



**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 Consolidated 5 Year Financial Plan (2023-2027) Bylaw No. 10429 and all associated amendments are repealed.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

DEC 20 2023

SECOND READING

DEC 20 2023

THIRD READING

DEC 20 2023

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<br>Budget   | 2025<br>Plan     | 2026<br>Plan     | 2027<br>Plan     | 2028<br>Plan     |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Revenue:</b>                   |                  |                  |                  |                  |                  |
| 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           |
|                                   | <b>\$702,207</b> | <b>\$742,538</b> | <b>\$769,989</b> | <b>\$819,044</b> | <b>\$827,041</b> |
| <b>Expenses:</b>                  |                  |                  |                  |                  |                  |
| 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            |
| <b>Utility Budget</b>             |                  |                  |                  |                  |                  |
| 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           |
|                                   | <b>\$620,634</b> | <b>\$628,102</b> | <b>\$657,356</b> | <b>\$684,551</b> | <b>\$714,754</b> |
| <b>Annual Surplus</b>             | <b>\$81,573</b>  | <b>\$114,436</b> | <b>\$112,633</b> | <b>\$134,493</b> | <b>\$112,287</b> |

## SCHEDULE A (CONT'D):

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

|  | 2024<br>Budget  | 2025<br>Plan     | 2026<br>Plan     | 2027<br>Plan     | 2028<br>Plan     |
|--|-----------------|------------------|------------------|------------------|------------------|
| <b>Transfers:</b>  |                 |                  |                  |                  |                  |
| 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)        |
| <b>Transfers/Amortization offset:</b>                      | <b>\$81,573</b> | <b>\$114,436</b> | <b>\$112,633</b> | <b>\$134,493</b> | <b>\$112,287</b> |
| <b>Balanced Budget</b>                                     | <b>\$-</b>      | <b>\$-</b>       | <b>\$-</b>       | <b>\$-</b>       | <b>\$-</b>       |
| <b>Tax Increase</b>  | <b>5.62%</b>    | <b>6.05%</b>     | <b>5.34%</b>     | <b>4.32%</b>     | <b>4.55%</b>     |



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

| <b>DCC Reserves</b>                 | <b>2024</b>      | <b>2025</b>      | <b>2026</b>      | <b>2027</b>      | <b>2028</b>      |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|
| 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            | -                |
| <b>Total DCC</b>                    | <b>\$16,607</b>  | <b>\$18,145</b>  | <b>\$20,117</b>  | <b>\$13,655</b>  | <b>\$10,814</b>  |
| <b>Statutory Reserves</b>           |                  |                  |                  |                  |                  |
| 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            | -                |
| <b>Total Statutory Reserves</b>     | <b>\$150,339</b> | <b>\$108,140</b> | <b>\$123,997</b> | <b>\$87,489</b>  | <b>\$90,778</b>  |
| <b>Other Sources</b>                |                  |                  |                  |                  |                  |
| 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            |
| <b>Total Other Sources</b>          | <b>\$43,954</b>  | <b>\$40,600</b>  | <b>\$30,508</b>  | <b>\$24,206</b>  | <b>\$24,937</b>  |
| <b>Total Capital Program</b>        | <b>\$210,900</b> | <b>\$166,885</b> | <b>\$174,622</b> | <b>\$125,350</b> | <b>\$126,529</b> |

**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:**

| <b>Funding Source</b>                       | <b>% of Total Revenue</b> |
|---|---------------------------|
| 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*.