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CITY OF PARKS

Working Together to Create a Great City With a Heart

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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British Columbia

For the Fiscal Year Beginning

January 1, 1998

Douglas R Ellsworth
President

Jeffrey L. Esser
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation Award to the City of Surrey, BC, Canada for its annual budget for the fiscal year beginning January 1, 1998.

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

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

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1999 BUDGET

READER'S GUIDE

This Reader's Guide introduces the 1999 Budget and briefly describes the content and layout of each of the major sections.

In 1996, we revised our budget format to focus less on numbers and data and more on information to ensure our budget would serve as a:

- Policy document;
- Financial plan;
- Operations guide, and
- Basis of communication.

We made further improvements in 1998. Some of these improvements include:

- A highly summarized corporate overview of all operating and capital budgets to provide a snapshot of the City's financial position;
- A separation of the Surplus/Deficit figures from the total revenues and total expenditures to improve understanding and show more clearly the source of funds used to balance the budget, and
- A Corporate reconciliation to show the high level changes between the 1997 and 1998 Budget.

Our 1999 Improvements include:

- An enhanced, more detailed corporate overview of all operating and capital budgets to comply with PSAB and to more closely align with the City's Financial Statements;
- A closer alignment of Departmental Initiatives with Corporate Goals and Objectives using measurable indicators and statistics;
- The inclusion of a section explaining existing Corporate Policies as well as those the City plans to initiate in the upcoming year;
- A detailed summary of our outstanding debt;
- A schedule of Position counts throughout the organization on a departmental basis, and
- A brief highlight of the Capital projects approved for 1999.

The improvements we have made to date have helped the City earn its second annual Distinguished Budget Presentation Award bestowed by the Government Finance Officers of America. We believe these modifications add value to this budget. We will continue to improve the budget process, content and format next year, as this is an ongoing process.

In an effort to focus less on the numerical aspect of the document we have not included line item details of each program within the department. Each departmental budget includes a list of their programs and a line item summary condensed to seven major account groupings which follow:

- Revenues:
  - Sales and Services, and
  - Grants Donations and Other.
- Expenditures:
  - Salaries and Benefits;
  - Operating Costs;
  - Internal Services Used;
  - Internal Services Recovered, and
  - External Recoveries.
- Net Internal Transfers.

This year's Budget is divided into 4 major sections as described below.

BUDGET OVERVIEW

This section is intended to provide the reader with a brief understanding of the City of Surrey and its budgeting process. It includes the following:

- Executive Overview;
- Community Profile;
- Organizational Profile, and
- Financial Overview.

GENERAL OPERATING FUND

This section deals specifically with the General Operating budget issues and includes the following:

- Executive Summary, and
- Departmental Operations for:
  - General Government;
  - Protective Services, and
  - Other.

OTHER OPERATING FUNDS

This section includes all of the remaining operating funds. Specifically, it includes the following:

- Water Utility Operating Fund, and
- Sewer and Drainage Operating Fund.

CAPITAL PROGRAMS

This section deals with all capital aspects including the following:

- Contribution and Expenditure Overview;
- Statutory Reserve Fund Summary;
- Debt Summary;
- Capital Planning Process;
- 1999 Ranked Capital Projects, and
- Long Term Capital Plan.

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November 30, 1998

To the Mayor and Council,

City of Surrey

I am pleased to submit the 1999 Budgets.

The Municipal Act requires that Council approve the City's budgets according to a specific timetable. This timing is listed on page 12 of this budget. For 1999, the schedule has been greatly accelerated for several reasons:

- Ensure there's a full year to implement new revenue generation initiatives;
- Provide staff with clear financial direction at the beginning of the year, in time to adjust operations accordingly;
- Streamline the preparation process to reduce the work required to review and approve the budget; and
- Reduce the amount of administrative and staff time required to prepare multiple versions of budgets and presentation material.

The 1999 Annual Budget By-Law will be adopted on December 14, 1998. This Budget provides the supporting detail to this By-Law.

Council and staff are congratulated for achieving this target. This is the first time the City has finalized its budget **prior** to the beginning of the budget year. This is a full three months earlier than last year and earlier than most other cities.

GENERAL OPERATING BUDGET HIGHLIGHTS

We have continued to improve the budget process. We met with Council in early October to seek direction and guidance. The feedback received during this session has been incorporated into this Budget. These improvements significantly reduced the amount of time required to finalize the Adopted Budget before the end of 1998.

The 1999 Budget contains the following significant highlights:

- 0% tax increase (6th consecutive year);
- $2,700,000 in new property taxation revenues (1998 - $2,985,000);
- 1% wage increase and other labour contract increases, and
- Increases for inflation (BC Hydro, BC TEL, etc.) or contract commitments.

Even with the above budget additions, the preliminary 1999 Budget was a 'balanced' budget.

Council also approved the following increases:

- 10 RCMP Members (starting July 1, 1999);
- 2 clerical positions for RCMP;
- 8 Fire positions; plus clerical and administrative support for Fire Inspections;
- Operational Costs of New Capital Projects:
  - Surrey Sports Complex (Fleetwood Centre);
  - Ocean Park Library;
  - Newton Library;
- Millennium Projects

  First Night Celebration (December 31, 1999);

  Planning for special events in 2000 (e.g.: Heritage and Arts events, festivals, picnics).

These additions were included in the budget without using Surplus funds much beyond the level used in prior years. The budgeted use of Surplus of $1,519,000 is intended for one-time use only. During 1999, staff will endeavour to develop strategies to identify sustainable sources for on-going new revenues and expenditures reductions to balance the 1999 Budget prior to next year's budget cycle.

OUTLOOK - MEETING THE CHALLENGES OF TOMORROW

Measured reductions in Surplus is a valid short-term strategy, but a non-sustainable long-term solution. So far the City has deployed this strategy successfully. The use of Surplus in the 1998 Budget has been overcome with on-going new revenues and expenditure reductions. The 1998 Budget is now predicted to result in a small surplus by year end.

The following budget thrusts will be explored and developed in 1999:

- Actively promoting Commercial/Industrial development to increase the tax base percentage generated by these properties;
- Pre-servicing Commercial/Industrial land to encourage, accelerate and increase development;
- Additional process improvements and cost reductions;
- Increased use of Private/Public Partnerships (P3's);
- Revised fees and utility rates to reflect full cost recovery and user pay thrusts;
- Service level and standards adjustments;
- Alternative funding options.

There are also numerous options to ensure the needed capital funding to continue our capital construction program is available. These include:

- Selling surplus land and using the funds to support the City's Capital program;
- Developing a new Reserves Policy, identifying those funds which are available for investment in capital projects;
- Internal borrowing to advance the timing of Council approved capital projects (Guildford Multi-Purpose Centre, Millennium Projects)
- Continued ranking of projects to ensure the most important projects are completed first.

Development and implementation of the some of the above concepts will involve public consultation.

OTHER BUDGET HIGHLIGHTS

A Consolidated Budget has been prepared which incorporates all of the City's Operating and Capital Budgets. This provides Council with summarized view of all the City's operations.

General Operating Budget

Council allocated $1,785,000 for new services as listed on page 9. These supplemental funding requests approved by Council have been included in the respective departmental budgets. Some minor staff re-organizations have also been included.

General Capital Budget

In 1999, the City will complete a major capital program with the construction of the Surrey Sports (Fleetwood Indoor Pool) Complex. This facility will cost $17M and has been funded using General Operating reserves.

Major projects budgeted for '99 include:

- Major renovation of our existing Ocean Park Library;
- A new Library in Strawberry Hills;
- Guildford Multi-Purpose Facility;
- Significant upgrade to the City's radio system;
- Ice rink project through Public/Private partnership in fleetwood;
- Continued beautification of City Centre and Greenways;
- Millennium Projects:

  3 Youth Parks;

  Millennium Fountain;

  Fraser River Waterfront Boardwalk;

  Outdoor Amphitheatre in Cloverdale;

  Asian Garden and improvements to Dart's Garden;
- $1.4 Million for Parks development;
- $2.8 Million for roads construction.

Utility Rate Increases

Utility Rates have been adjusted as shown in the table below for the following reasons:

Water - increase attributed to the Greater Vancouver Regional District's water quality enhancement program.

Sewer & Drainage - increase is attributable to the inclusion of Drainage Works.

Solid Waste Collection and Disposal - increase due to contracted collection and disposal costs.

	1996	1997	1998	1999
Garbage Rate	$140	$140	$154	**$160**
Water Rate	167	175	179	**185**
Sewer/Drainage Rate	232	232	252	**260**
Total	**$539**	**$547**	**$585**	**$605**

The utility rates for apartments, condominiums and Commercial non-metered properties vary slightly from the above table. Metered properties are billed every four months according to their actual usage at a rate per m^3 of usage. These rates are being adjusted during a phase-in period to move closer to a 'user pay' approach.

CONCLUDING COMMENTS

The Mayor and Council should be particularly pleased with the completion of the 1999 Budget 3 months earlier than previous years. I would also like to recognize the Chair of the Finance Committee and the City's Finance staff for their contributions to the success of this year's improved budget process.

The 1999 Budget includes the same number of new RCMP officers and Fire/Inspection staff as previous years. It is the sixth year that the City has been able to develop a budget with a zero % tax increase. To this end, I would like to note the extraordinary contribution of the Engineering Department towards achieving the 0% increase. This ensures that the City's property taxes are among the lowest in the Greater Vancouver region. In addition, the City's utility rates have remained competitive with other local municipalities. The 1999 Budget should allow a similar level of service the citizens have received in prior years.

Our staff will continue to explore alternative revenue sources and innovative service delivery methods to maintain the high quality of services in Surrey while keeping property tax levels consistent with citizen expectations.

I thank all staff who have contributed to the preparation of the 1999 Budget.

Respectfully submitted,

Umendra Mital, P. Eng.

City Manager

ADDENDUM TO THE BUDGET MESSAGE

March 31, 1999

During the preparation of the 1999 Annual Budget, the assumption was made that the unconditional grant from the Province would remain at the same level. On December 17, 1998, the City received notice from the Province, that the unconditional grant for 1999 would be eliminated, and a traffic revenue sharing program would be implemented. The anticipated net impact of these changes, resulted in an annual revenue loss of $4,335,000 to the City.

The options available to deal with this critical situation for the short-term, were presented to Council as follows:

- Defer some Capital Projects;
- Implement a Provincial Downloading Levy;
- Reduce Program service levels;
- Increase the use of Surplus, or
- A combination of the above.

Though a series of meetings with Council, the following solution was adopted:

• Defer the Worksyard Building Capital Project	$3,800,000
• Increase the use of Surplus Funds	535,000
	$4,335,000

In addition to the shortfall caused by the Province, Council also decided not to proceed with a budgeted separate Utility Billing at this time. This change resulted in a total loss of $415,000 in anticipated interest revenue.

The following chart shows how the Amended Adopted Budget has been changed to reflect this decision:

	Interest Revenue Reduction	Increased User Rates	Increased Transfer from Surplus	Net Effect
General Operating	$(115,000)	$0	$115,000	$0
Water Operating	$(180,000)	$180,000	$0	$0
Sewer/Drainage Operating	$(120,000)	$120,000	$0	$0
Total	**$(415,000)**	**$300,000**	**$115,000**	**$0**

The following table illustrates the changes in user rates from the 1998 Adopted Budget through to the 1999 Amended Adopted Budget:

	1998 Adopted Budget	1999 Adopted Budget	1999 Amended Adopted Budget
Garbage Rate	$154.00	$160.00	**$160.00**
Water Rate	$179.00	$185.00	**$186.73**
Sewer/Drainage Rate	$252.00	$260.00	**$261.15**
Total	**$585.00**	**$605.00**	**$607.88**

The total use of Surplus funds in the General Operating Fund is budgeted to be $2,169,000. The City's Senior Management Team (SMT) is already taking measures to ensure that this budgeted transfer will be minimized. Each department is responsible to closely monitor their variances throughout the year and report any temporary savings which may be used to reduce this use of Surplus.

The required amendments to the 1999 Budget are only a temporary solution to a permanent problem. In an attempt to deal with these problems over the long-term, SMT has already identified some initiatives that will help to deal with these funding shortfalls. The SMT Initiatives Schedule on the following page shows the possible alternatives and their fiscal impact over the next three years. This list is constantly being expanded. The priority for the upcoming year will be to replace these short term funding changes with permanent solutions to support the long term strategic plan.

1999 BUDGET
SMT INITIATIVES
$ 000's

POSSIBLE ALTERNATIVES	1999	2000	2001
Fire Initiatives			
Reduce GVRD Charge by 911 Services	**$ 0**	$ 0	$ 523
Fire Safety Inspection Fee	**0**	0	0
Alarm Permits	**0**	100	100
Re-Inspection Fee for Fire Code Violations	**22**	40	50
Fees for Building Permit Application Review	**20**	40	40
Fee for Fire Investigations	**20**	30	40
	62	210	753
Parks Initiatives			
Sportfield Lighting and Tournament Fees	**25**	25	25
Rationalization of Outdoor Pools	**125**	125	125
Technological Advances at Rec. Centres	**35**	70	70
Cemetery Plan - Fee Changes	**30**	30	30
Commercial Development at Rec. Centres	**35**	280	280
	250	530	530
Full Cost Recoveries			
Charge out Engineering Admin to Utilities	**480**	480	480
Increase Allocations to Utilities	**252**	258	264
	732	738	744
Increase in Existing Fee Revenue			
3% Increase in Business Licences	**63**	63	63
3% Increase in Rental Rates	**0**	20	20
False Alarm Fines	**40**	50	50
3% Increase in Planning Fees	**30**	30	30
3% Increase in Building Fees	**261**	261	261
	394	424	424
Solid Waste			
GVRD - Tipping Fee Rebate	**30**	100	100
Increase Garbage Rate	**240**	246	252
	270	346	352
Sponsorship Programs			
Signage	**0**	100	100
Partnering in Libraries	**0**	0	0
Sell time on Website	**0**	10	10
	0	110	110
New Revenues			
Road Exchange Fees	**0**	30	30
Billing Utilities Separately & Earlier	**200**	200	200
Contract HR Services to Other Municipalities	**0**	20	20
GVTA Road Allowance	**550**	500	500
Planning Service Fees	**66**	20	20
Aggressive Campaign for Tax Pre-Authorized Payments	**50**	30	30
	866	800	800
Reduced Expenditures			
Reduce City Manager's Budget	**100**	100	100
Increase Range of Work Hours - Reduce O/T	**0**	0	50
Reduce Rates on Tax Prepayment Plan	**30**	10	10
Reduce Street Lighting	**0**	200	200
Cell Phone Upgrades	**0**	35	35
	130	345	395
Subtotal	**2,704**	**3,503**	**4,109**
Annual Impact of Previous Initiatives		**(2,704)**	**(3,503)**
TOTAL NEW INITIATIVES	**$ 2,704**	**$ 799**	**$ 606**

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1999 BUDGET

SUPPLEMENTAL FUNDING REQUESTS

Departments were requested to submit issue papers for all new operational requirements. The following issues totalling $1,785,000 have been approved by Council, and are now included in the respective Departmental 1999 Budgets.:

• 10 RCMP Members	$387,000
• 2 Administrative Clerks for RCMP	$120,000
• 8 Fire/Inspection Positions	$222,000
• Operational Costs for Surrey Sports Complex	$592,200
• Operational Costs for Ocean Park Library Expansion	$ 68,500
• Operational Costs for Strawberry Hill Library	$295,500
• Millennium Projects/Celebration	$100,000

There were also several issues relating to Council Initiatives for 1998 and 1999. Although these have not been specifically funded in the 1999 Budget, there is $250,000 available for "Council Projects" to be allocated throughout the year as Council sees fit. Council will decide which of the following projects totalling $111,000 will be funded from this $250,000.

• Surrey City Celebration	$ 30,000
• Tourism Fee for Service/Surrey Chamber of Commerce	$ 35,000
• Surrey Day at "Air Canada Challenge"	$ 26,000
• Business Day at "Air Canada Challenge"	$ 5,000
• Clean City Campaign	$ 15,000

The third group of issues were those submitted by Departments but not approved for the 1999 Budget Process. These issues totalling $4,912,000 are listed on the following pages.

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DESCRIPTION	OPERATING	ALTERNATE FUNDING	NET OPERATING	CUMULATIVE TOTAL
City Manager				
Junior Litigation Lawyer	$ 80,000	$ 0	**$ 80,000**	$ 80,000
Legal Assistant 11	42,900	0	**42,900**	122,900
Expansion of Pay Parking	10,000	80,000	**(70,000)**	52,900
2 By-Law Enforcement Officers	116,000	0	**116,000**	168,900
Special Events Administrative Assistant	35,000	0	**35,000**	203,900
Corporate Image and Marketing Material	100,000	0	**100,000**	303,900
Business Directory (Year 2000)	35,000	0	**35,000**	338,900
	418,900	80,000	**338,900**	
Legislative Services				
Assistant Municipal Clerk/Legislative Assistant	54,900	0	**54,900**	393,800
	54,900	0	**54,900**	
Finance & Technology				
WAN access (Fire & Art Centre)	50,000	42,000	**8,000**	401,800
Telecommunications Support	45,000	23,000	**22,000**	423,800
Helpdesk Software Maintenance	47,000	20,000	**27,000**	450,800
Internal Auditor	90,000	90,000	**0**	450,800
Financial Analyst	90,000	90,000	**0**	450,800
	322,000	265,000	**57,000**	
Human Resources				
Recruitment & Selection Practices	50,000	0	**50,000**	500,800
Employee & Team Recognition	200,000	0	**200,000**	700,800
Management & Supervisory Development Program	60,000	0	**60,000**	760,800
Development of Policy & Procedure Manual	30,000	0	**30,000**	790,800
United Way Representative (Corporate Fund)	15,000	0	**15,000**	805,800
Membership in the Canadian Conference Board	25,000	0	**25,000**	830,800
	380,000	0	**380,000**	
Fire				
Apprentice Mechanic	40,000	25,000	**15,000**	845,800
Part Time Public Educator	23,800	0	**23,800**	869,600
Fire Department Operations Optimization	23,800	0	**23,800**	893,400
4 Fire Fighters	196,000	80,000	**116,000**	1,009,400
	283,600	105,000	**178,600**	
RCMP				
17 RCMP Members & 15 City Employees	2,147,200	0	**2,147,200**	3,156,600
Lease of City Centre Parking Stalls	8,000	0	**8,000**	3,164,600
South Surrey District #5 Office (Overtime)	60,000	0	**60,000**	3,224,600
Donated/Leased Vehicles (Fuel & Mtce)	58,400	0	**58,400**	3,283,000
Custodial Cleaning (Janitorial Services)	23,600	0	**23,600**	3,306,600
District Offices (Marketing)	15,000	0	**15,000**	3,321,600
Victim Services	4,500	0	**4,500**	3,326,100
Computer Services (Overtime)	8,100	0	**8,100**	3,334,200
District Offices (Part Time)	25,500	0	**25,500**	3,359,700
	2,350,300	0	**2,350,300**	
SUBTOTAL PAGE 1	**$ 3,809,700**	**$ 450,000**	**$ 3,359,700**	**$ 3,359,700**

DESCRIPTION	OPERATING	ALTERNATE FUNDING	NET OPERATING	CUMULATIVE TOTAL
SUBTOTAL FROM PAGE 1	$ 3,809,700	$ 450,000	**$ 3,359,700**	$ 3,359,700
Engineering				
Heritage Building Maintenance	$ 100,000	$ 0	**$ 100,000**	$ 3,459,700
Inventory Increase Roads Maintenance	120,800	0	**120,800**	3,580,500
Maintenance of Unopened Lanes	50,000	0	**50,000**	3,630,500
	270,800	0	**270,800**	
Parks, Recreation & Culture				
Maintenance of Additional Park Inventory	386,800	0	**386,800**	4,017,300
Community Arts Development Officer	75,000	0	**75,000**	4,092,300
Intercultural Inclusivity Coordinator	77,000	0	**77,000**	4,169,300
Nights Alive Program	42,000	0	**42,000**	4,211,300
Adopt-A-Park & Adopt-A-Stream Programs	53,000	0	**53,000**	4,264,300
Boulevard Tree Replacement	60,000	0	**60,000**	4,324,300
Preventative Maintenance - Park Structures	100,700	0	**100,700**	4,425,000
Urban Forest Risk Management	175,000	0	**175,000**	4,600,000
Facility Planner (Parks, Rec & Culture)	79,100	79,100	**0**	4,600,000
	1,048,600	79,100	**969,500**	
City Public Library				
Computer Training Lab	70,000	0	**70,000**	4,670,000
	70,000	0	**70,000**	
Planning & Development				
Heritage Advisory Committee Planner	60,000	0	**60,000**	4,730,000
TOTAL ISSUES	**$ 5,259,100**	**$ 529,100**	**$ 4,730,000**	**$ 4,730,000**

BUDGET PROCESS

Budget preparation allows departments the opportunity to examine issues and reassess objectives and means of accomplishing them. Even though the budget may be heard by the Finance Committee early in the new year and adopted by Council as required under the Municipal Act on or before May 15th, the budget process actually begins many months before Finance Committee deliberations.

BUDGET TIMELINES

This year the objective was to have the 1999 Budget adopted before December 31, 1998.

The following timetable illustrates the process for the 1999 budget:

July

- Publication of guidelines for the preparation of departmental submissions, and
- Formation of budget committee to address changes to budget document.

August

- Submission of Departmental Operating and Capital Issue Papers.

September

- Preparation of departmental budgets, and
- Preliminary ranking of Capital Projects.

October

- Preliminary direction from Council;
- Preparation of Provisional Budget, and
- Preparation of Long Term Capital Plan.

November

- Provisional Budget received by Council (November 3rd);
- Preliminary Capital Ranking received by Council (November 3rd), and
- Preparation of Adopted Budget.

December

- 1999 Adopted Budget received by Council (December 7), and
- Long Term Capital Plan received by Council (December 7).

May, 1999

- Deadline for approval of Annual Budget is May 15, 1999 (required by Municipal Act), and
- Approval of Long Term Capital Plan by May 15, 1999 (required by Municipal Act).

Amendments to the Budget After Final Adoption

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

BASIS OF BUDGETING

The budgets included in this document have been prepared using the modified accrual basis.

The City has undertaken a process to directly align the basis of budgeting with the basis of accounting. This is expected to take 3 years. The following are highlights of this 3 year process, once fully implemented:

- Expenditures include all transfers to other funds and authorities;
- The City follows the Public Sector Accounting and Auditing Board (PSAAB) standards for financial statement presentation;
- The operating budgets include only the operating impact of capital expenditures. All other capital spending is authorized in a separate Capital Budget, and
- Appropriated Surplus monies potentially available for appropriation by individual departments are included in that department's budget. Those Appropriated Surplus funds not retained by individual departments are recorded separately.

BUDGET PRINCIPLES

This budget has been prepared using the same budget principles developed in 1996 and refined for the Provisional Long Term Capital Plan presented to Council on July 15, 1997.

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

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

Principles For Both Capital Planning And Operations Budgeting

- Reflect the goals of Corporate and Departmental Strategic Plans. The Plans and Budgets should be comprised of capital projects and operating programs which are consistent with Council-approved Strategic Plans;
- Balance Citizens' Ability And Willingness To Pay With Service Expectations. The Plans and Budgets should be comprised of capital projects and operating programs which balance the expectations of citizens for service levels with their ability and willingness to pay for those services;

- Provide For Ongoing Maintenance And Asset Replacement Funding. The Plans and Budgets should incorporate into the cost of capital projects and programs the full costs associated with ongoing maintenance and replacement of investments in facilities, equipment and infrastructure;
- Strive To Finance Capital Projects On A Pay-As-You-Go Basis. The Plans and Budgets should provide that capital projects be financed without assuming debt, except in cases where doing so is required in support of an exceptional opportunity;
- Encourage Cost-Effective Service Delivery. The Plans and Budgets should be highly amenable to capital projects and operating programs which deliver services cost-effectively through entrepreneurship, creativity, and innovation;
- Provide That New Developments Pay An Appropriate Share Of New Infrastructure Costs. The Plan and Budget should provide that an appropriate proportion as determined by Council policy of the cost of new development-related capital infrastructure be financed by development charges, and
- Target Total Debt Charges To Below 5% Of Expenditures. The Plan should strive to maintain the annual cost of total debt assumed to finance capital projects and programs below 5% of City expenditures.

Additional Principles Specific To Operations Budgeting

There are also a few principles which apply specifically to operations budgeting. They hold that Surrey's annual Operating Budget should:

- Ensure That Current Revenues Support Current Programs. The Budget should provide that current programs are funded from current revenues and that reserves are used only as a temporary budget balancing measure. Any reserves which are used to balance the operating budget should be subsequently replaced;
- Reward Cost-Effective Innovations. The Budget should reward cost saving initiatives through a "save and invest" philosophy. This philosophy allows City departments to reinvest their savings from innovation and eliminates the "spend it or lose it" approach;
- Maintain Appropriate Reserves As Determined By Council. The Budget should allocate an appropriate level of funds for reserves to maintain services throughout economic cycles:

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

The appropriate level of reserves will be determined by Council.

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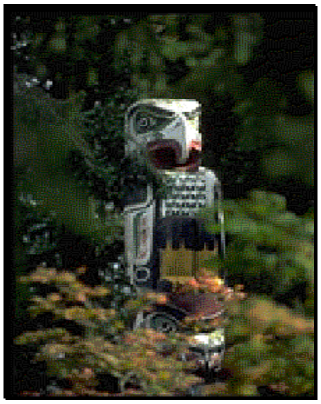


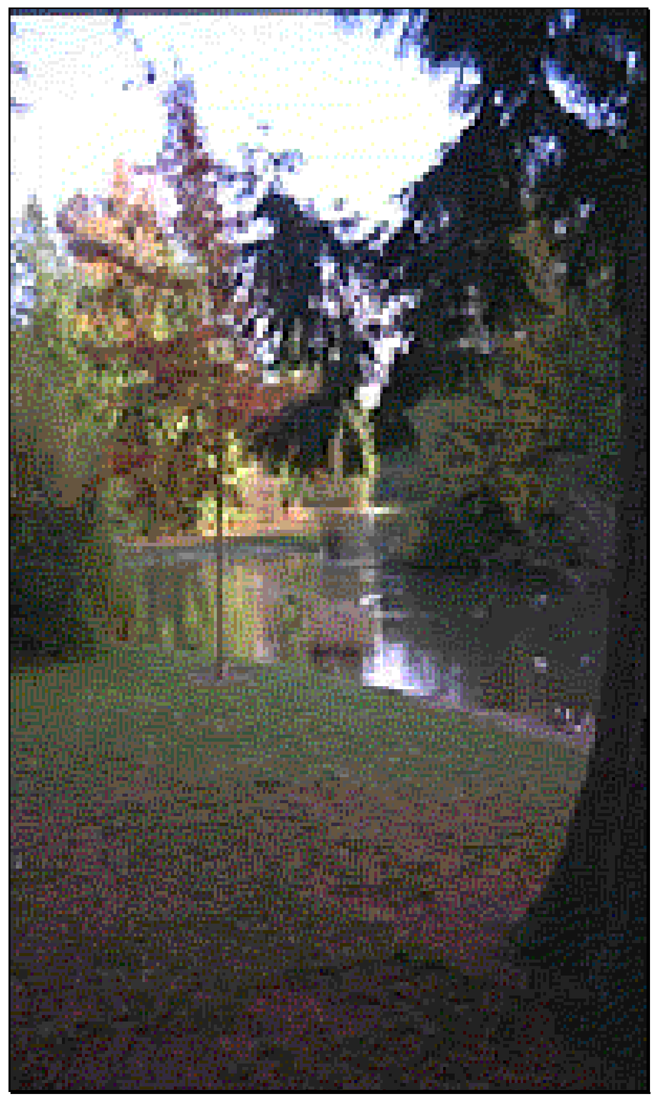
Welcome to Surrey, the "City of Parks". We are a city proud of its heritage and history of welcoming newcomers to our home. Our rich surroundings of green forests, tranquil rivers and spectacular parks provide a unique setting for residents and visitors alike.

Nestled between precious agricultural lands, you'll find a city full of potential, realizing remarkable economic growth. Thousands of people move to Surrey every year to take advantage of the many opportunities that lie within the fastest growing city in the country.

SURREY FACTS

Size - As the largest city in the province, Surrey is approximately 370 kilometres, equal to Vancouver, Richmond and Burnaby combined. Land is used three main ways in Surrey - 52% Residential, 35% Agricultural/Conservation and 13% Commercial.

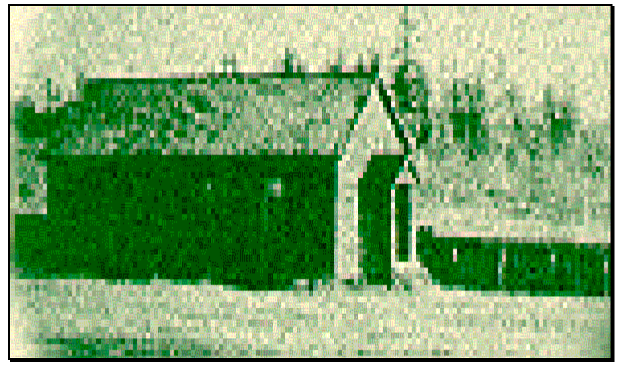
Population - Surrey is the fastest growing major City in Canada, with a population growth averaging 12,000 persons per year between 1991 and 1996. Forty-one percent of this growth is due to immigration. Surrey is home to 13% of all immigrants to the GVRD over the past five years. As of January 1, 1998, Surrey has a population of 315,000.



People - Surrey has a large number of young families with 30% of the population below the age of 19. Ten percent of the population is classified as senior citizens. Close to half of Surrey's residents have lived in the area for more than 10 years and survey indicate that once people move to Surrey, they stay. Sixty percent of residents travel outside Surrey to employment. Over 30% of Surrey's residents use English as a second language.

Business - Surrey City Council's "open for business" attitude is attracting international appeal. Over 15,000 businesses are situated in Surrey, with over 2,300 new business licenses issued in 1997 alone. Investors are taking advantage of Surrey's diverse economy, skilled labour force and excellent distribution linkages both regionally and internationally. Industrial land in Surrey is priced from one-third to half of that found in neighbouring communities to the west.

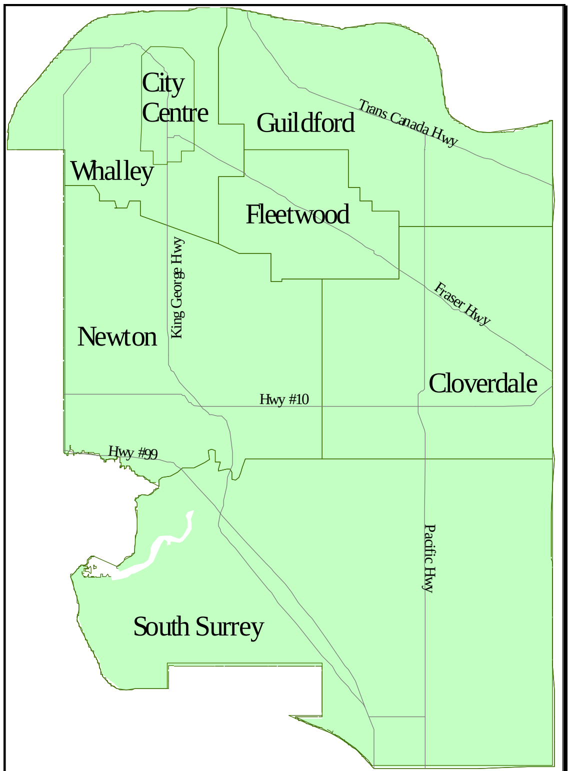
SURREY HISTORY IN BRIEF



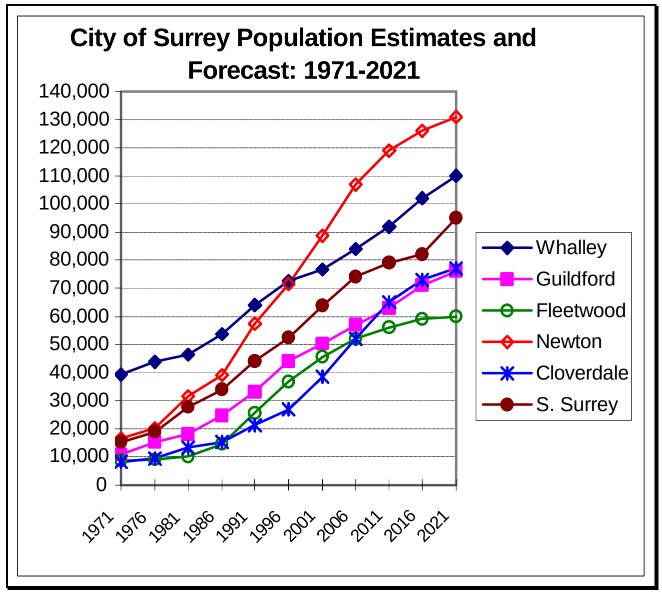
1855 - Gold was discovered
1860 - Hand logging started along Fraser River
1879 - Surrey incorporated as a district municipality on November 10 with a population of 35
1881 - First Town Hall built at Surrey Centre
1884 - 'K de K' started ferry service across Fraser River
1904 - Fraser Bridge opened
1916 - Surrey's first chief constable was appointed
1929 - Surrey Leader newspaper first published
1937 - Pattulo Bridge opened
1940 - King George Highway officially opened
1948 - Surrey Parks Commission established
First City Town Hall
1960 - Port Mann Bridge was opened
1962 - New Municipal Hall constructed at No. 10 Highway
1993 - Surrey celebrated becoming a city

The Pattullo Bridge opened in 1937 to connect Surrey to New Westminster.

POPULATION AND GROWTH

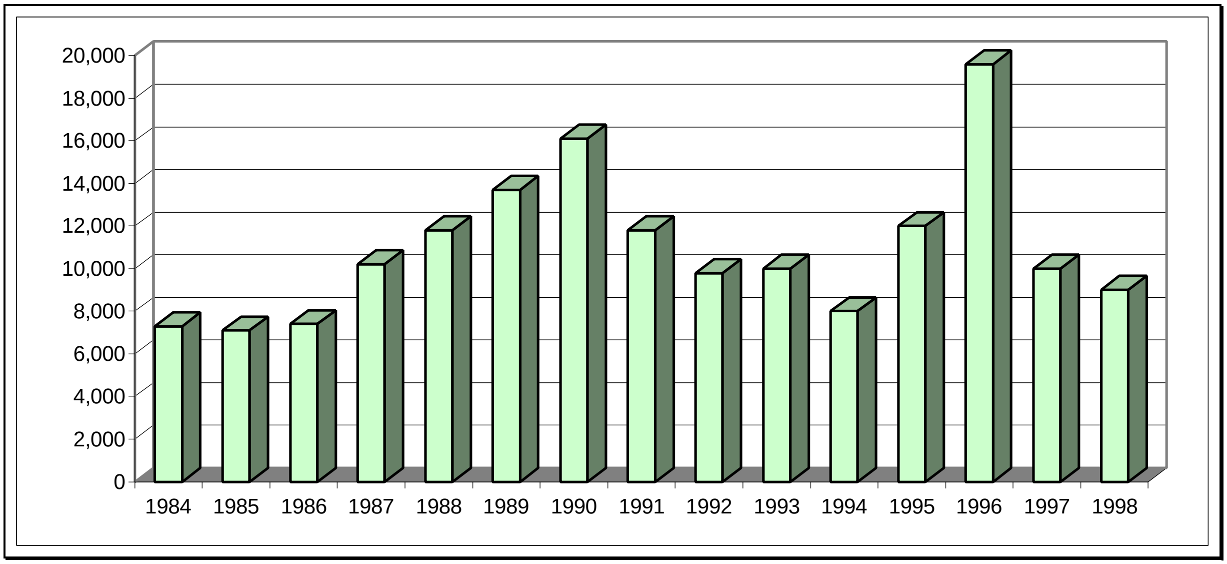


Surrey was the fastest growing major city according to the latest census data.

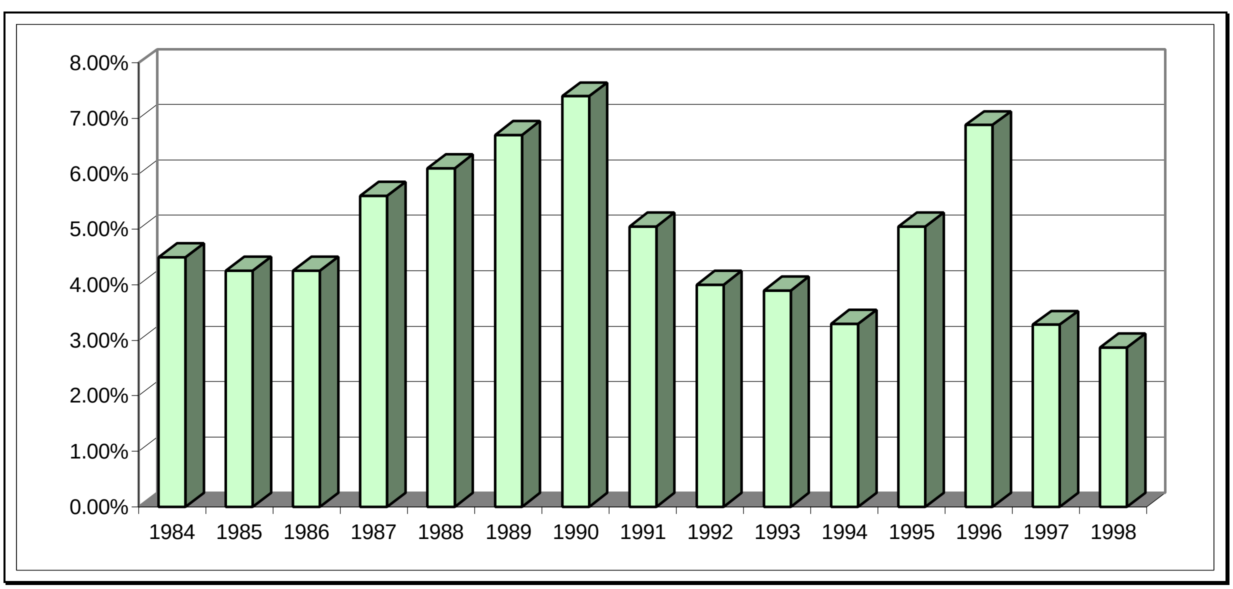


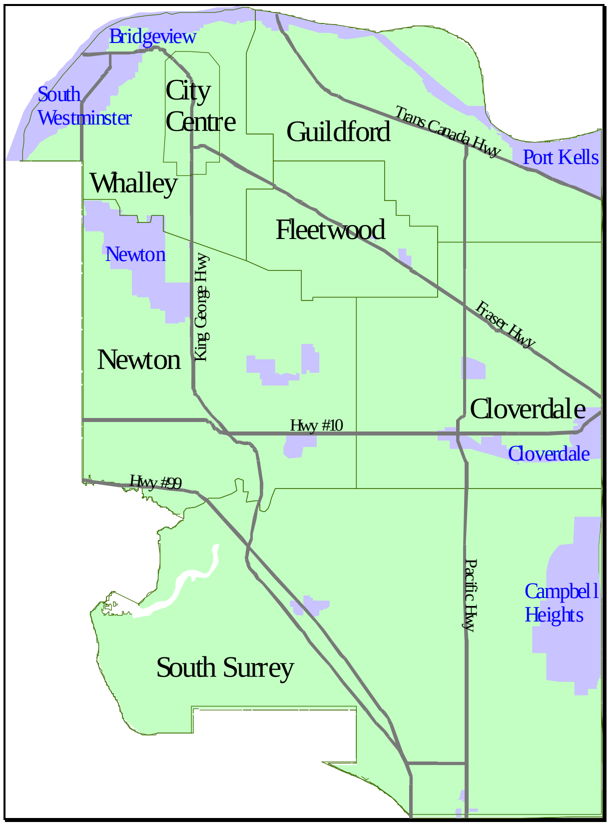
	1971 (CENSUS)	1976 (CENSUS)	1981 (CENSUS)	1986 (CENSUS)	1991 (CENSUS)	1996 (CENSUS)	2001 (ESTIMATE)	2006 (ESTIMATE)	2011 (ESTIMATE)	2016 (ESTIMATE)	2021 (ESTIMATE)
Whalley	39,300	43,700	46,400	53,610	64,000	72,600	76,700	84,000	92,000	102,000	110,000
Guildford	10,800	15,300	18,000	24,630	33,000	44,100	50,300	57,000	63,000	71,000	76,000
Fleetwood	8,500	9,000	10,100	14,610	25,600	36,700	45,600	52,000	56,000	59,000	60,000
Newton	16,600	20,200	31,600	39,170	57,300	71,500	88,600	107,000	119,000	126,000	131,000
Cloverdale	8,200	9,400	13,300	15,300	21,200	26,800	38,400	52,000	65,000	73,000	77,000
S. Surrey	15,200	18,900	27,700	33,820	44,100	52,500	63,800	74,000	79,000	82,000	95,000
Surrey	**98,600**	**116,500**	**147,100**	**181,140**	**245,200**	**304,200**	**363,400**	**426,000**	**474,000**	**513,000**	**549,000**

City of Surrey
Annual Population Increase
1984 - 1998



City of Surrey
Annual Population Growth (%)
1984 - 1998





Surrey's industrial areas are strategically located, with access to five major highways, four railways, the Canada/U.S. border and deep sea fishing facilities.

MAJOR INDUSTRIAL AREAS

The industrial areas of Port Kells, Newton, Bridgeview and Cloverdale are the focus of much new construction. In South Westminster, plans are underway for a major expansion of the Fraser Surrey Docks.

Port Kells

Convenient access to and from Highway #1 at 176 Street (Highway #15) and 200 Street. Highway 15 links Port Kells directly to the Canada/U.S. border.

Newton

Served by Provincial Highways, including Scott Road, King George Highway and Highway #10.

The Southwestern Railway of B.C. runs through the middle of this industrial area.

South Westminster

Scott Road and King George Highway in close proximity; rail served sites available; Fraser Surrey Dock located in South Westminster with deep sea dock facilities. The first SkyTrain Station, Scott Road Station, on the south side of the Fraser River is located here.

Cloverdale

Rail served sites available in East Cloverdale; both areas have good access to Highway #10 east/west as well as the Pacific Highway (176 Street) south to the Canada/U.S. border and north to Highway #1.

Bridgeview

Good access via King George Highway and Scott Road. Mostly smaller sites. Servicing must account for soil conditions. Some sites have Fraser River frontage.

Campbell Heights

Most sites are not zoned, only designated for industrial development. Many properties are larger, and much of the area is owned by four owners.

For further information, please contact:

Economic Development Section at:
City of Surrey
14245 - 56 Ave
Surrey, B.C. V3X 3Z2

Telephone (604) 591-4128
Fax (604) 591-2680

or

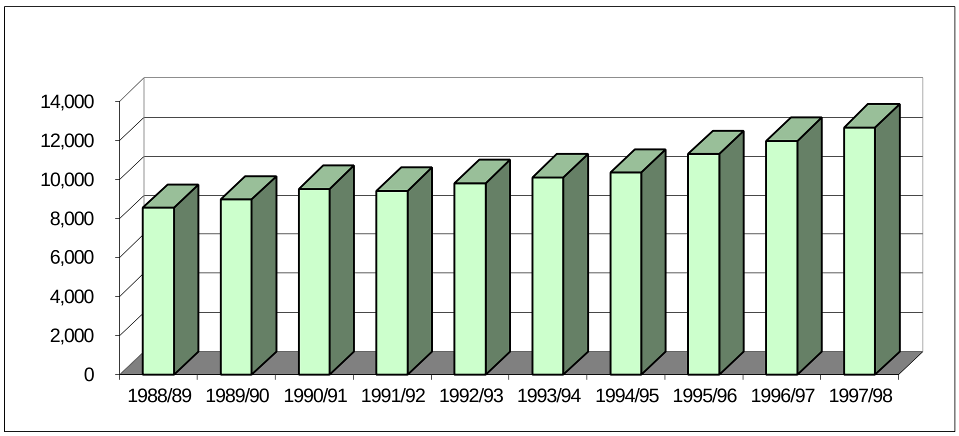
Surrey Chamber of Commerce
15105A - 105 Avenue
Surrey, B.C. V3R 7G9

Telephone (604) 581-7130
Fax (604) 588-7549

Type of Business	Number of Businesses										Change	
	1987	%	1992	%	1995	%	1996	%	1997	%	1987-92	1987-97
Contractors or Building Services	1,061	15.8%	1,471	17.4%	1,549	15.8%	1,340	14.3%	1,228	12.6%	39%	16%
Manufacturers	634	12.3%	912	10.8%	1,201	12.3%	1,110	11.8%	1,097	11.2%	44%	73%
Transportation	158	3.1%	163	1.9%	303	3.1%	299	3.2%	272	2.8%	3%	72%
Wholesale Merchants	210	5.3%	332	3.9%	522	5.3%	513	5.5%	472	4.8%	58%	125%
Retail	1,944	23.6%	2,496	29.5%	2,311	23.6%	1,972	21.0%	2,178	22.3%	28%	12%
Finance, Insurance & Real Estate	140	5.8%	199	2.3%	569	5.8%	563	6.0%	556	5.7%	42%	297%
Services	2,289	34.2%	2,897	34.2%	3,349	34.2%	3,579	38.2%	3,964	40.6%	27%	73%
	6,436	100.0%	8,470	100.0%	9,804	100.0%	9,376	100.0%	9,767	100.0%	32%	52%

Year	Number of Licenses
1988/89	8,551
1989/90	8,986
1990/91	9,515
1991/92	9,414
1992/93	9,825
1993/94	10,107
1994/95	10,363
1995/96	11,301
1996/97	11,965
1997/98	12,654

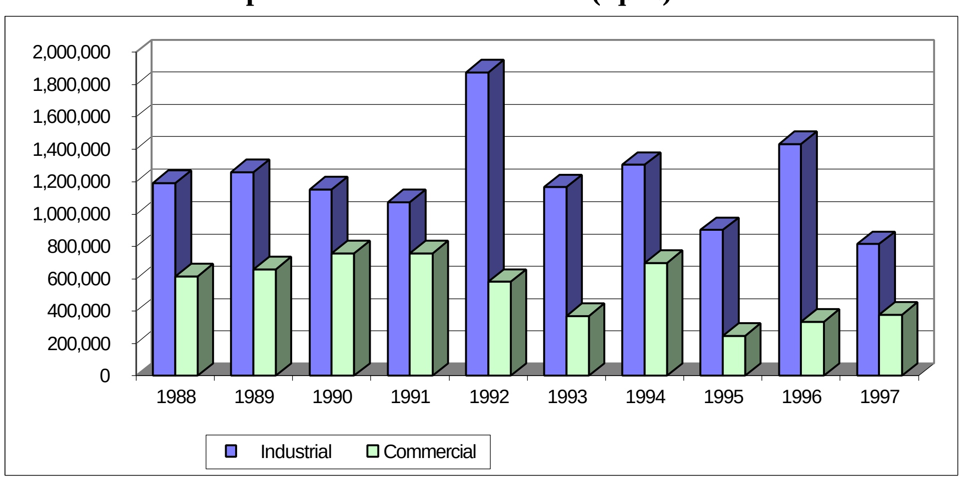
Business Licenses Issued



Floor Space Constructed (sq. ft.)

Year	Industrial	Commercial
1988	1,189,788	615,464
1989	1,259,350	657,508
1990	1,150,903	758,538
1991	1,071,387	758,292
1992	1,875,105	580,275
1993	1,167,667	370,032
1994	1,304,786	697,408
1995	901,161	246,472
1996	1,431,682	333,121
1997	814,137	377,578

Floor Space Constructed 1988 - 1997 (sq. ft.)



Surrey Property Taxes are due on July 2nd each year. Penalties for late payment of taxes are applied on July 3rd and September 3. Surrey Metered Utilities are billed in January, May and September. Payment is due the 25th of the following month. Discounts will be lost for late payments.

TAXES

Each taxing authority within the region sets its tax rates. The City collects the taxes on behalf of all taxing agencies such as the local school district, the Greater Vancouver Regional District, Municipal Finance Authority and Hospital. Tax rates are based on the use of the property. The 1998 tax rates (for every $1,000 of assessed value) for the most common uses are:

- Residential 7.33
- Commercial 21.64
- Light Industrial 22.32

For specific information on Property Taxes and Utilities in Surrey contact:

Property Tax & Utilities Section
City of Surrey
14245 56 Avenue
Surrey, B.C. V3X 3A2
(604) 591-4181

UTILITIES (1999 rates)

Utility charges are included with the annual Property Tax Notice. There are several different categories of users of Surrey's Utility System. Each category has a separate rate schedule. All of these rates however, are based on the "Single Family User Rates" which are listed below.

Water Rates

Single family dwellings on city water pay $186.73 per year. Commercial and industrial users are all metered.

Currently, most residential properties are on the flat rate water billing system. However; as of July 1, 1998 all new construction, residential and commercial, will be metered. This is a giant step towards a full "user pay" system.

Sewer Charges

Single family dwellings pay $125.15 for user rates and $136.00 for parcel tax.

Garbage Collection

Residential refuse collection is provided by the City for properties within collection areas at a cost of $160.00 per year. Residential properties located outside local collection areas and all commercial and industrial users must arrange for their own collection services through private contractors.

Electricity

Electric power in Surrey is supplied by B.C. Hydro

Contact:

B.C. Hydro

Fraser Valley West Office

8475 - 128 Street

Surrey, B.C. V3W 0G1

(604) 543-6000

Telephone

Service in Surrey is provided by B.C. Telephone

Contact:

B.C. Tel

3777 Kingsway

Burnaby, B.C. V5H 3Z7

(604) 811-2323 (new residential service)

(604) 811-2828 (new business service)

Gas

Natural gas service in Surrey is provided by B.C. Gas

Contact:

B.C. Gas

16705 Fraser Highway

Surrey, B.C. V3S 2X7

(604) 576-7200

ASSESSMENTS

The B.C. Assessment Authority establishes the assessed value of property by determining market value as of a specific date. Assessment notices are mailed at the beginning of each year and represent the property values as at July 31st of the previous year. The property owner is given an opportunity to appeal these assessments through the Court of Revision held in March each year.

Contact:

B.C. Assessment Authority

13651 100 Avenue

Surrey, B.C. V3T 1H9

(604) 584-1321

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

Please Contact:

School District #36 (Surrey)
14225 - 56 Avenue
Surrey, B.C. V3X 3A3
Telephone (604) 596-7733

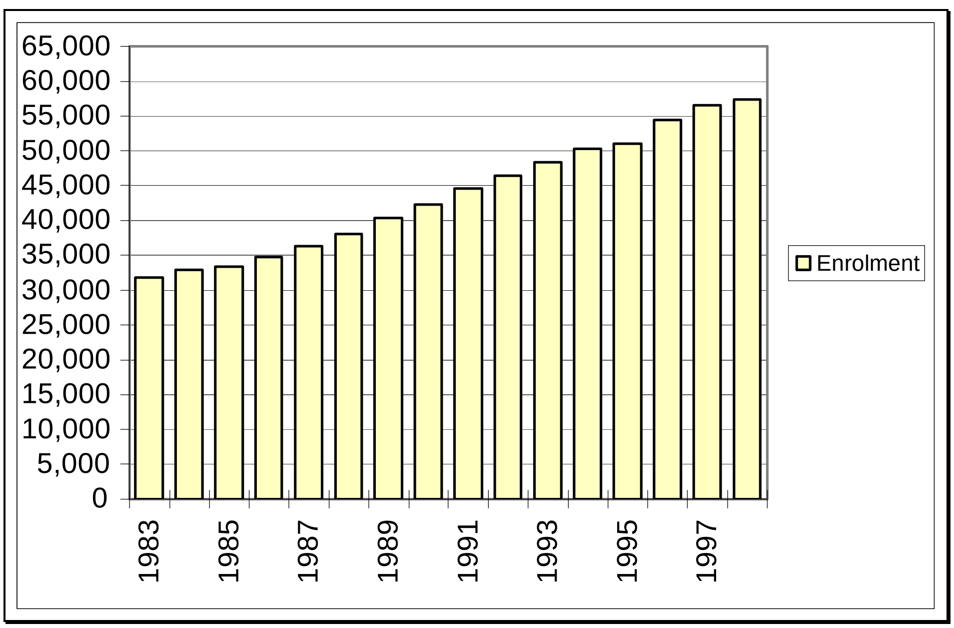
To serve the growing population, new schools are planned and built every year. Twenty nine new schools are currently in the planning and/or construction stage. The district is also seeking funding to replace one secondary and one elementary school.

Currently in Surrey there are:

- 93 Elementary Schools;
- 17 Secondary Schools, and
- 21 Independent Schools.

Surrey School District #36

Annual Enrolment



POST SECONDARY EDUCATION

All forms of Post Secondary Education is available to citizens of Surrey.

Universities

The Provincial Government has recently announced that Surrey's City Centre will be the location for the new "Technical University of British Columbia". It will attract students from all over British Columbia. Its location is ideal since the campus will be right on the Skytrain route. Classes started in September, 1998 in leased facilities in Surrey. Completion of the first phase if the facility is scheduled for completion in December, 2000.

Technical University of British Columbia

Address #1280 13401 - 108 Avenue. Surrey, BC V3R 7P8

Phone # (604) 586-5225

The following universities are within easy driving distance for Surrey residents.

University of British Columbia

Address 1874 East Mall, Vancouver, BC V3T 1Z1

Phone # (604) 822-2211

Simon Fraser University

Address 8888 University Drive, Burnaby, BC V5A 1S6

Phone # (604) 291-3111

Trinity Western University

Address 7600 Glover Road, Langley, BC V2I 1Y1

Phone # (604) 888-7511

Community Colleges

There are presently two campuses of Kwantlen College in Surrey. The additional campuses in the vicinity are located in Langley, Richmond and New Westminster.

Kwantlen College

P.O. Box 9030

12666 - 72 Ave

Surrey, B.C. V3T 5H8

Telephone (604) 599-2000

British Columbia Institute of Technology, is located in Burnaby and offers some courses in Surrey.

BCIT

Address 3700 Willingdon Avenue, Burnaby, BC V5G 3H2

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

HOSPITALS

Surrey Memorial Hospital is a regional hospital providing inpatient, outpatient, emergency and extended care. Cardiology, psychiatry, obstetrics, paediatrics and surgical services are offered. Also located on Surrey Memorial Hospital grounds is the Fraser Valley Centre for the BC Cancer Agency. It provides state of the art outpatient services including assessment diagnosis, chemo-therapy and radiation therapy and counselling. Opened in April, 1995, the Cancer Centre will provide care to over 2,500 cancer patients each year.

<u>Surrey Memorial Hospital</u>

13750 - 96 Ave

Surrey, B.C. V3W 1Z2

Telephone (604) 581-2211 (non-emergency)

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

<u>Peace Arch Hospital</u>

15521 Russell Avenue

White Rock, B.C. V4B 2R4

Telephone (604) 531-5512

BOUNDARY HEALTH UNITS

Community health care is provided by the Boundary Health Unit under the guidance of the provincial Ministry of Health. Programs offered include prenatal care, community mental health services, home care nursing and community care for the elderly.

<u>Main Office</u>

14245 - 56 Avenue

Surrey, B.C. V3X 3A4

Telephone (604) 572-2600

<u>Whalley Office</u>

13674 Grosvenor Road

Surrey, B.C. V3R 5E2

Telephone (604) 951-1200

<u>Cloverdale Office</u>

17536 - 58 Avenue

Surrey, B.C. V3S 1L2

Telephone (604) 574-4166

<u>White Rock Office</u>

(serving South Surrey)

1185 Centre Street

White Rock, BC V4B 4C8

Telephone (604) 531-5508

FIRE SERVICES

Surrey has a total of seventeen fire halls and over 500 highly skilled fire fighters, over half of whom are volunteers. This strong contingent of volunteers makes Surrey's fire department one of the largest composite fire departments in Canada. Surrey's fire fighting equipment includes sixty-three fire trucks, rescue vehicles, hazardous response vehicles, aerial towers and an aerial platform.

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

<u>Surrey Fire Department</u>

8767 - 132 Street

Surrey, B.C. V3W 4P1

Telephone (604) 543-6700 (non-emergency)

LAW ENFORCEMENT

The R.C.M.Police provide police services. Surrey is the largest Detachment in Canada with 348 officers and 118 municipal employees. Surrey's crime rate in 1995 was ranked 31st of 67 communities - the lowest of any of the major cities in British Columbia.

<u>R.C.M.P.</u>

14355 - 57 Avenue

Surrey, B.C. V3X 1A9

Telephone (604) 599-0502 (non-emergency)

Court Services

<u>Provincial Courts</u>

14340 - 57 Avenue

Surrey, B.C. V3X 1B2

Telephone (604) 572-2200

<u>Family Court</u>

14340 - 57 Avenue

Surrey, B.C. V3X 1B2

Telephone (604) 572-2220

<u>Canadian Citizenship Court</u>

#240 7093 King George Highway

Surrey, B.C. V3W 5A2

Telephone (604) 775-7005 (Vancouver #)

CITY GOVERNMENT AND ADMINISTRATION

Surrey was incorporated as a District Municipality on November 14, 1879, and as a City one hundred and fourteen years later, on September 11, 1993.

Surrey Council is comprised of nine members, the Mayor and eight Councillors. All members of Council are elected "at large", meaning they do not represent specific geographic areas within the community.

The present Council will hold office until December, 1999. Regular Council meetings are held on Monday evenings at 7:00 p.m. at the City Hall, 14245 - 56 Avenue. Current Council members and their telephone numbers are:

Mayor

Doug W. McCallum	538-7621

Councillors

Edmund P. Caissie	574-8648
Jeanne L. Eddington	594-9531
Judith E. Higginbotham	535-9196
J. Marvin Hunt	599-4245
H. Barbara Steele	951-8667
Gary T. Robinson	591-8427
Judy A. Villeneuve	535-3271
Dianne L. Watts	541-0668

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FUTURE SURREY GOALS

Surrey's community vision is the result of the largest consultative process in Surrey's history. Written by Surrey residents, the Future Surrey vision will serve as a living plan to guide our community well into the next century. The vision is expressed as a series of goal statements relating to ten broad categories (described below).

DEVELOPMENT

In 2020, Surrey will:

- Have and adhere to a long term plan that would give controlled and orderly growth based on services availability;
- Maintain and protect the 1995 level of agricultural land;
- Have preserved natural features such as waterfronts and forested areas and make them accessible to all;
- Have affordable housing and zoning sensitive to low income, single-parent families;
- Have a downtown core surrounded by distinct communities made up of self-sufficient villages;
- Have community and village driven zoning and planning with regional co-operation in consideration of the people and physical environment;
- Have villages planned to accommodate a diverse range of people of all ages, abilities and beliefs, and
- Have wildlife, green belts and bike path corridors interwoven throughout the City.

INFRASTRUCTURE

In 2020, Surrey will:

- Make environmentally sensitive choices;
- Make decisions for all infrastructure development;
- Have self-contained, cost-effective, efficient, natural, recyclable waste and sewage treatment;
- Have alternative and efficient energy systems to supplement hydro;
- Have an effective high quality delivery system of clean water;
- Have multi-purpose facilities with 24 hour use;
- Have transportation corridors linking communities with downtown which are environmentally conscious, encouraging car pooling;
- Have perimeter roads with truck routes restricted away from community routes;
- Have environmentally conscious public transportation which is effective, efficient and affordable, including mini-commuter buses at the local level;
- Have a foot and bike path network separate from the road system linking villages and communities throughout the City, and
- Have a fibre optics network.

ECONOMIC GROWTH

In 2020, Surrey will:

- Encourage and promote environmentally friendly business and industry with environmental concerns playing a major part in all economic development;
- Have operating guidelines which support abundant home-based small businesses;
- The "City of Parks" will be a "green" tourist destination featuring trade and convention centres, and cultural festivals and facilities;
- A balance of industrial and commercial development;
- Stabilized economic growth;
- Job creation related to the technology of the time;
- An understanding of the importance of maintaining a healthy agricultural base, and
- Be agriculturally self-sustaining.

GOVERNMENT

In 2020, Surrey will:

- Have accountable elected officials subject to recall;
- Have less government bureaucracy;
- Have a financially responsible government;
- Have choice option:

  A) The Mayor and Councillors elected at large by all City voters

  or

  B) A Ward/Riding System;
- Community involvement through local decision making under regional and City guidelines;
- A fair tax system;
- Adherence to local by-laws, and
- Community evaluation of elected officials.

PARKS AND RECREATION

In 2020, Surrey will:

- Be the "City of Parks" by providing green space such as playground and neighbourhood parks which are safe and accessible to all;
- Preserve and maintain rivers, waterways and natural habitat areas;
- Integrate bike paths with/within parks;
- Have local integrated, multi-type, multi-use, recreational, educational and cultural centres which are accessible and affordable to all;
- Have programs and facilities for groups with specific interests (i.e. teens, seniors, special needs children);

- Have community operated facilities and programs which are jointly funded through private and public funds;
- Have linear parks along waterways;
- Have Parks & Recreation Department working in partnership with community groups;
- Environmentally innovative recreational facilities, and
- An Olympic training pool and the Fraser River Recreation Park and Marina.

COMMUNITY ENRICHMENT

In 2020, Surrey will:

- Have community pride;
- Be a community of tolerance, fairness and acceptance of diversity, involving and celebrating all its citizens;
- Preserve and promote our heritage sites and history;
- Have a world class Performing Arts Theatre;
- Have multi-purpose centres including performing arts, galleries, museum and theatres promoting civic, cultural and artistic diversity, reflecting a culturally rich community;
- Obtain community enrichment through volunteer participation;
- Villages participating in community based amenities;
- More neighbourhood houses to fit community needs, and
- Achieve a high degree of literacy throughout the City.

PUBLIC SAFETY

In 2020, Surrey will:

- Be completely safe for all people;
- Have made significant strides towards a zero percent crime rate;
- Be a safe City by design;
- Use community programs to foster a "village" feeling;
- Use public involvement in decision making to create a safe and healthy community;
- Educate communities to prevent social problems;
- Inspire individuals, business and government to be responsible and accountable for their actions;
- Invoke appropriate consequences for inappropriate actions;
- Uphold victims' rights;
- Be a pedestrian-oriented City;
- Have a fast, adequate and effective emergency preparedness program, and
- Support and utilize electronic technology for the betterment of all citizens.

ENVIRONMENT

In 2020, Surrey will:

- Have environmentally sustainable communities;
- Be 100% waste free;
- Incorporate ample green space into all aspects of development;
- Be pollution free in terms of air, water, noise, visual and land;
- Have preserved and reclaimed its natural environment;
- Have all transportation that is environmentally friendly;
- Lead the world in use of clean alternative sources of energy;
- Maintain 1995 levels of agricultural lands;
- Have a Citizen Environmental Advisory Committee;
- Have ongoing environmental education, and
- Have no drainage problems.

COMMUNITY WELLNESS

In 2020, Surrey will:

- Have a cost effective, comprehensive, state-of-the-art health care system that provides alternative and traditional health care choices and home care services;
- Have Community Wellness Centres that are accessible and local;
- Have a health system that focuses on disease prevention and promotes wellness through proactive education and awareness programs;
- Be a well balanced community responsive to public input;
- Have a well-defined social framework that reflects/addresses the needs of the community as a whole and makes children's needs a priority;
- Have multi-purpose, easily accessible, community facilities that provide community support programs which address the needs of all demographic groups;
- Have a comprehensive directory of community based services and a library of information related to community wellness that is easily accessible to all residents and makes use of current technology, and
- Form partnerships with private organizations committed to the community's well-being.

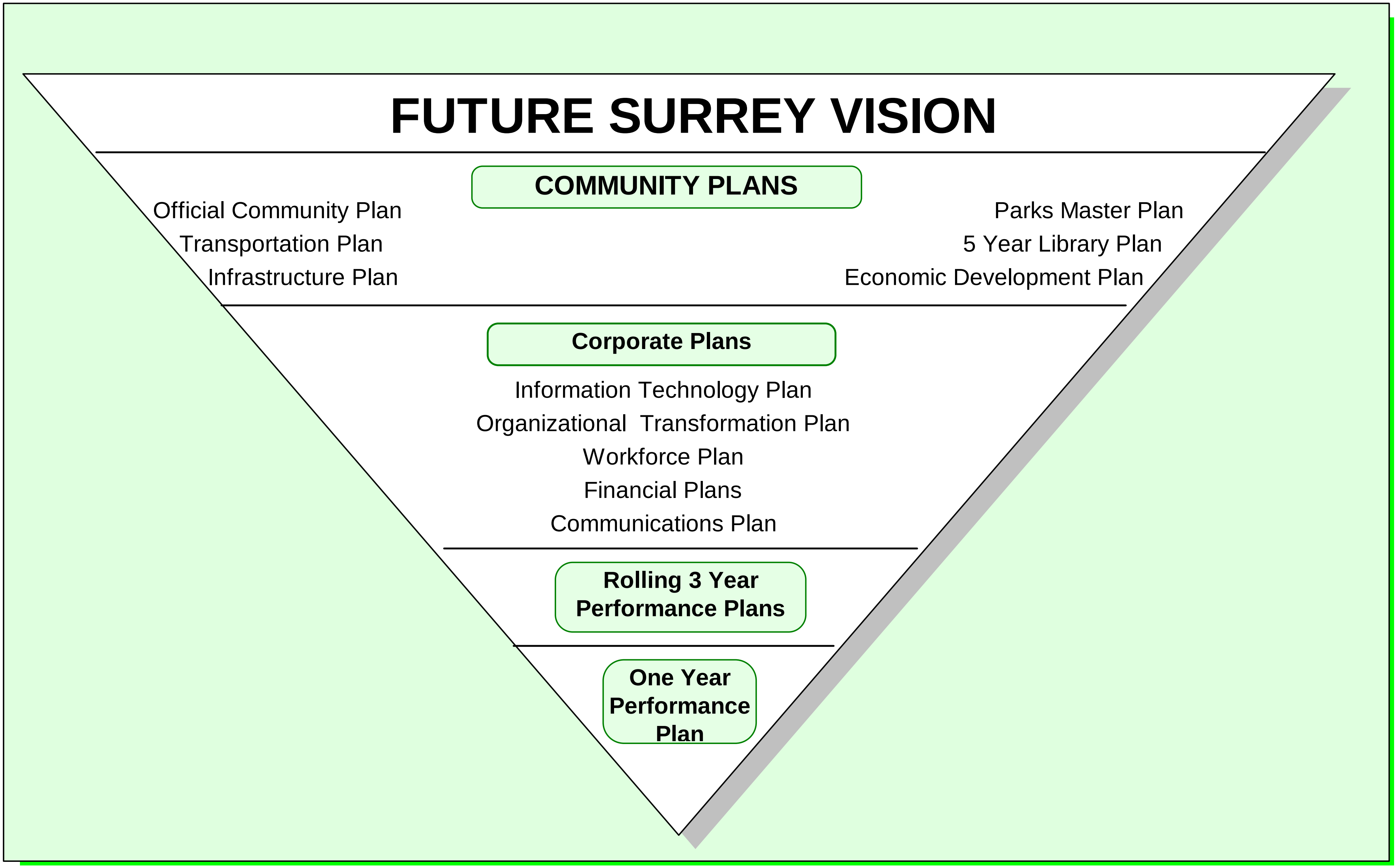
Surrey residents will:

- Have time for rich personal and family lives;
- Live in a community renowned for its caring, nurturing environment and which recognizes its volunteers' contributions to the community;
- Have the financial and other resources to be self-sufficient and have a positive self-image;
- Accept accountability for their own health, and
- Enjoy good health, a life of quality and ongoing personal development.

EDUCATION

In 2020, Surrey will:

- Have a comprehensive, life-long learning education system; primary, secondary, university, technical, trades, etc.;
- Be partnered with business and community agencies to provide apprenticeships and work experience;
- Provide support services to prepare effective and well-adjusted citizens, and
- Have choices in the types of schools and speciality programs:
  - Have enhanced funding at a local and provincial level;
  - Have an all encompassing curriculum encouraging community involvement;
  - Have ever-expanding, high technology resources and linkages;
  - Have competent teachers who have continuous upgrading and frequent evaluations, and
  - Have quality, well-equipped facilities with maximum utilization, secure, in a non-violent environment.


FUTURE SURREY VISION
COMMUNITY PLANS
Official Community Plan
Transportation Plan
Infrastructure Plan
Parks Master Plan
5 Year Library Plan
Economic Development Plan
Corporate Plans
Information Technology Plan
Organizational Transformation Plan
Workforce Plan
Financial Plans
Communications Plan
Rolling 3 Year Performance Plans
One Year Performance Plan

OUR MISSION STATEMENT

Working together to create a great city with a heart

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SURREY'S VALUES

- Doing business with **honesty and integrity**
- Ensuring **effective and efficient** operations
- Creating a climate of **continuous improvement**
- Recognizing the **importance of individuals**
- Encouraging **open communications**
- **Working together**
- Creating **a strong corporate community spirit**
- **Customer client focus**

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Strategic Result Area #1: Achieve Council's Guideposts

GUIDEPOST #1	GUIDEPOST #2	GUIDEPOST #3	GUIDEPOST #4	GUIDEPOST #5
SUSTAINABLE TOURISM	AGILE, RESPONSIVE ADMINISTRATION	PEOPLE FRIENDLY TRANSPORTATION	DISTINCT VIBRANT CITY CENTRE	CLEAN, SAFE, BEAUTIFUL CITY IN WHICH TO DO BUSINESS

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STRATEGIC RESULT AREAS #2 - #7

SRA #2	SRA #3	SRA #4	SRA #5	SRA #6	SRA #7
SUSTAINABLE ENVIRONMENT	GREAT PLACE TO WORK	POSITIVE IMAGE AND OPEN COMMUNICATI ON	EFFECTIVE FISCAL POLICY	SUPERIOR SERVICE DELIVERY THAT IS COST EFFECTIVE	GROWTH MANAGEMENT

Historically, the City's budgets have had an "input" bias. Budgets were developed and performance measured against line items such as 'salaries'. Beginning with the 1998 Budget, the City embarked upon a program to move towards Performance Based budgeting. The focus will become "outputs", or measurable services, provided to our citizens.

The first step has been to work closely with Council to identify these measures. Council has developed 'Guideposts' as markers to determine performance levels for specific initiatives it to wants accomplish in the forthcoming year. These Guideposts became the first Strategic Result Area (SRA's) to the City's overall planning activities.

Each of these SRA's has been expanded to list all Initiatives planned for the coming and future years. These Initiatives are focused on measurable outcomes with anticipated completion dates, approximate costs and whether those costs are included in the budget or require special funding or Council approved Issue Papers, and lead responsibility designate to ensure the desired results are achieved.

The SRA's are targets for the City's performance overall not a summation of departmental initiatives. The objective is to develop corporate performance measures to guide the City's collective service delivery to the citizens. Within each department, there are numerous existing performance measures related specifically to that department's mandate. In addition to these, efforts are underway to design specificmeasures which the department can use to develop their budgets in the future. For instance, Engineering is working on a costing model to calculate the cost of re-paving a kilometre of roadway. A future budget could be developed by multiplying this number by the number of kilometres Council wants to have paved.

The 1998, 1999 and 2000 SRA targets have been included on the following pages and those items with no information in the columns were not finished by the time this budget was adopted and printed. Performance measurement will continue throughout the year.

This process has just begun and the attached budget reflects the preliminary attempts. The focus for this budget was to develop and budget for specific initiatives that Council wanted to accomplish in the next year. Throughout 1998 actual financial results were compared to budgeted amounts AND whether the desired outcome was achieved.

These measures have not yet been updated to incorporate any new or revised initiatives, since Council has just completed the first session of their 1999 Planning Process.

	SRA: #1 - Progress on Guideposts		Sample Targets for Each Year		
	What we measure:	**How we Measure**	**1998**	**1999**	**2000**
a.	Create sustainable tourism.	Progress to plan	Accomplished proposed initiatives	Accomplished proposed initiatives	Accomplished proposed initiatives
b.	Having an agile, open responsive administration.	Survey public perception of how people perceive their government, e.g., awareness of complaint mechanism, etc. (See proposal on SRA #2 Service Delivery)	Establish baseline through survey	TBA (based on baseline)	TBA (based on baseline)
		Benchmark against other municipalities	Establish baseline (SMT input needed)	TBA (based on baseline)	TBA (based on baseline)
		Progress to plan	Accomplished proposed initiatives	Accomplished proposed initiatives	Accomplished proposed initiatives
c.	Having people friendly transportation.	Progress to plan	Accomplished proposed initiatives	Accomplished proposed initiatives	Accomplished proposed initiatives
d.	Developing a distinct, vibrant city centre.	Sponsoring one new event in City Centre each year	1 event	1 event	1 event
		Progress to plan	Accomplished proposed initiatives	Accomplished proposed initiatives	Accomplished proposed initiatives
e.	Attracting many businesses and jobs.	Increase industrial/commercial land base	Establish baseline (SMT input needed)	TBA (based on baseline)	TBA (based on baseline)
		Progress to plan	Accomplished proposed initiatives	Accomplished proposed initiatives	Accomplished proposed initiatives
f.	Having a clean, beautiful city.	Progress to plan	Accomplished proposed initiatives	Accomplished proposed initiatives	Accomplished proposed initiatives
g.	Having a safe city.	Survey public perception of safety (see image & Communication SRA #4)	Establish baseline (survey)	TBA (based on baseline)	TBA (based on baseline)
		Provincial statistics on crime levels	Establish baseline (SMT input needed)	TBA (based on baseline)	TBA (based on baseline)
		Progress to plan	Accomplished proposed initiatives	Accomplished proposed initiatives	Accomplished proposed initiatives

SRA: #2 - Sustainable Environment		Sample Targets for Each Year		
What we measure:	**How we Measure**	**1998**	**1999**	**2000**
Make tangible improvements to our environment	# of initiatives undertaken to protect streams and rivers	Establish baseline **(**SMT input needed**)**	TBA (based on baseline)	TBA (based on baseline)
	# of initiatives undertaken to protect our trees	Establish baseline **(**SMT input needed**)**	TBA (based on baseline)	TBA (based on baseline)
	Progress to plan	Accomplished proposed initiatives	Accomplished proposed initiatives	Accomplished proposed initiatives

SRA: #3 - Great Place to Work		Sample Targets for Each Year		
What we measure:	**How we Measure:**	**1998**	**1999**	**2000**
Organizational Health e.g. Likes/dislikes about organization: • Recognising the importance of individuals • Encouraging open communication • Working together • Creating a strong corporate community spirit • Customer client focus	Focus groups	Establish baseline through survey	TBA (based on baseline)	TBA (based on baseline)

• Satisfaction levels re:
  • leadership
  • type & variety of work
  • work/unit environment
  • open communication
  • rewards & recognition
  • training & education
  • balance in personal & professional lives
	• turnover rate
	• absenteeism
	• number of applicants for job opportunities
	• competitive rates of pay			

	Progress to plan	Accomplished proposed initiatives	Accomplished proposed initiatives	Accomplished proposed initiatives
• Recognising the importance of individuals • Encouraging open communication • Working together • Creating a strong corporate community spirit • Customer client focus				
	Progress to plan	Accomplished proposed initiatives	Accomplished proposed initiatives	Accomplished proposed initiatives

SRA: #4 - Positive Image and Open Communication		Sample Targets for Each Year		
What we measure: Customer perception in the following areas:	**How we Measure: Conduct customer survey of perceptions:**	**1998**	**1999**	**2000**
Quality of life rating in Surrey	Current Baseline: 64% consider their quality of life to be excellent or good	Improve over current baseline	Improve over current baseline	Improve over current baseline
Safety concerns	Current Baseline: 95% are concerned about violent and property crime in Surrey	Improve over current baseline	Improve over current baseline	Improve over current baseline
Protecting the environment	Current Baseline: 33% are satisfied with the job Surrey is doing	Improve over current baseline	Improve over current baseline	Improve over current baseline
Education about environment	Current Baseline: 45% agree Surrey is doing a good job	Improve over current baseline	Improve over current baseline	Improve over current baseline
Protecting rivers, streams and trees	Current Baseline: 79% feel development in Surrey is destroying rivers, streams and trees	Improve over current baseline	Improve over current baseline	Improve over current baseline
Good value for tax dollars	Current Baseline: 74% of people agree	Improve over current baseline	Improve over current baseline	Improve over current baseline
Surrey ensures that taxes are fair for everyone	Current Baseline: 55% of people agree	Improve over current baseline	Improve over current baseline	Improve over current baseline
Development is well planned, sensitive to the environment and does not compromise resident's quality of life	Current Baseline: 43% are not satisfied (30% moderate)	Improve over current baseline	Improve over current baseline	Improve over current baseline
Adherence to plans	Current Baseline: 68% of those who had heard of OCP think Surrey is doing a poor or only fair job of adhering to OCP	Improve over current baseline	Improve over current baseline	Improve over current baseline
Proud to own business in Surrey	Survey public perception	Establish baseline through survey	Improve over current baseline	Improve over current baseline
Friendly	Survey public perception	Establish baseline through survey	Improve over current baseline	Improve over current baseline
Having a caring, agile, open, responsive administration	Survey of public perception of how people perceive the government. e.g. awareness of complaint mechanism	Establish baseline through survey	Improve over current baseline	Improve over current baseline
Improve the way Surrey is viewed by people from outside our community	Survey of public perception	Establish baseline through survey	Improve over current baseline	Improve over current baseline
Having a clean, beautiful city	Survey public perception of environment	Establish baseline through survey	Improve over current baseline	Improve over current baseline
Creating linkages to town centres	Survey public perception e.g. convenience	Establish baseline through survey	Improve over current baseline	Improve over current baseline
	Progress to plan	Accomplished proposed initiatives	Improve over current baseline	Improve over current baseline

SRA: #5 - Effective Fiscal Policy		Sample Targets for Each Year		
What we measure:	**How we Measure**	**1998**	**1999**	**2000**
Non-property tax revenues	Number of recommendations presented to improve non-property tax revenue	Establish baseline (SMT input needed)	TBA (based on baseline)	TBA (based on baseline)
User pay choices	% Increase in number of user pay choices	Establish baseline (SMT input needed)	TBA (based on baseline)	TBA (based on baseline)
Base level of fixed costs to flexible costs (must be based on department)	Ratio of same	Establish baseline (SMT input needed)	TBA (based on baseline)	TBA (based on baseline)
Adherence to budget	% of actual to budget variance	Establish baseline (SMT input needed)	TBA (based on baseline)	TBA (based on baseline)
	Progress to Plan	Accomplished proposed initiatives	Accomplishe d proposed initiatives	Accomplished proposed initiatives

SRA: #6 - Superior Service Delivery that is Cost Effective		Sample Targets for Each Year		
What we measure:	**How we Measure**	**1998**	**1999**	**2000**
To increase customer satisfaction in the following areas: • Knowledgeable service • Clients needs met • Value for money • Responsive/timely • Opportunity for input • Quality of life rating in Surrey • Quality of Service • Type of Service	Benchmarking	Review current research to see what benchmarks we have already - establish new baseline where needed		
External recognition of all things we do	• External awards, mentions • Enquiries from outside organizations about how we do business, e.g. speaking at conferences	Establish baseline (SMT input needed)	TBA (based on baseline)	TBA (based on baseline)
	Progress to Plan	Accomplished proposed initiatives	Accomplished proposed initiatives	Accomplished proposed initiatives

SRA: #7- Growth Management		Sample Targets for Each Year		
What we measure:	**How we Measure:**	**1998**	**1999**	**2000**
Amendments to plan	Benchmark: % Decrease or % staff recommended clarification required			
To have orderly growth	# of applications brought forward varying from OCP/NCP clarification required	Zero Deviance (SMT to confirm target)	Zero Deviance (SMT to confirm target)	Zero Deviance (SMT to confirm target)
To manage growth	Progress to plan	Accomplished proposed initiatives	Accomplished proposed initiatives	Accomplished proposed initiatives

Council retreated for two days in late October to compile a list of 1999 initiatives, using the Guideposts they had established at an earlier session.

SRA#1: ACHIEVE COUNCIL GUIDEPOSTS

There are five Council Guideposts.

Guidepost #1 - Sustainable Tourism

- Act as a catalyst for the creation of Surrey Mosaic. Assess potential for multicultural festival across the City with various ethnic/cultural groups setting up "pavilions" in different locations with food, dance and music;
- Host Commerce Day at the "Air Canada Challenge". One day set aside to introduce key business leaders to Surrey as a preferred location to do business;
- Develop a Surrey "Ambassador" program. Full colour package including brochure, coupons, photos and maps;
- Secure bid for B.C. Summer Games. Bid for the year 2002 has already been submitted and the task now is to lobby to secure bid;
- Increase watersports based tourism. The Elgin Park concept plan will be reviewed to examine how water-based activities can be increased;
- Conduct an inter-urban rail feasibility study;
- Explore significant water features to add character to the City

  (e.g., a lake, plaza and fountains);
- Develop a cultural plan for the City;
  - Host a country music festival.
  - Support feasibility study by external groups;
- Encourage the development of movie studio(s). Support the development of film production facilities in Surrey;
- Host "Surrey Days" with free "Concert on the Green" of "Air Canada Challenge". This would be a free day at the "Air Canada Challenge" for Surrey residents with a live evening concert and fireworks;
- Sponsor a golf tour through Surrey golf courses;
- Become involved in a bid for the 2008 Winter Olympics;
- Develop and market walking, biking tours highlighting spots of historic or natural significance (e.g., birdwatching, dike tours);
- Sponsor the development of a First Nations Cultural Centre;
- Host Pacific Games;
- Host Crescent Beach Triathlon, and
- Host Cultural Festival.

Guidepost #2 - Agile, Responsive Administration

- Improve complaint responsiveness:
  - Returning messages, enhancing the internal help line service;
- Provide more flexible self-help for customers:
  - Enhance Internet site;
- Improve internal communication and responsiveness for Councillors and staff:
  - Explore the possibility of an "Intranet";
- Increase/legislate empowerment, e.g., a City Charter;
- Market corporate initiatives to other municipalities and corporations to generate alternative sources of revenue;
- Foster a heightened "can-do" attitude in the hundreds of thousands of customer services and service requests handled by the Departments annually;
- Develop "one-stop" shopping opportunities and approaches
  - Engineering and Planning & Development service requirements for development applications;
  - Enhance ability to access a wide variety of information from one contact point, and
  - Pay taxes at the local library;
- Explore innovative alternative funding sources:
  - Meeting significant drainage needs;
- Explore innovative services delivery options:
  - Design/Build;
  - Alternative service delivery methods, and
  - Faster processing to avoid GVRD Development Cost Charges;
- Increase proactive by-law enforcement;
- Establish an in-house process re-engineering team to provide consulting services to departments, and
- Use kiosk sites to provide flexible city services and a more accessible information service.

Guidepost #3 - People Friendly Transportation

- Develop trail guide(s). Develop a trail guide showing all bikeway trails in Surrey;
- Undertake a bus service pilot project of 2 to 3 months consisting of a "free mini van" connecting Surrey's town centres;
- Explore "taxi add-on" to local transit routes to improve local services in "low ridership" areas;
- Create pedestrian-friendly initiatives including:
  - Bicycle paths, multi-use pathways;
  - Traffic calming, and
  - Phased in "yellow bicycle" pilot project. Plan completed in 1998 for 1999 implementation;
- Finalize the City's Policy on "truck routes;"
- Explore light rail transit. Conduct a study to determine feasibility, and
- Review "user pay for roads".

Guidepost #4 - Distinct, Vibrant City Centre

- Solicit proposals for use of City centre lands through a request for proposals process, e.g., Performing Arts Centre; Create City Centre friendly policies, e.g., review Engineering and Planning Department policies;
- Design a Learning and Discovery Centre;
- Assist in locating a school of the arts in Surrey;
- Initiate a farmer's market in City Centre;
- Incorporate City Centre marketing plan into Economic Development Strategic Plan, and
- Develop City Centre stakeholder groups (e.g., Business Improvement Association).

Guidepost #5 - Clean, Safe, Beautiful City In Which To Do Business

- Develop guidelines for street and theme signage for town centres;
- Develop a Communities in Bloom campaign. A major campaign involving the Chamber of Commerce and local business;
- Promote quality of life in Surrey through an extensive promotional campaign;
- Publish a high quality civic calendar with important current events and dates. Use Surrey photographs that illustrate natural beauty of Surrey...link to the "Air Canada Challenge";
- Enhance community policing program;
- Enhance responsiveness and quality of emergency services. Incorporate technologies that enhance and improve our service delivery and continue to deliver certified training programs to our career and volunteer fire fighters;
- Develop a Sprinkler By-Law. Present to Council for adoption a City Sprinkler By-Law that would require sprinkler installation in all new buildings and those buildings exposed to retro fit;
- Continue to adhere to "defensible space" principles;
- Increase safety levels based on a review of City buildings. Maintain required safety inspection programs, conduct fire safety exit drills and enhance education in fire safety and emergency preparedness and response;
- Consolidate safety efforts and raise profile (e.g., combine educational efforts in schools with Clean City Campaign). Incorporate safety training materials into school programs and establish partnerships with volunteers that represent all ethnic groups within the community;
- Continue the Clean City Campaign including:
  - Adopt a Street Program;
  - Expanded "curb-side" pickup, including yard waste and mixed paper;
  - Re-use and cleanup week;
  - Litter pickup in town centres and through non-profit societies;
  - Cleaning of streams and ravines;
  - City Centre beautification initiative;
  - Reduction in "overhead" wires on Surrey roads through reconstruction;
  - Increased use of landscaping and landscape medians on Surrey roads;

- Clean all City-owned land;
- Introduce a hazardous waste collection program;
- Develop Fraser River waterfront, e.g., recreation park and marina;
- Showcase our parks;
- Continue pedestrian safety initiatives - continue education programs in schools, and
- Pre-service Campbell heights, as a prestigious business park.

SRA#2: SUSTAINABLE ENVIRONMENT

- Expand the Volunteers in Parks program. The Department has submitted an issue paper to expand the V.I.P. program in 1998;
- Implement the "Sediment Control By-law", and
- Enhance the "Creek and Stream Rehabilitation Program."

SRA #3: A GREAT PLACE TO WORK

- Promote Surrey's Mission and Values;
- Establish a corporate Performance Management Program;
- Develop and deliver a formal Management Development Program;
- Enhance Employee Recognition Programs:
  - Improve Long Service Award Program;
  - Celebrate employee achievements, and
  - Develop team recognition awards;
- Review benefits programs to move towards a results-based culture;
- Explore alternative and flexible work hour systems;
- Develop team skills throughout the organization;
- Develop an Employee Wellness Program: Healthy lifestyle education, nutrition counselling, smoking cessation, weight reduction, fitness, financial planning, etc.;
- Improve recruitment and selection systems, and
- Develop an Employment Equity Program, directed at increasing the representation of women and targeted groups in the workforce at all levels.

SRA #4: POSITIVE IMAGE AND OPEN COMMUNICATION

- Hold a City of Surrey Open House;
- Hold special celebration for Surrey's birthday;
- Publish year end report on Council's achievements;
- Conduct a customer satisfaction survey;

- Implement a high profile "Safe City" campaign;
- Actively promote and market City of Surrey merchandise;
- Develop a program for Council recognition of people from the community or staff who provide exceptional service on behalf of the City of Surrey;
- Set up a communications task force to improve communications with the community;
- Establish a Petition Project;
- Start "town hall" meetings, and
- Promote and market effective and friendly transportation;

SRA #5: EFFECTIVE FISCAL POLICY

- Develop an operating planning model:
  - Link model to capital, and
  - Use Budget Committee to develop policies;
- Continue to expand the capital model to prioritize capital projects;
- Review all land holdings:
  - Review governing legislation as to land holdings (surplus), and
  - Develop divestiture strategy;
- Introduce more user pay for base services;
- Develop a strategy to explore potential opportunities that have been abandoned by other levels of government;
- Implement innovative financing for capital projects:
  - Critical use of General Revenue reserves;
  - Funds from proceeds of sale of City lands;
  - One time referendum option, and
  - Capital projects suitable for public/private partnerships;
- Develop a strategy to increase industrial/ commercial land base:
  - Campbell Heights, and
  - Bridgeview Area;
- Undertake cost benefit analysis of 0% projected budget growth.

SRA #6 SUPERIOR SERVICE DELIVERY THAT IS COST EFFECTIVE

The City provides baseline services which are undertaken from one year to the next. We will continue to improve service in these areas with no substantial funding increases. The following list highlights the "core" services we provide:

- Fire;
- R.C.M.P.;
- Engineering Services;
- Parks and Recreation;

- City Public Library;
- Planning and Development;
- City Manager;
- Legislative Services;
- Finance and Technology;
- Human Resources:
  - Commence a collaborative benchmarking project, and
  - Encourage public and private partnerships for capital projects.

SRA #7: GROWTH MANAGEMENT

- Complete Surrey's Transportation Plan;
- Develop a new policy for the acquisition of local road right-of-ways. Pursue Crown road right-of-ways;
- Review and increase compliance with Official Community Plan, and
- Enhance monitoring program for City’s drainage systems.

ORGANIZATIONAL POLICIES

The purpose of 'The City of Surrey's Policy Manual' is to express policy as laid down by the Council and is to be a guide to each Department Head concerned in regard to the operation of his/her department and to enable him/her to make decisions within policy as set by Council.

It shall also be a guide to members of Council as to policy set by Council so that their decisions where required will be made within the policy, and to assist members of Council to advise the general public of Council policy on matters brought to their attention.

The City's general budget and financial policies are governed by British Columbia Municipal Legislation and generally accepted accounting standards. These laws and standards set budget calendar dates, provide for budget control, allow ways to amend the budget after adoption and prescribe appropriate methods for budgeting, accounting and reporting.

Policies affecting financial aspects of the City and adopted by Council follow.

AFFORDABLE HOME OWNERSHIP POLICY

The primary objective of the Affordable Home Ownership Policy is to assist individuals/families who reside in Surrey and who would not typically be able to enter the housing market due to income constraints to own a home.

Funding to support the implementation of the policy will be provided from the Affordable Housing Statutory Reserve Fund and will be approved by Council on an annual basis. Funding will be limited to a maximum of the annual interest earned during the previous year on the principal contained in the Fund. The policy is focused on assisting Surrey residents who are first time home buyers with incomes at least 10% below the median household income in the City. The target reduction in the price of affordable housing units provided as a result of the application of this policy is 15% below the market price for a qualifying unit.

Any subsidy provided will be registered as an interest free 'silent' second mortgage on the unit and be recoverable by the Fund on any resale of the unit. The recoverable amount will decrease annually by 10% of the original value of the subsidy to a maximum of 50% of the original value.

DEVELOPMENT COST CHARGE (DCC) REFUND AND CREDIT POLICY

Where an applicant who has paid all instalments of their DCC's, chooses to cancel their building permit within 5 years of the initial payment, and where no development has taken place, the applicant has the following options:

- Apply the full DCC's paid as a credit to be recorded against the property with these DCC's to be fully credited against future development with no increases in DCC rates being applied at the time that the development proceeds, or
- Receive a 90% refund of DCC's paid with the deduction limited to a maximum of $50,000.

For developments with payments dating back more than 5 years, only the credit option will be permitted for the applicant. Where an applicant who has only paid the first instalment of their DCC's and chooses to cancel their building permit, they shall receive a full refund.

INVESTMENT POLICY

It is the policy of the City of Surrey to invest funds in a manner which will provide an optimal blend of investment return and security while meeting the daily cash flow demands of the City and complying with the statutory requirements of the Municipal Act. The policy details how and where City funds are invested. In 1995, this policy received the 'Certification of Excellence Award' from the Municipal Treasurer's Association of the United States and Canada.

MUNICIPAL GRANTS POLICY

There are basically two categories of grants, Ongoing from year to year and one time requests. All applications for grants must be received at the office of the City Clerk not later than 4:30pm, November 30th of each year. Grant applications received after that date will only be considered if the funding requirement is critical to the survival of the organization's programs, capital project or special event. In general, grants are not provided for travel or to cover deficits. In order to be eligible the organization must meet the requirements of the Municipal Act (Section 269). The organization must show evidence that it has fully explored all other viable sources of financial support. The organization must extend its service to the general public in Surrey and must not exclude anyone by reason of race, religion or ethnic background.

OPERATING FUNDS INTEREST REVENUE POLICY

This policy is intended to stabilize the revenues available for general operating purposes, establish rules for the application of any excess interest revenues and to identify a source of funds to accommodate any temporary interest revenue shortfall. The interest revenues reported in the Operating Budget should represent a rolling average of the expected interest revenues for the next five years. The Interest Stabilization Reserve is intended to temporarily offset any shortfall of revenues below the base level. Once interest revenues exceed the base, then any excess should first go to replenish the reserve. Once the Reserve balance reaches the established level any excess interest revenues should be contributed to the Capital Fund.

PUBLIC ART POLICY

The purpose of a Public Art Policy for the City of Surrey is:

- to ensure that the artwork and creative concepts of artists become part of the planning and design of publicly accessible spaces and contribute positively to making public art visually stimulating and community oriented;
- to guarantee an approved, fair, invested and consistent public selection process so that all citizens of Surrey can access and participate in the cultural, economic and social developmental opportunities afforded by public art, and
- to serve as an act of public trust and stewardship for public art.

The goal of the Public Art Policy is to establish a sustainable funding mechanism that supports the City's commitment to spend existing and future funds more creatively. The funding strategy for the Public Art Policy is a "Percentage for Public Art" strategy. The "Percentage for Public Art" is a flat rate of 1.25% of the total construction cost of selected City capital projects which have been processed through the Long Term Capital Planning Model and privately constructed projects for which the City has made significant contributions. The flat rate will not apply to non-construction components of identified projects (e.g. architects & consulting fees, City permits, DCC's etc.) Excluded properties would include roads, repaving, in-ground water, sewer & drainage structures and other structures with limited visual impact or public accessibility.

PURCHASING POLICY

All goods and services are to be acquired in accordance to this policy. The policy outlines the responsibilities of the City's Purchasing Team as well as the General Managers of each department. There are specific limits set for each signing authority for the City. Anyone given acquisition authority under this policy is accountable and responsible to ensure that proper and adequate budget authorities exist and any purchase does not violate any City Policy, legal or statutory requirements.

RESERVE AND SURPLUS POLICY

This policy was adopted by Council at the end of 1998 and was the result of a process involving Council, City Administration and members of the public. The intention of this policy is to guide and direct the establishment, use and maintenance of Reserves, Unappropriated Surplus and Appropriations of Surplus.

Its primary objectives are to:

- ensure stable and predictable levies;
- provide for operating emergencies;
- provide entrepreneurial opportunities;
- finance new capital assets, and
- safeguard and maximize existing assets.

The policy establishes the purpose of each Reserve, when interest is to be earned, minimum and maximum balances, how funds can be allocated and when they need to be repaid.

During the upcoming year we will be presenting Council with the following policies for their consideration.

- Save and Invest;
- Debt, and Capitalization.

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1999 BUDGET

OVERVIEW OF FUND STRUCTURE

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

OPERATING FUNDS

These funds include the following:

- General;
- Sewer/Drainage, and
- Water Operating Funds

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

CAPITAL FUNDS

These funds include the following:

- General;
- Sewer/Drainage, and
- Water Capital Funds.

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

RESERVE FUNDS

Under the Municipal Act of B.C., City Council may by bylaw establish special reserve funds for specified purposes. Money in a special reserve fund and interest earned on it, must be used only for the purpose for which the fund was established. If the amount in a reserve fund is greater than required, City Council may, by bylaw, transfer all or part of the amount to another reserve fund. Surrey currently has the following Reserve Funds:

Equipment and Building Replacement;

Tax Sale Land;

Municipal Land;

Parkland Acquisition;

Local Improvement Financing;

Water Claims;

Affordable Housing;

Animal compensation;

Parking Space, and

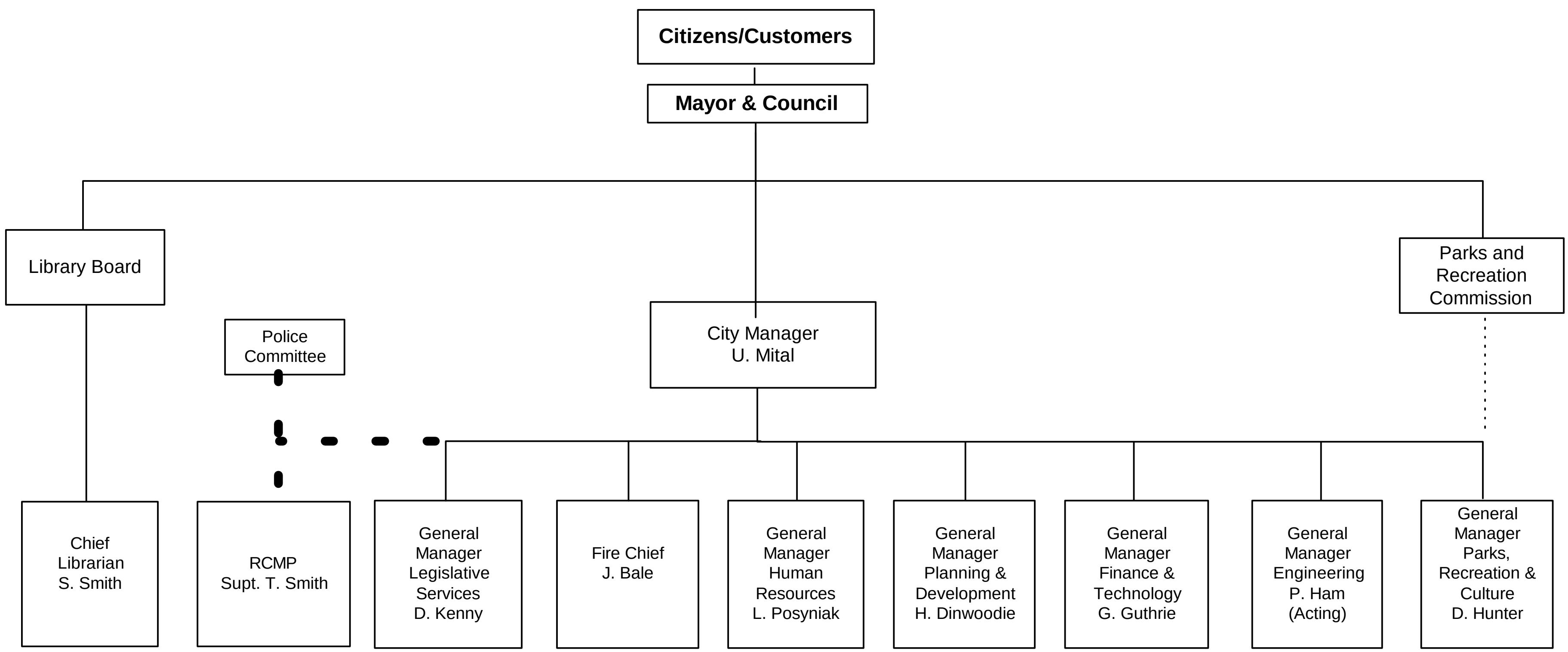
Development Cost Charges and Neighbourhood Concept Plans.

TRUST FUNDS

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

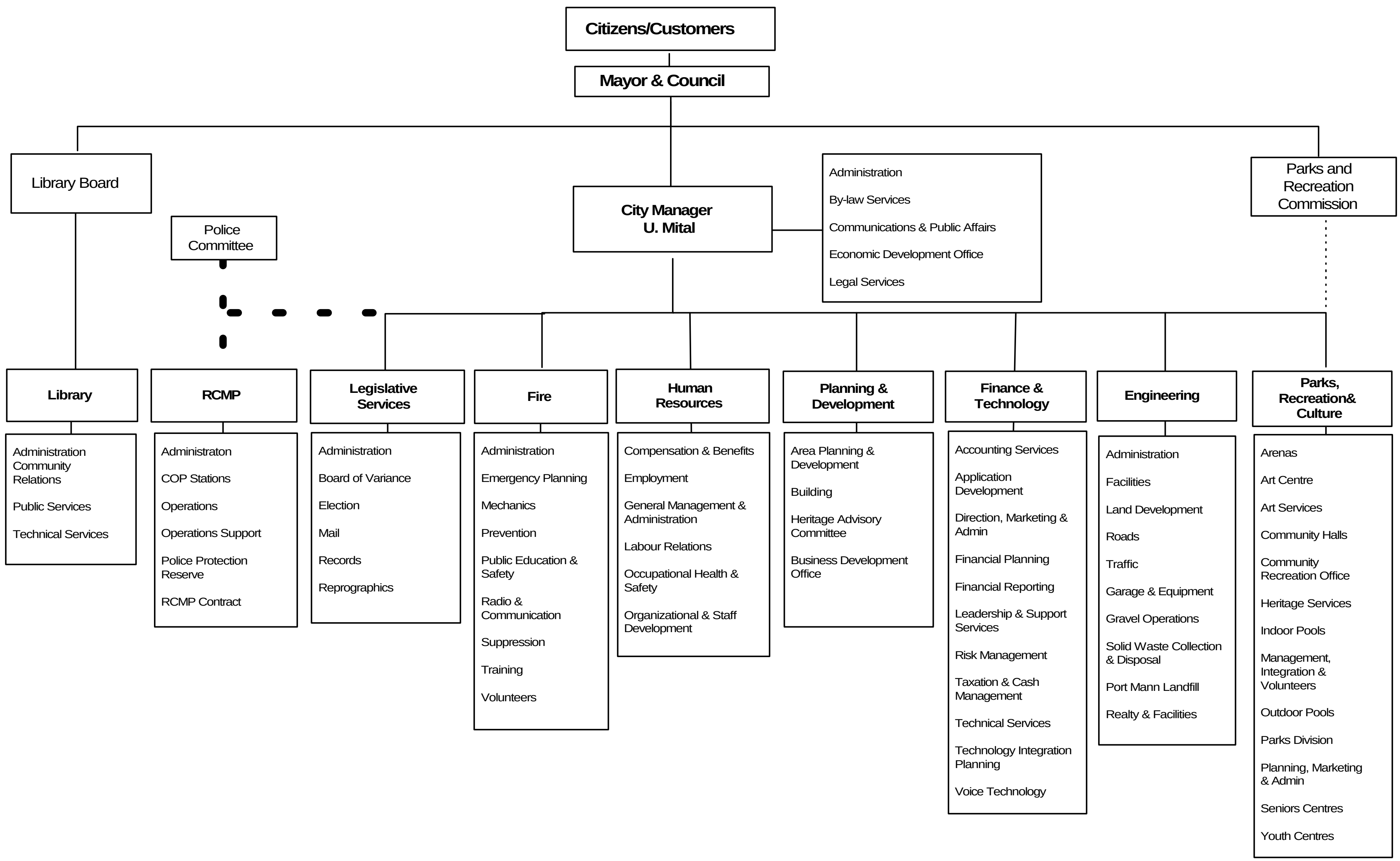
1999 BUDGET

CORPORATE STRUCTURE ORGANIZATION CHART



1999 BUDGET

DEPARTMENTAL PROGRAMS ORGANIZATION CHART



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1999 BUDGET

STAFFING LEVEL COMPARISONS

GENERAL GOVERNMENT NET PROGRAMS	1997 ACTUAL	1998 PROJECTED	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Office of the Mayor	6	6	6	0	**6**	0	0.0 %
Council	0	0	0	0	**0**	0	0.0
City Grants	0	0	0	0	**0**	0	0.0
City Manager							
Administration	5	5	5	0	**5**	0	0.0
Business Development Office	4	4	4	0	**4**	0	0.0
Bylaw Services	25	25	25	0	**25**	0	0.0
Communications & Public Affairs	3	3	3	0	**3**	0	0.0
Legal Services	6	6	6	0	**6**	0	0.0
	49	49	49	0	**49**	0	0.0
Legislative Services							
Administration	15	15	15	0	**15**	0	0.0
Document Production Centre	2	2	2	0	**2**	0	0.0
Mail Processing	3	3	3	0	**3**	0	0.0
Records Management	1	1	1	0	**1**	0	0.0
Reprographics	3	3	3	0	**3**	0	0.0
	24	24	24	0	**24**	0	0.0
Finance & Technology							
Accounting Services	26	26	26	0	**26**	0	0.0
Application Development	12	12	12	0	**12**	0	0.0
Technology Direction, Marketing	5	5	5	0	**5**	0	0.0
Financial Planning	5	5	5	0	**5**	0	0.0
Financial Reporting	4	4	4	0	**4**	0	0.0
Leadership & Support Services	4	4	4	0	**4**	0	0.0
Risk Management	3	3	3	0	**3**	0	0.0
Strategic Development	1	1	1	0	**1**	0	0.0
Taxation & Cash Management	13	13	13	0	**13**	0	0.0
Technical Services	8	8	8	0	**8**	0	0.0
Technology Integration & Planning	7	7	7	0	**7**	0	0.0
Voice Technology	1	1	1	0	**1**	0	0.0
	89	89	89	0	**89**	0	0.0
Human Resources							
Compensation & Benefits	4	4	4	0	**4**	0	0.0
Administration	3	3	3	0	**3**	0	0.0
Labour Relations	1	1	1	0	**1**	0	0.0
Occupational Health & Safety	7	7	7	0	**7**	0	0.0
Organizational & Staff Development	1	1	1	0	**1**	0	0.0
	16	16	16	0	**16**	0	0.0
NET PROGRAM TOTAL	**178**	**178**	**178**	**0**	**178**	**0**	**0.0 %**

PROTECTION SERVICES NET PROGRAMS	1997 ACTUAL	1998 PROJECTED	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Fire							
Administration	13	14	14	0	**14**	0	0.0 %
Mechanics	15	15	15	0	**15**	0	0.0
Firefighters	278	282	282	0	**290**	8	2.8
	306	311	311	0	**319**	8	2.6
RCMP							
Administration	1	1	1	0	**1**	0	0.0
District Offices	5	5	5	0	**5**	0	0.0
Criminal Records	1	1	1	0	**1**	0	0.0
Victim Services	1	1	1	0	**1**	0	0.0
General	84	86	86	0	**88**	2	2.3
	92	94	94	0	**96**	2	2.1
NET PROGRAM TOTAL	**398**	**405**	**405**	**0**	**415**	**10**	**2.5 %**

OTHER DEPARTMENTS NET PROGRAMS	1997 ACTUAL	1998 PROJECTED	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Engineering Services							
Design & Construction	12	12	12	0	**12**	0	0.0
Operations	208	208	208	0	**208**	0	0.0
Engineering Planning	23	23	23	0	**23**	0	0.0
Facilities & Realty	52	52	52	0	**52**	0	0.0
Land Development	23	23	23	0	**23**	0	0.0
Support Services	50	50	50	0	**50**	0	0.0
	368	368	368	0	**368**	0	0.0
Parks, Recreation & Culture							
Administration & Planning	17	17	17	0	**17**	0	0.0
City-Wide Services	22	22	22	0	**22**	0	0.0
Community/Leisure Services	67	67	67	0	**67**	0	0.0
Parks	82	82	82	0	**82**	0	0.0
	188	188	188	0	**188**	0	0.0
Surrey Public Library							
Administration	4	4	4	0	**4**	0	0.0
Community Relations	2	2	2	0	**2**	0	0.0
Public Services	43	43	43	0	**43**	0	0.0
Technical Services	15	15	15	0	**15**	0	0.0
	64	64	64	0	**64**	0	0.0
Planning and Development							
Area Planning & Development	35	35	35	0	**35**	0	0.0
Building	58	58	58	0	**58**	0	0.0
Administration	42	42	42	0	**42**	0	0.0
	135	135	135	0	**135**	0	0.0
NET PROGRAM TOTAL	**755**	**755**	**755**	**0**	**755**	**0**	**0.0 %**

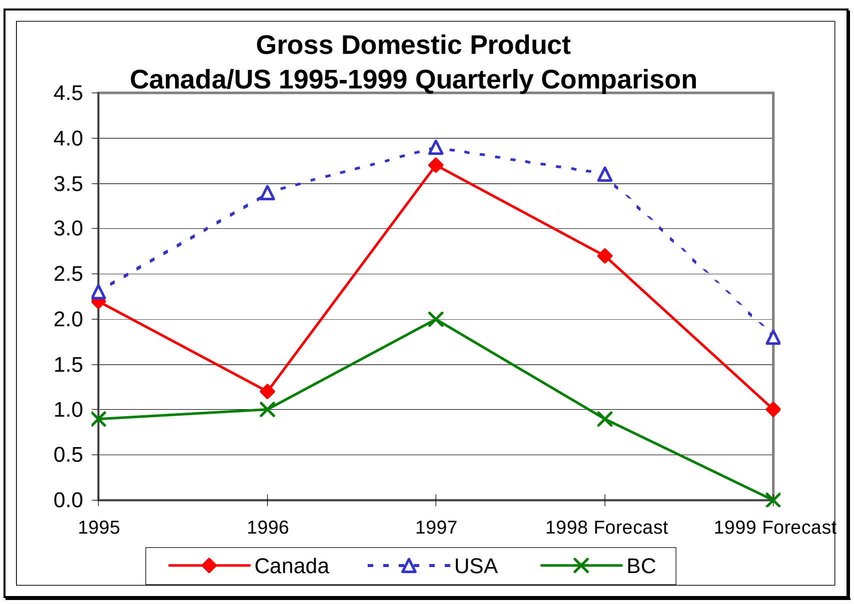
There are deepening concerns of a global economic slowdown. Asia needs a strong Japanese economy for a turnaround to occur. Their newly formed government is in the process of introducing economic and financial reforms but it will take time before any of these proposed changes will help Japan and in turn affect global conditions.

There are also concerns over the large deficits accumulating in Latin America. The United States transports 17% of its exports to these countries. The Brazilian Government has promised a major fiscal package to assist with debt reduction hoping to ward off the devaluation pressures already plaguing other countries such as Columbia and Ecuador.

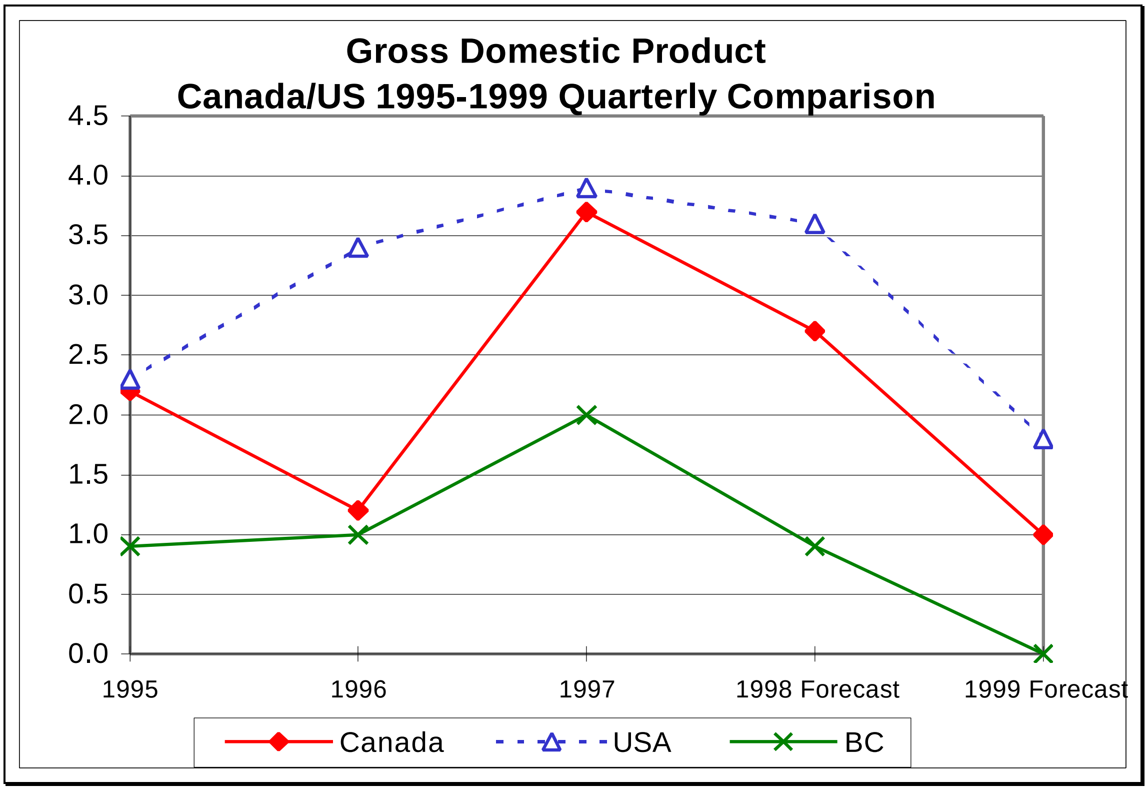
UNITED STATES

The United States economy is now showing clear signs of a marked deceleration. The manufacturing sector is slumping due to the Asian downturn. Inflation is no longer a concern. The following graph shows how inflation figures were higher in the first part of 1998 but have since dropped and are expected to continue to fall throughout the rest of the year.

This trend is expected to remain for 1999.



The Federal Reserve cut interest rates hoping to spur the economy. The deceleration of the Country's growth is evident in the graph below shows that the GDP is dropping for the remainder of the year. Further interest rate cuts will follow before the middle of next year



CANADA

The Canadian economy is also slowing down (See above graph). This could be caused by a combination of the following:

- Labour turmoil (GM and airlines industry);
- Slumping commodity prices;
- The Asian crisis, and
- A natural slowing from the above average growth seen in the last two years.

The Canadian dollar has been in a deep slide since early April. The Bank of Canada is still reluctant to intervene since inflation is well under control. The Bank of Canada quickly responded to the recent US Federal Reserve drop in interest rates with a corresponding drop in our Bank Rate. The combination of low inflation and faltering growth makes it likely that the Bank of Canada will continue to ease short term rates.

BRITISH COLUMBIA

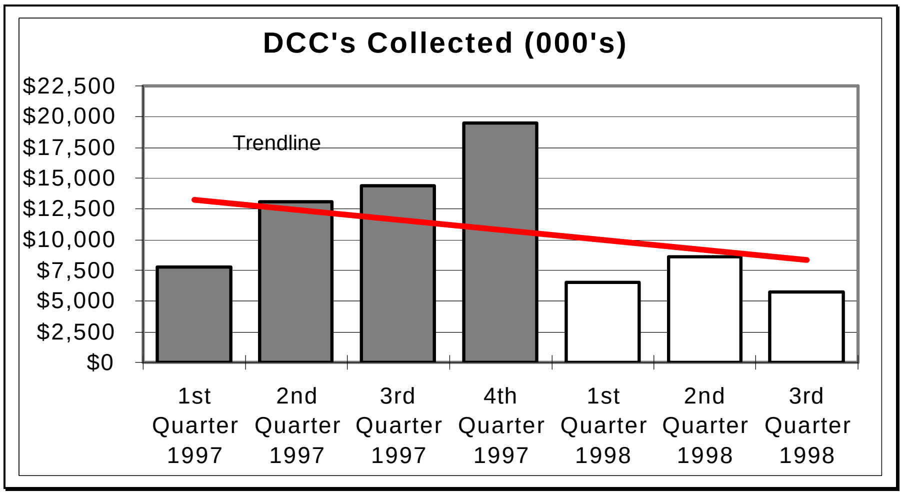
BC continues to feel the effect of the severe economic downturn in the Asian economy. The slumping lumber and pulp prices are also taking their toll.

There are now more residents moving out of the Province than new residents moving into BC. The attraction is mainly towards Alberta where there are more jobs, lower taxes and economic stability. Immigration to BC from Asia is also declining.

A result of this net outmigration from the Province is a lower demand in housing. This housing recession which began in early 1997 is expected to continue through 1999.

SURREY'S FINANCIAL PERFORMANCE

It is clear from the following graph that the level of development activity has dropped off when compared to 1997. The general economic condition of the Province is the major reason for this decline. This recession is anticipated to continue for 1999 and has been reflected in our 1999 Budget.



Inflationary Increases

Inflation has been projected to be 1.0% as measured by the Consumer Price Index for Greater Vancouver. However, it should be emphasized that departments have been cautioned to allow for inflationary increases only as necessary where uncontrollable cost increases can be anticipated.

For utility costs, departments have been provided with the following estimates as provided by the utility companies:

B.C. Hydro	0.0%
B.C. Gas	2.0%
B.C. Telephone Co.	1.0%

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1999 BUDGET

MAJOR REVENUE SOURCES

Surrey has three major sources of revenue that contribute to the ongoing expenditures required for day-to day City Operations. Property Taxation generates the most revenue for Surrey. Of Surrey's total revenue of $174 million, property taxation contributes $117 million. Departmental Revenues contribute about $43 million and the interest revenue earned by the City's Investment Portfolio adds $10 million.

Other revenues such as Government Grants have substantially declined over the last three years, with the Provincial Grant of $5.2 million, being completely eliminated in 1999 and replaced with a new Traffic Violation Revenue Sharing Program, estimated to contribute $1 million to revenues.

PROPERTY TAXES

Surrey has had no rate increase in their property tax rates for the last six years.

Assessed Values

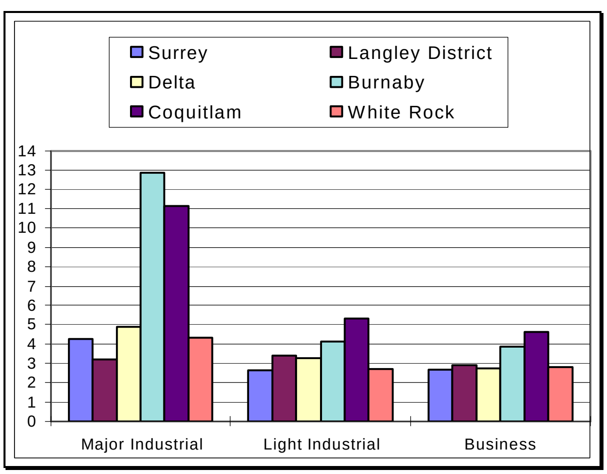
Assessments for 1998 taxation purposes have increased by an average of 2.9%, based on the preview assessment roll values received in early November. The assessed value of the average single family dwelling is estimated at $230,000.

Assessment growth from new development is estimated at 2.6%.

Tax Ratios

Surrey's 1997 business, light industrial and major industrial tax rate ratios to residential compare favourably to neighbouring municipalities. Surrey's ratios are among the lowest, providing a climate conducive to attracting new commercial and industrial ventures to Surrey.

1998 Tax Rate Ratios to Residential

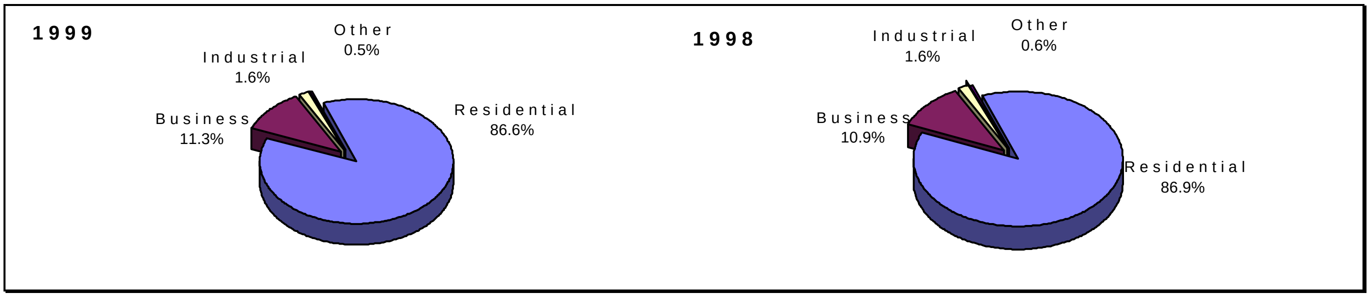


Based on the 1999 preview assessment roll, residential property represents 86.6% of total assessments and 70.5% of total taxes. This assumes that Council's traditional practice of raising the same dollars by property class will continue in 1999 (with the exception of taxes raised from growth).

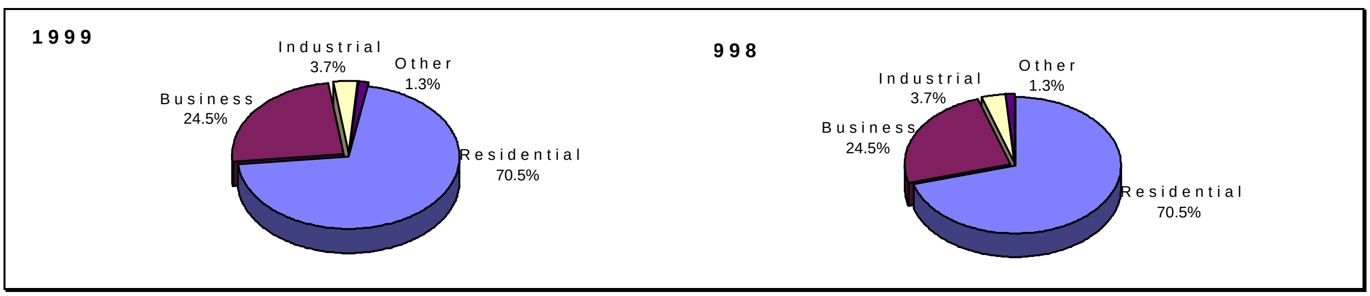
1999 PREVIEW ROLL

ASSESSMENT AND TAXATION COMPARISON

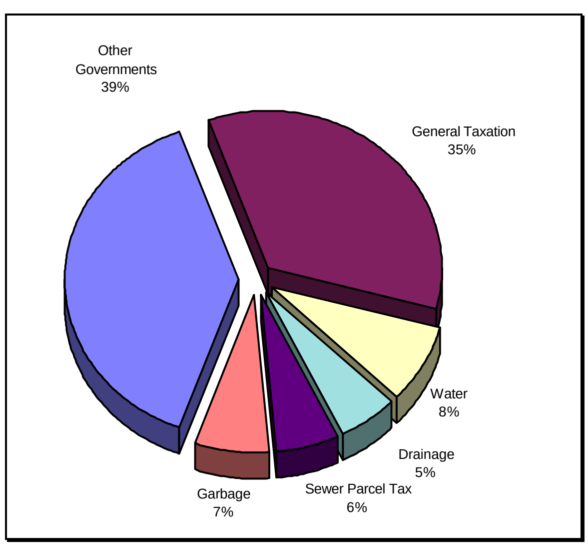
Assessment



Taxes - Same Dollar

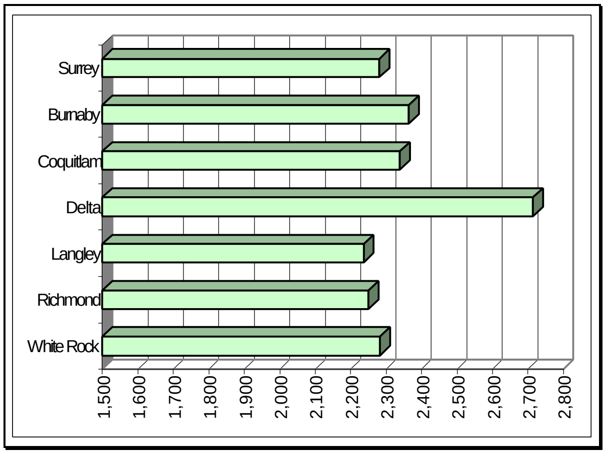


Average Single Family Residential Dwelling



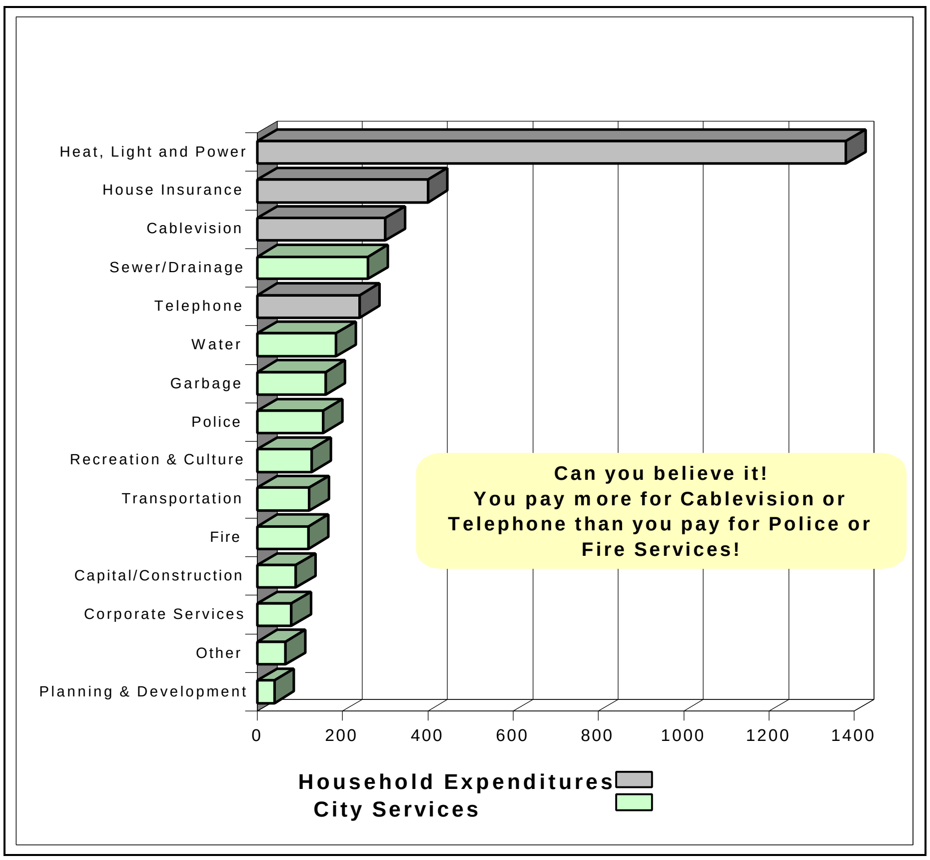
It is estimated that the average taxpayer's tax notice will increase approximately $14 in 1999. The increase reflects GVRD initiative regarding water enhancement and sewer treatment as well as contract increases for garbage collection and disposal.

Comparison of 1998 Taxes
Average Single Family Dwelling



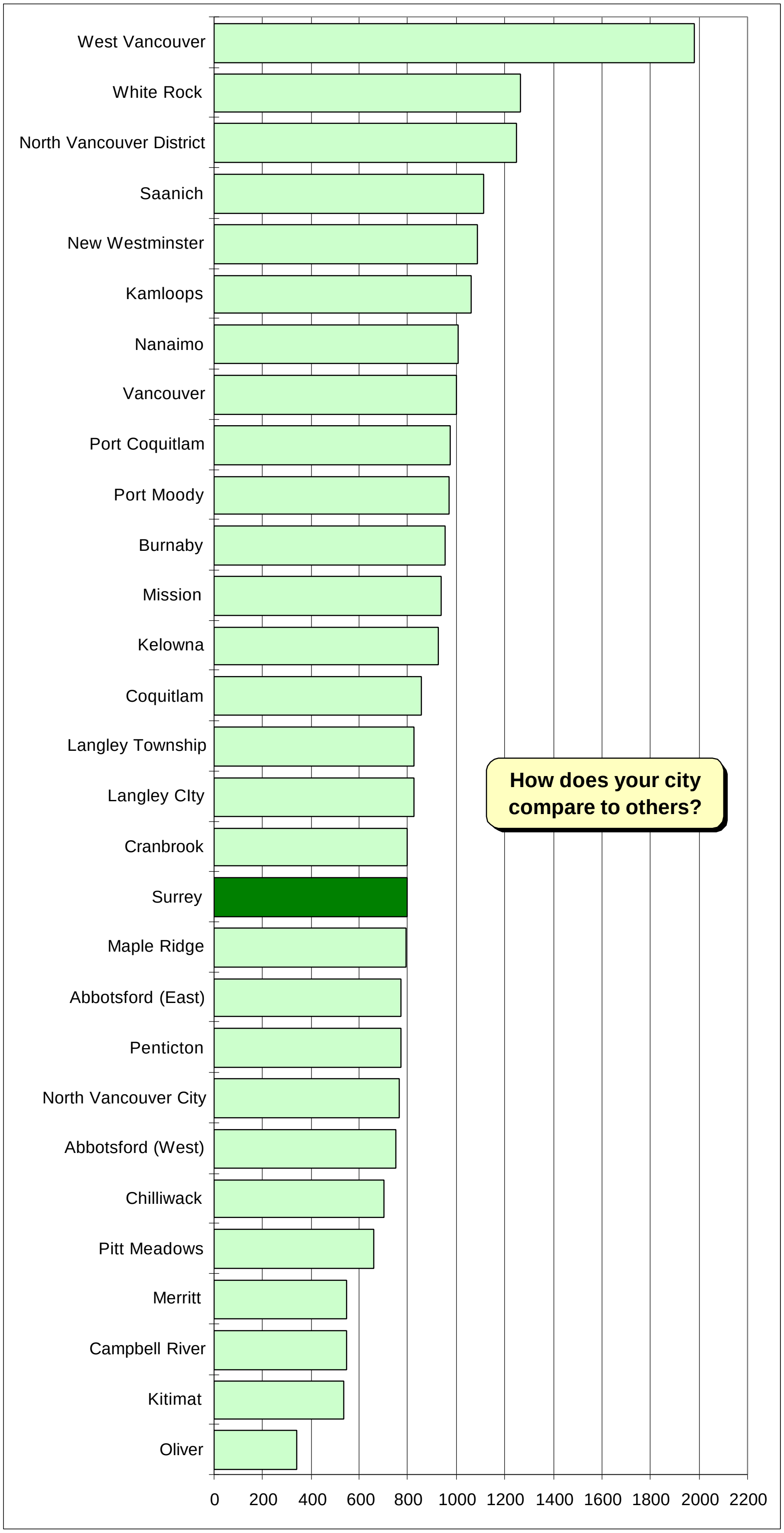
Surrey's property taxes are among the lowest in the region. The above graph indicates that property taxes (including School, GVRD, and other authorities) on the average single family dwelling are the third lowest among neighbouring municipalities.

Household Expenditures vs City Services



This graph illustrates the cost of city services for the average single family dwelling as compared with other household expenditures. For many taxpayers, these costs will be less than the cost of their hydro bills. The cost of protective services (police and fire combined) approximates what many people pay for cablevision .

Comparison of 1998 Taxes



COMPARATIVE 1998 CHARGES ON A RESIDENTIAL DWELLING

Based on Average Assessment of the Taxing Authority

ASSESSED VALUES	Surrey	Langley	Delta	Burnaby	White Rock	Coquitlam	Richmond
Average Assessment	$ 230,000	$ 204,000	$ 251,100	$ 291,200	$ 289,700	$ 244,800	$ 270,600
Total	**$ 230,000**	**$ 204,000**	**$ 251,100**	**$ 291,200**	**$ 289,700**	**$ 244,800**	**$ 270,600**
LEVIES							
School	796	743	832	882	770	827	863
Hospital	48	43	50	58	45	49	54
BCAA	28	25	30	35	27	29	33
GVRD	25	23	28	33	25	28	31
Total	**897**	**834**	**940**	**1,008**	**867**	**933**	**981**
General	799	823	1,309	954	1,262	856	812
Sewer/Drainage Parcel Tax	136	118	0	239	0	227	0
Water Parcel Tax	0	73	0	0	0	0	0
Total	**935**	**1,014**	**1,309**	**1,193**	**1,262**	**1,083**	**812**
Total Taxes	**1,832**	**1,848**	**2,249**	**2,201**	**2,129**	**2,016**	**1,793**
USER RATES							
Water Utility Rates	179	135	192	163	0	163	170
Sewer/Drainage Rates	116	154	178	0	154	0	120
Garbage Collection	154	100	96	0	0	160	167
Total	**449**	**389**	**466**	**163**	**154**	**323**	**457**
TOTAL TAXES AND USER RATES	**$ 2,281**	**$ 2,237**	**$ 2,715**	**$ 2,364**	**$ 2,283**	**$ 2,339**	**$ 2,250**
RANK	**3**	**1**	**7**	**6**	**4**	**5**	**2**

TAXES AND RATES COMPARISON 1998 - 1999

Average Residential single Family Dwelling

ASSESSMENTS	1998	1999 (Preview Roll)	CHANGE (%)
Land	136,300	131,900	-3.2%
Improvements	93,700	95,400	1.8%
Total Assessments	**230,000**	**227,300**	**-1.2%**
TAX LEVIES			
School	796	789	-0.9%
Hospital	48	48	0.0%
BCAA	28	28	0.0%
GVRD	25	26	4.0%
	897	**891**	**-0.7%**
General	799	799	0.0%
Sewer/Drainage Parcel Tax	136	136	0.0%
	935	**935**	**0.0%**
Total Tax Levies	**1,832**	**1,826**	**-0.3%**
USER RATES			
Water Utility Rates	179	187	4.3%
Sewer/Drainage Rates	116	125	7.9%
Garbage Collection	154	160	3.9%
Total User Rates	**449**	**472**	**5.1%**
TOTAL TAXES AND USER RATES	2,281	2,298	0.7%
Home Owner Grant	(470)	(470)	0.0%
NET TAXES AND RATES	**1,811**	**1,828**	**0.9%**

RETURN ON INVESTMENT (INTEREST REVENUE)

New monies in 1999 are projected to be invested at an interest rate of 5.0%. This rate is consistent with projections from several major investment dealers including ScotiaMcLeod, RBC Dominion Securities, and Nesbitt Burns. Interest earnings have been budgeted to moderately decrease in 1999 due to the maturity of some long term bonds that were purchased while interest rates were much higher.

The overall portfolio yield is projected to be 5.2%. This rate reflects the blend of prior years investments at a higher yield with the 1999 investment purchases.

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

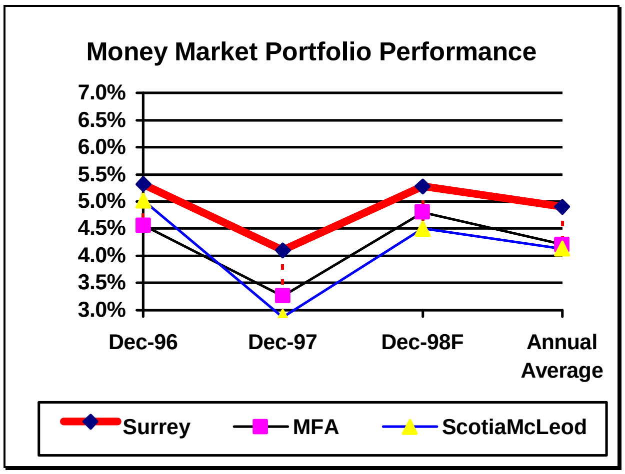
- Money Market Portfolio for securities maturing within 9 months;
- Intermediate Portfolio for securities maturing between 9 and 18 months, and
- Bond Portfolio for securities whose maturity date is over 18 months and less than 5 years.

Portfolio Performance

Our overall investment performance for 1998 is expected to be 5.2%. It is anticipated that this will be the same for 1999. The City is restricted by the types of investments we can purchase, first by the Municipal Act and second by the City's Investment Policy approved by Council February 12, 1996. Our objective is to maximize returns with minimal risk and adequate diversification while adhering to these restrictions. When comparing performance with benchmarks, it is important to be cautious of drawing conclusions based on reported returns over short time lines.

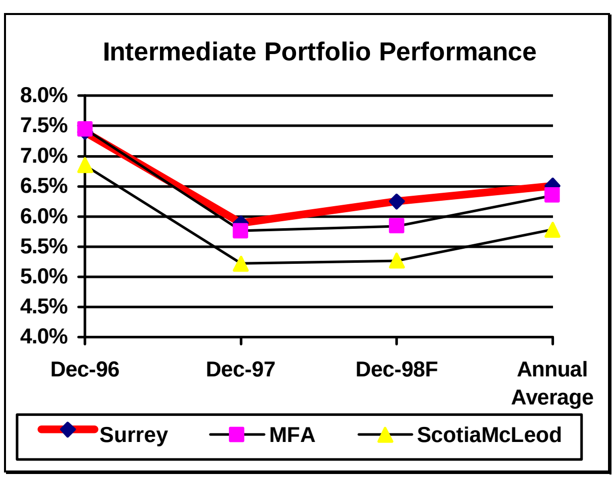
<u>Money Market Portfolio</u>

The following graph compares Surrey's Money Market Portfolio earnings to those of the MFA, and the ScotiaMcLeod 30 treasury bill index. Approximately 48% of Surrey's funds will be invested in money market securities about the end of December.



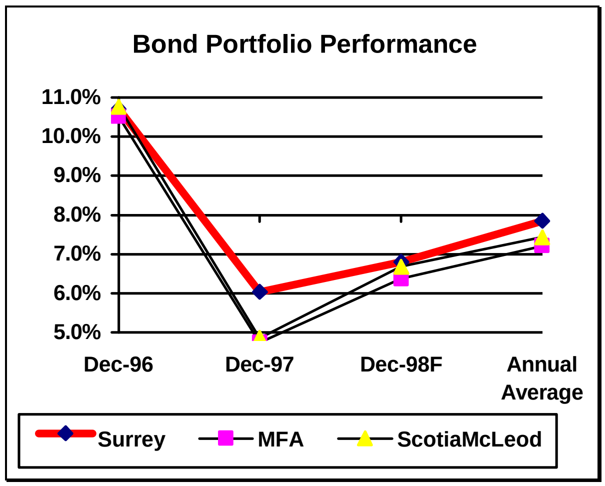
<u>Intermediate Portfolio</u>

The following graph compares returns against the MFA and ScotiaMcLeod one year treasury bill index. Approximately 18% of Surrey's funds will be invested in this fund by the end of December.



Bond Portfolio

The following graph compares Surrey's returns with those of the MFA and the ScotiaMcLeod short term bond index. Surrey's returns reflect a more conservative stance of shorter term securities in its portfolio than either of the other indices. This tends to yield more moderate returns during periods of falling interest rates. Approximately 34% of Surrey's funds will be invested in this portfolio by the end of December.



DEPARTMENTAL REVENUES

This type of revenue consists of Fees, Licences and other Sales of services that Surrey offers. As part of the budget process this year, there were various fees increases approved by Council.

These fee increases follow:

- 3% increase in Business Licences;
- 3% increase in Planning Fees, and
- 3% increase in Building Fees.

These combined fee increases are expected to add about $354,000 to 1999 revenues and have been included in the 1999 Budget.

Council also authorized new fees and these follow:

- Sportsfield Lighting and Tournament Fees;
- Planning Service Fees;
- Re-Inspection Fees for Fire Code Violations, and
- Fees for Fire Investigations.

These combined new fees are expected to generate $156,000 in new revenue and have been included in the 1999 Budget.

1999 BUDGET
3 YEAR CONSOLIDATED OPERATING FORECAST
$ 000's

REVENUE SUMMARY	LINE NO.	1999 BUDGET	2000 BUDGET FORECAST	2001 BUDGET FORECAST
Taxation		**$ 264,678**	$ 271,358	$ 278,207
Collections for Other Authorities		**(134,468)**	(137,830)	(141,275)
Total Taxation for City Purposes	**1**	**130,210**	133,528	136,931
Investment Income	**2**	**13,688**	13,539	13,395
Penalties and Interest on Taxes	**3**	**2,428**	2,501	2,576
Provincial Revenue Sharing Grants	**4**	**1,739**	1,739	1,739
New SMT Initiatives	**5**	**2,704**	799	606
Departmental Revenues	**6**	**82,362**	85,890	87,548
TOTAL REVENUES		**$ 233,131**	**$ 237,996**	**$ 242,794**

EXPENDITURE SUMMARY	LINE NO.	1999 BUDGET	2000 BUDGET FORECAST	2001 BUDGET FORECAST
Debt Interest & Fiscal Services	**7**	**3,065**	3,065	3,065
Operational Expenditures re: New Capital Projects	**8**	**365**	281	0
Council/Millennium Projects	**9**	**350**	300	250
Departmental Expenditures	**10**	**193,189**	197,417	201,647
TOTAL EXPENDITURES		**$ 196,969**	**$ 201,063**	**$ 204,962**

Interest Allocated to Appropriated Surplus	**11**	**$ 2,638**	$ 2,585	$ 2,534
Debt Principal Repaid	**12**	**4,185**	4,281	4,378
Contribution to Capital	**13**	**44,256**	48,204	48,355
Net Tsf. To/(Fm) Approp. Surplus/Reserve	**14**	**(12,588)**	(12,828)	(13,074)
		$ 38,491	**$ 42,243**	**$ 42,193**

Surplus/(Deficit)		**$ (2,329)**	$ (5,310)	$ (4,360)
Transfers (To)/From Surplus		**2,329**	5,310	4,360
BALANCED BUDGET		**$ 0**	**$ 0**	**$ 0**

1999 BUDGET
CONSOLIDATED FINANCIAL SUMMARY
$ 000's

REVENUE SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Taxation	$ 248,339	$ 258,590	$ 253,402	$ 5,188	**$ 264,678**	$ 11,276	4.4 %
Collections for Other Authorities	(126,285)	(130,799)	(127,041)	(3,758)	**(134,468)**	(7,427)	5.8
Total Taxation for City Purposes	122,054	127,791	126,361	1,430	**130,210**	3,849	3.0
Departmental Revenues	80,492	81,075	79,838	1,237	**85,066**	5,228	6.5
Penalties and Interest on Taxes	1,940	2,671	2,250	421	**2,428**	178	7.9
DCC Revenue	39,724	41,600	41,600	0	**50,259**	8,659	20.8
Developer Contributions	7,485	900	900	0	**148**	(752)	(83.6)
Investment Income	12,870	12,688	12,859	(171)	**13,688**	829	6.4
Transfers from Other Governments	6,036	7,029	6,184	845	**3,679**	(2,505)	(40.5)
Asset Disposals	1,381	0	0	0	**0**	0	0.0
TOTAL REVENUES	**$ 271,982**	**$ 273,754**	**$ 269,992**	**$ 5,192**	**$ 285,478**	**$ 19,335**	**7.2 %**

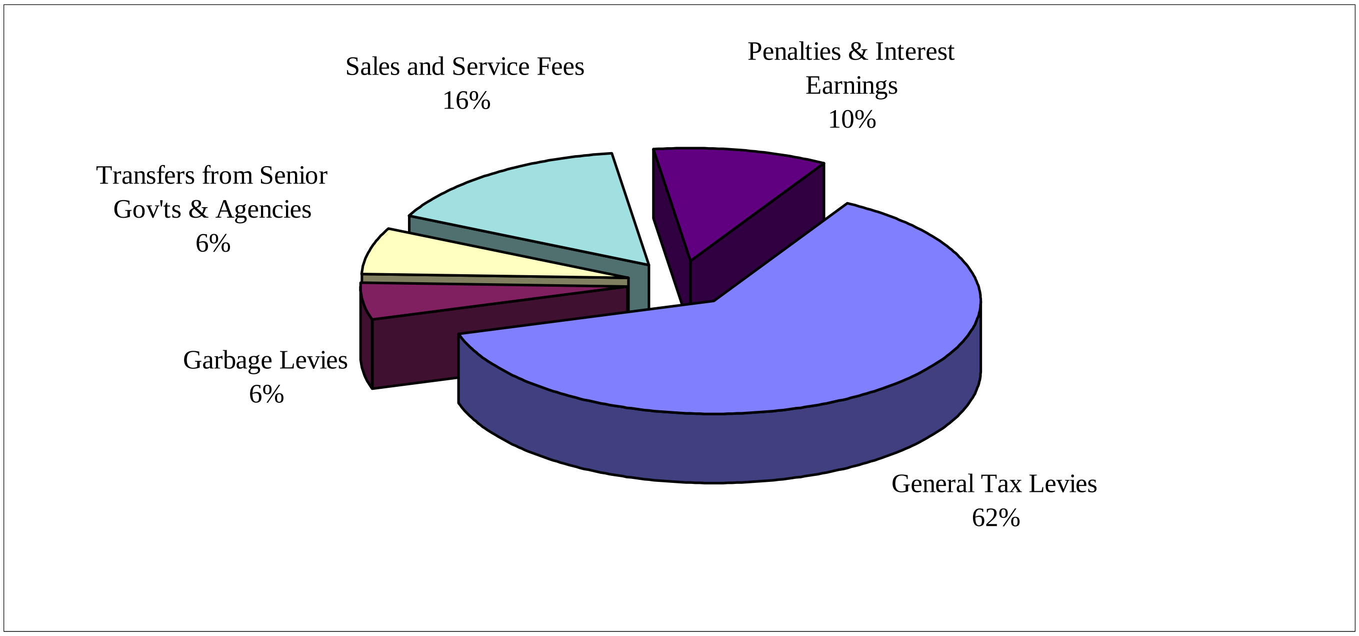
EXPENDITURE SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Debt Interest & Fiscal Services	$ 3,704	$ 3,704	$ 3,524	$ 180	**$ 3,065**	$ (459)	(13.0)
Council/Millennium Projects	0	119	250	(131)	**350**	100	40.0
Departmental Expenditures	175,607	176,202	181,975	(5,773)	**193,554**	11,579	6.4
TOTAL EXPENDITURES	**$ 179,311**	**$ 180,024**	**$ 185,749**	**$ (5,725)**	**$ 196,969**	**$ 11,220**	**6.0 %**

Interest Allocated to Approp. Surplus	$ 2,189	$ 2,401	$ 2,401	$ 0	**$ 2,638**	$ 237	9.9 %
Debt Principal Repaid	3,797	3,724	4,188	(464)	**4,185**	(3)	(0.1)
Capital Assets	90,173	117,726	117,726	0	**136,560**	18,834	16.0
Net Tsf.To/(Fm) Surplus/Reserve	(1,684)	(34,016)	(38,448)	4,432	**(52,545)**	(14,097)	36.7
	$ 94,475	**$ 89,835**	**$ 85,867**	**$ 3,968**	**$ 90,838**	**$ 4,734**	**5.5 %**

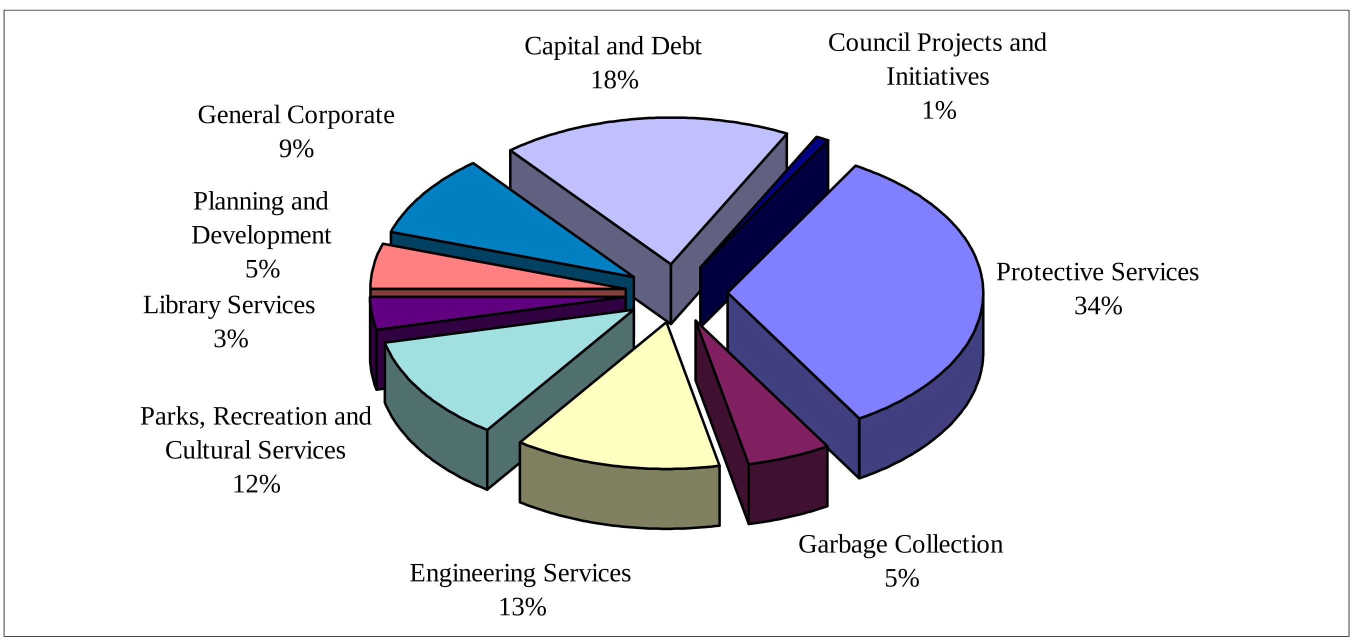
Surplus/(Deficit)	$ (1,804)	$ 3,894	$ (1,624)	$ 5,519	**$ (2,329)**	$ (705)	43.4 %
Transfers (To)/From Surplus	1,804	(3,894)	1,624	(5,519)	**2,329**	705	43.4
BALANCED BUDGET	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**0.0 %**

1998 BUDGET

WHERE THE MONEY COMES FROM:

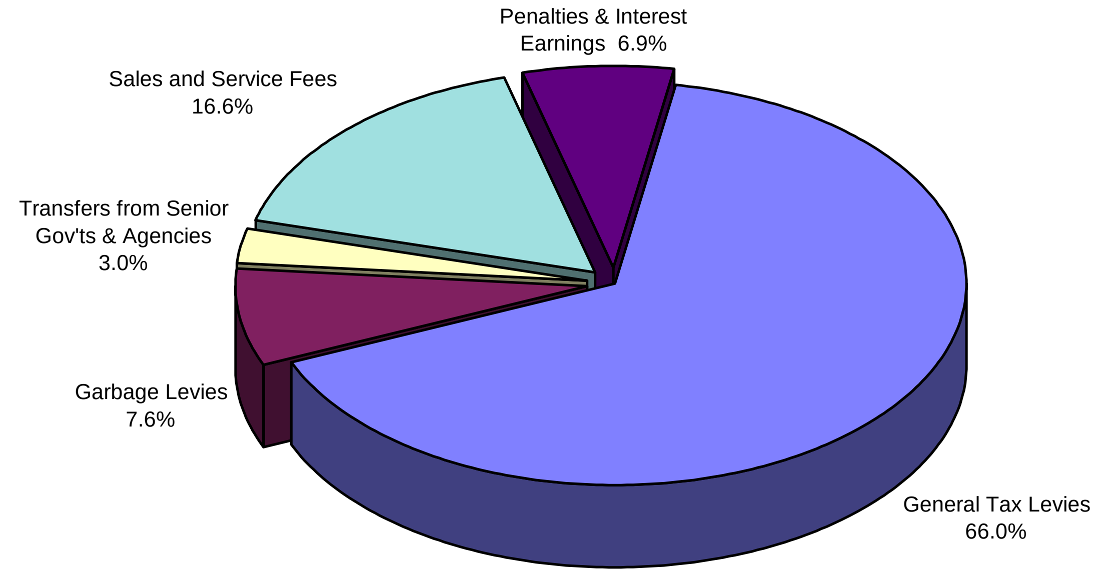


WHERE THE MONEY GOES:

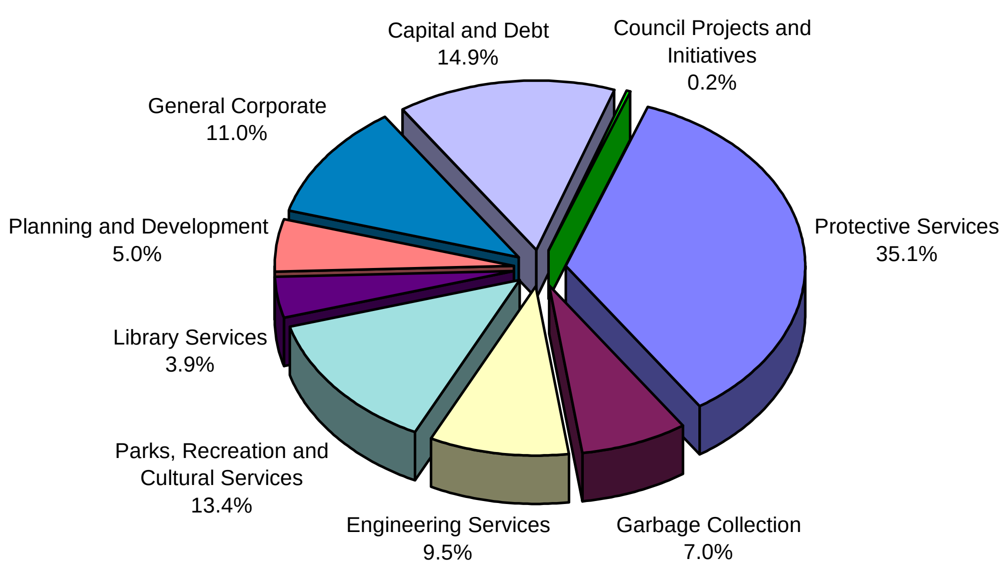


1999 BUDGET

WHERE THE MONEY COMES FROM



WHERE THE MONEY GOES:



The 3 year operating forecast has been prepared using the following assumptions:

Line 1,& 3 Tax related revenues, including collections for other authorities, have been increased by 2.5% per year which matches Surrey's population projections for the same period.

Line 2 & 9 'Investment Income' projections have been based on minimal fluctuations in interest rates over the next two years. This increase is expected to be more than offset by a decrease in working capital due to expenditures of general operating reserve accounts for major capital projects.

Line 4 'Provincial Revenue Sharing Transfers' will remain at the 1999 levels.

Line 5 'New SMT Initiatives' are listed on the "SMT Initiative" schedule located on the page following the Manager's Budget Message.

Line 6 'Departmental Revenues' have been projected to increase by 2.5% each year to align with growth estimates and inflationary increases.

Line 7 & 12 'Debt Servicing' includes the principal and interest repayment of our existing debt obligations. Specifically, this includes long term debt, short term and temporary borrowing.

Line 8 'Operational Expenditures re: New Capital Projects' represents the total of operating costs of all new capital projects itemized in Schedule 10 under the Long Term Capital Plan.

Line 9 'Council Projects' was introduced in 1997 to give Council funding for small unbudgeted projects arising throughout the year. 1999 & 2000 includes additional funding required for millennium projects.

Line 10 'Departmental Expenditures' have been projected to increase by the following:

- 1% salary increases for 1999 to comply with the current CUPE contract
- 3% for all other non-salary items in line with growth and inflation projections.
- operating costs of new capital projects.

Line 13 'Contribution to Capital Program' is the General Operating contribution to the capital plan. Schedule 3 of the Long Term Capital Plan itemizes all contributions to capital.

Line 14 'Transfers to Surplus/Reserves' represent transfers from departmental operations to be spent in future years.

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1999 BUDGET
3 YEAR GENERAL OPERATING FORECAST
$ 000's

REVENUE SUMMARY	LINE NO.	1999 BUDGET	2000 BUDGET FORECAST	2001 BUDGET FORECAST
Taxation		$ 252,099	$ 258,401	$ 264,862
Collections for Other Authorities		(134,468)	(137,830)	(141,275)
Total Taxation for City Purposes	1	117,631	120,572	123,586
Investment Income	2	10,123	9,921	9,722
Penalties and Interest on Taxes	3	2,120	2184	2249
Provincial Revenue Sharing Grants	4	942	942	942
New SMT Initiatives	5	2,704	799	606
Departmental Revenues	6	40,709	43,820	45,057
TOTAL REVENUES		$ 174,229	$ 178,237	$ 182,163

EXPENDITURE SUMMARY	LINE NO.	1999 BUDGET	2000 BUDGET FORECAST	2001 BUDGET FORECAST
Debt Interest & Fiscal Services	7	$ 945	$ 945	$ 945
Operational Expenditures re: New Capital Projects	8	365	281	0
Council/Millennium Projects	9	350	300	250
Departmental Expenditures	10	152,915	156,338	159,746
TOTAL EXPENDITURES		$ 154,575	$ 157,864	$ 160,941

Interest Allocated to Appropriated Surplus	11	$ 2,638	2,585	2,534
Debt Principal Repaid	12	1,446	1,482	1,519
Contribution to Capital	13	18,327	22,127	22,127
Net Transfers To/(From) Appropriated Surplus/Reserve	14	(588)	(588)	(588)
		$ 21,823	$ 25,606	$ 25,592

Surplus/(Deficit)		$ (2,169)	$ (5,234)	$ (4,370)
Transfer (To)/From Surplus		2,169	5,234	4,370
BALANCED BUDGET		$ 0	$ 0	$ 0

1999 BUDGET
GENERAL OPERATING - FINANCIAL SUMMARY
$ 000's

REVENUE SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Taxation	$ 237,993	$ 246,258	$ 241,403	$ 4,855	**$ 252,099**	$ 10,696	4.4 %
Collections for Other Authorities	(126,285)	(130,799)	(127,041)	(3,758)	**(134,468)**	(7,427)	5.8
	111,708	115,459	114,362	1,097	**117,631**	3,269	2.9
Investment Income	9,342	10,065	9,861	204	**10,123**	262	2.7
Penalties and Interest on Taxes	1,940	2,371	2,150	221	**2,120**	(30)	(1.4)
Provincial Revenue Sharing	5,217	5,217	5,277	(60)	**942**	(4,335)	(82.1)
	16,499	17,652	17,288	364	**13,185**	(4,103)	(23.7)
Departmental Revenues	43,376	42,231	41,579	652	**43,413**	1,834	4.4
TOTAL REVENUES	**$ 171,583**	**$ 175,342**	**$ 173,229**	**$ 2,113**	**$ 174,229**	**$ 1,000**	**0.6 %**

EXPENDITURE SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Debt Interest & Fiscal Services	$ 1,114	$ 1,201	$ 943	$ 258	**$ 945**	$ 2	0.2 %
Council/Millennium Projects	0	119	250	(131)	**350**	100	40.0
Departmental Expenditures	134,527	140,204	145,481	(5,277)	**153,280**	7,799	5.4
TOTAL EXPENDITURES	**$ 135,641**	**$ 141,523**	**$ 146,674**	**$ (5,151)**	**$ 154,575**	**$ 7,901**	**5.4 %**

Interest Allocated to Approp. Surplus	$ 2,189	$ 2,795	$ 2,401	$ 0	**$ 2,638**	$ 237	9.9 %
Debt Principal Repaid	1,281	985	1,449	(464)	**1,446**	(3)	(0.2)
Contribution to Capital	20,977	21,623	20,977	646	**18,327**	(2,650)	(12.6)
Net Tsf.To/(Fm) Surplus/Reserve	14,063	7,679	3,028	4,651	**(588)**	(3,616)	(119.4)
	$ 38,510	**$ 33,083**	**$ 27,855**	**$ 4,834**	**$ 21,823**	**$ (6,269)**	**(22.5) %**

Surplus/(Deficit)	$ (2,568)	$ 736	$ (1,300)	$ 2,036	**$ (2,169)**	$ (869)	66.8 %
Transfers (To)/From Surplus	2,568	(736)	1,300	(2,036)	**2,169**	869	66.8
BALANCED BUDGET	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**0.0 %**

1999 BUDGET
GENERAL OPERATING - REVENUE SUMMARY
$ 000's

REVENUE SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Corporate Revenues							
Taxation							
Base Levy	$ 231,872	$ 236,748	$ 232,598	$ 4,150	**$ 242,983**	$ 10,385	4.5 %
Assessment Growth (City's Portion)	0	3,400	2,782	618	**2,800**	18	0.6
Grants in Lieu	5,959	6,075	6,000	75	**6,285**	285	4.8
Special Assessments	162	35	23	12	**31**	8	34.8
	237,993	246,258	241,403	4,855	**252,099**	10,696	4.4
Collections for Other Authorities							
Provincial School Taxes	(107,146)	(112,865)	(109,685)	(3,180)	**(116,250)**	(6,565)	6.0
Greater Vancouver Regional Hospital	(5,776)	(6,273)	(6,251)	(22)	**(6,439)**	(188)	3.0
Greater Vancouver Regional District	(3,077)	(3,328)	(3,276)	(52)	**(3,427)**	(151)	4.6
B.C. Assessment Authority	(3,759)	(3,931)	(3,860)	(71)	**(4,070)**	(210)	5.4
Municipal Finance Authority	(7)	(7)	(8)	1	**(8)**	0	0.0
Urban Transit	(3,171)	(3,448)	(3,259)	(189)	**(3,551)**	(292)	9.0
Grants in Lieu of Taxes	(873)	(947)	(702)	(245)	**(723)**	(21)	3.0
GVRD/Landfill Operations	(2,476)	0	0	0	**0**	0	0.0
	(126,285)	(130,799)	(127,041)	(3,758)	**(134,468)**	(7,427)	5.8
Other							
Investment Income	9,342	10,065	9,861	204	**10,123**	262	2.7
Penalties and Interest on Taxes	1,940	2,371	2,150	221	**2,120**	(30)	(1.4)
Provincial Revenue Sharing	5,217	5,217	5,277	(60)	**942**	(4,335)	(82.1)
	16,499	17,652	17,288	364	**13,185**	(4,103)	(23.7)
Total Corporate Revenues	**128,207**	**133,111**	**131,650**	**1,461**	**130,816**	**(834)**	**(0.6)**
Departmental Revenues							
General Government							
Office of the Mayor	0	0	0	0	**1**	1	100.0
City Manager	3,054	3,361	3,797	(436)	**3,506**	(291)	(7.7)
Legislative Services	33	22	18	4	**17**	(1)	(5.6)
Finance & Technology	780	817	727	90	**729**	2	0.3
Human Resources	0	0	0	0	**0**	0	0.0
	3,867	4,200	4,542	(342)	**4,253**	(289)	(6.4)
Protection Services							
Fire	30	494	15	479	**801**	786	5240.0
RCMP	673	667	600	67	**610**	10	1.7
	703	1,161	615	546	**1,411**	796	129.4
Other							
Engineering Services	20,957	17,334	17,771	(437)	**18,003**	232	1.3
Parks, Recreation & Culture	7,110	8,614	7,746	868	**8,540**	794	10.3
Surrey Public Library	1,090	1,096	1,145	(49)	**1,195**	50	4.4
Planning & Development	9,650	9,826	9,760	66	**10,011**	251	2.6
	38,806	36,870	36,422	448	**37,749**	1,327	3.6
Total Departmental Revenues	**43,376**	**42,231**	**41,579**	**652**	**43,413**	**1,833**	**4.4**
TOTAL REVENUES	**$ 171,583**	**$ 175,342**	**$ 173,229**	**$ 2,113**	**$ 174,229**	**$ 1,000**	**0.6 %**

1999 BUDGET
GENERAL OPERATING - EXPENDITURE SUMMARY
$ 000's

EXPENDITURE SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Debt Interest & Fiscal Services							
External Debt	$ 10	$ 112	$ 235	$ (123)	**$ 235**	$ 0	0.0 %
Internal Debt - Local Improvements	640	690	392	298	**390**	(2)	(0.5)
Fiscal Charges	464	400	316	84	**320**	4	1.3
	1,114	1,201	943	258	**945**	2	0.2
Council/Millennium Projects	0	119	250	(131)	**350**	100	40.0
Departmental Expenditures							
General Government							
Office of the Mayor	244	231	233	(2)	**479**	246	105.6
Council	444	340	362	(22)	**341**	(21)	(5.8)
City Grants	737	711	716	(5)	**730**	14	2.0
City Manager	4,220	4,440	4,482	(42)	**4,261**	(221)	(4.9)
Legislative Services	2,431	2,448	2,405	43	**2,864**	459	19.1
Finance & Technology	6,374	6,648	7,986	(1,338)	**8,391**	405	5.1
Human Resources	1,534	1,520	1,598	(78)	**1,737**	139	8.7
	15,984	16,338	17,782	(1,444)	**18,803**	1,021	5.7
Protection Services							
Fire	23,130	25,113	24,727	386	**26,247**	1,520	6.1
RCMP	31,757	33,174	35,745	(2,571)	**37,548**	1,803	5.0
	54,887	58,287	60,472	(2,185)	**63,795**	3,323	5.5
Other							
Engineering Services	26,094	25,048	27,557	(2,509)	**29,205**	1,648	6.0
Parks, Recreation & Culture	21,565	24,264	23,106	1,158	**24,665**	1,559	6.7
Surrey Public Library	6,381	6,550	6,647	(97)	**7,013**	366	5.5
Planning & Development	9,528	8,987	9,131	(144)	**9,068**	(63)	(0.7)
Operating Contingency	89	731	786	(55)	**731**	(55)	(7.0)
	134,527	140,204	145,481	(5,277)	**153,280**	7,854	5.4
Total Departmental Expenditures	**134,527**	**140,204**	**145,481**	**(5,277)**	**153,280**	**7,799**	**5.4**
Interest Allocated to Approp. Surplus	2,189	2,795	2,401	394	**2,638**	237	9.9
Debt Principal Repaid							
External Debt	778	354	835	(481)	**883**	48	5.7
Internal Debt - Local Improvements	503	631	614	17	**563**	(51)	(8.3)
	1,281	985	1,449	(464)	**1,446**	(3)	(0.2)
Contribution to Capital	20,977	21,623	20,977	646	**18,327**	(2,650)	(12.6)
Net Tsf. To/(Fm) Surplus/Reserve							
Appropriated Surplus	11,428	5,038	387	4,651	**(2,180)**	(2,567)	(663.3)
Reserve Funds	2,635	2,642	2,641	1	**1,592**	(1,049)	(39.7)
	14,063	7,679	3,028	4,651	**(588)**	(3,616)	(119.4)
TOTAL EXPENDITURES	**$ 174,151**	**$ 174,606**	**$ 174,529**	**$ 77**	**$ 176,398**	**$ 1,869**	**1.1 %**

1999 BUDGET
DEPARTMENTAL PROGRAM SUMMARY
GENERAL GOVERNMENT

NET PROGRAMS	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Office of the Mayor	$ 244	$ 232	$ 234	$ (2)	**$ 485**	$ 251	107.3 %
Council	426	340	362	(22)	**341**	(21)	(5.8)
City Grants	702	702	702	0	**716**	14	2.0
City Manager							
Administration	485	405	436	(31)	**385**	(51)	(11.7)
Business Development Office	0	311	382	(71)	**396**	14	3.7
Bylaw Services	(499)	(460)	(971)	511	**(677)**	294	(30.3)
Communications & Public Affairs	613	475	506	(31)	**310**	(196)	(38.7)
Legal Services	581	323	317	6	**377**	60	18.9
	1,181	1,053	670	383	**791**	121	18.1
Legislative Services							
Administration	826	966	868	98	**1,091**	223	25.7
Board of Variance	(10)	(2)	0	(2)	**0**	0	0.0
Election	257	163	163		**219**	56	34.4
Mail Processing	318	335	362	(27)	**383**	21	5.8
Records Management	572	555	670	(115)	**332**	(338)	(50.4)
Reprographics	496	517	531	(14)	**541**	10	1.9
	2,458	2,533	2,594	(61)	**2,566**	(28)	(1.1)
Finance & Technology							
Accounting Services	1,252	1,242	1,158	84	**1,226**	68	5.9
Direction , Marketing & Administration	434	649	760	(111)	**782**	22	2.9
Financial Planning	375	371	382	(11)	**253**	(129)	(33.8)
Financial Reporting	423	395	437	(42)	**332**	(105)	(24.0)
Department Leadership Division	274	289	321	(32)	**330**	9	2.8
Risk Management	1,000	994	994	0	**998**	4	0.4
Strategic Development	0	0	0	0	**122**	122	100.0
Taxation & Cash Management	(43)	(48)	(50)	2	**53**	103	(206.0)
Technology Planning	357	405	318	87	**466**	148	46.5
Technology Deployment	602	667	779	(112)	**642**	(137)	(17.6)
Technology Client Services	334	475	474	1	**499**	25	5.3
Technology Operations	1,475	1,280	1,261	19	**1,431**	170	13.5
	6,483	6,719	6,834	(115)	**7,134**	300	4.4
Human Resources							
Compensation & Benefits	150	250	190	60	**219**	29	15.3
Employment	406	370	350	20	**435**	85	24.3
Administration	381	328	354	(26)	**373**	19	5.4
Labour Relations	186	169	140	29	**148**	8	5.7
Occupational Health & Safety	140	182	209	(27)	**231**	22	10.5
Organizational & Staff Development	271	224	331	(107)	**326**	(5)	(1.5)
	1,534	1,523	1,574	(51)	**1,732**	158	10.0
NET PROGRAM TOTAL	**$ 13,028**	**$ 13,103**	**$ 12,970**	**$ 133**	**$ 13,765**	**$ 795**	**6.1 %**

1999 BUDGET
DEPARTMENTAL PROGRAM SUMMARY
PROTECTION SERVICES

NET PROGRAMS	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Fire							
Administration	$ 894	$ 819	$ 850	$ (31)	**$ 805**	$ (45)	(5.3) %
Emergency Planning	37	67	86	(19)	**84**	(2)	(2.3)
Mechanics	620	770	605	165	**621**	16	2.6
Prevention	635	605	664	(59)	**502**	(162)	(24.4)
Public Education & Safety	163	181	175	6	**189**	14	8.0
Radio & Communications	764	775	790	(16)	**909**	119	15.1
Suppression	20,507	21,742	21,575	167	**21,744**	169	0.8
Training	245	507	531	(24)	**556**	25	4.7
Volunteers	1,870	1,797	2,077	(280)	**1,628**	(449)	(21.6)
	25,735	27,261	27,353	(92)	**27,038**	(315)	(1.2)
RCMP							
Administration	2,573	2,817	3,284	(467)	**3,387**	103	3.1
District Offices	291	630	880	(250)	**1,127**	247	28.1
Operations	2,747	2,618	2,959	(341)	**2,852**	(107)	(3.6)
Operations Support	690	664	815	(151)	**672**	(143)	(17.5)
Protection Reserve	3,252	650	0	650	**0**	0	0.0
RCMP Contract	24,650	25,979	26,970	(991)	**28,533**	1,563	5.8
Officer In Charge Management Services	184	250	238	12	**400**	162	68.1
	34,387	33,608	35,146	(1,538)	**36,971**	1,825	5.2
NET PROGRAM TOTAL	**$ 60,122**	**$ 60,869**	**$ 62,499**	**$ (1,630)**	**$ 64,009**	**$ 1,510**	**2.4 %**

1999 BUDGET
DEPARTMENTAL PROGRAM SUMMARY
OTHER DEPARTMENTS

NET PROGRAMS	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Engineering Services							
Administration	$ 746	$ 946	$ 946	$	**$ 58**	$ (888)	(93.9)
Facilities	1,699	1,922	1,919	3	**1,954**	35	1.8
Real Estate	(1,260)	(1,359)	(1,819)	460	**(1,412)**	407	(22.4)
Land Development	0		0		**0**	0	0.0
Road	8,423	5,936	5,984	(48)	**5,805**	(179)	(3.0)
Traffic	3,604	3,615	3,875	(260)	**4,081**	206	5.3
Garage and Equipment	0	0	0	0	**0**	0	0.0
Gravel Operations	0	0	0	0	**0**	0	0.0
Solid Waste Collection & Disposal	(167)	(360)	(360)		**(725)**	(365)	101.4
Port Mann Landfill	0		0		**0**	0	0.0
	13,046	10,700	10,545		**9,761**	(365)	(3.5)
Parks, Recreation & Culture							
Arenas	783	924	883	41	**652**	(231)	(26.2)
Art Centre	896	1,012	973	39	**1,010**	37	3.8
Community Halls	72	87	93	(6)	**60**	(33)	(35.5)
Community Recreation Office	1,144	1,419	1,345	74	**1,373**	28	2.1
Heritage Services	511	538	525	13	**564**	39	7.4
Indoor Pools	963	1,047	956	91	**1,480**	524	54.8
Management, Integration & Volunteers	399	687	684	3	**828**	144	21.1
Outdoor Pools	775	743	744	(1)	**751**	7	0.9
Parks Division	6,230	6,491	6,543	(52)	**6,625**	82	1.3
Planning, Marketing & Administration	1,785	1,795	1,686	109	**1,844**	158	9.4
Seniors Centres	483	491	507	(16)	**503**	(4)	(0.8)
Youth Centres	513	415	421	(6)	**469**	48	11.4
	14,554	15,650	15,360	290	**16,159**	799	5.2
Surrey Public Library							
Administration	(239)	(329)	(317)	(12)	**(308)**	9	(2.8)
Community Relations	125	161	131	30	**149**	18	13.7
Public Services	3,689	3,684	3,677	7	**3,979**	302	8.2
Technical Services	1,726	1,866	1,891	(25)	**1,938**	47	2.5
	5,301	5,382	5,382	25	**5,758**	329	6.1
Planning and Development							
Area Planning & Development	538	1,300	1,430	(130)	**1,490**	60	4.2
Building	(5,081)	(4,744)	(4,545)	(199)	**(4,893)**	(348)	7.7
Administration	3,580	2,590	2,467	123	**2,462**	(5)	(0.2)
Heritage Advisory Committee	36	36	36		**37**	1	2.8
	(927)	(818)	(612)	(206)	**(904)**	(292)	47.7
Operating Contingency	89	731	786	(55)	**731**	(55)	(7.0)
NET PROGRAM TOTAL	**$ 32,063**	**$ 31,645**	**$ 31,461**	**$ 184**	**$ 31,505**	**$ 44**	**0.1 %**

SURREY
CITY OF PARKS

1999 BUDGET
SIGNIFICANT CHANGES
GENERAL OPERATING - CORPORATE

SIGNIFICANT CHANGES		SUMMARY
REVENUES		
1998 ADOPTED BUDGET		**$ 184,412,000**
Transfer Interest Expense to Net	(10,276,000)	
Transfer Local Improvement Levies to Debt Servicing	(395,000)	
Department Reallocations between Revenues & Expenses	(481,000)	(11,152,000)
1998 ADJUSTED BUDGET		**$ 173,260,000**
Taxation		
Increase due to Growth	3,269,000	3,269,000
Investment Income		
Increase in Anticipated Return on Investment	262,000	262,000
Penalties and Interest on Taxes	(30,000)	(30,000)
Provincial Revenue Sharing		
Elimination of Unconditional Grant From Province	(5,277,000)	
Implementation of Traffic Violations Revenue Sharing Program	942,000	(4,335,000)
Departmental Revenues	1,483,000	1,483,000
Total Changes in Revenues		**649,000**
1999 REVENUE BUDGET		**$ 173,909,000**
EXPENDITURES		
1998 ADOPTED BUDGET		**$ 184,412,000**
Transfer Interest Expense to Net	(10,276,000)	
Department Reallocations between Revenues, Expenses & Transfers	(481,000)	
Transfer Local Improvement Levies to Debt Servicing	(395,000)	(11,152,000)
1998 ADJUSTED BUDGET		**$ 173,260,000**
Debt Interest & Fiscal Services		
Increase from anticipated increases in interest rates	2,000	2,000
Council /Milennium Projects		
Increases to support the increased Milennium Requirements	100,000	100,000
Departmental Expenditures	8,359,000	8,359,000
Interest Allocated to Appropriated Surplus	237,000	237,000
Debt Principle Repaid		
Debt Principle is declining	(3,000)	(3,000)
Contributions to Capital		
Decreases due to funding cuts from the Province	(2,650,000)	(2,650,000)
Net Transfers To/(Fm) Surplus/Reserves		
Decreases due to changes to Reserve Policies	(4,527,000)	(4,527,000)
Surplus/(Deficit)		
Increase to Deficit due to funding cuts from the Province	(869,000)	(869,000)
Total Changes in Expenditures		**649,000**
1999 EXPENDITURES BUDGET		**$ 173,909,000**
1999 BUDGET		**$ 0**

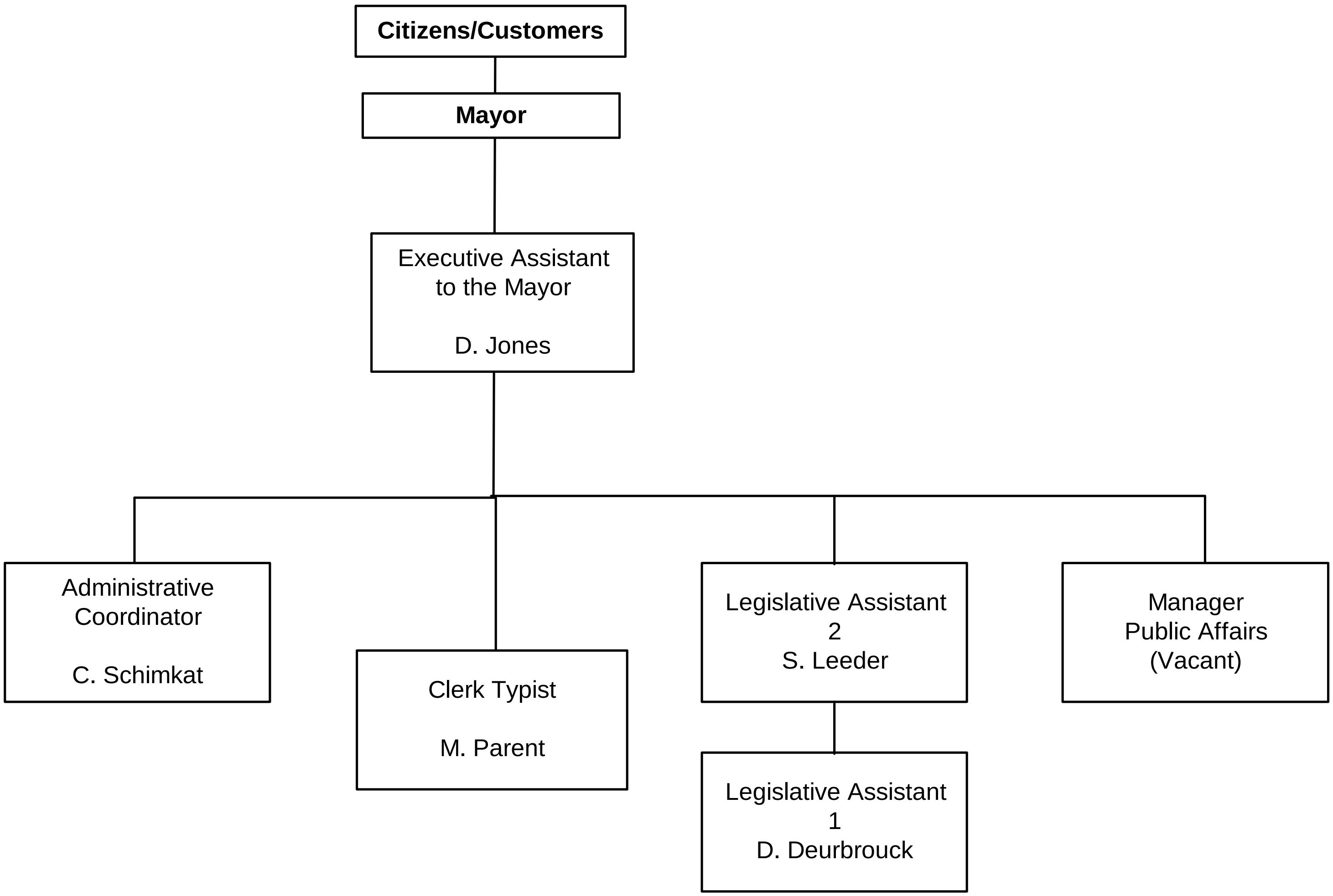
1999 BUDGET
GENERAL OPERATING FUND - CHANGES IN APPROPRIATED SURPLUS
$ 000's

	Balance Jan. 1/98	1998 Open Balance Adjustments	1998 Additions	Actual 1998 Interest	1998 Expend.	1998 Realignment	Balance Dec. 31/98	1998 (WIP) Capital Program	1999 Capital Program	1999 Balance
Work in Progress - Operating										
General Government	$ 1,676	$ 0	$ 628	$ 0	$ (229)	$ (48)	**$ 2,027**	$ 0	$ 0	**$ 2,027**
Public Works	996	0	15	0	0	(966)	**45**	0	0	**45**
Planning	267	0	0	0	0	0	**267**	0	0	**267**
RCMP	0	0	400	0	0	0	**400**	0	0	**400**
Fringe Benefits	1,480	0	115	0	(118)	(1,477)	**0**	0	0	**0**
Variable Pay	42	0	113	0	0	0	**154**	0	0	**154**
Superannuation	696	0	0	35	(23)	0	**709**	0	0	**709**
Equipment/Operating Rates Stabilization	4,200	(3,587)	658	213	3,587	(1,484)	**3,587**	(3,587)	0	**0**
Self Insurance	7,960	(50)	349	403	25	(8,636)	**50**	(50)	0	**0**
Local Improvement Debt	454	0	12	0	0	0	**466**	0	0	**466**
Revenue Stabilization	1,938	0	0	0	0	(1,938)	**0**	0	0	**0**
Tax Rate Equalization	1,500	0	0	0	0	(1,500)	**0**	0	0	**0**
Working Capital Requirements	8,607	0	0	0	0	(8,607)	**0**	0	0	**0**
	29,816	(3637)	2,289	651	3,243	(24656)	**7,706**	(3,637)	0	**4,069**
Work in Progress - Mixed Uses										
General Government	860	(36)	0	0	0	(644)	**179**	0	0	**179**
Public Works	613	63	12	0	0	(490)	**198**	0	0	**198**
Recreation Programs & Projects	516	(289)	0	0	0	0	**228**	0	0	**228**
Garbage Collection & Disposal	21,310	(16,982)	(217)	1,556	6,033	(5,300)	**6,401**	(6,165)	0	**236**
Police Protection - Donations	137	(28)	1	0	10	0	**121**	(28)	0	**92**
Police Protection	3,711	(3,891)	650	188	2,003	(658)	**2,003**	(2,003)	0	**0**
Fire Protection	832	(208)	0	42	52	(666)	**52**	(52)	0	**0**
	27,979	(21371)	446	1,787	8,099	(7758)	**9,181**	(8,247)	0	**933**
Work in Progress - Capital										
Land Acquisition	1,782	1,077	15	0	7,795	0	**10,669**	(9,959)	0	**710**
Land Acquisition - Gravel	2,570	0	2	130	0	(2,702)	**0**	0	0	**0**
Building Construction	4,248	19,219	1,386	0	(10,472)	0	**14,382**	(2,331)	0	**12,051**
Engineering Structures	20,035	(4,964)	10,762	0	(728)	0	**25,105**	(12,781)	0	**12,324**
Equipment	7,127	1,926	230	0	(1,431)	0	**7,852**	(4,058)	(1,961)	**1,834**
Industrial Dev. (Section 286 Levies)	4,468	(2,200)	171	226	1,444	(2,484)	**1,625**	(1,625)	0	**0**
Capital Contingency	444	327	0	0	0	0	**771**	0	0	**771**
Capital Reserve	4,324	(967)	0	0	0	0	**3,357**	0	0	**3,357**
	44,999	14,418	12,566	357	(3,392)	(5,186)	**63,762**	(30,754)	(1,961)	**31,047**
Work in Progress - Capital Current Year										
Engineering Structures	0	1,000	0	0	0	0	**1,000**	0	0	**1,000**
Equipment	0	1,566	0	0	0	0	**1,566**	0	0	**1,566**
Capital Contingency & Reserve	0	1,400	0	0	0	0	**1,400**	0	0	**1,400**
	0	3,966	0	0	0	0	**3,966**	0	0	**3,966**
Subtotal	**$ 102,794**	**$ (6,624)**	**$ 15,302**	**$ 2,795**	**$ 7,949**	**$ (37,601)**	**$ 84,614**	**$ (42,638)**	**$ (1,961)**	**$ 40,015**

1999 BUDGET
GENERAL OPERATING FUND - CHANGES IN APPROPRIATED SURPLUS
$ 000's

	Balance Jan. 1/98	1998 Open Balance Adjustments	1998 Additions	Actual 1998 Interest	1998 Expend.	1998 Realignment	Balance Dec. 31/98	1998 (WIP) Capital Program	1999 Capital Program	1999 Balance
Balance Forward	$ 102,794	$ (6624)	$ 15,302	$ 2,795	$ 7,949	$ (37601)	$ 84,614	$ (42638)	$ (1961)	$ 40,015
Work in Progress - Capital Future Year										
Building Construction	780	0	0	0	0	0	780	0	0	780
Engineering Structures	329	3,057	0	0	0	0	3,385	0	0	3,385
Equipment	430	235	0	0	0	0	665	0	0	665
	1,538	3,292	0	0	0	0	4,830	0	0	4,830
Operating & Business Stabilization										
Operating Contingency	0	0	0	0	0	3,500	3,500	0	0	3,500
Operating Emergencies	0	0	0	0	0	1,000	1,000	0	0	1,000
Enviromental Emergencies	0	0	0	0	0	2,000	2,000	0	0	2,000
Interest Stabilization	0	0	0	0	0	1,000	1,000	0	0	1,000
Revenue Stabilization	0	0	0	0	0	3,000	3,000	0	0	3,000
Self Insurance	0	0	0	0	0	8,636	8,636	0	0	8,636
Innovation Fund	0	0	0	0	0	1,000	1,000	0	0	1,000
Capital Legacy Fund	0	0	0	0	0	15,897	15,897	0	0	15,897
	0	0	0	0	0	36,034	36,034	0	0	36,034
TOTAL	$ 104,333	$ (3,333)	$ 15,302	$ 2,795	$ 7,949	$ (1,568)	$ 125,478	$ (42,638)	$ (1,961)	$ 80,879

MAYOR ORGANIZATION CHART



1999 BUDGET
DEPARTMENTAL OPERATIONS
OFFICE OF THE MAYOR

PROGRAM SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Mayor's General	$ 244,000	$ 232,000	$ 234,000	$ (2,000)	**$ 485,000**	$ 251,000	107.3 %
NET DEPARTMENT TOTAL	**$ 244,000**	**$ 232,000**	**$ 234,000**	**$ (2,000)**	**$ 485,000**	**$ 251,000**	**107.3 %**

ACCOUNT SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ (1,000)**	$ (1,000)	100.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**(1,000)**	(1,000)	100.0
Expenditures							
Salaries and Benefits	216,000	220,000	218,000	2,000	**409,000**	191,000	87.6
Operating Costs	26,000	26,000	34,000	(8,000)	**159,000**	125,000	367.6
Internal Services Used	2,000	5,000	1,000	4,000	**1,000**	0	0.0
Internal Services Recovered	0	(20,000)	(20,000)	0	**(90,000)**	(70,000)	350.0
External Recoveries	0	0	0	0	**0**	0	0.0
	244,000	231,000	233,000	(2,000)	**479,000**	246,000	105.6
Net Operations Total	**244,000**	**231,000**	**233,000**	**(2,000)**	**478,000**	**245,000**	**105.2**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	1,000	1,000	0	**7,000**	6,000	600.0
	0	1,000	1,000	0	**7,000**	6,000	600.0
NET DEPARTMENT TOTAL	**$ 244,000**	**$ 232,000**	**$ 234,000**	**$ (2,000)**	**$ 485,000**	**$ 251,000**	**107.3 %**

1999 BUDGET
SIGNIFICANT CHANGES
MAYOR'S OFFICE

SIGNIFICANT CHANGES		SUMMARY
1998 ADOPTED BUDGET		**$ 234,500**
Rounding	(500)	(500)
1998 ADJUSTED BUDGET		**$ 234,000**
Revenues		
Sales and Services	(1,000)	(1,000)
Taxation and Other	0	0
Total Change in Revenues		**(1,000)**
Expenditures		
Salaries/Wages & Benefits		
Transfer of 2 f/t staff from Legislative dept. - Council Administrative	90,900	
Transfer of 2 f/t staff from Legislative dept. - annual salary increase	1,600	
Transfer of p/t from Legislative dept	25,000	
Transfer from Public Affairs - Communications Officer	66,400	
Annual Salary Increase - Mayor's Administrative	7,100	191,000
Operating Costs		
Transfer from Public Affairs	125,000	125,000
Internal Services Used		
Internal Services Recovered		
Transfer from Public Affairs	(70,000)	(70,000)
Transfers to Own Sources		
Variable pay contribution	6,000	6,000
Total Change in Expenditures		**252,000**
1999 BUDGET		**$ 485,000**

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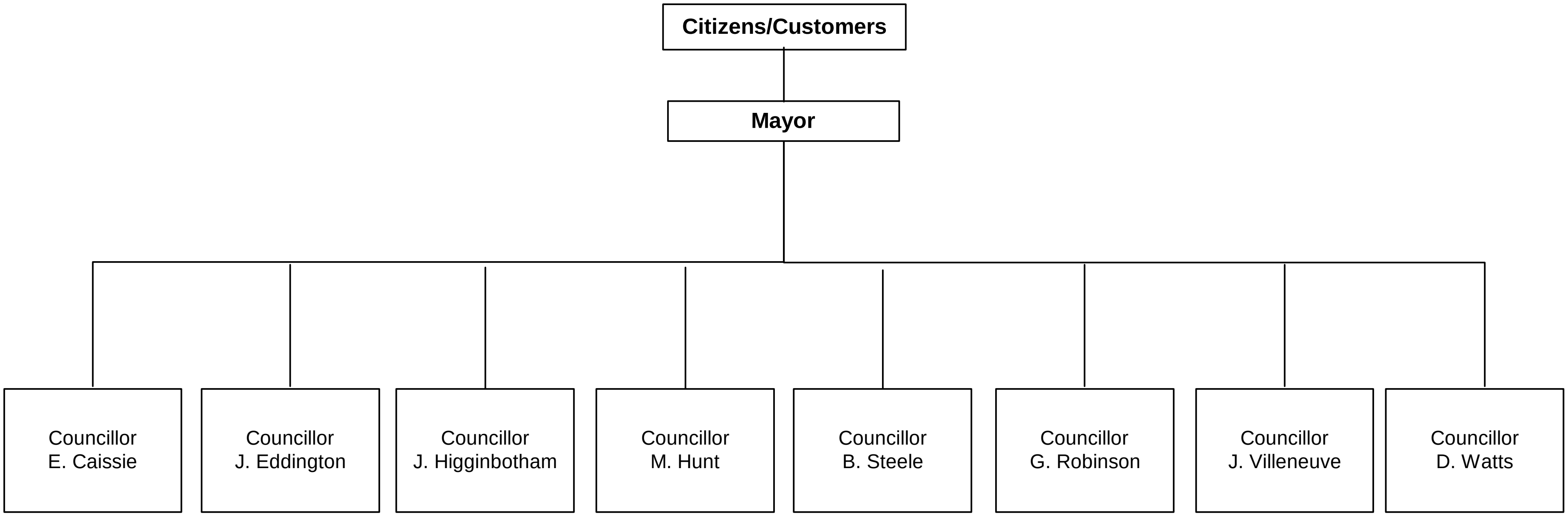
COUNCIL ORGANIZATION CHART



1999 BUDGET
DEPARTMENTAL OPERATIONS
COUNCIL

PROGRAM SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Council General	$ 426,000	$ 340,000	$ 362,000	$ (22,000)	**$ 341,000**	$ (21,000)	(5.8) %
NET DEPARTMENT TOTAL	**$ 426,000**	**$ 340,000**	**$ 362,000**	**$ (22,000)**	**$ 341,000**	**$ (21,000)**	**(5.8) %**

ACCOUNT SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	233,000	226,000	237,000	(11,000)	**240,000**	3,000	1.3
Operating Costs	211,000	153,000	165,000	(12,000)	**141,000**	(24,000)	(14.5)
Internal Services Used	0	1,000	0	1,000	**0**	0	0.0
Internal Services Recovered	0	(40,000)	(40,000)	0	**(40,000)**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	444,000	340,000	362,000	(22,000)	**341,000**	(21,000)	(5.8)
Net Operations Total	**444,000**	**340,000**	**362,000**	**(22,000)**	**341,000**	**(21,000)**	**(5.8)**
Transfers							
Transfer From Own Sources	(18,000)	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	(18,000)	0	0	0	**0**	0	0.0
NET DEPARTMENT TOTAL	**$ 426,000**	**$ 340,000**	**$ 362,000**	**$ (22,000)**	**$ 341,000**	**$ (21,000)**	**(5.8) %**

1999 BUDGET
SIGNIFICANT CHANGES
COUNCIL

SIGNIFICANT CHANGES		SUMMARY
1998 ADOPTED BUDGET		**$ 362,000**
1998 ADJUSTED BUDGET		**$ 362,000**
Revenues		
Sales and Services	0	0
Taxation and Other	0	0
Total Change in Revenues		**0**
Expenditures		
Salaries/Wages & Benefits		
Annual salary increase	3,000	3,000
Operating Costs		
Increase in FCM & UBCM membership, and computer training	6,000	
Transfer Food/Beverage to Legislative	(30,000)	(24,000)
Internal Services Used	0	0
Internal Services Recovered	0	0
Transfers to Own Sources	0	0
Total Change in Expenditures		**(21,000)**
1999 BUDGET		**$ 341,000**

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1999 BUDGET
DEPARTMENTAL OPERATIONS
CITY GRANTS

PROGRAM SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Carry Forward Funds	$ (35,000)	$ (9,000)	$ (14,000)	$ 5,000	**$ (14,000)**	$ 0	0.0 %
City Portion of Land Use/Tax	0	2,000	4,000	(2,000)	**4,000**	0	0.0
Community, Promotion & Environment	73,000	35,000	36,000	(1,000)	**36,000**	0	0.0
Other Recurring	461,000	463,000	464,000	(1,000)	**478,000**	14,000	3.0
Property Assessment Values	203,000	203,000	203,000	0	**203,000**	0	0.0
Unallocated - New Requests	0	0	0	0	**0**	0	0.0
Unallocated - Special Recognition	0	5,000	5,000	0	**5,000**	0	0.0
Unallocated - Youth	0	3,000	4,000	(1,000)	**4,000**	0	0.0
Tourism Vancouver	0	0	0	0	**0**	0	0.0
NET DEPARTMENT TOTAL	**$ 702,000**	**$ 702,000**	**$ 702,000**	**$ 0**	**$ 716,000**	**$ 14,000**	**2.0 %**

1999 BUDGET
SIGNIFICANT CHANGES
CITY GRANTS

SIGNIFICANT CHANGES		SUMMARY
1998 ADOPTED BUDGET		**$ 701,800**
Rounding	200	200
1998 ADJUSTED BUDGET		**$ 702,000**
Revenues		
Sales and Services	0	0
Taxation and Other	0	0
Total Change in Revenues		**0**
Expenditures		
Operating Costs		
Surrey Crime Stopper - Funds transfer from RCMP budget	14,000	14,000
Internal Services Used	0	0
Internal Services Recovered	0	0
Transfers to Own Sources	0	0
Total Change in Expenditures		**14,000**
1999 BUDGET		**$ 716,000**

1999 BUDGET

MANAGER'S DEPARTMENT OVERVIEW

The Manager's Department is responsible for the strategic leadership of the City. This Department also manages all Public Affairs for the City, Economic Development, as well as Bylaw Enforcement and Licencing.

CITY MANAGER'S OFFICE

This Office:

- Provides strategic leadership by initiating and ensuring linking of all long range plans and by being a catalyst for major corporate change and innovation;
- Demonstrates a high degree of flexibility and sensitivity in delivering services by ensuring that the department is seen as being openly communicative and responsive to Council, staff and the public;
- Ensures effective financial management by the City by providing high quality service within our existing departmental budget by monitoring and managing the revenues and expenditures of the corporation as a whole to ensure corporate compliance with Council policy;
- Presents to Council, reports complete with recommendations regarding business arising from departmental operations which require Council approval and proposes by-laws, policies, plans or resolutions arising from such recommendations;
- Keeps Council informed on all matters of relevance and concern regarding the effective operation of the City, and
- Undertakes special projects and initiatives which fall outside the typical range of operations of the administrative departments.

1998 Accomplishments

- Provided overall direction of the City administration and achieved operational goals and objectives within the overall budget allocations. As a corporation, we generated additional revenue through innovative initiatives from Council and staff;
- Initiated process to have Council goals provide overall direction to the Administration and continued to emphasize the importance of a long term vision. A new strategic planning process which incorporates Organizational Transformation initiatives as well as a new performance management system were also initiated;
- Initiated and coordinated the Saturday Farmers Market in the City Centre;
- Provided support to Future Surrey Task Forces, and
- Worked with the province on aboriginal affairs and treaty negotiations relative to the City

1999 Key Issues and Objectives

<u>Positive Image and Open Communication</u>: Performance Measure: progress to plan - achieved results:

- Increasing accessibility of the City manager and the office to employees;
- Promoting a positive image of the City by strengthening relationships with external organizations and individuals, and

Learning new strategies to promote and enhance Surrey's image

Effective Fiscal Policy: Performance Measure: Fiscal records: All programs delivered within Budget:

- Monitor the revenues and expenditures of the corporation as a whole, and
- Provide high quality service within our existing department budget.

Superior Service Delivery That is Cost Effective: Performance Measure: Progress to plan, positive feedback:

- Identify methods to continuously improve efficiency and effectiveness;
- Provide quality advise and support to Council and internal staff, as well as to committees;
- Act as a facilitator for corporate initiatives, and
- Oversee special projects.

Providing Leadership : Performance Measure: Progress to plan - Achieved results:

- Be a catalyst for major corporate change and innovation, and
- Initiating or linking of all long range plans.

A Great Place to Work: Performance Measure: Survey:

- Show importance of employees through formal and informal recognition;
- Encourage the implementation of Performance Management, and
- Help create an improved corporate structure.

COMMUNICATIONS AND PUBLIC AFFAIRS

Oversees all corporate administrative internal and external communications:

- Media Relations - News releases, media enquiries, maintains contacts, counsels management on media strategies;
- Public/Community Relations - Corporate Annual Report, Tax Newsletter, City Guide to services, City Hall Tours, opinion polls;
- Marketing/Promotion - Manage all corporate advertising placement and contracts, corporate visual identity, liaison with Chamber of Commerce;
- Graphic Design Service - Coordinate Corporate graphic standards, provide in-house design service and expertise;
- Motion Picture Liaison/Promotion - Promote and coordinate motion picture film industry activities in the City;
- Special Events - Coordinate Canada Day, City Birthday Event, media events, official openings, civic festivals, and
- Employee Communications - Employee newsletter, support social committee, team recognition

1998 Accomplishments

- Organized/supported high quality community events such as Canada Day, GVO and the City's fifth birthday;
- Co-developed new Corporate Sponsorship Policy approved by Council;
- Produced and coordinated external corporate communications, including Citypage, award winning "CityGuide", tax newsletter, and 140 published news releases with 86% of residents rating City communications "satisfactory" or "very satisfactory" in an independent year-end survey, and
- Promoted and coordinated a significant increase in Surrey filming activity creating a net revenue for the City.

1999 Key Issues and Objectives

Positive Image and Open Communications: Performance Measure: progress to plan-achieved results

- Increase communication between Council and the public by improving Council's ability to reach its publics more directly and to improve understanding of Council's objectives as expressed in the Strategic Plan
- Promote a positive image of Surrey through the organization and management of well attended, positive community events with attractions for all of our residents and visitors, and
- Effectively manage the city of Surrey's advertising and marketing efforts to obtain the highest quality, greatest audience reach and lowest cost possible

Sustainable Tourism: Performance Measure: progress to plan - achieved results

- Create a positive image of Surrey for potential visitors by developing promotional programs and events which will encourage non-residents to visit Surrey.

Clean, Safe Beautiful City in which to do Business: Performance Measure: Progress to plan - achieved results:

- Continued to manage high profile Clean City campaign and initiated Safe City campaign to raise public awareness and understanding of the many efforts City Council and the Administration have taken to create a cleaner, safer city.

Agile Responsive Administration: Performance Measure: Progress to plan - achieved results:

- Conduct customer/client research to identify levels of satisfaction with the delivery of municipal services

Great Place to work: Performance Measure: Progress to plan - achieved results

- Increase internal corporate communications and "pride in place of work" through an open face-to-face dialogue between senior management and staff, positive staff social programs and improved interaction between employees and our citizens

ECONOMIC DEVELOPMENT OFFICE

The Division actively promotes Surrey as the premier choice for business through attracting new business, investment and relocation, and support to business expansion and opportunities. Through Council approved policy, reaffirms that Surrey is "Open for Business."

The Economic Development Office is focused on retaining and recruiting new business through a variety of marketing programs and liaison with business, real estate and investment sectors, all levels of government and through the provision of business related information and support.

1998 Accomplishments

- Manager Economic Development position filled, re-organization of Division to City Manager's Office;
- 1998 Business Directory;
- Final Report to Council of Recommendations from the Industrial/Commercial Task Force;
- Mayor's Business Breakfast initiated June 1998;
- Business Visitation Program;
- Enhanced liaison with the Business Community through active participation on Committees and through Associations, and
- Advertising supplement "Opportunity Has It's Rewards."

1999 Key Issues and Objectives

Business Attraction and Retention

To pro-actively continue to reinforce Surrey as a prime location for business in the Lower Mainland and to create a climate for business through the promotion of industrial and commercial land. Continue to pursue a team approach between departments in order to facilitate non-residential development applications and early identification of issues which might impede the process. Continue to establish linkages through business associations of targeted sectors to and provide support to the existing business community.

Communication and Marketing

To create a higher profile of the City of Surrey and the businesses which are currently located through targeted promotion and activity. Initiatives, such as:

- The Mayor's Business Breakfast, attendance and/or exhibiting at trade shows or expositions, production of a high caliber newsletter, news bulletin and related advertising material;
- Preparation and packaging of information in a redesigned Community Profile and Industrial Area profiles;
- Improvement to the City web page for the business visitor looking for quality information and statistics for Surrey, and
- Publication of a 1999/2000 Business Directory.

To encourage, support and promote the development of film production and related facilities and services. To promote Surrey as a prime location for filming and reinforce Surrey's strong reputation as a "film friendly" City by:

- Developing an "Ambassador" program for both business and tourism promotion in order to improve and enhance the perception of Surrey in the marketplace.
- Promoting and enhancing tourism and cultural activities and opportunities.

Tourism

Projects such as the Farmer's Market, will be achieved by working with the Chambers of Commerce and other City Departments and associations through brochures, marketing, signage and events. Maximizing the location and economic spin-offs of the "Air Canada Challenge" in Surrey greatly assists business and tourism and is complemented by "Surrey Business Day" at the "Air Canada Challenge."

Public-Private Sector Partnerships:

Continue to investigate and evaluate partnership opportunities with the private sector, quasi-public and public sector, in the delivery of Economic Development programs and opportunities in support to the business community. The development of infrastructure or development proposals may be facilitated.

Play a key role in Millennium events or projects which are determined to have economic benefit to the City.

BY-LAW ENFORCEMENT & LICENSING/LEGAL SERVICES

The By-law Enforcement & Licensing Section is responsible for Business Licensing, Noise Complaints, Secondary Suites, Unsightly Premises, Property Use, Smoking Complaints, Parking Enforcement, Dog Licensing (animal control), Overweight Vehicles and the False Alarm Program.

1998 Accomplishments

- Legal Services Division acts as the in-house Counsel for the City on approximately 85 ongoing litigation files with a cumulative value estimated at $2,533,302;

- To date in 1998, 19 cases settled with a cumulative value of $91,000 at a cost to the City of $23,500;
- To date in 1998, 1 case (Vieira) with a reserve of $40,000 settled for $214,500;
- Legal Services Division has prepared new regulatory by-laws and amended existing by-laws relating to Fire Prevention, Vehicles for Hire, Parks & Recreation, MTI, Highway & Traffic, Business Licenses and Spay & Neuter;
- Successfully defended a Petition in B.C. Supreme Court regarding slot machines filed by the Great Canadian Casino Company Ltd. and supported by the British Columbia Lottery Corporation. As a result, the City obtained an injunction prohibiting the operation of slot machines by the Casino and was awarded costs for its efforts;
- Successfully applied to the B.C. Supreme Court to convert a Petition filed by the British Columbia Lottery Corporation into a hearing by way of trial. This will permit the City to avail itself of all pre-trial procedures and ensures the City obtains full disclosure with respect to the current relationship between the British Columbia Lottery Corporation and the Great Canadian Casino Company Ltd., which is an essential element in the City's effort against slot machines;
- Successfully opposed the installation of a 120 foot telecommunications tower proposed to be located by B.C. Tel Cellular Mobility at 5194 - 184 Street;
- Successfully defended a challenge to the overweight vehicle provisions in the City's Zoning By-law in effect from 1989 to 1991;
- Completed the installation of a CD Tower and expanded the CD Legal Library to assist in the completion of in-house research thereby decreasing time required to attend provincial libraries to complete legal research;
- Completed the design and creation of a proprietary legal research system and completed conversion of data to the new format;
- Prosecuted numerous by-law offenders, with one individual being fined $1,500 for illegal soil deposition;
- Introduced several precedent agreements and procedures improving the efficiency of Realty Division staff;
- In 1998 Legal Services By-Law Enforcement and Licensing Section initiated traffic enforcement/commercial vehicles in conjunction with the five District Community Policing Stations. High profile problem areas have been identified;
- To date we have brought 12,377 by-law complaints to conclusion in 1998;
- Parking enforcement has now evolved to a level whereby compliance is being achieved through education and enforcement. Major problem areas throughout the City were identified and have been addressed;
- Business licensing has achieved a much faster turnaround time from the initial application. This has been accomplished through a joint effort with Planning & Development and the By-law Section working towards this goal;
- Backlog of delinquent Business Licenses has been reduced by 50%;
- The Secondary Suite Program is now up-to-date with single suite complaints being addressed on a current basis;
- All pamphlets and by-law literature has been reviewed and updated to current by-law enforcement procedures, and
- Modifications have been made to unsightly premises procedures which now includes estimates by Engineering. The Unsightly Premises Campaign has been met with positive feedback throughout the City in conjunction with the Clean City Campaign.

1999 Key Issues and Objectives

Communication and Education - Performance measure:

- Client accomplishment records;
- Newsletter;
- Work checklists;
- Bi-weekly staff by-law meetings to ensure input/participation, and
- Enhanced communication with Mayor and Council; improvement of City's image on high profile controversial issues that arise

Financial Management - Performance measure:

- Cost of external legal services;
- Cost of claims settlement;
- Business unit net revenues, and
- Parking, licensing, fines.

Training/Education - Performance measure:

- Ongoing support and training of Real Estate Division and By-Law Enforcement & Licensing;
- Courses completed, and
- By-law training program.

Technological Improvements and Resource Building -Performance Measure:

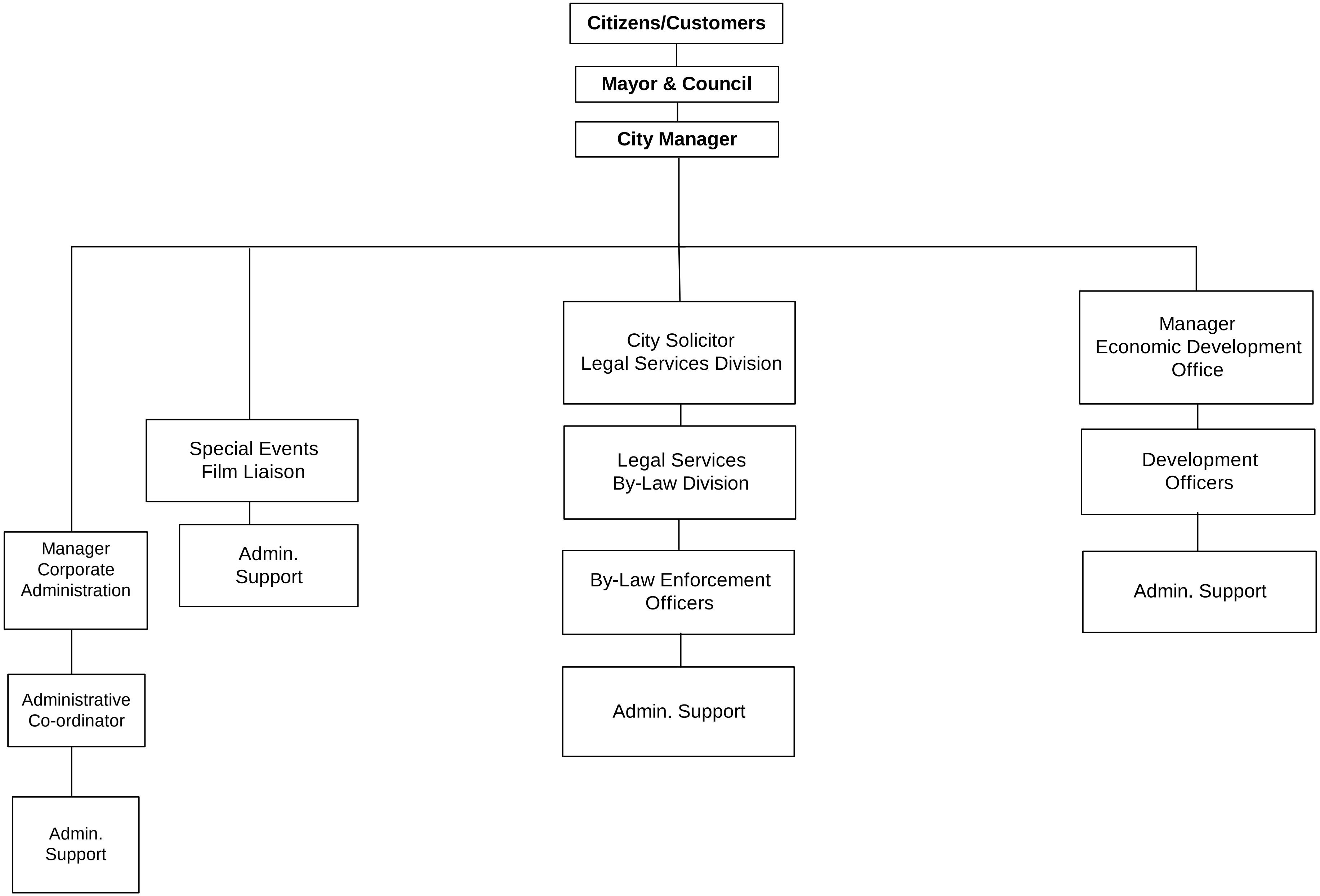
- Implementation of a new three year business plan for By-Law Enforcement & Licensing focusing on new revenue and matching cost control initiatives;
- Expansion of parking enforcement on a City wide basis, installation of new parking meters and paid parking ticket dispensers;
- Net revenues from each reorganized business unit, and
- Continued development/implementation of new technology systems by By-law to automate licensing and enforcement programs (cost reduction goal).

Superior Service Delivery that is Resource Effective - Performance Measure:

- Completion of regulatory bylaw reviews and increased injunction and prosecution levels;
- Ongoing increase in customer service and early project assistance to all departments;
- Continued stringent defence work to achieve low claims payout;
- Re-engineer processes to improve efficiency and streamlining of service;
- Joint enforcement (Police/By-law), regulation of body rub parlours, pawn shops and fireworks retail businesses, and
- Proactive approach towards licensing and regulating Recovery Houses.

1999 BUDGET

MANAGER'S ORGANIZATION CHART



1999 BUDGET
DEPARTMENTAL OPERATIONS
CITY MANAGER

PROGRAM SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Administration	$ 485,458	$ 404,912	$ 436,000	$ (31,088)	**$ 385,000**	$ (51,000)	(11.7) %
Business Development Office	0	310,804	382,000	(71,196)	**396,000**	14,000	3.7
Bylaw Services	(499,017)	(460,402)	(971,000)	510,598	**(677,000)**	294,000	(30.3)
Communications & Public Affairs	613,480	474,777	506,000	(31,223)	**310,000**	(196,000)	(38.7)
Legal Services	580,932	323,228	317,000	6,228	**377,000**	60,000	18.9
NET DEPARTMENT TOTAL	**$ 1,180,853**	**$ 1,053,320**	**$ 670,000**	**$ 383,320**	**$ 791,000**	**$ 121,000**	**18.1 %**

ACCOUNT SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (2,974,021)	$ (3,361,340)	$ (3,797,000)	$ 435,660	**$ (3,506,000)**	$ 291,000	(7.7) %
Grants, Donations and Other	(80,000)	(35,464)	0	(35,464)	**0**	0	0.0
	(3,054,021)	(3,396,804)	(3,797,000)	400,196	**(3,506,000)**	291,000	(7.7)
Expenditures							
Salaries and Benefits	2,723,300	3,507,325	3,037,000	470,325	**3,122,000**	85,000	2.8
Operating Costs	1,709,278	2,153,715	2,225,000	(71,285)	**1,793,000**	(432,000)	(19.4)
Internal Services Used	296,144	380,228	162,000	218,228	**322,000**	160,000	98.8
Internal Services Recovered	(448,301)	(1,568,899)	(916,000)	(652,899)	**(956,000)**	(40,000)	4.4
External Recoveries	(60,229)	(32,238)	(26,000)	(6,238)	**(20,000)**	6,000	(23.1)
	4,220,192	4,440,131	4,482,000	(41,869)	**4,261,000**	(221,000)	(4.9)
Net Operations Total	**1,166,171**	**1,043,327**	**685,000**	**358,327**	**755,000**	**70,000**	**10.2**
Transfers							
Transfer From Own Sources	(572,448)	0	(25,000)	25,000	**0**	25,000	(100.0)
Transfer To Own Sources	587,130	9,993	10,000	(7)	**36,000**	26,000	260.0
	14,682	9,993	(15,000)	24,993	**36,000**	51,000	(340.0)
NET DEPARTMENT TOTAL	**$ 1,180,853**	**$ 1,053,320**	**$ 670,000**	**$ 383,320**	**$ 791,000**	**$ 121,000**	**18.1 %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
CITY MANAGER

SURREY
CITY OF PARKS

ADMINISTRATION	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	(80,000)	0	0	0	**0**	0	0.0
	(80,000)	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	458,862	772,240	443,000	329,240	**339,000**	(104,000)	(23.5)
Operating Costs	210,727	114,856	90,000	24,856	**89,000**	(1,000)	(1.1)
Internal Services Used	3,939	0	0	0	**0**	0	0.0
Internal Services Recovered	(55,745)	(492,176)	(97,000)	(395,176)	**(50,000)**	47,000	(48.5)
External Recoveries	(37,725)	0	(10,000)	10,000	**0**	10,000	(100.0)
	580,058	394,919	426,000	(31,081)	**378,000**	(48,000)	(11.3)
Net Operations Total	**500,058**	**394,919**	**426,000**	**(31,081)**	**378,000**	**(48,000)**	**(11.3)**
Transfers							
Transfer From Own Sources	(14,600)	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	9,993	10,000	(7)	**7,000**	(3,000)	(30.0)
	(14,600)	9,993	10,000	(7)	**7,000**	(3,000)	(30.0)
ADMINISTRATION TOTAL	**$ 485,458**	**$ 404,912**	**$ 436,000**	**$ (31,088)**	**$ 385,000**	**$ (51,000)**	**(11.7) %**

BUSINESS DEVELOPMENT	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ (6,913)	$ (15,000)	$ 8,087	**$ (8,000)**	$ 7,000	(46.7) %
Grants, Donations and Other	0	(35,464)	0	(35,464)	**0**	0	0.0
	0	(42,377)	(15,000)	(27,377)	**(8,000)**	7,000	(46.7)
Expenditures							
Salaries and Benefits	0	212,271	268,000	(55,729)	**270,000**	2,000	0.7
Operating Costs	0	159,203	129,000	30,203	**129,000**	0	0.0
Internal Services Used	0	1,707	0	1,707	**0**	0	0.0
Internal Services Recovered	0	(20,000)	0	(20,000)	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	0	353,181	397,000	(43,819)	**399,000**	2,000	0.5
Net Operations Total	**0**	**310,804**	**382,000**	**(71,196)**	**391,000**	**9,000**	**2.4**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**5,000**	5,000	100.0
	0	0	0	0	**5,000**	5,000	100.0
BUSINESS DEVELOPMENT TOTAL	**$ 0**	**$ 310,804**	**$ 382,000**	**$ (71,196)**	**$ 396,000**	**$ 14,000**	**3.7 %**

BYLAW SERVICES	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (2,808,627)	$ (3,192,705)	$ (3,709,000)	$ 516,295	**$ (3,395,000)**	$ 314,000	(8.5) %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(2,808,627)	(3,192,705)	(3,709,000)	516,295	**(3,395,000)**	314,000	(8.5)
Expenditures							
Salaries and Benefits	1,379,214	1,585,466	1,383,000	202,466	**1,641,000**	258,000	18.7
Operating Costs	816,590	1,142,656	1,322,000	(179,344)	**1,043,000**	(279,000)	(21.1)
Internal Services Used	167,999	276,896	98,000	178,896	**262,000**	164,000	167.3
Internal Services Recovered	(79,988)	(270,870)	(40,000)	(230,870)	**(234,000)**	(194,000)	485.0
External Recoveries	(3,487)	(1,845)	0	(1,845)	**0**	0	0.0
	2,280,328	2,732,304	2,763,000	(30,696)	**2,712,000**	(51,000)	(1.8)
Net Operations Total	**(528,299)**	**(460,402)**	**(946,000)**	**485,598**	**(683,000)**	**263,000**	**(27.8)**
Transfers							
Transfer From Own Sources	(557,848)	0	(25,000)	25,000	**0**	25,000	(100.0)
Transfer To Own Sources	587,130	0	0	0	**6,000**	6,000	100.0
	29,282	0	(25,000)	25,000	**6,000**	31,000	(124.0)
BYLAW SERVICES TOTAL	**$ (499,017)**	**$ (460,402)**	**$ (971,000)**	**$ 510,598**	**$ (677,000)**	**$ 294,000**	**(30.3) %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
CITY MANAGER

COMMUNICATIONS and PUBLIC AFFAIRS	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (165,394)	$ (161,722)	$ (73,000)	$ (88,722)	**$ (103,000)**	$ (30,000)	41.1 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(165,394)	(161,722)	(73,000)	(88,722)	**(103,000)**	(30,000)	41.1
Expenditures							
Salaries and Benefits	314,464	303,191	308,000	(4,809)	**185,000**	(123,000)	(39.9)
Operating Costs	410,674	487,308	415,000	72,308	**263,000**	(152,000)	(36.6)
Internal Services Used	118,482	95,817	54,000	41,817	**54,000**	0	0.0
Internal Services Recovered	(55,288)	(219,423)	(182,000)	(37,423)	**(71,000)**	111,000	(61.0)
External Recoveries	(9,458)	(30,393)	(16,000)	(14,393)	**(20,000)**	(4,000)	25.0
	778,874	636,499	579,000	57,499	**411,000**	(168,000)	(29.0)
Net Operations Total	**613,480**	**474,777**	**506,000**	**(31,223)**	**308,000**	**(198,000)**	**(39.1)**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**2,000**	2,000	100.0
	0	0	0	0	**2,000**	2,000	100.0
COMMUNICATIONS TOTAL	**$ 613,480**	**$ 474,777**	**$ 506,000**	**$ (31,223)**	**$ 310,000**	**$ (196,000)**	**(38.7) %**

LEGAL SERVICES	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	570,760	634,157	635,000	(843)	**687,000**	52,000	8.2
Operating Costs	271,287	249,692	269,000	(19,308)	**269,000**	0	0.0
Internal Services Used	5,724	5,809	10,000	(4,191)	**6,000**	(4,000)	(40.0)
Internal Services Recovered	(257,280)	(566,429)	(597,000)	30,571	**(601,000)**	(4,000)	0.7
External Recoveries	(9,559)	0	0	0	**0**	0	0.0
	580,932	323,228	317,000	6,228	**361,000**	44,000	13.9
Net Operations Total	**580,932**	**323,228**	**317,000**	**6,228**	**361,000**	**44,000**	**13.9**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**16,000**	16,000	100.0
	0	0	0	0	**16,000**	16,000	100.0
LEGAL SERVICES TOTAL	**$ 580,932**	**$ 323,228**	**$ 317,000**	**$ 6,228**	**$ 377,000**	**$ 60,000**	**18.9 %**

1999 BUDGET
SIGNIFICANT CHANGES
CITY MANAGER

SIGNIFICANT CHANGES		SUMMARY
1998 ADOPTED BUDGET		**$ 670,100**
Rounding	(100)	(100)
1998 ADJUSTED BUDGET		**$ 670,000**
Revenues		
Sales and Services		
Increase in Business Licencing	(180,000)	
Increase in Commercial Vehicle Licencing	(106,000)	
Decrease in Parking Violations	425,000	
Decrease in Meter Collections	250,000	
Decrease in Towing Revenue	8,000	
Miscellaneous Revenues	(20,000)	
Decrease in sale of publications	7,000	
Increase in film activity	(22,000)	
Increase in Donations	(8,000)	
COUNCIL INITIATIVE - 3% increase in Business Licencing	(63,000)	291,000
Total Change in Revenues		**291,000**
Expenditures		
Salaries/Wages & Benefits		
Annual Salary Increase	89,800	
Decrease in Special Project Manager	(65,300)	
Salary Difference - City Manager	(20,000)	
One time useage - general government management distribution	(25,000)	
Decrease in salaries for Public Affairs Manager	(30,400)	
Decrease in Public Affairs Assistant	(32,700)	
Transfer to Mayor's Office from Public Affairs	(66,400)	
Reallocation of Part Time Staff from Operating costs 1997 Council Initiatives - Bylaw	66,000	
Addition of Part Time Staff from False Alarm/Secondary Suite Program	153,000	
Reclassification ByLaw Clerical	13,000	
Increase in Part-timer - Legal	3,000	85,000
Operating Costs		
Decrease in Operating cost transfer to Salaries and Benefits - Bylaw	(65,000)	
Decrease costs associated with Programs - Bylaw	(128,000)	
Decrease in Commissionaires costs	(80,000)	
Transfer to Mayor's Office from Public Affairs	(125,000)	
Decrease due to cellular phone savings	(7,000)	
Decrease in employee news & equipment cost - public affairs	(27,000)	(432,000)
Internal Services Used		
Increase in municipal equipment for by-law's enforcement(Not Budgeted for 1998)	75,000	
Repayment to Capital (Parking Meters)	50,000	
Transfer of Internal Services Used to Salaries and Operating Costs - Bylaw	39,000	
Decrease in Municipal Vehicle - legal	(4,000)	160,000
Internal Services Recovered		
One time recovery from various departments	41,000	
Transfer to Mayor's Office from Public Affairs	70,000	
Recovery from Tax Dept. for collection on secondary suites & false alarm	(193,000)	
Tony Cap Recovery from Real Estate	(5,000)	
One time recovery - general government management distribution	47,000	(40,000)
External Recoveries		
Decrease in Donations	10,000	
Increase in external recoveries	(4,000)	6,000
Transfers from Own Sources		
Reduction of one time allotment in 1998	25,000	25,000
Transfers to Own Sources		
Variable Pay Contribution	26,000	26,000
Total Change in Expenditures		**(170,000)**
1999 BUDGET		**$ 791,000**

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT City Manager UNIT Law

ISSUE PAPER NAME

Junior Litigation Lawyer

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Description:

Junior Litigation Lawyer to undertake conduct of some litigation files and to provide litigation support and opinion work to the Senior Litigator.

Justification:

In 1989 a litigator was retained by the City of Surrey to undertake conduct of the City of Surrey litigation files and to provide assistance to the City Solicitor. At that time there were approximately 40 litigation files in the City of Surrey, of which half were B.C. Supreme Court files and approximately eight were handled by outside Counsel. The nature of the claims being brought against the City have become more sophisticated and complicated over time and the numbers have increased so that at the present time there are approximately 90 claims outstanding against the City of Surrey, 66 of which are B.C. Supreme Court actions, of which only 11 are handled by outside Counsel. At the present time workload exceeds capacity and it is necessary to retain additional Counsel to provide litigation support and ensure the City is adequately represented in claims brought against it.

Objectives:

To ensure the City of adequately represented in all claims brought against it. To expand the ability of the Legal Services Division to provide legal services and to reduce the costs of retaining outside Counsel. The current year expenditures for outside Counsel will be triple the cost of retaining a junior litigator in-house.

Impact:

Better represent the City in claims brought against it. Reduce the costs of providing legal services.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
	1	$80,000	
	1	$80,000	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT City Manager UNIT Law

ISSUE PAPER NAME

Legal Assistant II

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Description:

Experienced Legal Assistant to provide litigation, risk management and secretarial services to the City Solicitor and Assistant City Solicitors (4).

Justification:

The increased workload of the City's business practices and dealings has created a need for greater involvement by the Legal Services Division in the day-to-day operations of the City. There has also been an increase in the number of complex and sophisticated litigation claims over the past 10 years. As a result, the ability of the Legal Services Division to provide adequate legal support services to the City is hampered by the lack of support staff.

Objectives:

To better utilize the legal expertise of the Legal Services Division by ensuring that there is adequate support staff. To expand the ability of the Legal Services Division to provide legal services.

Impact:

Better utilization of lawyers in key business areas. Expanded services to the City.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
	1	$42,900	
	1	$42,900	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT City Manager UNIT By-law

ISSUE PAPER NAME

Expansion of Pay Parking (Parking Meters)

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

The total number of meters within the City of Surrey now totals 259. These meters are enforced seven (7) days a week from 0800 - 2300 hours. The enforcement has been contracted to the Corps of Commissionaires, with the City supplying a vehicle to the Corps for the use in this activity. The expansion and growth of the City warrants the need for additional parking meters in commercial and retail zones to facilitate a turn over of customer parking spaces.

Note: We see the Enforcement together with the collection being included in the present day to day operations of the present Corps of Commissionaires contract.

This paper requests the addition of 100 parking meters.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Projected Revenue (metres) and Parking Tickets		($80,000)	
Expenses:			
Maintenance to meters		4,000	
Operating Costs		6,000	
Total Expenses		10,000	
Net Revenue		($70,000)	$100,000

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT City Manager UNIT By-law

ISSUE PAPER NAME

By-law Enforcement Officer (1)

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Our proactive Business License Program continues to identify numerous businesses operating within the City of Surrey without the required license. We have been able to increase our business license revenue, but are now required to visit these businesses on site in order to deal with the necessary issues identified. A lot of these businesses are home based and we are unable to address through a letter of request. The secondary suite program has now developed to a stage where an officer is required on a daily basis to address not only inspections, but also suite removals. There are approximately 1,800 (multiple) suites that have not been addressed at this time. One additional By-law Officer will adequately address both these programs, bringing a more enhanced compliance throughout the City of Surrey. The estimated revenues generated through the Secondary Suite Program and Business License Revenues will cover the costs of this position.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
By-law Enforcement Officer (salary, uniform, equipment, gas) Note: A vehicle has not been included in this request as shift work will negate our requirement for additional vehicles.	1	$58,000	$1,500
	1	$58,000	$1,500

1999 BUDGET
ISSUE PAPER

DEPARTMENT City Manager UNIT By-law

ISSUE PAPER NAME

By-law Enforcement Officer (1)

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

An additional By-law Officer is required to deal with compliance and enforcement relating to Parks, Recreation and Cultural Facilities. This year (1998) a four (4) month project was undertaken to address common infractions under the Recreation & Cultural Facilities By-law. The project was combined with Engineering, and compliance through public education in dealing with sprinkling restrictions. In the area of Parks; the By-law Officers focused on vandalism, dogs off-leash in parks, dumping of refuse in green belts and rowdyism in the parks after dark. The “funding” for 1998 project was secured through Parks and Recreation, Engineering, and our outdoor pool contractor.

Funding for a full-time position will facilitate the continuation and further expansion of this very necessary program thereby further improving public safety for parks users, minimize disturbances to residents of surrounding neighbourhoods, mitigate the environmental damage and improve the overall cleanliness and aesthetic appeal of our public parks.

(Parks and Recreation has agreed to provide some of the funding for this position, through cost savings on reduced vandalism.)

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
By-law Enforcement Officer (salary, uniform, equipment, gas) Note A vehicle has not been included into this request as shift work will negate any requirement for additional vehicles.	1	$58,000	$1,500
	1	$58,000	$1,500

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT City Manager UNIT 11150

ISSUE PAPER NAME	
Special Events Administrative Assistant	☒ Addition ☐ Reduction

DESCRIPTION

As the City of Surrey grows, so do the number of large and complex parades, festivals and sporting events. Recent years have also seen a substantial increase in the number of smaller community events such as soap box derbies, Newton Days, Santa Clause Parade, etc. All these events (numbering more than 70 in 1997 and 1998) require varying levels of approval. Police and Fire services must be coordinated. Ambulance access must be maintained. Road closures and signage must be arranged, and health, safety and insurance requirements must be met.

Each event requires substantial administrative coordination and generates a considerable amount of paperwork. This involves ongoing administrative support and coordination between many Civic Departments(Engineering, RCMP, Fire, Communications) Provincial Ministries (Highways, Health) Regional Authorities (Transit, Hydro, Ambulance) and community event organizers. To date, staff in the Communications and Public Affairs Division have been shouldering the workload, but are experiencing extreme difficulty in keeping up while not neglecting other duties.

At the same time, Council has determined that the promotion of more and larger community events and festivals are a major Council objective.

A full-time administrative position is required to ensure that Council's objectives are met and that our civic events are run safely.

JUSTIFICATION

Without proper administrative support, the city's Special Event Review Team, cannot ensure that events (particularly large events) will be safe. A skilled administrative assistance will not only handle paperwork, but will coordinate minutes and will assist with the development of high quality, user friendly, brochures and forms to assist event organizers. The position will also assist the Manager of Promotions and Special Events in proactively encouraging more community-supported events. This will assist in promoting community-based tourism and stimulating economic activity.

GOALS

Ensure high-quality, family oriented, safe and fun community events

IMPACT

Event organizers will receive higher quality service. User friendly brochures and forms will assist those planning large

LINE ITEMS/ACCOUNTS:	# of Employees F.T.	OPERATING NET $	CAPITAL NET $
Clerk Typist 3 (CUPE)	1	$35,000	
	1	$35,000	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT City Manager UNIT Economic Development

ISSUE PAPER NAME

Corporate Image and Marketing Material

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

To effectively promote and enhance Surrey's 'Open for Investment' directive , the redesign and repackaging of promotional material is necessary to create a complete and coordinated information package and image, to the investment sector.

Initiatives are to include the production of a new Community Profile, an Economic Review (Spring '99), both available in hard copy and CD Rom, an improved web page, Economic Development Newsletter and sector specific(ie. hi tech, film industry) promotional material. Participation in selected trade and promotional events as determined.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
		$100,000	
		$100,000	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT City Manager UNIT Economic Development

ISSUE PAPER NAME

Business Directory - Year 2000

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

The Business Directory, which is produced annually, lists over 10,000 companies. This publication is distributed to over 6,000 business in Surrey, as a service to business. An average of 300 copies are sold by the Economic Development Office, over the course of the year, with the remaining copies are used as a marketing tool for promotion of Surrey business.

The production of the 1999 Business Directory has been augmented by monies from HRDC recieved in 1998. It is uncertain at this time if these monies will be available for the purpose of update and data collection, as well as the production, printing and distribution, which is currently contracted out.

Economic Development will evaluate the current means of updating, producing and distribution of the year 2000 Business Directory related to cost recovery. The listing of businesses on the web site will also be investigated.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
		$35,000	
		$35,000	

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1999 BUDGET

LEGISLATIVE SERVICES DEPARTMENT OVERVIEW

The Legislative Services Department is a service oriented department providing information coordination and management services in accordance with all statutory, legislative and administrative requirements to City Council, the Public and City Departments in a timely and effective manner.

COUNCIL PROCESSES/STATUTORY/ADMINISTRATIVE

- Processes, certifies and archives all by-laws;
- Processes permits and public notifications (statutory);
- Processes all agendas/minutes/related correspondence for Council meetings and Council appointed Committee meetings;
- Official signatory for the City, and maintains all corporate documents;
- Responsible for entire civic election process;
- Provides necessary resources to Councillors, and
- Provides legislative advice to Council, Departments and the Public.

RECORDS MANAGEMENT

- Word processing services for internal departments;
- Support and trouble shooting services for Word, Excel, PowerPoint, Corel and Pagemaker;
- Delivering internal corporate mailing (receiving, sorting and mail and processing mail to be sent out);
- Maintaining corporate records and file plan, and
- Processes all inquiries under Freedom of Information & Protection of Privacy legislation.

REPROGRAPHICS

- Producing in-house printing for Council packages and all City departments.

1998 ACCOMPLISHMENTS

Continued a practice of ongoing improvements to the Council meeting process.

- Scheduled most Council meetings into Monday evening;
- Drafted new Procedure by-law for Council's consideration;
- Completed a laptop pilot project, and
- Entered into a successful private/public partnership with SCI re: Council Views.

Expanded Council Views software to include:

- Linked to all Provincial Government Acts, i.e., Health, School, Agriculture, Municipal;
- Added by-laws, and
- Added the policy manual.

Successfully concluded a by-election:

- Provided updated election information on the internet, and
- Provided a dedicated information telephone service for election information and updates.

Upgraded Reprographics Section:

- Installed new Xerox copiers to mass produce Council packages complete with collation and tabs
- Installed new Xerox color printer as a pilot project
- Renovations underway to make the section more user friendly

Instituted Departmental newsletter "Minute by Minute" which is circulated approximately three times per year.

Continued to respond to and process an increasing number of requests for information under FOI and PP.

1999 KEY ISSUES AND OBJECTIVES

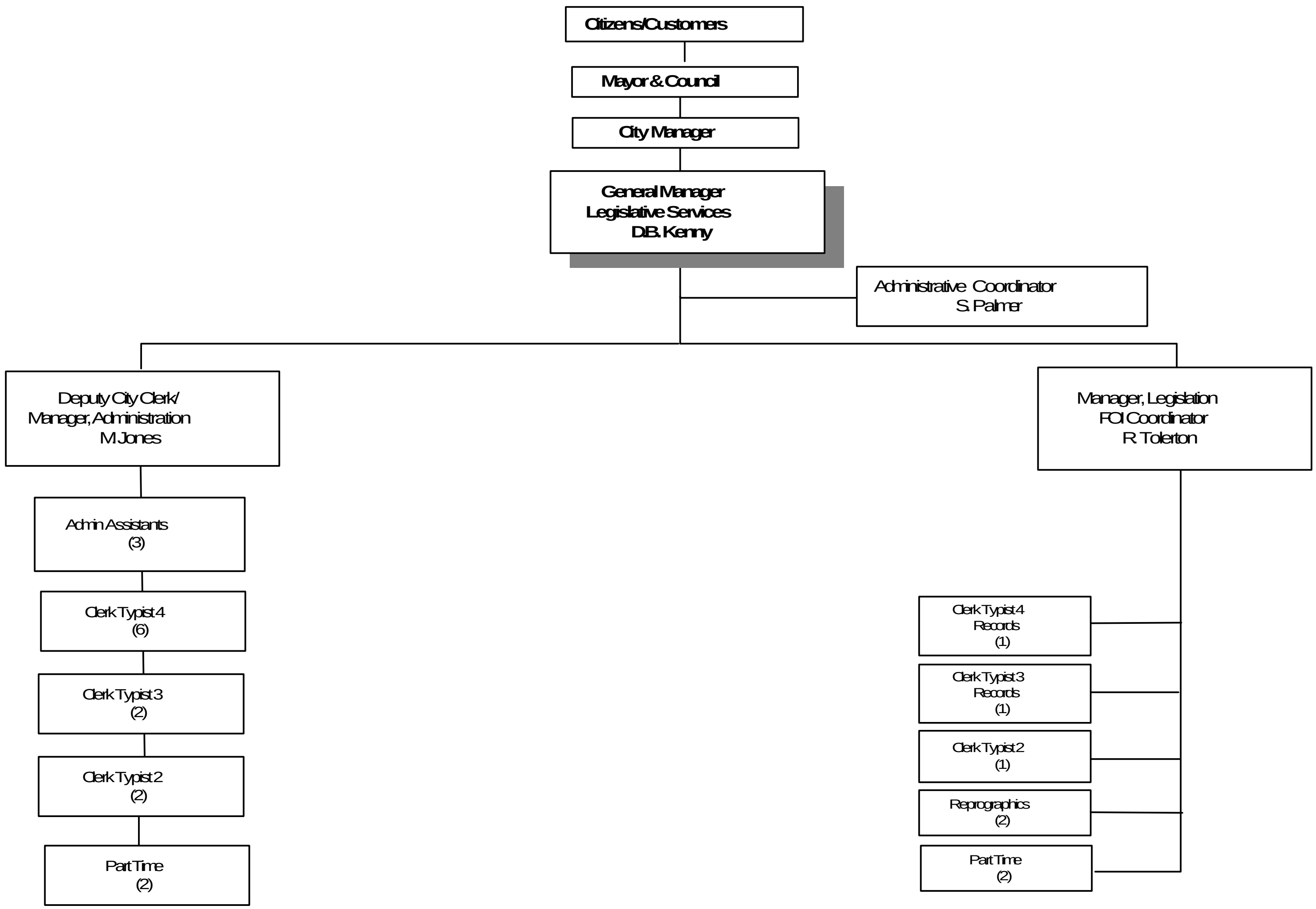
- Prepare for future growth requirements;
- Maintain efficient and effective use of staff resources;
- Examine means of generating revenue and reducing operating costs;
- Provide excellent customer service;
- Encourage career development;
- Initiate pilot project for pc documents, and
- Major focus on 1999 Local Government Election.

LEGISLATIVE SERVICES DEPARTMENT STATISTICS

	1996 Actual	1997 Actual	1998 Projected
Freedom of Information	82	173	170
Reprographics (# of copies)	9,644,611	10,526,561	10,142,000
Postage (pieces mailed)	267,685	477,897	458,548
Folder/Inserter	87,726	131,180	133,675
Correspondence Processed	7,831	7,010	7,366
Corporate Documents	1,538	1,858	1,479
Corporate Reports	751	551	472
Council Correspondence	2,799	2,848	3,424
By-Laws	664	867	784
Public Hearing By-laws	116	181	190
Council Meetings	57	67	50
Record Retrievals Onsite	1,572	1,214	1,568
Record Retrievals Offsite	656	622	718

1999 BUDGET

LEGISLATIVE SERVICES ORGANIZATION CHART



1999 BUDGET
DEPARTMENTAL OPERATIONS
LEGISLATIVE SERVICES

SURREY
CITY OF PARKS

PROGRAM SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Administration	$ 825,630	$ 965,841	$ 868,000	$ 97,841	**$ 1,091,000**	$ 223,000	25.7 %
Board of Variance	(10,336)	(2,466)	0	(2,466)	**0**	0	0.0
Election	256,566	163,280	163,000	280	**219,000**	56,000	34.4
Mail	317,959	335,030	362,000	(26,970)	**383,000**	21,000	5.8
Records	571,997	554,953	670,000	(115,047)	**332,000**	(338,000)	(50.4)
Reprographics	496,461	516,758	531,000	(14,242)	**541,000**	10,000	1.9
NET DEPARTMENT TOTAL	**$ 2,458,277**	**$ 2,533,397**	**$ 2,594,000**	**$ (60,603)**	**$ 2,566,000**	**$ (28,000)**	**(1.1) %**

ACCOUNT SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (30,710)	$ (21,571)	$ (18,000)	$ (3,571)	**$ (17,000)**	$ 1,000	(5.6) %
Grants, Donations and Other	(2,544)	0	0	0	**0**	0	0.0
	(33,254)	(21,571)	(18,000)	(3,571)	**(17,000)**	1,000	(5.6)
Expenditures							
Salaries and Benefits	1,321,363	1,409,648	1,471,000	(61,352)	**1,446,000**	(25,000)	(1.7)
Operating Costs	885,754	1,057,759	952,000	105,759	**1,420,000**	468,000	49.2
Internal Services Used	1,932	23,550	2,000	21,550	**8,000**	6,000	300.0
Internal Services Recovered	(11,249)	(43,256)	(10,000)	(33,256)	**(10,000)**	0	0.0
External Recoveries	232,731	0	(10,000)	10,000	**0**	10,000	(100.0)
	2,430,531	2,447,702	2,405,000	42,702	**2,864,000**	459,000	19.1
Net Operations Total	**2,397,277**	**2,426,131**	**2,387,000**	**39,131**	**2,847,000**	**460,000**	**19.3**
Transfers							
Transfer From Own Sources	0	(200,000)	0	(200,000)	**(433,000)**	(433,000)	100.0
Transfer To Own Sources	61,000	307,266	207,000	100,266	**152,000**	(55,000)	(26.6)
	61,000	107,266	207,000	(99,734)	**(281,000)**	(488,000)	(235.7)
NET DEPARTMENT TOTAL	**$ 2,458,277**	**$ 2,533,397**	**$ 2,594,000**	**$ (60,603)**	**$ 2,566,000**	**$ (28,000)**	**(1.1) %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
LEGISLATIVE SERVICES

SURREY
CITY OF PARKS

ADMINISTRATION	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (6,701)	$ (14,161)	$ (8,000)	$ (6,161)	**$ (7,000)**	$ 1,000	(12.5) %
Grants, Donations and Other	(2,544)	0	0	0	**0**	0	0.0
	(9,245)	(14,161)	(8,000)	(6,161)	**(7,000)**	1,000	(12.5)
Expenditures							
Salaries and Benefits	790,159	808,672	835,000	(26,328)	**1,021,000**	186,000	22.3
Operating Costs	53,617	55,653	46,000	9,653	**106,000**	60,000	130.4
Internal Services Used	164	15	2,000	(1,985)	**3,000**	1,000	50.0
Internal Services Recovered	(10,065)	(12,603)	(10,000)	(2,603)	**(10,000)**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	833,875	851,737	873,000	(21,263)	**1,120,000**	247,000	28.3
Net Operations Total	**824,630**	**837,575**	**865,000**	**(27,425)**	**1,113,000**	**248,000**	**28.7**
Transfers							
Transfer From Own Sources	0	0	0	0	**(30,000)**	(30,000)	100.0
Transfer To Own Sources	1,000	128,266	3,000	125,266	**8,000**	5,000	166.7
	1,000	128,266	3,000	125,266	**(22,000)**	(25,000)	(83.3)
ADMINISTRATION TOTAL	**$ 825,630**	**$ 965,841**	**$ 868,000**	**$ 97,841**	**$ 1,091,000**	**$ 223,000**	**25.7 %**

BOARD of VARIANCE	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (13,098)	$ (7,409)	$ 0	$ (7,409)	**$ (10,000)**	$ (10,000)	100.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(13,098)	(7,409)	0	(7,409)	**(10,000)**	(10,000)	100.0
Expenditures							
Salaries and Benefits	0	0	0	0	**0**	0	0.0
Operating Costs	2,762	4,944	10,000	(5,056)	**10,000**	0	0.0
Internal Services Used	0	0	0	0	**0**	0	0.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	0	(10,000)	10,000	**0**	10,000	(100.0)
	2,762	4,944	0	4,944	**10,000**	10,000	100.0
Net Operations Total	**(10,336)**	**(2,466)**	**0**	**(2,466)**	**0**	**0**	**0.0**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
BOARD of VARIANCE TOTAL	**$ (10,336)**	**$ (2,466)**	**$ 0**	**$ (2,466)**	**$ 0**	**$ 0**	**0.0 %**

ELECTION	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	1,179	23,725	0	23,725	**50,000**	50,000	100.0
Operating Costs	20,205	194,044	19,000	175,044	**395,000**	376,000	1978.9
Internal Services Used	1,182	1,512	0	1,512	**5,000**	5,000	100.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	234,000	0	0	0	**0**	0	0.0
	256,566	219,280	19,000	200,280	**450,000**	431,000	2268.4
Net Operations Total	**256,566**	**219,280**	**19,000**	**200,280**	**450,000**	**431,000**	**2268.4**
Transfers							
Transfer From Own Sources	0	(200,000)	0	(200,000)	**(375,000)**	(375,000)	100.0
Transfer To Own Sources	0	144,000	144,000	0	**144,000**	0	0.0
	0	(56,000)	144,000	(200,000)	**(231,000)**	(375,000)	(260.4)
ELECTION TOTAL	**$ 256,566**	**$ 163,280**	**$ 163,000**	**$ 280**	**$ 219,000**	**$ 56,000**	**34.4 %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
LEGISLATIVE SERVICES

MAIL	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	30,612	47,343	34,000	13,343	**50,000**	16,000	47.1
Operating Costs	287,347	290,983	328,000	(37,017)	**333,000**	5,000	1.5
Internal Services Used	0	4,400	0	4,400	**0**	0	0.0
Internal Services Recovered	0	(7,697)	0	(7,697)	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	317,959	335,030	362,000	(26,970)	**383,000**	21,000	5.8
Net Operations Total	**317,959**	**335,030**	**362,000**	**(26,970)**	**383,000**	**21,000**	**5.8**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
MAIL TOTAL	**$ 317,959**	**$ 335,030**	**$ 362,000**	**$ (26,970)**	**$ 383,000**	**$ 21,000**	**5.8 %**

RECORDS	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (916)	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(916)	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	374,088	396,430	472,000	(75,570)	**195,000**	(277,000)	(58.7)
Operating Costs	140,061	128,711	138,000	(9,289)	**165,000**	27,000	19.6
Internal Services Used	517	17,623	0	17,623	**0**	0	0.0
Internal Services Recovered	(484)	(22,810)	0	(22,810)	**0**	0	0.0
External Recoveries	(1,269)	0	0	0	**0**	0	0.0
	512,913	519,953	610,000	(90,047)	**360,000**	(250,000)	(41.0)
Net Operations Total	**511,997**	**519,953**	**610,000**	**(90,047)**	**360,000**	**(250,000)**	**(41.0)**
Transfers							
Transfer From Own Sources	0	0	0	0	**(28,000)**	(28,000)	100.0
Transfer To Own Sources	60,000	35,000	60,000	(25,000)	**0**	(60,000)	(100.0)
	60,000	35,000	60,000	(25,000)	**(28,000)**	(88,000)	(146.7)
RECORDS TOTAL	**$ 571,997**	**$ 554,953**	**$ 670,000**	**$ (115,047)**	**$ 332,000**	**$ (338,000)**	**(50.4) %**

1999 BUDGET
SIGNIFICANT CHANGES
LEGISLATIVE SERVICES

SURREY
CITY OF PARKS

SIGNIFICANT CHANGES		SUMMARY
1998 ADOPTED BUDGET		**$ 2,594,500**
Rounding	(500)	(500)
1998 ADJUSTED BUDGET		**$ 2,594,000**
Revenues		
Sales and Services		
Board of Variance revenue	(10,000)	
Decrease in sales of council packages	11,000	1,000
Taxation and Other	0	0
Total Change in Revenues		**1,000**
Expenditures		
Salaries/Wages & Benefits		
Transfer Celia Day to Information Technology	(54,000)	
Increase in part-time for election	50,000	
Transfer 2 f/t staff and p/t to Mayor's dept	(105,900)	
Increase in part-time admin - funds from records mgmt	60,000	
Annual increments & step increases	24,900	(25,000)
Operating Costs		
Election for new mayor & councils	395,000	
Increase in Consultant fees - recovery from RFFE	58,000	
Decrease in Xerox & printing supplies	(16,000)	
Transfer from Council - Food/Beverage	31,000	468,000
Internal Services Used		
Increase in facilities services	6,000	6,000
Exernal Services Recovered		
Board of Variance revenue	10,000	10,000
Transfers from Own Sources		
Consultant from RFFE - Records Mgmt	(28,000)	
Consultant from RFFE - Admin	(30,000)	
Transfer from RFFE for election	(375,000)	(433,000)
Transfers to Own Sources		
Transfer from records mgmt to part-time salary	(60,000)	
Variable pay contribution	5,000	(55,000)
Total Change in Expenditures		**(29,000)**
1999 BUDGET		**$ 2,566,000**

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Legislative Services UNIT

ISSUE PAPER NAME

Assistant Municipal Clerk & Legislative Asst. 1

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Shorter processing times, work loads , and an increasing number of Committees and Task Forces requiring resources and support from Legislative Services necessitates this department to bring forward this critical issue for consideration again in the 1999 budget process. In 1999 a major focus of this department will be local government elections, and this will consume a considerable amount of attention from one of our Managers. As well as continuing to maintain daily tasks, exempt staff are being called upon to undertake special projects as part of their duties, and one project which our department is looking to achieve in 1999 is to have a pilot project launched on pcdocs or a similar document management system involving Legislative Services Department, the Mayor's Office and the Councillors area. It is imperative that the need for an Assistant Municipal Clerk be addressed to deal with the issues the Department is facing in 1999.

Additional support services in the Councillors area is an area which needs to be addressed. The two staff that currently work in this area, provide as much service as they can manage for eight members of Council. Some members of Council have expressed a desire to have an increased level of support service and assistance in dealing with constituients and local government issues. There is also a need to have trained staff to fill in for vacations and sick time. This is currently being done by providing part time staff for relief, but they are able to accomplish very little, other than to provide telephone and counter service. With three staff members dedicated to this area, Council would be assured of having at least two support staff available throughout the year.

Legislative Services agrees that additional staff is not always the answer, and have a number of technology issues that are being looked at to keep staffing levels at a minimum. The staff issues identified in this paper are ones that cannot necessarily be addressed by using technology. This includes things such as support services to Committees and Task Forces, and assistance for Councillors.

We have reviewed our budgets and operations extensively, and feel that through our operating budget, can fund approximately 60,000 of this request, and are asking for approval for the balance of the funding.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Assistant Municipal Clerk	1	$69,900	$7,000
Legislative Assistant 1	1	45,000	7,000
Funding from own sources		(60,000)	
	2	$54,900	$14,000

The Finance & Technology Department excels in financial and technological leadership by:

- Providing expert information and advice;
- Developing and delivering quality products and services;
- Listening to and partnering with our clients;
- Ensuring we have knowledgeable and professional staff;
- Monitoring, educating, and planning to enhance the financial well-being of the City;
- Maintaining our financial and technological systems at peak levels of performance, and
- Complying with legislative requirements.

We treat our people with respect and embrace the City's Corporate values of honesty, integrity and innovation.

KEY AREAS OF FOCUS

We provide service to the City by focusing our departmental activities as described below:

Service Responsiveness

We demonstrate our leadership in balancing our regulatory and our clients service needs by:

- Providing expert advice;
- Delivering quality products and services;
- Ensuring our communications are timely, accurate and effective;
- Providing easy to use convenient technology;
- Being approachable and courteous, and responsive to our customer needs, and
- Monitoring our customer's satisfaction.

City Process Development

We demonstrate our leadership in proactive process development by:

- Constantly improving our internal products, services, planning process, procedures and business processes;
- Involving stakeholders to ensure improvements are understandable and workable, and
- Providing project management skills and expert advice on a wide variety of corporate task forces.

Standards and Asset Maintenance

We demonstrate our leadership in maintaining standards and assets by:

- Ensuring adherence to regulatory and professional requirements and internal controls;
- Pursuing a comprehensive and rational approach to risk, treasury and technological management;
- Providing performance reports and indicators, and
- Developing and providing expertise on corporate technical and financial policies, standards and internal controls.

Resource Optimization

We demonstrate our leadership in optimizing our Department's resources by:

- Achieving expected outputs and results in a timely manner, and
- Effectively deploying our resources.

People Development

We demonstrate our leadership in the way we operate as a team by:

- Encouraging teamwork, respecting and recognizing the contributions made by our team members;
- Encouraging continuous improvement;
- Supporting employee training and learning opportunities;
- Exhibiting professionalism and a good work ethic;
- Respecting the need to maintain a healthy balance between their personal and professional lives;
- Embracing the City's Corporate Values of honesty, integrity, and innovation, and
- Encouraging our people to enjoy coming to work.

1998 KEY ACCOMPLISHMENTS

In addition to achieving the above deliverables through our daily work, each year we implement specific "strategic thrusts" to achieve City and departmental key inititives. These are listed below:

Service Responsiveness

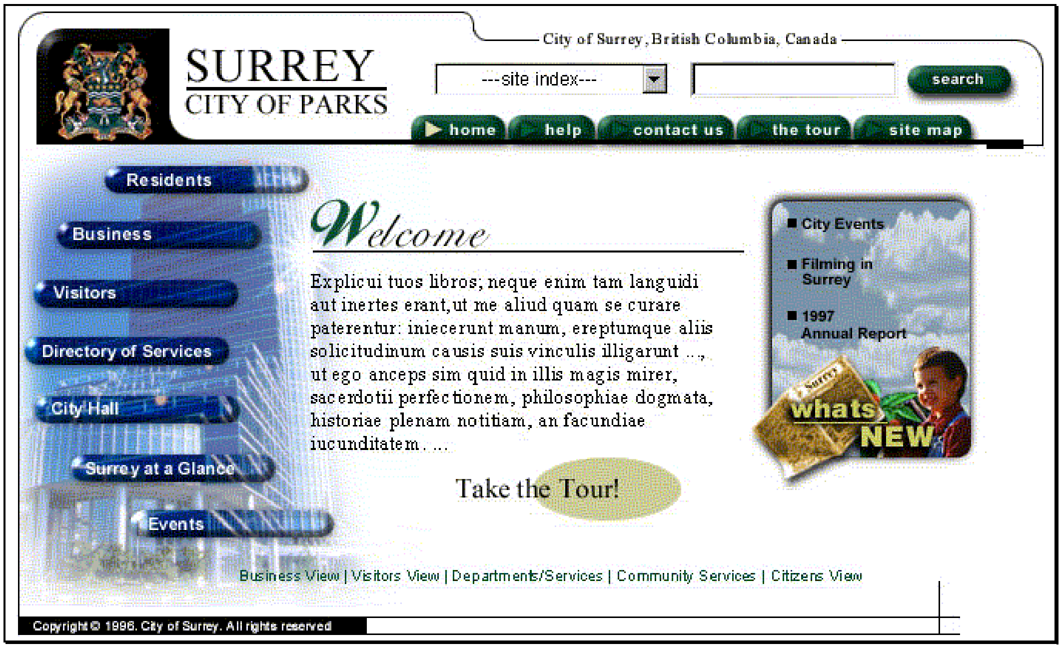
- IT systems operated at 98+% availablity, 7 days a week, 24 hours a day;
- Ensured all 'counter' staff received customer service training;
- Completed roll-out and obtained departmental agreement to Customer Service Agreements;
- Completed the implementation of "CouncilVIEWS" allowing On-Line access to City Minutes, By-Laws and Provincial Legislation;
- Developed Departmental presentations and enjoyed favourable feedback as part of City's Open House, and
- Finalized Departmental signature "Expert solutions, together"

Expert solutions, together.

City Process Development

- Received Council approval for a new Volunteer Policy;
- Completed 32 IT systems installations, and

- Launched a re-designed and improved Internet Web site for the City (SRA #1 - Guidepost #2, Corporate Objectives); Prototype layout displayed below. www.city.surrey.bc.ca.



Standards and Asset Maintenance

- Introduced the City's first regular Quarterly Financial Reports to Council and produced the first monthly financial reports for departments;
- Earned the GFOA's Canadian Award for Financial Reporting and Distinguished Budget Presentations Award (2nd consecutive year);
- Developed a Financial Planning Model to model potential financing opportunities for capital projects and variances in our future operating budgets. A sample is located in the Capital Planning Section of this document. (SRA #5, Corporate Objectives);
- Developed a Reserve/Surplus Policy with the help and input of citizens;
- Expanded the Long Term Capital Model (SRA #5, Corporate Objectives);
- Launched the City's Y2K Project, developing an inventory of all systems possibly affected by the 'Millennium Bug". Initiated testing and reparations;
- Initiated an Internal Audit function, focusing on resolving several fraud situations, and
- Converted Financial Statements to comply with PSAAB standards.

Resource Optimization

- Formally adopted procedures and behaviours of the Leave Management Plan;
- Received Council approval for 1998 budget in January, 2 months earlier than prior years, and
- Reduced departmental overtime costs by an estimated 20%.

People Development

- Reduced individual overtime for most employees, and
- Improved Departmental communications and staff awareness of business paln and key objectives.

1999 KEY THRUSTS, INITIATIVES AND OBJECTIVES

Finance & Technology is currently developing the 1999 Plan. The following key thrusts have been identified:

City Process Development

- Successfully manage the following key Mega Projects through to implementation:

  - Y2K Project

  - City Work Management,

  - Capital Project Tracking System, and

  - Accounts Receivable Module of Computron.
- Lead the organization in developing new revenue generating ideas.

Standards and Asset Maintenance

- Limit the impact of Year 2000 consequences on Departmental and City services and operations;
- Develop and implement a full Internal Audit Program, and
- Formalize existing practices into policies and up-date existing policies.

Resource Optimization

- Develop a methodology to actively re-deploy resources and alter priorities tomiminize the disruptive affect unscheduled requests have on our deadlines.

People Development

- Develop a Departmental Training Program.

Service Responsiveness

- Develop an introductory Finance & Technology Manual to assist new Councillors' understanding of City processes and financial information. Teach them to use IT resources effectively.

Major Statistics	1997	1998 projected
Finance		
Payroll cheques and direct deposits	59,000	61,000
Accounts Payable cheques issued	27,000	30,000
Purchase Orders issued	5,100	5,200
Tax Inquiries / IVR (Interactive Voice Response)	19,000	15,900
Property Tax Calls Responded to	32,594	32,641
Technology		
Networked workstations	1,020	1,210
Networked processing servers (data, file, applications, mainframe)	42	47
Number of e-mail accounts	1,210	1,320
Number of external e-mail messages	10,800	15,240
Wide area network:		
- number of sites	40	40
- number of campuses	0	5
Number of Help desk calls	7,500	17,000
Number of telephone moves, adds, changes	840	1,150
Number of telephone units	990	1,130
Number of voice mailboxes	660	820

1999 BUDGET

FINANCE & TECHNOLOGY ORGANIZATION CHART

- **Mayor & Council**
  - **City Manager**
    - **General Manager**
      G. Guthrie, CA
      - Administrative Co-ordinator
        L. Chernick
        - Clerk Typist 3
          D. Vestergaard
      - Manager
        Financial Reporting
        Division
        P. Vaughan, CMA
      - Manager
        Accounting Services
        Division
        J. Dominato
      - Manager
        Financial Planning
        Division
        V. Wilke, CGA, MBA
      - Manager
        Strategic Development
        Division
        D. Gomm
      - Manager
        Information Technology
        Division
        G. Scott, BCS
      - Manager
        Risk Management
        Division
        H. Zomar

1999 BUDGET
DEPARTMENTAL OPERATIONS
FINANCE & TECHNOLOGY

PROGRAM SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Accounting Services	$ 1,252,000	$ 1,242,000	$ 1,158,000	$ 84,000	**$ 1,221,000**	$ 63,000	5.4 %
Direction, Marketing & Administration	434,000	649,000	760,000	(111,000)	**788,000**	28,000	3.7
Financial Planning	375,000	371,000	382,000	(11,000)	**253,000**	(129,000)	(33.8)
Financial Reporting	423,000	395,000	437,000	(42,000)	**332,000**	(105,000)	(24.0)
Department Leadership Division	274,000	289,000	321,000	(32,000)	**335,000**	14,000	4.4
Risk Management	1,000,000	994,000	994,000	0	**998,000**	4,000	0.4
Strategic Development	0	0	0	0	**122,000**	122,000	100.0
Taxation & Cash Management	(43,000)	(48,000)	(50,000)	2,000	**53,000**	103,000	(206.0)
Integration Planning Services	357,000	405,000	318,000	87,000	**468,000**	150,000	47.2
Technology Deployment Services	602,000	667,000	779,000	(112,000)	**640,000**	(139,000)	(17.8)
Client Support Services	334,000	475,000	474,000	1,000	**496,000**	22,000	4.6
Infrastructure Services	1,475,000	1,280,000	1,261,000	19,000	**1,428,000**	167,000	13.2
NET DEPARTMENT TOTAL	**$ 6,483,000**	**$ 6,719,000**	**$ 6,834,000**	**$ (115,000)**	**$ 7,134,000**	**$ 300,000**	**4.4 %**

ACCOUNT SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (597,000)	$ (529,000)	$ (553,000)	$ 24,000	**$ (633,000)**	$ (80,000)	14.5 %
Grants, Donations and Other	(183,000)	(288,000)	(174,000)	(114,000)	**(96,000)**	78,000	(44.8)
	(780,000)	(817,000)	(727,000)	(90,000)	**(729,000)**	(2,000)	0.3
Expenditures							
Salaries and Benefits	5,904,000	6,190,000	6,836,000	(646,000)	**7,893,000**	1,057,000	15.5
Operating Costs	3,161,000	4,018,000	7,052,000	(3,034,000)	**5,760,000**	(1,292,000)	(18.3)
Internal Services Used	252,000	317,000	199,000	118,000	**207,000**	8,000	4.0
Internal Services Recovered	(2,896,000)	(3,830,000)	(6,074,000)	2,244,000	**(5,434,000)**	640,000	(10.5)
External Recoveries	(47,000)	(47,000)	(27,000)	(20,000)	**(35,000)**	(8,000)	29.6
	6,374,000	6,648,000	7,986,000	(1,338,000)	**8,391,000**	405,000	5.1
Net Operations Total	**5,594,000**	**5,831,000**	**7,259,000**	**(1,428,000)**	**7,662,000**	**403,000**	**5.6**
Transfers							
Transfer From Own Sources	(168,000)	(25,000)	(1,304,000)	1,279,000	**(1,312,000)**	(8,000)	0.6
Transfer To Own Sources	1,057,000	913,000	879,000	34,000	**784,000**	(95,000)	(10.8)
	889,000	888,000	(425,000)	1,313,000	**(528,000)**	(103,000)	24.2
NET DEPARTMENT TOTAL	**$ 6,483,000**	**$ 6,719,000**	**$ 6,834,000**	**$ (115,000)**	**$ 7,134,000**	**$ 300,000**	**4.4 %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
FINANCE & TECHNOLOGY

ACCOUNTING SERVICES	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (47,000)	$ (46,000)	$ (13,000)	$ (33,000)	**$ (23,000)**	$ (10,000)	76.9 %
Grants, Donations and Other	0	(1,000)	0	(1,000)	**0**	0	0.0
	(47,000)	(47,000)	(13,000)	(34,000)	**(23,000)**	(10,000)	76.9
Expenditures							
Salaries and Benefits	1,588,000	1,405,000	1,369,000	36,000	**1,723,000**	354,000	25.9
Operating Costs	193,000	202,000	211,000	(9,000)	**211,000**	0	0.0
Internal Services Used	112,000	149,000	89,000	60,000	**97,000**	8,000	9.0
Internal Services Recovered	(440,000)	(466,000)	(501,000)	35,000	**(778,000)**	(277,000)	55.3
External Recoveries	(19,000)	(19,000)	(15,000)	(4,000)	**(15,000)**	0	0.0
	1,434,000	1,271,000	1,153,000	118,000	**1,238,000**	85,000	7.4
Net Operations Total	**1,387,000**	**1,224,000**	**1,140,000**	**84,000**	**1,215,000**	**75,000**	**6.6**
Transfers							
Transfer From Own Sources	(135,000)	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	18,000	18,000	0	**6,000**	(12,000)	(66.7)
	(135,000)	18,000	18,000	0	**6,000**	(12,000)	(66.7)
ACCOUNTING SRVC TOTAL	**$ 1,252,000**	**$ 1,242,000**	**$ 1,158,000**	**$ 84,000**	**$ 1,221,000**	**$ 63,000**	**5.4 %**

MARKETING & ADMINISTRATION	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	(3,000)	0	(3,000)	**0**	0	0.0
	0	(3,000)	0	(3,000)	**0**	0	0.0
Expenditures							
Salaries and Benefits	297,000	281,000	407,000	(126,000)	**435,000**	28,000	6.9
Operating Costs	36,000	96,000	2,118,000	(2,022,000)	**99,000**	(2,019,000)	(95.3)
Internal Services Used	0	0	0	0	**0**	0	0.0
Internal Services Recovered	(219,000)	(245,000)	(2,285,000)	2,040,000	**(274,000)**	2,011,000	(88.0)
External Recoveries	0	0	0	0	**0**	0	0.0
	114,000	132,000	240,000	(108,000)	**260,000**	20,000	8.3
Net Operations Total	**114,000**	**129,000**	**240,000**	**(111,000)**	**260,000**	**20,000**	**8.3**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	320,000	520,000	520,000	0	**528,000**	8,000	1.5
	320,000	520,000	520,000	0	**528,000**	8,000	1.5
MARKETING & ADMIN TOTAL	**$ 434,000**	**$ 649,000**	**$ 760,000**	**$ (111,000)**	**$ 788,000**	**$ 28,000**	**3.7 %**

FINANCIAL PLANNING	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	383,000	465,000	425,000	40,000	**414,000**	(11,000)	(2.6)
Operating Costs	68,000	9,000	4,000	5,000	**3,000**	(1,000)	(25.0)
Internal Services Used	0	7,000	0	7,000	**0**	0	0.0
Internal Services Recovered	(61,000)	(110,000)	(47,000)	(63,000)	**(158,000)**	(111,000)	236.2
External Recoveries	(15,000)	0	0	0	**(8,000)**	(8,000)	100.0
	375,000	371,000	382,000	(11,000)	**251,000**	(131,000)	(34.3)
Net Operations Total	**375,000**	**371,000**	**382,000**	**(11,000)**	**251,000**	**(131,000)**	**(34.3)**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**2,000**	2,000	100.0
	0	0	0	0	**2,000**	2,000	100.0
FINANCIAL PLANNING TOTAL	**$ 375,000**	**$ 371,000**	**$ 382,000**	**$ (11,000)**	**$ 253,000**	**$ (129,000)**	**(33.8) %**

SURREY
CITY OF PARKS

1999 BUDGET
DEPARTMENTAL PROGRAMS
FINANCE & TECHNOLOGY

FINANCIAL REPORTING	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ (79,000)**	$ (79,000)	100.0 %
Grants, Donations and Other	0	(88,000)	0	(88,000)	**0**	0	0.0
	0	(88,000)	0	(88,000)	**(79,000)**	(79,000)	100.0
Expenditures							
Salaries and Benefits	238,000	255,000	248,000	7,000	**377,000**	129,000	52.0
Operating Costs	223,000	252,000	221,000	31,000	**252,000**	31,000	14.0
Internal Services Used	0	0	0	0	**0**	0	0.0
Internal Services Recovered	(13,000)	(24,000)	0	(24,000)	**(49,000)**	(49,000)	100.0
External Recoveries	0	0	0	0	**0**	0	0.0
	448,000	483,000	469,000	14,000	**580,000**	111,000	23.7
Net Operations Total	**448,000**	**395,000**	**469,000**	**(74,000)**	**501,000**	**32,000**	**6.8**
Transfers							
Transfer From Own Sources	(25,000)	0	(279,000)	279,000	**(287,000)**	(8,000)	2.9
Transfer To Own Sources	0	0	247,000	(247,000)	**118,000**	(129,000)	(52.2)
	(25,000)	0	(32,000)	32,000	**(169,000)**	(137,000)	428.1
FINANCIAL REPORTING TOTAL	**$ 423,000**	**$ 395,000**	**$ 437,000**	**$ (42,000)**	**$ 332,000**	**$ (105,000)**	**(24.0) %**

DEPT LEADERSHIP DIVISION	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	237,000	250,000	275,000	(25,000)	**275,000**	0	0.0
Operating Costs	68,000	58,000	75,000	(17,000)	**87,000**	12,000	16.0
Internal Services Used	1,000	10,000	0	10,000	**0**	0	0.0
Internal Services Recovered	(32,000)	(29,000)	(29,000)	0	**(32,000)**	(3,000)	10.3
External Recoveries	0	0	0	0	**0**	0	0.0
	274,000	289,000	321,000	(32,000)	**330,000**	9,000	2.8
Net Operations Total	**274,000**	**289,000**	**321,000**	**(32,000)**	**330,000**	**9,000**	**2.8**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**5,000**	5,000	100.0
	0	0	0	0	**5,000**	5,000	100.0
DEPT LEADERSHIP TOTAL	**$ 274,000**	**$ 289,000**	**$ 321,000**	**$ (32,000)**	**$ 335,000**	**$ 14,000**	**4.4 %**

RISK MANAGEMENT	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (1,000)	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	(96,000)	(97,000)	(94,000)	0	**(95,000)**	(1,000)	1.1
	(97,000)	(97,000)	(94,000)	0	**(95,000)**	(1,000)	1.1
Expenditures							
Salaries and Benefits	202,000	224,000	221,000	3,000	**227,000**	6,000	2.7
Operating Costs	918,000	1,081,000	2,509,000	(1,428,000)	**2,548,000**	39,000	1.6
Internal Services Used	104,000	137,000	110,000	27,000	**110,000**	0	0.0
Internal Services Recovered	(856,000)	(685,000)	(821,000)	136,000	**(866,000)**	(45,000)	5.5
External Recoveries	0	(16,000)	0	(16,000)	**0**	0	0.0
	368,000	741,000	2,019,000	(1,278,000)	**2,019,000**	0	0.0
Net Operations Total	**271,000**	**644,000**	**1,925,000**	**(1,278,000)**	**1,924,000**	**(1,000)**	**(0.1)**
Transfers							
Transfer From Own Sources	(8,000)	(25,000)	(1,025,000)	1,000,000	**(1,025,000)**	0	0.0
Transfer To Own Sources	737,000	375,000	94,000	281,000	**99,000**	5,000	5.3
	729,000	350,000	(931,000)	1,281,000	**(926,000)**	5,000	(0.5)
RISK MANAGEMENT TOTAL	**$ 1,000,000**	**$ 994,000**	**$ 994,000**	**$ 3,000**	**$ 998,000**	**$ 4,000**	**0.4 %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
FINANCE & TECHNOLOGY

STRATEGIC DEVELOPMENT	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	0	0	0	0	**119,000**	119,000	100.0
Operating Costs	0	0	0	0	**0**	0	0.0
Internal Services Used	0	0	0	0	**0**	0	0.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	0	0	0	0	**119,000**	119,000	100.0
Net Operations Total	**0**	**0**	**0**	**0**	**119,000**	**119,000**	**100.0**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**3,000**	3,000	100.0
	0	0	0	0	**3,000**	3,000	100.0
STRATEGIC DEVELOPMENT TOTAL	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 122,000**	**$ 122,000**	**100.0 %**

TAXATION & CASH MGMT	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (549,000)	$ (483,000)	$ (540,000)	$ 57,000	**$ (531,000)**	$ 9,000	(1.7) %
Grants, Donations and Other	(87,000)	(99,000)	(80,000)	(19,000)	**(1,000)**	79,000	(98.8)
	(636,000)	(582,000)	(620,000)	38,000	**(532,000)**	88,000	(14.2)
Expenditures							
Salaries and Benefits	879,000	843,000	836,000	7,000	**896,000**	60,000	7.2
Operating Costs	100,000	112,000	139,000	(27,000)	**122,000**	(17,000)	(12.2)
Internal Services Used	1,000	0	0	0	**0**	0	0.0
Internal Services Recovered	(374,000)	(409,000)	(393,000)	(16,000)	**(425,000)**	(32,000)	8.1
External Recoveries	(13,000)	(12,000)	(12,000)	0	**(12,000)**	0	0.0
	593,000	534,000	570,000	(36,000)	**581,000**	11,000	1.9
Net Operations Total	**(43,000)**	**(48,000)**	**(50,000)**	**2,000**	**49,000**	**99,000**	**(198.0)**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**4,000**	4,000	100.0
	0	0	0	0	**4,000**	4,000	100.0
TAXATION & CASH MGMT TOTAL	**$ (43,000)**	**$ (48,000)**	**$ (50,000)**	**$ 2,000**	**$ 53,000**	**$ 103,000**	**(206.0) %**

INTEGRATION PLANNING	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	366,000	471,000	520,000	(49,000)	**572,000**	52,000	10.0
Operating Costs	22,000	13,000	89,000	(76,000)	**64,000**	(25,000)	(28.1)
Internal Services Used	1,000	0	0	0	**0**	0	0.0
Internal Services Recovered	(32,000)	(79,000)	(291,000)	212,000	**(177,000)**	114,000	(39.2)
External Recoveries	0	0	0	0	**0**	0	0.0
	357,000	405,000	318,000	87,000	**459,000**	141,000	44.3
Net Operations Total	**357,000**	**405,000**	**318,000**	**87,000**	**459,000**	**141,000**	**44.3**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**9,000**	9,000	100.0
	0	0	0	0	**9,000**	9,000	100.0
INTEGRATION PLANNING TOTAL	**$ 357,000**	**$ 405,000**	**$ 318,000**	**$ 87,000**	**$ 468,000**	**$ 150,000**	**47.2 %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
FINANCE & TECHNOLOGY

TECHNOLOGY DEPLOYMENT	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	658,000	948,000	1,392,000	(444,000)	**1,385,000**	(7,000)	(0.5)
Operating Costs	116,000	842,000	274,000	568,000	**853,000**	579,000	211.3
Internal Services Used	3,000	13,000	0	13,000	**0**	0	0.0
Internal Services Recovered	(175,000)	(1,136,000)	(887,000)	(249,000)	**(1,604,000)**	(717,000)	80.8
External Recoveries	0	0	0	0	**0**	0	0.0
	602,000	667,000	779,000	(112,000)	**634,000**	(145,000)	(18.6)
Net Operations Total	**602,000**	**667,000**	**779,000**	**(112,000)**	**634,000**	**(145,000)**	**(18.6)**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**6,000**	6,000	100.0
	0	0	0	0	**6,000**	6,000	100.0
TECH DEPLOYMENT TOTAL	**$ 602,000**	**$ 667,000**	**$ 779,000**	**$ (112,000)**	**$ 640,000**	**$ (139,000)**	**(17.8) %**

CLIENT SUPPORT SERVICES	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	481,000	516,000	489,000	27,000	**836,000**	347,000	71.0
Operating Costs	168,000	290,000	343,000	(53,000)	**333,000**	(10,000)	(2.9)
Internal Services Used	17,000	1,000	0	1,000	**0**	0	0.0
Internal Services Recovered	(332,000)	(332,000)	(358,000)	26,000	**(675,000)**	(317,000)	88.5
External Recoveries	0	0	0	0	**0**	0	0.0
	334,000	475,000	474,000	1,000	**494,000**	20,000	4.2
Net Operations Total	**334,000**	**475,000**	**474,000**	**1,000**	**494,000**	**20,000**	**4.2**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**2,000**	2,000	100.0
	0	0	0	0	**2,000**	2,000	100.0
CLIENT SUPPORT TOTAL	**$ 334,000**	**$ 475,000**	**$ 474,000**	**$ 1,000**	**$ 496,000**	**$ 22,000**	**4.6 %**

INFRASTRUCTURE SERVICES	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	575,000	532,000	654,000	(122,000)	**634,000**	(20,000)	(3.1)
Operating Costs	1,249,000	1,063,000	1,069,000	(6,000)	**1,188,000**	119,000	11.1
Internal Services Used	13,000	0	0	0	**0**	0	0.0
Internal Services Recovered	(362,000)	(315,000)	(462,000)	147,000	**(396,000)**	66,000	(14.3)
External Recoveries	0	0	0	0	**0**	0	0.0
	1,475,000	1,280,000	1,261,000	19,000	**1,426,000**	165,000	13.1
Net Operations Total	**1,475,000**	**1,280,000**	**1,261,000**	**19,000**	**1,426,000**	**165,000**	**13.1**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**2,000**	2,000	100.0
	0	0	0	0	**2,000**	2,000	100.0
INFRASTRUCTURE TOTAL	**$ 1,475,000**	**$ 1,280,000**	**$ 1,261,000**	**$ 19,000**	**$ 1,428,000**	**$ 167,000**	**13.2 %**

1999 BUDGET
SIGNIFICANT CHANGES
FINANCE & TECHNOLOGY

SURREY
CITY OF PARKS

SIGNIFICANT CHANGES		SUMMARY
1998 ADOPTED BUDGET		**$ 6,725,300**
1998 Technology Salaries restated	108,400	
Rounding	300	108,700
1998 ADJUSTED BUDGET		**$ 6,834,000**
Revenues		
Sales and Services		
Increase in Fees for Service	(13,000)	
Net increase in Tax/GST/HOG/Inquiry Fees	(57,000)	
Increase in Sale of Goods	(10,000)	(80,000)
Taxation and Other		
Increase in Sundry Revenue	(2,000)	
Reallocate Sundry Revenue	80,000	78,000
Total Change in Revenues		**(2,000)**
Expenditures		
Salaries/Wages & Benefits		
Increase in salaries, p/t, o/t, 1.85% PFP	132,400	
Increase in p/t salaries - recoverable	189,200	
Salaries moved from prof. & contract Services	118,000	
Increase in CUPE market uplift potential	116,400	
Increase in salary for staff - transfer from Legislative Services	58,400	
Increase in salary - City Works Management Project	315,000	
Increase in p/t salaries re: Maximo Application	65,000	
Increase in p/t salaries re: Parks Sports Complex	48,000	
Increase in p/t salaries re: Libraries	27,000	
Decrease in other p/t and o/t salaries	(12,400)	1,057,000
Operating Costs		
Increase in audit fees - Stewardship	1,000	
Internal Auditor - Contract - Stewardship	90,000	
Decrease in Prof. & Contractual Services - moved to salaries	(118,000)	
Increase in Prof. & Contractual Services re: gst/pst analyst	60,000	
Increase in other Prof. & Contractual Services	1,600	
Increase in adjuster/appraisal/material costs - Risk Management	2,800	
Increase in claim costs - Risk Management	35,700	
Decrease in Occupancy insurance costs - Risk Management	(13,100)	
Decrease in Equipment Costs	(2,500)	
Increase in Staff Development Costs - Conf./Seminars and membership fees	10,200	
Increase in Transportation Costs	13,200	
Decrease in bank charges	(15,000)	
Increase in Professional & Contractual Services	498,400	
Increase in Communications re: Parks Sports	20,200	
Increase in Communications re: Libraries	17,700	
Increase in Communications re: Others	19,400	
Decrease in capital project costs	(2,000,000)	
Increase in Information Systems re: Libraries	8,300	
Increase in Information Systems re: Others	78,100	(1,292,000)
Expenditures Continued On Next Page		

1999 BUDGET
SIGNIFICANT CHANGES
FINANCE & TECHNOLOGY

SURREY
CITY OF PARKS

Changes In Expenditures Continued		
Internal Services Used		
Increase in Cost Alloc. - Works Yard	8,000	8,000
Internal Services Recovered		
Decrease in recoveries - Accounting Services	55,100	
Increase in recoveries from other departments re: p/t salaries	(189,200)	
Decrease in recoveries from other departments	114,325	
Increase in recoveries for City Works Management Project	(315,000)	
Increase in recovery from Capital	(49,700)	
Increase in recoveries from drainage, sewer and water	(133,225)	
Decrease in recovery of capital project costs	2,000,000	
Increase in recoveries from other departments re: Maximo Application	(53,200)	
Net increase in recoveries from other departments	(1,000)	
Increase in recoveries from capital	(286,300)	
Increase in recoveries from sewer and water re: Maximo Application	(46,800)	
Increase in recoveries from sewer and water re: Others	(455,000)	640,000
External Recoveries		
Recovery from White Rock	(8,000)	(8,000)
Transfers from Own Sources		
Transfer from RFFE: Stewardship	(8,000)	(8,000)
Transfers to Own Sources		
Reduction in transfer to reserves re: gst/pst analyst	(60,000)	
Reduction in transfer to reserves re: Internal Auditor - Contract	(90,000)	
Increase in transfer to reserves re: others	15,300	
Decrease in Variable pay contribution	(5,300)	
Variable pay contribution	45,000	(95,000)
Total Change in Expenditures		**302,000**
1999 BUDGET		**$ 7,134,000**

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Finance & Technology UNIT Technology

ISSUE PAPER NAME

INFORMATION-TECHNOLOGY Wide Area Network Capacity Expansion and Network Management Tools	☒ Addition ☐ Reduction

Description

As the corporate wide area network has grown; tools are required to identify bottlenecks, problems, and manage the information flow.

More business applications, greater complexity in applications, more sites, and more users have been added to the network to meet the demands of a growing City. Measures (Network upgrades) have been taken to address immediate, critical needs in order to prevent massive slow-downs on the wide area network, having a direct negative impact on our City's service provisioning performance.

Justification

The data network standard E10MAN (ETHERNET 10 MEGABYTE METROPOLITAN AREA NETWORK) deployed throughout the City provides users with as much as 165 times the throughput of the currently in place, interim solution. The 3 upgraded sites identified herein (Arts Centre, South Surrey Pool, Fire Hall #1) will result in an increase of $708.72 in the monthly line charges paid to BC Tel before the end of 1998.

It also means a more reliable, less labour intensive, and easier to manage communications system that will provide the bandwidth required for City projects at the 40 networked City sites over the next several years.

Network Management Tools (Sniffer, Openview, Ciscoworks) have been acquired through capital projects , with internal staff being the experts in their usage and monitoring. As a result, annual maintenance costs for the software are being incurred.

Impact

The consequences of not migrating away from the interim solution would have created massive slow-downs on the wide area network. Several service levels that could have been impacted are: not able to run Computron Financials, Class Registration & Facility Booking , Development Securities, City Work Management, time to service public / Library patron queries at the counters

LINE ITEMS/ACCOUNTS:	# of Employees F.T.	OPERATING NET $	CAPITAL NET $
Operating line costs being incurred		$42,000	
IT Recovery from Parks & Recreation - Arts Centre		(14,000)	
IT Recovery from Parks & Recreation - South Surrey Pool		(14,000)	
IT Recovery from Fire Dept.		(14,000)	
Network Management Tools Maintenance		8,000	
		$8,000	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Finance Technology UNIT Technology

ISSUE PAPER NAME

Information Technology Telecommunications (Telephony) Support

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

NOTE: An Issue paper was originally submitted in 1997.

Description

The telephone system is the primary vehicle for the public to communicate with their local government.

Over the last three years, the telephone environment for the Parks, Recreation & Culture Department has been incrementally upgraded to a City-Wide Centrex system.
In conjunction with this project, voice mail access has been expanded to include all employees at all Parks sites and at City Hall.

Justification

Although the responsibility to manage all the City's telephone systems development and operations was transferred to Information Technology in 1997 (excluding RCMP), no operating budget for staff was transferred from Facilities Management to support and sustain the various telephony environments.

The Parks, Recreation & Culture Department alone accounts for 25% of the telephones in the City of Surrey. In 1997, 38% of those phones were either newly added, moved or changed. Throughout the City departments directly serviced by this function, the number of telephone units increased from 990 in 1997 to 1130 in 1998. The number of moves , adds and changes that are serviced through Information Technology increased from 840 in 1997, to 1150 in 1998. In addition, the number of voice mail boxes increased from 660 in 1997, to 820 in 1998.

Impact
Without a trained telecommunications support specialist:

- Public service would be reduced as staff at each site redirect their attention to document and follow up on telephony problems or changes
- Adherence to standard features and functionality would not be monitored, resulting in loss of productivity and increased training costs to the City
- Lack of resource management tools could result in thousands of dollars being lost due to unsubstantiated billing from BC TEL
- All requests for repair , training or changes would have to be reported directly to BC TEL (phone) or CallPro (voice mail & Infolines). This influx of calls to these vendors could cost in excess of $50,000 per year
- There would be no backup person for the City's primary Telecommunications systems.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Telecommunications Junior Support Specialist		$45,000	
Offset Funds already received in 1998 Budget approval		(10,000)	
Offset Recovery already rec'd. from Parks, Recreation & Culture		(13,000)	
		$22,000	

SURREY
CITY OF PARKS

1999 BUDGET
ISSUE PAPER

DEPARTMENT Finance & Technology UNIT Technology

ISSUE PAPER NAME

Help Desk Software Maintenance & Client Care Operator

☒ Addition
☐ Reduction

Description:

The Help Desk is the equivalent of a "911" dispatch centre for help with computers.

The Centre was set up through a capital project, which forecast the need for the knowledge base access, application upgrades and technical support. The project has come to a close. User departments are placing more and more calls to the Centre each month.

The continuity of the service, access to trained support personnel, and upgrades are required.

Justification:

The number of computers at the City is expanding by 150 a year for the last three years, and the computer programs are getting more complicated. Forty City of Surrey locations have been connected together over a sophisticated network in the last three years. In response, the Help Desk - IT service was designed to sustain one of Information Technology Division's troubleshooting technical support services as inexpensively as possible.

Impact:

Discontinuing the service means:

- Double or triple the time and cost to fix a computer problem. (65% of the calls now are solved on the help desk phone by junior staff; this rate is up from 22% a year ago)
- Approximately 17,000 annual calls would not be tracked (this is up from 7,500 calls a year ago)
- More time to reach the right Information Technology support person
- More calls will not be answered expediently or "fall through the cracks"
- No process to fix high severity problems first
- Less accurate statistical information to help improve technical support
- Impacting the public when service departments (for example, the Library, Taxes, Legislative Services) experience the above delays.

LINE ITEMS/ACCOUNTS:	# of Employees F.T.	OPERATING NET $	CAPITAL NET $
Help Desk MacAfee software maintenance		$2,000	
Help Desk Client Care Junior Operator		45,000	
Less: Funds already received from 1998 budget approval		(20,000)	
		$27,000	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Finance Technology UNIT 13400

ISSUE PAPER NAME	
GST/PST Analyst, and an Internal Auditor	☒ Addition ☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

The City presently uses the “Simplified Method” of accounting for GST. The City is entering into more complex partnership agreements, and building more commercial facilities such as arenas and pools. Additional net GST could be recovered annually by converting to the “Input Tax Credit” method, which is more complicated and costly to administer. Approval is requested now, to provide lead time flexibility to convert at a future time when net GST recoveries would increase.

Initial conversion costs		$ 60,000
Reserve For Future Expenditure For Legislative Changes		(60,000)
Thereafter:	GST/PST Analyst (or contractor)	78,000
	Memberships, Training, Supplies	12,000
	Minimum Additional GST Recoveries	(90,000)
	Net Budget	0

The need for additional internal audit resources is required to ensure compliance with internal controls, City policies, and legislative requirements, and to conduct value for money reviews. The position should be self-funding on average over time by sharing in reduced losses, cost savings, and increased revenues.

First year, prior to achievement of savings		$ 90,000
Reserve For Future Expenditure For Legislative Changes		(90,000)
Thereafter:	Internal Auditor (or contractor)	$ 78,000
	Memberships, Training, Supplies	12,000
	Reduced losses, increased cost savings and revenues	(90,000)
	Net Budget	0

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Initial Start-up costs totalling $150,000 would be funded from the Reserve For Future Expenditure. Thereafter, the positions would be self-funding.	2	0	0
	2	0	0

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HUMAN RESOURCES DEPARTMENT OVERVIEW

Human Resources is responsible for anticipating the long-term human resource needs of the Corporation and bringing forward innovative consulting services and programs to assist management and staff to increase effectiveness and efficiency. We accomplish this by gearing our programs to support corporate business goals and values offering services that add value to department activities. In addition, we ensure that we can forecast and prepare for legislative, regulatory and labour market changes that affect the Corporation.

The Department acts as an advocate on behalf of strategic 'people development' initiatives and facilitates long-term organizational development and cultural change. Human Resources is also a practical service provider to the Corporation and staff through the provision of labour and employment relations advice, collective bargaining, compensation and benefits management, human resource information, occupational health and safety, organizational design and development, staff training and development, as well as search, recruitment, and selection services.

The Department provides the full spectrum of human resource management services. In recent years, the Human Resources Department has absorbed functions previously performed by other areas of the Corporation, specifically strategic planning facilitation, organizational development, and safety training, inspection and incident investigation.

The Department's portfolios are as follows:

- Organizational and Staff Development;
- Employment;
- Occupational Health and Safety;
- Compensation and Benefits;
- Collective Bargaining and Employee Relations, and
- Human Resources Information Management.

1998 ACCOMPLISHMENTS

- Developed and implemented a new business planning process that supports Council's Strategic Plan;
- Trained line department managers and payroll timekeepers in the use of the Human Resource Information System and provided inquiry access;
- Completed a review of RCMP Human Resource Services and will commence providing HR services directly at increased efficiency and effectiveness in 1999, and
- Commenced marketing of HR services to other public sector organizations to generate revenue.

Organizational and Staff Development

- Completed two phases of training directed towards establishing a team-based management environment (Basic Team Skills and Building High Performing Teams);
- Introduced consulting service to managers to assist them in utilizing team-based management in normal business activities; Developed in partnership with Simon Fraser University a Management and Supervisory Development Program for 1999 implementation, and
- Commenced introduction of performance management to unionized employees.

Employment

- Completed 269 internal and external searches to August 31, 1998;
- Developed a program to train managers in behaviour-based recruitment and selection for 1999 implementation, and
- With line management, completed a review of minimum hiring criteria and identified selection process improvements for future implementation.

Occupational Health and Safety

- Adoption of leave management techniques by some departments, supporting a reduction of sick leave usage;
- An Employee Wellness Program, co-funded and co-managed with civic unions was developed;
- Implemented pre-employment health assessment for new employees;
- Completed a review of changes to occupational health and safety legislation and regulations and started a management education process, and
- Implemented new WHMIS program to ensure WCB compliance.

Compensation and Benefits

- Completed the Exempt Employee Benefits Review and gained acceptance to substantive changes to service based benefits;
- Resolved reclassification backlog;
- Significant progress made in updating union class specifications;
- Completed salary reviews of critical engineering and information technology positions, and
- Introduced two new optional benefit plans to cover firefighters to supplement their insurance needs.

Labour Relations

- Successfully completed negotiations with CUPE 402-02 within mandate;
- Reduced the level of grievances and the number pending at arbitration, and
- Developed management level courses in corrective discipline and grievance handling.

1999 KEY ISSUES AND OBJECTIVES

- Market HR services to other public sector employers to provide new revenue to the Corporation, and;
- Initiate measures within the Organizational Transformation Plan to increase employee empowerment, collaboration and communication, while improving workplace wellness.

Organizational and Staff Development

- Implement the Management and Supervisory Development program;
- Assist departments in developing technical training plans;
- Assist managers and specific work teams in adopting team-based management behaviours, and

- Continue to implement performance management with unionized employees.

Employment

- Implement new selection testing packages;
- Train managers in behaviour-based recruitment and selection, and
- Utilize the Internet more for recruitment purposes.

Occupational Health and Safety

- Implement and evaluate the Employee Wellness Program;
- Educate staff and management regarding changes to Occupational Health and Safety legislation, and
- Expand health assessments to include coverage of internal staff movement.

Compensation and Benefits

- Complete a review of the exempt sick leave and related benefits;
- Improve communication of compensation and benefits information to employees, and
- Utilize the "Intranet" to distribute employee information.

Labour Relations

- Deliver courses in grievance handling and develop and deliver cause in collective agreement interpretation to managers and supervisors;
- Commence interim negotiations with CUPE 402 to revise benefits package;
- Deliver a mutual gains bargaining program to management and union representatives, and
- Prepare for negotiations with CUPE 402 and CUPE 402-02.

VARIOUS STATISTICS

Employment

	1998 **	1997	1996
Exempt New Hires	36	32	30
CUPE New Hires	290	267	289
Fire New Hires	14	20	35
References Conducted	2040	1914	792
Interviews Conducted	1700	1595	1305

**To November 5, 1998

Safety

	1998 **	1997	1996
Injuries Reported to WCB	225	350	340
Time Loss Injuries	79	107	106
Days Lost	1,223	2,171	1,394
Worksite Inspections	87	79	0
Safety Training Sessions	22	9	0
Employees Attending Training Sessions	116	90	0
Safety Committee Meetings	35	36	36
Formal Documented Accident Investigations	3	2	0
Safety Violations	3	9	0

** To October 31, 1998

Occupational Health

	1998 **	1997	1996*
Formal Leave Mgt Training Sessions	14	5	0
Employees Attending Training Sessions	65	67	0
Pre-placement Health Exams	51	0	0
Employees Using Graduating to Work Program	21	23	0
Formal Medical Consultations	106	39	0
Flu Immunizations	TBD	108	0
Infectious Diseases Interventions	2	3	0

** To September 30, 1998

* No program in place

Sick Leave

	1998 **	1997	1996*
Number of Occurrence	3,644	5,228	5,126
Average Hour per Occurrence	17.1	15.2	14.8
Average Hours per Employee	46.7	60.9	58.4
Total Hours	62,215	79,479	75,746

Average Sick Leave Hours Per Employee Category

	1998 **	1997	1996*
CUPE Inside	6.3	9.3	9.5
CUPE Outside	7.9	14.3	8.1
CUPE Library	6.7	8.7	8.1
Fire - Union	4.9	5.0	5.4
Management	2.8	4.4	4.3
Workforce Averages	6.3	8.5	8.6

** To September 30,1998

Productivity Loss Due To Sick Leave

	1998**	1997	1996
CUPE Inside	$461,815	$670,090	$703,234
CUPE Outside	$360,927	$579,648	$637,612
CUPE Library	$83,093	$112,679	$113,338
Fire - Union	$443,866	$439,847	$452,749
Management	$160,451	$238,382	$235,852
TOTAL	**$1,510,152**	**$2,040,646**	**$2,142,785**

** To September 30, 1998

Training Statistics

	1998**	1997	1996
In-House Courses Offered	85	85	43
In-House Delivered	69	85	21
Delivered by Vendor	16	0	22
# of Participants	875	780	560
Cost per Program	$470	$350	$660
Cost per Participant	$ 45	$ 49	$ 38

** To September 30, 1998

Grievances By Department/Division

	1998**	1997	1996
City Manager	4	6	-
Corporate Services	n/a	n/a	10
Engineering	2	20	14
Finance & Technology	1	2	1
HR (Corporate Policy)	-	1	2
Legislative Services	-	n/a	n/a
Parks, Recreation & Culture	4	14	19
Planning & Development	5	-	1
SUB TOTAL	**16**	**43**	**47**
RCMP	3	4	8
CIVIC CORPORATE SUB TOTAL	**19**	**47**	**55**
Fire	2	3	2
Library	11	-	-
TOTAL CORPORATE	**32**	**50**	**57**

** To September 30, 1998

Grievance Analysis

	1998**	1997	1996
New	32	47	55
Resolved	18	18	11
Resolved at Arbitration	0	3	2
Withdrawn	22	19	2
Pending	★45	★1	❖ 2

★Includes all outstanding grievences, regardless of year filed

❖ Includes only 1996 grievances pending

Classification Reviews

	1998**	1997	1996
IMPLEMENTED			
CUPE	19	10	5
EXEMPT	6	13	18
FIRE	0	1	1
DENIED			
CUPE	18	2	0
EXEMPT	1	2	6
FIRE	0	0	0
OUTSTANDING			
CUPE	15	31	13
EXEMPT	3	1	1
FIRE	0	0	0
TOTAL IMPLEMENTED	**25**	**24**	**24**
TOTAL DENIED	**19**	**4**	**6**
TOTAL OUTSTANDING	**19**	**32**	**14**

** To September 30, 1998

Long Term Disability Tracking

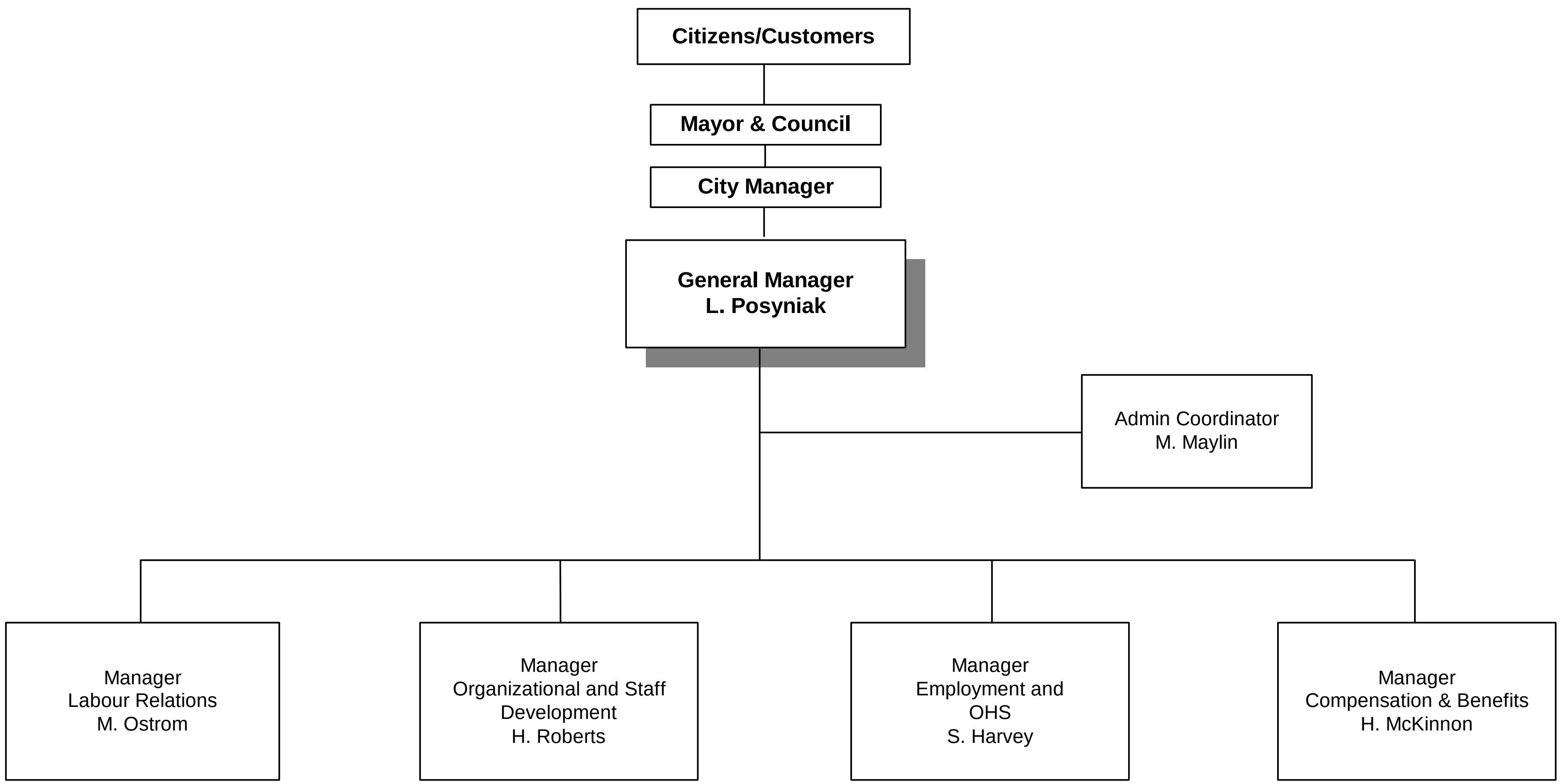
	1998**	1997	1996
Employees on LTD	12	11	✶
Monitoring	10	0	✶
Pending (LTD applications made, includes employees on WCB)	4	5	✶
Return to work (includes partial return to work & employees returned prior to end of elimination period)	48	8	✶
Denied coverage (employees not at work)	5	5	✶

** To September 30, 1998

✶ Accurate information is not available

1999 BUDGET

HUMAN RESOURCES ORGANIZATION CHART



1999 BUDGET
DEPARTMENTAL OPERATIONS
HUMAN RESOURCES

PROGRAM SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Compensation & Benefits	$ 150,000	$ 250,000	$ 190,000	$ 60,000	**$ 219,000**	$ 29,000	15.3 %
Employment	406,000	370,000	350,000	20,000	**435,000**	85,000	24.3
General Management & Administration	381,000	328,000	354,000	(26,000)	**373,000**	19,000	5.4
Labour Relations	186,000	169,000	140,000	29,000	**148,000**	8,000	5.7
Occupational Health & Safety	140,000	182,000	209,000	(27,000)	**231,000**	22,000	10.5
Organizational & Staff Development	271,000	224,000	331,000	(107,000)	**326,000**	(5,000)	(1.5)
NET DEPARTMENT TOTAL	**$ 1,534,000**	**$ 1,523,000**	**$ 1,574,000**	**$ (51,000)**	**$ 1,732,000**	**$ 158,000**	**10.0 %**

ACCOUNT SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	0	0	0.0
	0	0	0	0	0	0	0.0
Expenditures							
Salaries and Benefits	918,000	1,022,000	1,006,000	16,000	1,146,000	140,000	13.9
Operating Costs	624,000	621,000	641,000	(20,000)	696,000	55,000	8.6
Internal Services Used	21,000	0	50,000	(50,000)	13,000	(37,000)	(74.0)
Internal Services Recovered	(27,000)	(119,000)	(99,000)	(20,000)	(101,000)	(2,000)	2.0
External Recoveries	(2,000)	(4,000)	0	(4,000)	(17,000)	(17,000)	100.0
	1,534,000	1,520,000	1,598,000	(78,000)	1,737,000	139,000	8.7
Net Operations Total	**1,534,000**	**1,520,000**	**1,598,000**	**(78,000)**	**1,737,000**	**139,000**	**8.7**
Transfers							
Transfer From Own Sources	0	(5,000)	(32,000)	27,000	(31,000)	1,000	(3.1)
Transfer To Own Sources	0	8,000	8,000	0	26,000	18,000	225.0
	0	3,000	(24,000)	27,000	(5,000)	19,000	(79.2)
NET DEPARTMENT TOTAL	**$ 1,534,000**	**$ 1,523,000**	**$ 1,574,000**	**$ (51,000)**	**$ 1,732,000**	**$ 158,000**	**10.0 %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
HUMAN RESOURCES

SURREY
CITY OF PARKS

COMPENSATION & BENEFITS	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	102,000	170,000	133,000	37,000	**150,000**	17,000	12.8
Operating Costs	48,000	115,000	99,000	16,000	**124,000**	25,000	25.3
Internal Services Used	0	0	0	0	**0**	0	0.0
Internal Services Recovered	0	(35,000)	(10,000)	(25,000)	**(27,000)**	(17,000)	170.0
External Recoveries	0	0	0	0	**0**	0	0.0
	150,000	250,000	222,000	28,000	**247,000**	25,000	11.3
Net Operations Total	**150,000**	**250,000**	**222,000**	**28,000**	**247,000**	**25,000**	**11.3**
Transfers							
Transfer From Own Sources	0	0	(32,000)	32,000	**(31,000)**	1,000	(3.1)
Transfer To Own Sources	0	0	0	0	**3,000**	3,000	100.0
	0	0	(32,000)	32,000	**(28,000)**	4,000	(12.5)
COMPENSATION TOTAL	**$ 150,000**	**$ 250,000**	**$ 190,000**	**$ 60,000**	**$ 219,000**	**$ 29,000**	**15.3 %**

EMPLOYMENT	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	196,000	187,000	200,000	(13,000)	**278,000**	78,000	39.0
Operating Costs	210,000	184,000	150,000	34,000	**150,000**	0	0.0
Internal Services Used	0	0	0	0	**0**	0	0.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	(1,000)	0	(1,000)	**0**	0	0.0
	406,000	370,000	350,000	20,000	**428,000**	78,000	22.3
Net Operations Total	**406,000**	**370,000**	**350,000**	**20,000**	**428,000**	**78,000**	**22.3**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**7,000**	7,000	100.0
	0	0	0	0	**7,000**	7,000	100.0
EMPLOYMENT TOTAL	**$ 406,000**	**$ 370,000**	**$ 350,000**	**$ 20,000**	**$ 435,000**	**$ 85,000**	**24.3 %**

GEN MGMT & ADMINISTRATION	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	375,000	361,000	377,000	(16,000)	**388,000**	11,000	2.9
Operating Costs	34,000	43,000	39,000	4,000	**51,000**	12,000	30.8
Internal Services Used	1,000	0	0	0	**0**	0	0.0
Internal Services Recovered	(27,000)	(84,000)	(70,000)	(14,000)	**(74,000)**	(4,000)	5.7
External Recoveries	(2,000)	0	0	0	**0**	0	0.0
	381,000	320,000	346,000	(26,000)	**365,000**	19,000	5.5
Net Operations Total	**381,000**	**320,000**	**346,000**	**(26,000)**	**365,000**	**19,000**	**5.5**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	8,000	8,000	0	**8,000**	0	0.0
	0	8,000	8,000	0	**8,000**	0	0.0
GEN MGMT & ADMIN TOTAL	**$ 381,000**	**$ 328,000**	**$ 354,000**	**$ (26,000)**	**$ 373,000**	**$ 19,000**	**5.4 %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
HUMAN RESOURCES

LABOUR RELATIONS	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	82,000	91,000	83,000	8,000	**89,000**	6,000	7.2
Operating Costs	104,000	80,000	57,000	23,000	**57,000**	0	0.0
Internal Services Used	0	0	0	0	**0**	0	0.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	(2,000)	0	(2,000)	**0**	0	0.0
	186,000	169,000	140,000	29,000	**146,000**	6,000	4.3
Net Operations Total	**186,000**	**169,000**	**140,000**	**29,000**	**146,000**	**6,000**	**4.3**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**2,000**	2,000	100.0
	0	0	0	0	**2,000**	2,000	100.0
LABOUR RELATIONS TOTAL	**$ 186,000**	**$ 169,000**	**$ 140,000**	**$ 29,000**	**$ 148,000**	**$ 8,000**	**5.7 %**

OCCUPATIONAL HEALTH & SAFETY							
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	95,000	101,000	133,000	(32,000)	**131,000**	(2,000)	(1.5)
Operating Costs	45,000	81,000	95,000	(14,000)	**113,000**	18,000	18.9
Internal Services Used	0	0	0	0	**0**	0	0.0
Internal Services Recovered	0	0	(19,000)	19,000	**0**	19,000	(100.0)
External Recoveries	0	0	0	0	**(17,000)**	(17,000)	100.0
	140,000	182,000	209,000	(27,000)	**227,000**	18,000	8.6
Net Operations Total	**140,000**	**182,000**	**209,000**	**(27,000)**	**227,000**	**18,000**	**8.6**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**4,000**	4,000	100.0
	0	0	0	0	**4,000**	4,000	100.0
HEALTH & SAFETY TOTAL	**$ 140,000**	**$ 182,000**	**$ 209,000**	**$ (27,000)**	**$ 231,000**	**$ 22,000**	**10.5 %**

ORGANIZATIONAL & STAFF DEV							
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	68,000	112,000	80,000	32,000	**110,000**	30,000	37.5
Operating Costs	183,000	118,000	201,000	(83,000)	**201,000**	0	0.0
Internal Services Used	20,000	0	50,000	(50,000)	**13,000**	(37,000)	(74.0)
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	(1,000)	0	(1,000)	**0**	0	0.0
	271,000	229,000	331,000	(102,000)	**324,000**	(7,000)	(2.1)
Net Operations Total	**271,000**	**229,000**	**331,000**	**(102,000)**	**324,000**	**(7,000)**	**(2.1)**
Transfers							
Transfer From Own Sources	0	(5,000)	0	(5,000)		0	0.0
Transfer To Own Sources	0	0	0	0	**2,000**	2,000	100.0
	0	(5,000)	0	(5,000)	**2,000**	2,000	100.0
ORGANIZATIONAL DEV TOTAL	**$ 271,000**	**$ 224,000**	**$ 331,000**	**$ (107,000)**	**$ 326,000**	**$ (5,000)**	**(1.5) %**

1999 BUDGET
SIGNIFICANT CHANGES
HUMAN RESOURCES

SURREY
CITY OF PARKS

SIGNIFICANT CHANGES		SUMMARY
1998 ADOPTED BUDGET		**$ 1,574,200**
Rounding	(200)	(200)
1998 ADJUSTED BUDGET		**$ 1,574,000**
Revenues		
Sales and Services	0	0
Taxation and Other	0	0
Total Change in Revenues		**0**
Expenditures		
Salaries/Wages & Benefits		
Increase in General Management & Administration salaries	4,000	
Decrease in Occupational Health & Safety Advisors' salaries	(6,500)	
Increase in Employment Manager & Advisors' salaries	6,300	
Transfer of Employment Advisor from RCMP	59,000	
Increase in Organizational & Staff Development salaries	1,400	
Increase in Compensation & Benefits salaries	10,100	
Increase in Labour Relations salaries	1,700	
Increase in part-time salaries	25,000	
Increase in overtime salaries	39,000	140,000
Operating Costs		
Increase in General Management staff development expenditures	12,000	
Increase in other expenditures	1,900	
Increase in EAP costs to reflect 100% of costs (50% recoverable from CUPE & Firefighters Assoc.)	17,000	
Increase in insurance premiums - recoverable	17,000	
Increase in travel insurance premiums	7,100	55,000
Internal Services Used		
Redistribute cost allocation to part-time salaries	(25,000)	
Redistribute cost allocation to operating costs	(12,000)	(37,000)
Internal Services Recovered		
Increase in recovery of insurance premiums from other departments	(17,000)	
Decrease in recovery from Engineering for salary of Safety Officer	19,000	
Increase in recovery of utilities administration fees	(4,000)	(2,000)
External Recoveries		
Increase in recoveries from CUPE & Firefighters Assoc. re: EAP costs (50%)	(17,000)	(17,000)
Transfers from Own Sources		
Decrease in transfer from RFFE: Compensation & Benefits	1,000	1,000
Transfers to Own Sources		
Increase in variable pay contribution	18,000	18,000
Total Change in Expenditures		**158,000**
1999 BUDGET		**$ 1,732,000**

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Human Resources UNIT 12105

ISSUE PAPER NAME

Recruitment and Selection Practices

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Description

In keeping with the Corporate Strategic Plan and the Human Resources Department major program initiatives, Human Resources is striving to increase the validity and reliability of selection decisions made by the City. Considering that approximately 65% of the City's budget is direct labour cost, it is imperative that the City ensure that potential employees are of the highest quality and able to meet both the present and future needs of the City.

This package proposes funding to assist with tools that will further enhance our current recruitment and selection process. The introduction of more rigorous selection systems has been endorsed by a corporate task team of division managers.

Psychometric Assessment

Psychometric testing permits an organization to increase the validity of hiring through the testing of a candidates cognitive and attitudinal abilities and their personality to ensure that they are a fit to the position. It is our current practice that as a condition of employment that all General and Division managers go through this assessment process. This package would provide funding to expand the assessment process to all management/exempt staff.

Competency / Aptitude Assessment

Similar to managerial psychometric, it is proposed that the City purchase a generic testing tools that would be used for all potential employees. This tool would measure aptitude and competency levels of candidates.

Computer Proficiency

In today's technological environment, computer proficiency is a necessity. Due to the number of applications on the market it is imperative that staff work at the City have baseline computer proficiency. This package would permit the City to develop and/or purchase computer proficiency testing tools relative to the software applications currently used in the City .

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Psychometric Assessment		$30,000	
Competency/Aptitude Assessment		20,000	
Computer Proficiency			$10,000
		$50,000	$10,000

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Human Resources UNIT 12120

ISSUE PAPER NAME	
Employee and Team Recognition	☒ Addition ☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Currently, employees are recognized for special achievements through four corporate programs: 1) Long Service Award Program; 2) Safe Driver Program; 3) Employee Suggestion Program; 4) Employee Achievement Program. All four have had varying degrees of success. The Employee Suggestion Program has received about 170 suggestions since its inception and has paid awards to about 10% of the participants. Its participation rate as a proportion of the entire civic workforce is low. The Employee Achievement Program provides recognition to employees based on nominations from their peers. It works within a "people's choice" format, and has been criticized for not recognizing those that have contributed greatly to corporate goals while recognizing those employees who have gained personal popularity. Participation rates vary widely between departments.

Proposal: Replace the Employee Suggestion Program and the Employee Achievement Program with a corporately mandated recognition and reward program delivered within departments. Awards would be provided for team and individual achievements and contributions providing general and division managers the ability to recognize and reward teams and individuals spontaneously for excellent work.

Rewards would come in the form of cash or merchandise prizes. Prizes and merchandise would be acquired on a corporate basis to achieve cost effectiveness. All employees, full-time or part-time, would be eligible except for general and division level managers.

Broad corporate level criteria for recognition as well as guidelines for award levels would assist managers in deciding and delivering recognition. Human Resources would monitor and evaluate the program on a three year basis.

The Corporation employs about 1300 staff on an FT and PT basis. The Employee and Team Recognition Program would be funded on a per capita basis with allocation of funding to departments on that basis. @ $150 per staff member, the program will cost $200,000. We propose that the first year cost be offset by $30,000 from the Employee Suggestion Program reserve.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Employee and Team Recognition Program		$200,000	
		$200,000	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Human Resources UNIT 12115

ISSUE PAPER NAME

Management and Supervisory Development Program

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Proposal: To deliver a Formal Management and Supervisory Development Program to current managers and supervisors. To increase their management competence, augment their understanding of corporate administrative and decision-making systems as well as provide a means for specifically addressing professional and technical skill requirements. Enhancing the skills of managers and supervisors will result in more capable, consistent and innovative management of our employees and operations, address the development needs of management and supervisory staff and make Surrey a more attractive employer. Succession planning problems, such as those evident in the Fire Department would be alleviated by this program.

The program would be delivered in partnership with Simon Fraser University and would involve courses addressing leadership/management competencies, corporate business practices, coupled with technical/professional learning.

The program would be directed at all managers and senior supervisors (exempt and union) and would also serve as the basis for developing a “corporate university”.

This program would replace an ad hoc approach to management development and would therefore be funded partly out of existing budget. After five years, the program will have covered almost all managers and supervisors and would then be delivered at reduced scale and cost.

The Management and Supervisory Development Program is an initiative within the Corporate Strategic Plan. Some revenue generation from the program is possible if the Corporation can market it to other public sector organizations. Such an undertaking would also be consistent with the Corporate Strategic Plan.

The additional funding requested will augment existing funds made available for this program. The total cost of the program is $450,000 over five years.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Management and Supervisory Development Program (SFU component)		$60,000	
		$60,000	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT: Human Resources   UNIT: 12120

ISSUE PAPER NAME

Development of Policy & Procedure Manual

☒ Addition
☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

On-Line Policies and Procedures Manual
Much of the Human Resources Policy & Procedure manual is not aligned to policies and procedures used throughout the City of Surrey. It will require an estimated 480 hours effort to rewrite and update the manual, featuring on-line access to the information through HRIS.

On-Line Access to Collective Agreements
Each of the three collective agreements are in Word format and can quite easily be converted to on-line help format accessible through the network. The benefits of such access include ease of access from any work station, easy searching for information, and linking to the appropriate article in the agreement from the Policies and Procedures Manual. Approximately 40 hours of effort would be needed to assess the best tool to create the on-line help and convert the agreements for on-line accessibility.

To completely accomplish this task with in-house resources would require $30,000 to fund a contractor to complete the policy update and develop on-line HRIS linkage.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
I/T contractor (one time expenditure) to link HR policies and procedure and collective agreements to HRIS.		$30,000	
		$30,000	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Human Resources UNIT 12110

ISSUE PAPER NAME

United Way Representative - Corporate Fund

☒ Addition
☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

<u>Description</u>

Over the last few years, the City of Surrey and its employees have become very involved in the United Way Campaign. As part of the campaign the City has participated in the "Loaned Representative" program. This program requires that the City "loan" an employee to the United Way for 15 weeks to assist with the promotion and administration of the campaign. Employees apply to be the loan representatives and the successful applicant reports directly to the United Way Office in Burnaby for 15 weeks. During this time, the employee's Department is required to continue paying their salary.

<u>Justification</u>

To lose an employee for 15 weeks can have a major impact upon a department. Replacement of the employee for this time period is <u>almost always</u> required. However, in the case of the loan representative, departments are left with the cost associated with funding an additional employee for the 15 week period to fill the vacancy. As the loan representative could be from any department, planning of the vacancy is not possible. The establishment of a corporate fund to offset the costs associated with replacing the employee on the loan representative program would assist departments in maintaining service levels.

<u>Impact</u>

Human Resources wishes to establish a United Way Representative - Corporate Funds that departments can access if one of their employees is recruited for the Loan Representative position.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
$25/hour x 40 hours x 15 weeks		$15,000	
		$15,000	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Human Resources UNIT 12100

ISSUE PAPER NAME

Membership in the Canadian Conference Board

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Description

The Canadian Conference Board Membership would provide the City with access to international and national research on a primary basis, as well as direct contact with forward thinking organizations.

Justification

The City needs to be on the leading edge of change. The City can learn new methods of conducting business by gaining access to the experienced large public and private sector organizations. Sharing of research would permit the City to economically access data and analysis from the best of organizations in Canada. Access to the Conference Board activities would be open to staff as designated by the City Manager.

Impact

Membership in the Conference Board of Canada is approximately $10,000 a year, and there would be some associated travel costs, but these would be offset by a reduction and usage of other conference costs. It also means that our research and development efforts would be more focused and there would be less overlap in usage of other conference and more research methodologies.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Conference Board Membership		$10,000	
Travel costs		15,000	
		$25,000	

FIRE DEPARTMENT OVERVIEW

We are dedicated to protecting life, property and the environment by providing emergency response, regulatory compliance and community education. We do this through the involvement of employees , volunteers and the community. Our services enhance community safety for the City of Surrey.

SERVICES PROVIDED

Suppression responded to over:

9,500 Medical Emergency Services Assistance

3,700 Motor Vehicle accidents

2,300 Fires

2,300 Alarms

300 Hazardous materials incidents

Prevention:

In addition to inspections and reinspections, completed over:

600 Fire investigations

200 Pre fire plans

1,200 Other requested and mandated activities

Public Education:

13,000 children received Fire Prevention presentations

1,800 adults received Fire Prevention presentations

5,600 citizens attended Pump Crew performances

9,700 citizens reached through Public Events

4,500 citizens attended Hall tours

Dispatch Services handled over:

20,000 Emergency calls within Surrey

6,000 Emergency calls for customer Municipalities

3,100 After hours calls for City of Surrey Engineering

1,400 After hours calls for customer Municipalities Engineering Departments

Training:

100% of career firefighters trained to First Responder level 3

100% of volunteer firefighters trained to First Responder level 2

100% of career and volunteer fire halls trained in use of Automatic External Defibrillators

50 specialty programs delivered to firefighters, volunteers and industry

Volunteers:

61,900 volunteer responses to training, practices and calls

Emergency Program:

24 Presentations delivered to over 700 citizens

5 Displays

- CN Rail Days Open House
- Surrey Emergency Program Booth - Surrey Place
- Fraser Heights Country Fair
- City of Surrey Open House
- Surrey Fire Awareness Open House

5 Exercises

- ESS Mock disaster exercise
- Surrey Emergency Program and Amateur Radio mock exercise
- Search and Rescue mock exercise
- Disaster exercise (May Ice Storm)
- October mock disaster

1998 ACCOMPLISHMENTS

In addition to improving the delivery of traditional Fire Department services there was a strong focus on supporting the "Guideposts" and Strategic Results Areas (SRA's) established by Council.

Guidepost # 1 - Sustainable Tourism

Fire Department staff supported Surrey's "Concert on the Green" at the GVO.

Guidepost # 2 - Agile, Responsive, Administration

Create programs to improve responsiveness to concerns.

Fire prevention has installed a phone line to receive and log all calls from concerned citizens. These calls are monitored daily and distributed to the inspector responsible for the function. Action is taken and calls are responded to by the appropriate person without shuffling the caller throughout the system. To date this approach is reducing the time spent by the caller and by Fire Department staff. In addition, it is providing the Prevention Division with a more flexible planning tool.

Guidepost # 4 - Distinct, Vibrant City Centre

Construction has commenced on our replacement Fire Hall # 2 located in the 13100 Block of 104 Avenue. This upgraded hall will improve vital emergency services in the new City Centre core.

Guidepost # 5 Clean, Safe, Beautiful City in Which to do Business

New Training officer position established. This position enables additional accredited training to be provided to both career and volunteer firefighters.

Improve Public Safety

- Town centre Emergency Preparedness meetings were held in the Spring and are scheduled again in October/November;
- Emergency Preparedness instruction provided to City Hall staff in the Spring;
- Disaster scenarios held to test the capabilities of the Emergency Operations Control Group;
- Speakers on Emergency Preparedness were provided to citizens and community groups;
- Initiated Fire Department evening community tours in all career halls. These tours provide opportunities to locate fire hazards, report unsightly premises, report suspicious occurrences, attend burning problems and have a greater presence in the community, and
- By-law going forward that all buildings except single family residences have sprinklers.
- Consolidate Safety Efforts and Raise Profile
- Fire Prevention Week to promote awareness;
- Community Fire Awareness Day at all Surrey Fire halls allowing members of the community to visit their local fire hall to increase their awareness in fire safe practices and the role of the fire department in their community;
- School programs teaching students fire and life safety skills;
- Summer Program - Fire Department staff visited Parks and Recreation summer camps for fire and life safety education;
- Community events - Canada Day, City Celebration, CN Days, Mall activities and other community events promoting fire fighting activities and educating the public in fire and life safety;
- Youth Intervention Program teaching children and their families about the dangers of playing with matches and lighters. Referral of problem fire setters to appropriate counselling agencies;
- Businesses, Group homes, Seniors - teaching adults about fire and life safety;
- Hall tours - teaching children about fire and life safety and the role of a firefighter;
- Fire Department evening community tours initiated two nights per week in all career hall areas. These patrols will identify unsafe and unsightly concerns;
- Fire Company Inspection program initiated, and
- Fire Department staff on Safe City Committee and work with other city departments and outside agencies to develop and promote programs to enhance the Safe City Mission.

SRA # 3 Great Place to Work

Develop ways to promote the Corporate Mission and Values

- Framed colour prints of Surrey's Mission Statement and Goals distributed to all Fire Halls and Divisions for posting, and
- Suggestion to City that Corporate goals be added to "Start Up Screens" on all City computers.

Enhance employee recognition programs

- Federal Exemplary Service and Provincial Long Service Medal presentations held on September 21 with the Lieutenant Governor presenting medals to eligible staff. This was part of our 100 Year celebrations;
- City and Fire Department long service distributed each November to eligible volunteer and career staff, and
- Participated in the City's Long Service/Retirement program.

SRA # 4 Positive Image and Open Communications

- Participation in the City's Open House, Monday, September 28th;
- Held a 100th Anniversary parade celebration May 3rd, 1998;
- Spring Employee News Bulletin mailed out to all Career and Volunteer staff;
- Fall Employee News bulletin mailed out to all Career and Volunteer staff;
- Participated in City's Canada Day and Birthday celebrations;
- Fire Chief conducts scheduled weekly informal meetings at fire halls to answer questions and address concerns from staff;
- Strategic Planning Task Group developed a Fire Department Strategic plan aligned to the City's Strategic Plan. This had input from all members of the department and is now in all Fire Halls and Divisions, and
- 24 hour information line implemented for Fire Department staff that is updated weekly.

SRA # 5 Effective Fiscal Policy

- The Fire Department is in compliance with Capital and Operating Budgets

New Training officer position established. In addition to Fire department training requirements this new position provides for possible revenue generation by providing instruction for a fee to citizens and the private sector in using fire extinguishers at work.

PERFORMANCE INDICATOR

	1996 Actual	1997 Actual	1998 Forecast	1999 Target
Emergency Response time under 5 minutes	72%	75%	75%	76%
Students involved in Fire & Life Safety Education	11,900	13,000	11,800	12,500
Citizens involved in other Fire Prevention activities	24,300	21,600	24,500	26,000

1999 KEY ISSUES AND OBJECTIVES

Targeted deliverables

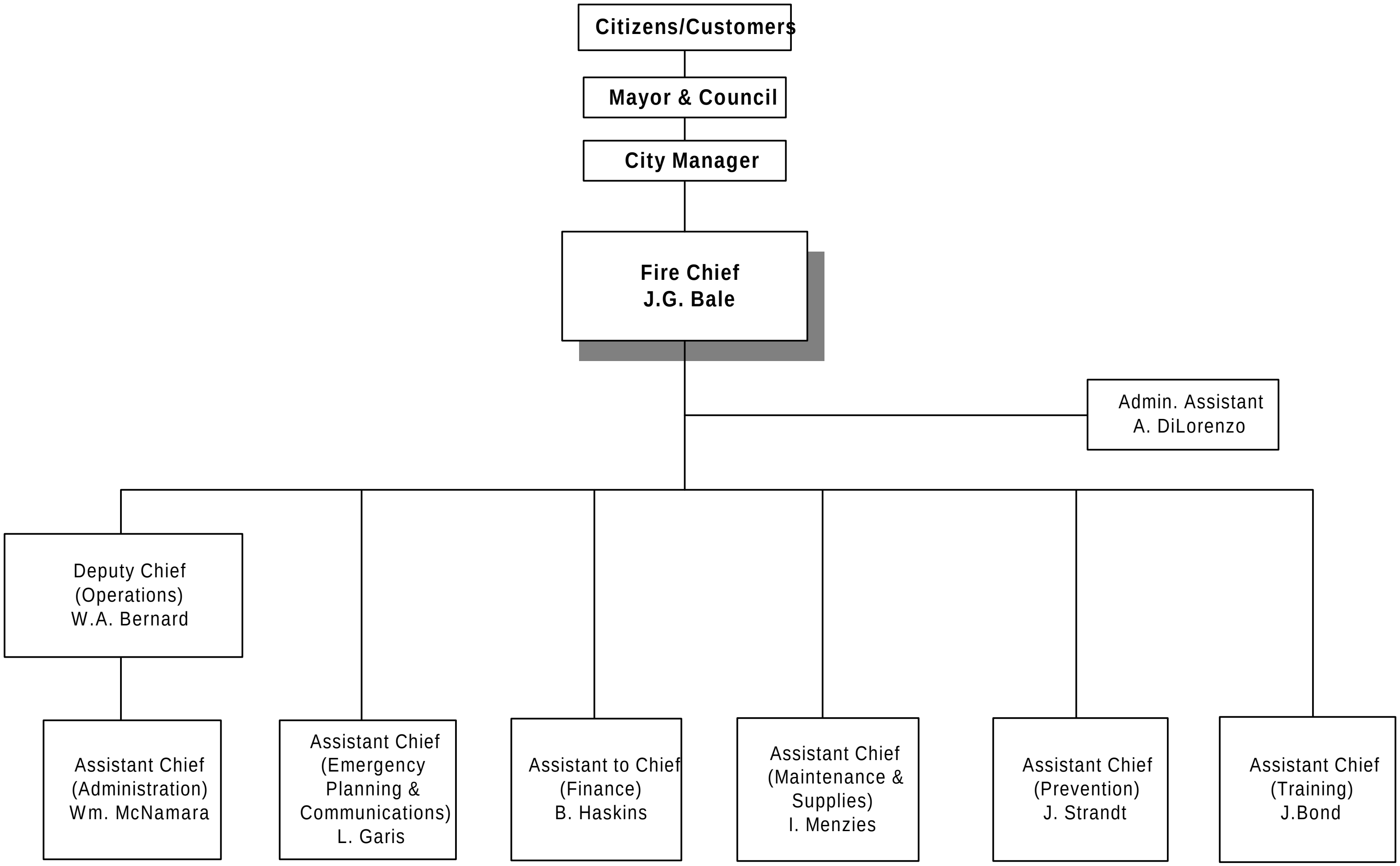
- Emergency response times under 5 minutes 76 % of the time, and
- 12,000 Inspections and reinspections planned for 1999.

Future Initiatives

- Enhance Dispatch Services capabilities;
- Establish the Live Fire Training Facility adjacent to Hall 9;
- Make pre-fire plans available electronically, and
- Integrate roster process with new CAD technology.

1999 BUDGET

FIRE ORGANIZATION CHART



1999 BUDGET
DEPARTMENTAL OPERATIONS
FIRE

PROGRAM SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Administration	$ 894,400	$ 818,900	$ 850,000	$ (31,100)	**$ 805,000**	$ (45,000)	(5.3) %
Emergency Planning	36,700	66,800	86,000	(19,200)	**84,000**	(2,000)	(2.3)
Mechanics	620,400	769,500	605,000	164,500	**621,000**	16,000	2.6
Prevention	635,000	604,900	664,000	(59,100)	**502,000**	(162,000)	(24.4)
Public Education & Safety	163,000	180,500	175,000	5,500	**189,000**	14,000	8.0
Radio & Communication	764,000	774,500	790,000	(15,500)	**909,000**	119,000	15.1
Suppression	20,506,800	21,741,600	21,575,000	166,600	**21,744,000**	169,000	0.8
Training	245,300	507,300	531,000	(23,700)	**556,000**	25,000	4.7
Volunteers	1,869,800	1,797,300	2,077,000	(279,700)	**1,628,000**	(449,000)	(21.6)
NET DEPARTMENT TOTAL	**$ 25,735,400**	**$ 27,261,300**	**$ 27,353,000**	**$ (91,700)**	**$ 27,038,000**	**$ (315,000)**	**(1.2) %**

ACCOUNT SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (7,700)	$ (471,500)	$ 0	$ (471,500)	**$ (801,000)**	$ (801,000)	100.0 %
Grants, Donations and Other	(21,900)	(22,400)	(15,000)	(7,400)	**0**	15,000	(100.0)
	(29,600)	(493,900)	(15,000)	(478,900)	**(801,000)**	(786,000)	5240.0
Expenditures							
Salaries and Benefits	21,999,000	23,317,500	23,244,000	73,500	**24,203,000**	959,000	4.1
Operating Costs	1,702,300	1,935,800	1,747,000	188,800	**1,847,000**	100,000	5.7
Internal Services Used	399,500	553,800	550,000	3,800	**541,000**	(9,000)	(1.6)
Internal Services Recovered	(499,400)	(340,400)	(373,000)	32,600	**(344,000)**	29,000	(7.8)
External Recoveries	(471,400)	(353,300)	(441,000)	87,700	**0**	441,000	(100.0)
	23,130,000	25,113,400	24,727,000	386,400	**26,247,000**	1,520,000	6.1
Net Operations Total	**23,100,400**	**24,619,500**	**24,712,000**	**(92,500)**	**25,446,000**	**734,000**	**3.0**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	2,635,000	2,641,800	2,641,000	800	**1,592,000**	(1,049,000)	(39.7)
	2,635,000	2,641,800	2,641,000	800	**1,592,000**	(1,049,000)	(39.7)
NET DEPARTMENT TOTAL	**$ 25,735,400**	**$ 27,261,300**	**$ 27,353,000**	**$ (91,700)**	**$ 27,038,000**	**$ (315,000)**	**(1.2) %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
FIRE

ADMINISTRATION	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (7,500)	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	(2,100)	0	0	0	**0**	0	0.0
	(9,600)	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	791,900	763,900	743,000	20,900	**738,000**	(5,000)	(0.7)
Operating Costs	119,000	47,200	100,000	(52,800)	**52,000**	(48,000)	(48.0)
Internal Services Used	0	1,000	0	1,000	**0**	0	0.0
Internal Services Recovered	(4,000)	0	0	0	**0**	0	0.0
External Recoveries	(2,900)	0	0	0	**0**	0	0.0
	904,000	812,100	843,000	(30,900)	**790,000**	(53,000)	(6.3)
Net Operations Total	**894,400**	**812,100**	**843,000**	**(30,900)**	**790,000**	**(53,000)**	**(6.3)**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	6,800	7,000	(200)	**15,000**	8,000	114.3
	0	6,800	7,000	(200)	**15,000**	8,000	114.3
ADMINISTRATION TOTAL	**$ 894,400**	**$ 818,900**	**$ 850,000**	**$ (31,100)**	**$ 805,000**	**$ (45,000)**	**(5.3) %**

EMERGENCY PLANNING	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	(13,300)	0	0	0	**0**	0	0.0
	(13,300)	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	9,000	11,100	12,000	(900)	**21,000**	9,000	75.0
Operating Costs	41,000	107,500	74,000	33,500	**63,000**	(11,000)	(14.9)
Internal Services Used	0	0	0	0	**0**	0	0.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	(51,800)	0	(51,800)	**0**	0	0.0
	50,000	66,800	86,000	(19,200)	**84,000**	(2,000)	(2.3)
Net Operations Total	**36,700**	**66,800**	**86,000**	**(19,200)**	**84,000**	**(2,000)**	**(2.3)**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
EMERGENCY PLANNING TOTAL	**$ 36,700**	**$ 66,800**	**$ 86,000**	**$ (19,200)**	**$ 84,000**	**$ (2,000)**	**(2.3) %**

MECHANICS	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (200)	$ (5,700)	$ 0	$ (5,700)	**$ (4,000)**	$ (4,000)	100.0 %
Grants, Donations and Other	0	(1,900)	0	(1,900)	**0**	0	0.0
	(200)	(7,600)	0	(7,600)	**(4,000)**	(4,000)	100.0
Expenditures							
Salaries and Benefits	202,000	213,700	207,000	6,700	**225,000**	18,000	8.7
Operating Costs	289,000	367,000	240,000	127,000	**240,000**	0	0.0
Internal Services Used	134,000	198,200	160,000	38,200	**160,000**	0	0.0
Internal Services Recovered	0	(100)	0	(100)	**0**	0	0.0
External Recoveries	(4,400)	(1,700)	(2,000)	300	**0**	2,000	(100.0)
	620,600	777,100	605,000	172,100	**625,000**	20,000	3.3
Net Operations Total	**620,400**	**769,500**	**605,000**	**164,500**	**621,000**	**16,000**	**2.6**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
MECHANICS TOTAL	**$ 620,400**	**$ 769,500**	**$ 605,000**	**$ 164,500**	**$ 621,000**	**$ 16,000**	**2.6 %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
FIRE

PREVENTION	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ (5,500)	$ 0	$ (5,500)	**$ (315,000)**	$ (315,000)	100.0 %
Grants, Donations and Other	(4,200)	0	0	0	**0**	0	0.0
	(4,200)	(5,500)	0	(5,500)	**(315,000)**	(315,000)	100.0
Expenditures							
Salaries and Benefits	642,700	602,700	667,000	(64,300)	**684,000**	17,000	2.5
Operating Costs	7,900	10,400	11,000	(600)	**133,000**	122,000	1109.1
Internal Services Used	0	(400)	0	(400)	**0**	0	0.0
Internal Services Recovered	(100)	0	0	0	**0**	0	0.0
External Recoveries	(11,300)	(2,300)	(14,000)	11,700	**0**	14,000	(100.0)
	639,200	610,400	664,000	(53,600)	**817,000**	153,000	23.0
Net Operations Total	**635,000**	**604,900**	**664,000**	**(59,100)**	**502,000**	**(162,000)**	**(24.4)**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
PREVENTION TOTAL	**$ 635,000**	**$ 604,900**	**$ 664,000**	**$ (59,100)**	**$ 502,000**	**$ (162,000)**	**(24.4) %**

PUBLIC EDUCATION & SAFETY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ (1,900)	$ 0	$ (1,900)	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	(2,300)	0	0	0	**0**	0	0.0
	(2,300)	(1,900)	0	(1,900)	**0**	0	0.0
Expenditures							
Salaries and Benefits	141,000	156,800	146,000	10,800	**160,000**	14,000	9.6
Operating Costs	25,000	25,600	29,000	(3,400)	**29,000**	0	0.0
Internal Services Used	0	400	0	400	**0**	0	0.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	(700)	(400)	0	(400)	**0**	0	0.0
	165,300	182,400	175,000	7,400	**189,000**	14,000	8.0
Net Operations Total	**163,000**	**180,500**	**175,000**	**5,500**	**189,000**	**14,000**	**8.0**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
PUBLIC EDUCATION TOTAL	**$ 163,000**	**$ 180,500**	**$ 175,000**	**$ 5,500**	**$ 189,000**	**$ 14,000**	**8.0 %**

RADIO & COMMUNICATION	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ (443,800)	$ 0	$ (443,800)	**$ (467,000)**	$ (467,000)	100.0 %
Grants, Donations and Other	0	(14,800)	0	(14,800)	**0**	0	0.0
	0	(458,600)	0	(458,600)	**(467,000)**	(467,000)	100.0
Salaries and Benefits	1,087,500	1,155,600	1,116,000	39,600	**1,223,000**	107,000	9.6
Operating Costs	233,000	234,000	230,000	4,000	**280,000**	50,000	21.7
Internal Services Used	0	4,600	0	4,600	**0**	0	0.0
Internal Services Recovered	(143,500)	(134,500)	(142,000)	7,500	**(127,000)**	15,000	(10.6)
External Recoveries	(413,000)	(26,600)	(414,000)	387,400	**0**	414,000	(100.0)
	764,000	1,233,100	790,000	443,100	**1,376,000**	586,000	74.2
Net Operations Total	**764,000**	**774,500**	**790,000**	**(15,500)**	**909,000**	**119,000**	**15.1**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
RADIO & COMMUNICATION TOTAL	**$ 764,000**	**$ 774,500**	**$ 790,000**	**$ (15,500)**	**$ 909,000**	**$ 119,000**	**15.1 %**

SURREY
CITY OF PARKS

1999 BUDGET
DEPARTMENTAL PROGRAMS
FIRE

SUPPRESSION	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ (2,400)	$ 0	$ (2,400)	**$ (4,000)**	$ (4,000)	100.0 %
Grants, Donations and Other	0	(1,900)	0	(1,900)	**0**	0	0.0
	0	(4,300)	0	(4,300)	**(4,000)**	(4,000)	100.0
Expenditures							
Salaries and Benefits	18,215,000	19,363,200	19,047,000	316,200	**19,952,000**	905,000	4.8
Operating Costs	786,100	900,700	803,000	97,700	**765,000**	(38,000)	(4.7)
Internal Services Used	187,300	108,200	112,000	(3,800)	**116,000**	4,000	3.6
Internal Services Recovered	(351,200)	(205,800)	(231,000)	25,200	**(217,000)**	14,000	(6.1)
External Recoveries	(21,000)	(264,900)	0	(264,900)	**0**	0	0.0
	18,816,200	19,901,400	19,731,000	170,400	**20,616,000**	885,000	4.5
Net Operations Total	**18,816,200**	**19,897,100**	**19,731,000**	**166,100**	**20,612,000**	**881,000**	**4.5**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	1,690,600	1,844,500	1,844,000	500	**1,132,000**	(712,000)	(38.6)
	1,690,600	1,844,500	1,844,000	500	**1,132,000**	(712,000)	(38.6)
SUPPRESSION TOTAL	**$ 20,506,800**	**$ 21,741,600**	**$ 21,575,000**	**$ 166,600**	**$ 21,744,000**	**$ 169,000**	**0.8 %**

TRAINING	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ (12,200)	$ 0	$ (12,200)	**$ (11,000)**	$ (11,000)	100.0 %
Grants, Donations and Other	0	0	(15,000)	15,000	**0**	15,000	(100.0)
	0	(12,200)	(15,000)	2,800	**(11,000)**	4,000	(26.7)
Expenditures							
Salaries and Benefits	166,900	250,500	246,000	4,500	**291,000**	45,000	18.3
Operating Costs	60,700	81,600	79,000	2,600	**59,000**	(20,000)	(25.3)
Internal Services Used	36,400	193,000	232,000	(39,000)	**217,000**	(15,000)	(6.5)
Internal Services Recovered	(600)	0	0	0	**0**	0	0.0
External Recoveries	(18,100)	(5,600)	(11,000)	5,400	**0**	11,000	(100.0)
	245,300	519,500	546,000	(26,500)	**567,000**	21,000	3.8
Net Operations Total	**245,300**	**507,300**	**531,000**	**(23,700)**	**556,000**	**25,000**	**4.7**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
TRAINING TOTAL	**$ 245,300**	**$ 507,300**	**$ 531,000**	**$ (23,700)**	**$ 556,000**	**$ 25,000**	**4.7 %**

VOLUNTEERS	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	(3,800)	0	(3,800)	**0**	0	0.0
	0	(3,800)	0	(3,800)	**0**	0	0.0
Expenditures							
Salaries and Benefits	743,000	800,000	1,060,000	(260,000)	**909,000**	(151,000)	(14.2)
Operating Costs	140,600	161,800	181,000	(19,200)	**226,000**	45,000	24.9
Internal Services Used	41,800	48,800	46,000	2,800	**48,000**	2,000	4.3
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	925,400	1,010,600	1,287,000	(276,400)	**1,183,000**	(104,000)	(8.1)
Net Operations Total	**925,400**	**1,006,800**	**1,287,000**	**(280,200)**	**1,183,000**	**(104,000)**	**(8.1)**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	944,400	790,500	790,000	500	**445,000**	(345,000)	(43.7)
	944,400	790,500	790,000	500	**445,000**	(345,000)	(43.7)
VOLUNTEERS TOTAL	**$ 1,869,800**	**$ 1,797,300**	**$ 2,077,000**	**$ (279,700)**	**$ 1,628,000**	**$ (449,000)**	**(21.6) %**

1999 BUDGET
SIGNIFICANT CHANGES
FIRE

SURREY
CITY OF PARKS

SIGNIFICANT CHANGES		SUMMARY
1998 ADOPTED BUDGET		**$ 27,353,000**
1998 ADJUSTED BUDGET		**$ 27,353,000**
Revenues		
Sales and Services		
Revenues recognized as External recoveries in 1998	(440,000)	
Increase in Prevention revenues due to Reinspection/Admin. Fees	(301,000)	
Contract increases in Radio/Communications revenues	(53,000)	
Increases in Ad Hoc Suppression and Mechanics revenues	(7,000)	(801,000)
Taxation and Other		
No JEPP Grant in 1999	15,000	15,000
Total Change in Revenues		**(786,000)**
Expenditures		
Salaries/Wages & Benefits		
Step increases, in-range movement	767,000	
8 Additional firefighters, 1 clerk	405,000	
Additional superannuation (calculated at 2% in 1998, 2.5% in 1999)	105,000	
Prorated WCB recoveries	(170,000)	
Reduction in average pay rate and number of volunteers	(160,000)	
	12,000	959,000
Operating Costs		
Operating increases for Prevention revenue generation	115,000	
Increase in materials based on increased vehicle maintenance costs	83,000	
Reductions in Consulting/Professional fees	(58,000)	
Reductions in fuel costs based on 1998 trends	(49,000)	
One time RECC charge in 1998 budget	(26,000)	
Uniforms, etc for 8 new firefighters	22,000	
Decrease due to cellular phone savings	(11,000)	
Increase in utilities/gas	20,000	
Increase in Hall repairs	4,000	100,000
Internal Services Used		
Reduction in Relief Training Officer requirements from Suppression	(14,000)	
Increase in Risk Management costs	5,000	(9,000)
Internal Services Recovered		
No "after hours" dispatch recovery from BY-Law	16,000	
Reduction in Relief Training Officer requirements in Training	13,000	29,000
External Recoveries		
Classification - identified as revenues in 1999	441,000	441,000
Transfers from Own Sources	0	0
Transfers to Own Sources		
Elimination of transfers to Building Reserve	(1,150,000)	
Increases in transfers to Equipment Reserve	93,000	
Increases in transfers to Variable Pay	8,000	(1,049,000)
Total Chamge in Expenditures		**471,000**
1999 BUDGET		**$ 27,038,000**

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Fire UNIT 30000

ISSUE PAPER NAME

Apprentice Mechanic

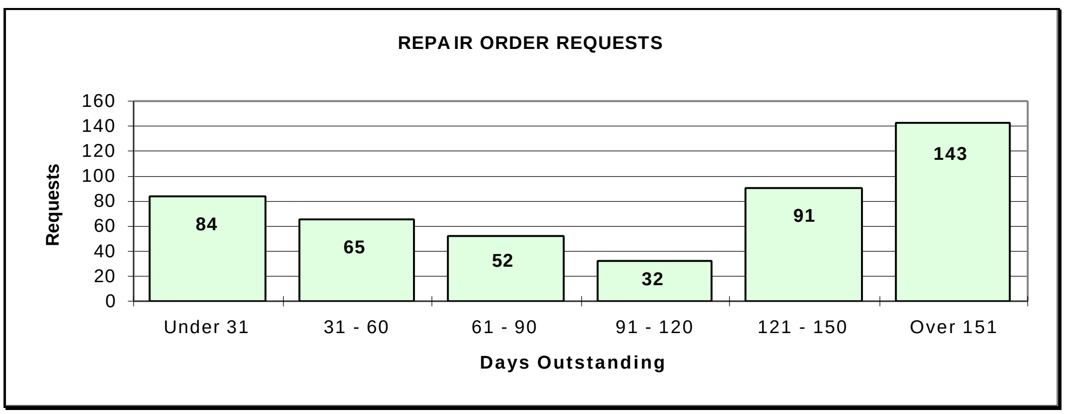
☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Contracting out has increased from $36,000 in 1995 to over $80,000 in 1997. Contracting out is not an economic advantage to us as our internal labour and overhead rates are $53.21 per hour versus outside rates of between $56.25 and $85.00 per hour. In addition, when contracting out maintenance our parts supplies are also subject to a 30% mark-up.

Due to the specialized area of fire fighting equipment we use the Works Yard for major inspections only. The requirement of the average inspection has grown by 15% between 1995 and 1997. There are several reasons for this increase. Call responses have increased by over 1,000 calls from 1995 to 1997 with 1998 continuing the trend. Workers Compensation Board regulations have added additional an more complex demands. In addition, our current compliment of mechanics are simply not able to keep up with the day to day minor issues which, if left untreated, lead to major repairs. The current status of repair requests is shown below.



The addition of an apprentice mechanic will allow us to repatriate the many small items we are currently sending out for repair. In addition, it will allow us to initiate an afternoon shift. The two shifts will greatly reduce the down time as well as address the unacceptable backlog shown above. Approval of this position will reduce our operating budget by $25,000 for the labour and material mark-up associated with contracting out.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Wages and benefits	1	$39,000	
Uniforms, cleaning, misc		1,000	
Less: Savings		(25,000)	
	1	$15,000	

1999 BUDGET
ISSUE PAPER

DEPARTMENT Fire UNIT 30000

ISSUE PAPER NAME

Part Time Public Educator

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

The Public Education Division helps reduce the burden on Surrey citizens from fire and injuries by advocating fire, burn and life safety education. As a result of Public Education, Surrey's population has a better knowledge of safety procedures than the national average. This, coupled with Surrey's rapid growth has generated increased demands on the Public Education Division - demands that simply cannot be met.

Requests for school presentations are increasing and are currently being deferred until the 2000-2001 school year

Requests for Fire and Life Safety House at public events are being turned down

The fire setting Youth Intervention Program is only able to handle a small segment of the population

The needs of our many diverse cultures within Surrey are not being met

Planned initiatives for injury prevention and education for ethnic groups cannot be initiated without negatively effecting other existing and successful programs.

To address these community requested issues the Public Education Division is requesting that a Public Educator be hired part time to focus on presentations with special attention on working to address the community mosaic with the assistance of volunteer assistants for the representative groups.

With this program in place existing staff will be able to concentrate on accelerating the current school and seniors programs to meet the growing expectations of Surrey residents.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Half Time Public Educator	0.5		
Wages and benefits		$23,200	
Uniform and equipment		600	
	0.5	$23,800	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Fire UNIT 30000

ISSUE PAPER NAME

Fire Department Operations Optimization

☒ Addition

☒ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Two of the cornerstones of the Fire Department's strategic plan are to have "effective, continuous improvement" and to have a "Citizen/Client focus. One of the challenges facing the Fire Department is ensuring that the right resources are in the right locations to ensure uniform standards of service to all areas of Surrey. This challenge has both long term and short term components.

In the long term there are strategic questions we need to address. Do we have the right number of Fire Halls in the right locations, do we need more halls, or could we manage with fewer halls? Do we need more equipment or could we relocate equipment or equipment types to provide enhanced service with less equipment overall? Is our manpower deployed in the most economic manner to support activity levels in all areas of Surrey? Can we consolidate resources to reduce future manpower requirements? These and other "million dollar" decisions require performance-based models unique to the Fire Service. The only model currently available is the Fire/EMS ADAM (Apparatus deployment Analysis Module). This software package uses CAD data to project future needs and to evaluate current performance and performance alternatives.

In the shorter term our strategic plan identifies an objective "Explore a variety of methods to stream line operations for Battalion Chiefs". The area where the biggest gain can be achieved is in automating the roster process. The Battalion Chief is responsible to maintain staffing levels of duty crews. This process is extremely complex in terms of staffing with appropriate skills, seniority and rank. In a recent subjective poll of the Battalion Chiefs, they indicated that about four hours per shift or 38% of their time is contributed to shift placements for sick, personal and injury purposes. This 38% represent a cost of $135,200 per year. We recommend that we employ a technology in the form of a database that will manage the issues associated with the problem. The database will employ the rules that are necessary for smooth operation of staffing deployment in conjunction with the collective agreement. The project, if undertaken will provide a 31% increase in productivity of the Battalion Chiefs.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
		$23,800	$156,000
Less Recovery - Deferred Levies			(156,000)
		$23,800	0

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Fire UNIT 30000

ISSUE PAPER NAME

12 Firefighters

☒ Addition

☒ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

The addition of 12 firefighters will address staffing shortfalls that adversely affect our ability to adequately and safely perform our community response to emergencies. Numerous studies have determined that pump crews of four are more efficient than a staff level of three which the Surrey Fire Department experiences 40 - 50 % of the time.

Pump Crews staffed with three members initiating an interior attack or rescue are only 71% effective. Three person crews increase the risk of injury resulting in reduced staff levels and increased costs to the City for WCB claims. In 1997, 10 firefighters were lost to Workers Compensation.

Our ability to handle major and concurrent incidents will continue to be jeopardized based on current staff levels.

Firefighters augment our limited resources to support ancillary programs such as fire prevention, public education, and pre-fire planning. Reduced staff levels compromise our ability to provide these important services.

In order to bring first responder units to recommended levels we require 28 additional staff.

the requested 12 positions are in support of the recommended three year plan to bring staff up to four person pumper crew levels. These positions will be deployed in high density areas where the logistics of evacuation of hospitals, health care facilities, senior homes and multi-storey apartments require more resources than are currently available.

	# of Employees	OPERATING	CAPITAL
	F.T.E.	NET $	NET $
Firefighters, Wages and Benefits	12	$566,000	
Uniforms and Emergency clothing		22,000	
Salary Recovery from Union sick/WCB		(250,000)	
	12	$338,000	0

Four Departments: Administration, Operations, Operations Support, and Management Services.

- The Administration Department is responsible for Finance, Quality Control Centres (Readers/ Records/ Court Liaison/Typing Resources), Exhibits, Personnel, Computer Services, and General Administration;
- The Operations area is responsible for Detachment Operations, the Operational Command Centre, Front Counter, Cells, District Offices (5), Bike Detail, and Traffic Enforcement Unit;
- The Operations Support area is responsible for Crime Prevention, Victim Services, General Investigation Section (Plain Clothes Units), Police Dog Services, Forensic Identification Unit, Criminal Intelligence, Drug Section, and Street Crew, and
- The Management Services area is responsible for: Training, Media Liaison & Communications, Ethnic Liaison, and Research & Planning Unit.

1998 ACCOMPLISHMENTS

Decentralization

On January 5th, 1998, Surrey Detachment decentralized to 5 districts. Since then, 4 offices have been occupied and now serve as home base for the members working there. The last district to acquire a building is Newton. The new Newton District office is being built at 72A avenue, and 137 street. It is scheduled to be occupied in April of 1999. Decentralization has resulted in stronger bonds, and communication with the public. Members are now taking ownership of local problems, showing creativity and imagination when solving them. Office managers are now working in the district offices, and these 5 municipal employees are finding the new roles challenging. The formation of Integrated Service Teams, has forged partnerships with Bylaws, Engineering, Parks & Recreation, Human Resources, and Finance. Districts have adjusted their shift schedules to provide peak period resources at Surrey.

Auto Theft

Our Auto Theft Unit has played a large role in reducing the number of vehicles stolen in Surrey (*Down - 24 % in 97 /96, and 8% so far this year*). Additionally, they have recovered in excess of 1.6 million dollars worth of stolen vehicles, and arrested and charged more than 100 people with multiple offences.

Traffic Enforcement

When comparing the first 6 months of 1998 vs. 1997, the total number of accidents reported are down 14%. However, the number of fatalities increased from 9 to 14 so far this year. It is clear that the efforts of our traffic enforcement unit have had a positive effect on reducing the number of collisions in Surrey. The Traffic Enforcement Unit has formed partnerships with the Districts, Engineering and Bylaws to co-ordinate and align their objectives.

Communication / Strategic Implementation Plan

Computer Services successfully linked all the district offices to the detachment LAN, and have upgraded our Email/Groupware software. The Mobile Workstations, are working extremely well, and provide a strong communication link to the policemen on the road. Other applications have also had a positive impact on operations: Operational Duty Roster System (CARMS), provides electronic shifting of personnel in all districts. The Computerized Arrest & Booking System (CABS), operates on an Oracle Database, integrated with our Crime Analysis Application (CAA) allows members and managers to do in-depth crime research.

Communications, internal and external still need work. The tools are there, we just need to coach and encourage employees to use them. News Media Relations has done very well, given the fact we only have one person full time in this position.

Our partnerships with City Departments in the Safe City Campaign continues toward enhancing our community image.

1999 KEY ISSUES AND OBJECTIVES

Community Policing / Decentralization

Since Surrey Detachment moved to decentralization, there have been many examples of community-based policing initiative, for example : District 1 regularly has members on foot patrol in the downtown core. District 2 has an Adopt a School/Adopt a Mall program in place. District 3 has a uniformed civilian bike patrol. District 4 has had success with community consultative groups. The anti-bullying program in District 5 schools is just one example of their successful school programs. There are lots of other examples, where members and districts have formed partnerships with citizens and business to solve problems.

Greater expectations will be placed on managers to identify and implement community based programs in 1999, within their budget and resource limitations.

Communication

Our commitment to our communities and our employees requires that we continue to foster and expand our communication abilities and build on our successes. This includes our internal and external communications. We are developing an ***intranet*** environment for our Local Area Network. With a Web interface to our Crime Analysis Application and Computerized Integrated Booking System (CAA/CABS), users will be afforded greater flexibility in using these databases for crime detection and analysis.

To be a progressive, pro-active and innovative organization we must encourage a healthy work environment, by listening to our employees, and our clients. Our Communications Committee meets regularly, reassessing our strategic implementation plan, and providing a vehicle where people can be heard.

District representatives meet regularly with community representatives to encourage participants to resolve community issues. We will build on these successes in 1999.

Research and Planning

In 1999 we expect to experience a greater input from our recently staffed Research and Planning Unit. This unit will be a critical resource to compliment our police. The new research and planning analyst will be reviewing all current policies and procedures. This will include but not be limited to, a review of our differential response to calls, identifying procedural problems, and recommending training. The analyst will also be reviewing crime trends, and make recommendations for prevention/enforcement priorities.

Auxiliary Police

The Auxiliary Police Program is currently under review by the Attorney General of British Columbia, in partnership with police and municipal representatives. Although the issue of Auxiliaries carrying firearms has been a contentious issue, it will be resolved soon. Whatever the recommendations made, the new Auxiliary program will require hiring and training additional volunteers. Success of this program is important to the operation of the detachment.

Goals for the Auxiliary Police Program at Surrey are:

- Recruiting 10 additional A/ Csts;
- Identifying 5 district program coordinators;
- Training, and
- Increased involvement in all aspects of Surrey Detachment Policing.

Training

Surrey Detachments training challenge is to become a ***Continuous Learning ORGANIZATION.*** One which: continuously identifies areas that need improvement in terms of self and organizational development in order to enhance service delivery and accomplish personal and organizational goals.

The Training Unit develops and maintains awareness of internal and external trends, programs, and issues as they relate to service delivery and personal and organizational goals.

This Unit addresses learning requirements by: independently keeping abreast of research and new directions, reading, seeking appropriate experiences, training, course work, community involvement, and other means. Shares new information and techniques and applies them to daily work.

Goals for the Training Unit in 1999 are:

- Detailed Business Plan;
- Introduce Computer Based Training;
- Develop Self Study Courses;
- Extensive Leadership Training, and
- Partnerships with other groups and agencies for common training needs.

Major Crime

Major crime has increased dramatically over the last few years, and we have seen an increase in violent crimes. In 1998, our homicide rate is up 80% over last year, criminal harassment/stalking offences are up 89%, counterfeit currency offences are up 184%, and morality offences are up 57%. Other offences have seen moderate decreases: break & enters down 1%, and minor assaults down 11%.

There has been an increase in organized crime activities, with increases in prostitution, marijuana grow operations, and fraud offences. This activity spawns offences such as homicide, home invasions, and aggravated assault(s).

These crimes have had a profound impact on Surrey Resources, and we must expend a considerable amount of our budget, not only investigating, but training our investigators to meet these new challenges.

Budget Share

In 1998 the City of Surrey Total Budget was $184,412,000.00. The RCMP Budget was $35,146,400 , or 16.01 % of the overall Budget.

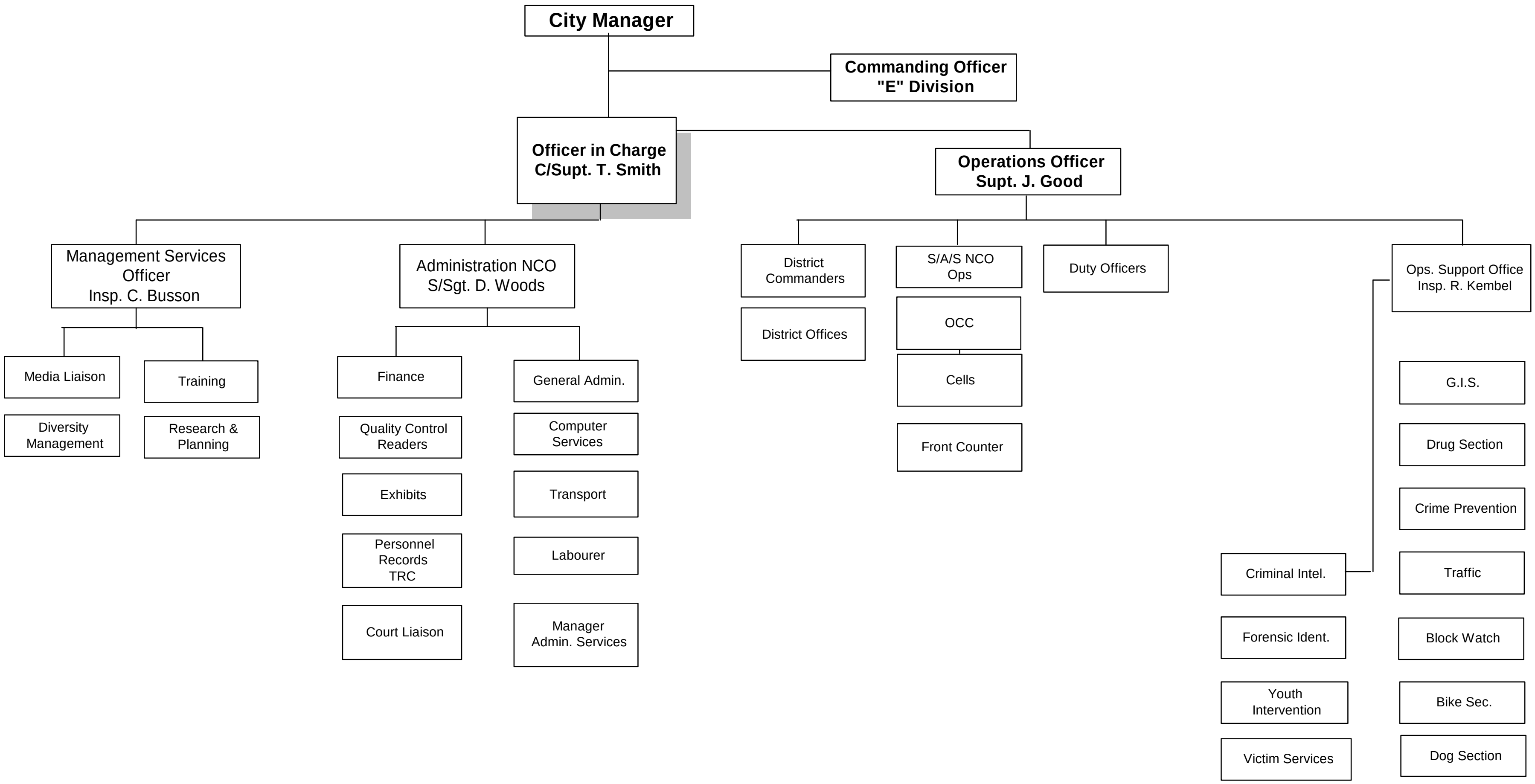
Priority Policing

Responding to emergency 9-1-1 calls has had an affect on our resources. The following chart shows we have seen a 10% increase in the number of 9-1-1 calls this year.

911 CALLS	1996	1997	1998
Time to p/u- seconds.	19	19	18
No. of Aver. Monthly calls.	6,000	6,500	7,000
Total calls	72,000	78,000	84,000
Aver. Min/Hour on 911	14	13	16

1999 BUDGET

RCMP ORGANIZATION CHART



1999 BUDGET
DEPARTMENTAL OPERATIONS
R.C.M.P.

PROGRAM SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Administration	$ 2,573,000	$ 2,817,000	$ 3,284,000	$ (467,000)	**$ 3,387,000**	$ 103,000	3.1 %
District Offices	291,000	630,000	880,000	(250,000)	**1,127,000**	247,000	28.1
Operations	2,747,000	2,618,000	2,959,000	(341,000)	**2,852,000**	(107,000)	(3.6)
Operations Support	690,000	664,000	815,000	(151,000)	**672,000**	(143,000)	(17.5)
Police Protection Reserve	3,252,000	650,000	0	650,000	**0**	0	0.0
RCMP Contract	24,650,000	25,979,000	26,970,000	(991,000)	**28,533,000**	1,563,000	5.8
Officer in Charge Mgmt Services	184,000	250,000	238,000	12,000	**400,000**	162,000	68.1
NET DEPARTMENT TOTAL	**$ 34,387,000**	**$ 33,608,000**	**$ 35,146,000**	**$ (1,538,000)**	**$ 36,971,000**	**$ 1,825,000**	**5.2 %**

ACCOUNT SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (486,000)	$ (477,000)	$ (442,000)	$ (35,000)	**$ (452,000)**	$ (10,000)	2.3 %
Grants, Donations and Other	(187,000)	(190,000)	(158,000)	(32,000)	**(158,000)**	0	0.0
	(673,000)	(667,000)	(600,000)	(67,000)	**(610,000)**	(10,000)	1.7
Expenditures							
Salaries and Benefits	6,087,000	6,239,000	6,784,000	(545,000)	**6,922,000**	138,000	2.0
Operating Costs	25,706,000	27,216,000	28,878,000	(1,662,000)	**30,591,000**	1,713,000	5.9
Internal Services Used	70,000	77,000	83,000	(6,000)	**78,000**	(5,000)	(6.0)
Internal Services Recovered	(72,000)	(354,000)	0	(354,000)	**0**	0	0.0
External Recoveries	(34,000)	(4,000)	0	(4,000)	**(43,000)**	(43,000)	100.0
	31,757,000	33,174,000	35,745,000	(2,571,000)	**37,548,000**	1,803,000	5.0
Net Operations Total	**31,084,000**	**32,507,000**	**35,145,000**	**(2,638,000)**	**36,938,000**	**1,793,000**	**5.1**
Transfers							
Transfer From Own Sources	(5,000)	(24,000)	0	(24,000)	**0**	0	0.0
Transfer To Own Sources	3,308,000	1,125,000	1,000	1,124,000	**33,000**	32,000	3200.0
	3,303,000	1,101,000	1,000	1,100,000	**33,000**	32,000	3200.0
NET DEPARTMENT TOTAL	**$ 34,387,000**	**$ 33,608,000**	**$ 35,146,000**	**$ (1,538,000)**	**$ 36,971,000**	**$ 1,825,000**	**5.2 %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
R.C.M.P.

ADMINISTRATION	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (251,000)	$ (226,000)	$ (272,000)	$ 46,000	**$ (185,000)**	$ 87,000	(32.0) %
Grants, Donations and Other	(2,000)	(8,000)	0	(8,000)	**0**	0	0.0
	(253,000)	(234,000)	(272,000)	38,000	**(185,000)**	87,000	(32.0)
Expenditures							
Salaries and Benefits	2,235,000	2,337,000	2,566,000	(229,000)	**2,554,000**	(12,000)	(0.5)
Operating Costs	561,000	677,000	945,000	(268,000)	**941,000**	(4,000)	(0.4)
Internal Services Used	30,000	35,000	44,000	(9,000)	**44,000**	0	0.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	2,826,000	3,049,000	3,555,000	(506,000)	**3,539,000**	(16,000)	(0.5)
Net Operations Total	**2,573,000**	**2,815,000**	**3,283,000**	**(468,000)**	**3,354,000**	**71,000**	**2.2**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	2,000	1,000	1,000	**33,000**	32,000	3200.0
	0	2,000	1,000	1,000	**33,000**	32,000	3200.0
ADMINISTRATION TOTAL	**$ 2,573,000**	**$ 2,817,000**	**$ 3,284,000**	**$ (467,000)**	**$ 3,387,000**	**$ 103,000**	**3.1 %**

DISTRICT OFFICES	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (19,000)	$ (25,000)	$ (22,000)	$ (3,000)	**$ (22,000)**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(19,000)	(25,000)	(22,000)	(3,000)	**(22,000)**	0	0.0
Expenditures							
Salaries and Benefits	0	82,000	84,000	(2,000)	**214,000**	130,000	154.8
Operating Costs	284,000	543,000	790,000	(247,000)	**906,000**	116,000	14.7
Internal Services Used	22,000	32,000	28,000	4,000	**29,000**	1,000	3.6
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	306,000	657,000	902,000	(245,000)	**1,149,000**	247,000	27.4
Net Operations Total	**287,000**	**632,000**	**880,000**	**(248,000)**	**1,127,000**	**247,000**	**28.1**
Transfers							
Transfer From Own Sources	0	(3,000)	0	(3,000)	**0**	0	0.0
Transfer To Own Sources	4,000	1,000	0	1,000	**0**	0	0.0
	4,000	(2,000)	0	(2,000)	**0**	0	0.0
DISTRICT OFFICES TOTAL	**$ 291,000**	**$ 630,000**	**$ 880,000**	**$ (250,000)**	**$ 1,127,000**	**$ 247,000**	**28.1 %**

OPERATIONS	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (172,000)	$ (198,000)	$ (94,000)	$ (104,000)	**$ (191,000)**	$ (97,000)	103.2 %
Grants, Donations and Other	(99,000)	(96,000)	(73,000)	(23,000)	**(73,000)**	0	0.0
	(271,000)	(294,000)	(167,000)	(127,000)	**(264,000)**	(97,000)	58.1
Expenditures							
Salaries and Benefits	2,954,000	2,853,000	3,061,000	(208,000)	**3,050,000**	(11,000)	(0.4)
Operating Costs	72,000	64,000	60,000	4,000	**61,000**	1,000	1.7
Internal Services Used	0	0	5,000	(5,000)	**5,000**	0	0.0
Internal Services Recovered	0	(5,000)	0	(5,000)	**0**	0	0.0
External Recoveries	(3,000)	0	0	0	**0**	0	0.0
	3,023,000	2,912,000	3,126,000	(214,000)	**3,116,000**	(10,000)	(0.3)
Net Operations Total	**2,752,000**	**2,618,000**	**2,959,000**	**(341,000)**	**2,852,000**	**(107,000)**	**(3.6)**
Transfers							
Transfer From Own Sources	(5,000)	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	(5,000)	0	0	0	**0**	0	0.0
OPERATIONS TOTAL	**$ 2,747,000**	**$ 2,618,000**	**$ 2,959,000**	**$ (341,000)**	**$ 2,852,000**	**$ (107,000)**	**(3.6) %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
R.C.M.P.

OPERATIONS SUPPORT	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (44,000)	$ (28,000)	$ (54,000)	$ 26,000	**$ (52,000)**	$ 2,000	(3.7) %
Grants, Donations and Other	(86,000)	(86,000)	(85,000)	(1,000)	**(85,000)**	0	0.0
	(130,000)	(114,000)	(139,000)	25,000	**(137,000)**	2,000	(1.4)
Expenditures							
Salaries and Benefits	714,000	717,000	835,000	(118,000)	**696,000**	(139,000)	(16.6)
Operating Costs	41,000	65,000	113,000	(48,000)	**113,000**	0	0.0
Internal Services Used	18,000	10,000	6,000	4,000	**0**	(6,000)	(100.0)
Internal Services Recovered	(5,000)	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	768,000	792,000	954,000	(162,000)	**809,000**	(145,000)	(15.2)
Net Operations Total	**638,000**	**678,000**	**815,000**	**(137,000)**	**672,000**	**(143,000)**	**(17.5)**
Transfers							
Transfer From Own Sources	0	(21,000)	0	(21,000)	**0**	0	0.0
Transfer To Own Sources	52,000	7,000	0	7,000	**0**	0	0.0
	52,000	(14,000)	0	(14,000)	**0**	0	0.0
OPERATIONS SUPPORT TOTAL	**$ 690,000**	**$ 664,000**	**$ 815,000**	**$ (151,000)**	**$ 672,000**	**$ (143,000)**	**(17.5) %**

POLICE PROTECTION RESERVE	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	0	0	0	0	**0**	0	0.0
Operating Costs	0	0	0	0	**0**	0	0.0
Internal Services Used	0	0	0	0	**0**	0	0.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Net Operations Total	**0**	**0**	**0**	**0**	**0**	**0**	**0.0**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	3,252,000	650,000	0	650,000	**0**	0	0.0
	3,252,000	650,000	0	650,000	**0**	0	0.0
POLICE PROTECTION TOTAL	**$ 3,252,000**	**$ 650,000**	**$ 0**	**$ 650,000**	**$ 0**	**$ 0**	**0.0 %**

RCMP CONTRACT	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	0	0	0	0	**0**	0	0.0
Operating Costs	24,748,000	25,867,000	26,970,000	(1,103,000)	**28,533,000**	1,563,000	5.8
Internal Services Used	0	0	0	0	**0**	0	0.0
Internal Services Recovered	(67,000)	(349,000)	0	(349,000)	**0**	0	0.0
External Recoveries	(31,000)	(4,000)	0	(4,000)	**0**	0	0.0
	24,650,000	25,514,000	26,970,000	(1,456,000)	**28,533,000**	1,563,000	5.8
Net Operations Total	**24,650,000**	**25,514,000**	**26,970,000**	**(1,456,000)**	**28,533,000**	**1,563,000**	**5.8**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	465,000	0	465,000	**0**	0	0.0
	0	465,000	0	465,000	**0**	0	0.0
RCMP CONTRACT TOTAL	**$ 24,650,000**	**$ 25,979,000**	**$ 26,970,000**	**$ (991,000)**	**$ 28,533,000**	**$ 1,563,000**	**5.8 %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
R.C.M.P.

OFFICER in CHARGE MGMT SRVC	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ (2,000)**	$ (2,000)	100.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**(2,000)**	(2,000)	100.0
Expenditures							
Salaries and Benefits	184,000	250,000	238,000	12,000	**408,000**	170,000	71.4
Operating Costs	0	0	0	0	**37,000**	37,000	100.0
Internal Services Used	0	0	0	0	**0**	0	0.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**(43,000)**	(43,000)	100.0
	184,000	250,000	238,000	12,000	**402,000**	164,000	68.9
Net Operations Total	**184,000**	**250,000**	**238,000**	**12,000**	**400,000**	**162,000**	**68.1**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
OFFICER in CHARGE TOTAL	**$ 184,000**	**$ 250,000**	**$ 238,000**	**$ 12,000**	**$ 400,000**	**$ 162,000**	**68.1 %**

1999 BUDGET
SIGNIFICANT CHANGES
R.C.M.P.

SIGNIFICANT CHANGES		SUMMARY
1998 ADOPTED BUDGET		**$ 35,146,400**
Rounding	(400)	(400)
1998 ADJUSTED BUDGET		**$ 35,146,000**
Revenues		
Sales and Services		
Increase in Fees for Service	(96,600)	
Increase in Property Lease Revenue	(10,000)	
Decrease in Inquiry Fees	96,600	(10,000)
Taxation and Other	0	0
Total Change in Revenues		**(10,000)**
Expenditures		
Salaries/Wages & Benefits		
Increase in salaries (1.85% PFP, p/t, o/t, contract)	111,300	
Approval of 2 municipal employees effective 1999 ($60,000 each)	120,000	
Decrease in salary for Staff - Transfer to Human Resources	(58,100)	
Decrease in salary for Staff - position eliminated	(35,200)	138,000
Operating Costs		
Net increase in existing RCMP contract	1,185,701	
Approval of 10 RCMP Members effective July 1, 1999	377,906	
Increase in occupancy costs in association with new Newton building	88,900	
Increase in operating costs of Cloverdale District Policing Station due to expansion	29,900	
Increase in other occupancy costs	9,400	
Transfer of funds to City Grants for Crimestoppers	(14,000)	
Increase in software licenses and communications on-line charges due to White Rock agreement	30,500	
Reallocation of cost allocation to fuel expense	5,000	
Rounding	(306)	1,713,000
Internal Services Used		
Reallocation of cost allocation - Municipal Equipment to Operating Costs	(5,000)	(5,000)
Internal Services Recovered		
External Recoveries		
Ext. Recovery re: White Rock agreement (10 months)	(43,000)	(43,000)
Transfers from Own Sources	0	0
Transfers to Own Sources		
Variable pay contribution	32,000	32,000
Total Change in Expenditures		**1,835,000**
1999 BUDGET		**$ 36,971,000**

1999 BUDGET
ISSUE PAPER

SURREY CITY OF PARKS

DEPARTMENT RCMP UNIT 36000

ISSUE PAPER NAME

Regular Members/City Employees

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

15 Contract RCMP (increase from 368 to 383) additional officers

8 City employees (Records and Administration Support)

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
15 Contract RCMP members starting 99 JAN 01 @			
$86,400 x 90% x 15 (full year cost)	15	$1,166,400	
15 Lockers @ $196 + tax ($223)			$3,300
8 City employees (including benefits)	8	340,400	
	23	$1,506,800	$3,300

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT RCMP UNIT 36000

ISSUE PAPER NAME

Regular Members/City Employees

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

8 Contract RCMP (increase from 383 to 391) additional officers

4 City employees (District/Community Police Station support – 3 and Clerk-Typist for City Drug Section – 1)

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
8 Contract RCMP members starting 99 JAN 01 @			
$86,400 x 90% x 8 (full year cost)	8	$622,100	
8 Lockers @ $196 + tax ($223)			$1,800
4 City employees (including benefits)	4	179,600	
	12	$801,700	$1,800

SURREY
CITY OF PARKS

1999 BUDGET
ISSUE PAPER

DEPARTMENT RCMP UNIT 36000

ISSUE PAPER NAME	
Regular Members/City Employees	☒ Addition ☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

4 Contract RCMP (increase from 391 to 395) additional officers

3 City employees (District/Community Police Station support – 1; Training – 1; Records – 1)

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
4 Contract RCMP members starting 99 JAN 01 @ $86,400 x 90% x 4 (full year cost)	4	$311,000	
4 Lockers @ $196 + tax ($223)			$900
3 City employees (including benefits)	3	134,700	
	7	$445,700	$900

1999 BUDGET
ISSUE PAPER

DEPARTMENT RCMP UNIT 36000

ISSUE PAPER NAME	
Regular Members/City Employees	☐ Addition ☒ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Convert three (3) Contract RCMP positions to three (3) City employee positions

REDUCE

3 RCMP Contract

INCREASE

3 City employees

	# of Employees	OPERATING	CAPITAL
	F.T.E.	NET $	NET $
3 RCMP Contract members (reduce $86,400 x 90% x 3)		(233,300)	
3 City employees (increase)		178,300	
Net Savings:		(55,000)	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT RCMP UNIT 36310

ISSUE PAPER NAME	
City Centre District #1 Community Police Station	☒ Addition ☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Additional parking required for police vehicles/staff parking, as current space is inadequate. Lease agreement to be arranged with the owner of the lot.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Lease of 20 parking lot stalls		$8,000	
		$8,000	

1999 BUDGET
ISSUE PAPER

DEPARTMENT RCMP UNIT 36530-3910

ISSUE PAPER NAME

South Surrey District #5 Community Police Office

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

OVERTIME BUDGET FOR ADDITIONAL ENFORCEMENT

Consultation with the community in the Crescent Beach area by the District Commander has identified an ongoing problem over the summer weekends of rowdiness in the community, i.e., summer parties, drinking, noise complaints, vandalism, parking, etc., which are low priorities in the police spectrum for response to call.

In order to deal with this situation, a similar approach such as that utilized by the City of White Rock is being proposed by the District Commander. The City of White Rock provides extra funding for additional policing to address similar problems during the summer months.

Unfortunately the RCMP Federal budget for Surrey Detachment does not provide sufficient overtime funds beyond the normal operational requirements, i.e., Court, statutory holidays, call-in of members for major investigations, etc.

Additional funding is being requested in order that a similar program to that of the City of White Rock can be implemented.

	# of Employees	OPERATING	CAPITAL
	F.T.E.	NET $	NET $
Overtime budget		$60,000	
		$60,000	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT RCMP UNIT Various

ISSUE PAPER NAME

Donated/Leased Vehicles

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

During the course of the year, various community agencies have donated vehicles to the District offices and specialized Units. Funding is required to provide fuel, maintenance, etc.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
City Centre–District #1 (36310) donated vehicle (1) @ 3,500/year		$3,500	
Fleetwood–District #2 (36370) donated vehicle (1) @ 3,500/year		3,500	
Newton–District #3 (36340) donated vehicle (1) @ 3,500/year		3,500	
Cloverdale–District #4 (36330) donated vehicle (1) @ 3,500/year		3,500	
South Surrey–District #5 (36350) donated vehicle (1) @ 3,500/year		3,500	
Youth Intervention (36200-3870) lease vehicle (1) - increase current operational funds by 3,500/ year		3,500	
Block Watch (36200-3840) add'l. lease vehicle (1) @ 7,200/year; replace current vehicle (1) @ 7,200/year		14,400	
Exhibits (36000-3635) lease new van (1) @ 8,000		8,000	
Media Liaison (100-36300) donated vehicle (1) @ 3,500		3,500	
Computer Services (36000-3610) lease new van (1) @ 8,000/year		8,000	
		$58,400	

1999 BUDGET
ISSUE PAPER

DEPARTMENT RCMP UNIT Various

ISSUE PAPER NAME

Custodial Cleaning (Janitor Service) - Districts

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Increase current custodial cleaning, which is inadequate to meet the demands of the volume of staff now occupying the District Offices.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
City Centre District #1 (36310) increase from 5-day to 7-day service		$3,600	
Newton District #3 (36340) increase to 7-day service (approximately 13,000 sq. ft.) – new building		20,000	
		$23,600	

1999 BUDGET
ISSUE PAPER

DEPARTMENT RCMP UNIT 36300

ISSUE PAPER NAME

District Community Police Stations - Marketing

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

The decentralization of Surrey Detachment, utilization of volunteers and initiatives in forming partnerships with government agencies, has significantly affected its capability to deliver police services, as well as generated changes in citizens' reporting procedures. This has in turn resulted in a need to raise public awareness/education of our new operational model.

	# of Employees	OPERATING	CAPITAL
	F.T.E.	NET $	NET $
Marketing – decentralization – District Office models		$15,000	
		$15,000	

1999 BUDGET
ISSUE PAPER

DEPARTMENT RCMP UNIT 36200-3850

ISSUE PAPER NAME

Victim Services

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Increase current operating budget:

- Advertisements to recruit new volunteers
- Staff development, conferences and seminars (Unit was increased by 1 City employee)

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Advertising		$1,500	
Staff development, conferences and seminars		3,000	
		$4,500	

SURREY
CITY OF PARKS

1999 BUDGET
ISSUE PAPER

DEPARTMENT RCMP UNIT 36000-3610

ISSUE PAPER NAME

Computer Services

☒ Addition
☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Section increased by two City employees in 1998. As this is a specialized Unit, no part-time hours were programmed. Overtime Budget increase to offset current staff.

	# of Employees	OPERATING	CAPITAL
	F.T.E.	NET $	NET $
Overtime for two new City employees		$8,100	
		$8,100	

1999 BUDGET
ISSUE PAPER

DEPARTMENT RCMP UNIT Various

ISSUE PAPER NAME	
District Community Police Stations	☒ Addition ☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Part-time relief for holidays for five (5) full-time employees at the District Offices:

City Centre 36310

Cloverdale 36330

Fleetwood 36370

Newton 36340

South Surrey 36350

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Part-time: 15 vacation days x 5 employees x 7 hours x $18.944 (P.G. 18/2)		$25,500	
		$25,500	

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ENGINEERING DEPARTMENT OVERVIEW

The Engineering Department has the responsibility to meet or exceed expectations for the delivery of municipal services (water, sewer, drainage, garbage collection, recycling and transportation systems) for existing residents as well as continued new growth. Innovation, technology and improvements to our delivery systems continue to increase our effectiveness and efficiency. In addition, we are continuing to develop or refine long range plans for drainage, water, sewer and transportation. The management of City Facilities and Realty functions are also included under the Engineering Department mandate. Below are some of our accomplishments for 1998 as well as the key issues and objectives for 1999.

1998 ACCOMPLISHMENTS

Infrastructure Operations and Maintenance

Key maintenance and operation activities to maintain the City's $3.5 billion infrastructure included:

Roads

- 5500 requests for maintenance;
- Service 14300 signs;
- 10400 linear metres of crosswalks painted;
- 681 km of white lines painted;
- 295 km of yellow lines painted;
- 12200 linear metres of stop bars painted, and
- 14800 curb km of roads swept & responded to 1150 requests for roadside litter pickup.

Sewer Mains

- Repaired 2570 metres of deteriorated mains;
- Serviced 2590 connections/ICs;
- 1550 requests for maintenance;
- Flushed 1118 km of mains;
- Vacuum sewer maintenance, and
- Video 77 km of mains.

Water Mains

- Repaired 340 main breaks;
- 3300 requests for service;
- 2300 hydrants serviced;
- 10300 valves serviced;
- 6300 meters read;
- Inspect & maintain pumps;
- Flushed 410 km of mains, and
- Repaired 500 service connections.

Drainage

- Inspected 180 detention ponds;
- 1750 requests for service;
- Cleared 60 culvert blockages;
- Cleaned 78 km of ditch;
- Cleaned 18350 catchbasins;
- Inspect & maintain pumps, and
- Emergency response.

Garage

- Capital equipment replacement, and
- Equipment pool repair & maintenance.

Solid Waste

- Customer inquiries;
- Clean-up week;
- Clean City;
- Solid waste contract;
- Recycling contract, and
- Landfill closure.

Facilities & Realty Division

The Facilities and Realty Division is responsible for the maintenance of City-owned buildings and facilities and for the acquisition, disposition and management of City lands. They delivered the following services:

- Acquired land valued at $9.5 million for the 1998 Park purposes;
- Acquired land valued at $2.7 million for various long term acquisition projects (e.g. City Centre, SouthFraser Way etc.);
- Completed 15 road exchanges with revenues of $230,000 and future road acquisition savings of $670,000;
- Negotiated 300 property acquisition agreements for 46 Capital Works Projects;
- Managed 115 rental properties and 110 leases;
- Secured two sites for RCMP Community Policing Stations;
- Maintain the 1.2 million square feet of City building assets valued at over $200 million;
- Completion of significant projects;
  - RCMP Community Police Stations,
  - Re-roofing Surrey Arts Centre,
  - Antennas for SCADA system.
- Comprehensive Building Condition Report;
- Processing of 4500+ Maintenance Requests, and
- Provision of utility service requests to City special events.

Land Development

The Land Development Division is primarily responsible for ensuring that municipal engineering services installed in conjunction with the development of land in the City meet Council-adopted standards and requirements.

- Provided “comments and requirements” on approximately 500 development applications;
- A “Project Manager” approach has been incorporated into the development application review process and that project manager remains responsible for the processing of the application through to the execution of the Servicing Agreement;
- Completed approximately 120 Servicing Agreements for additional municipal engineering services in conjunction with development;
- Provided input and advice on a broad range of issues and activities related to protecting and enhancing the City’s natural environment;
- Managed the City’s activities associated with the Urban Salmon Habitat Program;
- Co-ordinated the activities of a consultant and 42 students on a summer creek enhancement program, and
- Inspected & accepted approximately $39 million worth of municipal engineering infrastructure (i.e. roads, watermains, sewers, and drainage) to the City’s assets.

Engineering Planning, Design & Construction

The Engineering Planning, Design & Construction Division plans for the upgrade of and addition to the infrastructure required to support the orderly growth, development and re-development of the City and is responsible for the delivery of the City’s annual Engineering Capital Program. The water, sewer, drainage and roads networks are planned and constructed to meet the ever-changing needs of the City.

Some of the major initiatives of the division in 1998 included:

Roads

- Completion of the Surrey Transportation Plan;
- Developed and implemented a truck route network;
- Instrumental in a new regional governance model for roads which secures significant GVTA funding for major roads in Surrey;
- Preparation of an enhanced bike route plan to help make the City of Surrey the most bicycle friendly City in the region;
- Implemented alternate road standards with reduced pavement width and right-of way width requirements;
- Worked with the Province to issue a design/build proposal for the South Surrey Interchange;
- Redefined the City Centre Beautification standards to promote development in the City Centre, and
- Developed a millennium street beautification program.

Water

- Provision of water supply to agricultural lands through implementation of a number of local improvement watermain extensions;
- Initiation of the Grandview Reservoir in South Surrey to augment the regional water system;
- Redefined pressure zone boundaries tooptimize the water delivery system;

- Completed a seismic vulnerability assessment of the water system;
- Completed the first phase of the ground water study to seek alternate sources of potable water;
- Continued review of billing rates for commercial/industrial utility customers to move to a user pay system, and
- Development and implementation of a water metering & demand management strategy.

Sewer

- Completion of a new sewer model and preparation of an updated long range capital sewer plan;
- Continued review of the sewer rate for commercial/industrial users, and
- Commenced an Inflow and Infiltration monitoring program to develop a management strategy.

Drainage

- Implemented drainage and flood control strategy for the SerpentineNicomekl lowlands;
- Continued rainfall and creek flow monitoring/gauging network;
- Received the Minister's award for the City's Stream Classification Protocol including a memorandum of understanding with the Provincial MOE and Federal DFO;
- Participation on the regional Liquid Waste Management Plan for storm water management, and
- Continued to develop the Drainage Utility to finance the necessary drainage works to manage storm water runoff.

Servicing Plans & DCCs

- Continued to undertake servicing studies for the various Neighbourhood Concept Plans;
- Developed an industrial lands servicing strategy;
- Gained Provincial approval for new approach to DCCs to reflect unit size and City centre needs, and
- Completed an update of the Design Criteria Manual.

Engineering Design & Construction

Managed 184 projects in 1998 with a value of $41.5 million including:

- Completion of the first section of the SouthFraser Perimeter Road
- In partnership with Parks Recreation & Culture, constructed the Cougar Creek and Hawthorne detention ponds
- Provided service extensions for Twin Rinks
- Constructed additional multi use pathways including the section under the Skytrain guideway

Support Services

- Expanded Map Access at the front counter by scanning the as-built drawings and plans and making them available through the City of Surrey Mapping On-line System (COSMOS);
- Working with the consultant community, developed a strategy to improve the timeliness of data submission, acceptance and entry for as-built plans;
- Piloted GPS survey methods on the upper Serpentine survey by utilizing a knowledgeable consultant who provided expertise to the department;
- Worked on the implementation of automated legal plan entry, and
- Prepared approximately 140 legal plans for road acquisition, rights-of-way and land acquisition.

1999 KEY ISSUES AND OBJECTIVES

On-going Deliverables

- Maintenance and Operation of the existing Infrastructure;
- Design of capital projects (valued at $30 - $40 million) for construction in future years;
- Construction of capital construction projects valued at $45 million;
- Preparation of 100 land development Servicing Agreements;
- Review and inspection of approximately $30 million worth of municipal engineering servicing infrastructure related to land development projects;
- Continuation of the SHARP program;
- Functional designs for major road, water & sewer and drainage projects;
- Continued expansion of metering of water customers;
- Update the Pavement management system condition database;
- Complete the conversion of the City-land inventory to an electronic data base;
- Complete the re-engineering of the development-initiated arterial road acquisition process;
- Implementation of new Maintenance Management System for Facilities;
- Completion of Facilities Maintenance Agreements with all City Departments;
- Review and completion of Seismic Inventory of City buildings;
- Upgrade and complete account tracking and reporting for Capital Projects;
- Integration of Facilities Capital project management tracking with MAXIMO, and
- Enhancement and Improvement of current Facilities PM Program.

Preparedness for Growth

- Continued work on the master drainage, water and sewer plans to complete or update plans for all growth areas by the end of 1999, and
- Design & Construction of South Surrey Interchange.

New Service Level Thrusts

- Clean City initiatives - City Centre (Whalley);
- Pursue people friendly transportation through additional bike, pedestrian and transit facilities;
- Pre-servicing industrial land including the Campbell Heights area;
- Optimize non-GVRD water supply sources;
- Local transit services plan;
- Pursue recreation lake implementation;
- Sustainable standards pilot project;
- Ongoing garbage disposal strategy;

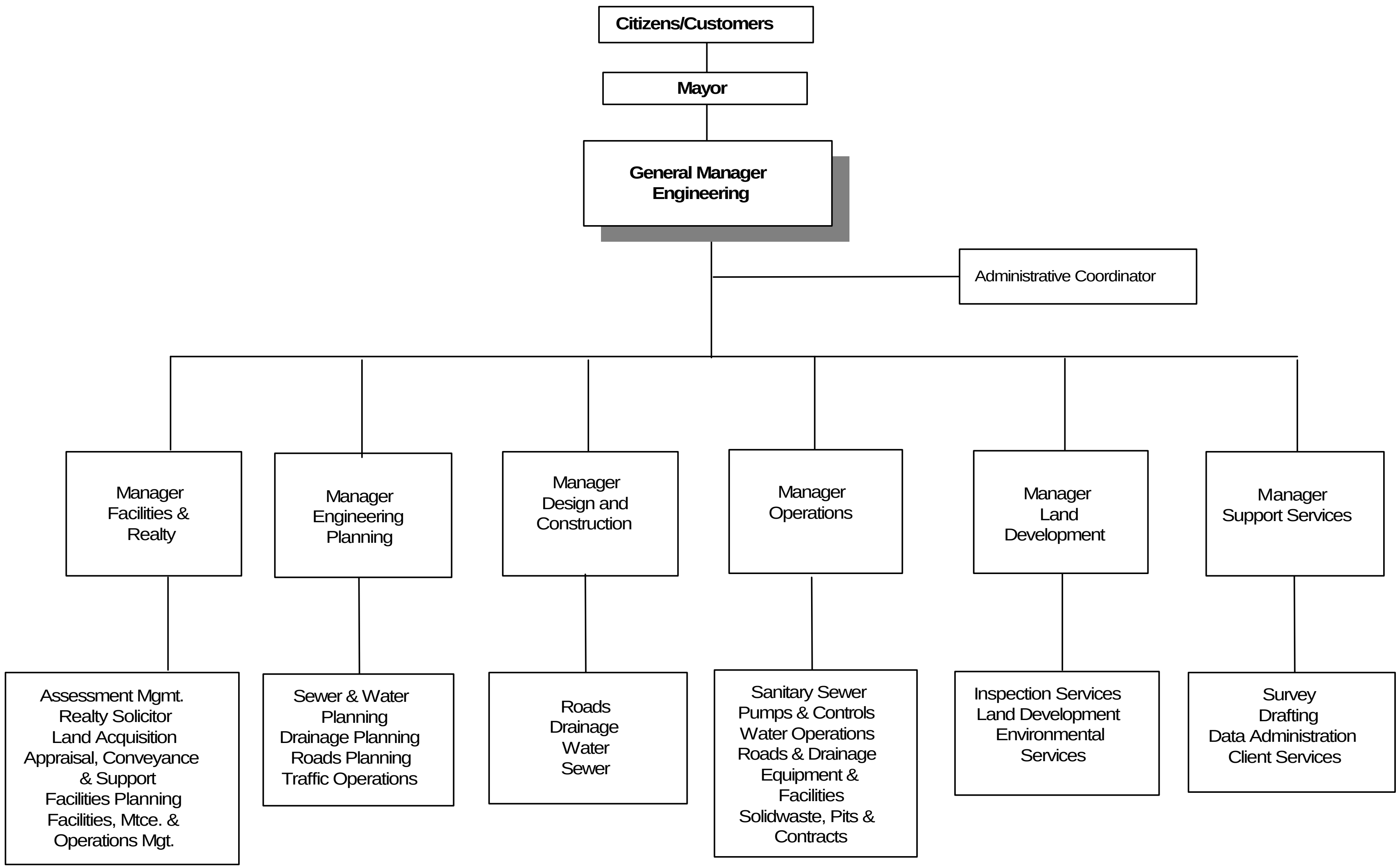
- Composting Initiatives & Strategy;
- Port Mann Landfill closure plan completion;
- Creek and Stream Protection and Enhancement Initiative;
- Implementation of an education campaign and enforcement provisions related to sediment control;
- Preparation of a cost sharing and funding strategy for the Serpentine/Nicomekl flood control works and initiation of construction of first phase;
- North Bluff slope stability, erosion and storm sewer capacity study;
- Development of an emergency plan for water supply;
- Detailed study on inflow and infiltration into the sewer system and development of control strategy;
- Review of the Land Development Servicing Agreement process to improve approval timelines and operational efficiency;
- Implementation of City work management including evaluation of cost/benefits and operational efficiencies;
- Development of 10 Year Capital Maintenance Program;
- Strategy for Computer Assisted Facilities Management;
- Develop an electronic project tracking system for the land acquisition component of the Capital Works program, and
- Develop a strategy for the disposal of surplus City-owned lands.

INNOVATIONS AND ISSUES

- Explore alternative delivery service for water metering;
- Mini sweeper to do the City core and commercial area sidewalk sweeping;
- Leveraging technology to improve customer service;
- Provide maps and plans in digital format via e-mail/FTP;
- Scan legal plans;
- New processes to speed up entry & display of new as-built plans;
- SCADA implementation to be completed;
- Implementation and refinement of the project tracking system;
- Land Development business process review to ensure effective delivery of service;
- Development of 10 Year Capital Maintenance Program, and
- Develop a strategy for Computer Assisted Facilities Management.

1999 BUDGET

ENGINEERING ORGANIZATION CHART



1999 BUDGET
DEPARTMENTAL OPERATIONS
ENGINEERING SERVICES

PROGRAM SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Administration	$ 745,700	$ 946,076	$ 946,000	$ 76	**$ 58,000**	$ (888,000)	(93.9) %
Facilities	1,699,400	1,922,202	1,919,000	3,202	**1,954,000**	35,000	1.8
Real Estate	(1,260,285)	(1,359,264)	(1,819,000)	459,736	**(1,412,000)**	407,000	(22.4)
Land Development	0	0	0	0	**0**	0	0.0
Roads	8,423,489	5,936,423	5,984,000	(47,577)	**5,805,000**	(179,000)	(3.0)
Traffic	3,604,367	3,614,721	3,875,000	(260,279)	**4,081,000**	206,000	5.3
Garage & Equipment	0	0	0	0	**0**	0	0.0
Gravel Operations	0	0	0	0	**0**	0	0.0
Solid Waste Collection & Disposal	(166,501)	(360,000)	(360,000)	0	**(725,000)**	(365,000)	101.4
Port Mann Landfill	0	0	0	0	**0**	0	0.0
NET DEPARTMENT TOTAL	**$ 13,046,170**	**$ 10,700,158**	**$ 10,545,000**	**$ 155,158**	**$ 9,761,000**	**$ (419,000)**	**(4.0) %**

ACCOUNT SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (5,524,302)	$ (4,628,370)	$ (4,453,000)	$ (175,370)	**$ (4,555,000)**	$ (102,000)	2.3 %
Grants, Donations and Other	(15,432,428)	(12,705,757)	(13,318,000)	612,243	**(13,448,000)**	(130,000)	1.0
	(20,956,730)	(17,334,127)	(17,771,000)	436,873	**(18,003,000)**	(232,000)	1.3
Expenditures							
Salaries and Benefits	16,286,035	14,638,871	18,137,000	(3,498,129)	**18,222,000**	85,000	0.5
Operating Costs	23,170,493	22,753,503	23,651,000	(897,498)	**25,216,000**	1,565,000	6.6
Internal Services Used	11,730,298	9,816,940	4,873,000	4,943,940	**5,593,000**	720,000	14.8
Internal Services Recovered	(22,364,078)	(21,463,855)	(19,013,000)	(2,450,855)	**(19,100,000)**	(87,000)	0.5
External Recoveries	(2,729,064)	(697,607)	(91,000)	(606,607)	**(726,000)**	(635,000)	697.8
	26,093,684	25,047,851	27,557,000	(2,509,149)	**29,205,000**	1,648,000	6.0
Net Operations Total	**5,136,954**	**7,713,724**	**9,786,000**	**(2,072,276)**	**11,202,000**	**1,416,000**	**14.5**
Transfers							
Transfer From Own Sources	(2,067,211)	(329,177)	(3,104,000)	2,774,823	**(2,500,000)**	604,000	(19.5)
Transfer To Own Sources	9,976,427	3,315,611	3,863,000	(547,389)	**1,059,000**	(2,804,000)	(72.6)
	7,909,216	2,986,434	759,000	2,227,434	**(1,441,000)**	(2,200,000)	(289.9)
NET DEPARTMENT TOTAL	**$ 13,046,170**	**$ 10,700,158**	**$ 10,545,000**	**$ 155,158**	**$ 9,761,000**	**$ (784,000)**	**(7.4) %**

SURREY
CITY OF PARKS

1999 BUDGET
DEPARTMENTAL PROGRAMS
ENGINEERING SERVICES

ADMINISTRATION	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (148,951)	$ (104,645)	$ (80,000)	$ (24,645)	**$ (80,000)**	$ 0	0.0 %
Grants, Donations and Other	(16,470)	(5,517)	0	(5,517)	**0**	0	0.0
	(165,421)	(110,162)	(80,000)	(30,162)	**(80,000)**	0	0.0
Expenditures							
Salaries and Benefits	4,429,697	4,662,169	6,792,000	(2,129,831)	**6,402,000**	(390,000)	(5.7)
Operating Costs	708,554	378,519	477,000	(98,481)	**360,000**	(117,000)	(24.5)
Internal Services Used	708,252	752,932	240,000	512,932	**269,000**	29,000	12.1
Internal Services Recovered	(5,046,532)	(6,057,845)	(7,436,000)	1,378,155	**(7,008,000)**	428,000	(5.8)
External Recoveries	(13,643)	(1,020)	0	(1,020)	**0**	0	0.0
	786,328	(265,246)	73,000	(338,246)	**23,000**	(50,000)	(68.5)
Net Operations Total	**620,907**	**(375,407)**	**(7,000)**	**(368,407)**	**(57,000)**	**(50,000)**	**714.3**
Transfers							
Transfer From Own Sources	(255,638)	(16,729)	(127,000)	110,271	**0**	127,000	(100.0)
Transfer To Own Sources	380,431	1,338,212	1,080,000	258,212	**115,000**	(965,000)	(89.4)
	124,793	1,321,483	953,000	368,483	**115,000**	(838,000)	(87.9)
ADMINISTRATION TOTAL	**$ 745,700**	**$ 946,076**	**$ 946,000**	**$ 76**	**$ 58,000**	**$ (888,000)**	**(93.9) %**

FACILITIES	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (10,057)	$ (11,405)	$ 0	$ (11,405)	**$ (3,000)**	$ (3,000)	100.0 %
Grants, Donations and Other	(2,113)	0	0	0	**0**	0	0.0
	(12,170)	(11,405)	0	(11,405)	**(3,000)**	(3,000)	100.0
Expenditures							
Salaries and Benefits	1,473,972	1,361,746	1,543,000	(181,254)	**1,925,000**	382,000	24.8
Operating Costs	1,452,578	1,601,727	1,819,000	(217,273)	**1,880,000**	61,000	3.4
Internal Services Used	1,010,439	981,156	0	981,156	**168,000**	168,000	100.0
Internal Services Recovered	(2,116,837)	(1,905,345)	(1,443,000)	(462,345)	**(1,930,000)**	(487,000)	33.7
External Recoveries	(108,582)	(105,678)	0	(105,678)	**(86,000)**	(86,000)	100.0
	1,711,570	1,933,606	1,919,000	14,606	**1,957,000**	38,000	2.0
Net Operations Total	**1,699,400**	**1,922,202**	**1,919,000**	**3,202**	**1,954,000**	**35,000**	**1.8**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
FACILITIES TOTAL	**$ 1,699,400**	**$ 1,922,202**	**$ 1,919,000**	**$ 3,202**	**$ 1,954,000**	**$ 35,000**	**1.8 %**

REAL ESTATE	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (2,173,391)	$ (2,183,459)	$ (1,900,000)	$ (283,459)	**$ (2,301,000)**	$ (401,000)	21.1 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(2,173,391)	(2,183,459)	(1,900,000)	(283,459)	**(2,301,000)**	(401,000)	21.1
Expenditures							
Salaries and Benefits	1,425,542	1,099,419	1,563,000	(463,581)	**1,240,000**	(323,000)	(20.7)
Operating Costs	793,903	519,345	142,000	377,345	**602,000**	460,000	323.9
Internal Services Used	223,253	294,756	0	294,756	**137,000**	137,000	100.0
Internal Services Recovered	(1,494,228)	(1,089,325)	(1,624,000)	534,675	**(1,090,000)**	534,000	(32.9)
External Recoveries	(46,573)	0	0	0	**0**	0	0.0
	901,897	824,195	81,000	743,195	**889,000**	808,000	997.5
Net Operations Total	**(1,271,494)**	**(1,359,264)**	**(1,819,000)**	**459,736**	**(1,412,000)**	**407,000**	**(22.4)**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	11,209	0	0	0	**0**	0	0.0
	11,209	0	0	0	**0**	0	0.0
REAL ESTATE TOTAL	**$ (1,260,285)**	**$ (1,359,264)**	**$ (1,819,000)**	**$ 459,736**	**$ (1,412,000)**	**$ 407,000**	**(22.4) %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
ENGINEERING SERVICES

LAND DEVELOPMENT	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (3,090,340)	$ (2,254,903)	$ (2,410,000)	$ 155,097	**$ (2,101,000)**	$ 309,000	(12.8) %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(3,090,340)	(2,254,903)	(2,410,000)	155,097	**(2,101,000)**	309,000	(12.8)
Expenditures							
Salaries and Benefits	1,626,521	1,336,504	1,216,000	120,504	**1,135,000**	(81,000)	(6.7)
Operating Costs	74,659	409,485	157,000	252,485	**87,000**	(70,000)	(44.6)
Internal Services Used	798,762	1,319,037	739,000	580,037	**879,000**	140,000	18.9
Internal Services Recovered	(460,583)	(707,722)	0	(707,722)	**0**	0	0.0
External Recoveries	(51,928)	(117,872)	0	(117,872)	**0**	0	0.0
	1,987,431	2,239,431	2,112,000	127,431	**2,101,000**	(11,000)	(0.5)
Net Operations Total	**(1,102,909)**	**(15,471)**	**(298,000)**	**282,529**	**0**	**298,000**	**(100.0)**
Transfers							
Transfer From Own Sources	(339,800)	(4,422)	(347,000)	342,578	**0**	347,000	(100.0)
Transfer To Own Sources	1,442,709	19,893	645,000	(625,107)	**0**	(645,000)	(100.0)
	1,102,909	15,471	298,000	(282,529)	**0**	(298,000)	(100.0)
LAND DEVELOPMENT TOTAL	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**0.0 %**

ROADS							
Revenues							
Sales and Services	$ (52,045)	$ (44,889)	$ 0	$ (44,889)	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(52,045)	(44,889)	0	(44,889)	**0**	0	0.0
Expenditures							
Salaries and Benefits	3,658,765	2,761,139	3,712,000	(950,861)	**3,727,000**	15,000	0.4
Operating Costs	4,622,798	2,175,862	2,022,000	153,862	**2,138,000**	116,000	5.7
Internal Services Used	3,819,469	2,226,370	500,000	1,726,370	**740,000**	240,000	48.0
Internal Services Recovered	(2,356,126)	(1,053,328)	(250,000)	(803,328)	**(250,000)**	0	0.0
External Recoveries	(167,172)	(128,730)	0	(128,730)	**(550,000)**	(550,000)	100.0
	9,577,734	5,981,312	5,984,000	(2,688)	**5,805,000**	(179,000)	(3.0)
Net Operations Total	**9,525,689**	**5,936,423**	**5,984,000**	**(47,577)**	**5,805,000**	**(179,000)**	**(3.0)**
Transfers							
Transfer From Own Sources	(1,102,200)	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	(1,102,200)	0	0	0	**0**	0	0.0
ROADS TOTAL	**$ 8,423,489**	**$ 5,936,423**	**$ 5,984,000**	**$ (47,577)**	**$ 5,805,000**	**$ (179,000)**	**(3.0) %**

TRAFFIC							
Revenues							
Sales and Services	$ 0	$ (4,872)	$ 0	$ (4,872)	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	(671)	(448)	0	(448)	**0**	0	0.0
	(671)	(5,319)	0	(5,319)	**0**	0	0.0
Expenditures							
Salaries and Benefits	278,236	388,881	391,000	(2,119)	**458,000**	67,000	17.1
Operating Costs	3,638,806	3,561,573	3,871,000	(309,427)	**4,065,000**	194,000	5.0
Internal Services Used	98,511	83,672	0	83,672	**0**	0	0.0
Internal Services Recovered	(155,089)	(208,791)	(297,000)	88,209	**(352,000)**	(55,000)	18.5
External Recoveries	(255,426)	(205,295)	(90,000)	(115,295)	**(90,000)**	0	0.0
	3,605,038	3,620,040	3,875,000	(254,960)	**4,081,000**	206,000	5.3
Net Operations Total	**3,604,367**	**3,614,721**	**3,875,000**	**(260,279)**	**4,081,000**	**206,000**	**5.3**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
TRAFFIC TOTAL	**$ 3,604,367**	**$ 3,614,721**	**$ 3,875,000**	**$ (260,279)**	**$ 4,081,000**	**$ 206,000**	**5.3 %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
ENGINEERING SERVICES

GARAGE & EQUIPMENT	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (2,468)	$ (1,874)	$ 0	$ (1,874)	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(2,468)	(1,874)	0	(1,874)	**0**	0	0.0
Expenditures							
Salaries and Benefits	2,683,580	2,662,501	2,178,000	484,501	**2,629,000**	451,000	20.7
Operating Costs	1,464,316	1,714,073	909,000	805,073	**1,782,000**	873,000	96.0
Internal Services Used	4,272,362	3,496,932	3,073,000	423,932	**2,606,000**	(467,000)	(15.2)
Internal Services Recovered	(10,268,887)	(9,481,189)	(7,217,000)	(2,264,189)	**(7,961,000)**	(744,000)	10.3
External Recoveries	0	(2,155)	(1,000)	(1,155)	**0**	1,000	(100.0)
	(1,848,629)	(1,609,838)	(1,058,000)	(551,838)	**(944,000)**	114,000	(10.8)
Net Operations Total	**(1,851,097)**	**(1,611,712)**	**(1,058,000)**	**(553,712)**	**(944,000)**	**114,000**	**(10.8)**
Transfers							
Transfer From Own Sources	0	(30,644)	(130,000)	99,356	**0**	130,000	(100.0)
Transfer To Own Sources	1,851,097	1,642,356	1,188,000	454,356	**944,000**	(244,000)	(20.5)
	1,851,097	1,611,712	1,058,000	553,712	**944,000**	(114,000)	(10.8)
GARAGE & EQUIPMENT TOTAL	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**0.0 %**

GRAVEL OPERATIONS	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (29,430)	$ (16,905)	$ (30,000)	$ 13,095	**$ (45,000)**	$ (15,000)	50.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(29,430)	(16,905)	(30,000)	13,095	**(45,000)**	(15,000)	50.0
Expenditures							
Salaries and Benefits	82,057	45,357	152,000	(106,643)	**111,000**	(41,000)	(27.0)
Operating Costs	49,065	19,583	271,000	(251,417)	**121,000**	(150,000)	(55.4)
Internal Services Used	247,761	184,674	0	184,674	**222,000**	222,000	100.0
Internal Services Recovered	(368,876)	(135,964)	(646,000)	510,036	**(409,000)**	237,000	(36.7)
External Recoveries	0	0	0	0	**0**	0	0.0
	10,007	113,650	(223,000)	336,650	**45,000**	268,000	(120.2)
Net Operations Total	**(19,423)**	**96,745**	**(253,000)**	**349,745**	**0**	**253,000**	**(100.0)**
Transfers							
Transfer From Own Sources	(118,138)	(98,631)	0	(98,631)	**0**	0	0.0
Transfer To Own Sources	137,561	1,886	253,000	(251,114)	**0**	(253,000)	(100.0)
	19,423	(96,745)	253,000	(349,745)	**0**	(253,000)	(100.0)
GRAVEL OPERATIONS TOTAL	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**0.0 %**

SOLID WASTE COLL & DISPOSAL	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (17,620)	$ (6,819)	$ (33,000)	$ 26,181	**$ (25,000)**	$ 8,000	(24.2) %
Grants, Donations and Other	(10,262,394)	(12,699,793)	(13,318,000)	618,207	**(13,448,000)**	(130,000)	1.0
	(10,280,014)	(12,706,611)	(13,351,000)	644,389	**(13,473,000)**	(122,000)	0.9
Expenditures							
Salaries and Benefits	221,745	270,553	390,000	(119,447)	**395,000**	5,000	1.3
Operating Costs	8,679,055	11,747,156	11,783,000	(35,844)	**11,981,000**	198,000	1.7
Internal Services Used	254,762	280,504	121,000	159,504	**372,000**	251,000	207.4
Internal Services Recovered	(7,773)	(91,860)	0	(91,860)	**0**	0	0.0
External Recoveries	0	(125,351)	0	(125,351)	**0**	0	0.0
	9,147,789	12,081,002	12,294,000	(212,998)	**12,748,000**	454,000	3.7
Net Operations Total	**(1,132,225)**	**(625,610)**	**(1,057,000)**	**431,390**	**(725,000)**	**332,000**	**(31.4)**
Transfers							
Transfer From Own Sources	(36,808)	(37,177)	0	(37,177)	**0**	0	0.0
Transfer To Own Sources	1,002,532	302,787	697,000	(394,213)	**0**	(697,000)	(100.0)
	965,724	265,610	697,000	(431,390)	**0**	(697,000)	(100.0)
SOLID WASTE TOTAL	**$ (166,501)**	**$ (360,000)**	**$ (360,000)**	**$ 0**	**$ (725,000)**	**$ (365,000)**	**101.4 %**

PORT MANN LANDFILL	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 1,400	$ 0	$ 1,400	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	(5,150,780)	0	0	0	**0**	0	0.0
	(5,150,780)	1,400	0	1,400	**0**	0	0.0
Expenditures							
Salaries and Benefits	405,920	50,602	200,000	(149,398)	**200,000**	0	0.0
Operating Costs	1,686,759	626,180	2,200,000	(1,573,820)	**2,200,000**	0	0.0
Internal Services Used	296,727	196,907	200,000	(3,093)	**200,000**	0	0.0
Internal Services Recovered	(89,147)	(732,486)	(100,000)	(632,486)	**(100,000)**	0	0.0
External Recoveries	(2,085,740)	(11,506)	0	(11,506)	**0**	0	0.0
	214,519	129,697	2,500,000	(2,370,303)	**2,500,000**	0	0.0
Net Operations Total	**(4,936,261)**	**131,097**	**2,500,000**	**(2,368,903)**	**2,500,000**	**0**	**0.0**
Transfers							
Transfer From Own Sources	(214,627)	(141,573)	(2,500,000)	2,358,427	**(2,500,000)**	0	0.0
Transfer To Own Sources	5,150,888	10,476	0	10,476	**0**	0	0.0
	4,936,261	(131,097)	(2,500,000)	2,368,903	**(2,500,000)**	0	0.0
PORT MANN LANDFILL TOTAL	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**0.0 %**

1999 BUDGET
SIGNIFICANT CHANGES
ENGINEERING

SURREY
CITY OF PARKS

SIGNIFICANT CHANGES		SUMMARY
1998 ADOPTED BUDGET		**$ 12,363,800**
Transfer of Real Estate from Planning	(1,818,400)	
Rounding adjustment	(400)	(1,818,800)
1998 ADJUSTED BUDGET		**$ 10,545,000**
Revenues		
Sales and Services		
New fees - Real Estate	(450,000)	
Decrease in Lease/Rental Fees	49,000	
Miscellaneous sales decreases	(10,000)	
Departmental reallocations	309,000	(102,000)
Taxation and Other		
Increase Waste disposal rates	(130,000)	(130,000)
Total Change in Revenues		**(232,000)**
Expenditures		
Salaries/Wages & Benefits		
Delete Traffic Salaries - Administration	(414,000)	
Delete four contract positions - Real Estate	(260,000)	
Move Solicitor salary to Internal Services Used	(74,000)	
Add Clerk Typist III from Administration	39,000	
Step increases, in-range movement, contract increases	467,000	
Departmental reallocations	327,000	85,000
Operating Costs		
Decrease operating expenses - Administration	(117,000)	
Incorporate lease/rental properties expense	459,800	
Increase in inventory - Roads	119,600	
Increase in inventory - Traffic	175,000	
Increase in MVA damage costs	30,000	
Increase in communication lines for inventory	10,000	
Decrease due to cellular phone savings	(8,000)	
Decrease contract/consulting services for traffic response	(50,000)	
Departmental reallocations	945,600	1,565,000
Internal Services Used		
Increase in Internal Services used	29,000	
Equipment Rental	134,700	
Joint works yard admin	25,300	
Eng. Admin overhead	240,000	
Eng.ops	8,000	
Charges for services of Solicitor	74,000	
Manager of Facilities/Realty	60,000	
Departmental reallocations	149,000	720,000
Internal Services Recovered		
Decrease recovery from Land Development	86,000	
Decreases recoveries from water, sewer, drainage, and roads	342,000	
Decrease due to contract positions	260,000	
Departmental reallocations	(775,000)	(87,000)

Expenditures Continued On Next Page

1999 BUDGET
SIGNIFICANT CHANGES
ENGINEERING

Changes In Expenditures Continued		
External Recoveries		
GVTA	(550,000)	
Departmental reallocations	(85,000)	(635,000)
Transfers from Own Sources		
Landfill	604,000	604,000
Transfers to Own Sources		
Increase in Variable Pay Contributions	58,000	
Adjustment to anticipated realized levels	(2,862,000)	(2,804,000)
Total Change in Expenditures		**(552,000)**
1999 BUDGET		**$ 9,761,000**

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT	Engineering	UNIT	Facilities Management

ISSUE PAPER NAME

Heritage Buildings

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Issue: To properly maintain the City-owned heritage buildings, to preserve a unique City asset, to reduce the risk of loss and to provide a role model for private home owners on the care of heritage buildings.

Description: The City owns and operates 13 buildings which are protected by Heritage Designation By-law. In addition, the City also owns six buildings which are on the Heritage Register to be recognized for their heritage values. Heritage buildings are an important and non-renewable City asset. It is important to maintain these buildings in good condition and to ensure that the historic character and heritage values of the buildings remain accurate and functional.

Designated Heritage Buildings:

1. 1912 Municipal Hall - By-law No. 6442
2. Elgin Hall - By-law No. 6442
3. Elgin Centre - By-law No. 6442
4. 1881 Hall - By-law No. 7289
5. Pillath House - By-law No. 7355
6. Stewart Farm (8 buildings) - By-law No. 7823

Registered Heritage Buildings

1. Richardson House
2. Mound Farm - Barn
3. Mound Farm - Smith House
4. Mound Farm - Snow House
5. Johnson House
6. Loyal Orange Lodge

Justification: To preserve and protect these heritage buildings. To ensure that the City of Surrey complies with the intent and purpose of the Heritage Designation By-laws. To demonstrate preservation behaviors consistent with preservation activities encouraged for private home owners.

Objectives: To establish an operating fund and reserve for future expenditures to maintain City-owned heritage buildings. To implement a preventative maintenance program to ensure the ongoing preservation and enhancement of these assets.

Impact: Positive City image, positive role model for private owners of heritage homes, protection and preservation of the City-owned asset, reduction of risk of loss or deterioration.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Preventative Maintenance & Repair Program - 19 Heritage Buildings as noted above		$100,000	$25,000
	0	$100,000	$25,000

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Engineering UNIT Roads Mtce.

ISSUE PAPER NAME

Inventory - Increases to Infrastructure

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Description: To increase the Public Works Maintenance level of funding to reflect the growth in infrastructure and to fund Public Works increased response to safety and environmental demands.

Justification: The Public Works Maintenance Budget is directly related to infrastructure inventory that requires maintenance. When there is an increase in the inventory, a proportional increase in funding is required to maintain the current levels of service. The increases in inventory are as follows:

Roads (47 km NEW)	2.9%
Sidewalks (47 km NEW)	7.6%
Lanes (1 km NEW)	1.1%
Boulevards (94 km NEW)	2.8%

Impact: Without the increase in funding, levels of service in some areas of Roads Maintenance will fall below last year's levels due to diversion of funds to mandatory activities. Without adequate preventative and corrective maintenance, there could be premature failure of some infrastructure components and resulting increase in the future costs.

	# of Employees	OPERATING	CAPITAL
	F.T.E.	NET $	NET $
Sidewalks		$28,100	
Signs & Road Markings		18,100	
Street Cleaning		3,800	
City Roads		19,800	
Boulevards		3,000	
Roadside Litter		15,600	
Winter Maintenance		15,400	
Sector Checks		1,500	
Administration		4,800	
Support Services		900	
Vehicles		9,800	
		$120,800	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Engineering UNIT Unopen Laneway

ISSUE PAPER NAME	
To Establish a Level of Service	☒ Addition ☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Description: To establish a Public Works Maintenance Level of Service with appropriate funding to address the increasing number of requests for the City to maintain its inventory of unopen laneways for safety and appearance demands.

Justification: Public Works Maintenance Budget is directly related to infrastructure inventory that requires maintenance. To start to address the citizens of Surrey requests for the City to clean up and/or remove debris from these unopen laneways will require Engineering to implement a Level of Service with guidelines. With the introduction of an additional maintenance item a proportional increase in funding is required

Impact: Without the additional funding, a proper level of service cannot be implemented. This will result in an increase in the level of public frustration and dissatisfaction in how Engineering deals with these concerns.

	# of Employees	OPERATING	CAPITAL
	F.T.E.	NET $	NET $
Unopen Lane Maintenance		$50,000	
		$50,000	

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CREATING A COMMUNITY WHERE INDIVIDUALS, CULTURE AND THE ENVIRONMENT THRIVE!

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 and services;
- celebrate diversity and community identity;
- ensure accessibility and inclusivity;
- champion environmental stewardship;
- promote individual and community wellness, and
- preserve, develop and deliver cultural, informational and educational resources and services.

We fulfil our mission through open communication, a customer focus, and respect for individuals.

Programs and Services

The Surrey Parks, Recreation and Culture Department:

- operates over 5,000 registered programs per year which involved approximately 2.1 million participants in 1998;
- operates 5 ice arenas;
- operates 3 indoor pools with a 4th indoor pool opening in September 1999;
- operates 3 seniors centres;
- operates 4 youth centres;
- operates 6 community recreation offices;
- operates a 402 seat theatre and an art gallery;
- operates a 14000 sq. ft. museum and archives centre;
- operates a historic farm, weaving centre, and a historic pole barn;
- operates three cemeteries;
- operates Ward’s Marina within Elgin Heritage Park, and
- is responsible for the development and maintenance of over 1400 hectares of parkland which have been listed in the community profile.

1998 ACCOMPLISHMENTS

Community Master Plans

The Department of Parks, Recreation & Culture has reviewed the priorities set in the 1996 Master Plan and developed plans for each community for new or upgraded recreational facilities.

New facilities are planned for every community including: the North Surrey Recreation Centre redevelopment, Guildford Multi-Purpose Community Centre, Newton Recreation Centre Redevelopment, Cloverdale Multi-Purpose Community Centre, South Surrey Multi-Purpose Community Centre and the Surrey Sports and Leisure Complex. Each of these plans goes through extensive community consultation to ensure the facilities meet the needs of our growing communities. All six community plans will be completed by the end of 1998. Construction of the Surrey Sports and Leisure Complex has begun in 1998 while the other major facilities are included in the Department's 10 year capital plan.

Surrey Sports And Leisure Complex

After many years of deliberation, planning and community consultation, construction has begun on the $17 million aquatic complex. The anticipated completion date is August 1, 1999. The state-of-the-art facility will feature a 50 meter pool with a deep end for diving, a large leisure pool, waterslide, whirlpool, steam room and fitness centre.

Guildford Multipurpose Leisure Complex

Guildford Community Partners began a $100,000 fundraising drive to help build a new $11 million, multipurpose complex, located on a prime property recently purchased for $5 million in one of Surrey's fastest growing communities. Preliminary plans include a preschool and childminding area, seniors' and youth lounges, aerobics/dance room, cardio/weight room, triple gymnasium and multipurpose rooms. An aquatics centre is proposed as phase 2. Detailed design is due to begin in the fall of 1998.

1998 B.C. Games For Athletes With A Disability

The 30th annual Games for Athletes with a Disability was held in Surrey July 8 - 12, 1998. More than 300 athletes participated in 13 competitive events and four demonstration sports, including athletics, sailing, cycling, equestrian and swimming. Different venues throughout the city provided facilities for the events. Numerous volunteers and sponsors contributed to the Games' success.

Cultural Strategic Plan

The Department has begun an ambitious project to develop a Cultural Strategic Plan (CSP), encompassing initiatives for arts, heritage, multiculturalism, cultural industries and libraries. It will: define the City's role and relationships to non-profit and commercial sectors; identify cultural needs and ways to co-ordinate with existing services; include plans for Arts and Heritage; and establish a Cultural Industries Development Strategy. The CSP links with the Museum and Archives, the Film Industry Business Plan, Library Master Plan, and other existing plans.

Public Art Policy

The Public Art Policy was approved by City Council in the spring of 1998 - the result of a two year process led by a group of Surrey residents from different backgrounds and disciplines. The purpose is to ensure that the art work and creative concepts of artists become part of the planning and design for publicly accessible space. This guarantees an approved, fair and consistent public selection process so that all Surrey's citizens can access and participate in the cultural, economic and social opportunities afforded by public art.

Learning And Discovery Centre

A community steering committee , staff and consultants have gathered extensive public input on the future direction of the Surrey Museum and Archives. The result is a proposal that a proposed new Museum and Archives will form the foundation for a Learning and Discovery Centre to preserve and promote community history and heritage. The concept is to incorporate interactive exhibits, hands-on programs and leading edge technology to provide information and experiences about the past, present and future of Surrey in a dynamic, multi-purpose facility which includes other cultural and educational partners.

Nights Alive

Nights Alive! is an exciting new province-wide youth program which offers live bands, roller blading demos and much more to attract youth to a positive experience in a drug and alcohol free environment. A $22,000 grant from the Attorney General's Office and support from the City, the RCMP, YMCA, Crime Prevention Unit and the Surrey School District brought movie nights, sports, open gyms and animation festivals to local community centres in 1998. Renewed funding has been received from the Attorney General Office for 1999 to supplement corporate donations.

Greenways Link Neighbourhoods And Parks

The goal of the Plan is to link all of Surrey's parks with greenways, along creeks, rivers and power lines, to extend the environmental network and provide alternative transportation routes. This past year we completed the Quibble Creek Greenway, a 1.5 km link (with a pedestrian path) between Hawthorne and Green Timbers parks - part of a 7 km path which will run from Bear Creek to Invergarry Park. We also completed a 5 km pathway between Green Timbers and Tynehead Parks, with a separated pathway for walking, biking and rollerblading.

Green Timbers Lake Park

A new wheel chair accessible pier was developed at Green Timbers Lake in partnership with the community. The lake was stocked in spring with Rainbow Trout, which subsequently attracted thousands of anglers, both young and old.

Elgin Heritage Park

Phase I of improvements have been completed at Elgin Heritage park. A new boat repair and maintenance facility was developed in partnership with the Mud Bay Yacht Club, the General Labourers Training Society, and Human Resources Development Canada. In addition, the site has been visually transformed, with the addition of heritage-style gates and lighting, a new entrance way and parking areas, underground wiring, connection to the sanitary sewer, and the development of several kilometers of pathways which offer views of wildlife habitat, the north shore mountains, and the Nicomekl River.

Cloverdale Athletic Park

Phase II of Cloverdale Athletic Park was substantially completed in the summer of 1998. Now one of the largest athletic parks in the region, CAP boasts new ball diamonds, soccer fields, lighted all-weather field, a multi-purpose sports box, a water spray park, new parking areas, and additional rest-room facilities.

Tamanawis School Park

This new large park is being developed adjacent to Tamanawis High School. A lighted all-weather field has been completed in 1998, with ball diamonds and parking areas scheduled to be available for use in the spring of 1999.

South Surrey Bike Park

To a dedicated mountain biker the challenge of the trail and the beauty of the forest are all part of the experience. To preserve both the forest and the challenge, the Department has established a South Surrey Bike Park, adjacent to Sunnyside Acres Urban Forest at 24 Avenue and 148 Street. The design incorporates natural barriers to create a safe but challenging site.

South Surrey Skateboard Park

Architectural designers and skateboard magazines have praised this state-of-the-art skateboard park. Conceived as a joint venture between RCMP officers from the South Surrey District Office and the Department, the new facility helps to address the problems of youth skateboarding on streets and in parking lots. The park was made possible through the work of the Construction & General Labourers Training Society, which provides on-the-job training in construction trades for unemployed people (funded through Human Resources Development Canada). Additional funding was received from local businesses and the community.

Partnership With Sports Groups

1998 saw a tremendous surge in partnering with local sport groups in the development and operation of athletic fieldhouses. The new Fleetwood Park Fieldhouse was developed in partnership with the local softball association, with the City incurring only 1/3 of the cost of construction. Similarly, the Rotary Fieldhouse located in South Surrey Athletic Park, which started construction in July 1998, has resulted from partnership of the City with local Rotary Clubs and sports group.

1998 Stream Bank Restoration

Natural vegetation along stream banks provides food and shelter for a host of wildlife from dragonflies to woodpeckers and salmon, and it prevents erosion and shades stream beds. The Department is working with volunteers and summer students to restore the natural 'riparian' (stream bank) vegetation.

1998 Environmental Extravaganza And Civic Beautification

The City has had tremendous support from residents, service organization and local businesses in its expanded environmental and civic beautification programs. This is evident in the fact that the City placed second in the national '98 Communities in Bloom competition amongst other Canadian Cities in its size category. The City also received national and provincial acclaim for its multiple award winning Great Tree Hunt, program designed to identify and protect heritage trees within the City. Other successful programs included the Harvest Festival, Kwantlen Days clean up, and Native Plant Gardens developed by the community at City sites, and a special salmon homecoming event.

Volunteers In Parks (VIPs)

Surrey Parks, Recreation & Culture received tremendous support from residents in our Volunteers in Parks program. Volunteers are stewards of more than 450 areas of parkland throughout the City of Surrey. They contributed to our parks and facilities in an endless variety of ways.

Community Wellness And Recreation Services

1998 see an increased participation in community recreation programs and services. This is the combined result of promotion and education in community wellness and responsive programs and services delivery catering to the needs of the different town centres. In Cloverdale, care programs and day camps for preschool and school age children has increased participation; in Newton, and South Surrey, enhanced cardio, weight room and pool facilities has increased admissions; in Fleetwood increased wellness programming, tennis, and other youth and care programs have increased overall community recreation participation.

1999 KEY ISSUES AND OBJECTIVES

The City of Surrey will continue to grow in 1999 as the demand for parks, recreation and culture services increases. The general slow down in the region's economy will present challenges and restraints on resources available to address growth.

Community development in arts, culture, health and wellness and environmental awareness will be a continual trend in 1999 and into the new millennium. Alternative service delivery methods has to be explored and harnessed to meet increasing service demand. These include the development of community volunteer services as well as partnerships with businesses , other levels of government, community and sports groups to fund capital investments and operate new facilities.

The Department's Strategic Plan and the 10 year Capital Plan provides direction for service delivery in 1999 and the future years. Key Objectives and projects incorporated in these master plans include:

Surrey Sports And Leisure Complex

The Surrey Sports And Leisure Complex will be commissioned in September 1999. This new aquatic complex will be operated by a private contractor under the direction and management of the Department. This new alternative service delivery method follow the Department's overall objective of meeting services demand and minimizing operating costs.

Access To The Fraser River

The plan is for development of a new park at Brownsville Bar. The new park features washrooms, picnic areas, trails, and fishing area on the river. This is the first of many initiatives to bring people to the waterfront.

Darts Hill Gardens

Continuing development of the Darts Hill Garden in 1999 include construction of a parking lot, perimeter ornamental fencing and new pathways.

Elgin Heritage Park - Western Portion

New development of the western portion of Elgin Heritage Park will add overflow parking to the recently refurbished central portion of the park site and will establish new trails around the environmentally sensitive areas, creating opportunities for residents to take in spectacular views of the north shore mountains and the Nicomekl River.

Joint School and Park Development

In joint development with School district 36, playing fields will be constructed at Fraser Heights Secondary School, Boundary Park Elementary and Bothwell Elementary Schools, and the amenities at Tamanawis School will be completed.

North Surrey Running Track

Construction is expected to start in early 1999 for a new $1.2 million running track which will be shared by school children and the rest of the community. Surrey Parks, Recreation & Culture and the Surrey School Board have agreed to co-operate to build the 400 metre, 8 lane track which will be open to students, athletes, joggers and walkers.

Bolivar Park

A major new athletic facility will be built at Bolivar Park, featuring four softball diamonds, two soccer fields, and playground amenities.

Future Planning and Community Development

Following the completion of the various town centres community master plans, staff will work with community advisory committees to develop plans for multi-purpose community centres. The Cultural Strategic Plan will be completed by the end of 1998, and has inspired a broad, cross disciplinary consultation process resulting in increased awareness and open communication in the community. Implementation of the approved Plan in 1999 will further develop community cultural networks and communications.

In addition to community participation in recreation and culture planning, effort will also be focused on developing community networks to deliver services and programs directly.

Community Events

1998 saw many successful community events and celebrations. These included the Sun Fest at Cloverdale, Fleetwood Community Association's 75 anniversary celebration, North surrey's Farmers Market and Arts on the Run, Surrey Art Gallery's outreach programs on First Nations Artists and Asian Community Art. 1999 planned community events and initiatives include: Wellness week in Fleetwood, Fleetwood Community Days, continuation of the Farmers Market, Arts on the Run and Cloverdale's Sun Fest.

Outdoor Recreation Programs

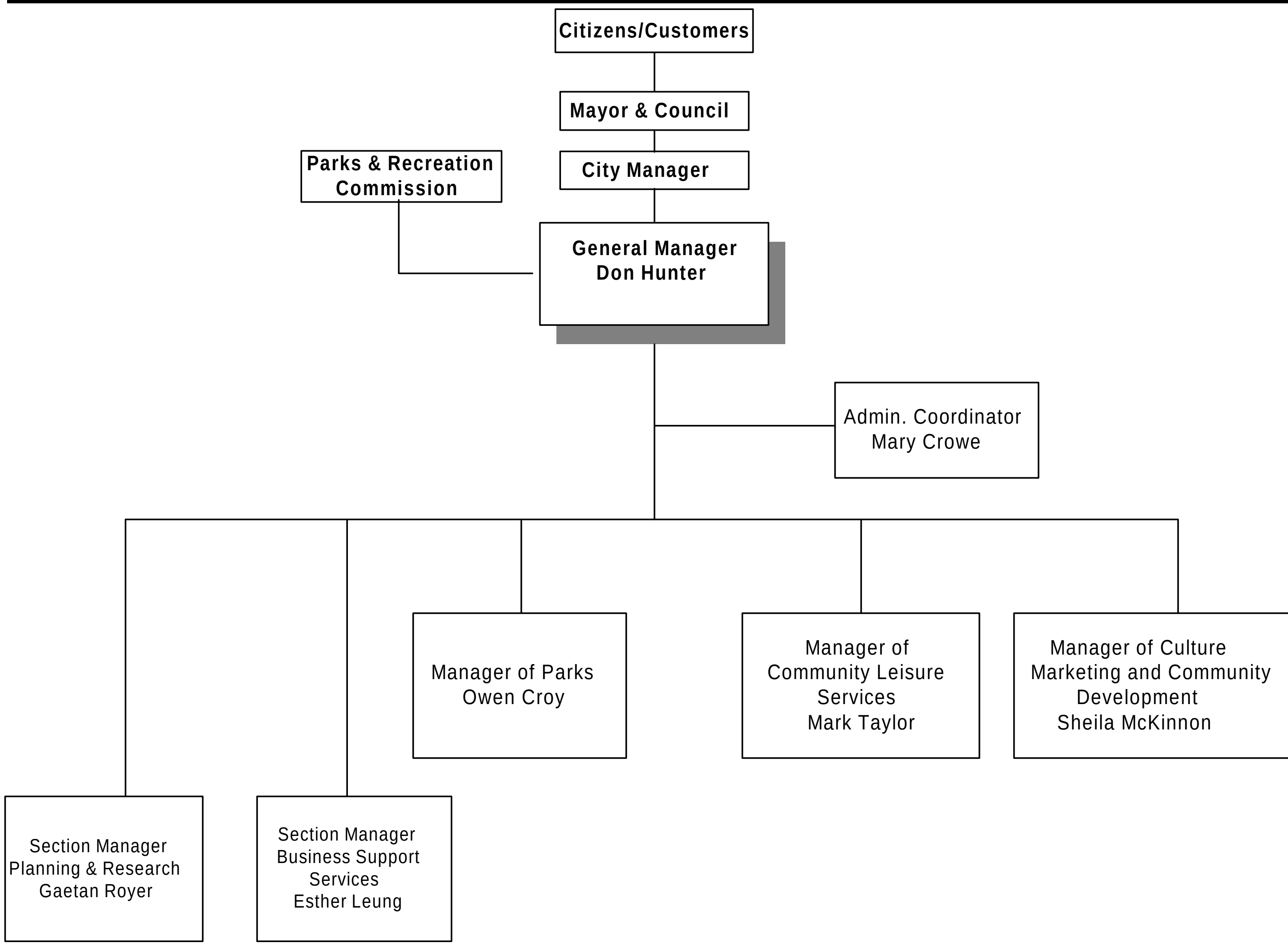
A pilot project on outdoor programs was delivered in summer 1998. Program successes and experiences will be evaluated and introduced in broader framework for 1999.

Tennis B C

The City of Surrey had a successful partnership with Tennis BC in 1998. This summer outdoor program will be continued in 1999.

1999 BUDGET

PARKS, RECREATION & CULTURE ORGANIZATION CHART



1999 BUDGET
DEPARTMENTAL OPERATIONS
PARK, RECREATION & CULTURE

SURREY
CITY OF PARKS

PROGRAM SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Arenas	$ 783,000	$ 924,300	$ 883,000	$ 41,300	**$ 652,000**	$ (231,000)	(26.2) %
Art Centre	896,000	1,012,100	973,000	39,100	**1,010,000**	37,000	3.8
Community halls	72,000	87,400	93,000	(5,600)	**60,000**	(33,000)	(35.5)
Community Recreation Service	1,144,000	1,418,600	1,345,000	73,600	**1,373,000**	28,000	2.1
Heritage Services	511,000	538,000	525,000	13,000	**564,000**	39,000	7.4
Indoor Pools	963,000	1,046,700	956,000	90,700	**1,480,000**	524,000	54.8
Marketing & Comm. Development	399,000	687,100	684,000	3,100	**828,000**	144,000	21.1
Outdoor Pools	775,000	743,300	744,000	(700)	**751,000**	7,000	0.9
Parks Division	6,230,000	6,491,400	6,543,000	(51,600)	**6,625,000**	82,000	1.3
Admin., Planning & Management	1,785,000	1,794,900	1,686,000	108,900	**1,844,000**	158,000	9.4
Seniors Centres	483,000	491,300	507,000	(15,700)	**503,000**	(4,000)	(0.8)
Youth Centres	513,000	414,900	421,000	(6,100)	**469,000**	48,000	11.4
NET DEPARTMENT TOTAL	**$ 14,554,000**	**$ 15,650,000**	**$ 15,360,000**	**$ 290,000**	**$ 16,159,000**	**$ 799,000**	**5.2 %**

ACCOUNT SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (6,837,000)	$ (8,613,800)	$ (7,746,000)	$ (867,800)	**$ (8,315,000)**	$ (569,000)	7.3 %
Grants, Donations and Other	(273,000)	0	0	0	**(225,000)**	(225,000)	100.0
	(7,110,000)	(8,613,800)	(7,746,000)	(867,800)	**(8,540,000)**	(794,000)	10.3
Expenditures							
Salaries and Benefits	13,077,000	13,902,100	13,115,000	787,100	**13,741,200**	626,200	4.8
Operating Costs	7,830,000	10,361,700	9,991,000	370,700	**10,407,600**	416,600	4.2
Internal Services Used	1,836,000	0	0	0	**795,200**	795,200	100.0
Internal Services Recovered	(1,110,000)	0	0	0	**(214,000)**	(214,000)	100.0
External Recoveries	(68,000)	0	0	0	**(65,000)**	(65,000)	100.0
	21,565,000	24,263,800	23,106,000	1,157,800	**24,665,000**	1,559,000	6.7
Net Operations Total	**14,455,000**	**15,650,000**	**15,360,000**	**290,000**	**16,125,000**	**765,000**	**5.0**
Transfers							
Transfer From Own Sources	(4,000)	0	0	0	**0**	0	0.0
Transfer To Own Sources	103,000	0	0	0	**34,000**	34,000	100.0
	99,000	0	0	0	**34,000**	34,000	100.0
NET DEPARTMENT TOTAL	**$ 14,554,000**	**$ 15,650,000**	**$ 15,360,000**	**$ 290,000**	**$ 16,159,000**	**$ 799,000**	**5.2 %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
PARK, RECREATION & CULTURE

SURREY CITY OF PARKS

ARENAS	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (1,917,000)	$ (2,183,800)	$ (2,152,000)	$ (31,800)	**$ (2,323,000)**	$ (171,000)	7.9 %
Grants, Donations and Other	(100,000)	0	0	0	**(87,000)**	(87,000)	100.0
	(2,017,000)	(2,183,800)	(2,152,000)	(31,800)	**(2,410,000)**	(258,000)	12.0
Expenditures							
Salaries and Benefits	1,664,000	1,840,700	1,963,000	(122,300)	**1,770,200**	(192,800)	(9.8)
Operating Costs	948,000	1,267,400	1,072,000	195,400	**1,159,600**	87,600	8.2
Internal Services Used	248,000	0	0	0	**132,200**	132,200	100.0
Internal Services Recovered	(55,000)	0	0	0	**0**	0	0.0
External Recoveries	(5,000)	0	0	0	**0**	0	0.0
	2,800,000	3,108,100	3,035,000	73,100	**3,062,000**	27,000	0.9
Net Operations Total	**783,000**	**924,300**	**883,000**	**41,300**	**652,000**	**(231,000)**	**(26.2)**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
ARENAS TOTAL	**$ 783,000**	**$ 924,300**	**$ 883,000**	**$ 41,300**	**$ 652,000**	**$ (231,000)**	**(26.2) %**

ART CENTRE	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (642,000)	$ (900,500)	$ (625,000)	$ (275,500)	**$ (619,000)**	$ 6,000	(1.0) %
Grants, Donations and Other	(47,000)	0	0	0	**(61,000)**	(61,000)	100.0
	(689,000)	(900,500)	(625,000)	(275,500)	**(680,000)**	(55,000)	8.8
Expenditures							
Salaries and Benefits	961,000	1,069,700	987,000	82,700	**1,043,000**	56,000	5.7
Operating Costs	594,000	842,900	611,000	231,900	**606,000**	(5,000)	(0.8)
Internal Services Used	75,000	0	0	0	**41,000**	41,000	100.0
Internal Services Recovered	(45,000)	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	1,585,000	1,912,600	1,598,000	314,600	**1,690,000**	92,000	5.8
Net Operations Total	**896,000**	**1,012,100**	**973,000**	**39,100**	**1,010,000**	**37,000**	**3.8**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
ART CENTRE TOTAL	**$ 896,000**	**$ 1,012,100**	**$ 973,000**	**$ 39,100**	**$ 1,010,000**	**$ 37,000**	**3.8 %**

COMMUNITY HALLS	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (108,000)	$ (141,800)	$ (140,000)	$ (1,800)	**$ (163,000)**	$ (23,000)	16.4 %
Grants, Donations and Other	0	0	0	0	**(14,000)**	(14,000)	100.0
	(108,000)	(141,800)	(140,000)	(1,800)	**(177,000)**	(37,000)	26.4
Expenditures							
Salaries and Benefits	16,000	29,500	17,000	12,500	**21,000**	4,000	23.5
Operating Costs	115,000	199,700	216,000	(16,300)	**165,000**	(51,000)	(23.6)
Internal Services Used	54,000	0	0	0	**51,000**	51,000	100.0
Internal Services Recovered	(1,000)	0	0	0	**0**	0	0.0
External Recoveries	(4,000)	0	0	0	**0**	0	0.0
	180,000	229,200	233,000	(3,800)	**237,000**	4,000	1.7
Net Operations Total	**72,000**	**87,400**	**93,000**	**(5,600)**	**60,000**	**(33,000)**	**(35.5)**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
COMMUNITY HALLS TOTAL	**$ 72,000**	**$ 87,400**	**$ 93,000**	**$ (5,600)**	**$ 60,000**	**$ (33,000)**	**(35.5) %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
PARK, RECREATION & CULTURE

SURREY
CITY OF PARKS

COMM. RECREATION SERVICES	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (1,068,000)	$ (1,311,900)	$ (1,095,000)	$ (216,900)	**$ (1,314,000)**	$ (219,000)	20.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(1,068,000)	(1,311,900)	(1,095,000)	(216,900)	**(1,314,000)**	(219,000)	20.0
Expenditures							
Salaries and Benefits	1,330,000	1,365,300	1,371,000	(5,700)	**1,419,000**	48,000	3.5
Operating Costs	794,000	1,365,200	1,069,000	296,200	**1,159,000**	90,000	8.4
Internal Services Used	101,000	0	0	0	**113,000**	113,000	100.0
Internal Services Recovered	(13,000)	0	0	0	**(4,000)**	(4,000)	100.0
External Recoveries	0	0	0	0	**0**	0	0.0
	2,212,000	2,730,500	2,440,000	290,500	**2,687,000**	247,000	10.1
Net Operations Total	**1,144,000**	**1,418,600**	**1,345,000**	**73,600**	**1,373,000**	**28,000**	**2.1**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
COMMUNITY RECREATION TOTAL	**$ 1,144,000**	**$ 1,418,600**	**$ 1,345,000**	**$ 73,600**	**$ 1,373,000**	**$ 28,000**	**2.1 %**

HERITAGE SERVICES	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (66,000)	$ (69,400)	$ (62,000)	$ (7,400)	**$ (57,000)**	$ 5,000	(8.1) %
Grants, Donations and Other	(7,000)	0	0	0	**(5,000)**	(5,000)	100.0
	(73,000)	(69,400)	(62,000)	(7,400)	**(62,000)**	0	0.0
Expenditures							
Salaries and Benefits	465,000	488,500	482,000	6,500	**501,000**	19,000	3.9
Operating Costs	106,000	118,900	105,000	13,900	**107,000**	2,000	1.9
Internal Services Used	19,000	0	0	0	**18,000**	18,000	100.0
Internal Services Recovered	(6,000)	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	584,000	607,400	587,000	20,400	**626,000**	39,000	6.6
Net Operations Total	**511,000**	**538,000**	**525,000**	**13,000**	**564,000**	**39,000**	**7.4**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
HERITAGE SERVICES TOTAL	**$ 511,000**	**$ 538,000**	**$ 525,000**	**$ 13,000**	**$ 564,000**	**$ 39,000**	**7.4 %**

INDOOR POOLS	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (2,498,000)	$ (2,870,500)	$ (2,532,000)	$ (338,500)	**$ (2,822,000)**	$ (290,000)	11.5 %
Grants, Donations and Other	(2,000)	0	0	0	**(44,000)**	(44,000)	100.0
	(2,500,000)	(2,870,500)	(2,532,000)	(338,500)	**(2,866,000)**	(334,000)	13.2
Expenditures							
Salaries and Benefits	2,542,000	2,485,700	2,352,000	133,700	**2,687,000**	335,000	14.2
Operating Costs	797,000	1,431,500	1,136,000	295,500	**1,517,000**	381,000	33.5
Internal Services Used	227,000	0	0	0	**207,000**	207,000	100.0
Internal Services Recovered	(103,000)	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**(65,000)**	(65,000)	100.0
	3,463,000	3,917,200	3,488,000	429,200	**4,346,000**	858,000	24.6
Net Operations Total	**963,000**	**1,046,700**	**956,000**	**90,700**	**1,480,000**	**524,000**	**54.8**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
INDOOR POOLS TOTAL	**$ 963,000**	**$ 1,046,700**	**$ 956,000**	**$ 90,700**	**$ 1,480,000**	**$ 524,000**	**54.8 %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
PARK, RECREATION & CULTURE

MARKETING & COMM. DEV.	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (29,000)	$ (57,300)	$ (59,000)	$ 1,700	**$ (63,000)**	$ (4,000)	6.8 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(29,000)	(57,300)	(59,000)	1,700	**(63,000)**	(4,000)	6.8
Expenditures							
Salaries and Benefits	341,000	470,300	413,000	57,300	**516,000**	103,000	24.9
Operating Costs	81,000	274,100	330,000	(55,900)	**365,000**	35,000	10.6
Internal Services Used	10,000	0	0	0	**10,000**	10,000	100.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	432,000	744,400	743,000	1,400	**891,000**	148,000	19.9
Net Operations Total	**403,000**	**687,100**	**684,000**	**3,100**	**828,000**	**144,000**	**21.1**
Transfers							
Transfer From Own Sources	(4,000)	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	(4,000)	0	0	0	**0**	0	0.0
MARKETING TOTAL	**$ 399,000**	**$ 687,100**	**$ 684,000**	**$ 3,100**	**$ 828,000**	**$ 144,000**	**21.1 %**

OUTDOOR POOLS	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	0	0	0	0	**0**	0	0.0
Operating Costs	774,000	743,300	744,000	(700)	**746,000**	2,000	0.3
Internal Services Used	1,000	0	0	0	**5,000**	5,000	100.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	775,000	743,300	744,000	(700)	**751,000**	7,000	0.9
Net Operations Total	**775,000**	**743,300**	**744,000**	**(700)**	**751,000**	**7,000**	**0.9**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
OUTDOOR POOLS TOTAL	**$ 775,000**	**$ 743,300**	**$ 744,000**	**$ (700)**	**$ 751,000**	**$ 7,000**	**0.9 %**

PARKS DIVISION	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (150,000)	$ (383,200)	$ (584,000)	$ 200,800	**$ (572,000)**	$ 12,000	(2.1) %
Grants, Donations and Other	(109,000)	0	0	0	**0**	0	0.0
	(259,000)	(383,200)	(584,000)	200,800	**(572,000)**	12,000	(2.1)
Expenditures							
Salaries and Benefits	3,565,000	3,997,700	3,318,000	679,700	**3,368,000**	50,000	1.5
Operating Costs	2,717,000	2,876,900	3,809,000	(932,100)	**3,829,000**	20,000	0.5
Internal Services Used	857,000	0	0	0	**0**	0	0.0
Internal Services Recovered	(694,000)	0	0	0	**0**	0	0.0
External Recoveries	(59,000)	0	0	0	**0**	0	0.0
	6,386,000	6,874,600	7,127,000	(252,400)	**7,197,000**	70,000	1.0
Net Operations Total	**6,127,000**	**6,491,400**	**6,543,000**	**(51,600)**	**6,625,000**	**82,000**	**1.3**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	103,000	0	0	0	**0**	0	0.0
	103,000	0	0	0	**0**	0	0.0
PARKS DIVISION TOTAL	**$ 6,230,000**	**$ 6,491,400**	**$ 6,543,000**	**$ (51,600)**	**$ 6,625,000**	**$ 82,000**	**1.3 %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
PARK, RECREATION & CULTURE

ADMIN., PLANNING & MGMT	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (37,000)	$ (275,500)	$ (156,000)	$ (119,500)	**$ 0**	$ 156,000	(100.0) %
Grants, Donations and Other	(1,000)	0	0	0	**0**	0	0.0
	(38,000)	(275,500)	(156,000)	(119,500)	**0**	156,000	(100.0)
Expenditures							
Salaries and Benefits	1,287,000	1,357,600	1,349,000	8,600	**1,513,000**	164,000	12.2
Operating Costs	557,000	712,800	493,000	219,800	**368,000**	(125,000)	(25.4)
Internal Services Used	143,000	0	0	0	**139,000**	139,000	100.0
Internal Services Recovered	(164,000)	0	0	0	**(210,000)**	(210,000)	100.0
External Recoveries	0	0	0	0	**0**	0	0.0
	1,823,000	2,070,400	1,842,000	228,400	**1,810,000**	(32,000)	(1.7)
Net Operations Total	**1,785,000**	**1,794,900**	**1,686,000**	**108,900**	**1,810,000**	**124,000**	**7.4**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**34,000**	34,000	100.0
	0	0	0	0	**34,000**	34,000	100.0
ADMIN., PLANNING TOTAL	**$ 1,785,000**	**$ 1,794,900**	**$ 1,686,000**	**$ 108,900**	**$ 1,844,000**	**$ 158,000**	**9.4 %**

SENIOR CENTRES	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (244,000)	$ (328,200)	$ (268,000)	$ (60,200)	**$ (282,000)**	$ (14,000)	5.2 %
Grants, Donations and Other	(3,000)	0	0	0	**0**	0	0.0
	(247,000)	(328,200)	(268,000)	(60,200)	**(282,000)**	(14,000)	5.2
Expenditures							
Salaries and Benefits	468,000	438,300	504,000	(65,700)	**489,000**	(15,000)	(3.0)
Operating Costs	212,000	381,200	271,000	110,200	**244,000**	(27,000)	(10.0)
Internal Services Used	76,000	0	0	0	**52,000**	52,000	100.0
Internal Services Recovered	(26,000)	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	730,000	819,500	775,000	44,500	**785,000**	10,000	1.3
Net Operations Total	**483,000**	**491,300**	**507,000**	**(15,700)**	**503,000**	**(4,000)**	**(0.8)**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
SENIOR CENTRES TOTAL	**$ 483,000**	**$ 491,300**	**$ 507,000**	**$ (15,700)**	**$ 503,000**	**$ (4,000)**	**(0.8) %**

YOUTH CENTRES	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (78,000)	$ (91,700)	$ (73,000)	$ (18,700)	**$ (100,000)**	$ (27,000)	37.0 %
Grants, Donations and Other	(4,000)	0	0	0	**(14,000)**	(14,000)	100.0
	(82,000)	(91,700)	(73,000)	(18,700)	**(114,000)**	(41,000)	56.2
Expenditures							
Salaries and Benefits	438,000	358,800	359,000	(200)	**414,000**	55,000	15.3
Operating Costs	135,000	147,800	135,000	12,800	**142,000**	7,000	5.2
Internal Services Used	25,000	0	0	0	**27,000**	27,000	100.0
Internal Services Recovered	(3,000)	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	595,000	506,600	494,000	12,600	**583,000**	89,000	18.0
Net Operations Total	**513,000**	**414,900**	**421,000**	**(6,100)**	**469,000**	**48,000**	**11.4**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
YOUTH CENTRE TOTALS	**$ 513,000**	**$ 414,900**	**$ 421,000**	**$ (6,100)**	**$ 469,000**	**$ 48,000**	**11.4 %**

1999 BUDGET
SIGNIFICANT CHANGES
PARKS & RECREATION

SIGNIFICANT CHANGES		SUMMARY
1998 ADOPTED BUDGET		**$15,359,500**
Rounding	500	500
1998 ADJUSTED BUDGET		**$15,360,000**
Revenues		
Sales and Services		
1% fee increase	70,000	
Increased public participation in recreation and cultural programs and admissions	613,800	683,800
Taxation and Other		
Net Grant Increase	45,800	45,800
Transfers from Own Sources		
Increased recovery from capital programs	64,400	64,400
Total Change in Revenues		**794,000**
Expenditures		
Salaries/Wages & Benefits		
Staff collective agreement and labour benefit increases	261,000	
Increased salary and wages due to increased service demand	252,100	
Reallocation from operating costs to correct base salary	113,100	626,200
Operating Costs & Internal Services Used		
Art Gallery designated exhibition expenses (offset by grant increase)	33,000	
Increased promotion and advertising (additional issues of supplements)	42,000	
Telephone and communication line charges	18,000	
Increased programming and related operating costs due to increased volume	468,800	
Operating costs for new facility - Surrey Sports and Leisure Complex	524,000	
1 % Increase in facility maintenance costs	6,000	
Adjustment to reflect facility maintenance costs	34,000	
Increase in Parks vehicle rentals and contract costs	43,000	
Arts Centre wide area network support	13,000	
Increased refuse collection and janitorial services	28,000	
Decrease due to cellualr phone savings	(16,000)	
Telephone and communication line charges	18,000	1,211,800
Internal Services Recovered		
Planning Department (transfer salary costs to capital projects)	(203,200)	
Fleetwood CRS (Labor chargeout recovery of BSW)	(3,600)	
Administration (transfer for cemetery clerk)	(7,200)	(214,000)
External Recoveries		
Newton Wave Pool - Restauronics	(58,000)	
Newton Wave Pool - Beach Basket	(7,000)	(65,000)
Transfers to Own Sources		
Transfer for Variable Pay	34,000	34,000
Total Change in Expenditures		**1,593,000**
1999 BUDGET		**$16,159,000**

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Parks, Recreation & Culture UNIT 52000

ISSUE PAPER NAME

Maintenance of Additional Park Inventory

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

The requested funding is required to service additional park inventory, that has been acquired or developed in 1998, to Parks & Recreation Commission approved maintenance service level standards. Funding is required for maintenance of high profile horticultural areas on arterial roads, maintenance of boulevard trees, turf management & grass cutting on new athletic fields, risk management and reforestation of forested lands, maintenance & vandalism repair of park buildings and structures, cleaning of park washrooms, maintenance of hiking trails and litter removal to facilitate delivery of clean, safe, beautiful parks for the enjoyment of all Surrey residents.

Adherence to defined Park Maintenance Service Level Standards will support Surrey's image as the City of Parks, visually enhance high traffic commercial areas through attractive street landscaping, preserve and enhance Environmentally Sensitive Areas, reduce public liability concerns and provide recreational opportunities through high quality athletic fields and walking trails. Achievements in these areas will enhance sustainable tourism in the City, improve Surrey's perception as a clean, safe, beautiful City in which to do business and demonstrate responsible management of environmentally sensitive areas.

SUMMARY OF ADDITIONAL PARK INVENTORY REQUIRING MAINTENANCE (Total Area = 16.2 hectares) :

Lawn Area (Passive) = 58,016 m2, Lawn Area (Sports fields) = 10,000 m2, Rough Mow Grass Area = 26,783 m2 Horticultural Areas = 5,720 m2, Forested Areas = 61,450 m2, Trails/Pathways = 5,981 m2 Boulevard Trees = 2326, Sports field Irrigation System = 1, Washroom/Fieldhouse Buildings = 3 Lit All-Weather Fields = 1, Lit Parking Lots = 2, Water Parks = 1, Sports Box =1

Examples of New Park Inventory: Tamanawis School Park; Evershine Park; Elgin Heritage Park; Kettle Crescent Greenbelt; Multi-Use Pathways in North Surrey; Quibble Creek Greenway; etc.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Grounds Maintenance		$ 74,200	
Urban Forestry		141,900	
Horticulture & Turf Management		46,400	
Structural Maintenance		37,600	
Public Health & Safety		78,900	
Utilities & Other Charges		7,800	
		386,800	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Parks, Recreation & Culture UNIT 41215

ISSUE PAPER NAME

Community Arts Development

☒ Addition

☐ Reduction

ISSUE DESCRIPTION: The provision of the Community Arts Development position and resources will allow Surrey to identify, explore and create cultural opportunities throughout the community. As a support to the Manager, Arts Services, the Community Arts Development Officer will work with local non-profit arts groups (40+), individual artists (300+), civic staff and Council in developing new community arts programs and special events. The Officer will support performing and visual arts program development in each town centre, art festivals, neighbourhood art events, banner and mural projects, and a variety of other initiatives that bring Surrey's culture to life.

Increased hours for the part-time Volunteer Co-ordinator will nurture art volunteers and non-profit organizations. Together, civic staff will work with the volunteers to provide organizational workshops development programs (board development, marketing, financial development, long term planning, arts extension programs, art in the gallery volunteer programs). These programs will be created and offered to foster the long term growth of non-profit and commercial arts partners for Surrey.

A primary requirement of community arts development is the ability of civic staff to access contemporary research, files, databases, outside program opportunities, and sponsorship and funding sources from local, regional and national sources. This requires base financial support to fund the linkage systems. Partnerships will be fostered with cultural industries, multicultural community, and other levels of government.

JUSTIFICATION/OBJECTIVES: The funding of this request supports **7 City SRA's: Sustainable Tourism; Agile, Responsive Administration; Distinct, Vibrant City Centre; Clean, Safe, Beautiful City; Positive Image; Growth Management; Superior Service Delivery.** This request also **supports 6 of 7 Dept. S.R.A.s: Service, Community Development, A Great Place to Work, Communicating the Benefits, Cultural Development and Future Planning.**

IMPACT: With support for Community Arts Development through an Officer, increased Volunteer Co-ordinator hours, and linkage system support, Surrey will develop a networked team of community arts groups and individuals who will partner with civic staff in the delivery and facilitation of community arts programs and projects that contribute to the quality of life in the community.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Community Arts Development Officer (salary & benefits)		$58,000	
Volunteer Co-ordination/support		10,000	
Cultural Network / Communications Systems & Research		7,000	
		$75,000	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Parks, Recreation & Culture UNIT 40430

ISSUE PAPER NAME

Intercultural Inclusivity Co-ordinator

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

In January 1997, Council adopted a Multiculturalism Mandate for the Parks and Recreation Department. Contained within the report were recommendations which the Parks, Recreation and Culture Department has made significant efforts to address. The recommendations impact areas such as cultural barriers (language translation, interpretation), perceived safety and security, institutional enhancement (multilingual signage), change and accountability issues. Through the development of the Implementation Plan and the recommendations, staff will address these concerns through marketing strategies.

A cross functional staff group has further developed this plan and they have formed some valuable partnerships with local agencies and institutions such as SFU. Over the past several months, there have been emerging partnerships with the R.C.M.P. and the Ministry of Children and Families through the City's Social Planning Committee. Increased racial incidents over the past year have had a negative impact on the City's image and a co-ordinated effort on the part of government, local businesses, community organizations, staff and individuals is necessary to overcome these barriers.

The implementation of the Intercultural Inclusivity recommendations requires a staff person to liaise with the ethnic communities in Surrey, develop a comprehensive training program for staff, create a range of opportunities and special events that reflect the cultural diversity of Surrey and take steps to ensure that all individuals in Surrey feel welcome and can easily access civic facilities and services.

	# of Employees	OPERATING	CAPITAL
	F.T.E.	NET $	NET $
Salaries and benefits - full time (22 pp x $1,340 plus benefits)	1	$52,000	
Dept. Staff Workshops		10,000	
Administration & Supplies		5,000	
Project Initiatives		10,000	
Total Expenses	1	$77,000	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Parks, Recreation & Culture UNIT CLS

ISSUE PAPER NAME

Nights Alive

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Purpose: To increase the Nights Alive budget in 6 geographical areas to ensure the continued growing success of this late night recreation program. Increases to the operational budget will provide additional funding for *staff, security and supplies*. By providing quality high profile and proactive late night programming to youth we can help reduce youth crime. Through Nights alive youth identify positive, after hours, social and recreational activities for themselves and then work in partnership with: the Attorney General, City of Surrey, RCMP, Surrey Crime Prevention Society, the YMCA of Greater Vancouver, and the Surrey School Board, to make activities happen.

Justification: Historically, youth programs have been developed by adults. Initiated by Attorney General funding, Nights Alive events and activities are being designed and planned by youth, to meet youth needs and concerns. The activities are pro-social, peer driven, police involved and free. This program differs from traditional recreational activities in those regards. Unfortunately, Surrey's Nights Alive program may lose the Attorney General's funding and alternative funding sources will need to be sought. The increases in the operational budget will ensure that the program will continue to set the pace in the Province for late night youth recreation.

Objectives:

1. To expand Nights Alive from three to six geographical locations in Surrey.

2. To provide and promote proactive, pro-social recreational activities for youth in Surrey.

3. To maintain and build community partnerships..

Impact: Nights Alive is community-based and community supported. Through Nights Alive programs, youth can also learn new skills and alternatives to crime and violence. In BC in 1996 youth between 12-17 made up 8% of the population but represented 25% of people charged with property offences and 14% of people charged with violent crime. The number of youth charged with violent crime increased by 156% from 1987 to 1996, while increases in youth population rose by only 21% (CPL Steve Giesinger quoting stats Can 1996). Expansion to the operational budget will ensure that all geographical areas in Surrey can offer, promote and plan this unique (crime prevention) youth driven program.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
(Six geographical areas x $7,000)		$42,000	
		$42,000	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Parks, Recreation & Culture UNIT 55000

ISSUE PAPER NAME	
Adopt-a-Park and Adopt-a-Stream Programs	☒ Addition ☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Description - Community-based programs to

1) promote pride in Surrey's parks (litter control, volunteer park patrols, etc.) and

2) to promote stream stewardship through riparian tree planting, volunteer creek clean-ups, and public education.

Justification - Greater levels of community involvement in embracing, improving and maintaining Surrey's parks and streams will lead to lower levels of vandalism, improved park aesthetics, enhancement of salmonid habitat and greater educational/recreational opportunities for residents.

Objectives -

1) To improve the appearance of Surrey's parks while at the same time lowering the incidence of vandalism and littering *and*

2) improve fish habitat and develop responsible stream stewardship amongst the public, leading to commitment to a sustainable environment.

Impact - In the first year, savings associated with the **Adopt-A-Park** program are anticipated to be $5,000, associated with reduced maintenance costs, vandalism and repair costs; this amount has been deducted from the amount of funding required to run the program. In subsequent years there may be further savings due to a reduction in future requests for additional funds to maintain new areas of parkland. With the **Adopt-A-Stream** program, the impact will be in the area of improved aquatic habitat and greater levels of public involvement in stream stewardship.

	# of Employees	OPERATING	CAPITAL
	F.T.E.	NET $	NET $
Community & Environmental Programs		$53,000	
		$53,000	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Parks, Recreation & Culture UNIT 55000

ISSUE PAPER NAME

Boulevard Tree Replacement

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Description - Annual replacement of dead boulevard trees.

Justification - Generally a 2% annual mortality rate can be expected for an inventory of boulevard trees. Current inventory is 30,000 trees. Current funding levels permits replacement of only 120 dead trees per year which translates to a replacement wait of 2 - 3 years for affected residents and results in a gradual deterioration of the living environment.

Objective - The objective is to replace dead boulevard trees in the year in which they are removed. This addresses the Strategic Result area of Sustainable environment.

Impact - This initiative will result in fewer customer complaints and will assist the City in upholding its image as the *City of Parks.*

	# of Employees	OPERATING	CAPITAL
	F.T.E.	NET $	NET $
Urban Forestry		$60,000	
		$60,000	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Parks, Recreation & Culture UNIT 55000

ISSUE PAPER NAME

Preventative Maintenance Program - Park Structures

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Description - A preventative maintenance program that will increase risk management inspections and effect timely repairs for all buildings and structures located within Surrey's parks system.

Justification - Increased urbanization and use of Park structures is accelerating the deterioration of these assets. Further, the vandalism rate to park structures has increased steadily over the last number of years. Both of these factors have increased the risk of injury to park patrons. The City has a duty of care to inspect structures more frequently than occurs at the present, and to effect repairs in a timely manner. While this is currently conducted for all playgrounds, current levels of funding do not provide for an acceptable risk management inspection program for other park structures or buildings.

Objective - The requested additional funding addresses two of five Council guideposts, specifically sustainable tourism and a clean, safe, beautiful city. Tourism is somewhat dependent upon City parks being presented well, with vandalism being repaired quickly. The issue of regular inspections and timely repairs to park structures will address park safety for visitors.

Impact - Failure to implement this program will result in continuously increasing liability exposure and higher repair costs .

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Structural Maintenance		$100,700	
		$100,700	

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Parks, Recreation & Culture UNIT 55000

ISSUE PAPER NAME	
Urban Forestry - Risk management	☒ Addition ☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

Tree Hazard Abatement Program for City Road Allowances

Issue - Annual survey of forested road allowances for hazardous trees, including prioritized tree hazard abatement (primarily tree removals), in order to meet current acceptable arboriculture standards.

Justification - There is currently no proactive program to identify hazardous trees that grow along the more than 1700 kilometers of the City's roads, with the exception of those trees planted as part of the City's boulevard tree planting programs. Trees often fall onto sidewalks and roadways, which results in increased potential for property damage and personal injury.

Objective - The objective of the program is to reduce the City's liability associated with failure of trees from City property.

Impact - The impact of not funding this program is that the City will be increasingly exposed to the potential of civil litigation associated with property damage and injuries which may be caused by trees falling onto sidewalks and roadways.

Note - The City's Risk Management Section supports this initiative.

	# of Employees	OPERATING	CAPITAL
	F.T.E.	NET $	NET $
Urban Forestry Program		$175,000	
		$175,000	

SURREY
CITY OF PARKS

1999 BUDGET
ISSUE PAPER

DEPARTMENT Parks, Recreation & Culture UNIT 40200

ISSUE PAPER NAME

Facilities Planner

☒ Addition
☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

A new full time Planner 2 position is required to assume facilities planning responsibilities for the Parks, Recreation & Culture Department. 100% of the Facilities Planner's salary will be recovered from Capital Projects Funds.

The bulk of concept planning for capital facilities construction and renovations is currently being done by consultants. Therefore, no new allocation of money is required. For smaller projects, it is more effective to use an in-house planner than contract the work out. An additional planner will also provide for better management of consultant work leading to potential overall savings.

The manager of Planning, Research & Development and a parks planner currently review all development and subdivision applications, a tremendously time-consuming task. With support staff they provide research, technical design and project management services to a growing department. They also share the responsibility of managing a $20 million annual land acquisition program. Recently, a Facilities Planner was hired on part-time contract to assist the section's small staff. This individual was immediately overwhelmed with requests for assistance from all Park, Recreation & Culture managers.

An increased commitment to community development results in countless after hours public meetings in turn leading to an inordinate amount of overtime for all section staff. This facilities planner will assist in public consultation duties.

This full time planner position is a critical requirement for the Planning, Research and Development section.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
Planner 2 Step 1 Pay Grade 29	1	$64,000	
Benefits @ 19%		12,400	
Training		1,200	
Mileage		1,200	
Professional fees		300	
Planner 2 - 100% recovery from capital		(79,100)	
	1	0	

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Surrey Public Library's foremost goal has been to provide a strong foundation of service, responsive to the needs of our users. Our mission is to build a strong community.

The realization of the mission statement and the connection with the community are based on the fulfilment of our roles: a community action centre and a catalyst through co-operation with other agencies and involvement with community events; a leisure centre providing a welcoming place for individual or community activities; a local information centre with current information on community organizations, issues and services; a lifelong learning centre in conjunction with other institutions or for independent study; a popular materials library; and a cultural centre giving access to a broad range of cultural experience.

Surrey Public Library continues to deliver a high level of services at a substantially lower cost relative to other library systems in Urban Canada.

1998 ACCOMPLISHMENTS

Facilities Master Plan

The Library's five-year plan, *Strategic Priorities 1997-2001*, directed the Library to devise a comprehensive facilities master plan that outlines its branch development strategy for the next two decades. This facilities plan will ensure that the Library will function as a catalyst for the development and economic vitality of Surrey City Centre and local town centres and as a focal point for urban interaction.

Service Enhancements

In February of 1998, the Library introduced the Dynix DialPac module, enabling patrons to access on-line the Library's public access catalogue from home or office. As well, a self-serve checkout unit has been installed at the Newton Branch, allowing people to process their own basic loans. There are now two such units in the system, one at Newton and one at Guildford.

The Special Needs Department continues to grow with the formation of the volunteer delivery service. A significant percentage of our homebound patrons are now being served by volunteer delivery.

1999 KEY ISSUES AND OBJECTIVES

Facilities

Ocean Park – To relocate the existing branch to a newly constructed facility, resulting in a library that is doubled in size of the current space.

Strawberry Hill – The retail development in West Newton has allocated 8,000 square feet of space for a public library. The Board's Recommendation is that this library be opened in the Fall of 1999.

Semiahmoo – To complete building program studies and begin construction of a new library facility in this rapidly growing area of South Surrey.

Service levels to the public would increase significantly as a result of these branch developments.

Home Page

The Library's response to address the demand for services and access through the internet continues to take priority. The Library has set up its own web site featuring limited in-house information and links to various sites and now faces the opportunity arising from the evolution of this service – the establishment of a virtual branch, which patrons can easily locate, access and repeatedly visit for up-to-date information. There is also an opportunity for partnerships with private sector clients. This could lead to significant revenue opportunities.

Computer Training Lab

The Library has an urgent need for a computer training facility that would be used to provide hands-on training for the staff and public for the internet and other computer applications. In addition, the facility would be available for rent to various groups in the community and has significant revenue potential.

Family Literacy

The Library proposes an initiative which will improve literacy within the family structure. The emphasis will be on developing programs and workshops that assist in identifying what a family's values are and what they should read. Parents and guardians would become literacy leaders in their own families, being provided with the resources and trained in the abilities they need to nurture and develop their children's reading skills, knowledge and love of learning.

Major Service Levels

	1997 (Actual)	1998 (Projected)	1999 (Budget)
Number of Branches	7	7	8
Total Space (sq. ft.)	71,000	71,000	83,000
Annual hours open for Public Service	21,736	21,736	25,090
Registered Borrowers	220,568	230,568	245,000
As a percentage of total population	70.02%	70.94%	73.13%
Total Circulation	3,174,724	3,333,460	3,566,800
Total Reference questions	504,401	529,621	566,695
Total Programs	1,299	1,364	1,432

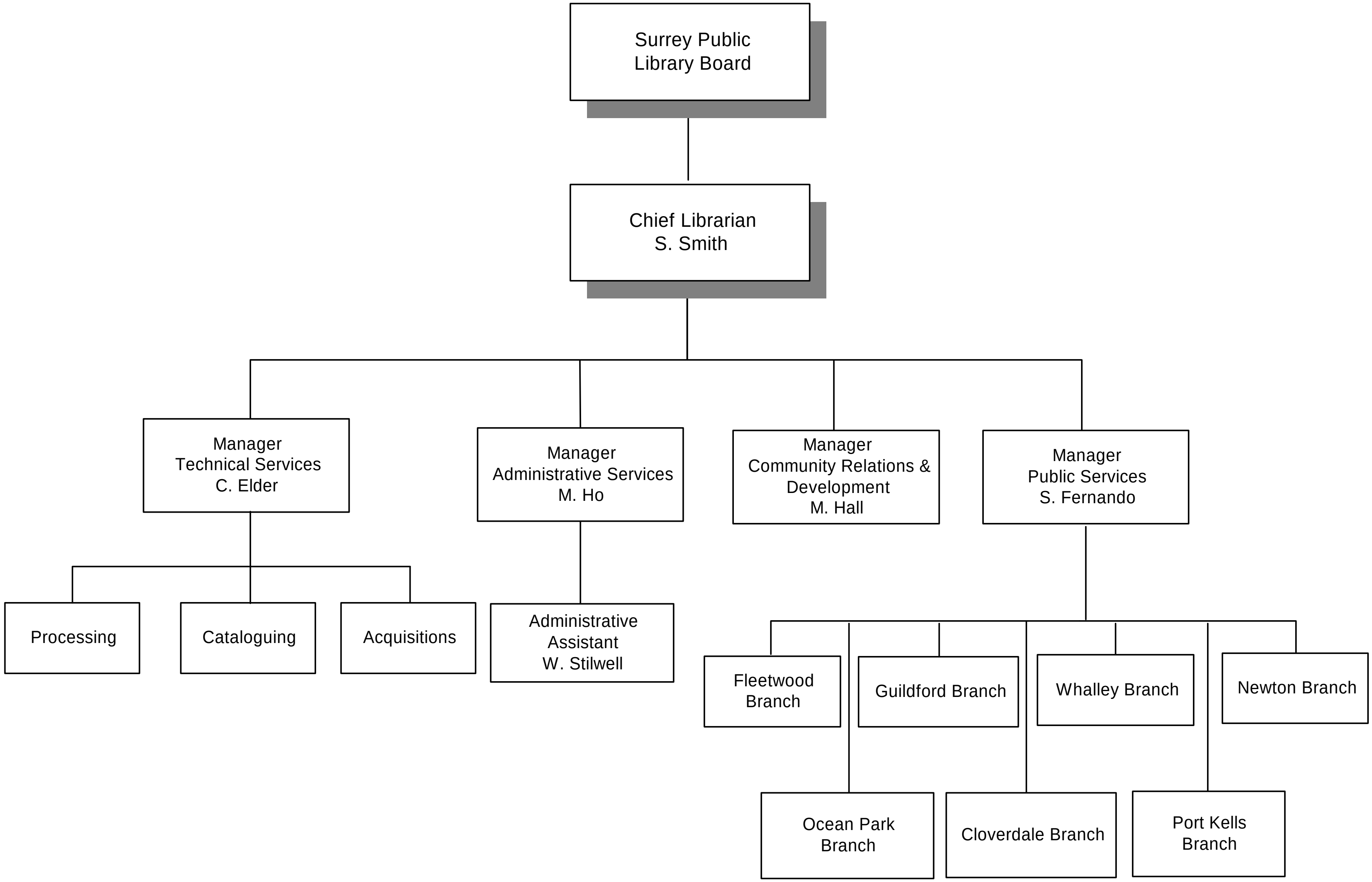
Comparative Measures –1997

	Surrey	Vancouver	Burnaby	Richmond	Victoria
Expenditure/Capita	20.27	56.92	36.42	30.59	30.28
Square Foot/Capita	.23	.80	.49	.38	.44
Open Hours/Capita	.069	.090	.086	.051	.073
Circulation/Capita	10.08	15.25	20.58	13.75	13.23
Reference Queries/Capita	1.60	2.45	1.92	1.31	.98
Total Registrations as % of population	70.02%	69.87%	80.91%	82.46%	39.78%
Total Programs	1,299	2,922	684	574	1,257

Source: Canadian Public Library Statistics 1997

1999 BUDGET

LIBRARY ORGANIZATION CHART



1999 BUDGET
DEPARTMENTAL OPERATIONS
SURREY PUBLIC LIBRARY

SURREY
CITY OF PARKS

PROGRAM SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Administration	$ (238,876)	$ (329,239)	$ (317,000)	$ (12,239)	**$ (308,000)**	$ 9,000	(2.8) %
Community Relations	124,873	160,572	131,000	29,572	**149,000**	18,000	13.7
Public Services	3,688,819	3,684,196	3,677,000	7,196	**3,979,000**	302,000	8.2
Technical Services	1,726,184	1,866,471	1,891,000	(24,529)	**1,938,000**	47,000	2.5
NET DEPARTMENT TOTAL	**$ 5,301,000**	**$ 5,382,000**	**$ 5,382,000**	**$ 0**	**$ 5,758,000**	**$ 376,000**	**7.0 %**

ACCOUNT SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (465,211)	$ (415,627)	$ (462,000)	$ 46,373	**$ (477,000)**	$ (15,000)	3.2 %
Grants, Donations and Other	(624,361)	(680,637)	(683,000)	2,363	**(718,000)**	(35,000)	5.1
	(1,089,572)	(1,096,264)	(1,145,000)	48,736	**(1,195,000)**	(50,000)	4.4
Expenditures							
Salaries and Benefits	4,330,288	4,531,000	4,549,000	(18,000)	**4,838,000**	289,000	6.4
Operating Costs	1,817,464	1,867,347	1,931,000	(63,653)	**2,004,000**	73,000	3.8
Internal Services Used	237,545	181,202	167,000	14,202	**171,000**	4,000	2.4
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	(4,536)	(29,603)	0	(29,603)	**0**	0	0.0
	6,380,761	6,549,946	6,647,000	(97,054)	**7,013,000**	366,000	5.5
Net Operations Total	**5,291,189**	**5,453,682**	**5,502,000**	**(48,318)**	**5,818,000**	**316,000**	**5.7**
Transfers							
Transfer From Own Sources	0	(128,131)	(120,000)	(8,131)	**(60,000)**	60,000	(50.0)
Transfer To Own Sources	9,811	56,449	0	56,449	**0**	0	0.0
	9,811	(71,682)	(120,000)	48,318	**(60,000)**	60,000	(50.0)
NET DEPARTMENT TOTAL	**$ 5,301,000**	**$ 5,382,000**	**$ 5,382,000**	**$ 0**	**$ 5,758,000**	**$ 376,000**	**7.0 %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
SURREY PUBLIC LIBRARY

ADMINISTRATION	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (1,827)	$ (1,111)	$ 0	$ (1,111)	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	(579,775)	(622,341)	(575,000)	(47,341)	**(625,000)**	(50,000)	8.7
	(581,602)	(623,452)	(575,000)	(48,452)	**(625,000)**	(50,000)	8.7
Expenditures							
Salaries and Benefits	251,821	256,345	262,000	(5,655)	**265,000**	3,000	1.1
Operating Costs	77,070	104,646	111,000	(6,354)	**107,000**	(4,000)	(3.6)
Internal Services Used	4,024	4,904	5,000	(96)	**5,000**	0	0.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	332,915	365,895	378,000	(12,105)	**377,000**	(1,000)	(0.3)
Net Operations Total	**(248,687)**	**(257,557)**	**(197,000)**	**(60,557)**	**(248,000)**	**(51,000)**	**25.9**
Transfers							
Transfer From Own Sources	0	(128,131)	(120,000)	(8,131)	**(60,000)**	60,000	(50.0)
Transfer To Own Sources	9,811	56,449	0	56,449	**0**	0	0.0
	9,811	(71,682)	(120,000)	48,318	**(60,000)**	60,000	(50.0)
ADMINISTRATION TOTAL	**$ (238,876)**	**$ (329,239)**	**$ (317,000)**	**$ (12,239)**	**$ (308,000)**	**$ 9,000**	**(2.8) %**

COMMUNITY RELATIONS	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	(44,586)	(21,451)	(50,000)	0	**(35,000)**	15,000	(30.0)
	(44,586)	(21,451)	(50,000)	0	**(35,000)**	15,000	(30.0)
Expenditures							
Salaries and Benefits	118,941	123,996	121,000	2,996	**124,000**	3,000	2.5
Operating Costs	50,518	58,027	60,000	(1,973)	**60,000**	0	0.0
Internal Services Used	0	0	0	0	**0**	0	0.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	169,459	182,023	181,000	1,023	**184,000**	3,000	1.7
Net Operations Total	**124,873**	**160,572**	**131,000**	**1,023**	**149,000**	**18,000**	**13.7**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
COMMUNITY RELATIONS TOTAL	**$ 124,873**	**$ 160,572**	**$ 131,000**	**$ 1,023**	**$ 149,000**	**$ 18,000**	**13.7 %**

PUBLIC SERVICES	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (463,384)	$ (414,516)	$ (462,000)	$ 47,484	**$ (477,000)**	$ (15,000)	3.2 %
Grants, Donations and Other	0	(36,845)	(58,000)	0	**(58,000)**	0	0.0
	(463,384)	(451,361)	(520,000)	47,484	**(535,000)**	(15,000)	2.9
Expenditures							
Salaries and Benefits	3,440,148	3,545,027	3,536,000	9,027	**3,818,000**	282,000	8.0
Operating Costs	638,255	536,795	581,000	(44,205)	**612,000**	31,000	5.3
Internal Services Used	78,336	83,338	80,000	3,338	**84,000**	4,000	5.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	(4,536)	(29,603)	0	(29,603)	**0**	0	0.0
	4,152,203	4,135,557	4,197,000	(61,443)	**4,514,000**	317,000	7.6
Net Operations Total	**3,688,819**	**3,684,196**	**3,677,000**	**(13,959)**	**3,979,000**	**302,000**	**8.2**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
PUBLIC SERVICES TOTAL	**$ 3,688,819**	**$ 3,684,196**	**$ 3,677,000**	**$ (13,959)**	**$ 3,979,000**	**$ 302,000**	**8.2 %**

SURREY
CITY OF PARKS

1999 BUDGET
DEPARTMENTAL PROGRAMS
SURREY PUBLIC LIBRARY

TECHNICAL SERVICES	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Expenditures							
Salaries and Benefits	519,378	605,632	630,000	(24,368)	**631,000**	1,000	0.2
Operating Costs	1,051,621	1,167,879	1,179,000	(11,121)	**1,225,000**	46,000	3.9
Internal Services Used	155,185	92,960	82,000	10,960	**82,000**	0	0.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	1,726,184	1,866,471	1,891,000	(24,529)	**1,938,000**	47,000	2.5
Net Operations Total	**1,726,184**	**1,866,471**	**1,891,000**	**(24,529)**	**1,938,000**	**47,000**	**2.5**
Transfers							
Transfer From Own Sources	0	0	0	0	**0**	0	0.0
Transfer To Own Sources	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
TECHNICAL SERVICES TOTAL	**$ 1,726,184**	**$ 1,866,471**	**$ 1,891,000**	**$ (24,529)**	**$ 1,938,000**	**$ 47,000**	**2.5 %**

1999 BUDGET
SIGNIFICANT CHANGES
SURREY PUBLIC LIBRARY

SIGNIFICANT CHANGES		SUMMARY
1998 ADOPTED BUDGET		**$ 5,382,000**
1998 ADJUSTED BUDGET		**$ 5,382,000**
Revenues		
Sales and Services	0	0
Taxation and Other		
Increase in provincial grant	(50,000)	(50,000)
Total Change in Revenues		**(50,000)**
Expenditures		
Salaries/Wages & Benefits		
Increase in salaries & benefits: 1% CUPE, step, contract	79,000	
Strawberry Hill staffing (6 months)	180,000	
Ocean Park staffing (6 months)	30,000	289,000
Operating Costs		
Decrease in operating costs: supplies, contractual services	(22,000)	
Strawberry Hill (6 months)	78,000	
Ocean Park (6 months)	17,000	73,000
Internal Services Used		
Net Increase in cost allocations: Strawberry Hill and Ocean Park	4,000	4,000
Internal Services Recovered	0	0
External Recoveries	0	0
Transfers from Own Sources		
Net reduction in transfer from fund balance	60,000	60,000
Transfers to Own Sources	0	0
Total Change in Expenditures		**426,000**
1999 RECOMMENDED BUDGET		**$ 5,758,000**

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT City Public Library UNIT 400

ISSUE PAPER NAME

Computer-training lab

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

To increase service levels by establishing a computer-training lab in the space that will be vacated by the Chamber of Commerce.

The Chamber of Commerce is constructing their own building and will be vacating their premises in the Guildford Library by November 1998.

The Library has an urgent need for a computer training facility that would be designed to provide hands-on training for the public for the Internet and other computer applications. In addition the facility would be available for staff training programs and for rent to business or government groups.

A full-time librarian with expertise in Internet searching and web page design would staff the facility. In addition to managing the centre and conducting training programs, the librarian would further refine and develop the Library's home page to ensure its function as a "virtual" library branch for the community of Surrey and beyond.

Public interest in the Internet is growing at a phenomenal rate. Internet demonstrations offered by the Library have been extremely well attended. There is a demonstrated pubic need for orientation and guidance to the vast array of information resources available on the Internet. The Library has the expertise to provide this guidance to the citizens of Surrey.

	# of Employees	OPERATING	CAPITAL
	F.T.E.	NET $	NET $
Computer Technology			$85,000
Furniture/Equipment			25,000
Staffing	1	$50,000	
Site Operating Costs		20,000	
	1	$70,000	$110,000

1999 BUDGET

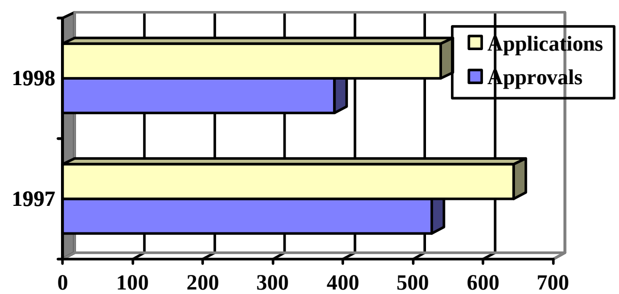
PLANNING & DEVELOPMENT DEPARTMENT OVERVIEW

The primary function of the Planning and Development Department is to prepare land use plans and associated by-laws and policies for consideration by City Council in support of planned and orderly physical development of the City and to undertake application approval processes consistent with the approved plans, by-laws and policies. Some of the general activities of the Department include preparing draft plans and policies for consideration by Council, providing advice to City Council on a wide range of issues associated with the use of land in the City, serving the public and the development industry by responding to a wide range of inquiries and applications related to the use and development of land in the City, conducting public consultation processes and managing the land development approval processes to ensure that new land development projects of all types comply with Council-adopted plans, bylaws and policies. The resources to accomplish the Department's mandate are divided into three Divisions, namely:

- Area Planning and Development Division;
- Building Division; and
- Administration and Policy Planning Division.

AREA PLANNING AND DEVELOPMENT DIVISION

The Area Planning and Development Division is responsible for implementing Council-adopted bylaws and policies in relation to the use and development of land in the City. This is accomplished through the process of reviewing applications for land development projects which includes making appropriate recommendations to Council. The Division is also responsible for preparing and co-ordinating the preparation of Local Area Plans, Neighbourhood Concept Plans and associated area planning policies. This is accomplished through stakeholder and public consultation processes which ensure that the plans and policies reflect a reasonable balance between the needs and interests of the various groups which will be affected through the implementation of the plans and policies.



Land Development Applications and Approvals

1998 Results and Outcomes

- Initiated and/or continued work on the preparation of Neighbourhood Concept Plans for the following areas:
  - East Newton Business Park;
  - Rosemary Heights Business Park;
  - Clayton;
  - South Newton;
  - Grandview Heights, and
  - Douglas.

Public Workshop

Completed Phase One of updating the Heritage Register by adding to the list 124 properties or buildings which have historical significance;

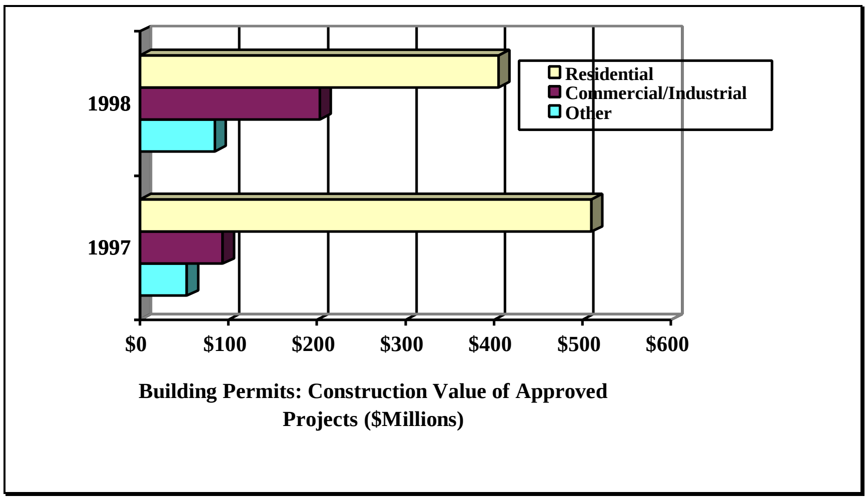
- Undertook a review of the Fleetwood Town Centre Plan in consultation with the Fleetwood Ratepayers Association and the general public;
- Commenced an initial review of existing land uses in the Crescent Beach area with the participation of the Crescent Beach Property Owner's Association and the community at large;
- Processed 520 applications of various types including, amongst others, rezoning, subdivision, development permit, development variance permit, Official Community Plan amendment and Land Use Contract amendment;
- Approved the creation of 1120 single family lots, and
- Implemented a number of enhancements to the development review and approval process.

1999 Key Thrusts

- Prepare a Neighbourhood Concept Plan for the Southwestminster area including a Waterfront Concept Plan for consideration by Council;
- Review and update the City Centre Plan complete with an implementation strategy for consideration by Council;
- On-going review and approval of all types of development applications;
- Continue enhancements to the development approval processes with particular emphasis on commercial and industrial applications;
- Undertake a study on Live/Work developments and policies to promote small home-based businesses and expand industrial development opportunities;
- Complete the Cloverdale Town Centre Plan update and prepare a supporting development strategy for Cloverdale Town Centre;
- Commence the detailed East Clayton Neighbourhood Concept Plan incorporating sustainable development principles;
- Complete the Fleetwood Town Centre Plan, and
- Commence Phase 2 of the Street Beautification Strategy and Standards.

BUILDING DIVISION

The Building Division is responsible for implementing Council-adopted bylaws and policies through residential and commercial building plan reviews, building, plumbing and electrical inspection services, and administration of the Tree Preservation By-law. The focus of this Division is to provide the public and the building industry with high quality service such that buildings constructed in the City conform to the requirements of the British Columbia Building Code, the Zoning and Building By-laws, Land Use Contracts and Development Permits and are safe for their intended purpose.



Other areas of responsibility include the administration of the Secondary Suite Program, administration of the Soil Deposition By-law, the inspection of hazardous and fire damaged buildings and the provision of advice to City Council, Board of Variance, other City Departments and the public on building-related matters.

1998 Results and Outcomes

- Issued 3,475 building permits and undertook building, plumbing and electrical inspections on residential, commercial, industrial, institutional and other buildings having a total construction value of $684 million;
- Issued building permits for 1233 single family and 912 multi-family dwellings;

Issued building permits for $203 million worth of commercial and industrial building development which was record year for these categories of development;

- Issued approvals for 375 tree cutting permits in accordance with the Tree Preservation Bylaw;
- Implemented new Building and Plumbing Code changes in accordance with provincially-adopted Codes, and
- Implemented a Computerized Application Tracking System.

1999 Key Thrusts

- On-going receipt, review and issuance of building permits including completion of all necessary building, plumbing and electrical inspections;
- Continue enhancements to the building permit application approval process with particular emphasis on the industrial and commercial areas;
- Complete a draft policy for consideration by Council to clarify and simplify administration associated with the City's Tree Preservation Bylaw;
- Complete the New Mobile Home and Trailer Regulation By-law;
- Implement a computerized inspection requests, recording and tracking system, and
- Implement the Provincial regulations associated with the Homeowner Protection Office.

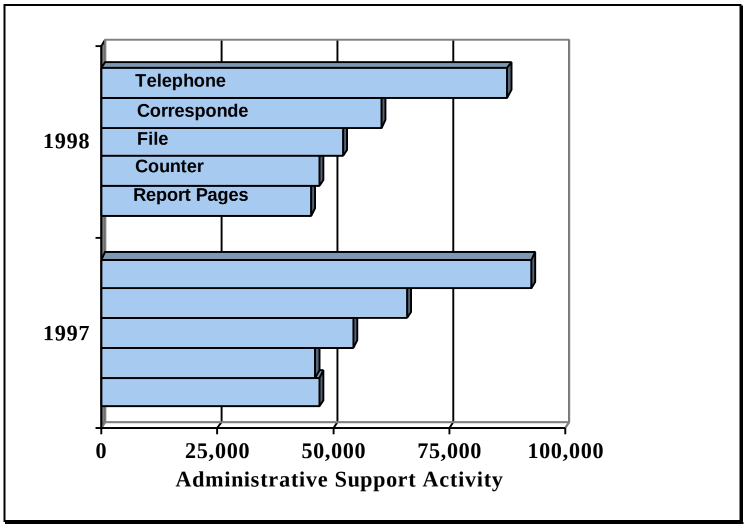
ADMINISTRATION AND POLICY DIVISION

The Administration and Policy Division provides administrative support to the other Divisions in the Department and is responsible for the long range planning and policy development areas. Functional responsibilities of the Division include customer information services through the telephone service centre, file registry inquiries and responses to comfort letter requests. Other areas of administrative support include budget preparation and control, word processing services, time keeping, accounting, mapping, graphics and information technology and process automation in support of the Department.

Planning policy work focuses on the formulation of city-wide and long range planning policies and strategies to guide future community and social development in the City. Programs include the annual updating and on-going monitoring of the City's Official Community Plan, preparing new planning policies for consideration by Council, and monitoring market trends and community expectations in relation to the on-going development of the City. Responsibilities also include development of growth management objectives, development and implementation of social planning policies, development and up-dating of a farm plan, youth and multi-cultural policies and other similar initiatives. Other functions include providing staff support to the Social Planning Committee and Agricultural Advisory Committee and working with community organizations in support of the policy objectives of the City's Official Community Plan.

1998 Results and Outcomes

- Completion of the annual review of the Official Community Plan;
- Development of an Affordable Home Ownership Policy;
- Development of a Policy for the regulation of Alcohol and Drug Recovery Houses in the City;
- Development of a Farm Community Background Report, and
- Amendments to the Zoning Bylaw to regulate the location of second hand shops, pawn brokers, massage parlours and escort services, and beverage container return centres.



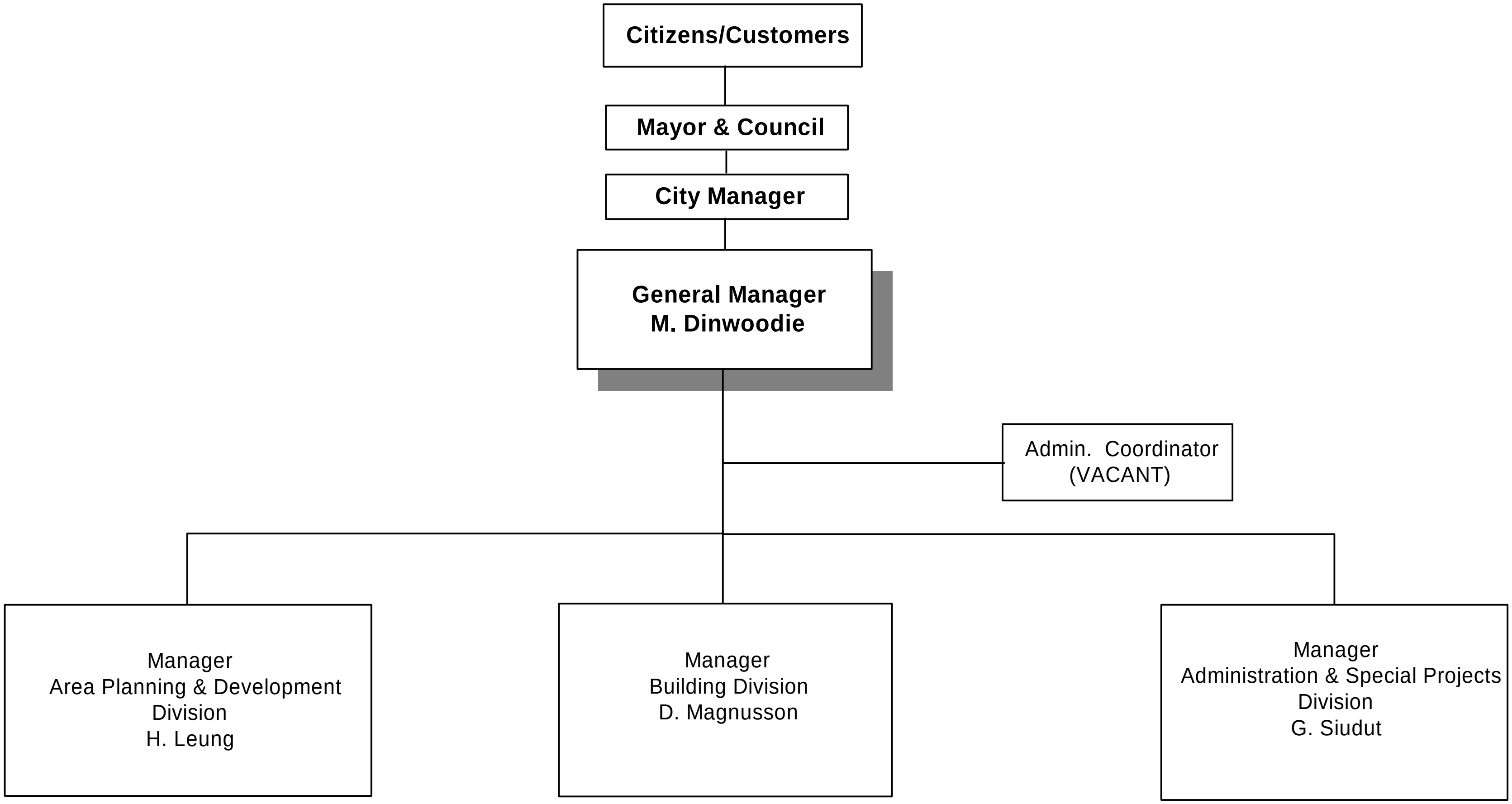
- Development of a City-wide Off-street Parking by-law;
- Completion of a revised Sign By-law for the City and
- Development of a Graphic Information Systems (GIS) model to analyze industrial land use and availability in the City.

1999 Key Thrusts

- Review of lands in the City to identify opportunities for expanding the business park land base in support of continued employment and economic growth;
- Provide a status report on development trends as they relate to the Official Community Plan's growth policies;
- Develop a Farm Community Plan which will address issues and recommend policies, strategies and guidelines to enhance the viability of agriculture in Surrey;
- Implement the Affordable Home Ownership Program as adopted by Council;
- Update the City's Agricultural Zones to achieve consistency with the recently established Provincial Standards for Agriculture;
- Implement the Zoning Regulations for the alcohol and drug recovery houses;
- Oversee the Social Planning Awards for 1999 which recognize individuals who have demonstrated extraordinary effort to strengthen the community and improve the quality of life in surrey, and
- Create a data base and department Web Page for access by the public and explore opportunities for this site to be an interactive customer service tool.

1999 BUDGET

PLANNING & DEVELOPMENT ORGANIZATION CHART



1999 BUDGET
DEPARTMENTAL OPERATIONS
PLANNING & DEVELOPMENT

PROGRAM SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Area Planning & Development	$ 537,713	$ 1,299,913	$ 1,430,000	$ (130,087)	**$ 1,490,000**	$ 60,000	4.2 %
Building	(5,081,086)	(4,743,890)	(4,545,000)	(198,890)	**(4,893,000)**	(348,000)	7.7
Administration	3,580,081	2,590,065	2,467,000	123,065	**2,462,000**	(5,000)	(0.2)
Heritage Advisory Committee	36,400	36,400	36,000	400	**37,000**	1,000	2.8
NET DEPARTMENT TOTAL	**$ (926,893)**	**$ (817,512)**	**$ (612,000)**	**$ (205,512)**	**$ (904,000)**	**$ (292,000)**	**47.7 %**

ACCOUNT SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (9,649,871)	$ (9,825,573)	$ (9,760,000)	$ (65,573)	**$ (10,011,000)**	$ (251,000)	2.6 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(9,649,871)	(9,825,573)	(9,760,000)	(65,573)	**(10,011,000)**	(251,000)	2.6
Expenditures							
Salaries and Benefits	8,331,386	8,239,222	8,406,000	(166,778)	**8,334,000**	(72,000)	(0.9)
Operating Costs	1,055,040	687,807	845,000	(157,193)	**660,000**	(185,000)	(21.9)
Internal Services Used	216,356	297,936	0	297,936	**220,000**	220,000	100.0
Internal Services Recovered	(72,565)	(218,445)	(120,000)	(98,445)	**(126,000)**	(6,000)	5.0
External Recoveries	(2,681)	(20,000)	0	(20,000)	**(20,000)**	(20,000)	100.0
	9,527,536	8,986,521	9,131,000	(144,479)	**9,068,000**	(63,000)	(0.7)
Net Operations Total	**(122,335)**	**(839,052)**	**(629,000)**	**(210,052)**	**(943,000)**	**(314,000)**	**49.9**
Transfers							
Transfer From Own Sources	(2,746,025)	0	0	0	**0**	0	0.0
Transfer To Own Sources	1,941,467	21,541	17,000	4,541	**39,000**	22,000	129.4
	(804,558)	21,541	17,000	4,541	**39,000**	22,000	129.4
NET DEPARTMENT TOTAL	**$ (926,893)**	**$ (817,512)**	**$ (612,000)**	**$ (205,512)**	**$ (904,000)**	**$ (292,000)**	**47.7 %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
PLANNING & DEVELOPMENT

AREA PLANNING & DEVELOPMEN	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (1,225,907)	$ (1,007,295)	$ (1,240,000)	$ 232,705	**$ (1,010,000)**	$ 230,000	(18.5) %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(1,225,907)	(1,007,295)	(1,240,000)	232,705	**(1,010,000)**	230,000	(18.5)
Expenditures							
Salaries and Benefits	1,825,674	2,235,721	2,628,000	(392,279)	**2,454,000**	(174,000)	(6.6)
Operating Costs	101,880	104,873	42,000	62,873	**66,000**	24,000	57.1
Internal Services Used	545	5,942	0	5,942	**0**	0	0.0
Internal Services Recovered	0	(19,328)	0	(19,328)	**0**	0	0.0
External Recoveries	(320)	(20,000)	0	(20,000)	**(20,000)**	(20,000)	100.0
	1,927,779	2,307,208	2,670,000	(362,792)	**2,500,000**	(170,000)	(6.4)
Net Operations Total	**701,873**	**1,299,913**	**1,430,000**	**(130,087)**	**1,490,000**	**60,000**	**4.2**
Transfers							
Transfer From Own Sources	(503,787)	0	0	0	**0**	0	0.0
Transfer To Own Sources	339,627	0	0	0	**0**	0	0.0
	(164,160)	0	0	0	**0**	0	0.0
AREA PLANNING TOTAL	**$ 537,713**	**$ 1,299,913**	**$ 1,430,000**	**$ (130,087)**	**$ 1,490,000**	**$ 60,000**	**4.2 %**

BUILDING	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (8,324,877)	$ (8,817,878)	$ (8,500,000)	$ (317,878)	**$ (8,981,000)**	$ (481,000)	5.7 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(8,324,877)	(8,817,878)	(8,500,000)	(317,878)	**(8,981,000)**	(481,000)	5.7
Expenditures							
Salaries and Benefits	3,564,390	3,706,979	3,733,000	(26,021)	**3,818,000**	85,000	2.3
Operating Costs	343,881	380,865	232,000	148,865	**275,000**	43,000	18.5
Internal Services Used	21,951	28,520	0	28,520	**5,000**	5,000	100.0
Internal Services Recovered	(69,545)	(42,376)	(10,000)	(32,376)	**(10,000)**	0	0.0
External Recoveries	(1,361)	0	0	0	**0**	0	0.0
	3,859,316	4,073,988	3,955,000	118,988	**4,088,000**	133,000	3.4
Net Operations Total	**(4,465,560)**	**(4,743,890)**	**(4,545,000)**	**(198,890)**	**(4,893,000)**	**(348,000)**	**7.7**
Transfers							
Transfer From Own Sources	(2,145,614)	0	0	0	**0**	0	0.0
Transfer To Own Sources	1,530,088	0	0	0	**0**	0	0.0
	(615,526)	0	0	0	**0**	0	0.0
BUILDING TOTAL	**$ (5,081,086)**	**$ (4,743,890)**	**$ (4,545,000)**	**$ (198,890)**	**$ (4,893,000)**	**$ (348,000)**	**7.7 %**

ADMINSTRATION	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (99,087)	$ 0	$ (20,000)	$ 20,000	**$ (20,000)**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(99,087)	0	(20,000)	20,000	**(20,000)**	0	0.0
Expenditures							
Salaries and Benefits	2,941,322	2,296,522	2,045,000	251,522	**2,062,000**	17,000	0.8
Operating Costs	593,869	169,704	535,000	(365,296)	**282,000**	(253,000)	(47.3)
Internal Services Used	193,860	263,157	0	263,157	**215,000**	215,000	100.0
Internal Services Recovered	(3,020)	(156,741)	(110,000)	(46,741)	**(116,000)**	(6,000)	5.5
External Recoveries	(1,000)	0	0	0	**0**	0	0.0
	3,725,030	2,572,642	2,470,000	102,642	**2,443,000**	(27,000)	(1.1)
Net Operations Total	**3,625,943**	**2,572,642**	**2,450,000**	**122,642**	**2,423,000**	**(27,000)**	**(1.1)**
Transfers							
Transfer From Own Sources	(49,093)	0	0	0	**0**	0	0.0
Transfer To Own Sources	3,231	17,423	17,000	423	**39,000**	22,000	129.4
	(45,862)	17,423	17,000	423	**39,000**	22,000	129.4
ADMINISTRATION TOTAL	**$ 3,580,081**	**$ 2,590,065**	**$ 2,467,000**	**$ 123,065**	**$ 2,462,000**	**$ (5,000)**	**(0.2) %**

1999 BUDGET
DEPARTMENTAL PROGRAMS
PLANNING & DEVELOPMENT

HERITAGE ADVISORY COMMITTEE	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ 0	$ (400)	$ 0	$ (400)	**$ 0**	$ 0	0.0 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	0	(400)	0	(400)	**0**	0	0.0
Expenditures							
Salaries and Benefits	0	0	0	0	**0**	0	0.0
Operating Costs	15,410	32,365	36,000	(3,635)	**37,000**	1,000	2.8
Internal Services Used	0	318	0	318	**0**	0	0.0
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	15,410	32,682	36,000	(3,318)	**37,000**	1,000	2.8
Net Operations Total	**15,410**	**32,282**	**36,000**	**(3,718)**	**37,000**	**1,000**	**2.8**
Transfers							
Transfer From Own Sources	(47,531)	0	0	0	**0**	0	0.0
Transfer To Own Sources	68,521	4,118	0	4,118	**0**	0	0.0
	20,990	4,118	0	4,118	**0**	0	0.0
HERITAGE ADVISORY TOTAL	**$ 36,400**	**$ 36,400**	**$ 36,000**	**$ 400**	**$ 37,000**	**$ 1,000**	**2.8 %**

1999 BUDGET
SIGNIFICANT CHANGES
PLANNING & DEVELOPMENT

SURREY
CITY OF PARKS

SIGNIFICANT CHANGES		SUMMARY
1998 ADOPTED BUDGET		**$ (2,429,800)**
Transfer Real Estate Revenue to Engineering	1,900,000	
Transfer Real Estate Salaries to Engineering	(1,826,300)	
Transfer Long Range Policy Planning from Real Estate	262,900	
Transfer Real Estate Expenses to Engineering	(162,500)	
Transfer Long Range Policy Planning from Real Estate	20,000	
Transfer Real Estate Internal Services to Engineering	1,624,100	
Rounding	(400)	1,817,800
1998 ADJUSTED BUDGET		**$ (612,000)**
Revenues		
Decrease in area planning activities	240,000	
Increase in building activities	(200,000)	
COUNCIL INITIATIVE - 3% increase in planning fees	(30,000)	
COUNCIL INITIATIVE - 3% increase in building fees	(261,000)	
COUNCIL INITIATIVE - New planning service fees	(20,000)	(251,000)
Total Change in Revenues		**(251,000)**
Expenditures		
Salaries & Benefits		
Transfer two positions to Real Estate	(165,000)	
Annual Salary Increase	47,000	
1998 approval of one plan checker position	46,000	(72,000)
Operating Costs		
Transfer of operating costs to internal services used	(185,000)	(185,000)
Internal Services Used		
Information System charges from Finance & Technology	185,000	
Increase in labour charges from various departments	25,000	
Municipal Car Usage	10,000	220,000
Internal Services Recovered		
Increase in water utility	(3,000)	
Increase in water utility	(3,000)	(6,000)
External Recoveries		
Grants	(20,000)	(20,000)
Transfer to Own Sources		
Increase in Variable Pay Contributions	22,000	22,000
Total Change in Expenditures		**(41,000)**
1999 BUDGET		**$ (904,000)**

1999 BUDGET
ISSUE PAPER

SURREY
CITY OF PARKS

DEPARTMENT Planning Development UNIT Area Planning

ISSUE PAPER NAME

Heritage Advisory Committee Planner

☒ Addition

☐ Reduction

ISSUE DESCRIPTION \ JUSTIFICATION \ OBJECTIVES \ IMPACT:

City Council has adopted earlier in 1998 a new Heritage Advisory Commission By-law which provides for the mandates, functions and procedures for the operation of the Heritage Advisory Commission in order to identify, preserve and protect the heritage values of the City. In carrying out the various functions, the Commission has repeatedly requested for sufficient staff support. Although the Parks, Recreation, and Culture Department maintains a Heritage Manager with a supporting staff to serve the Commission, the Commission preferred that a planner be allocated to provide the needed support and services.

Under the new Heritage Conservation Act, Council has adopted the Heritage Registrar and the Commission has been very actively pursuing many initiatives, including the development of the Heritage Management Strategy, Heritage Conservation Areas, Standard Maintenance By-law, and identification and confirmation of additional heritage sites and buildings, as well as commenting on development applications involving heritage sites. All these initiatives and activities of the Commission have put on a heavy demand for staff resources from the Planning and Development Department. In 1998, the Department provided the staff support to the Commission from the same resources for processing development applications. The result is that the turn-around time on certain projects was prolonged, staff are under undue pressures, and the Commission does not receive the level of services they would expect.

In an anticipation that the Commission will continue to generate requests, and in light of the large number of requests already received by the Department to which the Department has been unable to respond due to a staff shortage, it is recommended that a full time Heritage Planner be employed.

	# of Employees F.T.E.	OPERATING NET $	CAPITAL NET $
1 Planner I @ $60,000 plus office furniture and computer	1	$60,000	$7,000
	1	$60,000	$7,000

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The City of Surrey is faced with the increasing costs for water purchased from the GVRD. In 1998, these costs represented over 34.0% of the total budget and reflected our share of the GVRD expenditures required to supply an adequate amount of high quality water to the lower mainland. The GVRD is striving to improve system reliability and the quality of the region's drinking water while providing for conservation, growth and long-term planning. The 1999 GVRD rate is anticipated to be $0.1701/m^3 compared with $0.1522/m^3 in 1998. The rate is projected to reach $0.37 m^3 by 2008.

The GVRD's water quality enhancement program is the major factor in increasing water charges. This program is required in order to comply with the latest public health criteria for drinking water as set out in the Canadian Drinking Water guidelines and to meet the BC Safe Drinking Water Regulations. The GVRD has approved, in principle, ozonation at the three mountain lake supply points coupled with the re-chlorination stations within the distribution system for water quality treatment. Filtration at the Seymour reservoir is proposed by 2003.

1998 ACCOMPLISHMENTS

In 1998 the method of billing commercial/industrial customers was adjusted to phase-out business units and phase-in a fixed and variable charge system which will emphasize more pay-by-flow. This change has been phased-in over four years.

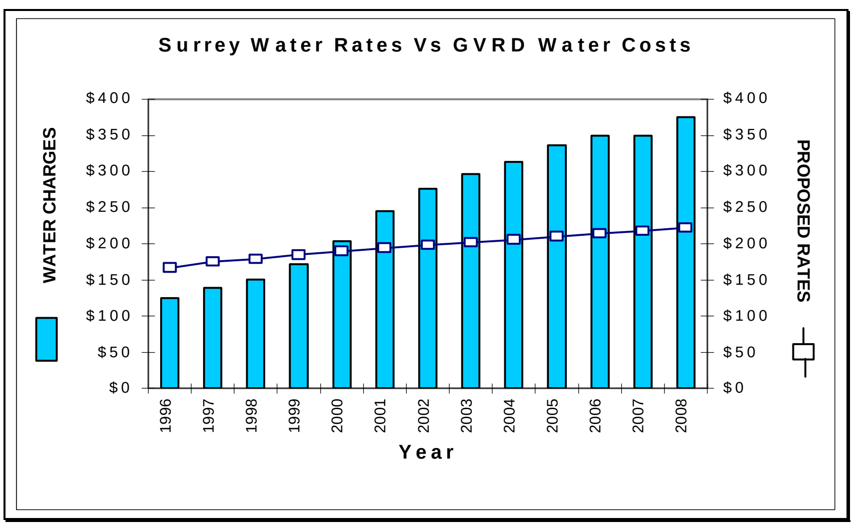
KEY TRENDS AND ISSUES

For 1999 it is proposed to continue with the expansion of metering the existing non-metered commercial customers. The cost for this is projected at $250,000 for each of three years.

RATES FOR 1999

For 1999 the water rates have been set at $186.73 representing an $7.73 increase over 1998. The GVRD's Water Quality Improvement Program is responsible for this increase.

The graph below illustrates Surrey's proposed rate increases over the next 10 years when compared to our anticipated water costs from the GVRD. We have to consider this impact now in order to smooth out our future rate increases.



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1999 BUDGET
3 YEAR WATER OPERATING FORECAST
$ 000's

SURREY
CITY OF PARKS

REVENUE SUMMARY	LINE NO.	1999 BUDGET	2000 BUDGET FORECAST	2001 BUDGET FORECAST
Taxation		**$ 0**	$ 0	$ 0
Collections for Other Authorities		**0**	0	0
Total Taxation for City Purposes	1	**0**	0	0
Investment Income	2	**1,157**	1,174	1,192
Penalties and Interest on Taxes	3	**128**	132	136
Provincial Revenue Sharing Grants	4	**797**	797	797
Departmental Revenues	5	**24,332**	24,575	24,821
TOTAL REVENUES		**$ 26,414**	**$ 26,679**	**$ 26,946**

EXPENDITURE SUMMARY	LINE NO.	1999 BUDGET	2000 BUDGET FORECAST	2001 BUDGET FORECAST
Debt Interest & Fiscal Services	6	**$ 1,851**	$ 1,851	$ 1,851
Council/Millennium Projects	7	**0**	0	0
Departmental Expenditures	8	**16,207**	16,531	16,862
TOTAL EXPENDITURES		**$ 18,058**	**$ 18,382**	**$ 18,713**

Interest Allocated to Appropriated Surplus	9	**$ 0**	$ 0	$ 0
Debt Principal Repaid	10	**1,837**	1,874	1,911
Contribution to Capital	11	**7,394**	7,542	7,693
Net Transfers To/(From) Appropriated Surplus/Reserve	12	**(1,000)**	(1,020)	(1,040)
		$ 8,231	**$ 8,396**	**$ 8,564**

Surplus/(Deficit)	1	**$ 125**	$ (99)	$ (330)
Transfer (To)/From Surplus	2	**(125)**	99	330
BALANCED BUDGET		**$ 0**	**$ 0**	**$ 0**

1999 BUDGET
WATER - FINANCIAL SUMMARY
$ 000's

REVENUE SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Taxation	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	0.0 %
Collections for Other Authorities	0	0	0	0	**0**	0	0.0
	0	0	0	0	**0**	0	0.0
Investment Income	1,255	876	907	(31)	**1,157**	250	27.6
Penalties and Interest on Taxes	0	129	100	29	**128**	28	28.0
Provincial Revenue Sharing Grants	819	747	907	(161)	**797**	(110)	(12.1)
	2,074	1,752	1,914	(162)	**2,082**	168	8.8
Departmental Revenues	21,090	22,797	21,982	815	**24,332**	2,350	10.7
TOTAL REVENUES	**$ 23,164**	**$ 24,548**	**$ 23,896**	**$ 653**	**$ 26,414**	**$ 2,518**	**10.5 %**

EXPENDITURE SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Debt Interest & Fiscal Services	$ 2,040	$ 2,103	$ 2,117	$ (14)	**$ 1,851**	$ (266)	(12.6) %
Departmental Expenditures	11,780	13,829	13,519	310	**16,207**	2,688	19.9
TOTAL EXPENDITURES	**$ 13,820**	**$ 15,932**	**$ 15,636**	**$ 296**	**$ 18,058**	**$ 2,422**	**15.5 %**

Debt Principal Repaid	$ 1,553	$ 1,393	$ 1,669	$ (276)	**$ 1,837**	$ 168	10.1 %
Contribution to Capital	4,198	7,587	7,295	292	**7,394**	99	1.4
Net Tsf. To/(Fm) Approp. Surplus/Reserve	2,711	(1,967)	(1,000)	(967)	**(1,000)**	0	0.0
	$ 8,462	**$ 7,012**	**$ 7,964**	**$ (952)**	**$ 8,231**	**$ 267**	**3.4 %**

Surplus/(Deficit)	$ 882	$ 1,604	$ 296	$ 1,308	**$ 125**	$ (171)	(57.7) %
Transfers (To)/From Surplus	(882)	(1,604)	(296)	(1,308)	**(125)**	171	(57.7)
BALANCED BUDGET	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**0.0 %**

1999 BUDGET
DEPARTMENTAL OPERATIONS
WATER UTILITY

PROGRAM SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Water	$ (7,418,000)	$ (11,681,256)	$ (10,369,800)	$ (1,311,456)	**$ (9,922,000)**	$ 447,800	(4.3) %
NET DEPARTMENT TOTAL	**$ (7,418,000)**	**$ (11,681,256)**	**$ (10,369,800)**	**$ (1,311,456)**	**$ (9,922,000)**	**$ 447,800**	**(4.3) %**

ACCOUNT SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (21,090,000)	$ (22,796,723)	$ (21,981,700)	$ (815,023)	**$ (24,332,000)**	$ (2,350,300)	10.7 %
Grants, Donations and Other	(819,000)	(746,569)	(907,100)	160,531	**(797,000)**	110,100	(12.1)
	(21,909,000)	(23,543,292)	(22,888,800)	(654,492)	**(25,129,000)**	(2,240,200)	9.8
Expenditures							
Salaries and Benefits	0	0	0	0	**0**	0	0.0
Operating Costs	11,081,000	12,851,833	12,550,000	301,833	**14,994,000**	2,444,000	19.5
Internal Services Used	699,000	977,300	969,000	8,300	**1,213,000**	244,000	25.2
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	11,780,000	13,829,134	13,519,000	310,134	**16,207,000**	2,688,000	19.9
Net Operations Total	**(10,129,000)**	**(9,714,159)**	**(9,369,800)**	**(344,359)**	**(8,922,000)**	**447,800**	**(4.8)**
Transfers							
Transfer From Own Sources	(1,289,000)	(2,105,364)	(4,000,000)	1,894,636	**(4,000,000)**	0	0.0
Transfer To Own Sources	4,000,000	138,267	3,000,000	(2,861,733)	**3,000,000**	0	0.0
	2,711,000	(1,967,097)	(1,000,000)	(967,097)	**(1,000,000)**	0	0.0
NET DEPARTMENT TOTAL	**$ (7,418,000)**	**$ (11,681,256)**	**$ (10,369,800)**	**$ (1,311,456)**	**$ (9,922,000)**	**$ 447,800**	**(4.3) %**

1999 BUDGET
SIGNIFICANT CHANGES
WATER UTILITY

SIGNIFICANT CHANGES		SUMMARY
REVENUES		
1998 ADOPTED BUDGET		**$ 23,896,200**
Rounding	(200)	(200)
1998 ADJUSTED BUDGET		**$ 23,896,000**
Sales and Services		
Increase due to growth in utility users	309,312	
Increase due to rate increase	1,543,688	1,853,000
Local Improvement/Connection Fees and Water Meter	497,000	497,000
Grant Revenue	(110,000)	(110,000)
Investment Income	250,000	250,000
Penalties and Interest on Taxes	28,000	28,000
Total Change in Revenues		**2,518,000**
1999 REVENUE BUDGET		**$ 26,414,000**
EXPENDITURES		
1998 ADOPTED BUDGET		**$ 23,896,200**
Rounding	(200)	(200)
1998 ADJUSTED BUDGET		**$ 23,896,000**
Operating Costs		
Increase in Maintenance and Operations	341,000	
Increase in cost of Water due to growth	1,001,000	
Increase in cost of Water to to Rate Increase	1,102,000	
Decrease in debt principal	168,000	
Reduction in debt interest as debt expires	(266,000)	2,346,000
Internal Services Used	244,000	244,000
Net Transfers		
Transfers to Capital	99,000	
Decrease in anticipated transfer from surplus	(171,000)	(72,000)
Total Change in Expenditures		**2,518,000**
1999 EXPENDITURES BUDGET		**$ 26,414,000**
1999 BUDGET		**$ 0**

Departmental Operations

Extensive construction has taken place at the Annacis and Lulu Island treatment plants. Annacis is now treating one third of its flow to full secondary. This work has increased regional debt and operating costs allocated to Surrey from $14.7 million in 1998 to $15.1 million in 1999.

1998 ACCOMPLISHMENTS

A new computer model of the sanitary sewer system was implemented in 1997. This model determines capacity constraints as growth occurs in the future. It allows for long range upgrading plans to be developed.

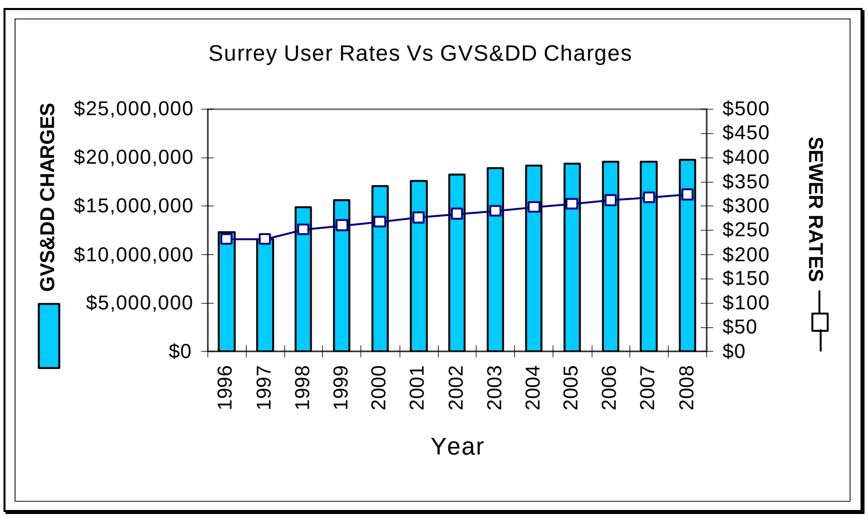
KEY TRENDS AND ISSUES

Key issues for the sanitary sewer system relate to inflow and infiltration control and wet weather cost allocation between the various municipalities comprising the Fraser Sewer Area. The costs of dealing with excessive wet weather flows will rise and increased efforts will be needed on the City's part to reduce inflow and infiltration.

In 1999, the method of billing commercial/industrial customers will be adjusted to phase-out business units and phase-in a fixed and variable charge similar to the Water Utility. The objective of this change is to place more emphasis on pay-by-flow. This change will be phased-in over 3 years to coincide with the Water Utility phase-in period.

RATES FOR 1999

The addition of drainage to the utility results in the user rate increasing from $116.00 to $125.15. The parcel tax remains the same at $136 per parcel. This represents an increase of $9.15 over 1998.



The above graph illustrates Surrey's proposed rate increases over the next 10 years whencompared to our anticipated Greater Vancouver Sewer & Drainage District charges

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1999 BUDGET
3 YEAR SEWER & DRAINAGE OPERATING FORECAST
$ 000's

REVENUE SUMMARY	LINE NO.	1999 BUDGET	2000 BUDGET FORECAST	2001 BUDGET FORECAST
Taxation		$ 12,579	$ 12,956	$ 13,345
Collections for Other Authorities		0	0	0
Total Taxation for City Purposes	1	12,579	12,956	13,345
Investment Income	2	2,408	2,444	2,481
Penalties and Interest on Taxes	3	180	185	191
Provincial Revenue Sharing Grants	4	0	0	0
Departmental Revenues	5	17,321	17,494	17,669
TOTAL REVENUES		$ 32,488	$ 33,080	$ 33,686

EXPENDITURE SUMMARY	LINE NO.	1999 BUDGET	2000 BUDGET FORECAST	2001 BUDGET FORECAST
Debt Interest & Fiscal Services	6	$ 269	$ 269	$ 269
Council/Millennium Projects	7	0	0	0
Departmental Expenditures	8	24,067	24,548	25,039
TOTAL EXPENDITURES		$ 24,336	$ 24,817	$ 25,308

Interest Allocated to Appropriated Surplus	9	$ 0	$ 0	$ 0
Debt Principal Repaid	10	902	925	948
Contribution to Capital	11	18,535	18,535	18,535
Net Transfers To/(From) Appropriated Surplus/Reserve	12	(11,000)	(11,220)	(11,444)
		$ 8,437	$ 8,240	$ 8,038

Surplus/(Deficit)	1	$ (285)	$ 23	$ 339
Transfer (To)/From Surplus	2	285	(23)	(339)
BALANCED BUDGET		$ 0	$ 0	$ 0

1999 BUDGET
SEWER & DRAINAGE - FINANCIAL SUMMARY
$ 000's

REVENUE SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	**1999 BUDGET**	BUDGET CHANGE	
Taxation	$ 10,346	$ 12,332	$ 11,999	$ 333	**$ 12,579**	$ 580	4.8 %
Collections for Other Authorities	0	0	0	0	**0**	0	0.0
	10,346	12,332	11,999	333	**12,579**	580	4.8
Investment Income	2,273	1,747	2,091	(344)	**2,408**	317	15.2
Penalties and Interest on Taxes	0	171	0	171	**180**	180	100.0
Provincial Revenue Sharing Grants	0	1,066	0	1,066	**0**	0	0.0
	2,273	2,984	2,091	893	**2,588**	497	23.8
Departmental Revenues	16,026	16,048	16,277	(229)	**17,321**	1,044	6.4
TOTAL REVENUES	**$ 28,645**	**$ 31,364**	**$ 30,367**	**$ 997**	**$ 32,488**	**$ 2,121**	**7.0 %**

EXPENDITURE SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	**1999 BUDGET**	BUDGET CHANGE	
Debt Interest & Fiscal Services	$ 550	$ 400	$ 464	$ (64)	**$ 269**	$ (195)	(42.0) %
Departmental Expenditures	15,791	22,169	22,975	(806)	**24,067**	1,092	4.8
TOTAL EXPENDITURES	**$ 16,341**	**$ 22,569**	**$ 23,439**	**$ (870)**	**$ 24,336**	**$ 897**	**3.8 %**

Debt Principal Repaid	$ 963	$ 1,056	$ 1,045	$ 11	**$ 902**	$ (143)	(13.7) %
Contribution to Capital	2,979	10,200	10,546	(346)	**18,535**	7,989	75.8
Net Tsf. To/(Fm) Surplus/Reserve	7,665	(531)	(4,000)	3,469	**(11,000)**	(7,000)	175.0
	$ 11,607	**$ 10,725**	**$ 7,591**	**$ 3,134**	**$ 8,437**	**$ 846**	**11.1 %**

Surplus/(Deficit)	$ 697	$ (1,930)	$ (663)	$ (1267)	**$ (285)**	$ 378	(57.0) %
Transfers (To)/From Surplus	(697)	1,930	663	1,267	**285**	(378)	(57.0)
BALANCED BUDGET	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**0.0 %**

1999 BUDGET
DEPARTMENTAL OPERATIONS
SEWER & DRAINAGE

PROGRAM SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Sewer Utility	$ 7,430,000	$ (3,679,313)	$ (302,000)	$ (3,377,313)	**$ (7,466,000)**	$ (7,164,000)	2372.2 %
Drainage Utility	0	2,854,787	3,000,000	(145,213)	**3,212,000**	212,000	7.1
NET DEPARTMENT TOTAL	**$ 7,430,000**	**$ (824,526)**	**$ 2,698,000**	**$ (3,377,313)**	**$ (4,254,000)**	**$ (6,952,000)**	**(257.7) %**

ACCOUNT SUMMARY	1997 ACTUAL	1998 ACTUAL	1998 BUDGET	1998 VARIANCE	1999 BUDGET	BUDGET CHANGE	
Revenues							
Sales and Services	$ (16,026,000)	$ (16,047,801)	$ (16,277,000)	$ 229,199	**$ (17,321,000)**	$ (1,044,000)	6.4 %
Grants, Donations and Other	0	0	0	0	**0**	0	0.0
	(16,026,000)	(16,047,801)	(16,277,000)	229,199	**(17,321,000)**	(1,044,000)	6.4
Expenditures							
Salaries and Benefits	0	0	0	0	**0**	0	0.0
Operating Costs	15,153,000	21,256,516	22,017,000	(760,484)	**22,905,000**	888,000	4.0
Internal Services Used	638,000	912,264	958,000	(45,736)	**1,162,000**	204,000	21.3
Internal Services Recovered	0	0	0	0	**0**	0	0.0
External Recoveries	0	0	0	0	**0**	0	0.0
	15,791,000	22,168,780	22,975,000	(806,220)	**24,067,000**	1,092,000	4.8
Net Operations Total	**(235,000)**	**6,120,979**	**6,698,000**	**(577,021)**	**6,746,000**	**48,000**	**0.7**
Transfers							
Transfer From Own Sources	(2,335,000)	(6,945,505)	(4,000,000)	(2,945,505)	**(11,000,000)**	(7,000,000)	175.0
Transfer To Own Sources	10,000,000	0	0	0	**0**	0	0.0
	7,665,000	(6,945,505)	(4,000,000)	(2,945,505)	**(11,000,000)**	(7,000,000)	175.0
NET DEPARTMENT TOTAL	**$ 7,430,000**	**$ (824,526)**	**$ 2,698,000**	**$ (3,522,526)**	**$ (4,254,000)**	**$ (6,952,000)**	**(257.7) %**

1999 BUDGET
SIGNIFICANT CHANGES
SEWER UTILITY

SIGNIFICANT CHANGES		SUMMARY
REVENUES		
1998 ADOPTED BUDGET		**$ 30,367,000**
Rounding	(200)	(200)
1998 ADJUSTED BUDGET		**$ 30,367,000**
Sales and Services		
Increase due to growth in utility users	209,200	
Increase due to rate increase	834,800	1,044,000
Special Levies, Parcel Taxes and Local Improvements	580,000	580,000
Investment Income	317,000	317,000
Penalties and Interest on Taxes	180,000	180,000
Total Changes in Revenue		**2,121,000**
1999 REVENUE BUDGET		**$ 32,488,000**
EXPENDITURES		
1998 ADOPTED BUDGET		**$ 30,367,000**
Rounding	(200)	(200)
1998 ADJUSTED BUDGET		**$ 30,366,800**
Operating Costs		
Increase in Maintenance and Operations	448,000	
Increase in cost of Utility Charges from GVS&DD	440,000	
Decrease in debt principal	(143,000)	
Reduction in debt interest as debt expires	(195,000)	550,000
Internal Services Used	267,000	267,000
Net Transfers		
Net Transfers To/(From) Own Sources	(6,307,000)	
Transfers to Capital	7,989,000	
Decrease in anticipated transfer from surplus	(378,000)	1,304,000
Total Changes in Expenditures		**2,121,000**
1999 EXPENDITURES BUDGET		**$ 32,488,000**
1999 BUDGET		**$ 0**

1999 BUDGET
CONTRIBUTION AND EXPENDITURE OVERVIEW

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

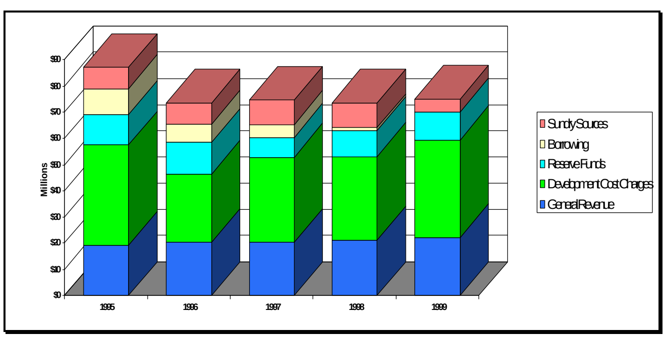
Population growth has been the primary factor in determining capital needs in Surrey and each year additional roads, parks, equipment and other facilities are added to the inventory of infrastructure. Surrey also needs to preserve and upgrade this growing infrastructure as well as replace obsolete or worn out components on an annual basis.

These capital needs compete for limited financial resources. In response to the need tomaximize these resources, Surrey Council recently adopted a new Capital Planning Process and a Capital Ranking Model for priorizing capital needs. An analysis of the Process and further details on the Ranking Model can be found in the "Capital Planning Process" section that follows.

In 1998 we created two additional models. In order to more accurately assess the financing requirements of large, multi-phased Capital Projects we developed a Multi-Phased Financing Model. Once we identified several potential financing options, we needed to evaluate how each option would impact future Operating and Capital Budgets. We then developed our Five Year Operating and Capital Budget Model. These Models are described in the "Capital Planning Process" section that follows.

CAPITAL FUNDING CONTRIBUTIONS

As previously discussed, there are many funding sources for capital expenditures. The following graph shows the mix of funding sources used over the last five years to fund the City of Surrey's Capital Program:



A summary of all Statutory Reserve Funds in located in the following section.

Non Discretionary Contributions

Non Discretionary Contributions to the Capital Program include those Statutory Reserve Funds that are restrictive in their intended use. They include the following:

<u>Development Cost Charge/NCP Contributions (Section 933 of The Municipal Act</u>)

Developers are required to contribute to the future growth of the City. Prior to developing land, they must pay Development Cost Charges (DCC's). In some instances, they are also required to contribute to Neighbourhood Concept Plans (NCP's). As the City collects these contributions, they are deposited into Statutory Reserve Funds until the funds can be spent. Contributions collected in Year 1 can be included as a contribution in the Capital Budget for Year 2. Each contribution can only be used specifically for the purpose that it was collected. For instance, if the City collects Water DCC's then that contribution can only be spent on a growth related Water project.

Collections of DCC contributions surged in 1994 and 1995 due to the introduction of new rates. They tapered off in 1996 and 1997. In 1998 the contributions have dropped off again due to the current economic conditions. This slowdown is expected to continue for 1999 and may have an adverse affect on our future programs.

Cash in Lieu of Parkland (Section 936 of the Municipal Act)

As part of the development requirement applicants must either contribute a portion of their land to be used for Parkland or else provide a cash contribution. This cash contribution is deposited into a Statutory Reserve Fund and can only be used to purchase parkland. Monies collected in Year 1 can be included as contributions to the Capital Budget for the Parkland Acquisition Program in Year 2.

Affordable Housing (Section 935 of the Municipal Act)

Prior to 1998, developers were required to either include a portion of affordable housing within their development complex or contribute cash to an Affordable Housing Statutory Reserve Fund. The cash was to be used to provide affordable housing to the residents of Surrey. This development requirement no longer exists. The remaining monies in the Statutory Reserve Fund is now being used to fund the new Affordable Housing Policy recently adopted by Council.

Discretionary Contributions

These contributions can be appropriations of Operating Surplus, contributions from Operating Budgets or less restrictive Statutory Reserve Funds.

Operating Appropriated Surplus

Non-Statutory reserves within Operating Funds refer to appropriations of surplus or unappropriated surplus revenues which City Council can, by simple majority, use for any capital or operating purpose without any other statutory limitations.

Examples of these appropriations include the following:

- Protection Reserve;
- Landfill Operating Reserve, and
- Utility Rate Stabilization Reserve.

The General Manager, Finance & Technology is in the process of completing a report for Council's consideration. The recommendation of this report will be to amalgamate many of these small appropriations.

Contributions from Operating

General Operating contributions to capital have remained relatively static since 1994 as Surrey Council adheres to a policy of "0%" tax rate increases. However, in 1998 Surrey amalgamated its Drainage and Sewer capital needs to provide for the combined need within Sewer Utility capital funding. This innovation has made available an additional $3.5 million for other General Capital needs. The amount of General Operating contributions to capital as a percentage of total General Operating Expenditures is decreasing because the value of the contribution has remained constant while overall General Operating Expenditures have risen. In a City that is growing this trend means that more dependence is being placed upon other funding sources such as Reserves, Borrowing and Private Contributions.

Other Statutory Reserve Funds

These Statutory Reserve Funds have less restriction attached to their usage. There are two examples of this type of Reserve Fund, City Land Reserve and Vehicles and Equipment. Legislation requires that the proceeds of all City Land Sales be deposited into a Statutory Reserve Fund. Once the monies have been deposited, there is no restriction as to how these funds are used as long as the planned expenditures are authorized by 2/3 of Council. Legislation allows the City to appropriate from General Operating Funds into a Capital Works Reserve Fund for the purpose of purchasing machinery and equipment to maintain City property and to protect its citizens. As long as the intended use meets this criteria, the City can use this Reserve Fund.

Other Contributions

Contributions listed under this category are those that do not easily fit elsewhere. They vary in nature from one year to the next depending upon the capital requirements and the availability of the funding. These contributions are usually from sources external to the City, but they can also include the use of borrowing to fund projects over more than one year.

External Sources

Sundry Funding Sources describes contributions to Capital Projects from private individuals or other external organizations including Senior Governments. These contributions fluctuate from year to year with changes in government grant programs and opportunities for private sector partnerships. Some projects are dependent on these contributions to proceed. As an example, the Engineering Services Capital Program shows a Sundry Source of $1,000,000 representing an anticipated contribution form the Great Vancouver Transit Authority (GVTA). If this funding is not received, the corresponding project will have to be eliminated from Engineering Services.

Borrowing

Borrowing limits for municipalities within the Province of BC are determined by the criteria established under Section 449 of the Municipal Act [RSBC 1996] Chapter 323. This section excludes short term and temporary borrowing. It is based on 20% of the following:

- a regulated percentage (14.36% for 1998) of the three year average of the authenticated assessed values for taxable purposes, and
- the value of the City's utility systems.

The gross borrowing power for the City of Surrey is $692 million. The City's authorized outstanding debt at December 31, 1998 will be $29 million.

Section 453 of the Municipal Act provides for the temporary borrowing of money to meet current expenditures. Debt outstanding for this purpose must not exceed the total unpaid taxes levied during the current year. Surrey's limit for 1998 was $211 million. The City's authorized temporary borrowing at December 31, 1998 will be $20 million.

Section 454 of the Municipal Act provides for the short term capital borrowing payable within 5 years. The total debt outstanding must not exceed $50 multiplied by the municipal population. In Surrey's case this limit was $15 million for 1998. The City's authorized short term borrowing at December 31, 1998 will be $2 million.

Surrey has traditionally employed a "pay as you go" approach to financing capital works. As a result, the City is in an enviable low debt position, as evidenced by the modest 1999 general debt charges of $2.5 million. Despite a legal authority to borrow in excess of $550 million, our total outstanding debt is less than $15 million, most of which is for sewer and water infrastructure. This sewer and water debt was incurred in the late 70's and early 80's under a Provincial grant program which funds up to 75% of the annual debt charges.

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

- it preserves flexibility for the City by not accumulating large fixed debt costs;
- it avoids the payment of interest charges, and
- it is particularly appropriate in a growing municipality where there is an ongoing program of expansion of the City's infrastructure.

CAPITAL EXPENDITURES

The Capital Program incorporates expenditures required for statutory and asset maintenance as well as new projects.

Statutory and Asset Maintenance

This constitutes the largest portion of the Capital Program. It represents the 'base' Capital that is required to preserve previous investments in Capital, to replace old or worn out assets and to meet continued growth demands.

These expenditures are funded by ongoing Capital Sources such as:

- Contributions from Operating Revenue;
- Development Costs Charges (Paid by developers), and
- Sundry Sources (Private partnerships, grants, etc.).

These funding sources, although not guaranteed annually, are stable in nature and can be relied upon as a continuing source as long as the City experiences growth.

Preservation of Previous Investments in Capital

As capital assets age they require more maintenance and upkeep. Major maintenance expenditures are designed to restore assets to the state they were in when the original investment was made. The need to address these capital needs often receives less attention when growth demands for new facilities is pressing. This is understandable where the need to "re-invest" in infrastructure is virtually invisible to the taxpayer. A good example of this is the extensive network of roads in the City. There is an optimum time for repaving roads such that excessive costs of annual maintenance and rehabilitation can be avoided. Failure to address these needs on a timely basis merely defers an even larger fiscal problem to future years. Contributions from Operating are normally required to source these expenditures.

Replacement of Worn-Out or Obsolete Assets

Worn out assets eventually require more expenditures for repairing or maintaining the asset than it is economically worth. Obsolete assets make doing business more expensive in light of the competitive edge that advances in technology provide.

The usual source of funding for these capital expenditures is Statutory Reserve Funds. Statutory Reserves are established by transferring funds from General Revenue to reserve funds on an annual basis for the eventual replacement of worn out or obsolete assets. Once it is determined that an asset needs to be replaced, budget authority is received through the current year's budget process and an expenditure by-law is passed giving authority to withdraw funds from the appropriate statutory reserve to fund the expenditure.

Meeting the Demands of Growth

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

New Projects

Continued growth creates the need for additional facilities such as Libraries, Recreation Centres and Fire halls. Typically these facilities cost several million dollars to construct and cannot easily be funded in the same manner as "Statutory and Asset Maintenance Projects." There are always more funding requests than there is available funding to source the construction. This is the reason that our various Capital Models were created. How these new projects are evaluated and this year's results are detailed in the "Captial Planning Process" section.

SURREY
CITY OF PARKS

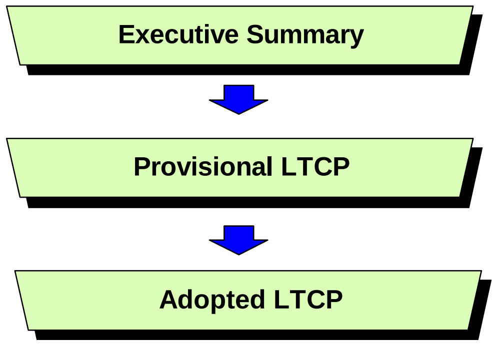
1999 BUDGET
STATUTORY RESERVE FUNDS
$ 000's

	Actual Balance Jan.1/98	1998 Receipts	1998 Approp.	1998 Interest	1998 Expend.	Actual Balance Dec. 31/98	1998 (WIP) Capital Program	Estimated 1999 Contrib'ns	1999 Capital Program	1999 Balance
Development Cost Charges										
Arterial Roads	$ 16,269	$ 11,515		$ 789	$ (11,589)	**$ 16,984**	$ (9,752)	$ 12,131	$ (15,000)	**$ 4,363**
Major Collector Roads	4,301	2,655		195	(2,968)	**4,183**	(2,733)	2,982	(3,700)	**732**
Drainage	8,467	4,416		461	(3,510)	**9,834**	(6,440)	5,254	(6,059)	**2,589**
Stormwater Detention	1,318	0		23	(1,341)	**0**	0	0	0	**0**
Parkland Acquisition	26,061	11,833		1,637	(14,355)	**25,176**	(16,017)	14,562	(18,700)	**5,021**
Sanitary Sewer	7,402	2,176		422	(2,812)	**7,188**	(5,363)	2,311	(3,200)	**936**
Water	6,976	2,328		380	(3,047)	**6,637**	(5,344)	2,729	(3,600)	**422**
	70,794	34,923	0	3,907	(39,622)	**70,002**	(45,649)	39,969	(50,259)	**14,063**
City Land Reserves										
Unappropriated	3,911	1,021	(478)	571	0	**5,025**	0	1,700	0	**6,725**
Municipal Subdivisions	1,347	0	(489)	0	(7)	**851**	(674)	0	0	**177**
Bridgeview Industrial	827	0	500	0	(323)	**1,004**	(980)	0	0	**24**
Cranley Drive Reserve	1,418	47	0	0	(23)	**1,442**	0	0	0	**1,442**
Fleetwood Civic Centre (1993)	606	0	(501)	0	(90)	**15**	(15)	0	0	**0**
Fleetwood Athletic Park	1,428	0	(1428)	0	0	**0**	0	0	0	**0**
Newton Town Centre Land	298	0	(98)	0	(200)	**0**	0	0	0	**0**
Bolivar Park	0	0	1,000	0	(820)	**180**	(180)	0	0	**0**
City Centre Beautification	0	0	1,000	0	(533)	**467**	(467)	0	0	**0**
Ocean Park Library	0	0	1,200	0	(13)	**1,187**	(1,187)	0	0	**0**
South Surrey Library	0	0	1,000	0	0	**1,000**	(1,000)	0	0	**0**
North Surrey School/Parksite	1,070	0	(470)	0	0	**600**	(600)	0	0	**0**
Parkland Acq.Cash in Lieu	2,796	525	0	90	(1800)	**1,611**	0	1,800	(1,800)	**1,611**
Parkland - Land Reserve	11	0	(11)	0	0	**0**	0	0	0	**0**
Guildford Community Centre	0					**0**	(300)	3,800	(3,500)	**0**
Other	1,245	0	(1225)	0	0	**20**	0	0	0	**20**
	14,957	1,593	0	661	(3,809)	**13,402**	(5,403)	7,300	(5,300)	**9,999**
Equipment & Buildings										
Vehicles and Equipment	18,792	88	2,296	962	(3,256)	**18,882**	(5,138)	1,275	(3,138)	**11,881**
City Buildings	2,656	0	1,220	147	(1,678)	**2,345**	(1,916)	0	0	**429**
	21,448	88	3,516	1,109	(4,934)	**21,227**	(7,054)	1,275	(3,138)	**12,310**
NCP - Amenities	2,008	480	0	0	0	**2,488**	0	0	(148)	**2,340**
Local Improvement Fund	13,649	200	(238)	692	(239)	**14,064**	0	0	(6,500)	**7,564**
Affordable Housing	5,586	1,033	0	287	0	**6,906**	(2,394)	0	(300)	**4,212**
Parking Space Reserve	783	0	0	40	0	**823**	0	0	0	**823**
Water Damage Claims	696	0	0	35	0	**731**	0	0	0	**731**
Tax Sale Land Reserve	100	0	0	5	0	**105**	0	0	0	**105**
Animal Compensation	6	0	0	0	0	**6**	0	0	0	**6**
	$ 130,027	**$ 38,317**	**$ 3,278**	**$ 6,736**	**$ (48,604)**	**$ 129,754**	**$ (60,500)**	**$ 48,544**	**$ (65,645)**	**$ 52,153**

1999 BUDGET
DEBT OBLIGATIONS

OUTSTANDING DEBT		1997 ACTUAL	1998 PROJECTED	1998 BUDGET	1999 BUDGET	BUDGET CHANGE	
Debenture Debt							
Sewer							
5838	July 1/98	$ 171,915	$ 172,000	$ 171,900	**$ 0**	$ (171,900)	(100.0) %
5838A	July 1/98	49,247	49,000	49,300	**0**	(49,300)	(100.0)
5841	December 1/98	128,841	129,000	128,800	**0**	(128,800)	(100.0)
5918	December 6/99	547,922	551,000	550,900	**548,000**	(2,900)	(0.5)
6993	June 30/02	259,716	226,000	226,000	**226,000**	0	0.0
6348	December 1/00	354,217	374,000	381,900	**397,000**	15,100	4.0
		1,511,858	1,501,000	1,508,800	**1,171,000**	(337,800)	(22.4)
Water							
4647A	August 16/99	46,611	38,000	38,300	**38,300**	0	0.0
5839	July 1/98	13,822	14,000	13,800	**0**	(13,800)	(100.0)
5839A	July 1/98	94,964	95,000	95,000	**0**	(95,000)	(100.0)
5877	December 1/98	7,229	7,000	7,200	**0**	(7,200)	(100.0)
5919	December 6/99	386,036	388,000	388,200	**386,000**	(2,200)	(0.6)
5920	December 6/99	9,838	10,000	9,900	**9,800**	(100)	(1.0)
5921	December 6/99	5,583	6,000	5,600	**5,600**	0	0.0
5984	October 15/02	24,252	20,000	20,000	**19,900**	(100)	(0.5)
6992	June 30/02	438,081	381,000	381,100	**381,100**	0	0.0
7227	October 27/02	528,172	602,000	601,800	**601,800**	0	0.0
7393	June 15/03	545,656	555,000	554,600	**550,800**	(3,800)	(0.7)
7411	June 15/03	65,213	66,000	66,300	**65,800**	(500)	(0.8)
7549	December 5/05	196,853	208,000	208,300	**208,300**	0	0.0
R272(89)	August 29/01	633,250	754,000	753,900	**753,900**	0	0.0
6349	December 1/00	595,084	628,000	641,600	**666,700**	25,100	3.9
		2,748	0	0	**0**	0	0.0
		3,593,392	3,772,000	3,785,600	**3,688,000**	(97,600)	(2.6)
Other							
General Oprerating	December 15/02	38,800	465,600	465,600	**465,600**	0	0.0
TOTAL DEBT		**$ 5,144,050**	**$ 5,738,600**	**$ 5,760,000**	**$ 5,324,600**	**$ (435,400)**	**(7.6) %**

The Corporate Report presented tothe Mayor and Council in October, 1996 indicated that the completion of the Long-Term Capital Plan (LTCP) would be undertaken in three phases:



The Executive Summary provided Council with an overview of the capital issues facing the City.

The Provisional LTCP was prepared to assist Council in assessing the wide range of City needs. This Provisional Plan was based on guidelines established by Council after their review of the Executive Summary, and included a detailed analysis of issues, funding and proposed spending priorities.

It is envisioned that the LTCP will become a "living document" representing an ongoing process to manage the City's capital needs and funding options. Each year the LTCP will be updated and revisited by Council. Revisions will be made as circumstances require. If additional funding sources materialize the LTCP will be updated to reflect which projects can be added to the next year’s Capital Budget.

NEED FOR A NEW CAPITAL PLANNING PROCESS

Surrey has experienced tremendous growth and change over the last two decades. The once primarily agricultural community has evolved into a highly urban residential and business region. With these changes have come new challenges for the City's fiscal management. In addition to the financial pressures of accommodating new growth, the City must adapt to the costs of a growing portfolio of public responsibilities.

Historically, capital planning decisions have been made by Council on the recommendations of Finance staff. Finance would base its recommendations on the perceived relative merit of needs expressed in departmental planning documents. Attempts would be made to distribute capital resources evenly among departments and among geographic regions from one year to the next.

This approach was an effective and appropriate means of accomplishing the City's objectives when the corporation and its constituency were relatively small. However, as the City has grown and capital resources have become scarce, the process conferred on Finance the onerous task of arbitrating among City departments with a growing set of capital demands. In recent years, it has become evident that a more inclusive and formalized capital planning process was needed.

The City has taken many initiatives to prepare itself for new fiscal realities. In one such initiative, KPMG was retained by the City to work with City staff to develop a new capital planning process. Finance staff, the LTCP Task Force (made up of representatives from a number of City departments), the Senior Management Team (SMT) and Council have all had extensive input into the development of the new process described herein.

EVOLUTION OF A NEW PROCESS

In December 1996, an Executive Summary was prepared outlining the long-term capital demands of the City for the next ten years. It became clear from that report that the City's capital resources were not adequate for meeting its growing needs. A process would have tobe developed for priorizing capital projects. Moreover, departments would need to be increasingly creative in pursuing funding alternatives for capital projects.

In March 1997, a series of Task Force and SMT working sessions were held to identify criteria for ranking projects. A first draft of a model which would score and rank proposed capital projects was developed and presented to City Council on April 1, 1997. Further input from Council along with another

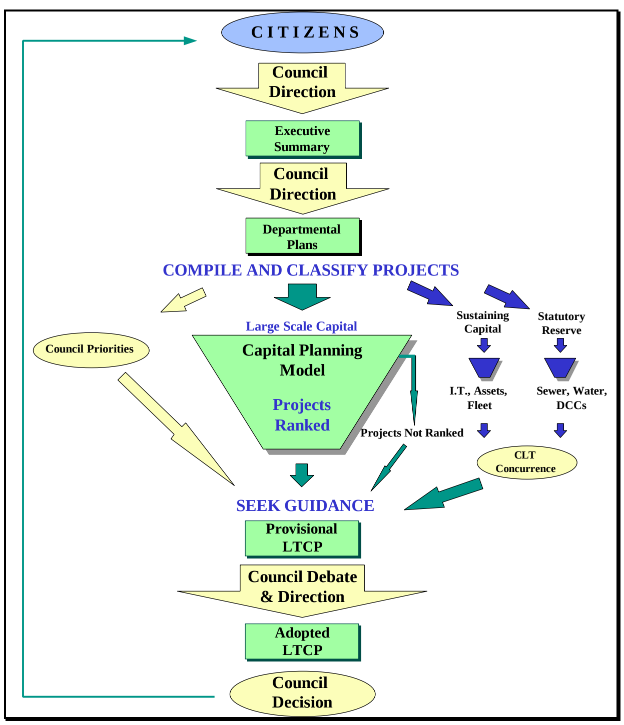
The Task Force And Its Role

An LTCP Task Force was formed in 1996 of representatives across City departments. The Task Forcewas formed to consider how the capital planning process could be improved to be more reflective of the current needs of the City.

Overview of the process

The new capital planning process reallocates responsibility for recommending specific actions from Finance to the Task Force and its members. Moreover, the new process provides the Task Force with a formal framework and clear weighted criteria for arriving at its recommendations to Council.

The new process is depicted below:



CAPITAL RANKING MODEL

The City's Capital Planning Model provides structure to the capital planning process. Each proposed capital project is evaluated and ranked among the group of proposed projects according to how well it meets specified criteria. Essentially, the model provides a consistent and objective means of evaluating capital projects affecting all aspects of the City's business.

Priorization

The first step in the development of the Model was to establish priorities regarding which projects merit particular attention by Council. Not all projects can be evaluated using the same criteria. Therefore, the list of projects were then classified into four separate categories.

Council Priorities

Projects which Council deems to be high priority based on special circumstances are distinguished from the group. These projects may bypass the ranking process for expedited approval.

Sustaining Capital

Projects which are relatively small in scale and which serve to maintain the City's existing infrastructure are evaluated through highly specific priorization processes. These projects include investments in Information Technology (IT), and other assets such as building renovations, furniture and equipment.

Capital from Statutory Reserve Funds

Projects which are funded out of statutory reserves are also evaluated through highly specific priorization processes. These projects include sewer, water and growth-related infrastructures funded out of DCCs. Funds are levied for the express purpose of providing these services and cannot be reallocated to fund other capital projects.

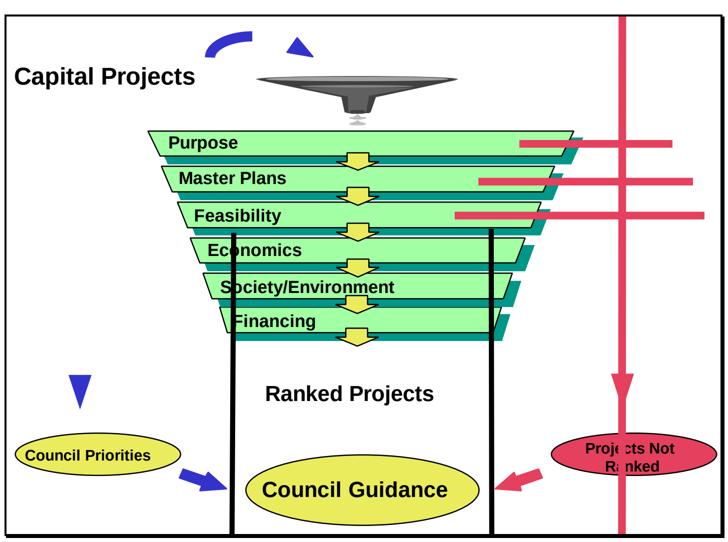
Large Scale Capital

The majority of capital funding required is directed at large scale capital projects. However, as the Executive Summary indicated, there are insufficient funds available to support all projects proposed. Consequently, these projects are ranked in order of priority using the Capital Planning Model.

Evaluation Criteria

The model incorporates criteria deemed important for evaluating demands on the City's scarce capital resources.

Each project is subjected to a series of questions. For each criterion, there may be one or more questions requiring a response. How these questions are answered determines how well a project fares against the criteria. A conceptual view of the model is depicted below:



There are six criteria used in the model:

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

For each criterion, there may be a set of parameters which further define how the project is to be judged. The weight that each evaluative criterion is allocated represents its relative importance in the model.

Project Scores and Ranking

The scoring system is primarily qualitative. That is, the score which a project receives in relation to a particular criterion is dependent either on expected values or on the judgements of the evaluators (the Capital Planning Task Force). Consequently, the appropriateness of the scoring system must be assessed on an iterative basis. Both the weighting and the scoring frameworks of the model are amenable to change over time.

There are two main outputs of the model. The first is a list of ranked projects, each awarded a score out of 100 points. The second is a list of projects not ranked. These projects did not meet minimum criteria and are recommended to be deferred, at least until the next ranking cycle.

Projects Not Ranked

In addition to the projects which did not meet minimum criteria in the model, projects which were identified following the ranking process are listed as not ranked. These projects are included in the Provisional LTCP for Council's information and will be ranked during the next iteration of the process.

Process Iteration

In keeping with the objective of establishing a "living" LTCP which is updated annually, the process of ranking capital projects using the Capital Ranking Model will also be employed annually.

This model was successfully used to rank the 1998 Capital Projects. It was used again in 1999. The following list of projects ranked the highest and will be included in the 1999 Capital Program. Remaining projects will be included as part of the Long Term Plan and will become part of future years Capital.

MULTI-PHASED FINANCING MODEL

As the City grows and becomes an established desirable area of the Lower Mainland, new opportunities are being presented to Council. Large Corporations, Senior Levels of Government and local major developers have all presented Council with potentially viable business opportunities in 1998. Council has already established an objective of increasing the Commercial/Industrial Property Tax base for the near future. Staff had to develop methods to measure these opportunities which were quite often, spread over several years and incorporated several phases of development.

The Multi-Phased Financing Model was developed to meet this need. The model calculates the cost of required financing for up to four phases. Each phase has its own unique interest rate, inflation factor and principal requirement. It also incorporates anticipated annual operating costs adjusted for inflation. Finally, it calculates the required Property Tax Rate increase required to fund the annual costs.

The Model can be used to create many different potential financing options. A sample of this Model is shown on the next page.

CITY OF SURREY
PHASED-IN FINANCING MODEL

SURREY
CITY OF PARKS

	PHASE 1	PHASE 2	PHASE 3	PHASE 4
	$ 14,000,000	$ 5,000,000	$ 4,000,000	$ 3,000,000
Phase-In Start	1999	2000	2003	2002
Phase-In End	2005	2002	2004	2006
Interest Rate	5.00%	5.50%	6.00%	6.25%
Operations	$ 500,000	$ 100,000	$ 80,000	$ 70,000

Initialization Data

LOAN DATA

Loan amount:	$ 26,000,000
Term in years:	7
Payments per year:	1
First payment due:	12/31/99

OTHER DATA

Total Annual Operating Costs:	$ 750,000
Property Tax Base:	$ 110,000,000
Growth Rate:	2.5%
Inflation Rate:	1.0%

Table

No.	Payment Date	Beginning Balance 0	Interest 0	Principal 0	Ending Balance 0	Operating Costs	Total Costs per Period	% Tax Rate Increase
1	2000	$ 14,000,000	$ 700,000	$ 2,058,245	$ 11,941,755	$ 500,000	$ 3,258,245	2.89%
2	2001	$ 16,941,755	$ 872,088	$ 4,594,247	$ 12,347,509	$ 605,000	$ 6,071,335	2.49%
3	2002	$ 12,347,509	$ 630,210	$ 4,836,125	$ 7,511,384	$ 611,050	$ 6,077,385	0.01%
4	2003	$ 10,511,384	$ 563,069	$ 3,065,911	$ 7,445,473	$ 691,151	$ 4,320,131	0.00%
5	2004	$ 7,445,473	$ 401,233	$ 3,227,747	$ 4,217,725	$ 771,002	$ 4,399,983	0.00%
6	2005	$ 4,217,725	$ 230,772	$ 3,398,209	$ 819,516	$ 778,712	$ 4,407,693	0.00%
7	2006	$ 819,516	$ 51,220	$ 819,516	$ 0	$ 786,499	$ 1,657,235	0.00%
8	2007	$ -	$ -	$ -	$ -	$ 794,364	$ 794,364	0.00%
9	2008	$ -	$ -	$ -	$ -	$ 802,308	$ 802,308	0.00%
10	2009	$ -	$ -	$ -	$ -	$ 810,331	$ 810,331	0.00%
11	2010	$ -	$ -	$ -	$ -	$ 818,434	$ 818,434	0.00%
		$ 66,283,362	**$ 3,448,591**	**$ 22,000,000**	**$ 44,283,362**	**$ 12,185,436**	**$ 37,634,027**	

FIVE YEAR PLANNING MODEL

Once several funding options have been developed. Each option has tobe analyzed to determine what future impact each may have on future Operating and Capital Budgets. This is why the Five Year Budget Model was developed.

The first section of this Model collects the variable data. Most of this data was generated using the previous model. The rest of the data can be populated using different possible scenarios, Other data can be manipulated to test the impact of many available options over a five year period.

Once the data has been entered, the results of the selected option appear in the next section. It shows the impact on both the operating and capital components of the Budget over the next five years.

Variables

The first section of this Model collects the variable data. It is divided into three areas:

Capital Related;

Operating Related, and

Other.

<u>Capital Related</u>

The data in this area can originate from the information generated in the previous model. It can also include data originating from the most current Long Term Capital Plan.

<u>Operating Related</u>

The data in this area arises from different scenarios relating to potential changes to future operating budgets. There are numerous options available. the Model demonstrates how one small change in one year can have a larger impact in future years, due to a compounding effect.

<u>Other</u>

This area contains sundry information over which Surrey does not necessarily have control. Projecting several different scenarios in this area, allows us to study the effect of external changes on Surrey's future.

The Model

this section is formula driven, and contains two areas, Operating and Capital. The Operating area is forced to zero at the line labeled "Surplus/Deficit". In the Capital area "Total Contributions" are forced to equal "Total Expenditures" by adjusting the shaded line called "Borrowing".

A sample of the Model is shown on the next two pages.

THE CITY OF SURREY
5 YEAR PLANNING MODEL
$ 000's

VARIABLES	1999 BUDGET	2000 FORECAST	2001 FORECAST	2002 FORECAST	2003 FORECAST
Capital Related					
Value of Additional Land Sales	$ 0	$ 0	$ 2,250	$ 2,250	$ 2,250
Value of Commercial/Industrial Increase	$ 0	$ 0	$ 0	$ 0	$ 0
Capital Levy	0.00%	0.00%	0.00%	0.00%	0.00%
Contribution from P3's	$ 0	$ 0	$ 0	$ 0	$ 0
Based on Long Term Capital Plan					
Base Capital Programs	$ 115,796	$ 118,836	$ 121,180	$ 122,255	$ 124,595
DCC/NCP & Other Contributions	$ 118,233	$ 111,395	$ 121,429	$ 123,528	$ 119,068
Ranked Capital Projects	$ 20,764	$ 18,186	$ 21,686	$ 25,600	$ 26,190
Borrowing					
From Reserves	$ 0	$ 0	$ 0	$ 0	$ 0
Other	$ 0	$ 0	$ 0	$ 0	$ 0

OPERATING RELATED	1999 BUDGET	2000 FORECAST	2001 FORECAST	2002 FORECAST	2003 FORECAST
Provincial Grants	$ 942	$ 942	$ 942	$ 942	$ 942
# of Additional Firefighters	0	8	8	8	8
# of Additional Police Officers	0	0	10	10	10
Other Additions to Operating Base	$ 0	$ 170	$ 259	$ 148	$ 37
Departmental Initiatives	$ 0	$ 0	$ 0	$ 0	$ 0
Operating Cost of New Capital	0.00%	2.00%	2.00%	2.00%	2.00%
General Tax Rate Increase	0.00%	0.00%	0.00%	0.00%	0.00%
Fire Levy	0.00%	0.00%	0.00%	0.00%	0.00%
Police Levy	0.00%	0.00%	0.00%	0.00%	0.00%

OTHER	1999 BUDGET	2000 FORECAST	2001 FORECAST	2002 FORECAST	2003 FORECAST
Cost of Living	0.00%	1.00%	1.00%	1.00%	1.00%
Growth Rate	2.30%	2.20%	2.20%	2.10%	2.00%
Borrowing Rate	6.00%	6.00%	6.00%	6.00%	6.00%
Payback Term on Borrowing (Years)	5	5	5	5	5

THE CITY OF SURREY
5 YEAR PLANNING MODEL
$ 000's

GENERAL OPERATING	1999 BUDGET	2000 FORECAST	2001 FORECAST	2002 FORECAST	2003 FORECAST
Revenue Summary					
Prior Year Tax Levy	$ 106,474	$ 109,014	$ 111,649	$ 114,347	$ 117,066
General Assessment Growth	2,540	2,635	2,698	2,637	2,570
Comm/Indust Assessment Growth	0	0	0	0	0
Land Sales Assessment Growth	0	0	0	82	82
Tax Rate Increase	0	0	0	0	0
Protection Levy	0	0	0	0	0
Police Levy	0	0	0	0	0
Other Tax Levies	10,737	10,973	11,215	11,450	11,679
Current Year Tax Levy	119,751	122,622	125,562	128,516	131,397
Provincial Grants	942	942	942	942	942
Interest Revenue	7,485	7,485	7,485	7,530	7,575
Program Revenues	43,413	43,847	44,286	44,728	45,176
Total General Operating Revenues	**171,591**	**174,896**	**178,274**	**181,717**	**185,090**
Expenditure Summary					
Program Expenditures	152,692	154,219	156,756	160,164	163,566
Additional Firefighters/Police Officers	0	400	1,200	1,200	1,200
Other Additions	0	170	259	148	37
Departmental Initiatives	0	0	0	0	0
Council Projects	350	350	250	350	350
Transfer to Capital	18,327	18,327	18,327	18,327	18,327
Less: Adjustment to Capital Contributions	0	(1,376)	(3,628)	(3,950)	(5,652)
Operating Costs of New Capital	0	415	364	434	513
Debt Servicing - 1998 Borrowing	2,391	2,391	2,391	1,621	1,325
Debt Servicing - Future Borrowing	0	0	2,256	3,423	5,425
Debt Servicing - Repayment to Reserves	0	0	0	0	0
Transfer (To)/From Surplus	0	0	0	0	0
Total General Operating Ependitures	**173,760**	**174,896**	**178,174**	**181,717**	**185,090**
Transfer To/(From) Surplus	(2,169)	0	0	0	0
SURPLUS/DEFICIT	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

GENERAL CAPITAL	1999 BUDGET	2000 FORECAST	2001 FORECAST	2002 FORECAST	2003 FORECAST
Contribution Summary					
Contribution from General Operating	$ 18,327	$ 18,327	$ 18,327	$ 18,327	$ 18,327
Less: Temp Reduction in Capital Contrib.	0	(1,376)	(3,628)	(3,950)	(5,652)
Capital Levy Revenue	0	0	0	0	0
DCC/NCP & Other Contributions	118,233	111,395	121,429	123,528	119,068
Borrowing from Reserves	0	0	0	0	0
Contribution from P3's	0	0	0	0	0
Additional Land Sales	0	0	2,250	2,250	2,250
Borrowing	0	8,676	4,488	7,700	16,792
Total Contributions	**136,560**	**137,022**	**142,866**	**147,855**	**150,785**
Expenditure Summary					
Base Programs	115,796	118,836	121,180	122,255	124,595
Requested Ranked Projects	20,764	18,186	21,686	25,600	26,190
TOTAL EXPENDITURES	**$ 136,560**	**$ 137,022**	**$ 142,866**	**$ 147,855**	**$ 150,785**

This year, $21,664,000 was available for capital projects. The following projects were recommended by the Long Term Capital Planning Task Force. Council approved all of these recommendations.

OCEAN PARK LIBRARY EXPANSION ($1,145,000)

The Ocean Park Library is the only branch of the Surrey Public Library presently serving the South Surrey area. It is a small facility and very heavily used. Use per square foot is the highest in Surrey. In 1996, it circulated over 420,000 items. At only 3,800 square feet, the current space is inadequate to serve the community and expansion is urgently needed.

The expansion of the library to 7,600 square feet will also incorporate the outstanding structural changes that need to be made. These changes include the addition of a vestibule to the front entrance to accommodate a book-drop, the assurance that the building is wheelchair accessible and the provision of much need community meeting space. Incorporating these alterations into an expansion project is a more fiscally responsible approach than undertaking them separately. Operating costs of $68,500 have been included in the 1999 Budget.

STRAWBERRY HILL LIBRARY ($1,520,000)

As part of the retail development in Strawberry Hill, the developer has allocated 8,000 square feet for a public library. In addition to the building shell, partial funding has been provided to assist in completing the interior space. The space now needs to be developed, furnished and equipped to function as a much needed neighborhood library for the residents of West Newton. Operating costs of $295,500 have been included in the 1999 Budget.

800 MEGAHERTZ RADIO UPGRADE ($2,300,000)

Implementation of Phase 2 of the 800 MHz radio system involves a five-channel simulcast system, two voting receiver sites and an additional transmission site. This will enable the City's radio system to include Engineering Services to join the current system.

The three radio transmission sites that Surrey currently operates has coverage gaps in excess of 30%. This is not adequate in terms of signal coverage for operations. The additional enhancements will allow a greater loading capacity, allowing the City to pursue the potential for seeking other external users interested in purchasing time on the system. There are no additional operating costs related to this project.

DARTS HILL GARDEN ($400,000)

There is a tremendous demand for access to Darts Hill Garden. The approved funding will be used to improve on-site parking, the perimeter security and extend the existing pathworks to accommodate large numbers of visitors. Groups arriving by bus are currently forced to park on 16th Ave, and walk along busy arterial roads to gain access to the Garden. Operating costs of $15,000 will be included in the Year 2000 Budget.

PENREAL FIRE HALL ($220,000)

This project is not schedule to be constructed until 1999, however, preliminary design work needs to be completed now. The existing Fire Hall #10 is located at 72nd Avenue in Newton. Itis staffed by 20 full-time and 25 volunteer firefighters. This Hall is one of the busiest in Surrey. Last year it responded to 2,680 calls.

Since the majority of the call responses are located west of the railway tracks, the current location of the Hall is causing problems in achieving recommended response times if a train is occupying the tracks. The existing Hall is also in need of major repairs. The roof, siding and mechanical system all need to be replaced. The 1999 funding for preliminary design work will permit construction in the year 2000 if funding is available. There are no additional operating costs for this project since it is a replacement fire hall.

GUILDFORD MULTI-PURPOSE FACILITY ($11,000,000)

Compared to other towncentres, Guildford currently has very poor access to active living opportunities. The 1996 Parks & Recreation Master Plan identified the need for a new facility in this area. Adjacent properties include Eaton's and the Guildford Mall to the South, vacant private property to the West and residential multi-family housing to the North. the location of this facility is expected to attract commercial partnerships.

The facility will include multi-purpose rooms, a gymnasium, a weight-training and aerobics studio and a lounge suitable for seniors, youths, special interest and community groups. It is expected to open in the Year 2000. The net operating costs are expected to be $170,000 and will be included in the year 2000 Budget.

EMERGENCY SOCIAL SERVICES EQUIPMENT ($71,000)

This will fund the purchase of portable communication devices and generator interfaces allowing the connection of portable generators. Portable radios are critical during major disasters as normal communication lines and power are likely to be either over-loaded or non existent. Generator interfaces are essential to allow the connection of emergency power units at five reception centres located throughout the City. There are no operating costs related to this project.

NON ARTERIAL PAVING ($1,500,000)

This will increase funding for non-arterial roadways payment rehabilitation to reflect the growth in inventory of roadways greater than fifteen years old. Deterioration occurs due to ageing and traffic loading. The Pavement Management system predicts the deterioration and future condition of the roadway network and calculates the optimal rehabilitation investment strategy. There are no operating costs related to this project.

GREENWAYS ($500,000)

The Greenways Plan approved by council is included in the 1996 Official Community Plan. Implementation of the plan is a multi-year endeavour. Short segments of certain greenways are implemented by developers as part of the subdivision process, however the bulk of the network requires separate capital funding. This year greenways for Blackie Spit, Quibble Creek, Invergarry Park and Tamanawis Parks will be constructed. Operating costs of $20,000 will be included in the year 2000 Budget.

WCB REQUIREMENTS ($186,000)

The Workers Compensation Board has revised their mandatory regulations for facilities and equipment within the Fire Service. These changes will be phased in over a period of three years. This is the first year of the changes. There are no operating costs related to this project.

GUILDFORD/CITY CENTRE LIBRARY STUDY ($100,000)

The current plans for the Guildford Multi-Purpose Facility is to expand the current library branch which is located on this site. Announcements have also recently been made by the Provincial Government to build BC Technical University at Surrey's City Centre. This study will investigate the feasibility of expanding the current Guildford Library, expanding the existing City Centre Library or partnering with the Provincial Government and have one large facile for the University and the local citizens. There are no operating costs related to this project.

PARK DEVELOPMENT ($502,000)

Several park upgrades are required to meet established demand and help our population achieve active living objectives. Planned park upgrades include Guildford Heights Park Improvements and upgrading of South Surrey Indoor Pool entrance. Operating costs of $13,000 will be included in the year 2000 Budget.

ERMA STEVENSON PARK ($400,000)

This project includes the development of a new neighbourhood park site inFraser Heights, adjacent to Erma Stevenson School. The development includesa soccer field and trail and park improvements. Operating costs of $23,000 will be included in the year 2000 Budget.

BOLIVAR PARK ($500,000)

This is phase two of a 1998 project. It includes the construction of one ball diamond, washroom facilities, children playground equipment and a basketball court. Operating costs of $40,000 will be included in the year 2000 Budget.

CITY CENTRE BEAUTIFICATION ($1,320,000)

The strategy for Surrey's City Centre is to create attractive pedestrian-friendly streets to support the development of a thriving, competitive centre. this Project will complete the elimination of overhead wiring and first stage beautification works throughout the spine of the City Centre (King George Highway from 100 Avenue to 108 Avenue). There are no operating costs related to this project.

The entire list of Ranked Capital Projects is included in Schedule 10 of the Long Term Capital Plan which is in the following section.

On the following two pages is a complete listing of the 1999 Capital Program, consisting of the Statutory & Asset Maintenance, Ranked Projects and their related funding source.

1999 BUDGET
PROPERTY ACQUISITION AND BUILDINGS
CAPITAL PROGRAM
$ 000's

PROPERTY ACQUISITION	GENERAL OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	1999 BUDGET
1999 Program						
General Corporate						
Affordable Housing	$ 0	$ 0	$ 0	$ 0	$ 300	**$ 300**
Advance Planning	10	0	0	0	0	**10**
Sundry & Contingency	90	0	0	0	0	**90**
	100	0	0	0	0	**400**
Parks & Recreation Services						
Parkland Acquisition	921	0	0	17,500	1,800	**20,221**
	921	0	0	17,500	1,800	**20,221**
TOTAL PROPERTY ACQUISITION	**$ 1,021**	**$ 0**	**$ 0**	**$ 17,500**	**$ 1,800**	**$ 20,621**

BUILDINGS	GENERAL OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	1999 BUDGET
1999 Program						
General Corporate						
City Hall/Corporate Renovations	$ 500	$ 0	$ 0	$ 0	$ 0	**$ 500**
Cloverdale Fairgrounds - Minor	100	0	0	0	0	**100**
Library Facilitiy Renovations	100	0	0	0	0	**100**
Minor Renovations - Fire	100	0	0	0	0	**100**
Advance Planning	20	0	0	0	0	**20**
Minor Renovations / Sundry	130	0	0	0	0	**130**
	950	0	0	0	0	**950**
Library Services						
Guildford City Centre Library Study	100	0	0	0	0	**100**
Ocean Park Library Expansion	245	0	0	0	0	**245**
New Strawberry Hill Library	1,372	0	0	0	148	**1,520**
	1,717	0	0	0	148	**1,865**
Protective Services						
Fire Hall # 10	220	0	0	0	0	**220**
WCB Upgrades - Fire	186	0	0	0	0	**186**
	406	0	0	0	0	**406**
Parks & Recreation Services						
P&R Facilities Renovations	870	0	0	0	0	**870**
Guildford Community Centre	700	300	0	0	10,000	**11,000**
	1,570	300	0	0	10,000	**11,870**
TOTAL BUILDINGS	**$ 4,643**	**$ 300**	**$ 0**	**$ 0**	**$ 10,148**	**$ 15,091**

1999 BUDGET
ENGINEERING STRUCTURES AND EQUIPMENT
CAPITAL PROGRAM
$ 000's

ENGINEERING STRUCTURES	GENERAL OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	1999 BUDGET
1999 Program						
General Corporate						
Aerial Photography	$ 70	$ 0	$ 0	$ 0	$ 0	**$ 70**
Advance Planning	20	0	0	0	0	**20**
Sundry	80	0	0	0	0	**80**
	170	0	0	0	0	**170**
Engineering Services						
City Centre Beautification	1,000	320	0	0	0	**1,320**
Non-Arterial Paving	1,500	0	0	0	0	**1,500**
Roads Construction	5,320	1,100	1,000	18,700	0	**26,120**
Water Services	7,394	150	2,000	3,600	0	**13,144**
Drainage Services	15,965	70	0	9,259	0	**25,294**
	31,179	1,640	3,000	31,559	0	**67,378**
Parks & Recreation Services						
Boulevard Trees	100	0	0	0	0	**100**
Bolivar Park	500	0	0	0	0	**500**
Dart Hill Garden	400	0	0	0	0	**400**
Erma Stephenson Park	400	0	0	0	0	**400**
Greenways	500	0	0	0	0	**500**
Park Development	502	0	0	0	0	**502**
Base Program	800	0	0	1,200	0	**2,000**
	3,202	0	0	1,200	0	**4,402**
TOTAL STRUCTURES	**$ 34,551**	**$ 1,640**	**$ 3,000**	**$ 32,759**	**$ 0**	**$ 71,950**

EQUIPMENT	GENERAL OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	1999 BUDGET
1999 Program						
General Corporate						
Advance Planning	$ 10	$ 0	$ 0	$ 0	$ 0	**$ 10**
Corporate Technology	2,000	0	0	0	0	**2,000**
Public Works Fleet Equipment	68	0	0	0	732	**800**
Furniture and Office Equipment	140	0	0	0	60	**200**
Sundry Equipment	90	0	0	0	0	**90**
	2,308	0	0	0	792	**3,100**
Protective Services						
RCMP Equipment	961	0	0	0	0	**961**
800 mhz	2,300	0	0	0	0	**2,300**
Fire Vehicles & Equipment	0	0	0	0	2,346	**2,346**
	3,261	0	0	0	2,346	**5,607**
Parks & Recreation Services						
Minor Facilities Equipment	120	0	0	0	0	**120**
Emergency Social Services	71	0	0	0	0	**71**
	191	0	0	0	0	**191**
TOTAL EQUIPMENT	**$ 5,760**	**$ 0**	**$ 0**	**$ 0**	**$ 3,138**	**$ 8,898**

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LONG TERM CAPITAL PLAN
EXECUTIVE SUMMARY
$ 000's

SURREY
CITY OF PARKS

Schedule 1

CONTRIBUTION SUMMARY	Sched No.	1999	2000	2001	2002	2003	5 YEAR PROGRAM	10 YEAR PROGRAM
Non Discretionary Contributions								
DCC Reserve Funds	2	$ 50,259	$ 57,958	$ 60,185	$ 61,318	$ 63,126	**$ 292,846**	**$ 647,383**
NCP Reserve Funds	2	148	1,396	1,223	1,345	1,389	**5,501**	**16,368**
Other Statutory Reserve Funds	2	2,100	2,600	2,600	2,600	2,600	**12,500**	**25,500**
		52,507	61,954	64,008	65,263	67,115	**310,847**	**689,251**
Discretionary Contributions								
Operating Appropriated Surplus	2	15,961	6,800	6,600	6,400	6,200	**41,961**	**106,961**
Contribution from Operating	2	30,014	25,813	32,664	33,487	33,521	**155,499**	**324,081**
Other Statutory Reserve Funds	2	13,138	10,280	9,856	9,285	5,431	**47,990**	**75,705**
		59,113	42,893	49,120	49,172	45,152	**245,450**	**506,747**
Other Contributions								
External Sources	2	1,940	1,875	3,628	4,420	2,128	**13,991**	**24,631**
Borrowing Proceeds	2	3,000	3,000	3,000	3,000	3,000	**15,000**	**30,000**
		4,940	4,875	6,628	7,420	5,128	**28,991**	**54,631**
Unspecified - Budget Authority	2	20,000	20,000	20,000	20,000	20,000	**20,000**	**20,000**
Total Current Year's Contributions		**136,560**	**129,722**	**139,756**	**141,855**	**137,395**	**605,288**	**1,270,629**
Carry Fwd from Previous Years		**122,904**	**114,320**	**128,579**	**127,670**	**126,707**	**548,180**	**1,252,684**
TOTAL CONTRIBUTIONS		**$ 259,464**	**$ 244,042**	**$ 268,335**	**$ 269,525**	**$ 264,102**	**$ 1,153,468**	**$ 2,523,313**

EXPENDITURE SUMMARY	Sched No.	1999	2000	2001	2002	2003	5 YEAR PROGRAM	10 YEAR PROGRAM
Statutory & Asset Maintenance								
Property Acquisition	3	$ 20,621	$ 22,174	$ 22,743	$ 23,329	$ 23,934	**$ 112,801**	**$ 242,185**
Buildings	3	1,820	1,880	1,910	1,930	1,950	**9,490**	**19,540**
Engineering Structures	3	66,828	67,924	70,047	71,054	72,596	**348,449**	**779,922**
Equipment	3	6,527	6,858	6,480	5,942	6,115	**31,922**	**64,713**
		95,796	98,836	101,180	102,255	104,595	**502,662**	**1,106,360**
Ranked Projects								
Buildings	3	13,271	6,386	17,686	17,500	7,820	**62,663**	**195,533**
Engineering Structures	3	5,122	1,800	1,500	2,100	8,270	**18,792**	**65,007**
Equipment	3	2,371	0	2,500	0	100	**4,971**	**4,971**
		20,764	8,186	21,686	19,600	16,190	**86,426**	**265,511**
Unidentified - Budget Authority	3	20,000	20,000	20,000	20,000	20,000	**20,000**	**20,000**
Total Current Year's Expenditures		**136,560**	**127,022**	**142,866**	**141,855**	**140,785**	**609,088**	**1,391,871**
Carry Fwd from Previous Years		**122,904**	**114,320**	**128,579**	**127,670**	**126,707**	**548,180**	**1,252,684**
TOTAL EXPENDITURES		**$ 259,464**	**$ 241,342**	**$ 271,445**	**$ 269,525**	**$ 267,492**	**$ 1,157,268**	**$ 2,644,555**

AVAILABLE FOR RANKING		**$ 0**	**$ 2,700**	**$ (3,110)**	**$ 0**	**$ (3,390)**	**$ (3,800)**	**$ (121,242)**

LONG TERM CAPITAL PLAN
CONTRIBUTION SUMMARY
$ 000's

SURREY CITY OF PARKS

Schedule 2

CONTRIBUTION SUMMARY	Sched No.	1999	2000	2001	2002	2003	5 YEAR PROGRAM	10 YEAR PROGRAM
Non Discretionary Contributions								
DCC Reserve Funds								
Arterial Roads	**6**	$ 15,000	$ 20,253	$ 21,185	$ 21,367	$ 22,008	**$ 99,813**	**$ 220,158**
Major Collector Roads	**6**	3,700	4,942	5,169	5,214	5,370	**24,395**	**53,763**
Park Land	**7**	17,500	18,025	18,566	19,123	19,697	**92,911**	**200,625**
Parkland Development	**7**	1,200	1,232	1,307	1,342	1,398	**6,479**	**14,150**
Drainage	**9**	6,059	6,210	6,365	6,524	6,687	**31,845**	**78,365**
Sewer	**9**	3,200	3,280	3,362	3,446	3,532	**16,820**	**35,850**
Water	**8**	3,600	4,016	4,231	4,302	4,434	**20,583**	**44,472**
		50,259	57,958	60,185	61,318	63,126	**292,846**	**647,383**
NCP Reserve Funds								
Fire	**5**	0	267	0	0	0	**267**	**4,259**
Police	**5**	0	71	85	92	98	**346**	**848**
Library Servies	**4**	148	187	209	225	236	**1,005**	**2,187**
Recreation Services	**7**	0	871	929	1,028	1,055	**3,883**	**9,074**
		148	1,396	1,223	1,345	1,389	**5,501**	**16,368**
Other Statutory Reserve Funds								
Cash In Lieu of Parkland	**7**	1,800	1,800	1,800	1,800	1,800	**9,000**	**18,000**
Affordable Housing	**4**	300	800	800	800	800	**3,500**	**7,500**
		2,100	2,600	2,600	2,600	2,600	**12,500**	**25,500**
		52,507	**61,954**	**64,008**	**65,263**	**67,115**	**310,847**	**689,251**
Discretionary Contributions								
Operating Appropriated Surplus								
Protection Reserve	**5**	961	0	0	0	0	**961**	**961**
Landfill Operating Reserve	**6**	1,000	800	600	400	200	**3,000**	**3,000**
Utility Rate Stabilization Reserve	**8/9**	14,000	6,000	6,000	6,000	6,000	**38,000**	**103,000**
		15,961	6,800	6,600	6,400	6,200	**41,961**	**106,961**
Contributions from Operating								
Current Year's General Operating	**4/5/6**	18,327	15,777	22,477	22,677	22,877	**102,135**	**214,468**
Capital Contingency	**4**	1,523	55	1	416	39	**2,034**	**2,034**
Water	**8**	3,394	3,496	3,601	3,709	3,820	**18,020**	**38,844**
Sewer & Drainage	**9**	5,965	6,200	6,300	6,400	6,500	**31,365**	**65,365**
Departmental Transfers	**4**	805	285	285	285	285	**1,945**	**3,370**
		30,014	25,813	32,664	33,487	33,521	**155,499**	**324,081**
Other Statutory Reserve Funds								
City Land Sales	**7**	10,000	5,500	5,500	5,500	1,500	**28,000**	**38,000**
Vehicles & Equipment	**4**	3,138	4,780	4,356	3,785	3,931	**19,990**	**37,705**
		13,138	10,280	9,856	9,285	5,431	**47,990**	**75,705**
		59,113	**42,893**	**49,120**	**49,172**	**45,152**	**245,450**	**506,747**
Other Contributions								
External Sources								
Private Contributions	**8/9**	520	300	1,300	2,300	300	**4,720**	**6,220**
GVTA / Hydro	**6**	1,420	1,575	2,328	2,120	1,828	**9,271**	**18,411**
		1,940	1,875	3,628	4,420	2,128	**13,991**	**24,631**
Borrowing								
Local Improvement	**8/9**	3,000	3,000	3,000	3,000	3,000	**15,000**	**30,000**
		3,000	3,000	3,000	3,000	3,000	**15,000**	**30,000**
		4,940	**4,875**	**6,628**	**7,420**	**5,128**	**28,991**	**54,631**
Unspecified - Budget Authority	**4**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
TOTAL CONTRIBUTIONS		**$ 136,560**	**$ 129,722**	**$ 139,756**	**$ 141,855**	**$ 137,395**	**$ 605,288**	**$ 1,270,629**

LONG TERM CAPITAL PLAN
EXPENDITURE SUMMARY
$ 000's

SURREY
CITY OF PARKS

Schedule 3

EXPENDITURE SUMMARY	Sched No.	1999	2000	2001	2002	2003	5 YEAR PROGRAM	10 YEAR PROGRAM
Statutory & Asset Maintenance								
Property Acquisition								
General Corporate	4	$ 400	$ 900	$ 900	$ 900	$ 900	**$ 4,000**	**$ 8,500**
Parks, Recreation & Culture	7	20,221	21,274	21,843	22,429	23,034	**108,801**	**233,685**
		20,621	22,174	22,743	23,329	23,934	**112,801**	**242,185**
Buildings								
General Corporate	4	950	1,010	1,040	1,060	1,080	**5,140**	**10,840**
Protection Services	5	0	0	0	0	0	**0**	**0**
Parks, Recreation & Culture	7	870	870	870	870	870	**4,350**	**8,700**
		1,820	1,880	1,910	1,930	1,950	**9,490**	**19,540**
Engineering Structures								
General Corporate	4	170	170	170	170	170	**850**	**1,700**
Engineering Services	6	26,120	33,249	34,582	34,933	35,800	**164,684**	**357,182**
Parks, Recreation & Culture	7	2,100	3,003	3,136	3,270	3,353	**14,862**	**32,224**
Sewer & Drainage Services	8	25,294	21,840	22,177	22,520	22,869	**114,700**	**280,000**
Water Services	9	13,144	9,662	9,982	10,161	10,404	**53,353**	**108,816**
		66,828	67,924	70,047	71,054	72,596	**348,449**	**779,922**
Equipment								
General Corporate	4	3,100	3,297	3,329	3,355	3,376	**16,457**	**33,489**
Protective Services	5	3,307	3,441	3,031	2,467	2,619	**14,865**	**30,024**
Parks, Recreation & Culture	7	120	120	120	120	120	**600**	**1,200**
		6,527	6,858	6,480	5,942	6,115	**31,922**	**64,713**
		95,796	**98,836**	**101,180**	**102,255**	**104,595**	**502,662**	**1,106,360**
Ranked Projects								
Buildings								
General Corporate	4	1,865	3,800	0	0	6,000	**11,665**	**72,575**
Protective Services	5	406	2,586	186	0	1,820	**4,998**	**12,458**
Parks, Recreation & Culture	7	11,000	0	17,500	17,500	0	**46,000**	**110,500**
		13,271	6,386	17,686	17,500	7,820	**62,663**	**195,533**
Engineering Structures								
Engineering Services	6	2,820	1,500	1,500	2,100	8,120	**16,040**	**34,340**
Parks, Recreation & Culture	7	2,302	300	0	0	150	**2,752**	**30,667**
		5,122	1,800	1,500	2,100	8,270	**18,792**	**65,007**
Equipment								
General Corporate	4	2,300	0	2,500	0	100	**4,900**	**4,900**
Protective Services	5	0	0	0	0	0	**0**	**0**
Parks, Recreation & Culture	7	71	0	0	0	0	**71**	**71**
		2,371	0	2,500	0	100	**4,971**	**4,971**
	10	**20,764**	**8,186**	**21,686**	**19,600**	**16,190**	**86,426**	**265,511**
Unidentified - Budget Authority	**4**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
TOTAL EXPENDITURES		**$ 136,560**	**$ 127,022**	**$ 142,866**	**$ 141,855**	**$ 140,785**	**$ 609,088**	**$ 1,391,871**
AVAILABLE FOR RANKING		**$ 0**	**$ 2,700**	**$ (3,110)**	**$ 0**	**$ (3,390)**	**$ (3,800)**	**$ (121,242)**

LONG TERM CAPITAL PLAN
GENERAL CORPORATE
$ 000's

SURREY
CITY OF PARKS

Schedule 4

CONTRIBUTION SUMMARY	1999	2000	2001	2002	2003	5 YEAR PROGRAM	10 YEAR PROGRAM
Non Discretionary Contributions							
NCP Reserve Funds - Library	$ 148	$ 187	$ 209	$ 225	$ 236	**$ 1,005**	**$ 2,187**
	148	187	209	225	236	**1,005**	**2,187**
Other Statutory Reserve Funds							
Affordable Housing	300	800	800	800	800	**3,500**	**7,500**
	300	800	800	800	800	**3,500**	**7,500**
	448	**987**	**1,009**	**1,025**	**1,036**	**4,505**	**9,687**
Discretionary Contributions							
Contributions from Operating							
Current Year's Contribution	5,217	8,259	14,670	14,629	14,556	**57,331**	**125,899**
Capital Contingency	1,523	55	1	416	39	**2,034**	**2,034**
Departmental Transfers	805	285	285	285	285	**1,945**	**3,370**
	7,545	8,599	14,956	15,330	14,880	**61,310**	**131,303**
Other Statutory Reserve Funds							
City Land Sales	0	5,000	5,000	5,000	1,000	**16,000**	**23,500**
Vehicles, Equipment & Other	792	1,410	1,410	1,410	1,410	**6,432**	**13,482**
	792	6,410	6,410	6,410	2,410	**22,432**	**36,982**
	8,337	**15,996**	**22,375**	**22,765**	**18,326**	**88,247**	**177,972**
Unspecified - Budget Authority	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
TOTAL CONTRIBUTIONS	**$ 28,785**	**$ 35,996**	**$ 42,375**	**$ 42,765**	**$ 38,326**	**$ 108,247**	**$ 197,972**

EXPENDITURE SUMMARY	1999	2000	2001	2002	2003	5 YEAR PROGRAM	10 YEAR PROGRAM
Statutory & Asset Maintenance							
Property Acquisition							
Affordable Housing	$ 300	$ 800	$ 800	$ 800	$ 800	**$ 3,500**	**$ 7,500**
Sundry & Contingency	100	100	100	100	100	**500**	**1,000**
	400	900	900	900	900	**4,000**	**8,500**
Buildings							
Corporate Building Renovations	500	500	500	500	500	**2,500**	**5,000**
Cloverdale Fairgrounds	100	100	100	100	100	**500**	**1,000**
Minor Renovations & Sundry	350	410	440	460	480	**2,140**	**4,840**
	950	1,010	1,040	1,060	1,080	**5,140**	**10,840**
Engineering Structures							
Aerial Photography & Sundry	170	170	170	170	170	**850**	**1,700**
	170	170	170	170	170	**850**	**1,700**
Equipment							
Public Works Fleet Equipment	800	800	800	800	800	**4,000**	**8,000**
NCP Program - Library	0	187	209	225	236	**857**	**2,039**
Information Technology	2,000	2,000	2,000	2,000	2,000	**10,000**	**20,000**
Office Equipment & Contingency	300	310	320	330	340	**1,600**	**3,450**
	3,100	3,297	3,329	3,355	3,376	**16,457**	**33,489**
	4,620	**5,377**	**5,439**	**5,485**	**5,526**	**26,447**	**54,529**
Ranked Projects							
Buildings	1,865	3,800	0	0	6,000	**11,665**	**72,575**
Equipment	2,300	0	2,500	0	100	**4,900**	**4,900**
	4,165	3,800	2,500	0	6,100	**16,565**	**77,475**
Unspecified - Budget Authority	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
TOTAL EXPENDITURES	**$ 28,785**	**$ 29,177**	**$ 27,939**	**$ 25,485**	**$ 31,626**	**$ 63,012**	**$ 152,004**
AVAILABLE FOR RANKING	**$ 0**	**$ 6,819**	**$ 14,436**	**$ 17,280**	**$ 6,700**	**$ 45,235**	**$ 45,968**

LONG TERM CAPITAL PLAN
PROTECTIVE SERVICES
$ 000's

Schedule 5

CONTRIBUTION SUMMARY	1999	2000	2001	2002	2003	5 YEAR PROGRAM	10 YEAR PROGRAM
Non Discretionary Contributions							
NCP Reserve Funds							
Fire	$ 0	$ 267	$ 0	$ 0	$ 0	**$ 267**	**$ 4,259**
Police	0	71	85	92	98	**346**	**848**
	0	338	85	92	98	**613**	**5,107**
Discretionary Contributions							
Operating Appropriated Surplus							
Protection Reserve	961	0	0	0	0	**961**	**961**
	961	0	0	0	0	**961**	**961**
Contributions from Operating							
Current Year's General Operating	406	0	0	0	0	**406**	**406**
	406	0	0	0	0	**406**	**406**
Other Statutory Reserve Funds							
Vehicles and Equipment	2,346	3,370	2,946	2,375	2,521	**13,558**	**24,223**
	2,346	3,370	2,946	2,375	2,521	**13,558**	**24,223**
	3,713	**3,370**	**2,946**	**2,375**	**2,521**	**14,925**	**25,590**
TOTAL CONTRIBUTIONS	**$ 3,713**	**$ 3,708**	**$ 3,031**	**$ 2,467**	**$ 2,619**	**$ 15,538**	**$ 30,697**

EXPENDITURE SUMMARY	1999	2000	2001	2002	2003	5 YEAR PROGRAM	10 YEAR PROGRAM
Statutory & Asset Maintenance							
Equipment							
Fire Vehicles & Equipment	$ 2,346	$ 3,370	$ 2,946	$ 2,375	$ 2,521	**$ 13,558**	**$ 28,215**
RCMP Equipment Replacements	961	71	85	92	98	**1,307**	**1,809**
	3,307	3,441	3,031	2,467	2,619	**14,865**	**30,024**
Ranked Projects							
Buildings	406	2,586	186	0	1,820	**4,998**	**12,458**
Equipment	0	0	0	0	0	**0**	**0**
	406	2,586	186	0	1,820	**4,998**	**12,458**
TOTAL EXPENDITURES	**$ 3,713**	**$ 6,027**	**$ 3,217**	**$ 2,467**	**$ 4,439**	**$ 19,863**	**$ 42,482**
AVAILABLE FOR RANKING	**$ 0**	**$ (2,319)**	**$ (186)**	**$ 0**	**$ (1,820)**	**$ (4,325)**	**$ (11,785)**

LONG TERM CAPITAL PLAN
ENGINEERING SERVICES
$ 000's

Schedule 6

CONTRIBUTION SUMMARY	1999	2000	2001	2002	2003	5 YEAR PROGRAM	10 YEAR PROGRAM
Non Discretionary Contributions							
DCC Reserve Funds							
Arterial Roads	$ 15,000	$ 20,253	$ 21,185	$ 21,367	$ 22,008	**$ 99,813**	**$ 220,158**
Major Collector Roads	3,700	4,942	5,169	5,214	5,370	**24,395**	**53,763**
	18,700	25,195	26,354	26,581	27,378	**124,208**	**273,921**
Discretionary Contributions							
Operating Appropriated Surplus							
Landfill Operating	1,000	800	600	400	200	**3,000**	**3,000**
	1,000	800	600	400	200	**3,000**	**3,000**
Contribution from Operating							
Current Year's Contribution	5,836	3,353	3,553	3,753	3,953	**20,448**	**41,213**
City's Share - DCC Program	984	1,326	1,387	1,399	1,441	**6,537**	**14,417**
	6,820	4,679	4,940	5,152	5,394	**26,985**	**55,630**
	7,820	**5,479**	**5,540**	**5,552**	**5,594**	**29,985**	**58,630**
Other Contributions							
External Sources							
GVTA/BC Hydro	1,420	1,575	2,328	2,120	1,828	**9,271**	**18,411**
	1,420	1,575	2,328	2,120	1,828	**9,271**	**18,411**
Borrowing Proceeds							
Local Improvement	1,000	1,000	1,000	1,000	1,000	**5,000**	**10,000**
	1,000	1,000	1,000	1,000	1,000	**5,000**	**10,000**
	2,420	**2,575**	**3,328**	**3,120**	**2,828**	**14,271**	**28,411**
TOTAL CONTRIBUTIONS	**$ 28,940**	**$ 33,249**	**$ 35,222**	**$ 35,253**	**$ 35,800**	**$ 168,464**	**$ 360,962**

EXPENDITURE SUMMARY	1999	2000	2001	2002	2003	5 YEAR PROGRAM	10 YEAR PROGRAM
Statutory & Asset Maintenance							
Engineering Structures							
Growth Related - Arterial	$ 15,789	$ 21,319	$ 22,300	$ 22,492	$ 23,166	**$ 105,066**	**$ 231,746**
Growth Related - Non Arterial	3,895	5,202	5,441	5,488	5,653	**25,679**	**56,593**
Non Growth Related - Arterial	2,775	2,667	2,646	2,646	2,646	**13,380**	**26,609**
Non Growth Related - Non Arterial	2,561	2,486	2,507	2,507	2,507	**12,568**	**25,103**
GVTA	1,100	1,575	1,688	1,800	1,828	**7,991**	**17,131**
	26,120	33,249	34,582	34,933	35,800	**164,684**	**357,182**
Ranked Projects							
Engineering Structures	**2,820**	**1,500**	**1,500**	**2,100**	**8,120**	**16,040**	**34,340**
TOTAL EXPENDITURES	**$ 28,940**	**$ 34,749**	**$ 36,082**	**$ 37,033**	**$ 43,920**	**$ 180,724**	**$ 391,522**

AVAILABLE FOR RANKING	**$ 0**	**$ (1,500)**	**$ (860)**	**$ (1,780)**	**$ (8,120)**	**$ (12,260)**	**$ (30,560)**

SURREY
CITY OF PARKS

LONG TERM CAPITAL PLAN
PARKS, RECREATION & CULTURE
$ 000's

Schedule 7

CONTRIBUTION SUMMARY	1999	2000	2001	2002	2003	5 YEAR PROGRAM	10 YEAR PROGRAM
Non Discretionary Contributions							
DCC Reserve Funds							
Park Land	$ 17,500	$ 18,025	$ 18,566	$ 19,123	$ 19,697	**$ 92,911**	**$ 200,625**
Parkland Development	1,200	1,232	1,307	1,342	1,398	**6,479**	**14,150**
	18,700	19,257	19,873	20,465	21,095	**99,390**	**214,775**
NCP Reserve Funds							
Recreation Facilities	0	871	929	1,028	1,055	**3,883**	**9,074**
	0	871	929	1,028	1,055	**3,883**	**9,074**
Other Statutory Reserve Funds							
Cash In Lieu of Parkland	1,800	1,800	1,800	1,800	1,800	**9,000**	**18,000**
	1,800	1,800	1,800	1,800	1,800	**9,000**	**18,000**
	20,500	**21,928**	**22,602**	**23,293**	**23,950**	**112,273**	**241,849**
Discretionary Contributions							
Contributions from Operating							
Current Year's Contribution	4,963	1,890	1,890	1,890	1,890	**12,523**	**21,973**
City's Share - DCC Program	921	949	977	1,006	1,037	**4,890**	**10,560**
	5,884	2,839	2,867	2,896	2,927	**17,413**	**32,533**
Other Statutory Reserve Funds							
City Land Reserve	10,000	500	500	500	500	**12,000**	**14,500**
	10,000	500	500	500	500	**12,000**	**14,500**
	15,884	**3,339**	**3,367**	**3,396**	**3,427**	**29,413**	**47,033**
Other Contributions							
External Sources							
Private Contributions	300	0	1,000	2,000	0	**3,300**	**3,300**
	300	0	1,000	2,000	0	**3,300**	**3,300**
TOTAL CONTRIBUTIONS	**$ 36,684**	**$ 25,267**	**$ 26,969**	**$ 28,689**	**$ 27,377**	**$ 144,986**	**$ 292,182**

EXPENDITURE SUMMARY	1999	2000	2001	2002	2003	5 YEAR PROGRAM	10 YEAR PROGRAM
Statutory & Asset Maintenance							
Property Acquisition							
Park Land	$ 20,221	$ 21,274	$ 21,843	$ 22,429	$ 23,034	**$ 108,801**	**$ 233,685**
	20,221	21,274	21,843	22,429	23,034	**108,801**	**233,685**
Buildings							
Recreation Facilities Renovations	870	870	870	870	870	**4,350**	**8,700**
	870	870	870	870	870	**4,350**	**8,700**
Engineering Structures							
Base Park Development	900	900	900	900	900	**4,500**	**9,000**
NCP/DCC Park Development	1,200	2,103	2,236	2,370	2,453	**10,362**	**23,224**
	2,100	3,003	3,136	3,270	3,353	**14,862**	**32,224**
Equipment							
Minor Equipment	120	120	120	120	120	**600**	**1,200**
	120	120	120	120	120	**600**	**1,200**
	23,311	**25,267**	**25,969**	**26,689**	**27,377**	**128,613**	**275,809**
Ranked Projects							
Buildings	11,000	0	17,500	17,500	0	**46,000**	**110,500**
Engineering Structures	2,302	300	0	0	150	**2,752**	**30,667**
Equipment	71	0	0	0	0	**71**	**71**
	13,373	300	17,500	17,500	150	**48,823**	**141,238**
TOTAL EXPENDITURES	**$ 36,684**	**$ 25,567**	**$ 43,469**	**$ 44,189**	**$ 27,527**	**$ 177,436**	**$ 417,047**
AVAILABLE FOR RANKING	**$ 0**	**$ (300)**	**$ (16,500)**	**$ (15,500)**	**$ (150)**	**$ (32,450)**	**$ (124,865)**

SURREY
CITY OF PARKS

LONG TERM CAPITAL PLAN
WATER SERVICES
$ 000's

Schedule 8

CONTRIBUTION SUMMARY	1999	2000	2001	2002	2003	5 YEAR PROGRAM	10 YEAR PROGRAM
Non Discretionary Contributions							
DCC Reserve Funds							
Water	$ 3,600	$ 4,016	$ 4,231	$ 4,302	$ 4,434	**$ 20,583**	**$ 44,472**
	3,600	4,016	4,231	4,302	4,434	**20,583**	**44,472**
Discretionary Contributions							
Appropriated Surplus							
Rate Stabilization Provision	4,000	0	0	0	0	**4,000**	**4,000**
	4,000	0	0	0	0	**4,000**	**4,000**
Contribution from Operating							
Current Year's Contribution	2,994	3,050	3,131	3,231	3,327	**15,733**	**33,902**
City's Share - DCC Program	400	446	470	478	493	**2,287**	**4,942**
	3,394	3,496	3,601	3,709	3,820	**18,020**	**38,844**
	7,394	**3,496**	**3,601**	**3,709**	**3,820**	**22,020**	**42,844**
Other Contributions							
External Sources							
Sundry Contributions	150	150	150	150	150	**750**	**1,500**
	150	150	150	150	150	**750**	**1,500**
Borrowing Proceeds							
Local Improvement	2,000	2,000	2,000	2,000	2,000	**10,000**	**20,000**
	2,000	2,000	2,000	2,000	2,000	**10,000**	**20,000**
	2,150	**2,150**	**2,150**	**2,150**	**2,150**	**10,750**	**21,500**
TOTAL CONTRIBUTIONS	**$ 13,144**	**$ 9,662**	**$ 9,982**	**$ 10,161**	**$ 10,404**	**$ 53,353**	**$ 108,816**

EXPENDITURE SUMMARY	1999	2000	2001	2002	2003	5 YEAR PROGRAM	10 YEAR PROGRAM
Statutory & Asset Maintenance							
Growth Related							
Water	$ 4,000	$ 4,462	$ 4,701	$ 4,780	$ 4,927	**$ 22,870**	**$ 49,414**
	4,000	4,462	4,701	4,780	4,927	**22,870**	**49,414**
Non Growth Related							
Water	9,144	5,200	5,281	5,381	5,477	**30,483**	**59,402**
	9,144	5,200	5,281	5,381	5,477	**30,483**	**59,402**
	13,144	**9,662**	**9,982**	**10,161**	**10,404**	**53,353**	**108,816**
TOTAL EXPENDITURES	**$ 13,144**	**$ 9,662**	**$ 9,982**	**$ 10,161**	**$ 10,404**	**$ 53,353**	**$ 108,816**

AVAILABLE FOR RANKING	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

LONG TERM CAPITAL PLAN
SEWER & DRAINAGE SERVICES
$ 000's

SURREY
CITY OF PARKS

Schedule 9

CONTRIBUTION SUMMARY	1999	2000	2001	2002	2003	5 YEAR PROGRAM	10 YEAR PROGRAM
Non Discretionary Contributions							
DCC Reserve Funds							
Sewer	$ 3,200	$ 3,280	$ 3,362	$ 3,446	$ 3,532	**$ 16,820**	**$ 35,850**
Drainage	6,059	6,210	6,365	6,524	6,687	**31,845**	**78,365**
	9,259	9,490	9,727	9,970	10,219	**48,665**	**114,215**
Discretionary Contributions							
Appropriated Surplus							
Rate Stabilization Provision	10,000	6,000	6,000	6,000	6,000	**34,000**	**99,000**
	10,000	6,000	6,000	6,000	6,000	**34,000**	**99,000**
Contribution from Operating							
Current Year's Contribution - Sewer	2,109	2,336	2,426	2,517	2,608	**11,996**	**26,382**
Current Year's Contribution - Drainage	3,181	3,173	3,165	3,157	3,148	**15,824**	**30,875**
City's Share - DCC Program	675	691	709	726	744	**3,545**	**8,108**
	5,965	6,200	6,300	6,400	6,500	**31,365**	**65,365**
	15,965	**12,200**	**12,300**	**12,400**	**12,500**	**65,365**	**164,365**
Other Contributions							
External Sources							
Sundry Contributions	70	150	150	150	150	**670**	**1,420**
	70	150	150	150	150	**670**	**1,420**
Borrowing Proceeds							
Local Improvement	0	0	0	0	0	**0**	**0**
	0	0	0	0	0	**0**	**0**
	70	**150**	**150**	**150**	**150**	**670**	**1,420**
TOTAL CONTRIBUTIONS	**$ 25,294**	**$ 21,840**	**$ 22,177**	**$ 22,520**	**$ 22,869**	**$ 114,700**	**$ 280,000**

EXPENDITURE SUMMARY	1999	2000	2001	2002	2003	5 YEAR PROGRAM	10 YEAR PROGRAM
Statutory & Asset Maintenance							
Growth Related							
Sewer	$ 3,556	$ 3,644	$ 3,736	$ 3,829	$ 3,924	**$ 18,689**	**$ 39,833**
Drainage	6,378	6,537	6,700	6,867	7,039	**33,521**	**82,490**
	9,934	10,181	10,436	10,696	10,963	**52,210**	**122,323**
Non Growth Related							
Sewer	2,179	2,486	2,576	2,667	2,758	**12,666**	**27,802**
Drainage	13,181	9,173	9,165	9,157	9,148	**49,824**	**129,875**
	15,360	11,659	11,741	11,824	11,906	**62,490**	**157,677**
	25,294	**21,840**	**22,177**	**22,520**	**22,869**	**114,700**	**280,000**
TOTAL EXPENDITURES	**$ 25,294**	**$ 21,840**	**$ 22,177**	**$ 22,520**	**$ 22,869**	**$ 114,700**	**$ 280,000**

AVAILABLE FOR RANKING	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

LONG TERM CAPITAL PLAN
CAPITAL PROJECTS
$ 000's

SURREY
CITY OF PARKS

Schedule 10

RANKED PROJECTS	CATEGORY	1999	2000	2001	2002	2003 & BEYOND	OPER
CORP: Ocean Park Library Expansion	Buildings	$ 245					$ 100
CORP: Strawberry Hill Library	Buildings	1,520					525
CORP: 800 MHZ Radio Upgrade	Equipment	2,300		2,500			
P&R: Darts Hill Garden	Engin. Structures	400	300				15
FIRE: Penreal Fire Hall	Buildings	220	2,400				
P&R: Guildford Multi-Purpose Facility	Buildings	11,000				5,500	170
P&R: Emergency Social Services Equip.	Equipment	71					
ENG: Non Arterial Paving	Engin. Structures	1,500	1,500	1,500	1,500	9,000	
P&R: Greenways	Engin. Structures	500					20
FIRE: WCB Requirements	Buildings	186	186	186			
CORP: Guildford/City Centre Lib. Study	Buildings	100					
P&R: Newton Multi-Purpose Centre	Buildings			11,000		6,000	
CORP: Works Yard Builidng	Buildings		3,800				
P&R: Park Development	Engin. Structures	502					13
P&R: Erma Stevenson Park	Engin. Structures	400					23
P&R: Bolivar Park	Engin. Structures	500					40
P&R: S. Surrey Multi-Purpose Centre	Buildings			6,500			
P&R: Art Centre Addition	Buildings				5,500		
ENG: City Centre Beautification	Engin. Structures	1,320				11,880	
P&R: Joint Park Projects	Engin. Structures					150	
ENG: Local Road Sidewalks	Engin. Structures				600	5,400	
P&R: Cloverdale Multi-Purpose Centre	Buildings				12,000		
ENG: Transportation Plan	Engin. Structures					140	
CORP: Library Computer Lab	Equipment					100	
P&R: Deseased Tree Removal	Engin. Structures					150	
P&R: Museum & Archives	Buildings					12,000	
CORP: Semiahmoo Library	Buildings					6,000	
P&R: Elgin Heritage Park	Engin. Structures					300	4
P&R: Park Development	Engin. Structures					26,600	13
P&R: Fleetwood Gym	Buildings					2,000	
CORP: City Hall Expansion	Buildings					14,300	
P&R: YMCA	Buildings					4,000	
CORP: Guildford Library Expansion	Buildings					1,610	297
RCMP: S Surrey Precinct Offices	Buildings					2,000	
FIRE: New Hall #19	Buildings					1,820	
FIRE: New Hall #20	Buildings					1,820	
FIRE: New Fraser Heights Firehall	Buildings					1,820	
FIRE: New Clayton Firehall	Buildings					1,820	
P&R: Masterplan Study	Engin. Structures					65	
P&R: Cemeteries Improvements	Engin. Structures					300	(5)
P&R: City-Centre Multi-Purpose Facility	Buildings					10,000	
CORP: City Centre Library	Buildings					45,000	
P&R: Elgin Heritage Park	Engin. Structures					500	
P&R: Spectator Arena/Convention Centre	Buildings					10,000	
P&R: Performing Arts Facility	Buildings					15,000	
TOTAL RANKED PROJECTS		**$ 20,764**	**$ 8,186**	**$ 21,686**	**$ 19,600**	**$ 195,275**	**$ 1,215**

LONG TERM CAPITAL PLAN
CAPITAL PROJECTS
$ 000's

SURREY
CITY OF PARKS

Schedule 11

FUNDING AVAILABLE	1999	2000	2001	2002
Contribution from General Operating	$ 18,327	$ 22,277	$ 22,477	$ 22,677
Less: Base Capital Funding	(9,854)	(10,213)	(10,542)	(10,813)
	8,473	12,064	11,935	11,864
NCP Contributions	148	0	0	0
Penreal Contribution	0	267	0	0
City Land Reserve	3,500	5,000	5,000	5,000
Temporary Financing from Reserves	6,500	(6,500)	0	0
Capital Contingency	1,073	55	1	416
Prior Year Funding	450	(2,700)	3,110	0
P3 Contributions	620	0	1,640	2,320
	$ 20,764	$ 8,186	$ 21,686	$ 19,600

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GLOSSARY OF TERMS

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

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

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

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

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

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

Asset - Resources owned or held bythe City which have monetary value.

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

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

Budgetary Basis - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual.

BIA - Business Improvement Area - A separate specific contained area where funds are spent to improve business commercial potential.

Capital Assets - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

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

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

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

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

Collective Bargaining Agreement - A legal contract between the employer and a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Consumer Price Index (CPI) - a statistical description of price levels provided by Statscan (Government of Canada). The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

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

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

Cost-of-living Adjustment (COLA) - An increase in salaries to offset the adverse effect of inflation on compensation.

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

Debt Service - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

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

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

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

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

Disbursement - The expenditure of monies from an account.

Distinguished Budget Presentation - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

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

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

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

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

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

Fixed Assets - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FOI - Freedom of Information Act

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

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

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

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

Goal - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

GST - Goods & Services Tax

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

GVO - Greater Vancouver Open Golf Tournament

GVRD - Greater Vancouver Regional District

GVS&DD - Greater Vancouver Sewer & Drainage District

GDP - Gross Domestic Product as provided by Statscan

Guidepost - See Goal

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

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

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

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

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

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

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

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

Mill - The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each $1,000 of assessed property valuation.

NCP - Neighbourhood Concept Plan, part of the City's Official Community Plan

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

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

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

OCP - Official Community Plan - The City's prime development planning document

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

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

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

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

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

PST - Provincial Sales Tax

RFFE - Reserve for Future Expenditures.

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

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

RCMP - Royal Canadian Mounted Police

SFPR - South Fraser Perimeter - Capital roads project undertaken by the City

Tax Levy - The total amount to be raised by general property taxes when the taxrate is multiplied by the tax base.

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

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

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

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