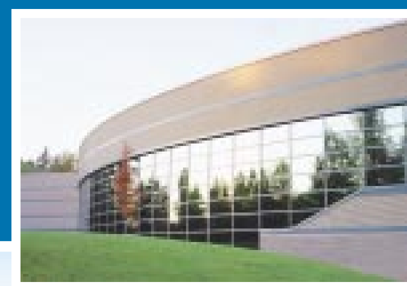
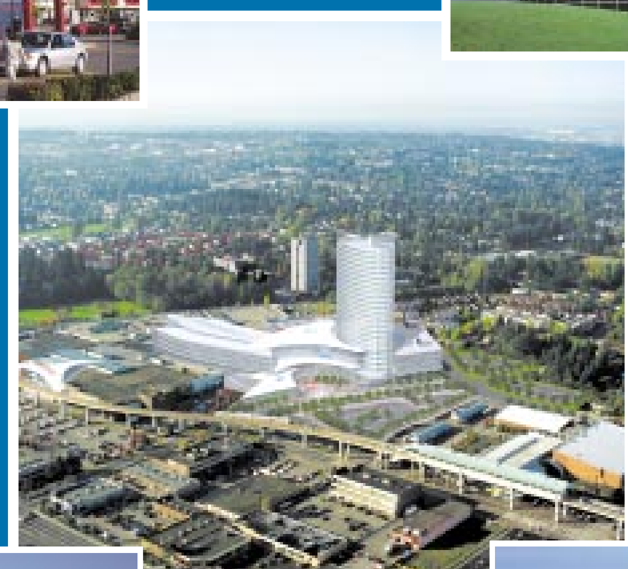
2001 - 2005 FINANCIAL PLAN

CITY OF SURREY





Building for the Future

British Columbia, Canada

SURREY

CITY OF PARKS

Working Together to Create a Great City With a Heart

2001 - 2005 FINANCIAL PLAN

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Departmental Operations - continued

May 4, 2001

To the Mayor and Council,
City of Surrey

I am pleased to submit the City of Surrey's 2001 Five-Year Financial Plan.

This is the second year that we have been required to prepare a plan in accordance with the Local Government Act. This document provides the supporting details to the 2001 Five-Year Financial Plan By-laws which received final adoption on April 30th, 2001.

Although, in the preparation, consideration was given to the Official Community Plan; Transportation Plan; Parks, Recreation & Culture Master Plan and the Library Master Plan, our goal is to more closely align all of these plans as they are amended in the near future. Together, these plans will clearly outline and support the strategies required to ensure that the City's immediate and future needs are adequately met.

CONSOLIDATED OVERVIEW

Included in the Financial Overview is a Five-Year Consolidated Financial Plan, which incorporates a forecast of all revenues and expenditures required to meet the City's operating and capital obligations over the next five years.

The remaining parts of the document include more detailed information for the upcoming years. This detail supports the consolidated figures and also provides departments with their expenditure authority.

This detail is divided into:

- General Operating (departmental budgets);
- Capital;
- Water Utility, and
- Sewer/Drainage Utility.

It is important to note that 2002 – 2005 are estimates and projections. These projections will be updated annually before Council reviews and approves that year's annual Financial Plan.

FINANCIAL PLANNING PROCESS

As part of an on-going commitment to improve the financial planning process, both in term of streamlining the process for departments, reducing the amount of time required to prepare their plans, and enhancing the necessary Local Government Act changes resulting from Bill 88, we had public meetings with Council in July and October, 2000, to seek direction and guidance for the preparation of the Five-Year Financial Plan.

The following feedback, received during those sessions, has been incorporated into the plan.

General Operating Financial Plan Highlights

In order to address the on-going needs of the City, Council has directed that the following assumptions be included in our Five-Year Financial Plan:

Funding Requirements for:

- 0% tax increase for 2001-2002;
- Known contract increases (BC Hydro/Gas etc);
- Salary contract & step increases;
- Funds to offset reductions in bylaw & casino revenue;
- Full year impact of prior year's approved funding requests, and
- Operating impact of approved capital projects (Guildford Complex and Arts Centre).

Funding Sources from:

- Property tax growth at 2.3% - 2.5% per year;
- Separate utility billing to begin in 2001;
- Fee increases to recover additional labour and other costs @ 2% per year;
- Parks, Rec & Culture operating savings ($0.3M in 2001);
- Decrease operating contribution to capital (2001 -$6.5M and 2002 -$3.5M);
- Accelerated commercial/industrial growth beginning in 2001;
- Increased traffic fine revenue beginning in 2002 (on basis of 75%);
- Public Safety Tax or equivalent on-going sustainable revenue to begin in 2003;
- Gaming revenue to begin in 2004, and
- Other revenue ideas (eg. cost recovery from property owners for illegal operations, Business licence fees for rental properties, cost savings from the RCMP Contract etc.)

It should be noted that the above assumptions only meet the baseline needs for the City. There are neither provisions for any new or enhanced services nor for needs and demands that have been building for some years.

Council has also directed that we include additional funding for the following:

- 8 new RCMP officers each year @ 125K per officer;
- RCMP overtime increases at a rate of 10% per year;
- Scheduled replacement of RCMP computers & vehicle inventories @ about 4 yrs;
- Other various RCMP needs such as the auxiliary program, E-Comm radio system, and
- Additional firefighters (8 in 2001, 4 in 2002 and 8 in 2005).

These additions have resulted in an allocation of $2.0 - $2.5 Million from Surplus for each year to balance the Financial Plan. These transfers are intended for one-time use only and are in-line with previous years. As in previous years, staff will endeavor to develop strategies to identify sustainable sources for on-going new revenues and expenditure reductions to balance each year without having to use these Surplus funds.

The General Operating Financial Plan has been balanced by decreasing the General Capital Program.

General Capital Financial Plan Highlights

In order to balance the General Operating component of the Financial Plan, the operating contribution to capital had to be reduced by $6.5 Million in 2001, $3.5 Million in 2002 and $3.0 Million in 2003. The following has offset this shortfall:

- "Planned" sales of excess City lands;
- Continued use of surplus landfill accounts totaling $3.2 Million;
- Allocation of 'one-time' past savings in Engineering capital of $1.0 Million, and
- Allocation of interest income (about $2.0 M) from the Legacy Statutory Reserve Funds.

In 2001 the City will continue with its commitment to the community as it begins the expansion of the Surrey Arts Centre. This expansion project has a budget of $7.2 Million and will be complete in time to host the BC Festival of Arts in 2002. The City will also finalize its contributions to the YMCA Multi-purpose Facility in Panorama Village, increasing access to additional recreation facilities for the neighbouring communities of Newton, Cloverdale & South Surrey. Further details of upcoming capital projects can be found in the Capital section of this document.

Water Utility Financial Plan Highlights

The Water Utility is a self-sustaining Fund. Any projected funding requirements are offset by a corresponding increase in the user fees. Over the last several years, the City has been moving towards a 'User-Pay' approach for water usage. We will be continuing to enhance our fee structure in the next couple of years to eliminate the 'Flat-Rate' system.

Funding Requirements:

- Greater Vancouver Regional District's projected increases;
- Continuation of our 10 year Residential Metering Program;
- Contractual labour and energy cost increases, and
- Pre-servicing of industrial lands.

These requirements will be met by an average fee increase of 5% over the next 5 years.

Sewer/Drainage Utility Financial Plan Highlights

The Sewer/Drainage Utility is a self-sustaining Fund. Any projected funding requirements are offset by a corresponding increase in the user fees. Over the last several years, the City has been moving towards a 'User-Pay' approach for sewer and drainage usage. We will be continuing to enhance our fee structure in the next couple of years to eliminate the 'Flat-Rate' system.

Funding Requirements:

- Greater Vancouver Sewer & Drainage District's projected increases;
- Serpentine Nicomekl flood control program;
- Contractual labour and energy cost increases, and
- Pre-servicing of industrial lands.

These requirements will be met by an average fee increase of 7% - 10% over the next 5 years.

OUTLOOK – MEETING THE CHALLENGES OF TOMORROW

The measured use of Surplus is a valid one-year strategy, but a non-sustainable on-going solution. The City has deployed this strategy successfully during the past 8 years. A significant portion of the 'Use of Surplus' in the 2000 Financial Plan was overcome with on-going new revenues and one-time expenditure reductions, resulting in a small 'Use of Surplus' at year-end.

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 Council direction. Council will be presented with new revenue strategies in the upcoming years to eliminate the need to rely on one-time transfers from surplus to balance our future financial plans.

Some of these strategies include:

- Acceleration of industrial/commercial tax base;
- Lease fee for the use of City's road rights-of-ways by the telecommunication sector;
- City's share of revenue from the 4% Fire Insurance Premium Tax;
- Increase the utilization capacity of City Buildings through joint uses;
- Gaming revenues, and
- Leasing vs ownership options for City facilities.

The extent of successful implementation of the above strategies may also assist in dealing with funding needs currently not included in the 2001 Five-Year Financial Plan. Examples of such needs include Transportation Plan needs, Capital Project funding needs, Public Safety Services needs, maintenance and operation for ever increasing Municipal Infrastructure inventories, etc. It should be noted that some of these strategies are under the direct control and decision-making authority of Council, while others are dependent upon Federal/Provincial governmental decisions.

CONCLUSION

The 2001 Five-Year Financial Plan presented in this document meets Council's direction to maintain a zero percent tax increase for the first two years of the plan. It also continues to meet the essential needs of all of the City Services while maintaining a sound financial health. However, critical consideration must be given to generating additional revenues in order for the Corporation to deal with funding needs currently not included in the Five-Year Financial Plan. We will endeavour to address these issues as part of the annual budget process of future years.

I wish to thank all the staff for their dedication, efforts and delivery of quality services to Surrey citizens and businesses, while meeting Council's financial direction. I also thank staff that contributed directly to the preparation of the 2001 Five-Year Financial Plan.

Respectfully,

Umendra Mital, P. Eng.
City Manager

2001 - 2005 FINANCIAL PLAN

SUPPLEMENTAL FUNDING REQUESTS

The financial plan guidelines issued by the City Manager included instructions to include the operating component of new capital projects that have been or will be completed in the years 2001 – 2003. The 2001 operating costs total $300,000 and had been previously identified in the 2000 Financial Plan.

Specifically these include:

Guildford Multi-Purpose Facility	$100,000
Guildford Library Expansion	$200,000

Council also authorized the following issues totalling $1,700,000

Fire Department Staffing Increases	$200,000
RCMP Computer & Vehicle increases	$900,000
RCMP Overtime increase	$200,000
RCMP Staffing increases	$400,000

The 2001 Financial Plan includes $250,000, which is available for "Council Projects" to be allocated throughout the year as Council sees fit.

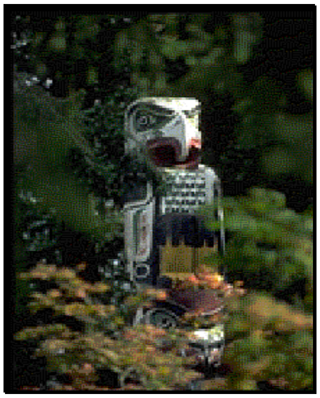
Council has already approved the following projects, totalling $70,000

Anti-Graffiti Program	$25,000
Farmer's Market	$15,000
Surrey Tourism & Convention Association	$30,000

In addition to the increased approved in 2001, the 2001 – 2005 Financial Plan also includes increases for the following issues:

Fire Department Staffing increases	$ 300,000 in 2002
	$ 500,000 in 2005
RCMP Overtime & Computer increases	$ 800,000 per year
RCMP Staffing increases	$1,000,000 per year
Surrey Art Centre expansion operating increase	$ 300,000 in 2002

SURREY'S HISTORY



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.

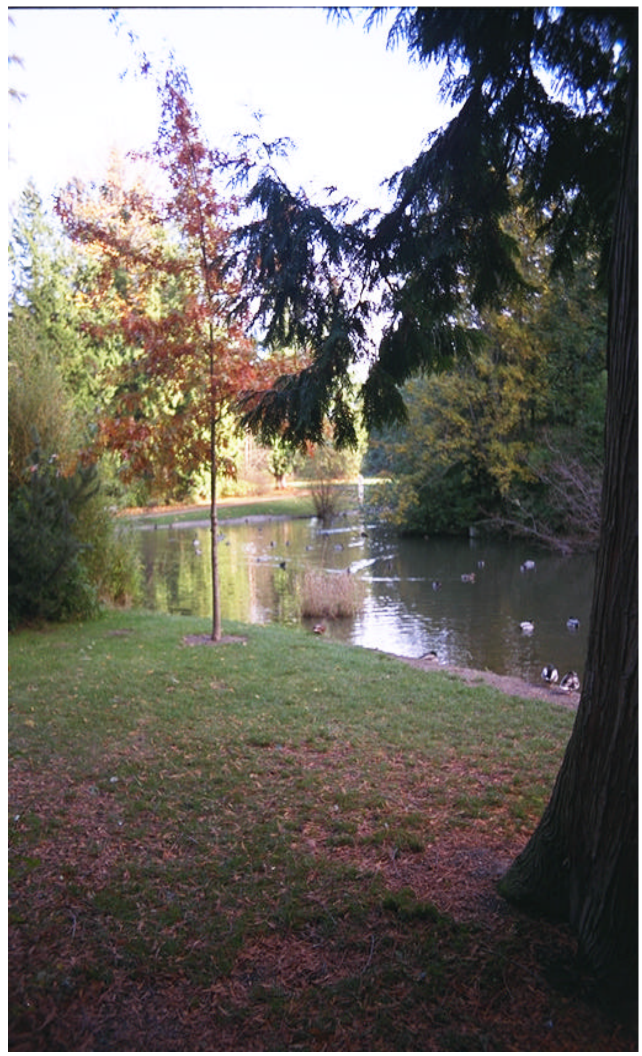
SURREY FACTS

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.

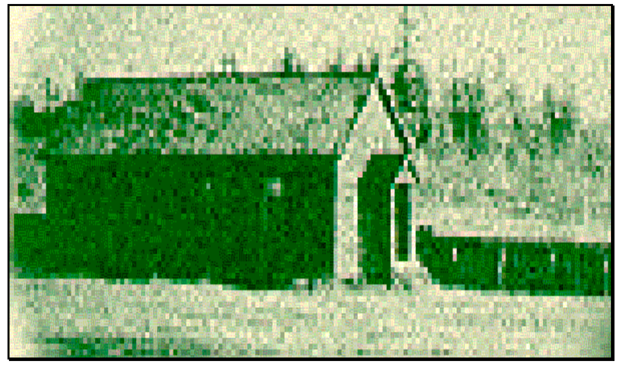
Population - Surrey is the fastest growing major City in Canada, with a population growth averaging 12,000 persons per year between 1991 and 1996. Forty-one percent of this growth is due to immigration. Surrey is home to 13% of all immigrants to the GVRD over the past five years. As of January 1, 2000, Surrey has a population of 336,000.

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 surveys 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 3,400 new business licenses issued in 2000 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

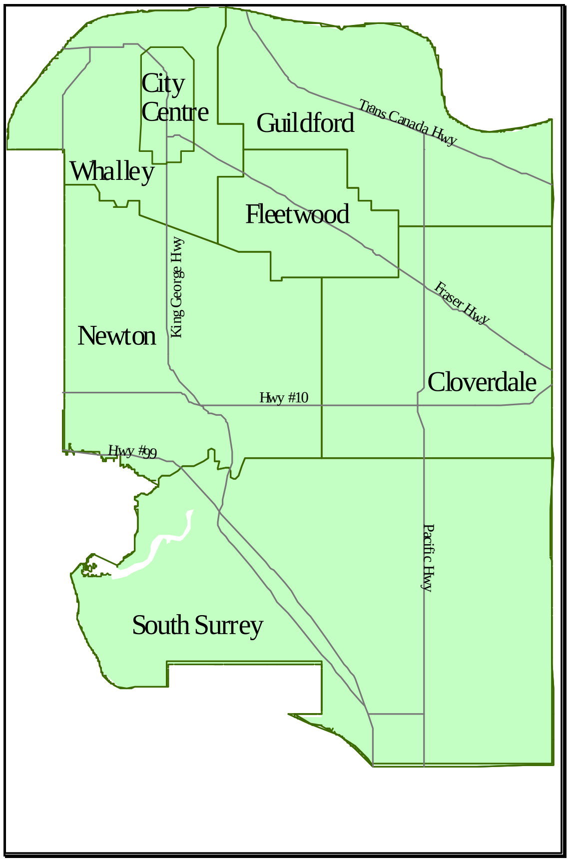
First City Town Hall

1960 - Port Mann Bridge was opened
1962 - New Municipal Hall constructed at No. 10 Highway
1988 - Sunnyside Acres and Green Timbers dedicated as urban forests
1993 - Surrey celebrated becoming a city and SkyTrain link opens
1996 - Surrey's population surpasses 300,000 and Future Surrey project is completed
1998 - Surrey began its Clean City/Safe City initiative
1999 - Tech BC opens its doors and the Surrey School District becomes the largest in BC
2001 - Surrey celebrates eighth anniversary of consecutive 0% tax increases

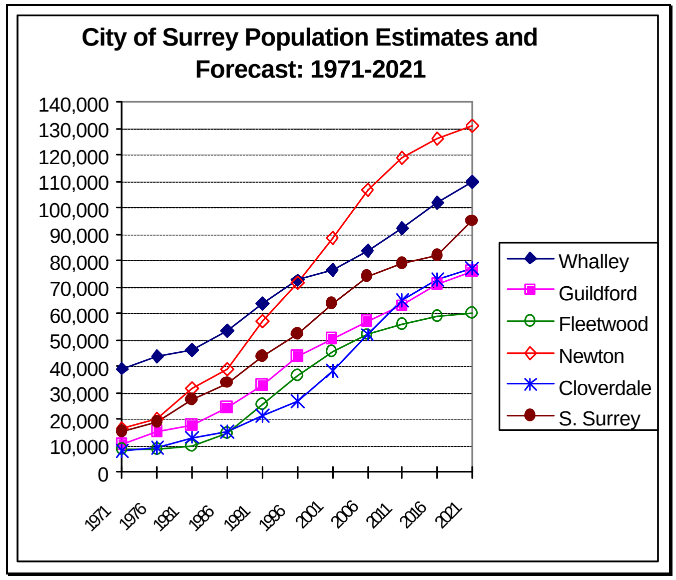
The Pattullo Bridge opened in 1937 to connect Surrey to New Westminster.

2001 - 2005 FINANCIAL PLAN

POPULATION AND GROWTH

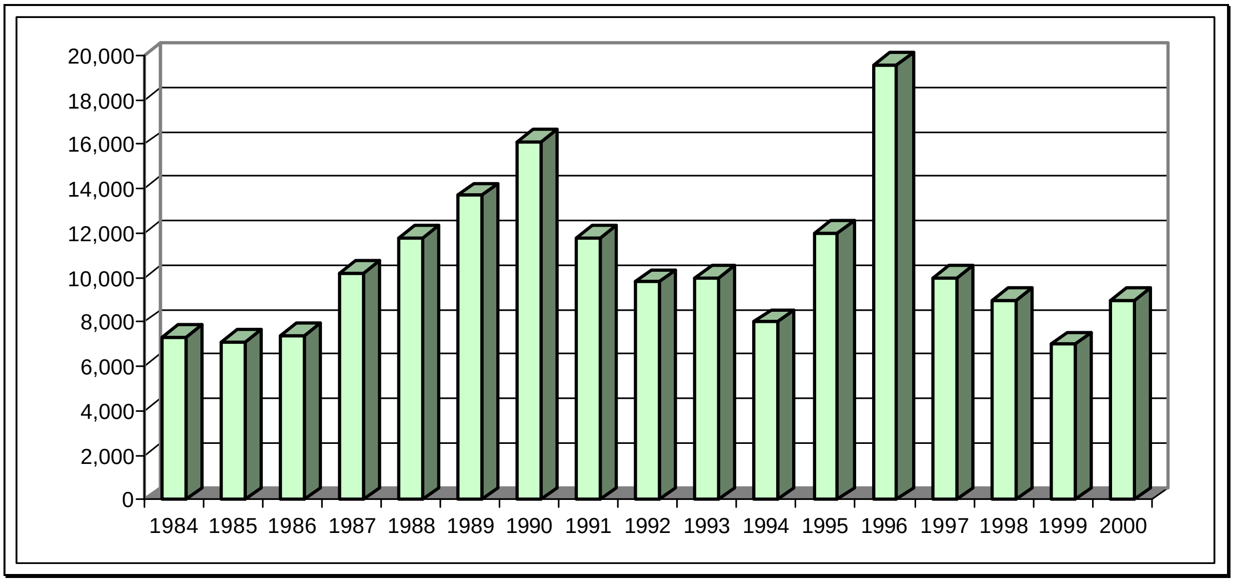


Surrey was the fastest growing major city according to the latest census data.

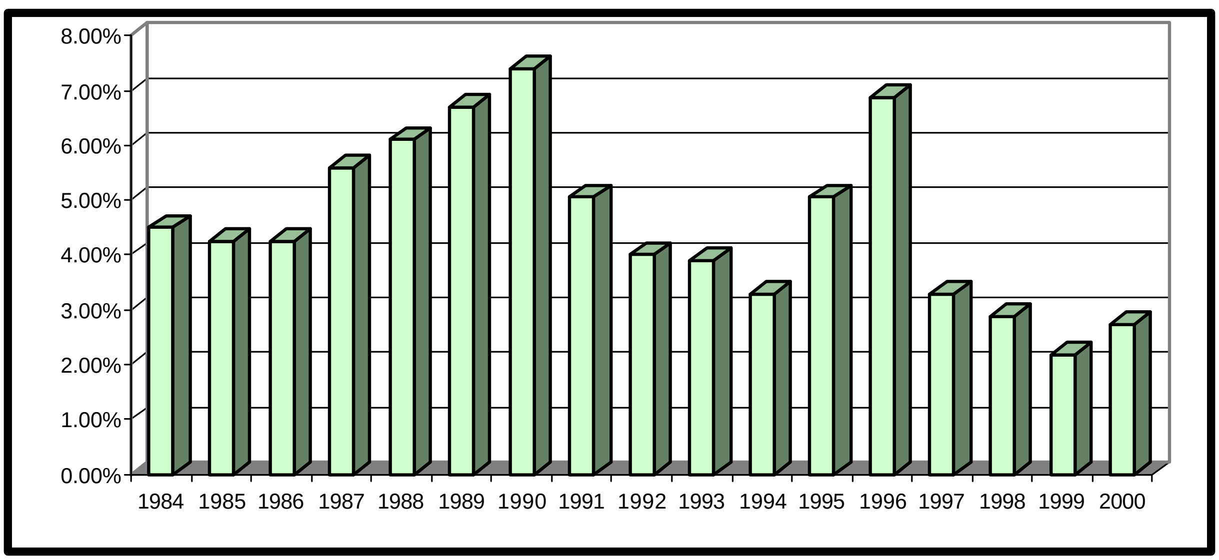


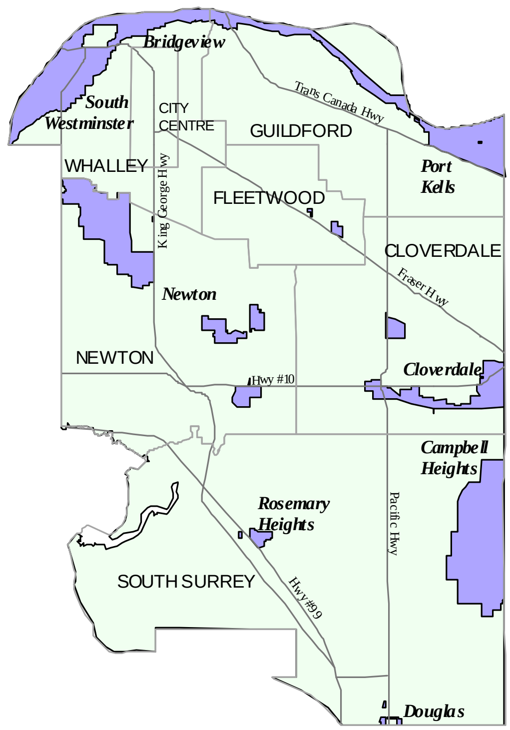
	1971 (CENSUS)	1976 (CENSUS)	1981 (CENSUS)	1986 (CENSUS)	1991 (CENSUS)	1996 (CENSUS)	2001 (ESTIMATE)	2006 (ESTIMATE)	2011 (ESTIMATE)	2016 (ESTIMATE)	2021 (ESTIMATE)
Whalley	39,300	43,700	46,400	53,610	64,000	72,600	76,700	84,000	92,000	102,000	110,000
Guildford	10,800	15,300	18,000	24,630	33,000	44,100	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 - 2000



City of Surrey
Annual Population Growth (%)
1984 - 2000





Surrey's industrial areas are strategically located, with access to five major highways, four railways, the Canada/U.S. border and deep-sea dock 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. Port Kells is home of over 474 businesses.

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. Newton houses over 1,100 businesses.

Bridgeview

Good access via King George Highway and Scott Road. With mostly smaller sites, servicing must account for soil conditions. Some sites have Fraser River frontage.

Cloverdale

Rail served sites are available in East Cloverdale; all 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. There are over 300 businesses located in this area.

South Westminster

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

Campbell Heights

This area is designated for industrial development, although not all sites are zoned. Many properties are larger, and much of the area is owned by four owners, including the City.

Rosemary Heights

With exposure to Highway 99 and excellent access to the Canada/U.S. border, this newly designated industrial area has excellent potential.

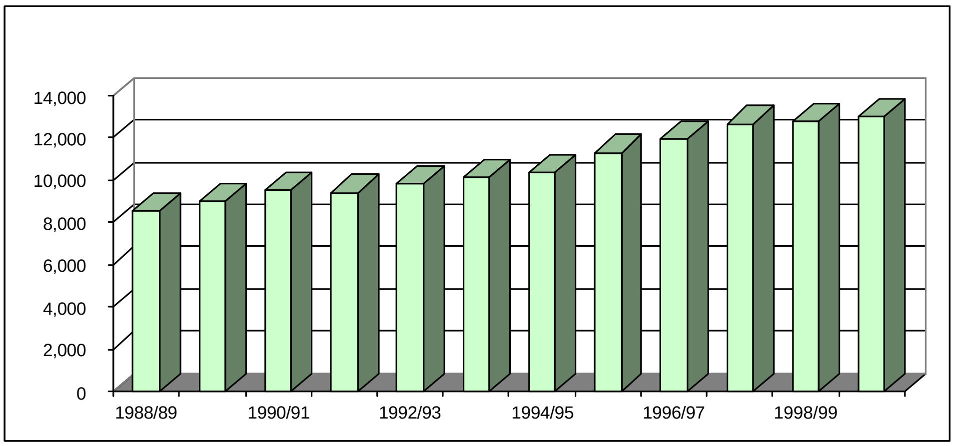
Douglas

This industrial area was recently created to provide opportunities for transportation-oriented businesses to locate adjacent to the Canada/U.S. border at Douglas crossing.

Type of Business	Number of Businesses										Change	
	1897	%	1992	%	1997	%	1998	%	1999	%	1987-92	1987-99
Contractors or Building Services	1,061	17.4%	1,471	17.4%	1,228	12.6%	1,187	11.0%	1,247	11.0%	39%	18%
Manufacturers	634	10.8%	912	10.8%	1,097	11.2%	1,032	9.6%	1,026	9.1%	44%	62%
Transportation	158	1.9%	163	1.9%	272	2.8%	411	3.8%	584	5.2%	3%	270%
Wholesale Merchants	210	3.9%	332	3.9%	472	4.8%	760	7.1%	799	7.1%	58%	280%
Retail	1,944	29.5%	2,496	29.5%	2,178	22.3%	1,706	15.8%	1,893	16.7%	28%	-3%
Finance, Insurance & Real Estate	140	2.3%	199	2.3%	556	5.7%	625	5.8%	715	6.3%	42%	411%
Services	2,289	34.2%	2,897	34.2%	3,964	40.6%	5,056	46.9%	5,051	44.6%	27%	121%
	6,436	100.0%	8,470	100.0%	9,767	100.0%	10,777	100.0%	11,315	100.0%	32%	76%

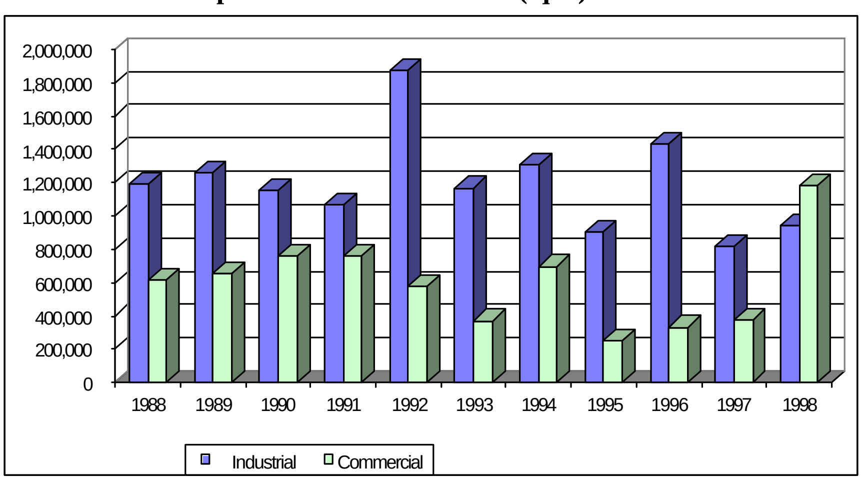
Year	Number of Licenses
1988/89	8,551
1989/90	8,986
1990/91	9,515
1991/92	9,414
1992/93	9,825
1993/94	10,107
1994/95	10,363
1995/96	11,301
1996/97	11,965
1997/98	12,654
1998/99	12,800
1999/00	13,000

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
1998	945,347	1,184,626

Floor Space Constructed 1988 - 1998 (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 3rd. Metered Utilities are billed in January, May and September. Payment is due by 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 the Greater Vancouver Transit Authority. Tax rates are based on the use of the property. The 2001 tax rates (for every $1,000 of assessed value) for the most common uses are:

- Residential 7.72
- Commercial 21.43
- Light Industrial 22.10

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

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

UTILITIES (2001 rates)

Utility charges are billed separately, in late February and are due by July 2nd of each year. Residents are eligible for a discount if paid prior to July 2nd and a further discount is paid prior to March 31st. 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 $212.00 per year, if paid by March 30th. Commercial and industrial users are all metered.

Currently, most residential properties are on the flat rate water billing system. However; in 1998 all new construction, residential and commercial, moved to meters. In 2000, a voluntary metering program began, which allowed for the remaining residential properties to move to meters on request. This is a giant step towards a full "user pay" system.

Sewer Charges

Single-family dwellings pay $169.00 for user rates if paid by March 30th 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 $170.00 per year if paid by March 30th. 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
333 Dunsmuir Street
Vancouver, B.C. V6B 5R3

Customer Service	(604) 224-9376
Power Smart	(604) 431-9463
Projects & Installations	1-877-431–9463

Telephone

Service in Surrey is provided by Telus.

Contact:

Telus
3777 Kingsway
Burnaby, B.C. V5H 3Z7

New Residential Service	(604) 310-2255
New Business Service	(604) 310-3100

Gas

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

Contact:

B.C. Gas
1111 West Georgia Street
Vancouver, B.C. V6E 4M4

24 Hr. Emergency	1-800-663-9911
Residential	1-877-431-7958
Commercial	(604) 443-6500

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

1000 - 13401 108th Avenue

Surrey, B.C. V3T 5V6

(604) 584-1321

EDUCATIONAL SERVICES

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

Please Contact:

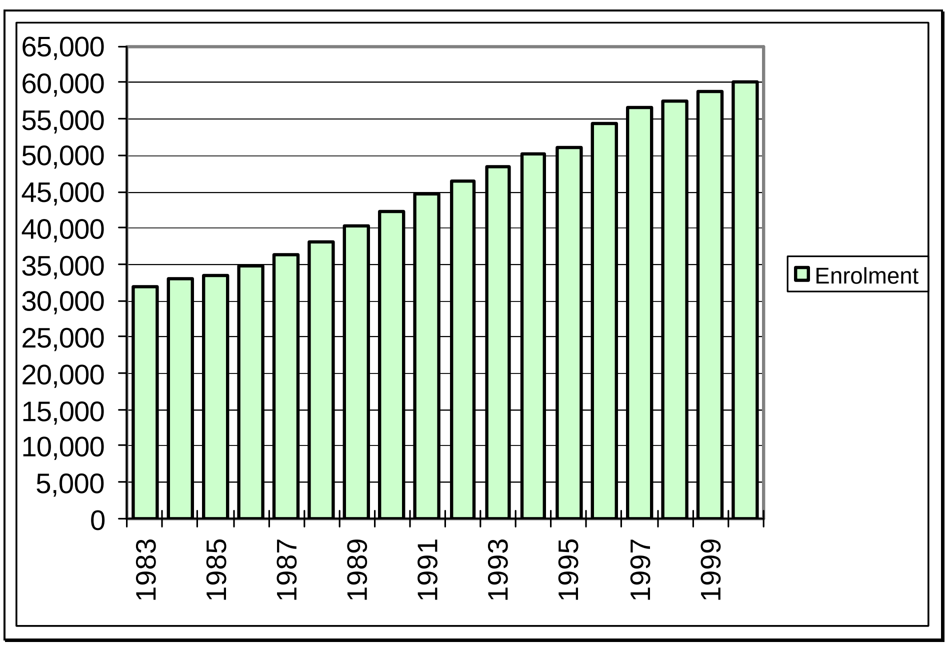
School District #36 (Surrey)
14225 – 56th Avenue
Surrey, B.C. V3X 3A3
Telephone (604) 596-7733

To serve the growing population, new schools are planned and built every year. There is are on-going requests to seek funding in order to build the schools required to meet growth, that are currently in the planning and/or construction stage. Currently in Surrey there are:

- 95 Elementary Schools;
- 19 Secondary Schools, and
- 21 Independent Schools.

Surrey School District #36

Annual Enrolment



POST SECONDARY EDUCATION

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

Universities

The Provincial Government has started construction at Surrey's City Centre for the future home of 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 of the facility is scheduled for completion in the spring of 2002.

Technical University of British Columbia

Address #1280 13401 – 108th 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 – 72nd 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

Phone # (604) 434-5734

HEALTH AND SAFETY

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, chemotherapy and radiation therapy and counselling, for both children and adults. This facility completed a $76.5 million expansion, opening a new wing that adds 16,722 additional square feet to the complex. The new wing will house a children's health centre, including an adolescent psychiatric inpatient unit, a family birthing unit, and a neonatal intensive care unit, increasing the number of special care bassinettes by six.

Surrey Memorial Hospital

13750 – 96th Avenue

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.

Peace Arch Hospital

15521 Russell Avenue

White Rock, B.C. V4B 2R4

Telephone (604) 531-5512

BOUNDARY HEALTH UNITS

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

Main Office

14245 - 56th Avenue

Surrey, B.C. V3X 3A4

Telephone (604) 572-2600

North Surrey Office

220 – 10362 King George Highway

Surrey, B.C. V3T 2W5

Telephone (604) 587-7900

Cloverdale Office

17536 - 58th Avenue

Surrey, B.C. V3S 1L2

Telephone (604) 574-4166

Guildford Office

100 – 10233 153rd Street

Surrey, B.C. V3R 0Z7

Telephone (604) 587-4750

Newton Office
200 – 7337 137th Avenue
Surrey, B.C. V3W 1A4
Telephone (604) 951-1200

White Rock Office
(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.

Surrey Fire Department
8767 – 132rd 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 382 officers and 129 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.

R.C.M.P.
14355 – 57th Avenue
Surrey, B.C. V3X 1A9
Telephone (604) 599-0502 (non-emergency)

Court Services

Provincial Courts
14340 - 57th Avenue
Surrey, B.C. V3X 1B2
Telephone (604) 572-2200

Family Court
14340 - 57th Avenue
Surrey, B.C. V3X 1B2
Telephone (604) 572-2220

Canadian Citizenship Court
#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 14th, 1879, and as a City one hundred and fourteen years later, on September 11th, 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, 2002. Regular Council meetings are held on Monday evenings at 7:00 p.m. at the City Hall, 14245 - 56th Avenue. Current Council members and their office telephone numbers are:

Mayor

Doug W. McCallum	591-4126

Councillors

Robert Bose	591-4624
Jeanne L. Eddington	591-4622
Judith E. Higginbotham	591-4633
J. Marvin Hunt	591-4635
H. Barbara Steele	591-4623
Gary Tymoschuk	591-4626
Judy A. Villeneuve	591-4625
Dianne L. Watts	591-4634

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

City Manager	Umendra Mital, P. Eng	591-4122
Acting City Clerk	Marg Jones	591-4113
General Manager, Engineering	Jorgen Johansen, P. Eng.	591-4219
Acting General Manager, Finance, Technology & HR	Vivienne Wilke, CGA, MBA	591-4817
General Manager, Parks, Recreation & Culture	Don Hunter, Ph.D	501-5060
General Manager, Planning & Development	Murray Dinwoodie, P. Eng, MBA	591-4474
Acting Fire Chief	Len Garis	543-6701
Officer in Charge, RCMP	Chief Superintendent Jamie Graham	599-7712
Chief Librarian	Beth Barlow, BLS	572-8269

OUR MISSION STATEMENT

**Working
Together to
Create a great
City with a heart**

SURREY'S VALUES

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

With a new Mayor taking office in December of 1996, Council began work in 1997 to established the following five guideposts, based on Surrey's values, to document the Future Vision and direction of Surrey:

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

Mayor and Council began a new term in office December 1999. In February 2000 they began the task of reviewing these guideposts and the progress that has been made. The following identifies the specifics of how Council plans on achieving these guideposts:

Making Progress on Surrey's Vision: Council's Action Ideas

Vision Guidepost #1: Sustainable Tourism

Facilities

- **Build more capacity for tourists such as ….**
  - Hotel and convention centre
  - RV Park
  - Golf Course
  - Agriplex
  - Cultural centre
  - Heritage garden
  - Heritage rail
  - Squares, fountains, public places
  - Historical walks
  - Valley and waterfront revitalization
  - Farmer's market
  - Art Centre expansion/renovation

Event

- **Enhance Annual Calendar of Events to Attract Tourists (in partnership with other cities and municipalities wherever possible) such as …..**
  - Children's festival
  - PNE or theme park
  - Water-related competition
  - Rodeo expansion
  - Country music festival
  - Family biking adventure
  - Famous artists' exhibition

Promotions

- **Market Surrey more aggressively to its citizens, to Western Canada, to surrounding regions and to selected U.S. States such as……**
  - Golf as a lifestyle
  - Safety and security, geographical attractions of city
  - A place for conventions
  - Attractive, informative website
  - Targeted newspaper, radio, TV ads
  - Brochures on ferries; ads in provincial tourism books (&BCAA)
  - "Keepable" booklet for residents and business

Vision Guidepost #2: An Agile, Responsive Administration

Communication

- **Create forums and channels that better support interactivity and innovation among staff, Council, Surrey citizens and other cities such as …**
  - A "listening" website
  - All staff e-mail "literate"
  - Regular meetings of Council with senior management (discuss issues; identify needs)
  - Profiling Surrey's innovations internally
  - "Town Hall" meetings of staff
  - manager "brown bag" lunches

Culture

- **Be more deliberate in building a working environment that encourages/supports risk-taking, the constant generation of creative ideas, a "can do" attitude, a dislike for bureaucracy such as …..**
  - Getting input from customers on how to improve service (e.g., at front counters)
  - Providing integrated, one-stop shopping
  - Looking at processes to reduce inefficiencies/red tape
  - Aligning reward and recognition programs to foster the desired culture (a "thank-you" environment)
  - Giving managers and front-line employees the power, information and tools to make timely, sound decisions

Vision Guidepost #3: People-Friendly Transportation

Process

- **Build a better public or communal transportation system suited to diverse needs by…**
  - Using technology to regulate flow of traffic
  - Providing incentives for van/car pools
  - Enforcing "disincentives" for single vehicles-tolls, parking fees
  - Encouraging businesses to adapt flexible hours
  - Improving public transportation access for the elderly and disabled
  - Having a local and regional rapid transit bus system during work hours
  - Adopting safe drop-off points (well lit) for women

Roads, Trails, Sidewalks

- **Develop alternative/improved modes of transit such as:**
  - Public trail systems through parks
  - Dedicated bike routes
  - Better school crossings re: lights and signage
  - Medians to discourage/eliminate unsafe traffic patterns
  - Keeping trucks on perimeter highways
  - Widening highway
  - Building more sidewalks

Business

- **Make it easy and attractive for business to locate and operate in Surrey by…**
  - Reducing "red tape"
  - Refurbishing old, worn streets in areas of commerce
  - Selling Surrey as a complete community (life/work/play)
  - Developing quality business parks
  - Getting input from existing businesses on how to support economic growth
  - Developing educational opportunities (e.g., technical university)

Vision Guidepost #4: An Active City That is Distinct, Vibrate and Beautiful

Activities

- **Expand the number of events/initiatives that encourage exercise such as….**
  - Run or bike ride" with council members
  - Bicycle network/routes/trails
  - Walking circuits
  - More leash parks
  - Group walking and activities that encourage youth and disabled to participate
  - Promote competitive sporting events, support talented athletes and develop sports teams
  - Encourage businesses to award employees who are physically active

Beautify/Clean-Up

- **Get 'tough on' eyesores; reward beautifying such as …**
  - Fines for graffiti
  - Incentives for fast removal of graffiti
  - Initiatives to clean up junk yards, City Centre and Bridgeview area
  - Recognizing neighbourhood efforts at cleaning up
  - Planting more trees, flowers, and shrubs (parking lots, medians, parks, roads)
  - Improving attractiveness of major entrances

Vision Guidepost #5: A Clean, Safe City in Which to Do Business

Clean

- **Keep the streets clean through …**
  - Better timetabling of litter/junk pick up
  - Improving cleaning of streets, sidewalks and gutters
  - Special recognition of all participating volunteer groups who pick up litter
  - Enforcing regulations on homeowners with unsightly properties
  - A zero-tolerance graffiti policy
  - Removing derelict buildings
  - Adopt a street/park programs
  - Reducing signage

Safe

- **Balance both 'weeding' and 'seeding' by ...**
  - Implementing more restorative justice programs
  - Getting more citizens with tips for safety in the city
  - Adequately staffing the police and fire departments
  - Cleaning out illegal activities in the parks
  - "Cracking down on" drugs and prostitution, city-wide (not just C.C.)
  - Increasing number of residents' associations
  - Active street and bicycle patrol by RCMP
  - Better coordinating neighbourhood and school watch programs

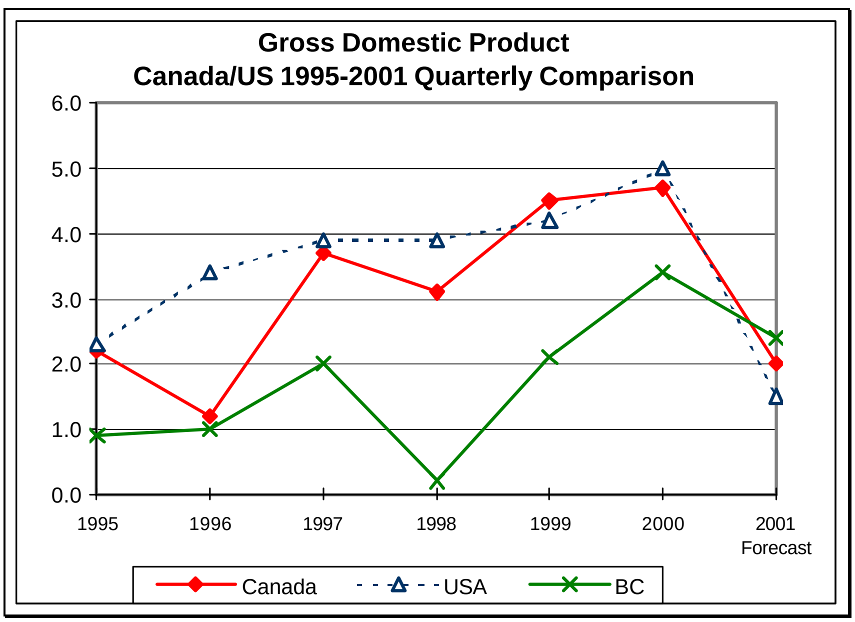
Concerns of a global economic slowdown still persist as the US dollar maintains its strength internationally, despite signs of slow down with in its own economy.

There are also concerns over the European Central Bank rates, which have remained constant while the US rates have been on the decline. This reluctance to lower rates has caused the European economy to slow. Despite this slow down, growth is projected to be 2½%, a full percentage point over the US economy.

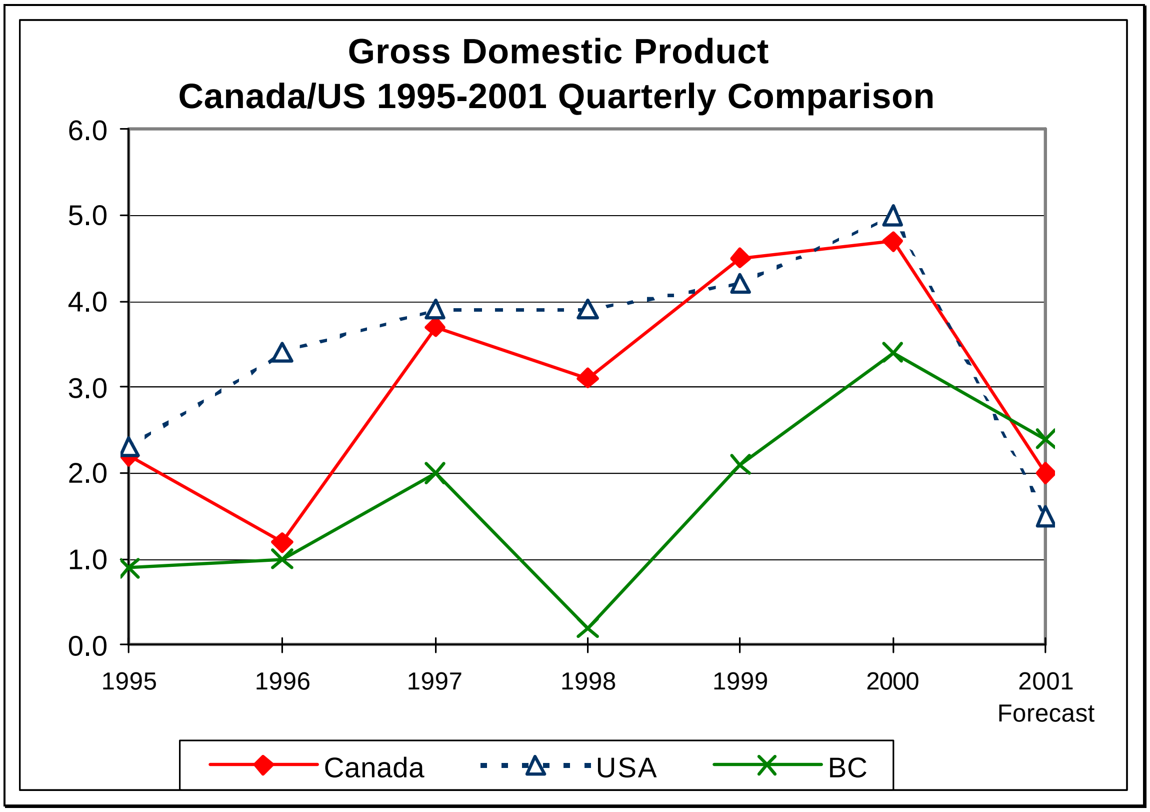
UNITED STATES

The United States economy is now showing clear signs of a marked deceleration, as more than half of the industries cut job during the first quarter of 2001. Consumer spending is not expected to maintain the resilience seen in the opening months of the year. However, this will allow CPI figures to hover around the 2½% range. The following graph shows how inflation figures have been on the rise during the 90's but have since dropped and are expected to continue to fall throughout the rest of the year.

This trend is expected to remain for 2001.



The Federal Reserve will continue to 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 has also been affected by the global economic slow down (See above graph). US exports will help to reduce the impact of the slow down compared with the US. Factors that are effecting the economic slow down could be caused by a combination of the following:

- Increased energy prices;
- Vehicle production slowdown, and
- Manufacturing slowdown.

The Canadian Dollar is hovering around an all-time low and is currently trading in the $1.55 - $1.56 range. The Bank of Canada has already reduced the prime-lending rate this year. Any further reductions in interest rates could have an adverse effect on the dollar. The need for further reductions will have to be carefully balanced with the need to maintain the Canadian dollar at a reasonable level.

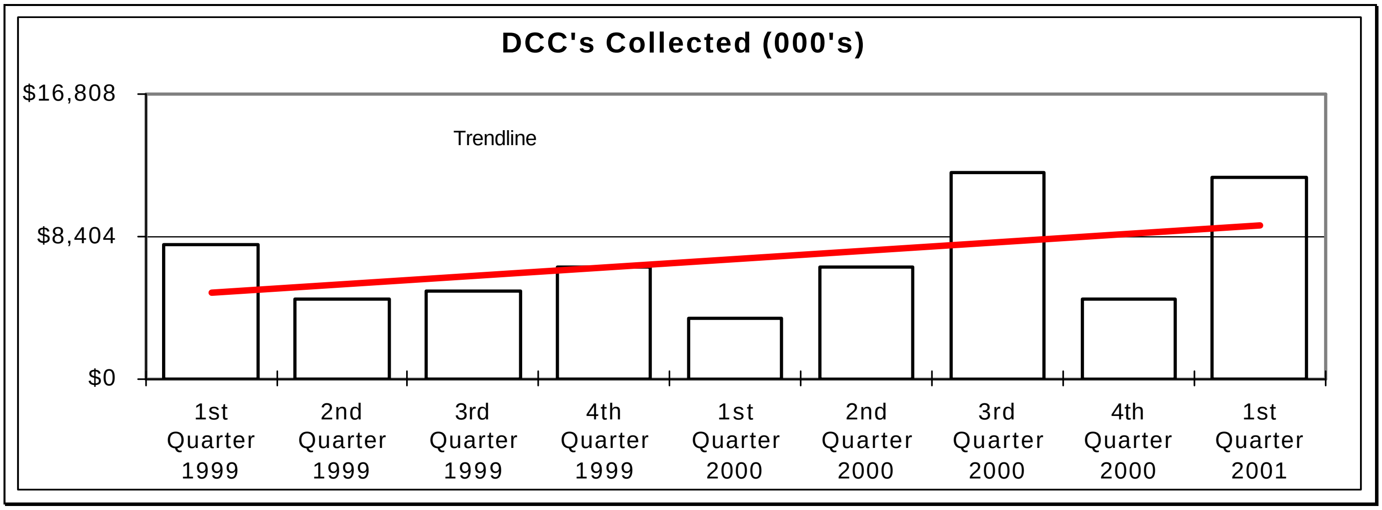
BRITISH COLUMBIA

The easing of the Canadian and US economies is expected to impact BC's recent improved growth patterns. We will therefore, expect moderate growth for this year. The residential housing sector is one area of the provincial economy that continues to show weakness, when compared to previous years. However, housing starts are forecast to rise by about 15% this year, which is the result of recent improvements in the re-sale markets.

BC's gains are expected to be centred largely in the Greater Vancouver region, due to the weak lumber sector in the Caribou and Vancouver Island and growth in the Manufacturing and Information industries.

SURREY'S FINANCIAL PERFORMANCE

The level of development activity is showing signs of improving. The general economic condition of the Lower Mainland is the major reason for this improvement. This improvement is expected to continue on a marginal basis through 2001.



Inflationary Increases

Inflation has been projected to be 1.50% 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:

	2001	2002	2003
B.C. Hydro	0.0%	2.5%	2.5%
B.C. Gas	15.0%	5.0%	10.0%
B.C. Telephone (Telus)	1.0%	1.0%	1.0%

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. Surrey's General Operating revenue totals $186 million, property taxation contributes $124 million. Departmental Revenues contribute about $47 million and the interest revenue earned by the City's Investment Portfolio adds $9.5 million.

PROPERTY TAXES

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

Assessed Values

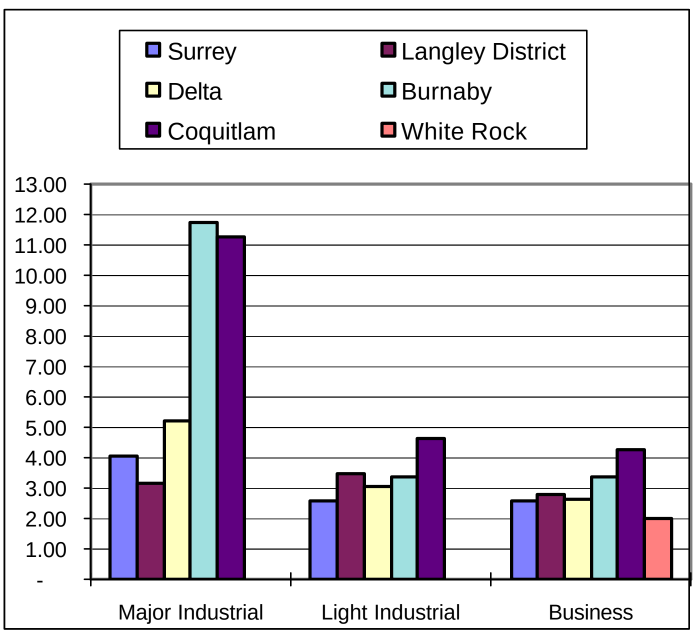
The assessed value of the average single-family dwelling is estimated at $218,000.

Assessment growth from new development is estimated at 2.2% for 2001, based on the preview assessment roll.

Tax Ratios

Surrey's 2000 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.

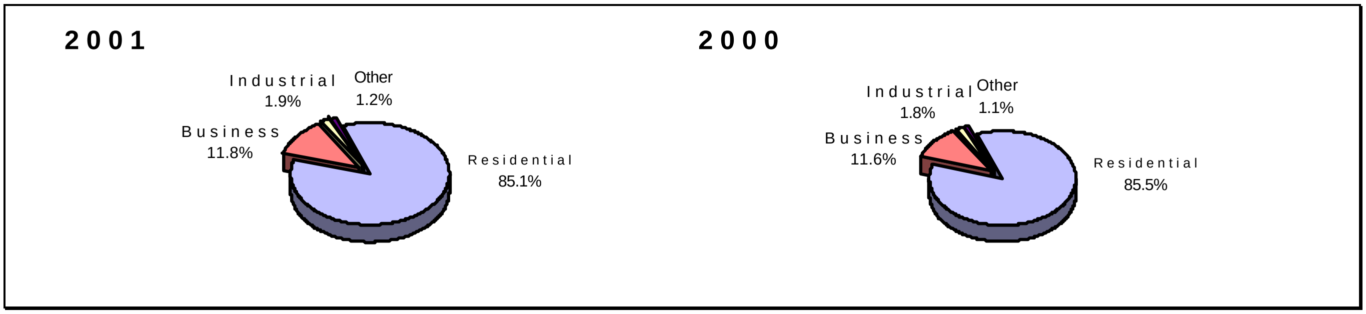
2000 Tax Rate Ratios to Residential



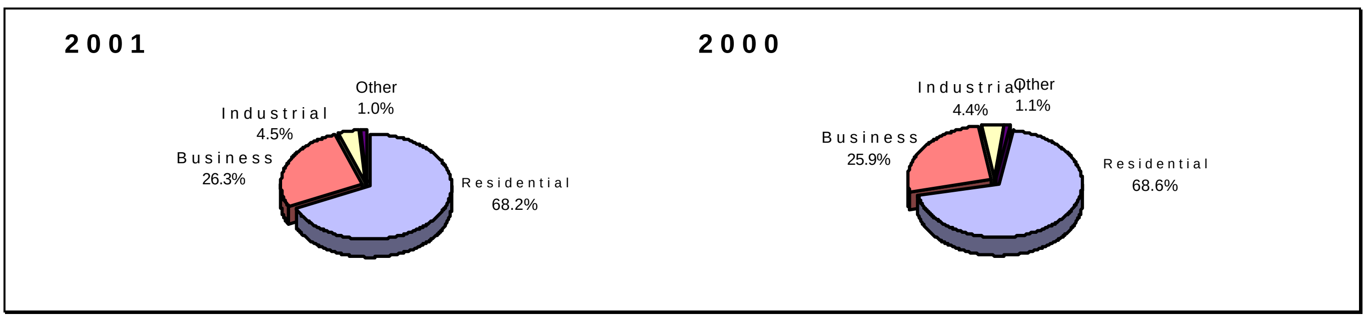
Based on the 2001 authenticated assessment roll, residential property represents 85.6% of total assessments and 69.8% of total taxes. This assumes that Council's traditional practice of raising the same dollars by property class will continue in 2001 (with the exception of taxes raised from growth).

2001 AUTHENTICATED ROLL
ASSESSMENT AND TAXATION COMPARISON

Assessment

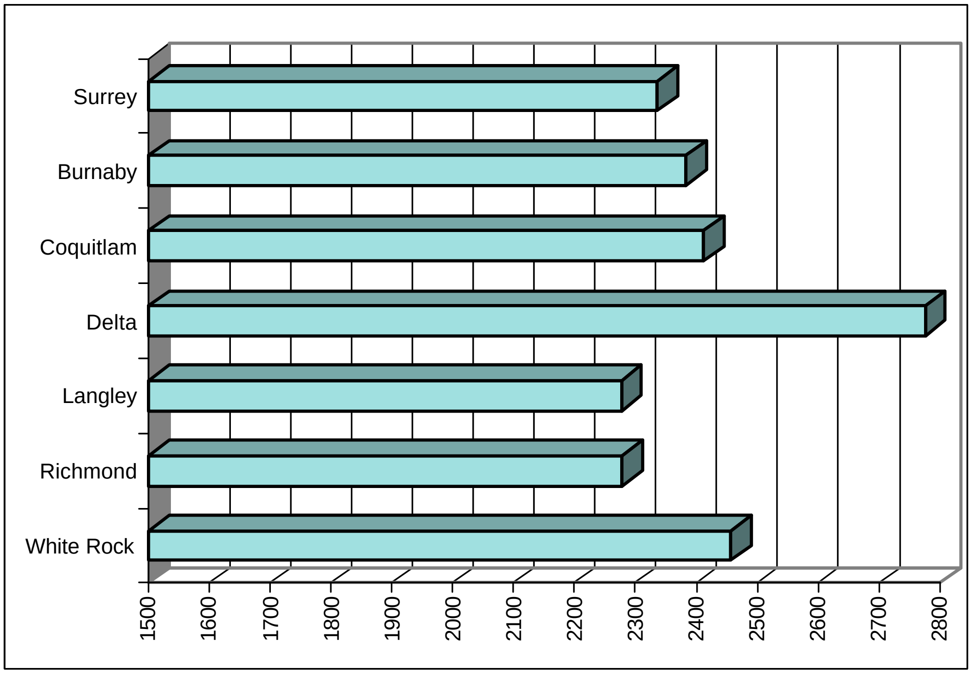


Taxes - Same Dollar



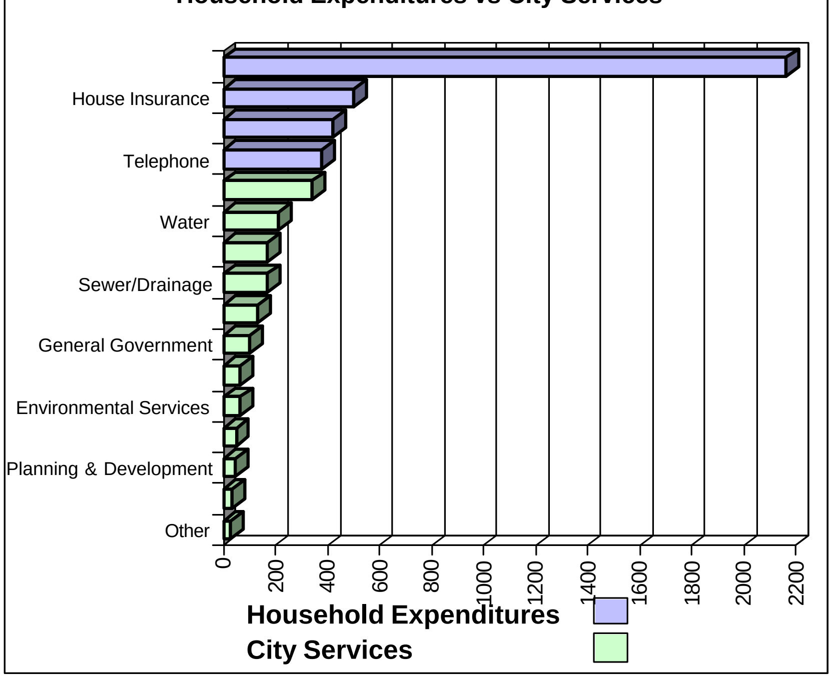
It is estimated that the average taxpayer's combined tax notice and utility billing, will increase approximately $44 in 2001. The increase reflects GVRD initiative regarding water enhancement and sewer treatment as well as contract increases for garbage collection and disposal.

Comparison of 2000 Taxes
Average Single Family Dwelling



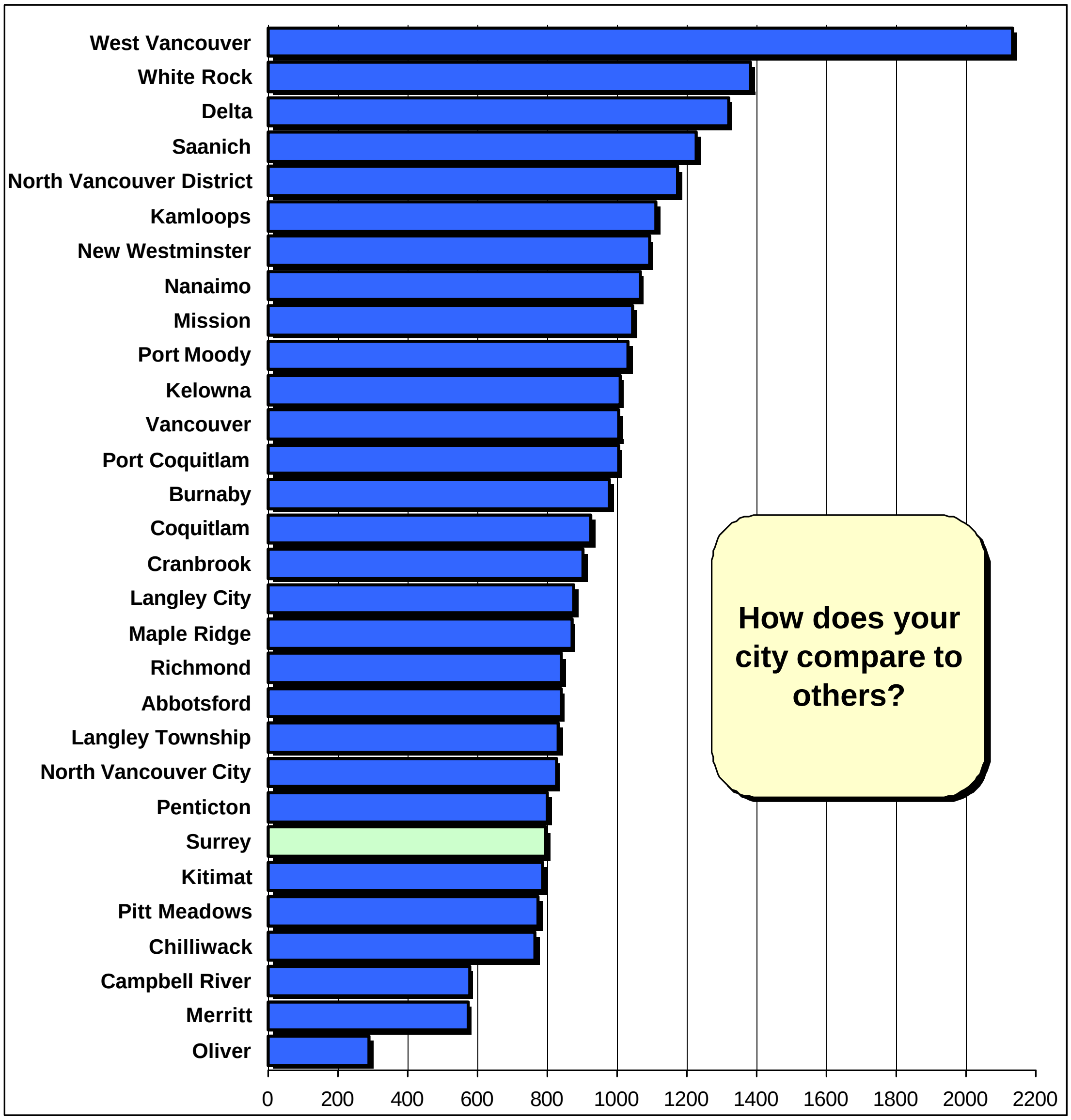
Surrey's combined property taxes and utilities are among the lowest in the region. The above graph indicates that property taxes (including School, GVRD, and other authorities) on the average single-family dwelling are the third lowest among neighbouring municipalities.

Household Expenditures vs City Services



The previous 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 telephone.

Comparison of 2000 Taxes



COMPARATIVE 2000 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	$ 219,900	$ 205,300	$ 245,908	$ 258,000	$ 223,900	$ 227,249	$ 236,900
Total	**$ 219,900**	**$ 205,300**	**$ 245,908**	**$ 258,000**	**$ 223,900**	**$ 227,249**	**$ 236,900**

LEVIES							
School	789	783	847	847	803	816	826
GVTA	46	43	52	54	47	48	50
BCAA	28	26	31	33	29	29	30
GVRD	23	23	27	29	28	25	26
Total	**886**	**875**	**957**	**963**	**907**	**918**	**932**
General	799	835	1,322	980	1,384	926	843
Total Taxes	**1,685**	**1,710**	**2,279**	**1,943**	**2,291**	**1,844**	**1,775**

USER RATES							
Water Rates/Parcel Tax	197	220	201	180	0	175	191
Sewer & Drainage Rates/Parcel Tax	281	241	200	259	169	232	139
Garbage Collection	165	105	97	0	0	155	173
Total	**643**	**566**	**498**	**439**	**169**	**562**	**503**

TOTAL TAXES AND USER RATES	**$ 2,328**	**$ 2,276**	**$ 2,777**	**$ 2,382**	**$ 2,460**	**$ 2,406**	**$ 2,278**
RANK	**3**	**1**	**7**	**4**	**6**	**5**	**2**

TAXES AND RATES COMPARISON 2000 - 2001

Average Residential Single Family Dwelling

(Authenticated Roll)

ASSESSMENTS	2000	2001	CHANGE (%)
Land	126,300	124,800	-1.2%
Improvements	93,800	94,000	0.2%
Total Assessments	**222,100**	**220,801**	**-0.6%**
TAX LEVIES			
School	789	790	0.1%
GVTA	48	46	-4.2%
BCAA	28	28	0.0%
GVRD	26	23	-11.5%
	891	**887**	**-0.4%**
General	799	799	0.0%
Sewer/Drainage Parcel Tax	136	136	0.0%
	935	**935**	**0.0%**
Total Tax Levies	**1,826**	**1,822**	**-0.2%**
USER RATES			
Water Utility Rates	187	212	13.5%
Sewer/Drainage Rates	125	169	35.0%
Garbage Collection	160	170	6.3%
Total User Rates	**472**	**551**	**16.8%**
TOTAL TAXES AND USER RATES	2,298	2,373	3.3%
Home Owners Grant	(470)	(470)	0.0%
NET TAXES AND RATES	**1,828**	**1,903**	**4.1%**

RETURN ON INVESTMENT (INTEREST REVENUE)

New monies in 2001 are projected to be invested at an interest rate of 5.25%. This rate is consistent with projections from several major investment dealers including ScotiaMcLeod, RBC Dominion Securities, and Nesbitt Burns.

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

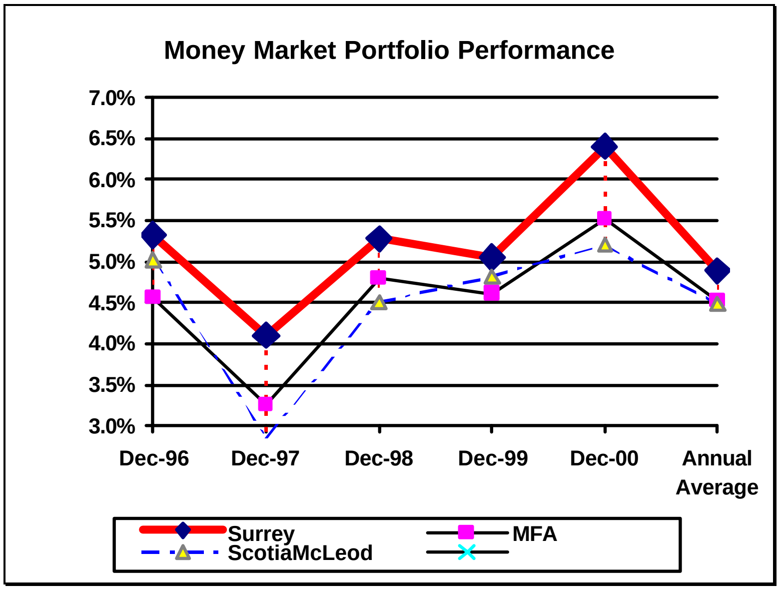
- Money Market Portfolio for securities maturing within 9 months;
- Intermediate Portfolio for securities maturing between 9 and 18 months, and
- Bond Portfolio for securities whose maturity date is over 18 months and less than 5 years.

Portfolio Performance

Our overall investment performance for 2000 was 5.8%. The City is restricted by the types of investments we can purchase, first by the Local Government 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.

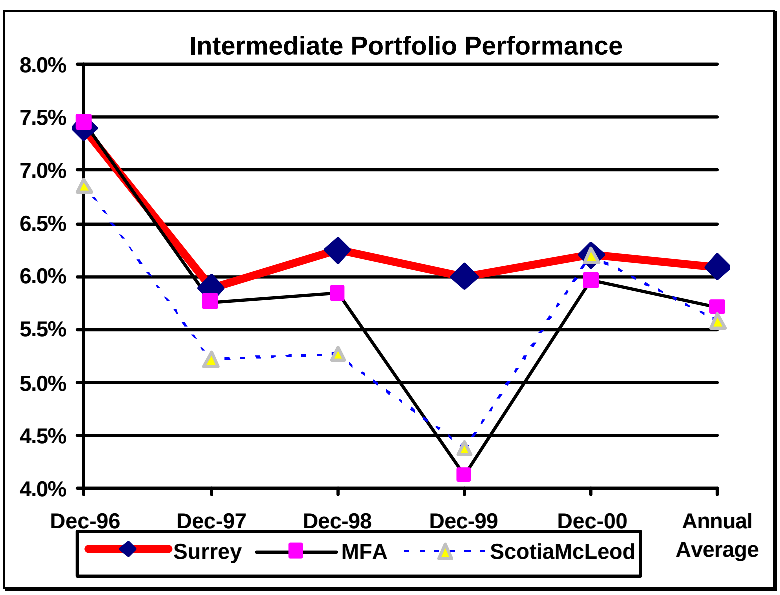
Money Market Portfolio

The following graph compares Surrey's Money Market Portfolio earnings to those of the MFA, and the ScotiaMcLeod 30 treasury bill index. Approximately 20% of Surrey's funds were invested in money market securities at the end of December.



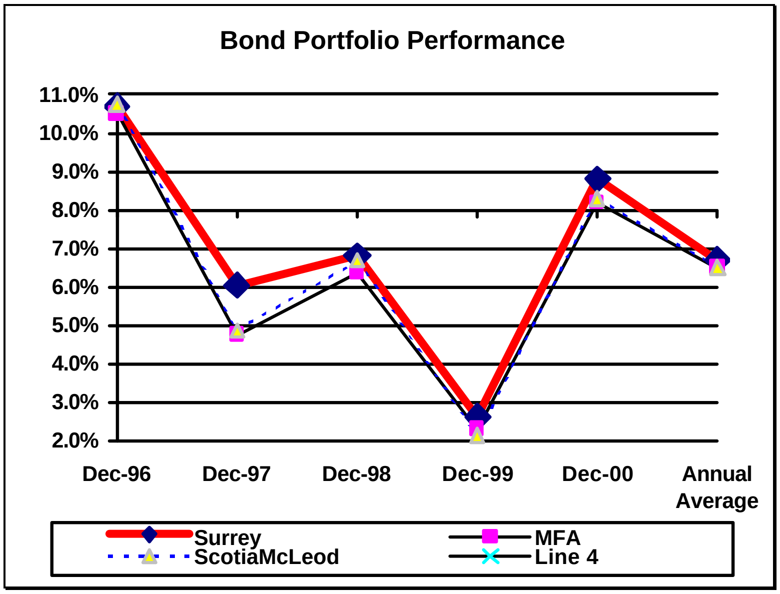
Intermediate Portfolio

The following graph compares returns against the MFA and ScotiaMcLeod one year treasury bill index. Approximately 13% of Surrey's funds were invested in this fund at 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 66% of Surrey's funds was invested in this portfolio at the end of December.

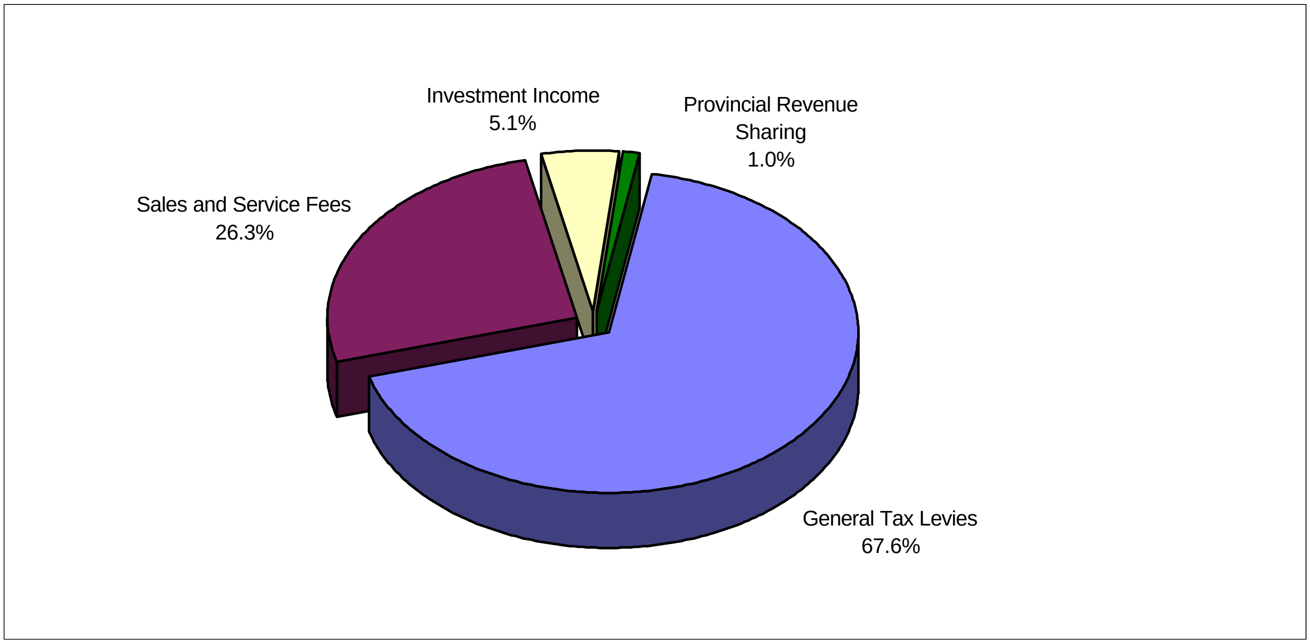


DEPARTMENTAL REVENUES

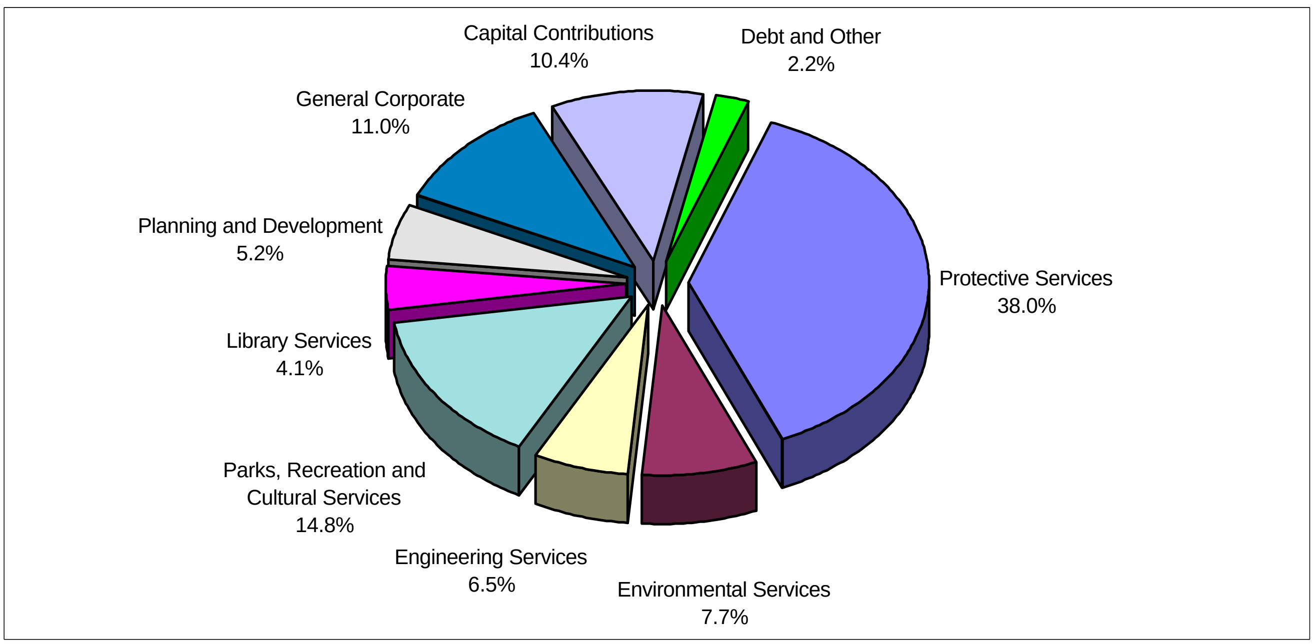
This type of revenue consists of Fees, Licences and other Sales of Services that Surrey offers. As part of the budget process this year, there was a 4% fee increase approved by Council.

2000 BUDGET

WHERE THE MONEY COMES FROM

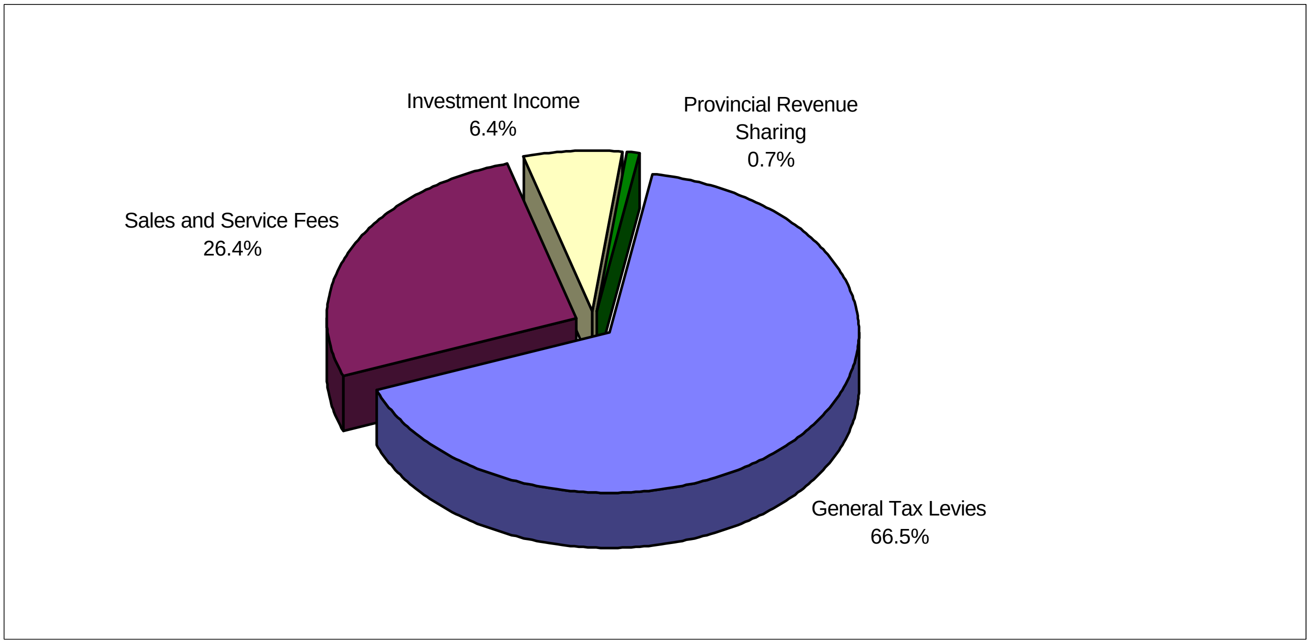


WHERE THE MONEY GOES:

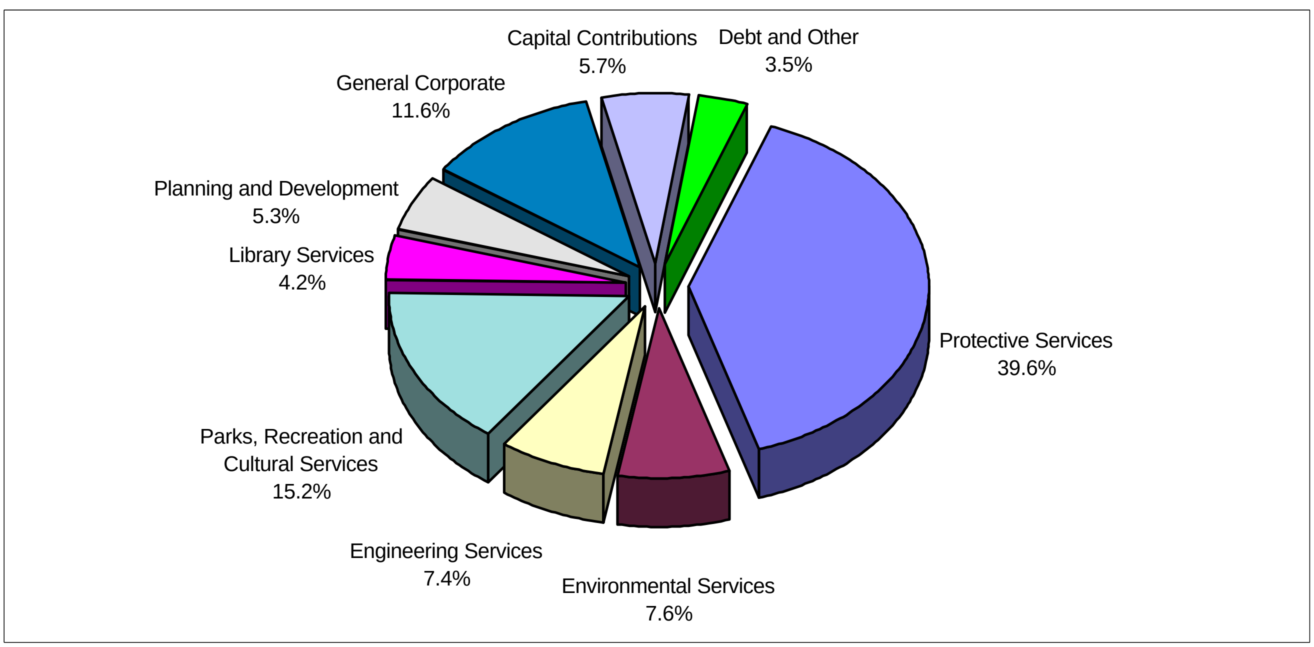


2001 BUDGET

WHERE THE MONEY COMES FROM



WHERE THE MONEY GOES:



OVERVIEW OF FUND STRUCTURE

The financial plan 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;
- Water Operations, and
- Sewer & Drainage Operating Funds.

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

CAPITAL FUNDS

These funds include the following:

- General;
- Water Capital Works, and
- Sewer & Drainage Capital Funds.

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

RESERVE FUNDS

Under the Local Government 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 transfer all or part of the amount to another reserve fund. Surrey currently has the following Reserve Funds:

- Equipment and Building Replacement;
- Tax Sale and Municipal Land;
- Parkland Acquisition;
- Capital Legacy;
- Local Improvement Financing;
- Water Claims;
- Affordable Housing;
- Animal compensation;
- Parking Space;
- 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.

2001 - 2005 FINANCIAL PLAN
WORK IN PROGRESS & SURPLUS, OPERATIONS
$ 000's

	Balance '00 Financial Statements	2001 Interest	2001 Receipts	Work in Progress	Available for 2001	2001 Program	Available for Future Yrs
General Operating Fund							
Work in Progress							
Operating	$ 7,038	$ 0	$ 144	$ (4,409)	**$ 2,774**	$ 0	**$ 2,774**
Capital	33,684	0	0	(25,059)	**8,625**	(3,600)	**5,025**
	40,722	0	144	(29,468)	**11,398**	(3,600)	**7,798**
Surplus							
Unappropriated	11,060	0	0	0	**11,060**	(2,803)	**8,257**
Appropriated							
- Operating Contingency	3,500	0	0	0	**3,500**	0	**3,500**
- Operating Emergencies	1,000	0	0	0	**1,000**	0	**1,000**
- Environmental Emergencies	2,000	0	0	0	**2,000**	0	**2,000**
- Interest Revenue Stabilization	1,000	0	0	0	**1,000**	0	**1,000**
- Revenue Stabilization	3,000	0	0	0	**3,000**	0	**3,000**
- Self Insurance	10,175	534	0	0	**10,709**	(1,000)	**9,709**
- Innovation Funding	828	0	25	0	**853**	0	**853**
- Surrey Sport & Leisure Funding	138	7	0	(58)	**87**	0	**87**
	21,640	541	25	(58)	**22,149**	(1,000)	**21,149**
	73,423	**541**	**169**	**(29,526)**	**44,607**	**(7,403)**	**37,204**
Surrey Public Library							
Work in Progress	378	0	0	0	**378**	0	**378**
Surplus							
Unappropriated	70	0	0	0	**70**	(50)	**20**
Appropriated	1	0	0	0	**1**	0	**1**
	71	0	0	0	**71**	(50)	**21**
	448	**0**	**0**	**0**	**448**	**(50)**	**398**
Water Operating Fund							
Work in Progress							
Operating	2,120	0	0	(2,120)	**0**	0	**0**
Capital	11,075	0	0	(11,075)	**0**	0	**0**
	13,195	0	0	(13,195)	**0**	0	**0**
Surplus							
Unappropriated	3,854	0	0	0	**3,854**	0	**3,854**
Appropriated							
- Operating Emergencies	1,000	0	0	0	**1,000**	0	**1,000**
- Revenue Stabilization	5,000	0	0	0	**5,000**	0	**5,000**
- Infrastructure Replacement	7,385	388	0	0	**7,773**	0	**7,773**
- Self Insurance	3,165	166	0	0	**3,331**	0	**3,331**
	16,550	554	0	0	**17,104**	0	**17,104**
	33,599	**554**	**0**	**(13,195)**	**20,958**	**0**	**20,958**
Sewer/Drainage Operating Fund							
Work in Progress							
Operating	817	0	0	(817)	**0**	0	**0**
Capital	14,906	0	0	(14,906)	**0**	0	**0**
	15,722	0	0	(15,722)	**0**	0	**0**
Surplus							
Unappropriated	1,983	0	0	0	**1,983**	0	**1,983**
Appropriated							
- Operating Emergencies	1,000	0	0	0	**1,000**	0	**1,000**
- Infrastructure Replacement	4,220	222	0	0	**4,442**	0	**4,442**
- Self Insurance	4,220	222	0	0	**4,442**	0	**4,442**
- Long Term Improvements	21,664	0	0	(1,020)	**20,644**	(11,200)	**9,444**
	31,104	443	0	(1,020)	**30,527**	(11200)	**19,327**
	48,809	**443**	**0**	**(16,742)**	**32,510**	**(11200)**	**21,310**
Total WIP & Surplus, Operations	**$ 156,279**	**$ 1,538**	**$ 169**	**$ (59,463)**	**$ 98,524**	**$ (18,653)**	**$ 79,871**

2001 - 2005 FINANCIAL PLAN
STATUTORY RESERVE FUNDS
$ 000's

	Balance '00 Financial Statements	2001 Interest	2001 Receipts	Work in Progress	Available for 2001	2001 Program	Available for Future Yrs
Development Cost Charges							
Arterial Roads	$ 11,579	$ 608	$ 7,439	$ (7,110)	**$ 12,515**	$ (9,000)	**$ 3,515**
Major Collector Roads	3,540	186	1,800	(2,396)	**3,130**	(2,240)	**890**
Drainage	4,431	233	3,216	(1,899)	**5,982**	(4,340)	**1,642**
Parkland Acquisition	24,678	1,296	8,138	(18,123)	**15,988**	(9,218)	**6,770**
Sanitary Sewer	7,981	419	1,243	(6,709)	**2,934**	(2,010)	**924**
Water	7,686	404	1,487	(6,699)	**2,878**	(1,890)	**988**
	59,895	3,144	23,323	(42,936)	**43,426**	(28,698)	**14,728**
City Land Reserves							
Unappropriated	6,765	355	1,500	0	**8,620**	(2,650)	**5,970**
Bridgeview Industrial	796	42	0	(780)	**58**	0	**58**
City Centre Beautification	64	3	0	0	**68**	0	**68**
Cranley Drive Reserve	499	26	0	(5)	**520**	0	**520**
Guildford Library	1,000	53	0	0	**1,053**	0	**1,053**
Municipal Subdivisions	834	44	0	(663)	**215**	0	**215**
Parkland Acquisition	0	0	1,494	0	**1,494**	(1,494)	**0**
Surrey Arts Centre	0	0	2,100	0	**2,100**	(2,100)	**0**
YMCA	2,200	116	2,150	(2,200)	**2,266**	(2,150)	**116**
Other	0	0	250	0	**250**	(250)	**0**
	12,158	638	7,494	(3,649)	**16,641**	(8,644)	**7,997**
Equipment & Buildings							
Vehicles and Equipment	21,225	1,114	3,777	(7,001)	**19,116**	(4,190)	**14,926**
City Buildings	739	39	0	(326)	**452**	0	**452**
	21,964	1,153	3,777	(7,326)	**19,568**	(4,190)	**15,378**
NCP - Amenities	3,378	177	400	(565)	**3,390**	(2,400)	**990**
Local Improvement Fund	3,364	177	500	0	**4,040**	0	**4,040**
Affordable Housing	7,732	406	0	(2,678)	**5,460**	(600)	**4,860**
Parking Space Reserve	942	49	0	0	**991**	0	**991**
Water Damage Claims	812	43	0	0	**855**	0	**855**
Tax Sale Land Reserve	117	6	0	0	**124**	0	**124**
Animal Compensation	0	0	0	0	**0**	0	**0**
Capital Legacy Fund	29,142	1,530	677	0	**31,348**	(2,000)	**29,348**
	$ 139,502	**$ 7,324**	**$ 36,171**	**$ (57,153)**	**$ 125,843**	**$ (46,532)**	**$ 79,311**

5 YEAR CONSOLIDATED FINANCIAL PLAN
2001 - 2005
$ 000's

SURREY
CITY OF PARKS

REVENUE SUMMARY	2001 BUDGET	2002 BUDGET	2003 BUDGET	2004 BUDGET	2005 BUDGET
Taxation	$ 278,819	$ 286,406	$ 294,325	$ 301,920	$ 310,025
Collections for Other Authorities	(141,759)	(146,011)	(150,391)	(154,903)	(159,549)
	137,060	140,395	143,934	147,017	150,476
Investment Income	13,701	13,015	12,530	12,320	11,896
Penalties and Interest on Taxes	2,601	2,601	2,501	2,501	2,501
Provincial Revenue Sharing	410	0	0	1,400	1,600
	16,712	15,616	15,031	16,221	15,997
Sustainable Revenue Increase	0	0	3,550	7,197	10,991
Utility Administration	3,214	3,238	3,284	3,317	3,350
Departmental Revenues	92,908	99,738	103,940	107,847	111,819
Developer & Sundry Contributions	42,577	39,389	39,437	39,278	39,486
TOTAL REVENUES	$ 292,471	$ 298,376	$ 309,176	$ 320,877	$ 332,119

EXPENDITURE SUMMARY	2001 BUDGET	2002 BUDGET	2003 BUDGET	2004 BUDGET	2005 BUDGET
Debt Interest & Fiscal Services	$ 1,594	$ 977	$ 515	$ 500	$ 520
Council/Millennium Projects	250	250	250	250	250
Departmental Expenditures	217,902	227,686	238,031	246,998	255,145
Capital Expenditures	117,463	105,469	102,430	103,050	101,412
TOTAL EXPENDITURES	$ 337,209	$ 334,382	$ 341,226	$ 350,798	$ 357,327

Interest Allocated to Approp Surplus	$ 1,113	$ 1,005	$ 905	$ 867	$ 767
Debt Principal Repaid	1,583	1,297	559	0	0
Net Tsf To/(Frm) Surplus/Reserve	(44,631)	(35,994)	(31,625)	(28,748)	(26,100)
	$ (41,935)	$ (33,692)	$ (30,161)	$ (27,881)	$ (25,333)

Surplus/(Deficit)	$ (2,803)	$ (2,314)	$ (1,889)	$ (2,040)	$ 125
Transfers (To)/Frm Surplus	2,803	2,314	1,889	2,040	(125)
BALANCED BUDGET	$ 0	$ 0	$ 0	$ 0	$ 0

2001 - 2003 FINANCIAL PLAN
CONSOLIDATED FINANCIAL SUMMARY
$ 000's

SURREY
CITY OF PARKS

REVENUE SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Taxation	$ 266,329	$ 272,005	$ 272,346	$ 341	$ 6,473	2.4 %	**$ 278,819**	**$ 286,406**	**$ 294,325**
Collections for Other Authorities	(135,002)	(137,588)	(139,056)	(1,468)	(2,703)	1.9	**(141,759)**	**(146,011)**	**(150,391)**
	131,327	134,417	133,290	(1,127)	3,770	2.8	**137,060**	**140,395**	**143,934**
Investment Income	14,164	14,809	13,999	(810)	(298)	(2.1)	**13,701**	**13,015**	**12,530**
Penalties and Interest on Taxes	2,857	2,913	2,593	(320)	8	0.3	**2,601**	**2,601**	**2,501**
Provincial Revenue Sharing	962	902	1,127	225	(717)	(63.6)	**410**	**0**	**0**
	17,983	18,624	17,719	(905)	(1,007)	(5.7)	**16,712**	**15,616**	**15,031**
Sustainable Revenue Increase	0	0	0	0	0	100.0	**0**	**0**	**3,550**
Utility Administration	2,548	2,749	2,812	63	402	14.3	**3,214**	**3,238**	**3,284**
Departmental Revenues	84,245	88,287	90,824	2,537	2,084	2.3	**92,908**	**99,738**	**103,940**
Developer & Sundry Contributions	7,826	9,441	32,987	23,546	9,590	29.1	**42,577**	**39,389**	**39,437**
TOTAL REVENUES	**$ 243,928**	**$ 253,518**	**$ 277,632**	**$ 568**	**$ 5,249**	**1.9 %**	**$ 292,471**	**$ 298,376**	**$ 309,176**

EXPENDITURE SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Debt Interest & Fiscal Services	$ 2,367	$ 2,105	$ 2,429	$ 324	$ (835)	(34.4) %	**$ 1,594**	**$ 977**	**$ 515**
Council/Millennium Projects	430	250	250	0	0	0.0	**250**	**250**	**250**
Departmental Expenditures	184,323	197,948	203,416	5,468	14,486	7.1	**217,902**	**227,686**	**238,031**
Capital Expenditures	124,664	86,555	112,564	26,009	4,899	4.4	**117,463**	**105,469**	**102,430**
TOTAL EXPENDITURES	**$ 311,784**	**$ 286,858**	**$ 318,659**	**$ 31,801**	**$ 18,550**	**5.8 %**	**$ 337,209**	**$ 334,382**	**$ 341,226**

Interest Allocated to Approp Surplus	$ 1,341	$ 597	$ 1,295	$ 698	$ (182)	(14.1) %	**$ 1,113**	**$ 1,005**	**$ 905**
Debt Principal Repaid	2,868	2,972	2,402	(570)	(819)	(34.1)	**1,583**	**1,297**	**559**
Net Tsf To/(Frm) Surplus/Reserve	(72,709)	(36,476)	(41,861)	(5,385)	(2,770)	6.6	**(44,631)**	**(35,994)**	**(31,625)**
	$ (68,500)	**$ (32,907)**	**$ (38,164)**	**$ (5,257)**	**$ (3,771)**	**9.9 %**	**$ (41,935)**	**$ (33,692)**	**$ (30,161)**

Surplus/(Deficit)	$ 645	$ (433)	$ (2,863)	$ (25,976)	$ (9,530)	332.9 %	**$ (2,803)**	**$ (2,314)**	**$ (1,889)**
Transfers (To)/Frm Surplus	(645)	433	2,863	25,976	9,530	332.9	**2,803**	**2,314**	**1,889**
BALANCED BUDGET	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**0.0 %**	**$ 0**	**$ 0**	**$ 0**

SURREY
CITY OF PARKS

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL SUMMARY

NET DEPARTMENTS	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Mayor, Council & Grants	$ 1,534,000	$ 1,409,000	$ 1,554,000	$ 145,000	$ 64,000	4.1 %	**$ 1,618,000**	**$ 1,650,000**	**$ 1,666,000**
City Manager	4,232,000	3,849,000	3,955,000	106,000	231,000	5.8	**4,186,000**	**4,170,000**	**4,129,000**
Finance, Technology & HR	9,776,000	9,924,000	10,360,000	436,000	1,756,000	16.9	**12,116,000**	**12,448,000**	**12,757,000**
Fire	27,394,000	27,755,000	27,592,000	(163,000)	2,200,000	8.0	**29,792,000**	**31,472,000**	**32,829,000**
RCMP	35,071,000	39,221,000	39,281,000	60,000	5,783,000	14.7	**45,064,000**	**46,910,000**	**49,059,000**
Engineering Services	8,297,000	9,007,000	9,224,000	217,000	502,000	5.4	**9,726,000**	**9,988,000**	**10,192,000**
Parks, Recreation & Culture	16,372,000	18,125,000	17,516,000	(609,000)	1,475,000	8.4	**18,991,000**	**20,137,000**	**20,576,000**
Surrey Public Library	5,759,000	6,168,000	6,105,000	(63,000)	454,000	7.4	**6,559,000**	**6,843,000**	**7,107,000**
Planning & Development	(575,000)	(578,000)	(349,000)	229,000	70,000	(20.1)	**(279,000)**	**(198,000)**	**(144,000)**
Water Operations	(4,682,000)	(8,110,000)	(4,088,000)	4,022,000	(4,308,000)	105.4	**(8,396,000)**	**(8,653,000)**	**(8,141,000)**
Sewer & Drainage Operations	8,387,000	2,890,000	5,852,000	2,962,000	(9,595,000)	(164.0)	**(3,743,000)**	**(570,000)**	**2,558,000**
Operating Contingency	693,000	1,732,000	900,000	(832,000)	(791,000)	(87.9)	**109,000**	**200,000**	**1,905,000**
NET DEPARTMENTS TOTAL	**$ 112,258,000**	**$ 111,392,000**	**$ 117,902,000**	**$ 6,510,000**	**$ (2,159,000)**	**(1.8) %**	**$ 115,743,000**	**$ 124,397,000**	**$ 134,493,000**

ACCOUNT SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (68,390,000)	$ (71,811,000)	$ (74,622,000)	$ (2,811,000)	$ (1,659,000)	2.2 %	**$ (76,281,000)**	**$ (82,063,000)**	**$ (86,219,000)**
Grants, Donations and Other	(15,855,000)	(16,476,000)	(16,202,000)	274,000	(425,000)	2.6	**(16,627,000)**	**(17,675,000)**	**(17,721,000)**
	(84,245,000)	(88,287,000)	(90,824,000)	(2,537,000)	(2,084,000)	2.3	**(92,908,000)**	**(99,738,000)**	**(103,940,000)**
Expenditures									
Salaries and Benefits	89,982,000	92,220,000	97,291,000	5,071,000	4,682,000	4.8	**101,973,000**	**105,650,000**	**107,323,000**
Operating Costs	112,907,000	123,182,000	124,559,000	1,377,000	7,323,000	5.9	**131,882,000**	**138,258,000**	**147,163,000**
Internal Services Used	18,631,000	21,774,000	18,001,000	(3,773,000)	5,714,000	31.7	**23,715,000**	**24,199,000**	**24,439,000**
Internal Services Recovered	(33,249,000)	(35,428,000)	(34,151,000)	1,277,000	(3,077,000)	9.0	**(37,228,000)**	**(37,942,000)**	**(38,413,000)**
External Recoveries	(3,948,000)	(3,800,000)	(2,284,000)	1,516,000	(156,000)	6.8	**(2,440,000)**	**(2,479,000)**	**(2,481,000)**
	184,323,000	197,948,000	203,416,000	5,468,000	14,486,000	7.1	**217,902,000**	**227,686,000**	**238,031,000**
Net Operations Total	**100,078,000**	**109,661,000**	**112,592,000**	**2,931,000**	**12,402,000**	**11.0**	124,994,000	127,948,000	134,091,000
Transfers									
Transfer From Own Sources	(1,018,000)	(4,996,000)	(2,210,000)	2,786,000	(14,543,000)	658.1	**(16,753,000)**	**(11,499,000)**	**(7,146,000)**
Transfer To Own Sources	13,198,000	6,727,000	7,520,000	793,000	(18,000)	(0.2)	**7,502,000**	**7,948,000**	**7,548,000**
	12,180,000	1,731,000	5,310,000	3,579,000	(14,561,000)	(274.2)	**(9,251,000)**	**(3,551,000)**	**402,000**
NET DEPARTMENTS TOTAL	**$ 112,258,000**	**$ 111,392,000**	**$ 117,902,000**	**$ 6,510,000**	**$ (2,159,000)**	**(1.8) %**	**$ 115,743,000**	**$ 124,397,000**	**$ 134,493,000**

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5 YEAR GENERAL OPERATING FINANCIAL PLAN
2001 - 2005
$ 000's

REVENUE SUMMARY	2001 BUDGET	2002 BUDGET	2003 BUDGET	2004 BUDGET	2005 BUDGET
Taxation	$ 265,540	$ 272,890	$ 280,585	$ 288,238	$ 296,207
Collections for Other Authorities	(141,759)	(146,011)	(150,391)	(154,903)	(159,549)
	123,781	126,879	130,194	133,335	136,658
Investment Income	9,574	9,374	9,174	8,902	8,577
Penalties and Interest on Taxes	2,300	2,300	2,200	2,200	2,200
Provincial Revenue Sharing	410	0	0	1,400	1,600
	12,284	11,674	11,374	12,502	12,377
Sustainable Revenue Increase	0	0	3,550	7,197	10,991
Utility Administration	3,214	3,238	3,284	3,317	3,350
Departmental Revenues	46,802	48,787	49,257	50,242	51,247
TOTAL REVENUES	$ 186,081	$ 190,578	$ 197,659	$ 206,593	$ 214,623

EXPENDITURE SUMMARY	2001 BUDGET	2002 BUDGET	2003 BUDGET	2004 BUDGET	2005 BUDGET
Debt Interest & Fiscal Services	$ 495	$ 480	$ 480	$ 500	$ 520
Council/Millennium Projects	250	250	250	250	250
Departmental Expenditures	171,512	178,578	185,128	191,231	197,176
TOTAL EXPENDITURES	$ 172,257	$ 179,308	$ 185,858	$ 191,981	$ 197,946

Interest Allocated to Approp Surplus	$ 1,113	$ 1,005	$ 905	$ 867	$ 767
Debt Principal Repaid	576	513	0	0	0
Contribution to Capital	10,847	7,347	7,847	10,847	10,847
Net Tsf To/(Frm) Surplus/Reserve	4,091	4,719	4,938	4,938	4,938
	$ 16,627	$ 13,584	$ 13,690	$ 16,652	$ 16,552

Surplus/(Deficit)	$ (2,803)	$ (2,314)	$ (1,889)	$ (2,040)	$ 125
Transfers (To)/Frm Surplus	2,803	2,314	1,889	2,040	(125)
BALANCED BUDGET	$ 0	$ 0	$ 0	$ 0	$ 0

2001 - 2003 FINANCIAL PLAN
GENERAL OPERATING - FINANCIAL SUMMARY
$ 000's

REVENUE SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Taxation	$ 253,564	$ 259,047	$ 259,553	$ 506	$ 5,987	2.3 %	**$ 265,540**	**$ 272,890**	**$ 280,585**
Collections for Other Authorities	(135,002)	(137,588)	(139,056)	(1,468)	(2,703)	1.9	**(141,759)**	**(146,011)**	**(150,391)**
	118,562	121,459	120,497	(962)	3,284	2.7	**123,781**	**126,879**	**130,194**
Investment Income	10,960	9,359	9,021	(338)	553	6.1	**9,574**	**9,374**	**9,174**
Penalties and Interest on Taxes	2,484	2,612	2,300	(312)	0	0.0	**2,300**	**2,300**	**2,200**
Provincial Casino Revenue Sharing	453	816	894	78	(484)	(54.1)	**410**	**0**	**0**
	13,897	12,787	12,215	(572)	69	0.6	**12,284**	**11,674**	**11,374**
Sustainable Revenue Increase	0	0	0	0	0	100.0	**0**	**0**	**3,550**
Utility Administration	2,548	2,749	2,812	63	402	14.3	**3,214**	**3,238**	**3,284**
Departmental Revenues	42,893	43,532	45,226	1,694	1,576	3.5	**46,802**	**48,787**	**49,257**
TOTAL REVENUES	**$ 177,900**	**$ 180,527**	**$ 180,750**	**$ 223**	**$ 5,331**	**2.9 %**	**$ 186,081**	**$ 190,578**	**$ 197,659**

EXPENDITURE SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Debt Interest & Fiscal Services	$ 587	$ 571	$ 539	$ (32)	$ (44)	(8.2) %	**$ 495**	**$ 480**	**$ 480**
Council/Millennium Projects	430	250	250	0	0	0.0	**250**	**250**	**250**
Departmental Expenditures	144,705	155,375	158,825	3,450	12,687	8.0	**171,512**	**178,578**	**185,128**
TOTAL EXPENDITURES	**$ 145,722**	**$ 156,196**	**$ 159,614**	**$ 3,418**	**$ 12,643**	**7.9 %**	**$ 172,257**	**$ 179,308**	**$ 185,858**

Interest Allocated to Approp Surplus	$ 1,341	$ 597	$ 1,295	$ 698	$ (182)	(14.1) %	**$ 1,113**	**$ 1,005**	**$ 905**
Debt Principal Repaid	376	400	670	270	(94)	(14.0)	**576**	**513**	**0**
Contribution to Capital	21,704	17,663	18,547	884	(7,700)	(41.5)	**10,847**	**7,347**	**7,847**
Net Tsf To/(Frm) Surplus/Reserve	8,112	6,104	3,487	(2,617)	604	17.3	**4,091**	**4,719**	**4,938**
	$ 31,533	**$ 24,764**	**$ 23,999**	**$ (765)**	**$ (7,372)**	**(30.7) %**	**$ 16,627**	**$ 13,584**	**$ 13,690**

Surplus/(Deficit)	$ 645	$ (433)	$ (2,863)	$ (2,430)	$ 60	(2.1) %	**$ (2,803)**	**$ (2,314)**	**$ (1,889)**
Transfers (To)/Frm Surplus	(645)	433	2,863	2,430	(60)	(2.1)	**2,803**	**2,314**	**1,889**
BALANCED BUDGET	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**0.0 %**	**$ 0**	**$ 0**	**$ 0**

2001 - 2003 FINANCIAL PLAN
GENERAL OPERATING - REVENUE SUMMARY
$ 000's

REVENUE SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Corporate Revenues									
Taxation									
Base Levy	$ 244,367	$ 249,882	$ 251,294	$ 1,412	$ 5,063	2.0 %	**$ 256,357**	**$ 263,189**	**$ 270,716**
Assessment Growth (City's Portion)	2,929	2,117	2,357	240	223	8.6	**2,580**	**3,147**	**3,347**
Provision for Adjustments	(465)	(61)	(650)	(589)	300	(85.7)	**(350)**	**(350)**	**(350)**
	246,831	251,938	253,001	1,063	5,586	2.2	**258,587**	**265,986**	**273,713**
Grants in Lieu	6,521	6,943	6,400	(543)	300	4.5	**6,700**	**6,700**	**6,700**
Special Assessments	212	166	152	(14)	101	39.9	**253**	**204**	**172**
	253,564	259,047	259,553	506	5,987	2.3	**265,540**	**272,890**	**280,585**
Collections for Other Authorities									
Provincial School Taxes	(116,359)	(118,822)	(119,857)	(1,035)	(2,539)	2.1	**(122,396)**	**(126,068)**	**(129,850)**
Greater Vcr Transit Authority	(10,103)	(10,300)	(10,407)	(107)	(204)	1.9	**(10,611)**	**(10,929)**	**(11,257)**
Greater Vcr Regional District	(3,349)	(3,234)	(3,451)	(217)	119	(3.6)	**(3,332)**	**(3,432)**	**(3,535)**
BC Assessment Authority	(4,069)	(4,145)	(4,193)	(48)	(86)	2.0	**(4,279)**	**(4,407)**	**(4,539)**
Municipal Finance Authority	(8)	(8)	(8)	0	0	0.0	**(8)**	**(8)**	**(8)**
Grants in Lieu of Taxes	(1,114)	(1,079)	(1,140)	(61)	7	(0.6)	**(1,133)**	**(1,167)**	**(1,202)**
	(135,002)	(137,588)	(139,056)	(1,468)	(2,703)	1.9	**(141,759)**	**(146,011)**	**(150,391)**
Net Taxation	118,562	121,459	120,497	(962)	3,284	2.7	**123,781**	**126,879**	**130,194**
Other									
Investment Income	10,960	9,359	9,021	(338)	553	5.8	**9,574**	**9,374**	**9,174**
Penalties and Interest on Taxes	2,484	2,612	2,300	(312)	0	0.0	**2,300**	**2,300**	**2,200**
Provincial Casino Revenue Sharing	453	816	894	78	(484)	(118.0)	**410**	**0**	**0**
	13,897	12,787	12,215	(572)	69	0.6	**12,284**	**11,674**	**11,374**
Sustainable Revenue Increase	0	0	0	0	0	100.0	**0**	**0**	**3,550**
Total Corporate Revenues	**132,459**	**134,246**	**132,712**	**(1,534)**	**3,353**	**2.5**	**136,065**	**138,553**	**145,118**
Utility Administration	2,548	2,749	2,812	63	402	12.5	**3,214**	**3,238**	**3,284**
Departmental Revenues									
General Government									
City Manager	3,518	3,645	3,875	230	55	1.4	**3,930**	**4,206**	**4,365**
Finance, Technology & HR	794	722	736	14	59	7.4	**795**	**886**	**897**
	4,312	4,367	4,611	244	114	2.5	**4,725**	**5,092**	**5,262**
Protection Services									
Fire	720	662	874	212	(281)	(47.4)	**593**	**599**	**606**
RCMP	1,725	1,744	1,503	(241)	259	14.7	**1,762**	**2,662**	**2,662**
	2,445	2,406	2,377	(29)	(22)	(0.9)	**2,355**	**3,261**	**3,268**
Other									
Engineering Services	17,710	19,193	18,526	(667)	695	3.6	**19,221**	**19,380**	**19,420**
Parks, Recreation & Culture	8,167	7,481	8,773	1,292	363	4.0	**9,136**	**9,466**	**9,593**
Surrey Public Library	1,103	1,173	1,227	54	16	1.3	**1,243**	**1,278**	**1,298**
Planning & Development	9,156	8,912	9,712	800	410	4.1	**10,122**	**10,310**	**10,416**
	36,136	36,759	38,238	1,479	1,484	3.9	**39,722**	**40,434**	**40,727**
Total Departmental Revenues	**42,893**	**43,532**	**45,226**	**1,694**	**1,576**	**3.4**	**46,802**	**48,787**	**49,257**
TOTAL REVENUES	**$ 177,900**	**$ 180,527**	**$ 180,750**	**$ 223**	**$ 5,331**	**2.9 %**	**$ 186,081**	**$ 190,578**	**$ 197,659**

2001 - 2003 FINANCIAL PLAN
GENERAL OPERATING - EXPENDITURE SUMMARY
$ 000's

EXPENDITURE SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Debt Interest & Fiscal Services									
External Debt	$ 210	$ 65	$ 139	$ 74	$ (73)	(110.6) %	**$ 66**	**$ 31**	**$ 0**
Fiscal Charges	377	506	400	(106)	29	6.8	**429**	**449**	**480**
	587	571	539	(32)	(44)	(8.9)	**495**	**480**	**480**
Council/Millennium Projects	430	250	250	0	0	0.0	**250**	**250**	**250**
Departmental Expenditures									
General Government									
Mayor, Council & Grants	1,525	1,408	1,554	146	64	4.0	**1,618**	**1,650**	**1,666**
City Manager	7,582	7,255	7,664	409	240	3.0	**7,904**	**8,539**	**8,282**
Finance, Technology & HR	9,141	9,584	11,804	2,220	557	4.5	**12,361**	**12,506**	**12,825**
	18,248	18,247	21,022	2,775	861	3.9	**21,883**	**22,695**	**22,773**
Protection Services									
Fire	26,540	26,850	26,889	39	2,070	7.1	**28,959**	**30,494**	**31,858**
RCMP	36,142	40,980	40,830	(150)	6,549	13.8	**47,379**	**49,572**	**51,721**
	62,682	67,830	67,719	(111)	9,176	12.0	**76,338**	**80,066**	**83,579**
Other									
Engineering Services	23,273	26,273	26,203	(70)	1,272	4.9	**27,475**	**27,896**	**28,140**
Parks, Recreation & Culture	24,517	25,727	26,236	509	1,776	6.8	**28,012**	**29,488**	**30,054**
Surrey Public Library	6,746	7,267	7,382	115	470	6.4	**7,852**	**8,121**	**8,405**
Planning & Development	8,546	8,299	9,363	1,064	480	5.1	**9,843**	**10,112**	**10,272**
Operating Contingency	693	1,732	900	(832)	(791)	(87.9)	**109**	**200**	**1,905**
	63,775	69,298	70,084	786	3,207	4.4	**73,291**	**75,817**	**78,776**
Total Departmental Expendentures	**144,705**	**155,375**	**158,825**	**3,450**	**12,687**	**7.4**	**171,512**	**178,578**	**185,128**
Approp Surplus re: Interest	1,341	597	1,295	698	(182)	(16.4)	**1,113**	**1,005**	**905**
Debt Principal Repaid									
External Debt	376	400	670	270	(94)	(16.3)	**576**	**513**	**0**
	376	400	670	270	(94)	(16.3)	**576**	**513**	**0**
Contribution to Capital	21,704	17,663	18,547	884	(7,700)	(71.0)	**10,847**	**7,347**	**7,847**
Net Tsf To/(Frm) Surplus/Reserve									
Local Improvements	947	948	948	0	(29)	(3.2)	**919**	**890**	**733**
Appropriated Surplus	2,857	1,662	(585)	(2,247)	859	313.5	**274**	**780**	**1,156**
Reserve Funds	4,308	3,494	3,124	(370)	(226)	(7.8)	**2,898**	**3,049**	**3,049**
	8,112	6,104	3,487	(2,617)	604	14.8	**4,091**	**4,719**	**4,938**
TOTAL EXPENDITURES	**$ 177,255**	**$ 180,960**	**$ 183,613**	**$ 2,653**	**$ 5,271**	**2.8 %**	**$ 188,884**	**$ 192,892**	**$ 199,548**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAM SUMMARY
GENERAL GOVERNMENT

NET PROGRAMS	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Mayor, Council & Grants									
Office of the Mayor	$ 471	$ 407	$ 540	$ 133	$ 33	5.8 %	**$ 573**	**$ 594**	**$ 609**
Council	347	376	388	12	79	16.9	**467**	**478**	**479**
City Grants	716	626	626	0	(48)	(8.3)	**578**	**578**	**578**
	1,534	1,409	1,554	145	64	4.0	**1,618**	**1,650**	**1,666**
City Manager									
Administration	439	486	475	(11)	139	22.6	**614**	**636**	**654**
Business Development Office	392	410	398	(12)	38	8.7	**436**	**443**	**451**
By-law Services	(145)	(357)	(675)	(318)	(53)	7.3	**(728)**	**(943)**	**(1,059)**
Public Affairs	286	345	433	88	10	2.3	**443**	**451**	**458**
Legal Services	686	600	728	128	25	3.3	**753**	**809**	**840**
Legislative Services	2,574	2,365	2,596	231	72	2.7	**2,668**	**2,774**	**2,785**
	4,232	3,849	3,955	106	231	5.5	**4,186**	**4,170**	**4,129**
Finance, Technology & HR									
Accounting Services	1,331	1,190	1,527	337	67	4.2	**1,594**	**1,652**	**1,679**
Administration	332	729	559	(170)	148	20.9	**707**	**731**	**752**
Financial Planning	697	811	772	(39)	7	0.9	**779**	**825**	**847**
Financial Reporting	293	277	350	73	35	9.1	**385**	**404**	**417**
Risk, Health & Safety	1,331	1,332	1,354	22	19	1.4	**1,373**	**1,387**	**1,456**
Strategic Development	279	186	323	137	(22)	(7.3)	**301**	**305**	**310**
Information Technology	4,359	4,459	4,535	76	1,438	24.1	**5,973**	**6,109**	**6,230**
Human Resources	1,154	940	940	0	64	6.4	**1,004**	**1,035**	**1,066**
	9,776	9,924	10,360	436	1,756	14.5	**12,116**	**12,448**	**12,757**
NET PROGRAM TOTAL	**$ 15,542**	**$ 15,182**	**$ 15,869**	**$ 687**	**$ 2,051**	**11.4 %**	**$ 17,920**	**$ 18,268**	**$ 18,552**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAM SUMMARY
PROTECTION SERVICES

NET PROGRAMS	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Fire									
Administration	$ 906	$ 882	$ 821	$ (61)	$ 147	15.2 %	**$ 968**	**$ 992**	**$ 1,008**
Emergency Planning	50	65	85	20	1	1.2	**86**	**88**	**89**
Mechanics	657	758	629	(129)	14	2.2	**643**	**657**	**666**
Prevention	661	483	377	(106)	124	24.8	**501**	**517**	**528**
Public Education & Safety	175	164	197	33	(13)	(7.1)	**184**	**185**	**186**
Radio & Communications	840	855	962	107	10	1.0	**972**	**989**	**987**
Fire Operations	23,521	23,985	23,953	(32)	828	3.3	**24,781**	**25,325**	**25,596**
Training	584	543	568	25	9	1.6	**577**	**582**	**585**
Volunteers	0	0	0	0	0	0.0	**0**	**0**	**0**
Pre-Fire Planning Project	0	0	0	0	1,080	100.0	**1,080**	**2,137**	**3,184**
	27,394	27,735	27,592	(143)	2,200	7.4	**29,792**	**31,472**	**32,829**
RCMP									
Administration	1,998	2,269	2,427	158	283	10.4	**2,710**	**1,933**	**2,017**
District Offices	991	1,125	1,138	13	44	3.7	**1,182**	**1,206**	**1,222**
Operations	2,615	3,111	3,015	(96)	255	7.8	**3,270**	**3,350**	**3,393**
Operations Support	656	712	734	22	280	27.6	**1,014**	**1,252**	**1,273**
RCMP Contract	27,704	31,467	31,467	0	4,433	12.3	**35,900**	**38,151**	**40,113**
Officer In Charge Mgmt Services	1,107	537	500	(37)	38	7.1	**538**	**559**	**573**
	35,071	39,221	39,281	60	5,333	12.0	**44,614**	**46,451**	**48,591**
NET PROGRAM TOTAL	**$ 62,465**	**$ 66,956**	**$ 66,873**	**$ (83)**	**$ 7,533**	**10.1 %**	**$ 74,406**	**$ 77,923**	**$ 81,420**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAM SUMMARY
OTHER DEPARTMENTS

NET PROGRAMS	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Engineering Services									
Administration	$ 58	$ (16)	$ 0	$ 16	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Facilities	2,281	1,882	2,073	191	279	11.9	**2,352**	**2,444**	**2,510**
Real Estate	(1,745)	(1,630)	(1,377)	253	(30)	2.1	**(1,407)**	**(1,388)**	**(1,385)**
Land Development	0	(175)	0	175	0	0.0	**0**	**0**	**0**
Road	5,518	5,622	5,308	(314)	187	3.4	**5,495**	**5,578**	**5,618**
Traffic	3,527	3,257	3,378	121	9	0.3	**3,387**	**3,431**	**3,512**
Garage and Equipment	(10)	0	0	0	0	0.0	**0**	**0**	**0**
Gravel Operations	(112)	49	0	(49)	0	0.0	**0**	**0**	**0**
Solid Waste	(1,231)	(155)	(158)	(3)	57	(56.4)	**(101)**	**(77)**	**(63)**
Port Mann Landfill Operations	11	173	0	(173)	0	0.0	**0**	**0**	**0**
	8,297	9,007	9,224	217	502	5.2	**9,726**	**9,988**	**10,192**
Parks, Recreation & Culture									
Administration, Planning & Marketing	1,950	1,772	1,804	32	(10)	(0.6)	**1,794**	**1,888**	**1,959**
Arenas	687	1,005	836	(169)	(34)	(4.2)	**802**	**942**	**999**
Art Centre	1,015	1,021	1,035	14	94	8.3	**1,129**	**1,474**	**1,499**
Community Halls	64	64	72	8	(34)	(89.5)	**38**	**36**	**32**
Community Recreation Services	1,439	1,459	1,493	34	267	15.2	**1,760**	**1,828**	**1,889**
Heritage Services	530	606	595	(11)	72	10.8	**667**	**701**	**723**
Indoor Pools	1,473	2,259	1,606	(653)	674	29.6	**2,280**	**2,357**	**2,413**
Marketing & Comm Development	773	856	923	67	81	8.1	**1,004**	**1,050**	**1,068**
Outdoor Pools	777	748	774	26	(161)	(26.3)	**613**	**633**	**645**
Parks Division	6,719	7,370	7,373	3	399	5.1	**7,772**	**8,058**	**8,155**
Seniors Centres	484	516	495	(21)	62	11.1	**557**	**580**	**592**
Youth Centres	461	449	510	61	65	11.3	**575**	**590**	**602**
	16,372	18,125	17,516	(609)	1,475	7.8	**18,991**	**20,137**	**20,576**
Surrey Public Library									
Administration	(182)	(136)	(307)	(171)	(31)	9.2	**(338)**	**(297)**	**(311)**
Community Relations	157	159	143	(16)	8	5.3	**151**	**135**	**136**
Public Services	3,775	4,122	4,252	130	149	3.4	**4,401**	**4,466**	**4,520**
Technical Services	2,009	2,023	2,017	(6)	153	7.1	**2,170**	**2,197**	**2,230**
	5,759	6,168	6,105	(63)	279	4.4	**6,384**	**6,501**	**6,575**
Planning and Development									
Administration	2,310	2,150	2,555	405	155	5.7	**2,710**	**2,776**	**2,815**
Area Planning & Development	1,497	1,109	1,581	472	88	5.3	**1,669**	**1,781**	**1,829**
Building	(4,419)	(3,877)	(4,525)	(648)	(173)	3.7	**(4,698)**	**(4,795)**	**(4,828)**
Heritage Advisory Committee	37	40	40	0	0	0.0	**40**	**40**	**40**
	(575)	(578)	(349)	229	70	(25.1)	**(279)**	**(198)**	**(144)**
Operating Contingency	693	1,732	900	0	(791)	(87.8)	**109**	**200**	**1,905**
NET PROGRAM TOTAL	**$ 30,546**	**$ 34,454**	**$ 33,396**	**$ (226)**	**$ 1,535**	**4.4 %**	**$ 34,931**	**$ 36,628**	**$ 39,104**

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2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
MAYOR, COUNCIL & CITY GRANTS

PROGRAM SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Office of the Mayor	$ 471,000	$ 407,000	$ 540,000	$ 133,000	$ 33,000	6.1 %	**$ 573,000**	**$ 594,000**	**$ 609,000**
Council	347,000	376,000	388,000	12,000	79,000	20.4 %	**467,000**	**478,000**	**479,000**
City Grants	716,000	626,000	626,000	0	(48,000)	(7.7) %	**578,000**	**578,000**	**578,000**
NET DEPARTMENT TOTAL	**$ 1,534,000**	**$ 1,409,000**	**$ 1,554,000**	**$ 145,000**	**$ 64,000**	**4.1 %**	**$ 1,618,000**	**$ 1,650,000**	**$ 1,666,000**

ACCOUNT SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 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	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	593,000	672,000	684,000	12,000	111,000	16.2	**795,000**	**826,000**	**839,000**
Operating Costs	922,000	791,000	866,000	75,000	(56,000)	(6.5)	**810,000**	**811,000**	**814,000**
Internal Services Used	10,000	18,000	4,000	(14,000)	9,000	225.0	**13,000**	**13,000**	**13,000**
Internal Services Recovered	0	(73,000)	0	73,000	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	1,525,000	1,408,000	1,554,000	146,000	64,000	4.1	**1,618,000**	**1,650,000**	**1,666,000**
Net Operations Total	**1,525,000**	**1,408,000**	**1,554,000**	**146,000**	**64,000**	**4.1**	**1,618,000**	**1,650,000**	**1,666,000**
Transfers									
Transfer From Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	9,000	1,000	0	(1,000)	0	0.0	**0**	**0**	**0**
	9,000	1,000	0	(1,000)	0	0.0	**0**	**0**	**0**
NET DEPARTMENT TOTAL	**$ 1,534,000**	**$ 1,409,000**	**$ 1,554,000**	**$ 145,000**	**$ 64,000**	**4.1 %**	**$ 1,618,000**	**$ 1,650,000**	**$ 1,666,000**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
MAYOR, COUNCIL & CITY GRANTS

Office of the Mayor	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 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	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	357,000	361,000	441,000	80,000	32,000	7.3	**473,000**	**494,000**	**507,000**
Operating Costs	95,000	34,000	95,000	61,000	(8,000)	(8.4)	**87,000**	**87,000**	**89,000**
Internal Services Used	10,000	11,000	4,000	(7,000)	9,000	225.0	**13,000**	**13,000**	**13,000**
Internal Services Recovered	0	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	462,000	406,000	540,000	134,000	0	0.0	**573,000**	**594,000**	**609,000**
Net Operations Total	**462,000**	**406,000**	**540,000**	**134,000**	**33,000**	**6.1**	**573,000**	**594,000**	**609,000**
Transfers									
Transfer From Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	9,000	1,000	0	(1,000)	0	0.0	**0**	**0**	**0**
	9,000	1,000	0	(1,000)	0	0.0	**0**	**0**	**0**
Office of the Mayor Total	**$ 471,000**	**$ 407,000**	**$ 540,000**	**$ 133,000**	**$ 33,000**	**6.1 %**	**$ 573,000**	**$ 594,000**	**$ 609,000**

Council	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 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	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	236,000	311,000	243,000	(68,000)	79,000	32.5	**322,000**	**332,000**	**332,000**
Operating Costs	111,000	131,000	145,000	14,000	0	0.0	**145,000**	**146,000**	**147,000**
Internal Services Used	0	7,000	0	(7,000)	0	0.0	**0**	**0**	**0**
Internal Services Recovered	0	(73,000)	0	73,000	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	347,000	376,000	388,000	12,000	79,000	20.4	**467,000**	**478,000**	**479,000**
Net Operations Total	**347,000**	**376,000**	**388,000**	**12,000**	**79,000**	**20.4**	**467,000**	**478,000**	**479,000**
Transfers									
Transfer From Own Sources	0	0	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	0.0	**0**	**0**	**0**
Council Total	**$ 347,000**	**$ 376,000**	**$ 388,000**	**$ 12,000**	**$ 79,000**	**20.4 %**	**$ 467,000**	**$ 478,000**	**$ 479,000**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
MAYOR, COUNCIL & CITY GRANTS

CITY GRANTS	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Transfer From Reserve	$ (6,000)	$ (31,000)	$ (8,000)	$ 23,000	$ (7,000)	87.5 %	**$ (15,000)**	**$ (5,000)**	**$ (5,000)**
Transfer To Reserve	1,300	15,000	0	(15,000)	0	0.0	**0**	**0**	**0**
City Portion of Land Use/Tax	4,000	9,000	4,000	(5,000)	0	0.0	**4,000**	**4,000**	**4,000**
Community, Promotion & Environment	30,400	41,000	33,000	(8,000)	7,000	21.2	**40,000**	**30,000**	**30,000**
Other Recurring	480,300	391,000	391,000	0	0	0.0	**391,000**	**391,000**	**391,000**
Property Assessment Values	201,000	201,000	201,000	0	(48,000)	(23.9)	**153,000**	**153,000**	**153,000**
Unallocated - New Request	0	0	0	0	0	0.0	**0**	**0**	**0**
Unallocated - Special Recognition	5,000	0	5,000	5,000	0	0.0	**5,000**	**5,000**	**5,000**
Unallocated - Youth	0	0	0	0	0	0.0	**0**	**0**	**0**
Tourism Vancouver	0	0	0	0	0	0.0	**0**	**0**	**0**
CITY GRANTS TOTAL	**$ 716,000**	**$ 626,000**	**$ 626,000**	**$ 0**	**$ (48,000)**	**(7.7) %**	**$ 578,000**	**$ 578,000**	**$ 578,000**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
MAYOR, COUNCIL & CITY GRANTS

SIGNIFICANT CHANGES		SUMMARY
2000 ADOPTED BUDGET		**$ 1,554,000**
2000 ADJUSTED BUDGET		**$ 1,554,000**
Revenues		
Sales and Services	0	**0**
Taxation and Other	0	**0**
Total Change in Revenues		**0**
Expenditures		
Salaries/Wages & Benefits		
Increase in salaries, 1.85% p4p & merit	32,000	
Increase Council's Indemnities	79,000	**111,000**
Operating Costs		
Decrease in Mayor's car lease	(8,000)	
Decrease in Grant - Property Leases	(48,000)	**(56,000)**
Internal Services Used		
Increase in Internal Services Used - Municipal Equipment	9,000	**9,000**
Internal Services Recovered	0	**0**
External Recoveries	0	**0**
Transfer From Own Sources	0	**0**
Transfer To Own Sources	0	**0**
Total Change in Expenditures		**64,000**
2001 BUDGET		**$ 1,618,000**

SIGNIFICANT CHANGES		SUMMARY
2001 ADOPTED BUDGET		**$ 1,618,000**
Revenues	0	**0**
Expenditures		
Annual increase in salaries, 1.85% p4p & merit	18,000	
Increase Council's Indemnities	13,000	
Miscellaneous operating expense increase	1,000	**32,000**
2002 BUDGET		**$ 1,650,000**

SIGNIFICANT CHANGES		SUMMARY
2002 BUDGET		**$ 1,650,000**
Revenues	0	**0**
Expenditures		
Annual increase in salaries, 1.85% p4p & merit	13,000	
Increase in Mayor office's operating costs	2,000	
Increase in Council office's operating costs	1,000	**16,000**
2003 BUDGET		**$ 1,666,000**

The City Manager's Department provides the strategic leadership of the City. This Department also manages all Public Affairs for the City, Economic Development, Legislative Services, as well as Legal Services and Bylaw Enforcement and Licensing.

CITY MANAGERS OFFICE

In the year 2000, this office provided overall direction to the City administration and achieved operational goals and objectives within the overall budget allocations. It initiated process council goals by providing overall direction to the Administration and continued to emphasize the importance of a long-term vision.

In 2001, this Office will continue to:

- Provide strategic leadership to the City by initiating and ensuring the linkage of all long range plans and by being a catalyst for corporate change and innovation;
- Demonstrate a high degree of flexibility and sensitivity in delivering services by being openly communicative and responsive to Council, staff and the public;
- Ensure effective financial management of the City by providing high quality service within the existing departmental budgets. It monitors and manages the revenues and expenditures of the corporation as a whole to ensure corporate compliance with Council policies and priorities;
- Keep Council informed of all matters of relevance and concern regarding the City;
- Undertake special projects and initiatives that fall outside the typical range of operations of the administrative departments.

COMMUNICATIONS & PUBLIC AFFAIRS

Oversees all corporate administrative internal and external communications

- Special Events: promotes and co-ordinates Canada Day, City Birthday event, Chip In, Media Events, Civic Festivals and other corporate and community events;
- Motion Picture Liaison/Promotion: promotes and co-ordinates motion picture film industry activities in the City;
- Graphic Design Services: co-ordinates corporate graphic standards and provides in-house graphic design services and expertise;
- Marketing/Promotion: manages and co-ordinates statutory and non-statutory corporate advertising contracts, corporate visual identity, liase with Chambers of Commerce.

ECONOMIC DEVELOPMENT

This division provides business development services to the business community and promotes Surrey as a good place in which to do business.

The Business Development Office is focused on retaining existing business as well as recruiting new businesses to Surrey. This is accomplished through marketing programs and the provision of business related information to prospective investors in Surrey.

LEGISLATIVE SERVICES

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

2000 ACCOMPLISHMENTS

Administration
- Updated Zoning By-law and Official Community Plan By-law, also made available on the internet;
- Made all Council and Parks, Recreation & Culture Commission agendas available on the internet;
- Developed Policy for Council/Corporate correspondence, and
- Continued to meet all statutory requirements in processing a variety of development applications.

Reprographics
- Continued to service the overall copying and reproduction needs for all departments in the City on a volume of just under 10 million impressions for the year. Increased the colour copier usage by 21% over 2000, at negative cost impact to the City.

Records
- Undertook an extensive project to bring manual systems current: to update the master file plan, identify the "office of prime responsibility" for records, and update retention schedule, in preparation for automation.

Freedom of Information & Protection of Privacy
- Provided ongoing training and support to new and existing department advisors, and
- Access requests decreased 5% over 2000.

2001 KEY ISSUES

Administration
- Keep apprised of any proposed changes in Local Government Act, and amend any outdated and unclear processes, and
- Improving access and search capabilities for documents under Legislative Services website.

Freedom of Information & Protection of Privacy
- Provide training and written materials to increase awareness in all departments about changes in legislation concerning person privacy, particularly our responsibilities when collecting and using personal information.

Records
- Research and recommend options for an effective and cost-efficient electronic document and information management system for the corporation.

Legislation
- Finalize and present the new Freedom of Information and Protection of Privacy "Guidebook", which was developed in conjunction with other lower mainland municipalities.

Reprographics
- Research and recommend options for the use of digital copiers, particularly in the area of electronic agenda production.

Legislative Services Department Statistics

	1999 Actual	2000 Actual
Correspondence Processed	9,000	9,381
Corporate Documents	1,600	1,645
Corporate Reports	412	286
Council Correspondence	3,500	3,340
By-laws	510	287
Public Hearing By-laws	118	114
Council Meetings	63	62
Freedom of Information Requests	93	88
Reprographics		
- Print Shop (number of copies)	8,441,323	9,307,648
- Departmental copiers (number of copies)	n/a	5,614,092
Postage (number of pieces mailed)	498,857	523,047
Folder/Inserter (number of pieces handled)	145,437	205,241
Records Retrieval – number (On-site)	1,370	1,004
Records Retrieval – number (Off-site)	761	602

LEGAL SERVICES, BYLAW ENFORCEMENT & LICENSING

The Legal Services division provides legal services to Council and the City Departments. City solicitors act as Court Counsel in both prosecuting and defending legal actions, providing legal advice and rendering legal opinions on a wide variety of matters, as well as drafting or reviewing all forms of legal and legislative documentation required by the City.

The Division is also responsible for By-Law Enforcement and Licensing and for assisting in the drafting and enforcement of a myriad of City By-Laws, regulations and business licenses; it is further responsible for regulating animal control and for administering both the operation of the City Pound and parking enforcement and the operation of the City Tow Yard.

2000 ACCOMPLISHMENTS

- 98% success rate in new proactive By-Law prosecutions and proactive enforcement efforts, including Section 698 and 727 Orders, illegal land uses, overweight vehicles, illegal dumping, illegal pawn shops, buildings offences, dog offences, operating without business licenses and unsightly premises;
- 20% increase in By-Law prosecutions;
- Claims Litigation; Total Claims settled = $507726.71. Total Claims settled with no cost to the City resulting in reserves of $761,882.80;
- Claims - continue with low claim loss rate
- Ongoing Projects - Tech B.C.; Darts Hill Garden; Sports and Leisure Centre;
- By-Law Enforcement & Licensing Business Plan:

  – False Alarms – Change in procedure with immediate follow up of letter after initial violation issued by Police Department. This has proven to be not only more efficient and professional with the public, but we found that our inquiries have been reduced. Additional steps were taken in the educational component which has proven to be a positive step.

  – Business License Renewals – The new Posse program has produced significant dividends with the issuance of Business Licenses. Licenses are now produced immediately with complete electronic tracking of any follow up. We have amended the Business License By-Law to reflect a penalty for delinquent accounts. This has not only reduced the amount of follow up, but also the efficiency of payment.

  – Call Centre – We made a number of changes with respect to additional duties carried out by the personnel in the Call Centre and transferred these duties to other areas within the department. The changes within the Call Centre in the last two years drastically reduced the number of lost calls to less than 4%. This is a remarkable achievement as our Call Centre is off line during weekends, with calls being referred to the Police Call Centre.

  – Job Descriptions – Both duties and responsibilities were properly aligned in those particular areas of responsibility, which greatly enhanced our performance and efficiency in dealing with the public. With these changes we have been able to achieve our goals in meeting not only our budget expectations, but also gave the staff ownership of those programs for which they are now responsible. Responsibility has now been assigned to each of the clerical support with cross training of employees. The majority of staff is now fully conversant with all the operations of the office.

  – Clean City Campaign – This program has continued throughout the year 2000 with significant gains achieved with property owners being held responsible for keeping their property clean.

  – Commercial Vehicle Enforcement – This has proven to be significant impact on the City with the majority of trucks now complying with the truck routes. The long term results will be seen through Engineering with the impact to our roads.

- Parking Enforcement – Positive steps were taken in 2000 to produce a procedure that would be acceptable and yet continue to provide the enforcement of this program. The cost of this program has been reviewed with a more cost efficient process now in place. This was achieved without any impact to the overall enforcement program within the City.

Year	New Litigation	Cases Settled	Amount Paid	Reserves
1994	49	38	68,800	787,000
1995	54	28	121,854	1,243,379
1996	87	38	107,405	424,960
1997	48	28	49,519	380,072
1998	28	39	247,709	439,146
1999	36	14	45,000	215,965
2000	32	52	507,726	761,883

Performance Indicators	Actual 2000	Forecast 2001	Forecast 2002	Forecast 2003
Goal: Providing effective and efficient civil litigation defence and legal advice to the Mayor, City Council, City Manager and City Departments				
# of new lawsuits initiated or defended	40	45	50	55

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
CITY MANAGER

PROGRAM SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Administration	$ 439,000	$ 486,000	$ 475,000	$ (11,000)	$ 139,000	29.3 %	**$ 614,000**	**$ 636,000**	**$ 654,000**
Business Development Office	392,000	410,000	398,000	(12,000)	38,000	9.5	**436,000**	**443,000**	**451,000**
By-law Services	(145,000)	(357,000)	(675,000)	(318,000)	(53,000)	7.9	**(728,000)**	**(943,000)**	**(1,059,000)**
Public Affairs	286,000	345,000	433,000	88,000	10,000	2.3	**443,000**	**451,000**	**458,000**
Legal Services	686,000	600,000	728,000	128,000	25,000	3.4	**753,000**	**809,000**	**840,000**
Legislative Services	2,574,000	2,365,000	2,596,000	231,000	72,000	2.8	**2,668,000**	**2,774,000**	**2,785,000**
NET DEPARTMENT TOTAL	**$ 4,232,000**	**$ 3,849,000**	**$ 3,955,000**	**$ 106,000**	**$ 231,000**	**5.8 %**	**$ 4,186,000**	**$ 4,170,000**	**$ 4,129,000**

ACCOUNT SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (3,518,000)	$ (3,645,000)	$ (3,875,000)	$ (230,000)	$ (55,000)	1.4 %	**$ (3,930,000)**	**$ (4,206,000)**	**$ (4,365,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(3,518,000)	(3,645,000)	(3,875,000)	(230,000)	(55,000)	1.4	**(3,930,000)**	**(4,206,000)**	**(4,365,000)**
Expenditures									
Salaries and Benefits	4,541,000	4,383,000	4,777,000	394,000	296,000	6.2	**5,073,000**	**5,319,000**	**5,373,000**
Operating Costs	3,198,000	2,996,000	2,896,000	(100,000)	(49,000)	(1.7)	**2,847,000**	**3,236,000**	**2,930,000**
Internal Services Used	291,000	266,000	283,000	17,000	9,000	3.2	**292,000**	**298,000**	**299,000**
Internal Services Recovered	(395,000)	(332,000)	(271,000)	61,000	(17,000)	6.3	**(288,000)**	**(294,000)**	**(300,000)**
External Recoveries	(53,000)	(58,000)	(21,000)	37,000	1,000	(4.8)	**(20,000)**	**(20,000)**	**(20,000)**
	7,582,000	7,255,000	7,664,000	409,000	240,000	3.1	**7,904,000**	**8,539,000**	**8,282,000**
Net Operations Total	**4,064,000**	**3,610,000**	**3,789,000**	**179,000**	**185,000**	**4.9**	**3,974,000**	**4,333,000**	**3,917,000**
Transfers									
Transfer From Own Sources	(317,000)	(114,000)	(28,000)	86,000	28,000	(100.0)	**0**	**(375,000)**	**0**
Transfer To Own Sources	485,000	353,000	194,000	(159,000)	18,000	9.3	**212,000**	**212,000**	**212,000**
	168,000	239,000	166,000	(73,000)	46,000	27.7	**212,000**	**(163,000)**	**212,000**
NET DEPARTMENT TOTAL	**$ 4,232,000**	**$ 3,849,000**	**$ 3,955,000**	**$ 106,000**	**$ 231,000**	**5.8 %**	**$ 4,186,000**	**$ 4,170,000**	**$ 4,129,000**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
CITY MANAGER

Administration	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 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	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	383,000	330,000	382,000	52,000	138,000	36.1	**520,000**	**542,000**	**559,000**
Operating Costs	49,000	137,000	93,000	(44,000)	1,000	1.1	**94,000**	**94,000**	**95,000**
Internal Services Used	0	0	0	0	0	0.0	**0**	**0**	**0**
Internal Services Recovered	0	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	432,000	467,000	475,000	8,000	139,000	29.3	**614,000**	**636,000**	**654,000**
Net Operations Total	**432,000**	**467,000**	**475,000**	**8,000**	**139,000**	**29.3**	**614,000**	**636,000**	**654,000**
Transfers									
Transfer From Own Sources	0	(89,000)	0	89,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	7,000	108,000	0	(108,000)	0	0.0	**0**	**0**	**0**
	7,000	19,000	0	(19,000)	0	0.0	**0**	**0**	**0**
Administration Total	**$ 439,000**	**$ 486,000**	**$ 475,000**	**$ (11,000)**	**$ 139,000**	**29.3 %**	**$ 614,000**	**$ 636,000**	**$ 654,000**

Business Development Office	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (43,000)	$ (14,000)	$ (8,000)	$ 6,000	$ 0	0.0 %	**$ (8,000)**	**$ (8,000)**	**$ (8,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(43,000)	(14,000)	(8,000)	6,000	0	0.0	**(8,000)**	**(8,000)**	**(8,000)**
Expenditures									
Salaries and Benefits	258,000	251,000	277,000	26,000	37,000	13.4	**314,000**	**321,000**	**326,000**
Operating Costs	214,000	220,000	129,000	(91,000)	1,000	0.8	**130,000**	**130,000**	**133,000**
Internal Services Used	0	0	0	0	0	0.0	**0**	**0**	**0**
Internal Services Recovered	(69,000)	(29,000)	0	29,000	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	403,000	442,000	406,000	(36,000)	38,000	9.4	**444,000**	**451,000**	**459,000**
Net Operations Total	**360,000**	**428,000**	**398,000**	**(30,000)**	**38,000**	**9.5**	**436,000**	**443,000**	**451,000**
Transfers									
Transfer From Own Sources	0	(25,000)	0	25,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	32,000	7,000	0	(7,000)	0	0.0	**0**	**0**	**0**
	32,000	(18,000)	0	18,000	0	0.0	**0**	**0**	**0**
Business Development Total	**$ 392,000**	**$ 410,000**	**$ 398,000**	**$ (12,000)**	**$ 38,000**	**9.5 %**	**$ 436,000**	**$ 443,000**	**$ 451,000**

By-law Services	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (3,246,000)	$ (3,394,000)	$ (3,747,000)	$ (353,000)	$ (55,000)	1.5 %	**$ (3,802,000)**	**$ (4,078,000)**	**$ (4,237,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(3,246,000)	(3,394,000)	(3,747,000)	(353,000)	(55,000)	1.5	**(3,802,000)**	**(4,078,000)**	**(4,237,000)**
Expenditures									
Salaries and Benefits	1,779,000	1,668,000	1,791,000	123,000	(18,000)	(1.0)	**1,773,000**	**1,827,000**	**1,852,000**
Operating Costs	1,170,000	1,208,000	1,063,000	(145,000)	1,000	0.1	**1,064,000**	**1,071,000**	**1,090,000**
Internal Services Used	100,000	120,000	219,000	99,000	9,000	4.1	**228,000**	**230,000**	**231,000**
Internal Services Recovered	0	(15,000)	(51,000)	(36,000)	(8,000)	15.7	**(59,000)**	**(61,000)**	**(63,000)**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	3,049,000	2,981,000	3,022,000	41,000	(16,000)	(0.5)	**3,006,000**	**3,067,000**	**3,110,000**
Net Operations Total	**(197,000)**	**(413,000)**	**(725,000)**	**(312,000)**	**(71,000)**	**9.8**	**(796,000)**	**(1,011,000)**	**(1,127,000)**
Transfers									
Transfer From Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	52,000	56,000	50,000	(6,000)	18,000	36.0	**68,000**	**68,000**	**68,000**
	52,000	56,000	50,000	(6,000)	18,000	36.0	**68,000**	**68,000**	**68,000**
By-law Services Total	**$ (145,000)**	**$ (357,000)**	**$ (675,000)**	**$ (318,000)**	**$ (53,000)**	**7.9 %**	**$ (728,000)**	**$ (943,000)**	**$ (1,059,000)**

Public Affairs	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (205,000)	$ (218,000)	$ (103,000)	$ 115,000	$ 0	0.0 %	**$ (103,000)**	**$ (103,000)**	**$ (103,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(205,000)	(218,000)	(103,000)	115,000	0	0.0	**(103,000)**	**(103,000)**	**(103,000)**
Expenditures									
Salaries and Benefits	193,000	204,000	190,000	(14,000)	10,000	5.3	**200,000**	**208,000**	**211,000**
Operating Costs	226,000	288,000	313,000	25,000	0	0.0	**313,000**	**313,000**	**317,000**
Internal Services Used	163,000	137,000	54,000	(83,000)	0	0.0	**54,000**	**54,000**	**54,000**
Internal Services Recovered	(39,000)	(13,000)	(1,000)	12,000	0	0.0	**(1,000)**	**(1,000)**	**(1,000)**
External Recoveries	(52,000)	(55,000)	(20,000)	35,000	0	0.0	**(20,000)**	**(20,000)**	**(20,000)**
	491,000	561,000	536,000	(25,000)	10,000	1.9	**546,000**	**554,000**	**561,000**
Net Operations Total	**286,000**	**343,000**	**433,000**	**90,000**	**10,000**	**2.3**	**443,000**	**451,000**	**458,000**
Transfers									
Transfer From Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	0	2,000	0	(2,000)	0	0.0	**0**	**0**	**0**
	0	2,000	0	(2,000)	0	0.0	**0**	**0**	**0**
Public Affairs Total	**$ 286,000**	**$ 345,000**	**$ 433,000**	**$ 88,000**	**$ 10,000**	**2.3 %**	**$ 443,000**	**$ 451,000**	**$ 458,000**

Legal Services	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 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	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	678,000	670,000	722,000	52,000	54,000	7.5	**776,000**	**836,000**	**866,000**
Operating Costs	249,000	137,000	219,000	82,000	(20,000)	(9.1)	**199,000**	**199,000**	**204,000**
Internal Services Used	5,000	5,000	6,000	1,000	0	0.0	**6,000**	**6,000**	**6,000**
Internal Services Recovered	(255,000)	(243,000)	(219,000)	24,000	(9,000)	4.1	**(228,000)**	**(232,000)**	**(236,000)**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	677,000	569,000	728,000	159,000	25,000	3.4	**753,000**	**809,000**	**840,000**
Net Operations Total	**677,000**	**569,000**	**728,000**	**159,000**	**25,000**	**3.4**	**753,000**	**809,000**	**840,000**
Transfers									
Transfer From Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	9,000	31,000	0	(31,000)	0	0.0	**0**	**0**	**0**
	9,000	31,000	0	(31,000)	0	0.0	**0**	**0**	**0**
Legal Services Total	**$ 686,000**	**$ 600,000**	**$ 728,000**	**$ 128,000**	**$ 25,000**	**3.4 %**	**$ 753,000**	**$ 809,000**	**$ 840,000**

Legislative Services	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (24,000)	$ (19,000)	$ (17,000)	$ 2,000	$ 0	0.0 %	**$ (17,000)**	**$ (17,000)**	**$ (17,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(24,000)	(19,000)	(17,000)	2,000	0	0.0	**(17,000)**	**(17,000)**	**(17,000)**
Expenditures									
Salaries and Benefits	1,250,000	1,260,000	1,415,000	155,000	75,000	5.3	**1,490,000**	**1,585,000**	**1,559,000**
Operating Costs	1,290,000	1,006,000	1,079,000	73,000	(32,000)	(3.0)	**1,047,000**	**1,429,000**	**1,091,000**
Internal Services Used	23,000	4,000	4,000	0	0	0.0	**4,000**	**8,000**	**8,000**
Internal Services Recovered	(32,000)	(32,000)	0	32,000	0	0.0	**0**	**0**	**0**
External Recoveries	(1,000)	(3,000)	(1,000)	2,000	1,000	(100.0)	**0**	**0**	**0**
	2,530,000	2,235,000	2,497,000	262,000	44,000	1.8	**2,541,000**	**3,022,000**	**2,658,000**
Net Operations Total	**2,506,000**	**2,216,000**	**2,480,000**	**264,000**	**44,000**	**1.8**	**2,524,000**	**3,005,000**	**2,641,000**
Transfers									
Transfer From Own Sources	(317,000)	0	(28,000)	(28,000)	28,000	(100.0)	**0**	**(375,000)**	**0**
Transfer To Own Sources	385,000	149,000	144,000	(5,000)	0	0.0	**144,000**	**144,000**	**144,000**
	68,000	149,000	116,000	(33,000)	28,000	24.1	**144,000**	**(231,000)**	**144,000**
Legislative Services Total	**$ 2,574,000**	**$ 2,365,000**	**$ 2,596,000**	**$ 231,000**	**$ 72,000**	**2.8 %**	**$ 2,668,000**	**$ 2,774,000**	**$ 2,785,000**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
CITY MANAGER

SIGNIFICANT CHANGES		SUMMARY
2000 ADOPTED BUDGET		**$ 4,217,000**
Labour Relations moved to Human Resources		**(262,000)**
2000 ADJUSTED BUDGET		**$ 3,955,000**
Revenues		
Sales and Services		
Decrease in Business Licenses	148,000	
Increase in Revenue generated from POSSE System	(155,000)	
Increase in Pound Fee	(5,000)	
Increase in Towing Fee	(18,000)	
Increase in Dog Licenses	(5,000)	
Increase in False Alarms Fees	(5,000)	
Increase in Traffic Infractions	(5,000)	
Increase in Municipal Ticket Informations	(5,000)	
Increase in Miscellaneous Revenues	(5,000)	**(55,000)**
Taxation and Other	0	**0**
Total Change in Revenues		**(55,000)**
Expenditures		
Salaries/Wages & Benefits		
Increase in salaries, vacation payout and merit pay	381,000	
Savings in salary from POSSE system	(105,000)	
Move from outside Legal cost	20,000	**296,000**
Operating Costs		
Increase in By-law's operating costs	13,000	
POSSE savings in Pound expenses	(12,000)	
Move outside Legal cost to part-time salary - Legal	(20,000)	
Decrease in operating costs - Legislative	(32,000)	
Increase in Economic Development's operating costs	1,100	
Increase in City Manager's' operating costs	900	**(49,000)**
Internal Services Used		
Increase in Internal Services Used - municipal equipment for By-law's enforcement	9,000	**9,000**
Internal Services Recovered		
Increase in recovery from Realty	(9,000)	
Increase in False Alarm recovery from Corporate Tax	(8,000)	**(17,000)**
External Recoveries	1,000	**1,000**
Transfer From Own Sources		
Decrease in transfer from RFFE	28,000	**28,000**
Transfer To Own Sources		
Contribution to Replacement Reserve - Posse	18,000	**18,000**
Total Change in Expenditures		**286,000**
2001 BUDGET		**$ 4,186,000**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
CITY MANAGER

SIGNIFICANT CHANGES		SUMMARY
2001 ADOPTED BUDGET		$ 4,186,000
Revenues		
Increase in Pound Fees	(10,000)	
Increase in Revenue generated from POSSE	(136,000)	
Increase in Business Licenses	(100,000)	
Increase in Dog Licenses	(5,000)	
Increase in False Alarms Fees	(15,000)	
Increase in Traffic Infractions	(5,000)	
Increase in Municipal Ticket Informations	(5,000)	(276,000)
Expenditures		
Increase in salaries and merit pay	193,000	
Net increase in By-law's operating costs	7,000	
Increase in costs associated with Election	435,000	
Increase in cost allocation - Labour charge for Election	4,000	
Increase in Internal Services Used	2,000	
Increase in False Alarm recovery from Corporate Tax	(2,000)	
Increase in recovery from Realty	(4,000)	
Increase in transfer from RFFE - Election	(375,000)	260,000
2002 BUDGET		$ 4,170,000

SIGNIFICANT CHANGES		SUMMARY
2002 BUDGET		$ 4,170,000
Revenues		
Increase in Revenue generated from POSSE system	(59,000)	
Increase in Business Licenses	(100,000)	(159,000)
Expenditures		
Increase in salaries and merit pay	107,000	
Increase in By-law's operating costs	19,000	
Increase in Administration's operating costs	1,000	
Increase in in Economic Development's operating costs	3,000	
Increase in in Legal's operating costs	5,000	
Increase in in Public Affairs' operating costs	4,000	
Increase in cost allocation - municipal equipment for By-law's enforcement	1,000	
Increase recovery in False Alarm from Corporate Tax	(2,000)	
Increase in recovery from Realty	(4,000)	
Decrease in costs in Election	(391,000)	
Decrease in transfer from RFFE for Election	375,000	118,000
2003 BUDGET		$ 4,129,000

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The Finance, Technology & HR Department provides financial, information systems (IT) and human resources services, advice and guidance to support City operations. It provides responsive service to its clients, leadership in improving city processes and maintains financial, HR, and IT practices, policies and standards. The Department provides employment and recruitment, compensation and benefit services. It plans, acquires and maintains information technology resources. The key programs and services include:

Accounting Services

- Accurately processes over 28,400 accounts payable and 58,500 payroll cheques annually;
- Purchases the goods and services needed by the City and manages inventory;
- Administers the City's accounts receivables;
- Processes accurate and timely entry of CWM data information, and
- Fulfills annual reporting requirements for various other authorities.

Financial Planning

- Co-ordinates the preparation of the City's annual operating and capital budgets totaling $350 million;
- In conjunction with other departments, develops the City's Five-Year financial plans;
- Provides financial analysis, advice and support to other departments;
- Bills and collects property taxes, utility levies and local improvement fees for over 100,000 properties;
- Responds promptly to over 34,000 property tax phone inquiries from the public per year, and
- Manages the City's $400 million investment portfolio and achieves financial performance above established benchmarks.

Financial Reporting

- Maintains, administers, and integrates the general ledger and related financial systems;
- Produces monthly and annual financial statements in accordance with generally accepted public sector accounting principles;
- Administers Provincial (PST) and Federal (GST) commodity taxation systems;
- Develops and maintains a system of internal controls to safeguard financial assets, and
- Performs internal audits and special investigations.

Human Resources

- Co-ordinates, recruits and provides support to select and hire new employees;
- Provides employee orientation and explains benefit package;
- Develops and maintains the City's compensation system;
- Provides on-going guidance and support for the revisions to the Performance Management Program;
- Conducts on-going administration in corrective discipline and grievance handling;
- Negotiates with outside providers, and manages the City’s employee benefit programs;
- Co-ordinates Employee Awards and Recognition Programs, and
- Updates and maintains the City's Human Resource Information System.

Information Technology

- Anticipate the long-term Citywide information technology needs and recommend strategies to meet the challenges, and take advantage of, rapidly changing technology;
- Provide expertise to customers in business process improvements and business case development associated with IT investments and alternatives;
- Develops data architecture models and ensures data safety and integrity;
- Installs, manages, and supports the City's computing networks to support over 1200 workstations located at 40+ sites throughout the City and the telephone system of over 1,500 units with 24 hour availability, and
- Performs research on technology architecture to ensure that systems are performing at optimal levels with minimum down-time.

Leadership and Support Services

- Provides departmental word processing, mail service and clerical and administrative support;
- Provides reception duties for the department;
- Maintains departmental records, file plans and departmental web site;
- Processes departmental FOI inquiries, and
- Co-ordinates special staff functions such as team recognition events and programs;

Risk, Health & Safety

- Provides risk, health and safety leadership to the City;
- Manages the City's risk program and insurance portfolio;
- Advises managers with respect to sick leave management and Graduated Return to Work and EAP programs;
- Provides risk and safety assessment and prevention awareness and training to staff;
- Directs Wellness Active Employee program;
- Manages WCB claims and appeals, safety training, safety inspection & accident investigation;
- Assists departments with safety inspections and accident investigations and to identify and assess exposures to loss, and
- Develops loss control and corporate risk, health and safety policies and procedures with stakeholders.

2000 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 initiatives. These are listed below:

- Met all production, statutory and regulatory deadlines;
- Published 1999 Financial Statements, in compliance with Public Sector Accounting Board Standards, and won a Canadian Award For Financial Reporting;
- Received Local Government Web Site Certification of Recognition from 2000 Local Government Awareness Program;
- Implemented various process improvements, including: Electronic Funds Transfer (EFT) payment system to remit large payments to other authorities and on-line office supply ordering;
- Developed the Emergency Response and Recovery Plan;
- Developed Business Case Methodology and introduced as a business case approach to IT investments and client partnership cost savings;
- Audit Committee formed as accepted by Council;
- Completed initial review of HR Policy & Procedures Manual;
- Completed Corporate Leave Management Assessment Report, and
- Researched, scoped, designed and delivered various information technology projects, including:
    - Microsoft Office 200
    - Y2K Application Compliancy Validation
    - "WEBPAC" Library Book Reservation System

2001 KEY THRUSTS, INITIATIVES AND OBJECTIVES

Finance, Technology & HR is currently developing the 2002 Plan. The following key thrusts have been identified:

Improve Communication & Partnerships with our clients

- Explore opportunities and appropriateness for City involvement in career days/job fairs;
- Provide financial advice on the new YMCA recreation centre partnership agreements;
- Consult and support web site development to meet corporate goals and objectives through participation and consultation on the Web Site Committee, and
- Negotiate Agreements for Semiahmoo First Nations Band leased properties and the Fraser River Harbour Commission.

Service Responsiveness

- Improving service delivery methods and customer support by:
    - Client service phone automation;
    - Job cross-training, and
    - Electronic alternatives for tax & utility payments.

City Process Improvement & Policy Development

- Revise ranking criteria and update Long Term Capital Plan and seek formal adoption of Infrastructure Funding Principles;
- New separate utility billing deadline;
- Seek citywide adoption and implementation of Business Case methodology;
- Publish 2000 Financial Statements in compliance with Public Sector Accounting Board Standards, and apply for a Canadian Award For Financial Reporting, and
- Apply to the G.F.O.A. for a Multi-Year Budget Award.

Resource Optimization

- Continue enhancing employee efficiencies by developing employee orientation program and producing a procedure manual.

Standards and Asset Maintenance

- Optimize the use of technology by extending the life of existing assets through infrastructure replacements projects, and
- Develop security/loss control standards for each City building.

People Development

- Create professional development standards for all staff, complete training needs assessments and facilitate targeted training for departments;
- Launch revitalized Employee Wellness Program with ACE (Active City Employee) team;
- Implement new Employee & Family Assistance Program, and
- Maintain and improve Leadership Training Program.

Major Statistics	1998 Actual	1999 Actual	2000 Actual	2001 Budget
Finance				
Payroll cheques and direct deposits	52,000	53,400	53,400	54,000
Accounts Payable cheques issued	30,000	32,553	28,000	28,000
Tax Inquiries / IVR (Interactive Voice Response)	15,900	14,745	12,985	12,150
Property Tax Calls Responded to	32,641	35,667	40,000	46,000

Major Statistics	1998 Actual	1999 Actual	2000 Actual	2001 Budget
Technology				
Networked workstations	1,210	1,360	1,350	1,350
Networked processing servers (data, file, etc.)	47	52	52	64
Number of e-mail accounts	1,320	1,320	1,353	1,400
Number of external e-mail messages	15,240	17,100	18,200	20,000
Wide area network:				
- number of sites	40	46	50	50
- number of campuses	5	5	5	5
Number of Help desk calls	17,000	16,500	16,700	17,000
Number of telephone moves, adds, changes	1,150	1,040	1,040	1,100
Number of telephone units	1,130	1,590	1,567	1,600
Number of voice mailboxes	820	900	1,156	1,200

Major Statistics	1998 Actual	1999 Actual	2000 Actual	2001 Budget
Other				
New Hires – Full-time	86	63	128	134
WCB lost-time incidents	130	129	117	120
Flu Immunizations	362	412	473	525

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
FINANCE, TECHNOLOGY & HR

PROGRAM SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Accounting Services	$ 1,331,000	$ 1,190,000	$ 1,527,000	$ 337,000	$ 67,000	4.4 %	**$ 1,594,000**	**$ 1,652,000**	**$ 1,679,000**
Administration	332,000	729,000	559,000	(170,000)	148,000	26.5	**707,000**	**731,000**	**752,000**
Financial Planning	697,000	811,000	772,000	(39,000)	7,000	0.9	**779,000**	**825,000**	**847,000**
Financial Reporting	293,000	277,000	350,000	73,000	35,000	10.0	**385,000**	**404,000**	**417,000**
Risk, Health & Safety	1,331,000	1,332,000	1,354,000	22,000	19,000	1.4	**1,373,000**	**1,387,000**	**1,456,000**
Strategic Development	279,000	186,000	323,000	137,000	(22,000)	(6.8)	**301,000**	**305,000**	**310,000**
Information Technology	4,359,000	4,459,000	4,535,000	76,000	1,438,000	31.7	**5,973,000**	**6,109,000**	**6,230,000**
Human Resources	1,154,000	940,000	940,000	0	64,000	6.8	**1,004,000**	**1,035,000**	**1,066,000**
NET DEPARTMENT TOTAL	**$ 9,776,000**	**$ 9,924,000**	**$ 10,360,000**	**$ 436,000**	**$ 1,756,000**	**16.9 %**	**$ 12,116,000**	**$ 12,448,000**	**$ 12,757,000**

ACCOUNT SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (643,000)	$ (569,000)	$ (636,000)	$ (67,000)	$ (60,000)	9.4 %	**$ (696,000)**	**$ (697,000)**	**$ (707,000)**
Grants, Donations and Other	(151,000)	(153,000)	(100,000)	53,000	1,000	(1.0)	**(99,000)**	**(189,000)**	**(190,000)**
	(794,000)	(722,000)	(736,000)	(14,000)	(59,000)	8.0	**(795,000)**	**(886,000)**	**(897,000)**
Expenditures									
Salaries and Benefits	7,448,000	7,137,000	8,866,000	1,729,000	(359,000)	(4.0) %	**8,507,000**	**8,827,000**	**9,016,000**
Operating Costs	4,689,000	5,020,000	6,835,000	1,815,000	(1,040,000)	(15.2) %	**5,795,000**	**5,712,000**	**5,831,000**
Internal Services Used	385,000	280,000	217,000	(63,000)	2,000	0.9 %	**219,000**	**217,000**	**229,000**
Internal Services Recovered	(3,264,000)	(2,716,000)	(4,060,000)	(1,344,000)	1,954,000	(48.1) %	**(2,106,000)**	**(2,196,000)**	**(2,195,000)**
External Recoveries	(117,000)	(137,000)	(54,000)	83,000	0	0.0 %	**(54,000)**	**(54,000)**	**(56,000)**
	9,141,000	9,584,000	11,804,000	2,220,000	557,000	4.7	**12,361,000**	**12,506,000**	**12,825,000**
Net Operations Total	**8,347,000**	**8,862,000**	**11,068,000**	**2,206,000**	**498,000**	**4.5**	**11,566,000**	**11,620,000**	**11,928,000**
Transfers									
Transfer From Own Sources	(16,000)	(204,000)	(1,304,000)	(1,100,000)	(5,000)	0.4 %	**(1,309,000)**	**(1,030,000)**	**(1,030,000)**
Transfer To Own Sources	1,445,000	1,266,000	596,000	(670,000)	1,263,000	211.9 %	**1,859,000**	**1,858,000**	**1,859,000**
	1,429,000	1,062,000	(708,000)	(1,770,000)	1,258,000	(177.7)	**550,000**	**828,000**	**829,000**
NET DEPARTMENT TOTAL	**$ 9,776,000**	**$ 9,924,000**	**$ 10,360,000**	**$ 436,000**	**$ 1,756,000**	**16.9 %**	**$ 12,116,000**	**$ 12,448,000**	**$ 12,757,000**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
FINANCE, TECHNOLOGY & HR

Accounting Services	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (46,000)	$ (59,000)	$ (23,000)	$ 36,000	$ 0	0.0 %	**$ (23,000)**	**$ (23,000)**	**$ (33,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(46,000)	(59,000)	(23,000)	36,000	0	0.0	**(23,000)**	**(23,000)**	**(33,000)**
Expenditures									
Salaries and Benefits	1,473,000	1,400,000	1,656,000	256,000	3,000	0.2	**1,659,000**	**1,717,000**	**1,741,000**
Operating Costs	218,000	139,000	176,000	37,000	6,000	3.4	**182,000**	**184,000**	**187,000**
Internal Services Used	105,000	133,000	107,000	(26,000)	2,000	1.9	**109,000**	**107,000**	**119,000**
Internal Services Recovered	(394,000)	(379,000)	(374,000)	5,000	56,000	(15.0)	**(318,000)**	**(318,000)**	**(318,000)**
External Recoveries	(29,000)	(48,000)	(15,000)	33,000	0	0.0	**(15,000)**	**(15,000)**	**(17,000)**
	1,373,000	1,245,000	1,550,000	305,000	67,000	4.3	**1,617,000**	**1,675,000**	**1,712,000**
Net Operations Total	**1,327,000**	**1,186,000**	**1,527,000**	**341,000**	**67,000**	**4.4**	**1,594,000**	**1,652,000**	**1,679,000**
Transfers									
Transfer From Own Sources	(3,000)	(1,000)	0	1,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	7,000	5,000	0	(5,000)	0	0.0	**0**	**0**	**0**
	4,000	4,000	0	(4,000)	0	0.0	**0**	**0**	**0**
Accounting Services Total	**$ 1,331,000**	**$ 1,190,000**	**$ 1,527,000**	**$ 337,000**	**$ 67,000**	**4.4 %**	**$ 1,594,000**	**$ 1,652,000**	**$ 1,679,000**

Administration	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 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	0.0	**0**	**0**	**0**
Expenditures				0					
Salaries and Benefits	272,000	462,000	472,000	10,000	146,000	30.9	**618,000**	**642,000**	**662,000**
Operating Costs	59,000	93,000	113,000	20,000	1,000	0.9	**114,000**	**114,000**	**115,000**
Internal Services Used	0	6,000	0	(6,000)	0	0.0	**0**	**0**	**0**
Internal Services Recovered	0	(31,000)	(26,000)	5,000	1,000	(3.8)	**(25,000)**	**(25,000)**	**(25,000)**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	331,000	530,000	559,000	29,000	148,000	26.5	**707,000**	**731,000**	**752,000**
Net Operations Total	**331,000**	**530,000**	**559,000**	**29,000**	**148,000**	**26.5**	**707,000**	**731,000**	**752,000**
Transfers									
Transfer From Own Sources	(3,000)	(1,000)	0	1,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	4,000	200,000	0	(200,000)	0	0.0	**0**	**0**	**0**
	1,000	199,000	0	(199,000)	0	0.0	**0**	**0**	**0**
Administration Total	**$ 332,000**	**$ 729,000**	**$ 559,000**	**$ (170,000)**	**$ 148,000**	**26.5 %**	**$ 707,000**	**$ 731,000**	**$ 752,000**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
FINANCE, TECHNOLOGY & HR

Financial Planning	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (504,000)	$ (430,000)	$ (532,000)	$ (102,000)	$ (59,000)	11.1 %	**$ (591,000)**	**$ (591,000)**	**$ (591,000)**
Grants, Donations and Other	0	(4,000)	(1,000)	3,000	0	0.0	**(1,000)**	**(1,000)**	**(1,000)**
	(504,000)	(434,000)	(533,000)	(99,000)	(59,000)	11.1	**(592,000)**	**(592,000)**	**(592,000)**
Expenditures									
Salaries and Benefits	1,241,000	1,246,000	1,333,000	87,000	82,000	6.2	**1,415,000**	**1,461,000**	**1,481,000**
Operating Costs	136,000	146,000	128,000	(18,000)	6,000	4.7	**134,000**	**134,000**	**136,000**
Internal Services Used	4,000	16,000	0	(16,000)	0	0.0	**0**	**0**	**0**
Internal Services Recovered	(177,000)	(161,000)	(134,000)	27,000	(22,000)	16.4	**(156,000)**	**(156,000)**	**(156,000)**
External Recoveries	(5,000)	(1,000)	(22,000)	(21,000)	0	0.0	**(22,000)**	**(22,000)**	**(22,000)**
	1,199,000	1,246,000	1,305,000	59,000	66,000	5.1	**1,371,000**	**1,417,000**	**1,439,000**
Net Operations Total	**695,000**	**812,000**	**772,000**	**(40,000)**	**7,000**	**0.9**	**779,000**	**825,000**	**847,000**
Transfers									
Transfer From Own Sources	(5,000)	(2,000)	0	2,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	7,000	1,000	0	(1,000)	0	0.0	**0**	**0**	**0**
	2,000	(1,000)	0	1,000	0	0.0	**0**	**0**	**0**
Financial Planning Total	**$ 697,000**	**$ 811,000**	**$ 772,000**	**$ (39,000)**	**$ 7,000**	**0.9 %**	**$ 779,000**	**$ 825,000**	**$ 847,000**

Financial Reporting	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (80,000)	$ (80,000)	$ (81,000)	$ (1,000)	$ (1,000)	1.2 %	**$ (82,000)**	**$ (83,000)**	**$ (83,000)**
Grants, Donations and Other	(52,000)	(20,000)	0	20,000	0	100.0	**0**	**(90,000)**	**(90,000)**
	(132,000)	(100,000)	(81,000)	19,000	(1,000)	1.2	**(82,000)**	**(173,000)**	**(173,000)**
Expenditures									
Salaries and Benefits	325,000	323,000	385,000	62,000	35,000	9.1	**420,000**	**439,000**	**452,000**
Operating Costs	93,000	93,000	362,000	269,000	1,000	0.3	**363,000**	**265,000**	**265,000**
Internal Services Used	23,000	0	0	0	0	0.0	**0**	**0**	**0**
Internal Services Recovered	(25,000)	(41,000)	(37,000)	4,000	0	0.0	**(37,000)**	**(127,000)**	**(127,000)**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	416,000	375,000	710,000	335,000	36,000	5.1	**746,000**	**577,000**	**590,000**
Net Operations Total	**284,000**	**275,000**	**629,000**	**354,000**	**35,000**	**5.6**	**664,000**	**404,000**	**417,000**
Transfers									
Transfer From Own Sources	0	0	(279,000)	(279,000)	0	0.0	**(279,000)**	**0**	**0**
Transfer To Own Sources	9,000	2,000	0	(2,000)	0	0.0	**0**	**0**	**0**
	9,000	2,000	(279,000)	(281,000)	0	0.0	**(279,000)**	**0**	**0**
Financial Reporting Total	**$ 293,000**	**$ 277,000**	**$ 350,000**	**$ 73,000**	**$ 35,000**	**10.0 %**	**$ 385,000**	**$ 404,000**	**$ 417,000**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
FINANCE, TECHNOLOGY & HR

Risk, Health and Safety	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 0	$ 0	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Grants, Donations and Other	(99,000)	(92,000)	(96,000)	(4,000)	1,000	(1.0)	**(95,000)**	**(95,000)**	**(96,000)**
	(99,000)	(92,000)	(96,000)	(4,000)	1,000	(1.0)	**(95,000)**	**(95,000)**	**(96,000)**
Expenditures									
Salaries and Benefits	363,000	394,000	418,000	24,000	25,000	6.0	**443,000**	**464,000**	**477,000**
Operating Costs	977,000	1,997,000	2,922,000	925,000	(185,000)	(6.3)	**2,737,000**	**2,731,000**	**2,787,000**
Internal Services Used	152,000	82,000	110,000	28,000	0	0.0	**110,000**	**110,000**	**110,000**
Internal Services Recovered	(645,000)	(1,016,000)	(1,054,000)	(38,000)	183,000	(17.4)	**(871,000)**	**(871,000)**	**(871,000)**
External Recoveries	(83,000)	(88,000)	(17,000)	71,000	0	0.0	**(17,000)**	**(17,000)**	**(17,000)**
	764,000	1,369,000	2,379,000	1,010,000	23,000	1.0	**2,402,000**	**2,417,000**	**2,486,000**
Net Operations Total	**665,000**	**1,277,000**	**2,283,000**	**1,006,000**	**24,000**	**1.1**	**2,307,000**	**2,322,000**	**2,390,000**
Transfers									
Transfer From Own Sources	(2,000)	(193,000)	(1,025,000)	(832,000)	(5,000)	0.5	**(1,030,000)**	**(1,030,000)**	**(1,030,000)**
Transfer To Own Sources	668,000	248,000	96,000	(152,000)	0	0.0	**96,000**	**95,000**	**96,000**
	666,000	55,000	(929,000)	(984,000)	(5,000)	0.5	**(934,000)**	**(935,000)**	**(934,000)**
Risk, Health & Safety Total	**$ 1,331,000**	**$ 1,332,000**	**$ 1,354,000**	**$ 22,000**	**$ 19,000**	**1.4 %**	**$ 1,373,000**	**$ 1,387,000**	**$ 1,456,000**

Strategic Development	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (1,000)	$ 0	$ 0	$ 0	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(1,000)	0	0	0	0	0.0	**0**	**0**	**0**
Expenditures				0					
Salaries and Benefits	144,000	119,000	146,000	27,000	(22,000)	(15.1)	**124,000**	**128,000**	**130,000**
Operating Costs	142,000	58,000	177,000	119,000	0	0.0	**177,000**	**177,000**	**180,000**
Internal Services Used	1,000	0	0	0	0	0.0	**0**	**0**	**0**
Internal Services Recovered	(10,000)	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	277,000	177,000	323,000	146,000	(22,000)	(6.8)	**301,000**	**305,000**	**310,000**
Net Operations Total	**276,000**	**177,000**	**323,000**	**146,000**	**(22,000)**	**(6.8)**	**301,000**	**305,000**	**310,000**
Transfers									
Transfer From Own Sources	0	(1,000)	0	1,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	3,000	10,000	0	(10,000)	0	0.0	**0**	**0**	**0**
	3,000	9,000	0	(9,000)	0	0.0	**0**	**0**	**0**
Strategic Development Total	**$ 279,000**	**$ 186,000**	**$ 323,000**	**$ 137,000**	**$ (22,000)**	**(6.8) %**	**$ 301,000**	**$ 305,000**	**$ 310,000**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
FINANCE, TECHNOLOGY & HR

Information Technology	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Sales and Services	$ (9,000)	$ 0	$ 0	$ 0	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Grants, Donations and Other	0	(33,000)	(3,000)	30,000	0	0.0	**(3,000)**	**(3,000)**	**(3,000)**
	(9,000)	(33,000)	(3,000)	30,000	0	0.0	**(3,000)**	**(3,000)**	**(3,000)**
Expenditures				0					
Salaries and Benefits	2,770,000	2,663,000	3,847,000	1,184,000	(692,000)	(18.0)	**3,155,000**	**3,272,000**	**3,346,000**
Operating Costs	2,746,000	2,068,000	2,578,000	510,000	(859,000)	(33.3)	**1,719,000**	**1,738,000**	**1,784,000**
Internal Services Used	100,000	34,000	0	(34,000)	0	0.0	**0**	**0**	**0**
Internal Services Recovered	(1,985,000)	(1,049,000)	(2,387,000)	(1,338,000)	1,726,000	(72.3)	**(661,000)**	**(661,000)**	**(660,000)**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	3,631,000	3,716,000	4,038,000	322,000	175,000	4.3	**4,213,000**	**4,349,000**	**4,470,000**
Net Operations Total	**3,622,000**	**3,683,000**	**4,035,000**	**382,000**	**175,000**	**4.3**	**4,210,000**	**4,346,000**	**4,467,000**
Transfers									
Transfer From Own Sources	(1,000)	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	738,000	776,000	500,000	(276,000)	1,263,000	252.6	**1,763,000**	**1,763,000**	**1,763,000**
	737,000	776,000	500,000	(276,000)	1,263,000	252.6	**1,763,000**	**1,763,000**	**1,763,000**
Information Technology Total	**$ 4,359,000**	**$ 4,459,000**	**$ 4,535,000**	**$ 106,000**	**$ 1,438,000**	**31.7 %**	**$ 5,973,000**	**$ 6,109,000**	**$ 6,230,000**

Human Resources	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (3,000)	$ 0	$ 0	$ 0	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Grants, Donations and Other	0	(4,000)	0	4,000	4,000	0.0	**0**	**0**	**0**
	(3,000)	(4,000)	0	4,000	4,000	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	860,000	530,000	609,000	79,000	(530,000)	(87.0)	**673,000**	**704,000**	**727,000**
Operating Costs	318,000	426,000	379,000	(47,000)	(426,000)	(112.4)	**369,000**	**369,000**	**377,000**
Internal Services Used	0	9,000	0	(9,000)	(9,000)	0.0	**0**	**0**	**0**
Internal Services Recovered	(28,000)	(39,000)	(48,000)	(9,000)	39,000	(81.3)	**(38,000)**	**(38,000)**	**(38,000)**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	1,150,000	926,000	940,000	14,000	(926,000)	(98.5)	**1,004,000**	**1,035,000**	**1,066,000**
Net Operations Total	**1,147,000**	**922,000**	**940,000**	**18,000**	**(922,000)**	**(98.1)**	**1,004,000**	**1,035,000**	**1,066,000**
Transfers									
Transfer From Own Sources	(2,000)	(6,000)	0	6,000	6,000	0.0	**0**	**0**	**0**
Transfer To Own Sources	9,000	24,000	0	(24,000)	(24,000)	0.0	**0**	**0**	**0**
	7,000	18,000	0	(18,000)	(18,000)	0.0	**0**	**0**	**0**
Human Resources Total	**$ 1,154,000**	**$ 940,000**	**$ 940,000**	**$ 0**	**$ (940,000)**	**(100.0) %**	**$ 1,004,000**	**$ 1,035,000**	**$ 1,066,000**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
FINANCE, TECHNOLOGY & HR

SURREY
CITY OF PARKS

SIGNIFICANT CHANGES		
2000 ADOPTED BUDGET		**$ 8,294,000**
Labour Relations joined Finance, Technlogy & HR from Managers		**286,000**
Contribution to Capital transferred from General Operating		**1,180,000**
Cost Recovery from Manager's re: Administrative Coordinator position		**(24,000)**
Utility Recoveries transferred to Corporate budget		**1,824,000**
2000 ADJUSTED BUDGET		**$ 11,560,000**
Revenues		
Sales and Services		
Increase in 1.2% simplified GST fee	(1,000)	
Increase in Tax Inquiry fees re: budget adjustments	(60,000)	
Decrease in Sale of Goods re: budget document	1,000	**(60,000)**
Taxation and Other		
Decrease in Sundry Revenue re: Fleet rebate	1,000	**1,000**
Total Change in Revenues		**(59,000)**
Expenditures		
Salaries/Wages & Benefits		
Increase in salaries, benefits and variable pay	83,000	
Increase in salaries, benefits and variable pay - Labour Relations	4,000	
Contract/Exempt salary increases	463,000	
Eliminate Capital Future Projects - Part-time	(862,000)	
Budget reduction re: FTHR overall contribution	(77,000)	
Transfer Fleet Partsman position to Engineering - Purchasing	(61,000)	
Budget transfers re: WCB savings from Surrey Public Library	22,000	
Budget transfers re: Spatial Technology support for Engineering	15,000	
Budget transfers re: POSSE support for By-law	15,000	
Increase in part-time salaries re: Guildford Library & GMPC	13,000	
Full-time positions transferred from part-time funding	714,000	
Part-time funding to convert to full-time positions	(714,000)	
Re-allocate professional services to part-time salaries	10,000	**(375,000)**
Operating Costs		
Increase in communication costs (1% inflationary increase)	7,000	
Increase in hardware and software maintenance costs (1% inflationary increase)	7,000	
Eliminate Capital Future Projects - Independent Consultants	(879,000)	
Increase in mileage rate	6,000	
Increase in operating costs re: Purchasing	7,000	
Decrease in Budget Production expenditure	(6,000)	
Budget reduction re: FTHR overall contribution	(29,000)	
Budget transfers re: WCB savings from Surrey Public Library	36,000	
Budget transfers re: Spatial Technology support for Engineering	10,000	
Budget transfers re: POSSE support for By-law	26,000	
Increase in communication costs re: Guildford Multi-purpose Centre	2,000	
Decrease in Risk operating costs	(184,000)	
Re-allocate professional services to part-time salaries	(10,000)	
Increase in fiscal charges	11,000	
Net decrease in operating costs	(29,000)	**(1,025,000)**
Internal Services Used		
Increase in fleet rate	2,000	**2,000**
Internal Services Recovered		
Transfer Fleet Partsman position to Engineering - Purchasing	61,000	
Eliminate Capital Future Projects - Recovery	1,741,000	
Decrease in Risk Management recoveries from claims	183,000	
Decrease in recoveries from Park Recreation re: GMPC	6,000	
Net increase in recoveries	(37,000)	**1,954,000**
External Recoveries	0	**0**
Transfer From Own Sources		
Increase in transfer from RFFE - Risk Management	(5,000)	**(5,000)**
Transfer To Own Sources		
Budget transfers re: WCB savings from Surrey Public Library	20,000	
Increase in transfers to asset replacement reserve re: Guildford Library expansion	29,000	
Increase in transfers to asset replacement reserve re: Guildford Multi-purpose centre	14,000	
Decrease in transfer to RFFE - Risk Management	(1,000)	**62,000**
Total Change in Expenditures		**615,000**
2001 BUDGET		**$ 12,116,000**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
FINANCE, TECHNOLOGY & HR

SIGNIFICANT CHANGES		SUMMARY
2001 ADOPTED BUDGET		**$ 12,116,000**
Revenues		
Increase in GST fees	(1,000)	
Increase in Sundry revenue re: GST/PST	(90,000)	**(91,000)**
Expenditures		
Increase in salaries, benefits and variable pay	87,000	
Increase in salaries, benefits and variable pay - Labour Relations	4,000	
Increase in contract/exempt increases	226,000	
Increase in other professional services re: GST consulting project	5,000	
Increase in purchasing delivery/freight expenditures	3,000	
Decrease in Risk operating costs	(6,000)	
Decrease in other information systems costs re: Value for Money	(104,000)	
Increase in hardware and software maintenance costs	13,000	
Increase in communication costs	7,000	
Decrease in cost allocations re: Works Yard	(1,000)	
Increase in recoveries from various depts re: Value for Money	(90,000)	
Decrease in transfer from RFFE re: Value for Money	279,000	**423,000**
2002 BUDGET		**$ 12,448,000**

SIGNIFICANT CHANGES		SUMMARY
2002 BUDGET		**$ 12,448,000**
Revenues		
Increase in Sale of Goods	(10,000)	
Increase in Sundry Revenue re: ICBC rebate	(1,000)	**(11,000)**
Expenditures		
Net increase in salaries, benefits and variable pay	83,000	
Net increase in salaries, benefits and variable pay - Labour Relations	12,000	
Increase in contract/exempt salaries	126,000	
Market uplift eliminated - Technology	(30,000)	
Increase in operating costs for Risk Management - 1.5% inflationary increase	55,000	
Increase in operating costs for Technology - 1.5% inflationary increase	37,000	
Increase in operating costs for Human Resources and balance of Finance	26,000	
Increase in Internal Services Used - Purchasing	12,000	
External Recoveries re: Accounts Receivable processing fee	(2,000)	
Increase transfer to reserves re: Risk	1,000	**320,000**
2003 BUDGET		**$ 12,757,000**

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FIRE DEPARTMENT OVERVIEW

The Surrey Fire Service is 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.

Organizational Principles of the Surrey Fire Service

- Maintain aggressive, offensive firefighting tactics.
- Support a safe, healthy, and diverse workplace that is open to change.
- Provide emergency medical services, and environmental protection.
- Establish a strong community relations program, particularly in the area of fire prevention, public education, injury prevention, and emergency preparedness.

The City of Surrey has a population of over 325,000 and covers 342 square kilometers or 132 square miles. The Fire Department responded to 15,927 emergency incidents, comprised of 556 building fires, 11,387 combined motor vehicle & medical calls and 3,984 miscellaneous (Alarms, Burning Complaints, etc.) in 2000.

The Department is organized into six divisions. There are 2 Administration Chiefs, 2 Assistant Chiefs, 4 Battalion Chiefs, 1 Chief Fire Prevention Officer, 7 Fire Inspectors, 2 Public Educators, 1 Manager of Training, 2 Training Officers, 4 Mechanics, 7 Support Staff, 284 Career Firefighters and 285 Volunteer Firefighters. The annual budget for the Department in 2000 was $27,592,000.

The Department's six divisions include:

- Operations Division:
  This Division includes fire suppression, emergency medical response, hazardous materials, technical/rescue and staffing.
- Training Services:
  This Division consists of administration, training of all career and volunteers firefighters.
- Support Services:
  This Division is responsible for administrative support to all divisions, budget, research and development, planning, computer-aided dispatch, radio repairs and service.
- Fire Prevention:
  Fire Prevention Division has four functions: Prevention, Enforcement, Investigations and Public Education
- Mechanical
  The mechanical division is responsible for repairs and maintenance of a fleet of 3 aerial ladders, 41 pumps, 5 tankers and 20 utility/staff vehicles.

- Communications

  Communications Division is made up of 12 full time dispatchers and 8 part-time relief dispatchers. Dispatchers are the first points of contact for public when reporting an emergency. They also serve as a point of public contact for Engineering Services for evening and weekend emergency and general information inquires.

There are seventeen fire stations strategically located throughout the City. Twelve of the seventeen stations are staffed with career firefighters on a 24 hours per day basis, 10 are supplemented with volunteer firefighters and five stations are staffed exclusively with volunteer firefighters. All career and volunteer firefighters are trained and Provincially Certified First Medical Responders. There is a complete inventory of medical equipment on each apparatus. The Department has three aerial ladders (2 –100', and 1 – 135') located at stations 1 (Bear Creek), 4 (Guilford), and 13 (Sunnyside). Two additional aerial pump ladders (1-55' & 1-50") are located at stations 5 (Fraser Heights) and 15 (East Clayton). (Note: 55' & 50" aerial ladders are suitable for residential settings). There is a Technical Rescue Team and pump – rescue vehicle (FR Unit) assigned to station 6 (Fleetwood). The rescue vehicle is equipped with all heavy and technical rescue equipment. The complete team includes four additional personnel who are assigned to pump 6. These individuals receive on going training in all aspects of technical and heavy rescue techniques and equipment. The Hazardous Materials Team is comprised of the personnel assigned to station 17 (Rosemary Heights) and the hazardous materials vehicle and equipment are located at station 17. These individuals receive on-going training in all aspects of hazardous materials handling and containment. There are rescue-equipped vehicles, located at station 6 (Fleetwood), station 8 (Cloverdale), station 11 (Boundary Park) and station 17 (Rosemary Heights).

Fire Suppression Services in 2000

7,984	Medical Emergency Assistance Calls
2,890	Motor Vehicles Accidents
556	Structure Fires
513	Vehicle Fires
427	Brush Fires
1,536	Alarms
362	Hazardous Materials Incidents
608	Burning Complaints
1,051	Miscellaneous
15,927	Total Suppression Service Response

Radio Communications in 2000

15,927	Emergency Calls within Surrey
6,744	Emergency Calls for other Municipalities
3,256	After hours calls for City Engineering Dept.
1,518	After hours calls for Other Engineering Dept
27,445	Total Radio Service Response

Prevention Services in 2000

To reduce life loss, property and environmental damage due to fire or hazardous materials, Fire Prevention Officers conducted these code enforcement activities:

5,324	Routine Fire Safety Inspections
910	Routine inspection conducted by fire suppression crews
4,414	Routine inspections conducted by fire inspectors
1,145	Re-inspections to ensure deficiencies have been corrected
543	Plan reviews (new buildings new renovations, site plans, and fire safety plans)
130	Fire Safety Complaints

348	Occupancy Approval, Business License Inspections, Community Care applications
719	Fire Investigations
672	Misc. Calls & Meeting
390	Approx Pre-fire Plans *completed*
	- prepared by The Job Creation Project, Employment Insurance clients
780	Approx Pre-fire Plans *in progress*
14,595	Total Prevention Services

Public Education Services in 2000

To reduce the burden on our citizens from fire and injuries and to help improve their quality of life by advocating fire, burn and life safety education, Public Educators conducted these activities:

164	School Program Presentations – various school levels including career days and Learn Not to Burn workshops (5,521 people)
26	Beavers Brownies Guides & Summer Programs (672 people)
23	Adult – Programs (Care Facilities, Group Homes, Business, community org. Seniors, ESL. 486 people
233	Fire Hall Tours (4,660 children)
18	Fire Halls for Attendances at Kid’s Day (4,500 people)
1	Safety Star Awards Issued (15 citizen’s recognized)
75	Families utilized Juvenile Fire Setter Intervention Program
120	Trauma Pups Distributed (120 people)
8	Pump Crew Band Performances - 3213 attendees
11	Public Events /Mall Displays – 4,025 attendees
679	Total Public Education Services

Training Services in 2000

The Training Division completed its commitment to maintain First Responder re-licensing for 33% of all volunteer and career suppression personnel based on the three year cycle. New First Responder training was provided for Volunteer recruits (3 classes with 24 personnel per class) along with basic fire fighting training and education in accordance with the NFPA Fire Fighter 1 Standard.

The NFPA Fire Inspection level 1 program continued at Surrey with the on-going commitment to training Suppression Captains to this level. This is a foundation for inspection support provided by field personnel to the Inspection Division. The project will be completed in 2001 with 48 Officers certified in partnership with the Justice Institute of B.C..

Career programming continued with 8 sessions provided on various subjects to on-duty personnel such as clandestine drug labs, explosive devices, awareness of wildland interface fires and below grade live fire training.

Our largest project involved live fire training for all volunteers in the Fire Fighter 1 program (Module 8) and resulted in over 350 live fire scenarios that included car, dumpster, ground cover, flammable liquid and interior structure fires above and below grade. This was achievable with the expertise developed by Career Instructors and Field Technicians who use propane to safely replicate fires and other special effects.

The Fire Investigator level 2 program (Canadian Fire Investigation School), offered in conjunction with the Office of the Fire Commissioner attracted 80 personnel from many jurisdictions and provided an opportunity for Surrey to benefit from revenue to the accommodation industry and to showcase the talent and training facilities at Surrey.

Future program planning concerned the development of a confined space centre in partnership with the Engineering Department and Telus in preparation for programming with Engineering in 2001.

Given the loss of Volunteer personnel to full time employment to other jurisdictions, a Job Performance Requirement Program was developed for delivery in 2001 to help reduce training and examination costs for entry level volunteer firefighters. We are expecting a cost saving of $5,000.

The Training Division met its goal for modest revenue generation ($11,000) and benefited from training exchanges with other jurisdictions.

Emergency Preparedness Program in 2000

The Emergency Program purpose is to protect life, property and the environment by providing emergency response, regulatory compliance and community education. This is accomplished through the involvement of employees, volunteers and the community. The service enhances community safety for the City of Surrey by providing programs for City Staff on Emergency Planning/Operations. The program promotes emergency preparedness at public displays and community open house events.

The City Emergency Program is highly dependent on its volunteer commitment:

101	Emergency Social Services Volunteers
39	Amateur Radio Volunteers
46	Search and Rescue Volunteers
42	Group presentations - 1083attendees
1	Rogers Show – Personal Preparedness

Activities:
Fraser River Flood Planning and Preparedness
Y2K Planning and Preparedness
Personnel Disaster Assistance Program
All Fire Stations Equipped with Emergency Food Supplies
City Emergency Operation Center Equipped For Operations

Objectives
- School Presentations
- Roll Out Neighborhood Program
- Community Presentations
- City Employee Presentations

2001 Key Issues and Objectives:

- Continue expansion of staffing levels in career fire stations to 4 person pumper crews.
- Enhance volunteer firefighter recognition program.
- Implement phase two of the City radio system and plan for phase three.
- Deliver recruit volunteer firefighter programs as required.
- Acquire Mobile Command Unit for all City emergency response agencies.
- Examine consolidation of City emergency dispatch services to one central location.
- Continue to create emergency response pre-incidents plans for commercial/industrial locations.
- Continue to evaluate resource deployment and adjust as required.
- Expand Emergency Preparedness Program to include neighborhood plans.
- Annual Volunteer Firefighters and Emergency Preparedness Volunteer Dinner/Dance as recognition for service.

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
FIRE

PROGRAM SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Administration	$ 906,000	$ 882,000	$ 821,000	$ (61,000)	$ 147,000	17.9 %	**$ 968,000**	**$ 992,000**	**$ 1,008,000**
Emergency Planning	50,000	65,000	85,000	20,000	1,000	1.2	**86,000**	**88,000**	**89,000**
Mechanics	657,000	758,000	629,000	(129,000)	14,000	2.2	**643,000**	**657,000**	**666,000**
Prevention	661,000	483,000	377,000	(106,000)	124,000	32.9	**501,000**	**517,000**	**528,000**
Public Education & Safety	175,000	164,000	197,000	33,000	(13,000)	(6.6)	**184,000**	**185,000**	**186,000**
Radio & Communications	840,000	855,000	962,000	107,000	10,000	1.0	**972,000**	**989,000**	**987,000**
Fire Operations	23,521,000	23,985,000	23,953,000	(32,000)	828,000	3.5	**24,781,000**	**25,325,000**	**25,596,000**
Training	584,000	543,000	568,000	25,000	9,000	1.6	**577,000**	**582,000**	**585,000**
Pre-Fire Planning Project	0	20,000	0	(20,000)	0	0.0	**0**	**0**	**0**
Fire Contract Contingency	0	0	0	0	1,080,000	100.0	**1,080,000**	**2,137,000**	**3,184,000**
NET DEPARTMENT TOTAL	**$ 27,394,000**	**$ 27,755,000**	**$ 27,592,000**	**$ (163,000)**	**$ 2,200,000**	**8.0 %**	**$ 29,792,000**	**$ 31,472,000**	**$ 32,829,000**

ACCOUNT SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (519,000)	$ (571,000)	$ (761,000)	$ (190,000)	$ 168,000	(22.1) %	**$ (593,000)**	**$ (599,000)**	**$ (606,000)**
Grants, Donations and Other	(201,000)	(91,000)	(113,000)	(22,000)	113,000	(100.0)	**0**	**0**	**0**
	(720,000)	(662,000)	(874,000)	(212,000)	281,000	(32.2)	**(593,000)**	**(599,000)**	**(606,000)**
Expenditures									
Salaries and Benefits	24,518,000	24,846,000	24,787,000	(59,000)	1,124,000	4.5	**25,911,000**	**26,369,000**	**26,647,000**
Operating Costs	2,075,000	1,995,000	2,091,000	96,000	(127,000)	(6.1)	**1,964,000**	**1,984,000**	**2,023,000**
Internal Services Used	609,000	588,000	502,000	(86,000)	104,000	20.7	**606,000**	**606,000**	**606,000**
Internal Services Recovered	(434,000)	(349,000)	(409,000)	(60,000)	0	0.0	**(409,000)**	**(409,000)**	**(409,000)**
External Recoveries	(228,000)	(230,000)	(82,000)	148,000	(111,000)	135.4	**(193,000)**	**(193,000)**	**(193,000)**
Fire Contract Contingency	0	0	0	0	1,080,000	100.0	**1,080,000**	**2,137,000**	**3,184,000**
	26,540,000	26,850,000	26,889,000	39,000	2,070,000	7.7	**28,959,000**	**30,494,000**	**31,858,000**
Net Operations Total	**25,820,000**	**26,188,000**	**26,015,000**	**(173,000)**	**1,271,000**	**4.9**	**28,366,000**	**29,895,000**	**31,252,000**
Transfers									
Transfer From Own Sources	(4,000)	(10,000)	0	10,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	1,578,000	1,577,000	1,577,000	0	(151,000)	(9.6)	**1,426,000**	**1,577,000**	**1,577,000**
	1,574,000	1,567,000	1,577,000	10,000	(151,000)	(9.6)	**1,426,000**	**1,577,000**	**1,577,000**
NET DEPARTMENT TOTAL	**$ 27,394,000**	**$ 27,755,000**	**$ 27,592,000**	**$ (163,000)**	**$ 2,200,000**	**8.0 %**	**$ 29,792,000**	**$ 31,472,000**	**$ 32,829,000**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
FIRE

Administration	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (2,000)	$ 0	$ 0	$ 0	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(2,000)	0	0	0	0	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	831,000	817,000	767,000	(50,000)	139,000	18.1	**906,000**	**930,000**	**945,000**
Operating Costs	77,000	76,000	54,000	(22,000)	8,000	14.8	**62,000**	**62,000**	**63,000**
Internal Services Used	1,000	0	0	0	0	0.0	**0**	**0**	**0**
Internal Services Recovered	(1,000)	(5,000)	0	5,000	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	908,000	888,000	821,000	(67,000)	147,000	17.9	**968,000**	**992,000**	**1,008,000**
Net Operations Total	**906,000**	**888,000**	**821,000**	**(67,000)**	**147,000**	**17.9**	**968,000**	**992,000**	**1,008,000**
Transfers									
Transfer From Own Sources	(1,000)	(6,000)	0	6,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	1,000	0	0	0	0	0.0	**0**	**0**	**0**
	0	(6,000)	0	6,000	0	0.0	**0**	**0**	**0**
Administration Total	**$ 906,000**	**$ 882,000**	**$ 821,000**	**$ (61,000)**	**$ 147,000**	**17.9 %**	**$ 968,000**	**$ 992,000**	**$ 1,008,000**

Emergency Planning	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 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	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	19,000	21,000	23,000	2,000	0	0.0	**23,000**	**24,000**	**24,000**
Operating Costs	31,000	44,000	62,000	18,000	1,000	1.6	**63,000**	**64,000**	**65,000**
Internal Services Used	3,000	0	0	0	0	0.0	**0**	**0**	**0**
Internal Services Recovered	0	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	53,000	65,000	85,000	20,000	1,000	1.2	**86,000**	**88,000**	**89,000**
Net Operations Total	**53,000**	**65,000**	**85,000**	**20,000**	**1,000**	**1.2**	**86,000**	**88,000**	**89,000**
Transfers									
Transfer From Own Sources	(3,000)	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
	(3,000)	0	0	0	0	0.0	**0**	**0**	**0**
Emergency Planning Total	**$ 50,000**	**$ 65,000**	**$ 85,000**	**$ 20,000**	**$ 1,000**	**1.2 %**	**$ 86,000**	**$ 88,000**	**$ 89,000**

Mechanics	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 1,000	$ 0	$ (1,000)	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	0	1,000	0	(1,000)	0	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	237,000	251,000	271,000	20,000	8,000	3.0	**279,000**	**289,000**	**294,000**
Operating Costs	356,000	407,000	287,000	(120,000)	6,000	2.1	**293,000**	**297,000**	**301,000**
Internal Services Used	77,000	100,000	75,000	(25,000)	0	0.0	**75,000**	**75,000**	**75,000**
Internal Services Recovered	(10,000)	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	(3,000)	(1,000)	(4,000)	(3,000)	0	0.0	**(4,000)**	**(4,000)**	**(4,000)**
	657,000	757,000	629,000	(128,000)	14,000	2.2	**643,000**	**657,000**	**666,000**
Net Operations Total	**657,000**	**758,000**	**629,000**	**(129,000)**	**14,000**	**2.2**	**643,000**	**657,000**	**666,000**
Transfers									
Transfer From Own Sources	0	0	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	0.0	**0**	**0**	**0**
Mechanics Total	**$ 657,000**	**$ 758,000**	**$ 629,000**	**$ (129,000)**	**$ 14,000**	**2.2 %**	**$ 643,000**	**$ 657,000**	**$ 666,000**

Prevention	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (57,000)	$ (115,000)	$ (305,000)	$ (190,000)	$ 180,000	(59.0) %	**$ (125,000)**	**$ (120,000)**	**$ (115,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(57,000)	(115,000)	(305,000)	(190,000)	180,000	(59.0)	**(125,000)**	**(120,000)**	**(115,000)**
Expenditures									
Salaries and Benefits	707,000	614,000	661,000	47,000	(34,000)	(5.1)	**627,000**	**638,000**	**644,000**
Operating Costs	23,000	9,000	31,000	22,000	(22,000)	(71.0)	**9,000**	**9,000**	**9,000**
Internal Services Used	0	1,000	0	(1,000)	0	0.0	**0**	**0**	**0**
Internal Services Recovered	(6,000)	(3,000)	0	3,000	0	0.0	**0**	**0**	**0**
External Recoveries	(6,000)	(24,000)	(10,000)	14,000	0	0.0	**(10,000)**	**(10,000)**	**(10,000)**
	718,000	597,000	682,000	85,000	(56,000)	(8.2)	**626,000**	**637,000**	**643,000**
Net Operations Total	**661,000**	**482,000**	**377,000**	**(105,000)**	**124,000**	**32.9**	**501,000**	**517,000**	**528,000**
Transfers									
Transfer From Own Sources	0	1,000	0	(1,000)	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
	0	1,000	0	(1,000)	0	0.0	**0**	**0**	**0**
Prevention Total	**$ 661,000**	**$ 483,000**	**$ 377,000**	**$ (106,000)**	**$ 124,000**	**32.9 %**	**$ 501,000**	**$ 517,000**	**$ 528,000**

Public Education & Safety	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (2,000)	$ (2,000)	$ 0	$ 2,000	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(2,000)	(2,000)	0	2,000	0	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	149,000	143,000	156,000	13,000	1,000	0.6	**157,000**	**158,000**	**158,000**
Operating Costs	21,000	17,000	29,000	12,000	(8,000)	(27.6)	**21,000**	**21,000**	**22,000**
Internal Services Used	7,000	6,000	12,000	6,000	(6,000)	(50.0)	**6,000**	**6,000**	**6,000**
Internal Services Recovered	0	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	177,000	166,000	197,000	31,000	(13,000)	(6.6)	**184,000**	**185,000**	**186,000**
Net Operations Total	**175,000**	**164,000**	**197,000**	**33,000**	**(13,000)**	**(6.6)**	**184,000**	**185,000**	**186,000**
Transfers									
Transfer From Own Sources	0	0	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	0.0	**0**	**0**	**0**
Public Education & Safety Total	**$ 175,000**	**$ 164,000**	**$ 197,000**	**$ 33,000**	**$ (13,000)**	**(6.6) %**	**$ 184,000**	**$ 185,000**	**$ 186,000**

Radio & Communications	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (457,000)	$ (456,000)	$ (456,000)	$ 0	$ (12,000)	2.6 %	**$ (468,000)**	**$ (479,000)**	**$ (491,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(457,000)	(456,000)	(456,000)	0	(12,000)	2.6	**(468,000)**	**(479,000)**	**(491,000)**
Expenditures									
Salaries and Benefits	1,172,000	1,160,000	1,241,000	81,000	35,000	2.8	**1,276,000**	**1,299,000**	**1,304,000**
Operating Costs	271,000	270,000	310,000	40,000	(22,000)	(7.1)	**288,000**	**293,000**	**298,000**
Internal Services Used	9,000	11,000	3,000	(8,000)	0	0.0	**3,000**	**3,000**	**3,000**
Internal Services Recovered	(129,000)	(127,000)	(127,000)	0	0	0.0	**(127,000)**	**(127,000)**	**(127,000)**
External Recoveries	(26,000)	0	(9,000)	(9,000)	9,000	(100.0)	**0**	**0**	**0**
	1,297,000	1,314,000	1,418,000	104,000	22,000	1.6	**1,440,000**	**1,468,000**	**1,478,000**
Net Operations Total	**840,000**	**858,000**	**962,000**	**104,000**	**10,000**	**1.0**	**972,000**	**989,000**	**987,000**
Transfers									
Transfer From Own Sources	0	(3,000)	0	3,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
	0	(3,000)	0	3,000	0	0.0	**0**	**0**	**0**
Radio & Communications Total	**$ 840,000**	**$ 855,000**	**$ 962,000**	**$ 107,000**	**$ 10,000**	**1.0 %**	**$ 972,000**	**$ 989,000**	**$ 987,000**

SURREY
CITY OF PARKS

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
FIRE

Fire Operations	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (1,000)	$ 1,000	$ 0	$ (1,000)	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(1,000)	1,000	0	(1,000)	0	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	21,073,000	21,488,000	21,343,000	(145,000)	999,000	4.7	**22,342,000**	**22,726,000**	**22,970,000**
Operating Costs	1,063,000	1,054,000	1,191,000	137,000	(10,000)	(0.8)	**1,181,000**	**1,190,000**	**1,217,000**
Internal Services Used	277,000	275,000	172,000	(103,000)	110,000	64.0	**282,000**	**282,000**	**282,000**
Internal Services Recovered	(287,000)	(212,000)	(282,000)	(70,000)	0	0.0	**(282,000)**	**(282,000)**	**(282,000)**
External Recoveries	(181,000)	(198,000)	(48,000)	150,000	(120,000)	250.0	**(168,000)**	**(168,000)**	**(168,000)**
	21,945,000	22,407,000	22,376,000	(31,000)	979,000	4.4	**23,355,000**	**23,748,000**	**24,019,000**
Net Operations Total	**21,944,000**	**22,408,000**	**22,376,000**	**(32,000)**	**979,000**	**4.4**	**23,355,000**	**23,748,000**	**24,019,000**
Transfers									
Transfer From Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	1,577,000	1,577,000	1,577,000	0	(151,000)	(9.6)	**1,426,000**	**1,577,000**	**1,577,000**
	1,577,000	1,577,000	1,577,000	0	(151,000)	(9.6)	**1,426,000**	**1,577,000**	**1,577,000**
Fire Operations Total	**$ 23,521,000**	**$ 23,985,000**	**$ 23,953,000**	**$ (32,000)**	**$ 828,000**	**3.5 %**	**$ 24,781,000**	**$ 25,325,000**	**$ 25,596,000**

Training	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 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	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	298,000	312,000	293,000	(19,000)	8,000	2.7	**301,000**	**305,000**	**308,000**
Operating Costs	64,000	47,000	46,000	(1,000)	1,000	2.2	**47,000**	**48,000**	**48,000**
Internal Services Used	235,000	195,000	240,000	45,000	0	0.0	**240,000**	**240,000**	**240,000**
Internal Services Recovered	(1,000)	(2,000)	0	2,000	0	0.0	**0**	**0**	**0**
External Recoveries	(12,000)	(7,000)	(11,000)	(4,000)	0	0.0	**(11,000)**	**(11,000)**	**(11,000)**
	584,000	545,000	568,000	23,000	9,000	1.6	**577,000**	**582,000**	**585,000**
Net Operations Total	**584,000**	**545,000**	**568,000**	**23,000**	**9,000**	**1.6**	**577,000**	**582,000**	**585,000**
Transfers									
Transfer From Own Sources	0	(2,000)	0	2,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
	0	(2,000)	0	2,000	0	0.0	**0**	**0**	**0**
Training Total	**$ 584,000**	**$ 543,000**	**$ 568,000**	**$ 25,000**	**$ 9,000**	**1.6 %**	**$ 577,000**	**$ 582,000**	**$ 585,000**

Pre-Fire Planning Project	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 0	$ 0	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Grants, Donations and Other	(201,000)	(91,000)	(113,000)	(22,000)	113,000	(100.0)	**0**	**0**	**0**
	(201,000)	(91,000)	(113,000)	(22,000)	113,000	(100.0)	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	32,000	40,000	32,000	(8,000)	(32,000)	(100.0)	**0**	**0**	**0**
Operating Costs	169,000	71,000	81,000	10,000	(81,000)	(100.0)	**0**	**0**	**0**
Internal Services Used	0	0	0	0	0	0.0	**0**	**0**	**0**
Internal Services Recovered	0	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	201,000	111,000	113,000	2,000	(113,000)	(100.0)	**0**	**0**	**0**
Net Operations Total	**0**	**20,000**	**0**	**(20,000)**	**0**	**0.0**	**0**	**0**	**0**
Transfers									
Transfer From Own Sources	0	0	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	0.0	**0**	**0**	**0**
Pre-Fire Planning Project Total	**$ 0**	**$ 20,000**	**$ 0**	**$ (20,000)**	**$ 0**	**0.0 %**	**$ 0**	**$ 0**	**$ 0**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
FIRE

SIGNIFICANT CHANGES		SUMMARY
2000 ADOPTED BUDGET		**$ 27,592,000**
2000 ADJUSTED BUDGET		**$ 27,592,000**
Revenues		
Sales and Services		
Increase in Dispatch Services Revenue	(12,000)	
Decrease in Re-Inspection Fees	180,000	**168,000**
Taxation and Other		
HRDC grant program ends in 2000	113,000	**113,000**
Total Change in Revenues		**281,000**
Expenditures		
Salaries/Wages & Benefits		
Additional 8 Firefighters - April 1, 2001 start	351,000	
Salary in-range related increases and recalculations Fire Operations	510,000	
Administration recalculation of merit and benefits	139,000	
Mechanics, Prevention, Radio, Volunteer, & Training recalculations	36,000	
Reallocation of WCB Recoveries to External Recoveries	120,000	
HRDC grant program ended	(32,000)	**1,124,000**
Operating Costs		
HRDC grant program ended	(81,000)	
BC Tel/BC Hydro/BC Gas/Inflations increases	83,000	
Reallocation of Fleet Insurance to Internal Services Used	(110,000)	
One time operating expense GVRD	(25,000)	**(133,000)**
Internal Services Used		
Reallocation of Fleet Insurance	110,000	**110,000**
Internal Services Recovered	0	**0**
External Recoveries		
RECC one time recovery	9,000	
Reallocation of WCB recoveries to correct account	(120,000)	**(111,000)**
Fire Contract Contingency	1,080,000	**1,080,000**
Transfer from Own Sources		
To offset additional 8 Firefighters - April 1, 2001 start	(151,000)	**(151,000)**
Transfer to Own Sources	0	**0**
Total Change in Expenditures		**1,919,000**
2001 BUDGET		**$ 29,792,000**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
FIRE

SIGNIFICANT CHANGES		SUMMARY
2001 ADOPTED BUDGET		**$ 29,792,000**
Revenues		
Increase in Dispatch Services Revenue	(11,000)	
Decrease in Re-Inspection Fees	5,000	**(6,000)**
Expenditures		
Salary in-range related increases	338,000	
Full effect of 8 new Firefighters in 2001	120,000	
BC Tel/BC Hydro/BC Gas/Inflations increases	20,000	
Re-establish capital transfer due to 8 new Firefighters in 2001	151,000	
Fire Contract Contingency	1,057,000	**1,686,000**
2002 BUDGET		**$ 31,472,000**

SIGNIFICANT CHANGES		SUMMARY
2002 BUDGET		**$ 31,472,000**
Revenues		
Increase in Dispatch Services	(12,000)	
Decrease in Re-inspection Fees	5,000	**(7,000)**
Expenditures		
Salary in-range related increases	278,000	
BC Tel/BC Hydro/BC Gas/Inflations increases	39,000	
Fire Contract Contingency	1,047,000	**1,364,000**
2003 BUDGET		**$ 32,829,000**

Mission Statement

The Mission of Surrey Detachment is:

To provide a sensitive, responsive, professional policing service,
cooperatively with the community,
to enhance the level of security and livability in the City of Surrey,
within a healthy work environment.

Organization

Surrey Detachment is organized into the three service lines of Operations, Operations Support, and Administration/ Management Services. This particular organization allows maximum utilization of police resources, while minimizing administrative overhead, in support of Council's guidepost #3, People Friendly Transportation, guidepost #4 An Active City that is Distinct, Vibrant and Beautiful and guidepost #5 – A Safe Clean City in Which to Do Business. Chart 1 demonstrates the reporting relationship of these units while Figure 1 plots the uniformed resources within the detachment.

Operations consists of Sections devoted exclusively to front-end service delivery and includes all units that are responsible for first response: the District Offices, the Operational Communications Centre, Front Counter and Prisoner Cellblock.

Operational Support includes those Sections of professional police members that add specialized functional support to the primary responders and investigators within the police operation. In addition these specialized sections are organized for optimum efficiency and effectiveness in targeting specific crime problems. Sections in this area include Criminal Intelligence, Drug Section (Street Crew), General Investigations Section (Major Crimes, Fraud, Robbery, Arson and Auto Theft Units), Crime Prevention, Victim Services, Youth Intervention, Block Watch, Traffic Section, Bike Section, Forensic Identification and Dog Section.

Administration/ Management Services is charged with ensuring that the support infrastructure is in place, functioning maximally and providing needed day to day administrative assistance to operational personnel. Financial Services, Transport and property maintenance, Quality Assurance, Court Liaison, Records, Exhibits, Clerical Support, Insurance, and Mail Services populate this area. In addition this area incorporates the corporate and executive control dimensions of the police operation along with specialized professional resources in support of the executive. This area finds Media Liaison, Diversity Management, Computer Services, Training and Research and Planning as the functional units.

Organization Chart

Chart 1

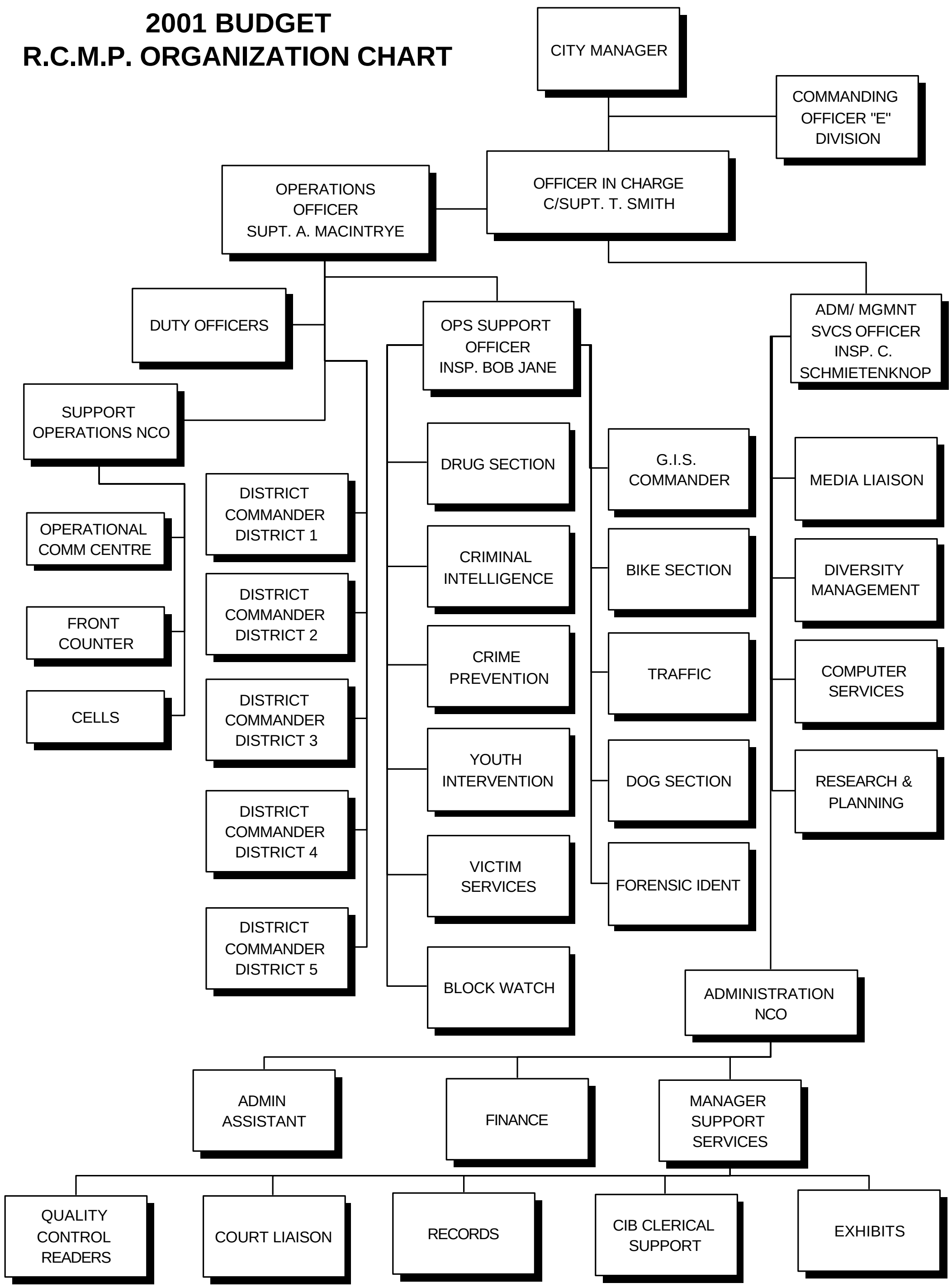
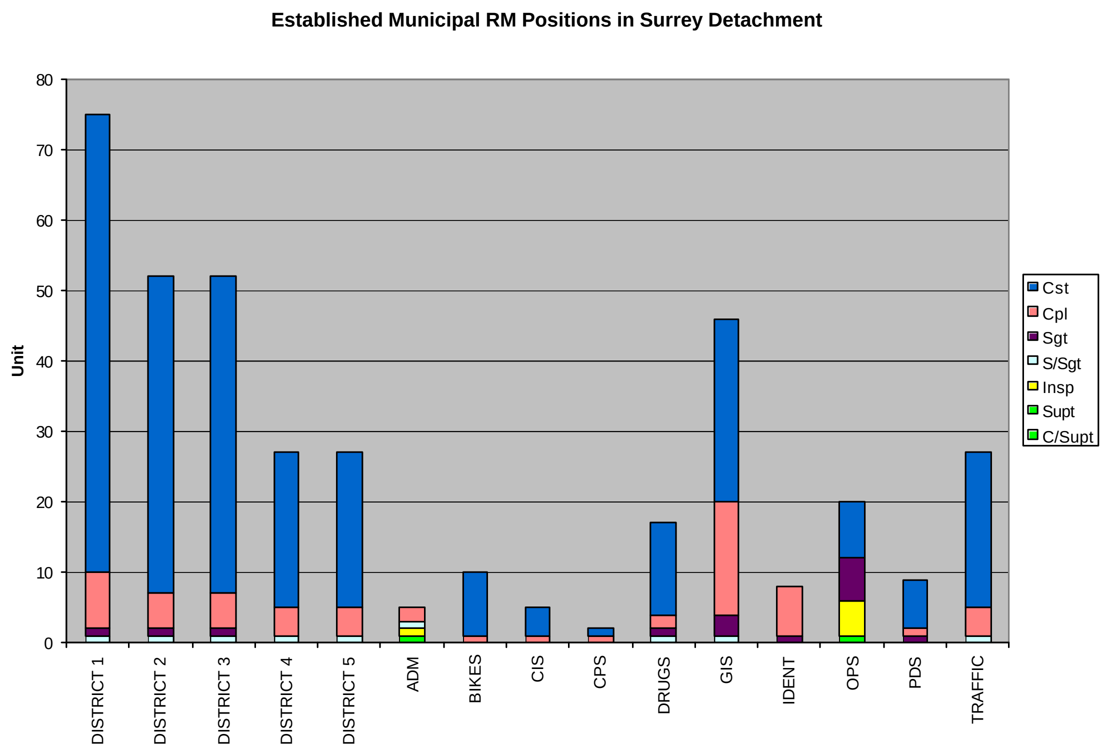


Figure 1 graphically represents the regular member resources at the detachment and demonstrates the emphasis placed upon ensuring that police resources are deployed in service positions.

Figure 1



Value For Service

Working within the spirit and intent of a safe communities approach to enforcement of the law the Royal Canadian Mounted Police have provided service to the City of Surrey in a positive comparison to other police agencies across Canada and locally. The following table labeled Table 1 demonstrates that Surrey Detachment has handled more incidents per police officer, at lower per capita cost, with comparable effectiveness to other areas. The comparison areas were selected because of either their population similarity or their geographic proximity to Surrey. Graphs which follow at Figures 2, 3, and 4 visually depict this efficiency and effectiveness by plotting the data presented in Table 1.

Table 1

Performance Comparision of the Surrey Detachment with Selected Canadian Police Organizations 1999										
SOURCE	1999		Surrey	Laval	Halton Regional	London	Vancouver	Delta	Abbotsford	New Westminster
	Population		336,034	346,539	368,874	340,205	559,678	101,105	114,285	54,177
	Police Officers		378	405	412	423	1,149	138	139	109
	Other Personnel		130	222	146	167	304	31	38	32
	Operating $	$000s	36,013	46,284	43,944	43,902	124,139	15,982	14,988	12,739
	Per Capita Cost	$	107	134	119	129	222	158	131	235
	Pop/ Police Officer		889	856	895	804	487	733	822	497
1999 Violent Crime	Number		4,614	1,683	1,691	2,786	7,206	717	1,268	1,307
	Rate		1,373	486	458	819	1,288	709	1,110	2,412
	Clearance	%	70	75	78	80	48	67	66	62
1999 Property Crime	Number		26,439	13,332	8,554	18,176	63,105	4,063	6,019	5,067
	Rate		7,868	3,847	2,319	5,343	11,275	4,019	5,267	9,353
	Clearance	%	13	14	31	27	9	16	16	15
1999 Total Criminal Code	Number		41,732	19,190	14,583	28,202	81,815	7,039	10,502	9,149
	Rate		12,419	5,538	3,953	8,290	14,618	6,962	9,189	16,887
	Clearance	%	26	22	39	36	16	26	29	32
	% Change CC Rate 1998-1999	%	-4	-6	-5	2	-5	-6	-4	-6
	CC Incidents per Officer		110	47	35	67	71	51	76	84

Per Capita Cost -Total Cost divided by Total Population

Surrey Police -Other Personnel - Operating $ Local Information Sources

Pop/Police Officer -Population served by the police divided by the total number of police officers.

Rate -of Crime - Total number of incidents per 100,000 of population.

Clearance -Total number of incidents cleared (by charge or otherwise) divided by the total number of incidents.

Violent Crime - Offences that deal with the application, or threat of application, of force to an individual

Source: Stats Canada -Police Resources in Canada -Catalogue 85-225-XIE

Figure 2

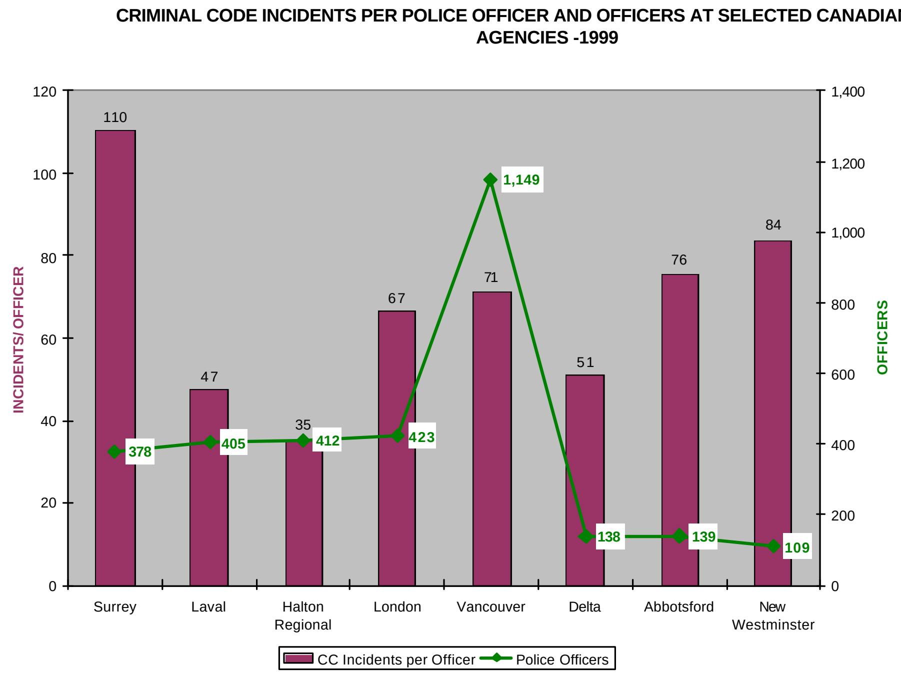


Figure 3

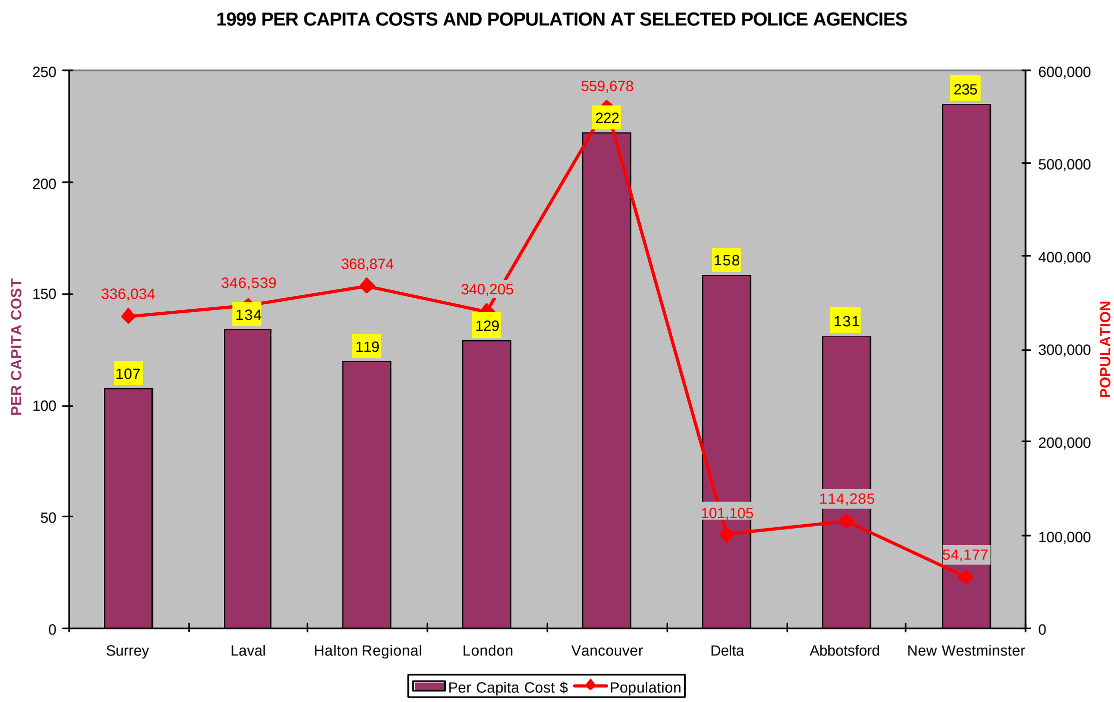


Figure 4

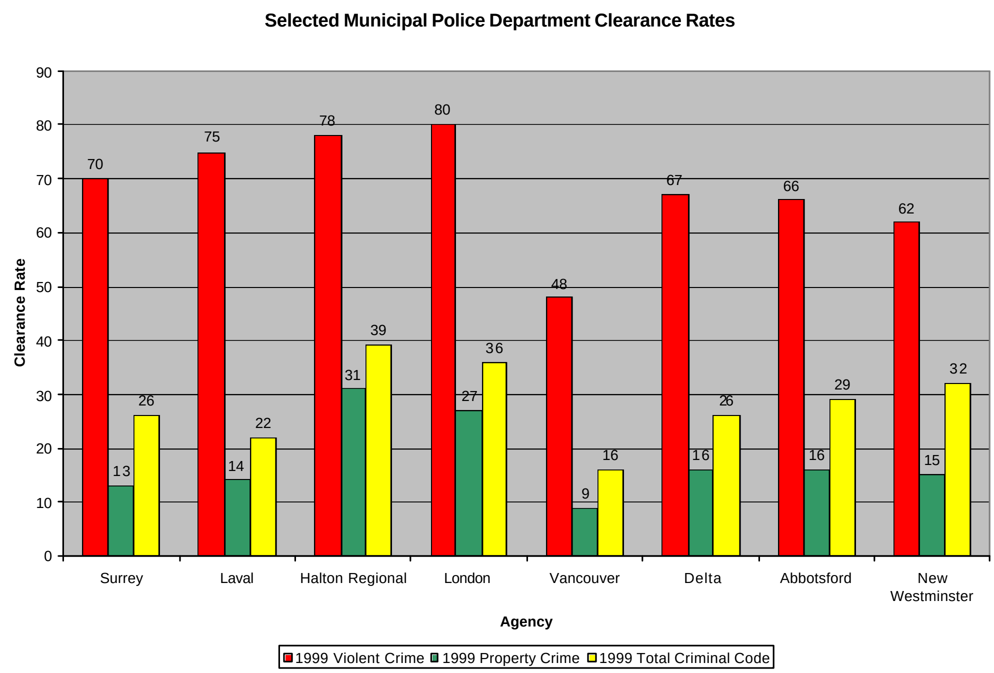


Figure 5

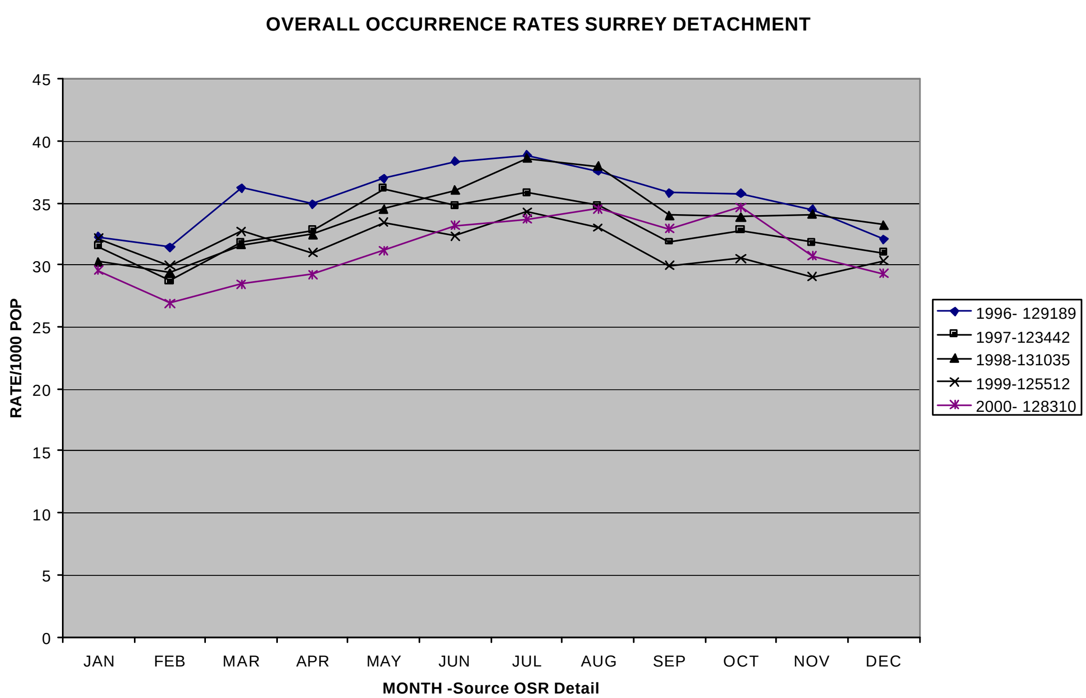
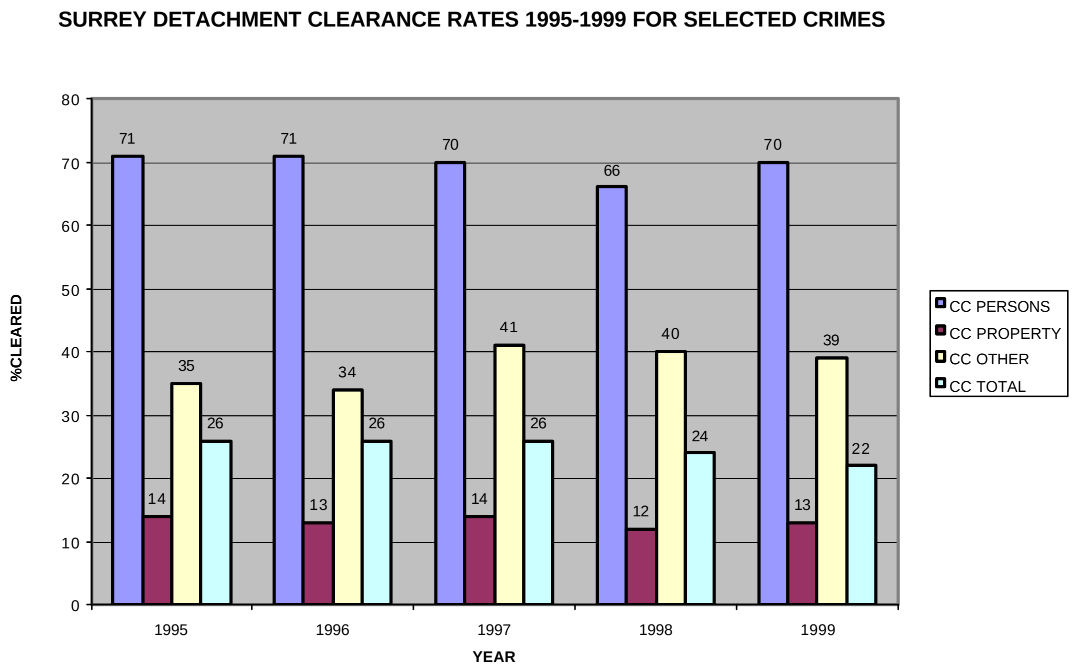


Figure 5 above indicates clearly the relative stability of occurrences from year to year and month to month within the demand of the City of Surrey. As population has been steadily rising over the same reported period a clear trend of reduced occurrence rates is evident. This reduction in rates is supportive of the effectiveness of police efforts such as that of Community-Based Policing against crime.

The following figure expands upon the clearance rate data presented earlier and upon the data of Figure 5 by plotting effectiveness over time for the Surrey police service. In Figure 6 it is clear from the examination that the clearances presented in the CCJS report for 1999 are stable into the past years of available statistics. It is that perspective and historical stability that is the hallmark of the Royal Canadian Mounted Police in offering services to all levels of government within Canada.

Figure 6



2001 Key Issues and Objectives

The Senior Management Team at Surrey Detachment in concert with City Council and the Public Safety Committee launched priorities that interface Council's Guideposts and categorized them into the prioritized initiatives– Increased Enforcement Orientation, Increased Communication and Cooperation, Increased Technology Leadership, and Increased Public Safety. Consistent with year 2000 priorities all initiatives are organized under the rubric of Total Quality Policing a term that is synonymous with community integration. For the first time in history input from the community consultative groups in each of the five districts in Surrey was used to formulate a discussion document to set the overall Surrey police priorities. In addition several sessions with the City Administrator further refined the directions, distilling the following as the major directions for the police in 2001.

Total Quality Service–Increased Enforcement Orientation

Major gains have been made on the 'Quality' side of our operation in the past year and we are now aware of our shortcomings in relation to ensuring our long desired 'Total Quality Orientation'. The detachment is well underway to our 'Back to the Basics' approach that will ultimately underscore our every response. Operational processes and leadership support has positively positioned the RCMP to proactively problem solve and utilize enforcement power selectively to combat crime problems in ways that will maximally benefit the citizens of Surrey.

Our collective priority will be to reduce the street level criminality and increase public safety by probatively targeting those who traffic in narcotics, prostitute themselves or are sex trade customers and those who are involved in criminal gang or enterprise crime activity city wide.

Our strategy will be multifaceted and within our sphere of influence will include initiatives in 1) education, 2) prevention, 3) enforcement and 4) harm reduction. This approach would be coupled with a consistent approach to working with other agencies in an Integrated Services Team model to reduce the fear of crime and the sense of hopelessness in some areas and undertake an overall drive to make the community safe.

Total Quality Service –Increased Communication and Cooperation

In the spirit of enhancing the successful community policing strategy now strongly entrenched in Surrey the communication and cooperation with public service agencies, citizen=s groups and individual citizens throughout the city of Surrey, will be promoted toward the goal of increasing public safety. Not to preclude the development of goals and initiatives in other areas the following are suggestive of initiatives that fit within this category:

Champion the establishment and maintenance of Integrated Service Teams (ISTs) throughout the city.

Initiate an attempt to measure citizen satisfaction with police service through a minimum of two town hall meetings and mail out questionnaires.

Encourage more citizen groups to become involved in community-driven policing initiatives (eg. Foot patrols, parking lot, park patrols).

Provide citizens with tips for safety in the city.

Total Quality Service –Increased Technology Leadership

Our detachment ranks as one of the foremost leaders of use of police technology in North America. However this status also places significant burdens on the infrastructure to support this leadership position. Simultaneously the dynamic nature of computer hardware and software development with the criminal element utilizing every available advantage dictates that failure to maintain strategic advantage will leave citizens vulnerable to the excesses of crime. Maintaining a necessary 'leading edge' focus will strain already taxed human, software and hardware resources to the limit. Attention will need to be focused to ensure that adequate resources are supplied that will enable progress to be made in this crucial area. While 'state of the art' initiatives are often costly there is more cost to a 'status quo' approach in this area. Therefore this year is expected to see growth in areas such as the use of Crime Analyses, the Internet/ Intranet, the Pawn Shops Tracking Database and increased Interagency Sharing of Best Practices. All facets of Surrey Detachment can benefit from designing/ developing technological solutions to signifcantly enhance our working environment.

Total Quality Service –Increased Public Safety

While public safety needs to be considered as a cornerstone of an effective police service the most effective strategy against crime will be one which has focus and viable review of directions. Citizens contacted and who participated in this initiative have reiterated their concern for: 1. Drug Dealing, 2. Traffic Enforcement, 3. Break and Enters, 4. Vandalism - Graffiti, 5. Youth, and 6. Prostitution as their priorities. As the police organization which was recently given a renewed mandate for policing the City of Surrey we must find ways of uniquely addressing these concerns on behalf of our local communities. Initiatives such as a traffic safety plan aimed at selectively targeting areas to reduce fatal and serious motor vehicle accidents, currently underway, is an example of such an initiative, but should not and cannot be the answer to all community concerns. Each of us, in each of our respective areas of responsibility, whether front line, direct or indirect support to the direct service providers must search for initiatives that will foster, direct and ensure comprehensive and positive response to these enunciated needs.

SURREY
CITY OF PARKS

2001 - 2003 FINANCIAL PLAN
RCMP OVERVIEW
$ 000's

	2000 Budget	change	2001 Budget
CONTRACT			
Salaries and Benefits	$ 22,485	$ 2,176	**$ 24,661**
Overtime	1,000	200	**1,200**
New Officers (4) *	0	300	**300**
Operating Costs	2,902	406	**3,308**
E-Comm	416	600	**1,016**
Computer & Vehicles	493	1,375	**1,868**
Pensions/Employment Insurance etc.	2,961	209	**3,170**
E-Division Administration	3,652	0	**3,652**
Training	1,302	14	**1,316**
	35,211	5,280	**40,491**
Less: Federal Share	(3,521)	(528)	**(4,049)**
TOTAL CITY CONTRACT	31,690	4,752	**36,442**
CITY OPERATIONS			
Salaries and Benefits	7,573	400	**7,973**
New Staff (8) July 1st	0	215	**215**
Operating Costs	1,486	397	**1,883**
E-Comm	102	300	**402**
Funding for Auxilliary Policing	0	40	**40**
RCMP Contract Contingency	0	450	**450**
TOTAL CITY OPERATIONS	9,161	1,802	**10,963**
EXTERNAL RECOVERIES			
Dispatch Service to White Rock	(21)	(5)	**(26)**
TOTAL EXTERNAL RECOVERIES	(21)	(5)	**(26)**
TOTAL EXPENDITURES NET OF RECOVERIES	40,830	6,549	**47,379**
COST RECOVERIES			
Donation Revenue collected in prior years	(46)	35	**(11)**
Transfer from Capital re: one-time purchase of Computers and Cars included in contract	0	(542)	**(542)**
TOTAL COST RECOVERIES	(46)	(507)	**(553)**
REVENUES			
Fees for Service	(403)	(64)	**(467)**
Federal/Provincial Grants	(158)	(82)	**(240)**
Special Event/Movie Revenue	0	(95)	**(95)**
City Share of Provincial Ticketing	(942)	(18)	**(960)**
TOTAL REVENUES	(1,503)	(259)	**(1,762)**
TOTAL REVENUES AND COST RECOVERIES	(1,549)	(766)	**(2,315)**
NET GENERAL OPERATING CONTRIBUTION	**$ 39,281**	**$ 5,783**	**$ 45,064**

* Officers were budgeted to December 31st only ($200,000). The contract runs to March 31st, therefore this amount is $300,000 for the life of the contract.

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
R.C.M.P.

PROGRAM SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Administration	$ 1,998,000	$ 2,269,000	$ 2,427,000	$ 158,000	$ 283,000	11.7 %	**$ 2,710,000**	**$ 1,933,000**	**$ 2,017,000**
District Offices	991,000	1,125,000	1,138,000	13,000	44,000	3.9	**1,182,000**	**1,206,000**	**1,222,000**
Operations	2,615,000	3,111,000	3,015,000	(96,000)	255,000	8.5	**3,270,000**	**3,350,000**	**3,393,000**
Operations Support	656,000	712,000	734,000	22,000	280,000	38.1	**1,014,000**	**1,252,000**	**1,273,000**
RCMP Contract	27,704,000	31,467,000	31,467,000	0	4,433,000	14.1	**35,900,000**	**38,151,000**	**40,113,000**
Officer in Charge Mgmt Services	1,107,000	537,000	500,000	(37,000)	38,000	7.6	**538,000**	**559,000**	**573,000**
RCMP Contract Contingency	0	0	0	0	450,000	100.0	**450,000**	**459,000**	**468,000**
NET DEPARTMENT TOTAL	**$ 35,071,000**	**$ 39,221,000**	**$ 39,281,000**	**$ 60,000**	**$ 5,783,000**	**14.7 %**	**$ 45,064,000**	**$ 46,910,000**	**$ 49,059,000**

ACCOUNT SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (576,000)	$ (525,000)	$ (403,000)	$ 122,000	$ (64,000)	15.9 %	**$ (467,000)**	**$ (467,000)**	**$ (467,000)**
Grants, Donations and Other	(1,149,000)	(1,219,000)	(1,100,000)	119,000	(195,000)	17.7	**(1,295,000)**	**(2,195,000)**	**(2,195,000)**
	(1,725,000)	(1,744,000)	(1,503,000)	241,000	(259,000)	17.2	**(1,762,000)**	**(2,662,000)**	**(2,662,000)**
Expenditures									
Salaries and Benefits	6,703,000	7,871,000	7,574,000	(297,000)	628,000	8.3	**8,202,000**	**8,656,000**	**8,797,000**
Operating Costs	29,574,000	33,188,000	33,180,000	(8,000)	5,473,000	16.5	**38,653,000**	**40,382,000**	**42,380,000**
Internal Services Used	88,000	85,000	97,000	12,000	3,000	3.1	**100,000**	**101,000**	**102,000**
Internal Services Recovered	(123,000)	(32,000)	0	32,000	0	0.0	**0**	**0**	**0**
External Recoveries	(100,000)	(132,000)	(21,000)	111,000	(5,000)	23.8	**(26,000)**	**(26,000)**	**(26,000)**
External Recoveries	0	0	0	0	450,000	100.0	**450,000**	**459,000**	**468,000**
	36,142,000	40,980,000	40,830,000	(150,000)	6,549,000	16.0	**47,379,000**	**49,572,000**	**51,721,000**
Net Operations Total	**34,417,000**	**39,236,000**	**39,327,000**	**91,000**	**5,840,000**	**14.8**	**45,617,000**	**46,910,000**	**49,059,000**
Transfers									
Transfer From Own Sources	(135,000)	(90,000)	(46,000)	44,000	(507,000)	1102.2	**(553,000)**	**0**	**0**
Transfer To Own Sources	789,000	75,000	0	(75,000)	0	0.0	**0**	**0**	**0**
	654,000	(15,000)	(46,000)	(31,000)	(507,000)	1102.2	**(553,000)**	**0**	**0**
NET DEPARTMENT TOTAL	**$ 35,071,000**	**$ 39,221,000**	**$ 39,281,000**	**$ 60,000**	**$ 5,783,000**	**14.7 %**	**$ 45,064,000**	**$ 46,910,000**	**$ 49,059,000**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
R.C.M.P.

Administration	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (299,000)	$ (225,000)	$ (208,000)	$ (17,000)	$ (64,000)	30.8 %	**$ (272,000)**	**$ (272,000)**	**$ (272,000)**
Grants, Donations and Other	(947,000)	(969,000)	(942,000)	(27,000)	(195,000)	20.7	**(1,137,000)**	**(2,037,000)**	**(2,037,000)**
	(1,246,000)	(1,194,000)	(1,150,000)	(44,000)	(259,000)	22.5	**(1,409,000)**	**(2,309,000)**	**(2,309,000)**
Expenditures									
Salaries and Benefits	2,434,000	2,862,000	2,848,000	14,000	80,000	2.8	**2,928,000**	**3,034,000**	**3,101,000**
Operating Costs	763,000	564,000	718,000	(154,000)	425,000	59.2	**1,143,000**	**1,159,000**	**1,176,000**
Internal Services Used	43,000	58,000	47,000	11,000	1,000	2.1	**48,000**	**49,000**	**49,000**
Internal Services Recovered	(5,000)	(30,000)	0	(30,000)	0	0.0	**0**	**0**	**0**
External Recoveries	(1,000)	(3,000)	0	(3,000)	0	0.0	**0**	**0**	**0**
	3,234,000	3,451,000	3,613,000	(162,000)	506,000	14.0	**4,119,000**	**4,242,000**	**4,326,000**
Net Operations Total	**1,988,000**	**2,257,000**	**2,463,000**	**(206,000)**	**247,000**	**10.0**	**2,710,000**	**1,933,000**	**2,017,000**
Transfers									
Transfer From Own Sources	(36,000)	0	(36,000)	36,000	36,000	(100.0)	**0**	**0**	**0**
Transfer To Own Sources	46,000	12,000	0	12,000	0	0.0	**0**	**0**	**0**
	10,000	12,000	(36,000)	48,000	36,000	(100.0)	**0**	**0**	**0**
Administration Total	**$ 1,998,000**	**$ 2,269,000**	**$ 2,427,000**	**$ (158,000)**	**$ 283,000**	**11.7 %**	**$ 2,710,000**	**$ 1,933,000**	**$ 2,017,000**

District Offices	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (13,000)	$ (29,000)	$ 0	$ (29,000)	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(13,000)	(29,000)	0	(29,000)	0	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	216,000	249,000	225,000	24,000	15,000	6.7	**240,000**	**250,000**	**250,000**
Operating Costs	778,000	866,000	877,000	(11,000)	28,000	3.2	**905,000**	**919,000**	**934,000**
Internal Services Used	21,000	20,000	36,000	(16,000)	1,000	2.8	**37,000**	**37,000**	**38,000**
Internal Services Recovered	0	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	1,015,000	1,135,000	1,138,000	(3,000)	44,000	3.9	**1,182,000**	**1,206,000**	**1,222,000**
Net Operations Total	**1,002,000**	**1,106,000**	**1,138,000**	**(32,000)**	**44,000**	**3.9**	**1,182,000**	**1,206,000**	**1,222,000**
Transfers									
Transfer From Own Sources	(16,000)	(10,000)	0	(10,000)	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	5,000	29,000	0	29,000	0	0.0	**0**	**0**	**0**
	(11,000)	19,000	0	19,000	0	0.0	**0**	**0**	**0**
District Offices Total	**$ 991,000**	**$ 1,125,000**	**$ 1,138,000**	**$ (13,000)**	**$ 44,000**	**3.9 %**	**$ 1,182,000**	**$ 1,206,000**	**$ 1,222,000**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
R.C.M.P.

Operations	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (240,000)	$ (242,000)	$ (195,000)	$ (47,000)	$ 0	0.0 %	**$ (195,000)**	**$ (195,000)**	**$ (195,000)**
Grants, Donations and Other	(117,000)	(154,000)	(73,000)	(81,000)	0	0.0	**(73,000)**	**(73,000)**	**(73,000)**
	(357,000)	(396,000)	(268,000)	(128,000)	0	0.0	**(268,000)**	**(268,000)**	**(268,000)**
Expenditures									
Salaries and Benefits	2,955,000	3,449,000	3,219,000	96,000	255,000	9.8	**3,433,000**	**3,512,000**	**3,553,000**
Operating Costs	88,000	93,000	59,000	34,000	41,000	69.5	**100,000**	**101,000**	**103,000**
Internal Services Used	13,000	0	5,000	(5,000)	0	0.0	**5,000**	**5,000**	**5,000**
Internal Services Recovered	(20,000)	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	3,036,000	3,542,000	3,283,000	125,000	296,000	9.0	**3,538,000**	**3,618,000**	**3,661,000**
Net Operations Total	**2,679,000**	**3,146,000**	**3,015,000**	**(3,000)**	**296,000**	**9.8**	**3,270,000**	**3,350,000**	**3,393,000**
Transfers									
Transfer From Own Sources	(65,000)	(35,000)	0	(35,000)	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	1,000	0	0	0	0	0.0	**0**	**0**	**0**
	(64,000)	(35,000)	0	(35,000)	0	0.0	**0**	**0**	**0**
Operations Total	**$ 2,615,000**	**$ 3,111,000**	**$ 3,015,000**	**$ (38,000)**	**$ 296,000**	**9.8 %**	**$ 3,270,000**	**$ 3,350,000**	**$ 3,393,000**

Operations Support	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (24,000)	$ (29,000)	$ 0	$ (29,000)	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Grants, Donations and Other	(85,000)	(85,000)	(85,000)	0	0	0.0	**(85,000)**	**(85,000)**	**(85,000)**
	(109,000)	(114,000)	(85,000)	(29,000)	0	0.0	**(85,000)**	**(85,000)**	**(85,000)**
Expenditures									
Salaries and Benefits	706,000	772,000	786,000	(14,000)	278,000	35.4	**1,064,000**	**1,302,000**	**1,322,000**
Operating Costs	57,000	51,000	34,000	17,000	2,000	5.9	**36,000**	**25,000**	**26,000**
Internal Services Used	10,000	7,000	9,000	(2,000)	1,000	11.1	**10,000**	**10,000**	**10,000**
Internal Services Recovered	0	(2,000)	0	(2,000)	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	773,000	828,000	829,000	(1,000)	281,000	33.9	**1,110,000**	**1,337,000**	**1,358,000**
Net Operations Total	**664,000**	**714,000**	**744,000**	**(30,000)**	**281,000**	**37.8**	**1,025,000**	**1,252,000**	**1,273,000**
Transfers									
Transfer From Own Sources	(14,000)	(34,000)	(10,000)	(24,000)	(1,000)	10.0	**(11,000)**	**0**	**0**
Transfer To Own Sources	6,000	32,000	0	32,000	0	0.0	**0**	**0**	**0**
	(8,000)	(2,000)	(10,000)	8,000	(1,000)	10.0	**(11,000)**	**0**	**0**
Operations Support Total	**$ 656,000**	**$ 712,000**	**$ 734,000**	**$ (22,000)**	**$ 280,000**	**38.1 %**	**$ 1,014,000**	**$ 1,252,000**	**$ 1,273,000**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
R.C.M.P.

RCMP Contract	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 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	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	0	0	0	0	0	0.0	**0**	**0**	**0**
Operating Costs	27,808,000	31,575,000	31,467,000	108,000	4,975,000	15.8	**36,442,000**	**38,151,000**	**40,113,000**
Internal Services Used	0	0	0	0	0	0.0	**0**	**0**	**0**
Internal Services Recovered	(98,000)	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	(6,000)	(108,000)	0	(108,000)	0	0.0	**0**	**0**	**0**
	27,704,000	31,467,000	31,467,000	0	4,975,000	15.8	**36,442,000**	**38,151,000**	**40,113,000**
Net Operations Total	**27,704,000**	**31,467,000**	**31,467,000**	**0**	**4,975,000**	**15.8**	**36,442,000**	**38,151,000**	**40,113,000**
Transfers									
Transfer From Own Sources	0	0	0	0	(542,000)	0.0	**(542,000)**	**0**	**0**
Transfer To Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
	0	0	0	0	(542,000)	100.0	**(542,000)**	**0**	**0**
RCMP Contract Total	**$ 27,704,000**	**$ 31,467,000**	**$ 31,467,000**	**$ 0**	**$ 4,433,000**	**14.1 %**	**$ 35,900,000**	**$ 38,151,000**	**$ 40,113,000**

Officer in Charge Mgmt Services	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 0	$ 0	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Grants, Donations and Other	0	(11,000)	0	(11,000)	0	0.0	**0**	**0**	**0**
	0	(11,000)	0	(11,000)	0	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	392,000	539,000	496,000	43,000	41,000	8.3	**537,000**	**558,000**	**571,000**
Operating Costs	80,000	39,000	25,000	14,000	2,000	8.0	**27,000**	**27,000**	**28,000**
Internal Services Used	1,000	0	0	0	0	0.0	**0**	**0**	**0**
Internal Services Recovered	0	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	(93,000)	(21,000)	(21,000)	0	(5,000)	23.8	**(26,000)**	**(26,000)**	**(26,000)**
	380,000	557,000	500,000	57,000	38,000	7.6	**538,000**	**559,000**	**573,000**
Net Operations Total	**380,000**	**546,000**	**500,000**	**46,000**	**38,000**	**7.6**	**538,000**	**559,000**	**573,000**
Transfers									
Transfer From Own Sources	(4,000)	(11,000)	0	(11,000)	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	731,000	2,000	0	2,000	0	0.0	**0**	**0**	**0**
	727,000	(9,000)	0	(9,000)	0	0.0	**0**	**0**	**0**
Officer in Charge Mgmt Total	**$ 1,107,000**	**$ 537,000**	**$ 500,000**	**$ 37,000**	**$ 38,000**	**7.6 %**	**$ 538,000**	**$ 559,000**	**$ 573,000**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
R.C.M.P.

SIGNIFICANT CHANGES		SUMMARY
2000 ADOPTED BUDGET		**$ 40,223,000**
Traffic ticket revenue from Corporate		**(942,000)**
2000 ADJUSTED BUDGET		**$ 39,281,000**
Revenues		
Sales and Services		
Fees for service, property revenue, and inquiry fees	(64,000)	
Traffic ticket revenue	(18,000)	
Movie revenue	(95,000)	
Recovery for Federal/Provincial Prisoner costs	(82,000)	**(259,000)**
Taxation and Other	0	**0**
Total Change in Revenues		**(259,000)**
Expenditures		
Salaries/Wages & Benefits - increase	628,000	**628,000**
Operating Costs		
Increase in E-comm costs	311,000	
Increase in RCMP	5,077,000	
Increase in Auxilliary Program	40,000	
Decrease in Telephone - one time charge (911 Platform)	(27,000)	
Increase in rent	23,200	
Increase in utilities	23,800	
Increase in telephone costs	3,500	
Inflation and other	21,500	**5,473,000**
Internal Services Used	3,000	**3,000**
Internal Services Recovered	0	**0**
External Recoveries	(5,000)	**(5,000)**
RCMP Contract Contingency	450,000	**450,000**
Transfer From Own Sources		
Increase in Transfer from Own Sources	(507,000)	**(507,000)**
Transfer To Own Sources	0	**0**
Total Change in Expenditures		**6,042,000**
2001 BUDGET		**$ 45,064,000**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
R.C.M.P.

SIGNIFICANT CHANGES		SUMMARY
2001 ADOPTED BUDGET		**$ 45,064,000**
Revenues		
Increase in Traffic Ticket revenue	(900,000)	**(900,000)**
Expenditures		
Salaries/Wages & Benefits		
Increase in salaries	453,900	
Increase in RCMP contract	1,709,000	
Increase in utilities	7,700	
Increase in rent	10,000	
Decrease in vehicle lease/rent	(10,100)	
Inflation	14,500	
RCMP Contract Contingency	9,000	
Decrease in Transfer from Own Sources	552,000	**2,746,000**
2002 BUDGET		**$ 46,910,000**

SIGNIFICANT CHANGES		SUMMARY
2002 BUDGET		**$ 46,910,000**
Revenues	0	**0**
Expenditures		
Increase in salaries	141,000	
Increase in RCMP contract	1,962,000	
Increase in utilities	10,800	
Increase in rent	10,000	
Inflation & other	16,200	
RCMP Contract Contingency	9,000	**2,149,000**
2003 BUDGET		**$ 49,059,000**

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 2000 as well as the key issues and objectives for 2001.

2000 ACCOMPLISHMENTS

Realty Services Division

The Realty Services Division is responsible for the acquisition, disposition and management of City lands. They delivered the following services:

- Acquired land valued at $9.5 million for future Park development;
- Generated $4.3 million through the sale of surplus City lands and redundant roads;
- Completed 21 road exchanges with revenues over $1 million and future road acquisition savings in excess of $200,000;
- Negotiated 575 property acquisition agreements for 114 Capital Works Projects;
- Managed 110 rental properties and 100 leases which generate annual revenues in excess of $2 million;
- Developed a policy for the leasing of City owned lands to non-profit organizations.

Facilities Division

The Facilities Management Division is responsible for the design, construction, commissioning and maintenance of City-owned buildings. In addition, Facilities manages city wide contracts for security, waste disposal, janitorial, and corporate wide initiatives, such as energy conservation programs. Key accomplishments included:

- Delivery of 75+ building infrastructure projects;
- Delivery of 50+ upgrading and renovation projects;
- Delivery of $16 million plus in Capital Projects;
- Completion of over 2,500 maintenance work orders;
- Under took and developed pre-planning and functional building programs for many facilities;
- Continued implementation and refinement of the Preventative Maintenance Program;
- Initiated pre-planning for City Wide Security Upgrades Program.

Engineering Operations Division

The Engineering Operations Division is responsible for the operation and maintenance of the City's $4.0 billion infrastructure including the sewer, water, drainage and road systems. As well they manage the garbage and recycling contracts. In 2000 key achievements included:

- Doubled the number of people involved in the 'Adopt-A-Street' program from 10,000 volunteers to 20,000 volunteers;

-
- Streamlined the annual clean-up week, moving it to April from June;
- Operated and maintained the City's road, drainage, water and sewer infrastructures which includes 1350 km of sanitary sewer mains, 1,800 km of water mains and 7650 hydrants;
- Operated and maintained 36 sewage pump stations, 21 drainage installations, 7 water pump stations, 200 pressure reducing valves and more than 3500 water meters;
- Upgraded one section of the Vacusan system to steep grade and force main;

Support Services Division

The Support Services Division provides front counter, survey and drafting services as well as administrative assistance to the Department. Some of the major initiatives of the division in 2000 included:

- Piloted GPS survey methods for several projects to provide in-house expertise and cost-effective survey work;
- Enhanced the COSMOS mapping system by adding custom features to the existing views;
- Developed and implemented a process to allow customers to order and receive maps, plans and digital information by e-mail;
- Implemented a process to allow single-trip oversize/overweight permits to be pre-purchased and activated by a phone call;
- Created a new water meter application to add water meters to the City's spatial database;
- Completed more that 625 standard and custom map products for both internal and external customers.

Transportation Division

The Transportation Division is comprised of the Roads and Transportation Planning, Roads Design and Construction, and Traffic Operations sections. The Division maintains the existing street light and traffic signal network, rehabilitates roadway and sidewalk networks, plans for the current and future transportation needs of the City, and manages the design and construction of new and upgraded transportation facilities. Key accomplishments included:

- Assisted TransLink in finalization of the Community Bus 2000 pilot project plan and South of Fraser Area Transit Service Plan Review;
- Developed a program for operational/ safety improvements to the Truck Route Network;
- Implemented Phase 2 of the Serpentine Greenway Pathway;
- Continued to optimise infrastructure management by updating PMS database and advancing technological innovations such as micro-surfacing and hot in place recycling;

- Developed a series of public information brochures to assist residents in regard to On-street Parking Regulations, Pedestrian Crossings, School Traffic Safety, and Neighbourhood Traffic Calming;
- Continued an active role in regional issues with the GVTA and MRTAC including participation on the South Fraser Perimeter Road and Fraser River Crossing project teams;

- Completed the Nordel Way Extension project and commenced implementation of Scott Road upgrading, and;
- Completed engineering designs for 114 projects and constructed. 133 transportation projects with a value of $23.7 million.

Land Development Division

The Land Development Division is primarily responsible for promoting and assisting land development in the City as well as ensuring that municipal engineering services installed in conjunction with the development of land in the City meet Council-adopted standards and requirements. Key accomplishments included:

- Accepted over $32 million of new infrastructure from Land Development projects in 2000;
- Continued to refine and improve application processes to enhance delivery of development applications.
- Developed a new Works Agreement that allows developers to recover financing costs on engineering infrastructure that benefits future adjacent landowners.

Engineering Utilities Division

The Engineering Utilities Division plans for the upgrading of and, addition to, the infrastructure required to support the orderly growth, development and re-development of the City as well as ongoing utility services to the existing businesses and residences of Surrey. It is also responsible for the delivery of the City's annual Utilities Capital Program.

- Completed the Crescent Beach flood control and beach replenishment project to provide a 200 year level of protection to this community;
- Delivered a $25 million utilities capital construction program within budget including remaining on target for completion of Phase 1 of the Serpentine/Nicomekl flood control program;
- Updated sewer and water master plans plus added a number of new master drainage plans;
- Initiated a voluntary water metering program for residential properties;
- Continued with a rationalization of water and sewer rates;
- Completed Engineering servicing plans to support the Fleetwood and Campbell Heights NCPs.

2001 KEY ISSUES AND OBJECTIVES

On-going Deliverables

- Continue with the sale of excess City owned surplus lands and the identification of additional revenue generating opportunities from the City real estate portfolio;
- Continue to assist client departments to develop the most cost effective project planning and implementation strategies as they relate to real estate issues
- Continue to deliver the land acquisition requirements for roads, utilities, and parks in advance of project initiation.
- Implement a program of operational/safety improvements to the truck network;
- Apply value engineering principles to projects under design as well as previously designed projects.

- Continue to make much-needed improvements and upgrades to downloaded infrastructure on King George Highway, Fraser Highway and Scott Road;
- Complete the installation of replacement survey control monuments;
- Add the latecomer, DCC front-ender, Development Works Agreements and Specified charge areas to the spatial database and make the information available through COSMOS;
- Review and improve sediment control practices on Land Development projects to minimize impacts to watercourses;
- Install up to 10,000 water meters in Surrey homes;
- Complete a sustainable development standards pilot project to improve on-site management of runoff;
- Move towards an improved asset management/life cycle/unit maintenance costing system;
- Design and implement improved Preventive Maintenance Procedures and Processes in selected section of Operations;
- Upgrade two more sections of the vacusan system to grade and force main;
- Promote the Clean City campaign by continuing to work closely with the By-Law Enforcement section to clean up unsightly properties;
- Work with other departments to improve the Project Manager approach to the Land Development process for both residential and industrial/commercial developments.

Preparedness for Growth

- Continue to work with the Transportation Committee to proactively address transportation issues and improve mobility;
- Develop a servicing plan for the Campbell Heights area and pre-service at least one industrial area with the goal of increasing serviced industrial land base;
- Implement sidewalk construction prioritization and inventory system;
- Project development and contract negotiations for the South Fraser Perimeter Road with the Province, TransLink and the Corporation of Delta;

New Service Level Initiatives

- Create and publish departmental brochures and information on the City web site;
- Develop a program to find sources of unaccounted water to reduce the City's water bill to the GVRD;
- Implement multi-lingual solid waste service information to ensure maximum communication and service participation of the City's diverse population;
- Utilize new method for cleaning gravel from large diameter pipes in the storm sewer system.

INNOVATIONS AND ISSUES

- Scan drainage reports and make them available on the network;
- Test alternative methods for shoulder grading;
- Implement new asphalt technologies to improve asphalt repair efficiencies;
- Expand the use of trenchless technologies to lower costs, reduce disruptions to service and increase efficiencies, and
- Experiment with new ways to reduce/eliminate weed/grass growth in hard surface medians.

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
ENGINEERING SERVICES

PROGRAM SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Administration	$ 58,000	$ (16,000)	$ 0	$ (16,000)	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Facilities	2,281,000	1,882,000	2,073,000	(191,000)	279,000	13.5	**2,352,000**	**2,444,000**	**2,510,000**
Real Estate	(1,745,000)	(1,630,000)	(1,377,000)	(253,000)	(30,000)	2.2	**(1,407,000)**	**(1,388,000)**	**(1,385,000)**
Land Development	0	(175,000)	0	(175,000)	0	0.0	**0**	**0**	**0**
Roads	5,518,000	5,622,000	5,308,000	314,000	187,000	3.5	**5,495,000**	**5,578,000**	**5,618,000**
Traffic	3,527,000	3,257,000	3,378,000	(121,000)	9,000	0.3	**3,387,000**	**3,431,000**	**3,512,000**
Garage & Equipment	(10,000)	0	0	0	0	0.0	**0**	**0**	**0**
Gravel Operations	(112,000)	49,000	0	49,000	0	0.0	**0**	**0**	**0**
Solid Waste	(1,231,000)	(155,000)	(158,000)	3,000	57,000	(36.1)	**(101,000)**	**(77,000)**	**(63,000)**
Port Mann Landfill	11,000	173,000	0	173,000	0	0.0	**0**	**0**	**0**
NET DEPARTMENT TOTAL	**$ 8,297,000**	**$ 9,007,000**	**$ 9,224,000**	**$ (217,000)**	**$ 502,000**	**5.4 %**	**$ 9,726,000**	**$ 9,988,000**	**$ 10,192,000**

ACCOUNT SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (4,175,000)	$ (4,948,000)	$ (4,426,000)	$ (522,000)	$ (459,000)	10.4 %	**$ (4,885,000)**	**$ (5,044,000)**	**$ (5,084,000)**
Grants, Donations and Other	(13,535,000)	(14,245,000)	(14,100,000)	(145,000)	(236,000)	1.7	**(14,336,000)**	**(14,336,000)**	**(14,336,000)**
	(17,710,000)	(19,193,000)	(18,526,000)	(667,000)	(695,000)	3.8	**(19,221,000)**	**(19,380,000)**	**(19,420,000)**
Expenditures									
Salaries and Benefits	19,675,000	20,179,000	21,494,000	(1,315,000)	1,416,000	6.6	**22,910,000**	**23,703,000**	**24,078,000**
Operating Costs	22,141,000	23,796,000	22,984,000	812,000	(80,000)	(0.3)	**22,904,000**	**23,011,000**	**23,114,000**
Internal Services Used	12,112,000	12,383,000	11,243,000	1,140,000	1,533,000	13.6	**12,776,000**	**12,908,000**	**12,972,000**
Internal Services Recovered	(27,377,000)	(27,360,000)	(27,595,000)	235,000	(1,486,000)	5.4	**(29,081,000)**	**(29,653,000)**	**(29,951,000)**
External Recoveries	(3,278,000)	(2,725,000)	(1,923,000)	(802,000)	(111,000)	5.8	**(2,034,000)**	**(2,073,000)**	**(2,073,000)**
	23,273,000	26,273,000	26,203,000	70,000	1,272,000	4.9	**27,475,000**	**27,896,000**	**28,140,000**
Net Operations Total	**5,563,000**	**7,080,000**	**7,677,000**	**(597,000)**	**577,000**	**7.5**	**8,254,000**	**8,516,000**	**8,720,000**
Transfers									
Transfer From Own Sources	(127,000)	(398,000)	0	(398,000)	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	2,861,000	2,325,000	1,547,000	778,000	(75,000)	(4.8)	**1,472,000**	**1,472,000**	**1,472,000**
	2,734,000	1,927,000	1,547,000	380,000	(75,000)	(4.8)	**1,472,000**	**1,472,000**	**1,472,000**
NET DEPARTMENT TOTAL	**$ 8,297,000**	**$ 9,007,000**	**$ 9,224,000**	**$ (217,000)**	**$ 502,000**	**5.4 %**	**$ 9,726,000**	**$ 9,988,000**	**$ 10,192,000**

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Administration	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (98,000)	$ (173,000)	$ (100,000)	$ 73,000	$ 0	0.0 %	**$ (100,000)**	**$ (100,000)**	**$ (100,000)**
Grants, Donations and Other	(9,000)	(5,000)	0	5,000	0	0.0	**0**	**0**	**0**
	(107,000)	(178,000)	(100,000)	78,000	0	0.0	**(100,000)**	**(100,000)**	**(100,000)**
Expenditures									
Salaries and Benefits	15,370,000	15,975,000	16,793,000	818,000	946,000	5.6	**17,739,000**	**18,284,000**	**18,569,000**
Operating Costs	315,000	298,000	349,000	51,000	(25,000)	(7.2)	**324,000**	**324,000**	**324,000**
Internal Services Used	473,000	657,000	313,000	(344,000)	1,000	0.3	**314,000**	**315,000**	**315,000**
Internal Services Recovered	(16,020,000)	(16,802,000)	(17,370,000)	(568,000)	(922,000)	5.3	**(18,292,000)**	**(18,838,000)**	**(19,123,000)**
External Recoveries	(58,000)	(65,000)	0	65,000	0	0.0	**0**	**0**	**0**
	80,000	63,000	85,000	22,000	0	0.0	**85,000**	**85,000**	**85,000**
Net Operations Total	**(27,000)**	**(115,000)**	**(15,000)**	**100,000**	**0**	**0.0**	**(15,000)**	**(15,000)**	**(15,000)**
Transfers									
Transfer From Own Sources	(4,000)	(20,000)	0	20,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	89,000	119,000	15,000	(104,000)	0	0.0	**15,000**	**15,000**	**15,000**
	85,000	99,000	15,000	(84,000)	0	0.0	**15,000**	**15,000**	**15,000**
Administration Total	**$ 58,000**	**$ (16,000)**	**$ 0**	**$ 16,000**	**$ 0**	**0.0 %**	**$ 0**	**$ 0**	**$ 0**

Facilities	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (16,000)	$ (6,000)	$ (20,000)	$ (14,000)	$ 8,000	(40.0) %	**$ (12,000)**	**$ (12,000)**	**$ (12,000)**
Grants, Donations and Other	0	(4,000)	0	4,000	0	0.0	**0**	**0**	**0**
	(16,000)	(10,000)	(20,000)	(10,000)	8,000	(40.0)	**0**	**(12,000)**	**(12,000)**
Expenditures									
Salaries and Benefits	1,782,000	1,830,000	1,968,000	138,000	142,000	7.2	**2,110,000**	**2,173,000**	**2,217,000**
Operating Costs	1,913,000	1,464,000	1,558,000	94,000	(24,000)	(1.5)	**1,534,000**	**1,563,000**	**1,585,000**
Internal Services Used	836,000	876,000	234,000	(642,000)	646,000	276.1	**880,000**	**880,000**	**880,000**
Internal Services Recovered	(2,091,000)	(2,225,000)	(1,532,000)	693,000	(565,000)	36.9	**(2,097,000)**	**(2,097,000)**	**(2,097,000)**
External Recoveries	(147,000)	(65,000)	(135,000)	(70,000)	72,000	(53.3)	**(63,000)**	**(63,000)**	**(63,000)**
	2,293,000	1,880,000	2,093,000	213,000	271,000	12.9	**2,364,000**	**2,456,000**	**2,522,000**
Net Operations Total	**2,277,000**	**1,870,000**	**2,073,000**	**203,000**	**279,000**	**13.5**	**2,352,000**	**2,444,000**	**2,510,000**
Transfers									
Transfer From Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	4,000	12,000	0	(12,000)	0	0.0	**0**	**0**	**0**
	4,000	12,000	0	(12,000)	0	0.0	**0**	**0**	**0**
Facilities Total	**$ 2,281,000**	**$ 1,882,000**	**$ 2,073,000**	**$ 191,000**	**$ 279,000**	**13.5 %**	**$ 2,352,000**	**$ 2,444,000**	**$ 2,510,000**

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Real Estate	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (2,191,000)	$ (2,300,000)	$ (2,189,000)	$ 111,000	$ (176,000)	8.0 %	**$ (2,365,000)**	**$ (2,365,000)**	**$ (2,365,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(2,191,000)	(2,300,000)	(2,189,000)	111,000	(176,000)	8.0	**(2,365,000)**	**(2,365,000)**	**(2,365,000)**
Expenditures									
Salaries and Benefits	1,045,000	1,081,000	1,286,000	205,000	110,000	8.6	**1,396,000**	**1,436,000**	**1,449,000**
Operating Costs	477,000	587,000	589,000	2,000	79,000	13.4	**668,000**	**668,000**	**668,000**
Internal Services Used	248,000	249,000	222,000	(27,000)	7,000	3.2	**229,000**	**231,000**	**233,000**
Internal Services Recovered	(1,518,000)	(1,333,000)	(1,285,000)	48,000	(50,000)	3.9	**(1,335,000)**	**(1,358,000)**	**(1,370,000)**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	252,000	584,000	812,000	228,000	146,000	18.0	**958,000**	**977,000**	**980,000**
Net Operations Total	**(1,939,000)**	**(1,716,000)**	**(1,377,000)**	**339,000**	**(30,000)**	**2.2**	**(1,407,000)**	**(1,388,000)**	**(1,385,000)**
Transfers									
Transfer From Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	194,000	86,000	0	(86,000)	0	0.0	**0**	**0**	**0**
	194,000	86,000	0	(86,000)	0	0.0	**0**	**0**	**0**
Real Estate Total	**$ (1,745,000)**	**$ (1,630,000)**	**$ (1,377,000)**	**$ 253,000**	**$ (30,000)**	**2.2 %**	**$ (1,407,000)**	**$ (1,388,000)**	**$ (1,385,000)**

Land Development	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (1,587,000)	$ (2,030,000)	$ (1,635,000)	$ 395,000	$ (285,000)	17.4 %	**$ (1,920,000)**	**$ (2,069,000)**	**$ (2,099,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(1,587,000)	(2,030,000)	(1,635,000)	395,000	(285,000)	17.4	**(1,920,000)**	**(2,069,000)**	**(2,099,000)**
Expenditures									
Salaries and Benefits	1,040,000	869,000	982,000	113,000	189,000	19.2	**1,171,000**	**1,301,000**	**1,324,000**
Operating Costs	362,000	281,000	70,000	(211,000)	0	0.0	**70,000**	**70,000**	**70,000**
Internal Services Used	1,392,000	1,306,000	649,000	(657,000)	30,000	4.6	**679,000**	**698,000**	**705,000**
Internal Services Recovered	(385,000)	(27,000)	(66,000)	(39,000)	66,000	(100.0)	**0**	**0**	**0**
External Recoveries	(700,000)	(659,000)	0	659,000	0	0.0	**0**	**0**	**0**
	1,709,000	1,770,000	1,635,000	(135,000)	285,000	17.4	**1,920,000**	**2,069,000**	**2,099,000**
Net Operations Total	**122,000**	**(260,000)**	**0**	**260,000**	**0**	**0.0**	**0**	**0**	**0**
Transfers									
Transfer From Own Sources	(123,000)	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	1,000	85,000	0	(85,000)	0	0.0	**0**	**0**	**0**
	(122,000)	85,000	0	(85,000)	0	0.0	**0**	**0**	**0**
Land Development Total	**$ 0**	**$ (175,000)**	**$ 0**	**$ 175,000**	**$ 0**	**0.0 %**	**$ 0**	**$ 0**	**$ 0**

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Roads	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (42,000)	$ 0	$ (40,000)	$ (40,000)	$ 0	0.0 %	**$ (40,000)**	**$ (40,000)**	**$ (40,000)**
Grants, Donations and Other	0	(59,000)	0	59,000	0	0.0	**0**	**0**	**0**
	(42,000)	(59,000)	(40,000)	19,000	0	0.0	**(40,000)**	**(40,000)**	**(40,000)**
Expenditures									
Salaries and Benefits	0	0	0	0	0	0.0	**0**	**0**	**0**
Operating Costs	1,970,000	2,746,000	2,523,000	(223,000)	(398,000)	(15.8)	**2,125,000**	**2,125,000**	**2,125,000**
Internal Services Used	4,117,000	4,063,000	3,768,000	(295,000)	759,000	20.1	**4,527,000**	**4,610,000**	**4,650,000**
Internal Services Recovered	(70,000)	(93,000)	(70,000)	23,000	(30,000)	42.9	**(100,000)**	**(100,000)**	**(100,000)**
External Recoveries	(831,000)	(819,000)	(873,000)	(54,000)	(144,000)	16.5	**(1,017,000)**	**(1,017,000)**	**(1,017,000)**
	5,186,000	5,897,000	5,348,000	(549,000)	187,000	3.5	**5,535,000**	**5,618,000**	**5,658,000**
Net Operations Total	**5,144,000**	**5,838,000**	**5,308,000**	**(530,000)**	**187,000**	**3.5**	5,495,000	5,578,000	5,618,000
Transfers									
Transfer From Own Sources	0	(216,000)	0	216,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	374,000	0	0	0	0	0.0	**0**	**0**	**0**
	374,000	(216,000)	0	216,000	0	0.0	**0**	**0**	**0**
Roads Total	**$ 5,518,000**	**$ 5,622,000**	**$ 5,308,000**	**$ (314,000)**	**$ 187,000**	**3.5 %**	**$ 5,495,000**	**$ 5,578,000**	**$ 5,618,000**

Traffic	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (212,000)	$ (419,000)	$ (419,000)	$ 0	$ (10,000)	2.4 %	**$ (429,000)**	**$ (439,000)**	**$ (449,000)**
Grants, Donations and Other	0	(5,000)	0	5,000	0	0.0	**0**	**0**	**0**
	(212,000)	(424,000)	(419,000)	5,000	(10,000)	2.4	**(429,000)**	**(439,000)**	**(449,000)**
Expenditures									
Salaries and Benefits	438,000	424,000	465,000	41,000	29,000	6.2	**494,000**	**509,000**	**519,000**
Operating Costs	3,837,000	3,889,000	3,993,000	104,000	(31,000)	(0.8)	**3,962,000**	**4,040,000**	**4,121,000**
Internal Services Used	19,000	36,000	19,000	(17,000)	0	0.0	**19,000**	**19,000**	**19,000**
Internal Services Recovered	(82,000)	(47,000)	(65,000)	(18,000)	60,000	(92.3)	**(5,000)**	**(5,000)**	**(5,000)**
External Recoveries	(476,000)	(624,000)	(615,000)	9,000	(39,000)	6.3	**(654,000)**	**(693,000)**	**(693,000)**
	3,736,000	3,678,000	3,797,000	119,000	19,000	0.5	**3,816,000**	**3,870,000**	**3,961,000**
Net Operations Total	**3,524,000**	**3,254,000**	**3,378,000**	**124,000**	**9,000**	**0.3**	3,387,000	3,431,000	3,512,000
Transfers									
Transfer From Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	3,000	3,000	0	(3,000)	0	0.0	**0**	**0**	**0**
	3,000	3,000	0	(3,000)	0	0.0	**0**	**0**	**0**
Traffic Total	**$ 3,527,000**	**$ 3,257,000**	**$ 3,378,000**	**$ 121,000**	**$ 9,000**	**0.3 %**	**$ 3,387,000**	**$ 3,431,000**	**$ 3,512,000**

Garage & Equipment	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 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	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	0	0	0	0	0	0.0	**0**	**0**	**0**
Operating Costs	1,465,000	1,747,000	1,502,000	(245,000)	0	0.0	**1,502,000**	**1,502,000**	**1,502,000**
Internal Services Used	3,810,000	3,408,000	4,293,000	885,000	40,000	0.9	**4,333,000**	**4,333,000**	**4,333,000**
Internal Services Recovered	(6,791,000)	(6,564,000)	(6,902,000)	(338,000)	(40,000)	0.6	**(6,942,000)**	**(6,942,000)**	**(6,942,000)**
External Recoveries	0	(6,000)	0	6,000	0	0.0	**0**	**0**	**0**
	(1,516,000)	(1,415,000)	(1,107,000)	308,000	0	0.0	**(1,107,000)**	**(1,107,000)**	**(1,107,000)**
Net Operations Total	**(1,516,000)**	**(1,415,000)**	**(1,107,000)**	**308,000**	**0**	**0.0**	**(1,107,000)**	**(1,107,000)**	**(1,107,000)**
Transfers									
Transfer From Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	1,506,000	1,415,000	1,107,000	(308,000)	0	0.0	**1,107,000**	**1,107,000**	**1,107,000**
	1,506,000	1,415,000	1,107,000	(308,000)	0	0.0	**1,107,000**	**1,107,000**	**1,107,000**
Garage & Equipment Total	**$ (10,000)**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**0.0 %**	**$ 0**	**$ 0**	**$ 0**

Gravel Operations	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (24,000)	$ (15,000)	$ (15,000)	$ 0	$ 0	0.0 %	**$ (15,000)**	**$ (15,000)**	**$ (15,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(24,000)	(15,000)	(15,000)	0	0	0.0	**(15,000)**	**(15,000)**	**(15,000)**
Expenditures									
Salaries and Benefits	0	0	0	0	0	0.0	**0**	**0**	**0**
Operating Costs	49,000	122,000	50,000	(72,000)	0	0.0	**50,000**	**50,000**	**50,000**
Internal Services Used	264,000	207,000	250,000	43,000	5,000	2.0	**255,000**	**258,000**	**259,000**
Internal Services Recovered	(401,000)	(246,000)	(285,000)	(39,000)	(5,000)	1.8	**(290,000)**	**(293,000)**	**(294,000)**
External Recoveries	0	(19,000)	0	19,000	0	0.0	**0**	**0**	**0**
	(88,000)	64,000	15,000	(49,000)	0	0.0	**15,000**	**15,000**	**15,000**
Net Operations Total	**(112,000)**	**49,000**	**0**	**(49,000)**	**0**	**0.0**	**0**	**0**	**0**
Transfers									
Transfer From Own Sources	0	0	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	0.0	**0**	**0**	**0**
Gravel Operations Total	**$ (112,000)**	**$ 49,000**	**$ 0**	**$ (49,000)**	**$ 0**	**0.0 %**	**$ 0**	**$ 0**	**$ 0**

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Solid Waste	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (5,000)	$ (5,000)	$ (8,000)	$ (3,000)	$ 4,000	(50.0) %	**$ (4,000)**	**$ (4,000)**	**$ (4,000)**
Grants, Donations and Other	(13,526,000)	(14,172,000)	(14,100,000)	72,000	(236,000)	1.7	**(14,336,000)**	**(14,336,000)**	**(14,336,000)**
	(13,531,000)	(14,177,000)	(14,108,000)	69,000	(232,000)	1.6	**(14,340,000)**	**(14,340,000)**	**(14,340,000)**
Expenditures									
Salaries and Benefits	0	0	0	0	0	0.0	**0**	**0**	**0**
Operating Costs	11,105,000	12,313,000	12,350,000	37,000	319,000	2.6	**12,669,000**	**12,669,000**	**12,669,000**
Internal Services Used	856,000	1,547,000	1,495,000	(52,000)	45,000	3.0	**1,540,000**	**1,564,000**	**1,578,000**
Internal Services Recovered	(19,000)	(23,000)	(20,000)	3,000	0	0.0	**(20,000)**	**(20,000)**	**(20,000)**
External Recoveries	(332,000)	(420,000)	(300,000)	120,000	0	0.0	**(300,000)**	**(300,000)**	**(300,000)**
	11,610,000	13,417,000	13,525,000	108,000	364,000	2.7	**13,889,000**	**13,913,000**	**13,927,000**
Net Operations Total	**(1,921,000)**	**(760,000)**	**(583,000)**	**177,000**	**132,000**	**(22.6)**	**(451,000)**	**(427,000)**	**(413,000)**
Transfers									
Transfer From Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	690,000	605,000	425,000	(180,000)	(75,000)	(17.6)	**350,000**	**350,000**	**350,000**
	690,000	605,000	425,000	(180,000)	(75,000)	(17.6)	**350,000**	**350,000**	**350,000**
Solid Waste Total	**$ (1,231,000)**	**$ (155,000)**	**$ (158,000)**	**$ (3,000)**	**$ 57,000**	**(36.1) %**	**$ (101,000)**	**$ (77,000)**	**$ (63,000)**

Port Mann Landfill	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 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	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	0	0	0	0	0	0.0	**0**	**0**	**0**
Operating Costs	648,000	349,000	0	(349,000)	0	0.0	**0**	**0**	**0**
Internal Services Used	97,000	34,000	0	(34,000)	0	0.0	**0**	**0**	**0**
Internal Services Recovered	0	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	(734,000)	(48,000)	0	48,000	0	0.0	**0**	**0**	**0**
	11,000	335,000	0	(335,000)	0	0.0	**0**	**0**	**0**
Net Operations Total	**11,000**	**335,000**	**0**	**(335,000)**	**0**	**0.0**	**0**	**0**	**0**
Transfers									
Transfer From Own Sources	0	(162,000)	0	162,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
	0	(162,000)	0	162,000	0	0.0	**0**	**0**	**0**
Port Mann Landfill Total	**$ 11,000**	**$ 173,000**	**$ 0**	**$ (173,000)**	**$ 0**	**0.0 %**	**$ 0**	**$ 0**	**$ 0**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
ENGINEERING SERVICES

SIGNIFICANT CHANGES		SUMMARY
2000 ADOPTED BUDGET		**$ 9,224,000**
2000 ADJUSTED BUDGET		**$ 9,224,000**
Revenues		
Sales and Services		
Increase Land Development fees	(285,000)	
Increase revenue from Bus Shelter advertising	(10,000)	
Decrease recycling and pay phone revenue from Facilities	8,000	
Decrease Compost Box sales	4,000	
Decrease Grant revenue - Realty	48,000	
Increase lease & rental revenue	(224,000)	**(459,000)**
Taxation and Other		
Increase garbage collection rates and customer base	(236,000)	**(236,000)**
Total Change in Revenues		**(695,000)**
Expenditures		
Salaries/Wages & Benefits		
Transfer Fleet-Partsman position from Purchasing to Administration	55,000	
Additional staff in Land Development	103,000	
Step increases, in-range movement, exempt and CUPE increases	1,258,000	**1,416,000**
Operating Costs		
Increase garbage and recycling collection & disposal costs	319,000	
Transfer Admin budget to Information Technology for spatial technology support	(25,000)	
Increase operating costs for rental and lease programs	79,000	
Reduce Cobra Electric charges for replacing traffic signal loops	(60,000)	
Transfer to Roads Internal Services Used	(398,000)	
Utility and contract increases	29,000	
Adjust operating costs	(24,000)	**(80,000)**
Internal Services Used		
Increase Administration contribution for Information Technology	1,000	
Increase salary allocation for Legal in Real Estate	7,000	
Increase Purchasing allocation in Land Development	7,000	
Increase Finance (LC) allocation in Land Development	9,000	
Increase Risk Management in Garage & Equipment	40,000	
Transfer from Roads operating costs	398,000	
Increase labour allocation for Solid Waste	45,000	
Adjust Facilities budget to reflect actual internal charges	475,000	
Increase labour and equipment allocation to Roads	361,000	
Increase labour and equipment allocation to Facilities, Land Development & Gravel	190,000	**1,533,000**
Internal Services Recovered		
Delete recovery from capital for traffic signal loops	60,000	
Recover Fleet-Partsman position from Garage & Equipment	(55,000)	
Adjust Facilities budget to reflect actual internal charges	(475,000)	
Increase recoveries from Engineering Operations and Utilities for salary increases	(867,000)	
Increase labour and equipment recoveries in Realty, Roads, Garage and Gravel	(125,000)	
Delete recovery for Land Development Manager from Transportation	66,000	
Increase labour and equipment recoveries in Facilities	(90,000)	**(1,486,000)**
External Recoveries		
Remove recovery from Rancho Management for maintenance on rentals	72,000	
Increase recoverable work from Engineering Operations	(53,000)	
GVTA funding for uploaded/downloaded roads, traffic lights and signals	(130,000)	**(111,000)**
Transfer from Own Sources	0	**0**
Transfer to Own Sources		
Decrease contribution to Transfer Station	(75,000)	**(75,000)**
Total Change in Expenditures		**1,197,000**
2001 BUDGET		**$ 9,726,000**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
ENGINEERING SERVICES

SIGNIFICANT CHANGES		SUMMARY
2001 ADOPTED BUDGET		**$ 9,726,000**
Revenues		
Increase in Land Development fees	(149,000)	
Increase in Bus Shelter advertising revenue	(10,000)	**(159,000)**
Expenditures		
Step increases, in-range movement, exempt and CUPE increases	700,000	
Additional staff in Land Development	93,000	
Increase Administration recovery from capital and utilities	(69,000)	
Increase labour recoveries	(500,000)	
Increase Internal Services Used	107,000	
GVTA funding for uploaded/downloaded roads, traffic lights and signals	(39,000)	
Utility and contract increases	129,000	**421,000**
2002 BUDGET		**$ 9,988,000**

SIGNIFICANT CHANGES		SUMMARY
2002 BUDGET		**$ 9,988,000**
Revenues		
Increase in Land Development fees	(30,000)	
Increase in Bus Shelter advertising revenue	(10,000)	**(40,000)**
Expenditures		
Step increases, in-range movement, exempt and CUPE increases	375,000	
Increase Administration recovery from capital and utilities	(51,000)	
Utility and contract increases	103,000	
Increase labour recoveries	(246,000)	
Increase Internal Services Used	63,000	**244,000**
2003 BUDGET		**$ 10,192,000**

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.

The Department of Parks, Recreation and Culture fulfils its mission through open communication, a customer focus and respect for individuals.

Programs and Services

The Department of Parks, Recreation and Culture:

- operates over 7,500 registered programs per year which involved approximately 90,000 participants in 2000;
- operates 7 ice arenas;
- operates 4 indoor pools;
- operates 3 seniors centres;
- operates 4 youth centres;
- operates 6 community recreation offices;
- operates a 402 seat theatre and an art gallery;
- operates a 14,000 sq. foot museum and archives;
- operates a historic farm, weaving centre and a historic pole barn;
- operates three cemeteries;
- operates Ward's Marina within Elgin Heritage Park;
- is responsible for the development and maintenance of over 1,500 hectares of parkland which have been listed in the community profile, and
- is responsible for the Public Art Program.

2000 Accomplishments

Brownsville Bar Park

Brownsville Bar Park was completed Fall of 2000 and is being extensively used already. It offers incredible views of the Fraser River and gives residents the opportunity to enjoy the waterfront. Further improvements are scheduled to take place in 2001. Construction has also started at the Fraser River Boardwalk Park located at the foot of Tannery Road that will enable improved access to the Fraser River. Eventually, Brownsville Bar and Fraser River Boardwalk parks will be linked together along the waterfront.

Greenways Development

Construction of a portion of the Serpentine Greenway occurred along the BC Hydro corridor in West Newton between 64 Avenue and 80 Avenue. Acquisition of 38 acres of land beside Mud Bay will allow for the development of the Boundary Bay Greenway, providing a continuous linkage from Mud Bay to Boundary Dyke in Delta. This greenway will also form part of the official spur to the Trans Canada Trail.

Parks Acquisitions

In 2000, $10 million was spent on new park acquisitions. Highlights include: major additions to Bothwell Park and Hjorth Road Park, North Slope buffer in Fraser Heights, and additional parkland adjacent to the Surrey Sport and Leisure Complex. Key parkland acquisitions for the future Greenway network were also carried out in 2000.

Learning and Discovery Centre Site

In October 2000 the twelve-member community task force presented its recommendations to Surrey City Council. Under the chairmanship of Councillor Steele, the recommendations on concept, partners and location won unanimous support of Council. The new Surrey Museum and Archives, as part of a dynamic Learning and Discovery Centre destination, will be located on approximately 10 acres of highly visible land on the Cloverdale Fairgrounds site, between 60th Avenue and 62nd Avenue. Construction is not planned until late 2004. A community awareness and fundraising campaign will be launched in 2001.

Environmental Programs

- *Clean City:* As part of the City's Clean City Campaign, hundreds of square meters of invasive alien plants were removed from sensitive habitats and tons of yard waste and garbage were hauled from streams and forests. Working with volunteers, environmental youth corps and restorative justice initiatives, park natural areas are cleaner, healthier and better than ever.

- *Tree Planting with Your Neighbour:* Through the highly successful community 'Releaf' planting initiative, 1,782 trees were planted in the forest by 1,417 volunteers last year. The Parks Division also annually participates in a residential street boulevard tree planting program that involves a diverse array of shade and specimen trees. Tree varieties range from the spectacular and colourful flowering magnolia trees to stately oak trees and light and wispy sunburst honey locust trees. Through this program, the City boulevards have been planted with thousands of street trees adorning its many roadways! By empowering residents to take part in these initiatives, we're able to make more efficient use of City resources and beautify the City at the same time.

Millennium Heritage Programs

Heritage Services celebrated the Millennium with a series of programs and activities ranging from building a time capsule to coordinated on-site visits to Surrey's heritage sites. Tours of Surrey's historical locations and workshops on preserving community history involved over 300 eager participants. One of the highlights of the year was the series of three millennium picnics - each with a unique heritage theme – Natural Heritage in Green

Timbers Urban Forest, Cultural Heritage at Surrey's Canada Day celebrations and Built Heritage at Elgin Heritage Park. Over 20,000 participants enjoyed these special celebrations.

Financial support from the provincial Spirit of B.C. Millennium Program enabled the Archives to develop the Captured Time project. Over one hundred volunteer photographers created a photo collection of 2,800 images of Surrey. This collection is a permanent legacy for the City's Archives. A selection of the photographs is available in an exhibit that will circulate in Surrey for the next year. Corporate sponsors extended the project resources and ensured public awareness and participation in this successful project.

Surrey Art Centre 25th Anniversary

The Surrey Art Gallery celebrated its 25th anniversary as a contemporary art museum with the exhibition "Connections" and a well-attended Silver Celebration party. Four artists were displayed following a public call for creative submissions. In addition to this celebration, during the Gallery's 25th Anniversary, the British Columbia Museums Association presented Surrey Art Gallery volunteer, Marlene McDonagh, with the Associations' Distinguished Service Award in recognition of 19 years of contribution to the public art gallery field.

Diversity Advisory Committee

The City of Surrey was honoured at the 6th Annual Cultural Diversity Awards held in February 2001 for the work of the joint Diversity Advisory Committee (DAC) of the Surrey RCMP and Parks, Recreation and Culture Department. The Committee, formed in early 2000, quickly assumed a leadership role in advising both departments on how to improve services to our diverse population. They provided vital input to the department's Intercultural Marketing Plan and gave direction regarding two pilot projects to be implemented in Guildford and Newton in 2001. A year after being formed, the Committee also organized the City's first "Together We're Better" celebration event in recognition of multiculturalism week.

Surrey Children's Festival

Surrey held its first ever Surrey Children's Festival in June, 2000 in the natural setting of Bear Creek Park. With the help of over 225 volunteers, over 7,000 people were estimated to attend this event. The venue had three ticketed stages offering 24 performances, one community "free" stage, two parades, nine free activity tents, and on-site chalk drawing, face painting and roving performers. Thousands of children had their faces painted, explored cultures in the World Dance and Cultural Sharing tents, enjoyed crafts in the visual arts venues, danced in the festival procession, frolicked with the roving performers, and participated in the creation of the Sound-Scape and Ceramic Tile Mural—the City's two festival legacy projects.

Departmental Awards

In May 2001, the City was recognized with two awards by the British Columbia Recreation and Parks Association. Our Greenways Program received the "Parks and Open Space Award", and the Red Tail Hawk Nest Relocation Project was recognized with the "Environment Award".

Natural Areas Management Plan

Through various plans and public input, the citizens of Surrey continue to express value in the importance of sound preservation and natural area protection practices. In 2000, substantial headway was made on the development of the Natural Areas Strategic Management Plan which will provide comprehensive direction for the sustainable management of park natural areas in a collaborative effort with community stewards. From the Plan the City will be better positioned to create wildlife habitat, protect threatened species and provide its citizenry with enjoyable access to healthy, natural areas. This plan will be completed in the Summer of 2001.

2001 Key Issues and Objectives

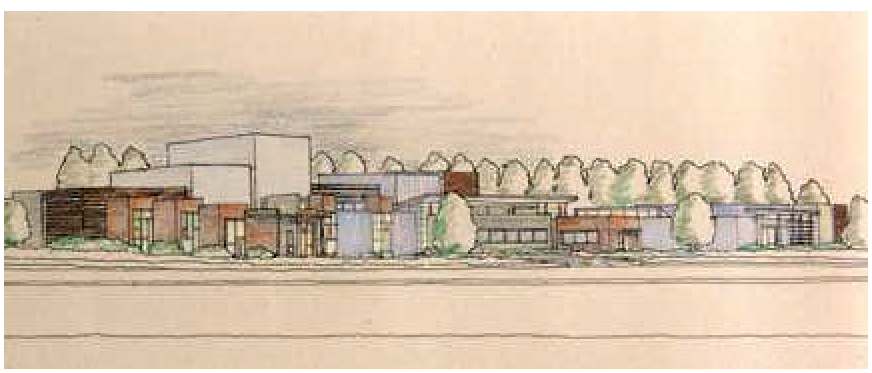
Guildford Recreation Centre Opens

One of the more visible accomplishments over the past year was the groundbreaking for the new Guildford Recreation Centre. The new facility (which adjoins the Guildford Library) is scheduled to open in the late Summer, and is conveniently located on the corner of 105th and 152nd, directly adjacent to the Guildford Mall. It will feature 3 full size tournament gymnasiums, an 1/8 of a mile indoor running track, 9000 sq. ft. of cardio weight room and fitness class space, massage therapy, multi-purpose and craft rooms, preschool and seniors rooms, and a "Planet Youth" room. The fully accessible design and state of the art fitness equipment will accommodate people with disabilities. The Centre will promote Active Living for a multi-generational and inter-cultural community.

Surrey Art Centre Under Construction

After more than a year of careful planning and public consultation, a key recommendation from the Cultural Strategic Plan will become a reality as construction begins on the Surrey Arts Centre. Highlights of the expanded facility will include:

- new Studio Theatre
- improved "back of stage" spaces for the Main Theatre
- a renovated and expanded lobby
- re-designed Gallery Exhibition Halls
- new Tech Lab (with “new media” capabilities)
- public art by Alan Storey
- program and education spaces (2 studio classrooms, a larger pottery studio, and a new programs room for public talks and workshops)



2001 Seniors Games

Surrey will host the B.C. Seniors Games from August 22 – 25, 2001. It is anticipated 2,700 seniors – 55 years and over – will compete in twenty events – from bridge to swimming one act plays to track and field. These Games will provide an opportunity to showcase the City’s excellent leisure amenities, including the Surrey Sports and Leisure Complex and Guildford Recreation Centre.

Environmental Programs

- *The Environmental Extravaganza.* is an annual event celebrating the City's many diverse environmental interest groups working together to have people connect with each other through natural environment programming and awareness. Each year a series of fun, environmentally based events and programs are provided free of charge. Surrey resident's have a chance to pitch-in, plant trees and feel good about doing something in their neighbourhood. They can also participate in wonderful programs about 'swamp slimies and marsh monsters' and 'healthy soils composting'. The Extravaganza provides over 50 events offered by 32 environmental partners with opportunities for just about everyone.

- Although its not new, the Partners and Parks program continues to shine as an incredible community success story resulting in incredible cost-savings for the City.

Environmental Design Guidelines

Guidelines are being produced which will assist the Parks, Recreation and Culture Department in carrying out development and renovation works in city parks in a manner which protects and enhances the natural environment. The guidelines take into account environmental legislation and industry best practices for working in environmentally sensitive areas. The guidelines will complement the Surrey Natural Areas Plan, providing support to construction and operations carried out in the Surrey Park System under the pertinent principles outlined in the Plan.

Blueways Plan

2001 saw the completion of the Blueways Master Plan. The plan identifies navigable watercourses and staging areas for non-motorized craft such as canoes and kayaks. There will be three main routes -each with a distinct character and recreational experience.

- Surrey Floating Nature Trail – Nicomekl River
- Serpentine Paddling Circuit – Serpentine River
- Fraser River Challenge – Fraser River.

Energy Conservation Study

In partnership with BC Hydro, the Department has undertaken an energy management initiative to access our current energy practices, identify priorities for improvement, develop action plans to improve our management of energy costs and benchmark our progress.

A number of Parks, Recreation and Culture facilities have been assessed to determine energy efficiency retrofit potential. In cooperation with the City’s Engineering Department, a Canada-British Columbia Infrastructure Program grant application has been submitted to secure funding to proceed with a number of building energy systems retrofit. Should we be successful in the Grant application, work will begin in the fall of 2001.

Park Development Plans

Major park master planning was completed for Colebrook Park in West Newton, the Fraser River Boardwalk Park at Tannery Road on the Fraser River, Coast Meridian park and school site and Guildford Heights Park. More progress and opportunity is expected to come in the near future resulting from the "dog off leash management plan" recently completed.

2002 BC Festival of the Arts

Surrey is pleased to be awarded the honour of the BC Festival of the Arts in 2002. The Festival, taking place May 28 – June 2, is one of Canada's largest and most exciting arts festivals, offering programs in visual arts, literary arts, song writing, theatre, performing arts, storytelling, media, Indigenous arts and multiculturalism. The event attracts nearly 900 delegates and over 70 top professional artists. The festival will raise awareness of the importance of the arts in our community, and will provide unique professional development opportunities for young artists from Surrey and around the province.

Initiatives for Economically Challenged

Access to services by low income populations is a vital role in the delivery of Leisure Services. Major improvements were made to the Leisure Access Program (LAP) to meet present and future needs of the community. The revised program also reduced administrative requirements. The new and improved Leisure Access Program provides low income residents with free access to drop-in swimming, skating, and fitness activities and provides a 75% reduction for most registered programs.

In addition to the review of the L.A.P. program Department staff worked with a task force of concerned residents and agency representatives to identify access issues and make recommendations on how we could work to reduce these barriers to participation. These recommendations were approved by the Commission and staff will prepare an implementation plan in 2001 and begin to address some of these challenges.

Active Living/Active City Year 3 Plan

Surrey continues to lead the way on Active Living thanks to the Active City campaign launched by Mayor and Council in 1999. The campaign is about encouraging residents to make an ongoing commitment to active lifestyles. Some highlights from last year included:

- *Sneaker Day Walk and Run* - May 12 Walk and Run at Bear Creek Park.
- *Sneaker Week Events* - May 12 - 18 - Activities included aquafit classes, aerobics, interpretative walks, an urban workout and much much more.
- *Multi- Sport Week* - August - another fun week of events for families. Picnic parties in the parks, power walking workshops, interpretative walks and more.
- *Corporate Wellness Package* - in the Fall we launched our Corporate Wellness Package offering special promotions for Surrey businesses.
- *Town Centre Community Wellness Events* - each town centre hosted at least one Community Event celebrating active living and wellness.

SURREY
CITY OF PARKS

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
PARKS, RECREATION & CULTURE

PROGRAM SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2001 - 2002 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Admin, Planning & Management	$ 1,950,000	$ 1,772,000	$ 1,804,000	$ 32,000	$ (10,000)	(0.6) %	**$ 1,794,000**	**$ 1,888,000**	**$ 1,959,000**
Arenas	687,000	1,005,000	836,000	(169,000)	(34,000)	(4.1)	**802,000**	**942,000**	**999,000**
Art Centre	1,015,000	1,021,000	1,035,000	14,000	94,000	9.1	**1,129,000**	**1,474,000**	**1,499,000**
Community Halls	64,000	64,000	72,000	8,000	(34,000)	(47.2)	**38,000**	**36,000**	**32,000**
Community Recreation Services	1,439,000	1,459,000	1,493,000	34,000	267,000	17.9	**1,760,000**	**1,828,000**	**1,889,000**
Heritage Services	530,000	606,000	595,000	(11,000)	72,000	12.1	**667,000**	**701,000**	**723,000**
Indoor Pools	1,473,000	2,259,000	1,606,000	(653,000)	674,000	42.0	**2,280,000**	**2,357,000**	**2,413,000**
Marketing & Comm Development	773,000	856,000	923,000	67,000	81,000	8.8	**1,004,000**	**1,050,000**	**1,068,000**
Outdoor Pools	777,000	748,000	774,000	26,000	(161,000)	(20.8)	**613,000**	**633,000**	**645,000**
Parks Division	6,719,000	7,370,000	7,373,000	3,000	399,000	5.4	**7,772,000**	**8,058,000**	**8,155,000**
Seniors Centres	484,000	516,000	495,000	(21,000)	62,000	12.5	**557,000**	**580,000**	**592,000**
Youth Centres	461,000	449,000	510,000	61,000	65,000	12.7	**575,000**	**590,000**	**602,000**
NET DEPARTMENT TOTAL	**$ 16,372,000**	**$ 18,125,000**	**$ 17,516,000**	**$ (609,000)**	**$ 1,475,000**	**8.4 %**	**$ 18,991,000**	**$ 20,137,000**	**$ 20,576,000**

ACCOUNT SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2001 - 2002 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (8,052,000)	$ (7,481,000)	$ (8,717,000)	$ (1,236,000)	$ (276,000)	3.2 %	**$ (8,993,000)**	**$ (9,300,000)**	**$ (9,402,000)**
Grants, Donations and Other	(115,000)	0	(56,000)	(56,000)	(87,000)	155.4	**(143,000)**	**(166,000)**	**(191,000)**
	(8,167,000)	(7,481,000)	(8,773,000)	(1,292,000)	(363,000)	4.1	**(9,136,000)**	**(9,466,000)**	**(9,593,000)**
Expenditures									
Salaries and Benefits	13,999,000	14,586,000	15,518,000	932,000	879,000	5.7	**16,397,000**	**17,439,000**	**17,847,000**
Operating Costs	9,928,000	10,672,000	10,364,000	(308,000)	197,000	1.9	**10,561,000**	**10,729,000**	**10,930,000**
Internal Services Used	2,342,000	5,346,000	2,333,000	(3,013,000)	4,099,000	175.7	**6,432,000**	**6,744,000**	**6,869,000**
Internal Services Recovered	(1,646,000)	(4,481,000)	(1,816,000)	2,665,000	(3,528,000)	194.3	**(5,344,000)**	**(5,390,000)**	**(5,558,000)**
External Recoveries	(106,000)	(396,000)	(163,000)	233,000	129,000	(79.1)	**(34,000)**	**(34,000)**	**(34,000)**
	24,517,000	25,727,000	26,236,000	509,000	1,776,000	6.8	**28,012,000**	**29,488,000**	**30,054,000**
Net Operations Total	**16,350,000**	**18,246,000**	**17,463,000**	**(783,000)**	**1,413,000**	**8.1**	**18,876,000**	**20,022,000**	**20,461,000**
Transfers									
Transfer From Own Sources	(8,000)	(291,000)	3,000	294,000	(3,000)	(100.0)	**0**	**0**	**0**
Transfer To Own Sources	30,000	170,000	50,000	(120,000)	65,000	130.0	**115,000**	**115,000**	**115,000**
	22,000	(121,000)	53,000	174,000	62,000	117.0	**115,000**	**115,000**	**115,000**
NET DEPARTMENT TOTAL	**$ 16,372,000**	**$ 18,125,000**	**$ 17,516,000**	**$ (609,000)**	**$ 1,475,000**	**8.4 %**	**$ 18,991,000**	**$ 20,137,000**	**$ 20,576,000**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
PARKS, RECREATION & CULTURE

Admin, Planning & Mgmt	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2001 - 2002 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (133,000)	$ (5,000)	$ 0	$ 5,000	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Grants, Donations and Other	(18,000)	0	0	0	(8,000)	100.0	**(8,000)**	**(8,000)**	**(8,000)**
	(151,000)	(5,000)	0	5,000	(8,000)	100.0	**(8,000)**	**(8,000)**	**(8,000)**
Expenditures									
Salaries and Benefits	1,448,000	1,530,000	1,600,000	70,000	(33,000)	(2.1)	**1,567,000**	**1,648,000**	**1,712,000**
Operating Costs	576,000	253,000	282,000	29,000	(37,000)	(13.1)	**245,000**	**256,000**	**265,000**
Internal Services Used	221,000	173,000	126,000	(47,000)	70,000	55.6	**196,000**	**199,000**	**199,000**
Internal Services Recovered	(137,000)	(216,000)	(204,000)	12,000	(2,000)	1.0	**(206,000)**	**(207,000)**	**(209,000)**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	2,108,000	1,740,000	1,804,000	64,000	(2,000)	(0.1)	**1,802,000**	**1,896,000**	**1,967,000**
Net Operations Total	**1,957,000**	**1,735,000**	**1,804,000**	**69,000**	**(10,000)**	**(0.6)**	**1,794,000**	**1,888,000**	**1,959,000**
Transfers									
Transfer From Own Sources	(8,000)	(11,000)	0	11,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	1,000	48,000	0	(48,000)	0	0.0	**0**	**0**	**0**
	(7,000)	37,000	0	(37,000)	0	0.0	**0**	**0**	**0**
Admin, Planning & Mgmt Total	**$ 1,950,000**	**$ 1,772,000**	**$ 1,804,000**	**$ 32,000**	**$ (10,000)**	**(0.6) %**	**$ 1,794,000**	**$ 1,888,000**	**$ 1,959,000**

Arenas	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2001 - 2002 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (1,968,000)	$ (2,288,000)	$ (3,039,000)	$ (751,000)	$ 172,000	(5.7) %	**$ (2,867,000)**	**$ (2,885,000)**	**$ (2,893,000)**
Grants, Donations and Other	(62,000)	0	(2,000)	(2,000)	(27,000)	1350.0	**(29,000)**	**(35,000)**	**(55,000)**
	(2,030,000)	(2,288,000)	(3,041,000)	(753,000)	145,000	(4.8)	**(2,896,000)**	**(2,920,000)**	**(2,948,000)**
Expenditures									
Salaries and Benefits	1,595,000	1,798,000	1,884,000	86,000	(86,000)	(4.6)	**1,798,000**	**1,854,000**	**1,897,000**
Operating Costs	978,000	1,180,000	1,287,000	107,000	(28,000)	(2.2)	**1,259,000**	**1,273,000**	**1,304,000**
Internal Services Used	147,000	167,000	706,000	539,000	(115,000)	(16.3)	**591,000**	**685,000**	**696,000**
Internal Services Recovered	(3,000)	(19,000)	0	19,000	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	(50,000)	(50,000)	50,000	(100.0)	**0**	**0**	**0**
	2,717,000	3,126,000	3,827,000	701,000	(179,000)	(4.7)	**3,648,000**	**3,812,000**	**3,897,000**
Net Operations Total	**687,000**	**838,000**	**786,000**	**(52,000)**	**(34,000)**	**(4.3)**	**752,000**	**892,000**	**949,000**
Transfers									
Transfer From Own Sources	0	(1,000)	0	1,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	0	168,000	50,000	(118,000)	0	0.0	**50,000**	**50,000**	**50,000**
	0	167,000	50,000	(117,000)	0	0.0	**50,000**	**50,000**	**50,000**
Arenas Total	**$ 687,000**	**$ 1,005,000**	**$ 836,000**	**$ (169,000)**	**$ (34,000)**	**(4.1) %**	**$ 802,000**	**$ 942,000**	**$ 999,000**

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Art Centre	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2001 - 2002 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (597,000)	$ (613,000)	$ (508,000)	$ 105,000	$ (4,000)	0.8 %	**$ (512,000)**	**$ (516,000)**	**$ (516,000)**
Grants, Donations and Other	(29,000)	0	(41,000)	(41,000)	0	0.0	**(41,000)**	**(41,000)**	**(41,000)**
	(626,000)	(613,000)	(549,000)	64,000	(4,000)	0.7	**(553,000)**	**(557,000)**	**(557,000)**
Expenditures									
Salaries and Benefits	1,106,000	1,117,000	1,087,000	(30,000)	71,000	6.5	**1,158,000**	**1,492,000**	**1,515,000**
Operating Costs	494,000	497,000	459,000	(38,000)	30,000	6.5	**489,000**	**503,000**	**506,000**
Internal Services Used	43,000	47,000	35,000	(12,000)	0	0.0	**35,000**	**36,000**	**35,000**
Internal Services Recovered	(2,000)	(24,000)	0	24,000	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	1,641,000	1,637,000	1,581,000	(56,000)	101,000	6.4	**1,682,000**	**2,031,000**	**2,056,000**
Net Operations Total	**1,015,000**	**1,024,000**	**1,032,000**	**8,000**	**97,000**	**9.4**	**1,129,000**	**1,474,000**	**1,499,000**
Transfers									
Transfer From Own Sources	0	(3,000)	3,000	6,000	(3,000)	(100.0)	**0**	**0**	**0**
Transfer To Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
	0	(3,000)	3,000	6,000	(3,000)	(100.0)	**0**	**0**	**0**
Art Centre Total	**$ 1,015,000**	**$ 1,021,000**	**$ 1,035,000**	**$ 14,000**	**$ 94,000**	**9.1 %**	**$ 1,129,000**	**$ 1,474,000**	**$ 1,499,000**

Community Halls	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2001 - 2002 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (129,000)	$ (81,000)	$ (135,000)	$ (54,000)	$ 92,000	(68.1) %	**$ (43,000)**	**$ (43,000)**	**$ (48,000)**
Grants, Donations and Other	0	0	(13,000)	(13,000)	13,000	(100.0)	**0**	**0**	**0**
	(129,000)	(81,000)	(148,000)	(67,000)	105,000	(70.9)	**(43,000)**	**(43,000)**	**(48,000)**
Expenditures									
Salaries and Benefits	19,000	3,000	21,000	18,000	(21,000)	(100.0)	**0**	**0**	**0**
Operating Costs	122,000	100,000	158,000	58,000	(105,000)	(66.5)	**53,000**	**53,000**	**54,000**
Internal Services Used	52,000	53,000	43,000	(10,000)	(13,000)	(30.2)	**30,000**	**28,000**	**28,000**
Internal Services Recovered	0	0	(2,000)	(2,000)	0	0.0	**(2,000)**	**(2,000)**	**(2,000)**
External Recoveries	0	(11,000)	0	11,000	0	0.0	**0**	**0**	**0**
	193,000	145,000	220,000	75,000	(139,000)	(63.2)	**81,000**	**79,000**	**80,000**
Net Operations Total	**64,000**	**64,000**	**72,000**	**8,000**	**(34,000)**	**(47.2)**	**38,000**	**36,000**	**32,000**
Transfers									
Transfer From Own Sources	0	0	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	0.0	**0**	**0**	**0**
Community Halls Total	**$ 64,000**	**$ 64,000**	**$ 72,000**	**$ 8,000**	**$ (34,000)**	**(47.2) %**	**$ 38,000**	**$ 36,000**	**$ 32,000**

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Community Recreation Services	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2001 - 2002 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (1,509,000)	$ (1,238,000)	$ (1,299,000)	$ (61,000)	$ (738,000)	56.8 %	**$ (2,037,000)**	**$ (2,286,000)**	**$ (2,330,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(1,509,000)	(1,238,000)	(1,299,000)	(61,000)	(738,000)	56.8	**(2,037,000)**	**(2,286,000)**	**(2,330,000)**
Expenditures									
Salaries and Benefits	1,480,000	1,518,000	1,604,000	86,000	347,000	21.6	**1,951,000**	**2,127,000**	**2,201,000**
Operating Costs	1,369,000	1,100,000	1,164,000	64,000	398,000	34.2	**1,562,000**	**1,693,000**	**1,717,000**
Internal Services Used	175,000	136,000	28,000	(108,000)	260,000	928.6	**288,000**	**298,000**	**301,000**
Internal Services Recovered	(76,000)	(51,000)	0	51,000	(4,000)	100.0	**(4,000)**	**(4,000)**	**0**
External Recoveries	0	0	(4,000)	(4,000)	4,000	(100.0)	**0**	**0**	**0**
	2,948,000	2,703,000	2,792,000	89,000	1,005,000	36.0	**3,797,000**	**4,114,000**	**4,219,000**
Net Operations Total	**1,439,000**	**1,465,000**	**1,493,000**	**28,000**	**267,000**	**17.9**	**1,760,000**	**1,828,000**	**1,889,000**
Transfers									
Transfer From Own Sources	0	(6,000)	0	6,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
	0	(6,000)	0	6,000	0	0.0	**0**	**0**	**0**
Community Recreation Total	**$ 1,439,000**	**$ 1,459,000**	**$ 1,493,000**	**$ 34,000**	**$ 267,000**	**17.9 %**	**$ 1,760,000**	**$ 1,828,000**	**$ 1,889,000**

Heritage Services	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2001 - 2002 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (57,000)	$ (73,000)	$ (11,000)	$ 62,000	$ (46,000)	418.2 %	**$ (57,000)**	**$ (57,000)**	**$ (58,000)**
Grants, Donations and Other	(6,000)	0	0	0	(2,000)	100.0	**(2,000)**	**(2,000)**	**(2,000)**
	(63,000)	(73,000)	(11,000)	62,000	(48,000)	436.4	**(59,000)**	**(59,000)**	**(60,000)**
Expenditures									
Salaries and Benefits	483,000	552,000	532,000	(20,000)	63,000	11.8	**595,000**	**621,000**	**639,000**
Operating Costs	108,000	103,000	115,000	12,000	(11,000)	(9.6)	**104,000**	**108,000**	**110,000**
Internal Services Used	23,000	40,000	14,000	(26,000)	22,000	157.1	**36,000**	**40,000**	**43,000**
Internal Services Recovered	(21,000)	(14,000)	(9,000)	5,000	0	0.0	**(9,000)**	**(9,000)**	**(9,000)**
External Recoveries	0	0	(46,000)	(46,000)	46,000	(100.0)	**0**	**0**	**0**
	593,000	681,000	606,000	(75,000)	120,000	19.8	**726,000**	**760,000**	**783,000**
Net Operations Total	**530,000**	**608,000**	**595,000**	**(13,000)**	**72,000**	**12.1**	**667,000**	**701,000**	**723,000**
Transfers									
Transfer From Own Sources	0	(2,000)	0	2,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
	0	(2,000)	0	2,000	0	0.0	**0**	**0**	**0**
Heritage Services Total	**$ 530,000**	**$ 606,000**	**$ 595,000**	**$ (11,000)**	**$ 72,000**	**12.1 %**	**$ 667,000**	**$ 701,000**	**$ 723,000**

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Indoor Pools	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2001 - 2002 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (2,895,000)	$ (2,359,000)	$ (2,894,000)	$ (535,000)	$ 227,000	(7.8) %	**$ (2,667,000)**	**$ (2,705,000)**	**$ (2,745,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(2,895,000)	(2,359,000)	(2,894,000)	(535,000)	227,000	(7.8)	**(2,667,000)**	**(2,705,000)**	**(2,745,000)**
Expenditures									
Salaries and Benefits	2,621,000	2,627,000	2,555,000	(72,000)	118,000	4.6	**2,673,000**	**2,745,000**	**2,785,000**
Operating Costs	1,674,000	2,111,000	1,637,000	(474,000)	319,000	19.5	**1,956,000**	**1,995,000**	**2,047,000**
Internal Services Used	219,000	253,000	330,000	77,000	(12,000)	(3.6)	**318,000**	**322,000**	**326,000**
Internal Services Recovered	(89,000)	(54,000)	(22,000)	32,000	22,000	(100.0)	**0**	**0**	**0**
External Recoveries	(57,000)	(273,000)	0	273,000	0	0.0	**0**	**0**	**0**
	4,368,000	4,664,000	4,500,000	(164,000)	447,000	9.9	**4,947,000**	**5,062,000**	**5,158,000**
Net Operations Total	**1,473,000**	**2,305,000**	**1,606,000**	**(699,000)**	**674,000**	**42.0**	**2,280,000**	**2,357,000**	**2,413,000**
Transfers									
Transfer From Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	0	(46,000)	0	46,000	0	0.0	**0**	**0**	**0**
	0	(46,000)	0	46,000	0	0.0	**0**	**0**	**0**
Indoor Pools Total	**$ 1,473,000**	**$ 2,259,000**	**$ 1,606,000**	**$ (653,000)**	**$ 674,000**	**42.0 %**	**$ 2,280,000**	**$ 2,357,000**	**$ 2,413,000**

Marketing & Comm Develop't	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2001 - 2002 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (57,000)	$ (81,000)	$ (48,000)	$ 33,000	$ 47,000	(97.9) %	**$ (1,000)**	**$ (1,000)**	**$ (1,000)**
Grants, Donations and Other	0	0	0	0	(63,000)	100.0	**(63,000)**	**(80,000)**	**(80,000)**
	(57,000)	(81,000)	(48,000)	33,000	(16,000)	33.3	**(64,000)**	**(81,000)**	**(81,000)**
Expenditures									
Salaries and Benefits	470,000	499,000	558,000	59,000	38,000	6.8	**596,000**	**629,000**	**639,000**
Operating Costs	360,000	428,000	418,000	(10,000)	35,000	8.4	**453,000**	**483,000**	**490,000**
Internal Services Used	0	16,000	19,000	3,000	0	0.0	**19,000**	**19,000**	**20,000**
Internal Services Recovered	0	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	0	(2,000)	(24,000)	(22,000)	24,000	(100.0)	**0**	**0**	**0**
	830,000	941,000	971,000	30,000	97,000	10.0	**1,068,000**	**1,131,000**	**1,149,000**
Net Operations Total	**773,000**	**860,000**	**923,000**	**63,000**	**81,000**	**8.8**	**1,004,000**	**1,050,000**	**1,068,000**
Transfers									
Transfer From Own Sources	0	(4,000)	0	4,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
	0	(4,000)	0	4,000	0	0.0	**0**	**0**	**0**
Marketing Total	**$ 773,000**	**$ 856,000**	**$ 923,000**	**$ 67,000**	**$ 81,000**	**8.8 %**	**$ 1,004,000**	**$ 1,050,000**	**$ 1,068,000**

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Outdoor Pools	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2001 - 2002 BUDGET CHANGE		**2001 BUDGET**	**2002 BUDGET**	**2003 BUDGET**
Revenues									
Sales and Services	$ 0	$ 0	$ 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	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	0	0	11,000	11,000	(11,000)	(100.0)	**0**	**0**	**0**
Operating Costs	777,000	760,000	753,000	(7,000)	(150,000)	(19.9)	**603,000**	**623,000**	**635,000**
Internal Services Used	0	2,000	10,000	8,000	0	0.0	**10,000**	**10,000**	**10,000**
Internal Services Recovered	0	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	0	(14,000)	0	14,000	0	0.0	**0**	**0**	**0**
	777,000	748,000	774,000	26,000	(161,000)	(20.8)	**613,000**	**633,000**	**645,000**
Net Operations Total	**777,000**	**748,000**	**774,000**	**26,000**	**(161,000)**	**(20.8)**	**613,000**	**633,000**	**645,000**
Transfers									
Transfer From Own Sources	0	0	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	0.0	**0**	**0**	**0**
Outdoor Pools Total	**$ 777,000**	**$ 748,000**	**$ 774,000**	**$ 26,000**	**$ (161,000)**	**(20.8) %**	**$ 613,000**	**$ 633,000**	**$ 645,000**

Parks Division	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2001 - 2002 BUDGET CHANGE		**2001 BUDGET**	**2002 BUDGET**	**2003 BUDGET**
Revenues									
Sales and Services	$ (253,000)	$ (246,000)	$ (284,000)	$ (38,000)	$ (17,000)	6.0 %	**$ (301,000)**	**$ (301,000)**	**$ (301,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(253,000)	(246,000)	(284,000)	(38,000)	(17,000)	6.0	**(301,000)**	**(301,000)**	**(301,000)**
Expenditures									
Salaries and Benefits	3,915,000	4,016,000	4,698,000	682,000	337,000	7.2	**5,035,000**	**5,272,000**	**5,391,000**
Operating Costs	3,036,000	3,431,000	3,626,000	195,000	(294,000)	(8.1)	**3,332,000**	**3,231,000**	**3,278,000**
Internal Services Used	1,359,000	4,379,000	942,000	(3,437,000)	3,874,000	411.3	**4,816,000**	**5,011,000**	**5,115,000**
Internal Services Recovered	(1,293,000)	(4,100,000)	(1,579,000)	2,521,000	(3,541,000)	224.3	**(5,120,000)**	**(5,165,000)**	**(5,338,000)**
External Recoveries	(49,000)	(96,000)	(30,000)	66,000	0	0.0	**(30,000)**	**(30,000)**	**(30,000)**
	6,968,000	7,630,000	7,657,000	27,000	376,000	4.9	**8,033,000**	**8,319,000**	**8,416,000**
Net Operations Total	**6,715,000**	**7,384,000**	**7,373,000**	**(11,000)**	**359,000**	**4.9**	**7,732,000**	**8,018,000**	**8,115,000**
Transfers									
Transfer From Own Sources	0	(14,000)	0	14,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	4,000	0	0	0	40,000	100.0	**40,000**	**40,000**	**40,000**
	4,000	(14,000)	0	14,000	40,000	100.0	**40,000**	**40,000**	**40,000**
Parks Division Total	**$ 6,719,000**	**$ 7,370,000**	**$ 7,373,000**	**$ 3,000**	**$ 399,000**	**5.4 %**	**$ 7,772,000**	**$ 8,058,000**	**$ 8,155,000**

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Seniors Centres	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2001 - 2002 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (323,000)	$ (346,000)	$ (313,000)	$ 33,000	$ (16,000)	5.1 %	**$ (329,000)**	**$ (333,000)**	**$ (331,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(323,000)	(346,000)	(313,000)	33,000	(16,000)	5.1	**(329,000)**	**(333,000)**	**(331,000)**
Expenditures									
Salaries and Benefits	458,000	491,000	518,000	27,000	14,000	2.7	**532,000**	**546,000**	**554,000**
Operating Costs	294,000	316,000	253,000	(63,000)	52,000	20.6	**305,000**	**315,000**	**317,000**
Internal Services Used	80,000	57,000	41,000	(16,000)	12,000	29.3	**53,000**	**56,000**	**56,000**
Internal Services Recovered	(25,000)	(2,000)	0	2,000	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	(4,000)	(4,000)	0	0.0	**(4,000)**	**(4,000)**	**(4,000)**
	807,000	862,000	808,000	(54,000)	78,000	9.7	**886,000**	**913,000**	**923,000**
Net Operations Total	**484,000**	**516,000**	**495,000**	**(21,000)**	**62,000**	**12.5**	**557,000**	**580,000**	**592,000**
Transfers									
Transfer From Own Sources	0	0	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	0.0	**0**	**0**	**0**
Seniors Centres Total	**$ 484,000**	**$ 516,000**	**$ 495,000**	**$ (21,000)**	**$ 62,000**	**12.5 %**	**$ 557,000**	**$ 580,000**	**$ 592,000**

Youth Centres	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2001 - 2002 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (131,000)	$ (151,000)	$ (186,000)	$ (35,000)	$ 7,000	(3.8) %	**$ (179,000)**	**$ (173,000)**	**$ (179,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**(5,000)**
	(131,000)	(151,000)	(186,000)	(35,000)	7,000	(3.8)	**(179,000)**	**(173,000)**	**(184,000)**
Expenditures									
Salaries and Benefits	404,000	435,000	450,000	15,000	42,000	9.3	**492,000**	**505,000**	**514,000**
Operating Costs	140,000	393,000	212,000	(181,000)	(12,000)	(5.7)	**200,000**	**196,000**	**207,000**
Internal Services Used	23,000	23,000	39,000	16,000	1,000	2.6	**40,000**	**40,000**	**40,000**
Internal Services Recovered	0	(1,000)	0	1,000	(3,000)	100.0	**(3,000)**	**(3,000)**	**0**
External Recoveries	0	0	(5,000)	(5,000)	5,000	(100.0)	**0**	**0**	**0**
	567,000	850,000	696,000	(154,000)	33,000	4.7	**729,000**	**738,000**	**761,000**
Net Operations Total	**436,000**	**699,000**	**510,000**	**(189,000)**	**40,000**	**7.8**	**550,000**	**565,000**	**577,000**
Transfers									
Transfer From Own Sources	0	(250,000)	0	250,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	25,000	0	0	0	25,000	100.0	**25,000**	**25,000**	**25,000**
	25,000	(250,000)	0	250,000	25,000	100.0	**25,000**	**25,000**	**25,000**
Youth Centres Total	**$ 461,000**	**$ 449,000**	**$ 510,000**	**$ 61,000**	**$ 65,000**	**12.7 %**	**$ 575,000**	**$ 590,000**	**$ 602,000**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
PARKS, RECREATION & CULTURE

SIGNIFICANT CHANGES		SUMMARY
2000 ADOPTED BUDGET		**$ 17,516,000**
2000 ADJUSTED BUDGET		**$ 17,516,000**
Revenues		
Sales and Services		
Guildford CRS	(310,000)	
Newton Wave Pool	236,000	
North Surrey Arena	57,000	
North Surrey Pool	47,000	
Other revenues, net increases in revenue	32,000	
Revenue increases	(25,000)	
Leisure Access revenue increases	(50,000)	**(13,000)**
Taxation and Other	0	**0**
Total Change in Revenues		**(13,000)**
Expenditures		
Salaries/Wages & Benefits		
Exempt increase range	52,000	
Increase in Guildford new facility	95,000	
Increase in other full-time staff costs, net	41,000	
Decrease in part-time staff costs	(105,000)	
Salary adjustment (including CUPE)	795,000	**878,000**
Operating Costs		
Decrease in Parks' costs	(310,000)	
New facility costs - Guildford	115,000	
Contractual increases, net	14,000	
Decrease in revenue related costs	(80,000)	
Hydro Adjustment	387,000	
Travel (mileage)	8,000	
Cost Savings (including Outdoor Pools)	(200,000)	
Energy Savings	(25,000)	**(91,000)**
Internal Services		
Increase in Parks internal services, net	248,000	
New Guildford Facility	35,000	
Finance charge out	65,000	
Finance charge out	6,000	
Vehicle charge out	85,000	
Other	68,000	**507,000**
External Recoveries		
Fleetwood Arena restaurant not in operation	50,000	
Heritage one time recovery in 2000	46,000	
Identified as revenue 2001 - 2003	26,000	
Other	7,000	**129,000**
Transfer From Own Sources	0	**0**
Transfer To Own Sources		
Parks - no transfer budgeted in 2000	40,000	
Newton Youth Centre repayment to Princess Margaret	25,000	**65,000**
Total Change in Expenditures		**1,488,000**
2001 BUDGET		**$ 18,991,000**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
PARKS, RECREATION & CULTURE

SIGNIFICANT CHANGES		SUMMARY
2001 ADOPTED BUDGET		**$ 18,991,000**
Revenues	(314,000)	**(314,000)**
Expenditures		
Salaries/Wages & Benefits	277,000	
Salary Adjustments (including CUPE)	465,000	
Salary - Arts Centre Expansion	300,000	
Operating costs	132,000	
Hydro adjustments	19,000	
Internal Services Used	314,000	
Internal Services Recovered	(47,000)	**1,460,000**
2002 BUDGET		**$ 20,137,000**

SIGNIFICANT CHANGES		SUMMARY
2001 BUDGET		**$ 20,137,000**
Revenues	(126,000)	**(126,000)**
Expenditures		
Salaries/Wages & Benefits	189,000	
Salary adjustments (including CUPE)	220,000	
Operating costs	177,000	
Hydro adjustment	21,000	
Internal Services Used	125,000	
Internal Services Recovered	(167,000)	**565,000**
2003 BUDGET		**$ 20,576,000**

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SURREY PUBLIC LIBRARY OVERVIEW

Surrey Public Library's goal is to provide a strong foundation of service, responsive to the needs of our users. Our commitment to our mission statement "Building a Strong Community" is realized through the fulfillment 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.

2000 ACCOMPLISHMENTS

Library Openings

In the spring, the Library celebrated the successful openings of two new facilities. The Strawberry Hill Library, Surrey Public Library's eighth branch, features a Multilingual Reading Room. The Ocean Park Library is a new and expanded branch built on the same site as its predecessor. Several thousand participants gathered for each of these events, which were made possible by the combined efforts of the Library and City staff, and by the involvement of many sponsors from the community.

Programs

More than 8,300 children participated in the Summer Reading Club, an increase of 12% over the previous year, which incidentally was also a record setting year. The theme of the program was "Take a Trip Through Time'. Through this program, the library aims to encourage youth to continue to read through the summer months and to develop their imaginations, by offering story-telling sessions, activities and access to books and other materials.

The library also offered over 50 "Internet for Beginners" sessions, including programs in Punjabi and Mandarin.

Service Enhancements

The Library continues to develop cost-effective ways to provide better service for a growing population. Some customer-focused innovations include:

WebPAC – allows access to the Library's complete catalogue of materials through the Internet on our website at www.spl.surrey.bc.ca

E-books – one of the first public libraries in Canada to provide electronic books over the Internet, in partnership with NetLibrary. Library members sign on with their library card, giving access to hundreds of electronic books from their own computer or from computers in the library.

Computers – the Library received substantial grants from the Gates Foundation and the Industry Canada Urban Community Access Program. Monies were used to purchase additional computer workstations, to provide free Internet and word processing services for the public. By the end of the year, there would be approximately 60 additional stations to address the demand for electronic resources, including workstations for the visually impaired at five branches.

2001 KEY ISSUES

Facilities Development

The expansion to the Guildford Library as part of the City's Guildford Multipurpose Complex project is currently underway, with an anticipated June completion date. The library will be one and a half times larger in size as a result.

During 2001, the Library will undertake a fundraising feasibility study in South Surrey to determine readiness for community participation.

Computer Training Facility

The Library has an urgent need for computer training facilities that will be used to provide hands-on training for the public and staff in the use of the Internet and other computer applications. Various agencies and businesses have been approached to assist in developing this unique opportunity. Once completed, the facility will be available for use by various groups in the community and could generate significant revenues.

Strategic Planning

The Library will develop a new Strategic Plan for the years 2002 to 2004. This will be an excellent opportunity for the community as they participate in shaping the direction in which the Library is heading over the next three years.

Promotion

As technology rapidly changes, the delivery of library services needs to keep pace. The community needs to be re-educated on the role of the Library and how we can help them to achieve their goals.

MAJOR SERVICE LEVELS

	1999 Actual	2000 Projected	2001 Budget
Number of Branches	7	8	8
Total Space (square feet)	71,000	82,000	90,000
Annual hours open for Public Service	21,736	25,090	25,090
Registered Borrowers	159,407	195,000	220,000
As a percentage of total population	47.87%	58.0%	63.9%
Total Circulation	3,232,871	3,600,000	3,800,000
Total Volumes Held	510,364	525,000	550,000

COMPARATIVE MEASURES

	Surrey 2001	Vancouver*	Burnaby**	Richmond**	Victoria**
Expenditure/Capita	$22.06	$57.25	$35.88	$33.50	$31.76
Square Foot/Capita	.26	.81	.46	.41	.47
Hours Open/Capita	.073	.09	.081	.065	.074
Circulation/Capita	11.05	15.78	19.19	17.34	14.15
Circulation/Borrower	17.27	21.73	25.11	20.92	26.48
Circulation/Staff	33,628	17,979	32,536	32,747	23,403
Materials Exp./Capita	$3.65	$7.14	$6.89	$5.39	$5.49
Volumes Held/Capita	1.60	3.54	4.12	2.44	3.42
Questions/Capita	1.02	2.29	1.48	1.41	1.21
Reference Trans./Staff	3,097	2,613	2,504	2,662	2,007
Population/Staff	3,044	1,139	1,695	1,889	1,654

*Source: Canadian Public Library Statistics 1998
**Source: Canadian Public Library Statistics 1999

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
SURREY PUBLIC LIBRARY

PROGRAM SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Administration	$ (182,000)	$ (136,000)	$ (307,000)	$ (171,000)	$ (31,000)	10.1 %	**$ (338,000)**	**$ (297,000)**	**$ (311,000)**
Community Relations	157,000	159,000	143,000	(16,000)	8,000	5.6	**151,000**	**135,000**	**136,000**
Public Services	3,775,000	4,122,000	4,252,000	130,000	149,000	3.5	**4,401,000**	**4,466,000**	**4,520,000**
Technical Services	2,009,000	2,023,000	2,017,000	(6,000)	153,000	7.6	**2,170,000**	**2,197,000**	**2,230,000**
Library Contract Contingency	0	0	0	0	175,000	100.0	**175,000**	**342,000**	**532,000**
NET DEPARTMENT TOTAL	**$ 5,759,000**	**$ 6,168,000**	**$ 6,105,000**	**$ (63,000)**	**$ 454,000**	**7.4 %**	**$ 6,559,000**	**$ 6,843,000**	**$ 7,107,000**

ACCOUNT SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (399,000)	$ (405,000)	$ (494,000)	$ (89,000)	$ 5,000	(1.0) %	**$ (489,000)**	**$ (489,000)**	**$ (489,000)**
Grants, Donations and Other	(704,000)	(768,000)	(733,000)	35,000	(21,000)	2.9	**(754,000)**	**(789,000)**	**(809,000)**
	(1,103,000)	(1,173,000)	(1,227,000)	(54,000)	(16,000)	1.3	**(1,243,000)**	**(1,278,000)**	**(1,298,000)**
Expenditures									
Salaries and Benefits	4,643,000	5,032,000	5,070,000	38,000	159,000	3.1	**5,229,000**	**5,297,000**	**5,360,000**
Operating Costs	1,937,000	2,085,000	2,137,000	52,000	175,000	8.2	**2,312,000**	**2,337,000**	**2,358,000**
Internal Services Used	166,000	150,000	175,000	25,000	20,000	11.4	**195,000**	**204,000**	**214,000**
Internal Services Recovered	0	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	(59,000)	100.0	**(59,000)**	**(59,000)**	**(59,000)**
Library Contract Contingency	0	0	0	0	175,000	100.0	**175,000**	**342,000**	**532,000**
	6,746,000	7,267,000	7,382,000	115,000	470,000	6.4	**7,852,000**	**8,121,000**	**8,405,000**
Net Operations Total	**5,643,000**	**6,094,000**	**6,155,000**	**61,000**	**279,000**	**4.5**	**6,609,000**	**6,843,000**	**7,107,000**
Transfers									
Transfer From Own Sources	(44,000)	(66,000)	(50,000)	16,000	0	0.0	**(50,000)**	**0**	**0**
Transfer To Own Sources	160,000	140,000	0	(140,000)	0	0.0	**0**	**0**	**0**
	116,000	74,000	(50,000)	(124,000)	0	0.0	**(50,000)**	**0**	**0**
NET DEPARTMENT TOTAL	**$ 5,759,000**	**$ 6,168,000**	**$ 6,105,000**	**$ (63,000)**	**$ 454,000**	**7.4 %**	**$ 6,559,000**	**$ 6,843,000**	**$ 7,107,000**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
SURREY PUBLIC LIBRARY

Administration	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 0	$ 0	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Grants, Donations and Other	(653,000)	(684,000)	(640,000)	44,000	(20,000)	3.1	**(660,000)**	**(680,000)**	**(700,000)**
	(653,000)	(684,000)	(640,000)	44,000	(20,000)	3.1	**(660,000)**	**(680,000)**	**(700,000)**
Expenditures									
Salaries and Benefits	272,000	331,000	270,000	(61,000)	44,000	16.3	**314,000**	**321,000**	**327,000**
Operating Costs	79,000	139,000	107,000	(32,000)	4,000	3.7	**111,000**	**116,000**	**116,000**
Internal Services Used	4,000	4,000	6,000	2,000	0	0.0	**6,000**	**5,000**	**5,000**
Internal Services Recovered	0	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	(59,000)	100.0	**(59,000)**	**(59,000)**	**(59,000)**
	355,000	474,000	383,000	(91,000)	(11,000)	(2.9)	**372,000**	**383,000**	**389,000**
Net Operations Total	**(298,000)**	**(210,000)**	**(257,000)**	**(47,000)**	**(31,000)**	**12.1**	**(288,000)**	**(297,000)**	**(311,000)**
Transfers									
Transfer From Own Sources	(44,000)	(66,000)	(50,000)	16,000	0	0.0	**(50,000)**	**0**	**0**
Transfer To Own Sources	160,000	140,000	0	(140,000)	0	0.0	**0**	**0**	**0**
	116,000	74,000	(50,000)	(124,000)	0	0.0	**(50,000)**	**0**	**0**
Administration Total	**$ (182,000)**	**$ (136,000)**	**$ (307,000)**	**$ (171,000)**	**$ (31,000)**	**10.1 %**	**$ (338,000)**	**$ (297,000)**	**$ (311,000)**

Community Relations	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 0	$ 0	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Grants, Donations and Other	(15,000)	(22,000)	(35,000)	(13,000)	0	0.0	**(35,000)**	**(50,000)**	**(50,000)**
	(15,000)	(22,000)	(35,000)	(13,000)	0	0.0	**(35,000)**	**(50,000)**	**(50,000)**
Expenditures									
Salaries and Benefits	116,000	121,000	118,000	(3,000)	8,000	6.8	**126,000**	**125,000**	**126,000**
Operating Costs	56,000	60,000	60,000	0	0	0.0	**60,000**	**60,000**	**60,000**
Internal Services Used	0	0	0	0	0	0.0	**0**	**0**	**0**
Internal Services Recovered	0	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	172,000	181,000	178,000	(3,000)	8,000	4.5	**186,000**	**185,000**	**186,000**
Net Operations Total	**157,000**	**159,000**	**143,000**	**(16,000)**	**8,000**	**5.6**	**151,000**	**135,000**	**136,000**
Transfers									
Transfer From Own Sources	0	0	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	0.0	**0**	**0**	**0**
Community Relations Total	**$ 157,000**	**$ 159,000**	**$ 143,000**	**$ (16,000)**	**$ 8,000**	**5.6 %**	**$ 151,000**	**$ 135,000**	**$ 136,000**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
SURREY PUBLIC LIBRARY

Public Services	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (399,000)	$ (405,000)	$ (494,000)	$ (89,000)	$ 5,000	(1.0) %	**$ (489,000)**	**$ (489,000)**	**$ (489,000)**
Grants, Donations and Other	(36,000)	(62,000)	(58,000)	4,000	(1,000)	1.7	**(59,000)**	**(59,000)**	**(59,000)**
	(435,000)	(467,000)	(552,000)	(85,000)	4,000	(0.7)	**(548,000)**	**(548,000)**	**(548,000)**
Expenditures									
Salaries and Benefits	3,615,000	3,943,000	4,053,000	110,000	81,000	2.0	**4,134,000**	**4,184,000**	**4,227,000**
Operating Costs	519,000	577,000	669,000	92,000	62,000	9.3	**731,000**	**746,000**	**757,000**
Internal Services Used	76,000	69,000	82,000	13,000	2,000	2.4	**84,000**	**84,000**	**84,000**
Internal Services Recovered	0	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	4,210,000	4,589,000	4,804,000	215,000	145,000	3.0	**4,949,000**	**5,014,000**	**5,068,000**
Net Operations Total	**3,775,000**	**4,122,000**	**4,252,000**	**130,000**	**149,000**	**3.5**	**4,401,000**	**4,466,000**	**4,520,000**
Transfers									
Transfer From Own Sources	0	0	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	0.0	**0**	**0**	**0**
Public Services Total	**$ 3,775,000**	**$ 4,122,000**	**$ 4,252,000**	**$ 130,000**	**$ 149,000**	**3.5 %**	**$ 4,401,000**	**$ 4,466,000**	**$ 4,520,000**

Technical Services	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ 0	$ 0	$ 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	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	640,000	637,000	629,000	(8,000)	26,000	4.1	**655,000**	**667,000**	**680,000**
Operating Costs	1,283,000	1,309,000	1,301,000	(8,000)	109,000	8.4	**1,410,000**	**1,415,000**	**1,425,000**
Internal Services Used	86,000	77,000	87,000	10,000	18,000	20.7	**105,000**	**115,000**	**125,000**
Internal Services Recovered	0	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	2,009,000	2,023,000	2,017,000	(6,000)	153,000	7.6	**2,170,000**	**2,197,000**	**2,230,000**
Net Operations Total	**2,009,000**	**2,023,000**	**2,017,000**	**(6,000)**	**153,000**	**7.6**	**2,170,000**	**2,197,000**	**2,230,000**
Transfers									
Transfer From Own Sources	0	0	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	0.0	**0**	**0**	**0**
Technical Services Total	**$ 2,009,000**	**$ 2,023,000**	**$ 2,017,000**	**$ (6,000)**	**$ 153,000**	**7.6 %**	**$ 2,170,000**	**$ 2,197,000**	**$ 2,230,000**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
SURREY PUBLIC LIBRARY

SIGNIFICANT CHANGES		SUMMARY
2000 ADOPTED BUDGET		**$ 6,105,000**
2000 ADJUSTED BUDGET		**$ 6,105,000**
Revenues		
Sales and Services		
2000 projected revenue increases	(18,000)	
Telecirc, internet options	23,000	**5,000**
Taxation & Other		
Grants, Donations & Other - 2000 projected grant increase	(20,000)	**(20,000)**
Total Change in Revenues		**(15,000)**
Expenditures		
Salaries/Wages & Benefits		
2000 projected in-range salary increases	40,000	
Decrease due to Information Technology charges	(50,000)	
Guildford expansion (3/4 yr)	90,000	
Adjustments due to increases in overhead, exempt salaries	78,000	**158,000**
Operating Costs		
2000 projected site operations increases	47,000	
Decrease due to Information Technology charges	(28,000)	
Guildford expansion (3/4 yr)	145,000	
Adjustment due to increases in utilities	11,000	**175,000**
Internal Services Used		
Automation contract increases	20,000	**20,000**
Internal Services Recovered	0	**0**
External Recoveries		
WCB savings	(59,000)	**(59,000)**
Library Contract Contingency	175,000	**175,000**
Transfer From Own Sources	0	**0**
Transfer To Own Sources	0	**0**
Total Change in Expenditures		**469,000**
2001 BUDGET		**$ 6,559,000**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
SURREY PUBLIC LIBRARY

SIGNIFICANT CHANGES		SUMMARY
2001 ADOPTED BUDGET		**$ 6,559,000**
Revenues		
Grants, Sales & Services	(35,000)	**(35,000)**
Expenditures		
Salary & Site Operations, G/L Expansion (1/4 yr)	80,000	
Increase in benefits by 0.5%	22,000	
Library Contract Contingency	167,000	
Transfer From Own Sources	50,000	**319,000**
2002 BUDGET		**$ 6,843,000**

SIGNIFICANT CHANGES		SUMMARY
2002 BUDGET		**$ 6,843,000**
Revenues		
Grants, Sales & Services	(20,000)	**(20,000)**
Expenditures		
Salary & Site Operations	70,000	
Increase in benefits by 0.5%	24,000	
Library Contract Contingency	190,000	**284,000**
2003 BUDGET		**$ 7,107,000**

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

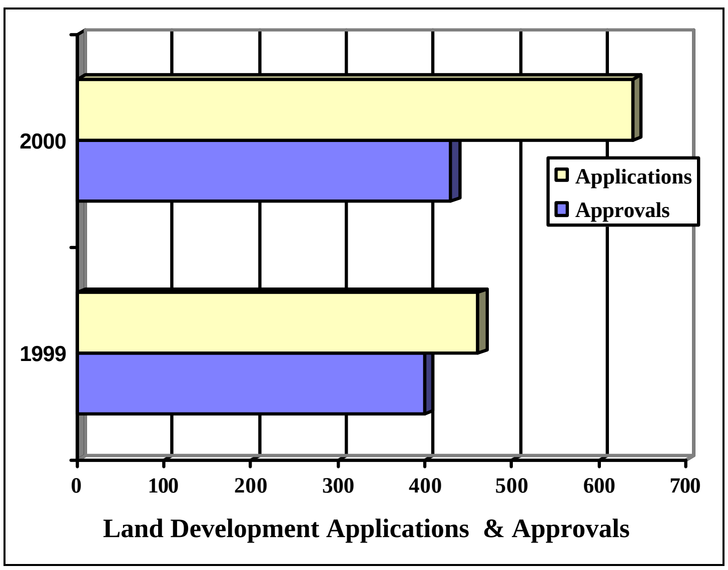
i) Prepare land use plans and associated by-laws and policies for consideration by City Council in support of planned and orderly physical development of the City,

ii) 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. 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 of the needs and interests among the various groups which will be affected through the implementation of the plans and policies.

2000 Results and Outcomes

- Completed the following Neighbourhood Concept Plans and Area Plans:
  - Fleetwood Town Centre Plan
  - Rosemary Heights Business Park Neighbourhood Concept Plan
  - Campbell Heights Local Area Plan

Public Workshop

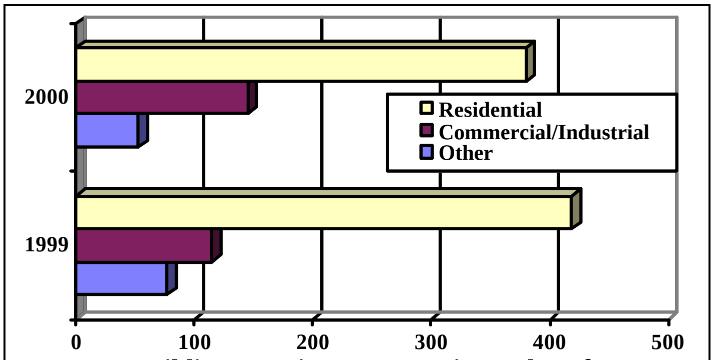
  – Cloverdale Town Centre Plan and Urban Design Concept
  – Crescent Beach Area Plan

- Initiated and/or continued work on the following Neighbourhood Concept Plans and Area Plans:
  – South Westminster Industrial Area Neighbourhood Concept Plan
  – East Clayton Neighbourhood Concept Plan
  – City Centre Plan review
- Initiated and/or continued work on the following policies and studies:
  – Heritage Register, 2nd Phase
  – Heritage Management Plan
  – Live/work study
  – Small Residential Lot Study and related zones
- Processed 461 applications of various types including rezoning, subdivision, development permit, development variance permit, Official Community Plan amendment, and Land Use Contract amendment,
- Prepared and presented approximately 200 planning reports to Council on land use and development proposals,
- Approved the creation of 760 single family lots,
- Implemented a number of enhancements to streamline the development approval and review process, and
- Attended meetings of the Heritage Advisory Commission, the Environmental Committee and responded to the Committee and Commission inquiries.

2001 Key Thrusts

- Complete the review of the Surrey City Centre Plan with focus on the Central Node to reflect the TechBC proposal, including formulation of design guidelines,
- Formulate development strategies and establishment of interim uses to encourage developments in the Surrey City Centre,
- Implement the Concept Plan for East Clayton and assist developers in applying the sustainable development principles to development applications,
- Implement the Campbell Heights Local Area Plan through processing of applications,
- Complete the Local Area Plans for South Westminster.
- Develop a vision for the future of Surrey's Waterfront with a focus on improving public access to the waterfront along the Fraser River in South Westminster and Bridgeview,
- Implement the Crescent Beach Land Use study and review residential height and massing in this area,
- Review and fine-tune the Street Beautification Strategy which was adopted by Council in 1995,
- On-going review and processing of all types of development applications, and
- Continue enhancements to the development review and approval process with greater emphasis on the project management approach.

Building Division



Building Permits: Construction Value of Approved Projects ($Millions)

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 and the Soil Deposition By law. The focus of this Division is to provide the public and the building industry with high quality service to ensure 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.

The Building Division is responsible for providing advice to City Council, the Board of Variance, other City Departments and the public on building-related matters.

2000 Results and Outcomes

- Issued 3,034 building permits and undertook 61,000 building, plumbing and electrical inspections on residential, commercial, industrial, institutional and other buildings having a total construction value of $580 million,
- Issued building permits for 1,023 single family and 688 multi-family dwellings,
- Issued building permits for $145 million worth of commercial and industrial building development,
- Issued approvals for 555 tree cutting permits in accordance with the Tree Preservation By-Law, and
- Implemented an automated inspection call-in system for the scheduling of building inspections.

2001 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,
- Implement revisions to the Tree Preservation By-law with emphasis on the tree preservation and replacement procedures,
- Expand the automated inspection scheduling call-in system of plumbing and electrical inspections,
- Introduce changes to the Zoning By-law to address concerns related to the size and density regulations,
- Implement a computerized inspection request, recording and tracking system, and
- Complete the preparation of revisions to the Surrey Building By-law to reflect current Department processes and technology.

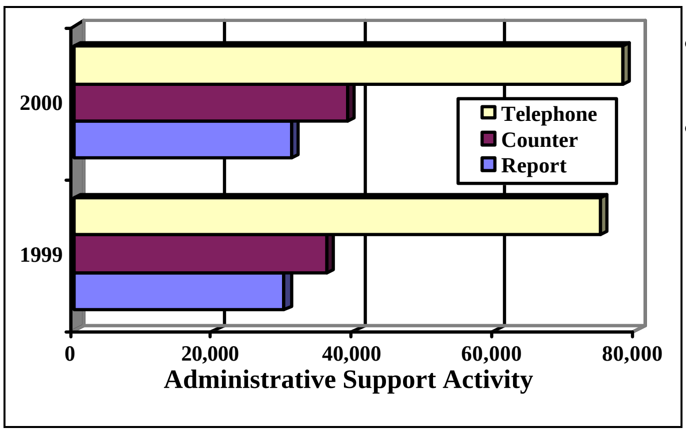
Administration and Policy Division

The Administration and Policy Division provides administrative support to the other Divisions in the Department and is responsible for the City's Planning policy development. 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 as support for the department.

Planning policy work focuses on the formulation of city-wide and long range planning policies and strategies to guide future 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 strategies, development and implementation of social planning policies, youth and multi-cultural policies, agricultural policies, and other similar initiatives. Staff in this Division provide support to the Social Planning Committee and Agricultural Advisory Committee.

2000 Results and Outcomes

- Completed the annual review of the Official Community Plan including a status report on development trends as they relate to the City's growth policies,



- Completed the Industrial Land and Servicing Review,
- Completed a review of vacant urban land including an inventory of serviced, vacant residential lots,

Computerized Information

- Completed an agreement with the Greater Vancouver Housing Corporation to administer the Affordable Home Ownership Assistance Program,
- Completed amendments to the Zoning By-law to regulate the location of methadone clinics,
- Established a process with the South Fraser Health Region to co-ordinate the rezoning and community care facility licensing requirements for alcohol and drug recovery houses;
- Completed the procedures for facilitating the business licensing of off-street truck parking facilities,
- Co-ordinated the Implementation Strategy of Surrey's Agricultural Plan in partnership with the Surrey Farmers' Institute and the Agricultural Advisory Committee,
- Organized the annual Agricultural Tour which focused on the marketing of Surrey agricultural products
- Initiated discussion with community stakeholders to establish a consolidated community information service through the Internet,
- Developed guidelines in support of direct farm marketing signage and completed amendments to the City's Zoning requirements for direct farm marketing sales to align with provincial regulations,

- Automated and streamlined the planning application pre-notification process;
- Prepared Planning and Development Department web pages for the City of Surrey's internet site,
- Prepared a series of community profiles,
- Worked with the GVRD to revise the Growth Management Scenario of the Livable Region Strategic Plan to reflect Surrey's Official Community Plan,
- Co-ordinated the annual Social Planning Awards with the Social Planning Committee.

2001 Key Thrusts

- Undertake the 5 year Major Review of the Official Community Plan;
- Undertake the first phase of implementation of the Agricultural Plan Strategy,
- Continue to liase with drug and alcohol recovery house operators to implement and co-ordinate zoning and licensing requirements,
- Update the City's agricultural zones to achieve consistency with the recently established provincial standards for agriculture,
- Complete implementation of the first phase of the Affordable Home Ownership Policy as adopted by Council,
- Monitor the zoning regulations and community care facility licensing requirements for the alcohol and drug recovery houses,
- Complete the development of the land use concept of live/work including the preparation of a policy,
- Complete a policy and regulatory framework to allow the development of ancillary dwelling units (i.e. coach housing and granny flats) to provide housing alternatives,
- Continue to support the Social Planning Committee and Agricultural Advisory Committee,
- Continue to automate existing processes in relation to planning and development functions,
- Review noise standards and regulations in the Zoning By-law and recommend adjustments to Council if necessary,
- Review and make appropriate amendments to the Trailer and Mobile Home By-law and Zoning By-law to reflect the current technology in manufactured homes,
- Co-ordinate the Social Planning Awards for 2001 in cooperation with the Social Planning Committee, and
- Undertake amendments to the Zoning By-law as directed by Council or made necessary as a result of changing community needs.

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
PLANNING & DEVELOPMENT

PROGRAM SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Administration	$ 2,310,000	$ 2,150,000	$ 2,555,000	$ 405,000	$ 155,000	6.1 %	**$ 2,710,000**	**$ 2,776,000**	**$ 2,815,000**
Area Planning & Development	1,497,000	1,109,000	1,581,000	472,000	88,000	5.6	**1,669,000**	**1,781,000**	**1,829,000**
Building	(4,419,000)	(3,877,000)	(4,525,000)	(648,000)	(173,000)	3.8	**(4,698,000)**	**(4,795,000)**	**(4,828,000)**
Heritage Advisory Committee	37,000	40,000	40,000	0	0	0.0	**40,000**	**40,000**	**40,000**
NET DEPARTMENT TOTAL	**$ (575,000)**	**$ (578,000)**	**$ (349,000)**	**$ 229,000**	**$ 70,000**	**(20.1) %**	**$ (279,000)**	**$ (198,000)**	**$ (144,000)**

ACCOUNT SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (9,156,000)	$ (8,912,000)	$ (9,712,000)	$ (800,000)	$ (410,000)	4.2 %	**$(10,122,000)**	**$(10,310,000)**	**$(10,416,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(9,156,000)	(8,912,000)	(9,712,000)	(800,000)	(410,000)	4.2	**(10,122,000)**	**(10,310,000)**	**(10,416,000)**
Expenditures									
Salaries and Benefits	7,862,000	7,514,000	8,521,000	1,007,000	428,000	5.0	**8,949,000**	**9,214,000**	**9,366,000**
Operating Costs	553,000	716,000	667,000	(49,000)	50,000	7.5	**717,000**	**721,000**	**729,000**
Internal Services Used	207,000	276,000	195,000	(81,000)	2,000	1.0	**197,000**	**197,000**	**197,000**
Internal Services Recovered	(10,000)	(85,000)	0	85,000	0	0.0	**0**	**0**	**0**
External Recoveries	(66,000)	(122,000)	(20,000)	102,000	0	0.0	**(20,000)**	**(20,000)**	**(20,000)**
	8,546,000	8,299,000	9,363,000	1,064,000	480,000	5.1	**9,843,000**	**10,112,000**	**10,272,000**
Net Operations Total	**(610,000)**	**(613,000)**	**(349,000)**	**264,000**	**70,000**	**(20.1)**	**(279,000)**	**(198,000)**	**(144,000)**
Transfers									
Transfer From Own Sources	0	(1,000)	0	1,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	35,000	36,000	0	(36,000)	0	0.0	**0**	**0**	**0**
	35,000	35,000	0	(35,000)	0	0.0	**0**	**0**	**0**
NET DEPARTMENT TOTAL	**$ (575,000)**	**$ (578,000)**	**$ (349,000)**	**$ 229,000**	**$ 70,000**	**(20.1) %**	**$ (279,000)**	**$ (198,000)**	**$ (144,000)**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
PLANNING & DEVELOPMENT

Administration	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (19,000)	$ (15,000)	$ (20,000)	$ (5,000)	$ (1,000)	5.0 %	**$ (21,000)**	**$ (21,000)**	**$ (21,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(19,000)	(15,000)	(20,000)	(5,000)	(1,000)	5.0	**(21,000)**	**(21,000)**	**(21,000)**
Expenditures									
Salaries and Benefits	1,980,000	1,868,000	2,101,000	233,000	154,000	7.3	**2,255,000**	**2,320,000**	**2,355,000**
Operating Costs	172,000	122,000	284,000	162,000	0	0.0	**284,000**	**285,000**	**289,000**
Internal Services Used	197,000	195,000	190,000	(5,000)	2,000	1.1	**192,000**	**192,000**	**192,000**
Internal Services Recovered	(4,000)	(11,000)	0	11,000	0	0.0	**0**	**0**	**0**
External Recoveries	(27,000)	(8,000)	0	8,000	0	0.0	**0**	**0**	**0**
	2,318,000	2,166,000	2,575,000	409,000	156,000	6.1	**2,731,000**	**2,797,000**	**2,836,000**
Net Operations Total	**2,299,000**	**2,151,000**	**2,555,000**	**404,000**	**155,000**	**6.1**	**2,710,000**	**2,776,000**	**2,815,000**
Transfers									
Transfer From Own Sources	0	(1,000)	0	1,000	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	11,000	0	0	0	0	0.0	**0**	**0**	**0**
	11,000	(1,000)	0	1,000	0	0.0	**0**	**0**	**0**
Administration Total	**$ 2,310,000**	**$ 2,150,000**	**$ 2,555,000**	**$ 405,000**	**$ 155,000**	**6.1 %**	**$ 2,710,000**	**$ 2,776,000**	**$ 2,815,000**

Area Planning & Development	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (800,000)	$ (1,056,000)	$ (960,000)	$ 96,000	$ (47,000)	4.9 %	**$ (1,007,000)**	**$ (973,000)**	**$ (973,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(800,000)	(1,056,000)	(960,000)	96,000	(47,000)	4.9	**(1,007,000)**	**(973,000)**	**(973,000)**
Expenditures									
Salaries and Benefits	2,271,000	2,122,000	2,495,000	373,000	133,000	5.3	**2,628,000**	**2,705,000**	**2,751,000**
Operating Costs	25,000	116,000	66,000	(50,000)	2,000	3.0	**68,000**	**69,000**	**71,000**
Internal Services Used	0	71,000	0	(71,000)	0	0.0	**0**	**0**	**0**
Internal Services Recovered	(4,000)	(67,000)	0	67,000	0	0.0	**0**	**0**	**0**
External Recoveries	0	(83,000)	(20,000)	63,000	0	0.0	**(20,000)**	**(20,000)**	**(20,000)**
	2,292,000	2,159,000	2,541,000	382,000	135,000	5.3	**2,676,000**	**2,754,000**	**2,802,000**
Net Operations Total	**1,492,000**	**1,103,000**	**1,581,000**	**478,000**	**88,000**	**5.6**	**1,669,000**	**1,781,000**	**1,829,000**
Transfers									
Transfer From Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	5,000	6,000	0	(6,000)	0	0.0	**0**	**0**	**0**
	5,000	6,000	0	(6,000)	0	0.0	**0**	**0**	**0**
Area Planning Total	**$ 1,497,000**	**$ 1,109,000**	**$ 1,581,000**	**$ 472,000**	**$ 88,000**	**5.6 %**	**$ 1,669,000**	**$ 1,781,000**	**$ 1,829,000**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
PLANNING & DEVELOPMENT

Building	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (8,336,000)	$ (7,841,000)	$ (8,732,000)	$ (891,000)	$ (362,000)	4.1 %	**$ (9,094,000)**	**$ (9,316,000)**	**$ (9,422,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(8,336,000)	(7,841,000)	(8,732,000)	(891,000)	(362,000)	4.1	**(9,094,000)**	**(9,316,000)**	**(9,422,000)**
Expenditures									
Salaries and Benefits	3,611,000	3,524,000	3,925,000	401,000	141,000	3.6	**4,066,000**	**4,189,000**	**4,260,000**
Operating Costs	324,000	440,000	277,000	(163,000)	48,000	17.3	**325,000**	**327,000**	**329,000**
Internal Services Used	10,000	10,000	5,000	(5,000)	0	0.0	**5,000**	**5,000**	**5,000**
Internal Services Recovered	(2,000)	(6,000)	0	6,000	0	0.0	**0**	**0**	**0**
External Recoveries	(39,000)	(16,000)	0	16,000	0	0.0	**0**	**0**	**0**
	3,904,000	3,952,000	4,207,000	255,000	189,000	4.5	**4,396,000**	**4,521,000**	**4,594,000**
Net Operations Total	**(4,432,000)**	**(3,889,000)**	**(4,525,000)**	**(636,000)**	**(173,000)**	**3.8**	**(4,698,000)**	**(4,795,000)**	**(4,828,000)**
Transfers									
Transfer From Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	13,000	12,000	0	(12,000)	0	0.0	**0**	**0**	**0**
	13,000	12,000	0	(12,000)	0	0.0	**0**	**0**	**0**
Building Total	**$ (4,419,000)**	**$ (3,877,000)**	**$ (4,525,000)**	**$ (648,000)**	**$ (173,000)**	**3.8 %**	**$ (4,698,000)**	**$ (4,795,000)**	**$ (4,828,000)**

Heritage Advisory Committee	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (1,000)	$ 0	$ 0	$ 0	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(1,000)	0	0	0	0	0.0	**0**	**0**	**0**
Expenditures									
Salaries and Benefits	0	0	0	0	0	0.0	**0**	**0**	**0**
Operating Costs	32,000	38,000	40,000	2,000	0	0.0	**40,000**	**40,000**	**40,000**
Internal Services Used	0	0	0	0	0	0.0	**0**	**0**	**0**
Internal Services Recovered	0	(1,000)	0	1,000	0	0.0	**0**	**0**	**0**
External Recoveries	0	(15,000)	0	15,000	0	0.0	**0**	**0**	**0**
	32,000	22,000	40,000	18,000	0	0.0	**40,000**	**40,000**	**40,000**
Net Operations Total	**31,000**	**22,000**	**40,000**	**18,000**	**0**	**0.0**	**40,000**	**40,000**	**40,000**
Transfers									
Transfer From Own Sources	0	0	0	0	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	6,000	18,000	0	(18,000)	0	0.0	**0**	**0**	**0**
	6,000	18,000	0	(18,000)	0	0.0	**0**	**0**	**0**
Heritage Advisory Total	**$ 37,000**	**$ 40,000**	**$ 40,000**	**$ 0**	**$ 0**	**0.0 %**	**$ 40,000**	**$ 40,000**	**$ 40,000**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
PLANNING & DEVELOPMENT

SIGNIFICANT CHANGES		SUMMARY
2000 ADOPTED BUDGET		**$ (349,000)**
2000 ADJUSTED BUDGET		**$ (349,000)**
Revenues		
Sales and Services		
Increase in Application Fees	(47,000)	
Increase in Licensing Revenues	(5,000)	
Increase in Building Permits Revenues	(178,000)	
Increase in Electrical Permits Revenues	(55,000)	
Increase in Plumbing Permits Revenues	(68,000)	
Increase in Other Revenues	(57,000)	**(410,000)**
Taxation and Other	0	**0**
Total Change in Revenues		**(410,000)**
Expenditures		
Salaries/Wages & Benefits		
Increase in salaries	428,000	**428,000**
Operating Costs		
Increase in professional & contractual services (1.5%)	3,000	
Increase in mileage allowance	47,000	**50,000**
Internal Services Used	2,000	**2,000**
Internal Services Recovered	0	**0**
External Recoveries	0	**0**
Transfer From Own Sources	0	**0**
Transfer To Own Sources	0	**0**
Total Change in Expenditures		**480,000**
2001 BUDGET		**$ (279,000)**

SIGNIFICANT CHANGES		SUMMARY
2001 ADOPTED BUDGET		**$ (279,000)**
Revenues		
Decrease in Application Fees	34,000	
Increase in Licensing Revenues	(156,000)	
Decrease in Building Permits Revenues	51,000	
Increase in Electrical Permits Revenues	(64,000)	
Increase in Plumbing Permits Revenues	(65,000)	
Decrease in Other Revenues	13,000	**(187,000)**
Expenditures		
Increase in salaries	265,000	
Increase in operating costs	3,000	**268,000**
2002 BUDGET		**$ (198,000)**

SIGNIFICANT CHANGES		SUMMARY
2002 BUDGET		**$ (198,000)**
Revenues		
Decrease in Application Fees		
Increase in Licensing Revenues	(107,000)	**(107,000)**
Expenditures		
Increase in salaries	152,000	
Increase in operating costs	9,000	**161,000**
2003 BUDGET		**$ (144,000)**

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WATER UTILITY OVERVIEW

The City of Surrey is faced with the increasing costs for water purchased from the GVRD. In 1999, these costs represented over 36.0% 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 2001GVRD rate is anticipated to be $0.1778/m^3 compared with $0.1997/m^3 in 2000. 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.

2000 ACCOMPLISHMENTS

In 1997, The City of Surrey introduced a "User Pay" billing system to replace the "Flat Rate" utility billing system currently in place. The phase in of the cost increase/decrease to the consumer, related to the conversion, has been completed. The consumption rates for residential and commercial properties have been synchronized, in addition, water meter rental charges have been eliminated. Also in 2000, the City began a voluntary conversion program to all residential homeowners the option of converting their "Flat Rate" utility billing to a metering system. This program is consistent with the plan to convert all utilities uses to a "User Pay" billing system.

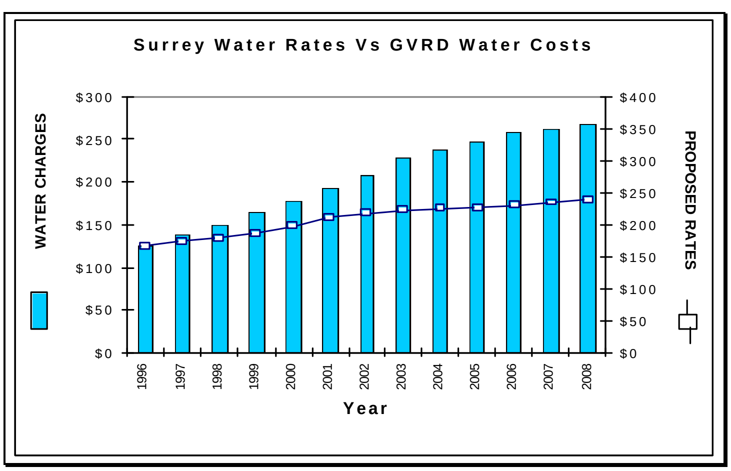
KEY TRENDS AND ISSUES

For 2001 and beyond, it is proposed to continue with the expansion of metering the existing non-metered residential customers. The cost for this is projected at $300,000 for each of ten years, with 2000 being the first year of that 10-year plan.

RATES FOR 2001

For 2001 the water rates have increased by an average rate of $10.00. This average rate increase represents a $15.00 increase for Single Family resident, with a rate of $212.00, a $3.00 increase for Apartments & Town Houses, with a rate of $200.00 and an $8.00 decrease for Secondary Suites, with a rate of $150.00. This rate alignment will provide a better match of rates with estimated consumption by category. The increases by GVRD and contractual labour and energy costs are the major contributing factors to these rate adjustments.

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.



SURREY
CITY OF PARKS

5 YEAR WATER OPERATING FINANCIAL PLAN
2001 - 2005
$ 000's

REVENUE SUMMARY	2001 BUDGET	2002 BUDGET	2003 BUDGET	2004 BUDGET	2005 BUDGET
Taxation	$ 0	$ 0	$ 0	$ 0	$ 0
Collections for Other Authorities	0	0	0	0	0
	0	0	0	0	0
Investment Income	1,683	1,771	1,852	1,931	1,921
Penalties and Interest on Taxes	127	127	127	127	127
Provincial Revenue Sharing	0	0	0	0	0
	1,810	1,898	1,979	2,058	2,048
Departmental Revenues	27,303	28,911	30,201	30,548	31,462
TOTAL REVENUES	$ 29,113	$ 30,809	$ 32,180	$ 32,606	$ 33,510

EXPENDITURE SUMMARY	2001 BUDGET	2002 BUDGET	2003 BUDGET	2004 BUDGET	2005 BUDGET
Debt Interest & Fiscal Services	$ 960	$ 428	$ 35	$ 0	$ 0
Departmental Expenditures	17,419	18,537	20,762	22,157	23,841
TOTAL EXPENDITURES	$ 18,379	$ 18,965	$ 20,797	$ 22,157	$ 23,841

Debt Principal Repaid	$ 946	$ 723	$ 559	$ 0	$ 0
Contribution to Capital	8,300	9,400	9,526	9,656	9,290
Net Tsf To/(Frm) Surplus/Reserve	1,488	1,721	1,298	793	379
	$ 10,734	$ 11,844	$ 11,383	$ 10,449	$ 9,669

Surplus/(Deficit)	$ 0	$ 0	$ 0	$ 0	$ 0
Transfers (To)/Frm Surplus	0	0	0	0	0
BALANCED BUDGET	$ 0	$ 0	$ 0	$ 0	$ 0

2001 - 2003 FINANCIAL PLAN
WATER - FINANCIAL SUMMARY
$ 000's

REVENUE SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Taxation	$ 0	$ 0	$ 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	0.0	**0**	**0**	**0**
Investment Income	1,123	2,445	2,578	133	(895)	(34.7)	**1,683**	**1,771**	**1,852**
Penalties and Interest on Taxes	117	129	118	(11)	9	7.6	**127**	**127**	**127**
Provincial Revenue Sharing	509	86	233	147	(233)	(100.0)	**0**	**0**	**0**
	1,749	2,660	2,929	269	(1,119)	(38.2)	**1,810**	**1,898**	**1,979**
Departmental Revenues	24,248	25,473	25,637	164	1,666	6.5	**27,303**	**28,911**	**30,201**
TOTAL REVENUES	**$ 25,997**	**$ 28,133**	**$ 28,566**	**$ 433**	**$ 547**	**1.9 %**	**$ 29,113**	**$ 30,809**	**$ 32,180**

EXPENDITURE SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Debt Interest & Fiscal Services	$ 1,465	$ 1,308	$ 1,624	$ 316	$ (664)	(40.9) %	**$ 960**	**$ 428**	**$ 35**
Departmental Expenditures	15,301	16,713	18,243	1,530	(824)	(4.5)	**17,419**	**18,537**	**20,762**
TOTAL EXPENDITURES	**$ 16,766**	**$ 18,021**	**$ 19,867**	**$ 1,846**	**$ (1,488)**	**(7.5) %**	**$ 18,379**	**$ 18,965**	**$ 20,797**

Debt Principal Repaid	$ 1,683	$ 2,155	$ 1,393	$ (762)	$ (447)	(32.1)	**$ 946**	**$ 723**	**$ 559**
Contribution to Capital	5,272	4,000	4,000	0	4,300	107.5	**8,300**	**9,400**	**9,526**
Net Tsf To/(Frm) Surplus/Reserve	4,265	650	3,306	2,656	(1,818)	(55.0)	**1,488**	**1,721**	**1,298**
	$ 11,220	**$ 6,805**	**$ 8,699**	**$ 1,894**	**$ 2,035**	**23.4 %**	**$ 10,734**	**$ 11,844**	**$ 11,383**

Surplus/(Deficit)	$ (1,989)	$ 3,307	$ 0	$ (3307)	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Transfers (To)/Frm Surplus	1,989	(3,307)	0	3,307	0	0.0	**0**	**0**	**0**
BALANCED BUDGET	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**0.0 %**	**$ 0**	**$ 0**	**$ 0**

2001 - 2003 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
WATER UTILITY

PROGRAM SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Water	$ (4,682,000)	$ (8,110,000)	$ (4,088,000)	$ 4,022,000	$ (4,308,000)	105.4 %	**$ (8,396,000)**	**$ (8,653,000)**	**$ (8,141,000)**
NET DEPARTMENT TOTAL	**$ (4,682,000)**	**$ (8,110,000)**	**$ (4,088,000)**	**$ 4,022,000**	**$ (4,308,000)**	**105.4 %**	**$ (8,396,000)**	**$ (8,653,000)**	**$ (8,141,000)**

ACCOUNT SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Revenues									
Sales and Services	$ (24,248,000)	$ (25,473,000)	$ (25,637,000)	$ (164,000)	$ (1,666,000)	6.5 %	**$ (27,303,000)**	**$ (28,911,000)**	**$ (30,201,000)**
Grants, Donations and Other	0	0	0	0	0	0.0	**0**	**0**	**0**
	(24,248,000)	(25,473,000)	(25,637,000)	(164,000)	(1,666,000)	6.5	**(27,303,000)**	**(28,911,000)**	**(30,201,000)**
Expenditures									
Salaries and Benefits	0	0	0	0	0	0.0	**0**	**0**	**0**
Operating Costs	14,071,000	15,492,000	16,685,000	1,193,000	(627,000)	(3.8)	**16,058,000**	**17,176,000**	**19,401,000**
Internal Services Used	1,230,000	1,221,000	1,558,000	337,000	(197,000)	(12.6)	**1,361,000**	**1,361,000**	**1,361,000**
Internal Services Recovered	0	0	0	0	0	0.0	**0**	**0**	**0**
External Recoveries	0	0	0	0	0	0.0	**0**	**0**	**0**
	15,301,000	16,713,000	18,243,000	1,530,000	(824,000)	(4.5)	**17,419,000**	**18,537,000**	**20,762,000**
Net Operations Total	**(8,947,000)**	**(8,760,000)**	**(7,394,000)**	**1,366,000**	**(2,490,000)**	**33.7**	**(9,884,000)**	**(10,374,000)**	**(9,439,000)**
Transfers									
Transfer From Own Sources	0	650,000	0	(650,000)	0	0.0	**0**	**0**	**0**
Transfer To Own Sources	4,265,000	0	3,306,000	3,306,000	(1,818,000)	(55.0)	**1,488,000**	**1,721,000**	**1,298,000**
	4,265,000	650,000	3,306,000	2,656,000	(1,818,000)	(55.0)	**1,488,000**	**1,721,000**	**1,298,000**
NET DEPARTMENT TOTAL	**$ (4,682,000)**	**$ (8,110,000)**	**$ (4,088,000)**	**$ 4,022,000**	**$ (4,308,000)**	**105.4 %**	**$ (8,396,000)**	**$ (8,653,000)**	**$ (8,141,000)**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
WATER UTILITY

SIGNIFICANT CHANGES		SUMMARY
REVENUES		
2000 ADOPTED BUDGET		**$ 28,566,000**
Sales and Services		
Increase due to growth	706,000	
Increase due to rate increase	1,359,000	**2,065,000**
Local Improvement/Connection Fees	58,000	**58,000**
Provincial Funding	(233,000)	**(233,000)**
Investment Income	(1,081,000)	**(1,081,000)**
Penalties and Interest on Taxes	9,000	**9,000**
Total Change in Revenues		**818,000**
2001 REVENUE BUDGET		**29,384,000**
EXPENDITURES		
2000 ADOPTED BUDGET		**28,566,000**
Operating Costs		
Increase in water costs & maintenance	2,875,000	
Decrease in debt principal & interest	(1,111,000)	**1,764,000**
Internal Services Used	(174,000)	**(174,000)**
Net Transfers		
Decrease in transfers to other funds	(872,000)	
Increase in contribution to capital	100,000	**(772,000)**
Total Change in Expenditures		**818,000**
2001 EXPENDITURES BUDGET		**29,384,000**
2001 BUDGET		**$ 0**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
WATER UTILITY

SIGNIFICANT CHANGES		SUMMARY
REVENUES		
2001 ADOPTED BUDGET		**$ 29,384,000**
Increase due to growth	210,000	
Increase due to rate increase	1,388,000	
Reduction in Investment Income	61,000	**1,659,000**
2002 REVENUE BUDGET		**31,043,000**
EXPENDITURES		
2001 ADOPTED BUDGET		**29,384,000**
Increase in water costs & maintenance	1,115,000	
Decrease in debt principal & interest	(755,000)	
Increase in contribution to capital	100,000	
Increase in transfers to other funds	1,199,000	**1,659,000**
2002 EXPENDITURES BUDGET		**31,043,000**
2002 BUDGET		**$ 0**

SIGNIFICANT CHANGES		SUMMARY
REVENUES		
2002 BUDGET		**31,043,000**
Increase due to growth	55,000	
Increase due to rate increase	1,409,000	
Reduction in Investment Income	122,000	
Provincial Funding	454,000	**2,040,000**
2003 REVENUE BUDGET		**33,083,000**
EXPENDITURES		
2002 BUDGET		**31,043,000**
Increase in water costs & maintenance	2,222,000	
Decrease in debt principal & interest	(103,000)	
Increase in contribution to capital	126,000	
Decrease in transfers to other funds	(205,000)	**2,040,000**
2003 EXPENDITURES BUDGET		**33,083,000**
2003 BUDGET		**$ 0**

Departmental Operations

Extensive construction has taken place at the Annacis and Lulu Island treatment plants as well as expanding the Northwest Langley treatment plant. 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 $16.6 million in 2000 to $18 million in 2001.

2000 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. Also in 2000, the City began a voluntary conversion program to all residential homeowners the option of converting their "Flat Rate" utility billing to a metering system. This program is consistent with the plan to convert all utilities uses to a "User Pay" billing system.

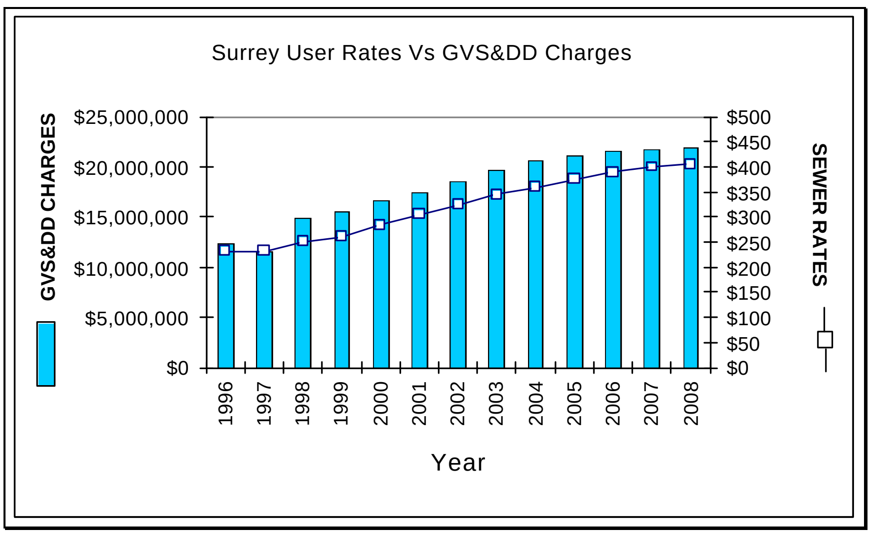
KEY TRENDS AND ISSUES

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.

For 2001 and beyond, it is proposed to continue with the expansion of metering the existing non-metered residential customers, this will allow all properties on water meters, commercial and residential, to be charged on a pay-by-flow sewer rate and be migrated off the flat rate charge, similar to the water utility. The phase in of the cost increase/decrease to the consumer, related to the elimination of the annual basic user charge and the charge for future units is in its final year.

RATES FOR 2001

The addition of drainage to the utility results in the user rate increasing from $145 to $169. The parcel tax remains the same at $136 per parcel. This represents an increase of $24 over 2000.



The above graph illustrates Surrey's proposed rate increases over the next 10 years when compared to our anticipated Greater Vancouver Sewer & Drainage District charges

5 YEAR SEWER & DRAINAGE OPERATING FINANCIAL PLAN
2001 - 2005
$ 000's

REVENUE SUMMARY	2001 BUDGET	2002 BUDGET	2003 BUDGET	2004 BUDGET	2005 BUDGET
Taxation	$ 13,279	$ 13,516	$ 13,740	$ 13,682	$ 13,818
Collections for Other Authorities	0	0	0	0	0
	13,279	13,516	13,740	13,682	13,818
Investment Income	2,444	1,870	1,504	1,487	1,398
Penalties and Interest on Taxes	174	174	174	174	174
Provincial Revenue Sharing	0	0	0	0	0
	2,618	2,044	1,678	1,661	1,572
Departmental Revenues	18,803	22,040	24,482	27,057	29,110
TOTAL REVENUES	$ 34,700	$ 37,600	$ 39,900	$ 42,400	$ 44,500

EXPENDITURE SUMMARY	2001 BUDGET	2002 BUDGET	2003 BUDGET	2004 BUDGET	2005 BUDGET
Debt Interest & Fiscal Services	$ 139	$ 69	$ 0	$ 0	$ 0
Departmental Expenditures	28,971	30,571	32,141	33,610	34,128
TOTAL EXPENDITURES	$ 29,110	$ 30,640	$ 32,141	$ 33,610	$ 34,128

Debt Principal Repaid	$ 61	$ 61	$ 0	$ 0	$ 0
Contribution to Capital	19,440	16,000	12,860	12,340	10,860
Net Tsf To/(Frm) Surplus/Reserve	(13,911)	(9,101)	(5,101)	(3,550)	(488)
	$ 5,590	$ 6,960	$ 7,759	$ 8,790	$ 10,372

Surplus/(Deficit)	$ 0	$ 0	$ 0	$ 0	$ 0
Transfers (To)/Frm Surplus	0	0	0	0	0
BALANCED BUDGET	$ 0	$ 0	$ 0	$ 0	$ 0

2001 - 2003 FINANCIAL PLAN
SEWER & DRAINAGE - FINANCIAL SUMMARY
$ 000's

REVENUE SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Taxation	$ 12,765	$ 12,958	$ 12,793	$ (165)	$ 486	3.8 %	**$ 13,279**	**$ 13,516**	**$ 13,740**
Collections for Other Authorities	0	0	0	0	0	0.0	**0**	**0**	**0**
	12,765	12,958	12,793	(165)	486	3.8	**13,279**	**13,516**	**13,740**
Investment Income	2,081	3,005	2,400	(605)	44	1.8	**2,444**	**1,870**	**1,504**
Penalties and Interest on Taxes	256	172	175	3	(1)	(0.6)	**174**	**174**	**174**
Provincial Revenue Sharing	0	0	0	0	0	0.0	**0**	**0**	**0**
	2,337	3,177	2,575	(602)	43	1.7	**2,618**	**2,044**	**1,678**
Departmental Revenues	17,104	19,282	19,961	679	(1,158)	(5.8)	**18,803**	**22,040**	**24,482**
TOTAL REVENUES	**$ 32,206**	**$ 35,417**	**$ 35,329**	**$ (88)**	**$ (629)**	**(1.8) %**	**$ 34,700**	**$ 37,600**	**$ 39,900**

EXPENDITURE SUMMARY	1999 ACTUAL	2000 ACTUAL	2000 BUDGET	2000 VARIANCE	2000 - 2001 BUDGET CHANGE		2001 BUDGET	2002 BUDGET	2003 BUDGET
Debt Interest & Fiscal Services	$ 315	$ 226	$ 266	$ 40	$ (127)	(47.7) %	**$ 139**	**$ 69**	**$ 0**
Departmental Expenditures	24,317	25,860	26,348	488	2,623	10.0	**28,971**	**30,571**	**32,141**
TOTAL EXPENDITURES	**$ 24,632**	**$ 26,086**	**$ 26,614**	**$ 528**	**$ 2,496**	**9.4 %**	**$ 29,110**	**$ 30,640**	**$ 32,141**

Debt Principal Repaid	$ 809	$ 417	$ 339	$ (78)	$ (278)	(82.0)	**$ 61**	**$ 61**	**$ 0**
Contribution to Capital	6,882	12,710	8,911	(3,799)	10,529	118.2	**19,440**	**16,000**	**12,860**
Net Tsf To/(Frm) Surplus/Reserve	1,174	(3,688)	(535)	3,153	(13,376)	2500.2	**(13,911)**	**(9,101)**	**(5,101)**
	$ 8,865	**$ 9,439**	**$ 8,715**	**$ (724)**	**$ (3,125)**	**(35.9) %**	**$ 5,590**	**$ 6,960**	**$ 7,759**

Surplus/(Deficit)	$ (1,291)	$ (108)	$ 0	$ 108	$ 0	0.0 %	**$ 0**	**$ 0**	**$ 0**
Transfers (To)/Frm Surplus	1,291	108	0	(108)	0	0.0	**0**	**0**	**0**
BALANCED BUDGET	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**0.0 %**	**$ 0**	**$ 0**	**$ 0**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
SEWER UTILITY

SIGNIFICANT CHANGES		SUMMARY
REVENUES		
2000 ADOPTED BUDGET		**$ 35,329,000**
Sales and Services		
Increase due to growth	2,561,000	
Increase due to rate increase	1,368,000	**3,929,000**
Special Levies, Parcel Taxes and Local Improvements	218,000	**218,000**
Investment Income	(201,000)	**(201,000)**
Total Changes in Revenue		**3,946,000**
2001 REVENUE BUDGET		**39,275,000**
EXPENDITURES		
2000 ADOPTED BUDGET		**35,329,000**
Operating Costs		
Increase in maintenance and operations	428,000	
Increase in cost of utility charges from GVS&DD	2,031,000	
Decrease in debt principal and interest	(405,000)	**2,054,000**
Internal Services Used	410,000	**410,000**
Net Transfers		
Decrease in contribution to capital	(421,000)	
Increase in transfers to other funds	1,903,000	**1,482,000**
Total Changes in Expenditures		**3,946,000**
2001 EXPENDITURES BUDGET		**39,275,000**
2001 BUDGET		**$ 0**

2001 - 2003 FINANCIAL PLAN
SIGNIFICANT CHANGES
SEWER UTILITY

SIGNIFICANT CHANGES		SUMMARY
REVENUES		
2001 ADOPTED BUDGET		**$ 39,275,000**
Increase due to growth in utility users & rates	3,125,000	
Decrease due to investment income	(467,000)	**2,658,000**
2002 REVENUE BUDGET		**41,933,000**
EXPENDITURES		
2001 ADOPTED BUDGET		**39,275,000**
Increase in operating costs	262,000	
Increase in cost of utility charges from GVS&DD	1,295,000	
Decrease in debt principal & interest	(70,000)	
Increase in contribution to capital	400,000	
Increase in transfers to other funds	771,000	**2,658,000**
2002 EXPENDITURES BUDGET		**41,933,000**
2002 BUDGET		**$ 0**

SIGNIFICANT CHANGES		SUMMARY
REVENUES		
2002 BUDGET		**$ 41,933,000**
Increase due to growth in utility users & rates	3,224,000	
Decrease due to investment income	(350,000)	**2,874,000**
2003 REVENUE BUDGET		**44,807,000**
EXPENDITURES		
2002 BUDGET		**41,933,000**
Increase in operating costs	271,000	
Increase in cost of utility charges from GVS&DD	1,262,000	
Decrease in debt principal & interest	(130,000)	
Increase in transfers to other funds	1,471,000	**2,874,000**
2003 EXPENDITURES BUDGET		**44,807,000**
2003 BUDGET		**$ 0**

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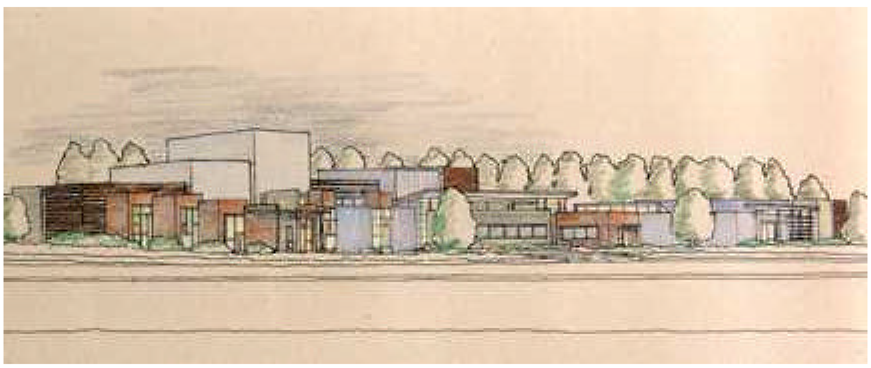
In year 2001, $11,080,000 was available for general capital projects. The following projects were recommended by the Long Term Capital Planning Task Force. Council approved all of these recommendations.

SURREY ART CENTRE EXPANSION ($7,100,000)

This $7,500,000 project was approved during 2000 with the pre-planning design. Construction began in early in 2001 and is scheduled to be open in spring of 2002, for the 2002 BC Festival of Arts.

The Surrey Art Centre Redevelopment is a renovation/addition to the existing facilities to improve and expand the current facilities located in Bear Creek Park. The redevelopment will be adding an additional 20,000 sq. ft. to the existing 32,000 sq. ft. The project includes a refurbished theatre, improved and expanded dressing rooms, public spaces, a new multi-purpose studio theatre space, a new class A gallery, expanded ceramics studios and classrooms, and efficient administrative spaces. The project also includes seismic and mechanical upgrading to the existing building.



YMCA PARTERSHIP ($2,500,000)

The City of Surrey and the YMCA have entered into an agreement to develop a Multi-Purpose facility in Panorama Village. The City's full commitment for this project is $4,896,000, including land acquisition. The land was purchased in 1996 for $246,000 and a contribution of $2,150,000 was funded from 2000. The official ground breaking was held in April 2001 and construction is expected to begin in July 2001.

This 65,000 sq. ft. facility will include a 25-metre pool, gymnasium, fitness area, squash/racquetball courts, multi-purpose space, and a childcare centre. The YMCA will provide general public swim access at the same rate as other City indoor pools and will allow for school and community groups to use or rent space.

RCMP COMPUTER EQUIPMENT REPLACEMENT ($600,000)

The City of Surrey has invested over $1,000,000 per year, since 1996 in an effort to ensure that our RCMP detachment has the necessary computer automation to effectively perform their duties. As this equipment begins to age, a replacement program is being established to ensure that this equipment will continue to meet their requirements.

FIREHALL #10 BUILDING IMPROVEMENTS ($200,000)

Firehall #10 is located on 72nd Avenue, at 136th Street. This aging facility requires renovations to bring it up to WCB standards for exhaust ventilation, as well as improve the emergency services generator at the hall. In addition to these critical improvements, the hall will undergo minor maintenance repairs to the exterior walls and the roof.

HERITAGE RAILWAY ($200,000)

The Heritage project, when completed, is expected to extend from Cloverdale to Brownsville and is estimated to cost $5.0 Million. This project is anticipated to be phased in over 5 years. As an economic/tourism development initiative, the City will act a funding partner with the Surrey Interurban Heritage Rail Society. A tourism consultant will prepare a study and report on a coordinated strategy for the tourism development along the rout and include an economic feasibility and cost-benefit analysis of the Interurban Revitalization project. In addition to the Tourism Consultant, funding is to be utilized to purchase cars 523 and lease car 1304.

SEMIAHMOO LIBRARY ($200,000)

A South Surrey Library is proposed to service the estimated 55,000 people in the community and reduce the interlibrary membership costs associated with Surrey residents using neighbouring library systems. The initial investment of $200,000 will be used as fundraising seed money to determine the feasibility of a major capital campaign that could potentially raising $2 million for this project.

JOINT DISPATCH CENTRE ($180,000)

A Joint Dispatch Centre has been proposed to provide a centralized dispatch communication centre for the Fire and Policing services within Surrey. In addition to serving Surrey's need, this centre could potentially service a larger geographical area, recovering costs from other communities. The funding of $180,000 is being provided to prepare a feasibility study of this concept.

CLOVERDALE RCMP DISTRICT OFFICE ($100,000)

The Cloverdale District Offices is located in a leased building at 5732 – 176A Street. The lease on this space has been renewed for an additional five years and is in need of some upgrades and renovations to improve the available working space. These upgrades and renovations will improve the ventilations, provide for improved interviewing space and improve security.

BASE GENERAL CAPITAL PROGRAM ($16,545,000)

The base general capital program is designed to provide funding for the preservation of previous investments in the City's Capital Assets. As capital assets age, they require more maintenance and upkeep, thus requiring them to be restored to the level of their original investment. Assets that require maintenance and upgrades include Buildings, Roads, Parks, Engineering Fleet equipment, Fire equipment and Information Technology. An on-going source of funding is provided to this area to ensure that these assets are maintained and protected.

RESIDENTIAL WATER METERING ($3,000,000)

In 1997, the City introduced a "User Pay' billing system for water and sewer, beginning with new commercial development. By 1999, the conversion of all commercial users and all new residential users to water meters has been completed. In 2000 the City began a 10-year program to convert all 'Flat Rate' residential utility users to water meters. This contribution is anticipated to fund year 2 of that 10-year plan.

WATER, SEWER AND DRAINAGE PRE-SERVICING OF INDUSTRIAL LANDS ($3,000,000)

One of Council's strategic directions is to increase the commercial/industrial tax base within Surrey. In order to encourage the sale and development of industrial lands, pre-servicing agreements are being developed to install water mains on all roads, and new sanitary and storm sewers to the benefiting areas.

BASE WATER CAPITAL PROGRAM ($8,270,000)

The base capital program for Water is designed to provide funding for the preservation of previous investments in the City's water infrastructure. As the capital infrastructures ages, it requires more maintenance and upkeep, thus requiring them to be restored to the level of their original investment. The infrastructure maintenance program consists of system management, replacing & upsizing water lines and connection, as well as minor extensions and relocations. An on-going source of funding is provided to this area to ensure that these assets are maintained and protected.

LOWLAND DRAINAGE ($9,000,000)

The lowland drainage program is a comprehensive lowland flood control program that encompasses improvements at dykes as well as drainage pump stations. This program includes works Serpentine River, the Nicomekl River, Latimer Creek, a wetland area at Bear Creek Park, and the Surrey Lake project at 72nd Avenue and 152nd Street.

BASE SEWER & DRAINAGE CAPITAL PROGRAM ($14,870,000)

The base capital program for Sewer and Drainage is designed to provide funding for the preservation of previous investments in the City's sewer and drainage infrastructure. As the capital infrastructures ages, it requires more maintenance and upkeep, thus requiring them to be restored to the level of their original investment. The infrastructure maintenance program consists of replacing & upsizing sewer lines and connection, as well as maintaining our drainage pump stations. An on-going source of funding is provided to this area to ensure that these assets are maintained and protected.

SURREY
CITY OF PARKS

5 YEAR CAPITAL FINANCIAL PLAN
CAPITAL PROJECTS
$ 000's

FUNDING AVAILABLE		**2001**	**2002**	**2003**	**2004**	**2005**
Contribution from General Operating		**$ 10,847**	**$ 7,347**	**$ 7,847**	**$ 10,847**	**$ 10,847**
Capital Legacy Fund		**2,000**	**2,000**	**2,000**	**2,000**	**2,000**
Funding from Operating Appropriation Surplus		**1,000**	**500**	**2,900**	**0**	**0**
Funding from Transfers Station Appr.		**2,000**	**0**	**100**	**0**	**0**
Land Sales		**5,994**	**6,000**	**3,500**	**3,000**	**3,000**
Landfill Operating Reserve		**600**	**600**	**0**	**0**	**0**
Taxi License Auction		**500**	**0**	**0**	**0**	**0**
Vehicles & Equipment Reserve		**4,190**	**4,218**	**4,245**	**5,914**	**5,914**
Utility Contributions		**12,340**	**12,440**	**12,966**	**12,596**	**11,230**
Utility Rate Stabalization		**15,400**	**12,960**	**9,420**	**9,400**	**8,920**
Non-Discretionary Contributions		**31,698**	**29,477**	**29,525**	**29,366**	**29,624**
External Contributions		**10,879**	**9,912**	**9,912**	**9,912**	**9,862**
Sundry		**20,015**	**20,015**	**20,015**	**20,015**	**20,015**
		117,463	**105,469**	**102,430**	**103,050**	**101,412**
Less: Base Capital Funding						
Building Repairs & Upgrades		**2,506**	**2,506**	**2,506**	**2,506**	**2,506**
Utility Engineering Structures		**27,079**	**24,722**	**21,690**	**21,289**	**19,425**
Non-Discreationary Works		**45,761**	**41,082**	**41,148**	**41,000**	**41,226**
Engineering Public Works		**4,253**	**5,253**	**4,253**	**4,253**	**4,253**
Parks		**900**	**900**	**900**	**900**	**900**
Equipment Replacement:		**0**	**0**	**0**	**0**	**0**
- Engineering Fleet Equipment		**900**	**900**	**900**	**900**	**900**
- Fire Services		**1,589**	**1,616**	**1,643**	**3,312**	**3,312**
- Information Technology		**2,500**	**2,500**	**2,500**	**2,500**	**2,500**
- Parks		**120**	**120**	**120**	**120**	**120**
Sundry		**20,775**	**20,770**	**20,770**	**20,770**	**20,770**
		106,383	**100,369**	**96,430**	**97,550**	**95,912**
		11,080	**5,100**	**6,000**	**5,500**	**5,500**
		$ 11,080	**$ 5,100**	**$ 6,000**	**$ 5,500**	**$ 5,500**

RANKED PROJECTS	**CATEGORY**	**2001**	**2002**	**2003**	**2004**	**2005**
PRC: Art Centre Addition	Buildings	**$ 7,100**	$ 100			
PRC: YMCA	Buildings	**2,500**				
ENG: South Westminster Waterfront	Engin. Structures		1,000			
ENG: Heritage Railway	Engin. Structures	**200**				
PROT: Cloverdaly RCMP District Office	Buildings	**100**				
PROT: RCMP Computer Replacement Prog	Equipment	**600**				
ENG: Sidewalk Improvments	Engin. Structures		300			
ENG: City Centre Beautification	Engin. Structures		500			
PROT: Fire Hall # 10 West Newton	Buildings	**200**				
PROT: Joint Dispatch Centre	Buildings	**180**	2,000			
PRC: Greenways	Engin. Structures		200			
SPL: Semiahmoo Library	Buildings	**200**				
CORP: Unranked Projects			1,000	6,000	5,500	5,500
TOTAL RANKED PROJECTS		**$ 11,080**	**$ 5,100**	**$ 6,000**	**$ 5,500**	**$ 5,500**

5 YEAR CAPITAL FINANCIAL PLAN
EXECUTIVE SUMMARY
$ 000's

SURREY
CITY OF PARKS

CONTRIBUTION SUMMARY	2001	2002	2003	2004	2005	5 YEAR PROGRAM
Non Discretionary Contributions						
DCC Reserve Funds	$ 27,498	$ 27,441	$ 27,652	$ 27,755	$ 27,974	**$ 138,320**
NCP Reserve Funds	2,400	500	300	0	0	**3,200**
Other Statutory Reserve Funds	1,800	1,536	1,573	1,611	1,650	**8,170**
	31,698	29,477	29,525	29,366	29,624	**149,690**
Discretionary Contributions						
Operating Appropriated Surplus	19,000	14,060	12,420	9,400	8,920	**63,800**
Contribution from Operating	23,687	19,787	20,813	23,443	22,077	**109,807**
Other Statutory Reserve Funds	12,199	12,233	9,760	10,929	10,929	**56,050**
	54,886	46,080	42,993	43,772	41,926	**229,657**
Other Contributions						
External Sources	5,879	4,912	4,912	4,912	4,862	**25,477**
Borrowing Proceeds	5,000	5,000	5,000	5,000	5,000	**25,000**
	10,879	9,912	9,912	9,912	9,862	**50,477**
Unspecified - Budget Authority	20,000	20,000	20,000	20,000	20,000	**100,000**
Total Current Year's Contributions	**117,463**	**105,469**	**102,430**	**103,050**	**101,412**	**529,824**
Carry Fwd from Previous Years	**142,767**	**100,196**	**97,309**	**92,745**	**91,271**	**476,842**
TOTAL CONTRIBUTIONS	**$ 260,230**	**$ 205,665**	**$ 199,739**	**$ 195,795**	**$ 192,683**	**$ 1,006,666**

EXPENDITURE SUMMARY	2001	2002	2003	2004	2005	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition	$ 12,792	$ 12,460	$ 12,497	$ 12,535	$ 12,574	**$ 62,858**
Buildings	2,506	2,506	2,506	2,506	2,506	**12,530**
Engineering Structures	64,866	59,157	55,354	55,067	53,390	**287,834**
Equipment	6,219	6,246	6,073	7,442	7,442	**33,422**
	86,383	80,369	76,430	77,550	75,912	**396,644**
Ranked Projects						
Buildings	10,280	2,100	0	0	0	**12,380**
Engineering Structures	200	2,000	0	0	0	**2,200**
Equipment	600	0	0	0	0	**600**
	11,080	4,100	0	0	0	**15,180**
Unranked Projects	0	1,000	6,000	5,500	5,500	**18,000**
Unidentified - Budget Authority	20,000	20,000	20,000	20,000	20,000	**100,000**
Total Current Year's Expenditures	**117,463**	**105,469**	**102,430**	**103,050**	**101,412**	**529,824**
Carry Fwd from Previous Years	**142,767**	**100,196**	**97,309**	**92,745**	**91,271**	**476,842**
TOTAL EXPENDITURES	**$ 260,230**	**$ 205,665**	**$ 199,739**	**$ 195,795**	**$ 192,683**	**$ 1,006,666**
AVAILABLE FOR RANKING	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

5 YEAR CAPITAL FINANCIAL PLAN
CONTRIBUTION SUMMARY
$ 000's

SURREY
CITY OF PARKS

CONTRIBUTION SUMMARY	2001	2002	2003	2004	2005	5 YEAR PROGRAM
Non Discretionary Contributions						
DCC Reserve Funds						
Arterial Roads	$ 9,000	$ 7,770	$ 7,770	$ 7,770	$ 7,770	**$ 40,080**
Major Collector Roads	2,240	1,807	1,807	1,807	1,807	**9,468**
Park Lands	6,658	8,017	8,017	8,017	8,017	**38,726**
Parkland Development	1,360	1,401	1,401	1,401	1,401	**6,964**
Drainage	4,340	4,449	4,560	4,560	4,674	**22,583**
Sewer	2,010	2,060	2,112	2,165	2,219	**10,566**
Water	1,890	1,937	1,985	2,035	2,086	**9,933**
	27,498	27,441	27,652	27,755	27,974	**138,320**
NCP Reserve Funds						
Fire	300	300	300	0	0	**900**
Library Services	200	200	0	0	0	**400**
Recreation Services	1,900	0	0	0	0	**1,900**
	2,400	500	300	0	0	**3,200**
Other Statutory Reserve Funds						
Affordable Housing	600	300	300	300	300	**1,800**
Cash In Lieu of Parkland	1,200	1,236	1,273	1,311	1,350	**6,370**
	1,800	1,536	1,573	1,611	1,650	**8,170**
	31,698	**29,477**	**29,525**	**29,366**	**29,624**	**149,690**
Discretionary Contributions						
Operating Appropriated Surplus						
Landfill Operating	600	600	0	0	0	**1,200**
Other Appropriations	3,000	500	3,000	0	0	**6,500**
Utility Rate Stabilization Reserve	15,400	12,960	9,420	9,400	8,920	**56,100**
	19,000	14,060	12,420	9,400	8,920	**63,800**
Contributions from Operating						
Current Year's General Operating	10,847	7,347	7,847	10,847	10,847	**47,735**
Taxi License Auction	500	0	0	0	0	**500**
Water	4,100	4,200	4,326	4,456	4,590	**21,672**
Sewer & Drainage	8,240	8,240	8,640	8,140	6,640	**39,900**
	23,687	19,787	20,813	23,443	22,077	**109,807**
Other Statutory Reserve Funds						
City Land Sales	5,994	6,000	3,500	3,000	3,000	**21,494**
Cranley Drive Revolving	15	15	15	15	15	**75**
Vehicles & Equipment	4,190	4,218	4,245	5,914	5,914	**24,481**
Capital Legacy Fund	2,000	2,000	2,000	2,000	2,000	**10,000**
	12,199	12,233	9,760	10,929	10,929	**46,050**
	54,886	**46,080**	**42,993**	**43,772**	**41,926**	**229,657**
Other Contributions						
External Sources						
Private Contributions	1,460	310	310	310	260	**2,650**
GVTA	4,419	4,602	4,602	4,602	4,602	**22,827**
	5,879	4,912	4,912	4,912	4,862	**25,477**
Borrowing						
Parkland Borrowing	2,000	2,000	2,000	2,000	2,000	**10,000**
Local Improvement	3,000	3,000	3,000	3,000	3,000	**15,000**
	5,000	5,000	5,000	5,000	5,000	**25,000**
	10,879	**9,912**	**9,912**	**9,912**	**9,862**	**50,477**
Unspecified - Budget Authority	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**
TOTAL CONTRIBUTIONS	**$ 117,463**	**$ 105,469**	**$ 102,430**	**$ 103,050**	**$ 101,412**	**$ 529,824**

5 YEAR CAPITAL FINANCIAL PLAN
EXPENDITURE SUMMARY
$ 000's

EXPENDITURE SUMMARY	2001	2002	2003	2004	2005	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition						
General Corporate	$ 1,090	$ 785	$ 785	$ 785	$ 785	**$ 4,230**
Parks, Recreation & Culture	11,702	11,675	11,712	11,750	11,789	**58,628**
	12,792	12,460	12,497	12,535	12,574	**62,858**
Buildings						
General Corporate	1,920	2,106	2,106	2,106	2,106	**10,344**
Protection Services	186	0	0	0	0	**186**
Parks, Recreation & Culture	400	400	400	400	400	**2,000**
	2,506	2,506	2,506	2,506	2,506	**12,530**
Engineering Structures						
General Corporate	90	90	90	90	90	**450**
Engineering Services	22,654	20,936	19,936	19,936	19,936	**103,398**
Parks, Recreation & Culture	4,382	2,525	2,525	2,525	2,475	**14,432**
Sewer & Drainage Services	25,670	22,389	19,412	18,945	17,633	**104,049**
Water Services	12,070	13,217	13,391	13,571	13,256	**65,505**
	64,866	59,157	55,354	55,067	53,390	**287,834**
Equipment						
General Corporate	3,810	3,810	3,610	3,610	3,610	**18,450**
Protective Services	1,889	1,916	1,943	3,312	3,312	**12,372**
Parks, Recreation & Culture	120	120	120	120	120	**600**
Sewer & Drainage Services	200	200	200	200	200	**1,000**
Water Services	200	200	200	200	200	**1,000**
	6,219	6,246	6,073	7,442	7,442	**33,422**
	86,383	**80,369**	**76,430**	**77,550**	**75,912**	**396,644**
Ranked Projects						
Buildings						
General Corporate	200	0	0	0	0	**200**
Protective Services	480	2,000	0	0	0	**2,480**
Parks, Recreation & Culture	9,600	100	0	0	0	**9,700**
	10,280	2,100	0	0	0	**12,380**
Engineering Structures						
Engineering Services	200	1,800	0	0	0	**2,000**
Parks, Recreation & Culture	0	200	0	0	0	**200**
	200	2,000	0	0	0	**2,200**
Equipment						
Protective Services	600	0	0	0	0	**600**
	600	0	0	0	0	**600**
	11,080	**4,100**	**0**	**0**	**0**	**15,180**
Unranked Projects	**0**	**1,000**	**6,000**	**5,500**	**5,500**	**18,000**
Unidentified - Budget Authority	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**
TOTAL EXPENDITURES	**$ 117,463**	**$ 105,469**	**$ 102,430**	**$ 103,050**	**$ 101,412**	**$ 529,824**
AVAILABLE FOR RANKING	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

5 YEAR CAPITAL FINANCIAL PLAN
GENERAL CORPORATE
$ 000's

CONTRIBUTION SUMMARY	2001	2002	2003	2004	2005	5 YEAR PROGRAM
Non Discretionary Contributions						
NCP Reserve Funds - Library	$ 200	$ 200	$ 0	$ 0	$ 0	**$ 400**
	200	200	0	0	0	**400**
Other Statutory Reserve Funds						
Affordable Housing	600	300	300	300	300	**1,800**
	600	300	300	300	300	**1,800**
	800	**500**	**300**	**300**	**300**	**2,200**
Discretionary Contributions						
Contributions from Operating						
Current Year's Contribution	2,645	76	2,876	3,876	3,876	**13,349**
Other Appropriations	0	500	1,000	0	0	**1,500**
Taxi License Auction	500	0	0	0	0	**500**
	3,145	576	3,876	3,876	3,876	**15,349**
Other Statutory Reserve Funds						
City Land Sales	250	1,800	3,500	3,000	3,000	**11,550**
Cranley Drive Revolving	15	15	15	15	15	**75**
Vehicles, Equipment & Other	2,900	2,900	2,900	2,900	2,900	**14,500**
Capital Legacy Fund	0	2,000	2,000	2,000	2,000	**8,000**
	3,165	6,715	8,415	7,915	7,915	**26,125**
	7,110	**7,791**	**12,591**	**12,091**	**12,091**	**51,674**
Unspecified - Budget Authority	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**
TOTAL CONTRIBUTIONS	**$ 27,110**	**$ 27,791**	**$ 32,591**	**$ 32,091**	**$ 32,091**	**$ 151,674**

EXPENDITURE SUMMARY	2001	2002	2003	2004	2005	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition						
Newton Town Centre	$ 200	$ 200	$ 200	$ 200	$ 200	**$ 1,000**
Cranley Drive	15	15	15	15	15	**75**
Affordable Housing	600	300	300	300	300	**1,800**
Sundry	275	270	270	270	270	**1,355**
	1,090	785	785	785	785	**4,230**
Buildings						
Corporate Building Renovations	1,700	1,886	1,886	1,886	1,886	**9,244**
Cloverdale Fairgrounds	100	100	100	100	100	**500**
Library Renovations	100	100	100	100	100	**500**
Sundry	20	20	20	20	20	**100**
	1,920	2,106	2,106	2,106	2,106	**10,344**
Engineering Structures						
Aerial Photography	70	70	70	70	70	**350**
Sundry	20	20	20	20	20	**100**
	90	90	90	90	90	**450**
Equipment						
Public Works Fleet Equipment	900	900	900	900	900	**4,500**
Library	240	240	40	40	40	**600**
Information Technology	2,500	2,500	2,500	2,500	2,500	**12,500**
Office Equipment	160	160	160	160	160	**800**
Sundry	10	10	10	10	10	**50**
	3,810	3,810	3,610	3,610	3,610	**18,450**
	6,910	**6,791**	**6,591**	**6,591**	**6,591**	**33,474**
Ranked Projects						
Buildings						
Semiahmoo Library	200	0	0	0	0	**200**
	200	**0**	**0**	**0**	**0**	**200**
Unranked Projects	**0**	**1,000**	**6,000**	**5,500**	**5,500**	**18,000**
Unspecified - Budget Authority	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**
TOTAL EXPENDITURES	**$ 27,110**	**$ 27,791**	**$ 32,591**	**$ 32,091**	**$ 32,091**	**$ 151,674**
AVAILABLE FOR RANKING	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

5 YEAR CAPITAL FINANCIAL PLAN
ENGINEERING SERVICES
$ 000's

SURREY
CITY OF PARKS

CONTRIBUTION SUMMARY	2001	2002	2003	2004	2005	5 YEAR PROGRAM
Non Discretionary Contributions						
DCC Reserve Funds						
Arterial Roads	$ 9,000	$ 7,770	$ 7,770	$ 7,770	$ 7,770	**$ 40,080**
Major Collector Roads	2,240	1,807	1,807	1,807	1,807	**9,468**
	11,240	**9,577**	**9,577**	**9,577**	**9,577**	**49,548**
Discretionary Contributions						
Appropriated Surplus						
Landfill Operating	600	600	0	0	0	**1,200**
Other Appropriations	3,000	0	2,000	0	0	**5,000**
	3,600	600	0	0	0	**6,200**
Contribution from Operating						
Current Year's Contribution	853	4,553	2,253	4,253	4,253	**16,165**
City's Share - DCC Program	592	504	504	504	504	**2,608**
	1,445	5,057	2,757	4,757	4,757	**18,773**
Other Statutory Reserve Funds						
City Land Sales	0	1,900	0	0	0	**1,900**
	0	1,900	0	0	0	**1,900**
	5,045	**7,557**	**4,757**	**4,757**	**4,757**	**26,873**
Other Contributions						
External Sources						
Private Contributions	500	0	0	0	0	**500**
BCTFA	650	0	0	0	0	**650**
GVTA	4,419	4,602	4,602	4,602	4,602	**22,827**
	5,569	4,602	4,602	4,602	4,602	**23,977**
Borrowing Proceeds						
Local Improvement	1,000	1,000	1,000	1,000	1,000	**5,000**
	1,000	1,000	1,000	1,000	1,000	**5,000**
	6,569	**5,602**	**5,602**	**5,602**	**5,602**	**28,977**
TOTAL CONTRIBUTIONS	**$ 22,854**	**$ 22,736**	**$ 19,936**	**$ 19,936**	**$ 19,936**	**$ 105,398**

EXPENDITURE SUMMARY	2001	2002	2003	2004	2005	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Arterial	$ 10,624	$ 8,179	$ 8,179	$ 8,179	$ 8,179	**$ 43,340**
Growth Related - Non Arterial	2,358	1,902	1,902	1,902	1,902	**9,966**
Non Growth Related - Arterial	2,889	3,889	2,889	2,889	2,889	**15,445**
Non Growth Related - Non Arterial	2,364	2,364	2,364	2,364	2,364	**11,820**
GVTA	4,419	4,602	4,602	4,602	4,602	**22,827**
	22,654	20,936	19,936	19,936	19,936	**103,398**
Ranked Projects						
Engineering Structures						
South Westminster Waterfront Develop	0	1,000	0	0	0	**1,000**
Heritage Railway	200	0	0	0	0	**200**
Sidewalk Improvements	0	300	0	0	0	**300**
City Centre - Street Beautification	0	500	0	0	0	**500**
	200	**1,800**	**0**	**0**	**0**	**2,000**
TOTAL EXPENDITURES	**$ 22,854**	**$ 22,736**	**$ 19,936**	**$ 19,936**	**$ 19,936**	**$ 105,398**

AVAILABLE FOR RANKING	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

5 YEAR CAPITAL FINANCIAL PLAN
PROTECTIVE SERVICES
$ 000's

CONTRIBUTION SUMMARY	2001	2002	2003	2004	2005	5 YEAR PROGRAM
Non Discretionary Contributions						
NCP Reserve Funds						
Fire	$ 300	$ 300	$ 300	$ 0	$ 0	**$ 900**
	300	300	300	0	0	**900**
Discretionary Contributions						
Contributions from Operating						
Current Year's General Operating	1,565	298	298	298	298	**2,757**
	1,565	298	298	298	298	**2,757**
Other Statutory Reserve Funds						
Vehicles and Equipment	1,290	1,318	1,345	3,014	3,014	**9,981**
City Land Sales	0	2,000	0	0	0	**2,000**
	1,290	3,318	1,345	3,014	3,014	**9,981**
	2,855	**3,916**	**1,943**	**3,312**	**3,312**	**15,638**
TOTAL CONTRIBUTIONS	**$ 3,155**	**$ 3,916**	**$ 1,943**	**$ 3,312**	**$ 3,312**	**$ 15,638**

EXPENDITURE SUMMARY	2001	2002	2003	2004	2005	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Equipment						
Fire Vehicles & Equipment	$ 1,290	$ 1,318	$ 1,345	$ 3,014	$ 3,014	**$ 9,981**
Small Equipment Purchases	599	598	598	298	298	**2,391**
RCMP Computer Replacements	0	0	0	0	0	**0**
RCMP Furniture & Equipment	0	0	0	0	0	**0**
	1,889	1,916	1,943	3,312	3,312	**12,372**
Buildings						
WCB Required Upgrades	186	0	0	0	0	**186**
	186	0	0	0	0	**186**
	2,075	**1,916**	**1,943**	**3,312**	**3,312**	**12,558**
Ranked Projects						
Buildings						
Fire Hall #10 West Newton	200	0	0	0	0	**200**
Joint Dispatch Centre	180	2,000	0	0	0	**2,180**
Cloverdale RCMP District Office	100	0	0	0	0	**100**
	480	2,000	0	0	0	**2,380**
Equipment						
RCMP Equipment Replacements	600	0	0	0	0	**600**
	600	0	0	0	0	**600**
	1,080	**2,000**	**0**	**0**	**0**	**3,080**
TOTAL EXPENDITURES	**$ 3,155**	**$ 3,916**	**$ 1,943**	**$ 3,312**	**$ 3,312**	**$ 15,638**

AVAILABLE FOR RANKING	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

5 YEAR CAPITAL FINANCIAL PLAN
PARKS, RECREATION & CULTURE
$ 000's

SURREY
CITY OF PARKS

CONTRIBUTION SUMMARY	2001	2002	2003	2004	2005	5 YEAR PROGRAM
Non Discretionary Contributions						
DCC Reserve Funds						
Park Lands	$ 6,658	$ 8,017	$ 8,017	$ 8,017	$ 8,017	**$ 38,726**
Parkland Development	1,360	1,401	1,401	1,401	1,401	**6,964**
	8,018	9,418	9,418	9,418	9,418	**45,690**
NCP Reserve Funds						
Recreation Facilities	1,900	0	0	0	0	**1,900**
	1,900	0	0	0	0	**1,900**
Other Statutory Reserve Funds						
Cash In Lieu of Parkland	1,200	1,236	1,273	1,311	1,350	**6,370**
	1,200	1,236	1,273	1,311	1,350	**6,370**
	11,118	**10,654**	**10,691**	**10,729**	**10,768**	**53,960**
Discretionary Contributions						
Contributions from Operating						
Current Year's Contribution	4,770	1,420	1,420	1,420	1,420	**10,450**
City's Share - DCC Program	422	496	496	496	496	**2,406**
	5,192	1,916	1,916	1,916	1,916	**12,856**
Other Statutory Reserve Funds						
City Land Sales	5,744	300	0	0	0	**6,044**
Capital Legacy Fund	2,000	0	0	0	0	**2,000**
	7,744	300	0	0	0	**6,044**
	12,936	**2,216**	**1,916**	**1,916**	**1,916**	**20,900**
Other Contributions						
External Sources						
Private Contributions	150	150	150	150	100	**700**
	150	150	150	150	100	**700**
Borrowing Proceeds	2,000	2,000	2,000	2,000	2,000	**10,000**
TOTAL CONTRIBUTIONS	**$ 26,204**	**$ 15,020**	**$ 14,757**	**$ 14,795**	**$ 14,784**	**$ 85,560**

EXPENDITURE SUMMARY	2001	2002	2003	2004	2005	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition						
Park Land	$ 11,702	$ 11,675	$ 11,712	$ 11,750	$ 11,789	**$ 58,628**
	11,702	11,675	11,712	11,750	11,789	**58,628**
Buildings						
Recreation Facilities Renovations	400	400	400	400	400	**2,000**
	400	400	400	400	400	**2,000**
Engineering Structures						
Base Park Development	900	900	900	900	900	**4,500**
NCP/DCC Park Development	3,332	1,475	1,475	1,475	1,475	**9,232**
Developer Tree Program	150	150	150	150	100	**700**
	4,382	2,525	2,525	2,525	2,475	**14,432**
Equipment						
Minor Equipment	120	120	120	120	120	**600**
	120	120	120	120	120	**600**
	16,604	**14,720**	**14,757**	**14,795**	**14,784**	**75,660**
Ranked Projects						
Buildings						
YMCA	2,500	0	0	0	0	**2,500**
Surrey Art Centre	7,100	100	0	0	0	**7,200**
	9,600	**100**	**0**	**0**	**0**	**9,700**
Engineering Structures						
Greenways	0	200	0	0	0	**200**
	0	**200**	**0**	**0**	**0**	**200**
	9,600	**300**	**0**	**0**	**0**	**9,900**
TOTAL EXPENDITURES	**$ 26,204**	**$ 15,020**	**$ 14,757**	**$ 14,795**	**$ 14,784**	**$ 85,560**
AVAILABLE FOR RANKING	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

5 YEAR CAPITAL FINANCIAL PLAN
WATER SERVICES
$ 000's

CONTRIBUTION SUMMARY	2001	2002	2003	2004	2005	5 YEAR PROGRAM
Non Discretionary Contributions						
DCC Reserve Funds						
Water	$ 1,890	$ 1,937	$ 1,985	$ 2,035	$ 2,086	**$ 9,933**
	1,890	1,937	1,985	2,035	2,086	**9,933**
Discretionary Contributions						
Appropriated Surplus						
Rate Stabilization Provision	4,200	5,200	5,200	5,200	4,700	**24,500**
	4,200	5,200	5,200	5,200	4,700	**24,500**
Contribution from Operating						
Current Year's Contribution	3,890	3,985	4,105	4,230	4,358	**20,568**
City's Share - DCC Program	210	215	221	226	232	**1,104**
	4,100	4,200	4,326	4,456	4,590	**21,672**
	8,300	**9,400**	**9,526**	**9,656**	**9,290**	**46,172**
Other Contributions						
External Sources						
Sundry Contributions	80	80	80	80	80	**400**
	80	80	80	80	80	**400**
Borrowing Proceeds						
Local Improvement	2,000	2,000	2,000	2,000	2,000	**10,000**
	2,000	2,000	2,000	2,000	2,000	**10,000**
	2,080	**2,080**	**2,080**	**2,080**	**2,080**	**10,400**
TOTAL CONTRIBUTIONS	**$ 12,270**	**$ 13,417**	**$ 13,591**	**$ 13,771**	**$ 13,456**	**$ 66,505**

EXPENDITURE SUMMARY	2001	2002	2003	2004	2005	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related	$ 2,100	$ 2,152	$ 2,206	$ 2,261	$ 2,318	**$ 11,037**
Non Growth Related	5,970	6,065	6,185	6,310	6,438	**30,968**
	8,070	8,217	8,391	8,571	8,756	**42,005**
Equipment						
Information Technology	200	200	200	200	200	**1,000**
	200	200	200	200	200	**1,000**
	8,270	8,417	8,591	8,771	8,956	**43,005**
Other Projects						
Residential Metering	3,000	3,000	3,000	3,000	3,000	**15,000**
Pre-Servicing Industrial Lands	1,000	2,000	2,000	2,000	1,500	**8,500**
	4,000	5,000	5,000	5,000	4,500	**23,500**
TOTAL EXPENDITURES	**$ 12,270**	**$ 13,417**	**$ 13,591**	**$ 13,771**	**$ 13,456**	**$ 66,505**

AVAILABLE FOR RANKING	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

5 YEAR CAPITAL FINANCIAL PLAN
SEWER/DRAINAGE SERVICES
$ 000's

CONTRIBUTION SUMMARY	2001	2002	2003	2004	2005	5 YEAR PROGRAM
Non Discretionary Contributions						
DCC Reserve Funds						
Sewer	$ 2,010	$ 2,060	$ 2,112	$ 2,165	$ 2,219	**$ 10,566**
Drainage	4,340	4,449	4,560	4,560	4,674	**22,583**
	6,350	**6,509**	**6,672**	**6,725**	**6,893**	**33,149**
Discretionary Contributions						
Appropriated Surplus						
Rate Stabilization Provision	11,200	7,760	4,220	4,200	4,220	**31,600**
	11,200	7,760	4,220	4,200	4,220	**31,600**
Contribution from Operating						
Current Year's Contribution - Sewer	2,417	2,411	2,405	2,399	2,393	**12,025**
Current Year's Contribution - Drainage	5,372	5,366	5,760	5,260	3,754	**25,512**
City's Share - DCC Program	451	463	475	481	493	**2,363**
	8,240	8,240	8,640	8,140	6,640	**39,900**
	19,440	**16,000**	**12,860**	**12,340**	**10,860**	**71,500**
Other Contributions						
External Sources						
Sundry Contributions	80	80	80	80	80	**400**
	80	80	80	80	80	**400**
	80	**80**	**80**	**80**	**80**	**400**
TOTAL CONTRIBUTIONS	**$ 25,870**	**$ 22,589**	**$ 19,612**	**$ 19,145**	**$ 17,833**	**$ 105,049**

EXPENDITURE SUMMARY	2001	2002	2003	2004	2005	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Sewer	$ 2,233	$ 2,289	$ 2,347	$ 2,406	$ 2,466	**$ 11,741**
Growth Related - Drainage	4,568	4,683	4,800	4,800	4,920	**23,771**
Non Growth Related - Sewer	2,497	2,491	2,485	2,479	2,473	**12,425**
Non Growth Related - Drainage	5,372	5,366	5,760	5,260	3,754	**25,512**
	14,670	14,829	15,392	14,945	13,613	**73,449**
Equipment						
Information Technology	200	200	200	200	200	**1,000**
	200	200	200	200	200	**1,000**
	14,870	**15,029**	**15,592**	**15,145**	**13,813**	**74,449**
Other Projects						
Lowland Drainage	9,000	5,560	2,020	2,000	2,020	**20,600**
Pre-Servicing Industrial Sites	2,000	2,000	2,000	2,000	2,000	**10,000**
	11,000	**7,560**	**4,020**	**4,000**	**4,020**	**30,600**
TOTAL EXPENDITURES	**$ 25,870**	**$ 22,589**	**$ 19,612**	**$ 19,145**	**$ 17,833**	**$ 105,049**

AVAILABLE FOR RANKING	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

Top Left: Peninsula Village Safeway - South Surrey
Top Right: Surrey Sports & Leisure Complex

Center Photo:Tech BC Design Concept
Rendering by E.V. Radvenis Inc.
Courtesy of Bing Thom Architects

Bottom Left: Pacific Press Building
Bottom Right: Surrey Business Park