

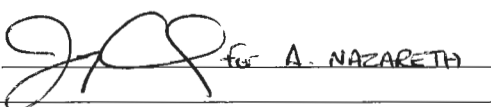




**To:** Richmond City Council **Date:** December 5, 2019  
**From:** Andrew Nazareth **File:** 12-8060-01/2019-Vol  
 General Manager, Finance and Corporate Services 01  
**Re:** Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10119

**Staff Recommendation**

1. That the Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10119 be introduced and given first, second, and third readings.
2. That staff undertake a process of public consultation as required in Section 166 of the Community Charter.

Andrew Nazareth  
 General Manager, Finance and Corporate Services  
 (604-276-4095)

REPORT CONCURRENCE		
<b>ROUTED TO:</b>	<b>CONCURRENCE</b>	<b>CONCURRENCE OF GENERAL MANAGER</b>
Law	<input checked="" type="checkbox"/>	 for A. NAZARETH
<b>REVIEWED BY SMT</b>	<b>INITIALS:</b>	<b>APPROVED BY CAO</b>
		

## Staff Report

### Origin

Subsection 165(l) of the *Community Charter* requires the City to adopt a 5 Year Financial Plan (5YFP) Bylaw. The 5YFP Bylaw provides the City with the authority to proceed with spending to the limits as outlined in the bylaw. The City is required under section 166 of the *Community Charter* to undertake a process of public consultation prior to adoption of the 5YFP.

The 5YFP Bylaw No. 10119 consolidates the budgets for Utility, Operating, and Capital budgets. The key components of 5YFP Bylaw No. 10119 are as follows:

- 2020 Utility Budget
- 2020 Capital Budget
- 2020 Operating Budget
- 2020 One-Time Expenditures
- 2020 Council Community Initiatives Account

The 2020 Utility rates were approved by Council on November 12, 2019 and the following bylaws were adopted as follows:

- Waterworks and Water Rates Bylaw No. 5637, Amendment Bylaw No. 10113 adopted on November 25, 2019.
- Drainage, Dyke and Sanitary Sewer System Bylaw No. 7551, Amendment Bylaw No. 10114 adopted on November 25, 2019.
- Solid Waste & Recycling Regulation Bylaw No. 6803, Amendment Bylaw No. 10115 adopted on November 25, 2019.

At the Finance Committee meeting on December 2, 2019, the following items were approved to be included in the Consolidated 5YFP (2020-2024).

### 2020 Capital Budget

2020 Capital Budget	Amount
2020 Capital Budget as presented by staff	\$155,651,559
<i>Finance Committee additions:</i>	
Extending City's Existing Cycling Network by 0.8 kilometres (No. 2 Rd, Steveston Hwy-Williams Rd) - Advanced Design	240,000
Extending City's Existing Cycling Network by 0.8 kilometres (Steveston Hwy, No. 2 Rd-Railway Way) - Advanced Design	163,000
Extending City's Existing Cycling Network by 4 kilometres - Advanced Design	947,000
<b>2020 Capital Budget as amended by Finance Committee</b>	<b>\$157,001,559</b>

Note that the construction of the extensions to the cycling network approved by the Finance Committee has not been incorporated into the 5YFP. This will be added once design is complete and any potential impacts to other planned projects are considered.

2020 Proposed Operating Budget

<b>2020 One-Time Expenditures</b>	<b>Amount (in \$000's)</b>	<b>Tax Impact</b>
2020 Operating Budget as presented in Budget Option 2	\$14,525	6.32%
Less: Corporate Reset	(3,449)	(1.50%)
<b>2020 Operating Budget as presented in Budget Option 3</b>	<b>11,076</b>	<b>4.82%</b>
Less: Allowance for Emerging Organizational Additional Levels	(500)	(0.22%)
Preliminary staff recommendation for Emerging Organizational Additional Levels as presented in Attachment 10 of the 2020 Proposed Operating Budget	456	0.20%
<i>Finance Committee additions:</i>		
Two Librarian Positions - Specializing in Youth Would Expand Services and Programs for Richmond Families - Regular Full-Time (RFT)	167	0.07%
Environmental Management and Mitigation	179	0.08%
HUB Annual Cycling Education Program in Elementary Schools in Richmond	75	0.03%
<b>2020 Operating Budget</b>	<b>\$11,453</b>	<b>4.98%</b>

2020 One-Time Expenditures

<b>2020 One-Time Expenditures</b>	<b>Amount</b>
2020 One-Time Expenditures as presented by staff	\$930,869
<i>Finance Committee additions:</i>	
2020 Major Events Funding – subject to Council approval	1,040,000
<b>2020 One-Time Expenditures</b>	<b>\$1,970,869</b>

*That the recommended one-time expenditures totaling \$930,869 as outlined in Attachment 1 of the 2020 One-Time Expenditures staff report, be approved with funding from the Rate Stabilization Account and included in the Consolidated 5 Year Financial Plan (2020-2024), together with the amount of \$1,040,000, as presented in Attachment 2 of the 2020 One-Time Expenditures staff report, on the condition that the Major Events funding will not be used until Council provides specific approval.*

2020 Council Community Initiatives One-Time Expenditures

<b>Council Community Initiatives One-Time Expenditures</b>	<b>Amount</b>
<b>CCIA Balance as of October 31, 2019*</b>	<b>\$1,000,849</b>
Steveston Harbour Authority Archway Sign	(50,000)
Automated Materials Handling System and Redesigned Book Return Wall for Brighthouse Branch	(108,000)
<b>Balance After 2020 CCIA Expenditures</b>	<b>\$842,849</b>

\*After the approved funding of the Replacement of the Richmond Tennis Club Bubble.

The Consolidated 5YFP includes the budget for the City's wholly owned subsidiary Richmond Olympic Oval Corporation. The 2020 budget is preliminary and is scheduled to be reviewed by the Oval's Board of Directors.

The Consolidated 5YFP does not include the budget for Lulu Island Energy Company (LIEC) since LIEC has been classified as a Government Business Enterprise and is required to apply International Financial Reporting Standards while the City is required to report under Public Sector Accounting Standards. Instead, LIEC is reflected as a financial asset on the City's Statement of Financial Position. The equity income in this Government Business Enterprise is included in other revenue with a corresponding transfer to surplus.

The Consolidated 5YFP Bylaw includes estimates for 2021-2024 based on information currently available and will be revised with the financial plan for each respective year. Inclusion in the financial plan for 2021 and beyond does not represent final approval for spending.

### **Analysis**

This report combines the 2020 budgets into a consolidated financial plan to provide expenditure authorization, allowing the City to formally proceed with delivering services to the community. In addition, the 5YFP includes operating and capital carryforward amounts that have been approved in prior years, however, projects and programs are expected to be completed in 2020 and future years.

### 2020 Operating and Capital Budgets for Richmond Public Library

At the Finance Committee meeting held on December 2, 2019 the following amounts were approved as contributions to the Richmond Public Library.

<b>Municipal Contribution to the Richmond Public Library</b>	<b>Amount</b>
Same Level of Service as presented by the Chief Librarian	\$9,862,500
<i>Finance Committee additions:</i>	
Ongoing Emerging Additional Levels: Two Librarian Positions - Specializing in Youth Would Expand Services and Programs for Richmond Families - Regular Full-Time (RFT)	167,150
<b>Total Revised Level of Service for 2020</b>	<b>10,029,650</b>
One-Time Contribution From Council Community Initiatives Account: Automated Materials Handling System and Redesigned Book Return Wall for Brighthouse Branch	108,000
<b>Total 2020 Municipal Contribution to the Richmond Public Library</b>	<b>\$10,137,650</b>

#### Adjustments with No Impact on Rates

##### *Prior Year Capital Carryforwards*

The Capital Budget as presented in the 5YFP includes carryforward amounts for previously approved and funded projects that are still in progress as capital projects usually take several years to complete after Council approval. There is no tax impact as a result of including these amounts.

##### *Prior Year Operating Carryforwards*

The 2020 Carryforwards are comprised of unspent amounts from 2019 and previously approved one-time expenditures that are required for programs and projects that were not completed in 2019 and hence carried into 2020. There is no tax impact as a result of including these amounts.

##### *Developer Contributed Assets*

The 5YFP also includes an estimate for the value of negotiated developer contributed assets that the City will take ownership of as a result of rezoning approvals. This includes dedicated land under new road and infrastructure contributed by developers. There is no cost to the City for building the initial infrastructure; however, it becomes part of the City's inventory of assets to maintain and eventually replace.

##### *Operating Budget Impacts (OBI) for Utility Projects*

The approved Capital Budget includes Utility projects with OBI for water, sanitation recycling and sanitary sewer infrastructure. Since the approval of these Capital projects occurred subsequent to the setting of the utility rates, these additional operating costs are not factored into the 2020 utility rates. These additional costs will be incorporated into the 2021 rates, and for 2020 the OBI will be funded by utility rate stabilization accounts.

**Public Consultation**

Section 166 of the *Community Charter* requires a process of public consultation prior to adoption of the 5YFP. In order to comply with this requirement, staff are working on a number of communication initiatives, which include:

- preparing a news release on the City website scheduled for Tuesday, December 10, 2019 with a link to the budget and 5YFP reports;
- engaging a public forum on Let's Talk Richmond scheduled to launch in January 2020, and issuance of a second news release at the start of the Public Consultation period;
- utilizing social media to raise awareness of the public consultation period through Facebook and Twitter accounts.
- having copies of the 2020-2024 Consolidated Financial Plan available for pick-up by the public or available electronically; and
- advertising in the Richmond News as a reminder of the ongoing public consultation.

In 2019, over 423 engagements and 32 comments were received from the public via Let's Talk Richmond. In order to ensure that the 5YFP consultation is beneficial, effective and efficient, staff will conduct the process through Let's Talk Richmond and social media once again.

The public consultation period will run until February 2, 2020 and staff will report the results to Council in advance of the meeting scheduled to give final reading to the 5YFP bylaw.

**Financial Impact**

Table 2 summarizes the proposed 2020 tax increase of 4.98%, and estimates for 2021 through 2024. The estimated tax increase for the 5YFP includes a 1.0% increase for investment in community infrastructure each year in accordance with the Long Term Financial Management Strategy.

**Table 2 – Proposed 5YFP 2020-2024 Summary**

Budget Component	2020	2021	2022	2023	2024
Same Level of Service Increase (meets LTFMS target of 2.00%)	1.69%	1.30%	1.59%	1.97%	1.98%
Less: 2020 Corporate Reset	(1.50%)				
Same Level of Service with Corporate Reset	0.19%				
External Senior Government Related Increases: Canada Pension Plan Enhancements	0.13%	0.14%	0.16%	0.15%	0.12%
Previously Approved Expenditures: Major Facilities OBI Phase-in (Year 7 of 7), Developer Contributed Assets OBI In Service in 2020	0.43%	0.12%	0.12%	0.07%	0.07%
Previously Approved Expenditures: Developer Contributed Assets OBI Phase-in for City Centre Community Centre North (Year 2 of 4)	0.23%	0.22%	0.21%	-%	-%
<b>Safe Community Priority Program:</b>					
Deferrals from previous budget	1.88%	0.66%	1.53%	1.34%	1.24%
36 fire rescue positions	0.66%	0.82%	-%	-%	-%
51 RCMP officers and 20 municipal employees to support the RCMP Detachment	0.69%	0.65%	-%	-%	-%
<b>Total 107 Positions - Safe Community Priority Program</b>	<b>3.23%</b>	<b>2.13%</b>	<b>1.53%</b>	<b>1.34%</b>	<b>1.24%</b>
Operating Budget Impact from Capital Budget	0.09%	0.40%	0.29%	0.27%	0.24%
City-Wide Additional Levels	0.38%	0.20%	0.20%	0.75%	0.54%
Less: Rate stabilization	(0.70%)	(1.60%)	(1.40%)	(1.30%)	(1.20%)
<b>Proposed Tax Increase – including 107 positions – Safe Community Program (2019-2021)</b>	<b>3.98%</b>	<b>2.91%</b>	<b>2.70%</b>	<b>3.25%</b>	<b>2.99%</b>
<b>51 RCMP officers, 20 municipal employees to support the RCMP Detachment, and 36 fire rescue positions</b>					
Investment in Infrastructure Replacement	1.00%	1.00%	1.00%	1.00%	1.00%
<b>Proposed Tax Increase with LTFMS Transfer to Reserves</b>	<b>4.98%</b>	<b>3.91%</b>	<b>3.70%</b>	<b>4.25%</b>	<b>3.99%</b>

## **Conclusion**

Staff recommend that the Consolidated 5 Year Financial Plan Bylaw (2020-2024) No. 10119 be given first through third readings and undertake the public consultation process.



Melissa Shiao, CPA, CA  
Manager, Financial Planning and Analysis  
(604-276-4231)

MS:yc

- Att. 1: 5 Year Capital Plan by Program (2020-2024)
- 2: 5 Year Capital Plan Summary (2020-2024)
- 3: 5 Year Capital Plan Funding Sources (2020-2024)
- 4: 2020 Municipal Tax Dollar
- 5: Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10119



**CITY OF RICHMOND  
5 YEAR CAPITAL PLAN BY PROGRAM (2020-2024)  
(in \$000s)**

	2020	2021	2022	2023	2024
<b>Infrastructure Program</b>					
<b>Roads</b>					
Accessible Pedestrian Signal Program	250	-	-	-	-
Active Transportation Improvement Program	600	600	600	600	600
Annual Asphalt Re-Paving Program - MRN	1,558	1,558	1,558	1,558	1,558
Annual Asphalt Re-Paving Program - Non-MRN	3,288	3,288	3,288	3,288	3,288
Arterial Roadway Improvement Program	800	800	800	800	400
Bridge Rehabilitation Program		300	643	300	300
Cambie Overpass Rehabilitation Project	1,355	-	-	-	-
Cambie Road/No. 5 Road- Intersection Improvements	2,760	-	-	-	-
Capstan Station Construction	27,500	-	-	-	-
Capstan Station Integration Design	500	-	-	-	-
Citywide Connector Walkways Rehabilitation Program	250	250	250	250	250
Citywide Sidewalk and Street Light Replacement Program	500	500	500	500	500
Extending City's Existing Cycling Network by 0.8 kilometres (No. 2 Rd, Steveston Hwy-Williams Rd) - Advanced Design	240	-	-	-	-
Extending City's Existing Cycling Network by 0.8 kilometres (Steveston Hwy, No. 2 Rd-Railway Way) - Advanced Design	163	-	-	-	-
Extending City's Existing Cycling Network by 4 kilometres - Advanced Design	947	-	-	-	-
LED Street Name Sign Program	300	300	300	300	300
Neighbourhood Walkway Program	750	750	750	750	500
Special Crosswalk Program	200	350	350	350	350
Steveston Highway Multi-Use Pathway, Mortfield Gate to No. 2 Road	6,000	-	-	-	-
Street Light LED Upgrade Program	400	490	490	490	490
Top 20 Collision Prone Intersections- Implementation of Medium-/Long-term Improvements	-	2,500	2,500	2,500	2,500
Top 20 Collision Prone Intersections- Preliminary Designs for Medium/Long-term improvements	600	-	-	-	-
Top 20 Collision Prone Intersections- Short-term Improvements	500	-	-	-	-
Traffic Calming Program	300	300	300	300	150
Traffic Signal Power Backup System (UPS)	100	200	200	200	200
Traffic Signal Program	800	1,050	1,050	1,050	800
Traffic Video and Communication Program	400	500	500	500	500
Transit-Related Amenity Improvement Program	25	25	25	25	25
Transit-Related Roadway Improvement Program	500	500	500	500	500
Transportation Planning, Functional and Preliminary Design	257	260	263	266	269
West Richmond Sidewalk Rehabilitation Program - Phase 1	350	-	-	-	-
West Richmond Sidewalk Rehabilitation Program - Phase 2	-	300	-	-	-

	2020	2021	2022	2023	2024
<b>Total Roads</b>	<b>\$52,193</b>	<b>\$14,821</b>	<b>\$14,867</b>	<b>\$14,527</b>	<b>\$13,480</b>
<b>Drainage</b>					
Box Culvert Repair	1,000		1,000		1,000
Burkeville Utility Improvements Drainage	2,236	2,495	1,741	2,271	2,271
Canal Stabilization	500	-	-	-	-
Development Coordinated Works - Drainage	250	250	250	250	250
Disaster Mitigation and Adaptation Fund Infrastructure Upgrades	4,516	9,194	9,603	6,637	4,500
Drainage Network Ecological Enhancement	200	150	150	150	150
Drainage Pump Station Rehabilitation and Generator Upgrade	250	250	250	250	250
East Richmond Drainage & Irrigation Upgrades	1,000	500	500	-	-
Flood Protection & Dike Improvements	1,000	3,000	1,000	7,000	5,000
Invasive Species Management	325	250	250	200	200
Laneway Drainage Upgrade	1,460	1,270	1,260	970	1,090
No. 3 Road South Pump Station Upgrade	-	-	-	-	9,140
SCADA System Improvements	150	-	-	-	-
Storm Main Drainage Upgrade	1,020	1,575	1,855	500	3,350
Watercourse Crossing Rehabilitation & Replacement	300	-	-	-	-
<b>Total Drainage</b>	<b>\$14,207</b>	<b>\$18,934</b>	<b>\$17,859</b>	<b>\$18,228</b>	<b>\$27,201</b>
<b>Water</b>					
Development Coordinated Works - Water	250	250	250	250	250
Pressure Reducing Valve Upgrades	-	-	1,000	-	-
Thompson Gate Pressure Reducing Valve Station	1,500	-	-	-	-
Water Metering Program	1,200	1,200	1,200	1,200	1,200
Watermain Replacement Upgrades Program	5,793	6,029	5,042	5,156	6,001
Watermain Tie-in and Restoration	400	300	300	300	300
<b>Total Water</b>	<b>\$9,143</b>	<b>\$7,779</b>	<b>\$7,792</b>	<b>\$6,906</b>	<b>\$7,751</b>
<b>Sanitary Sewer</b>					
Bennett West Pump Station Replacement	-	-	-	2,190	-
Development Coordinated Works - Sanitary	350	250	250	250	250
Eckersley B Sanitary Pump Station Replacement and Spires Utility Servicing	5,100	-	-	-	-
Gravity Sanitary Sewer Upgrade on River Road/ Beckwith Road/Charles Street	-	-	2,500	-	-
Gravity Sewer Assessment Program	150	150	150	150	150
Gravity Sewer Replacement and Rehabilitation	-	-	7,000	7,000	1,800
Hamilton Area Sanitary Sewer and Pump Station	2,800	-	-	-	-
Leslie Pump Station Replacement	2,913	-	-	-	-
Manhole and Inspection Chamber Replacement Program	-	250	-	250	-
Sanitary Pump Station and Forcemain Assessments, Upgrades and Grease Management	600	3,200	2,300	3,080	1,800
Sanitary Pump Station Rehabilitation	300	300	300	300	300
Sanitary Sewer Tie-in and Restoration	150	150	150	150	150
Steveston Gravity Sewer Replacement and Rehabilitation	1,200	7,000	-	-	-
Steveston Pump Station Replacement and Forcemain on	-	-	-	-	6,500

	2020	2021	2022	2023	2024
4th Avenue					
Van Horne Pump Station Replacement	-	-	2,800	-	-
<b>Total Sanitary Sewer Infrastructure Advanced Design and Minor Public Works</b>	<b>\$13,563</b>	<b>\$11,300</b>	<b>\$15,450</b>	<b>\$13,370</b>	<b>\$10,950</b>
City Centre Community Centre North - Furniture, Fixtures and Equipment (FF&E) and OBI	-	1,320	-	-	-
Fleet Minor Capital	280	-	-	-	-
Public Works Infrastructure Advanced Design	2,550	2,330	1,999	1,930	1,930
Public Works Minor Capital - Drainage	400	300	300	300	300
Public Works Minor Capital - Roads	400	400	400	400	400
Public Works Minor Capital - Sanitary	400	400	400	400	400
Public Works Minor Capital - Sanitation & Recycling	350	300	300	300	300
Public Works Minor Capital - Traffic	250	250	250	250	250
Public Works Minor Capital - Water	500	400	400	500	400
<b>Total Infrastructure Advanced Design and Minor Public Works</b>	<b>\$5,130</b>	<b>\$5,700</b>	<b>\$4,049</b>	<b>\$4,080</b>	<b>\$3,980</b>
<b>Total Infrastructure Program</b>	<b>\$94,236</b>	<b>\$58,534</b>	<b>\$60,017</b>	<b>\$57,111</b>	<b>\$63,362</b>
<b>Building Program</b>					
<b>Building</b>					
Britannia Shipyards Complex System Renewals	-	-	2,200	-	-
Capital Buildings Project Development Advanced Design	500	-	-	-	-
City Hall - Replacement of Mechanical, Life/Safety, and Envelope Components and Associated Works	2,630	-	-	-	-
City Hall Annex Infrastructure Replacements	-	-	-	-	800
Citywide Caretaker Suite Renewals	-	-	-	2,500	-
Community Safety Building - Mechanical Component Replacements and Associated Works	1,350	-	-	-	-
Fire Hall Renewals	-	-	-	3,000	-
Japanese Duplex and First Nations Bunkhouse Reconstruction and Exhibit Development	-	4,150	-	-	-
Minoru Centre for Active Living - Lap Pool 1 Reconstruction	3,000	-	-	-	-
Outdoor Pool Renewals	-	-	-	-	610
Richmond Courthouse - Mechanical Components Replacements, Envelope Renewals, Electrical Replacements, Structural Renewals and Associated Works	1,602	-	-	-	-
Richmond Courthouse Roof Replacement	-	-	-	-	1,150
Richmond Ice Centre Infrastructure Renewals - Phase 1	6,850	-	-	-	-
Richmond Ice Centre Infrastructure Renewals - Phase 2	-	6,850	-	-	-
Richmond Ice Centre Infrastructure Renewals - Phase 3	-	-	1,700	-	-
Richmond Ice Centre Infrastructure Renewals - Phase 4	-	-	-	3,700	-
South Arm Community Centre - Envelope and Interior Finish Renewals	-	-	800	-	-
South Arm Hall Infrastructure Renewal	-	-	-	700	-
Steveston Community Centre and Branch Library	-	100,000	-	-	-
Thompson Community Centre - Interior Finish Renewals	-	-	-	1,800	-

	2020	2021	2022	2023	2024
Watermania Infrastructure Renewals	-	-	-	2,000	-
Watermania Mechanical and Pool Equipment Renewals	-	-	2,100	-	-
West Richmond Community Centre - Envelope and Life Safety Renewals	-	2,610	-	-	-
Works Yard Electrical Service Upgrade and EV Infrastructure	1,688	-	-	-	-
Works Yard Infrastructure Renewals - Phase 1	-	-	20,000	-	-
Works Yard Infrastructure Renewals - Phase 2	-	-	-	-	8,600
<b>Total Building Program</b>	<b>\$17,620</b>	<b>\$113,610</b>	<b>\$26,800</b>	<b>\$13,700</b>	<b>\$11,160</b>
<b>Parks Program</b>					
<b>Parkland</b>					
Parkland Acquisition	4,000	4,000	4,000	4,000	4,000
<b>Total Parkland</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>
<b>Parks</b>					
Alexandra Park	-	1,154	-	-	-
Garden City Lands - Phase 4	-	-	500	-	-
Garden City Lands - Phase 5	-	-	-	500	-
Garden City Lands - Phase 6	-	-	-	-	500
King George Artificial Turf Sports Fields – Turf Replacement	-	790	-	-	-
Lang Park Completion	250	-	-	-	-
London Steveston Park Phase Three Construction	400	-	-	-	-
Lulu Island Park	-	-	250	500	-
Minoru Lakes Renewal Upgrades - Phase 1	4,060	-	-	-	-
Minoru Lakes Renewal Upgrades - Phase 2	-	2,000	-	-	-
Minoru Oval - Artificial Turf Replacement	1,030	-	-	-	-
Minoru Park Central Amenity Space - Playground Expansion	-	-	300	-	-
Minoru Park Central Amenity Space Detailed Design	-	-	-	-	200
Parks Advance Planning and Design	300	300	300	300	300
Parks Ageing Infrastructure Replacement Program	590	500	530	560	350
Parks General Development	400	400	300	400	400
Parks Identity Signage Program - Phase 3	100	-	-	-	-
Parks Interpretive Signage Program - Phase 1	-	-	100	-	-
Parks Interpretive Signage Program - Phase 2	-	-	-	-	100
Playground Improvement Program	600	700	500	400	500
Railway Granville Bike Park	270	-	-	-	-
Riverport and Cook Community Gardens	180	-	-	-	-
Steveston Community Park Playground Expansion	-	300	-	-	-
Trails Network Enhancements	-	-	-	200	350
<b>Total Parks</b>	<b>\$8,180</b>	<b>\$6,144</b>	<b>\$2,780</b>	<b>\$2,860</b>	<b>\$2,700</b>
<b>Total Parks Program</b>	<b>\$12,180</b>	<b>\$10,144</b>	<b>\$6,780</b>	<b>\$6,860</b>	<b>\$6,700</b>
<b>Public Art Program</b>					
<b>Public Art</b>					
Public Art Program	695	150	150	150	150

	2020	2021	2022	2023	2024
<b>Total Public Art Program</b>	<b>\$695</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>
<b>Land Program</b>					
<b>Land</b>					
Strategic Land Acquisition	10,000	10,000	5,000	5,000	10,000
<b>Total Land Program</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$10,000</b>
<b>Affordable Housing</b>					
Affordable Housing Operating Initiatives	400	200	200	200	200
<b>Total Affordable Housing</b>	<b>\$400</b>	<b>\$200</b>	<b>\$200</b>	<b>\$200</b>	<b>\$200</b>
<b>Equipment Program</b>					
<b>Vehicle Replacement</b>					
Automatic Vehicle Location/Global Positioning System	118	-	-	-	-
Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet)	3,323	2,528	2,334	3,995	4,434
<b>Total Vehicle Replacement</b>	<b>\$3,441</b>	<b>\$2,528</b>	<b>\$2,334</b>	<b>\$3,995</b>	<b>\$4,434</b>
<b>Fire Vehicle</b>					
Fire Vehicle Replacement Reserve Purchases	416	1,186	1,221	1,258	-
<b>Total Fire Vehicle</b>	<b>\$416</b>	<b>\$1,186</b>	<b>\$1,221</b>	<b>\$1,258</b>	<b>-</b>
<b>Information Technology</b>					
Annual Hardware Refresh	363	405	522	526	548
Data Centre Server Refresh/Update - Phase 1 of 2	363	-	-	-	-
Data Centre Server Refresh/Update - Phase 2 of 2	-	360	-	-	-
Network Refresh for City Facilities - Phase 1 of 3	558	-	-	-	-
Network Refresh for City Facilities - Phase 2 of 3	-	621	-	-	-
Network Refresh for City Facilities - Phase 3 of 3	-	-	391	-	-
Office 2016 Licensing - Phase 2 of 2	495	-	-	-	-
PeopleSoft HCM 9.2 Update 2020	217	-	-	-	-
<b>Total Information Technology</b>	<b>\$1,996</b>	<b>\$1,386</b>	<b>\$913</b>	<b>\$526</b>	<b>\$548</b>
<b>Equipment</b>					
Energy Management Projects	-	550	550	550	-
Fire Equipment Replacement from Reserve	258	229	30	31	32
Richmond Fire Driving Testing/Evaluation Platform	280	-	-	-	-
<b>Total Equipment</b>	<b>\$538</b>	<b>\$779</b>	<b>\$580</b>	<b>\$581</b>	<b>\$32</b>
<b>Total Equipment Program</b>	<b>\$6,391</b>	<b>\$5,879</b>	<b>\$5,048</b>	<b>\$6,360</b>	<b>\$5,014</b>
<b>Child Care Program</b>					
<b>Child Care</b>					
Child Care - Administration	110	112	114	117	119
Child Care Projects - City-wide (Capital Grants)	50	50	50	50	50
Child Care Projects - City-wide Non-Capital Grants	10	10	10	10	10
<b>Total Child Care Program</b>	<b>\$170</b>	<b>\$172</b>	<b>\$174</b>	<b>\$177</b>	<b>\$179</b>
<b>Internal Transfers/Debt Payment</b>					
<b>Internal Transfers/Debt Payment</b>					

	2020	2021	2022	2023	2024
12040 Horseshoe Way Repayment	525	525	525	525	525
7080 River Road Repayment	2,341	2,341	2,341	2,341	2,341
Nelson Road Interchange Repayment	385	385	-	-	-
River Road/North Loop (2005) Repayment	1,335	1,335	1,335	1,335	-
Transfer funding from DCC Parks Development General to DCC Parks Development West Cambie	724	-	-	-	-
<b>Total Internal Transfers/Debt Payment</b>	<b>\$5,310</b>	<b>\$4,586</b>	<b>\$4,201</b>	<b>\$4,201</b>	<b>\$2,866</b>
<b>Contingent External Contribution</b>					
<b>Contingent External Contribution</b>					
Contingent External Contribution	10,000	10,000	10,000	10,000	10,000
<b>Total Contingent External Contribution</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
<b>Grand Total</b>	<b>\$157,002</b>	<b>\$213,275</b>	<b>\$118,370</b>	<b>\$103,759</b>	<b>\$109,631</b>

**CITY OF RICHMOND  
5 YEAR CAPITAL PLAN SUMMARY (2020 - 2024)  
(in \$000s)**

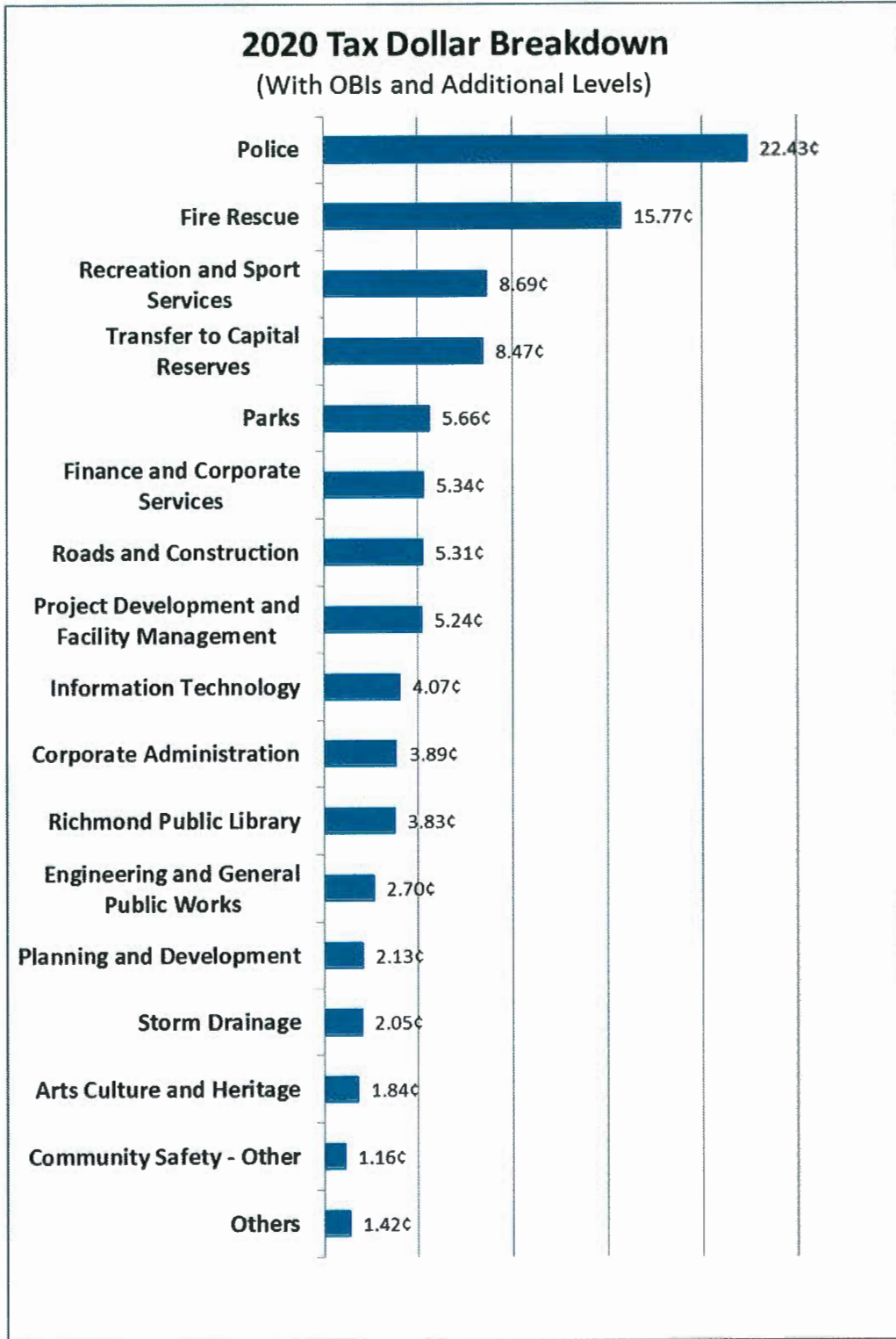
	2020	2021	2022	2023	2024
<b>Infrastructure Program</b>					
Roads	52,193	14,821	14,867	14,527	13,480
Drainage	14,207	18,934	17,859	18,228	27,201
Water	9,143	7,779	7,792	6,906	7,751
Sanitary Sewer	13,563	11,300	15,450	13,370	10,950
Infrastructure Advanced Design and Minor Public Works	5,130	5,700	4,049	4,080	3,980
<b>Total Infrastructure Program</b>	<b>\$94,236</b>	<b>\$58,534</b>	<b>\$60,017</b>	<b>\$57,111</b>	<b>\$63,362</b>
<b>Building Program</b>					
Building	17,620	113,610	26,800	13,700	11,160
<b>Total Building Program</b>	<b>\$17,620</b>	<b>\$113,610</b>	<b>\$26,800</b>	<b>\$13,700</b>	<b>\$11,160</b>
<b>Parks Program</b>					
Parks	8,180	6,144	2,780	2,860	2,700
Parkland	4,000	4,000	4,000	4,000	4,000
<b>Total Parks Program</b>	<b>\$12,180</b>	<b>\$10,144</b>	<b>\$6,780</b>	<b>\$6,860</b>	<b>\$6,700</b>
<b>Public Art Program</b>	<b>\$695</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>
<b>Land Program</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$10,000</b>
<b>Affordable Housing</b>	<b>\$400</b>	<b>\$200</b>	<b>\$200</b>	<b>\$200</b>	<b>\$200</b>
<b>Equipment Program</b>					
Vehicle	3,441	2,528	2,334	3,995	4,434
Fire Vehicle	416	1,186	1,221	1,258	-
Information Technology	1,996	1,386	913	526	548
Equipment	538	779	580	581	32
<b>Total Equipment Program</b>	<b>\$6,391</b>	<b>\$5,879</b>	<b>\$5,048</b>	<b>\$6,360</b>	<b>\$5,014</b>
<b>Child Care Program</b>	<b>\$170</b>	<b>\$172</b>	<b>\$174</b>	<b>\$177</b>	<b>\$179</b>
<b>Internal Transfers/Debt Payment</b>	<b>\$5,310</b>	<b>\$4,586</b>	<b>\$4,201</b>	<b>\$4,201</b>	<b>\$2,866</b>
<b>Contingent External Contributions</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
<b>Total Capital Program</b>	<b>\$157,002</b>	<b>\$213,275</b>	<b>\$118,370</b>	<b>\$103,759</b>	<b>\$109,631</b>

**CITY OF RICHMOND  
5 YEAR CAPITAL PLAN FUNDING SOURCES (2020-2024)  
(In \$000's)**

	2020	2021	2022	2023	2024
<b>DCC Reserves</b>					
Drainage DCC	-	1,510	-	-	2,144
Park Development DCC	6,330	3,907	1,647	1,787	1,740
Park Land Acquisition DCC	5,964	5,964	5,964	5,964	5,964
Roads DCC	13,152	8,478	8,047	8,051	5,731
Sanitary DCC	3,527	-	1,428	-	658
Water DCC	138	634	898	-	673
<b>Total DCC</b>	<b>\$29,111</b>	<b>\$20,493</b>	<b>\$17,984</b>	<b>\$15,802</b>	<b>\$16,910</b>
<b>Statutory Reserves</b>					
Affordable Housing	925	725	725	725	725
Capital Building and Infrastructure	16,288	72,527	6,800	13,700	10,550
Capital Reserve	16,050	45,691	28,979	8,575	14,010
Capstan Station	28,000	-	-	-	-
Child Care	170	172	174	177	179
Drainage Improvement	12,415	13,552	14,577	15,603	23,286
Equipment Replacement	3,655	3,392	3,310	4,833	4,066
Leisure Facilities	-	4,934	-	-	-
Public Art Program	695	150	150	150	150
Rate Stabilization	-	1,320	-	-	-
Sanitary Sewer	11,886	12,850	14,641	14,620	11,542
Watermain Replacement	10,590	8,820	8,466	8,407	8,480
<b>Total Statutory Reserves</b>	<b>\$100,674</b>	<b>\$164,133</b>	<b>\$77,822</b>	<b>\$66,790</b>	<b>\$72,988</b>
<b>Other Sources</b>					
Enterprise Fund	125	550	550	550	-
Grant and Developer Contribution	16,274	15,028	15,191	14,005	13,150
Other Sources	9,368	12,221	6,248	5,862	5,883
Sewer Levy	350	100	-	50	50
Solid Waste and Recycling	450	300	300	300	300
Water Levy	650	450	275	400	350
<b>Total Other Sources</b>	<b>\$27,217</b>	<b>\$28,649</b>	<b>\$22,564</b>	<b>\$21,167</b>	<b>\$19,733</b>
<b>Total Capital Program</b>	<b>\$157,002</b>	<b>\$213,275</b>	<b>\$118,370</b>	<b>\$103,759</b>	<b>\$109,631</b>



2020 MUNICIPAL TAX DOLLAR





**Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10119**

The Council of the City of Richmond enacts as follows:

1. Schedule "A", Schedule "B" and Schedule "C" which are attached and form part of this bylaw, are adopted as the Consolidated 5 Year Financial Plan (2020-2024).
2. 5 Year Consolidated Financial Plan (2019-2023) Bylaw 9979 and all associated amendments are repealed.
3. This Bylaw is cited as **"Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10119"**.

FIRST READING

SECOND READING

THIRD READING

ADOPTED

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\_\_\_\_\_

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CITY OF RICHMOND
APPROVED for content by originating dept.
<i>JK</i>
APPROVED for legality by Solicitor
<i>LB</i>

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CORPORATE OFFICER

## SCHEDULE A:

**CITY OF RICHMOND**  
**CONSOLIDATED 5 YEAR FINANCIAL PLAN (2020-2024)**  
**REVENUE AND EXPENSES**  
(In \$000's)

	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan
<b>Revenue:</b>					
Taxation and Levies	243,990	255,518	266,970	280,324	293,474
User Fees	115,210	121,447	128,203	135,460	143,422
Sales of Services	43,876	44,165	44,701	45,247	45,803
Investment Income	18,562	19,190	19,754	20,256	20,695
Payments In Lieu Of Taxes	14,841	14,989	15,139	15,290	15,443
Gaming Revenue	14,500	14,500	14,500	14,500	14,500
Other Revenue	14,075	14,122	16,263	18,409	18,902
Licenses And Permits	11,435	11,657	11,884	12,116	12,352
Provincial and Federal Grants	9,264	9,368	9,439	9,511	9,584
Developer Contributed Assets	50,000	50,000	50,000	50,000	50,000
Development Cost Charges	29,111	20,493	17,984	15,802	16,910
Other Capital Funding Sources	16,274	15,028	15,191	14,005	13,150
	<b>581,138</b>	<b>590,477</b>	<b>610,028</b>	<b>630,920</b>	<b>654,235</b>
<b>Expenses:</b>					
Community Safety	119,800	124,044	127,353	131,159	135,038
Engineering and Public Works	78,746	77,243	78,804	80,034	81,423
Community Services	71,956	68,236	71,559	73,184	74,820
Finance and Corporate Services	25,637	23,996	24,525	25,131	25,747
Planning and Development Services	24,286	23,913	24,386	24,934	25,538
Fiscal	22,507	21,016	21,959	24,810	27,847
Corporate Administration	13,977	13,817	14,135	14,521	14,917
Debt Interest	1,677	1,677	1,677	1,677	838
Utility Budget					
Water Utility	46,397	49,427	53,234	57,435	62,101
Sanitary Sewer Utility	37,540	40,135	42,614	45,310	48,240
Sanitation and Recycling	20,826	20,170	20,576	20,999	21,432
Richmond Public Library	11,095	11,052	11,269	11,533	11,805
Richmond Olympic Oval Corporation	17,120	17,409	17,736	18,104	18,481
	<b>491,564</b>	<b>492,135</b>	<b>509,827</b>	<b>528,831</b>	<b>548,227</b>
<b>Annual Surplus</b>	<b>89,574</b>	<b>98,342</b>	<b>100,201</b>	<b>102,089</b>	<b>106,008</b>

**SCHEDULE A (CONT'D):**

**CITY OF RICHMOND  
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2020-2024)  
TRANSFERS  
(In \$000's)**

	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan
<b>Transfers:</b>					
Debt Principal	5,149	5,355	5,570	5,792	6,024
Transfer To (From) Reserves	76,756	79,241	81,833	84,512	87,319
Transfer To (From) Surplus	(20,532)	(7,184)	1,153	3,698	3,256
Capital Expenditures - Current Year	157,002	213,275	118,370	103,759	109,631
Capital Expenditures - Prior Years	308,609	114,470	75,154	41,819	41,819
Capital Expenditures - Developer Contributed Assets	50,000	50,000	50,000	50,000	50,000
Capital Expenditures - Richmond Public Library	892	892	892	892	892
Capital Expenditures - Richmond Olympic Oval Corporation	1,721	1,970	2,215	2,236	2,548
Capital Funding	(490,023)	(359,677)	(234,986)	(190,619)	(195,481)
<b>Transfers/Amortization offset:</b>	<b>89,574</b>	<b>98,342</b>	<b>100,201</b>	<b>102,089</b>	<b>106,008</b>
<b>Balanced Budget</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Tax Increase</b>	<b>4.98%</b>	<b>3.91%</b>	<b>3.70%</b>	<b>4.25%</b>	<b>3.99%</b>

**SCHEDULE B:**

**CITY OF RICHMOND**  
**5 YEAR FINANCIAL PLAN**  
**CAPITAL FUNDING SOURCES (2020-2024)**  
(In \$000's)

	2020	2021	2022	2023	2024
<b>DCC Reserves</b>					
Drainage DCC	-	1,510	-	-	2,144
Park Development DCC	6,330	3,907	1,647	1,787	1,740
Park Land Acquisition DCC	5,964	5,964	5,964	5,964	5,964
Roads DCC	13,152	8,478	8,047	8,051	5,731
Sanitary DCC	3,527	-	1,428	-	658
Water DCC	138	634	898	-	673
<b>Total DCC</b>	<b>\$29,111</b>	<b>\$20,493</b>	<b>\$17,984</b>	<b>\$15,802</b>	<b>\$16,910</b>
<b>Statutory Reserves</b>					
Affordable Housing	925	725	725	725	725
Capital Building and Infrastructure	16,288	72,527	6,800	13,700	10,550
Capital Reserve	16,050	45,691	28,979	8,575	14,010
Capstan Station	28,000	-	-	-	-
Child Care	170	172	174	177	179
Drainage Improvement	12,415	13,552	14,577	15,603	23,286
Equipment Replacement	3,655	3,392	3,310	4,833	4,066
Leisure Facilities	-	4,934	-	-	-
Public Art Program	695	150	150	150	150
Rate Stabilization	-	1,320	-	-	-
Sanitary Sewer	11,886	12,850	14,641	14,620	11,542
Watermain Replacement	10,590	8,820	8,466	8,407	8,480
<b>Total Statutory Reserves</b>	<b>\$100,674</b>	<b>\$164,133</b>	<b>\$77,822</b>	<b>\$66,790</b>	<b>\$72,988</b>
<b>Other Sources</b>					
Enterprise Fund	125	550	550	550	-
Grant and Developer Contribution	16,274	15,028	15,191	14,005	13,150
Other Sources	9,368	12,221	6,248	5,862	5,883
Sewer Levy	350	100	-	50	50
Solid Waste and Recycling	450	300	300	300	300
Water Levy	650	450	275	400	350
<b>Total Other Sources</b>	<b>\$27,217</b>	<b>\$28,649</b>	<b>\$22,564</b>	<b>\$21,167</b>	<b>\$19,733</b>
<b>Total Capital Program</b>	<b>\$157,002</b>	<b>\$213,275</b>	<b>\$118,370</b>	<b>\$103,759</b>	<b>\$109,631</b>

**SCHEDULE C:**

**CITY OF RICHMOND  
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2020-2024)  
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 2020.

**Table 1:**

<b>Funding Source</b>	<b>% of Total Revenue</b>
Property Taxes	50.2%
User Fees	23.7%
Sales of Services	9.0%
Investment Income	3.8%
Payments in Lieu of Taxes	3.1%
Gaming Revenue	3.0%
Licenses and Permits	2.4%
Provincial and Federal Grants	1.9%
Other	2.9%
Total Operating and Utility Funding Sources	100.0%

**SCHEDULE C (CONT'D):**

**CITY OF RICHMOND  
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2020-2024)  
STATEMENT OF POLICIES AND OBJECTIVES**

**Distribution of Property Taxes**

Table 2 provides the 2019 distribution of property tax revenue among the property classes. 2020 estimated roll figures will be received in March 2020.

**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 2019 Revised Roll figures)

Property Class	% of Tax Burden
Residential (1)	56.58%
Business (6)	35.04%
Light Industry (5)	6.52%
Others (2,3,4,8 & 9)	1.86%
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*.