



## City of Richmond

## Report to Committee

**To:** Finance Select Committee

**Date:** April 2, 2003

**From:** Andrew Nazareth  
Director of Finance

**File:**

**Re:** Proposed 5 Year Financial Plan (2003-2007)

### Staff Recommendation

That the proposed 5 Year Financial Plan (2003-2007) be approved and staff be directed to undertake a process of public consultation regarding this Plan before it is adopted as per the requirement of Section 327 of the Local Government Act.

Andrew Nazareth  
Director of Finance  
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CONCURRENCE OF GENERAL MANAGER



**CITY OF RICHMOND**

**PROPOSED**  
**5 YEAR FINANCIAL PLAN**  
**(2003 – 2007)**



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**PROPOSED 5 YEAR FINANCIAL PLAN (2003-2007)**

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# OVERVIEW

# **CITY OF RICHMOND**

## **PROPOSED 5 YEAR FINANCIAL PLAN (2003-2007)**

### **OVERVIEW**

#### **INTRODUCTION:**

A 5 Year Financial Plan provides City staff with the authority to pay for services for Richmond residents and to generate required revenues to cover the costs for the services through property taxation, user fees and other types of revenue. It also provides City staff with clear direction on spending levels and ensures that City staff are accountable to Council and the residents. The 5 Year Financial Plan is prepared in accordance with Section 327 of the Local Government Act and must be adopted annually by bylaw before the annual property tax bylaw which has a deadline of May 15<sup>th</sup>.

The proposed 5 Year Financial Plan (2003-2007) (hereafter "5YFP") summarizes the City's projected financial plans for the next 5 year period. The 5YFP is critical in ensuring that the City is focused on the operations of the current year, but cognizant of the emerging and long-term requirements of the community. The 5YFP includes the City's operating, utilities and capital budgets and is based on a number of assumptions and the best available information to City staff at the time of preparation. Therefore, in some cases the figures that are provided are estimates which means that less reliance can be placed upon the balances beyond 2003, however, this is mitigated by the fact that the 5YFP is also revised each year as new information becomes available.

#### **PLANNING PROCESS:**

The City's planning process for preparation of the 5YFP started in June 2002 with the service level and program reviews conducted by the Department Managers, General Managers and Council Committees. This involved detailed reviews of each service and program that the City provides. The review did not generate any direction for a reduction of services or programs, hence, the 2003 Operating Budget which forms the basis of the projections for future years is based on maintaining the same levels of service and programs as that provided in 2002.

On September 10, 2002 the Finance department conducted a formal budget roll-out after which the accounting systems were opened to all departments to commence the budget input. This 2003 Operating Budget input process was completed on October 15, 2002 and was followed by three weeks of intensive review whereby each department made presentations to the Finance department to justify each and every single line item in each organization's budget. Any cost that was not adequately justified was immediately eliminated. Concurrently, the Land and Capital Team did the same with the Capital submissions.

After the General Managers review in November, 2002 the proposed 2003 Budgets were presented to the General Purposes Committee for review and discussion. After a number of referrals from the Committee the 2003 Utility Budget was approved by Council on November 25, 2002, the 2003 Capital Budget was approved on January 27, 2003 and the 2003 Operating

Budget was approved at a Special Council Meeting on March 3, 2003. Subsequently, staff commenced work on the 5YFP and attached is the proposed 5YFP.

### **Proposed 5 Year Financial Plan (2003-2007) Assumptions**

It is important to note that the projections from 2003-2007 maintain existing service levels and build in operating costs resulting from capital growth. They do not include any additional level requests. The following are some of the key assumptions used in developing the 5YFP:

#### **Net Growth**

Net growth to the tax base as a result of new developments, construction and re-zonings has been projected at 1.5% for 2003-2004 followed by a straight \$1.5M thereafter.

#### **Salaries & Benefits**

2003-2006 Salary increases have been budgeted based on the recently ratified agreements with the City Unions of 2.5% for 2003-2005, 3% from April 1, 2006 (2.25% annualized) and a reasonable estimate has been established for 2007. For Fire Rescue 2003-2007, a reasonable estimate required for potential salary increases along with related benefits has been included as there has been no settlement to date.

#### **RCMP Contract**

RCMP wage contract anticipated increases as provided by E-Division have been built into the 5YFP. The increases are as follows; 2003 – 4.38%; 2004 – 2.43%; 2005 – 2.25%; 2006 – 2.11%; 2007 – 1.71%. Richmond RCMP have previously presented to Committee of Council their increased requirements for Officers and Municipal employees for the next 5 years. These additional resource requests have not been provided for in this 5YFP and will be considered as additional level requests subject to Council's approval during each individual budget year.

#### **Casino Revenue**

Casino revenue totalling \$1.8 million has been included in the 2003 Budget primarily to mitigate the impact of capital contributions. It is anticipated that the expanded Casino at Bridgepoint will bring in additional revenue, hence, \$2.7M is used to mitigate costs in 2004, \$2.2M in 2005 and \$2.0M per year thereafter.

#### **User Fees**

All user fees have been increased in line with the Consumer Price Index for Vancouver which ranges from a high of 2.4% in 2003 to a low of 1.5% in 2007.

#### **Transfer to Reserves**

The projected increase in the transfer to reserves represents amounts transferred to the Fleet Replacement Reserve, Fire Equipment Reserve and Annual Capital Program including the funding for the new Community Safety Buildings replacement (hereafter "CSB"). The CSB funding increases from the Operating Budget amounts to almost \$1M in 2003, \$1.5M in 2004, \$2.0M in 2005 and concludes in 2006 with \$1.0M. It is important to note that at this level of contribution to the reserves, it helps maintain status quo but does not enhance the position of the reserves.

For further details on the Assumptions used please refer to Schedule 2.

## **FINANCIAL IMPACT:**

### **Proposed 5YFP (2003-2007) Operating Budget Highlights**

#### 2003 Highlights (in 000's)

The following are the key expenditure changes over 2002:

- City Salaries & Benefits      \$1,993 – due to salary increase of 2.5% & Benefits increases
- RCMP Contract                      \$1,722 – due to wage contract increase of 4.38%
- Fire Rescue Salaries              \$1,320 – due to an allowance for salary & step increases
- CSB Funding plan                  \$ 996 – for replacement of CSB's
- Insurance premiums              \$ 498 – largely due to liability insurance premium increase from Municipal Insurance Assoc.
- Operating Impact of Capital    \$ 454 – operating costs associated with growth

The following are the key revenue changes over 2002:

- Net Growth (Tax Base)          \$1,628 – due to new completed developments
- User Fees                              \$1,265 – mainly due to Parking revenues
- Building Permits revenue        \$ 699 – due to increased construction activity

#### 2004 Highlights (in 000's)

The following are the key expenditure changes over 2003:

- Contribution to Capital          \$1,837 – as per 5YFP Capital Budget requirements
- City Salaries & Benefits          \$1,752 – due to salary increase of 2.5% & Benefits increases
- CSB Funding plan                  \$1,494 – for replacement of CSB's
- RCMP Contract                      \$1,023 – due to wage contract increase of 2.43%
- Fire Rescue Salaries              \$ 733 – due to an allowance for salary & step increases

The following are the key revenue changes over 2003:

- Net Growth (Tax Base)          \$1,584 – due to new completed developments
- Casino Revenue                      \$ 862 – due to expansion at Bridgepoint

#### 2005-2007 Highlights

Once again, the key expenditure drivers in each of these successive years are City Salaries & Benefits, the RCMP Contract increases, Fire Rescue Salaries and the CSB Funding plan. On the revenue side, the key drivers are the continued growth expected for Richmond and to a lesser extent additional Casino revenues as a result of the planned expansion at Bridgepoint.

For further details regarding highlights please refer to Schedule 3 and for a breakdown by division and department please refer to Schedule 5. Please note that Schedule 5 also shows each department's year over year percentage changes. These percentage changes may appear to be misleading for departments with small budgets, for example, a \$3,425 increase in 2004 for the Fitness Wellness department translates to a 4.38% increase which may appear excessive at first glance. Therefore, when reviewing this report please look at the absolute dollars as well to put the increases into perspective.

### **Proposed 5YFP Average Property Tax Increases**

The 5YFP projects increases in expenditures and is offset against all projected non-tax revenues. Please refer to Schedule 4. In order to balance the budgets, we take the total expenditures less the total non-tax revenues which results in the required tax levy. The average tax increase is calculated by taking the year over year change in the required tax levy less any projected growth in the tax base due to new construction. The average tax rate increase is then determined by dividing this resulting increase by the prior year's tax base.

Based on the proposed 5YFP (2003-2007), the average tax increase(\$) and the corresponding average tax rate(%) increases are as follows:

	<u>in '000's</u>	
2003	\$4,349	4.35%
2004	\$6,191	5.86%
2005	\$5,809	5.12%
2006	\$3,625	3.00%
2007	\$3,690	2.93%

To further breakdown these increases by City Services and Community Safety Services:

	<u>City Services</u>		<u>Community Safety Svcs.</u>	
2003	\$1,503	0.93%	\$2,846	6.85%
2004	\$3,203	1.87%	\$2,988	6.73%
2005	\$2,353	1.30%	\$3,456	7.30%
2006	\$1,278	0.68%	\$2,347	4.62%
2007	\$2,318	1.19%	\$1,372	2.58%

Note: Community Safety Services balances include the funding for the CSB replacements.

A further illustration of this breakdown between City services and Community Safety services is presented in Schedule 6.



### **Proposed 5YFP (2003-2007) Capital Program**

The proposed 5 Year Capital Program for 2003-2007 has been incorporated into the 5YFP and there are projected annual contributions in the Operating Budget ranging from a low of \$0.5M in 2003 to a high of \$2.3M in 2004. In addition, there are resulting ongoing operating costs associated with the capital growth ranging from a high of \$0.5M in 2003 to a low of \$0.1M in 2006. For further details on the 2003 Capital funding please refer to Schedule 8 and Schedule 9 for a summary of the associated Operating Budget impact.

The balance of the funding for the capital program comes from statutory reserve accounts and other funding sources such as grants, casino revenues and developer cost charges. The proposed 5YFP Capital Program for 2003-2007 was prepared by the Land & Capital Team which has representation from all City Divisions. As in previous years, the Team utilized a ranking system in conjunction with comments and recommendations from all stakeholders. The ranking criteria includes:

- the level of need for a project
- consistency with Council approved plans or priorities
- financial costs and benefits
- financial risk associated with a project
- social/environmental/liveability benefits
- funding sources and availability

The proposed 2003 Capital Program is intended as a detailed plan for construction, while years 2004-2007 are intended to be a planning tool that will be reviewed and refined annually based on financial and other trends. The total expenditure amount of each year of the recommended Capital Plan is:

2003	\$39.5M
2004	\$27.9M
2005	\$30.6M
2006	\$33.6M
2007	\$53.1M

For a further breakdown of this by type of expenditure please refer to Schedule 7 which also includes a listing of the recommended projects for 2003-2007.

#### **2003 Capital Plan Highlights**

The 2003 Capital Plan has a total value of \$39.5M, an increase of approximately 23% over 2002. This increase is related to major capital projects approved in the 2003 calendar year including CSB Replacement, East Richmond Interim Library & Brighthouse Renovations and Nelson Road Widening.

Roads Development Cost Charge (DCCs) spending has been contained at \$4.4 M (\$4.9 M is available in 2003 based on the 50% rule) to help average out the amount available in subsequent years. The Nelson Road Project from Blundell to Westminster Highway has been submitted to TransLink for admission to the Major Road Network. If approved this will allow the City to access TransLink funding towards the cost of upgrading this particular stretch of road. 2003 sees the first of the CSB replacements commencing with Fire Hall #4 located on Lancaster Crescent in Burkeville.

Major projects such as the Minoru Place Seniors Centre Expansion, North Loop Road, Steveston Tram-car barn and Tram-restoration are not recommended due to limited funding availability in 2003.

#### 2004 – 2007 Capital Plan Highlights

Projects contained within the CSB Master Plan have been incorporated into the 5YFP; funding for these projects is currently allocated from Casino Revenue, the Capital Building & Infrastructure Reserve and the Operating Budget. The significant increase in the size of the 2007 Capital Plan is due, in large part, to inclusion of the addition of the main Public Safety Building to accommodate the RCMP and Richmond Fire Rescue by the year 2008.

#### CONCLUSION

The 5YFP outlines the current year's budget and provides projections for future years. It should be emphasized the 5YFP beyond 2003 will change as more accurate and current information is obtained to update each successive year accordingly. In that regard, City staff are committed to exploring and establishing new revenue opportunities, while continuing to seek out cost efficiencies as part of the City's Long Term Financial Management Strategy. Richmond is competitive in its municipal tax levy when compared with other municipalities in the GVRD and continues to be a leader in providing quality services to its residents.

# **OPERATING BUDGET ASSUMPTIONS**

**CITY OF RICHMOND**  
**5 YFP 2003-2007 ASSUMPTIONS**  
(000's)

	2003	2004	2005	2006	2007
Salary Increases-All LG's	2.50%	2.50%	2.50%	2.25%	n/a
Consumer Price Index*	2.40%	1.90%	2.00%	2.00%	1.50%
U.S. Exchange Rates*	1.54	1.47	1.46	1.48	1.50
Fuel	5.0%	10.0%	5.0%	3.0%	3.0%
Gas & Hydro	1.0%	16%	3.0%	3.0%	3.0%
Contracts (photocopy& office equip.)	2.0%	6.0%	2.0%	2.0%	2.0%
Casino Revenue (one-time)	\$1,838	\$ 2,700	\$2, 200	\$2,000	\$2,000
C.S. Bldg Funding Increases	\$ 996	\$1,494	\$1,992	\$996	\$0
Insurance-Liability	83.0%	5.0%	5.0%	5.0%	5.0%
-Property	8.7%	5.0%	5.0%	5.0%	5.0%
Growth	\$1,628	\$1,583	\$1,500	\$1,500	\$1,500
Return on Investment	5.0%	5.5%	5.5%	5.5%	5.5%
Contribution to Capital	\$503	\$2,340	\$1,725	\$1,825	\$1,925
RCMP Contract Increases	4.38%	2.43%	2.25%	2.11%	1.71%
Business License Revenue	2.40%	1.90%	2.00%	2.00%	1.50%
Community Facility Revenue	2.40%	1.90%	2.00%	2.00%	1.50%
Parking Revenue	2.40%	1.90%	2.00%	2.00%	1.50%

Note: 3% salary increase on Apr 1, 2006 (2.25% annualized)

n/a - salary increase for 2007 not available as collective agreement expires 2006

\* Source: Murenbeeld & Associates

# **OPERATING BUDGET HIGHLIGHTS**

**CITY OF RICHMOND**  
**PROPOSED 5 YEAR FINANCIAL PLAN (2003 - 2007)**  
**Highlights**  
**( in 000's)**

**This statement reflects year over year changes**

<b>Revenue Changes</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Tax Growth	\$1,628	\$1,584	\$1,500	\$1,500	\$1,500
Casino Revenue	(\$181)	\$862	(\$500)	(\$200)	\$0
User Fees	\$1,265	\$209	\$144	\$182	\$140
Building Permits	\$699	\$44	\$47	\$48	\$53
YVR Fire Revenue	\$9	(\$1,925)	(\$1,393)	\$0	\$0
<b>Total Impact</b>	<b>\$3,420</b>	<b>\$773</b>	<b>(\$202)</b>	<b>\$1,530</b>	<b>\$1,692</b>

<b>Expenditures</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
RCMP Contract	\$1,722	\$1,023	\$715	\$886	\$950
Fire Rescue Salaries	\$1,320	\$733	\$479	\$471	\$590
YVR Salaries	\$82	(\$1,829)	(\$1,308)	\$0	\$0
City Salaries & Benefits	\$1,993	\$1,752	\$1,519	\$1,481	n/a
Community Safety Building	\$996	\$1,494	\$1,992	\$996	\$0
Gas/Hydro/Fuel	(\$23)	\$249	\$104	\$93	\$274
Contribution to Capital	(\$540)	\$1,837	(\$615)	\$100	\$100
Operating Impact-Capital	\$454	\$244	\$292	\$129	\$143
Parks Program Costs	\$174	\$287	\$328	\$477	\$260
<b>Total Impact</b>	<b>\$6,178</b>	<b>\$5,789</b>	<b>\$3,506</b>	<b>\$4,633</b>	<b>n/a</b>

note: 2007 salary changes not available as the collective agreement expires in 2006

**PROPOSED 5 YEAR FINANCIAL PLAN**  
**OPERATING BUDGET SUMMARY**

**CITY OF RICHMOND**  
**PROPOSED 5 YEAR FINANCIAL PLAN (2003 - 2007) BY DIVISION**  
**(in 000's)**

	2003 \$	2004 \$	2005 \$	2006 \$	2007 \$
<b>Expenditures</b>					
Corporate Administration	1,301	1,390	1,425	1,459	1,503
Community Safety	52,860	52,389	52,817	54,626	56,442
Parks, Recreation & Cultural Services	33,611	35,034	36,081	37,210	38,038
Finance & Corporate Services	16,378	16,875	17,350	17,780	18,304
Engineering & Public Works	22,866	24,823	26,135	27,398	29,227
Utilities (Water, Sewer & Sanitation)	47,152	50,157	53,108	56,273	59,717
Urban Development	7,436	7,834	8,046	8,233	8,484
Fiscal	28,683	30,551	32,610	33,536	34,771
Transfer to Reserves	9,634	14,057	15,418	16,471	16,386
<b>Total Expenditures from all Departments</b>	<b>219,922</b>	<b>233,109</b>	<b>242,989</b>	<b>252,986</b>	<b>262,871</b>

**Revenue:**

Community Safety	9,467	7,502	6,466	6,924	7,368
Parks, Recreation & Cultural Services	7,381	7,553	7,632	7,748	7,840
Finance & Corporate Services	3,124	3,185	3,240	3,294	3,339
Engineering & Public Works	8,068	8,985	9,765	10,542	11,299
Utilities (Water, Sewer & Sanitation)	47,152	50,157	53,108	56,273	59,717
Urban Development	3,735	3,717	3,821	3,903	4,033
Fiscal	35,409	38,649	38,288	38,507	38,290
<b>Total Non Tax Revenues</b>	<b>114,335</b>	<b>119,748</b>	<b>122,319</b>	<b>127,192</b>	<b>131,886</b>
Tax Levy	105,586	113,361	120,669	125,795	130,985
<b>Total Revenues from all sources</b>	<b>219,921</b>	<b>233,109</b>	<b>242,989</b>	<b>252,986</b>	<b>262,871</b>
Net Growth	1,628	1,584	1,500	1,500	1,500
Proposed Property Tax Increase \$	\$ 4,349	\$ 6,191	\$ 5,809	\$ 3,625	\$ 3,690
Proposed Property Tax Increase %	4.35%	5.86%	5.12%	3.00%	2.93%



**CITY OF RICHMOND  
REVENUE & EXPENDITURE SUMMARY  
2003 OPERATING BUDGET**

	City 2002 BUDGET	2002 Base Level Adjustments	2002 Adjusted Budget Bylaw	2003 BUDGET DRAFT	Change (\$)	Change (%)
<b>REVENUES</b>						
PROPERTY TAXES	\$ 100,459,200		\$ 100,459,200	\$ 106,636,800	\$ 6,177,600	6.15%
GVRD LEVIES & CHARGES	5,883,800		5,883,800	6,001,500	117,700	2.00%
FEDERAL GRANTS-IN-LIEU	4,975,000		4,975,000	5,571,800	596,800	12.00%
PROVINCIAL GRANTS IN LIEU	386,000		386,000	423,200	37,200	9.64%
GRANTS IN-LIEU OTHER	3,702,000		3,702,000	3,567,800	(134,200)	(3.63%)
UNCONDITIONAL GRANTS	3,723,300	1,000,000	2,723,300	3,061,000	337,700	12.40%
CONDITIONAL GRANTS	160,200	1,000,000	1,160,200	220,900	(939,300)	(80.96%)
UTILITY CHARGES	30,563,700	25,200	30,538,500	33,638,900	3,100,400	10.15%
SERVICE CHARGES	10,515,600		10,515,600	10,967,900	452,300	4.30%
OTHER SALES OF SERVICE	3,288,400		3,288,400	3,881,100	592,700	18.02%
BUSINESS LICENSES & PERMITS	4,606,300		4,606,300	5,577,300	971,000	21.08%
COMMUNITY REVENUE/PROGRAM FEES	5,082,900		5,082,900	5,269,300	186,400	3.67%
FINES	737,500		737,500	1,712,800	975,300	132.24%
MISCELLANEOUS OPERATING INCOME	958,100	25,200	983,300	1,017,800	34,500	3.51%
INVESTMENT & DEBT INCOME	4,910,000		4,910,000	4,879,500	(30,500)	(0.62%)
MISCELLANEOUS FISCAL EARNINGS	1,828,100		1,828,100	1,563,600	(264,500)	(14.47%)
<b>Total Revenues</b>	<b>\$ 181,780,100</b>	<b>\$ -</b>	<b>\$ 181,780,100</b>	<b>\$ 193,991,200</b>	<b>12,211,100</b>	<b>6.72%</b>
<b>EXPENDITURES</b>						
<b>Salaries</b>						
ALL SALARIES	64,213,100		\$ 64,213,100	\$ 66,438,700	\$ 2,225,600	3.47%
<b>Operating Expenditures:</b>						
SUPPLIES	1,923,900		1,923,900	2,195,500	271,600	14.12%
CONTRACTS	27,994,200		27,994,200	30,286,200	2,292,000	8.19%
ADVERTISING & MARKETING	392,500		392,500	400,700	8,200	2.09%
MAINTENANCE	1,985,700		1,985,700	2,215,900	230,200	11.59%
PROFESSIONAL FEES	190,500		190,500	191,500	1,000	0.52%
GENERAL OPERATING EXPENDITURES	2,798,800		2,798,800	2,705,100	(93,700)	(3.35%)
PURCHASES EQUIPMENT & OTHERS	10,782,200		10,782,200	11,450,400	668,200	6.20%
OTHER EXPENDITURES	14,754,900	6,952,300	7,802,600	8,707,600	905,000	11.60%
LEASES & VEHICLES	-	6,952,300	6,952,300	7,804,100	851,800	12.25%
FACILITIES MANAGEMENT	4,201,500		4,201,500	4,199,500	(2,000)	(0.05%)
PUBLIC WORKS MAINTENANCE	19,919,800		19,919,800	20,042,000	122,200	0.61%
<b>Total Operating Expenditures</b>	<b>\$ 149,157,100</b>	<b>\$ -</b>	<b>\$ 149,157,100</b>	<b>\$ 156,637,200</b>	<b>\$ 7,480,100</b>	<b>5.01%</b>
<b>Fiscal Expenditures</b>						
FISCAL DEBT EXPENDITURES	13,730,000		13,730,000	12,695,900	(1,034,100)	(7.53%)
TRANSFER TO STATUTORY RESERVES	12,784,200		12,784,200	15,043,200	2,259,000	17.67%
FISCAL EXPENDITURE - net	6,108,800		6,108,800	9,614,900	3,506,100	57.39%
<b>Total Fiscal Expenditures</b>	<b>\$ 32,623,000</b>	<b>\$ -</b>	<b>\$ 32,623,000</b>	<b>\$ 37,354,000</b>	<b>\$ 4,731,000</b>	<b>14.50%</b>
<b>Total Expenditures</b>	<b>\$ 181,780,100</b>	<b>\$ -</b>	<b>\$ 181,780,100</b>	<b>\$ 193,991,200</b>	<b>\$ 12,211,100</b>	<b>6.72%</b>
<b>Net Revenues over Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

note: This statement is net of internal chargebacks

**PROPOSED 5 YEAR FINANCIAL PLAN  
BY DIVISION AND DEPARTMENTS**



	2003	2004	2005	2006	2007
	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET
<b><u>CITY OF RICHMOND</u></b>					
ALL REVENUES	\$219,922,150	\$233,108,971	\$242,988,757	\$252,986,233	\$262,871,176
ALL OPERATING EXPENDITURES	-\$219,922,150	-\$233,108,971	-\$242,988,757	-\$252,986,233	-\$262,871,176
Net	\$0	\$0	\$0	\$0	\$0

**CORPORATE ADMINISTRATION**

ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$1,301,300	-\$1,389,734	-\$1,425,105	-\$1,458,800	-\$1,502,500
Net	-\$1,301,300	-\$1,389,734	-\$1,425,105	-\$1,458,800	-\$1,502,500
		6.80%	2.55%	2.36%	3.00%

**PARKS, RECREATION & CULTURE DIVISION**

ALL REVENUES	\$7,380,750	\$7,552,760	\$7,631,841	\$7,747,916	\$7,840,051
ALL OPERATING EXPENDITURES	-\$33,611,499	-\$35,034,291	-\$36,080,594	-\$37,210,208	-\$38,038,048
Net	-\$26,230,749	-\$27,481,531	-\$28,448,753	-\$29,462,292	-\$30,197,997
		4.77%	3.52%	3.56%	2.50%

**FINANCE & CORPORATE SERVICES**

ALL REVENUES	\$3,124,100	\$3,185,416	\$3,239,940	\$3,294,483	\$3,339,370
ALL OPERATING EXPENDITURES	-\$16,377,900	-\$16,874,895	-\$17,349,589	-\$17,779,692	-\$18,303,876
Net	-\$13,253,800	-\$13,689,479	-\$14,109,649	-\$14,485,209	-\$14,964,506
		3.29%	3.07%	2.66%	3.31%

**PUBLIC WORKS DIVISION**

ALL REVENUES	\$47,883,000	\$51,746,747	\$55,363,848	\$59,182,561	\$63,239,145
ALL OPERATING EXPENDITURES	-\$62,681,500	-\$67,584,543	-\$71,733,862	-\$76,038,324	-\$81,167,498
Net	-\$14,798,500	-\$15,837,796	-\$16,370,014	-\$16,855,763	-\$17,928,353
		7.02%	3.36%	2.97%	6.36%

**URBAN DEVELOPMENT DIVISION**

ALL REVENUES	\$3,734,500	\$3,716,600	\$3,820,800	\$3,902,700	\$4,033,300
ALL OPERATING EXPENDITURES	-\$7,436,400	-\$7,833,754	-\$8,046,313	-\$8,232,990	-\$8,483,875
Net	-\$3,701,900	-\$4,117,154	-\$4,225,513	-\$4,330,290	-\$4,450,575
		11.22%	2.63%	2.48%	2.78%

**FISCAL**

ALL REVENUES	\$140,996,000	\$152,010,140	\$158,956,958	\$164,301,706	\$169,274,727
ALL OPERATING EXPENDITURES	-\$28,683,251	-\$30,551,117	-\$32,609,703	-\$33,536,270	-\$34,770,874
Net	\$112,312,749	\$121,459,023	\$126,347,255	\$130,765,436	\$134,503,853
		8.14%	4.02%	3.50%	2.86%

	2003	2004	2005	2006	2007
	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET
<b><u>TRANSFERS TO RESERVES</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$9,634,200	-\$14,056,671	-\$15,417,604	-\$16,471,151	-\$16,385,968
Net	-\$9,634,200	-\$14,056,671	-\$15,417,604	-\$16,471,151	-\$16,385,968
		45.90%	9.68%	6.83%	-0.52%
<b><u>COMMUNITY SAFETY DIVISION</u></b>					
ALL REVENUES	\$16,803,800	\$14,897,308	\$13,975,370	\$14,556,867	\$15,144,583
ALL OPERATING EXPENDITURES	-\$60,196,100	-\$59,783,966	-\$60,325,987	-\$62,258,798	-\$64,218,537
Net	-\$43,392,300	-\$44,886,658	-\$46,350,617	-\$47,701,931	-\$49,073,954
		3.44%	3.26%	2.92%	2.88%

	2003	2004	2005	2006	2007
	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET
<b><u>CORPORATE ADMINISTRATION</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$1,301,300	-\$1,389,734	-\$1,425,105	-\$1,458,800	-\$1,502,500
Net	-\$1,301,300	-\$1,389,734	-\$1,425,105	-\$1,458,800	-\$1,502,500

**COUNCIL**

ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$605,100	-\$626,800	-\$648,300	-\$669,300	-\$695,600
Net	-\$605,100	-\$626,800	-\$648,300	-\$669,300	-\$695,600
		3.59%	3.43%	3.24%	3.93%

**CHIEF ADMINISTRATIVE OFFICE**

ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$696,200	-\$762,934	-\$776,805	-\$789,500	-\$806,900
Net	-\$696,200	-\$762,934	-\$776,805	-\$789,500	-\$806,900
		9.59%	1.82%	1.63%	2.20%

	2003	2004	2005	2006	2007
	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET
<b><u>PARKS, RECREATION &amp; CULTURE DIVISION</u></b>					
ALL REVENUES	\$7,380,750	\$7,552,760	\$7,631,841	\$7,747,916	\$7,840,051
ALL OPERATING EXPENDITURES	-\$33,611,499	-\$35,034,291	-\$36,080,594	-\$37,210,208	-\$38,038,048
Net	-\$26,230,749	-\$27,481,531	-\$28,448,753	-\$29,462,292	-\$30,197,997
<b><u>FITNESS WELLNESS</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$78,200	-\$81,625	-\$83,770	-\$85,510	-\$88,045
Net	-\$78,200	-\$81,625 4.38%	-\$83,770 2.63%	-\$85,510 2.08%	-\$88,045 2.96%
<b><u>AQUATIC SERVICES</u></b>					
ALL REVENUES	\$3,033,100	\$3,089,900	\$3,151,685	\$3,214,695	\$3,262,890
ALL OPERATING EXPENDITURES	-\$6,107,100	-\$6,260,837	-\$6,379,169	-\$6,493,704	-\$6,633,224
Net	-\$3,074,000	-\$3,170,937 3.15%	-\$3,227,484 1.78%	-\$3,279,009 1.60%	-\$3,370,334 2.79%
<b><u>ARENAS</u></b>					
ALL REVENUES	\$1,923,100	\$1,959,600	\$1,962,400	\$2,001,652	\$2,031,700
ALL OPERATING EXPENDITURES	-\$3,908,300	-\$4,007,987	-\$4,069,506	-\$4,129,469	-\$4,199,960
Net	-\$1,985,200	-\$2,048,387 3.18%	-\$2,107,106 2.87%	-\$2,127,817 0.98%	-\$2,168,260 1.90%
<b><u>PARKS, RECREATION CULTURE ADMINISTRATION</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$338,700	-\$347,000	-\$355,400	-\$363,000	-\$373,500
Net	-\$338,700	-\$347,000 2.45%	-\$355,400 2.42%	-\$363,000 2.14%	-\$373,500 2.89%
<b><u>RECREATION &amp; CULTURAL SERVICES</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$684,700	-\$705,205	-\$721,665	-\$737,170	-\$756,540
Net	-\$684,700	-\$705,205 2.99%	-\$721,665 2.33%	-\$737,170 2.15%	-\$756,540 2.63%
<b><u>PARKS</u></b>					
ALL REVENUES	\$468,800	\$523,300	\$523,800	\$523,800	\$523,800
ALL OPERATING EXPENDITURES	-\$7,498,600	-\$7,922,510	-\$8,315,710	-\$8,853,865	-\$8,969,763
Net	-\$7,029,800	-\$7,399,210 5.25%	-\$7,791,910 5.31%	-\$8,330,065 6.91%	-\$8,445,963 1.39%
<b><u>GATEWAY THEATRE</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$871,900	-\$890,700	-\$909,200	-\$922,300	-\$937,500
Net	-\$871,900	-\$890,700 2.16%	-\$909,200 2.08%	-\$922,300 1.44%	-\$937,500 1.65%

	2003	2004	2005	2006	2007
	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET
<b><u>RECREATION SERVICES</u></b>					
ALL REVENUES	\$140,000	\$142,800	\$145,656	\$148,569	\$151,541
ALL OPERATING EXPENDITURES	-\$4,874,800	-\$5,057,572	-\$5,183,788	-\$5,303,930	-\$5,448,425
Net	-\$4,734,800	-\$4,914,772	-\$5,038,132	-\$5,155,361	-\$5,296,884
		3.80%	2.51%	2.33%	2.75%
<b><u>HERITAGE &amp; CULTURAL SERVICES</u></b>					
ALL REVENUES	\$235,000	\$240,000	\$240,000	\$240,000	\$240,000
ALL OPERATING EXPENDITURES	-\$1,974,700	-\$2,172,955	-\$2,263,461	-\$2,312,960	-\$2,379,991
Net	-\$1,739,700	-\$1,932,955	-\$2,023,461	-\$2,072,960	-\$2,139,991
		11.11%	4.68%	2.45%	3.23%
<b><u>LIBRARY</u></b>					
ALL REVENUES	\$1,580,750	\$1,597,160	\$1,608,300	\$1,619,200	\$1,630,120
ALL OPERATING EXPENDITURES	-\$7,274,499	-\$7,587,900	-\$7,798,925	-\$8,008,300	-\$8,251,100
Net	-\$5,693,749	-\$5,990,740	-\$6,190,625	-\$6,389,100	-\$6,620,980
		5.22%	3.34%	3.21%	3.63%

	2003	2004	2005	2006	2007
	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET
<b><u>FINANCE &amp; CORPORATE SERVICES</u></b>					
ALL REVENUES	\$3,124,100	\$3,185,416	\$3,239,940	\$3,294,483	\$3,339,370
ALL OPERATING EXPENDITURES	-\$16,377,900	-\$16,874,895	-\$17,349,589	-\$17,779,692	-\$18,303,876
Net	-\$13,253,800	-\$13,689,479	-\$14,109,649	-\$14,485,209	-\$14,964,506
<b><u>STRATEGIC PLANNING</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$254,400	-\$260,025	-\$265,632	-\$270,885	-\$277,847
Net	-\$254,400	-\$260,025	-\$265,632	-\$270,885	-\$277,847
		2.21%	2.16%	1.98%	2.57%
<b><u>PAYROLL &amp; ADMINISTRATION</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$358,500	-\$367,580	-\$376,560	-\$384,946	-\$396,311
Net	-\$358,500	-\$367,580	-\$376,560	-\$384,946	-\$396,311
		2.53%	2.44%	2.23%	2.95%
<b><u>PROPERTY TAXATION</u></b>					
ALL REVENUES	\$277,100	\$277,100	\$277,100	\$277,100	\$277,100
ALL OPERATING EXPENDITURES	-\$634,400	-\$660,211	-\$685,270	-\$699,747	-\$718,511
Net	-\$357,300	-\$383,111	-\$408,170	-\$422,647	-\$441,411
		7.22%	6.54%	3.55%	4.44%
<b><u>HUMAN RESOURCES</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$2,021,700	-\$2,056,882	-\$2,082,642	-\$2,096,802	-\$2,129,345
Net	-\$2,021,700	-\$2,056,882	-\$2,082,642	-\$2,096,802	-\$2,129,345
		1.74%	1.25%	0.68%	1.55%
<b><u>LAW</u></b>					
ALL REVENUES	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000
ALL OPERATING EXPENDITURES	-\$652,500	-\$665,119	-\$677,509	-\$689,103	-\$704,738
Net	-\$616,500	-\$629,119	-\$641,509	-\$653,103	-\$668,738
		2.05%	1.97%	1.81%	2.39%
<b><u>INFORMATION TECHNOLOGY</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$6,021,700	-\$6,220,380	-\$6,424,755	-\$6,611,174	-\$6,822,011
Net	-\$6,021,700	-\$6,220,380	-\$6,424,755	-\$6,611,174	-\$6,822,011
		3.30%	3.29%	2.90%	3.19%
<b><u>CUSTOMER SERVICES</u></b>					
ALL REVENUES	\$56,000	\$56,974	\$58,210	\$59,368	\$60,260
ALL OPERATING EXPENDITURES	-\$545,600	-\$559,184	-\$572,988	-\$585,701	-\$602,895
Net	-\$489,600	-\$502,210	-\$514,778	-\$526,333	-\$542,635
		2.58%	2.50%	2.24%	3.10%



	2003	2004	2005	2006	2007
	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET
<b><u>CITY CLERKS</u></b>					
ALL REVENUES	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500
ALL OPERATING EXPENDITURES	-\$1,080,800	-\$1,107,957	-\$1,131,925	-\$1,154,342	-\$1,184,304
<b>Net</b>	<b>-\$1,076,300</b>	<b>-\$1,103,457</b> 2.52%	<b>-\$1,127,425</b> 2.17%	<b>-\$1,149,842</b> 1.99%	<b>-\$1,179,804</b> 2.61%
<b><u>BUSINESS LIASON &amp; DEVELOPMENT</u></b>					
ALL REVENUES	\$2,548,500	\$2,595,990	\$2,646,900	\$2,698,900	\$2,738,600
ALL OPERATING EXPENDITURES	-\$470,900	-\$478,447	-\$486,115	-\$493,188	-\$502,898
<b>Net</b>	<b>\$2,077,600</b>	<b>\$2,117,543</b> 1.92%	<b>\$2,160,785</b> 2.04%	<b>\$2,205,712</b> 2.08%	<b>\$2,235,702</b> 1.36%
<b><u>BUDGETS &amp; ACCOUNTING &amp; PURCHASING</u></b>					
ALL REVENUES	\$22,500	\$22,852	\$23,230	\$23,615	\$23,910
ALL OPERATING EXPENDITURES	-\$3,256,500	-\$3,386,603	-\$3,512,106	-\$3,639,815	-\$3,784,283
<b>Net</b>	<b>-\$3,234,000</b>	<b>-\$3,363,751</b> 4.01%	<b>-\$3,488,876</b> 3.72%	<b>-\$3,616,200</b> 3.65%	<b>-\$3,760,373</b> 3.99%
<b><u>TREASURY</u></b>					
ALL REVENUES	\$179,500	\$192,000	\$194,000	\$195,000	\$199,000
ALL OPERATING EXPENDITURES	-\$420,500	-\$439,276	-\$447,957	-\$455,840	-\$466,804
<b>Net</b>	<b>-\$241,000</b>	<b>-\$247,276</b> 2.60%	<b>-\$253,957</b> 2.70%	<b>-\$260,840</b> 2.71%	<b>-\$267,804</b> 2.67%
<b><u>FINANCE ADMINISTRATION</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$660,400	-\$673,231	-\$686,130	-\$698,149	-\$713,929
<b>Net</b>	<b>-\$660,400</b>	<b>-\$673,231</b> 1.94%	<b>-\$686,130</b> 1.92%	<b>-\$698,149</b> 1.75%	<b>-\$713,929</b> 2.26%

	2003	2004	2005	2006	2007
	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET
<b><u>PUBLIC WORKS DIVISION</u></b>					
ALL REVENUES	\$47,883,000	\$51,746,747	\$55,363,848	\$59,182,561	\$63,239,145
ALL OPERATING EXPENDITURES	-\$62,681,500	-\$67,584,543	-\$71,733,862	-\$76,038,324	-\$81,167,498
Net	<b>-\$14,798,500</b>	<b>-\$15,837,796</b>	<b>-\$16,370,014</b>	<b>-\$16,855,763</b>	<b>-\$17,928,353</b>
<b><u>GENERAL PUBLIC WORKS</u></b>					
ALL REVENUES	\$2,200,000	\$2,200,000	\$2,200,000	\$2,200,000	\$2,200,000
ALL OPERATING EXPENDITURES	-\$1,316,200	-\$1,347,000	-\$1,379,400	-\$1,409,700	-\$1,449,200
Net	<b>\$883,800</b>	<b>\$853,000</b> -3.48%	<b>\$820,600</b> -3.80%	<b>\$790,300</b> -3.69%	<b>\$750,800</b> -5.00%
<b><u>ROADS &amp; CONSTRUCTION</u></b>					
ALL REVENUES	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
ALL OPERATING EXPENDITURES	-\$7,093,300	-\$7,480,048	-\$7,711,515	-\$7,899,175	-\$8,116,471
Net	<b>-\$6,093,300</b>	<b>-\$6,480,048</b> 6.35%	<b>-\$6,711,515</b> 3.57%	<b>-\$6,899,175</b> 2.80%	<b>-\$7,116,471</b> 3.15%
<b><u>STORM DRAINAGE</u></b>					
ALL REVENUES	\$600,000	\$1,208,000	\$1,825,000	\$2,450,000	\$3,075,000
ALL OPERATING EXPENDITURES	-\$3,301,100	-\$3,984,267	-\$4,676,613	-\$5,373,161	-\$6,078,340
Net	<b>-\$2,701,100</b>	<b>-\$2,776,267</b> 2.78%	<b>-\$2,851,613</b> 2.71%	<b>-\$2,923,161</b> 2.51%	<b>-\$3,003,340</b> 2.74%
<b><u>FACILITY MANAGEMENT</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$3,101,200	-\$3,559,981	-\$3,664,586	-\$3,778,127	-\$4,403,342
Net	<b>-\$3,101,200</b>	<b>-\$3,559,981</b> 14.79%	<b>-\$3,664,586</b> 2.94%	<b>-\$3,778,127</b> 3.10%	<b>-\$4,403,342</b> 16.55%
<b><u>FLEET OPERATIONS</u></b>					
ALL REVENUES	\$4,227,800	\$4,532,290	\$4,694,766	\$4,847,119	\$5,015,015
ALL OPERATING EXPENDITURES	-\$4,478,600	-\$4,782,290	-\$4,944,766	-\$5,097,119	-\$5,265,015
Net	<b>-\$250,800</b>	<b>-\$250,000</b> -0.32%	<b>-\$250,000</b> 0.00%	<b>-\$250,000</b> 0.00%	<b>-\$250,000</b> 0.00%
<b><u>WATER UTILITY</u></b>					
ALL REVENUES	\$20,598,400	\$22,400,552	\$24,156,200	\$26,083,349	\$28,155,226
ALL OPERATING EXPENDITURES	-\$20,598,400	-\$22,400,552	-\$24,156,200	-\$26,083,349	-\$28,155,226
Net	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b><u>SANITARY SEWER UTILITY</u></b>					
ALL REVENUES	\$19,216,800	\$20,360,905	\$21,442,882	\$22,557,093	\$23,748,904
ALL OPERATING EXPENDITURES	-\$19,216,800	-\$20,360,905	-\$21,442,882	-\$22,557,093	-\$23,748,904
Net	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2003	2004	2005	2006	2007
	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET
<b><u>ENGINEERING</u></b>					
ALL REVENUES	\$40,000	\$45,000	\$45,000	\$45,000	\$45,000
ALL OPERATING EXPENDITURES	-\$3,456,000	-\$3,546,400	-\$3,631,800	-\$3,711,900	-\$3,818,900
Net	-\$3,416,000	-\$3,501,400	-\$3,586,800	-\$3,666,900	-\$3,773,900
		2.50%	2.44%	2.23%	2.92%
<b><u>OTHER PUBLIC WORKS</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$119,900	-\$123,100	-\$126,100	-\$128,700	-\$132,100
Net	-\$119,900	-\$123,100	-\$126,100	-\$128,700	-\$132,100
		2.67%	2.44%	2.06%	2.64%

	2003	2004	2005	2006	2007
	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET
<b><u>URBAN DEVELOPMENT DIVISION</u></b>					
ALL REVENUES	\$3,734,500	\$3,716,600	\$3,820,800	\$3,902,700	\$4,033,300
ALL OPERATING EXPENDITURES	-\$7,436,400	-\$7,833,754	-\$8,046,313	-\$8,232,990	-\$8,483,875
Net	<b>-\$3,701,900</b>	<b>-\$4,117,154</b>	<b>-\$4,225,513</b>	<b>-\$4,330,290</b>	<b>-\$4,450,575</b>
<b><u>URBAN ADMINISTRATION</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$363,100	-\$373,600	-\$381,500	-\$388,800	-\$398,700
Net	<b>-\$363,100</b>	<b>-\$373,600</b> 2.89%	<b>-\$381,500</b> 2.11%	<b>-\$388,800</b> 1.91%	<b>-\$398,700</b> 2.55%
<b><u>DEVELOPMENT APPLICATIONS</u></b>					
ALL REVENUES	\$503,100	\$510,000	\$520,200	\$530,600	\$538,700
ALL OPERATING EXPENDITURES	-\$1,358,500	-\$1,479,610	-\$1,516,885	-\$1,551,865	-\$1,597,490
Net	<b>-\$855,400</b>	<b>-\$969,610</b> 13.35%	<b>-\$996,685</b> 2.79%	<b>-\$1,021,265</b> 2.47%	<b>-\$1,058,790</b> 3.67%
<b><u>POLICY PLANNING</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$896,500	-\$950,644	-\$974,128	-\$995,725	-\$1,025,085
Net	<b>-\$896,500</b>	<b>-\$950,644</b> 6.04%	<b>-\$974,128</b> 2.47%	<b>-\$995,725</b> 2.22%	<b>-\$1,025,085</b> 2.95%
<b><u>TRANSPORTATION</u></b>					
ALL REVENUES	\$60,600	\$65,600	\$65,600	\$65,600	\$65,600
ALL OPERATING EXPENDITURES	-\$1,735,400	-\$1,793,900	-\$1,852,200	-\$1,910,700	-\$1,979,300
Net	<b>-\$1,674,800</b>	<b>-\$1,728,300</b> 3.19%	<b>-\$1,786,600</b> 3.37%	<b>-\$1,845,100</b> 3.27%	<b>-\$1,913,700</b> 3.72%
<b><u>ZONING</u></b>					
ALL REVENUES	\$58,500	\$58,500	\$58,500	\$58,500	\$58,500
ALL OPERATING EXPENDITURES	-\$677,100	-\$693,900	-\$710,800	-\$726,200	-\$747,400
Net	<b>-\$618,600</b>	<b>-\$635,400</b> 2.72%	<b>-\$652,300</b> 2.66%	<b>-\$667,700</b> 2.36%	<b>-\$688,900</b> 3.18%
<b><u>BUILDING APPROVALS</u></b>					
ALL REVENUES	\$3,112,300	\$3,082,500	\$3,176,500	\$3,248,000	\$3,370,500
ALL OPERATING EXPENDITURES	-\$2,405,800	-\$2,542,100	-\$2,610,800	-\$2,659,700	-\$2,735,900
Net	<b>\$706,500</b>	<b>\$540,400</b> -23.51%	<b>\$565,700</b> 4.68%	<b>\$588,300</b> 4.00%	<b>\$634,600</b> 7.87%

	2003	2004	2005	2006	2007
	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET

**FISCAL**

ALL REVENUES	\$140,996,000	\$144,236,000	\$143,874,300	\$144,093,800	\$143,876,800
ALL OPERATING EXPENDITURES	-\$28,683,251	-\$30,551,117	-\$32,609,703	-\$33,536,270	-\$34,770,874
<b>Net</b>	<b>\$112,312,749</b>	<b>\$113,684,883</b>	<b>\$111,264,597</b>	<b>\$110,557,530</b>	<b>\$109,105,926</b>

**FISCAL REVENUES**

ALL REVENUES	\$123,417,200	\$124,900,200	\$124,427,700	\$124,477,200	\$124,260,200
ALL OPERATING EXPENDITURES	\$0	\$0	\$0	\$0	\$0
<b>Net</b>	<b>\$123,417,200</b>	<b>\$124,900,200</b>	<b>\$124,427,700</b>	<b>\$124,477,200</b>	<b>\$124,260,200</b>
		1.20%	-0.38%	0.04%	-0.17%

**FISCAL EXPENDITURES**

ALL REVENUES	\$17,578,800	\$19,335,800	\$19,446,600	\$19,616,600	\$19,616,600
ALL OPERATING EXPENDITURES	-\$28,683,251	-\$30,551,117	-\$32,609,703	-\$33,536,270	-\$34,770,874
<b>Net</b>	<b>-\$11,104,451</b>	<b>-\$11,215,317</b>	<b>-\$13,163,103</b>	<b>-\$13,919,670</b>	<b>-\$15,154,274</b>
		1.00%	17.37%	5.75%	8.87%

	2003	2004	2005	2006	2007
	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET	EXPENDITURE BUDGET
<b><u>TRANSFERS TO RESERVES</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$9,634,200	-\$14,056,671	-\$15,417,604	-\$16,471,151	-\$16,385,968
Net	-\$9,634,200	-\$14,056,671	-\$15,417,604	-\$16,471,151	-\$16,385,968

**TRANSFERS TO RESERVES**

ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$9,634,200	-\$14,056,671	-\$15,417,604	-\$16,471,151	-\$16,385,968
Net	-\$9,634,200	-\$14,056,671	-\$15,417,604	-\$16,471,151	-\$16,385,968
		45.90%	9.68%	6.83%	-0.52%

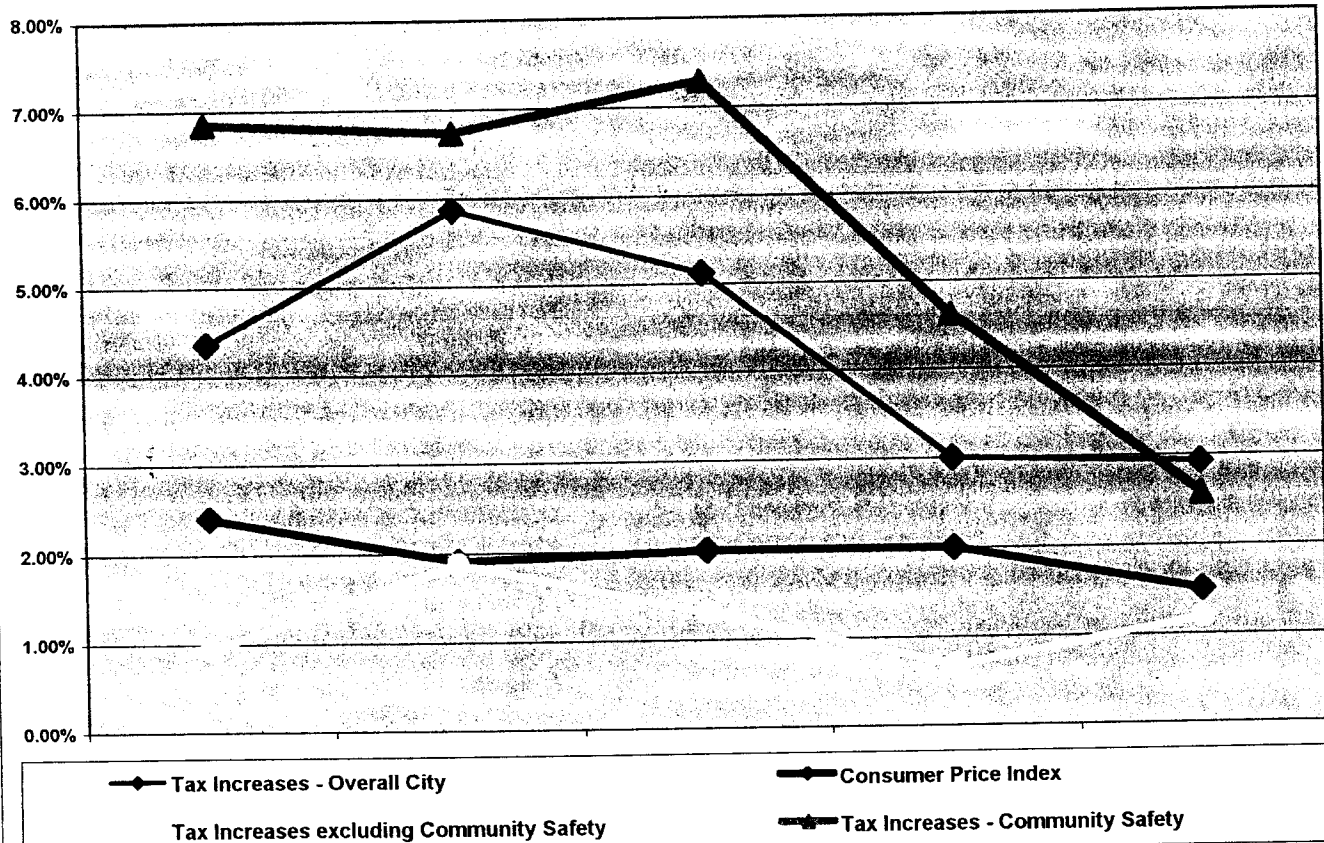
	2003 EXPENDITURE BUDGET	2004 EXPENDITURE BUDGET	2005 EXPENDITURE BUDGET	2006 EXPENDITURE BUDGET	2007 EXPENDITURE BUDGET
<b><u>COMMUNITY SAFETY DIVISION</u></b>					
ALL REVENUES	\$16,803,800	\$14,897,308	\$13,975,370	\$14,556,867	\$15,144,583
ALL OPERATING EXPENDITURES	-\$60,196,100	-\$59,783,966	-\$60,325,987	-\$62,258,798	-\$64,218,537
Net	<b>-\$43,392,300</b>	<b>-\$44,886,658</b>	<b>-\$46,350,617</b>	<b>-\$47,701,931</b>	<b>-\$49,073,954</b>
<b><u>RCMP</u></b>					
ALL REVENUES	\$3,130,600	\$3,233,623	\$3,537,970	\$3,937,367	\$4,337,283
ALL OPERATING EXPENDITURES	-\$25,631,600	-\$26,199,875	-\$27,026,995	-\$28,032,803	-\$29,128,724
Net	<b>-\$22,501,000</b>	<b>-\$22,966,252</b> 2.07%	<b>-\$23,489,025</b> 2.28%	<b>-\$24,095,436</b> 2.58%	<b>-\$24,791,441</b> 2.89%
<b><u>FIRE RESCUE</u></b>					
ALL REVENUES	\$1,330,600	\$1,355,500	\$1,382,300	\$1,409,600	\$1,430,400
ALL OPERATING EXPENDITURES	-\$21,280,200	-\$22,331,182	-\$23,272,962	-\$24,024,105	-\$24,681,653
Net	<b>-\$19,949,600</b>	<b>-\$20,975,682</b> 5.14%	<b>-\$21,890,662</b> 4.36%	<b>-\$22,614,505</b> 3.31%	<b>-\$23,251,253</b> 2.82%
<b><u>SANITATION &amp; RECYCLING</u></b>					
ALL REVENUES	\$7,336,400	\$7,395,185	\$7,508,900	\$7,633,000	\$7,776,500
ALL OPERATING EXPENDITURES	-\$7,336,400	-\$7,395,185	-\$7,508,900	-\$7,633,000	-\$7,776,500
Net	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b><u>FIRE HALL #8 YVR</u></b>					
ALL REVENUES	\$3,518,100	\$1,396,900	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$3,394,400	-\$1,393,600	\$0	\$0	\$0
Net	<b>\$123,700</b>	<b>\$3,300</b> -97.33%	<b>\$0</b> -100.00%	<b>\$0</b>	<b>\$0</b>
<b><u>COMMUNITY SAFETY</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$505,100	-\$614,500	-\$628,500	-\$642,500	-\$659,300
Net	<b>-\$505,100</b>	<b>-\$614,500</b> 21.66%	<b>-\$628,500</b> 2.28%	<b>-\$642,500</b> 2.23%	<b>-\$659,300</b> 2.61%
<b><u>EMERGENCY AND ENVIRONMENTAL</u></b>					
ALL REVENUES	\$0	\$0	\$0	\$0	\$0
ALL OPERATING EXPENDITURES	-\$218,800	-\$231,160	-\$234,600	-\$238,100	-\$243,850
Net	<b>-\$218,800</b>	<b>-\$231,160</b> 5.65%	<b>-\$234,600</b> 1.49%	<b>-\$238,100</b> 1.49%	<b>-\$243,850</b> 2.41%
<b><u>COMMUNITY BYLAWS</u></b>					
ALL REVENUES	\$1,488,100	\$1,516,100	\$1,546,200	\$1,576,900	\$1,600,400
ALL OPERATING EXPENDITURES	-\$1,829,600	-\$1,618,464	-\$1,654,030	-\$1,688,290	-\$1,728,510
Net	<b>-\$341,500</b>	<b>-\$102,364</b> -70.03%	<b>-\$107,830</b> 5.34%	<b>-\$111,390</b> 3.30%	<b>-\$128,110</b> 15.01%

**ANALYSIS OF EXPENDITURES  
AND TAX INCREASES  
(Graphs)**



# CITY OF RICHMOND PROPOSED 5YFP

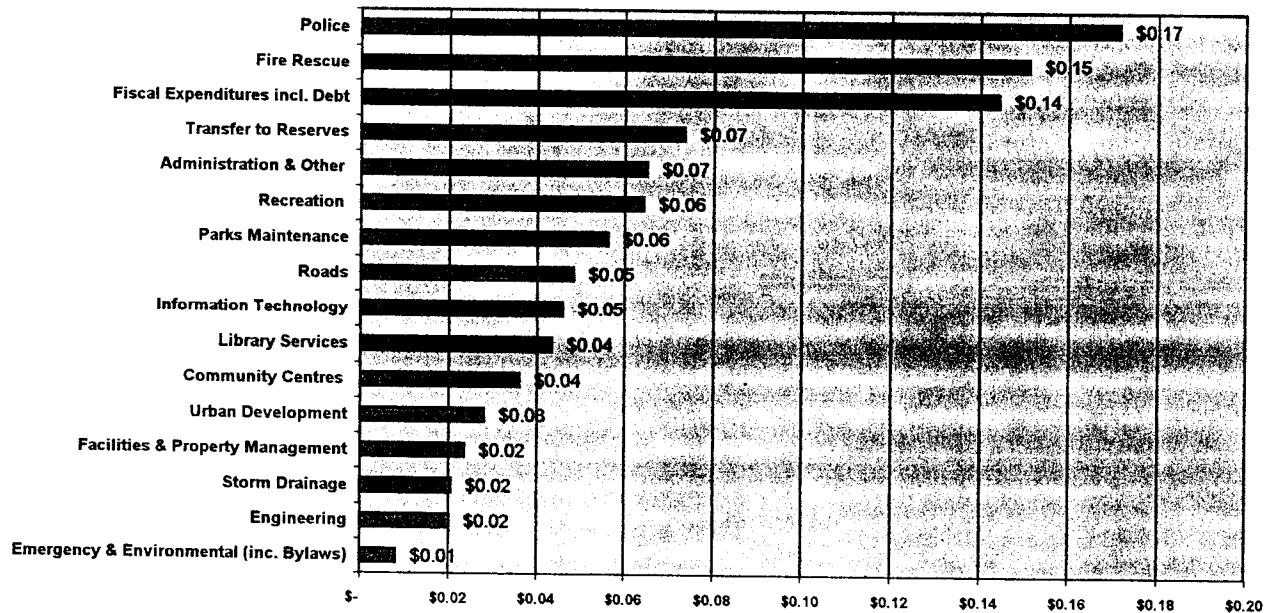
**Tax Increase Analysis (2003-2007)**



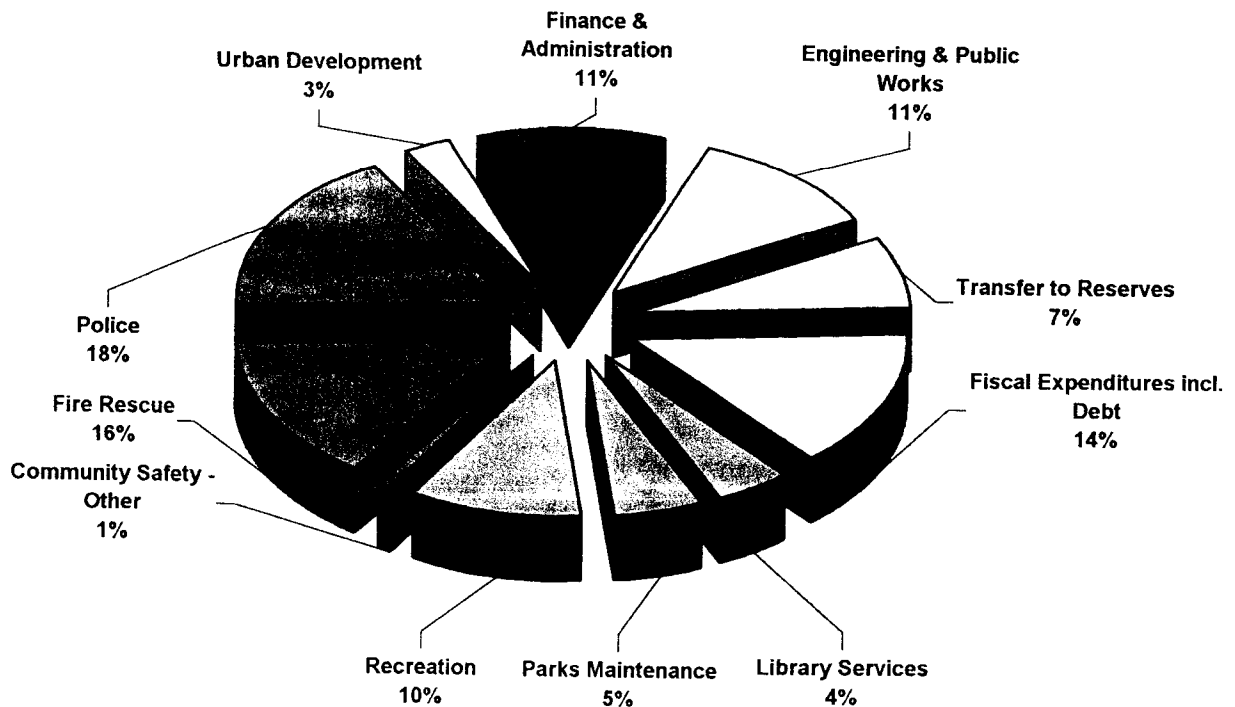
COMMUNITY SAFETY	YEAR	COMMUNITY SAFETY	COMM SAFETY BLDG FUNDING PLAN	TOTAL COMMUNITY SAFETY	YR OVER YR CHANGE	% OF CITY'S OPERATING BUDGET
	2003	\$43,392,300	\$996,093	\$44,388,393	6.85%	25.69%
	2004	\$44,886,658	\$2,490,233	\$47,376,891	6.73%	25.90%
	2005	\$46,350,617	\$4,482,419	\$50,833,036	7.30%	26.77%
	2006	\$47,701,931	\$5,478,512	\$53,180,443	4.62%	27.03%
	2007	\$49,073,954	\$5,478,512	\$54,552,466	2.58%	26.85%

# CITY OF RICHMOND PROPOSED 5YFP

## Breakdown of \$1 in Municipal Tax by Service - 2003



## Breakdown of Budget by Division - 2003



**PROPOSED 5 YEAR FINANCIAL PLAN**  
**CAPITAL BUDGET**  
**(2003 – 2007)**

**CITY OF RICHMOND  
PROPOSED 5 YEAR CAPITAL PROGRAM  
FOR 2003 TO 2007**

	2003 BUDGET	2004 BUDGET	2005 BUDGET	2006 BUDGET	2007 BUDGET
<b>INFRASTRUCTURE PROGRAM</b>					
Roads	\$7,136,800	\$4,642,000	\$4,681,500	\$4,384,500	\$2,814,500
Drainage/Storm Sewer	\$2,797,677	\$1,059,250	\$782,750	\$1,785,750	\$907,500
Water	\$4,934,000	\$2,936,000	\$2,830,000	\$2,816,000	\$2,740,500
Sanitary Sewer	\$2,097,500	\$1,501,000	\$1,902,500	\$1,800,000	\$1,652,500
Minor Public Works	\$300,000	\$898,400	\$1,125,000	\$675,000	\$900,000
Local & Neighbourhood Improvements	\$750,000	\$0	\$750,000	\$750,000	\$660,000
<b>Total Infrastructure Program</b>	<b>\$18,015,977</b>	<b>\$11,036,650</b>	<b>\$12,071,750</b>	<b>\$12,211,250</b>	<b>\$9,675,000</b>
<b>BUILDING PROGRAM</b>					
Minor Buildings	\$1,060,600	\$1,534,400	\$1,300,000	\$1,900,000	\$1,775,000
Major Buildings	\$2,179,000	\$1,287,617	\$557,425	\$672,000	\$462,000
Community Safety Building Replacement	\$3,203,929	\$3,000,000	\$3,105,000	\$4,157,048	\$30,033,434
<b>Total Building Program</b>	<b>\$6,443,529</b>	<b>\$5,822,017</b>	<b>\$4,962,425</b>	<b>\$6,729,048</b>	<b>\$32,270,434</b>
<b>LAND PROGRAM</b>					
Land Acquisition	\$2,934,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Affordable Housing	\$0	\$0	\$0	\$1,000,000	\$1,000,000
<b>Total Land Program</b>	<b>\$2,934,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>
<b>PARKS PROGRAM</b>					
Parkland Acquisition	\$6,800,000	\$3,400,000	\$5,900,000	\$6,400,000	\$2,500,000
Major Parks	\$3,374,000	\$2,695,000	\$3,690,000	\$3,000,000	\$3,350,000
Minor Parks	\$182,800	\$607,200	\$600,000	\$250,000	\$250,000
Child Care Program	\$32,700	\$0	\$0	\$0	\$0
<b>Total Parks Program</b>	<b>\$10,389,500</b>	<b>\$6,702,200</b>	<b>\$10,190,000</b>	<b>\$9,650,000</b>	<b>\$6,100,000</b>
<b>EQUIPMENT PROGRAM</b>					
Annual Fleet Replacement	\$1,394,579	\$1,727,579	\$1,664,000	\$1,830,000	\$1,600,000
Fire Department Vehicles	\$0	\$900,000	\$0	\$454,000	\$1,030,000
Computer Capital/Software	\$100,000	\$0	\$0	\$0	\$0
Technological Innovations	\$160,000	\$215,000	\$235,000	\$255,000	\$0
<b>Total Equipment Program</b>	<b>\$1,654,579</b>	<b>\$2,842,579</b>	<b>\$1,899,000</b>	<b>\$2,539,000</b>	<b>\$2,630,000</b>
<b>Total Capital Programs</b>	<b>\$39,437,585</b>	<b>\$27,903,446</b>	<b>\$30,623,175</b>	<b>\$33,629,298</b>	<b>\$53,175,434</b>

**CITY OF RICHMOND  
PROPOSED 2003 CAPITAL PROGRAM**

PROGRAM DESCRIPTION	PROJECT NAME	2003 BUDGET
<b>INFRASTRUCTURE PROGRAM</b>		
Roads	Arterial Road Crosswalk Improvement Program	\$200,000
Roads	Computerized Traffic Signal System Replacement	\$220,000
Roads	Fibre Optic Cable Installation	\$225,000
Roads	Garden City Road median opening at Leslie Road Extension	\$49,000
Roads	Neighbourhood Traffic Safety Enhancement Program	\$200,000
Roads	Nelson Road Widening	\$2,377,000
Roads	No. 2 Road Bridge	\$2,030,000
Roads	No. 8 Road / Westminster Highway Traffic Signal	\$80,000
Roads	Revolving Fund Payback	\$302,894
Roads	Sidewalk Project	\$127,800
Roads	Traffic Signal Installation Program	\$200,000
Roads	Transit Plan Infrastructure Improvements	\$100,000
Roads	Undergrounding - Hydro & Telus	\$1,350,000
Roads	Upgrade of MoT Traffic Signals	\$150,000
Drainage	Blundell Road - Road Base, Watermain & Drainage	\$1,395,000
Drainage	Drainage Assessment Program	\$162,250
Drainage	Drainage Pump Station Rehabilitation	\$800,000
Drainage	Drainage System - Granville Avenue	\$625,000
Drainage	Drainage System - Westminster Highway	\$110,000
Drainage	Westminster Hwy Bike Path: No 7 - No 8 Rd	\$355,533
Water Main Replacement	Bakerview	\$429,000
Water Main Replacement	Gilbert Road	\$550,000
Water Main Replacement	Minor Capital Waterworks Program	\$650,000
Water Main Replacement	Minoru pool complex watermain	\$50,000
Water Main Replacement	Monds Subdivision	\$500,000
Water Main Replacement	More Subdivision	\$483,000
Water Main Replacement	No. 4 Road	\$271,000
Water Main Replacement	Seismic Upgrades of Waterwork Network	\$50,000
Water Main Replacement	Watermain Replacement	\$70,000
Water Main Replacement	Westminster Highway	\$520,000
Sanitary Sewer	City Centre Study Area Sanitary Sewers	\$806,000
Sanitary Sewer	Sanitary Pump Station Rehabilitation	\$250,000
Sanitary Sewer	Sanitary Pump Station Rehabilitation	\$250,000
Sanitary Sewer	Sanitary Sewer Pump Stations	\$600,000
Sanitary Sewer	Twinning of Lansdowne Forcemain	\$115,000
Minor Public Works	Public Works Minor Capital	\$125,000
Minor Public Works	PW Minor Capital - Traffic	\$175,000
LIP/NIC	LIP	\$750,000
Infrastructure Advanced Design & Land	Infrastructure Advanced Design	\$312,500
<b>TOTAL INFRASTRUCTURE PROGRAM</b>		<b>\$18,015,977</b>

**CITY OF RICHMOND  
PROPOSED 2003 CAPITAL PROGRAM**

PROGRAM DESCRIPTION	PROJECT NAME	2003 BUDGET
<b>BUILDING PROGRAM</b>		
Minor Building	Building Improvements Minor Capital Program	\$500,000
Minor Building	Physical Plant Sustaining Capital	\$560,600
Major Building	Britannia Heritage Shipyard	\$259,000
Major Building	Civic Building Infrastructure Advanced Design	\$255,000
Major Building	Community Safety Building Replacement	\$3,203,929
Major Building	King George Park Caretaker Suite - Additional Funding	\$55,000
Major Building	Library - Brighthouse & East Richmond Interim Branches	\$1,100,000
Major Building	Phoenix Gillnet Loft	\$30,000
Major Building	RIC Mechanical Upgrades/Repairs	\$330,000
Major Building	Richmond Nature Park - accessible washroom/interpretation kiosk	\$150,000
<b>TOTAL BUILDING PROGRAM</b>		<b>\$6,443,529</b>
<b>LAND PROGRAM</b>		
Land Acquisition	Strategic Land Acquisition	\$2,934,000
<b>TOTAL LAND PROGRAM</b>		<b>\$2,934,000</b>
<b>PARKS PROGRAM</b>		
Land Acquisition	Parkland acquisition	\$6,800,000
Minor Parks	Child Care Program	\$32,700
Minor Parks	General Development	\$121,900
Minor Parks	Unsafe Playground Equipment Replacement	\$60,900
Major Parks/Streetscapes	McLennan North Community Park	\$866,000
Major Parks/Streetscapes	McLennan South Park Master Plan	\$65,000
Major Parks/Streetscapes	Park Advanced Design/Planning Fund	\$70,000
Major Parks/Streetscapes	Parks Upgrade Program - Characterization	\$100,000
Major Parks/Streetscapes	Public Art Program	\$150,000
Major Parks/Streetscapes	Scotch Pond - dredging	\$173,000
Major Parks/Streetscapes	Special Sports Statutory Reserve Fund	\$250,000
Major Parks/Streetscapes	Terra Nova Park	\$250,000
Major Parks/Streetscapes	Terra Nova Park North West Quadrant	\$200,000
Major Parks/Streetscapes	Trails	\$250,000
Major Parks/Streetscapes	Waterfront Improvement Projects	\$500,000
Major Parks/Streetscapes	Waterfront Improvement Reserve Fund	\$500,000
<b>TOTAL PARKS PROGRAM</b>		<b>\$10,389,500</b>
<b>EQUIPMENT PROGRAM</b>		
Vehicle Equipment	Vehicle Reserve Purchases - Phantom Fleet/Auxiliary	\$229,579
Vehicle Equipment	Vehicle Reserve Purchases (PW)	\$1,165,000
Technology	Fibre optic cabling to City Buildings	\$85,000
Technology	Integration of Corporate Databases – Peoplesoft Reporting	\$75,000
Technology	PeopleSoft Implementation Version 8 Financials	\$100,000
<b>TOTAL EQUIPMENT PROGRAM</b>		<b>\$1,654,579</b>
<b>Total 2003 Capital Program</b>		<b>\$39,437,585</b>

This Program is part of the City's 5 Year Financial Plan and is subject to changes on an annual basis prior to adoption into Bylaw by City Council.

**CITY OF RICHMOND  
PROPOSED 2004 CAPITAL PROGRAM**

PROGRAM DESCRIPTION	PROJECT NAME	2004 BUDGET
<b>INFRASTRUCTURE PROGRAM</b>		
Roads	Arterial Road Crosswalk Improvement Program	\$200,000
Roads	Bicycle Lane Program	\$170,000
Roads	Computerized Traffic Signal System Replacement	\$220,000
Roads	Neighbourhood Traffic Safety Enhancement Program	\$200,000
Roads	No. 2 Road Bridge	\$2,030,000
Roads	Traffic Signal Installation Program	\$200,000
Roads	Transit Plan Infrastructure Improvements	\$100,000
Roads	Undergrounding - Hydro and Telus	\$1,350,000
Roads	Upgrade of MoT Traffic Signals	\$100,000
Drainage	Drainage Assessment Program	\$162,250
Drainage	Drainage Pump Station Rehabilitation	\$500,000
Drainage	Drainage System	\$345,000
Water Main Replacement	AC Watermain Replacement	\$516,000
Water Main Replacement	Bakerview/Saunders	\$289,000
Water Main Replacement	Minor Capital Waterworks Program	\$200,000
Water Main Replacement	More Subdivision	\$491,000
Water Main Replacement	No. 7 Road	\$215,000
Water Main Replacement	No. 7 Road	\$240,000
Water Main Replacement	No. 7 Road	\$235,000
Water Main Replacement	Pressure Reducing Valve Station Seismic Upgrade	\$200,000
Water Main Replacement	Seismic Upgrades of Waterwork Network	\$50,000
Water Main Replacement	Westminster Highway	\$400,000
Sanitary Sewer	City Centre & Fraser Study Areas Sanitary Sewers	\$900,000
Sanitary Sewer	Fraserlands Industrial Area	\$500,000
Minor Public Works	Public Works Minor Capital	\$471,200
Minor Public Works	PW Minor Capital - Traffic	\$377,200
Minor Public Works	Wheel Chair Ramp upgrade program	\$50,000
Infrastructure Advanced Design & Land	Infrastructure Advanced Design	\$325,000
<b>TOTAL INFRASTRUCTURE PROGRAM</b>		<b>\$11,036,650</b>

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**CITY OF RICHMOND  
PROPOSED 2004 CAPITAL PROGRAM**

PROGRAM DESCRIPTION	PROJECT NAME	2004 BUDGET
<b>BUILDING PROGRAM</b>		
Minor Building	Building Improvements Minor Capital Program	\$500,000
Minor Building	Physical Plant Sustaining Capital	\$1,034,400
Major Building	Britannia Heritage Shipyard	\$241,617
Major Building	Civic Building Infrastructure Advanced Design	\$231,000
Major Building	Community Safety Building Replacement	\$3,000,000
Major Building	Minoru Park Fieldhouse & Caretaker Suite Replacement	\$565,000
Major Building	Old Hamilton Firehall Renovation	\$250,000
<b>TOTAL BUILDING PROGRAM</b>		<b>\$5,822,017</b>
<b>LAND PROGRAM</b>		
Land Acquisition	Strategic Land Acquisition	\$1,500,000
<b>TOTAL LAND PROGRAM</b>		<b>\$1,500,000</b>
<b>PARKS PROGRAM</b>		
Land Acquisition	Parkland acquisition	\$3,400,000
Minor Parks	General Development	\$278,100
Minor Parks	Sports Field Drainage Program	\$90,000
Minor Parks	Tree Planting Program	\$100,000
Minor Parks	Unsafe Playground Equipment Replacement	\$139,100
Major Parks/Streetscapes	McLennan North Community Park Development	\$250,000
Major Parks/Streetscapes	Minoru Park Upgrade	\$150,000
Major Parks/Streetscapes	Natural Areas	\$150,000
Major Parks/Streetscapes	Park Advance Design/Planning Fund	\$50,000
Major Parks/Streetscapes	Parks Upgrade Program-Characterization	\$100,000
Major Parks/Streetscapes	Special Sports Statutory Reserve Fund	\$95,000
Major Parks/Streetscapes	Tennis Court/Hard Surfaces Resurfacing Program	\$100,000
Major Parks/Streetscapes	Terra Nova NWQ Park	\$1,000,000
Major Parks/Streetscapes	Trails	\$200,000
Major Parks/Streetscapes	Waterfront Improvement Reserve Fund	\$600,000
<b>TOTAL PARKS PROGRAM</b>		<b>\$6,702,200</b>
<b>EQUIPMENT PROGRAM</b>		
Vehicle Equipment	Fire Vehicle Replacement	\$900,000
Vehicle Equipment	Vehicle Reserve Purchases - Phantom Fleet/Auxiliary	\$229,579
Vehicle Equipment	Vehicle Reserve Purchases (PW)	\$1,498,000
Technology	Fibre optic cabling to City Buildings	\$215,000
<b>TOTAL EQUIPMENT PROGRAM</b>		<b>\$2,842,579</b>
<b>Total 2004 Capital Program</b>		<b>\$27,903,446</b>

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**CITY OF RICHMOND  
PROPOSED 2005 CAPITAL PROGRAM**

PROGRAM DESCRIPTION	PROJECT NAME	2005 BUDGET
<b>INFRASTRUCTURE PROGRAM</b>		
Roads	Arterial Road Crosswalk Improvement Program	\$200,000
Roads	Bicycle Lane Program	\$500,000
Roads	Computerized Traffic Signal System Replacement	\$220,000
Roads	Neighbourhood Traffic Safety Enhancement Program	\$200,000
Roads	T1368/1369 - No. 2 Road Bridge	\$2,030,000
Roads	Traffic Signal Installation Program	\$200,000
Roads	Transit Plan Infrastructure Improvements	\$50,000
Roads	Undergrounding - Hydro/Tel	\$1,350,000
Drainage	Drainage Assessment Program	\$162,250
Drainage	Drainage Pump Station Rehabilitation	\$500,000
Water Main Replacement	11000 Blk Granville	\$300,000
Water Main Replacement	AC Watermain Replacement	\$498,000
Water Main Replacement	Bowcock Sub-Division	\$432,000
Water Main Replacement	Gilbert Road	\$250,000
Water Main Replacement	Minor Capital Waterworks Program	\$400,000
Water Main Replacement	More Subdivision	\$450,000
Water Main Replacement	Seismic Upgrading of Watermains	\$400,000
Water Main Replacement	Watermain replacement	\$100,000
Sanitary Sewer	Hamilton Pump Station	\$1,000,000
Sanitary Sewer	Sanitary Pump Station Rehabilitation	\$750,000
Minor Public Works	Public Works Minor Capital	\$319,355
Minor Public Works	PW Minor Capital - Traffic	\$255,645
Minor Public Works	Upgrade to City Centre Lighting	\$500,000
Minor Public Works	Wheel Chair Ramp upgrade program	\$50,000
LIP/NIC	LIP	\$750,000
Infrastructure Advanced Design & Land	Infrastructure Advanced Design	\$204,500
<b>TOTAL INFRASTRUCTURE PROGRAM</b>		<b>\$12,071,750</b>
<b>BUILDING PROGRAM</b>		
Minor Building	Building Improvements Minor Capital Program	\$500,000
Minor Building	Physical Plant Sustaining Capital	\$800,000
Major Building	Britannia Heritage Site	\$136,425
Major Building	Civic Building Infrastructure Advanced Design	\$331,000
Major Building	Community Safety Building Replacement	\$3,105,000
Major Building	Public Washroom - Shell Rd Trail	\$90,000
<b>TOTAL BUILDING PROGRAM</b>		<b>\$4,962,425</b>

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**CITY OF RICHMOND  
PROPOSED 2005 CAPITAL PROGRAM**

PROGRAM DESCRIPTION	PROJECT NAME	2005 BUDGET
<b>LAND PROGRAM</b>		
Land Acquisition	Strategic Land Acquisition	\$1,500,000
<b>TOTAL LAND PROGRAM</b>		<b>\$1,500,000</b>
<b>PARKS PROGRAM</b>		
Land Acquisition	Parkland acquisition	\$5,900,000
Minor Parks	General Development	\$200,000
Minor Parks	Park Drainage Retrofit Program	\$200,000
Minor Parks	Tree Planting Program	\$100,000
Minor Parks	Unsafe Playground Equipment Replacement	\$100,000
Major Parks/Streetscapes	Characterization - Neighbourhood Parks	\$200,000
Major Parks/Streetscapes	City Centre Streetscape Upgrades	\$200,000
Major Parks/Streetscapes	City Centre Waterfront Open Space	\$290,000
Major Parks/Streetscapes	Hugh Boyd Park Development	\$200,000
Major Parks/Streetscapes	McLennan North Community Park	\$250,000
Major Parks/Streetscapes	Natural Areas	\$50,000
Major Parks/Streetscapes	Park Advance Design / Planning Fund	\$50,000
Major Parks/Streetscapes	Special Sports Statutory Reserve Fund	\$250,000
Major Parks/Streetscapes	Steveston Park Redevelopment - Phase III	\$500,000
Major Parks/Streetscapes	Terra Nova NWQ Park	\$1,000,000
Major Parks/Streetscapes	Waterfront Improvement Reserve Fund	\$700,000
<b>TOTAL PARKS PROGRAM</b>		<b>\$10,190,000</b>
<b>EQUIPMENT PROGRAM</b>		
Vehicle Equipment	Vehicle Reserve Purchases (PW)	\$1,664,000
Technology	Fibre optic cabling to City Buildings	\$235,000
<b>TOTAL EQUIPMENT PROGRAM</b>		<b>\$1,899,000</b>
<b>Total 2005 Capital Program</b>		<b>\$30,623,175</b>

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**CITY OF RICHMOND  
PROPOSED 2006 CAPITAL PROGRAM**

PROGRAM DESCRIPTION	PROJECT NAME	2006 BUDGET
<b>INFRASTRUCTURE PROGRAM</b>		
Roads	Arterial Road Crosswalk Improvement Program	\$100,000
Roads	Bicycle Lane Program	\$308,000
Roads	Computerized Traffic Signal System Replacement	\$220,000
Roads	Fibre Optic Cable Installation	\$150,000
Roads	Neighbourhood Traffic Safety Program	\$200,000
Roads	T1368/1369 - No. 2 Road Bridge	\$2,030,000
Roads	Traffic Signal Installation Program	\$100,000
Roads	Transit Plan Infrastructure Improvements	\$50,000
Roads	Undergrounding - Hydro/Tel	\$1,350,000
Drainage	Drainage Assessment Program	\$162,250
Drainage	No. 3 Road South Pump Station	\$1,500,000
Water Main Replacement	AC Replacement Program	\$743,000
Water Main Replacement	AC Replacement Program	\$459,000
Water Main Replacement	AC Watermain Replacement	\$307,000
Water Main Replacement	Broadmoor Sub-division Watermain Replacement Phase 3 of 3	\$262,000
Water Main Replacement	Minor Capital Waterworks Program	\$365,000
Water Main Replacement	River Rd 18 inch steel	\$280,000
Water Main Replacement	Seismic Upgrading of Watermains	\$400,000
Sanitary Sewer	Bridgeport Study Area Sanitary Sewer Rehabilitation	\$1,300,000
Sanitary Sewer	Lancing and Elmbridge Sanitary Pump Station Rehabilitation	\$500,000
Minor Public Works	Public Works Minor Capital	\$374,900
Minor Public Works	PW Minor Capital - Traffic	\$300,100
LIP/NIC	LIP	\$750,000
<b>TOTAL INFRASTRUCTURE PROGRAM</b>		<b>\$12,211,250</b>
<b>BUILDING PROGRAM</b>		
Minor Building	Building Improvements Minor Capital Program	\$1,000,000
Minor Building	Physical Plant Sustaining Capital	\$900,000
Major Building	Civic Building Infrastructure Advanced Design	\$107,000
Major Building	Community Safety Building - Seismic Upgrade	\$820,000
Major Building	Hugh Boyd Caretaker /Fieldhouse Parks Facility	\$565,000
Major Building	Public Safety Building	\$3,337,048
<b>TOTAL BUILDING PROGRAM</b>		<b>\$6,729,048</b>

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**CITY OF RICHMOND  
PROPOSED 2006 CAPITAL PROGRAM**

PROGRAM DESCRIPTION	PROJECT NAME	2006 BUDGET
<b>LAND PROGRAM</b>		
Land Acquisition	Affordable Housing Project	\$1,000,000
Land Acquisition	Strategic Land Acquisition	\$1,500,000
<b>TOTAL LAND PROGRAM</b>		<b>\$2,500,000</b>
<b>PARKS PROGRAM</b>		
Land Acquisition	Parkland acquisition	\$6,400,000
Minor Parks	Hugh Boyd Park Sports Lights	\$150,000
Minor Parks	Unsafe Playground Equipment Replacement	\$100,000
Major Parks/Streetscapes	McLennan North Park	\$250,000
Major Parks/Streetscapes	Special Sports Statutory Reserve Fund	\$50,000
Major Parks/Streetscapes	Terra Nova NWQ Park	\$1,000,000
Major Parks/Streetscapes	Trails	\$300,000
Major Parks/Streetscapes	Waterfront Improvement Reserve Fund	\$800,000
Major Parks/Streetscapes	Waterfront Park Development	\$350,000
Major Parks/Streetscapes	Youth Park - BMX or equivalent	\$250,000
<b>TOTAL PARKS PROGRAM</b>		<b>\$9,650,000</b>
<b>EQUIPMENT PROGRAM</b>		
Vehicle Equipment	Vehicle Reserve Purchases (Fire)	\$454,000
Vehicle Equipment	Vehicle Reserve Purchases (PW)	\$1,830,000
Technology	Fibre Optic cabling to City buildings	\$255,000
<b>TOTAL EQUIPMENT PROGRAM</b>		<b>\$2,539,000</b>
<b>Total 2006 Capital Program</b>		<b>\$33,629,298</b>

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**CITY OF RICHMOND  
PROPOSED 2007 CAPITAL PROGRAM**

PROGRAM DESCRIPTION	PROJECT NAME	2007 BUDGET
<b>INFRASTRUCTURE PROGRAM</b>		
Roads	Traffic Signal Installation Program	\$200,000
Roads	Arterial Road Crosswalk Improvement Program	\$100,000
Roads	Computerized Traffic Signal System Replacement	\$220,000
Roads	Neighbourhood Traffic Safety Program	\$200,000
Roads	T1368/1369 - No. 2 Road Bridge	\$2,030,000
Roads	Transit Plan Infrastructure Improvements	\$50,000
Drainage	Drainage Assessment Program	\$170,000
Drainage	Drainage Pump Station Rehabilitation	\$350,000
Drainage	Drainage Pump Station Rehabilitation	\$350,000
Water Main Replacement	Eperson Road Area AC Watermain Replacement	\$705,000
Water Main Replacement	Minor Capital Waterworks Program	\$600,000
Water Main Replacement	Riverdale Sub-Division - AC Watermain Replacement	\$600,000
Water Main Replacement	Seismic Upgrade of Waterworks Network	\$715,000
Sanitary Sewer	Sanitary Pump Station Rehabilitation	\$500,000
Sanitary Sewer	Steveston Study Area Sanitary Sewer Rehabilitation	\$1,000,000
Minor Public Works	Public Works Minor Capital	\$499,860
Minor Public Works	PW Minor Capital - Traffic	\$400,140
LIP/NIC	NIC - Woodward's Road	\$660,000
Infrastructure Advanced Design & Land	Infrastructure Advanced Design	\$325,000
<b>TOTAL INFRASTRUCTURE PROGRAM</b>		<b>\$9,675,000</b>
<b>BUILDING PROGRAM</b>		
Minor Building	Building Improvements Minor Capital Program	\$1,000,000
Minor Building	Physical Plant Sustaining Capital	\$775,000
Major Building	Britannia Heritage Shipyard	\$152,000
Major Building	Civic Building Infrastructure Advanced Design	\$310,000
Major Building	RCMP - Public Safety Building	\$30,033,434
<b>TOTAL BUILDING PROGRAM</b>		<b>\$32,270,434</b>

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**CITY OF RICHMOND  
PROPOSED 2007 CAPITAL PROGRAM**

PROGRAM DESCRIPTION	PROJECT NAME	2007 BUDGET
<b>LAND PROGRAM</b>		
Land Acquisition	Affordable Housing Project	\$1,000,000
Land Acquisition	Strategic Land Acquisition	\$1,500,000
<b>TOTAL LAND PROGRAM</b>		<b>\$2,500,000</b>
<b>PARKS PROGRAM</b>		
Land Acquisition	Parkland acquisition	\$2,500,000
Minor Parks	Parks General Development	\$250,000
Major Parks/Streetscapes	Characterization - Neighbourhood Parks	\$400,000
Major Parks/Streetscapes	Natural Areas	\$50,000
Major Parks/Streetscapes	Park Retrofit	\$500,000
Major Parks/Streetscapes	Special Sports Statutory Reserve Fund	\$250,000
Major Parks/Streetscapes	Terra Nova NWQ Park	\$1,000,000
Major Parks/Streetscapes	Trails	\$250,000
Major Parks/Streetscapes	Waterfront Improvement Reserve Fund	\$900,000
<b>TOTAL PARKS PROGRAM</b>		<b>\$6,100,000</b>
<b>EQUIPMENT PROGRAM</b>		
Vehicle Equipment	Vehicle Reserve Purchases	\$1,600,000
Vehicle Equipment	Vehicle Reserve Purchases (Fire)	\$1,030,000
<b>TOTAL EQUIPMENT PROGRAM</b>		<b>\$2,630,000</b>
<b>Total 2007 Capital Program</b>		<b>\$53,175,434</b>

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**2003 CAPITAL BUDGET  
WITH FUNDING SOURCES  
BY PROGRAM**



**CITY OF RICHMOND**  
**2003 CAPITAL BUDGET WITH FUNDING SOURCES**  
**BY PROGRAM**

	2002 PROGRAM	2003 PROGRAM	OPERATING BUDGET 411/13/15/17	CASINO FUNDING	CAPRSV REVOLVE 7110	CAPRSV LAND ACQ	D.C.C. RESERVE 7301 - 7959	EQUIPMENT REPLACEMENT RESERVE 7205/7210/7220	SEWER RESERVE/ UTILITY 7919/7959	WATER RESERVE/ UTILITY 7819	CAPITAL BUILDING & INFRA 7919/7959	GRANT & DEVELOPER 7819	OTHER FUNDING (VARIOUS)
<b>INFRASTRUCTURE PROGRAM</b>													
ROADS	\$6,268,500	\$7,136,800		\$175,000	\$1,021,940		\$4,489,860					\$500,000	\$950,000
DRAINAGE/STORM SEWER	\$4,008,250	\$2,797,677	\$0		\$131,889		\$2,665,788						
WATER	\$3,166,500	\$4,934,000			\$75,660		\$1,185,340			\$3,673,000			
SANITARY SEWER	\$2,652,000	\$2,097,500							\$2,097,500				
MINOR PUBLIC WORKS	\$500,000	\$300,000		\$300,000									\$750,000
LOCAL IMPROVEMENTS	\$750,000	\$750,000											
SUB-TOTAL	\$17,345,250	\$18,015,977											
<b>BUILDING PROGRAM</b>													
MINOR BUILDINGS	\$1,448,499	\$1,060,600		\$40,000	\$500,000								\$250,000
MAJOR BUILDINGS	\$843,000	\$2,179,000	\$270,600		\$1,254,000								\$925,000
COMMUNITY SAFETY BLD REPLACEMENT(*)	\$0	\$3,203,929		\$1,000,000							\$996,093		\$1,207,836
SUB-TOTAL	\$2,291,499	\$6,443,529											
<b>LAND PROGRAM</b>													
LAND ACQUISITION	\$2,634,000	\$2,934,000			\$1,500,000	\$1,434,000							
AFFORDABLE HOUSING PROJECT	\$2,000,000	\$0											
SUB-TOTAL	\$4,634,000	\$2,934,000											
<b>PARKS PROGRAM</b>													
PARKLAND ACQUISITION	\$1,224,490	\$6,800,000			\$136,000		\$6,664,000						\$1,023,000
MAJOR PARKS	\$2,568,000	\$3,374,000			\$537,020		\$1,813,980						\$32,700
MINOR PARKS	\$325,000	\$182,800	\$182,800										
CHILD CARE PROGRAM	\$50,000	\$32,700											
SUB-TOTAL	\$4,167,490	\$10,389,500											
<b>EQUIPMENT PROGRAM</b>													
ANNUAL FLEET REPLACEMENT	\$2,229,579	\$1,394,579			\$229,579			\$1,165,000					
FIRE DEPT. VEHICLES	\$900,000	\$0			\$0								
COMPUTER CAPITAL/SOFTWARE	\$0	\$100,000			\$100,000								
TECHNOLOGICAL INNOVATIONS	\$375,000	\$160,000	\$50,000	\$25,000	\$85,000								
COMMUNICATION EQUIPMENT	\$130,000	\$0											
SUB-TOTAL	\$3,634,579	\$1,654,579											
<b>TOTAL REQUIRED</b>	\$32,072,818	\$39,437,585	\$503,400	\$1,540,000	\$5,571,088	\$1,434,000	\$16,818,968	\$1,165,000	\$2,097,500	\$3,673,000	\$996,093	\$500,000	\$5,138,536



**CAPITAL BUDGET**

**IMPACT TO**

**ANNUAL OPERATING COSTS**



*Island City, by Nature*

**CITY OF RICHMOND  
2003 - 2007 OPERATING BUDGET  
ANNUALIZED OPERATING IMPACT FOR CAPITAL PROJECTS - SUMMARY**

Program Name	2003	2004	2005	2006	2007
A. Infrastructure Program	\$27,700.00	\$18,800.00	\$17,900.00	\$11,900.00	\$0.00
B. Building Program	\$293,800.00	\$116,300.00	\$72,900.00	\$21,700.00	\$7,800.00
C. Land Program	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
D. Parks Program	\$104,300.00	\$104,300.00	\$216,000.00	\$109,900.00	\$134,800.00
E. Equipment Program	(\$24,000)	(\$24,000)	(\$24,000)	(\$24,000)	\$0.00
<b>Totals for Recommended Projects with Impact</b>	<b>\$401,800.00</b>	<b>\$215,400.00</b>	<b>\$282,800.00</b>	<b>\$119,500.00</b>	<b>\$142,600.00</b>
F. Developer Generated Costs	\$52,600.00	\$28,600.00	\$9,000.00	\$9,000.00	\$0.00
<b>Total Annualized Operating Impact</b>	<b>\$454,400.00</b>	<b>\$244,000.00</b>	<b>\$291,800.00</b>	<b>\$128,500.00</b>	<b>\$142,600.00</b>

**Additional Information:**

Totals for Non-Recommended Projects with Impact	\$209,500.00	\$30,700.00	\$57,600.00	\$47,800.00	\$34,700.00
G. Totals for Infrastructure - Utility	\$5,400.00	\$6,700.00	\$7,500.00	\$6,500.00	\$8,100.00

**CITY OF RICHMOND**  
**2003 OPERATING BUDGET**  
**ANNUALIZED OPERATING IMPACT FOR CAPITAL PROJECTS**

Project Name	2003 Project Cost	Operating Impact	
		Recommended	Not Recommended
<b>A. Infrastructure Program</b>			
Arterial Road Crosswalk Improvement Program	\$200,000.00	\$6,500.00	
Broadmoor Boulevard Lane Drainage	\$50,000.00		\$0.00
Fibre Optic Cable Installation	\$225,000.00	-\$21,000.00	
Garden City Road median opening at Leslie Road Extension	\$49,000.00	\$200.00	
Nelson Road Widening	\$2,377,000.00	\$4,000.00	
No. 8 Road / Westminster Highway Traffic Signal	\$80,000.00	\$3,200.00	
PW Minor Capital - Traffic	\$175,000.00	\$2,600.00	
Sidewalk Project	\$127,800.00	\$2,400.00	
Traffic Signal Installation Program	\$200,000.00	\$6,400.00	
Upgrade of MoT Traffic Signals	\$150,000.00	\$23,400.00	
<b>Total Infrastructure</b>	<b>\$3,633,800.00</b>	<b>\$27,700.00</b>	<b>\$0.00</b>
<b>B. Building Program</b>			
Britannia Heritage Shipyard - Murchison	\$215,000.00		\$4,800.00
Britannia Heritage Shipyard - Seine Net Loft	\$259,000.00	\$12,000.00	
Building Improvements Minor Capital Program	\$500,000.00	\$10,000.00	
Community Safety Building Replacement - Hamilton #5	\$3,203,929.00	\$43,800.00	
King George Park Caretaker Suite - Additional funding	\$55,000.00	\$4,400.00	
Library - Brighthouse & East Richmond Interim Branches	\$1,100,000.00	\$221,500.00	
Minoru Place Seniors Centre Expansion	\$4,522,500.00		\$163,500.00
Richmond Nature Park - accessible washroom/interpretation kiosk	\$150,000.00	\$2,100.00	
Steveston Tram-carbarn/workshop and office/display space	\$716,000.00		\$23,500.00
<b>Total Building</b>	<b>\$10,721,429.00</b>	<b>\$293,800.00</b>	<b>\$191,800.00</b>
<b>C. Land Program</b>			
<b>Total Land</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>D. Parks Program</b>			
General Development	\$121,900.00	\$2,300.00	
McLennan North Community Park	\$866,000.00	\$49,800.00	
Parks Upgrade Program - Characterization	\$100,000.00	\$14,800.00	
Public Art Program	\$150,000.00	\$10,000.00	
Trails	\$250,000.00	\$15,300.00	
Tree Planting Program	\$100,000.00		\$6,700.00
Unsafe Playground Equipment Replacement	\$60,900.00	\$2,100.00	
Waterfront Improvement Projects	\$500,000.00	\$10,000.00	
<b>Total Parks</b>	<b>\$2,148,800.00</b>	<b>\$104,300.00</b>	<b>\$6,700.00</b>
<b>E. Equipment Program</b>			
CERIS - Corporate Resource Database	\$150,000.00		\$11,000.00
Fibre optic cabling to City Buildings	\$85,000.00	-\$24,000.00	
<b>Total Equipment</b>	<b>\$235,000.00</b>	<b>-\$24,000.00</b>	<b>\$11,000.00</b>
<b>2003 Totals for Projects with Impacts</b>	<b>\$16,739,029.00</b>	<b>\$401,800.00</b>	<b>\$209,500.00</b>
<b>F. Developer Generated Costs</b>			
Developer Tree Planting - Various Boulevards	\$0.00	\$9,000.00	
Ferndale Park #1	\$0.00	\$3,000.00	
Hazelbridge Median	\$0.00	\$900.00	
Imperial Landing Waterfront Park Phase 1	\$0.00	\$16,800.00	
Mc Niel High Grounds	\$0.00	\$10,500.00	
#5 Rd Median	\$0.00	\$1,100.00	
Richmond High Sand Field	\$0.00	\$11,300.00	
<b>2003 Totals for Developer Generated Costs</b>	<b>\$0.00</b>	<b>\$52,600.00</b>	
<b>G. Infrastructure - Utility Funded</b>			
Bakerview	\$429,000.00	\$300.00	
Gilbert Road	\$550,000.00	\$700.00	
Monds Subdivision	\$500,000.00	\$1,800.00	
More Subdivision	\$483,000.00	\$400.00	
No. 4 Road	\$271,000.00	\$900.00	
Sanitary Sewer Pump Stations	\$600,000.00	\$0.00	
Twinning of Lansdowne Forcemain	\$115,000.00	\$0.00	
Watermain Replacement	\$70,000.00	\$600.00	
Westminster Highway	\$520,000.00	\$700.00	
<b>2003 Totals for Infrastructure - Utility</b>	<b>\$3,538,000.00</b>	<b>\$5,400.00</b>	