



City of Richmond

Report to Council

To: Richmond City Council **Date:** December 12, 2023
From: Jerry Chong, CPA, CA **File:** 03-0970-25-2024-01/2023-Vol 01
 General Manager, Finance and Corporate Services
Re: Consolidated 5 Year Financial Plan (2024-2028) Bylaw No. 10515

Staff Recommendation

1. That the Consolidated 5 Year Financial Plan (2024-2028) Bylaw No. 10515 be introduced and given first, second, and third readings.
2. That staff undertake a process of public consultation in accordance with Section 166 of the *Community Charter*.

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

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

Staff Report

Origin

Section 165 of the *Community Charter* requires the City to adopt a 5 Year Financial Plan (5YFP) Bylaw. Section 173 of the *Community Charter* states that a municipality must not make an expenditure other than one authorized in its annual financial plan. The 5YFP Bylaw provides the City with the authority to proceed with spending to the limits as outlined in the bylaw. The City is required under section 166 of the *Community Charter* to undertake a process of public consultation prior to adoption of the 5YFP.

The 5YFP Bylaw No. 10515 consolidates the budgets for Utility, Operating, Capital budgets and One-Time Expenditures. The key components of 5YFP Bylaw No. 10515 are as follows:

Table 1: Summary of Approval of the 2024 Budgets

Budget Report	Approval Date	Council Resolution
2024 Utility Budgets and Rates	November 14, 2023	Approved as presented
2024 Operating and Capital Budgets for Richmond Public Library	December 11, 2023	Approved as presented
2024 Proposed Operating Budget	December 11, 2023	Approved as presented
2024 One-Time Expenditures	December 11, 2023	Approved as presented
2024 Proposed Capital Budget	December 11, 2023	Approved as amended by Council

The 2024 Utility rates were approved by Council on November 14, 2023 and the following bylaws were adopted on November 27, 2023:

- Flood Protection Bylaw No. 10426, Amendment Bylaw No. 10499
- Sanitary Sewer Bylaw No. 10427, Amendment Bylaw No. 10500
- Solid Waste & Recycling Regulation Bylaw No. 6803, Amendment Bylaw No. 10501
- Waterworks and Water Rates Bylaw No. 5637, Amendment Bylaw No. 10502

The Consolidated 5YFP includes the preliminary draft budget for the City's wholly owned subsidiary Richmond Olympic Oval Corporation.

The Consolidated 5YFP does not include the budget for Lulu Island Energy Company (LIEC) since LIEC has been classified as a Government Business Enterprise and is required to apply International Financial Reporting Standards while the City is required to report under Public Sector Accounting Standards.

The Consolidated 5YFP Bylaw includes estimates for 2025-2028 based on information currently available and will be revised with the financial plan for each respective year. Inclusion in the financial plan for 2025 and beyond does not represent final approval.

Analysis

This report combines the Council approved 2024 budgets and additional items into a consolidated financial plan to provide expenditure authorization, allowing the City to formally proceed with delivering programs and services to the community. In addition, the 5YFP includes operating and capital carryforward amounts that have been approved in prior years, however, projects and programs are expected to be completed in 2024 and future years.

Adjustments with No Impact on Rates

Included in the One-Time Expenditures approved by Council is an amount to fund the Public Safety Mobile Command and Communication Centre Vehicle. This Community Safety vehicle will be included as part of the 2024 Capital Budget within the 5YFP bylaw as presented in Attachment 1. Attachments 2 and 3 present the Approved 5 Year Capital Plan (2024-2028) Summary and Funding Sources.

Additional Amounts Funded by Reserves

In order to obtain expenditure authorization through the 5YFP, an estimate of \$2,260,000 will be added to the 2024 Affordable Housing program with funding of \$2,210,000 from the Affordable Housing City-Wide reserve and \$50,000 from the Affordable Housing Operating Reserve. Disbursements for these additional amounts are subject to Council authorization.

Additional Amounts Funded by Rate Stabilization Account

In order to obtain expenditure authorization through the 5YFP, an additional amount of \$604,000 is added to the Community Social Development operating budget funded by the Rate Stabilization Account. Programs will be delivered as approved by Council.

Prior Year Capital Carryforwards

The 5YFP includes amounts from previously approved and funded projects that are still in progress as capital projects may take several years to complete after Council approval. There is no tax impact as a result of including these amounts in the financial plan.

Prior Year Operating Carryforwards

The 5YFP includes amounts from previously approved and funded projects that are still in progress, including one-time expenditures and operating programs funded by previous budgets, which may take several years to complete after Council approval. There is no tax impact as a result of including these amounts in the financial plan.

Developer Contributed Assets

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

of assets to maintain and eventually replace. There are also Operating Budget Impacts (OBI) associated with developer contributed assets and the OBI's will be included in the budget process for consideration when the assets are in service.

Operating Budget Impacts (OBI)

The 5YFP includes OBI estimates for approved capital projects where applicable. The approved 2024 Capital Budget includes OBI for water infrastructure and flood protection projects. Since the approval occurred subsequent to the setting of the utility rates, this additional operating cost is not factored into the 2024 utility rates. This additional impact will be funded by the water levy stabilization account and flood protection provision account and will be incorporated into the 2025 utility rates.

Attachment 4 presents the breakdown of the 2024 Municipal Tax Dollar with approved OBI and Additional Levels.

Public Consultation

Section 166 of the *Community Charter* requires a process of public consultation prior to adoption of the 5YFP. In order to comply with this requirement, the following communication initiatives will include:

- preparing an information bulletin on the City website with a link to the budget and 5YFP reports;
- engaging a public forum on Let's Talk Richmond scheduled to launch on January 8, 2024;
- utilizing social media to raise awareness of the public consultation period through Facebook and X (formerly known as Twitter) accounts; and
- advertising in the *Vancouver Sun/Province* as a reminder of the ongoing public consultation.

Table 2 summarizes the results from the last public consultation for the Consolidated 5YFP (2023 – 2027).

Table 2: Results from Public Consultation for the Consolidated 5YFP (2023 – 2027)

Public Consultation Statistics	Consolidated 5YFP (2023 - 2027)
Number of Engagements	510
Number of Comments Received	29

In order to ensure that the 5YFP consultation is effective and efficient, staff will continue to conduct the process through Let's Talk Richmond and social media.

The public consultation period will run until January 21, 2024 and staff will report the results to Council in advance of the meeting scheduled to give final reading to the 5YFP bylaw.

Financial Impact

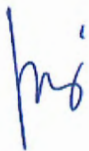
The Consolidated 5YFP (2024-2028) has been prepared in accordance with Section 165 of the *Community Charter* and includes the proposed expenditures and funding sources which have been approved by Council. Table 3 summarizes the proposed 2024 tax increase of 5.62%, and estimates for 2025 through 2028. The estimated tax increase for the 5YFP includes a 1.00% increase for investment in community infrastructure each year in accordance with Council’s Long Term Financial Management Strategy.

Table 3 – Proposed 5YFP 2024-2028 Summary

Proposed 5 Year Financial Plan	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Same Level of Service Increase Before Storm Reallocation to Utility Budget	3.12%	3.42%	2.82%	2.10%	2.38%
Less: Storm Reallocation to Utility Budget	(0.63%)	0.00%	0.00%	0.00%	0.00%
Rate Stabilization - Prior Year	0.61%	0.53%	0.37%	0.23%	0.11%
Same Level of Service Increase	3.10%	3.95%	3.19%	2.33%	2.49%
Investment in Community Infrastructure	1.00%	1.00%	1.00%	1.00%	1.00%
External Senior Government Related Increases	1.22%	0.77%	0.73%	0.65%	0.62%
Emerging Organizational Additional Levels	0.52%	0.33%	0.30%	0.29%	0.27%
Operating Budget Impact from Capital Budget	0.34%	0.39%	0.37%	0.17%	0.17%
Rate Stabilization	(0.56%)	(0.39)%	(0.25)%	(0.12)%	0.00%
Proposed Operating Budget Increase	5.62%	6.05%	5.34%	4.32%	4.55%

Conclusion

Staff recommend that the Consolidated 5 Year Financial Plan Bylaw (2024-2028) No. 10515 be given first through third readings and undertake the public consultation process.



Mike Ching, CPA, CMA
 Director, Finance
 (604-276-4137)

MS:yc

- Att. 1: 5 Year Capital Plan by Program (2024-2028)
- 2: 5 Year Capital Plan Summary (2024-2028)
- 3: 5 Year Capital Plan Funding Sources (2024-2028)
- 4: 2024 Municipal Tax Dollar (With OBI and Additional Levels)
- 5: Consolidated 5 Year Financial Plan (2024-2028) Bylaw No. 10515

CITY OF RICHMOND
5 YEAR CAPITAL PLAN BY PROGRAM (2024-2028)
(in \$000s)

	2024	2025	2026	2027	2028
Infrastructure Program					
Roads					
Active Transportation Improvement Program	1,000	750	750	750	750
Annual Asphalt Re-Paving Program - MRN	3,370	3,403	1,737	1,772	1,808
Annual Asphalt Re-Paving Program - Non-MRN	3,940	4,137	4,344	4,561	4,788
Arterial Roadway Improvement Program	1,000	800	800	800	800
Bridge Rehabilitation Program	300	-	300	-	-
Capstan Station Integration Capital Works	-	2,000	-	-	-
Citywide Connector Walkways Rehabilitation Program	250	250	250	-	-
Citywide Sidewalk and Street Light Replacement Program	500	500	500	-	-
Gilbert Road Off-road Cycling Facility, Granville Avenue to Elmbridge Way	4,150	-	-	-	-
LED Street Name Sign Program	200	200	200	200	200
Neighbourhood Walkway Program	500	500	500	500	500
Shell Road Multi-Use Pathway, Highway 99 to River Road	-	-	8,400	-	-
Special Crosswalk Program	350	350	350	350	350
Steveston Highway Multi-Use Pathway, Shell Road to Hwy 99 Overpass	-	5,700	-	-	-
Street Light LED Upgrades	490	490	490	-	-
Supplementary Asphalt Re-Paving Program - Non-MRN	1,000	-	-	-	-
Top 20 Collision Prone Intersections - Implementation of Medium-/Long-term Improvements	600	2,000	2,000	2,000	2,000
Traffic Calming Program	300	300	300	300	300
Traffic Signal Power Backup System (UPS)	200	200	200	200	200
Traffic Signal Program	600	500	500	500	500
Traffic Video and Communication Program	400	400	400	400	400
Transit-Related Amenity Improvement Program	100	100	100	100	100
Transit-Related Roadway Improvement Program	200	200	200	200	200
Transportation Planning, Functional and Preliminary Design	600	400	400	400	400
Total Roads	\$20,050	\$23,180	\$22,721	\$13,033	\$13,296
Flood Protection					
Box Culvert Repair	-	1,500	500	250	250
Burkeville Utility Improvements	4,005	3,104	2,900	500	3,000
Canal Stabilization and Drainage and Irrigation Upgrades	3,000	4,300	1,955	940	250
Development Coordinated Works - Flood Protection	250	250	250	250	250

	2024	2025	2026	2027	2028
Disaster Mitigation and Adaptation Fund Infrastructure Upgrades	10,000	9,234	-	-	-
Drainage Network Ecological Enhancement	-	150	-	150	-
Drainage Pump Station Rehabilitation and Generator Upgrade	200	500	250	150	250
Flood Protection and Dike Improvements	1,084	4,502	11,366	16,200	15,116
Habitat Offsetting	-	-	1,500	-	-
Invasive Species Management	200	200	200	200	200
Laneway Drainage Upgrade	1,272	1,766	1,158	2,211	1,250
No. 3 Road South Pump Station Upgrade	-	11,000	-	-	-
SCADA System Improvements	350	300	300	300	300
Watercourse Rehabilitation and Replacement	200	150	150	150	150
Total Flood Protection	\$20,561	\$36,956	\$20,529	\$21,301	\$21,016
Water					
Development Coordinated Works - Water	250	250	250	250	250
Fire Hydrant Upgrades	400	-	-	-	-
Pressure Reducing Valve Upgrades	-	2,250	-	-	-
Water Metering Program	2,000	3,000	3,000	3,000	3,000
Watermain Replacement Upgrades Program	6,668	4,406	7,517	9,536	7,865
Watermain Tie-in and Restoration	300	330	343	360	375
Total Water	\$9,618	\$10,236	\$11,110	\$13,146	\$11,490
Sanitary Sewer					
8333 Cooney Road Development Coordinated Works - Sanitary System Upgrade	2,300	-	-	-	-
9800 Van Horne Way Development Coordinated Works	2,800	-	-	-	-
Cabot Sanitary Pump Station Upgrade	-	-	1,714	-	-
Chevoit Sanitary Pump Station Upgrade	-	-	-	-	2,000
Danube Sanitary Pump Station Upgrade	-	-	-	1,791	-
Development Coordinated Works - Sanitary	250	250	250	250	250
Richmond Park Sanitary Pump Station Upgrade	-	2,767	-	-	-
Sanitary Pump Station and Forcemain Upgrades and Rehabilitation	700	550	600	600	600
Sanitary Sewer Gravity System Assessment and Rehabilitation	1,050	700	700	750	800
Sanitary Sewer Tie-in and Restoration	150	150	150	150	150
Steveston Sanitary Sewer Rehabilitation	900	2,000	2,200	2,000	2,000
Total Sanitary Sewer	\$8,150	\$6,417	\$5,614	\$5,541	\$5,800
Infrastructure Advanced Design and Minor Public Works					
Public Works Infrastructure Advanced Design	2,970	2,170	2,453	1,755	2,115
Public Works Minor Capital - Dikes	400	400	400	400	400
Public Works Minor Capital - Drainage	455	400	400	400	400
Public Works Minor Capital - Roads	250	250	350	-	-
Public Works Minor Capital - Sanitary	455	400	400	400	400
Public Works Minor Capital - Sanitation and Recycling	600	300	300	300	300

	2024	2025	2026	2027	2028
Public Works Minor Capital - Water	450	400	400	400	400
Total Infrastructure Advanced Design and Minor Public Works	\$5,580	\$4,320	\$4,703	\$3,655	\$4,015
Total Infrastructure Program	\$63,959	\$81,109	\$64,677	\$56,676	\$55,617
Building Program					
Building					
Annual Infrastructure Replacements and Building Improvements	3,460	4,000	4,000	4,000	4,000
Capital Buildings Project Development Advanced Design	1,500	500	500	500	500
Childcare Facility Infrastructure Renewals	-	-	-	-	1,000
City Hall Annex Infrastructure Replacements	600	-	-	-	-
City Hall Mechanical and Interior Finish Renewals	-	6,800	-	-	-
Community Safety Building - Roof Replacement and Mechanical Renewals	-	-	-	7,000	-
Community Safety Building Mechanical System Renewals	-	1,400	-	-	-
Community Safety Building Security Enhancements and Infrastructure Replacement	1,788	-	-	-	-
East Richmond Hall Envelope and HVAC Renewals	-	-	250	-	-
Fire Hall No. 7 System Renewals	1,900	-	-	-	-
Garden City Lands - Community Hub	-	-	-	20,000	-
Hugh Boyd Community Facility and Fieldhouse	-	17,000	-	-	-
Library Cultural Centre Envelope System Renewals	-	2,400	-	-	-
Richmond Curling Club Priority 2 Repairs - Phase 2	3,100	-	-	-	-
Richmond Curling Club Priority 2 Repairs - Phase 3	-	2,400	-	-	-
Richmond Curling Club Priority 3 Repairs	-	-	900	-	-
Richmond Ice Centre System and Interior Renewals	-	-	1,700	-	-
Steveston and South Arm Outdoor Pool Renewals	4,300	-	-	-	-
Steveston Martial Arts Envelope and Interior Renewals	-	-	550	-	-
Steveston Martial Arts Roof Beam Remediation and Fascia Board Replacement	1,000	-	-	-	-
Works Yard Replacement - Phase 1	70,000	-	-	-	-
Works Yard Replacement - Phase 2	-	-	50,000	-	-
Works Yard Replacement - Phase 3	-	-	-	-	30,000
Total Building	\$87,648	\$34,500	\$57,900	\$31,500	\$35,500
Heritage					
Britannia Shipyards - Britannia Shipyard Building Envelope and Structural Renewals	7,000	-	-	-	-
Britannia Shipyards - Seine Net Loft Envelope and Structural Renewals	-	10,000	-	-	-
First Nations Bunkhouse Reconstruction and Exhibit Development	6,500	-	-	-	-
Japanese Duplex Restoration and Fit Out	-	5,800	-	-	-

	2024	2025	2026	2027	2028
Phoenix Net Loft Program Implementation	-	-	16,000	-	-
Steveston Post Office and Museum Infrastructure Renewals	-	-	450	-	-
Total Heritage	\$13,500	\$15,800	\$16,450	\$ -	\$ -
Total Building Program	\$101,148	\$50,300	\$74,350	\$31,500	\$35,500
Parks Program					
Parks					
Bowling Green Lighting LED Replacement	450	-	-	-	-
Burkeville Neighbourhood Park Redevelopment	600	-	-	-	-
City-Wide Community Gardens	300	-	-	-	-
Hugh Boyd Community Park Playground Renewal	300	-	-	-	-
Lulu Island Park - Detailed Design Phase	-	2,000	750	-	-
Lulu Island Park - Phase 1 Construction	-	-	-	4,750	-
Lulu Island Park - Phase 2 Construction	-	-	-	-	5,500
Minoru Lakes Renewal: Phase 2	2,500	-	-	-	-
Minoru Park Central Amenity Space Concept Design	385	-	-	-	-
Minoru Park Playground Renewal Detailed Design	-	350	-	-	-
Parks Advance Planning and Design	800	400	400	400	400
Parks Ageing Infrastructure Replacement Program	730	500	500	-	-
Parks General Development	500	500	500	500	500
Parks Identity and Wayfinding Signage Program	-	120	-	120	-
Parks Interpretive Signage Program - Phase 2	120	-	-	-	-
Parks Sustainable Stormwater Management Program	-	500	-	-	-
Playground Replacement Program	600	500	500	500	-
Waterfront Infrastructure Renewals	120	-	-	-	-
Total Parks	\$7,405	\$4,870	\$2,650	\$6,270	\$6,400
Parkland					
Parkland Acquisition	4,000	4,000	4,000	4,000	4,000
Total Parkland	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Total Parks Program	\$11,405	\$8,870	\$6,650	\$10,270	\$10,400
Land Program					
Land					
Strategic Real Estate Acquisition	11,186	10,000	10,000	10,000	10,000
Total Land Program	\$11,186	\$10,000	\$10,000	\$10,000	\$10,000

	2024	2025	2026	2027	2028
Equipment Program					
Vehicle Replacement					
Automatic Vehicle Location/Global Positioning System Expansion	190	-	-	-	-
Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet)	3,685	3,983	4,013	3,416	3,455
Total Vehicle Replacement	\$3,875	\$3,983	\$4,013	\$3,416	\$3,455
Fire Vehicle					
Fire Vehicle Replacement Reserve Purchases	1,476	220	1,916	2,290	336
Total Fire Vehicle	\$1,476	\$220	\$1,916	\$2,290	\$336
Equipment					
Capstan Community Centre - Furniture, Fixtures and Equipment (FF&E)	-	-	800	-	-
Fire Equipment Replacement from Reserve	-	232	365	105	-
GHG and Energy Management Projects	550	550	550	550	550
Total Equipment	\$550	\$782	\$1,715	\$655	\$550
Total Equipment Program	\$5,901	\$4,985	\$7,644	\$6,361	\$4,341
Information Technology Program					
Information Technology					
Annual Hardware Refresh	448	921	1,301	543	671
Automated Plan Review AI Software	717	-	-	-	-
Commvault City Hall Storage Refresh	132	-	-	-	-
CRM Public Works Expansion	400	-	-	-	-
Database Encryption Project	355	-	-	-	-
MyPermits	2,176	-	-	-	-
Roads Network Phase 2: Model/Inventory/Manage	-	700	-	-	-
VXRail Host Expansion and Refresh	738	-	-	-	-
Total Information Technology Program	\$4,966	\$1,621	\$1,301	\$543	\$671
Contingent External Contributions					
Contingent External Contributions					
Contingent External Contributions	10,000	10,000	10,000	10,000	10,000
Total Contingent External Contributions	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total 2024 Capital Program as presented in the 2024 Proposed Capital Budget	\$208,565	\$166,885	\$174,622	\$125,350	\$126,529
Community Safety Vehicle					
Public Safety Mobile Command and Communication Centre Vehicle	1,815	-	-	-	-
Total Community Safety Vehicle	\$1,815	-	-	-	-

	2024	2025	2026	2027	2028
Parks					
Brighthouse Park Baseball Diamond Infield Upgrade	520	-	-	-	-
Total Parks	\$520	-	-	-	-
Total 2024 Capital Program as Approved by Council on December 11, 2023	\$210,900	\$166,885	\$174,622	\$125,350	\$126,529

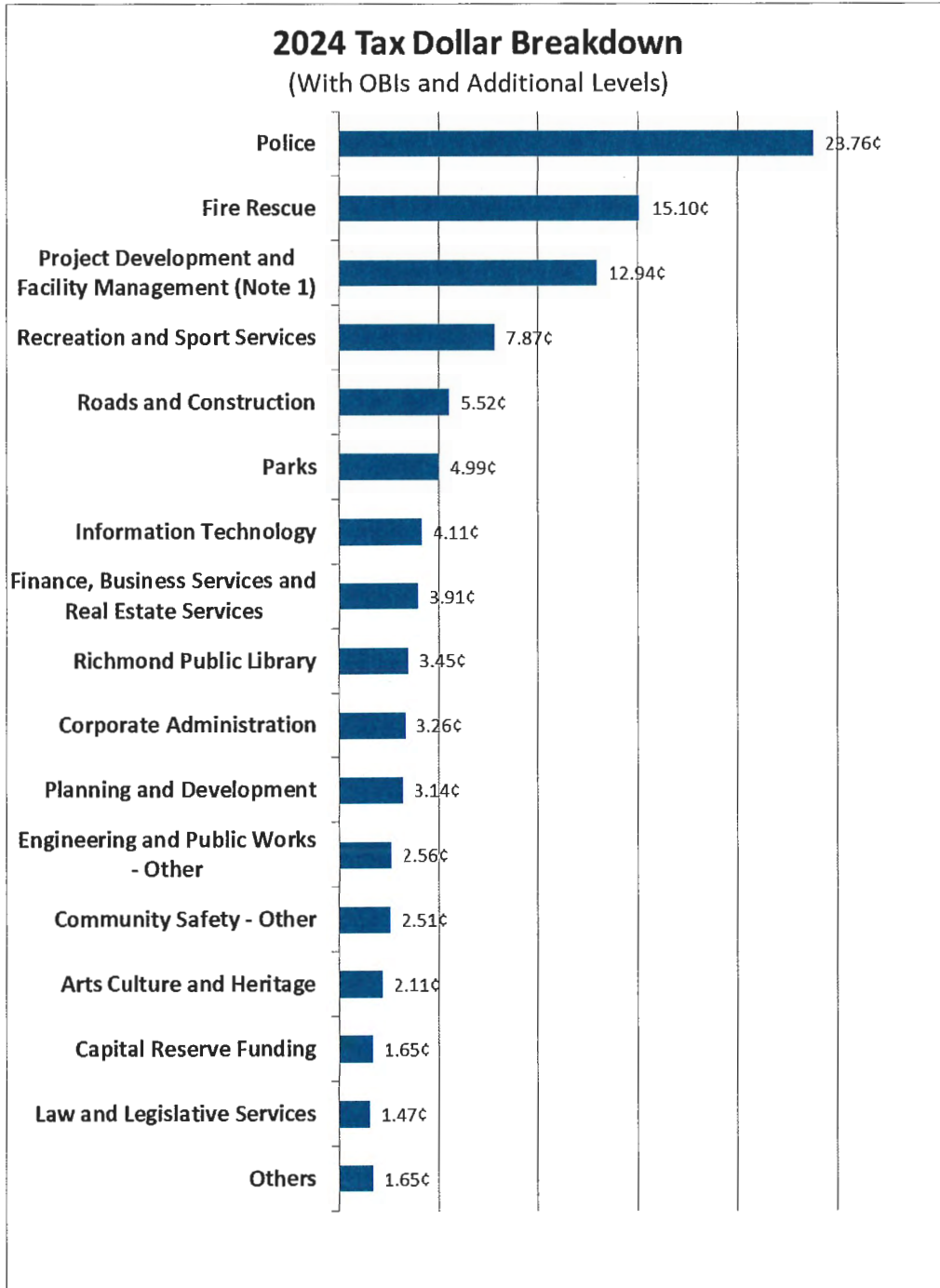
CITY OF RICHMOND
5 YEAR CAPITAL PLAN SUMMARY (2024 - 2028)
(in \$000s)

	2024	2025	2026	2027	2028
Infrastructure Program					
Roads	20,050	23,180	22,721	13,033	13,296
Flood Protection	20,561	36,956	20,529	21,301	21,016
Water	9,618	10,236	11,110	13,146	11,490
Sanitary Sewer	8,150	6,417	5,614	5,541	5,800
Infrastructure Advanced Design and Minor Public Works	5,580	4,320	4,703	3,655	4,015
Total Infrastructure Program	\$63,959	\$81,109	\$64,677	\$56,676	\$55,617
Building Program					
Building	87,648	34,500	57,900	31,500	35,500
Heritage	13,500	15,800	16,450	-	-
Total Building Program	\$101,148	\$50,300	\$74,350	\$31,500	\$35,500
Parks					
Parks	7,925	4,870	2,650	6,270	6,400
Parkland	4,000	4,000	4,000	4,000	4,000
Total Parks Program	\$11,925	\$8,870	\$6,650	\$10,270	\$10,400
Land Program	\$11,186	\$10,000	\$10,000	\$10,000	\$10,000
Equipment Program					
Vehicle	3,875	3,983	4,013	3,416	3,455
Community Safety Vehicle	1,815	-	-	-	-
Fire Vehicle	1,476	220	1,916	2,290	336
Equipment	550	782	1,715	655	550
Total Equipment Program	\$7,716	\$4,985	\$7,644	\$6,361	\$4,341
Information Technology Program	\$4,966	\$1,621	\$1,301	\$543	\$671
Contingent External Contributions	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total 2024 Capital Program as Approved by Council on December 11, 2023	\$210,900	\$166,885	\$174,622	\$125,350	\$126,529

**CITY OF RICHMOND
5 YEAR CAPITAL PLAN FUNDING SOURCES (2024-2028)
(In \$000's)**

DCC Reserves	2024	2025	2026	2027	2028
Drainage DCC	1,139	2,723	3,906	1,609	328
Parks Acquisition DCC	4,703	3,762	3,762	3,762	3,762
Parks Development DCC	1,947	1,288	846	959	846
Roads DCC	7,277	8,559	9,828	5,878	5,878
Sanitary DCC	104	509	79	-	-
Water DCC	1,437	1,304	1,696	1,447	-
Total DCC	\$16,607	\$18,145	\$20,117	\$13,655	\$10,814
Statutory Reserves					
Capital Building and Infrastructure	56,734	29,300	45,800	27,500	15,500
Capital Reserve	30,881	15,851	22,553	15,921	21,163
Capstan Station	-	2,000	-	-	-
Drainage Improvement	12,746	-	-	-	-
Equipment Replacement	5,026	4,225	5,705	5,467	3,108
Flood Protection BL10403	3,238	23,456	17,440	20,715	22,203
Growing Communities Reserve Fund	3,354	17,000	-	-	-
Sanitary Sewer	8,464	6,912	6,321	3,823	550
Sanitary Sewer BL10401	8,443	-	6,675	2,800	10,789
Water Supply BL10402	11,807	-	9,325	2,324	17,465
Watermain Replacement	9,646	9,396	10,178	8,939	-
Total Statutory Reserves	\$150,339	\$108,140	\$123,997	\$87,489	\$90,778
Other Sources					
Enterprise Fund	490	-	-	-	-
Grant and Developer Contribution	22,478	25,094	15,155	11,400	11,400
Other Sources	15,775	13,010	12,627	10,875	11,268
Sewer Levy	350	513	215	65	221
Solid Waste and Recycling	600	300	300	300	300
Steveston Community Amenity Fund	2,600	-	550	-	-
Water Levy	1,661	1,683	1,661	1,566	1,748
Total Other Sources	\$43,954	\$40,600	\$30,508	\$24,206	\$24,937
Total Capital Program	\$210,900	\$166,885	\$174,622	\$125,350	\$126,529

2024 MUNICIPAL TAX DOLLAR



Note 1: Includes Investment in Community Facilities Infrastructure Replacement needs.



Consolidated 5 Year Financial Plan (2024-2028) Bylaw No. 10515

The Council of the City of Richmond enacts as follows:

1. Schedule "A", Schedule "B" and Schedule "C" which are attached and form part of this bylaw, are adopted as the Consolidated 5 Year Financial Plan (2024-2028).
2. Consolidated 5 Year Financial Plan (2023-2027) Bylaw No. 10429 and all associated amendments are repealed.
3. This Bylaw is cited as **"Consolidated 5 Year Financial Plan (2024-2028) Bylaw No. 10515"**.

FIRST READING

SECOND READING

THIRD READING

ADOPTED

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

MAYOR

CORPORATE OFFICER

SCHEDULE A:
CITY OF RICHMOND
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2024-2028)
REVENUE AND EXPENSES
(In \$000's)

	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Revenue:					
Taxation and Levies	306,676	329,002	350,202	369,190	389,906
Utility Fees	148,459	161,525	174,620	188,412	203,477
Sales of Services	54,556	56,408	57,787	58,975	60,140
Provincial and Federal Grants	26,637	29,244	30,261	30,808	31,366
Investment Income	25,635	23,356	21,174	19,180	17,300
Other Revenue	15,537	13,442	13,645	13,884	14,129
Payments In Lieu of Taxes	14,650	15,095	15,547	16,016	16,499
Licenses and Permits	12,832	13,087	13,341	13,603	13,870
Gaming Revenue	12,500	12,500	12,500	12,500	12,500
Developer Contributed Assets	45,640	45,640	45,640	71,421	45,640
Development Cost Charges	16,607	18,145	20,117	13,655	10,814
Other Capital Funding Sources	22,478	25,094	15,155	11,400	11,400
	\$702,207	\$742,538	\$769,989	\$819,044	\$827,041
Expenses:					
Community Safety	155,060	160,705	167,567	173,528	179,691
Community Services	79,733	77,212	79,959	81,888	83,859
Engineering and Public Works	73,430	72,528	74,588	75,956	77,345
Planning and Development Services	45,183	42,251	43,389	44,377	46,615
Finance and Corporate Services	31,917	31,021	32,381	33,233	34,108
Corporate Administration	11,306	11,100	11,521	11,863	12,215
Law and Legislative Services	5,367	4,890	5,091	5,252	5,417
Fiscal	33,719	33,372	35,955	39,019	42,244
Debt Interest	4,769	3,926	3,926	3,926	3,926
Utility Budget					
Water Utility	53,276	57,997	63,033	68,419	74,415
Sanitary Sewer Utility	48,362	53,412	58,531	64,081	70,281
Sanitation and Recycling	25,517	25,681	26,338	26,962	27,601
Flood Protection	20,225	20,429	20,682	20,892	21,103
Richmond Olympic Oval Corporation	20,274	20,816	21,251	21,696	22,151
Richmond Public Library	12,496	12,762	13,144	13,459	13,783
	\$620,634	\$628,102	\$657,356	\$684,551	\$714,754
Annual Surplus	\$81,573	\$114,436	\$112,633	\$134,493	\$112,287

SCHEDULE A (CONT'D):

CITY OF RICHMOND
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2024-2028)
TRANSFERS
(In \$000's)

	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Transfers:					
Debt Principal	9,612	3,649	3,764	3,895	4,032
Transfer To Reserves	97,079	102,127	107,374	112,831	118,473
Transfer from Reserves to fund Operating Reserve Programs:					
Bylaw 8206	(450)	(400)	(400)	(400)	(400)
Bylaw 8877	(210)	(210)	(210)	(210)	(210)
Bylaw 7812 S.1.1.1 (a)	(2,735)	(525)	(525)	(525)	(525)
Bylaw 7812 S.1.1.1 (d)	(50)	(50)	(50)	(50)	(50)
Bylaw 7812 S.1.1.1 (j)	(396)	(158)	(158)	(158)	(158)
Operating Reserves - Prior Years	(4,093)	-	-	-	-
Transfer To (From) Surplus	(13,137)	14,723	15,520	16,229	16,869
Capital Expenditures - Current Year	210,900	166,885	174,622	125,350	126,529
Capital Expenditures - Prior Years	231,528	290,271	310,273	318,715	307,435
Capital Expenditures - Developer Contributed Assets	45,640	45,640	45,640	71,421	45,640
Capital Expenditures - Richmond Public Library	610	610	610	610	610
Capital Funding	(492,725)	(508,126)	(543,827)	(513,215)	(505,958)
Transfers/Amortization offset:	\$81,573	\$114,436	\$112,633	\$134,493	\$112,287
Balanced Budget	\$-	\$-	\$-	\$-	\$-
Tax Increase	5.62%	6.05%	5.34%	4.32%	4.55%

SCHEDULE B:
CITY OF RICHMOND
5 YEAR FINANCIAL PLAN
CAPITAL FUNDING SOURCES (2024-2028)
(In \$000's)

DCC Reserves	2024	2025	2026	2027	2028
Drainage DCC	1,139	2,723	3,906	1,609	328
Parks Acquisition DCC	4,703	3,762	3,762	3,762	3,762
Parks Development DCC	1,947	1,288	846	959	846
Roads DCC	7,277	8,559	9,828	5,878	5,878
Sanitary DCC	104	509	79	-	-
Water DCC	1,437	1,304	1,696	1,447	-
Total DCC	\$16,607	\$18,145	\$20,117	\$13,655	\$10,814
Statutory Reserves					
Capital Building and Infrastructure	56,734	29,300	45,800	27,500	15,500
Capital Reserve	30,881	15,851	22,553	15,921	21,163
Capstan Station	-	2,000	-	-	-
Drainage Improvement	12,746	-	-	-	-
Equipment Replacement	5,026	4,225	5,705	5,467	3,108
Flood Protection BL10403	3,238	23,456	17,440	20,715	22,203
Growing Communities Reserve Fund	3,354	17,000	-	-	-
Sanitary Sewer	8,464	6,912	6,321	3,823	550
Sanitary Sewer BL10401	8,443	-	6,675	2,800	10,789
Water Supply BL10402	11,807	-	9,325	2,324	17,465
Watermain Replacement	9,646	9,396	10,178	8,939	-
Total Statutory Reserves	\$150,339	\$108,140	\$123,997	\$87,489	\$90,778
Other Sources					
Enterprise Fund	490	-	-	-	-
Grant and Developer Contribution	22,478	25,094	15,155	11,400	11,400
Other Sources	15,775	13,010	12,627	10,875	11,268
Sewer Levy	350	513	215	65	221
Solid Waste and Recycling	600	300	300	300	300
Steveston Community Amenity Fund	2,600	-	550	-	-
Water Levy	1,661	1,683	1,661	1,566	1,748
Total Other Sources	\$43,954	\$40,600	\$30,508	\$24,206	\$24,937
Total Capital Program	\$210,900	\$166,885	\$174,622	\$125,350	\$126,529

SCHEDULE C:

**CITY OF RICHMOND
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2024-2028)
STATEMENT OF POLICIES AND OBJECTIVES**

Revenue Proportions By Funding Source

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

Objective:

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

Policies:

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

Table 1 shows the proportion of total revenue proposed to be raised from each funding source in 2024.

Table 1:

Funding Source	% of Total Revenue
Taxation and Levies	49.7%
Utility Fees	24.0%
Sales of Services	8.8%
Provincial and Federal Grants	4.3%
Investment Income	4.2%
Payments In Lieu of Taxes	2.4%
Licenses and Permits	2.1%
Gaming Revenue	2.0%
Other	2.5%
Total Operating and Utility Funding Sources	100.0%

SCHEDULE C (CONT'D):

**CITY OF RICHMOND
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2024-2028)
STATEMENT OF POLICIES AND OBJECTIVES**

Distribution of Property Taxes

Table 2 provides the 2023 distribution of property tax revenue among the property classes. 2024 Revised Roll figures will be received in late March 2024.

Objective:

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

Policies:

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

Table 2: (Based on the 2023 Revised Roll figures)

Property Class	% of Tax Burden
Residential (1)	57.08%
Business (6)	32.65%
Light Industry (5)	8.22%
Others (2, 3, 4, 8 & 9)	2.05%
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*.