



Finance Committee

Council Chambers, City Hall
6911 No. 3 Road

Monday, November 29, 2021
Immediately following General Purposes Committee

Pg. # ITEM

MINUTES

FIN-5 *Motion to adopt the **minutes** of the meeting of the Finance Committee held on November 1, 2021.*



FINANCE AND CORPORATE SERVICES DIVISION

1. **ALTERNATIVE SOURCES OF FUNDING REFERRAL RESPONSE**
(File Ref. No. 03-0905-01) (REDMS No. 6781671)

FIN-8

See Page FIN-8 for full report

Designated Speakers: Cindy Gilfillan and Venus Ngan

STAFF RECOMMENDATION

- (1) *That the funding strategy Option 3 and the external borrowing Option C as outlined in the staff report titled “Alternative Sources of Funding Referral Response” be endorsed;*
- (2) *That staff be directed to prepare a report for external borrowing of \$95 million for the Steveston Community Centre and Branch Library Capital Project; and*
- (3) *That the Consolidated 5 Year Financial Plan (2022-2026) be amended accordingly.*



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2. **2022 OPERATING AND CAPITAL BUDGETS FOR RICHMOND PUBLIC LIBRARY**

(File Ref. No.)

FIN-26

See Page **FIN-26** for full report

Designated Speakers: Susan Walters

STAFF RECOMMENDATION

That the 2022 Richmond Public Library budget of \$10,396,100 as presented in Attachment 1 from the Chief Librarian and the Secretary to the Board, be approved.

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3. **2022 PROPOSED CAPITAL BUDGET**

(File Ref. No.) (REDMS No. 6642826)

FIN-32

See Page **FIN-32** for full report

Designated Speakers: Ivy Wong and Jerry Chong

STAFF RECOMMENDATION

- (1) *That the 2022 Proposed Capital Budget as presented in Appendix totaling \$107,762,191 be approved; and*
- (2) *That the 2022 Proposed Capital Budget as approved be included in the Consolidated 5 Year Financial Plan (2022-2026).*

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4. **2022 ONE-TIME EXPENDITURES**

(File Ref. No. 03-0970-01) (REDMS No.)

FIN-196

See Page **FIN-196** for full report

Designated Speakers: Ivy Wong and Jerry Chong

STAFF RECOMMENDATION

That the one-time expenditures totaling \$1,799,521 as outlined in Table 1 of the 2022 One-Time Expenditures staff report, be approved with funding from the Rate Stabilization Account and included in the Consolidated 5 Year Financial Plan (2022-2026).

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5. **2022 PROPOSED OPERATING BUDGET**

(File Ref. No. 03-0970-01) (REDMS No. 6642866 v. 14)

FIN-201

See Page FIN-201 for full report

Designated Speakers: Ivy Wong and Jerry Chong

STAFF RECOMMENDATION

- (1) *That the 2022 Proposed Operating Budget (City-Wide excluding Fire-Rescue) as presented in Budget Option 2 (City-Wide excluding Fire-Rescue) for a total of 3.57% be approved as outlined below:*
 - (a) *a same level of service budget increase of \$2,617,515 after tax growth with a tax increase of 1.02% be approved; and*
 - (b) *transfer to reserves for Investment in Community Facilities as per Council's Long Term Financial Management Strategy for 2022 in the amount of \$2,553,659 with a tax increase of 1.00% be approved; and*
 - (c) *senior level government and other government agency increase of \$7,677,745 with a tax increase of 3.01% be approved; and*
 - (d) *emerging organizational additional levels in the amount of \$63,200 as presented in Attachment 8 of the staff report titled 2022 Proposed Operating Budget with a tax increase of 0.02% be approved; and*
 - (e) *Council previously approved contract commitment of \$382,580 with a tax increase of 0.15% be approved; and*
 - (f) *operating budget impacts totalling \$506,126 with a tax increase of 0.20% be approved; and*
 - (g) *that the 2021 operating surplus be used to reduce the impact of RCMP unionization cost for a total of \$4,666,667 resulting in a tax decrease of 1.83% be approved; and*
- (2) *The 2022 Proposed Operating Budget (Fire-Rescue) for a total of 0.29% as presented be approved as outlined below:*
 - (a) *a same level of service budget increase of \$583,800 with a tax increase of 0.23% be approved; and*
 - (b) *senior level government increase of \$67,500 with a tax increase of 0.03% be approved; and*
 - (c) *operating budget impacts totalling \$93,333 with a tax increase of 0.03% be approved; and*

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- (3) *The 2022 Operating Budget as approved be included in the Consolidated 5 Year Financial Plan (2022-2026).*

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ADJOURNMENT

☐



Finance Committee

Date: Monday, November 1, 2021

Place: Council Chambers
Richmond City Hall

Present: Mayor Malcolm D. Brodie, Chair
Councillor Chak Au
Councillor Carol Day (by teleconference)
Councillor Andy Hobbs
Councillor Alexa Loo (by teleconference)
Councillor Bill McNulty
Councillor Linda McPhail (by teleconference)
Councillor Harold Steves (by teleconference)
Councillor Michael Wolfe (by teleconference)

Call to Order: The Chair called the meeting to order at 4:55 p.m.

MINUTES

It was moved and seconded

That the minutes of the meeting of the Finance Committee held on October 4, 2021, be adopted as circulated.

CARRIED

FINANCE AND CORPORATE SERVICES DIVISION

1. **2022 DISTRICT ENERGY UTILITY RATES**

(File Ref. No. 01-0060-20-LIEC1) (REDMS No. 6714877)

Discussion ensued with regard to the portion of the capital costs covered by grants and the long-term costs related to economies of scale as more subscribers are added.

In reply to queries from Committee, staff noted that staff can provide analysis of the average cost increase per household.

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It was moved and seconded

- (1) *That the Alexandra District Energy Utility Bylaw No. 8641, Amendment Bylaw No. 10289 be introduced and given first, second and third readings;*
- (2) *That the Oval Village District Energy Utility Bylaw No. 9134, Amendment Bylaw No. 10290 be introduced and given first, second and third readings; and*
- (3) *That the City Centre District Energy Utility Bylaw No. 9895, Amendment Bylaw No. 10291 be introduced and given first, second and third readings.*

CARRIED

2. 2022 UTILITY BUDGETS AND RATES

(File Ref. No. 03-0970-01) (REDMS No. 6755531)

Staff reviewed the 2022 Utility Budgets and rates, and spoke on (i) the review process to add staff levels, (ii) the increasing portion of costs attributed to increasing Metro Vancouver utility rates, (iii) the proposal to install water meters in multi-family dwellings, and (iv) the proposed grease collection and Sea Bin river debris collection initiatives.

Discussion ensued with regard to (i) encouraging water conservation in the community, (ii) mitigating costs attributed to Metro Vancouver utility rates, (iii) increasing public awareness of the City's utility costs, and (iv) reviewing options to reduce future utility rate increases by utilizing the City's rate stabilization provisions.

In reply to queries from Committee, staff noted that (i) the proposed expansion of water metering to multi-family dwellings will help water conservation and reduce water purchase costs, (ii) the rate stabilization accounts are in an optimal level, and (iii) the City will be providing bins for the grease collection pilot project.

It was moved and seconded

- (1) *That the 2022 utility budgets, as presented in Option 2 for Water (page 6) including Option B for universal multi-family water metering, Option 3 for Sewer (page 14), Option 2 for Drainage and Diking (page 22), and Option 3 for Solid Waste and Recycling (page 24), as outlined in the staff report titled, "2022 Utility Budgets and Rates", dated October 22, 2021, from the General Manager, Engineering and Public Works and the Acting General Manager, Finance and Corporate Services, be approved as the basis for establishing the 2022 utility rates and included in the Consolidated 5 Year Financial Plan (2022-2026) Bylaw; and*

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- (2) *That the General Manager, Engineering and Public Works be authorized to negotiate and execute on behalf of the City, the Municipal Recycling Depot Services Agreement with the Greater Vancouver Sewerage and Drainage District, as outlined in the staff report titled, "2022 Utility Budgets and Rates", dated October 22, 2021, from the General Manager, Engineering and Public Works and the Acting General Manager, Finance and Corporate Services.*

The question on the motion was not called as discussion ensued with regard to the utility costs associated with drainage and diking, and as a result of the discussion an amendment motion to approve the Drainage and Diking Utility Option 3, as outlined in the staff report titled, "2022 Utility Budgets and Rates", dated October 22, 2021, from the General Manager, Engineering and Public Works and the Acting General Manager, Finance and Corporate Services, was introduced but failed to receive a seconder.

The question on the main motion was then called, and it was **CARRIED** with Cllr. Wolfe opposed.

ADJOURNMENT

It was moved and seconded
That the meeting adjourn (5:41 p.m.).

CARRIED

Certified a true and correct copy of the Minutes of the meeting of the Finance Committee of the Council of the City of Richmond held on Monday, November 1, 2021.

Mayor Malcolm D. Brodie
Chair

Evangel Biason
Legislative Services Associate



City of Richmond

Report to Committee

To: Finance Committee
From: Ivy Wong
Acting Director, Finance
Date: November 2, 2021
File: 03-0905-01/2021-Vol
01
Re: **Alternative Sources of Funding Referral Response**

Staff Recommendation

That:

1. The funding strategy Option 3 and the external borrowing Option C as outlined in the staff report titled "Alternative Sources of Funding Referral Response" be endorsed;
2. Staff be directed to prepare a report for external borrowing of \$95 million for the Steveston Community Centre and Branch Library Capital Project; and
3. That the Consolidated 5 Year Financial Plan (2022-2026) be amended accordingly.

Ivy Wong
Acting Director, Finance
(604-276-4046)
Att. 3

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Facility Services & Project Development	<input checked="" type="checkbox"/>	 Acting GM, F&CS
SENIOR STAFF REPORT REVIEW	INITIALS: 	APPROVED BY GAO

Staff Report

Origin

This report is in response to a Council referral from the July 26, 2021 Council meeting:

That staff examine alternative sources of funding for the Steveston Community Centre and Branch Library and anticipated future capital needs, and report back.

This report is in response to a referral from the December 11, 2017 Finance Committee meeting:

That staff conduct an analysis on the Long Term Financial Management Strategy, specifically examining the need for the 1% transfer to reserves going forward.

At the July 26, 2021 Council meeting, a total of \$95 million in reserve funding was approved, \$90 million for the Steveston Community Centre and Branch Library Capital Project and an additional \$5 million in reserve funding for contingency.

This report supports Council's Strategic Plan 2018-2022 Strategy #5 Sound Financial Management:

Accountable, transparent, and responsible financial management that supports the needs of the community into the future.

5.1 Maintain a strong and robust financial position.

5.2 Clear accountability through transparent budgeting practices and effective public communication.

Analysis

Facility Reserves

The main reserve used to fund the City's facility capital costs is the Capital Building and Infrastructure Reserve. This reserve was originally established as the City Facilities Reserve Fund in 1992 and was re-established in 2002 under the current name. The Capital Reserve (Revolving Fund) and the Leisure Facilities Reserve, have also been utilized to assist in funding major facilities when there is insufficient funding in the Capital Building and Infrastructure Reserve. For the purposes of this report the "Facilities Reserves" include all of the previously mentioned reserves along with the Steveston Community Amenity Provision.

The Capital Reserve was originally established in 1965 and was re-established in 2002 when the Revolving Fund was established as a sub-fund to the Capital Reserve. The Capital Reserve (Revolving Fund) is funded by \$3.9 million tax revenue annually and gaming revenue. The Capital Reserve (Revolving Fund) can be used for general capital purposes and is typically utilized for replacement park and road infrastructure which are not eligible for Development Cost Charges (DCC) funding, the City assist factor on park and road DCC projects, building repair and restoration work and other various projects. This fund was also utilized for partial funding towards the Corporate Facilities Implementation Plan.

The Capital Building and Infrastructure Reserve is funded from tax revenue generated through the Long Term Financial Management Strategy (Council Policy 3707) 1% transfer to reserves and from any net surplus of gaming revenue.

The current annual transfer to the Capital Building and Infrastructure Reserve due to the 1% is \$18.1 million with a cumulative impact since the inception of the 1% transfer to reserves in 2003 of over \$144 million. Each year, the 1% increase in transfers to reserves is considered as part of the annual budget process for Council approval. Details of the 1% increase in transfers to reserves approval history are included in Attachment 1.

The 1% increase in transfer to reserves was originally implemented in 2003 as part of the Long Term Financial Management Strategy to address decreasing reserve balances and to reduce the reliance on debt, which at the time was subject to high rates of interest. The background and supporting policies are included in Attachment 2.

The Capital Building and Infrastructure Reserve has been utilized in previous years to fund facility repair and maintenance as well as partial funding for Phases 1 and 2 of the Corporate Facilities Implementation Plan:

Phase 1 – *completed*

- Community Safety Building
- Hamilton Community Centre
- City Centre Community Centre
- Minoru Centre for Active Living
- Fire Hall #1
- Fire Hall #3

Phase 2 – *in progress*

- Animal Shelter
- Steveston Community Centre
- Phoenix Net Loft
- City Centre Community Centre North
- Bowling Green Community Activity Centre

At the July 26, 2021 Council meeting, \$95 million in reserve funding was approved for the Steveston Community Centre and Branch Library Capital Project and for contingency. The reserve funding allocation for the Steveston Community Centre and Branch Library Capital Project is:

- \$63.0 million from the Capital Building and Infrastructure Reserve;
- \$21.3 million from the Capital Reserve (Revolving Fund);
- \$5.7 million from the Steveston Community Amenity Provision; and
- Contingency \$5.0 million from the Capital Reserve (Revolving Fund).

Projected Facility Reserves Balances

There are two main outflows for the Facility Reserves, the general facility costs (repair, maintenance and replacement) and the Corporate Facilities Implementation Plan. The general

facility costs are included in the annual capital budget process and are recommended based on rankings and funding availability. Included in the 2022-2026 Capital Budget for consideration is approximately \$150 million in identified projects. The details of these projects are included in Attachment 3.

The Corporate Facilities Implementation Plan Phase 3 is in the initial stages of development. The cost estimates for the next 10 years are in the \$300 million range for this illustration. Note that the actual amount may be higher or lower than the \$300 million estimate and will depend on Council priorities, project scope, public consultation, design, timing (0 - 20+ years), and offset by possible amenity contributions etc. Projects totalling close to \$1 billion have been identified as possible projects for the next several phases of the Corporate Facilities Implementation Plan.

The funding inflows for the Facility Reserves are primarily the tax revenue 1% increase in transfers to reserves from the Long Term Financial Management Strategy. The annual transfer is currently \$18.1 million. Two examples are shown below, the first continues the current level of funding of \$18.1 million as the annual transfer while the second example includes the annual 1% increase to the transfer to reserve as indicated in the Long Term Financial Management Strategy.

Based on the current assumptions, if there are no further 1% increases and the current contribution level remains level while identified facilities plans are implemented, the facility reserves would deplete in approximately 2025 as shown in Table 1 and at the end of 2031 there would be a deficit of \$192.4 million. Table 2 illustrates that maintaining the Long Term Financial Management Strategy policy of increasing the annual transfers to reserves by 1% with \$550 million in projects funded as facility costs would result in an ending reserve balance over the period 2021-2031 with a deficit of \$38.3 million.

Table 1: Projected Facilities Reserves Balances – No increase to the 1% transfer to reserves

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Opening	176.6	81.6	54.7	27.8	0.9	(26.0)	(52.9)	(79.8)	(106.7)	(133.6)	(160.5)	176.6
Annual Transfer to Reserve ¹	-	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	181.0
Facilities Costs ²	(95.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(50.0)	(550.0)
Ending	81.6	54.7	27.8	0.9	(26.0)	(52.9)	(79.8)	(106.7)	(133.6)	(160.5)	(192.4)	(192.4)

¹ The 2021 annual transfer of \$18.1M is included in the opening reserve balance listed above

² The Facilities Costs include the 2021 Steveston Community Centre and Branch Library Capital Project that was approved at the July 26, 2021 Council meeting for \$90M plus an additional \$5M for contingency.

Table 2: Projected Facilities Reserves Balances – Maintain annual increase to the 1% transfer to reserves

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Opening	176.6	81.6	57.3	35.6	16.6	0.4	(12.9)	(23.3)	(30.6)	(34.8)	(35.7)	176.6
Annual Transfer to Reserve ¹	-	20.7	23.3	26.0	28.8	31.7	34.6	37.7	40.8	44.1	47.4	335.1
Facilities Costs ²	(95.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(50.0)	(550.0)
Ending	81.6	57.3	35.6	16.6	0.4	(12.9)	(23.3)	(30.6)	(34.8)	(35.7)	(38.3)	(38.3)

¹ The 2021 annual transfer of \$18.1M is included in the opening reserve balance listed above

² The Facilities Costs include the 2021 Steveston Community Centre and Branch Library Capital Project that was approved at the July 26, 2021 Council meeting for \$90M plus an additional \$5M for contingency.

The timing of the projects can also impact the overall costs of projects. Delaying projects can result in cost escalation as well as deferred maintenance costs. The City's facilities are in a period of accelerated ageing with average age of approximately 48 years and deferred maintenance of approximately \$39 million. Deferred maintenance is defined as work that should have been completed based on a variety of factors including manufacturer's recommendations, standard replacement time frames, building assessments, etc., but has not been completed.

A generally accepted industry observation known as the De Sitter Law of Fives is that it costs five times as much to repair a facility as compared to having a preventative maintenance program, and that it costs five times as much to replace a non-maintained facility than what it would have cost to complete the maintenance proactively, notwithstanding the impacts related to service disruption.

Staff will continue to gather information and update the reserve projections as the building scope is determined, construction estimates are updated and the timing defined. A separate report will be presented on the Corporate Facilities Implementation Plan funding options at a later date.

The above analysis is concentrated on major facility replacement and construction and does not factor in the costs associated for preventative maintenance programs, repair and restoration works. These amounts are currently funded through the City's operating budget for maintenance and minor works, and the Capital Reserve fund for major repair and restoration works. A separate report, "Ageing Facility Infrastructure – Update" was presented to Council on January 20, 2020 detailing these funding requirements.

Funding Strategies

Staff have identified three options to consider in order to finance the Steveston Community Centre and Branch Library and other facility projects that include maintaining the status quo, increasing the annual transfer to reserves and obtaining external debt.

1. Status Quo

The City could use internal reserves to fund the Steveston Community Centre and Branch Library while maintaining the annual 1% increase in transfer to reserves. There is sufficient funding available in the short-term, however, this option will result in significantly lower reserve levels as illustrated in Table 2 above, limiting the availability

of reserve funding and potentially impacting the timing of future projects. At the end of the 2021-2031 period it is forecast that the ending facilities reserves balance would be in a deficit position of \$38.3 million. This deficit could be moderated through project approvals, scope and the timing of projects which are currently based on assumptions. Even with mitigation efforts to address the potential deficit, the overall reserve balances would be reduced from existing funding levels. This would have further implications to other City capital programs that utilize the Capital Reserve (Revolving Fund) as a funding source.

Due to the significant impact on reserves, 100% reserve funding for the Steveston Community Centre and Branch Library is not recommended.

2. Increase the annual transfer to reserves to 2%

The City could consider increasing the annual transfer to reserves from the existing 1% as included in the Long Term Financial Management Strategy to 2%. This would enable the reserves to receive increased levels of funding and allow for increased project funding in both the short and long term. As shown in Table 3, the reserve balance at the end of the 2021-2031 period is projected to be \$296.8 million, a \$120.2 million increase over the existing balance of \$176.6 million.

Table 3: Projected Facilities Reserves Balances – Increase the annual transfer to the reserves to 2%

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Opening	176.6	81.6	78.0	79.6	86.6	99.2	117.6	141.8	172.2	208.8	252.0	176.6
Annual Transfer to Reserve ¹	-	41.4	46.6	52.0	57.6	63.4	69.2	75.4	81.6	88.2	94.8	670.2
Facilities Costs ²	(95.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(50.0)	(550.0)
Ending	81.6	78.0	79.6	86.6	99.2	117.6	141.8	172.2	208.8	252.0	296.8	296.8

¹ The 2021 annual transfer of \$18.1M is included in the opening reserve balance listed above

² The Facilities Costs include the 2021 Steveston Community Centre and Branch Library Capital Project that was approved at the July 26, 2021 Council meeting for \$90M plus an additional \$5M for contingency.

The 1% annual increase in transfer to reserves was approved or partially approved 12 out of the 19 years the Long Term Financial Management Strategy was implemented. Each year Council considers this 1% increase along with other budget demands. Increasing the transfer from 1% to 2% would have a direct impact on the tax rate and potentially impact other City services.

Due to the tax impact and alternative measures available to obtain facility funding, Staff are not recommending increasing the Long Term Financial Management Strategy Policy of 1% transfer to reserves to 2%.

3. Use External Financing from the Municipal Finance Authority (Recommended)

The City could consider the use of external financing through the Municipal Finance Authority (the "MFA") to fund the capital requirements of the \$95 million Steveston Community Centre and Branch Library and contingency in order to take advantage of the current low borrowing rate. Specific details on the borrowing options are detailed in the

External Borrowing Options section. The process to obtain MFA financing typically takes between 6 to 8 months and would likely result in the City obtaining the funding in Fall 2022. The timing may require bridge financing of temporary internal funding for the start of the project, but would not delay the project.

Utilizing external MFA financing of \$95 million reduces the overall Facilities Costs from \$500 million to \$455 million over the 2021-2031 period. As shown in Table 4, the ending reserve balance over this period is \$56.7 million.

Table 4: Projected Facilities Reserves Balances – Maintain the annual increase to the 1% transfer to reserves and obtain \$95 million in external MFA financing

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Opening	176.6	176.6	152.3	130.6	111.6	95.4	82.1	71.7	64.4	60.2	59.3	176.6
Annual Transfer to Reserve ¹	-	20.7	23.3	26.0	28.8	31.7	34.6	37.7	40.8	44.1	47.4	335.1
Facilities Costs ²	-	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(45.0)	(50.0)	(455.0)
Ending	176.6	152.3	130.6	111.6	95.4	82.1	71.7	64.4	60.2	59.3	56.7	56.7

¹ The 2021 annual transfer of \$18.1M is included in the opening reserve balance listed above

² The Facilities Costs do not include the 2021 Steveston Community Centre and Branch Library Capital Project that was approved at the July 26, 2021 Council meeting for \$90M plus an additional \$5M for contingency as in this illustration that amount is funded through external MFA financing.

The City could consider the terms for external financing from the MFA to achieve a balance between impact of tax increase and the preservation of a healthy and sustainable long-term financial reserve position for the City. The costs for servicing the debt payment will create an additional expenditure for the City. However, beginning in year 2024, the City has the opportunity to use the following two funding sources (totalling \$6.0 million) which are currently being utilized to pay the annual servicing costs for the \$50 million Minoru Centre for Active Living external debt:

- (i) The City has budgeted and is currently servicing debt in the amount of approximately \$1.0 million with respect to the annual debt repayment concerning Minoru Centre for Active Living. The final repayment for the debt will occur in April 2024. This amount was originally related to the Terra Nova parkland acquisition external debt that ended in 2014.
- (ii) As of 2015, the City has been transferring \$5.0 million annually from its gaming revenue distribution to offset a similar amount in debt servicing without creating any additional tax impact for the repayment of Minoru Centre for Active Living external debt.

The City is able to obtain a new \$95 million debt with a 20-year term which would result in maintaining a similar annual debt servicing cost to the existing annual servicing cost and thereby having no impact on the tax rate.

It is recommended that the Steveston Community Centre and Branch Library be funded with \$95 million external financing from MFA.

External Borrowing Options

Under section 179 of the *Community Charter*, a council may, by a loan authorization bylaw adopted with the approval of the Inspector (Ministry of Municipal Affairs), incur a liability by borrowing for any purpose of capital nature within 5 years from the adoption of the loan authorization bylaw. Long-term debt with loan term of over 5 years must be obtained through the MFA.

The City's Borrowing Limit

As summarized in Table 5 below, in accordance with Section 174(2) of the *Community Charter* and the *Municipal Liabilities Regulation (B.C. Reg. 254/2004)*, B.C. municipalities have the following borrowing limits:

- The annual liability servicing costs (ALSC¹) of the municipality cannot exceed 25% of the annual calculation of revenue for the municipality for the previous year;
- Approval of the electors are not required under section 180(1) Loan Authorization Bylaws of the *Community Charter* if the ALSC of the municipality for the year does not exceed 5% of the annual calculation of revenue for the municipality of the previous year.

Table 5: Potential Borrowing Range and Elector Approval Requirements

	ALSC under 5%	ALSC between 5% and 25%
City's Potential New Borrowing Amount	up to \$100M	\$100M to \$800M
Elector's Approval Required	Optional	Yes
Qualifies for Elector Approval Exemption	Yes	No

Interest Rate Environment

The Bank of Canada (the Bank) has been keeping the overnight interest rate at a historical low level of 0.25% since March 2020 as its monetary policy to soften the impact of the economic fallout of the COVID-19 pandemic. In the latest interest rate announcement on October 27, 2021, the Bank announced that while its current policy rate remains steady at 0.25%, it will likely increase as early as the second quarter of next year as the global economic recovery from the COVID-19 pandemic continues to progress. The market anticipates that interest rate hiking cycles will start to take place in mid-2022 and will continue into year 2023 (Table 6).

Table 6: Canadian Interest Rate Outlook (*Source: November 2, 2021 TD Economics Report*)

Interest Rates	Spot Rate Nov-01	2021				2022				2023			
		Q1	Q2	Q3	Q4F	Q1F	Q2F	Q3F	Q4F	Q1F	Q2F	Q3F	Q4F
CANADA													
Overnight Target Rate	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.75	1.00	1.25	1.50	1.75	1.75
3-mth T-Bill Rate	0.16	0.09	0.15	0.12	0.15	0.18	0.57	0.85	1.13	1.38	1.63	1.75	1.75
2-yr Govt. Bond Yield	1.07	0.22	0.45	0.53	1.05	1.25	1.45	1.60	1.70	1.80	1.85	1.85	1.85
5-yr Govt. Bond Yield	1.51	0.99	0.97	1.11	1.35	1.50	1.70	1.80	1.90	1.95	1.95	1.95	1.95
10-yr Govt. Bond Yield	1.75	1.55	1.39	1.51	1.85	2.00	2.10	2.20	2.25	2.30	2.30	2.20	2.15
30-yr Govt. Bond Yield	2.04	1.98	1.84	1.99	2.15	2.30	2.40	2.50	2.55	2.60	2.60	2.50	2.45
10-yr-2-yr Govt Spread	0.68	1.33	0.94	0.98	0.80	0.75	0.65	0.60	0.55	0.50	0.45	0.35	0.30

¹ The annual liability servicing costs (ALSC) is the annual expenditures to service the aggregate liabilities of a municipality for the year. The City's existing aggregate ALSC includes the current annual debt repayment (approximately \$6 million) for the Minoru Centre for Active Living, which will be fully paid off by April 2024.

The MFA Long-Term Borrowing Program

Municipalities are only permitted, through their regional district, to enter into long-term borrowing arrangement with the MFA for specific capital project(s) under the loan authorization bylaw. New debt issues (typically twice a year, in Spring and Fall) are funded by MFA by issuing a 10-year bond, locking in a fixed interest rate for ten years. MFA long-term loan can be up to thirty years. Loans longer than ten years are typically refinanced every five years, following the initial ten years.

Once Council adopts the loan authorization bylaw, additional time will also be required by other external agencies, such as the Ministry, Metro Vancouver and the MFA, in undertaking their required approval processes. The time required to complete the entire loan process could take up to 6 to 8 months to complete. The projected timeline is summarized in Table 7 if the City would like to participate in the upcoming Fall issue in October 2022. (The City will not be able to meet the required documentation deadlines for the April 2022 Spring Issue.)

Table 7: Timeline for Participation in the Fall 2022 MFA Debt Issue

Required Steps	Performed By	Timeline
Three readings of the loan authorization bylaw	City of Richmond	December 2021
Approval of the loan authorization bylaw	Ministry	January 2022
Adoption of the loan authorization bylaw	City of Richmond	January 2022
One month quashing period	No action	February 2022
Application of Certificate of Approval to the Ministry	City of Richmond	March 2022
Approval of Certificate of Approval from the Ministry	Ministry	March 2022
Passing of Municipal Security Issuing Resolution and Agreement	City of Richmond	April 2022
Delivery of all necessary documents to Metro Vancouver	City of Richmond	May 2022
Readings and adoption of Regional District Security Issuing bylaw	Metro Vancouver	June 2022
Application of Certificate of Approval of the Regional District Security Issuing bylaw from the Ministry	Metro Vancouver	July 2022
MFA Annual General Meeting	MFA	September 2022
Advance of funds to the City	MFA	October 2022

The actual MFA borrowing rate for upcoming debt issue is unknown at this time as it will depend on how the MFA structures the financing of each debt issue request. MFA will structure each issue based on factors such as the size of the issue, the conditions of the capital markets,

and the interest rate environment at the time of funding. MFA loans with terms of ten years or longer will generally receive the 10-year loan rate for the first 10 years, with the relending rate reset every 5 years. The MFA's 10-year indicative rate is 2.38% at the time of this report.

Long-Term Borrowing Considerations

Under the Debt Management Policy of the City's Long Term Financial Management Strategy, the City will follow the "pay as you go" approach unless unique circumstances exist that support borrowing. Long-term debt is strategically used to achieve long-term financial sustainability for the City. Some of the main opportunities and risks factors in making such determination are summarized in Table 8 below.

Table 8: Opportunities and Risks of Obtaining External Financing

	Internal and External Environment Scans
Opportunities of Debt	<ul style="list-style-type: none"> Secure low borrowing rate in the current interest rate environment, while anticipating that interest rates will increase over time. Make available and advance facility reserve funding to other capital projects in the Corporate Facilities Implementation Plan. Lessen competition of internal funding requirements for capital funding needs. Preserve long-term sustainability of facility reserve balances for ongoing and future capital needs. Opportunity to advance the timing of some major facilities and infrastructure projects to prevent foreseeable future construction cost escalation.
Risks of Debt	<ul style="list-style-type: none"> Potential property tax impact to fund debt principal and interest repayment. Future interest rate risks at time of refinancing. Long-term commitment in fulfillment of annual debt servicing costs for future Councils and taxpayers.

The City currently has an outstanding balance of \$17.4 million in MFA long-term debt for the Minoru Centre for Active Living Building. The current debt is scheduled to be fully repaid by April 2024. In order for any external borrowing to be obtained on a tax neutral basis, the annual debt servicing costs of any potential new debt should remain at the current level of \$6 million a year. Annual debt servicing costs will continue to be funded by \$1 million of debt servicing costs from the tax base and \$5 million transfer from gaming revenue each year.

Proposed Borrowing Options

As global economic recovery continues to progress, the anticipated interest rate hikes by the Bank of Canada will have a direct impact on the City's cost of borrowing. Based on the internal funding analysis and reserve balances projection presented, staff recommend that external borrowing of \$95 million be considered to finance the Steveston Community Centre and Branch Library Capital Project for the City to lock in the low financing rate.

To debt finance the \$95 million Steveston Community Centre and Branch Library Capital Project, the City could select any preferred loan term in 5-year increments. Table 9 below provides a sensitivity analysis of the financial impact for 10, 15, 20 and 25 year loan terms.

Table 9: Borrowing Options Under Different Loan Terms

Borrowing Options	Option A (10-Year)	Option B (15-Year)	Option C (20-Year) Recommended	Option D (25-Year)
MFA Loan Amount	\$95 million	\$95 million	\$95 million	\$95 million
Loan Term	10 years	15 years	20 years	25 years
Estimated ALSC for the Debt	\$10.8 million	\$7.6 million	\$6.0 million	\$5.1 million
Required Tax Increase to Fund Additional ALSC	2.0%	0.7%	-	-

External Borrowing Recommendation: Option C (\$95 million for 20 Years)

If debt financing is considered for the Steveston Community Centre and Branch Library Capital Project, staff recommend that Option C (20-year) be considered where the full \$95 million of the budgeted capital cost of the project be externally financed without immediate impact to the taxpayers. Future tax impact is possible when the debt is being refinanced after the initial 10-year of the loan. Every 25 basis point increases in future financing interest rates on the proposed \$95 million borrowing will translate to approximately 0.1% in future property tax rate increases.

Based on the timing of the project and the interest rate hike projections, the proposed external borrowing for the Steveston Community Centre and Branch Library Capital Project will likely require to be advanced to Fall 2022 in order for the City to take advantage of locking in a lower rate before the borrowing rates start to rise. As a result, temporary bridge funding will be required during the period when both debts are outstanding. Any such temporary funding shortfall would need to be funded by rate stabilization or surplus until the current long-term debt is fully extinguished by April 2024.

Next Steps

If Council endorses the use of MFA debt to finance the capital cost of the the Steveston Community Centre and Branch Library Capital Project, staff will prepare a separate report to present the Loan Authorization Bylaw for Council's consideration and approval in order to follow the steps as outlined in Table 7 in obtaining the required debt financing from the MFA.

Financial Impact

None.

Conclusion

This report provides a plan to adjust the funding for the Steveston Community Centre and Branch Library to allow for existing reserve funding to be available for other City projects. Council endorsement of returning \$95 million reserve funding is recommended coinciding with the recommendation that external MFA financing of \$95 million for a 20-year term be endorsed. It is also recommended that the Long Term Financial Management Strategy policy of increasing the annual transfer to reserve by 1% be maintained.



Cindy Gilfillan, CPA, CMA
Manager, Financial Reporting
(604-276-4077)



Venus Ngan, CPA, CA
Manager, Treasury and Financial Services
(604-276-4217)

- Att. 1: Analysis of LTFMS 1% Increase tax rate for transfer to reserves (in \$ millions)
2: Long Term Financial Management Strategy – Background and Supporting Policies
3: 2022-2026 Capital Budget General Facility Requests

Analysis of LTFMS 1% Increase tax rate for transfer to reserves (in \$ millions)

Actual Impact of the 1% as implemented				Illustration of 1% if implemented fully each year	
Year	Actual % Increase to Reserves	Actual Annual \$ Increase to Reserves	Compounded Annual Actual Transfer to Reserves	1% Amount \$ amount	Compounded Transfer to Reserves if 1% every year
2003	1.00%	\$1.0	\$1.0	\$1.0	\$1.0
2004	0.47%	0.5	1.5	1.1	2.1
2005	0.00%	0.0	1.5	1.1	3.2
2006	1.00%	1.1	2.6	1.1	4.3
2007	0.82%	1.0	3.6	1.2	5.5
2008	0.00%	0.0	3.6	1.3	6.8
2009	0.00%	0.0	3.6	1.4	8.2
2010	0.00%	0.0	3.6	1.5	9.7
2011	0.00%	0.0	3.6	1.5	11.2
2012	1.00%	1.6	5.3	1.6	12.9
2013	1.00%	1.7	6.9	1.7	14.5
2014	1.00%	1.7	8.7	1.7	16.3
2015	0.00%	0.0	8.7	1.8	18.1
2016	1.00%	1.9	10.6	1.9	20.0
2017	1.00%	2.0	12.6	2.0	22.0
2018	1.00%	2.1	14.6	2.1	24.1
2019	0.50%	1.1	15.7	2.2	26.2
2020	0.00%	0.0	14.6	2.3	26.4
2021	1.00%	2.4	18.1	2.4	28.6
Total		\$18.1	\$140.7	\$30.9	\$261.2

One-time contributions

2011	-	1.5	142.2	1.5	262.7
2015	-	1.8	144.0	1.8	264.5
Total		\$3.3	\$144.0	\$3.3	\$264.5

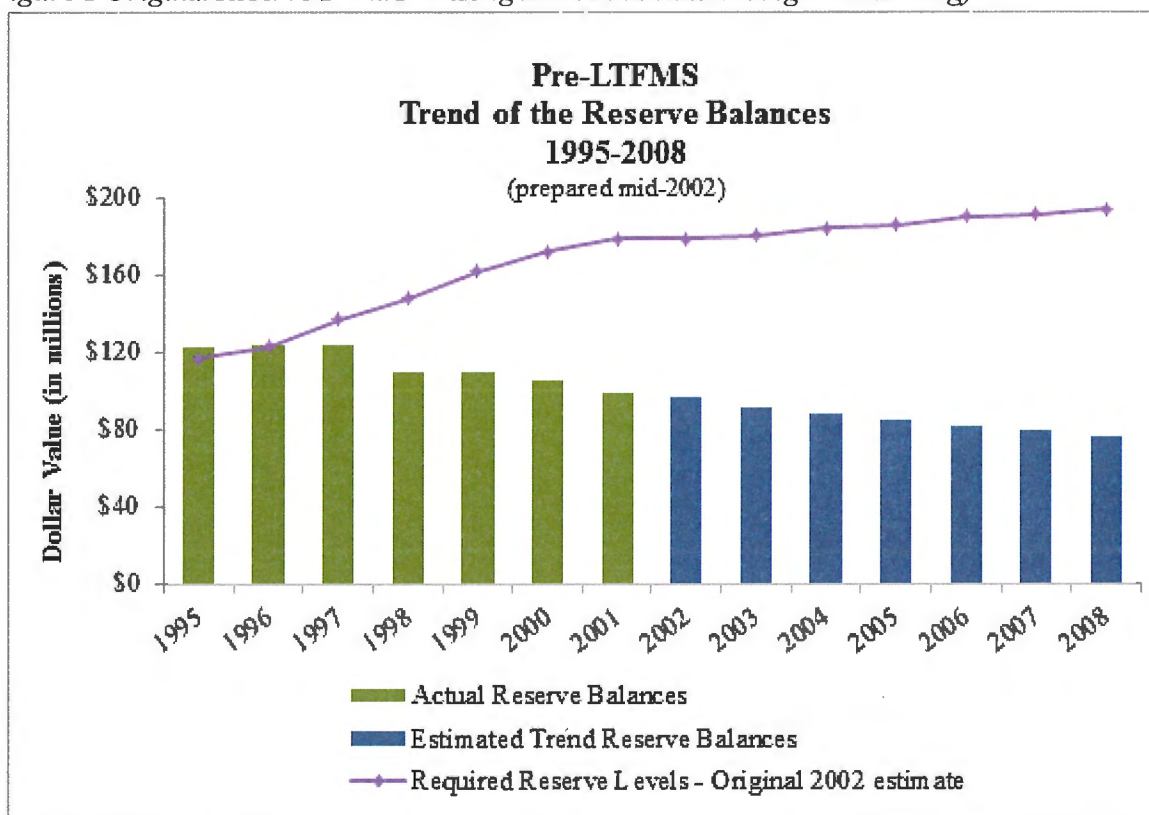
- The 1% increase to reserves was fully met in 2003 and 2006, there was no increase in 2005 and a partial increase in 2004, 2007 and 2019. The years beginning 2008 to 2011 do not include a 1% increase in taxes for transfer to reserves as the reserves are being funded from interest earned on the Community Legacy & Land Replacement Reserve Fund as approved by Council on July 23, 2007.
- The 2011 1% increase was offset by a one-time transfer of \$1,500,000 from the general surplus.
- The 2015 1% increase was offset by a one-time transfer of \$1,838,219 from the gaming revenue provision

Long Term Financial Management Strategy – Background and Supporting Policies

In mid-2002, after a review of the trend of the City's reserves (blue bars in *Figure 1*), the Chief Administrative Officer directed staff to prepare a plan to address the long term financial sustainability of the City. Up to that point in time, the City's long term financial direction was driven by the annual budget decisions, which in turn were driven by Council's desire to keep the tax impacts artificially low. In the mid to late 1990's for instance, the City absorbed approximately \$5.7 million in loss of grants from the Province, absorbed growth and incurred debt, while keeping tax increases in the range of 0% to 1.8%. The City obtained \$37.6 million in debt for the Terra Nova land acquisition and No. 2 Road Bridge construction at rates of 5.99% and 8.5% respectively. The last of the outstanding obligation on this debt was only recently extinguished in 2014.

The consequence of these decisions was the gradual deterioration of the City's reserves (green bars in *Figure 1*). This path was clearly not sustainable and a more comprehensive financial strategy was required.

Figure 1 Original Reserve Trend Pre-Long Term Financial Management Strategy



To develop the vision, Council held a number of workshops to gain an understanding of the environmental factors that were impacting the City's financial position as well as 'gaps' reflected in the operating budgets, capital plans, ageing infrastructure funding plans and reserve balances. The end result being that Council decided to focus on "enhancing the City's economic well-being for present and future generations as part of the well managed component of the vision without

sacrificing the overall liveability of the community” and in September 2003, Council approved the Long Term Financial Management Strategy (the Strategy).

Council went a step further in order to guide and protect the sustainability of the City’s long term financial position and approved 10 supporting policies. From the time that the Strategy was adopted, Council has approved updates to the supporting policies. The 10 supporting policies as currently adopted are as follows:

1. **Tax Revenue** - Tax increases will be at Vancouver’s Consumer Price Index (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 are designated for the capital reserves, the major capital community facility replacement program, the grants program, the Council initiatives account and towards the cost of policing relating to gaming activities.
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. A continuous review of the relevancy of the existing operating and capital costs should be undertaken 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.
7. **Efficiencies and 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 exceeds them.
10. **Debt Management** - Utilize a “pay as you go” approach rather than borrowing for financing infrastructure replacement unless unique circumstances exist that support borrowing.

These policies are used by staff during the budget process and are integral to the financial decision making of the City in ensuring a long-term focus and financial sustainability.

2022-2026 Capital Budget General Facility Requests

Recommended (in '000s)

Building Program	2022	2023	2024	2025	2026
Building					
Annual Infrastructure Replacements and Building Improvements	3,000	-	-	-	-
Britannia Heritage Shipyards Overwater Building Renewals	-	12,000	-	-	-
Britannia Shipyards Envelope & Mechanical System Renewals	2,125	-	-	-	-
Curling Club Priority 2 Repairs - Phase 1	-	935	-	-	-
Fire Hall Renewals	-	-	3,200	-	-
Hugh Boyd Field House	-	-	-	-	14,000
Richmond Curling Club - Priority 1 Repairs	650	-	-	-	-
Richmond Ice Centre Life / Safety and Interior Renewals	-	-	-	-	1,700
Richmond Ice Centre Renewals - Phase 2 Construction and associated works	6,000	-	-	-	-
Richmond Nature Park Infrastructure Renewals	4,775	-	-	-	-
South Arm Community Centre Infrastructure Renewals	1,900	-	-	-	-
South Arm Hall Infrastructure Renewal	-	-	-	-	1,800
Thompson Community Centre - Interior Finish Renewals	-	-	-	2,000	-
Waterman Mechanical and Pool Equipment Renewals	2,200	-	-	-	-
Works Yard Infrastructure Renewals - Phase 1 (Design)	420	-	-	-	-
Works Yard Infrastructure Renewals - Phase 1 (Implementation)	-	3,780	-	-	-
Works Yard Infrastructure Renewals - Phase 2	-	-	4,000	-	-
Total Building	\$21,070	\$16,715	\$7,200	\$2,000	\$17,500
Heritage					
Japanese Duplex and First Nations Bunkhouse Reconstruction and Exhibit Development	-	-	10,800	-	-
Phoenix Net Loft Interpretive Centre Implementation	-	-	-	16,000	-
Steveston Museum - Post Office, Program Space and Exhibit Upgrades	354	-	-	-	-
Total Heritage	\$ 354	\$-	\$10,800	\$16,000	\$-
Total Building Program	\$ 21,424	\$ 16,715	\$ 18,000	\$18,000	\$17,500

Recommended but insufficient funding (in '000s):

Building Program	2022	2023	2024	2025	2026
City Hall Annex Infrastructure Replacements	-	-	2,400	-	-
City Hall Mechanical and Interior Finish Renewals	-	-	-	6,800	-
Citywide Caretaker Suite Renewals	-	3,100	-	-	-
Community Safety Building Mechanical System Renewals	-	-	-	1,400	-
Curling Club Priority 2 - Phase 3	-	-	-	4,885	-

Building Program	2022	2023	2024	2025	2026
Curling Club Priority 2 Repairs - Phase 2	-	-	680	-	-
Curling Club Priority 3 Repairs	-	-	-	-	900
Debeck House Life Safety and Envelope Renewals	-	-	-	-	500
East Richmond Hall Envelope and HVAC Renewals	-	-	-	-	250
Gateway Theatre Mechanical and HVAC Renewals	-	-	-	5,500	-
Library Cultural Centre Envelope System Renewals	-	-	-	2,400	-
Outdoor Pool Renewals	-	-	3,000	-	-
Richmond Courthouse HVAC and Interior Renewals	-	-	1,300	-	-
Richmond Ice Centre Mechanical and Electrical Renewals	-	-	3,700	-	-
South Arm Community Centre Envelope and Infrastructure Renewals	-	-	-	-	9,000
Steveston Martial Arts Envelope and Interior Renewals	-	-	-	-	550
Steveston Post Office and Museum Infrastructure Renewals	-	-	-	-	450
Watermania Infrastructure Renewals	-	5,300	-	-	-
West Richmond Pitch & Putt Mechanical and Interior Renewals	-	-	-	-	600
Works Yard Building System Renewals	-	-	-	4,000	-
Works Yard Infrastructure Renewals	-	-	-	-	4,000
Works Yard Infrastructure Renewals - Phase 3	-	-	4,000	-	-
Works Yard Replacement - Concept Design	-	2,000	-	-	-
Total Building	\$-	\$10,400	\$15,080	\$24,985	\$16,250
Total Building Program	\$-	\$10,400	\$15,080	\$24,985	\$16,250



City of Richmond

Report to Committee

To: Finance Committee

Date: November 12, 2021

From: Serena Lusk
Deputy CAO/General Manager

File:



Re: 2022 Operating and Capital Budgets for Richmond Public Library

Staff Recommendation

That the 2021 Richmond Public Library budget of \$10,396,100 as presented in Attachment 1 from the Chief Librarian and the Secretary to the Board, be approved.

Serena Lusk
Deputy CAO/General Manager
(604-233-3344)

Att.1

REPORT CONCURRENCE		
ROUTED TO: Finance Department	CONCURRENCE <input checked="checked" type="checkbox"/>	APPROVED BY THE CAO 
CONCURRENCE BY SMT	INITIALS: 	



Report to Committee

To: City of Richmond Finance Committee **Date:** November 12, 2021

From: Susan Walters
Chief Librarian and Secretary to the Board
Richmond Public Library

Re: **2022 Operating and Capital Budgets for Richmond Public Library**

Staff Recommendation

1. That the 2022 Richmond Public Library budget of \$10,396,100 as presented in Attachment 1 from the Chief Librarian and the Secretary to the Board, be approved.

A handwritten signature in black ink that reads "SWalters".

Susan Walters
Chief Librarian and Secretary to the Board
Richmond Public Library
(604-231-6466)

Att. 1

Staff Report

Origin

In accordance with the *Library Act, Section 10(1)*, the Richmond Public Library (RPL) Board must prepare and submit to City Council its annual budget for providing library services on or before March 1, 2022. Council must approve the draft budget with or without amendment. This library staff report details the 2022 Operating and Capital Budgets, which were approved for submission to the City by the Library Board at its July 28, 2021 meeting.

This report supports Council Strategic Plan 2018 – 2022 #5 Sound Financial Management:

Accountable, transparent, and responsible financial management that supports the needs of the community into the future.

5.1 Maintain a strong and robust financial position.

5.2 Clear accountability through transparent budgeting practices and effective public communications.

5.3 Decision-making focuses on sustainability and considers circular economic principles.

5.4 Work cooperatively and respectfully with all levels of government and stakeholders while advocating for the best interest of Richmond.

Analysis

2021 Highlights

Entering the third and final year of the library's Strategic Plan 2019-2021, numerous initiatives were launched to enhance services to Richmond residents. With a need for both physical and virtual library service identified by residents, the library committed to improving access with open hours steadily increasing and returning to full weekday and weekend service levels in September. In acknowledgement of the convenience and safety of virtual services, staff continued to strengthen digital collections and access to innovative online programs that included storytimes; also introducing virtual author interviews, film screenings and employment fairs.

Recognizing the continued impact of the pandemic on our community, the library went Fine Free on February 14, to support vulnerable residents of all ages and ensure equitable access to library collections. In October, a new self-checkin system supported by Council was launched at the Brighthouse branch and new, accessible self-checkouts introduced across all four library branches. The new technology improves customer experience by supporting the rapid processing of materials, ensuring library staff can spend more time welcoming and connecting with customers.

During the pandemic, the library has realized budget savings that have provided the Library Board with an opportunity to allocate funding for current and future initiatives that support improved and expanded services for the community. In 2021, these initiatives include setting

aside resources for capital projects that include future library enhancements at all branches and RPL 2Go Van outreach services, funding new accessible and mobile service points, and providing a suite of Diversity, Equity and Inclusion staff workshops that will support more informed and supportive library service to our community.

Throughout 2021, the library continues to work closely with the City to ensure a collaborative approach to providing services to Richmond residents. In 2022, the library will be initiating a new strategic planning process. With a focus on continuing to build civic and community connections and taking key learnings from the pandemic, the library will involve key stakeholders to ensure it is able to continue to engage and inspire residents of all ages; creating opportunities for our community to come together to learn, connect and belong.

2022 Operating Budget

On October 28, 2020, the Library Board approved fines elimination which supports the library's strategic goals to Build and Grow Our Community, Expand Access to Programs, Services and Collections and Develop and Leverage our Resources. In addition, the Budget Stabilization account was setup by the Library Board in 2020 to minimize budget impact in future years.

To support the book fine free initiative while maintaining minimal increase in municipal contribution, temporary measures included a \$154,100 reduction and one-time transfer of \$100,000 from Budget Stabilization in 2021 Operating Budget.

As of September 14, 2021, the library has returned to full operational hours at all branches. Our proposed 2022 Operating Budget presents the same level of service as pre-pandemic, also including new services delivered during the pandemic resulting in a 2.10% municipal contribution increase.

Main cost drivers to provide the same level of service are summarized as follows:

Main Cost Drivers	Amount	Municipal contribution increase
Labour	\$ 193,900	1.91%
Eliminate 2021 one-time transfer from Budget Stabilization	100,000	0.98%
Restore temporary reductions from 2021	18,700	0.18%
Increase in IT maintenance	10,400	0.10%
Increase in leases	7,600	0.08%
Increase in utilities	5,500	0.05%
Increase in revenues	(12,400)	(0.12%)
Same level of service budget increase	323,700	3.18%
One-time transfer from Budget Stabilization Provision	(110,000)	(1.08%)
Proposed 2022 Operating Budget Increase	213,700	2.10%

A proposed 2022 Operating Budget is detailed in Attachment 1.

Revenues:

The total overall revenues have increased by \$12,400 mainly due to increased photocopier and book sales as we have returned to full operational hours at all branches. Provincial grant budget and investment income remain the same level.

Expenditures:

As our services have become fully operational, similar to the revenues, part of the temporary budget reduction is restored. In addition, annual IT maintenance for vending machines at Hamilton and Minoru Centre for Active Living is included as the warranty period has expired. Leases for Ironwood, Cambie, and Cambie storage (Friends of the Library) increase by \$7,600.

Overall, the same level of service budget increase is 3.18%. In consideration of the impacts to all taxpayers due to pandemic, a one-time transfer of \$110,000 is utilized to achieve a same level of service budget of 2.10% which is below the Consumer Price Index (CPI) target of 2.30%.

2022 Capital Budget

The total collections budget is \$1,220,100. \$477,700 is allocated for eBooks and digital collections and the remaining \$742,400 supports print collections.

Financial Impact

In 2021 the approved municipal contribution was \$10,182,400. The proposed 2022 budget requests a municipal contribution of \$10,396,100, which is a 2.1% increase over 2021's base contribution. The 2022 library budget has a slight increase in revenues of \$12,400 (2.63%) and increase in expenditures of \$226,100 (0.3%) including a \$110,000 transfer from the Budget Stabilization Provision.

Conclusion

This report recommends a same level of service budget with a municipal contribution of \$10,396,100 be approved.



Susan Walters, Chief Librarian and Secretary to the Board
Richmond Public Library
(604-231-6466)

Att. 1: Richmond Public Library 2022 Proposed Operating Budget

**Richmond Public Library
2022 Proposed Operating Budget**

Description	2021 Budget	2022 Budget	Budget Variance	%
Revenues				
Provincial Grants	376,500	376,500	0.00	0.0%
Interlink Reimbursement	20,000	20,000	0.00	0.0%
Printers & Photocopiers and In-house Book Sales	41,200	53,600	12,400	30.1%
Investment Income	18,400	18,400	0.00	0.0%
Other Revenue	14,600	14,600	0.00	0.0%
Total Revenues	470,700	483,100	12,400	2.6%
Expenses				
Salaries and Benefits	8,148,800	8,342,400	193,600	2.4%
Contracts	449,600	460,000	10,400	2.3%
General & Admin	310,800	324,800	14,000	4.5%
Ebook and digital collections	477,700	477,700	0	0.0%
Leases	281,500	289,100	7,600	2.7%
Utilities	137,900	143,400	5,500	4.0%
Supplies	84,000	89,000	5,000	6.0%
Equipment Purchases	186,500	78,500	(108,000)	(57.9%)
Professional Fees and Insurance ¹	55,900	330,900	275,000	491.95%
Total Operating Expenses	10,132,700	10,535,800	403,100	3.98%
Transfer to Capital - Collections	742,400	742,400	0	0.0%
Transfer from Surplus (prior years items)	(123,000)	(290,000)	(167,000)	135.8%
One-time transfer from Budget Stabilization	(100,000)	(110,000)	(10,000)	10.0%
Others	1,000	1,000	0	0.0%
Total Expenses and Transfers	10,653,100	10,879,200	226,100	2.12%
Municipal Contribution	10,182,400	10,396,100	213,700	2.10%

1. The year over year expenditure increase is mainly from one-time general operating surplus funding approved by the Library Board. There is no municipal contribution impact.



City of Richmond

Report to Committee




To: Finance Committee
From: Ivy Wong, CPA, CMA
Acting Director, Finance
Re: 2022 Proposed Capital Budget

Date: November 8, 2021
File: 99 - FILE
LATER/2021-Vol 01

Staff Recommendation

1. That the 2022 Proposed Capital Budget as presented in Appendix 3 totaling \$107,762,191 be approved; and
2. That the 2022 Proposed Capital Budget as approved be included in the Consolidated 5 Year Financial Plan (2022-2026).

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

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER  Acting GM, F&CS	
REVIEWED BY SMT	INITIALS: 
APPROVED BY CAO 	

Executive Summary

The City of Richmond is responsible for providing and maintaining capital asset and infrastructure to serve its residents and businesses. The City is focused on making investment decisions that align with Council's strategic plans, policies and priorities.

During the 2022 capital budget process, 101 capital projects totaling \$112.32 million were submitted by various departments. The Review Team (RT), which is comprised of directors from each division, reviewed and ranked each project submission based on established criteria and Council's strategic plans, policies, priorities and endorsements. The CAO and the Senior Management Team (SMT) further reviewed the project recommendations. The final recommendation is consolidated to form the 2022 Proposed Capital Budget presented to the Finance Committee for review, approval and inclusion in the 5 Year Financial Plan (2022-2026).

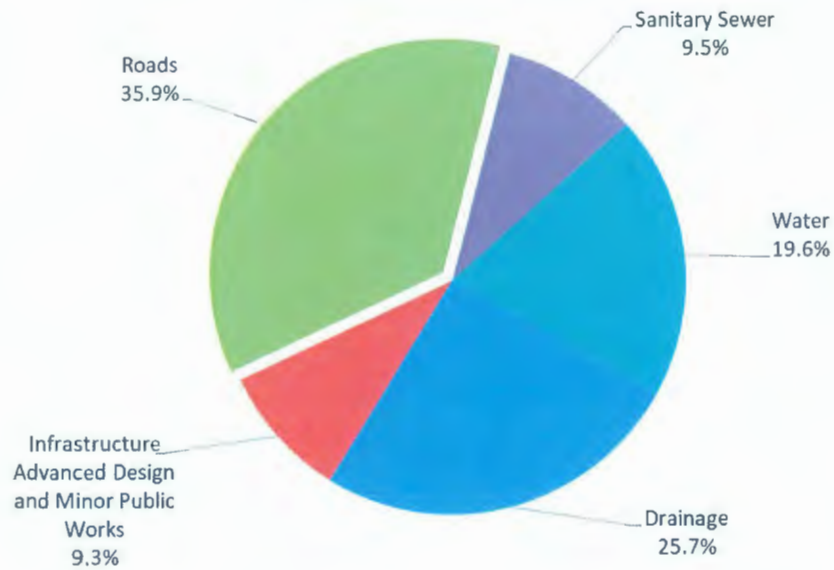
On July 26, 2021, Council approved the \$90 million (plus \$5 million contingency) replacement project for Steveston Community Centre and Branch Library. The City mainly utilized the Capital Reserve (Revolving Fund) and the Capital Building and Infrastructure (CBI) Reserve to fund the project. The CBI Reserve was created to fund the capital costs with respect to City facilities. Council's Long Term Financial Management Strategy Policy 3707 states that annually an additional 1% tax increase will be for infrastructure replacement needs. The funding of the Steveston project has resulted in a significant drawdown of the CBI Reserve, which will result in future building infrastructure projects not being funded. A staff referral to review alternative funding options for Steveston Community Centre and Branch Library is presented separately for Council's consideration.

The 2022 Proposed Capital Budget includes 93 projects totaling \$107.8M in making significant investment in infrastructure renewal and maintaining community viability. The projects are summarized in Table 1 with the complete list of recommended projects included in Appendix 3.

Table 1 – 2022 Proposed Capital Budget

Program Description	Amount \$ (in millions)	% Budget	Operating Budget Impact
Infrastructure program includes dikes, roads, drainage and sanitary pump stations, drainage, water, and sanitary mains.	\$47.6M	44.2%	(\$8,680)
Building program includes major building renovation projects as well as minor facility upgrades.	\$21.4M	19.8%	\$101,500
Parks program includes development of parks and parkland acquisition.	\$7.5M	7.0%	-
Public Art program supports the initiatives expressed in the Richmond Art Strategy 2019 - 2024, which was approved by Council in July 2019.	\$0.2M	0.2%	-
Land program includes funding for land acquisition. This amount is to ensure funding is in place to act on opportunities as they arise with Council approval required for each specific acquisition.	\$5.0M	4.6%	-
Affordable Housing program is to address housing affordability concerns in partnership with senior governments, the private sector, and non-profit organizations.	\$0.4M	0.4%	-
Equipment program includes information technology hardware and software, fleet and equipment, as well as fire vehicle and equipment replacement.	\$10.7M	9.9%	\$205,380
Child Care program provides funding for grants and other childcare initiatives funded by statutory reserves and do not necessarily result in City-owned capital infrastructure.	\$0.3M	0.3%	-
Contingent External Contributions is an estimate of external grants that may be received throughout the year for various projects.	\$10.0M	9.3%	-
Internal Transfers and Debt Repayment program relates to the use of capital funding for repayment of capital funds borrowed from other internal sources of funding.	\$4.7M	4.3%	-
2022 Recommended Projects Total	\$107.8M	100.0%	\$298,200

Out of the \$47.6M budget for infrastructure, \$12.2M will be for the Drainage and Dike program. The breakdown of the infrastructure program is provided in Figure 1.

Figure 1: Infrastructure Capital Plan

The 2022 Proposed Capital Budget totaling \$107,762,191 aims to maximize external grant opportunities and external funding to enable the City to maintain and advance the asset inventory that continues to provide necessities and benefits to the community. The preliminary Operating Budget Impact (OBI) associated with these projects is \$298,200 and the amount was recommended to be included in the 5 Year Financial Plan (2022-2026).

Staff Report

Origin

Subsection 165(1) of the *Community Charter* requires the City to adopt a 5 Year Financial Plan (5YFP) Bylaw. The Capital Budget is one of the main components of the 5 Year Financial Plan Bylaw. The budget includes all expenditures that improve, replace and extend the useful life of the City's asset inventory. The Capital Budget also includes items that are non-capital in nature (i.e. childcare, affordable housing) and are required to be included in the 5YFP since the programs are funded from the reserves. The Capital Budget allows the City to sustain existing civic infrastructure, while also adding new assets to service the growing community.

The Long Term Financial Management Strategy (LTFMS - Policy 3707) is a set of principles created by Council to guide the financial planning process. A key component of the LTFMS is to *"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."*

This report supports Council's Strategic Plan 2018-2022 Strategy #5 Sound Financial Management:

Accountable, transparent, and responsible financial management that supports the needs of the community into the future.

- 5.1. Maintain a strong and robust financial position.*
- 5.2. Clear accountability through transparent budgeting practices and effective public communication.*
- 5.3. Decision-making focuses on sustainability and considers circular economic principles.*
- 5.4. Work cooperatively and respectfully with all levels of government and stakeholders while advocating for the best interests of Richmond.*

Analysis

This report presents the 2022 Proposed Capital Budget which seeks Council's approval with respect to the 2022 recommended projects and the associated Operating Budget Impacts (OBI). This report also presents the projects currently planned for years 2023-2026 as required; however, the projects will be subject to final approval in each subsequent year.

Capital requirements are driven by many factors including growth, existing asset condition, Council's priorities, industry standard and legislated, regulatory and safety requirements. The City continues to see sustained population and economic growth. Significant additional growth is projected through 2041 under the Official Community Plan. This new growth requires expansion of City infrastructure in order to maintain the same level of civic services expected by new and current residents and businesses.

Certain existing infrastructures are nearing the end of their lifespan and/or capacity as the City continues to mature. As at December 31, 2020, the City's asset inventory had a net book value of \$2.5 billion. The Net Book Value of Capital Assets (original cost less depreciation) as at December 31, 2020 is 67.3% (54.1% excluding land) which indicates that the City's assets are aging and future replacement or increased repairs and maintenance will be required. Continuous investment in the replacement and maintenance of ageing infrastructure is required to maintain service levels and protect civic assets. Capital investment allows the City to take advantage of new technology and building practices to improve operational efficiency and accrue environmental benefits from the use of more sustainable building practices and equipment.

2022 Capital Process

Each division sets priorities specific to their area of expertise. A project submission is completed detailing the scope of work, review of alternatives, financial impact, and proposed funding sources. In addition, the submission is self-ranked using established criteria summarized in Appendix 1. The process behind the 2022-2026 Capital Budget is illustrated in Appendix 2.

The Review Team (RT), which is comprised of directors from each division, reviewed and ranked each project submission. To ensure consistent application of the established ranking criteria, the RT determines the final ranking for each submission giving consideration to Council's strategic plans, policies, priorities and endorsements.

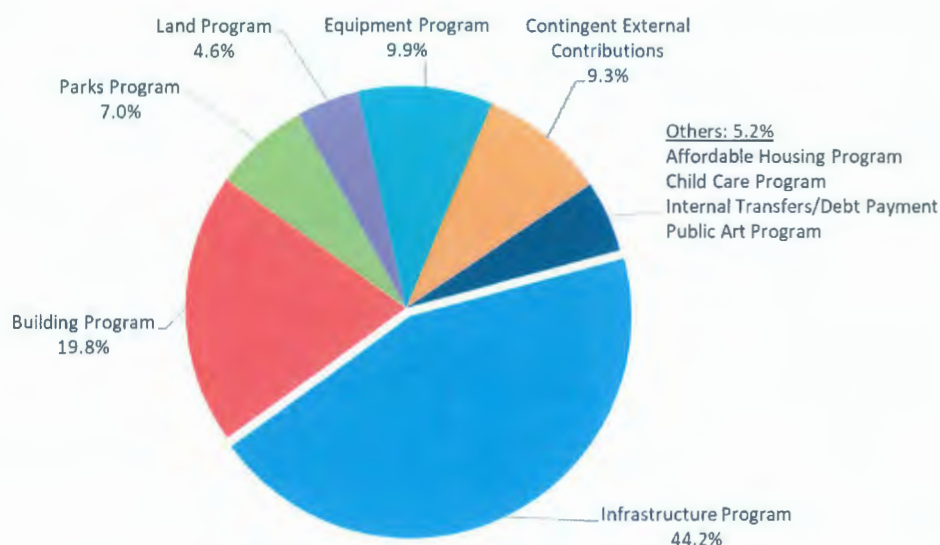
The ranked projects are consolidated and recommended based on funding availability. The CAO and the Senior Management Team (SMT) then reviewed project funding recommendations. The final recommendation is consolidated to form the 2022 Proposed Capital Budget presented to the Finance Committee for review, approval and inclusion in the 5YFP (2022-2026).

2022 Proposed Capital Budget

The 2022 Proposed Capital Budget is \$107.8M with \$298,200 OBI. The priorities are:

- Investing in infrastructure utilizing external funding and grants
- Accelerating the water metering system project
- Enhancing the safety of the community
- Major building repairs that are due to safety or regulatory requirements
- New initiatives that utilizes new technology to improve operational efficiency

The following is an overview of the recommended capital projects by program.

Figure 2 – 2022 Recommended Projects by Program

The following is a highlight of the recommended capital projects from the 2022 capital program:

Table 2 – 2022 Capital Projects Highlights

Program	Capital Projects
Building	Richmond Curling Club - Priority 1 Repairs for HVAC replacement, envelope and site work
Drainage	Disaster Mitigation and Adaptation Fund Infrastructure Upgrades to improve the flood protection for the City
Fire Vehicle	Fire Vehicle purchases including upgrade to High Flow Industrial Pumper
Roads	River Road Multi-Use Pathway (MUP), McCallan Road to No. 2 Road to connect existing Railway Greenway MUP and Middle Arm Greenway MUP
Roads	Top 20 Collision Prone Intersections- Implementation of Medium/Long-term Improvements
Roads	Transit-Related Roadway Improvement Program to increase accessibility at bus stops
Vehicle	Automatic Vehicle Location/Global Positioning System Expansion to refine system specifications, resources and vehicle units requirements

44.2 per cent of the budget will be invested in the City's infrastructure program for roads, drainage and sanitary pump stations, storm drainage, water, and sanitary sewer. The next largest program, which represents 19.8 per cent of the budget, is the building program for building construction, improvements, renewals and repairs. 16.5 per cent of the 2022 Proposed Capital Budget is funded by external funding including Development Cost Charges (DCCs) to substantiate growth and grant.

In 2022, Parks will start the preliminary planning and site study for the multi-year phase project for the Lulu Island Park. Another notable project will be the London Heritage Farm Master Plan Phase 1. Other park programs include annual park development, identity signage and renewal of ageing infrastructure and playground.

The 2022 Proposed Capital Budget includes other items which are non-capital in nature (i.e. Affordable Housing and Child Care programs). The City is committed to child care through establishing and maintaining comprehensive child care systems to help children and families thrive and to address the need for quality, affordable, and accessible child care spaces in Richmond. The City supports the creation of child care spaces by accepting voluntary contributions from developers in the form of built child care facilities or cash-in-lieu contributions to the Child Care Statutory Reserve. It is anticipated that the City will be receiving the Hummingbird Child Care facility in 2022. The Hummingbird Child Care facility is developer contributed; therefore, it is not included in the 2022 Proposed Capital Budget.

The 2022 Proposed Capital Budget also includes contingent external contributions which are estimates of external grants that may be received throughout the year for various projects and internal transfer and debt repayments.

The 2022 recommended capital projects are listed in Appendix 3. At the discretion of the Finance Committee, any capital project recommended by staff for funding may be removed from the recommended list. In addition, any capital project that is not recommended by staff may be reconsidered for recommendation, subject to funding availability.

Capital projects that are not recommended are summarized in Appendix 4 with project details in Appendix 9.

2022 Proposed Capital Budget Funding Sources

The 2022 Proposed Capital Budget uses a variety of funding sources, which include:

- Development Cost Charges (DCCs) – These fees are collected through development and are used for growth related projects.
- External Sources – These include grants awarded from Provincial and Federal Governments, developer contributions (other than DCCs) and other non-City related sources.
- Reserves – These are funds established by bylaws for specific purposes and are funded primarily by budgeted contributions from the Operating and Utility Budgets and developer contributions plus interest earned on fund balances.
- Appropriated Surplus – These are funds set aside for future commitments.

Table 3 – 2022 Capital Program by Funding Source

Program	Reserves	DCCs	Appropriated Surplus	External Sources
Infrastructure	60%	17%	15%	8%
Building	86%	0%	14%	0%
Parks	25%	75%	0%	0%
Public Art	100%	0%	0%	0%
Land	100%	0%	0%	0%
Affordable Housing	100%	0%	0%	0%
Equipment	61%	0%	39%	0%
Child Care	100%	0%	0%	0%
Contingent External Contributions	0%	0%	0%	100%
Internal Transfers/Debt Payment	14%	86%	0%	0%

For information purposes, Appendix 5 summarizes the projects recommended for funding from the Capital Reserve (Revolving Fund). The Revolving Fund is intended to be used to fund a variety of general projects, which do not have dedicated sources of funding, and funds the assist factor for Roads DCC and Parks DCC projects.

Appendix 6 summarizes all the 2022 recommended projects funded by DCCs. Under the *Local Government Act*, the City is required to fund the municipal assist factor portion for growth related projects; therefore, a project cannot be fully funded by DCCs.

Appendix 7 summarizes all the 2022 recommended projects funded by the Capital Building and Infrastructure (CBI) Reserve. The CBI Reserve is comprised of two funds: the Capital Building and Infrastructure General Fund and the Special Sports Fund. CBI General Fund is used for building infrastructure projects and is funded from taxes and gaming revenue. The Special Sports Fund is for construction costs relating to artificial turf fields and is funded from sports field fees and other recoveries.

Funding details of each individual submission are included in Appendix 8.

Funding for Capital Projects - Building

Council's Long Term Financial Management Strategy (LTFMS) policy includes an annual increase of 1% transfer to reserves to fund community infrastructure replacement needs. The 1% transfer to reserves (\$2.3M) was cancelled in 2020 and was reduced by 0.50% in 2019 (\$1.1M). Gaming revenue of \$1.96M was also budgeted to fund the Capital Building and Infrastructure reserve. The River Rock Casino was closed due to the pandemic and has just recently re-opened in July 2021; therefore, the budgeted gaming revenue is expected to be limited in 2021.

In the past 5 years, per Council's direction, the City has completed major facility projects including but not limited to Fire Hall No. 1, Fire Hall No. 3 and Minoru Centre for Active Living. Other major facility replacements that are in progress include the Animal Shelter and Bowling Green Community Activity Centre.

In 2021, Council approved the replacement of the Steveston Community Centre and Branch Library and acquired the Richmond Curling Club facility. Other major building acquisitions in recent years include the Richmond Ice Centre. These are all major facilities that increase the building inventory, which increases the requirement for future repairs and maintenance expenditures.

The following projects are Council endorsed projects as part of the Major Facilities Phase 2 Replacement Plan that will be part of the 5 Year Capital Plan (2022-2026):

- Hugh Boyd Field House
- Britannia Shipyards National Historic Site
- Phoenix Net Loft

There are seven building capital projects in 2022 totalling \$18.1M recommended by the RT and endorsed by the CAO and SMT to be funded from CBI. However, the required funding exceeds current CBI funding availability. There is currently an outstanding staff referral to evaluate the funding option for Steveston Community Centre and Branch Library and a separate report will be brought forward to Council for consideration.

From 2023 to 2026, there are 23 projects totalling \$66.7M building projects that are recommended but with insufficient funding, including \$14.0M for the Works Yard. The Works Yard facility supports services, equipment, fuel, and storage of materials that are fundamental for the operations and maintenance of the City's infrastructure. It is the only remaining City facility critical to operations, emergency response and disaster recovery that has not been replaced nor upgraded to modern standards.

2022 Operating Budget Impact ("OBI")

Capital projects will include new and replacement assets. Upon completion of these capital projects, assets are added to the City's inventory. Costs associated with maintaining these new assets include:

- A new building: staffing, janitorial services, gas and hydro utility costs;
- A new park: annual maintenance and labour costs.

Replacement projects may also have costs associated due to the requirement to maintain existing level of service. Ongoing costs are the Operating Budget Impact associated with the new asset and replacement projects.

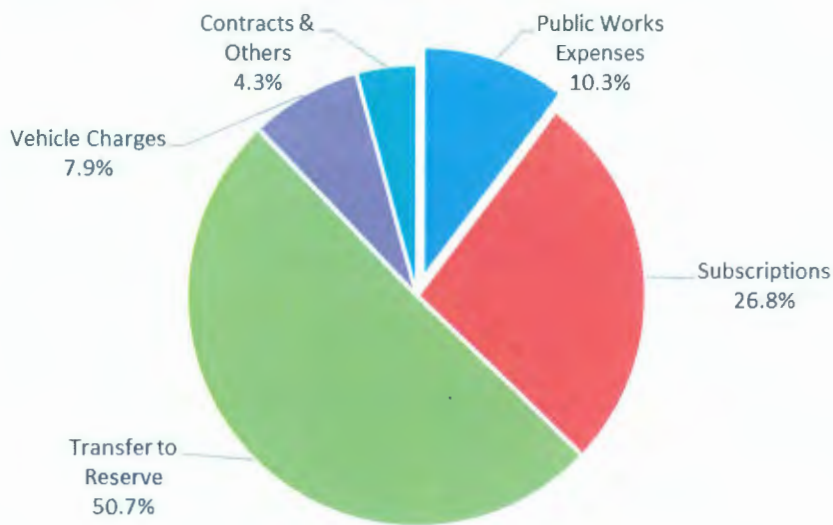
OBI submissions for this year's capital budget do not include associated costs for staffing. The CAO and SMT has requested that any staffing requirement due to new assets be submitted separately as an additional level request in order to allow for further review and assessment.

OBI's resulting from approved capital projects and developer contributed asset will be added to the Operating Budget in the same year that the capital projects are approved by Council. Funding will be distributed to the respective divisions based on the completion of the capital projects in order to reduce any surplus.

The total OBI relating to the 2022 recommended projects, excluding staffing requirement, is \$298,200. Of this amount, \$17,418 is related to utility projects and is included within the infrastructure program. If the respective projects are approved, this amount will be incorporated into the 2023 utility rate budget since the 2022 Utility Budgets were approved on November 8, 2021. Table 4 and Figure 3 provides the breakdown of the Operating Budget Impact by expense type.

Table 4: OBI by project

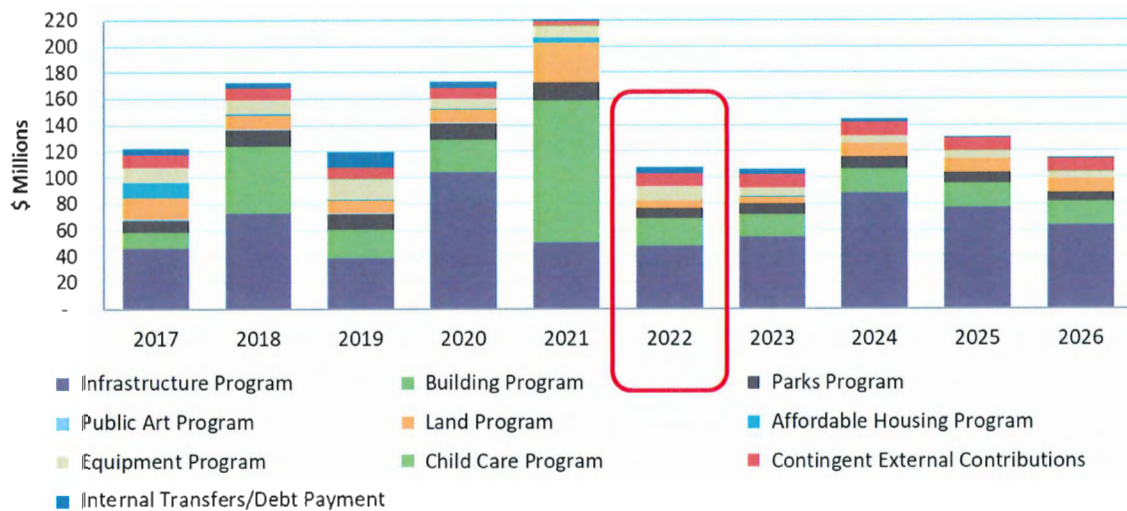
Project Name	Estimated cost	OBI
Automatic Vehicle Location (AVL)/Global Positioning System (GPS) Expansion	\$ 139,653	\$ 100,040
Richmond Curling Club - Priority 1 Repairs	\$ 650,000	\$ 89,200
Fire Vehicle Replacement Reserve Purchases	\$ 2,021,081	\$ 60,000
Street Sweeping Machine for Bike Lanes	\$ 150,000	\$ 32,264
Vehicle and Equipment Reserve Purchases (Public Works and Corporate Fleet)	\$ 4,368,600	\$ 23,000
Water Metering Program	\$ 3,000,000	\$ 17,418
Network Refresh for City Facilities (Phase 3 of 3)	\$ 391,100	\$ 13,326
Steveston Museum - Post Office, Program Space and Exhibit Upgrades	\$ 354,000	\$ 12,300
Snow and Ice Response Tracking	\$ 100,000	\$ 9,600
Traffic Signal Program	\$ 500,000	\$ 2,352
Special Crosswalk Program	\$ 100,000	\$ 1,550
Street Light LED Upgrade Program	\$ 490,000	\$ (30,000)
Energy Management Projects	\$ 600,000	\$ (32,850)
Total	\$ 12,864,434	\$ 298,200

Figure 3: Breakdown of the Operating Budget Impact

As construction of 2022 capital projects progress and more information is obtained, the Operating Budget Impacts will be reviewed, reassessed and adjusted for future years.

Proposed 2022 to 2026 Capital Budget and Historical (2017 - 2021) Capital Budget

Figure 4 shows the Proposed 2022 to 2026 Capital Budget and historical capital budgets for comparative purposes. From 2017 to 2021, the average capital budget is \$162.5M. The 2022 Proposed Capital Budget is \$107.8M, which is lower than the average from the last five years. This is mainly due to the timing of the Major Facilities Phase 2 projects and the limited CBI funding availability.

Figure 4: Capital Budget by Program (2017 – 2026)

A summary of the 5 Year Capital Plan (2022-2026) is presented in Appendix 10 and the funding sources are presented in Appendix 11. A detailed listing of the 2022-2026 capital projects by program is presented in Appendix 12 with highlights of the 2023-2026 projects summarized in Appendix 14.

Financial Impact

The 2022 Proposed Capital Budget with a total value of \$107,762,191 will enable the City to maintain and advance the asset inventory that continues to provide necessities and benefits to the community.

The preliminary Operating Budget Impact associated with these projects is \$298,200 and will be included in the 2022 Proposed Operating Budget. The OBI will be reviewed, reassessed and adjusted as projects near completion.

Conclusion

The recommended Capital budget for 2022 is \$107,762,191. The RT worked closely with the CAO and SMT to represent the interests of all stakeholders to ensure that the 2022 capital program addresses Council's strategic plans, policies and priorities and meets the needs of the community while effectively utilizing available funding.

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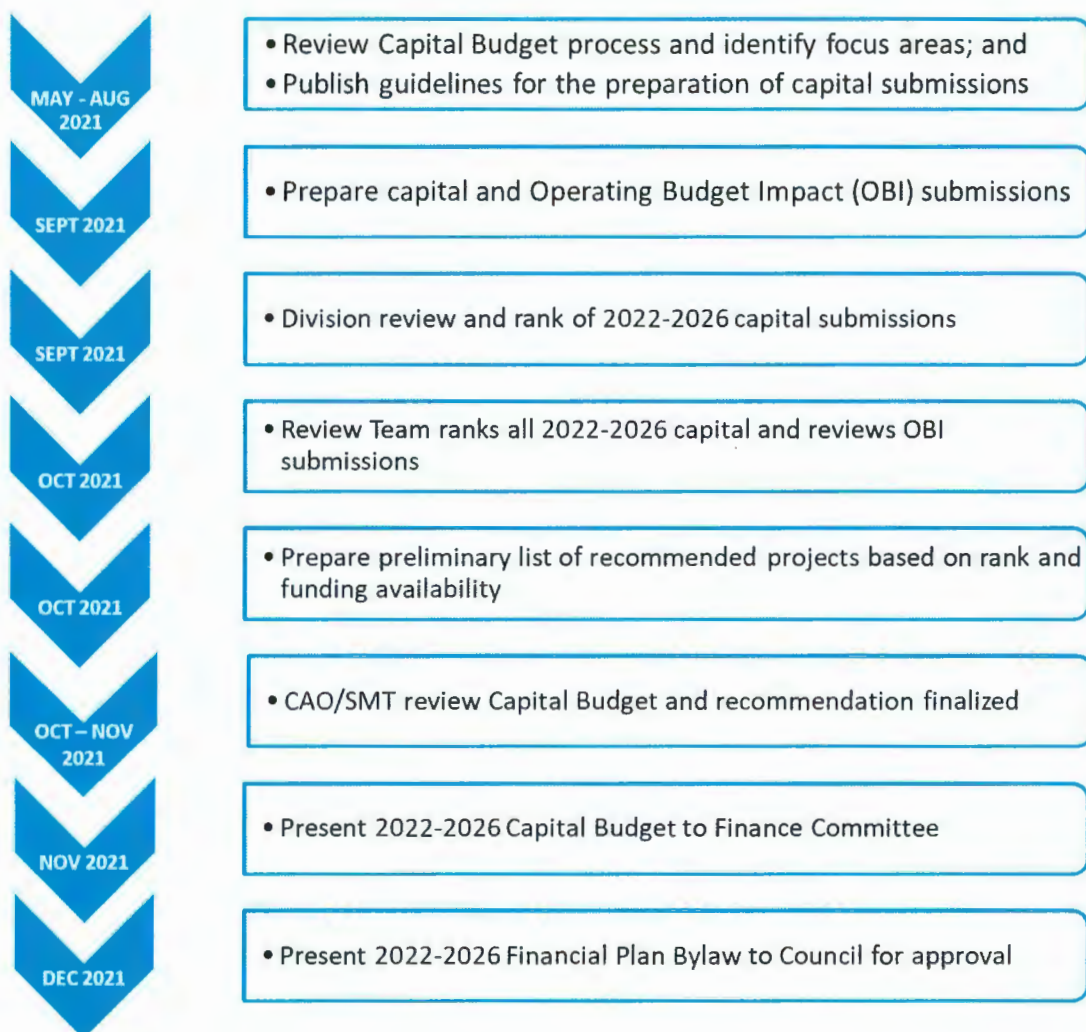
Jenny Ho, CPA, CGA
Acting Manager, Budgets
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- Appendix 1: Capital Ranking Criteria
- Appendix 2: 2022 Capital Budget Process
- Appendix 3: Summary of Capital Projects – Recommended for funding in 2022
- Appendix 4: Summary of Capital Projects – Not Recommended for funding in 2022
- Appendix 5: 2022 Summary of Projects Funded by Revolving Fund
- Appendix 6: 2022 Summary of Projects Funded by Development Cost Charges
- Appendix 7: 2022 Summary of Projects Funded by Capital Building and Infrastructure Reserve
- Appendix 8: Details of Projects Recommended for funding in 2022 by Program
- Appendix 9: Details of Projects Not Recommended for funding in 2022 by Program
- Appendix 10: 5 Year Capital Plan Summary (2022 - 2026)
- Appendix 11: 5 Year Capital Plan by Funding Sources (2022 - 2026)
- Appendix 12: 5 Year Capital Plan by Program (2022 - 2026)
- Appendix 13: 5 Year Capital Plan by Program (2022 - 2026) – Recommended but insufficient funding
- Appendix 14: 2023 - 2026 Capital Plan Highlights
- Appendix 15: Glossary of Terms

Capital Ranking Criteria

Alignment with City Vision	<ul style="list-style-type: none">• Does this support Council's Strategic Plan or an approved City strategy?
Risk Management	<ul style="list-style-type: none">• Is there a legal or regulatory compliance requirement and/or a risk that needs to be managed?
Social	<ul style="list-style-type: none">• Will this enhance social equity, vibrancy and/or health and wellness of the community?
Environmental	<ul style="list-style-type: none">• Will this improve environmental conditions or reduce waste?
Economic	<ul style="list-style-type: none">• Is there Operating Budget Impact (OBI) and external funding for the project?
Innovation & Efficiency	<ul style="list-style-type: none">• Is this innovative and does it increase productivity? (applicable only to IT related submissions)

2022 Capital Budget Process



Project Name	External Funding	City Funding	Total Investment	Total OBI	Ref
INFRASTRUCTURE PROGRAM					
Roads					
Active Transportation Improvement Program	-	750,000	750,000	-	26
Annual Asphalt Re-Paving Program - MRN	-	1,620,995	1,620,995	-	27
Annual Asphalt Re-Paving Program - Non-MRN	-	3,411,043	3,411,043	-	28
Arterial Roadway Improvement Program	-	1,000,000	1,000,000	-	29
Bridge Rehabilitation Program	-	500,000	500,000	-	30
Citywide Connector Walkways Rehabilitation Program	-	250,000	250,000	-	31
Citywide Sidewalk and Street Light Replacement Program	-	250,000	250,000	-	32
LED Street Name Sign Program	-	300,000	300,000	-	33
Neighbourhood Walkway Program	-	600,000	600,000	-	34
River Road Multi-Use Pathway, McCallan Road to No 2 Road	800,000	800,000	1,600,000	-	35
Sexsmith Road/Brown Road Bike Route	375,000	375,000	750,000	-	36
Special Crosswalk Program	-	100,000	100,000	1,550	37
Street Light LED Upgrade Program	-	490,000	490,000	(30,000)	38
Top 20 Collision Prone Intersections- Implementation of Medium/Long-term Improvements	1,125,000	1,875,000	3,000,000	-	39
Traffic Calming Program	-	600,000	600,000	-	40
Traffic Signal Power Backup System (UPS)	-	200,000	200,000	-	41
Traffic Signal Program	-	500,000	500,000	2,352	42
Traffic Video and Communication Program	-	400,000	400,000	-	43
Transit-Related Amenity Improvement Program	-	25,000	25,000	-	44
Transit-Related Roadway Improvement Program	100,000	300,000	400,000	-	45
Transportation Planning, Functional and Preliminary Design	-	400,000	400,000	-	46
Total Roads	\$2,400,000	\$14,747,038	\$17,147,038	\$(26,098)	
Drainage					
Boundary Road Drainage Pump Station Upgrade Fronting Costs	-	840,000	840,000	-	48
Box Culvert Repair	-	1,000,000	1,000,000	-	49
Burkeville Utility Improvements	-	1,240,000	1,240,000	-	50
Canal Stabilization and Drainage & Irrigation Upgrades	-	1,700,000	1,700,000	-	51
Development Coordinated Works - Drainage	-	250,000	250,000	-	52
Disaster Mitigation and Adaptation Fund Infrastructure Upgrades	1,080,000	1,620,000	2,700,000	-	53
Drainage Pump Station Rehabilitation and Generator Upgrade	-	250,000	250,000	-	54
Flood Protection & Dike Improvements	-	1,800,000	1,800,000	-	55
Invasive Species Management	-	300,000	300,000	-	56
Laneway Drainage Upgrade	-	1,183,000	1,183,000	-	57
SCADA System Improvements	-	350,000	350,000	-	58
Storm Main Drainage Upgrade	-	250,000	250,000	-	59
Watercourse Crossing Rehabilitation & Replacement	-	350,000	350,000	-	60
Total Drainage	\$1,080,000	\$11,133,000	\$12,213,000	-	
Water					
Development Coordinated Works - Water	-	250,000	250,000	-	62
Fire Hydrant Upgrades	-	200,000	200,000	-	63
Water Metering Program	-	3,000,000	3,000,000	17,418	64
Watermain Replacement Upgrades Program	-	5,566,000	5,566,000	-	65
Watermain Tie-in and Restoration	-	300,000	300,000	-	66
Total Water	-	\$9,316,000	\$9,316,000	\$17,418	

Project Name	External Funding	City Funding	Total Investment	Total OBI	Ref
INFRASTRUCTURE PROGRAM					
<i>Sanitary Sewer</i>					
Development Coordinated Works - Sanitary	-	250,000	250,000	-	68
Sanitary Sewer Tie-in and Restoration	-	150,000	150,000	-	69
Steveston Sanitary Sewer and Hammersmith Forcemain Rehabilitation	-	3,800,000	3,800,000	-	70
Valve and Hatch Program	-	300,000	300,000	-	71
<i>Total Sanitary Sewer</i>	-	\$4,500,000	\$4,500,000	-	
<i>Infrastructure Advanced Design and Minor Public Works</i>					
Public Works Infrastructure Advanced Design	-	3,280,000	3,280,000	-	73
Public Works Minor Capital - Drainage	-	400,000	400,000	-	74
Public Works Minor Capital - Sanitary	-	300,000	300,000	-	75
Public Works Minor Capital - Sanitation & Recycling	-	450,000	450,000	-	76
<i>Total Infrastructure Advanced Design and Minor Public Works</i>	-	\$4,430,000	\$4,430,000	-	
TOTAL INFRASTRUCTURE PROGRAM	\$3,480,000	\$44,126,038	\$47,606,038	\$(8,680)	
BUILDING PROGRAM					
<i>Building</i>					
Annual Infrastructure Replacements and Building Improvements	-	3,000,000	3,000,000	-	78
Britannia Shipyards Envelope & Mechanical System Renewals	-	2,125,000	2,125,000	-	79
Richmond Curling Club – Priority 1 Repairs	-	650,000	650,000	89,200	80
Richmond Ice Centre Renewals - Phase 2 Construction and associated works	-	6,000,000	6,000,000	-	81
Richmond Nature Park Infrastructure Renewals	-	4,775,000	4,775,000	-	82
South Arm Community Centre Infrastructure Renewals	-	1,900,000	1,900,000	-	83
Watermania Mechanical and Pool Equipment Renewals	-	2,200,000	2,200,000	-	84
Works Yard Infrastructure Renewals – Phase 1 (Design)	-	420,000	420,000	-	85
<i>Total Building</i>	-	\$21,070,000	\$21,070,000	\$89,200	
<i>Heritage</i>					
Steveston Museum - Post Office, Program Space and Exhibit Upgrades	-	354,000	354,000	12,300	87
<i>Total Heritage</i>	-	\$354,000	\$354,000	\$12,300	
TOTAL BUILDING PROGRAM	-	\$21,424,000	\$21,424,000	\$101,500	
PARKS PROGRAM					
<i>Parks</i>					
London Heritage Farm Master Plan Phase 1	-	612,000	612,000	-	89
Lulu Island Park – Preliminary Planning and Site Study Phase	-	250,000	250,000	-	90
McDonald Beach Boat Basin Restoration Phase 1	-	500,000	500,000	-	91
Parks Advance Planning and Design	-	300,000	300,000	-	92
Parks Ageing Infrastructure Replacement Program	-	530,000	530,000	-	93
Parks General Development	-	400,000	400,000	-	94
Parks Identity Signage Program	-	100,000	100,000	-	95
Playground Replacement Program	-	550,000	550,000	-	96
Terra Nova Washroom Septic System	-	250,000	250,000	-	97
<i>Total Parks</i>	-	\$3,492,000	\$3,492,000	-	

Project Name	External Funding	City Funding	Total Investment	Total OBI	Ref
PARKS PROGRAM					
<i>Parkland</i>					
Parkland Acquisition	-	4,000,000	4,000,000	-	99
Total Parkland	-	\$4,000,000	\$4,000,000	-	
TOTAL PARKS PROGRAM	-	\$7,492,000	\$7,492,000	-	
PUBLIC ART PROGRAM					
<i>Public Art</i>					
Public Art Program	-	200,000	200,000	-	101
TOTAL PUBLIC ART PROGRAM	-	\$200,000	\$200,000	-	
LAND PROGRAM					
<i>Land</i>					
Strategic Real Estate Acquisition	-	5,000,000	5,000,000	-	103
TOTAL LAND PROGRAM	-	\$5,000,000	\$5,000,000	-	
AFFORDABLE HOUSING PROGRAM					
<i>Affordable Housing</i>					
Affordable Housing Operating Initiatives	-	400,000	400,000	-	105
TOTAL AFFORDABLE HOUSING PROGRAM	-	\$400,000	\$400,000	-	
EQUIPMENT PROGRAM					
<i>Vehicle</i>					
Automatic Vehicle Location/Global Positioning System Expansion	-	139,653	139,653	100,040	107
Vehicle and Equipment Reserve Purchases (Public Works and Corporate Fleet)	-	4,368,600	4,368,600	23,000	108
Total Vehicle	-	\$4,508,253	\$4,508,253	\$123,040	
<i>Fire Dept Vehicles and Equipment</i>					
Fire Vehicle Replacement Reserve Purchases	-	2,021,081	2,021,081	60,000	110
Total Fire Dept Vehicles and Equipment	-	\$2,021,081	\$2,021,081	\$60,000	
<i>Information Technology</i>					
Annual Hardware Refresh	-	531,385	531,385	-	112
Corporate Website Increased Functionalities	-	300,000	300,000	-	113
Data Analytics 2022	-	300,000	300,000	-	114
Data Centre Server Refresh / Update (Phase 2 of 2)	-	360,000	360,000	-	115
Digital Communication Enhancement / Public Participation at City Hall	-	350,129	350,129	-	116
MS SQL Server Refresh	-	324,836	324,836	-	117
Network Refresh for City Facilities (Phase 3 of 3)	-	391,100	391,100	13,326	118
PeopleSoft Financial 9.2 Upgrade	-	477,745	477,745	-	119
Snow and Ice Response Tracking	-	100,000	100,000	9,600	120
Tempest Oracle to SQL Server Migration	-	147,000	147,000	-	121
Total Information Technology	-	\$3,282,195	\$3,282,195	\$22,926	

Summary of Capital Projects – Recommended for funding in 2022

Appendix 3

Project Name	External Funding	City Funding	Total Investment	Total OBI	Ref
EQUIPMENT PROGRAM					
Energy Management Projects	-	600,000	600,000	(32,850)	123
Fire Equipment Replacement - Fire Hose	-	124,389	124,389	-	124
Street Sweeping Machine for Bike Lanes	-	150,000	150,000	32,264	125
<i>Total Equipment</i>	-	\$874,389	\$874,389	\$(586)	
TOTAL EQUIPMENT PROGRAM	-	\$10,685,918	\$10,685,918	\$205,380	
CHILD CARE PROGRAM					
<i>Child Care</i>					
Child Care - Administration	-	200,000	200,000	-	127
Child Care Projects - City-wide (Capital Grants)	-	50,000	50,000	-	128
Child Care Projects - City-wide (Non-Capital Grants)	-	10,000	10,000	-	129
TOTAL CHILD CARE PROGRAM	-	\$260,000	\$260,000	-	
CONTINGENT EXTERNAL CONTRIBUTION					
Contingent External Contribution	10,000,000	-	10,000,000	-	131
TOTAL CONTINGENT EXTERNAL CONTRIBUTION	\$10,000,000	-	\$10,000,000	-	
INTERNAL TRANSFERS/DEBT PAYMENT					
<i>Internal Transfers/Debt Payment</i>					
12040 Horseshoe Way Repayment	-	525,000	525,000	-	133
7080 River Road Repayment	-	2,341,384	2,341,384	-	134
River Road/North Loop (2005) Repayment	-	1,334,953	1,334,953	-	135
West Cambie Parkland Acquisition Repayment	-	492,898	492,898	-	136
TOTAL INTERNAL TRANSFERS/DEBT PAYMENT	-	\$4,694,235	\$4,694,235	-	
Total 2022 Capital Program	\$13,480,000	\$94,282,191	\$107,762,191	\$298,200	

OBI Type	
Operating OBI	\$280,782
Utility OBI	17,418
Total OBI	\$298,200

Project Name	External Funding	City Funding	Total OBI	Ref
INFRASTRUCTURE PROGRAM				
<i>Roads</i>				
Geographic Information System Roads Database - Phase 1	-	200,000	-	138
Williams Road Reconstruction - No 4 Road to No 5 Road - Design	-	850,000	-	139
Total Roads	-	\$1,050,000	-	
<i>Infrastructure Advanced Design and Minor Public Works</i>				
Public Works Minor Capital - Roads	-	600,000	-	141
Public Works Minor Capital - Traffic	-	250,000	-	142
Total Infrastructure Advanced Design and Minor Public Works	-	\$850,000	-	
TOTAL INFRASTRUCTURE PROGRAM	-	\$1,900,000	-	
BUILDING PROGRAM				
<i>Building</i>				
Capital Buildings Project Development Advanced Design	-	750,000	-	144
Total Building	-	\$750,000	-	
TOTAL BUILDING PROGRAM	-	\$750,000	-	
PARKS PROGRAM				
<i>Parks</i>				
Burkeville Park Redevelopment	-	450,000	-	146
Total Parks Program	-	\$450,000	-	
TOTAL PARKS PROGRAM	-	\$450,000	-	
EQUIPMENT PROGRAM				
<i>Equipment</i>				
RCMP Command Vehicle Replacement	-	1,225,095	35,399	148
Total Equipment	-	\$1,225,095	\$35,399	
<i>Information Technology</i>				
Enhanced Online Customer Experience: Community Services Program Registration	-	235,000	-	150
Total Information Technology	-	\$235,000	-	
TOTAL EQUIPMENT PROGRAM	-	\$1,460,095	\$35,399	
Total 2022 Capital Program – Not Recommended for funding	-	\$4,560,095	\$35,399	

2022 Summary of Projects Funded by Revolving Fund

Appendix 5

Each year, the Revolving Fund is utilized to fund various capital projects. This summary shows the 2022 capital projects and the corresponding amounts funded by the Revolving Fund.

Project Name	Revolving Fund	Total Investment	Total OBI	Ref
Roads				
Bridge Rehabilitation Program	500,000	500,000	-	30
Citywide Connector Walkways Rehabilitation Program	250,000	250,000	-	31
Citywide Sidewalk and Street Light Replacement Program	250,000	250,000	-	32
Total Roads	\$1,000,000	\$1,000,000	-	
Heritage				
Steveston Museum - Post Office, Program Space and Exhibit Upgrades	354,000	354,000	12,300	87
Total Building	\$354,000	\$354,000	\$12,300	
Parks				
McDonald Beach Boat Basin Restoration Phase 1	350,000	500,000	-	91
Parks Ageing Infrastructure Replacement Program	530,000	530,000	-	93
Playground Replacement Program	500,000	550,000	-	96
Total Parks	\$1,380,000	\$1,580,000	-	
Equipment				
Street Sweeping Machine for Bike Lanes	150,000	150,000	32,264	125
Total Equipment	150,000	150,000	32,264	
Information Technology				
Corporate Website Increased Functionalities	300,000	300,000	-	113
Data Analytics 2022	300,000	300,000	-	114
Digital Communication Enhancement / Public Participation at City Hall	350,129	350,129	-	116
Total Information Technology	950,129	950,129	-	
Total Equipment Program	\$1,100,129	\$1,100,129	\$32,264	
Total Projects Funded by Revolving Fund	\$3,834,129	\$4,034,129	\$44,564	
The City Assist Factor on Roads DCC and Parks DCC projects are also funded by the Revolving Fund.				
City Assist Factor on Parks Acquisition	377,312			
City Assist Factor on Parks Development	116,739			
City Assist Factor on Roads DCC	513,588			
Total City Assist Factor	\$1,007,639			
Total Funding from Revolving Fund	\$4,841,768			

Project Name	DCC Funding	City Assist Factor	Total Investment ¹	Total OBI	Ref
Roads					
Active Transportation Improvement Program	705,375	44,625	750,000	-	26
Arterial Roadway Improvement Program	940,500	59,500	1,000,000	-	29
LED Street Name Sign Program	282,150	17,850	300,000	-	33
Neighbourhood Walkway Program	564,300	35,700	600,000	-	34
River Road Multi-Use Pathway, McCallan Road to No 2 Road	752,000	48,000	1,600,000	-	35
Sexsmith Road/Brown Road Bike Route	352,688	22,312	750,000	-	36
Special Crosswalk Program	94,050	5,950	100,000	1,550	37
Top 20 Collision Prone Intersections- Implementation of Medium/Long-term Improvements	1,763,437	111,563	3,000,000	-	39
Traffic Calming Program	564,300	35,700	600,000	-	40
Traffic Signal Power Backup System (UPS)	188,100	11,900	200,000	-	41
Traffic Signal Program	470,250	29,750	500,000	2,352	42
Traffic Video and Communication Program	376,200	23,800	400,000	-	43
Transit-Related Amenity Improvement Program	23,512	1,488	25,000	-	44
Transit-Related Roadway Improvement Program	282,150	17,850	400,000	-	45
Transportation Planning, Functional and Preliminary Design	376,200	23,800	400,000	-	46
Total Roads	\$7,735,212	\$489,788	\$10,625,000	\$3,902	
Infrastructure Advanced Design and Minor Public Works					
Public Works Infrastructure Advanced Design	376,200	23,800	3,280,000	-	73
Total Infrastructure Advanced Design and Minor Public Works	\$376,200	\$23,800	\$3,280,000	-	
Parks					
London Heritage Farm Master Plan Phase 1	575,586	36,414	612,000	-	89
Lulu Island Park - Preliminary Planning and Site Study Phase	235,125	14,875	250,000	-	90
Parks Advance Planning and Design	282,150	17,850	300,000	-	92
Parks General Development	376,200	23,800	400,000	-	94
Parks Identity Signage Program	94,050	5,950	100,000	-	95
Playground Replacement Program	47,025	2,975	550,000	-	96
Terra Nova Washroom Septic System	235,125	14,875	250,000	-	97
Total Parks	\$1,845,261	\$116,739	\$2,462,000	-	
Parkland					
Parkland Acquisition	3,762,000	238,000	4,000,000	-	99
Total Parkland	\$3,762,000	\$238,000	\$4,000,000	-	
Internal Transfers/Debt Payment					
7080 River Road Repayment	2,202,072	139,312	2,341,384	-	134
River Road/North Loop (2005) Repayment	1,334,953	-	1,334,953	-	135
West Cambie Parkland Acquisition Repayment	492,898	-	492,898	-	136
Total Internal Transfers/Debt Payment	\$4,029,923	\$139,312	\$4,169,235	-	
Grand Total	\$17,748,596	\$1,007,639	\$24,536,235	\$ 3,902	

¹The Total Investment includes all funding sources: External and City Funding, refer to Appendix 3.

The Capital Building and Infrastructure General Fund is used for facility construction and is funded from taxes and gaming revenue.

Capital Building and Infrastructure Reserve				
Project Name	Capital Building and Infrastructure Fund	Total Investment	Total OBI	Ref
<i>Building</i>				
Britannia Shipyards Envelope & Mechanical System Renewals	2,125,000	2,125,000	-	79
Richmond Curling Club - Priority 1 Repairs	650,000	650,000	89,200	80
Richmond Ice Centre Renewals - Phase 2 Construction and associated works	6,000,000	6,000,000	-	81
Richmond Nature Park Infrastructure Renewals	4,775,000	4,775,000	-	82
South Arm Community Centre Infrastructure Renewals	1,900,000	1,900,000	-	83
Watermania Mechanical and Pool Equipment Renewals	2,200,000	2,200,000	-	84
Works Yard Infrastructure Renewals - Phase 1 (Design)	420,000	420,000	-	85
Total Building	\$18,070,000	\$18,070,000	\$89,200	
Grand Total	\$18,070,000	\$18,070,000	\$89,200	

Infrastructure Program 2022


The City's Infrastructure Program assets include: Road, Drainage and Sanitary Pump Stations, Drainage, Water, and Sanitary Mains.

2022 Recommended Infrastructure – Roads Program

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Program:	Infrastructure Program		Sub-program:	Roads
Project Name:	Active Transportation Improvement Program		Submission ID:	6121
Location:	Various Locations			
Cost:	\$750,000		OBI:	\$ -
Funding Sources:	Roads DCC:	\$705,375		
	Roads City Assist:	\$44,625		
Scope:	<p>Implement cycling and rolling (e.g., wheelchairs and scooters) improvements to support: 1) the expansion of on-street cycling routes and off-street multi-use pathways; and 2) cycling and rolling initiatives and on-going enhancements to existing infrastructure.</p> <p>Major Cost Components: New on-street cycling facilities, off-street multi-use pathways for transportation purposes, bike racks, pavement markings and signage, and associated road geometric improvements.</p> <p>The list of improvements currently planned for 2022 is:</p> <ol style="list-style-type: none">1. Garden City Road Multi-Use Pathway, Francis Road-Williams Road: replace and widen existing 2.5m multi-use pathway (MUP), which has deteriorated over time due to tree root ingress, asphalt cracking, etc., to 3m complete with lighting. This project relies on external funding for implementation. If external funding is not available, a revised proposal will be presented to Council for consideration and approval or the project will be deferred (i.e. with no change in scope).2. Midtown Neighbourhood Bike Route: widening of sidewalk on north side of Francis Road between McCutcheon Pl and Schaefer Gate to accommodate two-way cycling connection3. Upgrade of existing painted on-street bike lanes with physical protection from adjacent vehicle lane4. Implementation of minor improvements as requested by public. <p>Funding: Roads DCC program; potential from TransLink, ICBC and development.</p>			



Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Annual Asphalt Re-Paving Program - MRN	Submission ID:	6087

Location:	City Wide		
Cost:	\$1,620,995	OBI:	\$ -
Funding Sources:	MRN Rehabilitation: \$1,620,995		
Scope:	<p>The purpose of this project is to re-pave MRN roads in alignment with the City's Ageing Infrastructure Report and Pavement Management Plan.</p> <p>The project costs include any associated ancillary work, including but not limited to, curb and gutter repairs, road base repair, asphalt parking re-paving, manhole and valve box adjustments, line painting and staff inspection time.</p> <p>The project includes the pavement component of other water, sanitary and drainage upgrades in the Capital Program that are co-ordinated by the Engineering department as well as consultant and contractor fees related to bridge upgrades and the Pavement Management Plan.</p>		



Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Annual Asphalt Re-Paving Program - Non-MRN	Submission ID:	6088
Location:	City Wide		
Cost:	\$3,411,043	OBI:	\$ -
Funding Sources:	Asphalt Capping: \$3,411,043		
Scope:	<p>The purpose of this project is to re-pave City-owned non-MRN roads (major roads, minor roads and lanes) in alignment with the City's Ageing Infrastructure Report and Pavement Management Plan.</p> <p>The project could also include the costs associated with ancillary work, including but not limited to, curb and gutter repairs, road base repair, asphalt parking re-paving, manhole and valve box adjustments, line painting, staff inspection time and similar.</p> <p>The project includes the pavement component of other water, sanitary and drainage upgrades in the Capital Program that are co-ordinated by the Engineering department as well as consultant and contractor fees related to bridge upgrades and the Pavement Management Plan.</p>		
			

Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Arterial Roadway Improvement Program	Submission ID:	6123

Location: Various Locations

Cost: \$1,000,000

OBI: \$ -

Funding Sources: Roads DCC: \$940,500
Roads City Assist: \$59,500

Scope: Implement pedestrian and traffic safety improvements along arterial roads and at arterial road intersections to address issues including those identified through requests from the public and/or Council.

Major Cost Components: New and/or enhancement of turn lanes, channelization, traffic signage, pedestrian safety measures enhancements and new/upgrade sidewalks/walkways.

Locations for improvements are prioritized based on traffic safety / collision risks and level of pedestrian activities (i.e., schools, neighbourhood service centres, bus stops, recreational service centres, shopping/retail centres, etc.).

The list of improvements currently planned for 2022 is removal of 2 channelized right-turn islands, northwest and southwest corners and reconstruct curb returns at Garden City Road-Alderbridge Way Avenue intersection.

Funding: Roads DCC program; potential from TransLink, ICBC and development.



Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Bridge Rehabilitation Program	Submission ID:	6209


Location:	City Wide		
Cost:	\$500,000	OBI:	\$ -
Funding Sources:	Capital Revolving: \$500,000		
Scope:	<p>The City completed inspections on a number of road and pedestrian bridges and watercourse crossings, and identified select structures that are in need of repair or replacement. The scope of work for this project includes further structural inspections, engineering design, and repair or replacement of bridge structures and watercourse crossings.</p> <p>Repair or replacement work may include, but not be limited to, culvert installation, utility relocation, restoration, railing improvements, barrier installation, sidewalk repair, signage installation, crack sealing, erosion repair, expansion joint sealing and ancillary works associated with bridge and watercourse crossing repair or replacement.</p> <p>This project will improve road user and pedestrian safety, improve the City's ability to manage emergency response and reduce the potential for unplanned maintenance that is disruptive and costly through proactive management of ageing infrastructure.</p>		









Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Citywide Connector Walkways Rehabilitation Program	Submission ID:	6766
Location:	Various Locations		
Cost:	\$250,000	OBI:	\$ -
Funding Sources:	Capital Revolving: \$250,000		
Scope:	<p>This project involves the replacement or rehabilitation of connector walkways located in various neighbourhoods around Richmond. The assessments conducted confirm that the walkway surface conditions have deteriorated over time due to tree root ingress, asphalt cracking, etc. The project cost could include, but is not limited to, costs associated with tree root pruning, asphalt re-paving and other ancillary work.</p> <p>Connector walkways are heavily used by pedestrians and their current condition in certain areas may pose a tripping hazard for the users. This project would allow the City to mitigate potential risks to public safety and promote eco-friendly modes of transportation, such as walking and biking.</p>		
			

Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Citywide Sidewalk and Street Light Replacement Program	Submission ID:	6206

Location: Various Locations

Cost: \$250,000

OBI: \$ -


Funding Sources: Capital Revolving: \$250,000

Scope: Over time, street lighting infrastructure deteriorates and can become a hazard to residents and traffic without proper maintenance and replacement programs. Per the City's ageing infrastructure assessment program, several street lights and street light service panels are at the end of their life and need to be replaced. Sidewalks that have subsided, are damaged from tree roots, or have become misaligned pose tripping hazards to pedestrians. Replacing these sidewalks will improve pedestrian safety and encourage non-vehicular forms of transportation.

This project includes removal and replacement of street light poles, service panels, and luminaires that have reached the end of their service life, retrofit of deteriorated concrete bases and the associated ancillary works, inspection of street lights that are nearing the end of their service life, installation of new street lights to eliminate gaps in the street lighting network and repairing deteriorated sidewalks.



Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	LED Street Name Sign Program	Submission ID:	6156
Location:	Various Locations		
Cost:	\$300,000	OBI:	\$ -
Funding Sources:	Roads DCC: \$282,150 Roads City Assist: \$17,850		
Scope:	Installation of overhead LED street name signs at key signalized intersections to enhance visibility and legibility for drivers. It is anticipated that the remaining signalized intersections (60 out of 183) can be upgraded over the next 4-6 years (i.e. 10-15 per year).		
	Major Cost Components: LED street name sign, mounting hardware and electrical wiring.		
	Locations are prioritized based on major, gateway and high-volume intersections and in tourist areas.		
	For 2022, locations are to be determined.		
	Funding: Roads DCC program; potential from TransLink, ICBC and development.		



Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Neighbourhood Walkway Program	Submission ID:	6128

Location:	Various Locations		
Cost:	\$600,000	OBI:	\$ -
Funding Sources:	Roads DCC: \$564,300 Roads City Assist: \$35,700		
Scope:	Construction of new and/or enhancement of existing neighbourhood walkways/sidewalks.		


Major Cost Components: Construction of new or upgrade of existing sidewalks, pathways, wheelchair ramps, minor curb cuts, and boulevard modifications.

Locations are prioritized based on level of pedestrian activities (i.e., proximity to schools, bus stops, recreational centres, parks, shopping/retail centres, etc.), traffic safety/collision risks, and requests from Council and the public.

For 2022, locations are to be determined in the year of the program. In previous years, the following were completed:

1. Asphalt walkway along the west side of No 6 Road from Bridgeport Road to Cambie Road
2. Sidewalk along west side of Viking Way from Cambie Road to Bridgeport Road

Funding: Roads DCC program; potential from TransLink, ICBC and development.



Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	River Road Multi-Use Pathway, McCallan Road to No 2 Road	Submission ID:	6920

Location: South side of River Road from McCallan Road to No 2 Road

Cost: \$1,600,000

OBI: \$ -

Funding Sources: Roads DCC: \$752,000
Roads City Assist: \$48,000
Grant: \$800,000

Scope: Provision of a 3.0m (minimum) to 4.0m (preferred) wide paved multi-use pathway (MUP) along the south side of River Road from McCallan Road to No. 2 Road. The detailed design (2020 project approved by Council) will commence in Q3/Q4 2021. This project relies on external funding for implementation. If external funding is not available, a revised proposal will be presented to Council for consideration and approval.

Upon completion, this project will connect to the existing Railway Greenway MUP (east side of McCallan Road) and the existing Middle Arm Greenway MUP along the dike at No. 2 Road.

Major Cost Components: Removal of existing asphalt walkway, multi-use pathways, wooden bollards, pavement markings and signage, pedestrian crossing enhancements, lighting, removal & relocation of trees, modifications to existing parking lots, landscaping, etc.

Funding: Roads DCC program; potential from TransLink and ICBC



Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Sexsmith Road/Brown Road Bike Route	Submission ID:	7114

Location: Sexsmith Road from Beckwith Road to Patterson Road and Brown Road from Sexsmith Road to Browngate Road

Cost: \$750,000

OBI: \$ -

Funding Sources:

Roads DCC:	\$352,688
Roads City Assist:	\$22,312
Grant:	\$375,000

Scope: Provision of 1.8m (minimum) wide unidirectional protected cycling facilities along Sexsmith Road from Beckwith Road to Patterson Road & Brown Road from Sexsmith Road to Cambie Road and 1.8m (minimum) wide unidirectional cycling facilities along Brown Road from Cambie Road to Browngate Road. This project relies on external funding for implementation. If external funding is not available, a revised proposal will be presented to Council for consideration and approval.

Upon completion, this project a continuous bike connection from Bridgeport Station to Aberdeen Station via Sexsmith Road (north of Cambie Road) and Brown Road (south of Cambie Road) to Odlin Road (neighbourhood bike route, substantially completed).

Major Cost Components: Lane narrowing, road widening, physical barriers, pavement markings and signage, pedestrian crossing enhancements, relocation of above ground infrastructure (i.e., streetlight poles, hydrants, power poles, traffic signals, etc.), and modifications to private property (i.e., re-grade driveways, retaining walls, landscaping, etc.).

Funding: Roads DCC program; potential from TransLink and ICBC



Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Special Crosswalk Program	Submission ID:	6120

Location: Various Locations

Cost: \$100,000

OBI: \$1,550

Funding Sources: Roads DCC: \$94,050
Roads City Assist: \$5,950


Scope: Upgrade of existing crosswalks on arterial roads (typically four-lane) to new traffic control standards that have been endorsed by Council.

Major Cost Components: Illuminated overhead crosswalk signs with amber flashers, strobe lights, poles, pole bases, underground conduit, junction boxes, pole-mount cabinet, controller, hydro service panel, Accessible Pedestrian Signal (APS) push buttons, pavement markings, and site restoration.

The preliminary list for 2022 includes Granville Avenue and Mayflower Drive.

Funding: Roads DCC program; potential from TransLink, ICBC and development.



Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Street Light LED Upgrade Program	Submission ID:	6759
Location:	City Wide		
Cost:	\$490,000	OBI:	\$(30,000)
Funding Sources:	Enterprise:		\$490,000
Scope:	<p>To date, the City has replaced 5,000 ageing high-pressure sodium (HPS) light fixtures with light-emitting diode (LED) light fixtures. Replacing HPS fixtures with LED fixtures significantly reduces annual energy consumption.</p> <p>This project is phase 1 of 5 to replace the remaining 5,800 ageing HPS light fixtures with LED light fixtures. Approximately 1,200 light fixtures will be replaced during each phase of the replacement program. It is estimated that this project will reduce electricity use by 350,000 kWh, which translates to approximately \$30,000 in cost savings annually.</p>		
			

Program:	Infrastructure Program		Sub-program:	Roads
Project Name:	Top 20 Collision Prone Intersections- Implementation of Medium/Long-term Improvements		Submission ID:	6634
Location:	Various Locations			
Cost:	\$3,000,000		OBI:	\$ -
Funding Sources:	Roads DCC: \$1,763,437 Roads City Assist: \$111,563 Grant: \$1,125,000			
Scope:	<p>Implement safety improvements determined through the preliminary design for the top 20 collision prone intersections as approved by Council. The exact scope and timing of the safety improvements will be determined through the study in progress and the implementation strategy, once developed, will be presented to Council for consideration. It is anticipated that 2 to 3 locations will be completed per year subject to TransLink funding and scope of works; otherwise 1 to 2 locations will be completed per year.</p> <p>Major Cost Components: Road geometry changes such as road widening, addition or lengthening of left-turn lanes, addition or realigning of right-turn lanes, redesign of existing channelized right-turn lanes, widening sidewalks and wheelchair ramps, completion of pedestrian and cycling connections, upgrade streetlighting, traffic signal modifications (i.e., added left-turn phase), relocation of driveways and land acquisition.</p> <p>Subject to availability of external funding, the list of improvements planned for 2022 are as follows:</p> <ol style="list-style-type: none"> 1. No. 4 Road and Alderbridge Way intersection (#4) - Modification/removal of the existing islands, reduce curb return radius, capacity improvements in the westbound and northbound directions (e.g., additional turning lanes or signal modifications) 2. No. 5 Road and Westminster Hwy intersection (#5) - Modification/removal of the existing island, reduce curb return radius, advance warning flashers, eliminate the merge lane the west side of No 5 Road. <p>In addition to safety considerations, the locations were selected based on past public complaints, extent of determined scope of works, as well as those that are readily implementable, i.e., within City jurisdiction, minimal property acquisition, etc.</p> <p>Funding: Roads DCC program; potential from TransLink, ICBC and development.</p>			



Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Traffic Calming Program	Submission ID:	6127

Location: Various Locations

Cost: \$600,000

OBI: \$ -

Funding Sources: Roads DCC: \$564,300
Roads City Assist: \$35,700

Scope: Retrofitting existing local roads with traffic calming measures to enhance safety for road users and livability for residents by reducing speed and deterring short-cutting traffic within neighbourhoods.

Major Cost Components: Road works to construct traffic calming measures such as curb bulges, curb ramps, traffic circles, speed humps, delineated walkways, traffic signage, pavement marking, and streetscape features (i.e., trees and/or other landscaping improvements).

Locations will be prioritized based on Council and/or public request. In previous years, locations were typically identified in the year of the program. Examples of 2021 projects include:

1. Speed humps on Monteith Road and Shell Road
2. Traffic calming measures on Fundy Drive

Funding: Roads DCC program; potential from TransLink, ICBC and development.



Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Traffic Signal Power Backup System (UPS)	Submission ID:	6446

Location: Various Locations

Cost: \$200,000

OBI: \$ -

Funding Sources: Roads DCC: \$188,100
Roads City Assist: \$11,900

Scope: Installation of Uninterruptible Power Supply (UPS) system at signalized intersections to provide continual power during disruption. UPS protects electronic hardware from power surges. It is anticipated that the remaining signalized intersections (98 out of 183) can be upgraded over the next 10-15 years (i.e., 7-10 per year).

Major Cost Components: UPS cabinet and base, controller, batteries, underground conduit, and site restoration

For 2022, locations are to be determined.

Funding: Roads DCC program; potential from TransLink, ICBC and development.



Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Traffic Signal Program	Submission ID:	6129

Location:	Various Locations		
Cost:	\$500,000	OBI:	\$2,352
Funding Sources:	Roads DCC:	\$470,250	
	Roads City Assist:	\$29,750	
Scope:	Installation of new/upgrade of existing traffic signals to accommodate traffic growth, respond to public requests, improve traffic management & movement of all road users, and address traffic safety concerns.		


Major Cost Components: Traffic controller, cabinet, poles, bases, junction boxes, underground conduit, in ground and camera video detection, enhanced accessible pedestrian signals, traffic signal heads, electrical wiring, traffic signal communications, LED street name signs, pavement markings, minor corner property acquisition, minor curb cuts, boulevard modifications, and site restoration.

Locations to potentially be upgraded to a full traffic signal is contingent on a traffic signal warrant study.

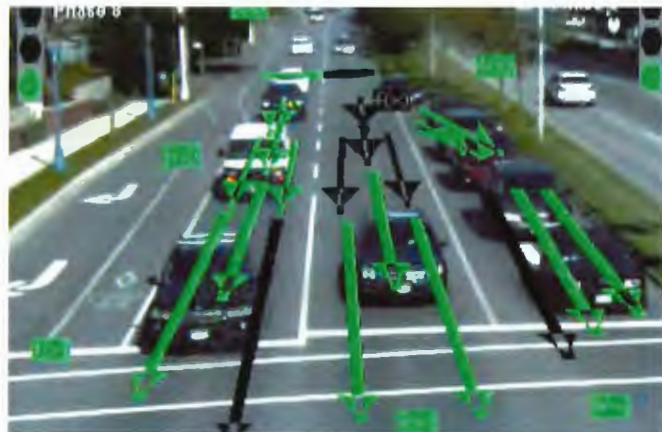
The preliminary list for 2022 includes the following locations:

1. No 3 Road and Bus Mall (installation of pre-signals north & south)
2. To be determined based on outcome of traffic signal warrant study being conducted

Funding: Roads DCC program; potential from TransLink, ICBC and development.



Program:	Infrastructure Program		Sub-program:	Roads
Project Name:	Traffic Video and Communication Program		Submission ID:	6130
Location:	Various Locations			
Cost:	\$400,000		OBI:	\$ -
Funding Sources:	Roads DCC:	\$376,200		
	Roads City Assist:	\$23,800		
Scope:	<p>1. Install video detection cameras at signalized intersections to enhance cyclist and vehicle detection, optimize traffic operations, measure traffic speed, provide real time video of traffic conditions to the Traffic Management Centre (TMC) for observing and enhancing operations and provide photos (in one minute intervals) of approach traffic conditions for public access on the City website. This program is separate from the Richmond RCMP security camera program. By the end of 2021, there will be 60 out 183 signalized intersections remaining, which require build out of the fibre communications network prior to camera installation.</p> <p>2. Upgrade conduit and cable infrastructure to install higher capacity fibre optic cable and electronics to communicate with multiple remote programmable devices at traffic signals. It is anticipated that the entire city can be upgraded over the next 8-12 years based on the current level of funding.</p> <p>Major Cost Components: Video detection camera hardware and installation, fibre optic cable, fibre splicing and underground enclosures and fibre network switches required to communicate to the TMC.</p> <p>Traffic Video Camera</p> <ol style="list-style-type: none"> 1. Garden City Road and Cook Road 2. Garden City Road and Westminster Highway 3. No. 1 Road and Osmond Avenue 4. No. 5 Road and Cambie Road <p>Fibre communications cable and conduit installation/cleaning/upgrades</p> <ol style="list-style-type: none"> 1. Granville Avenue (No. 3 Road-Garden City Road) 2. Garden City Road (Granville Avenue-Westminster Highway) 3. No. 1 Road (Youngmore Road-Osmond Avenue) 4. East Richmond Pedestrian signal to No. 5 Road and Cambie Road <p>Funding: Roads DCC program; potential from TransLink, ICBC and development.</p>			



Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Transit-Related Amenity Improvement Program	Submission ID:	6126

Location: Various Locations

Cost: \$25,000

OBI: \$ -

Funding Sources: Roads DCC: \$23,512
Roads City Assist: \$1,488

Scope: Transit-related amenity improvements within the road right-of-way to support transit service and infrastructure.


Major Cost Components: Non-advertising transit shelters and benches and other supplementary amenity improvements to facilitate transit passengers.

Locations for bus stop shelters are prioritized based on boarding activity, customer requests and availability of right-of-way.

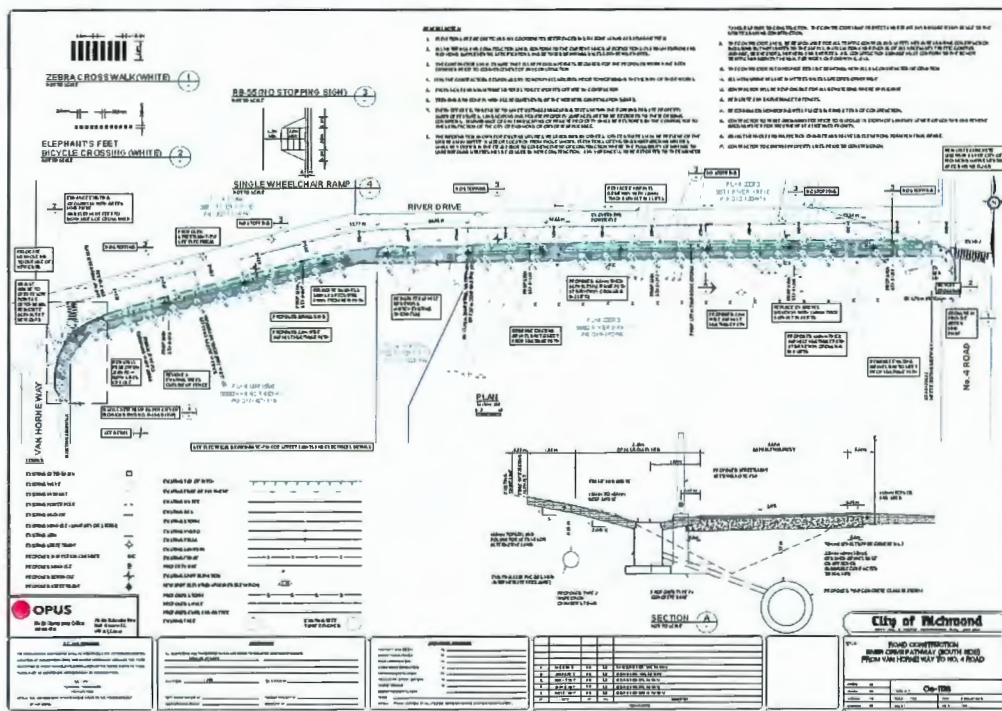
For 2022, approximately 10-15 locations are proposed for upgrade. The actual locations will be determined in early 2022 in consultation with Pattison Outdoor, the City's street furniture contractor.

Funding: Roads DCC program; potential from TransLink, ICBC and development.



Program:	Infrastructure Program		Sub-program:	Roads
Project Name:	Transit-Related Roadway Improvement Program		Submission ID:	6125
Location:	Various Locations			
Cost:	\$400,000		OBI:	\$ -
Funding Sources:	Roads DCC: \$282,150 Roads City Assist: \$17,850 Grant: \$100,000			
Scope:	<p>Road and traffic improvements to increase accessibility at bus stops, support transit service improvements and existing transit infrastructure. Currently, approximately 85 % of 722 existing bus stops are accessible.</p> <p>Major Cost Components: Bus stop landing pads and ramps for wheelchair accessibility, intersection geometric/corner improvements, sidewalk/walkway construction connecting to bus stops, etc. to facilitate transit passengers.</p> <p>Locations for bus stop accessibility improvements are prioritized based on boarding/alighting activity, customer requests and availability of right-of-way.</p> <p>For 2022, approximately 15-20 locations are proposed for upgrade, subject to TransLink funding. The actual locations will be determined in early 2022 in consultation with Coast Mountain Bus Company (CMBC) and through public feedback.</p> <p>Funding: Roads DCC program; potential from TransLink, ICBC and development.</p>			
				

Program:	Infrastructure Program		Sub-program:	Roads
Project Name:	Transportation Planning, Functional and Preliminary Design		Submission ID:	6119
Location:	Various Locations			
Cost:	\$400,000		OBI:	\$ -
Funding Sources:	Roads DCC:	\$376,200		
	Roads City Assist:	\$23,800		
Scope:	1. Project design - prepare functional/preliminary designs and cost estimates required for transportation capital projects identified within the Capital Program. Design to identify road elements, horizontal alignment, cross-section, property impacts, etc. and high level cost estimates to carry out further detailed engineering design.			
	2. Project planning and coordination - Assist in the development, leading, coordinating and administering the planning, engineering, and design work on transportation capital projects approved as part of the Capital Program and off-site improvements for new developments.			
	Cost based on 5% of the cost estimate of capital projects included within annual capital programs that require functional designs; design funds for projects with more significant scope are included separately within those projects.			
	Major Cost Components: Consultant and/or staff costs for Project design and staff costs for Project planning and coordination			




Drainage Program 2022


The City's Drainage and Diking Program supports critical improvements for drainage and flood protection infrastructure. In addition to replacing ageing infrastructure, these projects include drainage and diking upgrades to proactively address climate change - induced impacts such as higher intensity storms and sea level rise. Consistent with Council's Strategic Plan, completion of these projects will help the City become safer and more resilient to climate change.

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Program:	Infrastructure Program	Sub-program:	Drainage
Project Name:	Boundary Road Drainage Pump Station Upgrade Fronting Costs	Submission ID:	7196
Location:	Boundary Road		
Cost:	\$840,000	OBI:	\$ -
Funding Sources:	Drainage Utility: \$840,000		
Scope:	<p>The Boundary Road Drainage Pump Station is owned and operated by the City of New Westminster. However, the City of Richmond and City of New Westminster drainage systems are interconnected at the Boundary Road canal, which is located directly upstream of the Boundary Road Drainage Pump Station. The existing pump station has reached the end of its service life and has inadequate pumping capacity to service the area. Given that the pump station conveys a portion of Richmond's drainage, Richmond entered into a cost sharing agreement with New Westminster to partially fund the upgrade of the Boundary Road Drainage Pump Station, including annual maintenance of the pump station and canal.</p> <p>This project will fulfill the requirements of the contribution agreement and support upgrade of the Boundary Road Drainage Pump Station, which includes replacement of the existing ageing pump station with a new pump station with increased pumping capacity.</p> <p>Cost for this project may be recovered through City's Works and Services Cost Recovery Bylaw No. 8752 as development occurs.</p>		
			

Program:	Infrastructure Program		Sub-program:	Drainage
Project Name:	Box Culvert Repair		Submission ID:	6503
Location:	City Wide			
Cost:	\$1,000,000		OBI:	\$ -
Funding Sources:	Drainage Utility:		\$1,000,000	
Scope:	<p>The City of Richmond's Box Culvert Inspection Program identifies locations where settlement, cracking and infiltration occur due to failing box culverts.</p> <p>The scope of work for this project includes the repair and rehabilitation of concrete storm box culverts throughout Richmond. Repair work will include, but is not limited to, patching, grouting, and structural lining. Additionally, this funding will be used to perform point repairs as identified by the City's Box Culvert Inspection Program throughout the year.</p>			
				


Program:	Infrastructure Program	Sub-program:	Drainage
Project Name:	Burkeville Utility Improvements	Submission ID:	6186
Location:	Burkeville Area		
Cost:	\$1,240,000	OBI:	\$ -
Funding Sources:	Drainage Utility: \$510,000 Water Utility: \$730,000		
Scope:	<p>Burkeville's drainage system was designed using shallow ditches and small diameter road cross culverts. As the area is redeveloped, ditch infills are becoming common. Ditch infills change the nature of the drainage system in a way that may cause storm water flooding. A new and larger drainage system is therefore needed to accommodate these changes.</p> <p>In addition, existing ageing water infrastructure will be upgraded where the scope overlaps with the upgrade of the drainage infrastructure.</p> <p>Engineering and construction efficiencies will be achieved, and public disruptions will be minimized by coordinating the utility improvements.</p>		
			

Program:	Infrastructure Program		Sub-program:	Drainage
Project Name:	Canal Stabilization and Drainage & Irrigation Upgrades		Submission ID:	6238
Location:	City Wide			
Cost:	\$1,700,000		OBI:	\$ -
Funding Sources:	Drainage Utility:		\$1,700,000	
Scope:	This project will accommodate canal stabilization and drainage and irrigation upgrades throughout Richmond. Upgrades include, but are not limited to, culvert upsizing, culvert lowering, headwall replacement, canal re-grading, flap gate and sensor installations and canal bank stabilization works. This project will also allow staff to conduct required assessments and investigations that will further enhance the City's drainage and irrigation network.			




Program:	Infrastructure Program	Sub-program:	Drainage
Project Name:	Development Coordinated Works - Drainage	Submission ID:	6187


Location:	City Wide		
Cost:	\$250,000	OBI:	\$ -
Funding Sources:	Drainage Utility:	\$250,000	
Scope:	<p>This project will enable the City to leverage development over the next year to design and construct drainage infrastructure outside of what would be required as part of their development.</p> <p>These are upgrades and replacement of ageing 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.</p>		




Program:	Infrastructure Program		Sub-program:	Drainage
Project Name:	Disaster Mitigation and Adaptation Fund Infrastructure Upgrades		Submission ID:	6702
Location:	Various locations			
Cost:	\$2,700,000		OBI:	\$ -
Funding Sources:	Drainage Utility: \$1,620,000 Grant: \$1,080,000			
Scope:	<p>The City was awarded the Infrastructure Canada Disaster Mitigation and Adaptation Fund in 2019, with grant funding in the amount of \$13,780,000. This project will improve flood protection for the City, support the Flood Protection Management Strategy, and is required to be completed to receive the grant funding.</p> <p>This project includes the design and construction of drainage pump station upgrades and perimeter dike raising included in the Disaster Mitigation and Adaptation Fund grant. The project will be completed in phases over the next four years. The initial phases of the project will primarily include dike upgrades.</p>			



Program:	Infrastructure Program	Sub-program:	Drainage
Project Name:	Drainage Pump Station Rehabilitation and Generator Upgrade	Submission ID:	6709
Location:	Various Locations		
Cost:	\$250,000	OBI:	\$ -
Funding Sources:	Drainage Utility: \$250,000		
Scope:	<p>The hardware of some drainage pump stations is at the end of its life expectancy and continually has numerous breakdowns. This project will improve the reliability and efficiency of the City's drainage pump stations.</p> <p>The scope of work for this project includes rehabilitation upgrades at the No. 6 Road North and No. 7 Road North Drainage Pump Stations.</p> <p>Rehabilitation at the No. 6 Road North Drainage Pump Station will include, but is not limited to, the purchase and installation of two drainage pumps and associated electrical and mechanical components to increase the pumping capacity of the pump station.</p> <p>Rehabilitation at the No. 7 Road North Drainage Pump Station will include, but is not limited to, the purchase and installation of two fully automated actuators. The new actuators will control the existing irrigation gates at the No. 7 Road North Drainage Pump Station, replacing the existing actuators that have reached the end of their service life.</p>		




Program:	Infrastructure Program	Sub-program:	Drainage
Project Name:	Flood Protection & Dike Improvements	Submission ID:	6185
Location:	City Wide		
Cost:	\$1,800,000	OBI:	\$ -
Funding Sources:	Drainage Utility: \$1,800,000		
Scope:	<p>The City has 49km of perimeter dike and 39 drainage pump stations that provide the City with flood protection from ocean storm surges and freshets. This project will include drainage and dike improvements at priority locations that maintain or increase current flood protection service levels.</p> <p>Dike improvements are required to meet medium to long-term flood protection requirements and to accommodate local area needs such as the provision of basic recreation trails. Dike construction work includes, but is not limited to, dike raising, structural rehabilitation, re-grading, vegetation/critter management, tree removal and replacement, habitat and environmental compensation and dike re-armouring at priority locations.</p>		
			

Program:	Infrastructure Program	Sub-program:	Drainage
Project Name:	Invasive Species Management	Submission ID:	6184

Location:	City Wide		
Cost:	\$300,000	OBI:	\$ -
Funding Sources:	Drainage Utility: \$300,000		
Scope:	<p>The scope of work for this project includes the identification, mapping, research, removal and/or control of priority invasive species from the City drainage system and City lands, with the intention of maintaining the required performance of the drainage system. Typical activities will include control techniques to eliminate or minimize the spread of aggressive invasive species, such as Parrot's feather and purple loosestrife, mapping and control treatments for knotweed species which pose a threat to City infrastructure (i.e. pump stations) and biodiversity, and removal of wild chervil from roadside right-of-ways and City drainage infrastructure. The purpose of this project is to reduce the spread of invasive species to reduce the impacts on the City drainage system.</p>		



Program:	Infrastructure Program	Sub-program:	Drainage
Project Name:	Laneway Drainage Upgrade	Submission ID:	6657
Location:	Various Locations		
Cost:	\$1,183,000	OBI:	\$ -
Funding Sources:	Drainage Utility: \$1,120,000 Sanitary Utility: \$63,000		
Scope:	<p>The scope of work for this project includes installation of drainage infrastructure in the following areas:</p> <ul style="list-style-type: none">- 520m of laneway drainage between 8960 Ash Street and 8711 No 4 Road; and- 95m of laneway drainage between 9880 Seagrave Road and 9895 Seaton Place. <p>In addition, ageing sanitary infrastructure that has reached the end of its service life will be upgraded where the scope overlaps with the laneway drainage upgrade. Engineering and construction efficiencies will be achieved, and public disruptions will be minimized by coordinating the drainage and sanitary upgrades.</p> <p>This project does not include the addition of street lighting, curbs or gutters.</p>		
			

Program:	Infrastructure Program	Sub-program:	Drainage
Project Name:	SCADA System Improvements	Submission ID:	6976

Location: Various Locations

Cost: \$350,000


OBI: \$ -

Funding Sources: Drainage Utility: \$200,000
Sanitary Utility: \$150,000

Scope: Through its supervisory control and data acquisition (SCADA) system, the City monitors and controls various equipment over the sanitary sewer, drainage, and water network. This project involves rehabilitating, upgrading, and installing computers, instruments, and electrical systems throughout the SCADA system. This project will maintain and improve the sanitary sewer, drainage, and water network operation, as well as maintain system security and technological viability.

Failure to complete the work will result in increased risk of sanitary, drainage and water system failure, thereby reducing service levels and increasing cost and disruption of unplanned maintenance and emergency repairs.



Program:	Infrastructure Program	Sub-program:	Drainage
Project Name:	Storm Main Drainage Upgrade	Submission ID:	6711
Location:	Various locations		
Cost:	\$250,000	OBI:	\$ -
Funding Sources:	Drainage Utility: \$250,000		
Scope:	<p>This project will upgrade storm sewers throughout the City to improve drainage system capacity and performance during higher intensity storm events. Upgrades include, but are not limited to, upsizing existing storm sewers and culverts and installing new drainage pipes.</p> <p>Specific areas include, but are not limited to, the Aztec Street, Woodhead Road and Montego Street neighbourhoods.</p>		
			

Program:	Infrastructure Program	Sub-program:	Drainage
Project Name:	Watercourse Crossing Rehabilitation & Replacement	Submission ID:	6979
Location:	Various Locations		
Cost:	\$350,000	OBI:	\$ -
Funding Sources:	Drainage Utility: \$350,000		
Scope:	<p>This project will repair and replace watercourse crossings throughout Richmond that pose safety risks to vehicles and pedestrians. Rehabilitation and replacement work includes, but is not limited to, replacing failed headwalls and culvert crossings.</p> <p>Additionally, this project includes infilling of non-Riparian Management Area watercourses, extending lengths of existing ditch infills that pose safety risks to the public and assessing and replacing ageing wood stave and corrugated steel drainage pipes.</p>		
			

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Program:	Infrastructure Program	Sub-program:	Water
Project Name:	Development Coordinated Works - Water	Submission ID:	6101

Location: City Wide

Cost: \$250,000

OBI: \$ -

Funding Sources: Water Utility: \$250,000

Scope: This project will enable the City to leverage development over the next year to design and construct water infrastructure outside of what would be required as part of their development.

These are upgrades and replacement of ageing 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.



Program:	Infrastructure Program	Sub-program:	Water
Project Name:	Fire Hydrant Upgrades	Submission ID:	7214

Location: Various Locations

Cost: \$200,000

OBI: \$ -


Funding Sources: Water Utility: \$200,000

Scope: This project involves replacing old slide gate style fire hydrants to compression style fire hydrants. Compression style hydrants have a break away flange that prevents them from leaking. This will mitigate damage to nearby properties due to hydrant damage caused by impacts such as vehicle strikes.



Program:	Infrastructure Program	Sub-program:	Water
Project Name:	Water Metering Program	Submission ID:	6099

Location:	City Wide		
Cost:	\$3,000,000	OBI:	\$17,418
Funding Sources:	Water Utility:	\$1,714,000	
	Water Levy:	\$1,286,000	
Scope:	Water metering enhances user equity by allowing customers to pay for the water and sewer that they use. All single-family and industrial, commercial and institutional (ICI) properties in Richmond are now metered. This project involves the implementation of an advanced volunteer multi-family water meter program.		
	The advanced volunteer multi-family water meter program will target the last sector that is not metered for water. As part of the program, the City offers a subsidy for the actual installation cost of water meters up to the greater of \$1,200 per unit or \$100,000 per complex, as well as a five-year guarantee for water charges for existing multi-family complexes. The program will also involve active outreach by the City to complexes that will benefit from the water meter program.		



Program:	Infrastructure Program	Sub-program:	Water
Project Name:	Watermain Replacement Upgrades Program	Submission ID:	6097

Location: City Wide

Cost: \$5,566,000

OBI: \$ -

Funding Sources: Water Utility: \$5,566,000


Scope: This project replaces ageing watermain that are at the end of their service life and is in alignment with the City's Ageing Infrastructure Replacement Strategy. Watermain replacement minimizes unplanned maintenance and improves fire protection.

This project includes installation of 5,156 metres of 200mm diameter watermain to replace existing ageing infrastructure.

The watermain replacement program is informed by watermain age, material and break history.



Program:	Infrastructure Program	Sub-program:	Water
Project Name:	Watermain Tie-in and Restoration	Submission ID:	6098
Location:	Various Locations		
Cost:	\$300,000	OBI:	\$ -
Funding Sources:	Water Utility: \$300,000		
Scope:	This project involves tie-in and restoration work for watermain and water service installations, including restoration for watermain replacements completed as part of prior years' capital programs and restoration of water utility cuts.		



2022 Recommended Infrastructure – Sanitary Sewer Program

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Program:	Infrastructure Program	Sub-program:	Sanitary Sewer
Project Name:	Development Coordinated Works - Sanitary	Submission ID:	6078

Location: Various Locations

Cost: \$250,000

OBI: \$ -

Funding Sources: Sanitary Utility: \$250,000

Scope: This project will enable the City to leverage development over the next year to design and construct sanitary infrastructure outside of what would be required as part of their development.

These are upgrades and replacement of ageing 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.



Program:	Infrastructure Program	Sub-program:	Sanitary Sewer
Project Name:	Sanitary Sewer Tie-in and Restoration	Submission ID:	6108

Location:	Various Locations		
Cost:	\$150,000	OBI:	\$ -
Funding Sources:	Sanitary Utility:	\$150,000	
Scope:	This project involves tie-in and restoration work for sanitary sewer projects completed as part of prior years' capital programs.		



Program:	Infrastructure Program	Sub-program:	Sanitary Sewer
Project Name:	Steveston Sanitary Sewer and Hammersmith Forcemain Rehabilitation	Submission ID:	6076

Location: Various Locations

Cost: \$3,800,000

OBI: \$ -

Funding Sources: Sanitary Utility: \$3,800,000

Scope: This project will assess and rehabilitate or replace aging gravity sewers in the City, including infrastructure in the Steveston area and a section of the Hammersmith forcemain that were found to be in poor condition. This will address risk of infrastructure failure, thereby maintaining a high level of service to sanitary customers. This project includes the purchase of bypass equipment, installation of access and valves, dewatering, and other activities required to facilitate sanitary system rehabilitation and replacement.



Program:	Infrastructure Program	Sub-program:	Sanitary Sewer
Project Name:	Valve and Hatch Program	Submission ID:	7220

Location:	Various Locations		
Cost:	\$300,000	OBI:	\$ -
Funding Sources:	Sanitary Utility: \$300,000		
Scope:	This project consists of the installation of valves and hatches along various City forcemains to improve access to the City's sanitary forcemain system, and replace sections of sewer or forcemain found to be in poor condition. Installation of valves on sanitary forcemains will allow for better isolation and control of forcemains in the event of breaks or tie-ins. Valve installation will also allow for regular inspections of this critical infrastructure to inform the City's maintenance program and capital upgrade planning.		



2022 Recommended Infrastructure – Infrastructure Advanced Design and Minor Public Works Program


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Program:	Infrastructure Program	Sub-program:	Infrastructure Advanced Design and Minor Public Works										
Project Name:	Public Works Infrastructure Advanced Design	Submission ID:	6077										
Location:	Various Locations												
Cost:	\$3,280,000	OBI:	\$ -										
Funding Sources:	<table><tr><td>Drainage Utility:</td><td>\$2,000,000</td></tr><tr><td>Water Utility:</td><td>\$430,000</td></tr><tr><td>Sanitary Utility:</td><td>\$450,000</td></tr><tr><td>Roads DCC:</td><td>\$376,200</td></tr><tr><td>Roads City Assist:</td><td>\$23,800</td></tr></table>			Drainage Utility:	\$2,000,000	Water Utility:	\$430,000	Sanitary Utility:	\$450,000	Roads DCC:	\$376,200	Roads City Assist:	\$23,800
Drainage Utility:	\$2,000,000												
Water Utility:	\$430,000												
Sanitary Utility:	\$450,000												
Roads DCC:	\$376,200												
Roads City Assist:	\$23,800												
Scope:	<p>The scope of work includes hiring consultants and contractors to plan and design future capital projects and deliver reports that define long-term infrastructure upgrades, including habitat and environmental compensation assessments.</p> <table><tr><td>Sanitary Project Design, Planning and System Modelling</td><td>\$450,000</td></tr><tr><td>Water Project Design, Planning and System Modelling</td><td>\$430,000</td></tr><tr><td>Drainage Project Design, Planning and System Modelling</td><td>\$2,000,000</td></tr><tr><td>Roads</td><td>\$400,000</td></tr><tr><td>Total</td><td>\$3,280,000</td></tr></table>			Sanitary Project Design, Planning and System Modelling	\$450,000	Water Project Design, Planning and System Modelling	\$430,000	Drainage Project Design, Planning and System Modelling	\$2,000,000	Roads	\$400,000	Total	\$3,280,000
Sanitary Project Design, Planning and System Modelling	\$450,000												
Water Project Design, Planning and System Modelling	\$430,000												
Drainage Project Design, Planning and System Modelling	\$2,000,000												
Roads	\$400,000												
Total	\$3,280,000												
													

Program:	Infrastructure Program	Sub-program:	Infrastructure Advanced Design and Minor Public Works
Project Name:	Public Works Minor Capital - Drainage	Submission ID:	6188
Location:	City Wide		
Cost:	\$400,000	OBI:	\$ -
Funding Sources:	Drainage Utility: \$400,000		
Scope:	<p>This project involves minor work related to drainage infrastructure, including installation of inspection chambers, rehabilitation of sewer pipes and manholes, minor repair of pump stations, installation of monitoring equipment, safety upgrades, testing of new technologies to improve efficiencies and responding to resident complaints that require site specific repairs.</p> <p>Every year, Engineering and Public Works receives a number of requests for minor projects. The minor capital program allows the department to respond to these requests in a timely and cost effective manner.</p>		



Program:	Infrastructure Program	Sub-program:	Infrastructure Advanced Design and Minor Public Works
Project Name:	Public Works Minor Capital - Sanitary	Submission ID:	6079
Location:	Various Locations		
Cost:	\$300,000	OBI:	\$ -
Funding Sources:	Sanitary Utility: \$300,000		
Scope:	<p>This project involves minor work related to the sanitary infrastructure, including pump station upgrades, sanitary pump replacements, modifications to improve operational efficiency and functionality, testing of new technologies, forcemain repairs, site-specific repairs in response to resident complaints, and manhole and valve box repairs.</p> <p>Every year, Engineering and Public Works receives a number of requests for minor projects. The minor capital program allows the department to respond to these requests in a timely and cost effective manner.</p>		



Program:	Infrastructure Program	Sub-program:	Infrastructure Advanced Design and Minor Public Works
Project Name:	Public Works Minor Capital - Sanitation & Recycling	Submission ID:	6231

Location: City Wide

Cost: \$450,000

OBI: \$ -

Funding Sources: Solid Waste and Recycling: \$450,000

Scope: To provide for Recycling Depot general site maintenance or repairs, expansion projects, funding for streetscape recycling containers in public spaces and garbage and recycling cart replacements.

To provide equipment/vehicle as required to support these program expansions as well as collection of overweight/heavy illegally dumped items.

This project is used to:

1. Replace our City streetscape recycling containers that lose functionality, become damaged and worn due to exposure to weather conditions. Our goal is to replace on a 3-year cycle.
2. Undertake repairs or minor upgrades at the Recycling Depot. This could include building or acquiring small sheds, cages, or structures to add material streams. Acquire new containers types, etc. to enable addition of new materials for collection. Undertake improvements to comply with safety — prepare and post signs, install barricades, replace concrete blocks that become damaged from equipment used to move large items as part of regular operations, etc.
3. Acquire equipment items that may be needed to support operations, including stairs to assist safe drop off of items into taller recycling bins. May also include items to support illegal dumping clean ups and clean up of homeless camps, including carrying aids (dolly's, cutting tools, etc.).
4. Acquire garbage and recycling carts to replace receptacles used by residents which are coming to the end of their expected life.



Building Program 2022

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.

2022 Recommended Building – Building Program

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Program:	Building Program	Sub-program:	Building
Project Name:	Annual Infrastructure Replacements and Building Improvements	Submission ID:	7192

Location: City Wide


Cost: \$3,000,000


OBI: \$ -

Funding Sources: Others: \$3,000,000


Scope: Annual Infrastructure Replacement and Building Improvement projects servicing the City's 165+ facilities. These projects include equipment replacements of HVAC and Mechanical components, interior renovations and refurbishments, building upgrades and operator requested improvements and installations.



Program:	Building Program		Sub-program:	Building
Project Name:	Britannia Shipyards Envelope & Mechanical System Renewals		Submission ID:	6256
Location:	5180 Westwater Drive			
Cost:	\$2,125,000		OBI:	\$ -
Funding Sources:	Building and Infrastructure	\$2,125,000		
Scope:	<p>Life / Safety (\$26,000) The fire alarm system and associated equipment at the Richmond Boat Builders Facility can no longer be reliably repaired due to outdated equipment (lack of part supply). It will be replaced with a new, energy efficient system to ensure the health and safety of all occupants and visitors.</p> <p>Envelope (\$1,700,000) The roofing of several buildings at Britannia Shipyards are deteriorated and failing. The Visitors Centre which already failed and had an emergency replacement in 2020 / 2021. The roofs of the following buildings will be replaced: Chinese Bunk House, Managers House, Men's Bunk House, Murakami boat works and house, Point House, Boat Builders, and Winch Shed.</p> <p>Additionally, exterior siding, windows and doors in multiple facilities have deteriorated beyond repair. These elements will be replaced as needed, keeping with the existing aesthetic and heritage considerations as much as possible.</p> <p>HVAC & Operator Requests (\$399,000) The Richmond Boat Builders facility has radiant and baseboard unit heaters that can no longer be repaired due to outdated equipment (lack of part supply). These units will be replaced with new, energy efficient units to ensure the health and safety of all occupants and visitors.</p> <p>Additionally, the facility operator has requested a new dust extraction system (\$75,000) to be installed to better facilitate boat building. This work is planned to be accomodated through this project.</p>			
				

Program:	Building Program	Sub-program:	Building
Project Name:	Richmond Curling Club - Priority 1 Repairs	Submission ID:	7147
Location:	5540 Hollybridge Way		
Cost:	\$650,000	OBI:	\$ 89,200
Funding Sources:	Buildings and Infrastructure: \$650,000		
Scope:	<p>Envelope & Site Work (\$450,000)</p> <p>Significant repairs to the facilities various envelope systems are required to stop the current water ingress and prevent future water damage from occurring. Specifically these are: roofing & drains, wood sills, sealants and weather stripping, glazing, doors and cracking stucco. These systems will be repaired or replaced as needed, as well as repainted where applicable.</p> <p>HVAC (\$200,000)</p> <p>The existing rooftop units no longer function as intended and can not be repaired due to outdated equipment (lack of part supply). These units will be replaced with new, energy efficient units to ensure the health and safety of all occupants and visitors.</p>		
			

Program:	Building Program		Sub-program:	Building
Project Name:	Richmond Ice Centre Renewals - Phase 2 Construction and associated works		Submission ID:	6866
Location:	14140 Triangle Road			
Cost:	\$6,000,000		OBI:	\$ -
Funding Sources:	Building and Infrastructure: \$6,000,000			
Scope:	<p>Multiple building components in this facility constructed in 1994 have reached the end of their life expectancy and will be replaced with modern energy efficient systems (where possible). These system renewals will also include associated miscellaneous items that will service to prolong the life of the building and ensure the health and safety of its users / inhabitants.</p> <p>This project is estimated at a total of \$13.7M, comprising of \$6.85M expenditure in 2020, \$0.85M expenditure in 2021, and \$6.0M expenditure in 2022. All of these works are planned to be completed at the same time to maximize savings in schedule and costs for mobilization and demobilization.</p> <p>Rinks (\$3,625,222) The board systems in multiple rinks have exceeded their serviceable life span and will be renewed / replaced as needed which includes floor and slab repairs as required. These systems are original to the building, dating back to 1994 with anticipated life spans of 25 years. They were assessed in 2018 and recommended for replacement as soon as possible due to significant wear and tear damage.</p> <p>Mechanical (\$1,274,778) Air conditioning system, roof top units, and hot water storage tanks have all reached the end of their serviceable life span and will be replaced / renewed. These units are original to the building dating back to 1994 with anticipated life spans ranging from 15 - 25 years. They were assessed in 2018 and recommended for replacement by 2020 to ensure reliable continuity of service.</p> <p>Envelope (\$1,100,000) This is the continuation of the roof replacement originally submitted and approved in phase 1. The roof was assessed to be at the end of its life span and needs replacement.</p>			



Program:	Building Program	Sub-program:	Building
Project Name:	Richmond Nature Park Infrastructure Renewals	Submission ID:	7149

Location: 11851 Westminster Hwy

Cost: \$4,775,000

OBI: \$ -

Funding Sources: Building and Infrastructure : \$4,775,000

Scope: Life / Safety (\$55,000)

The Fire Protection system at the Park House, inclusive of panel and detection devices are over 10 years old, and while still functional they can no longer be relied on, due to outdated software and equipment, to serve their life saving purpose. They will be replaced with new, energy efficient units to ensure the health and safety of all occupants.

Site Works (\$2,600,000)

The septic system serving the Nature Park site has failed numerous times and is no longer able to function properly due to the high water table it is located in. This system along with the remaining two septic systems will be replaced.

Additionally, there is deteriorating concrete accessible ramps and will be repaired or replaced as needed throughout the site.

Envelope (\$1,950,000)

The envelope systems of the Nature Park Pavilion, House & Garage - all original to the facilities built in 1971 / 76 have failed and will be replaced with modern, energy efficient units. These include: Roof replacements & gutters, doors, windows, soffits, wood siding, decking and stair systems.

HVAC, Mechanical & Electrical (\$45,000)


Furnace 1 & 2, unit heaters, sump pumps and lighting throughout the Pavilion, Park House and Garage can no longer be reliably repaired due to outdated equipment (lack of part supply). These units will be replaced with new, energy efficient units where applicable.

Interior Finishes & Operator Requests (\$125,000)


Flooring, wall tiling, interior doors and washroom fixtures are all well worn and repeatedly failing causing increased maintenance and service disruptions to the facility. These systems will be replaced as needed throughout the Nature Park Pavilion and House buildings.




Program:	Building Program	Sub-program:	Building
Project Name:	South Arm Community Centre Infrastructure Renewals	Submission ID:	6266
Location:	8880 Williams Road		
Cost:	\$1,900,000	OBI:	\$ -
Funding Sources:	Building and Infrastructure: \$1,900,000		
Scope:	<p>Life / Safety (\$150,000)</p> <p>The fire alarm system and associated equipment can no longer be reliably repaired due to outdated equipment (lack of part supply). They will be replaced with new, energy efficient units to ensure the health and safety of all occupants.</p> <p>Interior & Operator Requests (\$950,000)</p> <p>Flooring and tiling systems throughout the Community Centre can no longer be reliably repaired due to outdated finishes (lack of similar / matching part supply) as well as compounded wear and tear due to constant usage for over 20 years. They will be replaced with new finishes to meet the needs of the facility.</p> <p>Sink replacements and millwork installations and replacements are planned to be accommodated through this project.</p> <p>HVAC & Mechanical (\$800,000)</p> <p>Multiple HVAC and Mechanical systems have had components fail that can no longer be reliably repaired due to outdated equipment (lack of part supply). These include: heating and exhaust systems, unit heaters and pumps throughout the Community Centre. These systems will all be replaced with modern, energy efficient units to ensure continued, reliable service to the facility.</p>		



Program:	Building Program	Sub-program:	Building
Project Name:	Watermania Mechanical and Pool Equipment Renewals	Submission ID:	6267
Location:	14300 Entertainment Blvd.		
Cost:	\$2,200,000	OBI:	\$ -
Funding Sources:	Building and Infrastructure: \$2,200,000		
Scope:	<p>Pool / Mechanical (\$1,550,000) The diatomaceous earth filters pumps and wave generator systems can no longer be reliably repaired due to outdated equipment (lack of part supply). These units will be replaced with new, energy efficient units to ensure continued reliable service.</p> <p>Interior & Operator Requests (\$500,000) The facility operator has requested renovations and upgrades throughout the facility including: washroom & change room upgrades, automated toilets as well as accessible counter and sink installation. These systems are all original to the facility and can no longer be reliably repaired (lack of part supply).</p> <p>HVAC (\$150,000) The plate and frame heat exchanger serving the main pool can no longer be reliably replaced (lack of part supply). This unit will be replaced with a new, energy efficient unit.</p>		




Program:	Building Program	Sub-program:	Building
Project Name:	Works Yard Infrastructure Renewals - Phase 1 (Design)	Submission ID:	6808
Location:	5599 Lynas Lane		
Cost:	\$420,000	OBI:	\$ -
Funding Sources:	Buildings and Infrastructure: \$420,000		
Scope:	<p>The total renewal cost for the Works Yard Infrastructure Renewals – Phase 1 is \$4,200,000. This project covers the design component of the Phase 1 renewal work.</p> <p>The Phase 1 renewal work includes the following components:</p> <p>Life / Safety (\$40,000) Fire alarm system equipment of the Administration, Garage Workshop and Stores buildings can no longer be reliably repaired due to outdated equipment (lack of part supply). Will be replaced with new, energy efficient systems ensuring health and safety of all occupants.</p> <p>Envelope (\$210,000) Roofing and metal siding of the Survey Inspector building, and exterior doors of the Dispersal building are failing, allowing water ingress to these facilities. Systems will be repaired and replaced as needed to ensure continued reliability of the facilities.</p> <p>Mechanical & HVAC (\$150,000) Rooftop units, heaters, and controls systems in the Administration Annex, Dispersal, Garage Workshops, Stores and Survey Inspector buildings can no longer be repaired due to outdated equipment (lack of part supply). Units will be replaced with new, energy efficient units to ensure the health and safety of all occupants.</p> <p>Additionally, water distribution systems of the Garage Workshop and Survey Inspector buildings, along with the utility sinks of the Administration building and wet sprinkler system of the Garage Workshop will be repaired and replaced as needed.</p> <p>Interior (\$20,000) Tile and resilient flooring systems throughout the Dispersal building can no longer be reliably repaired due to outdated products (lack of part supply). These will be replaced with new finishes to ensure continued service of the facility.</p>		
			

2022 Recommended Heritage – Building Program

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Steveston Museum - Post Office, Program Space and Exhibit Upgrades87

Program:	Building Program	Sub-program:	Heritage
Project Name:	Steveston Museum - Post Office, Program Space and Exhibit Upgrades	Submission ID:	7150
Location:	3811 Moncton St.		
Cost:	\$354,000	OBI:	\$12,300
Funding Sources:	Capital Revolving:	\$354,000	
Scope:	The purpose of this project is to revitalize the Steveston Museum to better serve the community. Facility upgrades will support operations of the post office, increase programming opportunities and enhance heritage interpretation.		



Parks Program 2022

Richmond is renowned for its high quality parks, trails, natural areas and its vibrant urban realm. The City's park system consists of 133 parks that total approximately 1,966 acres serving the wellness and recreation needs of a diverse and growing community. More than 135 kilometres of trails support walking, rolling and cycling, bringing people to the City's many iconic parks and waterfront destinations. The development of new parks and trails along with new amenities will ensure that Richmond residents continue to receive excellent service and that Richmond continues to be a regional and tourism destination.

2022 Recommended Parks – Parks Program

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Terra Nova Washroom Septic System	97

Program:	Parks Program	Sub-program:	Parks
Project Name:	London Heritage Farm Master Plan Phase 1	Submission ID:	7134

Location:

Cost:

Funding Sources:

Scope:

London Heritage Farm

\$612,000

Parks Development DCC:

Parks Development City Assist:

\$575,586

\$36,414

The purpose of this project is to implement site improvements (Phase 1) at London Heritage Farm. London Heritage Farm is a significant heritage asset for the City of Richmond. In February 2021, Council approved the London Heritage Farm Master Plan which recommended site improvements in response to key issues and concerns for the site. The master plan was developed in consultation with the local community and London Heritage Farm Society. The works proposed for 2022 aim to improve the park experience for visitors, improve accessibility to and throughout the site, add new heritage interpretive elements, and enhance visibility and sightlines. Works proposed include new pathways and pathway widening and upgrades for accessibility, new site furnishings, new garden areas, heritage interpretive displays, unique site signage, and renovations to the chicken run and bee apiary.



LEGEND

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LONDON HERITAGE FARM

UPDATED MASTER PLAN


SCALE 1:500




DATE: DECEMBER 1, 2021


Program:	Parks Program	Sub-program:	Parks
Project Name:	Lulu Island Park - Preliminary Planning and Site Study Phase	Submission ID:	5241

Location:	Middle Arm Waterfront	OBI:	\$ -
Cost:	\$250,000		
Funding Sources:	Parks Development DCC: \$235,125 Parks Development City Assist: \$14,875		
Scope:	<p>This capital request will allow the commencement of the preliminary planning and site study phase for Lulu Island Park. A Request for Proposals (RFP) to seek qualified teams to lead the initial planning process. This scope of work will assist the City with determining required next steps related to pre-planning works, including but not limited to diking, site servicing, demolition, site preparation, and costing and permitting processes. Public consultation and preliminary concept development are also anticipated to commence in 2022. The leases for the City-owned industrial properties will expire in 2024, at which point demolition is tentatively scheduled to begin.</p> <p>The concept for Lulu Island Park was approved by Council in 2007 and incorporated in the City Centre Area Plan in 2009. Lulu Island Park is envisioned as the City's premier downtown park and a crucial part of its waterfront will support formal and informal recreation, cultural events, enhanced ecological values, and heritage interpretation. Sustained population growth in the City Centre demonstrates the need for this park, which is expected to serve as a catalyst for development in the adjacent commercial zone. The City has been acquiring the properties that will make up the park since 2005 and to date has completed acquisition of 23.29 acres with just one five acre property remaining.</p>		




Program:	Parks Program	Sub-program:	Parks
Project Name:	McDonald Beach Boat Basin Restoration Phase 1	Submission ID:	7020
Location:	McDonald Beach at Sea Island YVR		
Cost:	\$500,000	OBI:	\$ -
Funding Sources:	Waterfront Improvement: \$150,000 Capital Revolving: \$350,000		
Scope:	<p>A structural conditional assessment was completed in 2021 to investigate the condition of the assets at the boat launch. The report recommended the replacement of timber structures on the pier, floats, and ramps. The north float is currently closed to the public due to its degraded and unsafe condition.</p> <p>McDonald Beach Boat Basin and Park has been providing boat launching services to the general public for over 50 years. The park also provides scenic picnic areas, ample parking and a rare wide open space for a dogs-off-leash area.</p> <p>The scope of work for Phase 1 of the restoration would include the replacement of all the timber structures identified in the conditional assessment report as being at the end or within a year of its serviceable life. As a part of the City's few boat launching infrastructure, this project would enable the City to continue providing the recreational services and to immediately replace the end-of-life park assets.</p> <p>Future phases would consider the dredging requirements of the basin to maintain the site as a viable boat launch facility.</p>		
			

Program:	Parks Program	Sub-program:	Parks
Project Name:	Parks Advance Planning and Design	Submission ID:	6066
Location:	Various Locations		
Cost:	\$300,000	OBI:	\$ -
Funding Sources:	Parks Development DCC: \$282,150 Parks Development City Assist: \$17,850		
Scope:	<p>This annual project submission for Parks Advance Planning and Design will provide resources for planning, research, public and stakeholder consultation, design and project management for a range of purposes, strategic planning projects, reports to City Council, meeting regulatory agency requirements (e.g., Vancouver Coastal Health, Provincial ministries), conceptual park design and technical reports for projects that require particular areas of expertise (e.g., environmental assessments).</p> <p>2022 projects include:</p> <ul style="list-style-type: none">- conceptual park and open space planning for various sites;- topographical surveys (engineering site survey pick-up);- park resource management planning;- park characterization projects;- best practices research; and- review and update the Trails Strategy. <p>The scope of work includes: researching best practices; collecting data, topographical surveys and geographical information; and securing consultation for landscape architectural and engineering services as part of a planning and design process. The design process includes preparing and producing concept designs, reports, presentations and detailed construction drawings for upcoming Major Capital projects. Projects may be community initiated or support a redeveloping area of the City.</p>		
<div><div><p>Agriculture</p></div><div><p>Heritage</p></div></div> <div><p>Ecology</p></div> <div><p>Recreation</p></div>			

Program:	Parks Program	Sub-program:	Parks
Project Name:	Parks Ageing Infrastructure Replacement Program	Submission ID:	6117
Location:	Various Locations		
Cost:	\$530,000	OBI:	\$ -
Funding Sources:	Capital Revolving:	\$530,000	
Scope:	<p>This program targets the replacement of ageing parks and open space infrastructure. The types of infrastructure include waterparks, waterfront assets (e.g., piers, docks, moorage and boat launch facilities), trails and pathways, drainage systems, outdoor sport courts, sports field fencing and equipment (e.g., lighting, bleachers) as well as the replacement of other assets which cannot be funded through the Parks Development Cost Charges program. Assets have been identified that have surpassed their respective life cycles resulting in the loss of structural and/or functional integrity due to wear and age and may present public safety issues. If not addressed these issues may lead to closure of some parks or park amenities, and an increase in service requests to address safety concerns from the public and sports groups.</p> <p>At the July 24, 2017, Council Meeting, the Parks Ageing Infrastructure Plan 2017 Update Report was presented. The report outlined the high priority assets that require immediate attention and proposed the development of an Infrastructure Replacement Strategy and Financial Plan, which is underway. The recommendations of the report were endorsed by Council.</p> <p>2022 Projects include:</p> <ul style="list-style-type: none">- Minoru Richmond Tennis Club Lighting Replacement;- sport court surfacing repairs at Hamilton and McLean Parks (tennis, basketball, etc.);- repair to trails at McDonald Beach; and- timber structures repairs at No. 3 Road Pier.		
			


Program:	Parks Program	Sub-program:	Parks
Project Name:	Parks General Development	Submission ID:	6065

Location:	Various Locations		
Cost:	\$400,000	OBI:	\$ -
Funding Sources:	Parks Development DCC: \$376,200 Parks Development City Assist: \$23,800		
Scope:	<p>Upgrades to existing parks are required to respond to emergency requests and ongoing growth in the community. This program funds improvements of existing park amenities and facilities which are not part of other park capital programs, yet are required to support the increased use as a result of an increasing resident population. This funding allows the City the ability to be responsive to Council direction and appropriate public requests which align with existing strategic plans. These discrete, site-specific park enhancements will address our community's needs for ongoing park improvements to infrastructure, equipment and landscape amenities.</p> <p>Examples of projects that have been funded by the General Development program include new walkways and pathways, new community gardens, community gathering spaces, new dogs off-leash areas, benches and other park furnishing, new drainage systems, drinking fountains and sport amenities.</p> <p>For 2022, projects will include:</p> <ul style="list-style-type: none">- the installation of a new drainage system at King George Park to address the flooding of the east side of the park during heavy rain;- landscape upgrades at London Heritage Farm (new sprinkler system, etc.);- new sensors and timers for tennis court lighting at Hugh Boyd, South Arm, and Thompson;- and fencing replacement around sportsfields at Minoru, Hugh Boyd, King George.		



Program:	Parks Program	Sub-program:	Parks
Project Name:	Parks Identity Signage Program	Submission ID:	7129

Location:	Various Locations		
Cost:	\$100,000	OBI:	\$ -
Funding Sources:	Parks Development DCC: \$94,050 Parks Development City Assist: \$5,950		
Scope:	<p>This project is a continuation of the initiative to inform the public of the name of the park that they are visiting, amenities within the park and wayfinding in parks.</p> <p>In order to adequately provide park identity, regulatory information and wayfinding for the public and community, Phase 4 of the signage fabrication and installation program needs to be completed to ensure an ongoing, coordinated approach to site identity. Phase 4 of the fabrication and installation plan includes up to 20 neighbourhood parks and wayfinding routes as needed. The request for funding for this program is from the Parks DCC program.</p> <p>A cost estimate on the material costs for fabrication and labour has been completed based on the design for identity and wayfinding signage. The estimate for this next phase is \$100,000.</p> <p>The scope of work includes:</p> <ul style="list-style-type: none">- Designing and completing an analysis as per park identification and wayfinding location;- Developing site plans for park ID deployment;- Coordinating with a signage vendor and/or in-house services for the fabrications of the signs; and- Coordinating the installation deployment of Phase 4 with in-house services.		



Program:	Parks Program	Sub-program:	Parks
Project Name:	Playground Replacement Program	Submission ID:	5946

Location: Various Locations

Cost: \$550,000

OBI: \$ -


Funding Sources:

Parks Development DCC:	\$47,025
Parks Development City Assist:	\$2,975
Capital Revolving:	\$500,000

Scope: This capital program addresses playgrounds that are at the end of their useful life and do not meet the current safety guidelines (according to the industry standard, the Canadian Standards Association's "Children's Playspaces and Equipment"), or can no longer be maintained to meet the guidelines due to obsolescence or vandalism. The program is directed towards replacing all or part of a playground and includes replacement of playground equipment, playground infrastructure (e.g., resilient surfacing, borders, drainage) and landscape features.

This program focuses on the replacement of the playgrounds at Hugh Boyd Park and Great West Cannery Park.



Program:	Parks Program	Sub-program:	Parks
Project Name:	Terra Nova Washroom Septic System	Submission ID:	7143
Location:	Terra Nova Rural Park		
Cost:	\$250,000	OBI:	\$ -
Funding Sources:	Parks Development DCC: \$235,125 Parks Development City Assist: \$14,875		
Scope:	<p>This project proposes to construct a new septic field at Terra Nova Rural Park to replace the existing septic holding tank that is currently servicing the Adventure Play Area washroom. The washroom was installed in 2018 in response to incredible popularity of the adjacent playground. The washroom discharges into a septic holding tank with capacity for 1,400 gallons of sewage. The septic tank must be emptied out with a pump servicing truck when it approaches capacity, at which point sensors in the washroom signals crews to empty the holding tanks and/or close the facility to prevent surcharging.</p> <p>The demand placed on the washroom has far exceeded the expected use. During peak demand in the summer, the septic tank is pumped daily. This frequency was not anticipated and has a significant operational budget cost and creates a service delivery gap.</p>		
			

2022 Recommended Parks – Parkland Program

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Parkland Acquisition..... 99

Program:	Parks Program	Sub-program:	Parkland
Project Name:	Parkland Acquisition	Submission ID:	6067

Location: As per Parks DCC Land Acquisition Plan

Cost: \$4,000,000

OBI: \$ -

Funding Sources: Parks Acquisition DCC: \$3,762,000
Parks Acquisition City Assist: \$238,000

Scope: 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 per 1,000 population. The program is funded through Parkland Acquisition Developer Cost Charges (DCCs) and is guided by the Council approved 2009 Parkland Acquisition Strategy which provides the criteria for evaluating proposed acquisitions. Funding is required each year to allow the City to be strategic and responsive as properties become available, thus avoiding the need to borrow the funding from other City sources or pass bylaws to release the funds for each acquisition.

Base Level Parks & Open Space Map (2031)



Public Art Program 2022


The Public Art Program is a self-sustaining project funded by private development contributions to the Public Art Reserve. Council approved the updated policy (Policy 8703, adopted July 27, 2010). The Program is supported by a Council appointed Public Art Advisory Committee. The Public Art Program also supports the initiatives expressed in the Richmond Art Strategy 2019 - 2024, which was approved by Council in July 2019. The above proposal assists in its annual implementation, which is necessary to its success. Private sector, private donations and community contributions are successfully sought and received.

The Public Art Program contributes to Council's Strategic Plan 2018 – 2022. It supports One Community Together: Vibrant and diverse arts and cultural activities and opportunities for community engagement and connection. It also supports An Active and Thriving Richmond: An active and thriving community characterized by diverse social and wellness programs, services and spaces that foster health and well-being for all.

2022 Recommended Public Art Program

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Public Art Program101

Program:	Public Art Program	Sub-program:	Public Art
Project Name:	Public Art Program	Submission ID:	6197
Location:	Various locations		
Cost:	\$200,000	OBI:	\$ -
Funding Sources:	Public Art Program: \$200,000		
Scope:	<p>The scope of work consists of a variety of developer funded public art projects. The following are proposed projects (with estimated costs), which may change during the project's duration based on the Public Art Program's consideration of public art opportunities, priorities, and private development funding.</p> <p>Contributions by private developers, totalling \$200,000, have been deposited to the Public Art Reserve and allocated as follows:</p> <p>Community public art projects: \$40,000</p> <ul style="list-style-type: none">- No. 3 Road art columns- Art wraps- Capture Photography Festival- Children's Art Festival <p>Community education and promotion of the public art program: \$10,000</p> <ul style="list-style-type: none">- Culture Days- Virtual Art Program- Public Art Bus Tours- Art at Work Workshop Series <p>Collaboration on educational opportunities with other City cultural facilities and programs, such as the Richmond Art Gallery, Media Lab, Cultural Centre and Richmond Museum: \$20,000</p> <p>Art Plinth at Brighthouse Station: \$50,000</p> <p>Engaging Artists in Community Program: \$30,000</p> <p>Community Mural Program: \$30,000</p> <p>Youth Mentorship Public Art Program: \$20,000</p>		
			

Land Program 2022

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

2022 Recommended Land – Land Acquisition Program

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Strategic Real Estate Acquisition 103

Program:	Land Program	Sub-program:	Land
Project Name:	Strategic Real Estate Acquisition	Submission ID:	6205

Location:	Various Locations		
Cost:	\$5,000,000	OBI:	\$ -
Funding Sources:	Capital Industrial: \$5,000,000		
Scope:	<p>Funds for land acquisition to meet the Council Approved Strategic Real Estate Investment Plan, other than DCC and other special reserve funded projects, are set aside in the Capital Reserve under the Industrial Use Fund. This capital budget submission is to use land acquisition monies from this fund as well as additional general funds approved by Council.</p> <p>\$5 million to be invested in investment class real estate.</p>		



Affordable Housing Program 2022


The City recognizes that a diverse range of housing choices for individuals and families of varying incomes is essential in creating a liveable community. The purpose of the City's Affordable Housing program is to support the creation of affordable housing in partnership with senior levels of government, non-profit organizations and the private sector. Through various programs and policies, the City has successfully secured over 1,500 affordable housing units since the City's first Affordable Housing Strategy was adopted in 2007, including the following highlighted developments:

- The Kiwanis Towers, which provides 296 affordable rental units for low income seniors;
- The Storeys development, which provides 129 affordable rental units for low income households;
- The Alderbridge Supportive Housing project, which provides 40 supportive housing units for residents experiencing homelessness;
- The upcoming Bridgeport Supportive Housing project, which will provide 40 supportive housing units for residents experiencing homelessness; and
- The upcoming Pathways development, which will provide 80 affordable rental units for low and moderate income single people, families and seniors.

2022 Recommended Affordable Housing Program

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Affordable Housing Operating Initiatives 105

Program:	Affordable Housing Project	Sub-program:	Affordable Housing
Project Name:	Affordable Housing Operating Initiatives	Submission ID:	6872
Location:	City Wide		
Cost:	\$400,000	OBI:	\$ -
Funding Sources:	Affordable Housing - Operating: \$400,000		
Scope:	<p>The City's Affordable Housing Strategy 2017-2027 and Homelessness Strategy 2019-2029 guide the City's actions regarding affordable housing and homelessness service provision. Six operating areas have been identified to provide staff with the necessary resources to advance the implementation of these strategies. Examples include administration costs, and consulting services related to research, public engagement, and economic analysis.</p> <p>1. Homelessness Support (\$25,000) - Continue supporting homelessness initiatives in the community.</p> <p>2. Strategy Administration (\$300,000) - Support the implementation of short-term actions identified in the Council-adopted Affordable Housing Strategy and Homelessness Strategy.</p> <p>3. Legal Fees (\$30,000) - Offset costs associated with legal services required with respect to affordable housing developments. All external legal services will be at the direction of the City's Law Department.</p> <p>4. Printing, Publication, Media and Advertising (\$5,000) - Offset costs associated with education regarding affordable housing and homelessness, including meeting traditional and social media needs as they arise.</p> <p>5. Economic Analysis (\$20,000) - To supplement staff expertise to provide economic analysis regarding affordable housing policies and development project.</p> <p>6. Communications and Public Engagement (\$20,000) - Support communications and community engagement (i.e., translation, professional facilitation, engagement consultants) for projects that require extensive and complex engagement and education.</p>		
			

Equipment Program 2022

The equipment program includes machinery and vehicles for Public Works (PW), Fire Rescue Services, City Hall computer hardware, software, and other miscellaneous equipment.

2022 Recommended Equipment – Vehicle Program

Automatic Vehicle Location/Global Positioning System Expansion..... 107

Vehicle and Equipment Reserve Purchases (Public Works and Corporate Fleet) 108

Program:	Equipment Program	Sub-program:	Vehicle
Project Name:	Automatic Vehicle Location/Global Positioning System Expansion	Submission ID:	7152
Location:	Public Works - Fleet Operations		
Cost:	\$139,653	OBI:	\$100,040
Funding Sources:	Public Works Equipment: \$139,653		
Scope	Working with business units and Fleet staff to: a. establish required Vehicles/Units for expansion b. refine system specifications requirements for Power To Off (PTO) and additional sensor capabilities c. establish resource requirements for implementation and administration d. Work with business units to implement		

The diagram illustrates the GPS Tracking System architecture. It shows a GPS Satellite in the top left corner, which communicates with a GPS Vehicle Tracker mounted on a blue truck. The truck is labeled "Truck with GPS Tracking System" and "Location Delivered by GPS Network". The tracker sends data through a central "GSM Cellular Network" (represented by a red tower icon) to two endpoints: a "GPS Server" and a "Mobile Phone".

GPS Satellite

GPS Vehicle Tracker

Truck with GPS Tracking System
Location Delivered by GPS Network

GSM Cellular Network
Location Sent via GPRS

GPS Server
Location received by GPS Server via GPRS


- View actual location through Google Earth
- Follow or track vehicle
- Location information made available via PC
- View travel history
- Alarms and Reports

Mobile Phone

- Send vehicle status inquiry and command
- Get coordinates

Get vehicle status via SMS

Program:	Equipment Program	Sub-program:	Vehicle
Project Name:	Vehicle and Equipment Reserve Purchases (Public Worsk and Corporate Fleet)	Submission ID:	7213
Location:	Works Yard and Various City Departments		
Cost:	\$4,368,600	OBI:	\$23,000
Funding Sources:	Public Works Equipment: \$3,813,600 Sewer Levy: \$260,000 Water Levy: \$195,000 Others: \$100,000		
Scope:	Annual replacement of vehicles eligible due to age and condition in accordance with Sustainable Green Fleet Policy 2020. Process for replacement of aging fleet is to establish needs and develop specifications for vehicle/equipment replacements. Send bid information out to the marketplace, evaluate submissions and award accordingly. The project involves replacement of the following: Vehicles/Equipment 13 trailers, 3 cars, 7 tractors, 4 vans, 4 small equipment, 1 chipper truck, 2 excavators, 1 utility units, 5 trucks, 2 Tandems Unallocated amount to support vehicle/equipment estimate adjustments and charging infrastructure expansion, Weld shop equipment replacements/upgrades Additional Level Requests: <ul style="list-style-type: none">- Watercourse and Dike maintenance equipment funded through Public Works Equipment Reserve- Purchase of 2 staff vehicles and associated maintenance OBI costs included to facilitate an increased level of service by Facility Services funded by appropriated surplus		



2022 Recommended Equipment – Fire Vehicle Program

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Fire Vehicle Replacement Reserve Purchases.....110


Program:	Equipment Program		Sub-program:	Fire vehicle
Project Name:	Fire Vehicle Replacement Reserve Purchases		Submission ID:	6198
Location:	Fire-Rescue			
Cost:	\$2,021,081		OBI:	\$60,000
Funding Sources:	Fire Equipment: \$1,221,081 Others: \$800,000			
Scope:	<p>Front line Fire apparatus replacement follows a life cycle replacement schedule based on best practises and industry standards. In addition, a condition inspection is conducted annually to evaluate the mechanical status of the vehicles to determine replacement need. To ensure we are able to provide fire services to the community. Richmond Fire Rescue (RFR) has a designated "Vehicle & Equipment Reserve". The replacement plan for all apparatus is funded through the reserve.</p> <p>The replacement plan for 2022 includes a front line pumper budgeted at \$1,221,081 CDN.</p> <p>The Council meeting on July 12, 2021 reviewed options related to the Vancouver Airport Fuel Facility and related hazards related to this facility. The option that was passed by council in order to mitigate risk was to upgrade the replacement of this pumper to a High Flow Industrial Pumper funded by the Municipal Access Agreement from the Emergency Response Fuel Facility Provision. The additonal cost is \$800,000 and an associated OBI of \$60,000.</p>			





2022 Recommended Information Technology Program

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Network Refresh for City Facilities (Phase 3 of 3)	118
PeopleSoft Financial 9.2 Upgrade	119
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Tempest Oracle to SQL Server Migration	121

Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	Annual Hardware Refresh	Submission ID:	6236
Location:	City Hall		
Cost:	\$531,385	OBI:	\$ -
Funding Sources:	Hardware Upgrade: \$531,385		
Scope:	<p>This project scope is to perform the scheduled replacement of end-of-lifecycle City computer hardware, which includes 300 computer desktops, 70 laptops, 210 monitors (desktop and video conferencing enabled), 180 cellular phones and 61 iPads.</p> <p>The City maintains the best practice of replacing aging infrastructure on a defined schedule to mitigate the effects of equipment failure. For our desktop and laptop environment, this schedule is based on a five year refresh cycle. Approximately 1/5th of the total desktop / laptop fleet is replaced each year. These assets are depreciated and written down after disposal approvals have been received. The City either trades in older assets or disposes of them in a certified, environmentally sound manner.</p>		
			

Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	Corporate Website Increased Functionalities	Submission ID:	7153
Location:	City Hall		
Cost:	\$300,000	OBI:	\$ -
Funding Sources:	Capital Revolving: \$300,000		
Scope:	<p>A governance and operations planning committee will oversee the current-state content inventory and development of the findings and foundation report. This committee will review public consultation, staff engagement, and other input processes to develop the future state vision for the City's website content and guiding principles.</p> <p>An information architecture based on future state content flow and customer journey's that ensures a user-focussed design. Metadata, taxonomy category definitions and content type list and models will be developed to define the structure and blueprint for consistent authoring and template development. A content governance plan will encapsulate the future state recommendations, process diagrams and support framework necessary to deliver the information architecture.</p> <p>A design specifications plan will be delivered that will include template design/requirements, Code Development (Stylesheets/Scripting/Templates), Wire framing (Site Templates/Page Layouts), Branding/Visualizations, Technical and design brand standards.</p> <p>The technical implementation of the design specifications plan will include template and .NET master page conversions, usability testing of navigation and information architecture, validation testing, style guide and CMS features training, and implementation.</p>		
			

Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	Data Analytics 2022	Submission ID:	7162
Location:	City Hall		
Cost:	\$300,000	OBI:	\$ -
Funding Sources:	Capital Revolving: \$300,000		
Scope:	<p>Data Analytics 2022 allows the City to increase the benefits from the existing Data Analytics platform and enable more staff to focus on higher value activities such as analysis. The resulting data dashboards as a deliverable of the project assist in business decisions. The ability to trace data used to support decisions also increases transparency around decision making processes at the City.</p> <p>Creation of data dashboards include:</p> <ul style="list-style-type: none"> - ingestion of City data sources, freely available external data sources such as Statistics Canada and TransLink - transformation and aggregation of data - visualization - projection, analysis, drill-down, etc of visualizations <p>Training is included as part of the project scope for newcomers to the Data Analytics tool.</p>		
			

Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	Data Centre Server Refresh / Update (Phase 2 of 2)	Submission ID:	6688

Location: City Hall and Works Yard Data Centres

Cost: \$360,000

OBI: \$ -

Funding Sources: Hardware Upgrade: \$360,000

Scope: Data Centre equipment is replaced on a seven year schedule to ensure that users do not experience system downtime and reduced productivity due to unplanned outages and impacts. Keeping equipment maintained and up to date reduces cybersecurity risks and operating costs.



Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	Digital Communication Enhancement / Public Participation at City Hall	Submission ID:	7173

Location: City Hall

Cost: \$350,129

OBI: \$ -

Funding Sources: Capital Revolving: \$350,129

Scope: To replace the existing Council Chamber equipment to enable optimal remote participation by video conferencing based participants for Council and Committee meetings. The scope of this project is to do a complete technology refresh of all equipment for Council Chambers. The last time this technology was upgraded was in 2013. This includes all audio and video equipment in the room and will also provide a tight integration to Zoom enabling this room to also conduct Zoom / YouTube streaming committee meetings.

Additionally, City meeting room facilities will be equipped with video conferencing and remote meeting equipment enabling meetings to have both in-person and remote participants.



Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	MS SQL Server Refresh	Submission ID:	7163

Location:	City Hall	OBI:	\$ -
Cost:	\$324,836		


Funding Sources:	Hardware Upgrade:	\$240,000
	Software:	\$84,836


Scope: To refresh the SQL Server Database platform to accommodate the migration of Tax and Utility system Tempest to Microsoft SQL Server. Tempest will be ceasing support of the current database (Oracle) in 2022. The resulting platform will also be upgraded from the end-of-life SQL Server software and be designed to be highly available, fault tolerable, highly performant.

The scope of work is to buy 4 new hardware servers and MSSQL Server Standard software licenses. This will replace the dated and end-of-life hardware and software. We will move all of the City databases from the existing environment to a new environment. Aside from Tempest, other applications such as the Record Management System REDMS and the Mobile Device Management system AirWatch will benefit from the new SQL Server environment.



Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	Network Refresh for City Facilities (Phase 3 of 3)	Submission ID:	6672
Location:	All City Buildings and Facilities		
Cost:	\$391,100	OBI:	\$13,326
Funding Sources:	Hardware Upgrade: \$391,100		
Scope:	The network refresh project will replace the legacy / end of life system with a new, reliable wired and wireless infrastructure based on the selection of a new City network vendor standard, Cisco Systems. This will enable the City to provide employees and the public with dependable access to network services, including public access to the Internet.		



Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	PeopleSoft Financial 9.2 Upgrade	Submission ID:	7171
Location:	City Hall		
Cost:	\$477,745	OBI:	\$ -
Funding Sources:	Software:	\$477,745	
Scope:	<p>1. To upgrade to the news application version and software tools version - PeopleSoft Financials was upgraded in 2018 to PeopleSoft Update Manager (PUM) 24 PeopleTools 8.55. PeopleTools 8.55 is no longer supported by Oracle since June 9, 2019. In addition, the application would be 4 years behind on in 2022. Without the newest version, new technologies, bug fixes and feature enhancements cannot be utilized.</p> <p>2. To convert customizations to configuration - 150+ customizations and City enhancements have been applied to PeopleSoft Financials since its implementation. Significant amount of time and effort is required to re-apply these customizations and enhancements during upgrades. With PeopleTools 8.56 onwards, Configuration Framework is available to turn customizations into configuration that can reduce implementation effort. Approximately 20% of the City's customizations that can be eliminated.</p> <p>4. To move archived data - the Archived Financial data (FHST) is stored in separate database instance. This archive data needs to be moved to the PeopleSoft scheme to avoid cross database access.</p> <p>5. To uptake Fluid pages on desupported Classic Pages - A number of Classic pages have been desupported by Oracle. No support or new features would be available for those pages. The City has to take on these new Fluid pages.</p>		
			

Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	Snow and Ice Response Tracking	Submission ID:	7251

Location: City Wide

Cost: \$100,000

OBI: \$9,600

Funding Sources: Public Works Equipment: \$100,000

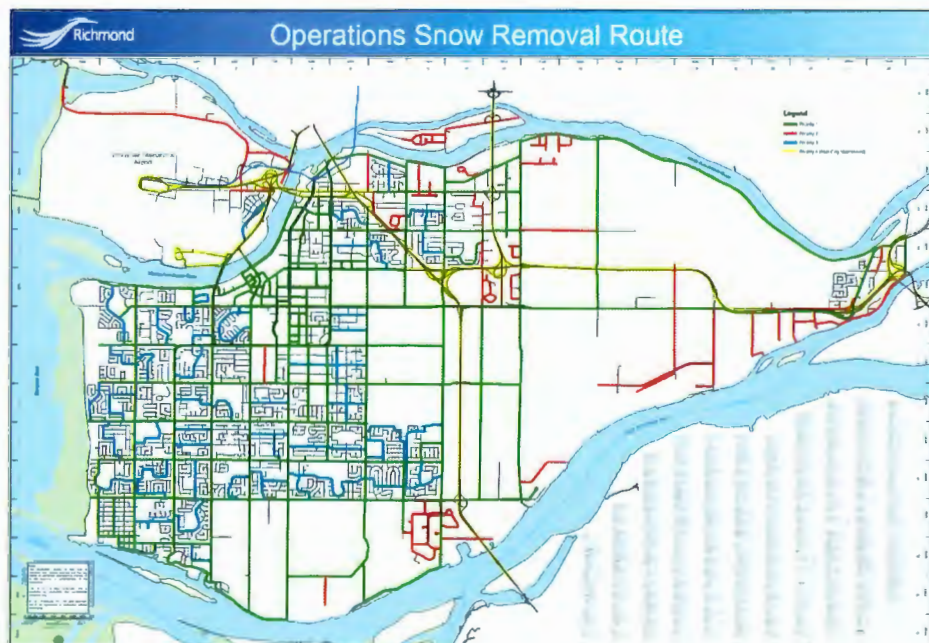
Scope: In January 2020, Richmond City Council referred staff to examine the feasibility of showing the real-time location of snow plows on the Richmond mobile app. This solution will provide an opportunity for Fleet services to achieve strategy #8.2 in Council's Strategic Plan 2018-2022, specifically, Ensure citizens are well-informed with timely, accurate and easily accessible communication using a variety of methods and tools. Making snow and ice response information readily available to Richmond residents will bring awareness to roads that are serviced by the City and their frequency.

The purchase of an ESRI GeoEvents server and consulting services to identify development, implementation, and integration of this product through a discovery session with Roads and Fleet Operations teams.

- Primary outcome of discovery session is an understanding of the integration options for other systems and a build out of the ESRI/RIM option. The secondary outcome would be an understanding of costing for future-scope of building out MyRichmond mobile app and integration with Data Analytics platform for future analytics needs.

- The implementation services would include ingestion of event data, which is available from a data feed, calculations and transformation necessary for RIM, and present a snow plow layer on the City's public RIM portal for public view.

- Fleet operations would verify that Automatic Vehicle Location (AVL) sensor data and the relevant asset information is plotting correctly. Roads would finalize acceptance of the solution.



Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	Tempest Oracle to SQL Server Migration	Submission ID:	7172

Location: City Hall

Cost: \$147,000

OBI: \$ -

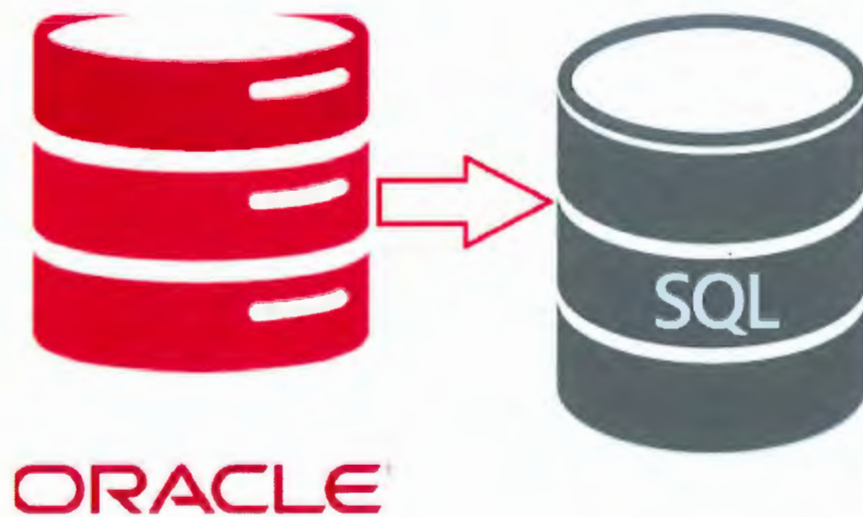
Funding Sources: Software: \$147,000

Scope: CentralSquare will end the support of Oracle for Tempest application at the end of Apr 2023. Unless the database is migrated to SQL server, the City will no longer be able to provide property tax, utility, dog licencing, and ticketing services to our customers.

In addition, Richmond has been using a custom version of the Tempest Dogs eApply web application which deviates from the standard product version and makes maintenance and upgrade difficult and costly. Moving to the standard version of Dogs eApply enables any enhancements or modifications to be available as part of the core product in a more timely fashion without any additional cost.

The scope of the project is to:

1. Migrate Tempest to a supported database platform.
2. To port the custom Dogs eApply web application to the standard version for ease of maintenance and upgrade, without sacrificing any of the Richmond business rules (eg. allow the applicant to complete the journey without a MyCity login).




2022 Recommended Equipment Program

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Street Sweeping Machine for Bike Lanes 125

Program:	Equipment Program	Sub-program:	Equipment
Project Name:	Energy Management Projects	Submission ID:	6134
Location:	Library Cultral Centre- Minoru Arenas- Steveston Tennis Shed		
Cost:	\$600,000	OBI:	(\$32,850)
Funding Sources:	Enterprise: \$230,000 Gas Tax: \$370,000		
Scope:	<p>To reduce the energy consumption at the City of Richmond’s corporate buildings, through conversion of the older fluorescent lighting to the new LED technology at the Library Cultural Centre, Minoru Arenas and Steveston Tennis Shed building. The upgrade will reduce the lighting electricity load substantially. In addition, the new lighting sensors will allow for both occupancy sensing and daylight harvesting to dim the lighting when either there is natural daylight available or if the area is vacant. Any additional funding will be used for the future energy and lighting studies.</p> <p>In addition to the electricity savings, the maintenance cost will be reduced, due to the longer lifespan of the LED lighting.</p>		
			

Program:	Equipment Program		Sub-program:	Equipment
Project Name:	Fire Equipment Replacement - Fire Hose		Submission ID:	6196

Location: Fire-Rescue

Cost: \$124,389 **OBI:** \$ -

Funding Sources: Fire Equipment: \$124,389


Scope: To ensure we are able to provide fire services to the community Richmond Fire Rescue (RFR) maintains an inventory of hose.


Hose Replacement planned and funded by the Fire Equipment Reserve for 2022 to 2025.

Richmond Fire maintains an inventory of fire hose. This hose is inspected and tested annually and failing hose is replaced.

The objective is to maintain an adequate inventory of fire hose to effectively maintain the services.

Richmond Fire expects to continue with replacing 30 lengths of hose per year to maintain the hose inventory.



Program:	Equipment Program	Sub-program:	Equipment
Project Name:	Street Sweeping Machine for Bike Lanes	Submission ID:	7262
Location:	City Wide		
Cost:	\$150,000	OBI:	\$32,264
Funding Sources:	Capital Revolving: \$150,000		
Scope:	<p>Encouraging more bike trips by providing a safe and cohesive cycling network is a key objective identified in Section 8.0 Mobility and Access of the City's 2041 Official Community Plan (OCP). Per the OCP policies, the City's bike lanes are being upgraded by providing a physical separation between cyclists and motorists to enhance cyclist safety.</p> <p>The majority of the City's designated cycling routes are maintained using a street sweeping machine. However, separated bike lanes, bike paths and multi-use pathways account for approximately 30% of the City's designated cycling routes and cannot be maintained using standard street sweeping equipment as the equipment is too large to access these cycling facilities. As such, separated bike lanes, bike paths and multi-use pathways must be maintained through manual labour. As the number of separated City bike lanes, bike paths and multi-use pathways continues to increase, the efficiency of maintaining these cycling facilities will significantly decrease.</p> <p>This project will permit the City to maintain separated bike lanes, bike paths and multi-use pathways using a street sweeping machine that is sized to access these cycling facilities, thereby improving service levels and avoiding increasing costs to undertake the work using manual labour. The machine will be owned and operated by the City. Maintenance of separated bike lanes, bike paths and multi-use pathways cannot be contracted out to private companies as they do not have street sweeping equipment that can access and maintain these cycling facilities.</p> <p>The machine will be purchased and utilized in accordance with the City's Sustainable Green Fleet Policy 2020.</p>		
			

Child Care Program 2022

Child care is an important service for Richmond residents and an essential need for many parents. The 2017-2022 Richmond Child Care Needs Assessment and Strategy, adopted by City Council on July 24, 2017, and the 2021-2031 Richmond Child Care Action Plan, adopted by City Council on April 12, 2021, outlines the City's commitment to child care. The identified priorities include the establishment and maintenance of a comprehensive child care system to help children and families thrive and addressing the need for quality, affordable, accessible child care spaces in Richmond.

The City supports the creation of child care spaces by accepting voluntary contributions from developers in the form of built child care facilities or cash-in-lieu contributions to the Child Care Statutory Reserves. The City manages and maintains ten existing City-owned child care facilities and one Early Childhood Development Hub. The City is in the process of developing one additional City-owned child care facility and one Early Childhood Development Hub. The new developer-contributed facilities include:

- The Sprouts ECD Hub is located in the Capstan Village neighbourhood and was transferred to the City earlier this year. It will offer 77 spaces of licensed child care operated by the YMCA of Greater Vancouver. This facility is approximately 15,375 square feet indoors and 9,200 square feet outdoors.
- The Seedlings ECD Hub, located in the Brighthouse Village area, will offer 87 spaces of licensed child care operated by the Richmond Society for Community Living (RSCL). This facility will be approximately 19,000 square feet indoors and 11,300 square feet outdoors. It is also under construction and scheduled for completion in 2021.
- The child care facility, which was secured as a community amenity contribution in the River Green development, has been named Hummingbird Child Care Facility. Construction of this 37 space facility, to be operated by the YMCA of Greater Vancouver, is underway and will be completed in 2022. This facility will be approximately 5,000 square feet indoors and 5,000 square feet outdoors.

Dedicated City staff resources help to develop maintain and support the child care system in Richmond. Child Care grants support the work of non-profit child care providers seeking to improve the quality or capacity of care in their facility, or non-profit societies supporting quality programming and/or providing professional development opportunities for the broader child care community in Richmond.

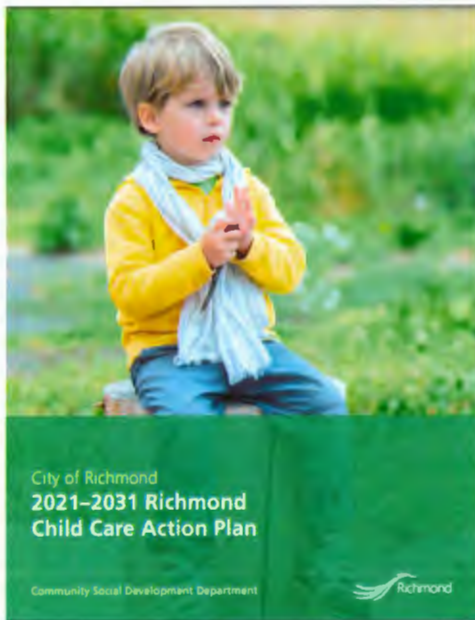
2022 Recommended Child Care Program


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Program:	Child Care Program	Sub-program:	Child Care
Project Name:	Child Care - Administration	Submission ID:	6868

Location:	City Hall		
Cost:	\$200,000	OBI:	\$ -
Funding Sources:	Child Care - Operating:	\$200,000	
Scope:	<p>A source of funding is required to support the City's Child Care section and to assist in the implementation of specific actions adopted by Council in the 2017-2022 Richmond Child Care Needs Assessment and Strategy and the 2021-2031 Richmond Child Care Action Plan.</p> <p>The Child Care Planner 1 position, which has existed as an auxillary position since 2017 and as a regular position since 2020, is funded through the Child Care Operating Reserve and plays an important role in supporting the ongoing work to plan, design and build new child care facilities secured as community amenity contributions. Specific job duties include working with developers, and assisting with regular review of these City facilities to ensure they meet health and safety standards. Further work includes assisting with the planning and development of new child cares (including two Early Childhood Development Hubs), research, developing and updating City publications and working documents, and responding to requests for information from the community, parents and child care providers.</p> <p>In addition, these funds will be used to pay for costs related to: expenses to support the child care work program; research, production of reports, creation of developer resources, and to support the ongoing development of new child care amenities under development including two Early Childhood Development (ECD) Hubs and one child care facility as necessary.</p> <p>The Child Care Operating Reserve is an appropriate source of funding for such expenses. It was established to support grants, conduct research and fund expenses to support the development of quality child care within the City.</p>		



Program:	Child Care Program	Sub-program:	Child Care
Project Name:	Child Care Projects - City-wide (Capital Grants)	Submission ID:	6139
Location:	Various Locations		
Cost:	\$50,000	OBI:	\$ -
Funding Sources:	Child Care Development Reserve: \$50,000		
Scope:	To provide sufficient funding to administer the City's 2022 Child Care Capital Grants Program. These grants support non-profit child care operators with capital improvements to enhance their child care programs (e.g., minor renovations, outdoor playground upgrades and the purchase of equipment and furnishings).		
			

Program:	Child Care Program	Sub-program:	Child Care
Project Name:	Child Care Projects - City-wide (Non-Capital Grants)	Submission ID:	6145
Location:	Various Locations		
Cost:	\$10,000	OBI:	\$ -
Funding Sources:	Child Care - Operating: \$10,000		
Scope:	To ensure there is sufficient funding to support the 2022 Child Care Professional and Program Development Grants (non-capital). Grants are advertised in September 2021 and then, with Council approval, awarded in February or March 2022.		



Contingent External Contributions 2022

Contingent external contributions is an estimate of external grants that may be received throughout the year for a variety of approved capital projects.

2022 Recommended Contingent External Contributions

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Contingent External Contribution131

Program:	Contingent External Contributions	Sub-program:	Contingent External Contributions
Project Name:	Contingent External Contribution	Submission ID:	6271
Location:	City Wide		
Cost:	\$10,000,000	OBI:	\$ -
Funding Sources:	Grant: \$10,000,000		
Scope:	The Financial Plan includes an estimate for external grants that may be received throughout the year for various projects. Spending will only incur if the funds are confirmed. Including an estimate in the Financial Plan will allow staff to request scope changes to existing projects without having to wait until the Bylaw Amendment, which is typically adopted in the fall.		

Internal Transfers/Debt Payment Program 2022

The internal transfers/debt program relates to the use of capital funding for repayment of capital funds borrowed from other internal sources of funding.

2022 Recommended Internal Transfers/Debt Payment Program

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West Cambie Parkland Acquisition Repayment..... 136

Program:	Internal Transfers/Debt Payment		Sub-program:	Internal Transfers/Debt Payment
Project Name:	12040 Horseshoe Way Repayment		Submission ID:	6325
Location:	12040 Horseshoe Way			
Cost:	\$525,000	OBI:	\$ -	
Funding Sources:	Affordable Housing: \$525,000			
Scope:	<p>The purpose of this submission is to repay the Capital Reserve - Industrial Use Fund for the previous Affordable Housing acquisition of 12040 Horseshoe Way from the Affordable Housing Reserve. In order to comply with the Community Charter and as previously approved by Council.</p> <p>The 2022 payment of \$525,000 is fifth of fifteen payments.</p>			

Program:	Internal Transfers/Debt Payment		Sub-program:	Internal Transfers/Debt Payment
Project Name:	7080 River Road Repayment		Submission ID:	6019
Location:	7080 River Road			
Cost:	\$2,341,384		OBI:	\$ -
Funding Sources:	Parks Acquisition DCC: \$2,202,072 Parks Acquisition City Assist: \$139,312			
Scope:	<p>The purpose of this submission is to repay the Capital Reserve - Industrial Use Fund for previous Parkland Acquisitions from Parkland Acquisition Developer Cost Charges (DCC's). In order to comply with the Community Charter and as previously approved by Council.</p> <p>The 2022 payment of \$2,341,384 is the 6th of 8 payments.</p>			

Program:	Internal Transfers/Debt Payment	Sub-program:	Internal Transfers/Debt Payment
Project Name:	River Road/North Loop (2005) Repayment	Submission ID:	6011
Location:	River Road/North Loop		
Cost:	\$1,334,953	OBI:	\$ -
Funding Sources:	Roads DCC: \$1,334,953		
Scope:	<p>In 2005, Council approved \$18.2M borrowing from surplus for the acquisition of the CP rail land between No. 2 and No. 3 Road and for the re-alignment of River Road.</p> <p>This \$18.2M was separated as \$17.1M borrowed in 2005 with repayments commencing in 2006 and a second amount of \$950,000 beginning repayment in 2008. The \$18.2M is to be repaid from Roads DCCs to Surplus over 18 years. The 2022 payment of \$1,334,953 is the 17th payments.</p>		

Program:	Internal Transfers/Debt Payment	Sub-program:	Internal Transfers/Debt Payment
Project Name:	West Cambie Parkland Acquisition Repayment	Submission ID:	7252
Location:	West Cambie		
Cost:	\$492,898	OBI:	\$ -
Funding Sources:	Parks Acquisition DCC: \$492,898		
Scope	<p>West Cambie Parkland Acquisition DCC is repaying General Parkland Acquisition DCC for previous parkland acquisitions.</p> <p>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. Funding is required each year to allow the City to be strategic and responsive as properties become available thus avoiding the need to borrow the funding from other City sources or pass bylaws to release the funds for each acquisition.</p> <p>Acquisition of land as prioritized in the Council approved 2009 Park Land Acquisition strategy for the purposes of creating or completing parks and open spaces to meet the needs of the City's growing population. The funding is typically allocated to an acquisition or acquisitions by year end.</p>		

Infrastructure Program 2022 – Not Recommended

Due to funding constraints and higher priority projects, the following infrastructure projects are not recommended for funding.

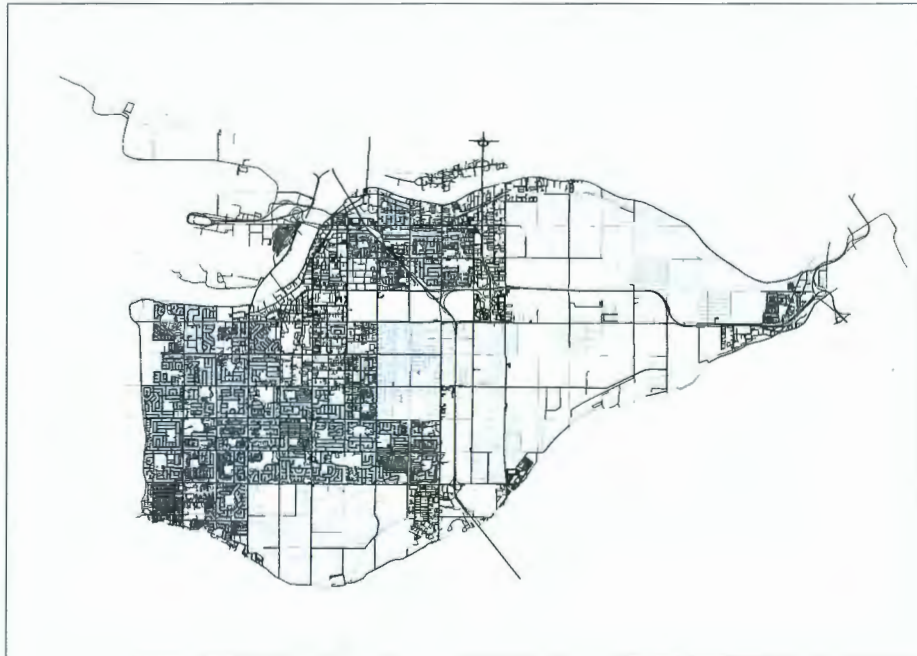
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Geographic Information System Roads Database - Phase 1	138
Williams Road Reconstruction - No 4 Road to No 5 Road - Design	139

Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Geographic Information System Roads Database - Phase 1	Submission ID:	7193

Location:	City Wide		
Cost:	\$200,000	OBI:	\$ -
Funding Sources:	Capital Revolving: \$200,000		
Scope:	<p>Through its Geographic Information System (GIS) and Infor Public Sector (IPS) systems, the City manages and tracks City-owned assets, such as the drainage, water and sanitary sewer networks. This project will facilitate development of a GIS and IPS database for the City's road network. The project is proposed to be completed in phases over the next two years. The first phase of the project will include, but not be limited to, development and implementation of a methodology to obtain road attributes that will be input into GIS and IPS.</p> <p>Development of a roads database will support corporate initiatives, such as leveraging artificial intelligence to improve work place efficiencies. This project will also improve the City's asset management processes, support ageing infrastructure and capital planning, and improve efficiency for road maintenance.</p>		



Program:	Infrastructure Program		Sub-program:	Roads
Project Name:	Williams Road Reconstruction - No 4 Road to No 5 Road - Design		Submission ID:	7194
Location:	City Wide			
Cost:	\$850,000		OBI:	\$ -
Funding Sources:	Capital Revolving: \$850,000			
Scope:	<p>The existing road structure on Williams Road from No 4 Road to No 5 Road has significantly deteriorated and is providing sub-standard service to commuters and neighbouring homes. The roadway was constructed using roller compacted concrete (RCC), which has been found to have sub-standard performance when compared against asphalt roadways.</p> <p>Over many years of use, significant settlement and road surface cracking has occurred along the roadway. This has lead to increased vibrations for road users and poor ride quality that has negatively impacted vehicle and cyclist traffic and neighbouring homes. Given the significant road deterioration, it has been determined that the most cost effective solution is to complete full road reconstruction before further road deterioration occurs.</p> <p>This project will include design services to facilitate reconstruction of Williams Road from No 4 Road to No 5 Road with an asphalt roadway, thereby reducing City maintenance requirements and improving service to commuters and neighbouring homes. The project scope will also include a review of sustainable practices to recycle the removed roadway RCC per the City's circular economy initiatives.</p>			



2022 Not Recommended Infrastructure Advanced Design and Minor Public Works – Infrastructure Program

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Public Works Minor Capital - Roads141

Public Works Minor Capital - Traffic.....142

Program:	Infrastructure Program	Sub-program:	Infrastructure Advanced Design and Minor Public Works
Project Name:	Public Works Minor Capital - Roads	Submission ID:	6089

Location: City Wide

Cost: \$600,000 **OBI:** \$ -

Funding Sources: Capital Revolving: \$400,000
Others: \$200,000


Scope: This project involves minor work related to road infrastructure, including installation of wheelchair ramps, replacement of uneven sidewalks, curbs and small road sections that may have been damaged through ingress or settlement, repair of street lights, and response to resident complaints that require site specific repairs.

Every year, Engineering and Public Works receives a number of requests for minor projects. The minor capital program allows the department to respond to these requests in a timely and cost effective manner.



Program:	Infrastructure Program	Sub-program:	Infrastructure Advanced Design and Minor Public Works
Project Name:	Public Works Minor Capital - Traffic	Submission ID:	6131

Location:	Various Locations		
Cost:	\$250,000	OBI:	\$ -
Funding Sources:	Capital Revolving: \$250,000		
Scope:	<p>Minor work related to traffic operations and traffic signals infrastructure including installation, repairs, or replacement of traffic/parking signage, pavement marking, traffic measure and signal device, upgrades to meet changes in safety requirements, testing of new technologies to improve efficiencies, and response to unforeseen public requests for minor upgrades. These are separate from DCC programs which fund specific projects/locations.</p> <p>Note: Transportation receives public requests throughout the year for minor transportation projects. The minor capital program allows the department to respond to these requests in a timely and cost effective manner.</p> <p>Funding: Revolving fund; potential from TransLink and ICBC</p>		




Building Program 2022 – Not Recommended

Due to funding constraints and higher priority projects, the following building projects are not recommended for funding.

2022 Not Recommended Building – Buliding Program

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Capital Buildings Project Development Advanced Design.....	144
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Program:	Building Program	Sub-program:	Building
Project Name:	Capital Buildings Project Development Advanced Design	Submission ID:	7131
Location:	City Wide		
Cost:	\$750,000	OBI:	\$ -
Funding Sources:	Building and Infrastructure: \$750,000		
Scope:	<p>This funding will be used to provide feasibility and concept level consulting service required to complete the following:</p> <p>Building and feasibility assessments required to develop the 2022 Capital Plan. Staff receive on average approximately 150 projects from User Groups on an annual basis by May of each year that require feasibility level review and costing in time for the Capital project process. Examples for the 2021 program include feasibility and costing for Britannia Shipyards Envelope System Renewals, Nature Park Infrastructure Renewals and the South Arm Community Centre and Hall Infrastructure Renewals.</p> <p>Additionally, performing decarbonisation assessments of existing buildings to establish a masterplan for electrification and net zero carbon / energy ready facilities consistent with the City's High Performance Building Policy. \$250,000 to develop a preliminary design concept for at least 10 buildings that are the highest consumers of natural gas.</p> <p>To respond to requests for feasibility and concept level design and costing services added to the 2022 work plan. Throughout the course of 2020 and 2021 there were approximately 29 such requests, examples of which include the Richmond Curling Club assessment and maintenance plan; Olympic Oval Exterior improvements, locker room renovations and 25 year capital plan generation as well as multiple house demolitions requested from Real Estate. The same level of requests are anticipated for 2022.</p> <p>Without this funding, building improvement and infrastructure replacement projects have to be cancelled and funding reallocated to allow the feasibility and concept level design work to proceed.</p>		
			

Parks Program 2022 – Not Recommended

Due to funding constraints and higher priority projects, the following park projects are not recommended for funding.

2022 Not Recommended Parks – Parks Program

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Burkeville Park Redevelopment 146

Program:	Parks Program	Sub-program:	Parks
Project Name:	Burkeville Park Redevelopment	Submission ID:	7142

Location: 1060 Catalina Crescent

Cost: \$450,000

OBI: \$ -

Funding Sources:

Parks Development DCC:	\$235,125
Parks Development City Assist:	\$14,875
Capital Revolving:	\$200,000

Scope: Burkeville Park was originally constructed in the 1970s and is rapidly approaching end of useful service life. This project aims to replace the existing sport courts and asphalt pathways, and to implement improvements to the playground, site furnishings, and perimeter trail conditions. Redevelopment of the site will ensure continued service delivery and will update the character and aesthetic of the park consistent with the local community. Preliminary consultation with the Sea Island Community Association has resulted in positive feedback for the project and further community engagement is proposed.



Equipment Program 2022 – Not Recommended

Due to funding constraints and higher priority projects, the following equipment projects are not recommended for funding.

2022 Not Recommended Equipment – Equipment Program

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RCMP Command Vehicle Replacement 148

Program:	Equipment Program	Sub-program:	Equipment
Project Name:	RCMP Command Vehicle Replacement	Submission ID:	7174

Location: Various Locations

Cost: \$1,225,095 **OBI:** \$35,399

Funding Sources: Capital Revolving: \$1,225,095

Scope: An RCMP Command Vehicle is a mobile Incident Command Post for emergency response and support operations.

The vehicle operates as both a dispatch centre and a command centre to provide incident commanders with access to multiple communication systems in a fully integrated command centre. This is part of the critical infrastructure required Emergency Response under certain significant events.

The City of Richmond utilized a 1997 Command Vehicle that was years beyond the end of its expected life cycle. The vehicle had cracks in the exterior façade due to the age of the vehicle and exposure to the elements. These cracks were identified in 2014 as the source for the black mould that appeared in the main cabin and since the vehicle was no longer serviceable was ultimately taken out of service.

Replacement of this vehicle is urgent as the loss of the RCMP Command Vehicle has impaired the City's ability to respond to emergencies or disasters in a coordinated manner resulting in potentially higher response costs, a poorer response, a loss of reputation and the trust of the community in providing community safety and protection of residents, businesses and stakeholders.




2022 Not Recommended Information Technology – Equipment Program

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Enhanced Online Customer Experience: Community Services Program Registration..... 150

Program:	Equipment Program		Sub-program:	Information Technology
Project Name:	Enhanced Online Customer Experience: Community Services Program Registration		Submission ID:	7164
Location:	City Wide			
Cost:	\$235,000	OBI:	\$ -	
Funding Sources:	Capital Revolving:		\$235,000	
Scope:	<p>The City's recreation and sport, arts, culture and heritage, and parks registered programs are traditionally catalogued in a printed guide, an online flipping guide, and on the PerfectMind web registration portal. The primary challenge with the first two catalogued mediums are that they are static and reflect point in time information; therefore, any changes in program details and information can lead to this information becoming outdated before they are available for the public to utilize. While these tools have been practice of choice over the years, there is a need to look at more sustainable options to support reaching a larger market and provide accurate up-to-date information. There is a need for a modernized, customer-centric alternative that aggregates and aligns relevant program offerings to customers' demographics, such as general interest, age, current registered events. The solution should offer a personalized online shopping experience that is able to identify customer's needs efficiently while promoting sales. The My Community portal in MyRichmond, if enhanced could provide an alternative to the existing options that will better meet the customer needs.</p> <p>The scope of work consists of the implementation of a digital program search experience on the MyRichmond portal. This new enhanced online customer experience would allow customers to set criteria for Community Services programs to produce a list of interested events and add to a personalized wish-list. This enhanced online customer experience would not only promote registration and participation, but also encourage the decommissioning of existing tools (e.g. printed copies) and allow for the reallocation of ongoing costs and staff-time to more innovative marketing strategies.</p>			



CITY OF RICHMOND
5 YEAR CAPITAL PLAN SUMMARY (2022 - 2026)
(in \$000s)

	2022	2023	2024	2025	2026
Infrastructure Program					
Roads	17,147	17,652	22,807	18,512	14,717
Drainage	12,213	18,095	45,043	36,098	27,939
Water	9,316	9,193	10,445	9,855	9,026
Sanitary Sewer	4,500	4,377	6,150	7,720	5,050
Infrastructure Advanced Design and Minor Public Works	4,430	5,280	4,130	5,130	7,060
Total Infrastructure Program	\$ 47,606	\$ 54,597	\$ 88,575	\$ 77,315	\$ 63,792
Building Program					
Building	21,070	16,715	7,200	2,000	17,500
Heritage	354	-	10,800	16,000	-
Total Building Program	\$ 21,424	\$ 16,715	\$ 18,000	\$ 18,000	\$ 17,500
Parks					
Parks	3,492	4,260	4,850	4,280	2,900
Parkland	4,000	4,000	4,000	4,000	4,000
Total Parks Program	\$ 7,492	\$ 8,260	\$ 8,850	\$ 8,280	\$ 6,900
Public Art Program					
	\$ 200	\$ 150	\$ 150	\$ 150	\$ 150
Land Program					
	\$ 5,000	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000
Affordable Housing					
	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Equipment Program					
Vehicle	4,508	4,071	4,307	4,109	2,043
Fire Vehicle	2,021	1,258	-	52	1,682
Information Technology	3,282	539	554	570	619
Equipment	875	581	582	802	582
Total Equipment Program	\$ 10,686	\$ 6,449	\$ 5,443	\$ 5,533	\$ 4,926
Child Care Program					
	\$ 260	\$ 260	\$ 260	\$ 260	\$ 260
Internal Transfers/Debt Payment					
	\$ 4,694	\$ 4,201	\$ 2,866	\$ 525	\$ 525
Contingent External Contributions					
	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Total Capital Program	\$ 107,762	\$ 106,032	\$ 144,544	\$ 130,463	\$ 114,453

CITY OF RICHMOND
5 YEAR CAPITAL PLAN BY FUNDING SOURCES (2022 - 2026)
(in \$000s)

DCC Reserves	2022	2023	2024	2025	2026
Drainage DCC	-	990	990	-	-
Park Development DCC	1,845	2,727	1,599	1,693	1,872
Park Land Acquisition DCC	6,457	5,964	5,964	3,762	3,762
Roads DCC	9,446	9,710	11,060	8,910	7,457
Sanitary DCC	-	-	1,436	103	-
Water DCC	-	-	1,210	616	-
Total DCC	\$ 17,748	\$ 19,391	\$ 22,259	\$ 15,084	\$ 13,091
Statutory Reserves					
Affordable Housing	925	925	925	925	925
Capital Building and Infrastructure	18,070	16,715	18,080	18,160	17,500
Capital Reserve	9,842	9,140	14,998	14,670	13,179
Child Care	260	260	260	260	260
Drainage Improvement	13,340	15,281	41,905	33,374	30,650
Equipment Replacement	4,649	4,718	3,467	3,510	3,095
Leisure Facilities	-	-	-	-	-
Neighbourhood Improvement	-	-	-	-	-
Public Art Program	200	150	150	150	150
Sanitary Sewer	5,463	5,910	5,650	9,307	5,790
Waterfront Improvement	150	-	-	-	-
Watermain Replacement	9,190	9,024	9,301	9,217	9,649
Total Statutory Reserves	\$ 62,089	\$ 62,123	\$ 94,736	\$ 89,573	\$ 81,198
Other Sources					
Enterprise Fund	720	550	550	550	205
Grant and Developer Contribution	13,480	14,879	18,465	16,675	11,225
Other Sources	11,534	6,061	6,076	6,091	6,487
Rate Stabilization	-	800	-	-	-
Sewer Levy	260	207	272	375	33
Solid Waste and Recycling	450	300	300	300	300
Water Levy	1,481	1,721	1,886	1,815	1,914
Total Other Sources	\$ 27,925	\$ 24,518	\$ 27,549	\$ 25,806	\$ 20,164
Total Capital Program	\$ 107,762	\$ 106,032	\$ 144,544	\$ 130,463	\$ 114,453

CITY OF RICHMOND
5 YEAR CAPITAL PLAN BY PROGRAM (2022 - 2026)
(in \$000s)

	2022	2023	2024	2025	2026
Infrastructure Program					
Roads					
Active Transportation Improvement Program	750	750	750	750	750
Annual Asphalt Re-Paving Program - MRN	1,621	1,621	1,621	1,621	1,621
Annual Asphalt Re-Paving Program - Non-MRN	3,411	3,411	3,411	3,411	3,411
Arterial Roadway Improvement Program	1,000	1,000	1,000	1,000	1,000
Bridge Rehabilitation Program	500	300	-	300	300
Citywide Connector Walkways Rehabilitation Program	250	250	-	-	-
Citywide Sidewalk and Street Light Replacement Program	250	500	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
Neighbourhood Walkway Program	600	600	600	600	600
River Road Multi-Use Pathway, McCallan Road to No 2 Road	1,600	-	-	-	-
Sexsmith Road/Brown Road Bike Route	750	-	-	-	-
Shell Road Multi-Use Pathway, Highway 99 to River Road	-	-	8,400	-	-
Special Crosswalk Program	100	100	100	100	100
Steveston Highway Multi-Use Pathway, No 2 Road to Railway Avenue	-	2,700	-	-	-
Street Light LED Upgrade Program	490	490	490	490	490
Top 20 Collision Prone Intersections-Implementation of Medium-/Long-term Improvements	3,000	3,000	3,000	3,000	3,000
Traffic Calming Program	600	600	600	600	600
Traffic Signal Power Backup System (UPS)	200	200	200	200	200
Traffic Signal Program	500	700	700	700	700
Traffic Video and Communication Program	400	400	400	400	400
Transit-Related Amenity Improvement Program	25	25	25	25	25
Transit-Related Roadway Improvement Program	400	400	400	400	400
Transportation Planning, Functional and Preliminary Design	400	305	310	315	320
Total Roads	\$ 17,147	\$ 17,652	\$ 22,807	\$ 18,512	\$ 14,717
Drainage					
Boundary Road Drainage Pump Station Upgrade Fronting Costs	840	-	-	-	-
Box Culvert Repair	1,000	1,000	1,000	1,000	1,000
Burkeville Utility Improvements	1,240	2,457	2,397	2,244	-
Burkeville Utility Improvements Drainage	-	-	-	-	2,189

	2022	2023	2024	2025	2026
Canal Stabilization and Drainage & Irrigation Upgrades	1,700	1,500	1,500	1,500	1,500
Development Coordinated Works - Drainage	250	250	250	250	250
Disaster Mitigation and Adaptation Fund Infrastructure Upgrades	2,700	5,760	7,600	8,874	-
Drainage Network Ecological Enhancement	-	150	150	150	150
Drainage Pump Station Rehabilitation and Generator Upgrade	250	250	250	250	250
Flood Protection & Dike Improvements	1,800	2,000	18,000	10,500	12,100
Habitat Offsetting Requirements	-	300	1,400	1,500	-
Habitat Offsetting Requirements: Monitoring and Reporting	-	-	-	-	1,500
Invasive Species Management	300	200	200	200	200
Laneway Drainage Upgrade	1,183	1,578	1,096	2,430	1,900
Nelson Road South Drainage Pump Station Upgrade	-	-	-	-	6,000
No. 3 Road South Pump Station Upgrade	-	-	10,000	-	-
No. 3 Road South Pump Station Upgrade - Design	-	1,000	-	-	-
Queens North Drainage Pump Station Upgrade	-	-	-	6,000	-
SCADA System Improvements	350	300	300	300	-
Storm Main Drainage Upgrade	250	1,000	500	500	500
Watercourse Crossing Rehabilitation & Replacement	350	350	400	400	400
Total Drainage	\$ 12,213	\$ 18,095	\$ 45,043	\$ 36,098	\$ 27,939
Water					
Development Coordinated Works - Water	250	250	350	250	250
Fire Hydrant Upgrades	200	-	-	-	-
Pressure Reducing Valve Upgrades	-	2,549	-	-	-
Water Metering Program	3,000	3,000	3,000	3,000	3,000
Watermain Replacement Upgrades Program	5,566	3,094	6,595	6,205	5,376
Watermain Tie-in and Restoration	300	300	500	400	400
Total Water	\$ 9,316	\$ 9,193	\$ 10,445	\$ 9,855	\$ 9,026
Sanitary Sewer					
Bennett West Pump Station Replacement	-	-	-	5,400	-
Development Coordinated Works - Sanitary	250	250	250	250	250
Manhole and Inspection Chamber Replacement Program	-	250	-	-	-
Sanitary Pump Station Rehabilitation	-	300	300	300	300
Sanitary Sewer and Forcemain Rehabilitation	-	3,127	-	1,470	3,900
Sanitary Sewer Tie-in and Restoration	150	150	150	150	150
Sanitary System Assessment and Upgrades	-	-	150	150	150
Sanitary System Upgrades	-	150	-	-	-
SCADA System Improvements	-	-	-	-	300

	2022	2023	2024	2025	2026
Steveston Sanitary Sewer and Hammersmith Forcemain Rehabilitation	3,800	-	-	-	-
Valve and Hatch Program	300	150	-	-	-
Van Horne Pump Station Replacement	-	-	5,300	-	-
Total Sanitary Sewer	\$ 4,500	\$ 4,377	\$ 6,150	\$ 7,720	\$ 5,050
Infrastructure Advanced Design and Minor Public Works					
City Centre Community Centre North - Furniture, Fixtures and Equipment (FF&E) and OBI	-	800	-	-	-
Public Works Infrastructure Advanced Design	3,280	2,330	2,380	2,980	4,910
Public Works Minor Capital - Drainage	400	400	400	400	400
Public Works Minor Capital - Roads	-	400	-	400	400
Public Works Minor Capital - Sanitary	300	400	400	400	400
Public Works Minor Capital - Sanitation & Recycling	450	300	300	300	300
Public Works Minor Capital - Traffic	-	250	250	250	250
Public Works Minor Capital - Water	-	400	400	400	400
Total Infrastructure Advanced Design and Minor Public Works	\$ 4,430	\$ 5,280	\$ 4,130	\$ 5,130	\$ 7,060
Total Infrastructure Program	\$ 47,606	\$ 54,597	\$ 88,575	\$ 77,315	\$ 63,792
Building Program					
Building					
Annual Infrastructure Replacements and Building Improvements	3,000	-	-	-	-
Britannia Heritage Shipyards Overwater Building Renewals	-	12,000	-	-	-
Britannia Shipyards Envelope & Mechanical System Renewals	2,125	-	-	-	-
Curling Club Priority 2 Repairs - Phase 1	-	935	-	-	-
Fire Hall Renewals	-	-	3,200	-	-
Hugh Boyd Field House	-	-	-	-	14,000
Richmond Curling Club - Priority 1 Repairs	650	-	-	-	-
Richmond Ice Centre Life / Safety and Interior Renewals	-	-	-	-	1,700
Richmond Ice Centre Renewals - Phase 2	6,000	-	-	-	-
Construction and associated works	-	-	-	-	-
Richmond Nature Park Infrastructure Renewals	4,775	-	-	-	-
South Arm Community Centre Infrastructure Renewals	1,900	-	-	-	-
South Arm Hall Infrastructure Renewal	-	-	-	-	1,800
Thompson Community Centre - Interior Finish Renewals	-	-	-	2,000	-
Watermania Mechanical and Pool Equipment Renewals	2,200	-	-	-	-
Works Yard Infrastructure Renewals - Phase 1 (Design)	420	-	-	-	-
Works Yard Infrastructure Renewals - Phase 1 (Implementation)	-	3,780	-	-	-

	2022	2023	2024	2025	2026
Works Yard Infrastructure Renewals - Phase 2	-	-	4,000	-	-
Total Building	\$ 21,070	\$ 16,715	\$ 7,200	\$ 2,000	\$ 17,500
Heritage					
Japanese Duplex and First Nations Bunkhouse Reconstruction and Exhibit Development	-	-	10,800	-	-
Phoenix Net Loft Interpretive Centre Implementation	-	-	-	16,000	-
Steveston Museum - Post Office, Program Space and Exhibit Upgrades	354	-	-	-	-
Total Heritage	\$ 354	\$-	\$ 10,800	\$ 16,000	\$-
Total Building Program	\$ 21,424	\$ 16,715	\$ 18,000	\$ 18,000	\$ 17,500
Parks Program					
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
Parks					
City-Wide Community Gardens	-	200	-	-	-
Garden City Lands - Phase 4	-	-	500	-	-
Garden City Lands - Phase 5	-	-	-	350	-
Garden City Lands - Phase 6	-	-	-	-	350
London Heritage Farm Master Plan Phase 1	612	-	-	-	-
Lulu Island Park - Design and Construction Phase	-	-	-	750	-
Lulu Island Park - Master Planning Phase	-	500	-	-	-
Lulu Island Park - Phase 1 Construction	-	-	-	-	500
Lulu Island Park - Preliminary Planning and Site Study Phase	250	-	-	-	-
Lulu Island Park Design and Site Remediation 2024	-	-	2,000	-	-
McDonald Beach Boat Basin Restoration Phase 1	500	-	-	-	-
Minoru Park Central Amenity Space - Playground Expansion	-	650	-	-	-
Minoru Park Central Amenity Space Detailed Design	-	-	200	-	-
Minoru Park Field 2 Artificial Turf Replacement	-	-	750	-	-
Minoru Park Latrace Field Artificial Turf Replacement	-	-	-	1,580	-
Parks Advance Planning and Design	300	300	300	300	300
Parks Ageing Infrastructure Replacement Program	530	560	-	500	500
Parks General Development	400	400	400	400	400
Parks Interpretive Signage Program	100	-	-	-	-
Parks Interpretive Signage Program - Phase 2	-	-	100	-	100
Playground Improvement Program	-	350	400	400	400
Playground Replacement Program	550	-	-	-	-
Steveston Community Park Playground Expansion	-	600	-	-	-

	2022	2023	2024	2025	2026
Terra Nova Slough Upgrade Park Improvement	-	500	-	-	-
Terra Nova Washroom Septic System	250	-	-	-	-
The Gardens Agricultural Park - Phase 4	-	-	-	-	350
Trails Network Enhancements	-	200	200	-	-
Total Parks	\$ 3,492	\$ 4,260	\$ 4,850	\$ 4,280	\$ 2,900
Total Parks Program	\$ 7,492	\$ 8,260	\$ 8,850	\$ 8,280	\$ 6,900
Public Art Program					
Public Art					
Public Art Program	200	150	150	150	150
Total Public Art Program	\$ 200	\$ 150	\$ 150	\$ 150	\$ 150
Land Program					
Land					
Strategic Real Estate Acquisition	5,000	5,000	10,000	10,000	10,000
Total Land Program	\$ 5,000	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000
Affordable Housing					
Affordable Housing Operating Initiatives	400	400	400	400	400
Total Affordable Housing	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Equipment Program					
Vehicle Replacement					
Automatic Vehicle Location (AVL)/Global Positioning System (GPS) Expansion	139	-	-	-	-
Automatic Vehicle Location/Global Positioning System Expansion	-	118	146	-	-
Vehicle and Equipment Reserve Purchases (Public Works and Corporate Fleet)	4,369	3,953	4,161	4,109	2,043
Total Vehicle Replacement	\$ 4,508	\$ 4,071	\$ 4,307	\$ 4,109	\$ 2,043
Fire Vehicle					
Fire Vehicle Replacement Reserve Purchases	2,021	1,258	-	52	1,682
Total Fire Vehicle	\$ 2,021	\$ 1,258	\$ -	\$ 52	\$ 1,682
Information Technology					
Annual Hardware Refresh	531	539	554	570	619
Corporate Website Increased Functionalities	300	-	-	-	-
Data Analytics 2022	300	-	-	-	-
Data Centre Server Refresh / Update (Phase 2 of 2)	360	-	-	-	-
Digital Communication Enhancement / Public Participation at City Hall	350	-	-	-	-
MS SQL Server Refresh	325	-	-	-	-
Network Refresh for City Facilities (Phase 3 of 3)	391	-	-	-	-
PeopleSoft Financial 9.2 Upgrade	478	-	-	-	-
Snow and Ice Response Tracking	100	-	-	-	-

	2022	2023	2024	2025	2026
Tempest Oracle to SQL Server Migration	147	-	-	-	-
Total Information Technology	\$ 3,282	\$ 539	\$ 554	\$ 570	\$ 619
Equipment					
Energy Management Capital Projects	-	-	-	-	550
Energy Management Projects	600	550	550	550	-
Fire Equipment Replacement - Fire Hose	125	31	32	-	32
Fire Equipment Replacement from Reserve	-	-	-	252	-
Street Sweeping Machine for Bike Lanes	150	-	-	-	-
Total Equipment	\$ 875	\$ 581	\$ 582	\$ 802	\$ 582
Total Equipment Program	\$ 10,686	\$ 6,449	\$ 5,443	\$ 5,533	\$ 4,926
Child Care Program					
Child Care					
Child Care - Administration	200	200	200	200	200
Child Care Projects - City-wide (Capital Grants)	50	50	50	50	50
Child Care Projects - City-wide (Non-Capital Grants)	10	10	10	10	10
Total Child Care Program	\$ 260	\$ 260	\$ 260	\$ 260	\$ 260
Internal Transfers/Debt Payment					
Internal Transfers/Debt Payment					
12040 Horseshoe Way Repayment	525	525	525	525	525
7080 River Road Repayment	2,341	2,341	2,341	-	-
River Road/North Loop (2005) Repayment	1,335	1,335	-	-	-
West Cambie Parkland Acquisition Repayment	493	-	-	-	-
Total Internal Transfers/Debt Payment	\$ 4,694	\$ 4,201	\$ 2,866	\$ 525	\$ 525
Contingent External Contribution					
Contingent External Contribution					
Contingent External Contribution	10,000	10,000	10,000	10,000	10,000
Total Contingent External Contribution	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Grand Total	\$ 107,762	\$ 106,032	\$ 144,544	\$ 130,463	\$ 114,453

CITY OF RICHMOND
5 YEAR CAPITAL PLAN BY PROGRAM (2022 - 2026) RECOMMENDED BUT INSUFFICIENT FUNDING
(in \$000s)

	2022	2023	2024	2025	2026
Infrastructure Program					
Roads					
Bridge Rehabilitation Program	-	-	300	-	-
Geographic Information System Roads Database - Phase 2	-	1,500	-	-	-
Williams Road Reconstruction - No 4 Road to No 5 Road - Design	-	5,500	-	-	-
Total Roads	\$ -	\$ 7,000	\$ 300	\$ -	\$ -
Infrastructure Advanced Design and Minor Public Works					
Public Works Minor Capital - Roads	-	-	400	-	-
Total Infrastructure Advanced Design and Minor Public Works	\$ -	\$ -	\$ 400	\$ -	\$ -
Total Infrastructure Program	\$ -	\$ 7,000	\$ 700	\$ -	\$ -
Building Program					
City Hall Annex Infrastructure Replacements	-	-	2,400	-	-
City Hall Mechanical and Interior Finish Renewals	-	-	-	6,800	-
Citywide Caretaker Suite Renewals	-	3,100	-	-	-
Community Safety Building Mechanical System Renewals	-	-	-	1,400	-
Curling Club Priority 2 - Phase 3	-	-	-	4,885	-
Curling Club Priority 2 Repairs - Phase 2	-	-	680	-	-
Curling Club Priority 3 Repairs	-	-	-	-	900
Debeck House Life Safety and Envelope Renewals	-	-	-	-	500
East Richmond Hall Envelope and HVAC Renewals	-	-	-	-	250
Gateway Theatre Mechanical and HVAC Renewals	-	-	-	5,500	-
Library Cultural Centre Envelope System Renewals	-	-	-	2,400	-
Outdoor Pool Renewals	-	-	3,000	-	-
Richmond Courthouse HVAC and Interior Renewals	-	-	1,300	-	-
Richmond Ice Centre Mechanical and Electrical Renewals	-	-	3,700	-	-
South Arm Community Centre Envelope and Infrastructure Renewals	-	-	-	-	9,000
Steveston Martial Arts Envelope and Interior Renewals	-	-	-	-	550
Steveston Post Office and Museum Infrastructure Renewals	-	-	-	-	450
Watermania Infrastructure Renewals	-	5,300	-	-	-
West Richmond Pitch & Putt Mechanical and Interior Renewals	-	-	-	-	600
Works Yard Building System Renewals	-	-	-	4,000	-
Works Yard Infrastructure Renewals	-	-	-	-	4,000
Works Yard Infrastructure Renewals - Phase 3	-	-	4,000	-	-
Works Yard Replacement - Concept Design	-	2,000	-	-	-
Total Building Program	\$ -	\$ 10,400	\$ 15,080	\$ 24,985	\$ 16,250

	2022	2023	2024	2025	2026
Parks Program					
Parks					
Parks Ageing Infrastructure Replacement Program	-	-	500	-	-
Total Parks	\$ -	\$ -	\$ 500	\$ -	\$ -
Total Parks Program	\$ -	\$ -	\$ 500	\$ -	\$ -
Grand Total	\$ -	\$ 17,400	\$ 16,280	\$ 24,985	\$ 16,250

The following is an overview of the major Capital programs proposed for the years 2023 to 2026.

INFRASTRUCTURE PROGRAM

- **Disaster Mitigation and Adaptation Fund Infrastructure Upgrades (2023-2025: \$22,234,000)**

The City of Richmond invests in major disaster mitigation infrastructure to contribute to the Province of British Columbia and Canada's economic growth, public safety and ability to build a community more resilient to climate change.

This project includes the design and construction of drainage pump station upgrades and perimeter dike raising included in the Disaster Mitigation and Adaptation Fund grant. The project will be completed in multiple phases. The initial phases of the project will primarily include dike upgrades.

- **No. 3 Road South Pump Station Upgrade and Design (2023-2024: \$11,000,000)**

This project includes design services to facilitate the demolishing of the existing pump station at (No. 3 Road South) and rebuilding it to a modern standard. The project will increase pumping capacity, increase station resilience, make local dike upgrades and landscape the construction area. This project is part of a larger strategy to increase the City's drainage capacity, increase pump station reliability and reduce flooding in order to accommodate climate change and growth as outlined in the City's Official Community Plan.

- **Van Horne Pump Station Replacement (2024: \$5,300,000)**

This project involves replacement of the Van Horne sanitary sewer pump station and upgrades to the surrounding sanitary system. The existing pump station will not have adequate capacity to service the growing population within the catchment area. The new pump station will be designed to service the projected 2041 OCP population in the catchment area, which is currently undergoing high-density redevelopment. The requirement for the Van Horne pump station upgrade was identified by the 2041 OCP Sanitary Modelling project.

This project involves construction of a new pump station to replace the existing, including construction of a new wet well, variable frequency drive (VFD) pumps, electrical kiosk, 50 meters of 650 mm diameter gravity pipe and 320 meters of 400 mm diameter forcemain. This project will require land acquisition.

- **Bennett West Pump Station Replacement (2025: \$5,400,000)**

The Bennett West sanitary pump station is at the end of its service life and requires replacement. This project involves the construction of a new sanitary pump station complete with wet well, variable frequency drive (VFD) pumps, kiosk, back-up generator, antenna, valve chamber, and BC Hydro transformer to replace the existing station. Construction of the pump station will be coordinated with adjacent developments.

- **Flood Protection & Dike Improvements (2023-2026: \$42,600,000)**

The City has 49km of perimeter dike and 39 drainage pump stations that provide the City with flood protection from ocean storm surges and freshets. This project will include drainage and dike improvements at priority locations that maintain or increase current flood protection service levels.

In particular, this project includes dike improvements adjacent to pump stations that is required to meet medium to long-term flood protection requirements and to accommodate local area needs such as the provision of basic recreation trails. Dike construction works include, but is not limited to, dike raising, structural rehabilitation, brush cutting, and dike re-armouring at priority locations.

Drainage pump station improvements will provide the City with greater capacity to manage higher intensity rainfall events, as well as provide secondary protection for flood events. This project will include condition and capacity upgrades to priority drainage pump stations.

BUILDING PROGRAM

- **Britannia Heritage Shipyards Overwater Building Renewals (2023: \$12,000,000)**

Structural:

The pile foundations of both the Shipyard and Seine Net Loft Buildings, are deteriorating due to environmental conditions such as increased water levels, powder post beetle infestations and age. While there are multiple repair and remediation programs already in use to prolong the life of these piles, many of them are beyond repair and require replacement. The deteriorating piles will be replaced with new, treated ones to prolong the life of these facilities.

Envelope and Operator Requests:

The roofing of both the Shipyard and Seine Net Loft Buildings, as well as the siding of the Shipyard building are in poor condition and can no longer be sufficiently repaired. These systems will be replaced with new, aesthetically similar systems to prolong the life of these facilities.

Additionally, improvement and upgrades requests made by the facility operator are planned as part of this project.

Not proceeding with this work will lead to continued deterioration and increased risk of system failure causing service disruption and emergency replacements.

- **Fire Hall Renewals (2024: \$3,200,000)**

Multiple systems in these emergency response facilities have reached the end of their life expectancy and will be replaced with modern energy efficient systems (where possible). These system renewals will also include associated miscellaneous items that will service to prolong the life of the building and ensure the health and safety of its users / inhabitants.

- **Works Yard Infrastructure Renewals (2023 - 2024: \$7,780,000)**

Multiple systems in multiple buildings at the Works Yard complex constructed in 1980 have reached the end of their life expectancy and will be replaced with modern energy efficient systems (where possible). These system renewals will also include associated miscellaneous items that will serve to prolong the life of the building and ensure the health and safety of its users. All of these works are planned to be completed at the same time to maximize savings in schedule and costs for mobilization and demobilization.

Interior:

Flooring, lighting, wall and restroom systems throughout the administration, garage workshop, stores, sanitation office, survey and dispersal buildings have all reached the end of their serviceable life span and will be renewed or replaced as needed.

Envelope:

Roofing systems inclusive of hatches, skylights and access ladders; as well as aluminum framed glass wall/window systems at the administration, garage workshop, stores, sanitation office, survey and dispersal building have all reached the end of their serviceable life span and will be replaced.

Mechanical:

Heating/cooling, water distribution, exhaust ventilation, gas supply systems throughout the administration, garage workshop, stores, sanitation office, and survey and dispersal buildings have all reached the end of their serviceable life span and will be renewed or replaced as needed.

PARKS PROGRAM

- **Garden City Lands Phase 4 to 6 (2023 - 2025: \$1,200,000)**

The continuation of the development of the Garden City Lands will increase public access to the site and add a greater diversity of activities and experiences. Boardwalks and interpretive signage are planned to provide greater access and opportunities for interaction with the bog ecosystem while a network of trails, community gardens and gathering areas are planned to allow more people to access the western side of the site along with expansion of farm related uses and programs. All planned works will be subject to Council and Agricultural Land Commission approval and are consistent with the Council approved Legacy Landscape Plan.

- Phase 4 will focus on the construction of a washroom facility and parking lots, associated site and landscape improvements, and the further development of park-wide infrastructure.
- Phase 5 is the continuation of the construction of community facilities including amenities such as boardwalks through the bog conservation area and directional and interpretive signage.
- Phase 6 is the continuation of the construction of community facilities including amenities such as a site observation tower and interpretive signage.

- **Lulu Island Park Design and Site Remediation (2024: \$2,000,000)**

This capital request follows the master planning phase in 2023, and will allow the City to begin to secure funding for the design and construction phase for Lulu Island Park. 2024 will see the commencement of design, detailed design, and preparation of a five-year budget. The leases for the City-owned industrial properties will expire in 2024, at which point demolition is tentatively scheduled to begin.

The concept for Lulu Island Park was approved by Council in 2007 and incorporated in the City Centre Area Plan in 2009. Lulu Island Park is envisioned as the City's premier downtown park and a crucial part of its waterfront, supporting formal and informal recreation, cultural events, enhanced ecological values, and heritage interpretation. Sustained population growth in the City Centre demonstrates the need for this park, which is expected to serve as a catalyst for development in the adjacent commercial zone.

- **Playground Improvement Program (2023 - 2026: \$1,550,000)**

This capital program addresses playgrounds that are at the end of their useful life and do not meet the current safety guidelines (according to the industry standard, the Canadian Standards Association's "Children's Playspaces and Equipment"), or can no longer be maintained to meet the guidelines due to obsolescence or vandalism. The program is directed towards replacing all or part of a playground and includes replacement of playground equipment, playground infrastructure (e.g., resilient surfacing, borders, drainage) and landscape features.

LAND PROGRAM

- **Strategic Real Estate Acquisition (2023 - 2026: \$35,000,000)**

Funds for land acquisition to meet the Council Approved Strategic Real Estate Investment Plan. Availability of funds in the capital budget provides the ability to act quickly when necessary and avoid costs incurred to repay the Revolving Fund.

EQUIPMENT PROGRAM

- **Vehicle and Equipment Reserve Purchases (Public Works and Corporate Fleet) (2023 - 2026: \$14,265,543)**

Annual replacement of vehicles eligible due to age and condition in accordance with Sustainable Green Fleet Policy 2020.

Process for replacement of ageing fleet is to establish needs and develop specifications for vehicle/equipment replacements. Send bid information out to the marketplace, evaluate submissions and award accordingly.

2MVA	2 Mega-Volt Ampere
5YFP	5 Year Financial Plan
AC	Air Conditioning
APS	Accessible Pedestrian Signal
AVL	Automatic Vehicle Location
CCTV	Closed Circuit Television
CLCM	Contract Life-Cycle Management
CMBC	Coast Mountain Bus Company
CPI	Consumer Price Index
DCC	Development Cost Charges
EV	Electrical Vehicle
GCL	Garden City Lands
GHG	Greenhouse Gas
GPS	Global Positioning System
HPS	High Pressure Sodium
HVAC	Heating, Ventilation, and Air Conditioning
ICBC	Insurance Corporation of British Columbia
IPS	Infor Public Sector
KPI	Key Performance Indicator
LED	Light-Emitting Diodes
MPI	Municipal Price Index
MRN	Major Road Network
MUP	Multi-Use Pathway
NIC	Neighbourhood Improvement Charges
OBI	Operating Budget Impact
OCP	Official Community Plan
PDF	Portable Document Format
PRV	Pressure Reducing Valve
PW	Public Works
RCMP	Royal Canadian Mounted Police
RFP	Request for Proposal
RFR	Richmond Fire-Rescue
RPL	Richmond Public Library
RSA	Rate Stabilization Account
RWIS	Road Weather Information System
SCADA	Supervisory Control and Data Acquisition
TMC	Traffic Management Centre
UPS	Uninterruptable Power Supply



City of Richmond

Report to Committee

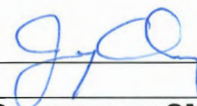
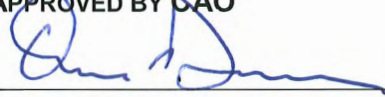
To: Finance Committee
From: Ivy Wong, CPA, CMA
Acting Director, Finance
Re: 2022 One-Time Expenditures

Date: November 5, 2021
File: 03-0970-01/2021-Vol
01

Staff Recommendation

That the one-time expenditures totaling \$1,799,521 as outlined in Table 1 of the 2022 One-Time Expenditures staff report, be approved with funding from the Rate Stabilization Account and included in the Consolidated 5 Year Financial Plan (2022-2026).

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

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER	
 ACTING FOR A NAZARETH	
REVIEWED BY SMT	INITIALS:
APPROVED BY CAO	
	

Staff Report

Origin

One-time expenditure requests are typically non-recurring items over and above the base annual budget or items that are recurring in nature but are not required on an annual basis. Council established a Rate Stabilization Account (RSA) to provide funding for such requests. The RSA has also been used to defer the City's annual tax increase to a future year. Each year, once the City's accounts from the prior year are finalized, any resulting surplus is transferred into the RSA.

Any approved one-time expenditure requests will be included in the 2022-2026 Consolidated 5 Year Financial Plan (SYFP).

This report supports Council's Strategic Plan 2018-2022 #5 Sound Financial Management:

Accountable, transparent, and responsible financial management that supports the needs of the community into the future.

- 5.1. *Maintain a strong and robust financial position.*
- 5.2. *Clear accountability through transparent budgeting practices and effective public communication.*
- 5.3. *Decision-making focuses on sustainability and considers circular economic principles.*
- 5.4. *Work cooperatively and respectfully with all levels of government and stakeholders while advocating for the best interests of Richmond.*

Analysis

For 2022, there are thirteen one-time expenditure requests totalling \$1,799,521. The Senior Management Team (SMT) appointed a Review Team to review each request using established ranking criteria. The prioritized requests were also reviewed by the CAO and SMT. There is no tax impact from any of the proposed requests as they will be funded from the RSA.

The RSA has an unaudited balance of \$8,842,332 as of September 30, 2021 before any audit adjustments. While there is no tax impact from utilizing the RSA to fund one-time expenditure requests, the ability to fund such requests depends on the annual surplus.

In the past, staff have typically recommended an annual funding of approximately \$1.5M for one-time expenditures. However, provincial regulations require each local government to be responsible for running its own local election every four years. Since 2022 is an election year, staff have increased the recommended amount to \$1,799,521 including the election reserve top up amount of \$362,000. The CAO and SMT have carefully reviewed all one-time expenditure requests to be funded from RSA as summarized in Table 1.

Table 1 – One-Time Expenditure Requests

Category	Description	Amount
Regulatory Requirement	Election Reserve - One Time Top Up In order to ensure for a legislatively and COVID -19 compliant election, a one-time top up to the reserve is required to ensure for adequate funding. The overall budget reflects past, growth-related and COVID-19 related costs.	\$362,000
Endorsed by Council on Oct 25, 2021	City Events Program 2022 This request is to fund 2022 City events, in alignment with the Event Guiding Principles, and as detailed in the City Events 2022 Report approved by Council on October 25, 2021. Events contribute to social and economic well-being, build community capacity and identity and raise Richmond's profile.	\$539,000
Program adopted by Council on Sep 25, 2017	Recreation Fee Subsidy Program (RFSP): Administrative and Program Support The RFSP requires a full-time and a part-time staff position, and administrative resources. While participation slowed in the 2020–2021 RFSP due to COVID-19, demand for the program is increasing and expected to return to pre-pandemic levels as restrictions ease.	\$134,911
Endorsed by Council on Nov 23, 2020	Red Cross Contract for Emergency Social Services and Emergency Volunteer Management On November 23, 2020, Council announced that the City of Richmond had entered into an agreement with the Canadian Red Cross for Emergency Support Services and emergency volunteer management starting February 1, 2021. The amount for 2022 (Year 2) at \$45,000 will support continuing with this service.	\$45,000
Endorsed by Council on Jan 25, 2021	Menstrual Equity Initiative A total of \$40,000 is requested to support this one year pilot project in alignment with the Council referral. At the end of the pilot project, a more accurate budget can be determined, provided to Council and included in the 2023 budget process should Council support the continuation of the program.	\$40,000
Endorsed by Council on May 10, 2021	Increased Operating Hours for Steveston Outdoor Pool As directed by Council, additional length swim hours were added at Steveston Outdoor Pool in 2021 and were funded by the Council Community Initiatives fund. Funding is required to maintain this service level while staff evaluate the operation and provide recommendations.	\$28,661
Council Strategic Goal	One-Time Funding to Replace CARIP for Sustainability Initiatives With the cancellation of the Climate Action Revenue Incentive Program, in which the City received \$230,000 annually, funding is needed to continue implementing Step Code regulations, Electric Vehicle (EV) and solar policies, capacity building and renewable infrastructure projects needed to achieve Greenhouse Gas (GHG) reduction targets.	\$230,000

Category	Description	Amount
Council Strategic Goal	Resources to update the Social Development Strategy 2023-2033 An updated Social Development Strategy will guide the City and its partners in a unified approach to policy development and service delivery that best supports the evolving social needs of the community. It will ensure the City continues to foster a resilient, connected and thriving Richmond.	\$125,000
Council Strategic Goal	Resources to Update the Child Care Strategy 2022-2032 An updated Child Care Strategy for 2022-2032 will guide the City's initiatives and actions over the next 10 years related to child care as well as ensuring the City is strategic in securing and allocating resources to expand child care options in Richmond.	\$75,000
Council Strategic Goal	Planning Assistant - Community Social Development (2 days/ week) A Temporary Part Time Planning Assistant position is required to support various initiatives in Community Social Development (2 days/week).	\$44,578
Program Requirement	Waterfront Coordinator Temporary Full Time Position This request is to support a new Waterfront Coordinator Temporary Full Time (TFT) position. This position will oversee operations of the docks at Britannia Shipyards and Imperial Landing, including ensuring adherence to regulations, fee collection, and program promotion.	\$84,871
Infrastructure need	QlikSense migration and Wang application replacement The application hosting the old Fire inspection data is at end of life status, and the application server used for Fire inspection and incident reporting will soon be out of support. They both must be migrated to ensure full compliance with City Bylaw 7400 and to avoid any security risks.	\$59,500
Infrastructure need	Integrated Security Access System (Honeywell) upgrade The City's Integrated Security Access System (ISAS) integrates the Access Controls, Security and Video systems using the WebsAX v2.3 application. This platform and the foundational IT architecture is no longer officially supported by their respective vendors and must be upgraded.	\$31,000
2022 One-Time Expenditures Total		\$1,799,521

Council may change any of the staff recommendations. The Consolidated 5 Year Financial Plan (2022-2026) will be revised for any changes from the staff recommendation.

Financial Impact

The recommended \$1,799,521 one-time expenditures requests as outlined in Table 1 are proposed to be funded from the Rate Stabilization Account with no tax impact. This recommended amount will be included in the Consolidated 5 Year Financial Plan (2022-2026), should it be approved by Council.

Conclusion

One-time expenditure requests were carefully reviewed by the CAO and SMT. The high priority requests in the amount of \$1,799,521 as summarized in Attachment 1 are recommended to be approved and included in the Consolidated 5 Year Financial Plan (2022-2026).



Mike Ching, CPA, CMA
Acting Manager, Financial Planning and Analysis
(604-276-4137)



Jenny Ho, CPA, CGA
Acting Manager, Budgets
(604-276-4223)

JH:ey



To:	Finance Committee	Date:	November 8, 2021
From:	Ivy Wong, CPA, CMA Acting Director, Finance	File:	03-0970-01/2021-Vol 01
Re:	2022 Proposed Operating Budget		

Staff Recommendations:



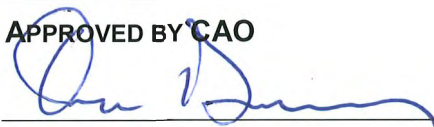
That:

1. The 2022 Proposed Operating Budget (City-Wide excluding Fire-Rescue) as presented in Budget Option 2 (City-Wide excluding Fire-Rescue) for a total of 3.57% be approved as outlined below:
 - a. A same level of service budget increase of \$2,617,515 after tax growth with a tax increase of 1.02% be approved; and
 - b. Transfer to reserves for Investment in Community Facilities as per Council's Long Term Financial Management Strategy for 2022 in the amount of \$2,553,659 with a tax increase of 1.00% be approved; and
 - c. Senior level government and other government agency increase of \$7,677,745 with a tax increase of 3.01% be approved; and
 - d. Emerging organizational additional levels in the amount of \$63,200 as presented in Attachment 8 of the staff report titled 2022 Proposed Operating Budget with a tax increase of 0.02% be approved; and
 - e. Council previously approved contract commitment of \$382,580 with a tax increase of 0.15% be approved; and
 - f. Operating budget impacts totalling \$506,126 with a tax increase of 0.20% be approved; and
 - g. That the 2021 operating surplus be used to reduce the impact of RCMP unionization cost for a total of \$4,666,667 resulting in a tax decrease of 1.83% be approved; and

2. The 2022 Proposed Operating Budget (Fire-Rescue) for a total of 0.29% as presented be approved as outlined below:
 - a. A same level of service budget increase of \$583,800 with a tax increase of 0.23% be approved; and
 - b. Senior level government increase of \$67,500 with a tax increase of 0.03% be approved; and
 - c. Operating budget impacts totalling \$93,333 with a tax increase of 0.03% be approved; and
3. The 2022 Operating Budget as approved be included in the Consolidated 5 Year Financial Plan (2022-2026).



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

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER  Acting GM, F&CS	
REVIEWED BY SMT	INITIALS: 
APPROVED BY CAO 	

Executive Summary

Due to a concern raised regarding a councillor having a potential conflict of interest, the operating budget for Richmond Fire-Rescue is presented separately on page 15 and Attachment 7 of this report.

The City of Richmond continues to be impacted by the ongoing COVID-19 pandemic. The Senior Management Team (SMT) is maintaining caution and diligence with spending. Revenues from parking and sales of service are lower than budgeted while staff continue to provide core services and comply with provincial health orders. Reduction in revenues has been mitigated by a decrease in programming costs and savings generated from remote / hybrid work arrangement.

The biggest cost driver to maintain the same level of service for 2022 is labour. Salary increases and enhanced benefit coverage are bound by the negotiated union agreement.

Senior government increases compound the cost pressures to the 2022 operating budget. This includes the CPP enhancement, RCMP unionization cost and E-Comm special levy. The final impact of the RCMP unionization is still unknown as the RCMP E-Division has not provided a final amount.

The outcome of the 2022 Proposed Operating Budget results in a tax increase of 3.86% (3.57% for City-Wide services excluding Fire-Rescue and 0.29% for Fire-Rescue). The components of the 2022 Proposed Operating Budget are summarized in Table 1. For discussion on the budget components, refer to the corresponding reference number in the 2022 Proposed Operating Budget section on page 9-14.

Table 1 – 2022 Proposed Operating Budget

	Budget Component	City-Wide Excluding Fire-Rescue		Fire-Rescue		Total
		Amount (in '000s)	Tax Impact	Amount (in '000s)	Tax Impact	Tax Impact
1	Same Level of Service Increase (Below LTFMS target of 2.30%)	\$2,618	1.02%	\$584	0.23%	1.25%
2	Investment in Community Facilities (Transfer to Reserves)	2,554	1.00%	-	-	1.00%
	LTFMS Policy: Same Level of Service & 1% Infrastructure Replacement Needs	5,172	2.02%	584	0.23%	2.25%
3	Senior Government Increases: - CPP Enhancement - RCMP Unionization Cost – Ongoing - E-Comm Special Levy	7,678	3.01%	67	0.03%	3.04%
4	Additional Level Increases	63	0.02%	-	-	0.02%
5	Council Previously Approved Contract Commitment - SPCA	383	0.15%	-	-	0.15%
6	Operating Budget Impact	506	0.20%	93	0.03%	0.23%
7	2021 Operating Surplus to offset the est. cost of RCMP Unionization	(4,667)	(1.83%)	-	-	(1.83%)
	Net Increases other than Same Level of Service & 1% Infrastructure Replacement Needs	3,963	1.55%	160	0.06%	1.61%
	2022 Proposed Operating Budget Increase	\$9,135	3.57%	\$744	0.29%	3.86%
Annual equivalent tax increase for average residential property						\$68.59

This is equivalent to approximately \$68.59 in municipal taxes for an average residential property with an assessment value of \$1,172,079 (increase based on 2022 preliminary assessment value & tax rates).

For other budget options, refer to page 16-18.

Staff Report

Origin

Subsection 165(1) of the *Community Charter* requires the City to adopt a 5 Year Financial Plan (5YFP) Bylaw. The 2022 Operating Budget forms the basis of the City's 5YFP. Under the *Community Charter*, the City is prohibited from incurring any expenditure unless the expenditures have been included for that year in its financial plan, and the City is required to provide a balanced budget, with no projection of a deficit.

The 2022 Proposed Operating Budget ("Budget") applies the principles of Council's Long Term Financial Management Strategy (LTFMS) (Policy 3707), which was originally adopted in 2003, "*Tax increases will be at Vancouver CPI rate (to maintain current programs and maintain existing infrastructure at the same level of service) plus 1% towards infrastructure replacement needs.*"

Under section 165 of the *Community Charter*, the financial plan cannot plan for a deficit. In addition, any deficit that results from a year would need to be included in the financial plan the following year.

This report supports Council's 2018-2022 Strategic Plan #5 Sound Financial Management:

Accountable, transparent, and responsible financial management that supports the needs of the community into the future.

- 5.1. *Maintain a strong and robust financial position.*
- 5.2. *Clear accountability through transparent budgeting practices and effective public communication.*
- 5.3. *Decision-making focuses on sustainability and considers circular economic principles.*
- 5.4. *Work cooperatively and respectfully with all levels of government and stakeholders while advocating for the best interests of Richmond.*

This report also supports Council's 2018-2022 Strategic Plan #1 A Safe and Resilient City:

Enhance and protect the safety and well-being of Richmond.

- 1.1. *Enhance safety services and strategies to meet community needs.*
- 1.2. *Future-proof and maintain city infrastructure to keep the community safe.*
- 1.3. *Ensure Richmond is prepared for emergencies, both human-made and natural disasters*
- 1.4. *Foster a safe, caring and resilient environment.*

Council's 2018-2022 Strategic Plan is summarized in Attachment 1.

Analysis

Environmental Scan

Economic Outlook

According to the latest economic outlook, Metro Vancouver's Gross Domestic Product (GDP) is forecasted to grow by 6.8% in 2021 and 4.1% in 2022 despite the uncertainty for medium and long term growth prospects due to the pandemic. There is strong demand for goods and services as the economy recovers from the pandemic, and consumers begin spending savings that were accumulated during the pandemic.

Global supply chain challenges are adding to these price pressures. Low product inventories, difficulties in distributing products, and labour shortages are having an impact on production and sales. The imbalance between demand and supply is leading to higher inflation as firms and organizations pass along added costs including higher wages and higher priced production materials.

COVID-19 has accelerated the tight labour market conditions Canada was experiencing before the pandemic. According to the September 2021 Statistics Canada Labour Market Survey, total national employment has rebounded to pre-pandemic levels. The most notable job gains were in industries where many workers continue to work from home including public administration (+37,000, +3.5%) and professional, scientific and technical services (+30,000, +1.7%). In these two sectors, the share of employees who continue to mostly work from home was 49% and 60% respectively.

In BC, total employment has bounced back to pre-pandemic levels by a wider margin than any other province. While jobs in some sectors like tourism and hospitality continue to be impacted by COVID-19, other sectors have seen strong job growth particularly where businesses and organizations were able to quickly shift to a remote work and online sales environment.

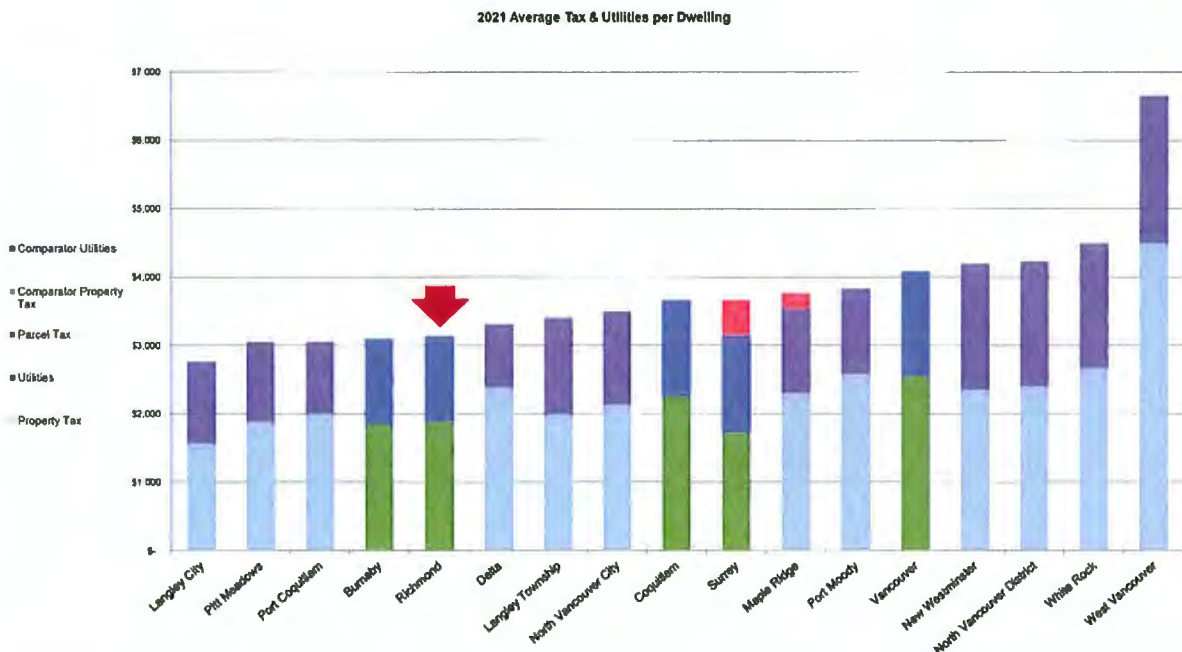
Meanwhile, labour availability is being impacted by multiple factors including public health restrictions for temporary foreign workers, limited immigration during border closures and workers transitioning into new industries or exiting the workforce altogether. The increasing hybrid work and remote work trend, which many employees covet, is causing added competition for skilled labour. As a result, many businesses are experiencing difficulty filling the job vacancies they have and some are being forced to operate at reduced capacity. This mismatch in supply and demand is having upward pressure on wages and requiring businesses to offer more compelling incentives like better benefits and permanent hybrid or remote work options. Other related anticipated economic impacts include an overall drag on economic growth, increased consumer prices and an acceleration in technology adoption and automation as organizations try to recoup productivity in other ways.

Please refer to Attachment 2 for further information on the Economic Outlook.

Taxation

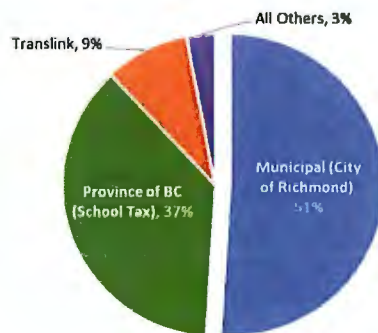
The City has kept property taxes below the average amongst other Metro Vancouver municipalities. Compared to the 17 municipalities in Metro Vancouver, the 2021 average tax and utilities per dwelling in Richmond ranks as the fifth lowest with a combined amount of \$3,129 annually. Within the comparator group of Vancouver, Coquitlam, Burnaby and Surrey, Richmond has the second lowest average tax and utilities per dwelling. Figure 1 shows the comparison of all Metro Vancouver municipalities.

Figure 1: Comparison of 2021 average tax and utilities per dwelling



Approximately 50% of the residential tax bill is comprised of levies collected for other taxing jurisdictions including TransLink, School Board, Metro Vancouver, BC Assessment and Municipal Finance Authority which the rate of increases Council has no control over.

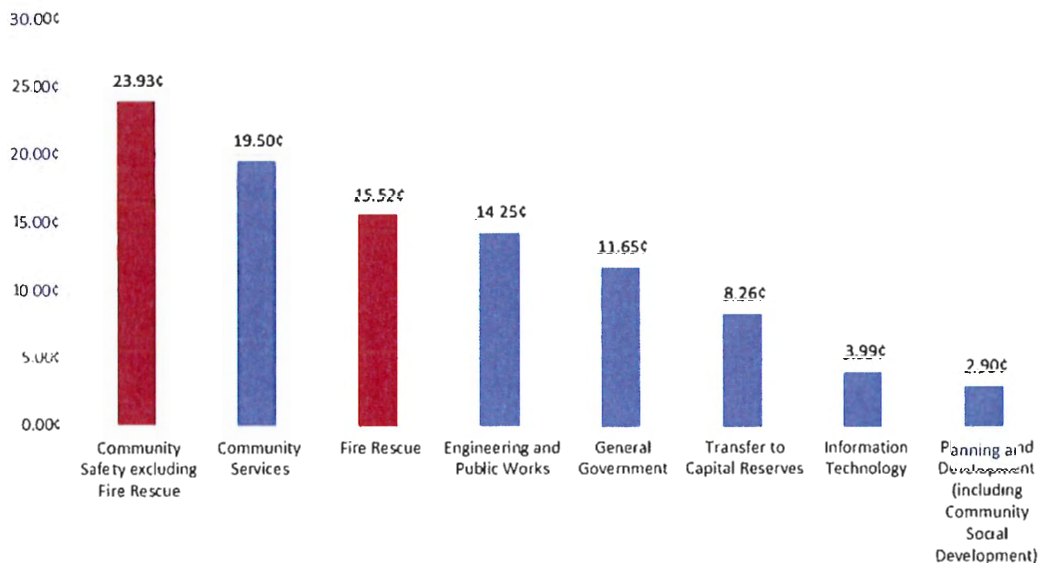
Figure 2: Distribution of Property Taxes



City Property Tax

The majority of the City property taxes collected are used to provide policing, fire-rescue services and emergency services to support and keep the community safe. For every municipal tax dollar, 39 cents is used to fund these services in order to provide a safe community. Community Services includes parks, library services, arts, cultural, and heritage, recreational services and it accounts for 20 cents of every municipal tax dollar. Engineering and Public Works includes roads, street lighting, storm drainage, facility repair and maintenance, snow and ice removal and it accounts for 14 cents of every municipal tax dollar. All of these services are fundamental to the residents' quality of life and provides necessary infrastructure to support the local economy and vibrancy within the community. Figure 3 provides a breakdown of 2022 municipal tax dollar – same level of service (without OBIs and additional levels).

Figure 3: 2022 municipal tax dollar (without OBIs and additional levels)



Budget Challenges

There are a number of known cost pressures affecting the 2022 proposed operating budget including:

- Negotiated wage increases
- Operating cost increases
- Senior Government increases
- Additional Level Requests to meet the new demands and growth of the City
- Operating Budget Impacts (OBI)
- Funding for investment in Community Facilities

Council Policy 3707 states that the tax increase for maintaining current program and existing infrastructure at the same level of service will be at Vancouver's Consumer Price Index rate. The latest Vancouver CPI forecast from the Conference Board of Canada is estimated at 2.3% for 2022. However staff expect the forecasted CPI to increase, based on recent economic data and comments made by the Bank of Canada.

Salaries and benefits represents 78.1% of the City's 2022 Proposed Operating Budget increase in order to maintain the same level of service. The negotiated union agreement includes a 2.5% increase and enhanced benefit coverage.

The City's insurance costs increased, which was common amongst all policyholders. The frequency and severity of climate-induced weather events, coupled with a hardening of the market as numerous insurers exited the space, contributed to increases in premiums. For the 2021-2022 renewal period, the City's insurance rates increased by 30%.

Budget Process

The 2022 Proposed Operating Budget presents a same level of service budget and only non-discretionary increases that can be clearly identified and supported are included. Enhanced or new levels of service are identified separately as ongoing additional expenditure requests by the respective divisions for Council's consideration in accordance with Council's Budget & 5-Year Financial Plan Preparation Policy (Policy 3016). Please refer to Attachment 3 for the 2022 Budget Cycle.

The City will undergo a continuous review of its programs and services in order to identify further service improvements and cost reductions. Staff continue to look for efficiencies and innovative ways to deliver services that will streamline business processes, contain costs and leverage the increased use of technology.

2022 Proposed Operating Budget (City-Wide excluding Fire Rescue)

This section of the report discusses each component of the 2022 Proposed Operating Budget as presented in the Executive Summary table on page 4.

1. Same Level of Service Increase

The City is subject to various contractual increases to deliver the same level of service. The majority of the contractual increases for 2022 are greater than the projected Consumer Price Index (CPI) of 2.3%, while City's revenue increases are limited to the CPI increase in accordance with Council Policy 3707 Long Term Financial Management Strategy.

The City's seven corporate divisions include:

- Community Safety
- Community Services
- Engineering and Public Works
- Finance and Corporate Services
- Corporate Administration
- Planning and Development
- Law and Legislative Services

The All Divisions summary (excluding Fire-Rescue) included in Attachment 5 shows the City's base operating budget to deliver the same level of service as last year, which totals \$318.3M.

Table 2 – Same Level of Service Increase – City-Wide excluding Fire-Rescue

Items	Amount (in '000s)	% of total increase
Salaries and Benefits	\$4,230	78.1%
Policing contract with 2.5% planned increase	1,188	21.9%
Preconstruction materials and Asphalt Capping Cost Escalation	628	11.6%
E-Comm contract levy increase	177	3.3%
Lease contract increase (Watermania and City Centre Community Centre), Utilities (natural gas, electricity) and others	88	1.6%
CPI increase for revenues	(393)	(7.3%)
Flexible work arrangement efficiencies	(500)	(9.2%)
Same Level of Service Increase – City-Wide excluding Fire-Rescue	\$5,418	100.0%
Tax growth	(\$2,800)	
Same Level of Service Increase after tax growth – City-Wide excluding Fire-Rescue	\$2,618	1.02% tax impact

The same level of service increase (excluding Fire-Rescue) as shown above is 1.02%, which is below the Vancouver CPI target. Attachment 4 presents the net base budget to deliver the same levels of service in 2022, before external senior government related increases.

In order to control the spread of COVID-19 and comply with public health orders, staff have successfully transitioned to remote / hybrid work arrangement while continuing to deliver City service levels. This arrangement has proven to result in a reduction in employment overhead costs and general and administrative costs. It also helps the City with recruitment as the competition to attract talent and fill vacant positions has become very competitive across a number of sectors including public administration. The efficiencies due to flexible work arrangement for 2022 is estimated to be \$500,000 with a tax decrease of 0.20%.

New tax growth projections are based on “non-market change” figures provided by BC Assessment Authority. Non-market change is the term BC Assessment Authority uses for changes to the municipal roll value that is not a result of market conditions. Non-market change could include changes in assessment class, exempt properties that become taxable in the following year or taxable properties that become exempt in the following year and developments under construction. Based on preliminary data from BC Assessment, new tax growth for 2022 is estimated at \$2.8M.

2. Investment in Community Facilities (Transfer to Reserves)

The portfolio of civic buildings continues to grow as additional buildings are acquired as part of Council’s initiatives. In the past two years, the City acquired the Richmond Curling Club and Richmond Ice Centre. These two buildings require significant repairs as part of the acquisition strategy that was presented to Council.

Based on the 2022-2026 Capital Plan, over \$159 million of repairs, renewals, reconstruction or replacements will be required, including but not limited to Hugh Boyd Field House, Britannia Shipyards National Historic Site, and Phoenix Net Loft. These projects are to be funded from the Capital Building and Infrastructure (CBI) Reserve to ensure community buildings remain safe and to enhance the cultural and heritage value to the community.

Council’s Long Term Financial Management Strategy (LTFMS) policy is to annually transfer an additional 1% to reserves to fund community infrastructure replacement needs to ensure the safety and well-being of the community. As of September 30, 2021, the City owns over 165 civic buildings, including recreation facilities, fire halls, community centres and other public amenities. However, the uncommitted reserve balance of the Capital Building and Infrastructure (CBI) Reserve is only \$800,841 as of September 30, 2021; therefore, it is recommended to continue with Council’s LTFMS and transfer an additional 1% into the CBI reserve to fund the City’s ageing building infrastructure.

3. External Senior Government Related Increases

According to Council Policy 3707, any increases related to mandatory senior government policy changes should be identified and added to that particular year’s taxes beyond the CPI and infrastructure percentage contribution. For the 2022 proposed operating budget, there are three senior government increases as identified below:

Canada Pension Plan (CPP) Enhancement

Since 2019, the Canada Pension Plan (CPP) is being gradually enhanced until 2025. This means the employees will receive higher CPP benefits in exchange for making higher contributions. Employers match the contribution amounts made by employees. The CPP Enhancement for City-Wide excluding Fire Rescue is \$382,500 in 2022, which is equivalent to 0.15% of tax increase.

RCMP Unionization Cost

On August 6, 2021, a collective agreement for the union representing the RCMP members was ratified with the federal government. This agreement was signed between the Treasury Board of Canada and the National Police Federation (NPF), acting as bargaining agents for the RCMP members with retroactive salary increases going back to April 1, 2017. Since 2017, staff had budgeted a 2.5% annual salary increase as recommended by RCMP E-Division. However, the final salary increases from the new collective agreement are significantly higher than the 2.5% annual increase previously advised by RCMP E-Division.

At the time of writing, the City has not received any information regarding the retro-payment amount and the ongoing budget impact of the negotiated wage settlement to the City. The City estimates that the ongoing budget impact could be up to \$7,000,000 with an equivalent tax increase of 2.74%, based on an internal RCMP estimate provided at the Mayors' Forum. RCMP Finance will provide revised budget forecast as soon as available. Staff are also aware that other financial impacts may be forthcoming subsequent to unionization.

The estimated one-time retro-payment will be \$9.3 to \$10.6 million. To date, the City has set aside approximately \$7.0 million (based on a 2.5% annual salary increase) since 2017 in anticipation of the retro-payment of RCMP salary increases. Staff will provide for the additional retro-payment in the City's financials when the final amount is determined.

E-Comm Special Levy

On June 3, 2021, the City received a notification from E-Comm regarding the financial impact of the 2022 remedial activities resulting from their Police Emergency Communication Centre Operations Review (Ops Review) to address service performance issues. E-Comm anticipates the 2022 remedial activities requires an additional \$3.2M to \$3.8M of funding across the Lower Mainland. E-Comm estimates that the City of Richmond should set aside \$269,940 to \$320,550 to contribute to this additional funding in the City's 2022 Proposed Operating Budget.

Staff have included an estimate of \$295,245 based on the average funding range. It is equivalent to a 0.12% tax increase.

4. Emerging Organizational Additional Level of Service Requests

The additional level of service requests from last year's operating budget were deferred in consideration of the uncertainties and challenges faced by the community during the pandemic. Due to the significant increases passed on by Senior Levels of Government, the Senior Management Team is only proposing additional level of service requests that are required to meet the immediate safety concerns, regulatory requirements, Council endorsed initiatives, and requests with no budget impact. The details of the recommended ongoing additional level requests of \$63,200 (0.02% tax increase) are included in Attachment 8. Due to the significant costs for the RCMP unionization, several emerging organizational needs were not recommended. These requests are listed in Attachment 9.

5. Council Previously Approved Contract Commitment

Council approved the original British Columbia Society for the Prevention of Cruelty to Animals (SPCA) agreement in 2020. Council received an update that the Animal Control Shelter would be completed on schedule in early 2022, which prompted a contract amendment in August 2021 for 2022. The new agreement has been executed on behalf of the City. The increased level of service (extended hours of operation for patrol and operation of the animal shelter) would commence when the construction of the new animal shelter is completed and occupied in 2022. The budget impact for the increased level of service is \$382,580 with a tax impact of 0.15%.

6. Operating Budget Impact (OBI)

Operating Budget Impact (OBI) is ongoing additional operating and maintenance costs associated with new assets, which are approved by Council through the capital budget process. It is important that OBI funding is included in the operating budget when these capital projects or contributed assets become operational, as the level of service is dependent on this funding.

All 2022 OBI submissions exclude associated costs for staffing. The CAO and SMT have requested that any staffing requirement due to new assets be submitted separately as an additional level request in order to allow for further review and assessment.

OBIs resulting from approved capital projects and developer contributed assets will be added to the Operating Budget in the same year that Council approves the capital projects. Funding will be distributed to the respective divisions based on the completion of the capital projects.

City Centre North Community Centre OBI Phase-In

On June 22, 2020, Council approved to delay the completion of the City Centre North Community Centre to December 31, 2023. The remaining OBI to be phased-in is \$1.2M. Due to the significant cost pressure from senior government downloading, staff recommends to defer the phase-in of the City Centre North Community Centre to 2023.

Table 3 summarizes the OBI recommended for the 2022 Proposed Operating Budget.

Table 3 – Operating Budget Impact – City-Wide excluding Fire-Rescue

OBI	OBI Amount (in '000s)	Tax Impact
OBI from 2020 Capital Budget – Year 3 of 3	\$182	0.07%
OBI from 2021 Capital Budget – remaining	\$47	0.02%
OBI from 2022 Capital Budget	\$220	0.09%
OBI from 2022 Developer Contributed Assets	\$57	0.02%
Total Operating Budget Impact	\$506	0.20%

7. 2021 Operating Surplus projection

2021 is an extraordinary year as the City continues to be impacted by the pandemic. Community facilities were partially closed during the year and limited programs were offered in the first half of the year. Parking revenue has also decreased as compared to the pre-pandemic level. Since the majority of the City's programs are only partially supported by external revenues, the reduction in programming yielded cost savings. The CAO and SMT were cautious with filling vacant positions in order to control the spending level while continuing to provide core services and comply with provincial health orders. Additional savings were generated from flexible work arrangements.

Other savings were due to the timing between the approvals and hiring of the additional positions for fire fighters and RCMP officers. All these factors contribute to an extraordinary level of surplus projected for 2021, which could be used to offset the tax impact from the RCMP unionization cost in 2022.

2022 Proposed Operating Budget (Fire-Rescue)

The 2022 proposed operating budget for Fire-Rescue department has been separated and will be discussed in this section of the report.

1. Same Level of Service Increase

The non-discretionary increase for Fire Rescue in 2022 is \$583,800 and the biggest cost driver is salaries. The collective agreement between the City and the Richmond Firefighter's Association will expire on December 31, 2021. Another major cost factor is the contract with E-Comm, which attributes to 8.4% of the non-discretionary increases for 2022.

2. Senior Government Increase

The CPP Enhancement for Fire Rescue is \$67,500 in 2022, which is equivalent to 0.03% of tax increase.

3. Operating Budget Impact

This is the last year for the 2020 Capital Budget Operating Budget Impact (OBI) phase-in. The amount to be phased in is \$33,333, which results in 0.01% of tax increase.

The proposed 2022 Capital Budget includes a capital item for upgrading the replacement of a pumper to a High Flow Industrial Pumper. The associated OBI is \$60,000, which is equivalent to 0.02% tax increase.

2022 Proposed Operating Budget Increase for Fire-Rescue Department

The proposed operating budget increase for Fire-Rescue is summarized in Table 4.

Table 4 - 2022 Proposed Operating Budget Increase for Fire-Rescue

Items (\$ in '000s)	Tax Increase \$	Tax Impact
Same Level of Service – Fire-Rescue	\$584	0.23%
External Senior Government Related Increase: Canada Pension Plan enhancement	\$67	0.03%
OBI from 2020 Capital Budget - Year 3 of 3	\$33	0.01%
OBI from 2022 Capital Budget	\$60	0.02%
Proposed Tax Increase – Fire-Rescue	\$744	0.29%
Annual equivalent tax increase for average residential property		\$5.15

2022 Budget Options for City-Wide (excluding Fire-Rescue)

Staff must make numerous assumptions in developing the annual Operating Budget based on information available during the budget preparation cycle. Under the *Community Charter*, municipalities cannot budget a deficit but rather, must present a balanced budget. In order to ensure a deficit is not incurred, staff used conservative estimates – lower revenue projections and conventional expenditures.

2022 is a challenging year due to the significant senior government increases including RCMP unionization and E-Comm special levy. The exact budget impact to the City remains unknown. Therefore, staff are presenting the following three options to fund the estimated RCMP unionization that could cost up to \$7.0M.

Options 1-3 all include the following:

- Same Level of Service increase
- Investment in community infrastructure pursuant to Council's Long Term Financial Management Strategy of 1%.
- Senior government increases
- City wide additional level increases that are endorsed by Council or with no budget impact
- Council previously approved contractual commitment - SPCA
- Operating Budget Impact

What varies between the options is the amount of current year's projected operating surplus that can be used to reduce the tax impact of the RCMP unionization.

Option 1: No surplus utilized to reduce tax impact

Under this option, staff are proposing to include the estimated cost of \$7.0M for the RCMP unionization.

Pros

- Conservative estimate and no tax deferral to future years
- Minimize tax impact in future years to address anticipated additional levels (i.e. Steveston Community Centre and Branch Library OBI)
- Best financial position to support future Council programs and initiatives

Cons

- This option results in the highest tax increase
- RCMP unionization cost are unknown and including the conservative estimate could lead to a surplus

Option 2 (Recommended): Phase-in RCMP unionization cost over 3 years

Under this budget option, staff are proposing to phase-in the RCMP unionization cost over 3 years through the utilization of the projected 2021 operating surplus.

Pros

- Phase-in approach allows for the RCMP unionization tax impact to be spread out
- Allow staff to budget accurately when the final costs are received from the RCMP
- Modest tax increase to support the unexpected cost of senior government download

Cons

- Tax deferral will need to be realized in future years, moving the issue forward
- Current year's surplus could be used to support other emerging organization needs and future Council initiatives

Option 3: Surplus to offset 100% of RCMP unionization budget impact

Under this option, \$7.0M of the projected 2021 operating surplus would be utilized to offset the budget impact of the RCMP unionization, as the City has not yet been informed of the exact budget impact.

Pros

- This option results in the lowest tax increase
- Actual budget impact of the RCMP unionization will be presented to Council in the 2023 operating budget

Cons

- Tax deferral will need to be realized in future years, moving the issue forward
- Current year's surplus could be used to support other emerging organization needs and future Council initiatives
- Tax burden will be shifted to future years when the City expects operating budget impact for the Steveston Community Centre and Branch Library and City Centre Community Centre North

Table 5: Budget Options – City-Wide excluding Fire-Rescue (in \$000s)

Budget Components	Amount (in '000s)	Option 1 No operating surplus from 2021	Option 2 (Recommended) RCMP Unionization phase-in over 3 years	Option 3 RCMP unionization fully funded by 2021 operating surplus
Same Level of Service	\$5,418	2.12%	2.12%	2.12%
Less: 2022 Tax Growth	(\$2,800)	(1.10%)	(1.10%)	(1.10%)
Same Level of Service after tax growth (below CPI)	\$2,618	1.02%	1.02%	1.02%
Investment in Infrastructure Replacement Needs (Transfer to Reserves)	\$2,554	1.00%	1.00%	1.00%
LTFMS Policy: Same Level of Service + 1% for Infrastructure Replacement Need	\$5,172	2.02%	2.02%	2.02%
Canada Pension Plan enhancements	\$383	0.15%	0.15%	0.15%
RCMP Unionization Cost - Ongoing	\$7,000	2.74%	2.74%	2.74%
E-Comm Special Levy	\$295	0.12%	0.12%	0.12%
Senior Government Increases	\$7,678	3.01%	3.01%	3.01%
Additional Level Increases	\$63	0.02%	0.02%	0.02%
Council Previously Approved Contract Commitment - SPCA	\$383	0.15%	0.15%	0.15%
Operating Budget Impact	\$506	0.20%	0.20%	0.20%
2021 Operating Surplus to offset the est. cost of RCMP Unionization		-%	(1.83%)	(2.74%)
Net Increases other than Same Level of Service & 1% Infrastructure Replacement Needs		3.38%	1.55%	0.64%
2022 Operating Budget Increase – Citywide excluding Fire-Rescue		5.40%	3.57%	2.66%
2022 Operating Budget Increase – Fire-Rescue	\$744	0.29%	0.29%	0.29%
2022 Operating Budget Increase		5.69%	3.86%	2.95%
Annual equivalent tax increase for average residential property		\$101.11	\$68.59	\$52.42

Financial Impact

The CAO and SMT have done considerable work including conducting significant reviews to achieve a combined same level of service budget of 1.25% which is below the preliminary forecasted CPI target of 2.30%. Staff recognized the challenges brought on by Senior Levels of Government therefore only Council initiated additional level increases or additional level increases with no budget impact are being recommended. The Proposed Operating Budget of 3.86% is recommended as presented in Budget Option 2 (City-Wide excluding Fire Rescue) and the Proposed Operating Budget Increase for Fire Rescue.

Table 6 – 2022 Proposed Operating Budget Increase (in \$000s)

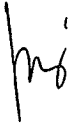
Items	Total 2022 Operating Budget increase	Total Tax Increase
Same Level of Service before tax growth	\$6,002	2.35%
Less: 2022 Estimated Tax Growth	(\$2,800)	(1.10%)
Same Level of Service after tax growth (below CPI)	\$3,202	1.25%
Investment in Infrastructure Replacement Needs (Transfer to Reserves)	\$2,554	1.00%
LTFMS Policy: Same Level of Service + 1% for Infrastructure Replacement Need	\$5,756	2.25%
Canada Pension Plan enhancements	\$450	0.18%
RCMP Unionization Cost	\$7,000	2.74%
E-Comm Special Levy	\$295	0.12%
Senior Government Increases	\$7,745	3.04%
Additional Level Increases	\$63	0.02%
Council Previously Approved Contract Commitment - SPCA	\$383	0.15%
Operating Budget Impact	\$599	0.23%
2021 Operating Surplus to offset the est. cost of RCMP Unionization	(\$4,667)	(1.83%)
Net Increases other than Same Level of Service & 1% Infrastructure Replacement Needs	\$4,123	1.61%
Proposed 2022 Operating Budget Increase	\$9,879	3.86%

Annual equivalent tax increase for average residential property

\$68.59

Conclusion

In keeping with staff's mandate as stipulated in the Long Term Financial Management Strategy policy, the 2022 recommended operating budget increase is 3.86%. The increase maintains the same level of service below CPI, various senior government increases including RCMP unionization cost, operating budget impact, additional level requests based on Council's endorsement or no budget impact, and 1% transfer to reserves in support of funding for community facilities replacement needs.



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2022 Proposed Operating Budget
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1. Council Strategic Plan (2018-2022)



2. Economic Outlook

Economic Outlook

Richmond is a major employment center for the region, with a strong and diverse economic base. Local businesses contribute over 40% of the City's property tax revenues, resulting in the ability to provide residents exceptional levels of municipal services while ensuring a reasonable allocation of taxation among property classes. Richmond's economy is subject to constantly changing global, regional and local trends. As part of its budget planning process, the City examines the current economic context and available forecasts to manage short-term risks and advance long-term financial sustainability.

Global, National and Provincial Forecasts

Economies at all levels continue to be impacted to varying degrees by COVID-19. While there has been measurable rebound activity, medium and long term growth prospects remain uncertain due to the unpredictability of virus mutations, inconsistencies in global vaccination rates, and uneven recovery across sectors. Government aid measures have assisted, and in some cases boosted, liquidity. Many businesses and individuals have demonstrated resiliency by quickly adapting to an online environment, accelerating the e-commerce and remote work trends. Tempering strong demand fundamentals and constraining growth in some areas are supply chain challenges, labour shortages, and the resulting inflationary pressures that have been higher, more widespread and longer lasting than originally anticipated.

1. Global Forecast¹

In 2020 global GDP contracted by 3.2% due to the pandemic and associated public health restrictions that impacted households and firms. GDP is expected to grow by 6% in 2021 as health outlooks improve. The free movement of goods and people around the world will continue to be impacted by the varying success and timelines of vaccination programs in different countries, and by ongoing disruptions in global supply chains.

Central banks and organizations are closely monitoring inflation to inform monetary policy and budgets. The International Monetary Fund anticipates that the mismatch in supply and demand and resulting price pressures will ease, and inflation will return to pre-pandemic ranges, in most countries in 2022 but cautions that uncertainty remains high.

2. Canadian Forecast²

The Canadian economy contracted in 2020 due to the shutdown of large parts of the economy. There have been positive indicators of economic recovery since as many restrictions have eased, including increased household savings, significant consumer demand for both goods and services, strong employment gains, and surging residential investment.

¹ Source: International Monetary Fund, World Economic Outlook (July 27, 2021)

² Source: Scotiabank Global Economics (September 9, 2021)

While Canadian GDP was forecasted to grow by 6.1% in 2021, this has been revised down to 4.8% and 3.6% next year. This can be attributed in part to challenges along the supply chain that are preventing strong demand from being realized. For example low product inventories, difficulties in distributing products, and labour shortages are having an impact on production and sales. The imbalance between demand and supply is leading to increases in inflation as firms pass along price pressures including higher wages and the increased cost of production materials. These additional costs are being passed on to customers by firms and organizations that did not anticipate inflation at the level it has occurred; last year's forecast expected 2021 inflation would be a much lower and manageable 1.7%. Scotiabank forecasts that the current spike will be transitory but that it will take a few quarters for input price pressures to ease.

While many jobs impacted since the start of COVID-19 have been recovered, and some sectors have experienced a net gain in jobs, the most impacted sectors such as tourism and aviation are expected to experience a more gradual recovery with overall employment remaining below pre-pandemic levels until the end of 2022.

Canadian Economic Indicators	2019	2020	2021f	2022f	2023f
Real GDP (% Change)	1.9	-5.3	4.8	3.6	3.0
Consumer Price Index (% Change)*	1.9	0.7	3.1	2.7	2.6
Residential Investment (% Change)	-0.2	4.1	17.9	-3.8	-3.4
Business Investment (% Change)	0.5	-11.9	1.5	3.7	11.3
Unemployment Rate (%)	5.7	9.6	7.7	5.9	5.2
Housing Starts (000s)	209	219	273	245	243

* Inflation rates continue to be highly unpredictable and forecast are subject to change.

3. British Columbia Forecast³

After a milder than expected contraction in 2020, B.C.'s GDP growth is forecasted to reach 5% by the end of 2021 as economic recovery continues throughout the province with strong rebounds in housing, natural resource exports, major projects, and consumer spending. While still the deepest recession since 1982, B.C. fared better than most other provinces; annual GDP declined by more than 5% in Ontario and Quebec, by 8.2% in Alberta, and by 5.4% in Canada overall.

By the end of 2021, the unemployment rate in B.C. is forecast to be 6.6%, a marked improvement over the 2020 rate of 9.2%. Jobs in sectors such as e-commerce, health, IT, and logistics have seen significant gains due to changing consumer behaviour and businesses' ability to quickly adapt to a remote work and online sales environment; recovery will be more gradual in highly impacted sectors. Meanwhile many businesses are experiencing difficulty filling the job vacancies they do have. This is attributed to multiple factors including public health restrictions for temporary foreign workers, limited immigration during border closures and workers transitioning into new industries or exiting the workforce altogether.

The housing market continues to thrive in light of low borrowing costs, demand for space, and investments in recreational properties. Risks to the outlook are related to the gradual pull back of government support programs, public health uncertainty, COVID-19 variants, and supply chain challenges that are preventing demand from being met.

³ Source: Central 1 Credit Union, Economic Analysis of British Columbia (June 29, 2021)

British Columbia Indicators	2019	2020	2021f	2022f	2023f
Real GDP (% Change)	2.7	-3.8	5.0	4.0	2.8
Consumer Price Index (% Change)	2.3	1.0	2.4	2.3	2.1
Residential Investment (% Change)	-1.5	-3.7	9.1	1.0	6.8
Business Investment ⁴ (% Change)	35.6	-22.3	13.8	14.9	6.7
Unemployment Rate (%)	4.7	9.2	6.6	5.1	4.5
Housing Starts (000s)	44.9	37.7	43.3	42	47

Local Trends

1. Metro Vancouver⁵

The Metro Vancouver economy, as measured by GDP, contracted by 3.9% in 2020 before rebounding to a forecasted growth of 6.8% in 2021 and 4.1% in 2022. As jobs are recovered and in some sectors surpass pre-pandemic levels, the unemployment rate continues to decrease with a forecast rate of 7.3% in 2021, down from 9.3% in 2020. Consumer demand has also been robust with retail sales expected to increase by 16.7% in 2021.

Pandemic related travel restrictions, including international border closures and the prohibition of cruise ships from entering Canadian waters, halted the majority of visitor traffic to the region and severely affected tourism and the service sector. The impacts of B.C.'s severe heat and wildfires in the summer of 2021 caused further disruptions.

Business and employment activity in highly impacted sectors is improving as restrictions continue to become less stringent with the border now open to fully vaccinated Americans and a recent federal announcement allowing the return of large cruise ships. However, returning to pre-pandemic levels will take time.

As in other economies, strong demand is being constrained in part by supply chain challenges and labour shortages that are exacerbated in the region due to fewer temporary foreign workers available for service sectors jobs and other employees transitioning to new careers or leaving the workforce.

Metro Vancouver Economic Indicators	2019	2020	2021f	2022f	2023f
Real GDP (% Change)	2.5	-3.9	6.8	4.1	1.8
Consumer Price Index (% Change)	2.3	0.6	2.4	2.3	2.2
Population (% Change)	1.8	1.1	0.7	0.9	1.3
Retail Sales (% Change)	-0.8	-2.6	16.7	-2.9	3.2
Unemployment Rate (%)	4.6	9.3	7.3	5.9	5.5
Housing Starts (000s)	28	22	27	20	19

⁴ Includes both non-residential structures and machinery and equipment

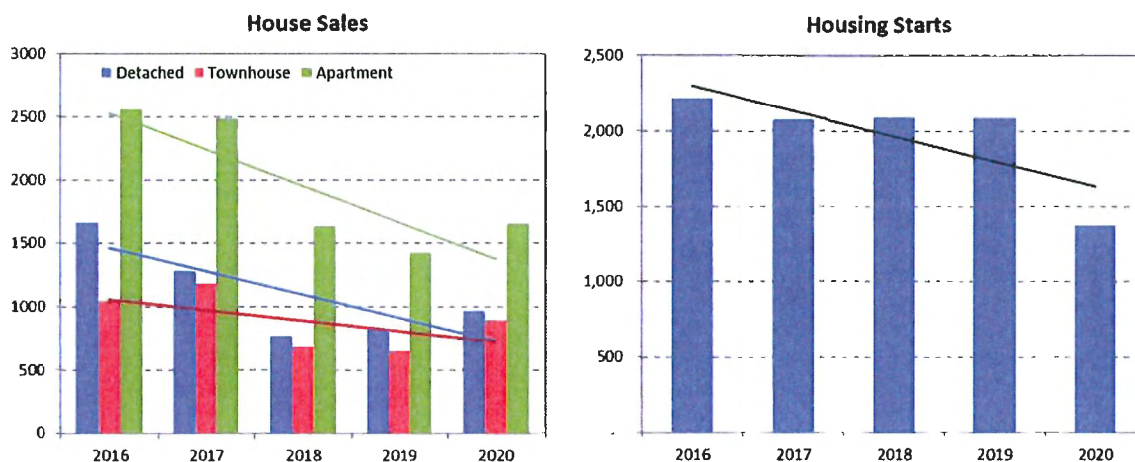
⁵ Conference Board of Canada Major City Insights, Vancouver (October 1, 2021)

2. Richmond⁶

As in all of Metro Vancouver, a large share of Richmond's jobs (40%) are community-oriented, serving local residents and other businesses. The remaining jobs are in sectors that serve national and international markets and generate new economic activity. Nearly 70% of these economic base jobs are in sectors linked to the City's role as a people and goods movement gateway, including transportation, warehousing and logistics, manufacturing, wholesale, and tourism. Richmond has a regional advantage in these industries due to the presence of the port and airport.

The pandemic has demonstrated the importance of sustaining a resilient and diversified local economy. The impacts of COVID-19 have varied among Richmond's key sectors and while some including aviation, tourism, recreation, and hospitality have experienced business closures and job losses, other sectors including logistics, e-commerce, and technology and film production have experienced growth.

3. Housing Market



In 2020, sales of all types of housing increased in Richmond, reversing the previous trend that had been occurring in recent years as a result of government policy interventions designed to cool the overheated housing markets in major urban centers including Vancouver and Toronto.

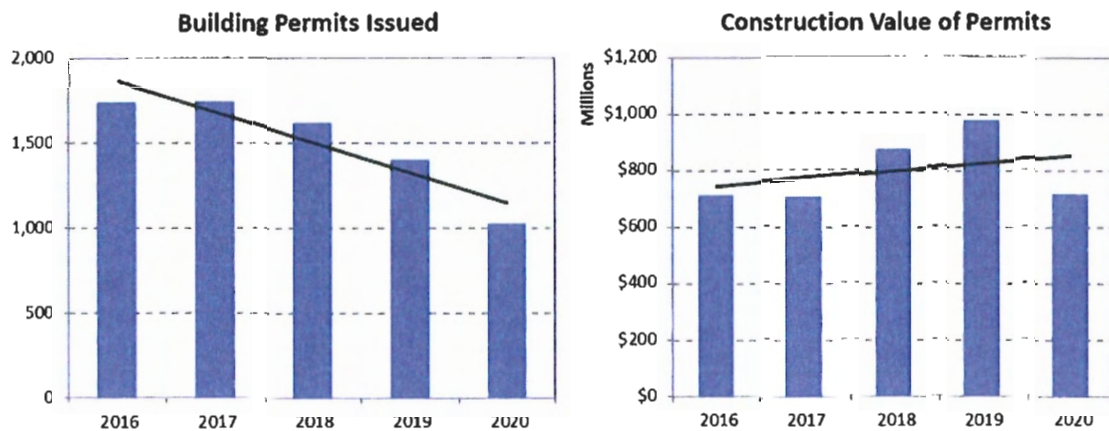
Despite a temporary disruption in early 2020 due to the onset of COVID-19, demand for housing was very strong through much of the year and continuing into the first two quarters of 2021. This can be attributed to limited job losses among high-income households, generous government support programs, and record low mortgage rates. Travel and working restrictions also played a part in the increase in residential housing sales. With many people working from home, there was a desire to find residences that better suited the new working conditions. Detached houses continued to be popular and sales increased by 159% over the same period in 2020, with townhouses (+128%) and apartments (+117%) also increasing in sales.

As of the second quarter of 2021, the total number of housing starts in Richmond increased by 479% over the same period in 2020. This is in response to demand but also is higher when compared to the building slowdown that occurred at the onset of COVID-19 when housing starts were the lowest Richmond had seen in many years due to a temporary halt in construction activity.

⁶ City of Richmond Interactive Data, <http://www.businessinrichmond.ca/data-centre/> (unless stated otherwise)

Housing Indicators	2021 to Q2	2020 to Q2	% Change
Total Sales - Detached	910	353	159%
Total Sales - Townhouse	778	342	128%
Total Sales - Apartment	1436	663	117%
Housing Starts	1077	186	479%

4. Construction Activity

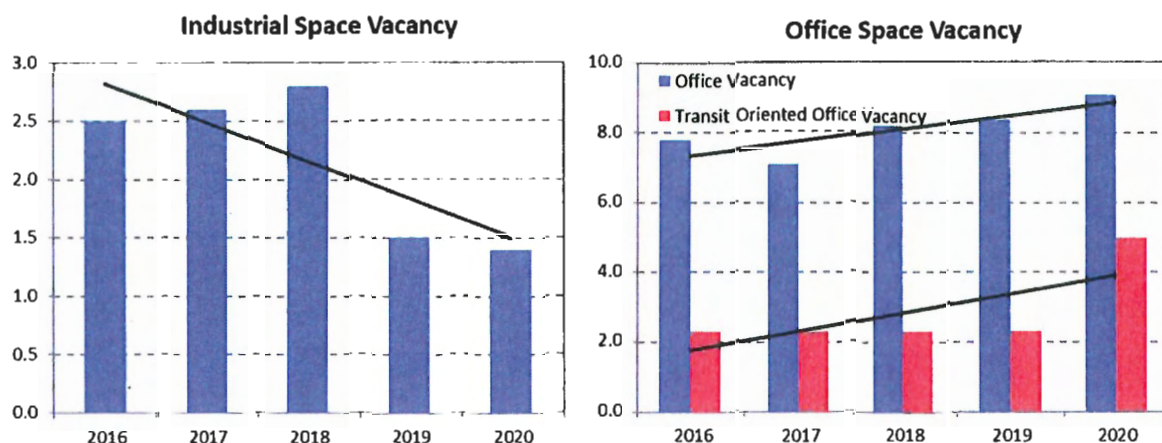


At the end of the second quarter of 2021, the construction value of building permits issued in Richmond had reached \$447 million, 8% lower than during the same period in 2020. Meanwhile the number of building permits issued during the first six months of 2021 increased by 29% over the same period in 2020.

The longer term trend of decreasing building permits issued and increasing or stable construction value is indicative of fewer but larger and more complex multi-family developments occurring in the City Center.

Construction Indicators	2021 to Q2	2020 to Q2	% Change
Building Permits Issued	607	476	28%
Construction Value (\$ millions)	\$447	\$487	-8%

5. Commercial Space⁷



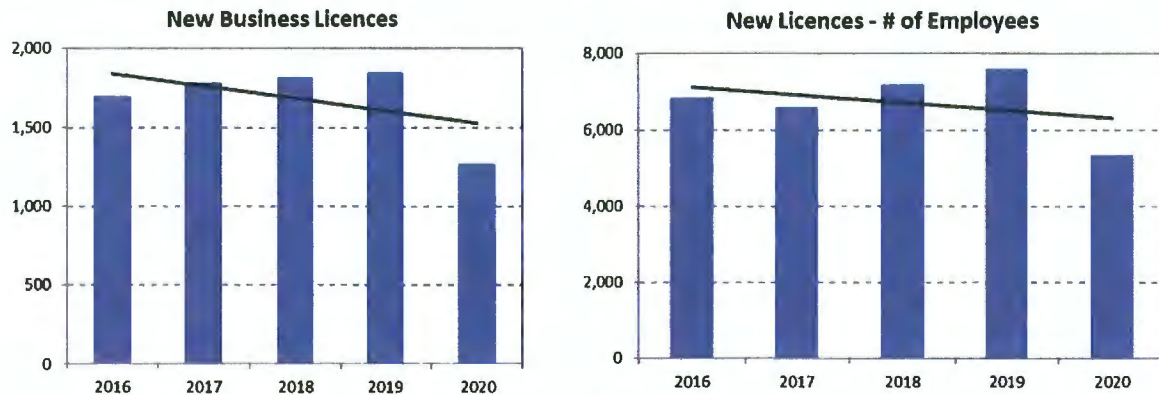
Richmond has over 44 million square feet of industrial space which, at 21%, represents one of the largest shares of Metro Vancouver's regional industrial inventory. Industrial space vacancy has continued to decline in recent years, dropping to an extremely low 0.5% in the second quarter of 2021 despite a 14% inventory growth since the same period in 2020. Demand has continued to be strong, particularly from logistics users as changing consumer behaviour continues to accelerate the e-commerce trend. The trend is expected to continue in the region, resulting in a shortage of industrial land that is necessary to support population, business, and economic growth. Policy and bylaw changes adopted by Council in early 2021 as part of the City of Richmond Industrial Land Intensification Initiative are intended to encourage the more intensified and productive use of this limited land.

Office space vacancy has increased in Richmond and by the end of the second quarter of 2021 the rate was 10.9%. This has been a result of previous sublease activity which has intensified because many office-based businesses have been reconsidering their real estate footprints due to COVID-19 with many employees having been expected to work remotely where possible. Longer term outlooks for office space demand vary. While financial impacts and operational needs have caused some tenants to downsize, others have leased additional space to ensure proper physical distancing or to accommodate business growth.

Commercial Space Indicators	2021 to Q2	2020 to Q2	% Change
Industrial Inventory (million sf)	44.5	39.2	14%
Industrial Vacancy Rate	0.5	1.4	-64%
Office Inventory (million sf)	4.9	4.5	9%
Office Vacancy Rate	10.9	7.7	42%

⁷ Cushman & Wakefield Richmond Office and Industrial Market Beat Report (July, 2021)

6. Business Growth

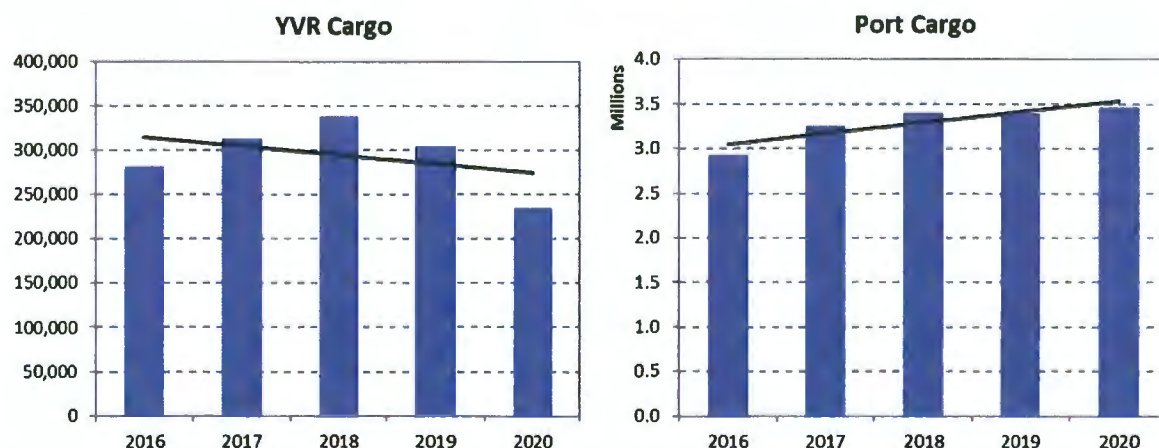


The number of new business licences and associated employment had increased leading up to 2020, when both indicators declined as a result of COVID-19 disruptions. The total number of valid business licences has remained steady at between 13,000 and 14,000. This indicates that a portion of Richmond's business growth is occurring as new businesses displace those that have closed or relocated.

At the end of the second quarter of 2021, the number of licensed businesses had declined by 1% compared to the second quarter of 2020 and 7.9% since the same period in 2019 due to businesses closing or relocating, either on a permanent or temporary basis. The number of permanent business closures due to COVID-19 is not known at this time. Conversely, there are some sectors where business license activity is increasing including logistics, e-commerce, film production and technology.

Local Business Activity	2021 to Q2	2020 to Q2	% Change
Total Valid Business Licenses	13,569	13,670	-1%
New Business Licenses	658	663	-1%
New Licenses - # of Employees	2,628	2,820	-7%

7. Trade



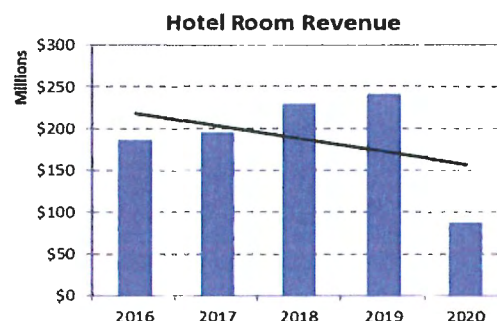
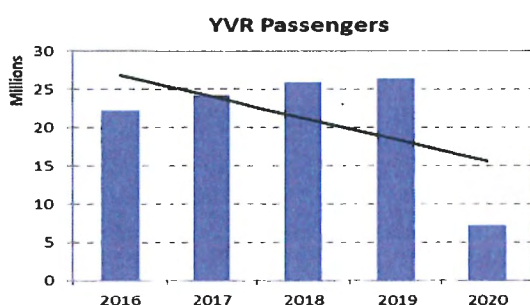
After a period of growth, the amount of cargo handled by YVR declined in 2019. In 2020, YVR experienced further cargo reductions due to COVID-19 related supply chain issues including the reduction of passenger aircraft movements and associated belly cargo capacity, and challenges sourcing manufacturing inputs ranging from semi-conductors to bicycle parts. During the first half of 2021, cargo

movements increased by 14% over the same period in 2020 as the airport played a role in vaccine and medical equipment distribution, but overall levels remain 21% below 2019.

Cargo moved through the Port of Vancouver has grown steadily in recent years. In 2021 cargo levels, measured in Twenty-Foot Equivalent Units (TEUs), have increased in volume by 25% compared to the first half of 2020, and by 16% over 2019 levels. This is partly attributed to the surge in demand for imported manufactured consumer goods which is resulting in an increase in empty containers leaving Vancouver for Asia and the exacerbation of supply chain bottlenecks for Canadian exporters.

Local Trade Indicators	2021 to Q2	2020 to Q2	% Change
YVR Cargo (tonnes)	121,268	106,550	14%
PMV Cargo (TEUs)	1,963,047	1,564,514	25%

8. Tourism



In 2018, B.C.'s tourism sector was outpacing growth of the provincial economy with increasing revenues, employment, wages and number of visitors⁸. In the five year period prior to the pandemic, Richmond taxable hotel room revenue grew at an average annual rate of 11%. In 2021, the economic snapshot of the tourism sector is markedly different.

Impacts to the tourism and hospitality sector caused by physical distancing measures, vaccine passports, labour shortages, and restrictions on travel and large gatherings have been pronounced. The extended closure of the land border with the U.S.A., and the Federal closure of Canadian waters to cruise ships has eliminated many regular visitors to B.C. and Richmond. While the Canadian border has reopened to fully-vaccinated foreign nationals as of September 7 and increasing amounts of tourists have returned to the province, incongruent public health measures globally continue to hinder tourism.

During the first half of 2021, the number of passengers flying through the Vancouver International Airport (YVR) decreased by 75% when compared to the same period in 2020. This decline is pronounced as travel was minimally impacted by COVID-19 for most of the first quarter of 2020. Other tourism indicators including hotel room revenue have shown signs of improvement. Richmond hotels fared better than some of their counterparts due to their proximity to YVR, and the resulting pandemic-related business including the Federal COVID-19 quarantine program. The Municipal and Regional District Tax (MRDT) revenue collected during the first half of 2021 was 36% lower than in the first half of 2019, but data is expected to improve during the second half of the year as domestic and international travel picks up.

⁸ Destination British Columbia research

The MRDT partnership model between the City of Richmond, the Richmond Hotel Association and Tourism Richmond is currently undergoing a renewal process and is expected to generate between \$25 and \$35 million in funding over a five-year period to support tourism sector recovery and growth through destination marketing and development initiatives.

3. 2022 Budget Cycle

2022 Budget Cycle



4. 2022 Same Level of Service Base Net Budget excluding Fire-Rescue

Department/Division (excluding Fire-Rescue)	2021 Adjusted Base Budget (Restated for Comparison) (in '000s)	2022 Proposed Net Base Budget (in '000s)	Amount Change (in '000s)	Per Cent Change	Tax Impact
Policing	61,736	63,390	1,654	2.68%	0.65%
Community Safety - Other	267	224	(43)	(16.10%)	(0.02%)
Community Safety Total	\$62,003	\$63,614	\$1,611	2.60%	0.63%
Community Services	44,144	45,113	969	2.20%	0.38%
Library	10,182	10,396	214	2.10%	0.08%
Community Services including Library	\$54,326	\$55,509	\$1,183	2.18%	0.46%
Engineering and Public Works	39,220	40,528	1,308	3.34%	0.51%
Finance and Corporate Services	22,604	23,093	489	2.16%	0.20%
Corporate Administration	10,420	10,579	159	1.52%	0.06%
Planning and Development	7,922	8,261	339	4.27%	0.13%
Law and Legislative Services	3,951	4,137	186	4.72%	0.07%
Fiscal	(200,446)	(200,303)	143	(0.07%)	0.06%
Same Level of Service Increase	\$-	\$5,418	\$5,418		2.12%
Less: Estimated 2022 New Tax Growth		(2,800)	(2,800)		(1.10%)
Same Level of Service Increase After Growth		\$2,618	\$2,618		1.02%

5. 2022 Same Level of Service Base Budget Details**All Divisions (excluding Fire-Rescue)**

Community Safety (excluding Fire-Rescue), Community Services (including Library), Engineering and Public Works (excluding Utilities), Finance and Corporate Services, Corporate Administration, Planning and Development, Law and Legislative Services, and Fiscal.

	2021 Adjusted Base Budget (Restated for Comparison)	2022 Proposed Base Budget	Change 2022 \$	Change 2022 %
Revenues	(295,658,300)	(312,837,400)	(17,179,100)	5.81%
Expenditures				
Labour	130,725,000	134,404,700	3,679,700	2.81%
Contract Services	80,827,400	82,407,100	1,579,700	1.95%
Operating Expenses	36,866,700	38,542,700	1,676,000	4.55%
Total Operating Expenses	248,419,100	255,354,500	6,935,400	2.79%
Fiscal Expenses	72,762,000	69,617,200	(3,144,800)	(4.32%)
Transfers	(25,522,800)	(6,716,300)	18,806,500	(73.69%)
Grand Total¹	\$-	\$5,418,000	\$5,418,000	

¹ 2022 Proposed Base Budget increase represents the same level of service before tax growth.

FTE Change

	2021 FTE ²	2022 FTE ³	Change 2022
Total	1,201.4	1,200.1	(1.3)

² 2021 Full-Time Equivalent (FTE) includes same level of service base budget, additional levels approved in 2021, 2021 budget amendments, the operating budget impact (OBI) approved by Council in 2021 and positions funded by Capital or one-time expenditures. There are certain positions transferred between Divisions and 2021 FTE has also been restated to align with the current organizational structure approved in 2021.

³ 2022 FTE includes same level of service base budget, additional levels previously approved in 2021, operating budget impact (OBI) approved in 2021, 2021 Budget Amendment, positions funded by Capital or One-Time expenditures.

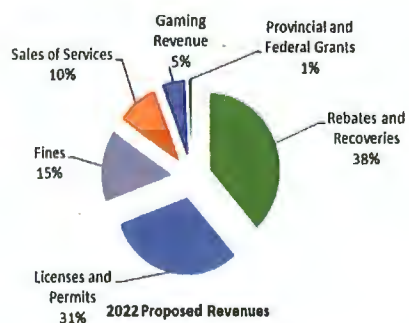
FTE Change – Library

	2021 FTE	2022 FTE	Change 2022
Total	95.8	95.8	-

Community Safety (excluding Fire-Rescue)

The City's primary community safety providers are Police (RCMP), Emergency Programs, Business Licences, and Community Bylaws. The role of the Community Bylaws Department is to lead, assist or partner with others to ensure that the City's various bylaws are complied with for the overall benefit of the community.

	2021 Adjusted Base Budget (Restated for Comparison)	2022 Proposed Base Budget	Change 2022 \$	Change 2022 %
Revenues	(13,518,300)	(14,523,300)	(1,005,000)	7.43%
Expenditures				
Labour	13,719,300	14,196,900	477,600	3.48%
Contract Services	63,263,300	64,567,600	1,304,300	2.06%
Operating Expenses	1,101,000	1,181,900	80,900	7.35%
Total Expenditures	78,083,600	79,946,400	1,862,800	2.39%
Fiscal Expenses	2,545,500	1,645,900	(899,600)	(35.34%)
Transfers	(5,108,100)	(3,455,300)	1,652,800	(32.36%)
Grand Total	\$62,002,700	\$63,613,700	\$1,611,000	2.60%



FTE Change

	2021 FTE	2022 FTE	Change 2022
Total	155.8	156.8	1.0

FTE change due to new Temporary Full Time Soil Bylaw Officer funded by revenue as approved by Council on April 26, 2021.

RCMP Contract Complement (Funded)

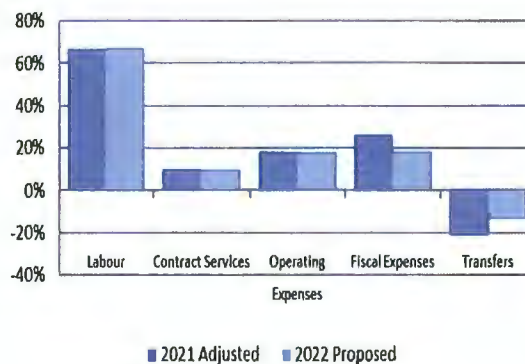
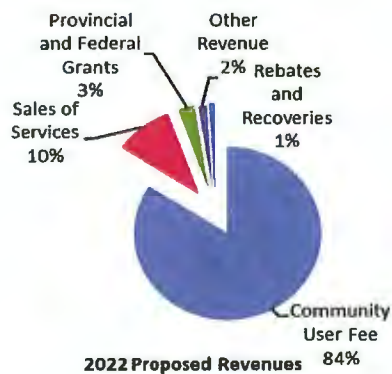
	2021 FTE	2022 FTE	Change 2022
Officers	274.0	274.0	-
Civilian Members	-	-	-
Less: Non-Budgeted	(10.0)	(10.0)	-
Municipal Policing	264.0	264.0	-

Presentation excludes FTE Count for Integrated Teams including RTIC as there was a recent change of IHIT responsibilities from the RCMP to the Province of BC.

Community Services

Coordinates, supports and develops Richmond's community services including recreation, library, arts, heritage and sports. Oversees City owned public facilities and the design, construction and maintenance of City parks, trails and green spaces. Works with community partners and coordinates events and filming in the City.

	2021 Adjusted Base Budget (Restated for Comparison)	2022 Proposed Base Budget	Change 2022 \$	Change 2022 %
Revenues	(12,399,100)	(12,631,800)	(232,700)	1.88%
Expenditures				
Labour	44,699,700	45,814,000	1,114,300	2.49%
Contract Services	6,471,000	6,645,600	174,600	2.70%
Operating Expenses	12,184,700	12,319,800	135,100	1.11%
Total Expenditures	63,355,400	64,779,400	1,424,000	2.25%
Fiscal Expenses	17,383,300	12,469,700	(4,913,600)	(28.27%)
Transfers	(14,013,200)	(9,108,400)	4,904,800	(35.00%)
Grand Total	\$54,326,400	\$55,508,900	\$1,182,500	2.18%



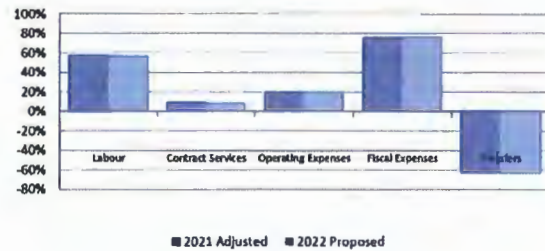
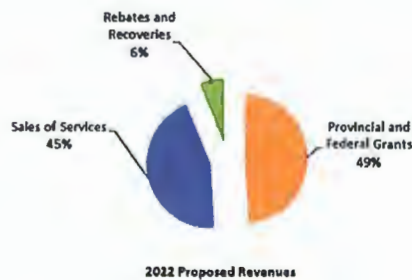
FTE Change

	2021 FTE	2022 FTE	Change 2022
Community Services	417.5	417.5	-
Library	95.8	95.8	-
Total	513.5	513.5	-

Engineering and Public Works (excluding Utilities)

Comprises engineering planning, design, construction and maintenance services for all utilities and City building infrastructure. Responsible for dikes and irrigation system, roads and construction services, street lighting, corporate sustainability, corporate and community energy programs.

	2021 Adjusted Base Budget (Restated for Comparison)	2022 Proposed Base Budget	Change 2022 \$	Change 2022 %
Revenues	(7,898,600)	(7,984,200)	(85,600)	1.08%
Expenditures				
Labour	27,304,100	27,983,400	679,300	2.49%
Contract Services	4,579,600	4,658,600	79,000	1.73%
Operating Expenses	9,225,300	9,500,500	275,200	2.98%
Total Expenditures	41,109,000	42,142,500	1,033,500	2.51%
Fiscal Expenses	35,962,200	37,427,200	1,465,000	4.07%
Transfers	(29,952,700)	(31,057,400)	(1,104,700)	3.69%
Grand Total	\$39,219,900	\$40,528,100	\$1,308,200	3.34%



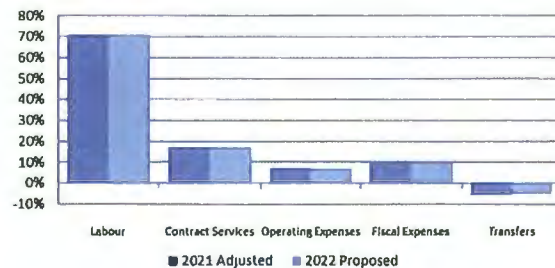
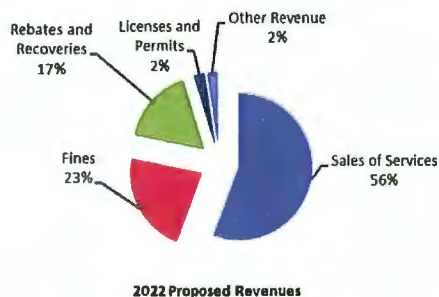
FTE Change

	2021 FTE	2022 FTE	Change 2022
Total	270.9	270.9	-

Finance and Corporate Services

Responsible for the financial well-being of the City, through the provision of financial advice, services and information to Council, staff and the public, as well as through the support and fostering of a viable business community. This division includes customer service, information technology, finance, economic development, real estate services, and corporate business service solutions.

	2021 Adjusted Base Budget (Restated for Comparison)	2022 Proposed Base Budget	Change 2022 \$	Change 2022 %
Revenues	(635,300)	(635,300)	-	-
Expenditures				
Labour	16,481,100	16,952,700	471,600	2.86%
Contract Services	3,984,700	4,041,700	57,000	1.43%
Operating Expenses	1,669,200	1,629,600	(39,600)	(2.37%)
Total Expenditures	22,135,000	22,624,000	489,000	2.21%
Fiscal Expenses	2,378,400	2,351,700	(26,700)	(1.12%)
Transfers	(1,273,500)	(1,246,800)	26,700	(2.10%)
Grand Total	\$22,604,600	\$23,093,600	\$489,000	2.16%



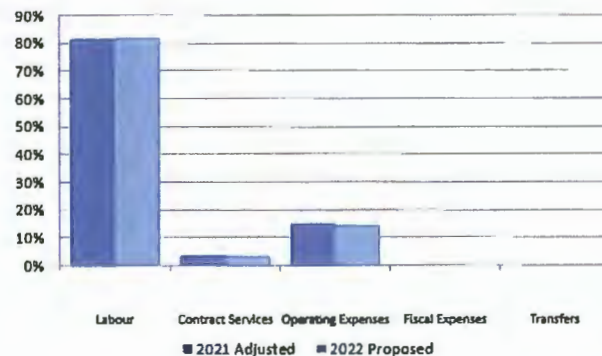
FTE Change

	2021 FTE	2022 FTE	Change 2022
Total	145.3	145.3	-

Corporate Administration

The CAO's Office oversees the overall administration of the corporate body (business units/operations) of the City and employees. Other departments and functions include, Deputy CAO Administration, human resources, corporate communications, production centre, intergovernmental relations, special projects and coordination of interdivisional projects and the Corporate Planning and Programs Management Group (CPMG). This is also where the budget for Mayor and Councillors resides.

	2021 Adjusted Base Budget (Restated for Comparison)	2022 Proposed Base Budget	Change 2022 \$	Change 2022 %
Revenues	(5,000)	(5,000)	-	-
Expenditures				
Labour	8,519,000	8,677,800	158,800	1.86%
Contract Services	354,400	354,400	-	-
Operating Expenses	1,551,600	1,551,600	-	-
Total Expenditures	10,425,000	10,583,800	158,800	1.52%
Grand Total	\$10,420,000	\$10,578,800	\$158,800	1.52%



FTE Change

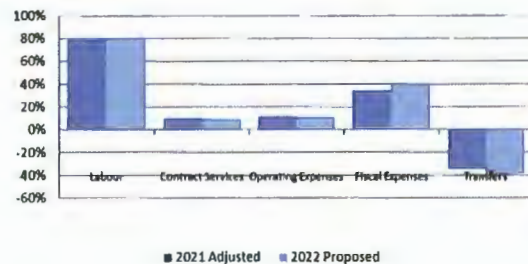
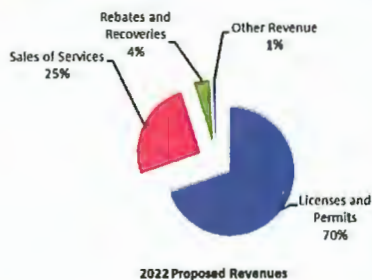
	2021 FTE	2022 FTE	Change 2022
Total	65.4	64.6	(0.8)

FTE change due to temporary full-time Communications Associate position appointment ended in 2021.

Planning and Development

Incorporates policy planning, transportation planning, development applications, building approvals, and community social development, which includes social planning, affordable housing, diversity, youth, childcare and older adult services. This division provides policy directions that guide growth and change in Richmond with emphasis on land use planning, development regulations, environmental protection, heritage and livability. These planning functions play a vital part in the City's life cycle and involve the development of community plans and policies, zoning bylaws, as well as development related approvals and permits.

	2021 Adjusted Base Budget (Restated for Comparison)	2022 Proposed Base Budget	Change 2022 \$	Change 2022 %
Revenues	(9,858,800)	(9,877,100)	(18,300)	0.19%
Expenditures				
Labour	14,037,900	14,420,800	382,900	2.73%
Contract Services	1,742,300	1,707,100	(35,200)	(2.02%)
Operating Expenses	2,000,500	2,009,700	9,200	0.46%
Total Expenditures	17,780,700	18,137,600	356,900	2.01%
Fiscal Expenses	6,113,700	7,071,000	957,300	15.66%
Transfers	(6,113,700)	(7,071,000)	(957,300)	15.66%
Grand Total	\$7,921,900	\$8,260,500	\$338,600	4.27%



FTE Change

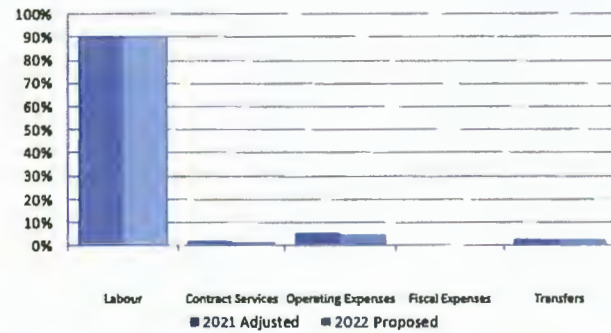
	2021 FTE	2022 FTE	Change 2022
Total	122.0	120.5	(1.5)

Reduction due to one-time expenditures already spent.

Law and Legislative Services

Law and Legislative Services division is responsible for providing advice to City Council and staff regarding the City's legal rights and obligations and records keeping.

	2021 Adjusted Base Budget (Restated for Comparison)	2022 Proposed Base Budget	Change 2022 \$	Change 2022 %
Revenues	(2,100)	(2,100)	-	-
Expenditures				
Labour	3,551,800	3,732,900	181,100	5.10%
Contract Services	75,700	75,700	-	-
Operating Expenses	207,400	212,900	5,500	2.65%
Total Expenditures	3,834,900	4,021,500	186,600	4.87%
Fiscal Expenses	9,900	9,900	-	-
Transfers	107,900	107,900	-	-
Grand Total	\$3,950,600	\$4,137,200	\$186,600	4.72%



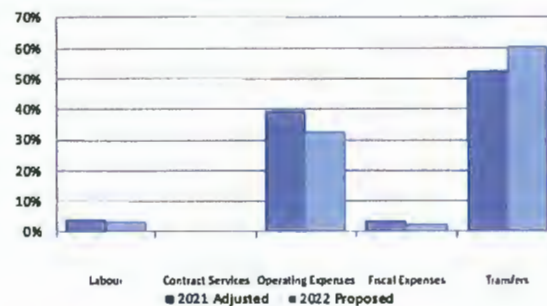
FTE Change

	2021 FTE	2022 FTE	Change 2022
Total	24.5	24.5	-

Fiscal

	2021 Adjusted Base Budget (Restated for Comparison)	2022 Proposed Base Budget	Change 2022 \$	Change 2022 %
Revenues¹	(251,341,100)	(267,178,600)	(15,837,500)	6.30%
Expenditures				
Labour	2,412,100	2,626,200	214,100	8.88%
Contract Services	356,400	356,400	-	-
Operating Expenses	8,927,000	10,136,700	1,209,700	13.55%
Total Expenditures	11,695,500	13,119,300	1,423,800	12.17%
Fiscal Expenses	8,369,000	8,641,800	272,800	3.26%
Transfers	30,830,500	45,114,700	14,284,200	46.33%
Grand Total	\$(200,446,100)	\$(200,302,800)	\$143,300	(0.07)%

¹Allocated \$43,577,900 of revenues to Fire-Rescue



6. Operating Budget Impact from Developer Contributed Assets

2022 OBI Developer Contributed Assets				
Ref	Description	RZ/DP Number	Address	OBI
1	<p>Hummingbird Child Care Facility</p> <p>The Hummingbird Child Care Facility will be a City-owned community amenity provided by Oval 8 Holdings Ltd. Inc. No. 0805724 as part of the River Green development, which includes approximately 11 hectares (27 acres) of riverfront property in the City Centre's Oval Village. The River Green development extends between the No. 2 Road Bridge and Gilbert Road and is bisected by the Richmond Olympic Oval. It is a multi-phased, high-rise, high-density, mixed use development that includes new streets, parks and open spaces, and related public amenities.</p> <p>The child care facility will be comprised of 5,000 sq. ft. (464.5 m²) of indoor space (inclusive of walls, circulation, an elevator and internal stairways) and 5,000 sq. ft. (464.5 m²) of outdoor space. The child care facility will include indoor and outdoor space for two child care programs, underground parking spaces, dedicated bicycle parking and a garbage and recycling room. Preliminary building and site plans for the child care facility are in development. Construction of the facility is anticipated to be completed in 2022 subject to permitting and construction timelines.</p> <p>The child care space will be designed to accommodate up to 37 children in various licensed child care programs with the final number of licensed spaces to be confirmed by the operator in consultation with the City and Vancouver Coastal Health Community Care Facilities Licensing.</p> <p>The developer, Oval 8 Holdings, is responsible for the capital costs of constructing the facility. An operating budget impact will be required once the facility is completed and transferred to the City in order to meet the future City (landlord) maintenance and repair responsibilities. The non-profit operator will be responsible for all operating costs and certain maintenance costs. This includes the non-salary operating cost of the facility.</p>	RZ 09-460962	6899 Pearson Way	\$54,731
8	<p>OBI for Traffic-Signal Related Improvements (by developers)</p> <p>Traffic-signal related improvements completed or anticipated to be completed in 2021 through development. Starting in 2022, the associated OBI is based on current estimates necessary for ongoing maintenance. The type of improvement includes providing new traffic-signal related infrastructure at Pearson Way and River Road (New traffic signal).</p>	RZ 09-506904, DP 12-617639 & SA 12-626212	Pearson Way and River Road	\$2,407
2022 OBI Developer Contributed Assets Total				\$57,138

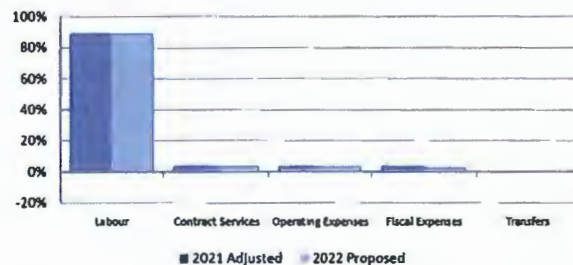
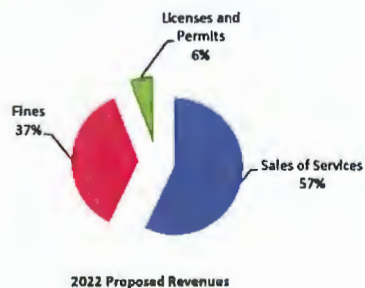
7. 2022 Same Level of Service Base Budget Details (Fire-Rescue)

Community Safety (Fire-Rescue)

The City's Fire-Rescue Department responds to multiple emergency and non-emergency calls every day, from fires to medical emergencies, motor vehicle incidents and more. The team also offers a wide range of public education and prevention services to further the mission to protect and enhance the City's livability through service excellence.

	2021 Adjusted Base Budget (Restated for Comparison)	2022 Proposed Base Budget	Change 2022 \$	Change 2022 %
Revenues¹	(43,691,200)	(43,693,400)	(2,200)	0.0%
Expenditures				
Labour	39,034,300	39,562,700	528,400	1.35%
Contract Services	1,719,700	1,769,000	49,300	2.87%
Operating Expenses	1,643,700	1,652,000	8,300	0.50%
Total Expenditures	42,397,700	42,983,700	586,000	1.38%
Fiscal Expenses	1,578,100	1,396,100	(182,000)	(11.53%)
Transfers	(284,600)	(102,600)	182,000	(63.95%)
Grand Total	\$-	\$583,800	\$583,800	1.34%

¹Allocation of \$43,577,900 of revenues from Fiscal



FTE Change

	2021 FTE	2022 FTE	Change 2022
Total	267.6	267.6	-

8. Emerging Organizational Additional Levels - Recommended for Funding in 2022**Emerging Organizational Additional Levels - Recommended for Funding in 2022**

Ref	Requested By	Description	Amount	Tax Impact
1	Planning and Development	Child Care Program - Planner 1 - Increase to Regular Full-Time A regular full-time Planner 1 position (increase from current regular part-time) is required to support the Child Care section, implement actions in the 2017-2022 Child Care Needs Assessment and Strategy and 2021-2031 Child Care Action Plan and support development of City-owned child care amenities.	\$ -	-%
2	Community Safety	RCMP - Increase 2 authorized strengths previously approved with no budget impact RCMP regular member positions need authorization under the Municipal Police Unit Agreement. Council approved a 16-member increase in 2021 but only 14 authorized strengths were actually added due to the 2 Civilian Members (CM) conversion. The City will submit the remaining 2 authorized strength increase to the Province and RCMP for the 2022 budget process to complete the Council's approved 16-member increase. Financial authorization was already provided in 2021 Annual Reference Level Updates (ARLU) with the "net" 14 members.	\$ -	-%
3	Community Services	Conversion of cleaning services at Hamilton Community Centre Formerly, contracted janitorial services were used to clean Hamilton Community Centre; however, required service levels were not met by external vendors. When the prior contractor resigned, staff tested the use of auxiliary staff which proved to be more effective for the same cost.	\$ -	-%
4	Finance and Corporate Services	Conversion of Temporary Full Time to Regular Full Time - Buyer 1 This position will be located at the Works Yard and will support the efficient delivery of services for Public Works and Parks maintenance and capital programs, including ensuring compliance with the City's purchasing policy and procedures. Funding already exists in the budget. The role helps to reduce the administrative demand on operations staff, thereby allowing focus on their key roles of project planning and operational activities. Location of the position at the Works Yard improves efficiency through direct interactions with the operational business units supported.	\$ -	-%

Emerging Organizational Additional Levels - Recommended for Funding in 2022

Ref	Requested By	Description	Amount	Tax Impact
5	Engineering and Public Works	New developer contributed asset - Hummingbird Child Care Facility Hiring of Auxiliary Building Maintenance Coordinator (BMC) and Building Service Maintenance (BSM) Worker to perform inspections and carry out maintenance requirements relating to the Hummingbird Child Care Facility.	\$ 23,200	0.01%
6	Community Services	Annual fee-for-service contribution to the Steveston Historical Society At the request of the Steveston Historical Society, the City contributes an annual fee-for-service of \$40,000 to the Society to support their operation of the Steveston Museum and Post Office. This funding is linked to the Society's five-year operating agreement for the 2022-2026 period.	\$ 40,000	0.01%
Total Emerging Organizational Additional Levels - Recommended for Funding in 2022			\$63,200	0.02%

9. Emerging Organizational Additional Levels - Not Recommended for Funding in 2022**Emerging Organizational Additional Levels - Not Recommended for Funding in 2022**

Ref	Requested By	Description	Amount	Tax impact
1	Engineering and Public Works	Regular Full Time Project Manager - Fleet Operations The City's Electric Vehicle (EV) charging network has expanded significantly since 2013 (from 36 to 129 charging ports). A Project Manager is required to manage contractors and staff for maintaining and expanding this growing service level as well as global positioning system (GPS), fuel and Green Fleet Action planning.	\$ 152,500	0.06%
2	Corporate Administration	Regular Full Time Council and Corporate Social Media Specialist The City has multiple social media channels which are an important public interface and increasingly vital to ongoing communications, engagement, and support for Council goals. Specialized expertise and focus enables a stronger, more strategic presence on existing and emerging platforms.	\$ 95,000	0.04%
3	Engineering and Public Works	Concrete Repairs Damage to driveways, curbs and other infrastructure can occur from City owned trees. The operating budget is not sufficient to address these concerns.	\$ 200,000	0.08%
4	Engineering and Public Works	Regular Full Time System and Project Coordinator – Automatic Vehicle Location (AVL)/Global Positioning System (GPS) The AVL/GPS pilot has ended. A long term contract will be awarded in 4th quarter of 2021. Position to manage the existing system and expansion to the fleet of 500 driving and stationary assets is required.	\$ 91,670	0.04%
5	Planning and Development	Regular Full Time Planner 1 - Community Social Development A Regular Full Time (RFT) Planner 1 position is required to support the growing portfolios of the various sections in the Community Social Development department that have been supported in the past with auxiliary staff through gap funding from vacant positions. There is also a one-time initial capital cost of \$5,000.	\$ 125,593	0.05%

Ref	Requested By	Description	Amount	Tax Impact
6	Engineering and Public Works	Regular Full Time Operator for Mini Street Sweeping Machine (Capital Submission) Currently there is no service level for cleaning separated bike lanes and pathways. Spot cleaning is done for demand complaints only. These bike lanes cannot be cleaned by a regular street sweeper due to the machine width. Expansion of separated bike lanes requires the addition of a Regular Full Time operator to operate the Mini Street Sweeping Machine.	\$ 107,272	0.04%
7	Engineering and Public Works	Additional Staff for Works Yard - Building Service Workers Currently 3 Regular Full Time Building Service Workers (RFT BSWs) are providing cleaning services at the Works Yard. Despite a considerable increase in the square footage, there has not been an increase in janitorial staff to service this area in over 20 years. City Hall and City Hall Annex have 6 RFT BSWs providing service as a comparison. Request is for 2 regular full time and 1 auxiliary staff to ensure the safety within our sites and adhering to Ministry of Health and WorkSafeBC guidelines.	\$ 224,999	0.09%
8	Planning and Development	Regular Full Time Planner 2 - Anti-Racism Specialist A Regular Full Time (RFT) Planner 2 (Anti-Racism) position is required to provide leadership and strategic planning in the development and implementation of new City policies and initiatives that further advance the City's anti-racism work. There is also a one-time initial capital cost of \$5,000.	\$ 146,789	0.06%
9	Community Services	New Facility - Richmond Curling Club - staffing requirement Ownership of the Curling Club transferred to the City in June. Will require a Building Maintenance Coordinator, Building Service Maintenance Worker and an Arena Service Worker to perform inspections, carry out maintenance and manage the daily operations of the new ice plant at the facility. Service level options will be presented to Council at the end of November.	\$ 123,100	0.05%
Total Emerging Organizational Additional Levels - Not Recommended for Funding in 2022			\$1,266,923	0.51%