



# City of Richmond

## Report to Committee

**To:** Finance Committee **Date:** April 14, 2020  
**From:** Andrew Nazareth **File:** 03-0985-01/2020-Vol  
 General Manager, Finance and Corporate 01  
 Services  
**Re:** **Revised Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10183**

### Staff Recommendation

1. That the Revised Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10183 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"/>	
<b>SENIOR STAFF REPORT REVIEW</b>	<b>INITIALS:</b>	<b>APPROVED BY CAO</b>

## Staff Report

### Origin

The Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10119 was adopted on January 27, 2020. Before May 15<sup>th</sup>, Section 197 of the *Community Charter* requires municipalities to establish property tax rates for the current year as set out in the 5 Year Financial Plan (5YFP).

Subsection 165(2) of the *Community Charter* allows for amendments of the financial plan by bylaw and Section 137(1) (b) directs that the power to amend or repeal must be exercised by bylaw and is subject to the same approval and other requirements, if any, as the power to adopt a new bylaw under that authority. Section 166 states that a council must undertake a process of public consultation regarding the proposed financial plan before it is adopted.

The COVID-19 pandemic is having a growing impact on the global, Canadian and local economy. At the Council Meeting held on April 14, 2020, it was announced that Council directed staff to make changes to the previously approved 2020 Operating Budget and to bring forward the revised 5YFP. This report proposes to repeal the Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10119 and replace it with the Revised Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10183, thereby allowing a reduced amount of property taxes to be collected to provide direct relief to the taxpayers of Richmond. In addition, budget amendments for additional capital projects and one-time expenditures which were approved by Council subsequent to the adoption of the current 5YFP are included in the Revised 5 YFP without a tax impact.

There is a lot of uncertainty around the 2020 year, stemming from the unknown length of the current restrictions placed on facility closures as a result of physical distancing measures. Revenue targets are not expected to be met for 2020 due to decreases in investment income, gaming revenue, facility revenue, etc. Expenses will need to be decreased in order to offset the reduction in revenue wherever possible. This revised financial plan does not attempt to estimate the results for 2020. Rather the budget is maintained in order to provide a benchmark to compare results with. The changes reflected in this financial plan, compared to the original financial plan previously approved by Council for 2020, reflect the reductions approved by Council to lower the property taxes collected for 2020.

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

The 5YFP consolidates the Utility, Operating, and Capital budgets. The key components of the Revised Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10183 are as follows:

- 2020 Operating Budget (reductions as approved by Council and amendments as previously approved by Council)
- 2020 Capital Budget (amendments as previously approved by Council)
- 2020 One-Time Expenditures (no change as this does not impact property tax rates)
- 2020 Council Community Initiatives Account (no change as this does not impact property tax rates)
- 2020 Utility Budget (no change as this does not impact property tax rates)

2020 Revised Operating Budget

2020 Revised Operating Budget	Amount (in \$000's)	Tax Impact
2020 Operating Budget as approved December 9, 2019	\$11,453	4.98%
<b>2020 Operating Budget Reductions approved by Council on April 14, 2020</b>		
Cancel the additional 1% transfer to reserves	(2,299)	(1.00%)
Defer 12 additional RCMP officers	(1,179)	(0.51%)
Defer 5 additional municipal employees to support the RCMP Detachment	(412)	(0.18%)
Defer City Centre Community Centre North OBI Phase-in	(528)	(0.23%)
Defer Operating Budget Impact – 2020 Capital	(215)	(0.09%)
<b>Total 2020 Budget Reductions</b>	<b>(4,633)</b>	<b>(2.01%)</b>
<b>2020 Revised Operating Budget</b>	<b>\$6,820</b>	<b>2.97%</b>

2020 Operating Budget Amendments – No Tax Impact

At the Council meeting held on January 27, 2020, the following resolution was adopted:

- (1) *That the application to the Union of British Columbia Municipalities (UBCM) 2020 Community Child Care Planning Program Grant for \$25,000 be endorsed; and*
- (2) *That should the funding 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 that the Consolidated 5-Year Financial Plan (2020–2024) be amended accordingly.*

This grant application was successful, therefore the Planning and Development Community Social Development Child Care budget will be increased by \$25,000 funded by grant revenue.

In addition, the City’s application to the Community Action Initiative’s Community Wellness and Harm Reduction Grant Program was successful. The Planning and Development Community Social Development Social Planning and Research budget will be increased by \$50,000 funded by grant revenue.

At the Council meeting held on April 14, 2020, the following resolution was adopted:

- (1) *That the Chief Administrative Officer and the General Manager, Community Services be authorized to enter into a three year agreement on behalf of the City for a total value of \$50,000 with the Providence 1903 Charters; and*
- (2) *That funding of \$33,000 from the Council Community Initiatives Account be approved to fund the annual cost of \$16,500 in the second and third year of the agreement as outlined in the staff report "Providence Flagship Proposal" dated February 10, 2020, from the Director, Arts, Culture and Heritage Services and the Consolidated 5 Year Financial Plan (2020-2024) be amended accordingly.*

Accordingly, \$33,000 from the Council Community Initiatives Account will be committed toward the 2021 and 2022 expenditures.

2020 Capital Budget

2020 Capital Budget	Amount
2020 Approved Capital Budget	\$157,001,559
<i>Council amendments:</i>	
At the Council meeting held on January 13, 2020 funding of \$1,500,000 from the Sewer Utility Reserve was approved to complete the sanitary sewer replacement in the 6000 Block of Buswell Street.	1,500,000
At the Council meeting held on February 24, 2020 funding of \$7,940,000 from the Capital Building and Infrastructure Reserve was approved for the Phoenix Net Loft, increasing the total project cost from \$11,500,000 to \$19,440,000.	7,940,000
At the Council meeting held on March 9, 2020 funding of \$50,000 from the Public Art Reserve was approved for the Alexandra Greenway Integrated Public Art Project.	50,000
<b>2020 Capital Budget as amended by Council</b>	<b>\$166,491,559</b>

The corresponding Council resolutions are included below.

At the Council Meeting held on January 13, 2020 the following resolution was adopted:

*That funding of \$1,500,000 from the Sewer Utility Reserve be approved to complete the sanitary sewer replacement in the 6000 Block of Buswell Street and be included in the Consolidated 5 Year Financial Plan (2020-2024).*

At the Council Meeting held on February 24, 2020 the following resolutions were adopted:

- (1) *That the Capital Program budget be amended from the previously approved \$11.5M to \$19.44M for Option C – Museum-Style Interpretive Centre use for the Phoenix Net Loft preservation project; and*

- (2) *That the difference of the \$11.5M and the proposed \$19.44M (\$7.94M) to be used for the Phoenix Net Loft preservation project be withdrawn from the Capital Building and Infrastructure Reserve Fund; and*
- (3) *That the Consolidated 5 Year Financial Plan (2020-2024) be amended accordingly.*

At the Council Meeting held on March 9, 2020 the following resolutions were adopted:

- (1) *That the Alexandra Greenway Integrated Public Art Project for \$50,000 be approved and funded by the Public Art Reserve; and*
- (2) *That the Consolidated 5 Year Financial Plan (2020-2024) be amended accordingly.*

### 2021-2024 Estimates

The Revised Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10183 includes estimates for 2021-2024 based on information available at the time the original financial plan was prepared in November, 2019. In addition, as the intent is to complete the hiring of the additional RCMP officers and municipal employees to support the RCMP detachment within the current Council term, these costs have been added to the future year estimates. Each year 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.

### **Public Consultation**

Section 166 of the *Community Charter* requires a process of public consultation prior to adoption or amendment of a 5YFP bylaw. 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, April 21, 2020 with a link to this report explaining the revisions to the budget and 5YFP;
- engaging a public forum on Let's Talk Richmond scheduled to launch on April 21, 2020;
- utilizing social media to raise awareness of the public consultation period through Facebook and Twitter accounts;
- having copies of the 2020-2024 Revised Consolidated Financial Plan available electronically on the City's website or upon request by e-mail; and
- advertising in the Richmond News as a reminder of the ongoing public consultation.

The public consultation period will run until Sunday, May 3, 2020 and staff will report the results to Council in advance of the meeting scheduled to give final reading to the 5YFP bylaw amendment.

### **Financial Impact**

The following table summarizes the revised 2020 tax increase of 2.97%, and revised estimates for 2021 through 2024 taking into account the intent to defer the items removed from the 2020 operating budget. The estimated tax increase for the future years of the 5YFP includes a 1.00%



increase for investment in community infrastructure each year in accordance with the Long Term Financial Management Strategy.

**Revised 5YFP 2020-2024 Summary**

<b>Budget Component</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Same Level of Service Increase (meets LTFMS target of 2.00%)	1.69%	1.31%	1.65%	2.02%	2.01%
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%	0.15%	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%	0.13%	0.12%	0.07%	0.07%
Previously Approved Expenditures: City Centre Community Centre North OBI Phase-in (Year 2 of 4)	-%	0.22%	0.21%	0.20%	-%
<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%	0.84%	-%	-%	-%
51 RCMP officers and 20 municipal employees to support the RCMP Detachment	-%	0.66%	0.63%	-%	-%
<b>Total 107 Positions - Safe Community Priority Program</b>	<b>2.54%</b>	<b>2.16%</b>	<b>2.16%</b>	<b>1.34%</b>	<b>1.24%</b>
Operating Budget Impact from Capital Budget	-%	0.45%	0.34%	0.27%	0.24%
City-Wide Additional Levels	0.38%	0.21%	0.20%	0.75%	0.53%
Less: Rate stabilization	(0.70%)	(1.60%)	(1.40%)	(1.30%)	(1.20%)
<b>Proposed Tax Increase – including 107 positions – Safe Community Program (2019-2022)</b>	<b>2.97%</b>	<b>3.03%</b>	<b>3.44%</b>	<b>3.50%</b>	<b>3.01%</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%
<b>Proposed Tax Increase with LTFMS Transfer to Reserves</b>	<b>2.97%</b>	<b>4.03%</b>	<b>4.44%</b>	<b>4.50%</b>	<b>4.01%</b>

April 14, 2020

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## Conclusion

Staff recommend that the Revised Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10183 be given first, second and third readings and that staff be directed to undertake the public consultation process.



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Manager, Financial Planning and Analysis  
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MS:ms

- Att. 1: Revised 5 Year Capital Plan by Program (2020-2024)
- 2: Revised 5 Year Capital Plan Summary (2020-2024)
- 3: Revised 5 Year Capital Plan Funding Sources (2020-2024)
- 4: 2020 Revised Municipal Tax Dollar
- 5: Revised Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10183

**CITY OF RICHMOND  
REVISED 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 Replacement – 6000 Block Buswell Street	1,500	-	-	-	-
Sanitary Sewer Tie-in and Restoration	150	150	150	150	150
Steveston Gravity Sewer Replacement and	1,200	7,000	-	-	-

	2020	2021	2022	2023	2024
<b>Rehabilitation</b>					
Steveston Pump Station Replacement and Forcemain on 4th Avenue	-	-	-	-	6,500
Van Horne Pump Station Replacement	-	-	2,800	-	-
<b>Total Sanitary Sewer</b>	<b>\$15,063</b>	<b>\$11,300</b>	<b>\$15,450</b>	<b>\$13,370</b>	<b>\$10,950</b>
<b>Infrastructure Advanced Design and Minor Public Works</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>\$95,736</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	-



	2020	2021	2022	2023	2024
Steveston Community Centre and Branch Library	-	100,000	-	-	-
Thompson Community Centre - Interior Finish Renewals	-	-	-	1,800	-
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</b>	<b>\$17,620</b>	<b>\$113,610</b>	<b>\$26,800</b>	<b>\$13,700</b>	<b>\$11,160</b>
<b>Heritage Program</b>					
<b>Heritage</b>					
Phoenix Net Loft Building Stabilization	7,940	-	-	-	-
<b>Total Heritage</b>	<b>\$7,940</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Building Program</b>	<b>\$25,560</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	-	-	-	-

	2020	2021	2022	2023	2024
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	745	150	150	150	150
<b>Total Public Art Program</b>	<b>\$745</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	1,257	-
<b>Total Fire Vehicle</b>	<b>\$416</b>	<b>\$1,186</b>	<b>\$1,221</b>	<b>\$1,257</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>					



	2020	2021	2022	2023	2024
<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>					
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>\$166,492</b>	<b>\$213,275</b>	<b>\$118,370</b>	<b>\$103,759</b>	<b>\$109,631</b>

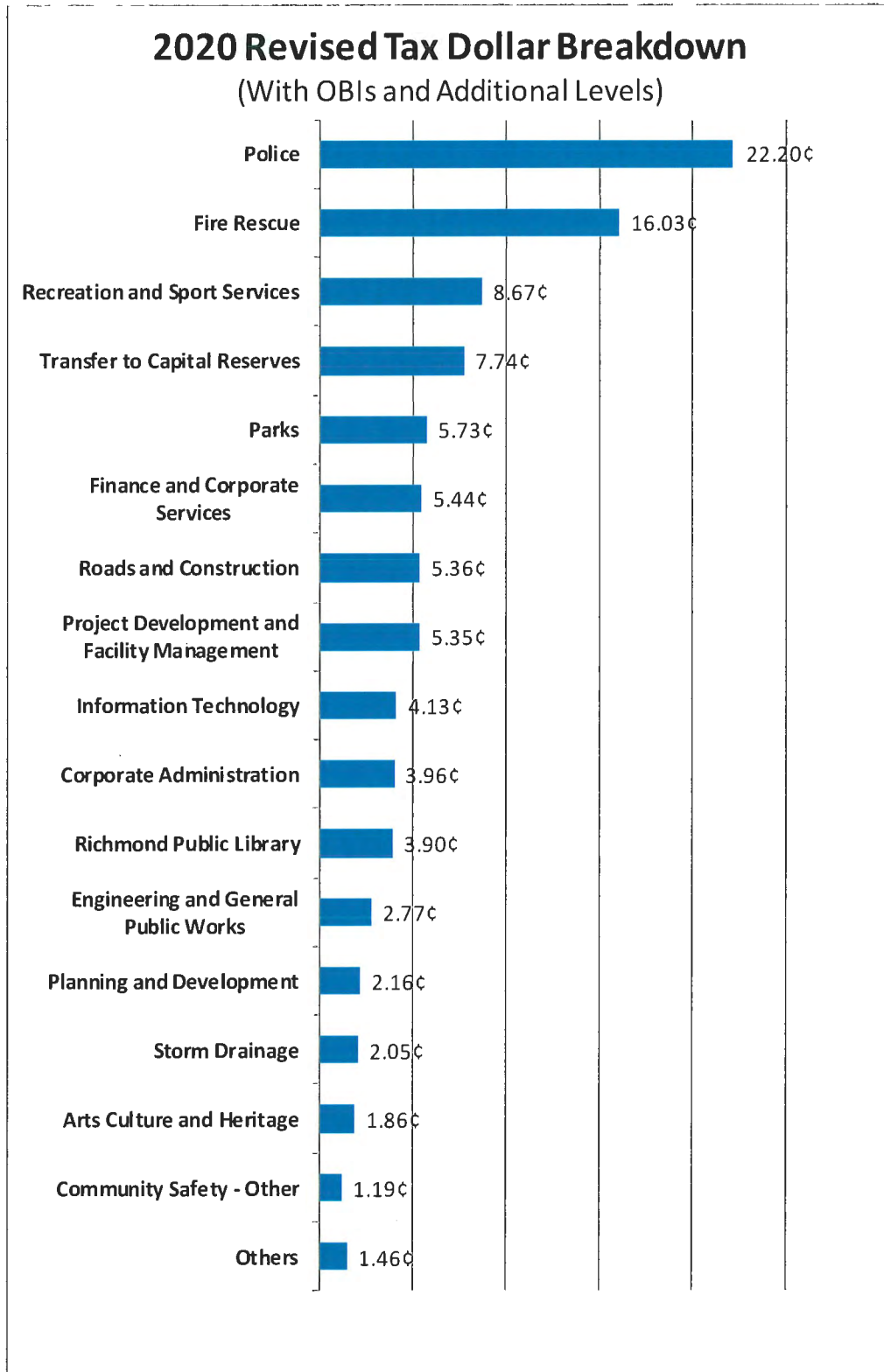
**CITY OF RICHMOND  
REVISED 5 YEAR CAPITAL PLAN SUMMARY (2020 - 2024)  
(in \$000s)**

	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	15,063	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>\$95,736</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
Heritage	7,940	-	-	-	-
<b>Total Building Program</b>	<b>\$25,560</b>	<b>\$113,610</b>	<b>\$26,800</b>	<b>\$13,700</b>	<b>\$11,160</b>
<b>Parks Program</b>					
Parkland	4,000	4,000	4,000	4,000	4,000
Parks	8,180	6,144	2,780	2,860	2,700
<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>\$745</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>\$166,492</b>	<b>\$213,275</b>	<b>\$118,370</b>	<b>\$103,759</b>	<b>\$109,631</b>

**CITY OF RICHMOND  
REVISED 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	24,228	64,587	6,800	13,700	10,550
Capital Reserve	16,050	53,631	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	745	150	150	150	150
Sanitary Sewer	13,386	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>\$110,164</b>	<b>\$162,813</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
Rate Stabilization	-	1,320	-	-	-
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>\$29,969</b>	<b>\$22,564</b>	<b>\$21,167</b>	<b>\$19,733</b>
<b>Total Capital Program</b>	<b>\$166,492</b>	<b>\$213,275</b>	<b>\$118,370</b>	<b>\$103,759</b>	<b>\$109,631</b>









Revised Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10183

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 Revised Consolidated 5 Year Financial Plan (2020-2024).
2. Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10119 is hereby repealed.
3. This Bylaw is cited as "Revised Consolidated 5 Year Financial Plan (2020-2024) Bylaw No. 10183".

FIRST READING

SECOND READING

THIRD READING

ADOPTED

Four horizontal lines for signatures corresponding to the reading stages.

CITY OF RICHMOND
APPROVED for content by originating dept.
MS
APPROVED for legality by Solicitor
BRB

MAYOR

CORPORATE OFFICER

## SCHEDULE A:

**CITY OF RICHMOND**  
**REVISED 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	239,357	250,992	264,144	278,025	291,175
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	9,988	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>577,229</b>	<b>585,951</b>	<b>607,202</b>	<b>628,621</b>	<b>651,936</b>
<b>Expenses:</b>					
Community Safety	118,205	122,450	127,353	131,159	135,038
Engineering and Public Works	78,618	77,180	78,804	80,034	81,423
Community Services	71,936	68,225	69,622	73,184	74,820
Finance and Corporate Services	25,625	23,990	24,525	25,131	25,747
Planning and Development Services	24,342	23,904	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>489,865</b>	<b>490,452</b>	<b>507,890</b>	<b>528,831</b>	<b>548,227</b>
<b>Annual Surplus</b>	<b>87,364</b>	<b>95,499</b>	<b>99,312</b>	<b>99,790</b>	<b>103,709</b>

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

**CITY OF RICHMOND  
REVISED 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	74,424	79,925	79,534	82,213	85,020
Transfer To (From) Surplus	(20,410)	(7,711)	2,563	3,699	3,256
Capital Expenditures - Current Year	166,492	213,275	118,370	103,758	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	(499,513)	(359,677)	(234,986)	(190,619)	(195,481)
<b>Transfers/Amortization offset:</b>	<b>87,364</b>	<b>95,499</b>	<b>99,312</b>	<b>99,790</b>	<b>103,709</b>
<b>Balanced Budget</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Tax Increase</b>	<b>2.97%</b>	<b>4.03%</b>	<b>4.44%</b>	<b>4.50%</b>	<b>4.01%</b>



**SCHEDULE B:**

**CITY OF RICHMOND  
REVISED 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	24,228	64,587	6,800	13,700	10,550
Capital Reserve	16,050	53,631	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	745	150	150	150	150
Sanitary Sewer	13,386	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>\$110,164</b>	<b>\$162,813</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
Rate Stabilization	-	1,320	-	-	-
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>\$29,969</b>	<b>\$22,564</b>	<b>\$21,167</b>	<b>\$19,733</b>
<b>Total Capital Program</b>	<b>\$166,492</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	49.7%
User Fees	23.9%
Sales of Services	9.1%
Investment Income	3.8%
Payments in Lieu of Taxes	3.1%
Gaming Revenue	3.0%
Licenses and Permits	2.4%
Provincial and Federal Grants	2.1%
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 estimated 2020 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 2020 Revised Roll figures)

Property Class	% of Tax Burden
Residential (1)	56.53%
Business (6)	34.64%
Light Industry (5)	6.80%
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*.