



City of Richmond

Report to Committee

To: Finance Committee **Date:** August 30, 2021
From: Jerry Chong, CPA, CA **File:** 03-0975-01/2021-Vol 01
 Acting General Manager, Finance and Corporate Services
Re: **Amendments to the Consolidated 5 Year Financial Plan (2021-2025) Bylaw No. 10239**

Staff Recommendation

That the Consolidated 5 Year Financial Plan (2021-2025) Bylaw No. 10239, Amendment Bylaw No. 10292, which incorporates and puts into effect the changes as outlined in the staff report titled "Amendments to the Consolidated 5 Year Financial Plan (2021-2025) Bylaw No. 10239" dated August 30, 2021, from the Acting General Manager, Finance and Corporate Services, be introduced and given first, second and third readings.

Jerry Chong, CPA, CA
 Acting General Manager, Finance and Corporate Services
 (604-276-4064)

Att. 4

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	
Arts, Culture & Heritage	<input checked="" type="checkbox"/>	Recreation & Sport <input checked="" type="checkbox"/>
Community Social Development	<input checked="" type="checkbox"/>	Roads & Construction <input checked="" type="checkbox"/>
Community Safety Policy & Programs	<input checked="" type="checkbox"/>	Transportation <input checked="" type="checkbox"/>
Engineering	<input checked="" type="checkbox"/>	Sewerage & Drainage <input checked="" type="checkbox"/>
Facilities & Project Development	<input checked="" type="checkbox"/>	Sustainability & District Energy <input checked="" type="checkbox"/>
Fleet	<input checked="" type="checkbox"/>	
Fire	<input checked="" type="checkbox"/>	CONCURRENCE OF GENERAL MANAGER
Information Technology	<input checked="" type="checkbox"/>	
Law	<input checked="" type="checkbox"/>	Acting GM, F&CS
Parks Services	<input checked="" type="checkbox"/>	
RCMP	<input checked="" type="checkbox"/>	
Real Estate Services	<input checked="" type="checkbox"/>	
SENIOR STAFF REPORT REVIEW	INITIALS:	APPROVED BY CAO

Staff Report

Origin

The Consolidated 5 Year Financial Plan (2021-2025) Bylaw No. 10239 was adopted on March 22, 2021. Included in the Consolidated 5 Year Financial Plan (5YFP) are the City's 2021 Capital, Utility and Operating Budgets. In addition, the Consolidated 5YFP includes the budgets of Richmond Olympic Oval Corporation and Richmond Public Library. The following budget amendments are for the 2021 Capital, Utility and Operating Budgets of the City.

This report supports Council's Strategic Plan 2018-2022 Strategy #5 Sound Financial Management:

5.2 Clear accountability through transparent budgeting practices and effective public communication.

Analysis

Subsequent to the adoption of the 5YFP, new projects and changes to previously established programs have occurred. Individual staff reports detailing these amendments have been presented to Council for approval.

Increases to the operating and capital budget are required where expenses were not contemplated in the 5YFP. The current expenditure bylaw does not include these amounts and in order to comply with Section 173 of the Community Charter, the 5YFP needs to be amended to have authority to incur these expenditures. There is no tax impact for any of these amendments.

The Council approved amendments to the Consolidated Five Year Financial Plan (2021-2025) presented in order of Council meeting dates, are:

- 1 a) At the Council meeting on December 15, 2020, Council approved the following:
 - (1) *That the Garden City Lands Contaminated Soils Management and Remediation Study proposed within the staff report titled "Federation of Canadian Municipalities' Green Municipal Fund Application – City of Richmond Garden City Lands Soil Management and Remediation Study" dated November 18, 2020, from the Director, Park Services, be endorsed and a funding application to conduct the study be prepared and submitted to the Federation of Canadian Municipalities' Green Municipal Fund;*
 - (2) *That the Chief Administrative Officer and General Manager, Community Services, be authorized to enter into funding agreements with the Federation of Canadian Municipalities should the project be approved for funding and that the Consolidated 5 Year Financial Plan (2021-2025) be amended accordingly; and*

(3) That staff provide regular updates on the Garden City Lands Contaminated Soils Management and Remediation Study.

The City was informed that this funding application was successful. The 2021 Capital Budget – Parks Program will be increased by \$175,000 funded by the Federation of Canadian Municipalities' Green Municipal Fund for Garden City Lands Contaminated Soil Management and Remediation Study.

b) At the Council meeting on March 8, 2021, Council approved the following:

That the 2021 Community Mural Program projects as presented in the staff report titled "2021 Community Mural Program Projects" dated January 18, 2021, from the Director, Arts, Culture and Heritage Services, be approved and included in the Consolidated 5 Year Financial Plan (2021- 2025).

The 2021 Capital Budget – Public Art Program will be increased by \$35,380 funded by the partner contributions from McMath Secondary School (\$9,000), Tomekichi Homma Elementary School (\$5,000), and Gateway Theatre (\$21,380) for 2021 Community Mural Program Projects.

c) At the Closed Council meeting held on April 12, 2021, Council approved staff to submit an application of the Union of British Columbia Municipalities (UBCM) Strengthening Communities' Services Grant. The 2021 Capital Budget – Affordable Housing Program will be increased by \$3,348,947 funded by the Union of British Columbia Municipalities (UBCM) Strengthening Communities' Services Grant.

d) At the Council meeting on April 26, 2021, Council approved the following:

(1) That each of the following Bylaws be introduced and given first, second and third readings:

(a) Soil Deposit and Removal Bylaw No. 10200;

(b) Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122, Amendment Bylaw No. 10192;

(c) Municipal Ticket Information Authorization Bylaw No. 7321, Amendment Bylaw No. 10193; and

(d) Consolidated Fees Bylaw No. 8636, Amendment Bylaw No. 10194.

(2) That staff report back to Council in two years to provide a status update regarding the implementation and enforcement results following adoption of Soil Deposit and Removal Bylaw No. 10200.

(3) That the Consolidated 5 Year Financial Plan (2021-2025) be amended to include the temporary Soil Bylaw Officer position, which will be funded by an increase in permit and volume fees.

The 2021 Community Safety Salary Budget will be increased by \$27,500 funded through permit and volume fees for a temporary Soil Bylaw Officer position.

- e) At the Council meeting on May 10, 2021, Council approved the following:

The recommendation for Item No. 7 - Proposed 2021 Operating Hours For Steveston Outdoor Pool, were updated as follows:

(1) That a hybrid model for 2021, based on Options 3 and 4 as detailed in Attachments 3 and 4 of the memo titled "Response to Referral Proposed 2021 Operating Hours for Steveston Outdoor Pool," dated April 23, 2021, from the Manager, Aquatic and Arena Services, with the following modifications:

- (a) Kigoos Swim Club have evening swim times of 5:00 p.m. to 10:00 p.m., Monday to Friday and retain their 10 hour combined weekday morning swim times from July 2, 2021, to September 6, 2021; and*
(b) The 5:00 p.m. to 5:30 p.m. weekday public time slot totalling two and half weekly hours from July 2, 2021, to September 6, 2021, as outlined in Option 4, to be removed and be added to the weekday morning length swim times to ensure length swimming five (5) mornings per week;

be approved for the operation of Steveston Outdoor Pool for the summer of 2021 and that the source of funding be from the Council Community Initiatives Fund in the amount of \$19,245.

(2) That the Consolidated 5-Year Financial Plan (2021-2025) be amended accordingly.

The 2021 Community Services Operating Budget will be increased by \$19,245 funded by the Council Community Initiatives Fund for the operation of Steveston Outdoor Pool for the summer of 2021.

- f) At the Closed Council meeting held on May 10, 2021, Council approved the transfer of \$1,073,000 to the Industrial Use Reserve and an increase of \$12,000 to the Finance and Corporate Services Operating Budget, which will be funded by Other Revenue.
- g) At the Closed Council meeting held on May 25, 2021, Council approved an increase to the 2021 Capital Budget – Building Program for the Richmond Curling Club by \$1,500,000 funded by the Capital Building and Infrastructure Reserve.
- h) At the Council meeting on May 25, 2021, Council approved the following:

(1) That the application to the Union of British Columbia Municipalities (UBCM) Local Government Development Approvals Program for \$500,000 be endorsed;

- (2) *Should the application be successful, that the Chief Administrative Officer and the General Manager, Planning and Development be authorized on behalf of the City to enter into an agreement with UBCM for the above mentioned project; and,*
- (3) *That a capital submission of \$740,000 for the Digitization of Development Approvals system (AMANDA) be approved with \$740,000 funded from Rate Stabilization Account, and that the Consolidated 5-Year Financial Plan (2021-2025) be amended accordingly.*

The 2021 Capital Budget - Information Technology Program will be increased by \$740,000 funded by Rate Stabilization Account for the Digitization of Development Approvals system (AMANDA).

- i) At the Council meeting on May 25, 2021, Council approved the following:

That as described in the report titled "TransLink 2021 Cost-Share Programs – Supplemental Application" dated April 1, 2021 from the Director, Transportation:

- (a) *the cycling-related project recommended for cost-sharing as part of the TransLink 2021 BICCS Recovery Program be endorsed;*
- (b) *should the above project receive final approval from TransLink, the Chief Administrative Officer and General Manager, Planning and Development be authorized to execute the funding agreements and the Consolidated 5 Year Financial Plan (2021-2025) be updated accordingly; and*
- (c) *staff be directed to implement the project approved by TransLink and report back as part of the City's proposed applications to TransLink's 2022 Cost-Share Programs.*

The City was informed that this funding application was successful. The 2021 Capital Budget – Roads Program will be increased by \$300,000 for the delineator protection on Granville Avenue.

- j) At the Council meeting on July 26, 2021, Council approved the following:

- (1) *That the concept floor plans as outlined in the report titled, "Steveston Community Centre and Branch Library – Concept Design and Capital Budget," dated June 30, 2021 from the Director, Facilities and Project Development and the Director, Recreation and Sport Services be approved;*

- (2) *That the existing Steveston Community Centre and Library be demolished as outlined in the report titled, "Steveston Community Centre and Branch Library – Concept Design and Capital Budget, dated June 30, 2021 from the Director, Facilities and Project Development and the Director, Recreation and Sport Services;*
- (3) *That the capital budget in the amount of \$90 million (2023 dollars) be approved and funded from the following sources as outlined in the report titled, "Steveston Community Centre and Branch Library – Concept Design and Capital Budget," dated June 30, 2021 from the Director, Facilities and Project Development and the Director, Recreation and Sport Services:*
 - (a) *\$63,000,000 from the Capital Building and Infrastructure Reserve;*
 - (b) *\$21,333,812 from the Capital Reserve (Revolving Fund); and*
 - (c) *\$5,666,188 from the Steveston Community Amenity provision;*
- (4) *That a Construction Escalation Contingency in the amount of \$5 million be approved and funded by the Capital Reserve (Revolving Fund) as outlined in the report titled, "Steveston Community Centre and Branch Library – Concept Design and Capital Budget," dated June 30, 2021 from the Director, Facilities and Project Development and the Director, Recreation and Sport Services;*
- (5) *That the Consolidated 5 Year Financial Plan (2021-2025) be amended accordingly; and*
- (6) *That staff examine alternative sources of funding for the Steveston Community Centre and Branch Library and anticipated future capital needs, and report back.*

The 2021 Capital Budget – Building Program will be increased by \$95,000,000 with \$90,000,000 for the Steveston Community Centre and Branch Library Replacement and \$5,000,000 for the Construction Escalation Contingency funded by:

- \$63,000,000 from the Capital Building and Infrastructure Reserve;
- \$21,333,812 from the Capital Reserve (Revolving Fund);
- \$5,666,188 from the Steveston Community Amenity provision; and
- \$5,000,000 from the Capital Reserve (Revolving Fund) for Construction Escalation Contingency.

- k) At the Public Works and Transportation Committee meeting on September 21, 2021, the following has been approved:

That funding of \$800,000 from the Sanitary Sewer Reserve Fund for the sanitary sewer repairs in the 8000 Block of Capstan Way, be approved and that the Consolidated 5 Year Financial Plan (2021-2025) be amended accordingly.

The 2021 Capital Budget – Sanitary Sewer Program will be increased by \$800,000 funded by Sanitary Sewer Reserve for the sanitary sewer repairs in the 8000 Block of Capstan Way.

During the year, the Consolidated 5 Year Financial Plan Bylaw may require Capital Budget amendments due to external contributions, unanticipated expenditures or contingencies. The amendments are as follows:

- 2 a) Increase the scope of existing programs and projects by a total of \$6,098,784 from external funding received or anticipated to be received from various sources including developers, grants, etc. Out of \$6,098,784, \$3,859,327 is related to Council approved amendments as stated in Section 1, \$1,000,000 is related to an approved grant for Alexandra Neighbourhood Park and the remaining \$1,239,457 is related to various grants and external payments that would increase the project scope. The Capital Budget is proposed to be amended as follows:

Capital Programs	Amount
Affordable Housing	\$3,349
Parks	1,175
Roads	630
Drainage	440
Vehicle	220
Building	200
Infrastructure Advanced Design and Minor Public Works	50
Public Art	35
Total	\$6,099

- i. The Consolidated 5 Year Financial Plan includes an estimate of \$10,000,000 in Contingent Capital Grants, which may be received throughout the year for various projects. Spending is only incurred if the funds are confirmed. Once the funds are confirmed, the amount is transferred into the applicable capital program as summarized above. A total of \$6,098,784 transferred to the above programs to date.
 - b) The 2021 Capital Budget – Land Program will be increased by \$20,000,000 funded by the Industrial Use Reserve for any potential future strategic acquisitions.
- 3 The following reallocations within previously approved capital projects are summarized in the following table:

	Program	Transfer From	Transfer To	Amount
3a	Building	Advanced Planning and Design for Major Facilities Phase 2 (2017)	Capital Buildings Project Development Advanced Design (2021)	916
3b	Building	Minor Building Capital Improvement (2018)	Minor Capital (2021)	830
3c	Building	Developer Funded Advanced Design and Coordination (2017)	Project Development Advance Design External Contribution (2020)	370
3d	Building	Project Development Advance Design External Contribution (2016, 2018, 2019)	Project Development Advance Design External Contribution (2020)	254
3e	Parks	Hugh Boyd Artificial Turf Sports Field - Turf Replacement (2019)	Safety and Environmental Enhancements to Richmond High Turf Field Warranty Repair (2021)	98
3f	Fire Vehicle	Fire Vehicle Replacement Reserve Purchases (2018, 2019)	Fire Vehicle Replacement Reserve Purchases (2020)	89
3g	Information Technology	Annual Hardware Refresh (2021)	Annual Hardware Refresh (2020)	21
3h	Drainage	Knotweed Control & Removal (2017, 2018)	Invasive Species Management (2019)	8
3i	Equipment	Fire Equipment Replacement - Auto Extrication Equipment (2019)	Fire Equipment Replacement from Reserve (2020)	8
Total Budget Reallocations				\$2,594

- 4 The following amendment represents work scope changes that result in no net increase to the 2021 Capital Budget:
- a) The project scope of Vehicle and Equipment Reserve Purchases (Public Works and Corporate Fleet) (2019) is updated to enable new vehicle purchases in addition to replacement of existing vehicles as required for the Box Culvert Preventative Maintenance Program.
- 5 Budget Amendment Policy 3001 states that changes to salaries be reported to the Finance Committee. The following amendments will result in no net increase to the 2021 Operating Budget:
- a) Reallocate \$186,996 within the RCMP Administration and Services Operating Budget from RCMP Policing Contract to salaries for converting two Policing Civilian Members to Municipal Employees as a result of Bill C-42 and authorized within the Municipal Police Unit Agreement.

- b) Reallocate \$74,588 funded from the Community Social Development Salary Budget to the Community Services Administration Salary Budget for the administration and the program support of the Recreation Subsidy Fee Program.
 - c) Transfer \$60,491 from Richmond Fire Rescue's Salary Budget to Fire Equipment Reserve relating to the phase in of the 12 new fire fighters.
 - d) Increase the Projects and Initiatives Operating Budget by \$50,000 funded by the Corporate Provision through CPMG Initiatives carry forwards for the Temporary Full-Time position of the Project Lead, Community Services (Major Projects).
 - e) Reallocate \$25,000 within the Engineering Planning Operating Budget from consulting expenses to salaries in order to fund the upgrade of the Regular Full-Time Mapping Technician 1 position to a Regular Full-Time Engineering Technician position.
- 6 Budget Amendment Policy 3001 states that increases in City's expenditures are only permitted where funding is from sources other than taxation and utility fees. The following amendments to the Operating and Utility Budget are funded by transfer of existing budget resources, or funding from provisions and has no tax impact:
- a) Increase the RCMP Administration and Services Operating Budget by \$500,000 funded by the Corporate Provision through the RCMP carry forwards for RCMP Initiatives and Expenditures.
 - b) Increase Law's Operating Budget by \$170,000 funded by the Legal Provision for legal expenditures.
 - c) Increase the Major Events and Film Operating Budget by \$35,000 funded by the grant received from Department of Canadian Heritage for the Steveston Salmon Festival.
 - d) Reallocate \$1,800 from the Community Social Development Operating Budget to the Community Services Administration Expenditure Budget for the administration and the program support of the Recreation Subsidy Fee Program.
- 7 The following amendments represent changes that result in no net increase to the 2021 Operating Budget:
- a) Increase the Gaming Revenue Budget by \$7,000,000 and correspondingly the following: Grants Provision by \$2,620,000, Capital Reserve (Industrial Use Reserve) by \$1,750,000, Capital Reserve (Revolving Fund) by \$2,600,000, and Capital Building and Infrastructure Reserve by \$30,000 due to the re-opening of the River Rock Casino in July 2021.
 - b) Increase Payments-In-Lieu of Taxes with a reduction of Transfer from Surplus for \$2,508,000 to restate the original budget and apply the COVID restart grant.

Financial Impact

The proposed 2021 budget amendments have no tax impact. Each of these annual budgets combines to form part of the 2021-2025 5YFP. The 2021-2025 Consolidated 5YFP Amended Bylaw and Amended Capital Program can be found in Attachments 1 - 3.

Table 3 Capital Budget – Summary of Changes (in \$000's)		Reference	
Capital Budget as at March 22, 2021			\$104,923
1	Steveston Community Centre and Branch Library	1j	95,000
2	Strategic Land Acquisitions	2b	20,000
3	UBCM Strengthening Communities' Services Grant	1c, 2a.i	3,349
4	Various Grants and External Sources	2a.i	2,240
5	Increase Capital for Building Program	1g	1,500
6	Sanitary Sewer Repairs in 8000 Block of Capstan Way	1k	800
7	Digitalization of Development Approvals Program	1h	740
8	TransLink 2021 Cost-Share Programs	1i, 2a.i	300
9	Garden City Lands Contaminated Soil Management and Remediation Study	1a, 2a.i	175
10	2021 Community Mural Program Projects	1b, 2a.i	35
11	Various Capital Budget Reallocations	3a-i	-
12	Contingent External Contributions	2a.ii	(6,099)
			118,040
			\$222,963

Table 4 Net Budget – Summary of Changes (in \$000's)		Reference	
Net Budget as at March 22, 2021			\$67,923
Revenue			
1	Increase to Gaming Revenue	7a	7,000
2	Increase to Payments-In-Lieu of Taxes	7b	2,508
3	Finance and Corporate Services Proceeds	1f	1,085
4	Canadian Heritage Grant for Steveston Salmon Festival	6c	35
5	Increase to permit and volume fees	1d	28
Total Revenue Amendments			10,656
Expenses			
1	RCMP Initiatives and Expenditures	6a	500
2	Increase to Legal Expenditures Budget	6b	170
3	Temporary Project Lead Position of Community Services (Major Projects) (Part Year)	5d	50
4	Canadian Heritage Grant for Steveston Salmon Festival	6c	35
5	Temporary Soil Bylaw Officer (Part Year)	1d	28
6	2021 Operating Hours for Steveston Outdoor Pool	1e	19
7	Increase to Finance and Corporate Services Operating Budget	1f	12
8	Position Upgrade in Engineering	5e	-
9	Budget Reallocations from Community Social Development to Community Services Administration	5b,6d	-
10	Conversion of 2 Policing Civilian Members to Municipal Employees	5a	-

Table 4 Net Budget – Summary of Changes (in \$000’s) - continued		Reference
11	Budget Transfer from Fire Salaries to Fire Equipment Reserve	5c (60)
Total Expenses Amendments		754
NET AMENDMENT		9,902
Total Amended 2021 Net Budget		\$77,825

Conclusion

Staff recommend that Council approve the 2021 Capital, Operating and Utility Budget amendments to the Consolidated 5 Year Financial Plan Bylaw. The proposed 2021 budget amendments have no tax impact.

As required in Section 166 of the Community Charter, staff will conduct a process of public consultation prior to bylaw adoption, which is anticipated to be November 1, 2021.



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 (604-276-4137)



Jenny Ho, CPA, CGA
 Acting Manager, Budgets
 (604-276-4223)

MC:sx

- Att. 1: Consolidated 5 Year Financial Plan (2021-2025) Amended Revenue and Expenses
- 2: Consolidated 5 Year Financial Plan (2021-2025) Amended Capital Funding Sources
- 3: Amended 5 Year Capital Plan Summary (2021-2025)
- 4: Consolidated 5 Year Financial Plan (2021-2025) Bylaw No. 10239 Amendment Bylaw No. 10292

SCHEDULE A:

**CITY OF RICHMOND
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2021-2025)
AMENDED REVENUE AND EXPENSES
(In \$000's)**

	2021 Amended Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan
Revenue:					
Taxation and Levies	255,366	266,440	280,190	293,873	306,025
Utility Fees	117,674	120,694	124,455	130,336	137,027
Sales of Services	40,000	41,747	43,904	46,054	46,626
Investment Income	13,290	13,043	13,043	12,777	13,576
Payments In Lieu Of Taxes	14,650	13,378	13,041	13,168	13,425
Gaming Revenue	7,000	5,750	10,875	13,050	14,500
Other Revenue	15,431	14,275	15,900	17,437	17,709
Licenses And Permits	11,430	11,446	11,681	11,899	12,120
Provincial and Federal Grants	10,890	10,227	10,337	10,438	10,602
Developer Contributed Assets	61,479	61,479	61,479	61,479	61,479
Development Cost Charges	24,669	18,436	18,508	19,950	14,675
Other Capital Funding Sources	14,464	16,215	14,975	16,513	14,846
	586,343	593,130	618,388	646,974	662,610
Expenses:					
Community Safety	127,575	128,188	131,969	135,957	140,163
Engineering and Public Works	82,832	82,015	84,341	86,591	88,711
Community Services	73,789	71,675	73,945	76,197	78,709
Finance and Corporate Services	26,027	24,986	25,686	26,354	27,035
Planning and Development Services	24,333	24,458	25,038	25,631	26,243
Fiscal	20,839	19,086	22,189	24,505	24,817
Corporate Administration	10,523	10,723	11,028	11,339	11,658
Legal and Legislative Services	5,096	3,962	4,083	4,206	4,334
Debt Interest	1,677	1,677	1,677	1,677	-
Utility Budget					
Water Utility	48,071	49,298	51,197	54,235	57,715
Sanitary Sewer Utility	39,424	40,471	42,041	44,620	47,567
Sanitation and Recycling	22,290	21,615	22,108	22,562	23,025
Richmond Public Library	11,198	10,953	11,214	11,476	11,744
Richmond Olympic Oval Corporation	14,844	15,512	16,221	17,120	17,462
	508,518	504,619	522,737	542,470	559,183
Annual Surplus	77,825	88,511	95,651	104,504	103,427

SCHEDULE A (CONT'D):

**CITY OF RICHMOND
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2021-2025)
AMENDED TRANSFERS
(In \$000's)**

	2021 Amended Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan
Transfers:					
Debt Principal	5,355	5,570	5,792	6,025	-
Transfer To (From) Reserves	70,012	67,145	73,010	77,665	86,836
Transfer To (From) Surplus	(15,196)	2,626	4,845	5,833	8,549
Capital Expenditures - Current Year	222,963	218,226	103,710	134,985	110,019
Capital Expenditures - Prior Years	166,416	106,627	69,491	41,008	20,123
Capital Expenditures - Developer Contributed Assets	61,479	61,479	61,479	61,479	61,479
Capital Expenditures - Richmond Public Library	742	742	742	742	742
Capital Expenditures - Richmond Olympic Oval Corporation	818	1,422	1,670	1,748	2,066
Capital Funding	(434,764)	(375,326)	(225,088)	(224,981)	(186,387)
Transfers/Amortization offset:	77,825	88,511	95,651	104,504	103,427
Balanced Budget	\$-	\$-	\$-	\$-	\$-
Tax Increase	5.68%	3.36%	4.22%	3.95%	3.20%

SCHEDULE B:
CITY OF RICHMOND
5 YEAR FINANCIAL PLAN
AMENDED CAPITAL FUNDING SOURCES (2021-2025)
(In \$000's)

DCC Reserves	2021 Amended	2022	2023	2024	2025
Drainage DCC	1,521	-	990	2,144	990
Park Development DCC	5,690	1,881	1,928	1,129	2,304
Park Land Acquisition DCC	6,905	5,964	5,964	5,964	3,762
Roads DCC	10,194	9,059	9,627	8,964	6,899
Sanitary DCC	-	-	-	1,436	103
Water DCC	360	1,532	-	312	617
Total DCC	\$ 24,670	\$ 18,436	\$ 18,509	\$ 19,949	\$ 14,675
Statutory Reserves					
Affordable Housing	1,175	925	925	925	925
Capital Building and Infrastructure	70,320	60,527	13,700	14,250	6,600
Capital Reserve	59,747	69,807	11,584	32,430	26,370
Child Care	166	174	177	179	182
Drainage Improvement	11,351	15,540	13,368	22,296	18,180
Equipment Replacement	3,962	3,310	4,833	4,066	2,685
Leisure Facilities	-	4,934	-	-	-
Neighbourhood Improvement	78	-	-	-	-
Public Art Program	150	150	150	150	150
Sanitary Sewer	6,385	6,400	8,500	8,724	9,288
Watermain Replacement	7,207	7,750	7,808	7,125	7,789
Total Statutory Reserves	\$ 160,541	\$ 169,517	\$ 61,045	\$ 90,145	\$ 72,169
Other Sources					
Enterprise Fund	215	550	550	550	550
Grant and Developer Contribution	14,464	16,215	14,975	16,513	14,846
Other Sources	17,347	11,647	5,795	5,842	5,893
Rate Stabilization	3,440	-	800	-	-
Sewer Levy	150	-	50	50	150
Solid Waste and Recycling	350	300	300	300	300
Water Levy	1,786	1,561	1,686	1,636	1,436
Total Other Sources	\$ 37,752	\$ 30,273	\$ 24,156	\$ 24,891	\$ 23,175
Total Capital Program	\$ 222,963	\$ 218,226	\$ 103,710	\$ 134,985	\$ 110,019

SCHEDULE C:
CITY OF RICHMOND
5 YEAR FINANCIAL PLAN
AMENDED CAPITAL PLAN SUMMARY (2021-2025)
(In \$000's)

	2021 Amended	2022	2023	2024	2025
Infrastructure Program					
Roads	17,648	19,455	20,347	22,583	18,221
Drainage	15,165	18,704	15,241	25,810	20,415
Water	7,932	9,014	7,981	7,383	8,441
Sanitary Sewer	4,800	5,650	7,950	9,150	8,650
Infrastructure Advanced Design and Minor Public Works	3,778	4,280	4,880	4,080	4,380
Total Infrastructure Program	\$49,323	\$57,103	\$56,399	\$69,006	\$60,107
Building Program					
Building	108,140	124,600	13,700	28,714	17,200
Heritage	-	4,150	-	-	-
Total Building Program	\$108,140	\$128,750	\$13,700	\$28,714	\$17,200
Parks Program					
Parks	8,975	3,030	3,310	4,100	3,350
Parkland	5,000	4,000	4,000	4,000	4,000
Total Parks Program	\$13,975	\$7,030	\$7,310	\$8,100	\$7,350
Public Art Program	\$185	\$150	\$150	\$150	\$150
Land Program	\$30,000	\$5,000	\$5,000	\$10,000	\$10,000
Affordable Housing	\$3,999	\$400	\$400	\$400	\$400
Equipment Program					
Vehicle	3,169	2,334	3,995	4,434	2,700
Fire Vehicle	1,186	1,221	1,258	-	52
Information Technology	3,552	1,283	539	554	570
Equipment	779	580	581	582	783
Total Equipment Program	\$8,686	\$5,418	\$6,373	\$5,570	\$4,105
Child Care Program	\$166	\$174	\$177	\$179	\$182
Internal Transfers/Debt Payment	\$4,586	\$4,201	\$4,201	\$2,866	\$525
Contingent External Contributions	\$3,903	\$10,000	\$10,000	\$10,000	\$10,000
Total Capital Program	\$222,963	\$218,226	\$103,710	\$134,985	\$110,019



**Consolidated 5 Year Financial Plan (2021-2025) Bylaw No. 10239,
Amendment Bylaw No. 10292**

The Council of the City of Richmond enacts as follows:

1. Schedule "A", Schedule "B", and Schedule "C" of the Consolidated 5 Year Financial Plan (2021-2025) Bylaw No. 10239, are deleted and replaced with Schedule "A", Schedule "B", and Schedule "C" attached to and forming part of this amendment bylaw.
2. This Bylaw is cited as **"Consolidated 5 Year Financial Plan (2021-2025) Bylaw No. 10239, Amendment Bylaw No. 10292"**.

FIRST READING

SECOND READING

THIRD READING

ADOPTED

CITY OF RICHMOND
APPROVED for content by originating dept. <i>MC</i>
APPROVED for legality by Solicitor <i>[Signature]</i>

MAYOR

CORPORATE OFFICER

SCHEDULE A:

CITY OF RICHMOND

CONSOLIDATED 5 YEAR FINANCIAL PLAN (2021-2025)

AMENDED REVENUE AND EXPENSES

(In \$000's)

	2021 Amended Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan
Revenue:					
Taxation and Levies	255,366	266,440	280,190	293,873	306,025
Utility Fees	117,674	120,694	124,455	130,336	137,027
Sales of Services	40,000	41,747	43,904	46,054	46,626
Investment Income	13,290	13,043	13,043	12,777	13,576
Payments In Lieu Of Taxes	14,650	13,378	13,041	13,168	13,425
Gaming Revenue	7,000	5,750	10,875	13,050	14,500
Other Revenue	15,431	14,275	15,900	17,437	17,709
Licenses and Permits	11,430	11,446	11,681	11,899	12,120
Provincial and Federal Grants	10,890	10,227	10,337	10,438	10,602
Developer Contributed Assets	61,479	61,479	61,479	61,479	61,479
Development Cost Charges	24,669	18,436	18,508	19,950	14,675
Other Capital Funding Sources	14,464	16,215	14,975	16,513	14,846
	586,343	593,130	618,388	646,974	662,610
Expenses:					
Community Safety	127,575	128,188	131,969	135,957	140,163
Engineering and Public Works	82,832	82,015	84,341	86,591	88,711
Community Services	73,789	71,675	73,945	76,197	78,709
Finance and Corporate Services	26,027	24,986	25,686	26,354	27,035
Planning and Development Services	24,333	24,458	25,038	25,631	26,243
Fiscal	20,839	19,086	22,189	24,505	24,817
Corporate Administration	10,523	10,723	11,028	11,339	11,658
Legal and Legislative Services	5,096	3,962	4,083	4,206	4,334
Debt Interest	1,677	1,677	1,677	1,677	-
Utility Budget					
Water Utility	48,071	49,298	51,197	54,235	57,715
Sanitary Sewer Utility	39,424	40,471	42,041	44,620	47,567
Sanitation and Recycling	22,290	21,615	22,108	22,562	23,025
Library	11,198	10,953	11,214	11,476	11,744
Richmond Olympic Oval Corporation	14,844	15,512	16,221	17,120	17,462
	508,518	504,619	522,737	542,470	559,183
Annual Surplus	77,825	88,511	95,651	104,504	103,427

CITY OF RICHMOND
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2021-2025)
AMENDED TRANSFERS
(In \$000's)

	2021 Amended Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan
Transfers:					
Debt Principal	5,355	5,570	5,792	6,025	-
Transfer To Reserves	70,012	67,145	73,010	77,665	86,836
Transfer To (From) Surplus	(15,196)	2,626	4,845	5,833	8,549
Capital Expenditures - Current Year	222,963	218,226	103,710	134,985	110,019
Capital Expenditures - Prior Years	166,416	106,627	69,491	41,008	20,123
Capital Expenditures - Developer Contributed Assets	61,479	61,479	61,479	61,479	61,479
Capital Expenditures - Richmond Public Library	742	742	742	742	742
Capital Expenditures - Richmond Olympic Oval Corporation	818	1,422	1,670	1,748	2,066
Capital Funding	(434,764)	(375,326)	(225,088)	(224,981)	(186,387)
Transfers/Amortization offset:	77,825	88,511	95,651	104,504	103,427
Balanced Budget	\$-	\$-	\$-	\$-	\$-
Tax Increase	5.68%	3.36%	4.22%	3.95%	3.20%

SCHEDULE B:
CITY OF RICHMOND
5 YEAR FINANCIAL PLAN
AMENDED CAPITAL FUNDING SOURCES (2021-2025)
(In \$000's)

	2021 Amended	2022	2023	2024	2025
DCC Reserves					
Drainage DCC	1,521	-	990	2,144	990
Park Development DCC	5,690	1,881	1,928	1,129	2,304
Park Land Acquisition DCC	6,905	5,964	5,964	5,964	3,762
Roads DCC	10,194	9,059	9,627	8,964	6,899
Sanitary DCC	-	-	-	1,436	103
Water DCC	360	1,532	-	312	617
Total DCC	\$24,670	\$18,436	\$18,509	\$19,949	\$14,675
Statutory Reserves					
Affordable Housing	1,175	925	925	925	925
Capital Building and Infrastructure	70,320	60,527	13,700	14,250	6,600
Capital Reserve	59,747	69,807	11,584	32,430	26,370
Child Care	166	174	177	179	182
Drainage Improvement	11,351	15,540	13,368	22,296	18,180
Equipment Replacement	3,962	3,310	4,833	4,066	2,685
Leisure Facilities	0	4,934	0	0	0
Neighbourhood Improvement	78	0	0	0	0
Public Art Program	150	150	150	150	150
Sanitary Sewer	6,385	6,400	8,500	8,724	9,288
Watermain Replacement	7,207	7,750	7,808	7,125	7,789
Total Statutory Reserves	\$160,541	\$169,517	\$61,045	\$90,145	\$72,169
Other Sources					
Enterprise Fund	215	550	550	550	550
Grant and Developer Contribution	14,464	16,215	14,975	16,513	14,846
Other Sources	17,347	11,647	5,795	5,842	5,893
Rate Stabilization	3,440	0	800	0	0
Sewer Levy	150	0	50	50	150
Solid Waste and Recycling	350	300	300	300	300
Water Levy	1,786	1,561	1,686	1,636	1,436
Total Other Sources	\$37,752	\$30,273	\$24,156	\$24,891	\$23,175
Total Capital Program	\$222,963	\$218,226	\$103,710	\$134,985	\$110,019

SCHEDULE C:

**CITY OF RICHMOND
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2021-2025)
AMENDED STATEMENT OF POLICIES AND OBJECTIVES**

Revenue Proportions By Funding Source

Property taxes are the largest portion of revenue for any municipality. Taxes provide a stable and consistent source of revenue for many services that are difficult or undesirable to fund on a user-pay basis. These include services such as community safety, general government, libraries and park maintenance.

Objective:

- Maintain revenue proportion from property taxes at current level or lower

Policies:

- Tax increases will be at CPI + 1% for transfers to reserves
- Annually, review and increase user fee levels by consumer price index (CPI).
- Any increase in alternative revenues and economic development beyond all financial strategy targets can be utilized for increased levels of service or to reduce the tax rate.

Table 1 shows the proportion of total revenue proposed to be raised from each funding source in 2021.

Table 1:

Funding Source	% of Total Revenue
Property Taxes	52.6%
User Fees	24.2%
Sales of Services	8.2%
Investment Income	2.7%
Payments in Lieu of Taxes	3.0%
Gaming Revenue	1.5%
Licenses and Permits	2.4%
Provincial and Federal Grants	2.2%
Other	3.2%
Total Operating and Utility Funding Sources	100.0%

SCHEDULE C (CONT'D):

**CITY OF RICHMOND
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2021-2025)
AMENDED STATEMENT OF POLICIES AND OBJECTIVES**

Distribution of Property Taxes

Table 2 provides the estimated 2021 distribution of property tax revenue among the property classes.

Objective:

- Maintain the City's business to residential tax ratio in the middle in comparison to other municipalities. This will ensure that the City will remain competitive with other municipalities in attracting and retaining businesses.

Policies:

- Regularly review and compare the City's tax ratio between residential property owners and business property owners relative to other municipalities in Metro Vancouver.

Table 2: (Based on the 2021 Revised Roll figures)

Property Class	% of Tax Burden
Residential (1)	56.85%
Business (6)	33.50%
Light Industry (5)	7.62%
Others (2,3,4,8 & 9)	2.03%
Total	100.00%

Permissive Tax Exemptions**Objective:**

- Council passes the annual permissive exemption bylaw to exempt certain properties from property tax in accordance with guidelines set out by Council Policy and the Community Charter. There is no legal obligation to grant exemptions.
- Permissive exemptions are evaluated with consideration to minimizing the tax burden to be shifted to the general taxpayer.

Policy:

- Exemptions are reviewed on an annual basis and are granted to those organizations meeting the requirements as set out under Council Policy 3561 and Sections 220 and 224 of the *Community Charter*.