SURREY

CITY OF PARKS

Working Together to Create a Great City With a Heart

2002 - 2006 FINANCIAL PLAN

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2002 - 2006 FINANCIAL PLAN

READER'S GUIDE

This Reader’s Guide is intended to provide the reader with a basic understanding of the 2002 - 2006 Financial Plan and briefly describe the content and layout of each of the major sections of the document.

This **Financial Plan** provides detailed funding requirements over the next five years and also serves as:

- A **Policy Document**, that outlines the financial policies that guide the development of the Plan as well as articulate financial priorities and issues;
- An **Operations Guide**, that helps staff manage day-to-day operations by providing financial and policy information and by identifying financial and staffing resources available to provide services, and
- A **Communication Device**, that gives all readers a comprehensive look at the services provided by the City and the costs related to those services.

We have made several improvements over the last several years which as made this document more meaningful and easier to understand. Some of these improvements include:

- Summarized corporate overview of all operating and capital budgets that provides a snapshot of the City’s financial position. This overview closely aligns with the City’s Financial Statements and complies with PSAB requirements;
- Separation of the Surplus/Deficit figures from the total revenues and total expenditures to show more clearly the source of funds used to balance the budget;
- Closer alignment of Departmental Initiatives with Corporate Goals and Objectives using measurable indicators and statistics;
- Section explaining existing Corporate Policies as well as those the City plans to initiate in the upcoming year;
- Detailed summary of our outstanding debt;
- Schedule of Position counts throughout the organization on a departmental basis;
- Brief highlight of the Capital projects approved for the current year, and
- Corporate reconciliation to show the high level changes between one year’s Financial Plan and the next.

The above improvements helped the City earn the Annual Distinguished Budget Presentation Award, bestowed by the Government Finance Officers of America, for four consecutive years (1996-1999). In an effort to further enhance the document, our 2002 - 2006 Financial Plan includes:

- Five-Year Financial Plans at a departmental level;
- Stronger links between Departmental Plans and Corporate Plans, and
- Schedule of Appropriated Surplus Funds.

For the first time, we plan to submit our Five-Year Financial Plan for an award under the Multi-Year Budgeting Category of the Distinguished Budget Presentation Awards Program.

The document has been separated into eight major sections. Explanations of each of these sections are outlined on the following pages.

EXECUTIVE OVERVIEW

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

- Reader's Guide;
- City Manager's Message;
- Approved Supplemental Funding Requests, and
- Financial Planning Process.

COMMUNITY PROFILE

This section is intended to provide the reader with a brief understanding of the City of Surrey and its history, as well as some of the services that are available. It includes the following:

- History of Surrey;
- Population & Growth Statistics;
- Business Development Services and Areas;
- Taxation & Assessment Details;
- Educational Services, and
- Health and Safety Services.

ORGANIZATIONAL PROFILE

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

- Government and Administration;
- City Plans, Planning Policies and Models, and
- City Organizational Structure.

FINANCIAL OVERVIEW

This section is intended to provide the reader with a brief understanding of economic conditions on the City of Surrey and the consolidated financial structure. It includes the following:

- Economic Overview;
- Major Revenue Sources of the City, and
- Consolidated Financial Summary.

GENERAL OPERATING FUND

This section deals specifically with the General Operating Fund financial planning issues and includes the following:

- Executive Summary, and
- Departmental Operations.

In an effort to put less focus on the numerical aspect of the document we have not included line item details of each program within the department. This information is provided separately to each department in their own preferred format. For the purposed of this document, each departmental budget includes a list of their programs and a line item summary condensed to seven major account groupings, which are outlined below:

Revenues:

- Sales and Services, and
- Grants, Donations and Other.

Expenditures:

- Salaries and Benefits;
- Operating Costs;
- Internal Services Used (use of another department's resources);
- Internal Services Recovered (providing services to another department), and
- External Recoveries.

Net Internal Transfers - includes transfers to and/or from other Funds, Reserves or Surplus.

WATER UTILITY FUND

This section deals specifically with the Water Operations Utility Fund financial planning issues and includes the following:

- Fund Overview;
- Executive Summary, and
- Departmental Operations.

SEWER AND DRAINAGE UTILITY FUND

This section deals specifically with the Sewer and Drainage Operations Utility Fund financial planning issues and includes the following:

- Fund Overview;
- Executive Summary, and
- Departmental Operations.

CAPITAL PROGRAMS

This section deals with all capital aspects including the following:

- Contribution and Expenditure Overview;
- Debt Summary;
- Capital Planning Process;
- 2002 Ranked Capital Projects, and
- Long Term Capital Plan.

March 25, 2002

To the Mayor and Council,
City of Surrey

I am pleased to submit the City of Surrey's 2002 - 2006 Financial Plan.

The Local Government Act requires that Council adopt a Five - Year Financial Plan for the City, each year prior to the adoption of the annual tax by-law. This objective was achieved in December 2001, prior to the commencement of the 2002 year.

This document provides the supporting details to the 2002 - 2006 Financial Plan By-laws, which received final adoption on December 3rd, 2001.

The goal of the Five Year Financial Plan is to more closely align all of the City's major plans such as the Official Community Plan, Transportation Plan, Parks, Recreation & Culture Master Plan and the Library Master Plan. Together these Plans will outline and support the strategies required to ensure that the City's immediate and future needs are adequately met.

1.0 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. The detail supports the consolidated figures and also provides departments with their expenditure authority. It is important to note that estimates and projections have been used for the years 2003 through 2006. These projections will be updated annually prior to Council's review and approval of that year's Five - Year Financial Plan.

2.0 FINANCIAL PLANNING PROCESS

This year we were able to streamline our financial planning process initially by seeking Council's direction at the end of July 2001. Council requested that we present them with a 'status-quo' budget based on the assumptions used in the 2001-2005 Adopted Financial Plan. To this end, the preliminary budget figures were prepared by Finance Staff and distributed to departments by the end of August. This reduced the amount of time required by each department to finalize their Plans and return them to Finance for consolidation.

On November 6th, 2001, Staff presented the 2002 Five - Year Financial Plan to the Finance Committee of Council. The time and place for the meeting was advertised in local newspapers and on Surrey's web site well in advance. Members of the public were invited to submit written comments to the Chair of the Finance Committee. They were also given an opportunity to present their views, in person, during the meeting.

The Finance Committee recommended to Council that the Financial Plan be approved as presented. Council adopted these recommendations at their Regular Meeting held November 19th, 2001. The appropriate Bylaws were then presented to Council on November 26th and given final reading on December 3rd, 2001.

This marks the first time, since the Local Government Act required municipalities to prepare a Five - Year Financial Plan, that Council has adopted the Plan in advance of its commencement date.

3.0 FIVE - YEAR GENERAL OPERATING FINANCIAL PLAN

Council has directed that the 'status-quo' 2002 Five - Year Financial Plan include provisions for the following:

- 0% tax increase for 2002;
- Contract increases (communications, third party contracts, etc.);
- Salary contract & step increases;
- Funds to offset reductions in by-law, traffic & casino revenue;
- Full year impact of the 16 additional RCMP members added during 2001, and
- Full year impact of prior year's approved funding requests.

In order to address some of the demands that have been building for several years, Council further directed that we provide 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;
- Other RCMP needs such as the auxiliary program and E-Comm. radio system;
- Additional firefighters (4 in 2002 and 8 in 2005);
- Begin restoration of Eng/Parks inventory/maintenance/rehabilitation (@ $500K per yr);
- Begin restoration of operating contribution to capital to 1998 levels (@ $1.5M per year), and
- Operating impact for a new South Surrey Library/Policing Facility ($1.0M in 2004).

In order to pay for the above needs, Council has directed the following:

Increase Revenues as follows:

- New tax growth at 2.3% - 2.5% per year;
- Increased commercial/industrial tax base;
- Utility fee increases for Garbage, Water, Sewer & Drainage, and
- Increases for "fee for services" @ 2.0% - 3.5% per year.

Decrease Expenditures as follows:

- Parks, Recreation & Culture operating savings ($0.3M in 2002), and
- Decreased operating contribution to capital ($4.1M in 2002).

New Revenues:

- On-going sustainable revenues, such as Public Safety Tax or some other equivalent measures, to begin in 2003.

The 2002 Five - Year Financial Plan has been balanced by including the following:

1. The Operating Contribution to the Capital Program has been reduced in 2002 by $4.1 Million. The 5-Year Financial Plan gradually restores this reduction beginning in 2003.

2. The introduction of a Public Safety Tax, or equivalent on-going sustainable revenues, to begin in 2003. The Plan includes an increase equivalent to 2.9% of property tax per year.

3. An allocation of $2.0 - $2.9 Million from Surplus for each year. These transfers are intended for one-time use only and are in line with previous years. As in previous years, staff will endeavour 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.

4.0 GENERAL CAPITAL FINANCIAL PLAN

As previously stated, the Operating Contribution to the Capital Program has been reduced in 2002 by $4.1 Million. In order to re-instate the Capital Program for 2002 to the prior year's level of $19.0 Million, Council has authorized the following:

- "Planned" sales of excess City lands;
- Continued use of surplus landfill accounts totalling $1.0 Million;
- Allocation of 2001 Capital savings of $0.9 Million;
- Allocation of $2.0 Million from" one-time" past savings;
- Allocation of annual interest income (about $2.0 M) from the Legacy Statutory Reserve Funds.

Surrey has on-going "base capital requirements" totalling $10.4 Million per year. Therefore, the remaining $8.6 Million becomes available for new projects. In 2002, the City's new Capital Projects include the completion of the Surrey Arts Centre, in time to host the BC Festival of Arts and also see the start of construction for a joint use South Surrey Library and Community Policing Facility, with an expected completion date in 2003. In addition, the City will acquire its first ever Artificial Turf playing field and will commence work on the Crescent Beach/Ocean Park Walkway. The City has also contributed a total of $5.5 Million towards the construction of the new YMCA facility that is scheduled to open in the Fall of 2002. Further details of capital projects can be found in the Capital section of this document

5.0 WATER UTILITY FINANCIAL PLAN

The Water Utility is a self-sustaining dedicated 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 the fee structure over the next three years to eliminate the 'flat-rate' system.

Major Funding Needs include:

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

These requirements will be met by an average fee increase of 2.4% over the next 5 years. The average single-family dwelling will pay $217.00 ($212.00 in 2001) for water usage in 2002.

6.0 SEWER/DRAINAGE UTILITY FINANCIAL PLAN

The Sewer/Drainage Utility is a self-sustaining dedicated 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 the fee structure over the next three years to eliminate the 'flat-rate' system.

Major Funding Needs include:

- Greater Vancouver Sewer & Drainage District's projected increases;
- Lowland drainage flood control program;
- Contractual labour and energy cost increases;
- Streamlining of the fee structure, and
- Pre-servicing of industrial lands.

These requirements will be met by an average fee increase of 7% - 10% over the next 5 years. The average single-family dwelling will pay $187.00 for Sewer/Drainage usage in 2002. Each property will also pay a $140.00 Drainage Parcel Tax. This is comparable to the Sewer Parcel Tax ($136.00) that was levied in 2001.

7.0 MEETING THE CHALLENGES OF TOMORROW

The attached submitted Five Year Financial Plan however, does not fully respond to the City's Transportation Plan needs, Capital Project funding needs, Public Safety Services needs and maintenance & operation requirements for ever increasing Municipal infrastructure inventories, etc. To this end, 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 respond to these challenges. Some of these strategies include:

- Increased industrial/commercial tax base strategy;
- New fees for the use of City's road rights-of-ways;
- City's share of revenue from the 4% Fire Insurance Premium Tax, and
- Greater shift towards 'user-pay'.

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. The extent of successful implementation of the above strategies may also determine the success in dealing with funding needs currently not included in the 2002 - 2006 Financial Plan.

8.0 CONCLUSION

The 2002 - 2006 Financial Plan presented in this document meets Council's direction to maintain a zero percent tax increase for the first year of the plan. This marks the ninth consecutive year that Surrey taxpayers have not experienced an increase in the City portion of their property taxes. Surrey's property taxes are now one of the lowest in the Lower Mainland.

The Financial Plan continues to meet the essential needs of all of the City Services while maintaining 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.

My sincere appreciation and thanks to 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 wish to convey my thanks to staff that contributed directly to the preparation of the 2002 - 2006 Financial Plan.

Respectfully,

Umendra Mital, P. Eng.
City Manager

SUPPLEMENTAL FUNDING REQUESTS

Departments were requested to identify any critical needs over and above their "status-quo" requirements. They were also asked to re-evaluate requirements that had been submitted during the previous year's planning cycle. 2002 requirements that had previously been approved in the 2001 - 2005 Financial Plan have been incorporated into the Departmental Financial Plans as follows:

Fire Department – Four Additional Firefighters Beginning April/02	$ 175,000
RCMP - Eight Additional Members Beginning July/02	500,000
RCMP - Overtime Increase	200,000
RCMP - Radio Communications Increase (E-Comm)	500,000
Surrey Art Centre Expansion – Increased Operating Costs	300,000
	$1,675,000

New issues identified during the 2002 planning process and approved by Council include:

Fire Department - E-Comm Radio System (Part Year Costs)	$ 200,000
RCMP - Twelve Additional Officers Approved Dec 1/01	1,200,000
RCMP - Municipal Staffing Increase	300,000
	$1,700,000

In addition to the increases approved in 2002, the 2002 – 2006 Financial Plan also includes increases for the following issues:

Fire Department – Eight Additional Firefighters	$ 600,000 in 2005
RCMP – Eight Additional Members	$ 800,000 per year
South Surrey Library – Operating Costs	$1,000,000 in 2004

FINANCIAL PLANNING PROCESS

Financial planning allows departments the opportunity to examine issues and reassess their objectives and re-direct resources to accomplish their goals. Even though the Financial Plan may be presented to the Finance Committee early in the New Year and adopted by Council as required under the Local Government Act on or before May 15th, the planning process actually begins many months before Finance Committee deliberations.

FINANCIAL PLAN TIMELINES

The objective for this cycle is to have the 2002 – 2006 Financial Plan adopted before December 31, 2001.

The following timetable illustrates the process for the 2002 – 2006 Financial Plan:

July

- Obtain preliminary direction from Council;
- Identification and review the impact of the prior year financial plan on the current year;
- Publication of guidelines for the preparation of departmental submissions, and
- Formation of the Budget Committee to address changes to the Financial Plan Document.

September

- Preparation of Departmental Financial Plans;
- Submission of Departmental Operating and Capital Issue Papers, and
- Preliminary ranking of Capital Projects.

October

- Preparation of Preliminary Financial Plan, and
- Preparation of Long Term Capital Plan.

November

- Preliminary plan presented to Council for further direction;
- Public comments received;
- Preliminary Financial Plan received by Council (November 6th);
- Preliminary Capital Ranking received by Council (November 6th), and
- Preparation of Adopted Financial Plan and By-laws.

December

- 2002 – 2006 Financial Plan adopted by Council (December 3rd).

May, 2002

- Deadline for approval of Annual Financial Plan, is May 15, 2002 (including the Long Term Capital Plan, as set out by the Local Government Act, RS Chapter 323, Section 327).

Amendments to the Financial Plan After Final Adoption

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

BASIS OF FINANCIAL PLANNING

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

The City has undertaken a process to directly align the basis of financial planning with the basis of accounting. The following are highlights of this process:

- Expenditures include all transfers to other funds and authorities;
- Public Sector Accounting and Auditing Board (PSAAB) standards followed for financial statement presentation;
- The operating component of the Financial Plan includes only the operating impact of capital expenditures. All other capital spending is a separate component of the Financial Plan. The Consolidated Financial Plan includes all components and represents all revenues and expenditures that the City intends to make for the period, and
- Appropriated Surplus monies potentially available for appropriation by individual departments are included in that Department's Financial Plan. Those Appropriated Surplus funds not retained by individual departments are recorded separately.

FINANCIAL PLANNING PRINCIPLES

This Financial Plan has been prepared using the same Planning Principles developed in 1996.

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

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

Principles For Both Capital Planning and Operations Planning

- Reflect the goals of Corporate and Departmental Strategic Plans. The Departmental Strategic and Financial Plans should be comprised of capital projects and operating programs which are consistent with Council-approved Strategic Plans;
- Balance citizens' ability and willingness to pay, with service expectations. The Departmental Strategic and Financial Plans should be comprised of capital projects and operating programs which balance the expectations of citizens for service levels with their ability and willingness to pay for those services;
- Provide for ongoing maintenance and asset replacement funding. The Departmental Strategic and Financial Plans should incorporate into the cost of capital projects, the costs associated with ongoing maintenance and replacement of investments in facilities, equipment and infrastructure;

- Strive to finance capital projects on a 'Pay-As-You-Go' basis. The Departmental Strategic and Financial Plans should provide that capital projects be financed without assuming debt, unless it is required in support of an exceptional opportunity;
- Encourage cost-effective service delivery. The Departmental Strategic and Financial Plans should be highly amenable to capital projects and operating programs which deliver cost-effective services through entrepreneurship, creativity, and innovation;
- Provide that new developments pay an appropriate share of new infrastructure costs. The Departmental Strategic and Financial Plans should provide that an appropriate proportion of the cost of new development related to capital infrastructure, as determined by Council Policy, be financed by development charges, and
- Target total debt charges to below 5% of expenditures. The Departmental Strategic and Financial Plans should strive to target the annual cost of total debt assumed to finance capital projects and programs to below 5% of City expenditures.

Additional Principles Specific To Operations Planning

The following few principles, apply specifically to operational aspects of Surrey's annual Financial Plan:

- Ensure that current revenues support current programs. The Financial Plan should provide that current programs are funded from current revenues and that reserves are used only as a temporary balancing measure. Any reserves which are used to balance the Operating Financial Plan should be subsequently replaced;
- Reward cost-effective innovations. The Financial Plan should reward cost-saving initiatives through a "save and invest" philosophy. This philosophy, which is managed through the Senior Management Team, allows City Departments to reinvest their savings from innovation and eliminates the "spend it or lose it" approach, and
- Maintain appropriate Reserves as determined by Council. The Financial Plan should allocate an appropriate level of funds to Reserves in order to maintain services throughout economic cycles:

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

Council will determine the appropriate level of these Reserves.

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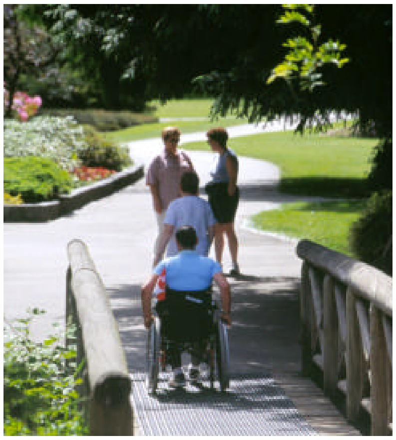
Welcome to Surrey, the "City of Parks". We are a City proud of its heritage and history of welcoming newcomers to our home. Our rich surroundings of green forests, tranquil rivers and spectacular parks provide a unique setting for residents and visitors alike.



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

SURREY FACTS

Size - As the largest City in the province, Surrey is approximately 370 kilometers, 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 8,000 persons per year between 1996 and 2001. 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 May 2001, Surrey has a population of 348,000.

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 11,500 businesses are situated in Surrey, with over 1,500 new business licenses issued in 2001 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 consisting of 35 property owners
1881 - First Town Hall built at Surrey Centre
1884 - 'K de K' started ferry service across Fraser River
1904 - Fraser Bridge opened

Figure 1 - Logging in Surrey 1900's

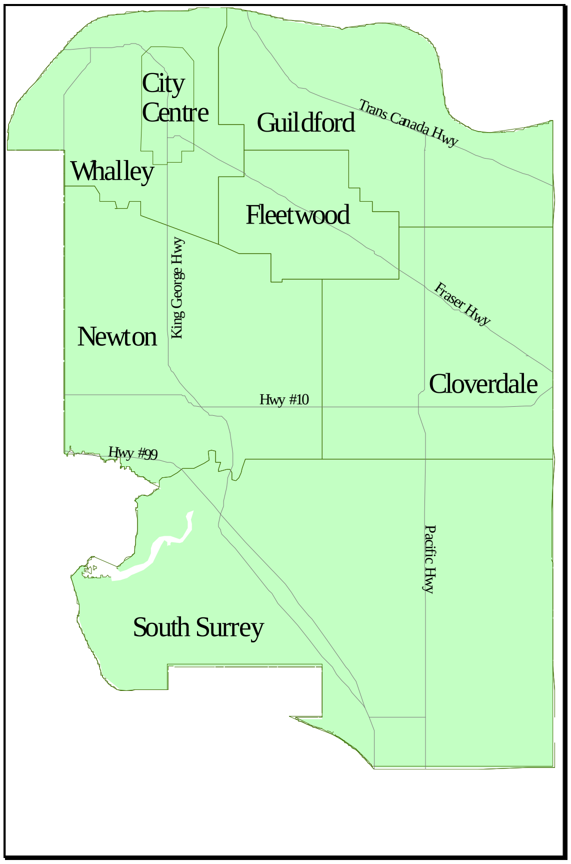
Figure 2 – BCE Station 1911

1909 - 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 is established
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

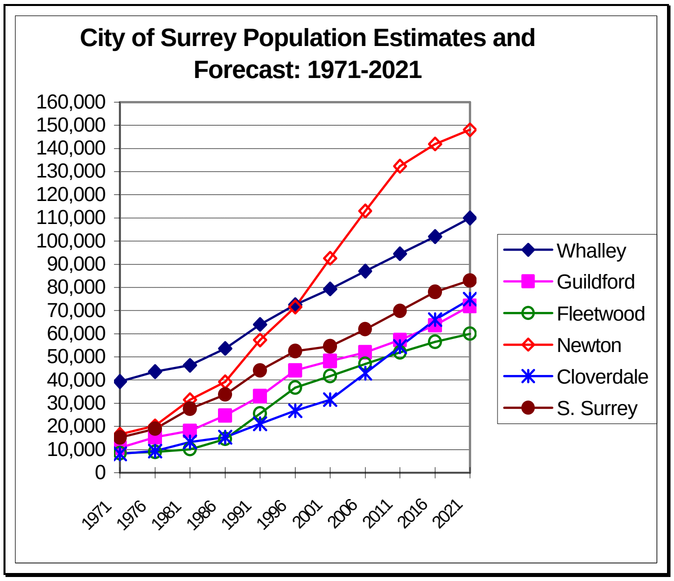
1998 - Surrey began its Clean City/Safe City initiative
1999 - Tech BC opens its doors and the Surrey School District becomes the largest in BC
2001 - Surrey RCMP celebrates 50 years of service to the City
2002 - Surrey celebrates ninth anniversary of consecutive 0% tax increases

Figure 3 - Surrey RCMP celebrate 50 years of service to the City

POPULATION AND GROWTH

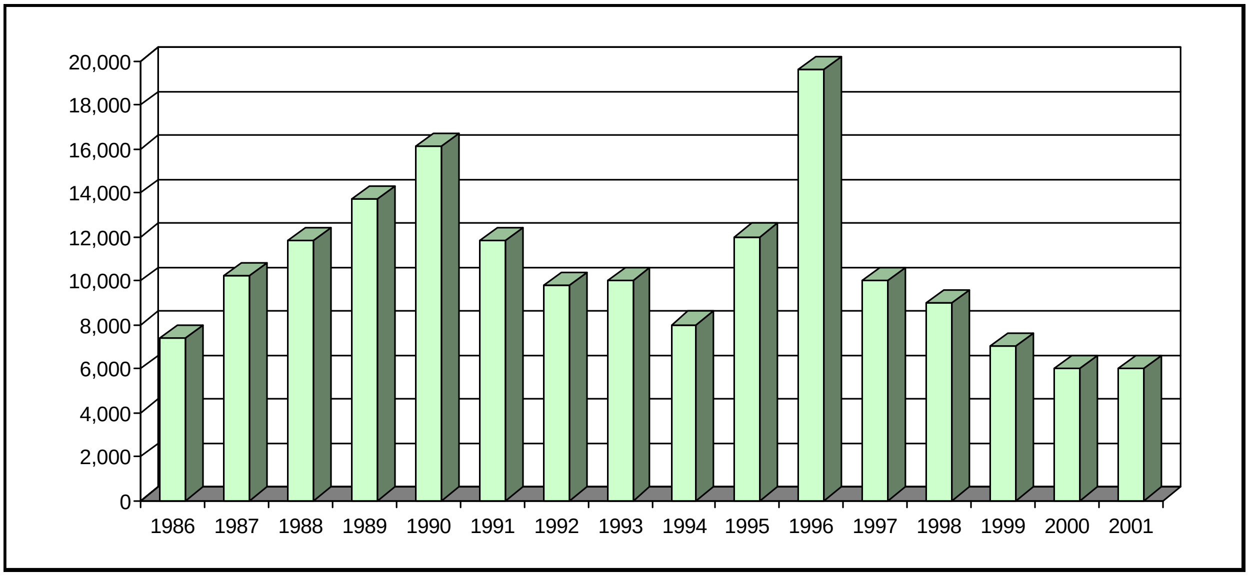


Surrey was one of the fastest growing major city according to the latest census data.

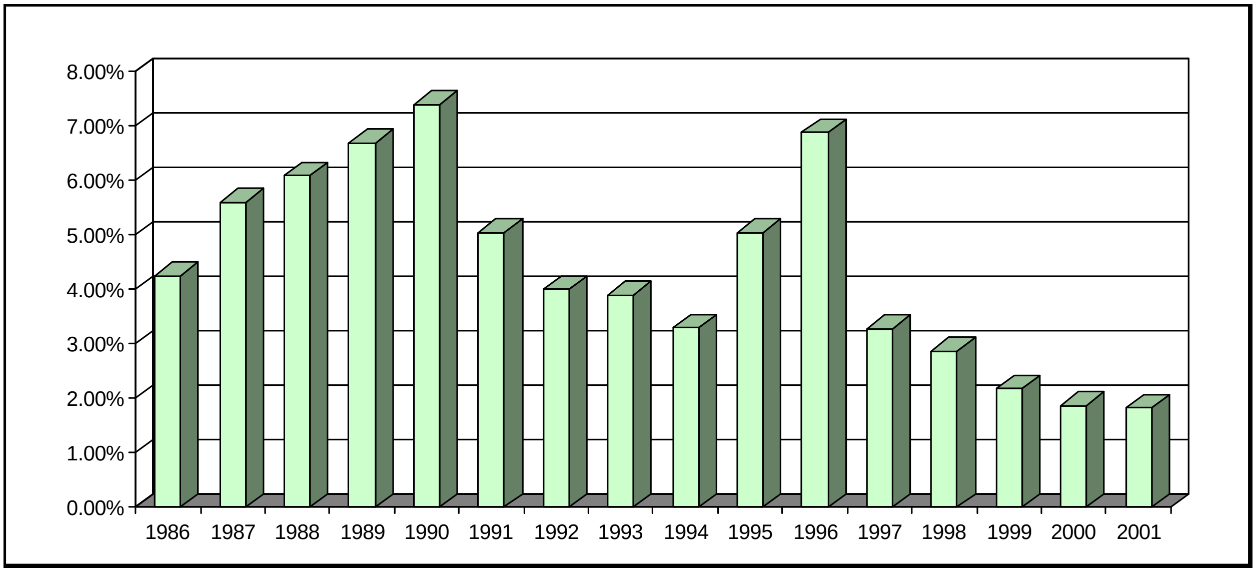


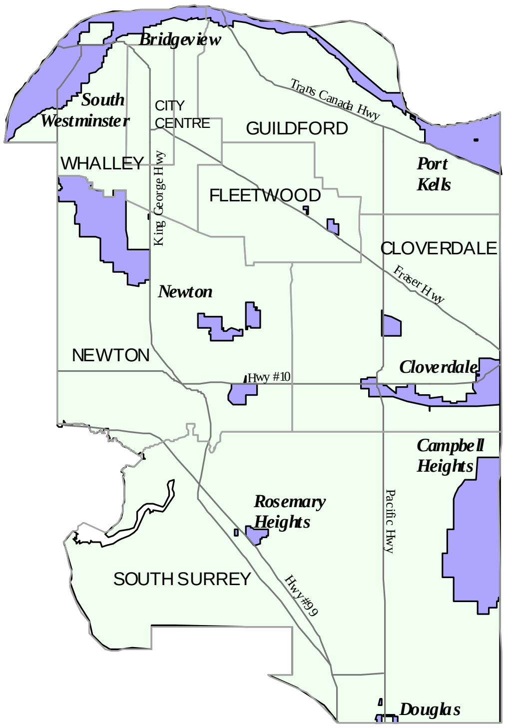
	1971	1976	1981	1986	1991	1996	2001	2006	2011	2016	2021
	(CENSUS)	(CENSUS)	(CENSUS)	(CENSUS)	(CENSUS)	(CENSUS)	(CENSUS)	(ESTIMATE)	(ESTIMATE)	(ESTIMATE)	(ESTIMATE)
Whalley	39,300	43,700	46,400	53,610	64,000	72,600	79,300	87,000	94,600	101,900	110,000
Guildford	10,800	15,300	18,000	24,630	33,000	44,100	48,200	52,000	57,300	63,700	72,000
Fleetwood	8,500	9,000	10,100	14,610	25,600	36,700	41,700	47,000	52,000	56,500	60,000
Newton	16,600	20,200	31,600	39,170	57,300	71,500	92,600	113,000	132,400	141,900	148,000
Cloverdale	8,200	9,400	13,300	15,300	21,200	26,800	31,500	43,000	54,400	66,100	75,000
S. Surrey	15,200	18,900	27,700	33,820	44,100	52,500	54,600	62,000	69,900	78,100	83,000
Surrey	**98,600**	**116,500**	**147,100**	**181,140**	**245,200**	**304,200**	**347,900**	**404,000**	**460,600**	**508,200**	**548,000**

City of Surrey
Annual Population Increase
1986 – 2001



City of Surrey
Annual Population Growth (%)
1986 – 2001





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 and 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.

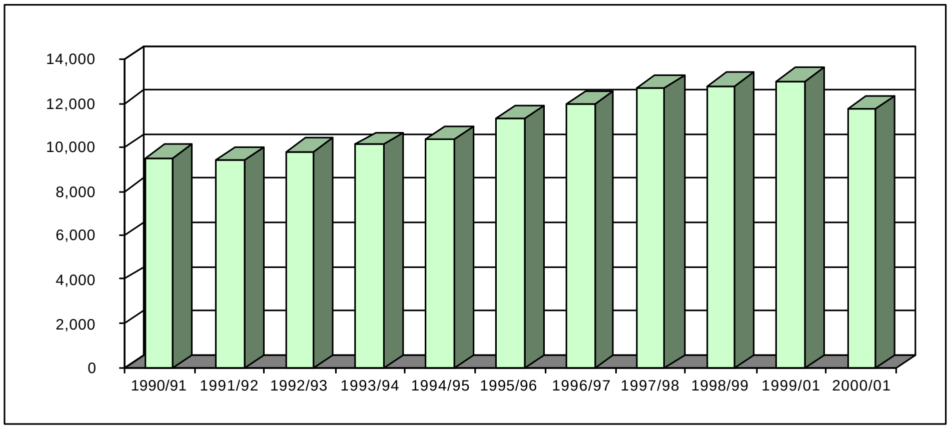
Douglas

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	
	1987	%	1992	%	1997	%	2000	%	2001	%	1987-92	1987-01
Contractors or Building Services	1,061	17.4%	1,471	17.4%	1,228	12.6%	1,256	10.7%	1,260	10.6%	39%	19%
Manufacturers	634	10.8%	912	10.8%	1,097	11.2%	1,030	8.7%	1,035	8.7%	44%	63%
Transportation	158	1.9%	163	1.9%	272	2.8%	601	5.1%	625	5.3%	3%	296%
Wholesale Merchants	210	3.9%	332	3.9%	472	4.8%	808	6.9%	815	6.9%	58%	288%
Retail	1,944	29.5%	2,496	29.5%	2,178	22.3%	2,088	17.7%	2,101	17.7%	28%	8%
Finance, Insurance & Real Estate	140	2.3%	199	2.3%	556	5.7%	702	6.0%	733	6.2%	42%	424%
Services	2,289	34.2%	2,897	34.2%	3,964	40.6%	5,299	45.0%	5,315	44.7%	27%	132%
	6,436	100%	8,470	100.0%	9,767	100.0%	11,784	100.0%	11,884	100.0%	32%	85%

Year	Number of Licenses
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
1999/01	13,000
2000/01	11,784

Business License Issued

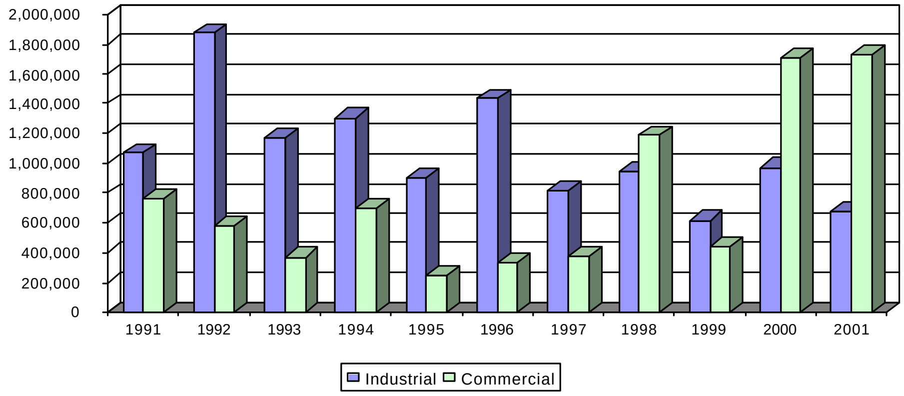


Note: business licenses numbers prior to 2000/01 may include some renewals.

Floor Space Constructed (sq.ft.)

Year	Industrial	Commercial
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
1999	618,179	435,851
2000	973,660	1,713,876
2001	673,297	1,727,996

Floor Space Constructed 1991 - 2001



TAXES, UTILITIES AND ASSESSMENTS

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 with the payment due by the 25th of the following month. Non-metered Utilities are due on March 30th each year. Discounts will be lost for late payments on all utilities.

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 2002 tax rates (for every $1,000 of assessed value) for the most common uses are as follows:

• Residential	7.83
• Commercial	22.52
• Light Industrial	21.77

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 (2002 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 $217.00 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/Drainage Charges

Single-family dwellings pay $187.00 for user rates if paid by March 30th and $140.00 for the drainage parcel tax.

Garbage Collection

Residential refuse collection is provided by the City for properties within collection areas at a cost of $177.00 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	1-877-520-1355

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
Customer Information	1-800-561-4427

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:

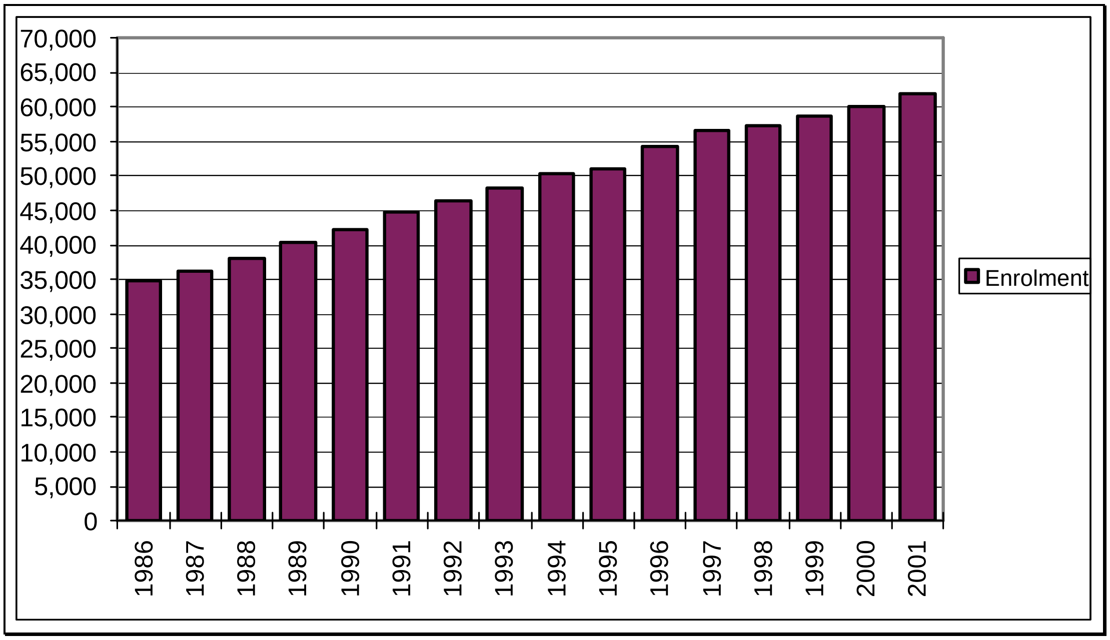
School District #36 (Surrey)
14225 – 56th Avenue
Surrey, B.C. V3X 3A3
Telephone (604) 596-7733

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

Responsibility for the Technical University of British Columbia has recently been transferred to Simon Fraser University and will now be know as the Simon Fraser University - Surrey Campus.

Simon Fraser University – Surrey Campus

(formerly 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, pediatrics 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 counseling, 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 550 highly skilled firefighters, with almost 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 400 officers and 135 municipal employees. Surrey's crime rate in 2000 was ranked 44 of 71 communities.

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 #)

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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
City Solicitor	Craig MacFarlane, LLB	591-4255
General Manager, Engineering	Paul Ham, P. Eng.	591-4218
General Manager, Finance, Technology & HR	Vivienne Wilke, CGA, MBA	591-4817
General Manager, Parks, Recreation & Culture	Don Hunter, PhD	501-5060
General Manager, Planning & Development	Murray Dinwoodie, P. Eng, MBA	591-4474
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 TRANSPORTATION	DISTINCT VIBRANT CITY CENTRE	CLEAN, SAFE, BEAUTIFUL CITY IN WHICH TO DO BUSINESS

Mayor and Council began a new 3-year term in office December 1999, after which they reviewed the original Guideposts and the progress that had been made. The following identifies the specifics of how Council plans on achieving these guideposts. The next City Election will be held in November 2002. This Plan will be reviewed further after that time.

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

Vision Guidepost #1: Sustainable Tourism

Facilities

- **Build more capacity for tourists such as ….**

– Hotels and convention centre
– RV Park
– Golf Course
– Hockey "dome"
– Agriplex
– Cultural centre
– Heritage garden
– Heritage rail
– Squares, fountains, public places
– Night life opportunities
– 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, and geographical attractions of city
– A place for conventions
– Attractive, informative website
– Targeted newspaper, radio, and 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)

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, Vibrant 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; and 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 …**

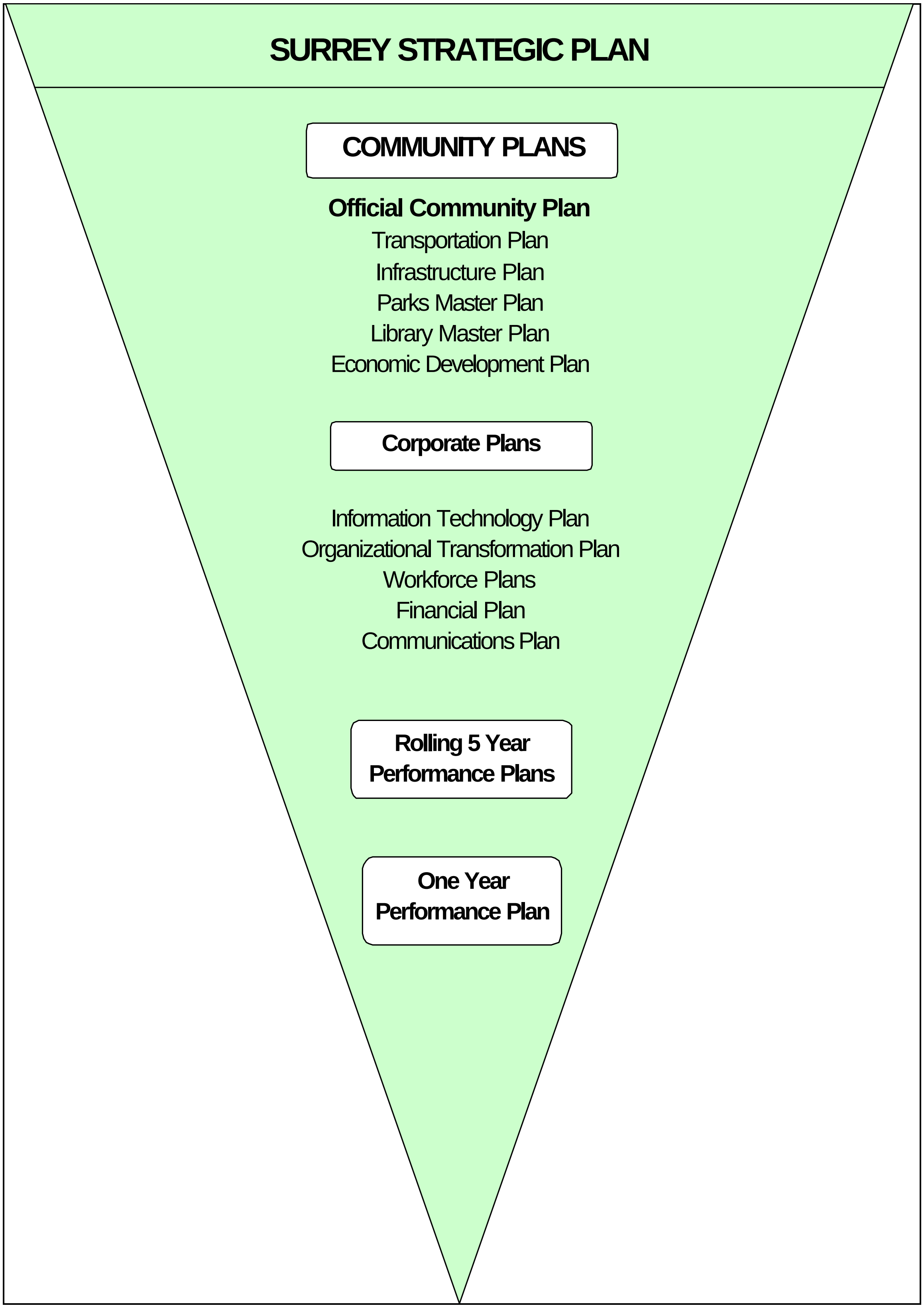
  - Better timetabling of litter/junk pick up
  - Improving cleaning of streets, sidewalks and gutters
  - Special recognition of all participating volunteer groups who pick up litter
  - Enforcing regulations on homeowners with unsightly properties
  - A zero-tolerance graffiti policy
  - Removing derelict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

Safe

- **Balance both ‘weeding’ and ‘seeding’ by ...**

  - Implementing more restorative justice programs
  - Getting more citizens groups such as SCPPS involved (e.g., foot patrols)
  - Providing 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

INTEGRATED PLANNING MODEL



SURREY STRATEGIC PLAN

COMMUNITY PLANS

Official Community Plan
Transportation Plan
Infrastructure Plan
Parks Master Plan
Library Master Plan
Economic Development Plan

Corporate Plans

Information Technology Plan
Organizational Transformation Plan
Workforce Plans
Financial Plan
Communications Plan

Rolling 5 Year Performance Plans

One Year Performance Plan

Surrey's Official Community Plan

The Official Community Plan (OCP) is a statement of objectives and policies to guide City planning decisions over the next 5 to 20 years. Taking a comprehensive and long-term perspective, the Plan provides guidance for the physical structure of the City, land use management; economic and residential growth; transportation systems; community development, provision of City services and amenities, agricultural land use, environmental protection and enhanced social well being. The OCP is adopted by City Council as a City By-Law.

Every five years the Official Community Plan is subject to a major review to ensure that the plan contains relevant information and fully considers the evolving nature of City issues. The 2001 review incorporated changes that introduce a stronger business dimension to the plan, addressed the need to more fully integrate long term Economic Development planning and ensured that the goals and objectives of the City's subordinate Master Plans align with the goals and directions of the Official Community Plan.

Relationship Between the Official Community Plan and the 2002-2006 Financial Plan

Surrey's Financial Plan works in conjunction with the Official Community Plan by prioritizing and allocating the City's financial resources in support of Official Community Plan goals and objectives.

Official Community Plan Goals

The following goals provide the basis for the objectives, policies and provisions contained in the OCP:

- To accelerate business investment and development;
- To provide employment for working residents in Surrey;
- To create a complete and self-sufficient City and communities;
- To achieve a balance between residential and business development;
- To manage development in a fiscally sound and sustainable manner;
- To provide adequate opportunities for business and employment activities;
- To enhance the City's image and character;
- To enhance liveability and provide opportunities for a variety of housing in the City;
- To provide an effective and efficient transportation system that balances opportunities for walking, bicycling and public transit with opportunities for traveling by car within the City, and ensure the efficient movement of goods;
- To preserve and protect the natural environment and agricultural land;
- To support preservation of areas, sites and features that illustrate and enhance the City's heritage;
- To address the social and cultural needs of the community, and
- To enhance public safety by incorporating crime prevention principles in the built environment throughout the City.

Summary of Official Community Plan Policies

The Plan employs a series of objectives and policies to achieve City goals.

A. Manage Growth for Compact Communities

Efficient land use allows the City to continue growing while preserving open space and agricultural areas. A compact form of development contains future growth within planned areas, provides new opportunities for housing, business and mobility, and allows more efficient use of City utilities, amenities and finances.

The City will strengthen the model development pattern of City Centre, Town Centres, Neighbourhood Centres and Workplace Areas as the framework for future growth.

B. Build a Sustainable Local Economy

The Official Community Plan is committed to the concept of a complete city. A complete city builds upon a strong and sustainable local economy, and balances it with a high quality residential environment. A strong local economy provides livelihood for residents in terms of jobs, consumer goods and services, and business and investment opportunities. A strong local economy is also important for the fiscal health and functioning of the City in providing the public infrastructure, amenities, facilities and services that contribute to the quality of life in our City. A strong local economy and quality living are dependent upon the City developing a positive and attractive image and character that will enhance growth and investment, as more people and businesses perceive Surrey as a desirable location to live, do business, and invest.

C. Build Complete Communities

Complete communities have a wide range of housing choice, opportunities for employment, business and investment opportunities, recreation, relaxation and a full range of services and leisure activities. In building complete communities, towns and neighbourhoods will be planned to accentuate their own distinct identity. Complete communities are liveable and energy efficient. Neighbourhoods will be designed to be a safe and attractive environment for residents to walk and cycle to a variety of places and activities close to home.

D. Enhance Image and Character

Based on Council’s vision for the City as “A great City with a heart”, the City intends to establish itself as a “very attractive” location to live, work, locate a business enterprise and visit not only within the region but also nationally and internationally. As this “image and character” objective is accomplished the economic and other objectives of this Plan will be more attainable and ultimately all the citizens of the City will reap significant benefits. The City intends to develop a program of policies that will form the basis for addressing this strategy.

E. Increase Transportation Choice

The road network will be improved to move people and goods more effectively, and to support the development pattern of businesses, workplace centres, towns and neighbourhoods in the City. Other improvements include providing alternatives to car travel such as bicycles and walking routes and better transit service.

F. Protect Agriculture and Agricultural Areas

Effective buffering between the urban and agricultural areas, and maintenance of the existing agricultural lands, will protect the viability of farming and enhance its contribution to the local economy. These objectives are reinforced by Surrey’s Agricultural Plan.

G. Protect Natural Areas

Natural areas are to be preserved, protected and used where appropriate for park and recreational purposes. Measures are needed to reduce the impact of development on the natural environment.

H. Provide Parks and Recreational Facilities

Good quality parks, open spaces and recreational facilities for residents and as an aspect of cultural resources and amenities are to be provided by the City in co-operation with other levels of government or the private sector. These objectives are supported by policy directions outlined in the Parks, Recreation and Culture Department's Master Plan.

I. Improve the "Quality of Community"

The "quality of community" is enhanced by preserving our heritage, providing community and cultural facilities, facilitating an adequate supply of rental and special needs housing, involving the public in decision making, and building community identity and pride. Quality of community is enhanced through directions established in the Parks, Recreation and Culture Department's Master Plan, the Surrey Public Library Facilities Master Plan, the 10-Year Capital Plan and the Surrey Transportation Plan.

J. Enhance Citizens' Safety and Well-being Through Crime Prevention.

Design of the built environment has a significant impact on crime, nuisance behaviour and citizens' sense of well being. Implementing crime prevention through environmental design (CPTED) principles is a proactive approach to crime prevention, based on addressing crime-related issues at the design stage. Rather than responding to ongoing problems after project completion, it is more progressive and cost-effective to implement CPTED strategies prior to construction. CPTED measures are effective for the life of the development and have long-term benefits to the community: a safer environment reduces fear and crime and promotes a more desirable and attractive civic image.

ORGANIZATIONAL POLICIES

The purpose of 'The City of Surrey's Policy Manual' is to express policy as adopted Council. It is to be a guide for the General Managers of each Department in regard to the operation of their department and to enable them to make decisions within policies set by Council.

It is also a guide to members of Council, as to policy set by Council, so that their decisions, where required, will be made within policy. It also assists members of Council when advising the general public on matters brought to their attention.

British Columbia Municipal Legislation and Generally Accepted Accounting Standards (GAAS) govern the City's Financial Plan and Financial Policies. These laws and standards set financial planning calendar dates, provide for financial planning controls, allow ways to amend the Financial Plan after adoption and prescribe appropriate methods for financial planning, accounting and reporting.

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

AFFORDABLE HOME OWNERSHIP POLICY

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

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

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

DEVELOPMENT COST CHARGE (DCC) REFUND AND CREDIT POLICY

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

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

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

INVESTMENT POLICY

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

MUNICIPAL GRANTS POLICY

There are basically two categories of grants; 'Ongoing' from year to year and One-Time' requests. All applications for grants must be received at the office of the City Clerk not later than 4:30pm., September 30th of each year. Grant applications received after that date will only be considered if the funding requirement is critical to the survival of the organization's programs, capital project or special event. In general, grants are not provided for travel or to cover deficits. In order to be eligible the organization must meet the requirements of the Local Government Act (Section 176(1)(c)). The organization must show evidence that it has fully explored all other viable sources of financial support. The organization must extend its service to the general public in Surrey and must not exclude anyone by reason of race, religion or ethnic background.

OPERATING FUNDS INTEREST REVENUE POLICY

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

PUBLIC ART POLICY

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

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

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

PURCHASING POLICY

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

RESERVE AND SURPLUS POLICY

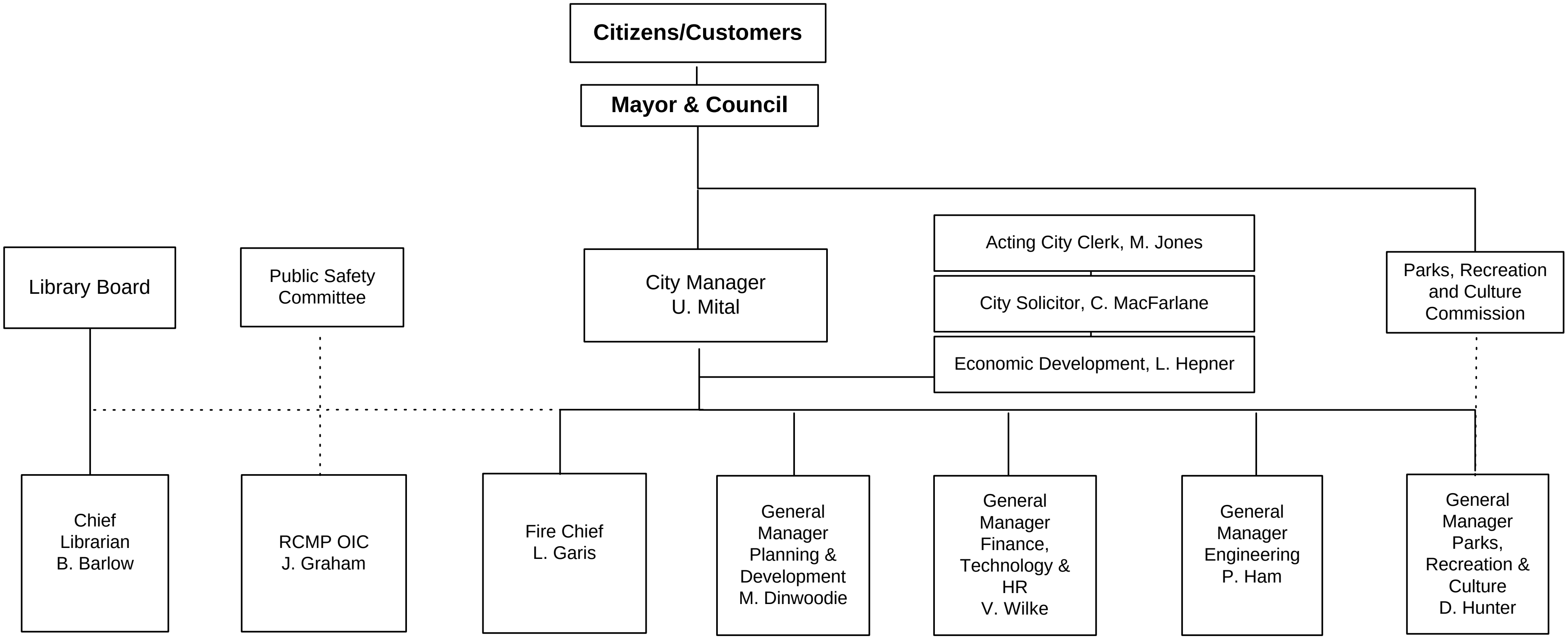
The primary objective of a Reserve and Surplus policy for the City of Surrey is to:

- Ensure stable and predicable tax levies by maintaining sufficient Appropriations of Surplus to buffer the impact of unusual or unplanned cost increases and revenue deductions;

- Provide for operating emergencies resulting from inclement weather, catastrophic events, law enforcement issues, environmental hazards, etc. by maintaining sufficient Appropriations of Surplus to respond to such emergencies and avoid extensive service interruptions and prevent risks to infrastructure and public safety;
- Provide for entrepreneurial opportunities that will promote non-traditional methods and alternative service delivery mechanisms to reduce costs and enhance non-tax revenue generations;
- Finance new and unique capital assets and allow the city to respond quickly when opportunities may present themselves such as through private sector partnerships and other alternative service delivery methods, and
- Safeguard and maximize existing assets by maintaining sufficient Appropriations of Surplus to replace the City's inventory of specialized machinery, equipment and technology systems and to safeguard the City's assets against unforeseen losses.

The goal of the Reserve and Surplus Policy is to establish and maintain reserves, unappropriated surplus and appropriations of surplus to meet the short-term and long-term financial goals of the City. The guiding principles of this policy will ensure that all reserves, unappropriated surplus and appropriations shall have a Corporate focus such that they serve the highest priority needs of the City and its citizens and must be established, maintained and used for a specified purpose mandated by Statute, City By-Law or Council Policy. Each reserve and appropriation with its unique and specific corporate purpose will have criteria that will define the establishment, use and replenishment of the specified reserve or appropriation.

2002 - 2006 FINANCIAL PLAN
Corporate Structure Organization Chart



Citizens/Customers

Mayor & Council

Library Board

Public Safety Committee

City Manager
U. Mital

Acting City Clerk, M. Jones

City Solicitor, C. MacFarlane

Economic Development, L. Hepner

Parks, Recreation and Culture Commission

Chief Librarian
B. Barlow

RCMP OIC
J. Graham

Fire Chief
L. Garis

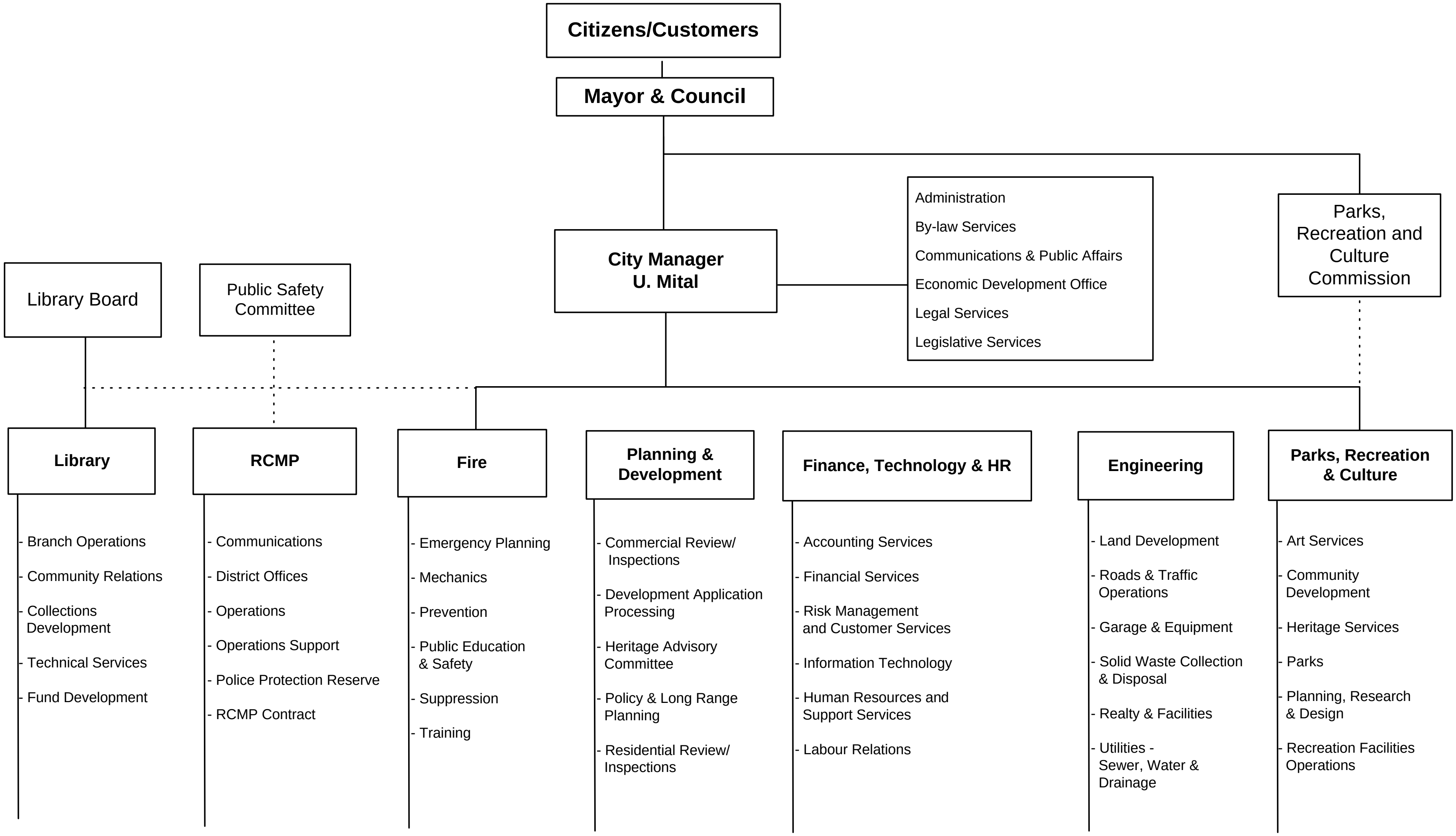
General Manager Planning & Development
M. Dinwoodie

General Manager Finance, Technology & HR
V. Wilke

General Manager Engineering
P. Ham

General Manager Parks, Recreation & Culture
D. Hunter

2002 - 2006 FINANCIAL PLAN
Departmental Functions



Citizens/Customers

Mayor & Council

City Manager
U. Mital

Administration
By-law Services
Communications & Public Affairs
Economic Development Office
Legal Services
Legislative Services

Parks, Recreation and Culture Commission

Library Board

Public Safety Committee

Library
- Branch Operations
- Community Relations
- Collections Development
- Technical Services
- Fund Development

RCMP
- Communications
- District Offices
- Operations
- Operations Support
- Police Protection Reserve
- RCMP Contract

Fire
- Emergency Planning
- Mechanics
- Prevention
- Public Education & Safety
- Suppression
- Training

Planning & Development
- Commercial Review/ Inspections
- Development Application Processing
- Heritage Advisory Committee
- Policy & Long Range Planning
- Residential Review/ Inspections

Finance, Technology & HR
- Accounting Services
- Financial Services
- Risk Management and Customer Services
- Information Technology
- Human Resources and Support Services
- Labour Relations

Engineering
- Land Development
- Roads & Traffic Operations
- Garage & Equipment
- Solid Waste Collection & Disposal
- Realty & Facilities
- Utilities - Sewer, Water & Drainage

Parks, Recreation & Culture
- Art Services
- Community Development
- Heritage Services
- Parks
- Planning, Research & Design
- Recreation Facilities Operations

SURREY
CITY OF PARKS

2002 - 2006 FINANCIAL PLANNING
STAFFING COMPLEMENT SUMMARY

NET PROGRAMS	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001 - 2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Office of the Mayor	4	4	5	0	**5**	**5**	**5**	**5**	**5**
Council	0	0	0	0	**0**	**0**	**0**	**0**	**0**
City Manager									
Administration	3	3	5	0	**5**	**5**	**5**	**5**	**5**
Business Development Office	3	3	4	0	**4**	**4**	**4**	**4**	**4**
Bylaw Services	29	29	29	0	**29**	**29**	**29**	**29**	**29**
Public Affairs	3	3	3	0	**3**	**3**	**3**	**3**	**3**
Legal Services	7	7	7	0	**7**	**7**	**7**	**7**	**7**
Legislative Services	23	23	24	0	**24**	**24**	**24**	**24**	**24**
	68	68	72	0	**72**	**72**	**72**	**72**	**72**
Finance, Technology & HR									
Administration	4	4	4	0	**4**	**4**	**4**	**4**	**4**
Accounting Services	24	24	25	0	**25**	**25**	**25**	**25**	**25**
Financial Services	14	13	14	0	**14**	**14**	**14**	**14**	**14**
Information Technology	41	41	41	0	**41**	**41**	**41**	**41**	**41**
Risk & Customer Services	16	16	16	0	**16**	**16**	**16**	**16**	**16**
Human Resources & Support Servi	17	17	18	0	**18**	**18**	**18**	**18**	**18**
	116	115	118	0	**118**	**118**	**118**	**118**	**118**
Fire									
Administration	9	9	9	0	**9**	**9**	**9**	**9**	**9**
Mechanics	4	4	4	0	**4**	**4**	**4**	**4**	**4**
Prevention	8	8	8	-1	**7**	**7**	**7**	**7**	**7**
Public Education & Safety	2	2	2	0	**2**	**2**	**2**	**2**	**2**
Radio & Communications	15	15	15	0	**15**	**15**	**15**	**15**	**15**
Fire Operations	284	292	292	5	**297**	**297**	**297**	**305**	**305**
Training	3	3	3	0	**3**	**3**	**3**	**3**	**3**
	325	333	333	4	**337**	**337**	**337**	**345**	**345**
RCMP									
Administration	56	59	59	0	**59**	**59**	**59**	**59**	**59**
District Offices	5	6	6	0	**6**	**6**	**6**	**6**	**6**
Operations	44	44	44	0	**44**	**44**	**44**	**44**	**44**
Operations Support	16	17	17	0	**17**	**17**	**17**	**17**	**17**
Officier in Charge Mgmt Services	8	9	9	0	**9**	**9**	**9**	**9**	**9**
RCMP Contract	368	378	386	22	**408**	**416**	**424**	**432**	**440**
	497	513	521	22	**543**	**551**	**559**	**567**	**575**
Engineering Services									
Administration	51	51	52	0	**52**	**52**	**52**	**52**	**52**
Facilities	28	28	29	0	**29**	**29**	**29**	**29**	**29**
Real Estate	20	20	22	0	**22**	**22**	**22**	**22**	**22**
Land Development	17	17	21	0	**21**	**21**	**21**	**21**	**21**
Traffic	7	7	19	0	**19**	**19**	**19**	**19**	**19**
Operations	221	221	211	0	**211**	**211**	**211**	**211**	**211**
Utilities & Construction	20	20	21	0	**21**	**21**	**21**	**21**	**21**
	364	364	375	0	**375**	**375**	**375**	**375**	**375**
Parks, Recreation & Culture									
Admin, Planning & Management	19	19	19	-2	**17**	**17**	**17**	**17**	**17**
Arena's	14	14	17	0	**17**	**17**	**17**	**17**	**17**
Art Centre	9	9	9	0	**9**	**9**	**9**	**9**	**9**
Community Development	4	4	4	0	**4**	**4**	**4**	**4**	**4**
Community Recreation Services	18	18	18	0	**18**	**18**	**18**	**18**	**18**
Heritage Services	7	7	7	0	**7**	**7**	**7**	**7**	**7**
Indoor Pools	14	14	14	0	**14**	**14**	**14**	**14**	**14**
Marketing	4	4	4	0	**4**	**4**	**4**	**4**	**4**
Parks Division	76	76	88	0	**88**	**88**	**88**	**88**	**88**
Seniors Centres	3	3	3	0	**3**	**3**	**3**	**3**	**3**
Youth Centres	4	4	4	0	**4**	**4**	**4**	**4**	**4**
	172	172	187	-2	**185**	**185**	**185**	**185**	**185**
Surrey Public Library									
Administration	4	4	5	0	**5**	**5**	**5**	**5**	**5**
Community Relations	2	2	2	0	**2**	**2**	**2**	**2**	**2**
Public Services	51	51	53	0	**53**	**53**	**53**	**53**	**53**
Technical Services	11	11	12	0	**12**	**12**	**12**	**12**	**12**
	68	68	72	0	**72**	**72**	**72**	**72**	**72**
Planning and Development									
Administration	40	43	40	0	**40**	**40**	**40**	**40**	**40**
Area Planning & Development	34	34	37	0	**37**	**37**	**37**	**37**	**37**
Building	57	57	58	0	**58**	**58**	**58**	**58**	**58**
	131	134	135	0	**135**	**135**	**135**	**135**	**135**
NET PROGRAM TOTAL	**1,745**	**1,771**	**1,818**	24	**1,842**	**1,850**	**1,858**	**1,874**	**1,882**

Note: This table represents authorized full time positions and does not reflect vacancies.

The global economic slowdown that was expected at the end of the year 2000 resulted in a considerable economic downturn in 2001. Although this downturn was evident before the terrorist attacks on the World Trade Centre on September 11, 2001, the economy was another casualty of the attacks.

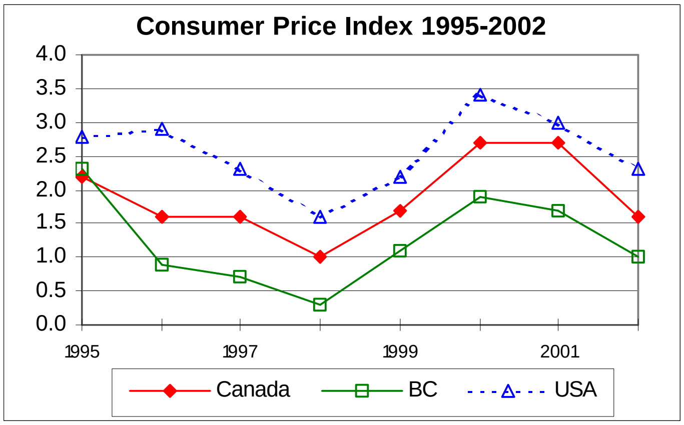
The distressed economic conditions continue throughout the world and those countries with stronger performances are having difficulties maintaining their strength due to the dampening effect of the combined world economies.

This slowdown is predicted to continue into 2002 and recovery is not expected until late 2002 or into 2003.

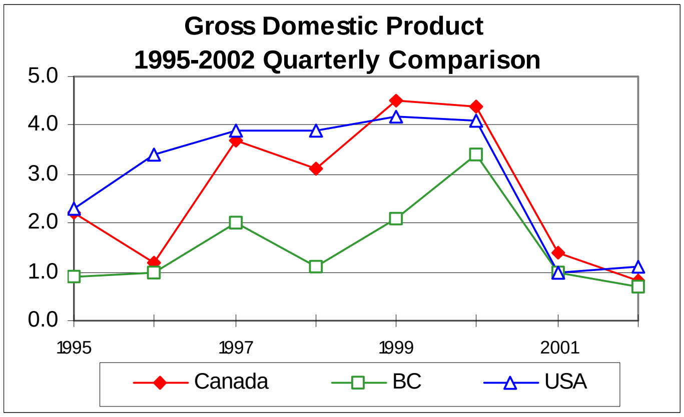
UNITED STATES

The United States economy was officially in recession in 2001. Continued widespread job losses in the final quarter of 2001 along with an expected rise in the unemployment rate into 2002, suggests businesses are not expecting a quick recovery. Personal consumption expenditures, and stock and bond market activity however, show recovery in consumer confidence since September. This consumer confidence however, is not sufficiently strong to offset the mounting job losses that will constrain income in early 2002.

CPI figures are hovering 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. A turnaround in the economy is not expected until late 2002 or early 2003.



The Federal Reserve has cut interest rates by 4.75% in 2001. This was a decrease of 73%. The cuts were made in hopes of spurring 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

It has been a dismal year for the Canadian economy as seen in the above graph. Manufacturers were especially hard hit with an 11% decline in shipments and job losses of 100,000. Export-focussed producers not only experienced depressed global demand and lower commodity prices but also lengthy cross-border delays. Retail sales were flat since April despite low interest rates and core inflation fell to 1.7%.

The Canadian dollar did not fare well in 2001. Hitting new lows throughout the year and still decreasing in 2002 to $0.6185 US had the Canadian dollar at its lowest level since 1960. The Bank of Canada has indicated in the absence of any additional negative demand, production or inflation shocks, there will be no additional interest rate reductions. The stabilization of the interest rates and the expected recovery of the economy at the end of 2002 holds promise for the Canadian dollar.

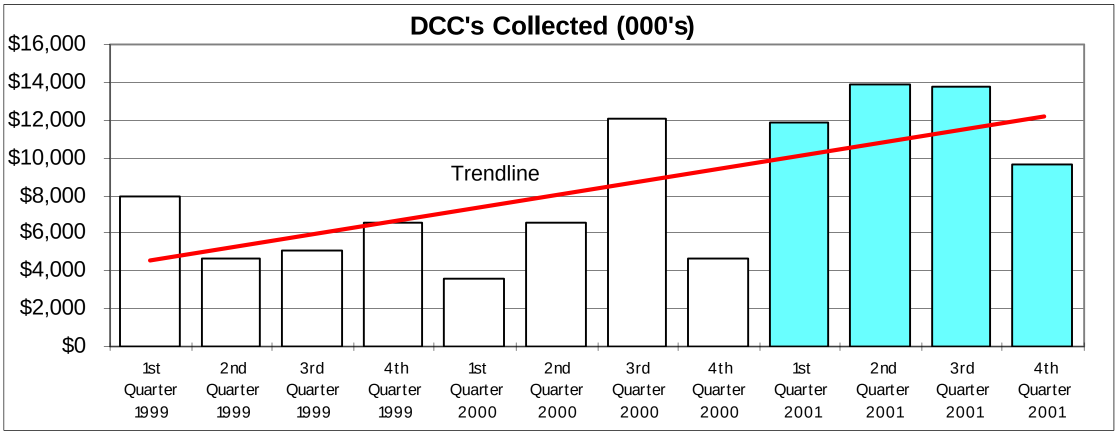
BRITISH COLUMBIA

British Columbia's economy deteriorated in 2001 as the combined effects of the slowing North American economy and the preliminary countervailing duty on softwood lumber took hold. Employment slowed rapidly, and weaknesses were widespread across both goods and services sectors. Declines occurred in industries such as manufacturing, accommodation and food. The easing of the North American economy 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 as a result of growth in the Manufacturing and Information industries. Vancouver Island and the Caribou continue to lag due to a weak lumber sector.

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 2002.



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:

	2002	2003	2004	2005	2006
B.C. Hydro	2.5%	2.5%	2.5%	2.5%	2.5%
B.C. Gas	15.0%	5.0%	5.0%	5.0%	5.0%
Telus Communications	1.0%	1.0%	1.0%	1.0%	1.0%
Water	5.0%	2.5%	2.5%	2.5%	2.5%
Sewer	5.0%	7.0%	7.0%	7.0%	7.0%

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 $192 million, property taxation contributes $128 million. Departmental Revenues contribute about $49 million and the interest revenue earned by the City's Investment Portfolio adds $9.2 million.

PROPERTY TAXES

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

Assessed Values

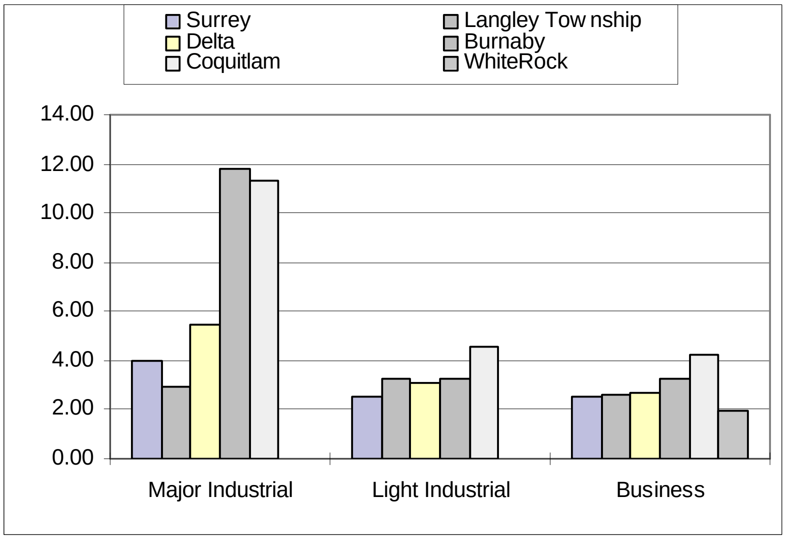
The assessed value of the average single-family dwelling is estimated at $221,400

Assessment growth from new development is estimated at 2.4% for 2002, based on the preview assessment roll.

Tax Ratios

Surrey's 2001 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.

2001 Tax Rate Ratios to Residential

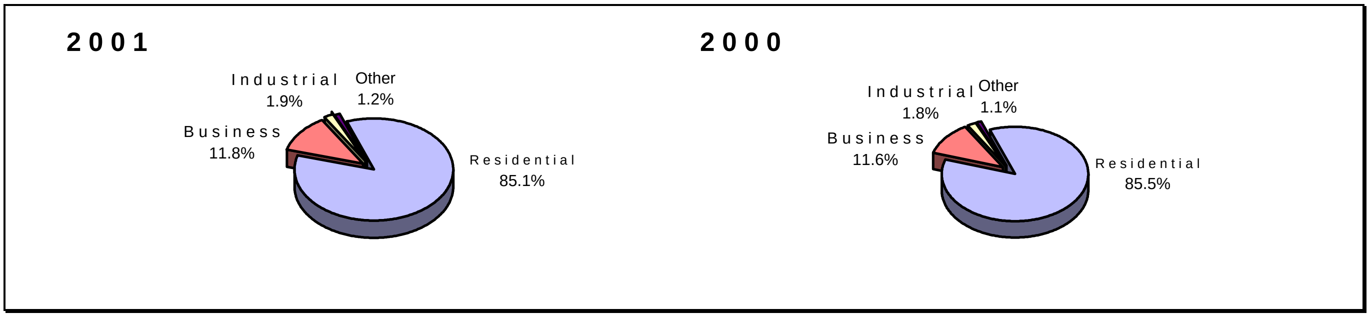


Based on the 2002 authenticated assessment roll, residential property represents 79.6% of total assessments and 69.8% of total taxes. This assumes that Council's traditional practice of raising the same dollars by property class will continue in 2002 (with the exception of taxes raised from growth).

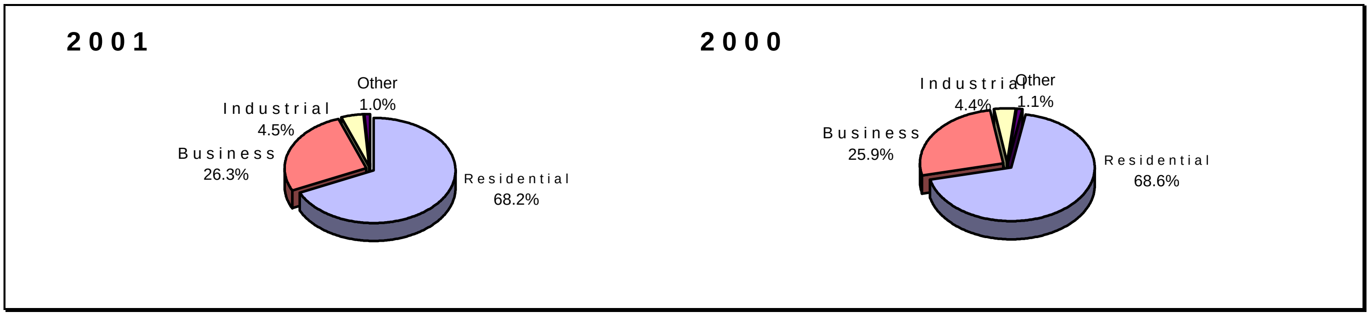
2001 AUTHENTICATED ROLL

ASSESSMENT AND TAXATION COMPARISON

Assessment

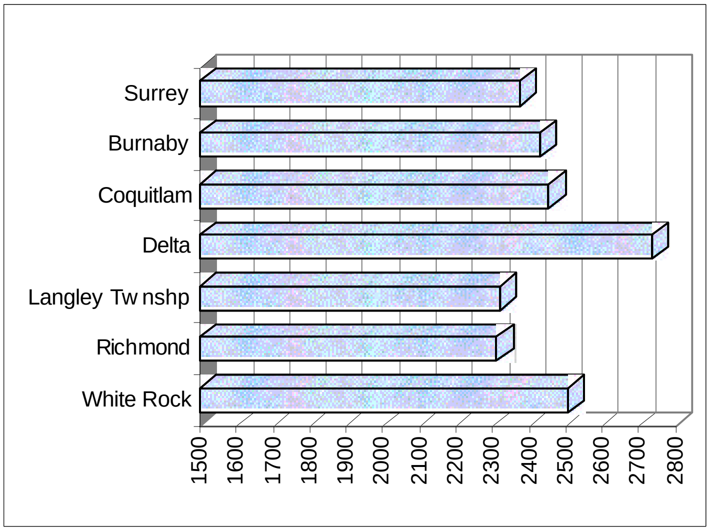


Taxes - Same Dollar



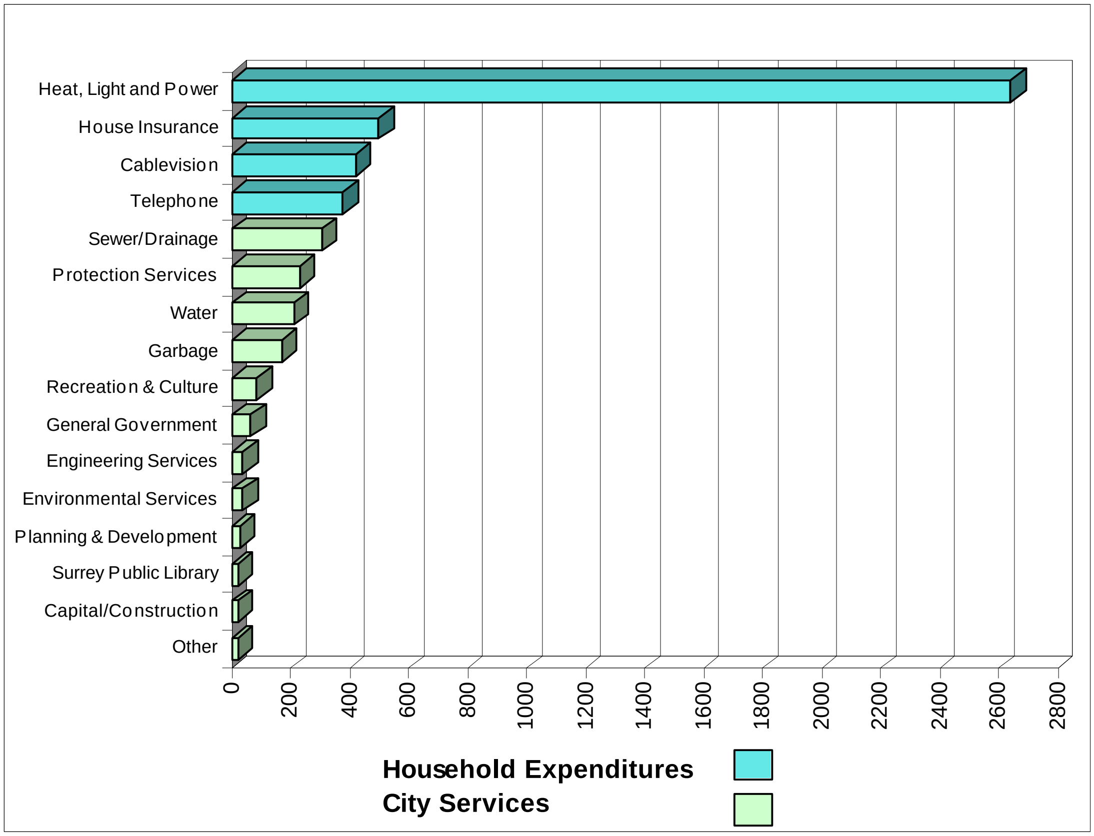
It is estimated that the average taxpayer's combined tax notice and utility billing, will increase approximately $34 in 2002. The increase reflects GVRD initiative regarding water enhancement and sewer treatment as well as contract increases for garbage collection and disposal.

Comparison of 2001 Taxes
Average Single Family Dwelling



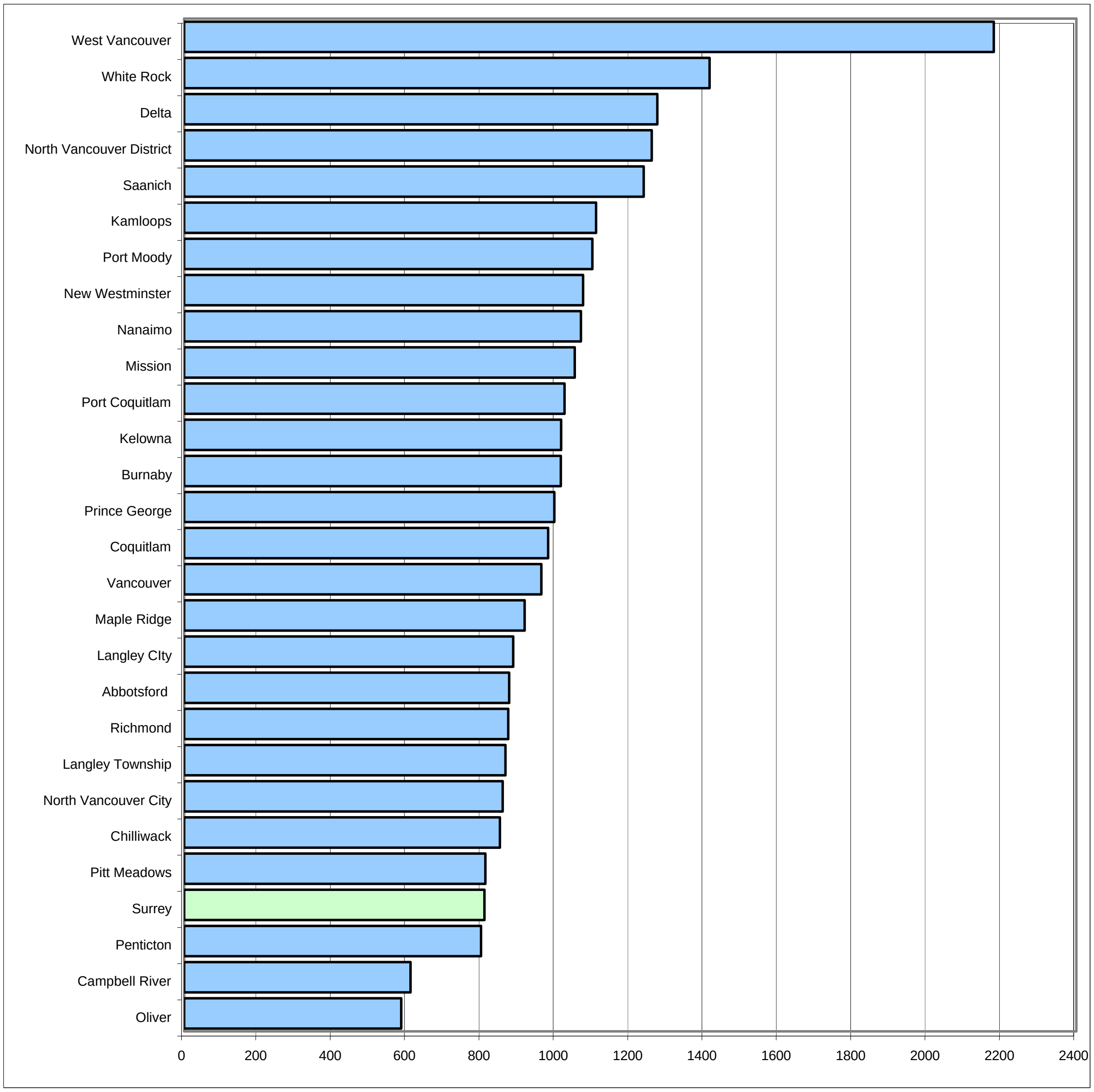
Surrey's combined property taxes and utilities are among the lowest in the region. The above graph indicates that property taxes (including School, GVRD, and other authorities) on the average single-family dwelling are the third lowest among neighbouring municipalities.

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 2001 Taxes



COMPARATIVE 2001 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	$ 218,560	$ 205,200	$ 244,400	$ 255,800	$ 221,000	$ 226,000	$ 232,000
Total	**$ 218,560**	**$ 205,200**	**$ 244,400**	**$ 255,800**	**$ 221,000**	**$ 226,000**	**$ 232,000**
LEVIES							
School	783	780	839	840	792	812	809
GVTA	46	43	51	54	46	47	49
BCAA	28	26	31	32	28	29	29
GVRD	23	23	26	28	25	25	26
Total	**879**	**872**	**948**	**955**	**890**	**913**	**912**
General	808	864	1,273	1,013	1,414	979	872
Total Taxes	**1,687**	**1,736**	**2,221**	**1,968**	**2,304**	**1,892**	**1,784**
USER RATES							
Water Rates/Parcel Tax	212	225	208	189	0	175	203
Sewer & Drainage Rates/Parcel Tax	305	249	204	272	200	232	151
Garbage Collection	170	111	102	0	0	155	173
Total	**687**	**584**	**514**	**461**	**200**	**562**	**527**
TOTAL TAXES AND USER RATES	**$ 2,374**	**$ 2,320**	**$ 2,735**	**$ 2,428**	**$ 2,504**	**$ 2,454**	**$ 2,311**
RANK	**3**	**2**	**7**	**4**	**6**	**5**	**1**

TAXES AND RATES COMPARISON 2001 - 2002

Average Residential Single Family Dwelling

(Authenticated Roll)

ASSESSMENTS	2001	2002	CHANGE (%)
Land	124,800	128,400	2.9%
Improvements	94,000	93,000	-1.1%
Total Assessments	**218,800**	**221,400**	**1.2%**
TAX LEVIES			
School	790	808	2.3%
GVTA	46	64	39.1%
BCAA	28	28	0.0%
GVRD	23	23	0.0%
	887	**923**	**4.1%**
General	799	799	0.0%
Sewer/Drainage Parcel Tax	136	140	2.9%
	935	**939**	**0.4%**
Total Tax Levies	**1,822**	**1,862**	**2.2%**
USER RATES			
Water Utility Rates	212	217	2.4%
Sewer/Drainage Rates	169	187	10.7%
Garbage Collection	170	177	4.1%
Total User Rates	**551**	**581**	**5.4%**
TOTAL TAXES AND USER RATES	2,373	2,443	2.9%
Home Owners Grant	(470)	(470)	0.0%
NET TAXES AND RATES	**1,903**	**1,973**	**3.7%**

RETURN ON INVESTMENT (INTEREST REVENUE)

New monies in 2002 are projected to be invested at an interest rate of 5.0%. This rate is consistent with projections from several major investment dealers including ScotiaMcLeod, RBC Dominion Securities, and Nesbitt Burns.

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:

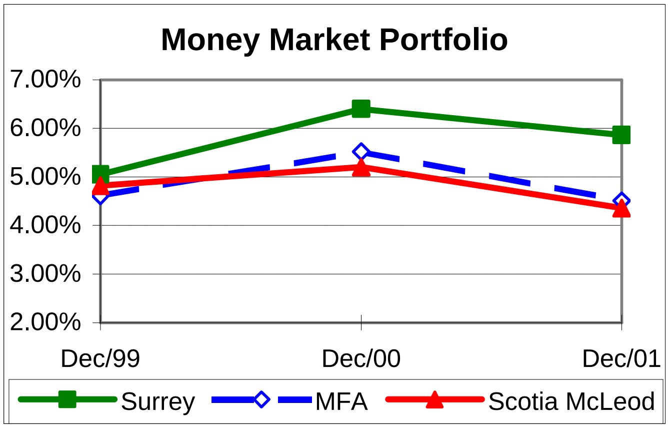
- Money Market Portfolio for securities maturing within 1 year;
- Intermediate Portfolio for securities maturing between 1 and 2 years, and
- Bond Portfolio for securities whose maturity date is over 2 years.

Portfolio Performance

Our overall investment performance for 2001 was 5.5%. 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.

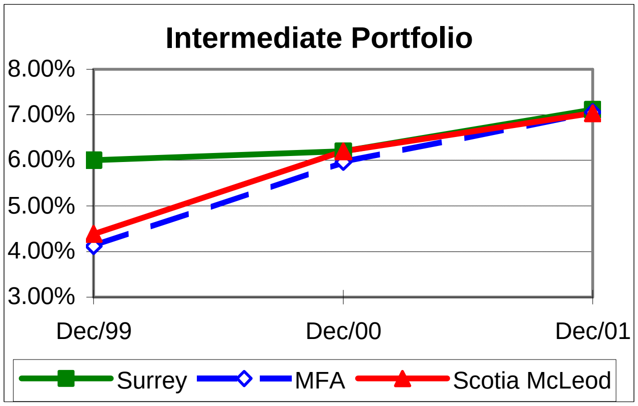
Money Market Portfolio

The following graph compares Surrey's Money Market Portfolio earnings to those of the MFA, and the ScotiaMcLeod 30 treasury bill index. Approximately 31% of Surrey's funds were invested in money market securities at the end of December.



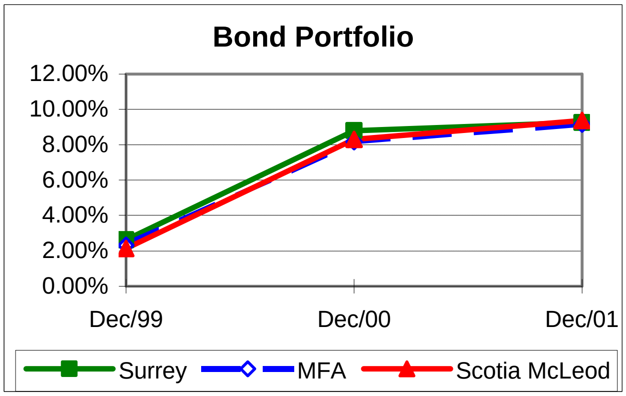
Intermediate Portfolio

The following graph compares returns against the MFA and ScotiaMcLeod one year treasury bill index. Approximately 20% 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 49% of Surrey's funds was invested in this portfolio at the end of December.

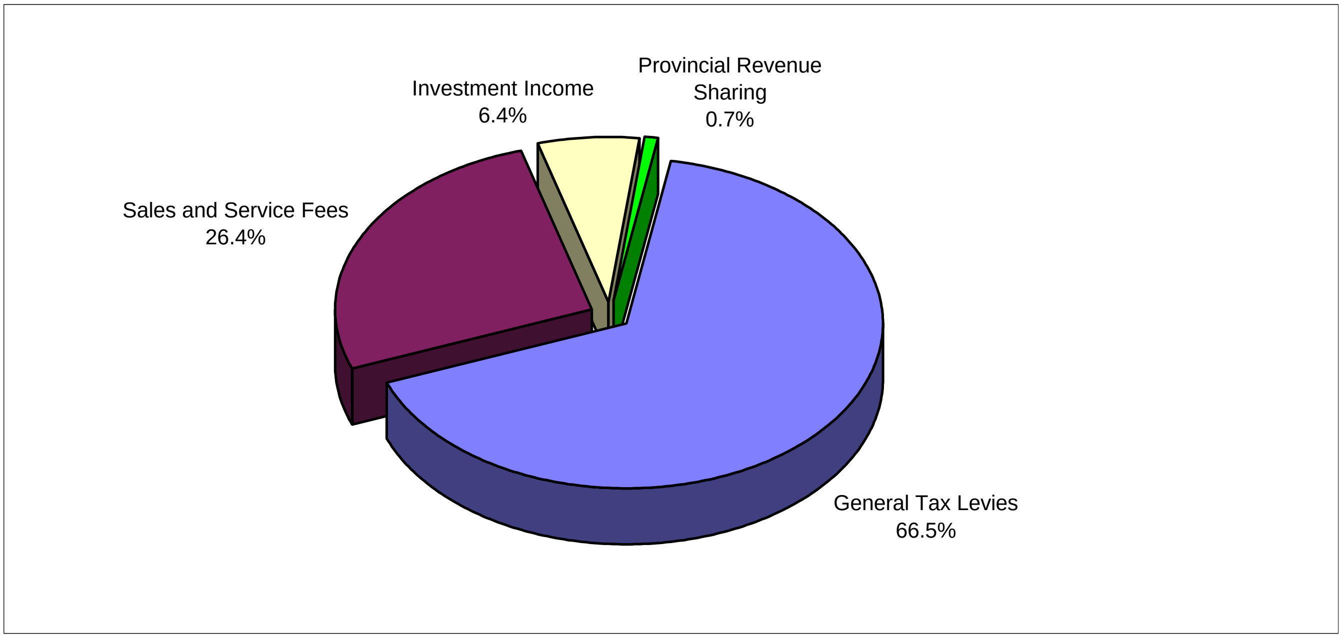


DEPARTMENTAL REVENUES

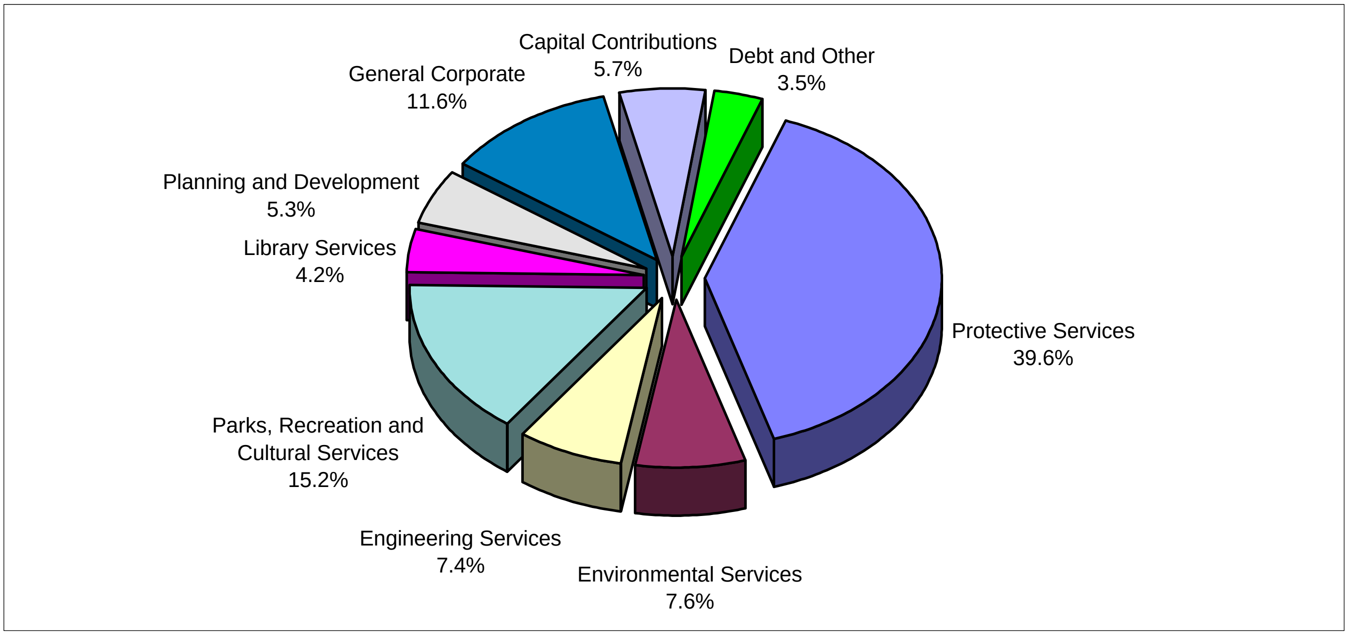
This type of revenue consists of Fees, Licences and other Sales of Services that Surrey offers. As part of the budget process this year, there was a 4% fee increase approved by Council.

2001 BUDGET

WHERE THE MONEY COMES FROM

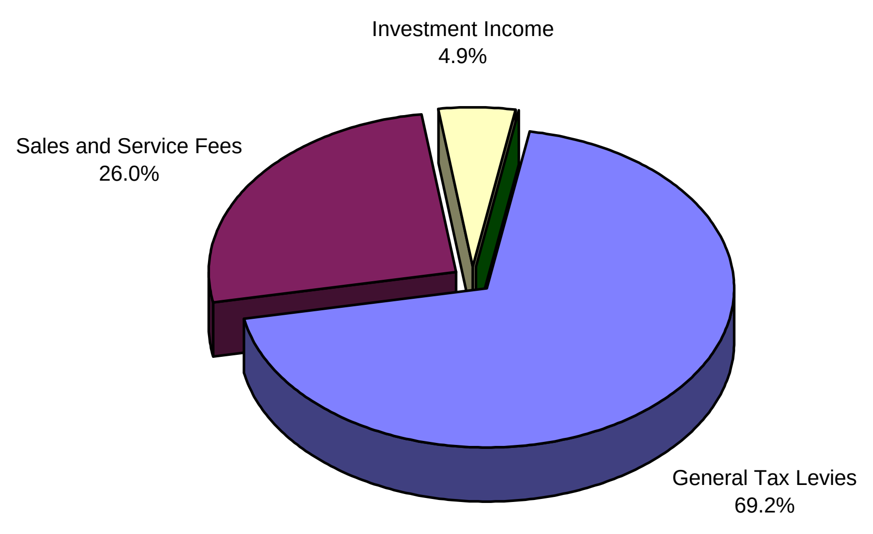


WHERE THE MONEY GOES:

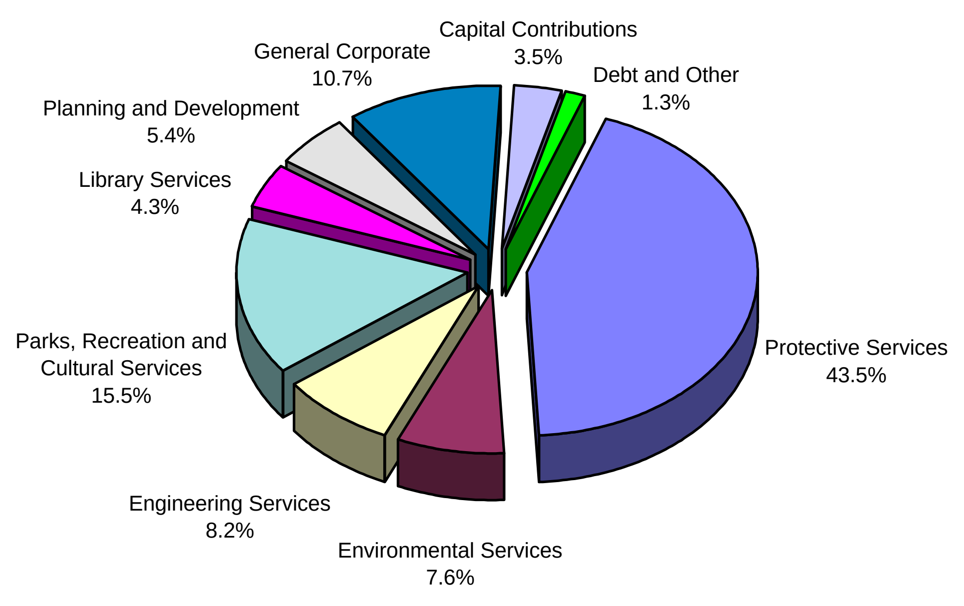


2002 BUDGET

WHERE THE MONEY COMES FROM



WHERE THE MONEY GOES:



OVERVIEW OF FUND STRUCTURE

This year 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;
- Sewer/Drainage, and
- Water Operating Funds

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

CAPITAL FUNDS

These funds include the following:

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

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

RESERVE FUNDS

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

Equipment and Building Replacement;

Tax Sale Land;

Municipal Land;

Parkland Acquisition;

Capital Acquisition;

Local Improvement Financing;

Water Claims;

Affordable Housing;

Parking Space, and

Development Cost Charges and Neighbourhood Concept Plans.

TRUST FUNDS

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

2002 - 2006 FINANCIAL PLAN
WORK IN PROGRESS & SURPLUS, OPERATIONS
$ 000's

	Balance '01 Financial Statements	2002 Work in Progress	2002 Interest	2002 Receipts	2002 Program	Available for Future Years
General Operating Fund						
Work in Progress						
Operating	$ 8,447	$ (5,697)	$ 0	$ 144	$ (450)	**$ 2,444**
Capital	28,050	(21,327)	0	0	(3,550)	**3,173**
	36,497	(27,024)	0	144	(4,000)	**5,617**
Surplus						
Unappropriated	10,599	0	0	0	(2,932)	**7,667**
Appropriated						
- Operating Contingency	3,500	0	0	0	0	**3,500**
- Operating Emergencies	1,000	0	0	0	0	**1,000**
- Environmental Emergencies	2,000	0	0	0	0	**2,000**
- Interest Revenue Stabilization	1,000	0	0	0	0	**1,000**
- Revenue Stabilization	3,000	0	0	0	0	**3,000**
- Self Insurance	10,967	0	548	0	(2,000)	**9,515**
- Innovation Funding	852	0	0	25	0	**877**
	22,319	0	548	25	(2,000)	**20,892**
	69,415	**(27,024)**	**548**	**169**	**(8,932)**	**34,176**
Surrey Public Library						
Work in Progress	520	0	0	0	0	**520**
Surplus						
Unappropriated	41	0	0	0	0	**41**
Appropriated	1	0	0	0	0	**1**
	42	0	0	0	0	**42**
	562	**0**	**0**	**0**	**0**	**562**
Water Operating Fund						
Work in Progress						
Operating	1,692	(1,692)	0	0	0	**0**
Capital	15,552	(7,154)	0	0	(4,200)	**4,198**
	17,244	(8,846)	0	0	(4,200)	**4,198**
Surplus						
Unappropriated	3,000	0	0	0	0	**3,000**
Appropriated						
- Operating Emergencies	1,000	0	0	0	0	**1,000**
- Revenue Stabilization	6,892	0	0	0	0	**6,892**
- Infrastructure Replacement	7,791	0	390	0	0	**8,181**
- Self Insurance	3,339	0	167	0	0	**3,506**
	19,022	0	557	0	0	**19,579**
	39,266	**(8,846)**	**557**	**0**	**(4,200)**	**26,777**
Sewer/Drainage Operating Fund						
Work in Progress						
Operating	692	(692)	0	0	0	**0**
Capital	18,003	(18,003)	0	0	0	**0**
	18,695	(18,695)	0	0	0	**0**
Surplus						
Unappropriated	2,450	0	0	0	0	**2,450**
Appropriated						
- Operating Emergencies	1,000	0	0	0	0	**1,000**
- Infrastructure Replacement	4,452	0	223	0	0	**4,675**
- Self Insurance	4,452	0	223	0	0	**4,675**
- Long Term Improvements	9,644	0	0	0	(8,000)	**1,644**
	19,548	0	446	0	(8,000)	**11,994**
	40,693	**(18,695)**	**446**	**0**	**(8,000)**	**14,444**
Total WIP & Surplus, Operations	**$ 149,936**	**$ (54,565)**	**$ 1,551**	**$ 169**	**$ (21,132)**	**$ 75,959**

2002 - 2006 FINANCIAL PLAN
STATUTORY RESERVE FUNDS
$ 000's

	Balance '01 Financial Statements	2002 Work in Progress	2002 Interest	2002 Receipts	2002 Receivables	2002 Program	Available for Future Years
Development Cost Charges							
Arterial Roads	$ 13,132	$ (7,733)	$ 657	$ 3,726	$ 4,532	$ (8,970)	**$ 5,344**
Major Collector Roads	4,407	(2,732)	220	1,397	1,096	(3,200)	**1,188**
Drainage	4,194	(1,507)	210	2,179	1,807	(4,520)	**2,363**
Parkland Acquisition	28,284	(20,584)	1,414	2,373	4,946	(10,170)	**6,263**
Parkland Development	1,550	(684)	77	1,352	260	(1,490)	**1,065**
Parkland Cash in Lieu	1,158	0	58	840	0	(810)	**1,245**
Sanitary Sewer	9,733	(8,175)	487	911	738	(2,170)	**1,523**
Water	9,012	(7,422)	451	931	903	(2,270)	**1,604**
	71,470	(48,837)	3,573	13,709	14,282	(33,600)	**20,597**
City Land Reserves							
Unappropriated	3,914	0	450	(6,000)	5,000	0	**3,364**
Artifical Turf Development	0	0	0	1,000	0	(1,000)	**0**
Bridgeview Industrial	784	(769)	0	0	0	0	**15**
Cranley Drive Reserve	769	0	0	0	0	(15)	**754**
Joint Dispatch Centre	0	0	0	2,000	0	(2,000)	**0**
Joint Venture Land Sales	854	(854)	0	0	0	0	**0**
Municipal Subdivisions	831	(654)	0	0	0	0	**177**
South Surrey Library	0	0	0	2,350	0	(2,350)	**0**
South Surrey Pool Upgrade	0	0	0	250	0	(250)	**0**
Surrey Arts Centre	0	0	0	100	0	(100)	**0**
YMCA	1,850	(1,850)	0	0	0	0	**0**
Other	0	0	0	300	0	(300)	**0**
	9,002	(4,127)	450	0	5,000	(6,015)	**4,310**
Equipment & Buildings							
Vehicles and Equipment	24,211	(7,817)	1,211	4,936	0	(4,819)	**17,722**
City Buildings	779	(324)	39	0	0	0	**494**
	24,990	(8,141)	1,250	4,936	0	(4,819)	**18,216**
NCP - Amenities	3,606	(951)	180	400	0	(1,870)	**1,365**
Local Improvement Fund	4,895	0	245	500	0	(3,000)	**2,640**
Affordable Housing	8,142	(3,263)	407	0	0	0	**5,286**
Parking Space Reserve	993	0	50	0	0	0	**1,043**
Water Damage Claims	857	0	43	0	0	0	**900**
Tax Sale Land Reserve	124	0	6	0	0	0	**130**
Animal Compensation	0	0	0	0	0	0	**0**
Capital Legacy Fund	29,558	0	1,478	669	0	(2,000)	**29,705**
	$ 153,637	**$ (65,319)**	**$ 7,682**	**$ 20,214**	**$ 19,282**	**$ (51,304)**	**$ 84,191**

2002 - 2006 BUDGET
CONSOLIDATED FINANCIAL SUMMARY
$ 000's

REVENUE SUMMARY	**2000 ACTUAL**	**2001 ACTUAL**	**2001 BUDGET**	**2001-2002 CHANGE**	**2002 BUDGET**	**2003 PLAN**	**2004 PLAN**	**2005 PLAN**	**2006 PLAN**
Taxation	$ 275,906	$ 283,261	$ 278,819	$ 8,174	**$ 286,993**	$ 298,916	$ 311,458	$ 324,121	$ 337,291
Collections for Other Authorities	(141,349)	(145,537)	(141,759)	(3,193)	**(144,952)**	(149,299)	(153,777)	(158,389)	(163,139)
	134,557	137,724	137,060	4,981	**142,041**	149,617	157,681	165,732	174,152
Investment Income	14,809	16,897	13,701	(818)	**12,883**	12,004	11,392	10,362	10,207
Penalties and Interest on Taxes	2,909	3,206	2,601	10	**2,611**	2,711	2,811	2,911	2,911
Provincial Revenue Sharing	901	782	410	(410)	**0**	0	0	0	0
	18,619	20,885	16,712	(1,218)	**15,494**	14,715	14,203	13,273	13,118
Utility Administration	2,749	2,747	3,214	37	**3,251**	3,316	3,382	3,450	3,519
Departmental Revenues	88,188	92,696	93,077	8,053	**101,130**	106,386	111,565	116,184	120,485
Sundry & Developer Contributions	9,441	9,939	35,777	4,747	**40,524**	32,674	32,128	32,533	33,201
TOTAL REVENUES	**$ 253,554**	**$ 263,991**	**$ 285,840**	**$ 16,600**	**$ 302,440**	**$ 306,708**	**$ 318,959**	**$ 331,172**	**$ 344,475**

EXPENDITURE SUMMARY	**2000 ACTUAL**	**2001 ACTUAL**	**2001 BUDGET**	**2001-2002 CHANGE**	**2002 BUDGET**	**2003 PLAN**	**2004 PLAN**	**2005 PLAN**	**2006 PLAN**
Debt Interest & Fiscal Services	2,144	1,984	1,604	(547)	**1,057**	595	580	600	627
Council/Millennium Projects	250	250	250	0	**250**	250	250	250	250
Departmental Expenditures	196,985	208,219	217,303	11,971	**229,274**	239,202	249,434	259,638	266,878
Capital Expenditures	86,555	90,321	117,463	378	**117,841**	101,948	96,916	97,284	101,089
TOTAL EXPENDITURES	**$ 285,934**	**$ 300,774**	**$ 336,620**	**$ 11,802**	**$ 348,422**	**$ 341,995**	**$ 347,180**	**$ 357,772**	**$ 368,844**

Interest Allocated to Approp. Surplus	$ 1,587	$ 1,571	$ 2,063	$ (548)	**$ 1,515**	$ 1,540	$ 1,566	$ 1,569	$ 1,627
Debt Principal Repaid	3,100	1,746	1,583	(384)	**1,199**	559	0	0	0
Net Tsf.To/(Fm) Surplus/Reserve	(39,832)	(40,097)	(51,623)	5,859	**(45,764)**	(36,481)	(29,651)	(28,995)	(23,983)
	$ (35,145)	**$ (36,780)**	**$ (47,977)**	**$ 4,927**	**$ (43,050)**	**$ (34,382)**	**$ (28,085)**	**$ (27,426)**	**$ (22,356)**

Surplus/(Deficit)	$ 2,765	$ (3)	$ (2,803)	$ (129)	**$ (2,932)**	$ (905)	$ (136)	$ 826	$ (2,013)
Transfers (To)/From Surplus	(2,765)	3	2,803	129	**2,932**	905	136	(826)	2,013
BALANCED BUDGET	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

2002 - 2006 BUDGET
DEPARTMENTAL SUMMARY
$ 000's

	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Mayor, Council & Grants	$ 1,411	$ 1,517	$ 1,618	$ 40	**$ 1,658**	$ 1,698	$ 1,740	$ 1,768	$ 1,811
City Manager	3,848	3,851	4,185	53	**4,238**	4,409	4,569	4,814	4,864
Finance, Technology & HR	9,922	10,913	12,106	366	**12,472**	12,888	13,135	13,423	13,677
Fire	27,755	29,397	29,793	2,036	**31,829**	32,963	33,874	35,071	35,907
RCMP	39,222	44,725	44,614	5,066	**49,680**	51,852	53,803	56,150	57,669
Engineering Services	9,008	9,301	9,726	182	**9,908**	10,423	10,781	11,140	11,618
Parks, Recreation & Culture	18,122	18,867	18,991	1,008	**19,999**	20,719	21,272	21,830	22,395
Surrey Public Library	6,164	6,587	6,559	432	**6,991**	7,210	8,360	8,528	8,739
Planning & Development	(577)	(944)	(279)	(271)	**(550)**	(550)	(550)	(550)	(550)
Water Operations	(8,653)	(7,027)	(4,724)	586	**(4,138)**	(3,513)	(2,889)	(2,917)	(3,000)
Sewer & Drainage Operations	6,201	6,774	7,035	(2,672)	**4,363**	8,839	9,121	8,940	7,978
Operating Contingency	1,737	1,525	559	(225)	**334**	526	733	1,042	1,355
NET DEPARTMENT TOTAL	**$ 114,160**	**$ 125,486**	**$ 130,183**	**$ 6,601**	**$ 136,784**	**$ 147,464**	**$ 153,949**	**$ 159,239**	**$ 162,463**

ACCOUNT SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (52,656)	$ (55,395)	$ (57,896)	$ (2,009)	**$ (59,905)**	$ (62,263)	$ (64,502)	$ (66,757)	$ (68,756)
Grants, Donations and Other	(35,532)	(37,301)	(35,181)	(6,044)	**(41,225)**	(44,123)	(47,063)	(49,427)	(51,729)
	(88,188)	(92,696)	(93,077)	(8,053)	**(101,130)**	(106,386)	(111,565)	(116,184)	(120,485)
Expenditures									
Salaries and Benefits	92,281	96,065	103,171	4,853	**108,024**	111,685	114,951	117,881	120,326
Operating Costs	114,849	121,488	121,796	12,456	**134,252**	140,781	147,746	155,051	159,883
Internal Services Used	30,654	30,909	33,840	(6,041)	**27,799**	28,232	28,648	29,040	29,433
Internal Services Recovered	(36,423)	(36,511)	(37,954)	(556)	**(38,510)**	(39,205)	(39,620)	(40,043)	(40,473)
External Recoveries	(4,376)	(3,732)	(3,550)	1,259	**(2,291)**	(2,291)	(2,291)	(2,291)	(2,291)
	196,985	208,219	217,303	11,971	**229,274**	239,202	249,434	259,638	266,878
Net Operations Total	**108,797**	**115,523**	**124,226**	**3,918**	**128,144**	**132,816**	**137,869**	**143,454**	**146,393**
Transfers									
Transfer From Own Sources	(1,500)	(1,226)	(5,195)	84	**(5,111)**	(2,080)	(2,080)	(2,490)	(2,080)
Transfer To Own Sources	6,863	11,189	11,152	2,599	**13,751**	16,728	18,160	18,275	18,150
	5,363	9,963	5,957	2,683	**8,640**	14,648	16,080	15,785	16,070
NET DEPARTMENT TOTAL	**$ 114,160**	**$ 125,486**	**$ 130,183**	**$ 6,601**	**$ 136,784**	**$ 147,464**	**$ 153,949**	**$ 159,239**	**$ 162,463**

2002 - 2006 FINANCIAL PLAN
SIGNIFICANT CHANGES
$ 000's

SIGNIFICANT CHANGES		
2001 ADOPTED BUDGET		$ (2,803)
Revenues		
Taxation Assessment Growth	2,996	
Grants in Lieu Increase	1,400	
Other Assessment Adjustments	(128)	
Parcel Tax Increase	713	4,981
Investment Income	(818)	
Penalties & Interest on Taxes	10	
Provincial Revenue Contribution	(410)	(1,218)
Utility Administration	37	37
Departmental Revenues		
Fee Increases	912	
Taxi License New Revenue	300	
Traffic Fine Revenue Decrease	(180)	
Surrey Art Centre Expansion	217	
Solid Waste Fee Increase	587	
Library Grant Increase	100	
Sewer/Drainage Growth	2,897	
Water, Sewer & Drainage Rate	3,220	8,053
Developer Contributions	4,747	4,747
Total Change in Revenues		16,600
Expenditures		
Debt Interest & Fiscal Services		
Operating Fund	55	
Water Fund	(532)	
Sewer/Drainage Fund	(70)	(547)
Departmental Expenditures		
Salary Rate Increase	4,058	
Contractual Inflationary Increases	1,057	
New Firefighters	160	
E-Comm Infrastructure	200	
RCMP Municipal Staff and Member Increase	853	
RCMP Contract Increase	3,086	
Guildford Community Centre Full-Year Costs	124	
Surrey Art Centre Expansion	525	
Library HRDC Program	100	
Water Utility Contract Increases	1,885	
Sewer/Drainage Contract Increases	2,425	
Decrease in Garage Transfers	(658)	
Decrease in Operating Contingency	(225)	
Election Costs	410	
Departmental Identified Savings	(405)	13,595
Capital Expenditures		
Utility Engineering Structures	2,063	
Non-Discretionary Works	(2,799)	
Engineering Public Works	1,000	
Park Development	(180)	
Equipment Replacement	680	
Sundry Capital	(56)	
Ranked Capital Projects	(330)	378
Total Change in Expenditures		13,426
Transfers		
Interest Allocated to Appropriated Surplus	(598)	(598)
Debt Principal Repaid		
Operating Fund	(161)	
Water Fund	(223)	(384)
Net Transfers To/From Surplus/Reserves		
Local Improvements	(29)	
Election Appropriation	(410)	
Equipment Replacement	926	
RCMP Equipment Appropriation	553	
Capital Legacy Repayment	269	
Water Capital Appropriation	(656)	
Sewer/Drainage Capital Appropriation	427	
Capital Appropriations	3,205	4,285
Total Change in Transfers		3,303
2002 BUDGET		$ (2,932)

2002 - 2006 FINANCIAL PLAN
SIGNIFICANT CHANGES
$ 000's

SIGNIFICANT CHANGES		SUMMARY
2002 ADOPTED BUDGET		**$ (2,932)**
Revenues		
Taxation		
Assessment Growth	13,973	
Sustainable Tax increase	16,131	
Other Assessment Adjustments	(95)	
Parcel Tax Increase	2,102	**32,111**
Investment Income	(2,521)	
Penalties & Interest on Taxes	145	**(2,376)**
Utility Administration	268	**268**
Departmental Revenues		
Fee Increases	2,000	
Solid Waste Fee Increase	1,230	
Sewer/Drainage Growth	4,670	
Water, Sewer & Drainage Rate	11,455	**19,355**
Developer Contributions	(7,323)	**(7,323)**
Total Change in Revenues		**42,035**
Expenditures		
Debt Interest & Fiscal Services		
Water Fund	(428)	
Sewer/Drainage Fund	(69)	
Operating Fund	67	**(430)**
Departmental Expenditures		
Salary Rate Increase	9,670	
Contractual Inflationary Increases	3,077	
New Firefighters	580	
RCMP Member Increase	3,500	
RCMP Contract Increase	3,491	
Roads Inventory Increase	1,000	
Parks Inventory Increase	1,000	
South Surrey Library	1,000	
Water Utility Contract Increases	9,554	
Sewer/Drainage Contract Increases	4,278	
Increase in Operating Contingency	1,021	
Election Costs	(410)	**37,761**
Capital Expenditures		
Utility Engineering Structures	(8,090)	
Non-Discretionary Works	(5,327)	
Fire Equipment Replacement	236	
Sundry Capital	179	
Ranked Capital Projects	(3,750)	**(16,752)**
Total Change in Expenditures		**20,579**
Transfers		
Interest Allocated to Appropriated Surplus	(102)	**(102)**
Debt Principal Repaid		
Operating Fund	(415)	
Water Fund	(723)	
Sewer/Drainage Fund	(61)	**(1,199)**
Net Transfers To/From Surplus/Reserves		
Local Improvements	(314)	
Election Appropriation	410	
Fleet Equipment Replacement	(183)	
Water Capital Appropriation	977	
Sewer/Drainage Capital Appropriation	5,419	
Capital Appropriations	15,529	**21,838**
Total Change in Transfers		**20,537**
2006 BUDGET		**$ (2,013)**

2002 - 2006 BUDGET
GENERAL OPERATING - FINANCIAL SUMMARY
$ 000's

REVENUE SUMMARY	**2000 ACTUAL**	**2001 ACTUAL**	**2001 BUDGET**	**2001-2002 CHANGE**	**2002 BUDGET**	**2003 PLAN**	**2004 PLAN**	**2005 PLAN**	**2006 PLAN**
Taxation	$ 262,808	$ 269,886	$ 265,540	$ 7,461	**$ 273,001**	$ 284,181	$ 295,947	$ 308,323	$ 321,197
Collections for Other Authorities	(141,349)	(145,537)	(141,759)	(3,193)	**(144,952)**	(149,299)	(153,777)	(158,389)	(163,139)
	121,459	124,349	123,781	4,268	**128,049**	134,882	142,170	149,934	158,058
Investment Income	9,359	11,428	9,574	(397)	**9,177**	8,738	8,326	7,424	7,338
Penalties and Interest on Taxes	2,612	2,779	2,300	0	**2,300**	2,400	2,500	2,600	2,600
Provincial Casino Revenue Sharing	815	782	410	(410)	**0**	0	0	0	0
	12,786	14,989	12,284	(807)	**11,477**	11,138	10,826	10,024	9,938
Utility Administration	2,749	2,747	3,214	37	**3,251**	3,316	3,382	3,450	3,519
Departmental Revenues	43,570	45,483	46,971	1,936	**48,907**	49,827	50,602	51,390	52,137
TOTAL REVENUES	**$ 180,564**	**$ 187,568**	**$ 186,250**	**$ 5,434**	**$ 191,684**	**$ 199,163**	**$ 206,980**	**$ 214,798**	**$ 223,652**

EXPENDITURE SUMMARY	**2000 ACTUAL**	**2001 ACTUAL**	**2001 BUDGET**	**2001-2002 CHANGE**	**2002 BUDGET**	**2003 PLAN**	**2004 PLAN**	**2005 PLAN**	**2006 PLAN**
Debt Interest & Fiscal Services	$ 571	$ 484	$ 505	$ 55	**$ 560**	$ 560	$ 580	$ 600	$ 627
Council/Millennium Projects	250	250	250	0	**250**	250	250	250	250
Departmental Expenditures	155,418	163,818	171,271	10,007	**181,278**	187,411	193,810	200,553	205,207
TOTAL EXPENDITURES	**$ 156,239**	**$ 164,552**	**$ 172,026**	**$ 10,062**	**$ 182,088**	**$ 188,221**	**$ 194,640**	**$ 201,403**	**$ 206,084**

Interest Allocated to Approp. Surplus	$ 597	$ 567	$ 1,113	$ (598)	**$ 515**	$ 490	$ 464	$ 413	$ 413
Debt Principal Repaid	400	426	576	(161)	**415**	0	0	0	0
Contribution to Capital	17,663	13,315	10,847	(4,327)	**6,520**	8,020	9,520	11,020	14,020
Net Tsf.To/(Fm) Surplus/Reserve	6,098	8,323	4,491	587	**5,078**	5,287	5,242	4,786	5,148
	$ 24,758	**$ 22,631**	**$ 17,027**	**$ (4,499)**	**$ 12,528**	**$ 13,797**	**$ 15,226**	**$ 16,219**	**$ 19,581**

Surplus/(Deficit)	$ (433)	$ 385	$ (2,803)	$ (129)	**$ (2,932)**	$ (2,855)	$ (2,886)	$ (2,824)	$ (2,013)
Transfers (To)/From Surplus	433	(385)	2,803	129	**2,932**	2,855	2,886	2,824	2,013
BALANCED BUDGET	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

2002 - 2006 BUDGET
GENERAL OPERATING - REVENUE SUMMARY
$ 000's

REVENUE SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Corporate Revenues									
Taxation									
Base Levy	$ 253,643	$ 259,948	$ 256,357	$ 5,794	**$ 262,151**	$ 269,494	$ 280,837	$ 292,764	$ 305,302
Assessment Growth (City's Portion)	2,117	2,549	2,580	416	**2,996**	3,144	3,395	3,656	3,778
Sustainable Revenue	0	0	0	0	**0**	3,721	3,920	4,132	4,358
Provision for Adjustments	(61)	(143)	(350)	0	**(350)**	(350)	(350)	(350)	(350)
	255,699	262,354	258,587	6,210	**264,797**	276,009	287,802	300,202	313,088
Grants in Lieu	6,943	7,404	6,700	1,400	**8,100**	8,100	8,100	8,100	8,100
Special Assessments	166	128	253	(149)	**104**	72	45	21	9
	262,808	269,886	265,540	7,461	**273,001**	284,181	295,947	308,323	321,197
Collections for Other Authorities									
Provincial School Taxes	(118,822)	(121,196)	(122,396)	(2,687)	**(125,083)**	(128,835)	(132,700)	(136,681)	(140,781)
Greater Vcr Transit Auth.	(10,300)	(10,581)	(10,611)	(396)	**(11,007)**	(11,337)	(11,677)	(12,027)	(12,388)
Greater Vcr Regional Dist.	(3,234)	(3,315)	(3,332)	(96)	**(3,428)**	(3,531)	(3,637)	(3,746)	(3,858)
B.C. Assessment Authority	(4,145)	(4,202)	(4,279)	(35)	**(4,314)**	(4,443)	(4,576)	(4,713)	(4,854)
Municipal Finance Authority	(8)	(8)	(8)	0	**(8)**	(8)	(8)	(8)	(8)
Grants in Lieu of Taxes	(4,840)	(6,235)	(1,133)	21	**(1,112)**	(1,145)	(1,179)	(1,214)	(1,250)
	(141,349)	(145,537)	(141,759)	(3,193)	**(144,952)**	(149,299)	(153,777)	(158,389)	(163,139)
Net Taxation	121,459	124,349	123,781	4,268	**128,049**	134,882	142,170	149,934	158,058
Other									
Investment Income	9,359	11,428	9,574	(397)	**9,177**	8,738	8,326	7,424	7,338
Penalties and Interest on Taxes	2,612	2,779	2,300	0	**2,300**	2,400	2,500	2,600	2,600
Provincial Casino Revenue Sharing	815	782	410	(410)	**0**	0	0	0	0
	12,786	14,989	12,284	(807)	**11,477**	11,138	10,826	10,024	9,938
Total Corporate Revenues	**134,245**	**139,338**	**136,065**	**3,461**	**139,526**	**146,020**	**152,996**	**159,958**	**167,996**
Utility Administration	2,749	2,747	3,214	37	**3,251**	3,316	3,382	3,450	3,519
Departmental Revenues									
General Government									
City Manager	3,629	3,775	3,990	145	**4,135**	4,135	4,135	4,135	4,135
Finance, Technology & HR	723	975	795	5	**800**	800	800	800	800
	4,352	4,750	4,785	150	**4,935**	4,935	4,935	4,935	4,935
Protection Services									
Fire	664	538	593	11	**604**	617	630	643	656
RCMP	1,743	1,931	1,762	(130)	**1,632**	1,647	1,662	1,677	1,692
	2,407	2,469	2,355	(119)	**2,236**	2,264	2,292	2,320	2,348
Other									
Engineering Services	19,193	19,519	19,221	848	**20,069**	20,439	20,854	21,278	21,652
Parks, Recreation & Culture	7,533	8,212	9,245	393	**9,638**	9,824	9,936	10,048	10,164
Surrey Public Library	1,173	1,324	1,243	100	**1,343**	1,343	1,343	1,343	1,343
Planning & Development	8,912	9,209	10,122	564	**10,686**	11,022	11,242	11,466	11,695
	36,811	38,264	39,831	1,905	**41,736**	42,628	43,375	44,135	44,854
Total Departmental Revenues	**43,570**	**45,483**	**46,971**	**1,936**	**48,907**	49,827	50,602	51,390	52,137
TOTAL REVENUES	**$ 180,564**	**$ 187,568**	**$ 186,250**	**$ 5,434**	**$ 191,684**	**$ 199,163**	**$ 206,980**	**$ 214,798**	**$ 223,652**

SURREY
CITY OF PARKS

2002 - 2006 BUDGET
GENERAL OPERATING - EXPENDITURE SUMMARY
$ 000's

EXPENDITURE SUMMARY	**2000 ACTUAL**	**2001 ACTUAL**	**2001 BUDGET**	**2001-2002 CHANGE**	**2002 BUDGET**	**2003 PLAN**	**2004 PLAN**	**2005 PLAN**	**2006 PLAN**
Debt Interest & Fiscal Services									
External Debt	$ 65	$ 89	$ 66	$ 378	**$ 444**	$ 436	$ 444	$ 455	$ 467
Fiscal Charges	506	395	439	(323)	**116**	124	136	145	160
	571	484	505	55	**560**	560	580	600	627
Council/Millennium Projects	250	250	250	0	**250**	250	250	250	250
Departmental Expenditures									
<u>General Government</u>									
Mayor, Council & Grants	1,409	1,472	1,618	40	**1,658**	1,698	1,740	1,768	1,811
City Manager	7,238	7,178	7,963	676	**8,639**	8,400	8,560	9,215	8,855
Finance, Technology & HR	9,583	9,606	12,351	1,070	**13,421**	13,837	14,084	14,372	14,626
	18,230	18,256	21,932	1,786	**23,718**	23,935	24,384	25,355	25,292
<u>Protection Services</u>									
Fire	26,854	28,509	28,960	1,896	**30,856**	32,003	32,927	34,137	34,986
RCMP	40,980	46,673	46,929	4,383	**51,312**	53,499	55,465	57,827	59,361
	67,834	75,182	75,889	6,279	**82,168**	85,502	88,392	91,964	94,347
<u>Other</u>									
Engineering Services	26,274	26,299	27,475	25	**27,500**	28,429	29,247	30,076	30,976
Parks, Recreation & Culture	25,776	26,564	27,721	1,317	**29,038**	29,944	30,609	31,279	31,960
Surrey Public Library	7,267	7,769	7,852	532	**8,384**	8,603	9,753	9,921	10,132
Planning & Development	8,300	8,223	9,843	293	**10,136**	10,472	10,692	10,916	11,145
Operating Contingency	1,737	1,525	559	(225)	**334**	526	733	1,042	1,355
	69,354	70,380	73,450	1,942	**75,392**	77,974	81,034	83,234	85,568
Total Departmental Expend.	**155,418**	**163,818**	**171,271**	**10,007**	**181,278**	**187,411**	**193,810**	**200,553**	**205,207**
Approp. Surplus re: Interest	597	567	1,113	(598)	**515**	490	464	413	413
Debt Principal Repaid									
External Debt	400	426	576	(161)	**415**	0	0	0	0
	400	426	576	(161)	**415**	0	0	0	0
Contribution to Capital	17,663	13,315	10,847	(4,327)	**6,520**	8,020	9,520	11,020	14,020
Net Tsf. To/(Fm) Surplus/Reserve									
Local Improvements	948	919	919	(29)	**890**	733	733	733	733
Appropriated Surplus	1,767	2,942	(1,622)	(214)	**(1,836)**	(1,401)	(1,376)	(1,761)	(1,326)
Reserve Funds	3,383	4,462	5,194	830	**6,024**	5,955	5,885	5,814	5,741
	6,098	8,323	4,491	587	**5,078**	5,287	5,242	4,786	5,148
TOTAL EXPENDITURES	**$ 180,997**	**$ 187,183**	**$ 189,053**	**$ 5,563**	**$ 194,616**	**$ 202,018**	**$ 209,866**	**$ 217,622**	**$ 225,665**

2002 - 2006 BUDGET
DEPARTMENTAL PROGRAM SUMMARY
GENERAL GOVERNMENT

NET PROGRAMS	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Mayor, Council & Grants									
Office of the Mayor	$ 409	$ 473	$ 573	$ 21	**$ 594**	$ 622	$ 642	$ 658	$ 679
Council	376	466	467	19	**486**	498	520	532	554
City Grants	626	578	578	0	**578**	578	578	578	578
	1,411	1,517	1,618	40	**1,658**	1,698	1,740	1,768	1,811
City Manager									
Administration	486	514	614	53	**667**	693	710	722	739
Business Development Office	408	339	436	9	**445**	461	473	480	492
Bylaw Services	(356)	(682)	(728)	(107)	**(835)**	(769)	(711)	(652)	(592)
Communications & Public Affair	345	341	443	12	**455**	468	478	483	493
Legal Services	600	767	752	71	**823**	871	894	912	935
Legislative Services	2,365	2,572	2,668	15	**2,683**	2,685	2,725	2,869	2,797
	3,848	3,851	4,185	53	**4,238**	4,409	4,569	4,814	4,864
Finance, Technology & HR									
Administration	510	286	481	(6)	**475**	491	500	514	524
Accounting Services	1,190	1,442	1,584	78	**1,662**	1,721	1,751	1,786	1,818
Financial Services	580	577	746	123	**869**	831	862	901	931
Risk & Customer Services	1,594	1,366	1,486	(158)	**1,328**	1,456	1,481	1,527	1,553
Information Technology	4,457	5,594	5,973	265	**6,238**	6,423	6,540	6,659	6,779
Human Resources	1,591	1,648	1,836	64	**1,900**	1,966	2,001	2,036	2,072
	9,922	10,913	12,106	366	**12,472**	12,888	13,135	13,423	13,677
NET PROGRAM TOTAL	**$ 15,181**	**$ 16,281**	**$ 17,909**	**$ 459**	**$ 18,368**	**$ 18,995**	**$ 19,444**	**$ 20,005**	**$ 20,352**

SURREY
CITY OF PARKS

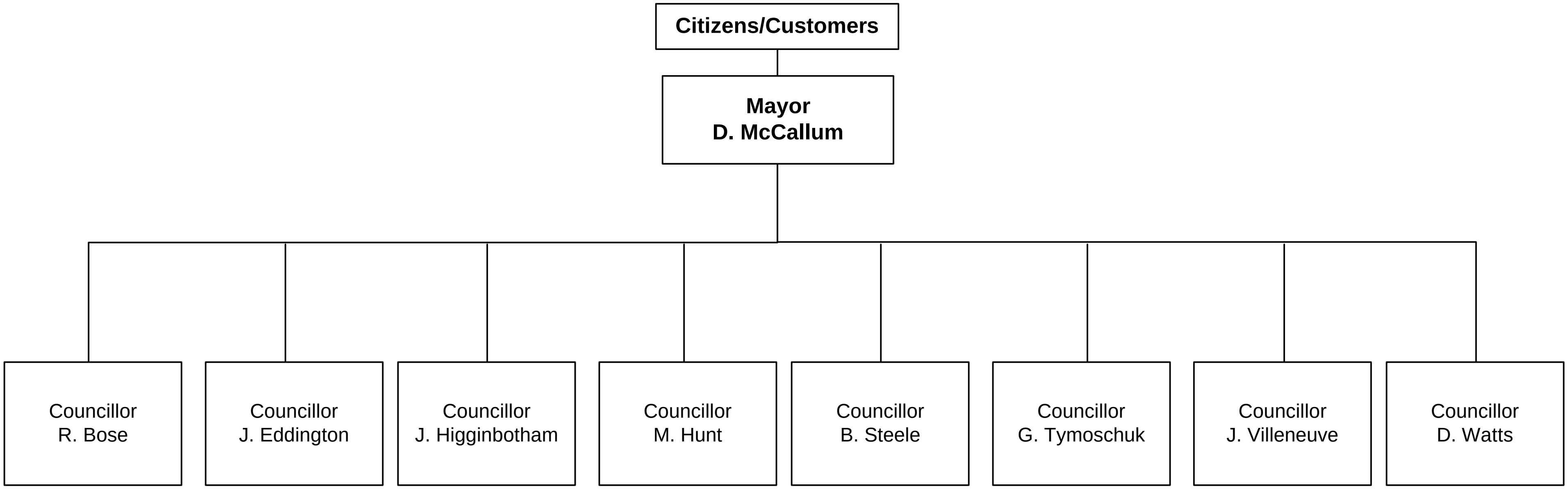
2002 - 2006 BUDGET
DEPARTMENTAL PROGRAM SUMMARY
PROTECTION SERVICES

NET PROGRAMS	**2000 ACTUAL**	**2001 ACTUAL**	**2001 BUDGET**	**2001-2002 CHANGE**	**2002 BUDGET**	**2003 PLAN**	**2004 PLAN**	**2005 PLAN**	**2006 PLAN**
Fire									
Administration	$ 882	$ 924	$ 974	$ 53	**$ 1,027**	$ 1,053	$ 1,073	$ 1,093	$ 1,113
Emergency Planning	86	80	86	1	**87**	87	87	87	87
Mechanics	758	547	660	48	**708**	721	733	745	772
Prevention	482	545	530	41	**571**	588	603	615	627
Public Education & Safety	163	187	193	7	**200**	204	208	212	216
Radio & Communications	855	980	1,031	248	**1,279**	1,507	1,631	1,655	1,680
Suppression	23,984	25,557	25,726	1,629	**27,355**	28,193	28,922	30,040	30,781
Training	545	577	593	9	**602**	610	617	624	631
	27,755	29,397	29,793	2,036	**31,829**	32,963	33,874	35,071	35,907
RCMP									
Administration	2,270	2,387	2,792	556	**3,348**	3,476	3,596	3,687	3,779
District Offices	1,125	1,158	1,182	85	**1,267**	1,286	1,312	1,338	1,364
Operations	3,111	3,409	3,188	313	**3,501**	3,609	3,680	3,752	3,826
Operations Support	712	766	1,014	(130)	**884**	916	933	951	969
RCMP Contract	31,467	36,442	35,900	4,181	**40,081**	41,944	43,649	45,776	47,072
Officer In Charge Mgmt Services	537	563	538	61	**599**	621	633	646	659
	39,222	44,725	44,614	5,066	**49,680**	51,852	53,803	56,150	57,669
NET PROGRAM TOTAL	**$ 66,977**	**$ 74,122**	**$ 74,407**	**$ 7,102**	**$ 81,509**	**$ 84,815**	**$ 87,677**	**$ 91,221**	**$ 93,576**

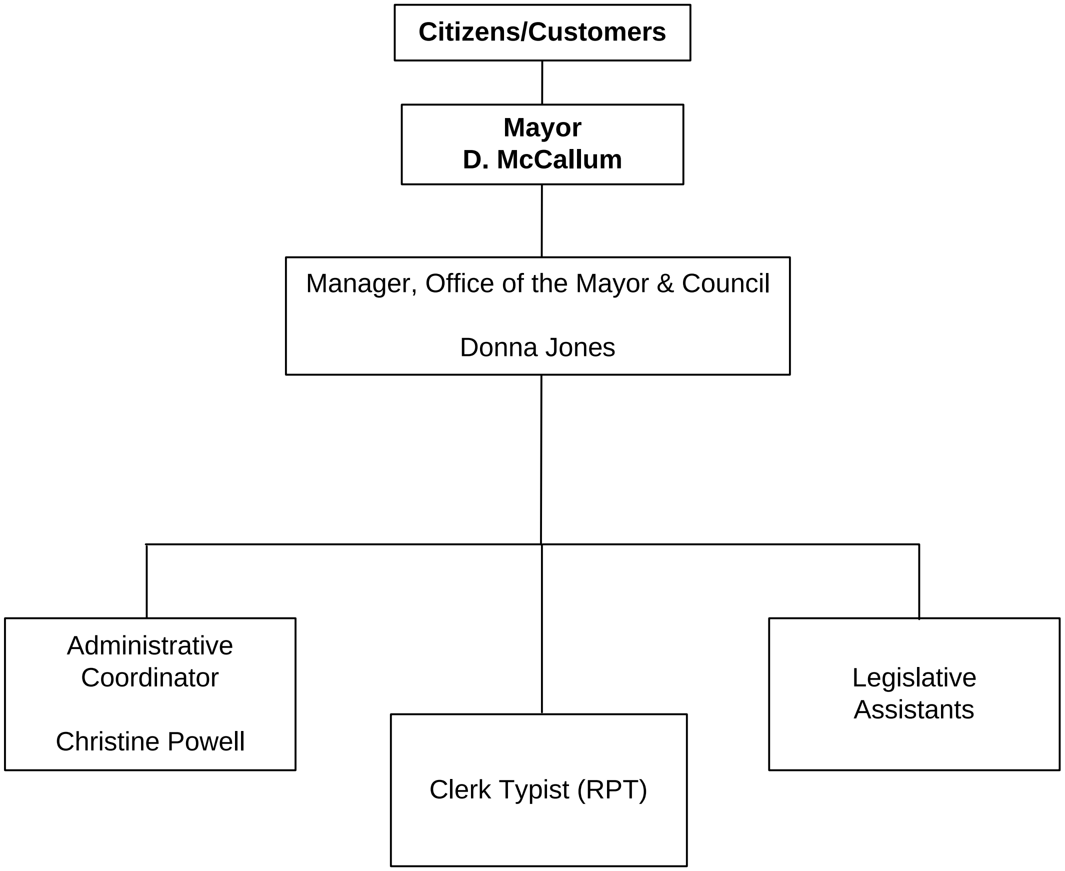
2002 - 2006 BUDGET
DEPARTMENTAL PROGRAM SUMMARY
OTHER DEPARTMENTS

NET PROGRAMS	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Engineering Services									
Administration	$ (16)	$ (15)	$ 0	$ 0	**$ 0**	$ 0	$ 0	$ 0	$ 0
Facilities	1,882	2,198	2,352	2	**2,354**	2,452	2,517	2,583	2,650
Real Estate	(1,630)	(1,528)	(1,407)	(18)	**(1,425)**	(1,391)	(1,368)	(1,344)	(1,319)
Land Development	(175)	0	0	0	**0**	0	0	0	0
Road	5,622	5,295	5,495	108	**5,603**	5,946	6,257	6,570	6,914
Traffic	3,257	3,357	3,387	189	**3,576**	3,612	3,580	3,547	3,600
Garage and Equipment	1	0	0	0	**0**	0	0	0	0
Gravel Operations	49	55	0	0	**0**	0	0	0	0
Solid Waste Collection & Disposal	(155)	(127)	(101)	(99)	**(200)**	(196)	(205)	(216)	(227)
Port Mann Landfill Operations	173	66	0	0	**0**	0	0	0	0
	9,008	9,301	9,726	182	**9,908**	10,423	10,781	11,140	11,618
Parks, Recreation & Culture									
Admin, Planning & Marketing	1,772	1,812	1,845	(203)	**1,642**	1,706	1,735	1,764	1,794
Arenas	1,005	1,314	826	97	**923**	935	954	974	993
Art Centre	1,020	1,002	1,128	354	**1,482**	1,517	1,533	1,549	1,566
Community Development	330	355	419	15	**434**	448	455	462	470
Community Halls	64	31	38	(12)	**26**	26	26	26	26
Community Recreation Office	1,459	1,634	1,729	198	**1,927**	1,973	2,005	2,038	2,071
Heritage Services	606	646	667	41	**708**	730	743	756	770
Indoor Pools	2,259	2,154	2,147	(82)	**2,065**	2,106	2,144	2,183	2,223
Management, Integration & Volunteers	526	559	586	42	**628**	639	645	651	657
Outdoor Pools	748	703	733	(9)	**724**	729	734	739	744
Parks Division	7,369	7,636	7,771	530	**8,301**	8,744	9,116	9,490	9,867
Seniors Centres	516	516	528	17	**545**	560	569	578	587
Youth Centres	448	505	574	20	**594**	606	613	620	627
	18,122	18,867	18,991	1,008	**19,999**	20,719	21,272	21,830	22,395
Surrey Public Library									
Administration	(139)	(202)	(285)	59	**(226)**	(212)	(203)	(194)	(185)
Community Relations	159	186	97	(17)	**80**	82	84	86	88
Public Services	4,122	4,694	4,719	370	**5,089**	5,265	6,383	6,519	6,688
Technical Services	2,022	1,909	2,028	20	**2,048**	2,075	2,096	2,117	2,148
	6,164	6,587	6,559	432	**6,991**	7,210	8,360	8,528	8,739
Planning and Development									
Administration	2,150	2,154	2,710	4	**2,714**	2,792	2,847	2,903	2,966
Area Planning & Development	1,109	963	1,669	(26)	**1,643**	1,699	1,739	1,780	1,819
Building	(3,877)	(4,101)	(4,698)	(249)	**(4,947)**	(5,081)	(5,176)	(5,273)	(5,375)
Heritage Advisory Committee	40	40	40	0	**40**	40	40	40	40
	(578)	(944)	(279)	(271)	**(550)**	(550)	(550)	(550)	(550)
Operating Contingency	1,737	1,525	559	(225)	**334**	526	733	1,042	1,355
NET PROGRAM TOTAL	**$ 34,453**	**$ 35,336**	**$ 35,556**	**$ 1,126**	**$ 36,682**	**$ 38,328**	**$ 40,596**	**$ 41,990**	**$ 43,557**

2002 - 2006 FINANCIAL PLAN
Mayor and Council Organization Chart



2002 - 2006 FINANCIAL PLAN
Mayor's Office Organization Chart



Surrey Council, the governing body of the City, is comprised of the Mayor and eight members of Council. A City election is held every three years, with the next being in November of 2002.

The key functions of City Council are to adopt by-laws governing matters delegated to local government through the Local Government Act and other Provincial statues, to adopt administrative policy, and to levy taxes for theses purposes. City Council is also empowered to acquire, dispose of and manage City assets. The everyday operation of the City is delegated by Council to the City Manager.

Members of City Council are closely involved in issues affecting Surrey through their work on local, regional, provincial and federal committees, boards and commissions. Creating a prosperous, safe, clean and active City, a City that inspires pride in citizens, remains the paramount goal of Council.

In 2002 and the future, Surrey City Council will continue to use its authority to establish policies that guide the growth, development and operation of the City, while working closely with the Administration which is responsible for implementing Council policies, by-laws and resolutions.

Mayor and Council

Back Row: J.L. Eddington, J.M. Hunt, Mayor D.W. McCallum, G.Tymoschuk, J.A. Villeneuve
Front Row: B. Steele, J.E. Higginbotham, D.L. Watts, R. Bose

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
MAYOR, COUNCIL & CITY GRANTS

PROGRAM SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Office of the Mayor	$ 409,000	$ 473,000	$ 573,000	$ 21,000	**$ 594,000**	$ 622,000	$ 642,000	$ 658,000	$ 679,000
Council	376,000	466,000	467,000	19,000	**486,000**	498,000	520,000	532,000	554,000
City Grants	626,000	578,000	578,000	0	**578,000**	578,000	578,000	578,000	578,000
NET DEPARTMENT TOTAL	**$ 1,411,000**	**$ 1,517,000**	**$ 1,618,000**	**$ 40,000**	**$ 1,658,000**	**$ 1,698,000**	**$ 1,740,000**	**$ 1,768,000**	**$ 1,811,000**

ACCOUNT SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 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
Expenditures									
Salaries and Benefits	673,000	709,000	795,000	40,000	**835,000**	865,000	882,000	900,000	918,000
Operating Costs	791,000	751,000	810,000	0	**810,000**	820,000	845,000	855,000	880,000
Internal Services Used	18,000	12,000	13,000	0	**13,000**	13,000	13,000	13,000	13,000
Internal Services Recovered	(73,000)	0	0	0	**0**	0	0	0	0
External Recoveries	0	0	0	0	**0**	0	0	0	0
	1,409,000	1,472,000	1,618,000	40,000	**1,658,000**	1,698,000	1,740,000	1,768,000	1,811,000
Net Operations Total	**1,409,000**	**1,472,000**	**1,618,000**	**40,000**	**1,658,000**	**1,698,000**	**1,740,000**	**1,768,000**	**1,811,000**
Transfers									
Transfer From Own Sources	(1,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	3,000	45,000	0	0	**0**	0	0	0	0
	2,000	45,000	0	0	**0**	0	0	0	0
NET DEPARTMENT TOTAL	**$ 1,411,000**	**$ 1,517,000**	**$ 1,618,000**	**$ 40,000**	**$ 1,658,000**	**$ 1,698,000**	**$ 1,740,000**	**$ 1,768,000**	**$ 1,811,000**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
MAYOR, COUNCIL & CITY GRANTS

Office of the Mayor	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 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
Expenditures									
Salaries and Benefits	362,000	375,000	473,000	21,000	**494,000**	517,000	527,000	538,000	549,000
Operating Costs	34,000	41,000	87,000	0	**87,000**	92,000	102,000	107,000	117,000
Internal Services Used	11,000	12,000	13,000	0	**13,000**	13,000	13,000	13,000	13,000
Internal Services Recovered	0	0	0	0	**0**	0	0	0	0
External Recoveries	0	0	0	0	**0**	0	0	0	0
	407,000	428,000	573,000	21,000	**594,000**	622,000	642,000	658,000	679,000
Net Operations Total	**407,000**	**428,000**	**573,000**	**21,000**	**594,000**	**622,000**	**642,000**	**658,000**	**679,000**
Transfers									
Transfer From Own Sources	(1,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	3,000	45,000	0	0	**0**	0	0	0	0
	2,000	45,000	0	0	**0**	0	0	0	0
Office of the Mayor Total	**$ 409,000**	**$ 473,000**	**$ 573,000**	**$ 21,000**	**$ 594,000**	**$ 622,000**	**$ 642,000**	**$ 658,000**	**$ 679,000**

Council	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 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
Expenditures									
Salaries and Benefits	311,000	334,000	322,000	19,000	**341,000**	348,000	355,000	362,000	369,000
Operating Costs	131,000	132,000	145,000	0	**145,000**	150,000	165,000	170,000	185,000
Internal Services Used	7,000	0	0	0	**0**	0	0	0	0
Internal Services Recovered	(73,000)	0	0	0	**0**	0	0	0	0
External Recoveries	0	0	0	0	**0**	0	0	0	0
	376,000	466,000	467,000	19,000	**486,000**	498,000	520,000	532,000	554,000
Net Operations Total	**376,000**	**466,000**	**467,000**	**19,000**	**486,000**	**498,000**	**520,000**	**532,000**	**554,000**
Transfers									
Transfer From Own Sources	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
Council Total	**$ 376,000**	**$ 466,000**	**$ 467,000**	**$ 19,000**	**$ 486,000**	**$ 498,000**	**$ 520,000**	**$ 532,000**	**$ 554,000**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
MAYOR, COUNCIL & CITY GRANTS

	2000	2001	2001	2001-2002	2002	2003	2004	2005	2006
Approved City Grants	ACTUAL	ACTUAL	BUDGET	CHANGE	BUDGET	PLAN	PLAN	PLAN	PLAN
City Leases									
Action BMX Association	4,000	4,000	4,000	0	**4,000**	4,000	4,000	4,000	4,000
Crescent Beach Swim Club	600	600	600	0	**600**	600	600	600	600
L.M. German Shepherd Dog Club	3,600	3,600	3,600	0	**3,600**	3,600	3,600	3,600	3,600
Panorama Ridge Riding Club	22,500	22,500	22,500	0	**22,500**	22,500	22,500	22,500	22,500
Sunnyside Saddle Club	38,400	38,400	38,400	0	**38,400**	38,400	38,400	38,400	38,400
Surrey Community Services	48,000	0	0	0	**0**	0	0	0	0
Surrey Sailing Club	24,000	24,000	24,000	0	**24,000**	24,000	24,000	24,000	24,000
Valley Curling Club	60,000	60,000	60,000	0	**60,000**	60,000	60,000	60,000	60,000
	201,100	153,100	153,100	0	**153,100**	153,100	153,100	153,100	153,100
2002 Property Taxes									
Miscellaneous Taxes	4,300	2,700	2,700	(2,400)	**300**	0	0	0	0
Unallocated Taxes	0	0	2,300	2,400	**4,700**	5,000	5,000	5,000	5,000
	4,300	2,700	5,000	0	**5,000**	5,000	5,000	5,000	5,000
Chamber of Commerce									
Cloverdale Chamber of Commerce	0	10,000	10,000	0	**10,000**	10,000	10,000	10,000	10,000
Surrey Chamber of Commerce	20,000	10,000	10,000	0	**10,000**	10,000	10,000	10,000	10,000
White Rock & South Surrey Chamber	10,000	10,000	10,000	0	**10,000**	10,000	10,000	10,000	10,000
	30,000	30,000	30,000	0	**30,000**	30,000	30,000	30,000	30,000
Dyking Districts									
Surrey Dyking District	125,000	155,000	155,000	8,000	**163,000**	163,000	163,000	163,000	163,000
Mud Bay District	60,000	66,000	66,000	(2,000)	**64,000**	64,000	64,000	64,000	64,000
Colebrook Dyking District	15,000	37,000	37,000	(6,000)	**31,000**	31,000	31,000	31,000	31,000
Transfer from Engineering	(200,000)	(258,000)	(258,000)	0	**(258,000)**	(258,000)	(258,000)	(258,000)	(258,000)
	0	0	0	0	**0**	0	0	0	0
Lower Fraser Valley Exhibition	280,000	280,000	280,000	0	**280,000**	280,000	280,000	280,000	280,000
Crime Stoppers of Greater Vancouver	12,500	12,500	12,500	0	**12,500**	12,500	12,500	12,500	12,500
South Fraser Community Services	24,000	24,000	24,000	0	**24,000**	24,000	24,000	24,000	24,000
Surrey Community Crime Prevention	43,500	43,500	43,500	0	**43,500**	43,500	43,500	43,500	43,500
Dry Grad Events	500	800	1,600	100	**1,700**	1,700	1,700	1,700	1,700
Special Recognition	0	0	5,000	0	**5,000**	5,000	5,000	5,000	5,000
One-time Grants									
One-time Grants	46,200	30,700	38,000	600	**38,600**	23,200	23,200	23,200	23,200
Carry Forward Funding from Prior Year	(30,800)	(14,700)	(14,700)	(700)	**(15,400)**	0	0	0	0
Carry Forward Funding to Next Year	14,700	15,400	0	0	**0**	0	0	0	0
	30,100	31,400	23,300	(100)	**23,200**	23,200	23,200	23,200	23,200
Approved City Grants Total	626,000	578,000	578,000	0	**$ 578,000**	578,000	578,000	578,000	578,000

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
MAYOR, COUNCIL & CITY GRANTS

Approved One-time Grants	**DESCRIPTION**	**2002 APPROVED**	**COMMENTS, ACTIONS OR RECOMMENDATIONS**
# 2812 Royal Canadian Army Cadet Corps	Culture & Recreation	**600**	Cadet Field Equipment
767 Dearman Squadron Royal Cnd Air Cadets	Community Promotions	**500**	Remembrance Day Ceremony
Arts Council of Surrey	Culture & Recreation	**500**	Surrey Sings! Choral Festival
Canadian Peacekeeping Veterans Association	Community Promotions	**1,200**	Cast Bronze Plaque
Caregivers Network of Surrey/Delta	Health & Social	**500**	Caregivers Support Awareness Program
Cloverdale Volunteer Fire Brigade	Community Promotions	**1,000**	Halloween Fireworks Display & Costume Contest
Crescent Beach Community Services	Health & Social	**1,000**	Summer Camp for Low Income - Capital Construction Project
Critter Care Wildlife Society	Health & Social	**500**	Purchase of Equipment & Supplies
Green Timbers Heritage Society	Culture & Recreation	**400**	"Wild Inside Nature," Training Project.
Learning Disabilities Association of B.C.	Health & Social	**500**	Public Awareness Campaign
Newton Community Festival	Community Promotions	**1,000**	Newton Days & Parade
Ocean Park Community Association	Community Promotions	**500**	The Ocean Park Area Livability Study
Pacific Dynamo Gymnastics Society	Culture & Recreation	**500**	Purchase of New Foam
Pitch-In British Columbia	Community Promotions	**1,000**	Pitch-In Week - "The Waste Collection"
Scouts Canada, Fraser Valley Region	Community Promotions	**1,000**	Clover Valley Soapbox Derby
Semiahmoo Peninsula Marine Rescue Society	Health & Social	**1,000**	Various Equipment
Servants Anonymous Society Surrey	Health & Social	**800**	Life Skills Program
St. Helen's Anglican Church	Health & Social	**600**	Children Summer Day Camp Program for Low Income Families
Sullivan Elementary School P.A.C.	Community Promotions	**500**	Sullivan Elementary School's 50th Anniversary Project
Surrey Crime Prevention Society	Health & Social	**2,500**	Mural Art Project
Surrey Delta Indo Canadian Seniors Society	Health & Social	**500**	Books, Health Fair, Arts and Craft Materials
Surrey Food Bank	Health & Social	**2,000**	Reprint the "Thrifty Kitchen Cookbook"
Surrey International Folk Dancing Society	Culture & Recreation	**500**	Operations - Music & Costumes
Surrey Off Road Cycling Enthusiast Society	Culture & Recreation	**500**	Bike Festival - Exchange & Safety Education
Surrey Search & Rescue Society	Health & Social	**5,000**	To Replace 6 Obsolete Radio Inventory
Surrey Writers Conference	Culture & Recreation	**1,000**	2002 Conference, 10th Annual Writers Conference
Whalley Community Festival	Community Promotions	**1,000**	Whalley Festival
Whalley Region 229 Jr. Band	Culture & Recreation	**1,000**	Music & Safety Doors
White Rock Come Share Society	Health & Social	**500**	Furniture
White Rock South Surrey Skating Club	Culture & Recreation	**500**	Ice Carnival
Young People's Theatre Company of Surrey	Culture & Recreation	**500**	Costumes for "The Prince and the Pauper"
Unallocated	One-time	**9,500**	One-time Grants
Approved One-time Grants Total		**$ 38,600**	

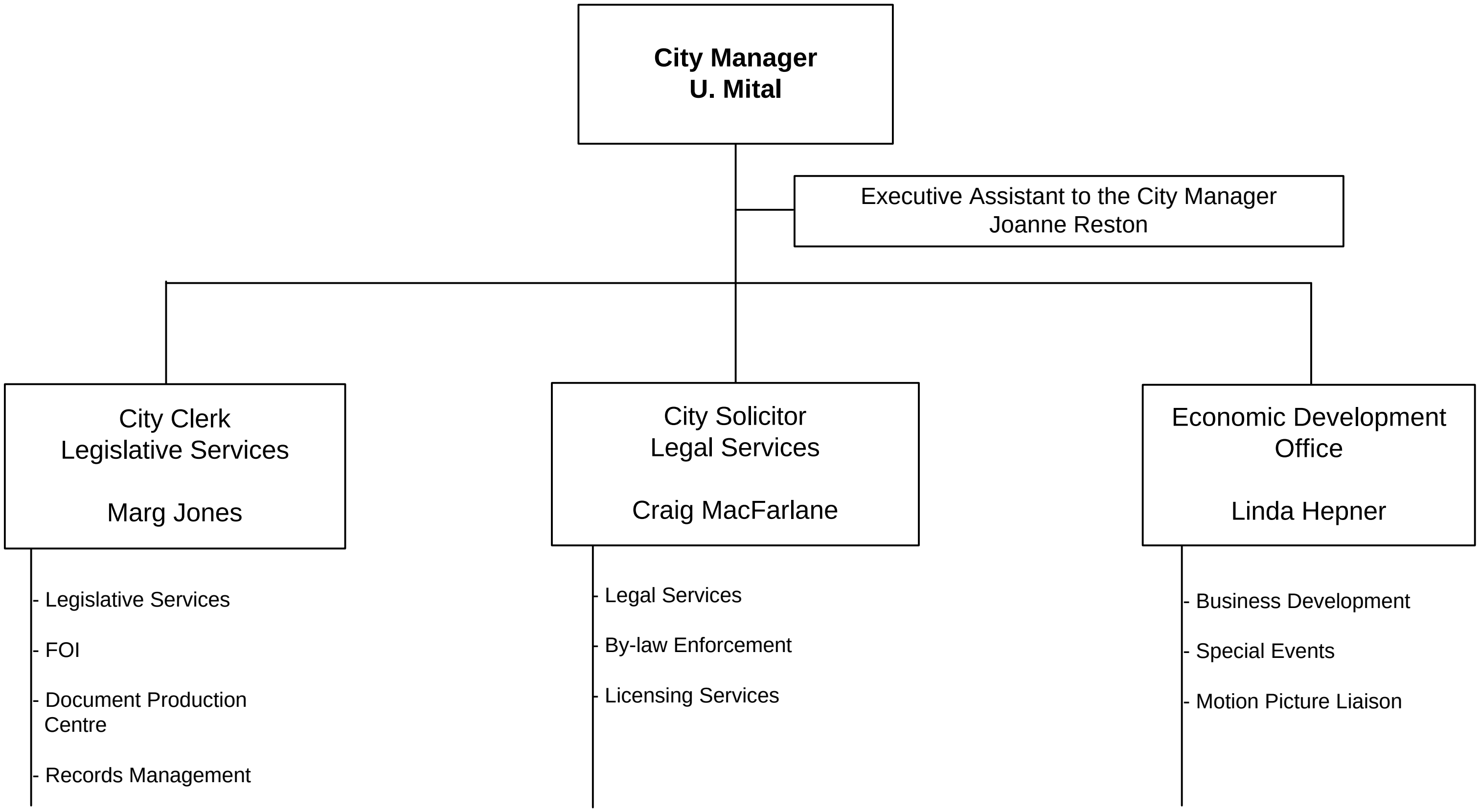
SURREY
CITY OF PARKS

2002 - 2006 FINANCIAL PLAN
SIGNIFICANT CHANGES
MAYOR, COUNCIL & CITY GRANTS

SIGNIFICANT CHANGES		**SUMMARY**
2001 ADOPTED BUDGET		**$ 1,618,000**
2001 ADJUSTED BUDGET		**$ 1,618,000**
Revenues		
Sales and Services	0	**0**
Taxation and Other	0	**0**
Total Change in Revenues		**0**
Expenditures		
Salaries/Wages & Benefits		
Increase Salary Rate	40,000	**40,000**
Operating Costs	0	**0**
Internal Services Used	0	**0**
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		**40,000**
2002 BUDGET		**$ 1,658,000**

ASSUMPTIONS		**SUMMARY**
2002 APPROVED BUDGET		**$ 1,658,000**
Revenues		
	0	**0**
Expenditures		
Salaries/Wages & Benefits		
Annualization of 2002 rate increase, range movement and other salary adjustments	83,000	**83,000**
Operation Costs		
Mayor's Office Inflationary Increases	30,000	
Council's Office Inflationary Increases	40,000	**70,000**
2006 FINANCIAL PLAN		**$ 1,811,000**

City Manager's Functions



City Manager
U. Mital

Executive Assistant to the City Manager
Joanne Reston

City Clerk
Legislative Services

Marg Jones

- Legislative Services
- FOI
- Document Production Centre
- Records Management

City Solicitor
Legal Services

Craig MacFarlane

- Legal Services
- By-law Enforcement
- Licensing Services

Economic Development Office

Linda Hepner

- Business Development
- Special Events
- Motion Picture Liaison

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

CITY MANAGER'S OFFICE

The City Manager's office provides strategic leadership by initiating and ensuring linking of all long-range plans and by being a catalyst for major corporate change and innovation. It demonstrates a high degree of flexibility and sensitivity in delivering services by ensuring that the department is seen as being openly communicative and responsive to Council, staff and the public. It ensures effective financial management by providing high quality service within our existing departmental budget by monitoring and managing the revenues and expenditure of the corporation as a whole to ensure corporate compliance with Council policy.

2001 Accomplishments

- Provided overall direction of the City administration and achieved operational goals and objectives within the overall budget allocations. As a corporation, we generated additional revenue through innovative initiatives from Council and staff;
- Initiated processes that achieve Council goals by providing overall direction to the Administration and continued to emphasize the importance of a long-term vision. A major review of the Official Community Plan was undertaken during 2001, and
- Completed a municipal policing study to ensure that resources allocated to this service are being utilized in an efficient and effective manner.

2002 to 2006 Objectives

- Provide advice and recommendations in the implementation of the City's new criteria based OCP to assist in resolving key concerns and to achieve balanced application and outcomes;
- Develop a "Conceptual and Policy Framework," for shaping and influencing to plan and build a "character City" with improved city image;
- Provide advice and recommendations for new ideas and additional actions to help deal with Drugs and Prostitution issues;
- Examine the Provincial Government's current restructuring direction and goals to see if any opportunities exist for the City of Surrey to consider accepting certain responsibilities for revenue enhancements and effective service delivery;
- Facilitate considerations throughout the corporation for re-prioritization, wherever feasible, to further enhance the following Council goals:
  - Clean, Safe and Active City;
  - Increased Industrial/Commercial development, and
  - Waterfront development.
- Aggressive cost management such that none or little of the use of surplus allocated for expenditures in the 2002 to 2006 Financial Plan is actually used, and
- Develop sustainable options to deal with the use of surplus for Council consideration.

PUBLIC AFFAIRS

The Public Affairs office plays host to many events throughout the year, provides corporate graphics assistance and is a one-stop agency for filming within the City of Surrey. These key services include:

- Special Events: promotes and co-ordinates Canada Day, Air Canada Championship, Chip In, an processes through F.E.S.T., community event applications;
- Motion Picture Liaison and 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, and
- Marketing and Promotion: manages and co-ordinates statutory and non-statutory corporate and departmental advertising contracts and corporate visual identity.

Figure 1 - Annual Christmas Chip In

2001 Accomplishments

- Organized and supported high quality community events such as Canada Day and the Air Canada Championship;
- Produced and co-ordinated external corporate communications, including City page and the tax newsletter,
- Promoted and coordinated a 12% increase in Surrey filming activity creating new revenue for the City.

Figure 2 - Canada Day

2002 to 2006 Objectives

- Promote a positive image of Surrey through the organization and management of well attended, positive community events with attractions for all of our residents and visitors;
- Effectively manage the City of Surrey's advertising and marketing efforts to obtain the highest quality, greatest audience reach and lowest cost possible;
- Create a positive image of Surrey for potential visitors by developing promotional programs and events which will encourage non-residents to visit Surrey, and
- Build on the firming activity occurring within the City of Surrey.

ECONOMIC DEVELOPMENT

Surrey maintains a healthy mix of business and residential, providing a safe city in which to live, and an industrious one in which to grow. Economic Development 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.

2001 Accomplishments

- Partnered with Telus to bring ADSL Hi-speed Internet services to Surrey, providing services to many people and businesses that were previously out of range;
- Continued to initiate and coordinate the Farmer's Market in the City Centre of Surrey;
- Coordinated and promoted Mayor's Business Breakfast, attendance and/or exhibiting at trade shows or expositions;
- Coordinated the PGA Air Canada Championship in Surrey;
- Published and distributed Surrey Visitor's guide;
- Promoted and coordinated Business Investment Bus Tour;
- Partnered with the Invest BC Team, participating in the International Development Research Council Initiative in Seattle, promoting business attractions and investment opportunity within BC. Show casing Economic Development programs and opportunities in support to the Business community and hence the development of infrastructure or development proposals may be facilitated, and
- Establishment of Surrey Success Team, a round table forum of stakeholders in the Economic Development of Surrey.

Photo by Greg Corp.

Figure 3 - PGA Air Canada Championship

2002 to 2006 Objectives

- To proactively reinforce Surrey as a prime location for business in the Lower Mainland and to create a climate for business through the promotion of industrial and commercial land;
- Continue to pursue a team approach between departments in order to facilitate non-residential development applications and early identification of issues that might impede the process;
- Continue to establish linkages through business associations of targeted sectors and provide support to the existing business community;
- Continue to coordinate and initiate the Mayor's Breakfasts, Surrey Success Team and other business forums;
- Create a higher profile of the City of Surrey and the businesses that are currently located through targeted promotion and activity;
- Improvement to the City web page for the business visitor looking for quality information and statistics for Surrey;
- To encourage, support and promote the development of film production related facilities and services, and
- Promote and enhance tourism and cultural activities and opportunities.

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.

2001 Accomplishments

Administration

- Managed the overall legislative process for Council meetings and undertook a number of tasks involving statutory requirements under the Local Government Act;
- Improved the Legislative Services Division web site by making the by-laws more accessible and easier for users to search, reducing the amount of documents and putting up the more frequently accessed documents;
- Continued to monitor progress of new Community Charter in order to be prepared to implement any necessary changes when the Community Charter is brought before the Legislature in the fall session;
- Met all statutory requirements relating to the development process, and
- Provided a number of Counter Petition opportunities, meeting all statutory requirements.

Internal Corporate Services

- Provided services corporately for records management, reprographics, and mail. A number of corporate services are provided to internal users under the records management section, some of which include microfiche services, records storage and retrieval, and Freedom of Information and Protection of Privacy advice.

Figure 4 - Records Storage

Records Management

- Reviewed and revised Corporate File Plan with a view to implementation in early 2002, and
- Continued to respond to Freedom of Information & Protection of Privacy requests, with a volume consistent to 2000.

Figure 5 - Microfiche Services

Administration

- The Local Government Election will be the key issue in 2002, for the Administration section of Legislative Services, and is anticipated to cost approximately $450,000, utilizing both internal and external resources;
- Monitoring legislation is critical in 2002, as all election changes must be implemented as soon as they have been given Royal Assent by the Legislature. Keeping abreast of the progress of the Community Charter is also important to Legislative Services; and
- Monitoring all potential legislative changes, ensuring that the City has a clear understand of what the potential implications may be.

Records Management

Develop a training program for the implementation of the new file plan.

Legislative Services Department Statistics

	2001 Actual	2000 Actual
Correspondence Processed	10,900	9,381
Corporate Documents	1,800	1,645
Corporate Reports	280	286
By-laws	285	287
Public Hearing By-laws	139	114
Council Meetings	54	62
Freedom of Information Requests	90	88
Reprographics		
* Print Shop (number of copies)	12,000,000	9,307,648
* Departmental copiers (number of copies)	5,000,000	5,614,092
Postage (number of pieces mailed)	489,000	523,047
Folder/Inserter (number of pieces handled)	183,187	205,241
Records Retrieval - number (on-site)	580	1,004
Records Retrieval - number (off-site)	975	602

LEGAL SERVICES, BY-LAW 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-laws & Licensing Services 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.

2001 Accomplishments

- 100% success rate in new proactive by-law prosecutions and 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 continued with a low claims loss rate, total claims settled = $305,308;
- Total claims settled with no cost to the City resulting in a reserve balance of $121,000 for 2001;
- Ongoing Projects - public/private and residential/industrial land developments, waste transfer station, Cloverdale Mall redevelopment, Darts Hill Garden, YMCA Sports and Leisure Centre, new taxi industry regulation, new Community Charter legislation, re-drafting business licensing and regulation;
- Settled successfully, within Engineering Department budget, 12 expropriation claims and won the Maddocks Expropriation Compensation Board hearing;
- Obtained a landmark decision from the Expropriation Compensation Board which significantly reduces the costs to local governments and other expropriation authorities throughout the Province;

- Introduction of Posse Software program that has reduced By-law & Licensing Services' operating costs by 12%, and
- Small Claims Court backlog eliminated.

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
2001	46	40	305,308	121,000

Performance Indicators	**Actual 2001**	**Forecast 2002**	**Forecast 2003**	**Forecast 2004**
Goal: Provide 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	45	50	55	60

BY-LAWS & LICENSING SERVICES

2001 Accomplishments

- False Alarms:
  Change in procedure with immediate follow up of letter after initial violation issued by Police Department. This has increased efficiency, reduced inquiries, and proven to be a more professional process with the public. Additional steps were taken in the educational component that has proven to be a positive step. Fire Department - attended 1,358 False Alarm calls and issued 604 violations; Police Department - attended 10,035 False Alarm calls and issued 1,719 violations tickets.
- Business License:
  The new POSSE Software 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. In 2001, 5,000 new business licenses issued.

Figure 6 - By-law Officer

- By-law Call Centre:
  Additional duties carried out by the personnel in the Call Centre were transferred to other areas within the department. The changes made in the last two years drastically reduced the number of lost calls to less than 4%. In 2001, the Call Centre received 24,532 complaints.
- Clean City Campaign:
  During a six month period 628 unsightly properties identified; with 512 being cleaned up.
- Parking Enforcement:
  Our parking operating costs have been reduced without affecting the operating services to its costs.
- Commercial Vehicle Regulation:
  All commercial vehicles are fully licensed. New Posse Software Program has increased efficiency.

2002 to 2006 Objectives

Improve Our Image and Enhance Surrey's Image

- Prioritize our efforts, ensuring consistency, while focusing on unsightly properties, graffiti, illegal signs, park patrols, dogs off leash and Highway Traffic Act enforcement;
- Review monthly officer statistics sheets to establish officer's assigned files, self-generated files and other proactive workload efforts;
- Establish routine foot patrols of respective business areas to meet clients, establishing our presence while checking for business licenses, informing of illegal signage and other regulations that are not being met; and
- Review our front counter design and customer service skills, cross training staff to improve customer friendliness.

Increase Revenue and Reduce Operating Costs

- Have officers dedicate one day per block or equivalent hours (2 per day) to ensure businesses are licensed;
- Promote management and officers to work with the Building Division, to streamline rejected re-inspections;
- Continue looking for new ways to increase revenue and reduce operating costs, such as
  - extend parking meter installations;
  - take over enforcement of parking permits and enforcement of City parking lots;
  - encourage zone officers to write violation notices for offences observed during patrols;
  - promote quality ticketing to reduce excessive Court time;
- Communicate with Canadian Customs and Revenue Agency and other agencies to identify businesses given exemptions and GST numbers;
- Develop an inventory of uniforms and equipment required versus the annual entitled;
- Encourage and develop ways for other departments to report businesses operating without a license, and
- Revisit and increase fees for some traffic offences, licensing of pets and remove early payment incentives.

Improve Integrated Services with RCMP & Other City Departments

- Ensure we have a consistent level of radio system integration with all RCMP District Offices and City departments;
- Promote zone officers to attend briefings or meetings at the District Offices, or with City Departments, to field questions or explain policies;
- Encourage complaint centre staff to meet with other complaint centers, such as City Hall, Surrey Fire Department, Engineering, RCMP and SPCA, to explore, explain and address each others methods of operating;
- Develop one database for all our files, tickets, and or invoices, for easy retrieval, access, and review/report or letter writing to clients, and
- Develop or designate a liaison person to contact economic development, Chambers of Commerce, and business community in an attempt to improve applications, processing, and issuing of new business licenses.

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
CITY MANAGER

PROGRAM SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Administration	$ 486,000	$ 514,000	$ 614,000	$ 53,000	**$ 667,000**	$ 693,000	$ 710,000	$ 722,000	$ 739,000
Business Development Office	408,000	339,000	436,000	9,000	**445,000**	461,000	473,000	480,000	492,000
By-law Services	(356,000)	(682,000)	(728,000)	(107,000)	**(835,000)**	(769,000)	(711,000)	(652,000)	(592,000)
Public Affairs	345,000	341,000	443,000	12,000	**455,000**	468,000	478,000	483,000	493,000
Legal Services	600,000	767,000	752,000	71,000	**823,000**	871,000	894,000	912,000	935,000
Legislative Services	2,365,000	2,572,000	2,668,000	15,000	**2,683,000**	2,685,000	2,725,000	2,869,000	2,797,000
NET DEPARTMENT TOTAL	**$ 3,848,000**	**$ 3,851,000**	**$ 4,185,000**	**$ 53,000**	**$ 4,238,000**	**$ 4,409,000**	**$ 4,569,000**	**$ 4,814,000**	**$ 4,864,000**

ACCOUNT SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (3,629,000)	$ (3,775,000)	$ (3,990,000)	$ (145,000)	**$ (4,135,000)**	$ (4,135,000)	$ (4,135,000)	$ (4,135,000)	$ (4,135,000)
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	(3,629,000)	(3,775,000)	(3,990,000)	(145,000)	**(4,135,000)**	(4,135,000)	(4,135,000)	(4,135,000)	(4,135,000)
Expenditures									
Salaries and Benefits	4,407,000	4,320,000	5,074,000	229,000	**5,303,000**	5,440,000	5,550,000	5,719,000	5,775,000
Operating Costs	2,996,000	2,949,000	2,845,000	420,000	**3,265,000**	2,893,000	2,943,000	3,425,000	3,013,000
Internal Services Used	266,000	241,000	293,000	21,000	**314,000**	310,000	310,000	314,000	310,000
Internal Services Recovered	(274,000)	(257,000)	(229,000)	(9,000)	**(238,000)**	(238,000)	(238,000)	(238,000)	(238,000)
External Recoveries	(157,000)	(75,000)	(20,000)	15,000	**(5,000)**	(5,000)	(5,000)	(5,000)	(5,000)
	7,238,000	7,178,000	7,963,000	676,000	**8,639,000**	8,400,000	8,560,000	9,215,000	8,855,000
Net Operations Total	**3,609,000**	**3,403,000**	**3,973,000**	**531,000**	**4,504,000**	**4,265,000**	**4,425,000**	**5,080,000**	**4,720,000**
Transfers									
Transfer From Own Sources	(114,000)	(96,000)	0	(410,000)	**(410,000)**	0	0	(410,000)	0
Transfer To Own Sources	353,000	544,000	212,000	(68,000)	**144,000**	144,000	144,000	144,000	144,000
	239,000	448,000	212,000	(478,000)	**(266,000)**	144,000	144,000	(266,000)	144,000
NET DEPARTMENT TOTAL	**$ 3,848,000**	**$ 3,851,000**	**$ 4,185,000**	**$ 53,000**	**$ 4,238,000**	**$ 4,409,000**	**$ 4,569,000**	**$ 4,814,000**	**$ 4,864,000**

SURREY
CITY OF PARKS

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
CITY MANAGER

Administration	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 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
Expenditures									
Salaries and Benefits	354,000	454,000	520,000	53,000	**573,000**	599,000	611,000	623,000	635,000
Operating Costs	137,000	127,000	94,000	0	**94,000**	94,000	99,000	99,000	104,000
Internal Services Used	0	0	0	0	**0**	0	0	0	0
Internal Services Recovered	(24,000)	0	0	0	**0**	0	0	0	0
External Recoveries	0	(1,000)	0	0	**0**	0	0	0	0
	467,000	580,000	614,000	53,000	**667,000**	693,000	710,000	722,000	739,000
Net Operations Total	**467,000**	**580,000**	**614,000**	**53,000**	**667,000**	**693,000**	**710,000**	**722,000**	**739,000**
Transfers									
Transfer From Own Sources	(89,000)	(66,000)	0	0	**0**	0	0	0	0
Transfer To Own Sources	108,000	0	0	0	**0**	0	0	0	0
	19,000	(66,000)	0	0	**0**	0	0	0	0
Administration Total	**$ 486,000**	**$ 514,000**	**$ 614,000**	**$ 53,000**	**$ 667,000**	**$ 693,000**	**$ 710,000**	**$ 722,000**	**$ 739,000**

Business Development Office	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (13,000)	$ (7,000)	$ (8,000)	$ 3,000	**$ (5,000)**	$ (5,000)	$ (5,000)	$ (5,000)	$ (5,000)
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	(13,000)	(7,000)	(8,000)	3,000	**(5,000)**	(5,000)	(5,000)	(5,000)	(5,000)
Expenditures									
Salaries and Benefits	251,000	199,000	314,000	6,000	**320,000**	336,000	343,000	350,000	357,000
Operating Costs	220,000	164,000	130,000	0	**130,000**	130,000	135,000	135,000	140,000
Internal Services Used	0	1,000	0	0	**0**	0	0	0	0
Internal Services Recovered	(29,000)	(15,000)	0	0	**0**	0	0	0	0
External Recoveries	(3,000)	(9,000)	0	0	**0**	0	0	0	0
	439,000	340,000	444,000	6,000	**450,000**	466,000	478,000	485,000	497,000
Net Operations Total	**426,000**	**333,000**	**436,000**	**9,000**	**445,000**	**461,000**	**473,000**	**480,000**	**492,000**
Transfers									
Transfer From Own Sources	(25,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	7,000	6,000	0	0	**0**	0	0	0	0
	(18,000)	6,000	0	0	**0**	0	0	0	0
Business Development Total	**$ 408,000**	**$ 339,000**	**$ 436,000**	**$ 9,000**	**$ 445,000**	**$ 461,000**	**$ 473,000**	**$ 480,000**	**$ 492,000**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
CITY MANAGER

	2000	2001	2001	2001-2002	2002	2003	2004	2005	2006
By-law Services	ACTUAL	ACTUAL	BUDGET	CHANGE	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues									
Sales and Services	$ (3,379,000)	$ (3,552,000)	$ (3,862,000)	$ (118,000)	**$ (3,980,000)**	$ (3,980,000)	$ (3,980,000)	$ (3,980,000)	$ (3,980,000)
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	(3,379,000)	(3,552,000)	(3,862,000)	(118,000)	**(3,980,000)**	(3,980,000)	(3,980,000)	(3,980,000)	(3,980,000)
Expenditures									
Salaries and Benefits	1,668,000	1,610,000	1,774,000	79,000	**1,853,000**	1,899,000	1,937,000	1,976,000	2,016,000
Operating Costs	1,208,000	1,102,000	1,064,000	0	**1,064,000**	1,084,000	1,104,000	1,124,000	1,144,000
Internal Services Used	120,000	151,000	228,000	0	**228,000**	228,000	228,000	228,000	228,000
Internal Services Recovered	(15,000)	(18,000)	0	0	**0**	0	0	0	0
External Recoveries	(14,000)	(43,000)	0	0	**0**	0	0	0	0
	2,967,000	2,802,000	3,066,000	79,000	**3,145,000**	3,211,000	3,269,000	3,328,000	3,388,000
Net Operations Total	**(412,000)**	**(750,000)**	**(796,000)**	**(39,000)**	**(835,000)**	**(769,000)**	**(711,000)**	**(652,000)**	**(592,000)**
Transfers									
Transfer From Own Sources	0	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	56,000	68,000	68,000	(68,000)	**0**	0	0	0	0
	56,000	68,000	68,000	(68,000)	**0**	0	0	0	0
By-law Services Total	**$ (356,000)**	**$ (682,000)**	**$ (728,000)**	**$ (107,000)**	**$ (835,000)**	**$ (769,000)**	**$ (711,000)**	**$ (652,000)**	**$ (592,000)**

	2000	2001	2001	2001-2002	2002	2003	2004	2005	2006
Public Affairs	ACTUAL	ACTUAL	BUDGET	CHANGE	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues									
Sales and Services	$ (218,000)	$ (196,000)	$ (103,000)	$ (30,000)	**$ (133,000)**	$ (133,000)	$ (133,000)	$ (133,000)	$ (133,000)
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	(218,000)	(196,000)	(103,000)	(30,000)	**(133,000)**	(133,000)	(133,000)	(133,000)	(133,000)
Expenditures									
Salaries and Benefits	204,000	165,000	200,000	12,000	**212,000**	225,000	230,000	235,000	240,000
Operating Costs	288,000	312,000	312,000	0	**312,000**	312,000	317,000	317,000	322,000
Internal Services Used	137,000	82,000	55,000	15,000	**70,000**	70,000	70,000	70,000	70,000
Internal Services Recovered	(13,000)	(21,000)	(1,000)	0	**(1,000)**	(1,000)	(1,000)	(1,000)	(1,000)
External Recoveries	(55,000)	(21,000)	(20,000)	15,000	**(5,000)**	(5,000)	(5,000)	(5,000)	(5,000)
	561,000	517,000	546,000	42,000	**588,000**	601,000	611,000	616,000	626,000
Net Operations Total	**343,000**	**321,000**	**443,000**	**12,000**	**455,000**	**468,000**	**478,000**	**483,000**	**493,000**
Transfers									
Transfer From Own Sources	0	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	2,000	20,000	0	0	**0**	0	0	0	0
	2,000	20,000	0	0	**0**	0	0	0	0
Public Affairs Total	**$ 345,000**	**$ 341,000**	**$ 443,000**	**$ 12,000**	**$ 455,000**	**$ 468,000**	**$ 478,000**	**$ 483,000**	**$ 493,000**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
CITY MANAGER

Legal Services	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 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
Expenditures									
Salaries and Benefits	670,000	745,000	776,000	60,000	**836,000**	884,000	902,000	920,000	938,000
Operating Costs	137,000	221,000	198,000	18,000	**216,000**	216,000	221,000	221,000	226,000
Internal Services Used	5,000	7,000	6,000	2,000	**8,000**	8,000	8,000	8,000	8,000
Internal Services Recovered	(161,000)	(175,000)	(228,000)	(9,000)	**(237,000)**	(237,000)	(237,000)	(237,000)	(237,000)
External Recoveries	(82,000)	(1,000)	0	0	**0**	0	0	0	0
	569,000	797,000	752,000	71,000	**823,000**	871,000	894,000	912,000	935,000
Net Operations Total	**569,000**	**797,000**	**752,000**	**71,000**	**823,000**	**871,000**	**894,000**	**912,000**	**935,000**
Transfers									
Transfer From Own Sources	0	(30,000)	0	0	**0**	0	0	0	0
Transfer To Own Sources	31,000	0	0	0	**0**	0	0	0	0
	31,000	(30,000)	0	0	**0**	0	0	0	0
Legal Services Total	**$ 600,000**	**$ 767,000**	**$ 752,000**	**$ 71,000**	**$ 823,000**	**$ 871,000**	**$ 894,000**	**$ 912,000**	**$ 935,000**

Legislative Services	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (19,000)	$ (20,000)	$ (17,000)	$ 0	**$ (17,000)**	$ (17,000)	$ (17,000)	$ (17,000)	$ (17,000)
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	(19,000)	(20,000)	(17,000)	0	**(17,000)**	(17,000)	(17,000)	(17,000)	(17,000)
Expenditures									
Salaries and Benefits	1,260,000	1,147,000	1,490,000	19,000	**1,509,000**	1,497,000	1,527,000	1,615,000	1,589,000
Operating Costs	1,006,000	1,023,000	1,047,000	402,000	**1,449,000**	1,057,000	1,067,000	1,529,000	1,077,000
Internal Services Used	4,000	0	4,000	4,000	**8,000**	4,000	4,000	8,000	4,000
Internal Services Recovered	(32,000)	(28,000)	0	0	**0**	0	0	0	0
External Recoveries	(3,000)	0	0	0	**0**	0	0	0	0
	2,235,000	2,142,000	2,541,000	425,000	**2,966,000**	2,558,000	2,598,000	3,152,000	2,670,000
Net Operations Total	**2,216,000**	**2,122,000**	**2,524,000**	**425,000**	**2,949,000**	**2,541,000**	**2,581,000**	**3,135,000**	**2,653,000**
Transfers									
Transfer From Own Sources	0	0	0	(410,000)	**(410,000)**	0	0	(410,000)	0
Transfer To Own Sources	149,000	450,000	144,000	0	**144,000**	144,000	144,000	144,000	144,000
	149,000	450,000	144,000	(410,000)	**(266,000)**	144,000	144,000	(266,000)	144,000
Legislative Services Total	**$ 2,365,000**	**$ 2,572,000**	**$ 2,668,000**	**$ 15,000**	**$ 2,683,000**	**$ 2,685,000**	**$ 2,725,000**	**$ 2,869,000**	**$ 2,797,000**

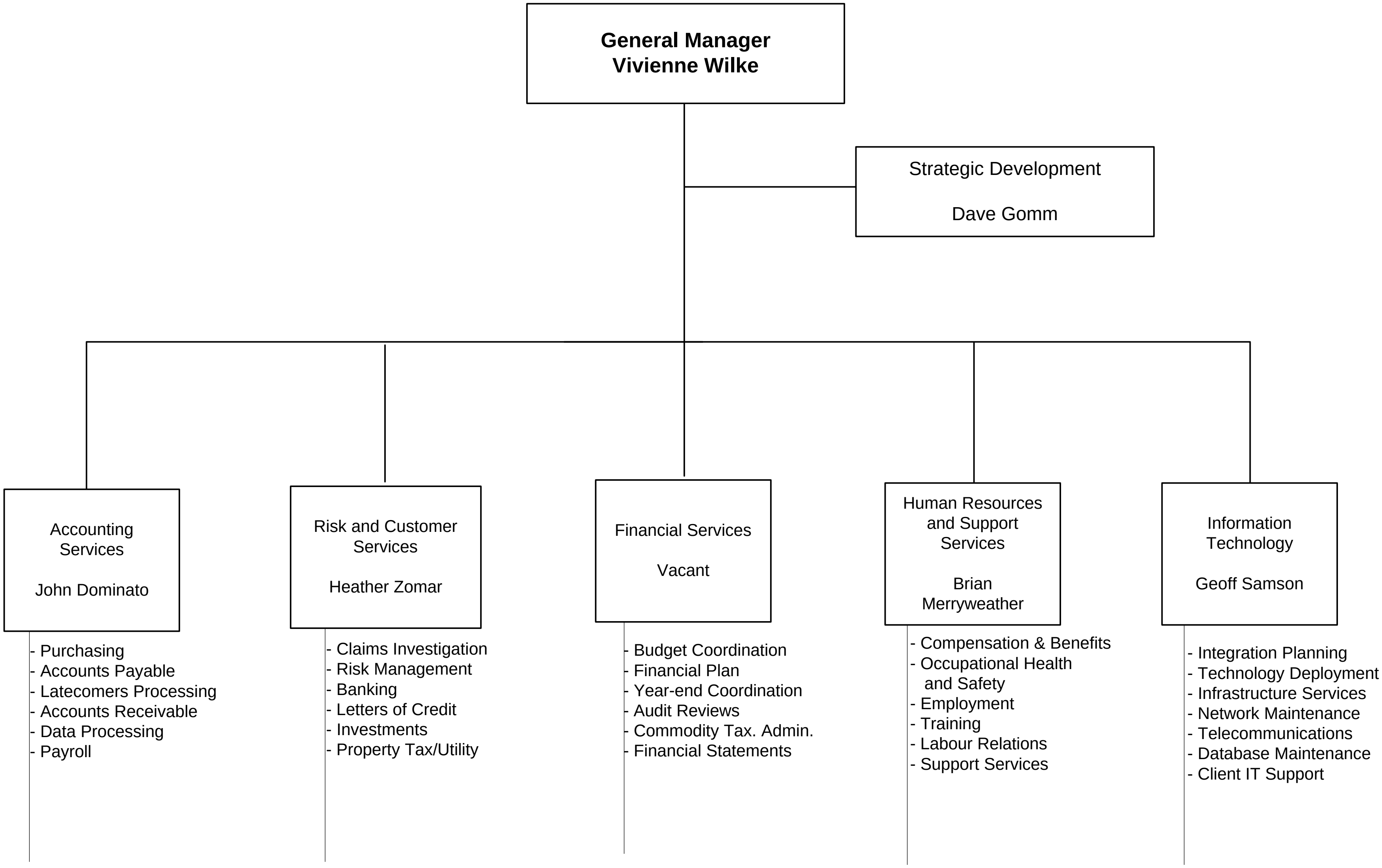
2002 - 2006 FINANCIAL PLAN
SIGNIFICANT CHANGES & ASSUMPTIONS
CITY MANAGER

SIGNIFICANT CHANGES		SUMMARY
2001 ADOPTED BUDGET		**$ 4,185,000**
2001 ADJUSTED BUDGET		**$ 4,185,000**
Revenues		
Sales and Services		
Restate Film Revenue	(30,000)	
Increase in Towing Fee Contract	(60,000)	
Decrease in Parking Meter	20,000	
Increase in Commercial Vehicle	(65,000)	
Increase in Traffic Fines	(65,000)	
Decrease in Municipal Fines	40,000	
Decrease in False Alarms	84,000	
Decrease in Business Licenses	228,000	
Increase in Taxi License Fees	(300,000)	
Decrease in Business Directory	3,000	**(145,000)**
Taxation and Other	0	**0**
Total Change in Revenues		**(145,000)**
Expenditures		
Salaries/Wages & Benefits		
Increase Salary Rate	266,000	
Part-Time to Full-Time	13,000	
Permanent Salary Reduction in Legislative Services	(50,000)	**229,000**
Operating Costs		
Increase Microfilming and Communication in Legislative Services	2,000	
Increase in Election Costs	401,000	
Increase in Legal Membership Costs and Publication Costs	9,000	
Increase in Legal - City Solicitor Car Allowance	8,000	**420,000**
Internal Services Used		
Filming Services	15,000	
Election Costs	4,000	
Legal Vehicle Increase	2,000	**21,000**
Internal Services Recovered		
Legal Salary Recovery	(9,000)	**(9,000)**
External Recoveries		
Restate Public Affairs Recoveries	15,000	**15,000**
Transfer From Own Sources		
Election Funding	(410,000)	**(410,000)**
Transfer To Own Sources		
Equipment Replacement Reserve Transfer to IT	(18,000)	
Parking Meter Repayment	(50,000)	**(68,000)**
Total Change in Expenditures		**198,000**
2002 BUDGET		**$ 4,238,000**

2002 - 2006 FINANCIAL PLAN
SIGNIFICANT CHANGES & ASSUMPTIONS
CITY MANAGER

ASSUMPTIONS		SUMMARY
2002 APPROVED BUDGET		**$ 4,238,000**
Revenues		
No change in fines & fees for this area	0	**0**
Expenditures		
Salaries/Wages & Benefits		
Annualization of 2002 rate increase, range movement and other salary adjustments	526,000	
Election Adjustment for 2003	(54,000)	
Election Adjustment for 2005	57,000	
Election Adjustment for 2006	(57,000)	**472,000**
Operating Costs		
Administration Inflation Increases	10,000	
Business Development Inflation Increases	10,000	
By-law Inflation Increases	80,000	
Public Affairs Inflation Increases	10,000	
Legal Inflation Increases	10,000	
Legislative Inflation Increases	30,000	
Election Adjustment for 2003	4,000	
Election Adjustment for 2005	56,000	
Election Adjustment for 2006	(56,000)	**154,000**
2006 FINANCIAL PLAN		**$ 4,864,000**

2002 - 2006 FINANCIAL PLAN
Finance, Technology & HR Functions



General Manager
Vivienne Wilke

Strategic Development

Dave Gomm

Accounting Services

John Dominato

- Purchasing
- Accounts Payable
- Latecomers Processing
- Accounts Receivable
- Data Processing
- Payroll

Risk and Customer Services

Heather Zomar

- Claims Investigation
- Risk Management
- Banking
- Letters of Credit
- Investments
- Property Tax/Utility

Financial Services

Vacant

- Budget Coordination
- Financial Plan
- Year-end Coordination
- Audit Reviews
- Commodity Tax. Admin.
- Financial Statements

Human Resources and Support Services

Brian Merryweather

- Compensation & Benefits
- Occupational Health and Safety
- Employment
- Training
- Labour Relations
- Support Services

Information Technology

Geoff Samson

- Integration Planning
- Technology Deployment
- Infrastructure Services
- Network Maintenance
- Telecommunications
- Database Maintenance
- Client IT Support

Mission Statement
"*We strive to provide expert service, advice and innovation – above expectations*" as it relates to the City's future vision and direction to provide an '*Agile, Responsive Administration*'

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

ACCOUNTING SERVICES

- Accurately processes over 25,000 accounts payable and 54,000 payroll cheques annually;
- Purchases goods and services needed by the City and manages inventory;
- Process bi-weekly payrolls for Exempt, CUPE, Library, Firefighters, fulltime, and part-time staff;
- Administers the City's accounts receivables;
- Process bi-weekly hired equipment data and payments;
- Annual reporting requirements for various authorities; and
- City Work Management, data entry, control and audit.

Figure 1-CWM Data Processing Centre

FINANCIAL SERVICES

- 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;
- 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, and
- Develops and maintains a system of internal controls to safeguard financial assets.

RISK & CUSTOMER SERVICES

- Provides risk management leadership to the City;
- Manages the City's risk program and insurance portfolio;
- Manages, investigates and settles property, crime and liability claims;
- Provides risk assessment and prevention awareness and training to staff;
- Bills and collects property taxes, utility levies and local improvement fees for over 100,000 properties;
- Responds promptly to over 52,000 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.

Figure 2-Property Taxation Cashier

HUMAN RESOURCES & SUPPORT SERVICES

- Co-ordinates, recruits and provides support to select and hire new employees;
- Provides career counseling, interview feedback, succession planning, corporate orientation program, Behaviour Based Interviewing Techniques, and exit interviews;
- Initiate, develop, deliver compensation and benefits, and other human resources related policies and procedures;
- Initiate and review job descriptions and evaluations of exempt positions; as well as class specifications and evaluation of unionized positions;
- Administration and interpretation of the collective agreement, current labour/employment law, performance management, policies and procedures, attendance management, harassment or other investigations, discipline, grievance handling, and other assorted labour relations issues;
- Provide labour/employee relations strategy and support services to the City with regards to both unionized and exempt employees;

Figure 2-North American Occupational Health & Safety Week

- Assists employees and managers with the Return to Work program and manages EFAP programs
- Directs the Active City Employee Wellness program;
- Manages WCB claims and appeals, and provides safety training;
- Assists departments with safety inspections, accident investigations, and identifies and assesses exposures to loss, and
- Provides support services for the Department.

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 1300 workstations located at 50+ sites throughout the City and a 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.

Figure 5-Centralized Help Desk

2001 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;
- Implemented new contract and retroactive payments in payroll system**;**
- Merged accounts payable and purchasing functions**;**
- Published 2000 Financial Statements, in compliance with Public Sector Accounting Board standards, and won the Canadian Award For Financial Reporting;
- Hired an Employee & Family Assistance Program provider to give aide to employees and their families needing counseling services;
- Received the Excellence in Health Promotion – Business Sector award from the BC Medical Association for the Active City employee Wellness Program, in conjunction with the Active Living program of the Parks, Recreation & Culture Department;
- Award-winning North American Occupations Health & Safety Week program – municipal category – first place award, and
- Completed job demands analysis for outside Engineering Operations positions in order to match the physical capabilities of workers returning after illness or injury to the physical demands of the job;
- Implemented the conversion of the City's new benefit plans to one carrier and updated all employees' dependent and benefit information;
- Implemented job evaluation and reclassification system to work in cooperation with union representatives; and
- As part of a three year plan to minimize external advertising, costs, introduced a new approach to recruitment advertising via the City's Career Opportunities website.

2002 - 2006 Key Thrusts, Initiatives and Objectives

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

- Initiated Payroll/HRIS systems review, business case preparation, and RFP submission; implementation anticipated in 2003;
- Complete the Tax and Utility systems review, business case preparation, and implementation;
- On schedule to implement Accounts Receivable module of the general ledger system;

- Prepare to implement payroll integration from Maximo to Wang payroll for outside employees;
- Develop a City-wide ergonomics program to prevent musculoskeletal injuries;
- Develop security/loss control standards for each City building;
- Develop a comprehensive pre-Retirement planning seminar for employees;
- Implement a 'Behavioural Competence' and 'Job Suitability' analysis as a pre-employment aid;
- Develop and deliver practical 'Labour Relations' training to managers and supervisors;
- Conduct a cost/benefit analysis on Applicant Tracking Systems; and
- Implement a corporate orientation and exit interview process, and an employee referral program.

Major Statistics	1999 Actual	2000 Actual	2001 Budget	2001 Actual	2002 Budget
Finance					
Payroll cheques and direct deposits	53,400	53,400	54,000	52,900	52,900
Accounts Payable cheques issued	32,553	28,000	28,000	25,158	26,000
Tax Inquiries / IVR (Interactive Voice Response)	14,745	12,985	12,150	15,560	15,200
Property Tax Calls Responded to	35,667	40,000	46,000	52,000	52,000
Technology					
Networked workstations	1,360	1,350	1,350	1,362	1,380
Networked processing servers (data, file, etc.)	52	52	64	59	60
Workstation servers				29	29
Number of e-mail accounts	1,320	1,353	1,400	1,370	1,400
Number of external e-mail messages	17,100	18,200	20,000	19,000	20,000
Wide area network:					
- number of sites	46	50	50	50	51
- number of campuses	5	5	5	5	5
Number of Help desk calls	16,500	16,700	17,000	16,000	17,000
Number of telephone moves, adds, changes	1,040	1,040	1,100	1,500	1,200
Number of telephone units	1,590	1,567	1,600	1,600	1,650
Other					
New Hires – Full-time	63	128	134	61	61
WCB lost-time incidents	129	117	120	111	105
Flu Immunizations	412	473	525	484	500

2001 - 2006 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
FINANCE, TECHNOLOGY & HR

PROGRAM SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Administration	$ 510,000	$ 286,000	$ 481,000	$ (6,000)	**$ 475,000**	$ 491,000	$ 500,000	$ 514,000	$ 524,000
Accounting Services	1,190,000	1,442,000	1,584,000	78,000	**1,662,000**	1,721,000	1,751,000	1,786,000	1,818,000
Financial Services	580,000	577,000	746,000	123,000	**869,000**	831,000	862,000	901,000	931,000
Risk & Customer Services	1,594,000	1,366,000	1,486,000	(158,000)	**1,328,000**	1,456,000	1,481,000	1,527,000	1,553,000
Information Technology	4,457,000	5,594,000	5,973,000	265,000	**6,238,000**	6,423,000	6,540,000	6,659,000	6,779,000
Human Resources	1,591,000	1,648,000	1,836,000	64,000	**1,900,000**	1,966,000	2,001,000	2,036,000	2,072,000
NET DEPARTMENT TOTAL	**$ 9,922,000**	**$ 10,913,000**	**$ 12,106,000**	**$ 366,000**	**$ 12,472,000**	**$ 12,888,000**	**$ 13,135,000**	**$ 13,423,000**	**$ 13,677,000**

ACCOUNT SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (601,000)	$ (865,000)	$ (700,000)	$ 0	**$ (700,000)**	$ (700,000)	$ (700,000)	$ (700,000)	$ (700,000)
Grants, Donations and Other	(122,000)	(110,000)	(95,000)	(5,000)	**(100,000)**	(100,000)	(100,000)	(100,000)	(100,000)
	(723,000)	(975,000)	(795,000)	(5,000)	**(800,000)**	(800,000)	(800,000)	(800,000)	(800,000)
Expenditures									
Salaries and Benefits	7,137,000	7,438,000	8,445,000	257,000	**8,702,000**	9,053,000	9,233,000	9,418,000	9,607,000
Operating Costs	5,019,000	4,175,000	5,785,000	837,000	**6,622,000**	6,691,000	6,762,000	6,869,000	6,938,000
Internal Services Used	280,000	184,000	219,000	1,000	**220,000**	220,000	220,000	220,000	220,000
Internal Services Recovered	(2,716,000)	(2,076,000)	(2,044,000)	(27,000)	**(2,071,000)**	(2,075,000)	(2,079,000)	(2,083,000)	(2,087,000)
External Recoveries	(137,000)	(115,000)	(54,000)	2,000	**(52,000)**	(52,000)	(52,000)	(52,000)	(52,000)
	9,583,000	9,606,000	12,351,000	1,070,000	**13,421,000**	13,837,000	14,084,000	14,372,000	14,626,000
Net Operations Total	**8,860,000**	**8,631,000**	**11,556,000**	**1,065,000**	**12,621,000**	**13,037,000**	**13,284,000**	**13,572,000**	**13,826,000**
Transfers									
Transfer From Own Sources	(204,000)	(153,000)	(1,309,000)	(721,000)	**(2,030,000)**	(2,030,000)	(2,030,000)	(2,030,000)	(2,030,000)
Transfer To Own Sources	1,266,000	2,435,000	1,859,000	22,000	**1,881,000**	1,881,000	1,881,000	1,881,000	1,881,000
	1,062,000	2,282,000	550,000	(699,000)	**(149,000)**	(149,000)	(149,000)	(149,000)	(149,000)
NET DEPARTMENT TOTAL	**$ 9,922,000**	**$ 10,913,000**	**$ 12,106,000**	**$ 366,000**	**$ 12,472,000**	**$ 12,888,000**	**$ 13,135,000**	**$ 13,423,000**	**$ 13,677,000**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
FINANCE, TECHNOLOGY & HR

Administration	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 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
Expenditures									
Salaries and Benefits	294,000	274,000	455,000	(6,000)	**449,000**	465,000	474,000	483,000	493,000
Operating Costs	16,000	12,000	26,000	0	**26,000**	26,000	26,000	31,000	31,000
Internal Services Used	0	0	0	0	**0**	0	0	0	0
Internal Services Recovered	0	0	0	0	**0**	0	0	0	0
External Recoveries	0	0	0	0	**0**	0	0	0	0
	310,000	286,000	481,000	(6,000)	**475,000**	491,000	500,000	514,000	524,000
Net Operations Total	**310,000**	**286,000**	**481,000**	**(6,000)**	**475,000**	**491,000**	**500,000**	**514,000**	**524,000**
Transfers									
Transfer From Own Sources	(2,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	202,000	0	0	0	**0**	0	0	0	0
	200,000	0	0	0	**0**	0	0	0	0
Administration Total	**$ 510,000**	**$ 286,000**	**$ 481,000**	**$ (6,000)**	**$ 475,000**	**$ 491,000**	**$ 500,000**	**$ 514,000**	**$ 524,000**

Accounting Services	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (59,000)	$ (68,000)	$ (23,000)	$ 0	**$ (23,000)**	$ (23,000)	$ (23,000)	$ (23,000)	$ (23,000)
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	(59,000)	(68,000)	(23,000)	0	**(23,000)**	(23,000)	(23,000)	(23,000)	(23,000)
Expenditures									
Salaries and Benefits	1,400,000	1,383,000	1,597,000	62,000	**1,659,000**	1,722,000	1,756,000	1,791,000	1,827,000
Operating Costs	139,000	112,000	172,000	5,000	**177,000**	177,000	177,000	181,000	181,000
Internal Services Used	133,000	99,000	109,000	1,000	**110,000**	110,000	110,000	110,000	110,000
Internal Services Recovered	(379,000)	(207,000)	(256,000)	10,000	**(246,000)**	(250,000)	(254,000)	(258,000)	(262,000)
External Recoveries	(48,000)	(25,000)	(15,000)	0	**(15,000)**	(15,000)	(15,000)	(15,000)	(15,000)
	1,245,000	1,362,000	1,607,000	78,000	**1,685,000**	1,744,000	1,774,000	1,809,000	1,841,000
Net Operations Total	**1,186,000**	**1,294,000**	**1,584,000**	**78,000**	**1,662,000**	**1,721,000**	**1,751,000**	**1,786,000**	**1,818,000**
Transfers									
Transfer From Own Sources	(1,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	5,000	148,000	0	0	**0**	0	0	0	0
	4,000	148,000	0	0	**0**	0	0	0	0
Accounting Services Total	**$ 1,190,000**	**$ 1,442,000**	**$ 1,584,000**	**$ 78,000**	**$ 1,662,000**	**$ 1,721,000**	**$ 1,751,000**	**$ 1,786,000**	**$ 1,818,000**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
FINANCE, TECHNOLOGY & HR

Financial Services	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (80,000)	$ (86,000)	$ (83,000)	$ 1,000	**$ (82,000)**	$ (82,000)	$ (82,000)	$ (82,000)	$ (82,000)
Grants, Donations and Other	(20,000)	(4,000)	0	0	**0**	0	0	0	0
	(100,000)	(90,000)	(83,000)	1,000	**(82,000)**	(82,000)	(82,000)	(82,000)	(82,000)
Expenditures									
Salaries and Benefits	716,000	771,000	873,000	182,000	**1,055,000**	1,008,000	1,028,000	1,049,000	1,070,000
Operating Costs	99,000	78,000	368,000	(279,000)	**89,000**	98,000	109,000	127,000	136,000
Internal Services Used	3,000	2,000	0	0	**0**	0	0	0	0
Internal Services Recovered	(139,000)	(184,000)	(123,000)	(70,000)	**(193,000)**	(193,000)	(193,000)	(193,000)	(193,000)
External Recoveries	(1,000)	0	(10,000)	10,000	**0**	0	0	0	0
	678,000	667,000	1,108,000	(157,000)	**951,000**	913,000	944,000	983,000	1,013,000
Net Operations Total	**578,000**	**577,000**	**1,025,000**	**(156,000)**	**869,000**	**831,000**	**862,000**	**901,000**	**931,000**
Transfers									
Transfer From Own Sources	0	0	(279,000)	279,000	**0**	0	0	0	0
Transfer To Own Sources	2,000	0	0	0	**0**	0	0	0	0
	2,000	0	(279,000)	279,000	**0**	0	0	0	0
Financial Services Total	**$ 580,000**	**$ 577,000**	**$ 746,000**	**$ 123,000**	**$ 869,000**	**$ 831,000**	**$ 862,000**	**$ 901,000**	**$ 931,000**

Risk & Customer Services	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (430,000)	$ (688,000)	$ (591,000)	$ (1,000)	**$ (592,000)**	$ (592,000)	$ (592,000)	$ (592,000)	$ (592,000)
Grants, Donations and Other	(96,000)	(106,000)	(95,000)	(5,000)	**(100,000)**	(100,000)	(100,000)	(100,000)	(100,000)
	(526,000)	(794,000)	(686,000)	(6,000)	**(692,000)**	(692,000)	(692,000)	(692,000)	(692,000)
Expenditures									
Salaries and Benefits	1,077,000	1,067,000	1,205,000	(80,000)	**1,125,000**	1,253,000	1,278,000	1,304,000	1,330,000
Operating Costs	2,034,000	1,764,000	2,744,000	916,000	**3,660,000**	3,660,000	3,660,000	3,680,000	3,680,000
Internal Services Used	91,000	58,000	110,000	0	**110,000**	110,000	110,000	110,000	110,000
Internal Services Recovered	(1,072,000)	(1,010,000)	(941,000)	8,000	**(933,000)**	(933,000)	(933,000)	(933,000)	(933,000)
External Recoveries	(63,000)	(10,000)	(12,000)	0	**(12,000)**	(12,000)	(12,000)	(12,000)	(12,000)
	2,067,000	1,869,000	3,106,000	844,000	**3,950,000**	4,078,000	4,103,000	4,149,000	4,175,000
Net Operations Total	**1,541,000**	**1,075,000**	**2,420,000**	**838,000**	**3,258,000**	**3,386,000**	**3,411,000**	**3,457,000**	**3,483,000**
Transfers									
Transfer From Own Sources	(195,000)	(147,000)	(1,030,000)	(1,000,000)	**(2,030,000)**	(2,030,000)	(2,030,000)	(2,030,000)	(2,030,000)
Transfer To Own Sources	248,000	438,000	96,000	4,000	**100,000**	100,000	100,000	100,000	100,000
	53,000	291,000	(934,000)	(996,000)	**(1,930,000)**	(1,930,000)	(1,930,000)	(1,930,000)	(1,930,000)
Risk & Customer Total	**$ 1,594,000**	**$ 1,366,000**	**$ 1,486,000**	**$ (158,000)**	**$ 1,328,000**	**$ 1,456,000**	**$ 1,481,000**	**$ 1,527,000**	**$ 1,553,000**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
FINANCE, TECHNOLOGY & HR

Information Technology	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (32,000)	$ (23,000)	$ (3,000)	$ 0	**$ (3,000)**	$ (3,000)	$ (3,000)	$ (3,000)	$ (3,000)
Grants, Donations and Other	(2,000)	0	0	0	**0**	0	0	0	0
	(34,000)	(23,000)	(3,000)	20,000	**(3,000)**	(3,000)	(3,000)	(3,000)	(3,000)
Expenditures				0					
Salaries and Benefits	2,663,000	2,818,000	3,155,000	83,000	**3,238,000**	3,373,000	3,440,000	3,509,000	3,579,000
Operating Costs	2,067,000	1,650,000	1,719,000	164,000	**1,883,000**	1,933,000	1,983,000	2,033,000	2,083,000
Internal Services Used	34,000	19,000	0	0	**0**	0	0	0	0
Internal Services Recovered	(1,049,000)	(633,000)	(661,000)	0	**(661,000)**	(661,000)	(661,000)	(661,000)	(661,000)
External Recoveries	0	0	0	0	**0**	0	0	0	0
	3,715,000	3,854,000	4,213,000	247,000	**4,460,000**	4,645,000	4,762,000	4,881,000	5,001,000
Net Operations Total	**3,681,000**	**3,831,000**	**4,210,000**	**267,000**	**4,457,000**	**4,642,000**	**4,759,000**	**4,878,000**	**4,998,000**
Transfers									
Transfer From Own Sources	0	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	776,000	1,763,000	1,763,000	18,000	**1,781,000**	1,781,000	1,781,000	1,781,000	1,781,000
	776,000	1,763,000	1,763,000	18,000	**1,781,000**	1,781,000	1,781,000	1,781,000	1,781,000
Information Technology Total	**$ 4,457,000**	**$ 5,594,000**	**$ 5,973,000**	**$ 285,000**	**$ 6,238,000**	**$ 6,423,000**	**$ 6,540,000**	**$ 6,659,000**	**$ 6,779,000**

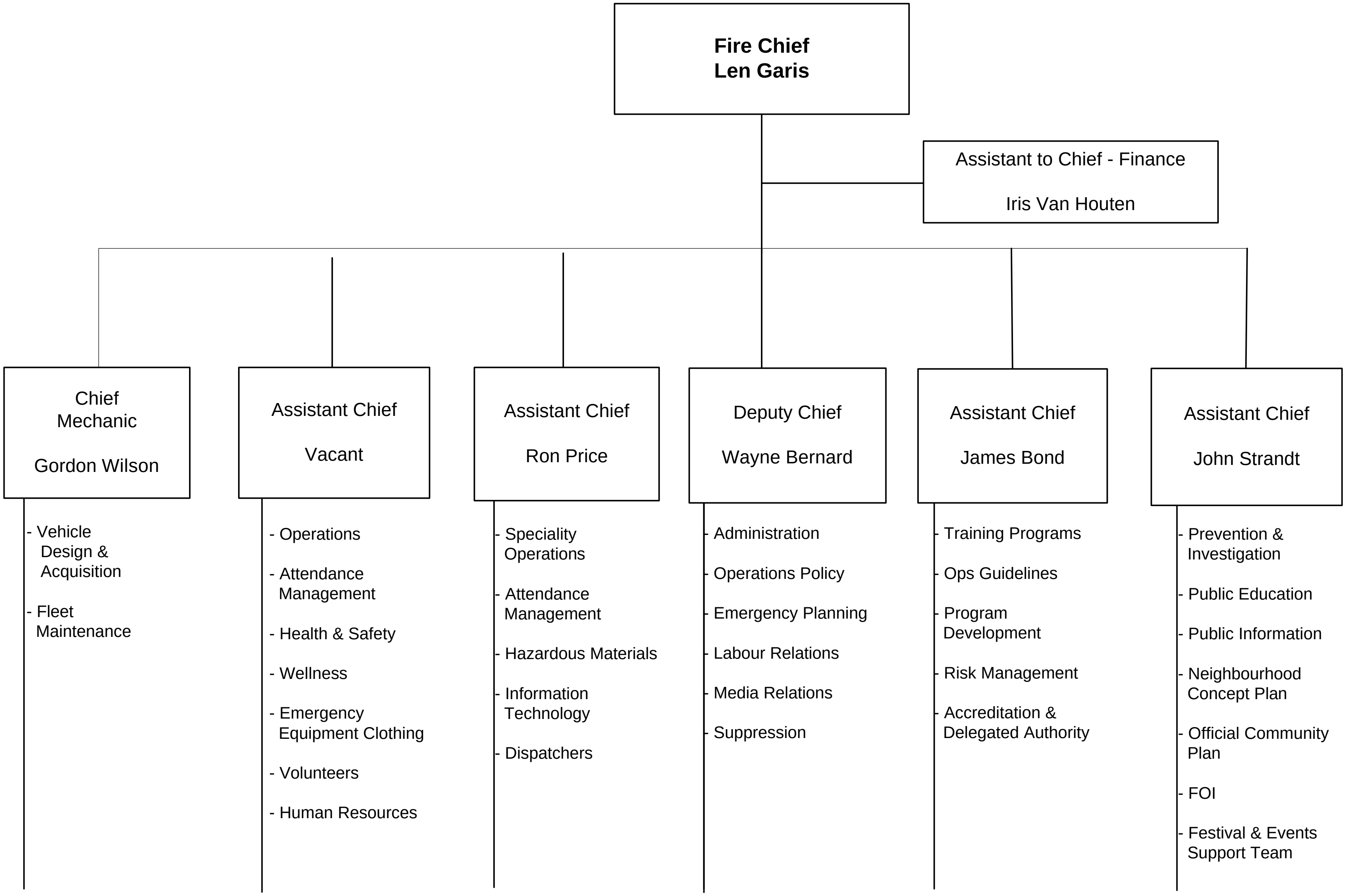
Human Resources & Support	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	$ 0	$ 0	$ 0
Grants, Donations and Other	(4,000)	0	0	0	**0**	0	0	0	0
	(4,000)	0	0	0	**0**	0	0	0	0
Expenditures									
Salaries and Benefits	987,000	1,125,000	1,160,000	16,000	**1,176,000**	1,232,000	1,257,000	1,282,000	1,308,000
Operating Costs	664,000	559,000	756,000	31,000	**787,000**	797,000	807,000	817,000	827,000
Internal Services Used	19,000	6,000	0	0	**0**	0	0	0	0
Internal Services Recovered	(77,000)	(42,000)	(63,000)	25,000	**(38,000)**	(38,000)	(38,000)	(38,000)	(38,000)
External Recoveries	(25,000)	(80,000)	(17,000)	(8,000)	**(25,000)**	(25,000)	(25,000)	(25,000)	(25,000)
	1,568,000	1,568,000	1,836,000	64,000	**1,900,000**	1,966,000	2,001,000	2,036,000	2,072,000
Net Operations Total	**1,564,000**	**1,568,000**	**1,836,000**	**64,000**	**1,900,000**	**1,966,000**	**2,001,000**	**2,036,000**	**2,072,000**
Transfers									
Transfer From Own Sources	(6,000)	(6,000)	0	0	**0**	0	0	0	0
Transfer To Own Sources	33,000	86,000	0	0	**0**	0	0	0	0
	27,000	80,000	0	0	**0**	0	0	0	0
Human Resources Total	**$ 1,591,000**	**$ 1,648,000**	**$ 1,836,000**	**$ 64,000**	**$ 1,900,000**	**$ 1,966,000**	**$ 2,001,000**	**$ 2,036,000**	**$ 2,072,000**

2002 - 2006 FINANCIAL PLAN
SIGNIFICANT CHANGES
FINANCE, TECHNOLOGY & HR

SIGNIFICANT CHANGES		
2001 ADOPTED BUDGET		**$ 12,116,000**
Less: Adjust Bad Debt charges to corporate		**$ (10,000)**
2001 ADJUSTED BUDGET		**$ 12,106,000**
Revenues		
Sales and Services		
ICBC Rebate	(5,000)	**(5,000)**
Taxation and Other	0	**0**
Total Change in Revenues		**(5,000)**
Expenditures		
Salaries/Wages & Benefits		
Increase Salary Rate	318,000	
Increase for Parks Accountant - Correct Presentation	65,000	
Salary Reductions	(100,000)	**283,000**
Operating Costs		
Increase in Telephone	6,000	
Increase in Purchasing Maintenance Contract	5,000	
Increase in IT Maintenance Contract	158,000	
Transfer Bank Charges to Corporate	(70,000)	
Risk Reallocation	8,000	**107,000**
Internal Services Used		
Increase in Joint Works Yard Allocation	11,000	
Risk Reallocation	(10,000)	**1,000**
Internal Services Recovered		
Parks Accountant - Correct Presentation	(65,000)	
Taxation - Eliminate Garbage Transfer	10,000	
Risk Reallocation	10,000	**(45,000)**
External Recoveries		
RCMP Recovery Not Materialized in Financial Planning	10,000	
Risk Reallocation	(8,000)	**2,000**
Transfer From Own Sources	0	**0**
Transfer To Own Sources		
Risk Management - ICBC Transfer for Training	5,000	
IT Equipment Rpl. Contribution	18,000	**23,000**
Total Change in Expenditures		**371,000**
2002 BUDGET		**$ 12,472,000**

SIGNIFICANT CHANGES		**SUMMARY**
2002 ADOPTED BUDGET		**$ 12,472,000**
Revenues	0	**0**
Expenditures		
Salaries/Wages & Benefits		
2002 Annualization	170,000	
Increase Salary Rate	719,000	**889,000**
Operating Costs		
Inflation Increases	316,000	**316,000**
2006 BUDGET		**$ 13,677,000**

2002 - 2006 FINANCIAL PLAN
Fire Functions



Fire Chief
Len Garis

Assistant to Chief - Finance
Iris Van Houten

Chief Mechanic
Gordon Wilson
- Vehicle Design & Acquisition
- Fleet Maintenance

Assistant Chief
Vacant
- Operations
- Attendance Management
- Health & Safety
- Wellness
- Emergency Equipment Clothing
- Volunteers
- Human Resources

Assistant Chief
Ron Price
- Speciality Operations
- Attendance Management
- Hazardous Materials
- Information Technology
- Dispatchers

Deputy Chief
Wayne Bernard
- Administration
- Operations Policy
- Emergency Planning
- Labour Relations
- Media Relations
- Suppression

Assistant Chief
James Bond
- Training Programs
- Ops Guidelines
- Program Development
- Risk Management
- Accreditation & Delegated Authority

Assistant Chief
John Strandt
- Prevention & Investigation
- Public Education
- Public Information
- Neighbourhood Concept Plan
- Official Community Plan
- FOI
- Festival & Events Support Team

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 fire fighting tactics;
- Support a safe, healthy, and diverse workplace that is open to change;
- Provide emergency medical services and environmental protection, and
- 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 343,000 and covers 342 square kilometers or 132 square miles. The Fire Department responds to over 15,000 emergency incidents, comprised of about 600 building fires, 10,000 combined motor vehicle/medical calls and 5,000 miscellaneous (alarms, burning complaints etc.).

The Department's six divisions include:

- Operations Division
  Provides fire suppression, emergency medical response, hazardous materials, technical rescue and staffing;
- Training Services
  Delivers training to all Surrey Career and Volunteer firefighters and under contract to other agencies;
- Support Services
  Responsible for administrative support to all divisions, budget, research and development, planning, computer-aided dispatch, radio repairs and service;
- Fire Prevention
  Four functions: Prevention, Enforcement, Investigations, and Public Education;
- Mechanical
  Responsible for repairs and maintenance of a fleet of 2 aerial ladders, 3 quints, 41 pumps, 5 tankers and 20 staff vehicles and a number of specialty vehicles, and
- Communications
  Dispatchers are the first point of contact for the public when reporting an emergency, and also handle evening and weekend emergency Engineering Services calls and general information inquiries. Surrey dispatch also contracts dispatch services to 6 other agencies.

There are seventeen fire halls strategically located throughout the City. Twelve are staffed with career firefighters 24 hours a day; ten 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 piece of fire suppression apparatus. The Department has two aerial ladders (one 100’ and one 135’) located at Hall 1 (Bear Creek), and 13 (Sunnyside). Two additional aerial pump ladders suitable for residential firefighting are located at Hall 5 (Fraser Heights) and 15 (East Clayton). The Technical Rescue Team responds from Hall 6 (Fleetwood) and Hall 9 (Sullivan). The Hazardous Materials Team comprises personnel and a specially equipped vehicle located at Hall 17 (Rosemary Heights). The team receives on-going training in all aspects of hazardous materials handling and containment. Rescue-equipped vehicles located at Hall 2 (Whalley), Hall 4 (Guildford), Hall 6 (Fleetwood), Hall 8 (Cloverdale), Hall 11 (Boundary Park) and Hall 17 (Rosemary Heights) mean there is a team readily available to attend rescue emergencies throughout the city.

Fire Suppression 2001

	2000	**2001**
Medical Emergency Assistance Calls	7,984	8,069
Motor Vehicles Accidents	2,890	2,913
Structure Fires	556	601
Vehicle Fires	513	543
Brush Fires	427	481
Alarms	1,536	1,543
Hazardous Materials Incidents	362	337
Burning Complaints	608	567
Miscellaneous	1,051	1,106
Total Calls	**15,927**	**16,162**

Nine new career firefighters were hired in 2001. A ride-along program has been developed as part of the career selection process aids in selecting the right candidate. A new MOCOM (Mobile Operations Command) Vehicle was purchased, equipped, and is now in service for use by both the Fire Service and Surrey RCMP. Three Quints arrived in early 2002. These new trucks are equipped with 75 ft. aerial ladder, 1500 IGPM pump, class ‘A’ foam, a trash line on the front bumper, and light-duty portable Fire Hawk rescue tools. These modern vehicles provide a wider variety of services than a traditional pump and enhance the delivery of fire services to our community.

Prevention 2001

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

	2000	2001
Routine Fire Safety Inspections	5,324	5,194
Re-inspections to ensure deficiencies have been corrected	1,145	684
Plan reviews (new buildings new renovations, site plans, and fire safety plans)	543	152
Fire Safety Complaints	130	67
Occupancy Approval and Business License Inspections	348	277
Fire Investigations	719	655
Pre-fire Plans – completed	390	386
Pre-fire Plans – in progress	780	631
Total Prevention Services	**9,379**	**8,046**

Radio Communications 2001

	2000	2001
Emergency Calls within Surrey	15,927	16,162
Emergency Calls for other Municipalities	6,744	7,009
After Hours Calls for City Engineering	3,256	2,632
After hours calls for Other Engineering Departments	1,518	1,616
Total Radio Service Response	**27,445**	**27,419**

Public Education 2001

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:

	2000	2001
School Program Presentations	164	223
Beavers, brownies, guides and summer programs	26	16
Adult Programs	23	21
Fire Hall Tours	233	187
Attendance at Open House	18	17
Safety Star Citizen Awards	1	1
Families utilized Youth Fire Setter Intervention Program	75	53
Trauma Pups distributed	120	120
Pump Crew Band Performances	8	6
Public Events/Mall Displays	11	87
Total Public Education Services	**679**	**651**

Surrey Place Mall donated the use of a retail unit during Fire Safety Week. The Division opened a Fire Safety Store with donations from BC Hydro and other mall merchants. This new interactive program in such a high-traffic location, educated approximately 4000 people on fire hazards in the home. The new Provincial Public Education Kitchen Safety Curriculum developed by our Public Education Division and issued by the Fire Commissioners Office, was implemented in secondary schools province-wide.

Training 2001

- 100% of all career firefighters trained to First Responder level 3;
- 100% of all new volunteer firefighters trained to First Responder Level 2;
- 100% of all career and volunteer fire stations trained in the use of AED, and
- 50 specialty programs delivered to firefighters, volunteers, and industry.

Training continues to be challenging as the Fire Service adapts to changing demands for service in our community. We also require our team to be continually recertified so that skills remain current and reactions in stressful situations are instinctively by-the-book.

Hall Captains continue to receive training in Fire Inspector Level 1, British Columbia Fire Code, Fire Services Act, and Local Assistant to the Fire Commissioner. This three-year initiative will conclude in 2002, resulting in better delivery of these services to the public by Captains in their local fire stations.

The Justice Institute of B.C has accredited Surrey's Firefighter 1 Program. Graduates can now enter the Justice Institute at half cost and complete career training in half the time. The potential for volunteer experience to be parlayed into a new career is greatly enhanced and we predict better volunteer retention.

Emergency Preparedness Program 2001

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 program promotes emergency preparedness at public displays and community open house events.

	2000	2001
Emergency Social Services Volunteers	101	111
Amateur Radio Volunteers	39	40
Search and Rescue Volunteers	46	44
Group presentations	42	91
Rogers Show – Personal Preparedness	1	0
Total Emergency Preparedness Programs	**229**	**286**

Personal Preparedness and the new Neighbourhood Emergency Preparedness Program launched in May are delivered by career and volunteer firefighters. NEPP enables groups such as schools, businesses, and townhouse complexes to identify all their resources and plan for their use in the event of an emergency.

In 2001, Surrey Firefighters acted and assisted in production of a Canadian Red Cross Personal Disaster Assistance informational video to be distributed to agencies nationwide. This alerts First Responders to the additional services available to families displaced by small-scale disasters such as localized fires or floods.

The earthquake that occurred February 18, 2001, caused only minor structural damage in Surrey and no injuries. However, the new dedicated Emergency Operations Control Centre at Hall 1 was utilized and evaluated for the first time. City employees participated in a tabletop disaster exercise as part of the Emergency Operations Control Group (EOCG). The EOCG continually update their training on new and existing equipment that may be used during a disaster.

2002 – 2006 Issues and Objectives:

- Continue elevation of staffing levels career fire stations to 4 person pumper crews;
- Enhance volunteer firefighter recognition program;
- Implementation of a new communications strategy for the City;
- Deliver and recruit volunteer firefighter programs as required;
- Examine consolidation of City emergency dispatch services to one central location;
- Continue to create emergency response pre-incident plans for commercial/industrial locations;
- Continue to evaluate resource deployment and adjust as required;
- Annual Service Recognition Dinner/Dance for Firefighters and Emergency Preparedness Volunteers, and
- Integrate recommendations of the new Volunteer Council into Operations structure.

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
FIRE

PROGRAM SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Administration	$ 882,000	$ 924,000	$ 974,000	$ 53,000	**$ 1,027,000**	$ 1,053,000	$ 1,073,000	$ 1,093,000	$ 1,113,000
Emergency Planning	86,000	80,000	86,000	1,000	**87,000**	87,000	87,000	87,000	87,000
Mechanics	758,000	547,000	660,000	48,000	**708,000**	721,000	733,000	745,000	772,000
Prevention	482,000	545,000	530,000	41,000	**571,000**	588,000	603,000	615,000	627,000
Public Education & Safety	163,000	187,000	193,000	7,000	**200,000**	204,000	208,000	212,000	216,000
Radio & Communications	855,000	980,000	1,031,000	248,000	**1,279,000**	1,507,000	1,631,000	1,655,000	1,680,000
Fire Operations	23,984,000	25,557,000	25,726,000	1,629,000	**27,355,000**	28,193,000	28,922,000	30,040,000	30,781,000
Training	545,000	577,000	593,000	9,000	**602,000**	610,000	617,000	624,000	631,000
NET DEPARTMENT TOTAL	**$ 27,755,000**	**$ 29,397,000**	**$ 29,793,000**	**$ 2,036,000**	**$ 31,829,000**	**$ 32,963,000**	**$ 33,874,000**	**$ 35,071,000**	**$ 35,907,000**

ACCOUNT SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (658,000)	$ (534,000)	$ (593,000)	$ (11,000)	**$ (604,000)**	$ (617,000)	$ (630,000)	$ (643,000)	$ (656,000)
Grants, Donations and Other	(6,000)	(4,000)	0	0	**0**	0	0	0	0
	(664,000)	(538,000)	(593,000)	(11,000)	**(604,000)**	(617,000)	(630,000)	(643,000)	(656,000)
Expenditures									
Salaries and Benefits	24,847,000	26,615,000	26,993,000	1,695,000	**28,688,000**	29,605,000	30,399,000	31,579,000	32,353,000
Operating Costs	1,998,000	1,904,000	1,964,000	201,000	**2,165,000**	2,395,000	2,525,000	2,555,000	2,630,000
Internal Services Used	588,000	571,000	606,000	0	**606,000**	606,000	606,000	606,000	606,000
Internal Services Recovered	(348,000)	(382,000)	(410,000)	0	**(410,000)**	(410,000)	(410,000)	(410,000)	(410,000)
External Recoveries	(231,000)	(199,000)	(193,000)	0	**(193,000)**	(193,000)	(193,000)	(193,000)	(193,000)
	26,854,000	28,509,000	28,960,000	1,896,000	**30,856,000**	32,003,000	32,927,000	34,137,000	34,986,000
Net Operations Total	**26,190,000**	**27,971,000**	**28,367,000**	**1,885,000**	**30,252,000**	**31,386,000**	**32,297,000**	**33,494,000**	**34,330,000**
Transfers									
Transfer From Own Sources	(12,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	1,577,000	1,426,000	1,426,000	151,000	**1,577,000**	1,577,000	1,577,000	1,577,000	1,577,000
	1,565,000	1,426,000	1,426,000	151,000	**1,577,000**	1,577,000	1,577,000	1,577,000	1,577,000
NET DEPARTMENT TOTAL	**$ 27,755,000**	**$ 29,397,000**	**$ 29,793,000**	**$ 2,036,000**	**$ 31,829,000**	**$ 32,963,000**	**$ 33,874,000**	**$ 35,071,000**	**$ 35,907,000**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
FIRE

Administration	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 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
Expenditures									
Salaries and Benefits	817,000	902,000	912,000	46,000	**958,000**	984,000	1,004,000	1,024,000	1,044,000
Operating Costs	76,000	62,000	62,000	7,000	**69,000**	69,000	69,000	69,000	69,000
Internal Services Used	0	0	0	0	**0**	0	0	0	0
Internal Services Recovered	(5,000)	(40,000)	0	0	**0**	0	0	0	0
External Recoveries	0	0	0	0	**0**	0	0	0	0
	888,000	924,000	974,000	53,000	**1,027,000**	1,053,000	1,073,000	1,093,000	1,113,000
Net Operations Total	**888,000**	**924,000**	**974,000**	**53,000**	**1,027,000**	**1,053,000**	**1,073,000**	**1,093,000**	**1,113,000**
Transfers									
Transfer From Own Sources	(6,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	0	0	0	0	**0**	0	0	0	0
	(6,000)	0	0	0	**0**	0	0	0	0
Administration Total	**$ 882,000**	**$ 924,000**	**$ 974,000**	**$ 53,000**	**$ 1,027,000**	**$ 1,053,000**	**$ 1,073,000**	**$ 1,093,000**	**$ 1,113,000**

Emergency Planning	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (91,000)	$ 0	$ 0	$ 0	**$ 0**	$ 0	$ 0	$ 0	$ 0
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	(91,000)	0	0	0	**0**	0	0	0	0
Expenditures									
Salaries and Benefits	62,000	21,000	23,000	1,000	**24,000**	24,000	24,000	24,000	24,000
Operating Costs	115,000	59,000	63,000	0	**63,000**	63,000	63,000	63,000	63,000
Internal Services Used	0	0	0	0	**0**	0	0	0	0
Internal Services Recovered	0	0	0	0	**0**	0	0	0	0
External Recoveries	0	0	0	0	**0**	0	0	0	0
	177,000	80,000	86,000	1,000	**87,000**	87,000	87,000	87,000	87,000
Net Operations Total	**86,000**	**80,000**	**86,000**	**1,000**	**87,000**	**87,000**	**87,000**	**87,000**	**87,000**
Transfers									
Transfer From Own Sources	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
Emergency Planning Total	**$ 86,000**	**$ 80,000**	**$ 86,000**	**$ 1,000**	**$ 87,000**	**$ 87,000**	**$ 87,000**	**$ 87,000**	**$ 87,000**

Mechanics	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 1,000	$ 0	$ 0	$ 0	**$ 0**	$ 0	$ 0	$ 0	$ 0
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	1,000	0	0	0	**0**	0	0	0	0
Expenditures									
Salaries and Benefits	251,000	327,000	297,000	48,000	**345,000**	353,000	360,000	367,000	374,000
Operating Costs	407,000	194,000	293,000	0	**293,000**	298,000	303,000	308,000	328,000
Internal Services Used	100,000	37,000	75,000	0	**75,000**	75,000	75,000	75,000	75,000
Internal Services Recovered	0	(10,000)	(1,000)	0	**(1,000)**	(1,000)	(1,000)	(1,000)	(1,000)
External Recoveries	(1,000)	(1,000)	(4,000)	0	**(4,000)**	(4,000)	(4,000)	(4,000)	(4,000)
	757,000	547,000	660,000	48,000	**708,000**	721,000	733,000	745,000	772,000
Net Operations Total	**758,000**	**547,000**	**660,000**	**48,000**	**708,000**	**721,000**	**733,000**	**745,000**	**772,000**
Transfers									
Transfer From Own Sources	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
Mechanics Total	**$ 758,000**	**$ 547,000**	**$ 660,000**	**$ 48,000**	**$ 708,000**	**$ 721,000**	**$ 733,000**	**$ 745,000**	**$ 772,000**

Prevention	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (113,000)	$ (66,000)	$ (125,000)	$ 0	**$ (125,000)**	$ (128,000)	$ (131,000)	$ (134,000)	$ (137,000)
Grants, Donations and Other	(2,000)	0	0	0	**0**	0	0	0	0
	(115,000)	(66,000)	(125,000)	0	**(125,000)**	(128,000)	(131,000)	(134,000)	(137,000)
Expenditures									
Salaries and Benefits	614,000	620,000	656,000	41,000	**697,000**	717,000	735,000	750,000	765,000
Operating Costs	10,000	4,000	9,000	0	**9,000**	9,000	9,000	9,000	9,000
Internal Services Used	1,000	6,000	0	0	**0**	0	0	0	0
Internal Services Recovered	(3,000)	(9,000)	0	0	**0**	0	0	0	0
External Recoveries	(24,000)	(10,000)	(10,000)	0	**(10,000)**	(10,000)	(10,000)	(10,000)	(10,000)
	598,000	611,000	655,000	41,000	**696,000**	716,000	734,000	749,000	764,000
Net Operations Total	**483,000**	**545,000**	**530,000**	**41,000**	**571,000**	**588,000**	**603,000**	**615,000**	**627,000**
Transfers									
Transfer From Own Sources	(1,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	0	0	0	0	**0**	0	0	0	0
	(1,000)	0	0	0	**0**	0	0	0	0
Prevention Total	**$ 482,000**	**$ 545,000**	**$ 530,000**	**$ 41,000**	**$ 571,000**	**$ 588,000**	**$ 603,000**	**$ 615,000**	**$ 627,000**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
FIRE

Public Education & Safety	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	$ 0	$ 0	$ 0
Grants, Donations and Other	(2,000)	0	0	0	**0**	0	0	0	0
	(2,000)	0	0	0	**0**	0	0	0	0
Expenditures									
Salaries and Benefits	143,000	166,000	166,000	7,000	**173,000**	177,000	181,000	185,000	189,000
Operating Costs	17,000	23,000	21,000	0	**21,000**	21,000	21,000	21,000	21,000
Internal Services Used	5,000	3,000	6,000	0	**6,000**	6,000	6,000	6,000	6,000
Internal Services Recovered	0	(5,000)	0	0	**0**	0	0	0	0
External Recoveries	0	0	0	0	**0**	0	0	0	0
	165,000	187,000	193,000	7,000	**200,000**	204,000	208,000	212,000	216,000
Net Operations Total	**163,000**	**187,000**	**193,000**	**7,000**	**200,000**	**204,000**	**208,000**	**212,000**	**216,000**
Transfers									
Transfer From Own Sources	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
Public Education & Safety Total	**$ 163,000**	**$ 187,000**	**$ 193,000**	**$ 7,000**	**$ 200,000**	**$ 204,000**	**$ 208,000**	**$ 212,000**	**$ 216,000**

Radio & Communications	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (456,000)	$ (468,000)	$ (468,000)	$ (11,000)	**$ (479,000)**	$ (489,000)	$ (499,000)	$ (509,000)	$ (519,000)
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	(456,000)	(468,000)	(468,000)	(11,000)	**(479,000)**	(489,000)	(499,000)	(509,000)	(519,000)
Expenditures									
Salaries and Benefits	1,160,000	1,304,000	1,336,000	59,000	**1,395,000**	1,428,000	1,457,000	1,486,000	1,516,000
Operating Costs	270,000	254,000	287,000	200,000	**487,000**	692,000	797,000	802,000	807,000
Internal Services Used	11,000	17,000	3,000	0	**3,000**	3,000	3,000	3,000	3,000
Internal Services Recovered	(127,000)	(126,000)	(127,000)	0	**(127,000)**	(127,000)	(127,000)	(127,000)	(127,000)
External Recoveries	0	(1,000)	0	0	**0**	0	0	0	0
	1,314,000	1,448,000	1,499,000	259,000	**1,758,000**	1,996,000	2,130,000	2,164,000	2,199,000
Net Operations Total	**858,000**	**980,000**	**1,031,000**	**248,000**	**1,279,000**	**1,507,000**	**1,631,000**	**1,655,000**	**1,680,000**
Transfers									
Transfer From Own Sources	(3,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	0	0	0	0	**0**	0	0	0	0
	(3,000)	0	0	0	**0**	0	0	0	0
Radio & Communications Total	**$ 855,000**	**$ 980,000**	**$ 1,031,000**	**$ 248,000**	**$ 1,279,000**	**$ 1,507,000**	**$ 1,631,000**	**$ 1,655,000**	**$ 1,680,000**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
FIRE

Fire Operations	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 1,000	$ 0	$ 0	$ 0	**$ 0**	$ 0	$ 0	$ 0	$ 0
Grants, Donations and Other	(2,000)	(4,000)	0	0	**0**	0	0	0	0
	(1,000)	(4,000)	0	0	**0**	0	0	0	0
Expenditures									
Salaries and Benefits	21,487,000	22,959,000	23,286,000	1,484,000	**24,770,000**	25,588,000	26,297,000	27,395,000	28,086,000
Operating Costs	1,055,000	1,253,000	1,182,000	(6,000)	**1,176,000**	1,196,000	1,216,000	1,236,000	1,286,000
Internal Services Used	276,000	278,000	282,000	0	**282,000**	282,000	282,000	282,000	282,000
Internal Services Recovered	(211,000)	(191,000)	(282,000)	0	**(282,000)**	(282,000)	(282,000)	(282,000)	(282,000)
External Recoveries	(199,000)	(164,000)	(168,000)	0	**(168,000)**	(168,000)	(168,000)	(168,000)	(168,000)
	22,408,000	24,135,000	24,300,000	1,478,000	**25,778,000**	26,616,000	27,345,000	28,463,000	29,204,000
Net Operations Total	**22,407,000**	**24,131,000**	**24,300,000**	**1,478,000**	**25,778,000**	**26,616,000**	**27,345,000**	**28,463,000**	**29,204,000**
Transfers									
Transfer From Own Sources	0	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	1,577,000	1,426,000	1,426,000	151,000	**1,577,000**	1,577,000	1,577,000	1,577,000	1,577,000
	1,577,000	1,426,000	1,426,000	151,000	**1,577,000**	1,577,000	1,577,000	1,577,000	1,577,000
Fire Operations Total	**$ 23,984,000**	**$ 25,557,000**	**$ 25,726,000**	**$ 1,629,000**	**$ 27,355,000**	**$ 28,193,000**	**$ 28,922,000**	**$ 30,040,000**	**$ 30,781,000**

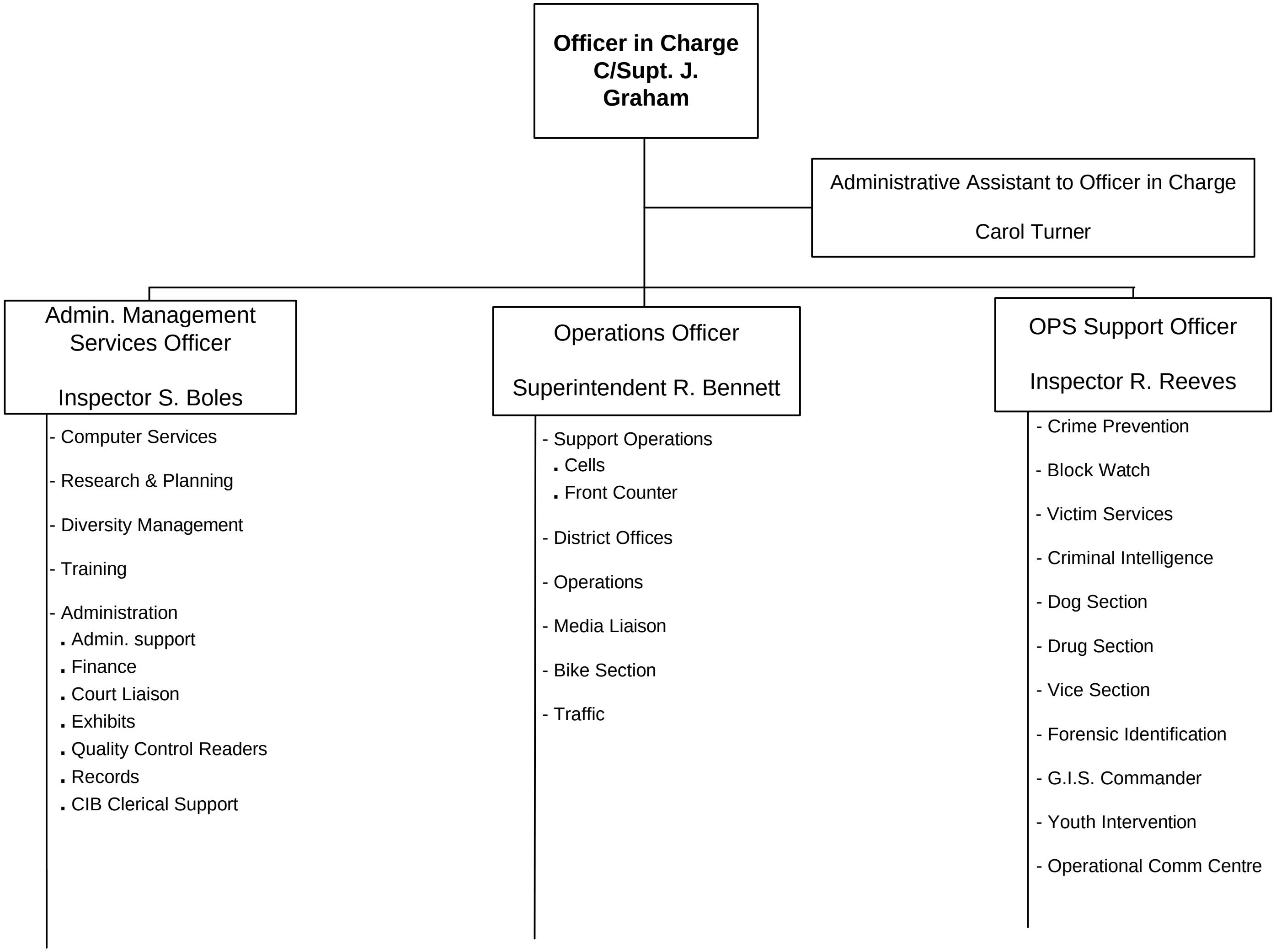
Training	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	$ 0	$ 0	$ 0
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	0	0	0	0	**0**	0	0	0	0
Expenditures									
Salaries and Benefits	313,000	316,000	317,000	9,000	**326,000**	334,000	341,000	348,000	355,000
Operating Costs	48,000	55,000	47,000	0	**47,000**	47,000	47,000	47,000	47,000
Internal Services Used	195,000	230,000	240,000	0	**240,000**	240,000	240,000	240,000	240,000
Internal Services Recovered	(2,000)	(1,000)	0	0	**0**	0	0	0	0
External Recoveries	(7,000)	(23,000)	(11,000)	0	**(11,000)**	(11,000)	(11,000)	(11,000)	(11,000)
	547,000	577,000	593,000	9,000	**602,000**	610,000	617,000	624,000	631,000
Net Operations Total	**547,000**	**577,000**	**593,000**	**9,000**	**602,000**	**610,000**	**617,000**	**624,000**	**631,000**
Transfers									
Transfer From Own Sources	(2,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	0	0	0	0	**0**	0	0	0	0
	(2,000)	0	0	0	**0**	0	0	0	0
Training Total	**$ 545,000**	**$ 577,000**	**$ 593,000**	**$ 9,000**	**$ 602,000**	**$ 610,000**	**$ 617,000**	**$ 624,000**	**$ 631,000**

2002 - 2006 FINANCIAL PLAN
SIGNIFICANT CHANGES
FIRE

SIGNIFICANT CHANGES		SUMMARY
2001 ADOPTED BUDGET		**$ 29,793,000**
2001 ADJUSTED BUDGET		**$ 29,793,000**
Revenues		
Sales and Services		
Increase in Dispatch Services Revenue	(11,000)	**(11,000)**
Taxation and Other	0	**0**
Total Change in Revenues		**(11,000)**
Expenditures		
Salaries/Wages & Benefits		
4 New Recruits - Start Apr 1	160,000	
Rate & Range Increment Increases	1,535,000	**1,695,000**
Operating Costs		
Gear for New Recruits	9,000	
Testing for Staff	8,000	
Increase in Telephone Cost	2,000	
Decrease in BC Gas	(18,000)	
E-Comm Infrastructure	200,000	**201,000**
Internal Services Used	0	**0**
Internal Services Recovered	0	**0**
External Recoveries	0	**0**
Transfer from Own Sources		
Vehicle Replacement Reserve Restated	151,000	**151,000**
Transfer to Own Sources	0	**0**
Total Change in Expenditures		**2,047,000**
2002 BUDGET		**$ 31,829,000**

SIGNIFICANT CHANGES		SUMMARY
2002 ADOPTED BUDGET		**$ 31,829,000**
Revenues		
Sales and Services		
Increase in Dispatch Services Revenue	(40,000)	
Prevention	(12,000)	**(52,000)**
Expenditures		
Salaries/Wages & Benefits		
Rate & Range Increment Increases	533,000	
Increase in Rate	2,432,000	
New Firefighters	700,000	**3,665,000**
Operating Costs		
E-Comm Infrastructure	300,000	
Inflation Increases	165,000	**465,000**
2006 BUDGET		**$ 35,907,000**

RCMP Functions



Officer in Charge
C/Supt. J. Graham

Administrative Assistant to Officer in Charge

Carol Turner

Admin. Management Services Officer

Inspector S. Boles

- Computer Services
- Research & Planning
- Diversity Management
- Training
- Administration
  - . Admin. support
  - . Finance
  - . Court Liaison
  - . Exhibits
  - . Quality Control Readers
  - . Records
  - . CIB Clerical Support

Operations Officer

Superintendent R. Bennett

- Support Operations
  - . Cells
  - . Front Counter
- District Offices
- Operations
- Media Liaison
- Bike Section
- Traffic

OPS Support Officer

Inspector R. Reeves

- Crime Prevention
- Block Watch
- Victim Services
- Criminal Intelligence
- Dog Section
- Drug Section
- Vice Section
- Forensic Identification
- G.I.S. Commander
- Youth Intervention
- Operational Comm Centre

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.

The Mission of the Royal Canadian Mounted Police is:

The Royal Canadian Mounted Police is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our communities.

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:

- People Friendly Transportation;
- An Active City that is Distinct, Vibrant and Beautiful, and
- A Safe Clean City in Which to Do Business.

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

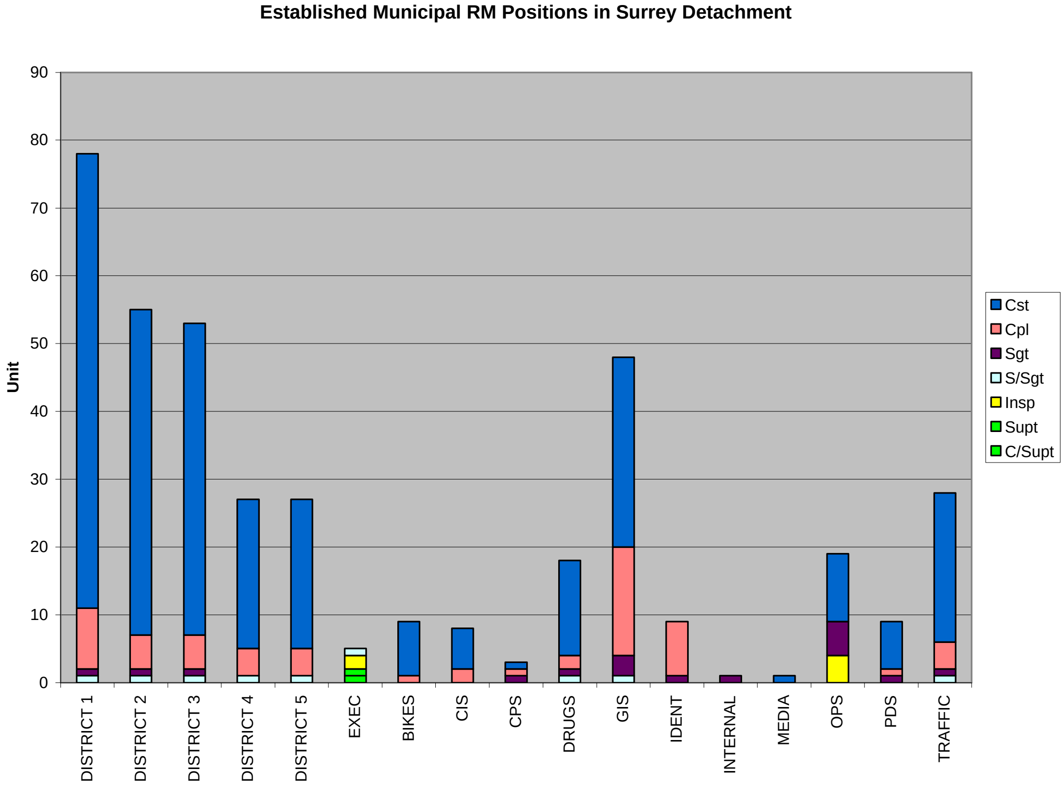
Operational Support includes those Sections of professional police members that add specialized functional support to the primary responders and investigators within the police operation. In addition these specialized sections are organized for optimum efficiency and effectiveness in targeting specific crime problems. Sections in this area include Criminal Intelligence, Drug Section (Street Crew), Vice, 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.

Graphic by Sheena Studios

Administration/Management Services is charged with ensuring that the support infrastructure is in place, functioning maximally and providing needed administrative assistance to operational personnel. Financial Services, Transport and Property Maintenance, Quality Assurance, Court Liaison, Records, Exhibits, Clerical Support, Insurance, and Mail Services provide this support assistance. In addition, Administrative/Management Services 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.

Statistical information in this overview is presented for comparison purposes and is the most recent available from Statistics Canada (year 2000). The City of Surrey has been very supportive of the Royal Canadian Mounted Police efforts in local policing of the community and it continues to provide additional police resources in order to keep pace with the growth of the city. For example, the figures in Table 1 reflect Surrey RCMP's regular member (RM) strength at 367 and municipal employees as 130 for year 2000. As of January 1, 2002, the regular member strength has increased to 400 and municipal employees to 135.
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

Developing service orientations under the broader Royal Canadian Mounted Police strategic direction to ensure a safe communities approach to enforcement of the law, the Surrey RCMP has provided service to the citizens of 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 handled more incidents per police officer, at lower per capita cost, with comparable effectiveness to other areas. The comparison areas were previously selected either because of 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 Comparison of the Surrey Detachment with Selected Canadian Police Organizations 2000

SOURCE	2000		Surrey	Laval	Halton Regional	London	Vancouver	Delta	Abbotsford	New Westminster	Burnaby	CANADA
	Population		340,094	349,172	375,705	342,785	567,351	101,440	114,285	54,904	192,389	30,769,700
	Police Officers		367	462	451	459	1,111	148	139	115	230	55,954
	Other Personnel		130	132	149	174	249	31	38	40	0	
	Operating $	$000's	39,780	49,161	45,887	45,915	127,163	16,971	14,988	13,217	19,475	6,800,516
	Per Capita Cost		117	143	122	134	224	167	131	241	101	221
	Pop/ Police Officer		927	756	833	747	511	685	822	477	836	549
2000 Violent Crime	Number		5,184	1,798	1,682	2,703	6,845	748	1,268	1,048	2,121	
	Rate		1,524	515	448	789	1,206	737	1,110	1,909	1,102	
	Clearance	%	61	75	77	81	48	64	66	53	58	
2000 Property Crime	Number		26,409	13,115	8,120	18,248	5,7647	3,890	6,019	4,686	15,309	
	Rate		7,765	3,756	2,161	5,323	10,161	3,835	5,267	8,535	7,957	
	Clearance	%	12	17	31	25	9	16	16	14	13	
2000 Total Criminal Code	Number		43,030	19,477	14,404	28,994	78,107	7,260	10,502	8,120	23,026	2,353,926
	Rate		12,652	5,578	3,834	8,458	13,767	7,157	9,189	14,789	11,968	7,650
	Clearance	%	23	25	39	35	16	25	29	27	22	
	% Change CC Rate 1999-2000	%	2	1	-3	2	-6	3	-4	-12	-5	
	CC Incidents per Officer		117	42	32	63	70	49	76	71	100	42

Per Capita Cost -Total Cost divided by Total Population

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

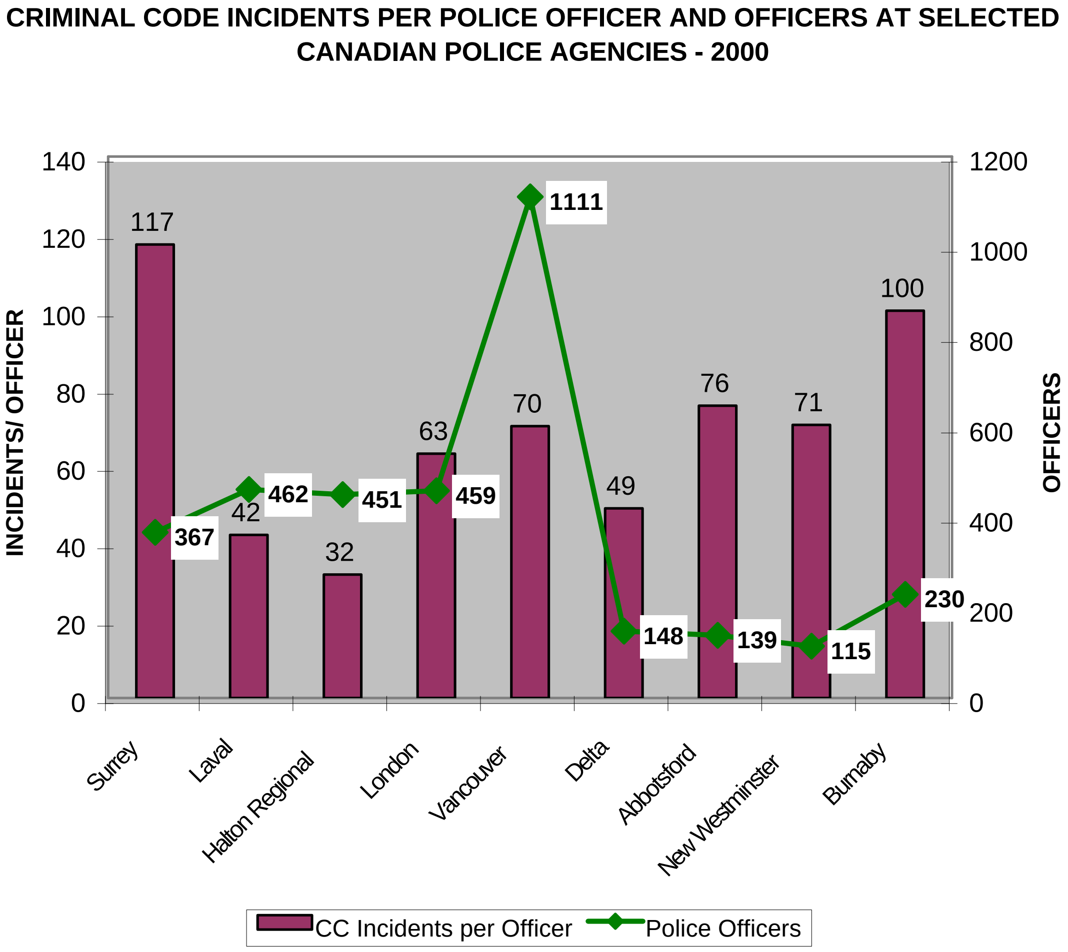

CRIMINAL CODE INCIDENTS PER POLICE OFFICER AND OFFICERS AT SELECTED CANADIAN POLICE AGENCIES - 2000
INCIDENTS/ OFFICER
OFFICERS
140
120
100
80
60
40
20
0
1200
1000
800
600
400
200
0
117
42
32
63
70
49
76
71
100
367
462
451
459
1111
148
139
115
230
Surrey
Laval
Halton Regional
London
Vancouver
Delta
Abbotsford
New Westminster
Burnaby
CC Incidents per Officer
Police Officers

Figure 3

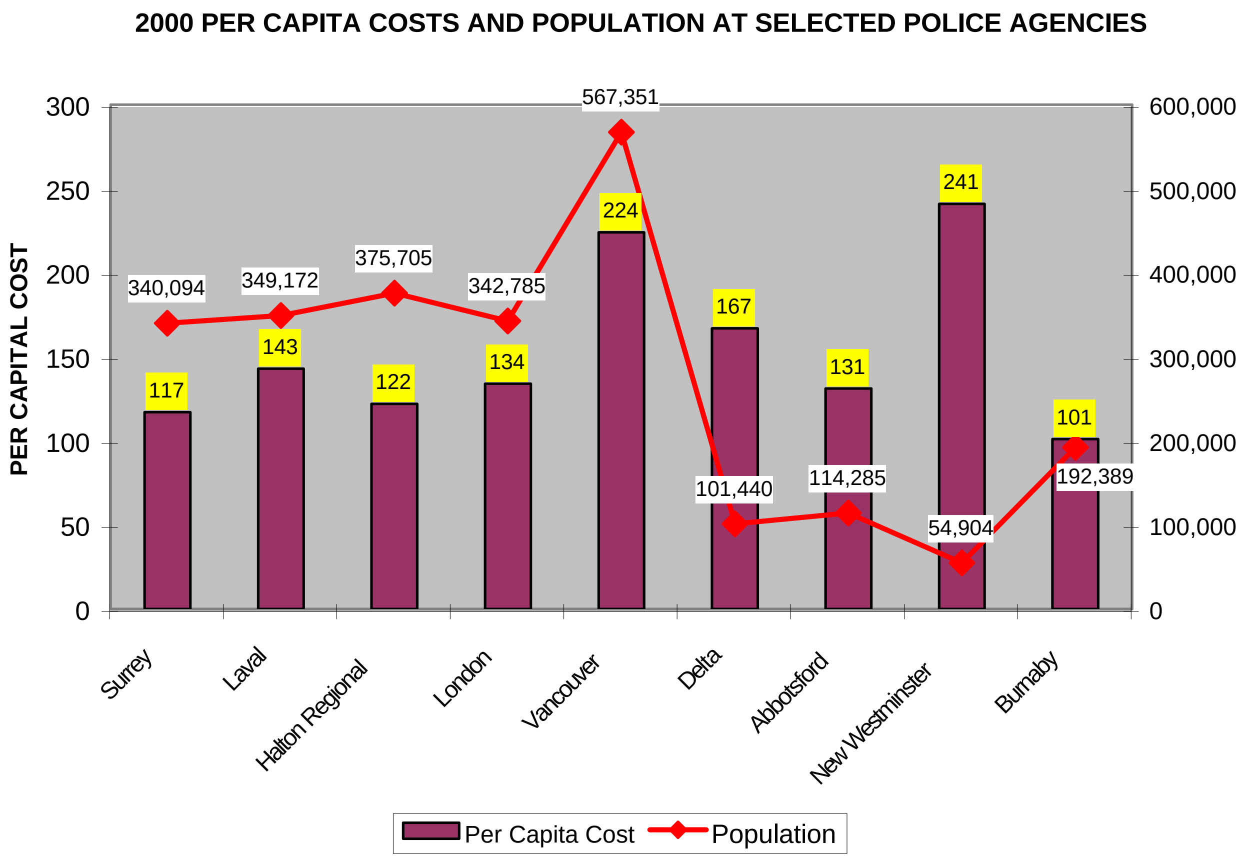


Figure 4

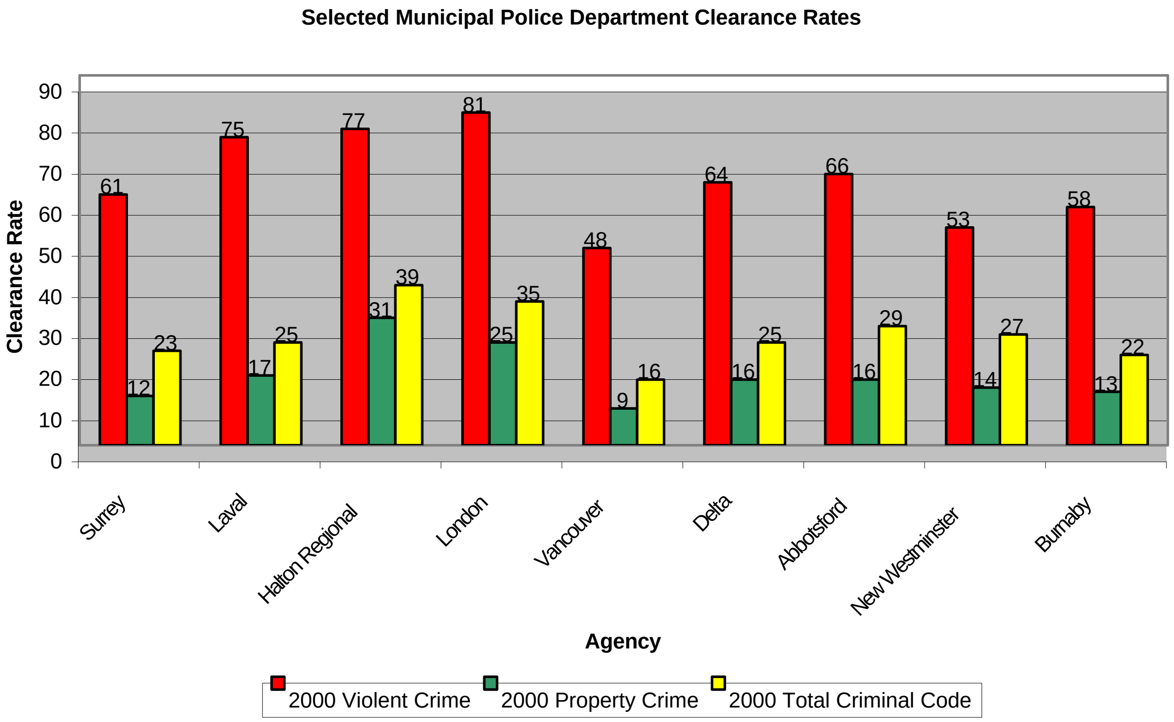


Figure 5

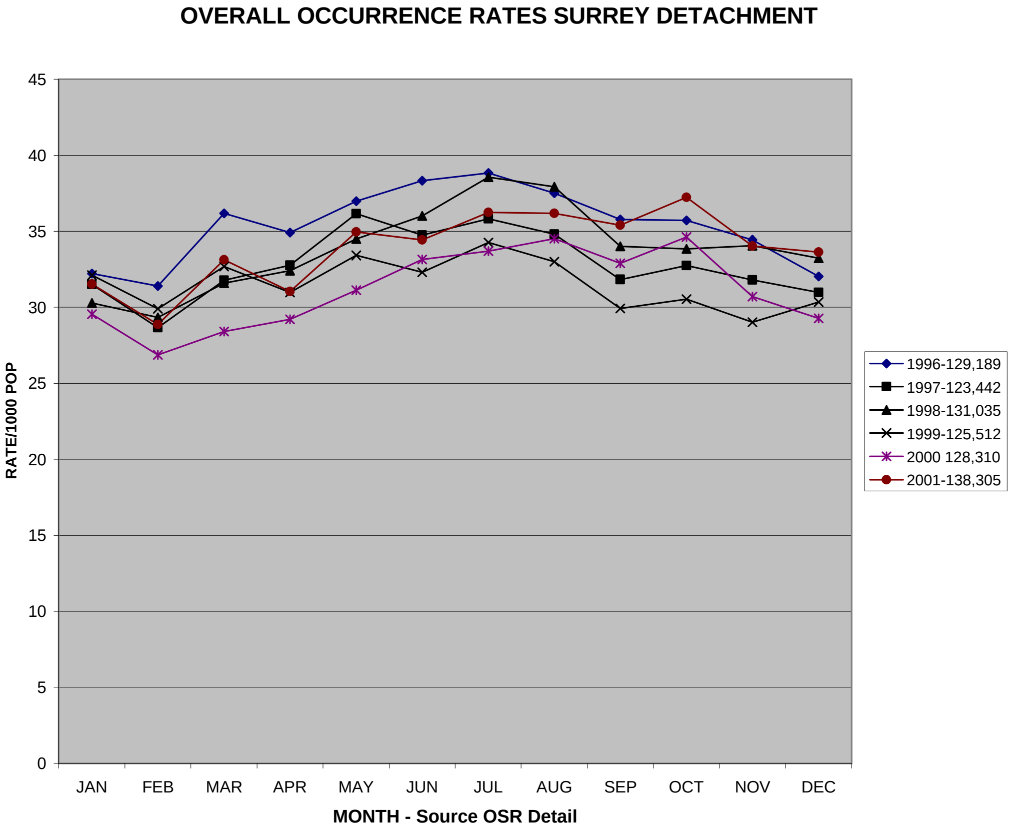
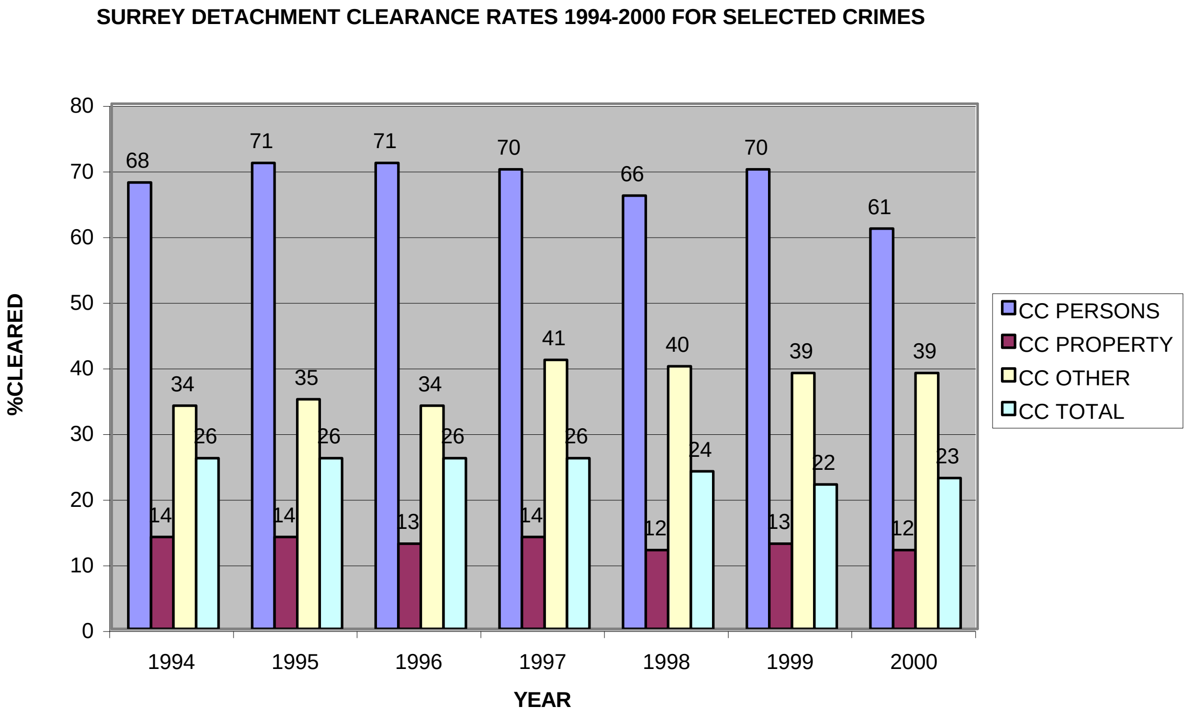


Figure 5 above indicates clearly the relative stability of occurrences from year to year and month to month within the demand of the City of Surrey. As population has been steadily rising over the reported period a consistent trend of reduced occurrence rate is evident.

The following figure expands upon the clearance rate 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 2000 are consistent with the past years of available statistics. It is this consistent service to the citizens of Surrey that has become the tradition of the Royal Canadian Mounted Police in offering services to all levels of government within Canada.

Figure 6



2002 Key Issues and Objectives

Surrey Detachment Senior Management Team in community partnership with City Council and the Public Safety Committee worked to ensure police priorities have merged with Council's main guidepost of ensuring a Safe City. In 2001, in concert with Senior Management, a newly created "Continuous Improvement Team" was formed with a mandate to develop a Strategic Planning Framework to guide the development of a continually renewable Five Year Planning Horizon. As a first step to undertake this mandate, a joint Strategic Planning Session was held early in 2002. This session involved the Mayor, City Manager, Chair of the Public Safety Committee, members of the Detachment's Continuous Improvement Team, and Senior Managers as we as representatives from the RCMP Headquarters, Vancouver and Ottawa. The five strategic priorities established for Surrey Detachment were:

- Developing an Effective Urban Policing Model;
- Utilizing Full Potential of Technical Equipment;
- Allocating Resources Proactively;
- Recognizing and Developing our Human Resources, and
- Assisting in Marketing the City of Surrey's Image.

This combination of grassroots input and commitment is projected to be integral to any success that will be achieved in this type of initiative. The primary RCMP mandate to ensure Safe Homes within Safe Communities is in perfect harmony with the Surrey Council guidepost of ensuring a Safe Community in which to Live. The RCMP believe that only if it can reinvent itself as "An Organization of Excellence" will it be able to deliver the quality service necessary to fulfill its mandate.

With this ongoing backdrop in place it becomes more imperative that Strategic Directions from National, Provincial, Regional and Local be in alignment. While the strategic planning exercise will develop a specific aligned but localized perspective, at this juncture, the National Strategic Priorities form the basis for our projection of fulfillment of community expectation. Operational objectives currently underway, are being tailored to fit within this structure. RCMP Strategic National Priorities fall into those of Organized Crime, Youth, Alternative Justice, International Police Services (Peacekeeping) and Integrated Policing. Associated with these priorities are five strategic objectives and six management strategies designed to implement these objectives. The identified strategic objectives are Prevention and Education, Intelligence, Investigation, Enforcement and Protection. The strategies for implementation are to Improve Communication, Implement Modern Comptrollership, Improve Technology Enablers, Improve HR Management and Implement Performance Management.

STRATEGIC PRIORITIES

Organized Crime

The National Initiative in this area is founded on the principle that this type of crime is increasingly associated with the challenges of globalization and technology. National responses will be based on intelligence, investigation, enforcement, and collaboration with partners and enhanced technological capacity.

Surrey's unique contribution will be to increase the use of collaborative intelligence services through our CIS initiatives targeting local criminal gangs such as outlaw motorcycle clubs. Increased use of our NCDB database by both ongoing criminal operations and our intelligence-gathering arm will ensure a joint response to local criminal operations.

Youth

A focus on root causes of criminality at early stages of life is a primary philosophy of this priority. Responses to youth problems must involve local community partnerships, pro-active education and prevention, as well as restorative justice dimensions.

Increased numbers of dedicated school officers and direct application of resources to local Surrey youth concerns are represented directly in the dimension that is aligned to this priority.

Youth Invention Program – Graphic by Sheena Studios

Alternative Justice

Emphasis in this sector is concerned with tapping into restorative justice and other forms of dealing with criminal behaviour than the traditional justice system. While restoring the individual to the community is primarily the goal an equally laudable objective is the reduction of burden on the traditional justice system.

In Surrey where a number of native communities exist, much of the future initiatives in this area are leveled toward community prevention and ensuring a joint response to non-productive behaviour. In many cases endeavors will have joint objective with the community being the large gainer of any action taken.

International Police Services (Peacekeeping)

Initiatives in this area are designed primarily to assist countries in distress to rebuild policing capacities, maximize crime prevention abroad and prevent importation of criminal activities, collaborate with foreign civilian police forces to improve international policing, and learn about diversity in other countries to better understand Canadian cultural communities.

Surrey communities are, by nature, representative of a wide variety of cultural backgrounds each of which has vested interests in events as they occur in the World stage today. Events which occurred during and since Sept 11 have ensured that all levels of police response are involved in the International stage. Involvement by the local police in these events is critical to ensure that we are, the police organization of choice for the current time in Surrey.

Graphic by Sheena Studios

While our direct involvement at this level is minimal, the supply of culturally diverse and trained police officers cannot be underestimated. Surrey will be called upon to provide officers who will provide the leadership and experience to develop our role in the theatre of world operations. We must participate to ensure support for the National initiative in this arena and will strategically work to ensure adequate backfill for those members selected for such duty.

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
R.C.M.P.

PROGRAM SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Administration	$ 2,270,000	$ 2,387,000	$ 2,792,000	$ 556,000	**$ 3,348,000**	$ 3,476,000	$ 3,596,000	$ 3,687,000	$ 3,779,000
District Offices	1,125,000	1,158,000	1,182,000	85,000	**1,267,000**	1,286,000	1,312,000	1,338,000	1,364,000
Operations	3,111,000	3,409,000	3,188,000	313,000	**3,501,000**	3,609,000	3,680,000	3,752,000	3,826,000
Operations Support	712,000	766,000	1,014,000	(130,000)	**884,000**	916,000	933,000	951,000	969,000
RCMP Contract	31,467,000	36,442,000	35,900,000	4,181,000	**40,081,000**	41,944,000	43,649,000	45,776,000	47,072,000
Officer in Charge Mgmt Services	537,000	563,000	538,000	61,000	**599,000**	621,000	633,000	646,000	659,000
NET DEPARTMENT TOTAL	**$ 39,222,000**	**$ 44,725,000**	**$ 44,614,000**	**$ 5,066,000**	**$ 49,680,000**	**$ 51,852,000**	**$ 53,803,000**	**$ 56,150,000**	**$ 57,669,000**

ACCOUNT SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (524,000)	$ (673,000)	$ (602,000)	$ (18,000)	**$ (620,000)**	$ (633,000)	$ (646,000)	$ (659,000)	$ (672,000)
Grants, Donations and Other	(1,219,000)	(1,258,000)	(1,160,000)	148,000	**(1,012,000)**	(1,014,000)	(1,016,000)	(1,018,000)	(1,020,000)
	(1,743,000)	(1,931,000)	(1,762,000)	130,000	**(1,632,000)**	(1,647,000)	(1,662,000)	(1,677,000)	(1,692,000)
Expenditures									
Salaries and Benefits	7,871,000	8,544,000	8,202,000	571,000	**8,773,000**	9,056,000	9,237,000	9,422,000	9,610,000
Operating Costs	33,188,000	38,101,000	38,653,000	3,812,000	**42,465,000**	44,368,000	46,153,000	48,330,000	49,676,000
Internal Services Used	85,000	92,000	100,000	0	**100,000**	101,000	101,000	101,000	101,000
Internal Services Recovered	(126,000)	(25,000)	0	0	**0**	0	0	0	0
External Recoveries	(38,000)	(39,000)	(26,000)	0	**(26,000)**	(26,000)	(26,000)	(26,000)	(26,000)
	40,980,000	46,673,000	46,929,000	4,383,000	**51,312,000**	53,499,000	55,465,000	57,827,000	59,361,000
Net Operations Total	**39,237,000**	**44,742,000**	**45,167,000**	**4,513,000**	**49,680,000**	**51,852,000**	**53,803,000**	**56,150,000**	**57,669,000**
Transfers									
Transfer From Own Sources	(90,000)	(71,000)	(553,000)	553,000	**0**	0	0	0	0
Transfer To Own Sources	75,000	54,000	0	0	**0**	0	0	0	0
	(15,000)	(17,000)	(553,000)	553,000	**0**	0	0	0	0
NET DEPARTMENT TOTAL	**$ 39,222,000**	**$ 44,725,000**	**$ 44,614,000**	**$ 5,066,000**	**$ 49,680,000**	**$ 51,852,000**	**$ 53,803,000**	**$ 56,150,000**	**$ 57,669,000**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
R.C.M.P.

Administration	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (224,000)	$ (343,000)	$ (367,000)	$ 28,000	**$ (339,000)**	$ (346,000)	$ (353,000)	$ (360,000)	$ (367,000)
Grants, Donations and Other	(969,000)	(982,000)	(960,000)	173,000	**(787,000)**	(787,000)	(787,000)	(787,000)	(787,000)
	(1,193,000)	(1,325,000)	(1,327,000)	201,000	**(1,126,000)**	(1,133,000)	(1,140,000)	(1,147,000)	(1,154,000)
Expenditures									
Salaries and Benefits	2,862,000	3,170,000	2,928,000	305,000	**3,233,000**	3,338,000	3,405,000	3,473,000	3,542,000
Operating Costs	564,000	519,000	1,143,000	50,000	**1,193,000**	1,223,000	1,283,000	1,313,000	1,343,000
Internal Services Used	58,000	58,000	48,000	0	**48,000**	48,000	48,000	48,000	48,000
Internal Services Recovered	(30,000)	(24,000)	0	0	**0**	0	0	0	0
External Recoveries	(3,000)	(11,000)	0	0	**0**	0	0	0	0
	3,451,000	3,712,000	4,119,000	355,000	**4,474,000**	4,609,000	4,736,000	4,834,000	4,933,000
Net Operations Total	**2,258,000**	**2,387,000**	**2,792,000**	**556,000**	**3,348,000**	**3,476,000**	**3,596,000**	**3,687,000**	**3,779,000**
Transfers									
Transfer From Own Sources	0	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	12,000	0	0	0	**0**	0	0	0	0
	12,000	0	0	0	**0**	0	0	0	0
Administration Total	**$ 2,270,000**	**$ 2,387,000**	**$ 2,792,000**	**$ 556,000**	**$ 3,348,000**	**$ 3,476,000**	**$ 3,596,000**	**$ 3,687,000**	**$ 3,779,000**

District Offices	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (29,000)	$ (14,000)	$ 0	$ 0	**$ 0**	$ 0	$ 0	$ 0	$ 0
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	(29,000)	(14,000)	0	0	**0**	0	0	0	0
Expenditures									
Salaries and Benefits	249,000	262,000	240,000	54,000	**294,000**	303,000	309,000	315,000	321,000
Operating Costs	866,000	894,000	905,000	31,000	**936,000**	946,000	966,000	986,000	1,006,000
Internal Services Used	20,000	26,000	37,000	0	**37,000**	37,000	37,000	37,000	37,000
Internal Services Recovered	0	0	0	0	**0**	0	0	0	0
External Recoveries	0	0	0	0	**0**	0	0	0	0
	1,135,000	1,182,000	1,182,000	85,000	**1,267,000**	1,286,000	1,312,000	1,338,000	1,364,000
Net Operations Total	**1,106,000**	**1,168,000**	**1,182,000**	**85,000**	**1,267,000**	**1,286,000**	**1,312,000**	**1,338,000**	**1,364,000**
Transfers									
Transfer From Own Sources	(10,000)	(24,000)	0	0	**0**	0	0	0	0
Transfer To Own Sources	29,000	14,000	0	0	**0**	0	0	0	0
	19,000	(10,000)	0	0	**0**	0	0	0	0
District Offices Total	**$ 1,125,000**	**$ 1,158,000**	**$ 1,182,000**	**$ 85,000**	**$ 1,267,000**	**$ 1,286,000**	**$ 1,312,000**	**$ 1,338,000**	**$ 1,364,000**

SURREY
CITY OF PARKS

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
R.C.M.P.

Operations	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (242,000)	$ (276,000)	$ (235,000)	$ (46,000)	**$ (281,000)**	$ (287,000)	$ (293,000)	$ (299,000)	$ (305,000)
Grants, Donations and Other	(154,000)	(180,000)	(115,000)	(25,000)	**(140,000)**	(140,000)	(140,000)	(140,000)	(140,000)
	(396,000)	(456,000)	(350,000)	(71,000)	**(421,000)**	(427,000)	(433,000)	(439,000)	(445,000)
Expenditures									
Salaries and Benefits	3,449,000	3,708,000	3,433,000	292,000	**3,725,000**	3,839,000	3,916,000	3,994,000	4,074,000
Operating Costs	93,000	157,000	100,000	92,000	**192,000**	192,000	192,000	192,000	192,000
Internal Services Used	0	1,000	5,000	0	**5,000**	5,000	5,000	5,000	5,000
Internal Services Recovered	0	(1,000)	0	0	**0**	0	0	0	0
External Recoveries	0	0	0	0	**0**	0	0	0	0
	3,542,000	3,865,000	3,538,000	384,000	**3,922,000**	4,036,000	4,113,000	4,191,000	4,271,000
Net Operations Total	**3,146,000**	**3,409,000**	**3,188,000**	**313,000**	**3,501,000**	**3,609,000**	**3,680,000**	**3,752,000**	**3,826,000**
Transfers									
Transfer From Own Sources	(35,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	0	0	0	0	**0**	0	0	0	0
	(35,000)	0	0	0	**0**	0	0	0	0
Operations Total	**$ 3,111,000**	**$ 3,409,000**	**$ 3,188,000**	**$ 313,000**	**$ 3,501,000**	**$ 3,609,000**	**$ 3,680,000**	**$ 3,752,000**	**$ 3,826,000**

Operations Support	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (29,000)	$ (39,000)	$ 0	$ 0	**$ 0**	$ 0	$ 0	$ 0	$ 0
Grants, Donations and Other	(85,000)	(96,000)	(85,000)	0	**(85,000)**	(87,000)	(89,000)	(91,000)	(93,000)
	(114,000)	(135,000)	(85,000)	0	**(85,000)**	(87,000)	(89,000)	(91,000)	(93,000)
Expenditures									
Salaries and Benefits	772,000	832,000	1,064,000	(141,000)	**923,000**	956,000	975,000	995,000	1,015,000
Operating Costs	51,000	60,000	36,000	0	**36,000**	36,000	36,000	36,000	36,000
Internal Services Used	7,000	7,000	10,000	0	**10,000**	11,000	11,000	11,000	11,000
Internal Services Recovered	(2,000)	0	0	0	**0**	0	0	0	0
External Recoveries	0	0	0	0	**0**	0	0	0	0
	828,000	899,000	1,110,000	(141,000)	**969,000**	1,003,000	1,022,000	1,042,000	1,062,000
Net Operations Total	**714,000**	**764,000**	**1,025,000**	**(141,000)**	**884,000**	**916,000**	**933,000**	**951,000**	**969,000**
Transfers									
Transfer From Own Sources	(34,000)	(37,000)	(11,000)	11,000	**0**	0	0	0	0
Transfer To Own Sources	32,000	39,000	0	0	**0**	0	0	0	0
	(2,000)	2,000	(11,000)	11,000	**0**	0	0	0	0
Operations Support Total	**$ 712,000**	**$ 766,000**	**$ 1,014,000**	**$ (130,000)**	**$ 884,000**	**$ 916,000**	**$ 933,000**	**$ 951,000**	**$ 969,000**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
R.C.M.P.

RCMP Contract	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 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
Expenditures									
Salaries and Benefits	0	0	0	0	**0**	0	0	0	0
Operating Costs	31,575,000	36,442,000	36,442,000	3,639,000	**40,081,000**	41,944,000	43,649,000	45,776,000	47,072,000
Internal Services Used	0	0	0	0	**0**	0	0	0	0
Internal Services Recovered	(94,000)	0	0	0	**0**	0	0	0	0
External Recoveries	(14,000)	0	0	0	**0**	0	0	0	0
	31,467,000	36,442,000	36,442,000	3,639,000	**40,081,000**	41,944,000	43,649,000	45,776,000	47,072,000
Net Operations Total	**31,467,000**	**36,442,000**	**36,442,000**	**3,639,000**	**40,081,000**	**41,944,000**	**43,649,000**	**45,776,000**	**47,072,000**
Transfers									
Transfer From Own Sources	0	0	(542,000)	542,000	**0**	0	0	0	0
Transfer To Own Sources	0	0	0	0	**0**	0	0	0	0
	0	0	(542,000)	542,000	**0**	0	0	0	0
RCMP Contract Total	**$ 31,467,000**	**$ 36,442,000**	**$ 35,900,000**	**$ 4,181,000**	**$ 40,081,000**	**$ 41,944,000**	**$ 43,649,000**	**$ 45,776,000**	**$ 47,072,000**

Officer in Charge Mgmt Services	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 0	$ (1,000)	$ 0	$ 0	**$ 0**	$ 0	$ 0	$ 0	$ 0
Grants, Donations and Other	(11,000)	0	0	0	**0**	0	0	0	0
	(11,000)	(1,000)	0	0	**0**	0	0	0	0
Expenditures									
Salaries and Benefits	539,000	572,000	537,000	61,000	**598,000**	620,000	632,000	645,000	658,000
Operating Costs	39,000	29,000	27,000	0	**27,000**	27,000	27,000	27,000	27,000
Internal Services Used	0	0	0	0	**0**	0	0	0	0
Internal Services Recovered	0	0	0	0	**0**	0	0	0	0
External Recoveries	(21,000)	(28,000)	(26,000)	0	**(26,000)**	(26,000)	(26,000)	(26,000)	(26,000)
	557,000	573,000	538,000	61,000	**599,000**	621,000	633,000	646,000	659,000
Net Operations Total	**546,000**	**572,000**	**538,000**	**61,000**	**599,000**	**621,000**	**633,000**	**646,000**	**659,000**
Transfers									
Transfer From Own Sources	(11,000)	(10,000)	0	0	**0**	0	0	0	0
Transfer To Own Sources	2,000	1,000	0	0	**0**	0	0	0	0
	(9,000)	(9,000)	0	0	**0**	0	0	0	0
Officer in Charge Mgmt Total	**$ 537,000**	**$ 563,000**	**$ 538,000**	**$ 61,000**	**$ 599,000**	**$ 621,000**	**$ 633,000**	**$ 646,000**	**$ 659,000**

2002 - 2006 FINANCIAL PLAN
SIGNIFICANT CHANGES
R.C.M.P.

SIGNIFICANT CHANGES		SUMMARY
2001 ADOPTED BUDGET		**$ 44,614,000**
2001 ADJUSTED BUDGET		**$ 44,614,000**
Revenues		
Sales and Services		
Traffic Revenue Sharing Decrease	180,000	
Revenue Rate Increase	(50,000)	**130,000**
Taxation and Other	0	**0**
Total Change in Revenues		**130,000**
Expenditures		
Salaries/Wages & Benefits		
Increase Salary Rate	271,000	
Municipal Part-Time Increase	300,000	**571,000**
Operating Costs		
RCMP Contract Increase	3,086,000	
8 New Members Starting July 1/02 (90%)	553,000	
Increase in Telephone Costs	7,000	
Increase in Lease	23,000	
Increase in Cleaning & Custodial	152,000	
Decrease in BC Gas	(9,000)	**3,812,000**
Internal Services Used		
Victim Services Vehicle Operating Expenses	0	**0**
Internal Services Recovered	0	**0**
External Recoveries	0	**0**
RCMP Contract Contingency	0	**0**
Transfer From Own Sources		
2001 Capital Funding in Contract	542,000	
Victim Services Vehicle Operating Expenses	11,000	**553,000**
Transfer To Own Sources	0	**0**
Total Change in Expenditures		**4,936,000**
2002 BUDGET		**$ 49,680,000**

SIGNIFICANT CHANGES		SUMMARY
2002 ADOPTED BUDGET		**$ 49,680,000**
Revenues		
Sales and Services		
Administion (Sales & Service)	(28,000)	
Operation (Sales & Services)	(24,000)	
Operation Support (Grants & Other)	(8,000)	**(60,000)**
Expenditures		
Salaries/Wages & Benefits		
2002 Annualization	105,000	
Increase Salary Rate	732,000	**837,000**
Operating Costs		
Budget Adjustment	1,000	
Inflation Increases	190,000	
E-Comm Adjustment	30,000	
RCMP Contract Increase as Per Plan	3,491,000	
8 Royal Members Increase	3,500,000	**7,212,000**
2006 BUDGET		**$ 57,669,000**

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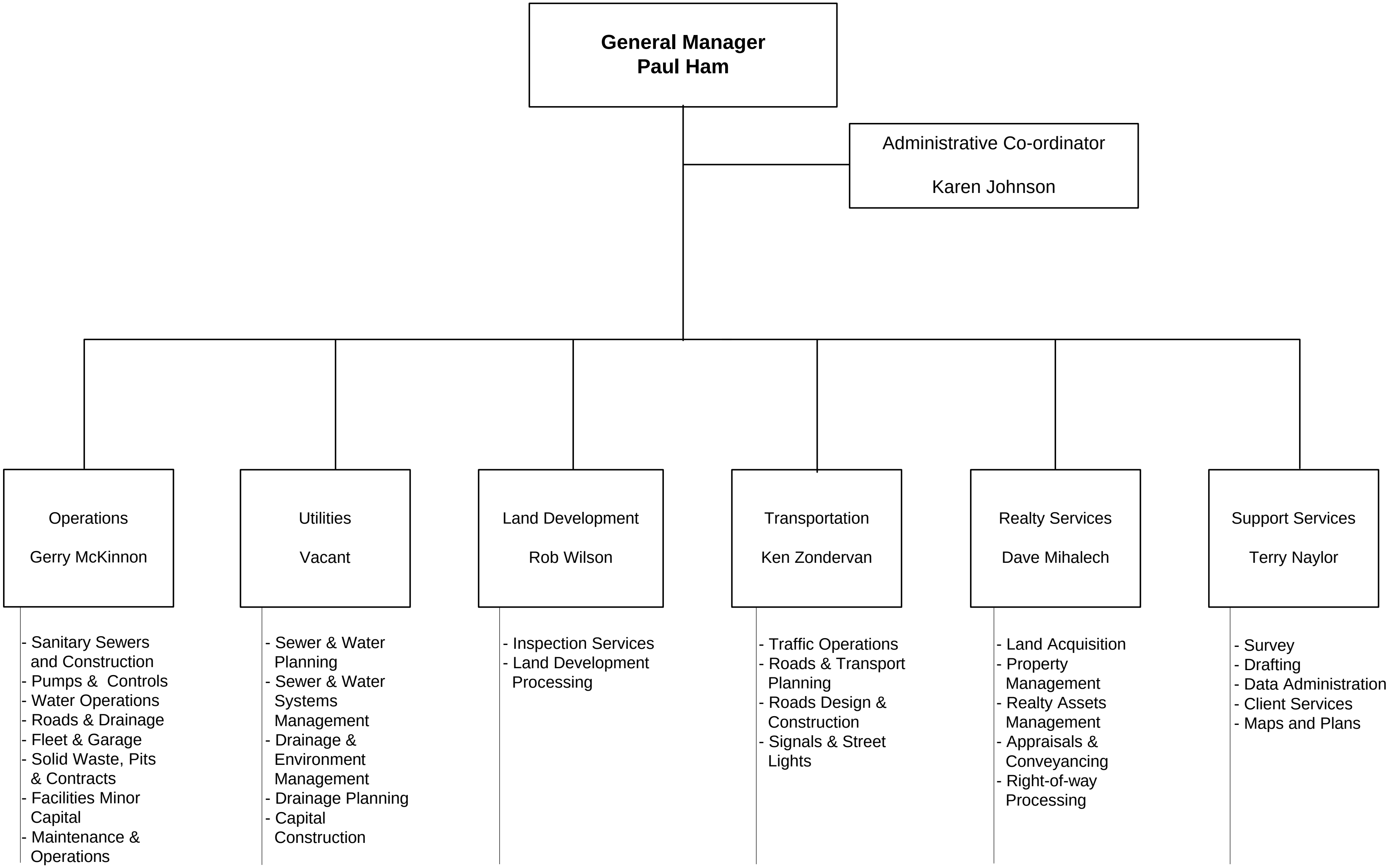
2002 - 2006 FINANCIAL PLAN
Engineering Functions



General Manager
Paul Ham

Administrative Co-ordinator

Karen Johnson

Operations

Gerry McKinnon

- Sanitary Sewers and Construction
- Pumps & Controls
- Water Operations
- Roads & Drainage
- Fleet & Garage
- Solid Waste, Pits & Contracts
- Facilities Minor Capital
- Maintenance & Operations

Utilities

Vacant

- Sewer & Water Planning
- Sewer & Water Systems Management
- Drainage & Environment Management
- Drainage Planning
- Capital Construction

Land Development

Rob Wilson

- Inspection Services
- Land Development Processing

Transportation

Ken Zondervan

- Traffic Operations
- Roads & Transport Planning
- Roads Design & Construction
- Signals & Street Lights

Realty Services

Dave Mihalech

- Land Acquisition
- Property Management
- Realty Assets Management
- Appraisals & Conveyancing
- Right-of-way Processing

Support Services

Terry Naylor

- Survey
- Drafting
- Data Administration
- Client Services
- Maps and Plans

ENGINEERING DEPARTMENT OVERVIEW

The Engineering Department has the responsibility to meet or exceed expectations for the delivery of municipal services (water, sewer, drainage, garbage collection, recycling and transportation systems) for existing residents as well as continued new growth. Innovation, technology and improvements to our delivery systems continue to increase our effectiveness and efficiency. In addition, we are continuing to develop or refine long-range plans for drainage, water, sewer and transportation. The management of City Facilities and Realty functions are also included under the Engineering Department mandate. Below are some of our accomplishments for 2001 as well as the key issues and objectives for 2002 and beyond.

2001 ACCOMPLISHMENTS

Engineering Operations Division

The Engineering Operations Division is responsible for the operation and maintenance of the City's $4 billion infrastructure including the sewer, water, drainage and road systems. As well, they manage the garbage and recycling contracts. In 2001 key achievements included:

- Development of the Adopt-A-Street three-year strategic plan including the streamlining of Adopt-A-Street database, enabling more contact with existing volunteers;
- Implement a new 5 year Towing Services Agreement, leading to increased revenue for the City;
- Operated and maintained 38 sewage pump stations and monitoring installations, 24 drainage installations, 9 water pump stations, 220 pressure reducing valves and over 6000 water meters;
- Flushed and cleaned 250 km of our mainline, video inspected over 100 km of mainline, performed over 4,000 metres of rehabilitation work and conducted numerous sanitary repairs and minor upgrades;
- Operation and maintenance of the water distribution system which includes 1,820 km of water mains, 7,700 hydrants and 21,200 valves;
- Promote the Clean City Campaign by continuing to work closely with the By-law Enforcement Section on clean up of unsightly properties;
- Operation and maintenance of the sanitary sewer infrastructure which is comprised of more than 1,300 km of main line, 58,000 inspection chambers, 5 siphons, 17,000 manholes, and an extensive and unique vacuum system;

Figure 1 - Drainage work in South Surrey

- Maintained over 13,500 regulatory, advisory and information signs;
- Constructed numerous gravity and vacuum sewer works, constructed fisheries and stream works, dyke, outfall works, and drainage improvement projects, and
- Processed approximately 26,300 service requests (water, sewers, roads, public works, garbage and recycling complaints and requests).

Realty Services Division

The Realty Services Division is responsible for the acquisition, disposition and management of City lands. In 2001, Realty's significant accomplishments were:

- Acquired land valued at $7.5 million for future Park development. Key park acquisitions included Mud Bay, Brownsville Bar Park, and linkages for the Greenway Linear Park system;

- Generated $5.0 million through the sale of surplus City lands and $1.2 million in the sale of surplus Park lands;
- Completed 18 road exchanges with revenues over $600,000 and future road acquisition savings in excess of $180,000;
- Negotiated more than 500 property acquisition agreements for 66 Engineering Projects;
- Managed 95 rental properties and 100 leases/licences which generate annual revenues in excess of $2.3 million;
- Negotiated two public/private partnership agreements for the sale and development of City-owned lands; and
- Retained a new and more cost effective rental housing management firm.

Facilities Division

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

- Delivery of the $13.6 million Guildford Recreation Centre/Guildford Library Renovation, and the $7.5 million Surrey Arts Centre expansion with the completion of the renovated theatre as Phase I, and the remainder of the project to be delivered in May 2002;
- A new model for janitorial services was created and will was implemented in January 2002 for the delivery of the service, resulting in an overall cost reduction to the City;
- Enhanced tracking, scheduling and reporting for maintenance of City facilities, which assisted in the reduction of the maintenance backlog;
- A review of the security operations has led to a proposed restructuring and implementation strategy based on security principles. The principles will be used to develop the Corporate-wide strategy for security in 2002-2003;
- Smaller projects delivered in 2001 include the Elgin Centre School Restoration, Fire Hall #10 upgrades, South Surrey Pool Shutdown and the delivery of more than 100 smaller upgrades, renovations, additions, and code upgrades through the Capital Infrastructure Program, and

Figure 2 - Elgin School Before Restoration

Figure 3 - Elgin School After Restoration

- Continued implementation and refinement of the Preventative Maintenance Program and refinement to the planned maintenance schedule has resulted in an effective deployment of resources.

Support Services Division

The Support Services Division provides front counter, survey, files and drafting services as well as administrative assistance to the Department. Some of the major initiatives of the division in 2001 included:

- Completion of approximately 650 standard and custom map products for the City of Surrey, the RCMP, and various outside clients;
- Completed Infrastructure Database Re-engineering project for Sanitary and Water Maintenance and established standards and parameters for creation of the Drainage maintenance application;
- Number of Oversize/Overweight permits issued increased from 235 in 2000 to 440 in 2001;

- Completed prototype of engineering web pages enabling the ordering of As-built and standard map products over the Internet;
- Completed Legal Surveys for Erickson Ditch drainage network and completed major construction survey layout & as-builts for Peacock Creek, Bolivar Creek and 14000 Block Crescent Road dyke and storm detention system;
- Contracted and managed legal surveys for acquisition of statutory rights-of-way in Central/Lower Serpentine River and ditches, as well as Upper/Lower Nicomekl River and ditches for the Flood Control Program;
- Completed Legal Surveys for major capital works including B.C. Hydro/Nordel Way subdivision, 120 Street to 88 Avenue; 32 Avenue, 156 to 160 Street and 80 Avenue & 132 Street intersection, and
- Contracted out replacement surveys for 63 monuments thereby completing all outstanding monument replacement surveys utilizing the Province’s Base Mapping and Geomatic Services (BMGS) Active Control System (ACS) strategy.

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:

- Constructed 90 transportation projects with a total value of $13.5 million, including major projects on Scott Road, 88 Avenue and 32 Avenue truck routes which included $2.0 million for coordinated drainage upgrading and Hydro/Telus undergrounding;
- 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;
- Over 60 requests for traffic calming were processed in 2001. Of those requests, only one warranted the installation of traffic calming devices;
- Twelve new traffic signals were installed in 2001. A new signal coordination plan was implemented for King George Highway between 64 Avenue and 84 Avenue, which resulted in up to 30% travel time savings;
- Operated and maintained the transportation system in the City, comprised of over 250 traffic signals and more than 22,000 streetlights;
- Implemented a program of operational/safety improvements to the truck route network and monitored truck route operations and enforcement;
- Fraser Highway detailed right-of-way plans were prepared, and
- Carried out Pavement Management System roadway rehabilitation needs assessment update.

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:

- Completed 132 Servicing Agreements and 390 Comments and Requirements and road exchange reviews for Land Development projects throughout the City;
- Completed two DCC Frontender agreements that allowed two major residential areas to develop without the City committing any pre-servicing costs;

- Accepted over $29 million of new City infrastructure resulting from over 105 development construction projects, and
- Developed a procedure for street cleaning through the building permit process for commercial, industrial and multi-family sites.

Engineering Utilities Division

The Engineering Utilities Division plans for the upgrade 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. This division is also responsible for the delivery of the City's annual Utilities Capital Program.

Figure 4 - Surrey Lake & Wetlands

- The Surrey Lake project was completed in one summer. The resulting lake has been designed and built to maximize stormwater conveyance, recreational value and environmental enhancement;
- The aggressive implementation of the Serpentine and Nicomekl Lowlands Flood Control Project continued in 2001. This is the largest flood control project in the Province. Two new pump stations were built and 10 Km of Dykes were upgraded as part of the flood control scheme;
- Negotiated an agreement with BCG Services that will see up to 30,000 water meters installed in Surrey properties over the next three years as well as a three-year water meter reading contract;
- SHaRP 2001 program was expanded to involve agricultural stewardship. The Agricultural team liased with local farmers to conduct projects of benefit to the farmers and environment;
- Functional plans were completed for Upper Latimer Creek, Quibble, South West Cloverdale and Bon Accord West;
- Completed a network of permanent sanitary sewer flow stations to monitor system capacity and inflow and infiltration reduction, and
- Staff has been active with various levels of government in assisting in the development or refinement of environmental initiatives such as contaminated site legislation review, Fraser Basin Council Floodplain requirements and review of Independent Remediation Regulations – MWLAP.

2002 - 2006 KEY ISSUES AND OBJECTIVES

Ongoing 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 deliver the land acquisition requirements for roads, utilities, and parks in a cost effective manner and prior to project initiation;
- Continue a program of operational/safety improvements to the truck network;
- Monitor truck route operation and enforcement;

- Work with TransLink to implement the South of Fraser Area transit plan;
- Participate in development of Regional Cycling Network Plan;
- Participate in Regional Parking Strategy;
- Develop strategies to promote and facilitate commercial and industrial development and building permits in the City;
- Complete a review and revision of the Subdivision & Development By-law and the Latecomer's Policy and Procedures Manual;
- Review the builder damage deposit process;
- Continue to make needed improvements and upgrades to downloaded infrastructure on King George Highway, Fraser Highway and Scott Road;
- Implement and enhance process to export digital data for internal and external clients.
- Enter new data sets for access by COSMOS;
- Provide functionality and information to allow more firms the capability to request and receive scanned images of legal plans and engineering drawings by e-mail;
- Work with the GVRD and Province to implement a regional Active Control System (ACS) for the use of GPS technology in multiple industries and applications;
- Continue to install water meters in Surrey homes;
- Add more information to the COSMOS data to provide better decision-making information to internal and external clients;

Figure 5 - GIS System

- 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;
- Develop bridge maintenance management plan and bridge replacement needs program;
- Continue to expand the use of G.I.S. to help manage maintenance programs and activities;
- Develop an Energy Management program for annual implementation;
- Implementation of Citywide security initiatives through comprehensive service contracts and security device upgrades;
- Complete construction of the Phase 3 works for Serpentine and Nicomekl Lowlands Flood Control Project. Wrap up ROW acquisition for entire Serpentine River;
- Complete RFP Process for Garbage & Recycling Services (2003-2008);
- Critical review of user-pay garbage disposal systems (industry analysis);
- Work with the GVRD to construct the Surrey Transfer Station;
- Updating of Sewer Management database and organization of sewer video library;
- Ongoing evaluation of all levels of service, maintenance programs and activities to improve effectiveness;
- Expand SCADA system to new stations;
- Provided pressure monitoring at critical areas and established an emergency water feeding system from the GVRD into the Fleetwood area;

- Upgrade two more sections of the vacusan system to steep grade and force main, and
- 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

- Work with MOT/TransLink to complete South Fraser Perimeter Road and Fraser River Crossing Implementation plan;
- Participate with TransLink in the development of Dangerous Goods Transportation routes.
- Implementation of a Traffic Data Management System;
- Continue to use new CCTV Video technology to investigate areas containing No-Corrode Service Connections to help identify the extent of problems and proactively plan replacements;
- Accelerate the marketing and development of City-owned industrial lands in Bridgeview, Port Kells, Newton and Cloverdale;
- Continue to maintain regular contact with Delta and Langley on mutual transportation issues;
- Assist in the revitalization of the Cloverdale Town Centre and stewardship of the Cloverdale Fairground lands;
- Complete site remediation, subdivision and sale of the Port Kells Transfer Station lands;
- Continue the aggressive implementation of the Serpentine-Nicomekl Lowland Flood Control Project;
- Develop a systematic approach to long-term sewer and water rehabilitation and replacement, and
- Carry out seismic upgrades to our water pump stations.

New Service Level Thrusts

- Expanded the PM program to include maintenance inspections to all pumps;
- Installed two new flow meters: one at a sewage station and one at a water station;
- Expand the program to find sources of unaccounted water to reduce the City's water bill to the GVRD;
- Review of detention pond performance and maintenance standards;
- Fraser dyke review and flood protection plan update;
- Develop plan for managing contaminated rights-of-way with the oil & gas industry;
- Implement multi-lingual solid waste service information to ensure maximum communication and service participation of the City's diverse population;
- Experiment with new ways to reduce/eliminate weed/grass growth in hard surface medians;
- Implement new asphalt maintenance technologies to improve productivity and extend the life of repairs;
- Implement GPS vehicle monitoring for a portion of the City fleet, and
- Implement new manhole replacement material and strategy to improve rideability of the major road network.

INNOVATIONS AND ISSUES

- Implemented new Digital Imaging System to replace current ammonia system and instituted scanning and publication on the City's network of all new Infrastructure project drawings and Legal plans;
- Implemented self-directed work hours for Survey crews for the duration of the current Collective Agreement;
- Implemented a new consultant land survey firm survey roster for 2001/2002 to augment in-house services;
- Generated approximately $4,500 in new revenue through the implementation and promotion of the pre-purchased Oversize/Overweight permitting system;

- Increased the speed and efficiency of image printing by using a new printer. This has increased the service to provide prints to the front counter clients;
- Implemented the new Engineering Infrastructure Information System using MicrostationJ for sewer and water input;
- Accelerated the sale of redundant road right-of-way along the King George Highway corridor, south of Highway #99;
- Utilized a sweeper attachment on the Kubota to remove the winter debris from City streets;
- Included major duct banks funded by B.C. Hydro and Telus with our road upgrading contract on 32 Avenue to minimize inconvenience to the public by having all work done by one contractor, and
- Tendered works early in order to minimize costs. Calls for tender were on average 6 weeks earlier this year and resulted in very competitive bids and resulted in significant savings.

Figure 6 - Road Repairs

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
ENGINEERING SERVICES

PROGRAM SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Administration	$ (16,000)	$ (15,000)	$ 0	$ 0	**$ 0**	$ 0	$ 0	$ 0	$ 0
Facilities	1,882,000	2,198,000	2,352,000	2,000	**2,354,000**	2,452,000	2,517,000	2,583,000	2,650,000
Real Estate	(1,630,000)	(1,528,000)	(1,407,000)	(18,000)	**(1,425,000)**	(1,391,000)	(1,368,000)	(1,344,000)	(1,319,000)
Land Development	(175,000)	0	0	0	**0**	0	0	0	0
Roads	5,622,000	5,295,000	5,495,000	108,000	**5,603,000**	5,946,000	6,257,000	6,570,000	6,914,000
Traffic	3,257,000	3,357,000	3,387,000	189,000	**3,576,000**	3,612,000	3,580,000	3,547,000	3,600,000
Garage & Equipment	1,000	0	0	0	**0**	0	0	0	0
Gravel Operations	49,000	55,000	0	0	**0**	0	0	0	0
Solid Waste	(155,000)	(127,000)	(101,000)	(99,000)	**(200,000)**	(196,000)	(205,000)	(216,000)	(227,000)
Port Mann Landfill	173,000	66,000	0	0	**0**	0	0	0	0
NET DEPARTMENT TOTAL	**$ 9,008,000**	**$ 9,301,000**	**$ 9,726,000**	**$ 182,000**	**$ 9,908,000**	**$ 10,423,000**	**$ 10,781,000**	**$ 11,140,000**	**$ 11,618,000**

ACCOUNT SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (4,948,000)	$ (5,263,000)	$ (4,845,000)	$ (261,000)	**$ (5,106,000)**	$ (5,178,000)	$ (5,289,000)	$ (5,402,000)	$ (5,459,000)
Grants, Donations and Other	(14,245,000)	(14,256,000)	(14,376,000)	(587,000)	**(14,963,000)**	(15,261,000)	(15,565,000)	(15,876,000)	(16,193,000)
	(19,193,000)	(19,519,000)	(19,221,000)	(848,000)	**(20,069,000)**	(20,439,000)	(20,854,000)	(21,278,000)	(21,652,000)
Expenditures									
Salaries and Benefits	20,179,000	20,401,000	22,910,000	700,000	**23,610,000**	24,434,000	24,922,000	25,421,000	25,930,000
Operating Costs	23,797,000	23,749,000	22,904,000	597,000	**23,501,000**	24,069,000	24,643,000	25,222,000	25,865,000
Internal Services Used	12,383,000	12,168,000	12,776,000	(748,000)	**12,028,000**	12,242,000	12,393,000	12,547,000	12,705,000
Internal Services Recovered	(27,361,000)	(27,542,000)	(29,081,000)	(690,000)	**(29,771,000)**	(30,448,000)	(30,843,000)	(31,246,000)	(31,656,000)
External Recoveries	(2,724,000)	(2,477,000)	(2,034,000)	166,000	**(1,868,000)**	(1,868,000)	(1,868,000)	(1,868,000)	(1,868,000)
	26,274,000	26,299,000	27,475,000	25,000	**27,500,000**	28,429,000	29,247,000	30,076,000	30,976,000
Net Operations Total	**7,081,000**	**6,780,000**	**8,254,000**	**(823,000)**	**7,431,000**	**7,990,000**	**8,393,000**	**8,798,000**	**9,324,000**
Transfers									
Transfer From Own Sources	(398,000)	(120,000)	0	0	**0**	0	0	0	0
Transfer To Own Sources	2,325,000	2,641,000	1,472,000	1,005,000	**2,477,000**	2,433,000	2,388,000	2,342,000	2,294,000
	1,927,000	2,521,000	1,472,000	1,005,000	**2,477,000**	2,433,000	2,388,000	2,342,000	2,294,000
NET DEPARTMENT TOTAL	**$ 9,008,000**	**$ 9,301,000**	**$ 9,726,000**	**$ 182,000**	**$ 9,908,000**	**$ 10,423,000**	**$ 10,781,000**	**$ 11,140,000**	**$ 11,618,000**

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DEPARTMENTAL PROGRAMS
ENGINEERING SERVICES

Administration	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (173,000)	$ (130,000)	$ (100,000)	$ 0	**$ (100,000)**	$ (100,000)	$ (100,000)	$ (100,000)	$ (100,000)
Grants, Donations and Other	(5,000)	(2,000)	0	0	**0**	0	0	0	0
	(178,000)	(132,000)	(100,000)	0	**(100,000)**	(100,000)	(100,000)	(100,000)	(100,000)
Expenditures									
Salaries and Benefits	15,975,000	16,078,000	17,739,000	487,000	**18,226,000**	18,854,000	19,231,000	19,616,000	20,008,000
Operating Costs	573,000	588,000	564,000	(10,000)	**554,000**	554,000	554,000	554,000	554,000
Internal Services Used	807,000	774,000	439,000	10,000	**449,000**	453,000	453,000	453,000	453,000
Internal Services Recovered	(17,297,000)	(17,250,000)	(18,727,000)	(487,000)	**(19,214,000)**	(19,846,000)	(20,223,000)	(20,608,000)	(21,000,000)
External Recoveries	(65,000)	(67,000)	0	0	**0**	0	0	0	0
	(7,000)	123,000	15,000	0	**15,000**	15,000	15,000	15,000	15,000
Net Operations Total	(185,000)	(9,000)	(85,000)	0	**(85,000)**	(85,000)	(85,000)	(85,000)	(85,000)
Transfers									
Transfer From Own Sources	(20,000)	(72,000)	0	0	**0**	0	0	0	0
Transfer To Own Sources	189,000	66,000	85,000	0	**85,000**	85,000	85,000	85,000	85,000
	169,000	(6,000)	85,000	0	**85,000**	85,000	85,000	85,000	85,000
Administration Total	**$ (16,000)**	**$ (15,000)**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

Facilities	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (6,000)	$ (7,000)	$ (12,000)	$ 0	**$ (12,000)**	$ (12,000)	$ (12,000)	$ (12,000)	$ (12,000)
Grants, Donations and Other	(4,000)	0	0	0	**0**	0	0	0	0
	(10,000)	(7,000)	(12,000)	0	**(12,000)**	(12,000)	(12,000)	(12,000)	(12,000)
Expenditures									
Salaries and Benefits	1,830,000	1,649,000	2,110,000	70,000	**2,180,000**	2,258,000	2,303,000	2,349,000	2,396,000
Operating Costs	1,464,000	1,812,000	1,534,000	75,000	**1,609,000**	1,629,000	1,649,000	1,669,000	1,689,000
Internal Services Used	876,000	891,000	880,000	0	**880,000**	880,000	880,000	880,000	880,000
Internal Services Recovered	(2,225,000)	(2,070,000)	(2,097,000)	(143,000)	**(2,240,000)**	(2,240,000)	(2,240,000)	(2,240,000)	(2,240,000)
External Recoveries	(65,000)	(77,000)	(63,000)	0	**(63,000)**	(63,000)	(63,000)	(63,000)	(63,000)
	1,880,000	2,205,000	2,364,000	2,000	**2,366,000**	2,464,000	2,529,000	2,595,000	2,662,000
Net Operations Total	**1,870,000**	**2,198,000**	**2,352,000**	**2,000**	**2,354,000**	**2,452,000**	**2,517,000**	**2,583,000**	**2,650,000**
Transfers									
Transfer From Own Sources	0	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	12,000	0	0	0	**0**	0	0	0	0
	12,000	0	0	0	**0**	0	0	0	0
Facilities Total	**$ 1,882,000**	**$ 2,198,000**	**$ 2,352,000**	**$ 2,000**	**$ 2,354,000**	**$ 2,452,000**	**$ 2,517,000**	**$ 2,583,000**	**$ 2,650,000**

SURREY
CITY OF PARKS

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
ENGINEERING SERVICES

Real Estate	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (2,300,000)	$ (2,490,000)	$ (2,365,000)	$ (84,000)	**$ (2,449,000)**	$ (2,449,000)	$ (2,449,000)	$ (2,449,000)	$ (2,449,000)
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	(2,300,000)	(2,490,000)	(2,365,000)	(84,000)	**(2,449,000)**	(2,449,000)	(2,449,000)	(2,449,000)	(2,449,000)
Expenditures									
Salaries and Benefits	1,081,000	1,166,000	1,396,000	25,000	**1,421,000**	1,472,000	1,501,000	1,531,000	1,562,000
Operating Costs	587,000	543,000	668,000	(108,000)	**560,000**	570,000	580,000	590,000	600,000
Internal Services Used	249,000	213,000	229,000	(17,000)	**212,000**	214,000	216,000	218,000	220,000
Internal Services Recovered	(1,333,000)	(1,258,000)	(1,335,000)	(19,000)	**(1,354,000)**	(1,383,000)	(1,401,000)	(1,419,000)	(1,437,000)
External Recoveries	0	0	0	0	**0**	0	0	0	0
	584,000	664,000	958,000	(119,000)	**839,000**	873,000	896,000	920,000	945,000
Net Operations Total	(1,716,000)	(1,826,000)	(1,407,000)	(203,000)	**(1,610,000)**	(1,576,000)	(1,553,000)	(1,529,000)	(1,504,000)
Transfers									
Transfer From Own Sources	0	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	86,000	298,000	0	185,000	**185,000**	185,000	185,000	185,000	185,000
	86,000	298,000	0	185,000	**185,000**	185,000	185,000	185,000	185,000
Real Estate Total	**$ (1,630,000)**	**$ (1,528,000)**	**$ (1,407,000)**	**$ (18,000)**	**$ (1,425,000)**	**$ (1,391,000)**	**$ (1,368,000)**	**$ (1,344,000)**	**$ (1,319,000)**

Land Development	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (2,030,000)	$ (2,139,000)	$ (1,920,000)	$ (150,000)	**$ (2,070,000)**	$ (2,132,000)	$ (2,175,000)	$ (2,219,000)	$ (2,263,000)
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	(2,030,000)	(2,139,000)	(1,920,000)	(150,000)	**(2,070,000)**	(2,132,000)	(2,175,000)	(2,219,000)	(2,263,000)
Expenditures									
Salaries and Benefits	869,000	1,033,000	1,171,000	106,000	**1,277,000**	1,323,000	1,349,000	1,376,000	1,404,000
Operating Costs	281,000	300,000	70,000	30,000	**100,000**	102,000	105,000	108,000	109,000
Internal Services Used	1,306,000	1,256,000	679,000	14,000	**693,000**	707,000	721,000	735,000	750,000
Internal Services Recovered	(27,000)	0	0	0	**0**	0	0	0	0
External Recoveries	(659,000)	(697,000)	0	0	**0**	0	0	0	0
	1,770,000	1,892,000	1,920,000	150,000	**2,070,000**	2,132,000	2,175,000	2,219,000	2,263,000
Net Operations Total	**(260,000)**	**(247,000)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Transfers									
Transfer From Own Sources	0	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	85,000	247,000	0	0	**0**	0	0	0	0
	85,000	247,000	0	0	**0**	0	0	0	0
Land Development Total	**$ (175,000)**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

Roads	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 0	$ 0	$ 0	$ 0	**$ 0**	$ 0	$ 0	$ 0	$ 0
Grants, Donations and Other	(59,000)	0	(40,000)	0	**(40,000)**	(40,000)	(40,000)	(40,000)	(40,000)
	(59,000)	0	(40,000)	0	**(40,000)**	(40,000)	(40,000)	(40,000)	(40,000)
Expenditures									
Salaries and Benefits	0	0	0	0	**0**	0	0	0	0
Operating Costs	2,746,000	2,225,000	2,125,000	26,000	**2,151,000**	2,401,000	2,651,000	2,901,000	3,181,000
Internal Services Used	4,063,000	3,912,000	4,527,000	82,000	**4,609,000**	4,702,000	4,763,000	4,826,000	4,890,000
Internal Services Recovered	(93,000)	(140,000)	(100,000)	0	**(100,000)**	(100,000)	(100,000)	(100,000)	(100,000)
External Recoveries	(819,000)	(702,000)	(1,017,000)	0	**(1,017,000)**	(1,017,000)	(1,017,000)	(1,017,000)	(1,017,000)
	5,897,000	5,295,000	5,535,000	108,000	**5,643,000**	5,986,000	6,297,000	6,610,000	6,954,000
Net Operations Total	5,838,000	5,295,000	5,495,000	108,000	**5,603,000**	5,946,000	6,257,000	6,570,000	6,914,000
Transfers									
Transfer From Own Sources	(216,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	0	0	0	0	**0**	0	0	0	0
	(216,000)	0	0	0	**0**	0	0	0	0
Roads Total	**$ 5,622,000**	**$ 5,295,000**	**$ 5,495,000**	**$ 108,000**	**$ 5,603,000**	**$ 5,946,000**	**$ 6,257,000**	**$ 6,570,000**	**$ 6,914,000**

Traffic	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (419,000)	$ (465,000)	$ (429,000)	$ (10,000)	**$ (439,000)**	$ (449,000)	$ (517,000)	$ (586,000)	$ (599,000)
Grants, Donations and Other	(5,000)	0	0	0	**0**	0	0	0	0
	(424,000)	(465,000)	(429,000)	(10,000)	**(439,000)**	(449,000)	(517,000)	(586,000)	(599,000)
Expenditures									
Salaries and Benefits	424,000	475,000	494,000	12,000	**506,000**	527,000	538,000	549,000	560,000
Operating Costs	3,889,000	3,951,000	3,962,000	119,000	**4,081,000**	4,106,000	4,131,000	4,156,000	4,211,000
Internal Services Used	36,000	21,000	19,000	0	**19,000**	19,000	19,000	19,000	19,000
Internal Services Recovered	(47,000)	(36,000)	(5,000)	(2,000)	**(7,000)**	(7,000)	(7,000)	(7,000)	(7,000)
External Recoveries	(624,000)	(589,000)	(654,000)	70,000	**(584,000)**	(584,000)	(584,000)	(584,000)	(584,000)
	3,678,000	3,822,000	3,816,000	199,000	**4,015,000**	4,061,000	4,097,000	4,133,000	4,199,000
Net Operations Total	**3,254,000**	**3,357,000**	**3,387,000**	**189,000**	**3,576,000**	**3,612,000**	**3,580,000**	**3,547,000**	**3,600,000**
Transfers									
Transfer From Own Sources	0	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	3,000	0	0	0	**0**	0	0	0	0
	3,000	0	0	0	**0**	0	0	0	0
Traffic Total	**$ 3,257,000**	**$ 3,357,000**	**$ 3,387,000**	**$ 189,000**	**$ 3,576,000**	**$ 3,612,000**	**$ 3,580,000**	**$ 3,547,000**	**$ 3,600,000**

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ENGINEERING SERVICES

Garage & Equipment	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 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
Expenditures									
Salaries and Benefits	0	0	0	0	**0**	0	0	0	0
Operating Costs	1,473,000	1,621,000	1,262,000	83,000	**1,345,000**	1,345,000	1,345,000	1,345,000	1,345,000
Internal Services Used	3,258,000	3,256,000	4,208,000	(929,000)	**3,279,000**	3,364,000	3,434,000	3,505,000	3,578,000
Internal Services Recovered	(6,070,000)	(6,557,000)	(6,507,000)	26,000	**(6,481,000)**	(6,497,000)	(6,497,000)	(6,497,000)	(6,497,000)
External Recoveries	(5,000)	0	0	0	**0**	0	0	0	0
	(1,344,000)	(1,680,000)	(1,037,000)	(820,000)	**(1,857,000)**	(1,788,000)	(1,718,000)	(1,647,000)	(1,574,000)
Net Operations Total	(1,344,000)	(1,680,000)	(1,037,000)	(820,000)	**(1,857,000)**	(1,788,000)	(1,718,000)	(1,647,000)	(1,574,000)
Transfers									
Transfer From Own Sources	0	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	1,345,000	1,680,000	1,037,000	820,000	**1,857,000**	1,788,000	1,718,000	1,647,000	1,574,000
	1,345,000	1,680,000	1,037,000	820,000	**1,857,000**	1,788,000	1,718,000	1,647,000	1,574,000
Garage & Equipment Total	**$ 1,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

Gravel Operations	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (15,000)	$ (30,000)	$ (15,000)	$ (15,000)	**$ (30,000)**	$ (30,000)	$ (30,000)	$ (30,000)	$ (30,000)
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	(15,000)	(30,000)	(15,000)	(15,000)	**(30,000)**	(30,000)	(30,000)	(30,000)	(30,000)
Expenditures									
Salaries and Benefits	0	0	0	0	**0**	0	0	0	0
Operating Costs	122,000	43,000	50,000	21,000	**71,000**	71,000	71,000	71,000	71,000
Internal Services Used	207,000	227,000	255,000	59,000	**314,000**	314,000	314,000	314,000	314,000
Internal Services Recovered	(246,000)	(200,000)	(290,000)	(65,000)	**(355,000)**	(355,000)	(355,000)	(355,000)	(355,000)
External Recoveries	(19,000)	15,000	0	0	**0**	0	0	0	0
	64,000	85,000	15,000	15,000	**30,000**	30,000	30,000	30,000	30,000
Net Operations Total	**49,000**	**55,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Transfers									
Transfer From Own Sources	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
Gravel Operations Total	**$ 49,000**	**$ 55,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

Solid Waste	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (5,000)	$ (2,000)	$ (4,000)	$ (2,000)	**$ (6,000)**	$ (6,000)	$ (6,000)	$ (6,000)	$ (6,000)
Grants, Donations and Other	(14,172,000)	(14,254,000)	(14,336,000)	(587,000)	**(14,923,000)**	(15,221,000)	(15,525,000)	(15,836,000)	(16,153,000)
	(14,177,000)	(14,256,000)	(14,340,000)	(589,000)	**(14,929,000)**	(15,227,000)	(15,531,000)	(15,842,000)	(16,159,000)
Expenditures									
Salaries and Benefits	0	0	0	0	**0**	0	0	0	0
Operating Costs	12,313,000	12,552,000	12,669,000	361,000	**13,030,000**	13,291,000	13,557,000	13,828,000	14,105,000
Internal Services Used	1,547,000	1,598,000	1,540,000	33,000	**1,573,000**	1,589,000	1,593,000	1,597,000	1,601,000
Internal Services Recovered	(23,000)	(31,000)	(20,000)	0	**(20,000)**	(20,000)	(20,000)	(20,000)	(20,000)
External Recoveries	(420,000)	(340,000)	(300,000)	96,000	**(204,000)**	(204,000)	(204,000)	(204,000)	(204,000)
	13,417,000	13,779,000	13,889,000	490,000	**14,379,000**	14,656,000	14,926,000	15,201,000	15,482,000
Net Operations Total	(760,000)	(477,000)	(451,000)	(99,000)	**(550,000)**	(571,000)	(605,000)	(641,000)	(677,000)
Transfers									
Transfer From Own Sources	0	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	605,000	350,000	350,000	0	**350,000**	375,000	400,000	425,000	450,000
	605,000	350,000	350,000	0	**350,000**	375,000	400,000	425,000	450,000
Solid Waste Total	**$ (155,000)**	**$ (127,000)**	**$ (101,000)**	**$ (99,000)**	**$ (200,000)**	**$ (196,000)**	**$ (205,000)**	**$ (216,000)**	**$ (227,000)**

Port Mann Landfill	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ 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
Expenditures									
Salaries and Benefits	0	0	0	0	**0**	0	0	0	0
Operating Costs	349,000	114,000	0	0	**0**	0	0	0	0
Internal Services Used	34,000	20,000	0	0	**0**	0	0	0	0
Internal Services Recovered	0	0	0	0	**0**	0	0	0	0
External Recoveries	(48,000)	(20,000)	0	0	**0**	0	0	0	0
	335,000	114,000	0	0	**0**	0	0	0	0
Net Operations Total	**335,000**	**114,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Transfers									
Transfer From Own Sources	(162,000)	(48,000)	0	0	**0**	0	0	0	0
Transfer To Own Sources	0	0	0	0	**0**	0	0	0	0
	(162,000)	(48,000)	0	0	**0**	0	0	0	0
Port Mann Landfill Total	**$ 173,000**	**$ 66,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

SURREY
CITY OF PARKS

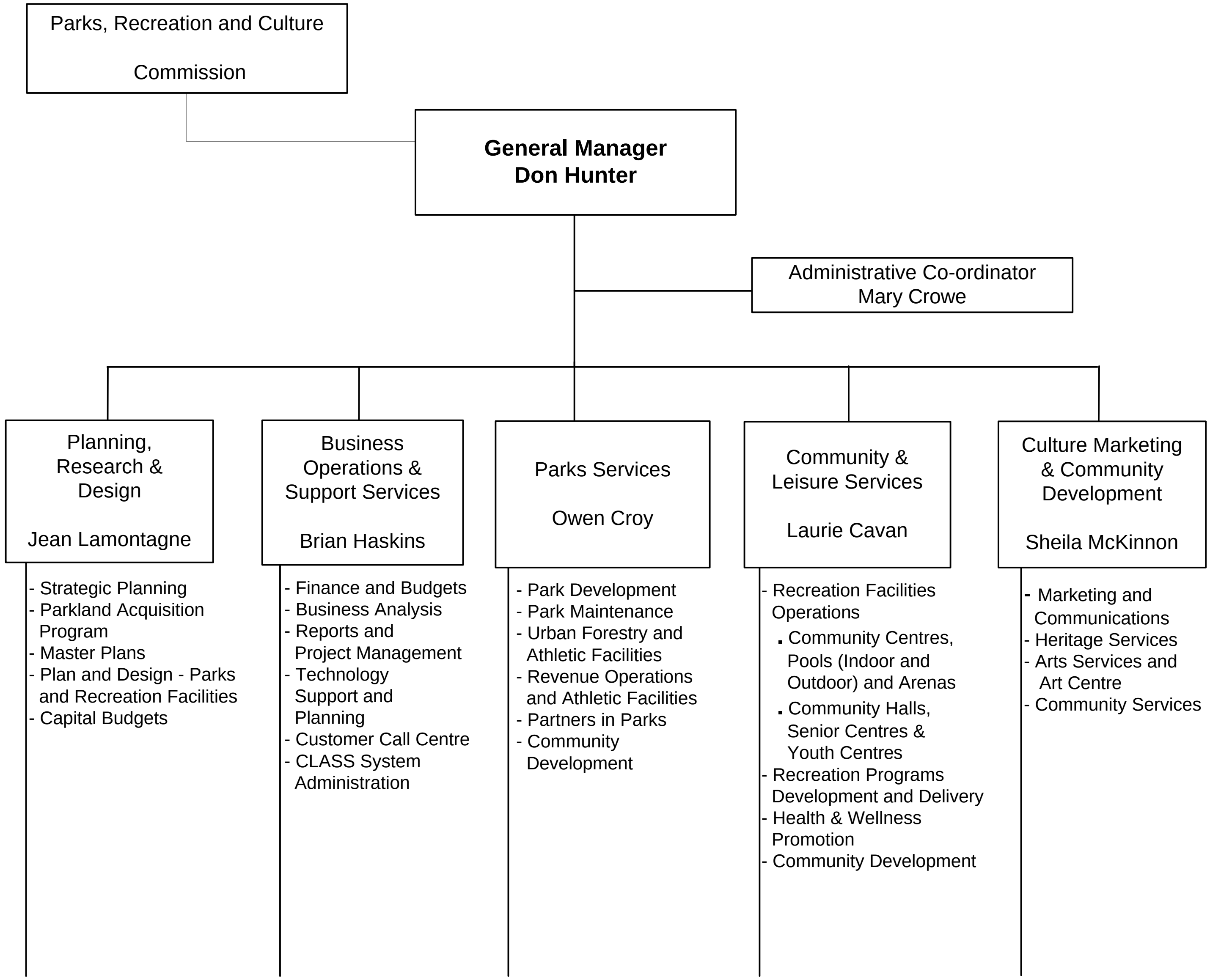
2002 - 2006 FINANCIAL PLAN
SIGNIFICANT CHANGES
ENGINEERING SERVICES

SIGNIFICANT CHANGES		**SUMMARY**
2001 ADOPTED BUDGET		**$ 9,726,000**
2001 ADJUSTED BUDGET		**$ 9,726,000**
Revenues		
Sales and Services		
Increase from Solid Waste	(589,000)	
Increase from Land Development	(150,000)	
Increase from Realty Leases	(84,000)	
Increase from Traffic Operations	(10,000)	
Increase from Gravel Operations	(15,000)	**(848,000)**
Taxation and Other	0	**0**
Total Change in Revenues		**(848,000)**
Expenditures		
Salaries/Wages & Benefits		
Increase Salary Rate	700,000	**700,000**
Operating Costs		
Decrease in Realty Lease Cost	(111,000)	
Increase Facilities - Maintenance & Operating Costs	89,000	
Increase Land Development Costs	30,000	
Increase Roads - Inflationary	25,000	
Increase Traffic - Hydro Prior Years Inventory Increases	150,000	
Increase Traffic - Graffiti Removal	10,000	
Decrease Traffic - Communications	(42,000)	
Increase Gravel - Inflationary Increases	21,000	
Increase Garage & Equipment - Inflationary Increases	83,000	
Decrease BC Gas	(19,000)	
Increase Solid Waste - Collection Contract	361,000	**597,000**
Internal Services Used		
Increase Salary Rate	193,000	
Increase - Utility Adjustment	10,000	
Garage & Equipment Budget Restatement	(929,000)	
Decrease Realty Lease Services	(22,000)	**(748,000)**
Internal Services Recovered		
Increase Salary Rate	(442,000)	
Library Maintenance Transfer	(143,000)	
Increase Gravel Rate	(65,000)	
Garage & Equipment Budget Restatement	26,000	
Administration Allocation	(66,000)	**(690,000)**
External Recoveries		
Decrease Solid Waste - Commodity Revenue	96,000	
Traffic - Delta/White Rock Recovery	(26,000)	
Traffic - GVTA	96,000	**166,000**
Transfer from Own Sources	0	**0**
Transfer to Own Sources		
Realty Lease Repayment to Capital Legacy	185,000	
Garage & Equipment Budget Restatement	820,000	**1,005,000**
Total Change in Expenditures		**1,030,000**
2002 BUDGET		**$ 9,908,000**

2002 - 2006 FINANCIAL PLAN
SIGNIFICANT CHANGES
ENGINEERING SERVICES

SIGNIFICANT CHANGES		SUMMARY
2002 ADOPTED BUDGET		**$ 9,908,000**
Revenues		
Sales and Services		
Increase from Land Development	(193,000)	
Increase from Solid Waste	(1,230,000)	
Increase from Traffic Operations	(160,000)	**(1,583,000)**
Expenditures		
Salaries/Wages & Benefits		
2002 Annualization	141,000	
Increase Salary Rate	971,000	**1,112,000**
Operating Costs		
Land Development Costs Increases	9,000	
Road Inventory Increases	1,030,000	
Solid Waste Contract Increases	1,075,000	
Inflation Increases	250,000	**2,364,000**
Transfer from Own Sources		
Garage/Equipment Replacement Reserve	(283,000)	**(283,000)**
Transfer to Own Sources		
Solid Waste Capital Contribution Adjustment	100,000	**100,000**
2006 BUDGET		**$ 11,618,000**

Parks, Recreation & Culture Functions



Parks, Recreation and Culture Commission

General Manager
Don Hunter

Administrative Co-ordinator
Mary Crowe

Planning, Research & Design
Jean Lamontagne

- Strategic Planning
- Parkland Acquisition Program
- Master Plans
- Plan and Design - Parks and Recreation Facilities
- Capital Budgets

Business Operations & Support Services
Brian Haskins

- Finance and Budgets
- Business Analysis
- Reports and Project Management
- Technology Support and Planning
- Customer Call Centre
- CLASS System Administration

Parks Services
Owen Croy

- Park Development
- Park Maintenance
- Urban Forestry and Athletic Facilities
- Revenue Operations and Athletic Facilities
- Partners in Parks
- Community Development

Community & Leisure Services
Laurie Cavan

- Recreation Facilities Operations
  - Community Centres, Pools (Indoor and Outdoor) and Arenas
  - Community Halls, Senior Centres & Youth Centres
- Recreation Programs Development and Delivery
- Health & Wellness Promotion
- Community Development

Culture Marketing & Community Development
Sheila McKinnon

- Marketing and Communications
- Heritage Services
- Arts Services and Art Centre
- Community Services

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, with approximately 2.5 million people participating in 2001;
- Seven ice arenas;
- Four indoor pools;
- Three seniors' centres;
- Four youth centres;
- Six community recreation offices;
- Theatre with seating for 402 people and art gallery;
- Museum and archives;
- Historic farm, weaving centre and a historic pole barn;
- Three cemeteries;
- Ward's Marina within Elgin Heritage Park, and
- Responsible for the development and maintenance of over 1,500 hectares of parkland, which have been listed in the community profile.

2001 Accomplishments

Guildford Recreation Centre Opens:
On July 16, 2001, the Guildford Recreation Centre opened its doors to the public for the first time. Since the opening, the state of the art, 65,000 square foot facility has been incredibly well received. On average, 1,500 people visit on a daily basis to participate in activities in the weight room, gymnasiums, sky track, seniors' room, youth room, craft rooms, fitness room, or play a game of table tennis in the large mezzanine.

Figure 1 - Guildford Recreation Centre

The Centre has hosted a number of special events such as the table tennis during the BC Seniors Games. Guildford Recreation Centre will continue to host special events in the future. In March, the Western Canadian Gymnastics Championships will take place at the facility. Later in the spring, the BC Festival of the Arts comes to Guildford. In addition to the special events, the Centre will continue to develop and provide top notch recreational programs and services for Guildford's multi-generational and multi-cultural community.

2001 Seniors Games

"Four Days of Pride and Achievement", the BC Seniors Games were held in Surrey from August 22nd through to the 25th, 2001. Over 2,400 athletes came together on the Cloverdale Fairgrounds site to watch the parade of athletes and enjoy the opening ceremonies. Over the next few days 800 volunteers at Surrey's finest facilities hosted the seniors as they competed in swimming, track and field, cycling, tennis, golf, bocce and many other activities. Bear Creek Park served as the Athletes' Village where participants enjoyed a barbeque, nightly entertainment and the closing ceremonies.

Completed Brownsville Bar Park

Phase 1 of Brownsville Bar was completed on the Fraser River at the foot of Old Yale Road in Whalley. The park is now landscaped and offers beautiful views of the river, the north shore mountains and New Westminster. The park has been a long time favourite for the local sport fishermen who use the sand bar to catch salmon.

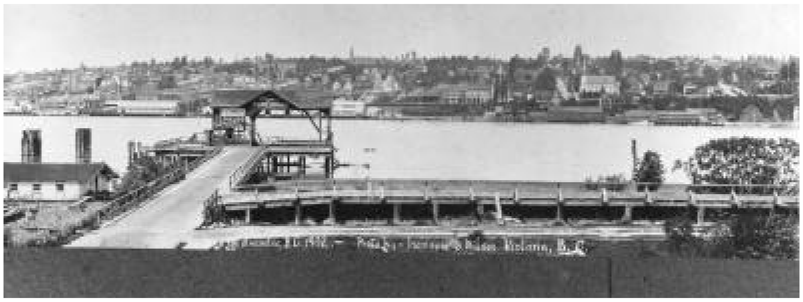


Figure 2 - Brownsville Bar 1902

Figure 3 - Brownsville Bar Park 2001

Park Development

- Several new parks were developed that feature walking paths with great views out over the water. These include the Fraser Boardwalk Park, Guildford Heights Park and the new park at Surrey Lake;
- Two new School/Park sites were completed (Coast Meridian & Chimney Heights School Parks) with each featuring a high quality grass playing field and nicely landscaped areas. Additional playing fields were also completed at Bolivar Park, which now boasts a four-diamond complex suitable for tournaments;
- More than ten kilometres of pathways were developed, ranging from the wide asphalt multi-purpose Serpentine Greenway to new forest trails in natural areas, and
- Approximately 3,600 new street trees and park specimen trees were planted, and an additional 41 hectares of natural areas have been added to the City's park system. As well, approximately 7,500 square meters of new street landscaping horticulture features have been added to beautify the City's streets and boulevards.

Greenway Development

Together with the Engineering Department and Translink as partners, another section of the Serpentine Greenway was completed this past summer. It stretches from 80th Avenue to 72nd Avenue as it passes by Newton Athletic Park.

Parks Acquisitions

New parkland was acquired to the tune of about $10 million. The most significant acquisition was the waterfront at Mud Bay. Mud Bay Park offers public access to the water as well as providing a greenway linkage to the west with GVRD Boundary Bay Park. Important acquisitions were carried out to expand Redwood Park in South Surrey and Sullivan Park in Newton. Other important acquisitions were done in Neighbourhood Concept Plan areas, including park/school sites in West Cloverdale, Clayton and South Newton.

Learning and Discovery Centre

Figure 4 – Proposed Learning and Discovery Centre

Planning for a new Surrey Museum and Archives, the cornerstone of an exciting cultural destination called the Surrey Learning & Discovery Centre, has continued in 2001. Now that Surrey Council has adopted a location in the area of the existing Museum and Archives in Cloverdale, the partnership planning and fundraising have officially commenced. On May 16, 2001, an inspired group of Surrey residents invited the media and the public to join them in the launch of the Friends of the Surrey Museum and Archives Society membership campaign. This group has since formed a capital campaign cabinet and has committed to raising $1 million towards establishing this treasured legacy for future generations of Surrey residents.

Park Environmental Programs and Initiatives

- Surrey Stewardship Natural Areas Partnership (SSNAP!): The Green Timbers Heritage Society, White Rock/Surrey Naturalists, Sunnyside Acres Heritage Society, Green Timbers Community Society, Environment Canada and the City pooled their resources and formed a partnership for 2001 and 2002. Under this program, students were hired to conduct a multitude of natural area renovations and environmental education initiatives in Surrey's parks;
- Salmon Homecoming: Working with a wide range of community groups and volunteers, the Salmon Homecoming was conducted in Bear Creek Park this fall when the salmon returned to Bear Creek and King Creek. Hundreds of children took part in the event, where they learned about the importance of salmon habitat;
- Releaf Community Tree Planting: Increased interest in tree planting and neighbourhood improvement resulted in a bigger and better community tree planting and naturescape program. Over 63 groups (1,205 individuals) planted almost 1,000 trees and other plants in our parks; and
- Integrated Pest Management Policy: This new policy provides guidelines that will help to maintain and enhance the functionality, safe use, enjoyment and aesthetic beauty of the City's natural and developed parks through and integrated pest management (IPM) approach.

Blueways Plan

The Blueways Plan was completed in 2001. It consists mainly in highlighting some of Surrey's rivers that can be enjoyed with non-motorized watercrafts. The plan calls for three distinct blueways.

- The first one located on the Nicomekl River is referred to as the Surrey Nature Floating Trail due in part to the natural feel and look of that river. Access will be provided at different locations, the first two being located at Elgin Heritage Park and Blackie Spit;
- The second blueway is located in the heart of Surrey and is referred to as the Paddling Circuit. It utilizes the Serpentine River and channel and will have linkages to Surrey Lake and future parks as proposed in the West Cloverdale Neighbourhood Concept Plan, and
- The third blueway is named the Fraser River Challenge and is for more experienced paddlers. Currently, some private operators are offering guided tours on the Fraser with access at Brownsville Bar Park. The Fraser River offers regional connections to other municipalities.

Figure 5 – Blueways at seadam

Departmental Awards

- British Columbia Recreation and Parks Association Award for "Environmental Leadership" for the Red-tailed Hawk relocation;
- British Columbia Recreation and Parks Association Award for "Parks and Open Space" for our Greenways Program;
- British Columbia Medical Association Award for "Excellence in Health Promotion" for the Active City Initiative;
- Surrey "Cultural Diversity in Business Award" for our Intercultural Program;
- Selected by UNESCO Canada as one of two Canadian cities to be forwarded to UNESCO for international "Cities for Peace Award", and
- Recreation Facilities Association of British Columbia "Award for Facility Excellence" for Surrey Sport and Leisure Complex.

Natural Areas Strategic Management Plan

The Plan, adopted by the Parks, Recreation and Culture Commission in November 2001, is comprised of a set of seven natural area management strategies that provide for effective and progressive stewardship of Surrey's natural area parkland. The Plan includes key principles, management goals and objectives, specifications, standards and detailed operational recommendations on how to plan for, build, maintain and operate natural areas.

Environmental Design Guidelines

These guidelines were developed to assist the Department in carrying out renovation and development works for City parks, recreation and cultural facilities in a manner that protects and enhances the natural environment. The guidelines have incorporated industry best practices for working in environmentally sensitive areas, complimenting the Natural Areas Strategic Management Plan.

Leisure Access Program

The Leisure Access Program was re-engineered in 2001 to increase access for participants and decrease administration time and costs for the Department. Individuals who are eligible for the Program receive unlimited access to drop-in programs and a 75% discount on most registered programs. As of September of this year, 7,700 residents had accessed this service; this represents a 35% increase over 2000. Ongoing access to programs fosters the development of life long skills, improves individual's health and self-esteem, and reduces participation in negative or anti-social behaviour. Weekly, the department receives positive feedback from participants on the program and the positive impact that it is having on their health and well-being.

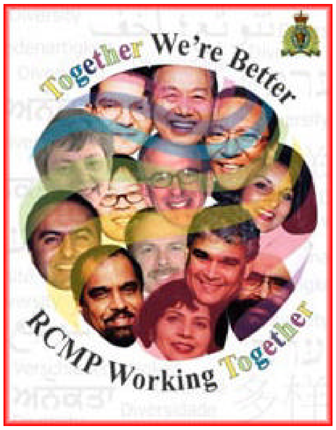
Surrey Sport & Leisure Complex

The Surrey Sport and Leisure Complex reached its one millionth customer this past October and celebrated a successful two year anniversary in November. The Aquatic and Fitness components of the facility are operated through a contract with Leisure Aquatics Inc. The City of Surrey and Leisure Aquatics Inc. have entered into negotiations to renew the current operating agreement and anticipate reaching a renewal contract early in the new year.

Surrey Art Centre Re-development

In May of 2001, one of the key recommendations in Surrey's Cultural Strategic Plan, the re-development of the Surrey Art Centre, was initiated. This will be the most substantial renovation to the facility in over 30 years. The existing 33,000 square foot building will expand to 53,000 sq. ft. offering the +120,000 plus annual visitors a fabulous setting to enjoy theatre, gallery exhibitions, visual arts programs, artists lectures, tours, public art, festivals and shopping in the new gift shop. Features of the additions include: a new 200 seat Studio Theatre to compliment the renovated 403 seat main stage theatre, additional dressing rooms, a 5,000 sq. ft. Gallery, an expanded pottery studio, a multi-media technology lab, expanded classroom programming areas and meeting space. The concession and box office have been improved for better customer service. Comfortable circulation space highlighted by a glassed courtyard with a reflecting pool and an amazing public art project entitled "Out of Thin Air" created by Alan Storey, will greet you as you enter the building.

Diversity Advisory Committee – "Together We're Better"



Graphic by Sheena Studios

The Surrey R.C.M.P. Detachment has worked in partnership with the Parks, Recreation and Culture Department to form a Diversity Advisory Committee (D.A.C.). D.A.C.'s mission statement identifies that this diverse group of residents will "act as advisors to the two departments to create a safe and friendly environment for all communities to live, play and celebrate together". In keeping with this mandate, as part of Multicultural Week in the province, on February 13th., D.A.C. hosted the "Together We're Better" event at the Fleetwood Community Centre. The evening featured displays, ethnic foods, dance, drama and children's artwork depicting the theme of the event. Hundreds of residents enjoyed this cultural sharing experience.

Department Energy Management Plan

To launch an Energy Management Plan, Parks, Recreation and Culture staff initiated a corporate approach to energy management. Early in 2001, key representatives from various Departments participated in a workshop that was sponsored by BC Hydro. The workshop utilized a diagnostic evaluation tool that benchmarked the City’s current practices to other organizations of similar size and complexity and assisted in identifying corporate priorities to achieve higher levels of energy management in the organization.

The results on the workshop provided a framework to establish a Corporate Energy Management Committee in 2001. The Committee works closely with BC Hydro to achieve its desired outcomes. Buildings with the highest potential for energy savings with optimal paybacks of five years or less have been identified. A Canada BC Infrastructure Program grant application was submitted in 2001 for a total project cost of $627,000. Grant awards are pending an announcement in February. If we are unsuccessful in our grant application, a report will go to Council with an update on priority projects for 2002 that are within our funding sources. The City’s building maintenance capital funds will be utilized to finance the highest priority projects. A number of buildings and projects in the City are registered in BC Hydro’s e.points program, an incentive program that returns a percentage of the dollar value of energy savings back to the City to reinvest in further energy management initiatives.

With an established Corporate Energy Management Committee, and a solid relationship with BC Hydro, the City is well positioned to identify energy management opportunities and improve practices within the City to achieve the overall goal of reduced energy consumption and maximize cost savings.

Initiatives for Economically Challenged

The Economically Challenged Access has been successful in developing a Committee, which continues to work on the issue of ensuring that leisure, recreation and arts programs are accessible to all members of the Surrey community. Committee members are compiled of: members from the low-income community; Surrey School District #36; Ministry of Children and Family Development; local agencies, e.g., OPTIONS: Services to Communities Society; local medical and rehabilitation centres, e.g., South Fraser Child Development Centre; local groups, e.g., BC Wheelchair Sports Association; local businesses and SPRC staff.

Two action sub-committees have been initiated, the first to work on the issue of accessing money to allow people to access programs, clubs and groups, the second to focus on reviewing existing work, reports and groups in order to provide up-to-date information for the main committee. Both committees will report back to the main committee at the quarterly ECAP committee meetings.

A part-time staff person was hired from May – December 2001, to assist in the development of the ECAP project.

The initiation and development of the ECAP committee was very well received in the community, with a sense that this is timely and much needed.

Parks, Recreation & Culture Marketing Plan

An update of the five-year marketing plan for the Surrey Parks, Recreation and Culture (SPRC) department was completed in 2001. The plan provides new strategic directions, time lines and budget considerations to guide specific marketing actions and initiatives for the 2002- 2006 period. The plan compiles external demographic factors, market research, socio-demographic, environmental and economic trends, internal program performance data, customer information, and marketing influences both internally and externally. The plan includes an assessment of current strategies related to specific target audiences, reviews existing strengths and achievements, clarifies roles and responsibilities, identifies new opportunities, and allocates or reallocates resources accordingly.

The last departmental marketing plan (1996-2001) was completed in 1996. The new plan redefines opportunities for streamlining marketing efforts targeting increased participation rates for recreation and culture facilities, the City's parks, and 7,500 plus leisure programs. The plan greatly influences the department's revenue targets now exceeding $8 million annually.

Active Living/Active City Year 3 Plan

The promotion of active living continued to be a key initiative for the Department in 2001. Through programs, partnerships, facilities and promotions, Surrey has become a model community in encouraging its residents to adopt active lifestyles. The City has embraced the national goal to reduce the number of inactive people in Surrey by 10% by 2003. In recognition of Surrey's efforts in improving the long-term health and safety of groups and individuals through the promotion of health and wellness, in June of 2001, the City was awarded the "BCMA Excellence in Health Promotion Award" by the British Columbia Medical Association.

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
PARKS, RECREATION & CULTURE

PROGRAM SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Admin, Planning & Management	$ 1,772,000	$ 1,812,000	$ 1,845,000	$ (203,000)	**$ 1,642,000**	$ 1,706,000	$ 1,735,000	$ 1,764,000	$ 1,794,000
Arenas	1,005,000	1,314,000	826,000	97,000	**923,000**	935,000	954,000	974,000	993,000
Art Centre	1,020,000	1,002,000	1,128,000	354,000	**1,482,000**	1,517,000	1,533,000	1,549,000	1,566,000
Community Development	330,000	355,000	419,000	15,000	**434,000**	448,000	455,000	462,000	470,000
Community Halls	64,000	31,000	38,000	(12,000)	**26,000**	26,000	26,000	26,000	26,000
Community Recreation Services	1,459,000	1,634,000	1,729,000	198,000	**1,927,000**	1,973,000	2,005,000	2,038,000	2,071,000
Heritage Services	606,000	646,000	667,000	41,000	**708,000**	730,000	743,000	756,000	770,000
Indoor Pools	2,259,000	2,154,000	2,147,000	(82,000)	**2,065,000**	2,106,000	2,144,000	2,183,000	2,223,000
Marketing	526,000	559,000	586,000	42,000	**628,000**	639,000	645,000	651,000	657,000
Outdoor Pools	748,000	703,000	733,000	(9,000)	**724,000**	729,000	734,000	739,000	744,000
Parks Division	7,369,000	7,636,000	7,771,000	530,000	**8,301,000**	8,744,000	9,116,000	9,490,000	9,867,000
Seniors Centres	516,000	516,000	528,000	17,000	**545,000**	560,000	569,000	578,000	587,000
Youth Centres	448,000	505,000	574,000	20,000	**594,000**	606,000	613,000	620,000	627,000
NET DEPARTMENT TOTAL	**$ 18,122,000**	**$ 18,867,000**	**$ 18,991,000**	**$ 1,008,000**	**$ 19,999,000**	**$ 20,719,000**	**$ 21,272,000**	**$ 21,830,000**	**$ 22,395,000**

ACCOUNT SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (7,462,000)	$ (8,081,000)	$ (9,127,000)	$ (394,000)	**$ (9,521,000)**	$ (9,707,000)	$ (9,819,000)	$ (9,931,000)	$ (10,047,000)
Grants, Donations and Other	(71,000)	(131,000)	(118,000)	1,000	**(117,000)**	(117,000)	(117,000)	(117,000)	(117,000)
	(7,533,000)	(8,212,000)	(9,245,000)	(393,000)	**(9,638,000)**	(9,824,000)	(9,936,000)	(10,048,000)	(10,164,000)
Expenditures									
Salaries and Benefits	14,601,000	15,115,000	16,399,000	749,000	**17,148,000**	17,743,000	18,098,000	18,458,000	18,829,000
Operating Costs	10,706,000	11,082,000	10,685,000	558,000	**11,243,000**	11,554,000	11,864,000	12,174,000	12,484,000
Internal Services Used	5,346,000	5,732,000	6,263,000	(17,000)	**6,246,000**	6,246,000	6,246,000	6,246,000	6,246,000
Internal Services Recovered	(4,481,000)	(4,965,000)	(5,557,000)	27,000	**(5,530,000)**	(5,530,000)	(5,530,000)	(5,530,000)	(5,530,000)
External Recoveries	(396,000)	(400,000)	(69,000)	0	**(69,000)**	(69,000)	(69,000)	(69,000)	(69,000)
	25,776,000	26,564,000	27,721,000	1,317,000	**29,038,000**	29,944,000	30,609,000	31,279,000	31,960,000
Net Operations Total	**18,243,000**	**18,352,000**	**18,476,000**	**924,000**	**19,400,000**	**20,120,000**	**20,673,000**	**21,231,000**	**21,796,000**
Transfers									
Transfer From Own Sources	(292,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	171,000	515,000	515,000	84,000	**599,000**	599,000	599,000	599,000	599,000
	(121,000)	515,000	515,000	84,000	**599,000**	599,000	599,000	599,000	599,000
NET DEPARTMENT TOTAL	**$ 18,122,000**	**$ 18,867,000**	**$ 18,991,000**	**$ 1,008,000**	**$ 19,999,000**	**$ 20,719,000**	**$ 21,272,000**	**$ 21,830,000**	**$ 22,395,000**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
PARKS, RECREATION & CULTURE

	2000	2001	2001	2001-2002	2002	2003	2004	2005	2006
Admin, Planning & Mgmt	ACTUAL	ACTUAL	BUDGET	CHANGE	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues									
Sales and Services	$ (1,000)	$ 0	$ 0	$ (54,000)	**$ (54,000)**	$ (54,000)	$ (54,000)	$ (54,000)	$ (54,000)
Grants, Donations and Other	(4,000)	(1,000)	(8,000)	0	**(8,000)**	(8,000)	(8,000)	(8,000)	(8,000)
	(5,000)	(1,000)	(8,000)	(54,000)	**(62,000)**	(62,000)	(62,000)	(62,000)	(62,000)
Expenditures									
Salaries and Benefits	1,530,000	1,514,000	1,543,000	(181,000)	**1,362,000**	1,426,000	1,455,000	1,484,000	1,514,000
Operating Costs	253,000	298,000	320,000	0	**320,000**	320,000	320,000	320,000	320,000
Internal Services Used	173,000	201,000	196,000	3,000	**199,000**	199,000	199,000	199,000	199,000
Internal Services Recovered	(216,000)	(200,000)	(206,000)	29,000	**(177,000)**	(177,000)	(177,000)	(177,000)	(177,000)
External Recoveries	0	0	0	0	**0**	0	0	0	0
	1,740,000	1,813,000	1,853,000	(149,000)	**1,704,000**	1,768,000	1,797,000	1,826,000	1,856,000
Net Operations Total	**1,735,000**	**1,812,000**	**1,845,000**	**(203,000)**	**1,642,000**	**1,706,000**	**1,735,000**	**1,764,000**	**1,794,000**
Transfers									
Transfer From Own Sources	(11,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	48,000	0	0	0	**0**	0	0	0	0
	37,000	0	0	0	**0**	0	0	0	0
Admin, Planning & Mgmt Total	**$ 1,772,000**	**$ 1,812,000**	**$ 1,845,000**	**$ (203,000)**	**$ 1,642,000**	**$ 1,706,000**	**$ 1,735,000**	**$ 1,764,000**	**$ 1,794,000**

	2000	2001	2001	2001-2002	2002	2003	2004	2005	2006
Arenas	ACTUAL	ACTUAL	BUDGET	CHANGE	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues									
Sales and Services	$ (2,280,000)	$ (2,435,000)	$ (2,925,000)	$ (21,000)	**$ (2,946,000)**	$ (3,004,000)	$ (3,034,000)	$ (3,064,000)	$ (3,095,000)
Grants, Donations and Other	(8,000)	0	(5,000)	1,000	**(4,000)**	(4,000)	(4,000)	(4,000)	(4,000)
	(2,288,000)	(2,435,000)	(2,930,000)	(20,000)	**(2,950,000)**	(3,008,000)	(3,038,000)	(3,068,000)	(3,099,000)
Expenditures									
Salaries and Benefits	1,798,000	1,792,000	1,798,000	80,000	**1,878,000**	1,938,000	1,977,000	2,017,000	2,057,000
Operating Costs	1,180,000	1,386,000	1,355,000	(47,000)	**1,308,000**	1,318,000	1,328,000	1,338,000	1,348,000
Internal Services Used	167,000	158,000	153,000	0	**153,000**	153,000	153,000	153,000	153,000
Internal Services Recovered	(19,000)	(37,000)	0	0	**0**	0	0	0	0
External Recoveries	0	0	0	0	**0**	0	0	0	0
	3,126,000	3,299,000	3,306,000	33,000	**3,339,000**	3,409,000	3,458,000	3,508,000	3,558,000
Net Operations Total	**838,000**	**864,000**	**376,000**	**13,000**	**389,000**	**401,000**	**420,000**	**440,000**	**459,000**
Transfers									
Transfer From Own Sources	(1,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	168,000	450,000	450,000	84,000	**534,000**	534,000	534,000	534,000	534,000
	167,000	450,000	450,000	84,000	**534,000**	534,000	534,000	534,000	534,000
Arenas Total	**$ 1,005,000**	**$ 1,314,000**	**$ 826,000**	**$ 97,000**	**$ 923,000**	**$ 935,000**	**$ 954,000**	**$ 974,000**	**$ 993,000**

Art Centre	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (621,000)	$ (362,000)	$ (513,000)	$ (217,000)	**$ (730,000)**	$ (744,000)	$ (759,000)	$ (774,000)	$ (789,000)
Grants, Donations and Other	(42,000)	(41,000)	(41,000)	0	**(41,000)**	(41,000)	(41,000)	(41,000)	(41,000)
	(663,000)	(403,000)	(554,000)	(217,000)	**(771,000)**	(785,000)	(800,000)	(815,000)	(830,000)
Expenditures									
Salaries and Benefits	1,132,000	1,004,000	1,158,000	324,000	**1,482,000**	1,530,000	1,561,000	1,592,000	1,624,000
Operating Costs	531,000	391,000	489,000	229,000	**718,000**	719,000	719,000	719,000	719,000
Internal Services Used	47,000	36,000	35,000	18,000	**53,000**	53,000	53,000	53,000	53,000
Internal Services Recovered	(24,000)	(26,000)	0	0	**0**	0	0	0	0
External Recoveries	0	0	0	0	**0**	0	0	0	0
	1,686,000	1,405,000	1,682,000	571,000	**2,253,000**	2,302,000	2,333,000	2,364,000	2,396,000
Net Operations Total	**1,023,000**	**1,002,000**	**1,128,000**	**354,000**	**1,482,000**	**1,517,000**	**1,533,000**	**1,549,000**	**1,566,000**
Transfers									
Transfer From Own Sources	(3,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	0	0	0	0	**0**	0	0	0	0
	(3,000)	0	0	0	**0**	0	0	0	0
Art Centre Total	**$ 1,020,000**	**$ 1,002,000**	**$ 1,128,000**	**$ 354,000**	**$ 1,482,000**	**$ 1,517,000**	**$ 1,533,000**	**$ 1,549,000**	**$ 1,566,000**

Community Development	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (25,000)	$ (12,000)	$ (1,000)	$ 0	**$ (1,000)**	$ (1,000)	$ (1,000)	$ (1,000)	$ (1,000)
Grants, Donations and Other	(2,000)	(1,000)	(4,000)	0	**(4,000)**	(4,000)	(4,000)	(4,000)	(4,000)
	(27,000)	(13,000)	(5,000)	0	**(5,000)**	(5,000)	(5,000)	(5,000)	(5,000)
Expenditures									
Salaries and Benefits	285,000	294,000	336,000	15,000	**351,000**	365,000	372,000	379,000	387,000
Operating Costs	62,000	62,000	69,000	0	**69,000**	69,000	69,000	69,000	69,000
Internal Services Used	14,000	12,000	19,000	0	**19,000**	19,000	19,000	19,000	19,000
Internal Services Recovered	0	0	0	0	**0**	0	0	0	0
External Recoveries	(2,000)	0	0	0	**0**	0	0	0	0
	359,000	368,000	424,000	15,000	**439,000**	453,000	460,000	467,000	475,000
Net Operations Total	**332,000**	**355,000**	**419,000**	**15,000**	**434,000**	**448,000**	**455,000**	**462,000**	**470,000**
Transfers									
Transfer From Own Sources	(2,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	0	0	0	0	**0**	0	0	0	0
	(2,000)	0	0	0	**0**	0	0	0	0
Community Development Total	**$ 330,000**	**$ 355,000**	**$ 419,000**	**$ 15,000**	**$ 434,000**	**$ 448,000**	**$ 455,000**	**$ 462,000**	**$ 470,000**

2002 - 2006 FINANCIAL PLAN
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PARKS, RECREATION & CULTURE

Community Halls	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (81,000)	$ (49,000)	$ (43,000)	$ 7,000	**$ (36,000)**	$ (36,000)	$ (36,000)	$ (36,000)	$ (36,000)
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	(81,000)	(49,000)	(43,000)	7,000	**(36,000)**	(36,000)	(36,000)	(36,000)	(36,000)
Expenditures									
Salaries and Benefits	3,000	4,000	0	0	**0**	0	0	0	0
Operating Costs	100,000	58,000	53,000	(11,000)	**42,000**	42,000	42,000	42,000	42,000
Internal Services Used	53,000	30,000	30,000	(8,000)	**22,000**	22,000	22,000	22,000	22,000
Internal Services Recovered	0	(1,000)	(2,000)	0	**(2,000)**	(2,000)	(2,000)	(2,000)	(2,000)
External Recoveries	(11,000)	(11,000)	0	0	**0**	0	0	0	0
	145,000	80,000	81,000	(19,000)	**62,000**	62,000	62,000	62,000	62,000
Net Operations Total	**64,000**	**31,000**	**38,000**	**(12,000)**	**26,000**	**26,000**	**26,000**	**26,000**	**26,000**
Transfers									
Transfer From Own Sources	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
Community Halls Total	**$ 64,000**	**$ 31,000**	**$ 38,000**	**$ (12,000)**	**$ 26,000**	**$ 26,000**	**$ 26,000**	**$ 26,000**	**$ 26,000**

Community Recreation Services	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (1,227,000)	$ (1,782,000)	$ (2,067,000)	$ (7,000)	**$ (2,074,000)**	$ (2,115,000)	$ (2,136,000)	$ (2,157,000)	$ (2,179,000)
Grants, Donations and Other	(11,000)	(1,000)	0	0	**0**	0	0	0	0
	(1,238,000)	(1,783,000)	(2,067,000)	(7,000)	**(2,074,000)**	(2,115,000)	(2,136,000)	(2,157,000)	(2,179,000)
Expenditures									
Salaries and Benefits	1,518,000	1,786,000	1,951,000	126,000	**2,077,000**	2,154,000	2,197,000	2,241,000	2,286,000
Operating Costs	1,100,000	1,479,000	1,561,000	104,000	**1,665,000**	1,675,000	1,685,000	1,695,000	1,705,000
Internal Services Used	136,000	157,000	288,000	(25,000)	**263,000**	263,000	263,000	263,000	263,000
Internal Services Recovered	(51,000)	(2,000)	(4,000)	0	**(4,000)**	(4,000)	(4,000)	(4,000)	(4,000)
External Recoveries	0	(3,000)	0	0	**0**	0	0	0	0
	2,703,000	3,417,000	3,796,000	205,000	**4,001,000**	4,088,000	4,141,000	4,195,000	4,250,000
Net Operations Total	**1,465,000**	**1,634,000**	**1,729,000**	**198,000**	**1,927,000**	**1,973,000**	**2,005,000**	**2,038,000**	**2,071,000**
Transfers									
Transfer From Own Sources	(7,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	1,000	0	0	0	**0**	0	0	0	0
	(6,000)	0	0	0	**0**	0	0	0	0
Community Recreation Total	**$ 1,459,000**	**$ 1,634,000**	**$ 1,729,000**	**$ 198,000**	**$ 1,927,000**	**$ 1,973,000**	**$ 2,005,000**	**$ 2,038,000**	**$ 2,071,000**

Heritage Services	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (69,000)	$ (57,000)	$ (54,000)	$ 0	**$ (54,000)**	$ (54,000)	$ (54,000)	$ (54,000)	$ (54,000)
Grants, Donations and Other	(4,000)	(4,000)	(1,000)	0	**(1,000)**	(1,000)	(1,000)	(1,000)	(1,000)
	(73,000)	(61,000)	(55,000)	0	**(55,000)**	(55,000)	(55,000)	(55,000)	(55,000)
Expenditures									
Salaries and Benefits	552,000	570,000	595,000	43,000	**638,000**	660,000	673,000	686,000	700,000
Operating Costs	103,000	107,000	103,000	0	**103,000**	103,000	103,000	103,000	103,000
Internal Services Used	40,000	40,000	36,000	0	**36,000**	36,000	36,000	36,000	36,000
Internal Services Recovered	(14,000)	(10,000)	(9,000)	(2,000)	**(11,000)**	(11,000)	(11,000)	(11,000)	(11,000)
External Recoveries	0	0	(3,000)	0	**(3,000)**	(3,000)	(3,000)	(3,000)	(3,000)
	681,000	707,000	722,000	41,000	**763,000**	785,000	798,000	811,000	825,000
Net Operations Total	**608,000**	**646,000**	**667,000**	**41,000**	**708,000**	**730,000**	**743,000**	**756,000**	**770,000**
Transfers									
Transfer From Own Sources	(2,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	0	0	0	0	**0**	0	0	0	0
	(2,000)	0	0	0	**0**	0	0	0	0
Heritage Services Total	**$ 606,000**	**$ 646,000**	**$ 667,000**	**$ 41,000**	**$ 708,000**	**$ 730,000**	**$ 743,000**	**$ 756,000**	**$ 770,000**

Indoor Pools	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (2,361,000)	$ (2,564,000)	$ (2,717,000)	$ (38,000)	**$ (2,755,000)**	$ (2,810,000)	$ (2,838,000)	$ (2,866,000)	$ (2,895,000)
Grants, Donations and Other	2,000	(29,000)	0	0	**0**	0	0	0	0
	(2,359,000)	(2,593,000)	(2,717,000)	(38,000)	**(2,755,000)**	(2,810,000)	(2,838,000)	(2,866,000)	(2,895,000)
Expenditures									
Salaries and Benefits	2,627,000	2,605,000	2,698,000	31,000	**2,729,000**	2,815,000	2,871,000	2,928,000	2,987,000
Operating Costs	2,111,000	2,205,000	1,848,000	(75,000)	**1,773,000**	1,783,000	1,793,000	1,803,000	1,813,000
Internal Services Used	253,000	244,000	318,000	0	**318,000**	318,000	318,000	318,000	318,000
Internal Services Recovered	(54,000)	(9,000)	0	0	**0**	0	0	0	0
External Recoveries	(273,000)	(298,000)	0	0	**0**	0	0	0	0
	4,664,000	4,747,000	4,864,000	(44,000)	**4,820,000**	4,916,000	4,982,000	5,049,000	5,118,000
Net Operations Total	**2,305,000**	**2,154,000**	**2,147,000**	**(82,000)**	**2,065,000**	**2,106,000**	**2,144,000**	**2,183,000**	**2,223,000**
Transfers									
Transfer From Own Sources	0	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	(46,000)	0	0	0	**0**	0	0	0	0
	(46,000)	0	0	0	**0**	0	0	0	0
Indoor Pools Total	**$ 2,259,000**	**$ 2,154,000**	**$ 2,147,000**	**$ (82,000)**	**$ 2,065,000**	**$ 2,106,000**	**$ 2,144,000**	**$ 2,183,000**	**$ 2,223,000**

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	2000	2001	2001	2001-2002	2002	2003	2004	2005	2006
Marketing	ACTUAL	ACTUAL	BUDGET	CHANGE	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues									
Sales and Services	$ (54,000)	$ (15,000)	$ 0	$ 0	**$ 0**	$ 0	$ 0	$ 0	$ 0
Grants, Donations and Other	0	(49,000)	(59,000)	0	**(59,000)**	(59,000)	(59,000)	(59,000)	(59,000)
	(54,000)	(64,000)	(59,000)	0	**(59,000)**	(59,000)	(59,000)	(59,000)	(59,000)
Expenditures									
Salaries and Benefits	214,000	255,000	261,000	19,000	**280,000**	291,000	297,000	303,000	309,000
Operating Costs	366,000	358,000	384,000	23,000	**407,000**	407,000	407,000	407,000	407,000
Internal Services Used	2,000	10,000	0	0	**0**	0	0	0	0
Internal Services Recovered	0	0	0	0	**0**	0	0	0	0
External Recoveries	0	0	0	0	**0**	0	0	0	0
	582,000	623,000	645,000	42,000	**687,000**	698,000	704,000	710,000	716,000
Net Operations Total	**528,000**	**559,000**	**586,000**	**42,000**	**628,000**	**639,000**	**645,000**	**651,000**	**657,000**
Transfers									
Transfer From Own Sources	(2,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	0	0	0	0	**0**	0	0	0	0
	(2,000)	0	0	0	**0**	0	0	0	0
Marketing Total	**$ 526,000**	**$ 559,000**	**$ 586,000**	**$ 42,000**	**$ 628,000**	**$ 639,000**	**$ 645,000**	**$ 651,000**	**$ 657,000**

	2000	2001	2001	2001-2002	2002	2003	2004	2005	2006
Outdoor Pools	ACTUAL	ACTUAL	BUDGET	CHANGE	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues									
Sales and Services	$ 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
Expenditures									
Salaries and Benefits	0	0	0	0	**0**	0	0	0	0
Operating Costs	760,000	715,000	723,000	(9,000)	**714,000**	719,000	724,000	729,000	734,000
Internal Services Used	2,000	1,000	10,000	0	**10,000**	10,000	10,000	10,000	10,000
Internal Services Recovered	0	0	0	0	**0**	0	0	0	0
External Recoveries	(14,000)	(13,000)	0	0	**0**	0	0	0	0
	748,000	703,000	733,000	(9,000)	**724,000**	729,000	734,000	739,000	744,000
Net Operations Total	**748,000**	**703,000**	**733,000**	**(9,000)**	**724,000**	**729,000**	**734,000**	**739,000**	**744,000**
Transfers									
Transfer From Own Sources	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
Outdoor Pools Total	**$ 748,000**	**$ 703,000**	**$ 733,000**	**$ (9,000)**	**$ 724,000**	**$ 729,000**	**$ 734,000**	**$ 739,000**	**$ 744,000**

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Parks Division	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (246,000)	$ (287,000)	$ (269,000)	$ (62,000)	**$ (331,000)**	$ (338,000)	$ (345,000)	$ (352,000)	$ (359,000)
Grants, Donations and Other	(1,000)	(6,000)	0	0	**0**	0	0	0	0
	(247,000)	(293,000)	(269,000)	(62,000)	**(331,000)**	(338,000)	(345,000)	(352,000)	(359,000)
Expenditures									
Salaries and Benefits	4,016,000	4,346,000	5,035,000	243,000	**5,278,000**	5,458,000	5,567,000	5,678,000	5,792,000
Operating Costs	3,431,000	3,543,000	3,275,000	349,000	**3,624,000**	3,894,000	4,164,000	4,434,000	4,704,000
Internal Services Used	4,379,000	4,754,000	5,085,000	0	**5,085,000**	5,085,000	5,085,000	5,085,000	5,085,000
Internal Services Recovered	(4,100,000)	(4,679,000)	(5,333,000)	0	**(5,333,000)**	(5,333,000)	(5,333,000)	(5,333,000)	(5,333,000)
External Recoveries	(96,000)	(75,000)	(62,000)	0	**(62,000)**	(62,000)	(62,000)	(62,000)	(62,000)
	7,630,000	7,889,000	8,000,000	592,000	**8,592,000**	9,042,000	9,421,000	9,802,000	10,186,000
Net Operations Total	**7,383,000**	**7,596,000**	**7,731,000**	**530,000**	**8,261,000**	**8,704,000**	**9,076,000**	**9,450,000**	**9,827,000**
Transfers									
Transfer From Own Sources	(14,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	0	40,000	40,000	0	**40,000**	40,000	40,000	40,000	40,000
	(14,000)	40,000	40,000	0	**40,000**	40,000	40,000	40,000	40,000
Parks Division Total	**$ 7,369,000**	**$ 7,636,000**	**$ 7,771,000**	**$ 530,000**	**$ 8,301,000**	**$ 8,744,000**	**$ 9,116,000**	**$ 9,490,000**	**$ 9,867,000**

Seniors Centres	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (348,000)	$ (343,000)	$ (358,000)	$ (1,000)	**$ (359,000)**	$ (366,000)	$ (373,000)	$ (380,000)	$ (388,000)
Grants, Donations and Other	2,000	1,000	0	0	**0**	0	0	0	0
	(346,000)	(342,000)	(358,000)	(1,000)	**(359,000)**	(366,000)	(373,000)	(380,000)	(388,000)
Expenditures									
Salaries and Benefits	491,000	485,000	532,000	10,000	**542,000**	559,000	570,000	581,000	593,000
Operating Costs	316,000	321,000	305,000	8,000	**313,000**	318,000	323,000	328,000	333,000
Internal Services Used	57,000	53,000	53,000	0	**53,000**	53,000	53,000	53,000	53,000
Internal Services Recovered	(2,000)	(1,000)	0	0	**0**	0	0	0	0
External Recoveries	0	0	(4,000)	0	**(4,000)**	(4,000)	(4,000)	(4,000)	(4,000)
	862,000	858,000	886,000	18,000	**904,000**	926,000	942,000	958,000	975,000
Net Operations Total	**516,000**	**516,000**	**528,000**	**17,000**	**545,000**	**560,000**	**569,000**	**578,000**	**587,000**
Transfers									
Transfer From Own Sources	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
Seniors Centres Total	**$ 516,000**	**$ 516,000**	**$ 528,000**	**$ 17,000**	**$ 545,000**	**$ 560,000**	**$ 569,000**	**$ 578,000**	**$ 587,000**

Youth Centres	**2000 ACTUAL**	**2001 ACTUAL**	**2001 BUDGET**	**2001-2002 CHANGE**	**2002 BUDGET**	**2003 PLAN**	**2004 PLAN**	**2005 PLAN**	**2006 PLAN**
Revenues									
Sales and Services	$ (149,000)	$ (175,000)	$ (180,000)	$ (1,000)	**$ (181,000)**	$ (185,000)	$ (189,000)	$ (193,000)	$ (197,000)
Grants, Donations and Other	(3,000)	0	0	0	**0**	0	0	0	0
	(152,000)	(175,000)	(180,000)	(1,000)	**(181,000)**	(185,000)	(189,000)	(193,000)	(197,000)
Expenditures									
Salaries and Benefits	435,000	460,000	492,000	39,000	**531,000**	547,000	558,000	569,000	580,000
Operating Costs	393,000	159,000	200,000	(13,000)	**187,000**	187,000	187,000	187,000	187,000
Internal Services Used	23,000	36,000	40,000	(5,000)	**35,000**	35,000	35,000	35,000	35,000
Internal Services Recovered	(1,000)	0	(3,000)	0	**(3,000)**	(3,000)	(3,000)	(3,000)	(3,000)
External Recoveries	0	0	0	0	**0**	0	0	0	0
	850,000	655,000	729,000	21,000	**750,000**	766,000	777,000	788,000	799,000
Net Operations Total	**698,000**	**480,000**	**549,000**	**20,000**	**569,000**	**581,000**	**588,000**	**595,000**	**602,000**
Transfers									
Transfer From Own Sources	(250,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	0	25,000	25,000	0	**25,000**	25,000	25,000	25,000	25,000
	(250,000)	25,000	25,000	0	**25,000**	25,000	25,000	25,000	25,000
Youth Centres Total	**$ 448,000**	**$ 505,000**	**$ 574,000**	**$ 20,000**	**$ 594,000**	**$ 606,000**	**$ 613,000**	**$ 620,000**	**$ 627,000**

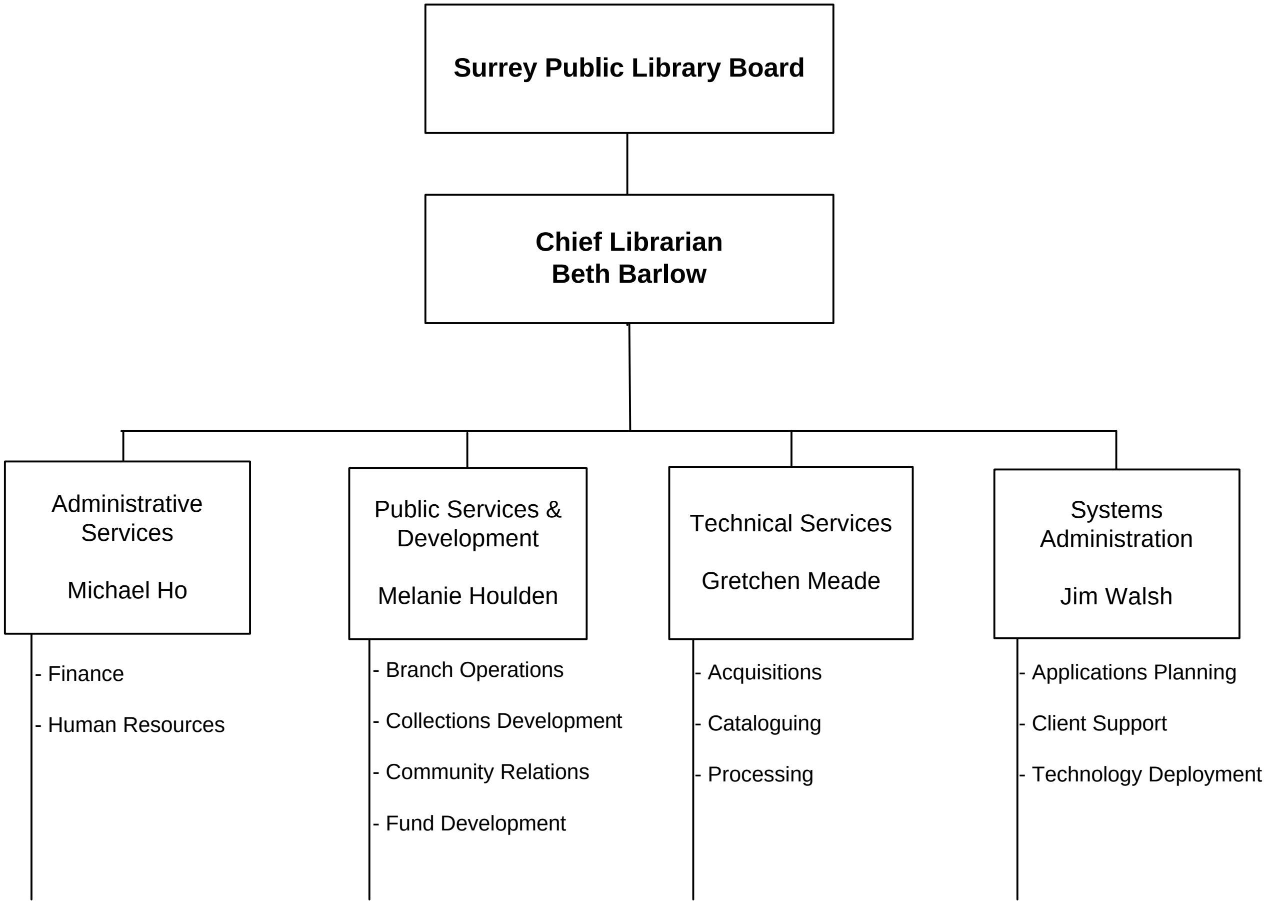
2002 - 2006 FINANCIAL PLAN
SIGNIFICANT CHANGES
PARKS, RECREATION & CULTURE

SIGNIFICANT CHANGES		SUMMARY
2001 ADOPTED BUDGET		**$ 18,991,000**
2001 ADJUSTED BUDGET		**$ 18,991,000**
Revenues		
Sales and Services		
Decrease in Miscellaneous Revenue	1,000	
CLS Admin Improved Revenue Management	(27,000)	
Surrey Arts Centre	(217,000)	
Commission Directed Fee Increases	(150,000)	**(393,000)**
Taxation and Other	0	**0**
Total Change in Revenues		**(393,000)**
Expenditures		
Salaries/Wages & Benefits		
Budget Calculation Correction	268,000	
Increase Salary Rate	440,000	
Increase Surrey Arts Centre	273,000	
Increase Newton Youth & Senior Cleaning	5,000	
Commission Directed Salary Reduction	(237,000)	**749,000**
Operating Costs		
Increased Instructor Rates	24,000	
Increase Guildford CRS Full-Year Hydro Costs	28,000	
Increase Guildford CRS Full-Year Cleaning Costs	63,000	
Increase in Utilities	4,000	
Surrey Arts Centre	234,000	
Increase Parks Contract & Supplies for Inflation	81,000	
Increase in Marketing Supplies & Advertising	23,000	
Increase in Newton Youth & Senior Cleaning	6,000	
Decrease BC Gas	(150,000)	
Increase Parks Inventory	273,000	
Commission Directed Expense Reduction	(42,000)	
Restate Fleetwood Twin Rinks	10,000	
Rounding Adjustment	4,000	**558,000**
Internal Services Used		
Increase in Salary Rate	3,000	
Commission Directed Expense Reduction	(13,000)	
Decrease Guildford CRS FM	(25,000)	
Surrey Arts Centre	18,000	**(17,000)**
Internal Services Recovered		
Increase Salary Rate	(10,000)	
Commission Directed Recovery Reduction	37,000	**27,000**
Transfer From Own Sources	0	**0**
Transfer To Own Sources		
Correction Fleetwood Twin Rinks	84,000	**84,000**
Total Change in Expenditures		**1,401,000**
2002 BUDGET		**$ 19,999,000**

2002 - 2006 FINANCIAL PLAN
SIGNIFICANT CHANGES
PARKS, RECREATION & CULTURE

SIGNIFICANT CHANGES		**SUMMARY**
2002 ADOPTED BUDGET		**$ 19,999,000**
Revenues		
Sales and Services		
Increase Revenue	(526,000)	**(526,000)**
Expenditures		
Salaries/Wages & Benefits		
2002 Annualization	247,000	
Increase Salary Rate	1,434,000	**1,681,000**
Operating Costs		
Inflation Increases	240,000	
Parks Inventory Increases	1,000,000	
Budget Adjustment	1,000	**1,241,000**
2006 BUDGET		**$ 22,395,000**

2002 - 2006 FINANCIAL PLAN
Library Functions



Surrey Public Library Board

Chief Librarian
Beth Barlow

Administrative Services

Michael Ho

- Finance
- Human Resources

Public Services & Development

Melanie Houlden

- Branch Operations
- Collections Development
- Community Relations
- Fund Development

Technical Services

Gretchen Meade

- Acquisitions
- Cataloguing
- Processing

Systems Administration

Jim Walsh

- Applications Planning
- Client Support
- Technology Deployment

SURREY PUBLIC LIBRARY OVERVIEW

Our Vision – *"A world without limits in the heart of the community".*

Our Mission

Everyone is welcome at Surrey Public Library. You will find us in your neighbourhood and on the Internet. The Library is more than books – check out our magazines, compact discs, videos, DVD's, materials in other languages, programs and the Internet. Knowledgeable, friendly staff is available to help you find the information and materials you need, for lifelong learning or leisure time.

At the Library, You Can

- Explore the world of information;
- Discover the joy of reading;
- Connect with people and ideas around the world and in; your neighbourhood, and
- Learn throughout your life.

Our Values

- Community Focus;
- Excellence in Service;
- Respect for Self and Others;
- Intellectual Freedom, and
- Accountability.

Figure 1 - New Guildford Library

2001 KEY ISSUES AND ACCOMPLISHMENTS

Guildford Library Expansion

The Guildford Library expansion was completed, with the grand opening held on September 8, 2001. The additional 8,000 square feet enables the Library to provide:

Figure 2 - Children's Information Desk, Guildford Library

- 19 additional computers (primarily funded through the Gates Library Initiative and Industry Canada);
- Expanded study space and lounge reading area with a fireplace, a seminar room for group study, comfortable chairs, and improved lighting;
- More space for special needs customers, a large children's department with a puppet stage and storytelling throne, and
- An enhanced collection of multilanguage material.

Computer Training Facility

The Strawberry Hill Electronic Classroom opened in October, thanks to funding from Human Resources Development Canada and the Gates Library Initiative. Drop-in sessions, along with a variety of free and fee based classes assist people of all ages to learn about computers, the Internet and basic software programs.

Figure 3 - Strawberry Hill Library Computer Lab

Strategic Planning

The Library Board approved the Strategic Plan for 2002 – 2004 in November 2001. The plan guides the Library's activities for the next three years. As part of the planning process, an in-house survey of over 1,000 customers was conducted in May. Our findings indicate:

- 88% state the ability to borrow materials is important;
- 48% consider Internet access at the Library is important;
- 42 – 46 % believe studying or reading in the Library is important, and
- 63% support the Library being involved in fundraising.

The survey results, along with the excellent ideas from Library Board members and staff, provided the fuel for the new plan.

Promotion

- The "Community Connections" Internet web site was launched in November, to provide a central place for Surrey residents to look for information about their community. Several community groups helped in the genesis of this project, and the Library is pleased to be able to host the site.
- Thanks to funding from Human Resources Development Canada, Labour Market Information programs began in the spring. The programs teach job seekers how to find information in the library and on the Internet in order to achieve their employment goals.

Performance Measures

Surrey Public Library has established several benchmark libraries in the province, with which to compare its key service performance indicators. The following table is based on data from Canadian Public Library Statistics 2000 and the 2000 B.C. Public Library Statistics (denoted by *). Surrey continues to deliver a high level of service at low cost.

	Surrey	Vancouver	Victoria	Burnaby	Richmond
Resident population	335,000	559,736	258,114	192,370	164,010
Average hours open / week (*)	59.03	45.14	51.69	64.42	68.11
Registered borrowers	169,359	379,016	135,949	145,000	139,136
Total items borrowed	3,518,353	8,739,174	3,754,612	3,603,433	2,994,733
Items borrowed / registered borrower	20.77	23.06	27.62	24.85	21.52
Total items in collection	517,822	2,227,923	877,169	798,662	413,589
Average number of times each item in the collection was borrowed	6.8	3.9	4.3	4.5	7.2
Collection expenditure/capita	$3.43	$7.96	$5.58	$6.94	$6.15
Overall expenditure/capita	$21.69	$60.27	$33.93	$39.05	$34.57
Population/staff member	3,178	1,152	1,655	1,718	1,895
Visits	1,926,481	6,040,201	2,029,768	1,815,659	1,436,444
Public Internet workstations	48	108	54	45	108
Electronic database searches	143,894	102,352	24,474	N/a	41,001

Figure 4 - Ocean Park Library

Looking Ahead

The strategic priorities for Surrey Public Library in 2002 – 2004 are:

- Community connections: Exploring opportunities to connect with the community and respond thoughtfully to changing needs;
- People resources: Supporting the people who provide outstanding leadership and customer service by creating a flexible and responsive environment;
- Facilities: Revitalizing existing spaces and planning for the future to create stimulating and welcoming environments as a focus for the community;
- Electronic resources: Using online collections and services to link people to a world of information and ideas;
- Marketing: Reaching out to connect with new and existing customers to expand awareness of library services, and
- Fundraising: Building and implementing resourceful fund development initiatives.

A more defined focus on planning is a feature of this plan. A few key strategies for 2002 include:

- Planning and fundraising for a library in South Surrey, as part of a joint facility with the RCMP;
- Fundraising and planning for the completion of a language lab at the Strawberry Hill Library and an electronic classroom at the Guildford Library;
- Revision of the Facilities Master Plan and development of a renovation/refurbishment plan in consultation with Facilities;
- Expanding opportunities for youth to be involved in library programs and services;
- Preparation of a staff development plan;
- Identification of needs of the business community for resources and acquisition of new resources to meet their needs, particularly in electronic form, and
- Development of an integrated marketing plan.

Bringing technology and training to the residents of Surrey

Some key issues within the 5 year plan include the construction and opening of a new library in South Surrey, completing the language lab and electronic classroom, and celebrating the Library's 20th anniversary as an independent urban public library in 2003.

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
SURREY PUBLIC LIBRARY

PROGRAM SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Administration	$ (139,000)	$ (202,000)	$ (285,000)	$ 59,000	**$ (226,000)**	$ (212,000)	$ (203,000)	$ (194,000)	$ (185,000)
Community Relations	159,000	186,000	97,000	(17,000)	**80,000**	82,000	84,000	86,000	88,000
Public Services	4,122,000	4,694,000	4,719,000	370,000	**5,089,000**	5,265,000	6,383,000	6,519,000	6,688,000
Technical Services	2,022,000	1,909,000	2,028,000	20,000	**2,048,000**	2,075,000	2,096,000	2,117,000	2,148,000
NET DEPARTMENT TOTAL	**$ 6,164,000**	**$ 6,587,000**	**$ 6,559,000**	**$ 432,000**	**$ 6,991,000**	**$ 7,210,000**	**$ 8,360,000**	**$ 8,528,000**	**$ 8,739,000**

ACCOUNT SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (465,000)	$ (454,000)	$ (524,000)	$ 0	**$ (524,000)**	$ (524,000)	$ (524,000)	$ (524,000)	$ (524,000)
Grants, Donations and Other	(708,000)	(870,000)	(719,000)	(100,000)	**(819,000)**	(819,000)	(819,000)	(819,000)	(819,000)
	(1,173,000)	(1,324,000)	(1,243,000)	(100,000)	**(1,343,000)**	(1,343,000)	(1,343,000)	(1,343,000)	(1,343,000)
Expenditures									
Salaries and Benefits	5,051,000	5,412,000	5,404,000	347,000	**5,751,000**	5,939,000	6,889,000	7,027,000	7,168,000
Operating Costs	2,085,000	2,246,000	2,312,000	62,000	**2,374,000**	2,404,000	2,564,000	2,594,000	2,664,000
Internal Services Used	348,000	456,000	195,000	142,000	**337,000**	338,000	378,000	378,000	378,000
Internal Services Recovered	(217,000)	(272,000)	0	0	**0**	0	0	0	0
External Recoveries	0	(73,000)	(59,000)	(19,000)	**(78,000)**	(78,000)	(78,000)	(78,000)	(78,000)
	7,267,000	7,769,000	7,852,000	532,000	**8,384,000**	8,603,000	9,753,000	9,921,000	10,132,000
Net Operations Total	**6,094,000**	**6,445,000**	**6,609,000**	**432,000**	**7,041,000**	**7,260,000**	**8,410,000**	**8,578,000**	**8,789,000**
Transfers									
Transfer From Own Sources	0	0	(50,000)	0	**(50,000)**	(50,000)	(50,000)	(50,000)	(50,000)
Transfer To Own Sources	70,000	142,000	0	0	**0**	0	0	0	0
	70,000	142,000	(50,000)	0	**(50,000)**	(50,000)	(50,000)	(50,000)	(50,000)
NET DEPARTMENT TOTAL	**$ 6,164,000**	**$ 6,587,000**	**$ 6,559,000**	**$ 432,000**	**$ 6,991,000**	**$ 7,210,000**	**$ 8,360,000**	**$ 8,528,000**	**$ 8,739,000**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
SURREY PUBLIC LIBRARY

	2000	2001	2001	2001-2002	2002	2003	2004	2005	2006
Administration	**ACTUAL**	**ACTUAL**	**BUDGET**	**CHANGE**	**BUDGET**	**PLAN**	**PLAN**	**PLAN**	**PLAN**
Revenues									
Sales and Services	$ (25,000)	$ (2,000)	$ 0	$ 0	**$ 0**	$ 0	$ 0	$ 0	$ 0
Grants, Donations and Other	(659,000)	(765,000)	(660,000)	0	**(660,000)**	(660,000)	(660,000)	(660,000)	(660,000)
	(684,000)	(767,000)	(660,000)	0	**(660,000)**	(660,000)	(660,000)	(660,000)	(660,000)
Expenditures									
Salaries and Benefits	333,000	362,000	367,000	50,000	**417,000**	431,000	440,000	449,000	458,000
Operating Costs	140,000	116,000	111,000	0	**111,000**	111,000	111,000	111,000	111,000
Internal Services Used	4,000	5,000	6,000	9,000	**15,000**	15,000	15,000	15,000	15,000
Internal Services Recovered	(2,000)	(1,000)	0	0	**0**	0	0	0	0
External Recoveries	0	(59,000)	(59,000)	0	**(59,000)**	(59,000)	(59,000)	(59,000)	(59,000)
	475,000	423,000	425,000	59,000	**484,000**	498,000	507,000	516,000	525,000
Net Operations Total	**(209,000)**	**(344,000)**	**(235,000)**	**59,000**	**(176,000)**	**(162,000)**	**(153,000)**	**(144,000)**	**(135,000)**
Transfers									
Transfer From Own Sources	0	0	(50,000)	0	**(50,000)**	(50,000)	(50,000)	(50,000)	(50,000)
Transfer To Own Sources	70,000	142,000	0	0	**0**	0	0	0	0
	70,000	142,000	(50,000)	0	**(50,000)**	(50,000)	(50,000)	(50,000)	(50,000)
Administration Total	**$ (139,000)**	**$ (202,000)**	**$ (285,000)**	**$ 59,000**	**$ (226,000)**	**$ (212,000)**	**$ (203,000)**	**$ (194,000)**	**$ (185,000)**

	2000	2001	2001	2001-2002	2002	2003	2004	2005	2006
Community Relations	**ACTUAL**	**ACTUAL**	**BUDGET**	**CHANGE**	**BUDGET**	**PLAN**	**PLAN**	**PLAN**	**PLAN**
Revenues									
Sales and Services	$ (21,000)	$ 0	$ (35,000)	$ 0	**$ (35,000)**	$ (35,000)	$ (35,000)	$ (35,000)	$ (35,000)
Grants, Donations and Other	(1,000)	(9,000)	0	0	**0**	0	0	0	0
	(22,000)	(9,000)	(35,000)	0	**(35,000)**	(35,000)	(35,000)	(35,000)	(35,000)
Expenditures									
Salaries and Benefits	122,000	137,000	72,000	2,000	**74,000**	76,000	78,000	80,000	82,000
Operating Costs	60,000	51,000	60,000	0	**60,000**	60,000	60,000	60,000	60,000
Internal Services Used	0	22,000	0	0	**0**	0	0	0	0
Internal Services Recovered	(1,000)	(1,000)	0	0	**0**	0	0	0	0
External Recoveries	0	(14,000)	0	(19,000)	**(19,000)**	(19,000)	(19,000)	(19,000)	(19,000)
	181,000	195,000	132,000	(17,000)	**115,000**	117,000	119,000	121,000	123,000
Net Operations Total	**159,000**	**186,000**	**97,000**	**(17,000)**	**80,000**	**82,000**	**84,000**	**86,000**	**88,000**
Transfers									
Transfer From Own Sources	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
Community Relations Total	**$ 159,000**	**$ 186,000**	**$ 97,000**	**$ (17,000)**	**$ 80,000**	**$ 82,000**	**$ 84,000**	**$ 86,000**	**$ 88,000**

SURREY
CITY OF PARKS

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
SURREY PUBLIC LIBRARY

	2000	2001	2001	2001-2002	2002	2003	2004	2005	2006
Public Services	ACTUAL	ACTUAL	BUDGET	VARIANCE	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues									
Sales and Services	$ (419,000)	$ (452,000)	$ (489,000)	$ 0	**$ (489,000)**	$ (489,000)	$ (489,000)	$ (489,000)	$ (489,000)
Grants, Donations and Other	(48,000)	(96,000)	(59,000)	(100,000)	**(159,000)**	(159,000)	(159,000)	(159,000)	(159,000)
	(467,000)	(548,000)	(548,000)	(100,000)	**(648,000)**	(648,000)	(648,000)	(648,000)	(648,000)
Expenditures									
Salaries and Benefits	3,979,000	4,396,000	4,452,000	281,000	**4,733,000**	4,888,000	5,816,000	5,932,000	6,051,000
Operating Costs	577,000	782,000	731,000	56,000	**787,000**	807,000	957,000	977,000	1,027,000
Internal Services Used	243,000	328,000	84,000	133,000	**217,000**	218,000	258,000	258,000	258,000
Internal Services Recovered	(210,000)	(264,000)	0	0	**0**	0	0	0	0
External Recoveries	0	0	0	0	**0**	0	0	0	0
	4,589,000	5,242,000	5,267,000	470,000	**5,737,000**	5,913,000	7,031,000	7,167,000	7,336,000
Net Operations Total	**4,122,000**	**4,694,000**	**4,719,000**	**370,000**	**5,089,000**	**5,265,000**	**6,383,000**	**6,519,000**	**6,688,000**
Transfers									
Transfer From Own Sources	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
Public Services Total	**$ 4,122,000**	**$ 4,694,000**	**$ 4,719,000**	**$ 370,000**	**$ 5,089,000**	**$ 5,265,000**	**$ 6,383,000**	**$ 6,519,000**	**$ 6,688,000**

	2000	2001	2001	2001-2002	2002	2003	2004	2005	2006
Technical Services	ACTUAL	ACTUAL	BUDGET	VARIANCE	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues									
Sales and Services	$ 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
Expenditures									
Salaries and Benefits	617,000	517,000	513,000	14,000	**527,000**	544,000	555,000	566,000	577,000
Operating Costs	1,308,000	1,297,000	1,410,000	6,000	**1,416,000**	1,426,000	1,436,000	1,446,000	1,466,000
Internal Services Used	101,000	101,000	105,000	0	**105,000**	105,000	105,000	105,000	105,000
Internal Services Recovered	(4,000)	(6,000)	0	0	**0**	0	0	0	0
External Recoveries	0	0	0	0	**0**	0	0	0	0
	2,022,000	1,909,000	2,028,000	20,000	**2,048,000**	2,075,000	2,096,000	2,117,000	2,148,000
Net Operations Total	**2,022,000**	**1,909,000**	**2,028,000**	**20,000**	**2,048,000**	**2,075,000**	**2,096,000**	**2,117,000**	**2,148,000**
Transfers									
Transfer From Own Sources	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
Technical Services Total	**$ 2,022,000**	**$ 1,909,000**	**$ 2,028,000**	**$ 20,000**	**$ 2,048,000**	**$ 2,075,000**	**$ 2,096,000**	**$ 2,117,000**	**$ 2,148,000**

2002 - 2006 FINANCIAL PLAN
SIGNIFICANT CHANGES
SURREY PUBLIC LIBRARY

SIGNIFICANT CHANGES		SUMMARY
2001 ADOPTED BUDGET		**$ 6,559,000**
2001 ADJUSTED BUDGET		**$ 6,559,000**
Revenues		
Sales and Services		
HRDC Grant	(100,000)	**(100,000)**
Taxation & Other	0	**0**
Total Change in Revenues		**(100,000)**
Expenditures		
Salaries/Wages & Benefits		
Increase Salary Rate	198,000	
Increase in HRDC Program	119,000	
Increase Guildford Expansion - Full-Year Costs	30,000	**347,000**
Operating Costs		
Increase in Telephone Costs	1,000	
Increase in IT Automated System (Contracted CPI)	3,000	
Increase in Coin Operated Printers (Contracted CPI)	3,000	
Increase in Strawberry Hill Property Management Fee	40,000	
Increase in Guildford Expansion - Full-Year Costs	15,000	**62,000**
Internal Services Used		
Facilities Maintenance Transfer	110,000	
Building Maintenance - Guildford	13,000	
Building Maintenance - Strawberry Hill	16,000	
Building Maintenance - Ocean Park	3,000	**142,000**
Internal Services Recovered	0	**0**
External Recoveries		
HRDC Program Recoveries	(19,000)	**(19,000)**
Transfer From Own Sources	0	**0**
Transfer To Own Sources	0	**0**
Total Change in Expenditures		**532,000**
2002 BUDGET		**$ 6,991,000**

SIGNIFICANT CHANGES		SUMMARY
2002 ADOPTED BUDGET		**$ 6,991,000**
Revenues	0	**0**
Expenditures		
Salaries/Wages & Benefits		
Increase Salary Rate	587,000	
South Surrey Library	830,000	**1,417,000**
Operating Costs		
Public Services Inflation Increase	110,000	
Public Services Budget Adjustment	1,000	
South Surrey Library	170,000	
Technical Services Inflation Increase	50,000	**331,000**
2006 BUDGET		**$ 8,739,000**

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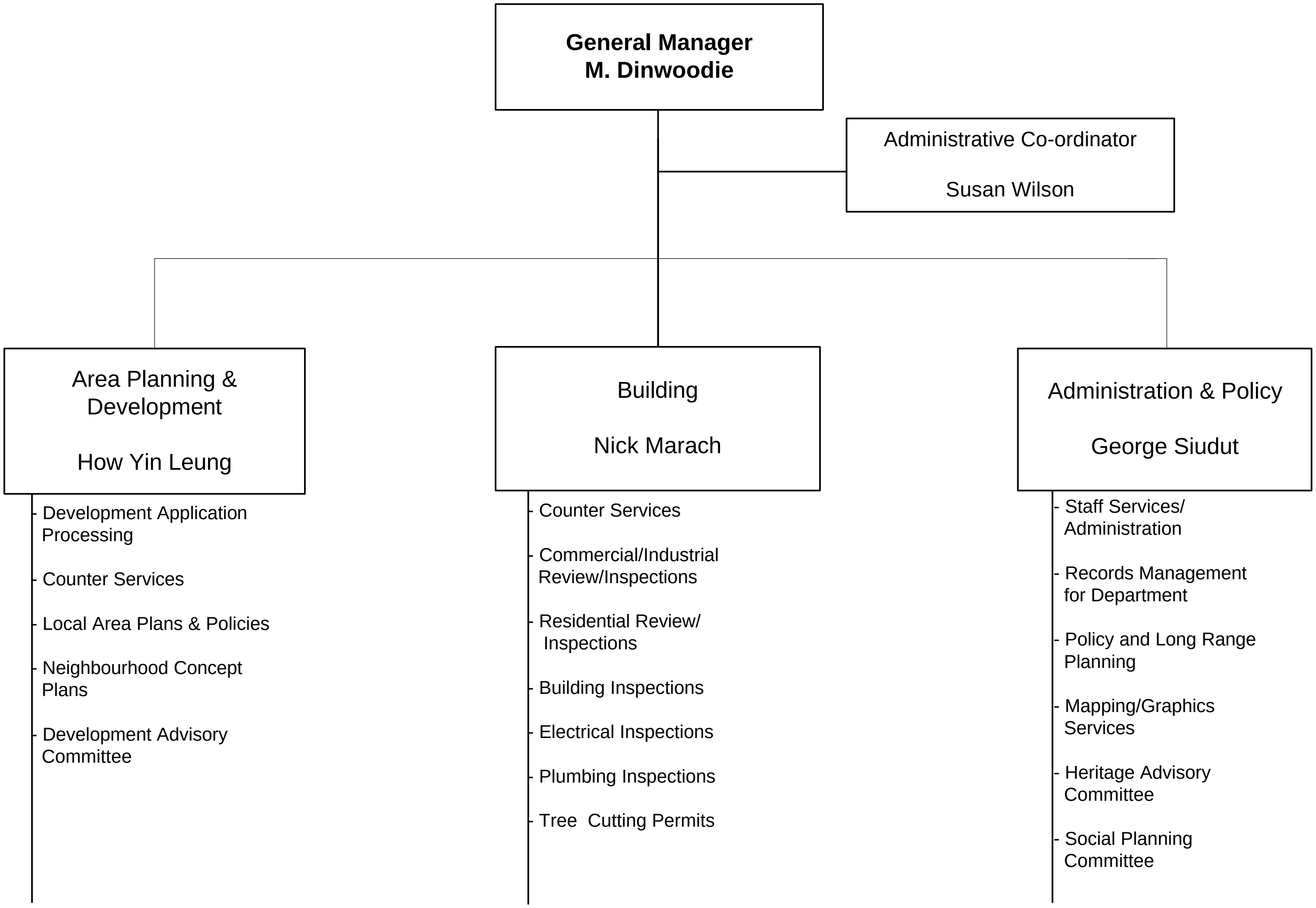
2002 - 2006 FINANCIAL PLAN
Planning and Development Functions



General Manager
M. Dinwoodie

Administrative Co-ordinator

Susan Wilson

Area Planning & Development

How Yin Leung

- Development Application Processing
- Counter Services
- Local Area Plans & Policies
- Neighbourhood Concept Plans
- Development Advisory Committee

Building

Nick Marach

- Counter Services
- Commercial/Industrial Review/Inspections
- Residential Review/ Inspections
- Building Inspections
- Electrical Inspections
- Plumbing Inspections
- Tree Cutting Permits

Administration & Policy

George Siudut

- Staff Services/ Administration
- Records Management for Department
- Policy and Long Range Planning
- Mapping/Graphics Services
- Heritage Advisory Committee
- Social Planning Committee

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

- Prepare land use plans and associated by-laws and policies for consideration by City Council in support of planned and orderly physical development of the City, and
- 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, and
- Conducting public consultation and processes and managing the land development approval processes to ensure that new land development projects of all types comply with Council-adopted plans, by-laws and policies.

The resources to accomplish the Department's mandate are divided into three Divisions:

- 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 by-laws 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.

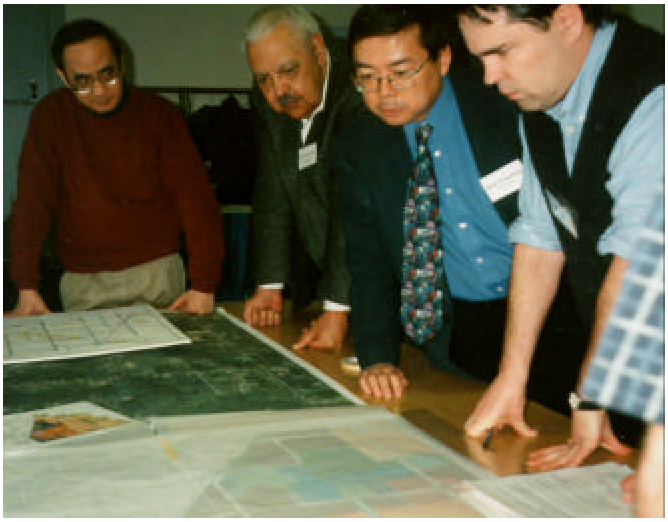
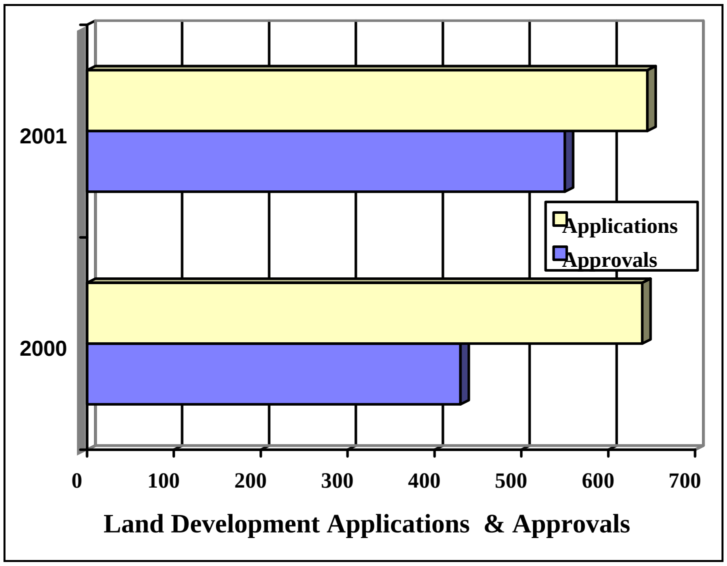


Figure 1 - Public Consultation Process

2001 Results and Outcomes

- Conducted Crime Prevention Through Environmental Design (CPTED) workshop and completed the CPTED Guidelines;
- Implemented a small lot zone;
- Completed the second phase of the Heritage Register;
- Completed a Local Area Plan for East Panorama Industrial Area;
- Initiated 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;
  - Review and fine-tune the Street Beautification Strategies;
- Processed approximately 550 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 230 planning reports to Council on land use and development proposals;
- Approved the creation of approximately 980 single family lots;
- Implemented a number of enhancements to streamline the development approval and review process, and
- Attended meetings of the Heritage Advisory Commission and responded to other Committee and Commission inquiries.

2002 Key Thrusts

- Complete the review of the Surrey City Centre Plan including forming design guidelines, with a focus on the Central Node to reflect the TechBC proposal;
- 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 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;
- Update the Clayton general land use plan;

- Develop a vision for the future of Surrey's Waterfront focusing on improving public access to the waterfront along the Fraser River in South Westminster and Bridgeview;
- Prepare a land use plan for the South Surrey Business Park Corridor;
- Complete the review of the Street Beautification Strategy which was adopted by Council in 1995;
- Assist in the identification of business park lands in the city;
- 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

The Building Division is responsible for implementing Council-adopted by-laws and policies through residential and commercial building plan reviews, building, plumbing and electrical inspection services, administration of the Tree Preservation and Soil Deposition By-law. The focus of this Division is to provide the public and the building industry with high quality service to ensure buildings constructed in the City conform to 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.

Figure 2 - Building Division

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.

2001 Results and Outcomes

- Issued 3,375 building permits and undertook 61,500 building, plumbing and electrical inspections on residential, commercial, industrial, institutional and other buildings. A total construction value of $800 million, sets **an all time record** for construction value in the City;
- Issued building permits for 1,320 single family and 1,000 multi-family dwellings;
- Issued building permits for $200 million worth of commercial and industrial building development;
- Issued approvals for 630 tree cutting permits in accordance with the Tree Preservation By-law, and
- Administered the Surrey Water Meter Program in conjunction with the Engineering Department.

2002 Key Thrusts

- Review the existing resources and approval processes to increase efficiency and to address the processing of permit applications during seasonal surges in permit applications and streamline the processing of tenant improvement applications;
- On-going receipt, review and issuance of building permits including completion of necessary building, plumbing and electrical inspections;
- Shift the focus of permit regulation to a service perspective which includes a significant emphasis on facilitation;
- Address issues of City liability in relation to regulating building construction;
- Expand automated inspection scheduling call-in system for plumbing and electrical inspections;
- Introduce changes to the Zoning By-law in order to address concerns related to size and density regulations;
- Enhance the computerized inspection request, recording and tracking system, and
- Implement revisions to Building Division’s policies and procedures and recommend revisions to the Building By-law as necessary.

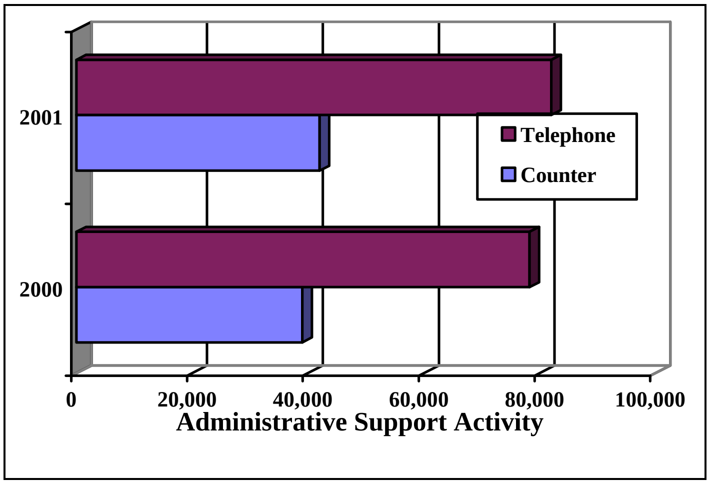
ADMINISTRATION AND POLICY DIVISION

The Administration and Policy Division provides administrative support to the other Divisions in the Department and is responsible for the City’s long range planning and 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 for the department include budget preparation and control, word processing services, time keeping, accounting, mapping and graphics, information technology and process automation.

Figure 3 - Panorama Village, South Surrey

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 review and on-going monitoring of the City’s Official Community Plan, preparing new planning policies and Zoning By-law amendments, 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 provides support to the Social Planning Committee and Agricultural Advisory Committee.

2001 Results and Outcomes



- Completed the five year Major Review of the Official Community Plan and presented Council with amendments which focused on bringing a business dimension into the Plan, as well as policy changes to facilitate accelerated business growth in the City for the next 20 years;
- Completed Phase 1 of the Surrey Agricultural Implementation Strategy which included development of an agricultural land use profile;
- Completed a review of vacant urban land including an inventory of serviced, vacant residential lots;
- Continued the implementation of Phase I of the Affordable Home Ownership Assistance Program and developed program enhancements for Phase 2 of the program;
- Reviewed the requirements and drafted new standards for the placement of manufactured homes, mobile homes and appropriate amendments to the Zoning By-law;
- Continued to liase on a process with the South Fraser Health Region to co-ordinate rezoning and community care facility licensing requirements for alcohol and drug recovery houses;
- Completed a review of parking requirements to accommodate the changes in provincial licensing provisions allowing an increased seating capacity in neighbourhood pubs;
- Completed a study on the concept of Live/Work included in the Official Community Plan as a business option to facilitate business development;
- Organized the annual Agricultural Tour which focused on the marketing of Surrey agricultural products;
- Enhanced the Planning and Development’s web pages to provide the public with easier access to a greater amount of planning information;
- Enhanced the automated planning application pre-notification process;
- Enhanced computer capabilities for providing information to the public at the front counters, and
- Co-ordinated annual Social Planning Awards with the Social Planning Committee.

2002 Key Thrusts

- Undertake the phased implementation of policies and directions set out in the Major Review of the Official Community Plan;
- Prepare an Agricultural Development Strategy which includes the assessment of agricultural opportunities and methods for strengthening agricultural operations as a business sector in the City’s local economy;
- Continue to liase with drug and alcohol recovery house operators and propose alternative policy directions and zoning By-law changes to accommodate and regulate alcohol and drug recovery houses;
- Continue to implement the Affordable Home Ownership Program;

- Coordinate the 2002 Annual Farm Tour in cooperation with the Agricultural Advisory Committee;
- Develop public information material regarding the revised Manufactured Home By-law;
- Create a computerized monitoring and assessment model for the implementation of the Official Community Plan;
- Implement cost-effective services to the public through enhancements to the Department's web pages including interactive service features, planning/building permit application submission capability, interactive mapping information, Affordable Home Ownership Program information, and expand the data base of information currently provided;
- Continue to support the Social Planning and Agricultural Advisory Committees;
- Assist the Social Planning Committee in cooperation with the Diversity Advisory Committee to provide a social planning perspective in collaborating with the Public Arts Committee for the hosting of the BC Festival of Arts;
- Update the Department's demographic data bases to take into account the Canada Census results;
- Co-ordinate the Social Planning Awards for 2002 which will be a celebration to reflect the Awards 5th Anniversary, and
- Undertake amendments to the Zoning By-law as directed by Council or made necessary as a result of changing community needs.

FIVE YEAR DEPARTMENT BUDGET OUTLOOK

The adoption of the 2001 Official Community Plan (OCP) by City Council brings a significant economic development focus to the Plan. Policy changes in the Plan are intended to facilitate the acceleration of commercial and industrial construction to the year 2021. During the next five years, trend growth in residential construction is expected to continue. However, construction activity for commercial and industrial developments is projected to see accelerated growth compared to construction levels of previous years. Increases in commercial and industrial construction during the next 5 years will steadily increase with each year. The Planning and Development Department's budget typically reflects activity levels in the marketplace. As such, the trend over the next 5 years is anticipated to reflect steady increases in construction value with even higher activity levels of construction during the second half of the next 10 years.

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
PLANNING & DEVELOPMENT

PROGRAM SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Administration	$ 2,151,000	$ 2,154,000	$ 2,710,000	$ 4,000	**$ 2,714,000**	$ 2,792,000	$ 2,847,000	$ 2,903,000	$ 2,966,000
Area Planning & Development	1,109,000	963,000	1,669,000	(26,000)	**1,643,000**	1,699,000	1,739,000	1,780,000	1,819,000
Building	(3,877,000)	(4,101,000)	(4,698,000)	(249,000)	**(4,947,000)**	(5,081,000)	(5,176,000)	(5,273,000)	(5,375,000)
Heritage Advisory Committee	40,000	40,000	40,000	0	**40,000**	40,000	40,000	40,000	40,000
NET DEPARTMENT TOTAL	**$ (577,000)**	**$ (944,000)**	**$ (279,000)**	**$ (271,000)**	**$ (550,000)**	**$ (550,000)**	**$ (550,000)**	**$ (550,000)**	**$ (550,000)**

ACCOUNT SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (8,912,000)	$ (9,195,000)	$ (10,122,000)	$ (564,000)	**$ (10,686,000)**	$ (11,022,000)	$ (11,242,000)	$ (11,466,000)	$ (11,695,000)
Grants, Donations and Other	0	(14,000)	0	0	**0**	0	0	0	0
	(8,912,000)	(9,209,000)	(10,122,000)	(564,000)	**(10,686,000)**	(11,022,000)	(11,242,000)	(11,466,000)	(11,695,000)
Expenditures									
Salaries and Benefits	7,515,000	7,511,000	8,949,000	265,000	**9,214,000**	9,550,000	9,741,000	9,937,000	10,136,000
Operating Costs	716,000	526,000	717,000	0	**717,000**	717,000	746,000	774,000	804,000
Internal Services Used	275,000	221,000	197,000	8,000	**205,000**	205,000	205,000	205,000	205,000
Internal Services Recovered	(84,000)	(26,000)	(20,000)	20,000	**0**	0	0	0	0
External Recoveries	(122,000)	(9,000)	0	0	**0**	0	0	0	0
	8,300,000	8,223,000	9,843,000	293,000	**10,136,000**	10,472,000	10,692,000	10,916,000	11,145,000
Net Operations Total	**(612,000)**	**(986,000)**	**(279,000)**	**(271,000)**	**(550,000)**	**(550,000)**	**(550,000)**	**(550,000)**	**(550,000)**
Transfers									
Transfer From Own Sources	(1,000)	(2,000)	0	0	**0**	0	0	0	0
Transfer To Own Sources	36,000	44,000	0	0	**0**	0	0	0	0
	35,000	42,000	0	0	**0**	0	0	0	0
NET DEPARTMENT TOTAL	**$ (577,000)**	**$ (944,000)**	**$ (279,000)**	**$ (271,000)**	**$ (550,000)**	**$ (550,000)**	**$ (550,000)**	**$ (550,000)**	**$ (550,000)**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
PLANNING & DEVELOPMENT

Administration	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (15,000)	$ (16,000)	$ (21,000)	$ 5,000	**$ (16,000)**	$ (18,000)	$ (18,000)	$ (18,000)	$ (18,000)
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	(15,000)	(16,000)	(21,000)	5,000	**(16,000)**	(18,000)	(18,000)	(18,000)	(18,000)
Expenditures									
Salaries and Benefits	1,869,000	1,821,000	2,255,000	(7,000)	**2,248,000**	2,328,000	2,375,000	2,423,000	2,471,000
Operating Costs	122,000	123,000	284,000	0	**284,000**	284,000	292,000	300,000	315,000
Internal Services Used	195,000	213,000	192,000	6,000	**198,000**	198,000	198,000	198,000	198,000
Internal Services Recovered	(11,000)	(14,000)	0	0	**0**	0	0	0	0
External Recoveries	(8,000)	(3,000)	0	0	**0**	0	0	0	0
	2,167,000	2,140,000	2,731,000	(1,000)	**2,730,000**	2,810,000	2,865,000	2,921,000	2,984,000
Net Operations Total	**2,152,000**	**2,124,000**	**2,710,000**	**4,000**	**2,714,000**	**2,792,000**	**2,847,000**	**2,903,000**	**2,966,000**
Transfers									
Transfer From Own Sources	(1,000)	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	0	30,000	0	0	**0**	0	0	0	0
	(1,000)	30,000	0	0	**0**	0	0	0	0
Administration Total	**$ 2,151,000**	**$ 2,154,000**	**$ 2,710,000**	**$ 4,000**	**$ 2,714,000**	**$ 2,792,000**	**$ 2,847,000**	**$ 2,903,000**	**$ 2,966,000**

Area Planning & Development	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (1,056,000)	$ (1,215,000)	$ (1,007,000)	$ (191,000)	**$ (1,198,000)**	$ (1,241,000)	$ (1,266,000)	$ (1,291,000)	$ (1,317,000)
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	(1,056,000)	(1,215,000)	(1,007,000)	(191,000)	**(1,198,000)**	(1,241,000)	(1,266,000)	(1,291,000)	(1,317,000)
Expenditures									
Salaries and Benefits	2,122,000	2,166,000	2,628,000	145,000	**2,773,000**	2,872,000	2,929,000	2,988,000	3,048,000
Operating Costs	116,000	13,000	68,000	0	**68,000**	68,000	76,000	83,000	88,000
Internal Services Used	71,000	0	0	0	**0**	0	0	0	0
Internal Services Recovered	(67,000)	(1,000)	(20,000)	20,000	**0**	0	0	0	0
External Recoveries	(83,000)	0	0	0	**0**	0	0	0	0
	2,159,000	2,178,000	2,676,000	165,000	**2,841,000**	2,940,000	3,005,000	3,071,000	3,136,000
Net Operations Total	**1,103,000**	**963,000**	**1,669,000**	**(26,000)**	**1,643,000**	**1,699,000**	**1,739,000**	**1,780,000**	**1,819,000**
Transfers									
Transfer From Own Sources	0	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	6,000	0	0	0	**0**	0	0	0	0
	6,000	0	0	0	**0**	0	0	0	0
Area Planning Total	**$ 1,109,000**	**$ 963,000**	**$ 1,669,000**	**$ (26,000)**	**$ 1,643,000**	**$ 1,699,000**	**$ 1,739,000**	**$ 1,780,000**	**$ 1,819,000**

	2000	2001	2001	2001-2002	2002	2003	2004	2005	2006
Building	ACTUAL	ACTUAL	BUDGET	CHANGE	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues									
Sales and Services	$ (7,841,000)	$ (7,964,000)	$ (9,094,000)	$ (378,000)	**$ (9,472,000)**	$ (9,763,000)	$ (9,958,000)	$ (10,157,000)	$ (10,360,000)
Grants, Donations and Other	0	(14,000)	0	0	**0**	0	0	0	0
	(7,841,000)	(7,978,000)	(9,094,000)	(378,000)	**(9,472,000)**	(9,763,000)	(9,958,000)	(10,157,000)	(10,360,000)
Expenditures									
Salaries and Benefits	3,524,000	3,524,000	4,066,000	127,000	**4,193,000**	4,350,000	4,437,000	4,526,000	4,617,000
Operating Costs	440,000	348,000	325,000	0	**325,000**	325,000	338,000	351,000	361,000
Internal Services Used	10,000	8,000	5,000	2,000	**7,000**	7,000	7,000	7,000	7,000
Internal Services Recovered	(6,000)	(11,000)	0	0	**0**	0	0	0	0
External Recoveries	(16,000)	(6,000)	0	0	**0**	0	0	0	0
	3,952,000	3,863,000	4,396,000	129,000	**4,525,000**	4,682,000	4,782,000	4,884,000	4,985,000
Net Operations Total	**(3,889,000)**	**(4,115,000)**	**(4,698,000)**	**(249,000)**	**(4,947,000)**	**(5,081,000)**	**(5,176,000)**	**(5,273,000)**	**(5,375,000)**
Transfers									
Transfer From Own Sources	0	0	0	0	**0**	0	0	0	0
Transfer To Own Sources	12,000	14,000	0	0	**0**	0	0	0	0
	12,000	14,000	0	0	**0**	0	0	0	0
Building Total	**$ (3,877,000)**	**$ (4,101,000)**	**$ (4,698,000)**	**$ (249,000)**	**$ (4,947,000)**	**$ (5,081,000)**	**$ (5,176,000)**	**$ (5,273,000)**	**$ (5,375,000)**

	2000	2001	2001	2001-2002	2002	2003	2004	2005	2006
Heritage Advisory Committee	ACTUAL	ACTUAL	BUDGET	CHANGE	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues									
Sales and Services	$ 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
Expenditures									
Salaries and Benefits	0	0	0	0	**0**	0	0	0	0
Operating Costs	38,000	42,000	40,000	0	**40,000**	40,000	40,000	40,000	40,000
Internal Services Used	(1,000)	0	0	0	**0**	0	0	0	0
Internal Services Recovered	0	0	0	0	**0**	0	0	0	0
External Recoveries	(15,000)	0	0	0	**0**	0	0	0	0
	22,000	42,000	40,000	0	**40,000**	40,000	40,000	40,000	40,000
Net Operations Total	**22,000**	**42,000**	**40,000**	**0**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**
Transfers									
Transfer From Own Sources	0	(2,000)	0	0	**0**	0	0	0	0
Transfer To Own Sources	18,000	0	0	0	**0**	0	0	0	0
	18,000	(2,000)	0	0	**0**	0	0	0	0
Heritage Advisory Total	**$ 40,000**	**$ 40,000**	**$ 40,000**	**$ 0**	**$ 40,000**	**$ 40,000**	**$ 40,000**	**$ 40,000**	**$ 40,000**

2002 - 2006 FINANCIAL PLAN
SIGNIFICANT CHANGES
PLANNING & DEVELOPMENT

SIGNIFICANT CHANGES		**SUMMARY**
2001 ADOPTED BUDGET		**$ (279,000)**
2001 ADJUSTED BUDGET		**$ (279,000)**
Revenues		
Sales and Services		
Increase in Fees	(104,000)	
Increase in Fee's Rate	(460,000)	**(564,000)**
Taxation and Other	0	**0**
Total Change in Revenues		**(564,000)**
Expenditures		
Salaries/Wages & Benefits		
Increase Salary Rate	265,000	**265,000**
Operating Costs	0	**0**
Internal Services Used		
Vehicle Costs	8,000	**8,000**
Internal Services Recovered	0	**0**
External Recoveries		
Neighbourhood Planning Grant Expired	20,000	**20,000**
Transfer From Own Sources	0	**0**
Transfer To Own Sources	0	**0**
Total Change in Expenditures		**293,000**
2002 BUDGET		**$ (550,000)**

SIGNIFICANT CHANGES		**SUMMARY**
2002 ADOPTED BUDGET		**$ (550,000)**
Revenues		
Sales and Services		
Increase in Revenue-Area Planning	(119,000)	
Increase in Revenue-Building	(888,000)	
Increase in Revenue-Administration	(2,000)	**(1,009,000)**
Expenditures		
Salaries/Wages & Benefits		
2002 Annualization	149,000	
Increase Salary Rate	773,000	**922,000**
Operating Costs		
Inflation Increases	87,000	**87,000**
2006 BUDGET		**$ (550,000)**

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WATER UTILITY OVERVIEW

The Water Utility operates and maintains a network to distribute water to its customers comprised of 1,800 km of water distribution mains, 9 pump stations, 7,700 fire hydrants, 220 pressure reducing valves and 7,000 water meters. Water is purchased from the Greater Vancouver Water District at various supply points throughout the City. While most customers pay a flat rate for their water, the City is increasing its base of metered customers.

2001 ACCOMPLISHMENTS

In addition to the continued operation and maintenance of the water infrastructure, the City carried out a number of specific projects in 2001. An agreement was negotiated with BCG Services to install 30,000 water meters in existing homes over the next three years. A seismic evaluation of our water pump stations was completed. Other work included water main replacement, pressure reducing valve installation and water quality monitoring.

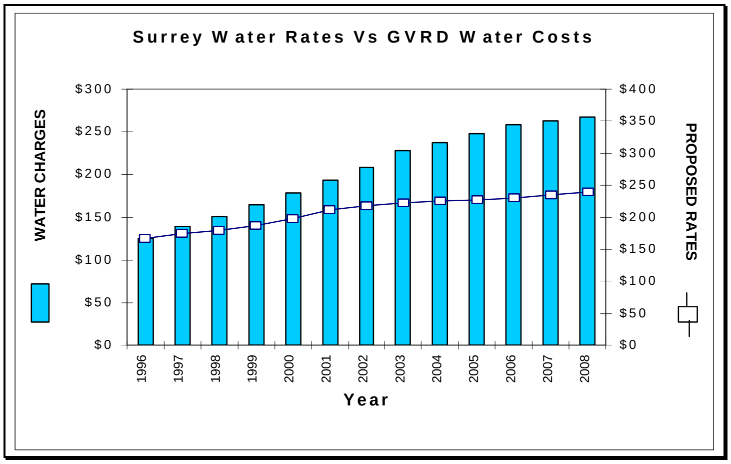
KEY TRENDS AND ISSUES

The Water Utility continues to expand its metering of existing residential properties. Water quality is a key issue to be addressed over the next few years as the GVWD advances filtration and disinfection of the Seymour and Capilano sources. These water quality enhancements will increase the costs of water purchased from the GVWD. Another key issue is the need for a new utility billing and collection system for both the water and sewer utilities.

RATES FOR 2002

For 2002, the water rates have increased by an average of $4.00. This average rate increase represents a $5.00 increase for Single Family Residents to a rate of $217.00, no increase for Apartments and Townhouses at a rate of $200.00 and a $3.50 increase for Secondary Suites, to a rate of $153.50. This rate alignment provides 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 metered water rates have increased by $0.05 per cubic meter of consumption to $0.40. This is offset by a decrease in the annual basic levy from $75.00 to $60.00.



2002 - 2006 FINANCIAL PLAN
WATER - FINANCIAL SUMMARY
$ 000's

REVENUE SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Taxation	$ 140	$ 170	$ 0	$ 0	**$ 0**	$ 0	$ 0	$ 0	$ 0
Collections for Other Authorities	0	0	0	0	**0**	0	0	0	0
	140	170	0	0	**0**	0	0	0	0
Investment Income	2,445	2,405	1,683	88	**1,771**	1,828	1,892	1,898	1,852
Penalties and Interest on Taxes	125	194	127	3	**130**	130	130	130	130
Provincial Revenue Sharing	86	0	0	0	**0**	0	0	0	0
	2,656	2,599	1,810	91	**1,901**	1,958	2,022	2,028	1,982
Departmental Revenues	25,337	26,441	27,303	616	**27,919**	29,657	31,417	33,197	34,768
TOTAL REVENUES	**$ 28,133**	**$ 29,210**	**$ 29,113**	**$ 707**	**$ 29,820**	**$ 31,615**	**$ 33,439**	**$ 35,225**	**$ 36,750**

EXPENDITURE SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Debt Interest & Fiscal Services	$ 1,309	$ 837	$ 960	$ (532)	**$ 428**	$ 35	$ 0	$ 0	$ 0
Departmental Expenditures	16,441	17,353	17,419	1,885	**19,304**	21,567	23,970	26,750	28,858
TOTAL EXPENDITURES	**$ 17,750**	**$ 18,190**	**$ 18,379**	**$ 1,353**	**$ 19,732**	**$ 21,602**	**$ 23,970**	**$ 26,750**	**$ 28,858**

Interest Allocated to Approp. Surplus	$ 550	$ 540	$ 528	$ 27	**$ 555**	$ 582	$ 611	$ 641	$ 673
Debt Principal Repaid	2,283	1,173	946	(223)	**723**	559	0	0	0
Contribution to Capital	4,000	8,100	4,100	233	**4,333**	4,295	4,300	4,304	4,309
Net Tsf To/(Frm) Surplus/Reserve	243	2,061	5,160	(683)	**4,477**	4,577	4,558	3,530	2,910
	$ 7,076	**$ 11,874**	**$ 10,734**	**$ (646)**	**$ 10,088**	**$ 10,013**	**$ 9,469**	**$ 8,475**	**$ 7,892**

Surplus/(Deficit)	$ 3,307	$ (854)	$ 0	$ 0	**$ 0**	$ 0	$ 0	$ 0	$ 0
Transfers (To)/Frm Surplus	(3,307)	854	0	0	**0**	0	0	0	0
BALANCED BUDGET	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL OPERATIONS
WATER UTILITY

PROGRAM SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Water	$ (8,653,000)	$ (7,027,000)	$ (4,724,000)	$ 586,000	**$ (4,138,000)**	$ (3,513,000)	$ (2,889,000)	$ (2,917,000)	$ (3,000,000)
NET DEPARTMENT TOTAL	**$ (8,653,000)**	**$ (7,027,000)**	**$ (4,724,000)**	**$ 586,000**	$ (4,138,000)	$ (3,513,000)	$ (2,889,000)	$ (2,917,000)	$ (3,000,000)

ACCOUNT SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (25,337,000)	$ (26,441,000)	$ (27,303,000)	$ (616,000)	**$ (27,919,000)**	$ (29,657,000)	$ (31,417,000)	$ (33,197,000)	$ (34,768,000)
Grants, Donations and Other	0	0	0	0	**0**	0	0	0	0
	(25,337,000)	(26,441,000)	(27,303,000)	(616,000)	**(27,919,000)**	(29,657,000)	(31,417,000)	(33,197,000)	(34,768,000)
Expenditures									
Salaries and Benefits	0	0	0	0	**0**	0	0	0	0
Operating Costs	12,034,000	13,233,000	12,638,000	5,182,000	**17,820,000**	20,049,000	22,420,800	25,170,100	27,245,900
Internal Services Used	4,865,000	4,651,000	6,104,000	(4,620,000)	**1,484,000**	1,518,000	1,549,000	1,580,000	1,612,000
Internal Services Recovered	(206,000)	(272,000)	(228,000)	228,000	**0**	0	0	0	0
External Recoveries	(252,000)	(259,000)	(1,095,000)	1,095,000	**0**	0	0	0	0
	16,441,000	17,353,000	17,419,000	1,885,000	**19,304,000**	21,567,000	23,969,800	26,750,100	28,857,900
Net Operations Total	**(8,896,000)**	**(9,088,000)**	**(9,884,000)**	**1,269,000**	**(8,615,000)**	**(8,090,000)**	**(7,447,200)**	**(6,446,900)**	**(5,910,100)**
Transfers									
Transfer From Own Sources	(244,000)	(578,000)	0	0	**0**	0	0	0	0
Transfer To Own Sources	487,000	2,639,000	5,160,000	(683,000)	**4,477,000**	4,577,000	4,558,200	3,529,900	2,910,100
	243,000	2,061,000	5,160,000	(683,000)	**4,477,000**	4,577,000	4,558,200	3,529,900	2,910,100
NET DEPARTMENT TOTAL	**$ (8,653,000)**	**$ (7,027,000)**	**$ (4,724,000)**	**$ 586,000**	**$ (4,138,000)**	**$ (3,513,000)**	**$ (2,889,000)**	**$ (2,917,000)**	**$ (3,000,000)**

SURREY
CITY OF PARKS

2002 - 2006 FINANCIAL PLAN
SIGNIFICANT CHANGES
WATER UTILITY

SIGNIFICANT CHANGES		SUMMARY
REVENUES		
2001 ADOPTED BUDGET		**$ 29,113,000**
Sales and Services		
Increase Due to Growth	93,000	
Increase Due to Rate Increase	523,000	**616,000**
Investment Income	88,000	**88,000**
Penalties and Interest on Taxes	3,000	**3,000**
Total Change in Revenues		**707,000**
2002 REVENUE BUDGET		**29,820,000**
EXPENDITURES		
2001 ADOPTED BUDGET		**29,113,000**
Operating Costs		
Increase in Water Costs & Maintenance	1,877,000	
Decrease in Debt Principal & Interest	(755,000)	**1,122,000**
Internal Services Used	(15,000)	**(15,000)**
Net Transfers		
Decrease in Transfers to Other Funds	(634,000)	
Increase in Contribution to Capital	234,000	**(400,000)**
Total Change in Expenditures		**707,000**
2002 EXPENDITURES BUDGET		**29,820,000**
2002 BUDGET		**$ 0**

SIGNIFICANT CHANGES		SUMMARY
REVENUES		
2002 ADOPTED BUDGET		**$ 29,820,000**
Increase Due to Growth in Utility Users & Rates	6,849,000	
Increase in Investment Income	81,000	**6,930,000**
2006 REVENUE BUDGET		**36,750,000**
EXPENDITURES		
2002 ADOPTED BUDGET		**29,820,000**
Increase in Water Costs & Maintenance	9,554,000	
Decrease in Debt Principal & Interest	(1,151,000)	
Decrease in Contribution to Capital	(24,000)	
Decrease in Transfers to Other Funds	(1,449,000)	**6,930,000**
2006 EXPENDITURES BUDGET		**36,750,000**
2006 BUDGET		**$ 0**

SEWER & DRAINAGE OVERVIEW

Departmental Operations

The Sewer Utility operates and maintains a network comprised of 1,350 km of sewage mains and 38 pump stations. This network collects and conveys sanitary sewage from our customers to trunk sewers owned and operated by the Greater Vancouver Sewage & Drainage District. The GVS&DD also treat the sewage for Surrey at the Annacis Island Wastewater Treatment Plant. Sanitary sewage charges paid to the GVS&DD are based on the City's average dry weather flow. A series of monitoring sites measure the flow entering the regional trunks. Most customers pay a flat rate for their sanitary sewage charges. Metered customers pay for sanitary sewer services based on 80% of their water consumption.

The Drainage Utility operates and maintains a network of storm sewers, ditches and pump stations that collects and conveys rainfall to various creeks and rivers. It also maintains the City's network of dykes and flood control works. Drainage charges are collected by a parcel charge.

2001 ACCOMPLISHMENTS

Together with the ongoing provision of sewerage and drainage services for the residents and businesses of Surrey, the Utility Division has undertaken a number of specific projects in 2001. The largest capital item has been continued work on the multi-year Serpentine Nicomekl flood control program. As part of this program, the works constructed in 2001 included the 9-acre storm water lake near 152 St and 72 Avenue, two new drainage pump stations and continued upgrading of the river dykes. Other work has included upgrading of the sewer and drainage systems and continued investigations into inflow and infiltration control for the sewer system.

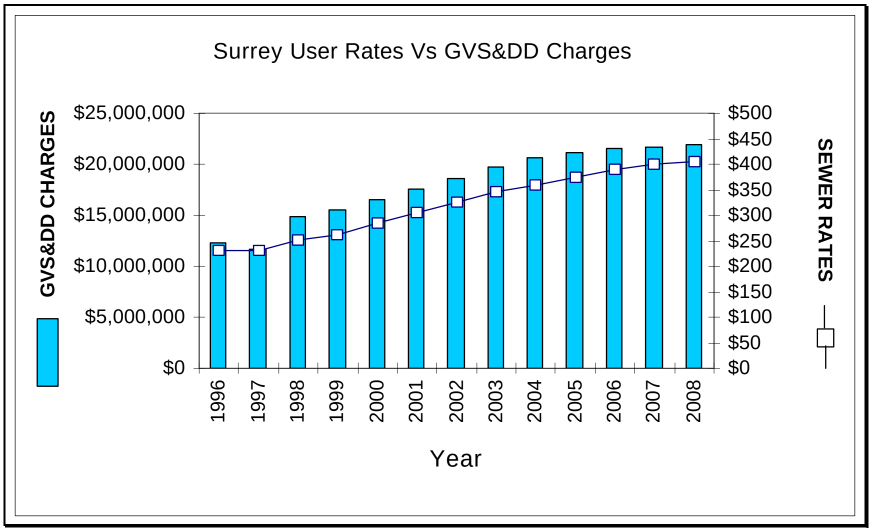
KEY TRENDS AND ISSUES

At the regional level, one of the key issues is the Liquid Waste Management Plan, which is awaiting approval of the Provincial Government. This plan establishes long-term infrastructure and operating plans for the GVS&DD and the member municipalities. This plan will provide a basis for long term financial planning. At the municipal level, a key issue is the need for a new utility billing system for both the water and sewer utilities. Such a system would allow the city to move to more of a user pay approach for drainage. The first step to this process will be the replacement of the sewer parcel tax with a drainage parcel tax starting in 2002.

RATES FOR 2002

For 2002, the sewer and drainage rates have increased by an average of $21.00. This average increase represents a $18.00 increase for Single Family Residents to a rate of $187.00, a $17.00 increase for Apartments and Townhouses to a rate of $144.00 and a $17.00 increase for Secondary Suites to a rate of $187.00. In addition, the drainage parcel tax, which has replaced the sewer parcel tax, has increased by $4.00 per parcel.

The metered sewer and drainage rates have increased by $0.10 to $0.50 per cubic meter of water consumption, applying a 80% discharge factor.



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

2002 - 2006 FINANCIAL PLAN
SEWER & DRAINAGE - FINANCIAL SUMMARY
$ 000's

REVENUE SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Taxation	$ 12,958	$ 13,205	$ 13,279	$ 713	**$ 13,992**	$ 14,735	$ 15,511	$ 15,798	$ 16,094
Collections for Other Authorities	0	0	0	0	**0**	0	0	0	0
	12,958	13,205	13,279	713	**13,992**	14,735	15,511	15,798	16,094
Investment Income	3,005	3,064	2,444	(509)	**1,935**	1,438	1,174	1,040	1,017
Penalties and Interest on Taxes	172	233	174	7	**181**	181	181	181	181
Provincial Revenue Sharing	0	0	0	0	**0**	0	0	0	0
	3,177	3,297	2,618	(502)	**2,116**	1,619	1,355	1,221	1,198
Departmental Revenues	19,281	20,772	18,803	5,501	**24,304**	26,902	29,546	31,597	33,580
TOTAL REVENUES	**$ 35,416**	**$ 37,274**	**$ 34,700**	**$ 5,712**	**$ 40,412**	**$ 43,256**	**$ 46,412**	**$ 48,616**	**$ 50,872**

EXPENDITURE SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Debt Interest & Fiscal Services	$ 264	$ 139	$ 139	$ (70)	**$ 69**	$ 0	$ 0	$ 0	$ 0
Departmental Expenditures	25,126	27,048	28,613	79	**28,692**	30,224	31,654	32,335	32,813
TOTAL EXPENDITURES	**$ 25,390**	**$ 27,187**	**$ 28,752**	**$ 9**	**$ 28,761**	**$ 30,224**	**$ 31,654**	**$ 32,335**	**$ 32,813**

Interest Allocated to Approp. Surpl	$ 440	$ 464	$ 422	$ 23	**$ 445**	$ 468	$ 491	$ 515	$ 541
Debt Principal Repaid	417	147	61	0	**61**	0	0	0	0
Contribution to Capital	8,922	8,512	8,240	2,930	**11,170**	7,047	7,254	7,564	8,773
Net Tsf To/(Frm) Surplus/Reserve	356	498	(2,775)	2,750	**(25)**	5,517	7,013	8,202	8,745
	$ 10,135	**$ 9,621**	**$ 5,948**	**$ 5,703**	**$ 11,651**	**$ 13,032**	**$ 14,758**	**$ 16,281**	**$ 18,059**

Surplus/(Deficit)	$ (109)	$ 466	$ 0	$ 0	**$ (0)**	$ (0)	$ 0	$ 0	$ 0
Transfers (To)/Frm Surplus	109	(466)	0	0	**0**	0	0	0	0
BALANCED BUDGET	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
SEWER & DRAINAGE

PROGRAM SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Drainage Utility	$ 3,930,000	$ 4,228,000	$ 3,485,000	$ (693,000)	**$ 2,792,000**	$ 6,998,000	$ 7,144,000	$ 7,296,000	$ 7,452,000
Sewer Utility	2,271,000	2,546,000	3,550,000	(1,979,000)	**1,571,000**	1,841,000	1,977,000	1,644,000	526,000
NET DEPARTMENT TOTAL	**$ 6,201,000**	**$ 6,774,000**	**$ 7,035,000**	**$ (2,672,000)**	**$ 4,363,000**	**$ 8,839,000**	**$ 9,121,000**	**$ 8,940,000**	**$ 7,978,000**

ACCOUNT SUMMARY	2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001-2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Revenues									
Sales and Services	$ (120,000)	$ (114,000)	$ (90,000)	$ 0	**$ (90,000)**	$ (90,000)	$ (100,000)	$ (100,000)	$ (100,000)
Grants, Donations and Other	(19,161,000)	(20,658,000)	(18,713,000)	(5,501,000)	**(24,214,000)**	(26,812,000)	(29,446,000)	(31,497,000)	(33,480,000)
	(19,281,000)	(20,772,000)	(18,803,000)	(5,501,000)	**(24,304,000)**	(26,902,000)	(29,546,000)	(31,597,000)	(33,580,000)
Expenditures									
Salaries and Benefits	0	0	0	0	**0**	0	0	0	0
Operating Costs	19,782,000	21,247,000	21,924,000	1,012,000	**22,936,000**	24,295,000	25,547,000	26,041,000	26,328,000
Internal Services Used	6,200,000	6,581,000	7,074,000	(828,000)	**6,246,000**	6,433,000	6,627,000	6,830,000	7,037,000
Internal Services Recovered	(537,000)	(694,000)	(385,000)	(105,000)	**(490,000)**	(504,000)	(520,000)	(536,000)	(552,000)
External Recoveries	(319,000)	(86,000)	0	0	**0**	0	0	0	0
	25,126,000	27,048,000	28,613,000	79,000	**28,692,000**	30,224,000	31,654,000	32,335,000	32,813,000
Net Operations Total	**5,845,000**	**6,276,000**	**9,810,000**	**(5,422,000)**	**4,388,000**	**3,322,000**	**2,108,000**	**738,000**	**(767,000)**
Transfers									
Transfer From Own Sources	(144,000)	(206,000)	(3,283,000)	662,000	**(2,621,000)**	0	0	0	0
Transfer To Own Sources	500,000	704,000	508,000	2,088,000	**2,596,000**	5,517,000	7,013,000	8,202,000	8,745,000
	356,000	498,000	(2,775,000)	2,750,000	**(25,000)**	5,517,000	7,013,000	8,202,000	8,745,000
NET DEPARTMENT TOTAL	**$ 6,201,000**	**$ 6,774,000**	**$ 7,035,000**	**$ (2,672,000)**	**$ 4,363,000**	**$ 8,839,000**	**$ 9,121,000**	**$ 8,940,000**	**$ 7,978,000**

SURREY
CITY OF PARKS

2002 - 2006 FINANCIAL PLAN
DEPARTMENTAL PROGRAMS
SEWER & DRAINAGE

	2000	2001	2001	2001-2002	2002	2003	2004	2005	2006
Drainage Utility	ACTUAL	ACTUAL	BUDGET	CHANGE	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues									
Sales and Services	$ 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
Expenditures									
Salaries and Benefits	0	0	0	0	**0**	0	0	0	0
Operating Costs	1,278,000	1,159,000	1,555,000	(163,000)	**1,392,000**	1,434,000	1,477,000	1,521,000	1,567,000
Internal Services Used	3,084,000	3,407,000	3,259,000	(292,000)	**2,967,000**	3,056,000	3,148,000	3,245,000	3,343,000
Internal Services Recovered	(370,000)	(486,000)	(70,000)	(174,000)	**(244,000)**	(251,000)	(259,000)	(267,000)	(275,000)
External Recoveries	(185,000)	(70,000)	0	0	**0**	0	0	0	0
	3,807,000	4,010,000	4,744,000	(629,000)	**4,115,000**	4,239,000	4,366,000	4,499,000	4,635,000
Net Operations Total	**3,807,000**	**4,010,000**	**4,744,000**	**(629,000)**	**4,115,000**	**4,239,000**	**4,366,000**	**4,499,000**	**4,635,000**
Transfers									
Transfer From Own Sources	(72,000)	(103,000)	(1,642,000)	(979,000)	**(2,621,000)**	0	0	0	0
Transfer To Own Sources	195,000	321,000	383,000	915,000	**1,298,000**	2,759,000	2,778,000	2,797,000	2,817,000
	123,000	218,000	(1,259,000)	(64,000)	**(1,323,000)**	2,759,000	2,778,000	2,797,000	2,817,000
Drainage Utility Total	**$ 3,930,000**	**$ 4,228,000**	**$ 3,485,000**	**$ (693,000)**	**$ 2,792,000**	**$ 6,998,000**	**$ 7,144,000**	**$ 7,296,000**	**$ 7,452,000**

	2000	2001	2001	2001-2002	2002	2003	2004	2005	2006
Sewer Utility	ACTUAL	ACTUAL	BUDGET	CHANGE	BUDGET	PLAN	PLAN	PLAN	PLAN
Revenues									
Sales and Services	$ (120,000)	$ (114,000)	$ (90,000)	$ 0	**$ (90,000)**	$ (90,000)	$ (100,000)	$ (100,000)	$ (100,000)
Grants, Donations and Other	(19,161,000)	(20,658,000)	(18,713,000)	(5,501,000)	**(24,214,000)**	(26,812,000)	(29,446,000)	(31,497,000)	(33,480,000)
	(19,281,000)	(20,772,000)	(18,803,000)	(5,501,000)	**(24,304,000)**	(26,902,000)	(29,546,000)	(31,597,000)	(33,580,000)
Expenditures									
Salaries and Benefits	0	0	0	0	**0**	0	0	0	0
Operating Costs	18,504,000	20,088,000	20,369,000	1,175,000	**21,544,000**	22,861,000	24,070,000	24,520,000	24,761,000
Internal Services Used	3,116,000	3,174,000	3,815,000	(536,000)	**3,279,000**	3,377,000	3,479,000	3,585,000	3,694,000
Internal Services Recovered	(167,000)	(208,000)	(315,000)	69,000	**(246,000)**	(253,000)	(261,000)	(269,000)	(277,000)
External Recoveries	(134,000)	(16,000)	0	0	**0**	0	0	0	0
	21,319,000	23,038,000	23,869,000	708,000	**24,577,000**	25,985,000	27,288,000	27,836,000	28,178,000
Net Operations Total	**2,038,000**	**2,266,000**	**5,066,000**	**(4,793,000)**	**273,000**	**(917,000)**	**(2,258,000)**	**(3,761,000)**	**(5,402,000)**
Transfers									
Transfer From Own Sources	(72,000)	(103,000)	(1,641,000)	1,641,000	**0**	0	0	0	0
Transfer To Own Sources	305,000	383,000	125,000	1,173,000	**1,298,000**	2,758,000	4,235,000	5,405,000	5,928,000
	233,000	280,000	(1,516,000)	2,814,000	**1,298,000**	2,758,000	4,235,000	5,405,000	5,928,000
Sewer Utility Total	**$ 2,271,000**	**$ 2,546,000**	**$ 3,550,000**	**$ (1,979,000)**	**$ 1,571,000**	**$ 1,841,000**	**$ 1,977,000**	**$ 1,644,000**	**$ 526,000**

SURREY
CITY OF PARKS

2002 - 2006 FINANCIAL PLAN
SIGNIFICANT CHANGES
SEWER UTILITY

SIGNIFICANT CHANGES		SUMMARY
REVENUES		
2001 ADOPTED BUDGET		**$ 34,700,000**
Sales and Services		
Increase Due to Growth	3,570,000	
Increase Due to Rate Increase	2,623,000	
Special Levies and Local Improvements	21,000	**6,214,000**
Penalties and Interest on Taxes	7,000	**7,000**
Investment Income	(509,000)	**(509,000)**
Total Changes in Revenue		**5,712,000**
2002 REVENUE BUDGET		**40,412,000**
EXPENDITURES		
2001 ADOPTED BUDGET		**34,700,000**
Operating Costs		
Increase in Sewer Costs & Maintenance	7,653,000	
Decrease in Debt Interest & Fiscal Services	(70,000)	**7,583,000**
Internal Services Used	(5,228,000)	**(5,228,000)**
Net Transfers		
Increase in Transfer to Other Funds	427,000	
Increase in Contribution to Capital	2,930,000	**3,357,000**
Total Changes in Expenditures		**5,712,000**
2002 EXPENDITURES BUDGET		**40,412,000**
2002 BUDGET		**$ 0**

SIGNIFICANT CHANGES		SUMMARY
REVENUES		
2002 ADOPTED BUDGET		**$ 40,412,000**
Increase Due to Growth in Utility Users & Rates	11,378,000	
Decrease in Investment Income	(918,000)	**10,460,000**
2006 REVENUE BUDGET		**50,872,000**
EXPENDITURES		
2002 ADOPTED BUDGET		**40,412,000**
Increase in Sewer Costs and Maintenance	4,278,000	
Decrease in Debt Principal and Interest	(130,000)	
Decrease in Contribution in Capital	(4,124,000)	
Increase in Contribution to Capital	1,727,000	
Increase in Transfers to Other Funds	8,709,000	**10,460,000**
2006 EXPENDITURES BUDGET		**50,872,000**
2006 BUDGET		**$ 0**

The General Capital Financial Plan matches the City's needs for investment in capital with its available financial resources.

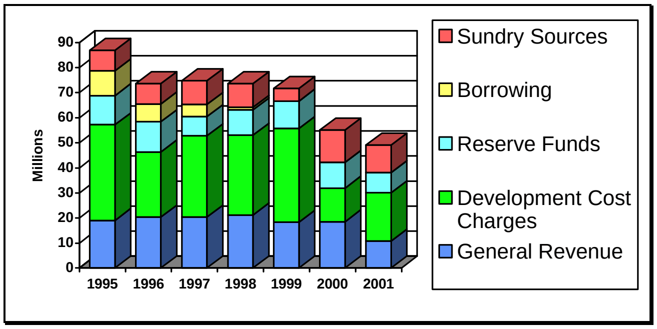
Population growth has been the primary factor in determining capital requirements in Surrey. Each year additional roads, parks, equipment and other facilities are added to the inventory of infrastructure. Surrey also needs to preserve and upgrade this growing infrastructure as well as replace obsolete or worn out components on an annual basis.

These capital requirements compete for limited financial resources. To maximize these resources, Surrey Council has adopted a Capital Planning Process and a Capital Ranking Model for prioritizing capital requirements. An analysis of the process and further details on the ranking model can be found in the "Capital Planning Process" section that follows.

In 1998 we created two additional models. In order to more accurately assess the financing requirements of large, multi-phased Capital Projects we developed a Multi-Phased Financing Model. Once we identified several potential financing options, we needed to evaluate how each option would impact future Operating and Capital Financial Plans. We then developed our Five Year Operating and Capital Financial Planning Model. These Models are described in the "Capital Planning Process" section.

CAPITAL FUNDING CONTRIBUTIONS

As previously discussed, there are many funding sources for capital expenditures. The following graph shows the mix of funding sources used over the last seven years to fund the City of Surrey's Capital Program:



A summary of all Statutory Reserve Funds in located in the following section.

Non-Discretionary Contributions

Non Discretionary Contributions to the Capital Program include those Statutory Reserve Funds that are restrictive in their intended use. They include the following:

Development Cost Charge/NCP Contributions (Section 933 of the Local Government Act)

Developers are required to contribute to the future growth of the City. Prior to developing land, they must pay Development Cost Charges (DCC's). In some instances, they are also required to contribute to Neighbourhood Concept Plans (NCP's). As the City collects these contributions, they are deposited into Statutory Reserve Funds until the funds can be spent. Contributions collected in Year 1 can be included as a contribution in the Capital Financial Plan for Year 2. Each contribution can only be used specifically for the purpose that it was collected. For instance, if the City collects Water DCC's then that contribution can only be spent on a growth related Water project.

Collections of DCC contributions surged in 1994 and 1995 due to the introduction of new rates. They tapered off in 1996 through 1999 due to economic conditions. We saw an improvement in growth patterns during 2000 and 2001, and are expecting this trend to continue through the next few years allowing us to plan for our future programs.

Cash in Lieu of Parkland (Section 936 of the Local Government Act)

As part of the development requirement, applicants must either contribute a portion of their land to be used for Parkland or else provide a cash contribution. This cash contribution is deposited into a Statutory Reserve Fund and can only be used to purchase parkland. Monies collected in Year 1 can be included as contributions to the Capital Financial Plan for the Parkland Acquisition Program in Year 2.

Affordable Housing (Section 935 of the Local Government Act)

Prior to 1998, developers were required to either include a portion of affordable housing within their development complex or contribute cash to an Affordable Housing Statutory Reserve Fund. The cash was to be used to provide affordable housing to the residents of Surrey. This development requirement no longer exists. The remaining monies in the Statutory Reserve Fund are now being used to fund the Affordable Housing Policy as adopted by Council.

Discretionary Contributions

These contributions can be appropriations of Operating Surplus, contributions from Operating Financial Plans or less restrictive Statutory Reserve Funds.

Operating Appropriated Surplus

Non-Statutory Reserves within Operating Funds refer to appropriations of surplus or unappropriated surplus revenues, which City Council can, by simple majority, use for any capital or operating purpose without any other statutory limitations.

Examples of these appropriations include the following:

- Protection Reserve;
- Innovation Fund, and
- Utility Rate Stabilization Reserve.

Contributions from Operating

While Surrey Council adhered to a policy of “0%” tax rate increases, General Operating contributions to capital remained relatively static from 1994 to 1998. In 1998 Surrey amalgamated its Drainage and Sewer capital needs to provide for the combined need within Sewer Utility Capital Funding. This innovation made available an additional $3.5 million for other General Capital needs during that year. The additional funding availability was short lived as the Province of BC reduced their funding to the City by $4.3 million, resulting in a capital reduction of $3.8 million. In order to manage the ongoing increased contract demands in General Operating, and satisfy Council’s direction of 0% tax increase, the General Operating Contribution to Capital was decreased to $6.5 million in 2002. This places more dependence upon other funding sources such as Reserves, Borrowing and Private Contributions.

Other Statutory Reserve Funds

The Local Government Act allows for the establishment of statutory reserve funds that have fewer restrictions attached to their usage. Two examples of these types of reserve funds are, City Land Reserve and Vehicles and Equipment Replacement Reserve. Legislation requires that the proceeds of all City Land Sales be deposited into a statutory reserve fund. Once the monies have been deposited, there is no restriction as to how these funds are used as long as the planned expenditures are authorized by 2/3 of Council. The City is also permitted to appropriate from General Operating Funds into a Capital Works Reserve Fund for the purpose of purchasing machinery and equipment to maintain City property and to preserve its assets.

Other Contributions

Contributions listed under this category are those that do not easily fit elsewhere. They vary in nature from one year to the next depending upon the capital requirements and the availability of the funding. These contributions are usually from sources external to the City, but they can also include the use of borrowing to fund projects over more than one year.

External Sources

Sundry Funding Sources describes contributions to Capital Projects from private individuals or other external organizations including Senior Governments. These contributions fluctuate from year to year with changes in government grant programs and opportunities for private sector partnerships. Some projects are dependent on these contributions to proceed. As an example, the Engineering Services Capital Program shows a Sundry Source of $1,000,000 representing an anticipated contribution from the Greater Vancouver Regional District Transit Authority (TransLink). If this funding is not received, the corresponding projects will have to be eliminated from Engineering Services.

Borrowing

Borrowing limits for municipalities within the Province of BC are determined by the criteria established under Section 334 of the Local Government Act [1996 RS Chap 323]. This section excludes short term and temporary borrowing. It is based on 20% of the following:

- the three year average of the authenticated assessed values for taxable purposes, and
- the current value of the City’s tangible capital assets.

The gross borrowing power for the City of Surrey is $894 million. The City’s authorized outstanding debt at December 31, 2001 is approximately $23 million.

Section 334.3 of the Local Government Act provides for the temporary borrowing of money to meet current expenditures. Debt outstanding for this purpose must not exceed the total unpaid taxes levied during the current year. Surrey’s limit for 2001 was $211 million. The City’s authorized temporary borrowing at December 31, 2001 was $20 million.

Section 334.4 of the Local Government Act provides for the short-term capital borrowing payable within 5 years. The total debt outstanding must not exceed $50 multiplied by the municipal population. In Surrey’s case this limit was $17 million for 2001. The City’s authorized short term borrowing at December 31, 2001 was $5 million.

Surrey has traditionally employed a “pay as you go” approach to financing capital works. As a result, the City is in an enviable low debt position, as evidenced by the modest 2001 General Debt Charges of $2.1 million. Despite a legal authority to borrow in excess of $650 million, our total outstanding debt is less than $3 million, most of which is for Sewer and Water infrastructure. This Sewer and Water debt was incurred in the late 70’s and early 80’s under a Provincial Grant Program that funded up to 75% of the annual debt charges.

The “pay as you go” approach employed by Surrey has several benefits:

- Preserves flexibility for the City by not accumulating large fixed debt costs;
- Avoids the payment of interest charges, and
- Is particularly appropriate in a growing municipality where there is an ongoing program of expansion of the City’s infrastructure.

CAPITAL EXPENDITURES

The Capital Program incorporates expenditures required for statutory and asset maintenance as well as new projects.

Statutory and Asset Maintenance

This constitutes the largest portion of the Capital Program. It represents the ‘base’ Capital that is required to preserve previous investments in Capital, to replace old or worn out assets and to meet continued growth demands.

These expenditures are funded by ongoing Capital Sources such as:

- Contributions from Operating Revenue;
- Development Costs Charges (paid by developers), and
- Sundry Sources (private partnerships, grants, etc.).

These funding sources, although not guaranteed annually, are stable in nature and can be relied upon as a continuing source while the City experiences growth.

Preservation of Previous Investments in Capital

As capital assets age they require more maintenance and upkeep. Major maintenance expenditures are designed to restore assets to the state they were in when the original investment was made. The need to address these capital issues often receives less attention when growth demands for new facilities is pressing. This is understandable where the need to “re-invest” in infrastructure is virtually invisible to the taxpayer. A good example of this is the extensive network of roads in the City. There is an optimum time for repaving roads such that excessive costs of annual maintenance and rehabilitation can be avoided. Failure to address these needs on a timely basis merely defers an even larger fiscal problem to future years. Contributions from Operating are normally required to source these expenditures.

Replacement of Worn-Out or Obsolete Assets

As an asset ages and wears out, it will cost more to repair or maintain than the asset is economically worth. Obsolete assets make doing business more expensive in light of the competitive edge that advances in technology provide.

The usual source of funding for these capital expenditures is Statutory Reserve Funds. Statutory Reserves are established by transferring funds from General Revenue to reserve funds on an annual basis for the eventual replacement of worn out or obsolete assets. Once it is determined that an asset needs to be replaced, budget authority is received through the current year's budget process and an expenditure by-law is passed giving authority to withdraw funds from the appropriate statutory reserve to fund the expenditure.

Meeting the Demands of Growth

Each year an increasing number of people choose to call Surrey their home. There is an increased demand placed on the City’s financial resources to provide facilities and other capital infrastructure that meets pre-defined standards that the City has developed and the residents are willing to accept.

New Projects

Continued growth creates the need for additional facilities such as Libraries, Recreation Centres and Fire halls. Typically these facilities cost several million dollars to construct and cannot easily be funded in the same manner as “Statutory and Asset Maintenance Projects.” There are always more funding requests than there is available funding to source the construction. This is the reason that our various Capital Models were created. How these new projects are evaluated and this year’s results are detailed in the “Capital Planning Process” section.

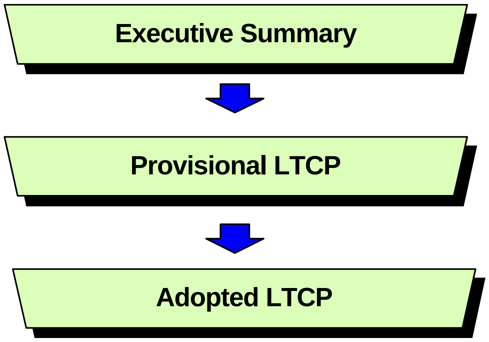
2002 - 2006 FINANCIAL PLAN

DEBT OBLIGATIONS

OUTSTANDING DEBT		2000 ACTUAL	2001 ACTUAL	2001 BUDGET	2001 - 2002 CHANGE	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Debenture Debt										
Sewer										
6993	April 24/02	$ 200,000	$ 200,000	$ 200,000	$ 70,000	**$ 130,000**	$ -	$ -	$ -	$ -
6348 US$	December 1/00	405,000	0	0	0	**0**	0	0	0	0
		605,000	200,000	200,000	70,000	**130,000**	0	0	0	0
Water										
4647A	August 16/99	52,000	0	0	0	**0**	0	0	0	0
5984	October 15/02	9,000	8,000	8,000	0	**8,000**	0	0	0	0
6992	June 30/02	337,000	337,000	337,000	117,000	**220,000**	0	0	0	0
7227	October 27/02	326,000	326,000	326,000	0	**326,000**	0	0	0	0
7393	June 15/03	539,000	537,000	537,000	3,000	**534,000**	530,000	0	0	0
7411	June 15/03	64,000	64,000	64,000	0	**64,000**	63,000	0	0	0
7549	December 5/05	459,000	0	0	0	**0**	0	0	0	0
R272(89)	August 29/01	633,000	633,000	633,000	633,000	**0**	0	0	0	0
6349 US$	December 1/00	680,000	0	0	0	**0**	0	0	0	0
		3,099,000	1,905,000	1,905,000	753,000	**1,152,000**	593,000	0	0	0
Other										
General Oprerating	December 15/02	466,000	466,000	466,000	38,000	**428,000**	0	0	0	0
TOTAL DEBT		**$ 4,170,000**	**$ 2,571,000**	**$ 2,571,000**	**$ 861,000**	**$ 1,710,000**	**$ 593,000**	**$ 0**	**$ 0**	**$ 0**

CAPITAL PLANNING PROCESS

The Corporate Report presented to the Mayor and Council in October, 1996 indicated that the completion of the Long-Term Capital Plan (LTCP) would be undertaken in three phases:



The Executive Summary provided Council with an overview of the capital issues facing the City.

The Provisional LTCP was prepared to assist Council in assessing the wide range of City needs. This Provisional Plan was based on guidelines established by Council after their review of the Executive Summary, and included a detailed analysis of issues, funding and proposed spending priorities.

It is envisioned that the LTCP will become a "living document" representing an ongoing process to manage the City's capital needs and funding options. Each year the LTCP will be updated and revisited by Council. Revisions will be made, as circumstances require. If additional funding sources materialize the LTCP will be updated to reflect which projects can be added to the next year’s Capital Budget.

NEED FOR A NEW CAPITAL PLANNING PROCESS

Surrey has experienced tremendous growth and change over the last two decades. The once primarily agricultural community has evolved into a highly urban residential and business region. With these changes have come new challenges for the City's fiscal management. In addition to the financial pressures of accommodating new growth, the City must adapt to the costs of a growing portfolio of public responsibilities.

Historically, Council has made capital planning decisions on the recommendations of Finance staff. Finance would base its recommendations on the perceived relative merit of needs expressed in departmental planning documents. Attempts would be made to distribute capital resources evenly among departments and among geographic regions from one year to the next.

This approach was an effective and appropriate means of accomplishing the City's objectives when the corporation and its constituency were relatively small. However, as the City has grown and capital resources have become scarce, the process conferred on Finance the onerous task of arbitrating among City departments with a growing set of capital demands. In recent years, it has become evident that a more inclusive and formalized capital planning process was needed.

The City has taken many initiatives to prepare itself for new fiscal realities. In one such initiative, KPMG was retained by the City to work with City staff to develop a new capital planning process. Finance staff, the LTCP Task Force (made up of representatives from a number of City departments), the Senior Management Team (SMT) and Council have all had extensive input into the development of the new process described herein.

EVOLUTION OF A NEW PROCESS

In December 1996, an Executive Summary was prepared outlining the long-term capital demands of the City for the next ten years. It became clear from that report that the City's capital resources were not adequate for meeting its growing needs. A process would have to be developed for priorizing capital projects. Moreover, departments would need to be increasingly creative in pursuing funding alternatives for capital projects.

In March 1997, a series of Task Force and SMT working sessions were held to identify criteria for ranking projects. A first draft of a model, which would score, and rank proposed capital projects was developed and presented to City Council on April 1, 1997. Further input from Council along with another

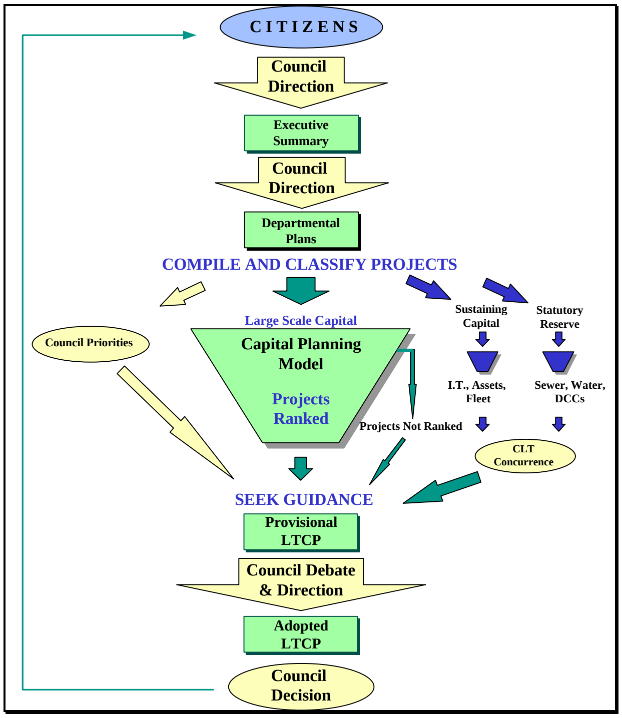
The Task Force And Its Role

An LTCP Task Force was formed in 1996 of representatives across City departments. The Task Force was formed to consider how the capital planning process could be improved to be more reflective of the current needs of the City.

Overview of the process

The new capital planning process reallocates responsibility for recommending specific actions from Finance to the Task Force and its members. Moreover, the new process provides the Task Force with a formal framework and clear weighted criteria for arriving at its recommendations to Council.

The new process is depicted below:



CAPITAL RANKING MODEL

The City's Capital Planning Model provides structure to the capital planning process. Each proposed capital project is evaluated and ranked among the group of proposed projects according to how well it meets specified criteria. Essentially, the model provides a consistent and objective means of evaluating capital projects affecting all aspects of the City's business.

Priorization

The first step in the development of the Model was to establish priorities regarding which projects merit particular attention by Council. Not all projects can be evaluated using the same criteria. Therefore, the list of projects were then classified into four separate categories.

Council Priorities

Projects, which Council deems to be high priority based on special circumstances, are distinguished from the group. These projects may bypass the ranking process for expedited approval.

Sustaining Capital

Projects which are relatively small in scale and which serve to maintain the City’s existing infrastructure are evaluated through highly specific priorization processes. These projects include investments in Information Technology (IT), and other assets such as building renovations, furniture and equipment.

Capital from Statutory Reserve Funds

Projects, which are funded out of statutory reserves, are also evaluated through highly specific priorization processes. These projects include sewer, water and growth-related infrastructures funded out of DCC's. Funds are levied for the express purpose of providing these services and cannot be reallocated to fund other capital projects.

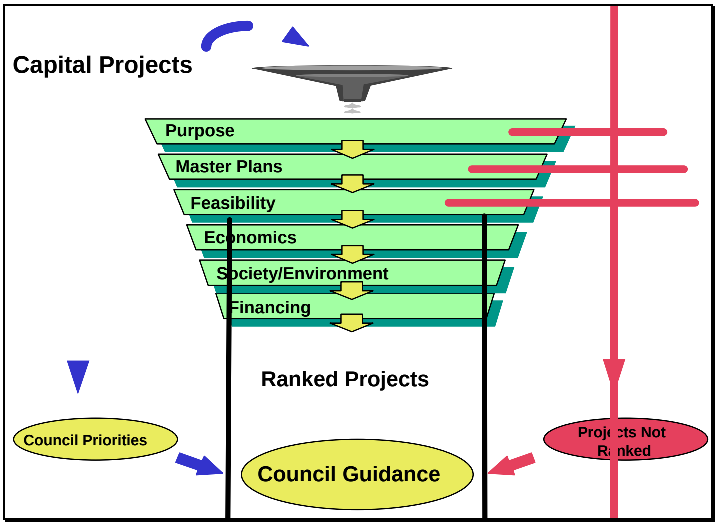
Large Scale Capital

The majority of capital funding required is directed at large scale capital projects. However, as the Executive Summary indicated, there are insufficient funds available to support all projects proposed. Consequently, these projects are ranked in order of priority using the Capital Planning Model.

Evaluation Criteria

The model incorporates criteria deemed important for evaluating demands on the City's scarce capital resources.

Each project is subjected to a series of questions. For each criterion, there may be one or more questions requiring a response. How these questions are answered determines how well a project fares against the criteria. A conceptual view of the model is depicted below:



There are six criteria used in the model:

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

For each criterion, there may be a set of parameters, which further define how the project is to be judged. The weight that each evaluative criterion is allocated represents its relative importance in the model.

Project Scores and Ranking

The scoring system is primarily qualitative. That is, the score, which a project receives in relation to a particular criterion, is dependent either on expected values or on the judgements of the evaluators (the Capital Planning Task Force). Consequently, the appropriateness of the scoring system must be assessed on a recurring basis. Both the weighting and the scoring frameworks of the model are amenable to change over time.

There are two main outputs of the model. The first is a list of ranked projects, each awarded a score out of 100 points. The second is a list of projects not ranked. These projects did not meet minimum criteria and are recommended to be deferred, at least until the next ranking cycle.

Projects Not Ranked

In addition to the projects, which did not meet minimum criteria in the model, projects, which were identified following the ranking process, are listed as not ranked. These projects are included in the Provisional LTCP for Council's information and will be ranked during the next iteration of the process.

Process Iteration

In keeping with the objective of establishing a "living" LTCP, which is updated annually, the process of ranking capital projects using the Capital Ranking Model will also be employed annually.

This model was successfully used to rank past years Capital Projects. It was used again in 2002. The following list of projects ranked the highest and will be included in the 2002 Capital Program. Remaining projects will be included as part of the Long Term Plan and will become part of future years Capital.

MULTI-PHASED FINANCING MODEL

As the City grows and becomes an established desirable area of the Lower Mainland, new opportunities are being presented to Council. Large Corporations, Senior Levels of Government and local major developers have all presented Council with potentially viable business opportunities. Council has already established an objective of increasing the Commercial/Industrial Property Tax base for the near future. Staff had to develop methods to measure these opportunities, which were quite often, spread over several years and incorporated several phases of development.

The Multi-Phased Financing Model was developed to meet this need. The model calculates the cost of required financing for up to four phases. Each phase has its own unique interest rate, inflation factor and principal requirement. It also incorporates anticipated annual operating costs adjusted for inflation. Finally, it calculates the required Property Tax Rate increase required to fund the annual costs.

The Model can be used to create many different potential financing options. A sample of this Model is shown on the next page.

SURREY
CITY OF PARKS

CITY OF SURREY
PHASED-IN FINANCING MODEL

	PHASE 1	PHASE 2	PHASE 3	PHASE 4
	$ 14,000,000	$ 5,000,000	$ 4,000,000	$ 3,000,000
Phase-In Start	2002	2003	2004	2006
Phase-In End	2006	2004	2005	2007
Interest Rate	5.00%	5.50%	6.00%	6.25%
Operations	$ 500,000	$ 100,000	$ 80,000	$ 70,000

Initialization Data

LOAN DATA

Loan amount: **$ 26,000,000**
Term in years: **5**
Payments per year: **1**
First payment due: **12/31/02**

OTHER DATA

Total Annual Operating Costs: **$ 750,000**
Property Tax Base: **$ 117,000,000**
Growth Rate: **2.5%**
Inflation Rate: **1.0%**

Table

No.	Payment Date	Beginning Balance 0	Interest 0	Principal 0	Ending Balance 0	Operating Costs	Total Costs per Period	% Tax Rate Increase
1	2002	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
2	2003	$ 14,000,000	$ 700,000	$ 3,248,166	$ 10,751,834	$ 606,000	$ 4,554,166	3.80%
3	2004	$ 10,751,834	$ 537,592	$ 3,410,574	$ 7,341,260	$ 685,000	$ 4,633,166	0.07%
4	2005	$ 7,341,260	$ 367,063	$ 3,581,103	$ 3,760,158	$ 691,850	$ 4,640,016	0.01%
5	2006	$ 3,760,158	$ 188,008	$ 3,760,158	$ -	$ 698,769	$ 4,646,934	0.01%
6	2007	$ -	$ -	$ -	$ -	$ 705,756	$ 705,756	0.00%
7	2008	$ -	$ -	$ -	$ -	$ 712,814	$ 712,814	0.00%
8	2009	$ -	$ -	$ -	$ -	$ 719,942	$ 719,942	0.00%
9	2010	$ -	$ -	$ -	$ -	$ 727,141	$ 727,141	0.00%
10	2011	$ -	$ -	$ -	$ -	$ 734,413	$ 734,413	0.00%
11	2012	$ -	$ -	$ -	$ -	$ 741,757	$ 741,757	0.00%
12	2013	$ -	$ -	$ -	$ -	$ 749,174	$ 749,174	0.00%
13	2014	$ -	$ -	$ -	$ -	$ 756,666	$ 756,666	0.00%
14	2015	$ -	$ -	$ -	$ -	$ 764,233	$ 764,233	0.00%
		$ 35,853,253	**$ 1,792,663**	**$ 14,000,000**	**$ 21,853,253**	**$ 9,293,515**	**$ 25,086,177**	

FIVE YEAR PLANNING MODEL

Once several funding options have been developed. Each option has to be analyzed to determine what future impact each may have on future Operating and Capital Budgets. This is why the Five Year Budget Model was developed.

The first section of this Model collects the variable data. Most of this data was generated using the previous model. The rest of the data can be populated using different possible scenarios; other data can be manipulated to test the impact of many available options over a five year period.

Once the data has been entered, the results of the selected option appear in the next section. It shows the impact on both the operating and capital components of the Budget over the next five years.

Variables

The first section of this Model collects the variable data. It is divided into three areas:

Capital Related;

Operating Related, and

Other.

Capital Related

The data in this area can originate from the information generated in the previous model. It can also include data originating from the most current Long Term Capital Plan.

Operating Related

The data in this area arises from different scenarios relating to potential changes to future operating budgets. There are numerous options available. The Model demonstrates how one small change in one year can have a larger impact in future years, due to a compounding effect.

Other

This area contains sundry information over which Surrey does not necessarily have control. Projecting several different scenarios in this area, allows us to study the effect of external changes on Surrey’s future.

The Model

This section is formula driven, and contains two areas, Operating and Capital. The Operating area is forced to zero at the line labeled “Surplus/Deficit”. In the Capital area “Total Contributions” are forced to equal “Total Expenditures” by adjusting the shaded line called “Borrowing”.

A sample of the Model is shown on the next two pages.

THE CITY OF SURREY
5 YEAR PLANNING MODEL
$ 000's

VARIABLES	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Capital Related					
Value of Additional Land Sales	$ 6,000	$ 5,000	$ 2,000	$ 2,000	$ 1,000
Value of Commercial/Industrial Increase	$ 0	$ 200,000	$ 200,000	$ 200,000	$ 500,000
Contribution from P3's	$ 0	$ 0	$ 0	$ 0	$ 0
Capital Levy	0.00%	0.00%	0.00%	0.00%	0.00%
<u>Based on Long Term Capital Plan</u>					
Base Capital Programs	$ 107,091	$ 97,348	$ 96,116	$ 95,894	$ 94,089
DCC/NCP & Other Contributions	$ 105,321	$ 90,878	$ 88,146	$ 87,914	$ 86,069
Ranked Capital Projects	$ 10,750	$ 6,550	$ 3,550	$ 5,040	$ 7,000
<u>Borrowing</u>					
From Reserves	$ 0	$ 0	$ 0	$ 0	$ 0
Other	$ 0	$ 0	$ 0	$ 0	$ 0

OPERATING RELATED	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
# of Additional Firefighters	4	0	0	8	0
# of Additional Police Officers	8	8	8	8	8
Provincial Grants	$ 0	$ 0	$ 0	$ 0	$ 0
Other Additions to Operating Base	$ 3,005	$ 0	$ 0	$ 0	$ 0
Departmental Initiatives	$ 0	$ 0	$ 0	$ 0	$ 0
Operating Cost of New Capital	0.00%	0.00%	0.00%	0.00%	0.00%
General Tax Rate Increase	0.00%	2.90%	2.90%	2.90%	2.90%
Fire Levy	0.00%	0.00%	0.00%	0.00%	0.00%
Police Levy	0.00%	0.00%	0.00%	0.00%	0.00%

OTHER	2002 BUDGET	2003 PLAN	2004 PLAN	2005 PLAN	2006 PLAN
Cost of Living	1.50%	1.50%	1.50%	1.50%	1.50%
Growth Rate	2.40%	2.40%	2.40%	2.40%	2.40%
Borrowing Rate	5.00%	5.00%	5.00%	5.00%	5.00%
Payback Term on Borrowing (Years)	5	5	5	5	5

THE CITY OF SURREY
5 YEAR PLANNING MODEL
$ 000's

GENERAL OPERATING	**2002 BUDGET**	**2003 PLAN**	**2004 PLAN**	**2005 PLAN**	**2006 PLAN**
Revenue Summary					
Prior Year Tax Levy	$ 116,849	$ 119,845	$ 123,192	$ 128,609	$ 134,056
General Assessment Growth	2,996	3,128	3,305	3,444	3,585
Comm/Indust Assessment Growth	0	0	1,930	1,930	1,930
Land Sales Assessment Growth	0	219	183	73	73
Tax Rate Increase	0	3,780	3,884	4,049	4,215
Protection Levy	0	0	0	0	0
Police Levy	0	0	0	0	0
Other Tax Levies	10,504	10,756	11,014	11,279	11,549
Current Year Tax Levy	130,349	137,728	143,508	149,383	155,407
Provincial Grants	0	0	0	0	0
Interest Revenue	9,177	8,718	8,282	7,530	7,575
Program Revenues	52,158	52,940	53,734	54,540	55,359
Total General Operating Revenues	**191,684**	**199,387**	**205,525**	**211,454**	**218,341**
Expenditure Summary					
Program Expenditures	181,251	190,602	194,270	199,787	203,759
Additional Firefighters/Police Officers	1,220	1,000	1,000	1,600	1,000
Other Additions	3,005	0	0	0	0
Departmental Initiatives	0	0	0	0	0
Council Projects	250	250	250	250	250
Transfer to Capital	18,327	18,327	18,327	18,327	18,327
Less: Adjustment to Capital Contributions	(11,807)	(10,307)	(8,807)	(7,307)	(4,307)
Operating Costs of New Capital	0	0	1,000	0	0
Debt Servicing - 1998 Borrowing	2,370	2,370	2,370	1,621	1,325
Debt Servicing - Future Borrowing	0	0	0	0	0
Debt Servicing - Repayment to Reserves	0	0	0	0	0
Transfer (To)/From Surplus	0	0	0	0	0
Total General Operating Ependitures	**194,616**	**202,242**	**208,410**	**214,278**	**220,354**
Transfer To/(From) Surplus	(2,932)	(2,855)	(2,886)	(2,824)	(2,013)
SURPLUS/DEFICIT	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

GENERAL CAPITAL	**2002 BUDGET**	**2003 PLAN**	**2004 PLAN**	**2005 PLAN**	**2006 PLAN**
Contribution Summary					
Contribution from General Operating	$ 18,327	$ 18,327	$ 18,327	$ 18,327	$ 18,327
Less: Temp Reduction in Capital Contrib.	(11,807)	(10,307)	(8,807)	(7,307)	(4,307)
Capital Levy Revenue	0	0	0	0	0
DCC/NCP & Other Contributions	105,321	90,878	88,146	87,914	86,069
Borrowing from Reserves	0	0	0	0	0
Contribution from P3's	0	0	0	0	0
Additional Land Sales	6,000	5,000	2,000	2,000	1,000
Borrowing	0	0	0	0	0
Total Contributions	**117,841**	**103,898**	**99,666**	**100,934**	**101,089**
Expenditure Summary					
Base Programs	107,091	97,348	96,116	95,894	94,089
Requested Ranked Projects	10,750	6,550	3,550	5,040	7,000
TOTAL EXPENDITURES	**$ 117,841**	**$ 103,898**	**$ 99,666**	**$ 100,934**	**$ 101,089**

RANKED CAPITAL PROJECTS

This year, $10,750,000 was available for ranked capital projects. The Long Term Capital Planning Task Force recommended the following projects. Council approved all of these recommendations.

SOUTH SURREY JOINT USE LIBRARY & RCMP OFFICE ($8,200,000)

The South Surrey Library will provide a 22,000 square foot resource library for the 55,000 residents of South Surrey and reduce the costs associated with Surrey residents using neighbouring library systems. The facility will include reference resources in both print and electronic form, books for beginning readers, resources to meet the needs of the large population of children and youth as well as to meet the needs of older citizens, business resources for the growing business community, and books, magazines, and audiovisual material to satisfy leisure and information needs for all ages. Quiet study and group spaces for study and community meetings are being planned. An electronic classroom will provide opportunities for learning about computer application and the Internet. Computer workstations for public access, including special preschool workstations, will ensure access to a wide variety of online resources.

The RCMP Community Policing office for this area is currently located in leased space. Making use of a shared facility will allow for some cost savings, use of common space, and will provide a focal point for city services in the South Surrey area. It is hoped that fundraising will succeed in offsetting some of these costs as well as provide the collection resources for the library.

PROTECTION SERVICES JOINT DISPATCH CENTRE ($2,500,000)

A joint dispatch centre has been approved to provide a centralized dispatch communication centre for our Fire and Police Services within Surrey. In addition to serving the needs in Surrey, it is anticipated the centre will serve a larger geographic area, recovering costs from other communities for both services.

NEWTON COMMUNITY CENTRE UPGRADE ($1,650,000)

Following the completion of the Parks, Recreation and Culture Master Plan in 1996, a detailed study and review of the provision of Community and Leisure Services was done for Newton Town Centre.

The study, which included extensive public consultation, was completed in 1997. The plan then called for regrouping all Community and Leisure Services around a core, which would be the Newton Wave Pool and Community Recreation Centre. The proposal called for the consolidation of those structures in providing a more flexible type of multi-purpose facility in a campus style setting. This project represents phase 1 of a multi phase project and will consist of the consolidation of the fitness programs, the addition of physiotherapy services and the renovation and potential expansion of the community meeting rooms.

ARTIFICIAL TURF FIELDS ($1,400,000)

Over the last few years, there has been considerable community demand for the development of multi-purpose synthetic turf fields in Surrey. The major advantages of synthetic turf fields are: they can accommodate approximately eight times more games per year than conventional grass fields, while the operating costs are similar to that of grass fields; they are not subject to closures due to weather conditions; and they help to conserve water while reducing the amounts of chemicals used in city parks.

The first synthetic turf field will be constructed at Newton Athletic Park (to be confirmed). The construction estimate for conversion of the existing lighted gravel field to a lighted synthetic turf field complete with limited bleacher seating is $1,400,000.

It is intended that synthetic turf fields will be used by the community on a user-pay basis. If the Parks, Recreation and Culture Commission sets permit fee rates similar to the blended rate set by the City of Vancouver ($33.35/hour), the Newton Athletic Park field will yield an annual net operating income of $66,000.

The Parks, Recreation and Culture Department is currently exploring opportunities for partnerships in the operation and maintenance of synthetic turf fields, including that proposed for development at Newton Athletic Park.

CRESCENT BEACH / PENINSULA FORESHORE SOUTH WALKWAY ($2,000,000)

As part of the Greenways Plan, a multi-purpose pathway will eventually be built from Crescent Beach to White Rock. Phase I of this pathway will run from the south end of Crescent Beach to the Burlington Northern/Santa Fe Railway overpass at 24th Avenue and Christopherson Road, over a distance of approximately 375 meters. Phase II will run from the overpass to the foot of 1001 Steps near 14A Avenue, over a distance of approximately 1.9 kilometres. At this time, Surrey does not own the land over which the pathway will run; the City will have to negotiate a right of passage across Province of British Columbia land and the Burlington Northern / Santa Fe Railway property.

A 1990 feasibility study placed the capital cost of development of this pathway at between $1,250 and $2,800 per linear meter. This project is currently being reassessed for feasibility and costs, in light of greater restrictions imposed by environmental agencies.

It is anticipated that preliminary capital cost estimates will be available for both Phase I & Phase II of the multi-purpose pathway by early December.

SOUTH SURREY POOL UPGRADE ($350,000)

The South Surrey pool is a very popular and well used by residents. Through a recent shutdown in 2001, many improvements were done. It requires the addition of a family change room to make it a better facility for young families with children. In addition to the family change room a very modest expansion of the weight room area is proposed to make it more efficient and reduce crowding.

RCMP BUILDING IMPROVEMENTS ($100,000)

This funding will provide for both a professional review of the current utilization of space at the RCMP Surrey Main Detachment and for some structural interior changes that are going to be required. Suitable utilization of space that will be freed up when the new joint Police/Fire Surrey Dispatch Facility is complete and redevelopment of areas in the detachment that have been poorly configured for our current operations, need to be addressed. In addition, the possibility of freeing up space to lease to proposed Lower Mainland RCMP combined support units will be thoroughly explored.

SURREY ART CENTRE EXPANSION ($100,000)

This $7,500,000 project was approved during 2000 with the pre-planning design. Construction began in early 2001 and is scheduled to be open in the 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 classrooms, and efficient administrative spaces. The project also includes seismic and mechanical upgrading to the existing building.

BASE GENERAL CAPITAL PROGRAM ($13,987,000)

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 ongoing 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 3 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 ($6,361,000)

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 connections, as well as minor extensions and relocations. An ongoing source of funding is provided to this area to ensure that these assets are maintained and protected.

LOWLAND DRAINAGE ($5,800,000)

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 at the 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 ($10,981,000)

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 ongoing 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		2002	2003	2004	2005	2006
Contribution from General Operating		$ 6,520	$ 8,020	$ 9,520	$ 11,020	$ 14,020
Capital Legacy Fund		2,000	2,000	2,000	2,000	2,000
Funding from Operating Appropriation Surplus		3,500	500	0	0	0
Land Sales		6,000	5,000	2,000	2,000	1,000
Landfill Operating Reserve		950	350	350	350	350
Vehicles & Equipment Reserve		4,819	4,458	4,842	4,874	5,030
Utility Contributions		15,503	11,341	11,554	11,868	13,082
Utility Rate Stabilization		12,200	13,700	11,400	10,400	6,500
Non-Discretionary Contributions		35,470	28,800	29,261	29,733	30,418
External Contributions		10,864	9,714	8,724	8,674	8,674
Sundry		20,015	20,015	20,015	20,015	20,015
		117,841	103,898	99,666	100,934	101,089
Less: Base Capital Funding						
Building Repairs & Upgrades		2,506	2,506	2,506	2,506	2,506
Utility Engineering Structures		29,142	26,542	24,452	23,752	21,052
Non-Discretionary Works		42,962	35,965	36,460	36,915	37,635
Engineering Public Works		5,253	5,253	5,253	5,253	5,253
Parks		720	720	720	720	720
Equipment Replacement						
- Engineering Fleet Equipment		1,113	1,113	1,113	1,113	1,113
- Fire Services		2,019	1,674	2,036	2,083	2,255
- Information Technology		2,500	2,500	2,500	2,500	2,500
- Parks		157	157	157	157	157
Sundry		20,719	20,918	20,919	20,895	20,898
		107,091	97,348	96,116	95,894	94,089
AVAILABLE FOR RANKING		$ 10,750	$ 6,550	$ 3,550	$ 5,040	$ 7,000

RANKED PROJECTS	CATEGORY	2002	2003	2004	2005	2006
PRC: Surrey Art Centre Expansion	Buildings	$ 100				
PROT: Joint Dispatch Centre	Buildings	2,500				
SPL: South Surrey Library/RCMP Com Stn	Buildings	4,400	3,800			
PRC: Artificial Turf	Eng. Structures	1,400				
PRC: Crescent Beach Walkway	Eng. Structures	250	500	500	750	
PRC: Newton Comm. Centre Upgrade	Buildings	1,650				
PRC: South Surrey Pool Upgrade	Buildings	350				
PROT: RCMP Building Improvements	Buildings	100	300	300	500	
ENG: Bridge Replacement	Eng. Structures		1,000	1,000		
ENG:: Road Rehabilitation	Eng. Structures		950	1,750	3,650	
PRC: Greenways	Eng. Structures				140	
PRC: South Surrey Multi-Purpose Centre	Buildings					7,000
TOTAL RANKED PROJECTS		$ 10,750	$ 6,550	$ 3,550	$ 5,040	$ 7,000

2002 CAPITAL PROGRAM
PROPERTY ACQUISITION AND BUILDINGS
$ 000's

PROPERTY ACQUISITION	**GENERAL OPERATING REVENUE**	**EXTERNAL SOURCES**	**DEBT**	**DCC RESERVE FUNDS**	**OTHER RESERVE FUNDS**	**2002 BUDGET**
2002 Program						
General Corporate						
Advance Planning	$ 20	$ 0	$ 0	$ 0	$ 0	**$ 20**
Cranley Drive	0	0	0	0	15	**15**
Sundry & Contingency	24	0	0	0	300	**324**
	44	0	0	0	315	**359**
Parks, Recreation & Culture Services						
Parkland Acquisition	535	0	2,000	10,170	810	**13,515**
	535	0	2,000	10,170	810	**13,515**
TOTAL PROPERTY ACQUISITION	**$ 579**	**$ 0**	**$ 2,000**	**$ 10,170**	**$ 1,125**	**$ 13,874**

BUILDINGS	**GENERAL OPERATING REVENUE**	**EXTERNAL SOURCES**	**DEBT**	**DCC RESERVE FUNDS**	**OTHER RESERVE FUNDS**	**2002 BUDGET**
2002 Program						
General Corporate						
City Hall/Corporate Renovations	$ 1,700	$ 0	$ 0	$ 0	$ 0	**$ 1,700**
Cloverdale Fairgrounds - Minor	100	0	0	0	0	**100**
Library Facilitiy Renovations	100	0	0	0	0	**100**
Advance Planning	20	0	0	0	0	**20**
	1,920	0	0	0	0	**1,920**
Library Services						
South Surrey Library/RCMP Com Stn	900	0	0	0	3,500	**4,400**
	900	0	0	0	3,500	**4,400**
Protective Services						
Joint Dispatch Centre	0	0	0	0	2,500	**2,500**
RCMP Building Improvement	0	0	0	0	100	**100**
WCB Upgrades - Fire	186	0	0	0	0	**186**
	186	0	0	0	2,600	**2,786**
Parks, Recreation & Culture Services						
PR&C Facilities Renovations	400	0	0	0	0	**400**
Newton Community Centre Upgrade	0	1,650	0	0	0	**1,650**
South Surrey Pool Upgrade	0	100	0	0	250	**350**
Surrey Arts Centre Expansion	0	0	0	0	100	**100**
	400	1,750	0	0	350	**2,500**
TOTAL BUILDINGS	**$ 3,406**	**$ 1,750**	**$ 0**	**$ 0**	**$ 6,450**	**$ 11,606**

SURREY
CITY OF PARKS

2002 CAPITAL PROGRAM
ENGINEERING STRUCTURES AND EQUIPMENT
$ 000's

ENGINEERING STRUCTURES	GENERAL OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	2002 BUDGET
2002 Program						
General Corporate						
Aerial Photography	$ 70	$ 0	$ 0	$ 0	$ 0	**$ 70**
Advance Planning	20	0	0	0	0	**20**
	90	0	0	0	0	**90**
Engineering Services						
Non-Arterial Paving	2,083	0	1,000	3,200	0	**6,283**
Roads Construction	2,811	3,357	0	8,970	0	**15,138**
Water Services	8,333	80	2,000	2,270	0	**12,683**
Sewer and Drainage Services	18,970	90	0	6,690	0	**25,750**
	32,197	3,527	3,000	21,130	0	**59,854**
Parks & Recreation Services						
Boulevard Trees	0	150	0	0	0	**150**
Artificial Turf Fields	0	400	0	0	1,000	**1,400**
Crescent Beach Walkway	0	0	0	0	250	**250**
Park Development	78	0	0	1,490	1,370	**2,938**
Base Program	720	0	0	0	0	**720**
	798	550	0	1,490	2,620	**5,458**
TOTAL STRUCTURES	**$ 33,085**	**$ 4,077**	**$ 3,000**	**$ 22,620**	**$ 2,620**	**$ 65,402**

EQUIPMENT	GENERAL OPERATING REVENUE	EXTERNAL SOURCES	DEBT	DCC RESERVE FUNDS	OTHER RESERVE FUNDS	2002 BUDGET
2002 Program						
General Corporate						
Corporate Technology	$ 500	$ 0	$ 0	$ 0	$ 2,000	**$ 2,500**
Library Furniture and Equipment	40	0	0	0	200	**240**
Public Works Fleet Equipment	0	0	0	0	1,113	**1,113**
Furniture and Office Equipment	210	0	0	0	0	**210**
Sundry Equipment	20	0	0	0	0	**20**
	770	0	0	0	3,313	**4,083**
Utilities						
Water Information Technology	200	0	0	0	0	**200**
Sewer Information Technology	200	0	0	0	0	**200**
	400	0	0	0	0	**400**
Protective Services						
Fire Vehicles & Equipment	313	0	0	0	2,006	**2,319**
	313	0	0	0	2,006	**2,319**
Parks & Recreation Services						
Minor Facilities Equipment	120	37	0	0	0	**157**
	120	37	0	0	0	**157**
TOTAL EQUIPMENT	**$ 1,603**	**$ 37**	**$ 0**	**$ 0**	**$ 5,319**	**$ 6,959**

SURREY
CITY OF PARKS

5 YEAR CAPITAL FINANCIAL PLAN
EXECUTIVE SUMMARY
$ 000's

CONTRIBUTION SUMMARY	2002	2003	2004	2005	2006	5 YEAR PROGRAM
Non Discretionary Contributions						
DCC Reserve Funds	$ 32,790	$ 27,260	$ 27,804	$ 28,359	$ 28,927	**$ 145,140**
NCP Reserve Funds	1,870	700	600	500	600	**4,270**
Other Statutory Reserve Funds	810	840	857	874	891	**4,272**
	35,470	28,800	29,261	29,733	30,418	**153,682**
Discretionary Contributions						
Operating Appropriated Surplus	16,650	14,550	11,750	10,750	6,850	**60,550**
Contribution from Operating	22,023	19,361	21,074	22,888	27,102	**112,448**
Other Statutory Reserve Funds	12,834	11,473	8,857	8,889	8,045	**50,098**
	51,507	45,384	41,681	42,527	41,997	**223,096**
Other Contributions						
External Sources	5,864	4,714	3,724	3,674	3,674	**21,650**
Borrowing Proceeds	5,000	5,000	5,000	5,000	5,000	**25,000**
	10,864	9,714	8,724	8,674	8,674	**46,650**
Unspecified - Budget Authority	20,000	20,000	20,000	20,000	20,000	**100,000**
Total Current Year's Contributions	**117,841**	**103,898**	**99,666**	**100,934**	**101,089**	**523,428**
Carry Fwd from Previous Years	**111,949**	**96,851**	**92,070**	**87,556**	**90,980**	**463,570**
TOTAL CONTRIBUTIONS	**$ 229,790**	**$ 200,749**	**$ 191,736**	**$ 188,490**	**$ 192,069**	**$ 986,998**

EXPENDITURE SUMMARY	2002	2003	2004	2005	2006	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition	$ 13,874	$ 10,764	$ 10,929	$ 11,096	$ 11,267	**$ 57,930**
Buildings	2,506	2,506	2,506	2,506	2,506	**12,530**
Engineering Structures	63,752	57,641	55,981	55,669	53,318	**286,361**
Equipment	6,959	6,437	6,700	6,623	6,998	**33,717**
	87,091	77,348	76,116	75,894	74,089	**390,538**
Ranked Projects						
Buildings	9,100	4,100	300	500	7,000	**21,000**
Engineering Structures	1,650	500	500	890	0	**3,540**
	10,750	4,600	800	1,390	7,000	**24,540**
Unranked Projects	0	0	0	0	0	**0**
Unidentified - Budget Authority	20,000	20,000	20,000	20,000	20,000	**100,000**
Total Current Year's Expenditures	**117,841**	**101,948**	**96,916**	**97,284**	**101,089**	**515,078**
Carry Fwd from Previous Years	**111,949**	**96,851**	**92,070**	**87,556**	**90,980**	**463,570**
TOTAL EXPENDITURES	**$ 229,790**	**$ 198,799**	**$ 188,986**	**$ 184,840**	**$ 192,069**	**$ 978,648**

AVAILABLE FOR RANKING	**$ 0**	**$ 1,950**	**$ 2,750**	**$ 3,650**	**$ 0**	**$ 8,350**

SURREY
CITY OF PARKS

5 YEAR CAPITAL FINANCIAL PLAN
CONTRIBUTION SUMMARY
$ 000's

CONTRIBUTION SUMMARY	**2002**	**2003**	**2004**	**2005**	**2006**	**5 YEAR PROGRAM**
Non Discretionary Contributions						
DCC Reserve Funds						
Arterial Roads	$ 8,970	$ 7,860	$ 8,017	$ 8,177	$ 8,341	**$ 41,365**
Major Collector Roads	3,200	2,960	3,019	3,079	3,141	**15,399**
Park Lands	10,170	7,020	7,160	7,303	7,449	**39,102**
Parkland Development	1,490	970	989	1,009	1,029	**5,487**
Drainage	4,520	4,610	4,702	4,796	4,892	**23,520**
Sewer	2,170	1,910	1,948	1,987	2,027	**10,042**
Water	2,270	1,930	1,969	2,008	2,048	**10,225**
	32,790	27,260	27,804	28,359	28,927	**145,140**
NCP Reserve Funds						
Fire	300	300	100	100	100	**900**
Library Services	200	0	100	0	100	**400**
Recreation Services	1,370	400	400	400	400	**2,970**
	1,870	700	600	500	600	**4,270**
Other Statutory Reserve Funds						
Cash In Lieu of Parkland	810	840	857	874	891	**4,272**
	810	840	857	874	891	**4,272**
	35,470	**28,800**	**29,261**	**29,733**	**30,418**	**153,682**
Discretionary Contributions						
Operating Appropriated Surplus						
Landfill Operating	950	350	350	350	350	**2,350**
Other Appropriations	3,500	500	0	0	0	**4,000**
Utility Rate Stabilization Reserve	12,200	13,700	11,400	10,400	6,500	**54,200**
	16,650	14,550	11,750	10,750	6,850	**60,550**
Contributions from Operating						
Current Year's General Operating	6,520	8,020	9,520	11,020	14,020	**49,100**
Water	4,333	4,295	4,300	4,304	4,309	**21,541**
Sewer & Drainage	11,170	7,046	7,254	7,564	8,773	**41,807**
	22,023	19,361	21,074	22,888	27,102	**112,448**
Other Statutory Reserve Funds						
City Land Sales	6,000	5,000	2,000	2,000	1,000	**16,000**
Cranley Drive Revolving	15	15	15	15	15	**75**
Vehicles & Equipment	4,819	4,458	4,842	4,874	5,030	**24,023**
Capital Legacy Fund	2,000	2,000	2,000	2,000	2,000	**10,000**
	12,834	11,473	8,857	8,889	8,045	**40,098**
	51,507	**45,384**	**41,681**	**42,527**	**41,997**	**223,096**
Other Contributions						
External Sources						
Private Contributions	2,507	1,357	367	317	317	**4,865**
GVTA	3,357	3,357	3,357	3,357	3,357	**16,785**
	5,864	4,714	3,724	3,674	3,674	**21,650**
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**
	10,864	**9,714**	**8,724**	**8,674**	**8,674**	**46,650**
Unspecified - Budget Authority	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**
TOTAL CONTRIBUTIONS	**$ 117,841**	**$ 103,898**	**$ 99,666**	**$ 100,934**	**$ 101,089**	**$ 523,428**

5 YEAR CAPITAL FINANCIAL PLAN
EXPENDITURE SUMMARY
$ 000's

EXPENDITURE SUMMARY	**2002**	**2003**	**2004**	**2005**	**2006**	**5 YEAR PROGRAM**
Statutory & Asset Maintenance						
Property Acquisition						
General Corporate	$ 359	$ 535	$ 535	$ 535	$ 535	**$ 2,499**
Parks, Recreation & Culture	13,515	10,229	10,394	10,561	10,732	**55,431**
	13,874	10,764	10,929	11,096	11,267	**57,930**
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	21,421	19,999	20,227	20,458	20,696	**102,801**
Parks, Recreation & Culture	3,808	2,291	2,311	2,282	2,303	**12,995**
Sewer & Drainage Services	25,750	22,956	21,004	20,447	18,792	**108,949**
Water Services	12,683	12,305	12,349	12,392	11,437	**61,166**
	63,752	57,641	55,981	55,669	53,318	**286,361**
Equipment						
General Corporate	4,083	3,906	4,007	3,883	3,986	**19,865**
Protective Services	2,319	1,974	2,136	2,183	2,355	**10,967**
Parks, Recreation & Culture	157	157	157	157	157	**785**
Sewer & Drainage Services	200	200	200	200	250	**1,050**
Water Services	200	200	200	200	250	**1,050**
	6,959	6,437	6,700	6,623	6,998	**33,717**
	87,091	**77,348**	**76,116**	**75,894**	**74,089**	**390,538**
Ranked Projects						
Buildings						
General Corporate	4,400	3,800	0	0	0	**8,200**
Protective Services	2,600	300	300	500	0	**3,700**
Parks, Recreation & Culture	2,100	0	0	0	7,000	**9,100**
	9,100	4,100	300	500	7,000	**21,000**
Engineering Structures						
Parks, Recreation & Culture	1,650	500	500	890	0	**3,540**
	1,650	500	500	890	0	**3,540**
	10,750	**4,600**	**800**	**1,390**	**7,000**	**24,540**
Unidentified - Budget Authority	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**
TOTAL EXPENDITURES	**$ 117,841**	**$ 101,948**	**$ 96,916**	**$ 97,284**	**$ 101,089**	**$ 515,078**

SURREY
CITY OF PARKS

5 YEAR CAPITAL FINANCIAL PLAN
GENERAL CORPORATE
$ 000's

CONTRIBUTION SUMMARY	2002	2003	2004	2005	2006	5 YEAR PROGRAM
Non Discretionary Contributions						
NCP Reserve Funds - Library	$ 200	$ 0	$ 100	$ 0	$ 100	**$ 400**
	200	**0**	**100**	**0**	**100**	**400**
Discretionary Contributions						
Contributions from Operating						
Current Year`s Contribution	224	1,559	3,060	3,476	3,489	**11,808**
Other Appropriations	3,500	500	0	0	0	**4,000**
	3,724	2,059	3,060	3,476	3,489	**15,808**
Other Statutory Reserve Funds						
City Land Sales	2,650	3,750	0	0	0	**6,400**
Cranley Drive Revolving	15	15	15	15	15	**75**
Vehicles, Equipment & Other	3,113	3,113	3,113	3,113	3,113	**15,565**
Capital Legacy Fund	1,150	500	450	10	0	**2,110**
	6,928	7,378	3,578	3,138	3,128	**24,150**
	10,852	**9,437**	**6,738**	**6,614**	**6,717**	**40,358**
Other Contributions						
External Sources						
Private Contributions	0	1,000	0	0	0	**1,000**
	0	1,000	0	0	0	**1,000**
	0	**1,000**	**0**	**0**	**0**	**1,000**
Unspecified - Budget Authority	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**
TOTAL CONTRIBUTIONS	**$ 30,852**	**$ 30,437**	**$ 26,738**	**$ 26,614**	**$ 26,717**	**$ 141,358**

EXPENDITURE SUMMARY	2002	2003	2004	2005	2006	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition						
Newton Town Centre	$ 0	$ 100	$ 100	$ 100	$ 100	**$ 400**
Cranley Drive	15	15	15	15	15	**75**
Sundry	344	420	420	420	420	**2,024**
	359	535	535	535	535	**2,499**
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	1,113	1,113	1,113	1,113	1,113	**5,565**
Library	240	40	140	40	140	**600**
Information Technology	2,500	2,500	2,500	2,500	2,500	**12,500**
Office Equipment	210	210	210	210	210	**1,050**
Sundry	20	43	44	20	23	**150**
	4,083	3,906	4,007	3,883	3,986	**19,865**
	6,452	**6,637**	**6,738**	**6,614**	**6,717**	**33,158**
Ranked Projects						
Buildings						
South Surrey Library/RCMP Com Stn	4,400	3,800	0	0	0	**8,200**
	4,400	**3,800**	**0**	**0**	**0**	**8,200**
Unspecified - Budget Authority	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**
TOTAL EXPENDITURES	**$ 30,852**	**$ 30,437**	**$ 26,738**	**$ 26,614**	**$ 26,717**	**$ 141,358**

SURREY
CITY OF PARKS

5 YEAR CAPITAL FINANCIAL PLAN
ENGINEERING SERVICES
$ 000's

CONTRIBUTION SUMMARY	2002	2003	2004	2005	2006	5 YEAR PROGRAM
Non Discretionary Contributions						
DCC Reserve Funds						
Arterial Roads	$ 8,970	$ 7,860	$ 8,017	$ 8,177	$ 8,341	**$ 41,365**
Major Collector Roads	3,200	2,960	3,019	3,079	3,141	**15,399**
	12,170	**10,820**	**11,036**	**11,256**	**11,482**	**56,764**
Discretionary Contributions						
Appropriated Surplus						
Landfill Operating	950	350	350	350	350	**2,350**
	950	350	350	350	350	**2,350**
Contribution from Operating						
Current Year`s Contribution	3,303	3,903	3,903	4,953	3,903	**19,965**
City`s Share - DCC Program	641	569	581	592	604	**2,987**
	3,944	4,472	4,484	5,545	4,507	**22,952**
Other Statutory Reserve Funds						
City Land Sales	0	950	1,700	1,500	0	**4,150**
Capital Legacy Fund	0	1,000	1,050	1,100	0	**3,150**
	0	1,950	2,750	2,600	0	**7,300**
	4,894	**6,772**	**7,584**	**8,495**	**4,857**	**32,602**
Other Contributions						
External Sources						
GVTA	3,357	3,357	3,357	3,357	3,357	**16,785**
	3,357	3,357	3,357	3,357	3,357	**16,785**
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**
	4,357	**4,357**	**4,357**	**4,357**	**4,357**	**21,785**
TOTAL CONTRIBUTIONS	**$ 21,421**	**$ 21,949**	**$ 22,977**	**$ 24,108**	**$ 20,696**	**$ 111,151**

EXPENDITURE SUMMARY	2002	2003	2004	2005	2006	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Arterial	$ 9,442	$ 8,274	$ 8,439	$ 8,607	$ 8,780	**$ 43,542**
Growth Related - Non Arterial	3,369	3,115	3,178	3,241	3,306	**16,209**
Non Growth Related - Arterial	2,339	2,339	2,339	2,339	2,339	**11,695**
Non Growth Related - Non Arterial	2,914	2,914	2,914	2,914	2,914	**14,570**
GVTA	3,357	3,357	3,357	3,357	3,357	**16,785**
	21,421	**19,999**	**20,227**	**20,458**	**20,696**	**102,801**
Ranked Projects						
Engineering Structures						
Bridge Replacement	0	1,000	1,000	0	0	**2,000**
Road Rehabilitation	0	950	1,750	3,650	0	**6,350**
	0	**0**	**0**	**0**	**0**	**0**
TOTAL EXPENDITURES	**$ 21,421**	**$ 21,949**	**$ 22,977**	**$ 24,108**	**$ 20,696**	**$ 111,151**

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

CONTRIBUTION SUMMARY	2002	2003	2004	2005	2006	5 YEAR PROGRAM
Non Discretionary Contributions						
DCC Reserve Funds						
Park Lands	$ 10,170	$ 7,020	$ 7,160	$ 7,303	$ 7,449	**$ 39,102**
Parkland Development	1,490	970	989	1,009	1,029	**5,487**
	11,660	7,990	8,149	8,312	8,478	**44,589**
NCP Reserve Funds						
Park Development	1,370	400	400	400	400	**2,970**
	1,370	400	400	400	400	**2,970**
Other Statutory Reserve Funds						
Cash In Lieu of Parkland	810	840	857	874	891	**4,272**
	810	840	857	874	891	**4,272**
	13,840	**9,230**	**9,406**	**9,586**	**9,769**	**51,831**
Discretionary Contributions						
Contributions from Operating						
Current Year's Contribution	1,240	1,240	1,240	1,240	5,240	**10,200**
City's Share - DCC Program	613	420	429	437	446	**2,345**
	1,853	1,660	1,669	1,677	5,686	**12,545**
Other Statutory Reserve Funds						
City Land Sales	1,350	0	0	0	1,000	**2,350**
Capital Legacy Fund	250	500	500	890	2,000	**4,140**
	1,600	500	500	890	3,000	**2,350**
	3,453	**2,160**	**2,169**	**2,567**	**8,686**	**19,035**
Other Contributions						
External Sources						
Sport & Leisure Contributions	37	37	37	37	37	**185**
Private Developer Contributions	150	150	150	100	100	**650**
Sundry Contributions	2,150	0	0	0	0	**2,150**
	2,337	187	187	137	137	**2,985**
Borrowing Proceeds	2,000	2,000	2,000	2,000	2,000	**10,000**
	4,337	**2,187**	**2,187**	**2,137**	**2,137**	**12,985**
TOTAL CONTRIBUTIONS	**$ 21,630**	**$ 13,577**	**$ 13,762**	**$ 14,290**	**$ 20,592**	**$ 83,851**

EXPENDITURE SUMMARY	2002	2003	2004	2005	2006	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Property Acquisition						
Park Land	$ 13,515	$ 10,229	$ 10,394	$ 10,561	$ 10,732	**$ 55,431**
	13,515	10,229	10,394	10,561	10,732	**55,431**
Buildings						
Recreation Facilities Renovations	400	400	400	400	400	**2,000**
	400	400	400	400	400	**2,000**
Engineering Structures						
Base Park Development	720	720	720	720	720	**3,600**
NCP/DCC Park Development	2,938	1,421	1,441	1,462	1,483	**8,745**
Developer Tree Program	150	150	150	100	100	**650**
	3,808	2,291	2,311	2,282	2,303	**12,995**
Equipment						
Minor Equipment	157	157	157	157	157	**785**
	157	157	157	157	157	**785**
	17,880	**13,077**	**13,262**	**13,400**	**13,592**	**71,211**
Ranked Projects						
Buildings						
Newton Community Centre	1,650	0	0	0	0	**1,650**
South Surrey Multi Purpose	0	0	0	0	7,000	**7,000**
South Surrey Pool Upgrade	350	0	0	0	0	**350**
Surrey Art Centre	100	0	0	0	0	**100**
	2,100	0	0	0	7,000	**9,100**
Engineering Structures						
Artificial Turf Fields	1,400	0	0	0	0	**1,400**
Crescent Beach Walkway	250	500	500	750	0	**2,000**
Greenways	0	0	0	140	0	**140**
	1,650	500	500	890	0	**3,540**
	3,750	**500**	**500**	**890**	**7,000**	**12,640**
TOTAL EXPENDITURES	**$ 21,630**	**$ 13,577**	**$ 13,762**	**$ 14,290**	**$ 20,592**	**$ 83,851**

SURREY
CITY OF PARKS

5 YEAR CAPITAL FINANCIAL PLAN
PROTECTIVE SERVICES
$ 000's

CONTRIBUTION SUMMARY	2002	2003	2004	2005	2006	5 YEAR PROGRAM
Non Discretionary Contributions						
NCP Reserve Funds						
Fire	$ 300	$ 300	$ 100	$ 100	$ 100	**$ 900**
	300	300	100	100	100	**900**
Discretionary Contributions						
Contributions from Operating						
Current Year's General Operating	499	329	307	322	338	**1,795**
	499	329	307	322	338	**1,795**
Other Statutory Reserve Funds						
Vehicles and Equipment	1,706	1,345	1,729	1,761	1,917	**8,458**
City Land Sales	2,000	300	300	500	0	**3,100**
Capital Legacy Fund	600	0	0	0	0	**600**
	4,306	1,645	2,029	2,261	1,917	**8,458**
TOTAL CONTRIBUTIONS	**$ 5,105**	**$ 2,274**	**$ 2,436**	**$ 2,683**	**$ 2,355**	**$ 14,853**

EXPENDITURE SUMMARY	2002	2003	2004	2005	2006	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Equipment						
Fire Vehicles & Equipment	$ 1,706	$ 1,345	$ 1,729	$ 1,761	$ 1,917	**$ 8,458**
Small Equipment Purchases	613	629	407	422	438	**2,509**
	2,319	1,974	2,136	2,183	2,355	**10,967**
Buildings						
WCB Required Upgrades	186	0	0	0	0	**186**
	186	0	0	0	0	**186**
	2,505	**1,974**	**2,136**	**2,183**	**2,355**	**11,153**
Ranked Projects						
Buildings						
Joint Dispatch Centre	2,500	0	0	0	0	**2,500**
RCMP Building Improvements	100	300	300	500	0	**1,200**
	2,600	300	300	500	0	**2,500**
	2,600	**300**	**300**	**500**	**0**	**3,700**
TOTAL EXPENDITURES	**$ 5,105**	**$ 2,274**	**$ 2,436**	**$ 2,683**	**$ 2,355**	**$ 14,853**

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

CONTRIBUTION SUMMARY	2002	2003	2004	2005	2006	5 YEAR PROGRAM
Non Discretionary Contributions						
DCC Reserve Funds						
Sewer	$ 2,170	$ 1,910	$ 1,948	$ 1,987	$ 2,027	**$ 10,042**
Drainage	4,520	4,610	4,702	4,796	4,892	**23,520**
	6,690	**6,520**	**6,650**	**6,783**	**6,919**	**33,562**
Discretionary Contributions						
Appropriated Surplus						
Rate Stabilization Provision	8,000	9,500	7,200	6,200	3,250	**34,150**
	8,000	9,500	7,200	6,200	3,250	**34,150**
Contribution from Operating						
Current Year`s Contribution - Sewer	2,001	2,001	2,001	2,001	2,001	**10,005**
Current Year`s Contribution - Drainage	8,690	4,590	4,790	5,090	6,290	**29,450**
City`s Share - DCC Program	479	455	463	473	482	**2,352**
	11,170	7,046	7,254	7,564	8,773	**41,807**
	19,170	**16,546**	**14,454**	**13,764**	**12,023**	**75,957**
Other Contributions						
External Sources						
Sundry Contributions	90	90	100	100	100	**480**
	90	**90**	**100**	**100**	**100**	**480**
TOTAL CONTRIBUTIONS	**$ 25,950**	**$ 23,156**	**$ 21,204**	**$ 20,647**	**$ 19,042**	**$ 109,999**

EXPENDITURE SUMMARY	2002	2003	2004	2005	2006	5 YEAR PROGRAM
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related - Sewer	$ 2,411	$ 2,122	$ 2,164	$ 2,208	$ 2,252	**$ 11,157**
Growth Related - Drainage	4,758	4,853	4,949	5,048	5,149	**24,757**
Non Growth Related - Sewer	2,091	2,091	2,101	2,101	2,101	**10,485**
Non Growth Related - Drainage	8,690	4,590	4,790	5,090	6,290	**29,450**
	17,950	13,656	14,004	14,447	15,792	**75,849**
Equipment						
Information Technology	200	200	200	200	250	**1,050**
	200	200	200	200	250	**1,050**
	18,150	**13,856**	**14,204**	**14,647**	**16,042**	**76,899**
Other Projects						
Lowland Drainage	5,800	7,300	5,000	4,000	3,000	**25,100**
Pre-Servicing Industrial Sites	2,000	2,000	2,000	2,000	0	**8,000**
	7,800	**9,300**	**7,000**	**6,000**	**3,000**	**33,100**
TOTAL EXPENDITURES	**$ 25,950**	**$ 23,156**	**$ 21,204**	**$ 20,647**	**$ 19,042**	**$ 109,999**

SURREY
CITY OF PARKS

5 YEAR CAPITAL FINANCIAL PLAN
WATER SERVICES
$ 000's

CONTRIBUTION SUMMARY	**2002**	**2003**	**2004**	**2005**	**2006**	**5 YEAR PROGRAM**
Non Discretionary Contributions						
DCC Reserve Funds						
Water	$ 2,270	$ 1,930	$ 1,969	$ 2,008	$ 2,048	**$ 10,225**
	2,270	**1,930**	**1,969**	**2,008**	**2,048**	**10,225**
Discretionary Contributions						
Appropriated Surplus						
Rate Stabilization Provision	4,200	4,200	4,200	4,200	3,250	**20,050**
	4,200	4,200	4,200	4,200	3,250	**20,050**
Contribution from Operating						
Current Year's Contribution	4,081	4,081	4,081	4,081	4,081	**20,405**
City's Share - DCC Program	252	214	219	223	228	**1,136**
	4,333	4,295	4,300	4,304	4,309	**21,541**
	8,533	**8,495**	**8,500**	**8,504**	**7,559**	**41,591**
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	**$ 12,883**	**$ 12,505**	**$ 12,549**	**$ 12,592**	**$ 11,687**	**$ 62,216**

EXPENDITURE SUMMARY	**2002**	**2003**	**2004**	**2005**	**2006**	**5 YEAR PROGRAM**
Statutory & Asset Maintenance						
Engineering Structures						
Growth Related	$ 2,522	$ 2,144	$ 2,188	$ 2,231	$ 2,276	**$ 11,361**
Non Growth Related	6,161	6,161	6,161	6,161	6,161	**30,805**
	8,683	8,305	8,349	8,392	8,437	**42,166**
Equipment						
Information Technology	200	200	200	200	250	**1,050**
	200	200	200	200	250	**1,050**
	8,883	**8,505**	**8,549**	**8,592**	**8,687**	**43,216**
Other Projects						
Residential Metering	3,000	3,000	3,000	3,000	3,000	**15,000**
Pre-Servicing Industrial Lands	1,000	1,000	1,000	1,000	0	**4,000**
	4,000	**4,000**	**4,000**	**4,000**	**3,000**	**19,000**
TOTAL EXPENDITURES	**$ 12,883**	**$ 12,505**	**$ 12,549**	**$ 12,592**	**$ 11,687**	**$ 62,216**

GLOSSARY OF TERMS

Accrual Basis - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

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

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

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

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

Assessed Valuation - The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

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

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

Base Budget - Cost of continuing the existing levels of service in the current budget year.

BC Assessment Authority (BCAA) - The organization that is responsible for establishing the assessed property values within British Columbia.

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

Budgetary Basis - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual.

Business Improvement Area (BIA)- A separate specific contained area where funds are spent to improve business commercial potential.

Capital Assets - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Budget - The appropriation of internal and external contributions for improvements and additions to facilities, infrastructure and parks.

Capital Improvements - Expenditures related to the acquisition, expansion or rehabilitation of an element of the City's physical plant; sometimes referred to as infrastructure.

Capital Legacy Fund – A statutory reserve fund established by Council, to provide a renewable internal financing source for one-time General Capital opportunities and projects with abroad based community support.

Capital Project - Major construction, acquisition, or renovation activities which add value to the City's physical assets or significantly increase their useful life. Also called capital improvements.

Capital Reserve - An account used to segregate a portion of the City's equity to be used for future capital program expenditures.

Collective Bargaining Agreement - A legal contract between the employer and a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Consumer Price Index (CPI) - a statistical description of price levels provided by Statscan (Government of Canada). The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services - Services rendered to the City by private firms, individuals, or other governmental agencies. Examples include rent, leases, maintenance agreements, and professional consulting services.

Cost-of-living Adjustment (COLA) - An increase in salaries to offset the adverse effect of inflation on compensation.

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

Debt Service - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

Department - The basic organizational unit of the City, which is functionally unique in its delivery of services.

Depreciation - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

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

Disbursement - The expenditure of monies from an account.

Distinguished Budget Presentation - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Employee Benefits - Contributions made by the City to meet commitments or obligations for employee fringe benefits. Included is the City's share of costs for various pensions, medical and life insurance plans.

Encumbrance - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Expenditure - The payment for property or services for the purpose of acquiring an asset, service or settling a loss. Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

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

F.E.S.T. - Festival and events strategic team is a team of key players within the City that review and recommend approval of various events held within the City. The team includes representatives from Public Affairs, Economic Development, By-laws and RCMP.

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

Fixed Assets - Assets of long-term character that is intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Freedom of Information (FOI) - Freedom of Information Act gives individuals rights to access information held by local government and protects their privacy by placing restrictions on local government when collecting or disclosing personal information.

Full-time Equivalent Position (FTE) - Employee positions, which are authorized in the adopted budget, to be filled during the year. A part-time position converted to the decimal equivalent of a full-time position. For example, a part-time typist working for 18 hours per week would be the equivalent to .5 of a full-time position.

Fund - A fiscal entity with revenues and expenditures, which are segregated for the purpose of carrying out a specific purpose or activity.

Fund Balance - The excess of the assets of a fund over its liabilities, reserves, and carryover.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

Goal - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

GST - Goods & Services Tax

Grants - A contribution by a City or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

GVRD - Greater Vancouver Regional District.

GVS&DD - Greater Vancouver Sewer & Drainage District.

GDP - Gross Domestic Product as provided by Statistics Canada.

Guidepost - See Goal.

Infrastructure - The physical assets of a City (e.g., streets, water, sewer, public buildings and parks).

Interfund Transfers - The movement of monies between funds of the same governmental entity.

Internal Services Used - The charges to user departments for internal services provided by another department, such as data processing or insurance funded from a central pool.

Internal Services Recovered - Recovery from charges to user departments by the charging department. See Internal Services Used.

Levy - To impose taxes for the support of City activities.

Line-item Budget - A budget prepared along departmental lines that focuses on what is to be bought.

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

Materials and Supplies - Expendable materials and operating supplies necessary to conduct departmental operations.

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

Object of Expenditure - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

Objective - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame. See Goal

Obligations - Amounts, which the City may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

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

Operating Revenues - Funds that the City receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Operating Expenditures - The cost for personnel, materials and equipment required for a department to function.

Program - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the City is responsible.

Program Budget - A budget, which allocates money to the functions or activities of the City rather than to specific items of cost or to specific departments.

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

PST - Provincial Sales Tax.

Public Sector Accounting Board (PSAB) - Issues recommendations and guidance on accounting matters in the public section. These recommendations serve the public interest by strengthening accountability in the public sector through developing, recommending and gaining acceptance of accounting and financial reporting standards of good practise.

Reserve for Future Expenditures (RFFE) - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Revenue - Sources of income financing the operations of the City.

RCMP - Royal Canadian Mounted Police.

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

Tax Levy - The total amount to be raised by general property taxes when the tax rate is multiplied by the assessed values.

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

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

Unreserved Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Charges - The payment of a fee for direct receipt of a public service by the party who benefits from the service.