u>	<u>-</u>	<u>14,980</u>
	\$ 789	\$ -	\$ -	\$ 14,231	\$ 15	\$ 15,035
BUILDINGS						
2013 Program						
General Corporate						
City Centre - City Hall	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000
Corporate Renovations	1,050	-	-	-	-	1,050
	<u>1,050</u>	<u>-</u>	<u>20,000</u>	<u>-</u>	<u>-</u>	<u>21,050</u>
Parks, Recreation & Culture Services						
Arts Facility - S. Surrey	250	-	600	-	-	850
Fitness Facility - Newton	-	-	50	-	-	50
Multi-Purpose Space - Fleetwood	-	-	800	-	450	1,250
Pool - Grandview Heights	-	-	20,000	-	-	20,000
Pool - Guildford	-	-	15,675	-	325	16,000
Renovation - Civic Facilities	200	500	-	-	829	1,529
	<u>450</u>	<u>500</u>	<u>37,125</u>	<u>-</u>	<u>1,604</u>	<u>39,679</u>
Protective Services						
Renovation - Fire Halls	-	-	-	-	533	533
RCMP Cell Retrofit	-	-	-	-	500	500
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,033</u>	<u>1,033</u>
Engineering Services						
District Energy	-	-	2,500	-	-	2,500
Bio-Fuel Processing Centre	-	67,500	-	-	-	67,500
Utility Building	20,500	-	6,000	-	1,000	27,500
	<u>20,500</u>	<u>67,500</u>	<u>8,500</u>	<u>-</u>	<u>1,000</u>	<u>97,500</u>
	\$ 22,000	\$ 68,000	\$ 65,625	\$ -	\$ 3,637	\$ 159,262



2013 – 2017 FINANCIAL PLAN

2013 CAPITAL PROGRAM ENGINEERING STRUCTURES & EQUIPMENT *(in thousands)*

	2013 OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	2013 BUDGET
ENGINEERING STRUCTURES						
2013 Program						
General Corporate						
City Beautification	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ 125
	125	-	-	-	-	125
Engineering Services						
Growth Related Roads & Traffic	1,733	-	-	32,935	-	34,668
Non-Growth Related Roads & Traffic	11,132	-	1,221	-	-	12,353
GVTA	-	4,518	-	-	-	4,518
Sewer Services	4,401	125	500	5,223	-	10,249
Drainage Services	7,586	-	-	7,076	240	14,902
Water Services	7,372	100	500	4,236	-	12,208
	32,224	4,743	2,221	49,470	240	88,898
Parks, Recreation & Culture Services						
Base Program	920	-	-	-	-	920
Park Development	91	-	-	1,714	1,951	3,756
City Beautification - Green City	125	-	-	-	-	125
Developer Trees	-	150	-	-	-	150
Artificial Turf Fields	-	-	2,000	-	-	2,000
Cloverdale Covered Youth Park	-	-	1,500	-	-	1,500
Newton Athletic Park Master Plan	-	-	2,935	-	-	2,935
	1,136	150	6,435	1,714	1,951	11,386
	\$ 33,485	\$ 4,893	\$ 8,656	\$ 51,184	\$ 2,191	\$ 100,409
EQUIPMENT						
2013 Program						
General Corporate						
Corporate Technology	\$ 1,900	\$ -	\$ -	\$ -	\$ 2,800	\$ 4,700
Library Furniture and Equipment	1,690	-	-	-	100	1,790
Public Works Fleet Equipment	550	-	-	-	1,262	1,812
Furniture and Office Equipment	115	-	-	-	-	115
Sundry Equipment	20	-	-	-	-	20
	4,275	-	-	-	4,162	8,437
Parks, Recreation & Culture Services						
PRC Minor Equipment	125	-	-	-	-	125
Recreation Equipment Replacement	-	-	-	-	300	300
	125	-	-	-	300	425
Protective Services						
Fire Vehicles & Equipment	-	-	-	-	3,219	3,219
Small Equipment Purchases	150	-	-	-	100	250
	150	-	-	-	3,319	3,469
Utilities						
Drainage Information Technology	200	-	-	-	-	200
Sewer Information Technology	200	-	-	-	-	200
Water Information Technology	300	-	-	-	-	300
	700	-	-	-	-	700
	\$ 5,250	\$ -	\$ -	\$ -	\$ 7,781	\$ 13,031



2013 – 2017 FINANCIAL PLAN

EXECUTIVE SUMMARY (in thousands)

CONTRIBUTION SUMMARY	2013	2014	2015	2016	2017	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds	\$ 65,415	\$ 68,952	\$ 94,392	\$ 95,266	\$ 97,513	\$ 421,538
NCP Reserve Funds	2,926	700	700	700	700	5,726
Other Statutory Reserve Funds	240	1,240	1,240	1,240	1,240	5,200
	<u>68,581</u>	<u>70,892</u>	<u>96,332</u>	<u>97,206</u>	<u>99,453</u>	432,464
Discretionary Contributions						
Operating Appropriated Surplus	2,436	2,223	2,261	2,300	2,341	11,561
Contribution from Operating	42,588	47,963	46,407	49,986	52,922	239,866
Other Statutory Reserve Funds	26,958	12,671	7,671	7,671	7,671	62,641
	<u>71,982</u>	<u>62,857</u>	<u>56,339</u>	<u>59,957</u>	<u>62,934</u>	314,068
Other Contributions						
External Sources	72,893	5,393	11,178	11,178	11,178	111,820
Borrowing Proceeds	74,281	48,728	7,365	33,288	27,011	190,673
Capital Contingency	-	-	-	-	-	-
	<u>147,174</u>	<u>54,121</u>	<u>18,543</u>	<u>44,466</u>	<u>38,189</u>	302,493
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	250,000
Total Current Year's Contributions	337,737	237,870	221,214	251,629	250,576	1,299,025
Carry Fwd from Previous Years	101,321	71,361	66,364	75,489	75,173	389,707
	<u>\$ 439,058</u>	<u>\$ 309,231</u>	<u>\$ 287,578</u>	<u>\$ 327,117</u>	<u>\$ 325,748</u>	<u>\$ 1,688,732</u>
EXPENDITURE SUMMARY						
Statutory & Asset Maintenance						
Property Acquisition	\$ 15,035	\$ 17,272	\$ 18,312	\$ 19,223	\$ 21,444	\$ 91,286
Buildings	1,550	1,582	1,623	1,701	1,862	8,318
Engineering Structures	93,974	97,452	131,521	134,707	137,200	594,854
Equipment	13,031	14,079	14,658	14,998	15,370	72,135
	<u>123,590</u>	<u>130,385</u>	<u>166,114</u>	<u>170,629</u>	<u>175,876</u>	766,593
Ranked Projects						
Buildings	157,712	53,985	2,000	31,000	24,700	269,397
Engineering Structures	6,435	3,500	3,100	-	-	13,035
	<u>164,147</u>	<u>57,485</u>	<u>5,100</u>	<u>31,000</u>	<u>24,700</u>	282,432
Unidentified - Budget Authority	50,000	50,000	50,000	50,000	50,000	250,000
Total Current Year's Expenditures	337,737	237,870	221,214	251,629	250,576	1,299,025
Carry Fwd from Previous Years	101,321	71,361	66,364	75,489	75,173	389,707
	<u>\$ 439,058</u>	<u>\$ 309,231</u>	<u>\$ 287,578</u>	<u>\$ 327,117</u>	<u>\$ 325,748</u>	<u>\$ 1,688,732</u>



2013 – 2017 FINANCIAL PLAN

CONTRIBUTION (FUNDING) SUMMARY *(in thousands)*

CONTRIBUTION SUMMARY	2013	2014	2015	2016	2017	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Arterial Roads	\$ 21,742	\$ 20,544	\$ 39,906	\$ 39,918	\$ 39,918	\$ 162,028
Major Collector Roads	2,800	3,390	5,692	5,692	5,692	23,266
Local Roads	752	752	1,110	1,110	1,110	4,834
Park Lands	14,231	15,306	16,071	16,856	18,901	81,365
Parkland Development	1,714	1,473	1,547	1,624	1,826	8,184
Drainage	6,206	6,988	7,163	7,163	7,163	34,683
Sewer	3,461	5,666	7,684	7,684	7,684	32,179
Water	3,473	4,297	5,831	5,831	5,831	25,263
Hwy 99 Corridor	4,105	3,605	2,859	2,859	2,859	16,287
Campbell Heights	6,931	6,931	6,529	6,529	6,529	33,449
	<u>65,415</u>	<u>68,952</u>	<u>94,392</u>	<u>95,266</u>	<u>97,513</u>	<u>421,538</u>
NCP Reserve Funds						
Fire	100	100	100	100	100	500
Library Services	100	100	100	100	100	500
Recreation Services	2,726	500	500	500	500	4,726
	<u>2,926</u>	<u>700</u>	<u>700</u>	<u>700</u>	<u>700</u>	<u>5,726</u>
Other Statutory Reserve Funds						
Cash In Lieu of Parkland	-	1,000	1,000	1,000	1,000	4,000
Environmental Stewardship	240	240	240	240	240	1,200
	<u>240</u>	<u>1,240</u>	<u>1,240</u>	<u>1,240</u>	<u>1,240</u>	<u>5,200</u>
	68,581	70,892	96,332	97,206	99,453	432,464
Discretionary Contribution						
Operating Appropriated Surplus						
Other Appropriations	1,736	1,523	1,561	1,600	1,641	8,061
Utility Rate Stabilization Reserve	700	700	700	700	700	3,500
	<u>2,436</u>	<u>2,223</u>	<u>2,261</u>	<u>2,300</u>	<u>2,341</u>	<u>11,561</u>
Contributions from Operating						
Current Year's General Operating	12,400	13,400	14,400	15,100	15,900	71,200
Current Year's Drainage	1,194	2,024	2,873	3,814	3,910	13,815
Current Year's Roads	5,635	6,814	9,015	10,453	12,493	44,410
Current Year's Solid Waste	4,000	6,000	-	-	-	10,000
Drainage	7,586	7,672	7,682	7,682	7,682	38,304
Water	7,372	7,463	7,625	7,625	7,625	37,710
Sewer	4,401	4,590	4,812	5,312	5,312	24,427
	<u>42,588</u>	<u>47,963</u>	<u>46,407</u>	<u>49,986</u>	<u>52,922</u>	<u>239,866</u>
Other Statutory Reserve Funds						
Other Reserves	500	-	-	-	-	500
Cranley Drive Revolving	15	15	15	15	15	75
Building Reserve	2,362	-	-	-	-	2,362
Vehicles & Equipment	7,581	7,656	7,656	7,656	7,656	38,204
Infrastructure Replacement	16,500	5,000	-	-	-	21,500
	<u>26,958</u>	<u>12,671</u>	<u>7,671</u>	<u>7,671</u>	<u>7,671</u>	<u>62,641</u>
	71,982	62,857	56,339	59,957	62,934	314,068
Other Contributions						
External Sources						
Federal/Provincial Contribution	16,900	-	-	-	-	16,900
P3 Partnership Contribution	50,600	-	-	-	-	50,600
Private Contributions	875	875	875	875	875	4,375
GVTA	4,518	4,518	10,303	10,303	10,303	39,945
	<u>72,893</u>	<u>5,393</u>	<u>11,178</u>	<u>11,178</u>	<u>11,178</u>	<u>111,820</u>
Borrowing Proceeds						
External Borrowing	35,675	24,800	-	-	-	60,475
Internal Borrowing	36,385	21,685	5,100	31,000	24,700	118,870
Local Improvement	2,221	2,243	2,265	2,288	2,311	11,328
	<u>74,281</u>	<u>48,728</u>	<u>7,365</u>	<u>33,288</u>	<u>27,011</u>	<u>190,673</u>
	147,174	54,121	18,543	44,466	38,189	302,493
Unspecified - Budget Authority only (not funded)	50,000	50,000	50,000	50,000	50,000	250,000
	<u>\$ 337,737</u>	<u>\$ 237,870</u>	<u>\$ 221,214</u>	<u>\$ 251,629</u>	<u>\$ 250,576</u>	<u>\$ 1,299,025</u>



2013 – 2017 FINANCIAL PLAN

EXPENDITURE SUMMARY (in thousands)

EXPENDITURE SUMMARY	2013	2014	2015	2016	2017	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Land Acquisition						
General Corporate	\$ 55	\$ 161	\$ 395	\$ 479	\$ 548	\$ 1,638
Parks, Recreation & Culture	14,980	17,111	17,917	18,744	20,896	89,648
	15,035	17,272	18,312	19,223	21,444	91,286
Buildings						
General Corporate	1,050	1,082	1,123	1,201	1,362	5,818
Parks, Recreation & Culture	500	500	500	500	500	2,500
	1,550	1,582	1,623	1,701	1,862	8,318
Engineering Structures						
General Corporate	125	125	125	125	125	625
Drainage Services	14,902	15,770	15,856	15,856	15,856	78,240
Roads & Transportation	51,539	52,999	82,974	85,427	87,627	360,566
Parks, Recreation & Culture	4,951	3,292	3,471	3,704	3,997	19,415
Sewer Services	10,249	12,143	14,362	14,862	14,862	66,478
Water Services	12,208	13,123	14,733	14,733	14,733	69,530
	93,974	97,452	131,521	134,707	137,200	594,854
Equipment						
General Corporate	8,437	9,485	10,064	10,404	10,776	49,166
Drainage Services	200	200	200	200	200	1,000
Parks, Recreation & Culture	425	425	425	425	425	2,125
Protective Services	3,469	3,469	3,469	3,469	3,469	17,344
Sewer Services	200	200	200	200	200	1,000
Water Services	300	300	300	300	300	1,500
	13,031	14,079	14,658	14,998	15,370	72,135
	123,590	130,385	166,114	170,629	175,876	766,593
Ranked Projects						
Buildings						
Art Facility - S. Surrey	850	-	-	-	-	850
Fitness Facility - Newton	50	-	-	-	-	50
Multi-Purpose Space - Fleetwood	1,250	14,185	-	-	-	15,435
Pool - Grandview Heights	20,000	16,100	-	-	-	36,100
Pool - Guildford	16,000	8,700	-	-	-	24,700
Relocation - North Surrey Arena	-	-	-	-	700	700
Renovation - Civic Facilities	1,029	-	-	-	-	1,029
Surrey Leisure Complex - Ice Expansion	-	-	1,000	8,000	7,000	16,000
Renovation - Fire Halls	533	-	-	-	-	533
RCMP Cell Retrofit	500	-	-	-	-	500
RCMP North Detachment	-	-	1,000	23,000	12,000	36,000
City Centre - City Hall	20,000	-	-	-	-	20,000
District Energy	2,500	-	-	-	-	2,500
Performing Arts Centre	-	-	-	-	5,000	5,000
Bio-Fuel Processing Centre	67,500	-	-	-	-	67,500
Eco-Residential Recycling/Transfer Station	-	3,000	-	-	-	3,000
Utility Buildings	27,500	12,000	-	-	-	39,500
	157,712	53,985	2,000	31,000	24,700	269,397
Engineering Structures						
Artificial Turf Fields	2,000	2,000	2,000	-	-	6,000
Cloverdale Covered Youth Park	1,500	-	-	-	-	1,500
Newton Athletic Park Master Plan	2,935	1,500	1,100	-	-	5,535
	6,435	3,500	3,100	-	-	13,035
	164,147	57,485	5,100	31,000	24,700	282,432
Unidentified - Budget Authority only (not funded)	50,000	50,000	50,000	50,000	50,000	250,000
	\$ 337,737	\$ 237,870	\$ 221,214	\$ 251,629	\$ 250,576	\$ 1,299,025



2013 – 2017 FINANCIAL PLAN

GENERAL CORPORATE *(in thousands)*

CONTRIBUTION SUMMARY	2013	2014	2015	2016	2017	5 YEAR PROGRAM
Non-Discretionary Contributions						
NCP Reserve Funds						
Library	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 500
	100	100	100	100	100	500
Discretionary Contributions						
Contributions from Operating						
Current Year's Contribution - General	5,365	6,476	7,330	7,832	8,434	35,437
Other Appropriations	125	125	125	125	125	625
	5,490	6,601	7,455	7,957	8,559	36,062
Other Statutory Reserve Funds						
Cranley Drive Revolving	15	15	15	15	15	75
Vehicles, Equipment & Other	4,062	4,137	4,137	4,137	4,137	20,610
	4,077	4,152	4,152	4,152	4,152	20,685
	9,567	10,753	11,607	12,109	12,711	56,747
Other Contributions						
Borrowing Proceeds						
Internal	28,500	4,000	-	-	5,000	37,500
	28,500	4,000	-	-	5,000	37,500
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	250,000
	\$ 88,167	\$ 64,853	\$ 61,707	\$ 62,209	\$ 67,811	\$ 344,747

General Corporate

EXPENDITURE SUMMARY	2013	2014	2015	2016	2017	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition						
Cranley Drive	\$ 15	\$ 15	\$ 15	\$ 15	\$ 15	\$ 75
Sundry	40	146	380	464	533	1,563
	<u>55</u>	<u>161</u>	<u>395</u>	<u>479</u>	<u>548</u>	<u>1,638</u>
Buildings						
Corporate Building Renovations	1,050	1,082	1,123	1,201	1,362	5,818
	<u>1,050</u>	<u>1,082</u>	<u>1,123</u>	<u>1,201</u>	<u>1,362</u>	<u>5,818</u>
Engineering Structures						
Green City	125	125	125	125	125	625
	<u>125</u>	<u>125</u>	<u>125</u>	<u>125</u>	<u>125</u>	<u>625</u>
Equipment						
Public Works Fleet Equipment	1,812	1,915	1,944	1,974	2,006	9,651
Library	1,790	2,005	2,055	2,165	2,300	10,315
Information Technology	4,700	5,400	5,900	6,100	6,305	28,405
Office Equipment	115	145	145	145	145	695
Sundry	20	20	20	20	20	100
	<u>8,437</u>	<u>9,485</u>	<u>10,064</u>	<u>10,404</u>	<u>10,776</u>	<u>49,166</u>
	9,667	10,853	11,707	12,209	12,811	57,247
Ranked Projects						
Buildings						
City Centre - City Hall	20,000	-	-	-	-	20,000
City Hall Works Yard	6,000	4,000	-	-	-	10,000
District Energy	2,500	-	-	-	-	2,500
Performing Arts Centre	-	-	-	-	5,000	5,000
	<u>28,500</u>	<u>4,000</u>	<u>-</u>	<u>-</u>	<u>5,000</u>	<u>37,500</u>
Unspecified - Budget Authority						
	50,000	50,000	50,000	50,000	50,000	250,000
	<u>\$ 88,167</u>	<u>\$ 64,853</u>	<u>\$ 61,707</u>	<u>\$ 62,209</u>	<u>\$ 67,811</u>	<u>\$ 344,747</u>



2013 – 2017 FINANCIAL PLAN

ENGINEERING SERVICES *(in thousands)*

<u>CONTRIBUTION SUMMARY</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>5 YEAR PROGRAM</u>
Non-Discretionary Contributions						
DCC Reserve Funds						
Arterial Roads	\$ 21,742	\$ 20,544	\$ 39,906	\$ 39,918	\$ 39,918	\$ 162,028
Major Collector Roads	2,800	3,390	5,692	5,692	5,692	23,266
Local Roads	752	752	1,110	1,110	1,110	4,834
Area Specific - Hwy 99 Corridor - Campbell Heights	2,570 5,071	2,570 5,071	1,867 4,832	1,867 4,832	1,867 4,832	10,741 24,638
	32,935	32,327	53,407	53,419	53,419	225,507
Discretionary Contributions						
Contribution from Operating						
Current Year's Contribution-General	3,067	3,099	1,989	1,988	1,988	12,131
Current Year's Contribution-Drainage	1,194	2,024	2,873	3,814	3,910	13,815
Current Year's Contribution-Roads	5,635	6,814	9,015	10,453	12,493	44,410
City's Share - DCC Program	1,733	1,701	2,811	2,812	2,812	11,869
Other Appropriations	1,236	1,273	1,311	1,350	1,391	6,561
	12,865	14,911	17,999	20,417	22,594	88,786
Other Statutory Reserve Funds						
Building Replacement	1,000	-	-	-	-	1,000
Infrastructure Replacement	4,000	4,400	-	-	-	8,400
	5,000	4,400	-	-	-	9,400
	17,865	19,311	17,999	20,417	22,594	98,186
Other Contributions						
External Sources						
GVTA	4,518	4,518	10,303	10,303	10,303	39,945
	4,518	4,518	10,303	10,303	10,303	39,945
Borrowing Proceeds						
Local Improvement	1,221	1,243	1,265	1,288	1,311	6,328
	1,221	1,243	1,265	1,288	1,311	6,328
	5,739	5,761	11,568	11,591	11,614	46,273
	\$ 56,539	\$ 57,399	\$ 82,974	\$ 85,427	\$ 87,627	\$ 369,966
EXPENDITURE SUMMARY						
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Arterial	\$ 30,929	\$ 29,668	\$ 49,058	\$ 49,071	\$ 49,071	\$ 207,797
Growth Related - Collector	2,947	3,568	5,992	5,992	5,992	24,491
Growth Related - Local	792	792	1,168	1,168	1,168	5,088
Non-Growth Related - Arterial	5,788	7,888	8,888	9,328	9,528	41,420
Non-Growth Related - Collector	1,494	1,494	2,494	3,494	4,494	13,470
Non-Growth Related - Local	5,071	5,071	5,071	6,071	7,071	28,355
GVTA	4,518	4,518	10,303	10,303	10,303	39,945
	51,539	52,999	82,974	85,427	87,627	360,566
Ranked Projects						
Engineering Structures						
Utility Buildings	5,000	4,400	-	-	-	9,400
	5,000	4,400	-	-	-	9,400
	\$ 56,539	\$ 57,399	\$ 82,974	\$ 85,427	\$ 87,627	\$ 369,966



2013 – 2017 FINANCIAL PLAN

PARKS, RECREATION & CULTURE *(in thousands)*

CONTRIBUTION SUMMARY	2013	2014	2015	2016	2017	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Park Lands	\$ 14,231	\$ 15,306	\$ 16,071	\$ 16,856	\$ 18,901	\$ 81,365
Parkland Development	1,714	1,473	1,547	1,624	1,826	8,184
	<u>15,945</u>	<u>16,779</u>	<u>17,618</u>	<u>18,480</u>	<u>20,727</u>	89,549
NCP Reserve Funds						
Park Development	1,951	500	500	500	500	3,951
Recreational Facilities	775	-	-	-	-	775
	<u>2,726</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	4,726
Other Statutory Reserve Funds						
Cash In Lieu of Parkland	-	1,000	1,000	1,000	1,000	4,000
	<u>-</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	4,000
	18,671	18,279	19,118	19,980	22,227	98,275
Discretionary Contributions						
Contributions from Operating						
Current Year's Contribution	1,045	1,091	1,193	1,345	1,425	6,099
City's Share - DCC Program	840	883	927	973	1,091	4,714
Other Appropriations	575	125	125	125	125	1,075
	<u>2,460</u>	<u>2,099</u>	<u>2,245</u>	<u>2,443</u>	<u>2,641</u>	11,888
Other Statutory Reserve Funds						
Building Replacement	829	-	-	-	-	829
Vehicles & Equipment	300	300	300	300	300	1,500
Capital Legacy Fund	-	-	-	-	-	-
	<u>1,129</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	2,329
	3,589	2,399	2,545	2,743	2,941	14,217
Other Contributions						
External Sources						
Private Developer Contributions	150	150	150	150	150	750
Sundry Contributions	500	500	500	500	500	2,500
	<u>650</u>	<u>650</u>	<u>650</u>	<u>650</u>	<u>650</u>	3,250
Borrowing Proceeds						
External	35,675	24,800	-	-	-	60,475
Internal	7,885	17,685	4,100	8,000	7,700	45,370
	<u>43,560</u>	<u>42,485</u>	<u>4,100</u>	<u>8,000</u>	<u>7,700</u>	105,845
	44,210	43,135	4,750	8,650	8,350	109,095
	\$ 66,470	\$ 63,813	\$ 26,413	\$ 31,373	\$ 33,518	\$ 221,587

Parks, Recreation & Culture

EXPENDITURE SUMMARY	2013	2014	2015	2016	2017	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition						
Park Land	\$ 14,980	\$ 17,111	\$ 17,917	\$ 18,744	\$ 20,896	\$ 89,648
	14,980	17,111	17,917	18,744	20,896	89,648
Buildings						
Recreation Facilities Improvements	500	500	500	500	500	2,500
	500	500	500	500	500	2,500
Engineering Structures						
Base Park Development	920	966	1,068	1,220	1,300	5,474
Green City	125	125	125	125	125	625
NCP/DCC Park Development	3,756	2,051	2,128	2,209	2,422	12,566
Developer Tree Program	150	150	150	150	150	750
	4,951	3,292	3,471	3,704	3,997	19,415
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
	20,856	21,328	22,313	23,373	25,818	113,688
Ranked Projects						
Buildings						
Art Facility - S. Surrey	850	-	-	-	-	850
Fitness Facility - Newton	50	-	-	-	-	50
Multi-Purpose Space - Fleetwood	1,250	14,185	-	-	-	15,435
Pool - Grandview Heights	20,000	16,100	-	-	-	36,100
Pool - Guildford	16,000	8,700	-	-	-	24,700
Relocation - North Surrey Arena	-	-	-	-	700	700
Renovation - Civic Facilities	1,029	-	-	-	-	1,029
Surrey Leisure Complex - Ice Expansion	-	-	1,000	8,000	7,000	16,000
	39,179	38,985	1,000	8,000	7,700	94,864
Engineering Structures						
Artificial Turf Fields	2,000	2,000	2,000	-	-	6,000
Cloverdale Covered Youth Park	1,500	-	-	-	-	1,500
Newton Athletic Park Master Plan	2,935	1,500	1,100	-	-	5,535
	6,435	3,500	3,100	0	0	13,035
	45,614	42,485	4,100	8,000	7,700	107,899
	\$ 66,470	\$ 63,813	\$ 26,413	\$ 31,373	\$ 33,518	\$ 221,587



2013 – 2017 FINANCIAL PLAN

PROTECTIVE SERVICES *(in thousands)*

CONTRIBUTION SUMMARY	2013	2014	2015	2016	2017	5 YEAR PROGRAM
Non-Discretionary Contributions						
NCP Reserve Funds						
Fire	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 500
	100	100	100	100	100	500
Discretionary Contributions						
Contributions from Operating						
Current Year's General Operating	150	150	150	150	150	750
	150	150	150	150	150	750
Other Statutory Reserve Funds						
Building Reserve	533	-	-	-	-	533
Vehicles and Equipment	3,219	3,219	3,219	3,219	3,219	16,094
Capital Legacy Fund	500	-	-	-	-	500
	4,252	3,219	3,219	3,219	3,219	17,127
	4,402	3,369	3,369	3,369	3,369	17,877
Borrowing Proceeds						
Internal	-	-	1,000	23,000	12,000	36,000
	-	-	1,000	23,000	12,000	36,000
	\$ 4,502	\$ 3,469	\$ 4,469	\$ 26,469	\$ 15,469	\$ 54,377
EXPENDITURE SUMMARY						
Statutory & Asset Maintenance						
Equipment						
Fire Vehicles & Equipment	\$ 3,219	\$ 3,219	\$ 3,219	\$ 3,219	\$ 3,219	\$ 16,094
Small Equipment Purchases	250	250	250	250	250	1,250
	3,469	3,469	3,469	3,469	3,469	17,344
Ranked Projects						
Buildings						
Renovation - Fire Halls	533	-	-	-	-	533
RCMP Cell Retrofit	500	-	-	-	-	500
RCMP North Detachment	-	-	1,000	23,000	12,000	36,000
	1,033	-	1,000	23,000	12,000	37,033
	\$ 4,502	\$ 3,469	\$ 4,469	\$ 26,469	\$ 15,469	\$ 54,377



2013 – 2017 FINANCIAL PLAN

DRAINAGE SERVICES (in thousands)

CONTRIBUTION SUMMARY	2013	2014	2015	2016	2017	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Drainage	\$ 6,206	\$ 6,988	\$ 7,163	\$ 7,163	\$ 7,163	34,683
Area Specific - Hwy 99 Corridor	256	256	205	205	205	1,127
- Campbell Heights	614	614	566	566	566	2,926
	<u>7,076</u>	<u>7,858</u>	<u>7,934</u>	<u>7,934</u>	<u>7,934</u>	38,736
Other Statutory Reserve Funds						
Environmental Stewardship	240	240	240	240	240	1,200
	<u>240</u>	<u>240</u>	<u>240</u>	<u>240</u>	<u>240</u>	1,200
	7,316	8,098	8,174	8,174	8,174	39,936
Discretionary Contributions						
Appropriated Surplus						
Infrastructure Replacement	4,500	600	-	-	-	5,100
Rate Stabilization Provision	200	200	200	200	200	1,000
	<u>4,700</u>	<u>800</u>	<u>200</u>	<u>200</u>	<u>200</u>	6,100
Contribution from Operating						
Current Year's Contribution - Drainage	6,800	6,800	6,800	6,800	6,800	34,000
City's Share - DCC Program	786	872	882	882	882	4,304
	<u>7,586</u>	<u>7,672</u>	<u>7,682</u>	<u>7,682</u>	<u>7,682</u>	38,304
	12,286	8,472	7,882	7,882	7,882	44,404
	<u>\$ 19,602</u>	<u>\$ 16,570</u>	<u>\$ 16,056</u>	<u>\$ 16,056</u>	<u>\$ 16,056</u>	<u>\$ 84,340</u>
EXPENDITURE SUMMARY						
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Drainage	6,896	7,764	7,959	7,959	7,959	38,537
Growth Related - Hwy 99 Corridor	284	284	228	228	228	1,252
Growth Related - Campbell Heights	682	682	629	629	629	3,251
Non-Growth Related - Drainage	6,800	6,800	6,800	6,800	6,800	34,000
Natural Habitat Enhancement	240	240	240	240	240	1,200
	<u>14,902</u>	<u>15,770</u>	<u>15,856</u>	<u>15,856</u>	<u>15,856</u>	78,240
Equipment						
Information Technology	200	200	200	200	200	1,000
	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	1,000
	15,102	15,970	16,056	16,056	16,056	79,240
Other Projects						
Utility Buildings	4,500	600	-	-	-	5,100
	<u>4,500</u>	<u>600</u>	<u>-</u>	<u>-</u>	<u>-</u>	5,100
	<u>\$ 19,602</u>	<u>\$ 16,570</u>	<u>\$ 16,056</u>	<u>\$ 16,056</u>	<u>\$ 16,056</u>	<u>\$ 84,340</u>



2013 – 2017 FINANCIAL PLAN

SEWER SERVICES (in thousands)

CONTRIBUTION SUMMARY	2013	2014	2015	2016	2017	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Sewer	\$ 3,461	\$ 5,666	\$ 7,684	\$ 7,684	\$ 7,684	\$ 32,179
Area Specific - Hwy 99 Corridor	1,024	524	572	572	572	3,264
- Campbell Heights	738	738	669	669	669	3,483
	<u>5,223</u>	<u>6,928</u>	<u>8,925</u>	<u>8,925</u>	<u>8,925</u>	<u>38,926</u>
Discretionary Contributions						
Appropriated Surplus						
Infrastructure Replacement	4,000	-	-	-	-	4,000
Rate Stabilization Provision	200	200	200	200	200	1,000
	<u>4,200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>5,000</u>
Contribution from Operating						
Current Year's Contribution - Sewer	3,820	3,820	3,820	4,320	4,320	20,100
City's Share - DCC Program	581	770	992	992	992	4,327
	<u>4,401</u>	<u>4,590</u>	<u>4,812</u>	<u>5,312</u>	<u>5,312</u>	<u>24,427</u>
	8,601	4,790	5,012	5,512	5,512	29,427
Other Contributions						
External Sources						
Sundry Contributions	125	125	125	125	125	625
	<u>125</u>	<u>125</u>	<u>125</u>	<u>125</u>	<u>125</u>	<u>625</u>
Borrowing Proceeds						
Local Improvement	500	500	500	500	500	2,500
	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>2,500</u>
	625	625	625	625	625	3,125
	\$ 14,449	\$ 12,343	\$ 14,562	\$ 15,062	\$ 15,062	\$ 71,478
EXPENDITURE SUMMARY						
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Sewer	\$ 3,846	\$ 6,296	\$ 8,538	\$ 8,538	\$ 8,538	\$ 35,756
Growth Related - Hwy 99 Corridor	1,138	582	636	636	636	3,628
Growth Related - Campbell Heights	820	820	743	743	743	3,869
Non-Growth Related - Sewer	4,445	4,445	4,445	4,945	4,945	23,225
	<u>10,249</u>	<u>12,143</u>	<u>14,362</u>	<u>14,862</u>	<u>14,862</u>	<u>66,478</u>
Equipment						
Information Technology	200	200	200	200	200	1,000
	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>1,000</u>
	10,449	12,343	14,562	15,062	15,062	67,478
Other Projects						
Utility Buildings	4,000	-	-	-	-	4,000
	<u>4,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,000</u>
	\$ 14,449	\$ 12,343	\$ 14,562	\$ 15,062	\$ 15,062	\$ 71,478



2013 – 2017 FINANCIAL PLAN

SOLID WASTE SERVICES *(in thousands)*

CONTRIBUTION SUMMARY	2013	2014	2015	2016	2017	5 YEAR PROGRAM
Discretionary Contributions						
Contributions from Operating						
Current Year`s Contribution - Solid Waste	4,000	6,000	-	-	-	10,000
	4,000	6,000	-	-	-	10,000
Other Contributions						
External Sources						
Federal/Provincial	16,900	-	-	-	-	16,900
P3 Partnership Contribution	50,600	-	-	-	-	50,600
	67,500	-	-	-	-	67,500
	\$ 71,500	\$ 6,000	\$ -	\$ -	\$ -	\$ 77,500
Ranked Projects						
Buildings						
Bio-Fuel Processing Centre	67,500	-	-	-	-	67,500
Eco-Residential Recycling/Transfer Station	-	3,000	-	-	-	3,000
Utility Buildings	4,000	3,000	-	-	-	7,000
	71,500	6,000	-	-	-	77,500
	\$ 71,500	\$ 6,000	\$ -	\$ -	\$ -	\$ 77,500



2013 – 2017 FINANCIAL PLAN

WATER SERVICES (in thousands)

CONTRIBUTION SUMMARY	2013	2014	2015	2016	2017	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Water	\$ 3,473	\$ 4,297	\$ 5,831	\$ 5,831	\$ 5,831	\$ 25,263
Area Specific - Hwy 99 Corridor	255	255	215	215	215	1,155
Campbell Heights	508	508	462	462	462	2,402
	<u>4,236</u>	<u>5,060</u>	<u>6,508</u>	<u>6,508</u>	<u>6,508</u>	28,820
Discretionary Contributions						
Appropriated Surplus						
Infrastructure Replacement	4,000	-	-	-	-	4,000
Rate Stabilization Provision	300	300	300	300	300	1,500
	<u>4,300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	5,500
Contribution from Operating						
Current Year's Contribution	6,902	6,902	6,902	6,902	6,902	34,510
City's Share - DCC Program	470	561	723	723	723	3,200
	<u>7,372</u>	<u>7,463</u>	<u>7,625</u>	<u>7,625</u>	<u>7,625</u>	37,710
Other Contributions						
External Sources						
Sundry Contributions	100	100	100	100	100	500
	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	500
Borrowing Proceeds						
Local Improvement	500	500	500	500	500	2,500
	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	2,500
	600	600	600	600	600	3,000
	<u>\$ 16,508</u>	<u>\$ 13,423</u>	<u>\$ 15,033</u>	<u>\$ 15,033</u>	<u>\$ 15,033</u>	<u>\$ 75,030</u>
EXPENDITURE SUMMARY						
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related	\$ 4,706	\$ 5,621	\$ 7,231	\$ 7,231	\$ 7,231	\$ 32,020
Non-Growth Related	7,502	7,502	7,502	7,502	7,502	37,510
	<u>12,208</u>	<u>13,123</u>	<u>14,733</u>	<u>14,733</u>	<u>14,733</u>	69,530
Equipment						
Information Technology	300	300	300	300	300	1,500
	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	1,500
	12,508	13,423	15,033	15,033	15,033	71,030
Other Projects						
Utility Buildings	4,000	-	-	-	-	4,000
	<u>4,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	4,000
	<u>\$ 16,508</u>	<u>\$ 13,423</u>	<u>\$ 15,033</u>	<u>\$ 15,033</u>	<u>\$ 15,033</u>	<u>\$ 75,030</u>

CITY OF SURREY

BY-LAW NO. 17826

A by-law to provide for the adoption of the Surrey 2013 – 2017
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 2013 – 2017 Capital Financial Plan By-law, 2012, No. 17826".


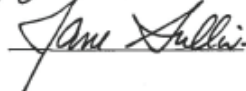
PASSED FIRST READING on the 10th day of December, 2012.

PASSED SECOND READING on the 10th day of December, 2012.

PASSED THIRD READING on the 10th day of December, 2012.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the 17th day of December, 2012.



 MAYOR
 CLERK

Capital Financial Plan By-law, 2012, No. 17826

Bylaw 17826

CITY OF SURREY

Schedule 1

Capital Financial Plan
to restate year 2012
and establish years 2013 to 2017

PROPOSED FUNDING SOURCES	2012 restated	2013	2014	2015	2016	2017
Development Cost Charges	\$ 81,301,000	\$ 134,533,000	\$ 117,025,000	\$ 152,484,000	\$ 149,930,000	\$ 154,620,000
Revenues from Other Sources						
Borrowing Proceeds	71,675,000	35,675,000	24,800,000	-	-	-
Other Revenue	136,268,000	175,819,000	107,093,000	112,878,000	112,878,000	112,878,000
TOTAL FUNDING SOURCES	\$ 289,244,000	\$ 346,027,000	\$ 248,918,000	\$ 265,362,000	\$ 262,808,000	\$ 267,498,000
 PROPOSED EXPENDITURES						
Amortization						
Police Services	1,154,000	1,269,000	1,396,000	1,536,000	1,690,000	1,859,000
Fire Services	1,809,000	1,990,000	2,189,000	2,408,000	2,649,000	2,914,000
Parks, Recreation & Culture	11,851,000	13,036,000	14,340,000	15,774,000	17,351,000	19,086,000
General Government	12,057,000	13,263,000	14,589,000	16,048,000	17,653,000	19,418,000
Planning & Development	4,000	4,000	4,000	4,000	4,000	4,000
Surrey Public Library	2,059,000	2,265,000	2,492,000	2,741,000	3,015,000	3,317,000
Engineering Services	28,750,000	31,625,000	34,788,000	38,267,000	42,094,000	46,303,000
Build Surrey						
Water, Sewer & Drainage	\$ 37,081,000	\$ 40,789,000	\$ 44,868,000	\$ 49,355,000	\$ 54,291,000	\$ 59,720,000
Total Municipal Expenditures	94,765,000	104,241,000	114,666,000	126,133,000	138,747,000	152,621,000
Capital Expenditures - Prior Years	91,329,000	101,321,000	71,361,000	66,364,000	75,489,000	75,173,000
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	304,431,000	337,737,000	237,870,000	221,214,000	251,629,000	250,576,000
Total Capital Expenditures	495,760,000	539,058,000	409,231,000	387,578,000	427,118,000	425,749,000
TOTAL EXPENDITURES	\$ 590,525,000	\$ 643,299,000	\$ 523,897,000	\$ 513,711,000	\$ 565,865,000	\$ 578,370,000
 PROPOSED TRANSFERS BETWEEN FUNDS						
Internal Borrowing	\$ (23,815,000)	\$ (38,606,000)	\$ (23,928,000)	\$ (7,365,000)	\$ (33,288,000)	\$ (27,011,000)
Transfers (from)/to Special Funds	(79,673,000)	(59,401,000)	(36,199,000)	(16,183,000)	(28,736,000)	(25,977,000)
Transfers (from)/to Appropriated Surplus	(7,875,000)	(2,436,000)	(2,223,000)	(2,261,000)	(2,300,000)	(2,341,000)
Transfers (from)/to Operating	(45,153,000)	(42,588,000)	(47,963,000)	(46,407,000)	(49,986,000)	(52,922,000)
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	(94,765,000)	(104,241,000)	(114,666,000)	(126,133,000)	(138,747,000)	(152,621,000)
TOTAL TRANSFERS BETWEEN FUNDS	\$ (301,281,000)	\$ (297,272,000)	\$ (274,979,000)	\$ (248,349,000)	\$ (303,057,000)	\$ (310,872,000)
 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.

Biodiversity - The degree of variation of life forms within a given area.

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.

One Hundred Person Years - The estimate of the actual time-at-risk in years that all persons contributed to the study i.e. (#of years in study x # of members in the study).

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.

Riparian Corridor - The habitat immediately adjacent to a river, stream, lake or other natural body of water.

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.

Terrestrial Habitat - a place or environment on land.

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.