FINANCIAL PLAN

2014-2018 BRITISH COLUMBIA, CANADA

CITY OF SURREY
the future lives here.

2014 – 2018 FINANCIAL PLAN

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MESSAGE FROM THE GENERAL MANAGER, FINANCE & TECHNOLOGY

To the Mayor and Council,
City of Surrey

I am pleased to submit the 2014 - 2018 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 2014 – 2018 Financial Plan underpins the 2014—2018 Financial Plan By-laws, which received final adoption on January 13, 2014.

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 2015 through 2018. 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 2014 Financial Plan include the following:

- Property tax increase equivalent to $44 per year for a single family dwelling and $203 per year for a business with an assessed value of $1.0 million;
- A 3.0% or equivalent fee increase;
- Third party contract increases (maintenance, software, etc.);
- Salary, benefit and in-range salary increases;
- Full year impact of four firefighters added in 2013;
- Full year impact of twelve RCMP contract member positions added in 2013;
- Operating funding for new capital buildings, such as the Guildford Pool, the South Surrey Art & Cultural Space and community improvements at the Newton Athletic Park; 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;
- 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 2013 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 2014—2018 Financial Plan and will be funded primarily through a combination of internal and external borrowing. Projects identified in this plan include changes to the Newton Athletic Park, advanced design for a new Clayton Recreation Facility, completion of the Guildford Indoor Pool and continued construction of the Grandview Indoor Pool.

The City has ongoing capital requirements totaling $12.91 million per year. The City must also fund minor capital projects including technology improvements, civic facility building envelope, roof and elevator repairs, and RCMP facility improvements. 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 2014 to $15.31 for a single family dwelling and $69.88 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 have been transferred to the Roads and Traffic Utility to offset the demands placed on transportation infrastructure. The 2014—2018 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 2014, the average metered single family dwelling will pay $278 ($259 in 2013) 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, and with the City assuming the assets, operation and maintenance responsibilities of the former Surrey Dyking District, a review of drainage dyking and flood control was undertaken. Through this review, it was determined that it was prudent to repeal the individual drainage area charges and establish the agricultural rate to be in-line with the residential rate.

These funding requirements will continue to be addressed through increases in the drainage parcel tax over the next several years. For 2014, the drainage parcel tax will be $201 ($188 in 2013) for residential and farm and will be $224 ($198 in 2013) for commercial/industrial properties.

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 achieved additional waste diversion by establishing the first regional Eco-Centre facility, a one-stop drop off location for recyclables, compostables, reusables and garbage.

The 2014 solid waste rate for a single family residence will be $283 ($281 in 2013). 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 2014 and beyond. The average metered single family dwelling will pay $411 in 2014 ($392 in 2013) 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 and will become operational in 2014. The Surrey City Energy Utility will be funded by a rate structure similar to a private energy utility.

10.0 SURREY PARKING UTILITY FINANCIAL PLAN

The City's first below ground parking structure will become operational in 2014. Revenue generated from parking rates will cover part of the on-going operating and maintenance costs of this new facility as well as contribute to the debt financing costs. The management of the parkade has been contracted out which will ensure a clean and safe facility. Parking rates will be $75.00 per month for general staff parking, $130 per month for reserved staff parking and $1.50 per hour for the general public.

11.0 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 with over 500,000 residents. The 2014—2018 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 now completed and actively contributing to the City's commitment to the development of a thriving, urban centre and continues to serve as a catalyst to further investment in this 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%, which is now being achieved. The City will begin to expand the organic waste collection program to multi-family complexes to help further waste diversion. Residential waste is now being collected using state-of-the-art automated Compressed Natural Gas (CNG) trucks, which is reducing emissions by 95% over standard diesel 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 has incorporated the district energy system, based on an underground geo-exchange field, which uses heat pumps to extract the energy stored in the ground. This system provides 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.

12.0 CONCLUSION

The 2014 - 2018 Financial Plan is based on Council's direction. Property taxes in the City of Surrey remain one of the lowest in the Lower Mainland.

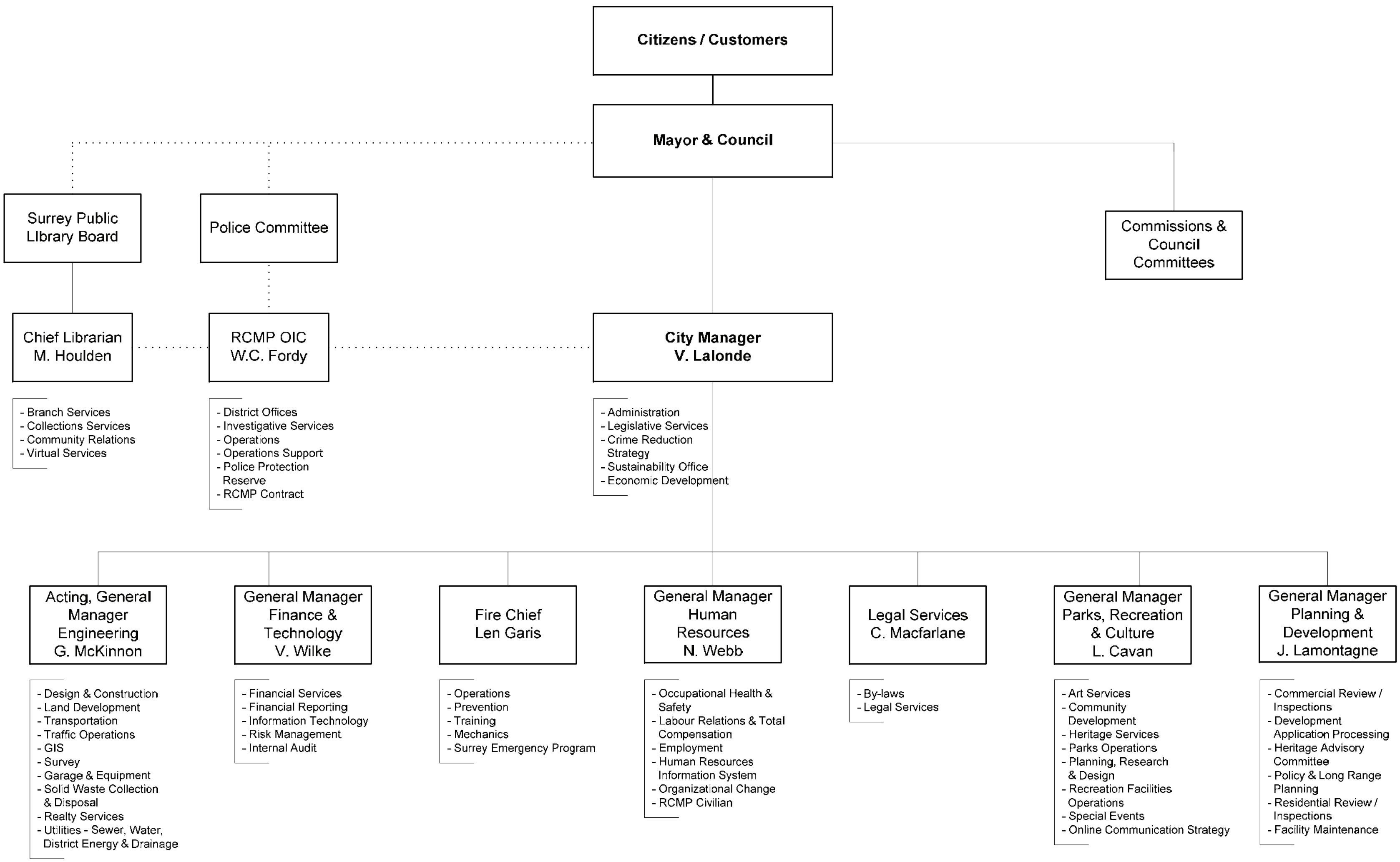
I wish to thank all the staff of the City for their dedication and commitment to the delivery of quality services to Surrey citizens and businesses, while meeting Council's financial direction. I also want to acknowledge the efforts of the staff that contributed directly to the preparation of the 2014 - 2018 Financial Plan.

Respectfully,

Vivienne Wilke
General Manager, Finance & Technology

2014 – 2018 FINANCIAL PLAN

CITY OF SURREY
CORPORATE FUNCTIONS



General Operating Revenue ($ millions)	2014 Budget	2013 Budget	2013 Actual
Taxation	$263.0	$251.7	$250.7
Departmental Revenues	$ 70.1	$ 66.6	$ 65.1
Investment Income	$ 15.5	$ 13.6	$ 16.0
Other	$ 33.6	$ 32.6	$ 28.8
Total	$382.1	$364.5	$360.6

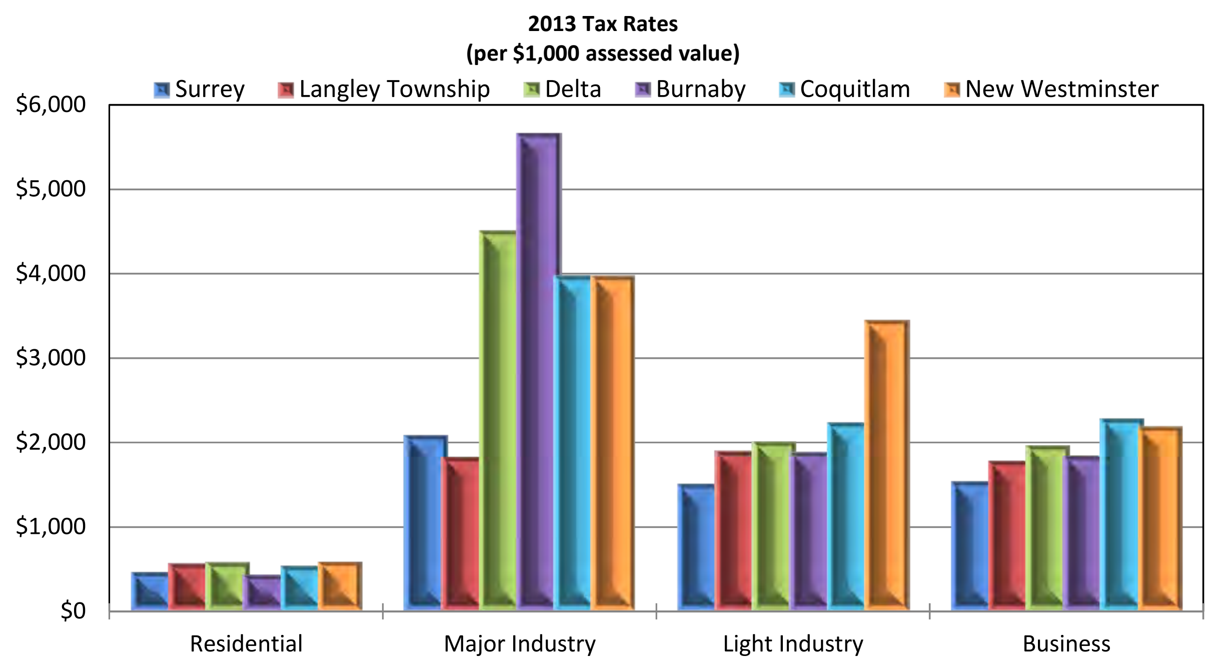
PROPERTY TAXES

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 2014.

Individual property taxes are calculated based on the assessed value of the property. The average residential dwelling was assessed at approximately $648,685 for 2014 and assessment growth from new development was estimated at 2.1% for 2014. The average resident's taxes will be $1,505.78 for 2014.

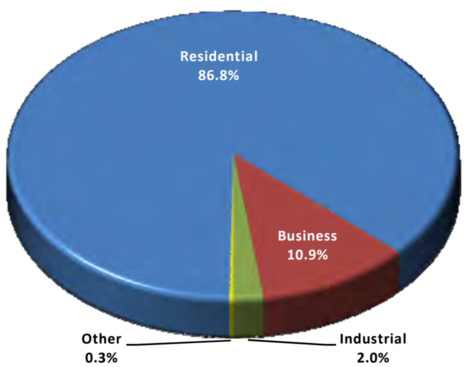
In 2013, Surrey generated approximately 36% of its property tax revenue from business and industry. Surrey's 2013 business, light industrial, and major industrial tax rates compare favourably to neighbouring municipalities.

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

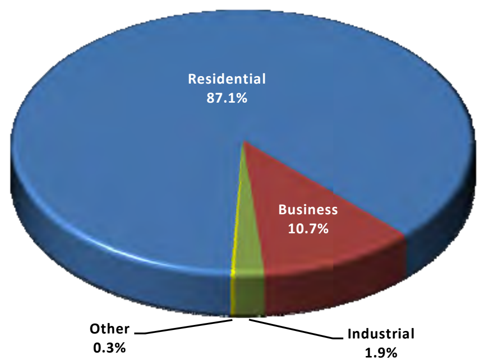


2013 Assessment Roll and Taxation Comparison

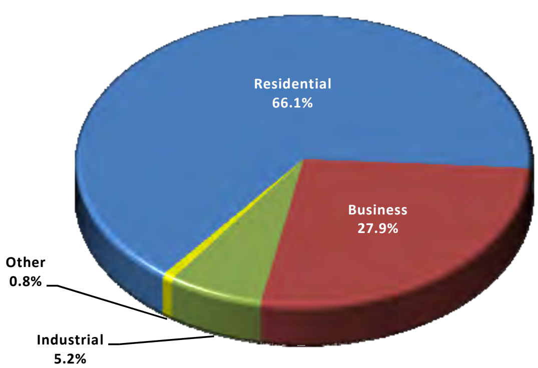
2013 Assessment



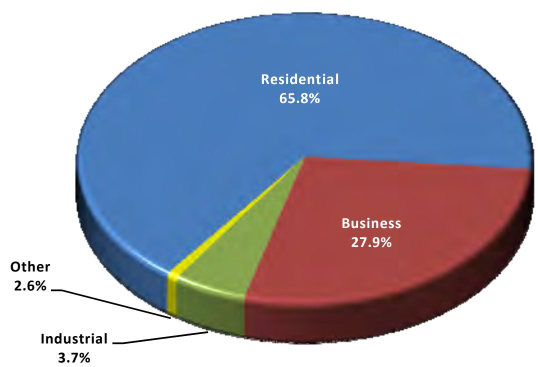
2012 Assessment



2013 Taxation



2012 Taxation



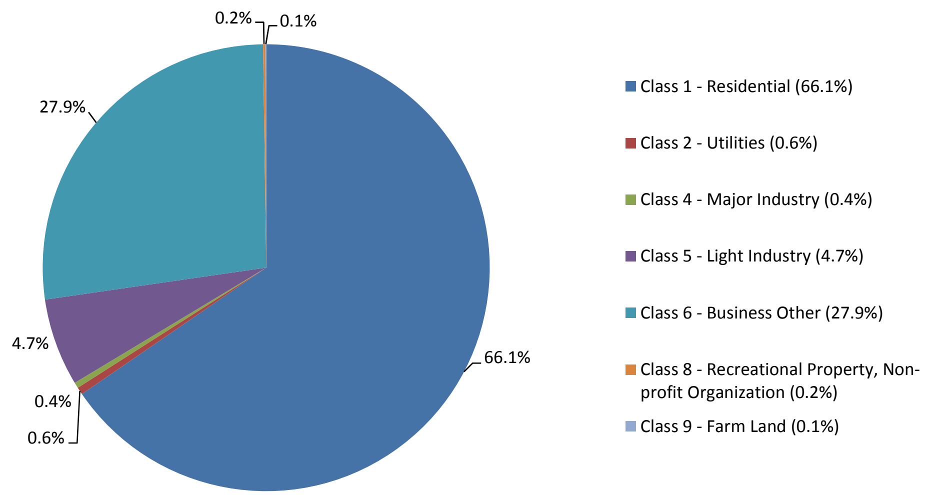
The charts above represent assessment values and property taxes. Assessed values are divided by 1,000 and then multiplied by the applicable tax rate to determine the annual tax levy. As shown, residential assessment values represent approximately 87% of total assessment value in the City but generate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

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

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

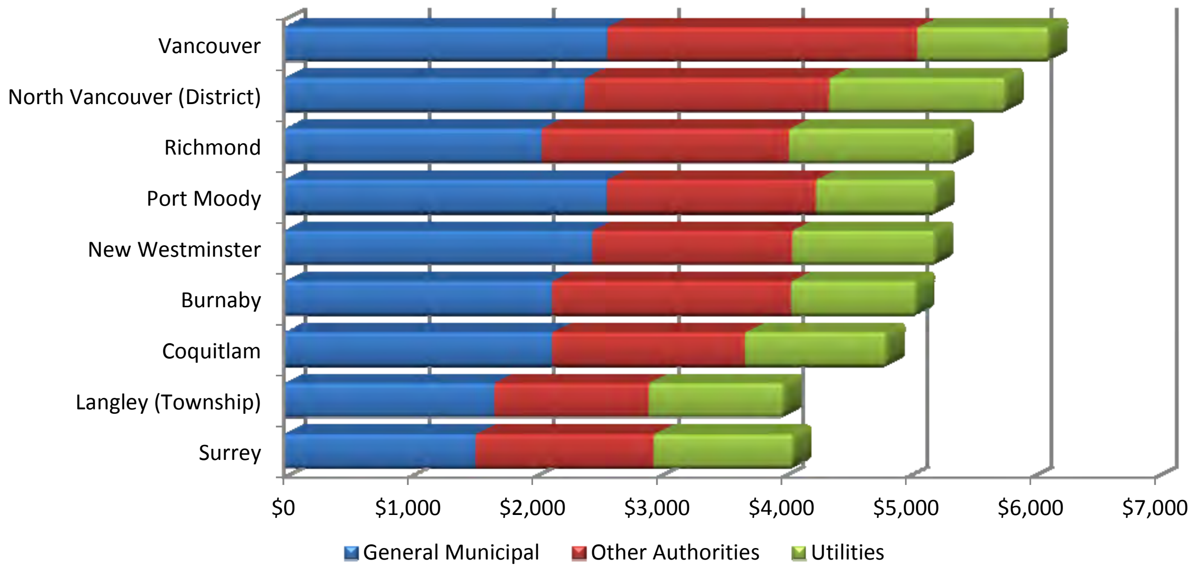
	2013						Surrey		
	Burnaby	Langley (Township)	New Westminster	Richmond	Coquitlam	Delta	2013	2012	% Change
Average Assessment	$ 949,826	$ 513,681	$ 695,743	$ 971,675	$ 702,105	$ 608,208	**$ 643,561**	$ 614,771	5%
	949,826	513,681	695,743	971,675	702,105	608,208	**643,561**	614,771	5%
Levies									
School	1,513	1,012	1,296	1,554	1,237	1,056	**1,143**	1,098	4%
BCA, MFA and Other	367	198	269	375	271	329	**249**	236	6%
GVRD	56	30	41	57	42	37	**39**	37	6%
	1,936	1,240	1,606	1,986	1,550	1,422	**1,431**	1,371	4%
General	2,129	1,682	2,469	2,062	2,146	2,016	**1,531**	1,448	6%
Total Taxes	**4,065**	**2,922**	**4,075**	**4,048**	**3,696**	**3,438**	**2,962**	2,818	5%
User Rates									
Total Res. User Fees	516	1,083	1,145	1,335	772	930	**929**	774	20%
Parcel Taxes	486	0	0	0	365	0	**188**	166	13%
	1,002	**1,083**	**1,145**	**1,335**	**1,137**	**930**	**1,117**	940	19%
Total Taxes and User Rates	**$ 5,067**	**$ 4,005**	**$ 5,220**	**$ 5,383**	**$ 4,833**	**$ 4,368**	**$ 4,079**	$ 3,758	9%

2013 MUNICIPAL TAXES BY CLASS ASSESSMENT CODES
Based on total taxes collected for the year 2013 ($507,702,921.25)



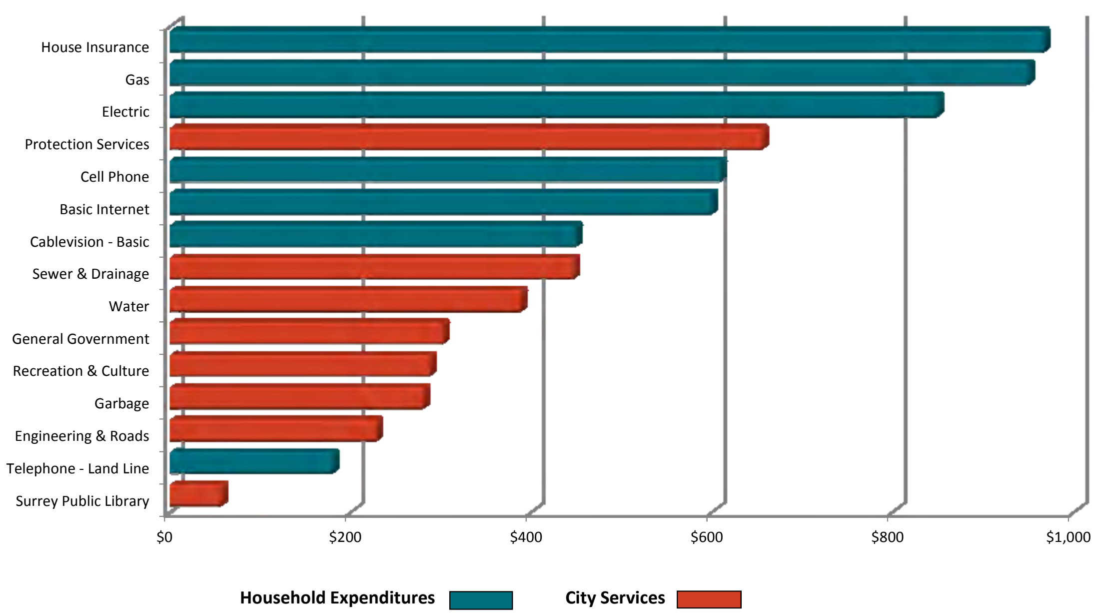
COMPARISON OF 2013 TAXES
Average family home

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.

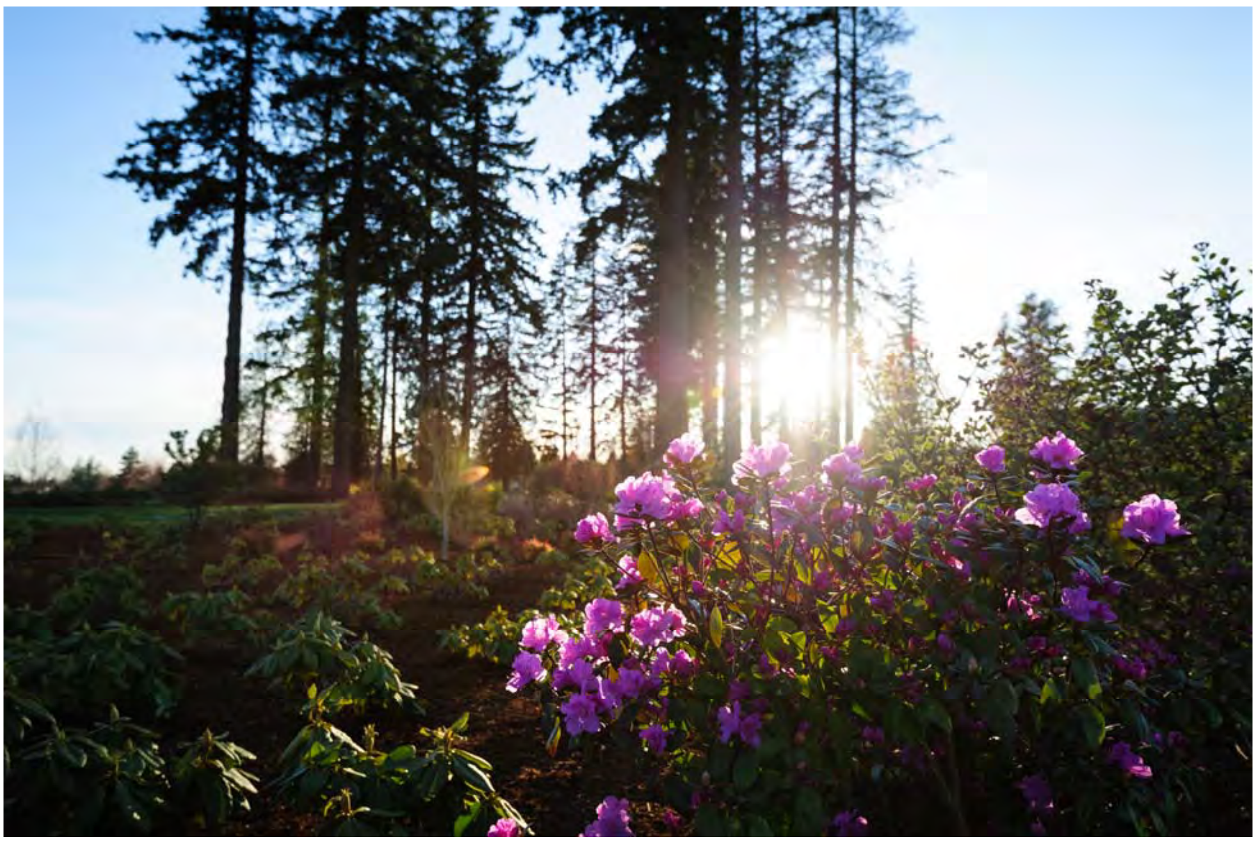


DEPARTMENTAL REVENUES

Examples of departmental revenues include items such as:

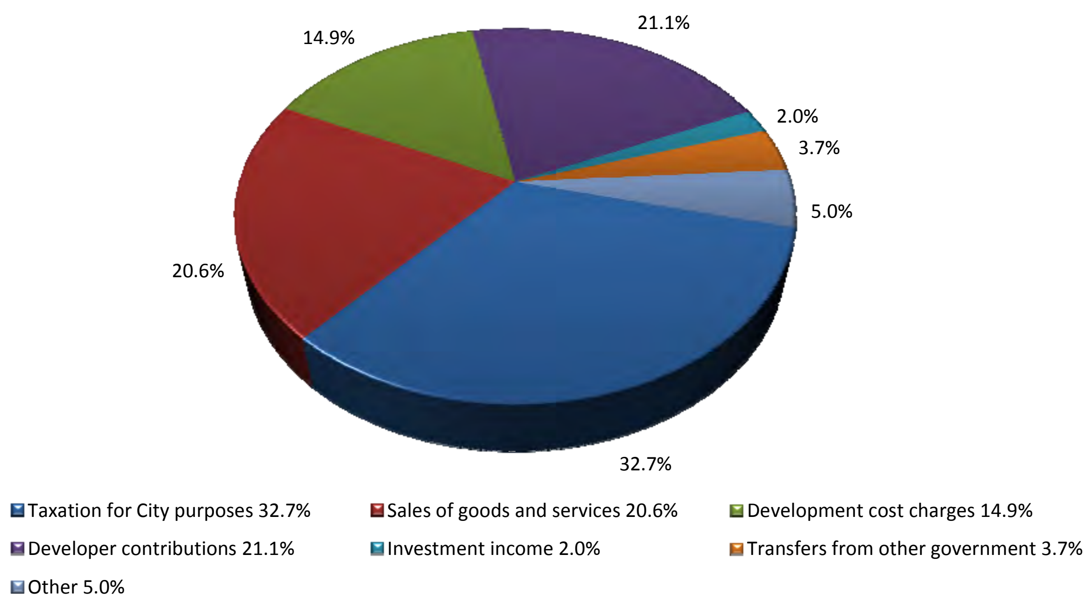
- User fees – fees from recreation facilities, water, and solid waste removal;
- Provincial revenue – traffic fine sharing, and Surrey Public Library grants;
- Licence revenue - fees from business licenses;
- Permit fees – fees from building permits, electrical permits, and road closure permits; and
- Other fees – fees from enforcing by-laws and the sale of reports and maps.

Council approved a 2.9% fee increase for 2014.

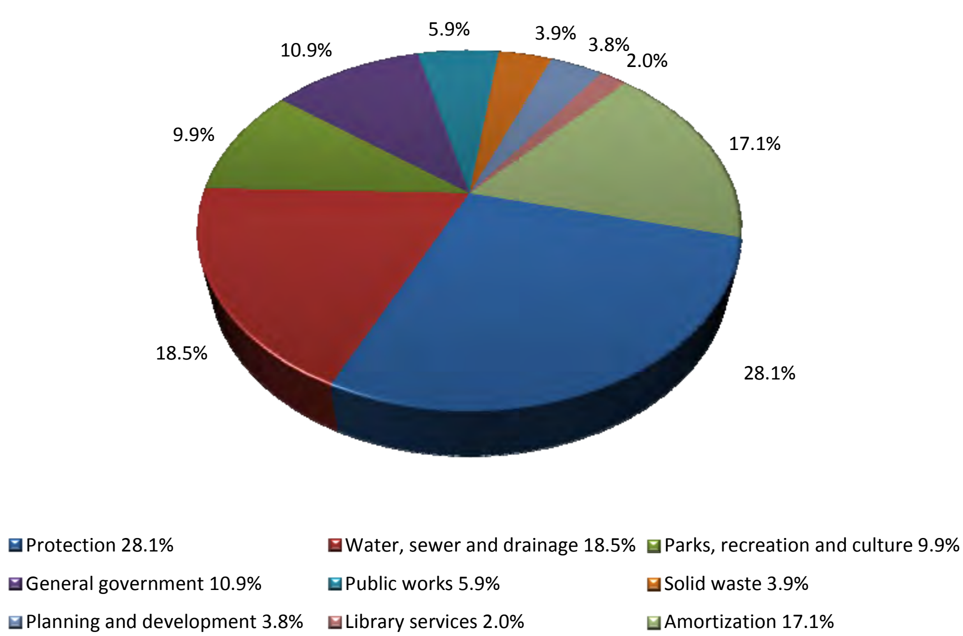


Beautiful scenery in a City of Surrey park

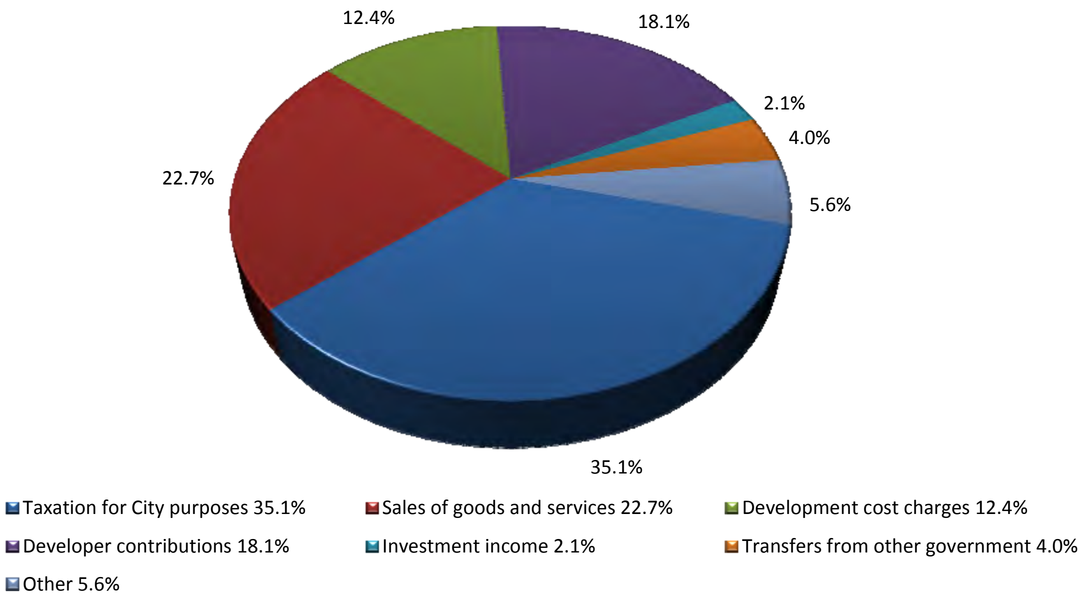
2013 Budget: Where the Money Comes From



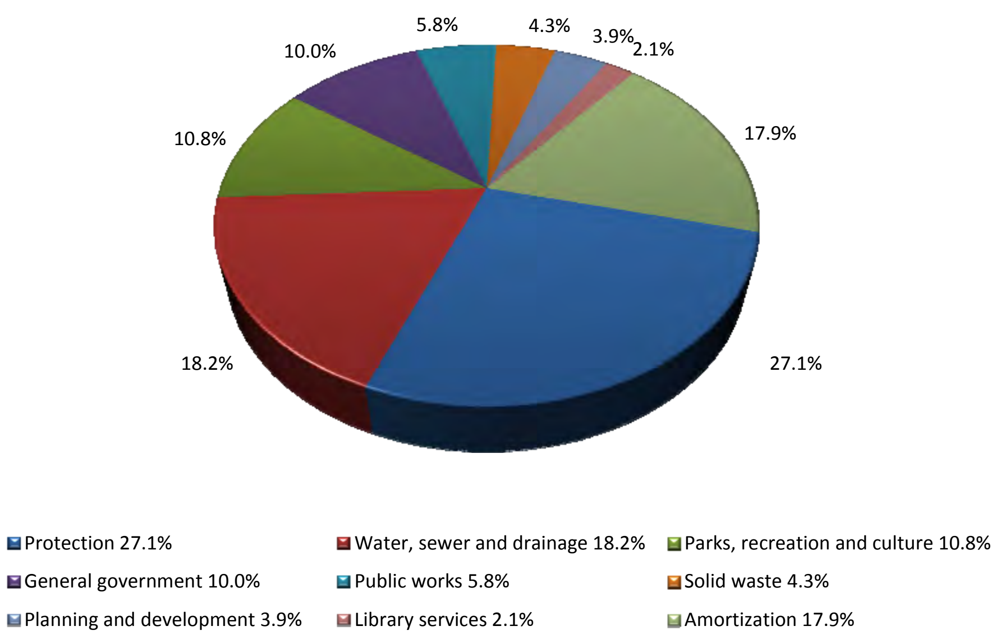
2013 Budget: Where the Money Goes



2014 Budget: Where the Money Comes From



2014 Budget: Where the Money Goes



2014 – 2018 FINANCIAL PLAN

CONSOLIDATED FINANCIAL SUMMARY
(in thousands)

REVENUE SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Taxation								
General Operating	$ 490,963	$ 519,372	$ 513,651	**$ 540,646**	$ 561,462	$ 582,473	$ 603,994	$ 625,893
Utilities Operating	36,183	43,164	43,524	**47,032**	52,115	57,486	63,144	69,080
Gross Taxation	**$ 527,146**	**$ 562,536**	**$ 557,175**	**$ 587,678**	**$ 613,577**	**$ 639,959**	**$ 667,138**	**$ 694,973**
Less: Collection for Other Authorities	(253,145)	(268,633)	(261,991)	**(277,631)**	(285,962)	(294,541)	(303,378)	(312,479)
	274,001	**293,903**	**295,184**	**310,047**	**327,615**	**345,418**	**363,760**	**382,494**
Departmental Revenues								
General Operating	68,911	65,071	66,642	**70,054**	72,058	74,121	76,245	79,933
Utilities Operating	130,220	133,997	134,613	**143,782**	156,430	171,242	186,153	202,186
Other Entities	8,226	7,777	42,200	**63,200**	59,100	64,300	63,900	55,200
Secondary Suite Infrastructure Fee	5,723	6,452	7,168	**7,820**	8,533	8,926	9,413	10,214
Less: Government Transfers included in General Operating	(10,099)	(9,147)	(7,472)	**(7,612)**	(7,809)	(8,011)	(8,219)	(8,433)
	202,981	**204,150**	**243,151**	**277,244**	**288,312**	**310,578**	**327,492**	**339,100**
Penalties and Interest								
General Operating	3,291	3,611	3,400	**3,500**	3,600	3,700	3,800	3,900
Utilities Operating	1,062	1,208	1,055	**960**	1,054	1,138	1,240	1,352
	4,353	**4,819**	**4,455**	**4,460**	**4,654**	**4,838**	**5,040**	**5,252**
Development Cost Charges								
Capital	33,628	32,085	65,415	**60,575**	60,491	109,602	128,150	134,381
Developer Contributions	13,786	10,196	37,105	**15,807**	16,902	15,312	15,112	15,535
Development Cost Charges	36,405	68,383	32,013	**33,510**	36,216	59,282	61,786	66,600
	83,819	**110,664**	**134,533**	**109,892**	**113,609**	**184,196**	**205,048**	**216,516**
Investment Income								
General Operating	14,086	16,966	13,586	**15,453**	14,947	14,829	14,627	14,286
Utilities Operating	3,014	2,460	2,626	**2,048**	1,980	1,861	1,768	1,762
Reserves	2,310	441	1,943	**1,100**	1,100	1,100	1,100	1,100
	19,410	**19,867**	**18,155**	**18,601**	**18,027**	**17,790**	**17,495**	**17,148**
Government Transfers								
From General Operating	10,099	9,147	7,472	**7,612**	7,809	8,011	8,219	8,433
Build Surrey Gaming Revenue	52	650	1,500	**700**	1,400	1,400	1,500	1,650
Provincial Casino Revenue Sharing	3,000	2,949	3,000	**3,000**	3,000	3,000	3,000	3,000
	13,151	**12,746**	**11,972**	**11,312**	**12,209**	**12,411**	**12,719**	**13,083**
Lease Revenue								
Corporate Lease Revenue	3,200	3,162	3,221	**3,067**	3,128	3,213	3,302	3,393
Build Surrey Lease Revenue	166	168	671	**1,156**	1,697	1,697	1,697	1,697
	3,366	**3,330**	**3,892**	**4,223**	**4,825**	**4,910**	**4,999**	**5,090**
Borrowing Proceeds	**145,000**	**212,335**	**35,675**	**8,000**	**8,100**	**14,185**	**-**	**-**
Other Revenue								
Operating Carbon Tax Rebates	609	369	400	**400**	400	400	400	400
Operating Other	2,642	6,717	8,532	**8,410**	9,267	9,963	10,707	11,607
Build Surrey Other Sources	-	231	225	**1,000**	1,600	1,600	1,600	1,600
Build Surrey Contributions from SCDC	-	4,500	4,500	**4,500**	4,500	4,500	4,500	4,500
Capital External Sources	21,819	28,001	72,893	**24,280**	24,280	24,610	27,644	27,644
Capital NCP Reserve Funds	2,783	2,428	2,926	**2,161**	950	700	700	700
Capital Cash in lieu of Parkland	2,798	-	-	**2,133**	3,000	3,000	3,000	3,000
Contributed Assets	70,858	90,854	100,000	**100,000**	100,000	100,000	100,000	100,000
Land Sales	-	5,944	3,000	**5,000**	3,000	3,000	3,000	3,000
	101,509	**139,044**	**192,476**	**147,884**	**146,997**	**147,773**	**151,551**	**152,451**
	$ 847,590	**$ 1,000,858**	**$ 939,493**	**$ 891,663**	**$ 924,348**	**$ 1,042,099**	**$ 1,088,104**	**$1,131,134**

EXPENDITURE SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Departmental Expenditures								
Operating Expenditures	$ 295,207	$ 306,592	$ 312,280	**$ 326,244**	$ 338,007	$ 351,735	$ 365,304	$ 378,913
Utilities Expenditures	149,551	150,700	168,844	**178,496**	188,042	198,931	214,708	227,087
Council Priorities	2,544	2,855	2,897	**3,308**	3,368	3,452	3,527	3,604
Build Surrey	5,941	11,757	14,064	**15,176**	17,730	18,123	18,710	19,661
Amortization	93,324	94,198	104,241	**116,267**	127,894	140,684	154,752	170,227
Other Entities	3,393	4,719	7,000	**9,700**	11,900	17,600	24,500	27,500
	549,961	**570,821**	**609,326**	**649,191**	**686,941**	**730,525**	**781,501**	**826,992**
Fiscal Services	**4,206**	**1,212**	**946**	**952**	**978**	**1,005**	**1,032**	**1,052**
Contribution to Capital								
General Operating	11,032	12,196	12,400	**13,400**	14,500	15,700	17,000	18,400
Utilities Operating	39,543	49,053	30,188	**36,179**	36,019	39,698	45,405	45,381
Transfer from Operating	(50,575)	(61,249)	(42,588)	**(49,579)**	(50,519)	(55,398)	(62,405)	(63,781)
	-	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Capital Expenditures								
Capital	252,329	342,257	222,980	**103,951**	79,779	144,693	161,356	143,751
Contributed Assets	70,858	90,854	100,000	**100,000**	100,000	100,000	100,000	100,000
SCDC	2,914	11,557	29,400	**46,700**	38,200	37,600	24,500	12,300
	326,101	**444,668**	**352,380**	**250,651**	**217,979**	**282,293**	**285,856**	**256,051**
Internal Borrowing	**(39,676)**	**(29,695)**	**(38,606)**	**(24,173)**	**(7,215)**	**(3,288)**	**(17,312)**	**(2,336)**
Transfer from(to) Funds								
General Operating	27,064	25,571	26,960	**28,194**	30,241	30,456	31,020	33,141
Carbon Emissions Offset	609	369	400	**400**	400	400	400	400
Utilities Operating	(19,324)	(19,477)	(18,207)	**(21,788)**	(13,370)	(7,820)	(8,959)	510
Other Entities	-	842	6,300	**7,300**	9,500	9,600	15,400	15,900
Land Sales	-	5,944	3,000	**5,000**	3,000	3,000	3,000	3,000
	8,349	**13,249**	**18,453**	**19,106**	**29,771**	**35,636**	**40,861**	**52,951**
Interest Allocated to Appropriate Surplus								
Utilities Operating	1,098	553	994	**935**	888	918	1,152	1,402
	1,098	**553**	**994**	**935**	**888**	**918**	**1,152**	**1,402**
	$ 850,039	**$ 1,000,808**	**$ 943,493**	**$ 896,662**	**$ 929,342**	**$ 1,047,089**	**$ 1,093,090**	**$1,136,112**
Surplus/(Deficit)	$ (2,449)	$ 51	(3,999)	**(4,999)**	$ (4,994)	$ (4,990)	$ (4,986)	$ (4,978)
Transfers (To)/From Surplus	2,449	(51)	3,999	**4,999**	4,994	4,990	4,986	4,978
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

2014 – 2018 FINANCIAL PLAN

CONSOLIDATED SIGNIFICANT CHANGES
(in thousands)

2013 ADOPTED BUDGET			$ (3,999)
REVENUES			
Taxation			
Assessment Growth	....	$ 5,054	
Taxation Rate Increase	....	7,063	
Other Assessment Adjustments	....	(1,185)	
Grants in lieu	....	423	
Taxation - Utilities	....	3,508	14,863
Departmental Revenues			
City Manager	....	192	
Finance & Technology	....	24	
Human Resources	....	(11)	
Fire	....	-	
RCMP	....	28	
Engineering Services	....	217	
Parks, Recreation & Culture	....	-	
Surrey Public Library	....	(3)	
Planning & Development	....	339	
Utilities	....	9,169	
Corporate	....	512	
Other Entities	....	21,000	31,467
Penalties and Interest	....		5
Development Cost Charges	....		(24,641)
Investment Income	....		446
Government Transfers	....		(660)
Lease Revenues	....		331
Borrowing Proceeds	....		(27,675)
Other Revenue	....		(44,592)
Total Change in Revenue			(50,456)

EXPENDITURES

Departmental Expenditures		
Mayor, Council & Grants	-	
City Manager	-	
Finance & Technology	3,254	
Human Resources	-	
Fire	-	
RCMP	4,071	
Engineering Services	106	
Parks, Recreation & Culture	-	
Surrey Public Library	1,789	
Planning & Development	2,090	
Utilities	9,652	
Utilities Administrative Recovery	(5,226)	
Operating Contingency	-	
Council Priorities	411	
Build Surrey	1,112	
Other Entities	2,700	
Amortization	12,026	31,985
Capital Expenditures		(101,729)
Fiscal Services		6
Internal Borrowing		14,433
Transfers		653
Interest Allocated to Appropriate Surplus		(59)
Total Change in Expenditures		(54,711)
2014 BUDGET		$ 256

2014 ADOPTED BUDGET			$ 256
REVENUES			
Taxation			
Assessment Growth	....	$ 19,499	
Taxation Rate Increase	....	29,297	
Other Assessment Adjustments	....	(200)	
Taxation - Utilities	....	22,048	
Grants in lieu	....	1,802	72,446
Departmental Revenues			
City Manager	....	984	
Finance & Technology	....	135	
Fire	....	198	
RCMP	....	950	
Engineering Services	....	742	
Parks, Recreation & Culture	....	4,534	
Planning & Development	....	2,336	
Corporate	....	1,573	
Other Entities	....	(8,000)	
Utilities	....	58,404	61,856
Penalties and Interest	....		792
Development Cost Charges	....		106,624
Investment Income	....		(1,453)
Government Transfers	....		1,771
Lease Revenues	....		867
Borrowing Proceeds	....		(8,000)
Other Revenue	....		4,567
Total Change in Revenue			239,470

EXPENDITURES

Departmental Expenditures		
Mayor, Council & Grants	177	
City Manager	1,003	
Finance & Technology	3,185	
Human Resources	574	
Fire	6,458	
RCMP	18,015	
Engineering Services	1,456	
Parks, Recreation & Culture	17,352	
Surrey Public Library	2,167	
Planning & Development	2,896	
Utilities Administrative Recovery	(1,763)	
Operating Contingency	1,149	
Council Priorities	296	
Build Surrey	4,485	
Utilities	48,591	
Other Entities	17,800	
Amortization	53,960	177,801
Capital Expenditures		5,400
Fiscal Services		100
Internal Borrowing		21,837
Transfers		33,845
Interest Allocated to Appropriate Surplus		467
Total Change in Expenditures		239,450
2018 BUDGET		$ 276

GENERAL OPERATING OVERVIEW

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.

All departments have based their 2013 Accomplishments and Future initiatives on the Sustainability Dashboard. More information on the Sustainability Dashboard can be found on the City's website at dashboard.surrey.ca.

Surrey Central City

2014 – 2018 FINANCIAL PLAN

GENERAL OPERATING - FINANCIAL SUMMARY

(in thousands)

REVENUE SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Taxation	$ 237,816	$ 250,740	$ 251,660	**$263,015**	$ 275,500	$ 287,932	$ 300,616	$ 313,413
Departmental Revenues	68,912	65,071	66,642	**70,054**	72,058	74,121	76,245	79,933
Investment Income	17,587	16,038	13,586	**15,453**	14,947	14,829	14,627	14,286
Build Surrey Program	5,941	12,001	14,064	**15,176**	17,730	18,123	18,710	19,661
Provincial Revenue Sharing re: Gaming	3,000	2,949	3,000	**3,000**	3,000	3,000	3,000	3,000
Corporate Lease Revenue	3,200	3,162	3,221	**3,067**	3,128	3,213	3,302	3,393
Penalties & Interest	3,291	3,611	3,400	**3,500**	3,600	3,700	3,800	3,900
Other Revenue	3,799	7,031	8,932	**8,810**	9,667	10,363	11,107	12,007
	$343,546	**$360,603**	**$364,505**	**$382,075**	**$399,630**	**$415,281**	**$431,407**	**$449,593**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 295,208	$ 306,592	$ 312,280	**$326,244**	$ 338,007	$ 351,735	$ 365,304	$ 378,913
Build Surrey Program	5,941	11,757	14,064	**15,176**	17,730	18,123	18,710	19,661
Council Priorities	2,544	2,855	2,897	**3,308**	3,368	3,452	3,527	3,604
Fiscal Services	4,206	1,212	946	**952**	978	1,005	1,032	1,052
Contribution to Capital	11,032	12,196	12,400	**13,400**	14,500	15,700	17,000	18,400
Net Tsf.To/(From) Surplus & Other Funds	27,064	25,940	25,917	**27,994**	30,041	30,256	30,820	32,941
	$345,995	**$360,552**	**$368,504**	**$387,074**	**$404,624**	**$420,271**	**$436,393**	**$454,571**
Surplus/(Deficit)	$ (2,449)	$ 51	$ (3,999)	**$ (4,999)**	$ (4,994)	$ (4,990)	$ (4,986)	$ (4,978)
Transfers (To)/From Surplus	2,449	(51)	3,999	**4,999**	4,994	4,990	4,986	4,978
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

2014 – 2018 FINANCIAL PLAN

GENERAL OPERATING - REVENUE SUMMARY

(in thousands)

REVENUE SUMMARY	2012 ACTUAL *restated*	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Taxation								
Base Levy	$ 214,257	$ 224,862	$ 225,318	**$236,080**	$ 248,147	$ 260,200	$ 272,189	$ 284,416
Assessment Growth (City's Portion)	4,085	4,247	5,262	**5,054**	4,963	4,804	4,844	4,888
Property Tax Rate Increase	6,520	6,843	6,685	**7,063**	7,140	7,235	7,433	7,489
Provision for Adjustments	-	-	(50)	**(50)**	(50)	(50)	(50)	(50)
	224,862	235,952	237,215	**248,147**	260,200	272,189	284,416	296,743
Grants in Lieu	12,954	14,788	14,445	**14,868**	15,300	15,743	16,200	16,670
Net Taxation	**237,816**	**250,740**	**251,660**	**263,015**	**275,500**	**287,932**	**300,616**	**313,413**
General Government								
City Manager	7,223	7,319	7,662	**7,854**	8,089	8,331	8,581	8,838
Finance & Technology	1,084	1,368	1,408	**1,432**	1,464	1,497	1,531	1,567
	8,324	8,695	9,081	**9,286**	9,553	9,828	10,112	10,405
Protection Services								
Fire	1,708	1,632	1,519	**1,600**	1,648	1,697	1,747	1,798
RCMP	9,707	5,466	7,528	**7,556**	7,784	8,017	8,257	8,506
	11,415	7,098	9,047	**9,156**	9,432	9,714	10,004	10,304
Other								
Engineering Services	6,138	6,389	5,716	**5,933**	6,110	6,293	6,481	6,675
Parks, Recreation & Culture	22,646	23,092	22,912	**25,457**	26,182	26,930	27,700	29,991
Surrey Public Library	1,639	1,704	1,611	**1,608**	1,608	1,608	1,608	1,608
Planning & Development	18,750	18,093	18,275	**18,614**	19,173	19,748	20,340	20,950
	49,173	49,278	48,514	**51,612**	53,073	54,579	56,129	59,224
Departmental Revenues	**68,912**	**65,071**	**66,642**	**70,054**	**72,058**	**74,121**	**76,245**	**79,933**
Investment Income	**17,587**	**16,038**	**13,586**	**15,453**	**14,947**	**14,829**	**14,627**	**14,286**
Build Surrey Program Revenue								
Secondary Suite Infrastructure Fee	5,723	6,452	7,168	**7,820**	8,533	8,926	9,413	10,214
Contribution from SCDC	-	4,500	4,500	**4,500**	4,500	4,500	4,500	4,500
Gaming Revenue	52	650	1,500	**700**	1,400	1,400	1,500	1,650
Lease/Fee Revenue	166	168	671	**1,156**	1,697	1,697	1,697	1,697
Other Sources	-	231	225	**1,000**	1,600	1,600	1,600	1,600
	5,941	**12,001**	**14,064**	**15,176**	**17,730**	**18,123**	**18,710**	**19,661**
Provincial Casino Revenue Sharing	**3,000**	**2,949**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**
Corporate Lease Revenue	3,200	3,162	3,221	**3,067**	3,128	3,213	3,302	3,393
Penalties & Interest	3,291	3,611	3,400	**3,500**	3,600	3,700	3,800	3,900
Carbon Tax Rebates	609	369	400	**400**	400	400	400	400
Other	3,799	6,662	8,532	**8,410**	9,267	9,963	10,707	11,607
	10,899	**13,804**	**15,553**	**15,377**	**16,395**	**17,276**	**18,209**	**19,300**
	$ 344,155	**$ 360,603**	**$364,505**	**$382,075**	**$399,630**	**$415,281**	**$431,407**	**$449,593**

2014 – 2018 FINANCIAL PLAN

GENERAL OPERATING - EXPENDITURE SUMMARY

(in thousands)

EXPENDITURE SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
	restated		*restated*					
General Government								
Mayor, Council & Grants	$ 2,534	$ 2,443	$ 2,606	**$ 2,667**	$ 2,704	$ 2,753	$ 2,798	$ 2,844
City Manager	11,369	12,447	12,606	**13,426**	13,078	13,532	15,299	14,429
Finance & Technology	17,085	20,070	21,632	**24,886**	25,579	26,442	27,247	28,071
Human Resources	3,484	3,216	3,401	**3,406**	3,526	3,680	3,827	3,980
	34,472	38,176	40,245	**44,385**	44,887	46,407	49,171	49,324
Protection Services								
Fire	50,819	52,028	52,916	**53,562**	54,865	56,706	58,341	60,020
RCMP	112,017	115,032	118,774	**122,845**	127,174	131,840	136,389	140,860
	162,836	167,060	171,690	**176,407**	182,039	188,546	194,730	200,880
Other								
Engineering Services	3,114	4,508	5,243	**5,349**	5,693	6,049	6,419	6,805
Parks, Recreation & Culture	63,342	66,632	64,170	**70,124**	74,684	79,237	82,336	87,476
Surrey Public Library	12,222	12,541	11,994	**13,783**	14,235	14,833	15,383	15,950
Planning & Development	22,360	22,647	23,383	**25,473**	26,055	26,868	27,606	28,369
Utilities Administrative Recovery	(4,480)	(4,956)	(4,956)	**(10,182)**	(10,593)	(11,022)	(11,472)	(11,945)
Operating Contingency	1,342	(16)	511	**905**	1,007	817	1,131	2,054
	97,900	101,356	100,345	**105,452**	111,081	116,782	121,403	128,709
Total Departmental Expenditures	**295,208**	**306,592**	**312,280**	**326,244**	**338,007**	**351,735**	**365,304**	**378,913**
Build Surrey								
Annual Debt Repayment	3,773	8,987	10,136	**11,260**	13,795	14,134	14,655	15,492
Operating Costs for New Facilities	2,587	2,770	3,928	**3,916**	3,935	3,989	4,055	4,169
	5,941	**11,757**	**14,064**	**15,176**	**17,730**	**18,123**	**18,710**	**19,661**
Council Priorities								
Council Initiative Fund	250	250	250	**250**	250	250	250	250
Crime Reduction Strategy	207	300	300	**300**	300	300	300	300
Social Plan	1,727	1,912	1,912	**2,323**	2,373	2,447	2,512	2,579
Sustainability	250	250	250	**250**	260	270	280	290
Clean Energy Program	110	143	185	**185**	185	185	185	185
	2,544	**2,855**	**2,897**	**3,308**	**3,368**	**3,452**	**3,527**	**3,604**
Fiscal Services								
Fiscal Charges	534	899	407	**419**	431	444	456	470
Interest Paid on Prepaid Taxes	293	313	294	**300**	306	312	318	324
Internal Borrowing	3,379	-	245	**233**	241	249	258	258
	4,206	**1,212**	**946**	**952**	**978**	**1,005**	**1,032**	**1,052**
Carbon Emission Offsets	**609**	**369**	**400**	**400**	**400**	**400**	**400**	**400**
Contributions to Capital								
Contribution to Capital	8,032	9,247	9,400	**10,400**	11,500	12,700	14,000	15,400
Contribution Capital re: Gaming	3,000	2,949	3,000	**3,000**	3,000	3,000	3,000	3,000
	11,032	**12,196**	**12,400**	**13,400**	**14,500**	**15,700**	**17,000**	**18,400**
Net Tsf. To/(From) Surplus & Other								
Roads & Transportation Fund	20,727	23,084	16,400	**16,400**	16,400	16,400	16,400	16,400
Secondary Suite Fees to Roads	-	3,182	3,532	**3,910**	4,267	4,463	4,707	5,107
Solid Waste Fund	(1,545)	(1,320)	(1,000)	-	-	-	-	-
Water Revenue Fund	(478)	(329)	-	-	-	-	-	-
Sewer/Drainage Fund	(840)	(475)	-	-	-	-	-	-
Transfers to Other Sources	9,200	1,429	6,585	**7,284**	8,974	8,993	9,313	11,034
	27,064	25,571	25,517	**27,594**	29,641	29,856	30,420	32,541
	$ 346,604	**$ 360,552**	**$ 368,504**	**$ 387,074**	**$ 404,624**	**$ 420,271**	**$ 436,393**	**$ 454,571**

DEPARTMENTAL PROGRAM SUMMARY
GENERAL GOVERNMENT
(in thousands)

NET DIVISIONS	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Mayor, Council & Grants								
Office of the Mayor	$ 627	$ 656	$ 655	**$ 686**	$ 708	$ 737	$ 764	$ 792
Council	653	626	627	**653**	668	688	706	724
City Grants	1,254	1,091	1,324	**1,328**	1,328	1,328	1,328	1,328
	2,534	2,373	2,606	**2,667**	2,704	2,753	2,798	2,844
City Manager								
Administration	1,334	895	1,148	**987**	1,023	1,069	1,113	1,159
By-law Services	(1,631)	(1,968)	(1,877)	**(1,873)**	(1,969)	(2,028)	(2,096)	(2,182)
Economic Development	735	970	620	**641**	662	689	714	740
Legal Services	1,735	1,721	1,692	**1,758**	1,829	1,920	2,007	2,098
Legislative Services	3,151	3,422	3,577	**3,575**	3,660	3,767	4,496	3,992
	5,324	5,040	5,160	**5,088**	5,205	5,417	6,234	5,807
Finance & Technology								
Leadership	1,776	1,701	1,775	**2,246**	2,303	2,383	2,455	2,529
Financial Processing	1,136	1,106	1,163	**1,534**	1,578	1,650	1,710	1,771
Financial Services	1,340	1,268	1,296	**1,460**	1,506	1,570	1,628	1,688
Information Technology	11,349	12,797	12,928	**15,558**	16,654	17,043	18,403	19,772
Risk Management	1,585	1,554	1,578	**1,505**	1,547	1,602	1,654	1,708
Audit Procurement	1,585	1,534	1,534	**1,701**	1,866	2,036	2,205	2,375
	18,771	19,960	20,274	**24,004**	25,454	26,284	28,055	29,843
Human Resources								
Administration	960	986	965	**791**	824	866	906	947
Employment	1,240	705	947	**1,024**	1,056	1,097	1,136	1,177
Occupational Safety	724	821	870	**909**	942	985	1,026	1,069
Labour Relations & Compensation	471	495	509	**632**	654	682	709	737
Wellness & Diversity	72	57	49	**50**	50	50	50	50
	3,467	3,064	3,340	**3,406**	3,526	3,680	3,827	3,980
	$30,096	**$30,437**	**$31,380**	**$35,165**	**$36,889**	**$38,134**	**$40,914**	**$42,474**

CITY OF SURREY
the future lives here

2014 – 2018 FINANCIAL PLAN

DEPARTMENTAL PROGRAM SUMMARY
PROTECTION SERVICES
(in thousands)

NET DIVISIONS	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Fire								
Administration	$ 2,762	$ 2,316	$ 2,101	**$ 2,352**	$ 2,435	$ 2,543	$ 2,645	$ 2,752
Emergency Planning	57	31	85	**51**	51	51	51	51
Fire Operations	43,632	45,031	45,215	**45,557**	46,587	48,073	49,381	50,723
Mechanics	809	950	841	**853**	887	927	965	1,004
Prevention	944	813	1,127	**1,042**	1,066	1,103	1,135	1,168
Radio & Communications	2,145	2,157	2,660	**2,716**	2,780	2,873	2,953	3,035
Training	739	800	745	**768**	788	816	841	866
	51,088	52,098	52,774	**53,339**	54,594	56,386	57,971	59,599
RCMP								
Administration	(2,349)	717	(1,373)	**(1,420)**	(1,531)	(1,616)	(1,719)	(1,825)
District Offices	6,290	6,441	7,063	**7,463**	7,643	7,907	8,139	8,376
Operations	1,447	1,655	1,618	**1,795**	1,852	1,929	1,999	2,071
Corporate Services	8,786	9,212	8,221	**8,946**	9,135	9,420	9,668	9,923
RCMP Contract	91,968	93,409	97,417	**100,205**	103,991	107,883	111,745	115,509
Strategic Research & Policy	-	-	-	**-**	-	-	-	-
	106,141	111,434	112,946	**116,989**	121,090	125,523	129,832	134,054
	$157,229	**$163,532**	**$165,720**	**$170,328**	**$175,684**	**$181,909**	**$187,803**	**$193,653**

2014 – 2018 FINANCIAL PLAN

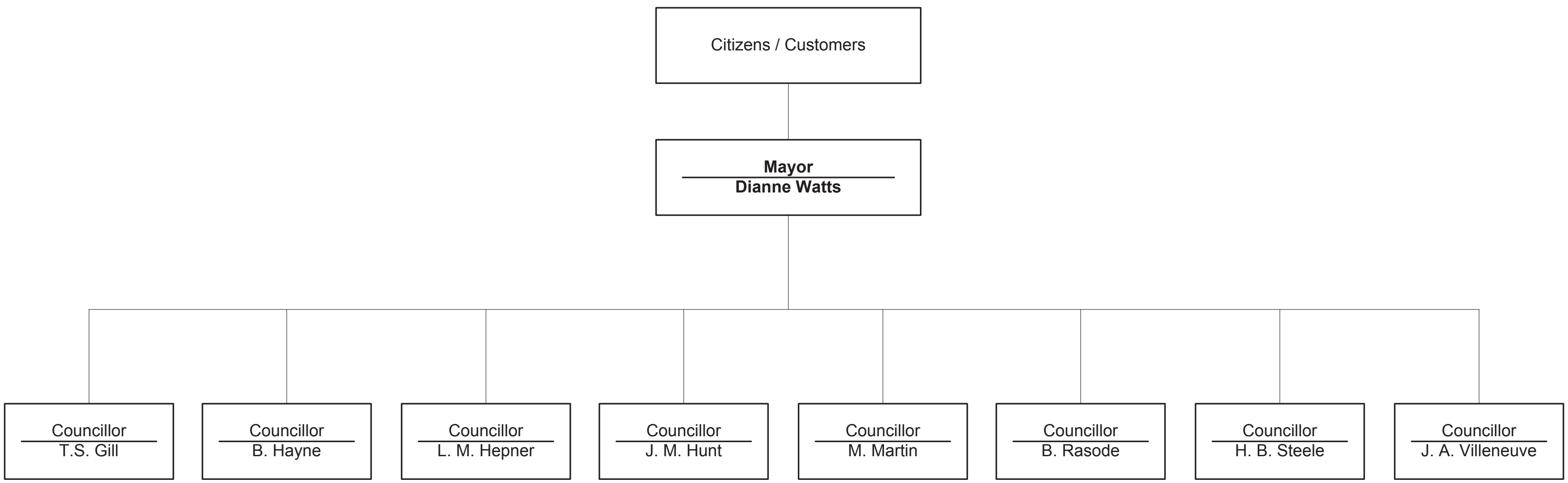
DEPARTMENTAL PROGRAM SUMMARY OTHER DEPARTMENTS

(in thousands)

NET DIVISIONS	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Engineering Services								
Engineering Operations	$ 19	$ (1,729)	$ -	**$ (598)**	$ (562)	$ (599)	$ (596)	$ (592)
Engineering Professional Services	1,067	1,432	911	**1,524**	1,621	1,734	1,846	1,964
Land Development	(616)	(206)	(67)	**(22)**	-	81	133	187
Realty Services	(593)	(65)	255	**84**	96	112	127	143
	(123)	(568)	1,099	**988**	1,155	1,328	1,510	1,702
Parks, Recreation & Culture								
Administration	2,458	2,528	3,684	**4,251**	4,376	4,532	4,679	4,829
Arenas	914	932	724	**853**	857	892	1,210	1,227
Art Centre	2,058	2,147	2,160	**2,251**	2,298	2,372	2,435	2,501
Healthy Communities	(1)	(4)	17	**16**	16	16	16	16
Community Halls	6,338	6,052	5,893	**6,620**	8,869	10,763	11,021	12,084
Community Recreation Office	485	484	490	**625**	653	694	731	769
Heritage Services	1,441	1,390	1,558	**1,655**	1,696	1,752	1,803	1,855
Indoor Pools	4,010	4,303	2,882	**2,933**	2,939	3,040	3,093	3,145
Outdoor Pools	1,049	1,128	1,165	**1,385**	1,416	1,459	1,497	1,536
Marketing	861	823	915	**894**	894	894	894	894
Parks Division	19,124	20,141	20,661	**21,609**	22,913	24,318	25,682	27,054
	38,737	39,924	40,149	**43,092**	46,927	50,732	53,061	55,910
Surrey Public Library								
Administration	(412)	28	42	**289**	332	387	439	493
Community Relations	10,654	10,754	10,341	**11,886**	12,295	12,838	13,336	13,849
	10,242	10,782	10,383	**12,175**	12,627	13,225	13,775	14,342
Planning and Development								
Administration	2,773	2,746	2,561	**3,253**	3,329	3,437	3,534	3,634
Area Planning & Development	1,340	1,622	2,251	**2,392**	2,446	2,545	2,626	2,709
Building	(8,699)	(8,129)	(8,483)	**(8,368)**	(8,637)	(8,839)	(9,085)	(9,338)
Long Range Planning & Policy	1,727	1,578	1,673	**1,800**	1,847	1,914	1,974	2,035
Heritage Advisory Committee	6,519	7,636	7,765	**8,441**	8,575	8,760	8,934	9,117
Facilities	22	24	23	**23**	23	23	23	23
	3,682	5,477	5,790	**7,541**	7,583	7,840	8,006	8,180
Utilities Administrative Recovery	(4,480)	(4,956)	(4,956)	**(10,182)**	(10,593)	(11,022)	(11,472)	(11,945)
Operating Contingency	1,342	(16)	511	**905**	1,007	817	1,131	2,054
	$49,400	**$50,643**	**$52,976**	**$54,519**	**$58,706**	**$62,920**	**$66,011**	**$70,243**

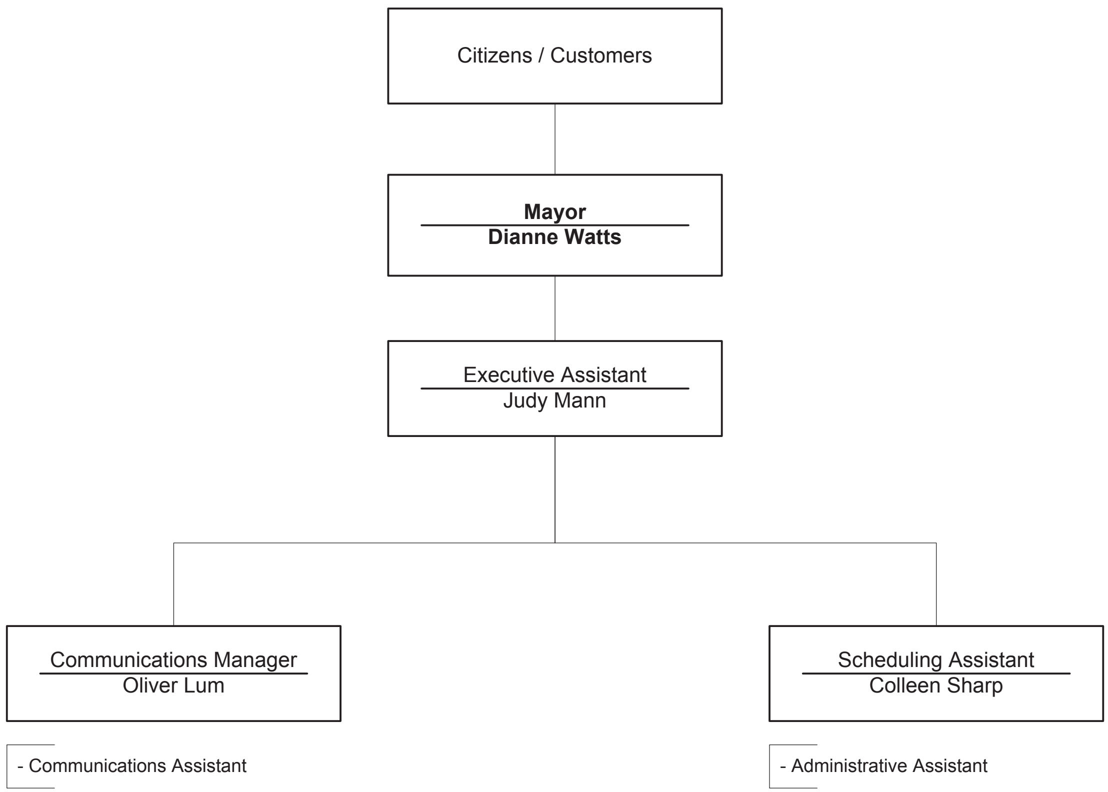
2014 – 2018 FINANCIAL PLAN

MAYOR & COUNCIL ORGANIZATIONAL CHART



2014 – 2018 FINANCIAL PLAN

MAYOR'S OFFICE DEPARTMENTAL FUNCTIONS



MAYOR & COUNCIL DEPARTMENTAL OVERVIEW

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 various 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. Task Forces are also set-up on occasion to specifically address pertinent issues. 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.

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, bylaws and resolutions.

Back Row: Cllr. Hayne, Cllr. Martin, Cllr. Villeneuve, Cllr. Rasode
Front Row: Cllr. Gill, Cllr. Hepner, Mayor Watts, Cllr. Steele, Cllr. Hunt

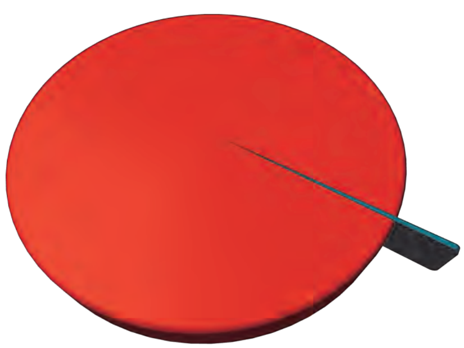
2014 – 2018 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
MAYOR, COUNCIL & GRANTS

(in thousands)

DIVISION SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Office of the Mayor	$ 627	$ 656	$ 655	**$ 686**	$ 708	$ 737	$ 764	$ 792
Council	653	626	627	**653**	668	688	706	724
City Grants	1,254	1,091	1,324	**1,328**	1,328	1,328	1,328	1,328
	$ 2,534	**$ 2,373**	**$ 2,606**	**$ 2,667**	**$ 2,704**	**$ 2,753**	**$ 2,798**	**$ 2,844**

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	1,081	1,139	1,041	**1,098**	1,131	1,177	1,218	1,261
Operating Costs	1,460	1,303	1,563	**1,567**	1,571	1,574	1,578	1,581
Internal Services Used	5	5	2	**2**	2	2	2	2
Internal Services Recovered	(8)	-	-	**-**	-	-	-	-
External Recoveries	(4)	(4)	-	**-**	-	-	-	-
	2,534	2,443	2,606	**2,667**	2,704	2,753	2,798	2,844
Net Operations Total	2,534	2,443	2,606	**2,667**	2,704	2,753	2,798	2,844
Transfers								
Transfer From Own Sources	-	(70)	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	(70)	-	**-**	-	-	-	-
	$ 2,534	**$ 2,373**	**$ 2,606**	**$ 2,667**	**$ 2,704**	**$ 2,753**	**$ 2,798**	**$ 2,844**



0.45% of Gross Taxation allocated to Mayor, Council & Grants

OFFICE OF THE MAYOR	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	532	564	537	**568**	589	617	643	670
Operating Costs	101	103	116	**116**	117	118	119	120
Internal Services Used	5	5	2	**2**	2	2	2	2
Internal Services Recovered	(8)	-	-	**-**	-	-	-	-
External Recoveries	(3)	-	-	**-**	-	-	-	-
	627	672	655	**686**	708	737	764	792
Net Operations Total	**627**	**672**	**655**	**686**	**708**	**737**	**764**	**792**
Transfers								
Transfer From Own Sources	-	(16)	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	(16)	-	**-**	-	-	-	-
	$ 627	**$ 656**	**$ 655**	**$ 686**	**$ 708**	**$ 737**	**$ 764**	**$ 792**

COUNCIL	2012 ACTUAL	2013 FORECAST	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	549	575	504	**530**	542	560	575	591
Operating Costs	105	109	123	**123**	126	128	131	133
Internal Services Used	-	-	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(1)	(4)	-	**-**	-	-	-	-
	653	680	627	**653**	668	688	706	724
Net Operations Total	**653**	**680**	**627**	**653**	**668**	**688**	**706**	**724**
Transfers								
Transfer From Own Sources	-	(54)	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	(54)	-	**-**	-	-	-	-
	$ 653	**$ 626**	**$ 627**	**$ 653**	**$ 668**	**$ 688**	**$ 706**	**$ 724**

APPROVED CITY GRANTS	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
City Leases								
Fraser Valley Heritage Rail Society	$ 20	$ 112	$ 112	**$ 112**	$ 112	$ 112	$ 112	$ 112
Sunnyside Saddle Club	38	38	38	**38**	38	38	38	38
Cloverdale Curling Club	30	-	-	-	-	-	-	-
Surrey Heritage Society	-	24	24	**24**	24	24	24	24
Surrey Sailing Club	24	24	24	**24**	24	24	24	24
Panorama Ridge Riding Club	23	22	22	**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
	146	231	231	**231**	231	231	231	231
Property Taxes								
Kinsmen Place Lodge	22	-	-	-	-	-	-	-
Navy League of Canada	1	-	-	-	-	-	-	-
Nightshift Street Ministries	2	-	-	-	-	-	-	-
Unallocated Taxes	-	5	5	**5**	5	5	5	5
	25	5	5	**5**	5	5	5	5
Chamber of Commerce								
Cloverdale Chamber of Commerce	10	10	10	**10**	10	10	10	10
Surrey Chamber of Commerce	10	10	10	**10**	10	10	10	10
Surrey Tourism & Convention	10	10	10	**10**	10	10	10	10
South Surrey & White Rock Chamber	10	10	10	**10**	10	10	10	10
	40	40	40	**40**	40	40	40	40
Lower Fraser Valley Exhibition								
Operations	350	350	350	**350**	350	350	350	350
Credit Security	200	200	200	**200**	200	200	200	200
Cloverdale Rodeo	225	225	225	**225**	225	225	225	225
	775	775	775	**775**	775	775	775	775
Honey Hooser Scholarship	1	1	1	**1**	1	1	1	1
Arts Council of Surrey	4	4	4	**4**	4	4	4	4
Surrey Foundation	5	5	5	**5**	5	5	5	5
Cloverdale Curling Club	60	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	**5**	5	5	5	5
Dry Grad Events	2	2	2	**5**	5	5	5	5
Special Recognition	-	5	5	**5**	5	5	5	5
One-time Grants								
One-time Grants	48	61	61	**60**	60	60	60	60
Carry Forward Funding from Prior Year	(11)	(24)	(24)	**(22)**	(22)	(22)	(22)	(22)
Carry Forward Funding to Next Year	-	-	-	-	-	-	-	-
	37	37	37	**38**	38	38	38	38
	$ 1,254	$ 1,324	$ 1,324	**$ 1,328**	$ 1,328	$ 1,328	$ 1,328	$ 1,328

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
1st Semiahmoo Sea Scouts	Culture & Recreation	$ 500	Partnership with Surrey Sailing Club to provide outdoor recreation for boys & girls
Alexandra Neighbourhood House	Health & Social	1,500	Neighbourhood based "Family Connections" initiative
B.C. Pets and Friends	Community Promotion	500	"More Bite For Our Bite" - update website for better security & community visibility
Big Brothers of Greater Vancouver (Surrey Office)	Health & Social	1,500	Prevention-based mentoring programs for at risk children in Surrey
Big Sisters of BC Lower Mainland	Health & Social	1,500	Mentoring program for at risk girls 7-17 in Surrey
Boys and Girls Clubs of South Coast BC	Health & Social	2,000	"Active Living Program" mentoring children to engage in healthy living, activities & eating styles
Children of the Street Society	Health & Social	1,000	TCO2 (Taking Care of Ourselves, Taking Care of Others) to help at-risk children identify and avoid sexual exploitation
Cloverdale Business Improvement Association	Community Promotion	1,000	11th Annual Cloverdale Blueberry Festival events - Show n' Shine, Arts Festival, Tractor Pull
Community Justice Education Society of BC	Health & Social	2,000	Online version of the Little Black Book for youth. Promoting outreach programs to teens in Surrey, Langley, Delta & White Rock
Downtown Surrey Business Improvement Association	Community Promotion	2,000	Movies under the Stars 2014 / Saturday August 2nd, 9th, 16th, and 23rd
Hua Xia Multiculture Society	Health & Social	0	Culture & Community Program; multiple events, 18-22 focused outreach activities &/or seminars annually
Jamaican Canadian Cultural Association of BC	Community Promotion	1,000	Jamaican Cultural Festival August 3, 2014 at Holland Park
Keys Housing & Health Solutions (South Fraser Community Services)	Health & Social	500	Feb 14, 2014 Holland Park event "ONE BILLION RISING FOR JUSTICE" to help demand an end to violence against women
Learning Disabilities Association of BC-Fraser South	Health & Social	800	Purchase 4 assistive technology readers for children with reading/learning challenges
Leave Out Violence (LOVE) Society BC	Health & Social	1,000	Project "Map Surrey" program provides tools for 30 youth ages 13 to 19 to deal with their experiences with violence, then mentor others
MADD Canada - Metro Vancouver Chapter	Health & Social	1,000	"MADD Canada's School Assembly Program - "SMASHED"" in Surrey to expose myths about drinking, drugging, and driving

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
Nu-Tunes Senior Choir	Culture & Recreation	500	Musical performances at care homes in Surrey
Ocean Park Business Association	Community Promotion	500	11th Annual Ocean Park Day on Saturday August 16, 2014
Optimist Junior Interclub Curling League	Recreation	2,000	"Optimist U18 Curling Championships" at the Cloverdale Curling Club April 2-6, 2014
Pacific Community Church	Health & Social	2,000	Cloverdale Community Kitchen - Phase II to create an area where hot meals can be served to clientele
Pacific Parklands Foundation	Health & Social	1,000	"Spirit Youth Environment Stewardship Program" over 8 weekends in July & August at Tynehead Regional Park
Pacific Post Partum Support Society	Health & Social	1,000	Telephone support & counselling support services to the women and their families coping with postpartum depression
PLEA Community Services Society of BC	Health & Social	2,000	KidStart Mentoring Program, for kids at risk ages 6-18, to increase number of volunteer mentors in Surrey
Seniors Come Share Society	Health & Social	1,500	Expand transportation services to areas not being reached by the Better at Home programs, decreasing social isolation amongst seniors
Servants Anonymous Society Surrey	Health & Social	1,000	Provide peer support through an outreach program to prostituted women and youth of Surrey
Society of Semiahmoo Animal League	Health & Social	500	SALI's Farm program for at-risk children to help break the cycle of violence
Source Community Resources	Health & Social	750	Community Mapping Project to provide information to residents about community gardens, kitchens, farmers' markets, food 'deserts' & other food related assets
St. Oswald's Heritage Church	Culture & Recreation	750	Provide bench seating to enjoy the heritage building & site & landmark Douglas Fir trees, add directive signage to existing parking lot
Surrey Amateur Radio Club	Culture & Recreation	550	Annual Amateur Radio Field Day Event June 24 to 27, 2014 in Grandview Heights
Surrey Christmas Bureau	Health & Social	1,000	Assist in the Hamper & Adopt-a-Family programs which help families with children under the age of 16
Surrey Festival of Dance Society	Culture & Recreation	1,000	48th Annual Surrey Festival of Dance competition, April 2014
Surrey Hospice Society	Health & Social	1,500	Provide new seating for bereavement counselling

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
Surrey International Writers' Conference Society	Culture & Recreation	1,000	22nd Annual Surrey international Writers Conference, October 23 to 26, 2014 at the Sheraton Inn - Guildford.
Surrey Minor Ball Hockey Association	Culture & Recreation	1,000	Create & implement training in Surrey for referees and coaches of ball hockey which helps coaches put children first & teaches kids to be respectful
Surrey Search and Rescue Society	Health & Social	2,200	Purchase 10 GPS Garmin Handheld 62sc units to replace existing outdated models.
Surrey Urban Farmers Market Association	Community Promotion	2,000	Year-round market days transitioning from mainly summertime market days.\
Whalley Community Association	Community Promotion	2,500	16th Annual Surrey Fest Downtown - A Celebration of Community 2014 Saturday June 14, 2014 at Central City Plaza
YWCA Metro Vancouver	Health & Social	2,000	YWCA Youth Programs - "Boys 4 Real" & "That's Just Me"
Fraser Valley Heritage Railway Society	Lease	112,000	2014 Lease-in-kind
Sunnyside Saddle Club	Lease	38,400	2014 Lease-in-kind
Surrey Sailing Club	Lease	24,000	2014 Lease-in-kind
Surrey Heritage Society	Lease	24,000	2014 Lease-in-kind
Panorama Riding Club	Lease	22,500	2014 Lease-in-kind
Lower Mainland German Shepherd Dog Club	Lease	6,000	2014 Lease-in-kind
Action BMX Association	Lease	4,000	2014 Lease-in-kind
Crescent Beach Swim Club	Lease	625	2014 Lease-in-kind
Sources Community Resources Centre	Taxes	5,300	2013 Property Taxes
Cloverdale District Chamber of Commerce	Business & Tourism	10,000	Local Festivals

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
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
Keys Houseing & Health Solutions	Community	24,000	Street Youth Services
Community Enhancement Partnership Program	Community	25,000	Matching Grant
Cloverdale Curling Club	Community	60,000	Operations
Metro Vancouver Crime Stoppers	Crime Prevention	25,000	Tips Line
Surrey Crime Prevention Society	Crime Prevention	84,500	Citizens Crime Watch & Anti-Graffiti
Ecole Panorama Ridge Secondary	Dry Grad	250	2014 Dry Grad
Kwantlen Park Secondary	Dry Grad	250	2014 Dry Grad

APPROVED GRANTS	DESCRIPTION	APPROVED	RECOMMENDATIONS
Queen Elizabeth Secondary School	Dry Grad	250	2014 Dry Grad
Sullivan Heights Secondary	Dry Grad	250	2014 Dry Grad
Fleetwood Park Secondary School	Dry Grad	250	2014 Dry Grad
Special Recognition		5,000	$2,500 for Pins
Unallocated - Dry Grad		3,250	
Unallocated - One-time		14,425	
Carryforward funding from Prior Year		(22,300)	
Total		**$1,328,000**	

2014 – 2018 FINANCIAL PLAN

SIGNIFICANT CHANGES
MAYOR, COUNCIL & GRANTS
(in thousands)

2013 ADOPTED BUDGET			$	2,606
EXPENDITURES				
Salaries/Wages & Benefits				
Salary Rate Adjustments	....	$ 57		57
Total Change in Expenditures				57
2014 BUDGET			$	2,663

2014 ADOPTED BUDGET			$	2,663
EXPENDITURES				
Salaries/Wages & Benefits				
Potential Salary Increases	....	$ 163		163
Operating Costs				
Increase Due to Inflation	....	14		14
Total Change in Expenditures				177
2018 BUDGET			$	2,840

CITY MANAGER'S DEPARTMENTAL FUNCTIONS

City Manager
Vincent Lalonde

City Solicitor
Craig MacFarlane

- By-laws
  - By-law Enforcement
  - Licensing
  - Animal Control
- Legal Services
  - Court Counsel
  - Legal Advice

Executive Assistant
Kelly McGrath

Administrative Coordinator
Marion Chow

Administrative Coordinator
Kelly Drozda

Economic Development
Donna Jones

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

Legislative Services
Jane Sullivan

- City Clerk
- Freedom of Information & Protection of Privacy
- Records Management
- Election Services
- Corporate Printing
- Corporate Mail

Crime Reduction Strategy
Colleen Kerr

- Implementation of the Surrey Crime Reduction Strategy

Sustainability Office
Anna Mathewson

- Economic Sustainability
- Social Sustainability
- Environmental Sustainability
- Policy Coordination

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.

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. 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 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 implements the recommendations of the Surrey Crime Reduction Strategy. The strategy focuses on not only reducing crime and nuisance behavior, but on increasing public safety using international best practices and standards by tailoring them to the specific needs of community.

SUSTAINABILITY OFFICE

The Sustainability Office is responsible for implementing the recommendations contained within the Surrey Sustainability Charter. The goal of the Charter is to make meaningful advances in sustainability to the benefit of present and future generations.

ECONOMIC DEVELOPMENT

The Economic Development Division is responsible for producing and implementing the Economic Diversification Strategy and for identifying and developing relationships with key organizations to facilitate investment, industry and business growth in Surrey. They maintain current information about businesses in Surrey, and collect and analyze local, regional and provincial economic data.

2013 ACCOMPLISHMENTS

- Completed a Business Energy and Emissions Profile for Surrey;
- Updated the Farm Fresh Guide;
- Retention and expansion of existing businesses and attraction of new businesses through outreach, advocacy, and market expansion;
- Developed strategies and implementation plans to support economic diversification that will create opportunities to knowledge-based and high-growth sectors;
- Launched 2 Inter Municipal Business License (IMBL) pilot projects;
- Facilitated the Pre-Pacific Northwest Aerospace Alliance (PNAA) departure event in partnership with the Province;
- Managed the centralized awards submission program, Surrey was successful in receiving 10 awards in 2013;
- Increased Business License revenue by increasing enforcement efforts and inspections;
- Negotiated and executed amendments to the City's Street Furniture agreement with Pattison Outdoor;
- Concluded a 15 year digital signs revenue agreement with Pattison Outdoor;
- Extended the Inter Municipal Business License pilot project with 9 Fraser Valley municipalities;
- Launched a second Inter-Municipal Business License pilot project with 5 other Metro Vancouver municipalities;
- Completed Surrey's Community Climate Action Strategy, comprised of a Community Energy and Emissions Plan to reduce emissions across the City, and a Climate Adaptation Strategy to prepare for the impacts of climate change;
- Supported the City's participation in the World Wildlife Fund's Earth Hour City Challenge, with Surrey named as a Canadian finalist City;
- Completed the City's 2012 corporate emissions inventory and continued to implement the Corporate Emissions Action Plan priorities;
- Completed the City's first 2012 carbon neutral reporting to the Province;
- Organized an Earth Hour event in March 2013 with the Surrey Youth Sustainability Network;
- Implemented climate change educational programs in Surrey elementary schools, high schools as part of increasing community awareness;
- Organized and participated in a dialogue session with Surrey Schools on common sustainability and environmental projects and partnership opportunities;
- Confirmed and worked with partners to install a DC Fast Charge EV Charging Station at the Surrey Museum;
- Developed an EV outreach communications plan with Metro Vancouver and other partners in the region; and
- Produced the third Surrey Sustainability Annual Report based on the Dashboard, that recorded progress towards the City's sustainability targets;
- Created and produced the comprehensive 2013 Annual Report on the Crime Reduction Strategy;
- Participated in the national working group of the Policy Advisor for the Federation of Canadian Municipalities to gather input for Health Canada on the proposed regulations for the production of medical marijuana;
- Successfully developed and delivered metal theft identification and reporting training to internal and external stakeholders with expanded collaboration between the Ministry of Justice and broader stakeholder groups to further reduce the costs, safety concerns and nuisance associated with metal theft;
- The Substance Use Awareness Team (SUAT) worked beyond the awareness week and included on-going initiatives and advisory functions throughout the 2013 year. As well, two new partners joined the team;
- Surrey Coalition Against Domestic Abuse (SCADA) conducted their 4th annual training for service providers;
- Engaged stakeholders in discussions and actions to address challenges specific to mental illness and the justice system through a Mayor's Mental Health Roundtable;
- In partnership with community stakeholders, the Crime Reduction office supported the District 4 RCMP detachment in addressing community concerns in the Clayton and Port Kells areas;
- Organized a successful Community Summit in partnership with various community stakeholders and City departments in April 2013 in support of enhancing community engagement;
- In partnership with Social Planning and community stakeholders, supported Surrey specific refugee community outreach;
- Developed the "Neighbourhood Enhancement" brochure and the "Community Safety Reporting" Card;
- Collaborated in planning and developing the City's Food Truck program;
- Performed consultation with affected First Nation band in relation to a proposed South Surrey casino; and

- Continued involvement in Canadian Bar Association, including membership in Legislation and Law Reform Committee.

FUTURE INITIATIVES

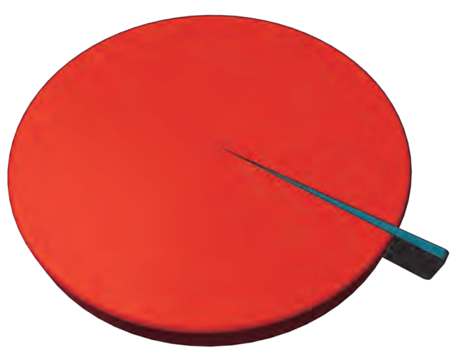
- Support the LiveSmart BC Business Energy Advisors to complete their work with Surrey based businesses, focusing on outreach and communications;
- Continue retention and expansion of existing businesses and attraction of new businesses through outreach, advocacy, and market expansion;
- Participate as primary staff lead in organizing and executing the Surrey Regional Economic Summit 2014;
- Continue to support Fraser Valley inter-municipal business license pilot and advance mobile business license pilot project with other Metro Vancouver Cities;
- Continue to implement Sector #1 Cleantech action plan as part of the Economic Diversification Strategy, Sector #2 Health Technology and Innovation (Innovation Boulevard), Sector #3 Advanced manufacturing and aviation/ aerospace, Sector #4 Arts and Culture action plan, and Sector #5 Agriculture Innovation action plan;
- 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 tentative Trade Mission 2014;
- Provide relevant, current information to external groups including: commercial realtors, business associations and to individuals wanting to start a businesses;
- Develop marketing, communication materials and presentation materials to assist in promoting Surrey as a premier business location;
- Implement the approved Community Climate Action Strategy;
- Obtain recognition from FCM for completion of appropriate Partners for Climate Protection program milestones;
- Participate in the 2014 WWF Earth Hour City Challenge;
- Support the Climate Change Showdown program in Surrey elementary schools;
- Refine the integration of corporate carbon reporting within the new Financial Management System;
- Continue to implement the Corporate Emissions Action Plan;
- Work with the Environmental Sustainability Advisory Committee on the Green City Award;
- Work with partners to implement the EV outreach campaign within the region;
- Work with Surrey Youth Sustainability Network and City staff on a sustainability-themed youth art show to be displayed at City Hall;
- Develop and execute Cleantech industry marketing program and strategic road map;
- Produce the Surrey 2013 Sustainability Annual Report that records progress on implementing the City's Sustainability Charter recommendations and towards the City's sustainability targets;
- Undertake a review and update of the Sustainability Charter including community and staff consultations;
- Support the new community garden application and selection process, and continue to work with Parks and other partners to explore an umbrella organization for community gardening in the City;
- Work with DIVERSEcity and other partners to build the newly-approved newcomers' garden in north Surrey;
- Support the work of the Mayor's Task Force (TF) to develop strategies to reduce violent and drug crime in Surrey;
- Work in partnership with the Kwantlen University AT-CURA (Acting Together – Canadian Urban Research Alliance) for a national conference that will be held in Surrey in July 2014;
- Develop a "Gang Prevention – A Parent's Quick Reference Guide" handbill for broad distribution;
- Support the launch of the Surrey RCMP's "Surrey Steps Up" (SSU) campaign in partnership with the other City departments including the community engagement staff within the Parks Recreation and Culture department;
- Continue to support the work of the "Supporting Individuals with Developmental Disabilities (SIDD) Committee";
- Continue to support the work of the Surrey Coalition Against Domestic Abuse (SCADA) conference planning committee in the development of the annual training for service providers; and
- Continue to support the work the Substance Use Awareness Team (SUAT) to continue its expansion of community outreach in 2014.

2014 – 2018 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
CITY MANAGER
(in thousands)

DIVISION SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Administration	$ 1,334	$ 895	$ 1,148	**$ 987**	$ 1,023	$ 1,069	$ 1,113	$ 1,159
By-law Services	(1,631)	(1,968)	(1,877)	**(1,873)**	(1,969)	(2,028)	(2,096)	(2,182)
Economic Development	735	970	620	**641**	662	689	714	740
Legal Services	1,735	1,721	1,692	**1,758**	1,829	1,920	2,007	2,098
Legislative Services	3,151	3,422	3,577	**3,575**	3,660	3,767	4,496	3,992
	$ 5,324	**$ 5,040**	**$ 5,160**	**$ 5,088**	**$ 5,205**	**$ 5,417**	**$ 6,234**	**$ 5,807**

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (7,191)	$ (1,253)	$ (7,662)	**$(7,854)**	$ (8,089)	$ (8,331)	$ (8,581)	$ (8,838)
Grants, Donations and Other	(32)	(6,066)	-	**-**	-	-	-	-
	(7,223)	(7,319)	(7,662)	**(7,854)**	(8,089)	(8,331)	(8,581)	(8,838)
Expenditures								
Salaries and Benefits	8,834	8,779	9,137	**9,378**	9,600	9,995	11,072	10,773
Operating Costs	3,633	4,086	3,272	**3,891**	3,325	3,385	4,071	3,505
Internal Services Used	662	718	524	**492**	497	507	521	527
Internal Services Recovered	(366)	(478)	(327)	**(335)**	(344)	(355)	(365)	(376)
External Recoveries	(1,394)	(658)	-	**-**	-	-	-	-
	11,369	12,447	12,606	**13,426**	13,078	13,532	15,299	14,429
Net Operations Total	4,146	5,128	4,944	**5,572**	4,989	5,201	6,718	5,591
Transfers								
Transfer From Own Sources	-	(622)	-	**(700)**	-	-	(700)	-
Transfer To Own Sources	1,178	534	216	**216**	216	216	216	216
	1,178	(88)	216	**(484)**	216	216	(484)	216
	$ 5,324	**$ 5,040**	**$ 5,160**	**$ 5,088**	**$ 5,205**	**$ 5,417**	**$ 6,234**	**$ 5,807**



0.87% of Gross Taxation allocated to City Manager

ADMINISTRATION	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (2)	$ (1)	$ (2)	**$ (2)**	$ (2)	$ (2)	$ (2)	$ (2)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(2)	(1)	(2)	**(2)**	(2)	(2)	(2)	(2)
Expenditures								
Salaries and Benefits	1,144	919	1,135	**982**	1,022	1,074	1,123	1,175
Operating Costs	231	176	174	**174**	177	180	183	186
Internal Services Used	8	1	-	-	-	-	-	-
Internal Services Recovered	(197)	(193)	(159)	**(167)**	(174)	(183)	(191)	(200)
External Recoveries	-	(7)	-	-	-	-	-	-
	1,186	896	1,150	**989**	1,025	1,071	1,115	1,161
Net Operations Total	**1,184**	**895**	**1,148**	**987**	**1,023**	**1,069**	**1,113**	**1,159**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	150	-	-	-	-	-	-	-
	150	-	-	-	-	-	-	-
	$ 1,334	**$ 895**	**$ 1,148**	**$ 987**	**$ 1,023**	**$ 1,069**	**$ 1,113**	**$ 1,159**

BY-LAW SERVICES	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (7,172)	$ (1,236)	$ (7,649)	**$(7,841)**	$ (8,076)	$ (8,318)	$ (8,568)	$ (8,825)
Grants, Donations and Other	(12)	(6,066)	-	-	-	-	-	-
	(7,184)	(7,302)	(7,649)	**(7,841)**	(8,076)	(8,318)	(8,568)	(8,825)
Expenditures								
Salaries and Benefits	3,661	3,618	3,757	**3,997**	4,097	4,240	4,382	4,513
Operating Costs	1,294	2,078	1,546	**1,542**	1,572	1,602	1,632	1,662
Internal Services Used	610	668	509	**469**	478	488	498	508
Internal Services Recovered	(40)	(149)	(40)	**(40)**	(40)	(40)	(40)	(40)
External Recoveries	(856)	(694)	-	-	-	-	-	-
	4,669	5,521	5,772	**5,968**	6,107	6,290	6,472	6,643
Net Operations Total	**(2,515)**	**(1,781)**	**(1,877)**	**(1,873)**	**(1,969)**	**(2,028)**	**(2,096)**	**(2,182)**
Transfers								
Transfer From Own Sources	-	(530)	-	-	-	-	-	-
Transfer To Own Sources	884	343	-	-	-	-	-	-
	884	(187)	-	-	-	-	-	-
	$(1,631)	**$(1,968)**	**$(1,877)**	**$(1,873)**	**$(1,969)**	**$(2,028)**	**$(2,096)**	**$(2,182)**

ECONOMIC DEVELOPMENT	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	(20)	-	-	-	-	-	-	-
	(20)	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	617	551	502	523	542	567	590	614
Operating Costs	656	336	118	118	120	122	124	126
Internal Services Used	5	11	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(523)	72	-	-	-	-	-	-
	755	970	620	641	662	689	714	740
Net Operations Total	735	970	620	641	662	689	714	740
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 735	$ 970	$ 620	$ 641	$ 662	$ 689	$ 714	$ 740

LEGAL SERVICES	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,570	1,694	1,599	1,665	1,733	1,821	1,905	1,993
Operating Costs	220	195	136	136	141	146	151	156
Internal Services Used	11	9	10	10	10	10	10	10
Internal Services Recovered	(52)	(56)	(53)	(53)	(55)	(57)	(59)	(61)
External Recoveries	(14)	(29)	-	-	-	-	-	-
	1,735	1,813	1,692	1,758	1,829	1,920	2,007	2,098
Net Operations Total	1,735	1,813	1,692	1,758	1,829	1,920	2,007	2,098
Transfers								
Transfer From Own Sources	-	(92)	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	(92)	-	-	-	-	-	-
	$ 1,735	$ 1,721	$ 1,692	$ 1,758	$ 1,829	$ 1,920	$ 2,007	$ 2,098

LEGISLATIVE SERVICES	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (17)	$ (16)	$ (11)	**$ (11)**	$ (11)	$ (11)	$ (11)	$ (11)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(17)	(16)	(11)	**(11)**	(11)	(11)	(11)	(11)
Expenditures								
Salaries and Benefits	1,842	1,997	2,144	**2,211**	2,206	2,293	3,072	2,478
Operating Costs	1,232	1,302	1,298	**1,921**	1,315	1,335	1,981	1,375
Internal Services Used	28	28	5	**13**	9	9	13	9
Internal Services Recovered	(77)	(80)	(75)	**(75)**	(75)	(75)	(75)	(75)
External Recoveries	(1)	-	-	**-**	-	-	-	-
	3,024	3,247	3,372	**4,070**	3,455	3,562	4,991	3,787
Net Operations Total	**3,007**	**3,231**	**3,361**	**4,059**	**3,444**	**3,551**	**4,980**	**3,776**
Transfers								
Transfer From Own Sources	-	-	-	**(700)**	-	-	(700)	-
Transfer To Own Sources	144	191	216	**216**	216	216	216	216
	144	191	216	**(484)**	216	216	(484)	216
	$ 3,151	**$ 3,422**	**$ 3,577**	**$ 3,575**	**$ 3,660**	**$ 3,767**	**$ 4,496**	**$ 3,992**

2014 – 2018 FINANCIAL PLAN

SIGNIFICANT CHANGES
CITY MANAGER
(in thousands)

2013 ADOPTED BUDGET			$ 5,160
REVENUES			
Sales and Services			
Fees/Permits/Licenses	....	$ (229)	
Fund Reallocations	....	37	(192)
Total Change in Revenues			(192)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments	....	240	
Reclass Positions	....	1	241
Operating Costs			
Election	....	621	
Animal Shelter Utilities	....	1	
Cost Reallocations		(3)	619
Internal Services Used			
Election	....	4	
Animal Care Shelter	....	1	
Cost Reallocations	....	6	
Municipal Fleet	....	(43)	(32)
Internal Services Recovered			
RCMP Support Service Salaries	....	(8)	(8)
Transfer From Own Sources			
Election	....	(700)	(700)
Total Change in Expenditures			120
2014 BUDGET			$ 5,088

2014 ADOPTED BUDGET			$ 5,088
REVENUES			
Sales and Service			
Increase in By-law Fines and Fees	....	$ (984)	(984)
Total Change in Revenues			(984)
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	....	1,395	1,395
Operating Costs			
Increase Due to Inflation	....	240	
Internal Services Increases	....	31	
Salary Recoveries	....	(33)	
Election	....	70	308
Total Change in Expenditures			1,703
2018 BUDGET			$ 5,807

General Manager
Vivienne Wilke

Administrative Coordinator
Lynne Hampton

Financial Services
Suzanne Fillion

- Cash Management
- Payroll
- Property Tax & Utility
- Capital Assets
- Accounts Payable

Financial Reporting
Kam Grewal

- Purchasing
- Long-Term Financial Plan
- Annual Budget
- Statutory Financial Reporting

Internal Audit
Kam Grewal

- Commodity Tax Administration
- Internal Audit

Risk Management
Jeff Schaafsma

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

Information Technology
Geoff Samson

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

FINANCE & TECHNOLOGY DEPARTMENTAL OVERVIEW

MISSION STATEMENT

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 and innovative solutions required to streamline 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 REPORTING

Financial Reporting includes long-term financial planning, annual budget development, accounting, procurement and statutory financial reporting. Responsible for presenting an annual five-year financial plan which establishes financial and programming priorities, they also keep management and Council informed about the City's financial performance, ensuring the City meets its annual budget. In addition, they coordinate the procurement of high quality, cost-effective goods and services and maintain an optimum supply of inventory levels. Procurement follows applicable legislation and ensures an appropriate public and competitive process.

FINANCIAL SERVICES

Financial Services includes payroll, investments, treasury, cash management, asset management, accounts payable and taxation. Staff calculate, levy, and collect property taxes, water and sewer billing and other payments. They monitor cash flow and invest funds for maximum return while minimizing risk and adhering to the City's investment policy. Staff ensure that external vendor invoices are paid in a timely and cost effective manner.

INFORMATION TECHNOLOGY

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

RISK MANAGEMENT

Risk Management is a service group that provides service and expertise in risk management, insurance, claims, litigation, and loss control.

INTERNAL AUDIT

Internal Audit is responsible for reviewing business processes, policies and procedures for efficiency, control and compliance. It investigates internal and external breaches of control, conducts specialized projects, provides commodity tax services to the City and develops the annual Corporate Audit Plan.

2013 ACCOMPLISHMENTS

- 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 material revenue streams generated by the Bylaws division to ensure accuracy and completeness, and provided recommendations for system and process changes as appropriate;
- Received the Canadian Award for Financial Reporting for the 2012 Annual Report;
- Received the Distinguished Budget Presentation Award for the 2013-2017 Financial Plan;
- 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;
- Prepared for the transition back to PST;
- Issued 138 solicitations and contracts plus 95 amending agreements;
- Implement a new Financial System improving our Procurement & Accounts Payable functions;
- Centralized customer service roles to improve efficiency;
- Moved to electronic file storage for Payroll and Cash Management;
- Began training key staff on new financial system;
- Updated/revised the Investment Policy that was approved by Council on May 6, 2013;
- In Fall 2013, The Association of Public Treasurers of the United States and Canada (APTUS&C) awarded the City of Surrey a Certification of Excellence for the City's Investment Policy;
- 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;
- Provided oversight and direction for the implementation of the City's mobile-friendly website as part of the City's ongoing efforts to streamline business processes, improve customer service, and advance innovative digital technology;
- Provided direction and assistance for the selection and implementation of "City Speaks", an effective community engagement online service, enabling the new opportunity for the City to bring the public into the decision-making process in a more accessible way – via computers, smartphones and tablets;
- Implemented field automation for Engineering Operations by leveraging wireless technology and mobile computing devices for field staff. Wireless mobility is enabling increased efficiency and productivity, improved services and reduced greenhouse gas emissions through coordinated work in real-time with field staff;
- Implemented Citywide managed print services reducing expenses while enhancing print, copy, scan capabilities, boosting productivity and reducing the carbon footprint; and
- Updated the financial system to continue evolving the product and revise to the City's business processes to eliminate many of the manual processes and provide a framework for more efficient processing of information in the Core Financial and Procure to Pay streams.

FUTURE INITIATIVES

- Develop an analysis tool that measures "triple bottom line" accountability;
- Annual review of current policies;
- 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;
- 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; and
- Review select financial streams to assess controls and provide recommendations for improvement.

- Continue to reduce departmental energy consumption and waste;
- Encourage staff to make one sustainable process improvement each year;
- Implement a paperless claim system;
- Continue to implement an electronic content management system;
- Incorporate sustainability issues within our bid documents by encouraging vendors to make bid submissions via email in order to minimize paper usage;
- Improve accuracy and consistency of departmental information;
- Streamline systems and eliminate manual forms;
- Facilitate staff professional development and training;
- Introduce an electronic Accounts Payable email account and promote electronic submission of invoices by our external vendors;
- Provide a flawless transition from the old City Hall Data Centre to the New City Hall Data Centre with minimal disruption of services, while enabling cost/operational efficiencies.
- Enable a successful move of staff from the Old City Hall to the new City Hall through careful planning to ensure staff were back to full production with a minimum of downtime;
- Provide a leading edge security infrastructure taking full advantage of modern technologies and a defence in depth strategy to enable Internet, local network and wireless connectivity within the organization;
- Provide a stable, high availability & high speed Local Area Network to all desktops to provide efficient transfer of data and Quality of Service voice traffic;
- Implementation of a new VoIP phone system with Unified to improve staff communications and productivity, together with a new Contact Centre solution for improved service to those wishing to communicate with the City;
- Improve the ease and speed of submitting or changing a business license through online submission, improved work flows and integrated applications while improving consistency of data collection between business units and improved collection of fees;
- Provide an effective and robust infrastructure for the2014 City elections with a view to improving voting accessibility to the citizens of Surrey and increasing voter participation;
- Annual stewardship replacement to proactively safeguard the stability, security, supportability and performance of the City's mission critical computing and storage platforms while ensuring support of projected growth, continuous improvement in the delivery of services and a reduced carbon footprint in alignment with the City's sustainability charter;
- Regular upgrade to the tax & utility billing systems to ensure provincial regulatory compliance, vendor support and the implementation of program efficiencies to ensure the property tax and utility billings which generate over $500+ million in annual revenue run without a hitch;
- Upgrade the Class platform that runs the PRC business to ensure continued stable and supported service with an improved online web registration user interface and improved performance at peak loads;
- Support business units in their delivery of next generation business applications and modernized infrastructure to enable their innovative successes. (such as the new Traffic Management Centre, Enterprise Content Management initiatives and, Scheduling System);
- Continue with enhancing business work flows resulting from the opportunities offered by the City's modernized system for the City's financial reporting and finance business process requirements. Implement the City's financial applications strategy to meet the city's needs;
- Further development of tools already implemented in the City to deliver enhanced reporting, dash boarding and analytical abilities to ensure improved delivery of more effective and desired services to the citizens and businesses in the City; and
- The Task Force's "High Risk Location" initiative is a partnership between Surrey RCMP, Surrey Fire Services and Surrey Bylaws. Support the creation and delivery of a seamless database and rapid deployment initiative to more seamlessly address locations that pose the highest risk to public safety.

2014 – 2018 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS FINANCE & TECHNOLOGY

(in thousands)

DIVISION SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Audit Procurement	$ 1,776	$ 1,701	$ 1,775	**$ 2,246**	$ 2,303	$ 2,383	$ 2,455	$ 2,529
Financial Processing	1,136	1,106	1,163	**1,534**	1,578	1,650	1,710	1,771
Financial Services	1,340	1,268	1,296	**1,460**	1,506	1,570	1,628	1,688
Information Technology	11,349	12,798	12,928	**15,558**	16,654	17,043	18,403	19,772
Leadership	1,585	1,554	1,578	**1,505**	1,547	1,602	1,654	1,708
Risk Management	1,585	1,534	1,534	**1,701**	1,866	2,036	2,205	2,375
	$ 18,771	**$ 19,961**	**$ 20,274**	**$ 24,004**	**$ 25,454**	**$ 26,284**	**$ 28,055**	**$ 29,843**

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (1,058)	$ (1,086)	$ (1,127)	**$ (1,159)**	$ (1,191)	$ (1,224)	$ (1,258)	$ (1,294)
Grants, Donations and Other	(26)	(282)	(281)	**(273)**	(273)	(273)	(273)	(273)
	(1,084)	(1,368)	(1,408)	**(1,432)**	(1,464)	(1,497)	(1,531)	(1,567)
Expenditures								
Salaries and Benefits	14,272	16,288	14,582	**17,276**	17,750	18,415	19,014	19,633
Operating Costs	6,206	8,632	9,812	**10,673**	10,938	11,203	11,468	11,733
Internal Services Used	399	374	167	**39**	39	39	39	39
Internal Services Recovered	(3,450)	(4,464)	(2,801)	**(2,974)**	(3,020)	(3,087)	(3,146)	(3,206)
External Recoveries	(342)	(760)	(128)	**(128)**	(128)	(128)	(128)	(128)
	17,085	20,070	21,632	**24,886**	25,579	26,442	27,247	28,071
Net Operations Total	**16,001**	**18,702**	**20,224**	**23,454**	**24,115**	**24,945**	**25,716**	**26,504**
Transfers								
Transfer From Own Sources	(143)	(935)	(2,285)	**(2,142)**	(2,142)	(2,142)	(2,142)	(2,142)
Transfer To Own Sources	2,913	2,194	2,335	**2,692**	3,481	3,481	4,481	5,481
	2,770	1,259	50	**550**	1,339	1,339	2,339	3,339
	$ 18,771	**$ 19,961**	**$ 20,274**	**$ 24,004**	**$ 25,454**	**$ 26,284**	**$ 28,055**	**$ 29,843**

4.08% of Gross Taxation allocated to Finance & Technology

AUDIT PROCUREMENT	2012 ACTUAL	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (22)	$ (10)	$ (13)	**$ (13)**	$ (13)	$ (13)	$ (13)	$ (13)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(22)	(10)	(13)	**(13)**	(13)	(13)	(13)	(13)
Expenditures								
Salaries and Benefits	1,710	1,882	1,797	**2,066**	2,123	2,203	2,275	2,349
Operating Costs	174	152	93	**193**	193	193	193	193
Internal Services Used	147	156	131	**-**	-	-	-	-
Internal Services Recovered	(233)	(239)	(233)	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	1,798	1,951	1,788	**2,259**	2,316	2,396	2,468	2,542
Net Operations Total	**1,776**	**1,941**	**1,775**	**2,246**	**2,303**	**2,383**	**2,455**	**2,529**
Transfers								
Transfer From Own Sources	-	(240)	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	(240)	-	**-**	-	-	-	-
	$ 1,776	**$ 1,701**	**$ 1,775**	**$ 2,246**	**$ 2,303**	**$ 2,383**	**$ 2,455**	**$ 2,529**

FINANCIAL PROCESSING	2012 ACTUAL	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (897)	$ (1,003)	$ (1,046)	**$(1,076)**	$ (1,108)	$ (1,141)	$ (1,175)	$ (1,211)
Grants, Donations and Other	-	(270)	(281)	**(273)**	(273)	(273)	(273)	(273)
	(897)	(1,273)	(1,327)	**(1,349)**	(1,381)	(1,414)	(1,448)	(1,484)
Expenditures								
Salaries and Benefits	2,103	2,429	2,513	**2,918**	2,990	3,094	3,186	3,281
Operating Costs	177	190	467	**467**	477	487	497	507
Internal Services Used	4	9	9	**9**	9	9	9	9
Internal Services Recovered	(251)	(249)	(249)	**(261)**	(267)	(276)	(284)	(292)
External Recoveries	-	-	-	**-**	-	-	-	-
	2,033	2,379	2,740	**3,133**	3,209	3,314	3,408	3,505
Net Operations Total	**1,136**	**1,106**	**1,413**	**1,784**	**1,828**	**1,900**	**1,960**	**2,021**
Transfers								
Transfer From Own Sources	-	-	(250)	**(250)**	(250)	(250)	(250)	(250)
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	(250)	**(250)**	(250)	(250)	(250)	(250)
	$ 1,136	**$ 1,106**	**$ 1,163**	**$ 1,534**	**$ 1,578**	**$ 1,650**	**$ 1,710**	**$ 1,771**

FINANCIAL SERVICES	2012 ACTUAL	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (139)	$ (73)	$ (68)	**$ (70)**	$ (70)	$ (70)	$ (70)	$ (70)
Grants, Donations and Other	(1)	-	-	-	-	-	-	-
	(140)	(73)	(68)	**(70)**	(70)	(70)	(70)	(70)
Expenditures								
Salaries and Benefits	1,723	1,845	1,481	**1,805**	1,852	1,919	1,979	2,041
Operating Costs	9	8	-	-	5	10	15	20
Internal Services Used	4	8	-	-	-	-	-	-
Internal Services Recovered	(228)	(236)	(89)	**(247)**	(253)	(261)	(268)	(275)
External Recoveries	(28)	(24)	(28)	**(28)**	(28)	(28)	(28)	(28)
	1,480	1,601	1,364	**1,530**	1,576	1,640	1,698	1,758
Net Operations Total	**1,340**	**1,528**	**1,296**	**1,460**	**1,506**	**1,570**	**1,628**	**1,688**
Transfers								
Transfer From Own Sources	-	(260)	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	(260)	-	-	-	-	-	-
	$ 1,340	**$ 1,268**	**$ 1,296**	**$ 1,460**	**$ 1,506**	**$ 1,570**	**$ 1,628**	**$ 1,688**

INFORMATION TECHNOLOGY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	7,086	8,387	7,097	**8,992**	9,233	9,572	9,876	10,190
Operating Costs	4,039	5,608	4,847	**5,359**	5,459	5,559	5,659	5,759
Internal Services Used	26	15	7	**15**	15	15	15	15
Internal Services Recovered	(2,082)	(3,119)	(1,215)	**(1,500)**	(1,534)	(1,584)	(1,628)	(1,673)
External Recoveries	(1)	-	-	-	-	-	-	-
	9,068	10,891	10,736	**12,866**	13,173	13,562	13,922	14,291
Net Operations Total	**9,068**	**10,891**	**10,736**	**12,866**	**13,173**	**13,562**	**13,922**	**14,291**
Transfers								
Transfer From Own Sources	(143)	(281)	-	-	-	-	-	-
Transfer To Own Sources	2,424	2,188	2,192	**2,692**	3,481	3,481	4,481	5,481
	2,281	1,907	2,192	**2,692**	3,481	3,481	4,481	5,481
	$ 11,349	**$ 12,798**	**$ 12,928**	**$ 15,558**	**$ 16,654**	**$ 17,043**	**$ 18,403**	**$ 19,772**

LEADERSHIP	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,282	1,358	1,370	**1,096**	1,138	1,193	1,245	1,299
Operating Costs	129	194	208	**404**	404	404	404	404
Internal Services Used	4	2	-	**5**	5	5	5	5
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	1,415	1,554	1,578	**1,505**	1,547	1,602	1,654	1,708
Net Operations Total	**1,415**	**1,554**	**1,578**	**1,505**	**1,547**	**1,602**	**1,654**	**1,708**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	170	-	-	-	-	-	-	-
	170	-	-	-	-	-	-	-
	$ 1,585	**$ 1,554**	**$ 1,578**	**$ 1,505**	**$ 1,547**	**$ 1,602**	**$ 1,654**	**$ 1,708**

RISK MANAGEMENT	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	(25)	(12)	-	-	-	-	-	-
	(25)	(12)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	368	387	324	**399**	414	434	453	473
Operating Costs	1,678	2,480	4,197	**4,250**	4,400	4,550	4,700	4,850
Internal Services Used	214	184	20	**10**	10	10	10	10
Internal Services Recovered	(656)	(621)	(1,015)	**(966)**	(966)	(966)	(966)	(966)
External Recoveries	(313)	(736)	(100)	**(100)**	(100)	(100)	(100)	(100)
	1,291	1,694	3,426	**3,593**	3,758	3,928	4,097	4,267
Net Operations Total	**1,266**	**1,682**	**3,426**	**3,593**	**3,758**	**3,928**	**4,097**	**4,267**
Transfers								
Transfer From Own Sources	-	(154)	(2,035)	**(1,892)**	(1,892)	(1,892)	(1,892)	(1,892)
Transfer To Own Sources	319	6	143	-	-	-	-	-
	319	(148)	(1,892)	**(1,892)**	(1,892)	(1,892)	(1,892)	(1,892)
	$ 1,585	**$ 1,534**	**$ 1,534**	**$ 1,701**	**$ 1,866**	**$ 2,036**	**$ 2,205**	**$ 2,375**

2014 – 2018 FINANCIAL PLAN

SIGNIFICANT CHANGES
FINANCE & TECHNOLOGY
(in thousands)

2013 ADOPTED BUDGET			$ 20,274
REVENUES			
Sales and Services			
Increase in Tax Inquiry Fees	....	$ (30)	
Federal Grant	....	12	
Fees for Service	....	(7)	(24)
Total Change in Revenues			(24)
EXPENDITURES			
Salaries			
Salary Adjustments	....	459	
Reclassed Positions	....	21	
New Positions	....	2,214	2,694
Operating Costs			
Risk Reallocations		10	
Claim Reductions		(56)	
Professional/Contract Fees		300	
Leadership Reallocation		(5)	
Maintenance Contracts		512	
Property Insurance Increases	....	100	861
Internal Services Used			
Reallocation of Funds	....	(2)	
Municipal Equipment	....	5	
Rent Charges	....	(131)	(128)
Internal Services Recovered			
Salaries	....	(455)	
Insurance	....	(8)	
Claims	....	56	
Build Surrey	....	234	(173)
Transfer From Own Sources	....	143	143
Transfer To Own Sources	....	357	357
Total Change in Expenditures			3,754
2014 BUDGET			$ 24,004

Finance & Technology Significant Changes

2014 ADOPTED BUDGET			**$ 24,004**
REVENUES			
Sales and Service			
Tax Inquiry Fee	....	$ (135)	**(135)**
Total Change in Revenues			**(135)**
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments	....	2,125	**2,125**
Operating Costs			
Increase Insurance	....	600	
IT Contribution to Replacement Reserve	....	2,789	
Increase Due to Inflation	....	460	**3,849**
Total Change in Expenditures			**5,974**
2018 BUDGET			**$ 29,843**

HUMAN RESOURCES DEPARTMENTAL FUNCTIONS

General Manager
Nicola Webb

Surrey RCMP Support Services
Johan Brand

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

Organizational Change
Steve Doherty

- Change Management
- Training & Development
- Succession Planning

Health & Safety
Sam Chauhan

- Workplace Safety Programs
- Safety Education &Training
- WorkSafeBC Regulations
- Joint Health & Safety Committees
- Disability Management

Human Resources
Lana McKay

- Recruitment
- HR Administration

Labour Relations & Compensation
Joey Brar

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

HR Information Systems
Raelyn Peters

- Intranet
- Peoplesoft
- HR Metrics
- Technology Development

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.

ORGANIZATIONAL CHANGE

Organizational Change's responsibilities include the design, development and delivery of staff training, and the support of staff with planning and implementing 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.

EMPLOYMENT SERVICES

Employment Services collaborates with and provides support to management and staff with employee recruitment and administration. Employment Services partners with community organizations to provide information on employment opportunities, and seeks new and innovative opportunities to source talent.

SUPPORT SERVICES

Reporting to the General Manager 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.

2013 ACCOMPLISHMENTS

- Continued on-line training (New Worker Health & Safety Orientation) to streamline the 'onboarding' process for new hires;
- Continued conversion of employee paper files to electronic employee files reducing the impact on the environment;
- Remained a Top Employer in BC for the ninth consecutive year;
- Awarded 2013 Canada's Top Employer for Young People;
- Awarded 2014 Canada's Best Diversity Employer;
- Achieved a workplace accident frequency rate that was 12% below 2013 target;
- Engaged employees in the design and preparation of workspaces at the New City Hall;
- Continued to offer 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

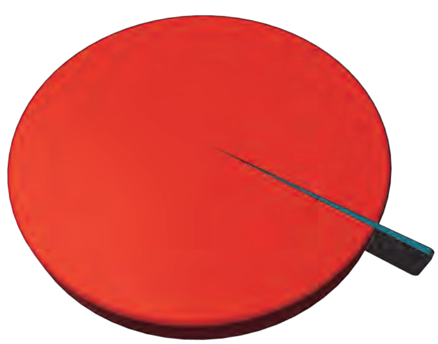
- Streamline Human Resources services to reduce cost and improve accuracy;
- Develop green commuting options for staff;
- Support workplace waste reduction initiatives;
- Automate additional business processes to reduce paper;
- Support City Hall staff in their transition to a new work space in 2014;
- 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.

2014 – 2018 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
HUMAN RESOURCES
(in thousands)

DIVISION SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Administration	$ 960	$ 986	$ 965	**$ 791**	$ 824	$ 866	$ 906	$ 947
Employment	1,240	705	947	**1,024**	1,056	1,097	1,136	1,177
Labour Relations/Compensation	724	821	870	**909**	942	985	1,026	1,069
Occupational Safety	471	495	509	**632**	654	682	709	737
Wellness & Diversity	72	57	49	**50**	50	50	50	50
	$ 3,467	**$ 3,064**	**$ 3,340**	**$ 3,406**	**$ 3,526**	**$ 3,680**	**$ 3,827**	**$ 3,980**

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (17)	$ (8)	$ (11)	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(17)	(8)	(11)	-	-	-	-	-
Expenditures								
Salaries and Benefits	2,842	2,972	2,829	**2,852**	2,967	3,116	3,258	3,406
Operating Costs	712	612	631	**628**	633	638	643	648
Internal Services Used	8	7	1	**1**	1	1	1	1
Internal Services Recovered	(65)	(370)	(60)	**(75)**	(75)	(75)	(75)	(75)
External Recoveries	(13)	(5)	-	-	-	-	-	-
	3,484	3,216	3,401	**3,406**	3,526	3,680	3,827	3,980
Net Operations Total	**3,467**	**3,208**	**3,390**	**3,406**	**3,526**	**3,680**	**3,827**	**3,980**
Transfers								
Transfer From Own Sources	-	(144)	(50)	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	(144)	(50)	-	-	-	-	-
	$ 3,467	**$ 3,064**	**$ 3,340**	**$ 3,406**	**$ 3,526**	**$ 3,680**	**$ 3,827**	**$ 3,980**



0.58% of Gross Taxation allocated to Human Resources

Human Resources Departmental Operations

ADMINISTRATION	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues			*restated*					
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	853	1,134	903	727	755	792	827	863
Operating Costs	105	298	61	63	68	73	78	83
Internal Services Used	2	6	1	1	1	1	1	1
Internal Services Recovered	-	(304)	-	-	-	-	-	-
External Recoveries	-	(4)	-	-	-	-	-	-
	960	1,130	965	791	824	866	906	947
Net Operations Total	**960**	**1,130**	**965**	**791**	**824**	**866**	**906**	**947**
Transfers								
Transfer From Own Sources	-	(144)	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	(144)	-	-	-	-	-	-
	$ 960	**$ 986**	**$ 965**	**$ 791**	**$ 824**	**$ 866**	**$ 906**	**$ 947**

EMPLOYMENT	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,053	620	704	781	813	854	893	934
Operating Costs	263	85	303	318	318	318	318	318
Internal Services Used	2	1	-	-	-	-	-	-
Internal Services Recovered	(65)	-	(60)	(75)	(75)	(75)	(75)	(75)
External Recoveries	(13)	(1)	-	-	-	-	-	-
	1,240	705	947	1,024	1,056	1,097	1,136	1,177
Net Operations Total	**1,240**	**705**	**947**	**1,024**	**1,056**	**1,097**	**1,136**	**1,177**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 1,240	**$ 705**	**$ 947**	**$ 1,024**	**$ 1,056**	**$ 1,097**	**$ 1,136**	**$ 1,177**

LABOUR RELATIONS & COMPENSATION	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	503	752	770	**809**	842	885	926	969
Operating Costs	219	135	100	**100**	100	100	100	100
Internal Services Used	1	-	-	-	-	-	-	-
Internal Services Recovered	-	(66)	-	-	-	-	-	-
External Recoveries	1	-	-	-	-	-	-	-
	724	821	870	**909**	942	985	1,026	1,069
Net Operations Total	**724**	**821**	**870**	**909**	**942**	**985**	**1,026**	**1,069**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 724	**$ 821**	**$ 870**	**$ 909**	**$ 942**	**$ 985**	**$ 1,026**	**$ 1,069**

OCCUPATIONAL SAFETY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	405	428	452	**535**	557	585	612	640
Operating Costs	67	67	107	**97**	97	97	97	97
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(1)	-	-	-	-	-	-	-
	471	495	559	**632**	654	682	709	737
Net Operations Total	**471**	**495**	**559**	**632**	**654**	**682**	**709**	**737**
Transfers								
Transfer From Own Sources	-	-	(50)	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	(50)	-	-	-	-	-
	$ 471	**$ 495**	**$ 509**	**$ 632**	**$ 654**	**$ 682**	**$ 709**	**$ 737**

WELLNESS & DIVERSITY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (17)	$ (8)	$ (11)	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(17)	(8)	(11)	-	-	-	-	-
Expenditures								
Salaries and Benefits	28	38	-	-	-	-	-	-
Operating Costs	58	27	60	**50**	50	50	50	50
Internal Services Used	3	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	89	65	60	**50**	50	50	50	50
Net Operations Total	**72**	**57**	**49**	**50**	**50**	**50**	**50**	**50**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 72	**$ 57**	**$ 49**	**$ 50**	**$ 50**	**$ 50**	**$ 50**	**$ 50**

2014 – 2018 FINANCIAL PLAN

SIGNIFICANT CHANGES
HUMAN RESOURCES
(in thousands)

2013 ADOPTED BUDGET			$ 3,340
REVENUES			
Sales and Services			
Wellness	....	$ 11	11
Total Change in Revenues			11
EXPENDITURES			
Salaries			
Salary Adjustments	....	(102)	
Reclassed Positions	....	35	
New Positions	....	90	23
Operating Costs			
Software Maintenance	....	2	
Training and Education	....	15	
Worksafe Audit		(10)	
Reallocation	....	(10)	(3)
Internal Services Recovered		(15)	(15)
TRANSFERS			
Transfer From Own Sources			
Work Safe Audit	....	50	50
Total Change in Expenditures			55
2014 BUDGET			$ 3,406

2014 ADOPTED BUDGET			$ 3,406
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	....	$ 554	554
Operating Costs			
Administration Inflation Increase	....	20	20
Total Change in Expenditures			574
2018 BUDGET			$ 3,980

FIRE DEPARTMENTAL FUNCTIONS

Fire Chief
Len Garis
Emergency Coordinator

Executive Assistant
Julie Grover

Assistant to Chief - Finance
Pierre Robinson

- Operational Accountant
- Financial Clerk
- Support Staff Coordinator
- Support Staff

Deputy Chief
Jon Caviglia

- Human Resources
- Labour Relations

Assistant Chief
Brian Woznikoski

- Operations

Assistant Chief
Vacant

- Operations

Deputy Chief
Karen Fry

- Prevention
- Inspection
- Communications / IT

Assistant Chief
Steve Robinson

- Communications / IT

Deputy Chief
Larry Thomas

- Training
- Emergency Medical Services

Strategic Planning Analyst
Vacant

Deputy Chief
Dan Barnscher

- Emergency Planner
- Electrical Fire Safety Inspection (EFSI) Coordinator
- Building Construction & Maintenance

Chief Mechanic
Gordon Wilson

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 makes our City a safer place to live.

In addition to the Department's Administration Division, the other three divisions include:

OPERATIONS

Operations is the largest division and is responsible for emergency medical services, fire suppression, hazardous materials response and rescue activities. The Prevention and the Training branches also fall within the Operations division.

PREVENTION:

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

TRAINING:

The Training Branch 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 staff.

MECHANICS

The Mechanics Division maintains, repairs and inspects the Department's specialty fire vehicles and equipment.

SURREY EMERGENCY PROGRAM

Surrey's Emergency Program includes:

- Neighbourhood Emergency Preparedness Program (NEPP);
- Surrey Emergency Program Amateur Radio (SEPAR);
- Surrey Search and Rescue (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.

2013 ACCOMPLISHMENTS

- Implemented a more cost-efficient recruit screening, testing and training processes, resulting in reduced hiring costs;
- Coordinated removal of 4 problematic structures which were cost drivers for a significant number of repeat calls for service;
- Published 24 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 mail and equipment delivery truck completed on time and within budget;
- Continued to minimize absenteeism related costs through an attendance management program that resulted in achieving a 62% perfect attendance;

- Electrical Fire Safety Initiative Team's ongoing contributions to improved environmental conditions included 318 inspections, 56 illegal grow operations detected, and 218 repair notices issued;
- Implemented video streaming capabilities for distance education/training in station, reducing travel required by fire apparatus to deliver training initiatives;
- The International City/County Management Association awarded the City of Surrey with the International 2013 (ICMA) Community Health & Safety Award for the HomeSafe Program: Evidence Based Fire Reduction Strategy (developed with research conducted by University of the Fraser Valley);
- HomeSafe program resources were successfully redeployed to focus on targeted Community Safety initiatives:
  - Two Safety Initiative events that reached 2,447 homes; and
  - Participated in 7 forums for seniors.
- Installed 273 smoke alarms, and conducted 162 HomeSafe Inspections;
- Secured strategic partnerships to reach out to vulnerable at risk populations, resulting in the Red Cross Smoke Alarm Awareness Campaign with the Home Equipment Loan Program Centre;
- Held a Fire Prevention Week with information on preventing and responding to fires, maintaining smoke alarms and developing home escape plans;
- Delivered 39 Surrey Neighbourhood Emergency Preparedness presentations to 1041 attendees. In addition, 5 emergency preparedness booths were conducted at various fairs, resulting in exposure to 2,445 additional individuals;
- Coordinated 33 Level 1 emergency support services responses; and
- Issued 123 Order to Remedy Conditions for securing vacant buildings in the City, which reduces the occurrence of problems typically associated with vacant buildings.

FUTURE INITIATIVES

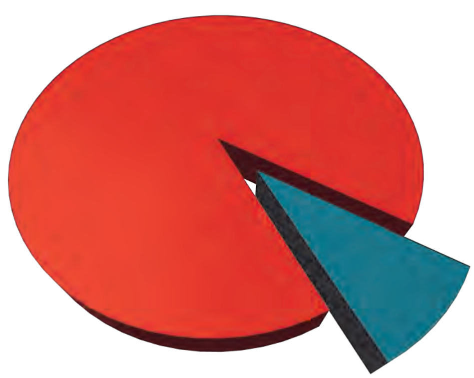
- Broaden operating revenue sources to fund growth;
- Assess existing dispatch client contracts that are due for renewal in 2015;
- Conduct evidence based review of Automatic Vehicle location;
- Review and modify the Attendance Management Policy to ensure that program objectives remain relevant and attainable;
- Enhance the Electrical Fire Safety Initiative to build on the successes of the program in driving marijuana grow operations out of Surrey;
- Implement reporting and analysis of fuel usage;
- Improve the efficiency 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;
- Continue to work with the appropriate Federal, Provincial, Fraser Health Authority, SFU, Kwantlen University College, UFV, School District officials and the broader community in implementing the recommendations of the Crime Reduction Strategy including, among other things, Seniors Safety Forums, an enhanced focus on youth, etc.;
- Continue to pursue with the Province, the establishment of a pilot project in relation to testing an alternative more efficient approach for Fire Services and Ambulance Services involvement in responding to emergencies in Surrey;
- Continue the roll out of the Fire Services Home Safe Program that includes door-to-door information delivery, "on request" home inspections, child and senior welfare observation, child fire setter program and free installation of smoke detectors; the Program will be modified to place a greater emphasis on the safety and well-being of seniors;
- Continue the roll-out of the Recovery House Inspection Program across the City including the regular re-inspection process; and
- Restructure the fire inspection process to move from prescriptive inspections to risk-based inspections.

2014 – 2018 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
FIRE
(in thousands)

DIVISION SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Administration	$ 2,762	$ 2,317	$ 2,101	**$ 2,352**	$ 2,435	$ 2,543	$ 2,645	$ 2,752
Emergency Planning	57	31	85	**51**	51	51	51	51
Fire Operations	43,632	45,031	45,215	**45,557**	46,587	48,073	49,381	50,723
Mechanics	809	950	841	**853**	887	927	965	1,004
Prevention	944	813	1,127	**1,042**	1,066	1,103	1,135	1,168
Radio & Communications	2,145	2,157	2,660	**2,716**	2,780	2,873	2,953	3,035
Training	739	800	745	**768**	788	816	841	866
	$ 51,088	**$ 52,099**	**$ 52,774**	**$ 53,339**	**$ 54,594**	**$ 56,386**	**$ 57,971**	**$ 59,599**

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (1,708)	$ (1,619)	$ (1,519)	**$ (1,600)**	$ (1,648)	$ (1,697)	$ (1,747)	$ (1,798)
Grants, Donations and Other	-	(13)	-	**-**	-	-	-	-
	(1,708)	(1,632)	(1,519)	**(1,600)**	(1,648)	(1,697)	(1,747)	(1,798)
Expenditures								
Salaries and Benefits	47,434	48,331	49,019	**49,561**	50,716	52,408	53,894	55,424
Operating Costs	3,564	4,105	3,896	**3,995**	4,140	4,285	4,430	4,575
Internal Services Used	173	158	138	**138**	141	145	149	153
Internal Services Recovered	(155)	(15)	(6)	**(6)**	(6)	(6)	(6)	(6)
External Recoveries	(197)	(550)	(131)	**(126)**	(126)	(126)	(126)	(126)
	50,819	52,029	52,916	**53,562**	54,865	56,706	58,341	60,020
Net Operations Total	49,111	50,397	51,397	**51,962**	53,217	55,009	56,594	58,222
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	1,977	1,702	1,377	**1,377**	1,377	1,377	1,377	1,377
	1,977	1,702	1,377	**1,377**	1,377	1,377	1,377	1,377
	$ 51,088	**$ 52,099**	**$ 52,774**	**$ 53,339**	**$ 54,594**	**$ 56,386**	**$ 57,971**	**$ 59,599**



9.08% of Gross Taxation allocated to Fire

ADMINISTRATION	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (7)	$ (6)	$ (1)	**$ (1)**	$ (1)	$ (1)	$ (1)	$ (1)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(7)	(6)	(1)	**(1)**	(1)	(1)	(1)	(1)
Expenditures								
Salaries and Benefits	1,996	2,060	1,968	**2,120**	2,203	2,311	2,413	2,520
Operating Costs	176	407	132	**231**	231	231	231	231
Internal Services Used	5	-	2	**2**	2	2	2	2
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(8)	(144)	-	**-**	-	-	-	-
	2,169	2,323	2,102	**2,353**	2,436	2,544	2,646	2,753
Net Operations Total	**2,162**	**2,317**	**2,101**	**2,352**	**2,435**	**2,543**	**2,645**	**2,752**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	600	-	-	**-**	-	-	-	-
	600	-	-	**-**	-	-	-	-
	$ 2,762	**$ 2,317**	**$ 2,101**	**$ 2,352**	**$ 2,435**	**$ 2,543**	**$ 2,645**	**$ 2,752**

EMERGENCY PLANNING	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	18	-	39	**5**	5	5	5	5
Operating Costs	64	40	54	**54**	54	54	54	54
Internal Services Used	-	2	-	**-**	-	-	-	-
Internal Services Recovered	(3)	(1)	(6)	**(6)**	(6)	(6)	(6)	(6)
External Recoveries	(22)	(10)	(2)	**(2)**	(2)	(2)	(2)	(2)
	57	31	85	**51**	51	51	51	51
Net Operations Total	**57**	**31**	**85**	**51**	**51**	**51**	**51**	**51**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 57	**$ 31**	**$ 85**	**$ 51**	**$ 51**	**$ 51**	**$ 51**	**$ 51**

FIRE OPERATIONS	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (1)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(1)	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	40,409	41,409	41,996	42,333	43,285	44,692	45,921	47,184
Operating Costs	1,841	2,029	1,820	1,820	1,895	1,970	2,045	2,120
Internal Services Used	152	143	122	122	125	129	133	137
Internal Services Recovered	(11)	(8)	-	-	-	-	-	-
External Recoveries	(135)	(244)	(100)	(95)	(95)	(95)	(95)	(95)
	42,256	43,329	43,838	44,180	45,210	46,696	48,004	49,346
Net Operations Total	**42,255**	**43,329**	**43,838**	**44,180**	**45,210**	**46,696**	**48,004**	**49,346**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	1,377	1,702	1,377	1,377	1,377	1,377	1,377	1,377
	1,377	1,702	1,377	1,377	1,377	1,377	1,377	1,377
	$43,632	**$45,031**	**$45,215**	**$45,557**	**$46,587**	**$48,073**	**$49,381**	**$50,723**

MECHANICS	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	486	497	498	510	524	544	562	581
Operating Costs	323	461	342	342	362	382	402	422
Internal Services Used	-	-	1	1	1	1	1	1
Internal Services Recovered	(5)	(6)	-	-	-	-	-	-
External Recoveries	5	(2)	-	-	-	-	-	-
	809	950	841	853	887	927	965	1,004
Net Operations Total	**809**	**950**	**841**	**853**	**887**	**927**	**965**	**1,004**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 809	**$ 950**	**$ 841**	**$ 853**	**$ 887**	**$ 927**	**$ 965**	**$ 1,004**

PREVENTION	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (323)	$ (237)	$ (136)	**$ (217)**	$ (224)	$ (231)	$ (238)	$ (245)
Grants, Donations and Other	-	(13)	-	-	-	-	-	-
	(323)	(250)	(136)	**(217)**	(224)	(231)	(238)	(245)
Expenditures								
Salaries and Benefits	1,223	1,033	1,179	**1,175**	1,201	1,240	1,274	1,309
Operating Costs	51	140	79	**79**	84	89	94	99
Internal Services Used	13	11	10	**10**	10	10	10	10
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	(20)	(121)	(5)	**(5)**	(5)	(5)	(5)	(5)
	1,267	1,063	1,263	**1,259**	1,290	1,334	1,373	1,413
Net Operations Total	**944**	**813**	**1,127**	**1,042**	**1,066**	**1,103**	**1,135**	**1,168**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 944	**$ 813**	**$ 1,127**	**$ 1,042**	**$ 1,066**	**$ 1,103**	**$ 1,135**	**$ 1,168**

RADIO & COMMUNICATIONS	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (1,346)	$ (1,359)	$ (1,357)	**$ (1,357)**	$ (1,398)	$ (1,440)	$ (1,483)	$ (1,527)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(1,346)	(1,359)	(1,357)	**(1,357)**	(1,398)	(1,440)	(1,483)	(1,527)
Expenditures								
Salaries and Benefits	2,621	2,626	2,682	**2,738**	2,803	2,898	2,981	3,067
Operating Costs	1,021	919	1,345	**1,345**	1,385	1,425	1,465	1,505
Internal Services Used	2	-	2	**2**	2	2	2	2
Internal Services Recovered	(136)	-	-	-	-	-	-	-
External Recoveries	(17)	(29)	(12)	**(12)**	(12)	(12)	(12)	(12)
	3,491	3,516	4,017	**4,073**	4,178	4,313	4,436	4,562
Net Operations Total	**2,145**	**2,157**	**2,660**	**2,716**	**2,780**	**2,873**	**2,953**	**3,035**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 2,145	**$ 2,157**	**$ 2,660**	**$ 2,716**	**$ 2,780**	**$ 2,873**	**$ 2,953**	**$ 3,035**

TRAINING	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (31)	$ (17)	$ (25)	**$ (25)**	$ (25)	$ (25)	$ (25)	$ (25)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(31)	(17)	(25)	**(25)**	(25)	(25)	(25)	(25)
Expenditures								
Salaries and Benefits	681	706	657	**680**	695	718	738	758
Operating Costs	88	109	124	**124**	129	134	139	144
Internal Services Used	1	2	1	**1**	1	1	1	1
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	(12)	**(12)**	(12)	(12)	(12)	(12)
	770	817	770	**793**	813	841	866	891
Net Operations Total	**739**	**800**	**745**	**768**	**788**	**816**	**841**	**866**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 739	**$ 800**	**$ 745**	**$ 768**	**$ 788**	**$ 816**	**$ 841**	**$ 866**

2014 – 2018 FINANCIAL PLAN

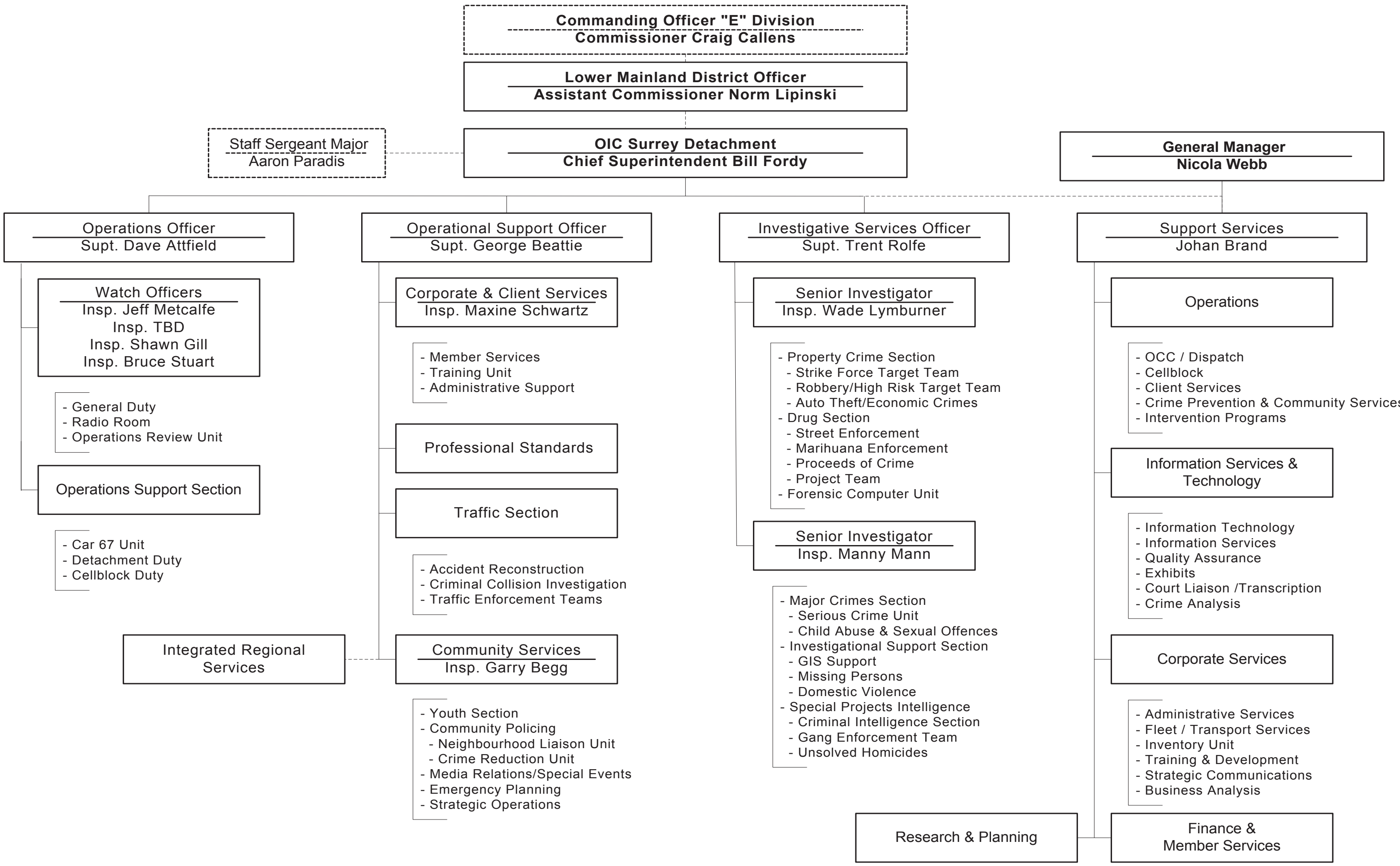
SIGNIFICANT CHANGES
FIRE
(in thousands)

2013 ADOPTED BUDGET			$ 52,774
REVENUES			
Sales and Services			
Fees	....	$ (81)	(81)
Total Change in Revenues			(81)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments	....	542	542
Operating Costs			
Training and Education	....	7	
Software Maintenance Contract	....	(24)	
Boarding Activities	....	20	
Publications	....	(4)	
Delivery and Fuel	....	67	
Utilities	....	33	99
External Recoveries			
Workers Compensation Board (WCB)	....	20	
Boarding Activities	....	(15)	5
Total Change in Expenditures			646
2014 BUDGET			$ 53,339

2014 ADOPTED BUDGET			$ 53,339
REVENUES			
Sales and Service			
Radio & Communications	....	$ (170)	
Prevention	....	(28)	(198)
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	....	5,863	5,863
Operating Costs			
Increase Due to Inflation	....	540	
Prevention and Training Increases	....	40	580
Internal Services Used	....	15	15
Total Change in Expenditures			6,260
2018 BUDGET			$ 59,599

2014 – 2018 FINANCIAL PLAN

RCMP DEPARTMENTAL FUNCTIONS



MISSION STATEMENT

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

KEY PROGRAMS & SERVICES

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

OPERATIONS

Operations consists primarily of uniformed general duty members. They are first responders to emergency and non-emergency calls for service and also conduct community patrols and proactive initiatives. The division also includes members in several support units, such as the Mental Health Liaison unit (Car 67), Operations Review, and Cellblock and Detachment Duty.

INVESTIGATIVE SERVICES

Investigative Services consists primarily of plain-clothes members organized into specialized sections such as Drugs, Property Crimes, Major Crimes and Special Projects, Intelligence and Enforcement. This division also includes Investigation Support units specific to Missing Persons, Domestic Violence, Gang Enforcement and Sexual Offences.

OPERATIONS SUPPORT SERVICES

Operations Support Services is made up of uniformed traffic enforcement and pro-active community policing members, including School Liaison and Youth at Risk teams, Neighbourhood Liaison and Crime Reduction Units, Community Safety Officers. The division also includes number of specialized support units, such as Media Relations, Professional Standards, and Corporate and Client Services.

SUPPORT SERVICES

Support Services includes Operational Communications (emergency 911 and non- emergency call taking and dispatch), Records and Exhibit Management, Court Liaison, Finance, Information Technology, Crime and Business Analysis, Facilities and 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.

2013 ACCOMPLISHMENTS

- Safeguarded the City's assets through effective and efficient financial processes and systems;
- Ensured that all financial transactions met appropriate statutory requirements;
- Utilized new media technologies (e.g. Sharepoint) to improve internal information sharing and better support of business operations;
- Successfully negotiated a five year agreement with the Corporation of Delta to provide Cell Block (prisoner management) services to the Delta Police Department;
- Surrey Detachment Auxiliary Constables volunteered a total of 24,810 hours assisting with special events, community policing initiatives and crime prevention programs;
- Continued to support departmental waste diversion program that includes multi-stream recycling receptacles to help achieve the City's landfill reduction and bio-fuel processing goals;
- Continued to promote energy savings, double- sided printing, battery recycling and other conservation practices through a departmental sustainability working group;
- Hosted a number of shred-a-thon events across the City to promote awareness of identity fraud;
- Participated in the Lions Recycle for Sight program, collecting used eyeglasses and donating them to people with vision impairments in developing countries;

- Contributed resources, analysis, and advice to various City initiatives associated with public safety and the Crime Reduction Strategy;
- Conducted a series of Traffic Safety enforcement campaigns coinciding with hotspots and high collision areas and targeting dangerous practices and behaviours on our roadways;
- Delivered 109 community presentations to a combined audience of almost 3,300 people on topics such as personal safety, home security, frauds and scams, seniors safety, pedestrian safety and property crime prevention;
- Hosted an Open House to kick off Police Week 2013, where hundreds of citizens came out to meet local police and see interactive displays on the work being done by Surrey RCMP;
- Established a detachment presence on social media with the launch of Surrey RCMP Twitter and Facebook accounts, ending the year with a following of over 3,000 people;
- Led the Stop Bullying Film Contest that received over 30 submissions from talented local youth, one of which was used by Crime Stoppers as a Domestic Violence Public Service Announcement;
- Partnered with ICBC and Surrey Crime Prevention Society on the "Protect it, Lock it, Keep it" Auto Crime Prevention Campaign which checked more than 60,000 vehicles over a 10-week period; and
- Developed and successfully implemented operational plans to preserve the peace and ensure safety at a number of large, high-profile community events such as the Fusion Festival, Vaisakhi, the Cloverdale Rodeo, and Canada Day.

FUTURE INITIATIVES

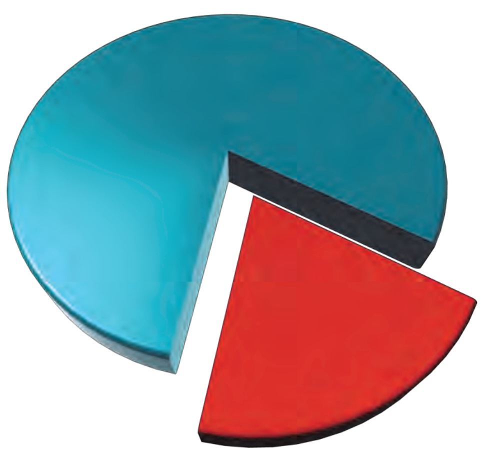
- Optimize utilization of resources through strategic procurement, asset management and inventory control;
- Leverage technologies and best practices to enhance operational effectiveness;
- Generate new revenue streams and/or shared service opportunities;
- Encourage staff to reduce departmental energy consumption and waste;
- Develop and implement paperless record management systems;
- Adopt "green" infrastructure and operating practices;
- Encourage staff to car pool and/or use other green commuting options;
- Implement technologies and tools to facilitate remote access to meetings using phone and video conferencing;
- 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.

2014 – 2018 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
RCMP
(in thousands)

DIVISION SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
	restated		*restated*					
Corporate Services	$ (2,349)	$ 717	$ (1,373)	**$ (1,420)**	$ (1,531)	$ (1,616)	$ (1,719)	$ (1,825)
Information Services &Technology	6,290	6,441	7,063	**7,463**	7,643	7,907	8,139	8,376
Management & RCMP Finance	1,447	1,655	1,618	**1,795**	1,852	1,929	1,999	2,071
Operations	8,786	9,212	8,221	**8,946**	9,135	9,420	9,668	9,923
RCMP Contract	91,968	93,409	97,417	**100,205**	103,991	107,883	111,745	115,509
Strategic Research & Policy	-	1	-	-	-	-	-	-
	$ 106,141	**$ 111,435**	**$ 112,946**	**$ 116,989**	**$ 121,090**	**$ 125,523**	**$ 129,832**	**$ 134,054**

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (923)	$ (1,000)	$ (991)	**$ (1,019)**	$ (1,050)	$ (1,081)	$ (1,113)	$ (1,147)
Grants, Donations and Other	(8,784)	(4,466)	(6,537)	**(6,537)**	(6,734)	(6,936)	(7,144)	(7,359)
	(9,707)	(5,466)	(7,528)	**(7,556)**	(7,784)	(8,017)	(8,257)	(8,506)
Expenditures								
Salaries and Benefits	18,307	19,447	19,009	**20,664**	21,179	21,921	22,578	23,255
Operating Costs	94,663	96,091	100,160	**102,768**	106,574	110,486	114,368	118,152
Internal Services Used	372	453	370	**352**	360	372	382	392
Internal Services Recovered	(16)	(21)	-	-	-	-	-	-
External Recoveries	(1,308)	(937)	(765)	**(939)**	(939)	(939)	(939)	(939)
	112,017	115,033	118,774	**122,845**	127,174	131,840	136,389	140,860
Net Operations Total	**102,310**	**109,567**	**111,246**	**115,289**	**119,390**	**123,823**	**128,132**	**132,354**
Transfers								
Transfer From Own Sources	(1,112)	(4,817)	-	-	-	-	-	-
Transfer To Own Sources	4,944	6,685	1,700	**1,700**	1,700	1,700	1,700	1,700
	3,832	1,868	1,700	**1,700**	1,700	1,700	1,700	1,700
	$ 106,141	**$ 111,435**	**$ 112,946**	**$ 116,989**	**$ 121,090**	**$ 125,523**	**$ 129,832**	**$ 134,054**



19.91% of Gross Taxation allocated to RCMP

CORPORATE SERVICES	2012 ACTUAL	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ (72)	**$ (72)**	$ (74)	$ (76)	$ (78)	$ (80)
Grants, Donations and Other	(8,323)	(4,065)	(6,186)	**(6,186)**	(6,372)	(6,563)	(6,760)	(6,963)
	(8,323)	(4,065)	(6,258)	**(6,258)**	(6,446)	(6,639)	(6,838)	(7,043)
Expenditures								
Salaries and Benefits	1,867	2,257	2,612	**2,706**	2,776	2,876	2,965	3,057
Operating Costs	1,139	1,170	1,227	**1,236**	1,241	1,246	1,251	1,256
Internal Services Used	96	102	86	**81**	83	86	88	90
Internal Services Recovered	(15)	(3)	-	**-**	-	-	-	-
External Recoveries	(951)	(612)	(740)	**(885)**	(885)	(885)	(885)	(885)
	2,136	2,914	3,185	**3,138**	3,215	3,323	3,419	3,518
Net Operations Total	**(6,187)**	**(1,151)**	**(3,073)**	**(3,120)**	(3,231)	(3,316)	(3,419)	(3,525)
Transfers								
Transfer From Own Sources	(1,034)	(4,767)	-	**-**	-	-	-	-
Transfer To Own Sources	4,872	6,635	1,700	**1,700**	1,700	1,700	1,700	1,700
	3,838	1,868	1,700	**1,700**	1,700	1,700	1,700	1,700
	$(2,349)	**$ 717**	**$ (1,373)**	**$(1,420)**	**$(1,531)**	**$(1,616)**	**$(1,719)**	**$(1,825)**

INFORMATION SERVICES & TECHNOLOGY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (220)	$ (215)	$ (223)	**$ (230)**	$ (237)	$ (244)	$ (251)	$ (259)
Grants, Donations and Other	(8)	2	-	**-**	-	-	-	-
	(228)	(213)	(223)	**(230)**	(237)	(244)	(251)	(259)
Expenditures								
Salaries and Benefits	6,645	6,756	7,286	**7,722**	7,904	8,170	8,404	8,644
Operating Costs	20	12	25	**25**	30	35	40	45
Internal Services Used	-	-	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(147)	(114)	(25)	**(54)**	(54)	(54)	(54)	(54)
	6,518	6,654	7,286	**7,693**	7,880	8,151	8,390	8,635
Net Operations Total	**6,290**	**6,441**	**7,063**	**7,463**	**7,643**	**7,907**	**8,139**	**8,376**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 6,290	**$ 6,441**	**$ 7,063**	**$ 7,463**	**$ 7,643**	**$ 7,907**	**$ 8,139**	**$ 8,376**

MANAGEMENT & RCMP FINANCE	2012 ACTUAL *restated*	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	(72)	(50)	-	-	-	-	-	-
	(72)	(50)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,275	1,373	1,359	**1,528**	1,576	1,642	1,702	1,764
Operating Costs	78	77	100	**100**	105	110	115	120
Internal Services Used	171	255	159	**167**	171	177	182	187
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	1,525	1,705	1,618	**1,795**	1,852	1,929	1,999	2,071
Net Operations Total	**1,453**	**1,655**	**1,618**	**1,795**	**1,852**	**1,929**	**1,999**	**2,071**
Transfers								
Transfer From Own Sources	(78)	(50)	-	-	-	-	-	-
Transfer To Own Sources	72	50	-	-	-	-	-	-
	(6)	-	-	-	-	-	-	-
	$ 1,447	**$ 1,655**	**$ 1,618**	**$ 1,795**	**$ 1,852**	**$ 1,929**	**$ 1,999**	**$ 2,071**

OPERATIONS	2012 ACTUAL *restated*	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (703)	$ (785)	$ (696)	**$ (717)**	$ (739)	$ (761)	$ (784)	$ (808)
Grants, Donations and Other	(381)	(353)	(351)	**(351)**	(362)	(373)	(384)	(396)
	(1,084)	(1,138)	(1,047)	**(1,068)**	(1,101)	(1,134)	(1,168)	(1,204)
Expenditures								
Salaries and Benefits	8,519	9,060	7,752	**8,708**	8,923	9,233	9,507	9,790
Operating Costs	1,252	1,249	1,391	**1,202**	1,207	1,212	1,217	1,222
Internal Services Used	105	96	125	**104**	106	109	112	115
Internal Services Recovered	(1)	(18)	-	-	-	-	-	-
External Recoveries	(5)	(37)	-	-	-	-	-	-
	9,870	10,350	9,268	**10,014**	10,236	10,554	10,836	11,127
Net Operations Total	**8,786**	**9,212**	**8,221**	**8,946**	**9,135**	**9,420**	**9,668**	**9,923**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 8,786	**$ 9,212**	**$ 8,221**	**$ 8,946**	**$ 9,135**	**$ 9,420**	**$ 9,668**	**$ 9,923**

RCMP CONTRACT	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	92,173	93,583	97,417	**100,205**	103,991	107,883	111,745	115,509
Internal Services Used	-	-	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(205)	(174)	-	**-**	-	-	-	-
	91,968	93,409	97,417	**100,205**	103,991	107,883	111,745	115,509
Net Operations Total	**91,968**	**93,409**	**97,417**	**100,205**	**103,991**	**107,883**	**111,745**	**115,509**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 91,968	**$ 93,409**	**$ 97,417**	**$ 100,205**	**$ 103,991**	**$ 107,883**	**$ 111,745**	**$ 115,509**

2014 – 2018 FINANCIAL PLAN

SIGNIFICANT CHANGES
RCMP
(in thousands)

2013 ADOPTED BUDGET			$ 112,946
REVENUES			
Sales and Services			
Security Clearances	....	$ (21)	
Insurance Inquiries	....	(7)	(28)
Total Change in Revenues			(28)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Range Increases	....	1,655	1,655
Operating Costs			
Annualize Prior Year Members	....	524	
12 New Members (Oct 01, 2014)	....	401	
Rate Increase - 2014/15	....	1,141	
Rank Increase	....	571	
Decrease in O&M	....	(368)	
Pension Increase	....	1,991	
Division Admin	....	(1,327)	
Increase in Integrated Teams	....	(249)	
Municipal Support	....	(400)	
Department Exepenses	....	(179)	
Base Contract Timing Adjustments	....	504	2,608
Internal Services Used			
Salary	....	7	
Municipal Equipment	....	(25)	(18)
External Recoveries			
OCC Service City of White Rock	....	(8)	
Cell Rental from Delta	....	(180)	
LMD ERT Office, Parking Space & IT Support	....	14	(174)
Total Change in Expenditures			4,071
2014 BUDGET			$ 116,989

RCMP Significant Changes

2014 ADOPTED BUDGET		$ 116,989
REVENUES		
Sales and Service		
Corporate Services	$ (785)	
Operations	(136)	
Information Services	(29)	(950)
Total Change in Revenues		(950)
EXPENDITURES		
Salaries/Wages & Benefits		
Potential Salary Increases	1,421	
4 Civilian FTE's	1,170	2,591
Operating Costs		
12 New Members	2,674	
Annualized Member Increase	7,220	
Increase Due to Inflation	3,321	
RCMP Contract Potential Salary Increases	2,169	15,384
Internal Services Used		
Salary Increases	40	40
Total Change in Expenditures		18,015
2018 BUDGET		$ 134,054

ENGINEERING DEPARTMENTAL FUNCTIONS

Acting General Manager
Gerry McKinnon

Administrative Coordinator
Bernice Bellefontaine

Special Projects
Laura Hardiman

Land Development
Sam Lau

- Development Services
- Inspection Services
- Counter Services
- File Registry

Operations
Rob Costanzo (Acting)

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

Realty Services
Nicholas Rawcliffe

- Property Management
- Realty Assets Management
- Land Acquisition

Utilities
Jeff Arason

- Sewer
- Drainage & Environment
- Water
- Energy

Transportation
Jaime Boan

- Spatial Information (GIS)
- Traffic Operations
- Transportation Planning
- Rapid Transit & Strategic Planning
- Parking Services

Design & Construction
Scott Neuman

- Survey

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. This includes 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 related 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.

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. Asset Management 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.

2013 ACCOMPLISHMENTS

- Continued acquisition of remaining property rights for the $190 million Roberts Bank Rail Corridor Program including assisting coordination of complicated property restorations;
- Increased, through appraisal review and negotiation, the cash-in-lieu of park dedication payments to the City by an additional $857,000, representing a 35% increase over 2012;
- Approaching completion of negotiations with Provincial Government for the leasing of 44,000 ft.^{2} of the City Hall Campus lands and actively marketing remaining building space;
- Completed the 58.56 acre Lot 4 purchase from the Province for the Campbell Heights Industrial Development;
- Completed the transfer of the 48.9 acre agricultural parcel (Lot 6) from the Province, as part of the Campbell Heights Industrial Development;
- Increased lease and rental revenues by $100,000 over 2012;
- Co-ordinated over $5 million in land sales;
- Delivered property requirements for Phase II of the Bridgeview Vacuum Sewer replacement;
- Completed the RFQ process for the proposed Bio-fuel facility which will receive the City's yard and kitchen waste (organics) towards producing a vehicle grade fuel source;
- Contracted City Hall small vehicle services to a car sharing program (Modo) to provide increased service, better utilization and help initiate a car sharing network in City Centre;
- Completed a review of the City's Fleet towards replacement planning and rate reduction for future years;
- Initiated and managed 35 new P-15 Habitat Restoration Agreements;

- Identified and secured locations in City Centre for permanent District Energy facilities;
- Delivered the property rights for the Robson Creek Sewer Replacement program that mitigated sanitary sewer overflows at this watercourse;
- With the implementation of the new curbside organics collection program, the City has achieved the 70% plus diversion target set by Metro Vancouver and its members in advance of the 2015 deadline;
- Reduced the City's residential landfill-bound garbage tonnage by over 40%;
- Took a lead role in negotiations with MMBC to fund curbside recyclables collection in 2014 and beyond in the City;
- Received Municipal Green Fund support towards expansion of the City's electric vehicle program;
- Committed over $17.4 million in Parkland Acquisition Program expenditures. Parkland acquisitions, dedications and transfers resulted in 99 acres being added to the City's park inventory during 2013, and more than 170 acres being added during that last two years;
- Worked with RCMP, Crime Reduction Office, By-laws and Engineering Operations to ensure City owned lands were maintained to a high standard and provided solutions to public and privately-owned problem areas;
- Continued to acquire strategic properties for key transportation and civic needs;
- Acquired property rights for the 2013 Capital Works program including the Utility Division, Design & Construction and for Operations;
- Continued to update the Realty Services web page to include information related to Land Sale/Leasing procedures, Road Closures, P-15 and House Rentals;
- Successfully implemented the Streetlight Telecommunications Antenna Pilot Project;
- Completed substantial input and effort into the planning, design and commencement of construction of the new City Works Yard. The new buildings are located on the current site and will greatly impact operations during the various construction phases;
- Completed the training and implementation of CityWorks mobility in an effort to approve efficiencies of outside crew in Operations. This allows work to be dispatched directly to field crews, allows crews to record accomplishments and time, as well as retrieve infrastructure information without returning to the office;
- Due to change in Provincial legislation, took over operations and maintenance activities of the Surrey Dyking District. Work included assessment of infrastructure, emergency repairs and improved dyke mowing;
- Implemented a new web based SCADA system to monitor the City's network of water, sanitary and drainage pumping stations allowing the system to be monitored and adjusted remotely via tablet or City network computers;
- Completed a pilot using radar technology to evaluate pipe condition and integrity in an effort to reduce pipe failures through better methods of predictive pipe inspection methods;
- Completed a conceptual design and public process for the new South Surrey Works Yard;
- Finalized BC One Call membership agreement, and implemented referral process; and
- Completed the development, training and roll out of Cityworks Mobility to more than 150 Engineering Operations field staff to enhance work flow and efficiencies.

FUTURE INITIATIVES

- Complete the biofuel RFP procurement process in 2014 towards the operation of the biofuel facility in 2016;
- Continue lease negotiations with other levels of government, ministries, and interested parties for the occupation of the City Hall Campus lands;
- Continue coordinating the restoration requirements for the RBRC Program including acquisition of newly identified property needs;
- Deliver the 2014 Capital Works & Utility requirements including approximately 100 acquisitions for the 160 Street Road Widening Project;
- Utilize new telecommunications process and rate structure to generate $50,000 in new annual revenue to the City;
- Assist the Utilities Division to complete the eastern Fraser River dyke extension;
- Prepare typical project schedule for Engineering component of land development process;
- Complete a best practice review of genset maintenance and load testing contract costs to determine if internal resources are better suited to complete the work;
- Continue to monitor and analyze the impact of organics collection on the solid waste system towards exceeding the regional 70% waste diversion goal;
- Continue to 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;

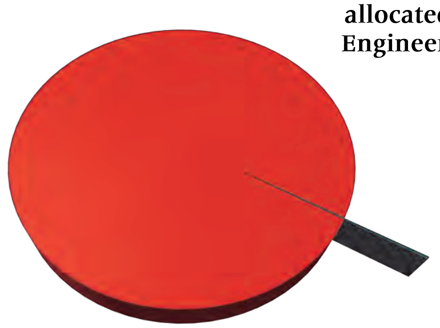
- Continue to support the completion of secondary plans in progress (City Centre, Grandview Heights NCP Area #4, Newton Town Centre Plan, Semiahmoo Town Centre Plan and West Clayton NCPs) to meet the Sustainability Charter environmental, economic and socio-cultural goals with various transportation options, 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) and process it into a renewable natural gas that will fuel the waste collection fleet;
- Select a site within the Newton or City Centre area to host a regional Residential Drop-off Eco-centre Facility;
- 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;
- Initiate Multi-Family Organic Waste Diversion Pilot program and closely monitor results and determine plan for City-wide deployment in 2015;
- Participate in ongoing environmental stewardship by overseeing and managing the P-15 Habitat Replacement process;
- Complete the next phase of the Bio-fuel procurement process and recommend to Council a final outcome;
- Continue to work with MMBC towards implementation of the MMBC funded Curbside Recyclable Collection Program;
- Review current hydrant use practices and determine if a network of water fill stations is a more appropriate means towards controlling illegal use of hydrants preventing backflow into the City's water system;
- Benchmark Water Operations in other Cities to determine their ability to provide development and service renewals while maintaining the integrity of the City's water distribution system and meeting current regulations;
- Continue to enhance wireless mobility to improve customer service in Engineering Operations;
- 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 (ongoing);
- Replace the aging SCADA system used to monitor the 90 drainage, sanitary sewer and water pumping and lift stations throughout the City (ongoing);
- Continue to work with Surrey's diverse community to increase waste diversion;
- Complete construction of the new Works Yard facility office and fleet maintenance building for occupation in early 2015;
- Develop a sanitary sewer replacement strategy towards a program to eliminate aging AC mainlines and problem section of sanitary sewer mainlines;
- Review hydrant maintenance program and determine appropriate maintenance and inspection frequencies;
- Seek improved methods of crack and pothole repair for City roadway;
- Complete and implement a new strategy to maintain road gravel shoulders;
- Deliver the ongoing acquisition requirements of the Parkland Acquisition Program;
- Complete the necessary land assembly to facilitate construction of the proposed South Surrey Works Yard;
- Continue to pursue strategic City Centre and City-wide land acquisitions to position the City for sustainable Transportation, Parks, and Civic purpose projects;
- Continue the development of a succession plan and an organizational plan for the Division by working with Human Resources to create an effective strategic plan for retaining and recruiting staff;
- Complete the update to the Realty Services web page to include information related to Land Sale/Leasing procedures, Road Closures, P-15 and House Rentals;
- Co-operate with BC Housing & Social Planning to facilitate a new transitional housing project/Gateway shelter in the City Centre;
- Work with the RCMP to identify lease space for the relocation of the Cloverdale RCMP Offices;
- Launch Open Data Program with a new website portal providing citizens, businesses, academia and app developers access to a wealth of City datasets and information not previously available; and
- Launch new in-house developed Service Request App that streamlines citizen reporting of issues directly integrated with our internal system.

2014 – 2018 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
ENGINEERING SERVICES
(in thousands)

DIVISION SUMMARY	2012 ACTUAL *restated*	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Engineering Operations	$ 19	$ (1,730)	$ -	**$ (598)**	$ (562)	$ (599)	$ (596)	$ (592)
Engineering Professional Services	1,067	1,432	911	**1,524**	1,621	1,734	1,846	1,964
Land Development	(616)	(206)	(67)	**(22)**	-	81	133	187
Realty Services	(593)	(65)	255	**84**	96	112	127	143
	$ (123)	**$ (569)**	**$ 1,099**	**$ 988**	**$ 1,155**	**$ 1,328**	**$ 1,510**	**$ 1,702**

ACCOUNT SUMMARY	2012 ACTUAL *restated*	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (5,476)	$ (5,749)	$ (5,233)	**$(5,452)**	$ (5,615)	$ (5,783)	$ (5,956)	$ (6,134)
Grants, Donations and Other	(662)	(640)	(483)	**(481)**	(495)	(510)	(525)	(541)
	(6,138)	(6,389)	(5,716)	**(5,933)**	(6,110)	(6,293)	(6,481)	(6,675)
Expenditures								
Salaries and Benefits	29,387	31,761	32,123	**35,067**	35,986	37,289	38,453	39,653
Operating Costs	6,761	7,499	7,212	**7,206**	7,423	7,646	7,875	8,112
Internal Services Used	7,808	7,352	7,084	**7,545**	7,715	7,966	8,184	8,409
Internal Services Recovered	(38,333)	(39,094)	(39,441)	**(42,734)**	(43,696)	(45,117)	(46,358)	(47,634)
External Recoveries	(2,509)	(3,011)	(1,735)	**(1,735)**	(1,735)	(1,735)	(1,735)	(1,735)
	3,114	4,507	5,243	**5,349**	5,693	6,049	6,419	6,805
Net Operations Total	(3,024)	(1,882)	(473)	**(584)**	(417)	(244)	(62)	130
Transfers								
Transfer From Own Sources	(347)	(267)	-	**-**	-	-	-	-
Transfer To Own Sources	3,248	1,580	1,572	**1,572**	1,572	1,572	1,572	1,572
	2,901	1,313	1,572	**1,572**	1,572	1,572	1,572	1,572
	$ (123)	**$ (569)**	**$ 1,099**	**$ 988**	**$ 1,155**	**$ 1,328**	**$ 1,510**	**$ 1,702**



ENGINEERING OPERATIONS	2012 ACTUAL *restated*	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (7)	$ (7)	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(7)	(7)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	19,259	20,776	20,805	**22,255**	22,801	23,588	24,285	25,002
Operating Costs	4,021	4,290	5,280	**5,186**	5,342	5,502	5,667	5,837
Internal Services Used	3,988	3,094	3,427	**3,344**	3,419	3,530	3,627	3,727
Internal Services Recovered	(29,992)	(31,275)	(31,069)	**(32,940)**	(33,681)	(34,776)	(35,732)	(36,715)
External Recoveries	(203)	(188)	-	-	-	-	-	-
	(2,927)	(3,303)	(1,557)	**(2,155)**	(2,119)	(2,156)	(2,153)	(2,149)
Net Operations Total	**(2,934)**	**(3,310)**	**(1,557)**	**(2,155)**	**(2,119)**	**(2,156)**	**(2,153)**	**(2,149)**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	2,953	1,580	1,557	**1,557**	1,557	1,557	1,557	1,557
	2,953	1,580	1,557	**1,557**	1,557	1,557	1,557	1,557
	$ 19	**$(1,730)**	**$ -**	**$ (598)**	**$ (562)**	**$ (599)**	**$ (596)**	**$ (592)**

ENGINEERING PROFESSIONAL SERVICES	2012 ACTUAL *restated*	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (14)	$ (10)	(18)	**(10)**	$ (10)	$ (10)	$ (10)	$ (10)
Grants, Donations and Other	(106)	(102)	(4)	-	-	-	-	-
	(120)	(112)	(22)	**(10)**	(10)	(10)	(10)	(10)
Expenditures								
Salaries and Benefits	6,019	6,123	5,981	**7,125**	7,346	7,647	7,922	8,207
Operating Costs	331	338	329	**329**	339	349	359	370
Internal Services Used	747	954	799	**1,425**	1,457	1,504	1,545	1,587
Internal Services Recovered	(5,907)	(5,860)	(6,191)	**(7,360)**	(7,526)	(7,771)	(7,985)	(8,205)
External Recoveries	(34)	(11)	-	-	-	-	-	-
	1,156	1,544	918	**1,519**	1,616	1,729	1,841	1,959
Net Operations Total	**1,036**	**1,432**	**896**	**1,509**	**1,606**	**1,719**	**1,831**	**1,949**
Transfers								
Transfer From Own Sources	(1)	-	-	-	-	-	-	-
Transfer To Own Sources	32	-	15	**15**	15	15	15	15
	31	-	15	**15**	15	15	15	15
	$ 1,067	**$ 1,432**	**$ 911**	**$ 1,524**	**$ 1,621**	**$ 1,734**	**$ 1,846**	**$ 1,964**

LAND DEVELOPMENT	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (4,279)	$ (4,313)	$ (4,091)	**$(4,214)**	$ (4,340)	$ (4,470)	$ (4,604)	$ (4,742)
Grants, Donations and Other	(556)	(538)	(479)	**(481)**	(495)	(510)	(525)	(541)
	(4,835)	(4,851)	(4,570)	**(4,695)**	(4,835)	(4,980)	(5,129)	(5,283)
Expenditures								
Salaries and Benefits	2,501	3,112	3,171	**3,338**	3,426	3,551	3,662	3,777
Operating Costs	1,096	1,642	700	**700**	721	743	765	788
Internal Services Used	2,715	2,951	2,615	**2,487**	2,543	2,626	2,698	2,772
Internal Services Recovered	(4)	(248)	(248)	**(117)**	(120)	(124)	(128)	(132)
External Recoveries	(2,129)	(2,812)	(1,735)	**(1,735)**	(1,735)	(1,735)	(1,735)	(1,735)
	4,179	4,645	4,503	**4,673**	4,835	5,061	5,262	5,470
Net Operations Total	**(656)**	**(206)**	**(67)**	**(22)**	**-**	**81**	**133**	**187**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	40	-	-	-	-	-	-	-
	40	-	-	-	-	-	-	-
	$ (616)	**$ (206)**	**$ (67)**	**$ (22)**	**$ -**	**$ 81**	**$ 133**	**$ 187**

REALTY SERVICES	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (1,176)	$ (1,419)	$ (1,124)	**$(1,228)**	$ (1,265)	$ (1,303)	$ (1,342)	$ (1,382)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(1,176)	(1,419)	(1,124)	**(1,228)**	(1,265)	(1,303)	(1,342)	(1,382)
Expenditures								
Salaries and Benefits	1,608	1,750	2,166	**2,349**	2,413	2,503	2,584	2,667
Operating Costs	1,313	1,229	903	**991**	1,021	1,052	1,084	1,117
Internal Services Used	358	353	243	**289**	296	306	314	323
Internal Services Recovered	(2,430)	(1,711)	(1,933)	**(2,317)**	(2,369)	(2,446)	(2,513)	(2,582)
External Recoveries	(143)	-	-	-	-	-	-	-
	706	1,621	1,379	**1,312**	1,361	1,415	1,469	1,525
Net Operations Total	**(470)**	**202**	**255**	**84**	**96**	**112**	**127**	**143**
Transfers								
Transfer From Own Sources	(346)	(267)	-	-	-	-	-	-
Transfer To Own Sources	223	-	-	-	-	-	-	-
	(123)	(267)	-	-	-	-	-	-
	$ (593)	**$ (65)**	**$ 255**	**$ 84**	**$ 96**	**$ 112**	**$ 127**	**$ 143**

2014 – 2018 FINANCIAL PLAN

SIGNIFICANT CHANGES ENGINEERING SERVICES

(in thousands)

2013 ADOPTED BUDGET			$ 1,099
REVENUES			
Sales and Services			
Realty Service Fees	....	$ (1)	
Realty Rental and Lease Revenue	....	(104)	
GIS Fees	....	12	
Land Development Application Fees	....	(124)	(217)
Total Change in Revenues			(217)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments	....	1,571	
Reclassed Positions	....	199	
New Positions	....	1,172	2,942
Operating Costs			
Realty	....	88	
GIS	....	1	
Fleet	....	(94)	(5)
Internal Services Used			
Survey	....	31	
Realty	....	26	
GIS	....	557	
Utilities	....	5	
Land Development	....	(74)	
Fleet	....	(84)	462
Internal Services Recovered			
Salary Adjustments	....	(2,876)	
Fleet	....	(417)	(3,293)
Total Change in Expenditures			106
2014 BUDGET			$ 988

2014 ADOPTED BUDGET			$ 988
REVENUES			
Sales and Service			
Land Development Growth	....	$ (588)	
Realty Growth	....	(154)	(742)
Total Change in Revenues			(742)
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	....	550	550
Operating Costs			
Increases Due to Inflation	....	906	906
Transfers			
Fleet Contribution	....	-	-
Total Change in Expenditures			1,456
2018 BUDGET			$ 1,702

PARKS, RECREATION & CULTURE DEPARTMENTAL FUNCTIONS

General Manager
Laurie Cavan

Administrative Coordinator
Dorothy Vestergaard

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

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

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

Support Services – Carleen McDowell
- Special Projects
- Policy Development & Research
- Emergency Social Services Support

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

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

Web & New Media – Geoffrey Daniel
- City Website
- Social Media
- User Experience

2014 – 2018 FINANCIAL PLAN

PARKS, RECREATION & CULTURE DEPARTMENTAL OVERVIEW

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.

COMMUNITY & RECREATION

Community & Recreation Services (CRS) 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. Building capacity with partners in the Surrey community, this Division facilitates and delivers programs and services that are accessible for seniors, youth, children and families. Community & Recreation Services engages volunteers by leading an inclusive approach towards reaching out to Surrey's diverse community, including people with disabilities, in all service areas.

ARTS

The Arts Services Division plans and oversees a wide range of cultural 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; the operation of the Centre Stage performance venue in the new Surrey City Hall Council Chambers as well as administering the Public Art Program, Cultural Grants Program and Surrey International Children's Festival. Arts Services staff provides stewardship for the City's contemporary and public art collections and supports the City-wide identification and implementation of arts programs and facilities. Staff works with community organizations and other sectors to build awareness and appreciation for the benefits of the arts, provides arts education to students and develops new audiences through the presentation of exhibits, public programs and theatre events.

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 provides expertise, guidance and services related to marketing and communications.

WEB AND NEW MEDIA

Web and New Media provides expertise, guidance and services related to enhancing the web presence and ensure customers receive timely information from the website and social media.

2013 ACCOMPLISHMENTS

- The City received UBCM's 2013 Community Excellence Award for Best Practices in Social Media, the 2013 National Star Award for Best Public Entertainment Event in Canada for their collaborative work on the Canada Day 2012 Celebration, the 2013 Special Event Gala Award for the best international festival for Fusion Festival and Kensington Prairie Community Centre received a Gold Award in the municipal category of the Institute of Public Administration of Canada/Deloitte Public Leadership Awards;
- 6200 trees were planted along streets and in parks to beautify the city, over 18,000 native trees and shrubs were planted to improve habitat and over 103,000 ms of invasive plants were removed to further improve City parks;
- The City's system of parks includes natural areas and forests, neighbourhood & community-parks, greenways, athletic facilities and waterfront areas. In 2013 40.1 hectares (99.1 acres) of new parkland was added, bring the total of City parkland to 2617 hectares (6467 acres);
- To help improve the lives of City residents, the City hosted the Cities Fit for Children Conference to discuss strategies and share expertise on how to build cities fit for children and youth; Guildford was selected as a pilot site for the My Neighbourhood, My Futures initiative and the newly renovated Bridgeview Community Centre opened with expanded programs and services;
- There were 3,287,400 visitors to PRC Facilities;
- Heritage Services co-ordinated 33 special events that attracted nearly 12,000 visitors to the Museum and Stewart Farm that included *the Re-enactors: Surrey's True Stories* historical re-enactment performers;
- The Art Gallery presented 19 exhibitions with works by over 280 local, national and international artists and engaged over 200 volunteers. The Surrey Arts Centre Theatres programmed presentation series, featured 50 performances of 13 productions attended by over 12,300 patrons;
- As part of the Build Surrey Program we saw substantial construction get underway on the Cloverdale Youth Park and the West Newton Cricket Park;
- Over 200,000 people attended great civic events hosted by Surrey such as the International Children's Festival, Canada Day, Fusion Festival and the Tree Lighting Ceremony. A very successful private concert with Mumford and Sons took place at Holland Park;
- Many successful sport tournaments at international, national and provincial levels were held in Surrey parks and facilities;
- The City of Surrey and Tourism Surrey launched a new website in support of Sport Surrey which will serve as a central resource to assist in advancing bid submissions for large sporting events held throughout the City; and
- 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.

FUTURE INITIATIVES

- The City will promote, plan and play host to many national, provincial and regional sport tournaments such as the White Caps FC Showcase Tournament;
- The City was awarded the bid by the International Softball Federation (ISF) for the 2016 Women's World Fastpitch Championships;
- Expand children's environmental education programs offered through the Surrey Nature Program the Nature Matters Program;

- Introduce the new Park Design Guidelines;
- Develop a plan for a linear sculpture park on the City Greenways Network;
- Host a celebration for the planting of Surrey's 75,000th street tree;
- Finalize the concept plan and develop detailed designs for the Fergus Creek Watershed Park;
- Organize and plan 2014 Doors Open, Party for the Planet/New City Hall official opening, Canada Day, Fusion Festival, International Children's Festival, Culture Days and Tree Lighting events;
- Expand MYzone – a critical hours youth initiative that is an accessible and affordable drop-in recreation program for children ages 6-12;
- Plan and present the 2014 Guildford Aquatic Centre opening celebration and the South Surrey Recreation fitness addition and arts space re-opening including their public art features;
- Complete and have official openings for the West Newton Cricket Park, Cloverdale Youth Park and develop the City's 14th artificial turf field;
- Host events such as Youth Week, Youth Recognition Awards, Youth Fest, City Jam, Kids Conference, Early Years Festival, Move for Health Day, Youth Summit, Focus on Seniors and Seniors Wellness Fairs as well as 13 heritage special events at the Surrey Museum and Stewart Farm;
- Develop the Age Friendly Strategy;
- Use City Speaks to encourage community engagement and collaboration on City initiatives; and
- Implement My Neighbourhood, My Futures Initiative in Guildford West.

Re-enactors for a play in Surrey

2014 – 2018 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS PARKS, RECREATION & CULTURE

(in thousands)

DIVISION SUMMARY	2012 ACTUAL *restated*	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Administration	$ 2,458	$ 2,528	$ 3,684	**$ 4,251**	$ 4,376	$ 4,532	$ 4,679	$ 4,829
Arenas	914	932	724	**853**	857	892	1,210	1,227
Art Centre	2,058	2,147	2,160	**2,251**	2,298	2,372	2,435	2,501
Community Halls	(1)	(4)	17	**16**	16	16	16	16
Community Recreation Services	6,338	6,052	5,893	**6,620**	8,869	10,763	11,021	12,084
Healthy Communities	485	484	490	**625**	653	694	731	769
Heritage Services	1,441	1,390	1,558	**1,655**	1,696	1,752	1,803	1,855
Indoor Pools	4,010	4,303	2,882	**2,933**	2,939	3,040	3,093	3,145
Marketing	1,049	1,128	1,165	**1,385**	1,416	1,459	1,497	1,536
Outdoor Pools	861	823	915	**894**	894	894	894	894
Parks Division	19,124	20,141	20,661	**21,609**	22,913	24,318	25,682	27,054
	$ 38,737	**$ 39,924**	**$ 40,149**	**$ 43,092**	**$46,927**	**$50,732**	**$53,061**	**$55,910**

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (20,375)	$ (20,926)	$ (21,090)	**$ (24,076)**	$ (24,794)	$ (25,534)	$ (26,296)	$ (28,581)
Grants, Donations and Other	(2,271)	(2,166)	(1,822)	**(1,381)**	(1,388)	(1,396)	(1,404)	(1,410)
	(22,646)	(23,092)	(22,912)	**(25,457)**	(26,182)	(26,930)	(27,700)	(29,991)
Expenditures								
Salaries and Benefits	36,393	42,776	40,299	**45,152**	46,267	47,873	49,296	52,460
Operating Costs	30,791	25,641	27,749	**29,366**	32,827	35,795	37,490	39,484
Internal Services Used	11,957	12,833	10,588	**10,940**	11,183	11,545	11,861	12,187
Internal Services Recovered	(15,118)	(13,930)	(14,009)	**(14,909)**	(15,168)	(15,551)	(15,886)	(16,230)
External Recoveries	(681)	(688)	(457)	**(425)**	(425)	(425)	(425)	(425)
	63,342	66,632	64,170	**70,124**	74,684	79,237	82,336	87,476
Net Operations Total	**40,696**	**43,540**	**41,258**	**44,667**	**48,502**	**52,307**	**54,636**	**57,485**
Transfers								
Transfer From Own Sources	(3,951)	(4,800)	(2,160)	**(2,641)**	(2,641)	(2,641)	(2,641)	(2,641)
Transfer To Own Sources	1,992	1,184	1,051	**1,066**	1,066	1,066	1,066	1,066
	(1,959)	(3,616)	(1,109)	**(1,575)**	(1,575)	(1,575)	(1,575)	(1,575)
	$ 38,737	**$ 39,924**	**$ 40,149**	**$ 43,092**	**$46,927**	**$50,732**	**$53,061**	**$55,910**

7.33% of Gross Taxation allocated to Parks, Recreation & Culture

ADMINISTRATION	2012 ACTUAL *restated*	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (38)	$ 15	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(38)	15	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,032	2,069	2,168	2,663	2,747	2,861	2,966	3,074
Operating Costs	652	792	1,304	1,374	1,414	1,454	1,494	1,534
Internal Services Used	115	75	63	65	66	68	70	72
Internal Services Recovered	(22)	(166)	(201)	(201)	(201)	(201)	(201)	(201)
External Recoveries	(5)	(1)	-	-	-	-	-	-
	1,772	2,769	3,334	3,901	4,026	4,182	4,329	4,479
Net Operations Total	**1,734**	**2,784**	**3,334**	**3,901**	**4,026**	**4,182**	**4,329**	**4,479**
Transfers								
Transfer From Own Sources	21	(606)	-	-	-	-	-	-
Transfer To Own Sources	703	350	350	350	350	350	350	350
	724	(256)	350	350	350	350	350	350
	$ 2,458	**$ 2,528**	**$ 3,684**	**$ 4,251**	**$ 4,376**	**$ 4,532**	**$ 4,679**	**$ 4,829**

ARENAS	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (3,808)	$ (3,968)	$ (3,843)	$ (3,958)	$ (4,077)	$ (4,199)	$ (4,325)	$ (4,455)
Grants, Donations and Other	(30)	-	1	1	1	1	1	1
	(3,838)	(3,968)	(3,842)	(3,957)	(4,076)	(4,198)	(4,324)	(4,454)
Expenditures								
Salaries and Benefits	3,230	3,446	2,990	3,132	3,205	3,312	3,406	3,503
Operating Costs	1,456	1,451	1,500	1,610	1,660	1,710	2,060	2,110
Internal Services Used	41	27	62	62	62	62	62	62
Internal Services Recovered	(21)	(27)	(29)	(29)	(29)	(29)	(29)	(29)
External Recoveries	(24)	(53)	(15)	(15)	(15)	(15)	(15)	(15)
	4,682	4,844	4,508	4,760	4,883	5,040	5,484	5,631
Net Operations Total	**844**	**876**	**666**	**803**	**807**	**842**	**1,160**	**1,177**
Transfers								
Transfer From Own Sources	-	(14)	-	-	-	-	-	-
Transfer To Own Sources	70	70	58	50	50	50	50	50
	70	56	58	50	50	50	50	50
	$ 914	**$ 932**	**$ 724**	**$ 853**	**$ 857**	**$ 892**	**$ 1,210**	**$ 1,227**

ART CENTRE	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (721)	$ (758)	$ (853)	**$ (1,000)**	$ (1,030)	$ (1,061)	$ (1,093)	$ (1,126)
Grants, Donations and Other	(438)	(343)	(181)	**(181)**	(188)	(196)	(204)	(210)
	(1,159)	(1,101)	(1,034)	**(1,181)**	(1,218)	(1,257)	(1,297)	(1,336)
Expenditures								
Salaries and Benefits	2,141	2,384	2,361	**2,526**	2,590	2,682	2,764	2,848
Operating Costs	1,248	1,497	1,422	**1,530**	1,550	1,570	1,590	1,610
Internal Services Used	45	58	20	**20**	20	21	22	23
Internal Services Recovered	(121)	(143)	(159)	**(194)**	(194)	(194)	(194)	(194)
External Recoveries	(2)	-	-	**-**	-	-	-	-
	3,311	3,796	3,644	**3,882**	3,966	4,079	4,182	4,287
Net Operations Total	**2,152**	**2,695**	**2,610**	**2,701**	**2,748**	**2,822**	**2,885**	**2,951**
Transfers								
Transfer From Own Sources	(210)	(584)	(450)	**(450)**	(450)	(450)	(450)	(450)
Transfer To Own Sources	116	36	-	**-**	-	-	-	-
	(94)	(548)	(450)	**(450)**	(450)	(450)	(450)	(450)
	$ 2,058	**$ 2,147**	**$ 2,160**	**$ 2,251**	**$ 2,298**	**$ 2,372**	**$ 2,435**	**$ 2,501**

COMMUNITY HALLS	2012 ACTUAL	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (31)	$ (31)	$ (21)	**$ (21)**	$ (21)	$ (21)	$ (21)	$ (21)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(31)	(31)	(21)	**(21)**	(21)	(21)	(21)	(21)
Expenditures								
Salaries and Benefits	61	6	4	**4**	4	4	4	4
Operating Costs	41	23	33	**32**	32	32	32	32
Internal Services Used	1	1	1	**1**	1	1	1	1
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(3)	(3)	-	**-**	-	-	-	-
	100	27	38	**37**	37	37	37	37
Net Operations Total	**69**	**(4)**	**17**	**16**	**16**	**16**	**16**	**16**
Transfers								
Transfer From Own Sources	(70)	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	(70)	-	-	**-**	-	-	-	-
	$ (1)	**$ (4)**	**$ 17**	**$ 16**	**$ 16**	**$ 16**	**$ 16**	**$ 16**

COMMUNITY RECREATION SERVICES	2012 ACTUAL	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (6,899)	$ (6,724)	$ (7,652)	**$(8,271)**	$ (8,519)	$ (8,775)	$ (9,038)	$ (10,809)
Grants, Donations and Other	(284)	(273)	(111)	**(111)**	(111)	(111)	(111)	(111)
	(7,183)	(6,997)	(7,763)	**(8,382)**	(8,630)	(8,886)	(9,149)	(10,920)
Expenditures								
Salaries and Benefits	8,307	11,646	11,837	**13,197**	13,521	13,988	14,401	16,526
Operating Costs	6,333	2,706	2,907	**3,140**	5,307	6,980	7,080	7,780
Internal Services Used	340	273	261	**287**	293	303	311	320
Internal Services Recovered	(1,666)	(1,267)	(1,149)	**(1,422)**	(1,422)	(1,422)	(1,422)	(1,422)
External Recoveries	(91)	(109)	-	**-**	-	-	-	-
	13,223	13,249	13,856	**15,202**	17,699	19,849	20,370	23,204
Net Operations Total	**6,040**	**6,252**	**6,093**	**6,820**	**9,069**	**10,963**	**11,221**	**12,284**
Transfers								
Transfer From Own Sources	(28)	(200)	(200)	**(200)**	(200)	(200)	(200)	(200)
Transfer To Own Sources	326	-	-	**-**	-	-	-	-
	298	(200)	(200)	**(200)**	(200)	(200)	(200)	(200)
	$ 6,338	**$ 6,052**	**$ 5,893**	**$ 6,620**	**$ 8,869**	**$ 10,763**	**$ 11,021**	**$12,084**

HEALTHY COMMUNITIES	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (32)	$ (32)	$ (18)	**$ (47)**	$ (47)	$ (47)	$ (47)	$ (47)
Grants, Donations and Other	(22)	(33)	-	**-**	-	-	-	-
	(54)	(65)	(18)	**(47)**	(47)	(47)	(47)	(47)
Expenditures								
Salaries and Benefits	1,055	1,149	918	**1,101**	1,129	1,169	1,205	1,242
Operating Costs	175	133	113	**194**	194	194	194	194
Internal Services Used	94	91	16	**22**	22	23	24	25
Internal Services Recovered	(699)	(772)	(538)	**(644)**	(644)	(644)	(644)	(644)
External Recoveries	(86)	(52)	(1)	**(1)**	(1)	(1)	(1)	(1)
	539	549	508	**672**	700	741	778	816
Net Operations Total	**485**	**484**	**490**	**625**	**653**	**694**	**731**	**769**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 485	**$ 484**	**$ 490**	**$ 625**	**$ 653**	**$ 694**	**$ 731**	**$ 769**

HERITAGE SERVICES	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (51)	$ (55)	$ (37)	**$ (38)**	$ (39)	$ (40)	$ (41)	$ (42)
Grants, Donations and Other	(71)	(89)	(56)	**(65)**	(65)	(65)	(65)	(65)
	(122)	(144)	(93)	**(103)**	(104)	(105)	(106)	(107)
Expenditures								
Salaries and Benefits	1,204	1,218	1,318	**1,407**	1,443	1,494	1,540	1,587
Operating Costs	358	319	331	**348**	353	358	363	368
Internal Services Used	18	24	26	**29**	30	31	32	33
Internal Services Recovered	(20)	(27)	(24)	**(26)**	(26)	(26)	(26)	(26)
External Recoveries	-	-	-	**-**	-	-	-	-
	1,560	1,534	1,651	**1,758**	1,800	1,857	1,909	1,962
Net Operations Total	**1,438**	**1,390**	**1,558**	**1,655**	**1,696**	**1,752**	**1,803**	**1,855**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	3	-	-	-	-	-	-	-
	3	-	-	-	-	-	-	-
	$ 1,441	**$ 1,390**	**$ 1,558**	**$ 1,655**	**$ 1,696**	**$ 1,752**	**$ 1,803**	**$ 1,855**

INDOOR POOLS	2012 ACTUAL	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (6,777)	$ (7,002)	$ (6,728)	**$(8,641)**	$ (8,900)	$ (9,167)	$ (9,442)	$ (9,725)
Grants, Donations and Other	(25)	(19)	-	**-**	-	-	-	-
	(6,802)	(7,021)	(6,728)	**(8,641)**	(8,900)	(9,167)	(9,442)	(9,725)
Expenditures								
Salaries and Benefits	8,063	8,715	7,191	**9,324**	9,534	9,844	10,115	10,393
Operating Costs	2,561	2,397	2,306	**2,889**	2,939	2,989	3,039	3,089
Internal Services Used	193	207	203	**241**	246	254	261	268
Internal Services Recovered	(9)	(9)	-	**(790)**	(790)	(790)	(790)	(790)
External Recoveries	(101)	(91)	(90)	**(90)**	(90)	(90)	(90)	(90)
	10,707	11,219	9,610	**11,574**	11,839	12,207	12,535	12,870
Net Operations Total	**3,905**	**4,198**	**2,882**	**2,933**	**2,939**	**3,040**	**3,093**	**3,145**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	105	105	-	-	-	-	-	-
	105	105	-	-	-	-	-	-
	$ 4,010	**$ 4,303**	**$ 2,882**	**$ 2,933**	**$ 2,939**	**$ 3,040**	**$ 3,093**	**$ 3,145**

MARKETING	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (58)	$ (60)	$ (69)	**$ (58)**	$ (58)	$ (58)	$ (58)	$ (58)
Grants, Donations and Other	(8)	(18)	(8)	**(8)**	(8)	(8)	(8)	(8)
	(66)	(78)	(77)	**(66)**	(66)	(66)	(66)	(66)
Expenditures								
Salaries and Benefits	784	855	891	**1,040**	1,066	1,104	1,137	1,171
Operating Costs	435	433	456	**501**	506	511	516	521
Internal Services Used	26	2	1	**1**	1	1	1	1
Internal Services Recovered	(94)	(72)	(80)	**(80)**	(80)	(80)	(80)	(80)
External Recoveries	(36)	(12)	(26)	**(11)**	(11)	(11)	(11)	(11)
	1,115	1,206	1,242	**1,451**	1,482	1,525	1,563	1,602
Net Operations Total	**1,049**	**1,128**	**1,165**	**1,385**	**1,416**	**1,459**	**1,497**	**1,536**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 1,049	**$ 1,128**	**$ 1,165**	**$ 1,385**	**$ 1,416**	**$ 1,459**	**$ 1,497**	**$ 1,536**

OUTDOOR POOLS	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	861	850	891	**907**	907	907	907	907
Internal Services Used	1	-	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	(19)	(27)	(13)	**(13)**	(13)	(13)	(13)	(13)
	843	823	878	**894**	894	894	894	894
Net Operations Total	**843**	**823**	**878**	**894**	**894**	**894**	**894**	**894**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	18	-	37	**-**	-	-	-	-
	18	-	37	**-**	-	-	-	-
	$ 861	**$ 823**	**$ 915**	**$ 894**	**$ 894**	**$ 894**	**$ 894**	**$ 894**

PARKS DIVISION	2012 ACTUAL *restated*	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (1,960)	$ (2,311)	$ (1,869)	**$ (2,042)**	$ (2,103)	$ (2,166)	$ (2,231)	$ (2,298)
Grants, Donations and Other	(1,393)	(1,391)	(1,467)	**(1,017)**	(1,017)	(1,017)	(1,017)	(1,017)
	(3,353)	(3,702)	(3,336)	**(3,059)**	(3,120)	(3,183)	(3,248)	(3,315)
Expenditures								
Salaries and Benefits	10,516	11,288	10,621	**10,758**	11,028	11,415	11,758	12,112
Operating Costs	16,671	15,040	16,486	**16,841**	17,965	19,090	20,215	21,339
Internal Services Used	11,083	12,075	9,935	**10,212**	10,442	10,781	11,077	11,382
Internal Services Recovered	(12,466)	(11,447)	(11,829)	**(11,523)**	(11,782)	(12,165)	(12,500)	(12,844)
External Recoveries	(314)	(340)	(312)	**(295)**	(295)	(295)	(295)	(295)
	25,490	26,616	24,901	**25,993**	27,358	28,826	30,255	31,694
Net Operations Total	**22,137**	**22,914**	**21,565**	**22,934**	**24,238**	**25,643**	**27,007**	**28,379**
Transfers								
Transfer From Own Sources	(3,664)	(3,396)	(1,510)	**(1,991)**	(1,991)	(1,991)	(1,991)	(1,991)
Transfer To Own Sources	651	623	606	**666**	666	666	666	666
	(3,013)	(2,773)	(904)	**(1,325)**	(1,325)	(1,325)	(1,325)	(1,325)
	$ 19,124	**$ 20,141**	**$20,661**	**$ 21,609**	**$ 22,913**	**$ 24,318**	**$ 25,682**	**$ 27,054**

2014 – 2018 FINANCIAL PLAN

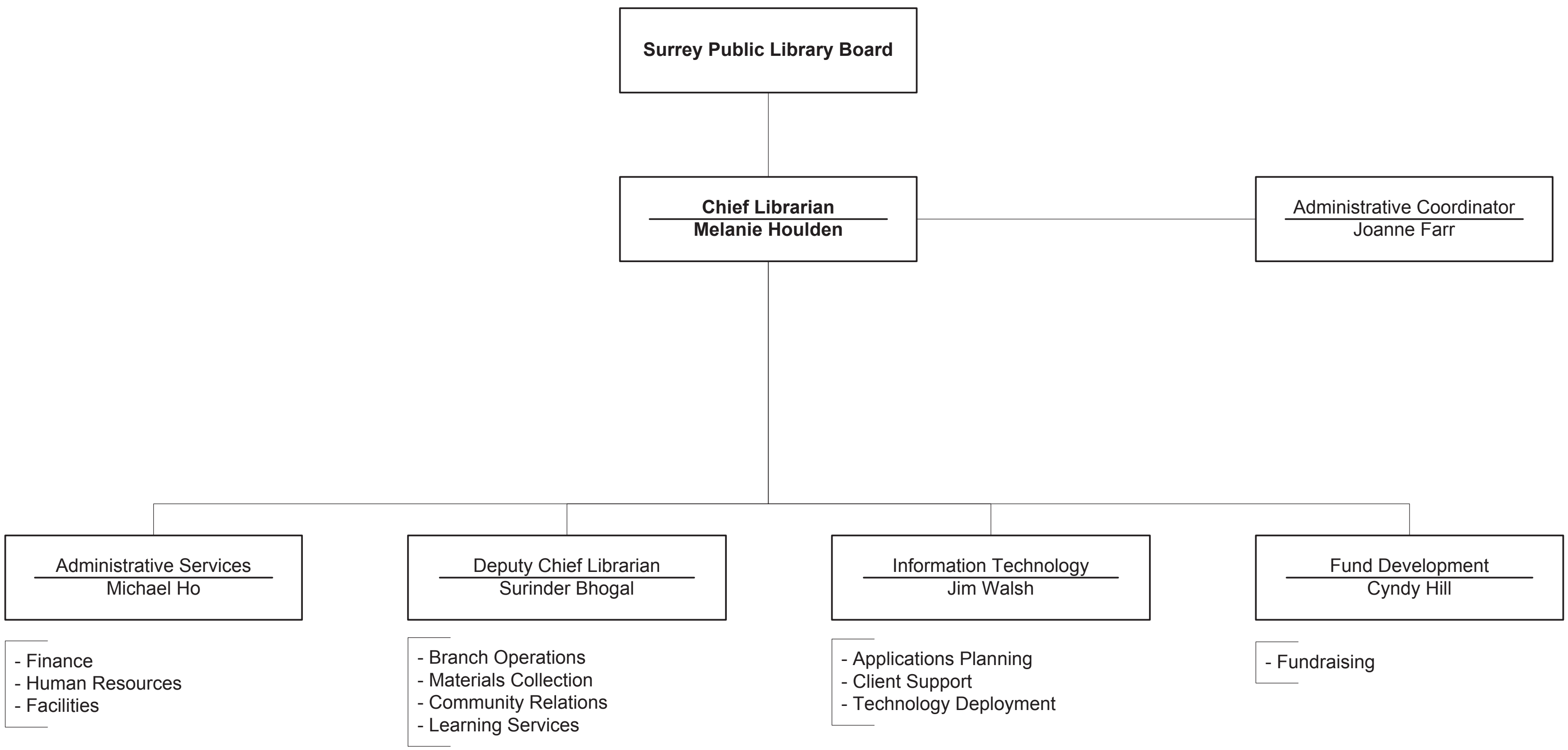
SIGNIFICANT CHANGES
PARKS, RECREATION & CULTURE
(in thousands)

2013 ADOPTED BUDGET			$ 40,149
REVENUES			
Sales and Services			
Revenue Increase	....	$ (867)	
New Facilities	....	(1,678)	
Total Change in Revenues			(2,545)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments	....	3,073	
Reclassed Positions	....	24	
New Positions	....	215	
New Facilities	....	1,541	4,853
Operating Costs			
Increase Due to Inflation	....	(500)	
Hydro	....	126	
Contract Increases - Parks Division	....	167	
New Inventory - Parks Division	....	722	
New Facilities	....	1,102	1,617
Internal Services Used	....	352	352
Internal Services Recovered	....	(900)	(900)
External Recoveries	....	32	32
Transfer From Own Sources	....	(481)	(481)
Transfer To Own Sources	....	15	15
Total Change in Expenditures			5,488
2014 BUDGET			$ 43,092

Parks, Recreation & Culture Significant Changes

2014 ADOPTED BUDGET			$ 43,092
REVENUES			
Sales and Service			
Increase Revenue	....	$ (4,534)	(4,534)
Total Change in Revenues			(4,534)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments	....	7,308	7,308
Operating Costs			
Increases Due to Inflation	....	5,558	
New/Additional Facilities	....	4,540	
Marketing Increase	....	20	10,118
Internal Services Used	....	1,247	1,247
Internal Services Recovered	....	(1,321)	(1,321)
Total Change in Expenditures			17,352
2018 BUDGET			$ 55,910

SURREY PUBLIC LIBRARY DEPARTMENTAL FUNCTIONS



2014 – 2018 FINANCIAL PLAN

SURREY PUBLIC LIBRARY DEPARTMENTAL OVERVIEW

MISSION STATEMENT

We open doors to lifelong learning, information and ideas.

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. Our READ Ability home delivery service utilizes volunteers to take reading materials to people who cannot visit a library.

Information Services staff help customers with our collections, online databases, eBooks and eAudio, internet sites and other information. 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.

The library offers a wide variety of programs that support literacy, including story times for children, job finding and career workshops, reading clubs for children and teens, computer literacy classes, services for new Canadians and support for customers with print disabilities.

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

The library provides downloadable e-books, 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; and 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.

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.

2013 ACCOMPLISHMENTS

- Marketed online databases to improve 'value for money' for Library resources;
- Promoted electronic messaging as the preferred method of communication to reduce postage and printing costs;
- Support small businesses by providing economic meeting room space rentals;
- Support small business start-ups through workshops delivered in partnership with The Self Employment and Entrepreneur Development Society (SEEDS);
- Reduced waste and printing of flyers through launch of online events calendar to promote library events;
- Promoted online access by adding 30 more loanable e-readers;

- Expanded collection of electronic downloadable resources such as books, newspapers, magazines, and audio/video media (e.g. launched Zinio online magazine subscription);
- Launched Surrey Libraries' New Strategic Plan with outcomes that align with City's values (i.e. enhance social engagement, strengthen literacy supports, and provide equitable access to learning);
- Engaged the community and promoted social inclusion through many library events (e.g. Human Library in partnership with CBC);
- Supported local artists by partnering with Surrey Film Festival to teach film-editing workshops;
- Improved community education levels through literacy and technology-based programs such as story times and drop-ins;
- Provided accessible services by helping integrate newcomers and refugees, and amending policies to support poverty reduction;
- Promoted equality and created an understanding of housing issues and consequently was awarded the Heroes of Homelessness Award by Surrey Homelessness & Housing Society;
- Supported families by offering a variety of free and accessible programs such as Lego, movie nights and more story times on weekends;
- Promoted early literacy by signing up 15,896 children for Summer Reading Club, the largest club in the province for 10 years running; and
- Helped integrate newcomers through a joint program with SFU—TD Engagement Centre and Friends of Simon Tutoring.

FUTURE INITIATIVES

- Enable customers to book meeting rooms, make donations and payments online;
- Support entrepreneurs through network hubs and business incubation;
- Promote green education and awareness by hosting green tours of City Centre Library;
- Expand staff participation in City's green initiatives;
- Reduce printing by offering scan to email services on library photocopiers;
- Promote digital literacy and inclusion through a variety of technology programs and initiatives;
- Develop proposal for social workers in libraries;
- Host a signature event to highlight the excellent work being done by libraries;
- Improve equitable access by enhancing service to Surrey's diverse community such as newcomers, immigrants, young families and aboriginals; and
- Consider ways to lessen poverty and barriers to library use, such as the implementation of a 'low barrier card' with restricted borrowing privileges and lower fines.

Surrey resident enjoying her time at a public library

DEPARTMENTAL OPERATIONS
SURREY PUBLIC LIBRARY
(in thousands)

DIVISION SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
	restated		*restated*					
Administration	$ (412)	$ 28	$ 42	**$ 289**	$ 332	$ 387	$ 439	$ 493
Public Services	10,654	10,754	10,341	**11,886**	12,295	12,836	13,332	13,843
	$ 10,242	**$ 10,782**	**$ 10,383**	**$ 12,175**	**$ 12,627**	**$ 13,223**	**$ 13,771**	**$ 14,336**

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (173)	$ (177)	$ (189)	**$ (192)**	$ (192)	$ (192)	$ (192)	$ (192)
Grants, Donations and Other	(1,466)	(1,527)	(1,422)	**(1,416)**	(1,416)	(1,416)	(1,416)	(1,416)
	(1,639)	(1,704)	(1,611)	**(1,608)**	(1,608)	(1,608)	(1,608)	(1,608)
Expenditures								
Salaries and Benefits	10,950	12,191	12,000	**12,666**	13,052	13,579	14,059	14,556
Operating Costs	2,585	2,824	2,510	**2,625**	2,685	2,745	2,805	2,865
Internal Services Used	164	165	168	**288**	294	303	311	319
Internal Services Recovered	(1,465)	(2,626)	(2,624)	**(1,796)**	(1,796)	(1,796)	(1,796)	(1,796)
External Recoveries	(12)	(12)	(60)	**-**	-	-	-	-
	12,222	12,542	11,994	**13,783**	14,235	14,831	15,379	15,944
Net Operations Total	**10,583**	**10,838**	**10,383**	**12,175**	**12,627**	**13,223**	**13,771**	**14,336**
Transfers								
Transfer From Own Sources	(341)	(56)	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	(341)	(56)	-	-	-	-	-	-
	$ 10,242	**$ 10,782**	**$ 10,383**	**$ 12,175**	**$ 12,627**	**$ 13,223**	**$ 13,771**	**$ 14,336**

2.07% of Gross Taxation allocated to Surrey Public Library

ADMINISTRATION	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues	*restated*		*restated*					
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	(970)	(1,032)	(921)	**(922)**	(922)	(922)	(922)	(922)
	(970)	(1,032)	(921)	**(922)**	(922)	(922)	(922)	(922)
Expenditures								
Salaries and Benefits	648	777	808	**1,006**	1,044	1,094	1,141	1,190
Operating Costs	323	331	212	**202**	207	212	217	222
Internal Services Used	4	8	3	**3**	3	3	3	3
Internal Services Recovered	(72)	-	-	**-**	-	-	-	-
External Recoveries	(4)	-	(60)	**-**	-	-	-	-
	899	1,116	963	**1,211**	1,254	1,309	1,361	1,415
Net Operations Total	**(71)**	**84**	**42**	**289**	**332**	**387**	**439**	**493**
Transfers								
Transfer From Own Sources	(341)	(56)	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	(341)	(56)	-	**-**	-	-	-	-
	$ (412)	**$ 28**	**$ 42**	**$ 289**	**$ 332**	**$ 387**	**$ 439**	**$ 493**

PUBLIC SERVICE	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
	restated		*restated*					
Revenues								
Sales and Services	$ (173)	$ (177)	$ (189)	**$ (192)**	$ (192)	$ (192)	$ (192)	$ (192)
Grants, Donations and Other	(496)	(495)	(501)	**(494)**	(494)	(494)	(494)	(494)
	(669)	(672)	(690)	**(686)**	(686)	(686)	(686)	(686)
Expenditures								
Salaries and Benefits	10,302	11,414	11,192	**11,660**	12,008	12,485	12,918	13,366
Operating Costs	2,262	2,493	2,298	**2,423**	2,478	2,533	2,588	2,643
Internal Services Used	160	157	165	**285**	291	300	308	316
Internal Services Recovered	(1,393)	(2,626)	(2,624)	**(1,796)**	(1,796)	(1,796)	(1,796)	(1,796)
External Recoveries	(8)	(12)	-	**-**	-	-	-	-
	11,323	11,426	11,031	**12,572**	12,981	13,522	14,018	14,529
Net Operations Total	**10,654**	**10,754**	**10,341**	**11,886**	**12,295**	**12,836**	**13,332**	**13,843**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$10,654	**$ 10,754**	**$10,341**	**$11,886**	**$12,295**	**$12,836**	**$13,332**	**$13,843**

2014 – 2018 FINANCIAL PLAN

SIGNIFICANT CHANGES
SURREY PUBLIC LIBRARY

(in thousands)

2013 ADOPTED BUDGET			$ 10,383
REVENUES			
Sales and Services			
Sundry	....	$ 5	
Sale of Goods	....	(3)	
Property Revenue	....	(2)	
Fines	....	10	
Grants	....	(6)	3
Total Change in Revenues			3
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments	....	489	
New Positions	....	164	
Reclassed Positions	....	14	666
Operating Costs			
Utilities	....	35	
Publications and Media	....	200	
RFID Tags	....	40	
Cost Reallocations	....	(160)	115
Internal Services Used			
Security Contract	....	120	120
Internal Services Recovered			
Build Surrey	....	1,000	
Social Plan Recovery	....	(172)	828
External Recoveries			
WCB Credit	....	60	60
Total Change in Expenditures			1,789
2014 BUDGET			$ 12,175

2014 ADOPTED BUDGET			$ 12,175
EXPENDITURES			
Salaries/Wages & Benefits			
Potential Salary Increases	....	$ 1,890	1,890
Operating Costs			
Administration Inflation Increase	....	20	
Public Services Inflation	....	220	240
Internal Services			
Salary Adjustments	....	31	31
Total Change in Expenditures			2,161
2018 BUDGET			$ 14,336

PLANNING & DEVELOPMENT DEPARTMENTAL FUNCTIONS

General Manager
Jean Lamontagne

Administrative Coordinator
Susan Wilson

Administration
George Siudut

Staff Services
- Department Reception
- Administrative Support
- Customer service

Administration
- Accounting, Budget & Purchasing Management
- Timekeeping Management
- Administer Comfort Letters
- Records Management

Technology
- Business Improvement Team
- Enterprise Content Management

Civic Facilities
Scott Groves

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

Building Design & Construction
- Lead City's Energy Management Program
- Construction of new city buildings-Build Surrey Program

Community Planning Division
Don Luymes

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

Building Division
George Fujii

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

Area Planning South
Nicholas Lai

Area Planning North
Judith Robertson

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

2014 – 2018 FINANCIAL PLAN

PLANNING & DEVELOPMENT DEPARTMENTAL OVERVIEW

MISSION STATEMENT

To provide advice and recommendations to City Council on planning, building, civic buildings construction 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;
- Undertake application reviews and approval processes consistent with Council-approved plans, by-laws and policies in support of planned, orderly and sustainable development of the City;
- Support Council's directives related to the Build Surrey Program; and
- Issue Building Permits and undertake related inspections.

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, performing building, plumbing and electrical field review services, and the administration 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 construction related matters.

COMMUNITY PLANNING

Community Planning develops land use plans and policies in support of the planned and orderly development of the City. The Division administers the Official Community Plan (OCP), General Land Use Plans, Neighbourhood Concept Plans (NCP), Local Area Plans, zoning by-law amendments and monitors the City's growth management strategies. Community Planning also supports the Heritage Advisory Commission, Environmental Advisory Committee, Agricultural Advisory Committee and the Social Planning Advisory Committee. The Division provides graphic and mapping services for the department and supports the corporate Geographical Information Systems (GIS) services.

CIVIC FACILITIES

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

ADMINISTRATION & SPECIAL PROJECTS

Administration & Special Projects provides general administrative support services, records management, budgeting, information technology deployment and support, Enterprise Content Management implementation and customer service.

2013 ACCOMPLISHMENTS

- Continued implementation of mobile technology for building inspections;
- Received approximately 700 development applications including rezoning, subdivision, development, development variance permit, Official Community Plan amendment and Land Use Contract amendment;
- Prepared and presented approximately 280 planning reports to Council on development applications;

- Approved the creation of approximately 660 single family lots;
- Completed Aloha Estates Infill Area Concept Plan;
- Completed South Westminster Heights Infill Area Concept Plan;
- New Official Community Plan given first and second readings;
- West Clayton NCP received Stage 1 approval;
- Major amendments to the Sign Bylaw were approved;
- Issued 3,415 Building Permits with a construction value of $1.05 billion;
- Applied for and received approval for 10 Western Diversification grants totaling $1,133,760;
- Completed renovations to the Bridgeview Community Centre;
- Completed the new Surrey Animal Resource Centre;
- Renovation of all the holding cells at the RCMP;
- Elevator replacement at Cloverdale Library;
- Electrical and Tree Inspectors' Amanda MobilePal Inspections delivery;
- Building Division Amanda MobilePal inspections integration amongst the Inspection Sections;
- Integration of the Building By-law requirements into automated business processes;
- New and enhanced on-demand reporting capabilities for management;
- Supported the City's Biodiversity study;
- Completed energy efficiency upgrade projects for the following:
    - Lighting upgrades to the Surrey Sport and Leisure Complex;
    - Newton Wave Pool filtration system;
    - Boilers replacement; and
    - Guildford Library lighting.
- Completed gas chlorine conversions to liquid chlorine systems;
- Replacement of boilers to high efficiency equipment at Newton Library, Fleetwood Community Centre, Surrey Arts Centre, South Surrey Ice Arena and Surrey Museum;
- Completed first phase of renovations at the Port Kells Community Centre;
- Housing the Homeless Plan was approved by Council; and
- Heritage Revitalization Agreement protects 3 heritage structures at Meadowridge (Bose) Farm.

FUTURE INITIATIVES

- Continue to implement upgrades to the Amanda applications tracking system;
- Continue 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;
- Work with the Agricultural Advisory Committee to protect and enhance the viability, productivity and sustainability of agriculture in Surrey;
- Continue using technology to enable increased mobility for Inspectors;
- 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 Enterprise Information Management solution;
- Encourage significant development applications in City Centre to plan a future connection to a district energy utility system;
- Continue to enhance on-line service offerings to reduce the number of vehicle trips to City Hall and the associated volume of green house gases created;
- Support the Heritage Advisory Commission and the Agricultural Advisory Committee; and
- In consultation with TransLink and the Engineering Department, finalize Frequent Transit Corridor Development Plans for existing and future rapid transit corridors in Surrey.

2014 – 2018 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
PLANNING & DEVELOPMENT
(in thousands)

DIVISION SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Administration	$ 2,773	$ 2,746	$ 2,561	**$ 3,253**	$ 3,329	$ 3,437	$ 3,534	$ 3,634
Area Planning & Development	1,340	1,622	2,251	**2,392**	2,446	2,545	2,626	2,709
Building	(8,699)	(8,129)	(8,483)	**(8,368)**	(8,637)	(8,839)	(9,085)	(9,338)
Community Planning	1,727	1,578	1,673	**1,800**	1,847	1,914	1,974	2,035
Facilities	6,519	7,636	7,765	**8,441**	8,575	8,760	8,934	9,117
Heritage Advisory Committee	22	24	23	**23**	23	23	23	23
	$ 3,682	**$ 5,477**	**$ 5,790**	**$ 7,541**	**$ 7,583**	**$ 7,840**	**$ 8,006**	**$ 8,180**

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (18,734)	$ (2,290)	$ (18,275)	**$ (1,858)**	$ (1,914)	$ (1,971)	$ (2,030)	$ (2,091)
Grants, Donations and Other	(16)	(15,803)	-	**(16,756)**	(17,259)	(17,777)	(18,310)	(18,859)
	(18,750)	(18,093)	(18,275)	**(18,614)**	(19,173)	(19,748)	(20,340)	(20,950)
Expenditures								
Salaries and Benefits	16,611	17,742	18,829	**20,533**	21,072	21,837	22,521	23,226
Operating Costs	5,752	5,392	4,415	**4,982**	5,027	5,077	5,132	5,192
Internal Services Used	2,771	2,742	2,529	**2,511**	2,567	2,650	2,722	2,796
Internal Services Recovered	(2,732)	(2,951)	(2,382)	**(2,545)**	(2,603)	(2,688)	(2,761)	(2,837)
External Recoveries	(42)	(278)	(8)	**(8)**	(8)	(8)	(8)	(8)
	22,360	22,647	23,383	**25,473**	26,055	26,868	27,606	28,369
Net Operations Total	**3,610**	**4,554**	**5,108**	**6,859**	**6,882**	**7,120**	**7,266**	**7,419**
Transfers								
Transfer From Own Sources	(868)	(566)	-	-	-	-	-	-
Transfer To Own Sources	940	1,489	682	**682**	701	720	740	761
	72	923	682	**682**	701	720	740	761
	$ 3,682	**$ 5,477**	**$ 5,790**	**$ 7,541**	**$ 7,583**	**$ 7,840**	**$ 8,006**	**$ 8,180**

1.28% of Gross Taxation allocated to Planning & Development

Planning & Development Departmental Operations

ADMINISTRATION	2012 ACTUAL	2013 ACTUAL	2013 BUDGET *restated*	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (81)	$ (115)	$ (29)	**$ (30)**	$ (31)	$ (32)	$ (33)	$ (34)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(81)	(115)	(29)	**(30)**	(31)	(32)	(33)	(34)
Expenditures								
Salaries and Benefits	2,328	2,660	2,322	**2,885**	2,962	3,071	3,169	3,270
Operating Costs	320	531	254	**384**	384	384	384	384
Internal Services Used	16	13	14	**14**	14	14	14	14
Internal Services Recovered	(10)	(5)	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	2,654	3,199	2,590	**3,283**	3,360	3,469	3,567	3,668
Net Operations Total	**2,573**	**3,084**	**2,561**	**3,253**	**3,329**	**3,437**	**3,534**	**3,634**
Transfers								
Transfer From Own Sources	-	(338)	-	-	-	-	-	-
Transfer To Own Sources	200	-	-	-	-	-	-	-
	200	(338)	-	-	-	-	-	-
	$ 2,773	**$ 2,746**	**$ 2,561**	**$ 3,253**	**$ 3,329**	**$ 3,437**	**$ 3,534**	**$ 3,634**

AREA & PLANNING DEVELOPMENT	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (2,266)	$ (1,881)	$ (1,770)	**$(1,823)**	$ (1,878)	$ (1,934)	$ (1,992)	$ (2,052)
Grants, Donations and Other	-	(130)	-	-	-	-	-	-
	(2,266)	(2,011)	(1,770)	**(1,823)**	(1,878)	(1,934)	(1,992)	(2,052)
Expenditures								
Salaries and Benefits	3,546	3,613	3,955	**4,149**	4,258	4,413	4,552	4,695
Operating Costs	59	23	66	**66**	66	66	66	66
Internal Services Used	1	2	-	-	-	-	-	-
Internal Services Recovered	-	(5)	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	3,606	3,633	4,021	**4,215**	4,324	4,479	4,618	4,761
Net Operations Total	**1,340**	**1,622**	**2,251**	**2,392**	**2,446**	**2,545**	**2,626**	**2,709**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 1,340	**$ 1,622**	**$ 2,251**	**$ 2,392**	**$ 2,446**	**$ 2,545**	**$ 2,626**	**$ 2,709**

BUILDING	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues			*restated*					
Sales and Services	$(16,384)	$ (289)	$ (16,473)	**$ (5)**	$ (5)	$ (5)	$ (5)	$ (5)
Grants, Donations and Other	-	(15,178)	-	**(16,756)**	(17,259)	(17,777)	(18,310)	(18,859)
	(16,384)	(15,467)	(16,473)	**(16,761)**	(17,264)	(17,782)	(18,315)	(18,864)
Expenditures								
Salaries and Benefits	6,338	6,521	7,046	**7,449**	7,644	7,921	8,168	8,423
Operating Costs	975	425	314	**314**	334	354	374	394
Internal Services Used	34	58	-	-	-	-	-	-
Internal Services Recovered	(186)	(143)	-	-	-	-	-	-
External Recoveries	(25)	(24)	-	-	-	-	-	-
	7,136	6,837	7,360	**7,763**	7,978	8,275	8,542	8,817
Net Operations Total	**(9,248)**	**(8,630)**	**(9,113)**	**(8,998)**	**(9,286)**	**(9,507)**	**(9,773)**	**(10,047)**
Transfers								
Transfer From Own Sources	(65)	(65)	-	-	-	-	-	-
Transfer To Own Sources	614	566	630	**630**	649	668	688	709
	549	501	630	**630**	649	668	688	709
	$(8,699)	**$ (8,129)**	**$ (8,483)**	**$ (8,368)**	**$(8,637)**	**$(8,839)**	**$(9,085)**	**$(9,338)**

COMMUNITY PLANNING	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	(385)	-	-	-	-	-	-
	-	(385)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	1,503	1,612	1,786	**1,919**	1,969	2,040	2,103	2,168
Operating Costs	334	462	-	-	-	-	-	-
Internal Services Used	9	4	-	-	-	-	-	-
Internal Services Recovered	(114)	(113)	(113)	**(119)**	(122)	(126)	(129)	(133)
External Recoveries	(5)	(2)	-	-	-	-	-	-
	1,727	1,963	1,673	**1,800**	1,847	1,914	1,974	2,035
Net Operations Total	**1,727**	**1,578**	**1,673**	**1,800**	**1,847**	**1,914**	**1,974**	**2,035**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ 1,727	**$ 1,578**	**$ 1,673**	**$ 1,800**	**$ 1,847**	**$ 1,914**	**$ 1,974**	**$ 2,035**

FACILITIES	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (3)	$ (3)	$ (3)	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(3)	(3)	(3)	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	2,896	3,336	3,720	**4,131**	4,239	4,392	4,529	4,670
Operating Costs	4,054	3,931	3,758	**4,195**	4,220	4,250	4,285	4,325
Internal Services Used	2,711	2,664	2,515	**2,497**	2,553	2,636	2,708	2,782
Internal Services Recovered	(2,422)	(2,685)	(2,269)	**(2,426)**	(2,481)	(2,562)	(2,632)	(2,704)
External Recoveries	(12)	(252)	(8)	**(8)**	(8)	(8)	(8)	(8)
	7,227	6,994	7,716	**8,389**	8,523	8,708	8,882	9,065
Net Operations Total	**7,224**	**6,991**	**7,713**	**8,389**	**8,523**	**8,708**	**8,882**	**9,065**
Transfers								
Transfer From Own Sources	(793)	(145)	-	**-**	-	-	-	-
Transfer To Own Sources	88	790	52	**52**	52	52	52	52
	(705)	645	52	**52**	52	52	52	52
	$ 6,519	**$ 7,636**	**$ 7,765**	**$ 8,441**	**$ 8,575**	**$ 8,760**	**$ 8,934**	**$ 9,117**

HERITAGE ADVISORY COMMITTEE	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ (2)	$ -	**$ -**	$ -	$ -	$ -	$ -
Grants, Donations and Other	(16)	(110)	-	**-**	-	-	-	-
			-	**-**	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	10	20	23	**23**	23	23	23	23
Internal Services Used	-	1	-	**-**	-	-	-	-
Internal Services Recovered	-	-	-	**-**	-	-	-	-
External Recoveries	-	-	-	**-**	-	-	-	-
	10	21	23	**23**	23	23	23	23
Net Operations Total	**(6)**	**(91)**	**23**	**23**	**23**	**23**	**23**	**23**
Transfers								
Transfer From Own Sources	(10)	(18)	-	**-**	-	-	-	-
Transfer To Own Sources	38	133	-	**-**	-	-	-	-
	28	115	-	**-**	-	-	-	-
	$ 22	**$ 24**	**$ 23**	**$ 23**	**$ 23**	**$ 23**	**$ 23**	**$ 23**

SIGNIFICANT CHANGES
PLANNING & DEVELOPMENT
(in thousands)

2013 ADOPTED BUDGET			$ 5,790
REVENUES			
Sales and Services			
Application Fees	....	$ (48)	
Inquiry Fees	....	(1)	
Building Permits	....	(262)	
Business Licenses	....	(31)	
Vending Machine Sales	....	3	(339)
Total Change in Revenues			(339)
EXPENDITURES			
Salaries/Wages & Benefits			
Salary Adjustments	....	1,017	
Reclassifications in Area Planning Positions	....	35	
New Positions in Area Planning	....	455	
New Positions in Facilities	....	197	1,704
Operating Costs			
Hydro	....	11	
ECM	....	130	
Guildford Pool Maintenance	....	30	
SSRC & Arts Space	....	14	
Engineering & School District Trailers	....	10	
Asset Planner Renewal Fee	....	30	
City Hall Security	....	322	
Vehicle Allowance and Mileage	....	20	567
Internal Services Used			
New Vehicles	....	32	
Rate Reduction	....	(50)	(18)
Internal Services Recovered			
Social Planner Recovery	....	(6)	
Security Services	....	(157)	(163)
Total Change in Expenditures			2,090
2014 BUDGET			$ 7,541

Planning & Development Significant Changes

2014 ADOPTED BUDGET		$ 7,541
REVENUES		
Sales and Service		
Increase Revenue - Area Planning & Building	$ (2,336)	(2,336)
Total Change in Revenues		(2,336)
EXPENDITURES		
Salaries/Wages & Benefits		
Potential Salary Increases	2,693	2,693
Operating Costs		
Increases Due to Inflation	210	210
Internal Services Used	7	7
Internal Services Recovered	(14)	(14)
Transfer To Own Sources	79	79
Total Change in Expenditures		2,975
2018 BUDGET		$ 8,180

UTILITIES OPERATING OVERVIEW

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 2014 Budgets are intended to improve the results of the various financial indicators defined under each Utility's goals.

All utilities have based their 2013 Accomplishments and Future initiatives on the Sustainability Dashboard. More information on the Sustainability Dashboard can be found on the City's website at dashboard.surrey.ca.

152 Street streetlight for Roads & Traffic Safety

UTILITIES OPERATING—FINANCIAL SUMMARY

(in thousands)

REVENUE SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Taxation	$ 36,572	$ 43,164	$ 43,524	**$ 47,032**	$ 52,115	$ 57,486	$ 63,144	$ 69,080
Investment Income	3,014	2,460	2,626	**2,048**	1,980	1,861	1,768	1,762
Penalties and Interest	1,062	1,208	1,055	**960**	1,054	1,138	1,240	1,352
Departmental Revenues	130,220	133,997	134,614	**143,782**	156,430	171,242	186,154	202,186
	$ 170,868	**$ 180,829**	**$ 181,819**	**$ 193,822**	**$ 211,579**	**$ 231,727**	**$ 252,306**	**$ 274,380**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 149,982	$ 150,700	$ 168,844	**$ 178,496**	$ 188,042	$ 198,931	$ 214,708	$ 227,087
Interest Alloc'd to Approp. Surplus	1,098	553	994	**935**	888	918	1,152	1,402
Contribution to Capital	40,230	49,053	30,188	**36,179**	36,019	39,698	45,405	45,381
Contribution From General Operating	(15,332)	(13,745)	(10,044)	**(4,318)**	(3,906)	(3,478)	(3,027)	(2,555)
Net Tsf To/(Frm) Surp/Resrv	(5,110)	(5,732)	(8,163)	**(17,470)**	(9,464)	(4,342)	(5,932)	3,065
	$ 170,868	**$ 180,829**	**$ 181,819**	**$ 193,822**	**$ 211,579**	**$ 231,727**	**$ 252,306**	**$ 274,380**
Surplus/(Deficit)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

2014 – 2018 FINANCIAL PLAN

REVENUE & EXPENDITURE SUMMARY
UTILITIES OPERATING
(in thousands)

REVENUE SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Taxation	$ 36,572	$ 43,164	$ 43,524	**$ 47,032**	$ 52,115	$ 57,486	$ 63,144	$ 69,080
Investment Income	3,014	2,460	2,626	**2,048**	1,980	1,861	1,768	1,762
Penalties and Interest	1,062	1,208	1,055	**960**	1,054	1,138	1,240	1,352
	$ 40,648	**$ 46,832**	**$ 47,205**	**$ 50,040**	**$ 55,149**	**$ 60,485**	**$ 66,152**	**$ 72,194**
Departmental Revenues	$ 130,220	$ 133,997	$ 134,614	**$ 143,782**	$ 156,430	$ 171,242	$ 186,154	$ 202,186
	$ 170,868	**$ 180,829**	**$ 181,819**	**$ 193,822**	**$ 211,579**	**$ 231,727**	**$ 252,306**	**$ 274,380**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 149,982	$ 150,700	$ 168,844	**$ 178,496**	$ 188,042	$ 198,931	$ 214,708	$ 227,087
Interest Alloc'd to Approp. Surp	1,098	553	994	**935**	888	918	1,152	1,402
Contrib'n to Capital	40,230	49,053	30,188	**36,179**	36,019	39,698	45,405	45,381
Contrib'n to (from) General Operating	(15,332)	(13,745)	(10,044)	**(4,318)**	(3,906)	(3,478)	(3,027)	(2,555)
Contrib'n to (from) Secondary Suites	-	(3,182)	(3,532)	**(3,910)**	(4,267)	(4,463)	(4,707)	(5,107)
Net Tsf To/(Frm) Surp/Resrv/Own Source	(5,110)	(2,550)	(4,631)	**(13,560)**	(5,197)	121	(1,225)	8,172
	$ 170,868	**$ 180,829**	**$ 181,819**	**$ 193,822**	**$ 211,579**	**$ 231,727**	**$ 252,306**	**$ 274,380**
Net Departmental totals	**$ 22,859**	**$ 18,296**	**$ 36,362**	**$ 37,137**	**$ 34,058**	**$ 30,206**	**$ 31,161**	**$ 27,587**
Revenues, Exp & Net Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

DEPARTMENTAL PROGRAM SUMMARY
UTILITIES OPERATING
(in thousands)

NET PROGRAMS	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Roads & Traffic Safety Operating	$ 25,448	$ 22,298	$ 30,089	**$ 30,541**	$ 31,781	$ 33,074	$ 36,061	$ 36,666
Drainage Operating	9,342	10,277	12,212	**14,714**	15,061	15,421	14,248	14,637
Sewer Operating	(298)	(2,132)	2,871	**(546)**	(901)	(1,678)	(2,576)	(3,264)
Solid Waste Operating	(3,952)	(4,832)	(6,392)	**(3,732)**	(6,640)	(9,849)	(10,769)	(11,736)
Water Operating	(8,112)	(7,735)	(2,928)	**(3,875)**	(5,175)	(6,946)	(5,433)	(7,826)
Surrey City Energy	431	420	510	**425**	368	629	85	(425)
Parking Authority	-	-	-	**(390)**	(436)	(445)	(455)	(465)
	$ 22,859	**$ 18,296**	**$ 36,362**	**$ 37,137**	**$ 34,058**	**$ 30,206**	**$ 31,161**	**$ 27,587**

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$(130,220)	$(133,997)	$ (134,614)	**$ (143,597)**	$ (156,430)	$ (171,242)	$ (186,154)	$ (202,186)
Grants, Donations and Other	-	-	-	**(185)**	-	-	-	-
	(130,220)	**(133,997)**	**(134,614)**	**(143,782)**	**(156,430)**	**(171,242)**	**(186,154)**	**(202,186)**
Expenditures								
Salaries and Benefits	3,972	5,012	4,600	**4,981**	5,083	5,187	5,292	5,401
Operating Costs	127,810	125,921	143,673	**142,456**	150,878	160,601	175,177	186,312
Internal Services Used	35,644	37,431	36,210	**40,485**	41,720	42,996	44,312	45,673
Internal Services Recovered	(12,706)	(12,593)	(12,343)	**(6,035)**	(6,177)	(6,320)	(6,467)	(6,619)
External Recoveries	(4,738)	(5,071)	(3,296)	**(3,391)**	(3,462)	(3,533)	(3,606)	(3,680)
	149,982	**150,700**	**168,844**	**178,496**	**188,042**	**198,931**	**214,708**	**227,087**
Net Operations Total	**19,762**	**16,703**	**34,230**	**34,714**	**31,612**	**27,689**	**28,554**	**24,901**
Transfers								
Transfer From Own Sources	-	(375)	-	**-**	-	-	-	-
Transfer To Own Sources	3,097	1,968	2,132	**2,423**	2,446	2,517	2,607	2,686
	3,097	**1,593**	**2,132**	**2,423**	**2,446**	**2,517**	**2,607**	**2,686**
	$ 22,859	**$ 18,296**	**$ 36,362**	**$ 37,137**	**$ 34,058**	**$ 30,206**	**$ 31,161**	**$ 27,587**

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.

2013 ACCOMPLISHMENTS

- Updated the Development Cost Charge By-law to ensure that development pays for the infrastructure it requires;
- Continued to develop an asset management program to develop integrated asset management for each infrastructure asset in consultation with the Operations Division, and Transportation Division, for the Engineering Department;
- Worked with the staff and commissioners of the Surrey Dyking District in the transfer of their operation and maintenance responsibilities with the repeal of the Drainge Ditch and Dike Act;
- Introduced a new 10-year servicing plan that incorporates the recommendations from each Infrastructure Asset Management Plan, the Inflow and Infiltration Management Plan, and the City's Climate Action Strategy;
- Completed Stage 1 infrastructure servicing strategies for the West Clayton and Grandview Heights NCP Areas;
- Finalized an infrastructure servicing and financial strategy for the Fleetwood Enclave Neighbourhood Concept Plan area;
- Engaged architects, landscape architects and developers on how low impact development practices can be incorporated into building designs and landscape plans easily and cost effectively on projects;
- Finalized an infrastructure servicing and financial strategy for the Aloha Estates Infill Area Concept Plan area;
- Assisted in the development of the City's Community Climate Action Strategy;
- Provided comments on the Application to Port Metro Vancouver by Fraser Surrey Docks for a Proposed Direct Transfer Coal Facility at Fraser Surrey Docks;
- Continued developing the Biodiversity Conservation Strategy that will clearly establish biodiversity goals and targets and conservation priorities for the City;
- Continued with the 18th year of the 2013 Salmon Habitat Restoration Program ("SHaRP"); and
- Worked with the "Party for the Planet" team to present a sustainability event area promoting sustainable engineering practices.

FUTURE INITIATIVES

- Work with adjacent neighbouring municipalities, Township of Langley and Corporation of Delta, on common issues with respect to drainage;
- Update Infrastructure Asset Management Plans to help us provide a cost-effective service over the life of our assets;
- Conduct a City-wide ravine assessment;
- Work with the Provincial and Federal governments on changes to the Fisheries Act and resultant modifications to business practices at the City;

- Continue to work towards having Integrated Stormwater Management Plans for the whole City by 2014;
- Assist departments in obtaining cost sharing grants to fund "green" infrastructure within the City;
- 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;
- Complete construction of the eastern Fraser River dyke extension valued at $7.6 million; and
- Continue to finalize infrastructure servicing strategies for the West Clayton and Grandview Heights NCP Areas.

Pond cleaning of the Peace Portal Golf Course

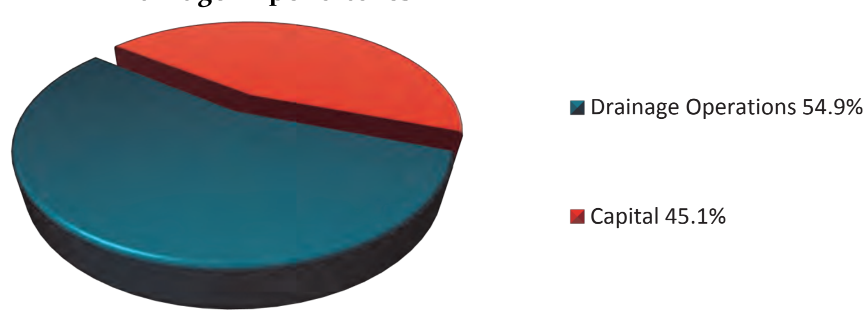
2014 – 2018 FINANCIAL PLAN

FINANCIAL SUMMARY DRAINAGE

(in thousands)

REVENUE SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Taxation	$ 19,337	$ 21,537	$ 22,400	**$ 29,419**	$ 31,677	$ 34,031	$ 36,470	$ 39,271
	19,337	21,537	22,400	**29,419**	31,677	34,031	36,470	39,271
Investment Income	399	201	176	-	-	-	-	-
Penalties and Interest	-	-	-	-	-	-	-	-
	399	201	176	-	-	-	-	-
Departmental Revenues	130	-	67	**117**	117	117	117	117
	$ 19,866	**$ 21,738**	**$ 22,643**	**$ 29,536**	**$ 31,794**	**$ 34,148**	**$ 36,587**	**$ 39,388**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 9,272	$ 10,077	$ 12,079	**$ 14,631**	$ 14,978	$ 15,338	$ 14,165	$ 14,554
	$ 9,272	**$ 10,077**	**$ 12,079**	**$ 14,631**	**$ 14,978**	**$ 15,338**	**$ 14,165**	**$ 14,554**
Interst Alloc'd to Approp. Surp	$ 176	$ -	$ 176	**$ -**	$ -	$ -	$ -	$ -
Contrib'n to General Operating	834	637	601	**1,831**	1,911	1,996	2,085	2,179
Contrib'n to Capital	6,204	12,993	8,781	**11,808**	11,715	12,453	6,536	6,536
Net Tsf To/(Frm) Surp/Resrv	3,380	(1,969)	1,006	**1,266**	3,190	4,361	13,801	16,119
	$ 10,594	**$ 11,661**	**$ 10,564**	**$ 14,905**	**$ 16,816**	**$ 18,810**	**$ 22,422**	**$ 24,834**
Surplus/(Deficit)	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Drainage Expenditures



2014 – 2018 FINANCIAL PLAN

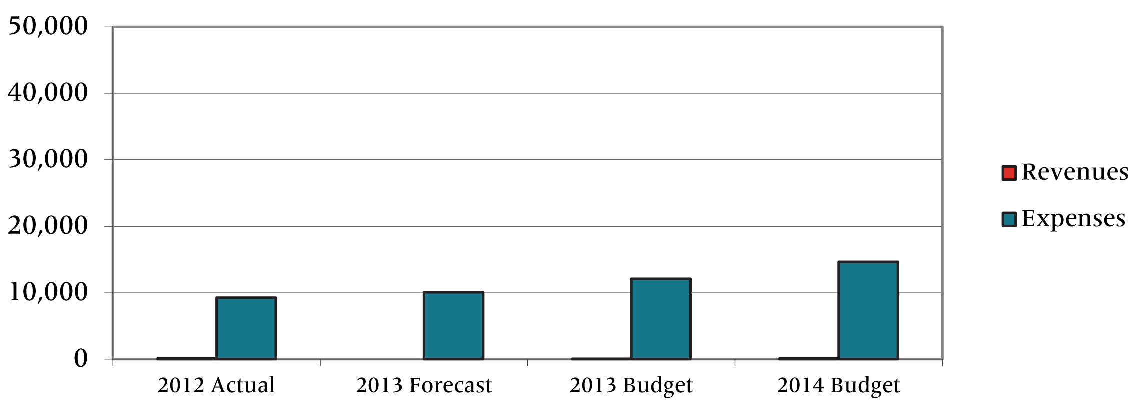
DEPARTMENTAL OPERATIONS DRAINAGE

(in thousands)

DIVISION SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Drainage Utility	$ 9,342	$ 10,277	$ 12,212	**$ 14,714**	$ 15,061	$ 15,421	$ 14,248	$ 14,637
	$ 9,342	**$ 10,277**	**$ 12,212**	**$ 14,714**	**$ 15,061**	**$ 15,421**	**$ 14,248**	**$14,637**

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (130)	$ -	$ (67)	**$ (117)**	$ (117)	$ (117)	$ (117)	$ (117)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(130)	-	(67)	**(117)**	(117)	(117)	(117)	(117)
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	4,320	5,169	9,636	**6,352**	6,368	6,383	4,852	4,869
Internal Services Used	5,119	5,120	7,164	**8,619**	8,964	9,323	9,696	10,084
Internal Services Recovered	(167)	(5)	(4,721)	**(324)**	(337)	(350)	(364)	(379)
External Recoveries	-	(207)	-	**(16)**	(17)	(18)	(19)	(20)
	9,272	10,077	12,079	**14,631**	14,978	15,338	14,165	14,554
Net Operations Total	**9,142**	**10,077**	**12,012**	**14,514**	**14,861**	**15,221**	**14,048**	**14,437**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	200	200	200	**200**	200	200	200	200
	200	200	200	**200**	200	200	200	200
	$ 9,342	**$ 10,277**	**$ 12,212**	**$ 14,714**	**$ 15,061**	**$ 15,421**	**$ 14,248**	**$14,637**

Drainage Departmental Operations ($ 000's)



2014 – 2018 FINANCIAL PLAN

SIGNIFICANT CHANGES
DRAINAGE
(in thousands)

REVENUES			
2013 ADOPTED BUDGET			$ 22,643
Taxation			
Rate Change	....	$ 1,552	
Growth Change	....	642	
Secondary Suite Drainage Allocation	....	4,824	7,019
Investment Income	....	(176)	(176)
Sales and Services			
Permits/Sundry	....	50	50
Total Change in Revenue	....		6,893
2014 REVENUE BUDGET			$ 29,536
EXPENDITURES			
2013 ADOPTED BUDGET			$ 22,643
Decrease in Operating Allocations	....	(401)	
Increase in Drainage Maintenance Costs	....	1,271	
Non-capital items from 10YR plan	....	1,682	2,552
Interest Allocated to Appropriated Surplus	....	(176)	(176)
Contribution to Capital			
DCC Contribution	....	(44)	
Drainage Transfer to Roads	....	268	
Drainage Non-Growth	....	4,266	4,490
Net Transfers			
Decrease in Funding for Infrastructure	....	4,248	
Utility Building	....	495	
Internal Borrowing from Sewer	....	(6,348)	
Decrease Funding from Rates Reserve	....	1,632	27
Total Change in Expenditures			6,893
2014 EXPENDITURE BUDGET			$ 29,536
2014 BUDGET			$

Drainage Significant Changes

REVENUES			
2014 ADOPTED BUDGET			$ 29,536
Taxation Growth		$ 2,853	
Taxation Rate		7,083	
Local Improvements		(84)	9,852
2018 REVENUE BUDGET			$ 39,388
EXPENDITURES			
2014 ADOPTED BUDGET			$ 29,536
Operating Allocations		348	
Drainage Maintenance and Operation Costs		(78)	270
TRANSFERS			
Contribution to Capital		(5,272)	
Transfer to Roads		121	
Infrastructure Replacement		-	
Transfer to Reserves		14,733	9,582
2018 EXPENDITURE BUDGET			39,388
2018 BUDGET			$

PARKING AUTHORITY UTILITY OVERVIEW

MISSION STATEMENT

To provide a range of parking options and choices for resident, business and transit needs, effectively manage the demand for on and off street parking facilities in an innovative and cost effective manner and ensure the safe and efficient movement of pedestrians, cyclists, and motorized vehicles.

KEY PROGRAMS & SERVICES

The Parking Authority Utility is a self-funded program that involves planning, managing and enforcing the City's on and off street parking assets by Engineering and By-law Enforcement staff, employing leading edge technologies, such as licence plate recognition and pay stations that provide a user friendly interface, improved theft security and efficient enforcement.

All aspects of parking are handled through this team including development of parking standards and regulations, parking signage, pay parking, commercial vehicle & parking enforcement, and truck parking.

2013 ACCOMPLISHMENTS

- Completed construction of new parking facility at new City Hall;
- Developed an operating and budget model for the new Parking Utility that will manage all off-street parking facilities and on-street parking;
- Implemented pilot parking relaxations for developments in proximity to transit within City Centre supported by mitigation including car sharing;
- Improved convenience for pay parking by introducing pay-by-phone service and text-message reminders before parking expires; and
- Implemented electronic license plate registration at the North Surrey Recreation Centre and Central Library parking lots along with convenient online pre-registration for parking by event users.

FUTURE INITIATIVES

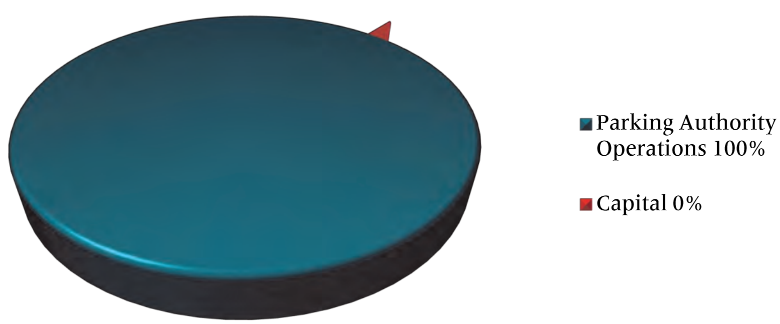
- Seek management opportunities with private sector businesses to both improve parking services and supplement cost recovery from City parking assets;
- Seek to create a pilot "green" off-street parking facility that incorporates sustainable design including lighting, landscaping, surface material and drainage which can act as a model for the industry;
- Work with the development community and the public to finalize new options and approaches to address parking supply concerns for new and existing single family neighbourhoods; and
- Successfully manage and optimize use of the new City Hall parkade for City staff and maximize opportunity for public parking.

2014 – 2018 FINANCIAL PLAN

FINANCIAL SUMMARY
PARKING AUTHORITY
(in thousands)

REVENUE SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Taxation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Penalties and Interest	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Departmental Revenues	-	-	-	811	828	844	861	878
	$ -	$ -	$ -	$ 811	$ 828	$ 844	$ 861	$ 878
EXPENDITURE SUMMARY								
Departmental Expenditures	$ -	$ -	$ -	$ 421	$ 392	$ 399	$ 406	$ 413
	$ -	$ -	$ -	$ 421	$ 392	$ 399	$ 406	$ 413
Interest Alloc'd to Approp. Surp	$ -	$ -	$ -	$ -	$ 14	$ 28	$ 42	$ 57
Contrib'n to General Operating	-	-	-	218	228	236	247	256
Contrib'n to Capital	-	-	-	-	-	-	-	-
Net Tsf To/(Frm) Surp/Resrv	-	-	-	172	194	181	166	152
	$ -	$ -	$ -	$ 390	$ 436	$ 445	$ 455	$ 465
Surplus/(Deficit)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Parking Authority Fund Expenditures



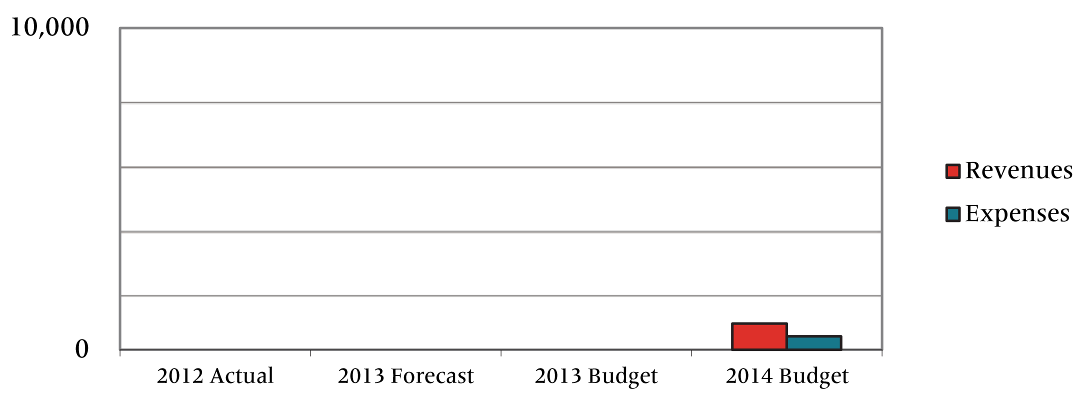
2014 – 2018 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
PARKING AUTHORITY
(in thousands)

PROGRAM SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Energy	$ -	$ -	$ -	$ (390)	$ (436)	$ (445)	$ (455)	$ (465)
	$ -	$ -	$ -	$ (390)	$ (436)	$ (445)	$ (455)	$ (465)

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ -	$ (811)	$ (828)	$ (844)	$ (861)	$ (878)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	-	-	-	(811)	(828)	(844)	(861)	(878)
Expenditures								
Salaries and Benefits	-	-	-	103	107	112	116	121
Operating Costs	-	-	-	318	285	287	290	292
Internal Services Used	-	-	-	-	-	-	-	-
Internal Services Recovered	-	-	-	-	-	-	-	-
External Recoveries	-	-	-	-	-	-	-	-
	-	-	-	421	392	399	406	413
Net Operations Total	-	-	-	(390)	(436)	(445)	(455)	(465)
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ (390)	$ (436)	$ (445)	$ (455)	$ (465)

Parking Authority Operations
($ 000's)



Parking Utility is new for 2014

2014 – 2018 FINANCIAL PLAN

SIGNIFICANT CHANGES
PARKING AUTHORITY
(in thousands)

REVENUES			
2013 ADOPTED BUDGET			$ -
Sales and Services			
Growth	....	$ (811)	
Total Change in Revenue			(811)
2014 REVENUE BUDGET			$ (811)
EXPENDITURES			
2013 ADOPTED BUDGET			$ -
Expenditures			
Economic Increase	....	(103)	
Increase in Service Levels	....	(318)	(421)
Interest Allocated to Appropriated Surplus	....	-	-
Contribution to Capital			
Parkade & Equipment Repayments	....	-	-
Net Transfers			
Transfer to /from General Operating	....	(390)	(390)
Total Change in Expenditures			(811)
2014 EXPENDITURE BUDGET			$ (811)
2014 BUDGET			$ -

REVENUES			
2014 ADOPTED BUDGET			$ (811)
Increase Due to Rate and Growth	....	$ (68)	(68)
2018 REVENUE BUDGET			$ (879)
EXPENDITURES			
2014 ADOPTED BUDGET			$ (811)
Contribution to Operating Fund	....	(38)	
Increase to Maintenance & Operations	....	8	(30)
TRANSFERS			
Parkade and Equipment Repayments	....	-	
Interest to Appropriate Surplus	....	(57)	
Transfer to Reserves	....	19	(38)
2018 EXPENDITURE BUDGET			(879)
2018 BUDGET			$ -

2014 – 2018 FINANCIAL PLAN

ROADS & TRAFFIC SAFETY UTLITY OVERVIEW

MISSION STATEMENT

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

2013 ACCOMPLISHMENTS

- Completed, with TransLink, Phase 1 and 2 of the Pattullo Bridge Strategic Review. Project will be going to public consultation on the preferred alternative(s);
- 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. Completion to occur in 2014;
- Eliminated all Telus lease lines for signal communication by replacing them with Ethernet radios, saving the City approximately $90,000 annually;
- Implemented automated traffic volume counting at 150 traffic signals;
- Participated with Coast Mountain Bus Company to increase the number of bus stops within the City and improve accessibility. Surrey now ranks second in the region with 76.2% of 1,340 bus stops accessible to wheelchair users;
- Improved transit operation and efficiency in Surrey by installing/designing bus queue jumpers on King George Boulevard at 32, 76 and 88 Avenues and on Scott Road at Tannery Road;
- Added over 24 km of bike lanes and pathways which will help with the City's goal of increasing the cycling mode share thereby reducing GHG emissions;
- Implemented a pilot adaptive (automated) traffic signal control system on 72 Avenue from Scott Road to King George Boulevard;
- 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

- Reach agreement on the replacement of the Pattullo Bridge with TransLink, New Westminster, Coquitlam and the Province, to avoid costly rehabilitation of the existing bridge;
- Complete the replacement of all copper street light wire with aluminum alloy to deter wire theft;
- Continue to advance the City's goal of early delivery of LRT in Surrey by working with other levels of government and exploring opportunities to interact with and provide information to the public;
- Continue with the development of transit priority policies and projects in collaboration with TransLink in order to improve efficiencies and service levels;
- Complete trip planning efforts and Transportation Demand Management (TDM) for City staff at NCH and initiate a broader TDM strategy for Surrey;
- Launch the new Traffic Management Centre at New City Hall with video wall, Advanced Traffic Management System and Video Management software to proactively manage the traffic signal system in real time;

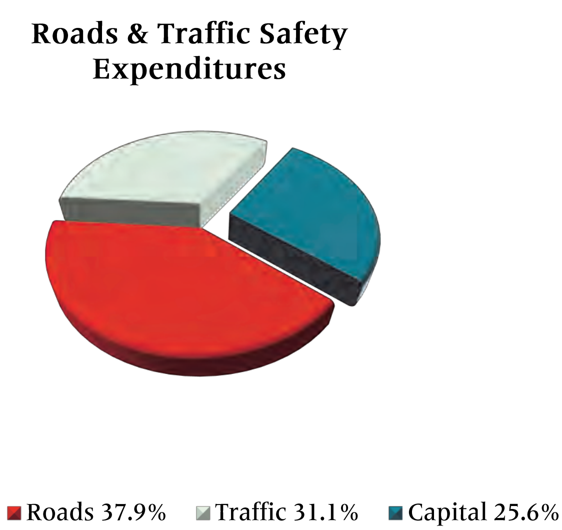
- Install 70 CCTV Traffic Cameras (for total of 250) to enable improved signal operation, efficient traffic studies and analysis and collision video evidence for the RCMP and legal system;
- Launch the Surrey Safe Mobility Plan in partnership with the RCMP which will provide the framework for reducing collisions and injuries on Surrey's roads as well as crimes through the pilot enforcement strategy;
- Complete safety review of all (42) at-grade rail crossings to enable costing and prioritization of improvements for both safety and anti-whistling; and
- Complete all approved short term projects and 40% of the approved medium term projects identified in the Safe and Active School Program School Safety Reports.

Pedestrian crossing in Surrey

2014 – 2018 FINANCIAL PLAN

FINANCIAL SUMMARY
ROADS & TRAFFIC
(in thousands)

REVENUE SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Taxation	$ 10,960	$ 13,489	$ 13,348	**$ 14,569**	$ 17,454	$ 20,521	$ 23,781	$ 27,244
Departmental Revenues	727	740	739	**1,165**	1,192	1,224	1,256	1,287
	$ 11,687	$ 14,229	$ 14,087	$ 15,734	$ 18,646	$ 21,745	$ 25,037	$ 28,531
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 25,628	$ 23,331	$ 30,582	**$ 31,480**	$ 32,803	$ 34,140	$ 37,157	$ 37,791
	$ 25,628	$ 23,331	$ 30,582	$ 31,480	$ 32,803	$ 34,140	$ 37,157	$ 37,791
Interest Allocated to Approp. Surplus	-	-	-	-	80	143	197	379
Contrib'n to Capital	$ 13,775	$ 17,367	$ 5,634	**$ 10,845**	$ 10,905	$ 12,344	$ 21,465	$ 21,441
Contrib'n from General Operating	(21,192)	(19,988)	(15,531)	**(15,252)**	(15,184)	(15,112)	(15,035)	(14,951)
Conttrib'n from Secondary Suites	-	(3,182)	(3,532)	**(3,910)**	(4,267)	(4,463)	(4,707)	(5,107)
Net Tsf To/(Frm) Surp/Resrv	(6,524)	(3,299)	(3,066)	**(7,429)**	(5,691)	(5,307)	(14,040)	(11,022)
	$ (13,941)	$ (9,102)	$ (16,495)	$ (15,746)	$ (14,157)	$ (12,395)	$ (12,120)	$ (9,260)
Surplus/(Deficit)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

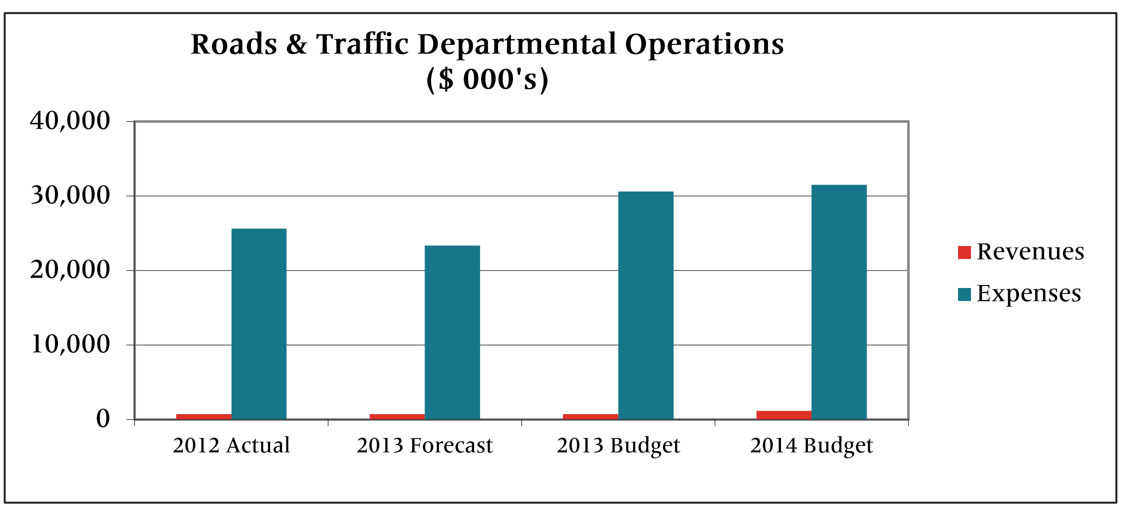


2014 – 2018 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
ROADS & TRAFFIC
(in thousands)

PROGRAM SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Roads	$ 8,167	$ 7,829	$ 13,481	**$ 16,058**	$ 17,149	$ 18,250	$ 19,381	$ 19,770
Traffic	8,599	8,657	12,797	**13,178**	13,343	13,553	13,780	14,012
Transportation	8,681	5,812	3,811	**1,305**	1,289	1,271	2,900	2,884
	$ 25,447	**$ 22,298**	**$ 30,089**	**$ 30,541**	**$ 31,781**	**$ 33,074**	**$ 36,061**	**$ 36,666**

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (728)	$ (740)	$ (739)	**$ (1,165)**	$ (1,192)	$ (1,224)	$ (1,256)	$ (1,287)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(728)	(740)	(739)	**(1,165)**	(1,192)	(1,224)	(1,256)	(1,287)
Expenditures								
Salaries and Benefits	3,972	4,724	4,331	**4,539**	4,630	4,722	4,816	4,913
Operating Costs	18,452	15,956	24,416	**25,197**	26,395	27,604	30,491	30,991
Internal Services Used	11,172	10,830	9,238	**9,441**	9,630	9,822	10,018	10,218
Internal Services Recovered	(4,560)	(4,727)	(4,253)	**(4,491)**	(4,581)	(4,672)	(4,765)	(4,860)
External Recoveries	(3,408)	(3,452)	(3,150)	**(3,206)**	(3,271)	(3,336)	(3,403)	(3,471)
	25,628	23,331	30,582	**31,480**	32,803	34,140	37,157	37,791
Net Operations Total	**24,900**	**22,591**	**29,843**	**30,315**	**31,611**	**32,916**	**35,901**	**36,504**
Transfers								
Transfer From Own Sources	-	(375)	-	-	-	-	-	-
Transfer To Own Sources	547	82	246	**226**	170	158	160	162
	547	(293)	246	**226**	170	158	160	162
	$ 25,447	**$ 22,298**	**$ 30,089**	**$ 30,541**	**$ 31,781**	**$ 33,074**	**$ 36,061**	**$ 36,666**



ROADS	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (23)	$ (6)	$ -	$ -	$ -	$ -	$ -	$ -
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(23)	(6)	-	-	-	-	-	-
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	3,452	3,304	6,993	**9,404**	10,362	11,327	12,319	12,567
Internal Services Used	8,226	8,594	8,924	**9,130**	9,313	9,499	9,689	9,883
Internal Services Recovered	(1,470)	(1,680)	(450)	**(450)**	(459)	(468)	(477)	(487)
External Recoveries	(2,118)	(2,008)	(1,986)	**(2,026)**	(2,067)	(2,108)	(2,150)	(2,193)
	8,090	8,210	13,481	**16,058**	17,149	18,250	19,381	19,770
Net Operations Total	**8,067**	**8,204**	**13,481**	**16,058**	**17,149**	**18,250**	**19,381**	**19,770**
Transfers								
Transfer From Own Sources	-	(375)	-	-	-	-	-	-
Transfer To Own Sources	100	-	-	-	-	-	-	-
	100	(375)	-	-	-	-	-	-
	$ 8,167	**$ 7,829**	**$ 13,481**	**$ 16,058**	**$ 17,149**	**$ 18,250**	**$ 19,381**	**$ 19,770**

TRAFFIC	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (348)	$ (382)	$ (363)	**$ (339)**	$ (349)	$ (362)	$ (376)	$ (389)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(348)	(382)	(363)	**(339)**	(349)	(362)	(376)	(389)
Expenditures								
Salaries and Benefits	1,497	1,723	1,706	**1,584**	1,616	1,648	1,681	1,715
Operating Costs	9,115	8,642	13,159	**13,683**	13,922	14,165	14,413	14,664
Internal Services Used	312	313	309	**306**	312	318	324	330
Internal Services Recovered	(774)	(563)	(1,096)	**(1,102)**	(1,124)	(1,146)	(1,169)	(1,192)
External Recoveries	(1,285)	(1,158)	(1,164)	**(1,180)**	(1,204)	(1,228)	(1,253)	(1,278)
	8,865	8,957	12,914	**13,291**	13,522	13,757	13,996	14,239
Net Operations Total	**8,517**	**8,575**	**12,551**	**12,952**	**13,173**	**13,395**	**13,620**	**13,850**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	82	82	246	**226**	170	158	160	162
	82	82	246	**226**	170	158	160	162
	$ 8,599	**$ 8,657**	**$ 12,797**	**$ 13,178**	**$ 13,343**	**$ 13,553**	**$ 13,780**	**$ 14,012**

TRANSPORTATION	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (357)	$ (352)	$ (376)	**$ (826)**	$ (843)	$ (862)	$ (880)	$ (898)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(357)	(352)	(376)	**(826)**	(843)	(862)	(880)	(898)
Expenditures								
Salaries and Benefits	2,475	3,001	2,625	**2,955**	3,014	3,074	3,135	3,198
Operating Costs	5,885	4,010	4,264	**2,110**	2,111	2,112	3,759	3,760
Internal Services Used	2,634	1,923	5	**5**	5	5	5	5
Internal Services Recovered	(2,316)	(2,484)	(2,707)	**(2,939)**	(2,998)	(3,058)	(3,119)	(3,181)
External Recoveries	(5)	(286)	-	**-**	-	-	-	-
	8,673	6,164	4,187	**2,131**	2,132	2,133	3,780	3,782
Net Operations Total	**8,316**	**5,812**	**3,811**	**1,305**	**1,289**	**1,271**	**2,900**	**2,884**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	365	-	-	-	-	-	-	-
	365	-	-	-	-	-	-	-
	$ 8,681	**$ 5,812**	**$ 3,811**	**$ 1,305**	**$ 1,289**	**$ 1,271**	**$ 2,900**	**$ 2,884**

2014 – 2018 FINANCIAL PLAN

SIGNIFICANT CHANGES
ROADS & TRAFFIC
(in thousands)

REVENUES			
2013 ADOPTED BUDGET			$ 14,087
Taxation	....	$ 1,221	1,221
Sales and Services			
Bus Shelter/Bench Revenue	....	(24)	
Parking Meters	....	(8)	
Parking Lots	....	62	
Developer Sundry Contributions	....	196	
Other (Provinicial/Translink)	....	200	426
Total Change in Revenue	....		1,647
2014 REVENUE BUDGET			$ 15,734
EXPENDITURES			
2013 ADOPTED BUDGET			$ 14,087
Expenditures			
Salaries/Wages & Benefits			
Salary Rate and Range Increase	....	$ 254	
Overhead, Overtime, Sick Reduction	....	13	
Reclass Positions	....	(404)	
New Positions	....	345	208
Operating Costs			
Inventory Increase	....	330	
Economic Increase	....	232	
Winter Maintenance increase - Materials	....	300	
Service Level Adjustment	....	(1,416)	
Traffic Signal & Streetlight Maintenance (contract increase)	....	1,323	
Parking Meter Costs	....	13	781
Internal Services Used			
Adjustment to Equipment	....	(3)	
Economic Increase	....	33	
Increase Department Cost Allocation	....	173	203
Internal Services Recovered			
Labour Charge Outs	....	(233)	
Capital Recoveries	....	(6)	(239)
External Recoveries			
GVTA	....	(56)	(56)
Contribution to Capital			
Decrease in Capital Funding	....	5,211	5,211
Transfer From Own Sources			
Transfer from Secondary Suites Revenue	....	(378)	(378)
Transfer To Own Sources			
Transfer to Reserves	....	(4,362)	
Transfer to General Revenue	....	279	(4,083)
Total Change in Expenditures			1,647
2014 EXPENDITURE BUDGET			15,734
2014 BUDGET			$ -

Roads & Traffic Significant Changes

REVENUES			
2014 ADOPTED BUDGET			$ 15,734
Increase Due to Rate Increase	....	$ 12,675	
Parking Meter and Parking Lot revenues	....	39	
Developer Sundry Contributions / Other	....	33	
Bus Bench Revenue	....	50	12,797
2018 REVENUE BUDGET			28,531
EXPENDITURES			
2014 ADOPTED BUDGET			15,734
Operating Costs	....	6,311	6,311
TRANSFERS			
Allocation of Interest	....	379	
Contribution to Capital	....	10,596	
Contribution to General Fund	....	302	
Transfer to/from Reserves	....	(4,790)	6,487
2018 EXPENDITURE BUDGET			$ 28,532
2018 BUDGET			$ (1)

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 that follows. In comparison, Surrey's proposed metered rate is also projected to increase much more slowly than the flat rate.

2013 ACCOMPLISHMENTS

- Updated the Development Cost Charge By-law to ensure that development pays for the infrastructure it requires;
- Continued to develop an Asset Management Program to develop integrated asset management for each infrastructure asset in consultation with the Operations Division and Transportation Division of the Engineering Department;
- Completed design of the Fergus Pump Station that will support future development with the Sunnyside Heights NCP Area and the Highway 99 Corridor General Land Use Plan area;
- Continued to utilize trenchless technologies in lieu of excavation to repair sanitary sewer lines and connections for point repairs and root growth;
- Introduced a new 10-year servicing plan that incorporates the recommendations from each Infrastructure Asset Management Plan, the Inflow and Infiltration Management Plan, and the City's Climate Action Strategy;
- Completed Stage 1 infrastructure servicing strategies for the West Clayton and Grandview Heights NCP Areas;
- Completed an Inflow and Infiltration Management Plan as part of the City's commitment to the Integrated Liquid Waste and Resource Management Plan;
- Mitigated sanitary sewer overflows at Robson Creek by implementing phase 1 of the Robson Creek Sewer Replacement project;
- Finalized an Infrastructure Servicing and Financial Strategy for the Fleetwood Enclave Neighbourhood Concept Plan area;
- Finalized an Infrastructure Servicing and Financial Strategy for the Aloha Estates Infill Area Concept Plana area;
- Assisted in the development of the City's Community Climate Action Strategy;
- Provided comments on the Application to Port Metro Vancouver by Fraser Surrey Docks for a Proposed Direct Transfer Coal Facility at Fraser Surrey Docks;
- Continued construction of 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

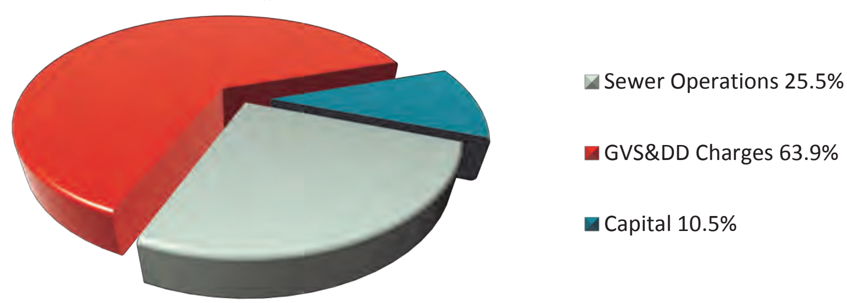
- Update Infrastructure Asset Management Plans to help us provide a cost-effective service over the life of our assets;
- Continue to work with the Operations Division to relocate Metro Vancouver's Ferrous Chloride dosing facility;
- Work with Metro Vancouver to address the chronic sanitary sewer overflows at their Cloverdale pump station;
- Assist departments in obtaining cost-sharing grants to fund "green" infrastructure within the City;
- 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.

2014 – 2018 FINANCIAL PLAN

FINANCIAL SUMMARY
SEWER
(in thousands)

REVENUE SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Taxation	$ 6,185	$ 7,781	$ 7,693	**$ 2,919**	$ 2,916	$ 2,882	$ 2,866	$ 2,552
	6,185	7,781	7,693	**2,919**	2,916	2,882	2,866	2,552
Investment Income	874	902	809	**891**	783	757	746	885
Penalties and Interest	385	416	352	**218**	233	249	269	291
	1,259	1,318	1,161	**1,109**	1,016	1,006	1,015	1,176
Departmental Revenues	37,792	40,209	40,052	**43,517**	46,456	49,820	53,826	58,035
	$45,236	**$ 49,308**	**$48,906**	**$ 47,545**	**$50,388**	**$53,708**	**$57,707**	**$61,763**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 37,294	$ 37,877	$ 42,723	**$ 42,771**	$ 45,355	$ 47,942	$ 51,050	$ 54,571
	$37,294	**$ 37,877**	**$42,723**	**$ 42,771**	**$45,355**	**$47,942**	**$51,050**	**$54,571**
Interest Alloc'd to Approp. Surp	$ 184	$ -	$ 67	**$ 282**	$ 225	$ 200	$ 188	$ 327
Contrib'n to General Operating	1,332	1,366	1,299	**1,702**	1,777	1,855	1,937	2,023
Contrib'n to Capital	444	6,385	4,401	**5,045**	4,961	5,764	5,831	5,831
Net Tsf To/(Frm) Surp/Resrv	5,982	3,680	416	**(2,255)**	(1,930)	(2,053)	(1,299)	(989)
	$ 7,942	**$ 11,431**	**$ 6,183**	**$ 4,774**	**$ 5,033**	**$ 5,766**	**$ 6,657**	**$ 7,192**
Surplus/(Deficit)	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	**-**	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Sewer Expenditures

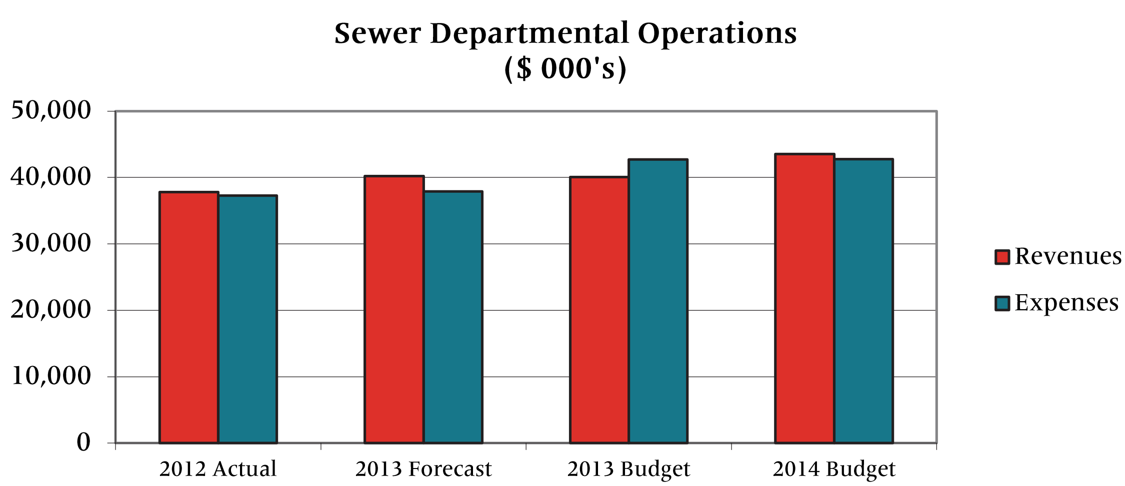


2014 – 2018 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
SEWER
(in thousands)

DIVISION SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Sewer Utility	$ (298)	$ (2,132)	$ 2,871	**$ (546)**	$ (901)	$ (1,678)	$ (2,576)	$ (3,264)
	$ (298)	**$ (2,132)**	**$ 2,871**	**$ (546)**	**$ (901)**	**$ (1,678)**	**$ (2,576)**	**$ (3,264)**

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (37,792)	$ (40,209)	$ (40,052)	**$ (43,517)**	$ (46,456)	$ (49,820)	$ (53,826)	$ (58,035)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	(37,792)	(40,209)	(40,052)	**(43,517)**	(46,456)	(49,820)	(53,826)	(58,035)
Expenditures								
Salaries and Benefits	-	-	-	**-**	-	-	-	-
Operating Costs	35,110	35,408	38,338	**36,244**	38,567	40,882	43,707	46,934
Internal Services Used	9,626	9,463	6,736	**6,798**	7,070	7,353	7,647	7,953
Internal Services Recovered	(7,377)	(6,961)	(2,318)	**(238)**	(248)	(258)	(268)	(279)
External Recoveries	(65)	(33)	(33)	**(33)**	(34)	(35)	(36)	(37)
	37,294	37,877	42,723	**42,771**	45,355	47,942	51,050	54,571
Net Operations Total	**(498)**	**(2,332)**	**2,671**	**(746)**	**(1,101)**	**(1,878)**	**(2,776)**	**(3,464)**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	200	200	200	**200**	200	200	200	200
	200	200	200	**200**	200	200	200	200
	$ (298)	**$ (2,132)**	**$ 2,871**	**$ (546)**	**$ (901)**	**$ (1,678)**	**$ (2,576)**	**$ (3,264)**



2014 – 2018 FINANCIAL PLAN

SIGNIFICANT CHANGES
SEWER
(in thousands)

REVENUES			
2013 ADOPTED BUDGET			$ 48,906
Taxation			
Rate Change	....	$ (4,787)	
Local Improvement	....	13	(4,774)
Investment Income	....	82	82
Penalties and Interest on Taxes	....	(134)	(134)
Sales and Services			
Rate Change	....	2,080	
Growth	....	930	
Conversions	....	523	
Permits/Sundry	....	(68)	3,465
Total Change in Revenue	....		(1,361)
2014 REVENUE BUDGET			$ 47,545
EXPENDITURES			
2013 ADOPTED BUDGET			$ 48,906
Increase in Operating Allocations	....	(1,099)	
Increase in GVS&DD Costs	....	740	
Increase in Sewer Utility	....	35	
Increase in Sewer Maintenance Costs	....	372	48
Interest Allocated to Appropriated Surplus	....	215	215
Contribution to Capital			
DCC Contribution	....	235	
Transfer to Roads	....	224	
Sewer Non-Growth	....	409	868
Net Transfers			
Decrease in Funding for Infrastructure	....	(10,622)	
Increase Funding from Rate Stabilization Reserve	....	-	
Utility Building	....	4,495	
Capital Legacy	....	-	
Drainage Internal Borrowing	....	3,232	
Decrease Funding from Rates Reserve	....	403	(2,492)
Total Change in Expenditures			(1,361)
2014 EXPENDITURE BUDGET			$ 47,545
2014 BUDGET			$ -

Sewer Significant Changes

REVENUES			
2014 ADOPTED BUDGET			$ 47,545
Local Improvements	....	$ (84)	
Penalties and Interest	....	67	
Sewer Rates growth	....	3,945	
Sewer Rates rate change	....	10,574	
Transfer from Draiange Parcel Tax	....	(283)	
Connection fees / Sundry Revenue	....	-	
			14,218
2018 REVENUE BUDGET			$ 61,763
EXPENDITURES			
2014 ADOPTED BUDGET			$ 47,545
Operating Allocations	....	321	
Utility Fees	....	145	
Increase in GVS&DD Costs	....	10,157	
Sewer Maintenance and Operation Costs	....	1,498	12,166
TRANSFERS			
Contribution to Capital	....	786	
Rate Stabilization	....	-	
Infrastructure Replacement	....	15,680	
Transfer to Reserves	....	(14,414)	2,052
2018 EXPENDITURE BUDGET			61,763
2018 BUDGET			$ -

2014 – 2018 FINANCIAL PLAN

SOLID WASTE UTILITY OVERVIEW

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 99,700 single family households, 25,000 secondary suites and 32,000 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 70% by 2015. The City's Utility reviews and recommends other solid waste technologies and waste treatment initiatives to further divert waste from landfill.

2013 ACCOMPLISHMENTS

- Reduced the City's cost associated with garbage disposal at regional transfer stations in 2013 by approximately $1.5 million through the diversion of kitchen waste;
- Saved an estimated $700,000 in fuel costs associated with the Compressed Natural Gas waste collection vehicles (compared to diesel waste collection trucks);
- Delivered curbside waste collection services to the City's customers in 2013 at the same rates as those provided in 2012;
- Negotiated a financial incentive offer with Multi Materials BC for coverage of the City's recyclables collection and processing services, commencing May 2014.
- Initiated a Request for Qualifications process for the establishment of an organics biofuel processing facility which resulted in a response of over 11 Respondent Teams;
- Determined a short-list of respondents to the organic biofuel processing RFQ that will be invited to participate in a Request for Proposal process in early 2014;
- Through the City's Rethink Waste Program, maintained 70% diversion of curbside waste through the organic waste and recyclables services;
- The City's residential garbage tonnage dropped by 42% in 2013;
- Diverted over 56,000 metric tonnes of organic waste at curbside, far exceeding the previous forecast;
- Worked with the City's customers to reduce contamination levels in the organic waste stream;
- Realized a 23% reduction in carbon emissions associated with the use of Compressed Natural Gas waste collection vehicles;
- Continued to manage cart exchange inquiries regarding the new cart-based organics waste collection system;
- Provided education across the City's multicultural community on reducing contamination within the organics waste stream and successfully achieved a drop in contaminants from 4.2% to 0.8% within a one-month period;
- 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 the community; and
- The SurreyReuses.com material trading website achieved over 1,000 exchanges and diverted close to 38,000 kilograms of waste away from the landfill in 2013.

FUTURE INITIATIVES

- Conclude the City's Request for Proposal to establish an organics biofuel processing facility through a Public Private Partnership arrangement;
- Finalize Financial Agreement with P3 Canada to receive 25% federal funding for the City's future organics biofuel processing facility;
- Continue to 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;

- Commence an organic waste diversion pilot program at multi-family complexes;
- Monitor new service arrangements with MMBC for the collection and processing of curbside recyclables;
- Continue monitoring ongoing waste diversion with the goal of sustaining or surpassing the Metro Vancouver Regional Waste diversion target of 70% through 2014;
- Initiate seasonal waste diversion study to better determine where educational efforts should be targeted to achieve even higher levels of waste diversion; and
- Continue working with Surrey's customer base to reduce residual materials within the organic waste stream.

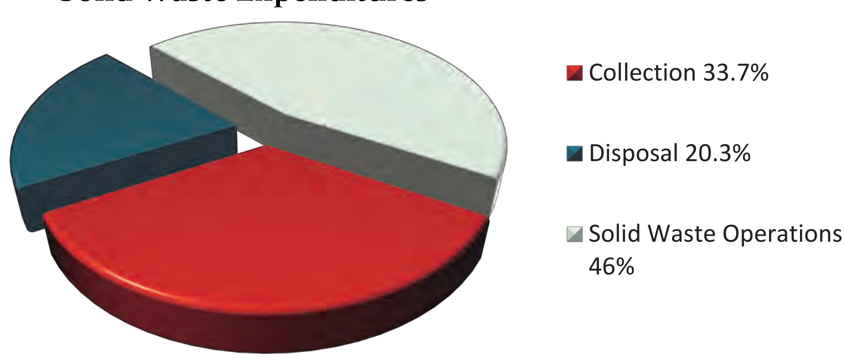
Organics curbside pickup in Surrey

2014 – 2018 FINANCIAL PLAN

FINANCIAL SUMMARY
SOLID WASTE
(in thousands)

REVENUE SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Penalties and Interest	$ 105	$ 200	$ 100	**$ 100**	$ 105	$ 105	$ 110	$ 110
Departmental Revenues	31,493	31,844	32,428	**33,221**	35,136	38,966	40,521	42,127
	$ 31,598	**$ 32,044**	**$ 32,528**	**$ 33,321**	**$ 35,241**	**$ 39,071**	**$ 40,631**	**$ 42,237**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 25,641	$ 25,776	$ 24,800	**$ 27,992**	$ 26,920	$ 27,458	$ 28,005	$ 28,567
	$ 25,641	**$ 25,776**	**$ 24,800**	**$ 27,992**	**$ 26,920**	**$ 27,458**	**$ 28,005**	**$ 28,567**
Interest Allocated to Approp. Surplus	-	-	-	**64**	38	44	16	1
Contrib'n To General Op	1,949	2,271	1,951	**3,435**	3,468	3,501	3,535	3,570
Contrib'n To Capital	14,206	-	4,000	**-**	-	-	-	-
Net Tsf To/(Frm) Surp/Resrv	(10,198)	3,997	1,777	**1,830**	4,815	8,068	9,075	10,099
	$ 5,957	**$ 6,268**	**$ 7,728**	**$ 5,329**	**$ 8,321**	**$ 11,613**	**$ 12,626**	**$ 13,670**
Surplus/(Deficit)	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	**-**	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Solid Waste Expenditures

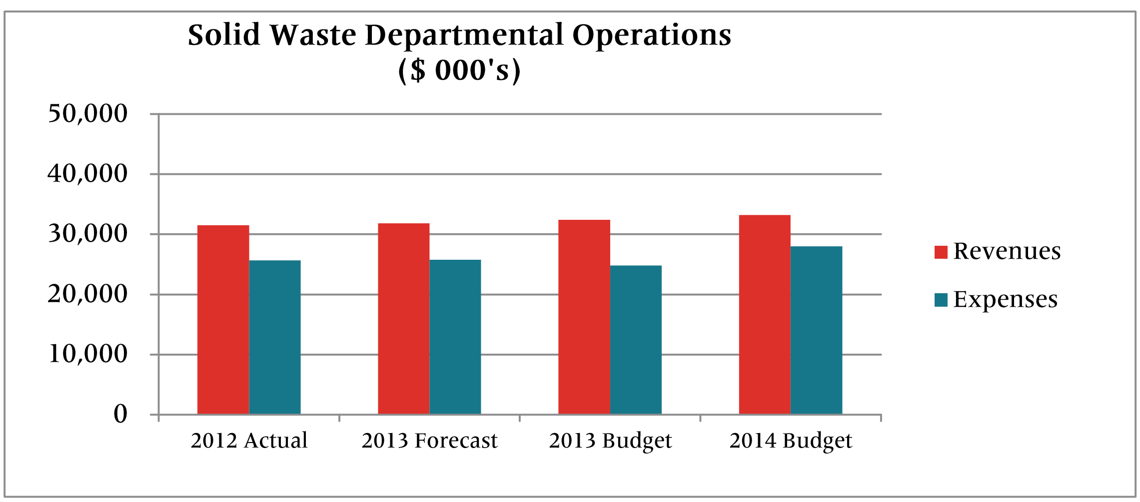


2014 – 2018 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
SOLID WASTE
(in thousands)

DIVISION SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Solid Waste	$ (3,952)	$ (4,832)	$ (6,392)	**$ (3,732)**	$ (6,640)	$ (9,849)	$ (10,769)	$ (11,736)
	$ (3,952)	**$ (4,832)**	**$ (6,392)**	**$ (3,732)**	**$ (6,640)**	**$ (9,849)**	**$ (10,769)**	**$ (11,736)**

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (31,493)	$ (31,844)	$ (32,428)	**$ (33,036)**	$ (35,136)	$ (38,966)	$ (40,521)	$ (42,127)
Grants, Donations and Other	-	-	-	**(185)**	-	-	-	-
	(31,493)	(31,844)	(32,428)	**(33,221)**	**(35,136)**	**(38,966)**	**(40,521)**	**(42,127)**
Expenditures								
Operating Costs	24,499	22,780	21,361	**24,161**	23,013	23,473	23,941	24,422
Internal Services Used	1,233	3,134	3,534	**3,926**	4,004	4,084	4,165	4,248
Internal Services Recovered	(89)	(91)	(95)	**(95)**	(97)	(99)	(101)	(103)
External Recoveries	(2)	(47)	-	-	-	-	-	-
	25,641	25,776	24,800	**27,992**	**26,920**	**27,458**	**28,005**	**28,567**
Net Operations Total	**(5,852)**	**(6,068)**	**(7,628)**	**(5,229)**	**(8,216)**	**(11,508)**	**(12,516)**	**(13,560)**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	1,900	1,236	1,236	**1,497**	1,576	1,659	1,747	1,824
	1,900	1,236	1,236	**1,497**	**1,576**	**1,659**	**1,747**	**1,824**
	$ (3,952)	**$ (4,832)**	**$ (6,392)**	**$ (3,732)**	**$ (6,640)**	**$ (9,849)**	**$ (10,769)**	**$ (11,736)**



2014 – 2018 FINANCIAL PLAN

SIGNIFICANT CHANGES
SOLID WASTE
(in thousands)

REVENUES			
2013 ADOPTED BUDGET			$ 32,528
Penalties and Interest on Taxes	....	$ -	-
Sales & Services			
Garbage Fee Growth Increase	....	28	28
Total Change in Revenue	....		793
2014 REVENUE BUDGET			$ 33,321
EXPENDITURES			
2013 ADOPTED BUDGET			$ 32,528
Expenditures			
Garbage Collection Contract	....	114	
GVS&DD - Garbage Disposal	....	(158)	
Operating Expenses	....	(432)	
Garbage Recycling Contract	....	610	
Organics Waste Collection	....	1,002	
Organics Disposal	....	1,064	
Internal services used	....	392	
Biofuel consulting services	....	600	3,192
Interest Allocated to Appropriated Surplus	....	64	64
Contribution to Capital			
South Surrey Transfer Station	....	-	
Utility Buildings Repayments	....	495	
Cart Purchase Repayments	....	22	517
Net Transfers			
Road Restoration	....	261	
Rate Stabalization	....	(4,725)	
Transfer to /from General Operating	....	1,484	(2,980)
Total Change in Expenditures			793
2014 EXPENDITURE BUDGET			$ 33,321
2014 BUDGET			$ -

Solid Waste Significant Changes

REVENUES			
2014 ADOPTED BUDGET			$ 33,321
Fee Increases	....	$ 8,916	8,916
2018 REVENUE BUDGET			$ 42,237
EXPENDITURES			
2014 ADOPTED BUDGET			$ 33,321
Contract increases	....	1,047	
GV Tipping Fee Increases	....	353	
Solid Waste Maintenace & Operations	....	(825)	575
TRANSFERS			
Contribution to Capital	....	-	
Road Restoration	....	327	
Rate Stabalization	....	1,687	
Interest Allocated to Appropriated Surplus	....	(63)	
Contribution to General Operating	....	134	
Contribution to Other Reserves	....	6,256	8,341
2018 EXPENDITURE BUDGET			$ 42,237
2018 BUDGET			$ -

SURREY CITY ENERGY UTILITY OVERVIEW

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 customer from the expected future increases in the cost of these commodities in addition to reducing community carbon emissions from buildings.

2013 ACCOMPLISHMENTS

- Established a policy on Utility Rate Setting and Regulation for Surrey City Energy;
- Continued development of a 30-year financial model for the utility that allows for accounting of life-cycle utility costs, annual revenue requirements and projected customer rates;
- Initiated design of new Surrey City 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 new developments;
- Completed construction of the geoexchange energy system at the New City Hall which will be Surrey City Energy's 1st energy system;
- Applied for capital grants and low interest loans for the 1st phase of DE infrastructure;
- Assisted in the development of the City's Community Climate Action Strategy;
- Completed a study to identify opportunities for energy efficiency, energy conservation and renewable energy supply alternatives as part of the West Clayton NCP;
- Completed the development of educational material that will help the public understand the importance of DE initiatives and how it will impact their lives. The outcomes of this work include a 4-minute video and a brochure for distribution;
- 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 Surrey City Energy; and
- Worked with the Party for the Planet team to present a sustainability event area promoting sustainable engineering practices.

FUTURE INITIATIVES

- Establish an expert external rate review panel that will advise Council on the energy rates prepared by Surrey City Energy;
- Continue with designs of new Surrey City 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 new developments and construct as necessary;
- Assist departments in obtaining cost-sharing grants to fund "green" infrastructure within the City;
- Apply for capital grants and low interest loans for future phases of DE infrastructure;

- Design and build new DE 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;
- Apply for capital grants and low interest loans for future phases of DE infrastructure;
- Continue to plan for the long-term biomass energy plant which will be integrated into the City Centre DE system once sufficient load has been connected to support such an investment;
- Continue to collect information about biomass combustion technologies and feedstock supply alternatives;
- Evaluate and report on the environmental impacts of the DE system including energy consumption, GHG emission and local air contaminants;
- Provide opportunities for public education of energy issues by incorporating public viewing locations into the design of new energy facilities;
- 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.

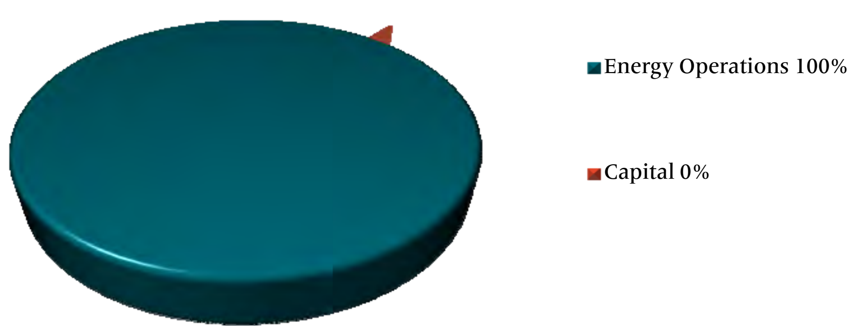
Surrey City Energy for New City Hall

2014 – 2018 FINANCIAL PLAN

FINANCIAL SUMMARY
SURREY CITY ENERGY
(in thousands)

REVENUE SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Taxation	$ -	$ 8	$ -	$ -	$ -	$ -	$ -	$ -
	-	8	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Penalties and Interest	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Departmental Revenues	-	-	305	-	405	1,098	2,633	3,835
	$ -	$ 8	$ 305	$ -	$ 405	$ 1,098	$ 2,633	$ 3,835
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 431	$ 420	$ 815	$ 425	$ 773	$ 1,727	$ 2,718	$ 3,410
	$ 431	$ 420	$ 815	$ 425	$ 773	$ 1,727	$ 2,718	$ 3,410
Interest Alloc'd to Approp. Surp	$ -	$ -	$ 13	$ 77	$ 131	$ 197	$ 485	$ 558
Contrib'n to General Operating	-	-	23	26	26	26	26	26
Contrib'n to Capital	687	116	-	-	-	-	-	-
Net Tsf To/(Frm) Surp/Resrv	(1,118)	(528)	(546)	(528)	(525)	(852)	(596)	(159)
	$ (431)	$ (412)	$ (510)	$ (425)	$ (368)	$ (629)	$ (85)	$ 425
Surplus/(Deficit)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Energy Fund Expenditures



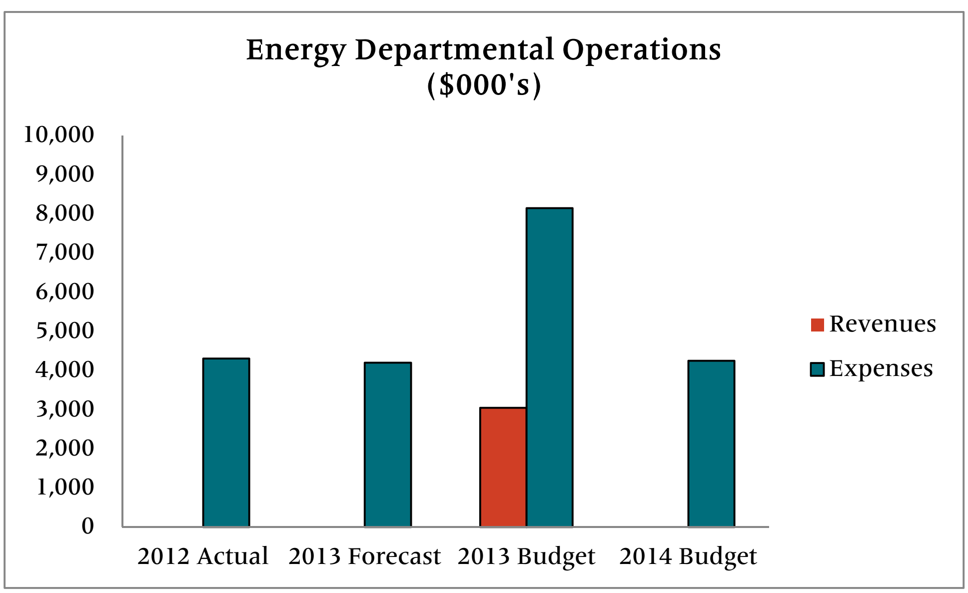
2014 – 2018 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
SURREY CITY ENERGY

(in thousands)

PROGRAM SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Energy	$ 431	$ 420	$ 510	**$ 425**	$ 368	$ 629	$ 85	$ (425)
	$ 431	**$ 420**	**$ 510**	**$ 425**	**$ 368**	**$ 629**	**$ 85**	**$ (425)**

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ -	$ -	$ (305)	**$ -**	$ (405)	$ (1,098)	$ (2,633)	$ (3,835)
Grants, Donations and Other	-	-	-	**-**	-	-	-	-
	-	-	(305)	**-**	(405)	(1,098)	(2,633)	(3,835)
Expenditures								
Salaries and Benefits	-	288	269	**339**	346	353	360	367
Operating Costs	431	125	546	**86**	427	1,374	2,358	3,043
Internal Services Used	-	304	-	**-**	-	-	-	-
Internal Services Recovered	-	(287)	-	**-**	-	-	-	-
External Recoveries	-	(10)	-	**-**	-	-	-	-
	431	420	815	**425**	773	1,727	2,718	3,410
Net Operations Total	**431**	**420**	**510**	**425**	**368**	**629**	**85**	**(425)**
Transfers								
Transfer From Own Sources	-	-	-	**-**	-	-	-	-
Transfer To Own Sources	-	-	-	**-**	-	-	-	-
	-	-	-	**-**	-	-	-	-
	$ 431	**$ 420**	**$ 510**	**$ 425**	**$ 368**	**$ 629**	**$ 85**	**$ (425)**



2014 – 2018 FINANCIAL PLAN

SIGNIFICANT CHANGES
SURREY CITY ENERGY
(in thousands)

REVENUES			
2013 ADOPTED BUDGET			$ 305
Sales and Services			
Growth	....	$ (305)	
Connection Fees/Special Reads	....	-	(305)
Total Change in Revenue			(305)
2014 REVENUE BUDGET			$ -
EXPENDITURES			
2013 ADOPTED BUDGET			$ 305
Expenditures			
Economic Increase	....	70	
Increase in Service Levels	....	(460)	
Decrease in Operating Allocations	....	3	(387)
Interest Allocated to Appropriated Surplus	....	64	64
Contribution to Capital			
District Energy Systems	....	-	-
Net Transfers			
Transfer to /from General Operating	....	18	18
Total Change in Expenditures			(305)
2014 EXPENDITURE BUDGET			$ -
2014 BUDGET			$ -

REVENUES			
2014 ADOPTED BUDGET			$ -
Increase Due to Rate and Growth	....	$ (3,835)	(3,835)
2018 REVENUE BUDGET			$ (3,835)
EXPENDITURES			
2014 ADOPTED BUDGET			$ -
Increase to Maintenance & Operations	....	(2,985)	(2,985)
TRANSFERS			
Transfer to Reserves	....	(850)	(850)
2018 EXPENDITURE BUDGET			(3,835)
2018 BUDGET			$ -

WATER UTILITY OVERVIEW

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 502,000 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 that follows. In comparison, Surrey's proposed meter rate is expected to increase slowly. The proposed metered rate is projected to increase much more slowly than the flat rate.

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

2013 ACCOMPLISHMENTS

- Updated the Development Cost Charge By-law to ensure that development pays for the infrastructure it requires;
- Introduced a new online process for the submission of backflow prevention devices;
- Continued to develop an Asset Management Program to develop integrated asset management for each infrastructure asset in consultation with the Operations Division and Transportation Division of the Engineering Department;
- Introduced a new 10-year servicing plan that incorporates the recommendations from each Infrastructure Asset Management Plan, the Inflow and Infiltration Management Plan, and the City's Climate Action Strategy;
- Completed Stage 1 infrastructure servicing strategies for the West Clayton and Grandview Heights NCP Areas;
- Finalized an Infrastructure Servicing and Financial Strategy for the Fleetwood Enclave Neighbourhood Concept Plan area;
- Finalized an Infrastructure Servicing and Financial Strategy for the Aloha Estates Infill Area Concept Plan area;
- Assisted in the development of the City's Community Climate Action Strategy;
- Provided comments on the Application to Port Metro Vancouver by Fraser Surrey Docks for a Proposed Direct Transfer Coal Facility at Fraser Surrey Docks;
- Confirmed compliance of Surrey's drinking water with Canadian Drinking Water Standards for safe consumption by testing over 2,500 samples;
- Continued with the 6th year of the Operation Save H_2O Program;
- Introduced a new Cross Connection Control By-law and implemented a standard for testing and installing backflow prevention devices; and
- Worked with the Party for the Planet team to arrange the sustainability event area promoting sustainable engineering practices.

FUTURE INITIATIVES

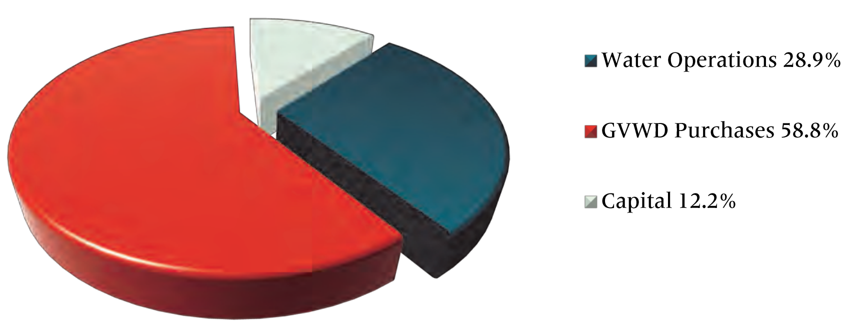
- Implement a Water Loss Reduction Program to identify, repair, and replace weak water mains and detect water main leakage so as to reduce the cost of water purchase from Metro Vancouver;
- Update Infrastructure Asset Management Plans to help us provide a cost-effective service over the life of our assets;
- Work with adjacent neighbouring municipalities, Township of Langley and Corporation of Delta, on common water issues;
- Assist departments in obtaining cost-sharing grants to fund "green" infrastructure within the City;
- Look for "green" options relating to the repair and upgrade of City water infrastructure; and
- Finalize Infrastructure Servicing Strategies for the West Clayton and Grandview Heights NCP Areas.

2014 – 2018 FINANCIAL PLAN

FINANCIAL SUMMARY
WATER
(in thousands)

REVENUE SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Taxation	$ 90	$ 349	$ 83	**$ 125**	$ 68	$ 52	$ 27	$ 13
	90	349	83	**125**	68	52	27	13
Investment Income	1,741	1,357	1,641	**1,157**	1,197	1,104	1,022	877
Penalties and Interest	572	592	603	**642**	716	784	861	951
	2,313	1,949	1,799	**1,799**	1,913	1,888	1,883	1,828
Departmental Revenues	60,078	61,204	61,023	64,951	72,296	79,173	86,940	95,907
	$ 62,481	**$ 63,502**	**$ 63,350**	**$ 66,875**	**$ 74,277**	**$ 81,113**	**$ 88,850**	**$ 97,748**
EXPENDITURE SUMMARY								
Departmental Expenditures	$ 51,716	$ 53,219	$ 57,845	**$ 60,776**	$ 66,821	$ 71,927	$ 81,207	$ 87,781
	$ 51,716	**$ 53,219**	**$ 57,845**	**$ 60,776**	**$ 66,821**	**$ 71,927**	**$ 81,207**	**$ 87,781**
Interest Alloc'd to Approp. Surp	$ 738	$ 553	$ 738	**$ 512**	$ 400	$ 306	$ 224	$ 80
Contrib'n to General Operating	1,745	1,969	1,613	**3,722**	3,868	4,020	4,178	4,342
Contrib'n to Capital	4,914	12,192	7,372	**8,481**	8,438	9,137	11,573	11,573
Net Tsf To/(Frm) Surp/Resrv	3,368	(4,431)	(4,218)	**(6,616)**	(5,250)	(4,277)	(8,332)	(6,028)
	$ 10,765	**$ 10,283**	**$ 5,505**	**$ 6,099**	**$ 7,456**	**$ 9,186**	**$ 7,643**	**$ 9,967**
Surplus/(Deficit)	$ -	$ -	$ -	**$ -**	$ -	$ -	$ -	$ -
Transfers (To)/From Surplus	-	-	-	-	-	-	-	-
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Water Fund Expenditures

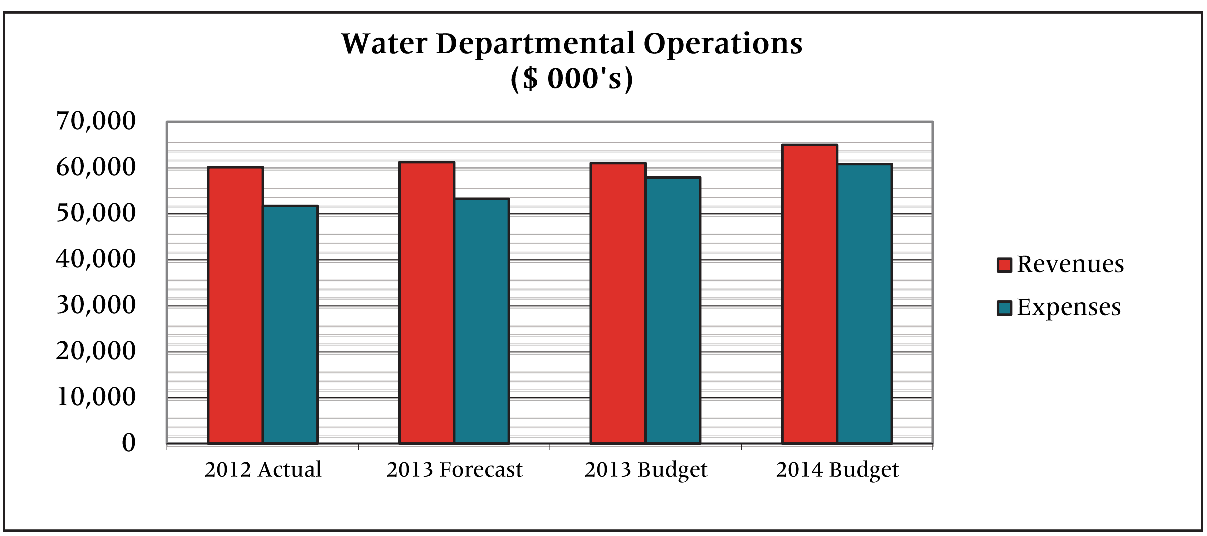


2014 – 2018 FINANCIAL PLAN

DEPARTMENTAL OPERATIONS
WATER
(in thousands)

PROGRAM SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Water	$ (8,112)	$ (7,735)	$ (2,928)	**$ (3,875)**	$ (5,175)	$ (6,946)	$ (5,433)	$ (7,826)
	$ (8,112)	**$ (7,735)**	**$ (2,928)**	**$ (3,875)**	**$ (5,175)**	**$ (6,946)**	**$ (5,433)**	**$ (7,826)**

ACCOUNT SUMMARY	2012 ACTUAL	2013 ACTUAL	2013 BUDGET	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN
Revenues								
Sales and Services	$ (60,078)	$ (61,204)	(61,023)	**$ (64,951)**	$ (72,296)	$ (79,173)	$ (86,940)	$ (95,907)
Grants, Donations and Other	-	-	-	-	-	-	-	-
	(60,078)	(61,204)	(61,023)	**(64,951)**	(72,296)	(79,173)	(86,940)	(95,907)
Expenditures								
Salaries and Benefits	-	-	-	-	-	-	-	-
Operating Costs	44,997	46,483	49,376	**50,098**	55,823	60,598	69,538	75,761
Internal Services Used	8,494	8,580	9,538	**11,701**	12,052	12,414	12,786	13,170
Internal Services Recovered	(512)	(522)	(956)	**(887)**	(914)	(941)	(969)	(998)
External Recoveries	(1,263)	(1,322)	(113)	**(136)**	(140)	(144)	(148)	(152)
	51,716	53,219	57,845	**60,776**	66,821	71,927	81,207	87,781
Net Operations Total	**(8,362)**	**(7,985)**	**(3,178)**	**(4,175)**	**(5,475)**	**(7,246)**	**(5,733)**	**(8,126)**
Transfers								
Transfer From Own Sources	-	-	-	-	-	-	-	-
Transfer To Own Sources	250	250	250	**300**	300	300	300	300
	250	250	250	**300**	300	300	300	300
	$ (8,112)	**$ (7,735)**	**$ (2,928)**	**$ (3,875)**	**$ (5,175)**	**$ (6,946)**	**$ (5,433)**	**$ (7,826)**



2014 – 2018 FINANCIAL PLAN

SIGNIFICANT CHANGES
WATER
(in thousands)

REVENUES			
2013 ADOPTED BUDGET			$ 63,350
Taxation			
Local Improvement	....	$ 42	42
Investment Income	....	(484)	(484)
Penalties and Interest on Taxes	....	39	39
Department Revenues			
Rate Change	....	1,329	
Growth Change	....	1,329	
Conversions	....	1,271	
Connection Fees/Special Reads	....	-	3,929
Total Change in Revenue			3,526
2014 REVENUE BUDGET			$ 66,876
EXPENDITURES			
2013 ADOPTED BUDGET			$ 63,350
Expenditures			
Inventory Increase	....	$ 266	
Economic Increase	....	656	
Increase in Service Levels	....	-	
Increase in Internal Services Used	....	-	
Increase in Non-Capital Items from 10Yr plan	....	542	
Increase in Utility Fee	....	39	
Decrease in Operating Allocations	....	(1,613)	
Increase in GVWD Water Costs	....	3,041	2,931
Interest Allocated to Appropriated Surplus	....	(226)	(226)
Contribution to Capital			
Non-Growth	....	972	
DCC Contributions	....	137	
LIP and Sundry Funding		-	1,109
Net Transfers			
Contribution to Operating Fund	....	3,722	
Decrease in Transfers for Infrastructure	....	(4,803)	
Utility Building	....	495	
Transfer to Roads		248	
Increase Funding from Rates Reserve	....	50	(288)
Total Change in Expenditures			3,526
2014 EXPENDITURE BUDGET			$ 66,876
2014 BUDGET			$ -

REVENUES			
2014 ADOPTED BUDGET			$ 66,876
Penalties and Interest on Taxes	....	$ (83)	
Increase Due to Rate and Growth	....	30,956	30,873
2018 REVENUE BUDGET			$ 97,749
EXPENDITURES			
2014 ADOPTED BUDGET			$ 66,876
Contribution to Operating Fund	....	620	
Utility Fee	....	309	
Increase to GVWD Rates	....	21,954	
Increase to Maintenance & Operations	....	4,744	27,627
TRANSFERS			
Contribution to Capital	....	3,092	
Infrastructure Replacement Program	....	318	
Interest to Appropriate Surplus	....	(432)	
Transfer to Reserves	....	200	3,246
2018 EXPENDITURE BUDGET			$ 97,749
2018 BUDGET			$

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

ARTIFICIAL TURF FIELDS
($2,000,000)

Surrey continues to commit funds towards new artificial turf fields in 2014 with funding for the City's 14th artificial turf field to be located at South Surrey Athletic Park.

OPERATING IMPACT: The 2014—2018 Financial Plan does not include additional operating costs. This project will replace grass turf, therefore it is not expected to increase operating and maintenance costs above existing levels.

ECO-RESIDENTIAL RECYCLING TRANSFER STATION
($3,000,000)

Metro Vancouver has committed to construct a residential drop-off centre (RDO) in Newton, which will accept residential recyclable materials and garbage. The RDO facility will be enhanced by the City into a full Eco-Centre, capable of handling a wider variety of recyclable materials, 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 2014. The project is expected to be completed in 2015.

OPERATING IMPACT: The 2014—2018 Financial Plan does not include additional operating costs as this facility will be in partnership with Metro Vancouver.

NEWTON ATHLETIC PARK MASTER PLAN
($700,000)

Rolling out of the Newton Athletic Park Master Plan continues in 2014-2016 with funding for a new cover for bleachers at Field #1, renovated tennis courts and a covered practice facility in 2015.

OPERATING IMPACT: The 2014—2018 Financial Plan does not include additional operating costs. This project is not expected to increase operating and maintenance costs above existing levels.

POOL - GRANDVIEW HEIGHTS
($8,000,000)

This new pool is part of the Build Surrey Program to improve the quality of life to the citizens of South Surrey. The new indoor swimming pool will relieve some of the pressure on the existing pool and provide additional swimming and diving opportunities for growing populations in the southeast quadrant of the City. The design phase of the swimming pool was completed in 2012 and construction began in Summer 2013. The project will be completed in 2015 with a total budget of $54.4 million over three years.

OPERATING IMPACT: The 2014—2018 Financial Plan includes $900,000 for a mid-year opening and $1,800,000 per year thereafter to cover costs to maintain and operate this facility.

POOL - GUILDFORD
($14,680,000)

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 design began in 2011 and construction began in 2012. The project will be completed in 2015 with a total budget of $47.3 million over five years.

OPERATING IMPACT: The 2014—2018 Financial Plan includes $790,000 for a mid-year opening and $1,700,000 per year thereafter to cover the costs to maintain and operate this facility.

RCMP NEWTON DISTRICT OFFICE
($500,000)

The lease at the current Newton District RCMP Office will expire in 2014. This District Office will be relocating to a site fronting King George Boulevard. This funding will provide for the leasehold improvements that are anticipated in the new spare.

OPERATING IMPACT: The 2014—2018 Financial Plan does not include additional operating costs. This project is for tenant improvements, therefore it is not expected to increase operating and maintenance costs above existing levels.

RCMP SALLY PORT RENOVATION
($500,000)

Sally Port is an access point to bring prisoners to the Surrey RCMP Cell Block. Sally Port is leaking and water collects at the entrance where prisoners are brought in. Money has been set aside to address this issue.

OPERATING IMPACT: The 2014—2018 Financial Plan does not include additional operating costs. This project is for building improvements, therefore it is not expected to increase operating and maintenance costs above existing levels.

RECREATION FACILITY - EAST CLAYTON
($250,000)

The design phase for the Clayton Recreation Centre will begin in 2014. The first phase of the recreation centre will be approximately the same square footage as the Fraser Heights Recreation Centre (30,000 square feet).

OPERATING IMPACT: The 2014—2018 Financial Plan does not include additional operating costs as this funding is for advance design.

RENOVATION - CIVIC FACILITIES
($1,200,000)

To renovate the current washrooms or develop a stand-alone facility at the Don Christian Recreation Centre and preventative maintenance of all pool components at all indoor pools are required annually which consists of two major pool shutdowns annually. This project also includes replacing the chiller at the North Surrey Arena and installing an UV system at the North Surrey Pool. Due to the demand and trends of our users/members, Cloverdale Recreation Centre will have a HVAC system installed, as well as, surveillance cameras will be upgraded and replaced at various recreation centres. Also, a new turnstile system will be installed at the South Surrey Leisure Centre, replacement of pool bulkheads at South Surrey Pool will commence, and maintenance will be done on the Guildford Building Envelope to improve existing roof and wall conditions from water ingress.

OPERATING IMPACT: The 2014—2018 Financial Plan does not include additional operating costs. This project is not expected to increase operating and maintenance costs above existing levels.

RENOVATION - CORPORATE FACILITIES
($1,900,000)

These renovations include several different projects throughout the City which include adding a concrete floor to enhance programming opportunities at the Agriplex, to replace the exterior wall tiles with modern low maintenance materials on the North Annex building which will increase the lifespan of the building, renovations to the space previously vacated by Healthy Communities at 10277 City Parkway to accommodate a new bylaw office, and renovations to existing City Hall in order to lease the North Civic Street/Planning & Development space.

OPERATING IMPACT: The 2014—2018 Financial Plan does not include additional operating costs. This project is not expected to increase operating and maintenance costs above existing levels.

SOUTH SURREY ATHLETIC PARK
($550,000)

A new field house is planned in South Surrey Athletic Park south of 20th Avenue. It is a partnership with Bayside Rugby Club to provide washrooms and change rooms in the popular athletic park.

OPERATING IMPACT: The 2014—2018 Financial Plan does not include additional operating costs. This project is not expected to increase operating and maintenance costs above existing levels.

TECHNOLOGY CAPITAL REVOLVING FUND
($2,000,000)

A revolving fund has been created to support technology initiatives throughout the City of Surrey. Any project utilizing these funds will be required to make payments to replenish the fund.

OPERATING IMPACT: The 2014—2018 Financial Plan does not include additional operating costs. This project is not expected to increase operating and maintenance costs above existing levels.

UTILITY BUILDINGS
($6,000,000)

The City has begun construction on a new Central Worksyard facility, which will amalgamate the Operations division of Engineering and Parks, Recreation and Culture. Further, Engineering is planning the development of a new South Surrey Worksyard. These two facilities will consist of approximately 12,000 square metres of office and maintenance shops plus 10,000 square metres of covered storage. Construction for the Central Worksyard commenced in mid 2013 with an anticipated completion in 2015. 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 2014—2018 Financial Plan does not include additional operating costs. As this is a replacement project, it is not expected to increase operating and maintenance costs above existing levels.

2014 – 2018 FINANCIAL PLAN

RANKED CAPITAL PROJECTS

(in thousands)

FUNDING AVAILABLE	2014	2015	2016	2017	2018
Contribution from General Operating	**$ 13,400**	$ 14,500	$ 15,700	$ 17,000	$ 18,400
Contribution from Local Roads	**10,845**	10,905	12,344	21,465	21,441
Funding from Operating Appropriation Surplus	**1,275**	850	250	250	260
Building Reserve	**870**	-	-	-	-
Infrastructure Replacement Reserve	**2,500**	2,500	-	-	-
Other Reserves	**5,200**	4,300	1,000	2,000	-
Vehicles & Equipment Reserve	**7,656**	7,656	7,656	7,656	7,656
Utility Contributions	**25,334**	25,114	27,354	23,940	23,940
Utility Rate Stabilization	**700**	700	700	700	700
Non-Discretionary Contributions	**65,109**	64,681	113,542	132,090	138,321
External Contributions	**24,280**	24,280	24,610	27,644	27,644
Borrowing Proceed's	**32,173**	15,315	17,473	17,312	2,336
Sundry	**50,015**	50,015	50,015	50,015	50,015
	239,357	220,816	270,644	300,072	290,713
Less: Base Capital Funding					
Building Repairs & Upgrades	**1,550**	1,550	1,600	1,600	1,700
Utility Engineering Structures	**25,239**	25,239	25,239	20,595	20,595
Non-Discretionary Works	**89,836**	90,498	143,374	167,309	173,867
Engineering Public Works	**15,065**	15,065	15,065	23,423	23,423
Parks	**2,856**	1,829	1,876	1,924	1,966
Equipment Replacement					
Engineering Fleet Equipment	**1,887**	1,887	1,887	1,887	1,887
Fire Services	**3,469**	3,469	3,469	3,469	3,469
Information Technology	**4,800**	5,050	6,000	7,200	8,000
Parks	**425**	425	425	425	425
Utilities	**700**	700	700	700	700
Other	**2,165**	2,365	2,465	2,565	2,665
Sundry	**50,075**	50,347	50,464	50,475	50,516
	198,067	198,424	252,564	281,572	289,213
	$ 41,290	**$ 22,392**	**$ 18,080**	**$ 18,500**	**$ 1,500**

RANKED PROJECTS	2014	2015	2016	2017	2018
Arts Centre - Urban Screen	-	192	-	-	-
Multi-Purpose Space - Fleetwood	-	-	14,185	-	-
Pool - Grandview Heights	8,000	10,600	-	-	-
Pool - Guildford	14,680	-	-	-	-
Recreation Facility - East Clayton	250	750	-	-	-
Relocation - North Surrey Arena	-	700	-	-	-
Renovation - Civic Facilities	1,210	-	-	-	-
Ice Expansion	-	-	1,000	15,000	-
Surrey Museum - Phase 2	-	1,000	-	-	-
RCMP Newton District Office	500	-	-	-	-
RCMP Sally Port Renovation	500	-	-	-	-
RCMP Additional Space	-	500	500	500	500
Build Surrey Program	-	-	1,000	1,000	1,000
Renovations- Corporate Facilities	1,900	-	-	-	-
Technology Capital Revolving Fund	2,000	1,000	-	-	-
Eco-Residential Recycling/Transfer Station	3,000	-	-	-	-
Utility Buildings	6,000	6,000	-	-	-
Artificial Turf Fields	2,000	-	-	2,000	-
Cloverdale Lawn Bowling	-	-	495	-	-
Guildford Youth Park Upgrade	-	250	-	-	-
Newton Athletic Park Master Plan	700	1,400	900	-	-
South Surrey Athletic Park - Fieldhouse	550	-	-	-	-
	$ 41,290	**$ 22,392**	**$ 18,080**	**$ 18,500**	**$ 1,500**

2014 – 2018 FINANCIAL PLAN

EXECUTIVE SUMMARY

(in thousands)

CONTRIBUTION SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds	$ 60,575	$ 60,491	$ 109,602	$ 128,150	$ 134,381	**$ 493,199**
NCP Reserve Funds	2,161	950	700	700	700	**5,211**
Other Statutory Reserve Funds	2,373	3,240	3,240	3,240	3,240	**15,333**
	65,109	64,681	113,542	132,090	138,321	**513,743**
Discretionary Contributions						
Operating Appropriated Surplus	1,975	1,550	950	950	960	**6,385**
Contribution from Operating	49,579	50,519	55,398	62,405	63,781	**281,682**
Other Statutory Reserve Funds	16,241	14,471	8,671	9,671	7,671	**56,725**
	67,795	66,540	65,019	73,026	72,412	**344,792**
Other Contributions						
External Sources	24,280	24,280	24,610	27,644	27,644	**128,458**
Borrowing Proceeds	32,173	15,315	17,473	17,312	2,336	**84,609**
Capital Contingency	-	-	-	-	-	**-**
	56,453	39,595	42,083	44,956	29,980	**213,067**
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	**250,000**
Total Current Year's Contributions	239,357	220,816	270,644	300,072	290,713	**1,321,602**
Carry Fwd from Previous Years	71,807	66,245	81,193	90,022	87,214	**396,480**
	$ 311,164	**$ 287,061**	**$ 351,837**	**$ 390,094**	**$ 377,927**	**$ 1,718,082**
EXPENDITURE SUMMARY						
Statutory & Asset Maintenance						
Property Acquisition	$ 17,799	$ 19,190	$ 20,500	$ 20,454	$ 25,804	**$ 103,747**
Buildings	1,550	1,550	1,600	1,600	1,700	**8,000**
Engineering Structures	115,272	113,788	165,518	193,272	194,563	**782,413**
Equipment	13,446	13,896	14,946	16,246	17,146	**75,680**
	148,067	148,424	202,564	231,572	239,213	**969,840**
Ranked Projects						
Buildings	38,040	20,742	16,685	16,500	1,500	**93,467**
Engineering Structures	3,250	1,650	1,395	2,000	-	**8,295**
	41,290	22,392	18,080	18,500	1,500	**101,762**
Unidentified - Budget Authority	50,000	50,000	50,000	50,000	50,000	**250,000**
Total Current Year's Expenditures	239,357	220,816	270,644	300,072	290,713	**1,321,602**
Carry Fwd from Previous Years	71,807	66,245	81,193	90,022	87,214	**396,480**
	$ 311,164	**$ 287,061**	**$ 351,837**	**$ 390,094**	**$ 377,927**	**$ 1,718,082**

2014 – 2018 FINANCIAL PLAN

CONTRIBUTION (FUNDING) SUMMARY

(in thousands)

CONTRIBUTION SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Arterial Roads	$ 20,129	$ 21,170	$ 28,836	$ 37,209	$ 37,209	**$ 144,553**
Major Collector Roads	3,121	3,648	9,667	11,647	11,647	**39,730**
Local Roads	684	684	684	1,235	1,235	**4,522**
Park Lands	14,812	15,051	16,184	16,130	21,174	**83,351**
Parkland Development	1,142	1,231	1,293	1,462	2,648	**7,776**
Drainage	6,362	5,189	11,032	12,102	12,102	**46,787**
Sewer	6,473	5,259	11,691	13,065	13,065	**49,553**
Water	4,709	3,876	9,439	10,462	10,462	**38,948**
Hwy 99 Corridor	2,199	2,199	2,199	2,199	2,199	**10,995**
Campbell Heights	944	2,184	18,577	22,639	22,640	**66,984**
	60,575	60,491	109,602	128,150	134,381	**493,199**
NCP Reserve Funds						
Fire	100	100	100	100	100	**500**
Library Services	100	100	100	100	100	**500**
Recreation Services	1,961	750	500	500	500	**4,211**
	2,161	950	700	700	700	**5,211**
Other Statutory Reserve Funds						
Cash In Lieu of Parkland	2,133	3,000	3,000	3,000	3,000	**14,133**
Environmental Stewardship	240	240	240	240	240	**1,200**
	2,373	3,240	3,240	3,240	3,240	**15,333**
	65,109	**64,681**	**113,542**	**132,090**	**138,321**	**513,743**
Discretionary Contribution						
Operating Appropriated Surplus						
Other Appropriations	1,275	850	250	250	260	**2,885**
Utility Rate Stabilization Reserve	700	700	700	700	700	**3,500**
	1,975	1,550	950	950	960	**6,385**
Contributions from Operating						
Current Year's General Operating	13,400	14,500	15,700	17,000	18,400	**79,000**
Current Year's Roads	10,845	10,905	12,344	21,465	21,441	**77,000**
Current Year's Solid Waste	-	-	-	-	-	**-**
Drainage	11,808	11,715	12,453	6,536	6,536	**49,048**
Water	8,481	8,438	9,137	11,573	11,573	**49,202**
Sewer	5,045	4,961	5,764	5,831	5,831	**27,432**
	49,579	50,519	55,398	62,405	63,781	**281,682**
Other Statutory Reserve Funds						
Other Reserves	5,200	4,300	1,000	2,000	-	**12,500**
Cranley Drive Revolving	15	15	15	15	15	**75**
Building Reserve	870	-	-	-	-	**870**
Vehicles & Equipment	7,656	7,656	7,656	7,656	7,656	**38,280**
Infrastructure Replacement	2,500	2,500	-	-	-	**5,000**
	16,241	14,471	8,671	9,671	7,671	**56,725**
	67,795	**66,540**	**65,019**	**73,026**	**72,412**	**344,792**
Other Contributions						
External Sources						
Provincial Contributions	845	845	845	-	-	**2,535**
Federal/Provincial Contribution	-	-	330	-	-	**330**
Private Contributions	875	875	875	875	875	**4,375**
GVTA	22,560	22,560	22,560	26,769	26,769	**121,218**
	24,280	24,280	24,610	27,644	27,644	**128,458**
Borrowing Proceeds						
External Borrowing	8,000	8,100	14,185	-	-	**30,285**
Internal Borrowing	22,430	5,450	1,500	15,500	500	**45,380**
Local Improvement	1,743	1,765	1,788	1,812	1,836	**8,944**
	32,173	15,315	17,473	17,312	2,336	**84,609**
	56,453	**39,595**	**42,083**	**44,956**	**29,980**	**210,532**
Unspecified - Budget Authority only (not funded)	50,000	50,000	50,000	50,000	50,000	**250,000**
	$239,357	**$220,816**	**$270,644**	**$300,072**	**$290,713**	**$1,321,602**

2014 – 2018 FINANCIAL PLAN

EXPENDITURE SUMMARY

(in thousands)

EXPENDITURE SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Land Acquisition						
General Corporate	$ 75	$ 347	$ 464	$ 475	$ 516	**$ 1,877**
Parks, Recreation & Culture	17,724	18,843	20,036	19,979	25,288	**101,870**
	17,799	19,190	20,500	20,454	25,804	**103,747**
Buildings						
General Corporate	1,050	1,050	1,100	1,100	1,200	**5,500**
Parks, Recreation & Culture	500	500	500	500	500	**2,500**
	1,550	1,550	1,600	1,600	1,700	**8,000**
Engineering Structures						
General Corporate	125	125	125	125	130	**630**
Drainage Services	18,720	17,793	25,175	20,328	20,328	**102,344**
Roads & Transportation	64,083	65,733	94,953	123,273	123,273	**471,315**
Parks, Recreation & Culture	3,934	3,000	3,112	3,338	4,623	**18,007**
Sewer Services	13,862	13,026	21,052	21,648	21,648	**91,236**
Water Services	14,548	14,111	21,101	24,560	24,561	**98,881**
	115,272	113,788	165,518	193,272	194,563	**782,413**
Equipment						
General Corporate	8,852	9,302	10,352	11,652	12,552	**52,710**
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	**17,345**
Sewer Services	200	200	200	200	200	**1,000**
Water Services	300	300	300	300	300	**1,500**
	13,446	13,896	14,946	16,246	17,146	**75,680**
	148,067	148,424	202,564	231,572	239,213	**969,840**
Ranked Projects						
Buildings						
Arts Centre - Urban Screen	-	192	-	-	-	**192**
Multi-Purpose Space - Fleetwood	-	-	14,185	-	-	**14,185**
Pool - Grandview Heights	8,000	10,600	-	-	-	**18,600**
Pool - Guildford	14,680	-	-	-	-	**14,680**
Recreation Facility - East Clayton	250	750	-	-	-	**1,000**
Relocation - North Surrey Arena	-	700	-	-	-	**700**
Renovation - Civic Facilities	1,210	-	-	-	-	**1,210**
Ice Expansion	-	-	1,000	15,000	-	**16,000**
Surrey Museum - Phase 2	-	1,000	-	-	-	**1,000**
RCMP Newton District Office	500	-	-	-	-	**500**
RCMP Sally Port Renvoation	500	-	-	-	-	**500**
RCMP Additional Space	-	500	500	500	500	**2,000**
Build Surrey Program	-	-	1,000	1,000	1,000	**3,000**
Renovations- Corporate Facilities	1,900	-	-	-	-	**1,900**
Technology Capital Revolving Fund	2,000	1,000	-	-	-	**3,000**
Eco-Residential Recycling/Transfer Station	3,000	-	-	-	-	**3,000**
Utility Buildings	6,000	6,000	-	-	-	**12,000**
	38,040	20,742	16,685	16,500	1,500	**93,467**
Engineering Structures						
Artificial Turf Fields	2,000	-	-	2,000	-	**4,000**
Cloverdale Lawn Bowling	-	-	495	-	-	**495**
Guildford Youth Park Upgrade	-	250	-	-	-	**250**
Newton Athletic Park Master Plan	700	1,400	900	-	-	**3,000**
South Surrey Athletic Park - Fieldhouse	550	-	-	-	-	**550**
	3,250	1,650	1,395	2,000	-	**8,295**
	41,290	22,392	18,080	18,500	1,500	**101,762**
Unidentified - Budget Authority only (not funded)	50,000	50,000	50,000	50,000	50,000	**250,000**
	$239,357	**$220,816**	**$270,644**	**$300,072**	**$290,713**	**$ 1,321,602**

GENERAL CORPORATE

(in thousands)

CONTRIBUTION SUMMARY	2014	2015	2016	2017	2018	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	6,565	6,447	8,564	9,975	11,016	**42,567**
Other Appropriations	860	125	125	125	130	**1,365**
	7,425	6,572	8,689	10,100	11,146	**43,932**
Other Statutory Reserve Funds						
City Land Sales	2,325	1,000	100	-	-	**3,425**
Cranley Drive Revolving	15	15	15	15	15	**75**
Vehicles, Equipment & Other	4,137	4,137	4,137	4,137	4,137	**20,685**
	6,477	5,152	4,252	4,152	4,152	**24,185**
	13,902	**11,724**	**12,941**	**14,252**	**15,298**	**68,117**
Other Contributions						
Borrowing Proceeds						
Internal	2,000	2,000	-	-	-	**4,000**
	2,000	2,000	-	-	-	**4,000**
	2,000	**2,000**	-	-	-	**4,000**
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	**250,000**
	$ 66,002	**$ 63,824**	**$ 63,041**	**$ 64,352**	**$ 65,398**	**$322,617**

EXPENDITURE SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition						
Cranley Drive	$ 15	$ 15	$ 15	$ 15	$ 15	**$ 75**
Sundry	60	332	449	460	501	**1,802**
	75	347	464	475	516	**1,877**
Buildings						
Corporate Building Renovations	1,050	1,050	1,100	1,100	1,200	**5,500**
	1,050	1,050	1,100	1,100	1,200	**5,500**
Engineering Structures						
Green City	125	125	125	125	130	**630**
	125	125	125	125	130	**630**
Equipment						
Public Works Fleet Equipment	1,887	1,887	1,887	1,887	1,887	**9,435**
Library	2,000	2,200	2,300	2,400	2,500	**11,400**
Information Technology	4,800	5,050	6,000	7,200	8,000	**31,050**
Office Equipment	145	145	145	145	145	**725**
Sundry	20	20	20	20	20	**100**
	8,852	9,302	10,352	11,652	12,552	**52,710**
	10,102	**10,824**	**12,041**	**13,352**	**14,398**	**60,717**
Ranked Projects						
Buildings						
Build Surrey Program	-	-	1,000	1,000	1,000	**3,000**
City Hall Works Yard	2,000	2,000	-	-	-	**4,000**
District Energy	-	-	-	-	-	**-**
Renovations- Corporate Facilities	1,900	-	-	-	-	**1,900**
Technology Capital Revolving Fund	2,000	1,000	-	-	-	**3,000**
	5,900	**3,000**	**1,000**	**1,000**	**1,000**	**11,900**
Unspecified - Budget Authority	50,000	50,000	50,000	50,000	50,000	**250,000**
	$ 66,002	**$ 63,824**	**$ 63,041**	**$ 64,352**	**$ 65,398**	**$322,617**

2014 – 2018 FINANCIAL PLAN

ENGINEERING SERVICES

(in thousands)

CONTRIBUTION SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Arterial Roads	$ 20,129	$ 21,170	$ 28,836	$ 37,209	$ 37,209	**$144,553**
Major Collector Roads	3,121	3,648	9,667	11,647	11,647	**39,730**
Local Roads	684	684	684	1,235	1,235	**4,522**
Area Specific - Hwy 99 Corridor	1,201	1,201	1,201	1,201	1,201	**6,005**
- Campbell Heights	-	-	14,073	18,135	18,135	**50,343**
	25,135	**26,703**	**54,461**	**69,427**	**69,427**	**245,153**
Discretionary Contributions						
Contribution from Operating						
Current Year's Contribution-General	3,477	3,395	1,934	1,146	1,146	**11,098**
Current Year's Contribution-Roads	10,845	10,905	12,344	21,465	21,441	**77,000**
City's Share - DCC Program	1,323	1,405	2,866	3,654	3,654	**12,902**
	15,645	15,705	17,144	26,265	26,241	**101,000**
Other Statutory Reserve Funds						
Infrastructure Replacement	2,200	2,200	-	-	-	**4,400**
	2,200	2,200	-	-	-	**4,400**
	17,845	**17,905**	**17,144**	**26,265**	**26,241**	**105,400**
Other Contributions						
External Sources						
GVTA	22,560	22,560	22,560	26,769	26,769	**121,218**
	22,560	22,560	22,560	26,769	26,769	**121,218**
Borrowing Proceeds						
Local Improvement	743	765	788	812	836	**3,944**
	743	765	788	812	836	**3,944**
	23,303	**23,325**	**23,348**	**27,581**	**27,605**	**125,162**
	$ 66,283	**$ 67,933**	**$ 94,953**	**$123,273**	**$123,273**	**$475,715**
EXPENDITURE SUMMARY						
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Arterial	$ 22,453	$ 23,548	$ 46,432	$ 59,521	$ 59,521	**$211,475**
Growth Related - Collector	3,285	3,840	10,176	12,260	12,260	**41,821**
Growth Related - Local	720	720	720	1,300	1,300	**4,760**
Non-Growth Related - Arterial	10,715	10,715	10,715	15,315	15,315	**62,775**
Non-Growth Related - Collector	4,300	4,300	4,300	8,058	8,058	**29,016**
Non-Growth Related - Local	50	50	50	50	50	**250**
GVTA	22,560	22,560	22,560	26,769	26,769	**121,218**
	64,083	**65,733**	**94,953**	**123,273**	**123,273**	**471,315**
Ranked Projects						
Engineering Structures						
Utility Buildings	2,200	2,200	-	-	-	**4,400**
	2,200	**2,200**	-	-	-	**4,400**
	$ 66,283	**$ 67,933**	**$ 94,953**	**$123,273**	**$123,273**	**$475,715**

(in thousands)

CONTRIBUTION SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Park Lands	$ 14,812	$ 15,051	$ 16,184	$ 16,130	$ 21,174	**$ 83,351**
Parkland Development	1,142	1,231	1,293	1,462	2,648	**7,776**
	15,954	16,282	17,477	17,592	23,822	**91,127**
NCP Reserve Funds						
Park Development	1,536	500	500	500	500	**3,536**
Recreational Facilities	425	250	-	-	-	**675**
	1,961	750	500	500	500	**4,211**
Other Statutory Reserve Funds						
Cash In Lieu of Parkland	2,133	3,000	3,000	3,000	3,000	**14,133**
	2,133	3,000	3,000	3,000	3,000	**14,133**
	20,048	**20,032**	**20,977**	**21,092**	**27,322**	**109,471**
Discretionary Contributions						
Contributions from Operating						
Current Year's Contribution	1,045	2,246	1,266	1,149	1,180	**6,886**
City's Share - DCC Program	840	857	920	926	1,254	**4,797**
Other Appropriations	415	725	125	125	130	**1,520**
	2,300	3,828	2,311	2,200	2,564	**13,203**
Other Statutory Reserve Funds						
Building Replacement	870	-	-	-	-	**870**
City Land Sales	2,875	3,300	900	2,000	-	**9,075**
Vehicles & Equipment	300	300	300	300	300	**1,500**
	4,045	3,600	1,200	2,300	300	**11,445**
	6,345	**7,428**	**3,511**	**4,500**	**2,864**	**24,648**
Other Contributions						
External Sources						
Federal/Provincial Contribution	-	-	330	-	-	**330**
Private Developer Contributions	150	150	150	150	150	**750**
Sundry Contributions	500	500	500	500	500	**2,500**
	650	650	980	650	650	**3,580**
Borrowing Proceeds						
External	8,000	8,100	14,185	-	-	**30,285**
Internal	14,930	1,450	1,000	15,000	-	**32,380**
	22,930	9,550	15,185	15,000	-	**62,665**
	23,580	**10,200**	**16,165**	**15,650**	**650**	**66,245**
	$ 49,973	**$ 37,660**	**$ 40,653**	**$ 41,242**	**$ 30,836**	**$200,364**

EXPENDITURE SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition						
Park Land	$ 17,724	$ 18,843	$ 20,036	$ 19,979	$ 25,288	**$101,870**
	17,724	18,843	20,036	19,979	25,288	**101,870**
Buildings						
Recreation Facilities Improvements	500	500	500	500	500	**2,500**
	500	500	500	500	500	**2,500**
Engineering Structures						
Base Park Development	920	929	976	1,024	1,055	**4,904**
Green City	125	125	125	125	130	**630**
NCP/DCC Park Development	2,739	1,796	1,861	2,039	3,288	**11,723**
Developer Tree Program	150	150	150	150	150	**750**
	3,934	3,000	3,112	3,338	4,623	**18,007**
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**
	22,583	**22,768**	**24,073**	**24,242**	**30,836**	**124,502**
Ranked Projects						
Buildings						
Arts Centre - Urban Screen	-	192	-	-	-	**192**
Multi-Purpose Space - Fleetwood	-	-	14,185	-	-	**14,185**
Pool - Grandview Heights	8,000	10,600	-	-	-	**18,600**
Pool - Guildford	14,680	-	-	-	-	**14,680**
Recreation Facility - East Clayton	250	750	-	-	-	**1,000**
Relocation - North Surrey Arena	-	700	-	-	-	**700**
Renovation - Civic Facilities	1,210	-	-	-	-	**1,210**
Ice Expansion	-	-	1,000	15,000	-	**16,000**
Surrey Museum - Phase 2	-	1,000	-	-	-	**1,000**
	24,140	13,242	15,185	15,000	0	**67,567**
Engineering Structures						
Artificial Turf Fields	2,000	-	-	2,000	-	**4,000**
Cloverdale Lawn Bowling	-	-	495	-	-	**495**
Guildford Youth Park Upgrade	-	250	-	-	-	**250**
Newton Athletic Park Master Plan	700	1,400	900	-	-	**3,000**
South Surrey Athletic Park - Fieldhouse	550	-	-	-	-	**550**
	3,250	1,650	1,395	2,000	0	**8,295**
	27,390	**14,892**	**16,580**	**17,000**	**0**	**75,862**
	$ 49,973	**$ 37,660**	**$ 40,653**	**$ 41,242**	**$ 30,836**	**$200,364**

2014 – 2018 FINANCIAL PLAN

PROTECTIVE SERVICES

(in thousands)

CONTRIBUTION SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Non-Discretionary Contributions						
NCP Reserve Funds						
Fire	$ 100	$ 100	$ 100	$ 100	$ 100	$ 500
Police	-	-	-	-	-	-
	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	-	-	-	-	-	-
Vehicles and Equipment	3,219	3,219	3,219	3,219	3,219	16,095
City Land Sales	-	-	-	-	-	-
Capital Legacy Fund	-	-	-	-	-	-
	3,219	3,219	3,219	3,219	3,219	16,095
	3,369	**3,369**	**3,369**	**3,369**	**3,369**	**16,845**
Other Contributions						
Borrowing Proceeds						
Internal	1,000	500	500	500	500	3,000
	1,000	**500**	**500**	500	500	3,000
	$ 4,469	**$ 3,969**	**$ 3,969**	**$ 3,969**	**$ 3,969**	**$ 20,345**

EXPENDITURE SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Equipment						
Fire Vehicles & Equipment	$ 3,219	$ 3,219	$ 3,219	$ 3,219	$ 3,219	$ 16,095
Small Equipment Purchases	250	250	250	250	250	1,250
	3,469	3,469	3,469	3,469	3,469	17,345
Ranked Projects						
Buildings						
RCMP Newton District Office	500	-	-	-	-	500
RCMP Sally Port Renvoation	500	-	-	-	-	500
RCMP Additional Space	-	500	500	500	500	2,000
	1,000	500	500	500	500	3,000
	$ 4,469	**$ 3,969**	**$ 3,969**	**$ 3,969**	**$ 3,969**	**$ 20,345**

2014 – 2018 FINANCIAL PLAN

DRAINAGE SERVICES

(in thousands)

CONTRIBUTION SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Drainage	$ 6,362	$ 5,189	$ 11,032	$ 12,102	$ 12,102	**46,787**
Area Specific - Hwy 99 Corridor	42	42	42	42	42	**210**
- Campbell Heights	268	607	1,408	1,408	1,408	**5,099**
	6,672	5,838	12,482	13,552	13,552	**52,096**
Other Statutory Reserve Funds						
Environmental Stewardship	240	240	240	240	240	**1,200**
	240	240	240	240	240	**1,200**
	6,912	**6,078**	**12,722**	**13,792**	**13,792**	**53,296**
Discretionary Contributions						
Appropriated Surplus						
Infrastructure Replacement	300	300	-	-	-	**600**
Rate Stabilization Provision	200	200	200	200	200	**1,000**
	500	**500**	**200**	**200**	**200**	**1,600**
Contribution from Operating						
Current Year's Contribution - Drainage	11,066	11,066	11,066	5,030	5,030	**43,258**
City's Share - DCC Program	742	649	1,387	1,506	1,506	**5,790**
	11,808	11,715	12,453	6,536	6,536	**49,048**
	$ 19,220	**$ 18,293**	**$ 25,375**	**$ 20,528**	**$ 20,528**	**$103,944**

EXPENDITURE SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Drainage	7,069	5,766	12,258	13,447	13,447	**51,987**
Growth Related - Hwy 99 Corridor	47	47	47	47	47	**235**
Growth Related - Campbell Heights	298	674	1,564	1,564	1,564	**5,664**
Non-Growth Related - Drainage	11,066	11,066	11,066	5,030	5,030	**43,258**
Natural Habitat Enhancement	240	240	240	240	240	**1,200**
	18,720	17,793	25,175	20,328	20,328	**102,344**
Equipment						
Information Technology	200	200	200	200	200	**1,000**
	200	200	200	200	200	**1,000**
	18,920	**17,993**	**25,375**	**20,528**	**20,528**	**103,344**
Other Projects						
Utility Buildings	300	300	-	-	-	**600**
	300	300	-	-	-	**600**
	$ 19,220	**$ 18,293**	**$ 25,375**	**$ 20,528**	**$ 20,528**	**$103,944**

2014 – 2018 FINANCIAL PLAN

SEWER SERVICES

(in thousands)

CONTRIBUTION SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Sewer	$ 6,473	$ 5,259	$ 11,691	$ 13,065	$ 13,065	**$ 49,553**
Area Specific - Hwy 99 Corridor	524	524	524	524	524	**2,620**
- Campbell Heights	350	812	1,603	1,603	1,603	**5,971**
	7,347	**6,595**	**13,818**	**15,192**	**15,192**	**58,144**
Discretionary Contributions						
Appropriated Surplus						
Rate Stabilization Provision	200	200	200	200	200	**1,000**
	200	**200**	**200**	**200**	**200**	**1,000**
Contribution from Operating						
Current Year's Contribution - Sewer	4,229	4,229	4,229	4,143	4,143	**20,973**
City's Share - DCC Program	816	732	1,535	1,688	1,688	**6,459**
	5,045	4,961	5,764	5,831	5,831	**27,432**
	5,245	**5,161**	**5,964**	**6,031**	**6,031**	**28,432**
Other Contributions						
External Sources						
Developer Contributions	845	845	845	-	-	**2,535**
Sundry Contributions	125	125	125	125	125	**625**
	970	970	970	125	125	**3,160**
Borrowing Proceeds						
Local Improvement	500	500	500	500	500	**2,500**
	500	500	500	500	500	**2,500**
	1,470	**1,470**	**1,470**	**625**	**625**	**5,660**
	$ 14,062	**$ 13,226**	**$ 21,252**	**$ 21,848**	**$ 21,848**	**$ 92,236**

EXPENDITURE SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Sewer	$ 7,192	$ 5,843	$ 12,990	$ 14,517	$ 14,517	**$ 55,059**
Growth Related - Hwy 99 Corridor	582	582	582	582	582	**2,910**
Growth Related - Campbell Heights	389	902	1,781	1,781	1,781	**6,634**
Non-Growth Related - Sewer	5,699	5,699	5,699	4,768	4,768	**26,633**
	13,862	13,026	21,052	21,648	21,648	**91,236**
Equipment						
Information Technology	200	200	200	200	200	**1,000**
	200	200	200	200	200	**1,000**
	14,062	**13,226**	**21,252**	**21,848**	**21,848**	**92,236**
	$ 14,062	**$ 13,226**	**$ 21,252**	**$ 21,848**	**$ 21,848**	**$ 92,236**

2014 – 2018 FINANCIAL PLAN

SOLID WASTE SERVICES
(in thousands)

CONTRIBUTION SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Discretionary Contributions						
Contributions from Operating						
Current Year`s Contribution - Solid Waste	$ -	$ -	$ -	$ -	$ -	$ -
Other Appropriations	-	-	-	-	-	-
Taxi License Auction	-	-	-	-	-	-
	-	-	-	-	-	-
Other Statutory Reserve Funds						
Building Replacement Reserve	-	-	-	-	-	-
City Land Sales	-	-	-	-	-	-
Cranley Drive Revolving	-	-	-	-	-	-
Vehicles, Equipment & Other	-	-	-	-	-	-
Capital Legacy Fund	-	-	-	-	-	-
	-	-	-	-	-	-
Capital Contingency	-	-	-	-	-	-
	-	-	-	-	-	-
Other Contributions						
External Sources						
Federal/Provincial	-	-	-	-	-	-
P3 Partnership Contribution	-	-	-	-	-	-
Other External Sources	-	-	-	-	-	-
	-	-	-	-	-	-
Borrowing Proceeds						
External	-	-	-	-	-	-
Internal	4,500	1,500	-	-	-	**6,000**
	4,500	1,500	-	-	-	**6,000**
	4,500	**1,500**	-	-	-	**6,000**
Unspecified - Budget Authority	-	-	-	-	-	-
	$ 4,500	**$ 1,500**	**$ -**	**$ -**	**$ -**	**$ 6,000**

EXPENDITURE SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Ranked Projects						
Buildings						
Eco-Residential Recycling/Transfer Station	3,000	-	-	-	-	**3,000**
Utility Buildings	1,500	1,500	-	-	-	**3,000**
	4,500	**1,500**	-	-	-	**6,000**
	$ 4,500	**$ 1,500**	**$ -**	**$ -**	**$ -**	**$ 6,000**

2014 – 2018 FINANCIAL PLAN

WATER SERVICES

(in thousands)

CONTRIBUTION SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Non-Discretionary Contributions						
DCC Reserve Funds						
Water	$ 4,709	$ 3,876	$ 9,439	$ 10,462	$ 10,462	**$ 38,948**
Area Specific - Hwy 99 Corridor	432	432	432	432	432	**2,160**
Campbell Heights	326	765	1,493	1,493	1,494	**5,571**
	5,467	**5,073**	**11,364**	**12,387**	**12,388**	**46,679**
Discretionary Contributions						
Appropriated Surplus						
Rate Stabilization Provision	300	300	300	300	300	**1,500**
	300	**300**	**300**	**300**	**300**	**1,500**
Contribution from Operating						
Current Year's Contribution	7,874	7,874	7,874	10,197	10,197	**44,016**
City's Share - DCC Program	607	564	1,263	1,376	1,376	**5,186**
	8,481	**8,438**	**9,137**	**11,573**	**11,573**	**49,202**
Other Contributions						
External Sources						
Sundry Contributions	100	100	100	100	100	**500**
	100	100	100	100	100	**500**
Borrowing Proceeds						
Local Improvement	500	500	500	500	500	**2,500**
	500	500	500	500	500	**2,500**
	600	**600**	**600**	**600**	**600**	**3,000**
	$ 14,848	**$ 14,411**	**$ 21,401**	**$ 24,860**	**$ 24,861**	**$100,381**

EXPENDITURE SUMMARY	2014	2015	2016	2017	2018	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related	$ 6,074	$ 5,637	$ 12,627	$ 13,763	$ 13,764	**$ 51,865**
Non-Growth Related	8,474	8,474	8,474	10,797	10,797	**47,016**
	14,548	14,111	21,101	24,560	24,561	**98,881**
Equipment						
Information Technology	300	300	300	300	300	**1,500**
	300	300	300	300	300	**1,500**
	$ 14,848	**$ 14,411**	**$ 21,401**	**$ 24,860**	**$ 24,861**	**$100,381**

GLOSSARY

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

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

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

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

Assessed Value - The value that is attributed to real estate and certain personal property by the Assessor as a basis for levying property taxes.

Assessment Ratio - The ratio at which the tax rate is applied to the assessment base.

Assets - Resources owned or held by the City that have monetary value.

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

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

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

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.

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.

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.

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.

GVRD - Greater Vancouver Regional District.

GVS&DD - Greater Vancouver Sewer & Drainage District.

GVTA - Greater Vancouver Transit Authority.

GVWD - Greater Vancouver Water District.

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 to another for services rendered. See internal services recovered.

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.

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

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

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

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 the public interest by setting standards and guidance with respect to the reporting of financial and other information.

RCMP - Royal Canadian Mounted Police.

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

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

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

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