



City of Richmond

Report to Committee

To: Finance Committee

Date: February 4, 2013

From: Jerry Chong
Director, Finance

File: 03-0970-20-01/2013-
Vol 01

Re: 5 Year Financial Plan (2013 - 2017) Bylaw 8990

Staff Recommendation

It is recommended that:

1. The 5 Year Financial Plan (2013 –2017) be approved as presented by the Manager, Budgets & Accounting,
2. The 5 Year Financial Plan (2013 –2017) Bylaw No. 8990 be introduced and given first, second, and third readings and
3. Staff undertake a process of public consultation as required in Section 166 of the Community Charter.

Jerry Chong
Director, Finance
(604-276-4064)

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER 	
REVIEWED BY SMT SUBCOMMITTEE	INITIALS:
REVIEWED BY CAO	INITIALS:

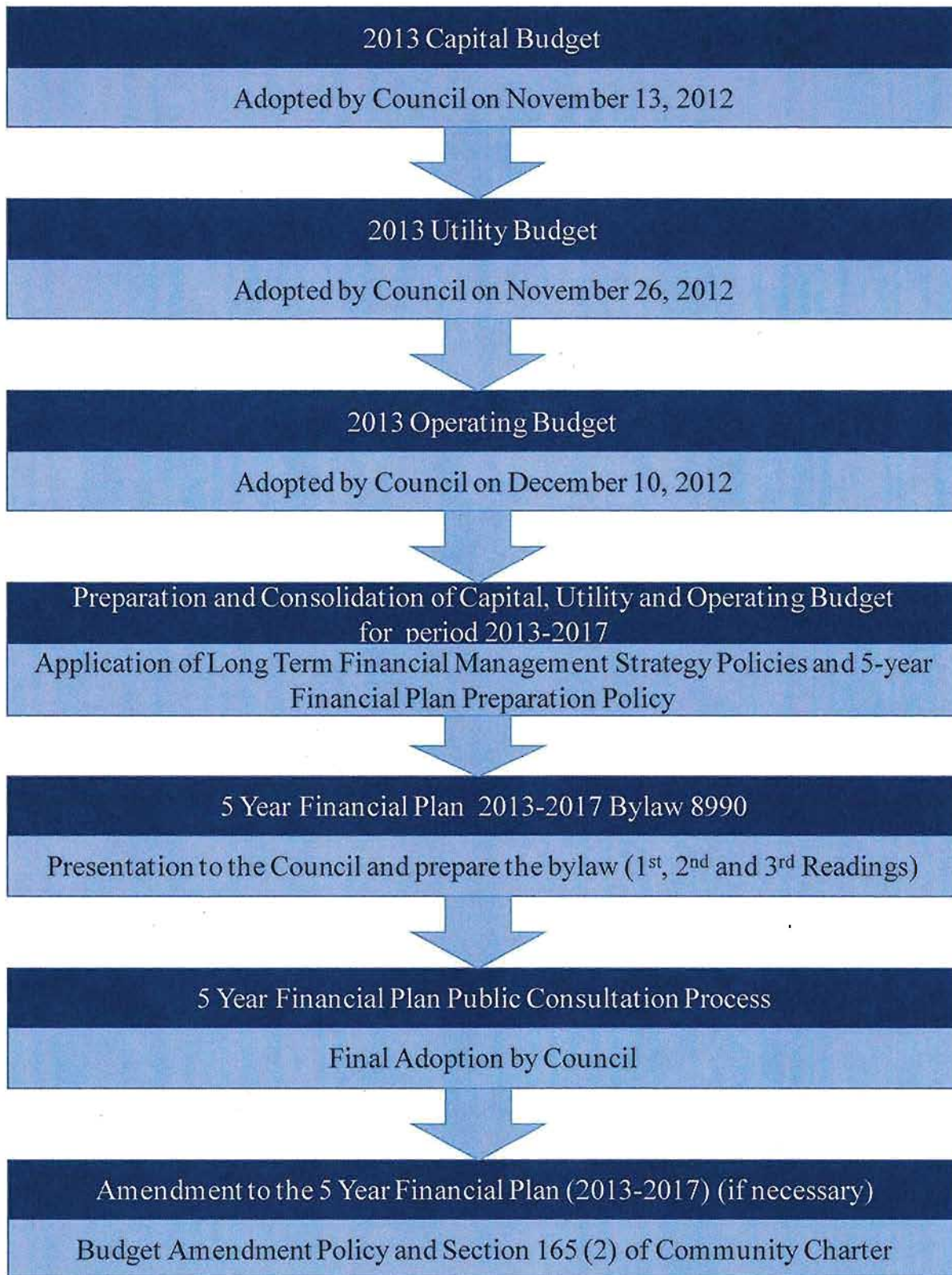
Staff Report

Origin

Subsection 165(l) of the Community Charter requires the City to adopt a 5 Year Financial Plan (5YFP) Bylaw on or before May 15th of each year. However early adoption is encouraged in order for all users to be aware of bylaws and rates in place. Included in the 5 Year Financial Plan are the 2013 Operating, Capital and Utility Budgets and estimates for the remainder of the five-year program. The 2013 5YFP Bylaw provides the City with the authority to proceed with spending to the limits as outlined in the bylaw. The following outlines the process and timeline behind the 2013 – 2017 Financial Plan:

Timeline	Operating	Capital	Utility
June 2012	<ul style="list-style-type: none"> • Research, prepare, assumptions for the Operating Budget • Direction of Budget provided by CAO/SMT based on Council Policy 	<ul style="list-style-type: none"> • Review Capital Budget Process and identify focus areas • Publish guidelines for the preparation of Capital Submissions 	<ul style="list-style-type: none"> • Liaise with external agencies for external input (Metro Vancouver and Regional District)
August 2012	<ul style="list-style-type: none"> • Council endorse 2013 assumptions for Operating Budget • Reviews commence with 2013 Operating Budget with individual departments 	<ul style="list-style-type: none"> • Prepare and submit capital submissions and Operating Budget Impact on Capital Projects 	<ul style="list-style-type: none"> • Prepare the Utility Budget based on initial assumptions received from Agencies
September 2012	<ul style="list-style-type: none"> • Budget reviews continue 	<ul style="list-style-type: none"> • Rank 2013-2017 Capital Submissions • Review by Directors Leadership Group 	<ul style="list-style-type: none"> • Continue Utility Budget preparation
October 2012	<ul style="list-style-type: none"> • Prepare and consolidate the 2013 Operating Budget • Leadership Directors Group Operating Budget Review 	<ul style="list-style-type: none"> • Present preliminary 2013 Capital Budget to SMT for review and direction • SMT review of 2013-2017 Capital Budget and recommendation finalized 	<ul style="list-style-type: none"> • Obtain finalized rates from agencies and finalize the Utility Budget • Finance/SMT review of the Utility Budget
November 2012	<ul style="list-style-type: none"> • CAO/SMT Operating Budget Review 	<ul style="list-style-type: none"> • Present 2013 Capital Budget to Finance Committee and Council 	<ul style="list-style-type: none"> • Present the 2013 Utility Budget to Finance Committee and Council
December 2012	<ul style="list-style-type: none"> • Present 2013 Operating Budget to Finance Committee and Council 		
January 2013	<ul style="list-style-type: none"> • Consolidate 2013 Capital, Operating and Utility Budget • Prepare Financial Plan 2013-2017 presentation to Council for Approval 		

Council approval process:



The 2013 – 2017 Financial Plan incorporates the operating budget, capital budget and utility budget. The following table provides a five year summary of revenues and expenditures and projected tax increases:

Table 1 – 5 Year Financial Plan (2013 – 2017)

CITY OF RICHMOND 5 YEAR FINANCIAL PLAN (2013 - 2017) (IN \$000'S)					
	2013	2014	2015	2016	2017
Revenues					
Property Taxes	174,825	181,481	188,176	194,641	201,023
Transfer from Capital Equity	43,185	43,085	43,161	43,539	44,819
Utilities	90,940	97,101	103,095	108,625	113,876
Transfer from Capital Equity	6,621	6,504	6,387	6,310	6,219
Fees and Charges	26,738	27,080	27,479	27,889	28,311
Investment Income	16,199	16,280	16,361	16,443	16,525
Grant-in-lieu	13,199	13,199	13,199	13,199	13,199
Gaming Revenue	12,364	12,394	12,436	12,475	12,516
Grants	4,556	4,556	4,556	4,556	4,556
Penalties and Interest on Taxes	990	1,010	1,030	1,051	1,072
Miscellaneous Fiscal Earnings	25,191	22,286	22,224	22,568	23,023
Capital Plan					
Transfer from DCC Reserve	20,125	15,159	13,566	11,431	14,501
Transfer from Other Funds and Reserves	47,265	41,362	38,424	43,771	41,491
External Contributions	4,378	650	170	195	195
Carryforward Prior Years	97,522	54,142	37,206	32,411	31,009
TOTAL REVENUES	\$ 584,096	\$ 536,288	\$ 527,470	\$ 539,103	\$ 552,336
Expenditures					
Utilities	97,561	103,605	109,482	114,934	120,095
Law & Community Safety	85,041	87,218	89,568	91,945	94,328
Community Services	66,702	68,224	69,934	71,658	73,661
Engineering & Public Works	61,609	63,001	64,027	65,159	67,055
Finance and Corporate Services	24,330	24,075	24,447	24,828	25,221
Planning & Development	12,513	12,561	12,789	13,025	13,262
Fiscal	23,292	23,422	24,474	24,360	24,064
Transfer to Funds: Statutory Reserves	32,207	33,955	35,770	37,652	39,598
Corporate Administration	8,082	7,493	7,612	7,733	7,856
Municipal Debt					
Debt Interest	1,114	366	-	-	-
Debt Principal	2,355	1,056	-	-	-
Capital Plan					
Current Year Capital Expenditures	71,768	57,170	52,160	55,397	56,187
Carryforward Prior Years	97,522	54,142	37,206	32,411	31,009
TOTAL EXPENDITURES	\$ 584,096	\$ 536,288	\$ 527,470	\$ 539,103	\$ 552,336
Proposed Property Tax Increase*	2.98%	2.95%	2.86%	2.90%	2.97%

Note: * Including additional 1% transfer to reserves for infrastructure replacements

Analysis

The key inputs into the 5-year plan (2013-2017) are the Operating, Capital and Utility budgets. The 2013 Capital Budget was approved by Council on November 13, 2012, the 2013 Utility Budget was approved by Council on November 26, 2012, and the 2013 Operating Budget was approved by Council on December 10, 2012. These key inputs have been incorporated in the 5YFP (2013 – 2017) which is an important tool in achieving the goals of the Long Term Financial Management Strategy (LTFMS), while providing for the current and future needs of the community. Under the City's LTFMS, the City is committed to financial planning that maintains existing levels of service to the community, while limiting the impact on property taxes.

A number of major trends were reviewed to provide the input into the 5-year plan as outlined in Attachment 1.

Operating Budget Comments for some of the Major City Services:

1. RCMP

The RCMP is committed to working in partnership with the citizens of Richmond to achieve the goal of "Safe Homes and Safe Communities". Through a consultative process with Council and others, the RCMP establishes policing priorities on an annual basis. In the period 2008-2011, the City of Richmond has lower than provincial rates per each of the categories monitored as presented in the table, except for the Controlled Drugs and Substances Act ("CDSA") offences, due to the fact that controlled substances seizures are executed at Vancouver International Airport, which is under the City's jurisdiction.

Table 2– Average Crime Rates City of Richmond vs. BC

2008-2011 Average Crime Rates (per '000 people)	Richmond	BC
Violent Crime Rates	9.3	16.0
Controlled Drugs and Substances Act Crime Rates	6.1	5.9
Property Crime Rate	42.2	53.6
Total Crime Code Offences Rate	62.3	87.2

Source: RCMP Crime Analyst

Consultation with the public through the strategic planning external survey and internal assessment of crime reports have identified a number community concerns for the upcoming fiscal year. The following Community Objectives were selected by Council as priorities for the RCMP fiscal year 2012/13:

- Pedestrian Safety – with a focus on reducing fatalities and severe bodily injuries
- The Community Police Station in the core is assisting in the overall crime prevention strategies within the City.

2. Fire Rescue

The rapidly changing community as well as the forecasted growth and increased population expectations within the community, will result in higher demands for services in prevention, education and emergency response. Richmond Fire Rescue delivers services and programs through an approach that balances prevention, education and emergency response.

3. Library

The Richmond Public Library is committed to working with Council, City staff, community partners and generous donors to achieve the five strategic goals:

- Support reading in our community
- Use technology to connect readers
- Develop collections to meet popular demand
- Offer programs that inform and inspire
- Create friendly, welcoming facilities

The Library will continue to provide items to satisfy public demand for its services (at over 4.5 million items annually), and enhance its online services, which are expected to over 9 million logins annually.

4. Community Services (Includes Community Social Development; Arts, Culture and Heritage; Parks and Recreation)

Community Services continues to work in partnership with the community to provide a variety of programs, services, places, spaces and other amenities which greatly enhance the quality of life for both current and future generations.

There will be continued emphasis on park development and programs, aquatic and arena services, recreation services for all ages, health and wellness programs as well as arts, culture and heritage programs and services. There will be an increase in services and operating expenditures for 2014 and 2015 due to the expected opening of the new City Centre Community Centre.

There will also be an emphasis on pursuing implementation of the Richmond Social Development Strategy: a strategy which identifies social development priorities requiring City attention over the next ten years. Services and initiatives related to our aging population, cultural diversity, child care and affordable housing are among the priorities.

5. Engineering and Public Works

Engineering and Public Works continues to provide essential services including the installation, maintenance and replacement of the City's infrastructure including roads, water, sewer, drainage, dikes and civic buildings. In addition, the department leads the City's sustainability efforts, including the district energy program. Roads and Construction provides various services and street infrastructure for citizens of Richmond. These services are required for public safety and include many areas such as: Snow and Ice Control over (316 kilometres annually), Street cleaning (4 to 6 times annually), asphalt maintenance (of over 595 kilometres) of roads, inspections and maintenance of 5 bridges, maintenance of street lights and maintenance of 44 kilometres of dikes.

The Project Development and Facility Services build and maintain owned and leased properties which are valued at \$ 249 million (net book value).

6. Utilities

The utility rates need to be established by December 31st every year in order to facilitate charging for the next calendar year. Home owners in the City are issued a utility bill annually or quarterly. The operating expenditure covers services for water supply, sewage collection and treatment, drainage, dike, solid waste, recycling, flood protection, grease management and environmental programs. The

major cost drivers are salaries, regional water rates, regional waste disposal tipping fee increases, regional operating costs for sewer treatment, contracts and new programs related to solid waste and recycling collection services.

Table 3 Infrastructure – Drainage, Sanitary Sewer and Water Mains (km)

	2007	2008	2009	2010	2011	2012
Drainage	603	609	613	613	620	622
Sewer	560	562	563	563	565	565
Water	626	626	624	624	630	642

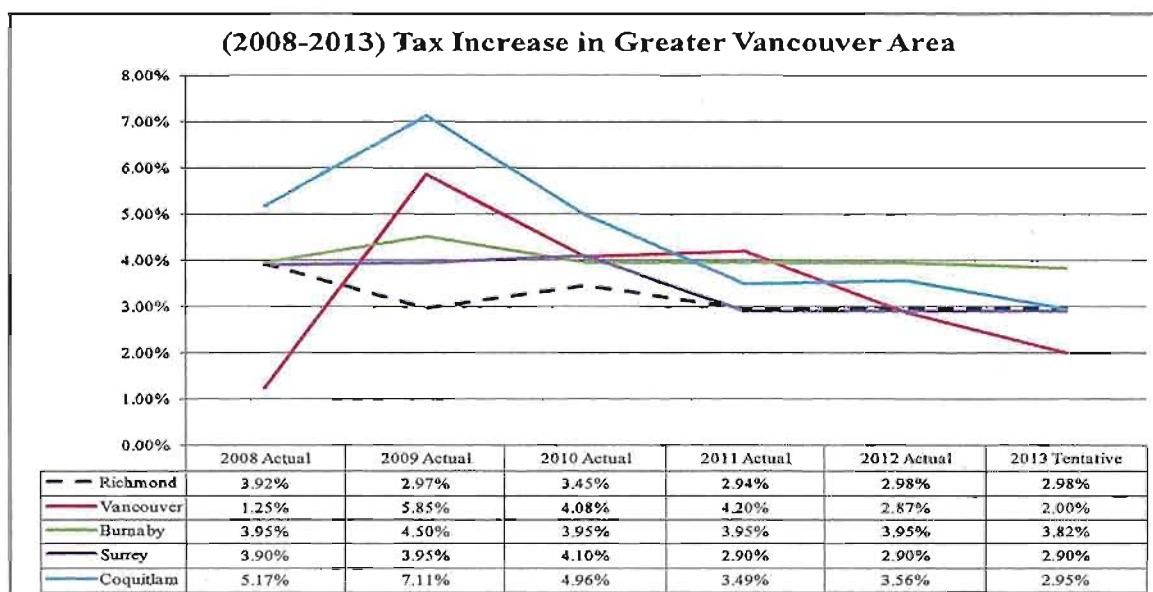
Source: City Engineering and Public Works Department

7. Consolidated Financial Summary

The 5YFP is a consolidation of the operating, capital and utility budgets. The projected increases in expenditures are offset against all projected non-tax revenues (refer to Table 1). All expenditures in excess of non-tax revenues result in the required tax levy. The average tax increase is calculated by taking the year over year change in the required tax levy less any projected growth in the tax base due to new construction. The average tax rate increase is then determined by dividing this resulting increase by the prior year's tax base.

Chart 1 below demonstrates the trends of tax increases in selected areas in the Greater Vancouver area for the period 2008-2013. As seen from the table, the City of Richmond has the lowest average rate with 3.21% average annual increase for the period 2008-2013.

Chart 1 - Average increase in tax rates in Greater Vancouver Area (2008-2013)



Note: Data for 2013, except for City of Richmond are tentative

Source of Data: Finance Department and Internet sites of the aforementioned GVA municipalities

The 2013 Operating and Capital Budgets were prepared with a particular awareness of moderate economic growth and recovery. During the economic downturn, the City of Richmond showed restraint and leadership by exercising responsible cost cutting measures in order to minimize the tax impact on our citizens while creating economic stimulus through investments in capital projects

The base budget is the total cost of maintaining current service levels provided by the City, and the additional level expenditures and operating budget impact are increases to the base level of service as a result of new or increased programs or assets. In preparation of the annual operating budget, staff ensured that the 1% towards infrastructure replacement needs is included based on the Long Term Financial Management Strategy.

Based on the proposed 5YFP (2013-2017), the average tax (\$) increase and the corresponding average tax rate (%) increases are as follows:

Table 4– Tax Rate Increases

(in \$'000s)	2013	2014	2015	2016	2017
Net expenditures before OBI and transfer to reserve	\$3,928	\$2,965	\$4,304	\$3,989	\$3,804
OBI*	609	1,543	176	194	232
Additional Level of Service	400	400	400	400	400
Total funding increase required	4,937	4,908	4,880	4,583	4,436
Growth from new construction	(1,600)	(1,500)	(1,500)	(1,000)	(600)
Proposed Property Tax increase (\$)	3,337	3,408	3,380	3,583	3,836
Net Tax rate before the 1% provision (%)	1.98%	1.95%	1.86%	1.90%	1.97%
Additional 1% infrastructure replacement	1,682	1,748	1,815	1,882	1,946
Total proposed tax rate (\$)	\$5,019	\$5,156	\$5,195	\$5,465	\$5,782
Proposed Property Tax increase (%)	2.98%	2.95%	2.86%	2.90%	2.97%

*: Operating Budget Impact (OBI)

For 2013, Attachment 2 shows the breakdown of where each tax dollar is spent by the City. The biggest areas are the services provided by the City to its citizens (e.g. Police, Fire, Parks and Recreations). The City of Richmond provides significant value to taxpayers by offering excellent services while maintains relatively low taxes.

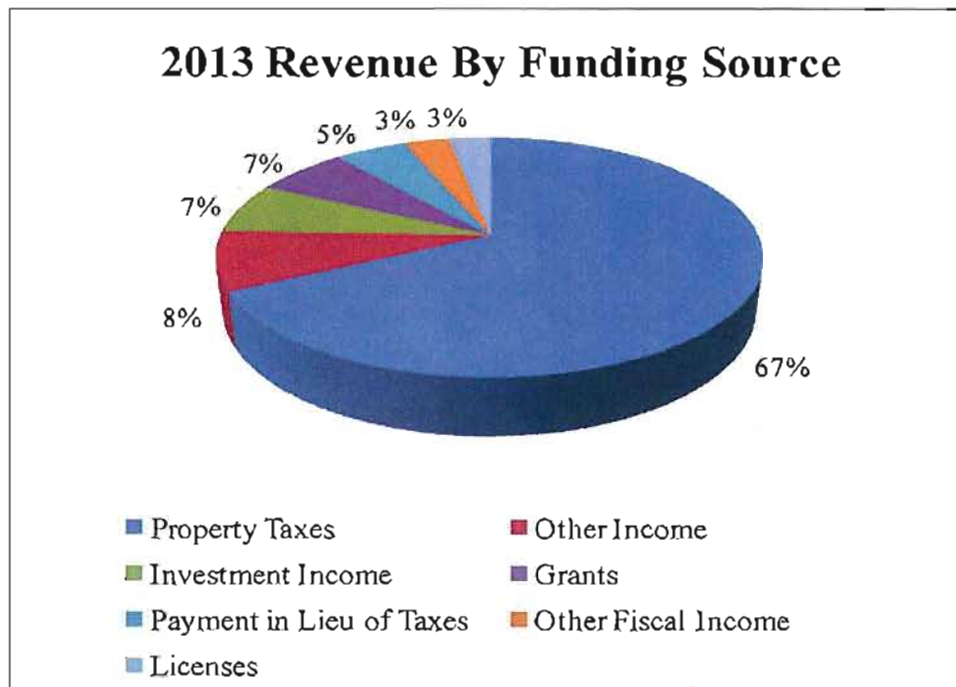
8. Permissive Exemption

Each year, Council passes a permissive exemption bylaw exempting certain properties from property tax. The property tax exemptions policy 3561 sets out the guidelines for permissive exemptions to churches, private schools, hospitals and charities as stated in Sections 220 and 224 of the Community Charter.

9. Major Funding Sources

The main funding received by the City is outlined by source in Chart 2 below. The distribution of revenues only includes amounts for the Operating Budget as Utility and Capital Funding have been removed from this analysis. As shown, the largest funding source for the City is property taxes. The next largest portion of funding is received from user fees and charges.

Chart 2– 2013 Revenue by funding source



The City must balance its budget each year. To prevent overburdening the taxpayers, Council has directed user fees increase by the CPI and has encouraged staff to find alternative funding sources for increased levels of service or to reduce the tax rate. (LTFMS)

The City has been fiscally responsible by seeking alternative revenues sources. For example, sponsorship revenues were utilized to fund some of the events and services such as the Media Lab at the Richmond Cultural Centre, Maritime Festival and Ships to Shore. In addition, the gaming revenue has been used to fund grant requests from community groups in the last few years. However, the cost of City expenditures has increased at a higher rate than the CPI. In short, non-tax revenue growth is not keeping up with costs and plant/population growth.

10. Tax Distribution

Revenue from property tax is collected from multiple classes of properties. The largest two contributors to property tax are the residential and business classes. Please see the Attachment 2 for more details.

11. 2013 Capital and Future Programs

The 2013-2017 5-Year Capital Plan addresses Richmond's aging infrastructure and rapid infrastructure expansion related with urban growth in the midst of fluctuating market conditions. The projects in the 2013-2017 Capital Budget maintain, improve and advance the City of Richmond's infrastructure inventory, provide the basic necessities for urban living and help fulfill Council's strategic goals for the City.

Under Council's direction and in accordance with Council Term Goals, the following are a summary of recommended projects to be undertaken for the next 5 years

- Enhance traffic capacity and safety and expand the cycling network.
- Laneway drainage and pavement improvements for better access for residents.
- Extensive water, drainage and sanitary sewer upgrades to maintain quality service.
- Upgrade and construct pump stations to ensure reliable service.
- Continued development of the City's trail and park systems, and replacement of playground equipment to create safe and engaging recreational environments.
- Increased public art to ensure our continued development as a vibrant cultural city.
- Development of childcare facilities that will provide much needed childcare to Richmond residents.
- Funding for affordable housing projects and initiatives to ensure affordable rental housing to Richmond residents

Major Facilities are not included in this plan as they will be considered separately in a report to Council.

Details of the 2013 Capital Budget, approved at the November 13, 2012 Council meeting, can be referenced in the 2013 Capital Budget Report.

http://www.richmond.ca/_shared/assets/2013_Capital_Budget_CNCL_11131234129.pdf

In addition to the 2013 Capital Budget, there is \$98M of previously approved Capital Plans that remain unspent and are in progress, which requires inclusion in the expenditure bylaw.

The capital projects for years 2013-2017 are recommended based on existing priorities and current funding estimates. The projects and estimates for each of these successive years will be updated as more current and accurate information becomes available.

i) Capital Program

The 2013-2017 5 Year Financial Capital Plan by Program summary is located in Attachment 4 and the project details including the approved 2013 and recommended 2014-2017 are located in Attachment 5. A summary of the 2013-2017 Capital Program is as follows:

Table 5 – Capital Program (2013-2017)

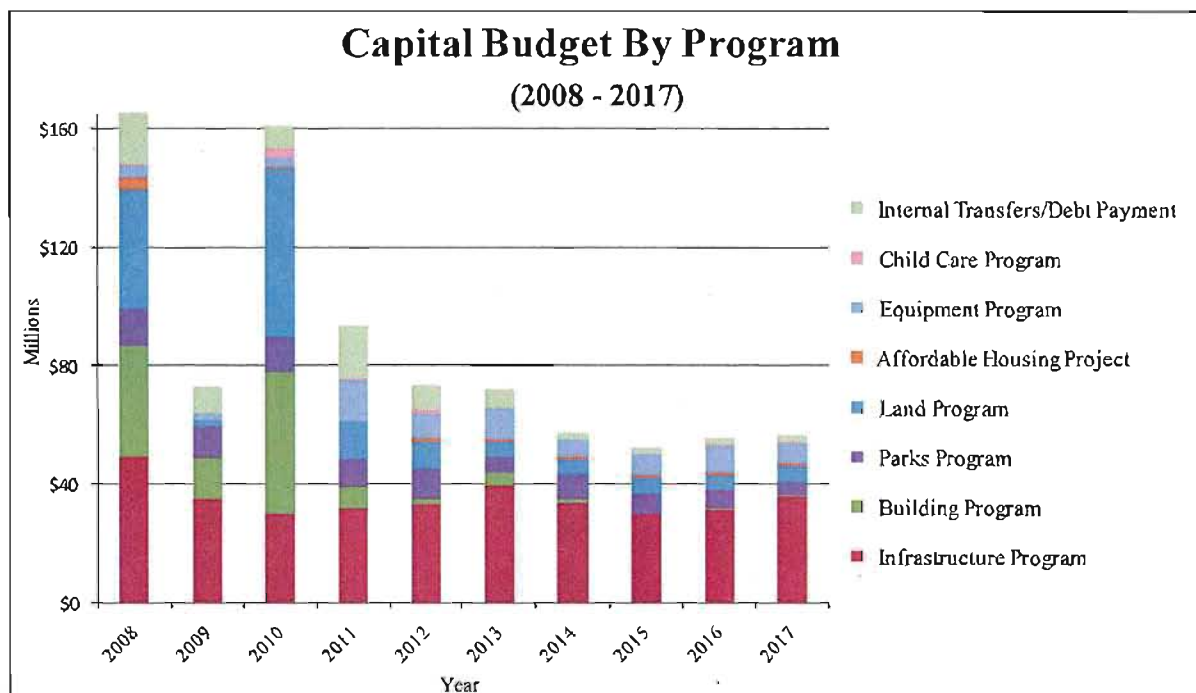
	2013	2014	2015	2016	2017
Infrastructure Program	\$39,367	\$33,780	\$29,838	\$31,389	\$35,958
Building Program*	4,640	1,377	250	250	250
Parks Program	5,186	8,250	6,800	6,300	4,754
Land Program ¹	5,000	5,000	5,000	5,000	5,000
Affordable Housing Program ¹	750	975	975	975	975
Equipment Program	10,817	5,451	7,182	8,961	6,953
Child Care Program ¹	50	275	275	275	50
Internal Transfers/Debt Payment	5,958	2,062	1,840	2,247	2,247
TOTAL CAPITAL PROGRAM	\$71,768	\$57,170	\$52,160	\$55,397	\$56,187

¹ The availability of funding for these programs is based on external factors such as contributions from development or proceeds on land disposition. The future programs are estimated based on forecasted market conditions.

*Does not include major facilities which will be the subject of another report

The 2013-2017 Capital Plan represents an annual basic capital program relative to previous years to reflect the current economic trends. The major differences are the Land and Building Programs that have had relatively large expenditures over the past few budget cycles due to the RCMP Building and the Garden City Lands acquisition.

Chart 3 Capital Budget by Program (2008-2017)



ii) Major Facilities Review

Significant items from the major facilities replacements have been deferred from the current 2013-2017 Capital Budget to allow further discussion and direction by Council. Once the review is completed and further discussed with Council, a report will be presented to Council, and the 5-year capital budget will be amended if necessary.

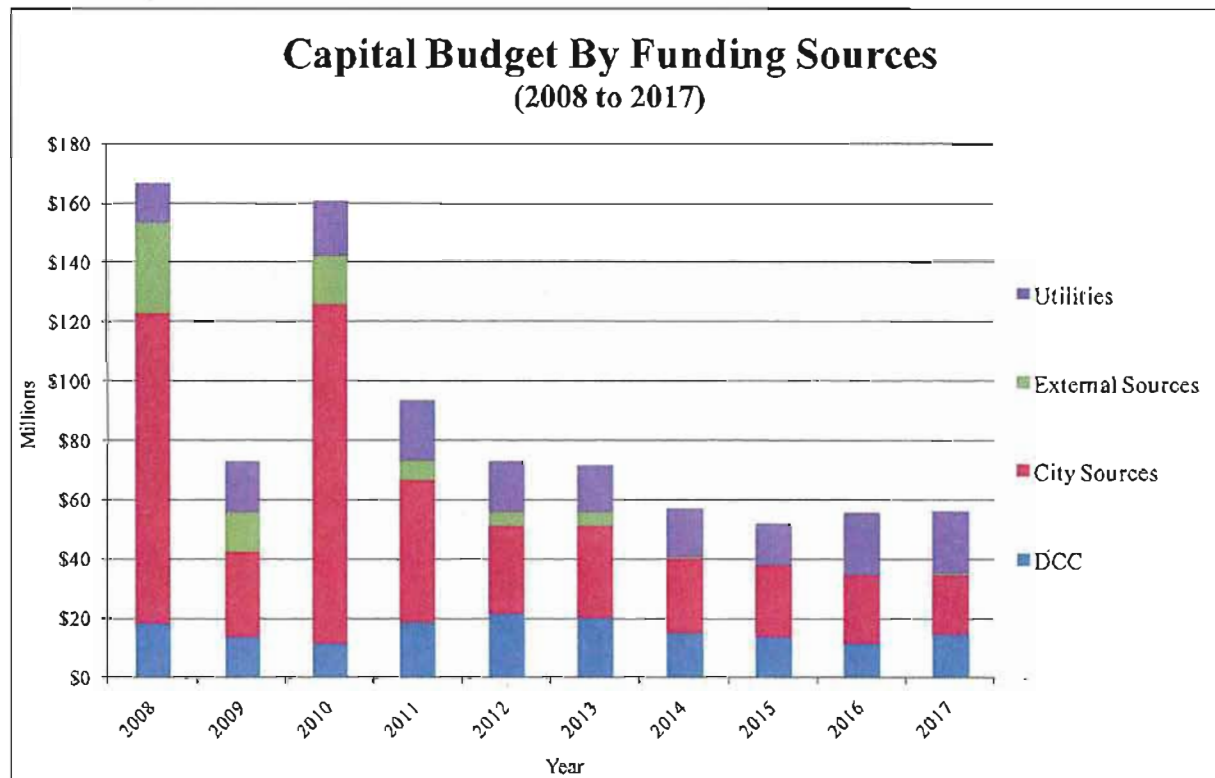
iii) Capital Budget Funding Sources

The capital budget uses a variety of funding sources which include:

- Development Cost Charges (DCC) – These contributions are made through development and are used for growth related projects.
- External Sources – these include grants awarded from Provincial and Federal Governments, developer cash contributions (other than DCCs) and other non-City related sources
- Utilities – these are funds collected through the utility bills and are specified for waterworks, sanitary sewer and drainage.
- City Sources – this includes all other sources of City funding such as statutory reserves, appropriated surplus (provisions) and general surplus.

The capital funding sources correspond to the nature of expenditure where external sources are the most restricted and City sources the most general. Council can direct the use of City Reserve funds in compliance with the Community Charter section 189.

Chart 4 Capital Budget by Funding Sources:



The detailed funding sources for the 5 Year Financial Capital Plan (2013-2017) are located in Attachment 4.

Financial Impact

The following proposed property tax increases for the 5 Year Financial Plan (2013 – 2017) Bylaw results in a tax increase of 2.86% to 2.98% in the next 5 years which includes an additional 1% levy for infrastructure replacement, Operating Budget Impact from the capital projects:

Table 6 – Tax Rate Increases

Year	Tax Increase before 1% provision (in \$000's)	Proposed Tax rate before 1% Provision (%)	1% Infrastructure Replacement (\$)	Total Tax Increase (\$)	Total Tax increase (%)
2013	\$3,337	1.98%	1,682	\$5,019	2.98%
2014	\$3,408	1.95%	1,748	\$5,156	2.95%
2015	\$3,380	1.86%	1,815	\$5,195	2.86%
2016	\$3,583	1.90%	1,882	\$5,465	2.90%
2017	\$3,836	1.97%	1,946	\$5,782	2.97%

Conclusion

The 5YFP outlines the current year's budget and provides projections for future years. It should be emphasized that the 5YFP beyond 2013 will change as more accurate and current information is obtained to update each successive year accordingly. Richmond is competitive in its municipal tax levy when compared with other municipalities in Metro Vancouver and continues to be a leader in providing quality services to its residents.

The City is required to undertake a process of public consultation as required in Section 166 of the Community Charter. This year, in addition to a public meeting, Staff will use the Let's Talk Richmond online discussion tool to enhance the public consultation process. This will provide greater opportunity for the public to access information about the 5YFP, pose questions to Staff and provide input and comment.



Nashater Sanghera, CA
Manager, Budgets & Accounting
(604-247-4628)

Attachments

Index

A. ATTACHMENT 1 – SITUATIATIONAL ANALYSIS	15
B. ATTACHMENT 2 – TAX DISTRIBUTION	23
C. ATTACHMENT 3 - ASSUMPTIONS	27
D. ATTACHMENT 4 – 5 YEAR CAPITAL PROGRAM	28
E. ATTACHMENT 5 – CAPITAL PROGRAM DETAILS	29
i) Infrastructure Program 2013- 2017	29
Roads Program	29
Drainage Program	39
Water Program	44
Sanitary Sewer Program	48
Infrastructure Advanced Design Program	54
Minor Capital Program	55
ii) Building Program 2013-2017	56
iii) Parks Program 2013-2017	60
iv) Land Program 2013-2017	71
v) Affordable Housing Program 2013-2017	73
vi) Equipment Program 2013-2017	75
vii) Child Care Program 2013-2017	82
viii) Internal Transfers/Debt Program	85
F. ATTACHMENT 6 – CAPITAL FUNDING SOURCES	89
G. ATTACHMENT 7 – STATEMENT OF POLICY AND OBJECTIVES	90
H. ATTACHMENT 8 – LONG TERM FINANCIAL MANAGEMENT STRATEGY	92

Situational Analysis

1. Key Economic Drivers

Overall, Richmond is performing well in consideration of global and provincial economic trends. Gaming revenue and Development Cost Charges are increasing, and overall statistics indicate continuing strength in the Richmond economy.

Table 7 – Key Economic Drivers British Columbia

Key Economic Indicators	2013 (forecast)	2014 (forecast)	2015 (forecast)	2016 (forecast)	2017 (forecast)
Real GDP (% Change)	1.7	2.2	2.9	2.7	3.5
Employment (% Change)	1.7	1.4	1.9	1.9	2.0
Unemployment Rate (%)	7.0	6.7	6.1	5.6	5.1
Housing Starts ('000)	26.8	26.0	28.8	29.9	32.4
3-month Government of Canada T-Bill (%)	0.92	1.16	1.75	2.50	3.30
10-year-Government of Canada T-Bill (%)	2.65	3.00	3.75	4.30	4.75

Sources: Central 1 Economic Analysis of BC September 2012 issue.

It is expected that the BC economy will continue to gain momentum despite the softening in the housing market, consumers' high debt levels, fiscal pressures in the public sector and relatively high levels of unemployment.

A major source of growth is expected to be realized from lumber exports to the United States, as a result of the recovery of the American housing market and construction industry. Growth could also be generated from investments in the non-residential sectors as there are large projects in the transportation and commodities industries (mining, ore processing and electric power generation).

Growth is also affected by the consumers' high income-debt ratio (of over 160%), and by cost containment initiatives in the public sector at the provincial level (due to the lower than expected collected gas royalties).

The assumptions for the 5 Year Financial Plan are contained in Attachment 3.

On a local basis, Richmond will be impacted by slow global economic growth. However, there are some positive indicators that will help boost Richmond's economic performance:

- *Continued strong development interest in Richmond particularly within the City Centre.* More than \$4 billion in development within the City Centre is currently being considered or undertaken. The popularity of transit-oriented development and the redevelopment opportunities created by the City Centre Area Plan, Canada Line and world class amenities such as the Richmond Olympic Oval will help offset overall market trends in

real estate. Development activity is expected to remain at existing levels throughout the duration of the 5-year Financial Plan

- *Vancouver International Airport is in the midst of a 10-year \$1.8 billion capital improvement plan.* This development will provide an ongoing lift to key economic sectors. Additional major capital projects within Richmond's Port Metro Vancouver lands, and by the City itself, will also help to spur economic activity.
- *Richmond's strong employment base of more than 100,000 jobs* provides a stabilizing influence that helps "cushion" the local economy against transitory economic shifts and employment fluctuations.

The City will also be provided with some increased flexibility in its operating and capital budget by the impending retirement of the City's remaining debt. The last remaining payments on the borrowing for the construction of the No.2 Road Bridge is expected to be made by the end of 2013 and debt incurred for Terra Nova Rural Park will be extinguished by the end of 2014. The City will have additional options including the additional capacity to incur debt in order to advance community infrastructure projects or reallocation of the funds which are currently utilized to service the debt.

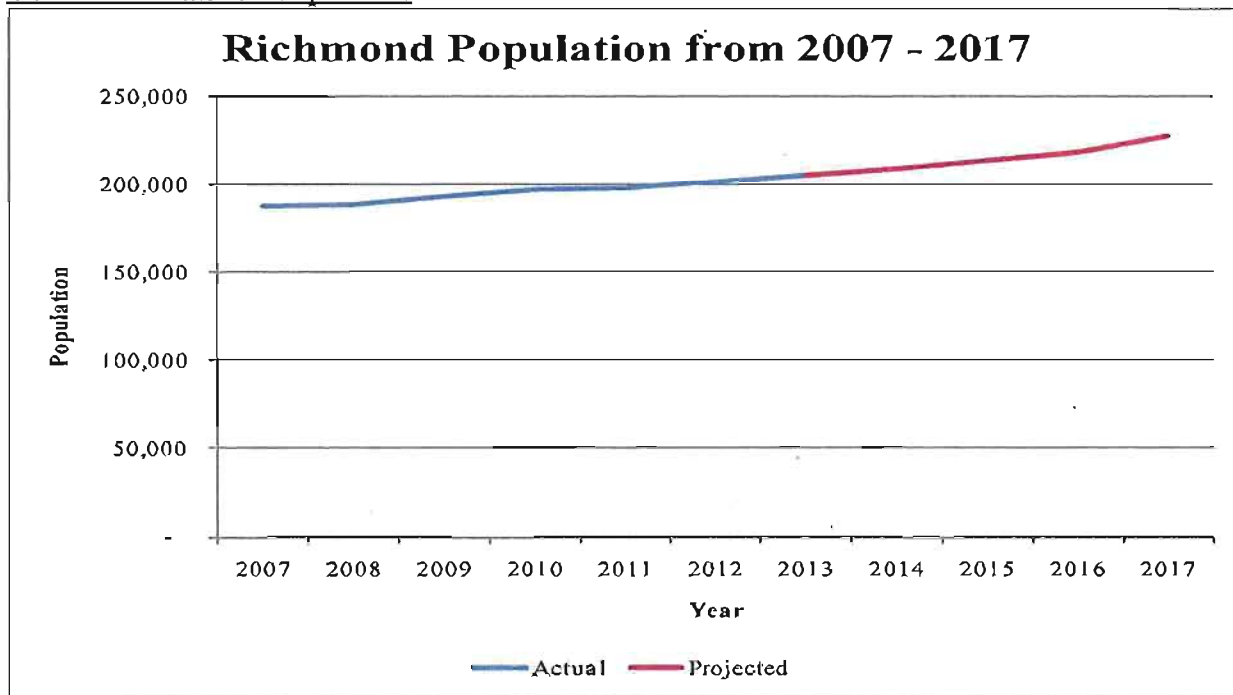
In addition, the City committed \$50 million, funded over 10 years, from its gaming revenues, towards the capital cost of the Richmond Olympic Oval. The \$50 million will be totally received and internal debt paid off in 2014, and at that time the City will have the opportunity to redirect a significant portion of its gaming revenues to other priorities. This additional capacity will be beneficial in financing the City's community infrastructure projects over the coming decade.

2. Population

Richmond has been growing at an average of 1.4% per year since 2007, following a period of rapid growth over the last 30 years during which the population doubled in size. It is projected that Richmond will grow to 280,000 people by 2041, an increase of 80,000 from 2012. Richmond is expected to expand approximately at the same rate as the rest of BC and will account for approximately 7% of Metro Vancouver's population.

More population growth is expected to occur in the City Centre (61%) than in the rest of Richmond. The City Centre will double its population by 2041 and increase its share of the City's population from 25% in 2011 to 36% in 2041. The following chart illustrates the population growth from 2007 to 2012 and the projection for the next five years:

Chart 5 – Richmond Population



With a population that is growing at an average of 1.4% per year, including many newcomers to Canada from all over the world, the City faces challenges in creating the appropriate service mix to offer its residents.

Furthermore, with the fastest growing segment of Richmond's population being between the ages of 55 to 64 (28.2%) and with a majority of residents whose first language is not English (60%), the City continuously reviews its service levels based on the demographic trends and citizens' input.

3. Demand for City Services

The demand for City services has increased annually and this is reflected in the following statistics:

Table 8 – Demand for City Services

	2009	2010	2011	2012	2013*
Population Growth (% per annum)	2.30	1.70	1.10	1.20	1.80
Capital Construction Costs (\$mil)	\$63.90	\$152.95	\$75.16	\$63.69	\$70.42
Registration in Recreation Programs	113,396	128,622	122,784**	128,923	135,000
Public Works Calls for Services	13,134	13,865	13,332	12,347	12,300

*:2013 Estimate

** The implementation of the new system in 2010 and change in the registration process caused

Sources: BC Statistics, Department Data

The demand for City Services for the period 2013-2017 is projected using the existing service level.

4. Aging Population and Workforce

Similar to most communities, Richmond will experience an aging population which means increased demand for policies and services to improve aging-in-place, affordable housing accessibility and healthy communities.

Likewise, the demographic profile of the Canadian workforce will undergo a substantial shift as a larger number of older workers will be joined by relatively few new entrants to the labour force. As an increasing number of employees will be eligible to retire within the next five years, a systematic method for projecting critical resource gaps will be combined with effective hiring, development, and retention programs to fill these critical roles.

5. Employment Estimates

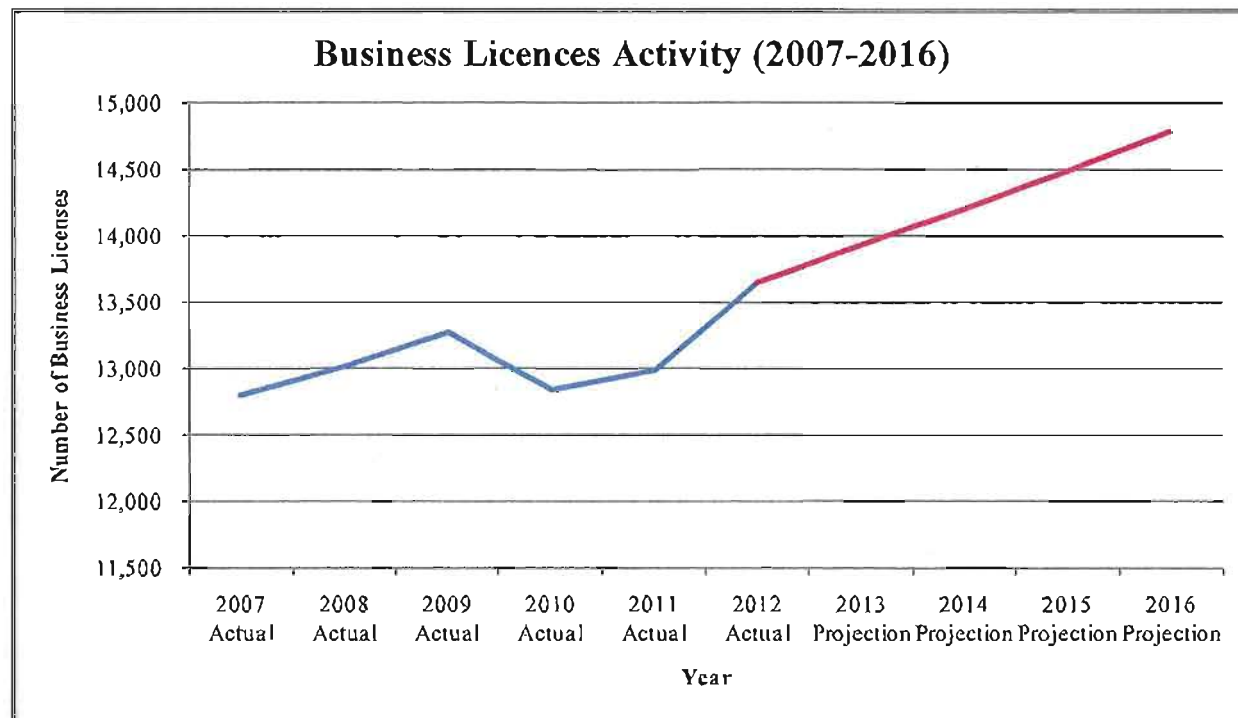
Richmond's anticipated employment growth to 2017 will not be as vigorous as its population growth or its housing growth because of an aging labour force and limited supply of land. Generally, core Lower Mainland municipalities such as Richmond, Vancouver, Burnaby and New Westminster will see faster growth in their seniors' population and hence have a smaller labour force. Richmond will continue to maintain its relatively high, jobs-to-labour-force ratio within the Lower Mainland (1.35 jobs per worker as of 2010). The City Centre, Sea Island and North/East Richmond will continue accommodating the greatest absolute and relative increase in employment between 2013 and 2017, reinforcing commercial and industrial sectors as the core employment sectors in Richmond.

An increase in home based businesses is expected in the short term, as a result of a softer labour market.

6. Business Licences

The business licenses in Richmond are steadily increasing. The table below shows a trend line of business licence activity in Richmond from the last five years. 97% of Richmond businesses are categorized as "small business" (less than 50 employees). Over 50% of the Richmond businesses are involved in sales and services and over 100,000 jobs have been created, of which 60% are full time positions.

Chart 6 – Business Licences Activity (2007 – 2016)



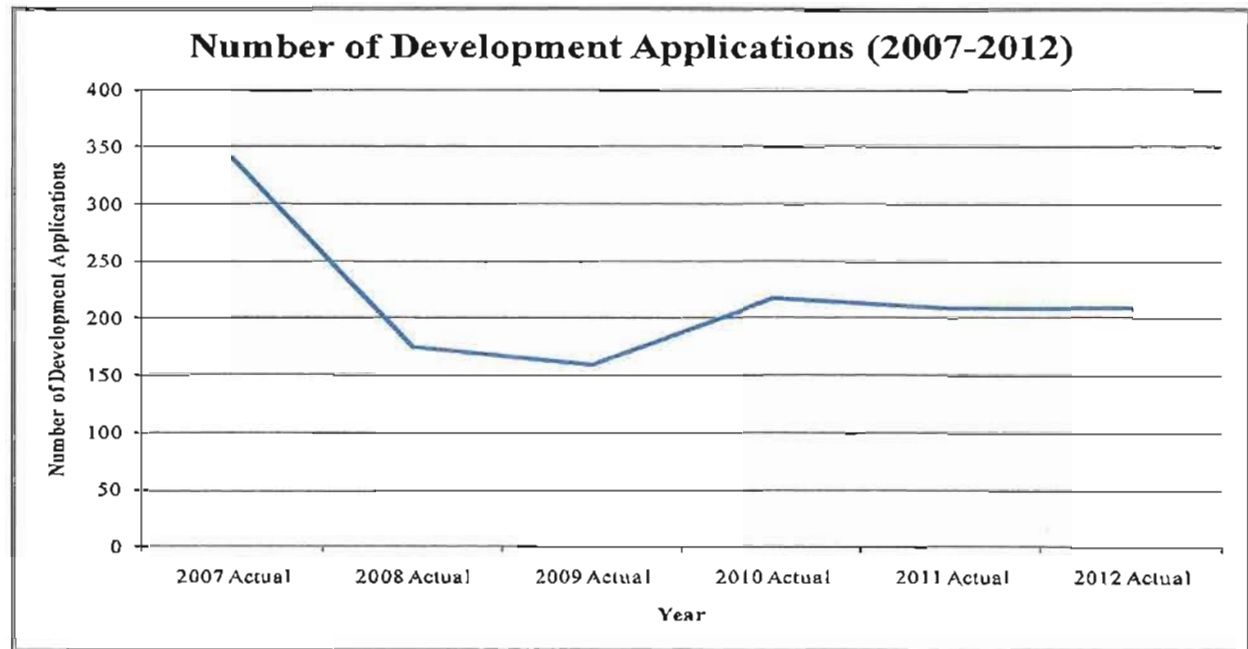
Source: City Finance Department

For 2013 to 2017, the increase in the number of business licences would mostly result from home based business (i.e. self-employed) and non-resident companies operating within the City.

7. Housing and Development

There has been a small correction in Richmond's residential assessment values as compared to the spikes of previous years. The average residential assessment value dropped by 2.58% as opposed to the 16.92% and 13.90% increases in 2011 and 2012, respectively. In the longer term, residential development is expected to plateau alongside interest rate increases. With the Province converting from HST back to PST, some purchasers may delay their decision to purchase new homes until April 1, 2013 in order to take advantage of the 7% tax savings.

Chart 3 shows the development activity in the City had a significant decrease from 2007 to 2008 as development reached historically high levels in the mid 2000s prior to the economic recession in 2008. However, in the period 2010-2011, there was a recovery and development stabilized in 2012 at approximately 200 development applications annually. The development activity in the City is forecasted to remain at a consistent level over the next five years. The City centre will continue to be a focal point for development activity in 2013-2017.

Chart 7 – Number of Development Applications

Source: City Planning and Development Department

8. Salaries

Salary increases for all employee groups have been estimated based on information currently available. Contract negotiations are in progress with the Canadian Union of Public Employees (CUPE) Locals 718 and 394 as both collective agreements having expired on December 31st, 2011. The City of Richmond Council ratified the collective agreement with the Richmond Firefighters Association (RFFA) Local 1286 on September 10, 2012 for a four year term commencing January 1, 2010 through December 31, 2013.

9. Climate Change Action

Increasing greenhouse gas (GHG) emissions from human activities are identified as major contributors to climate change and the resulting impacts, such as sea level rise, increased extreme weather events, decrease in agricultural viability, reduced energy and natural resources availability, adverse community health and other socio-economic effects, are likely to pose challenges now and in the future.

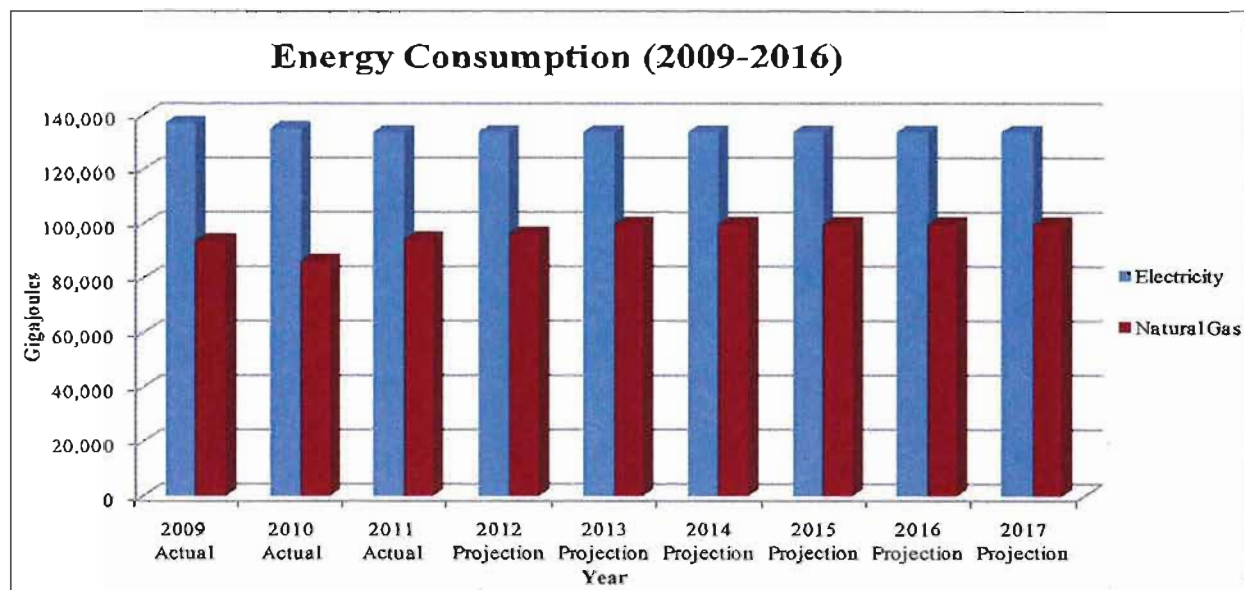
Local governments in BC are also facing increasing requirements to address climate change as a result of changes to provincial legislation and funding programs. Most notably, the City is required through provincial legislation to establish community-wide greenhouse gas emission targets and identify actions and policies for meeting reductions. In Richmond, approximately 52% of community-wide GHG emissions, as measured by the Province, are transportation-related and about 43% come from energy use in buildings. Solid waste accounts for approximately 5% of greenhouse gas emissions.

The City has also signed the Climate Action Charter, a collaborative initiative among local BC municipalities, the Union of British Columbia Municipalities (UBCM) and the Province of BC. Under this initiative, the City has committed to reduce greenhouse gas emissions and achieve carbon neutrality in its own corporate operations. To this end, the City measures and reports on its corporate greenhouse gas emissions, invests in initiatives to reduce corporate greenhouse gas emissions and invests in initiatives to compensate for unavoidable corporate emissions by reducing greenhouse gas emissions in the community.

10. Energy Cost

The most recent BC Hydro rate application was reviewed by the BC Utility Commission (BCUC) and annualized increases of 5.0% in 2013 and 2.0% in 2014 have been approved, for a total increase of 7.0% over the next two years. From 2015 to 2017 annual increases of 4.0% were used for budget estimation purposes. The graph below illustrates the 2009 to 2011 actual and projected energy consumption in Gigajoules (GJ).

Chart 8 – Energy Consumption from 2009 – 2017



Source: City Engineering and Public Works Department

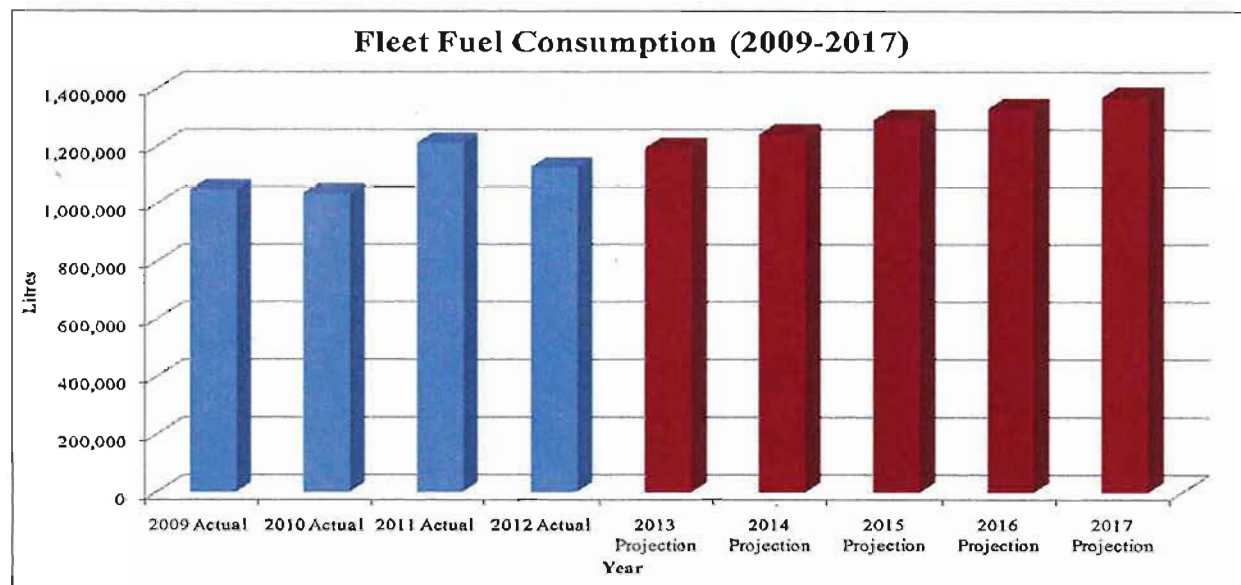
The top 10 City consuming facilities, for natural gas, are locked into a fixed rate until the end of 2013. Given that the contract is up for renewal at that time combined with the current low price of natural gas in the province, it is anticipated that corporate natural gas costs will decrease in 2014 by 2% and remain flat throughout 2015. Annual increases of 4% in natural gas prices are expected to occur in 2016-2017, but this growth is anticipated to be offset with lower consumption.

Through the continued effective integration of energy efficiency within the organization, the minimum goal of the Energy Management Program will be to keep corporate energy costs relatively stable even with the projected increase in civic infrastructure. This can potentially be

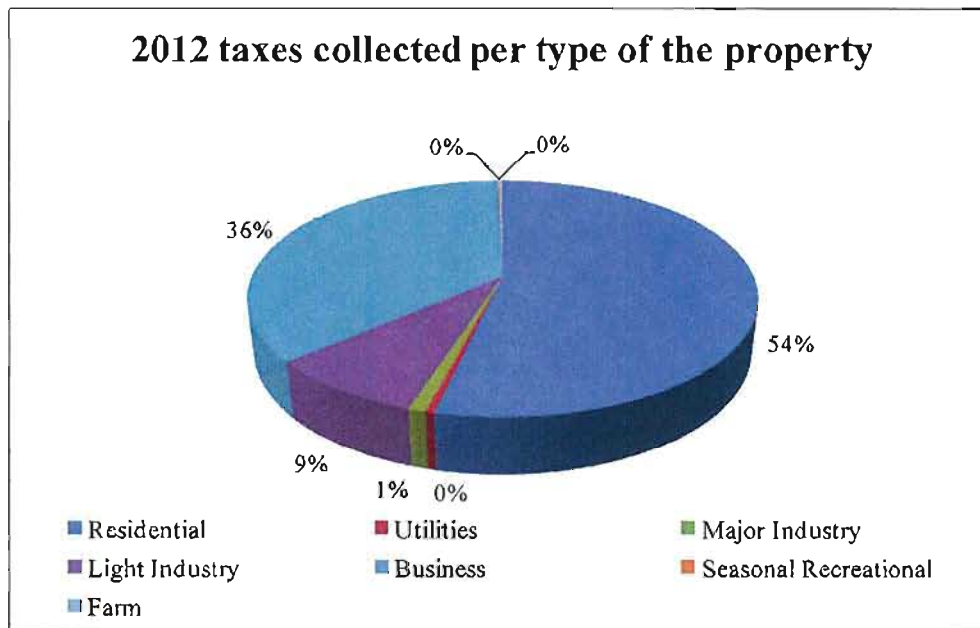
achieved through building energy retrofits, increased use of passive design techniques in new buildings, upgrading of energy using equipment, and incorporation of more renewable energy sources within our energy system.

The table below provides a forecast of the City's consumption of gasoline, marked diesel and bio diesel. The estimated consumption is an average of 4% per annum or total of 20% in the 2013-2017 period. In the same period, the cost of fuel is estimated to be increasing at 10% per annum given the increasing trend fuel prices experienced in the last 5 years.

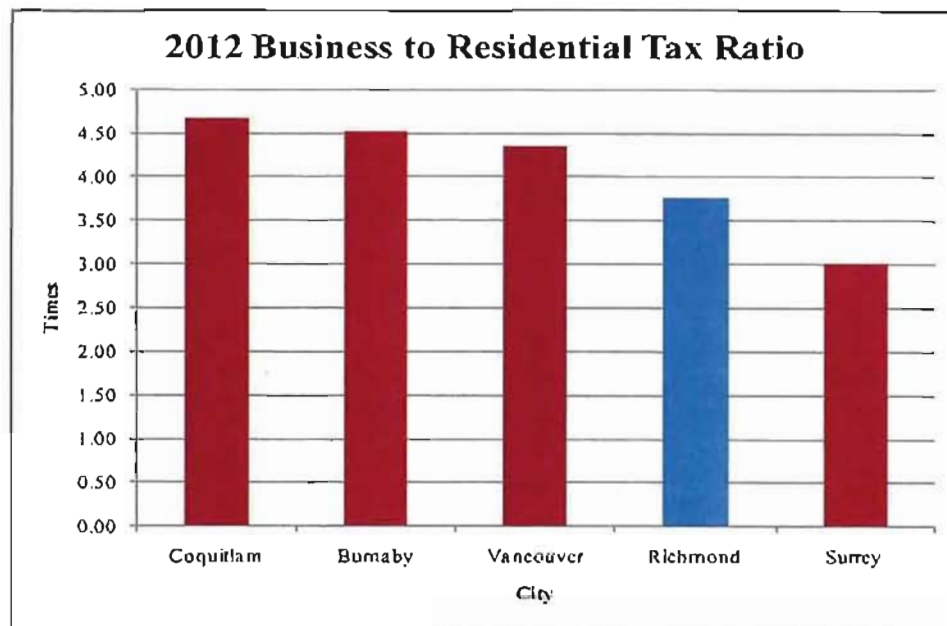
Chart 9 – Fuel Consumption City Fleet



Source: City Engineering and Public Works Department

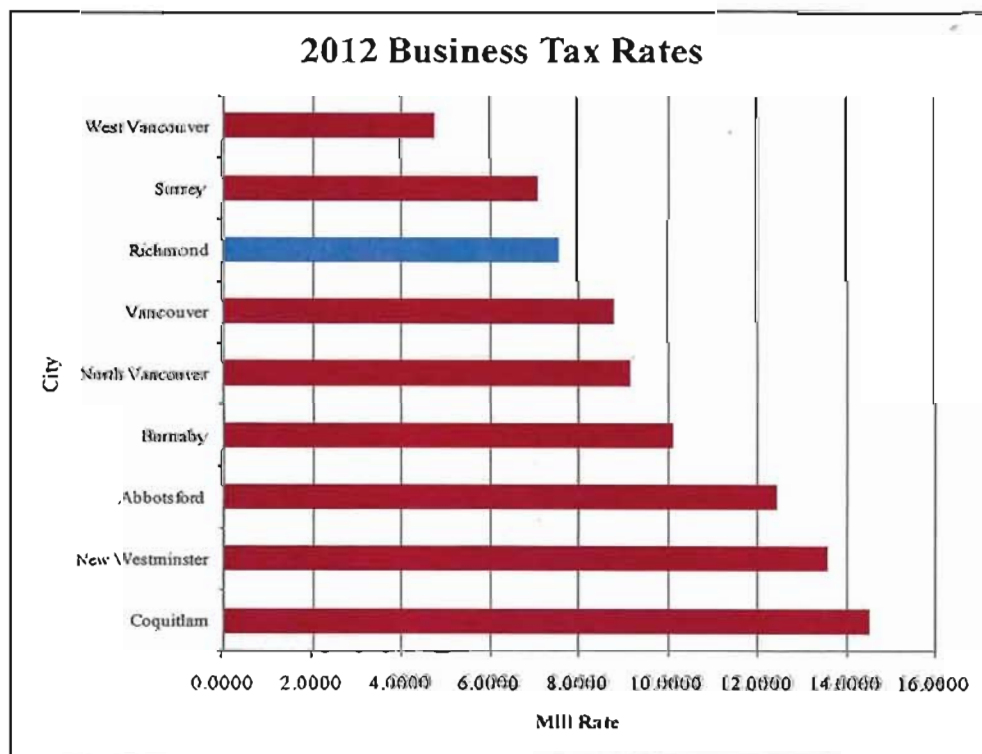
Tax DistributionChart 10–2012 Distribution of Property Tax by Class

In terms of property taxes, finding the right balance to ensure fairness and equity for all taxpayers, including small business has been Council's objective. To this end, Council has directed staff to regularly review and analyze the City's business to residential tax ratio, to ensure that it remains competitive and fair. In addition, Richmond is the only municipality to date to have successfully sought and obtained provincial support for the provision of temporary tax relief for a number of Richmond City Centre businesses impacted by large assessment increases.

Chart 11 – 2012 Business to Residential Tax Ratio Greater Vancouver Area

Source: Info received from municipalities in Greater Vancouver Area

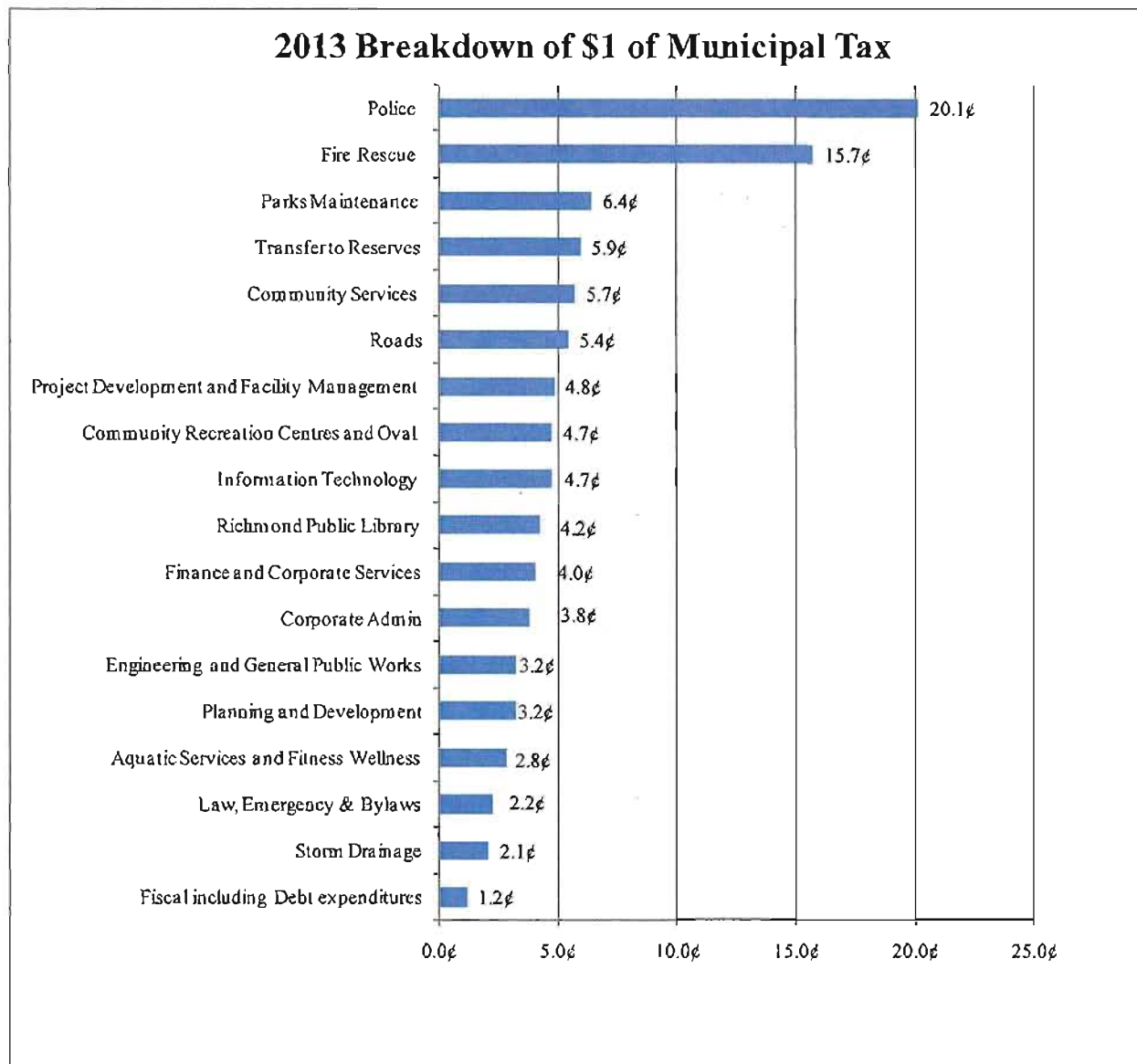
Chart 12 shows that Richmond has the 3rd lowest business property tax rate amongst comparative cities in the lower mainland.

Chart 12 – 2012 Business Tax Rate Greater Vancouver Area

Source: Info received from municipalities in Greater Vancouver Area

Council continues to develop policies in support of businesses, such as the creation of two commercial business districts as part of our City Centre Area Plan and ongoing protection of industrial lands. Further, through its Economic Development Office, the City continues to invest in programs that both support the growth and expansion of existing businesses and attract new businesses to the community.

Council continues to fund improvements to our transportation network, such as the Nelson Road/Highway 91 Interchange, to ensure access for businesses in the strategically important trade sector. Investing with Translink on the Canada Line and other transit improvements has been equally important to Council, in order to facilitate efficient access and connectivity to transportation. Regulation through our Business License Bylaw ensures businesses are treated in an equitable manner. Council continues to contribute significant funding towards community safety, thus providing a secure environment in which businesses can operate.



5 YEAR FINANCIAL PLAN (2013-2017)
ASSUMPTIONS
(in \$000's unless otherwise stated)

	2013	2014	2015	2016	2017
Consumer Price Index	2.0% ¹	1.95% ²	2.0% ³	2.0% ³	2.0% ³
Municipal Price Index (For comparative purposes only)	3.0%	3.4%	3.6%	3.4%	3.4%
Natural gas expense	3.0%	(2.0)%	0.0%	4.0%	4.0%
Electricity expense	3.0%	6.0%	2.0%	4.0%	4.0%
Material and Supplies	2.0%	2.0%	2.0%	2.0%	2.0%
Business Licences	2.0%	2.0%	2.0%	2.0%	2.0%
Fuel Cost	11.4%	10%	10%	10%	10%
User Fees	2.0%	2.0%	2.0%	2.0%	2.0%
Casino Funding					
Oval	\$5,000	\$5,000	-	-	-
Revolving Fund	\$2,256	\$2,256	\$7,256	\$7,256	\$7,256
Capital	\$600	\$600	\$600	\$600	\$600
Capital Building Infrastructure	\$1,761	\$1,761	\$1,761	\$1,761	\$1,761
Grants	\$748	\$765	\$782	\$803	\$824
Physical Plant	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400
Operating (RCMP)	\$599	\$615	\$641	\$665	\$690
Operating budget impact of capital budget (OBI) (in \$ thousands)	\$609	\$1,543	\$176	\$194	\$232
Insurance expense	4.0%	4.0%	4.0%	4.0%	4.0%
Growth (tax base)	1.0%	0.9%	0.8%	0.5%	0.3%
RCMP contract increases	4.0%	4.6%	4.8%	3.7%	3.7%
Metro Vancouver					
Water	1.2%	15.6%	11.4%	7.5%	5.7%
Liquid Waste	8.0%	9.0%	9.0%	9.0%	9.0%
Solid Waste	6.5%	3.0%	3.7%	4.6%	3.9%

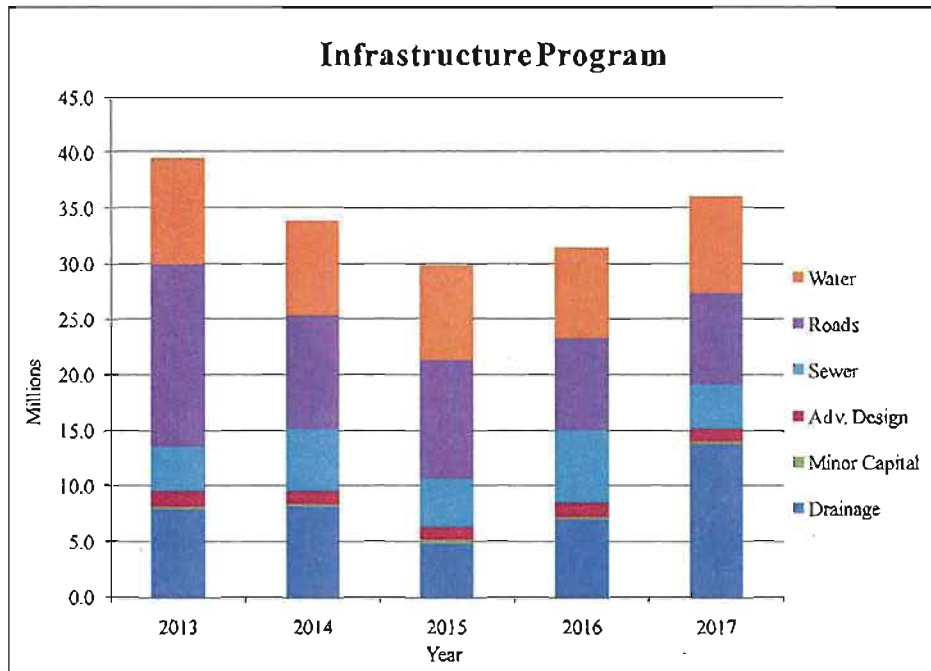
¹ The CPI Rate provided by the Stats Canada April 2012; ² The CPI rate was calculated as the average CPI rate for BC provided by following financial institutions: Credit 1, TD Economics, BMO, RBS; ³ Estimated rates of CPI for the period 2015-2017

CITY OF RICHMOND
5 YEAR CAPITAL PROGRAM (2013-2017)
(In \$000's)

	2013	2014	2015	2016	2017
Infrastructure Program					
Roads	16,393	10,131	10,620	8,254	8,114
Drainage	7,880	8,125	4,863	7,001	13,720
Water Main Replacement	9,463	8,480	8,580	8,120	8,680
Sanitary Sewer	3,970	5,600	4,340	6,580	4,010
Infrastructure Advanced Design & Land	1,411	1,194	1,184	1,184	1,184
Minor Public Works	250	250	250	250	250
Total Infrastructure Program	39,367	33,780	29,837	31,389	35,958
Building Program					
Major Building	4,390	1,377	250	250	250
Minor Building	250	-	-	-	-
Total Building Program	4,640	1,377	250	250	250
Parks Program					
Major Parks/Streetscapes	4,230	4,250	2,700	2,200	2,154
Minor Parks	700	500	600	600	600
Parkland Acquisition	-	3,500	3,500	3,500	2,000
Public Art	256	-	-	-	-
Total Parks Program	5,186	8,250	6,800	6,300	4,754
Land Program					
Total Land Program	5,000	5,000	5,000	5,000	5,000
Affordable Housing Project					
Total Affordable Housing Project	750	975	975	975	975
Equipment Program					
Annual Fleet Replacement	3,055	2,230	4,450	3,149	2,130
Computer Capital	1,597	597	341	330	330
Fire Dept Vehicles	84	1,173	891	1,432	892
Miscellaneous Equipment	5,217	1,101	1,101	3,601	3,601
Technology	864	350	400	450	-
Total Equipment Program	10,817	5,451	7,182	8,961	6,953
Child Care Program					
Total Child Care Program	50	275	275	275	50
Internal Transfers/Debt Payment					
Total Internal Transfers/Debt Payment	5,958	2,062	1,841	2,247	2,247
Total Capital Program	71,768	57,170	52,160	55,397	56,187

i) Infrastructure Program 2013-2017

The City's Infrastructure Program assets include: road, drainage and sanitary pump stations, drainage, water, and sanitary mains.



2013 Approved Infrastructure Road Program

Year	Project Name	Total Investment	Item	Pg. No.
2013	Active Transportation Improvement Program	\$ 340,000	8	34
2013	Annual Asphalt Re-Paving Program - MRN - Recurring	831,000	5	32
2013	Annual Asphalt Re-Paving Program - Non-MRN - Recurring	2,460,000	6	32
2013	Asphalt Re-Paving Program - Non-MRN Backlog Management	700,000	6	32
2013	Crosswalk Improvement Program	135,000	7	34
2013	Functional and Preliminary Design (Transportation)	12,000	9	35
2013	Interim Lansdowne Road Extension - Alderbridge Way to Minoru Blvd.	2,900,000	4	31
2013	Neighbourhood Traffic Safety Program	87,500	11	36
2013	Neighbourhood Walkways	175,000	12	36
2013	Nelson Road Improvements	1,809,367	1	31
2013	No. 6 Road Widening	566,667	2	31
2013	Pedestrian and Roadway Improvement Program	250,000	10	35
2013	Roads Minor Capital - Traffic	220,000	15	37
2013	Steveston Highway-Hwy 99 Area Road Improvements	372,610	16	37
2013	Street Light Security and Wire Theft Prevention	140,000	14	37
2013	Traffic Signal Program	400,000	13	36
2013	Westminster Hwy Widening: Nelson Rd to McMillan Way	4,994,333	3	31
Total 2013 Roads		\$ 16,393,477		

2014 – 2017 Recommended Infrastructure Road Program

Year	Project Name	Total Investment	Item	Pg. No.
2014	Active Transportation Improvement Program	\$ 289,000	8	34
2014	Annual Asphalt Re-Paving Program - MRN	831,000	5	32
2014	Annual Asphalt Re-Paving Program - Non-MRN	2,458,600	6	32
2014	Asphalt Re-Paving Program - Non-MRN Backlog Management	1,000,000	6	32
2014	Crosswalk Improvement Program	114,750	7	34
2014	Functional and Preliminary Design (Transportation)	12,000	9	35
2014	Neighbourhood Traffic Safety Program	456,876	11	36
2014	Neighbourhood Walkways	250,000	12	36
2014	Pedestrian and Roadway Program	216,250	10	35
2014	Roads Minor Capital - Traffic	250,000	15	37
2014	Steveston Highway-Hwy 99 Area Road Improvements	1,772,775	16	37
2014	Street Light Security and Wire Theft Prevention	140,000	14	37
2014	Traffic Signal Program	340,000	13	36
2014	Undergrounding - Garden City Rd	2,000,000	17	38
Total 2014		\$ 10,131,251		
2015	Active Transportation Improvement Program	\$ 289,000	8	34
2015	Annual Asphalt Re-Paving Program - MRN	831,000	5	32
2015	Annual Asphalt Re-Paving Program - Non-MRN	2,458,600	6	32
2015	Asphalt Re-Paving Program - Non-MRN Backlog Management	1,000,000	6	32
2015	Crosswalk Improvement Program	114,750	7	34
2015	Functional and Preliminary Design (Transportation)	12,000	9	35
2015	Neighbourhood Traffic Safety Program	541,876	11	36
2015	Neighbourhood Walkways	250,000	12	36
2015	Pedestrian and Roadway Program	216,250	10	35
2015	Roads Minor Capital - Traffic	250,000	15	37
2015	Steveston Highway-Hwy 99 Area Road Improvements	2,176,115	16	37
2015	Street Light Security and Wire Theft Prevention	140,000	14	37
2015	Traffic Signal Program	340,000	13	36
2015	Undergrounding - Lansdowne Rd	2,000,000	17	38
Total 2015		\$ 10,619,591		
2016	Active Transportation Improvement Program	\$ 340,000	8	34
2016	Annual Asphalt Re-Paving Program - MRN	831,000	5	32
2016	Annual Asphalt Re-Paving Program - Non-MRN	2,458,600	6	32
2016	Asphalt Re-Paving Program - Non-MRN Backlog Management	1,000,000	6	32
2016	Crosswalk Improvement Program	135,000	7	34
2016	Functional and Preliminary Design (Transportation)	12,000	9	35
2016	Neighbourhood Traffic Safety Program	187,500	11	36
2016	Neighbourhood Walkways	250,000	12	36
2016	Pedestrian and Roadway Program	250,000	10	35
2016	Roads Minor Capital - Traffic	250,000	15	37
2016	Street Light Security and Wire Theft Prevention	140,000	14	37
2016	Traffic Signal Program	400,000	13	36
2016	Undergrounding - Ferndale Rd	2,000,000	17	38
Total 2016		\$ 8,254,100		

Year	Project Name	Total Investment	Item	Pg. No.
2017	Active Transportation Improvement Program	\$ 340,000	8	34
2017	Annual Asphalt Re-Paving - Non-MRN	2,458,600	5	32
2017	Annual Asphalt Re-Paving Program - MRN	831,000	6	32
2017	Asphalt Re-Paving Program - Non-MRN Backlog Management	1,000,000	6	32
2017	Crosswalk Improvement Program	135,000	7	34
2017	Functional and Preliminary Design (Transportation)	12,000	9	35
2017	Neighbourhood Traffic Safety Program	187,500	11	36
2017	Neighbourhood Walkways	250,000	12	36
2017	Pedestrian and Roadway Program	250,000	10	35
2017	Roads Minor Capital - Traffic	250,000	15	37
2017	Traffic Signal Program	400,000	13	36
2017	Undergrounding - Alberta Rd	2,000,000	17	38
Total 2017		\$ 8,114,100		
Total 2013-2017 Roads		\$ 53,512,519		

Highlights of the 2013 – 2017 infrastructure road program include:

1. Nelson Road - \$1,809,367 for 2013

The purpose of this project is to widen Nelson Road to four lanes at the intersections. Signalization of the Blundell Road and Nelson Road intersection is part of the improvements. In addition, the existing traffic signal operation and intersection configuration at the Westminster Highway and Nelson Road intersection will be modified.

2. No. 6 Road Widening - \$566,667 for 2013

This project is phased over 3 years and this will be the final year. It involves the widening of the existing single northbound lane of No. 6 Road to two lanes from Commerce Parkway to Wireless Way. In addition, the project scope includes the construction of new off-road cycling/ pedestrian paths with curb and gutter and landscaped boulevard (where space permits).

3. Westminster Hwy Widening - \$4,994,333 for 2013

This project is phased over three years, is currently in its third year and involves the widening of Westminster Highway from two to four lanes, from Nelson Road to McMillan Way. Major components of the project include widening Westminster Highway, a provision of an off-road cycling/ pedestrian path, installing street lighting and constructing enclosed storm drainage on the south side of the roadway. Upgrading of the existing CN Rail crossing east of No. 9 Road will also occur.

4. Interim Lansdowne Road Extension - \$2,900,000 for the 2013

This project involves the construction of a new interim vehicular, pedestrian, and cycling connection along the Lansdowne corridor from Alderbridge Way to Minoru Boulevard.

Specifically, the work includes constructing a three-lane interim cross-section within the existing right-of-way with a shared pedestrian and bike path lane, left turn lanes, and curb and gutter.

5. Annual Asphalt– MRN - \$4,155,000 for the years 2013 - 2017

2013	2014	2015	2016	2017
\$ 831K	\$ 831K	\$ 831K	\$ 831K	\$ 831K

To re-pave Major Roads Network (MRN) (i.e owned by Province).

Preliminary Project locations:

Route	From	To
BRIDGEPORT RD	SWEDEN WAY	West end of Knight St. overpass bridge deck
STEVESTON HWY	No 5 RD	Start of MoT Jurisdiction
KNIGHT STREET	CAMBIE OVERPASS	BRIDGE DECK
NO 2 RD	WESTMINSTER HWY	GRANVILLE AVE
WESTMINSTER HWY	6000 BLOCK	6000 BLOCK
STEVESTON HWY	6000 BLOCK	6000 BLOCK

6. Annual Asphalt Program – Non-MRN - \$16,994,400 for the years 2013 - 2017

2013	2014	2015	2016	2017
\$ 3.16M	\$ 3.46M	\$ 3.46M	\$ 3.46M	\$ 3.46M

To re-pave City owned Non-MRN roads (major & minor roads and lanes.)

Preliminary Project locations:

Route	From	To
ALDERBRIDGE WAY	MINORU BLVD	NO 3 RD
ALDERBRIDGE WAY WBL	NO 3 RD	NO 3 RD + 122
BLUNDELL RD	GILBERT RD	GARDEN CITY RD
BLUNDELL RD	NO 4 RD	SIDAWAY RD
CAMBIE RD	NO 3 RD	GARDEN CITY RD
FRANCIS RD	NO 3 RD	GARDEN CITY RD
GARDEN CITY RD	BLUNDELL RD	GRANVILLE AVE
GARDEN CITY RD SBL	CAMBIE RD	ALDERBRIDGE WAY
GREAT CANADIAN WAY	BRIDGEPORT RD	BECKWITH RD
HORSESHOE WAY SBL	NO 5 RD	COPPERSMITH WAY
LANSDOWNE RD	COONEY RD	GARDEN CITY RD
LANSDOWNE RD WBL	COONEY RD	NO 3 RD
MILLER RD	JERICO AVE	WELLINGTON CR

Route	From	To
MINORU BLVD	BLUNDELL RD	GRANVILLE AVE
NO 4 RD	BLUNDELL RD	GRANVILLE AVE
NO 5 RD	BLUNDELL RD	GRANVILLE AVE
NO 5 RD SBL	STEVESTON HWY	Keg Driveway
NO 6 RD	WESTMINSTER HWY	HWY 91
NO 6 RD	BRIDGEPORT RD	BRIDGEPORT RD + 612
RIVER RD	McCALLAN RD	No 2 RD
SHELL RD	STEVESTON HWY + 50	RIVER RD
VIKING WAY	CAMBIE RD	BRIDGEPORT RD
WILLIAMS RD	RAILWAY AVE	No 2 RD
WILLIAMS RD	NO 3 RD	NO 4 RD
BOWCOCK RD	MOORE RD	VICEROY PL
CESSNA DR	RUSS BAKER WAY (EOP)	LYSANDER LANE
FINLAYSON DR	McLENNAN AVE (NORTH)	GAGNON PL @ GILMORE
FINN RD	NO 3 RD	GARDEN CITY RD
GARDEN CITY RD	FINN RD + (-628)	FINN RD
GEAL RD	WILLIAMS RD	GROAT AVE
GILMORE CR	McLENNAN AVE	GAGNON PL @ FINLAYSON
GRAYBAR RD	EOP + 62	WESTMINSTER HWY
LANCING RD	RAILWAY AVE SBL	LANGTON RD S
LANGTON RD	LANCING RD	LANGTREE AVE
LINDSAY RD	LANCING RD	LANCING RD
LITTLEMORE PL	YOUNGMORE RD	N EOP
McLENNAN AVE	BLUNDELL RD	EOP N BLUNDELL RD
McLENNAN AVE	McLENNAN PL	FINLAYSON DR
MCLEOD AVE	BRIDGEPORT RD	N END
MURCHISON RD	WEBSTER RD	TILTON RD
SMITH CR	GILLEY RD	WESTMINSTER HWY
TINMORE PL	W EOP	ALANMORE PL
UDY RD	NO 2 RD SBL	GRANDY RD
VICEROY PL	BURROWS RD	BURROWS RD + 105
VICKERS WAY	BRIDGEPORT RD	SWEDEN WAY
VIKING PL	VIKING WAY	VIKING WAY + 81
WALLACE RD	LASSAM RD	No 2 RD
WESTMINSTER HWY	KNIGHT STREET	NO 6 ROAD (INTERSECTION INCLUDED)
WESTMINSTER HWY NORTH	EOP (W)	GRAYBAR RD + 320

Route	From	To
WESTMINSTER HWY NORTH	FRASERWOOD PL + 180	MUIR DR + 248

7. Crosswalk Improvement Program- \$634,500 for the years 2013 - 2017

2013	2014	2015	2016	2017
\$135K	\$115K	\$115K	\$135K	\$135K

This program is the consolidation of two previous programs: 1) Arterial Road Crosswalk Improvement Program and 2) Enhanced Accessible Traffic Signal and Crosswalk Program.

To provide continual improvements for pedestrian safety at crosswalks on arterial roads, the City has been implementing enhanced crosswalks on arterial roads over the last few years. The general scope of work of the former Arterial Road Crosswalk Improvement Program involves the upgrade of existing crosswalks on arterial roads (typically four-lane arterials) to "special crosswalks" with overhead illuminated signs with amber flashers and pedestrian-controlled push buttons.

The implementation of the former Enhanced Accessible Traffic Signal and Crosswalk program supports the City's goal to becoming a community that is universally accessible for everyone as stated in the Official Community Plan (OCP). The general scope of this program includes the installation of accessible devices at signalized intersections, special crosswalks and pedestrian signals that meet the criteria for prioritized locations and that exhibit a "demonstrated need" as per the new guidelines published by the Transportation Association of Canada.

8. Active Transportation Improvements - \$1,598,000 for the years 2013 - 2017

2013	2014	2015	2016	2017
\$340K	\$289K	\$289K	\$340K	\$340K

This program is the consolidation and expansion of two previous programs: 1) Cycling Network Expansion Program and 2) Miscellaneous Cycling Safety Enhancements.

The general scope of this program involves implementing cycling and rolling improvements included as part of the Council-approved Cycling Network Plan by supporting: 1) the expansion of various on-street cycling routes and off-street multi-use pathways; and 2) cycling and rolling initiatives and on-going enhancements to existing cycling and rolling infrastructure.

Typical elements of the program include the construction of new on-street cycling facilities, off-street multi-use pathways primarily for transportation purposes, installation of bike racks, new signage, pavement markings, associated minor road geometric

improvements, and other supplementary cycling and rolling amenity improvements required to facilitate the safe and efficient movement of cyclists and Personal Mobility Devices (PMD) users.

The work pursued in this year's capital program is expected to start and end within the same capital program year. This project is proposed to be funded by the DCC program funding and is expected to be cost-shared (50/50 split) between the City and external agencies such as the provincial government, TransLink and/or ICBC.

9. Design - \$60,000 for the years 2013 - 2017

2013	2014	2015	2016	2017
\$12K	\$12K	\$12K	\$12K	\$12K

The purpose of the Functional and Preliminary Design program is prepare the functional and preliminary designs required for various transportation capital projects identified in the next year's capital program.

10. Pedestrian and Roadway Improvement Program - \$1,182,500 for the years 2013 - 2017

2013	2014	2015	2016	2017
\$250K	\$216K	\$216K	\$250K	\$250K

This program is the consolidation of three previous programs: 1) Sidewalk Expansion / Enhancement Program, 2) Miscellaneous Intersection Improvements and 3) Transit Related Infrastructure Improvements.

The general scope of the former Sidewalk Expansion/Enhancement program includes the installation of new and/or enhancement of existing sidewalks and pathways in the City. Priority would be given to sidewalks connecting locations with high pedestrian activities such as schools, neighbourhood service centres, bus stops, recreational services centres, shopping/retail centres, etc., that are along key roads, particularly arterial roads with high traffic volumes.

The general scope of the former Miscellaneous Intersection Improvements program includes the following typical intersection improvements:

- Installation of a turn lane;
- Improved channelization;
- Intersection signage enhancement;
- Installation of pedestrian safety enhancements at intersections; and
- Illuminated street name signs.

The general scope of the former Transit-Related Infrastructures program includes municipal road and traffic improvements that are required to support the introduction of

various transit service improvements as well as on-going enhancements to support existing transit infrastructure. The major cost components are expected to include the installation of new bus stop pads, minor road geometric improvements (e.g., intersection corner improvements), minor sidewalk construction, wheelchair ramps, upgrade of existing bus stops to accessible (wheelchair) standards, and other supplementary pedestrian amenity improvements required to facilitate pedestrian traffic generated by transit passengers.

11. Neighbourhood Traffic Safety - \$1,461,252 for the years 2013 - 2017

2013	2014	2015	2016	2017
\$ 88K	\$ 457K	\$ 542K	\$188K	\$188K

The general scope of this program involves retrofitting existing streets with traffic calming measures to address traffic safety concerns and maintain neighbourhood liveability. These concerns are typically raised by local residents and members of Council. Upon receipt of a public enquiry, a traffic safety review is conducted to determine the need and priority of implementation among candidate locations. The scope also includes the construction of minor walkways/sidewalk extensions in the City to provide continuity for pedestrian travel. Priority would be given to locations of high pedestrian activities, such as schools, neighbourhood service centres, bus stops, recreational/community centres, shopping/retail centres, etc.

12. Neighbourhood Walkways - \$1,175,000 for the years 2013 - 2017

2013	2014	2015	2016	2017
\$175K	\$250K	\$250K	\$250K	\$250K

The Neighbourhood Walkways program is aimed to provide an annual funding source to address the need for pedestrian and walkway improvements identified by the public and staff. For 2013, this program will address pedestrian safety issues on Ash Street from Williams Road to 44m north of Bakerview Drive. The proposed walkway will improve pedestrian access, particularly for children who attend Walter Lee Elementary School. The funding needs for additional local walkways near future neighbourhood service centres to support the recently approved OCP Update will be assessed as part of the upcoming review of the City's DCC Program.

13. Traffic Signal Program- \$1,880,000 for the years 2013 - 2017

2013	2014	2015	2016	2017
\$400K	\$340K	\$340K	\$400K	\$400K

This program is the consolidation of two previous programs: 1) New Traffic Signal Installation and 2) Traffic Detection Video Systems.

The general scope of this program involves 1) the installation/ upgrade of new and existing traffic signal hardware and 2) the installation of video monitoring/detection systems at selected signalized intersections and high-speed communications equipment to link with the Traffic Management Centre (TMC). The scope of the program includes installation of traffic controllers/cabinets, poles, bases, junction boxes, underground conduits, controller, detector loops, enhanced accessible devices, related wiring and pavement markings, and communications conduit and cable, and minor corner property acquisitions. In addition, projects contained in this program may also include minor curb cuts and boulevard modifications required to accommodate traffic signal poles and related hardware. The locations of new traffic signal installations will be determined based on public request, development patterns, traffic safety, engineering warrants, opportunities for improved efficiency, and capacity requirements.

14. Street Light Security and Wire Theft Prevention - \$560,000 – for the years 2013 - 2016

2013	2014	2015	2016
\$140K	\$140K	\$140K	\$140K

This project is the first year of a five year program, to be funded through general revenue.

The project includes removing approximately 2,000 existing street light access covers per year for five years and replacing them with reinforced access covers.

15. Roads Minor Capital - \$1,220,000 – for the years 2013 – 2016

2013	2014	2015	2016	2017
\$220K	\$250K	\$250K	\$250K	\$250K

These are minor upgrades to our Roads infrastructure that include, but are not limited to, small area roadway repair (i.e. local road failures in otherwise serviceable roadways), laneway improvements, sidewalks that have become uneven, and short sections of curb that have settled, and also responded to resident complaints that require site specific repairs.

16. Steveston Highway-Hwy 99 Area Road Improvements – \$4,321,500 for the years 2013 – 2015

2013	2014	2015
\$373K	\$1.73M	\$2.18M

Work will consist of planned roadway improvements in the area of Steveston Highway and Highway 99.

17. Undergrounding – \$8,000,000 for the years 2014 – 2017

2014	2015	2016	2017
\$2.0M	\$2.0M	\$2.0M	\$2.0M

This project is the continuation of the council approved annual undergrounding / beautification 10 year program aimed at ultimately eliminating all poles, overhead electrical and communication wires within the OCP City Centre area.

The scope of this program includes the removal of poles, overhead cables/wires and the placement of kiosks in rights-of-way at the following locations:

- 2014 – Garden City Rd from Lansdowne Rd to Cambie Rd
- 2015 – Lansdowne Rd from Alderbridge Way to Minoru Blvd
- 2016 – Ferndale Rd from Garden City Rd to No. 4 Rd
- 2017 – Alberta Rd from Garden City Rd to No 4 Rd

2013 Approved Infrastructure Drainage Program

Year	Project Name	Total Investment	Item	Pg. No.
2013	Ainsworth Crescent (West) Laneway Drainage and Pavement Upgrade	\$ 510,000	5	41
2013	Aintree Crescent (West) Laneway Drainage and Pavement Upgrade	540,000	5	41
2013	Aspin Drive and McBurney Drive Drainage and Trip Hazards	280,000	5	41
2013	Bath Slough Pump Station Upgrade	4,200,000	9	42
2013	Development Coordinated Works in Capital	750,000	2	40
2013	Drainage Minor Capital	300,000	7	41
2013	East Richmond Drainage and Irrigation Upgrades - Cambie Rd Ditch Improvement	450,000	1	40
2013	Emergency Flood Control Equipment	100,000	4	41
2013	No 7 Road North Pump Station Generator	120,000	8	41
2013	No. 3 Road and No. 8 Road Canal Stabilization	300,000	6	41
2013	Park Road 8000 Block Maintenance	160,000	5	41
2013	Saunders Road Ditch Infill and Culvert Crossing	170,000	3	40
Total 2013 Drainage		\$ 7,880,000		

2014-2017 Recommended Infrastructure Drainage Program

Year	Project Name	Total Investment	Item	Pg. No.
2014	11000 Blk Williams Road Laneway Drainage and Pavement Upgrade	262,600	5	41
2014	Dennis Crescent (East) Laneway Drainage and Pavement Upgrade	542,100	5	41
2014	Drainage Minor Capital	300,000	7	41
2014	Long Shaft Pump Replacement Program	450,000	12	42
2014	No 8 Road North Pump Station Generator	120,000	8	41
2014	No. 3 Road and No. 8 Road Canal Stabilization	300,000	6	41
2014	North Arm Dike Upgrade and Raise	2,800,000	10	42
2014	Williams Road 3000 Block Drainage Pipe Upgrade	3,350,000	11	42
2014 Drainage		\$ 8,124,700		
2015	Drainage Minor Capital	\$ 300,000	7	41
2015	Horseshoe Slough Pump Station Rebuild	2,000,000	9	42
2015	Long Shaft Pump Replacement Program	450,000	12	42
2015	Nelson Road South Pump Station Generator	120,000	8	41
2015	No. 3 Road and No. 8 Road Canal Stabilization	300,000	6	41
2015	Queens Road North Pump Station Generator	120,000	7	41
2015	Storm Sewer Upgrade	130,000	13	43
2015	Swinton Cr (West) Laneway Drainage and Pavement Upgrade	423,800	5	41
2015	Swinton Crescent (East) Laneway Drainage and Pavement Upgrade	399,100	5	41
2015	Williams Rd Storm Sewer Upgrades	620,000	13	43
2015 Drainage		\$ 4,862,900		

Year	Project Name	Total Investment	Item	Pg. No.
2016	Dennis Crescent West Laneway Drainage and Pavement Upgrade	440,600	5	41
2016	Drainage Minor Capital	300,000	7	41
2016	McCallan Rd North Pump Station Upgrade	3,100,000	9	42
2016	Miller Road Pump Station Generator Upgrade	120,000	8	41
2016	No 7 Road South Pump Station Upgrade	2,400,000	9	42
2016	No. 3 Road and No. 8 Road Canal Stabilization	300,000	6	41
2016	Williams Road Storm Sewer Upgrades	340,000	13	43
2016 Drainage		\$ 7,000,600		
2017	Drainage Minor Capital	\$ 300,000	7	41
2017	No 2 Road South Pump Station Upgrade	4,300,000	9	42
2017	No 6 Road South Pump Station Generator	120,000	8	41
2017	No. 3 Road South Drainage Pump Station	2,100,000	9	42
2017	Shell Road North Pump Station Upgrade	2,600,000	9	42
2017	Woodwards Slough Pump Station Rebuild	4,300,000	9	42
2017 Drainage		\$ 13,720,000		
Total 2013-2017 Drainage		\$ 33,708,200		

Highlights of the 2013 – 2017 infrastructure drainage program include:

1. East Richmond Drainage and Irrigation Upgrades Program - \$450,000 for 2013

For 2013, the Cambie Road ditch is identified as the next prioritized task. It is a major drainage conveyance, which collects and drains storm water run-off from the surrounding agricultural land in East Richmond. The local farming community depends on this drainage ditch as an inexpensive source of irrigation water. Improvements to this ditch are essential to ensuring that the drainage service and irrigation supply in the area continues to operate effectively. The Cambie Road ditch will be re-graded from No. 6 Road to Nelson Road, approximately 4000 lineal meters

2. Development Coordinated Works – \$750,000 for 2013

This project will enable the City to leverage private development over the next 3 years to design and construct drainage infrastructure outside of what would be required as part of their development.

These are upgrades and replacement of aging infrastructure that the City would complete separately but economic and engineering efficiencies can be achieved by having the developer complete this work at the same time the development takes place.

3. Saunders Road Ditch Infill and Culvert Crossing – \$170,000 for 2013

The focus of this project is to infill a watercourse on Saunders Road between Bakerview Drive and No. 4 Road to eliminate bank sloughing.

4. Emergency Flood Control Equipment –\$100,000 for 2013

This project is for the purchase of an Aquadam Flood Control Rapid Deployment Trailer. The trailer includes 15 30m long inflatable dam tubes (450 m total length) and associated installation equipment.

5. Laneway Drainage & Pavement Upgrade - \$3,558,200 for the years 2013 – 2016

2013	2014	2015	2016
\$1.49M	\$807K	\$823K	\$441K

These laneway drainage and pavement projects will resolve laneway drainage issues for residents living in specific locations and will improve access to the rear of each property. The scope will consist of drainage installation and pavement upgrade along the existing laneway. It does not include the addition of street lighting, curbs or gutters.

6. Canal Stabilization - \$1,200,000 for the years 2013 - 2016

2013	2014	2015	2016
\$300K	\$300K	\$300K	\$300K

This project over the years will stabilize the No. 3 Road Canal and No. 8 Road Canal walls to improve drainage, mitigate damage to the roadway, prevent damage to local infrastructure running parallel to the canals and maintain riparian management area conditions. One or more canal bank stabilization solutions will be implemented at various locations south of Steveston Highway. The scope will include partial re-profiling of the canal plus construction of a retaining wall or similar stabilization structure.

7. Drainage Minor Capital - \$1,500,000 for the years 2013 - 2017

2013	2014	2015	2016	2017
\$300K	\$300K	\$300K	\$300K	\$300K

This project funds the requests that staff receive from the public every year for minor, local and contingency-type projects related to drainage. Minor drainage infrastructure upgrade type work can include: minor upgrades to pump stations, improved operational efficiencies, changes to safety requirements, minor repairs to manholes or valve boxes, testing of new technologies to improve efficiencies, minor force main repairs and response to resident complaints that require site specific repairs.

8. Pump Station Generator - \$720,000 for the years 2013 - 2017

2013	2014	2015	2016	2017
\$120K	\$120K	\$240K	\$120K	\$120K

The project will provide a back-up power source for various pump stations to prevent flooding during a local BC Hydro power failure through the construction of a concrete pad with fenced surround and the purchase and installation of a generator and connection via an existing transfer switch. All drainage pump stations that do not have back-up power are vulnerable to power failure. This project is part of a larger strategy to add back-up generators to pump stations all around Lulu Island.

9. Pump Station Upgrade - \$25,000,000 for the years 2013 – 2017

2013	2014	2015	2016	2017
\$4.20M	\$0	\$2.0M	\$5.50M	\$13.3M

These pump station project upgrades will increase the capacity and effectiveness of various existing drainage pump stations. This requirement was identified by the 2041 OCP Drainage Model. These projects address the stations aging infrastructure replacement requirements as mechanical and electrical equipment are nearing the end of their useful service life. The Horseshoe Slough, No. 7 Road South, No. 2 Road North, Shell Road North, Woodward Slough and No. 3 Road south existing pump stations will be demolished and rebuilt to a modern standard thereby increasing pumping capacity.

10. North Arm Dike Upgrade and Raise – \$2,800,000 for 2014

This project will raise approximately 900m of Richmond's perimeter dike along the River Fraser's North Arm between McCallum Road and No.2 Road that is currently below the Provincial dike elevation requirement of 3.5m. Dikes will be raised to an elevation of 4.0m or greater.

11. Williams Road 3000 Block Drainage Pipe Upgrade – \$3,350,000 for 2014

This project will install 960m of 1200 mm diameter pipe to provide additional drainage capacity between the new Williams Road drainage pump station and the No. 1 Road box culvert. Installing one pipe eliminates the need to install various small pipes in this area.

12. Long Shaft Pump Replacement Program - \$900,000 for the years 2014 and 2015

2014	2015
\$450K	\$450K

To increase the reliability and efficiency of drainage pump stations by replacing aging long shaft pumps with new submersible pumps. Compared to submersible pumps, long shaft pumps are costly to maintain and challenging to service, especially in the event of blockage or failure. The locations for this four year phased program are Woodward Slough, Horseshoe Slough and No 7 Road South.

13. Storm Sewer Upgrade - \$1,090,000 for 2015 and 2016

2015	2016
\$750K	\$340K

These funds are needed to upgrade storm sewers so they can support the incoming capacity. For 2015 and 2016 the upgrades will focus on areas with small developments primarily along Williams Road and Sheridan Road where increased capacity is required.

2013 Approved Infrastructure Water Main Replacement Program

Year	Project Name	Total Investment	Item	Pg. No.
2013	Development Coordinated Works in Capital	\$ 750,000	1	44
2013	Lulu Island West Waterworks Area-Foster/McMath	380,000	4	45
2013	Lulu Island West Waterworks Area-Richmond Gardens	2,520,000	4	45
2013	Lulu Island West Waterworks Area-Steveston East	2,592,500	4	45
2013	Lulu Island West Waterworks Area-Steveston Townsite	660,000	4	45
2013	Lulu Island West Waterworks Area-Trites Road	660,000	4	45
2013	Minor Capital Waterworks Program	300,000	3	45
2013	Residential Water Metering	1,600,000	2	45
Total 2013 Waterworks		\$ 9,462,500		

2014-2017 Recommended Infrastructure Water Main Replacement Program

Year	Project Name	Total Investment	Item	Pg. No.
2014	Lulu Island West Waterworks Area	\$ 6,580,000	4	45
2014	Minor Capital Waterworks Program	300,000	3	45
2014	Residential Water Metering	1,600,000	2	45
Total 2014 Waterworks		\$ 8,480,000		
2015	Lulu Island East Waterworks Area	\$ 3,390,000	5	46
2015	Lulu Island North Waterworks Area	710,000	6	46
2015	Lulu Island West Waterworks Area	2,580,000	4	45
2015	Minor Capital Waterworks Program	300,000	3	45
2015	Residential Water Metering	1,600,000	2	45
Total 2015 Waterworks		\$ 8,580,000		
2016	Lulu North Waterworks Area	\$ 6,220,000	6	46
2016	Minor Capital Waterworks Program	300,000	3	45
2016	Residential Water Metering	1,600,000	2	45
Total 2016 Waterworks		\$ 8,120,000		
2017	Lulu Island West Waterworks Area	\$ 6,780,000	4	45
2017	Minor Capital Waterworks Program	300,000	3	45
2017	Residential Water Metering	1,600,000	2	45
Total 2017 Waterworks		\$ 8,680,000		
Total 2013-2017 Waterworks		\$ 43,322,500		

Highlights of the 2013 – 2017 infrastructure water main replacement program include:

1. Development Coordinated Works – \$750,000 for 2013

This project will enable the City to leverage private development over the next 3 years to design and construct drainage infrastructure outside of what would be required as part of their development.

2. Water Metering - \$8,000,000 for the years 2013 - 2017

2013	2014	2015	2016	2017
\$1.60M	\$1.60M	\$1.60M	\$1.60M	\$1.60M

The Volunteer Residential Water Meter program allows owners of single-family and multi-family dwellings in Richmond to take control of their water and sewer utility costs through water metering. Metered customers pay for the water/sewer they use as opposed to flat rate customers who pay one fixed fee for the services. Low water users have complained about the equity of the flat rate fee, as low water users subsidize high water users under the flat rate system. The Residential Water Meter program is in response to this request, offering users a user pay option. The program also promotes water conservation while increasing public awareness about water supply and consumption.

3. Minor Capital - \$1,200,000 for the years 2013 – 2017

2013	2014	2015	2016	2017
\$300K	\$300K	\$300K	\$300K	\$300K

This project funds the requests from the public that staff receive every year for minor, local and contingency-type projects related to water. Any upgrades are typically less than \$100K per project. The types of work can include; minor water main replacements, improved operational efficiencies, improved or changes to safety requirements, minor repairs to valves, testing of new technologies to improve efficiencies, minor leak repairs and site specific repairs in response to resident complaints. The scope of the project depends on what need arises.

4. Water Main Replacement: West - \$22,752,500 for the years 2013 - 2017

2013	2014	2015	2016	2017
\$6.81M	\$6.58M	\$2.58M	\$0	\$6.78M

This project will replace a certain amount of aging water main infrastructure in the Lulu West Waterworks area which is at the end of its service life and improve fire protection. This project is required to minimize operating cost due to water main breaks. The waterworks capital program is developed based on the City's long range infrastructure replacement strategy, water main break history, 2041 OCP Water Modelling Study and the proposed road paving program.

Preliminary Project locations greater than \$500K:

Route	From	To
King Rd	Kingcome Ave	No 5 Rd
Kingcome Ave	King Rd	Kingsbrook Rd

Route	From	To
Garry St	Railway Ave	4200 Garry St
Monteith Rd	No 2 Rd	Gilbert Rd
Ryan Road	Rosehill Dr.	Berry Rd
Loop McKenzie Rd to No.3 Rd	11500 McKenzie Rd	No.3 Road
Saunders Rd	No 3 Rd	Garden City Rd
Mowbray Rd	Pigott Rd	Garden City Rd
Pigott Rd	Mowbray Rd	Garden City Rd

5. Water Main Replacement: East - \$3,390,000 for 2015

This project will replace a certain amount of aging water main infrastructure in the Lulu East Waterworks area which is at the end of its service life, improve fire protection, and coordinate water main replacement with road paving program. This project is required to minimize operating cost due to water main breaks and to optimize resource utilization through coordinating water main replacement with paving programs. The waterworks capital program is developed based on the City's long range infrastructure replacement strategy, water main break history, 2041 OCP Water Modelling Study and the proposed road paving program.

Preliminary Project locations:

Route	From	To
No 7 Rd	Cambie Rd	River Rd
Cambie Rd	Kartner Rd	No 8 Rd
No 8 Rd	Cambie Rd	Hwy 91

6. Water Main Replacement: North - \$6,930,00 for the years 2015 and 2016

2015	2016
\$710K	\$6.22M

This project will replace a certain amount of aging water main infrastructure in the Lulu North Waterworks area which is at the end of its service life and improve fire protection. This project is required to minimize operating cost due to water main breaks. The waterworks capital program is developed based on the City's long range infrastructure replacement strategy, water main break history, 2041 OCP Water Modelling Study and the proposed road paving program.

Preliminary Project locations:

Route	From	To
Bowling Green Rd	Westminster Hwy	220 m south of Westminster Hwy

Infrastructure Program – Waterworks

Route	From	To
Minoru Blvd	Westminster Hwy	300 m south of Westminster Hwy
Bird Rd	Shell Rd	No 5 Rd
Bath Rd	No 5 Rd	Barns Dr
Bath Rd	Flury Dr	50 m east of Flury Dr
Caithcart Rd	Bird Rd	Shell Rd
Beckwith Rd	Smith Rd	Gage Rd
Beckwith Rd	Gage Rd	East of Hwy 99
Gage Rd	Bridgeport Rd	Beckwith Rd
Barnes Dr	Bath Rd	Bath Rd
Citation Dr	Granville Ave.	Garden City Rd
Cook Cres.	Spires Rd	Spires Rd
Cook Gate	Spires Rd	Cook Rd
Cook Rd	Cooney Rd	Garden City Rd
Cooney Rd	Westminster Hwy	Saba Rd
Cooney Rd	Saba Rd	Spires Gate
Park Rd	No 3 Rd	Cooney Rd
Pimlico Way	Cook Rd	Citation Dr
Spires Gate	Cooney Rd	Spires Rd

2013 Approved Infrastructure Sanitary Sewer Program

Year	Project Name	Total Investment	Item	Pg. No.
2013	Acheson Pump Station Forcemain Replacement	\$ 380,000	2	49
2013	Bennett West Pump Station Replacement	1,610,000	4	50
2013	Bridgeport Area Gravity Sewer Rehabilitation	370,000	3	49
2013	Development Coordinated Works in Capital	750,000	1	49
2013	Gravity Sewer Replacement in Steveston Sanitary Area	110,000	3	50
2013	Pump Station and Forcemain Assessment and Upgrade	750,000	5	52
Total 2013 Sanitary Sewer		\$ 3,970,000		

2014 – 2017 Recommended Infrastructure Sanitary Sewer Program

Year	Project Name	Total Investment	Item	Pg. No.
2014	City Center Sanitary Sewer Rehabilitation	\$ 200,000	6	52
2014	Hamilton Sanitary Sewer Phase 2	2,060,000	6	52
2014	Miscellaneous SCADA System Improvements	250,000	7	53
2014	Public Works Minor Capital - Sanitary	300,000	8	53
2014	Pump Station and Forcemain Assessment and Upgrade	750,000	5	52
2014	Steveston Sanitary Sewer Rehabilitation	360,000	6	52
2014	Walford Pump Station Replacement	1,680,000	4	51
Total 2014 Sanitary Sewer		\$ 5,600,000		
2015	Buswell St. Gravity Sewer Installation	\$ 450,000	3	50
2015	Hamilton Sanitary Sewer Phase 3	1,420,000	6	53
2015	Miscellaneous SCADA System Improvements	250,000	7	53
2015	Public Works Minor Capital - Sanitary	300,000	8	53
2015	Pump Station and Forcemain Assessment and Upgrade	750,000	5	52
2015	Vulcan Way Forcemain Replacement	1,170,000	2	49
Total 2015 Sanitary Sewer		\$ 4,340,000		
2016	Gravity Sanitary Sewer Upgrade - River Rd/Beckwith Rd/Charles St	\$ 2,500,000	3	50
2016	Miscellaneous SCADA System Improvements	250,000	7	53
2016	Public Works Minor Capital - Sanitary	300,000	8	53
2016	Pump Station and Forcemain Assessment and Upgrade	750,000	5	52
2016	Van Horne Pump Station Upgrade	2,780,000	4	51
Total 2016 Sanitary Sewer		\$ 6,580,000		
2017	Gravity Sewer Replacement -Shelmont Sanitary Area	\$ 180,000	3	50
2017	Leslie Pump Station Replacement	2,530,000	4	51
2017	Miscellaneous SCADA System Improvements	250,000	7	53
2017	Public Works Minor Capital-Sanitary	300,000	8	53
2017	Pump Station and Forcemain Assessment and Upgrade	750,000	5	52
Total 2017 Sanitary Sewer		\$ 4,010,000		
Total 2013-2017 Sanitary Sewer		\$ 24,500,000		

Highlights of the 2013 – 2017 Infrastructure Sanitary Sewer program include:

1. **Development Coordinated Works – \$750,000 for 2013**

This project will enable the City to leverage private development over the next 3 years to design and construct drainage infrastructure outside of what would be required as part of their development.

2. **Force main Replacement - \$1,550,000 for the years 2013 and 2015**

2013	2015
\$ 380K	\$ 1.17M

- 2013: Acheson Pump Station force main replacement ensures that the pump station catchment area is serviced properly, thereby reducing the risk associated with failures in the sanitary sewer infrastructure. The project includes construction of 260 metres of 250mm force main to replace the existing force main which is at the end of its useful life.
- 2015: Vulcan Way force main replacement. This project involves the replacement of the aging sanitary force main, which is at the end of its service life. This project reduces the risk of sanitary sewer overflows due to force main breaks. This project includes 1300 meters of 450mm diameter force main construction to replace the existing force main which is at the end of its useful life.

Major Cost Components:

- Force main pipe work
- Tie-ins to the existing sanitary infrastructure.

3. **Gravity Sewer Replacement/ Upgrade - \$3,610,000 for the years 2013 - 2017**

2013	2014	2015	2016	2017
\$ 480K	\$ 0	\$ 450K	\$ 2.5M	\$ 180K

These projects are required to:

- Replace aging infrastructure at the end of its service life
- Minimize risk of pipe failure
- Minimize maintenance cost due to an increased number of service requests
- Upgrade the existing sanitary sewer as identified by the 2041 OCP Sanitary Model.
- **Gravity Sanitary Rehabilitation – Bridgeport Area - \$370,000 for 2013**

This project includes the replacement and rehabilitation of sanitary sewer mains in various locations of the Bridgeport sanitary Sewer Area.

- **Gravity Sanitary Rehabilitation – Steveston Area - \$110,000 for 2013**

This project includes the replacement of 170 meters of 150mm diameter gravity sewer in the Steveston Area for sanitary sewer construction.

- **Buswell Street Gravity Sewer Installation - \$450,000 for 2015**

This project includes construction of 480m of 300mm diameter gravity pipe on Buswell Street from Granville Avenue to Buswell pump station.

This project is required to:

- Aid the re-development of the Richmond Center and Buswell pump stations catchment areas;
- Re-arrange the gravity sewer system lay-out by re-locating sewer pipes from laneways to the street to improve access to the sewer system for future maintenance;
- Improve the operation of the Richmond Center pump station by diverting increasing flows from Richmond Center pump station to higher capacity Buswell pump station;

- **Gravity Sanitary Sewer Upgrade on River Rd/ Beckwith Rd/ Charges St - \$2,500,000 for 2016**

The new sanitary sewer will be designed to service the projected 2041 OCP population in the area, which is currently undergoing rapid high-density re-development.

This project includes construction of 210 meters of 300mm diameter gravity sewer and 470 meters of 375mm diameter gravity sewer.

- **Gravity Sanitary Sewer Replacement – Shellmont Sanitary Area - \$180,000 for 2017**

This project includes construction of 210 meters of 250mm diameter gravity sewer.

4. Sanitary Pump Station - \$8,600,000 for years 2013 – 2017

2013	2014	2015	2016	2017
\$ 1.61M	\$ 1.68M	\$ 0	\$ 2.78M	\$ 2.53M

- **Bennett West Pump Station Replacement - \$1,610,000 for 2013**

This project includes construction of a new pump station including wet well, Variable Frequency Drives (VFD) pumps, electrical kiosk, approximately 90 meters of gravity pipe re-configuration and replacement; and 240 meters of 200mm force main replacement. This project will require land acquisition.

Major Cost Components:

- Land Acquisition
- Pump Station Supply and Installation
- Gravity Pipe Works
- Force main Pipe Works

- **Walford Pump Station Replacement** - \$1,680,000 for 2014

This project includes construction of a new pump station complete with wet well, VFD pumps, electrical kiosk, gravity pipe re-configuration and 330 meters of 200mm force main. This project will require land acquisition.

Major Cost Components:

- Land Acquisition
- Pump Station Supply and Installation
- Gravity Pipe work
- Force main Pipe work

- **Van Horne Pump Station Upgrade** - \$2,780,000 for 2016

This project includes construction of a new pump station including wet well, VFD pumps, electrical kiosk, 50 meters of 650mm diameter gravity pipe and 320 meters of 400mm force main. This project will require land acquisition.

Major Cost Components:

- Land Acquisition
- Pump Station Supply and Installation
- Gravity Pipe work
- Force main Pipe work

- **Leslie Pump Station Replacement** - \$2,530,000 for 2017

This project includes construction of a new pump station complete with wet well, VFD pumps, electrical kiosk, 350 meters of 350/450mm diameter gravity pipe and 430 meters of 400mm force main. This project may require land acquisition.

Major Cost Components:

- Land Acquisition
- Pump Station Supply and Installation
- Gravity Pipe work

- Force main Pipe work

5. Assessment and Upgrade - \$3,750,000 for years 2013 – 2017

2013	2014	2015	2016	2017
\$ 750K	\$ 750K	\$ 750K	\$750K	\$ 750K

This project will perform an assessment of sanitary pump stations and force mains and implement improvements based on the assessments. A critical part of the assessments will be a quantification of FOG issues in the force main system and a review of Fats, Oils and Grease (FOG) mitigation measures. Improvements will likely include:

- Installation of pressure monitors
- Installation of force main bypass and inspection assemblies
- Upgrade electrical, control and telemetry kiosks
- Improved pump station access and safety.

6. Sanitary Sewer Rehabilitation and Upgrade - \$4,040,000 for years 2014 & 2015

2014	2015
\$ 2.62M	\$ 1.42M

- **Hamilton Sanitary Sewer – Phase 2** – \$2,060,000 for 2014

This project involves construction of the Hamilton sanitary sewer pump station, gravity sewer and force main extension to service Hamilton area between Westminster Hwy and Highway 91 A to the north of Gilley Road. This area does not have existing sanitary sewer system and is currently serviced by individual septic tanks. The new pump station will be designed to service a significant portion of Hamilton area which will be undergoing through higher density re-development phase forecasted by 2041 OCP Bylaw.

This project includes construction of a new pump station including wet well, VFD pumps, electrical kiosk, 25 meters of 300mm diameter gravity pipe, 1560m of 150/200mm diameter gravity pipe and 150 meters of 200mm force main. This project may not require land acquisition because it could be constructed on City owned land.

- **City Centre Sanitary Sewer Rehabilitation** – \$200,000 for 2014

This project includes the rehabilitation of sanitary sewer mains and service connections in various locations of City Center sanitary sewer area.

- **Steveston SSA Rehabilitation and Upgrade** - \$360,000 for 2014

This project includes the rehabilitation and replacement of sanitary sewer mains at various locations in the Steveston sanitary area.

- **Hamilton Sanitary Sewer – Phase 3 – \$1,420,000 for 2015**

This project is a continuation of the Hamilton Sanitary Sewer program and includes construction of a new pump station including wet well, VFD pumps, electrical kiosk, 700m of 150/200mm diameter gravity pipe and 60 meters of 150mm force main.

7. SCADA System Improvements - \$1,000,000 for the years 2014 – 2017

2014	2015	2015	2017
\$ 250K	\$ 250K	\$ 250K	\$ 250K

This project is required to upgrade and rehabilitate the existing Supervisory Control and Data Acquisition (SCADA) system to improve the operation of the sanitary sewer service in the area. In order to effectively monitor over two hundred sites within the City, continuous upgrades are required to maintain and upgrade the SCADA system to provide accurate information. This project will allow the City to remain current with emerging technologies and to react appropriately to security threats.

8. Minor Capital - \$1,200,000 for the years 2014 – 2017

2014	2015	2015	2017
\$ 300K	\$ 300K	\$ 300K	\$ 300K

These are minor upgrades to our sewage infrastructure that include but not limited to minor upgrades to pump stations, improved operational efficiencies, or changes to safety requirements, minor repairs to manholes or valve boxes, testing of new technologies to improve efficiencies, minor force main repairs and response to resident identified issues that require site specific repairs.

2013 - 2017 Approved (2013) and Recommended (2014-2017) Public Works Infrastructure Advanced Design

Year	Project Name	Total Investment	Item	Pg. No.
2013	City Centre District Energy	\$ 200,000	1	54
2013	PW Infrastructure Advanced Design	1,211,180	2	54
2014	PW Infrastructure Advanced Design	1,194,126	2	54
2015	PW Infrastructure Advanced Design	1,184,126	2	54
2016	PW Infrastructure Advanced Design	1,184,126	2	54
2017	PW Infrastructure Advanced Design	1,184,126	2	54
Total 2013-2017 PW Infrastructure Advanced Design		\$ 6,157,684		

1. City Centre District Energy – \$200,000 for 2013

This is for advanced design of district energy utility (DEU) ready developments in the City Centre neighbourhoods including DEU corridors. The project will include:

- The design of diversion chambers in the new Gilbert Trunk force main for the future sewer heat recovery system
- Coordinating with Corix due diligence phase
- Negotiation of infrastructure and business agreements
- Coordinating design with the incoming new developments.

2. Advanced Design - \$5,957,684 for the years 2013– 2017

2013	2014	2015	2016	2017
\$ 1.21M	\$ 1.19MK	\$ 1.18M	\$ 1.18M	\$ 1.18M

In order for civil infrastructure projects to be well managed and meet schedule, Engineering Design and Construction requires projects to be designed up to a year in advance. This enables project estimates to be completed in time for budgeting and construction to proceed in a timely manner.

**2013 - 2017 Approved (2013) and Recommended (2014-2017) Infrastructure Public Works
Minor Capital - Traffic Program**

Year	Project Name	Total Investment	Item	Pg. No.
2013	PW Minor Capital - Traffic	\$ 250,000	1	55
2014	PW Minor Capital - Traffic	250,000	1	55
2015	PW Minor Capital - Traffic	250,000	1	55
2016	PW Minor Capital - Traffic	250,000	1	55
2017	PW Minor Capital - Traffic	250,000	1	55
Total 2013-2017 PW Minor Capital - Traffic		\$ 1,250,000		

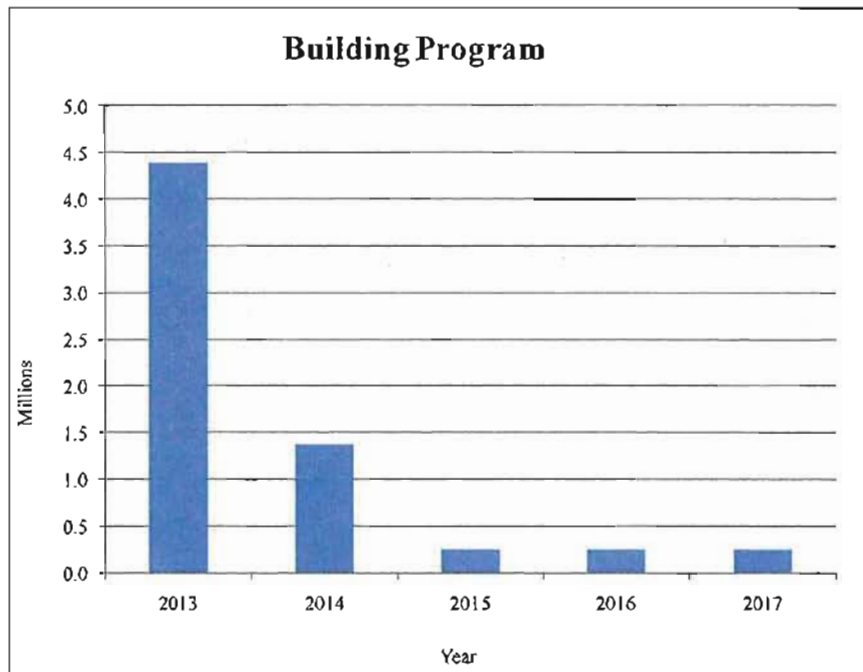
1. Minor Capital - \$1,250,000 for the years 2013 – 2017

The purpose of this annual recurring program is to carry out several minor ongoing system expansion and physical plant improvements including central signal system, emergency vehicle pre-emption systems, audible pedestrian systems, left turn arrows, crosswalk and bus stop improvements, etc.

The general scope of this program includes traffic improvements to minor crosswalks, bus stops, wheelchair ramps and signage/safety and traffic signal/communications network improvements such as: infrastructure renewal, physical plant upgrading, ongoing infrastructure development testing and communications network conduit/cable.

ii) Building Program 2013-2017

The building program includes major building construction and renovation projects as well as minor facility upgrades and repairs. The City's building assets include: arenas, pools, community centres, libraries, heritage buildings, police stations, fire halls and other government facilities.



Significant items from the major facilities replacements have been deferred from the current 2013-2017 Capital Budget to allow further discussion and direction by Council. Once the review is completed and further discussed with Council, a report will be presented to Council, and the 5-year capital budget will be amended if necessary.

2013 Approved Building Program

Year	Project Name	Total Investment	Item	Pg. No.
2013	Japanese House (restoration cost)	\$ 250,000	1	57
2013	Branscombe House Restoration (2013) (OBI)	1		
2013	Conservation Plans for Heritage Buildings	75,000	3	57
2013	Oval Conversion Phase 3	1,350,000	5	58
2013	Project Development Advanced Design	140,000	6	58
2013	RCMP - Community Safety Building (OBI)	1		
2013	Watermaina Retrofit	840,000	4	58
2013	West Richmond Community Centre Building Envelope Repair	1,985,000	2	57
Total 2013 Buildings		\$ 4,640,002		

Total 2014 - 2017 Recommended Buildings

Year	Project Name	Total Investment	Item	Pg. No.
2014	Britannia: 1st Nations Bunkhouse	\$ 754,000	7	58
2014	City Centre Community Centre (OBI)	1		
2014	Interurban Tram Restoration	372,600	8	59
2014	Project Development Advanced Design	250,000	6	58
Total 2014 Buildings		\$ 1,376,601		
2015	Project Development Advanced Design	\$ 250,000	6	58
2016	Project Development Advanced Design	250,000	6	58
2017	Project Development Advanced Design	250,000	6	58
Total 2013-2017 Buildings		\$ 6,766,603		

The 2013-2017 Building program includes:

1. Japanese House Restoration – \$250,000 for 2013

The funds are needed to rehabilitate Japanese Building for adaptive re-use as part of the Steveston Museum site. The Japanese House will be used as museum space for exhibits & programs that include, but are not necessarily limited to, the Japanese Canadian history in Steveston and the mix of cultures in the historic community. The exterior of the building will also be addressed to ensure building integrity (funding in place). The park will be reconfigures to enable a better use of the park area for programs & revenue-generating rental activities.

2. West Richmond Community Centre – Building Envelope Repair – \$1,985,000 for 2013

Significant, ongoing investment is required in major facilities to ensure that buildings and services are maintained. West Richmond Community Centre was built in 1993 around a 40 year old gymnasium. The building envelope has failed, there is water ingress and repairs are required. The funds will be used to replace the cladding of entire building, renew the roof deck off the second floor, replace all windows and sliding doors and replace gymnasium roof.

3. Conservation Plans for Heritage Buildings – \$75,000 for 2013

To complete Conservation Plans for all heritage buildings owned by the City. The Richmond Museum & Heritage Strategy, adopted by Council in 2007, identified the need to develop Conservation and Maintenance Plans for all buildings. These plans outline the maintenance and preservation needs of each building and guide the work required according to the National Guidelines for the Conservation of Historic Places in Canada.

Buildings included:

- London Heritage Farm House

- Steveston Museum
- Japanese Fishermen's Benevolent Society Building
- 10 buildings at Britannia
- 5 buildings at Terra Nova
- Branscombe House

4. Watermania Retrofit – \$840,000 for 2013

The City completed a Secondary Structural Review Report assessment of the Watermania facility and has an ongoing condition assessment of this facility through the VFA program. These processes identified upgrades needed in areas that are either at the end of their life expectancy or have developed significant deficiencies for their intended purpose including:

- Replacement of sound absorbing panels
- Fire alarm and annunciator upgrade/replacement
- Painting of secondary structural components (beams, columns and ceiling)
- Replacement of slide supports

All these components are subject to rapid deterioration in the corrosive pool environment and this work is required to keep Watermania in a safe operating condition. Beyond immediate safety risks, failure in any one of these elements can result in immediate closure of the pool.

5. Oval Conversion Phase 3 – \$1,350,000 for 2013

This Final Oval Legacy Conversion project was previously approved by Council and it includes a retail space, fitness space, children's play space, locker room Improvements and mezzanine expansion. The funding will include the contribution from the Oval Legacy Capital Reserve.

6. Project Development Advanced Design - \$1,140,000 for the years 2013-2017

2013	2014	2015	2016	2017
\$140K	\$250K	\$250K	\$250K	\$250K

Advanced design of projects is required to ensure that each project is well managed in regards to scope of work, costs and schedule. Engage the appropriate experts (i.e. architects, engineers, designers) for a variety of proposed facility projects to determine the feasibility of each project. The experts would develop conceptual plans and provide preliminary estimates and schedule for each proposed project.

7. Britannia 1st Nations Bunkhouse – \$754,000 for 2014

The completion of the restoration and interpretation of this building will complete the restoration of all the buildings on the Britannia site as per Council approved Britannia Business Plan and the Capital Development Plan.

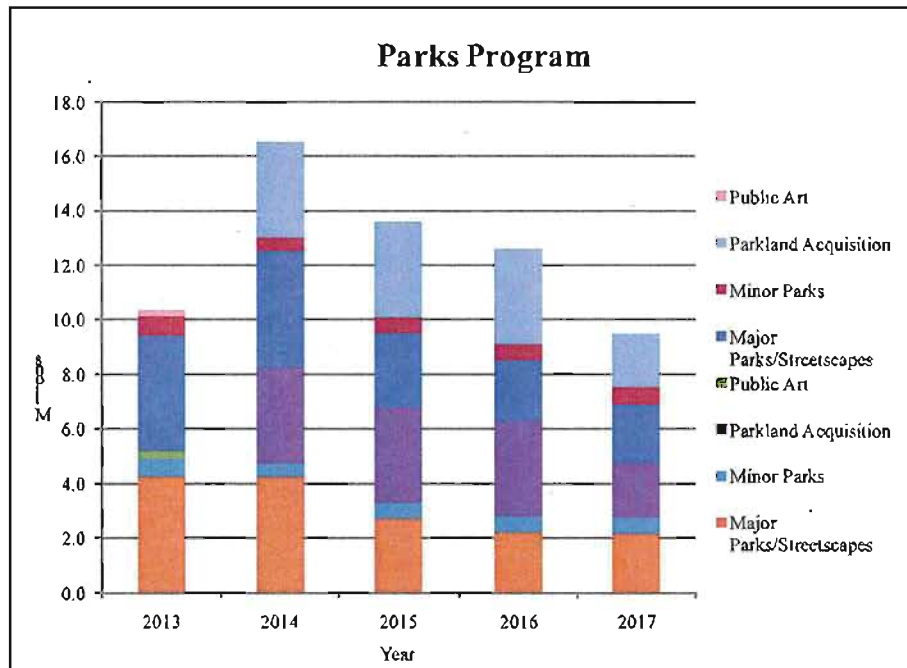
The restoration work includes structural upgrades, new fire safety systems, interior finishing and the design, installation and interpretation of exhibits.

8. Interurban Tram Restoration - \$372,600 for 2014

The building at 5671 No 3 Rd is already owned by the city and would require tenant improvements only to make it a workable location. The scope of the work involves paint, front counter, carpet and security as well as the purchase and installation of the information technology to make the office fully utilizable.

iii) Parks Program 2013-2017

Richmond is renowned for its high quality parks and recreation facilities. The City's park system has over 90 parks that total approximately 1,400 acres. Parks are unique places designed and developed for the enjoyment of all city residents as well as visitors to Richmond. These sites usually contain a wide variety of recreational and sports facilities, play equipment and other specialized facilities. In addition to parks, Richmond has a 200-acre recreational trail system.



2013 Approved Parks Program

Year	Project Name	Total Investment	Item	Pg. No.
2013	Aging Infrastructure Replacement	\$ 100,000	2	63
2013	Britannia Heritage Shipyards - Boardwalk	100,000	4	64
2013	Parks General Development	400,000	5	68
2013	Britannia Heritage Shipyards	513,000	4	64
2013	Garden City Lands OBI - Ground Maintenance	1		
2013	Hugh Boyd Oval Retrofit	100,000	3	63
2013	King George Park Masterplan - Phase 1	200,000	4	63
2013	New Pump Stations & Washrooms Maintenance OBI	1		
2013	Parks Advance Planning & Design	400,000	4	68
2013	Railway Avenue Greenway	2,000,000	4	64
2013	Terra Nova Park - Waterfront Development	500,000	4	63
2013	The Gardens Agricultural Park - Phase 2	216,700	4	65
2013	Thompson Youth Park Phase 3	300,000	4	64

Year	Project Name	Total Investment	Item	Pg. No.
2013	Tree Planting OBI - Developer planted trees	1	4	67
2013	West Cambie Neighbourhood Park	100,000	4	65
2013	Public Art Program	256,754	1	62
Total 2013 Parks		\$ 5,186,457		

2014-2017 Recommended Parks Program

Year	Project Name	Total Investment	Item	Pg. No.
2014	Parks Aging Infrastructure Retrofit Program	\$ 100,000	8	69
2014	Parks General Development	250,000	5	68
2014	Tree Planting Program	50,000	4	67
2014	Playground Equipment Replacement	100,000	7	69
2014	Cambie Mueller Park - Phase 2	750,000	4	66
2014	Characterization - Neighbourhood Parks	100,000	4	67
2014	Lang Park Redevelopment - Park Characterization	400,000	4	66
2014	Minoru Artificial Turf Retrofit - Minoru 2 field	600,000	4	65
2014	Minoru Park - Track Resurfacing	450,000	4	65
2014	ORA Development - Park OBI	1		
2014	Parks Advance Planning & Design	300,000	4	68
2014	Tait Elementary School Community Amenity Space	50,000	4	67
2014	The Gardens Agricultural Park	1,000,000	4	65
2014	Trails	100,000	4	67
2014	Waterfront Improvement Projects	250,000	4	66
2014	West Cambie Park	250,000	4	65
2014	Parkland Acquisition	3,500,000	6	69
Total 2014 Parks		\$ 8,250,001		
2015	Parks Aging Infrastructure Upgrade Program	\$ 100,000	8	69
2015	Parks General Development	250,000	5	68
2015	Tree Planting Program	50,000	4	67
2015	Playground Equipment Replacement Program	200,000	7	69
2015	Cambie Mueller Park - Phase 3	750,000	4	66
2015	Characterization - Neighbourhood Parks	100,000	4	67
2015	Parks Advance Planning & Design	250,000	4	68
2015	The Gardens Agricultural Park	1,500,000	4	65
2015	Trails	100,000	4	67
2015	Parkland Acquisition	3,500,000	6	69
Total 2015 Parks		\$ 6,800,000		
2016	Parks aging Infrastructure Replacement Program	\$ 100,000	8	69
2016	Parks General Development	250,000	5	68
2016	Tree Planting Program	50,000	4	67
2016	Playground Replacement Program	200,000	7	69

Year	Project Name	Total Investment	Item	Pg. No
2016	Cambie Mueller Park - Phase 4	750,000	4	66
2016	Characterization - Neighbourhood Parks	100,000	4	67
2016	Kawaki Development -OBI	1		
2016	Parks Advance Planning & Design	250,000	4	68
2016	River Green Village - Park OBI	1		
2016	The Gardens Agricultural Park	750,000	4	65
2016	Trails	100,000	4	67
2016	Waterfront Improvement Program	250,000	4	65
2016	Parkland Acquisition	3,500,000	6	69
Total 2016 Parks		\$ 6,300,002		
2017	Parks Aging Infrastructure Retrofit Program	\$ 100,000	8	69
2017	Parks General Development	250,000	5	68
2017	Tree Planting Program	50,000	4	67
2017	Playground Replacement Program	200,000	7	69
2017	Cambie Mueller Park - Phase 5	750,000	4	66
2017	Characterization - Neighbourhood Parks	100,000	4	67
2017	City Centre Urban Park - Phase 1	150,000	4	68
2017	Parks Advance Planning & Design	250,000	4	68
2017	The Gardens Agricultural Park	403,300	4	65
2017	Trails	250,000	4	67
2017	Waterfront Improvement Projects	250,000	4	66
2017	Parkland Acquisition Program	2,000,000	6	69
Total 2017 Parks		\$ 4,753,300		
Total 2013-2017 Parks		\$ 31,289,760		

The 2013-2017 parks capital program includes:

1. Public Art \$256,754 for 2013

The following are proposed projects which may change during the project's duration based on the Public Art Program's consideration of public art opportunities and priorities and private development funding:

- City streets, parks and buildings
- Community public art projects
- Community education and promotion of the public art program
- Collaboration on educational opportunities with the Richmond Art Gallery, Media Lab, Cultural Centre and Richmond Museum,
- Pursuing community public art partnerships, and Prepare public art opportunities as part of major City initiatives.

Public Art Reserve is funded through development activity. Timing of the projects is dependent upon the timing of the development projects.

2. Aging Infrastructure Replacement – \$100,000 for 2013

Parks Operations requires extra funds to replace aging park infrastructure that has deteriorated over time. This includes wooden walkways, fencing, surface drainage systems and playground equipment replacements.

- There are 80 locations where wood planking is used as a pedestrian treatment. Over the years many of these decks have been patched and re-patched for safety but in time need to be rebuilt.
- Surface drainage systems in Parks that were built with ceramic tile decades ago have been failing for several years. As they collapse and tree roots fill them and they must be replaced with 6" perforated PVC pipe.
- Parks maintains 55 playgrounds and some of the older playgrounds require the removal and replacement of CSA approved playground equipment.

3. Hugh Boyd Oval Retrofit – \$100,000 for 2013

Many of the amenities have not been replaced for up to 40 years and are in severe damaged conditions. Hugh Boyd Oval requires all of its timber boards replaced as well as outdoor bleachers and several other support structures in order to make them safe for use. Work will consist of:

- Timber board replacement
- Steel Frame replacement
- Asphalt repairs
- bleachers & bench replacement

4. Major Parks \$15,553,005 for the years 2013-2017

2013	2014	2015	2016	2017
\$4.23M	\$4.25M	\$2.70M	\$2.20M	\$2.15M

- **Terra Nova Park** - \$500,000 for 2013

For 2013, continued construction of Terra Nova Rural Park's waterfront edge into a destination park along the Middle Arm greenways with landscaping, new circulation paths, boardwalk and seating edges.

- **King George Park Master plan – Phase 1** - \$200,000 for 2013

A Park Master Plan initiated by the community was completed in 2012 for King George Park outlining priority areas for new features and landscaping in the park to reflect community needs and to ensure safety of users.

For 2013, Phase 1 construction of some of these features may include landscaping, pathways, play ground development, social gathering areas, signage, and environmental and safety enhancements of the woodlot adjacent to the elementary school and natural area by the Cambie Community Centre.

- **Railway Avenue Greenway** - \$2,000,000 for 2013

In 2010, the City purchased the Canadian Pacific Railway (CPR) corridor adjacent to Railway Avenue between Granville Avenue and Garry Street. The goal to develop a trail/greenway for pedestrians, cyclists and other wheeled users along the 3.7 kilometre corridor was established in the original 1979 Trails Plan and the subsequent 2010 Trails Strategy adopted by Council.

For 2013 the project will consist of the construction of the 4.0 m wide two-way multi-use pathway with an asphalt surface along with connections to existing trails and bus stops on Railway Avenue.

- **Britannia Heritage Shipyards** – \$613,000 for 2013

The Britannia Heritage Shipyard houses two sets of rails and carriages (slipways) for the movement of vessels into and out of the water. In order for the slipway to be operational, the following work is required:

- Replacement of the crane support runners.
- Replacement of the timber decking
- Replacement of the cross head beams
- Replacement/remediation of timber piles

In addition to the slipway upgrades, approximately 400 feet of boardwalk along the heritage shipyard site will be replaced in order to address safety concerns with existing trails and boardwalks at the National Historic Site of the Britannia Heritage Shipyards. This will create a safe and accessible pathway that has linked to the overall Steveston Village waterfront experience.

- **Thompson Youth Park Phase 3** - \$300,000 for 2013

Thompson Youth Park is a unique park that currently features youth-oriented play structures, skate elements, and seating/gathering areas. Phase 3, the final phase, will include play equipment, land forming, additional gathering/seating areas, and plantings. Phase 3 detailed design work will begin in early 2013 and be completed in the fall of the same year.

For Phase 3, it is expected that the Thompson Community Association will match the City's capital funding in order to meet the project budget.

- **The Gardens Agricultural Park** - \$3,870,000 for the years 2013-2017

2013	2014	2015	2016	2017
\$217K	\$1.0M	\$1.5M	\$750K	\$403K

This project will be completed in phases for the development of the park. A park plan has been developed for the site that was approved by Council in January 2011. The development of the park will serve both local area and city wide functions. The Shellmont area has been identified as having a shortfall of park space in the DCC program and the area is continuing to experience growth. The additional population represented by the adjacent development will accelerate the projected shortfall. The park will provide recreational activities and a destination for local residents to walk and bike to.

Detailed design and construction are planned for 2013 - 2017.

- **West Cambie Park** - \$350,000 for the years 2013-2014

2013	2014
\$100K	\$250K

2013-2014 (Phase 2 and 3) - Construction will include demolishing old structures (on acquired properties); clearing and grubbing of parts of the land; grading and seeding of new landscaped areas; installing storm drainage; rejuvenating and enhancing existing stands of vegetation; constructing pathways and installing site furniture.

Funding for this project will come from the West Cambie Local Area DCC's

Future phases will be designed and implemented as the City continues to acquire adjacent properties.

- **Minoru Park – Track Resurfacing and Turf Field Replacement-** \$1,050,000 for 2014

Minoru Park is considered the City Centre Park and has evolved through its 50 year history but now requires many updates to meet the significant expansion of the City Centre's growth.

The running track has worn down over the years and requires a full replacement of rubber surfacing. The artificial turf on the field has exceeded its life expectancy and requires a replacement of the artificial turf.

- **Waterfront Improvement Program** - \$750,000 for 2014-2017

2014	2015	2016	2017
\$250K	\$0	\$250K	\$250K

In 2009, City Council adopted the Waterfront Strategy. Several of the City's best open space amenities are located along the waterfront edge such as Terra Nova, Garry Point Park, Middle Arm & the Oval, and the south & west dyke trails. This program assists in the funding of opportunistic waterfront improvements and the continuation of implementing the waterfront strategy.

- 2014: Projects include the retrofit of the infrastructure at McDonald Beach and the No. 2 Road Pier
 - 2016: Projects include the design and site preparation of the West Dyke Foreshore. The plan is to acquire and develop these significant properties adjacent to the existing west dyke trail
 - 2017: Projects include new infrastructure, new amenities and new programs along the waterfront.
- **Cambie Mueller Park Phases 2 to 5** - \$3,000,000 for the years 2014-2017

2014	2015	2016	2017
\$750K	\$750K	\$750K	\$750K

- 2014: Phase two will include plaza space, a children's play area, the intermittent stream, tree planting and landscaping
 - 2015: Phase three will include a plaza water feature, site lighting, tree planting and landscaping
 - 2016: Phase four will include a stage, washroom and storage, services and utilities, tree planting and landscaping
 - 2017: Phase five will include tree planting and landscaping
- **Lang Park Redevelopment - Park Characterization** - \$400,000 for the 2014

Lang Park is well used by numerous people, however there are several improvements are required to ensure residents can continue to use and enjoy the park.

For 2014, the scope of work will include:

- A consultation process that engages nearby residents, Lang Centre staff and program participants in workshops to identify priorities.
- Develop preliminary design ideas and cost estimates for review and discussion.
- Develop construction documentation and cost estimates.
- Finalize design and cost estimates for Council review.

• **Tait Elementary School – Community Amenity Space** - \$50,000 for the 2014

In order to address the lack of community facilities in the area, the developer has worked together with Planning and Parks, Recreation and Culture Services to address the needs of residents in the area.

• **Tree Planting** - \$200,000 for the years 2014-2017

2014	2015	2016	2017
\$50K	\$50K	\$50K	\$50K

This program will allow for the planting of trees in various sites within the City and providing a tree inventory for the City Nursery. Projects are both community and opportunity driven.

This is an ongoing program to plant trees and provide tree stewardship throughout the City in parks and open spaces, street medians natural areas, right-of-ways, along trails, and other public properties.

• **Characterization – Neighbourhood Parks** - \$400,000 for the years 2014-2017

2014	2015	2016	2017
\$100K	\$100K	\$100K	\$100K

The purpose of this program is to strengthen the overall function and character of existing neighbourhood parks within the City's Park and Open Space system. Designs are prepared and implemented in response to Community driven requests and concerns. The preliminary projects include:

- 2014 - McCallan Neighbourhood, Kartner/Fedoruk Neighbourhood Park.
- 2015 - Odlin Neighbourhood Park, Hamilton Neighbourhood Park.
- 2016 - Wowk Neighbourhood Park, Talmey Neighbourhood Park.
- 2017 – Ferris School/Neighbourhood Park, Terra Nova Neighbourhood Park.

• **Trails** - \$550,000 for the years 2014-2017

2014	2015	2016	2017
\$100K	\$100K	\$100K	\$250K

This ongoing program provides the implementation of Trails development around the City which connects people and places through a variety of creative design and construction practices. The Richmond Trail System is exceedingly popular year round. Each year the existing trails have either been upgraded or new trails have been constructed in keeping with the overall goal of creating a continuous trail system around the island. The preliminary projects include:

- 2014: A retrofit of the Steveston/South Dyke trails and connections
- 2015: Continuation of the trail development at the Steveston/South Dyke area to include signage and way finding.
- 2016: South Dyke area - The development of a preliminary trail through a 14 acre natural area acquired by the City in the early 2000's at the foot of Garden City Road. This will connect to the popular Steveston/South Dyke greenways.
- 2017: Preliminary project will see connections to the No. 9 Road/Graybar Road waterfront area
- **City Centre Urban Park – Phase 1 - \$150,000 for 2017**

Development of a new Urban Park in the City Centre located at 7300 Elmbridge Way. Construction would include soft and hard landscapes such as trees, passive green space, a concrete plaza, and benches. The project has the potential for development contributions depending on the selected site location.

Phase 1 will include demolition, site clean-up and preparation, perimeter drainage, grading, seeding and landscaping

- **Advanced Planning - \$1,450,000 for the years 2013-2017**

2013	2014	2015	2016	2017
\$400K	\$300K	\$250K	\$250K	\$250K

This annual program is to provide a source for ongoing planning, research, project management, and construction detailing of both immediate and future projects either in park construction or strategic open space planning. This program allows the City's Parks & Recreation Department to be prepared and efficient in managing the following capital construction years.

5. General Parks - \$1,400,000 for the years 2013-2017

2013	2014	2015	2016	2017
\$400K	\$250K	\$250K	\$250K	\$250K

This ongoing program addresses special opportunities, emergency requests, and safety driven concerns towards the ongoing improvements, repairs, and replacements of various park amenities and facilities that are not part of any larger park program. These funds are primarily used for unforeseen requests and preparation required for general development and allows the City flexibility and the ability to be responsive to Council and the public in a timely fashion.

This program includes a variety of construction, fabrication, and installation of Park components that includes building of community gardens, landscaping, pathways, benches, picnic tables, fencing, sports field upgrades, drainage & irrigation, gathering areas, signage and way-finding, etc.

6. Parkland Acquisition - \$12,500,000 for the years 2014-2017

2014	2015	2016	2017
\$3.5M	\$3.5M	\$3.5M	\$2.0M

The purpose of the Parkland Acquisition program is to acquire land for park requirements to address development and population growth. The program is based on the City's population projections as per the OCP with the objective of maintaining the parks provision standard of 7.66 acres/1000 population. The program is funded through Parkland Acquisition Developer Cost Charges (DCC's) and is guided by the Council approved 2009 Park Land Acquisition Strategy which provides the criteria for evaluating proposed acquisitions.

7. Playground Replacement – \$700,000 for the years 2014-2017

2014	2015	2016	2017
\$100K	\$200K	\$200K	\$200K

This program addresses safety issues for playgrounds located within the City's network of park and open space sites. Work will focus on fixing or replacing individual components of play equipment, removing or replacing outdated equipment, and/or upgrading the surfaces under play equipment. The preliminary projects include:

- 2014: McCallan Road ROW Neighbourhood Park, Kartner/Fedoruk Neighbourhood Park.
- 2015: Odlin Neighbourhood Park, Hamilton Neighbourhood Park.
- 2016: Wowk Neighbourhood Park, Talmey Neighbourhood Park.
- 2017: Garden City School Park, Dover Park.

8. Infrastructure Replacement – \$400,000 for the years 2014-2017

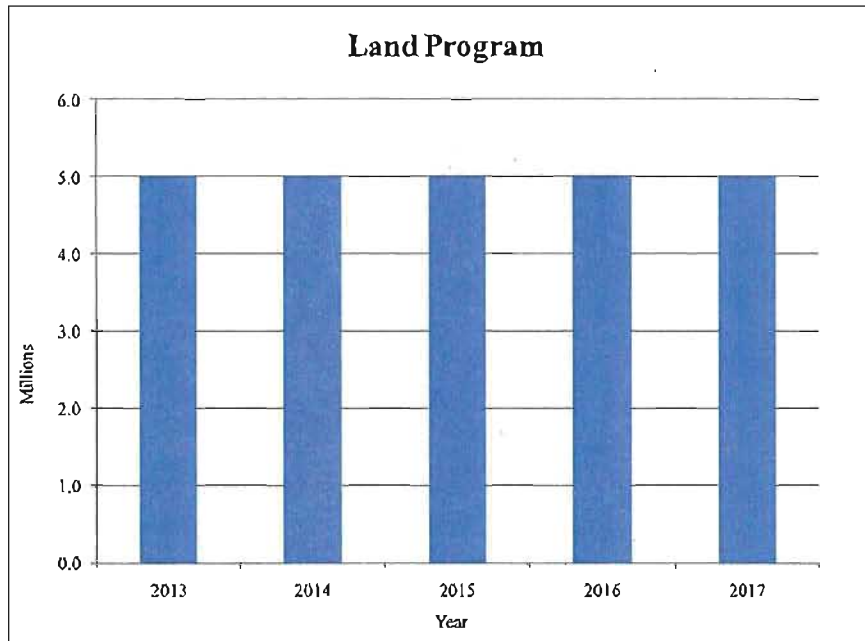
2014	2015	2016	2017
\$100K	\$100K	\$100K	\$100K

This program consists of a multi-year phased approach to replace failed hard surfaces, and parks and open space infrastructure. These include outdoor tennis, basketball, lacrosse, hockey courts, fencing, backstops, sports lighting fixtures, etc. and other amenities that cannot be funded through Parks DCCs. The preliminary projects include:

- 2014 – Brighthouse lacrosse/hockey court.
- 2015 – Minoru grandstand, spotlighting and backstop.
- 2016 – London Landing Pier (No. 2 Rd).
- 2017 – Steveston and Hugh Boyd baseball diamond backstops.

iv) Land Program 2013-2017

The land acquisition program relates to the acquisition and disposition of real property for the City, as approved by Council, for a variety of Council approved acquisitions.



2013 Approved Land Program

Year	Project Name	Total Investment	Item	Pg. No.
2013	Strategic Land Acquisition	\$ 5,000,000	1	72
Total 2013 Internal Transfers		\$ 5,000,000		

Total 2013-2017 Recommended Land Program

Year	Project Name	Total Investment	Item	Item
2014	Strategic Land Acquisition	\$ 5,000,000	1	72
2015	Strategic Land Acquisition	5,000,000	1	72
2016	Strategic Land Acquisition	5,000,000	1	72
2017	Strategic Land Acquisition	5,000,000	1	72
Total 2013-2017 Internal Transfers		\$ 25,000,000		

1. Land Acquisition \$25,000,000 for the years 2013-2017

2013	2014	2015	2016	2017
\$5.0M	\$5.0M	\$5.0M	\$5.0M	\$5.0M

The majority of funding for the land acquisition program comes from the proceeds on sale of existing City owned property.

v) Affordable Housing Program 2013-2017

Affordable Housing is responsible for coordinating the implementation of the Richmond Affordable Housing Strategy. This Strategy was adopted in 2007 and contains recommendations, policies, directions, priorities, definitions and annual targets for affordable housing in the City. The City is working with other levels of government, the non-profit sector, the private sector, local groups and the community in pursuit of the Strategy's goals.



2013 Approved Affordable Housing Program

Year	Project Name	Total Investment	Item	Pg. No
2013	Affordable Housing Projects- City Wide Development	\$ 750,000	1	74
Total 2013 Affordable Housing		\$ 750,000		

2014 – 2017 Recommended Affordable Housing Program

Year	Project Name	Total Investment	Item	Pg. No
2014	Affordable Housing Projects- City Wide	\$ 750,000	1	74
2014	Affordable Housing Projects- West Cambie	225,000	1	74
Total 2014 Affordable Housing		\$ 975,000		
2015	Affordable Housing Projects- City Wide	\$ 750,000	1	74
2015	Affordable Housing Projects- West Cambie	225,000	1	74
Total 2015 Affordable Housing		\$ 975,000		
2016	Affordable Housing Projects- City Wide	\$ 750,000	1	74
2016	Affordable Housing Projects- West Cambie	225,000	1	74
Total 2016 Affordable Housing		\$ 975,000		
2017	Affordable Housing Projects- City Wide	\$ 750,000	1	74
2017	Affordable Housing Projects- West Cambie	225,000	1	74
Total 2017 Affordable Housing		\$ 975,000		
Total 2013-2017 Affordable Housing		\$ 4,650,000		

1. Affordable Housing \$4,650,000 for the years 2013-2017

2013	2014	2015	2016	2017
\$750K	\$975K	\$975K	\$975K	\$975K

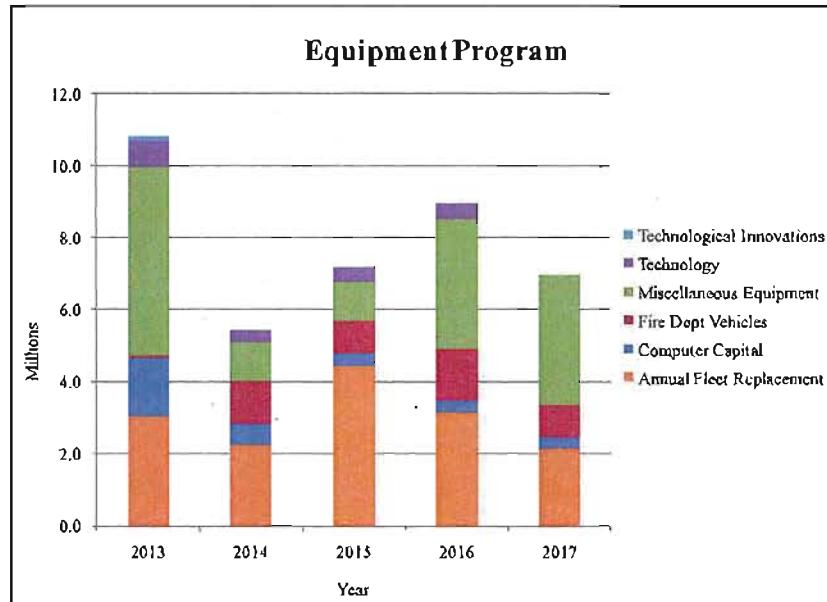
This funding is for the development of affordable housing which helps to ensure that Richmond is liveable and appealing. By investing in strategic land acquisition and related affordable housing development, the City will be able to effectively implement its Affordable Housing Strategy, and contribute to being a well-managed city.

The timing of the projects is dependent upon land acquisition opportunities as they arise and the receipt of affordable housing development proposals. Any expenditures are subject to Council approval.

Development activity funds the Affordable Housing Reserve Fund.

vi) Equipment Program 2013-2017

The equipment program includes machinery and vehicles for Public Works and Fire Rescue Services, computer hardware, software, library collections, and other miscellaneous equipment.



2013 Approved Equipment Program

Year	Project Name	Total Investment	Item	Pg. No.
2013	Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet)	\$ 3,055,300	3	77
2013	Energy Management - 2013 Projects	483,500	7	80
2013	Energy Management - Infrastructure Energy Efficiency Upgrade	150,000	7	80
2013	Annual Existing Operational Desktop Computer Hardware	330,000	6	79
2013	Council Chambers Audio Visual Equipment Replacement	397,200	6	78
2013	Existing Operational Computer Services Infrastructure	23,439	6	78
2013	Fibre Optic Cabling to City Facilities- Phase 8	200,000	6	78
2013	ICT Infrastructure Replacement - Mandatory	370,600	6	78
2013	Museum Collections Management System	100,000	6	79
2013	PeopleSoft Financials 9.2 Technical Upgrade	142,000	6	78
2013	Phone Set Upgrades	134,000	6	78
2013	Tempest - Municipal Ticketing Module	75,000	6	79
2013	Tempest - Dog Licensing Module	55,000	6	79
2013	Fire Vehicle Replacement Reserve Purchases	83,649	5	77
2013	Annual Library Book Purchases	1,100,500	4	77
2013	Chinese Language Library Books	100,000	8	81
2013	Fire Equipment Replacement	318,182	5	77
2013	Fire Replacement Equipment Purchases	120,000	5	77
2013	Food Scraps/Organics Recycling Program Expansion	3,250,000	2	76
2013	Parking Meter Replacement (Pay-Station)	328,750	1	76
Total 2013 Equipment		\$ 10,817,120		

2014-2017 Recommended Equipment Program

Year	Project Name	Total Investment	Item	Item
2014	Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet)	\$ 2,230,000	3	77
2014	Energy Management - Energy Audits and Building Optimization	350,000	7	80
2014	Existing Operational Computer Services Infrastructure	17,489	6	78
2014	Existing Operational Desktop Computer Hardware Funding	330,000	6	79
2014	Fibre Optic Cabling to City Facilities- Phase 9	100,000	6	78
2014	Richmond Fire I Mobiles	150,000	5	77
2014	Fire Equipment Replacement	318,182	5	77
2014	Fire Vehicle Replacement Reserve Purchases	855,225	5	77
2014	Library Book Purchases	1,100,500	4	77
Total 2014 Equipment		\$ 5,451,396		
2015	Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet)	\$ 4,450,200	3	77
2015	Energy Management - Energy Audits and Building Optimization	400,000	7	80
2015	Existing Operational Computer Services Infrastructure	10,850	6	78
2015	Existing Operational Desktop Computer Hardware Funding	330,000	6	79
2015	Fire Equipment Replacement	16,396	5	77
2015	Fire Vehicle Replacement Reserve Purchases	874,167	5	77
2015	Library Book Purchases	1,100,500	4	77
Total 2015 Equipment		\$ 7,182,113		
2016	Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet)	\$ 3,148,976	3	77
2016	Energy Management - Energy Audits and Building Optimization	450,000	7	80
2016	Existing Operational Desktop Computer Hardware Funding	330,000	6	79
2016	Fire Equipment Replacement	16,765	5	77
2016	Fire Vehicle Replacement Reserve Purchases	1,414,767	5	77
2016	Alexandra District Energy Utility Expansion	2,500,000	7	81
2016	Library Book Purchases	1,100,500	4	77
Total 2016 Equipment		\$ 8,961,008		
2017	Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet)	\$ 2,130,120	3	77
2017	Existing Operational Desktop Computer Hardware Funding	330,000	6	79
2017	Fire Vehicle Replacement Reserve Purchase	891,956	5	77
2017	Alexandra District Energy Utility Expansion	2,500,000	7	81
2017	Library Book Purchases	1,100,500	4	77
Total 2017 Equipment		\$ 6,952,576		
Total 2013-2017 Equipment		\$ 39,364,214		

Highlights of the 2013 – 2017 Equipment program include:

1. Food Scraps/Organics Recycling Program Expansion – \$3,250,000 for 2013

This program will add a new level of service for food scraps and organics collection services using City-provided wheeled carts for all multi-family town-home residents currently receiving the City's blue box and/or garbage collection services. The City will provide wheeled carts to all residents in single-family households for the storage and weekly collection of food scraps and organic materials and provide kitchen containers for the temporary storage of food scraps/organics.

2. Parking Pay Station – Replacement - \$328,750 for 2013

This is the second year of a two year program to replace the City's full complement of pay stations (43), which are at the end of their useful life.

3. Public Works and Corporate Fleet \$15,041,596 for the years 2013-2017

2013	2014	2015	2016	2017
\$3.06M	\$2.23M	\$4.45M	\$3.15M	\$2.13M

Items in the identified scope require replacement due to vehicles reaching the end of their life cycle and increasing maintenance costs associated with their current condition. Vehicles/equipment which present safety concerns are also included in the scope.

- 2013 – 44 units. Notable: tandem dump, community bus, sweeper, grader and backhoe.
- 2014 – 44 units. Notable: dump crane, workhorse vans, cargo vans and pickups.
- 2015 – 90 units. Notable: tandem dump, workhorse vans, community bus, crane truck.
- 2016 – 48 units. Notable: flusher, generator, vactor, crane truck, dump truck, shredder
- 2017 – 46 units. Notable: 2 backhoes, tag trailer, single axle dump.

4. Library Book Purchases \$5,502,500 for the years 2013-2017

2013	2014	2015	2016	2017
\$1.10M	\$1.10M	\$1.10M	\$1.10M	\$1.10M

This project entails the purchasing, cataloguing and processing of books, DVDs, and CDs to get them shelf ready for customers to take it out.

5. Fire Rescue \$5,059,289 for the years 2013-2017

2013	2014	2015	2016	2017
\$522K	\$1.32M	\$891K	\$1.43M	\$892K

- 2013 – Replacement of Battalion Command vehicle, self contained breathing apparatus (SCBA) equipment, fire fighting hose, water rescue dry-suits and hydraulic hoses for auto extrication equipment.
- 2014 – Replacement of Pumper, fire fighting hose and SCBA equipment.
- 2015 – Replacement of Pumper and fire fighting hose.
- 2016 – Replacement of 1 emergency vehicle and 2 fire prevention vehicles and fire fighting hose.
- 2017 – Replacement of Pumper.

6. Information Technology \$3,045,579 for the years 2013-2017

2013	2014	2015	2016	2017
\$1.60M	\$447K	\$341K	\$330M	\$330M

- **PeopleSoft Financials 9.2 Technical Upgrade** – \$142,000 for 2013

Upgrade of General Ledger, Project Costing, Accounts Payables, Accounts Receivables, Billing, Purchasing, Inventory, and Asset Management modules from 9.0 to 9.2

- **Council Chambers Audio Visual Equipment Replacement** – \$397,200 for 2013

The existing audio visual equipment in Council Chambers was installed in 2000 and is currently past its useful life. This project will replace the existing equipment with equipment that will allow the City to take advantage of advances in A/V technologies and enable the City to provide new services such as the video streaming Council Meetings over the internet.

- **Telephone Set Upgrades** - \$134,000 for 2013

Existing digital telephone sets at City Hall are over 12 years old. Many are failing, and cannot be replaced as they are obsolete. This request is for replacement VoIP phone sets that use newer network technology.

- **Fibre Optic Cabling to City Facilities** - \$300,000 for the years 2013-2014

2013	2014
\$200K	\$100K

- 2013 – Replace the Telus fibre that currently runs to the Nature Park, Cambie and Britannia with city-owned fibre.
- 2014 – Replace the Telus fibre that currently runs to the Watermania and Richmond Ice Centre with city-owned fibre.

- **ICT Infrastructure** – \$370,600 for 2013

This program funds the replacement/upgrading of existing City computer infrastructure.

- **Existing Operational Computer Services Infrastructure** – \$51,779 for the years 2013-2015

2013	2014	2015
\$23K	\$17K	\$11K

This program funds the leases for the existing operational computer infrastructure and funds replacement for obsolescent equipment

- **Existing Operational Desktop Computer Hardware Funding - \$1,650,000 for the years 2013-2017**

2013	2014	2015	2016	2017
\$330K	\$330K	\$330K	\$330K	\$330k

This program funds the continuous replacement cycle of the existing City desktop computer hardware.

- **Museum Collections Management System – \$100,000 for 2013**

Implementation of a new Museum Collections Management System to consolidate the cultural assets for Richmond Museum, Art Gallery, Steveston Museum, Britannia Heritage Shipyard, London Heritage Farm and the Media Lab. The system provides intake of donations, cataloguing artifacts, loaning artifacts, creating exhibitions, insurance tracking, collection valuation and online presentation for the public (eMuseum).

- **Tempest Municipal Ticketing Module – \$75,000 for 2013**

Tempest Municipal Ticketing allows staff to manage the entire process from ticket issuance through collection and, if required, adjudication and/or prosecution. Tickets for all bylaw related fines are supported including bylaw type infractions, parking offences and false alarms. Tickets can be issued, recorded and paid in real-time quickly and conveniently via Tempest's web-enabled electronic commerce solution.

- **Tempest Dog Licensing Module and eCommerce functionality – \$55,000 for 2013**

Tempest Dog Licensing module allows staff to track dog licenses, owner information and allows for payment tracking, license generation and year end renewal of licenses. Key benefits allow for customers to renew their own dog licenses online, improved customer service by allowing multiple dogs per account and ability to issue tags directly once payment is made. Also integrates fully with Tempest Land module.

7. **Energy Management \$6,833,500 for the years 2013-2017**

2013	2014	2015	2016	2017
\$634K	\$350K	\$400K	\$2.95M	\$2.50M

- **Energy Management - Infrastructure Energy Efficiency Upgrade Funding – \$150,000 for 2013**

This project will provide general funding to support the increased energy efficiency upgrades to a building's energy using systems during project development. Projects will be chosen that are aligned with the work already being carried out by Project Development, and the highest priority will be given to the projects with the strongest business cases.

- **Energy Management - 2013 Projects – \$483,500 for 2013**

2013 projects include:

- Gateway Theatre – coupling replacement.
 - Building Envelope Sealing at City Hall, Cultural Centre, Gateway, and Richmond Ice Centre to reduce energy loss through conditioned air leakage.
 - Richmond Ice Centre – brine pump insulation to reduce brine pump energy use through reduced run-time.
 - Works Yards – ventilation and air-conditioning.
 - Lighting Retrofits – three to five lighting retrofit and upgrade projects at existing infrastructure and facilities, which will provide strong energy efficiency gains.
 - Advanced Energy Management Pre-Design Assessments – five to eight pre-design assessments for energy management projects, in order to ensure that potential energy management projects are well developed and designed.
- **Energy Management - Energy Audits and Building Optimization - \$1,200,000 for the years 2014-2016**

2014	2015	2016
\$350K	\$400K	\$450K

The purpose of this program is to reduce the energy used at City assets, through optimization of existing systems or incorporation of new technologies. This will involve conducting detailed energy audits at five selected City assets, each year, and implementing the recommended improvements that provide the best energy performance, maximizes the reduction of GHG emissions, and which can deliver the best return on investment.

- **Alexandra District Energy Utility Expansion** – \$2,500,000 for the years 2016-2017

2016	2017
\$2.5M	\$2.5M

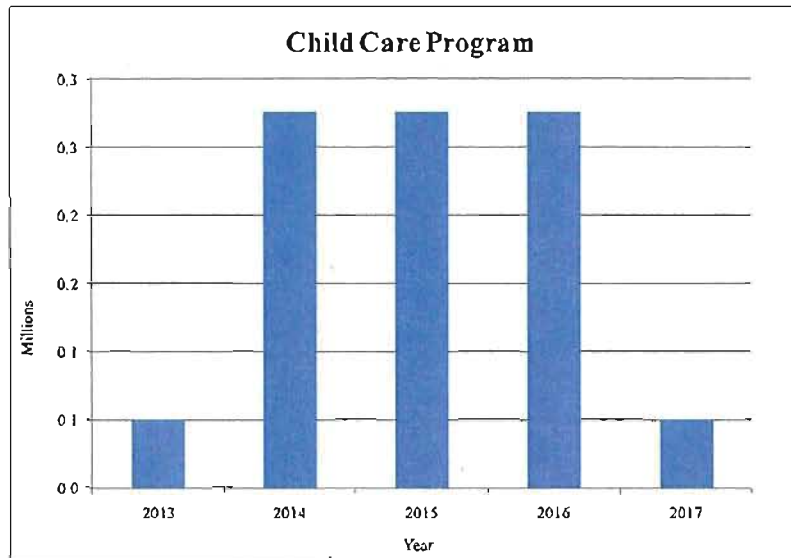
Expand the energy capacity and distribution network of the existing ADEU to meet the needs of development in the service area. As the developments in the area occur, additional boilers, fluid coolers and/or renewable energy sources, as well as the distribution piping will have to be supplied and installed to service these new developments. More detailed scope of work and timeframe will be available year or two prior to expense needed.

8. Chinese Language Library Books – \$100,000 for 2013

This program will fund the inventorying and preparation of donated materials into the Library's regular collection

vii) Child Care Program 2013-2017

To address child care need, the City will plan, partner and, as resources and budgets become available, support a range of quality, affordable child care including facilities and spaces.



2013 Approved Child Care Program

Year	Project Name	Total Investment	Item	Pg. No.
2013	Child Care Projects- City Wide	\$ 50,000	1	83
2013	Hamilton Child Care Facility (OBI)	1		
2013	West Cambie Child Care Facility (OBI)	1		
2013	West Cambie Child Care Facility (OBI)	1		
Total 2013 Child Care		\$ 50,003		

2014-2017 Recommended Child Care Program

Year	Project Name	Total Investment	Item	Pg. No.
2014	Bridgeport- Child Care Facility (OBI)	\$ 1		
2014	Child Care Projects- City Wide	50,000	1	83
2014	Hamilton Child Care Facility (OBI)	1		
2014	The Gardens- Child Care Facility (OBI)	1		
2014	West Cambie Child Care Facility	225,000	2	83
Total 2014 Child Care		\$ 275,003		
2015	Bridgeport- Child Care Facility (OBI)	\$ 1		
2015	Child Care Projects- City Wide	50,000	1	83
2015	Hamilton Child Care Facility (OBI)	1		
2015	River Green- Child Care Facility (OBI)	1		
2015	West Cambie Child Care Facility	225,000	2	83
Total 2015 Child Care		\$ 275,003		
2016	Bridgeport- Child Care Facility (OBI)	\$ 1		
2016	Child Care Projects- City Wide	50,000	1	83
2016	Hamilton Child Care Facility (OBI)	1		
2016	River Green- Child Care Facility (OBI)	1		
2016	West Cambie Child Care Facility	225,000	2	83
Total 2016 Child Care		\$ 275,003		
2017	Child Care Projects- City Wide	\$ 50,000	1	83
Total 2013-2017 Child Care		\$ 1,750,021		

1. City Wide Child Care Facility – \$250,000 for the years 2013-2017

2013	2014	2015	2016	2017
\$50K	\$50K	\$50K	\$50K	\$50K

The City is committed to facilitating the establishment of quality child care facilities in Richmond (e.g. furnishings and equipment and playground improvements/equipment). This funding request will help ensure sufficient funding is available to administer the City's Child Care grant program.

2. West Cambie Child Care Facility – \$675,000 for years 2014-2016

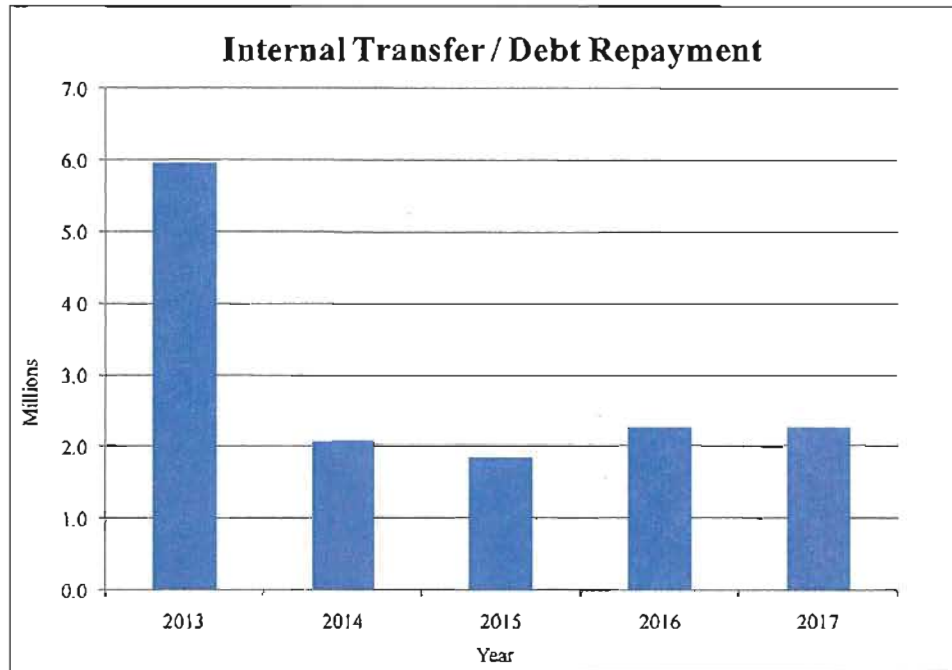
2014	2015	2016
\$225k	\$225k	\$225k

The purpose of this request is to transfer funds from the West Cambie Child Care Reserve Fund to Projects, thereby enabling the City to respond when opportunities arise for development of child care facilities in West Cambie (e.g. contributing to land acquisition costs, construction costs, or related expenses). This will ensure that sufficient

funding is available for the re-payment of the West Cambie Inter-fund transfer to cover the City's financial contribution towards the development of the child care in the Remy development.

viii) Internal Transfers/Debt Program 2013-2017

The internal transfers/debt program relates to the use of capital funding for items that do not result in tangible capital assets. This includes: the repayment of capital funds borrowed from other internal sources of funding, external debt repayment and transfers to the operating budget for items that do not meet the asset capitalization criteria.



2013 Approved Internal Transfer/Debt Program

Year	Project Name	Total Investment	Item	Pg. No.
2013	Parkland Acquisition	\$ 4,500,000	2	86
2013	River Rd/North Loop (2005) Repayment	100,000	2	87
2013	Shovel - Ready Grant (2009) Repayment	77,263	2	87
2013	T1368/1369 - No. 2 Road Bridge	1,280,300	1	86
Total 2013 Internal Transfers		\$ 5,957,563		

2014-2017 Recommended Internal Transfer/Debt Program

Year	Project Name	Total Investment	Item	Pg. No.
2014	Nelson Rd Interchange Repayment	\$ 385,098	2	87
2014	Oval Precinct Public Art Program	500,000	3	88
2014	Public Art Program	100,000	3	87
2014	River Rd/North Loop (2005) Repayment	1,000,000	2	86
2014	Shovel - Ready Grant (2009) Repayment	77,263	2	87
Total 2014 Internal Transfers		\$ 2,062,361		
2015	Nelson Rd Interchange Repayment	\$ 385,098	2	87
2015	Oval Precinct Public Art Program	278,000	3	88
2015	Public Art Program	100,000	3	87
2015	River Rd/North Loop (2005) Repayment	1,000,000	2	86
2015	Shovel - Ready Grant (2009) Repayment	77,263	2	87
Total 2015 Internal Transfers		\$ 1,840,361		
2016	Nelson Rd Interchange Repayment	\$ 385,098	2	87
2016	Public Art Program	100,000	3	87
2016	River Rd/North Loop (2005) Repayment	1,685,056	2	86
2016	Shovel - Ready Grant (2009) Repayment	77,263	2	87
Total 2016 Internal Transfers		\$ 2,247,417		
2017	Nelson Rd Interchange Repayment	\$ 385,098	2	87
2017	Public Art Program	100,000	3	87
2017	River Rd/North Loop (2005) Repayment	1,685,056	2	86
2017	Shovel - Ready Grant (2009) Repayment	77,263	2	87
Total 2017 Internal Transfers		\$ 2,247,417		
Total 2013-2017 Internal Transfers		\$ 14,355,119		

1. Debt Repayment \$1,280,000 for 2013

In 1994, \$17.6M of external debt was undertaken to finance the construction of the No. 2 Rd Bridge. This amount is being repaid over 20 years with the final payment in 2013.

2. Internal Repayment \$12,096,819 for the years 2013-2017

2013	2014	2015	2016	2017
\$4.68M	\$1.56M	\$1.56M	\$2.15M	\$2.15M

- **Parkland Acquisition - \$4,500,000 for 2013**

Repay the Industrial Use Reserve from City Wide Parkland Acquisition DCC funds for parkland acquired through the Strategic Land Acquisition projects.

- **River Rd/North Loop Repayment** - \$5,470, 112 for the years 2013-2017

2013	2014	2015	2016	2017
\$0.1M	\$1.00M	\$1.00M	\$1.69M	\$1.69M

In 2005, \$18M was borrowed from surplus for the acquisition of the CP rail land between No 2 and No 3 Rd and for the re-alignment of River Rd This amount is to be repaid from the Road DCCs to surplus over 19 years with the final year being 2024.

- **Lansdowne Rd Extension Repayment** - \$386,315 for the years 2013-2017

2013	2014	2015	2016	2017
\$ 77K	\$ 77K	\$ 77K	\$ 77K	\$ 77K

In 2009, \$626,666 was borrowed from the Water Utility Reserve in order to secure \$1,333,334 in grant funding for the Lansdowne Rd Extension – Hollybridge to Gilbert. This amount is to be repaid from the Road DCCs to the Water Utility Reserve over 10 years ending in 2019.

- **Nelson Rd Interchange Repayment** - \$1,540,392 for the years 2014-2017

2014	2015	2016	2017
\$385K	\$385K	\$385K	\$385K

In 2010 an amount of \$2.13M was borrowed from surplus to fund the Highway 91 - Nelson Road Interchange project. This amount is to be repaid from Road DCCs over 8 years beginning in 2014 and ending in 2021.

3. **Non Tangible Capital Asset \$1,961,398 for the years 2013-2017**

These amounts represent items that are funded through the capital budget but that do not create assets that meet the capitalization criteria for accounting purposes. These amounts are transferred to the operating budget to match the expenses.

- **Public Art Program** - \$400,000 for the years 2013-2017

2014	2015	2016	2017
\$100K	\$100K	\$100K	\$100K

The following are proposed projects: City streets, parks and buildings, Community public art projects, Community education and promotion of the public art program, collaboration on educational opportunities with the Richmond Art Gallery, Media Lab, Cultural Centre and Richmond Museum, pursuing

community public art partnerships, and prepare public art opportunities as part of major City initiatives.

Public Art Reserve is funded through development activity. Timing of the projects is dependent upon the timing of the development projects.

- **Oval Precinct Public Art Program** - \$778,000 for the years 2014-2015

2014	2015
\$500K	\$278K

Council approved the Oval Precinct and Surrounding Area Public Art Plan in May 2006. Funding was received to develop the projects in phase 1, 2 and 3. Council endorsed the implementation of projects identified in the Richmond Oval Precinct Art Plan 2008 Update.

Phase 4 consists of 3 additional opportunities identified in the Oval Precinct Public Art Plan. The second of these opportunities is proposed for 2014, with additional request in 2014 and 2015 to complete the Oval Precinct Public Art Plan.

CITY OF RICHMOND
5 YEAR CAPITAL FUNDING SOURCES
(2013 – 2017)
(In \$000's)

	2013	2014	2015	2016	2017
<u>DCC Reserves</u>					
Drainage	\$2,918	\$1,344	\$644	\$97	\$4,199
Parks Acquisition	4,232	3,292	3,292	3,292	1,881
Parks Development	3,825	3,104	2,822	2,115	2,085
Roads	7,925	4,349	4,798	3,237	3,237
Sanitary Sewer	238	1,420	1,420	1,310	1,350
Water	987	1,650	590	1,380	1,750
Total DCC Reserves	\$20,125	\$15,159	\$13,566	\$11,431	\$14,502
<u>Reserves and Other Sources</u>					
<u>Statutory Reserves</u>					
Affordable Housing Reserve Fund	750	975	975	975	975
Capital Building and Infrastructure Reserve Fund	0	500	0	0	0
Capital Reserve Fund	9,751	12,590	10,780	10,099	9,857
Child Care Development Reserve Fund	50	275	275	275	50
Drainage Improvement Reserve Fund	4,791	6,743	4,172	7,071	9,936
Equipment Replacement Reserve Fund	2,423	3,216	4,022	4,280	2,777
Leisure Facilities Reserve Fund	0	50	0	0	0
Neighbourhood Improvement Reserve Fund	0	17	0	0	0
Public Art Program Reserve Fund	257	100	100	100	100
Sanitary Sewer Reserve Fund	4,048	4,015	3,235	5,585	2,975
Waterfront Improvement Reserve Fund	0	250	0	250	0
Watermain Replacement Reserve Fund	7,500	5,655	6,815	8,065	8,255
Total Reserves	\$29,570	\$34,386	\$30,374	\$36,700	\$34,925
<u>Other Sources</u>					
Appropriated Surplus	13,029	3,619	3,619	3,619	3,289
Enterprise	812	350	400	450	0
Utility Levy	1,153	305	1,329	301	575
Library Provision	1,101	1,101	1,101	1,101	1,101
Water Metering Provision	1,600	1,600	1,600	1,600	1,600
Grant, Developer and Comm. Contributions	4,378	650	170	195	195
Total Other Sources	\$22,073	\$7,625	\$8,219	\$7,266	\$6,760
TOTAL CAPITAL FUNDING	\$71,768	\$57,170	\$52,159	\$55,397	\$56,187

**City of Richmond
2013-2017 Financial Plan
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%.
- 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 tax rate.

Table 1:

Revenue Source	% of Total Revenue*
Property Taxes	67.5%
User Fees & Charges	9.1%
Investment Income	6.7%
Grants in Lieu of Taxes	5.0%
Gaming Revenue	4.7%
Grants	1.8%
Other Sources	5.2%
Total	100.0%

**Total Revenue consists of general revenues*

Table 1 shows the proportion of total general revenue proposed to be raised from each funding source in 2013.

Distribution of Property Taxes

Table 2 provides the estimated 2013 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.
- Continue economic development initiatives to attract businesses to the City of Richmond.

Table 2: (based on the 2013 Completed Roll figures)

Property Class	% of Tax Burden
Residential (1)	53.9%
Business (6)	35.8%
Light Industry (5)	8.6%
Others (2,4,8 & 9)	1.7%
Total	100.0%

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.



	Adopted by Council: September 22 nd , 2003	Policy 3707
File Ref: 0970-03-01	Long Term Financial Management Strategy	

Policy 3707:

It is Council Policy that:

1. Tax Revenue

Tax increases will be at Vancouver's CPI rate (to maintain current programs and maintain existing infrastructure at the same level of service) plus 1.0 % towards infrastructure replacement needs.

2. Gaming Revenue

Gaming revenues will go directly to the capital reserves, the grants program and a community legacy project reserve.

3. Alternative Revenues & Economic Development

Any increases in alternative revenues and economic development beyond all the financial strategy targets can be utilized for increased levels of service or to reduce the tax rate.

4. Changes to Senior Government Service Delivery

Any additional costs imposed on the City as a result of mandatory senior government policy changes should be identified and added to that particular year's taxes above and beyond the CPI and infrastructure percentage contribution.

5. Capital Plan

Ensure that long term capital funding for infrastructure (e.g. parks, trails, facilities, roads etc.) is in place in order to maintain community liveability and generate economic development.

6. Cost Containment

Staff increases should be achieved administratively through existing departmental budgets, and no pre-approvals for additional programs or staff beyond existing budgets should be given, and that a continuous review be undertaken of the relevancy of the existing operating and capital costs to ensure that the services, programs and projects delivered continue to be the most effective means of achieving the desired outcomes of the City's vision.



	Adopted by Council: September 22 nd , 2003	Policy 3707
File Ref: 0970-03-01	Long Term Financial Management Strategy	

7. Efficiencies & Service Level Reductions

Savings due to efficiencies or service level reductions identified in the strategy targets should be transferred to the capital reserves. Any savings due to efficiencies beyond the overall strategy targets can be utilized to reduce the tax rate or for increased levels of service.

8. Land Management

Sufficient proceeds from the sales of City land assets will be used to replenish or re-finance the City's land inventory. Any funds in excess of such proceeds may be used as directed by Council.

9. Administrative

As part of the annual budget process the following shall be undertaken:

all user fees will be automatically increased by CPI;
the financial model will be used and updated with current information, and
the budget will be presented in a manner that will highlight the financial strategy targets and indicate how the budget meets or exceed them.

10. Debt Management

Utilize a "pay as you go" approach rather than borrowing for financing infrastructure replacement.



CITY OF RICHMOND

5 YEAR FINANCIAL PLAN (2013-2017)

BYLAW NO. 8990

EFFECTIVE DATE – February 25, 2013



City of
Richmond

Bylaw 8990

5 Year Financial Plan (2013-2017)

The Council of the City of Richmond enacts as follows:

1. Schedule "A", Schedule "B", Schedule "C" which are attached and form part of this bylaw, are adopted as the 5 Year Financial Plan (2013-2017)
2. 5 Year Financial Plan (2012 - 2016) Bylaw 8867 and all associated amendments are repealed.
3. This Bylaw is cited as "**5 Year Financial Plan (2013-2017) Bylaw 8990**".

FIRST READING

SECOND READING

THIRD READING

ADOPTED

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

MAYOR

CORPORATE OFFICER

CITY OF RICHMOND
5 YEAR FINANCIAL PLAN (2013-2017)
(In \$000's)

	2013	2014	2015	2016	2017
Revenues					
Property Taxes	174,825	181,481	188,176	194,641	201,023
Transfer from Capital Equity	43,185	43,085	43,161	43,539	44,819
Utilities	90,940	97,101	103,095	108,625	113,876
Transfer from Capital Equity	6,621	6,504	6,387	6,310	6,219
Fees and Charges	26,738	27,080	27,479	27,889	28,311
Investment Income	16,199	16,280	16,361	16,443	16,525
Grant-in-lieu	13,199	13,199	13,199	13,199	13,199
Gaming Revenue	12,364	12,394	12,436	12,475	12,516
Grants	4,556	4,556	4,556	4,556	4,556
Penalties and Interest on Taxes	990	1,010	1,030	1,051	1,072
Miscellaneous Fiscal Earnings	25,191	22,286	22,224	22,568	23,023
Capital Plan					
Transfer from DCC Reserve	20,125	15,159	13,566	11,431	14,501
Transfer from Other Funds and Reserves	47,265	41,362	38,424	43,771	41,491
External Contributions	4,378	650	170	195	195
Carryforward Prior Years	97,522	54,142	37,206	32,411	31,009
TOTAL REVENUES	\$ 584,096	\$ 536,288	\$ 527,470	\$ 539,103	\$ 552,336
Expenditures					
Utilities	97,561	103,605	109,482	114,934	120,095
Law & Community Safety	85,041	87,218	89,568	91,945	94,328
Community Services	66,702	68,224	69,934	71,658	73,661
Engineering & Public Works	61,609	63,001	64,027	65,159	67,055
Finance and Corporate Services	24,330	24,075	24,447	24,828	25,221
Planning & Development	12,513	12,561	12,789	13,025	13,262
Fiscal	23,292	23,422	24,474	24,360	24,064
Transfer to Funds: Statutory Reserves	32,207	33,955	35,770	37,652	39,598
Corporate Administration	8,082	7,493	7,612	7,733	7,856
Municipal Debt					
Debt Interest	1,114	366	-	-	-
Debt Principal	2,355	1,056	-	-	-
Capital Plan					
Current Year Capital Expenditures	71,768	57,170	52,160	55,397	56,187
Carryforward Prior Years	97,522	54,142	37,206	32,411	31,009
TOTAL EXPENDITURES	\$ 584,096	\$ 536,288	\$ 527,470	\$ 539,103	\$ 552,336
Proposed Property Tax Increase *	2.98%	2.95%	2.86%	2.90%	2.97%

Note: Including additional 1% for infrastructure replacements

CITY OF RICHMOND
5 YEAR CAPITAL PROGRAM (2013-2017)
(In \$000's)

	2013	2014	2015	2016	2017
Infrastructure Program					
Drainage	16,393	10,131	10,620	8,254	8,114
Infrastructure Advanced Design & Land	7,880	8,125	4,863	7,001	13,720
Minor Public Works	9,463	8,480	8,580	8,120	8,680
Roads	3,970	5,600	4,340	6,580	4,010
Sanitary Sewer	1,411	1,194	1,184	1,184	1,184
Water Main Replacement	250	250	250	250	250
Total Infrastructure Program	39,367	33,780	29,837	31,389	35,958
Building Program					
Major Building	4,390	1,377	250	250	250
Minor Building	250	-	-	-	-
Total Building Program	4,640	1,377	250	250	250
Parks Program					
Major Parks/Streetscapes	4,230	4,250	2,700	2,200	2,154
Minor Parks	700	500	600	600	600
Parkland Acquisition	-	3,500	3,500	3,500	2,000
Public Art	256	-	-	-	-
Total Parks Program	5,186	8,250	6,800	6,300	4,754
Land Program					
Land Acquisition	5,000	5,000	5,000	5,000	5,000
Total Land Program	5,000	5,000	5,000	5,000	5,000
Affordable Housing Project					
Affordable Housing Project	750	975	975	975	975
Total Affordable Housing Project	750	975	975	975	975
Equipment Program					
Annual Fleet Replacement	3,055	2,230	4,450	3,149	2,130
Computer Capital	1,597	597	341	330	330
Fire Dept Vehicles	84	1,173	891	1,432	892
Miscellaneous Equipment	5,217	1,101	1,101	3,601	3,601
Technology	864	350	400	450	-
Total Equipment Program	10,817	5,451	7,182	8,961	6,953
Child Care Program					
Child Care Program	50	275	275	275	50
Total Child Care Program	50	275	275	275	50
Internal Transfers/Debt Payment					
Internal Transfers/Debt Payment	5,958	2,062	1,840	2,247	2,247
Total Internal Transfers/Debt Payment	5,958	2,062	1,841	2,247	2,247
Total Capital Program	71,768	57,170	52,160	55,397	56,187

**City of Richmond
2013-2017 Financial Plan
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%.
- 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 tax rate.

Table 1:

Revenue Source	% of Total Revenue*
Property Taxes	67.5%
User Fees & Charges	9.1%
Investment Income	6.7%
Grants in Lieu of Taxes	5.0%
Gaming Revenue	4.7%
Grants	1.8%
Other Sources	5.2%
Total	100.0%

**Total Revenue consists of general revenues*

Table 1 shows the proportion of total general revenue proposed to be raised from each funding source in 2013.

Distribution of Property Taxes

Table 2 provides the estimated 2013 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.
- Continue economic development initiatives to attract businesses to the City of Richmond.

Table 2: (based on the 2013 Completed Roll figures)

Property Class	% of Tax Burden
Residential (1)	53.9%
Business (6)	35.8%
Light Industry (5)	8.6%
Others (2,4,8 & 9)	1.7%
Total	100.0%

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.