



# City of Richmond

## Report to Council

**To:** Richmond City Council

**From:** Jerry Chong, CPA, CA  
General Manager, Finance and Corporate Services

**Re:** **Consolidated 5 Year Financial Plan (2023-2027) Bylaw No. 10429**

**Date:** December 6, 2022

**File:** 03-0970-25-2023-01/2022-Vol 01

### Staff Recommendation

1. That the Consolidated 5 Year Financial Plan (2023-2027) Bylaw No. 10429 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*.

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

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

## 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. 10429 consolidates the budgets for Utility, Operating, Capital budgets and One-Time Expenditures. The key components of 5YFP Bylaw No. 10429 are as follows:

**Table 1: Summary of Approval of the 2023 Budgets**

Budget Report	Approval Date	Finance Committee Recommendation
2023 Utility Budget	November 14, 2022	Approved as presented except for Solid Waste and Recycling, Option 3 was approved
2023 Richmond Public Library Budget <sup>1</sup>	December 5, 2022	Approved as presented
2023 Operating Budget <sup>1</sup>	December 5, 2022	Approved as presented plus Increase Operating Hours for Steveston Outdoor Pool (Attachment 10 Item 5)
2023 One-Time Expenditures <sup>1</sup>	December 5, 2022	Approved as presented
2023 Capital Budget <sup>1</sup>	December 5, 2022	Approved as presented

<sup>1</sup> Approved at the Finance Committee

The 2023 Utility rates were approved by Council on November 14, 2022 and the following bylaws were adopted on November 28, 2022:

- Waterworks and Water Rates Bylaw No. 5637, Amendment Bylaw No. 10419
- Solid Waste & Recycling Regulation Bylaw No. 6803, Amendment Bylaw No. 10421
- Flood Protection Bylaw No. 10426
- Sanitary Sewer Bylaw No. 10427

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 2024-2027 based on information currently available and will be revised with the financial plan for each respective year. Inclusion in the financial plan for 2024 and beyond does not represent final approval.

## **Analysis**

This report combines the Council approved 2023 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 2023 and future years.

### **Adjustments with No Impact on Rates**

#### *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.

#### *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.

#### *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 approved 2023 Capital Budget includes OBI for water infrastructure projects. Since the approval occurred subsequent to the setting of the utility rates, this additional operating cost is not factored into the 2023 utility rates. This additional impact will be funded by the water levy stabilization account and will be incorporated into the 2024 utility rates. The OBI estimates for all approved capital projects related to the operating budget are also included.

## **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 a news release 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 December 14, 2022;
- utilizing social media to raise awareness of the public consultation period through Facebook and Twitter accounts; and
- advertising in the Richmond News as a reminder of the ongoing public consultation.

Table 2 summarizes the results from the last public consultation for the Consolidated 5YFP (2022 – 2026).

**Table 2: Results from Public Consultation for the Consolidated 5YFP (2022 – 2026)**

<b>Public Consultation Statistics</b>	<b>Consolidated 5YFP (2022 - 2026)</b>
Number of Engagements	983
Number of Comments Received	18

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 8, 2023 and staff will report the results to Council in advance of the meeting scheduled to give final reading to the 5YFP bylaw.

## **Financial Impact**

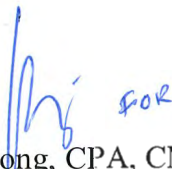
The Consolidated 5YFP (2023-2027) has been prepared in accordance with Section 165 of the *Community Charter* and includes the proposed expenditures and funding sources which have been approved by Council. Table 3 summarizes the proposed 2023 tax increase of 5.89%, and estimates for 2024 through 2027. 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 2023-2027 Summary**

<b>Proposed 5 Year Financial Plan</b>	<b>2023 Budget</b>	<b>2024 Plan</b>	<b>2025 Plan</b>	<b>2026 Plan</b>	<b>2027 Plan</b>
Same Level of Service Increase Before Storm Reallocation to Utility Budget	3.59%	3.13%	3.04%	2.97%	3.12%
Less: Storm Reallocation to Utility Budget	(0.37%)	(0.35%)	(0.33%)	-%	-%
<b>Same Level of Service Increase</b>	<b>3.22%</b>	<b>2.78%</b>	<b>2.71%</b>	<b>2.97%</b>	<b>3.12%</b>
Deferral from Prior Year's Budget	-%	0.61%	-%	-%	-%
Emerging Organizational Additional Levels	0.28%	0.17%	0.16%	0.31%	0.14%
Investment in Community Infrastructure	1.00%	1.00%	1.00%	1.00%	1.00%
External Senior Government Related Increases	1.51%	0.45%	0.47%	0.51%	0.54%
Operating Budget Impact from Capital Budget	0.44%	0.36%	0.34%	0.21%	0.12%
Council Previously Approved Commitments	0.09%	-%	-%	-%	-%
Rate Stabilization	(0.65%)	-%	-%	-%	-%
<b>Proposed Operating Budget Increase</b>	<b>5.89%</b>	<b>5.37%</b>	<b>4.68%</b>	<b>5.00%</b>	<b>4.92%</b>

**Conclusion**

Staff recommend that the Consolidated 5 Year Financial Plan Bylaw (2023-2027) No. 10429 be given first through third readings and undertake the public consultation process.

  
Ivy Wong, CPA, CMA  
Acting Director, Finance  
(604-276-4046)

MS:yc

- Att. 1: 5 Year Capital Plan by Program (2023-2027)
- 2: 5 Year Capital Plan Summary (2023-2027)
- 3: 5 Year Capital Plan Funding Sources (2023-2027)
- 4: 2023 Municipal Tax Dollar (With OBI and Additional Levels)
- 5: Consolidated 5 Year Financial Plan (2023-2027) Bylaw No. 10429

**CITY OF RICHMOND  
5 YEAR CAPITAL PLAN BY PROGRAM (2023-2027)  
(in \$000s)**

	2023	2024	2025	2026	2027
<b>Infrastructure Program</b>					
<b>Roads</b>					
2023 Translink Bus Speed & Reliability Projects	875	-	-	-	-
Active Transportation Improvement Program	800	750	750	750	750
Annual Asphalt Re-Paving Program – MRN	1,654	1,687	1,721	1,755	1,790
Annual Asphalt Re-Paving Program – Non-MRN	3,752	3,940	4,137	4,344	4,561
Arterial Roadway Improvement Program	800	800	800	800	800
Bridge Rehabilitation Program	-	300	300	-	-
Citywide Connector Walkways Rehabilitation Program	250	250	-	-	-
Citywide Sidewalk and Street Light Replacement Program	500	500	500	-	-
Gilbert Road Off-road Cycling Facility, Granville Avenue to Elmbridge Way	-	-	3,800	-	-
LED Street Name Sign Program	300	300	300	300	300
Moncton St Pedestrian & Cycling Improvement	1,100	-	-	-	-
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, No. 2 Road to Railway Avenue	5,700	-	-	-	-
Street Light LED Upgrade Program	490	490	490	-	-
Supplementary Asphalt Paving Program – Non-MRN	-	-	2,000	-	-
Top 20 Collision Prone Intersections-Implementation of Medium-/Long-term Improvements	2,000	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	500	500	500	500	500
Traffic Video and Communication Program	400	400	400	400	400
Transit-Related Amenity Improvement Program	100	-	100	-	100
Transit-Related Roadway Improvement Program	200	200	200	200	200
Transportation Planning, Functional and Preliminary Design	400	400	400	400	400
<b>Total Roads</b>	<b>\$ 21,171</b>	<b>\$ 22,267</b>	<b>\$ 19,748</b>	<b>\$ 12,799</b>	<b>\$ 13,151</b>

	2023	2024	2025	2026	2027
<b>Flood Protection (Drainage)</b>					
Box Culvert Repair	-	250	-	250	-
Burkeville Utility Improvements	4,054	4,050	3,290	3,100	3,000
Cambie Road West Drainage Pump Station Upgrade	-	-	-	-	6,000
Canal Stabilization and Drainage and Irrigation Upgrades	3,000	1,500	250	250	250
Development Coordinated Works – Drainage	250	250	250	250	-
Disaster Mitigation and Adaptation Fund Infrastructure Upgrades	3,000	10,200	9,034	-	-
Drainage Network Ecological Enhancement	-	150	-	150	-
Drainage Pump Station Rehabilitation and Upgrade and Generator Installation	200	150	250	150	250
Flood Protection and Dike Improvements	3,640	3,500	10,500	11,690	9,800
Horseshoe Slough Drainage Upgrades	3,500	-	-	-	-
Invasive Species Management	300	200	200	200	200
Laneway Drainage Upgrade	1,732	1,215	1,200	1,580	2,070
No. 3 Road South Pump Station Upgrade	-	-	10,000	-	-
SCADA System Improvements	350	300	300	300	300
Storm Main Drainage Upgrade	-	-	250	500	250
Watercourse Crossing Rehabilitation and Replacement	-	150	150	150	150
<b>Total Flood Protection (Drainage)</b>	<b>\$ 20,026</b>	<b>\$ 21,915</b>	<b>\$ 35,674</b>	<b>\$ 18,570</b>	<b>\$ 22,270</b>
<b>Water</b>					
Development Coordinated Works – Water	250	250	250	250	250
Pressure Reducing Valve Upgrades	-	1,700	-	-	-
Water Metering Program	2,000	3,000	3,000	3,000	3,000
Watermain Replacement Upgrades Program	4,017	5,859	7,170	4,672	6,361
Watermain Tie-in and Restoration	300	500	400	400	400
<b>Total Water</b>	<b>\$ 6,567</b>	<b>\$ 11,309</b>	<b>\$ 10,820</b>	<b>\$ 8,322</b>	<b>\$ 10,011</b>
<b>Sanitary Sewer</b>					
9800 Van Horne Way Development Coordinated Works	-	2,431	-	-	-
Bennett West Sanitary Pump Station Replacement	-	-	-	5,500	-
Development Coordinated Works – Sanitary	250	250	250	250	250
Sanitary Pump Station and Forcemain Upgrades and Rehabilitation	350	450	450	450	450
Sanitary Sewer Gravity System Assessment and Rehabilitation	550	620	750	650	850
Sanitary Sewer Tie-in and Restoration	150	150	150	150	150
Steveston Sanitary Sewer Rehabilitation	1,800	2,000	3,300	2,000	3,100
Steveston Utility Upgrades	4,739	-	-	-	-
<b>Total Sanitary Sewer</b>	<b>\$ 7,839</b>	<b>\$ 5,901</b>	<b>\$ 4,900</b>	<b>\$ 9,000</b>	<b>\$ 4,800</b>

	2023	2024	2025	2026	2027
<b>Infrastructure Advanced Design and Minor Public Works</b>					
Capstan Community Centre – Furniture, Fixtures and Equipment (FF&E) and OBI	-	800	-	-	-
Public Works Infrastructure Advanced Design	2,630	1,480	1,430	2,430	1,430
Public Works Minor Capital – Drainage	400	400	400	400	400
Public Works Minor Capital – Roads	350	-	350	-	-
Public Works Minor Capital – Sanitary	400	400	400	400	400
Public Works Minor Capital – Sanitation & Recycling	300	300	300	300	300
Public Works Minor Capital – Water	400	400	400	400	400
<b>Total Infrastructure Advanced Design and Minor Public Works</b>	<b>\$ 4,480</b>	<b>\$ 3,780</b>	<b>\$ 3,280</b>	<b>\$ 3,930</b>	<b>\$ 2,930</b>
<b>Total Infrastructure Program</b>	<b>\$ 60,083</b>	<b>\$ 65,172</b>	<b>\$ 74,422</b>	<b>\$ 52,621</b>	<b>\$ 53,162</b>
<b>Building Program</b>					
<b>Building</b>					
Annual Infrastructure Replacements and Building Improvements	4,943	3,000	3,000	3,000	3,000
Capital Buildings Project Development Advanced Design	500	-	-	500	500
Caretaker Suite Infrastructure Renewals – Phase 1	1,900	-	-	-	-
City Hall Chiller Replacement and Domestic Water Line Renewal	4,600	-	-	-	-
City Hall Mechanical and Interior Finish Renewals	-	-	6,800	-	-
City Wide Baseball Building & Fieldhouse Infrastructure Renewals	-	-	-	-	350
Community Safety Building – Roof Replacement and Mechanical Renewals	-	-	-	-	7,000
Community Safety Building Upgrades	612	-	-	-	-
Curling Club Priority 3 Repairs	-	-	-	900	-
Debeck House Envelope Renewals	-	-	-	500	-
East Richmond Hall Envelope and HVAC Renewals	-	-	-	250	-
Fire Hall No. 5 System Renewals	700	-	-	-	-
Gateway Theatre Mechanical and HVAC Renewals	-	-	5,500	-	-
Hamilton Community Centre Infrastructure Renewals	-	-	-	-	200
Hugh Boyd Field House	-	-	-	14,000	-
Library Cultural Centre – Life Safety Replacements and Elevator Renewals	-	-	-	-	5,000
Library Cultural Centre Envelope System Renewals	-	-	2,400	-	-
Richmond Curling Club Priority 2 Repairs – Phase 1	1,300	-	-	-	-
Richmond Ice Centre Infrastructure Renewals	-	-	-	-	1,000



	2023	2024	2025	2026	2027
Richmond Ice Centre Life / Safety and Interior Renewals	-	-	-	1,700	-
Richmond Ice Centre Mechanical and Electrical Renewals	-	3,700	-	-	-
South Arm Community Centre Envelope and Infrastructure Renewals	-	-	-	9,000	-
South Arm Hall Infrastructure Renewal	1,800	-	-	-	-
Steveston Martial Arts Envelope and Interior Renewals	-	-	-	550	-
Steveston Post Office and Museum Infrastructure Renewals	-	-	-	450	-
West Richmond Pitch & Putt Mechanical and Interior Renewals	-	-	-	600	-
Works Yard Capital Maintenance	4,400	3,600	-	4,000	4,000
<b>Total Building</b>	<b>\$ 20,755</b>	<b>\$ 10,300</b>	<b>\$ 17,700</b>	<b>\$ 35,450</b>	<b>\$ 21,050</b>
<b>Heritage</b>					
Britannia Shipyards – Seine Net Loft & Shipyard Building Envelope and Structural Renewals Year 1	5,000	-	-	-	-
Britannia Shipyards – Seine Net Loft & Shipyard Building Envelope and Structural Renewals Year 2	-	7,000	-	-	-
First Nations Bunkhouse Reconstruction and Exhibit Development	-	6,100	-	-	-
Japanese Duplex Restoration and Fit Out	-	-	5,800	-	-
Phoenix Net Loft Program Implementation	-	-	16,000	-	-
<b>Total Heritage</b>	<b>\$ 5,000</b>	<b>\$ 13,100</b>	<b>\$ 21,800</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Building Program</b>	<b>\$ 25,755</b>	<b>\$ 23,400</b>	<b>\$ 39,500</b>	<b>\$ 35,450</b>	<b>\$ 21,050</b>
<b>Parks Program</b>					
<b>Parkland</b>					
Parkland Acquisition	4,000	4,000	4,000	4,000	4,000
<b>Total Parkland</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>
<b>Parks</b>					
City-Wide Community Gardens	200	-	-	-	-
Garden City Lands – Phase 4	-	-	-	-	4,460
Lulu Island Park – Detailed Design Phase	-	2,000	750	-	-
Lulu Island Park – Master Planning Phase	500	-	-	-	-
Lulu Island Park – Phase 1 Construction	-	-	-	4,800	-
McLean Park Dog Off-Leash Area	200	-	-	-	-
Minoru Park Central Amenity Space Design Development	-	200	-	-	-
Minoru Park Playground Renewal Detailed Design	-	-	200	-	-
Park Shelter and Shade Program	450	-	-	-	-
Parks Advance Planning and Design	500	300	300	300	300
Parks General Development	400	400	400	400	250

	2023	2024	2025	2026	2027
Parks Interpretive Signage Program – Phase 2	-	100	-	100	-
Playground Replacement Program	400	400	400	-	-
Steveston Community Park Playground Expansion	2,200	-	-	-	-
Terra Nova Slough Habitat Enhancement	-	-	-	-	500
Terra Nova Slough Upgrade Park Improvement	-	-	-	-	500
<b>Total Parks</b>	<b>\$ 4,850</b>	<b>\$ 3,400</b>	<b>\$ 2,050</b>	<b>\$ 5,600</b>	<b>\$ 6,010</b>
<b>Total Parks Program</b>	<b>\$ 8,850</b>	<b>\$ 7,400</b>	<b>\$ 6,050</b>	<b>\$ 9,600</b>	<b>\$ 10,010</b>
<b>Land Program</b>					
<b>Land</b>					
Strategic Real Estate Acquisition	10,000	10,000	10,000	10,000	10,000
<b>Total Land Program</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>Equipment Program</b>					
<b>Vehicle Replacement</b>					
Automatic Vehicle Location/Global Positioning System Expansion	144	146	-	-	-
Emergency Response Equipment For Atmospheric and Flooding Preparedness Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet)	650	-	-	-	-
	3,405	3,609	3,593	2,530	3,992
<b>Total Vehicle Replacement</b>	<b>\$ 4,199</b>	<b>\$ 3,755</b>	<b>\$ 3,593</b>	<b>\$ 2,530</b>	<b>\$ 3,992</b>
<b>Fire Vehicle</b>					
Fire Vehicle Replacement Reserve Purchases	1,336	1,504	204	2,082	2,163
<b>Total Fire Vehicle</b>	<b>\$ 1,336</b>	<b>\$ 1,504</b>	<b>\$ 204</b>	<b>\$ 2,082</b>	<b>\$ 2,163</b>
<b>Equipment</b>					
City Hall and Community Safety Building Lighting Upgrade	1,100	-	-	-	-
Energy Management Projects	550	550	550	550	550
Fire Equipment Replacement from Reserve	-	-	232	246	168
Gateway Theatre Technical Equipment Upgrade	2,210	-	-	-	-
<b>Total Equipment</b>	<b>\$ 3,860</b>	<b>\$ 550</b>	<b>\$ 782</b>	<b>\$ 796</b>	<b>\$ 718</b>
<b>Total Equipment Program</b>	<b>\$ 9,395</b>	<b>\$ 5,809</b>	<b>\$ 4,579</b>	<b>\$ 5,408</b>	<b>\$ 6,873</b>
<b>Information Technology Program</b>					
<b>Information Technology</b>					
Annual Hardware Refresh	881	493	540	782	868
Budget Planning & Monitoring Software Solution Phase 2	750	-	-	-	-
Enhanced Online Community Services Program Platform	100	-	-	-	-
ePlan Expansion and Single Sign-On (SSO) Integration	296	-	-	-	-

	2023	2024	2025	2026	2027
IT Service Management System Replacement	287	-	-	-	-
Meeting Management Solution	100	-	-	-	-
PeopleSoft FSCM 9.2 New Features	856	-	-	-	-
Roads Asset Modelling – Scoping Study	200	-	-	-	-
Wi-Fi Expansion for Civic Buildings	287	-	-	-	-
<b>Total Information Technology Program</b>	<b>\$ 3,757</b>	<b>\$ 493</b>	<b>\$ 540</b>	<b>\$ 782</b>	<b>\$ 868</b>
<b>Internal Transfers/Debt Payment</b>					
<b>Internal Transfers/Debt Payment</b>					
7080 River Road Repayment	2,341	2,341	-	-	-
River Road/North Loop (2005) Repayment	1,335	-	-	-	-
<b>Total Internal Transfers/Debt Payment</b>	<b>\$ 3,676</b>	<b>\$ 2,341</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Contingent External Contributions</b>					
<b>Contingent External Contributions</b>					
Contingent External Contributions	10,000	10,000	10,000	10,000	10,000
<b>Total Contingent External Contributions</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
<b>Grand Total</b>	<b>\$ 131,516</b>	<b>\$ 124,615</b>	<b>\$ 145,091</b>	<b>\$ 123,861</b>	<b>\$ 111,963</b>

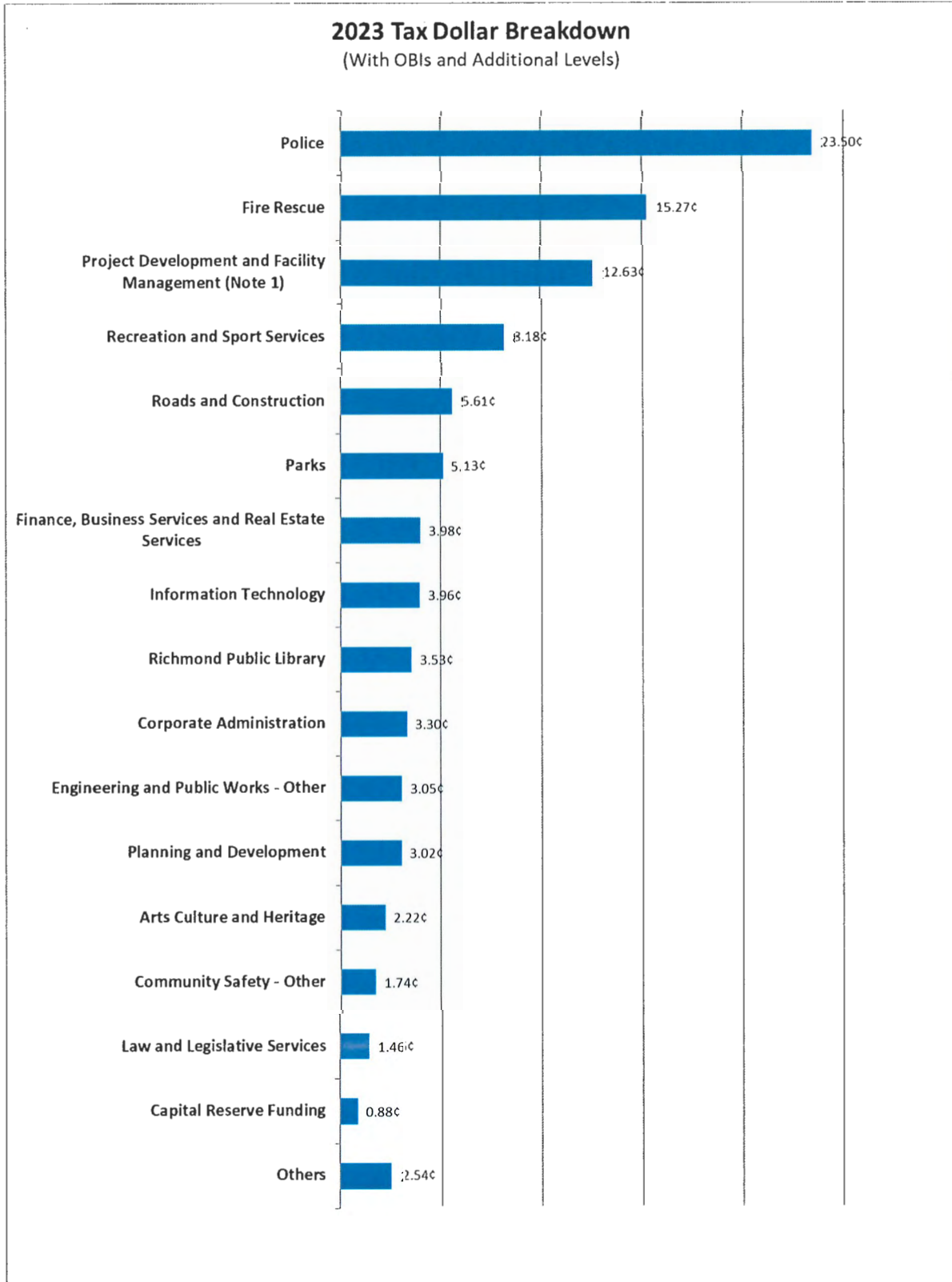
**CITY OF RICHMOND  
5 YEAR CAPITAL PLAN SUMMARY (2023 - 2027)  
(in \$000s)**

	2023	2024	2025	2026	2027
<b>Infrastructure Program</b>					
Roads	21,171	22,267	19,748	12,799	13,151
Flood Protection (Drainage)	20,026	21,915	35,674	18,570	22,270
Water	6,567	11,309	10,820	8,322	10,011
Sanitary Sewer	7,839	5,901	4,900	9,000	4,800
Infrastructure Advanced Design and Minor Public Works	4,480	3,780	3,280	3,930	2,930
<b>Total Infrastructure Program</b>	<b>\$ 60,083</b>	<b>\$ 65,172</b>	<b>\$ 74,422</b>	<b>\$ 52,621</b>	<b>\$ 53,162</b>
<b>Building Program</b>					
Building	20,755	10,300	17,700	35,450	21,050
Heritage	5,000	13,100	21,800	-	-
<b>Total Building Program</b>	<b>\$ 25,755</b>	<b>\$ 23,400</b>	<b>\$ 39,500</b>	<b>\$ 35,450</b>	<b>\$ 21,050</b>
<b>Parks</b>					
Parks	4,850	3,400	2,050	5,600	6,010
Parkland	4,000	4,000	4,000	4,000	4,000
<b>Total Parks Program</b>	<b>\$ 8,850</b>	<b>\$ 7,400</b>	<b>\$ 6,050</b>	<b>\$ 9,600</b>	<b>\$ 10,010</b>
<b>Land Program</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>Equipment Program</b>					
Vehicle	4,199	3,755	3,593	2,530	3,992
Fire Vehicle	1,336	1,504	204	2,082	2,163
Equipment	3,860	550	782	796	718
<b>Total Equipment Program</b>	<b>\$ 9,395</b>	<b>\$ 5,809</b>	<b>\$ 4,579</b>	<b>\$ 5,408</b>	<b>\$ 6,873</b>
<b>Information Technology Program</b>	<b>\$ 3,757</b>	<b>\$ 493</b>	<b>\$ 540</b>	<b>\$ 782</b>	<b>\$ 868</b>
<b>Internal Transfers/Debt Payment</b>	<b>\$ 3,676</b>	<b>\$ 2,341</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Contingent External Contributions</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>Total Capital Program</b>	<b>\$131,516</b>	<b>\$ 124,615</b>	<b>\$ 145,091</b>	<b>\$ 123,861</b>	<b>\$ 111,963</b>

**CITY OF RICHMOND  
5 YEAR CAPITAL PLAN FUNDING SOURCES (2023-2027)  
(In \$000's)**

<b>DCC Reserves</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Park Development DCC	3,292	941	1,552	1,223	1,646
Park Land Acquisition DCC	5,964	5,964	3,762	3,762	3,762
Roads DCC	11,067	9,827	7,766	5,885	5,979
Water DCC	-	2,229	2,224	-	-
<b>Total DCC</b>	<b>\$ 20,323</b>	<b>\$ 18,961</b>	<b>\$ 15,304</b>	<b>\$ 10,870</b>	<b>\$ 11,387</b>
<b>Statutory Reserves</b>					
Capital Building and Infrastructure	20,657	20,400	36,500	32,450	18,050
Capital Reserve	15,001	15,000	14,860	14,981	14,973
Drainage Improvement	18,932	16,833	14,161	15,677	18,096
Equipment Replacement	4,222	4,515	3,071	3,845	5,650
Sanitary Sewer	6,535	5,771	5,775	7,722	5,820
Steveston Road Ends	119	-	-	-	-
Watermain Replacement	9,909	11,205	9,591	9,466	9,555
<b>Total Statutory Reserves</b>	<b>\$ 75,375</b>	<b>\$ 73,724</b>	<b>\$ 83,958</b>	<b>\$ 84,141</b>	<b>\$ 72,144</b>
<b>Other Sources</b>					
Enterprise Fund	650	550	550	205	205
Grant and Developer Contribution	16,953	19,130	33,338	15,820	15,404
Other Sources	15,472	9,119	9,397	10,225	10,564
Rate Stabilization	-	800	-	-	-
Sewer Levy	555	450	712	36	191
Solid Waste and Recycling	300	300	300	300	300
Water Levy	1,888	1,581	1,532	2,264	1,768
<b>Total Other Sources</b>	<b>\$ 35,818</b>	<b>\$ 31,930</b>	<b>\$ 45,829</b>	<b>\$ 28,850</b>	<b>\$ 28,432</b>
<b>Total Capital Program</b>	<b>\$ 131,516</b>	<b>\$ 124,615</b>	<b>\$ 145,091</b>	<b>\$ 123,861</b>	<b>\$ 111,963</b>

### 2023 MUNICIPAL TAX DOLLAR



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



**Consolidated 5 Year Financial Plan (2023-2027) Bylaw No. 10429**

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 (2023-2027).
2. Consolidated 5 Year Financial Plan (2022-2026) Bylaw No. 10327 and all associated amendments are repealed.
3. This Bylaw is cited as "**Consolidated 5 Year Financial Plan (2023-2027) Bylaw No. 10429**".

FIRST READING

SECOND READING

THIRD READING

ADOPTED

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\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_  
MAYOR

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

**SCHEDULE A:**

**CITY OF RICHMOND**

**CONSOLIDATED 5 YEAR FINANCIAL PLAN (2023-2027)**

**REVENUE AND EXPENSES**

**(In \$000's)**

	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan
<b>Revenue:</b>					
Taxation and Levies	287,052	305,455	322,929	342,371	362,527
Utility Fees	133,609	142,747	153,773	165,859	179,544
Sales of Services	48,817	49,979	51,056	52,105	53,097
Other Revenue	16,464	15,977	16,276	17,914	18,062
Payments In Lieu of Taxes	14,650	15,138	15,586	16,062	16,552
Gaming Revenue	14,500	14,500	14,500	14,500	14,500
Investment Income	14,323	14,882	15,320	15,813	16,371
Licenses and Permits	12,195	12,473	12,712	12,967	13,227
Provincial and Federal Grants	11,656	11,002	11,214	11,435	11,663
Developer Contributed Assets	48,745	74,526	48,745	48,745	48,745
Development Cost Charges	20,323	18,961	15,303	10,869	11,387
Other Capital Funding Sources	16,953	19,130	33,338	15,821	15,404
	<b>\$639,287</b>	<b>\$694,770</b>	<b>\$710,752</b>	<b>\$724,461</b>	<b>\$761,079</b>
<b>Expenses:</b>					
Community Safety	141,537	147,047	153,465	159,767	166,094
Community Services	76,202	72,605	74,319	76,203	78,047
Engineering and Public Works	69,235	68,698	69,243	70,755	72,243
Planning and Development Services	33,080	27,943	28,591	29,295	29,987
Finance and Corporate Services	28,361	27,665	28,362	29,125	29,868
Fiscal	28,337	26,502	29,079	30,602	31,819
Debt Interest	5,603	4,765	3,926	3,926	3,926
Corporate Administration	10,741	10,432	10,728	11,050	11,363
Law and Legislative Services	4,794	4,531	4,668	4,818	4,964
Utility Budget					
Water Utility	50,256	53,799	58,548	64,287	70,798
Sanitary Sewer Utility	44,092	47,915	52,722	58,577	65,245
Sanitation and Recycling	24,532	24,606	25,175	25,773	26,386
Flood Protection	16,561	17,561	18,606	18,818	19,037
Richmond Public Library	11,368	11,646	11,930	12,217	12,513
Richmond Olympic Oval Corporation	18,788	19,042	19,351	19,667	19,989
	<b>\$563,487</b>	<b>\$564,757</b>	<b>\$588,713</b>	<b>\$614,880</b>	<b>\$642,279</b>
<b>Annual Surplus</b>	<b>\$75,800</b>	<b>\$130,013</b>	<b>\$122,039</b>	<b>\$109,581</b>	<b>\$118,800</b>



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

**CITY OF RICHMOND  
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2023-2027)  
TRANSFERS  
(In \$000's)**

	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan
<b>Transfers:</b>					
Debt Principal	9,187	9,538	3,636	3,764	3,895
Transfer To Reserves	81,863	85,259	88,312	91,539	94,958
Transfer from Reserves to fund Operating Reserve Programs:					
Bylaw 8206	(400)	(400)	(400)	(400)	(400)
Bylaw 8877	(210)	(210)	(210)	(210)	(210)
Bylaw 7812 S. 1.1.1 (a)	(525)	(525)	(525)	(525)	(525)
Bylaw 7812 S. 1.1.1 (d)	(50)	(50)	(50)	(50)	(50)
Bylaw 7812 S. 1.1.1 (j)	(170)	(150)	(150)	(150)	(150)
Operating Reserves Funding - Prior Years	(7,036)	-	-	-	-
Transfer To (From) Surplus	(7,225)	10,944	21,047	27,187	32,752
Capital Expenditures - Current Year	131,516	124,615	145,091	123,861	111,963
Capital Expenditures - Prior Years	220,276	248,674	247,297	256,293	258,919
Capital Expenditures - Developer Contributed Assets	48,745	74,526	48,745	48,745	48,745
Capital Expenditures - Richmond Public Library	1,050	610	610	610	610
Capital Funding	(401,221)	(422,818)	(431,364)	(441,083)	(431,707)
<b>Transfers/Amortization offset:</b>	<b>\$75,800</b>	<b>\$130,013</b>	<b>\$122,039</b>	<b>\$109,581</b>	<b>\$118,800</b>
<b>Balanced Budget</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Tax Increase</b>	<b>5.89%</b>	<b>5.37%</b>	<b>4.68%</b>	<b>5.00%</b>	<b>4.92%</b>

**SCHEDULE B:**  
**CITY OF RICHMOND**  
**5 YEAR FINANCIAL PLAN**  
**CAPITAL FUNDING SOURCES (2023-2027)**  
**(In \$000's)**

<b>DCC Reserves</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
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Roads DCC	11,067	9,827	7,766	5,885	5,979
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<b>Total DCC</b>	<b>\$ 20,323</b>	<b>\$ 18,961</b>	<b>\$ 15,304</b>	<b>\$ 10,870</b>	<b>\$ 11,387</b>
<b>Statutory Reserves</b>					
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<b>Other Sources</b>					
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<b>Total Capital Program</b>	<b>\$ 131,516</b>	<b>\$ 124,615</b>	<b>\$ 145,091</b>	<b>\$ 123,861</b>	<b>\$ 111,963</b>

**SCHEDULE C:**

**CITY OF RICHMOND  
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2023-2027)  
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 2023.

**Table 1:**

<b>Funding Source</b>	<b>% of Total Revenue</b>
Property Taxes	51.9%
User Fees	24.2%
Sales of Services	8.8%
Payments in Lieu of Taxes	2.6%
Gaming Revenue	2.6%
Investment Income	2.6%
Licenses and Permits	2.2%
Provincial and Federal Grants	2.1%
Other	3.0%
Total Operating and Utility Funding Sources	100.0%

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

**CITY OF RICHMOND  
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2023-2027)  
STATEMENT OF POLICIES AND OBJECTIVES**

**Distribution of Property Taxes**

Table 2 provides the 2022 distribution of property tax revenue among the property classes. 2023 Revised Roll figures will be received in late March 2023.

**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 2022 Revised Roll figures)

Property Class	% of Tax Burden
Residential (1)	57.1%
Business (6)	32.9%
Light Industry (5)	8.0%
Others (2,3,4,8 & 9)	2.0%
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*.